

Academic Excellence Committee

April 10, 2025



BOARD OF VISITORS

Opening Remarks and Approval of Minutes



THE COMMONWEALTH OF VIRGINIA THE VISITORS OF JAMES MADISON UNIVERSITY

Academic Excellence Committee
Thursday, April 10, 2025, 1:00 p.m.
Highlands Room

Agenda

1. Opening Remarks and Approval of Minutes - February 13, 2025, Meeting*
2. Academic Affairs Divisional Update
Bob Kolvoord, Interim Provost and Vice President
3. Core Curriculum - General Education
Bethany Blackstone, Dean, Honors College
Fletcher Linder, Associate Provost and Dean, University Studies
4. Deans Roundtable
Michael Busing, Dean, College of Business
Bethany Nowviskie, Dean, Libraries
Jeff Tang, Interim Dean, College of Integrated Science and Engineering
Traci Zimmerman, College of Arts and Letters
5. Curriculum Updates*
Paula Maxwell, Associate Vice Provost for Curriculum
6. Faculty Handbook 2025-2026 Updates
Sarah Brooks, Professor, College of Visual and Performing Arts
Sam Prins, Dean, College of Science and Mathematics

*Action Required

THE COMMONWEALTH OF VIRGINIA THE VISITORS OF JAMES MADISON UNIVERSITY

Minutes of the Academic Excellence Committee

The Academic Excellence Committee met on Thursday, February 13, 2025, in the Highlands Room of the Festival Conference and Student Center at James Madison University. Nicole Palya Wood, Chair, called the meeting to order at 1:07 p.m.

Present:

Bell, Dickie
Bolander, Jeff
Galati, Tom

White, Jack
Wood, Nicole Palya

Others:

Anderson, Robin, Academic Unit Head, Graduate Psychology
Apple, Kevin, Associate Dean, College of Health and Behavioral Studies
Bartley, JoLynne, Associate Director of Children and Youth Services, IIHHS
Bonham, Julie, Program Director, Occupational Therapy
Choshi, Modjadji, Associate Professor, Nursing
Cook, Caroline, Speech-Language Pathology MS program
Decker, Alyssa, Clinical and School Psychology PsyD program
Eckstein, Samantha, Psychological Sciences MA program
Kolvoord, Bob, Interim Provost and Vice President for Academic Affairs
Lovell, Sharon, Dean, College of Health and Behavioral Studies
Maxwell, Paula, Associate Vice Provost for Curriculum
Plitt Donaldson, Linda, Associate Dean of CHBS and Director for IIHHS
Secrist, Julianne, Assistant Professor, Nursing

Approval of Minutes

On motion by Jeff Bolander and seconded by Tom Galati, the Academic Excellence Committee minutes of November 7, 2024, were approved.

Academic Affairs Divisional Update

Provost Bob Kolvoord began his remarks by recognizing the recent passing of Communication Sciences and Disorders faculty member Dr. Chris Clinard. The provost reported progress made on the five Academic Affairs priorities for the year. The anticipated deliverables for three of the five priorities were achieved, and work continues as planned for reform of the core curriculum and implementation of Reengineering Madison.

College of Health and Behavioral Studies

Sharon Lovell, Dean of the College of Health and Behavioral Studies, gave brief remarks then introduced three speakers to highlight different aspects of the college's initiatives. Associate Dean and Director of the Institute for Innovation in Health and Human Services, Linda Plitt Donaldson, provided an overview of the institute, its worth to the community, and its local use of grant funding. A faculty panel described IIHHS's outreach and engagement locally



**Board of Visitors
February 13, 2025**

and throughout the commonwealth. Robin Anderson, Graduate Psychology Academic Unit Head, highlighted the value of work-based learning in health and behavioral clinics for students and future practitioners, the community, and the commonwealth. A panel of graduate students shared their clinic experiences and the benefits of these programs. Associate Dean Kevin Apple shared the college's initiative to promote student success through a course for students facing academic suspension and its success in initial offerings.

Curriculum Proposals

Paula Maxwell, Associate Vice Provost for Curriculum, presented two curriculum proposals for board approval. A new graduate degree program, the Master of Arts in Physical and Health Education Teacher Education (PHETE), would target already licensed K-12 teachers who want to switch their content area to PHETE. There is no equivalent program in Virginia. The curriculum would add one new course to currently existing courses and would require no new funding. SCHEV is offering expedited approval for this type of program because education is a critical need area, and the degree would be effective Summer 2025.

On motion by Tom Galati and seconded by Jeff Bolander, the committee unanimously approved the new Master of Arts in Physical and Health Education Teacher Education.

The second proposal would elevate the existing major in Dance to a standalone degree and allow JMU to offer both a Bachelor of Arts and Bachelor of Fine Arts in Dance. No new funding is required as both degrees can be offered with existing staffing and minor course adjustments to current classes. The program change would be effective in Fall 2025.

On a motion by Jeff Bolander and seconded by Jack White, the committee unanimously approved the new Bachelor of Arts in Dance and Bachelor of Fine Arts in Dance.

Committee Charter Changes

The committee discussed proposed changes to their charter, most significantly the addition of research to AEC's responsibilities.

On a motion by Jeff Bolander and seconded by Tom Galati, the committee unanimously approved the proposed changes to their charter.

There being no further business, on the motion of Tom Galati and seconded by Jack White, the Academic Excellence Committee meeting adjourned at 2:31 p.m.

Respectfully submitted,

Nicole Palya Wood, Chair

David C. Kirkpatrick, Secretary to the Board



**Board of Visitors
February 13, 2025**

Academic Affairs Divisional Update

Bob Kolvoord
Interim Provost and Vice President



General Education Renewal

Bethany Blackstone, Dean, Honors College
Fletcher Linder, Associate Provost and Dean, University Studies



BOARD OF VISITORS



What is General Education?

- Feature of US higher education
- Builds skills valued by employers
- Required by The Southern Associate of Colleges and Schools Commission on Colleges (SACSCOC)
- Norms and variables



JMU's Current General Education Program

Madison Foundations

critical thinking (PHIL, BUS)
oral communication (SCOM)
writing (WRTC)

American and Global Perspectives

American (HIST, POSC)
global (ECON, ANTH)

Sociocultural and Wellness

sociocultural (PSYC, SOCI)
wellness (HTH, KIN)

The Natural World

quantitative reasoning (MATH)
physical principles (PHYS, CHEM)
natural systems (BIO, GEOL)
lab experience

Arts and Humanities

human questions and contexts
(REL, HIST)
visual and performing arts (ART,
MUS)
literature (ENG)



JMU's Current General Education Program

- Leader in student-learning-outcome based programs
- 30 years old
- Reviews suggest we invest in renewal



General Education Renewal at JMU





Themes Emerging from Faculty Recommendations

- Received **115 recommendations** from faculty members
- Emerging themes
 - **Competencies**
 - Examples: Communication, New Literacies, Civic Engagement
 - **Pedagogies**
 - Examples: Career Preparedness, Interdisciplinary Learning, Experiential Learning
 - **Structure and Operations**
 - First-Year requirements, Upper-Level requirements

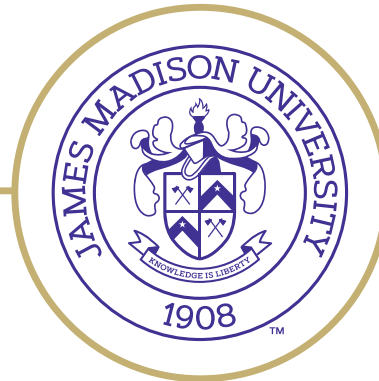
Deans Roundtable

Michael Busing, Dean, College of Business

Bethany Nowviskie, Dean, Libraries

Jeff Tang, Interim Dean, College of Integrated Science and Engineering

Traci Zimmerman, Dean, College of Arts and Letters



Curriculum Updates

Paula Maxwell, Associate Vice Provost for Curriculum



BOARD OF VISITORS



Graduate Degree Program Discontinuation

BOARD OF VISITORS



Master of Arts (MA) Degree in Art

- Rationale for Discontinuation
 - Low enrollment (one student)
- Enrollment

Year	Graduates
2024-25	1 (expected to graduate August 25)
2023-24	0
2022-23	1 (graduated August 23) One student enrolled for six years; dismissed in Fall 23
2021-22	1 (graduated August 22)
2020-21	1 (graduated August 21)



Master of Arts (MA) Degree in Art

- Effective Date
 - No new students may enroll for Fall 2025 or beyond
 - No teach out plan needed (last student scheduled to graduate August 2025)
 - Academic Excellence Committee Action Requested
 - Approval to discontinue the MA degree designation in Art



New Graduate Certificate Program

BOARD OF VISITORS



Graduate Certificate Program in Entrepreneurship and Leadership in the Arts and Design

- Purpose
 - Responds to industry and student interest in a program that enhances knowledge of the intersect between the arts and entrepreneurship.
 - Provides a bridge to career and professional opportunities for students.
 - Responds to current needs and allows for a nimble response to the ever-changing nature of the arts, business, and the socio-economic and cultural situations that impact these areas of study.



Graduate Certificate Program in Entrepreneurship and Leadership in the Arts and Design

- Curriculum
 - Online delivery

Required Courses

ARTE 520. Leadership and Community Engagement in the Arts and Design	3
ARTE 530. Business and Marketing in the Arts and Design	3
ARTE 620. Ethics and Legal Practices in the Arts and Design	3
ARTE 720. Arts Integration: Interdisciplinary Project Creation	3
<hr/>	
	12



Graduate Certificate Program in Entrepreneurship and Leadership in the Arts and Design

- Enrollment Projections
 - 18 per cohort
 - No direct impact on CVPA graduate-level enrollments
- Duplication in Virginia

University	Degree Offered	Delivery
Old Dominion University	Arts Entrepreneurship Graduate Certificate	On campus
George Mason University	Arts Management MA graduate program	On-campus
	Dual Art History and Arts Management MA	On-campus
	Undergraduate minor in Arts Management	On-campus



Graduate Certificate Program in Entrepreneurship and Leadership in the Arts and Design

- Resources
 - Self-sustaining program (via School of Professional and Continuing Education)
 - CVPA has earmarked resources (up to \$17,000) to assist in funding start-up costs of the certificate
- Effective Date
 - Fall 2025, pending SCHEV approval



Graduate Certificate Program in Entrepreneurship and Leadership in the Arts and Design

- Academic Excellence Committee Action Requested
 - Approval of proposed Graduate Certificate in Entrepreneurship and Leadership in the Arts and Design

Faculty Handbook 2025-2026 Updates

Sarah Brooks, Professor, College of Visual and Performing Arts
Samantha Prins, Dean, College of Science and Mathematics



BOARD OF VISITORS



Charge of Committee

- Proposing substantive and organizational changes to the Faculty Handbook
- Meeting regularly throughout the process with various constituencies of the university community, including open forums for the entire campus community and meetings with smaller constituencies
- Providing regular updates to the University community



Membership Composition of the Committee

- Goal to include the widest stakeholder group possible, expanded to 18 members
 - Three appointed faculty senators
 - Eight elected faculty
 - Two deans, one academic unit head (AUH), and one associate vice provost (AVP), appointed by the Provost.
 - Three ex-officio members



Process to Date

June-October 2024	<ul style="list-style-type: none">■ Finalize membership through elections■ Feedback on current handbook solicited through email■ Style best practices developed■ Approval process developed
November-December 2024	<ul style="list-style-type: none">■ Stakeholder/Faculty fora held to solicit feedback on current handbook■ Additional feedback solicited through email
February-May 2025	<ul style="list-style-type: none">■ 5-week draft cycles by three subcommittees, with full committee feedback



Summary of Feedback Received

- Types of submissions:
 - procedural and standards changes
 - clarification
 - language alteration
 - process and policy alignment
- Topics garnering more feedback:
 - grievance and misconduct
 - faculty search procedures
 - faculty evaluation and expectation
 - faculty ranks and contracts



Process to Completion

May 2025	First draft to faculty for feedback
Summer 2025	Incorporate feedback into second draft
August-September 2025	Feedback on second draft solicited through email and fora
October 2025	Incorporate feedback into third draft
November 2025-January 2026	Approval process begins
February 2026	Board of Visitors review



Philosophies/Guiding Principles

- Focus on content, with style left to the technical writer
- Content clarity for readers
- Process transparency and clarity
- Remove redundancy with JMU policies
- Multiple touchpoints for feedback



Faculty Handbook Committee Members

- **Sarah Brooks, Professor** (Co-Chair, Faculty Senate)
College of Visual and Performing Arts
- **John Burgess, Associate Vice Provost**
Faculty Affairs and Curriculum
- **Gianluca De Fazio, Associate Professor**
College of Arts and Letters
- **Liz Edwards, Academic Unit Head**
College of Health and Behavioral Studies
- **Samar Fitzgerald, Instructor** (Adjunct Faculty)
College of Arts and Letters
- **Scott Gallagher, Associate Dean**
College of Business
- **Steven Garren, Professor**
College of Science & Mathematics
- **Rubén Graciani, Dean**
College of Visual and Performing Arts
- **Steven Harper, Professor**
College of Integrated Science and Engineering
- **Michael Klein, Professor** (Ex Officio: Technical Writer)
University Studies
- **Jill Lassiter, Assistant Professor** (Faculty Senate)
College of Health and Behavioral Studies
- **Lauren Mullen, Lab Director** (Professional Faculty)
College of Health and Behavioral Studies
- **Michael O'Fallon, Associate Vice Provost** (Ex Officio: Policy)
Faculty Affairs and Curriculum
- **Sam Prins, Dean** (Co-Chair)
College of Science and Mathematics
- **Meg Sander, Associate University Counsel** (Ex Officio: Counsel)
Office of University Counsel
- **Eileen Shifflett, Senior Lecturer** (RTA Faculty)
College of Business
- **Brian Sullivan, Education Librarian**
Libraries, University Studies
- **Kris Wiley, Associate Professor** (Faculty Senate)
College of Education

THE COMMONWEALTH OF VIRGINIA THE VISITORS OF JAMES MADISON UNIVERSITY

Advancement and Engagement Committee

Thursday, April 10, 2025

Allegheny Room

2:45 p.m.

Agenda

1. Approval of Minutes – February 13, 2025*
2. Funds Raised to Date
Alex Marinelli, Duke Club Director of Major Gifts
Jeff Gilligan, Associate Vice President for Development
3. VP Updates
 - Madison Trust
 - CRM
 - Sibs and Kids DayNick Langridge, Vice President for University Advancement
4. Giving Day
Karen Risch Mott, Associate Vice President for Constituent Engagement
Liz Fravel, Senior Associate Director of Annual Giving
5. Enrollment Marketing Update
Chris Meyers, Senior Director of Enrollment Marketing
6. Women for Madison Update
Cannie Graham, Associate Vice President for Collaboration, Engagement, Leadership and Philanthropy
Meghan Schenker-Fulcher, Assistant Director of Women for Madison
7. Principal Giving Family Business Symposium
Miriam Bradley, Assistant Vice President for Principal Giving
Callie West, Associate Director of Principal Giving

*Action Items

THE COMMONWEALTH OF VIRGINIA THE VISITORS OF JAMES MADISON UNIVERSITY

Minutes of the Advancement and Engagement Committee

The Advancement and Engagement Committee met on Thursday, February 13, 2025. Mr. Michael Stoltzfus called the meeting to order at 2:45 p.m.

PRESENT:

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

OTHERS PRESENT:

Boals, Ryan, Associate Director of Corporate and Foundation Relations
Bradley, Miriam, Associate Vice-President for Principal Giving
Carter-Hoyt, Malika, Vice President for Diversity, Equity and Inclusion
Combs, Carrie, Senior Director of Corporate and Foundation Relations
Conley, Erin, Associate Director for Regional Programming
Fravel, Elizabeth, Assistant Director of Annual Giving
Gilligan, Jeff, Associate Vice President for Development
Jordan, Debbie, Associate Vice President for Advancement Information Services
King, Charles, President, James Madison University
Langridge, Nick, Vice President, University Advancement
Marinelli, Alex, Duke Club Director of Major Gifts
Ogwara, Dioma, JMU Student
Perrine, Andy, Associate Vice President, Marketing and Branding
Polglase, Paula, Director of Alumni Relations
Smith, Sheila, Associate Vice President, Advancement Planning and Operations
Stoaks, Caroline, JMU Student
Vass, Mary Hope, Assistant Vice President, University Communications
Zakaria, Teo, JMU Student

APPROVAL OF MINUTES

The minutes of the November 7, 2024 meeting were brought before the committee and approved as presented on a motion by Terrie Edwards, seconded by Nicole Palya Wood.

FUNDRAISING REPORT

For Athletics Giving, Alex Marinelli reported that \$2.2M has been given in FY25 with donor numbers up at 6,503, up significantly from the same time last year. The Annual Fund, which covers the Proud and True fund and Duke Club Seat contributions is currently at \$1.2M

For University-Wide Giving, Jeff Gilligan shared that as of February 4 \$18.6M has been given. In addition, total conditional (estates and bequests) and non-charitable giving is at \$5M compared to \$2.4M during the same period last year.

VICE PRESIDENT'S UPDATE

In his vice presidents report, Nick Langridge shared about JMU giving day, which features the theme of "Give Like a Duke" and is quickly approaching on February 27. A record 24,586 Dukes gave to JMU in FY24, and over 5,000 gave on Giving Day. JMU has a great track record of success in broad-based giving on giving day and we hope that all board members will find a JMU fund that holds special meaning for them to support on the 27th.

Nicole Wood made a motion to slightly revise the charter for the advancement and engagement committee by removing a reference to Federal Relations. Federal relations is periodically addressed in the administration and finance committee. The Advancement & Engagement Committee then voted to approve this revision. Her motion was seconded by Terrie Edwards with all being in favor.

IMPACT OF SCHOLARSHIPS

We next enjoyed a panel of three students who shared their experiences as scholarship recipients, and how their time at JMU has proven to be transformative, positioning them for exciting futures ahead.

ALUMNI CHAPTERS AND AFFINITY PROGRAMS

The committee heard from Paula Polglase and Erin Conley, who provided an overview of the Alumni Chapters program. We currently have 40 active regional and affinity chapters. The Alumni Relations office provides resources to chapters including chapter structure, event management and marketing support.

MADISON TRUST

Carrie Combs and Ryan Boals told the committee that Madison Trust is an exclusive chance to gain an insider's view of JMU's best faculty-and staff-led projects (funding up to \$25K):

- Ten projects selected to present at the event, with philanthropic investors engaging with presenters.
- Investors evaluate projects for potential funding, with many committing \$5,000 or more.
- Event scheduled for March 14, 2025, from 9:15 a.m. to 4:30 p.m. in the Festival Board Room.

BEING THE CHANGE PODCAST

Andy Perrine, Associate Vice President of University Marketing & Branding presented on the successful launch of the Being The Change podcast, the new official podcast of JMU brought to you by Madison Magazine. After 18 episodes, the podcast has over 7200 listens and listenership continues to grow with each new episode.

The meeting adjourned at 4:16 p.m.

Respectfully submitted,

Michael Stoltzfus, Chair

David C. Kirkpatrick, Secretary to the Board

Advancement and Engagement Committee

April 10, 2025



BOARD OF VISITORS

Funds Raised to Date

Alex Marinelli
Duke Club Director of Major Gifts

Jeff Gilligan
Associate Vice President for Development



BOARD OF VISITORS

Duke Club Report

Dollar Amounts and Donor Counts as of:
March 4, 2025



By Fiscal Year YTD

	2021	2022	2023	2024	2025
Duke Club Seat Contribution	\$232,253	\$497,473	\$852,144	\$574,655	\$830,030
Proud and True Fund	\$1,178,060	\$1,744,574	\$1,889,533	\$1,944,868	\$1,741,086
Athletics Restricted	\$224,621	\$241,465	\$635,802	\$846,778	\$910,930
Athletics Capital	\$886,684	\$397,674	\$276,055	\$137,874	\$43,222
Athletics Endowed	\$121,138	\$157,130	\$224,391	\$190,648	\$518,359
Event Contribution Restricted	\$1,650	\$0	\$13,632	\$29,651	\$0
Total	\$2,644,405	\$3,038,316	\$3,891,558	\$3,724,474	\$4,043,626

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

Current FY Annual Fund Dollars*: \$2,571,116

Athletics Annual Fund FY Goal: \$4,900,000

Percent of Goal: 52%

Total Unique Athletics Donors by Fiscal YTD

Includes unique households

2021	2022	2023	2024	2025
2,365	3,225	4,187	5,889	7,256



Funds Raised to Date
Compressed
07/01/2024 - 03/18/2025

Provided by:
AIS/Data Analysis & Reporting



Fund Raised Program - Compressed	FY 2025	FY 2024	FY 2023	FY 2022	FY 2021
Principal Giving/Strategic Gifts	\$8,947,479	\$4,072,104	\$3,746,890	\$4,475,744	\$7,791,709
Corp/Found	\$6,684,960	\$4,837,346	\$9,309,790	\$11,066,125	\$2,985,515
All Athletics Charitable	\$3,127,302	\$3,156,654	\$3,534,015	\$3,767,283	\$2,037,832
Annual Giving	\$2,271,270	\$2,346,423	\$2,043,411	\$2,444,330	\$2,032,641
Organization Annual Gifts	\$417,956	\$408,158	\$340,753	\$308,011	\$265,026
Matching Gifts	\$299,340	\$281,955	\$262,307	\$304,981	\$330,169
Realized Planned Gifts	\$1,766,442	\$6,467,306	\$513,118	\$325,460	\$769,513
Above Sub-Total - Total	\$23,514,750	\$21,569,946	\$19,750,284	\$22,691,935	\$16,212,405
WMRA Gifts	\$548,950	\$536,882	\$514,807	\$538,290	\$524,218
WMRA Total - Total	\$548,950	\$536,882	\$514,807	\$538,290	\$524,218
Above - Total	\$24,063,700	\$22,106,829	\$20,265,090	\$23,230,225	\$16,736,623
Conditional Pledges	\$5,738,001	\$2,065,002	\$3,782,000	\$6,655,412	\$18,516,215
Non-charitable Sponsorship Commitments	\$7,911	\$61,043	\$13,632	\$0	\$1,650
Athletics Non-charitable Gifts	\$583,368	\$594,483	\$866,693	\$516,256	\$235,978
Below Sub-Total - Total	\$6,329,280	\$2,720,528	\$4,662,326	\$7,171,668	\$18,753,843
Below - Total	\$6,329,280	\$2,720,528	\$4,662,326	\$7,171,668	\$18,753,843

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



Pipeline

As of March 20, 2025

Pre solicitation: 121 proposals = \$56,158,504

Solicitation proposals: 163 proposals = \$45,592,671

Closed Major Gifts: 138 for \$22,860,172

Vice President Updates

Nick Langridge
Vice President for University Advancement



BOARD OF VISITORS



Madison Trust

CRM

Sibs and Kids Day

BOARD OF VISITORS

Giving Day

Karen Risch Mott
Assistant Vice President for Constituent Engagement



BOARD OF VISITORS



GIVE LIKE A DUKE

Feb. 27, 2025

jmu.edu/givingday

Why Giving Day?

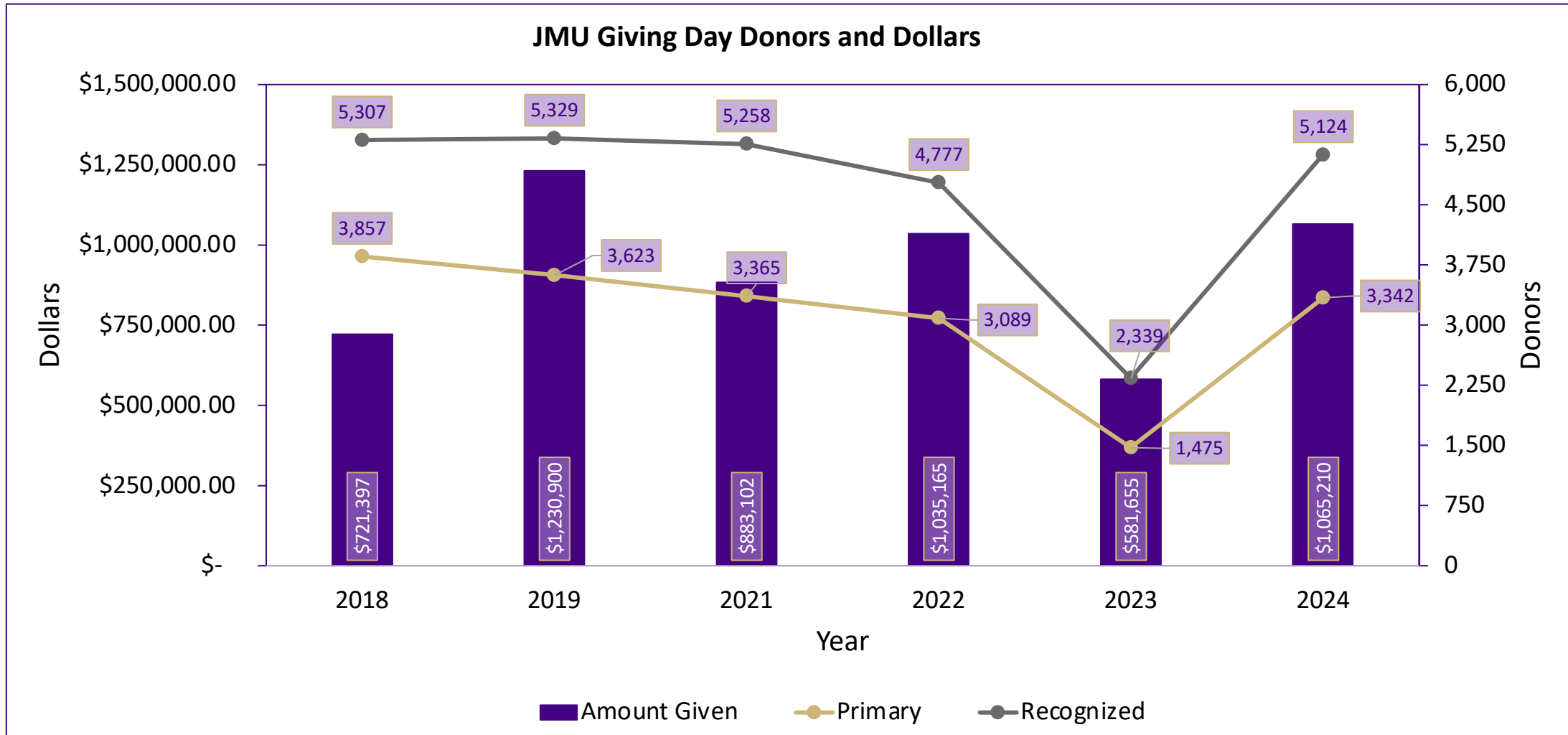


Our annual 24-hour fundraising sprint:

- Attracts new donors and develops the **donor pipeline**,
- **Celebrates** the JMU community, and
- Demonstrates the **power of giving** together.

Bonus: It's fun!

2018-2024 Performance





GIVE LIKE A DUKE

Thursday, February 27, 2025

Public Goal: 3,475

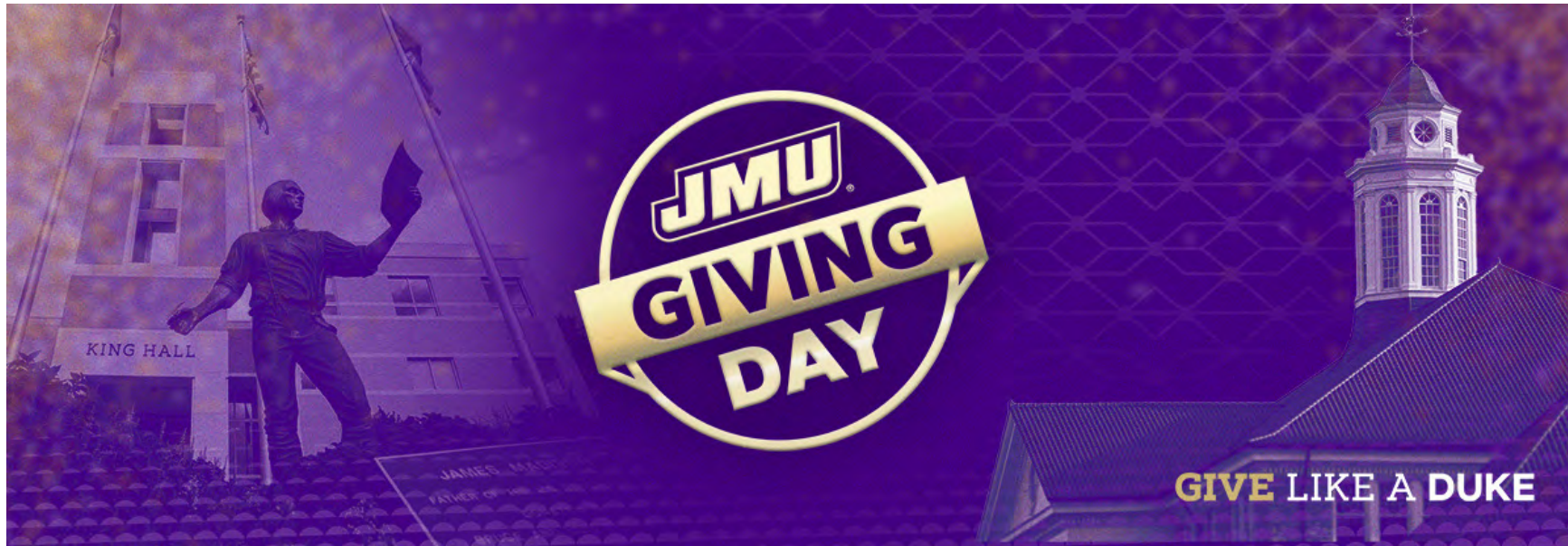
4% Increase in Primary Donors

Private Goal: \$1.08M

2% Increase in Dollars

- Giving Day Challenges = \$500K
- Early Contributions ≈ \$15K

Results



BOARD OF VISITORS

GIVING DAY 2025: WAY TO GO, DUKES!

Preliminary Results*

Primary Donors: 3,659

Up 9.49% compared to 2024

Amount Contributed: \$1,233,459

Up 15.79% compared to 2024

**All results reported in this presentation are as of midnight on 2/27/25. Final numbers (including recognizing soft-credit donors) are still being updated at the time of this report.*





What drove results?

Matches and Challenges

8 group gifts + 10 major gifts + 14 day-of:
\$128,594.55 + 249,500 + 10,575 = **\$387,169.55**
31% of Total Dollars

Early Giving

Total (excluding challenges): **\$158,457.25**
Largest gift: \$100,000
12.8% of Total Dollars

Day-of Giving (includes 14 day-of challenges)
3,309 donors/\$677,458.75
Largest gift: \$10,000
90.4% of Primary Donors

Peer-to-Peer

152 Advocates: 420 gifts, \$63,905

TOP 10 FUNDS

1. **Marching Royal Dukes**, 686 gifts/\$64,387
2. **Proud and True**, 250 gifts/\$85,664
3. **Dukes Pay It Forward Scholarships**,
245 gifts/\$31,840
4. **Carrier Library Campaign**, 206 gifts/\$45,973
5. **Madison Vision Fund**, 148 gifts/\$26,538
6. **JMU Washington Semester**, 135 gifts/\$9,676
7. **Women for Madison**, 112 gifts/\$16,466
8. **JMU Club Tennis**, 106 gifts/\$1,851
9. **JMU Dance Squad**, 91 gifts/\$6,785
10. **Parents Council Endowment for Scholarships**,
86 gifts/\$9,060

Top 10 = Giving Online 2/27/25

Does not include offline or early gifts, nor matches and challenges

Promotion



BOARD OF VISITORS

On Campus (2 weeks)

I ♥ JMU (new for students)

- Thank a Thousand Dukes (Feb. 5, ~~12~~, 19)
- ~~Countdown to Giving Day: Philanthropy Carnival (Feb. 19)~~
- Something Big (starts Feb. 19)

Banners & Signs

Mad Money Boxes

Cookies!

Late Night Breakfast



JMU Everywhere

- 3-month lead up
- social media ads
- e-mail messages
- e-newsletters, e.g. *Madison Update* and *Family Newsletter*
- direct mail
- print advertising (*Madison Magazine*)





Online: 24 Hours



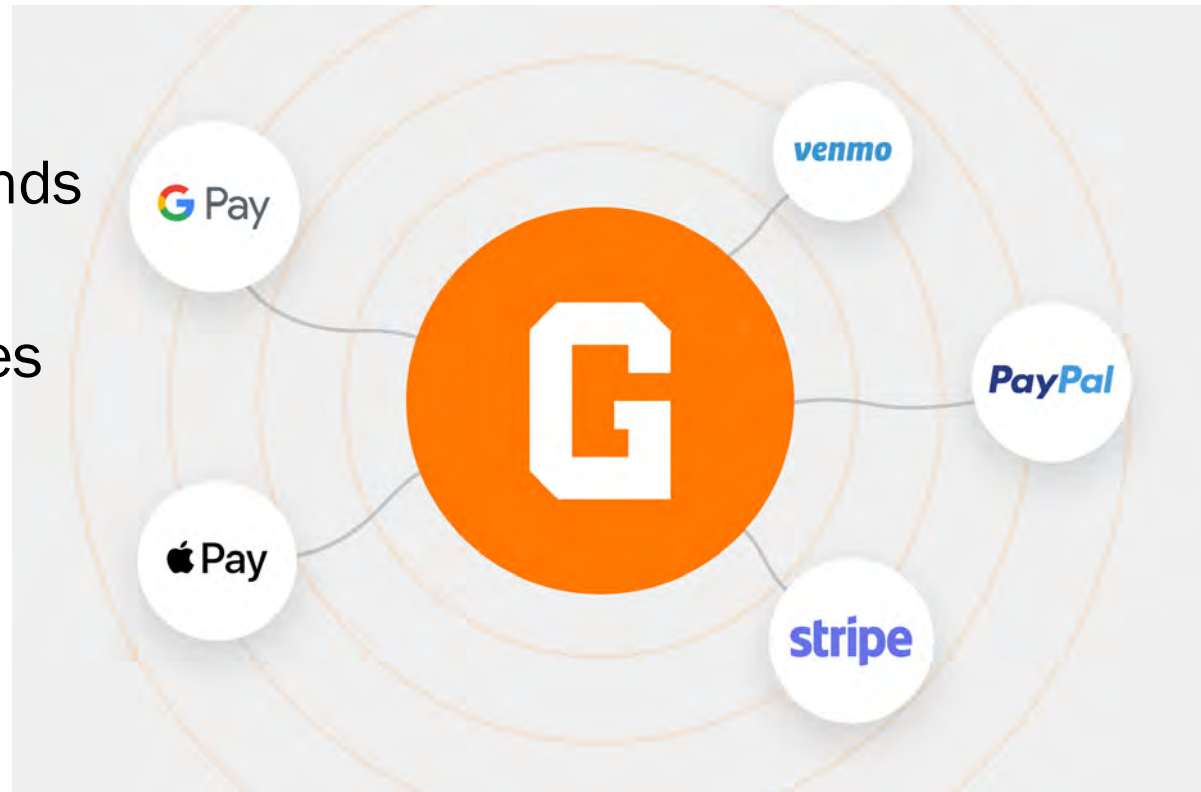
BOARD OF VISITORS



jmu.edu/givingday

New GiveCampus Social Fundraising Platform

- 63 featured funds + more funds available
- Real-time progress: challenges and matches
- Digital wallet options:
51% of gifts made on 2/27





A video player showing a man and a woman walking through a large, modern library space. The text "Carrier Library Project Tour" is overlaid on the video. The video player includes a play button, a progress bar, and a timestamp of 05:21. A "JMU GIVING DAY" logo is visible in the bottom right corner of the video frame.

209
Donors

\$65,993
Donated

This campaign was funded on February 28, 2025!

https://youtu.be/63SEtBXAM_8



Enrollment Marketing Update

Chris Meyers
Senior Director of Enrollment Marketing

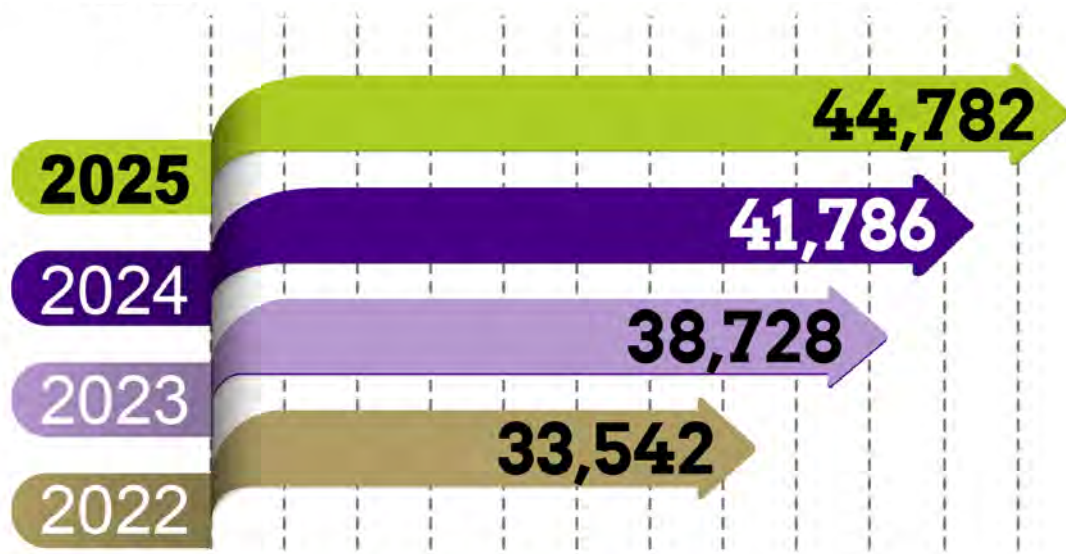


BOARD OF VISITORS



BOARD OF VISITORS ○

Undergraduate Applications



- 7% increase in total apps from 2024
- 20% increase in out-of-state apps from 2024
- 4,134 unique schools
- 50 states, Washington, D.C., Puerto Rico
- 119 countries

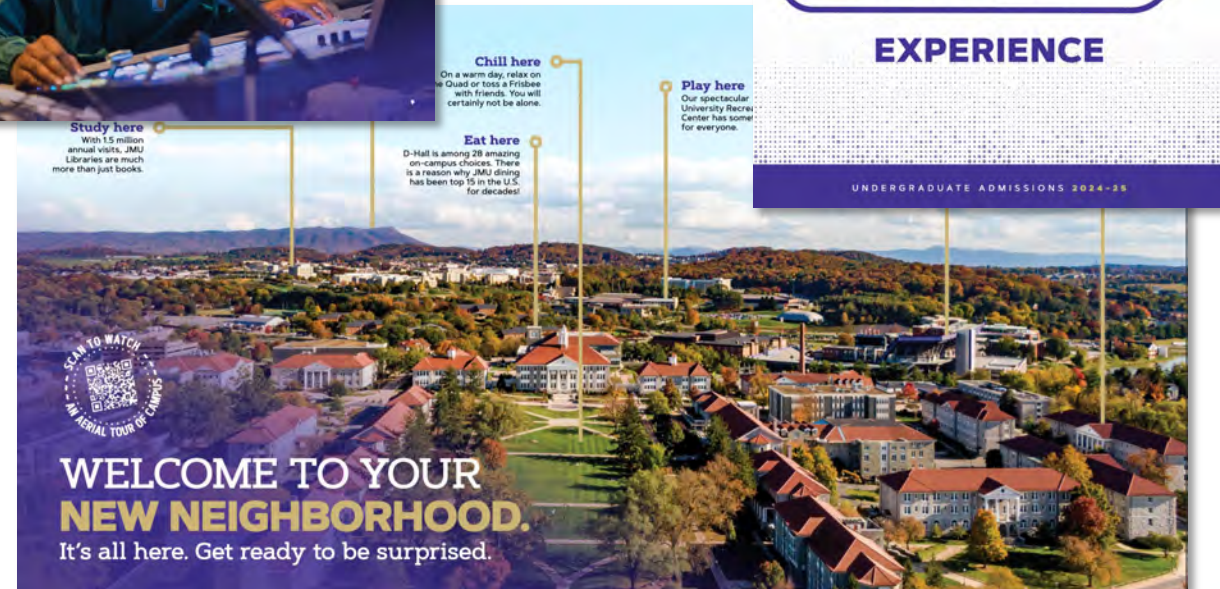


“ Once again, JMU continues to show that we are an institution to watch. ”

Melinda Wood

Vice President, Enrollment Management

Undergraduate Recruitment Materials



Undergraduate Digital Marketing

Fall 2024 Prospect Campaigns



12.8M

13M in 2023

IMPRESSIONS

The number of times ads were seen on screen

78K

55K in 2023

CLICKS

The number of times our target audience went to crafted landing pages and microsites on jmu.edu

8.6K

6K in 2023

CONVERSIONS

The number of actions taken on jmu.edu, new leads and new inquiries

Niche Partnership



Listing Results

- 354,207 listing impressions
- 306,555 remarketing impressions
- 14,073 remarketing clicks

Profile Results

- 182,113 profile views
- 11,100 clicks to jmu.edu
- 26,673 student inquiries

Enrollment Results

- 1,958 of enrolled freshmen were active on Niche during their search



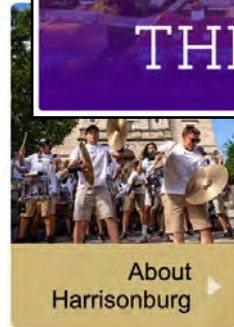
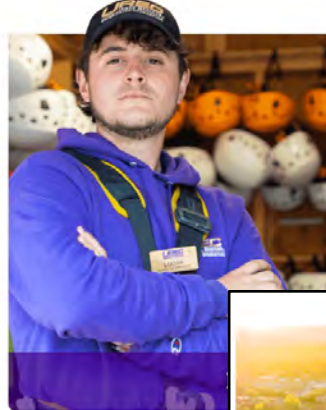
VIRGINIA

Niche Market Report 01/01/2025 - 02/28/2025

Most Viewed All College Profiles

SCHOOLS	VIEWS
Virginia Tech (<i>Partner</i>) BLACKSBURG, VA	44,205
University of Virginia CHARLOTTESVILLE, VA	32,574
James Madison University (<i>Partner</i>) HARRISONBURG, VA	32,166
Liberty University (<i>Partner</i>) LYNCHBURG, VA	22,624
William & Mary (<i>Partner</i>) WILLIAMSBURG, VA	20,133
University of Richmond (<i>Partner</i>) RICHMOND, VA	19,043
Washington and Lee University (<i>Partner</i>) LEXINGTON, VA	15,834
George Mason University (<i>Partner</i>) FAIRFAX, VA	13,601
Virginia Commonwealth University (<i>Partner</i>) RICHMOND, VA	7,623

Website Experience



 **JAMES MADISON UNIVERSITY**



START YOUR JMU EXPERIENCE.

Apply to JMU

Apply early action by **November 1st** or regular decision by **January 15th**. There are two application options to choose from and you only need to submit one. Choose the option that works best for you.

Common App ▶

JMU ApplyWeb ▶

130+
Undergraduate Academic Programs

#10
of 1,373 Best College Campuses in America
—Niche.com, 2025

400+
Clubs and Organizations

We care. We celebrate hard work. We cheer for our Dukes. We learn from each other. We are family. We're all about giving you room to grow. **Your best awaits you.**

Digital Map and Virtual Tours



Digital Map

97,970 total users (7.6% increase)

Virtual Tours

5,337 total users (50% increase)

Tour Experiences

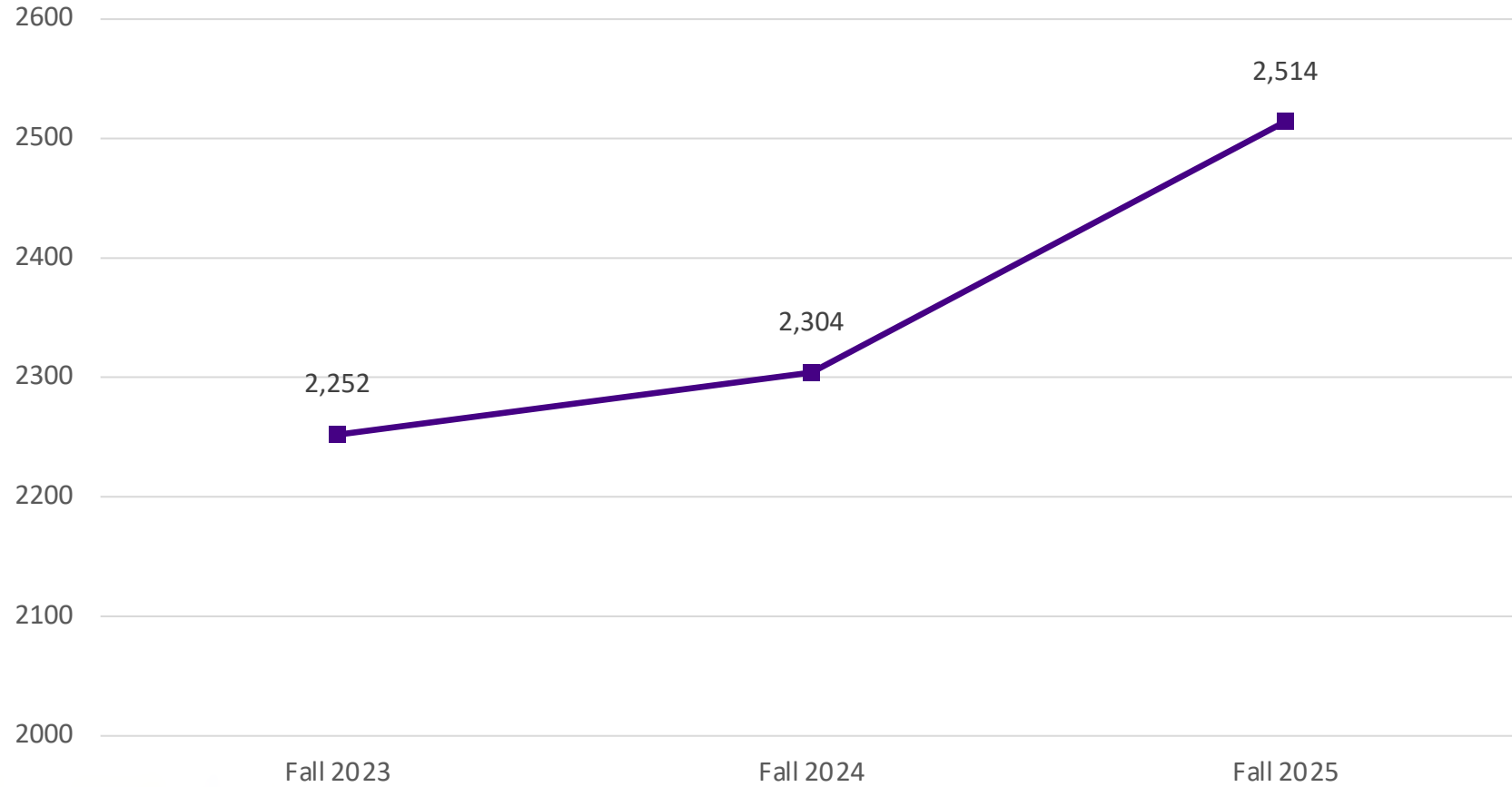
- 360 Immersive
- East Campus
- West Campus
- Business
- Health & Behavioral Studies
- Visual & Performing Arts



map.jmu.edu

Graduate School Applications

As of March 20



BOARD OF VISITORS



Graduate School Guide



Free digital
download after
form submission

Get Your Guide:

Request Your Free Guide

* Required

Please complete this form for an instant download.

* First Name

* Last Name

* Email

Get the Insider's Guide

Our Insider's Guide to Graduate School will walk you through the process of considering master's or doctoral education, finding the right university, preparing a competitive application, and experiencing graduate school life.

[DOWNLOAD YOUR GUIDE](#)

AN INSIDER'S GUIDE TO GRADUATE SCHOOL

Finding the right program, getting in and succeeding

The cover of the 'AN INSIDER'S GUIDE TO GRADUATE SCHOOL' booklet, featuring a purple background and a photo of students in a classroom.

Women for Madison Update

Cannie Campbell
Associate Vice President for Collaboration, Engagement, Leadership and
Philanthropy

Meghan Schenker-Fulcher
Assistant Director of Women for Madison



BOARD OF VISITORS



WOMEN FOR
Madison

Women for Madison

Who are we?



Annual Giving Society with an Engagement Focus

- *We focus on the collective giving power of alumni, family and friends.*
- *We use our collective giving power to support student scholarships. We are Women for All of Madison.*
- *Different levels of giving make it accessible to all.*





Women for Madison: Volunteer Board

Women for Madison has a volunteer board called the Executive Advisory Council. It is made up of:

- *Alumni, parents, friends, and faculty/staff of the University*
- *Currently we have 45 members*
- *Our Focus: involving and informing others, and investing in the University*



Women for Madison: Recent Event Highlights



- *Women for Madison has hosted 13 events from August till present day.*
- *Our events range from tabling at homecoming and family weekend, circles that are hosted by our EAC members, and collaborative events with Duke Club, Alumni Association, and other partners across campus .*
- *Attendance for these events range from 24 people to 160 people.*

Recent Event Highlights



WOMEN FOR MADISON
WASHINGTON CENTER CIRCLE RECAP



Women for Madison: Money raised to date for this current cycle 23-25



Women for Madison: Raising Money for Student Scholarships



"Every time I leave JMU, my cup is full. Every single time. My giving is simply an overflow of that feeling of gratitude."

— Barbara Bouldin ('87, '20P)

Women for Madison harnesses the power of women and their networks to focus on meaningful involvement and bold investment in the Madison Experience. JMU women open doors for future generations of Dukes!



We are Women for All of Madison. Our scholarships go to any student.

BOARD OF VISITORS

Women for Madison: Faculty and Staff Collaboration



Women for Madison collaborated with Dr. Bethany Blackstone and Dr. Margaret Mulrooney in the fall to co-teach the GILD class (Gender in Leadership Development)

Class goals:

- *Explored theories of leadership*
- *Built networks and connections with the Executive Advisory Council*
- *Emphasized the importance of diversity and inclusion in leadership*



Women for Madison introduces....the Citrine circle



The Citrine Circle was created to:

Engage GOLD graduates and current Seniors

Educate young alumni on the power of giving and philanthropic efforts

Develop a pipeline for the Amethyst Circle



Women for Madison Upcoming SUMMIT

HER Story, YOUR story, OUR story



Weekend full of networking, interesting workshops, philanthropy awards and a celebratory event.

Our speakers are faculty members, parents, students and alumnae.

Topics will range from healthcare, advertising, technology, hospitality, higher education and coaching.



BOARD OF VISITORS ○

Principal Giving Family Business Symposium

Miriam Bradley
Assistant Vice President for Principal Giving

Callie West
Associate Director of Principal Giving

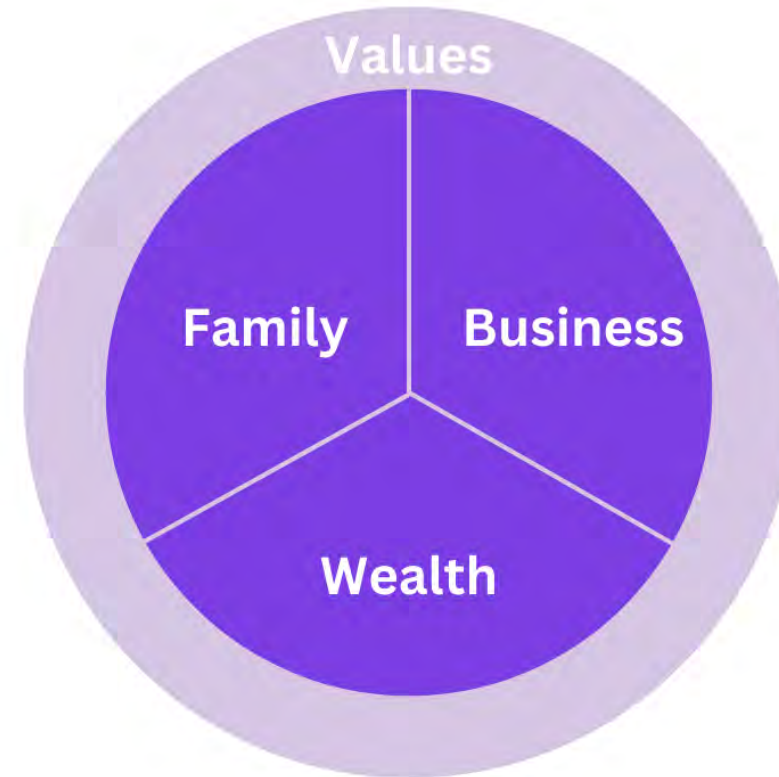


BOARD OF VISITORS



Origins of the event

- Conversations with high-net-worth individuals in multi-generational family businesses
- Need to a holistic approach to understand their philanthropy





Who's the audience?

- Multi-generational family businesses
- Connected to JMU
- Not focusing on outside experts this year
- Fall into the 'Principal Giving' category



Symposium Content

- Partnering with a working group (COB faculty rep)
 - Successfully transferring leadership
 - Maintaining core values to catalyze growth
 - Developing the next generation of leaders
 - Case study and mediation techniques
- Will be generated from attendees sharing from their own experience



Logistics

- Friday, November 7, 2025
- One-day event
- On-campus
- 25-35 attendees (small group of students will join for the last topic)
- Time for networking and relationship building

THE COMMONWEALTH OF VIRGINIA THE VISITORS OF JAMES MADISON UNIVERSITY

Athletics Committee
Thursday, April 10, 2025
Festival, Ballroom B
2:45 p.m.

Agenda

1. Approval of Minutes – February 13, 2025*
2. Sports Update (JMU/Conference/NCAA)
Matt Roan, Director of Athletics
3. Title IX Participation Report
Jennifer Phillips, Senior Associate A.D., Student-Athlete Development/SWA
4. Student-Athlete Focus
Cassidy Clements, Assistant A.D., Student-Athlete Leadership Program
5. Ticket & Strategic Revenues Update
Brad Burgess, Associate A.D. for Ticketing and Strategic Revenues
6. Development Report
Scooter Renkin, Associate A.D. for Development
7. Future Agenda Items
Matt Roan, Director of Athletics

*Action Required



Board of Visitors
April 10, 2025

THE COMMONWEALTH OF VIRGINIA THE VISITORS OF JAMES MADISON UNIVERSITY

Minutes of the Athletics Committee

The Athletics Committee met on February 13, 2025, in Ballroom B of the Festival and Student Center. The meeting was called to order at 2:45 p.m. by Dickie Bell, Chair.

Present:

Bell, Dickie, Chair
Eiland, Joanie
Rexrode, Dave
Smith, Steve C.
White, Jack

Others:

Angel, Mark, Associate Vice President, Finance
DeSantis, Brandon, Associate AD, Integrated Health & Sports Performance
Funkhouser, Savanna, Associate Director, Government Relations
Hall, Hollie, Associate V.P. and Dean of Students
Knight, Jack, University Counsel
LaPorta, Stephen, Associate A.D., Governance & NIL Strategy
Lough, Denise, Assistant A.D. for Administration and Operations
Mitchell, Bruce, Associate Vice President of Accessibility & Belonging
Polglase, Geoffrey, Deputy Director of Athletics
Phillips, Jennifer, Senior Associate A.D. for Student-Athlete Development/SWA
Read, Caitlyn, Assistant Vice President of Government Relations
Renkin, Scooter, Assistant A.D. for Development
Roan, Matt, Director of Athletics
Secrist, Trey, Assistant Director, Multimedia Strategy, University Communications
Soenksen, Roger, Faculty Athletics Representative
Warner, Kevin, Associate A.D. for Communications and Strategic Initiatives

Prior to adopting the minutes from November 7, 2024, Mr. Bell called for a motion to approve the minutes. It was moved by Dave Rexrode and seconded by Joanie Eiland to approve the minutes of the November 7, 2024, meeting of the Athletics Committee.

Sports Update

Matt Roan, Director of Athletics provided an Athletics update. James Madison Athletics continues to excel both competitively and academically. JMU teams have compiled an 94-67-11 cumulative record for a .578 winning percentage. Field Hockey captured the Mid-American Conference regular season championship, earning the right to host the championship in 2025. James Madison will serve as host to the 2025 Sun Belt Conference Outdoor Track & Field Championships in May, which affords an opportunity to showcase JMU and the Harrisonburg community, while providing a boost to the local economy. JMU cheerleading finished fourth out of 13 teams in the UCA College Nationals Small Coed Division I-A Game Day category, which was a jump from 15th the previous year. Lacrosse begins the season ranked 18th in multiple preseason rankings. Mr. Roan reminded the Committee that football renewals have started, while basketball reseating and reparking would begin soon.

Academically, 146 student-athletes earned academic honors for the 2024 fall term: 108 on Dean's List, 38 on President's List, and 24 with 4.0 GPA. Further, 198 student-athletes earned AD's Scholar-Athlete honors (3.0 GPA in consecutive semesters).

Mr. Roan then provided a Conference update, including the new Women's Basketball NCAA Revenue Fund, which offers a financial benefit to leagues for participation in the NCAA Women's Basketball tournament. Mr. Roan provided an update on the SBC's CFP standings. Mr. Roan shared that the full football schedule should be announced soon. Athletics looks forward to partnering with its campus partners to announce Family Weekend and Homecoming dates. Mr. Roan shared other scheduling changes at the Conference level: the SBC eliminated Conference scheduling for Men's and Women's Tennis beginning in 2026 (all teams will participate in the Championships); Indoor Track and Field Championships will stay in Birmingham through 2028; to match a newly-adopted NCAA women's soccer playing season, the women's soccer schedule will stretch from seven weeks to eight weeks for the 2025 season. James Madison will participate in its final SBC Swimming & Diving Championship on February 18-22, before transitioning to the American Athletic Conference as an affiliate member next year.

At the National level, the Pavia waiver (a temporary waiver granted by the NCAA to former junior college (JUCO) players allowing an extra season of eligibility) was discussed, in addition to the consideration of a five-year eligibility clock, which would better define a student-athlete's ability to complete five playing seasons. Finally, Mr. Roan shared the recommendation to redesign the Division I decision-making structure; a proposal will be submitted to the NCAA Board of Directors later this summer. Sun Belt Commissioner, Keith Gill, sits on that Board. After a brief discussion and questions from the Committee Members, Mr. Roan concluded his update.

Intercollegiate Athletics Program Report (APA Audit)

Mark Angel, Associate Vice President, Finance noted that this year's audit was conducted by Forbis, LLP, and that the audit is based upon procedures in accordance with the attestation standards established by the AICPA. The report presented a summary of the findings from the recent APA Audit conducted on the JMU Athletics Program; this report is required by the NCAA. In following the reporting guidelines set forth by the American Institute of Certified Public Accountants, the report revealed JMU's numbers; the Total Operating Revenue for FY 2024 for the Department, was roughly \$76.4M, with \$55.5M collected from student fees, while the Total Operating Expenses for FY24, were \$76.4M, with roughly \$10.8M providing aid to students. It was reported that JMU's Subsidy Percentage for FY24 was 53% (\$57.3M), below the 55%-subsidy threshold standard set forth by the Cox Bill for all NCAA Division I-A Institutions. When JMU transitioned to the Sun Belt Conference, its subsidy threshold dropped from 70% to 55%; the General Assembly has allowed for a five-year transition to meet the newly defined 55% threshold. JMU is held to a higher degree of financial accountability than other non-Virginia institutions due to parameters set forth by the Commonwealth of Virginia through the Cox Bill. It was reported that the Audit approved the University's reporting processes of the data and yielded no management recommendations for the University. With no questions from the Committee, Mr. Angel concluded his update.

Student-Athlete Disciplinary Report

Geoff Polglase, Deputy Athletics Director provided an overview of the 2023-2024 student-Athlete Disciplinary Report. The report provided a summary of the judicial violations, sanctions and disciplinary actions incurred by student-athletes for 2023-2024, as required by the General Assembly, noting that three judicial charges occurred by one student-athlete. The report referenced that in addition to sanctions and disciplinary actions imposed by the Court System and JMU's Office of Student Accountability Restorative Practices (OSARP), JMU coaches have the autonomy to enforce additional penalties, including removal from

the team, scholarship reductions, additional community service obligations, program suspensions, scrimmage suspensions, and team program strikes. With no questions from Committee Members, Mr. Polglase concluded his update.

Student-Athlete Health and Wellness Update

Brandon DeSantis, Associate A.D. for Integrated and Health Performance offered an overview of the Integrated Health & Sports Performance Department at JMU, which consists of Sports Medicine (16 Certified Athletic Trainers—1:35 Ratio is the best in the Sun Belt; Chief Medical Officer and Physician Assistant (male and female providers) and five Orthopedic Physicians contracted through UVA Orthopedics); Strength and Conditioning (11 Strength and Conditioning Coaches across four primary facilities, Student partnerships with JMU Kinesiology and Affiliated Sites); Sports Nutrition (Two Registered Dietitian Nutritionists, one Fellow Registered Dietitian across four operational fueling zones, and Student internship partnerships with JMU Undergrad Dietetics, Graduate Applied Nutrition); and Sports Psychology (One Director of Sports Psychology and Doctoral students). Mr. DeSantis stressed that Strategic Planning, Collaboration and a focus on best practices in each area are at the forefront of the department and driving decisions impacting care for student-athletes. Further, Mr. DeSantis highlighted collaboration across campus with other campus liaisons to provide care for student-athletes. The Integrated Staff continues to focus on policy updates and best practices in each area that increase the level of care provided to each student-athlete and ensure compliance with the required NCAA Division I Health and Safety Attestation. Chairman Bell welcomed Mr. DeSantis to JMU and praised the work of the Integrated Health Department. Following a brief discussion regarding the certification required by Athletics Trainers, Mr. DeSantis concluded his update.

Development Update

Scooter Renkin, Associate Athletics Director for Development provided a fundraising update. The “Diggin’ Dukes” Campaign, which is a 24-hour online giving campaign focused on sports-specific giving, completed its second year in December 2024, raising \$479,493, through 1,688 Donors (34% Alumni; 22% Friends; 18% Former Student-Athletes; 9% Faculty/Staff; 6% Students). The three top gift programs included Lacrosse, Proud and True and Cheerleading. The Annual Fund (Proud and True Fund) sits at \$1.38M; total Donor count is at 6,709, and overall Athletic Fundraising has reached \$3.1M. Mr. Renkin shared that Football season ticket renewals began last week, and that Men’s and Women’s Basketball’s renewal process begins next week. He highlighted that JMU Giving Day is February 27, 2025, and referenced that many gifts made that day are in the form of ticket renewal. Following questions from Committee Members, Mr. Renkin concluded his update.

Led by Chairman Bell’s closing remarks, Mr. Roan concluded the meeting by asking the Committee members for feedback concerning future agenda items they would like to be considered.

There being no further business, Dickie Bell, Chair, then called for a motion to adjourn. It was moved by Steve Smith and seconded by Joanie Eiland. The meeting was adjourned at 3:41 p.m.

Respectfully submitted,

Dickie Bell, Chair

David Kirkpatrick, Secretary to the Board

Athletics Committee

April 10, 2025



BOARD OF VISITORS

Sports Update - JMU, Conference, NCAA

Matt Roan, Director of Athletics



BOARD OF VISITORS

Competitive Success



- As of 3/23/2025:
 - JMU teams have compiled an **143-106-11** cumulative record for a **.571** winning percentage
 - Swimming & Diving repeated as SBC Champions
 - Men's Basketball finished in a four-way tie for the SBC regular season crown and earned the #2 seed in the SBC tournament
 - Women's Basketball went 18-0 in SBC play and was a #1 seed (among First Four Out of NCAA tournament) in WBIT, set program records for regular season wins (27) and overall wins (30), and have thus far advanced to the quarterfinals of the WBIT as the highest remaining seed
 - Extended Head Coach Sean O'Regan through 2030-31 season
 - Lacrosse with #14 ranking in latest IWLCA poll

Cox Bill



- Background:
 - HB 1897 passed in 2015 and intended to hold down student fees
 - Developed a formula for determining the level at which schools are subsidizing their college athletics programs with student fees;
 - Capped the level at which schools could subsidize their programs through student fees; and
 - Requires any student fee increase to be matched with an increase in athletics-generated revenue on a percentage basis (over a five-year average).
 - Penalty for non-compliance could result in loss of financial and administration operations authority.

Cox Bill



- Since:
 - We have seen incredible change within intercollegiate athletics
 - 750 changes (some mandated, some recommended) that have driven up costs
 - For student-athlete mental and physical health alone, the NCAA has recently required the following enhancements to our operations:
 - Must ensure medical personnel with training in the diagnosis and treatment of concussions are present at all practice and competitions in contact/collision sports
 - Must provide a pathway for full-time clinical services of a licensed mental health professional exclusively dedicated to serving student-athletes
 - Provide medical coverage for athletic-related injuries for a minimum of two years post-graduation or eligibility
 - Provide financial assistance for out-of-pocket medical expenses for a student-athlete
 - Empower health care administrator to effectuate the NCAA's guidance, policy, and legislation regarding the mental and physical health of student-athletes
 - Comprehensively review/audit health and safety support services at least once every four years

Cox Bill



- Since (cont'd.):
 - About \$3.5M spent annually on student-athlete mental and physical health
 - Also changes in Personnel, Scholarships, Recruiting, Awards and Benefits, Financial Aid, Career Counseling, and Compliance
 - We have substantially grown our self-generated revenue from ticket sales, donations, and other sources
 - Additionally, we always look at operational efficiencies



Cox Bill

- 2025 General Assembly Strategy:
 - Along with UVA and VT, we sought code changes in the 2025 General Assembly session that would have brought immediate relief. The proposed changes would have:
 - Allowed us to exclude certain expenditures from our spending caps;
 - Changed the current formula requiring programs match increases in fee revenue with athletics revenue on a percentage basis (to a ratio or dollar for dollar); and
 - Required J-LARC to conduct a study of intercollegiate athletics and the applicable code section to understand where it could pose current and future challenges.

Cox Bill



- Outcome:
 - SB1217, patroned by Senator Deeds, addressed the above and passed the Senate unanimously; however, the bill did not survive the House
 - With the support of leadership, we anticipate bringing the bill forward again in the 2026 session along with our P4 colleagues

House vs. NCAA



- Final approval hearing was held April 7th
- First payment for back damages is currently scheduled for mid-May
- NCAA bylaws will need to be changed to reflect any settlement terms, no later than effective date of July 1
- Responsibility for implementing and enforcing settlement will fall primarily to five defendant conferences (A5) and NCAA
 - Settlement Implementation Committee

Title IX Participation Report

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



BOARD OF VISITORS



Interests and Abilities

- **Regulatory Requirement**

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

- **JMU meets requirement through Test 1: Participation Count**

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

Test 1: Participation Count



SPORTS	AY 2024-2025 PARTICIPANT COUNT
MEN	
Baseball	41
Basketball	17
Football	119
Golf	9
Soccer	36
Tennis	8
TOTAL	230
WOMEN	
Basketball	17
Field Hockey	24
Golf	8
Lacrosse	35
Soccer	36
Softball	24
Swimming/diving	27
Tennis	10
Track/CC	21
Track/Indoor	45
Track/Outdoor	45
Volleyball	16
TOTAL	308

Recommendation #1 / Test 1: JMU should continue to focus on compliance with Test 1 Substantial Proportionality by developing a plan that will maintain compliance when NCAA roster caps are implemented.

Recommendation #2 / Test 2: With the history of eliminating sports, it will be difficult for JMU to meet Test 2 requirements. However, JMU should continue to monitor the growth of women's sports / NCAA Emerging Sports and the addition of sports by SBC and peer athletic programs.

Recommendation # 3 / Test 3: It is not recommended that JMU conduct a Student Sport Interest Survey at this time. JMU should monitor sport participation for club and intramural sports, high school sports in the geographical recruitment area, monitor the growth of current NCAA Championship Sports and NCAA Emerging Sports, and the addition of sports by peer institutions, especially SBC institutions. Once the House Settlement is confirmed and roster caps and unlimited scholarships are implemented, JMU may need to consider the addition of a women's sport and should conduct the Sport Interest Survey at that time to determine what sport the female students are interested in participating in at the varsity, intercollegiate level.



Test 1: Participation Count

TEST 1 – PROPORTIONALITY CALCULATIONS		
	AY 2022-2023	%
Male Enrollment	8577	43.4%
Female Enrollment	11140	56.3%
Total	19492	100.00%
Male Participants	230	42.8%
Female Participants	308	57.3%
Total	533	100.00%
FINDINGS	1.0% difference, favoring women	

Test 1 – Proportionality Findings

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

Title IX



- ATHLETIC FINANCIAL ASSISTANCE (SCHOLARSHIPS)
- Institutions must provide reasonable opportunities for awards of financial assistance for members of each sex in proportion to the number of students of each sex participating in athletics. [34 C.R.F. Section 106.37(c)]. On July 23, 1998, OCR issued a letter to the General Counsel of Bowling Green University in response to a request concerning allowable differences between the rates of participation and the rates of the awards of athletic financial assistance. OCR took the position in this letter that a difference in excess of 1% must be justified by nondiscriminatory reasons or a violation of 34 C.F.R. Section 106.37(c) resulted.
- AY 2024-2025 there was a 2.0% difference between the male and female participation rates and the percentage of athletics aid provided to men and women. The 2.0% difference is 1.0% in excess of the 1.0% allowed by the OCR. JMU provides the NCAA Financial Aid maximum number of scholarships to all men's and women's teams. Team rosters were reviewed, and it appears that the difference is based on fluctuations in participation rates, in particular walk-on (non-scholarship) participation rates for women's teams and in-state and/or out-of-state scholarships, which are nondiscriminatory reasons.

Title IX



	FINANCIAL ASSISTANCE CALCULATIONS	
Athletic Financial Aid	AY 2024-25	
Men	\$4,871,585	49.9%
Women	\$4,899,257	50.1%
TOTALS	\$9,770,842	100%
Participants	AY 2024-25	
Men	223	47.9%
Women	243	52.1%
TOTALS	536	100%
% Difference (Favoring Men)	2.0%	
	1.0% above 1.0% OCR allowance.	



	SUMMER SCHOOL ATHLETICS AID, COA, ALSTON, NIL				
SPORT	Sum 2023	Sum 2024	COA		ALSTON
MEN			# SA	TOTAL \$	
Baseball	8	6	31	\$23,150	JMU has not developed a policy and has not distributed Alston monies.
Basketball	9	15	13	\$63,662	
Football	75	97	109	\$168,000	
Golf	3	2	9	\$9,000	
Soccer	7	6	13	\$9,800	
Tennis	4	3	8	\$9,000	
WOMEN					
Basketball	15	15	15	\$76,622	
Field Hockey	10	13	22	\$24,000	
Golf	3	1	9	\$12,200	
Lacrosse	13	13	33	\$24,000	
Soccer	8	8	26	\$29,550	
Softball	4	10	19	\$24,000	
Swimming / Diving	4	10	31	\$28,300	
Tennis	2	8	9	\$18,000	
Track and Field / CC	6	7	20	\$25,960	
Volleyball	8	9	15	\$24,000	
TOTALS MEN	106	129	183	\$282,612	
TOTALS WOMEN	73	94	199	\$286,632	
					NIL Collectives: Teamwork's Exchange and Montpelier Collective. JMU has an NIL Policy, and it is in accordance with the State of Virginia NIL Law.

Comments/Recommendation(s): The Provision of Financial Assistance (Scholarships), summer school, COA, Alston, and NIL is equivalent.

Findings and Recommendations



- **Recommendation #1:** While marketing and promotions appears to be equivalent, JMU should consider providing more game day promotions for women's swimming and men's / women's tennis.
- **Recommendation #2:** Social media communications should be reviewed for all teams during out-of-season times when coaches are recruiting. Increases in posts for recruiting purposes should be considered or have takeover days for those head coaches to post recruiting content using Creative Services templates / graphics.
- **Recommendation #3:** The equipment room hours and staffing in Godwin should be reviewed. Consideration should be given to expanding the hours and assigning staff that can work the expanded hours. The staff should develop a schedule for sending apparel to the screen printer / embroiderer in the summer when it is received. Obviously, Fall sports (FB, WVB, WFH, WSO, MSO, WCC) should be sent first but ensure that all other teams receive completed apparel prior to the first day of practice in the Fall.
- **Recommendation #4:** The Women's Golf budget should be reviewed because the head coach stated that it had not been increased in six years and he had to cut out some items because the cost of items had increased.
- **Recommendation #5:** The head coaches of four women's teams (Golf, Softball, Volleyball, Swim/Dive) stated that their recruiting budgets were not sufficient to recruit on and off campus. The sport administrator for each team should discuss recruitment needs and expenses and determine if increases should be made.

Proposed Roster Cap Maximums & Recommended Roster Limits



	TEST 1 – SUBSTANTIAL PROPORTIONALITY ANALYSIS w/ROSTER				
	CAPS				
	ROSTER CAP MAX		RECOMMENDED		
SPORT	Men	Women	Men	Women	
Baseball	34	N/A	34	N/A	
Basketball	15	15	15	15	
Field Hockey	N/A	27	N/A	24	
Football	105	N/A	105	N/A	
Golf	9	9	9	8	
Lacrosse	N/A	38	N/A	30	
Soccer	28	28	28	28	
Softball	N/A	25	N/A	25	
Swim/Dive	N/A	30	N/A	25	
Tennis	10	10	10	8	
Track-CC	N/A	17	N/A	17	
Track-Indoor	N/A	45	N/A	40	
Track-Outdoor	N/A	45	N/A	40	
Volleyball	N/A	18	N/A	18	
TOTALS	201	307	201	278	
PARTICIPATION	39.6%	60.4%	42.0%	58.0%	
ENROLLMENT	43.1%	56.9%	43.1%	56.9%	
DIFFERENCE	-3.5%	3.5%	-1.1%	1.1%	
FAVORING WOMEN-Substantial Proportionality Compliance					

1. Based on AY 24-25 FT Undergraduate Enrollment

Male	8,370	43.1%
Female	<u>11,056</u>	56.9%
Total	19,426	

1. The 1.1% difference between participation and enrollment rates favors women, which does not indicate discrimination against men.

1. Since COVID years, universities are struggling to grow enrollment. JMU would need to continue to monitor that growth and adjust women's rosters accordingly.
- If women's enrollment continues to grow, a difference greater than 2.0% favoring women could be considered discrimination against men in today's participation/financial assistance climate.
 - The addition of a men's team may become a reality.

Recommended Athletic Participation & GIA Equivalencies



	ATHLETIC PARTICIPATION & GIA EQUIVALENCIES CALCULATIONS					
	PARTICIPATION		EQUIVALENCIES	GIA Targets		EQUIVALENCIES
SPORT	Men	Women	MEN	Men	Women	WOMEN
Baseball	34	N/A	13	\$546,000	N/A	N/A
Basketball	15	15	15	\$630,000	\$630,000	15
Field Hockey	N/A	24	N/A	N/A	\$504,000	12
Football	105	N/A	85	\$3,570,000	N/A	N/A
Golf	9	8	4.5	\$189,000	\$336,000	8
Lacrosse	N/A	30	N/A	N/A	\$630,000	15
Soccer	28	28	9	\$378,000	\$588,000	14
Softball	N/A	25	N/A	N/A	\$588,000	14
Swim / Dive	N/A	25	N/A	N/A	\$588,000	14
Tennis	10	8	4.5	\$189,000	\$336,000	8
Track-CC	N/A	N/A	N/A	N/A	N/A	N/A
Track-I	N/A	N/A	N/A	N/A	N/A	N/A
Track-O	N/A	40	N/A	N/A	\$924,000	22
Volleyball	N/A	18	N/A	N/A	\$546,000	13
TOTAL	201	221	131	\$5,502,000	\$5,670,000	135
Participation	47.6 %	52.4%		49.2%	50.8%	
Difference	1.6%			-1.6%		
	1.6% difference, Favoring Men. 0.6% above 1.0% allowed by OCR.					

NOTES:

Given the significant increases to women's financial aid limits, it could be argued that the 0.6% difference does not indicate discrimination in awarding GIAs to women's teams,

Increasing Football to 105 GIAs would increase the difference to 4.2% above the 1.0% allowed. Women's GIAs would need significant increases.

A 3-year phase-in plan would be accepted by OCR.

\$42,000 avg in/out state scholarship was used in the calculations.

Student-Athlete Focus: The Transformative Student-Athlete Experience

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



BOARD OF VISITORS



Dukes Lead: The Transformative Student-Athlete Experience

- Career Readiness
 - Annual Networking Events, Dukes Mentor Dukes, 1:1 Career Coaching
- Community Service
 - Individualized Tracking, Team-Based Projects, Department-Wide Events
- Human Development
 - Rookie Symposium, Team-Based Programs, Welcome Back Social
- Leadership Enhancement
 - Dukes Leadership Academy, RISE Women's Leadership Academy, Student-Athlete Advisory Committee (SAAC), Team-Based Programs



Dukes Lead: The Transformative Student-Athlete Experience

“It’s Everything.”

Kayleigh Reinke

Women’s Golf | Co-President, Student-Athlete Advisory
Committee

SAAC Update



- Accomplishments: 2024-25
 - Community Service Spotlight
 - Go Dukes, Go Vote!
 - SBC Nutrition Speaker Series
 - The Hidden Opponent
- Looking Ahead: 2025-26
 - Executive board voting process
 - Membership: Two voting reps per sport program, one trainee
 - Student-Athlete Organizations



Questions?



BOARD OF VISITORS

Ticket & Strategic Revenues Update

**Brad Burgess, Associate A.D. for Ticketing &
Strategic Revenues**



BOARD OF VISITORS



Ticketing Processes Overview

- Reseating and Reparking Timelines
 - Four-year cycle
 - Football
 - Cycle start 2023
 - Next full reseating and reparking process 2027
 - Basketball – Men's and Women's
 - Cycle start 2022
 - Next full reseating and reparking process 2025
 - Three-year cycle due to AUBC opening & wanting two years between football & basketball cycles
- Entry Process
- Pricing Evaluation and Establishment

2025 Football Renewal



2025 Football Season Ticket Renewals

Revenue Renewed
\$1,147,376 = \$588,625 + \$558,751

Revenue In

Revenue on Bill Plans

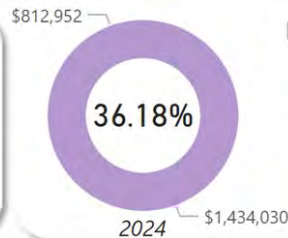
Season Tickets Renewed
Including Tickets on Bill Plans
3,637

Year to Date Comparisons

View:

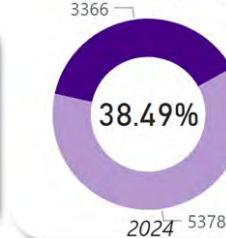
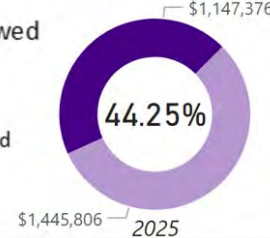
By Date

By Days After Launch



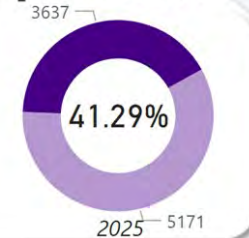
Revenue Renewed

● Renewed
● Not Renewed



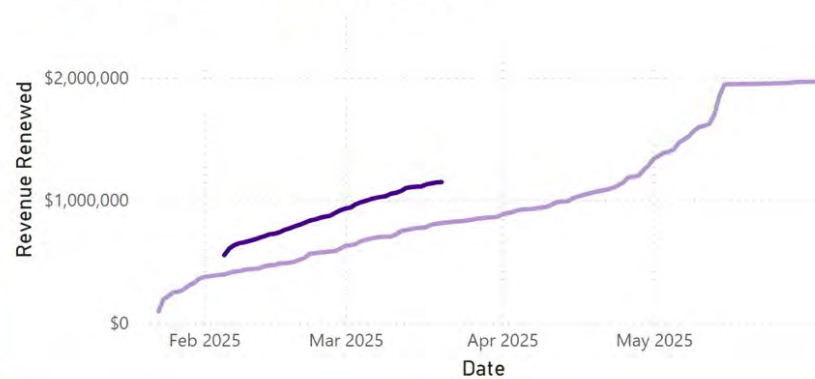
Tickets Renewed

● Renewed
● Not Renewed



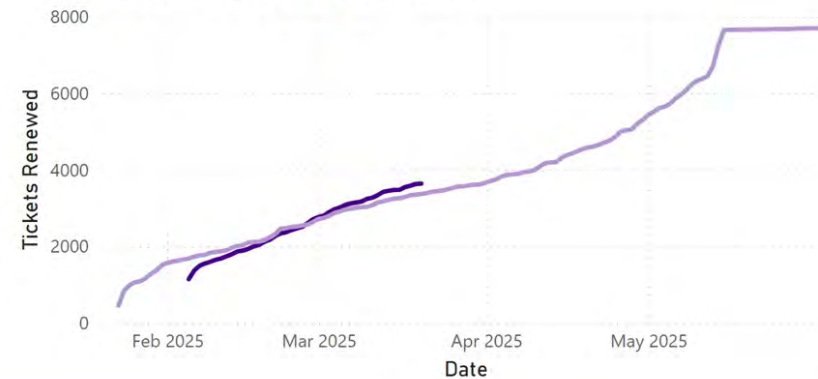
Cumulative Revenue Renewed

● Football 2024 ● Football 2025



Cumulative Tickets Renewed

● Football 2024 ● Football 2025



New Bridgeforth Stadium Premium Seating 2025



BOARD OF VISITORS ○

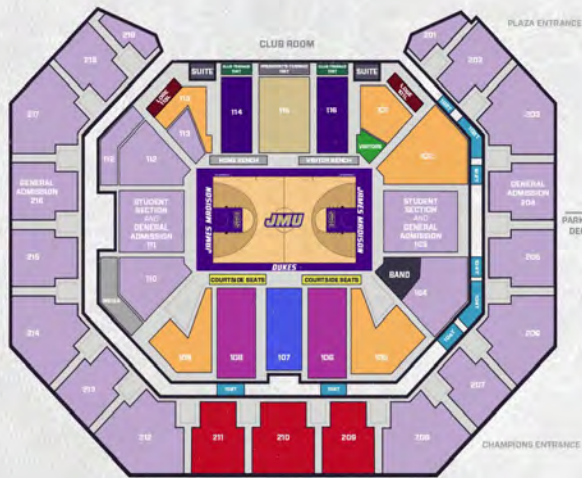
Men's and Women's Basketball 2025-2026 Season



2025-26 MEN'S BASKETBALL SEATING MAP & TICKET INFO



2025-26 WOMEN'S BASKETBALL SEATING MAP & TICKET INFO

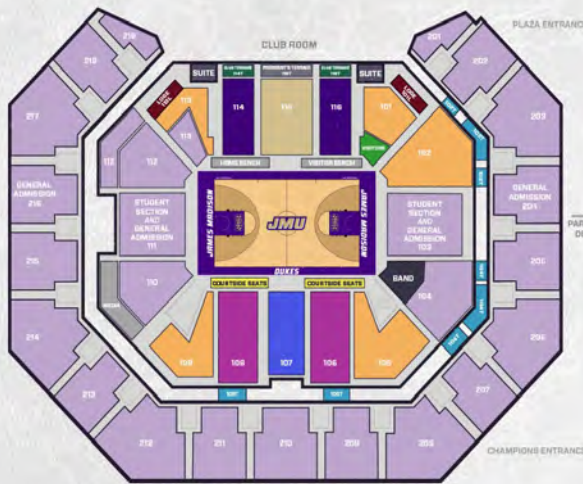


LOCATION	TICKET COST	DUKE CLUB SEAT CONTRIBUTION	TOTAL COST (TICKETS + DCC)
COURTSIDE SEATS	CALL THE JMU TICKET OFFICE AT (540) 568-3853		
CLUB TERRACE			
LOGE			
CLUB 1	\$415	+ \$350/SEAT	\$765/SEAT
CLUB 2	\$375	+ \$350/SEAT	\$725/SEAT
CONCOURSE TERRACE	\$245	+ \$100/SEAT	\$345/SEAT
PRIORITY 1	\$300	+ \$50/SEAT	\$350/SEAT
PRIORITY 1 DISCOUNT*	\$260	+ \$50/SEAT	\$310/SEAT
PRIORITY 2	\$270	+ \$50/SEAT	\$320/SEAT
PRIORITY 2 DISCOUNT*	\$235	+ \$50/SEAT	\$285/SEAT
LOWER RESERVED	\$245	--	\$245/SEAT
LOWER DISCOUNT*	\$210	--	\$210/SEAT
UPPER RESERVED	\$170	--	\$170/SEAT
UPPER DISCOUNT*	\$145	--	\$145/SEAT
FAMILY PLAN*	\$130	--	\$130/SEAT
GENERAL ADMISSION	\$130	--	\$130/SEAT
GA DISCOUNT*	\$115	--	\$115/SEAT
FAMILY PLAN*	\$100	--	\$100/SEAT

* This ticket discount applies to the following groups: Faculty/Staff, Seniors, Young Alumni, Military & First Responders

▲ Total Cost does not include additional processing fees finalized during checkout

● All family plans are required to purchase a minimum of 4 seats in order to receive the discount (\$ max. per account)



LOCATION	TICKET COST	DUKE CLUB SEAT CONTRIBUTION	TOTAL COST (TICKETS + DCC)
COURTSIDE SEATS	CALL THE JMU TICKET OFFICE AT (540) 568-3853		
CLUB TERRACE			
LOGE			
CLUB 1	\$170	+ \$50/SEAT	\$220/SEAT
CLUB 2	\$160	+ \$50/SEAT	\$210/SEAT
CONCOURSE TERRACE	\$115	+ \$25/SEAT	\$140/SEAT
PRIORITY 1	\$120	+ \$25/SEAT	\$145/SEAT
PRIORITY 1 DISCOUNT*	\$105	+ \$25/SEAT	\$130/SEAT
PRIORITY 2	\$110	+ \$25/SEAT	\$135/SEAT
PRIORITY 2 DISCOUNT*	\$95	+ \$25/SEAT	\$120/SEAT
LOWER RESERVED	\$100	--	\$100/SEAT
LOWER DISCOUNT*	\$90	--	\$90/SEAT
GENERAL ADMISSION	\$80	--	\$80/SEAT
GA DISCOUNT*	\$70	--	\$70/SEAT
FAMILY PLAN*	\$65	--	\$65/SEAT

* This ticket discount applies to the following groups: Faculty/Staff, Seniors, Young Alumni, Military & First Responders

▲ Total Cost does not include additional processing fees finalized during checkout

● All family plans are required to purchase a minimum of 4 seats in order to receive the discount (\$ max. per account)

Thank You!



Brad Burgess

Associate AD for Ticketing and
Strategic Revenue

Contact Information:

Email: burgesbd@jmu.edu

Cell: 540-478-2027

Athletic Ticket Office Atlantic Union
Bank Center



Development Update

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



BOARD OF VISITORS

Fundraising Update



By Fiscal Year YTD

	2021	2022	2023	2024	2025
Duke Club Seat Contribution	\$232,253	\$497,473	\$852,144	\$574,655	\$830,030
Proud and True Fund	\$1,178,060	\$1,744,574	\$1,889,533	\$1,944,868	\$1,741,086
Athletics Restricted	\$224,621	\$241,465	\$635,802	\$846,778	\$910,930
Athletics Capital	\$886,684	\$397,674	\$276,055	\$137,874	\$43,222
Athletics Endowed	\$121,138	\$157,130	\$224,391	\$190,648	\$518,359
Event Contribution Restricted	\$1,650	\$0	\$13,632	\$29,651	\$0
Total	\$2,644,405	\$3,038,316	\$3,891,558	\$3,724,474	\$4,043,626

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

Current FY Annual Fund Dollars*: \$2,571,116

Athletics Annual Fund FY Goal: \$4,900,000

Percent of Goal: 52%

Total Unique Athletics Donors by Fiscal YTD

Includes unique spouseholds

2021	2022	2023	2024	2025
2,365	3,225	4,187	5,889	7,256

**As of March 4, 2025*

Future Agenda Items

Matt Roan, Director of Athletics



BOARD OF VISITORS

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

Finance and Physical Development Committee
Thursday, April 10, 2025
Festival Board Room
7:00 p.m.

Agenda

1. Approval of Minutes* – February 13, 2025
2. Financial Review
Mark Angel, Associate Vice President, Finance
3. 2023-2024 Audit Review
Mark Angel, Associate Vice President, Finance
4. General Assembly Update
Caitlyn Read, Assistant Vice President, State Government Relations
5. 2025-2026 Proposed Tuition and Fees*
Towana Moore, Vice President, Administration and Finance
6. 2025-2026 Proposed Budget*
Towana Moore, Vice President, Administration and Finance

*Action Items

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

Minutes of the Finance and Physical Development Committee

The Finance and Physical Development Committee met on Thursday, February 13, 2025, at 1:00 p.m. The meeting was called to order by Mr. Steven Smith.

Present:

Smith, Steven - Chair
Caudle, Larry
Fiorina, Carly
Stoltzfus, Michael

Others:

Moore, Towana – Vice President, Administration and Finance
Allen, Dirron – Associate Vice President, Student Life and Involvement
Angel, Mark – Associate Vice President, Finance
Bryan, Robin – Associate Vice President, IT and CIO
Campbell, Kathleen – Director, Office of Residence Life
Cook, Jini – Director of Real Property and Space Management
Short, Craig – Associate Vice President, Business Services

On motion of Mr. Larry Caudle, and seconded by Mr. Michael Stoltzfus, the minutes of the November 7, 2024, meeting were approved.

Financial Review:

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

Annual Investment Review:

Mark Angel provided the committee with a listing of the university's investment portfolio as of December 31, 2024. Investments consist of a combination of certificates of deposit (CD's) as well as corporate bonds, with rates of return ranging from 2.52% to 6.0%.

Reengineering Madison Update:

Robin Bryan, Associate Vice President for IT and CIO, delivered an informative update detailing the progress so far and upcoming milestones for Reengineering Madison. Recent achievements include implementation of a tool called MyJMUData to promote transparency regarding use of JMU data, continued expansion of the use of the Constituent Relationship Management system by Advising, Student Success, and Orientation groups and selection of an events management add-in for the CRM. Upcoming actions are the implementation of the new identity and access management system in March, the selection and purchase of the new HR and Finance Platform, and the full rollout of the CRM to Advancement and Admissions.

Differentiated Housing Rates:

Dirron Allen, Associate Vice President for Student Life and Involvement, and Kathleen Campbell, Director of the Office of Residence Life, outlined the options to expand current use of differentiated room rates whereby rent is charged based on various factors such as amenities, location and size of space was discussed. Creating two new room rate categories would allow the university to generate additional revenue while still having one of the lowest rates in the Commonwealth for on-campus housing. The new room rate categories will be included in the room and board fee structure that will be proposed in April and if approved would take effect for the 2025-26 academic year.

Land Conveyance:

Jini Cook, Director of Real Property and Space Management detailed the proposed conveyance of two small parcels, one on Eastover Drive, and one at the intersection of Cardinal and Duke Drive to the university. The City of Harrisonburg has approved the conveyance of the parcels at no charge.

The conveyance is needed for the I-81 widening project and the necessary VDOT Right-of-Ways for the stormwater retention area. On motion by Michael Stoltzfus, seconded by Carly Fiorina, the committee unanimously voted to approve the land conveyance from the city of Harrisonburg.

Mr. Michael Stoltzfus made the following motion: "I move the Finance and Physical Development Committee go into closed session to discuss the following matters: pursuant to Virginia Code Section 2.2-3711A-3 of the Code of Virginia to discuss the acquisition/disposal of real property."

The motion was seconded by Mr. Larry Caudle, and the committee moved into closed session.

Following the closed session, Mr. Michael Stoltzfus stated the following:

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

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

Smith, Steven - Chair

Caudle, Larry

Fiorina, Carly

Stoltzfus, Michael

There being no further business the committee adjourned at 2:25 p.m.

Respectfully submitted,

Steven Smith, Chair

David Kirkpatrick, Secretary to the Board

Financial Review

Mark Angel
Associate Vice President
Finance



BOARD OF VISITORS

2024-25 Revenue Review



	FY2025					FY2024			
	Original Revenue Budget	Revised Revenue Budget	Actual Revenue as of 2/28/2025	Uncollected Budget Balance 2/28/2025	Percentage Collected as of 2/28/2025	Percentage Collected as of 2/29/2024	Original Revenue Budget	Revised Budget as of 2/29/2024	Actual as of 2/29/2024
Educational and General									
State General Fund Appropriations - Operations (2)	161,340,482	196,111,917	123,727,155	72,384,762	63%	59%	152,714,810	175,930,001	104,423,299
State General Fund Appropriations - Financial Aid	22,864,056	24,195,085	24,199,157	(4,072)	100%	100%	19,168,696	22,461,580	22,465,581
Tuition and Technology Fee (1)	269,752,833	266,014,314	268,789,151	(2,774,837)	101%	101%	258,665,315	257,494,499	260,799,343
Non General Fund Transfer to State (1)	-	(3,098,291)	(3,098,291)	-	100%	100%	-	(3,098,291)	(3,098,291)
Undergraduate and Graduate Application Fees	1,537,123	1,537,123	2,259,910	(722,787)	147%	134%	1,529,623	1,529,623	2,044,096
Miscellaneous Revenue	2,683,588	2,691,813	2,242,443	449,370	83%	89%	2,498,701	2,606,373	2,323,977
Total Education and General	458,178,082	487,451,961	418,119,525	69,332,436	86%	85%	434,577,145	456,923,785	388,958,005
Auxiliary Enterprises									
Dining Services	84,702,662	84,702,662	75,102,667	9,599,995	89%	91%	76,395,208	76,411,084	69,807,553
Retail Services	1,579,000	1,579,000	1,072,988	506,012	68%	59%	1,587,000	1,587,000	933,815
Residential Facilities	42,224,021	42,788,760	37,405,336	5,383,424	87%	88%	40,664,254	40,792,539	35,701,390
Parking and Transportation	8,199,895	8,254,895	8,315,165	(60,270)	101%	101%	8,136,784	8,150,034	8,198,569
Telecommunications	2,010,234	2,010,234	1,778,836	231,398	88%	90%	2,007,117	2,007,117	1,811,184
Health Center	6,918,129	6,918,129	6,647,277	270,852	96%	97%	6,726,580	6,726,580	6,558,330
Student Union and Student Services	8,371,990	8,371,990	8,154,404	217,586	97%	98%	8,366,266	8,366,266	8,205,423
Recreation Center	14,970,747	14,970,747	14,393,921	576,826	96%	97%	14,881,592	14,950,428	14,479,218
Athletics	67,713,034	68,644,134	62,957,585	5,686,549	92%	90%	63,981,972	69,958,652	62,818,294
Other	21,886,736	22,017,185	30,081,852	(8,064,667)	137%	143%	19,685,354	19,964,198	28,605,604
Total Auxiliary Enterprises	258,576,448	260,257,736	245,910,031	14,347,705	94%	95%	242,432,127	248,913,898	237,119,380
TOTAL REVENUE	716,754,530	747,709,697	664,029,556	83,680,141	89%	89%	677,009,272	705,837,683	626,077,385

(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 \$31,800,000 and \$23,215,000 in 2024 and 2023, respectively. Those balances were re-appropriated in 2025 and 2024. The re-appropriations are transferred to the Educational and General fund on a monthly basis. For 2024, that occurred over the months October through June. The transfer timeline for 2025 is November through June.

2024-25 Tuition and Other Fee Revenue



Description	Budget	Actual Revenue 2/28/25	Uncollected Budget Balance	Percentage Collected as of 2/28/25
Regular Undergraduate In-State Tuition	116,212,014	113,155,100	3,056,914	97%
Summer Undergraduate In-State Tuition	11,381,416	11,451,267	(69,851)	101%
Graduate In-State Tuition	10,618,902	11,275,181	(656,279)	106%
Regular Undergraduate Out-of-State Tuition	108,407,419	114,304,390	(5,896,971)	105%
Summer Undergraduate Out-of-State Tuition	6,734,437	6,772,895	(38,458)	101%
Graduate Out-of-State Tuition	4,044,254	4,396,610	(352,356)	109%
Instruction - Off Campus	7,531,000	6,428,416	1,102,584	85%
Course and Other Fees	1,084,872	1,005,292	79,580	93%
Total Tuition & Technology Fee Revenue	266,014,314	268,789,151	(2,774,837)	101%

2024-25 Expense Review



	FY2025					FY2024			
	Original Expenditure Budget	Revised Expenditure Budget	Actual Expenditures as of 2/28/2025	Unexpended Budget 2/28/2025	Percentage Expended as of 2/28/2025	Percentage Expended as of 2/29/2024	Original Expenditure Budget	Revised Budget as of 2/29/2024	Actual as of 2/29/2024
Education and General									
Instruction	213,796,431	225,733,741	152,393,794	73,339,947	68%	67%	206,061,125	211,047,023	141,315,788
Research and Public Service	1,658,958	2,133,875	278,903	1,854,972	13%	21%	1,790,381	2,066,950	437,886
Academic Support	53,865,506	58,174,458	36,245,193	21,929,265	62%	62%	51,567,033	54,839,684	33,899,755
Student Services	31,237,546	32,752,269	20,253,433	12,498,836	62%	62%	29,793,074	30,906,964	19,186,438
Institutional Support	74,566,042	75,860,564	47,261,565	28,598,999	62%	66%	68,941,707	71,420,845	47,038,279
Operation and Maintenance of Plant	47,946,039	55,794,157	30,201,944	25,592,213	54%	56%	45,382,969	51,394,292	28,752,631
Student Financial Assistance - University and State GF	35,107,560	37,002,897	35,183,114	1,819,783	95%	88%	31,040,856	35,248,027	30,863,437
Total Education and General	458,178,082	487,451,961	321,817,946	165,634,015	66%	66%	434,577,145	456,923,785	301,494,214
Auxiliary Enterprises									
Dining Services	83,002,662	82,983,293	44,166,051	38,817,242	53%	54%	74,695,208	74,886,484	40,587,864
Retail Services	1,263,973	1,283,973	529,722	754,251	41%	30%	1,271,973	1,271,973	382,307
Residential Facilities	41,882,258	42,337,034	24,896,392	17,440,642	59%	54%	40,337,680	41,689,840	22,366,828
Parking and Transportation	8,199,895	8,308,682	6,452,613	1,856,069	78%	74%	8,136,784	8,150,034	6,036,376
Telecommunications	2,010,234	2,010,234	2,634,893	(624,659)	131%	41%	2,007,117	2,007,117	820,817
Health Center	6,918,129	7,121,871	4,449,601	2,672,270	62%	64%	6,726,580	6,710,594	4,301,004
Student Union and Student Services	8,371,990	8,651,905	4,903,569	3,748,336	57%	61%	8,366,266	8,474,321	5,142,923
Recreation Center	14,970,747	15,094,291	11,230,041	3,864,250	74%	74%	14,881,592	15,548,803	11,574,439
Athletics	67,713,034	69,358,076	52,094,231	17,263,845	75%	72%	63,981,972	71,574,567	51,269,303
Other	20,566,084	22,692,110	12,806,827	9,885,283	56%	60%	18,426,922	18,600,165	11,165,532
Auxiliary Reserve Projects (1)	-	28,544,770	9,264,868	19,279,902	32%	40%	-	18,107,007	7,203,283
Total Auxiliary Enterprises	254,899,006	288,386,239	173,428,808	114,957,431	60%	60%	238,832,094	267,020,905	160,850,676
TOTAL EXPENDITURES	713,077,088	775,838,200	495,246,754	280,591,446	64%	64%	673,409,239	723,944,690	462,344,890

(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. Unspent budgets are generally carried forward to the next fiscal year.

2024-25 Restricted Fund Review



	FY2025			Comments	FY2024		
	Appropriation/ Allotment	Actual Expenditures as of 2/28/25	Unexpended Appropriation		Appropriation/ Allotment	Actual Expenditures as of 2/29/24	Unexpended Appropriation
Sponsored Programs, Grants and Contracts							
Virtual Library of Virginia	10,884,348	7,006,824	3,877,524	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.	10,590,774	3,473,087	7,117,687
Federal grants and contracts	34,015,000	28,299,356	5,715,644	\$21,577,400 and \$16,691,435 in financial aid for FY2025 and FY2024 respectively (mostly PELL grants).	26,000,000	23,427,978	2,572,022
State and nongovernmental grants and contracts	18,500,000	14,111,296	4,388,704		15,000,000	13,649,950	1,350,050
Indirect costs	5,000,000	2,338,929	2,661,071		5,000,000	1,764,772	3,235,228
All Other grants and contracts	3,292,639	881,812	2,410,827	Includes Work-Study, Eminent Scholars, Excess Indirect Costs, Commonwealth Innovative Internship Fund, College Lab School Fund, and Surplus Property. Work-Study and Eminent Scholars are recorded near year-end by moving incurred expenses in E&G to these funds.	1,055,078	12,808	1,042,270

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

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

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

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

Financial Terms



- *Education and General* – Those activities which embrace the three programs directly related to the higher education mission: (1) instruction, (2) research and (3) public service. These activities encompass support programs (1) academic support, (2) institutional support and (3) operation and maintenance of physical plant.
- *Financial Assistance for Education and General* – Those activities which provide resources for education and general services through (1) state scholarships and fellowships, (2) sponsored programs and (3) eminent scholars.
- *Auxiliary Enterprises* – Those activities which are supported entirely through sales of services and use fees, such as housing, dining services, telecommunications and bookstore.
- *Instruction* – Expenditures for the primary mission of the University, including teaching faculty, support staff, instructional equipment and related routine operating costs.
- *Research* – Encompasses expenditures for activities such as support for research faculty, but does not include sponsored research. Activities include summer faculty research and faculty assistance.
- *Public Service* – Activities includes University supported workshops and institutes (Community Engagement & Volunteer Center, Student Theatre and Music productions).
- *Academic Support* – This program encompasses the Carrier Library, student computer labs, activities of the deans of colleges and schools, honors program and other related expenditures.
- *Student Services* – This programs primary purpose is to contribute to the student's emotional well-being and to their intellectual, cultural and social development outside the classroom.
- *Institutional Support* – Primary purpose is to support the financial, administrative, logistical and development activities of the University.
- *Operation and Maintenance of Plant* – Activities related to the operation and maintenance of the physical plant of the University, net of amounts charged to auxiliary enterprises.
- *Student Financial Assistance* – University funded scholarships and fellowships.

2023-2024 Audit Review

Mark Angel
Associate Vice President
Finance



BOARD OF VISITORS

General Assembly Update

Caitlyn Read
Assistant Vice President
State Government Relations



BOARD OF VISITORS

JMU's 2025 Budget Requests: Operating



	Amount Requested	Executive Budget	Senate Budget	House Budget	Conference Report	FINAL
Virginia Military Survivors and Dependents Education Program*	\$4.9M	\$130M (GF) \$120M (NGF)	\$160M (GF)	\$160M (GF)	\$140M (GF) \$20M (One time)	TBD
JMU - Grow Undergrad Nursing Program	\$997,816			\$1M	\$1M^	TBD
Campus Law Enforcement Study	Language Only			Language Only	Language Only	TBD
Affordability Funding**			\$2.3M	\$4.1M	\$3.9M^	TBD
Undergraduate Financial Aid			\$968,000		\$968,000^	TBD
JLARC Review of Athletics				Language Only		TBD
State Employee Bonus***			1.5 Percent	1 Percent	1.5 Percent	TBD

*Total funding over the biennium. Funded through different pots of money and with different contingencies. Some funds are one-time.

**Removes proposed affordable access language in the introduced budget.

***Maintains three percent raises effective July 2025.

^ Funded in FY25 only.

TBD Note: Final outcomes will not be available until after April 2, 2025.

JMU's 2025 Budget Requests: Capital



Amount Requested	Executive Budget	Senate Budget	House Budget	Conference Report	FINAL
------------------	------------------	---------------	--------------	-------------------	-------

General Fund Requests						
Johnston Hall Renovation & Expansion	\$ 26,820,000		\$ 26,820,000	\$ 26,820,000	\$ 26,820,000	TBD

Non-General Fund Requests						
New Residence Hall	\$86,085,243	\$86,085,243	\$86,085,243	\$86,085,243	\$86,085,243	TBD

TBD Note: Final outcomes will not be available until after April 2, 2025.



Bills Signed into Law

- Student Affairs
- Artificial Intelligence
- Nursing Pipeline
- Mandatory Trainings
- Reporting and Data Aggregation

Number of bills filed: 1,991

Number of bills signed into law: **TBD**

Number of new laws with impact on JMU: **TBD**

TBD Note: Final outcomes will not be available until after April 2, 2025.

2025-2026 Proposed Tuition & Fees

Towana Moore
Vice President
Administration and Finance



BOARD OF VISITORS



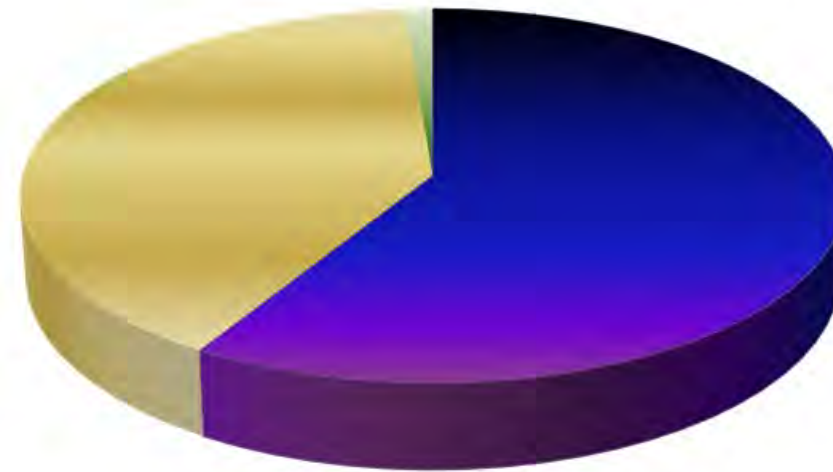
Education & General Funding

BOARD OF VISITORS

2024-25 Education & General (E&G) Revenue Budget Including Financial Aid



E&G & F/A Revenues



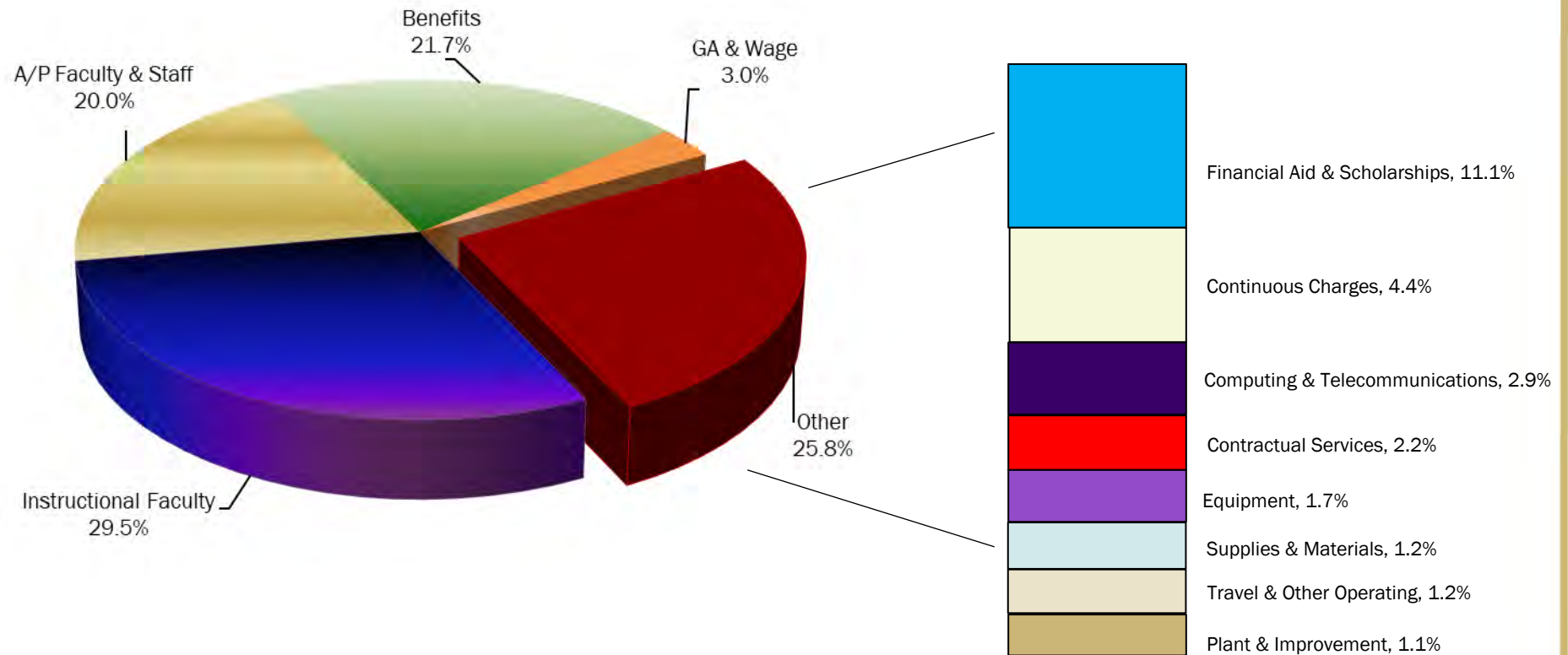
Total E&G & F/A Budget
\$458.1 million

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

2024-25 Education & General (E&G) Expenditure Budget Including Financial Aid



74.2% of Budget
Allocated for
Compensation &
Benefits



Tuition Proposal Considerations



- Economic Uncertainty
- Commonwealth Support
- Student Access & Affordability
- Market Competitiveness
- Virginia Military Survivors & Dependents Education Program (VMSDEP)
- Expenditure Drivers
 - Mandated costs (compensation, health insurance & fringe benefits)
 - Inflationary and contractual costs, operation & maintenance
 - Academic quality & student services
 - Technology investments

General Fund per Annual In-state FTE Student

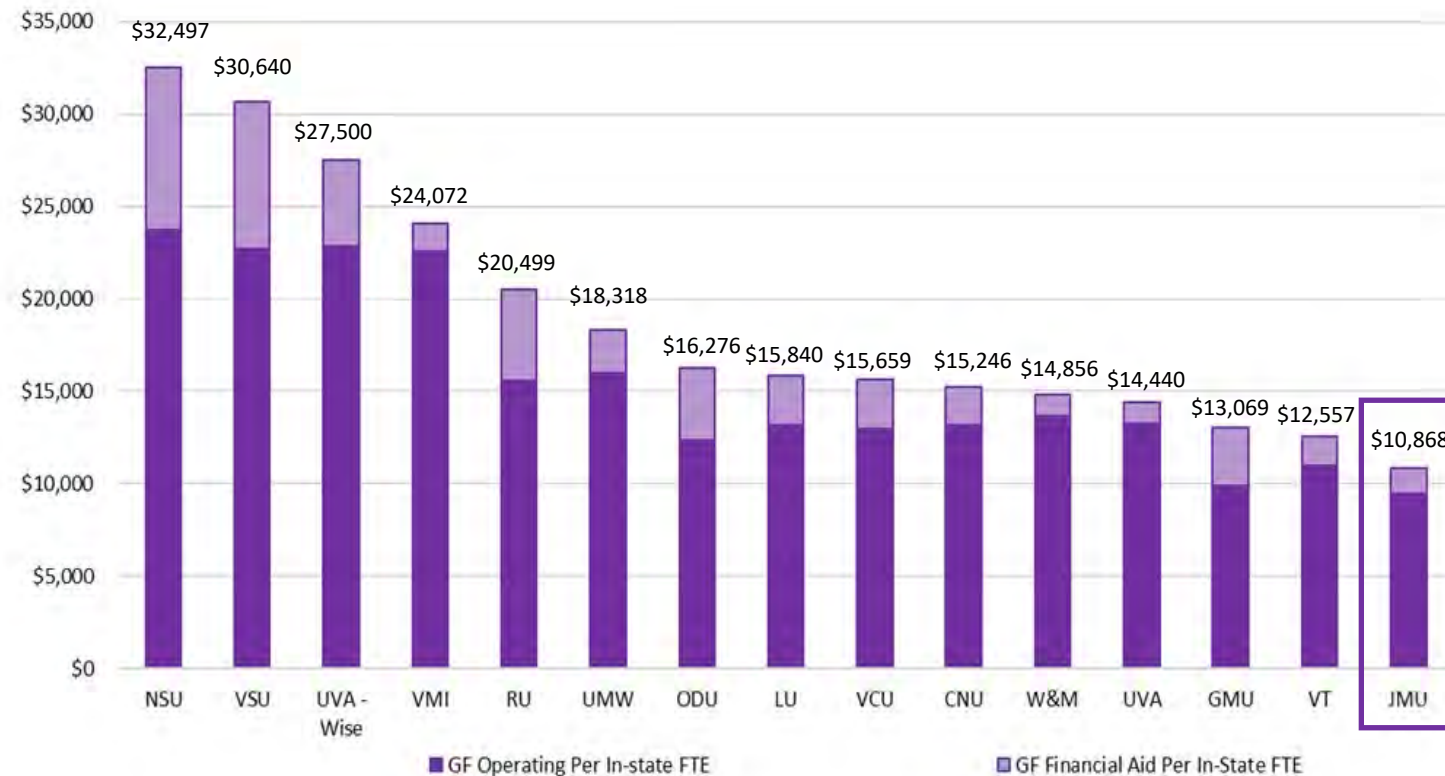


■ Operating GF Dollars

JMU receives \$3,089 less per in-state student than the average of \$12,570 for all four-year public institutions.

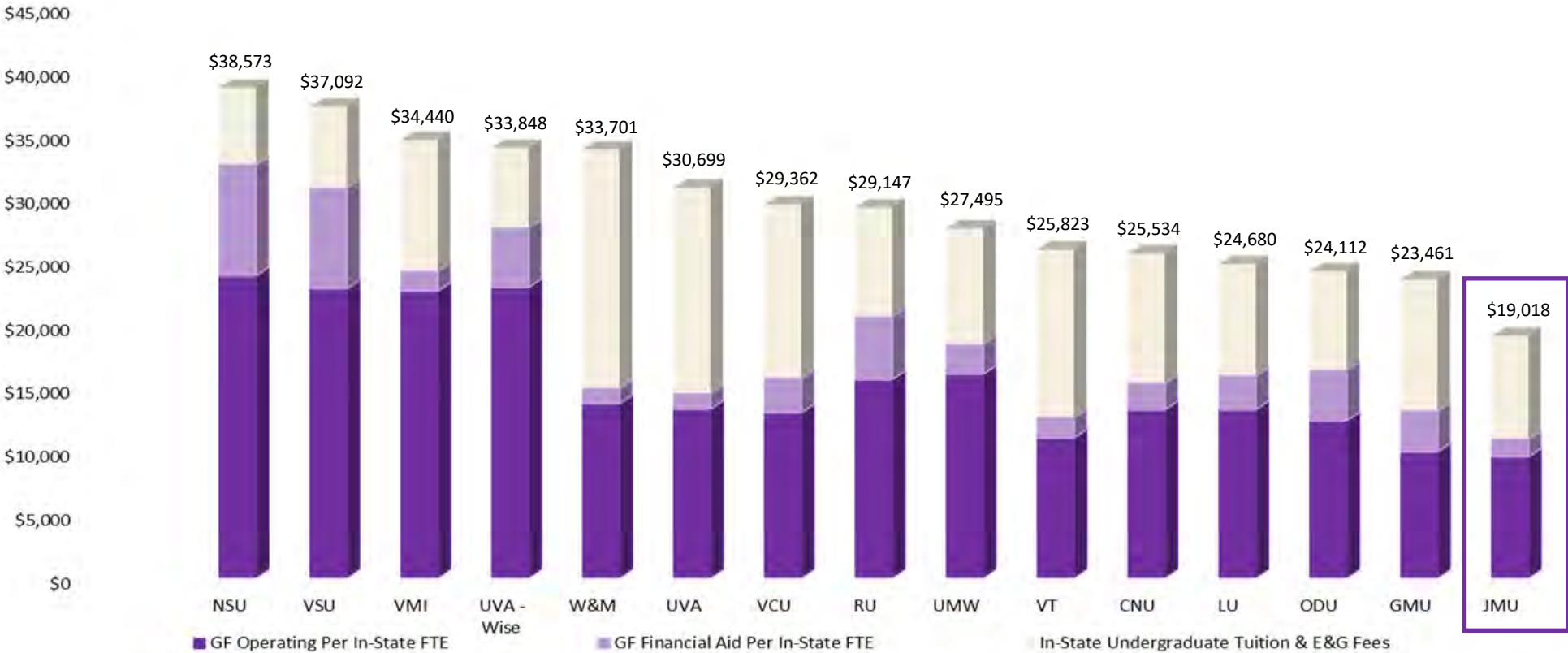
■ Student Financial Assistance GF Dollars

JMU receives \$1,353 less per in-state student than the average of \$2,739 for all four-year public institutions.

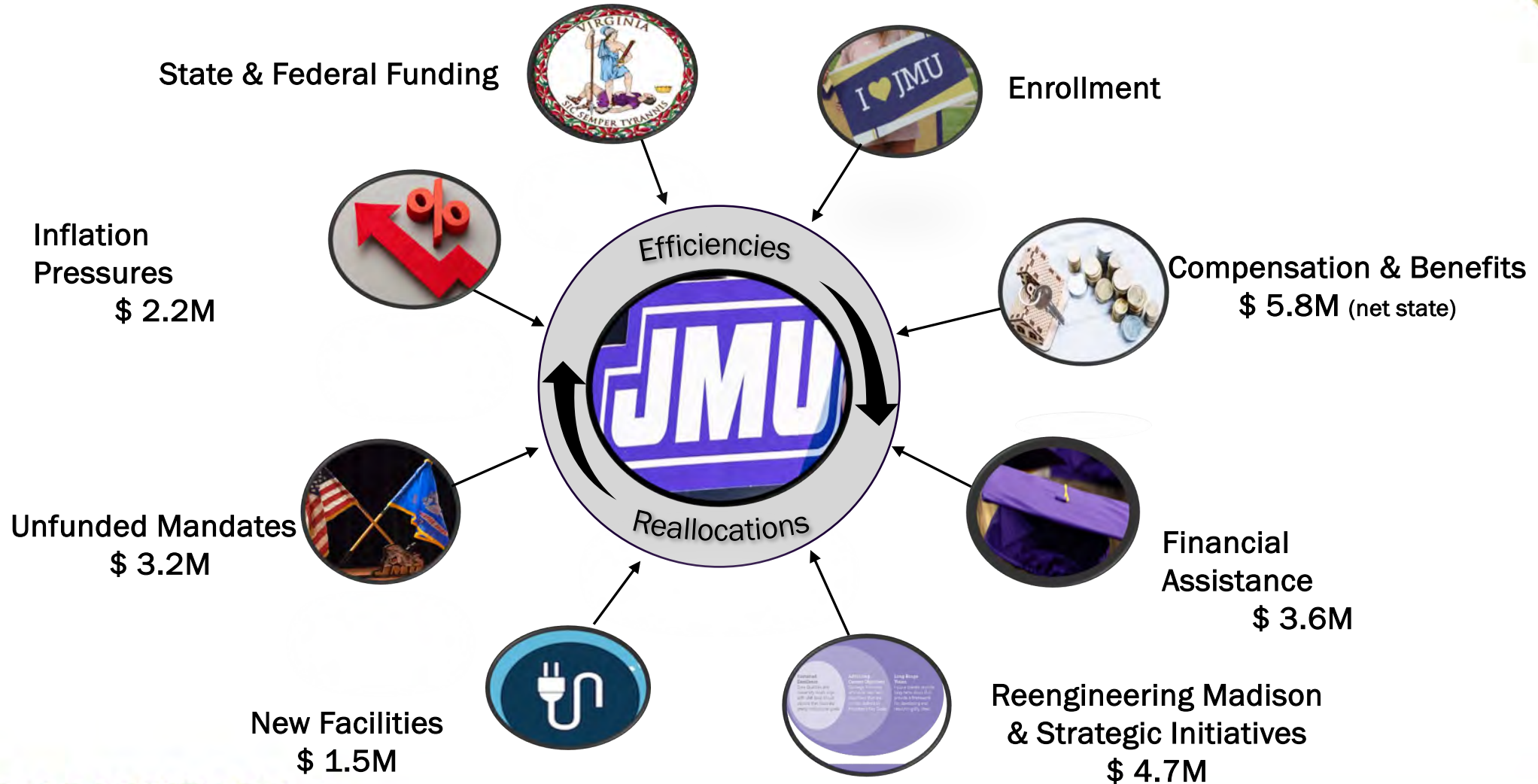




General Fund per Annual In-state FTE Student (Operating & F/A) & In-state Undergraduate Tuition



FY26 E&G Revenue and Cost Considerations



Projected Mandated & Unavoidable Costs



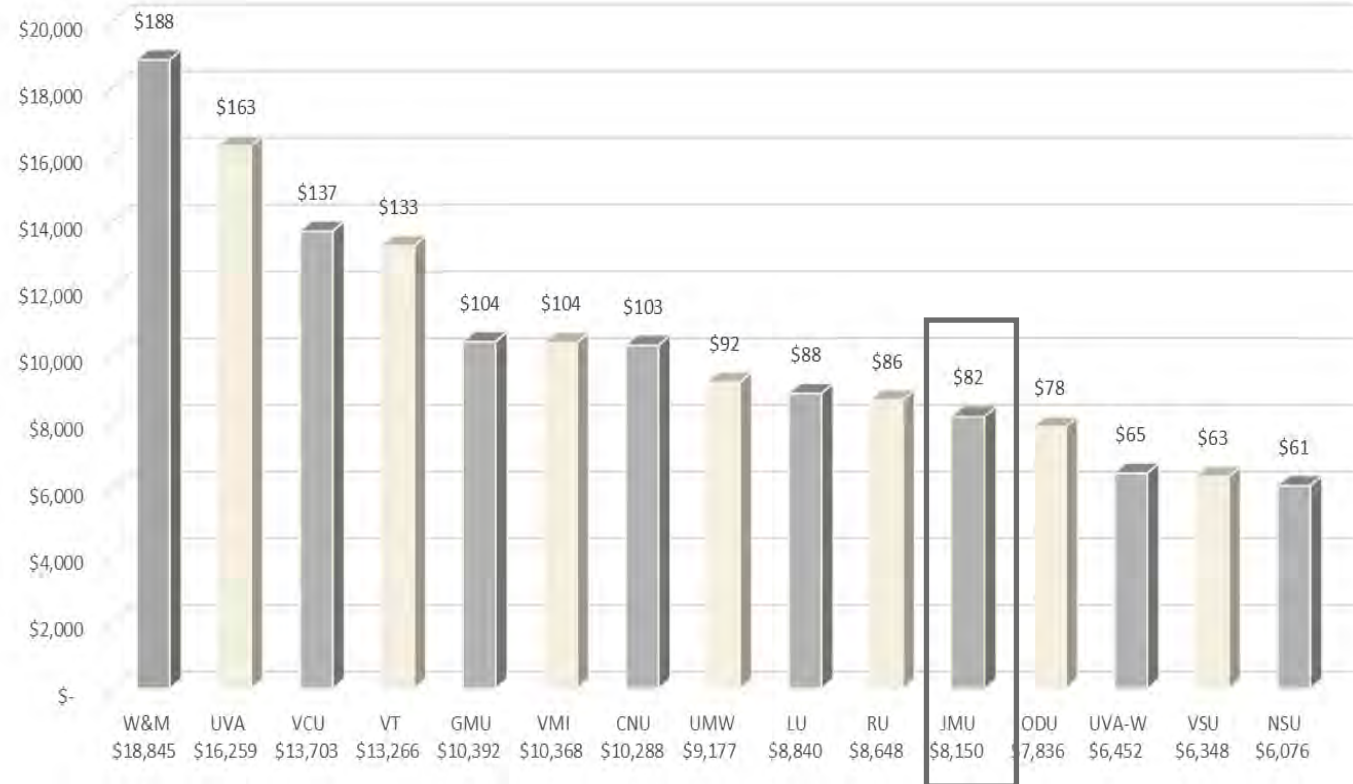
Expenditure Category	Scenario #1		Scenario #2	
	In-state Undergraduate Tuition \$162 Annual/\$81 Semester		In-state Undergraduate Tuition \$0 Annual/\$0 Semester	
Compensation & Benefits	\$	11,180,623	\$	11,180,623
Academic Operations		3,767,524		3,767,524
Reengineering Madison		3,000,000		3,000,000
Facilities, Operations & Contract Obligations		2,732,348		2,732,348
Faculty Tenure, Promotions & Staff Retention		2,556,250		2,556,250
Cost to Continue		2,152,795		2,152,795
Contingency		2,018,630		-
University Access		1,903,380		1,903,380
Financial Aid & Scholarships		1,737,586		1,496,269
Strategic Initiatives		1,714,456		1,714,456
Reallocation		(935,380)		(935,380)
Total Incremental Expenditures	\$	31,828,212	\$	29,568,265

In-state Tuition

Dollar Value of 1% Change



- JMU's in-state undergraduate tuition is lower than all but four schools.
- JMU's in-state tuition is \$2,160 or 21% less than the average of \$10,310 for all 15 public 4-year Virginia institutions.
- A 1% increase in in-state tuition is \$82 annually or \$41 per semester.



Source: 2024-25 Tuition & Fees Report, State Council of Higher Education, August 2024

Take Away: Value & Quality



- JMU's tuition is market-competitive and cost demonstrates exceptional value and student success
 - Four-year average in-state tuition increase – 2.2%, CPI 5.1%, HEPI 3.8%
 - Comparison with Virginia public institutions (15), 2024-25: JMU ranks 11th lowest for in-state tuition and in-state overall total cost (with R&B)
 - JMU operates with the lowest general fund per annual in-state FTE student among Virginia public four-year institutions
 - Most importantly, JMU offers educational quality & affordability with high graduate outcomes - alumni who live and work in the Commonwealth

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

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



Auxiliary Enterprises

Auxiliary Enterprises



- Examples of auxiliary enterprise areas of service include:
 - Housing
 - Dining
 - Student Health & Well-Being
 - Student Activities
 - Recreation & Intercollegiate Athletics
 - Marching Band
 - Parking & Transportation
- Provides various essential services to students and the JMU community
- Auxiliary enterprises are required to cover 100% of all operational costs (including mandatory compensation & fringe benefits changes)
- Auxiliary enterprises do not receive funding from the state

Comprehensive Fee



- Examples of departments supported by the comprehensive fee:
 - Student Health Center
 - Student activities programming and organizations
 - Transportation
 - Intercollegiate Athletics operations
 - Recreation & sports clubs

Comprehensive Fee Proposal (FY 2025-26)



- Comprehensive fee increase: \$172 annual/\$86 semester supports:
 - Salaries & benefits
 - 3% mandated salary increase
 - Health insurance (6.0%) & fringe benefit changes
 - Inflationary cost drivers & contractual obligations
 - Maintenance & operation of facilities
 - Scholarships, mandated and unavoidable costs

Student Housing & Dining (Room & Board)



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

Housing

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

Dining

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

FY 2024-25 Average Room & Board



*JMU – Includes highest cost meal plan option, not most popular meal plan
Source: SCHEV Tuition & Fees Report, August 2024



Student Housing: Differential Room Rates

- Refers to a pricing strategy where rent is charged based on various factors like amenities, location and/or size of space.
- Considerations:
 - JMU will still have one of the lowest housing rates and will continue to remain competitive with off-campus rates.
 - JMU needs to generate revenue to support replacement of 10+ residence halls and maintain current facilities that are costly to operate.
 - JMU will continue to address the needs and interests of current students, prospective students and their families.
 - Upper-Class (soph/jr/sr) residents have no option for housing at the lowest rate. We have prioritized that all returning students be housed in buildings with AC and reduced occupancy baths.
 - There will be budget implications for organizations providing room awards (i.e., Residence life two-year award recipients, ROTC, and scholarship athletes).

Student Housing: Institution Comparison (FY 2024-25)



	University of Delaware	Longwood University	Old Dominion University	Virginia Tech	William & Mary	Appalachian State University	JMU
Number of Rates	16	12	7	6	7	7	2
Lowest Rate	\$4,370	\$4,520	\$4,014	\$3,185	\$4,556	\$3,036	\$3,140
Highest Rate	\$8,369	\$7,615	\$7,459	\$6,066	\$5,634	\$3,947	\$3,640

Student Housing: Proposed Change (FY 2025-26)



- Increasing the number of room rates from two to four:

Rates Per Semester	Residence Halls	Campus Population Impacted by New Rates
<u>Category A: +\$0 (current rate)</u> Building Type & Accommodations: Non air-conditioned, Traditional style.	Eagle, Shorts, Chappellear, Dingledine, Frederikson, Garber, Hanson, Huffman, Weaver, White	31.9% or 2,189 residents
<u>Category B: +\$250</u> Building Type & Accommodations: Air-conditioned. Varied by building.	Converse, Gifford, Harper Allen-Lee, Hoffman, Logan, Wampler, Wayland, Bell, Hillside, McGraw-Long, Treehouses and Greek row, Chandler, Chesapeake, Shenandoah	46.7% or 3,210 residents
<u>Category C: +\$500</u> Building Type & Accommodations: Air-conditioned. Private bath on hall, Built or renovated since 2019.	Potomac and Jennings	13.9% or 958 residents
<u>Category D: +\$250 (current rate \$500)</u> Building Type & Accommodations: Air-conditioned. Apartment style.	Apartments on Grace	7.4% or 506 residents

Student Housing: Institution Comparison (FY 2024-25)



- If new changes are approved

	University of Delaware	Longwood University	Old Dominion University	Virginia Tech	William & Mary	JMU*	Appalachian State University
Number of Rates	16	12	7	6	7	4	7
Lowest Rate	\$4,370	\$4,520	\$4,014	\$3,185	\$4,556	\$3,234	\$3,036
Highest Rate	\$8,369	\$7,615	\$7,459	\$6,066	\$5,634	\$3,984	\$3,947

*JMU proposed FY 2025-26 lowest & highest rates per semester

Student Housing Fee Proposal (FY 2025-26)



- Student housing (Room) base fee increase: \$188 annual/\$94 semester supports:
 - State-mandated salary increases, medical insurance increases
 - Debt service for capital construction and operational cost expenditures
 - Continues to provide affordable and competitively priced on-campus housing
- Proposed new differential rates categories & apartment rate change:
 - New category B: +\$500 annual/\$250 semester
 - New category C: +\$1,000 annual/\$500 semester
 - Category D: Apartments: +\$500 annual/\$250 semester

Room & Board Fee Proposal (FY 2025-26)



- Dining (board) fee increase: \$314* annual/\$157 semester supports:
 - Inflationary drivers (food & labor), contract impact
 - Operational costs
- Combined base room & board fee increase:
 - \$502 annual/\$251 semester

* Weekly 14 Meal Plan



Proposed Tuition & Fees



Education & General

BOARD OF VISITORS



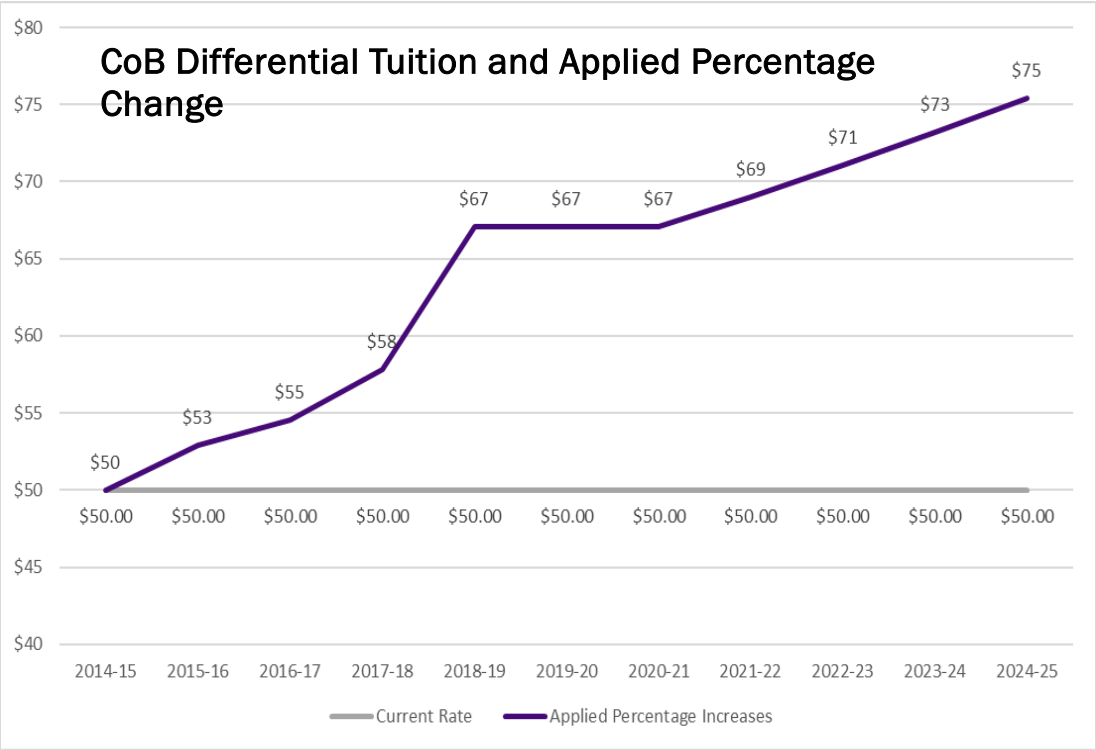
Differential Tuition: History

- Differential tuition implementation
 - College of Business differential tuition began fall 2014
 - Nursing differential tuition began fall 2015
- Business strategies for implementation
 - Programs of excellence & market competitiveness
 - High student demand
 - Higher cost majors
 - Graduates
 - Higher employment rates
 - Higher salaries – cost vs. value



Differential Tuition: College of Business (CoB)

- Differential tuition has not been increased in ten years



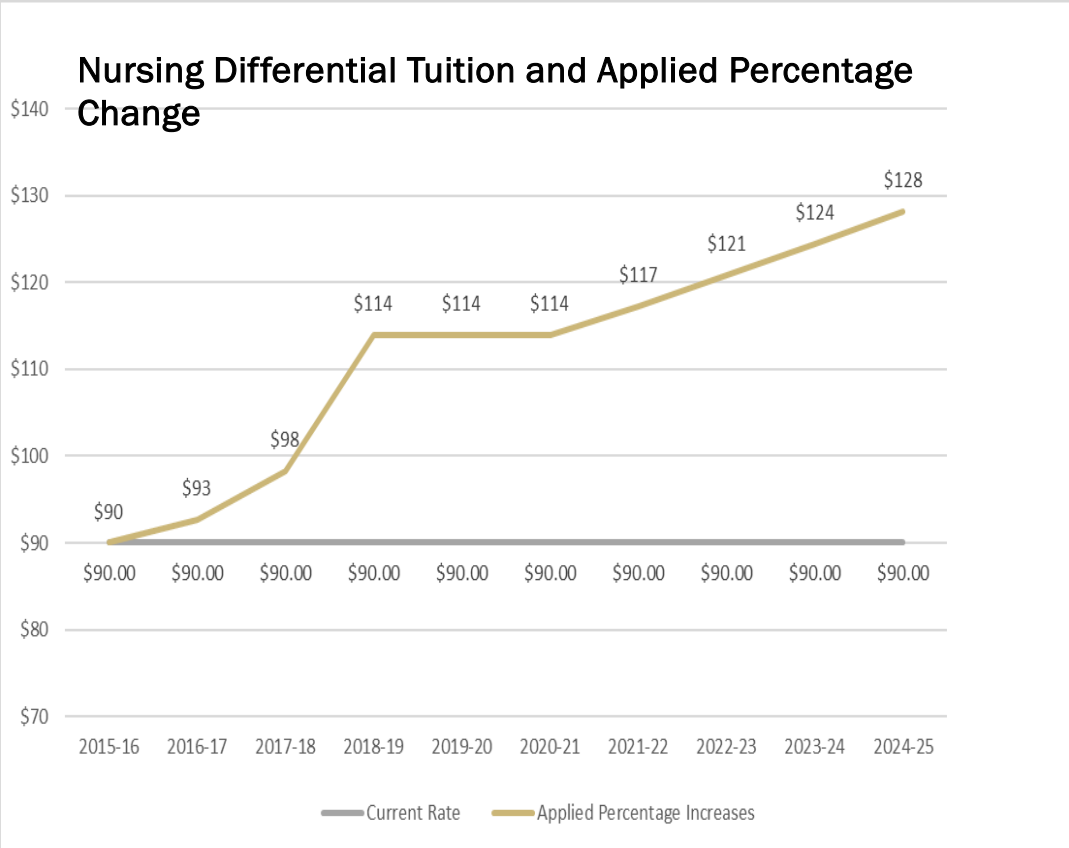
Institution	Total Cost (4yr IS Tuition + Differential Tuition)	FY 2024-25 Differential Tuition Per Credit Hour
University of Virginia	\$88,608	\$392*
William & Mary	\$86,130	\$250
Virginia Tech	\$63,264	\$85
George Mason University	\$45,363	\$55
James Madison University	\$35,700	\$50

* Per-credit hour is estimated based on third and fourth-year tuition and fee published tuition rates for in-state students



Differential Tuition: Nursing

- Differential tuition has not been increased in nine years



Institution	Total Cost (4yr IS Tuition + Nursing Fees)	FY 2024-25 Differential Tuition Per Credit Hour
University of Virginia	\$83,132	\$150.80
Virginia Commonwealth University	\$63,092	\$69
George Mason University	\$42,768	\$10
Radford University*	\$38,267	\$61.25
James Madison University	\$38,000	\$90
Old Dominion University	\$34,344	\$25

*Nursing fees represent estimated program costs of \$3,675 not covered by tuition or fees. These costs include required tests, software, personal equipment, etc.

Differential Tuition Proposal (FY 2025-26)



- College of Business
 - Beginning fall 2025, increase per credit hour differential tuition for College of Business undergraduate courses from \$50 per credit hour to \$75 per credit hour.
 - Course exceptions include ECON 200 and BUS 160 which are part of General Education.
- Nursing
 - Beginning fall 2025, increase per credit hour differential tuition for courses with a nursing prefix (undergraduate & graduate) from \$90 per credit hour to \$125 per credit hour.
- Moving forward, adjust differential tuition annually by no more than the percentage increase for an in-state undergraduate student.



FY 2025-26 Proposed College of Business & Nursing Differential Tuition

	2024-25	2025-26	\$ Change
Undergraduate Differential Tuition (Per Credit Hour)			
College of Business	\$ 50	\$ 75	\$ 25
Nursing	\$ 90	\$ 125	\$ 35

FY 2025-26 Proposed Undergraduate On-campus Tuition & Fees



Scenario #1

2024-25	2025-26	\$ Change
---------	---------	-----------

VIRGINIA STUDENT

Tuition & Fees	\$ 8,150	\$ 8,312	\$ 162
Comprehensive Fee	5,816	5,988	172
TOTAL COMMUTER COSTS	\$ 13,966	\$ 14,300	\$ 334
Room & Board	12,540	13,042	502
TOTAL ON-CAMPUS COSTS	\$ 26,506	\$ 27,342	\$ 836

NON-VIRGINIA STUDENT

Tuition & Fees	\$ 25,496	\$ 25,918	\$ 422
Comprehensive Fee	5,816	5,988	172
TOTAL COMMUTER COSTS	\$ 31,312	\$ 31,906	\$ 594
Room & Board	12,540	13,042	502
TOTAL ON-CAMPUS COSTS	\$ 43,852	\$ 44,948	\$ 1,096

FY 2025-26 Proposed Undergraduate On-campus Tuition & Fees



Scenario #2

2024-25	2025-26	\$ Change
---------	---------	-----------

VIRGINIA STUDENT

Tuition & Fees	\$ 8,150	\$ 8,150	\$ -
Comprehensive Fee	5,816	5,988	172
TOTAL COMMUTER COSTS	\$ 13,966	\$ 14,138	\$ 172
Room & Board	12,540	13,042	502
TOTAL ON-CAMPUS COSTS	\$ 26,506	\$ 27,180	\$ 674

NON-VIRGINIA STUDENT

Tuition & Fees	\$ 25,496	\$ 25,918	\$ 422
Comprehensive Fee	5,816	5,988	172
TOTAL COMMUTER COSTS	\$ 31,312	\$ 31,906	\$ 594
Room & Board	12,540	13,042	502
TOTAL ON-CAMPUS COSTS	\$ 43,852	\$ 44,948	\$ 1,096



FY 2025-26 Proposed Graduate On-campus Tuition and Fees

	2024-25	2025-26	\$ Change
GRADUATE (Per Credit Hour)			
Virginia	\$ 561	\$ 573	\$ 12
Non-Virginia	\$ 1,291	\$ 1,314	\$ 23

Proposed Summer 2026 Tuition and Fees



Scenario #1			
	Summer 2025	Summer 2026	Change
Tuition and Education & General Fees (Per Credit Hour)			
Virginia Undergraduate	\$420	\$428	\$8
Non-Virginia Undergraduate	\$1,000	\$1,017	\$17
Virginia Graduate	\$489	\$499	\$10
Non-Virginia Graduate	\$1,134	\$1,153	\$19
Student Services Fee (Per Credit Hour)			
Virginia Undergraduate	\$28	\$29	\$1
Non-Virginia Undergraduate	\$28	\$29	\$1
Virginia Graduate	\$28	\$29	\$1
Non-Virginia Graduate	\$28	\$29	\$1
Room & Board			
Room	\$119	\$122	\$3
Board	\$146	\$152	\$6

Proposed Summer 2026 Tuition and Fees



Scenario #2

Summer 2025	Summer 2026	Change
-------------	-------------	--------

Tuition and Education & General Fees (Per Credit Hour)			
Virginia Undergraduate	\$420	\$420	\$0
Non-Virginia Undergraduate	\$1,000	\$1,017	\$17
Virginia Graduate	\$489	\$499	\$10
Non-Virginia Graduate	\$1,134	\$1,153	\$19
Student Services Fee (Per Credit Hour)			
Virginia Undergraduate	\$28	\$29	\$1
Non-Virginia Undergraduate	\$28	\$29	\$1
Virginia Graduate	\$28	\$29	\$1
Non-Virginia Graduate	\$28	\$29	\$1
Room & Board			
Room	\$119	\$122	\$3
Board	\$146	\$152	\$6

In-state and Out-of-state Undergraduate Tuition, Required Fees and Room and Board for Virginia's State-supported Institutions of Higher Education, 2024-25



	In-state Tuition and Mandatory E&G Fees		Out-of-state Tuition and Mandatory E&G Fees		Mandatory Non-E&G Fees		Average Room and Board ⁽¹⁾		Total In-state		Total Out-of-state	
1	W&M	\$ 18,845	UVA	\$ 54,979	VMI	\$ 10,678	W&M	\$ 16,225	W&M	\$ 41,959	UVA	\$ 72,629
2	UVA	\$ 16,259	W&M	\$ 44,149	LU	\$ 6,900	UVA	\$ 14,495	UVA	\$ 33,909	W&M	\$ 67,263
3	VCU	\$ 13,703	VMI	\$ 41,960	W&M	\$ 6,889	VCU	\$ 14,268	VMI	\$ 32,356	VMI	\$ 63,948
4	VT	\$ 13,266	VCU	\$ 36,867	CNU	\$ 6,540	LU	\$ 14,155	VCU	\$ 30,988	VCU	\$ 54,152
5	GMU	\$ 10,392	VT	\$ 35,093	JMU*	\$ 5,988	GMU	\$ 14,090	LU	\$ 29,895	GMU	\$ 52,778
6	VMI	\$ 10,368	GMU	\$ 34,860	UMW	\$ 5,728	ODU	\$ 13,997	CNU	\$ 29,288	VT	\$ 50,135
7	CNU	\$ 10,288	ODU	\$ 28,866	UVA-Wise	\$ 5,432	JMU*	\$ 13,042	GMU	\$ 28,310	ODU	\$ 47,777
8	UMW	\$ 9,177	JMU*	\$ 25,918	ODU	\$ 4,914	UMW	\$ 12,876	VT	\$ 28,308	JMU*	\$ 44,948
9	LU	\$ 8,840	CNU	\$ 24,638	NSU	\$ 4,104	UVA-Wise	\$ 12,816	UMW	\$ 27,781	CNU	\$ 43,638
10	RU	\$ 8,648	UVA-Wise	\$ 22,578	RU	\$ 3,900	CNU	\$ 12,460	JMU*	\$ 27,342	LU	\$ 42,825
11	JMU*	\$ 8,312	UMW	\$ 22,355	GMU	\$ 3,828	VT	\$ 12,358	ODU	\$ 26,747	UMW	\$ 40,959
12	ODU	\$ 7,836	LU	\$ 21,770	VSU	\$ 3,591	VSU	\$ 12,246	RU	\$ 24,608	UVA-Wise	\$ 40,826
13	VSU	\$ 6,452	RU	\$ 21,733	UVA	\$ 3,155	RU	\$ 12,060	UVA-Wise	\$ 24,596	RU	\$ 37,693
14	UVA-Wise	\$ 6,348	VSU	\$ 19,059	VCU	\$ 3,017	NSU	\$ 11,506	VSU	\$ 22,289	VSU	\$ 34,896
15	NSU	\$ 6,076	NSU	\$ 18,338	VT	\$ 2,684	VMI	\$ 11,310	NSU	\$ 21,686	NSU	\$ 33,948

* JMU proposed FY 2025-26 Tuition & Fees and Room & Board

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

Source: SCHEV FY 2024-25 Tuition and Fees Report, August 2024

FY 2024-25 Out-of-state Undergraduate Tuition, Required Fees and Room and Board Cost Comparison



	Institution	2024-25
1.	University of Virginia	\$72,629
2.	William and Mary	\$67,263
3.	University of Connecticut	\$58,402
4.	University of Maryland-College Park	\$57,525
5.	Michigan State University	\$57,414
6.	Penn State University	\$56,834
7.	University of Delaware	\$56,786
8.	University of Massachusetts-Amherst	\$56,577
9.	Miami University-Oxford	\$55,442
10.	University of Pittsburgh	\$55,050
11.	University of North Carolina at Chapel Hill	\$55,007
12.	Ohio State University	\$54,760
13.	Clemson University	\$54,150
14.	University of New Hampshire	\$54,090
15.	Rutgers University-New Brunswick	\$53,155

	Institution	2024-25
16.	University of Rhode Island	\$52,226
17.	University of Maine	\$50,166
18.	Virginia Tech	\$50,135
19.	SUNY at Binghamton	\$49,797
20.	North Carolina State University	\$47,179
21.	James Madison University	\$44,948
22.	West Virginia University	\$43,190
23.	University of Mary Washington	\$40,959
24.	Ohio University	\$40,928
25.	University of North Carolina Wilmington	\$38,420
26.	Appalachian State University	\$38,080
27.	Kent State	\$36,015
28.	Bowling Green State University	\$35,216
29.	University of North Carolina Greensboro	\$34,700
Average		\$50,588

* Proposed FY 2025-26 Out-of-State On-Campus Tuition and Auxiliary Mandatory Fees and Room & Board Fees
Source: IPEDS Preliminary Institutional Characteristics Data Collection, Fall 2024

2025-2026 Proposed Budget

Towana Moore
Vice President
Administration and Finance



BOARD OF VISITORS

2024-25 Budget (In Millions)



	2024-25
Education & General	\$ 423.0
Auxiliary Enterprises	258.6
Financial Aid	35.1
Sponsored Programs	58.3
Total Operating Budgets*	<u>\$ 775.0</u>

* Excludes Equipment Trust Fund (ETF)



Education and General Funding

BOARD OF VISITORS

2025-26 Education and General & Financial Aid Incremental Revenue by Category



Revenue Category	Scenario #1	Scenario #2
	In-state Undergraduate Tuition \$162 Annual/\$81 Semester	In-state Undergraduate Tuition \$0 Annual/\$0 Semester
General Fund Revenue		
Salary, Fringe Benefits & Other Operating Transfers	\$ 5,777,182	\$ 5,777,182
Affordable Access & Tech Talent	1,558,375	1,558,375
Virginia Military Survivors & Dependents Education Program (VMSDEP)	4,002,900	4,002,900
Financial Aid & Scholarships (Permanent & One-Time Funding)	1,552,610	1,552,610
Total General Fund Revenue	\$ 12,891,067	\$ 12,891,067
Nongeneral Fund Revenue		
Tuition & Other Revenue	18,937,145	16,677,198
Total Nongeneral Fund Revenue	\$ 18,937,145	\$ 16,677,198
Total Incremental Revenues	\$ 31,828,212	\$ 29,568,265

2025-26 Education and General & Financial Aid Incremental Expenditure by Category



Expenditure Category

Scenario #1	Scenario #2
In-state Undergraduate Tuition \$162 Annual/\$81 Semester	In-state Undergraduate Tuition \$0 Annual/\$0 Semester
\$ 11,180,623	\$ 11,180,623
3,767,524	3,767,524
3,000,000	3,000,000
2,732,348	2,732,348
2,556,250	2,556,250
2,152,795	2,152,795
2,018,630	-
1,903,380	1,903,380
1,737,586	1,496,269
1,714,456	1,714,456
(935,380)	(935,380)
\$ 31,828,212	\$ 29,568,265

Total Incremental Expenditures



Auxiliary Enterprises

BOARD OF VISITORS

2025-26 Auxiliary Incremental Revenue by Category



<u>Revenue Category</u>	<u>Revenue Change</u>
Board Fee	\$ 9,335,113
Room Fee	5,929,024
Comprehensive Fee	4,051,486
Auxiliary Sales	654,992
Total Incremental Revenues	<u>\$ 19,970,615</u>

2025-26 Auxiliary Incremental Expenditure by Category



Expenditure Category	Expenditure Change
Facilities, Operations & Contract Obligations	\$ 10,459,509
Debt/Reserves	4,233,206
Compensation & Benefits	2,082,777
Cost to Continue	1,159,916
Financial Aid & Scholarships	938,830
Reengineering Madison	500,000
Strategic Initiatives	321,377
Staff Retention	275,000
Total Incremental Expenditures	\$ 19,970,615

2025-26 Budget Summary (Millions)



Scenario #1

	2024-25	2025-26	\$ Change	% Change
Education & General	423.0	451.6	28.6	6.8%
Auxiliary Enterprises	258.6	278.5	19.9	7.7%
Financial Aid	35.1	38.4	3.3	9.4%
E&G, F/A & Auxiliary Programs	\$ 716.7	\$ 768.5	\$ 51.8	7.2%
Sponsored Programs	\$ 58.3	\$ 58.3	\$ -	0.0%
Total Operating*	\$ 775.0	\$ 826.8	\$ 51.8	6.7%

* Excludes Equipment Trust Fund

2025-26 Budget Summary (Millions)



Scenario #2

	2024-25	2025-26	\$ Change	% Change
Education & General	423.0	449.5	26.5	6.3%
Auxiliary Enterprises	258.6	278.5	19.9	7.7%
Financial Aid	35.1	38.2	3.1	8.8%
E&G, F/A & Auxiliary Programs	\$ 716.7	\$ 766.2	\$ 49.5	6.9%
Sponsored Programs	\$ 58.3	\$ 58.3	\$ -	0.0%
Total Operating*	\$ 775.0	\$ 824.5	\$ 49.5	6.4%

* Excludes Equipment Trust Fund

THE COMMONWEALTH OF VIRGINIA THE VISITORS OF JAMES MADISON UNIVERSITY

Governance Committee
Thursday, April 10, 2025
Meeting Room 1
12:00 p.m.

Agenda

1. Approval of Minutes – February 13, 2025 and March 19, 2025*
2. SWOT Update
3. JMU Board Self-Evaluation
4. Proposed JMU Board Manual Charter Changes *
5. Board Retreat, June 5-6, 2025

*Action Required

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

GOVERNANCE COMMITTEE

Minutes of the Meeting February 13, 2025

The Governance Committee of the James Madison University Board of Visitors met on Thursday, February 13, 2025 in the Festival Conference and Student Center at James Madison University. Jack White, chair, called the meeting to order at 12:00 pm.

PRESENT:

Bolander, Jeff	Obenshain, Suzanne
Fiorina, Carly	Rexrode, David
James, Kay Coles	White, Jack, Chair
Kirkpatrick, David, liaison	

ALSO PRESENT:

Allen, Dirron, Associate Vice President, Student Affairs
King, Charles, President
Knight, Jack, University Legal Counsel
Miller, Tim, Vice President for Student Affairs
Orem, Chris, Executive Director, Planning, Analytics, and Institutional Research

On motion by Carly Fiorina, seconded by Kay Coles James, the committee approved the minutes of the November 7, 2024 meeting.

The committee discussed the upcoming SWOT analysis.

The committee discussed the JMU board self-evaluation process.

The committee reviewed revisions and updates to the board manual. On motion by Jeff Bolander, seconded by Suzanne Obenshain, the committee approved the following revisions to the board manual:

Content Changes

p. 5 Added

1. of Virginia (Article IX. Rights and Powers)

p. 7 Added

5.a. and professional

p. 11 Added

E. changed 7 to seven days prior to any meeting

p. 12 Delete

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

p. 14 Added

A. Executive Committee

4. Appendix B

p. 14 Added

e. added and real estate acquisitions

p. 18 Added

4. Deleted between added among the board and faculty

7.a. and administrative and professional faculty

p. 23 Added

Composition and Independence

Deleted Faculty Senate Speaker and added Vice President for Academic Affairs

p. 25 Added

Support the Department of Athletics' mission (deleted Athletic Department's) mission

p. 26

Added board of visitors (deleted BOV)

p. 27

Added board of visitors (deleted BOV)

p. 29

Composition and Independence

Deleted Administrative Affairs and added The Vice President of Administration and Finance, or their designee, is expected to attend.

p. 32

C. Brief History of JMU

Deleted: As of fall, 2019 the university's current enrollment is approximately 22,000. The university has been cited repeatedly in national surveys as one of America's finest undergraduate universities.

Added: After decades of successful growth and transformation, JMU's Carnegie classification was elevated in 2022 to R2, establishing the university as a Doctoral University with High Research Activity. That same year, JMU joined the FBS-level Sun Belt Conference in Division I athletics. JMU has become a national model for high-impact learning practices, service learning, civic engagement, and promoting access with programs such as Valley Scholars, and it was ranked as the "top college in Virginia for getting a job."

The committee discussed their review of the student handbook, finding it in harmony with the Governance Committee charter and JMU's mission.

The committee briefly discussed details for the two-day, off-site retreat on June 5-6, 2025.

With no further business, the committee adjourned at 12:59 pm.

Jack White, Chair

David C. Kirkpatrick, Secretary to the Board

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

GOVERNANCE COMMITTEE

Minutes of the Meeting March 19, 2025

The Governance Committee of the James Madison University Board of Visitors met virtually on Wednesday, March 19, 2025. Jack White, chair, called the meeting to order at 3:00 p.m.

PRESENT:

Fiorina, Carly
James, Kay Coles
Kirkpatrick, David, liaison

Obenshain, Suzanne
Rexrode, David
White, Jack, Chair

ALSO PRESENT:

King, Charles, President
Knight, Jack, University Legal Counsel
Orem, Chris, Executive Director, Planning, Analytics, and Institutional Research

The committee discussed the upcoming SWOT analysis.

Jack White called for a motion to adjourn. On motion from Carly Fiorina, seconded by Kay Coles James, the committee voted to adjourn. The meeting was adjourned at 4:02 p.m.

Jack White, Chair

David C. Kirkpatrick, Secretary to the Board

SWOT Update

Chris Orem
Executive Director, Planning, Analytics
and Institutional Research



BOARD OF VISITORS

Self-Evaluation



BOARD OF VISITORS

Proposed Board Manual Charter Changes



BOARD OF VISITORS

Proposed Charter Changes to Board Manual

April 11, 2025

Academic Excellence Committee Charter

p. 22

See highlighted additions

See deleted in red

Advancement and Engagement Committee Charter

p. 22

See deleted in red

Audit, Risk and Compliance Committee Charter

p. 24-28

See highlighted additions

See deleted in red

Student Affairs Committee Charter

p. 30-31

See highlighted additions

See deleted in red

**MANUAL OF THE
BOARD OF VISITORS
OF
JAMES MADISON UNIVERSITY**



James Madison University
Harrisonburg, Virginia

February 14, 2025

TABLE OF CONTENTS

The Board Manual	3
A. Purpose of Manual	3
B. Copies Provided	3
C. Website	3
D. Expenses	3
E. Liability	3
F. Conflicts of Interest	3
G. Education	3
H. University Employment	3
Bylaws of the Board of Visitors	4
Article I: Establishment of Institution	4
Article II: Establishment of the Board of Visitors	4
Article III: Statutory Authority	4
Article IV: Composition	4
Article V: Non-Voting Representatives	4
Article VI: Appointment of Voting Members	4
Article VII: Terms of Appointment	4
Article VIII: Removal	5
Article IX: Rights and Powers	5
Article X: Officers	9
Article XI: Meetings	10
Article XII: Committees	13
Article XIII: Annual Reports	15
Article XIV: Related Entities	15
Article XV: Amendment and Suspension	16
Code of Ethics	16
Competencies and Qualifications for Members of the Board of Visitors	16
Administration of the University	17
Appendices	18
A. Selected Acts of the General Assembly	18
B. Committee Charters	22
C. A Brief History of James Madison University	31

THE BOARD MANUAL

A. Purpose of Manual: The *Manual of the Board of Visitors* of James Madison University is designed to serve as a guide to the rules, powers and duties of members of the university's board of visitors. It contains the Board Bylaws, the Code of Ethics, and information concerning James Madison University. Changes to the Bylaws and Code of Ethics require board action. Other portions of the Manual will be updated by the administration of the university as needed.

B. Copies provided: A copy of this manual shall be provided by the board secretary to each member of the board upon his/her appointment to the board, and to each member of the board upon amendment of the bylaws or any other significant changes made to the manual.

C. Website: The university maintains a website for the Board of Visitors at www.jmu.edu/visitors. The board's bylaws, meetings, members and minutes are posted on the website, along with information on the Virginia Freedom of Information Act (Code of Virginia Title 2.2, Chapter 37, § 2.2-3700), in compliance with state law. Code of Virginia Title 23.1, Chapter 13, § 23.1-1303.

D. Expenses: Members of the Board of Visitors are entitled to receive their actual expenses, when properly itemized, incurred in the discharge of their duties in attending the meetings of the board. Code of Virginia, Title 23.1, Chapter 13, § 23.1-1307.

E. Liability: Members of the board are covered by the Commonwealth of Virginia's self-insurance plan established by the Division of Risk Management of the Department of the Treasury. Code of Virginia, Title 2.2, Chapter 18, § 2.2-1837.

F. Conflicts of Interest: Members of the board are subject to the provisions of the State and Local Government Conflict of Interests Act (Code of Virginia, Title 2.2, Chapter 31, § 2.2-3100). Each member must file annual reports as required by law. Code of Virginia, Title 2.2, Chapter 31, § 2.2-3114.

G. Education: The State Council of Higher Education for Virginia has developed an educational program for board members, and all new board members must participate in these programs at least once during their first two years on the board. Code of Virginia, Title 23.1, Chapter 13, § 23.1-1304.

H. University Employment. Members of the board are ineligible for employment with the University for a period of two years following the expiration of their terms of service on the board. Code of Virginia § 23.1-1300.

BYLAWS OF THE BOARD OF VISITORS

Article I. Establishment of the Institution

James Madison University is a public comprehensive university, which is part of the statewide system of public higher education of the Commonwealth of Virginia.

Article II. Establishment of the Board of Visitors

The governing body of the university is the Board of Visitors, which by statute is responsible for overseeing the effective governance of the university. Code of Virginia, Title 23.1, Chapter 16, § 23.1-1600.

Article III. Statutory Authority

The university is a public corporation established by the General Assembly of the Commonwealth of Virginia in 1977, amending an act approved by the General Assembly in 1964, changing the name of the institution from Madison College to James Madison University. Code of Virginia, Title 23.1, Chapter 16, § 23.1-1600.

Article IV. Composition

The board is composed of 15 voting members appointed by the governor. Code of Virginia, Title 23.1, Chapter 16, § 23.1-1601.

Article V. Non-Voting Representatives

In addition to the members appointed by the governor, two non-voting representatives are invited to attend all open meetings of the board to provide information and advice as deemed appropriate by the rector or chair of the committee, without authority to vote or to make or second motions. The non-voting representatives are not authorized to attend closed sessions of the board or committees.

A. A non-voting student representative to the board is chosen annually in a manner determined by the board. Code of Virginia, Title 23.1, Chapter 13, § 23.1-1300. The board has directed the election of the student representative to the board be conducted by the Student Government Association.

B. The Speaker of the JMU Faculty Senate serves in a non-voting capacity as the faculty representative to the board. Code of Virginia, Title 23.1, Chapter 13, § 23.1-1300.

Article VI. Appointment of Voting Members

The governor may appoint board members from names submitted by the University, but the governor is not limited to names submitted by the University. Code of Virginia, Title 23.1, Chapter 16, § 23.1-1601. The Virginia Commission on Higher Education reviews potential board appointees and makes recommendations to the Governor. Code of Virginia, Title 2.2, Chapter 25, § 2.2-2518. Of the persons appointed, no more than two may be non-residents of Virginia. Code of Virginia, Title 16, § 23.1-1601. All appointments are subject to confirmation by the General Assembly. Code of Virginia, Title 23.1, Chapter 13, § 23.1-1300.

Article VII. Terms of Appointment

Members of the board are appointed for terms of four years each. The term for a board member is from July 1 to June 30. Members shall continue to hold office until their successors have been appointed and have qualified. Vacancies occurring other than by expiration of term are filled for the unexpired term. Code of Virginia, Title 23.1, Chapter 13, § 23.1-1300.

Members of the board are not eligible to serve for more than two successive four-year terms. A person appointed to serve an unexpired term created by a vacancy is eligible to serve two additional four-year terms. Code of Virginia, Title 23.1, Chapter 13, § 23.1-1300.

No member appointed by the governor to the governing board of a public institution of higher education who has served two consecutive four-year terms on such board is eligible to serve on the same board until at least four years have passed since the end of his or her second consecutive four-year term. Code § 23.1-1300 (2017)

The non-voting student representative serves a term of one year. The student representative may be 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.

The non-voting faculty representative serves during his or her term of office as Speaker of the Faculty Senate, according to the bylaws of the Faculty Senate.
<https://www.jmu.edu/facultysenate/bylaws.shtml>

Article VIII. Removal

The Governor may remove any board member from the board. If any board member fails to perform the duties of his or her office for one year without good cause shown, the board may, at the next meeting after the end of such year, record the fact of such failure in the minutes of their proceedings, and may certify the same to the Governor. If any board member demonstrates unfitness for service on the board, whether by malfeasance, misfeasance, incompetence, gross neglect of duty or conviction of a felony, the board may recommend dismissal to the Governor. Dismissal of a board member for cause will be pursued in accordance with state law. Code of Virginia, Title 23.1, Chapter 13, § 1300.

The student representative or the faculty representative may be removed from service on the board upon a motion by two-thirds of the voting board members.

Article IX. Rights and Powers

The board has general and specific rights and powers set out in the Code of Virginia.

A. General: The general rights and powers of the board are set out in state law. Code of Virginia, Title 23.1, Chapter 13, § 23.1-1301.

1. The board has all the rights and powers conferred by statutory authority, insofar as the same are not inconsistent with the laws of the Commonwealth of Virginia.
2. The board appoints the president, who is its chief executive officer, and fixes his or her salary.
 - a. The president of the university is appointed by the board at a regular or any called meeting.
 - b. The president serves under terms and conditions satisfactory to the board.
 - c. In case of a planned or unplanned departure of the president, the board of visitors will designate an acting president to serve until a new president is appointed by the board and assumes office.

d. The board meets with the president at least once annually in a closed meeting and delivers an evaluation of the president's performance. Code of Virginia, Title 23.1, Chapter 13, § 23.1-1303.

e. Any change to the president's employment contract during any such meeting or any other meeting of the board shall be made only by a vote of the majority of the board members. Code of Virginia, Title 23.1, Chapter 13, § 23.1-1303.

3. The board controls and expends the funds of the university and any appropriation provided by the General Assembly.

a. Revenue and Expenditure Budgets. The board is responsible for the following actions concerning the university budget:

(1). The board approves the biennial budget for the university. The biennial budget for the university is presented by the administration to the board or its executive committee prior to submission to any other state agency. Based on the biennial budget approved by the General Assembly, the president presents to the board a budget for each fiscal year of the biennium.

(2) The board approves the rates charged the students of the university for tuition, fees and other necessary charges. Prior to approving an increase in undergraduate tuition or mandatory fees, the board shall provide students and the public a projected range of the planned increase, an explanation of the need for the increase, and minimum of 30 days' notice of the date and location of any vote on such increase. Further, prior to any such vote, the board shall schedule a time for public comment on the proposed increase in accordance with applicable law. The board shall provide an explanation of any deviation from the projected range provided. Code of Virginia § 23.1-307.

b. Capital Outlay and Real Property. The real and personal property formerly standing in the name of Madison College is vested in the name of James Madison University. Code of Virginia Title 23.1, Chapter 13, § 23.1-1310. The board is responsible for the following actions concerning capital outlay and real property of the university:

(1) The board approves capital outlay on behalf of the university. The board has delegated authority to the president to take the necessary steps to implement capital outlay items approved in the final appropriations act.

(2) The board approves the issuance of revenue bonds to finance capital projects, as approved by the Governor. Code of Virginia, Title 23.1, Chapter 11, § 23.1-1117 and Chapter 12, § 23.1-1227

(3) The board has overall responsibility for the care and preservation of all property belonging to the university.

(4) The board approves the purchase of real estate.

(5) The board approves the sale, exchange or other disposal of all real estate. Code of Virginia, Title 23.1, Chapter 13, § 23.1-1301.

(6) The board approves the granting of easements for road, sewers, streets, utility lines or other purposes. Code of Virginia, Title 23.1, Chapter 13, § 23.1-1300. ; This authority is delegated to the Vice President for Administration and Finance.

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

- a. The board may adopt policies and regulations for the administration of the university. Code of Virginia, Title 23.1, Chapter 13, § 23.1-1303.
- b. The board approves the crisis and emergency management plan for the university. Code of Virginia, Title 23.1, Chapter 8, § 23.1-804.
- c. The board may submit plans and recommendations for additions or changes to change the division level of its intercollegiate athletics program to the Intercollegiate Athletics Review Commission of the General Assembly. Code of Virginia § 23.1-1309.
- d. The *Faculty Handbook* of the university is subject to approval by the board.
- e. The board has delegated its authority to the president to establish the policies and procedures governing the university in areas where the board has not adopted specific regulations or policies.

5. The board has the authority to approve the appointment of all professors, teachers and agents, and their salaries. Code of Virginia Title 23.1, Chapter 16, § 23.1-1602.

- a. Instructional and administrative and professional faculty of the university receive their appointments by appropriate university officials, and the board must give approval for such appointments.
- b. The board approves the annual compensation plan for the university.
- c. The board approves promotions of faculty members and administrators, approves the grant of tenure to faculty members, and approves the establishment or discontinuance of any faculty rank.
- d. The board approves the grant of a leave of absence to a faculty member or administrator and is notified about the resignation, termination or dismissal of faculty members and administrators.

6. The board provides general direction for the affairs of the university through the president and the administration.

B. Degrees

1. The board has the authority to approve the conferral of degrees. Code of Virginia Title 23.1, Chapter 16, § 23.1-1602.
2. The board may from time to time confer honorary degrees in appropriate circumstances, upon recommendation from the president.

C. Academic Programs

1. The board has the authority to approve new degree programs and discontinuation of degree programs, subject to such further approval as may be required from the State Council of Higher Education for Virginia. Code of Virginia, Title 23.1, Chapter 2, § 23.1-203.
2. The board has the authority to approve the curriculum of the university, as authorized under state law.
The board has delegated its authority to the president.
3. The board has the authority to approve articulation, dual admissions, and guaranteed admissions agreements with associate-degree-granting public institutions of higher education. Code of Virginia, Title 23.1, Chapter 9, § 23.1-907.

D. Investments of Funds

1. The board approves the transfer or surrender of registered bonds, and approves the policy for investment of funds derived from the sale of revenue bonds.
 - a. The board may request the state treasurer, or the treasurer's duly appointed assistant, to execute in the proper name the certificates or other writing necessary to affect the transfer or surrender of registered bonds of the United States or other bonds or securities held by the university.
 - b. The board has authorized the president to establish the policy for investment of any funds which become available for investment from construction project funds derived from the sale of revenue bonds.

E. Mission and Strategic Planning

1. The board approves the mission of the university, subject to such further approval as may be required from the State Council of Higher Education for Virginia. Code of Virginia Title 23.1, Chapter 2, § 23.1-203
2. The board approves a strategic plan designed to meet the future needs of the university, and approves modifications to the strategic plan as appropriate. The board approves biennially and amends or affirms annually a six-year plan for the institution. Code of Virginia, Title 23.1, Chapter 13, § 23.1-306.

3. The board approves the master plan of the university and modifications to the plan as appropriate.

F. Building Names. The board is responsible for the naming of all buildings, streets and other major facilities on campus, on recommendations from the president.

G. Transparency. The board is responsible for transparency, to the extent required by law, in all board actions. Code of Virginia, Title 23.1, Chapter 13, § 23.1-1303. The board operates within the provisions of the Virginia Freedom of Information Act in announcing meetings, providing materials, posting minutes, and other requirements of the statute. Code of Virginia, Title 2.2, Chapter 37, § 2.2-3707.

Article X. OFFICERS

The officers of the Board of Visitors consist of the rector, vice rector and secretary of the board. All are nominated and elected at the annual meeting. The transition of officers shall be effective July 1.

The rector and vice rector are elected for a term of two years or until a successor is elected and qualified should either not be able to complete the two-year term. The rector and vice rector may serve in their role more than once during their tenure on the Board of Visitors, but they may serve only a maximum of one two-year term in succession. Vacancies in any office, including those occurring when an officer is not reappointed to the board, may be filled at any meeting. A board member who is elected to fill a vacancy in the role of rector or vice rector shall serve for the remainder of that term, and may also be eligible thereafter for election to a two-year term. The rector and vice rector are members of the board; the secretary may be an administrative employee of the university.

A. Rector, Powers and Duties

1. The rector presides over meetings of the board or, if absent or unable to preside, the vice rector presides. If the vice rector is absent or unable to preside, the rector designates another voting board member to preside.
2. With the secretary, the rector executes all papers to which it is necessary to affix the seal of the university.
3. The rector appoints all committees.
4. The rector serves as member *ex officio* on all committees of the board and as chair of the Executive Committee.
5. The rector acts as the board's spokesperson or representative.
6. When the office of the president becomes vacant, or a vacancy is pending, the rector appoints a special committee to recommend to the board a person to fill the vacancy. The rector may chair this committee, or may appoint another board member to chair the committee.
7. The rector performs such additional duties which may be imposed upon the office by statute or by direction of the board.

B. Vice Rector, Powers and Duties

In the absence or inability of the rector to discharge the duties of office, all the duties pertaining to the office of the rector of the board devolve upon and are executed by the vice rector.

C. Secretary, Powers and Duties

1. The secretary keeps a faithful record of all proceedings and posts minutes of each open meeting on the board's website. Code of Virginia, Title 2.2, Chapter 37, § 2.2-3707 and 2.2-3707.1.
2. The secretary conducts correspondence for the board.
3. The secretary provides the board members and the public notice of time and place for meetings. Code of Virginia Title 2.2, Chapter 37, § 2.2-3711.
4. The secretary sees that all documents entrusted in his or her care are filed and safely kept at the university.
5. The secretary makes documents in his or her care available for inspection by the board or any committee of the board.
6. The secretary surrenders documents under his or her control only to an agent or officer authorized to receive them and upon proper receipt therefor.
7. The secretary coordinates clerical and administrative support for all committees.
8. The secretary provides a copy of the *Manual of the Board of Visitors* and all other appropriate materials to the members of the board when they are appointed and when any significant changes are made to the manual.
9. The president shall recommend a university employee to the Nominating Committee to serve as secretary to the Board of Visitors.

Article XI. MEETINGS

All board members are expected to attend all meetings in person consistent with provisions in the board manual. Meetings of the board of visitors are of three types: the annual meeting, regular

A. The Annual Meeting

The annual meeting of the board is held at the final regularly scheduled meeting of the university's fiscal year. The election of officers occurs at the annual meeting.

B. Regular Meetings

Three regular meetings of the board are usually held in September, November, and February, and in April the board holds its annual meeting. Dates and months may vary from year to year. The board will participate in a retreat annually to be scheduled at a time and location suitable to meet the goals of the retreat.

C. Special Meetings

Special meetings of the board are held whenever called by the rector.

D. Notice of Meetings

At least sixty days' notice is required for the annual meeting and the three regular meetings of the board. The secretary of the board gives notice of each special meeting to each board member at least three days before the meeting. The secretary of the board also gives the public notice of each annual meeting, regular meeting and special meeting, as required by law. Code of Virginia Title 2.2, Chapter 37, § 2.2-3707.

E. Motions and Resolutions

A motion or resolution to be brought before the board must be sent to the secretary of the board no later than seven days prior to any meeting of the board. The secretary will communicate the proposed motion and/or resolution to each board member no less than seven days prior to any meeting of the board; however, the introduction of a motion and/or resolution for board action may be offered at any time at the request of the president or the rector or on those occasions when 10 members of the board vote in the affirmative to suspend this rule.

F. Location of Meetings

The board meetings will normally take place on the campus of James Madison University. However, the board may hold its meetings in such place or places within or outside of the Commonwealth of Virginia as the board may determine. A member of the board may participate through electronic communication means for personal reasons as long as the rector is notified on or before the day of the meeting, specifying the nature of the personal matter, and the remote location from which the member participates. Code of Virginia Title 2.2, Chapter 37, §2.2-3708.2.

G. Quorum

No business will be conducted by the board at any meeting without a quorum. A majority of the voting membership of the board constitutes a quorum for the transaction of business at all authorized meetings. Code of Virginia Title 23.1, Chapter 11, § 23.1-1101. The lack of a quorum will not prevent a meeting, but the board may not vote on any matters at any such meeting.

H. Meetings held through Electronic Communication Means

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

- 1) The required meeting notice must indicate if the meeting is in-person or all-virtual.
- 2) Public access to the all-virtual meeting public is provided via electronic communication means and included in the public notice.
 - a. Contact information must be included to notify the university if the electronic communication means is interrupted or fails.
- 3) No more than two members of the board are together in any one remote location unless that remote location is open to the public.
- 4) The full board may convene an all-virtual public meeting (i) not more than two times per calendar year or 50 percent of the meetings held per calendar year; or (ii) not consecutively with another all-virtual public meeting.
- 5) All committees of the board may also hold all-virtual meetings in accordance with this policy and applicable law.
- 6) Requests for an all-virtual meeting shall be made to the rector, in consultation with the administration.

- a. Such requests may be for such circumstances as emergency situations, when members are separated more than 60 miles from each other/location, difficulty in having quorum if held in-person, travel difficulties, or other types of situations allowed by law and deemed appropriate by the rector.

The board shall ensure that the meeting minutes contain all of the information required by law. Section 2.2-3708.3 of the Code of Virginia allows for an individual member to participate remotely under the following provisions:

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

I. Meetings Open to the Public

As required under the Virginia Freedom of Information Act, all meetings of the Board of Visitors and all meetings of board committees are open to the public. Code of Virginia, Title 2.2, Chapter 37, § 2.2-3707. The board or any committee may move into a closed meeting as stipulated in the act to discuss topics exempt from the open meetings requirements. Code of Virginia Title 2.2, Chapter 37, § 2.2-3711. The board may invite specific individuals to attend a closed meeting. Discussions and actions on any topic not specifically exempted from the public meeting requirement by the statute shall be held in an open meeting. Any action of the board taken in a closed meeting shall be approved in an open meeting before it can have any force or effect. Code of Virginia Title 2.2, Chapter 37, § 2.2-3711. Members of the board will be provided with a copy of the Act by the board secretary.

J. Minutes

The secretary of the board shall record minutes of each open meeting and post the minutes on the board's website. Code of Virginia Title 2.2, Chapter 37, § 2.2-3707.

K. Attorney General Representation

A representative of the Virginia Attorney General's Office shall receive notice of and is invited to all meetings of the board and all board committees, including the executive committee. Code of Virginia Title 23.1, Chapter 13, § 23.1-1303.

L. Faculty Senate Speaker

A. The Faculty Senate Speaker or representative will attend the Full Board meetings and provide a report to the board.

M. Student Representative to the Board

A. The student representative to the board will attend the Full Board meetings and provide a

report to the board.

N. Roberts' Rules of Order

The board follows Roberts' Rules of Order for conducting its business.

Article XII. COMMITTEES

The committees of the board of visitors are of three types: the executive committee, standing committees and special committees. The secretary of the board will serve as the secretary of the executive committee and coordinate secretarial support for all other committees. The rector of the board is an *ex officio* member of all committees with the exception of the Executive Committee where the Rector serves as the chair. A majority of the voting membership of a board committee constitutes a quorum for the transaction of business at a committee meeting. If the rector is present at a committee meeting, he or she will be counted as a member of the committee for the purpose of constituting a quorum. The lack of a quorum will not prevent a meeting, but the committee may not vote on any matters at any such meeting.

A. Executive Committee

1. The executive committee consists of the rector, vice rector, and three committee chairs selected by the rector. The rector chairs the executive committee. A past rector may serve as an ex-officio member of the Executive Committee. In the event a committee chair is unable to attend a meeting, they may appoint a designee.
(approved 4/22/2022)
2. The executive committee evaluates the performance of the president each year and makes a report to the full board concerning his or her evaluation.
3. The executive committee may exercise the powers and transact the business of the full board when it is in recess, except in the following situations:
 - a. To elect officers of the board;
 - b. To remove or change members of the instructional faculty;
 - c. To take final action on any question substantially affecting the policy of the university.
4. The charter for the Executive Committee, located in Appendix B, outlines the other specific responsibilities of the Executive Committee.
5. All actions taken by the executive committee between meetings of the board will be reported in committee minutes presented to the board at the next annual, regular or special meeting.

B. Standing Committees

1. The standing committees of the board consist of the following committees: Academic Excellence; Advancement and Engagement; Athletics; Audit; Finance and Physical Development; Governance; and Student Affairs.

a. Academic Excellence Committee: provides oversight of the academic endeavors of the university, including, but not limited to academic programs; faculty hiring; satisfaction and achievements; student academic success; and national status.

b. Advancement and Engagement Committee: oversees, advises and advocates for the effective delivery and prudent management of a comprehensive university advancement program comprised of philanthropy, information systems, brand management and constituent relations; and generates resources and stakeholder support of the university's strategic goals relative to federal, corporate, and public relations.

c. Athletics Committee: provides oversight of the university's intercollegiate athletics program, ensuring the institution meets its expectations for academic and competitive success, quality student-athlete experiences and compliance with NCAA requirements.

d. Audit, Risk and Compliance Committee: responsible for the review of internal and external audit related functions for all divisions of the university and assists the board in fulfilling its fiduciary responsibilities related to overseeing the soundness of the university's system of internal controls, the integrity of the university's financial accounting and reporting practices, and the independence and performance of the internal and external audit functions and compliance.

e. Finance and Physical Development Committee: responsible for the fiscal policies and oversight of the financial operations of the university including the review of the annual budget, tuition and fees, and real estate acquisitions and recommending policies regarding all matters related to land use, physical facilities, and technology and General Assembly updates and legislative affairs.

f. Governance Committee: provides oversight of responsibilities related to board governance and policies and manages the board compliance with state requirements such as a self-evaluation, professional development opportunities and others; reviews and recommends improvements to board processes and performs regular strategic risk management and opportunity assessments to highlight key issues for the administration, executive committee and committee chairs to review.

g. Student Affairs Committee: oversees all elements of student life including discipline, co-and -extracurricular activities, the residential campus experience, and physical and behavioral health to ensure a high quality student experience.

2. In accordance with its responsibilities as outlined in its specific charter (Appendix B) each committee shall serve the purpose of advising the full board on specific areas of the administration of the institution, according to its assignment by the board. Each board member shall serve on two standing committees.

3. Each standing committee is composed of no fewer than three members appointed by the rector. At the time of appointment, the rector will designate the chair of each committee.

4. A vacancy on any committee will be filled by the rector for the unexpired term.

5. Each standing committee will meet at the call of the chair or the rector. Generally, the committees meet in conjunction with the annual and regular meetings, but committees may meet at different times, with proper notice.

6. The secretary of the board provides an agenda for each committee meeting, notifies the members and the public of the time and place of the meeting at least three days prior to the meeting, and coordinates secretarial support for the meeting.

7. Standing committees present their reports and recommendations to the board at an annual, regular or special meeting.

C. Special Committees

1. Special committees may be constituted at any time either by action of the board or by direction of the rector.

2. Special committees will consist of no fewer than three members appointed by the rector and shall have a term not to exceed one year, unless renewed for a specific period of time by action of either the board or the rector.

3. The rector designates the chair of each special committee.

4. Special committees meet at the call of the chair or the rector. Members and the public are notified of the time and place of the meeting at least three days prior to the meeting.

5. Each special committee presents its report and recommendations to the board.

6. The Rector shall appoint the Nominating Committee at the first meeting of the spring academic semester for the purpose of presenting a slate of officers for election. (see the Nominating Committee and Nominating Process policy)

Article XIII. ANNUAL REPORTS

Each year by the first day of the regular session of the General Assembly, the administration, on behalf of the board, submits to the General Assembly and the Governor an executive summary of the board's interim activity and work, as provided in the procedures of the Division of Legislative Automated Systems. The secretary prepares the report, presents it to the executive committee for review and approval, and submits it to the appropriate state offices. Code of Virginia Title 23.1, Chapter 13, § 23.1-1303.

Article XIV. SELF-EVALUATION OF THE BOARD

In accordance with the requirements of the Southern Association of College and Schools Commission on Colleges, the board shall regularly conduct a self-evaluation. SACSCOC Resource Manual for The Principles of Accreditation; CR 4.1, 4.2g Board Self-Evaluation.

Article XV. RELATED ENTITIES

The board is authorized to enter into affiliation agreements with appropriate entities related to the university's mission. Related entities include, but are not limited to, the James Madison University

Foundation, Inc.; the James Madison University Real Estate Foundation, Inc.; the James Madison University Alumni Association; James Madison University Research and Development Center, Inc.; and James Madison Innovations.

Article XVI. AMENDMENTS AND SUSPENSION

A. Amendment: The bylaws of the board, except where mandated by law, may be amended at any meeting of the board with the approval of no fewer than 10 board members, provided that notice of the amendment is included in the notice of the meeting.

B. Suspension of Provisions: Any of the provisions of the bylaws of the board not mandated by law may be temporarily suspended at a meeting of the board with the approval of no fewer than 10 board members.

CODE OF ETHICS

Integrity is one of the core values of James Madison University. We pursue and embrace ethical reasoning because it is essential to meaningful citizenship, and our mission is to prepare students to be educated and enlightened citizens who lead productive and meaningful lives. As the leaders of the JMU community, the Board of Visitors is committed to ensuring lawful and ethical behavior in all of the university's activities. At JMU, we expect that all members of the university community—our board members, employees, students, and volunteers—comply with all applicable laws, regulations, policies and ethical practices. More generally, we are committed to being honest, fair and trustworthy ourselves and to taking care that other members of the university community are held to the same standards.

We, as members of the James Madison University community, will:

1. Obey the laws, regulations and policies applicable to our university activities.
2. Protect and preserve university resources and ensure their proper use.
3. Avoid both conflicts of interest and the appearance of such conflicts.
4. Safeguard confidential information.
5. Make procurement and other resources decisions impartially and objectively.
6. Maintain effective internal controls to safeguard the regularity and integrity of our activities.
7. Treat other people with dignity and respect, and guard against discrimination and harassment.
8. Report any illegal or unethical action, so that the university or other appropriate authorities can investigate and take corrective action.
9. Conduct all board actions under the principles of transparency, to the extent required by law.

This Code of Ethics was adopted by the Board of Visitors of James Madison University on January 17, 2014.

COMPETENCIES AND QUALIFICATIONS FOR BOARD MEMBERS

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

- Commitment to the university's mission
- Ability to commit the time and energy required to fulfill all Board duties and responsibilities
- Success and proven leadership in the arenas of business, professional, academic, non-profit, government, and/or other civic engagement endeavors
- Knowledge and experience to help guide deliberations and decision making

- Adherence to the highest standards of professional and personal Integrity
- Respect for the concept of shared governance and the distinction between the Board's duties and the role of the president and Administration
- Respect for diversity and the role it plays in higher education
- Commitment to upholding the principles of academic freedom for the university and faculty
- Ability to challenge, support, and motivate the administration
- Familiarity with issues facing higher education in the Commonwealth of Virginia and nationally

Recommended Board composition

- A majority of the board members are James Madison University alumni
- Diversity of membership that reflects the aspirations of the University
- At least two members reside outside the Commonwealth of Virginia

ADMINISTRATION OF THE UNIVERSITY

Except as may be explicitly set forth in this manual or prohibited by applicable law, the administration of the university has been delegated by the board of visitors to the president of the university, including the following general powers and duties:

1. The president submits to the board at its annual meeting a report of the fiscal and other affairs of the university. Special reports are submitted at other meetings as needed.
2. The president calls to the attention of the board all matters that, in the president's opinion, affect the interests of the total university and require consideration by the board.
3. The president may attend and participate in all meetings of the board and its committees, including closed meetings, except when there is under consideration any matter affecting the president personally; in this case, the president's attendance will be only by special invitation.
4. The president develops and maintains a plan of institutional organization. The president is in charge of administration at the university and will be the usual means of communication among the board and faculty, officers and administrative staff of the university. The president establishes the positions of and employs vice presidents and other administrative officers and delegates to them the day to day operation of the divisions of the university.
5. The president presides at all public meetings and general commencements of the university and confers all degrees, unless otherwise directed by the board.
6. The president convenes the general faculty when needed. The president, or his/her designee, presides at such meetings.
7. The president shall exercise the following powers and duties subject to the approval of the board:
 - a. The president makes faculty appointments, promotions and merit increases. The president recommends to the board the appointment, promotion, tenure and dismissal of all administrative staff and instructional and administrative and professional faculty.
 - b. The president establishes new positions including faculty, staff and administrative officers.

- c. The president establishes policies concerning the general operation of the institution, including the employment of faculty and staff, benefits, the acceptance and assistance of students, and the conduct of students in accordance with state and federal policy and law.
- d. The president establishes policies concerning the general operation of the institution, in accordance with state and federal policy and law.

Changes to the By-Laws:

11/19/21

4/22/22

9/16/2022

APPENDICES

Appendix A. Acts of General Assembly of Virginia

1. Excerpts from Original Act of 1908

For the establishment of State Normal and Industrial Schools for Women, at Harrisonburg and Fredericksburg, the sum of seventy-five thousand dollars, of which the sum of twenty-five thousand dollars shall be for the school at Fredericksburg and shall be available on and after February twenty-eighth, nineteen hundred and nine, but not before.

The said schools shall be under the supervision, management and government of the boards of trustees, which shall consist of ten members each, to be appointed by the governor, by and with the advice and consent of the senate, to hold office for the term of four years ...

Second. The said trustees shall be bodies corporate under the name and style of State Normal and Industrial School for Women at Harrisonburg and State Normal and Industrial School for Women at Fredericksburg respectively ... Said trustees shall from time to time make all needful rules and regulations for the government and management for said schools, fix the number and compensation of teachers and employees of said schools, and of said boards, and prescribe the preliminary examinations and conditions upon which students shall be received therein.

Third. The said trustees shall annually make and file with the said board of education a full report of their proceedings under this act, together with the report of the progress and condition of said schools. The trustees shall establish one of said schools within or near the corporate limits of Harrisonburg, in the county of Rockingham, Virginia, on a suitable site to be selected by said trustees, and one of said schools within or near the corporate limits of the city of Fredericksburg....

Fourth. Each county and city in the State shall be entitled to one pupil in each of said schools, who shall be nominated by the division superintendent of schools ...

Fifth. For purpose of the said schools there shall be paid out of the public treasury, from time to time, such sums as shall be appropriated to pay incidental expenses, the salaries of officers and teachers and to maintain the efficiency of the said schools ...

Sixth. The establishment of said schools near or within the corporate limits of the town of Harrisonburg, in the county of Rockingham, is conditioned upon an appropriation of not less than

fifteen thousand dollars cash to be paid by the town of Harrisonburg and the county of Rockingham, upon the establishment of said school; and the guaranteeing of a suitable site connected with the water, light and sewer systems of said town, of not less than thirty acres of land for said institution at a cost not to exceed ten thousand dollars...

Seventh. The superintendent of public instruction shall render to the second auditor an annual account of the expenditures for said institutions.

2. Selected Current Acts of the General Assembly

§ 23.1-1600. Corporate name; name of the University.

A. The board of visitors of James Madison University (the board) is a corporation under the name and style of "The Visitors of James Madison University" and has, in addition to its other powers, all the corporate powers given to corporations by the provisions of Title 13.1 except those powers that are confined to corporations created pursuant to Title 13.1. The board shall at all times be under the control of the General Assembly.

B. The institution shall be known as James Madison University (the University).

C. All laws relating to Madison College or the board of visitors of Madison College shall be construed as relating to the University or the board, respectively.

1964, c. 97, § 23-164.1; 1977, cc. 296, 319; 2016, c. 588.

§ 23.1-1601. Membership.

A. The board shall consist of 15 members appointed by the governor, of whom at least 13 shall be residents of the Commonwealth.

B. The alumni association of the University may submit to the governor a list of at least three nominees for each vacancy on the board, whether the vacancy occurs by expiration of a term or otherwise. The Governor may appoint a member from the list of nominees. The governor is not limited in his appointments to the individuals so nominated.

1964, c. 97, §§ 23-164.3, 23-164.4; 1977, cc. 296, 319; 1979, c. 623; 1989, c. 107; 2016, c. 588.

§ 23.1-1602. Powers and duties.

A. The board shall appoint all teachers and agents and fix their salaries and generally direct the affairs of the University.

B. The board may confer degrees.

1964, c. 97, §§ 23-164.6, 23-164.8; 1977, cc. 296, 319; 2016, c. 588.

§ 23.1-1603. Program of instruction to educate and train teachers.

The University shall maintain a program of instruction to educate and train teachers for the public elementary and secondary schools of the Commonwealth without excluding other programs of instruction.

1964, c. 97, § 23-164.9; 1977, cc. 296, 319; 2016, c. 588.

§ 23.1-1300. Members of governing boards; removal; terms; nonvoting, advisory representatives; residency.

A. Members appointed by the governor to the governing boards of public institutions of higher education shall serve for terms of four years. Vacancies occurring other than by expiration of a term shall be filled for the unexpired term. No member appointed by the governor to such a governing board shall serve for more than two consecutive four-year terms; however, a member appointed by the governor to serve an unexpired term is eligible to serve two consecutive four-year terms immediately succeeding such unexpired term. Except as otherwise provided in § 23.1-2601, all appointments are subject to confirmation by the General Assembly. Members appointed by the governor to the

governing board of a public institution of higher education shall continue to hold office until their successors have been appointed and qualified. Ex officio members shall serve a term coincident with their term of office.

B. No member appointed by the governor to the governing board of a public institution of higher education who has served two consecutive four-year terms on such board is eligible to serve on the same board until at least four years have passed since the end of his second consecutive four-year term.

C. Notwithstanding the provisions of subsection E or any other provision of law, the governor may remove from office for malfeasance, misfeasance, incompetence, or gross neglect of duty any member of the board of any public institution of higher education and fill the vacancy resulting from the removal.

D. The governor shall set forth in a written public statement his reasons for removing any member pursuant to subsection C at the time the removal occurs. The governor is the sole judge of the sufficiency of the cause for removal as set forth in subsection C.

E. If any member of the governing board of a public institution of higher education fails to attend (i) the meetings of the board for one year without sufficient cause, as determined by a majority vote of the board, or (ii) the educational programs required by § 23.1-1304 in his first two years of membership without sufficient cause, as determined by a majority vote of the board, the remaining members of the board shall record such failure in the minutes at its next meeting and notify the governor, and the office of such member shall be vacated. No member of the board of visitors of a baccalaureate public institution of higher education or the State Board for Community Colleges who fails to attend the educational programs required by § 23.1-1304 during his first four-year term is eligible for reappointment to such board.

F. The governing board of each public institution of higher education shall adopt in its bylaws policies (i) for removing members pursuant to subsection E and (ii) referencing the governor's power to remove members described in subsection C.

G. The governing board of each public institution of higher education and each local community college board may appoint one or more nonvoting, advisory faculty representatives to its respective board. In the case of local community college boards and boards of visitors, such representatives shall be chosen from individuals elected by the faculty or the institution's faculty senate or its equivalent. In the case of the State Board, such representatives shall be chosen from individuals elected by the Chancellor's Faculty Advisory Committee. Such representatives shall be appointed to serve (i) at least one term of at least 12 months, which shall be coterminous with the institution's fiscal year or (ii) for such terms as may be mutually agreed to by the State Board and the Chancellor's Faculty Advisory Committee, or by the local community college board or the board of visitors, and the institution's faculty senate or its equivalent.

H. The board of visitors of any baccalaureate public institution of higher education shall appoint one or more students as nonvoting, advisory representatives. Such representatives shall be appointed under such circumstances and serve for such terms as the board of visitors of the institution shall prescribe.

I. Nothing in subsections G and H shall prohibit the governing board of any public institution of higher education or any local community college board from excluding such nonvoting, advisory faculty or student representatives from discussions of faculty grievances, faculty or staff disciplinary matters or salaries, or any other matter.

J. The president or any one of the vice presidents of the board of visitors of Virginia Military Institute, the chairman or the vice-chairman of the State Board, and the rector or vice-rector of the governing board of each other public institution of higher education shall be a resident of the Commonwealth.

K. No baccalaureate public institution of higher education shall employ an individual appointed by the Governor to the board of visitors of such institution within two years of the expiration of his term. Such prohibition shall not apply to the employment of an individual to serve as an institution president or, in the case of Virginia Military Institute, the Superintendent.

§ 23.1-1301. Governing boards; powers.

A. The board of visitors of each baccalaureate public institution of higher education or its designee may:

1. Make regulations and policies concerning the institution;
2. Manage the funds of the institution and approve an annual budget;
3. Appoint the chief executive officer of the institution;
4. Appoint professors and fix their salaries; and
5. Fix the rates charged to students for tuition, mandatory fees, and other necessary charges.

B. The governing board of each public institution of higher education or its designee may:

1. In addition to the powers set forth in Restructured Higher Education Financial and Administrative Operations Act (§ 23.1-1000 et seq.), lease or sell and convey its interest in any real property that it has acquired by purchase, will, or deed of gift, subject to the prior approval of the Governor and any terms and conditions of the will or deed of gift, if applicable. The proceeds shall be held, used, and administered in the same manner as all other gifts and bequests;
2. Grant easements for roads, streets, sewers, waterlines, electric and other utility lines, or other purposes on any property owned by the institution;
3. Adopt regulations or institution policies for parking and traffic on property owned, leased, maintained, or controlled by the institution;
4. Adopt regulations or institution policies for the employment and dismissal of professors, teachers, instructors, and other employees;
5. Adopt regulations or institution policies for the acceptance and assistance of students in addition to the regulations or institution policies required pursuant to § 23.1-1303;
6. Adopt regulations or institution policies for the conduct of students in attendance and for the rescission or restriction of financial aid, suspension, and dismissal of students who fail or refuse to abide by such regulations or policies;
7. Establish programs, in cooperation with the Council and the Office of the Attorney General, to promote (i) student compliance with state laws on the use of alcoholic beverages and (ii) the awareness and prevention of sexual crimes committed upon students;
8. Establish guidelines for the initiation or induction of students into any social fraternity or sorority in accordance with the prohibition against hazing as defined in § 18.2-56;
9. Assign any interest it possesses in intellectual property or in materials in which the institution claims an interest, provided such assignment is in accordance with the terms of the institution's intellectual property policies adopted pursuant to § 23.1-1303. The Governor's prior written approval is required for transfers of such property (i) developed wholly or predominantly through the use of state general funds, exclusive of capital assets and (ii)(a) developed by an employee of the institution acting within the scope of his assigned duties or (b) for which such transfer is made to an entity other than (1) the Innovation and Entrepreneurship Investment Authority, (2) an entity whose purpose is to manage intellectual properties on behalf of nonprofit organizations, colleges, and universities, or (3) an entity whose purpose is to benefit the respective institutions. The Governor may attach conditions to these transfers as he deems necessary. In the event the Governor does not approve such transfer, the materials shall remain the property of the respective institutions and may be used and developed in any manner permitted by law;
10. Conduct closed meetings pursuant to §§ 2.2-3711 and 2.2-3712 and conduct business as a "state public body" for purposes of subsection D of § 2.2-3708.2; and
11. Adopt a resolution to require the governing body of a locality that is contiguous to the institution to enforce state statutes and local ordinances with respect to offenses occurring on the property of the institution. Upon receipt of such resolution, the governing body of such locality shall enforce statutes and local ordinances with respect to offenses occurring on the property of the institution.

Appendix B: Committee Charters**Academic Excellence Committee Charter****Purpose**

The Academic Excellence Committee oversees the academic and endeavors of the university, including, but not limited to academic programs; scholarship and research; faculty hiring, student and faculty satisfaction and academic achievements; student academic success; and national ~~status~~ competence..

Composition and Independence

The Committee is comprised of three or more members of the Board of Visitors. The Provost and Vice President for Academic Affairs are expected to attend. In addition to complying with the Commonwealth of Virginia's Conflict of Interest laws and any university policies, each member must be free from any financial, family or other material personal relationship that, in the opinion of the board or the committee members, would impair their independence from management and the university.

Responsibilities

- Review revisions to the Faculty Handbook for approval by the board
- Review all new academic programs, major, degrees, as well as discontinuation of degree programs for approval by the board
- Review nominations of honorary degrees for approval by the board
- Hear annual report from the Graduate Student Association
- Receive SACSCOC Accreditation and Quality Enhancement Plan updates
- Review international academic partnerships
- Review research strategies and policies requiring board action
- Review proposals for the organization of the academic structure of the university

Meetings

The committee will meet at least three times annually. Additional meetings may occur more frequently as circumstances warrant.

Responsibility of the Chair

The chair shall coordinate with the designated administrative liaison for their committee in establishing the agenda and organizing strategic conversations during the committee meeting.

Advancement and Engagement Committee Charter**Purpose**

The Advancement and Engagement Committee oversees, advises and advocates for the effective delivery and prudent management of a comprehensive university advancement program comprised of philanthropy, information systems, brand management and constituent relations; and generates resources and stakeholder support of the university's strategic goals relative to ~~federal~~, corporate and public relations.

Composition and Independence

The committee is comprised of three or more members of the Board of Visitors. The Vice President for Advancement, or their designee, is expected to attend. In addition to complying with the Commonwealth of Virginia's Conflict of Interest laws and any University policies, each member must be free from any financial, family or other material personal relationship

that, in the opinion of the board or the committee members, would impair their independence from management and the university.

Responsibilities

- Review quarterly fundraising report
- Hear reports on Annual Giving, Alumni Relations, Parent Relations, Institutional Branding, and Planned Giving
- Review plans and progress of campaigns
- Review naming proposals for approval by the board
- Review public relations and marketing communication strategies
- Assist with generating resources and stakeholder support for the university

Meetings

The committee will meet at least three times annually. Additional meetings may occur more frequently as circumstances warrant.

Responsibility of the Chair

The chair shall coordinate with the designated administrative liaison for their committee in establishing the agenda and organizing strategic conversations during the committee meeting.

Athletics Committee Charter

Purpose

The Athletics Committee oversees the university's intercollegiate athletics program, ensuring the institution meets its expectations for academic and competitive success, quality student-athlete experiences and compliance with NCAA requirements.

Composition and Independence

The committee is comprised of three or more members of the Board of Visitors. The Athletic Director is expected to attend. In addition to complying with the Commonwealth of Virginia's Conflict of Interest laws and any university policies, each member must be free from any financial, family or other material personal relationship that, in the opinion of the board or the committee members, would impair their independence from management and the university.

Responsibilities

- Review the Strategic Plan Accountability Measures
- Review the yearly Academic Report
- Monitor the annual fund-raising strategies
- Keep current with NCAA legislation as appropriate
- Review the Student-Athlete Disciplinary Report
- Review the annual Title IX Report
- Support the mission of the Department of Athletics
- Review facility renovations and construction plans as appropriate
- Annual review of the Virginia State Auditors APA Report

Meetings

The committee will meet at least two times annually. Additional meetings may occur more frequently as circumstances warrant.

Responsibility of the Chair

The chair shall coordinate with the designated administrative liaison for their committee in establishing the agenda and organizing strategic conversations during the committee meeting.

Audit, Risk, and Compliance Committee Charter (revision February ~~9, 2023~~ 13, 2025)

Introduction

On behalf of the JMU Board of Visitors (BOV), the Audit, Risk, and Compliance Committee (ARC Committee) is charged with receiving reports on internal and external audit-related functions for all divisions of James Madison University (JMU). The committee is also responsible for receiving reports on the work of the JMU Compliance Committee and matters related to financial, technology, operational, strategic and reputational risks.

The term “external” shall refer to the representatives of, or audits by, the Auditor of Public Accounts for the Commonwealth of Virginia, Office of the State Inspector General, independent certified public accountants and auditors from organizations, governmental or other, outside the university.

Purpose

The ~~ARC audit~~ Committee assists the BOV in fulfilling its fiduciary responsibilities related to overseeing the:

- soundness of the university’s system of internal controls;
- integrity of the university’s financial accounting and reporting practices;
- performance of the internal and external audit functions; ~~and~~
- university’s compliance with applicable laws and regulations, and
- management of financial, technology, operational, strategic and reputational risks.

University management is responsible for the preparation, presentation, and integrity of the university’s financial statements. University management is also responsible for maintaining appropriate financial accounting and reporting policies, procedures and internal accounting controls. These are designed to ensure compliance with generally accepted accounting principles, applicable laws and regulations, accreditation standards and contractual obligations.

Audit and Management Services (AMS) examines and evaluates the adequacy and effectiveness of the university’s system of internal controls.

The university’s external auditor, the Auditor of Public Accounts (APA), is responsible for planning and conducting the financial statement examination in accordance with generally accepted auditing standards and issuing an opinion on the financial statements.

The JMU Compliance Committee is responsible for tracking and monitoring the university’s compliance with applicable laws and regulations, accreditation standards and contractual obligations. The chief audit executive (CAE – Director of AMS) and Compliance Coordinator serve as the chairs of the JMU Compliance Committee and report on compliance-related matters to the president and the ~~audit~~ ARC Committee.

Risk mitigation occurs across the university at many levels through policies and procedures. In addition, some personnel are charged with managing particular risks.

Responsibilities:

In performing its responsibilities, the ARC Committee shall:

General

- Adopt a formal written charter that specifies the ~~audit~~ ARC Committee's scope of responsibility. The charter should be reviewed every five years and updated as necessary.
- Maintain minutes of meetings.
- Authorize investigations into any matter within the ~~audit~~ ARC Committee's scope of responsibilities when necessary.
- Ensure that significant findings and recommendations made by the internal and external auditors are acted upon appropriately and promptly.
- Report ~~audit~~ ARC Committee actions to the board of visitors. In addition, the ~~audit~~ ARC Committee shall provide its recommendations for actions to be taken by the BOV and management in order to strengthen the institution's controls, financial reporting process, and compliance procedures.
- Meet, consistent with commonwealth law, in closed meetings with the internal or external auditors, to discuss matters that the ~~audit~~ ARC Committee or any of these groups believes should be discussed privately.

Internal Controls

- ~~Assure~~ Ensure that management is setting the appropriate tone in communicating the importance of internal controls and in establishing policies and procedures to mitigate risk.
- Determine whether internal control recommendations made by internal and external auditors have been implemented by management.
- Understand the nature of any significant deficiencies and material weaknesses reported with the financial statements and reportable findings under *Government Auditing Standards*.

Financial Statements

- Meet with the external auditors to review the scope of the external audit for the year being audited. The chair or full committee should be informed of any significant changes in the audit plan or any special work scheduled.
- Review the annual financial statements with management and the external auditors.
- Review management's letter and monitor the university's compliance with its recommendations.
- Meet privately with the external auditors, if necessary.

Internal Audit

To establish, maintain, and assure that AMS has sufficient authority to fulfill its duties, the ARC Committee will:

- Ensure that the CAE has unrestricted access to and communicates and interacts directly with the ARC Committee. The CAE will meet four times per year to report on activities of AMS. The committee may meet privately with the CAE and/or the state auditors, if necessary.
- Discuss with the CAE and senior management the appropriate authority, role, responsibilities, scope, and services (assurance and/or advisory) of the internal audit function.
- Participate in discussions with the CAE and senior management about the Global Internal Audit Standards, which establish the foundation that enables an effective internal audit function.
- Approve the internal audit charter annually, which includes the internal audit mandate and the scope and types of internal audit services. Consider changes affecting the organization, such as the employment of a new CAE or changes in the type, severity, and interdependencies of risks to the organization. In addition, review JMU Policy 1601- Internal Audit Function whenever changes are made.
- Approve the risk-based internal audit plan. Review progress reports on executing the approved annual audit plan.
- Review the internal audit function's operating budget and resources.
- Provide input to senior management on the CAE's performance, remuneration, appointment and removal of the CAE, ensuring adequate competencies and qualifications and conformance with the Global Internal Audit Standards.
- Assess the effectiveness of the internal audit function, including its independence, reporting relationships, and quality assurance program.
- Receive and act upon the reports presented by the CAE.
- Make appropriate inquiries of management and the CAE to determine whether there are inappropriate scope or resource limitations. Inquire of the CAE regarding any difficulties encountered during audits, including any restrictions on the scope of work or access to required information. Review AMS staffing levels to ensure the university has the appropriate structure and staffing to carry out internal audit responsibilities effectively.
- Review the results of the quality assurance and improvement program annually.

JMU Compliance Committee

- Review the ~~CAE's~~ annual report on the activities ~~and accomplishments~~ of the JMU Compliance Committee. Specifically, any significant compliance risks and/or non-compliance, as well as action plans for addressing compliance risks and non-compliance should be reported to the ~~audit~~ ARC Committee.
- Ensure that the university's system for monitoring compliance with laws and regulations, accreditation and contractual obligations is effective.

Risk

- Hear reports from the CIO and ISO regarding cyber and data security. Review the GLBA Safeguards annual report.
- Monitor risk by hearing reports from university personnel regarding risks related to

strategic goals, business continuity, emergency management, safety, organizational culture, international operations, conflict of interest, or other concerns of the committee.

~~Composition~~ **Members/ Independence**

The ~~audit~~ **ARC** Committee shall consist of at least ~~three~~ **four** members of the BOV with one member acting as chairperson of the committee.

Each member must be free from any financial, family or other material personal relationship that, in the opinion of the board of visitors or ~~audit~~ **ARC** Committee members, would impair their independence from management and the university.

ARC Committee members will be appointed annually.

Meetings

The ARC Committee meeting dates will coincide with the meetings of the BOV. Additional meetings should be held as needed to fulfill the ARC Committee's responsibilities to the BOV.

The suggested agenda for the regularly scheduled meetings is shown below. The agenda should allow time for discussion of other areas of concern.

SEPTEMBER (First Quarter)

- Review and approve the final audit plan.
- Review the annual report of AMS and goals and objectives for the forthcoming year.
- Review audit reports issued since the last meeting.
- Review any other matters considered appropriate by the committee.

NOVEMBER (Second Quarter)

- Review audit reports issued since the last meeting.
- Review status of management action plans.
- Review any other matters considered appropriate by the committee.
- Receive an update from the CIO and ISO regarding cyber and data security and receive the GLBA Safeguards annual report.

FEBRUARY (Third Quarter)

- Review a status report on the audit plan.
- Review the report of the JMU Compliance Committee.
- Review audit reports issued since the last meeting.
- Review the internal audit charter annually, and Policy 1601 – Auditing Program and the ARC Committee charter as necessary.
- Review any other matters considered appropriate by the committee.

APRIL (Fourth Quarter)

- Review the annual financial audit report for the university issued by APA.
- Review the annual financial audit report of WMRA (licensed to the BOV).

- Approve the preliminary operating budget for AMS for the forthcoming fiscal year, if available.
- Review the IIA mandatory disclosures and Quality Assurance program for internal audit.
- Review a draft of the audit plan for the forthcoming year.
- Review audit reports issued since the last meeting.
- Review any other matters considered appropriate by the committee.

Executive Committee Charter

Purpose

The Executive Committee organizes the working processes of the board and exercise the powers and transact the business of the full board when it is in recess, except in the following situations:

- a. To elect officers of the board;
- b. To remove or change members of the instructional faculty; or
- c. To take final action on any question radically affecting the policy of the university.

Composition and Independence

The executive committee consists of the rector, vice rector, and three committee chairs selected by the rector. The rector chairs the executive committee. A past rector may serve as an ex-officio member of the Executive Committee. In the event a committee chair is unable to attend a meeting, they may appoint a designee. In addition to complying with the Commonwealth of Virginia's Conflict of Interest laws and any university policies, each member must be free from any financial, family or other material personal relationship that, in the opinion of the board or the committee members, would impair their independence from management and the university.

Responsibilities

- As appropriate, exercise the powers and transact the business of the board between scheduled meetings/when it is in recess (with exceptions) between scheduled meetings
- Conduct the annual evaluation of the president and the review of their contract and compensation
- Establish and manage the selection process for the president
 - When the office of the president becomes vacant, or a vacancy is pending, the rector appoints a special committee to recommend to the board a person to fill the vacancy. The rector may chair this committee, or may appoint another board member to chair the committee
- The rector, in consultation with the president, assigns committee chairs and committee members
- Regularly review compensation strategy and structure for senior leaders and policies to ensure competitiveness and equity
- Review succession planning for the president's position

Meetings

The committee will meet as needed and appropriate.

Finance and Physical Development Committee Charter

Purpose

The Finance and Physical Development Committee is responsible for the fiscal policies and oversees the financial operations of the university including the review of the annual budget, tuition and fees, and real estate acquisitions and recommending policies regarding all matters related to land use, physical facilities and technology.

Composition and Independence

The committee is comprised of three or more members of the Board of Visitors. The Vice President of Administration and Finance, or their designee, is expected to attend. In addition to complying with the Commonwealth of Virginia's Conflict of Interest laws and any university policies, each member must be free from any financial, family or other material personal relationship that, in the opinion of the Board or the committee members, would impair their independence from management and the university.

Responsibilities

- Review the proposed annual budget for approval by the board
- Review the proposed tuition and fees for approval by the board
- Review proposed real estate transactions for approval by the board
- Review composite real estate holdings and strategy
- Review the Master Plan for approval by the board
- Review the annual Receivables Write-Off
- Review the university debt
- Review the annual financial audit
- Review the capital outlay and capital projects updates
- Review easements for approval by the board
- Review banking, bond and legal resolutions for approval by the board
- Review the Six-Year Plan for approval by the board
- Review the quarterly financial review
- Review workforce planning and development
- Review General Assembly updates and legislative affairs
- Review of plans and policies pertaining to emergency preparedness and campus security

Meetings

The Committee will meet at least three times annually. Additional meetings may occur more frequently as circumstances warrant.

Responsibility of the Chair

The chair shall coordinate with the designated administrative liaison for their committee in establishing the agenda and organizing strategic conversations during the committee meeting.

Governance Committee Charter

Purpose

The Governance Committee oversees board compliance with state law requirements such as a self-evaluation, professional development opportunities and others; reviews and recommends improvements to board processes and performs regular strategic risk management and

opportunity assessments to highlight key issues for the administration, executive committee and committee chairs to review.

Composition and Independence

The committee is comprised of three or more members of the Board of Visitors. In addition to complying with the Commonwealth of Virginia's Conflict of Interest laws and any university policies, each member must be free from any financial, family or other material personal relationship that, in the opinion of the board or the committee members, would impair their independence from management and the university.

Responsibilities

- Develop relevant processes related to the responsibilities of the board, including but not limited to:
 - The evaluation of the performance of president
 - The self-evaluation process of the Bboard of Visitors
 - The nominating process for board officers
- Assist in the planning of the annual board retreat.
- Recommend best practices for board governance
- Review and update as appropriate the board by-laws, manual and committee charters to ensure the effective functioning and efficiency of the board and the board meetings
- Develop an orientation and professional development opportunities for board members that includes training on the Virginia Freedom of Information Act
- Review compliance with a code of ethics for board members
- Develop a set of qualifications and competencies for membership on the board for approval by the board and recommendations to the Governor
- Recommends to the rector the membership for the Nominating Committee
- Reviews strategic risks and opportunities for responsibility and assessment
- Responsible for developing and documenting board processes and addresses matters that lead to efficient and orderly conduct of business of the board

Meetings

The committee will meet at least three times annually. Additional meetings may occur more frequently as circumstances warrant.

- Topics for Governance Committee meetings could include, but **are** not limited to, review notes from any retreat and develop strategies for success and updates (September); Review by-laws, charters, best practices and professional development opportunities (November); strategic review of trends and long-term goals (February); and review of board self-evaluation and propose retreat topics (April).

Student Affairs Committee Charter

Purpose

The Student Life Committee oversees all elements of student affairs including health and well-being,; **accessibility and belonging**; **diversity, equity and inclusion**, career, experiential learning, and transitions, student life and involvement, and the dean of students to ensure a high-quality student experience.

Composition and Independence

The committee is comprised of three or more members of the Board of Visitors. The Vice President for Student Affairs, or their designee, is expected to attend. In addition to complying with the Commonwealth of Virginia's Conflict of Interest laws and any university policies, each member must be free from any financial, family or other material personal relationship that, in the opinion of the board or the committee members, would impair their independence from management and the university.

Responsibilities

- Gain an understanding of the student experience and the work of student affairs
- Provide advice and counsel to Student Affairs on all aspects of their efforts to create and support the student experience
- Review matters and policies relating to student rights, responsibilities, conduct and discipline
- ~~Provide advice and counsel to Student Affairs on all aspects of their efforts to create and support the student experience~~
- Hear reports from the president of the Student Government Association and the student representative to the Board of Visitors
- Review topical areas of interest related to the student experience

Meetings

The committee will meet at least three times annually. Additional meetings may occur more frequently as circumstances warrant.

Responsibility of the Chair

The chair shall coordinate with the designated administrative liaison for their committee in establishing the agenda and organizing strategic conversations during the committee meeting.

C . A Brief History of James Madison University

James Madison University was founded by a 1908 act of the Virginia General Assembly and first opened its doors to students on Sept. 28, 1909. At that time, the institution was named the State Normal and Industrial School for Women at Harrisonburg. There were 15 faculty members and a student body of 150 young women at the opening session in 1909. The academic program provided four years of high school and two years of post-high school courses. Courses were designed for future teachers and homemakers.

As the years passed, the emphasis at the institution changed. In 1914, the school's name dropped the word "Industrial" and became the State Normal School for Women at Harrisonburg. In 1919, the first bachelor of science degree was awarded and the high school program was eliminated the following year.

The name of the institution was changed to the State Teachers College at Harrisonburg in 1924 and, three years later, the college received national accreditation.

Another name change took place in 1938, when the institution became Madison College in honor of President James Madison. Enrollment exceeded 1,000 for the first time that year. In 1942, the two-year teaching diplomas were awarded for the last time. All two-year programs were eliminated by the late 1950s. The graduate program was begun at Madison in 1954, with the introduction of master's degree programs.

Men were first enrolled as day students in the regular session at Madison College in 1946. Men had enrolled in summer school at the institution since the first summer session in 1910. In 1966, Madison became fully coeducational when the General Assembly approved male students living on campus.

The school grew significantly in the 1960s and 1970s and expanded its offerings to become a comprehensive institution. The great changes at the university were symbolized on July 1, 1977, when the name of the institution was changed from Madison College to James Madison University. The university offered its first doctoral program in the 1995-96 session.

The university celebrated its 100th birthday in 2008. After decades of successful growth and transformation, JMU's Carnegie classification was elevated in 2022 to R2, establishing the university as a Doctoral University with High Research Activity. That same year, JMU joined the FBS-level Sun Belt Conference in Division I athletics. JMU has become a national model for high-impact learning practices, service learning, civic engagement, and promoting access with programs such as Valley Scholars, and it was ranked as the "top college in Virginia for getting a job."

Presidents:

Mr. Julian Ashby Burruss	1908-1919
Dr. Samuel Page Duke	1919-1949
Dr. G. Tyler Miller	1949-1970
Dr. Ronald E. Carrier	1970-1998
Dr. Linwood H. Rose	1998-2012
Mr. Jonathan R. Alger	2012-2024
Mr. Charles W. King	2024-

Student Affairs Committee

April 10, 2025



BOARD OF VISITORS

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

Student Affairs Committee
Thursday, April 10, 2025
Ballroom B
1:00 p.m.

Agenda

1. Opening Remarks and Approval of Student Affairs Minutes - February 13, 2025*
David Rexrode, Chair
2. Student Affairs Update
Tim Miller, Vice President for Student Affairs
3. Student Government Association Report
Brielle Lacroix, President
4. Student Representative to the Board of Visitors Update
Sydney Stafford, Student Representative
5. Student Affairs Partnerships
Dirron Allen, Associate Vice President, Student Life and Involvement
Kristina Blyer, Associate Vice President, Health and Well-being
Hollie Hall, Associate Vice President and Dean of Students
Carson Lonett, Executive Advisor to the Vice President for Student Affairs
Myles Surret, Associate Vice President, Career, Experiential Learning, and Transitions
6. Partner Panel
Hilary Cronin, Emergency Manager
Tracey Kite, Director, Family Engagement
Paul Mabrey, Director, Student Success Analytics and Associate Professor,
Communication Studies
Melinda Wood, Vice President, Enrollment Management

*Action Required



**Board of Visitors
April 10, 2025**

Opening Remarks and Approval of Minutes



BOARD OF VISITORS



Staff Recognition

- Presentations at NASPA (National Student Affairs Conference)
 - Rebeca Barge
 - Carson Lonett
 - Tim Miller
 - Jonathan Stewart
 - Myles Surret
- JMU All Together One Award
 - Kristina Blyer
 - Sasha Griffith
- Retirement
 - Bob Golson

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

Minutes of the Student Affairs Committee

The Student Affairs Committee met on Thursday, February 13, 2025, in Ballroom B of the Festival Conference and Student Center at James Madison University. Terrie Edwards, Chair, called the meeting to order at 1:03 p.m.

Present:

Edwards, Terrie, Chair
Eiland, Joanie
Obenshain, Suzanne, Rector
Rexrode, Dave
Thacker, Nikki

Absent:

James, Kay Coles

Others:

Brenneman, Anne, Director of University Health Center
Clevenger, Ritter, Associate Dean of Students
Grossman Leopard, Jen, Director of Student Life
Lacroix, Brielle, Student Government President
Lonett, Carson, Executive Advisor to the Vice President for Student Affairs
Lushbaugh, Wendy, Director of Office of Student Accountability and Restorative Practices
Mast, Gloria, Associate Dean of Students
Miller, Tim, Vice President for Student Affairs
Onestak, David, Director of the Counseling Center
Orem, Chris, Executive Director of Planning, Analytics and Institutional Research
Saylor, Chad, Associate Director of Media Relations
Stafford, Sydney, Student Representative to the Board of Visitors
Walther, Annie, Associate University Counsel, Assistant Attorney General

Approval of Minutes

On the motion of Nikki Thacker and seconded by Dave Rexrode, the minutes of November 7, 2024, were approved.

Terrie provided recognition for three groups within Student Affairs:

- NASPA-VA recognized three individuals through their state-wide awards at the end of November. Gavin Wilkerson received Outstanding Graduate Student, Dr. Jonathan Stewart received Outstanding Professional, and Dr. Tim Miller received Outstanding Contribution statewide for his leadership in the Senior Student Affairs Officers weekly meetings.
- In the recent student incident, multiple members of the Student Affairs team went above and beyond: Hollie Hall, Gloria Mast, Ritter Clevenger, Eric Nickel, and Kathleen Campbell.
- A cross-divisional team for their national award for Excellence in Assessment from the ACPA Commission for Assessment and Evaluation. Congratulations to Sarah Finney, Autumn Wild, Kate Schaefer, and Dr. Jonathan Stewart. This was a division wide effort for Student Affairs, and we thank everyone for their contributions.

Student Affairs Charter

The Student Affairs Charter provides reference to the governance committee. Dr. Miller recognized Terrie Edwards for her thorough review and consistent commitment to the charter. Terrie further shared and detailed the changes to the charter:

- Names of Student Affairs areas to represent the current organization chart
- Reordered the responsibilities
- Added the report from Student Representative to the Board of Visitors
- Word substitution of “hear” to “receive” regarding reports

On the motion of Dave Rexrode and seconded by Joanie Eiland, the Student Affairs Charter was approved.

Student Affairs Update

Dr. Miller shared the state of the students including the 200 students joining in the spring semester and their welcome programming from Orientation and Transition, spring semester Student Organization Night attendance at 2,500 students, and great work of the Career Center with their 41% engagement of the student body in the Fall semester.

Dr. Miller then provided a presentation on Residence Life Differential Housing Rates. This presentation was being simultaneously presented in Finance and Physical Development Committee. Differential Housing Rates began in 2015 at JMU. Differential Housing Rates have been a common practice for the last 30 years in higher education and are happening at other universities in the Commonwealth. The Residence Life team presented that this change is projecting to be \$2.3 million to assist in off-setting debt and with ‘end-of-life’ building concerns. JMU remains to have one of the lowest housing rates and this will continue after the new rate.

Student Body President, Brielle Lacroix, affirmed this proposal and rates by stating it is very fair based on current experiences in the halls.

Dr. Miller then shared the updated Student Affairs Strategic Plan. This plan will be in place for five years and centers the Health and Well-being dimensions from the President’s Council on Health and Well-being. Dr. Miller thanked Dr. Kristina Blyer and her team’s work on the definition and dimensions that are now the framework at the university and for student affairs. He also added that the new plan (shown in a booklet to all board members) is a simpler version than the earlier one shared. He thanked Dr. Jonathan Stewart for his work and guidance through the strategic plan process. The next step for Student Affairs will be to establish baseline measures and to determine how progress on the plan will be visualize and shared.

Student Government Association Report

Brielle Lacroix shared about recent trips to Richmond. She also shared the work SGA is doing with the Annual Giving Office in preparation for IHeartJMU. She reviewed the funding process for Front End Budgeted (FEB) organizations and groups on campus, including two new FEB groups.

The SGA will now offer two new ad hoc committees. One on NARCAN Accessibility and the other on Student Wellness and Mental Health. SGA has a few events coming up including providing support to the Big Event and Earth Day.

Brielle closed her report with a recap of resources on campus, including the Student Gateway which acts as a hub for many student resources on campus.

Student Representative to the Board of Visitors

Sydney Stafford began her update with a review of recent involvement in Richmond Lobby days, Virginia Student Representative to the BOV Conference, and the SCHEV Advisory Board Meeting. At the SGA visit to Richmond, members shared experiences and opportunities for college affordability, student health, and safety with legislators.

She highlighted two resources on campus. First, she shared about Office of Disability Services (ODS) and shared a testimony from a student. She highlighted three specific areas of support ODS provides students which were exam accommodation services, notetaking, and accessible media and technology.

Second, she shared about mental health services including highlights from the Counseling Center and their assistance to students in finding a clinician, TimelyCare, and individual counseling opportunities.

Office of Student Accountability and Restorative Practices (OSARP)

Dr. Wendy Lushbaugh, Director of OSARP, started the presentation with an overview of OSARP's values and how they use those values to guide their work with students. OSARP is responsible for accountability processes for: Individual, Individual Interim Suspension, Title IX Sexual Harassment Adjudication, Sexual Misconduct, and Organization Conduct.

Cover Heishman shared statistics in the case load seen in OSARP including cases by major, demographic information, violation type, and sanction. There was a drop in caseload after 2022-2023 due to fewer referrals from campus partners. In addition, OSARP began handling failure to complete sanctions in a different way. Through all cases, OSARP has a 93% or higher for "being fair" for their outcome to action through accountability.

Robby Smith shared about the use of Restorative Practices in OSARP. Restorative Practices focuses on repairing harm and coming to resolution together with those who have harmed and those who have been harmed. JMU has been doing Restorative Practices since 2011 and is seen as an expert in our field. They have been consulting with other universities, including universities in the Commonwealth. Robby provided an example of how harm was repaired in a previous restorative process with local community individuals and our students. He shared that they have used restorative practices in sexual misconduct cases. He shared a reflection from a student who had been through this process and shared that the student was more aware of their actions and how they impact others.

Robby concluded with additional educational programming from OSARP which includes:

- Values in Actions: help student identify their values, define them, and then think through their values in decision-making
- Mentor experience: one-on-one pairing of a student with a staff member with intentional conversation topics for a set number of hours
- By the Numbers: Alcohol education program

All programming in OSARP has an extensive assessment process and reporting.

Student Panel

Four students represented Fraternity and Sorority Life. Board members asked them questions and students provided reflection on their experiences on campus.

Anthony Connor served as president-elect and began serving as Inter-Fraternity Council president this semester. He is most proud of the work with the campus Food Fight which was a fundraiser for the JMU Food Pantry. He described academic challenges in his organization and shared creative strategies they have been using to lift the chapter GPA.

Victoria Marotta is a social work major and shared how her experience as president taught her how to set boundaries and how to conduct a room. She shared how each chapter has their own philanthropy, and she was proud of the donation

recently to Circle of Sisterhood, which helps impoverished locations build schools. She has been encouraging members' academic success by hosting study hours and GPA incentives.

Kofi Asare shared about his journey to be a thriving man on campus. He hosted an anxiety workshop with men where they learned how to build a flower bouquet. He shared how he has learned presentation skills and that was important to him as a first-generation student.

Jocelyn Martinez shared that she did not intend to join Greek Life but learned about it from a friend and was glad she did. She talked about how her organization has been a retention tool and enjoyed the opportunities to collaborate with Panhellenic and IFC.

Terrie thanked the student panel members and asked the audience about their personal participation in Fraternity and Sorority Life.

There being no further business, on the motion of Terrie Edwards and seconded by Nikki Thacker, the Student Affairs Committee meeting adjourned at 2:29 p.m.

Respectfully submitted,

Terrie Edwards, Chair

David Kirkpatrick, Secretary to the Board

Vice President for Student Affairs Update

Tim Miller



BOARD OF VISITORS



Student Affairs Committee Charter: Year in Review

- 1. Gain an understanding of the student experience and the work of student affairs
- 2. Provide advice and counsel to Student Affairs on all aspects of their efforts to create and support the student experience
- 3. Review matters and policies relating to student rights, responsibilities, conduct and discipline
- 4. Receive reports from the president of the Student Government Association and the student representative to the Board of Visitors
- 5. Review topical areas of interest related to the student experience



State of the Students



BOARD OF VISITORS



Student Affairs Time Capsule



Student Affairs Strategic Plan

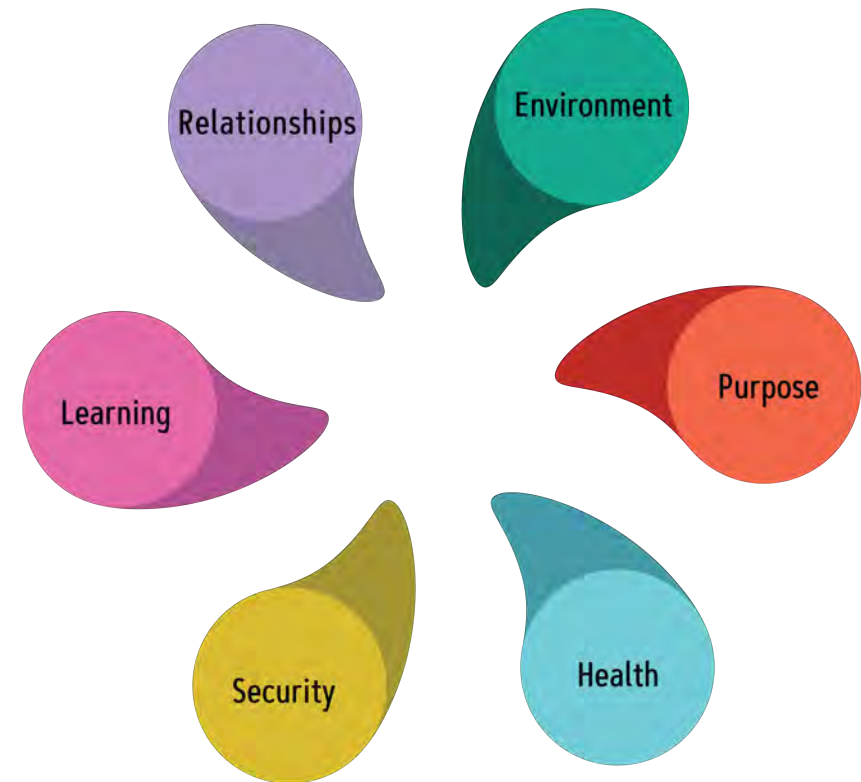


BOARD OF VISITORS



Student Affairs Strategic Plan Dimensions

- Environment
- Health
- Relationships
- Security
- Purpose
- Learning



Questions?



BOARD OF VISITORS

Student Government Association Report

Brielle Lacroix



BOARD OF VISITORS

Year in Review

Sustainability	Community Engagement	Student Awareness of Support Services
<ul style="list-style-type: none"> ▪ SustainJMU <ul style="list-style-type: none"> ○ Collaborated with multiple campus partners including the INSW, Women in Business, and Society for Entrepreneurs. ○ Presented at the Shenendoah Valley Student Sustainability Summit about University Climate Action Plans. ▪ Okanagan Charter Adoption ▪ Dukes Ride Campaign <ul style="list-style-type: none"> ○ Partner with JMU Alt. Transportation ▪ Earth Day Community Conversation ▪ Earth Day Power the Planet Tabling 	<ul style="list-style-type: none"> ▪ Homecoming Parade <ul style="list-style-type: none"> ○ Engaged with 20+ unique community members: Alumni, Student Organizations, local high school students, etc. ▪ Downtown Map Collaboration with HDR <ul style="list-style-type: none"> ○ Produced 4 student centered maps helping students to shop downtown, bring families and guests downtown, and study downtown. ▪ Harrisonburg Downtown IWD Committee – March & Gala ▪ The Big Event <ul style="list-style-type: none"> ○ University-wide day of Community Service engaging over 20 student organizations to work with 10 community partners 	<ul style="list-style-type: none"> ▪ FROGing, First-Year Seminar Instruction ▪ Instagram Posts informing students on: <ul style="list-style-type: none"> ○ Mental health/crisis resources ○ BOV and SCHEV SAC Meetings ○ JMU's Student Gateway ○ Campus Busses ○ Civil Discourse ▪ Participation in over 25 print and recorded statements in JMU and local news media on issues including: <ul style="list-style-type: none"> ○ Events I/SGA are hosting ○ JMU resources ○ Diversity, Equity, and Inclusion ○ Freedom of Speech and Expression
<h2>Mental Health</h2>	<ul style="list-style-type: none"> ▪ Creation of the Student Mental Health and Wellness Ad Hoc Committee ▪ Shared three Instagram posts related to mental health and wellness <ul style="list-style-type: none"> ▪ General Mental Health & Crisis Resources, Health Promotion, and JMU's Wellness Definition ▪ Upcoming Student Organization Leader Training on recognizing, responding, and referring - 04/18 ▪ sponsoring legislation advocating for teachers to adopt a "life happens pass" into course syllabi 	

Personal Goals

Grow as a Leader and Follower	Learn More About JMU and the Environment it Exists In	Provide Students with a Positive Example of an Elected Official That Works For Them	Hold Myself Accountable and Open to Change
<ul style="list-style-type: none"> ▪ Collaborations with Student Body Presidents and Student Representatives around Virginia. ▪ Used my experience to give feedback to organizations in which I am a general member. ▪ Never tell someone to do something you wouldn't do yourself. <ul style="list-style-type: none"> ○ Ex: Tabled for six hours on election day 	<ul style="list-style-type: none"> ▪ Attended and participated in BOV and SCHEV meetings that expanded my understanding of the state context of JMU. ▪ Collaborations with many campus partners: <ul style="list-style-type: none"> ○ INSW, The Madison Center, Alternative Transportation, Community Engagement and Volunteer Center, Counseling Center, Health Promotion, JMU Annual Giving, Alumni Association, The Pantry, <u>etc.</u> 	<ul style="list-style-type: none"> ▪ Remained incredibly accessible to students via Instagram, email, and phone. ▪ 100% response rate to general students with questions and concerns + 6 interviews for class projects/presentations ▪ Provided remarks for Mosaic Connections, Quad Lighting, Dukes Remembrance Day, Okanagan Charter, Academic Awards Banquet 	<ul style="list-style-type: none"> ▪ Consistently had my perspective changed by members of my leadership team, members of JMU's administration, and students. ▪ Learned to accept consequences and weigh the costs and benefits of a decision

State of the Student Government Association

<u>Changes within the Student Government Association:</u>	<u>Highlights of the Year:</u>
<ul style="list-style-type: none"> ▪ Created and implemented the 3-pronged advising model. ▪ Expanded the definition of "Leadership Team" to include more members and created a "Senior Leadership Team". ▪ Reworked the entire Leadership Team Meeting Structure to prioritize efficiency, collaboration, and accessibility. 	<ul style="list-style-type: none"> ▪ Largest incoming new member class in recent history. ▪ Incredibly successful and robust partnership with the Madison Center for Civic Engagement. ▪ Increase in unique campus partner presentations at Senate Meetings to inform student leaders on JMU structure + supports. ▪ 12-hour tabling effort on Warner Commons that included student organization partners, giveaways, and yard games.



THANK YOU!

D.W.Y.S.Y.W.G.T.D.W.Y.S.Y.W.G.T.D.I

Do What You Said You Were Going To Do When You Said You Were Going To Do It!





Charlotte Bronaugh

- Fairfax, Virginia
- Theatre Major – Education Concentration
- Activities:
 - 2024 & 2025 Orientation Peer Advisor and Leadership Team
 - Student Government Association – University Services Chairperson
 - University Studies Peer Mentor
 - Student Ambassadors – 2025 Spring Membership Board
 - Alternative Spring Break Leader
 - Club Water Polo
 - APO (Theatre Fraternity)
 - Stratford Players
 - Young Life



Goals

- School-wide support and spirit
- Accessibility and well-being
- Clear communication and information



Questions?



BOARD OF VISITORS

Student Representative to the Board of Visitors

Sydney Stafford

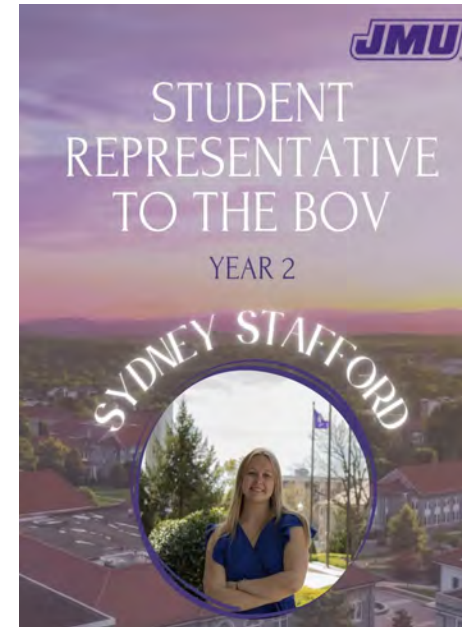


BOARD OF VISITORS



What have I been up to?

- Student Outreach
- Engagement with the Presidential Search
- Tuition Hearing
- CHOICES
- 2025 Student Body Elections
- Restful Spring Break!



What have students been up to?

- Informal Recruitment for Greek Life
- JMU Farmers' Market
- Student Success and Career Center workshops
- Informational Sessions and Symposiums
- Student Organization Fair
- Big Fish
- UPB JMUZoo and Purple Reign
- Greek Sing and Big Event





Student led Alternative Breaks

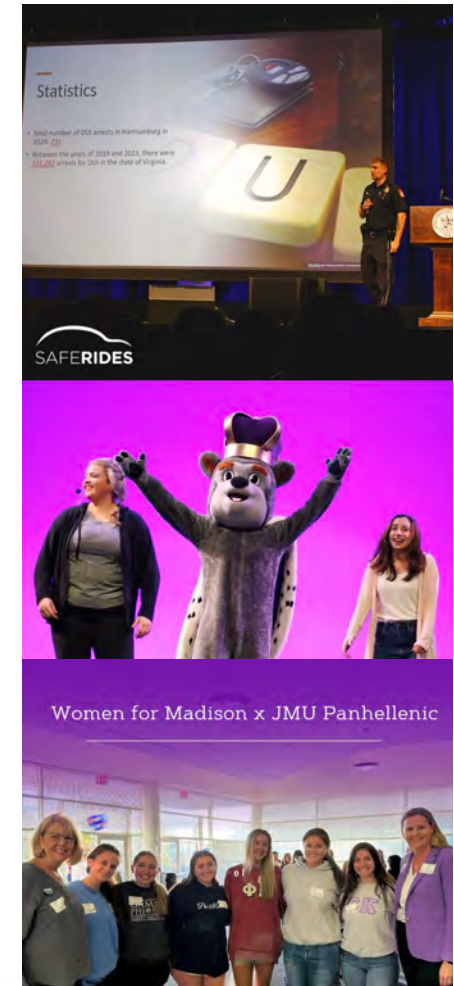
- Support Refugee Resettlement in Catholic Charities
- Protect the Environment with Cumberland Island National Seashore
- Build Homes with Habitat for Humanity
- Deliver Health and Hope with Project Cure
- Volunteer as a Camp Counselor with Camp Royal
- Support Disaster Recovery Efforts with Catawba River
- Environment Preservation with Great Smokey Mountains National Park
- Clear Trails and Build Bridges with Redwood National Park





Highlight: The Panhellenic Council

- Panhellenic Events
 - Foster community within both Greek Life and JMU community, which is beneficial to all students
- Speakers
 - Jacquelyn Gallo, Ginny Carroll, Lauren Cook
- Informational Sessions
 - Peace Corps Career Panel and Resume Workshops
- Partnerships with Organizations
 - Don't Blow it, Leslie George Speak Out, Dukes Debate



Gratitude



Questions?



BOARD OF VISITORS

Student Affairs Partnerships

Dirron Allen, Associate Vice President

Kristina Blyer, Associate Vice President

Hollie Hall, Associate Vice President and Dean of Students

Carson Lonett, Executive Advisor

Myles Surrett, Associate Vice President



BOARD OF VISITORS



Enrollment Management

- Admissions

- ☐ Tour Guide Manual
- ☐ JMU Explore Madison (Open Houses)
- ☐ JMU 101
- ☐ Wednesdays at Madison (WAM)
- ☐ CHOICES
- ☐ Dukes for a Day

- Financial Aid

- ☐ Jones Miller Emergency Fund
- ☐ Student Financial Emergency Fund





Enrollment Management: Ghost Student Process

- Collaboration began in 2022 between Admissions, Residence Life, and Orientation and Transition.
- Created a shared database and tracking system
- Coordinated effort to determine decision from students
 - Deposits
 - Attendance at Summer Orientation
 - Residence Life Housing Agreements



Advancement

- Strategic Gifts
 - Development Officer
- Annual Giving
 - Giving Day
- University Communications
 - Student messaging preparation and coordination
- Business Industry Partnerships
- Alumni Relations
 - Homecoming
 - Senior Candle lighting/Graduation Events
- Family Engagement





Advancement: Family Engagement

- Family Engagement
 - Communication: Family Newsletter, Facebook Live, Madison Family Handbook
- First Year Send-Offs
 - Student Affairs leadership presence at First Year Send-Offs
- Four Family Receptions during move-in weekend. This gives families an opportunity to:
 - Connection with other families, share resources, and hear advice from Family Engagement and Student Affairs
- Parents' Council Student Life Committee





Administration and Finance

- Talent and Development
 - Middle Manager Institute founder and facilitators
 - Core and Accent facilitators
- Dining Programming
- Master Planning
 - Housing
 - Entire Campus
- Crisis Management





Administration and Finance: Crisis Management

- Threat Assessment
- Emergency Management
- JMU Police





Academic Affairs

- Residential Experience: Residential Learning Communities and Faculty in Residence
- Shared spaces: Pantries, Sensory Room, programming and meeting spaces (EMS)
- Communication: Potty Mouth expanded to academic facilities
- Academic Unit Head connection and presentations
- Work-Based Learning Experience
- University Health Center and Counseling and Psychological Services (CAPS) embedding mental health into primary care
- CORE Concussion Clinic
- Referrals and problem solving with Office of Disability Services, Madison Cares, and attendance and professor notification
- Service-based engaged learning with classroom partners



Academic Affairs: Quality Enhancement Plan

- UNST 190 Classes
- Learning Success Strategies
 - Academic Mentor Program (AMP)
 - Academic Success Program (ASP)
- Rebound
- "Coaching Connections" Network
- Madison Cares/Student Success Analytics





Academic Affairs: First Year Experience

- Summer Orientation
 - OneBook
 - College collaboration
 - Advising collaboration
- Summer Newsletter
- Pre weeks of welcome programming
 - New Dukes Abroad
- New Student Convocation
- First Year Seminar



Academic Affairs: Mindfulness

- Serenity Center
 - Physical space for faculty, staff and students
 - Weekly events
- MindWell Hub
 - Vision for the future
 - Madison Trust funding
 - Addressing the source of the mental health crisis for the JMU community





Harrisonburg Community

- VA Momentum – JMU VALOR 5K
- Valley Mall – Success Suits You
- Virginia Department of Veteran services (VDVS) – JMU VALOR Location
- Sentara – Athletic Training at UREC and X-Ray at UHC
- Block Party – multiple local partners and Harrisonburg Downtown Renaissance
- Town and Gown Committee





Cross Campus System Management

- Digital Screens (Korbyt)
 - Trained 185 current users
 - Share content to 288 digital screens throughout campus
- Event Management System (EMS)
 - 421 current schedulers (student and full-time staff)
 - 2,909 virtual EMS active users
- Electronic Health Record (Medicat)
 - Transiting to one system across the university



Partnerships are our Priority

Takeaways:

- Integrated within the whole organization through relationships that we are constantly growing
- Value relationships and community in and outside of JMU
- Campus operational connector
- Providing the best service and experience to our students



Questions?



BOARD OF VISITORS

Partner Panel

Hilary Cronin, Emergency Manager

Tracey Kite, Director, Family Engagement

Paul Mabrey, Director, Student Success Analytics and Associate Professor, Communication Studies

Melinda Wood, Vice President, Enrollment Management



BOARD OF VISITORS

Questions?



BOARD OF VISITORS

ITINERARY
April 10-11, 2025

PLEASE NOTE THE COMMITTEE START TIMES.

Thursday, April 10, 2025

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

Friday, April 11, 2025

8:30 am – 11:30 am	Full Board Meeting – Board Room
--------------------	---------------------------------

Board of Visitors
April 10-11, 2025

**THE VISITORS OF JAMES MADISON UNIVERSITY
THE COMMONWEALTH OF VIRGINIA
BOARD MEETING AGENDA
FRIDAY, APRIL 11, 2025
8:30 a.m.**

**1
CALL TO ORDER**

**2
*CONSENT AGENDA:
Approval of Minutes: February 14, 2025; February 28, 2025; March 6, 2025; March 13, 2025;
March 26, 2025; Public Comment Meeting: April 2, 2025**

**3
*COMMITTEE REPORTS
Academic Excellence – Nicole Palya Wood*
Advancement and Engagement– Michael Stoltzfus
Athletics – Dickie Bell
Audit, Risk and Compliance – Jeff Bolander
Finance & Physical Development – Steve Smith
Governance Committee - Jack White*
Student Affairs – Dave Rexrode**

**4
FACULTY SENATE UPDATE
Kathy Ott Walter, Speaker, Faculty Senate**

**5
STUDENT REPRESENTATIVE TO THE BOARD UPDATE
Sydney Stafford, Student Representative**

**6
PRESIDENT’S REPORT
Charles W. King**

**7
PROPOSED 2025-26 TUITION AND FEES*
PROPOSED 2026 SUMMER TUITION AND FEES*
Towana Moore, Vice President for Administration and Finance**

**8
PROPOSED 2025-26 BUDGET*
Towana Moore, Vice President, Administration and Finance**

**9
ENROLLMENT MANAGEMENT UPDATE
Melinda Wood, Vice President, Enrollment Management**

**10
CLOSED SESSION***

**11
ADJOURNMENT**

***Action Required**

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

Volume LXI No. 3

Minutes of the Meeting of February 14, 2025

The Visitors of James Madison University met on Friday, February 14, 2025 in the Festival Conference and Student Center Board Room on the campus of James Madison University. Suzanne Obenshain, Rector, called the meeting to order at 8:30 am.

PRESENT:

Bell, Dickie	James, Kay Coles
Bolander, Jeff	Obenshain, Suzanne, Rector
Caudle, Larry	Rexrode, David
Edwards, Terrie, Vice Rector	Smith, Steve
Eiland, Joanie	Stoltzfus, Michael
Fiorina, Carly	Thacker, Nikki
Galati, Tom	White, Jack
	Wood, Nicole Palya

Stafford, Sydney, Student Representative to the Board, 2024-25
Kirkpatrick, David, Secretary

ALSO PRESENT:

King, Charles, President
Carter-Hoyt, Malika, Vice President for Diversity, Equity and Inclusion
Kolvoord, Bob, Interim Provost and 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
Roan, Matt, Director of Athletics
Tongen, Anthony, Vice President for Research, Economic Development, and Innovation
Wood, Melinda, Vice President, Enrollment Management

Vass, Mary-Hope, Assistant Vice President, Communications and University Spokesperson
Ott-Walter, Kathy, Speaker, Faculty Senate
Knight, Jack, University Counsel

CONSENT AGENDA

On motion of Mr. Galati, seconded by Ms. Wood, the Consent Agenda was approved which included the minutes of November 8, 2024.

Tim Miller, Vice President, Student Affairs and Towana Moore, Vice President, Administration and Finance provided updates to the Board on the Garber Hall fire that occurred the evening of February 13, 2025.

COMMITTEE REPORTS

Academic Excellence Committee

Nicole Palya Wood, Chair, presented the report of the Academic Excellence Committee. The minutes of the November 13, 2024 meeting were approved. (Attachment A)

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

- 1) Divisional Update;
- 2) College of Health and Behavioral Studies;
- 3) Curriculum Updates; and
 - a. On motion of the committee, seconded by Mr. Bell, the full board approved the new Master of Arts in Physical and Health Education Teacher Education.
 - b. On motion of the committee, seconded by Ms. Edwards, the full board approved the new Bachelor of Arts in Dance and Bachelor of Fine Arts in Dance.
- 4) Committee Charter Changes.

On motion of Ms. Wood, seconded by Ms. Edwards, the report of the Academic Excellence Committee was accepted.

Advancement and Engagement Committee

Michael Stoltzfus, Chair, presented the report of the Advancement and Engagement Committee. The minutes of the November 7, 2024 meeting were approved. (Attachment B)

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

- 1) Funds Raised to Date;
- 2) VP Updates;
- 3) Alumni Chapters and Affinity Groups;
- 4) Madison Trust;
- 5) Impact of Scholarships; and
- 6) Being the Change Podcast.

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

Athletics Committee

Dickie Bell Chair, presented the report of the Athletics Committee. The minutes of the November 7, 2024 meeting were approved. (Attachment C)

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

- 1) Sports Update;
- 2) Intercollegiate Athletics Program Report;
- 3) Student-Athlete Disciplinary Report;
- 4) Student-Athlete Health/Wellness Update;
- 5) Development Report; and
- 6) Future Agenda Items

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

Audit, Risk and Compliance Committee

Jeff Bolander, Chair, presented the report of the Audit, Risk and Compliance Committee. The minutes of the November 7, 2024 meeting were approved. (Attachment D)

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

- 1) Annual Report;
- 2) Office of Research Integrity Presentation;
- 3) Internal Audit Work Plan Status Report; and
- 4) Charter Approvals.

On motion of Mr. Bolander, seconded by Ms Wood, the Audit, Risk and Compliance report was accepted.

Finance and Physical Development Committee

Steve Smith, Chair, presented the report of the Finance and Physical Development Committee. The minutes from the November 7, 2024 meeting were approved. (Attachment E)

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

- 1) Financial Review;
- 2) Annual Investment Review;
- 3) Reengineering Madison Update;
- 4) Differentiated Housing Rates;
- 5) Land Conveyance.
 - a. On motion from committee, seconded by Mr. Bolander, the board approved the conveyance of the aforementioned land from the City of Harrisonburg.

On motion of Mr. Smith, seconded by Mr. Bell, the Finance and Physical Development report was accepted.

Governance Committee

Jack White, Chair, presented the report of the Governance Committee. The minutes of the November 7, 2024 meeting were approved. (Attachment F)

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

- 1) SWOT Update;
- 2) JMU Board Self-Evaluation
- 3) Reviewed the JMU Board Manual revisions and updates which the committee approved in November;
 - a. On motion from committee, seconded by Ms. Edwards, the board approved the November changes to the board manual.
- 4) Student Handbook Review; and
- 5) Board Retreat – June 5-6, 2025

On motion of Mr. White, seconded by Michael Stoltzfus, the Governance report was accepted.

Student Affairs Committee

Terrie Edwards, Chair, presented the report of the Student Affairs Committee. The minutes from the November 7, 2024 meeting were approved. (Attachment G)

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

- 1) Committee Charter Changes;
- 2) Student Affairs Update;
- 3) Student Government Association Report;
- 4) Student Representative to the Board Update; and
- 5) Office of Student Accountability and Restorative Practices.

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

FACULTY SENATE UPDATE (Attachment H)

Kathy Ott Walter, Faculty Senate Speaker provided an update from the Faculty Senate and background information on the Faculty Senate's roles. In addition, several faculty members were recognized. The upcoming priorities for the Faculty Senate are shared governance, Academic Affairs policy, AP position clarification, appeals and grievance procedures, the faculty involvement for the upcoming provost search, and faculty retention.

STUDENT REPRESENTATIVE TO THE BOARD UPDATE (Attachment I)

Sydney Stafford, student representative to the board, provided the following updates:

The upcoming goals of this position: participating on the presidential search committee, improving student engagement, educating and informing students, and working to collect student feedback on the JMU presidential search.

PRESIDENTS REPORT

President Charles King presented information on the following (Attachment J):

- Major university events were recognized to include winter commencement, ROTC commission: winter commencement had 870 graduates and 4,842 guests; keynote speaker was Attorney General Jason Miyares ('98); five graduating ROTC cadets were commissioned as active duty second lieutenants; ROTC guest of honor/speaker was Jack White.
- Acknowledged First bowl win at Boca Raton Bowl against Western Kentucky University (most wins for JMU and only Virginia team to win a bowl).
- Head football coach Bob Chesney won the Virginia State Coach of the Year and the Bear Bryant Award.
- 2025 fall applications to JMU: 44,782 (total); 44,072 (first year); 710 (transfer); total applications is a seven percent increase from 2024.
- FAFSA updates: Department of Education (ED) implemented a robust beta testing process for the 2025-26 FAFSA; shifted opening date for '25-'26 FAFSA to Dec. 1; beta testing successful; JMU receiving downloads from ED for '25-'26.
- JMU rankings (US News and World Report):
 - #24 Best Online Master's in Information Technology Programs; #25 Best Online MBA Program; #38 Best Online MBA Program for Veterans; #33 Best Online Master's in Nursing Programs; #12 Best Online Master's in Nursing Administration Program.
- Several faculty members were recognized with awards and recognitions:
- Rudy Molina (SAS), Joy Brittain (SAS) and Amanda Sawyer (COE): JMU, in partnership with Staunton City Public Schools (SCS), was recently awarded the Gaining Early Awareness and Readiness for Undergraduate Programs (GEAR UP) grant for \$2.3 million; supports student success and aims to close the learning gap for first-generation and low-income families in the Shenandoah Valley.

- Stephen Marrin (CIST) won the International Studies Association Lifetime Award. He is the tenth person to ever receive the award.
- Xiaojing Tang (CISE) was selected for a \$700,000 grant from NASA through their Land Cover and Land Use Change program.
- Art Dean (Office of Inclusive Excellence and Engagement) was honored at the Ole School Alumni Scholarship Group Black History Month Celebration.
- LTC Andrew Bryant (Military Science): JMU ROTC is one of 10 schools in the Mid Atlantic Army ROTC Brigade with a notable 100% active-duty rate for recently graduated ROTC students.
- Economic and Community Development: Harrisonburg Innovation Hub
 - JMU's 1000 sq. ft. anchor tenant space completed in January
 - Programming topics at the Hub will include housing, transportation, childcare and workforce development.
- Upcoming legislative priorities include: Fast Flex Nursing Program, Johnston Hall, New Residence Hall, Cox Bill (Athletic Legislation), Governor's 2025 Budget, General Assembly dates (Jan. 8-Feb. 2), and the Legislative Reception Jan. 28, 2025.
- Capital Projects: Campus Housing. Ikenberry/Potomac Hall; 461-bed dorm; six stories; 128K sq. Ft.
- Capital Projects: Carrier Library. 177K sq. ft.; 56K sq. Ft. added space; completion date is Jan. 2026; open to students Aug. 2026.
- Additional Capital Projects: Johnston Hall and CHBS expansion.
- Reengineering Madison updates: new ERP selection in progress, demos completed in January; Okta goes live March 15-16; CRM work continues with Advancement going live in April.
- Richmond Legislative Reception:
 - On Jan. 28, JMU hosted its second annual Legislative Reception at the Library of Virginia.
 - This event offers a valuable opportunity for statewide elected officials, legislators, legislative staff, and other state leaders to connect with university and student leaders, as well as proud alumni, and learn about the important work being done at JMU.
 - Among the 218 guests were many legislators and distinguished leaders, including Governor's Chief of Staff, Attorney General and Lt. Governor.
- JMU Athletics Update:
 - JMU posted the highest federal graduation rate in Sun Belt with six programs posting a perfect GSR.
 - Women's soccer won league championship.
 - JMU women's basketball sits in first place undefeated in Sun Belt competition and has the nation's eighth-longest winning streak and is 13-0.
 - JMU men's basketball sits in second place and has won six straight games in the Sun Belt.
- Presidential Transition:
 - Together with the Division Heads, we are actively preparing for the presidential transition.
 - The President's Office will be the primary point of contact for the presidential transition, including the announcement and all materials provided to the incoming president. We will make sure the incoming president is prepared and well informed of operations as we work with each division.

- With input from our incoming president, we will also work with our campus community to provide opportunities for introductions and connections to appropriate stakeholders.
- The President's Report will always conclude with future items. The following items are being considered for the next board meeting: 2025-2026 tuition and fees, comprehensive campaign and Master Plan.

GENERAL ASSEMBLY UPDATE (Attachment K)

Caitlyn Read, Assistant Vice President, State Government Relations provided an update a General Assembly update.

- There is about a week left until General Assembly adjournment.
- Updates on state budget, state policy and advocacy:
 - JMU's 2025 budget request: veteran support, expanded nursing program, retain campus officers, Johnston Hall renovation and expansion, new residence hall.
 - 2024-2026 policy timeline: Jan. 17 was the last day to file bills, crossover was early, reconvened session April 2.
 - State policy themes: athletics, student affairs, AI, nursing pipeline, mandatory trainings, reporting and data aggregation.
 - Number of bills filed: 1,991; number of bills tracking: 89.
 - Advocacy activities: JMU leadership visits, JMU legislative reception, JMU Student Lobby Day.

NAME, IMAGE AND LIKENESS UPDATE AND POST-HOUSE PLAN (Attachment L)

Matt Roan, Director of Athletics provided update on Name, Image and Likeness (NIL) and Post-House Plan.

- NIL background: The NIL era began in 2021; Senate Bill 223 signed into law by Gov. Youngkin in 2022; HB1505 signed in 2024.
- NIL at JMU: Montpelier Collective launched in May 2023 to raise awareness for local charitable causes by pairing with community-minded JMU student-athletes.
- House background: Grant House, Arizona State swimmer, brought antitrust lawsuit against NCAA seeking damages for what could have been earned; settlement of all similar cases; students-athletes who competed from 2016-24; \$2.8 billion in damages to be paid to student-athletes over 10 years. Results in an approximately \$325,000/year impact to JMU.
- Future model: roster limits and scholarships, revenue sharing (\$20.5 million cap with 4% escalator), NIL.
- JMU will take a values-driven approach: uniquely JMU, securing future success, fiscal and legal responsibility.
- House limits and Title IX: Part I participation; Prong I substantial proportionality.
- Financial aid: definition (tuition, room and board, books cost of attendance, and academic awards (Alston)); Title IX proportionality; all programs maintaining at least current scholarship funding using two-plus year averages; "scholarship enhancement" via revenue sharing.
- NIL and Honors 1 (JMU's unified approach): JMU Dukes Exchange, access to student-athlete licensing, education to assist efforts, leveraging learnings and mindset.
- Expectations going forward: potential lawsuits, new classes being formed; possible federal solution to standardize rules across state boundaries.

TEST-OPTIONAL ADMISSION (Attachment M)

Melinda J. Wood, Vice President, Enrollment Management, presented information on Test-Optional Admission:

- Provided recap on enrollment cliff and potential decline in future applications.
- Role of standardized test scores: academic success in the first semester/year; higher test scores linked to higher college GPAs; identify top applicants at the most selective institutions (Ivy Plus).
- Advantages of test required admission: identify students at risk in first year; enable rural students to stand out when access to AP, IB, and dual enrollment courses are limited; declining student readiness accelerated by COVID-19.
- Disadvantages: test scores not a primary factor; long history of strong retention and graduation rates; all Virginia public institutions are test-optional; Virginia Tech is test-optional until 2028, JMU's top competitor; a test-optional policy will make JMU an outlier among peers and cross-applicant schools, potentially impacting recent enrollment gains and causing a significant budget deficit.
- Competitors and admission test policy: cross applicant institutions, peer institutions, Virginia public and private institutions, Research 2 institutions, Common Application.
- Application and admit rate trends: admit rate peaked at about 83% in 2021; goal is to select the very best and brightest students and meet enrollment goals.
- Fall 2025 test required scenario: current admission policy vs. test required admission policy.

Rector Obenshain then called for the board to move into Closed Session. Terrie Edwards made the following motion.

“I move the Board go into closed session to discuss the following matters:

1) Pursuant to Section 2.2-3711.A.1 of the Code of Virginia, I move we go into closed session to discuss personnel matters involving promotions, performance, retirements, hiring, resignations, salary adjustments, and status changes of faculty members, university administrators and appointees;

2) pursuant to Section 2.2-3711.A.3 of the Code of Virginia, to discuss the disposition of publicly held property located in Harrisonburg, Virginia; and

3) pursuant to Section 2.2-3711.A.7 to consult with legal counsel pertaining to actual or probable litigation; and

(4) pursuant to Section 2.2-3711.A.8 to consult with legal counsel for the provision of legal advice by such counsel.”

(5) pursuant to Section 2.2-3711.A.11 regarding the discussion or consideration of honorary degrees or special awards.

The motion was seconded by Dickie Bell and the Board moved into closed session. Following the closed session, Ms. Obenshain 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
Bolander, Jeff
Caudle, Larry
Edwards, Terrie, Vice Rector
Eiland, Joanie
Fiorina, Carly
Galati, Tom
James, Kay Coles

Obenshain, Suzanne, Rector
Rexrode, David
Smith, Steve
Stoltzfus, Michael
Thacker, Nikki
White, Jack
Wood, Nicole Palya

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

On motion from Terrie Edwards, seconded by Kay Coles James, approved the Personnel Action Report.

On motion from Steve Smith, seconded by Larry Caudle, approved the Presidential Home located at the 900 block of Forest Hill Road and Locust Hill Drive.

On motion from Nicole Palya Wood seconded by Tom Galati approved the honorary degree recommendation.

ADJOURNMENT

There being no further business, on motion of Terrie Edwards, seconded by Steve Smith, the Board voted to adjourn. The meeting was adjourned 1:25pm.

Suzanne Obenshain, Rector

David C. Kirkpatrick, Secretary

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

Volume LXI No. 4

Minutes of the Meeting of February 28, 2025

The Visitors of James Madison University met on Friday, February 28, 2025 in the RussellReynold office in Washington, DC. Kay Coles James, Chair of the Presidential Search Committee, called the meeting to order at 8:34 am.

PRESENT:

Bell, Dickie
Bolander, Jeff
Caudle, Larry
Edwards, Terrie, Vice Rector
Eiland, Joanie
Fiorina, Carly
Galati, Tom

James, Kay Coles
Obenshain, Suzanne, Rector
Rexrode, David
Smith, Steve
Stoltzfus, Michael
Thacker, Nikki
White, Jack
Wood, Nicole Palya

Stafford, Sydney, Student Representative to the Board, 2024-25
Ott-Walter, Kathy, Faculty Senate Representative

Jack White made the following motion:

“Pursuant to Section 2.2-3711(A)(1) of the Code of Virginia, I move we go into closed session to discuss personnel matters involving hiring of university administrators and appointees.”
The motion was seconded by Dave Rexrode and the committee moved into closed session.

Following the closed session, the chair 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:

Dickie Bell
Jeff Bolander
Lary Caudle
Terrie Edwards
Joanie Eiland
Carly Fiorina
Tom Galati
Kay Coles James

Dave Rexrode
Michael Stoltzfus
Steve Smith
Sydney Stafford
Nicole Wood
Jack White
Kathy Ott-Walter

With no further business the committee meeting adjourned at 4:32 pm.

Respectfully submitted,

Donna Harper, Secretary to the
Search Committee

Suzamme Obenshain, Rector

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

Volume LXI No. 5

Minutes of the Meeting of March 6, 2025

The Visitors of James Madison University met virtually on Thursday, March 6, 2025. Suzanne Obenshain, Rector, called the meeting to order at 8:15 am.

PRESENT:

Bell, Dickie
Bolander, Jeff
Caudle, Larry
Edwards, Terrie, Vice Rector
Eiland, Joanie
Fiorina, Carly
Galati, Tom

James, Kay Coles
Obenshain, Suzanne, Rector
Rexrode, David
Smith, Steve
Stoltzfus, Michael
Thacker, Nikki
White, Jack
Wood, Nicole Palya

Stafford, Sydney, Student Representative to the Board, 2024-25
Ott-Walter, Kathy, Faculty Senate Representative
Harper, Donna, Secretary to the Search Committee

Terrie Edwards made the following motion:

“Pursuant to Section 2.2-3711(A)(1) of the Code of Virginia, I move we go into closed session to discuss personnel matters involving hiring of university administrators and appointees.”
The motion was seconded by Jeff Bolander and the committee moved into closed session.

Following the closed session, the chair 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:

Dickie Bell
Jeff Bolander
Larry Caudle
Terrie Edwards
Joanie Eiland
Carly Fiorina
Tom Galati
Kay Coles James

Dave Rexrode
Michael Stoltzfus
Steve Smith
Sydney Stafford
Nicole Wood
Jack White
Kathy Ott-Walter

With no further business the committee meeting adjourned at 10:45 am.

Respectfully submitted,

Donna Harper, Secretary to the
Search Committee

Suzamme Obenshain, Rector

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

Volume LXI No. 6

Minutes of the Meeting of March 13, 2025

The Visitors of James Madison University met on Thursday, March 13, 2025 at The Red Barn in Bridgewater, Virginia. Suzanne Obenshain, Rector, called the meeting to order at 12:15 pm.

PRESENT:

Bell, Dickie (virtually)	James, Kay Coles
Bolander, Jeff	Obenshain, Suzanne, Rector
Caudle, Larry	Rexrode, David
Edwards, Terrie, Vice Rector (virtually)	Smith, Steve (virtually)
Eiland, Joanie (virtually)	Stoltzfus, Michael
Fiorina, Carly	Thacker, Nikki (virtually)
Galati, Tom	White, Jack
	Wood, Nicole Palya (virtually)

Stafford, Sydney, Student Representative to the Board, 2024-25
Ott-Walter, Kathy, Faculty Senate Representative
Harper, Donna, Secretary to the Search Committee

Tom Galati made the following motion:

“Pursuant to Section 2.2-3711(A)(1) of the Code of Virginia, I move we go into closed session to discuss personnel matters involving hiring of university administrators and appointees.”
The motion was seconded by Dave Rexrode and the committee moved into closed session.

Following the closed session, the chair 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:

Dickie Bell	Dave Rexrode
Jeff Bolander	Michael Stoltzfus
Larry Caudle	Steve Smith
Terrie Edwards	Sydney Stafford
Joanie Eiland	Nicole Wood
Carly Fiorina	Jack White
Tom Galati	Kathy Ott-Walter
Kay Coles James	

On motion by Jack White and seconded by Larry Caudle, the board approved authorizing the Rector and Chair of the Presidential Search Committee to proceed with the personnel action discussed in closed session with Dickie Bell and Joanie Eiland opposing.

With no further business the committee meeting adjourned at 1:50 pm.

Respectfully submitted,

Donna Harper, Secretary to the
Search Committee

Suzamme Obenshain, Rector

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

Volume LXI No. 7

Minutes of the Meeting of March 26, 2025

The Visitors of James Madison University met virtually on Friday, March 26, 2025. Suzanne Obenshain, Rector, called the meeting to order at 10:45 am.

PRESENT:

Caudle, Larry
Edwards, Terrie, Vice Rector
Fiorina, Carly
Galati, Tom
James, Kay Coles

Obenshain, Suzanne, Rector
Rexrode, David
Stafford, Sydney
Wood, Nicole Palya

Kirkpatrick, David, Secretary

ALSO PRESENT:

Knight, Jack, University Counsel

Rector Obenshain opened this special meeting to elect the 7th president of James Madison University. She noted they had a quorum present and called for a motion.

On motion from Terrie Edwards, seconded by David Rexrode, approved the following:

Madam Rector, I move that the Board of Visitors appoint Jim Schmidt as president of James Madison University effective July 1, 2025, and that the rector be authorized to execute the agreed-upon contract with Dr. Schmidt consistent with the board's discussions in closed session.

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

Caudle, Larry
Edwards, Terrie, Vice Rector
Fiorina, Carly
Galati, Tom
James, Kay Coles

Obenshain, Suzanne, Rector
Rexrode, David
Stafford, Sydney
Wood, Nicole Palya

The motion carried.

ADJOURNMENT

There being no further business, on motion of Nicole Palya Wood, seconded by Carly Fiorina, the Board voted to adjourn. The meeting was adjourned 10:48 a.m.

Suzanne Obenshain, Rector

David C. Kirkpatrick, Secretary

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

Volume LXI No. 8

Minutes of the Meeting of March 26, 2025

The Visitors of James Madison University met on Friday, March 26, 2025 in Wilson Hall. Suzanne Obenshain, Rector, called the meeting to order at 11:00 am.

PRESENT:

Caudle, Larry
Edwards, Terrie, Vice Rector
Galati, Tom
James, Kay Coles

Obenshain, Suzanne, Rector
Rexrode, David
Stafford, Sydney
Wood, Nicole Palya

Kirkpatrick, David, Secretary

ALSO PRESENT:

Knight, Jack, University Counsel

Rector Obenshain opened this special meeting to announce the Seventh President of James Madison University as Dr. Jim Schmidt, Chancellor at the University of Wisconsin – Eau Claire. Rector Obenshain shared her excitement regarding Dr. Schmidt’s accomplishments at UW-Eau Claire and her confidence in the future direction of the university.

ADJOURNMENT

There being no further business, on motion of Kay Coles James seconded by Nicole Palya Wood, the Board voted to adjourn. The meeting was adjourned 11:21 a.m.

Suzanne Obenshain, Rector

David C. Kirkpatrick, Secretary

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

Volume LXI No. 9

Minutes of the Public Comment Meeting of April 2, 2025

The Public Comment meeting on tuition and fees was held on Wednesday, April 2, 2025 in the Festival Conference and Student Center Board Room on the campus of James Madison University. Suzanne Obenshain, Rector, called the meeting to order at 4:00 pm.

PRESENT:

Bolander, Jeff
Obenshain, Suzanne, Rector
Rexrode, Dave (Virtual)

Smith, Steve, Chair, Finance and Physical
Development Committee (Virtual)
White, Jack (Virtual)

Stafford, Sydney, Student Representative to the Board, 2024-25
Kirkpatrick, David, Secretary

ALSO PRESENT:

King, Charles, Interim President
Moore, Towana, Vice President for Administration and Finance
Vass, Mary-Hope, Assistant Vice President Communications and University Spokesperson

Suzanne Obenshain, rector, provided an introduction for the public comment meeting sharing that six individuals signed up to speak at the meeting. A summary of the comments submitted through the Qualtrics survey were shared.

Towana Moore, Vice President for Administration and Finance, presented the historical data on the budget, revenues and expenditure of the university. She then presented the proposed range for tuition and fees for 2025-26, including Summer 2026. (Attachment A)

Six JMU students shared a range of feedback on the proposed tuition presentation and data.

The meeting was live streamed with eleven participants.

ADJOURNMENT

With no further business, the meeting adjourned at 4:49 pm.

Suzanne Obenshain, Rector

David C. Kirkpatrick, Secretary

Motions from Committee



BOARD OF VISITORS

Governance Committee



BOARD OF VISITORS

Proposed Charter Changes to Board Manual

April 11, 2025

Academic Excellence Committee Charter

p. 22

See highlighted additions

See deleted in red

Advancement and Engagement Committee Charter

p. 22

See deleted in red

Audit, Risk and Compliance Committee Charter

p. 24-28

See highlighted additions

See deleted in red

Student Affairs Committee Charter

p. 30-31

See highlighted additions

See deleted in red

**MANUAL OF THE
BOARD OF VISITORS
OF
JAMES MADISON UNIVERSITY**



James Madison University
Harrisonburg, Virginia

February 14, 2025

TABLE OF CONTENTS

The Board Manual	3
A. Purpose of Manual	3
B. Copies Provided	3
C. Website	3
D. Expenses	3
E. Liability	3
F. Conflicts of Interest	3
G. Education	3
H. University Employment	3
Bylaws of the Board of Visitors	4
Article I: Establishment of Institution	4
Article II: Establishment of the Board of Visitors	4
Article III: Statutory Authority	4
Article IV: Composition	4
Article V: Non-Voting Representatives	4
Article VI: Appointment of Voting Members	4
Article VII: Terms of Appointment	4
Article VIII: Removal	5
Article IX: Rights and Powers	5
Article X: Officers	9
Article XI: Meetings	10
Article XII: Committees	13
Article XIII: Annual Reports	15
Article XIV: Related Entities	15
Article XV: Amendment and Suspension	16
Code of Ethics	16
Competencies and Qualifications for Members of the Board of Visitors	16
Administration of the University	17
Appendices	18
A. Selected Acts of the General Assembly	18
B. Committee Charters	22
C. A Brief History of James Madison University	31

THE BOARD MANUAL

A. Purpose of Manual: The *Manual of the Board of Visitors* of James Madison University is designed to serve as a guide to the rules, powers and duties of members of the university's board of visitors. It contains the Board Bylaws, the Code of Ethics, and information concerning James Madison University. Changes to the Bylaws and Code of Ethics require board action. Other portions of the Manual will be updated by the administration of the university as needed.

B. Copies provided: A copy of this manual shall be provided by the board secretary to each member of the board upon his/her appointment to the board, and to each member of the board upon amendment of the bylaws or any other significant changes made to the manual.

C. Website: The university maintains a website for the Board of Visitors at www.jmu.edu/visitors. The board's bylaws, meetings, members and minutes are posted on the website, along with information on the Virginia Freedom of Information Act (Code of Virginia Title 2.2, Chapter 37, § 2.2-3700), in compliance with state law. Code of Virginia Title 23.1, Chapter 13, § 23.1-1303.

D. Expenses: Members of the Board of Visitors are entitled to receive their actual expenses, when properly itemized, incurred in the discharge of their duties in attending the meetings of the board. Code of Virginia, Title 23.1, Chapter 13, § 23.1-1307.

E. Liability: Members of the board are covered by the Commonwealth of Virginia's self-insurance plan established by the Division of Risk Management of the Department of the Treasury. Code of Virginia, Title 2.2, Chapter 18, § 2.2-1837.

F. Conflicts of Interest: Members of the board are subject to the provisions of the State and Local Government Conflict of Interests Act (Code of Virginia, Title 2.2, Chapter 31, § 2.2-3100). Each member must file annual reports as required by law. Code of Virginia, Title 2.2, Chapter 31, § 2.2-3114.

G. Education: The State Council of Higher Education for Virginia has developed an educational program for board members, and all new board members must participate in these programs at least once during their first two years on the board. Code of Virginia, Title 23.1, Chapter 13, § 23.1-1304.

H. University Employment. Members of the board are ineligible for employment with the University for a period of two years following the expiration of their terms of service on the board. Code of Virginia § 23.1-1300.

BYLAWS OF THE BOARD OF VISITORS

Article I. Establishment of the Institution

James Madison University is a public comprehensive university, which is part of the statewide system of public higher education of the Commonwealth of Virginia.

Article II. Establishment of the Board of Visitors

The governing body of the university is the Board of Visitors, which by statute is responsible for overseeing the effective governance of the university. Code of Virginia, Title 23.1, Chapter 16, § 23.1-1600.

Article III. Statutory Authority

The university is a public corporation established by the General Assembly of the Commonwealth of Virginia in 1977, amending an act approved by the General Assembly in 1964, changing the name of the institution from Madison College to James Madison University. Code of Virginia, Title 23.1, Chapter 16, § 23.1-1600.

Article IV. Composition

The board is composed of 15 voting members appointed by the governor. Code of Virginia, Title 23.1, Chapter 16, § 23.1-1601.

Article V. Non-Voting Representatives

In addition to the members appointed by the governor, two non-voting representatives are invited to attend all open meetings of the board to provide information and advice as deemed appropriate by the rector or chair of the committee, without authority to vote or to make or second motions. The non-voting representatives are not authorized to attend closed sessions of the board or committees.

A. A non-voting student representative to the board is chosen annually in a manner determined by the board. Code of Virginia, Title 23.1, Chapter 13, § 23.1-1300. The board has directed the election of the student representative to the board be conducted by the Student Government Association.

B. The Speaker of the JMU Faculty Senate serves in a non-voting capacity as the faculty representative to the board. Code of Virginia, Title 23.1, Chapter 13, § 23.1-1300.

Article VI. Appointment of Voting Members

The governor may appoint board members from names submitted by the University, but the governor is not limited to names submitted by the University. Code of Virginia, Title 23.1, Chapter 16, § 23.1-1601. The Virginia Commission on Higher Education reviews potential board appointees and makes recommendations to the Governor. Code of Virginia, Title 2.2, Chapter 25, § 2.2-2518. Of the persons appointed, no more than two may be non-residents of Virginia. Code of Virginia, Title 16, § 23.1-1601. All appointments are subject to confirmation by the General Assembly. Code of Virginia, Title 23.1, Chapter 13, § 23.1-1300.

Article VII. Terms of Appointment

Members of the board are appointed for terms of four years each. The term for a board member is from July 1 to June 30. Members shall continue to hold office until their successors have been appointed and have qualified. Vacancies occurring other than by expiration of term are filled for the unexpired term. Code of Virginia, Title 23.1, Chapter 13, § 23.1-1300.

Members of the board are not eligible to serve for more than two successive four-year terms. A person appointed to serve an unexpired term created by a vacancy is eligible to serve two additional four-year terms. Code of Virginia, Title 23.1, Chapter 13, § 23.1-1300.

No member appointed by the governor to the governing board of a public institution of higher education who has served two consecutive four-year terms on such board is eligible to serve on the same board until at least four years have passed since the end of his or her second consecutive four-year term. Code § 23.1-1300 (2017)

The non-voting student representative serves a term of one year. The student representative may be 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.

The non-voting faculty representative serves during his or her term of office as Speaker of the Faculty Senate, according to the bylaws of the Faculty Senate.
<https://www.jmu.edu/facultysenate/bylaws.shtml>

Article VIII. Removal

The Governor may remove any board member from the board. If any board member fails to perform the duties of his or her office for one year without good cause shown, the board may, at the next meeting after the end of such year, record the fact of such failure in the minutes of their proceedings, and may certify the same to the Governor. If any board member demonstrates unfitness for service on the board, whether by malfeasance, misfeasance, incompetence, gross neglect of duty or conviction of a felony, the board may recommend dismissal to the Governor. Dismissal of a board member for cause will be pursued in accordance with state law. Code of Virginia, Title 23.1, Chapter 13, § 1300.

The student representative or the faculty representative may be removed from service on the board upon a motion by two-thirds of the voting board members.

Article IX. Rights and Powers

The board has general and specific rights and powers set out in the Code of Virginia.

A. General: The general rights and powers of the board are set out in state law. Code of Virginia, Title 23.1, Chapter 13, § 23.1-1301.

1. The board has all the rights and powers conferred by statutory authority, insofar as the same are not inconsistent with the laws of the Commonwealth of Virginia.
2. The board appoints the president, who is its chief executive officer, and fixes his or her salary.
 - a. The president of the university is appointed by the board at a regular or any called meeting.
 - b. The president serves under terms and conditions satisfactory to the board.
 - c. In case of a planned or unplanned departure of the president, the board of visitors will designate an acting president to serve until a new president is appointed by the board and assumes office.

d. The board meets with the president at least once annually in a closed meeting and delivers an evaluation of the president's performance. Code of Virginia, Title 23.1, Chapter 13, § 23.1-1303.

e. Any change to the president's employment contract during any such meeting or any other meeting of the board shall be made only by a vote of the majority of the board members. Code of Virginia, Title 23.1, Chapter 13, § 23.1-1303.

3. The board controls and expends the funds of the university and any appropriation provided by the General Assembly.

a. Revenue and Expenditure Budgets. The board is responsible for the following actions concerning the university budget:

(1). The board approves the biennial budget for the university. The biennial budget for the university is presented by the administration to the board or its executive committee prior to submission to any other state agency. Based on the biennial budget approved by the General Assembly, the president presents to the board a budget for each fiscal year of the biennium.

(2) The board approves the rates charged the students of the university for tuition, fees and other necessary charges. Prior to approving an increase in undergraduate tuition or mandatory fees, the board shall provide students and the public a projected range of the planned increase, an explanation of the need for the increase, and minimum of 30 days' notice of the date and location of any vote on such increase. Further, prior to any such vote, the board shall schedule a time for public comment on the proposed increase in accordance with applicable law. The board shall provide an explanation of any deviation from the projected range provided. Code of Virginia § 23.1-307.

b. Capital Outlay and Real Property. The real and personal property formerly standing in the name of Madison College is vested in the name of James Madison University. Code of Virginia Title 23.1, Chapter 13, § 23.1-1310. The board is responsible for the following actions concerning capital outlay and real property of the university:

(1) The board approves capital outlay on behalf of the university. The board has delegated authority to the president to take the necessary steps to implement capital outlay items approved in the final appropriations act.

(2) The board approves the issuance of revenue bonds to finance capital projects, as approved by the Governor. Code of Virginia, Title 23.1, Chapter 11, § 23.1-1117 and Chapter 12, § 23.1-1227

(3) The board has overall responsibility for the care and preservation of all property belonging to the university.

(4) The board approves the purchase of real estate.

(5) The board approves the sale, exchange or other disposal of all real estate. Code of Virginia, Title 23.1, Chapter 13, § 23.1-1301.

(6) The board approves the granting of easements for road, sewers, streets, utility lines or other purposes. Code of Virginia, Title 23.1, Chapter 13, § 23.1-1300. ; This authority is delegated to the Vice President for Administration and Finance.

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

- a. The board may adopt policies and regulations for the administration of the university. Code of Virginia, Title 23.1, Chapter 13, § 23.1-1303.
- b. The board approves the crisis and emergency management plan for the university. Code of Virginia, Title 23.1, Chapter 8, § 23.1-804.
- c. The board may submit plans and recommendations for additions or changes to change the division level of its intercollegiate athletics program to the Intercollegiate Athletics Review Commission of the General Assembly. Code of Virginia § 23.1-1309.
- d. The *Faculty Handbook* of the university is subject to approval by the board.
- e. The board has delegated its authority to the president to establish the policies and procedures governing the university in areas where the board has not adopted specific regulations or policies.

5. The board has the authority to approve the appointment of all professors, teachers and agents, and their salaries. Code of Virginia Title 23.1, Chapter 16, § 23.1-1602.

- a. Instructional and administrative and professional faculty of the university receive their appointments by appropriate university officials, and the board must give approval for such appointments.
- b. The board approves the annual compensation plan for the university.
- c. The board approves promotions of faculty members and administrators, approves the grant of tenure to faculty members, and approves the establishment or discontinuance of any faculty rank.
- d. The board approves the grant of a leave of absence to a faculty member or administrator and is notified about the resignation, termination or dismissal of faculty members and administrators.

6. The board provides general direction for the affairs of the university through the president and the administration.

B. Degrees

1. The board has the authority to approve the conferral of degrees. Code of Virginia Title 23.1, Chapter 16, § 23.1-1602.
2. The board may from time to time confer honorary degrees in appropriate circumstances, upon recommendation from the president.

C. Academic Programs

1. The board has the authority to approve new degree programs and discontinuation of degree programs, subject to such further approval as may be required from the State Council of Higher Education for Virginia. Code of Virginia, Title 23.1, Chapter 2, § 23.1-203.
2. The board has the authority to approve the curriculum of the university, as authorized under state law.
The board has delegated its authority to the president.
3. The board has the authority to approve articulation, dual admissions, and guaranteed admissions agreements with associate-degree-granting public institutions of higher education. Code of Virginia, Title 23.1, Chapter 9, § 23.1-907.

D. Investments of Funds

1. The board approves the transfer or surrender of registered bonds, and approves the policy for investment of funds derived from the sale of revenue bonds.
 - a. The board may request the state treasurer, or the treasurer's duly appointed assistant, to execute in the proper name the certificates or other writing necessary to affect the transfer or surrender of registered bonds of the United States or other bonds or securities held by the university.
 - b. The board has authorized the president to establish the policy for investment of any funds which become available for investment from construction project funds derived from the sale of revenue bonds.

E. Mission and Strategic Planning

1. The board approves the mission of the university, subject to such further approval as may be required from the State Council of Higher Education for Virginia. Code of Virginia Title 23.1, Chapter 2, § 23.1-203
2. The board approves a strategic plan designed to meet the future needs of the university, and approves modifications to the strategic plan as appropriate. The board approves biennially and amends or affirms annually a six-year plan for the institution. Code of Virginia, Title 23.1, Chapter 13, § 23.1-306.

3. The board approves the master plan of the university and modifications to the plan as appropriate.

F. Building Names. The board is responsible for the naming of all buildings, streets and other major facilities on campus, on recommendations from the president.

G. Transparency. The board is responsible for transparency, to the extent required by law, in all board actions. Code of Virginia, Title 23.1, Chapter 13, § 23.1-1303. The board operates within the provisions of the Virginia Freedom of Information Act in announcing meetings, providing materials, posting minutes, and other requirements of the statute. Code of Virginia, Title 2.2, Chapter 37, § 2.2-3707.

Article X. OFFICERS

The officers of the Board of Visitors consist of the rector, vice rector and secretary of the board. All are nominated and elected at the annual meeting. The transition of officers shall be effective July 1.

The rector and vice rector are elected for a term of two years or until a successor is elected and qualified should either not be able to complete the two-year term. The rector and vice rector may serve in their role more than once during their tenure on the Board of Visitors, but they may serve only a maximum of one two-year term in succession. Vacancies in any office, including those occurring when an officer is not reappointed to the board, may be filled at any meeting. A board member who is elected to fill a vacancy in the role of rector or vice rector shall serve for the remainder of that term, and may also be eligible thereafter for election to a two-year term. The rector and vice rector are members of the board; the secretary may be an administrative employee of the university.

A. Rector, Powers and Duties

1. The rector presides over meetings of the board or, if absent or unable to preside, the vice rector presides. If the vice rector is absent or unable to preside, the rector designates another voting board member to preside.
2. With the secretary, the rector executes all papers to which it is necessary to affix the seal of the university.
3. The rector appoints all committees.
4. The rector serves as member *ex officio* on all committees of the board and as chair of the Executive Committee.
5. The rector acts as the board's spokesperson or representative.
6. When the office of the president becomes vacant, or a vacancy is pending, the rector appoints a special committee to recommend to the board a person to fill the vacancy. The rector may chair this committee, or may appoint another board member to chair the committee.
7. The rector performs such additional duties which may be imposed upon the office by statute or by direction of the board.

B. Vice Rector, Powers and Duties

In the absence or inability of the rector to discharge the duties of office, all the duties pertaining to the office of the rector of the board devolve upon and are executed by the vice rector.

C. Secretary, Powers and Duties

1. The secretary keeps a faithful record of all proceedings and posts minutes of each open meeting on the board's website. Code of Virginia, Title 2.2, Chapter 37, § 2.2-3707 and 2.2-3707.1.
2. The secretary conducts correspondence for the board.
3. The secretary provides the board members and the public notice of time and place for meetings. Code of Virginia Title 2.2, Chapter 37, § 2.2-3711.
4. The secretary sees that all documents entrusted in his or her care are filed and safely kept at the university.
5. The secretary makes documents in his or her care available for inspection by the board or any committee of the board.
6. The secretary surrenders documents under his or her control only to an agent or officer authorized to receive them and upon proper receipt therefor.
7. The secretary coordinates clerical and administrative support for all committees.
8. The secretary provides a copy of the *Manual of the Board of Visitors* and all other appropriate materials to the members of the board when they are appointed and when any significant changes are made to the manual.
9. The president shall recommend a university employee to the Nominating Committee to serve as secretary to the Board of Visitors.

Article XI. MEETINGS

All board members are expected to attend all meetings in person consistent with provisions in the board manual. Meetings of the board of visitors are of three types: the annual meeting, regular

A. The Annual Meeting

The annual meeting of the board is held at the final regularly scheduled meeting of the university's fiscal year. The election of officers occurs at the annual meeting.

B. Regular Meetings

Three regular meetings of the board are usually held in September, November, and February, and in April the board holds its annual meeting. Dates and months may vary from year to year. The board will participate in a retreat annually to be scheduled at a time and location suitable to meet the goals of the retreat.

C. Special Meetings

Special meetings of the board are held whenever called by the rector.

D. Notice of Meetings

At least sixty days' notice is required for the annual meeting and the three regular meetings of the board. The secretary of the board gives notice of each special meeting to each board member at least three days before the meeting. The secretary of the board also gives the public notice of each annual meeting, regular meeting and special meeting, as required by law. Code of Virginia Title 2.2, Chapter 37, § 2.2-3707.

E. Motions and Resolutions

A motion or resolution to be brought before the board must be sent to the secretary of the board no later than seven days prior to any meeting of the board. The secretary will communicate the proposed motion and/or resolution to each board member no less than seven days prior to any meeting of the board; however, the introduction of a motion and/or resolution for board action may be offered at any time at the request of the president or the rector or on those occasions when 10 members of the board vote in the affirmative to suspend this rule.

F. Location of Meetings

The board meetings will normally take place on the campus of James Madison University. However, the board may hold its meetings in such place or places within or outside of the Commonwealth of Virginia as the board may determine. A member of the board may participate through electronic communication means for personal reasons as long as the rector is notified on or before the day of the meeting, specifying the nature of the personal matter, and the remote location from which the member participates. Code of Virginia Title 2.2, Chapter 37, §2.2-3708.2.

G. Quorum

No business will be conducted by the board at any meeting without a quorum. A majority of the voting membership of the board constitutes a quorum for the transaction of business at all authorized meetings. Code of Virginia Title 23.1, Chapter 11, § 23.1-1101. The lack of a quorum will not prevent a meeting, but the board may not vote on any matters at any such meeting.

H. Meetings held through Electronic Communication Means

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

- 1) The required meeting notice must indicate if the meeting is in-person or all-virtual.
- 2) Public access to the all-virtual meeting public is provided via electronic communication means and included in the public notice.
 - a. Contact information must be included to notify the university if the electronic communication means is interrupted or fails.
- 3) No more than two members of the board are together in any one remote location unless that remote location is open to the public.
- 4) The full board may convene an all-virtual public meeting (i) not more than two times per calendar year or 50 percent of the meetings held per calendar year; or (ii) not consecutively with another all-virtual public meeting.
- 5) All committees of the board may also hold all-virtual meetings in accordance with this policy and applicable law.
- 6) Requests for an all-virtual meeting shall be made to the rector, in consultation with the administration.

- a. Such requests may be for such circumstances as emergency situations, when members are separated more than 60 miles from each other/location, difficulty in having quorum if held in-person, travel difficulties, or other types of situations allowed by law and deemed appropriate by the rector.

The board shall ensure that the meeting minutes contain all of the information required by law. Section 2.2-3708.3 of the Code of Virginia allows for an individual member to participate remotely under the following provisions:

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

I. Meetings Open to the Public

As required under the Virginia Freedom of Information Act, all meetings of the Board of Visitors and all meetings of board committees are open to the public. Code of Virginia, Title 2.2, Chapter 37, § 2.2-3707. The board or any committee may move into a closed meeting as stipulated in the act to discuss topics exempt from the open meetings requirements. Code of Virginia Title 2.2, Chapter 37, § 2.2-3711. The board may invite specific individuals to attend a closed meeting. Discussions and actions on any topic not specifically exempted from the public meeting requirement by the statute shall be held in an open meeting. Any action of the board taken in a closed meeting shall be approved in an open meeting before it can have any force or effect. Code of Virginia Title 2.2, Chapter 37, § 2.2-3711. Members of the board will be provided with a copy of the Act by the board secretary.

J. Minutes

The secretary of the board shall record minutes of each open meeting and post the minutes on the board's website. Code of Virginia Title 2.2, Chapter 37, § 2.2-3707.

K. Attorney General Representation

A representative of the Virginia Attorney General's Office shall receive notice of and is invited to all meetings of the board and all board committees, including the executive committee. Code of Virginia Title 23.1, Chapter 13, § 23.1-1303.

L. Faculty Senate Speaker

A. The Faculty Senate Speaker or representative will attend the Full Board meetings and provide a report to the board.

M. Student Representative to the Board

A. The student representative to the board will attend the Full Board meetings and provide a

report to the board.

N. Roberts' Rules of Order

The board follows Roberts' Rules of Order for conducting its business.

Article XII. COMMITTEES

The committees of the board of visitors are of three types: the executive committee, standing committees and special committees. The secretary of the board will serve as the secretary of the executive committee and coordinate secretarial support for all other committees. The rector of the board is an *ex officio* member of all committees with the exception of the Executive Committee where the Rector serves as the chair. A majority of the voting membership of a board committee constitutes a quorum for the transaction of business at a committee meeting. If the rector is present at a committee meeting, he or she will be counted as a member of the committee for the purpose of constituting a quorum. The lack of a quorum will not prevent a meeting, but the committee may not vote on any matters at any such meeting.

A. Executive Committee

1. The executive committee consists of the rector, vice rector, and three committee chairs selected by the rector. The rector chairs the executive committee. A past rector may serve as an ex-officio member of the Executive Committee. In the event a committee chair is unable to attend a meeting, they may appoint a designee.
(approved 4/22/2022)
2. The executive committee evaluates the performance of the president each year and makes a report to the full board concerning his or her evaluation.
3. The executive committee may exercise the powers and transact the business of the full board when it is in recess, except in the following situations:
 - a. To elect officers of the board;
 - b. To remove or change members of the instructional faculty;
 - c. To take final action on any question substantially affecting the policy of the university.
4. The charter for the Executive Committee, located in Appendix B, outlines the other specific responsibilities of the Executive Committee.
5. All actions taken by the executive committee between meetings of the board will be reported in committee minutes presented to the board at the next annual, regular or special meeting.

B. Standing Committees

1. The standing committees of the board consist of the following committees: Academic Excellence; Advancement and Engagement; Athletics; Audit; Finance and Physical Development; Governance; and Student Affairs.

a. Academic Excellence Committee: provides oversight of the academic endeavors of the university, including, but not limited to academic programs; faculty hiring; satisfaction and achievements; student academic success; and national status.

b. Advancement and Engagement Committee: oversees, advises and advocates for the effective delivery and prudent management of a comprehensive university advancement program comprised of philanthropy, information systems, brand management and constituent relations; and generates resources and stakeholder support of the university's strategic goals relative to federal, corporate, and public relations.

c. Athletics Committee: provides oversight of the university's intercollegiate athletics program, ensuring the institution meets its expectations for academic and competitive success, quality student-athlete experiences and compliance with NCAA requirements.

d. Audit, Risk and Compliance Committee: responsible for the review of internal and external audit related functions for all divisions of the university and assists the board in fulfilling its fiduciary responsibilities related to overseeing the soundness of the university's system of internal controls, the integrity of the university's financial accounting and reporting practices, and the independence and performance of the internal and external audit functions and compliance.

e. Finance and Physical Development Committee: responsible for the fiscal policies and oversight of the financial operations of the university including the review of the annual budget, tuition and fees, and real estate acquisitions and recommending policies regarding all matters related to land use, physical facilities, and technology and General Assembly updates and legislative affairs.

f. Governance Committee: provides oversight of responsibilities related to board governance and policies and manages the board compliance with state requirements such as a self-evaluation, professional development opportunities and others; reviews and recommends improvements to board processes and performs regular strategic risk management and opportunity assessments to highlight key issues for the administration, executive committee and committee chairs to review.

g. Student Affairs Committee: oversees all elements of student life including discipline, co-and -extracurricular activities, the residential campus experience, and physical and behavioral health to ensure a high quality student experience.

2. In accordance with its responsibilities as outlined in its specific charter (Appendix B) each committee shall serve the purpose of advising the full board on specific areas of the administration of the institution, according to its assignment by the board. Each board member shall serve on two standing committees.

3. Each standing committee is composed of no fewer than three members appointed by the rector. At the time of appointment, the rector will designate the chair of each committee.

4. A vacancy on any committee will be filled by the rector for the unexpired term.

5. Each standing committee will meet at the call of the chair or the rector. Generally, the committees meet in conjunction with the annual and regular meetings, but committees may meet at different times, with proper notice.

6. The secretary of the board provides an agenda for each committee meeting, notifies the members and the public of the time and place of the meeting at least three days prior to the meeting, and coordinates secretarial support for the meeting.

7. Standing committees present their reports and recommendations to the board at an annual, regular or special meeting.

C. Special Committees

1. Special committees may be constituted at any time either by action of the board or by direction of the rector.

2. Special committees will consist of no fewer than three members appointed by the rector and shall have a term not to exceed one year, unless renewed for a specific period of time by action of either the board or the rector.

3. The rector designates the chair of each special committee.

4. Special committees meet at the call of the chair or the rector. Members and the public are notified of the time and place of the meeting at least three days prior to the meeting.

5. Each special committee presents its report and recommendations to the board.

6. The Rector shall appoint the Nominating Committee at the first meeting of the spring academic semester for the purpose of presenting a slate of officers for election. (see the Nominating Committee and Nominating Process policy)

Article XIII. ANNUAL REPORTS

Each year by the first day of the regular session of the General Assembly, the administration, on behalf of the board, submits to the General Assembly and the Governor an executive summary of the board's interim activity and work, as provided in the procedures of the Division of Legislative Automated Systems. The secretary prepares the report, presents it to the executive committee for review and approval, and submits it to the appropriate state offices. Code of Virginia Title 23.1, Chapter 13, § 23.1-1303.

Article XIV. SELF-EVALUATION OF THE BOARD

In accordance with the requirements of the Southern Association of College and Schools Commission on Colleges, the board shall regularly conduct a self-evaluation. SACSCOC Resource Manual for The Principles of Accreditation; CR 4.1, 4.2g Board Self-Evaluation.

Article XV. RELATED ENTITIES

The board is authorized to enter into affiliation agreements with appropriate entities related to the university's mission. Related entities include, but are not limited to, the James Madison University

Foundation, Inc.; the James Madison University Real Estate Foundation, Inc.; the James Madison University Alumni Association; James Madison University Research and Development Center, Inc.; and James Madison Innovations.

Article XVI. AMENDMENTS AND SUSPENSION

A. Amendment: The bylaws of the board, except where mandated by law, may be amended at any meeting of the board with the approval of no fewer than 10 board members, provided that notice of the amendment is included in the notice of the meeting.

B. Suspension of Provisions: Any of the provisions of the bylaws of the board not mandated by law may be temporarily suspended at a meeting of the board with the approval of no fewer than 10 board members.

CODE OF ETHICS

Integrity is one of the core values of James Madison University. We pursue and embrace ethical reasoning because it is essential to meaningful citizenship, and our mission is to prepare students to be educated and enlightened citizens who lead productive and meaningful lives. As the leaders of the JMU community, the Board of Visitors is committed to ensuring lawful and ethical behavior in all of the university's activities. At JMU, we expect that all members of the university community—our board members, employees, students, and volunteers—comply with all applicable laws, regulations, policies and ethical practices. More generally, we are committed to being honest, fair and trustworthy ourselves and to taking care that other members of the university community are held to the same standards.

We, as members of the James Madison University community, will:

1. Obey the laws, regulations and policies applicable to our university activities.
2. Protect and preserve university resources and ensure their proper use.
3. Avoid both conflicts of interest and the appearance of such conflicts.
4. Safeguard confidential information.
5. Make procurement and other resources decisions impartially and objectively.
6. Maintain effective internal controls to safeguard the regularity and integrity of our activities.
7. Treat other people with dignity and respect, and guard against discrimination and harassment.
8. Report any illegal or unethical action, so that the university or other appropriate authorities can investigate and take corrective action.
9. Conduct all board actions under the principles of transparency, to the extent required by law.

This Code of Ethics was adopted by the Board of Visitors of James Madison University on January 17, 2014.

COMPETENCIES AND QUALIFICATIONS FOR BOARD MEMBERS

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

- Commitment to the university's mission
- Ability to commit the time and energy required to fulfill all Board duties and responsibilities
- Success and proven leadership in the arenas of business, professional, academic, non-profit, government, and/or other civic engagement endeavors
- Knowledge and experience to help guide deliberations and decision making

- Adherence to the highest standards of professional and personal Integrity
- Respect for the concept of shared governance and the distinction between the Board's duties and the role of the president and Administration
- Respect for diversity and the role it plays in higher education
- Commitment to upholding the principles of academic freedom for the university and faculty
- Ability to challenge, support, and motivate the administration
- Familiarity with issues facing higher education in the Commonwealth of Virginia and nationally

Recommended Board composition

- A majority of the board members are James Madison University alumni
- Diversity of membership that reflects the aspirations of the University
- At least two members reside outside the Commonwealth of Virginia

ADMINISTRATION OF THE UNIVERSITY

Except as may be explicitly set forth in this manual or prohibited by applicable law, the administration of the university has been delegated by the board of visitors to the president of the university, including the following general powers and duties:

1. The president submits to the board at its annual meeting a report of the fiscal and other affairs of the university. Special reports are submitted at other meetings as needed.
2. The president calls to the attention of the board all matters that, in the president's opinion, affect the interests of the total university and require consideration by the board.
3. The president may attend and participate in all meetings of the board and its committees, including closed meetings, except when there is under consideration any matter affecting the president personally; in this case, the president's attendance will be only by special invitation.
4. The president develops and maintains a plan of institutional organization. The president is in charge of administration at the university and will be the usual means of communication among the board and faculty, officers and administrative staff of the university. The president establishes the positions of and employs vice presidents and other administrative officers and delegates to them the day to day operation of the divisions of the university.
5. The president presides at all public meetings and general commencements of the university and confers all degrees, unless otherwise directed by the board.
6. The president convenes the general faculty when needed. The president, or his/her designee, presides at such meetings.
7. The president shall exercise the following powers and duties subject to the approval of the board:
 - a. The president makes faculty appointments, promotions and merit increases. The president recommends to the board the appointment, promotion, tenure and dismissal of all administrative staff and instructional and administrative and professional faculty.
 - b. The president establishes new positions including faculty, staff and administrative officers.

- c. The president establishes policies concerning the general operation of the institution, including the employment of faculty and staff, benefits, the acceptance and assistance of students, and the conduct of students in accordance with state and federal policy and law.
- d. The president establishes policies concerning the general operation of the institution, in accordance with state and federal policy and law.

Changes to the By-Laws:

11/19/21

4/22/22

9/16/2022

APPENDICES

Appendix A. Acts of General Assembly of Virginia

1. Excerpts from Original Act of 1908

For the establishment of State Normal and Industrial Schools for Women, at Harrisonburg and Fredericksburg, the sum of seventy-five thousand dollars, of which the sum of twenty-five thousand dollars shall be for the school at Fredericksburg and shall be available on and after February twenty-eighth, nineteen hundred and nine, but not before.

The said schools shall be under the supervision, management and government of the boards of trustees, which shall consist of ten members each, to be appointed by the governor, by and with the advice and consent of the senate, to hold office for the term of four years ...

Second. The said trustees shall be bodies corporate under the name and style of State Normal and Industrial School for Women at Harrisonburg and State Normal and Industrial School for Women at Fredericksburg respectively ... Said trustees shall from time to time make all needful rules and regulations for the government and management for said schools, fix the number and compensation of teachers and employees of said schools, and of said boards, and prescribe the preliminary examinations and conditions upon which students shall be received therein.

Third. The said trustees shall annually make and file with the said board of education a full report of their proceedings under this act, together with the report of the progress and condition of said schools. The trustees shall establish one of said schools within or near the corporate limits of Harrisonburg, in the county of Rockingham, Virginia, on a suitable site to be selected by said trustees, and one of said schools within or near the corporate limits of the city of Fredericksburg....

Fourth. Each county and city in the State shall be entitled to one pupil in each of said schools, who shall be nominated by the division superintendent of schools ...

Fifth. For purpose of the said schools there shall be paid out of the public treasury, from time to time, such sums as shall be appropriated to pay incidental expenses, the salaries of officers and teachers and to maintain the efficiency of the said schools ...

Sixth. The establishment of said schools near or within the corporate limits of the town of Harrisonburg, in the county of Rockingham, is conditioned upon an appropriation of not less than

fifteen thousand dollars cash to be paid by the town of Harrisonburg and the county of Rockingham, upon the establishment of said school; and the guaranteeing of a suitable site connected with the water, light and sewer systems of said town, of not less than thirty acres of land for said institution at a cost not to exceed ten thousand dollars...

Seventh. The superintendent of public instruction shall render to the second auditor an annual account of the expenditures for said institutions.

2. Selected Current Acts of the General Assembly

§ 23.1-1600. Corporate name; name of the University.

A. The board of visitors of James Madison University (the board) is a corporation under the name and style of "The Visitors of James Madison University" and has, in addition to its other powers, all the corporate powers given to corporations by the provisions of Title 13.1 except those powers that are confined to corporations created pursuant to Title 13.1. The board shall at all times be under the control of the General Assembly.

B. The institution shall be known as James Madison University (the University).

C. All laws relating to Madison College or the board of visitors of Madison College shall be construed as relating to the University or the board, respectively.

1964, c. 97, § 23-164.1; 1977, cc. 296, 319; 2016, c. 588.

§ 23.1-1601. Membership.

A. The board shall consist of 15 members appointed by the governor, of whom at least 13 shall be residents of the Commonwealth.

B. The alumni association of the University may submit to the governor a list of at least three nominees for each vacancy on the board, whether the vacancy occurs by expiration of a term or otherwise. The Governor may appoint a member from the list of nominees. The governor is not limited in his appointments to the individuals so nominated.

1964, c. 97, §§ 23-164.3, 23-164.4; 1977, cc. 296, 319; 1979, c. 623; 1989, c. 107; 2016, c. 588.

§ 23.1-1602. Powers and duties.

A. The board shall appoint all teachers and agents and fix their salaries and generally direct the affairs of the University.

B. The board may confer degrees.

1964, c. 97, §§ 23-164.6, 23-164.8; 1977, cc. 296, 319; 2016, c. 588.

§ 23.1-1603. Program of instruction to educate and train teachers.

The University shall maintain a program of instruction to educate and train teachers for the public elementary and secondary schools of the Commonwealth without excluding other programs of instruction.

1964, c. 97, § 23-164.9; 1977, cc. 296, 319; 2016, c. 588.

§ 23.1-1300. Members of governing boards; removal; terms; nonvoting, advisory representatives; residency.

A. Members appointed by the governor to the governing boards of public institutions of higher education shall serve for terms of four years. Vacancies occurring other than by expiration of a term shall be filled for the unexpired term. No member appointed by the governor to such a governing board shall serve for more than two consecutive four-year terms; however, a member appointed by the governor to serve an unexpired term is eligible to serve two consecutive four-year terms immediately succeeding such unexpired term. Except as otherwise provided in § 23.1-2601, all appointments are subject to confirmation by the General Assembly. Members appointed by the governor to the

governing board of a public institution of higher education shall continue to hold office until their successors have been appointed and qualified. Ex officio members shall serve a term coincident with their term of office.

B. No member appointed by the governor to the governing board of a public institution of higher education who has served two consecutive four-year terms on such board is eligible to serve on the same board until at least four years have passed since the end of his second consecutive four-year term.

C. Notwithstanding the provisions of subsection E or any other provision of law, the governor may remove from office for malfeasance, misfeasance, incompetence, or gross neglect of duty any member of the board of any public institution of higher education and fill the vacancy resulting from the removal.

D. The governor shall set forth in a written public statement his reasons for removing any member pursuant to subsection C at the time the removal occurs. The governor is the sole judge of the sufficiency of the cause for removal as set forth in subsection C.

E. If any member of the governing board of a public institution of higher education fails to attend (i) the meetings of the board for one year without sufficient cause, as determined by a majority vote of the board, or (ii) the educational programs required by § 23.1-1304 in his first two years of membership without sufficient cause, as determined by a majority vote of the board, the remaining members of the board shall record such failure in the minutes at its next meeting and notify the governor, and the office of such member shall be vacated. No member of the board of visitors of a baccalaureate public institution of higher education or the State Board for Community Colleges who fails to attend the educational programs required by § 23.1-1304 during his first four-year term is eligible for reappointment to such board.

F. The governing board of each public institution of higher education shall adopt in its bylaws policies (i) for removing members pursuant to subsection E and (ii) referencing the governor's power to remove members described in subsection C.

G. The governing board of each public institution of higher education and each local community college board may appoint one or more nonvoting, advisory faculty representatives to its respective board. In the case of local community college boards and boards of visitors, such representatives shall be chosen from individuals elected by the faculty or the institution's faculty senate or its equivalent. In the case of the State Board, such representatives shall be chosen from individuals elected by the Chancellor's Faculty Advisory Committee. Such representatives shall be appointed to serve (i) at least one term of at least 12 months, which shall be coterminous with the institution's fiscal year or (ii) for such terms as may be mutually agreed to by the State Board and the Chancellor's Faculty Advisory Committee, or by the local community college board or the board of visitors, and the institution's faculty senate or its equivalent.

H. The board of visitors of any baccalaureate public institution of higher education shall appoint one or more students as nonvoting, advisory representatives. Such representatives shall be appointed under such circumstances and serve for such terms as the board of visitors of the institution shall prescribe.

I. Nothing in subsections G and H shall prohibit the governing board of any public institution of higher education or any local community college board from excluding such nonvoting, advisory faculty or student representatives from discussions of faculty grievances, faculty or staff disciplinary matters or salaries, or any other matter.

J. The president or any one of the vice presidents of the board of visitors of Virginia Military Institute, the chairman or the vice-chairman of the State Board, and the rector or vice-rector of the governing board of each other public institution of higher education shall be a resident of the Commonwealth.

K. No baccalaureate public institution of higher education shall employ an individual appointed by the Governor to the board of visitors of such institution within two years of the expiration of his term.

Such prohibition shall not apply to the employment of an individual to serve as an institution president or, in the case of Virginia Military Institute, the Superintendent.

§ 23.1-1301. Governing boards; powers.

A. The board of visitors of each baccalaureate public institution of higher education or its designee may:

1. Make regulations and policies concerning the institution;
2. Manage the funds of the institution and approve an annual budget;
3. Appoint the chief executive officer of the institution;
4. Appoint professors and fix their salaries; and
5. Fix the rates charged to students for tuition, mandatory fees, and other necessary charges.

B. The governing board of each public institution of higher education or its designee may:

1. In addition to the powers set forth in Restructured Higher Education Financial and Administrative Operations Act (§ 23.1-1000 et seq.), lease or sell and convey its interest in any real property that it has acquired by purchase, will, or deed of gift, subject to the prior approval of the Governor and any terms and conditions of the will or deed of gift, if applicable. The proceeds shall be held, used, and administered in the same manner as all other gifts and bequests;
2. Grant easements for roads, streets, sewers, waterlines, electric and other utility lines, or other purposes on any property owned by the institution;
3. Adopt regulations or institution policies for parking and traffic on property owned, leased, maintained, or controlled by the institution;
4. Adopt regulations or institution policies for the employment and dismissal of professors, teachers, instructors, and other employees;
5. Adopt regulations or institution policies for the acceptance and assistance of students in addition to the regulations or institution policies required pursuant to § 23.1-1303;
6. Adopt regulations or institution policies for the conduct of students in attendance and for the rescission or restriction of financial aid, suspension, and dismissal of students who fail or refuse to abide by such regulations or policies;
7. Establish programs, in cooperation with the Council and the Office of the Attorney General, to promote (i) student compliance with state laws on the use of alcoholic beverages and (ii) the awareness and prevention of sexual crimes committed upon students;
8. Establish guidelines for the initiation or induction of students into any social fraternity or sorority in accordance with the prohibition against hazing as defined in § 18.2-56;
9. Assign any interest it possesses in intellectual property or in materials in which the institution claims an interest, provided such assignment is in accordance with the terms of the institution's intellectual property policies adopted pursuant to § 23.1-1303. The Governor's prior written approval is required for transfers of such property (i) developed wholly or predominantly through the use of state general funds, exclusive of capital assets and (ii)(a) developed by an employee of the institution acting within the scope of his assigned duties or (b) for which such transfer is made to an entity other than (1) the Innovation and Entrepreneurship Investment Authority, (2) an entity whose purpose is to manage intellectual properties on behalf of nonprofit organizations, colleges, and universities, or (3) an entity whose purpose is to benefit the respective institutions. The Governor may attach conditions to these transfers as he deems necessary. In the event the Governor does not approve such transfer, the materials shall remain the property of the respective institutions and may be used and developed in any manner permitted by law;
10. Conduct closed meetings pursuant to §§ 2.2-3711 and 2.2-3712 and conduct business as a "state public body" for purposes of subsection D of § 2.2-3708.2; and
11. Adopt a resolution to require the governing body of a locality that is contiguous to the institution to enforce state statutes and local ordinances with respect to offenses occurring on the property of the institution. Upon receipt of such resolution, the governing body of such locality shall enforce statutes and local ordinances with respect to offenses occurring on the property of the institution.

Appendix B: Committee Charters**Academic Excellence Committee Charter****Purpose**

The Academic Excellence Committee oversees the academic and endeavors of the university, including, but not limited to academic programs; scholarship and research; faculty hiring, student and faculty satisfaction and academic achievements; student academic success; and national ~~status~~ competence.

Composition and Independence

The Committee is comprised of three or more members of the Board of Visitors. The Provost and Vice President for Academic Affairs are expected to attend. In addition to complying with the Commonwealth of Virginia's Conflict of Interest laws and any university policies, each member must be free from any financial, family or other material personal relationship that, in the opinion of the board or the committee members, would impair their independence from management and the university.

Responsibilities

- Review revisions to the Faculty Handbook for approval by the board
- Review all new academic programs, major, degrees, as well as discontinuation of degree programs for approval by the board
- Review nominations of honorary degrees for approval by the board
- Hear annual report from the Graduate Student Association
- Receive SACSCOC Accreditation and Quality Enhancement Plan updates
- Review international academic partnerships
- Review research strategies and policies requiring board action
- Review proposals for the organization of the academic structure of the university

Meetings

The committee will meet at least three times annually. Additional meetings may occur more frequently as circumstances warrant.

Responsibility of the Chair

The chair shall coordinate with the designated administrative liaison for their committee in establishing the agenda and organizing strategic conversations during the committee meeting.

Advancement and Engagement Committee Charter**Purpose**

The Advancement and Engagement Committee oversees, advises and advocates for the effective delivery and prudent management of a comprehensive university advancement program comprised of philanthropy, information systems, brand management and constituent relations; and generates resources and stakeholder support of the university's strategic goals relative to ~~federal~~, corporate and public relations.

Composition and Independence

The committee is comprised of three or more members of the Board of Visitors. The Vice President for Advancement, or their designee, is expected to attend. In addition to complying with the Commonwealth of Virginia's Conflict of Interest laws and any University policies, each member must be free from any financial, family or other material personal relationship

that, in the opinion of the board or the committee members, would impair their independence from management and the university.

Responsibilities

- Review quarterly fundraising report
- Hear reports on Annual Giving, Alumni Relations, Parent Relations, Institutional Branding, and Planned Giving
- Review plans and progress of campaigns
- Review naming proposals for approval by the board
- Review public relations and marketing communication strategies
- Assist with generating resources and stakeholder support for the university

Meetings

The committee will meet at least three times annually. Additional meetings may occur more frequently as circumstances warrant.

Responsibility of the Chair

The chair shall coordinate with the designated administrative liaison for their committee in establishing the agenda and organizing strategic conversations during the committee meeting.

Athletics Committee Charter

Purpose

The Athletics Committee oversees the university's intercollegiate athletics program, ensuring the institution meets its expectations for academic and competitive success, quality student-athlete experiences and compliance with NCAA requirements.

Composition and Independence

The committee is comprised of three or more members of the Board of Visitors. The Athletic Director is expected to attend. In addition to complying with the Commonwealth of Virginia's Conflict of Interest laws and any university policies, each member must be free from any financial, family or other material personal relationship that, in the opinion of the board or the committee members, would impair their independence from management and the university.

Responsibilities

- Review the Strategic Plan Accountability Measures
- Review the yearly Academic Report
- Monitor the annual fund-raising strategies
- Keep current with NCAA legislation as appropriate
- Review the Student-Athlete Disciplinary Report
- Review the annual Title IX Report
- Support the mission of the Department of Athletics
- Review facility renovations and construction plans as appropriate
- Annual review of the Virginia State Auditors APA Report

Meetings

The committee will meet at least two times annually. Additional meetings may occur more frequently as circumstances warrant.

Responsibility of the Chair

The chair shall coordinate with the designated administrative liaison for their committee in establishing the agenda and organizing strategic conversations during the committee meeting.

Audit, Risk, and Compliance Committee Charter (revision February ~~9, 2023~~ 13, 2025)

Introduction

On behalf of the JMU Board of Visitors (BOV), the Audit, Risk, and Compliance Committee (ARC Committee) is charged with receiving reports on internal and external audit-related functions for all divisions of James Madison University (JMU). The committee is also responsible for receiving reports on the work of the JMU Compliance Committee and matters related to financial, technology, operational, strategic and reputational risks.

The term “external” shall refer to the representatives of, or audits by, the Auditor of Public Accounts for the Commonwealth of Virginia, Office of the State Inspector General, independent certified public accountants and auditors from organizations, governmental or other, outside the university.

Purpose

The ~~ARC audit~~ Committee assists the BOV in fulfilling its fiduciary responsibilities related to overseeing the:

- soundness of the university’s system of internal controls;
- integrity of the university’s financial accounting and reporting practices;
- performance of the internal and external audit functions; ~~and~~
- university’s compliance with applicable laws and regulations, and
- management of financial, technology, operational, strategic and reputational risks.

University management is responsible for the preparation, presentation, and integrity of the university’s financial statements. University management is also responsible for maintaining appropriate financial accounting and reporting policies, procedures and internal accounting controls. These are designed to ensure compliance with generally accepted accounting principles, applicable laws and regulations, accreditation standards and contractual obligations.

Audit and Management Services (AMS) examines and evaluates the adequacy and effectiveness of the university’s system of internal controls.

The university’s external auditor, the Auditor of Public Accounts (APA), is responsible for planning and conducting the financial statement examination in accordance with generally accepted auditing standards and issuing an opinion on the financial statements.

The JMU Compliance Committee is responsible for tracking and monitoring the university’s compliance with applicable laws and regulations, accreditation standards and contractual obligations. The chief audit executive (CAE – Director of AMS) and Compliance Coordinator serve as the chairs of the JMU Compliance Committee and report on compliance-related matters to the president and the ~~audit~~ ARC Committee.

Risk mitigation occurs across the university at many levels through policies and procedures. In addition, some personnel are charged with managing particular risks.

Responsibilities:

In performing its responsibilities, the ARC Committee shall:

General

- Adopt a formal written charter that specifies the ~~audit~~ ARC Committee's scope of responsibility. The charter should be reviewed every five years and updated as necessary.
- Maintain minutes of meetings.
- Authorize investigations into any matter within the ~~audit~~ ARC Committee's scope of responsibilities when necessary.
- Ensure that significant findings and recommendations made by the internal and external auditors are acted upon appropriately and promptly.
- Report ~~audit~~ ARC Committee actions to the board of visitors. In addition, the ~~audit~~ ARC Committee shall provide its recommendations for actions to be taken by the BOV and management in order to strengthen the institution's controls, financial reporting process, and compliance procedures.
- Meet, consistent with commonwealth law, in closed meetings with the internal or external auditors, to discuss matters that the ~~audit~~ ARC Committee or any of these groups believes should be discussed privately.

Internal Controls

- ~~Assure~~ Ensure that management is setting the appropriate tone in communicating the importance of internal controls and in establishing policies and procedures to mitigate risk.
- Determine whether internal control recommendations made by internal and external auditors have been implemented by management.
- Understand the nature of any significant deficiencies and material weaknesses reported with the financial statements and reportable findings under *Government Auditing Standards*.

Financial Statements

- Meet with the external auditors to review the scope of the external audit for the year being audited. The chair or full committee should be informed of any significant changes in the audit plan or any special work scheduled.
- Review the annual financial statements with management and the external auditors.
- Review management's letter and monitor the university's compliance with its recommendations.
- Meet privately with the external auditors, if necessary.

Internal Audit

To establish, maintain, and assure that AMS has sufficient authority to fulfill its duties, the ARC Committee will:

- Ensure that the CAE has unrestricted access to and communicates and interacts directly with the ARC Committee. The CAE will meet four times per year to report on activities of AMS. The committee may meet privately with the CAE and/or the state auditors, if necessary.
- Discuss with the CAE and senior management the appropriate authority, role, responsibilities, scope, and services (assurance and/or advisory) of the internal audit function.
- Participate in discussions with the CAE and senior management about the Global Internal Audit Standards, which establish the foundation that enables an effective internal audit function.
- Approve the internal audit charter annually, which includes the internal audit mandate and the scope and types of internal audit services. Consider changes affecting the organization, such as the employment of a new CAE or changes in the type, severity, and interdependencies of risks to the organization. In addition, review JMU Policy 1601- Internal Audit Function whenever changes are made.
- Approve the risk-based internal audit plan. Review progress reports on executing the approved annual audit plan.
- Review the internal audit function's operating budget and resources.
- Provide input to senior management on the CAE's performance, remuneration, appointment and removal of the CAE, ensuring adequate competencies and qualifications and conformance with the Global Internal Audit Standards.
- Assess the effectiveness of the internal audit function, including its independence, reporting relationships, and quality assurance program.
- Receive and act upon the reports presented by the CAE.
- Make appropriate inquiries of management and the CAE to determine whether there are inappropriate scope or resource limitations. Inquire of the CAE regarding any difficulties encountered during audits, including any restrictions on the scope of work or access to required information. Review AMS staffing levels to ensure the university has the appropriate structure and staffing to carry out internal audit responsibilities effectively.
- Review the results of the quality assurance and improvement program annually.

JMU Compliance Committee

- Review the ~~CAE's~~ annual report on the activities ~~and accomplishments~~ of the JMU Compliance Committee. Specifically, any significant compliance risks and/or non-compliance, as well as action plans for addressing compliance risks and non-compliance should be reported to the ~~audit~~ ARC Committee.
- Ensure that the university's system for monitoring compliance with laws and regulations, accreditation and contractual obligations is effective.

Risk

- Hear reports from the CIO and ISO regarding cyber and data security. Review the GLBA Safeguards annual report.
- Monitor risk by hearing reports from university personnel regarding risks related to

strategic goals, business continuity, emergency management, safety, organizational culture, international operations, conflict of interest, or other concerns of the committee.

~~Composition~~ **Members/ Independence**

The ~~audit~~ **ARC** Committee shall consist of at least ~~three~~ **four** members of the BOV with one member acting as chairperson of the committee.

Each member must be free from any financial, family or other material personal relationship that, in the opinion of the board of visitors or ~~audit~~ **ARC** Committee members, would impair their independence from management and the university.

ARC Committee members will be appointed annually.

Meetings

The ARC Committee meeting dates will coincide with the meetings of the BOV. Additional meetings should be held as needed to fulfill the ARC Committee's responsibilities to the BOV.

The suggested agenda for the regularly scheduled meetings is shown below. The agenda should allow time for discussion of other areas of concern.

SEPTEMBER (First Quarter)

- Review and approve the final audit plan.
- Review the annual report of AMS and goals and objectives for the forthcoming year.
- Review audit reports issued since the last meeting.
- Review any other matters considered appropriate by the committee.

NOVEMBER (Second Quarter)

- Review audit reports issued since the last meeting.
- Review status of management action plans.
- Review any other matters considered appropriate by the committee.
- Receive an update from the CIO and ISO regarding cyber and data security and receive the GLBA Safeguards annual report.

FEBRUARY (Third Quarter)

- Review a status report on the audit plan.
- Review the report of the JMU Compliance Committee.
- Review audit reports issued since the last meeting.
- Review the internal audit charter annually, and Policy 1601 – Auditing Program and the ARC Committee charter as necessary.
- Review any other matters considered appropriate by the committee.

APRIL (Fourth Quarter)

- Review the annual financial audit report for the university issued by APA.
- Review the annual financial audit report of WMRA (licensed to the BOV).

- Approve the preliminary operating budget for AMS for the forthcoming fiscal year, if available.
- Review the IIA mandatory disclosures and Quality Assurance program for internal audit.
- Review a draft of the audit plan for the forthcoming year.
- Review audit reports issued since the last meeting.
- Review any other matters considered appropriate by the committee.

Executive Committee Charter

Purpose

The Executive Committee organizes the working processes of the board and exercise the powers and transact the business of the full board when it is in recess, except in the following situations:

- a. To elect officers of the board;
- b. To remove or change members of the instructional faculty; or
- c. To take final action on any question radically affecting the policy of the university.

Composition and Independence

The executive committee consists of the rector, vice rector, and three committee chairs selected by the rector. The rector chairs the executive committee. A past rector may serve as an ex-officio member of the Executive Committee. In the event a committee chair is unable to attend a meeting, they may appoint a designee. In addition to complying with the Commonwealth of Virginia's Conflict of Interest laws and any university policies, each member must be free from any financial, family or other material personal relationship that, in the opinion of the board or the committee members, would impair their independence from management and the university.

Responsibilities

- As appropriate, exercise the powers and transact the business of the board between scheduled meetings/when it is in recess (with exceptions) between scheduled meetings
- Conduct the annual evaluation of the president and the review of their contract and compensation
- Establish and manage the selection process for the president
 - When the office of the president becomes vacant, or a vacancy is pending, the rector appoints a special committee to recommend to the board a person to fill the vacancy. The rector may chair this committee, or may appoint another board member to chair the committee
- The rector, in consultation with the president, assigns committee chairs and committee members
- Regularly review compensation strategy and structure for senior leaders and policies to ensure competitiveness and equity
- Review succession planning for the president's position

Meetings

The committee will meet as needed and appropriate.

Finance and Physical Development Committee Charter

Purpose

The Finance and Physical Development Committee is responsible for the fiscal policies and oversees the financial operations of the university including the review of the annual budget, tuition and fees, and real estate acquisitions and recommending policies regarding all matters related to land use, physical facilities and technology.

Composition and Independence

The committee is comprised of three or more members of the Board of Visitors. The Vice President of Administration and Finance, or their designee, is expected to attend. In addition to complying with the Commonwealth of Virginia's Conflict of Interest laws and any university policies, each member must be free from any financial, family or other material personal relationship that, in the opinion of the Board or the committee members, would impair their independence from management and the university.

Responsibilities

- Review the proposed annual budget for approval by the board
- Review the proposed tuition and fees for approval by the board
- Review proposed real estate transactions for approval by the board
- Review composite real estate holdings and strategy
- Review the Master Plan for approval by the board
- Review the annual Receivables Write-Off
- Review the university debt
- Review the annual financial audit
- Review the capital outlay and capital projects updates
- Review easements for approval by the board
- Review banking, bond and legal resolutions for approval by the board
- Review the Six-Year Plan for approval by the board
- Review the quarterly financial review
- Review workforce planning and development
- Review General Assembly updates and legislative affairs
- Review of plans and policies pertaining to emergency preparedness and campus security

Meetings

The Committee will meet at least three times annually. Additional meetings may occur more frequently as circumstances warrant.

Responsibility of the Chair

The chair shall coordinate with the designated administrative liaison for their committee in establishing the agenda and organizing strategic conversations during the committee meeting.

Governance Committee Charter

Purpose

The Governance Committee oversees board compliance with state law requirements such as a self-evaluation, professional development opportunities and others; reviews and recommends improvements to board processes and performs regular strategic risk management and

opportunity assessments to highlight key issues for the administration, executive committee and committee chairs to review.

Composition and Independence

The committee is comprised of three or more members of the Board of Visitors. In addition to complying with the Commonwealth of Virginia's Conflict of Interest laws and any university policies, each member must be free from any financial, family or other material personal relationship that, in the opinion of the board or the committee members, would impair their independence from management and the university.

Responsibilities

- Develop relevant processes related to the responsibilities of the board, including but not limited to:
 - The evaluation of the performance of president
 - The self-evaluation process of the Board of Visitors
 - The nominating process for board officers
- Assist in the planning of the annual board retreat.
- Recommend best practices for board governance
- Review and update as appropriate the board by-laws, manual and committee charters to ensure the effective functioning and efficiency of the board and the board meetings
- Develop an orientation and professional development opportunities for board members that includes training on the Virginia Freedom of Information Act
- Review compliance with a code of ethics for board members
- Develop a set of qualifications and competencies for membership on the board for approval by the board and recommendations to the Governor
- Recommends to the rector the membership for the Nominating Committee
- Reviews strategic risks and opportunities for responsibility and assessment
- Responsible for developing and documenting board processes and addresses matters that lead to efficient and orderly conduct of business of the board

Meetings

The committee will meet at least three times annually. Additional meetings may occur more frequently as circumstances warrant.

- Topics for Governance Committee meetings could include, but **are** not limited to, review notes from any retreat and develop strategies for success and updates (September); Review by-laws, charters, best practices and professional development opportunities (November); strategic review of trends and long-term goals (February); and review of board self-evaluation and propose retreat topics (April).

Student Affairs Committee Charter

Purpose

The Student Life Committee oversees all elements of student affairs including health and well-being,; **accessibility and belonging**; **diversity, equity and inclusion**, career, experiential learning, and transitions, student life and involvement, and the dean of students to ensure a high-quality student experience.

Composition and Independence

The committee is comprised of three or more members of the Board of Visitors. The Vice President for Student Affairs, or their designee, is expected to attend. In addition to complying with the Commonwealth of Virginia's Conflict of Interest laws and any university policies, each member must be free from any financial, family or other material personal relationship that, in the opinion of the board or the committee members, would impair their independence from management and the university.

Responsibilities

- Gain an understanding of the student experience and the work of student affairs
- Provide advice and counsel to Student Affairs on all aspects of their efforts to create and support the student experience
- Review matters and policies relating to student rights, responsibilities, conduct and discipline
- ~~Provide advice and counsel to Student Affairs on all aspects of their efforts to create and support the student experience~~
- Hear reports from the president of the Student Government Association and the student representative to the Board of Visitors
- Review topical areas of interest related to the student experience

Meetings

The committee will meet at least three times annually. Additional meetings may occur more frequently as circumstances warrant.

Responsibility of the Chair

The chair shall coordinate with the designated administrative liaison for their committee in establishing the agenda and organizing strategic conversations during the committee meeting.

C . A Brief History of James Madison University

James Madison University was founded by a 1908 act of the Virginia General Assembly and first opened its doors to students on Sept. 28, 1909. At that time, the institution was named the State Normal and Industrial School for Women at Harrisonburg. There were 15 faculty members and a student body of 150 young women at the opening session in 1909. The academic program provided four years of high school and two years of post-high school courses. Courses were designed for future teachers and homemakers.

As the years passed, the emphasis at the institution changed. In 1914, the school's name dropped the word "Industrial" and became the State Normal School for Women at Harrisonburg. In 1919, the first bachelor of science degree was awarded and the high school program was eliminated the following year.

The name of the institution was changed to the State Teachers College at Harrisonburg in 1924 and, three years later, the college received national accreditation.

Another name change took place in 1938, when the institution became Madison College in honor of President James Madison. Enrollment exceeded 1,000 for the first time that year. In 1942, the two-year teaching diplomas were awarded for the last time. All two-year programs were eliminated by the late 1950s. The graduate program was begun at Madison in 1954, with the introduction of master's degree programs.

Men were first enrolled as day students in the regular session at Madison College in 1946. Men had enrolled in summer school at the institution since the first summer session in 1910. In 1966, Madison became fully coeducational when the General Assembly approved male students living on campus.

The school grew significantly in the 1960s and 1970s and expanded its offerings to become a comprehensive institution. The great changes at the university were symbolized on July 1, 1977, when the name of the institution was changed from Madison College to James Madison University. The university offered its first doctoral program in the 1995-96 session.

The university celebrated its 100th birthday in 2008. After decades of successful growth and transformation, JMU's Carnegie classification was elevated in 2022 to R2, establishing the university as a Doctoral University with High Research Activity. That same year, JMU joined the FBS-level Sun Belt Conference in Division I athletics. JMU has become a national model for high-impact learning practices, service learning, civic engagement, and promoting access with programs such as Valley Scholars, and it was ranked as the "top college in Virginia for getting a job."

Presidents:

Mr. Julian Ashby Burruss	1908-1919
Dr. Samuel Page Duke	1919-1949
Dr. G. Tyler Miller	1949-1970
Dr. Ronald E. Carrier	1970-1998
Dr. Linwood H. Rose	1998-2012
Mr. Jonathan R. Alger	2012-2024
Mr. Charles W. King	2024-

Curriculum Updates

Paula Maxwell, Associate Vice Provost for Curriculum



BOARD OF VISITORS



Graduate Degree Program Discontinuation

BOARD OF VISITORS



Master of Arts (MA) Degree in Art

- Rationale for Discontinuation
 - Low enrollment (one student)
- Enrollment

Year	Graduates
2024-25	1 (expected to graduate August 25)
2023-24	0
2022-23	1 (graduated August 23) One student enrolled for six years; dismissed in Fall 23
2021-22	1 (graduated August 22)
2020-21	1 (graduated August 21)



Master of Arts (MA) Degree in Art

- Effective Date
 - No new students may enroll for Fall 2025 or beyond
 - No teach out plan needed (last student scheduled to graduate Fall 2025)
- Academic Excellence Committee Action Requested
 - Approval to discontinue the MA degree designation in Art



New Graduate Certificate Program

BOARD OF VISITORS



Graduate Certificate Program in Entrepreneurship and Leadership in the Arts and Design

- Purpose
 - Responds to industry and student interest in a program that enhances knowledge of the intersect between the arts and entrepreneurship.
 - Provides a bridge to career and professional opportunities for students.
 - Responds to current needs and allows for a nimble response to the ever-changing nature of the arts, business, and the socio-economic and cultural situations that impact these areas of study.



Graduate Certificate Program in Entrepreneurship and Leadership in the Arts and Design

- Curriculum
 - Online delivery

Required Courses

ARTE 520. Leadership and Community Engagement in the Arts and Design	3
ARTE 530. Business and Marketing in the Arts and Design	3
ARTE 620. Ethics and Legal Practices in the Arts and Design	3
ARTE 720. Arts Integration: Interdisciplinary Project Creation	3
	<hr/>
	12



Graduate Certificate Program in Entrepreneurship and Leadership in the Arts and Design

- Enrollment Projections
 - 18 per cohort
 - No direct impact on CVPA graduate-level enrollments
- Duplication in Virginia

University	Degree Offered	Delivery
Old Dominion University	Arts Entrepreneurship Graduate Certificate	On campus
George Mason University	Arts Management MA graduate program	On-campus
	Dual Art History and Arts Management MA	On-campus
	Undergraduate minor in Arts Management	On-campus



Graduate Certificate Program in Entrepreneurship and Leadership in the Arts and Design

- Resources
 - Self-sustaining program (via School of Professional and Continuing Education)
 - CVPA has earmarked resources (up to \$17,000) to assist in funding start-up costs of the certificate
- Effective Date
 - Fall 2025, pending SCHEV approval



Graduate Certificate Program in Entrepreneurship and Leadership in the Arts and Design

- Academic Excellence Committee Action Requested
 - Approval of proposed Graduate Certificate in Entrepreneurship and Leadership in the Arts and Design

Faculty Senate Update

Kathy Ott Walter
Speaker, Faculty Senate



BOARD OF VISITORS

Board of Visitors Written Report April 2025

February Faculty Senate Meeting

The Faculty Senate approved the shared governance statement developed by faculty and administration through the Shared Governance Implementation Team. This statement allows for a common definition and supports clear implementation of shared governance at James Madison University. The implementation team also has a landing page that will provide regular updates regarding our progress with shared governance. <https://www.jmu.edu/faculty/faculty-affairs/shared-gov-implementation.shtml>.

Academic Affairs Policy 2 – Academic Unit Heads is in its final stages. The public comment period closed on April 4th. The committee will meet to discuss the feedback and suggestions provided. We are hopeful a final version will be ready by the end of the semester. Revisions to this policy originated with a faculty senate resolution in Spring of 2022. Faculty are hoping to see evidence of shared governance integrated into the final revisions.

March Faculty Senate Meeting

Two resolutions had their first reading at the March meeting and will be discussed and voted on in the April meeting. The first resolution addresses the current challenges to the values and mission of JMU and universities across the country. The second resolution affirms our appreciation of interim president Charlie King. In particular, we are thankful for his collaboration with the faculty senate on a number of initiatives which we identified together in the fall.

The Faculty Senate continues to discuss off-campus community members' presence on campus and inappropriate remarks [they direct to] the JMU community. Our concern rests with the disruptions this causes for people and classes in Wilson and Keezell Halls and the negative impacts on students and faculty who are targets of the [hostile] language. [We are also concerned about the mixed messages this sends about appropriate behaviors on campus. JMU community members must follow codes of conduct that these community members do not resulting in a double standard.

Faculty Senate welcomed the announcement of the new president, Dr. James Schmidt, and we look forward to working with him as soon as he arrives on campus.

Student Representative to the Board Update

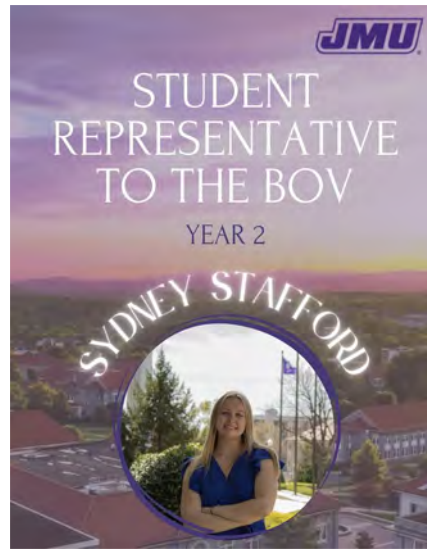
Sydney Stafford
Student Representative



BOARD OF VISITORS

What have I been up to?

- Student Outreach
- Engagement with the Presidential Search
- Tuition Hearing
- Choices
- 2025 Student Body Elections
- Restful Spring Break!



Election Day 3/10



Choices 2/28



Looking back on this year...

- Student Outreach
- Internal Planning
- Advocacy Days
- Events
- Student Representative Conference
- JMU Presidential Search



Why is this important for students?

- educates and informs
- highlights the value of the student voice
- changes perspectives
- enhances the student experience



Looking forward...

Goals

- Engage
- Inform
- Transition
- Gratitude



2025-2026 Proposed Tuition & Fees

Towana Moore
Vice President
Administration and Finance



BOARD OF VISITORS



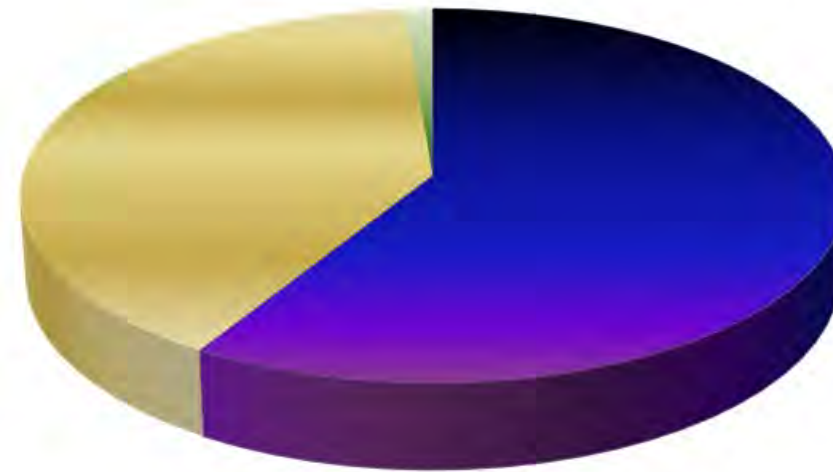
Education & General Funding

BOARD OF VISITORS

2024-25 Education & General (E&G) Revenue Budget Including Financial Aid



E&G & F/A Revenues



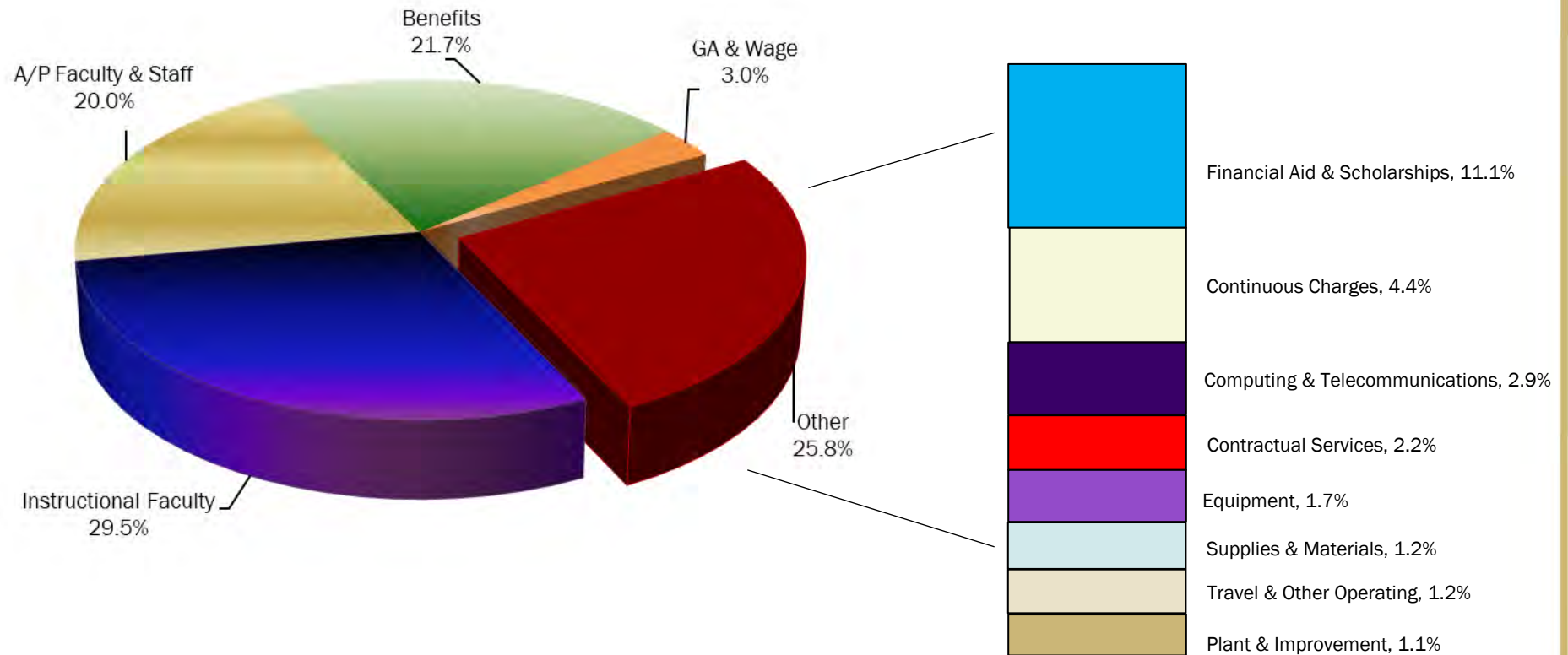
Total E&G & F/A Budget
\$458.1 million

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

2024-25 Education & General (E&G) Expenditure Budget Including Financial Aid



74.2% of Budget
Allocated for
Compensation &
Benefits



Tuition Proposal Considerations



- Economic Uncertainty
- Commonwealth Support
- Student Access & Affordability
- Market Competitiveness
- Virginia Military Survivors & Dependents Education Program (VMSDEP)
- Expenditure Drivers
 - Mandated costs (compensation, health insurance & fringe benefits)
 - Inflationary and contractual costs, operation & maintenance
 - Academic quality & student services
 - Technology investments

General Fund per Annual In-state FTE Student

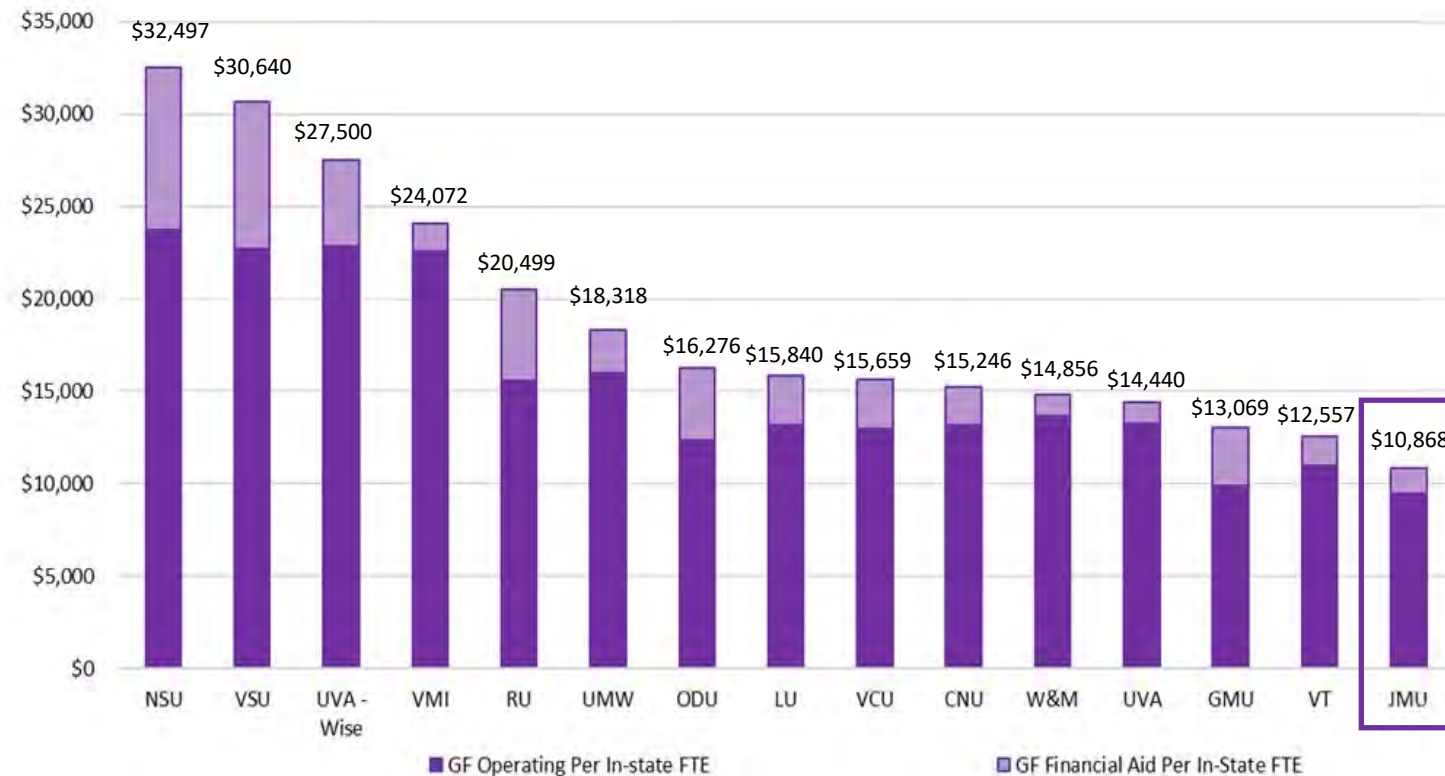


■ Operating GF Dollars

JMU receives \$3,089 less per in-state student than the average of \$12,570 for all four-year public institutions.

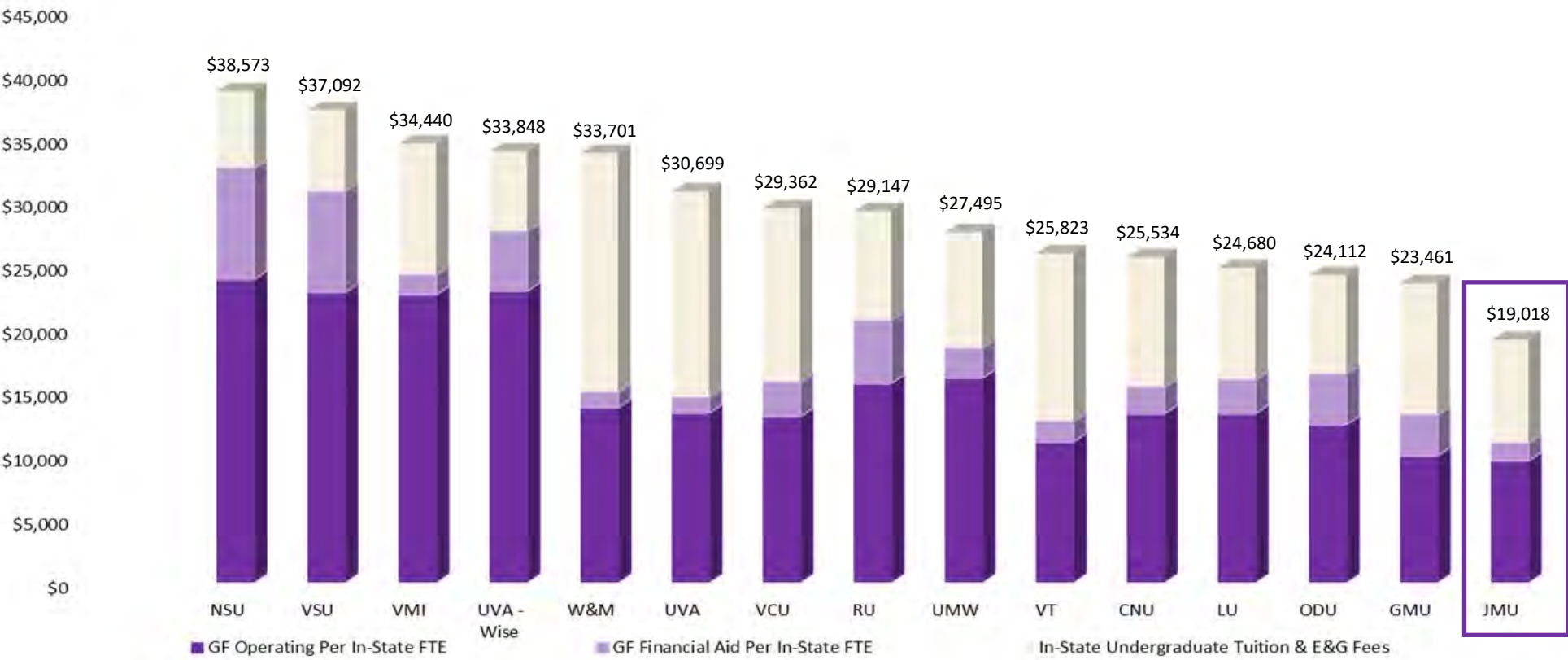
■ Student Financial Assistance GF Dollars

JMU receives \$1,353 less per in-state student than the average of \$2,739 for all four-year public institutions.

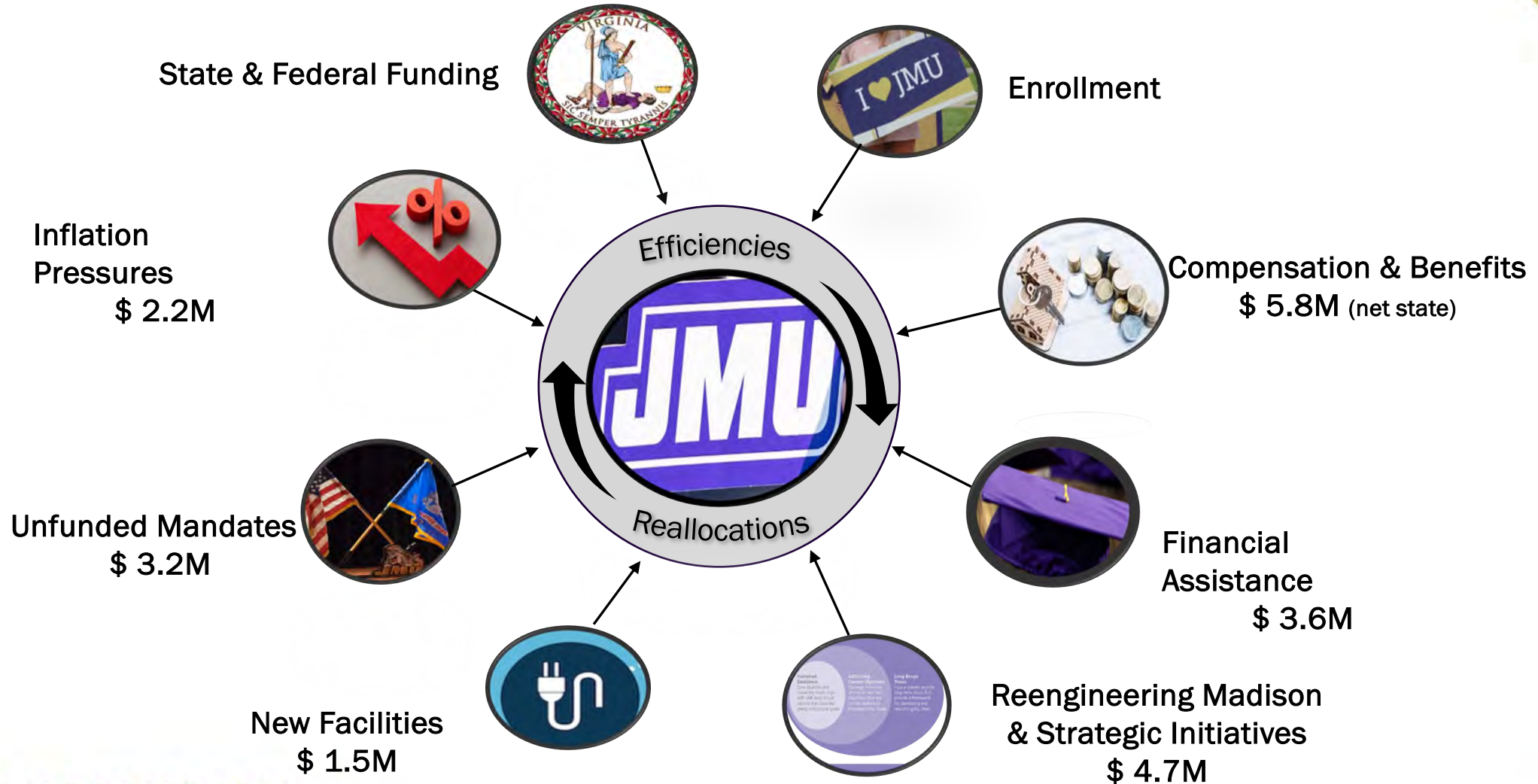




General Fund per Annual In-state FTE Student (Operating & F/A) & In-state Undergraduate Tuition



FY26 E&G Revenue and Cost Considerations



Projected Mandated & Unavoidable Costs



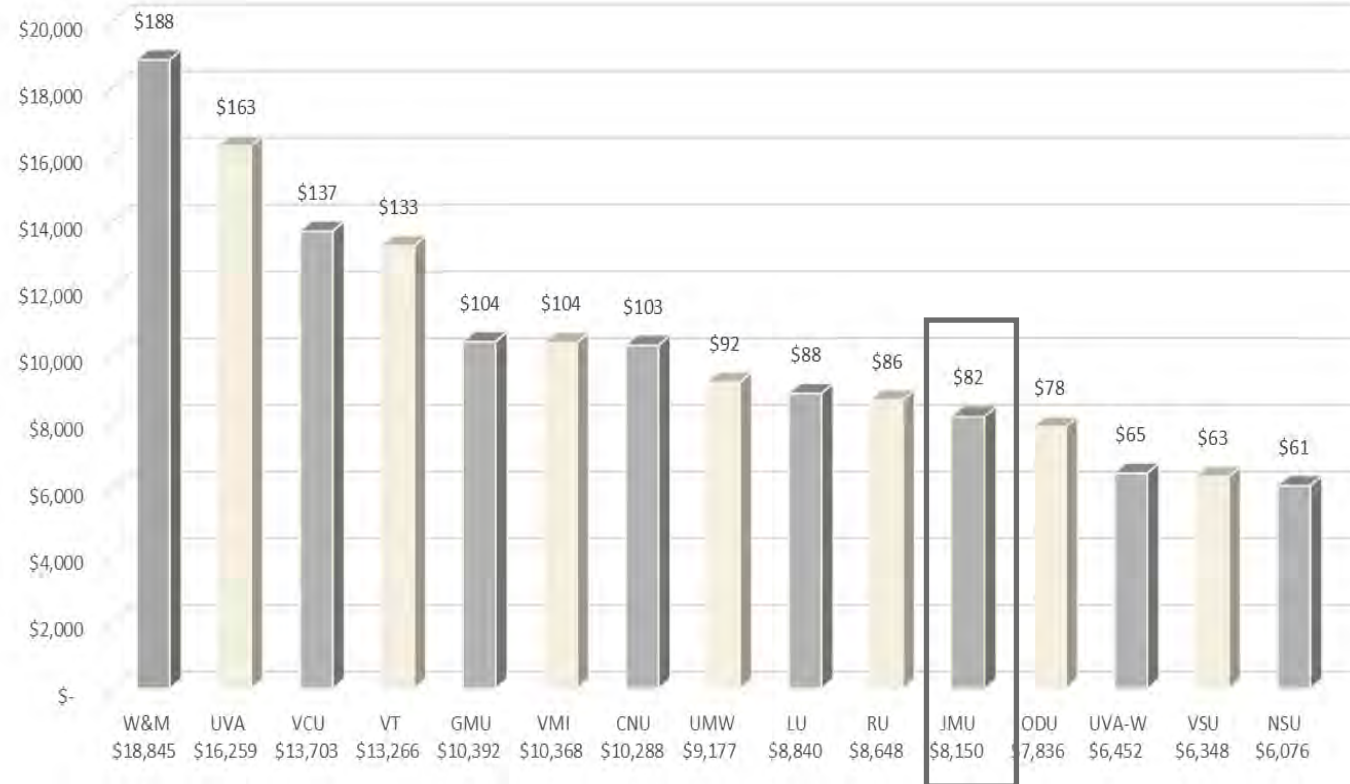
Expenditure Category	Scenario #1		Scenario #2	
	In-state Undergraduate Tuition \$162 Annual/\$81 Semester		In-state Undergraduate Tuition \$0 Annual/\$0 Semester	
Compensation & Benefits	\$	11,180,623	\$	11,180,623
Academic Operations		3,767,524		3,767,524
Reengineering Madison		3,000,000		3,000,000
Facilities, Operations & Contract Obligations		2,732,348		2,732,348
Faculty Tenure, Promotions & Staff Retention		2,556,250		2,556,250
Cost to Continue		2,152,795		2,152,795
Contingency		2,018,630		-
University Access		1,903,380		1,903,380
Financial Aid & Scholarships		1,737,586		1,496,269
Strategic Initiatives		1,714,456		1,714,456
Reallocation		(935,380)		(935,380)
Total Incremental Expenditures	\$	31,828,212	\$	29,568,265

In-state Tuition

Dollar Value of 1% Change



- JMU's in-state undergraduate tuition is lower than all but four schools.
- JMU's in-state tuition is \$2,160 or 21% less than the average of \$10,310 for all 15 public 4-year Virginia institutions.
- A 1% increase in in-state tuition is \$82 annually or \$41 per semester.



Source: 2024-25 Tuition & Fees Report, State Council of Higher Education, August 2024

Take Away: Value & Quality



- JMU's tuition is market-competitive and cost demonstrates exceptional value and student success
 - Four-year average in-state tuition increase – 2.2%, CPI 5.1%, HEPI 3.8%
 - Comparison with Virginia public institutions (15), 2024-25: JMU ranks 11th lowest for in-state tuition and in-state overall total cost (with R&B)
 - JMU operates with the lowest general fund per annual in-state FTE student among Virginia public four-year institutions
 - Most importantly, JMU offers educational quality & affordability with high graduate outcomes - alumni who live and work in the Commonwealth

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

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



Auxiliary Enterprises

Auxiliary Enterprises



- Examples of auxiliary enterprise areas of service include:
 - Housing
 - Dining
 - Student Health & Well-Being
 - Student Activities
 - Recreation & Intercollegiate Athletics
 - Marching Band
 - Parking & Transportation
- Provides various essential services to students and the JMU community
- Auxiliary enterprises are required to cover 100% of all operational costs (including mandatory compensation & fringe benefits changes)
- Auxiliary enterprises do not receive funding from the state

Comprehensive Fee



- Examples of departments supported by the comprehensive fee:
 - Student Health Center
 - Student activities programming and organizations
 - Transportation
 - Intercollegiate Athletics operations
 - Recreation & sports clubs

Comprehensive Fee Proposal (FY 2025-26)



- Comprehensive fee increase: \$172 annual/\$86 semester supports:
 - Salaries & benefits
 - 3% mandated salary increase
 - Health insurance (6.0%) & fringe benefit changes
 - Inflationary cost drivers & contractual obligations
 - Maintenance & operation of facilities
 - Scholarships, mandated and unavoidable costs

Student Housing & Dining (Room & Board)



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

Housing

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

Dining

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

FY 2024-25 Average Room & Board



*JMU – Includes highest cost meal plan option, not most popular meal plan
Source: SCHEV Tuition & Fees Report, August 2024



Student Housing: Differential Room Rates

- Refers to a pricing strategy where rent is charged based on various factors like amenities, location and/or size of space.
- Considerations:
 - JMU will still have one of the lowest housing rates and will continue to remain competitive with off-campus rates.
 - JMU needs to generate revenue to support replacement of 10+ residence halls and maintain current facilities that are costly to operate.
 - JMU will continue to address the needs and interests of current students, prospective students and their families.
 - Upper-Class (soph/jr/sr) residents have no option for housing at the lowest rate. We have prioritized that all returning students be housed in buildings with AC and reduced occupancy baths.
 - There will be budget implications for organizations providing room awards (i.e., Residence life two-year award recipients, ROTC, and scholarship athletes).

Student Housing: Institution Comparison (FY 2024-25)



	University of Delaware	Longwood University	Old Dominion University	Virginia Tech	William & Mary	Appalachian State University	JMU
Number of Rates	16	12	7	6	7	7	2
Lowest Rate	\$4,370	\$4,520	\$4,014	\$3,185	\$4,556	\$3,036	\$3,140
Highest Rate	\$8,369	\$7,615	\$7,459	\$6,066	\$5,634	\$3,947	\$3,640

Student Housing: Proposed Change (FY 2025-26)



- Increasing the number of room rates from two to four:

Rates Per Semester	Residence Halls	Campus Population Impacted by New Rates
<u>Category A: +\$0 (current rate)</u> Building Type & Accommodations: Non air-conditioned, Traditional style.	Eagle, Shorts, Chappellear, Dingleline, Frederikson, Garber, Hanson, Huffman, Weaver, White	31.9% or 2,189 residents
<u>Category B: +\$250</u> Building Type & Accommodations: Air-conditioned. Varied by building.	Converse, Gifford, Harper Allen-Lee, Hoffman, Logan, Wampler, Wayland, Bell, Hillside, McGraw-Long, Treehouses and Greek row, Chandler, Chesapeake, Shenandoah	46.7% or 3,210 residents
<u>Category C: +\$500</u> Building Type & Accommodations: Air-conditioned. Private bath on hall, Built or renovated since 2019.	Potomac and Jennings	13.9% or 958 residents
<u>Category D: +\$250 (current rate \$500)</u> Building Type & Accommodations: Air-conditioned. Apartment style.	Apartments on Grace	7.4% or 506 residents

Student Housing: Institution Comparison (FY 2024-25)



- If new changes are approved

	University of Delaware	Longwood University	Old Dominion University	Virginia Tech	William & Mary	JMU*	Appalachian State University
Number of Rates	16	12	7	6	7	4	7
Lowest Rate	\$4,370	\$4,520	\$4,014	\$3,185	\$4,556	\$3,234	\$3,036
Highest Rate	\$8,369	\$7,615	\$7,459	\$6,066	\$5,634	\$3,984	\$3,947

*JMU proposed FY 2025-26 lowest & highest rates per semester

Student Housing Fee Proposal (FY 2025-26)



- Student housing (Room) base fee increase: \$188 annual/\$94 semester supports:
 - State-mandated salary increases, medical insurance increases
 - Debt service for capital construction and operational cost expenditures
 - Continues to provide affordable and competitively priced on-campus housing
- Proposed new differential rates categories & apartment rate change:
 - New category B: +\$500 annual/\$250 semester
 - New category C: +\$1,000 annual/\$500 semester
 - Category D: Apartments: +\$500 annual/\$250 semester

Room & Board Fee Proposal (FY 2025-26)



- Dining (board) fee increase: \$314* annual/\$157 semester supports:
 - Inflationary drivers (food & labor), contract impact
 - Operational costs
- Combined base room & board fee increase:
 - \$502 annual/\$251 semester

* Weekly 14 Meal Plan



Proposed Tuition & Fees



Education & General



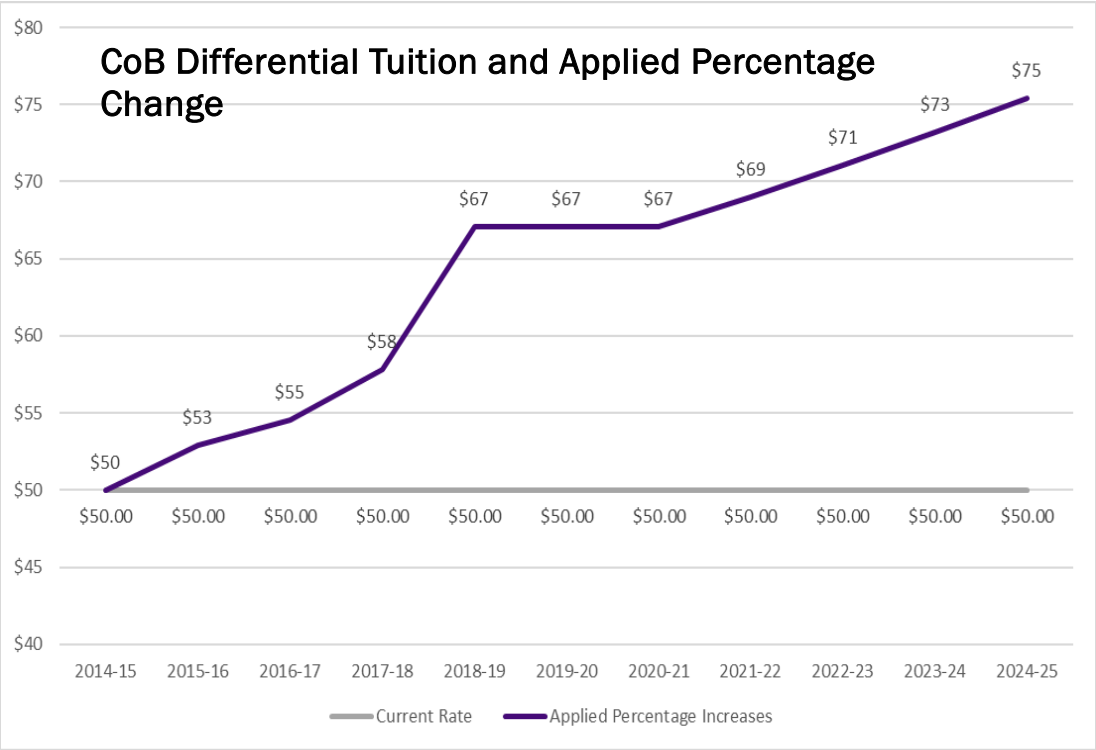
Differential Tuition: History

- Differential tuition implementation
 - College of Business differential tuition began fall 2014
 - Nursing differential tuition began fall 2015
- Business strategies for implementation
 - Programs of excellence & market competitiveness
 - High student demand
 - Higher cost majors
 - Graduates
 - Higher employment rates
 - Higher salaries – cost vs. value



Differential Tuition: College of Business (CoB)

- Differential tuition has not been increased in ten years



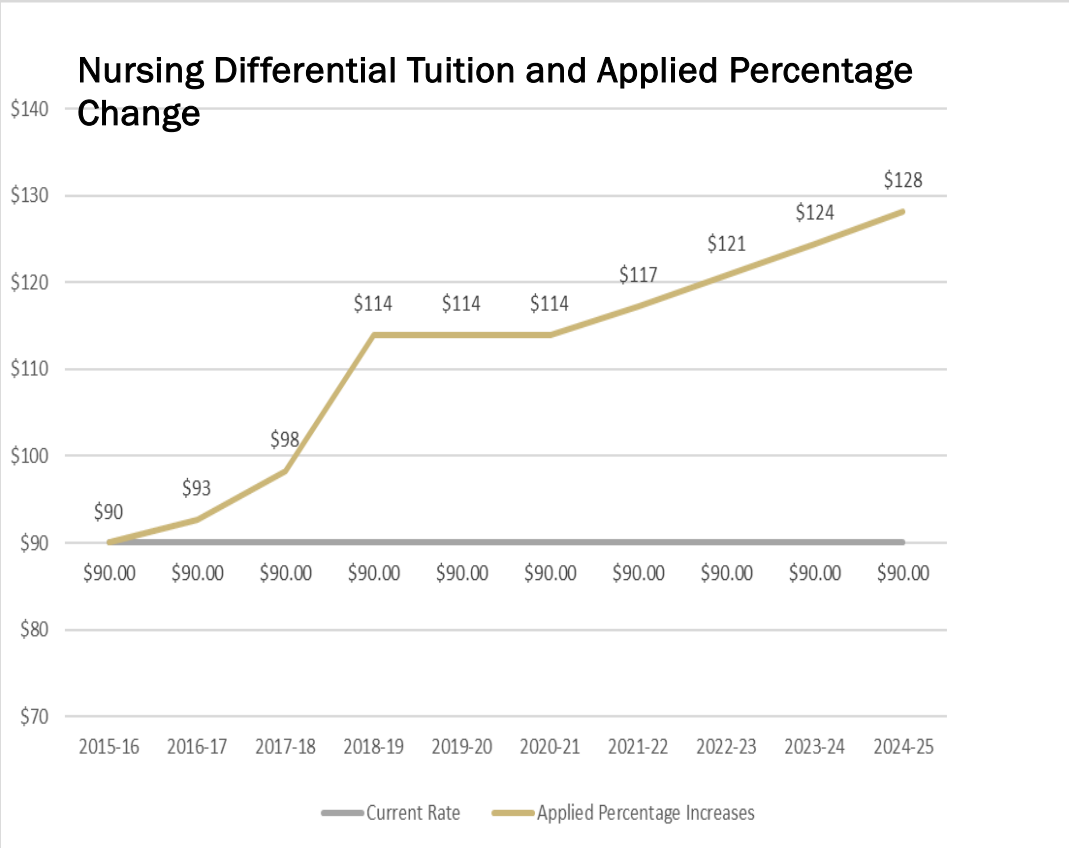
Institution	Total Cost (4yr IS Tuition + Differential Tuition)	FY 2024-25 Differential Tuition Per Credit Hour
University of Virginia	\$88,608	\$392*
William & Mary	\$86,130	\$250
Virginia Tech	\$63,264	\$85
George Mason University	\$45,363	\$55
James Madison University	\$35,700	\$50

* Per-credit hour is estimated based on third and fourth-year tuition and fee published tuition rates for in-state students



Differential Tuition: Nursing

- Differential tuition has not been increased in nine years



Institution	Total Cost (4yr IS Tuition + Nursing Fees)	FY 2024-25 Differential Tuition Per Credit Hour
University of Virginia	\$83,132	\$150.80
Virginia Commonwealth University	\$63,092	\$69
George Mason University	\$42,768	\$10
Radford University*	\$38,267	\$61.25
James Madison University	\$38,000	\$90
Old Dominion University	\$34,344	\$25

*Nursing fees represent estimated program costs of \$3,675 not covered by tuition or fees. These costs include required tests, software, personal equipment, etc.

Differential Tuition Proposal (FY 2025-26)



- College of Business
 - Beginning fall 2025, increase per credit hour differential tuition for College of Business undergraduate courses from \$50 per credit hour to \$75 per credit hour.
 - Course exceptions include ECON 200 and BUS 160 which are part of General Education.
- Nursing
 - Beginning fall 2025, increase per credit hour differential tuition for courses with a nursing prefix (undergraduate & graduate) from \$90 per credit hour to \$125 per credit hour.
- Moving forward, adjust differential tuition annually by no more than the percentage increase for an in-state undergraduate student.



FY 2025-26 Proposed College of Business & Nursing Differential Tuition

	2024-25	2025-26	\$ Change
Undergraduate Differential Tuition (Per Credit Hour)			
College of Business	\$ 50	\$ 75	\$ 25
Nursing	\$ 90	\$ 125	\$ 35

FY 2025-26 Proposed Undergraduate On-campus Tuition & Fees



Scenario #1

2024-25

2025-26

\$ Change

VIRGINIA STUDENT

Tuition & Fees	\$ 8,150	\$ 8,312	\$ 162
Comprehensive Fee	5,816	5,988	172
TOTAL COMMUTER COSTS	\$ 13,966	\$ 14,300	\$ 334
Room & Board	12,540	13,042	502
TOTAL ON-CAMPUS COSTS	\$ 26,506	\$ 27,342	\$ 836

NON-VIRGINIA STUDENT

Tuition & Fees	\$ 25,496	\$ 25,918	\$ 422
Comprehensive Fee	5,816	5,988	172
TOTAL COMMUTER COSTS	\$ 31,312	\$ 31,906	\$ 594
Room & Board	12,540	13,042	502
TOTAL ON-CAMPUS COSTS	\$ 43,852	\$ 44,948	\$ 1,096

FY 2025-26 Proposed Undergraduate On-campus Tuition & Fees



Scenario #2

2024-25	2025-26	\$ Change
---------	---------	-----------

VIRGINIA STUDENT

Tuition & Fees	\$ 8,150	\$ 8,150	\$ -
Comprehensive Fee	5,816	5,988	172
TOTAL COMMUTER COSTS	\$ 13,966	\$ 14,138	\$ 172
Room & Board	12,540	13,042	502
TOTAL ON-CAMPUS COSTS	\$ 26,506	\$ 27,180	\$ 674

NON-VIRGINIA STUDENT

Tuition & Fees	\$ 25,496	\$ 25,918	\$ 422
Comprehensive Fee	5,816	5,988	172
TOTAL COMMUTER COSTS	\$ 31,312	\$ 31,906	\$ 594
Room & Board	12,540	13,042	502
TOTAL ON-CAMPUS COSTS	\$ 43,852	\$ 44,948	\$ 1,096



FY 2025-26 Proposed Graduate On-campus Tuition and Fees

	2024-25	2025-26	\$ Change
GRADUATE (Per Credit Hour)			
Virginia	\$ 561	\$ 573	\$ 12
Non-Virginia	\$ 1,291	\$ 1,314	\$ 23

Proposed Summer 2026 Tuition and Fees



Scenario #1			
	Summer 2025	Summer 2026	Change
Tuition and Education & General Fees (Per Credit Hour)			
Virginia Undergraduate	\$420	\$428	\$8
Non-Virginia Undergraduate	\$1,000	\$1,017	\$17
Virginia Graduate	\$489	\$499	\$10
Non-Virginia Graduate	\$1,134	\$1,153	\$19
Student Services Fee (Per Credit Hour)			
Virginia Undergraduate	\$28	\$29	\$1
Non-Virginia Undergraduate	\$28	\$29	\$1
Virginia Graduate	\$28	\$29	\$1
Non-Virginia Graduate	\$28	\$29	\$1
Room & Board			
Room	\$119	\$122	\$3
Board	\$146	\$152	\$6

Proposed Summer 2026 Tuition and Fees



Scenario #2

Summer 2025	Summer 2026	Change
-------------	-------------	--------

Tuition and Education & General Fees (Per Credit Hour)			
Virginia Undergraduate	\$420	\$420	\$0
Non-Virginia Undergraduate	\$1,000	\$1,017	\$17
Virginia Graduate	\$489	\$499	\$10
Non-Virginia Graduate	\$1,134	\$1,153	\$19
Student Services Fee (Per Credit Hour)			
Virginia Undergraduate	\$28	\$29	\$1
Non-Virginia Undergraduate	\$28	\$29	\$1
Virginia Graduate	\$28	\$29	\$1
Non-Virginia Graduate	\$28	\$29	\$1
Room & Board			
Room	\$119	\$122	\$3
Board	\$146	\$152	\$6

In-state and Out-of-state Undergraduate Tuition, Required Fees and Room and Board for Virginia's State-supported Institutions of Higher Education, 2024-25



	In-state Tuition and Mandatory E&G Fees		Out-of-state Tuition and Mandatory E&G Fees		Mandatory Non-E&G Fees		Average Room and Board ⁽¹⁾		Total In-state		Total Out-of-state	
1	W&M	\$ 18,845	UVA	\$ 54,979	VMI	\$ 10,678	W&M	\$ 16,225	W&M	\$ 41,959	UVA	\$ 72,629
2	UVA	\$ 16,259	W&M	\$ 44,149	LU	\$ 6,900	UVA	\$ 14,495	UVA	\$ 33,909	W&M	\$ 67,263
3	VCU	\$ 13,703	VMI	\$ 41,960	W&M	\$ 6,889	VCU	\$ 14,268	VMI	\$ 32,356	VMI	\$ 63,948
4	VT	\$ 13,266	VCU	\$ 36,867	CNU	\$ 6,540	LU	\$ 14,155	VCU	\$ 30,988	VCU	\$ 54,152
5	GMU	\$ 10,392	VT	\$ 35,093	JMU*	\$ 5,988	GMU	\$ 14,090	LU	\$ 29,895	GMU	\$ 52,778
6	VMI	\$ 10,368	GMU	\$ 34,860	UMW	\$ 5,728	ODU	\$ 13,997	CNU	\$ 29,288	VT	\$ 50,135
7	CNU	\$ 10,288	ODU	\$ 28,866	UVA-Wise	\$ 5,432	JMU*	\$ 13,042	GMU	\$ 28,310	ODU	\$ 47,777
8	UMW	\$ 9,177	JMU*	\$ 25,918	ODU	\$ 4,914	UMW	\$ 12,876	VT	\$ 28,308	JMU*	\$ 44,948
9	LU	\$ 8,840	CNU	\$ 24,638	NSU	\$ 4,104	UVA-Wise	\$ 12,816	UMW	\$ 27,781	CNU	\$ 43,638
10	RU	\$ 8,648	UVA-Wise	\$ 22,578	RU	\$ 3,900	CNU	\$ 12,460	JMU*	\$ 27,342	LU	\$ 42,825
11	JMU*	\$ 8,312	UMW	\$ 22,355	GMU	\$ 3,828	VT	\$ 12,358	ODU	\$ 26,747	UMW	\$ 40,959
12	ODU	\$ 7,836	LU	\$ 21,770	VSU	\$ 3,591	VSU	\$ 12,246	RU	\$ 24,608	UVA-Wise	\$ 40,826
13	VSU	\$ 6,452	RU	\$ 21,733	UVA	\$ 3,155	RU	\$ 12,060	UVA-Wise	\$ 24,596	RU	\$ 37,693
14	UVA-Wise	\$ 6,348	VSU	\$ 19,059	VCU	\$ 3,017	NSU	\$ 11,506	VSU	\$ 22,289	VSU	\$ 34,896
15	NSU	\$ 6,076	NSU	\$ 18,338	VT	\$ 2,684	VMI	\$ 11,310	NSU	\$ 21,686	NSU	\$ 33,948

* JMU proposed FY 2025-26 Tuition & Fees and Room & Board

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

Source: SCHEV FY 2024-25 Tuition and Fees Report, August 2024

FY 2024-25 Out-of-state Undergraduate Tuition, Required Fees and Room and Board Cost Comparison



	Institution	2024-25
1.	University of Virginia	\$72,629
2.	William and Mary	\$67,263
3.	University of Connecticut	\$58,402
4.	University of Maryland-College Park	\$57,525
5.	Michigan State University	\$57,414
6.	Penn State University	\$56,834
7.	University of Delaware	\$56,786
8.	University of Massachusetts-Amherst	\$56,577
9.	Miami University-Oxford	\$55,442
10.	University of Pittsburgh	\$55,050
11.	University of North Carolina at Chapel Hill	\$55,007
12.	Ohio State University	\$54,760
13.	Clemson University	\$54,150
14.	University of New Hampshire	\$54,090
15.	Rutgers University-New Brunswick	\$53,155

	Institution	2024-25
16.	University of Rhode Island	\$52,226
17.	University of Maine	\$50,166
18.	Virginia Tech	\$50,135
19.	SUNY at Binghamton	\$49,797
20.	North Carolina State University	\$47,179
21.	James Madison University	\$44,948
22.	West Virginia University	\$43,190
23.	University of Mary Washington	\$40,959
24.	Ohio University	\$40,928
25.	University of North Carolina Wilmington	\$38,420
26.	Appalachian State University	\$38,080
27.	Kent State	\$36,015
28.	Bowling Green State University	\$35,216
29.	University of North Carolina Greensboro	\$34,700
Average		\$50,588

* Proposed FY 2025-26 Out-of-State On-Campus Tuition and Auxiliary Mandatory Fees and Room & Board Fees
Source: IPEDS Preliminary Institutional Characteristics Data Collection, Fall 2024

2025-2026 Proposed Budget

Towana Moore
Vice President
Administration and Finance



BOARD OF VISITORS

2024-25 Budget (In Millions)



	2024-25
Education & General	\$ 423.0
Auxiliary Enterprises	258.6
Financial Aid	35.1
Sponsored Programs	58.3
Total Operating Budgets*	<u>\$ 775.0</u>

* Excludes Equipment Trust Fund (ETF)



Education and General Funding

BOARD OF VISITORS

2025-26 Education and General & Financial Aid Incremental Revenue by Category



Revenue Category	Scenario #1		Scenario #2	
	In-state Undergraduate Tuition \$162 Annual/\$81 Semester		In-state Undergraduate Tuition \$0 Annual/\$0 Semester	
General Fund Revenue				
Salary, Fringe Benefits & Other Operating Transfers	\$	5,777,182	\$	5,777,182
Affordable Access & Tech Talent		1,558,375		1,558,375
Virginia Military Survivors & Dependents Education Program (VMSDEP)		4,002,900		4,002,900
Financial Aid & Scholarships (Permanent & One-Time Funding)		1,552,610		1,552,610
Total General Fund Revenue	\$	12,891,067	\$	12,891,067
Nongeneral Fund Revenue				
Tuition & Other Revenue		18,937,145		16,677,198
Total Nongeneral Fund Revenue	\$	18,937,145	\$	16,677,198
Total Incremental Revenues	\$	31,828,212	\$	29,568,265

2025-26 Education and General & Financial Aid Incremental Expenditure by Category



Expenditure Category

Scenario #1	Scenario #2
In-state Undergraduate Tuition \$162 Annual/\$81 Semester	In-state Undergraduate Tuition \$0 Annual/\$0 Semester
\$ 11,180,623	\$ 11,180,623
3,767,524	3,767,524
3,000,000	3,000,000
2,732,348	2,732,348
2,556,250	2,556,250
2,152,795	2,152,795
2,018,630	-
1,903,380	1,903,380
1,737,586	1,496,269
1,714,456	1,714,456
(935,380)	(935,380)
\$ 31,828,212	\$ 29,568,265

Total Incremental Expenditures



Auxiliary Enterprises

BOARD OF VISITORS

2025-26 Auxiliary Incremental Revenue by Category



<u>Revenue Category</u>	<u>Revenue Change</u>
Board Fee	\$ 9,335,113
Room Fee	5,929,024
Comprehensive Fee	4,051,486
Auxiliary Sales	654,992
Total Incremental Revenues	<u>\$ 19,970,615</u>

2025-26 Auxiliary Incremental Expenditure by Category



<u>Expenditure Category</u>	<u>Expenditure Change</u>
Facilities, Operations & Contract Obligations	\$ 10,459,509
Debt/Reserves	4,233,206
Compensation & Benefits	2,082,777
Cost to Continue	1,159,916
Financial Aid & Scholarships	938,830
Reengineering Madison	500,000
Strategic Initiatives	321,377
Staff Retention	275,000
Total Incremental Expenditures	<u>\$ 19,970,615</u>

2025-26 Budget Summary (Millions)



Scenario #1

	2024-25	2025-26	\$ Change	% Change
Education & General	423.0	451.6	28.6	6.8%
Auxiliary Enterprises	258.6	278.5	19.9	7.7%
Financial Aid	35.1	38.4	3.3	9.4%
E&G, F/A & Auxiliary Programs	\$ 716.7	\$ 768.5	\$ 51.8	7.2%
Sponsored Programs	\$ 58.3	\$ 58.3	\$ -	0.0%
Total Operating*	\$ 775.0	\$ 826.8	\$ 51.8	6.7%

* Excludes Equipment Trust Fund

2025-26 Budget Summary (Millions)



Scenario #2

	2024-25	2025-26	\$ Change	% Change
Education & General	423.0	449.5	26.5	6.3%
Auxiliary Enterprises	258.6	278.5	19.9	7.7%
Financial Aid	35.1	38.2	3.1	8.8%
E&G, F/A & Auxiliary Programs	\$ 716.7	\$ 766.2	\$ 49.5	6.9%
Sponsored Programs	\$ 58.3	\$ 58.3	\$ -	0.0%
Total Operating*	\$ 775.0	\$ 824.5	\$ 49.5	6.4%

* Excludes Equipment Trust Fund

Enrollment Management Update

Melinda J. Wood
Vice President, Enrollment Management



BOARD OF VISITORS



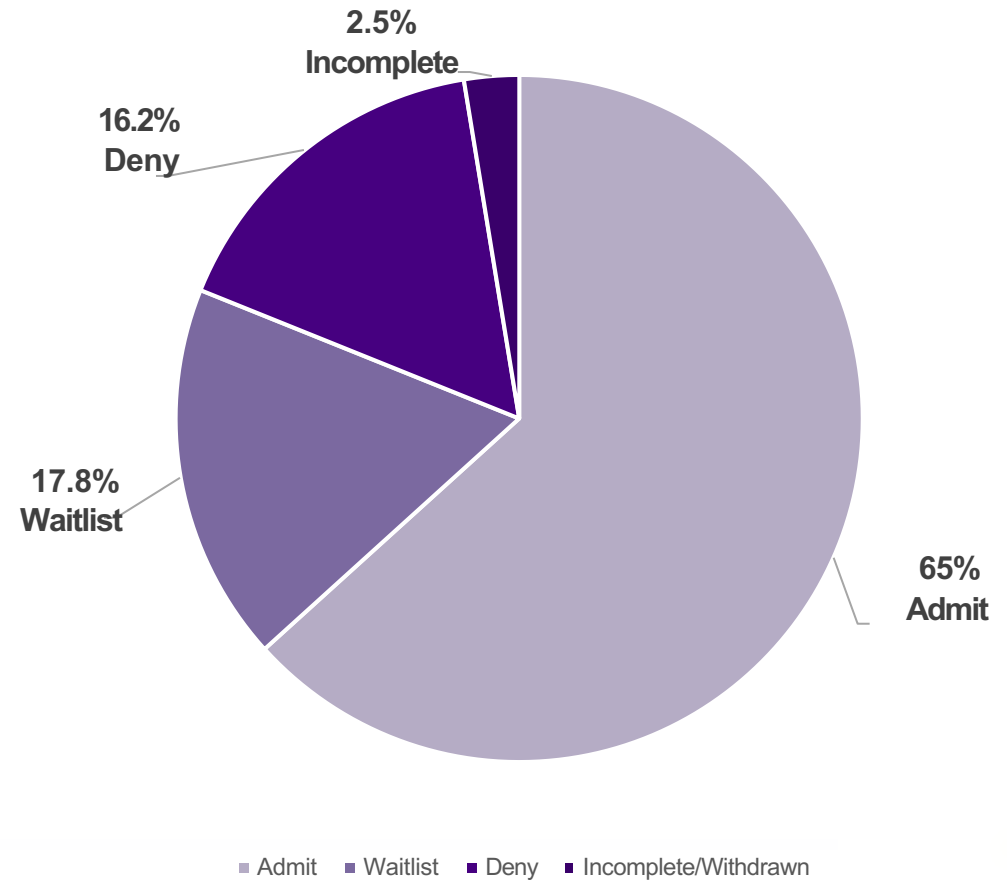
Year in Review

- Total Applications 46,206 (*includes Transfer*)
 - 9.8% Increase over 2024
 - 92.5% increase over 2021
- Admit Rate declined for a 4th consecutive year
- Admitted Students Decision Day: May 1

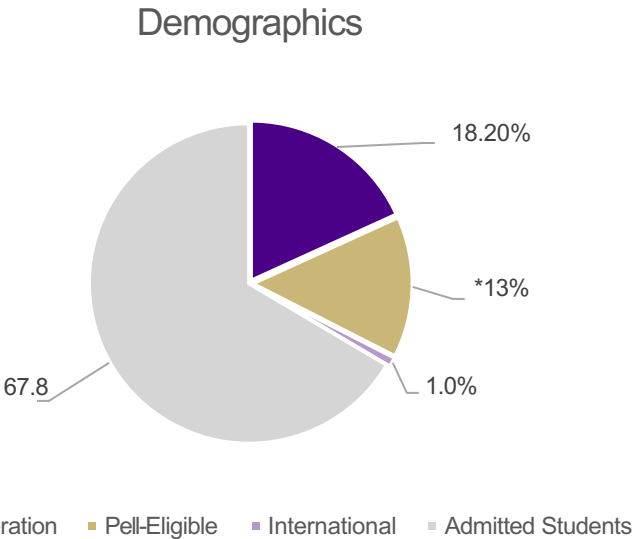
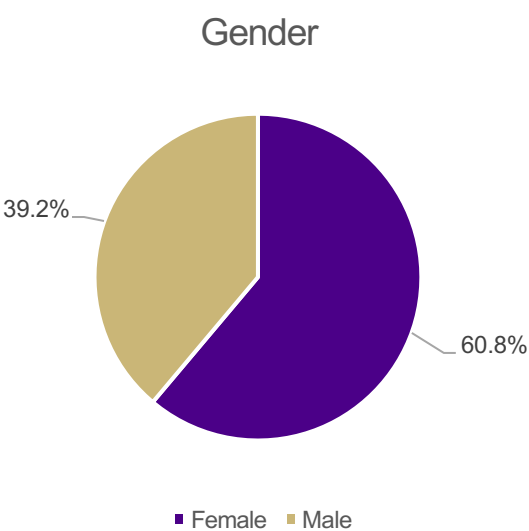
First Year Admission Decisions



- 44,125 First-Year Applications
 - 10.8% increase over 2024
 - Doubled since 2021
- 65% Admit Rate, compared to 69% in 2024



First Year Admitted Student Demographics



Majors of Interest:

- Exploratory
- Finance
- Political Science

- Engineering
- Health Sciences
- Computer Science

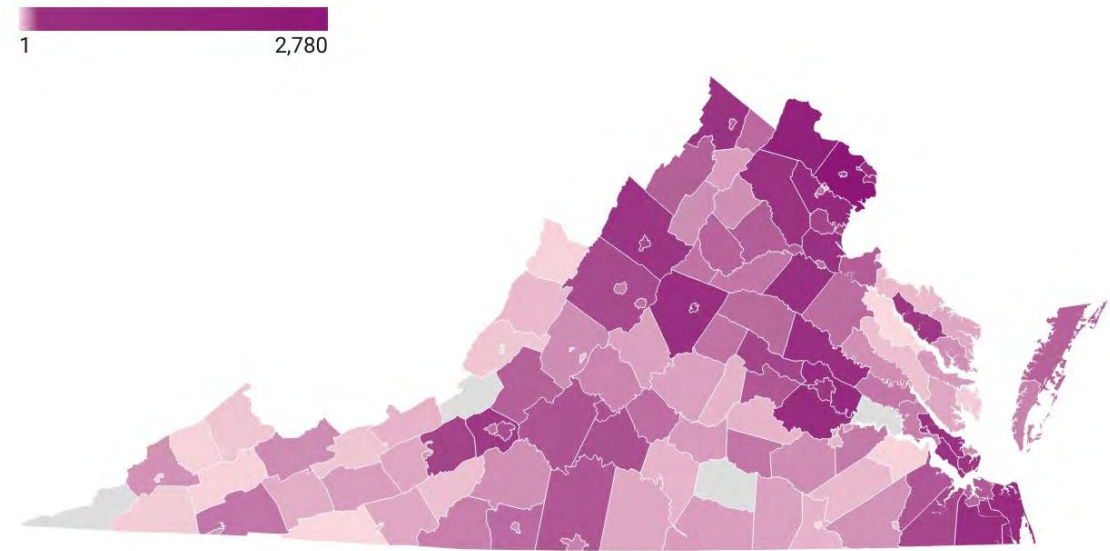
- Nursing
- Psychology
- Kinesiology

*Will continue to change with more FASAF filers

Admit Offers in Virginia

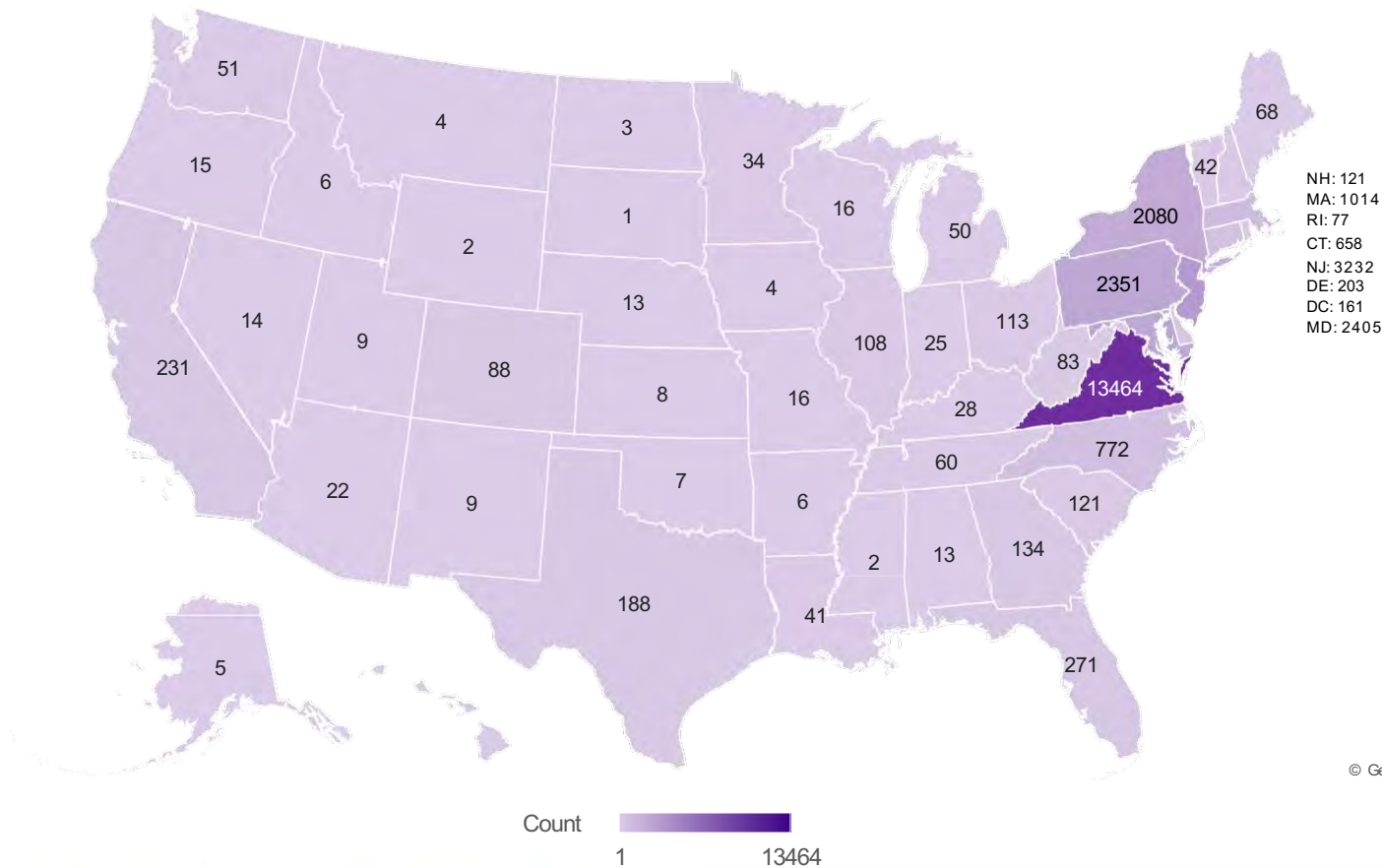


- 478 Virginia High Schools
- Fairfax & Loudoun have the most applicants & admit offers
- Craig, Charles City, Lee and Lunenburg counties not represented



Created with Datawrapper

Admit Offers Around the World

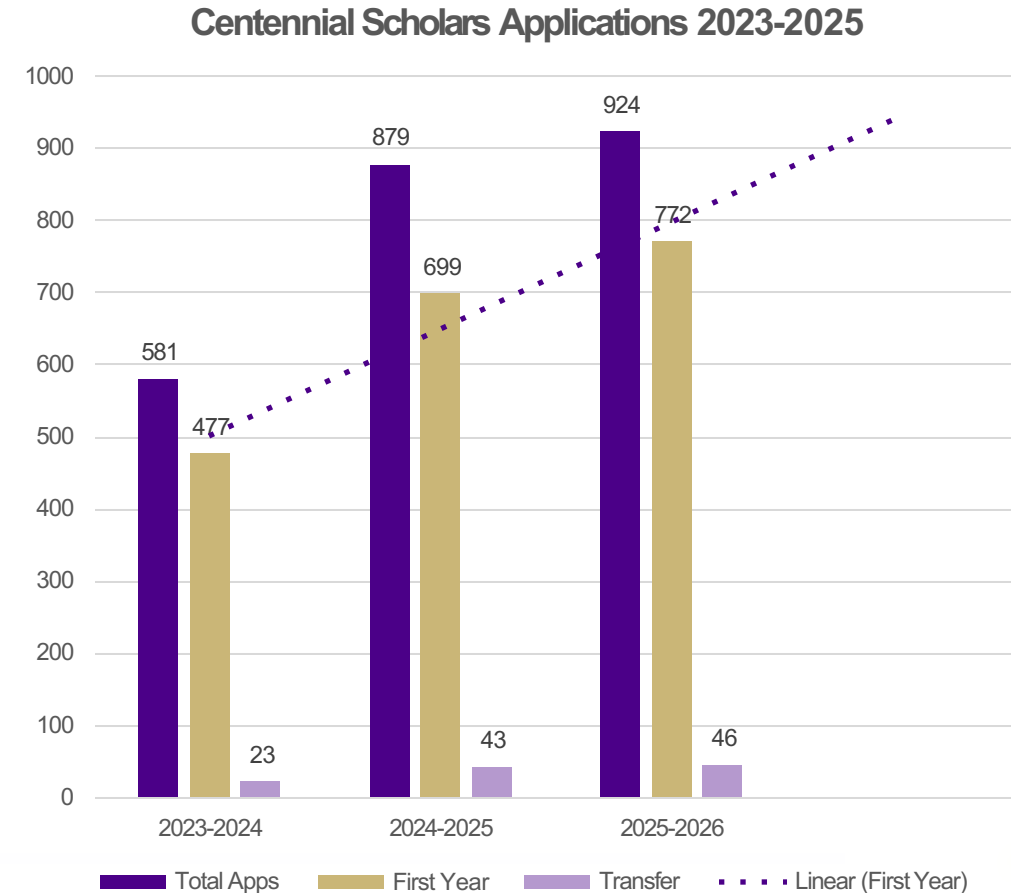


- 4,646 High Schools
- 50 States, DC, Guam, Puerto Rico & 92 Countries
- Growth from southern states



Centennial Scholars Program

- 924 students applied
 - 5% increase in total applications
 - 10.4% in First Year
- Applications have increased by 59% in three years
- Offer rate is 6.9% for 50 scholarships
- More Pell-eligible students apply today than in 2022



May 1 Deposit Deadline

First-Year Class: 2708 deposits; class goal is 4800

- In State: 2026
- Out of State: 682

First-Year Class Demographics

- 13% First Generation
- 40% Male 60% Female
- 33 States
- 23 Countries

Transfers: 279 deposits



Closed Session

