

Academic Excellence Committee

February 15, 2024



THE COMMONWEALTH OF VIRGINIA THE VISITORS OF JAMES MADISON UNIVERSITY

Academic Excellence Committee
Thursday, February 15, 2024, 1:00 p.m.
Highlands Room

Agenda

1. Opening Remarks and Approval of Minutes for November 9, 2023, Meeting*
2. Academic Affairs Divisional Update
Heather Coltman, Provost and Senior Vice President
3. Area Spotlight: Adult Degree Program
Nick Swartz, Interim Dean, School of Professional and Continuing Education
4. Curriculum Updates*
Paula Maxwell, Associate Vice Provost for Curriculum
5. Integration of Academic Programs and Faculty Workload
Heather Coltman, Provost and Senior Vice President
Elizabeth Oldmixon, Vice Provost, Faculty Affairs and Curriculum
6. Faculty Senate Report
Kathy Ott Walter, Speaker
7. 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, November 9, 2023, in the Highlands Room of the Festival Conference and Student Center at James Madison University. Lara Major, Chair, called the meeting to order at 1:00 p.m. Lara opened the meeting by recognizing the four Impact Program members in attendance.

Present:

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

Others:

Alger, Jonathan, President
Chamberlin, Matt, Director, Independent Scholars Program
Coltman, Heather, Provost and Senior Vice President for Academic Affairs
Elassal, Mariam, Class of 2024, Independent Scholar
Evans, Perry, Class of 2024, Integrated Science and Technology
Frana, Phil, Professor of Interdisciplinary Liberal Studies and Independent Scholars
Herod, Maribeth, Rector
Maxwell, Paula, Associate Provost for Curriculum
Nowviskie, Bethany, Dean, Libraries
Ott Walter, Kathy, Speaker, Faculty Senate
Schubert, Carolyn, Interim Associate Dean for Academic Engagement, Libraries
Shorish, Yasmeeen, Professor and Director of Scholarly Communications Strategies, Libraries
Shukrullah, Shukrana, Class of 2024, Independent Scholars
Tongen, Anthony, Vice Provost for Research, Economic Development and Innovation
Zhang, Hao, Associate Professor of Integrated Science and Engineering

Approval of Minutes

On motion by Chris Falcon and seconded by Nicole Payla Wood, the Academic Excellence Committee minutes of September 14, 2023, were approved.

Academic Affairs Divisional Update

Provost Heather Coltman delivered the divisional update. She began by observing a moment of silence to remember Edwin O'Shea, Associate Professor in the College of Science and Mathematics, who passed away in late September and student Bernard Stapelfeld, who passed away on November 9, 2023. The provost then

discussed elements of student success, with an emphasis on advising, the integral part that advisors play in student success and the role of Reengineering Madison.

Area Spotlight: Libraries

Dean Bethany Nowviskie and Carolyn Schubert and Yasmeen Shorish from Libraries presented on the many ways our exceptional library system serves as research infrastructure for JMU: providing faculty and students with the resources, spaces, academic technologies, and expertise they need to conduct 21st century research; enhancing the impact of JMU publications by helping them reach a global audience; and connecting the research activities of our R2 institution with JMU's core teaching-and-learning mission.

Dean Nowviskie highlighted the Carrier Library expansion and shared the link to the award-winning interactive website where updates and information about the project can be viewed.

Research Advances – Faculty/Student Panel

Research, Economic Development and Innovation (REDI) coordinated a presentation highlighting JMU's growth in research expenditures and expanded resources for faculty and students in support of R2 status; university-wide activities, which include leading economic development efforts with local, regional, and state-level partners; and exciting examples of faculty-student research projects.

The committee heard from three students regarding how their research has enhanced and impacted their educational experience at JMU. Independent Scholars major Shukrana Shukrullah, with faculty advisor Phil Frana, presented her success story (including securing \$20,000 in scholarships to study abroad) with support from the JMU Office of Student Awards, Initiatives, and Research (STAIR). Mariam Ellassal, who is also an Independent Scholars major, with faculty advisor Matt Chamberlin, presented barriers to reforming the criminal and youth justice systems, highlighting the practicality of interdisciplinary approaches and the value of engaged and work-based learning. Perry Evans, majoring in Integrated Science and Technology, and faculty advisor Hao Zhang presented their integrated science and technology research exploring innovative algorithms and models tailored for enhancing smart machine and production control within manufacturing systems.

Curriculum Updates

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

After updating the committee on the status of three pending proposals approved by the board previously, the committee heard a proposal to discontinue two degree programs, Speech Pathology and Community Health Education. The discontinuances are contingent on SCHEV approval of proposals to create degree programs from existing majors: Speech Pathology will be replaced with Communication Sciences and Disorders and Health Sciences.

On a motion by Chris Falcon and seconded by Jack White, the committee unanimously approved the discontinuation of the Community Health Education, BS, and Speech Pathology, BA/BS, contingent on the approval of pending SCHEV proposals for new degree programs.



The second request was to elevate an existing major in Environmental Earth Science to a stand-alone degree program. The new program would increase visibility for student recruitment and provide a greater ability to offer environmental earth science-specific courses. No additional resources are requested, and the employment outlook for this degree program is higher than average.

On a motion by Dickie Bell and seconded by Chris Falcon, the committee unanimously approved this new Environmental Earth Science, BA/BS, stand-alone degree program.

The third proposal was to change the current name of the Department of Foreign Languages, Literatures, and Cultures to the Department of World Languages and Cultures, effective Fall 2024. The requested name is more commonly used in the discipline. The limited costs associated with the name change will come from funds in the existing departmental budget and no additional resources are needed.

On a motion by Chris Falcon and seconded by Jack White, the committee unanimously approved the proposed name change of the Department of Foreign Languages, Literatures, and Cultures to the Department of World Languages and Cultures.

Faculty Senate Speaker Report

Kathy Ott Walter provided the speaker's report and shared a synopsis of the October and November senate meetings. She expressed thanks to President Alger for attending the October in-person Faculty Senate meeting and weaving answers to faculty questions about workload, campus safety, and salaries into his remarks. She also thanked Dean Bob Kolvoord for attending the virtual November Faculty Senate meeting and providing a thorough overview of the Reengineering Madison. The senate continues to explore what makes faculty successful at JMU.

The speaker concluded her report highlighting the study abroad activities and student achievements in the Adult Degree Program and the recent Health Policy Summit, which brought together four departments from two colleges along with the Center for Civic Engagement to provide an inter-professional event for students to work together to address a health policy concern.

Topics of Interest for Future Meetings

Due to time constraints, the chair asked committee members to reach out to her and Provost Coltman with any topics of interest for future meetings.

There being no further business, on the motion of Chris Falcon and seconded by Nicole Payla Wood, the Academic Excellence Committee meeting adjourned at 2:33 p.m.

Respectfully submitted,

Lara Major, Chair

Donna Harper, Secretary to the Board

Academic Affairs Divisional Update

Heather Coltman
Provost and Senior Vice President



Adult Degree Program

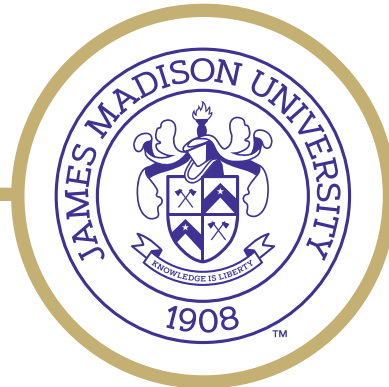
(ADP)

Nick Swartz, Interim Dean, School of Professional and Continuing Education

Daniel Robinson, Director, Adult Degree Program

Donna Garber, Bachelor of Individualized Study, 2014, Educational Specialist, 2020

Pam Sloan, Bachelor of Individualized Study, 2024





JMU School of Professional
& Continuing Education



COLLABORATE
ACCESS
ADVOCATE
TRUST
INTEGRITY
IMPACT
INSPIRE
IMAGINE

FOR A LIFETIME



ACADEMIC PARTNERSHIPS

Undergraduate Programs

- Dual Enrollment
- Registered Nurse–Bachelors of Science and Nursing (*College of Health and Behavioral Studies*)

Graduate Degrees

- Speech Language Pathology (*College of Health and Behavioral Studies*)
- Educational Leadership (*College of Education*)
- Educational Technology (*College of Education*)
- Literacy concentration (*College of Education*)
- Mathematics Education (*College of Education and College of Science and Mathematics*)
- Teacher Leadership (*College of Education*)

Graduate Certificates

- Cyber Intelligence (*College of Integrated Science and Engineering*)
- Higher Education Assessment Specialist (*College of Health and Behavioral Studies*)
- Educational Leadership (*College of Education*)
- Educational Technology (*College of Education*)
- Teacher Leadership (*College of Education*)

NON-CREDIT PROFESSIONAL DEVELOPMENT PROGRAMS

- Foundations of Project Management & Team Communication
- Lean Six Sigma Green Belt & Black Belt Certification
- Project Management Certification – Certified Associate in Project Management (CAPM)/Project Management Professional (PMP) Prep
- Paralegal Studies Certificate
- Certified Financial Planner
- Society for Human Resource Management Training – Certified Professional (CP)/Senior Certified Professional (SCP) Prep
- Test Preparation - GRE, GMAT, LSAT, SAT, ACT
- Assessment 101 (*Center for Assessment and Research Studies*)
- Supply Chain Management Certificate (*College of Business*)





ADULT DEGREE PROGRAM

Bachelor of Individualized Study

- Healthcare Leadership
- Business and Information Technology
- Human Resource Development and Management
- Small Business Management and Entrepreneurship
- Professional Workplace Communication
- Family and Consumer Sciences
- Child Development
- Early Childhood Education (2+2)
- Special Education
- Elementary Education
- Inclusive Early Childhood Education

ACADEMIC PARTNERSHIPS

- Colleges and academic/university units
 - Budget Management
 - Student Support
 - Course Management and Registration
 - Human Resources and Hiring Processes for Instructors
 - Marketing
- Non-degree seeking students
- Dual enrollment

NON CREDIT PROFESSIONAL DEVELOPMENT

- Customized Group and Corporate Training
- Individual Non-credit Career Courses Market Research & Analysis
- Partner with Individual Faculty and External Organizations

LIFELONG LEARNING INSTITUTE

- Enrichment Courses
- Wine-Down Wednesday
- Coffee and Company
- Intergenerational Programming
- Noontime Knowledge
- Wine and Wisdom
- Local and International Trips
- Special Interest Groups

YOUTH PROGRAMS

- K-12 Residential and Non-residential Camps
- Partnerships to Support Youth Development
- Local Events for Community Youth

JMU School of Professional
& Continuing Education

Adult Degree Program - Our Students

- Some college credit, no degree
- 22 years of age or older
- Non-traditional student responsibilities

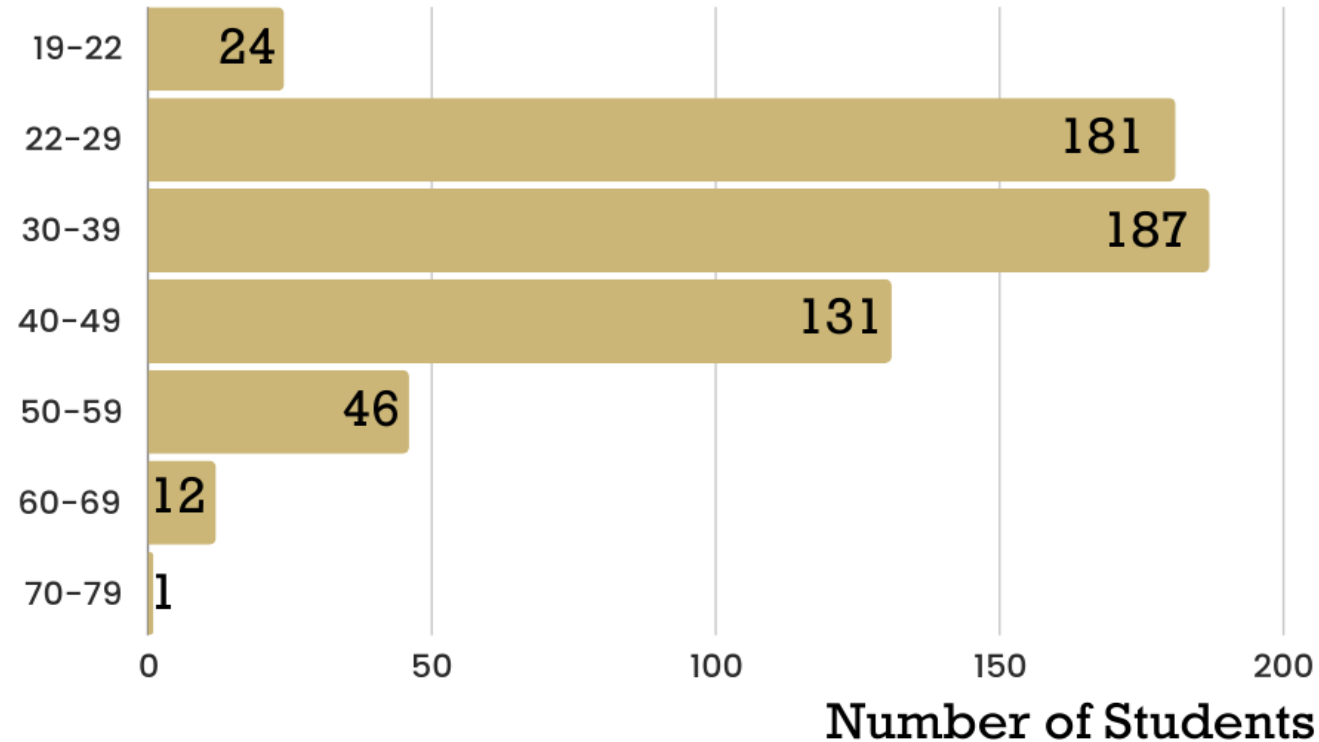




Adult Degree Program Demographics

Age

Age Range (Year)

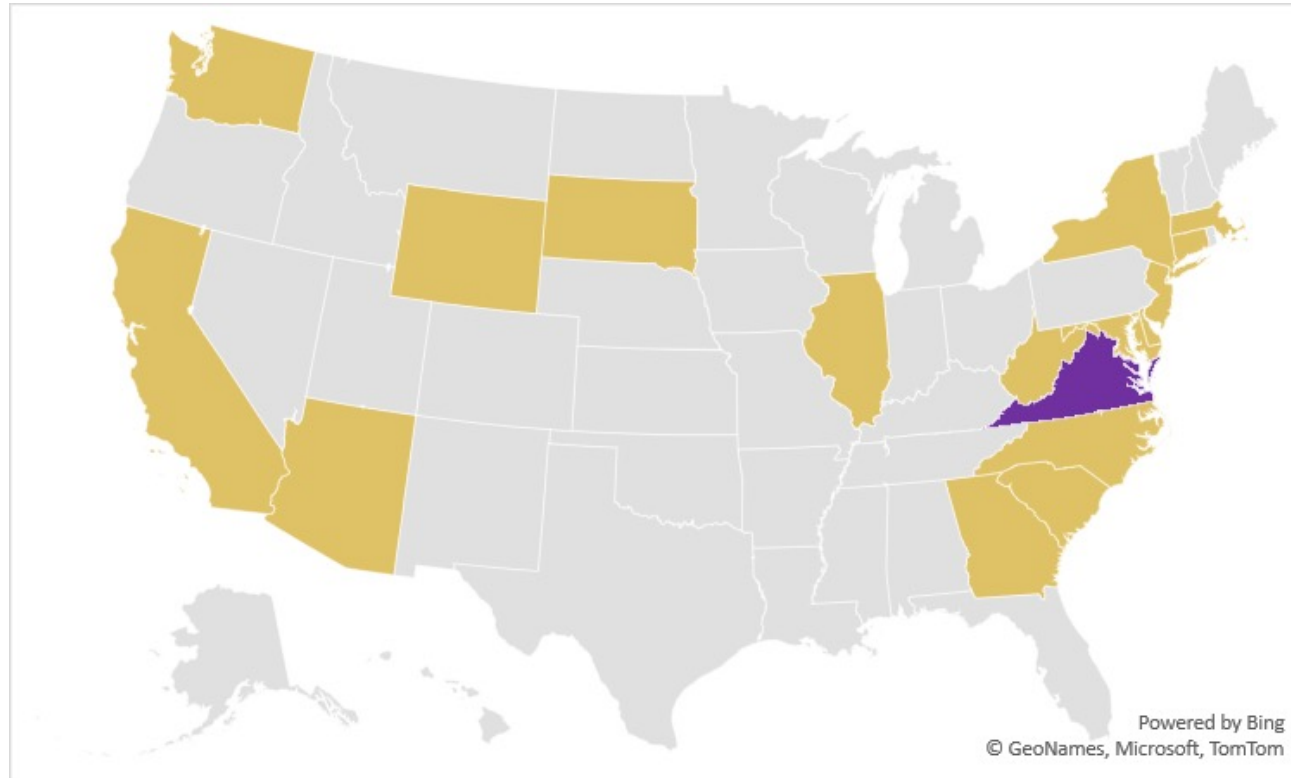


Total Adult Degree Program Students (Fall 2023): **522**



Adult Degree Program Demographics

Location

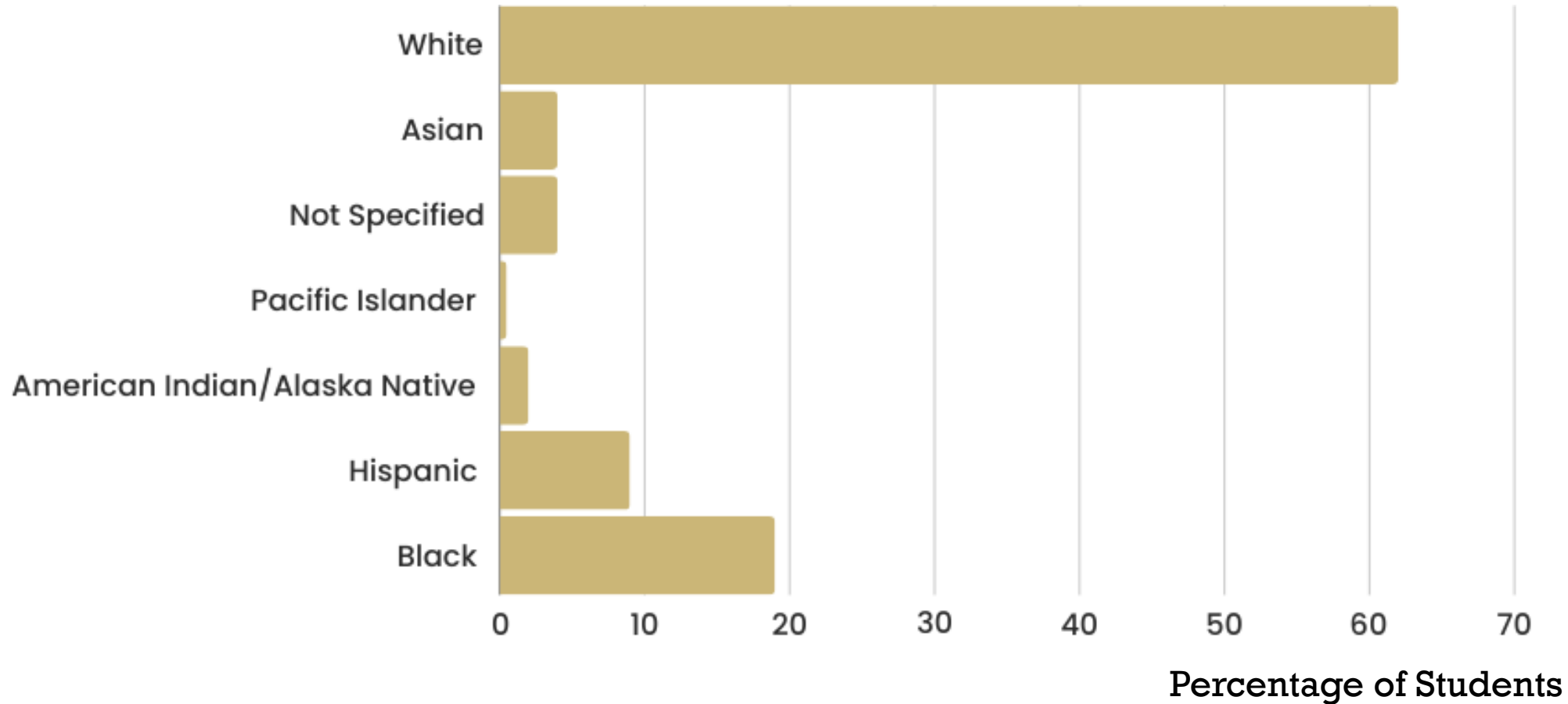


93% of Adult Degree Program (ADP) students are Virginia residents



Adult Degree Program Demographics

Ethnicity



JMU data does not include options for more than one race category.



Adult Degree Program Demographics

Course Track

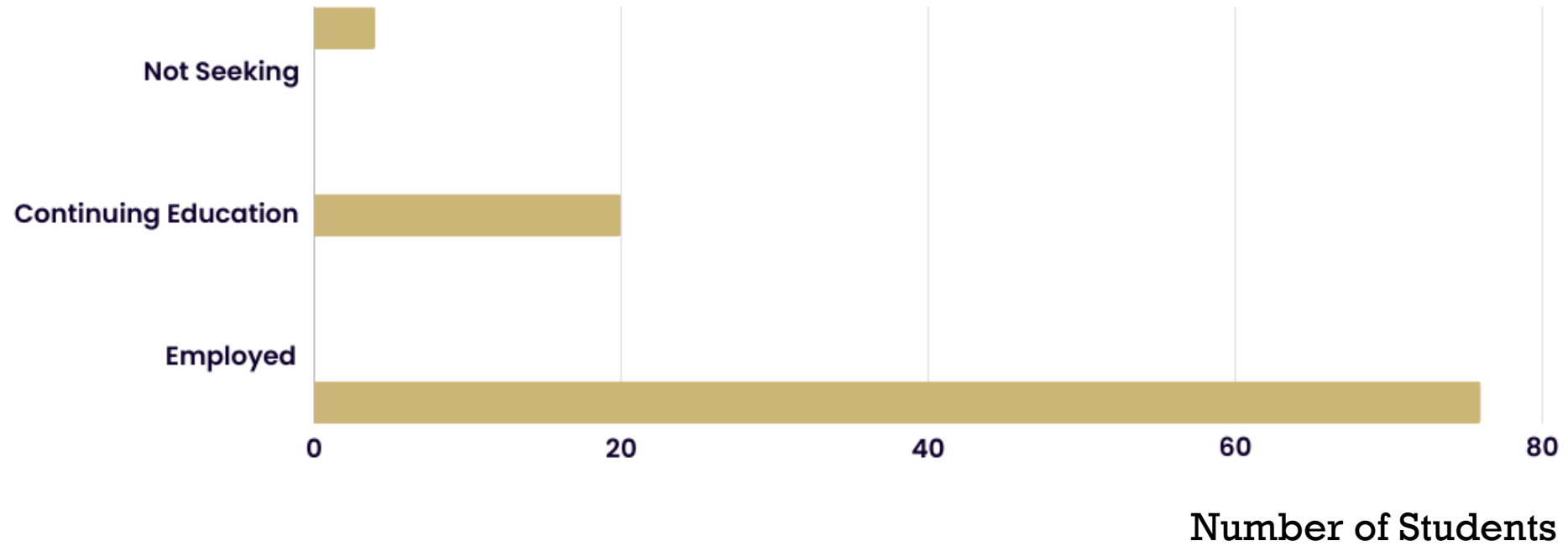




Adult Degree Program Demographics

Career Outcomes

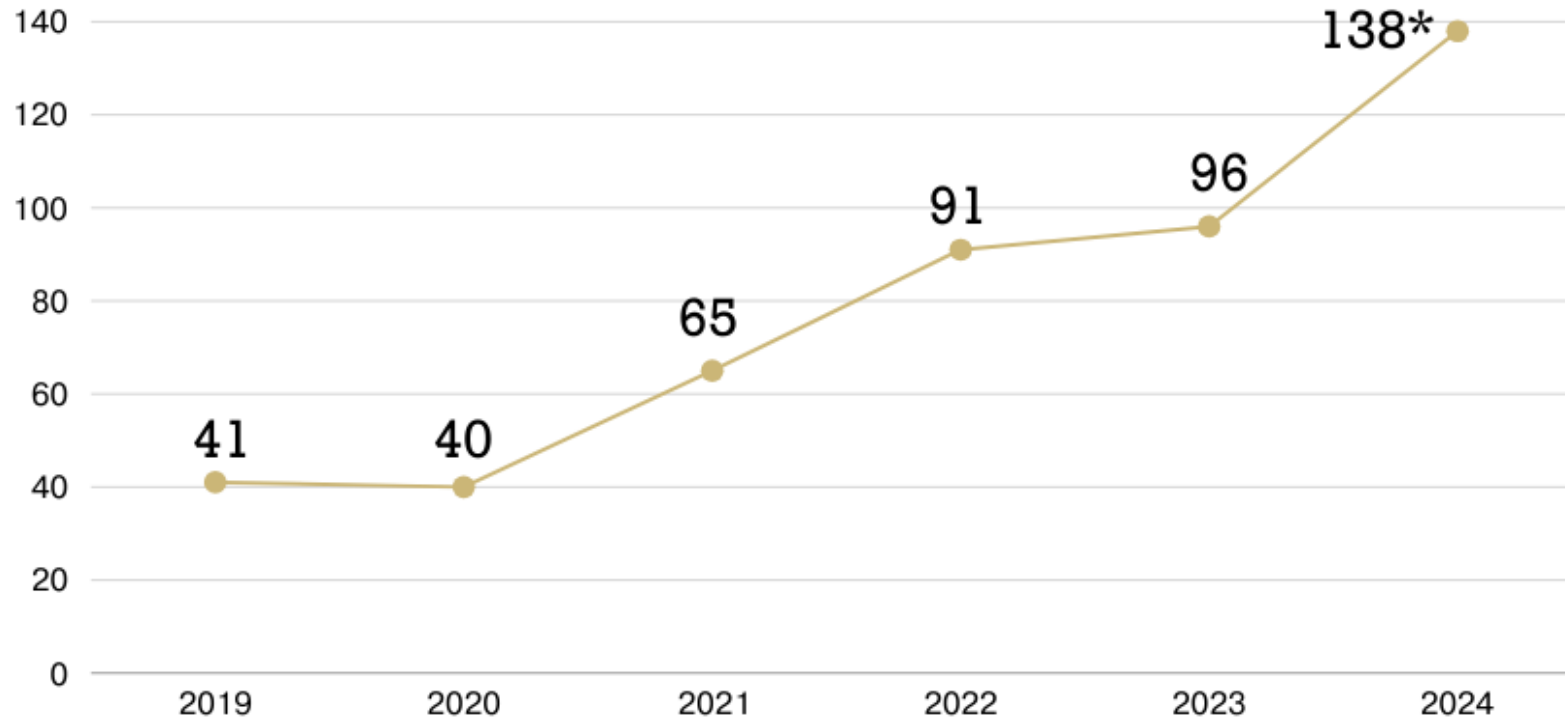
(2022)





Adult Degree Program Demographics

Graduates by Year



*2024 projection

Adult Degree Program: What's Next?

- Growth in enrollments
- Focus on experiential learning
- New tracks





Adult Degree Program Panelists



Donna Garber

Adult Degree Program Graduate

Bachelor of Individualized Study with a concentration in Healthcare Science and Leadership, 2014

Educational Specialist, Clinical Mental Health Counseling, 2020



Pam Sloan

Current Adult Degree Program Student

Bachelor of Individualized Study degree with a concentration in Small Business and Human Resource Management expected Fall 2024

Curriculum Updates

Paula Maxwell, Associate Vice Provost for Curriculum





State Council of Higher Education in Virginia Nomenclature

- Degree
 - Degree Program
 - Major
 - Concentration
 - Track

	Degrees Awarded
Degree:	Bachelor of Science
Confer Date:	05/13/2023
Plan:	Major in Media Arts and Design
Sub-Plan:	Concentration in Digital Video and Cinema
Plan:	Minor in Theatre

	Degrees Awarded
Degree:	Certificate
Confer Date:	12/16/2023
Plan:	Certificate in Educational Leadership



Certificate Deletion: eLearning

- Courses currently part of eLearning certificate are being integrated into existing Educational Technology certificate, rendering eLearning duplicative.
- No new students will be enrolled after Summer 2024.



New Graduate Certificate: Literacy Education

- Create new online graduate certificate in Literacy Education
- Need for the New Certificate
 - College of Education mission: Prepare educators and leaders to thrive in a complex global environment.
 - The Virginia Literacy Act expanded school districts' need to hire teachers with reading specialist licenses.
 - Certificate will allow teachers to earn a reading specialist license and serve in reading specialist roles in their schools and districts across the state.



New Graduate Certificate: Literacy Education

- Projected Enrollment
 - Targeting practicing teachers interested in earning a reading specialist license in Virginia that already have a master's degree
 - Estimate 20 new members per cohort
- Effective Date
 - Fall 2024



Certificate Requirements

LED 588. Writing Instruction	3
LED 595. Literacy Across the Curriculum	3
LED 602. Word Knowledge: Phonics, Spelling, and Vocabulary	3
LED 658. Practicum in Literacy Assessment and Intervention I	3
LED 660. Practicum in Literacy Assessment and Intervention II	3
	<hr/>
	15

Comprised of all current classes that are part of the existing Masters of Education in Education with a concentration in Literacy Education



Duplication

Institution	Graduate Certificate
George Mason University	Reading Specialist/Literacy Coach
Old Dominion University	Literacy Coach
Radford University	Reading Specialist



Resources and Action Needed

- Resource Needs
 - No new resources needed
 - Certificate will provide opportunities for additional enrollment with increases sustained by existing faculty
- Academic Excellence Committee Action Requested
 - Approval needed for new graduate certificate in Literacy Education



Credit Hour Change: Counseling & Supervision

- Increase doctoral program credit hours from 48 to 60
- Need for the Program Change
 - 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
 - Request is based on Council for Accreditation of Counseling and Related Educational Programs (CACREP) accreditation changes
 - This program was originally approved as a 48-hour doctoral program
 - 2024 CACREP standards now require that all doctoral programs must be a minimum of 60 credits



Credit Hour Change: Counseling & Supervision

- Projected Enrollment
 - Admissions rose from an average of two students/cohort in 2018-21 to 7-10 students/cohort in the admissions cycles of 2021, 2022, and 2023 due to a move to a low-residency model
 - Current enrollment of 27 students across three cohorts (7-10 students)
 - Enrollment anticipated to increase to 9-11 annually
- Effective Date
 - Summer 2025 (change required for 2026 cohort)



Curriculum: Degree Requirements

PSYC 605. Intermediate Inferential Statistics	3	PSYC 863. Counselor Education	3
PSYC 609. Applied Research Methods	3	PSYC 866. Crisis and Emergency Services for Counselors	3
PSYC 810. Advanced Multicultural Issues	3	PSYC 870. Advanced Trauma Informed Counseling	3
PSYC 840. Qualitative Research Design and Analysis	3	PSYC 871. Law & Ethics in Counselor Education	3
PSYC 812. Assess Methods & Instrument Design		PSYC 872. Dissertation Seminar	3
OR	3	PSYC 881. Issues and Techniques in Research and Evaluation	3
PSYC 850. Advanced Qualitative Analysis		PSYC 892. Doctoral Internship in Counseling, Supervision and Teaching	<u>9</u>
PSYC 853. Advanced Supervision in Counseling	3	PSYC 900. Doctoral Dissertation	6
PSYC 860. Advanced Counseling Theories	3		
PSYC 861. Advanced Counseling Techniques	3		
PSYC 862. Leadership & Advocacy in Counseling	3		60

New requirement

New class



Duplication

Institution	Specialty Area	Degree	Accredited	Total Credits
College of William and Mary	Counselor Education and Supervision	PhD	Yes	66
Old Dominion University	Counselor Education and Supervision	PhD	Yes	60
Virginia Commonwealth University	Counselor Education and Supervision	PhD	Yes	54-60
Virginia Tech	Counselor Education and Supervision	PhD	Yes	60+



Resources and Action Needed

- Resource Needs
 - Requesting one tenure-track faculty member for the doctoral program, to begin Fall 2025
 - Cost to be offset by tuition generated by increased credit hours and enrollment

- Academic Excellence Committee Action Requested
 - Approval needed for credit change to Counseling & Supervision program



State Council of Higher Education in Virginia Nomenclature

- Degree
 - Degree Program
 - Major
 - Concentration
 - Track

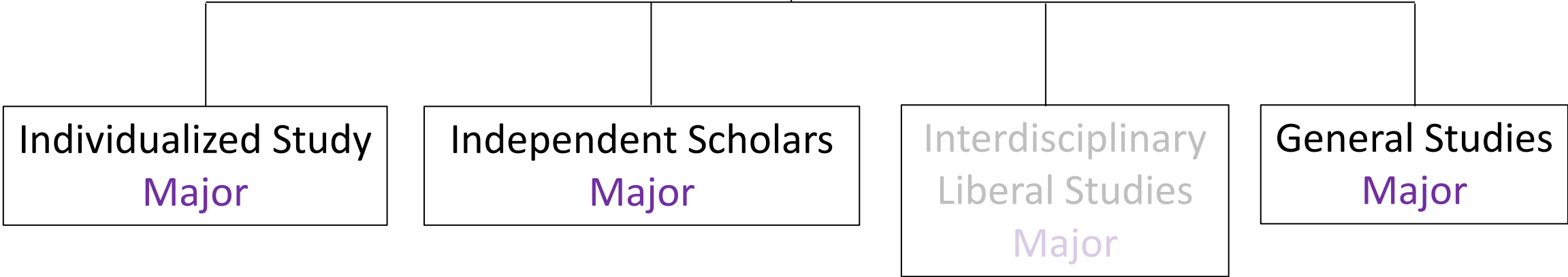
Degrees Awarded

Degree:	Bachelor of Science
Confer Date:	05/13/2023
Plan:	Major in Media Arts and Design
Sub-Plan:	Concentration in Digital Video and Cinema
Plan:	Minor in Theatre



New Major Structure

Individualized Study, BA, BS, BIS
Degree Program





New Major: General Studies

- Add a new major to an existing degree program
- Need for the Major
 - Provides flexible options for students who have not found a suitable program after five+ semesters
- Projected Enrollment
 - 120 students/year discontinue from JMU with >90 credits earned and in good standing.
 - 30 students/year discontinue with >120 credits



Curriculum

- Bachelor of Arts and Bachelor of Science degree options
 - Major
 - Core Requirements 12
 - IND 200. Interdisciplinary Scholarship (3)
 - IND 300. Independent Scholars Workshop (3)
 - IND 498. Independent Scholars Senior Project (6)
 - Thematic Areas 30
 - Minimum of 12 credits/area
 - Minimum of 15 credits at 300+ level
- 42



Goals of the Major

- Identify a combination of subjects that allow students to pursue an academic plan tailored to their individual interests
- Become familiar with methods of inquiry that inform ways of knowing in more than one traditional academic discipline
- Demonstrate growth *or proficiency* in written and oral communication, critical thinking, and intellectual independence
- Complete a senior project that synthesizes information and skills from the student's course work into a scholarly product



Similarities to Other Programs

- Approximately 100 similar programs nationwide
 - Arizona State University: 36 credits
 - Fort Hays State University: Single 21-credit concentration
 - Minot State: 1 Credit capstone + 39 credits at the upper level
 - Missouri State: 3 areas at 15 credits each or 2 areas at 21+ each



Employment Demand

- Allows students who would not normally complete their degree qualify for jobs which require a bachelor's degree in non-specific fields

Logistics Analyst Associate
General Dynamics Information Technology [🔗](#)
(part of General Dynamics) ★★★★★☆ 5,628 reviews [🔗](#)
Chesapeake, VA 23320

You must create an Indeed account before continuing to the company website to apply

[Apply on company site](#) [🔖](#) [🚫](#)

maintenance, and/or repair activities.

WHAT YOU'LL NEED TO SUCCEED:

- Education: BA/BS degree or equivalent experience
- **Required Experience: 0+ years of related experience**
- Location: On Customer Site
- US Citizenship Required

Special Agent
Federal Bureau of Investigation [🔗](#)
★★★★★ 842 reviews [🔗](#)
Norfolk, VA

\$78,000 - \$153,000 a year - Full-time

🔖 Good job security and advancement
Based on surveys from Indeed users

You must create an Indeed account before continuing to the company website to apply

[Apply on company site](#) [🔖](#) [🚫](#)

...driving experience.

EDUCATION

- **Candidates must have a bachelor's degree or higher from a U.S.-accredited college or university.**

All degrees must be from an accredited college or university and must be verified by submitting college transcripts.

Cleared Contracting Specialist ✕
Mastrovito Associates [🔗](#)
Virginia Beach, VA 23451 • Hybrid remote
\$110,000 - \$115,000 a year - Full-time, Contract
⚡ Responded to 51-74% of applications in the past 30 days, typically within 1 day.

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or FAC-C or LFLM

Experience writing contracts in the Standard Procurement System (SPS) / Procurement Desktop Defense (PD2) database

Experience with all other systems-related tools, including but not limited to Microsoft Office Suite, including Word, Excel, and PowerPoint, Adobe Acrobat DC/Professional, Adobe Photoshop, and Microsoft SharePoint 2010 or higher

Experience working with Contractor Performance Assessment Reporting System (CPARS), System for Award Management (SAM), beta. SAM, GSA, and other compliance/processing/reporting systems

Must be well versed in all types of contracts and various types of military funding.

Education: Bachelor's degree in any field



Resources and Action Needed

- Resource Needs
 - No resources needed

Integration of Academic Programs and Faculty Workload

Heather Coltman, Provost and Senior Vice President for Academic Affairs

Elizabeth Oldmixon, Vice Provost for Faculty Affairs and Curriculum





Instructional Faculty

JMU's Mission

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

Instructional faculty are essential stewards of JMU's mission.

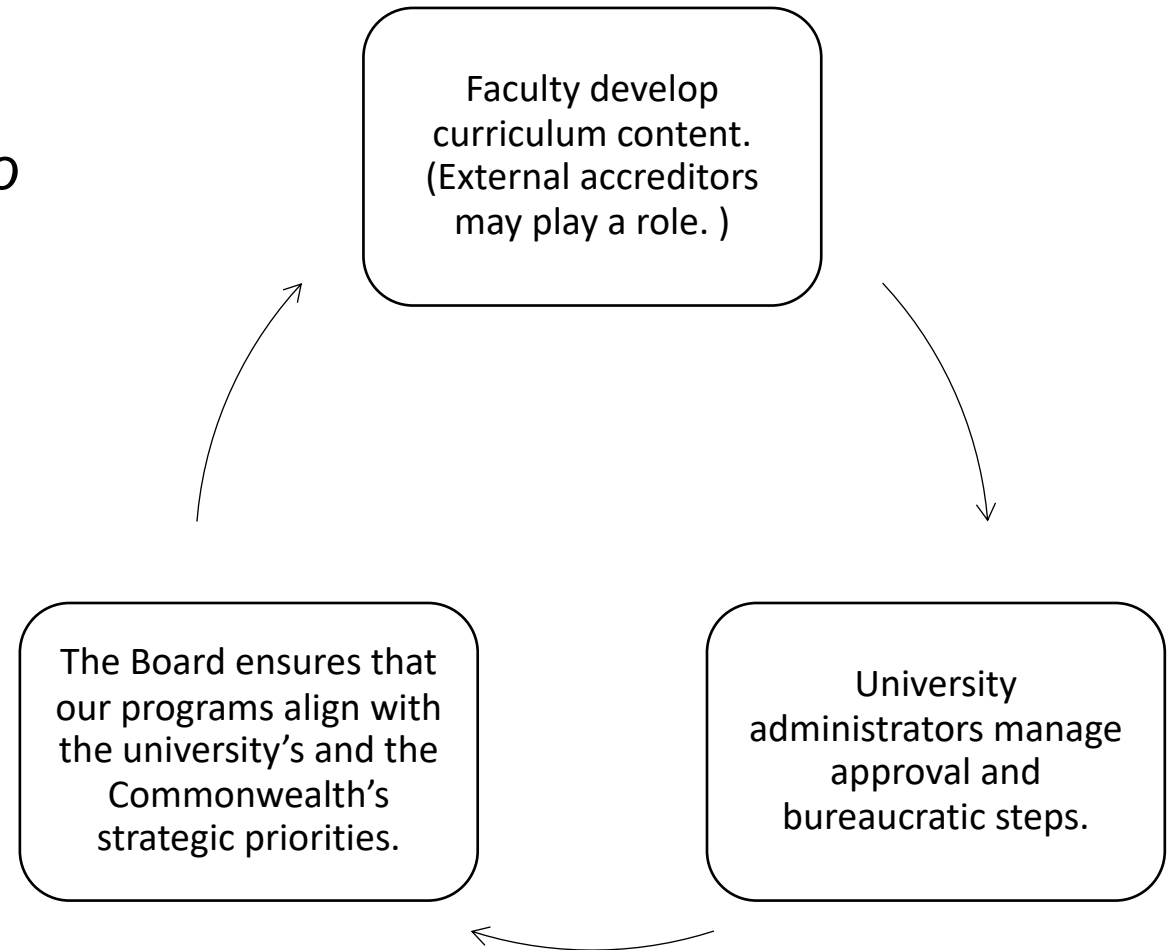




Curriculum and Academic Programs

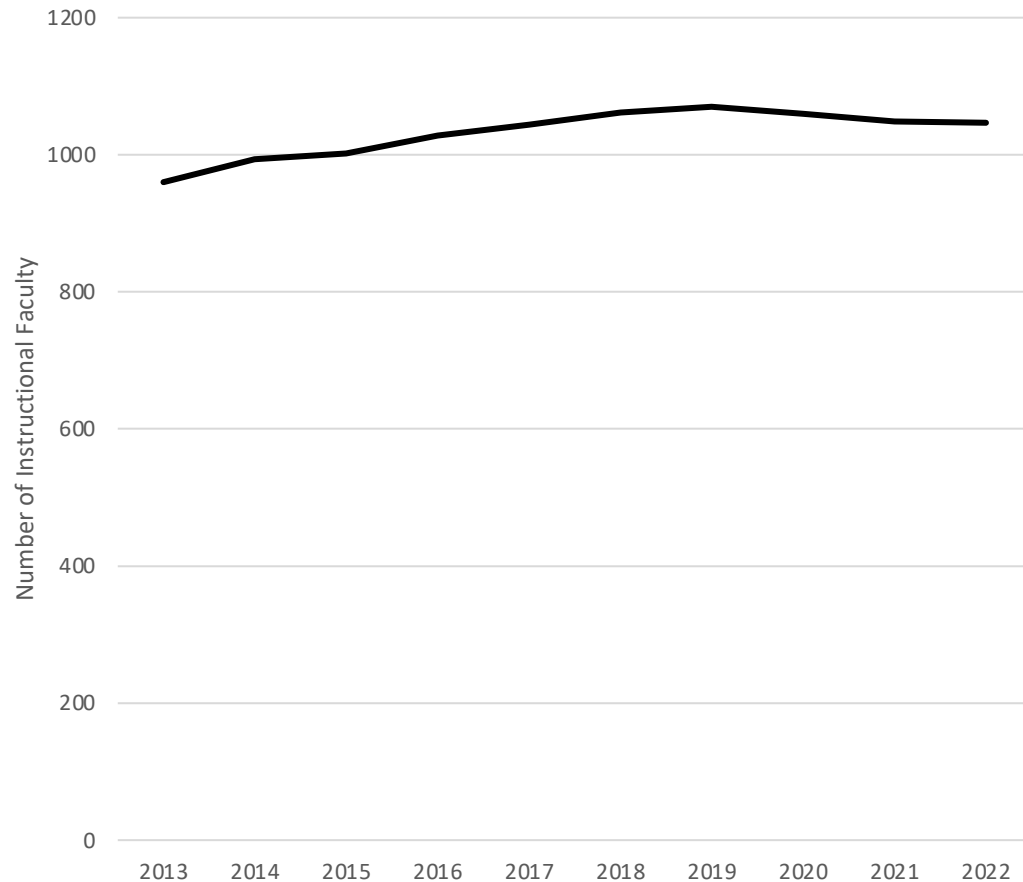
“Academic freedom is fundamental to the advancement of truth.”

Curriculum is vested in the faculty.
This is also an area where shared governance is essential.





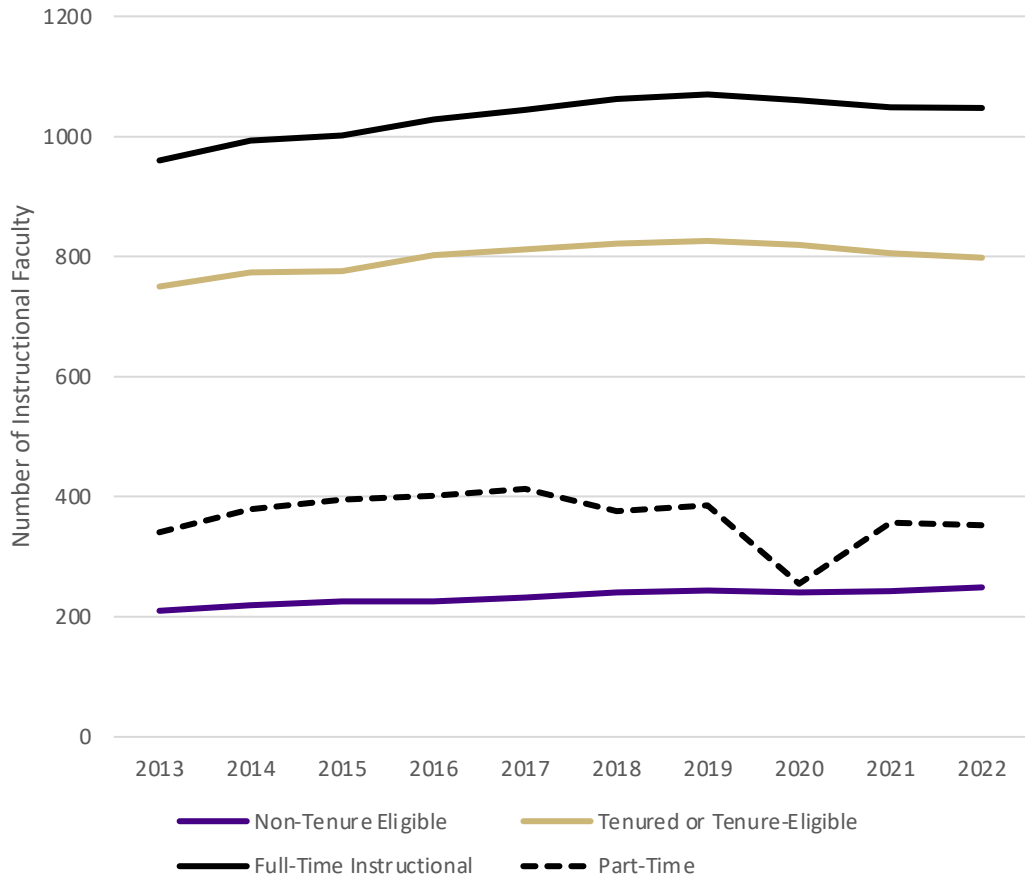
Full-Time Faculty Positions over Time



- 1047 as of 2022
- 9.1% increase over 10 years
- No enrollment growth positions for the last five years
- 2017-level staffing



Full-Time Faculty Positions over Time



- 798 tenured/tenure-eligible
- 6.4% increase over 10 years
- 249 non-tenure-eligible
- 18.6% increase over 10 years
- 352 part-time faculty
- 3.2% increase over 10 years
- In 2022, 50 adjunct faculty \geq 6 classes



Continuing Service

- Average years of service among instructional faculty is 14.9 years, down 31.3% over the last 10 years
- Generational shifts
- Larger workforce patterns
- Higher ed challenges



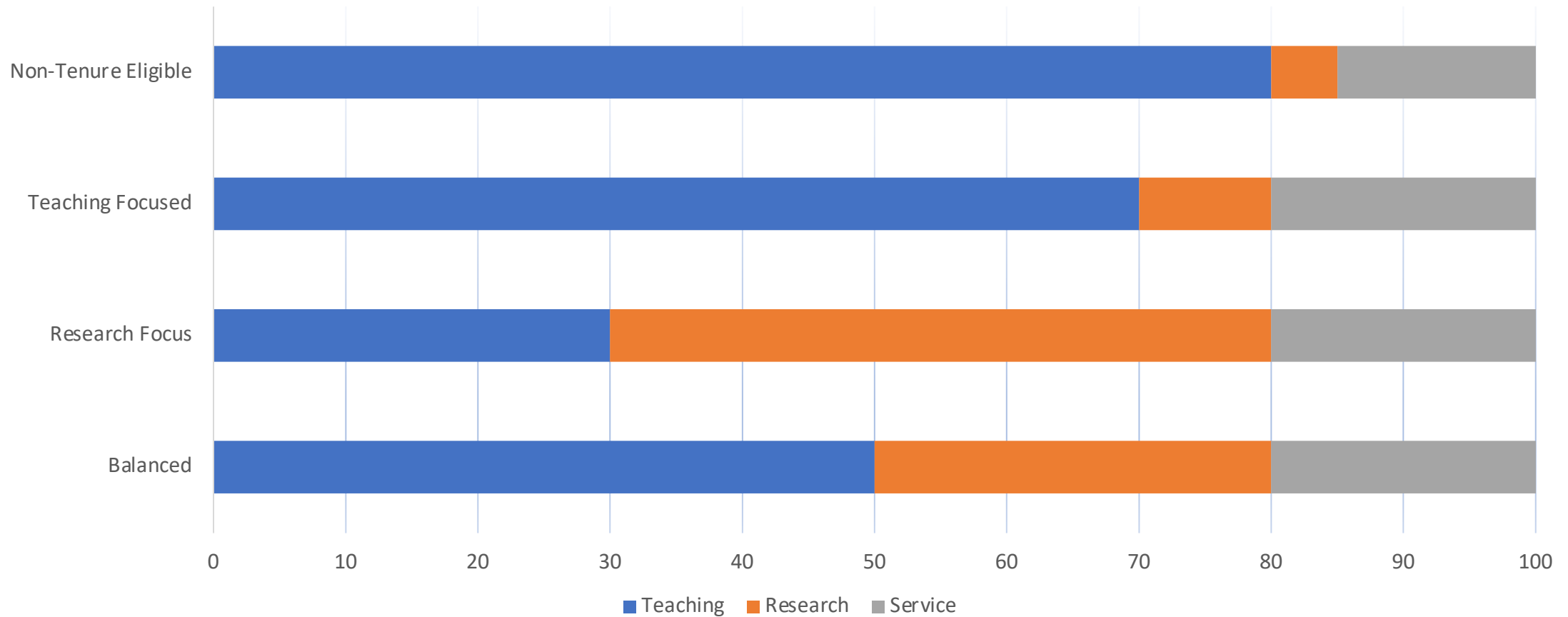


Faculty Work

- Teaching, research and professional service
- Workload “encompasses a minimum of 40 hours per week, [and] is determined by the Academic Unit Head or other supervisor in consultation with the faculty member, and with the approval of the dean.”
- Provided instructional needs are met, flexibility is important as an R2.



Variable Workload Assignments



Teaching

Activities include:

- Teaching classes
- Chairing thesis and dissertation committees
- Maintaining effective teaching practices and pedagogical innovation
- Mentoring
- Supervising directed readings, research, internships, Honors capstones
- Undergraduate advising





Teaching

Activities include:

- **Teaching classes**
- Chairing thesis and dissertation committees
- Maintaining effective teaching practices and pedagogical innovation
- Mentoring
- Supervising directed readings, research, internships, Honors capstones
- Undergraduate advising

Typical Teaching Workload

	Non-Tenure Eligible	Tenure Eligible	Tenured
Median	80%	60%	60%
Range	40-90%	30-80%	30-80%



Scholarly Achievement

Activities include:

- Publication of peer-reviewed journal articles, books, and monographs
- Performance and other creative achievement
- Scholarly presentations
- Seeking and securing external funding

Typical Scholarly Achievement Workload

	Non-Tenure Eligible	Tenure Eligible	Tenured
Median	10%	30%	25%
Range	0-40%	10-45%	10-40%



Service

Activities include:

- Recruiting students, faculty, and staff
- Responding to reporting requirements
- Professional associations
- Alumni relations, facilities and equipment management
- Unit-, college-, and university-level committee work



Typical Service Workload

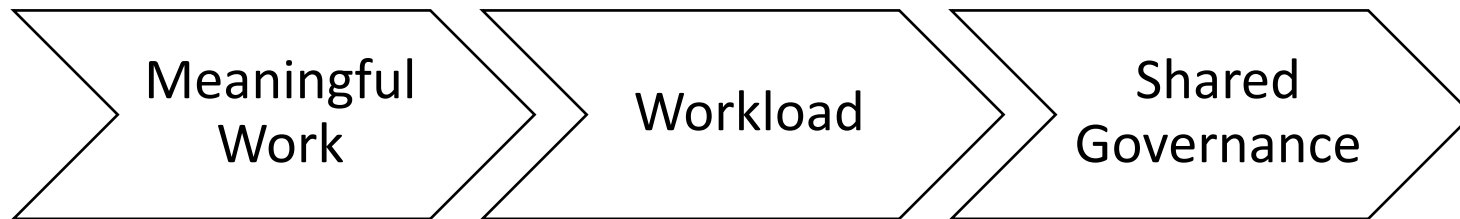
	Non-Tenure Eligible	Tenure Eligible	Tenured
Median	15.5%	20%	20%
Range	5-30%	10-30%	10-40%

This is how curriculum is developed, faculty are recruited, P&T reviews are conducted, and shared governance is practiced.



A Thriving Faculty

“When students are thriving, they experience community and psychological well being, which contributes to their persistence towards graduation, and ‘allows [them] to gain maximum benefit from being in college.’ With this in mind, **we posit that thriving educators are better able to create the kinds of environments in which students also thrive.**”



Faculty Senate Report

Kathy Ott Walter, Speaker



Faculty Senate Board of Visitors Written Report February 15th and 16th, 2024

December Meeting

The faculty senate heard from OSARP (Office of Student Accountability and Restorative Practices) on student accountability and restorative practices. They encouraged faculty to consult policy #12 on disruption of class for any classroom related concerns. We also invited Sheila Smith and Chris Orem to speak on Big Ideas. Senate would like to see academic big ideas come forward.

The speaker, Provost, and Lara Major from the Board of Visitors have been meeting to discuss how the Board of Visitors and senate might collaborate more.

The speaker, Leslie Harlacker, Kristen McCleary, and Harold Butner attended the Faculty Senate of Virginia meeting in October. Most of the discussion focused on the different bills around the country addressing shared governance. FSVVA (Faculty Senate of Virginia) is concerned about lack of donor transparency and the inconsistencies of how faculty representatives are appointed to the Board of Visitors around the state.

January Meeting

Elizabeth Oldmixon reported on the fully approved COE (College of Education) Lab School that is expected to bring in \$12 million in additional revenue beginning in Fall 2024.

Speaker reiterated the purpose of the classroom visits by the Board of Visitors and emphasized that this was voluntary.

Senate invited Malika Carter-Hoyt, Chief Anthony Matos, Christi Carter, and Jack Knight to discuss campus safety and answer faculty questions regarding policies and laws for public/open space.

There was an open discussion regarding inclement weather day communication.

Committee Work

Faculty Concerns – There are continued questions regarding search committee timelines, size of candidate pools, DEI (diversity, equity, inclusion) criteria, and delays in turn around for offers. Both faculty concerns and the senate policies committee have been working on Academic Affairs Policy #2 – AUH (Academic Unit Head) suggestions for the Academic Affairs Policy Committee (AAPC). This will be the first policy revision to go through the new Academic Affairs Policy Committee (AAPC) process.

Senate recently voted to add or change some of the standing committees within senate.

- Nominations and Elections Committee is now the Research and Scholarship Committee
- Student Relations is now Teaching and Student Relations
- Academic Policies is now the Policies Committee
- Added a Shared Governance Committee

Adjunct Affairs will be weighing in on the workload conversations as well as proposing a plan to allow adjunct faculty members access to facilities and Canvas over breaks. In addition, they will be discussing definitions for the different types of online learning.

Teaching and Student Relations will be discussing class size inconsistencies across campus and contributing to the online learning definitions conversation.

Additional University Committees

Shared Governance Implementation Team

Meetings will be held bi-weekly in the Spring. The team will focus on 14 recommendations from the Shared Governance Task Force:

1. Unit Shared Governance
2. Interim AUH (Academic Unit Head)
3. Rotative Department Heads
4. Assistant/Associate Unit Head Policy
5. Shared Governance Statement
6. Protecting Academic Freedom
7. Accountability for Progress
8. Communication Accountability
9. Slowing down
10. Including all faculty
11. Access to Information
12. Handbook Revision
13. Conflict of Interest
14. Evaluation of Administrators

The **Core Curriculum Appraisal Task Force** will continue conversations with faculty.

GenEd Council is looking at the recent APR (Academic Program Review) and some members will be attending the AAC&U (Association of American Colleges and Universities) Institute.

Topics of Interest for Future Meetings



Advancement and Engagement Committee

February 15, 2024



THE COMMONWEALTH OF VIRGINIA THE VISITORS OF JAMES MADISON UNIVERSITY

Advancement and Engagement Committee
Thursday, February 15, 2024
Allegheny Room
2:45 p.m.

Agenda

1. Approval of Minutes* – November 9, 2023
 2. Funds Raised to Date
Dillon Thomas, Athletics Development Officer
Jeff Gilligan, Associate Vice-President for Development
 3. Vice President Updates
Nick Langridge, Vice President for University Advancement
 4. Principal Giving
Miriam Bradley, Assistant Vice President for Principal Relationships
 5. Women for Madison Amethyst Circle Scholarship Recipient
Cannie Campbell, Associate Vice President for Constituent Engagement
 6. Campaign Consultant
Sheila Smith, Associate Vice President for Advancement Planning and Operations
 7. Giving Day
Karen Risch Mott, Director of Annual Giving
 8. Closed Session
 9. 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, November 9, 2023. Mr. Michael Stoltzfus called the meeting to order at 2:48 p.m.

COMMITTEE MEMBERS PRESENT:

Edwards, Terrie
Rothenberger, John
Stoltzfus, Michael, Chair
Wood, Nichol

ABSENT:

Fiorina, Carly

OTHERS PRESENT:

Alger, Jonathan, President
Coleman, Warren, CEO & President to the James Madison University Foundation
Gilligan, Jeff, Associate Vice President for Development
Herod, Maribeth, Rector to the Board
Langridge, Nick, Vice President for University Advancement
Lovell, Sharon, Dean of the College of Health and Behavioral Studies
Lowry, Jared, Athletics Development Officer
Meyers, Chris, Director of Enrollment Marketing
Perrine, Andy, Associate Vice President for University Communications and Marketing
Read, Caitlyn, Assistant Vice President for State Government Relations
Shala, Ahmet, Global Ambassador
Smith, Sheila, Associate Vice President for Advancement Planning and Operations
Vass, Mary Hope, Assistant Vice President for Communications

APPROVAL OF MINUTES

The minutes of the September 14, 2023 meeting were brought before the committee and approved as presented on a motion by Teresa Edwards, seconded by John Rothenberger.

FUNDRAISING REPORT

Jared Lowry presented on Athletics Funds Raised to Date numbers as of October 20, 2023 with \$704,814

donated. Jared shared updates on football and several other sports, noting the success of JMU in the Sun Belt.

Jeff Gilligan reported that FY23 finished out with a total of \$27.5 million, the second highest giving total in university history. \$6.8 million has been donated university-wide so far in FY24.

VICE PRESIDENT'S UPDATE

Nick Langridge shared an update on planning for the university's third comprehensive campaign, he also shared that Giving Day will be February 22, 2024 and will promote the theme Give Like A Duke! Further there was conversation regarding potential corporate partnerships resulting from the recent market study.

COLLEGE OF HEALTH & BEHAVIORAL STUDIES EXPANSION AND NURSING PROPOSAL

Sharon Lovell reported on the growth in CHBS programs, including Nursing, and related impact on space and equipment resources in the HBS building. She highlighted the growing need for nursing professionals and a desire to grow our programs to match that demand.

INAUGURAL INTERNATIONAL ALUMNI ENGAGEMENT

JMU's Global Ambassador Ahmet Shala shared that in September a new international alumni advisory council held its first board meeting. It's aim is to purposefully engage the over 3,200 international alumni who represent JMU in countries around the globe with goals of strengthening JMU's global alumni network, increasing international student applications and creating international student scholarships.

TELLING OUR STORY WITH DIGITAL CONTENT

Chris Meyers presented videos representing how the university tells the story of its uniqueness and superiority to prospective students, to the university community and to the higher education marketplace.

The meeting adjourned at 4:18 p.m.

Respectfully submitted,

Michael Stoltzfus, Chair

Donna L. Harper, Secretary to the Board

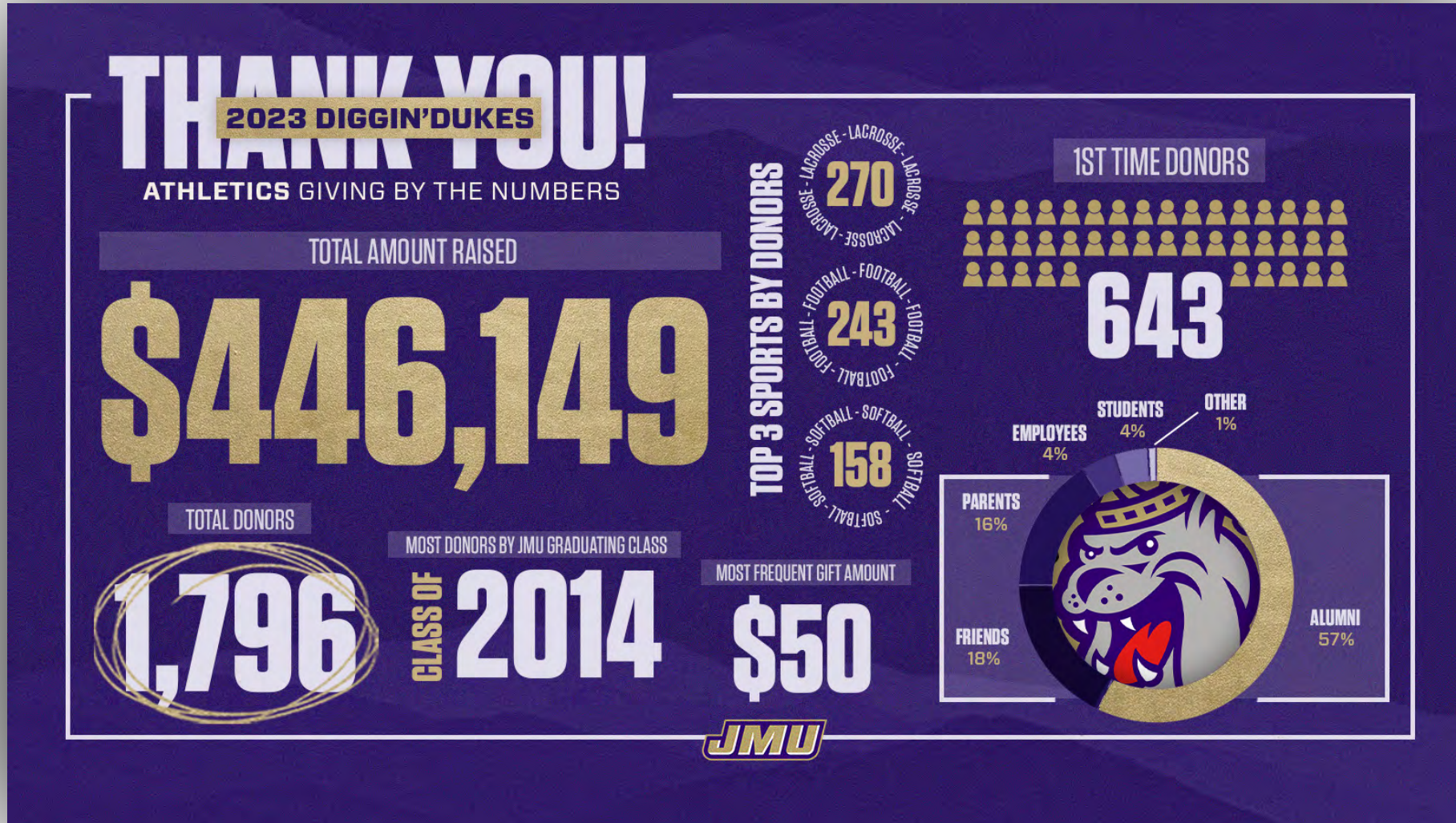
Fundraising Report

Dillon Thomas, Athletic Development Officer

Jeff Gilligan, Associate Vice President for Development



Diggin' Dukes Recap – 11.28.24





Duke Club Report

Dollar Amounts and Donor Counts as of:
January 17, 2024

By Fiscal Year YTD

	2020	2021	2022	2023	2024
Duke Club Seat Contribution	\$213,308	\$137,087	\$278,336	\$357,319	\$238,266
Proud and True Fund	\$584,118	\$967,329	\$1,254,599	\$1,152,928	\$1,176,368
Athletics Restricted	\$277,817	\$179,463	\$216,839	\$331,880	\$825,908
Athletics Capital	\$726,535	\$653,679	\$390,647	\$179,351	\$119,036
Athletics Endowed	\$313,029	\$94,798	\$103,032	\$195,542	\$154,629
Event Contribution Restricted	\$0	\$0	\$0	\$13,632	\$29,651
Total	\$2,114,808	\$2,032,356	\$2,243,453	\$2,230,653	\$2,543,858

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

Current FY Annual Fund Dollars: \$1,414,634

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

Percent of Goal: 29%

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 - 01/26/2024

Provided by:
 AIS/Data Analysis & Reporting



Fund Raised Program - Compressed	FY 2024	FY 2023	FY 2022	FY 2021	FY 2020
Principal Giving/Strategic Gifts	\$3,010,952	\$3,262,322	\$3,848,920	\$6,082,987	\$5,373,292
Corp/Found	\$3,824,414	\$8,221,619	\$10,099,428	\$2,777,490	\$2,766,524
All Athletics Charitable	\$2,074,023	\$2,240,646	\$3,207,696	\$1,561,776	\$1,228,693
Annual Giving	\$1,487,965	\$1,563,319	\$1,684,059	\$1,245,867	\$1,600,072
Organization Annual Gifts	\$340,696	\$278,284	\$241,574	\$217,469	\$288,938
Matching Gifts	\$165,760	\$179,942	\$200,876	\$243,681	\$184,044
Realized Planned Gifts	\$3,244,267	\$175,317	\$58,097	\$755,876	\$271,595
Above Sub-Total - Total	\$14,148,077	\$15,921,450	\$19,340,649	\$12,885,146	\$11,713,158
WMRA Gifts	\$441,157	\$425,683	\$445,011	\$427,754	\$402,038
WMRA Total - Total	\$441,157	\$425,683	\$445,011	\$427,754	\$402,038
Above - Total	\$14,589,235	\$16,347,133	\$19,785,660	\$13,312,900	\$12,115,196
Conditional Pledges	\$2,020,001	\$3,146,820	\$6,530,410	\$17,536,215	\$5,532,002
Non-charitable Sponsorship Commitments	\$29,651	\$13,632	\$0	\$0	\$3,500,000
Athletics Non-charitable Gifts	\$238,316	\$492,130	\$278,336	\$138,112	\$227,829
Below Sub-Total - Total	\$2,287,968	\$3,652,582	\$6,808,746	\$17,674,327	\$9,259,831
Below - Total	\$2,287,968	\$3,652,582	\$6,808,746	\$17,674,327	\$9,259,831

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



Pipeline

As of January 25, 2024

Pre solicitation: 63 proposals = \$33,350,009

Solicitation proposals: 101 proposals = \$17,006,528

Closed Major Gifts: 96 for \$11,844,721

Vice President's Update

Nick Langridge, Vice President for University Advancement



Principal Giving

Miriam Bradley, Assistant Vice President for Principal Giving





What defines a Principal Gift?

- Significant investment from the donor
- Significant impact on the university
- Usually tied to a challenging societal problem



Importance of Big Ideas

- What societal problem does this idea help to solve?
- How/Why is JMU qualified to help solve this problem?
- Not only impact JMU's students, programs, community but also impact society **through** JMU



Role of Principal Giving team

Provide high degree of coordination and philanthropic expertise to:

- Inspire our most capable donors with the greatest possibilities
- Provide donors with the most effective access, cultivation and stewardship
- Unleash our donors' highest giving potential in support of their and JMU's aspirations



Key Partners in a Team Effort

- President Alger
- Vice President for Advancement
- Advancement team
- Academic and Athletics leaders
- Faculty subject area experts
- Students

We are one part of holistic effort to build a **Culture of Philanthropy.**



Common Themes/Attributes of Principal Gifts

- Inspire aspirational thinking and further investment
- Critical to campaign success
- Move the needle on strategic priorities
- Timing
- Complexity
- Multiple areas of JMU
- Multiple giving vehicles



Trends in Principal Giving

- Role of non-alumni
- Years of engagement
- Endowment, Capital, and Current-use purposes
- Planned giving component
- Family Foundations and Donor-Advised Funds

Trends are important but each generous individual or family is unique.



What's Next for JMU

- Discovery, Expanding Networks
- Meaningful touchpoints and deeper engagement
- Big Ideas
- Feasibility Study

Principal-level donors are critical to the success of Campaign 3.

Women for Madison Amethyst Circle Scholarship

Cannie Campbell, Associate Vice President for Constituent
Engagement



Amethyst Circle Impact



Campaign Consultant

Sheila Smith, Associate Vice President for Advancement
Planning and Operations





BOARD OF VISITORS





Nick Perlick
Associate Vice President



Michelle Green
Associate Vice President



Next Six Months

- Interviews with university and UA leadership
- Materials review
- Benchmarking
- Data and yield analysis
- Department/Program reviews and assessment
- Case for support

Giving Day

Karen Risch Mott, Director of Annual Giving





JMU Giving Day 2024

IT'S BACK!

Thursday, Feb. 22, 2024

12 a.m. – 11:59 p.m.

- ✓ Foster participation in giving
- ✓ Celebrate JMU community
- ✓ Strengthen culture of philanthropy





Our Goals: Ambitious and Achievable

- Participation Goals: **2-22-24**

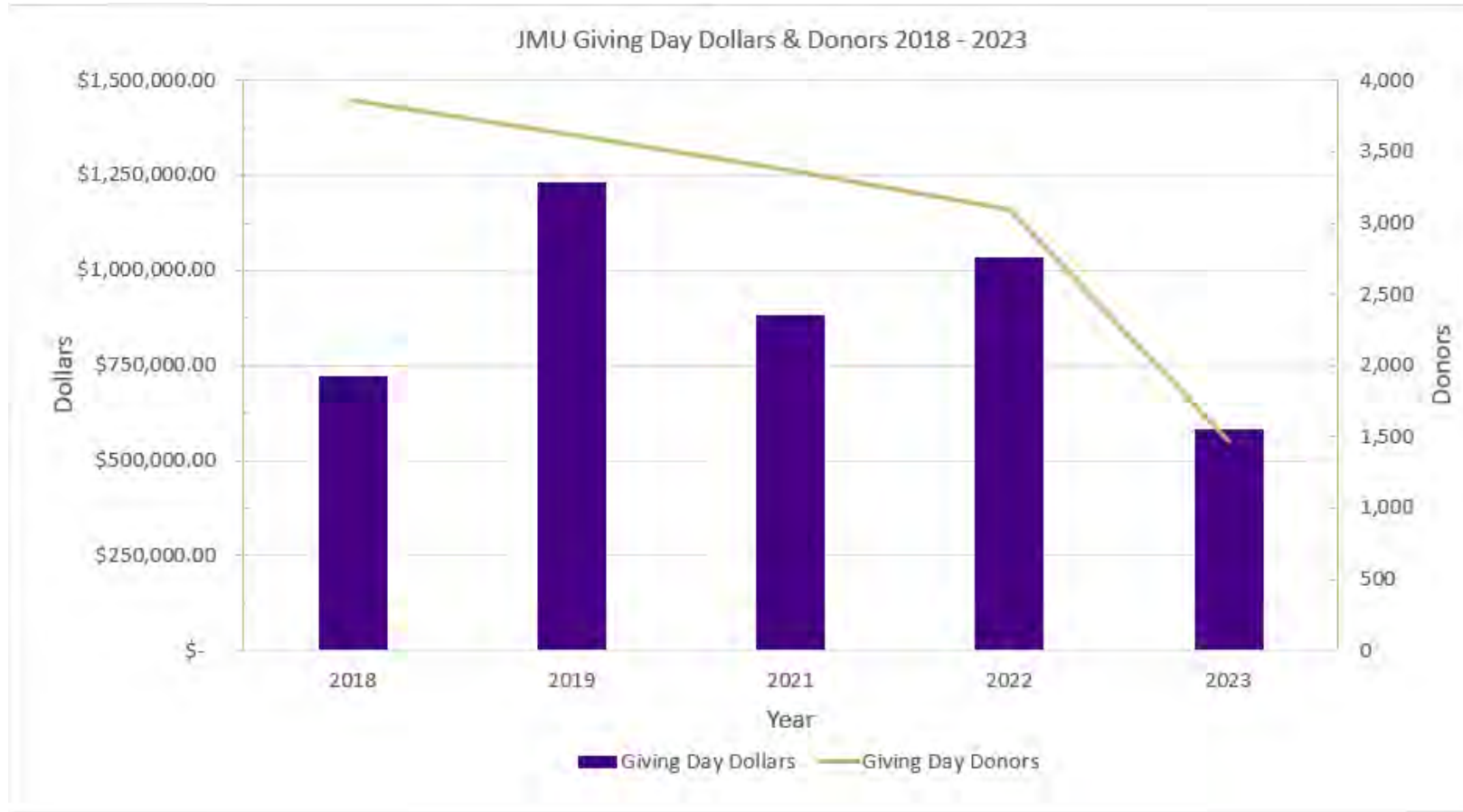
- **100 ambassadors**

JMU alumni, families, and employees championing their favorites:
Sign up at givingday.jmu.edu

- **3,000 donors**

- Based on past performance and trends
- Focused on acquiring, reactivating, and retaining donors
- Calculated by the number of unique email addresses





Notes:

- Giving Day 2020 cancelled due to Covid-19 pandemic.
- 2023 figures are for *Reaching New Heights* — not a classic Giving Day due to staffing shortage — that did not include challenges (typically about \$400,000).
- Donor numbers are for those receiving hard credit.
- In 2024, we present JMU's 7th Giving Day.



JMU GIVING DAY 2024

FEBRUARY 22, 2024

YOUR CHANCE TO MAKE A DIFFERENCE STARTS IN:

42 : 14 : 24 : 57
DAYS HRS MIN SEC

DUKES HAVE A CULTURE OF GIVING BACK, AND YOU'RE A BIG PART OF IT!

Giving Day brings our JMU community together.

Each of us plays a significant role in making sure the Madison Experience stays great, and here is a fun way to give back.

Every Giving Day, JMU alumni, families, students, faculty, staff and friends show our purple pride. We give a little or a lot, once or many times, to help fund academics, athletics, and key programs across the university. People choose whatever is most meaningful to them and contribute what they can.

This year, the goal is 3,000 donors, and having you involved is our highest priority. **Join in on February 22 to Give Like a Duke!**



[AMBASSADORS](#)[CHALLENGES](#)[DONOR WALL](#)[FAQ](#)

Get ready to rally for your favorite causes at JMU on 2-22-24.

Generate excitement leading up to and during this 24-hour online event—and get yourself some sweet JMU Giving Day swag while you're at it.

It's easy to become an ambassador:

1. **Enter your email address and confirm it** to get your personal ambassador link. Look for email messages from ScaleFunder, the platform behind our JMU Giving Day website.
2. **Share your link on social and text it to friends.** You will receive specially made resources to encourage others to Give Like a Duke! And when you inspire two or more

Be a JMU Giving Day Ambassador!

Sign up to increase your impact!

Sign Up

OR



What happens on February 22?

- Alumni chapter and other JMU group events all over the U.S.
- Omnichannel communication to all constituents
- Select funds available on the site — or for those not listed, available by calling 1-855-JMU-GIVE (568-4483)
- Challenges featured in email messages and on **givingday.jmu.edu**



On Campus

- Something Big: Yard signs
- Cookies: COB, COE, CHBS and other locations
- Mad Money: Swag boxes hidden for students to find
- Late Night Breakfast with the UPB and our celebrity servers
- And more!

A graphic with a dark blue background and white and yellow text. The text reads "DUKES" in large white letters, "made something" in smaller yellow letters, "BIG" in large yellow letters, and "happen here." in yellow letters. To the right of "BIG" is a QR code. In the bottom right corner is a circular logo with "JMU" in a banner and "GIVING DAY" in a banner below it.

DUKES
made something
BIG 
happen here.

JMU
GIVING
DAY



TWO WAYS YOU CAN BE INVOLVED:



On campus: “Mad Money” boxes and other student engagement efforts — contribute to the **challenge fund**.



Everywhere: Ambassadors share Giving Day posts, emails and texts to inspire their friends and family to participate at any level — every gift counts!

<https://givingday.jmu.edu/giving-day/79766/signup>



Questions?



Feb. 22, 2024
“Give Like a Duke!”
givingday.jmu.edu

Closed Session



Athletics Committee

February 15, 2024



THE COMMONWEALTH OF VIRGINIA THE VISITORS OF JAMES MADISON UNIVERSITY

Athletics Committee
Thursday, February 15, 2024
Festival, Ballroom B
2:45 p.m.

Agenda

1. Approval of Minutes – November 11, 2023*
2. NCAA, Sun Belt Conference, Sports Update, State of NIL in Virginia
Jeff Bourne, Director of Athletics
3. HR Update: Staff Vacancies
Denise Lough, Assistant A.D. for Administration and Operations
4. Intercollegiate Athletics Program Report (APA Audit)
Mark Angel, Associate Vice President, Finance
5. Student-Athlete Disciplinary Report
Geoff Polglase, Deputy Athletics Director
6. AUBC Broadcast Control Room
Kevin Warner, Associate A.D. for Communications and Strategic Initiatives
7. Development Report
Scooter Renkin, Associate A.D. for Development
8. Future Agenda Items
Jeff Bourne, Director of Athletics

*Action Required

THE COMMONWEALTH OF VIRGINIA THE VISITORS OF JAMES MADISON UNIVERSITY

Minutes of the Athletics Committee

The Athletics Committee met on November 9, 2023, in Ballroom B of the Festival and Student Center. The meeting was called to order at 2:46 p.m. by John Lynch, Chair.

Present:

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

Others:

Bell, Marcus, Coordinator, Student-Athlete Leadership Development
Bridges, Kaiden, JMU Breeze
Bourne, Jeffrey, Director of Athletics
Cannella, Abigail, Student Representative, Board of Visitors
Carter-Hoyt, Malika, Vice President, Diversity, Equity and Inclusion
Clements, Cassidy, Assistant A.D. for Student-Athlete Leadership (Dukes LEAD)
Gorton, Eric, University Media Relations Coordinator
Hazen, Nathan, Student Body President (SGA)
JMU IMPACT Participants
Knight, Jack, University Counsel
LaPorta, Stephen, Assistant A.D. for Compliance
Lough, Denise, Assistant A.D. for Administration and Operations
Phillips, Ty, Assistant A.D. for Facilities & Events
Polglase, Geoffrey, Deputy Director of Athletics
Renkin, Scooter, Assistant A.D. for Development
Soenksen, Roger, Faculty Athletics Representative
Tambroni, Carissa, SAAC Vice President
Warner, Kevin, Assistant A.D. for Communications
Zakharova, Anastasiia, Graduate Student

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 September 14, 2023, meeting of the Athletics Committee.

Sports Update

Jeff Bourne, Director of Athletics, welcomed Committee members and acknowledged that given all of the recent success, it is indeed a “great time to be a Duke!” JMU teams have compiled a 53-29-13 cumulative record for a .626 winning percentage. Football sits at 9-0 and first place in the Sun Belt East at 6-0. The Dukes climbed to No. 21 in the AP Poll and No. 21 in the Coaches Polls on October 29. Multiple metrics rank JMU as the top Group of Five team in the country. Men’s basketball is 1-0 and was picked first in the Sun Belt preseason poll. The Dukes opened the season with a 79-76 overtime win at No. 4 Michigan State, recording just the second ranked win in program history and first since 1992. Women’s basketball is 1-1 and was picked first in the Sun Belt preseason poll. Men’s soccer sits at 8-4-5 and finished fourth in the Sun Belt. Women’s soccer sits at 9-4-8 and earned the No. 5 seed in the Sun Belt Championship. The Dukes knocked off top-

seeded and previously undefeated South Alabama in the semifinals before falling in overtime in the title game vs. Old Dominion. JMU earned an at-large bid to the NCAA Tournament for the first time since 2015 and will play No. 16 South Carolina on Friday night. Volleyball sits at 19-6 heading into the conference championship tournament and field hockey concluded its season going 5-12 as an Independent. Earlier this week, JMU sent another letter to the NCAA asking it to reconsider its waiver to reduce JMU's transition period from FCS to FBS, from two years to one year, allowing JMU to be bowl eligible for the 2023 season and also affording the opportunity for JMU to play for the Sun Belt Championship, if applicable. This "appeal" letter was an extension to the original request waiver and focused on the success of the Football program since the original filing of the waiver. JMU hopes to receive a timeline for a response later this week. After a brief discussion, Mr. Bourne then provided an update regarding our Sports Medicine Department. The department has been without a fulltime Team Physician and also without an Associate Athletics Director for Integrated Health and Sports Performance. While the positions have been advertised for quite some time, the applicant pool has not allowed us to fill these roles. On a positive note, recently, three medical fellows applied for the Team Physician position and we will review their application materials. Further, Mr. Bourne shared that he would be conducting a "listening tour" over the next two weeks in which he will individually meet with all 16 Athletics Trainers to solicit feedback and gain a better understanding of the needs of the Sports Medicine Department to help with recruiting for the Associate A.D. position. Mr. Bourne stressed that Athletic Trainers are getting harder to retain due to low salaries and the demands of the position, which leads to burnout. Following questions by the Board, Mr. Bourne concluded his update.

2022-2023 Academic Report

Jennifer Phillips, Senior Associate A.D. for Student-Athlete Development/SWA provided an update on the department's academic achievements and benchmarks. She thanked the Committee Members for their support and encouragement and also thanked Faculty Athletics' Representative, Dr. Roger Soenksen and Dr. Heather Colman, Provost and Senior Vice President for Academic Affairs, for their collaboration and advocacy at JMU and at the Conference level. Ms. Phillips then offered an overview of Student-Athlete Services and highlighted the services offered to Student-Athlete's, including assisting sports programs with recruiting, technology equipment check out (laptops, headphones, calculators), tutoring services, academic progress meetings with student-athletes and coaching staff, monitoring of study hall, academic screening and testing by our Educational Psychologist, academic eligibility review meetings, and communicating with Professors and Campus Offices. Ms. Phillips then transitioned into the academic success of our student-athletes which was highlighted by JMU being recently awarded the Sun Belt Conference's top academic honor with the student-Athlete Graduation Rate Award. JMU has observed itself to be a leader within the Sun Belt from an academic sense, elevating the league's academic profile. JMU student-athletes posted a single-year APR of 993 while 11 of 17 programs had a perfect 1,000 single-year score and all 17 programs hit the department benchmark of 960 or higher in the multi-year score. The department achieved an average cumulative GPA of 3.179; this was the sixth-straight year of meeting/exceeding the 3.0 threshold outlined in the University's Strategic Plan. Academic accolades from this past academic year include: 195 student-athletes being named to the University's Dean's List; 91 student-athletes making the President's List, 731 student-athletes achieving a 3.0 semester grade point average in at least one semester; 27 student-athletes achieving a 4.0 GPA during Fall 2022, and 28 student-athletes achieving a 4.0 GPA during Spring 2023 (five achieving a cumulative 4.0 GPA). Ms. Phillips then offered an overview of how JMU compared to its peers in regards to Single Year Federal Graduation Rate, Single Year Federal Success Rate, and Single Year Academic Program Rate. JMU student-athletes once again posted a higher GPA than the general student body (3.179 vs. 3.057). JMU received the NCAA revenue distribution for the third-straight year, achieving the GSR requirement with a 92. Following a discussion by the Committee Members, Ms. Phillips concluded her update.

Student-Athlete Engagement: Facility Impact – New Convocation Center

Ty Phillips, Assistant A.D. for Facilities and Events, provided an overview of the recently-renovated Convocation Center, which included the transformation of over 110,000 square feet. The renovation offers a centralized location to 150+ student-athletes from eight sports programs (Cross-Country, Field Hockey, Lacrosse, Men’s Soccer, Women’s Soccer, Volleyball, and Track and Field—indoor and outdoor) and includes the following upgrades: a broadcast infrastructure that includes ESPN+ and offers connectivity to AUBC control room, convenient parking for coaches, staff, student-athletes and patrons attending volleyball; an alternate configuration for three Volleyball practice courts; training space for indoor track and field, including pole vault, high jump, and a jump pit; locker rooms for eight sports programs, coaches’ offices, academic advising spaces, sports medicine, strength and conditioning locations, equipment services, nutrition, and various meeting rooms. Field Hockey student-athlete and Student Athletics Advisory Committee (SAAC) Vice President, Carissa Tambroni, then spoke to the positive impact of the new Convocation Center. Miss Tambroni offered specific examples in which the renovated facility has helped elevate her full student-athlete experience. She then highlighted her role as Vice President of the Student Athlete Advisory Committee (SAAC) and outlined the initiatives for the Committee. Miss Tambroni shared that SAAC continues to focus on mental health and developing a united student-athlete voice. Goals for the new year include increased community service, diversity and inclusion engagement and the fostering of stronger connections to promote the full student-athlete experience. Following questions and comments from the Committee, Miss Tambroni concluded her presentation.

Development Update

Scotter Renkin, Associate Athletics Director for Development, provided a fundraising update. The Duke Club is trending in a great direction after a record breaking FY23. Donor Number as of October 20, 2023 is 2,563, up 200+ donors from last year. The Annual Fund sits at \$694,400 and total Fundraising efforts are at \$704,814. The “Diggin Dukes” Campaign will take place on November 28, which will highlight our restricted giving funds and has aspirational goals of gaining 2,000 donors and raising over \$600,000. Fiscal Year 24 goals include raising \$4.8M to the Annual Fund and securing 6,000 donors. An end of year Giving Campaign will ramp up for these last two months of 2023 in addition to several Major Gift Commitments being paid by December 31, 2023. Following questions from the Committee, Mr. Renkin concluded his update.

Mr. Bourne thanked guests from JMU’s IMPACT Leadership Program for their attendance at the meeting. He then 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 Dickie Bell and seconded Steve Smith. The meeting was adjourned at 3:56 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



HR Update: Staff Vacancies

**Denise Lough, Assistant A.D. for Administration and
Operations**





Staff Vacancies

- The NCAA Transformation Committee and Sun Belt Conference have placed a tremendous emphasis on Student-Athlete wellbeing.
- JMU Athletics has had key vacancies in its Integrated Health & Sports Performance area for over seven months.
 - Chief Medical Officer (Team Physician); vacated July 10, 2023
 - Associate A.D. for Integrated Health & Sports Performance; vacated July 24, 2023
- Both positions have been posted since July 2023.
 - Renaissance Search and Consulting LLC has been retained to assist with Associate A.D. search
- Athletics Trainer Retention is a concern; Sports Medicine Team continues to be short-staffed.
- The University is required to file an Attestation form each year with the NCAA acknowledging that this area is appropriately monitored.

Intercollegiate Athletics Program Report (APA Audit)

Mark Angel, Associate Vice President, Finance





Intercollegiate Athletic Program Report

- Forvis, LLP performed agreed upon procedures in accordance with the attestation standards established by the AICPA.
- University Management is responsible for the schedule of revenue and expenses of the intercollegiate athletic program.
- The Schedule of Athletic Program Revenues and Expenses is prepared from the University's financial records and also includes Athletic Revenue and Expenses made on behalf of the University by the JMU Foundation.





Athletic Revenues - June 30, 2023

Ticket sales	\$ 3,818,400
Student fees	53,285,977
Contributions	5,433,689
Direct Institutional Support	1,291,429
Guarantees	714,166
NCAA/conference distributions	1,639,740
Royalties, advertisements, and sponsorships	1,312,290
Program, parking, concession, and other	<u>539,648</u>
Total operating revenues	\$68,035,339





Athletic Expenses – June 30, 2023

Athletic student aid	\$ 10,788,746
Guarantees	1,007,976
Coaching salaries, benefits, bonuses, severance	8,060,218
Equipment, uniforms, team travel	5,613,291
Game expenses	3,096,721
Spirit groups	1,520,193
Athletic facility debt service, lease	10,582,487
Direct facilities, maintenance	6,938,879





Athletic Expenses – June 30, 2023 cont.

Support/admin staff salaries, benefits, bonuses	\$ 10,607,641
Recruiting	636,528
Fundraising, marketing, promotion	900,484
Indirect cost paid by athletics	5,083,067
Medical expenses and insurance	997,673
Other operating expenses	<u>2,201,435</u>
Total operating expenses	\$ 68,035,339





June 30, 2023 Athletic Expenses by Sport

Football	\$ 11,521,652
Men's Basketball	3,892,786
Women's Basketball	3,562,274
Other Sports	16,634,767
Non-Program Specific	<u>32,423,860</u>
Total Expenses	\$ 68,035,339





House Bill 1897 (Cox Bill)

Intercollegiate Athletic Financing

Per the Legislation the subsidy percentage* for NCAA Division I-A Institutions affiliated with conferences other than the Atlantic Coast Conference, Big Ten Conference, Big 12 Conference, Pac-12 Conference, or the Southeastern Conference shall not exceed 55%.

*Subsidy percentage means the subsidy divided by the athletic revenue, provided that revenues allocated to (i) support spirit groups associated with any intercollegiate athletics program, (ii) meet any indirect cost policy requirements, or (iii) debt service for previously approved intercollegiate athletics capital outlay projects may be excluded from the subsidy for the purposes of such calculation.





Subsidy percentage calculation

Per our June 30, 2023 Intercollegiate Athletic Program Report, JMU's subsidy and subsidy percentage calculations are:

Subsidy

Student Fees	\$ 53,285,977
Add: Direct Institutional Support	<u>1,291,429</u>
Total Subsidy	\$ 54,577,406





Subsidy percentage calculation

Subsidy	\$ 54,577,406	
Less: Spirit Groups	(1,520,193)	
Agency Service Charge	(5,083,067)	
Athletic Debt Service	<u>(10,289,220)</u>	
Total Subsidy Less Exclusions	\$ 37,684,926	
Total Subsidy Less Exclusions	<u>\$37,684,926</u>	
Total Athletic Revenue	\$68,035,339	= 55.4%



Intercollegiate Athletics Program Report (APA Audit)



- Questions?



**Student-Athlete
Disciplinary Report
Geoff Polglase, Deputy Athletics
Director**





January – December 2023

- 7 student-athletes with 13 judicial charges
- 6 Alcohol
- 1 Drugs, Smoking, Vaping, Tobacco, and/or Nicotine
- 6 Noncompliance / Failure to Comply with Disciplinary Decision



January – December 2023

- **Court and OSARP Sanctions and Disciplines**
 - University probation for a semester or until graduation
 - Required participation in OSARP education programs i.e. Restorative Intake & Outcomes, By the Numbers, Values in Action 1:1, Future Case - Alcohol or Drugs
 - Conditional sanctions upon future responsible findings
 - OSARP fine
 - Court ordered requirements
- **Additional Athletics Sanctions and Disciplines**
 - Dismissal from Team
 - Additional Community Service



Sports Represented

- **Baseball: 1 S-A**
 - 1 Alcohol
- **Football: 5 S-As**
 - 4 Alcohol
 - 1 Drugs, Smoking, Vaping, Tobacco and or/Nicotine
 - 2 Noncompliance/Failure to Comply with a Disciplinary Decision
- **Cheerleading: 1 S-A:**
 - 1 Alcohol
 - 4 Noncompliance/Failure to Comply with a Disciplinary Decision



Four Year Data



	2020	2021	2022	2023
Student-Athlete Charges	45(29)	23	23(16)	13(7)
Sports	6	4	8	3
Alcohol	11	3	7	6
Failed Drug Test	4	2	7	0
Disorderly Conduct	2	0	0	0
Falsifying Info	3	2	4	0
Failure to Comply/Noncompliance	1	15	0	6
Disorderly Conduct	0	0	0	0
Drugs, Smoking, Vaping, Tobacco, and/or Nicotine	0	0	0	1
Criminal Conduct	0	0	0	0
Physical Force	0	0	1	0
Sexual Misconduct	0	0	1	0
Misuse of Technology	0	0	1	0
Dangerous Practices	0	0	1	0
Unauthorized Use, Possession or Transfer of Items	0	0	1	0

* Charges (athletes)



Student-Athlete Disciplinary Report

- Questions?

AUBC Broadcast Control Room

**Kevin Warner, Associate A.D. for
Communications and Strategic Initiatives**



Athletics Broadcast Control Room



- Background of School-Produced Broadcasts
- Debuted Fall 2023
- Fiber-connected network
- Equipment
- Personnel
- Distribution
- Future Growth
 - SMAD
 - Internal personnel
 - % of games
 - Infrastructure



Development Update

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



Diggin' Dukes Recap – 11.28.24



THANK YOU!

2023 DIGGIN'DUKES

ATHLETICS GIVING BY THE NUMBERS

TOTAL AMOUNT RAISED

\$446,149

TOTAL DONORS

1,796

MOST DONORS BY JMU GRADUATING CLASS

CLASS OF 2014

MOST FREQUENT GIFT AMOUNT

\$50

TOP 3 SPORTS BY DONORS

270
LACROSSE - LACROSSE - LACROSSE

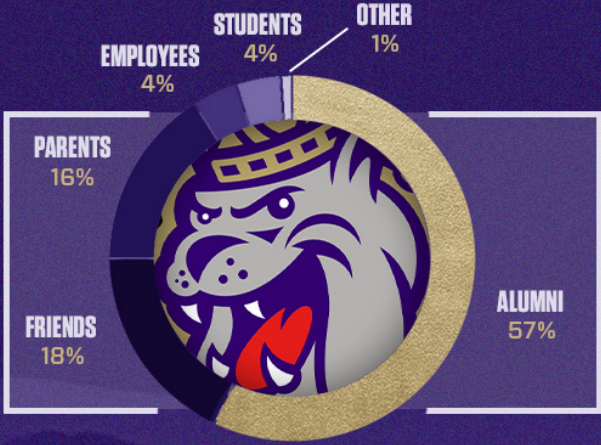
243
FOOTBALL - FOOTBALL - FOOTBALL

158
SOFTBALL - SOFTBALL - SOFTBALL

1ST TIME DONORS



643





Development Update

By Fiscal Year YTD

	2020	2021	2022	2023	2024
Duke Club Seat Contribution	\$213,308	\$137,087	\$278,336	\$357,319	\$238,266
Proud and True Fund	\$584,118	\$967,329	\$1,254,599	\$1,152,928	\$1,176,368
Athletics Restricted	\$277,817	\$179,463	\$216,839	\$331,880	\$825,908
Athletics Capital	\$726,535	\$653,679	\$390,647	\$179,351	\$119,036
Athletics Endowed	\$313,029	\$94,798	\$103,032	\$195,542	\$154,629
Event Contribution Restricted	\$0	\$0	\$0	\$13,632	\$29,651
Total	\$2,114,808	\$2,032,356	\$2,243,453	\$2,230,653	\$2,543,858

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

Current FY Annual Fund Dollars: \$1,414,634

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

Percent of Goal: 29%

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

**As of January 17, 2024*

Future Agenda Items

Jeff Bourne, Director of Athletics



Finance and Physical Development Committee

February 15, 2024



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

Finance and Physical Development Committee
Thursday, February 15, 2024
Meeting Room 3
1:00 p.m.

Agenda

1. Approval of Minutes – November 9, 2023*
2. Administration and Finance Divisional Update
Towana H. Moore, Vice President, Administration and Finance
3. Efficiency Review
Towana H. Moore, Vice President, Administration and Finance
4. Financial Review
Mark Angel, Associate Vice President, Finance
5. Annual Investment Review
Mark Angel, Associate Vice President, Finance
6. Central Shenandoah Hazard Mitigation Plan*
Craig Short, Associate Vice President, Business Services
7. Governor’s Budget and Amendments
Diane Stamp, Associate Vice President, Budget Management
Caitlyn Read, Assistant Vice President, State Government Relations
8. Dining Services Overview
Craig Short, Associate Vice President, Business Services
9. Future Topics for Discussion

*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, November 9, 2023 at 1:00 p.m. The meeting was called to order by Mr. John Rothenberger.

Present:

Rothenberger, John, Chair
Bolander, Jeff
Obenshain, Suzanne
Smith, Steve

Absent:

Fiorina, Carly

Others:

Moore, Towana – Vice President, Administration and Finance
Angel, Mark – Associate Vice President, Finance
Anthony Matos, Chief of Police, University Police
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 Steve Smith, the minutes of the September 14, 2023 meeting were approved.

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 three months of the fiscal year. He reported the University's revenue and expenditures were appropriate for the first three months of the fiscal year.

University Debt Review:

Mr. Mark Angel presented a review of the university debt portfolio. As of June 30, 2024, the university will have approximately \$400.9 million in outstanding bonds. The university's annual debt ratio is well within the board's established guidelines. The university has complied with all significant financial and operating bond covenants and does not have any off-balance sheet financing.

Bond Resolution for Student Housing:

Mark Angel presented a bond resolution. The State Treasury requires the Board of Visitors to approve resolutions authorizing the treasury to sell bonds for self-supporting projects. This resolution is for the construction of Phase 1 of the Village Housing project with 9 (c) debt backed by the full faith and credit of the Commonwealth.

On motion of Suzanne Obenshain, and seconded by Steve Smith, the bond resolution for the construction of Phase 1 of the Village Housing project was approved with recommendation for full board approval.

Efficiency Review Committee Update:

Towana Moore gave an update on the Efficiency Review Committee. The committee members have been selected and their first meeting will take place November 10, 2023.

University Police Update:

Anthony Matos, Chief of Police gave an overview of the University Police department and discussed their recent reaccreditation by the Commonwealth of Virginia.

Capital and Non-Capital Projects Update:

Craig Short, Associate Vice President for Business Services gave a report on recently completed projects, projects under construction, and projects in design for both capital and non-capital projects. All projects are progressing according to schedules.

Topics for Future Discussion:

A discussion was held for Board members to provide topics of interest for future discussion. No topics were requested.

On motion of Steve Smith, and seconded by Jeff Bolander, the committee adjourned at 2:22 p.m.

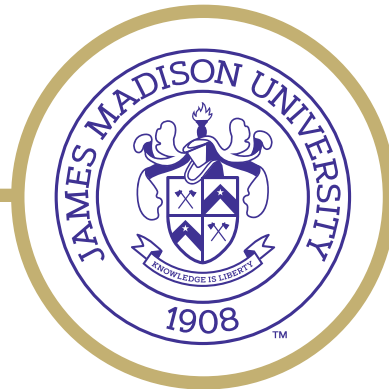
Respectfully submitted,

John Rothenberger, Chairman

Donna Harper, Secretary to the Board

Administration and Finance Divisional Update

Towana H. Moore
Vice President
Administration & Finance

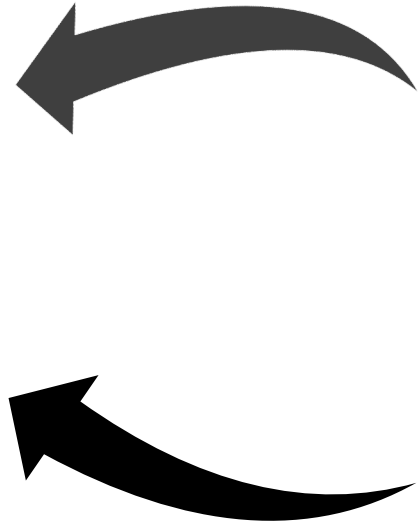


Divisional Update

- Game Day
 - Attendance Record
 - Divisional Team Work
- Advising/Student Success



FY25 Revenue and Cost Considerations



Reallocations



Benefits



Utilities



Inflation Pressures



Unfunded Mandates



Strategic Plan



Compensation



Tuition Policy



Enrollment



State Funding



Public Notice/Comment – Tuition & Mandatory Fees

- **Public Notice:** Prohibits the governing board from approving an increase in undergraduate tuition or mandatory fees without first providing students and the public the following:
 - a projected range of the planned increase,
 - an explanation of the need for the increase, and
 - notice of the date and location of any vote on the increase at least 30 days prior to vote
- **Public Comment:** Requires opportunity for public comment prior to any governing board vote on tuition and fee increases. Each governing board shall establish policies for public comment, which may include reasonable time limitations. Governing board shall provide an explanation of any deviation from the projected range in the public notice.

Efficiency Review

Towana H. Moore
Vice President
Administration & Finance



Efficiency Review

- Committee Purpose
- Committee Members Across Institution
- RFP Process Completed
- Timeline



Examples of Collaboration, Cost Avoidance, Reallocations & Savings



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

Examples of Collaboration, Cost Avoidance, Reallocations & Savings

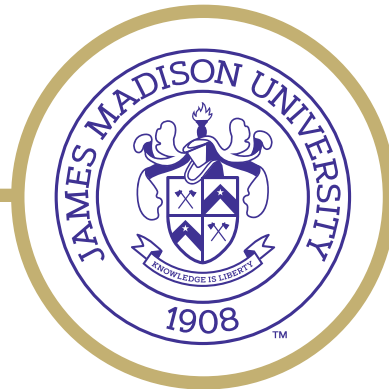


- Carrier Library Furniture Repurpose
- Student Services/Student Affairs



Financial Review

Mark Angel
Associate Vice President
Finance



2023-24 Revenue Review



	FY2024				FY2023		
	Revised Revenue Budget	Actual Revenue as of 12/31/2023	Uncollected Budget Balance 12/31/2023	Percentage Collected as of 12/31/2023	Percentage Collected as of 12/31/2022	Revised Budget as of 12/31/2022	Actual as of 12/31/2022
Educational and General							
State General Fund Appropriations - Operations (2)	175,930,001	73,216,533	102,713,468	42%	48%	153,931,515	74,329,252
State General Fund Appropriations - Financial Aid	22,449,930	22,464,631	(14,701)	100%	100%	14,247,617	14,247,617
Tuition and Technology Fee (1)	257,204,499	156,384,191	100,820,308	61%	60%	250,223,306	150,186,731
Non General Fund Transfer to State (1)	(3,098,291)	-	(3,098,291)	0%	0%	(3,098,291)	-
Undergraduate and Graduate Application Fees	1,529,623	1,637,608	(107,985)	107%	105%	1,529,623	1,607,266
Miscellaneous Revenue	2,606,373	2,064,706	541,667	79%	81%	2,509,999	2,045,506
Total Education and General	\$ 456,622,135	\$ 255,767,669	\$ 200,854,466	56%	58%	\$ 419,343,769	\$ 242,416,372
Auxiliary Enterprises							
Dining Services	76,411,084	44,667,529	31,743,555	58%	55%	70,670,775	38,871,248
Retail Services	1,587,000	819,960	767,040	52%	49%	1,585,000	772,003
Residential Facilities	38,545,286	21,760,708	16,784,578	56%	49%	39,197,249	19,146,060
Parking and Transportation	8,150,034	6,019,990	2,130,044	74%	75%	7,642,498	5,732,897
Telecommunications	2,007,117	1,059,451	947,666	53%	52%	2,007,117	1,041,046
Health Center	6,726,580	3,768,001	2,958,579	56%	56%	6,139,669	3,456,181
Student Union and Student Services	8,266,266	4,631,396	3,634,870	56%	56%	7,979,129	4,471,831
Recreation Center	14,950,428	8,225,522	6,724,906	55%	55%	13,283,311	7,335,302
Athletics	69,967,923	37,390,012	32,577,911	53%	57%	61,898,744	35,524,944
Other	22,306,478	13,853,342	8,453,135	62%	58%	18,484,942	10,724,506
Total Auxiliary Enterprises	\$ 248,918,196	\$ 142,195,911	\$ 106,722,285	57%	56%	\$ 228,888,434	\$ 127,076,018
TOTAL REVENUE	\$ 705,540,331	\$ 397,963,580	\$ 307,576,751	56%	57%	\$ 648,232,203	\$ 369,492,390

(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.

2023-24 Tuition and Other Fee Revenue



Description	Budget	Actual Revenue 12/31/23	Uncollected Budget Balance	Percentage Collected as of 12/31/23
Regular Undergraduate In-State Tuition	114,529,764	63,496,619	51,033,145	55%
Summer Undergraduate In-State Tuition	11,405,169	11,474,238	(69,069)	101%
Graduate In-State Tuition	11,012,528	6,727,371	4,285,157	61%
Regular Undergraduate Out-of-State Tuition	100,203,786	59,418,816	40,784,970	59%
Summer Undergraduate Out-of-State Tuition	6,843,976	6,877,466	(33,490)	100%
Graduate Out-of-State Tuition	5,018,817	3,418,749	1,600,068	68%
Instruction - Off Campus	7,144,000	4,370,825	2,773,175	61%
Course and Other Fees	1,046,459	600,107	446,352	57%
Total Tuition & Other Fee Revenue	\$257,204,499	\$156,384,191	\$100,820,308	61%

2023-24 Expense Review



	FY2024				FY2023			
	Revised Expenditure Budget	Actual Expenditures as of 12/31/2023	Unexpended Budget 12/31/2023	Percentage Expended as of 12/31/2023	Percentage Expended as of 12/31/2022	Revised Budget as of 12/31/2022	Actual as of 12/31/2022	
Education and General								
Instruction	210,539,880	103,208,063	107,331,817	49%	52%	193,012,565	99,728,350	
Research and Public Service	2,051,312	184,349	1,866,963	9%	16%	1,811,262	280,855	
Academic Support	55,084,019	25,388,496	29,695,523	46%	46%	51,073,002	23,720,163	
Student Services	30,607,409	14,568,881	16,038,528	48%	47%	28,699,795	13,468,652	
Institutional Support	72,432,501	29,830,235	42,602,266	41%	38%	74,378,439	27,994,865	
Operation and Maintenance of Plant	51,239,692	20,858,020	30,381,672	41%	49%	44,504,458	21,591,470	
Student Financial Assistance - University and State GF	34,667,322	16,327,559	18,339,763	47%	46%	25,864,248	11,910,294	
Total Education and General	\$ 456,622,135	\$ 210,365,603	\$ 246,256,532	46%	47%	\$ 419,343,769	\$ 198,694,649	
Auxiliary Enterprises								
Dining Services	74,886,484	31,031,659	43,854,825	41%	38%	69,056,754	25,916,278	
Retail Services	1,271,973	335,117	936,856	26%	28%	1,269,973	356,275	
Residential Facilities	41,684,867	17,077,434	24,607,433	41%	40%	39,688,347	15,736,017	
Parking and Transportation	8,150,034	4,344,621	3,805,413	53%	60%	7,642,498	4,563,766	
Telecommunications	2,007,033	620,126	1,386,907	31%	58%	2,007,117	1,171,896	
Health Center	6,710,594	3,406,093	3,304,501	51%	53%	6,264,012	3,341,558	
Student Union and Student Services	8,479,321	3,958,360	4,520,961	47%	47%	8,517,398	3,996,625	
Recreation Center	15,548,803	9,710,839	5,837,964	62%	56%	13,521,123	7,539,779	
Athletics	71,583,838	36,791,142	34,792,696	51%	52%	63,890,098	33,531,835	
Other	18,595,249	9,715,704	8,879,545	52%	53%	17,077,350	8,991,497	
Auxiliary Reserve Projects (1)	16,677,007	4,993,246	11,683,761	30%	43%	23,016,529	9,947,511	
Total Auxiliary Enterprises	\$ 265,595,203	\$ 121,984,341	\$ 143,610,862	46%	46%	\$ 251,951,199	\$ 115,093,037	
TOTAL EXPENDITURES	\$ 722,217,338	\$ 332,349,944	\$ 389,867,394	46%	47%	\$ 671,294,968	\$ 313,787,686	

(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 12/31/2023	Unexpended Appropriation		Appropriation/ Allotment	Actual Expenditures as of 12/31/2022	Unexpended Appropriation
Sponsored Programs, Grants and Contracts							
Virtual Library Of Virginia	\$ 10,590,774	\$ 4,134,008	\$ 6,456,766	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	\$ 2,519,950	\$ 7,782,018
Federal grants and contracts	\$ 26,000,000	\$ 14,658,166	\$ 11,341,834	\$9,105,632 and \$7,999,772 in financial aid for FY2024 and FY2023 respectively (mostly PELL grants).	\$ 26,014,500	\$ 13,110,395	\$ 12,904,105
State and nongovernmental grants and contracts	\$ 15,000,000	\$ 10,372,205	\$ 4,627,795		\$ 15,000,000	\$ 11,104,148	\$ 3,895,852
Indirect costs	\$ 5,000,000	\$ 1,329,642	\$ 3,670,358		\$ 5,000,000	\$ 1,157,229	\$ 3,842,771
All Other grants and contracts	\$ 995,078	\$ 2,226	\$ 992,852	Includes Work-Study, Eminent Scholars, Excess Indirect Costs, Commonwealth Innovative Internship Fund, and Surplus Property. Work-Study and Eminent Scholars are recorded near year-end by moving incurred expenses in E&G to these funds.	\$ 970,078	\$ 6,310	\$ 963,768
COVID19 Pandemic Related							
ARPA - Fiscal recovery funds (Online Virginia Network)	\$ 995,303	\$ 147,769	\$ 847,534	Federal pass-through funds from Old Dominion University. The original award was \$620,000 in 2022 with an additional award of \$850,000 in 2023.	\$ 553,484	\$ 175,116	\$ 378,368

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.
- *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.

Annual Investment Review

Mark Angel
Associate Vice President
Finance



Annual Investment Review



CORPORATE ACCOUNT STATEMENT	CORPORATE NAME	COMMENTS	ADJUSTED TOTAL	Rate of Return
WELLS FARGO ADVISORS SGA RESERVE	WF Advisors		1,701,266.48	5.2
UNITED BK CD STU EXCEL	United Bank	<i>Renewed 7/4/23 @ 4.9</i>	57,613.06	4.9
UNITED BK CD JMU SUPPORT	United Bank	<i>Renewed 6/24/23 @ 4.9 Money Market / Various</i>	863,704.60	4.9
LOOMIS WEALTH MANAGEMENT LLC	L.M. Kohn & Co	<i>Corporate Bonds</i>	2,957,438.98	.5-5.55
LOOMIS WEALTH MANAGEMENT LLC	L.M. Kohn & Co	<i>Money Market / Various Corporate Bonds</i>	2,562,942.20	.65-5.35
			8,142,965.32	
BANK OF THE JAMES SUPPORT FUND MMIA	Bank of The James		1,606,274.29	3.55
UNITED BANK - SUPPORT FUND MMIA	United Bank		539,709.50	3.45
ATLANTIC UNION BANK SUPPORT FUND MMIA	Atlantic Union Bank		4,648,838.92	4.07
CONCENTRATION DEPOSITORY	BOA		30,153,155.02	2.75
SUPPLEMENTAL RETIREMENT TRUST	BOA		2,218,179.11	2.75
E-COMMERCE	BOA		430,602.07	2.75
STUDENT CONCENTRATION	BOA		13,052,336.12	2.75
PAYROLL	BOA		8,141,175.89	2.75
STATE CLEARING ACCOUNT	BOA		12,317,570.94	2.75
PERKINS STUDENT LOANS	BOA		286,996.75	2.75
TITLE IV FEDERAL FUNDS	BOA		1,866.43	2.75
JMU SUPPORT CHECKING	BB&T		21,395.34	2.75
			73,418,100.38	
Adjusted total JMU Local Cash at 12/31/2023			81,561,065.70	

Central Shenandoah Hazard Mitigation Plan

Craig Short
Associate Vice President
Business Services



Hazard Mitigation Plan Overview

- The Central Shenandoah Planning District Commission (CSPDC) coordinated the development of a regional Hazard Mitigation Plan (HMP) in 2005, updated in 2013 and 2020 in its current form.
- The plan addresses the hazards, risks, and most vulnerable areas in the Central Shenandoah Region and includes strategies to reduce or eliminate risks and prioritizes potential mitigation projects.
- Hazard Mitigation Plans are required for localities to be eligible for federal disaster mitigation grant funds.



Central Shenandoah Hazard Mitigation Plan 2020 Update



“Reducing the impact of disasters on citizens of the Central Shenandoah Region through planning, preparedness, mitigation, and education.”

Prepared by the:
Central Shenandoah
Planning District Commission

HMP Local Mitigation Strategies



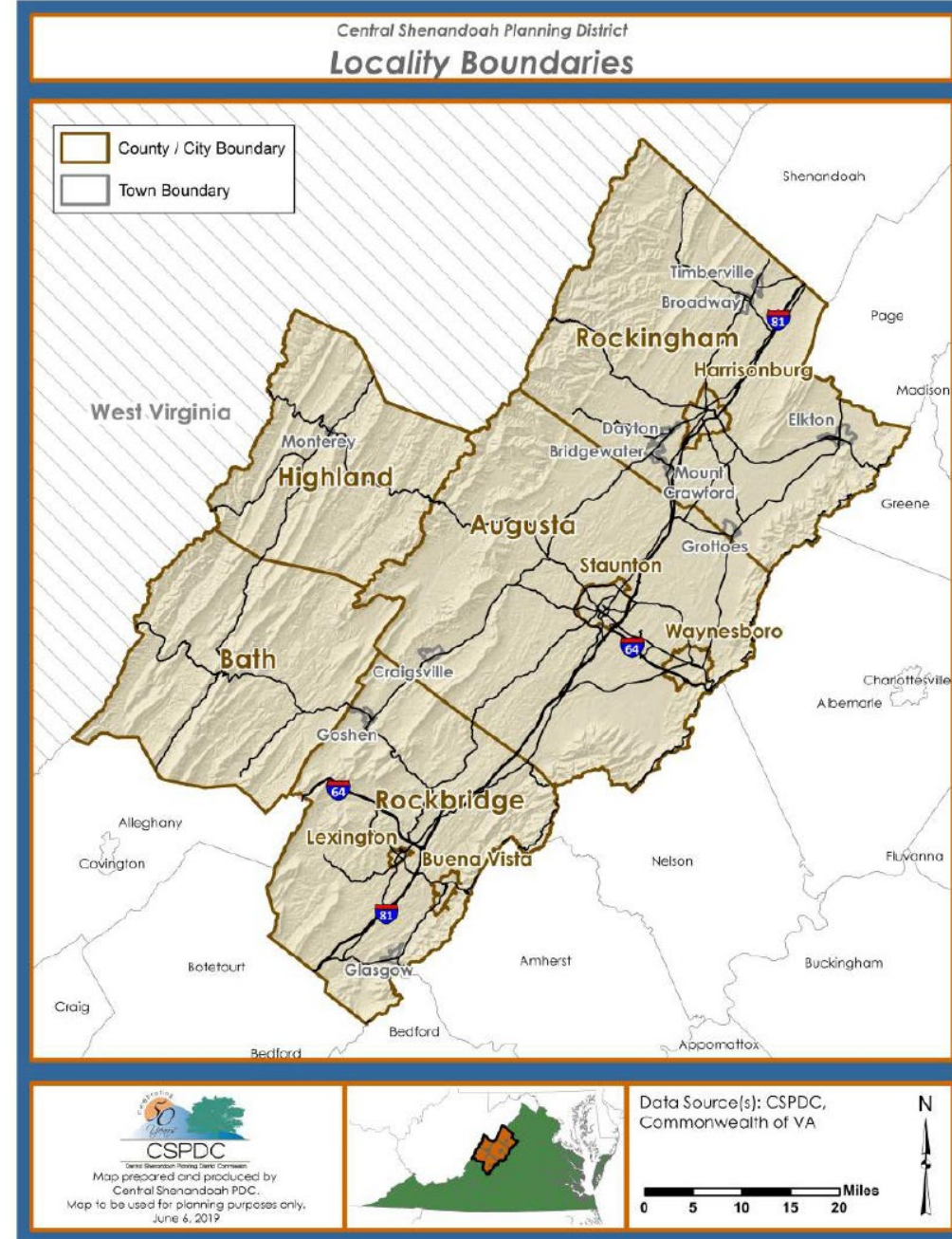
- Each member locality identified ‘local mitigation strategies’ that were included in the plan.
- Representatives from JMU Facilities Management and JMU Public Safety were involved in the development of the current update and identified several strategies.

Central Shenandoah Hazard Mitigation Plan: Local Mitigation Strategies

Organization: James Madison University							
Location (Town, City, or County): City of Harrisonburg							
Regional Strategy ID #	Mitigation Strategy	Hazard	Priority High Medium Low	Project Status Delayed On-going Completed	If Not Completed, Why?	Responsible Party	Time Frame
14.1	Participate in Shenandoah Valley Project Impact, the regional disaster preparedness and mitigation education program that was started in September 2000. Shenandoah Valley Project Impact educates citizens in the region about disaster preparedness and mitigation through public awareness campaigns, workshops and trainings, and an extensive resource library.	Multi- Hazards	High	On-going	N/A	CSPDC	On-going
6.1 – 6.8 8.1, 8.2 10.1 – 10.4 12.1	Support implementation of structural and non-structural mitigation activities on our property, if needed to reduce exposure to and provide protection from natural and man-made hazards. Eligible projects include but are not limited to acquisition, elevation, minor structural flood control projects, relocation of structures, retrofitting of existing structures, infrastructure protection measures, stormwater and wastewater management improvements, advanced warning systems, hazard gauging systems, hazard education, and wildfire mitigation projects.	Multi - Hazards	High	On-going	N/A	Organization	On-going
13	Consider mitigation actions at the University that are focused on natural systems protection.	Flood	High				On-going

HMP Adoption

- Plan review was completed by Virginia Department of Emergency Management staff; and approved by the Federal Emergency Management Agency (FEMA) in March 2021.
- To date, all 21 member localities have adopted the HMP.
- Adopting the mitigation plan doesn't restrict or commit the University to completing any activities, but enables us to receive federal grant funding.





Current FEMA Grant Opportunity

- In 2021, Emergency Management identified a federal grant opportunity with FEMA to mitigate flooding on campus.
- A proposal for \$2.3M was submitted to perform restoration and flood mitigation work on the stream channel adjacent to Godwin Transit Center.
- In order to receive the grant funds to perform the restoration project, the University needs to formally adopt the HMP.



RESOLUTION OF THE RECTOR AND VISITORS OF

James Madison University

WHEREAS, the Board of Visitors recognizes the threat that natural and man-made hazards pose to people within James Madison University, and

WHEREAS, the Disaster Mitigation Act of 2000, as amended, creates a framework for state, local, tribal and territorial governments to engage in hazard mitigation planning to receive certain types of non-emergency disaster assistance under the requirements found in the Code of Federal Regulations, Stafford Act Title 44, Chapter 1, Part 201 (44 CFR Part 201); and

WHEREAS, 44 CFR Part 201 provides that James Madison University, as a state agency, may be a subrecipient eligible to receive a subaward from Virginia Department of Emergency Management, as a pass-through entity from FEMA; and

WHEREAS, in order for the University to be eligible for certain grant funding from the Federal Emergency Management Agency and/or the Virginia Department of Emergency Management to address potential hazards present on campus, the University must approve and adopt the Central Shenandoah Hazard Mitigation Plan (CSHMP); and

WHEREAS, the (CSHMP) identifies mitigation strategies to reduce or eliminate long-term risk to people and property in our community and in the Central Shenandoah Region from the impacts of future hazards and disasters; and

WHEREAS, the CSHMP Steering Committee representing the 21 local jurisdictions of the Central Shenandoah Planning District convened in order to review the original Plan and study the Region's risks from and vulnerability to natural hazards, and to make recommendations on mitigating the effects of such hazards on the Region; and

WHEREAS, the Steering Committee was provided staff support by the Central Shenandoah Planning District Commission; and

WHEREAS, the efforts of the Steering Committee, the staff of the Central Shenandoah Planning District Commission, as well as members of the public, private, and nonprofit sectors, have resulted in the development of the 2020 Update of the Central Shenandoah Hazard Mitigation Plan for the Region; and

WHEREAS, the Central Shenandoah Regional Wildfire Community Protection Plan (CSRWPP) is an annex to the Central Shenandoah Hazard Mitigation Plan and is included in this resolution,

NOW THEREFORE, BE IT RESOLVED BY THE RECTOR AND VISITORS OF JAMES MADISON UNIVERSITY, that the Central Shenandoah Hazard Mitigation Plan 2020 Update is hereby approved and adopted for **James Madison University**.

_____, Secretary
**BOARD OF VISITORS OF
JAMES MADISON UNIVERSITY**



Central Shenandoah Hazard Mitigation Plan 2020 Update

Link: [CSHMP_2020_Final-compressed.pdf \(cspdc.org\)](https://cspdc.org/CSHMP_2020_Final-compressed.pdf)



“Reducing the impact of disasters on citizens of the Central Shenandoah Region through planning, preparedness, mitigation, and education.”

Prepared by the:
Central Shenandoah
Planning District Commission

Governor's Budget and Amendments

Diane Stamp
Associate Vice President
Budget Management

Caitlyn Read
Assistant Vice President State
Government Relations





Governor's 2024-26 Biennial Budget Higher Education Related Investment

- Campus Safety and Security – Higher education institutions to coordinate with the Virginia Fusion Center (*\$16.6 million GF one-time, FY25*)
 - JMU Police Department (*\$1.5 million GF one-time, FY25*)
- Virginia Research Triangle – Biotechnology, Life Sciences and Pharmaceutical Manufacturing Network (UVA, VT, VCU) (*\$100.0 million GF, FY25*)
- Eastern Virginia Health Sciences Center – Eastern Virginia Medical School and Old Dominion University Merger (*\$37.0 million GF, 24-26 biennium*)



Governor's 2024-26 Biennial Budget Higher Education Related Investment

- Health Care & Mental Health
 - JMU “Fast Flex” Program – Grow nursing graduates (*\$998,000 GF each year*)
 - Nursing Initiatives Under Virginia Department of Health (VDH)
 - Earn to Learn Nursing Education Acceleration Program – Partnerships between educational and health institutions (*\$4.0 million GF each year*)
 - Nursing Scholarships & Loan Repayment Program (*Additional \$936,000 GF each year*)
 - Student Mental Health Services – Statewide contract with higher education nongeneral fund match requirement (*\$3.0 million GF per year*)



Governor's 2024-26 Biennial Budget Higher Education Related Investment

- Workforce Credentials & Career Placement Centers – Additional funding for increased program demand & regional career placement centers (*\$7.8 million GF, FY25 & \$9.2 million GF, FY26*)
- Virginia Technology Infrastructure Fund – Supporting upgrade, replacement and modernization of critical technology systems across state agencies (*\$150.0 million GF, FY25*)



Governor's 2024-26 Biennial Budget Higher Education Reduction or Elimination

- Online Virginia Network (*\$4.0 million GF reduction/funding elimination each year*)
 - JMU – \$650,000 GF reduction/elimination each year
- Pell Initiative Funding (*\$37.5 million GF reduction, FY26*)
- New College Institute – Higher Education Center (*\$3.1 GF reduction & \$1.5 NGF reduction, FY 26*)



Governor's 2024-2026 Biennial Budget Compensation & Health Insurance

- Bonus Payments – One percent bonus for full-time state employees receiving at least a “Contributor” rating, effective December 1, 2024 & December 1, 2025
- Salary Increase – One percent salary increase effective June 10, 2025 (FY26)
 - Includes full-time, adjunct faculty and graduate teaching assistants
- State Health Insurance – 6.3% increase in FY25 and 4.0% in FY26



Governor's 2024-2026 Biennial Budget Capital

- Capital Supplement Pool (*\$250.0 million GF, FY25*)
- Capital Equipment Funding Pool (*\$81.3 million GF, FY25*)
 - JMU Carrier Library Renovation & Expansion Equipment (*\$7.0 million GF estimate*)
- Construction Pool (*\$79.8 million state bonds, FY25*)
 - JMU East Campus Infrastructure Phase 3 (*\$19.2 million state bonds & \$9.3 million 9(d) bonds FY25*)



Governor's 2024-2026 Biennial Budget Capital

- Maintenance Reserve (*\$234.0 million GF, FY25*)
- Deferred Maintenance Standalone Projects (*\$87.0 million state debt, FY25*)
- Other Standalone Infrastructure/Accessibility Capital Projects (*\$34.0 million state debt, FY25*)
- Nongeneral Fund Projects
 - JMU Blanket Property Acquisition (*\$3.0 million HEO, FY25*)
 - JMU Renovate Spotswood Hall (*\$23.8 million 9© debt, FY25*)



Governor's 2024-26 Biennial Budget Operating Language

- Affordable Access – State Council of Higher Education (SCHEV) and the Secretary of Education to establish a set of performance standards and targets to each institution that are informed by the institutions most recent six-year plan for institutions to receive funding in FY25. To receive the institutional share of the higher education total of \$75 million in FY26, an institution must:
 - Keep tuition and E&G fee increase less than 2.5% or the change in the U.S. Average Consumer Price Index for All Urban Consumers (CPI-U) for the most recent 12 months at the time of approval by the Board of Visitors, whichever is lower.
 - Submit to the SOE by August 1, 2025, an updated plan and progress toward performance targets.



Governor's 2024-26 Biennial Budget Operating Language

- State Financial Aid Policies – Amends existing language for policies regarding higher education financial aid to address changes resulting from implementation of the federal FAFSA Simplification Act.
- Performance Standards – Transitions SCHEV certification of Institutional Performance Standards from annual to biannual, reflecting biennial cycle of enrollment and degree projections.



Governor's 2024-26 Biennial Budget Capital Language

- Level III Support for E&G Projects - Requires Level III institutions to provide 25% NGF support for E&G projects that are new construction, major renovation or acquisition.
 - Projects first authorized in FY 25 or later.
 - Does not apply to E&G maintenance, life safety, security, or infrastructure.

2024-26 Biennial Budget JMU Operating Requests



	Budget					
	Requested*		Executive*		General Assembly Amendment*	
	2024-2025	2025-2026	2024-2025	2025-2026	2024-2025	2025-2026
Campus Safety and Security (one-time)			1,597,275	-		
Support Veterans Through the Virginia Military Survivors and Dependent Education Program	5,332,593	6,770,812				
Fund Operations and Maintenance of the Renovated and Expanded Carrier Library		380,057				
Retain Excellent Employees	500,000	750,000				
Increase Enrollment of Pell -Eligible Students	1,280,000	1,280,000				
Produce More Nurses Through New "Fast Flex" BSN Program	997,816	997,816	997,816	997,816		
Grow Your Own: Licensing Paraprofessionals with Degrees	1,056,000	1,056,000			1,056,000	1,056,000
Support Growing Commonwealth Healthcare Needs with Advanced Degrees: BSN to DNP	1,267,776	1,267,776				
Strengthen Student Access to Internships and Support Local Business	303,024	303,024				
Meet the Commonwealth's Mental Health Needs		316,514				
Support Student and Employee Mental Health	609,840	609,840				
Total Operating	\$ 11,347,049	\$ 13,731,839	\$ 2,595,091	\$ 997,816	\$ 1,056,000	\$ 1,056,000

* General Funds

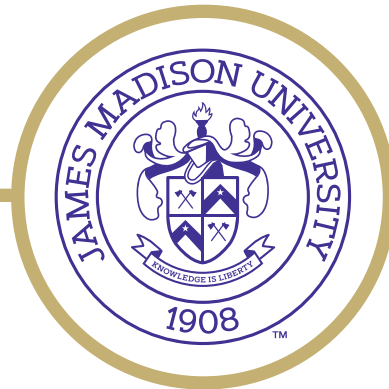
JMU 2024-26 Biennial Budget Capital Requests



	Requested	Budget	
		Executive	General Assembly Amendment
Blanket Property Acquisition (Higher Education Operating)	3,000,000	3,000,000	
Carrier Library Renovation and Addition Furnishings & Equipment (GF)	7,043,000	7,043,000	
East Campus Infrastructure Phase 3 - Distribution (GF & Bonds)	28,710,000	28,710,000	
Johnston Hall Renovation & Expansion (GF)	26,820,000		26,820,000
College of Health and Behavioral Studies Expansion (GF & Higher Education Operating)	109,630,000		7,900,000
Godwin Hall Renovation (GF)	40,480,000		
Moody Hall Renovation and Expansion (GF)	46,340,000		
Spotswood Hall Renovation (Bonds)	23,820,000	23,820,000	
Capital Project Total	\$ 285,843,000	\$ 62,573,000	\$ 34,720,000

Dining Services Overview

Craig Short
Associate Vice President
Business Services





Awards & Recognition



**TOP 20 FOR
20 YEARS**
Best Campus Food

- #15** Best Campus Food | The Princeton Review
- #7** Best Campus Food | Newsweek
- #4** 50 Best Colleges with Best Food | Best Value Schools
- #4** Best College Cafeterias | Best Value Schools
- #8** Best College Food in America | Niche
- #10** Best College Dining Halls | CollegeMagazine.com

Voice of the Consumer Survey Results | Fall 2023

85%

SATISFACTION

85%

QUALITY

85%

SERVICE

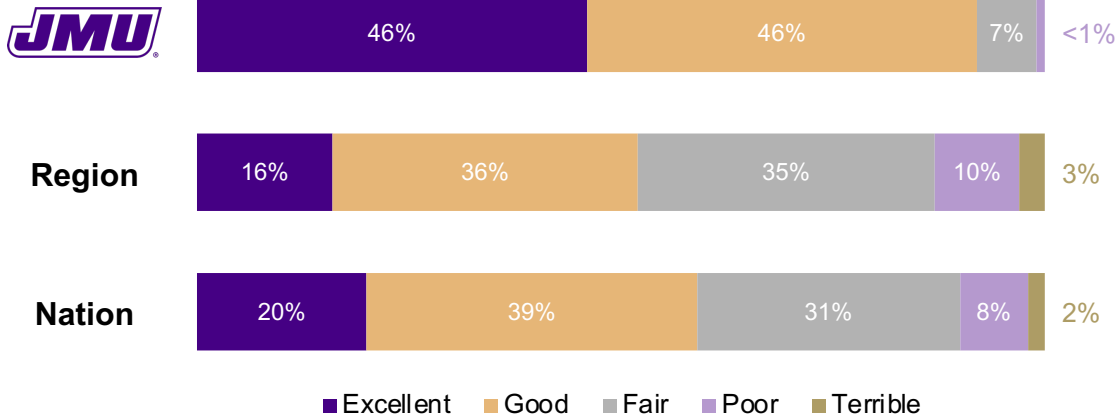
88%

CLEANLINESS



Fall 2023 Dining Styles Survey

Overall Experience Rating Comparisons



9 out of 10 of survey respondents rated their overall experience with JMU Dining as either Excellent or Good, the same as Fall 2022.

Satisfaction

- 92% of students are satisfied with the dining program, the same as Fall 2022
- Having a comfortable dining experience is the highest rated attribute with a 93% favorability
- Hours of operation is the lowest rated attribute with a 55% favorability

Meal Plans

- 84% of students are satisfied with the value of the meal plan, the same as Fall 2022
- 77% of students are likely to purchase a meal plan next year
- At 62%, allowing meal plans to roll over is the largest incentive in improving dining plan participation followed by expanded hours of operation and ability to use meal swipes at more locations

Health & Wellness + Sustainability

- 34% of respondents have a food allergy or dietary requirement
- The most common allergy is milk
- Vegetarian is the most common diet
- Donating surplus food is the #1 most important initiative to students

Technology

- 80% of students use the mobile app or self-ordering kiosk
- 54% order via technology 1-2 times per week
- The transaction fee is the biggest barrier for those not ordering via technology



Fast Facts | Our Program

- Second largest account by volume in Aramark portfolio behind Arizona State University with 80,000 students
- In 2024, we expect to serve 5,000,000+ student meals
- We have 11 trained executive chefs and chefs on our staff creating the best food possible
- Our vegetarian and vegan offerings are rated A+ on the PETA Report Card
- Our chefs, sous chefs, and culinary leads are all AllerTrain certified
- JMU Dining employs over 600 students and 500 members of our local community



Franco Lossio | Catering Chef

2023 American Culinary Federation Gold & Silver Winner
2023 Aramark Culinary Excellence Competition



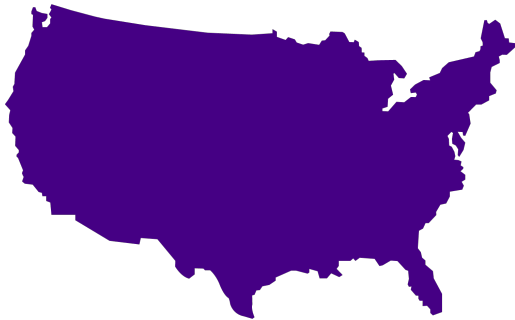
Fast Facts | Meal Plans



86%

MEAL PUNCH USAGE

VERSUS



52%

MEAL PUNCH USAGE



Student meal plan participation is at 82%; up 6% over the prior year



Meal plan penetration is at ~70%, one of the highest nationally in the large public segment



Total meal plan revenue in Fall 2023 is up 7% over the prior year



JMU Dining is the 3rd highest revenue-generating producer in our national portfolio

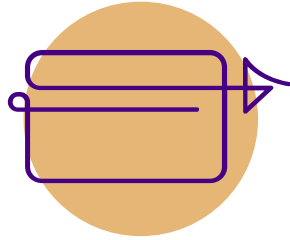


In 2022, JMU Dining was the highest ranked satisfaction program of all Aramark Collegiate Hospitality accounts



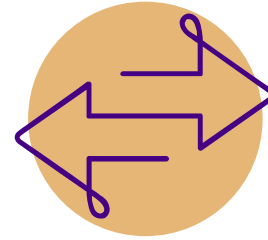
As benchmarked versus comparable enrollment within the region, JMU sold 33% more meal plans

Meal Plan Elements



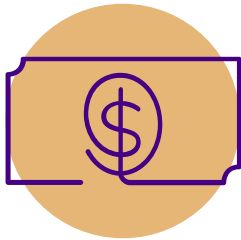
Meal Punches

All you care to eat at D-Hall and E-Hall dining rooms



Duke Deals

Use a punch as a “meal exchange” to get a combo meal at other locations



Dining Dollars

Tax-free, declining balance attached to meal plan options and available for use at all dining locations



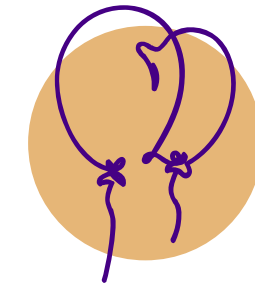
Guest Meals

All unlimited and weekly plans include guest meals to treat family and friends



Local Partnerships

Local products, Farmer’s Markets, and restaurant partnerships



Special Events

Student-focused events that bring the student community together to engage, entertain, or inform



Dining on Campus

Use Meal Punches/Duke Deals Here

Use Dining Dollars Anywhere



D-HALL

MARKET 64

Bistro 1908



Panera BREAD



Chick-fil-A



Auntie Anne's

DUNKIN'

oath PIZZA

TENDERS LOVE AND CHICKEN

JAVA CITY COFFEE EST. 1985 HAND ROASTED

SUBWAY

Local Partnerships

freshens fresh food studio



blue ridge bowl

THE DEN BY DENNY'S

MERGE COFFEE COMPANY



chopsticks

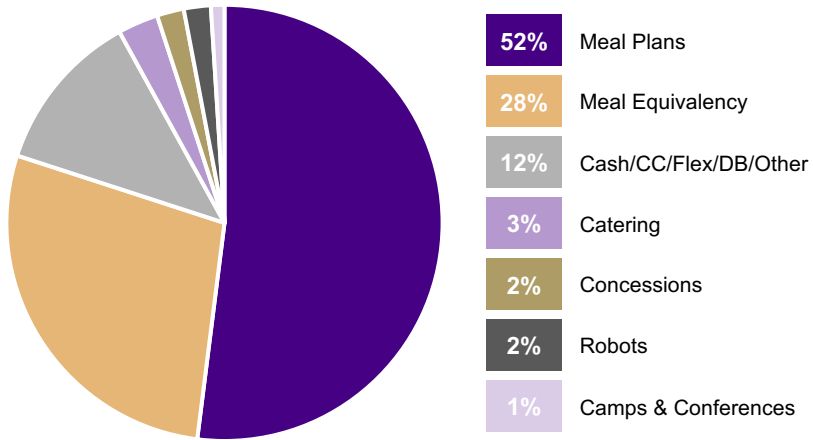
ALL FESTIVAL FOOD COURT LOCATIONS

PLUS MORE!

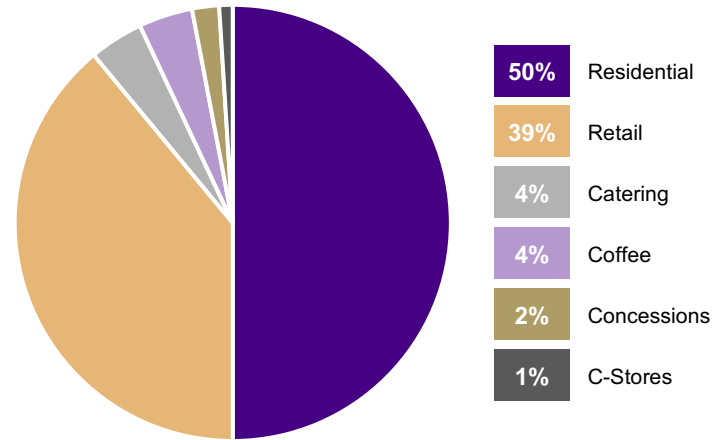


Revenue by Revenue Stream

Revenue by Stream



Revenue by Channel



Top 10 Retail Locations by Revenue

- 1 Festival Food Court
- 2 Market 64
- 3 Chick-fil-A
- 4 Panera Bread
- 5 The Den
- 6 Freshen's | UREC
- 7 Freshen's | D-Hall
- 8 Panda Express
- 9 Lakeside Cafe
- 10 Oath Pizza

RESIDENTIAL MEAL SWIPE TRANSACTIONS

1,499,560

RETAIL MEAL SWIPE TRANSACTIONS

2,299,229

NON-MEAL SWIPE TRANSACTIONS

1,135,747



Health & Wellness

On-Site Nutritionist

Our on-site Nutritionist, Hanna Serrano, helps take the mystery out of healthy eating

Individual Approach

Includes one-on-one nutritional counseling and individualized meal plans as needed

True Balance

A station dedicated to avoiding each of the top 9 allergens in both D-Hall and E-Hall

Worry-Free Zone

JMU's private and locked pantry helps guests avoid peanuts, tree nuts, and gluten-containing ingredients

Menu Labeling

Menu board labels make better-for-you choices easy to find

Plant Forward

Including more plants on your plate can help create a healthier lifestyle and a healthier planet

15% of JMU students report having a **food allergy**

15% of JMU students have chosen a **lifestyle diet**



Sustainability

Top Sustainability Priorities for JMU Students

1 Donating surplus food

2 Reducing food waste

3 Recycling & composting

4 Supporting small, local & diverse suppliers

On-Site Sustainability Leader

Daily focus on student involvement and education to build a better planet

Begins at Home

With 40% of Dukes being food insecure, we have built a strong relationship with The Pantry at JMU and have provided 4,000 meals and additional grants annually

Source Responsibly

We purchase local, seasonal, and responsibly raised, grown, and sourced products whenever possible

Minimize Food Waste

We reduce food waste across our operations to conserve resources and help keep food out of landfills by composting

Operate Efficiently

We implement practices to conserve natural resources and reduce our environmental footprint

Reduce Packaging

We minimize our waste by reducing, reusing, and recycling

Future Topics for Discussion

Towana H. Moore
Vice President
Administration & Finance



Governance Committee

February 15, 2024



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

Governance Committee
Thursday, February 15, 2024
Meeting Room 2
12:00 p.m.

Agenda

1. Approval of Minutes – November 9, 2023*
2. 2024 Retreat

*Action Required

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

GOVERNANCE COMMITTEE

Minutes of the Meeting of November 9, 2023

The Governance Committee of the James Madison University Board of Visitors met on Thursday, November 9, 2023 in the Festival Conference and Student Center at James Madison University. Jack White, chair, called the meeting to order at 12:06 pm.

PRESENT:

Falcon, Chris
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 Lara Major, seconded by Kay Coles James, approved the minutes of the September 14, 2023 meeting.

The committee discussed the purpose and outcomes for the board retreat on April 20, 2024. The committee considered the format for the retreat, potential homework for the board members, and possible locations.

With no further business, the committee adjourned at 12:50 pm.

Jack White, Chair

Donna L. Harper, Secretary to the Board

Student Affairs Committee

February 15, 2024



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

Student Affairs Committee
Thursday, February 15, 2024
Ballroom B
1:00 p.m.

Agenda

1. Opening Remarks and Approval of Minutes for November 9, 2023*
Terrie Edwards, Chair
2. Student Affairs Update
Tim Miller, Vice President for Student Affairs
3. Student Government Association Report
Nate Hazen, President
4. Student Representative to the Board of Visitors Report
Abby Cannella, Representative
5. Accessibility and Belonging Spotlight and Student Panel
Tim Miller, Vice President for Student Affairs

*Action Required

Opening Remarks and Approval of Minutes

Terrie Edwards, Chair



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

Minutes of the Student Affairs Committee

The Student Affairs Committee met on Thursday, November 9, 2023, in Ballroom B of the Festival Conference and Student Center at James Madison University. Terrie Edwards, Chair, called the meeting to order at 1:02 p.m.

Present

Edwards, Terrie, Chair
James, Kay Coles
Lynch, John
Stoltzfus, Michael

Others:

Allen, Dirron, Associate Vice President for Student Life and Involvement
Blyer, Kristina, Associate Vice President for Health and Well-Being
Cannella, Abigail, Student Representative to the Board of Visitors
Grossman Leopard, Jen, Director for Student Life
Hazen, Nate, President, Student Government Association
Miller, Tim, Vice President for Student Affairs

Approval of Minutes

On the motion of Kay Coles James and seconded by John Lynch the minutes of Nov. 9, 2023, were approved.

Opening Remarks

Terrie Edwards welcomed members and guests. Kay Coles James was welcomed and expressed her excitement at being part of the Student Affairs Committee.

Mrs. Edwards acknowledged the recent death of a student and asked that we surround our students during this time.

Student Affairs Update

Dr. Miller began his update with a moment of silence to recognize the recent death of Bernard Stapelfeld, a first-year student from Pennsylvania. He thanked Kay Cole James for being on the committee. Dr. Miller provided an update on mental health resources, which have been increased on campus over the past year. The university recently increased the number of TimelyCare Psychiatry visits available to students, as this is one of the greatest needs. The President's Council for Health and Well-being is looking at wholistic approaches to well-being on campus and will continue to look at ways to increase efforts.

JMU is working to protect and support all students amidst the division currently in this world. It is a challenging time, and Dr. Miller expressed that he is proud of the way students are engaging with these efforts.

The Student Affairs Strategic Plan is in progress with completion expected in January 2024. Dr. Miller plans to pull the committee into this work during the spring semester.



**Board of Visitors
November 9, 2023**

It was a great week for our athletic teams and we are enjoying the community that comes along with sports. Dr. Miller recognized the importance of honoring the positive and negative aspects of events that happen in our community.

Student Government Association Report

Nate Hazen, Student Government Association President, addressed the student death in his introduction. He expressed that one of the strongest aspects of the JMU student body is how we handle tragedy. Students take the opportunity to move past differences in order to help others. He acknowledged the men and women who are sacrificing and strategizing ways to make JMU a safe place for students.

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

Michael Stoltzfus acknowledged Hazen's exceptional work and efforts to make a difference.

Student Representative to the Board of Visitors Report

Abigail Cannella, Student Representative to the Board of Visitors brought Greetings. She acknowledged the death of the student and expressed that the money and resources for mental health are going to good use. Cannella noted that the increased resources for mental health have made a huge difference for our students and that we must continue to make these investments.

Cannella has worked toward her goal of accurately representing and communicating with the entirety of the student body at JMU. She has hosted monthly meetings for student leaders across campus, and has brought Towana Moore, Vice President of Administration and Finance; and Dr. Heather Coltman, Vice President of Academic Affairs to the September and October Presidents' Council meetings, respectively. Presidents' council Meeting recaps were provided for September and October. At both meetings Cannella has been able to identify student needs and concerns. Major concerns have been parking, building renovations, environmental considerations, retention and class registration.

She is utilizing social media to keep students informed, through both the official SRBOV account and the James Madison University account through a takeover, which reached about 83,000 people. Cannella also shared that she hosted a statewide Student Representative Conference and attended a SCHEV dinner with the Secretary of Education, Aimee Guidera. Upcoming events include the Student Representative Interest meeting for the 2024-25 term, the Presidents' Council meeting in November, and more monthly meetings in the Spring. Cannella closed by sharing her goal to set up the next student representative for success and to enjoy the remainder of her term.

Questions/comments:

Terrie Edwards: Other state universities, do they each have a student representative to the board? Yes.

Nate Hazen – Recognized the SGA members and expressed gratitude for their efforts and recognized the great work of Abby as someone without a full team behind her.

Student Life and Involvement Spotlight

Dirron Allen, Associate Vice President for Student Life and Involvement, offered the following: To students, you are valued, and you will make a difference in this world; To everyone else, you are loved and appreciated. He made the request that we continue building connections.

Dr. Allen reviewed the mission and goals for each of his areas which include the Office of Student Accountability and Restorative Practices (OSARP), Office of Residence Life and Office of Student Life. The Student Affairs themes of learning, belonging, and health and well-being were identified as the focus for this area.

Jen Grossman Leopard, Director of Student Life, included an overview of her areas and talked about supporting students' basic needs, specifically food insecurity. There are currently three food pantry locations on campus, including a new location in Memorial Hall. She reviewed a list of partnerships that supply food and financial support for the pantries. Dr. Grossman Leopard provided an update to several programs including Underground Sound, which established a space for students to perform live music and outdoor movies in Bridgeforth in partnership with JMU VALOR.

Ms. Grossman Leopard reported that the number of student organizations has grown to over 400, with 46 new organizations since Jan 2023. She highlighted Big Brothers Big Sisters, Alexander Hamilton Society, and Student Veterans' Association as examples of organizations on campus. She reported on Adam's Law which went into effect summer of 2022 and requires hazing education for student organizations and all incoming students. This education was provided using the program, Stop the Haze. Through this program, 8,795 students were trained last year and 9,400 this year. Results are an increase in the number and quality of hazing reports from students. To foster fraternity and sorority safety, JMU is participating in a 3-year national research study called, "What Works". The study provides support for current programs and, long term, will establish a culture where students understand the dangers of hazing and know how to combat it. Current findings from the study were shared. Also highlighted was the important role of philanthropy within fraternity and sorority life and the organizations that benefit from this service.

Student Panel

- Hamid Elias:
 - Major/Minor: Economics Major | CIS Minor
 - Class Year: Senior Class of 2024
 - Current student involvement: Ethiopian and Eritrean Student Association, Muslim Student Association, RA in Grace Street Apartments.
- Dominic Nguyen:
 - Major: Information Technology
 - Class Year: Senior Class of 2024
 - Current and Previous Affiliations at JMU: Acacia Fraternity (President), FSL (Office Assistant)
- Katharine Little:
 - Major/Minor: Nursing Major, Medical Spanish Minor
 - Class Year: Senior, Class of 2023 (graduating in Dec)
 - Current Student Involvement: Founder and former president of the JMU Chapter of the Diabetes Link, Member of the Omega Zeta of Sigma Theta Tau Nursing Honor Society, Guest Lecturer in the School of Nursing, Peer Assisted Study Sessions (PASS) leader
- Takiyah Monrose-Richardson:
 - Major: Elementary Education
 - Class Year: Junior Class of 2025
 - Current Student Involvement: DEIJA+ Chair for the 109th Student Senate, General Education Council- SGA Representative, Accessibility Committee- SGA Representative
- Angie Weiderock:
 - Double Major: Independent Scholars and Communications Studies double major (B.A.)
 - Class Year: Senior Class of 2024

-
- Current Student Involvement: Underground Sound, Honors College, Phi Beta Kappa, Phi Kappa Phi, JMU Give, Concert band

The student panel shared their experiences with Student Life and Involvement. The main questions that guided the discussion were:

1. Ways that the JMU mission has prepared them. This included learning leadership skills, recruitment and retention skills, and personal development that has prepared them for current and upcoming roles, and employment.
2. The students shared career experiences they have gained including ways to be an inclusive citizen. They also discussed moving beyond boundaries to create space for all. They have learned how to manage diverse groups of people to come together for a common goal, and started new programs and initiatives that will have a lasting impact on the campus. They also have learned communication skills that remove barriers between them and peers, faculty, staff, and upper administration.
3. Their proudest moments include: extreme personal growth, relationship building among professors and staff, becoming self-starters and not being afraid to ask for resources. They have experienced growing organizations and ideas to unimagined heights and receiving awards and recognition for their efforts.

Questions/Comments:

Abby Canella: “a lot of the students are in multiple organizations. It is amazing that you all are doing so many things for and in the JMU community.”

Michael Stoltzfus’ comments: Thank you for your heart, energy, and efforts. Thank you for sharing with us

Terrie Edwards’ comments: Thank you for allowing yourselves to be stretched.

Action Item:

Terrie Edwards asked committee members to identify items for future meetings. None were identified, but the committee was asked to think about this for the future.

There being no further business, on the motion of Kay Coles James and seconded by Michael Stoltzfus the Student Affairs Committee meeting adjourned at 2:24 p.m.

Respectfully submitted,

Terrie Edwards, Chair

Donna Harper, Secretary to the Board

Vice President for Student Affairs Update

Tim Miller



Student Government Association Report

Nate Hazen



Nathan Hazen

Student Body President of JMU

Student Life Committee Presentation

Student Government Association Report: Student Body President Nate Hazen has focused his efforts on seizing opportunities brought upon by a surge in involvement amongst the student body. This includes working to enhance the student experience of campus events, along with collaborating with executive members of the SGA, along with other student leaders to plan events for the future. Hazen has also made an emphasis to take advantage of this increase in involvement on campus, and hopes to retain its impact by planning for events that will transpire even after his graduation.



**Student Body
President/SGA**

**Campus
Unity**

**Civic
Engagement**

**Internal
Support**

SGA Update

- Contingency Fund/Program Grant Expenditures
- Sustainability Bill
- Narcan Bill
- Quad Lighting
- Upcoming Advocacy Opportunities
- Renovations (Why it matters)





Questions?



Student Representative to the Board of Visitors Report

Abby Cannella



Student Representative Report

Abigail Cannella

Student Life Committee Meeting– February 15, 2024

“I’m trying to tell you that losing things doesn’t just mean losing. A lot of the time, when we lose things, we gain things too.” Taylor Swift

- **Presidents Council-**
 - Monthly meeting with representatives from student organizations at JMU
 - November 29, 2023
 - Dr. Tim Miller, Vice President of Student Affairs attended and answered student questions including:
 - Village construction updates
 - Stop The Haze
 - Athletics-related questions
- **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
- **Setting the next SRBOV up for success-**
 - Student Representative interest meetings
 - Meetings on January 29, 2024 and February 1, 2023 to give interested students the opportunity to learn more about the position and ask any questions about the role
 - All attendees have been invited to attend the February Student Affairs and Full Board meetings to see first-hand what the Student Representative position entails
 - Reviewing the SRBOV handbook and adding any additional information
 - Including advice from former Student Representatives



Presidents' Council – November Meeting

Agenda

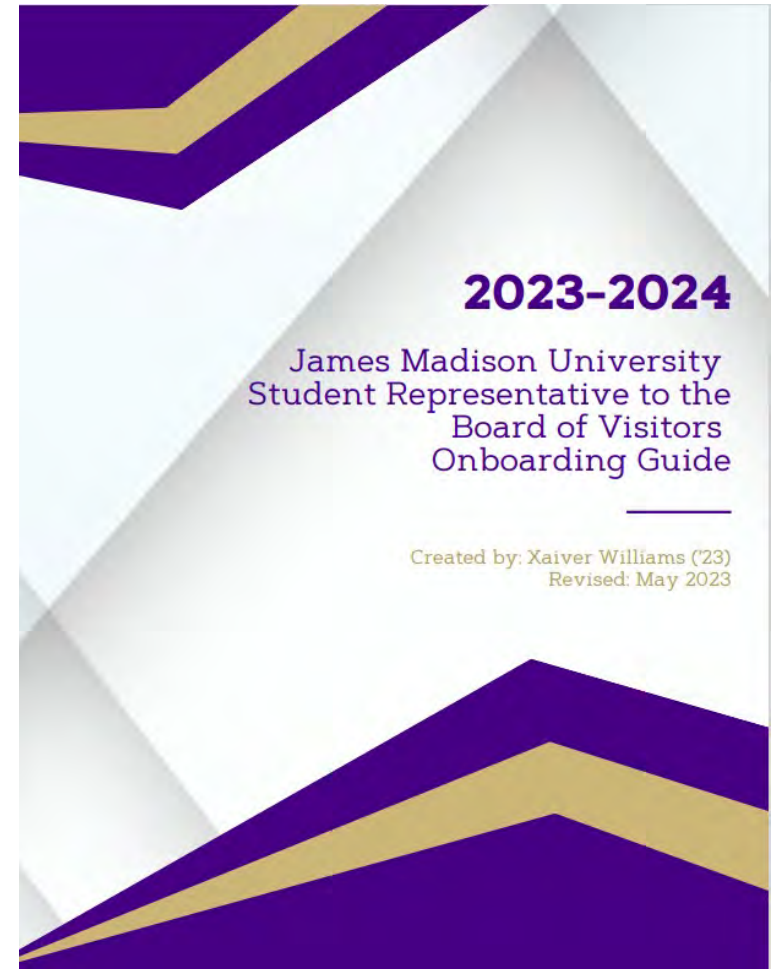
- Reported on September Board of Visitors Meeting
- Dr. Tim Miller, Vice President of Student Affairs, attended and answered student questions

Student Discussion

- Village rebuilding information and updates
- Athletics funding and promotion
- Accessibility on campus and for certain major requirements

Setting the next Student Representative up for success

- Holding Interest meetings
 - Jan. 29 and Feb. 1, 2024
 - All attendees have been invited to attend this meeting and the full board meeting tomorrow
- Reviewing the Student Representative handbook
- Providing advice from predecessors
- Currently brainstorming ideas for an invitation for the next Student Representative



Questions?



Accessibility and Belonging

Tim Miller





Accessibility and Belonging Area

We seek to create opportunity for every student to be successful in the classroom, on campus, in the community, in their future careers and as citizens.

Accessibility and Belonging Area

- Office of Disability Services (ODS)
- JMU VALOR Resource Center
- Sexual Orientation, Gender Identity, and Expression (SOGIE)
- Center for Multicultural Student Services (CMSS)
- Religious Life





Supporting the Student Community

- 2,173 students are registered with the Office of Disability Services for accommodations related to their course work
- 61% of JMU students shared that they identify and connect with a religious community either on or off campus
- Approximately 20% of JMU undergraduates identify as a person of color
- Attendance at SOGIE events has doubled in the last 5 years
- 151 Veterans and 1,102 military dependents are attending JMU during the 2023-2024 academic year – 1,253 total
- Of the 380 student organizations at JMU, 48 are supported and advised by staff in this area



Associate Vice President – Dr. Bruce E. Mitchell II

- Start Date: March 1
- Experience at:
 - Northern Kentucky University
 - Eastern Kentucky University
 - West Virginia University
 - Kent State University
- Brother of Alpha Phi Alpha Fraternity and long-serving volunteer



Student Panel

Chandler Bagwell

Luci Gallegos

Kofi Karikari

Gavin Wilkerson

Noa Amar



Impact





Student Testimonials

- “SOGIE has impacted my experience at JMU by giving me a place to figure out who I am and embrace my differences and my flaws for growth. It's helped me to educate myself on different identities and connect with people on a different level. I truly wouldn't be the person I am today without SOGIE and without the great people working for it.” – Syd Jones ‘24
- “They have really helped me a lot. When I first transferred I was in a sink or swim situation. The ODS and LSI were a valuable resource. They truly care about their students and helped me find workshops to be more successful. They helped me find resources to renew my accommodations. They are all wonderful people.”
– Anonymous



Student Testimonials

- “Becoming a part of Hillel has changed my JMU path for the better. I came into JMU unsure of what my Jewish life would look like on campus since I hadn't heard much about JMU Hillel before, and that seemed like it would be more my pace. Starting up Hillel again has been so wonderful, and connecting with other Jewish students and helping them form connections with others has been very rewarding. I hope to see Hillel continue to grow to what it currently looks like on other campuses around the country with the help of JMU.” –Halle Schwartzman, '26



Student Testimonials

- “I personally believe that the VALOR staff, advisors, family and resource center has created an invaluable space for all military connected persons to find a home to make life-long bonds with others who walk similar experiences.”
– Jake Nadler, '24
- “Through my time in CMSS I've been able to learn about other organizations and connect with other minority students on campus. I feel like CMSS has served as a place for me to be authentic and find people who are like me.” – Skylar Bellard, 25'

Programs and Initiatives



Signature Programs

- Disability Awareness Week
- MLK week events
- Dukes Pride Week
- Campus Menorah Lighting
- 9/11 5K race
- First Fridays on the Yard

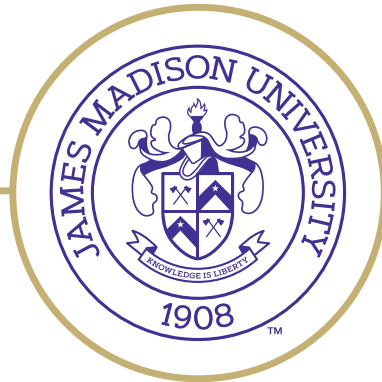


New Initiatives

- Religious spaces
 - Interfaith Chapel
 - Jewish student space
 - Muslim student space
- Sensory Room/ Living Room/ Serenity Center/ Neurodiverse student support
- Pre-Orientation programs



Questions?



ITINERARY
February 15-16, 2024

PLEASE NOTE THE COMMITTEE START TIMES.

Thursday, February 15, 2024:

12:00 pm – 1:00 pm	Lunch - Board Dining Room
12:00 pm – 1:00 pm	Governance Committee – Meeting Room 2
1:00 pm – 2:30 pm	Academic Excellence Committee - Highlands Room
1:00 pm – 2:30 pm	Finance & Physical Development Committee – Meeting Room 3
1:00 pm – 2:30 pm	Student Affairs Committee – Ballroom B
2:45 pm – 4:15 pm	Advancement and Engagement Committee – Allegheny Room
2:45 pm – 4:15 pm	Athletics Committee – Ballroom B
2:45 pm – 4:15 pm	Audit, Risk and Compliance Committee – Highlands Room
7:15 pm – 8:00 pm	Dinner – AUBC

Friday, February 16, 2024:

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

Board of Visitors
February 15-16, 2024

**THE VISITORS OF JAMES MADISON UNIVERSITY
THE COMMONWEALTH OF VIRGINIA
BOARD MEETING AGENDA
FRIDAY, FEBRUARY 16, 2024
8:30 a.m**

**1
CALL TO ORDER**

**2
*CONSENT AGENDA:
Approval of Minutes: November 10, 2023**

**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
VIRGINIA BUSINESS HIGHER EDUCATION COUNCIL
Kirk Cox, President, Virginia Business Higher Education Council**

**6
GENERAL ASSEMBLY UPDATE
Caitlyn Read, Assistant Vice President for State Government Relations**

**7
JMU FOUNDATION – INVESTMENT STRATEGY
Nick Langridge, Vice President, University Advancement
Warren Coleman, Executive Director, JMU Foundation
Barry Purcell, Former JMU Foundation Board Chair and Former Chair, Investment Committee
Liza Scott, Managing Director, Cornerstone Partner**

**8
RESEARCH, ECONOMIC DEVELOPMENT AND INNOVATION
Anthony Tongen, Vice Provost, Research, Economic Development and Innovation
Keith Holland, Associate Vice Provost, Research & Economic Development**

**9
*CLOSED SESSION**

**10
ADJOURNMENT**

***Action Required**

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

Volume LX No. 2

Minutes of the Meeting of November 10, 2023

The Visitors of James Madison University met on Friday, November 10, 2023 in the Festival Conference and Student Center Board Room on the campus of James Madison University. Maribeth Herod, Rector, called the meeting to order at 8:30 pm.

PRESENT:

Bell, Dickie	Major, Lara
Bolander, Jeff	Obenshain, Suzanne
Edwards, Terrie	Rothenberger, John
Falcon, Chris, Vice Rector	Smith, Steve
Herod, Maribeth, Rector	Stoltzfus, Michael
James, Kay Coles	White, Jack
Lynch, John	Wood, Nicole Palya

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

ABSENT:

Fiorina, Carly

ALSO PRESENT:

Alger, Jonathan, President
Carter-Hoyt, Malika, Vice President for Diversity, Equity and Inclusion
Coltman, Heather, Provost and Senior Vice President for Academic Affairs
Langridge, Nick, Vice President for University Advancement
Miller, Tim, Vice President for Student Affairs
Moore, Towana, Vice President for Administration and Finance
Vass, Mary-Hope, Assistant Vice President for Communications
Ott-Walter, Kathy, Speaker, Faculty Senate
Knight, Jack, University Counsel

CONSENT AGENDA

On motion of John Rothenberger, seconded by Terrie Edwards, the Consent Agenda was approved which included the minutes of the September 15, 2023 meeting.

COMMITTEE REPORTS

Academic Excellence

Lara Major, Chair, presented the report of the Academic Excellence Committee. The minutes of the September 14, 2023 meeting were approved. (Attachment A)

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

- 1) Recognized the attendees representing the Impact leadership program;
- 2) Heard from the Provost, Heather Coltman, on divisional updates;
- 3) The area spotlight was on the Libraries;
- 4) A panel of students shared their research experience;
- 5) On motion from committee, approved the discontinuation of the Bachelor of Science in Community Health Education and the Bachelor of Arts and Bachelor of Science in Speech Pathology, contingent on the approval of the State Council of Higher Education for Virginia on proposals for new degree programs;
- 6) On motion from committee, approved the Bachelor of Science degree in Environmental Earth Science;
- 7) On motion from committee, approved the name change from the Department of Foreign Languages, Literatures and Cultures to Department of World Languages and Cultures; and
- 8) Heard the Faculty Senate Speaker report.

On motion of Ms. Major, seconded by Jack White, 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 September 14, 2023 meeting were approved. (Attachment B)

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

- 1) Fundraising report from athletics and advancement;
- 2) Heard from the Vice President of Advancement, Nick Langridge, on divisional updates;
- 3) Update on the College of Health and Behavioral Studies expansion and nursing proposal;
- 4) Inaugural International Alumni Engagement; and
- 5) Telling Our Story with Digital Content.

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

Athletics Committee

John Lynch, Chair, presented the report of the Athletics Committee. The minutes of the September 14, 2023 meeting were approved. (Attachment C)

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

- 1) Sports update;
- 2) 2022-23 Academic Report including the university receiving the Sun Belt Conference's top academic honor with the Student-Athlete Graduation Rate Award;
- 3) Convocation Center and Student Athlete Advisory Committee update; and
- 4) Duke Club fund-raising update.

On motion of Mr. Lynch, seconded by Kay Coles James, the Athletics report was accepted.

Audit, Risk and Compliance Committee

Chris Falcon, Chair, presented the report of the Audit Committee. The minutes of the September 14, 2023 meeting were approved. (Attachment D)

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

- 1) IT update;
- 2) Compliance with the Gramm-Leach-Bliley Act;
- 3) Contingency management efforts with IT functions; and
- 4) Review of the Management Action Plan Status report.

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 September 14, 2023 meeting were approved. (Attachment E)

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

- 1) Financial Review;
- 2) University Debt review;
- 3) On motion from committee, approved the bond resolution for Phase 1 of the Village Housing project;
- 4) Efficiency Committee Review update;
- 5) University Police update; and
- 6) Capital Projects update

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

Governance Committee

Jack White, Chair, presented the report of the Governance Committee. The minutes of the September 14, 2023 meeting were approved. (Attachment F)

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

- 1) On motion from committee approved the following revisions:
Article VII. Terms of Appointment

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

Article IX. Rights and Powers

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

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

Article X. Officers

ADD: C. Secretary, Powers and Duties

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

2) Board retreat on April 20 2024.

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 September 14, 2023 meeting were approved. (Attachment G)

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

- 1) Heard from Tim Miller, Vice President for Student Affairs, a divisional update;
- 2) Student Government Association report;
- 3) Student Representative to the Board report;
- 4) Student Life and Involvement spotlight; and
- 5) Student panel sharing work-based learning and career skills.

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

PRESIDENT'S REPORT

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

- An enrollment update was provided with the following information: the total enrollment is 22,760 (102% of target), new freshmen enrollment is 4,930, graduate students are 1,752, there are 15,338 and other degree-seeking undergraduates;
- The university has celebrated some recent major university events including Family Weekend, Homecoming Week and the Holland Yates dedication, which derived from the largest cash gift in JMU history;
- The professor-in-residence program was highlighted, which reaches students in underserved areas, and the Reddix Center has provided programming for first-generation students;
- JMU Research and Scholarship is now named Research, Economic Development and Innovation (REDI) as this properly reflects an expanded role by adding economic development and workforce development;
- In the spring, JMU opened the Innovation Center for Youth Justice, a collaboration to develop solutions for vulnerable youth;
- The College of Business sponsored a sales competition with 17 companies and 23 total competitors. Matthew Dunda, senior marketing major, brought First Place back to JMU;
- JMU was recognized at the annual Commonwealth of Virginia Innovative Technology Symposium (COVITS);
- An update about Reengineering Madison was provided to include: Phase One of My Madison Connect went live last month and the next phase is still in process and will expand access to all advisers, students and orientation;
- JMU Parking and Transportation was recognized at a silver level for being a Bicycle Friendly University by the League of American Bicyclists;
- JMU Dining continues to improve concessions, leading to a 56% increase in transactions and other dining facilities have received certification levels;

- JMU Police is in its 12th year as a Virginia Accredited Law Enforcement Agency and is currently working to elevate its prominence to earn national accreditation;
- JMU participated in the Democracy 360 Conference at the University of Virginia and the Madison Center for Civic Engagement is hosting traveling town halls, deliberative forums, Next Gen Service Corps and activities surrounding Election Day;
- A large cohort from JMU joined discussions about innovative collaborations with businesses and other higher education leaders from across the Commonwealth;
- The AI task force is in progress with working groups to focus on different areas with 74 participants from across different sectors of the university;
- The committee has been formed for the search for the university's next athletic director;
- JMU Athletics continue to gain momentum in the national arena. JMU is 9-0 and ranked in the top 25 for football; men's basketball had a historic win against Michigan State to open the season; women's soccer made the Sun Belt championship game and was selected for an at-large bid to the NCAA tournament; men's soccer defeated #1 UCF last week and volleyball will be one of the top seeds in the Sun Belt tournament;
- JMU received the only university-wide academic award this year for the graduation rate and over the past two years, JMU has won all four major university academic awards; and
- It was announced that Donna Harper, Vice President for Access and Enrollment Management, will retire at the end of the academic year. She was recognized for her 47 years of service to JMU.

INCLUSIVE EXCELLENCE AND ATTRACTING THE STUDENTS OF TOMORROW

Jon Alger, President, reviewed the Strategic Priorities associated with inclusive excellence and attracting the students of tomorrow. Malika Carter-Hoyt, Vice President for Diversity, Equity and Inclusion presented information on the work of the university supporting belonging and inclusion. A panel of students shared their experience and advice. (Attachment I)

MEETING WORKFORCE NEEDS

Sharon Lovell, Dean of the College of Health and Behavioral Studies, presented information on the need and opportunity to enhance the nursing and physical assistant programs. A student shared their experience in the nursing program. (Attachment J)

Mark L'Esperance, Dean of the College of Education, shared information on the impact of the college's teacher education program in the Commonwealth. A student shared their experience as a student teacher.

STATE GOVERNMENT RELATIONS

Caitlyn Read, Assistant Vice President for State Government Relations, explained the General Assembly process and shared the university priorities for the upcoming session. (Attachment K)

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 to consult with legal counsel pertaining to actual or probable litigation; and 3) pursuant to Section 2.2-3711.A.8 of the Code of Virginia, to consult with legal counsel regarding legal advice by such counsel.”

The motion was seconded by John L 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	Obenshain, Suzanne
Bolander, Jeff	Rothenberger, John
Edwards, Terrie	Smith, Steve
Falcon, Chris, Vice Rector	Stoltzfus, Michael
Herod, Maribeth, Rector	White, Jack
Lynch, John	

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

On motion from John Rothenberger, seconded by Terrie Edwards, approved the Personnel Action Report as amended.

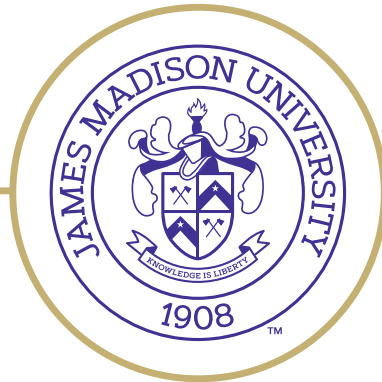
ADJOURNMENT

There being no further business, on motion of Chris Falcon, seconded by John Lynch, the Board voted to adjourn. The meeting was adjourned at 2:00 p.m.

Maribeth Herod, Rector

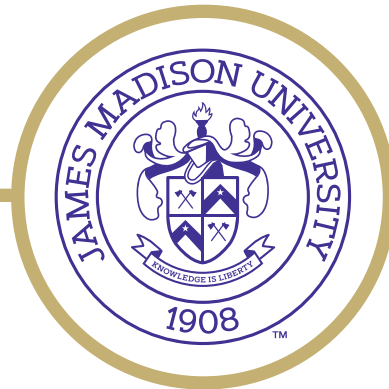
Donna L. Harper, Secretary

Motions from Committee



Curriculum Updates

Paula Maxwell, Associate Vice Provost for Curriculum





State Council of Higher Education in Virginia Nomenclature

- Degree
 - Degree Program
 - Major
 - Concentration
 - Track

	Degrees Awarded
Degree:	Bachelor of Science
Confer Date:	05/13/2023
Plan:	Major in Media Arts and Design
Sub-Plan:	Concentration in Digital Video and Cinema
Plan:	Minor in Theatre

	Degrees Awarded
Degree:	Certificate
Confer Date:	12/16/2023
Plan:	Certificate in Educational Leadership



Certificate Deletion: eLearning

- Courses currently part of eLearning certificate are being integrated into existing Educational Technology certificate, rendering eLearning duplicative.
- No new students will be enrolled after Summer 2024.



New Graduate Certificate: Literacy Education

- Create new online graduate certificate in Literacy Education
- Need for the New Certificate
 - College of Education mission: Prepare educators and leaders to thrive in a complex global environment.
 - The Virginia Literacy Act expanded school districts' need to hire teachers with reading specialist licenses.
 - Certificate will allow teachers to earn a reading specialist license and serve in reading specialist roles in their schools and districts across the state.



New Graduate Certificate: Literacy Education

- Projected Enrollment
 - Targeting practicing teachers interested in earning a reading specialist license in Virginia that already have a master's degree
 - Estimate 20 new members per cohort
- Effective Date
 - Fall 2024



Certificate Requirements

LED 588. Writing Instruction	3
LED 595. Literacy Across the Curriculum	3
LED 602. Word Knowledge: Phonics, Spelling, and Vocabulary	3
LED 658. Practicum in Literacy Assessment and Intervention I	3
LED 660. Practicum in Literacy Assessment and Intervention II	3
	<hr/>
	15

Comprised of all current classes that are part of the existing Masters of Education in Education with a concentration in Literacy Education



Duplication

Institution	Graduate Certificate
George Mason University	Reading Specialist/Literacy Coach
Old Dominion University	Literacy Coach
Radford University	Reading Specialist



Resources and Action Needed

- Resource Needs
 - No new resources needed
 - Certificate will provide opportunities for additional enrollment with increases sustained by existing faculty
- Academic Excellence Committee Action Requested
 - Approval needed for new graduate certificate in Literacy Education



Credit Hour Change: Counseling & Supervision

- Increase doctoral program credit hours from 48 to 60
- Need for the Program Change
 - 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
 - Request is based on Council for Accreditation of Counseling and Related Educational Programs (CACREP) accreditation changes
 - This program was originally approved as a 48-hour doctoral program
 - 2024 CACREP standards now require that all doctoral programs must be a minimum of 60 credits



Credit Hour Change: Counseling & Supervision

- Projected Enrollment
 - Admissions rose from an average of two students/cohort in 2018-21 to 7-10 students/cohort in the admissions cycles of 2021, 2022, and 2023 due to a move to a low-residency model
 - Current enrollment of 27 students across three cohorts (7-10 students)
 - Enrollment anticipated to increase to 9-11 annually
- Effective Date
 - Summer 2025 (change required for 2026 cohort)



Curriculum: Degree Requirements

PSYC 605. Intermediate Inferential Statistics	3	PSYC 863. Counselor Education	3
PSYC 609. Applied Research Methods	3	PSYC 866. Crisis and Emergency Services for Counselors	3
PSYC 810. Advanced Multicultural Issues	3	PSYC 870. Advanced Trauma Informed Counseling	3
PSYC 840. Qualitative Research Design and Analysis	3	PSYC 871. Law & Ethics in Counselor Education	3
PSYC 812. Assess Methods & Instrument Design		PSYC 872. Dissertation Seminar	3
OR	3	PSYC 881. Issues and Techniques in Research and Evaluation	3
PSYC 850. Advanced Qualitative Analysis		PSYC 892. Doctoral Internship in Counseling, Supervision and Teaching	<u>9</u>
PSYC 853. Advanced Supervision in Counseling	3	PSYC 900. Doctoral Dissertation	6
PSYC 860. Advanced Counseling Theories	3		
PSYC 861. Advanced Counseling Techniques	3		
PSYC 862. Leadership & Advocacy in Counseling	3		60

New requirement

New class



Duplication

Institution	Specialty Area	Degree	Accredited	Total Credits
College of William and Mary	Counselor Education and Supervision	PhD	Yes	66
Old Dominion University	Counselor Education and Supervision	PhD	Yes	60
Virginia Commonwealth University	Counselor Education and Supervision	PhD	Yes	54-60
Virginia Tech	Counselor Education and Supervision	PhD	Yes	60+



Resources and Action Needed

- Resource Needs
 - Requesting one tenure-track faculty member for the doctoral program, to begin Fall 2025
 - Cost to be offset by tuition generated by increased credit hours and enrollment
- Academic Excellence Committee Action Requested
 - Approval needed for credit change to Counseling & Supervision program



State Council of Higher Education in Virginia Nomenclature

- Degree
 - Degree Program
 - Major
 - Concentration
 - Track

Degrees Awarded

Degree:	Bachelor of Science
Confer Date:	05/13/2023
Plan:	Major in Media Arts and Design
Sub-Plan:	Concentration in Digital Video and Cinema
Plan:	Minor in Theatre



New Major Structure

Individualized Study, BA, BS, BIS
Degree Program

Individualized Study
Major

Independent Scholars
Major

Interdisciplinary
Liberal Studies
Major

General Studies
Major



New Major: General Studies

- Add a new major to an existing degree program
- Need for the Major
 - Provides flexible options for students who have not found a suitable program after five+ semesters
- Projected Enrollment
 - 120 students/year discontinue from JMU with >90 credits earned and in good standing.
 - 30 students/year discontinue with >120 credits



Curriculum

- Bachelor of Arts and Bachelor of Science degree options
 - Major
 - Core Requirements 12
 - IND 200. Interdisciplinary Scholarship (3)
 - IND 300. Independent Scholars Workshop (3)
 - IND 498. Independent Scholars Senior Project (6)
 - Thematic Areas 30
 - Minimum of 12 credits/area
 - Minimum of 15 credits at 300+ level
- 42



Goals of the Major

- Identify a combination of subjects that allow students to pursue an academic plan tailored to their individual interests
- Become familiar with methods of inquiry that inform ways of knowing in more than one traditional academic discipline
- Demonstrate growth *or proficiency* in written and oral communication, critical thinking, and intellectual independence
- Complete a senior project that synthesizes information and skills from the student's course work into a scholarly product



Similarities to Other Programs

- Approximately 100 similar programs nationwide
 - Arizona State University: 36 credits
 - Fort Hays State University: Single 21-credit concentration
 - Minot State: 1 Credit capstone + 39 credits at the upper level
 - Missouri State: 3 areas at 15 credits each or 2 areas at 21+ each



Employment Demand

- Allows students who would not normally complete their degree qualify for jobs which require a bachelor's degree in non-specific fields

Logistics Analyst Associate
General Dynamics Information Technology [🔗](#)
(part of General Dynamics) ★★★★★☆ 5,628 reviews [🔗](#)
Chesapeake, VA 23320

You must create an Indeed account before continuing to the company website to apply

[Apply on company site](#) [🔖](#) [🚫](#)

maintenance, and/or repair activities.

WHAT YOU'LL NEED TO SUCCEED:

- Education: BA/BS degree or equivalent experience
- **Required Experience: 0+ years of related experience**
- Location: On Customer Site
- US Citizenship Required

Special Agent
Federal Bureau of Investigation [🔗](#)
★★★★★ 842 reviews [🔗](#)
Norfolk, VA

\$78,000 - \$153,000 a year - Full-time

🔖 Good job security and advancement
Based on surveys from Indeed users

You must create an Indeed account before continuing to the company website to apply

[Apply on company site](#) [🔖](#) [🚫](#)

...driving experience.

EDUCATION

- **Candidates must have a bachelor's degree or higher from a U.S.-accredited college or university.**

All degrees must be from an accredited college or university and must be verified by submitting college transcripts.

Cleared Contracting Specialist ✕
Mastrovito Associates [🔗](#)
Virginia Beach, VA 23451 • Hybrid remote
\$110,000 - \$115,000 a year - Full-time, Contract
⚡ Responded to 51-74% of applications in the past 30 days, typically within 1 day.

[Apply now](#) [🔖](#) [🚫](#)

or FAC-C or LFLM

Experience writing contracts in the Standard Procurement System (SPS) / Procurement Desktop Defense (PD2) database

Experience with all other systems-related tools, including but not limited to Microsoft Office Suite, including Word, Excel, and PowerPoint, Adobe Acrobat DC/Professional, Adobe Photoshop, and Microsoft SharePoint 2010 or higher

Experience working with Contractor Performance Assessment Reporting System (CPARS), System for Award Management (SAM), beta. SAM, GSA, and other compliance/processing/reporting systems

Must be well versed in all types of contracts and various types of military funding.

Education: Bachelor's degree in any field

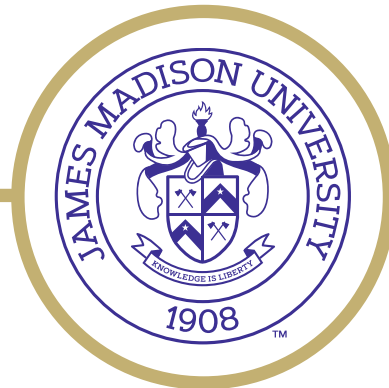


Resources and Action Needed

- Resource Needs
 - No resources needed

Central Shenandoah Hazard Mitigation Plan

Craig Short
Associate Vice President
Business Services



Hazard Mitigation Plan Overview

- The Central Shenandoah Planning District Commission (CSPDC) coordinated the development of a regional Hazard Mitigation Plan (HMP) in 2005, updated in 2013 and 2020 in its current form.
- The plan addresses the hazards, risks, and most vulnerable areas in the Central Shenandoah Region and includes strategies to reduce or eliminate risks and prioritizes potential mitigation projects.
- Hazard Mitigation Plans are required for localities to be eligible for federal disaster mitigation grant funds.



Central Shenandoah Hazard Mitigation Plan 2020 Update



"Reducing the impact of disasters on citizens of the Central Shenandoah Region through planning, preparedness, mitigation, and education."

Prepared by the:
Central Shenandoah
Planning District Commission

HMP Local Mitigation Strategies



- Each member locality identified ‘local mitigation strategies’ that were included in the plan.
- Representatives from JMU Facilities Management and JMU Public Safety were involved in the development of the current update and identified several strategies.

Central Shenandoah Hazard Mitigation Plan: Local Mitigation Strategies

Organization: James Madison University							
Location (Town, City, or County): City of Harrisonburg							
Regional Strategy ID #	Mitigation Strategy	Hazard	Priority High Medium Low	Project Status Delayed On-going Completed	If Not Completed, Why?	Responsible Party	Time Frame
14.1	Participate in Shenandoah Valley Project Impact, the regional disaster preparedness and mitigation education program that was started in September 2000. Shenandoah Valley Project Impact educates citizens in the region about disaster preparedness and mitigation through public awareness campaigns, workshops and trainings, and an extensive resource library.	Multi- Hazards	High	On-going	N/A	CSPDC	On-going
6.1 – 6.8 8.1, 8.2 10.1 – 10.4 12.1	Support implementation of structural and non-structural mitigation activities on our property, if needed to reduce exposure to and provide protection from natural and man-made hazards. Eligible projects include but are not limited to acquisition, elevation, minor structural flood control projects, relocation of structures, retrofitting of existing structures, infrastructure protection measures, stormwater and wastewater management improvements, advanced warning systems, hazard gauging systems, hazard education, and wildfire mitigation projects.	Multi - Hazards	High	On-going	N/A	Organization	On-going
13	Consider mitigation actions at the University that are focused on natural systems protection.	Flood	High				On-going



Current FEMA Grant Opportunity

- In 2021, Emergency Management identified a federal grant opportunity with FEMA to mitigate flooding on campus.
- A proposal for \$2.3M was submitted to perform restoration and flood mitigation work on the stream channel adjacent to Godwin Transit Center.
- In order to receive the grant funds to perform the restoration project, the University needs to formally adopt the HMP.



RESOLUTION OF THE RECTOR AND VISITORS OF

James Madison University

WHEREAS, the Board of Visitors recognizes the threat that natural and man-made hazards pose to people within James Madison University, and

WHEREAS, the Disaster Mitigation Act of 2000, as amended, creates a framework for state, local, tribal and territorial governments to engage in hazard mitigation planning to receive certain types of non-emergency disaster assistance under the requirements found in the Code of Federal Regulations, Stafford Act Title 44, Chapter 1, Part 201 (44 CFR Part 201); and

WHEREAS, 44 CFR Part 201 provides that James Madison University, as a state agency, may be a subrecipient eligible to receive a subaward from Virginia Department of Emergency Management, as a pass-through entity from FEMA; and

WHEREAS, in order for the University to be eligible for certain grant funding from the Federal Emergency Management Agency and/or the Virginia Department of Emergency Management to address potential hazards present on campus, the University must approve and adopt the Central Shenandoah Hazard Mitigation Plan (CSHMP); and

WHEREAS, the (CSHMP) identifies mitigation strategies to reduce or eliminate long-term risk to people and property in our community and in the Central Shenandoah Region from the impacts of future hazards and disasters; and

WHEREAS, the CSHMP Steering Committee representing the 21 local jurisdictions of the Central Shenandoah Planning District convened in order to review the original Plan and study the Region's risks from and vulnerability to natural hazards, and to make recommendations on mitigating the effects of such hazards on the Region; and

WHEREAS, the Steering Committee was provided staff support by the Central Shenandoah Planning District Commission; and

WHEREAS, the efforts of the Steering Committee, the staff of the Central Shenandoah Planning District Commission, as well as members of the public, private, and nonprofit sectors, have resulted in the development of the 2020 Update of the Central Shenandoah Hazard Mitigation Plan for the Region; and

WHEREAS, the Central Shenandoah Regional Wildfire Community Protection Plan (CSRWPP) is an annex to the Central Shenandoah Hazard Mitigation Plan and is included in this resolution,

NOW THEREFORE, BE IT RESOLVED BY THE RECTOR AND VISITORS OF JAMES MADISON UNIVERSITY, that the Central Shenandoah Hazard Mitigation Plan 2020 Update is hereby approved and adopted for **James Madison University**.

_____, Secretary
**BOARD OF VISITORS OF
JAMES MADISON UNIVERSITY**



Central Shenandoah Hazard Mitigation Plan 2020 Update

Link: [CSHMP_2020_Final-compressed.pdf \(cspdc.org\)](https://cspdc.org/CSHMP_2020_Final-compressed.pdf)



“Reducing the impact of disasters on citizens of the Central Shenandoah Region through planning, preparedness, mitigation, and education.”

Prepared by the:
Central Shenandoah
Planning District Commission

Virginia Business Higher Education Council

Kirk Cox, President, Virginia Business Higher Education Council





IN A TIME OF GREAT POLITICAL DIVISION, THERE IS SOMETHING ON WHICH VIRGINIANS OF BOTH PARTIES STRONGLY AGREE . . .

IT'S TIME TO INVEST IN VIRGINIA'S TALENT

Kirk Cox

President, Virginia Business Higher Education Council

About VBHEC

- **The Virginia Business Higher Education Council (VBHEC)** is a nonprofit, nonpartisan partnership among VA's business and higher education leadership, **the most active such partnership in the 50 states**.
- Since our founding in 1994, VBHEC has been **led by business leaders** who recognize the crucial role our standout higher ed system plays in **growing VA's economy** and **creating good jobs for all Virginians**.
- Our top priorities include providing **paid internship opportunities for all students** and creating **affordable talent pathways** that cause students to stay in Virginia for full-time employment after graduation.
- **Our board's current membership:**

Business leaders: Dennis Treacy - Chair ([Reed Smith](#)); Nancy Agee - Vice Chair ([Carilion Clinic](#)); Todd Stottlemeyer - Treasurer ([CNSI](#)); George Martin - Secretary ([McGuireWoods](#)); John Asbury ([Atlantic Union Bank](#)); G. Robert Aston, Jr. ([TowneBank](#)); Robert M. Blue ([Dominion Energy](#)); Thomas J. Cosgrove ([Newport News Shipbuilding](#)); Carly Fiorina ([Carly Fiorina Enterprises](#)); Clifford Fleet ([Colonial Williamsburg Foundation](#)); W. Heywood Fralin ([MFA](#)); Victoria Harker ([TEGNA](#)); Jennifer L. Hunter ([Altria](#)); Michael Karafotis ([Bank of America](#)); James B. Murray, Jr. ([Court Square Ventures](#)); Stephen Moret ([Strada Education Network](#)); Mark R. Pace ([E.C. Pace Co.](#)); Delbert Parks ([Micron](#)); Deborah L. Petrine ([Commonwealth Care](#)); Michael J. Quillen ([Alpha Natural Resources, ret.](#)); Mehul Sanghani ([Octo](#)); Becky Sawyer ([Sentara Healthcare](#)); Holly Sullivan ([Amazon](#))

Higher education leaders: W. Taylor Reveley, IV - COP Chair ([LU](#)); James E. Ryan - COP Vice Chair ([UVA](#)); Makola M. Abdullah ([VSU](#)); Javaune Adams-Gaston ([NSU](#)); Jonathan R. Alger ([JMU](#)); David Doré ([VCCS](#)); Donna Price Henry ([UVA Wise](#)); Troy D. Paino ([UMW](#)); Michael Rao ([VCU](#)); Katherine A. Rowe ([W&M](#)); Timothy D. Sands ([VT](#)); Gregory Washington ([GMU](#)).

About GROWTH4VA

- Two recessions in the 2000s caused **per-student, constant-dollar state support of higher education in Virginia to be slashed by half**, shifting the burden to tuition-paying students and their parents, and jeopardizing the competitive advantage Virginia enjoys from having a top higher ed system.
- In response, VBHEC launched our major advocacy program — **GROWTH4VA** (formerly “Grow By Degrees”) — to demonstrate the **economic value of higher education**, generate business and grassroots support for investments that will make Virginia the **Top State for Talent**, and make **paid internships** and **affordable talent pathways** broadly available to students in Virginia’s colleges.
- **GROWTH4VA’s core activities include:**
 - **Economic impact analyses** documenting VA higher ed’s impact on economic growth, job creation, and tax revenues.
 - **Policy research and development** focused on making higher ed instruction and research a catalyst for greater economic growth, better alignment with workforce needs, improved affordability, and strengthened performance.
 - **Polling by national prominent bipartisan team** to measure public support for higher ed system and policy goals.
 - **Briefings for statewide and legislative candidates** to present policy recommendations and relevant data.
 - **Higher ed summits/other events** to foster policy collaboration by business, education, and government leaders.
 - **Digital communications program** to give grassroots Virginians a voice (37,000 expressions of support to date).
 - **Public relations program**, including op/eds by business and education leaders, to build support for key policies.
 - **National best practices research** to identify key initiatives, especially related to talent pathways, internships, etc.
 - **Direct advocacy by business leaders** with executive and legislative branch decision-makers.

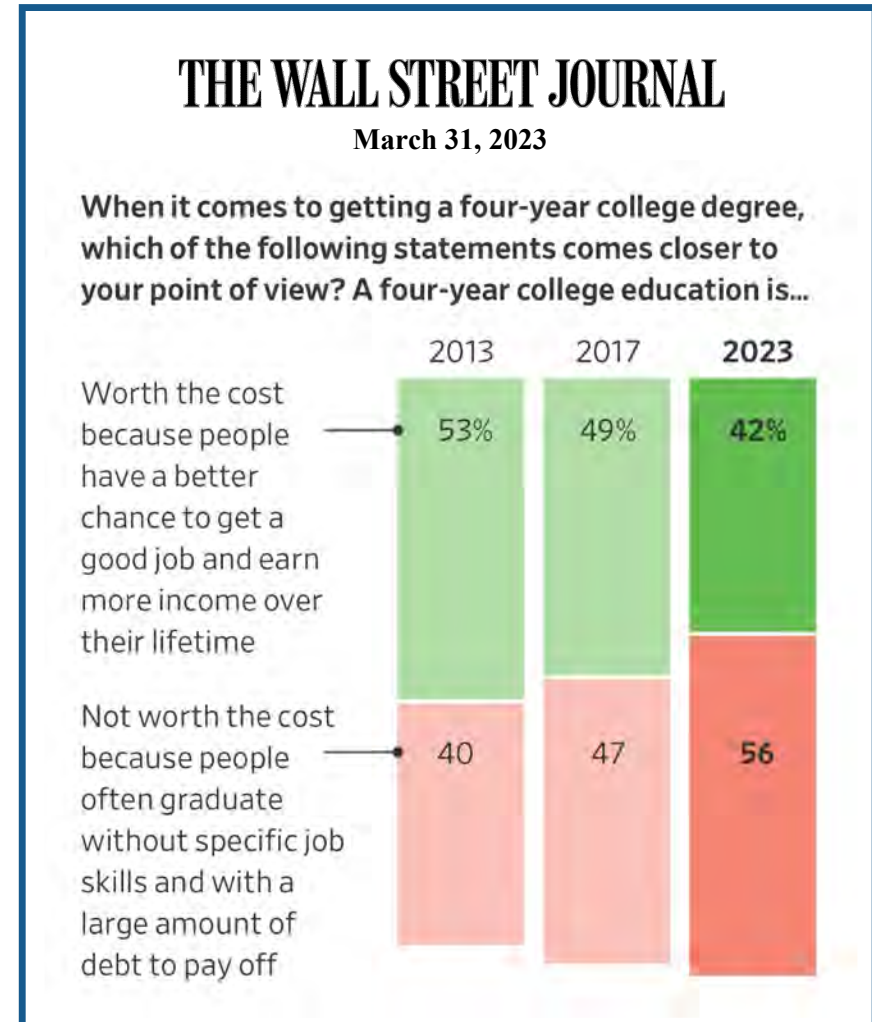
We're Different

When it comes to developing talent,
Virginia is unique . . .

Across the nation, support for higher education recently has shown signs of eroding . . .

Often-cited reasons:

- High tuition cost and uncertain return on investment (ROI)
- Students incur high debt yet fail to graduate
- Graduates can't find well-paying jobs in their field of study
- Students feel ideological pressure to conform and self-censor speech
- Colleges have bloated bureaucracies that drive up costs

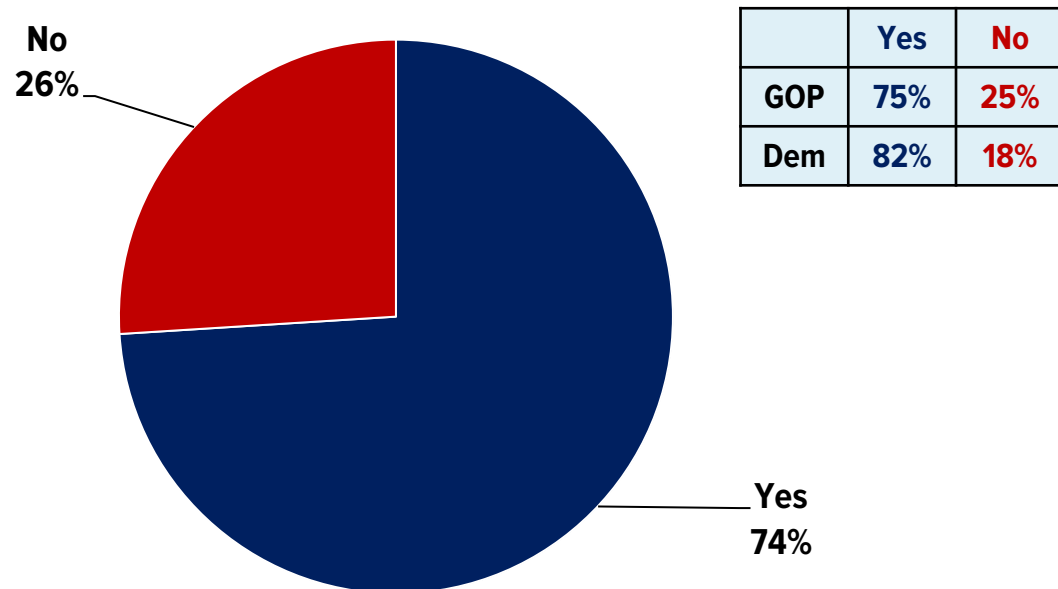


Other states are experiencing what happens to public support when colleges fail to deliver real value.

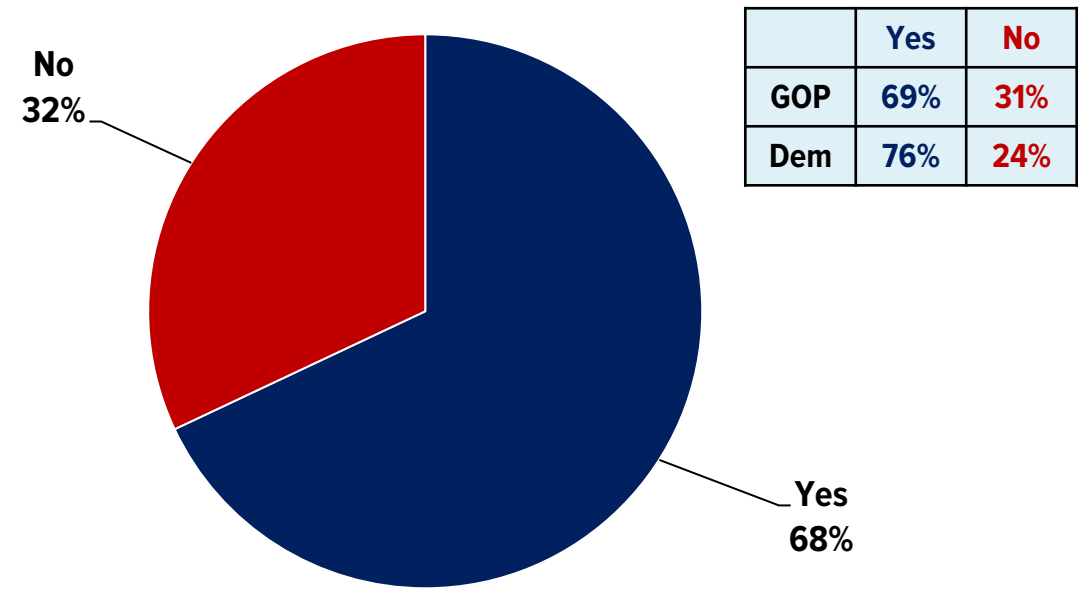
In Virginia, the story is completely different. Large majorities in both parties say a college education is still a good value.

This is even true when common criticisms of higher ed are highlighted in the question, such as some graduates' difficulty finding jobs and the increasing cost.

“In your opinion, is having a college education still a good value even though some college graduates have trouble finding work in their chosen fields of study these days?”



“In your opinion, is having a college education still a good value even though it has become more expensive?”

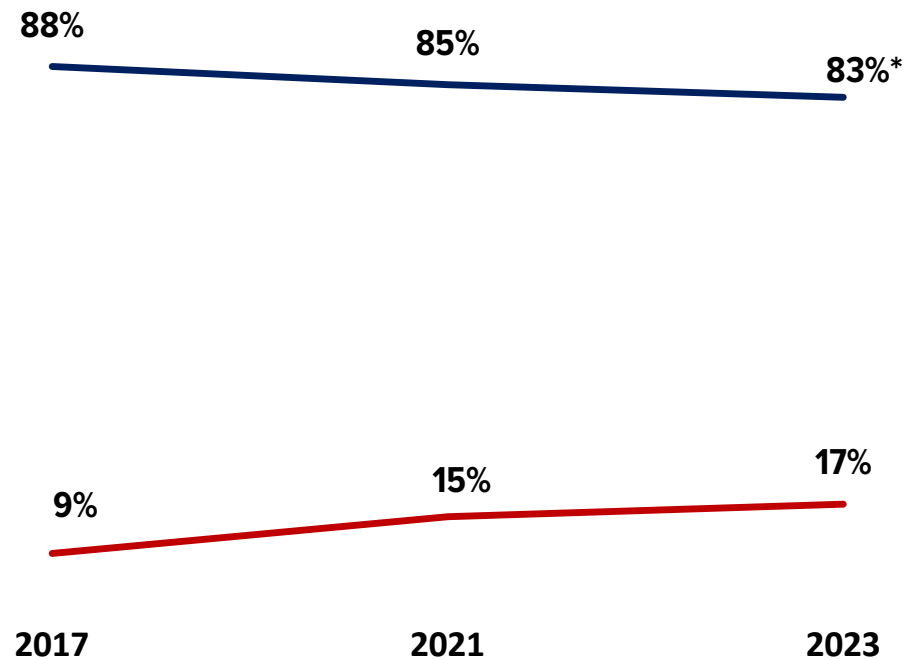


In contrast to national attitudes, Virginians overwhelmingly agree their colleges are a valuable asset, well run, and a sound place to invest.

This attitude dominates among Virginians in both political parties and has remained remarkably consistent over time despite the negative press coverage higher education recently has been receiving nationally.

Please read the following statement. After you read the statement, please indicate if you agree or disagree with that statement:

“Virginia’s universities, colleges, and community colleges are a valuable public asset of the Commonwealth of Virginia, are well run, and are a sound place to invest public dollars.”



Strongly Agree	36%
Strongly Disagree	7%

	Agree	Disagree
GOP	79%	21%
Dem	90%	10%

* Denotes Rounding

Why we're different:

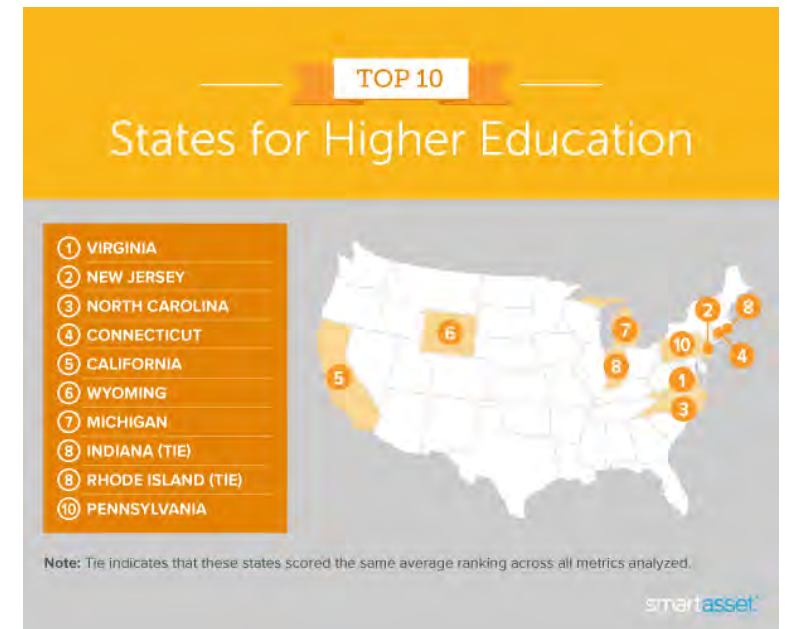
Virginia's colleges earn top national rankings for performance and value, with some of the nation's highest graduation rates and most impressive returns on investment . . .

SmartAsset has ranked VA's higher education system **#1 or #2 nationally for seven straight years**, saying in its 2021 edition:

smartasset™

Top States for Higher Education

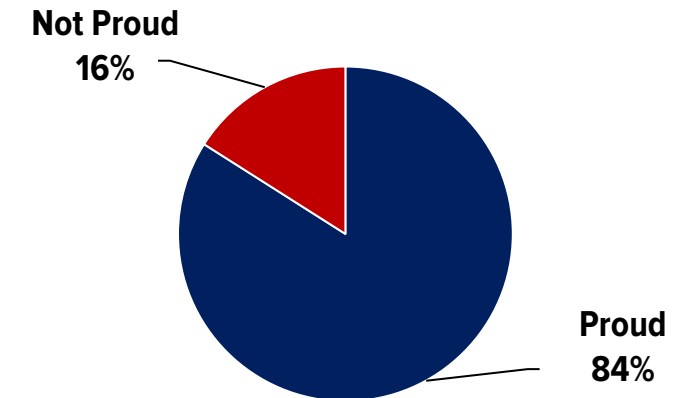
“Virginia ranks in the top 10 states for three of the metrics we considered: undergraduate graduation rate (72%), student-to-faculty ratio (less than 16 students per faculty member) and 20-year return on investment (about \$403,200). Virginia also has the 19th-highest in-state attendance rate, with close to one in four high school graduates attending one of its four-year public colleges or universities.”



Our top-ranked higher education system is a source of great pride for Virginians, whether they are Republicans or Democrats.

Colleges do not make good punching bags in Virginia. Unlike states where populist attacks on higher education may pay political dividends, Virginians in both parties say we should feel proud of our colleges, universities, and community colleges.

<i>In your opinion, how proud should people who live in Virginia feel regarding our system of public colleges, universities, and community colleges?</i>								
	Total	GOP	Dem	Ind	Child H.H.	No Child	Men	Women
Proud	84%	80%	91%	76%	86%	83%	80%	87%
Very Proud	40%	42%	47%	21%	46%	37%	41%	39%
Somewhat Proud	44%	39%	44%	56%	40%	46%	39%	49%
Not Proud	16%	20%	9%	24%	14%	17%	20%	13%



Virginians want their own daughters and sons to attend one of our colleges and universities.

<i>If you had a child who was applying to college, how likely would you be to recommend that they consider applying to a public college or university in Virginia as a top choice?</i>								
	Total	GOP	Dem	Ind	Child H.H.	No Child	Men	Women
Likely	83%	79%	90%	76%	85%	82%	80%	85%
Very Likely	49%	47%	57%	34%	50%	48%	45%	52%
Somewhat Likely	34%	32%	33%	42%	35%	34%	35%	34%
Not Likely	17%	21%	10%	24%	15%	18%	20%	15%

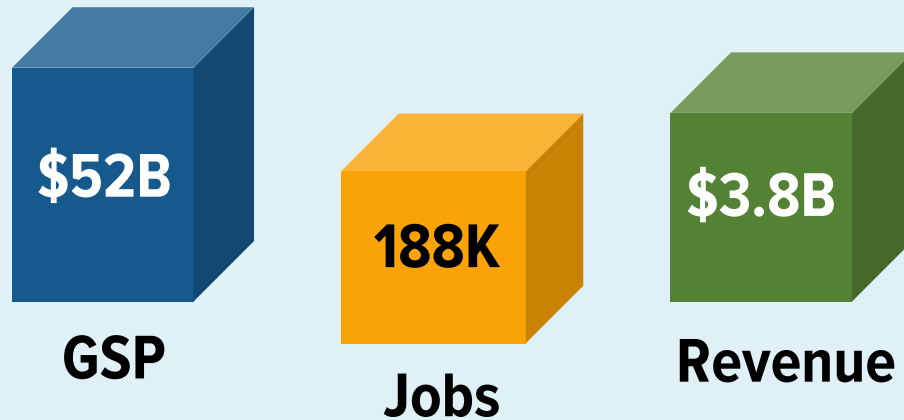
Competitive Advantage

Higher education is why Virginia wins
on economic growth and job creation . . .

No investment produces a stronger ROI for the Commonwealth . . .

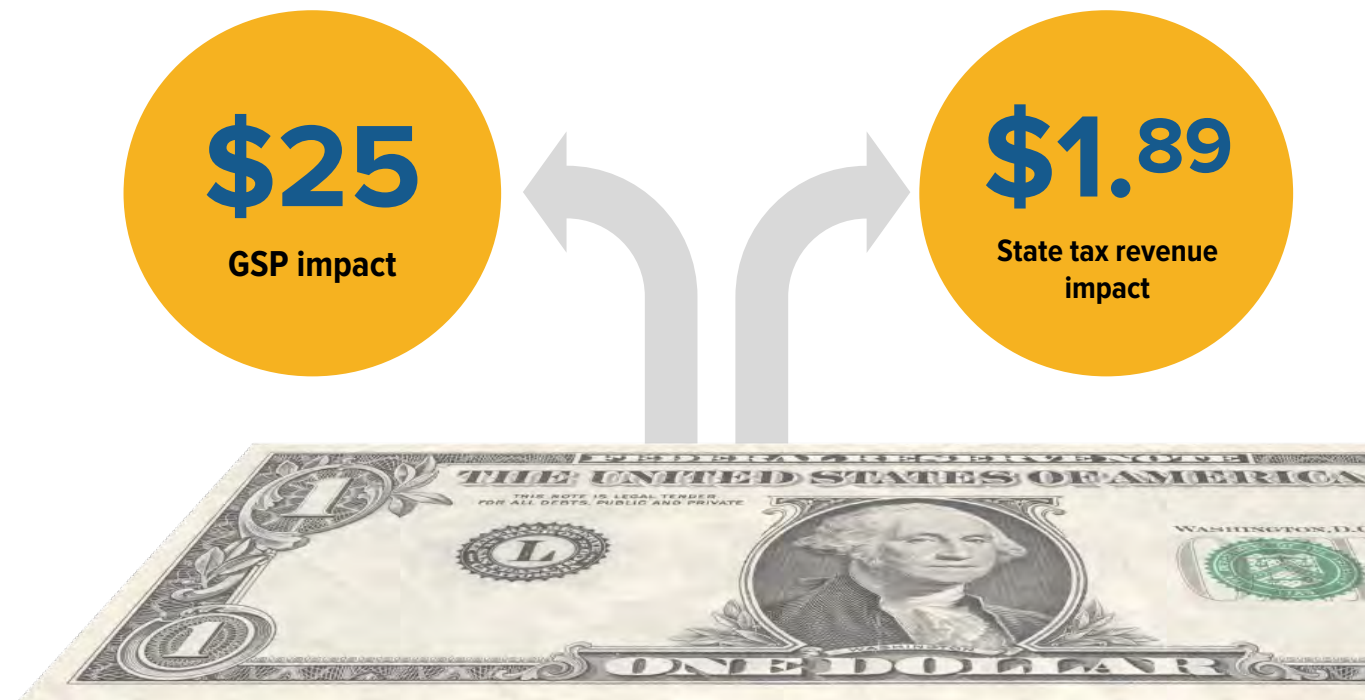
ECONOMIC IMPACT ANALYSIS

A comprehensive study completed by the Weldon Cooper Center for Public Service in 2023, the fourth of its kind since 2009, has documented the dramatic economic impact of Virginia's higher education system.



The investment more than pays for itself.

Each dollar spent on Virginia's public higher education system produces more than \$25 in greater Gross State Product (GSP) and returns nearly \$2 to the state treasury.

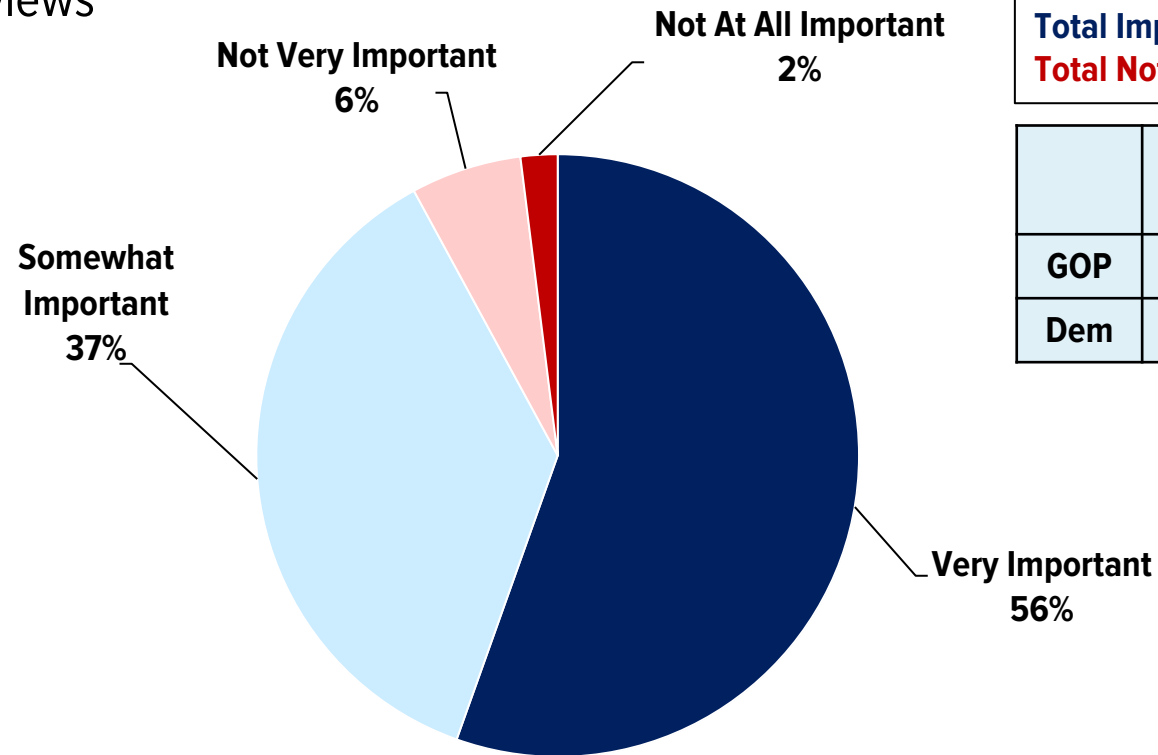


Virginia is the 2nd best state for business, according to CNBC, because we are the #1 state for education.

93% of Virginians say it is important to invest in higher education to maintain this competitive advantage.

More than half of Virginians say this investment is **very important**, indicating that voters' views on this issue are **especially intense**.

“For several years, Virginia has been ranked by CNBC as one of the best states for business, and a key reason given for these rankings has been our strong educational system, including our colleges, universities, and community colleges. Since these national business rankings have a big impact on where companies choose to locate their facilities and create jobs, how important do you believe it is for Virginia’s Governor and the General Assembly to invest in our colleges, universities, and community colleges?”



Total Important	93%
Total Not Important	7%*

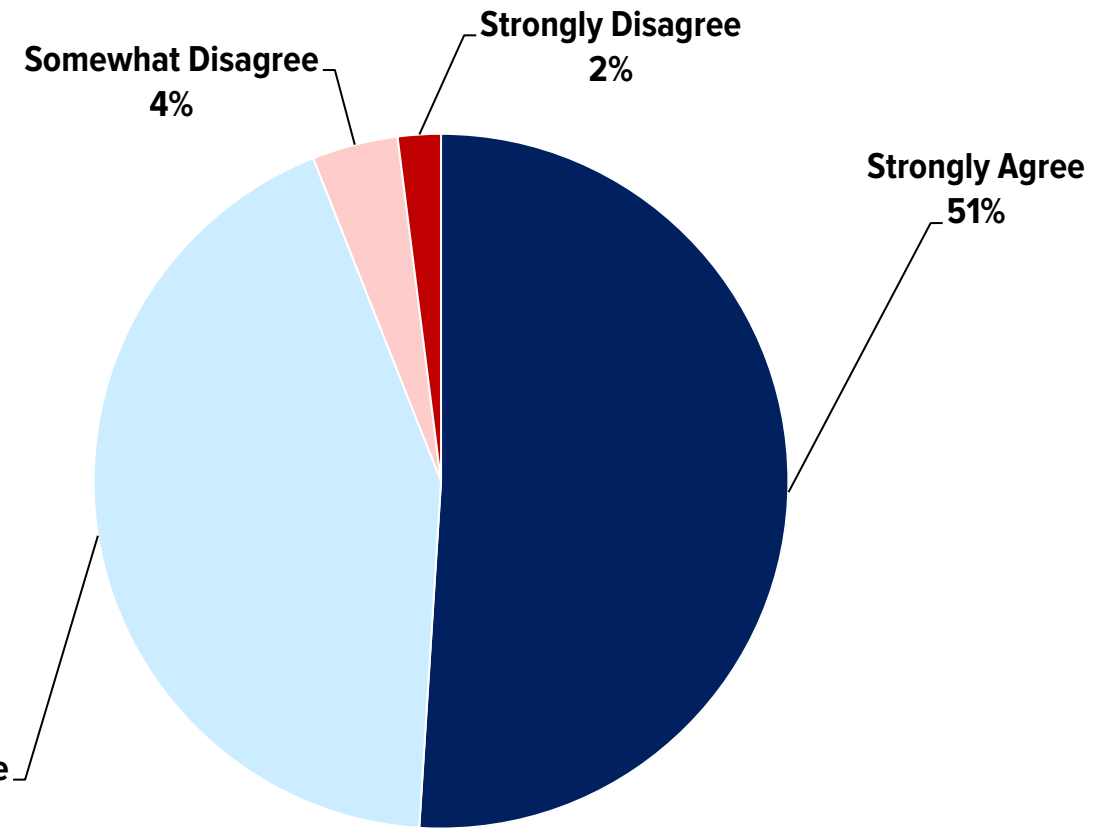
	Important	Not Important
GOP	91%	9%
Dem	97%	3%

Virginians believe talent is what sets our state apart.

More than half strongly agree that broadening the talent pool through varied degrees and credentials that fit individual aspirations and abilities is “the most important investment our state can make.”

“Virginia’s future largely will be determined by our success in broadening the pool of talented individuals who are prepared to participate and lead in the new economy. Therefore, the most important investment our state can make is to ensure that every Virginia resident is able to achieve the highest level of education that suits their aspirations and abilities, whether that is a skilled trade certificate, an associate’s or bachelor’s degree, or a graduate or professional degree.”[^]

	Total	GOP	Dem	Ind	Child H.H.	No Child	Men	Women
Agree/Disagree	94/6	92/8	98/2	90/10	94/6	94/6	91/9	97/3



[^] Split Sample A, N=400.

Talent Investments

Virginians in both parties strongly agree
it's time for strategic higher ed investments . . .

Virginians say it's time for the state to invest in talent . . .

And they are clear about the state investments they want:

8 PRIORITIES FOR STATE INVESTMENT STRONGLY SUPPORTED BY VIRGINIANS IN BOTH PARTIES

- ✓ Invest in internships that help students pay for college and get good jobs.
- ✓ Invest in reducing the tuition burden on students and their families.
- ✓ Invest in financial aid for low- and middle-income families.
- ✓ Invest in affordable access via HBCU's, TAG grants, VCCS dual enrollment.
- ✓ Invest in strategies to attract talent and keep students in VA after graduation.
- ✓ Invest in meeting the workforce needs of current and future VA businesses.
- ✓ Invest in educational opportunities for Virginians who serve in the military.
- ✓ Invest in mental health and other needed support services for students.

Virginians are especially strong in their support for expanding paid internships.

THE BIG GOAL: EVERY STUDENT WHO ATTENDS VIRGINIA’S COLLEGES AND UNIVERSITIES WILL HAVE THE OPPORTUNITY FOR AT LEAST ONE PAID INTERNSHIP IN THEIR FIELD OF STUDY WITHOUT EXTENDING THE TIME IT TAKES TO COMPLETE THEIR DEGREE.

“Virginia should increase the paid internship opportunities available to students because it will help students pay for college as well as prepare them for their career.”^^



“It is important the state of Virginia invests in the Innovative Internship Program which increases the number of paid internships, co-op programs, and other work-based learning opportunities available to students attending Virginia’s colleges and universities.”^



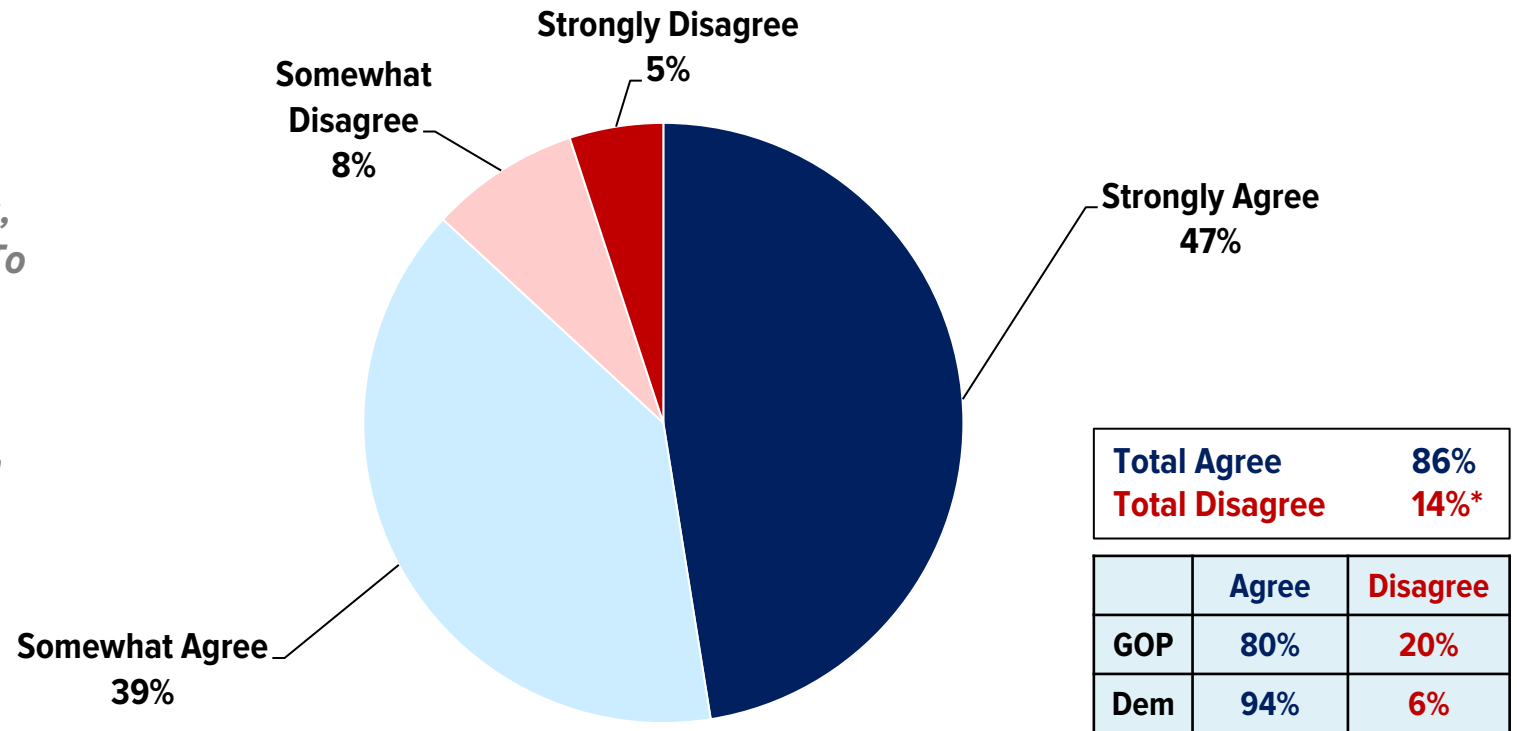
[^] Split Sample A, N=400; ^{^^} Split Sample B, N=400.



Virginians understand that internships make college graduates more attractive to potential employers.

Internships are considered **very important**, not only for STEM majors, but especially for students gaining **liberal arts degrees**.

“Liberal arts majors at Virginia’s colleges and universities learn valuable skills that employers need, such as written and verbal communications, teamwork, critical thinking, and problem solving. To make these graduates even more attractive to employers, the college curriculum should include internships and other work-based learning opportunities that provide practical experience in the student’s field of study.”^^



*Denotes Rounding; ^^Split Sample B, N=400.

Internships play an especially important role in “talent pathways” that enhance affordable access and help keep students in Virginia for full-time jobs after graduation.

WHAT ARE TALENT PATHWAYS?

4 key elements:

- ✓ Colleges collaborate with businesses and other employers.
- ✓ Curriculum is aligned to better address employer needs.
- ✓ Students have paid internship experiences or other valuable work-based learning.
- ✓ Leads to full-time job opportunities with a Virginia-based employer.

A candidate who says we need to invest in creating more talent pathways in Virginia because they are especially helpful for first-generation and low-income college students who otherwise have trouble getting needed work experience and being considered for well-paying jobs.^^

	Total	GOP	Dem	Ind	Child H.H.	No Child	Men	Women
More/Less Likely to Vote for ...	79/9	71/13	90/4	72/15	82/8	78/10	80/10	79/9

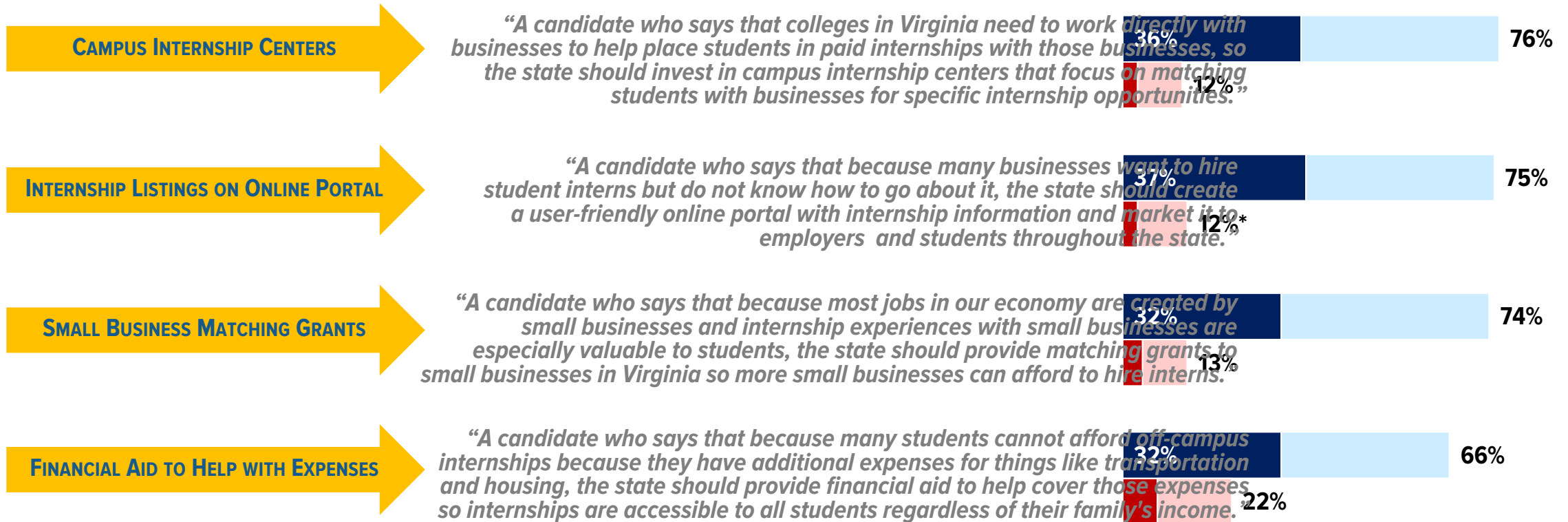
A candidate who says we need to invest in creating more talent pathways in Virginia because the best way to keep talented young people from moving away from our state after graduation is to connect them to Virginia businesses while they are still in college, such as through internships and co-op programs that can lead to full-time employment in Virginia.^^

	Total	GOP	Dem	Ind	Child H.H.	No Child	Men	Women
More/Less Likely to Vote for ...	80/8	80/6	87/6	68/12	81/8	80/7	81/8	79/8

^^ Split Sample B, N=400.

Achieving the Big Goal

Virginians support multiple investment strategies to make paid internships available to all students.

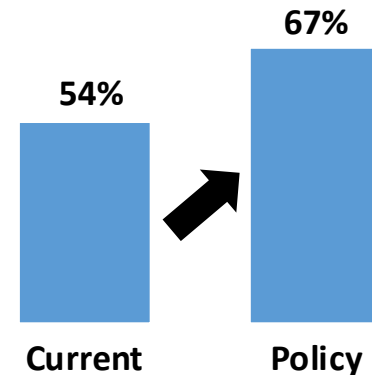


* Denotes Rounding

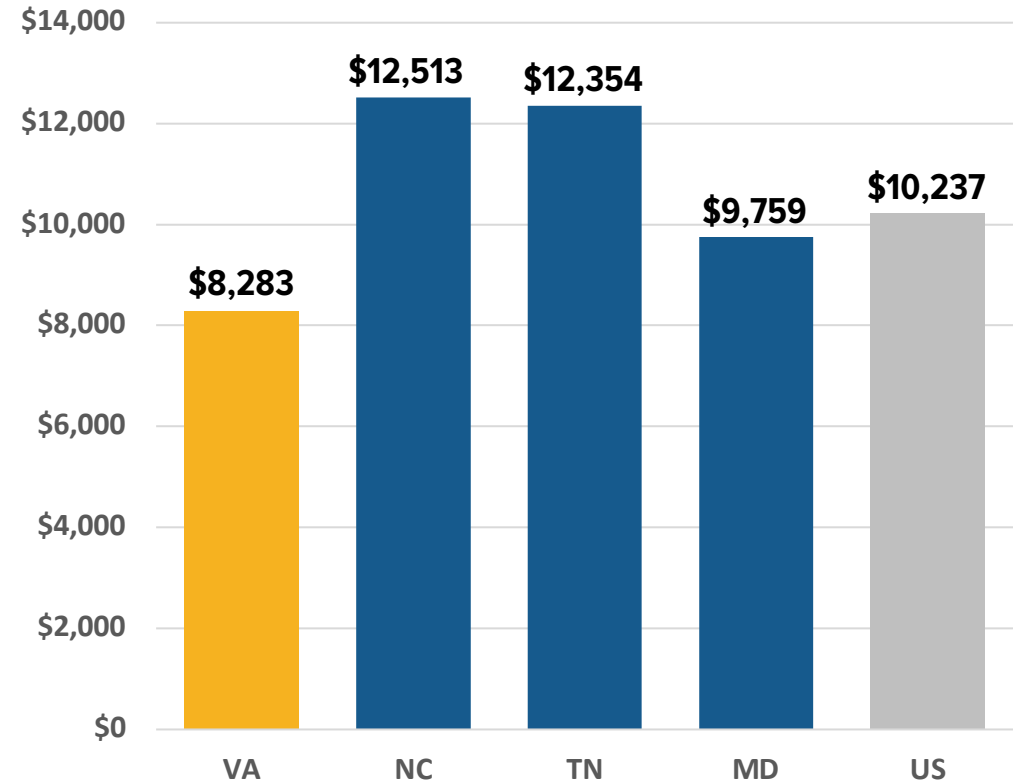


Tuition is higher in Virginia because state support per student is so low . . .

- Virginia ranks 31st among the 50 states in state support of higher education.
- Virginia provides significantly less state support per student than—
 - North Carolina
 - Tennessee
 - Maryland
 - US national average
- **Despite recent investments, Virginia still pays a little over 1/2 of the educational cost for in-state students, contrary to VA law providing that the state will pay 2/3.**



State Share of Higher Education Cost in Virginia – SCHEV



State Support per FTE Student, FY 2022 Data
SHEEO State Higher Education Project

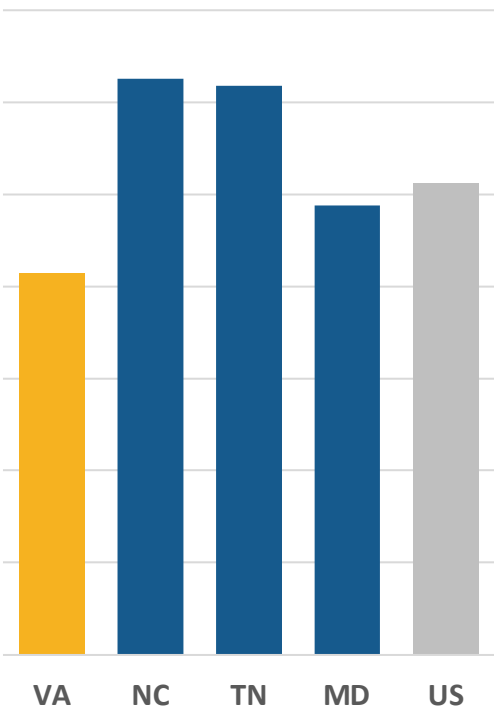
Virginians react strongly to data showing that our state is far behind others in funding higher education, resulting in higher tuition for students and their families.

Huge majorities in both parties want the state to reduce reliance on tuition by increasing state funding for higher education. **Independents** are especially troubled by the low level of funding in VA compared to other states.

Currently, tuition at our public universities in Virginia is higher than in neighboring states like Tennessee, North Carolina, and Maryland. This is mainly because those states provide thousands of dollars more funding per student than Virginia provides, leaving less to be paid by students and families in those states.

Knowing this, how important would you say it is for Virginia's Governor and the General Assembly to reduce reliance on tuition by increasing the state's funding of our higher education system?

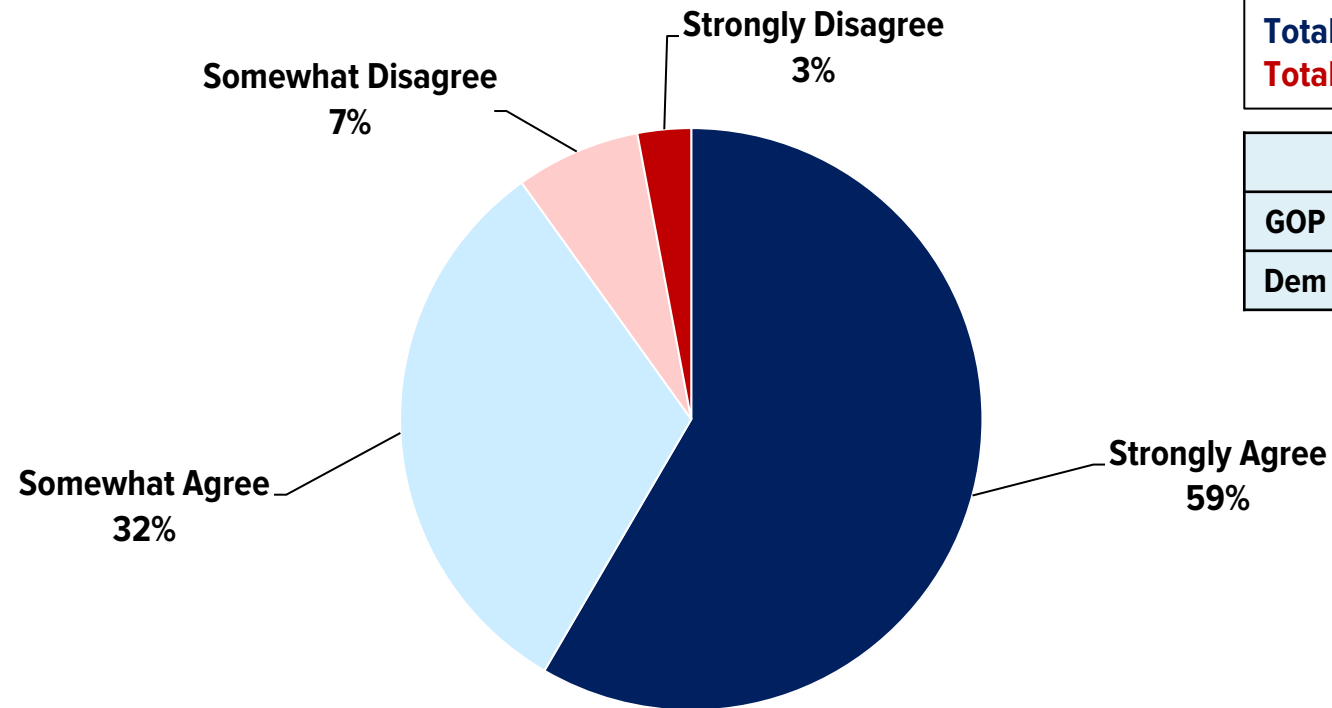
	Total	GOP	Dem	Ind	Child H.H.	No Child	Men	Women
Important	90%	83%	96%	89%	90%	89%	85%	93%
Very Important	54%	40%	71%	48%	52%	55%	47%	60%
Somewhat Important	35%	44%	25%	41%	38%	34%	38%	33%
Not Important	10%	17%	4%	11%	10%	11%	15%	7%



Virginians agree that solving our workforce shortages will require increasing the number of people with college degrees and the number of people with skilled trade credentials.

Virginians seem unreceptive to rhetoric that pits going to college against going into a skilled trade. **More than half strongly agree we need more of both.**

“Our country has workforce shortages today in jobs ranging from those requiring four-year college degrees to skilled trade jobs requiring two years of education and training or less. We need to increase both the number of college graduates and the number of skilled workers who are qualified to fill these jobs.”^^



Total Agree	91%
Total Disagree	9%*

	Agree	Disagree
GOP	91%	9%
Dem	97%	3%

* Denotes Rounding; ^^ Split Sample B, N=400.

Continuous Improvement

Some concluding thoughts on improving performance and controlling costs . . .

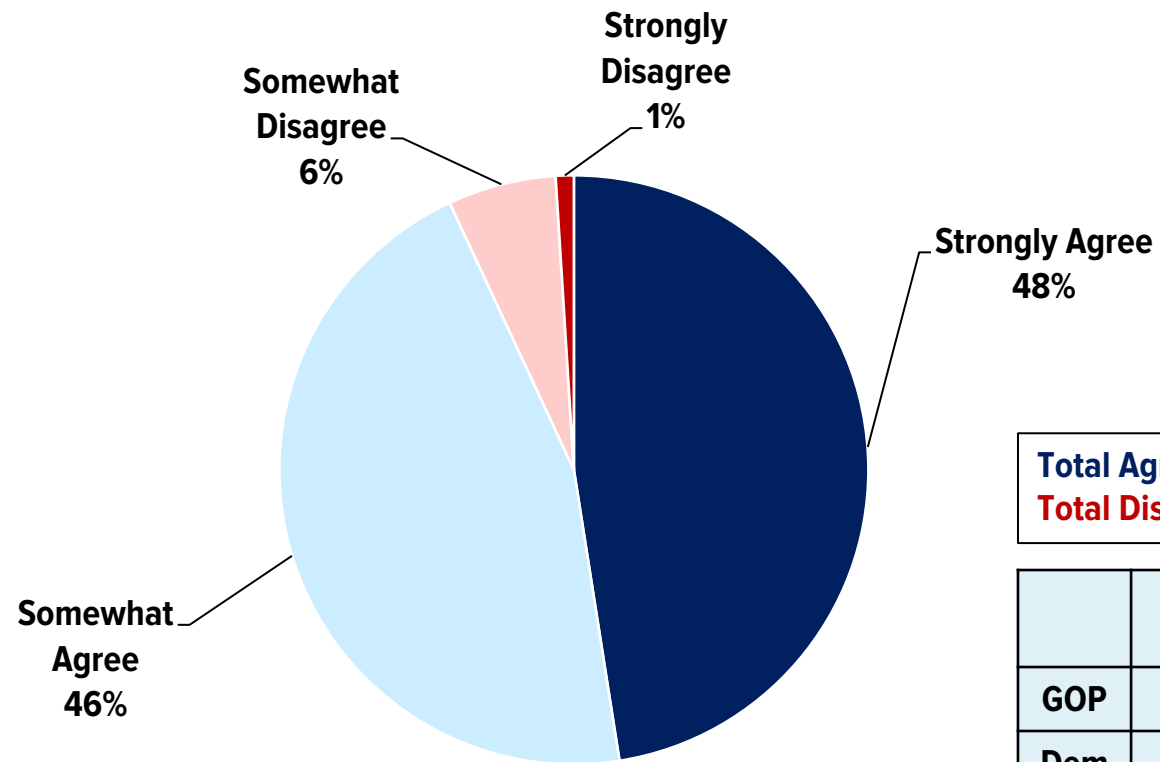
We began by documenting the uniquely high standard of performance in Virginia's higher education system, and how our institutions have avoided many of the shortcomings and pitfalls common in higher education today.

But there is still room for innovation and improvement. Virginia's colleges, universities, and community colleges are working continuously in partnership with the business community to find new and better ways of delivering even greater value for the students, families, and taxpayers of our Commonwealth.

VBHEC business leaders and Virginia's college presidents are committed to working accountably and transparently with our statewide and legislative leaders to produce the highest possible return on the vital state investments discussed in this presentation.

Virginians in both parties agree that our colleges and universities already outperform competitors and should work with business partners to become even more cost-efficient.

“Virginia’s colleges and universities have high graduation rates and spend less per degree than neighboring states, but there is much more they should do to become cost-efficient. They should work closely with business partners to adopt more efficient business practices, reduce duplication by sharing administrative and academic resources among the colleges, make better use of advanced technology, and streamline coursework to move students more efficiently through their studies into internships and eventually into full-time jobs.”^^



Total Agree	93%*
Total Disagree	7%

	Agree	Disagree
GOP	97%	3%
Dem	93%	7%

* Denotes Rounding; ^^ Split Sample B, N=400.

Virginians want more transparency, and the vast majority are focused on student outcomes more than institutional operations.

“Moving on to a question about transparency in higher education and improving the information available to students and families as consumers. Which of the following statements comes closest to your own view regarding greater transparency in higher education?”

	2017	2021	2023
<p><i>“Students and families need more information about the <u>cost, value, and results from their college investment</u>. Colleges should publicize the full, four-year cost of getting a degree, the expected financial aid support and student loan debt levels, and job-related information like internship opportunities, job placement services, the success rate of the school’s graduates in finding good jobs, and the average earnings of the college’s graduates.”</i></p>	69%	74%	81%
<p><i>“Students and families need more information on the <u>details of how each college runs</u>, including how tuition and fee revenues are applied to internal operations, how the school budgets and invests its resources, what roles faculty and staff perform, and how much various components of the college cost.”</i></p>	24%	26%	19%

Why Internships Are So Important

- Internships bridge the gap between learning and earning by providing “sticky” pathways for students and employers to learn about each other without waiting for entry-level opportunities.
- Internships enable students to connect what they are learning in class to the world of work heightening the relevance of higher education to their career goals.
- Internships serve as vehicles for preparing Virginia’s talent pool, fostering meaningful relationships between higher education institutions and Virginia employers and retaining graduates in Virginia through employment.
- Internship experiences are a top recruiting strategy for employers and students with the highest return on investment.
- 97% of business leaders support the expansion of work-based learning opportunities.
- Employers view internship experiences as the most influential factor in tough hiring decisions.
- The #1 concern of Virginia businesses is access to necessary and qualified talent. For businesses, paid internships attract more candidates and creates incentives for interns.
- College-level employment rates are higher for those who complete an internship. Controlling for other factors, the odds of underemployment for graduates who had an internship are nearly 50% lower.

Fall Events & Media



SCHEV/COP Meeting
September 18



Harrisonburg Roundtable
September 19



Virginia Free Luncheon
September 29



Bristol Roundtable
October 13



Norfolk Roundtable
October 24



Education & Workforce Conference
October 26



Roanoke Roundtable
October 17

Fall Events & Media



VCU BOV
October 27



Virginia Tech BOV
November 5



VCCS Board Meeting
November 9



Danville Roundtable
November 17



NNS Leaders Breakfast
November 30



Charlottesville Roundtable
December 7



Peninsula Roundtable
December 12

Fall Events & Media



New Member Meet & Greet
January 8



Legislative "Day on the Hill"
January 29

Fall Events & Media

The Virginian-Pilot

Cox: Now's the time to invest in internships and talent pathways October 21

Daily News-Record

Business Higher Education Council Discusses Internships At JMU Roundtable September 19

Richmond Times-Dispatch

Treacy, Reveley: To bridge the workforce gap, Virginia must invest in higher ed September 22



VaNews

September 20
October 26



Former Speaker Cox pushes internships as key to building bigger talent pipeline October 25



Council hosts internship, work-based learning event Oct. 13 October 11



Virginia public colleges and universities account for nearly \$4B in state revenue September 20

Fall Events & Media

Growth4VA
October 23 · 🌐

Did you catch VBHEC President Kirk Cox's recent op-ed says: "Now is the time to invest strategically in Virginia's between higher education and business. The result will opportunities for our young people..."



PILOTONLINE.COM
Opinion: Now's
With the right inv

👍👍 69

Growth4VA
October 13 · 🌐

Right now, VBHEC President Kirk Cox is talking internships & at The University of Virginia's College at Wise Chancellor Donna P education and business leaders.

Want to know more? Visit growth4va.com.



👍👍 40

Growth4VA
October 24 at 12:28 PM · 🌐

VBHEC President Kirk Cox and Norfolk State University President Dr. Javaune Adams-Gas led a great discussion at our #HamptonRoads roundtable this morning where Dominion Energy, The Port of Virginia, Hampton Roads Chamber & other regional employers talked about strengthening the region through #TalentPathways.



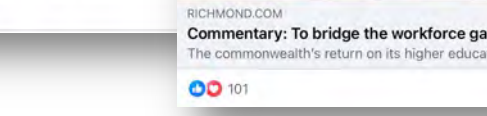
Growth4VA
September 19 at 10:00 AM · 🌐

What's the next big focus in Virg creating affordable talent pathwa Earlier this week, VBHEC Preside focused on this issue. And, throu polling data showing support for Read more:



Growth4VA
September 22 at 10:55 AM · 🌐

Did you read the article from our Chair Dennis Taylor Reveley IV in today's Richmond Times- In it, they agree: "the focus should be on mobi and industry to work together to create afford efficiently from learning in Virginia to full-time to invest in our talent. M... See more



Growth4VA
Yesterday at 11:00 AM · 🌐

Our new economic impact study by the Weldon Cooper Center for Public Service says that investment in public #higherred in Virginia more than pays for itself. Read more at <http://growth4va.com/resources>.

At The University of Virginia's College at Wise, it contributed to a \$188 million economic impact and \$13 million in state tax revenues in 2021.

UVA Wise Chancellor Donna Price Henry said: "Providing a top-quality education is one of the best public investments we can make fo... See more



Growth4VA
September 26 at 10:40 AM · 🌐

According to our new report by the Weldo public #higherred in Virginia more than pay \$25 in state GDP, and returns nearly \$2 to

WYMT.COM
Study: UVA Wise delivers \$188 million eco
A new study found the University of Virginia's Co

👍👍 59

Growth4VA
@Growth4VA

What's the next big focus in Virginia #higherred? Paid internships and affordable talent pathways.

This week, we announced our new campaign focused on this, and are unveiling new #higherred economic impact & polling data showing support for it. Read more:



9:56 AM · Sep 19, 2023 · 1,250 Views

👍👍 6 ❤️ 5

Growth4VA
October 17 · 🌐

Great discussion this afternoon Mark Pace met at Fralin Biomed with folks from all over the valley Torc Robotics, CytoRecovery, R Verge, Virginia Western Commu



Growth4VA
October 17 · 🌐

VBHEC Launches Growth4VA Campaign to Promote In Students: From "Learning to Earning"

GROWTH4VA.COM

👍👍 53



👍👍 76



RICHMOND.COM
Commentary: To bridge the workforce gap, Virginia must invest in higher ed
The commonwealth's return on its higher education investment is enormous. According to ...

👍👍 101 2 comments 9 shares



WINA.COM
Virginia public colleges and universities account for nearly \$4-billion in state revenue | NewsRadio WINA

👍👍 60 7 shares

How to Make Virginia the #1 State for Internships

- White Paper on what is working and not working from 7 statewide roundtables.
- System building at the regional level.
- Internships must be paid: unpaid internships make it difficult for those who rely on a paycheck to participate in work-based learning opportunities.
- Campus internship centers
- Small business matching grants
- Internships listing on online portal
- Marketing to raise awareness and promote expanded internship programs by businesses and increase participation by students.
- Statewide commitment by the presidents of public colleges and universities.



**Thanks for your support of this essential partnership
working for strategic investments in Virginia's talent!**

Let us know how we can help:

For more information, contact:
Kirk Cox, VBHEC President: 804-641-9890
McGuireWoods Consulting: 804-775-1937

WWW.GROWTH4VA.COM

  [@GROWTH4VA](https://twitter.com/GROWTH4VA)

2024 General Assembly Update

Caitlyn Read, Assistant Vice President, State Government Relations



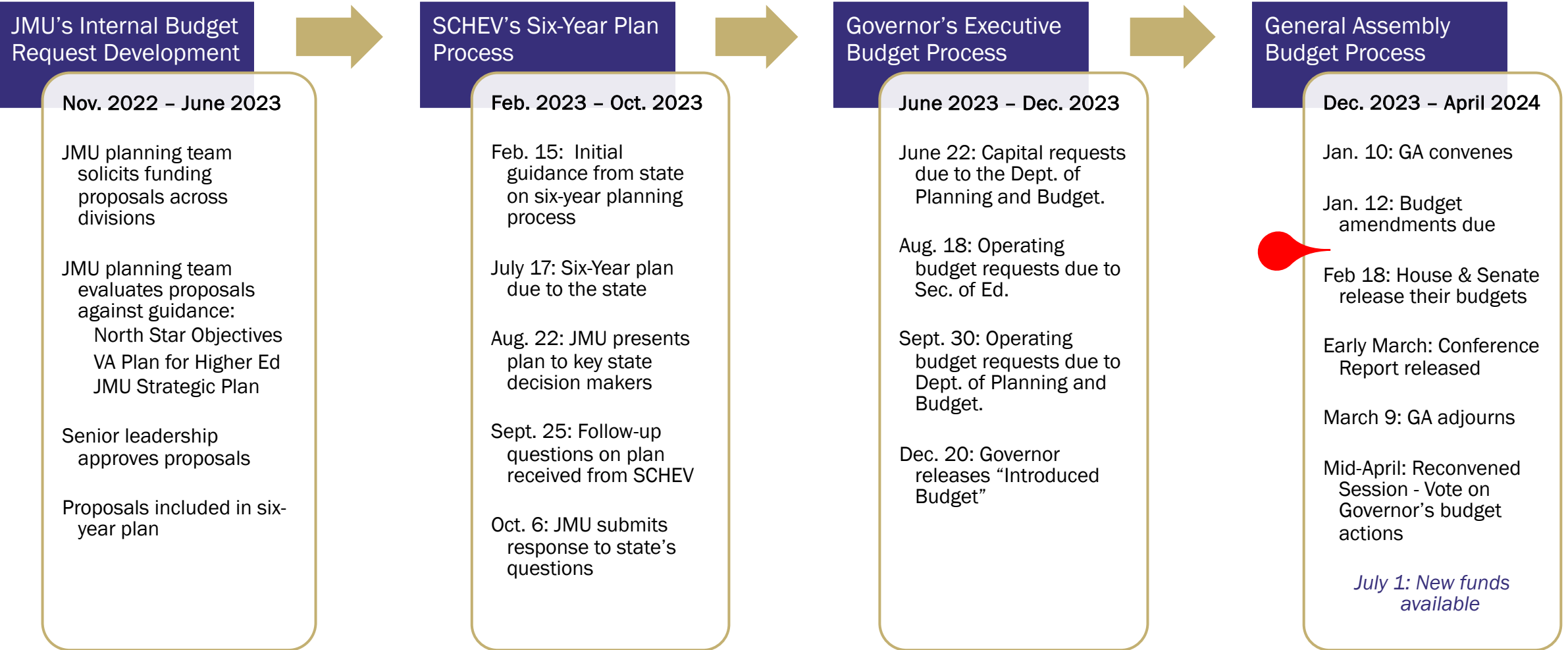


Agenda

- State Budget
 - Where we are in the process
 - Update on 2024-26 Operating Requests
 - Update on 2024-26 Capital Requests
- State Policy
 - Where we are in the process
 - 2024 Policy Themes
- Advocacy Activities

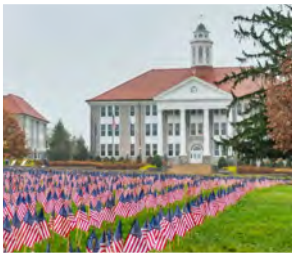


2024-26 Budget Request Timeline



JMU's 2024-26 Budget Requests: Operating

Support for Veterans



Virginia Military Survivors and Dependent Education Program (VMSDEP)

Healthcare



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

Education



Produce more teachers through alternative licensure pathways

Mental Health



Support student and employee mental health through TimelyCare

Retain State Employees



Retain excellent employees (non-faculty positions)

Work-Based Learning



Strengthen student access to internships and support local business



JMU's 2024-26 Budget Requests: Operating

	Amount Requested*	Executive Budget	Senate Budget	House Budget	FINAL
Virginia Military Survivors and Dependent Education Program	\$ 6,770,812				
Grow Undergrad Nursing Program	\$ 997,816	\$ 997,816			
Grow Graduate Nursing Program	\$ 1,267,776				
Grow Teacher Prep Program	\$ 1,056,000				
Support Graduate Psychology	\$ 316,514				
Student and Employee Mental Health	\$ 609,840	\$ 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*

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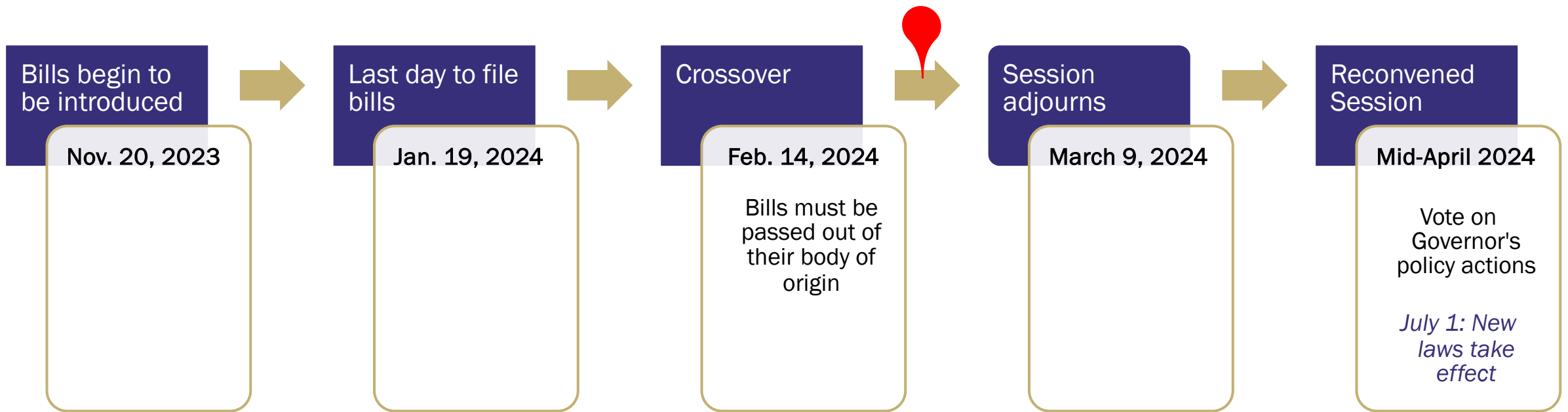
General Fund Requests				
College of Health and Behavioral Studies - Expansion (PLANNING)	\$ 3,937,982*			
Johnston Hall - Renovation	\$ 26,820,000			
East Campus Steam Plant - Phase 3	\$ 19,235,700*	Pool Funded		

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

**NGF portion not reflected in these numbers*



2024-25 Policy Timeline





State Policy Themes

- Studies
- Athletics
- Procurement of Capital Construction
- Student Affairs
- IT/Cyber Security

Number of bills filed in 2024: 2,599
Number of bills tracking: 139

Advocacy Activities

- Visits from JMU Leadership
- JMU Nursing and Physician Assistant Lobby Day
- JMU Legislative Reception
- BOV Involvement

- More to come:
 - JMU Student Lobby Day
 - JMU Teacher Lobby Day



JMU Foundation – Investment Strategy

Nick Langridge, Vice President, University Advancement
Warren Coleman, Executive Director, JMU Foundation
Barry Purcell, Former JMU Foundation Board Chair and Former
Chair, Investment Committee
Liza Scott, Managing Director, Cornerstone Partner





JAMES MADISON UNIVERSITY®

FOUNDATION

James Madison University Board of Visitors
February 16, 2024



JMU
Foundation

501(c)(3)
Board of Trustees
Recipient of All Gifts

James Madison University

501(c)(3)
Board of Visitors

- **Two Separate Entities
Connected by a Memorandum of
Understanding**
- **Common Goal: Support the JMU
Community**



Mission

The James Madison University Foundation provides prudent investment policy and stewardship to sustain and grow financial support for the University, while collaborating with the University to create innovative avenues of giving and to meet critical funding initiatives.

Vision

Through performance and accountability, the Foundation earns the trust of our constituents as we passionately support the JMU community of students, faculty, alumni and donors.

Values

We are guided by an abiding commitment to our James Madison University community, valuing Trust, Collaboration, Innovation, Accountability and Excellence in all we do.



JAMES MADISON UNIVERSITY

FOUNDATION

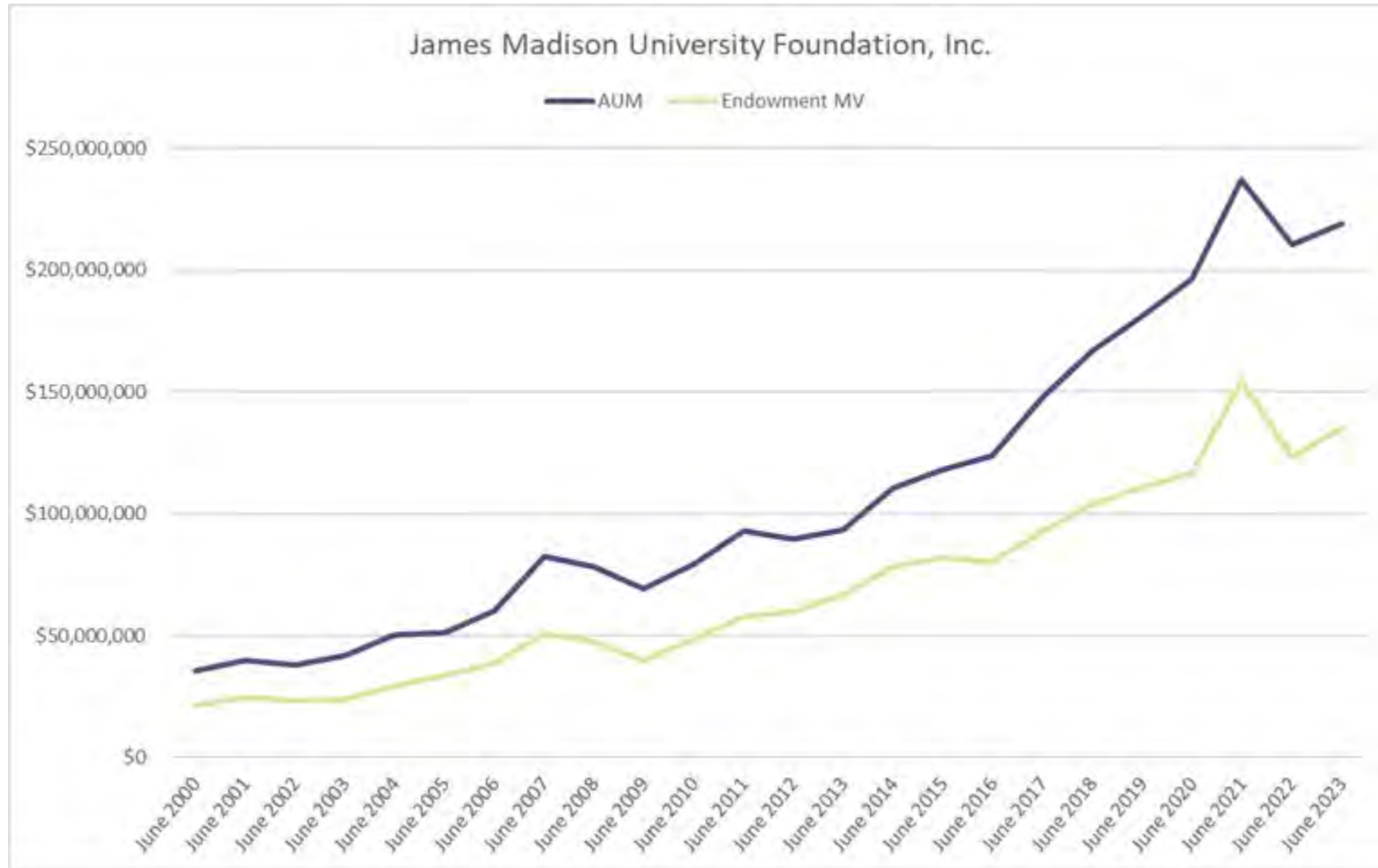
Primary Roles

- Fiduciary
- Accept Charitable gifts
- Protect donor rights and intentions
- Establish investment policy
- Manage investments
- Manage Cash
- Disburse funds
- Buy/Sell/Manage/Lease Real Estate
- Licensing - Manage Trademarks and Royalties
- Reporting



JAMES MADISON UNIVERSITY FOUNDATION

History of the Endowment and Assets Under Management **2000-2023**





JAMES MADISON UNIVERSITY

FOUNDATION

JMU Foundation Investment Committee

- **Mike Walden** – Chair: Director of Public Investments for the Ford Foundation; Leads global equity investing and is part of the senior leadership team responsible for managing the Foundation's \$15 billion endowment. Previous experience includes Princeton University Investment Company (Princo) and Cambridge Associates.
- **John Alouf**: Director of Private Equity for the Virginia Retirement System, the \$100 billion pension fund for the Commonwealth of Virginia. Additional investment experience was gained at Private Advisors, now Apogem Capital, an alternative asset investment manager, and Cambridge Associates, a financial consulting firm.
- **Enrico Gaglioti**: Co-President of FS Investments, global alternative investment manager with \$75bn in AUM. Past experience includes Partner at Goldman Sachs and Co- Founder / CEO of Chiron Investment Management.



JMU Foundation Investment Committee

- **Claiborne Johnston, III:** Managing Director of Morgan Stanley Investment Management; Serves as a portfolio manager and advisor for the firm's 54 billion private real assets business; Over twenty years of professional experience.
- **David Kay – Board Chair:** Managing Partner of Jera Partners, commercial real estate investment manager with over \$1bn in AUM. Past experience includes CEO of Vereit (former NYSE VER) publicly traded real estate investment trust with \$40bn in AUM and Co-Founder/CIO/CFO of Capital Automotive (former NASDAQ CARS) publicly traded real estate investment trust with \$5.5bn of AUM.
- **Ellen Meyer:** Founder and CEO of Grounded Growth LLC, a business accelerator for purpose-driven companies; Specializes in developing high-conviction growth plans and building high-powered teams to make them happen. Past experience includes Chief Business Officer at Seraphic Group, a health and clean energy company, and Director at Investure, a pioneer of the outsourced CIO investment model.



JAMES MADISON UNIVERSITY

FOUNDATION

JMU Foundation Investment Committee

- **J. Barry Purcell, III** – Past Board Chair: Chairman of Parkstone Communities and spent the majority of his career at Blue Pool Capital where he was a partner and COO; Has 20+ years of experience across hedge fund, private equity and real estate investment companies.
- **Justin Quaglia** – Advisor: Managing Director at Oaktree Capital Management, a \$180bn global alternative asset manager specializing in public and private credit markets. Pas experience was in Leveraged Finance Sales & Trading at Goldman Sachs.
- **Dan Bise** – Fellow: Partner at Tailwind Capital, a middle market private equity firm with over \$3.7 billion of committed capital; Prior experience includes private equity investing roles at Harvest Partners and BlackRock, as well as Head of M&A for Change Healthcare.



JAMES MADISON UNIVERSITY

FOUNDATION

JMU Foundation Investment Committee

- **Alpha Kiflu** – Fellow: Senior Director at Toast, a cloud-based restaurant management software company. Past experience includes Vice President at Goldman Sachs and CFO/Co-Founder in multiple consumer/retail ventures in Africa.
- **Emily Platt** – Fellow: Assistant Vice President of Investments at Wealthspire Advisors, where she spearheads the firm's impact investing initiatives and contributes to its OCIO efforts. As a certified financial planner, she plays a pivotal role in managing the firm's \$25 billion assets under management, focusing on servicing ultra-high net worth individuals.



JAMES MADISON UNIVERSITY
FOUNDATION

Role/Task	Investment Committee	Advisor
Investment Policy Statement	X	
Recommendation of Manager	X	X
Selection of Managers	X	
Daily Oversight		
Fiduciary Responsibilities	X	

Role/Task	Investment Committee	OCIO: Cornerstone Partners
Investment Policy Statement	X	
Recommendation of Manager		X
Selection of Managers		X
Daily Oversight		X
Fiduciary Responsibilities	X	X



JAMES MADISON UNIVERSITY

FOUNDATION

OCIO Search

Date of 1 st OCIO Meeting	October 14, 2022
Criteria for OCIO Candidates	Long track record; Local (within 300 miles); Capacity for growth; Leadership/Talent pool
Firms Interviewed	5
Reference Checks for Cornerstone	10
In-Person Meetings With Cornerstone	3
Decision Made	September 28, 2023
Transition	October 1, 2023



Presentation to the JMU Board of Visitors

February 16, 2024

Prepared at the request of:



Confidential

Important Disclosures

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- The performance results shown herein are approximate time-weighted rates of return expressed in U.S. dollars. The portfolio is valued monthly and returns are weighted by using beginning-of-month market values plus weighted cash flows. Year-to-date returns are calculated by geometrically linking the monthly returns. In certain instances, the values assigned to underlying investments are good faith estimates determined by the advisers, custodians, or administrators servicing the respective accounts, are unaudited and are subject to change.
- The performance is generally presented net of all fees actually paid, which includes the deductions for advisory fees and all other expenses such as commissions and custodial fees. Also, performance reflects the reinvestment of dividends, distributions, interest, and other earnings. Performance shown prior to December 2020 is the performance of CornerStone Partners LLC.
- Performance returns herein are compared to a number of indices. The volatility of the indices may be materially different from the individual performance attained by a representative CornerStone Partners client. In addition, a client's account holdings may differ significantly from the securities that comprise the indices. The indices have not necessarily been selected to represent an appropriate benchmark to compare performance, but rather are disclosed to allow for comparison of performance to that of certain well-known and widely recognized indices. Indices are unmanaged and do not incur management fees, costs, or expenses. You cannot invest directly in an index. The indices shown herein are defined on Slide 8.
- Asset allocation is based on estimated values assigned to underlying investments in good faith as determined by the advisers, custodians, or administrators servicing the respective accounts and are subject to change. Asset allocation targets are selected by the James Madison University Foundation.
- Where market views and commentary are expressed in this report, they are the opinion of CornerStone Partners and are subject to change with market conditions.
- Past performance is not necessarily indicative of future results. All investments involve risk including the loss of principal.
- Sources of data herein include Client custodian, Caissa, Investment Metrics, Client investment managers, NACUBO and CornerStone analysis.

Contents

- Introduction to CornerStone Partners
- Appendix

Introduction to CornerStone Partners

CornerStone | Overview

- Investment office for not-for-profit, endowment, and foundation clients since 2002
- Based in Charlottesville, Virginia with colleagues throughout the USA
- \$18.7 billion in client assets across 17 OCIO client relationships
- 30 professionals, 12 Management Company Partners
- Focused on building a diverse investment organization that benefits from an inclusive culture and positive work environment
- All clients work directly with the CSP senior partners and have a full-service investment operations and administration partner
- Relationship with Focus Financial Partners provides support in administrative and compliance areas outside of investments and client service

ABOUT OUR CLIENTS



Serving causes and communities across the nation

ABOUT OUR COLLEAGUES



AUM and Client Count as of October 1, 2023

CornerStone Partners LLC transaction with Focus Financial Partners took place on November 30, 2020. Concurrently, CornerStone Partners LLC deregistered with the SEC and a new Investment Adviser, CornerStone Partners Capital Management, LLC registered with the SEC. The same team employed by CornerStone Partners LLC now manages CornerStone Partners Capital Management, LLC dba CornerStone Partners.

Why are we a good fit for the JMU Foundation?

Experienced

- The CornerStone team has extensive experience managing non-profit portfolios.
- Over the past 3, 5, 10, and 20 year periods, net of fees, we have outperformed 92% of performance reported by the Investment Metrics All Endowment & Foundation Universe.¹

Custom

- Flexible implementation approach to accessing underlying manager strategies with a customized asset allocation.
- Expertise across alternative asset classes, including Private Equity, Real Assets and Diversifying Assets with custom mission-alignment integration capabilities across asset classes.

Aligned

- We are focused on providing discretionary OCIO services for our limited number of non-profit clients.
- Management Company is employee-owned and benefits from the partnership with Focus Financial Partners.

CornerStone Client Composite Description: The Composite consists of the asset weighted returns of not-for-profit clients with greater than 3 years of history under CornerStone management. In the event a client has more than one duration pool, the long-term pool was used in the Composite. Performance is net of CornerStone and underlying manager fees. Periods greater than one year are annualized.

¹ Peer Universe Description: The CornerStone Client Composite is compared to the Investment Metrics All Endowment & Foundation Universe as of September 30th, 2023. *Investment Metrics Universe Size: 1 Year: 1,324, 3 Years: 1,218, 5 Years: 1,104, 10 Years: 811, and 20 Years: 337. For additional performance information about how the CornerStone Client Composite compares to the Investment Metrics All Endowment & Foundation Universe, please refer to page 9.*

Past performance is not indicative of future results.

Source: Client custodians, Investment Metrics, CornerStone analysis

CornerStone Leadership

Investment Committee

 <p>Shane Galie, CFA Managing Director <i>Joined CornerStone in 2009</i></p>	 <p>Peter Harbilas, CFA Managing Director <i>Joined CornerStone in 2008</i></p>	 <p>Pete Knerr Managing Director <i>Joined CornerStone in 2014</i></p>
 <p>Chris Laing, CFA Managing Director <i>Joined CornerStone in 2008</i></p>	 <p>Jerry Polk, CAIA Managing Director <i>Joined CornerStone in 2016</i></p>	 <p>Laura Roller Managing Director <i>Joined CornerStone in 2018</i></p>
 <p>Kevin Schuyler, CFA Managing Director <i>Joined CornerStone in 2006</i></p>	 <p>Liza Scott Managing Director <i>Joined CornerStone in 2023</i></p>	
 <p>Annie Gerstenmaier Director <i>Joined CornerStone in 2012</i></p>	 <p>Jae Kwon, CFA Director <i>Joined CornerStone in 2012</i></p>	

Investment Operations

 <p>Carrie Davis, CPA, ABV, CFF Managing Director <i>Joined CornerStone in 2013</i></p>	 <p>Kristin Henningsen, CPA, ABV, CFF, CIPM Managing Director <i>Joined CornerStone in 2011</i></p>
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Compliance



Ishraga Eltahir, IACCP
Chief Compliance Officer
Joined CornerStone in 2022

Human Resources



Susan Holtzman, SHRM-CP
Human Resources Manager
Joined CornerStone in 2016

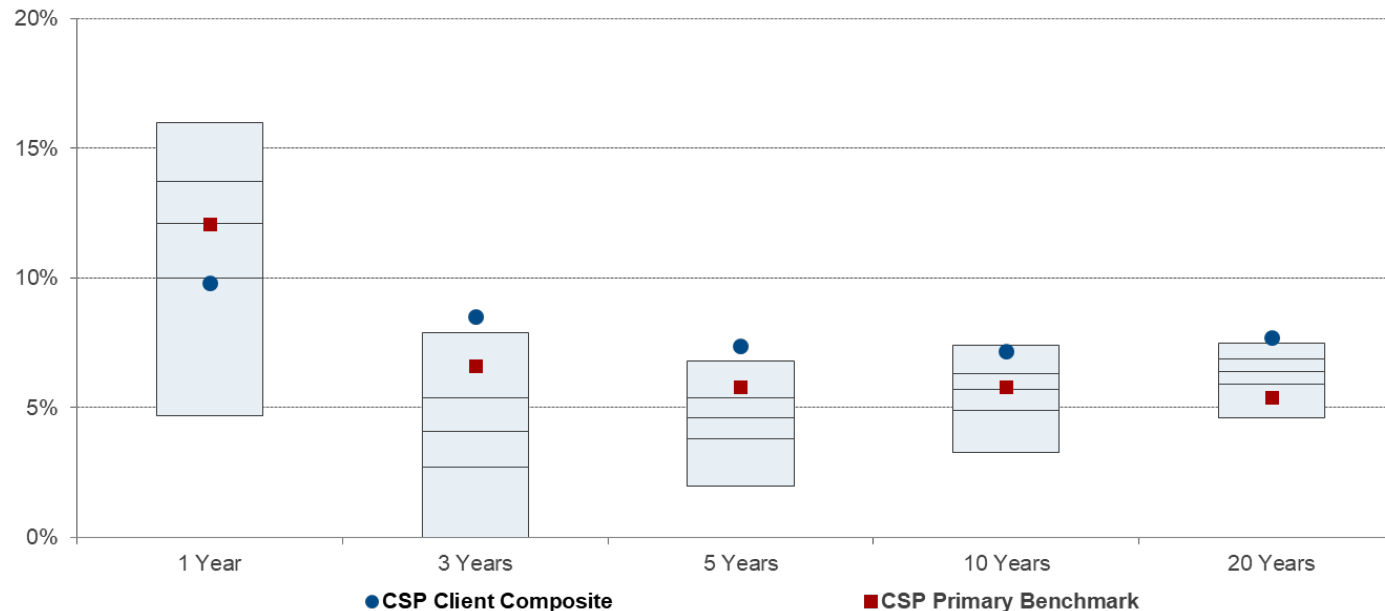
Client Development



Mike Pagliaro, CFA
Director
Joined CornerStone in 2022

Universe Comparisons

**CornerStone Client Composite vs.
Investment Metrics All Endowments & Foundations Universe**
As of September 30, 2023
Based on Net of Fee Returns



CSP Client Composite	9.8%	8.5%	7.4%	7.2%	7.7%
CSP Primary Benchmark	12.1%	6.6%	5.8%	5.8%	5.4%
5th Percentile	16.0%	7.9%	6.8%	7.4%	7.5%
25th Percentile	13.7%	5.4%	5.4%	6.3%	6.9%
Median	12.1%	4.1%	4.6%	5.7%	6.4%
75th Percentile	10.0%	2.7%	3.8%	4.9%	5.9%
95th Percentile	4.7%	0.0%	2.0%	3.3%	4.6%

Client Composite Description: CornerStone Client Composite consists of the asset weighted returns of CornerStone clients with greater than 3 years of history under CornerStone management. In the event a client has more than one duration pool, the long-term pool was used in the Composite. Performance is net of CornerStone and underlying manager fees. Periods greater than one year are annualized. Performance prior to December 2020 is attributed to our predecessor entity CornerStone Partners LLC.

Composite Benchmark Description: The Composite Benchmark consists of the asset weighted Client Primary Benchmarks of the clients included in the composite. Client Primary Benchmark is the primary portfolio benchmark as typically defined in the Client's IPS, and generally based on assigned asset class benchmarks weighted using static target or dynamic weights.

Universe Description: The Investment Metrics All Endowments and Foundations Universe includes at least 337 endowments and foundations that utilize Investment Metrics as a portfolio management and performance software.

Indices are unmanaged and do not incur management fees, costs, or expenses. You cannot invest directly in an index.

Past performance is no guarantee of future results.

Source: Client custodians, Investment Metrics, CornerStone analysis

Investment Committee Retreat

At the inception of the relationship, CornerStone conducted a dedicated investment committee retreat to address JMUF's objectives and constraints and develop an updated Investment Policy Statement (IPS)

- 4 hours in Harrisonburg on October 12, 2023 with the Investment Committee and Foundation staff
- Topics included:
 - Existing IPS review
 - Strategic time horizon, return targets and risk constraints for the endowment portfolio
 - Projected timing and magnitude of portfolio cash flows
 - Liquidity needs and other investment policy considerations
 - CornerStone's recommended asset allocation and portfolio construction
 - Intro to the Prudent Practices for Investment Stewards Program
 - Each party's roles and responsibilities in the investment process
 - Performance reporting and evaluation (benchmarking)
 - Meeting Plan

CSP's Endowment Investment Strategy – Key Points

To meet the objectives, together we will build a portfolio grounded in the following principles:

- Long-term orientation that uses JMU's multi-generational institutional horizon as an advantage
- Significant allocations to alternative assets with less direct market exposure
- Broad diversification
- Wide range of investment strategies and managers integrated into a single, cohesive portfolio
- Capitalizing on manager selection expertise where possible
- Anchoring to a valuation-centric (“bottom up”) orientation rather than predicting macroeconomic events and their impact (“top down”)
- Incorporating risk management throughout the investment process

JMUF Proposed Targets Comparisons

- *The Private Investments target was the primary change from the Prior Asset Allocation and in line with the aspirational peer groups, while the current NAV is in the \$101-\$250m peer group.*
- *Most importantly, it is comfortably within the liquidity limits that were proposed and adopted in the IPS which are based on the spending needs of the Foundation.*

	JMUF		NACUBO			
	Pro Forma 10/1/2023	Target 2028	\$101 Million - \$250 Million	\$251 Million - \$500 Million	\$501 Million - \$1 Billion	\$1 Billion+
<u>Public Investments</u>						
Public Equity	47%	40%	50%	41%	41%	25%
Diversifying Assets	29%	25%	15%	18%	16%	20%
Bonds	17%	8%	14%	10%	8%	5%
Cash	3%	2%	3%	4%	4%	3%
Total Public Investments	96%	75%	82%	73%	69%	53%
<u>Private Investments</u>						
Total Private Investments	4%	25%	17%	25%	30%	44%
Not Specified			1%	2%	1%	3%

Analysis maps NACUBO data into CSP's asset class definitions.

NACUBO asset allocation data as of June 30, 2022.

October 1, 2023, pro forma allocations using JMUF August Performance Report from Monticello Associates, Inc.

Source: Burgiss, Northern Trust, JMUF Performance Report, 2022 NACUBO-TIAA Study of Endowments published in February 2023, CornerStone analysis

JMU Performance vs NACUBO (by size)

FY 23 Endowment size	Median 1-Year Net Return (%)	Median 3-Year Net Return (%)	Median 5-Year Net Return (%)	Median 10-Year Net Return (%)
\$5 billion+	2.5	12.9	9.5	9.1
\$1 billion to \$5 billion	6.0	11.3	8.1	7.7
\$500 million to \$1 billion	7.9	10.2	7.0	7.3
\$250 million to \$500 million	8.0	9.0	6.4	7.0
\$100 million to 250 million	8.3	8.5	6.4	6.7
JMUF	8.6	4.3	4.5	5.7

Appendix

General Operational Service Areas

Function	Typical Division of Responsibilities		
	Client	CornerStone	External
Document Management	X	X	
Performance Reporting Monthly and Board Reporting Packages		X	
Client Accounting Support Gen'l Accounting Support (projections, budgeting) Audit and Tax Support		X X	
Custodian Management Relationship Management Portfolio Pricing Monthly Reconciliations of Accounting	X	X X	X
Investment Administration Subscription and Redemption Documents Ongoing Administration (legal, tax, reg. action items) Liquidity Management		X X X	
Transaction Processing Investment Decisions Capital Calls Portfolio Fees Rebalancing		X X X X	
Client Internal Accounting Function	X		
Investment Monitoring Annual Review of Investment Audited Financial Statements		X	

CornerStone's JMUF Client Service Team

Liza Scott, *Managing Director of Portfolio Management*



Liza joined CornerStone in May 2023 as Managing Director of Portfolio Management. Prior to joining CornerStone, she was Vice President, Asset Management at Dominion Energy, Inc., serving as Chief Investment Officer for over \$20 billion of retirement and nuclear decommissioning trust assets. She was previously the Director of Public Markets at Spider Management Company, the investment office of the University of Richmond and an Outsourced Chief Investment Officer for other endowments and foundations. Prior to Spider, she was an Associate at JP Morgan Investment Management and a teacher at a New York City public high school. Liza earned a Bachelor of Arts from the University of Virginia and Master of Business Administration from Columbia Business School. She serves on the Board of Directors of the University of Virginia Foundation and the Board of Trustees of the Medical College of Virginia Foundation.

Kristin Henningsen, CPA, ABV, CFF, CIPM, *Managing Director, Investment Operations*



As Co-Head of the Operations Team, Kristin serves clients in the areas of performance reporting, portfolio administration, and audit and tax support. Prior to joining the firm in 2011, Kristin was in public accounting for over a decade and was responsible for financial statement audits and accounting, tax compliance, and consulting for clients including investment companies and not-for-profit entities. Before public accounting, she was a senior accountant in the real estate division of PaineWebber, working in fund accounting, tax compliance, and SEC reporting. Currently a Governing Board Member and on the Executive and Investment Committees of the Charlottesville Area Community Foundation, she is also a Board Member of the UVA School of Education and Human Development Foundation, and a member of the Advisory Committee to the CFA Institute® OCIO GIPS Standards Working Group. Kristin is a Certified Public Accountant (CPA) licensed in the Commonwealth of Virginia and is Accredited in Business Valuation (ABV) and Certified in Financial Forensics (CFF) through the AICPA. She holds the Certificate in Investment Performance Measurement™ (CIPM) designation through the CFA Institute® and is a member of the CFA Society of Virginia. Kristin earned a BS in Commerce from the McIntire School of Commerce at the University of Virginia.

CornerStone's JMUF Client Service Team (Continued)



Peter Harbilas, CFA, *Managing Director*

Peter serves as Co-Head of the Portfolio Management Team and is a member of the Investment Committee. He joined CornerStone upon graduation from Washington and Lee University, where he received a BA in mathematics and economics, magna cum laude. Peter serves on the Investment Committee of the National Multiple Sclerosis Society and as Treasurer of Transfiguration Greek Orthodox Church in Charlottesville. Peter is a member of the CFA Institute and CFA Virginia.



August Kuhn, *Senior Associate, Investment Operations*

August joined CornerStone after three years working as an Investment Analyst at Legacy Trust Company. While there, he was responsible for managing client reporting, monitoring performance data, and modeling investments in real estate and private equity. August earned a BBA in Finance from The University of Texas at Austin and has completed Parts 1 and 2 of the CFA exam.



Shannon Morton, CPA, *Associate, Investment Operations*

Shannon joined CornerStone Partners in 2022 after working as a Senior Accountant for Bernard Robinson & Company. While working in public accounting, she planned and conducted audits for clients in industries such as construction, food service, and non-profits. Prior to public accounting, she worked as the Controller for a small, family-owned company. Shannon earned a BA in Accounting and a BS in Economics & Finance from Catawba College, and a Master's degree in International Development from Institut Barcelona d'Estudis Internacionals in Spain.

Research, Economic Development, and Innovation

Anthony Tongen, Vice Provost, Research, Economic Development & Innovation
Keith Holland, Associate Vice Provost, Research & Economic Development





Research, Economic Development, and Innovation (REDI)

- Research Management and Scholarship (Dr. Muhonja)
 - Sponsored Programs, Research Integrity, Research Development, International Research Services
- Federal Relations and Communications (Mr. Delp)
 - Liaison to Congressional Offices
- Research and Innovation (Dr. Ludwig)
 - X-Labs, E-sports, Student Research Support, First Year Research Experiences (FYRE), 4-VA, Industrial Partnerships
- Research and Economic Development (Dr. Holland)
 - REDI leading since June 2023 - Collect, measure, communicate, and facilitate impact



JMU's Economic Impact

- 2022 Economic Impact Study

	Harrisonburg/Rockingham	Commonwealth
JMU Jobs	3,803	3,803
Non-JMU Jobs	3,872	4,792
Economic Impact	\$593 M	\$793 M

- 66% (\$23M) of Grants and Contracts designated *Public Service and Outreach*

University Economic Development

- **Talent** – impart knowledge and prepare individuals as productive participants in the economy and their communities
- **Innovation** – begins with basic research and builds upon knowledge creation to encompass knowledge transfer and application in ways that are useful and relevant to society
- **Place** – how institutions contribute to making attractive, competitive communities—places where people want to live and enjoy life, create and take jobs, raise their families, participate in civic life, and age and retire





Office Structure and Partners





Office of Economic and Community Development (OECD)

Mission/Purpose	The Office of Economic and Community Development Discovers opportunities for partnership, Develops connections, and Activates networks with resources and creativity to promote economic and community vitality.
Vision	The JMU Office of Economic and Community Development's vision is to serve as a catalyst for collaborations that support economic vitality and vibrancy in our communities.





Example Programs and Initiatives

- Region 8 Valley Internship Experience Workgroup (VIEW)
 - Facilitate a regional network to dramatically expand work-based learning opportunities for all students in the Shenandoah Valley
- APLU Innovation and Economic Prosperity (IEP) designation
 - Understand, share, coordinate, and enhance the university's economic engagement and community impact
- University and Community Innovator Networks
 - Foster connections, collaborations, and innovation between students, faculty, and regional innovators and entrepreneurs

Closed Session

