

Board of Visitors Meeting

April 24, 2026



BOARD OF VISITORS

ITINERARY
APRIL 23-24, 2026

Thursday, April 23, 2026

11:30 a.m. – 1:00 p.m.	Lunch Available - Board Dining Room
11:30 a.m. - 12:00 p.m.	Campus Development Working Group - Meeting Room 1
12:00 p.m. – 1:00 p.m.	Governance Committee – Meeting Room 1
1:00 p.m. – 2:30 p.m.	Academic Excellence Committee - Highlands Room
1:00 p.m. – 2:30 p.m.	Student Affairs Committee – Ballroom B
2:45 p.m. – 4:15 p.m.	Philanthropy and Engagement Committee – Allegheny Room
2:45 p.m. – 4:15 p.m.	Athletics Committee – Ballroom B
4:30 p.m. – 5:45 p.m.	Audit, Risk and Compliance Committee – Highlands Room
4:30 p.m. – 5:45 p.m.	Strategic Planning Committee – Allegheny Room
5:45 p.m. - 6:10 p.m.	Board Reception – Board Dining Room
6:15 p.m. – 7:30 p.m.	Working Dinner with Finance and Physical Development Committee - Board Room

Friday, April 24, 2026

7:45 a.m.	Breakfast Available – Board Dining Room
8:30 a.m. – 1:00 p.m.	Full Board Meeting – Board Room
12:30 p.m.	Board Lunch – Boxed Lunches Available

**THE VISITORS OF JAMES MADISON UNIVERSITY
THE COMMONWEALTH OF VIRGINIA
BOARD MEETING AGENDA
FRIDAY, APRIL 24, 2026
8:30 a.m.**

**1
CALL TO ORDER**

**2
CONSENT AGENDA*
Approval of Minutes: February 13, 2026, March 23, 2026 and April 15, 2026**

**3
PRESIDENT'S REPORT
James Schmidt**

**4
COMMITTEE REPORTS*
Academic Excellence – Nicole Palya Wood*
Athletics – Dave Rexrode
Audit, Risk and Compliance – Tom Galati
Strategic Planning Committee – Terrie Edwards*
Campus Development Working Group – Dave Rexrode*
Finance & Physical Development – Steve Smith*
Governance Committee – Jack White
Philanthropy and Engagement – Michael Stoltzfus
Student Affairs – Terrie Edwards**

**5
FACULTY SENATE UPDATE
Kathy Ott Walter, Speaker, Faculty Senate**

**6
STUDENT REPRESENTATIVE TO THE BOARD UPDATE
Sydney Stafford, Student Representative**

**7
PROPOSED 2026-27 TUITION AND FEES*
PROPOSED 2026 SUMMER TUITION AND FEES*
Towana Moore, Vice President, Administration and Finance**

**8
PROPOSED 2026-27 BUDGET*
Towana Moore, Vice President, Administration and Finance**

**9
ELECTION OF OFFICERS*
Terrie Edwards, Chair, Nominating Committee**

**10
RECOGNITION OF BOARD MEMBERS
Suzanne Obenshain, Rector**

**11
CLOSED SESSION***

12
ADJOURNMENT

*Action Required

Call to Order



BOARD OF VISITORS

Consent Agenda



BOARD OF VISITORS

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

Volume LXII No. 3

Minutes of the Meeting of February 13, 2026

The Visitors of James Madison University met on Friday, February 13, 2026 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:

Bolander, Jeff
Caudle, Larry
Edwards, Terrie
Fiorina, Carly
Galati, Tom
Hedrick, Heather
James, Kay Coles

Mauck, Joely
Obenshain, Suzanne, Rector
Rexrode, David
Smith, Steve
White, Jack
Wood, Nicole Palya

Stafford, Sydney, Student Representative to the Board, 2025-26
Kirkpatrick, David, Secretary

ABSENT:

Stoltzfus, Michael
Thacker, Nikki

ALSO PRESENT:

Schmidt, James, President
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, Access and Enrollment
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. Bolander, seconded by Mr. Rexrode, the Consent Agenda was approved which included the minutes of November 14, 2025.

COMMITTEE REPORTS

Academic Excellence Committee

Jeff Bolander, presented the report of the Academic Excellence Committee. The minutes of the November 13, 2025 meeting were approved. (Attachment A)

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

- 1) Divisional Update;
- 2) Faculty and Student Research Panel;
- 3) Research Roundtable with the Deans;
- 4) Curriculum Updates; and
 - a. On motion of the committee, the full board approved the undergraduate program of BA/BFA in Dance

On motion of Mr. Bolander, seconded by Mr. Tom Galati, the report of the Academic Excellence Committee was accepted.

Athletics Committee

Dave Rexrode, Chair, presented the report of the Athletics Committee. The minutes of the November 13, 2025 meeting were approved. (Attachment B)

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

- 1) NCAA, Sun Belt Conference, JMU Sports Update;
- 2) Intercollegiate Athletics Program Report (APA Audit);
- 3) Student-Athlete Disciplinary Report;
- 4) Sports Wagering Update;
- 5) Student-Athlete Health Wellness Update;
- 6) Development Report; and
- 7) Future Agenda Items.

On motion of Mr. Rexrode, seconded by Ms. Carly Fiorina, 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 13, 2025 meeting were approved. (Attachment C)

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

- 1) The committee went into a closed session discussion;
- 2) Deferred Maintenance Presentation – Facilities Management;
- 3) Annual Report – Compliance Committee;
- 4) Internal Audit Work Plan Status Report; and
- 5) Annual Review and Approval of Charters
 - a. Audit, Risk and Compliance Committee Charter
 - b. Internal Audit Charter

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

Campus Development Working Group

Dave Rexrode, Chair, presented the report of the Campus Development Working Group. The minutes from the December 4, 2025 and February 2, 2026 meetings were approved.

Mr. Rexrode reported on the following topics from the group: (Attachment D)

- 1) An update was provided by President Schmidt on how the strategic plan, master plan, and campus development plan will mutually-inform one another.

On a motion of Mr. Rexrode seconded by Ms. Carly Fiorina the Campus Development Working Group report was excepted.

Finance and Physical Development Committee

Larry Caudle, presented the report of the Finance and Physical Development Committee. The minutes from the November 13, 2025 meeting were approved. (Attachment E)

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

- 1) Financial Review;
- 2) Annual Investment Review;
- 3) 2026-2028 Budget Update;
- 4) Reengineering Madison Update; and
- 5) The committee entered closed session

On motion of Mr. Caudle, seconded by Ms. Carly Fiorina, the Finance and Physical Development report was accepted.

Governance Committee

Carly Fiorina, presented the report of the Governance Committee. The minutes of the November 13, 2025 meeting were approved. (Attachment F)

Ms. Fiorina reported on the following from the committee meeting:

- 1) Chicago Principles Discussion; and
- 2) BOV Retreat Planning

On motion of Ms. Fiorina, seconded by Mr. Dave Rexrode, the Governance report was accepted.

Philanthropy and Engagement Committee

Suzanne Obenshain, presented the report of the Philanthropy and Engagement Committee. The minutes of the November 13, 2025 meeting were approved. (Attachment G)

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

- 1) Funds Raised to Date;
- 2) VP Updates;
- 3) Accelerating the Donor Pipeline;
- 4) Giving Day 2026; and
- 5) The committee entered a closed session discussion

On motion of Ms. Obenshain, seconded by Ms. Terrie Edwards, the Philanthropy and Engagement report was accepted.

Strategic Planning Committee

Terrie Edwards, Chair, presented the report of the Strategic Planning Committee. The minutes of the January 12, 2026 meeting were approved. (Attachment H)

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

- 1) Update from Chair;
 - 2) President's Update;
 - 3) Update from the Strategic Planning Co-Chairs; and
-

4) Discussion on Mission and Vision

On motion of Ms. Edwards seconded by Mr. Dave Rexrode, the Strategic Planning Committee report was accepted.

Student Affairs Committee

Terrie Edwards, Chair, presented the report of the Student Affairs Committee. The minutes from the November 13, 2025 meeting were approved. (Attachment I)

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

- 1) Student Affairs Update;
- 2) Student Government Association Report;
- 3) Student Representative to the Board Update;
- 4) Madison's Story Continued; and
- 5) Panel

On motion of Ms. Edwards, seconded by Ms. Heather Hedrick, the Student Affairs report was accepted.

FACULTY SENATE UPDATE (Attachment J)

Kathy Ott Walter, Faculty Senate Speaker provided an update from the Faculty Senate.

- Updates from the December 2025 meeting; and
 - Sarah Brooks, Shane McGary, and Bethany Blackstone from the Core Curriculum Committee attended the meeting to gather feedback on the proposed general education curriculum.
 - Research and Scholarship Chair Ben Selznick announced that the committee will meet to discuss library office space for faculty on educational leave, mini-grant advocacy, and research funding and priorities in the strategic plan.
 - Shared Governance Chair Kristen McCleary and the committee are discussing processes. The SGIT aims to recommend how to implement the task force recommendations and to develop best practices at unit-level governance (e.g., voting).
 - Policies Chair Steve Garren reported that he met with Fletcher Linder to discuss the possibility of developing a survey about how to deter cheating. As a member of the Academic Affairs Policy Committee, he reminded senate that the student grievance policy would be sent out for review.
- Updates from the January 2026 Meeting; and
 - President Schmidt addressed the senate at the January meeting. He shared his thoughts on university growth and the strategic plan. He also took questions from senators regarding legislation changes and how to plan for 2040 in the strategic plan.
 - The speaker and marshal are working with REDI to develop better communication and understanding of their role with faculty.
 - At the end of the meeting, we had a discussion around the proposed general education curriculum and provided information on areas that still need clarification.

STUDENT REPRESENTATIVE TO THE BOARD UPDATE (Attachment K)

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

- Provided updates on Goals; and
 - Support the presidential transition with students; Educate and inform students on board functions and how they can get involved; Support students through collaboration, advocacy, and engagement in alignment with the Student Affairs Strategic Plan
- Connection Across the Commonwealth; and
 - Regular engagement with UVA, VT, W&M, UMW, etc.
 - Student Representative Conference at Virginia Tech on April 25, 2026
 - Sharing pass down documents, ideas, and resources
- Student Priorities – VA Legislation; and
 - College Affordability
 - Student Well-being
 - Student Success
- Looking Forward
 - Student Advocacy Days
 - Career Fair
 - Alternative Spring Break
 - Carrier Library Senior Walkthrough
 - Admitted Student Open House
 - Spring “Halftime on the Quad”
 - Senior Celebration Events

PRESIDENTS REPORT

President James Schmidt presented information on the following (Attachment L):

- JMU National Distinction
 - Received 5 Council for Advancement and Support of Education (CASE) Awards
 - § Dukes First Day 2024
 - § Giving Day: Hot Dawgs
 - § Duke Dog’s Snow Day
 - Awarded the Community’s Choice Award by Food Allergy Research & Education (FARE) that highlights leadership in food allergy awareness and student support
- Highlighted Recognitions and Awards, including
 - 2026 Carnegie Community Engagement Classification
- Civil Discourse at JMU
 - Granted \$2.72M by U.S Department of Education to expand *Better Conversations Together* civil discourse program
 - Goal – scale the program nationally, engaging 40 universities and more than 30,000 students
- Strategic Planning Updates
 - Vision Teams developing strategies and exploring feasibility of ideas in draft plan
 - Hosted campus-wide event for faculty, staff and students to engage and provide feedback
 - Meetings held with campus governance and advocacy groups to discuss draft plan
 - Three town halls are scheduled to hear reactions to the draft plan
 - Campus-wide survey is open for additional feedback and reactions
- Local, State and Federal Relations

- Welcomed BR2JMU co-admission program participants to campus
- Advanced a \$120M bipartisan legislative budget
- Engaged in high-level meetings with House and Senate Appropriations leadership
- Earned Senate recognition for advancing higher education and business collaboration
- Met all legislative deadlines; awaiting House and senate budget determinations on February 22
- Philanthropy and Partnerships
 - Completed 40+ presidential engagements
 - Launched the Comprehensive Campaign Planning Task Force
- Getting to Know Virginia
 - Met with 225 individuals during 176 meetings, including alumni, donors and external stakeholders
 - Spoke to 1,420 attendees at 12 presidential tour events in Fall 2025
 - Recorded presidential tour virtual Zoom event view by 709 people
- Athletics – Highlighted key achievements and recognitions throughout several Athletic programs to include Football, Cheerleading, Volleyball, Women’s Basketball, and Lacrosse. Leading the Sun Belt Bubas Cup standings, reflecting excellence across fall sports
- Future Dukes
 - Fall 2026 – Total Applications: 44,638; First-Year Applications: 43,800; Transfer Applications: 778
 - Applications have doubled since 2021
- Looking Ahead
 - Advancing long-term institutional priorities
 - Reimagining the center-of-campus experience

STUDENT SUCCESS AT JMU

Bethany Blackstone, Dean, Honors College and Co-Chair, Strategic Planning, Rudy Molina, Vice Provost for Student Academic Success, Paul Mabrey, Director of Student Success & Enrollment Analytics and Chris Orem, Director for the Office of Planning, Analytics and Institutional Research presented information on the following: (Attachment M):

- No Student Falls Through by;
 - Building partnerships across divisions
 - Designing data environments and acting swiftly
 - Building relationships with students
 - Piloting and iterating quickly to scale
- Robust Text and Email Campaigns;
- Student Success Seminars;
 - First-year Seminars
 - Student Success Seminars
 - Transition Success Seminars
- What we’ve learned from our graduating seniors
 - 95% were satisfied with JMU
 - 90% felt like a member of the JMU community
 - 92% felt JMU provides a welcoming environment for all students
 - 96% agreed that obtaining their degree was worth it

- 65% rated the value of their education as high
- Senior engagement in the following high-impact areas
 - 35% Undergraduate Research
 - 22% Study Abroad
 - 81% Work-Based Learning

The Rector called for the board to move into closed session. Vice Rector 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 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, to discuss the acquisition of real property for a public purpose and the disposition of publicly held real property;
3. Pursuant to Section 2.2-3711.A.8, to consult with legal counsel for the provision of legal advice by such counsel; and
4. Pursuant to Section 2.2-3711.A.29, to discuss the award of public contracts involving the expenditure of public funds and discussion of the terms and scope of such contracts where discussion in open session would adversely affect the university’s bargaining position or negotiating strategy.

The motion was seconded by Nicole Wood 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:

Bolander, Jeff	Mauck, Joely
Caudle, Larry	Obenshain, Suzanne, Rector
Edwards, Terrie	Rexrode, David
Fiorina, Carly	Smith, Steve
Galati, Tom	White, Jack
Hedrick, Heather	Wood, Nicole Palya
James, Kay Coles	

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

On motion from Ms. Edwards, seconded by Ms. Fiorina, the Personnel Action Report was approved. On a motion from Mr. Smith, seconded by Mr. Galati, the Real Estate purchase was approved.

ADJOURNMENT

There being no further business, on motion of Mr. Smith, seconded by Mr. Galati, the Board voted to adjourn. The meeting was adjourned 12:40 pm.

Respectfully Submitted,

Suzanne Obenshain, Rector

David C. Kirkpatrick, Secretary

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

Volume LXII No. 4

Minutes of the Retreat of March 23, 2026

The Visitors of James Madison University held a retreat on Monday, March 23 on the campus of Dynamic Aviation in Bridgewater, VA. Suzanne Obenshain, Rector, called the meeting to order at 9:00 a.m.

PRESENT:

Bolander, Jeff	Obenshain, Suzanne, Rector
Caudle, Larry	Rexrode, David
Edwards, Terrie	Smith, Steve
Fiorina, Carly	Stoltzfus, Michael
Galati, Tom	Thacker, Nikki
Hedrick, Heather	White, Jack
Mauck, Joely	Wood, Nicole Palya

Kirkpatrick, David, Secretary

ABSENT:

James, Kay Coles
Stafford, Sydney, Student Representative to the Board

ALSO PRESENT:

Blackstone, Bethany, Dean, Honors College
Knight, Jack, University Counsel (virtual)
Martin, George, McGuireWoods (virtual)
Miller, Tim, Vice President for Student Affairs
Moore, Towana, Vice President for Administration and Finance
Schmidt, James, President
Orem, Chris, Executive Director, Planning, Analytics and Institutional Research

Welcome and Retreat Context Setting

Jack White welcomed the group and reviewed goals and deliverables for each session.

Trustees Discussion – Strategic Plan

Vice Rector, Terrie Edwards and President, James Schmidt, discussed the priority areas the board believes should lead strategy. Clear perspectives on strategic direction were shared, with a focus on metrics.

Conversation with George Keith Martin (McGuireWoods)

Keith Martin led a conversation on Virginia P3 policy and procedures.

Campus Planning & Development: Vision, Tradeoffs, and Board Alignment

Dave Rexrode and Jack White led a presentation and discussion around strategic direction, sequencing, risk tolerance and alignment with the university’s academic mission and Commonwealth priorities. Jack Knight, University Counsel, Tim Miller, Vice President for Student Affairs and Towana Moore, Vice President for Administration and Finance added to the discussion on campus planning and development direction.

Trustees Discussion – Alignment and Path Forward

The retreat was wrapped up with a discussion regarding clear direction on the master plan, campus development plan and strategic plan.

ADJOURNMENT

There being no further business, on motion of Ms. Edwards, seconded by Ms. Wood, the board voted to adjourn. The meeting was adjourned 4:10 p.m.

Suzanne Obenshain, Rector

David C. Kirkpatrick, Secretary

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

Volume LXII No. 5

Minutes of the Public Comment Meeting of April 15, 2026

The Public Comment meeting on tuition and fees was held on Wednesday, April 15, 2026 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 3:00 pm.

PRESENT:

Bolander, Jeff	Thacker, Nikki (Virtual)
James, Kay Coles (Virtual)	Smith, Steve, Chair, Finance and Physical
Obenshain, Suzanne, Rector	Development Committee (Virtual)

Stafford, Sydney, Student Representative to the Board, 2025-26
Kirkpatrick, David, Secretary

ALSO PRESENT:

Schmidt, James, President
Bowles, Leigh Ann, Director, Operation and Compliance
Bryan, Robin, Associate Vice President, IT & CIO
Moore, Towana, Vice President for Administration and Finance
Sharp, Diane, Associate Vice President, Budget Management
Souder, Jeff, Budget Director, Budget Management
Vass, Mary-Hope, Assistant Vice President Communications and University Spokesperson

Suzanne Obenshain, rector, provided an introduction for the public comment meeting. A summary of the comments submitted through the Qualtrics survey were shared with board members.

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 2026-27, including Summer 2027. (Attachment A)

The meeting was live streamed with eight participants.

ADJOURNMENT

With no further business, the meeting adjourned at 3:23 p.m.

Suzanne Obenshain, Rector

David C. Kirkpatrick, Secretary

President's Report

James C. Schmidt

April 24, 2026



BOARD OF VISITORS

Motions from Committee



BOARD OF VISITORS

Academic Excellence Committee

April 23, 2026

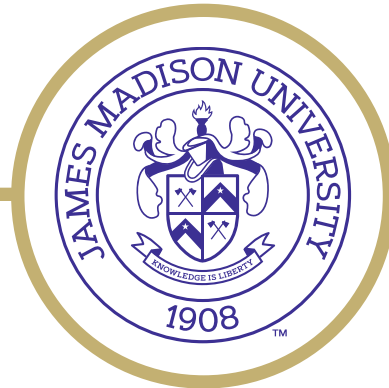


Faculty Handbook 2026-27 Updates

Dr. Sarah Brooks, Professor of Art History and Faculty Senator, School of Art,
Design and Art History

Dr. Samantha Prins, Professor of Mathematics and Statistics and Dean of the
College of Science and Mathematics

Co-Chairs, Faculty Handbook Revision Committee





2024 Charge

- § Propose substantive and organizational changes to the Faculty Handbook in consultation with appropriate internal and external experts
- § Meet regularly throughout the process with various constituencies of the university community to solicit input
- § Provide regular updates to the university community



Membership Composition of the Committee

- § Goal: include the widest stakeholder group possible; expanded to 18
 - § Three appointed Faculty Senators who also represent their home colleges
 - § Eight elected faculty representing the remaining colleges as well as adjunct, professional and renewable term appointment (RTA) faculty
 - § Two deans, one academic unit head, and one Associate Vice Provost, all appointed by the Provost
 - § Three ex-officio members to lend their expertise: a technical writer, the Associate Vice Provost for Academic Affairs Policy and University Counsel



Membership of the Committee

- John Burgess, AVP, Faculty Affairs & Curriculum
- Gianluca De Fazio, College of Arts & Letters
- Liz Edwards, AUH, College of Health & Behavioral Studies
- Samar Fitzgerald, Adjunct Faculty
- Amy Connolly, College of Business
- Steven Garren, College of Science & Mathematics
- Rubén Graciani, Dean, College of Visual & Performing Arts
- Steven Harper, College of Integrated Science & Engineering
- Michael Klein, University Studies, Ex Officio: Technical Writer
- Jill Lassiter, College of Health & Behavioral Studies, Faculty Senate
- Lauren Mullen, Professional Faculty
- Michael O'Fallon, AVP, Faculty Affairs & Curriculum, Ex Officio: Policy
- Meg Sander, Office of University Counsel, Ex Officio: Counsel
- Eileen Shifflett, Renewable Term Appointment Faculty
- Brian Sullivan, Libraries & University Studies
- Kris Wiley, College of Education, Faculty Senate



Membership of the Committee

- § **John Burgess**, AVP, Faculty Affairs & Curriculum
- § **Gianluca De Fazio**, College of Arts & Letters
- § **Liz Edwards**, AUH, College of Health & Behavioral Studies
- § **Samar Fitzgerald**, Adjunct Faculty
- § **Amy Connolly**, College of Business
- § **Steven Garren**, College of Science & Mathematics
- § **Rubén Graciani**, Dean, College of Visual & Performing Arts
- § **Steven Harper**, College of Integrated Science & Engineering
- § **Michael Klein**, University Studies, Ex Officio: Technical Writer
- § **Jill Lassiter**, College of Health & Behavioral Studies, Faculty Senate
- § **Lauren Mullen**, Professional Faculty
- § **Michael O'Fallon**, AVP, Faculty Affairs & Curriculum, Ex Officio: Policy
- § **Meg Sander**, Office of University Counsel, Ex Officio: Counsel
- § **Eileen Shifflett**, Renewable Term Appointment Faculty
- § **Brian Sullivan**, Libraries & University Studies
- § **Kris Wiley**, College of Education, Faculty Senate



Process to Completion, May 2025-Feb. 2026

Timeframe	Actions Completed
May–June 2025	Feedback on first draft solicited through survey
Summer 2025	Feedback incorporated into second draft
Sep. 2025	Feedback on second draft solicited through survey and fora
Oct. 2025	Feedback incorporated into third draft
Nov. 2025	Feedback on third draft solicited through survey
Dec. 2025–Feb. 2026	Feedback incorporated into final draft
Feb. 2026	Senate speaker, provost and president approval sought



Executive Summary of Changes

§ Style Changes

- § Clarity of procedures and sections
- § JMU policies referenced not repeated
- § Comprehensive and navigable structure
- § Reduced redundancy of sections

§ Inclusion of Shared Governance Task Force definitions

- § Shared governance
- § Role of stakeholders
- § Effective shared governance indicators



Executive Summary of Changes

- § Faculty Employment Policies Expansion
 - § Increased clarity on faculty responsibilities
 - § Increased detail on sections such as workload expectations, class modality and outside employment
- § Faculty Categories and Ranks Expansion
 - § Created new Professor of Practice track for RTA contract faculty
 - § Added job performance as alternate to teaching for Libraries/Professor of Practice
- § Established use of Memoranda of Understanding to detail responsibilities and expectations



Executive Summary of Changes

- § Significant revisions to evaluation, promotion and tenure
 - § Greater detail for research/scholarly and creative activity and for service
 - § Clarified use of student feedback surveys in teaching evaluations
 - § Separated promotion standards into distinct procedural tracks with clearer steps, timelines and requirements
 - § Roles of existing documentation and committees are clarified or more explicitly defined
 - § Added new steps and timelines for appeals



Executive Summary of Changes

- § Comprehensive rewrite of misconduct, grievance and appeals processes
 - § Clearly defined and separated policy violations, grievances and misconduct, with resolution pathways clarified for each
 - § Clarified who may be a complainant/appellant and respondent, and rights to information
 - § Refined appeal rights and procedures
 - § Explicated timelines and documentation requirements



Executive Summary of Changes

- § Expansion of Faculty Appeals Committee
 - § Included requirement of elected representatives from each college who receive training and serve staggered three-year terms
 - § Included oversight of
 - § Sanction appeals enacted at the dean or VP level following a misconduct complaint
 - § A decision and/or sanctions following a grievance against a supervisor
 - § Added new procedures, if respondent is a dean or provost
 - § Modified hearing committees to include peers of respondents as well as complainant/appellant
 - § Clarified procedures and shorter timeline of appeals



Executive Summary of Changes

§ Academic Excellence Committee Action Requested

Curriculum Updates

Dr. Paula Maxwell
Associate Vice Provost for Curriculum



BOARD OF VISITORS



New Graduate Certificate Program

BOARD OF VISITORS



Sport Coaching Graduate Certificate

§ Purpose

- § Meets growing need for more qualified sport coaches

 - § Needed by local school systems

 - § Anticipated 9% growth by 2033

- § Provides desired up-skilling for current coaches

 - § Research shows coaches' interest in expanding their sport psychology, sport nutrition, strength and conditioning, and coaching methods knowledge



Sport Coaching Graduate Certificate

§ Curriculum

- § Offered online during summer
- § Students complete in two years

§ Required Courses

KIN 532. Athlete Skill Development: Applying Learning Principles to Coaching	3
KIN 533. Strength and Conditioning for Sport Coaches: From Strategy to Practice	3
KIN 535. Coaching Athletes for Mental Excellence: A Theory-to-Practice Approach	3
NUTR 537. Sport Nutrition	3
	<hr/>
	12



Sport Coaching Graduate Certificate

§ Duplication in Virginia (four-year public institutions)

University	Certificate Offered	Delivery
George Mason	Sport Coaching Graduate Certificate	In person / Hybrid
Old Dominion	Physical Education Master's with coaching concentration	In person



Sport Coaching Graduate Certificate

§ Enrollment Projections

§ One cohort of 12-15 students each year

§ Resources

§ Self-sustaining through summer tuition funds (via School of Professional and Continuing Education)

§ Total Revenue: \$39,642

§ Total Expenses: \$34,791

§ Faculty Coverage

§ Current faculty from departments of Kinesiology and Health Professions



Sport Coaching Graduate Certificate

§ Effective Date

§ Fall 2027, pending SCHEV approval

§ Academic Excellence Committee Action Requested

§ Approval of proposed Graduate Certificate in Sport Coaching



Discontinuation of Graduate Certificate Program



Higher Education Assessment Specialist Graduate Certificate

§ Rationale for Discontinuation

- § Long-term well-respected niche program
- § Persistent low enrollment trends over multiple years
 - § Three currently active students (complete in June 2026)
- § Increased market demand for agile, short-term, non-credit, skills-focused learning pathways
- § Provides microcredentialing opportunity aligned with workforce needs
 - § Builds on existing strengths and reputation in assessment education
 - § Supports rapid upskilling for assessment and higher education professionals



Higher Education Assessment Specialist Graduate Certificate

§ Effective Date

§ No new students may enroll for Fall 2026 or beyond

§ Teach out plan through May 2027

§ Academic Excellence Committee Action Requested

§ Approval to discontinue the Graduate Certificate in Higher Education
Assessment Specialist

Campus Development Working Group



BOARD OF VISITORS



§ Approval of the 2027 Campus Master Plan and Advancing Campus Development Resolution

Resolution Approving the 2027 Campus Master Plan and Advancing Campus Development

WHEREAS, by 2040, James Madison University strives to be nationally recognized for creating a new model for higher education, redefining the role of the University as the preferred partner, collaborative innovator, and visionary research leader in service to the Shenandoah Valley, the Commonwealth, and the nation; and

WHEREAS, the Board and the administration are adopting a 2032 Strategic Plan and 2040 strategic vision with the goal of building a university that leads with purpose, innovation, and public impact; and

WHEREAS, the university has undertaken a comprehensive campus planning process, led by the university in partnership with Sasaki and initiated in Summer 2024, with extensive engagement of students, faculty, staff, and key stakeholders across the university and broader community; and

WHEREAS, the campus planning process, which took place from 2024-2026, was designed to be iterative and inclusive, incorporating feedback at multiple stages to refine and strengthen the plan and to align it with the university's mission and strategic direction; and

WHEREAS, the resulting Campus Master Plan establishes a cohesive, long-range framework to guide the physical development of the university in alignment with its Strategic Plan, including strengthening the academic core, enhancing the student residential and co-curricular experience, improving connectivity across campus, advancing research and academic facilities, and identifying opportunities for strategic development and partnerships; and

WHEREAS, the Campus Master Plan organizes future growth into a series of campus districts and development opportunity areas, allowing the university to pursue phased, intentional, and adaptable development over time; and

WHEREAS, the Board recognizes that the new strategic plan calls for the creation of an innovative campus community, to be developed in appropriate phases, beginning with residential buildings; and

WHEREAS, the Board recognizes that living on campus leads to better student outcomes, including graduation and retention rates, mental health and well being, and sense of connection; and

WHEREAS, the Board acknowledges that the university must move forward boldly, but responsibly, in keeping with its mission, vision, and values;

THEREFORE, the James Madison University Board of Visitors hereby resolves as follows:

- 1.** The Board hereby approves the Campus Master Plan as the long-range framework for the future physical development of the university and affirms its expectation that implementation and subsequent detailing of its final form will remain aligned with the Strategic Plan, support student success and academic excellence, reflect sound financial stewardship, and be executed in a phased and disciplined manner.
- 2.** The Board affirms its commitment to a long-term vision for development of the residential campus in alignment with the University's academic priorities and dedication to student success.
- 3.** Pending approval from the Governor as required under Chapter 725, the Board authorizes the exploration and evaluation of the use of the Virginia Public-Private Education Facilities and Infrastructure Act (PPEA) process for the development of campus capital projects so long as doing so will result in lower total costs for students over time when compared to traditional delivery methods, is found to be fiscally responsible, and enables faster delivery of projects.
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9. The Board finally directs the administration to return to it during the summer to present an update related to the exploration and evaluation of the use of the PPEA process and to present a specific proposal for the construction of the first new residential buildings.

Finance and Physical Development Committee

April 23, 2026



BOARD OF VISITORS

2026-2027 Proposed Tuition & Fees

Towana Moore
Vice President
Administration and Finance



BOARD OF VISITORS



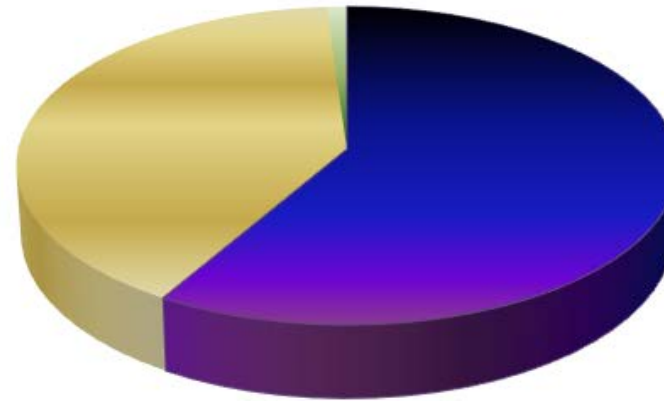
Education & General Funding

2025-26 Education & General (E&G) Revenue Budget Including Financial Aid



E&G & F/A Revenues

Total E&G & F/A Budget
\$487.9 million

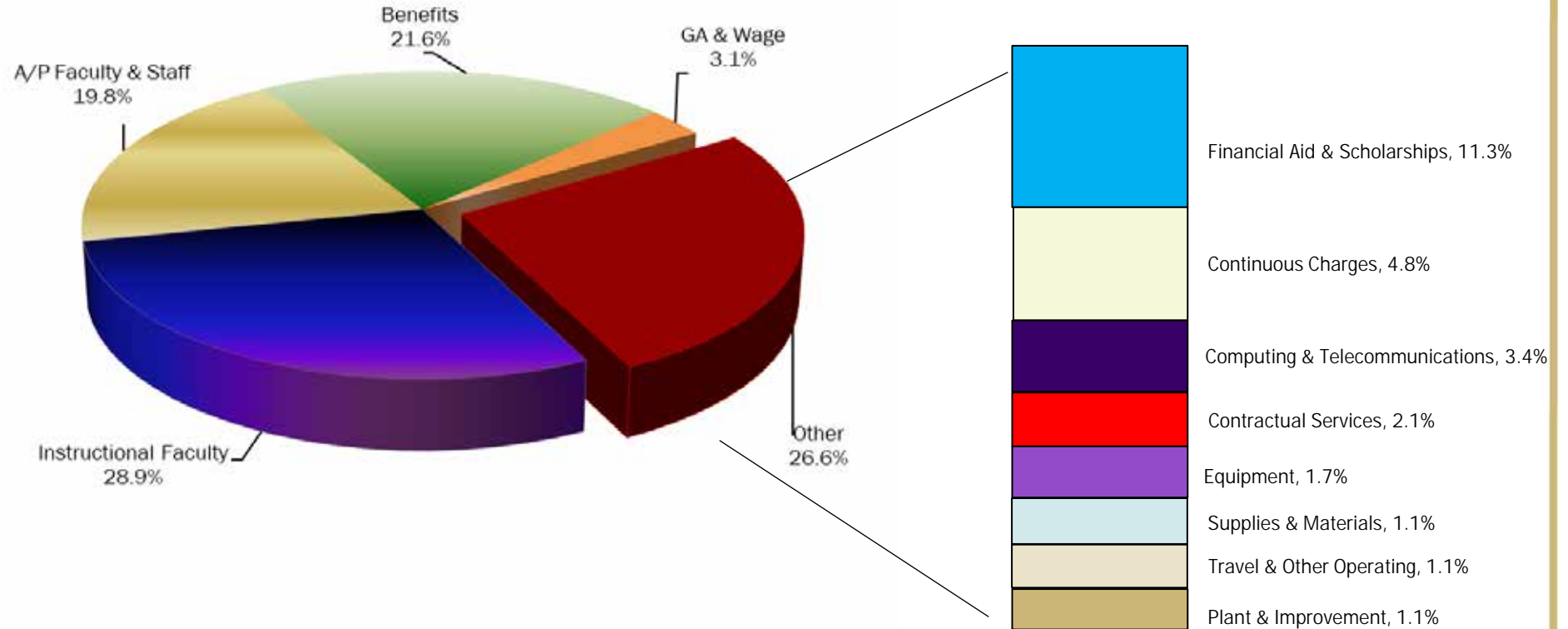


- Tuition 58.5%
- General Funds 40.4%
- Miscellaneous 1.1%

2025-26 Education & General (E&G) Expenditure Budget Including Financial Aid



73.4% of Budget
Allocated for
Compensation &
Benefits



Why These Increases Are Necessary



- Salary adjustments ensure competitive compensation for faculty and staff



- Higher fringe benefit rates reflect healthcare obligations



- Inflation increases operational costs across campus services



- Investment in academic support & enhanced student services increases student success



- Forward looking strategies strengthen long-term viability and enable continued innovation



General Fund per Annualized In-State Full-Time Equivalent (FTE) Student & In-State Undergraduate Tuition/E&G Fees

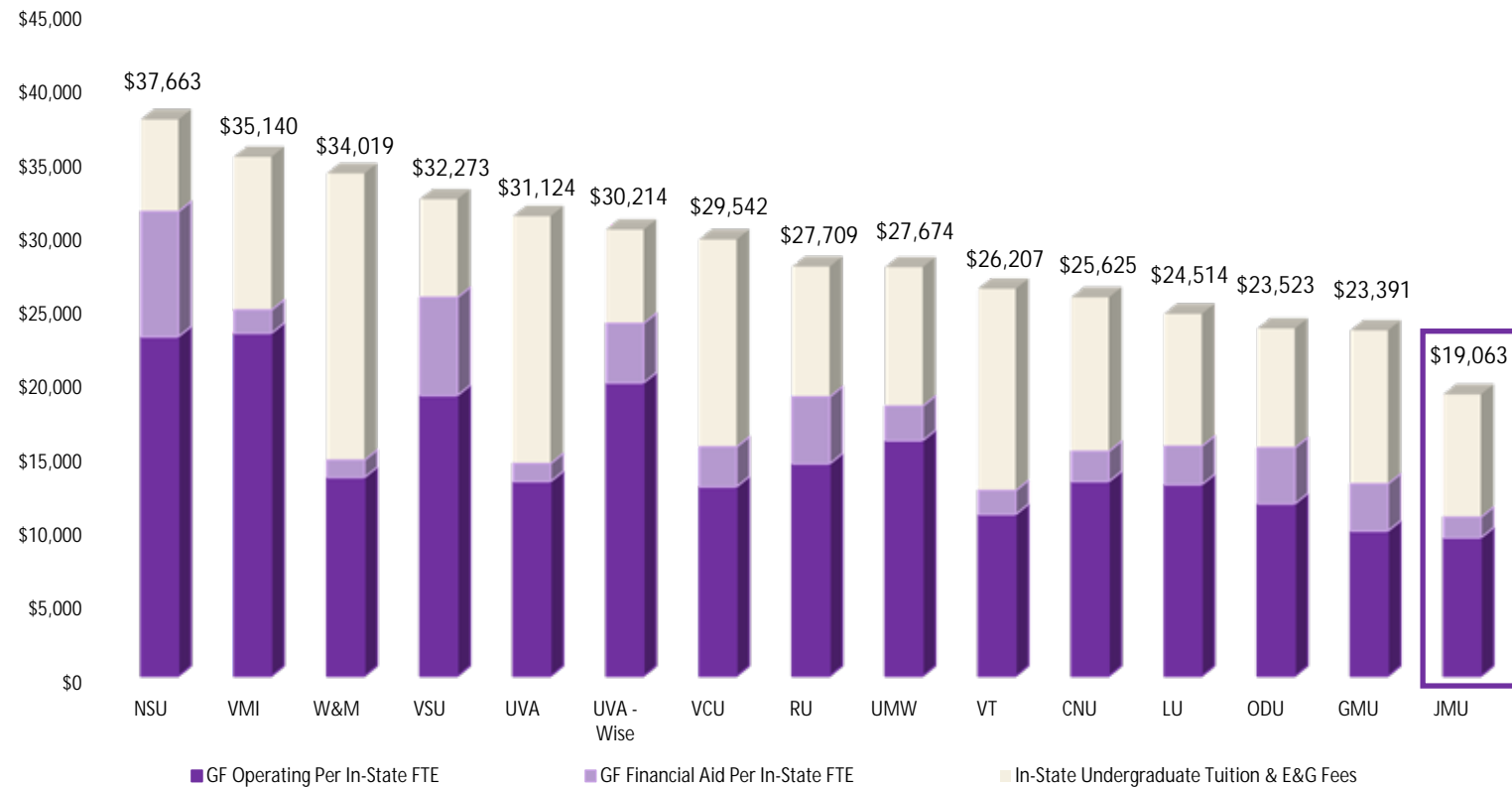


§ Operating GF Dollars

JMU receives \$2,935 less per in-state student than the average of \$12,297 for all four-year public institutions.

§ Student Financial Assistance GF Dollars

JMU receives \$1,310 less per in-state student than the average of \$2,699 for all four-year public institutions.



2026-27 Education and General & Financial Aid Incremental Expenditure by Category



Expenditure Category	Expenditure Change
Compensation & Benefits	\$ 12,437,595
Madison Promise & Strategic Initiatives	3,729,161
Facilities, Operations & Contract Obligations	2,067,917
Cost to Continue	1,489,894
Financial Aid & Scholarships	494,484
Reallocation of Prior Year Contingency	(2,018,360)
Total Incremental Expenditure	<u>\$ 18,200,691</u>



What is the Student Value?

- § Higher Lifetime Earnings
- § Access to Networks & Internships
- § Personal Development & Specialized Skills
- § Student Engagement
- § Campus Resources
- § Research Opportunities



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 2026-27)



- § Comprehensive fee increase: \$234 annual/\$117 semester supports:
 - § Salaries & benefits
 - § 3% mandated salary increase
 - § Health insurance increase, 13.0%
 - § 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

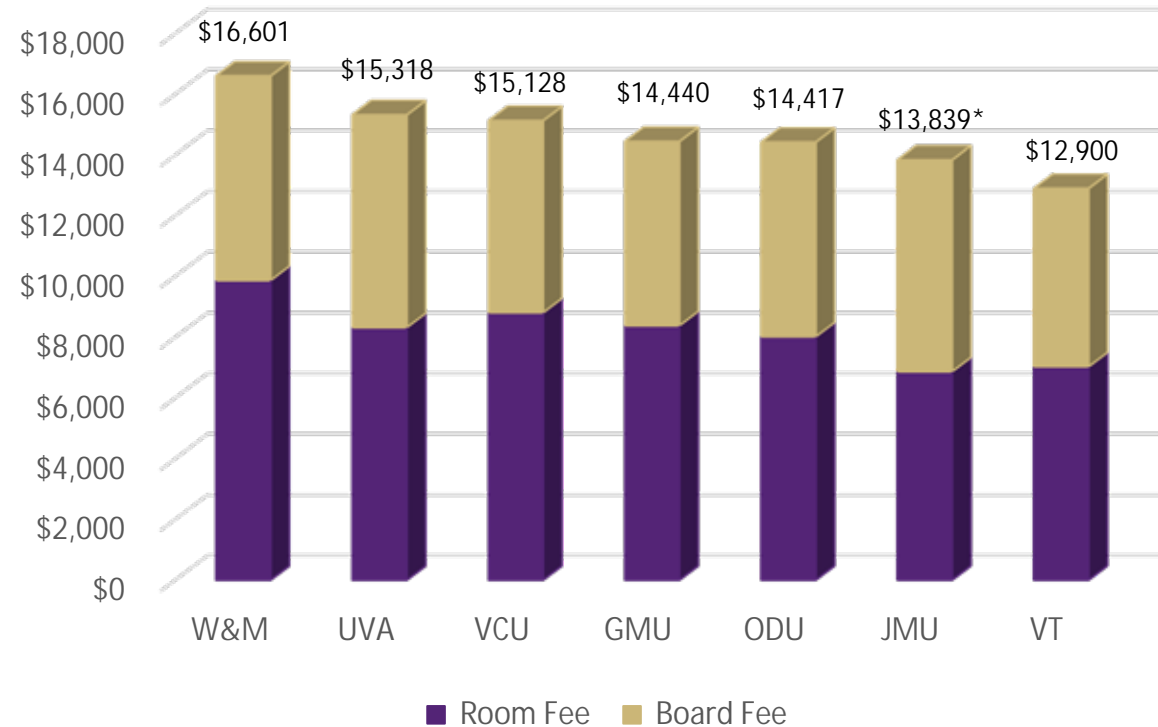
Housing

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

Dining

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

FY 2025-26 Average Room & Board



*JMU - Includes highest cost meal plan option, not most popular meal plan & room weighted average double occupancy
Source: SCHEV Tuition & Fees Report, August 2025

Student Housing & Dining Fee Proposal (FY 2026-27)



§ Student housing (Room) - Base fee (Category A) proposal \$6,856, increase of \$388 annual/\$194 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 housing differential rates:

Housing Rate Differential	2025-26	2026-27	Annual \$ Change
Category B - No/AC & Suite (New)	\$0	\$400	\$ 400
Category C - AC/Various Styles	\$500	\$800	\$ 300
Category D - AC/Built since 2019	\$1,000	\$1,200	\$ 200
Category E - Apartments	\$1,500	\$1,600	\$ 100
Category - Single Room (New)	\$0	\$1,000	\$ 1,000

§ Dining (board) fee: Proposed \$6,876, increase of \$302 annual/\$151 semester supports:

- § Inflationary drivers (food & labor, contract impact)
- § Operational costs



Proposed Tuition & Fees

FY 2026-27 Proposed Undergraduate On-campus Tuition & Fees



2025-26	2026-27	\$ Change
---------	---------	-----------

VIRGINIA UNDERGRADUATE STUDENT			
Tuition & Fees	\$ 8,312	\$ 8,546	\$ 234
Comprehensive Fee	5,988	6,222	234
TOTAL COMMUTER COSTS	\$ 14,300	\$ 14,768	\$ 468
Room & Board	13,042	13,732	690
TOTAL ON-CAMPUS COSTS	\$ 27,342	\$ 28,500	\$ 1,158

NON-VIRGINIA UNDERGRADUATE STUDENT			
Tuition & Fees	\$ 25,918	\$ 26,354	\$ 436
Comprehensive Fee	5,988	6,222	234
TOTAL COMMUTER COSTS	\$ 31,906	\$ 32,576	\$ 670
Room & Board	13,042	13,732	690
TOTAL ON-CAMPUS COSTS	\$ 44,948	\$ 46,308	\$ 1,360



FY 2026-27 Proposed Graduate On-campus Tuition and Fees

	2025-26	2026-27	\$ Change
GRADUATE (Per Credit Hour)			
Virginia	\$ 573	\$ 590	\$ 17
Non-Virginia	\$ 1,314	\$ 1,338	\$ 24



FY 2026-27 Proposed College of Business & Nursing Differential Tuition

	2025-26	2026-27	\$ Change
Undergraduate Differential Tuition (Per Credit Hour)			
College of Business	\$ 55	\$ 60	\$ 5
Nursing	\$ 97	\$ 104	\$ 7

Proposed Summer 2027 Tuition and Fees

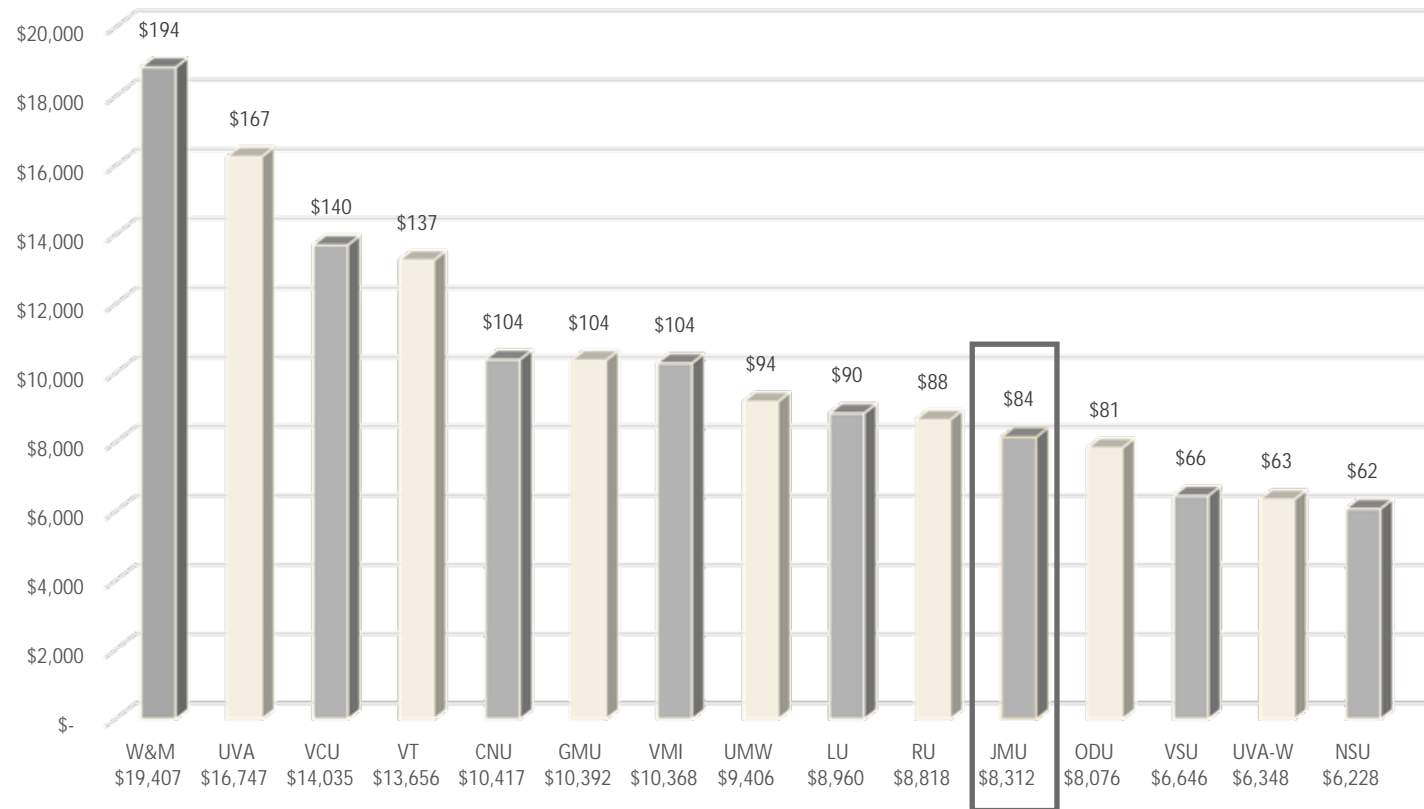


	Summer 2026	Summer 2027	Change
Tuition and Education & General Fees (Per Credit Hour)			
Virginia Undergraduate	\$428	\$440	\$12
Non-Virginia Undergraduate	\$1,017	\$1,034	\$17
Virginia Graduate	\$499	\$513	\$14
Non-Virginia Graduate	\$1,153	\$1,172	\$19
Student Services Fee (Per Credit Hour)			
Virginia Undergraduate	\$29	\$30	\$1
Non-Virginia Undergraduate	\$29	\$30	\$1
Virginia Graduate	\$29	\$30	\$1
Non-Virginia Graduate	\$29	\$30	\$1
Room & Board			
Room	\$122	\$129	\$7
Board	\$152	\$159	\$7

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 \$2,209 or 21% less than the average of \$10,521 for all 15 public 4-year Virginia institutions.
- § A 1% in-state tuition increase is \$84 annually or \$42 per semester.



Source: 2025-26 Tuition & Fees Report, State Council of Higher Education, August 2025

In-state and Out-of-state Undergraduate Tuition, Required Fees and Room and Board for Virginia's State-supported Institutions of Higher Education, 2025-26



Rank	In-state Tuition and Mandatory E&G Fees		Out-of-state Tuition and Mandatory E&G Fees		Mandatory Non-E&G Fees		Average Room and Board ⁽¹⁾		Total In-state		Total Out-of-state	
	Institution	Amount	Institution	Amount	Institution	Amount	Institution	Amount	Institution	Amount	Institution	Amount
1	W&M	\$ 19,407	UVA	\$ 56,607	VMI	\$ 10,998	W&M	\$ 16,601	W&M	\$ 43,057	UVA	\$ 75,216
2	UVA	\$ 16,747	W&M	\$ 45,676	LU	\$ 7,290	UVA	\$ 15,318	UVA	\$ 35,356	W&M	\$ 69,326
3	VCU	\$ 14,035	VMI	\$ 41,960	W&M	\$ 7,049	VCU	\$ 15,128	VMI	\$ 33,016	VMI	\$ 64,608
4	VT	\$ 13,656	VCU	\$ 37,199	CNU	\$ 6,802	LU	\$ 14,570	VCU	\$ 32,368	VCU	\$ 55,532
5	CNU	\$ 10,417	VT	\$ 36,107	*JMU/\$234	\$ 6,222	GMU	\$ 14,440	LU	\$ 30,820	GMU	\$ 53,752
6	GMU	\$ 10,392	GMU	\$ 35,388	UMW	\$ 5,958	ODU	\$ 14,417	CNU	\$ 29,975	VT	\$ 51,877
7	VMI	\$ 10,368	ODU	\$ 29,166	UVA-Wise	\$ 5,432	*JMU/\$690	\$ 13,732	VT	\$ 29,426	ODU	\$ 48,827
8	UMW	\$ 9,406	*JMU/\$436	\$ 26,354	ODU	\$ 5,244	UVA-Wise	\$ 13,196	GMU	\$ 28,756	*JMU/\$1,360	\$ 46,308
9	LU	\$ 8,960	CNU	\$ 24,638	NSU	\$ 4,228	UMW	\$ 13,036	*JMU/\$1,158	\$ 28,500	CNU	\$ 44,196
10	RU	\$ 8,818	UMW	\$ 22,912	RU	\$ 4,134	VT	\$ 12,900	UMW	\$ 28,400	LU	\$ 43,750
11	*JMU/\$234	\$ 8,546	RU	\$ 22,600	GMU	\$ 3,924	VSU	\$ 12,860	ODU	\$ 27,737	UMW	\$ 41,906
12	ODU	\$ 8,076	UVA-Wise	\$ 22,578	VSU	\$ 3,772	CNU	\$ 12,756	RU	\$ 25,575	UVA-Wise	\$ 41,206
13	VSU	\$ 6,646	LU	\$ 21,890	UVA	\$ 3,291	RU	\$ 12,623	UVA-Wise	\$ 24,976	RU	\$ 39,357
14	UVA-Wise	\$ 6,348	VSU	\$ 19,632	VCU	\$ 3,205	NSU	\$ 11,736	VSU	\$ 23,278	VSU	\$ 36,264
15	NSU	\$ 6,228	NSU	\$ 18,778	VT	\$ 2,870	VMI	\$ 11,650	NSU	\$ 22,192	NSU	\$ 34,742

* JMU proposed FY 2026-27 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 with base room rate.

Source: SCHEV FY 2025-26 Tuition and Fees Report, August 2025

FY 2025-26 Out-of-state Undergraduate Tuition, Required Fees and Room and Board Cost Comparison



	Institution	2025-26
1.	University of Virginia	\$75,216
2.	William and Mary	\$69,326
3.	University of North Carolina at Chapel Hill	\$60,266
4.	University of Connecticut	\$59,666
5.	University of Delaware	\$59,194
6.	University of Pittsburgh	\$59,160
7.	University of Maryland-College Park	\$59,158
8.	Miami University-Oxford	\$59,026
9.	Penn State University	\$58,822
10.	University of Massachusetts-Amherst	\$58,485
11.	Michigan State University	\$57,686
12.	Ohio State University	\$57,675
13.	University of New Hampshire	\$57,448
14.	Clemson University	\$56,602
15.	Rutgers University-New Brunswick	\$54,981

	Institution	2025-26
16.	University of Rhode Island	\$54,526
17.	University of Maine	\$52,024
18.	SUNY at Binghamton	\$51,944
19.	Virginia Tech	\$51,877
20.	North Carolina State University	\$48,734
21.	James Madison University*	\$46,308
22.	West Virginia University	\$45,922
23.	University of Mary Washington	\$41,906
24.	University of North Carolina Wilmington	\$40,947
25.	Ohio University	\$40,536
26.	Appalachian State University	\$38,917
27.	Kent State	\$37,690
28.	Bowling Green State University	\$37,295
29.	University of North Carolina Greensboro	\$35,917
	Average	\$52,664

* Proposed FY 2026-27 Out-of-State On-Campus Tuition and Auxiliary Mandatory Fees and Room & Board Fees
Source: Office of Budget Management Research, Spring 2026, IPEDS data unavailable

2026-2027 Proposed Budget

Towana Moore
Vice President
Administration and Finance



BOARD OF VISITORS

2025-26 Budget (In Millions)



	2025-26
Education & General	449.9
Auxiliary Enterprises	278.5
Financial Aid	38.0
Sponsored Programs	58.3
Total Operating Budgets*	\$ 824.7

* Excludes Equipment Trust Fund (ETF)



Education and General Funding

2026-27 Education and General & Financial Aid Incremental Revenue by Category



Revenue Category	Revenue Change
General Fund Revenue	
Salary, Fringe Benefits & Other Operating Transfers	\$ 7,593,006
Affordable Access	3,222,736
Fast Flex Nursing Program & Tech Talent	1,156,446
	<hr/>
Total General Fund Revenue	\$ 11,972,188
Nongeneral Fund Revenue	
Tuition & Other Revenue	6,228,503
	<hr/>
Total Nongeneral Fund Revenue	\$ 6,228,503
	<hr/>
Total Incremental Revenue	\$ 18,200,691
	<hr/>

2026-27 Education and General & Financial Aid Incremental Expenditure by Category



Expenditure Category	Expenditure Change
Compensation & Benefits	\$ 12,437,595
Madison Promise & Strategic Initiatives	3,729,161
Facilities, Operations & Contract Obligations	2,067,917
Cost to Continue	1,489,894
Financial Aid & Scholarships	494,484
Reallocation of Prior Year Contingency	<u>(2,018,360)</u>
Total Incremental Expenditure	<u>\$ 18,200,691</u>



Auxiliary Enterprises

2026-27 Auxiliary Incremental Revenue by Category



Revenue Category	Revenue Change
Comprehensive Fee	\$ 5,898,246
Room Fee	4,300,728
Board Fee	1,387,924
Auxiliary Sales	1,000,677
Total Incremental Revenue	<u>\$ 12,587,575</u>

2026-27 Auxiliary Incremental Expenditure by Category



Expenditure Category	Expenditure Change
Debt/Reserves	\$ 4,149,199
Facilities, Operations & Contract Obligations	3,244,326
Compensation & Benefits	3,158,285
Cost to Continue	1,307,578
Financial Aid & Scholarships	548,152
Strategic Initiatives	180,035
	<hr/>
Total Incremental Expenditure	<u>\$ 12,587,575</u>

2026-27 Budget Summary (Millions)



	2025-26	2026-27	\$ Change	% Change
Education & General	449.9	467.5	17.6	3.9%
Auxiliary Enterprises	278.5	291.1	12.6	4.5%
Financial Aid	38.0	38.6	0.6	1.6%
E&G, F/A & Auxiliary Programs	<u>\$ 766.4</u>	<u>\$ 797.2</u>	<u>\$ 30.8</u>	<u>4.0%</u>
Sponsored Programs	<u>\$ 58.3</u>	<u>\$ 63.4</u>	<u>\$ 5.1</u>	<u>8.7%</u>
Total Operating*	<u>\$ 824.7</u>	<u>\$ 860.6</u>	<u>\$ 35.9</u>	<u>4.4%</u>

* Excludes Equipment Trust Fund



§ Approval of the 2027 Campus Master Plan and Advancing Campus Development Resolution

Resolution Approving the 2027 Campus Master Plan and Advancing Campus Development

WHEREAS, by 2040, James Madison University strives to be nationally recognized for creating a new model for higher education, redefining the role of the University as the preferred partner, collaborative innovator, and visionary research leader in service to the Shenandoah Valley, the Commonwealth, and the nation; and

WHEREAS, the Board and the administration are adopting a 2032 Strategic Plan and 2040 strategic vision with the goal of building a university that leads with purpose, innovation, and public impact; and

WHEREAS, the university has undertaken a comprehensive campus planning process, led by the university in partnership with Sasaki and initiated in Summer 2024, with extensive engagement of students, faculty, staff, and key stakeholders across the university and broader community; and

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WHEREAS, the resulting Campus Master Plan establishes a cohesive, long-range framework to guide the physical development of the university in alignment with its Strategic Plan, including strengthening the academic core, enhancing the student residential and co-curricular experience, improving connectivity across campus, advancing research and academic facilities, and identifying opportunities for strategic development and partnerships; and

WHEREAS, the Campus Master Plan organizes future growth into a series of campus districts and development opportunity areas, allowing the university to pursue phased, intentional, and adaptable development over time; and

WHEREAS, the Board recognizes that the new strategic plan calls for the creation of an innovative campus community, to be developed in appropriate phases, beginning with residential buildings; and

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WHEREAS, the Board acknowledges that the university must move forward boldly, but responsibly, in keeping with its mission, vision, and values;

THEREFORE, the James Madison University Board of Visitors hereby resolves as follows:

- 1.** The Board hereby approves the Campus Master Plan as the long-range framework for the future physical development of the university and affirms its expectation that implementation and subsequent detailing of its final form will remain aligned with the Strategic Plan, support student success and academic excellence, reflect sound financial stewardship, and be executed in a phased and disciplined manner.
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- 8.** The Board directs the administration to take definitive steps toward accomplishing the first phase of residential development on campus.

9. The Board finally directs the administration to return to it during the summer to present an update related to the exploration and evaluation of the use of the PPEA process and to present a specific proposal for the construction of the first new residential buildings.

Strategic Planning Committee April 23, 2026



BOARD OF VISITORS



- Strategic Planning Resolution

Resolution Regarding New Strategic Plan

WHEREAS the University is developing a new 2032 Strategic Plan, which is necessarily bold in its approach and timing due to the rapidly changing environments of higher education and collegiate athletics; and

WHEREAS the Plan outlines a longer term vision for 2040 and immediate implementation toward benchmarks for 2032, setting forth eleven important Guidepost Goals that the university will use to hold ourselves accountable and help measure the university's success in implementing the plan; and

WHEREAS the plan is based on The Madison Promise, an inspiring vision that imagines a university that delivers what it promises: produces graduates who are prepared, experiences that are meaningful, and a community that holds itself to account; and

WHEREAS the plan has been developed, modified, and shaped by the feedback of hundreds of members of the University community, including with shared governance leadership and through 10 listening sessions, 5 idea forums, 3 town halls, and over 500 survey responses; and external listening sessions with over 1,600 alumni, business leaders, parents; and alongside the leadership of seven Vision Teams, consisting of 85 faculty, staff, and students; and deep engagement of this board, which included two offsite meetings, and seven meetings of the Strategic Planning Committee; and

WHEREAS the new strategic plan will be comprised of five pillars which are the essence of The Madison Promise:

1. Enhance the Value, Purpose, and Impact of a JMU Education.
2. Invest in Our People.
3. Chart a New Path as a National Research University.
4. Become the Preferred Partner to Meet the Needs of the Commonwealth, and Beyond.
5. Create an Innovative Campus Community, and

WHEREAS the board wishes to express its support for the plan and acknowledge that now is the time for action;

NOW, THEREFORE, BE IT RESOLVED that the James Madison University Board of Visitors hereby formally endorses the aspirational goals for 2040 as guidelines for the plan detail (copy attached).

BE IT FURTHER RESOLVED that the board directs the administration to move forward with implementation of the Madison Promise Strategic Plan, and to take necessary and appropriate actions to support that implementation.

BE IT FURTHER RESOLVED that the board hereby expresses its enthusiasm in looking forward to supporting additional steps necessary to implement the new strategic plan and that the pillars and

outcome measures will be refined and supported by: thoughtful and coordinated financial, enrollment, philanthropy and master development plans, as well as 2032 metrics, which are being developed and expected to be finalized by the Board of Visitors in September 2026.

Board of Visitors Meeting

April 24, 2026



BOARD OF VISITORS

Faculty Senate Update

Kathy Ott Walter
Speaker, Faculty Senate



BOARD OF VISITORS

Board of Visitors Meeting
Written Report
April 24, 2026

February

The revised Faculty Handbook was approved by the president, the Senate speaker, and the provost, and now awaits approval by the BOV. If approved, it will go into effect in the next academic year.

The Core Curriculum report was available for the vote by the faculty at the end of March. If approved, implementation will follow a slower timeline than originally intended, with partial implementation occurring in Fall 2027 and full implementation in Fall 2028.

The AI program *Einstein*, which can complete and submit coursework for students in Canvas, is drawing attention among faculty and administrators. Questions and comments about this issue pointed to liability, security risks, and ethical problems. The developer of Einstein received a cease-and-desist letter, and the site was taken down. This is likely to be a perpetual issue within higher education, and we must continue our conversations around AI.

March

With the approval of the new faculty handbook, faculty appeals will move out of the senate. Senate Steering will appoint the chair of that committee. The new Faculty Appeals Committee will be chaired by Kris Wiley, who has been appointed for a three-year term.

We are continuing our conversations around faculty workloads and recommending, at a minimum, that each department have an established workload policy.

Winners of the Madison Vision Teaching Award this year are David Brennan, Instructor, WRTC; Keith Grant, Associate Professor, Political Science; and Cyril Uy, Assistant Professor, Philosophy and Religion.

In the April Senate meeting, we will hold elections for the offices of speaker, speaker pro tempore, marshal, treasurer, and communications director.

We are continuing our conversations with REDI about information on its website and more details about who REDI is and what it does. The Research & Scholarship committee will continue to engage with REDI about the future of research at JMU.

The Shared Governance committee will continue its work to develop a list of best practices for deans and AUHs; this will be shared with the provost. It also continues to review and develop governance documents, including standard practices for voting. In the fall, the committee will work to develop a clear process for votes of no confidence, including having a process in place that is codified in the Senate Bylaws. A second item on that future agenda is integrating voting into the practices and culture of JMU. Departments should have written guidelines on who can vote and how the voting will take place.

There has been discussion of moving JMU's classification from R2 to R1; some faculty have raised concerns about space, faculty workloads, grant funding support not currently at the R2 level, and qualified support people recruited by other institutions. With federal funding cuts, it may be more difficult to attain R1 status. We would like a clearer definition of R2 at JMU and a plan on how we will work in this space first.

Board of Visitors Meeting

April 24, 2026



BOARD OF VISITORS

Student Representative to the BOV Update

Sydney Stafford
Student Representative



BOARD OF VISITORS



Updates - My Goals

- § Support the presidential transition with students
 - § Dukes Spring Forward, Inauguration
- § Educate and inform students about the BOV
 - § Tuition hearing outreach, meeting with students, speaking at ASOH
- § Support students through collaboration, advocacy, and engagement in alignment with the Student Affairs Strategic Plan
 - § Focus Area: Security



Dukes Spring Forward

- § An event to celebrate the halfway point of the semester while writing postcards to admitted students!
- § Over 750 postcards were signed by students.
- § Free dinner, Smiley's, Strite's, Quad games, music, and more!
- § Sponsored by Office of the President.
- § Held in partnership with Student Affairs, Admissions, Student Ambassadors, SGA, and SMO.



Over the past 2 years...

- § Served on the JMU Presidential Search Committee
- § Hosted 2 VA Student Rep to the BOV Conferences
- § Hosted 2 Halftime on the Quad events and created Dukes Spring Forward
- § Created "Get to Know President Jim" events
- § Presented at 8 BOV meetings
- § Met with hundreds of students
- § Met with VP of Marketing and Provost candidates
- § Spoke at Choices, Admitted Students Open House, and New Student Convocation
- § And much more!



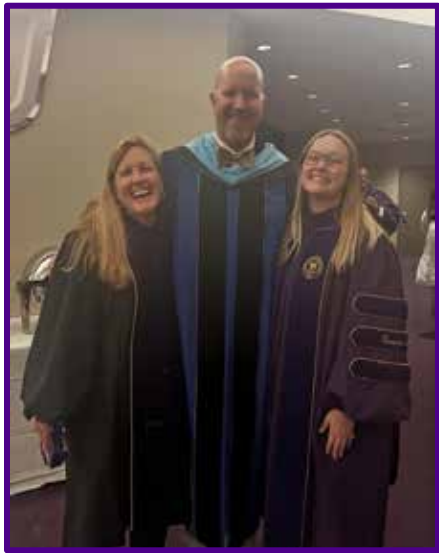


Leaving a Legacy

- § Open communication with senior leaders and BOV members
- § Opportunities to present at both Student Affairs and full Board
- § Opportunities to provide student feedback on board initiatives
- § Opportunities to participate in searches for university positions
- § Opportunities to receive valuable advice and insights
- § Engagement with Student Representative initiatives
- § And much more!



Thank you!



Board of Visitors Meeting

April 24, 2026



BOARD OF VISITORS

2026-2027 Proposed Tuition & Fees

Towana Moore
Vice President
Administration and Finance



BOARD OF VISITORS



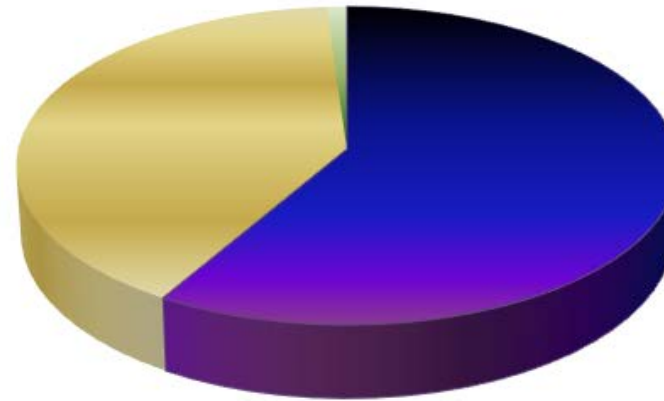
Education & General Funding

2025-26 Education & General (E&G) Revenue Budget Including Financial Aid



E&G & F/A Revenues

Total E&G & F/A Budget
\$487.9 million

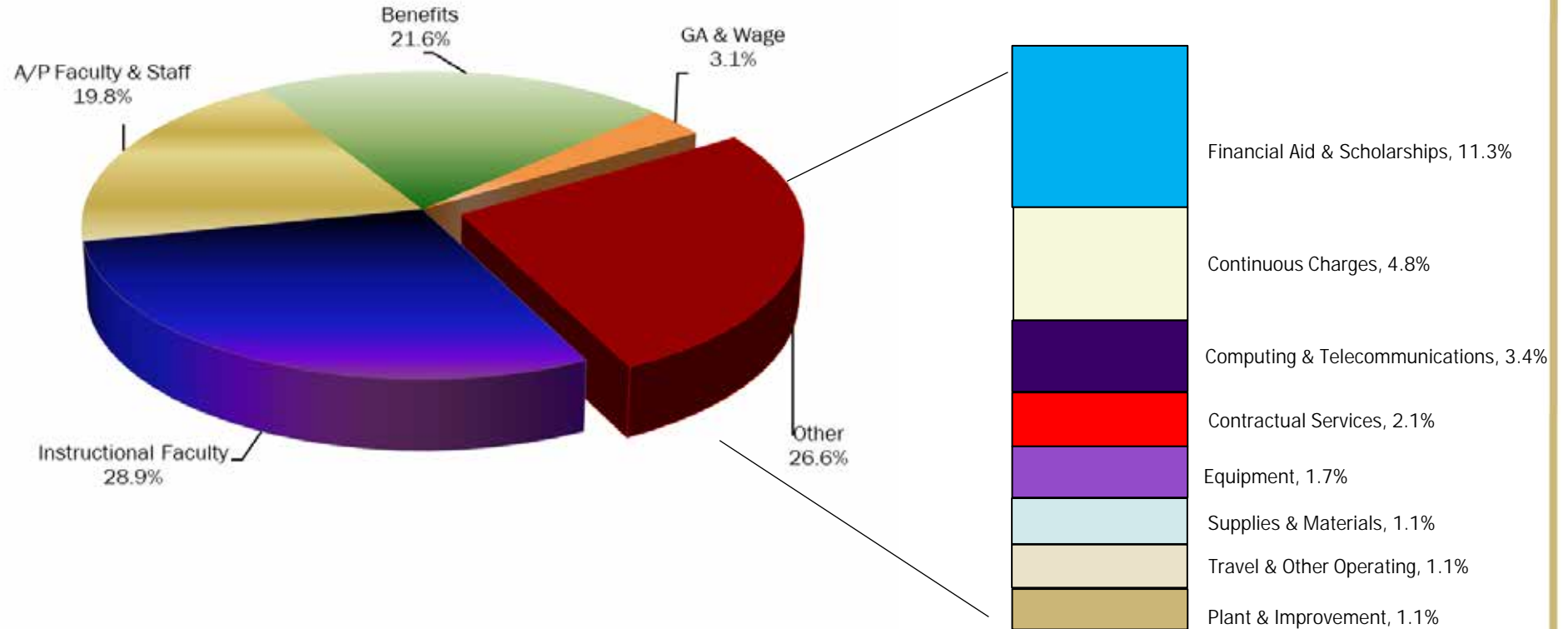


- Tuition 58.5%
- General Funds 40.4%
- Miscellaneous 1.1%

2025-26 Education & General (E&G) Expenditure Budget Including Financial Aid



73.4% of Budget
Allocated for
Compensation &
Benefits



Why These Increases Are Necessary



- Salary adjustments ensure competitive compensation for faculty and staff



- Higher fringe benefit rates reflect healthcare obligations



- Inflation increases operational costs across campus services



- Investment in academic support & enhanced student services increases student success



- Forward looking strategies strengthen long-term viability and enable continued innovation



General Fund per Annualized In-State Full-Time Equivalent (FTE) Student & In-State Undergraduate Tuition/E&G Fees

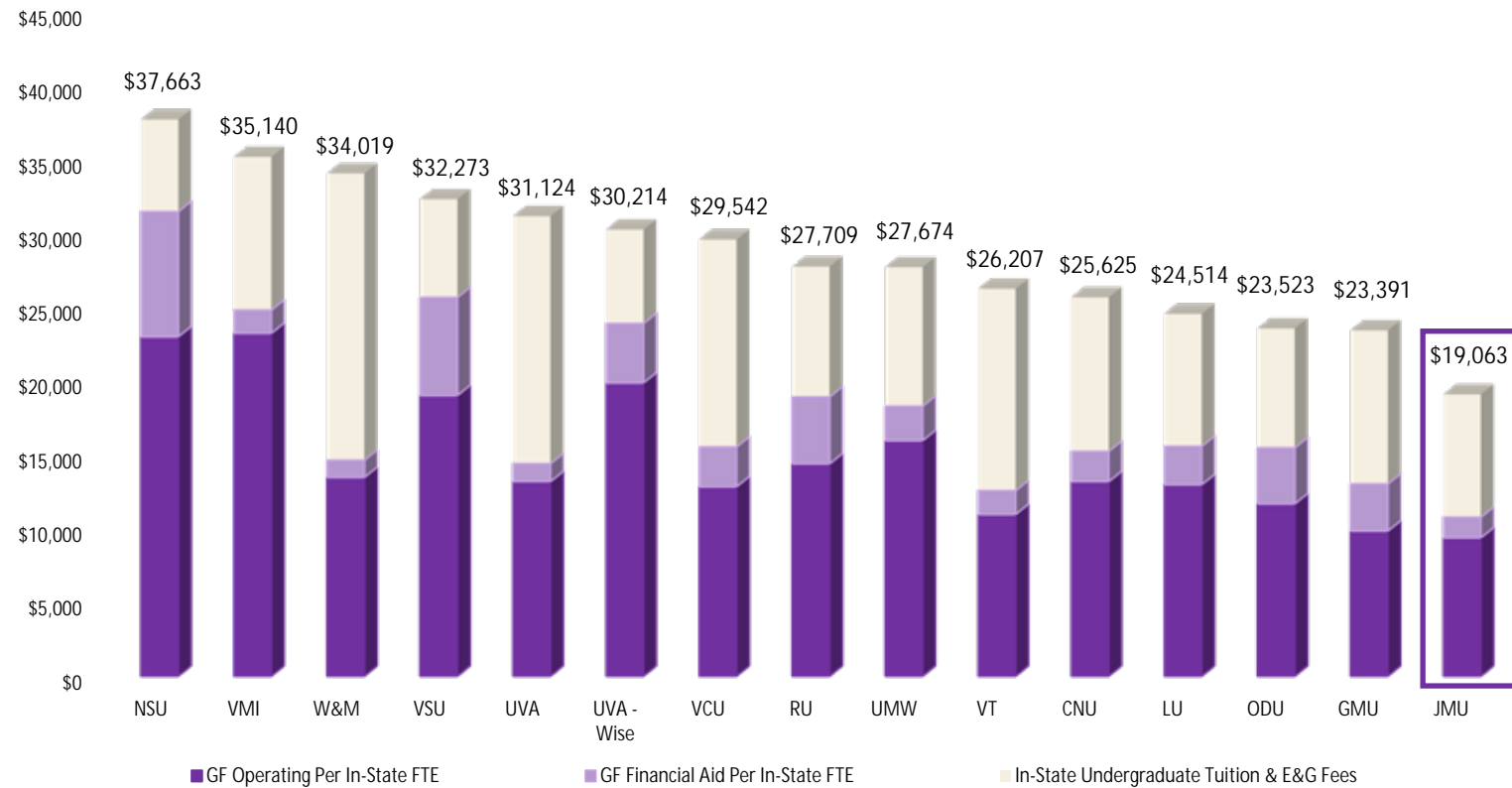


§ Operating GF Dollars

JMU receives \$2,935 less per in-state student than the average of \$12,297 for all four-year public institutions.

§ Student Financial Assistance GF Dollars

JMU receives \$1,310 less per in-state student than the average of \$2,699 for all four-year public institutions.



2026-27 Education and General & Financial Aid Incremental Expenditure by Category



Expenditure Category	Expenditure Change
Compensation & Benefits	\$ 12,437,595
Madison Promise & Strategic Initiatives	3,729,161
Facilities, Operations & Contract Obligations	2,067,917
Cost to Continue	1,489,894
Financial Aid & Scholarships	494,484
Reallocation of Prior Year Contingency	<u>(2,018,360)</u>
Total Incremental Expenditure	<u>\$ 18,200,691</u>



What is the Student Value?

- § Higher Lifetime Earnings
- § Access to Networks & Internships
- § Personal Development & Specialized Skills
- § Student Engagement
- § Campus Resources
- § Research Opportunities



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 2026-27)



- § Comprehensive fee increase: \$234 annual/\$117 semester supports:
 - § Salaries & benefits
 - § 3% mandated salary increase
 - § Health insurance increase, 13.0%
 - § 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

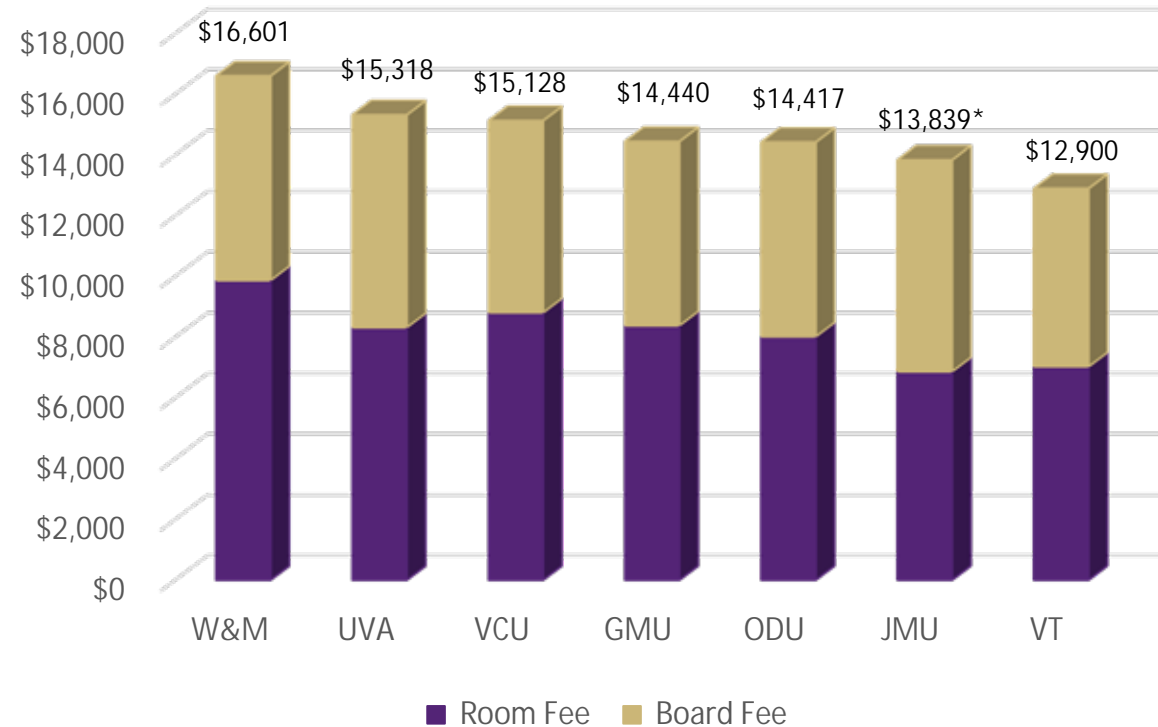
Housing

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

Dining

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

FY 2025-26 Average Room & Board



*JMU - Includes highest cost meal plan option, not most popular meal plan & room weighted average double occupancy
Source: SCHEV Tuition & Fees Report, August 2025

Student Housing & Dining Fee Proposal (FY 2026-27)



§ Student housing (Room) - Base fee (Category A) proposal \$6,856, increase of \$388 annual/\$194 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 housing differential rates:

Housing Rate Differential	2025-26	2026-27	Annual \$ Change
Category B - No/AC & Suite (New)	\$0	\$400	\$ 400
Category C - AC/Various Styles	\$500	\$800	\$ 300
Category D - AC/Built since 2019	\$1,000	\$1,200	\$ 200
Category E - Apartments	\$1,500	\$1,600	\$ 100
Category - Single Room (New)	\$0	\$1,000	\$ 1,000

§ Dining (board) fee: Proposed \$6,876, increase of \$302 annual/\$151 semester supports:

- § Inflationary drivers (food & labor, contract impact)
- § Operational costs



Proposed Tuition & Fees

FY 2026-27 Proposed Undergraduate On-campus Tuition & Fees



2025-26	2026-27	\$ Change
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VIRGINIA UNDERGRADUATE STUDENT			
Tuition & Fees	\$ 8,312	\$ 8,546	\$ 234
Comprehensive Fee	5,988	6,222	234
TOTAL COMMUTER COSTS	\$ 14,300	\$ 14,768	\$ 468
Room & Board	13,042	13,732	690
TOTAL ON-CAMPUS COSTS	\$ 27,342	\$ 28,500	\$ 1,158

NON-VIRGINIA UNDERGRADUATE STUDENT			
Tuition & Fees	\$ 25,918	\$ 26,354	\$ 436
Comprehensive Fee	5,988	6,222	234
TOTAL COMMUTER COSTS	\$ 31,906	\$ 32,576	\$ 670
Room & Board	13,042	13,732	690
TOTAL ON-CAMPUS COSTS	\$ 44,948	\$ 46,308	\$ 1,360



FY 2026-27 Proposed Graduate On-campus Tuition and Fees

2025-26	2026-27	\$ Change
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GRADUATE (Per Credit Hour)			
Virginia	\$ 573	\$ 590	\$ 17
Non-Virginia	\$ 1,314	\$ 1,338	\$ 24



FY 2026-27 Proposed College of Business & Nursing Differential Tuition

	2025-26	2026-27	\$ Change
Undergraduate Differential Tuition (Per Credit Hour)			
College of Business	\$ 55	\$ 60	\$ 5
Nursing	\$ 97	\$ 104	\$ 7

Proposed Summer 2027 Tuition and Fees

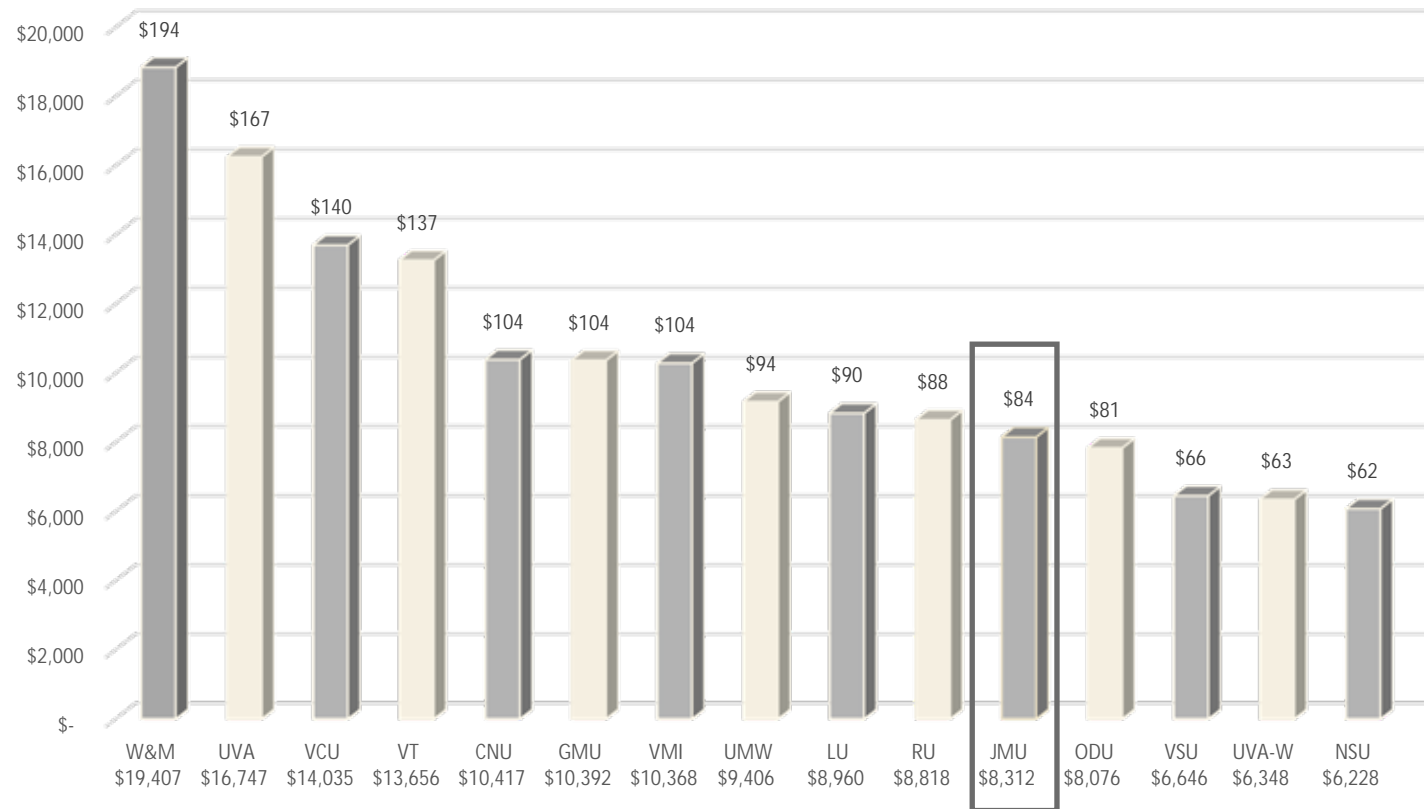


	Summer 2026	Summer 2027	Change
Tuition and Education & General Fees (Per Credit Hour)			
Virginia Undergraduate	\$428	\$440	\$12
Non-Virginia Undergraduate	\$1,017	\$1,034	\$17
Virginia Graduate	\$499	\$513	\$14
Non-Virginia Graduate	\$1,153	\$1,172	\$19
Student Services Fee (Per Credit Hour)			
Virginia Undergraduate	\$29	\$30	\$1
Non-Virginia Undergraduate	\$29	\$30	\$1
Virginia Graduate	\$29	\$30	\$1
Non-Virginia Graduate	\$29	\$30	\$1
Room & Board			
Room	\$122	\$129	\$7
Board	\$152	\$159	\$7

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 \$2,209 or 21% less than the average of \$10,521 for all 15 public 4-year Virginia institutions.
- § A 1% in-state tuition increase is \$84 annually or \$42 per semester.



Source: 2025-26 Tuition & Fees Report, State Council of Higher Education, August 2025

In-state and Out-of-state Undergraduate Tuition, Required Fees and Room and Board for Virginia's State-supported Institutions of Higher Education, 2025-26



Rank	In-state Tuition and Mandatory E&G Fees		Out-of-state Tuition and Mandatory E&G Fees		Mandatory Non-E&G Fees		Average Room and Board ⁽¹⁾		Total In-state		Total Out-of-state	
	Institution	Amount	Institution	Amount	Institution	Amount	Institution	Amount	Institution	Amount	Institution	Amount
1	W&M	\$ 19,407	UVA	\$ 56,607	VMI	\$ 10,998	W&M	\$ 16,601	W&M	\$ 43,057	UVA	\$ 75,216
2	UVA	\$ 16,747	W&M	\$ 45,676	LU	\$ 7,290	UVA	\$ 15,318	UVA	\$ 35,356	W&M	\$ 69,326
3	VCU	\$ 14,035	VMI	\$ 41,960	W&M	\$ 7,049	VCU	\$ 15,128	VMI	\$ 33,016	VMI	\$ 64,608
4	VT	\$ 13,656	VCU	\$ 37,199	CNU	\$ 6,802	LU	\$ 14,570	VCU	\$ 32,368	VCU	\$ 55,532
5	CNU	\$ 10,417	VT	\$ 36,107	*JMU/\$234	\$ 6,222	GMU	\$ 14,440	LU	\$ 30,820	GMU	\$ 53,752
6	GMU	\$ 10,392	GMU	\$ 35,388	UMW	\$ 5,958	ODU	\$ 14,417	CNU	\$ 29,975	VT	\$ 51,877
7	VMI	\$ 10,368	ODU	\$ 29,166	UVA-Wise	\$ 5,432	*JMU/\$690	\$ 13,732	VT	\$ 29,426	ODU	\$ 48,827
8	UMW	\$ 9,406	*JMU/\$436	\$ 26,354	ODU	\$ 5,244	UVA-Wise	\$ 13,196	GMU	\$ 28,756	*JMU/\$1,360	\$ 46,308
9	LU	\$ 8,960	CNU	\$ 24,638	NSU	\$ 4,228	UMW	\$ 13,036	*JMU/\$1,158	\$ 28,500	CNU	\$ 44,196
10	RU	\$ 8,818	UMW	\$ 22,912	RU	\$ 4,134	VT	\$ 12,900	UMW	\$ 28,400	LU	\$ 43,750
11	*JMU/\$234	\$ 8,546	RU	\$ 22,600	GMU	\$ 3,924	VSU	\$ 12,860	ODU	\$ 27,737	UMW	\$ 41,906
12	ODU	\$ 8,076	UVA-Wise	\$ 22,578	VSU	\$ 3,772	CNU	\$ 12,756	RU	\$ 25,575	UVA-Wise	\$ 41,206
13	VSU	\$ 6,646	LU	\$ 21,890	UVA	\$ 3,291	RU	\$ 12,623	UVA-Wise	\$ 24,976	RU	\$ 39,357
14	UVA-Wise	\$ 6,348	VSU	\$ 19,632	VCU	\$ 3,205	NSU	\$ 11,736	VSU	\$ 23,278	VSU	\$ 36,264
15	NSU	\$ 6,228	NSU	\$ 18,778	VT	\$ 2,870	VMI	\$ 11,650	NSU	\$ 22,192	NSU	\$ 34,742

* JMU proposed FY 2026-27 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 with base room rate.

Source: SCHEV FY 2025-26 Tuition and Fees Report, August 2025

FY 2025-26 Out-of-state Undergraduate Tuition, Required Fees and Room and Board Cost Comparison



	Institution	2025-26
1.	University of Virginia	\$75,216
2.	William and Mary	\$69,326
3.	University of North Carolina at Chapel Hill	\$60,266
4.	University of Connecticut	\$59,666
5.	University of Delaware	\$59,194
6.	University of Pittsburgh	\$59,160
7.	University of Maryland-College Park	\$59,158
8.	Miami University-Oxford	\$59,026
9.	Penn State University	\$58,822
10.	University of Massachusetts-Amherst	\$58,485
11.	Michigan State University	\$57,686
12.	Ohio State University	\$57,675
13.	University of New Hampshire	\$57,448
14.	Clemson University	\$56,602
15.	Rutgers University-New Brunswick	\$54,981

	Institution	2025-26
16.	University of Rhode Island	\$54,526
17.	University of Maine	\$52,024
18.	SUNY at Binghamton	\$51,944
19.	Virginia Tech	\$51,877
20.	North Carolina State University	\$48,734
21.	James Madison University*	\$46,308
22.	West Virginia University	\$45,922
23.	University of Mary Washington	\$41,906
24.	University of North Carolina Wilmington	\$40,947
25.	Ohio University	\$40,536
26.	Appalachian State University	\$38,917
27.	Kent State	\$37,690
28.	Bowling Green State University	\$37,295
29.	University of North Carolina Greensboro	\$35,917
	Average	\$52,664

* Proposed FY 2026-27 Out-of-State On-Campus Tuition and Auxiliary Mandatory Fees and Room & Board Fees
Source: Office of Budget Management Research, Spring 2026, IPEDS data unavailable

Board of Visitors Meeting

April 24, 2026



BOARD OF VISITORS

Election of Officers

Terrie Edwards, Chair, Nominating Committee



BOARD OF VISITORS



Election of Board Officers

- § Rector
- § Vice-Rector
- § Board Secretary

Board of Visitors Meeting

April 24, 2026



BOARD OF VISITORS

Recognition of Board Members

Suzanne Obenshain, Rector



BOARD OF VISITORS

Board of Visitors Meeting

April 24, 2026



BOARD OF VISITORS

Closed Session



BOARD OF VISITORS

Board of Visitors Meeting

April 24, 2026



BOARD OF VISITORS