Board of Visitors Meeting
September 18, 2026

JAMES MADISON UNIVERSITY
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BOARD OF VISITORS

ITINERARY
September 17-18, 2026

Thursday, September 17

9:00 a.m. – 11:30 p.m.	New Board Orientation, Board Room
12:00 p.m. – 1:00 p.m.	Audit, Risk and Compliance Committee - Meeting Room 3
12:00 p.m. – 1:00 p.m.	Governance Committee – Meeting Room 1
1:15 p.m. – 2:45 p.m.	Academic Excellence Committee - Highlands Room
1:15 p.m. – 2:45 p.m.	Finance and Physical Development Committee - Meeting Room 3
1:15 p.m. – 2:45 p.m.	Student Affairs Committee – Ballroom B
3:00 p.m. – 4:30 p.m.	Athletics Committee – Ballroom B
3:00 p.m. – 4:30 p.m.	Enrollment and Marketing Committee - Meeting Room 3
3:00 p.m. – 4:30 p.m.	Philanthropy and Engagement Committee – Allegheny Room

Friday, September 18

8:00 a.m. – 8:15 a.m.	Full Board Group Photo – Rose Library Outer Courtyard
8:30 a.m. – 12:30 p.m.	Full Board Meeting – Board Room

THE VISITORS OF JAMES MADISON UNIVERSITY
THE COMMONWEALTH OF VIRGINIA
BOARD MEETING AGENDA
FRIDAY, SEPTEMBER 18, 2026
8:30 a.m.

1
CALL TO ORDER

2
***CONSENT AGENDA:**
Approval of Minutes: April 24, 2026, June 18, 2026 and August 26, 2026

3
***COMMITTEE REPORTS**
Academic Excellence – Nicole Palya Wood
Athletics – John Lynch
Audit, Risk and Compliance – Jeff Bolander
Enrollment and Marketing - Jack White
Finance and Physical Development – Steve Smith*
Governance - Heather Hedrick
Philanthropy and Engagement– Carly Fiorina
Student Affairs – Kay Coles James

4
FACULTY SENATE UPDATE
Melanie Shoffner, Speaker, Faculty Senate

5
STUDENT REPRESENTATIVE TO THE BOARD UPDATE
Gram Sher, Student Representative

6
PRESIDENT'S REPORT
James Schmidt

7
STRATEGIC ENROLLMENT PLANNING
Melinda Wood, Vice President, Access and Enrollment
Chris Orem, Executive Director, Planning Analytics and Institutional Research

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8
CAREER OUTCOMES REPORT
Myles Surrett, Associate Vice President, Career, Experiential Learning, Transitions and Accessibility
Libby Westley, Director, University Career Center

9
CLOSED SESSION*

10
ADJOURNMENT

***Action Required**

Call to Order

BOARD OF VISITORS

Board of Visitors Meeting
September 18, 2026

BOARD OF VISITORS

Consent Agenda

BOARD OF VISITORS

THE COMMONWEALTH OF VIRGINIA
THE VISITORS OF JAMES MADISON UNIVERSITY

Volume LXII No. 6

Minutes of the Meeting of April 24, 2026

The Visitors of James Madison University met on Friday, April 24, 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
Edwards, Terrie
Fiorina, Carly (*remote participation >60 miles from meeting location*)
Galati, Tom
Hedrick, Heather
James, Kay Coles
Mauck, Joely *(remote participation >60 miles from meeting location)*

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

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

ABSENT:
Caudle, Larry
White, Jack

ALSO PRESENT:
Schmidt, James, President
Hutchins, Christine, Vice President of Marketing and Strategic Communication
Kolvoord, Bob, Interim Provost and Vice President for Academic Affairs
Langridge, Nick, Vice President for Philanthropy and Engagement
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 February 13, 2026, March 23, 2026 and April 15, 2026.

PRESIDENTS REPORT

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

- Building a Culture of Philanthropy
  - Strengthened relationships across key regions through the Presidential Tour and donor engagement efforts
  - Reinforced the depth of support for JMU through the Stewardship Luncheon and Alumni Awards Banquet
  - Highlighted faculty and staff innovation through Madison Trust project presentations supported by donor engagement
  - Advanced early campaign planning through a donor advisory task force shaping the next comprehensive campaign
- Giving Day 2026 2026 Carnegie Community Engagement Classification
  - Generated 3,455 donors contributing $1,240,321 — an all-time high in total dollars raised
  - Achieved 93% of 3,690-donor goal, reflecting strong and sustained engagement
  - Demonstrated broad confidence from alumni, families and friends in the university's direction
  - Exemplified philanthropic support advancing scholarships, academic programs and the student experience
  - Directly strengthened our ability to deliver on the Madison Promise and expand impact
- A Defining Moment for JMU's Future
  - Honored to be installed as JMU's 7th president, a meaningful milestone for our university and community.
  - The week of events showcased the Madison Promise through the excellence of our students, faculty, and staff.
  - We strengthened relationships with donors, state leaders and partners while reinforcing our shared vision for the future.
- Partnerships & Civic Impact
  - Launched the BR2JMU co-admission partnership with Blue Ridge Community College
    - Creates a seamless and affordable pathway for Shenandoah Valley students to earn a four-year degree
  - Kicked-off of the JMU-Harrisonburg-Rockingham VA250 celebrations in partnership with VPM and James Madison's Montpelier
- Athletics
  - Women's Basketball won the Sun Belt Championship (2nd in 4 years), reached the title game each year and represented JMU in the NCAA Tournament vs. Kentucky, earning Top 25 votes
  - JMU ranks 2nd in the Sun Belt and 16th nationally among Group of 6 FBS schools in the LEARFIELD Director's Cup
  - JMU will host its first Athletics-coordinated concert on May 1 featuring Cole Swindell and Gabby Barrett, reinforcing its role as a destination location
- Future Dukes
  - Fall 2026 Applications
  - First Year Applications: 43,638

- Transfer Applications: 1,833
- Class of 2030 Update
  - First-Year Class
    - 4,203 deposits; class goal is 5,000
    - May 1 deposit date
    - In State: 3,071
    - Out of State: 1,132
  - Demographics
    - 17% First Generation
    - 40% Male | 60% Female
    - 38 States
    - 27 Countries
  - Transfers
    - 355 deposits
- Spring 2026 Yield Events
  - 4,177 students attended the admitted Student Open Houses
    - International Students: 2826
    - Out of State Students: 1351
    - Students Attending with Guest: 10028
  - Duke for a Day Admitted Student programs
    - Students Attendees: 295
    - International Students: 124
    - Out Of State Students: 171
    - Total with Guest: 766
  - JMU 101 Webinars
    - Student Attendees: 804
    - International Students: 446
    - Out Of State Students: 287
- The strategic plan journey
  - Listening stage
  - Envision stage
  - Create stage
- The Madison Promise Guidepost Goals
  - Outcomes will keep us focused on the future as we develop strategies
  - Create new initiatives and allocate resources
- Five Pillars
  - Pillar One: Enhance the Purpose, Value and Impact of a JMU Education
  - Pillar Two: Investing in Our People
  - Pillar Three: Charting a New Path as a Research University
  - Pillar Four: Become the Preferred Partner of the Commonwealth, and Beyond
  - Pillar Five: Create an Innovative Campus Community
- Looking to the Future
  - Does the JMU experience today fully reflect the “Madison Promise” it aspires to deliver?
- Vision and Strategy
  - What is the vision to fulfill the Madison Promise in the future
  - Qualitative and quantitative outcomes

- Benefits

COMMITTEE REPORTS

Academic Excellence Committee

Nicole Palya Wood, presented the report of the Academic Excellence Committee. The minutes of the February 12, 2026 and March 5, 2026 meetings were approved. (Attachment B)

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

1) Academic Affairs Divisional Update;
2) General Education Renewal:
3) Faculty Handbook 2026-27 Updates:
4) Curriculum Updates;
    a. On motion of the committee, the full board approved the Sports Coaching Graduate Certificate
    b. On motion of the committee, the full board approved the discontinuation of the Higher Education Assessment Graduate Certificate
5) A Conversation with Academic Affairs and REDI about Research and Scholarship

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 February 12, 2026, and March 11, 2026. (Attachment C)

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

1) NCAA, Sun Belt Conference, JMU Sports Update;
2) Student-Athlete Focus: The Student-Athlete Voice: Campus, Conference, Association;
3) Sport Science Center Update;
4) Development Report; and
5) Future Agenda Items

On motion of Mr. Rexrode, seconded by Ms. Heather Hedrick, the Athletics Committee report was accepted.

Audit, Risk and Compliance Committee

Tom Galati, presented the report of the Audit, Risk and Compliance Committee. The minutes of the February 12, 2026 and March 6, 2026 meetings were approved. (Attachment D)

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

1) JMU Financial Statements;
2) Dr. Nicole Wright and student panel from ACTG 677 Advanced Assurance Theory and Data Analysis – report on collaboration with internal audit;
3) 2026-2027 Draft Internal Audit Plan;
4) Institute of Internal Auditors (IIA) Mandatory Disclosures; and
5) Closed Meeting

On motion of Ms. Thacker, seconded by Ms. Hedrick. the Audit, Risk and Compliance Committee report
was accepted.

Strategic Planning Committee
Terrie Edwards, Chair, presented the report of the Strategic Planning Committee. The minutes of the February 12, 2026, March 9, 2026 and March 19, 2026 meetings were approved. (Attachment E)
Ms. Edwards reported on the following topics from the committee meeting:

1) Review, Modify and Adopt Resolution;
   a. On motion of the committee, the full board approved the Strategic Plan Resolution
2) Review, Modify and Adopt Metrics;
3) Presidential Update;
4) Review for Information Only: Master Plan Resolution

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

Campus Development Working Group
Dave Rexrode, Chair, presented the report of the Campus Development Working Group. The minutes from the February 12, 2026 and March 9, 2026 meetings were approved.
Mr. Rexrode reported on the following topics from the group: (Attachment F)

1) Master Plan Discussion; and
2) Resolution Approving the 2027 Campus Master Plan and Advancing Campus Development
   a. On motion of this group and the Finance and Physical Development Committee, the full board approved the Resolution Approving the 2027 Campus Master Plan and Advancing Campus Development

On a motion of Mr. Rexrode seconded by Ms. Suzanne Obenshain, the Campus Development Working Group 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 February 12, 2026 and March 6, 2026 meetings were approved. (Attachment G)
Mr. Smith reported on the following from the committee meeting:

1) Financial Review;
2) 2024-2025 Audit Review;
3) 2026-2027 Proposed Tuition and Fees;
   a. On motion of this committee, the full board approved the 2026-2027 Proposed Tuition and Fees
4) 2026-2027 Proposed Budget;
   a. On a motion of this committee, the full board approved the 2026-2027 Budget
5) Master Plan Update
   a. On a combined motion by the Campus Development Working Group, this committee voted to support this resolution
6) Closed Session

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

Governance Committee

Suzanne Obenshain presented the report of the Governance Committee. The minutes of the February 12, 2026 meeting will be reviewed for approval at an upcoming meeting. (No attachment)
Ms. Obenshain reported on the following from the committee meeting:

1) Campus Public Expression Policy Discussion; and
2) Discussion of Board Retreat

On motion of Ms. Kay Coles James, seconded by Mr. Dave Rexrode, the Governance Committee report was accepted.

Philanthropy and Engagement Committee
Michael Stoltzfus, Chair, presented the report of the Philanthropy and Engagement Committee. The minutes of the February 12, 2026 and March 9, 2026 meetings were approved. (Attachment H)
Mr. Stoltzfus reported on the following topics from the committee meeting:

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

On motion of Ms. Terrie Edwards, seconded by Ms. Nicole Palya Woods, the Philanthropy and Engagement Committee report was accepted.

Student Affairs Committee
Terrie Edwards, Chair, presented the report of the Student Affairs Committee. The minutes from the February 12, 2026 and March 5, 2026 meetings were approved. (Attachment I)
Ms. Edwards reported on the following topics from the committee meeting:

1) Student Affairs Update;
2) Gallup Employee Engagement Survey;
3) Student Government Association Report;
4) Student Representative to the Board of Visitors Update;
5) Graduate Student Associate;
6) Madison's Story Continued - Stepping into Independence: Choices that Shape the Second Year; and
7) 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.

- 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.
- Continuing conversations around faculty workloads and recommending workload policies.
- 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.

- Continuing conversations with REDI about information on its website and more details about what 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 and will be shared with the provost. 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.
- 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.

STUDENT REPRESENTATIVE TO THE BOARD UPDATE (Attachment K)
Sydney Stafford, student representative to the board, provided the following updates:

- Support the presidential transition with students
  - Dukes Spring Forward
  - Inauguration.
- Educate and inform students about the Board
  - Tuition hearing outreach
  - Meeting with students
  - Speaking at ASOH.
- Support students through collaboration, advocacy and engagement in alignment with the Student Affairs strategic plan.
- Leaving a legacy
  - Open communication with senior leaders and Board members
  - Opportunities to present at both student affairs and full Board
  - Engagement with student representatives.

PROPOSED 2026-27 TUITION AND FEES (Attachment L)
Towana Moore, Vice President for Administration and Finance presented information on the following:

- Education and general funding: total E&G & F/A budget is $487.9 million.
- 2025-26 education and general expenditure budget including financial aid: 73.4% of budget allocated for compensation and benefits.
- Why increases are necessary: competitive compensation for faculty and staff; healthcare obligations; inflation; investment in academic support and enhanced student services; forward-looking strategies.
- General Fund per annualized in-state, full-time equivalent student and in-state undergrad tuition/E&G fees: JMU receives $2,935 less in operating funds per in-state student than the average of $12,297 for all four-year public institutions; JMU receives $1,310 less in financial assistance per in-state student than the average of $2,699 for all four-year public institutions.
- What is the student value: higher lifetime earnings, access to networks and partnerships; personal development; student engagement; campus resources; research opportunities.
- Auxiliary enterprises: housing, dining, student activities, marching band, parking, etc.; provides essential services to students and JMU community; auxiliary enterprises are required to cover 100% of operational costs; these costs do not receive state funding.

- Examples of departments supported by Comprehensive fee: student health center, transportation, recreation and sports clubs.
- Comprehensive fee proposal (FY 2026-27): comprehensive fee increase of $234 annual/$117 per semester to support: increases to salaries and benefits; inflationary cost drivers and contractual obligations, maintenance and operation of facilities; scholarships, mandated and unavoidable costs.
- Student housing and dining: JMU combined room and board fees are competitive; 100% self-supporting auxiliary operations, providing quality services; housing revenues cover all operational costs; dining revenues cover all operational costs.
- Student Housing & Dining Fee Proposal (FY 2026-27): Base fee $6,856, an increase of $388 annual, $194 per semester to support state-mandated salary increases, medical insurance increases, debt service for capital construction and operational cost expenditures, continues to provide affordable and competitively proved on-campus housing. Dining (board) fee: Proposed $6,876, an increase of $302 annual/$151 semester supports inflationary drivers and operational costs.
- Proposed tuition and fees: on-campus tuition and fees total change for on-campus undergraduate student costs is $1,158; change for non-Virginia undergraduate student is $1,360.
- FY 2026-27 proposed graduate on-campus tuition and fees: change for Virginia graduate student is $17; change for non-Virginia graduate student is $24.
- FY 2026-27 proposed College of Business & Nursing differential tuition: change for COB undergraduate student is $5; change for Nursing undergraduate student is $7.
- Proposed summer 2027 tuition and fees: for tuition and education general fees per credit hour, change for Virginia undergraduate student is $12, change for non-Virginia undergraduate student is $17, change for Virginia graduate student is $14, change for non-Virginia graduate student is $19; for students services fee per credit hour, change for Virginia undergraduate student is $1, for non-Virginia undergraduate student is $1, for Virginia graduate student is $1, for non-Virginia graduate student, the change is $1. The change for room and board is $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.

PROPOSED 2026-27 BUDGET (Attachment M)
Towana Moore, Vice President for Administration and Finance presented information on the following:

- 2025-26 Budget (in millions) - Education & General $449.9; Auxiliary $278.5; Financial Aid $38.0; and Sponsored Programs $58.0. Total Operating Budget $824.7
- 2026-27 Education and General Funding
    - 2026-27 E&G and Financial Aid Incremental Revenue by Category
        - General Revenue Fund Changes
            - Salary, Fringe Benefits & Other Operating Transfers - $7,593,006
            - Affordable Access - $3,222,736
            - Fast Flex Nursing Program & Tech Talent - $1,156,446
        - Non-General Fund Revenue Changes
            - Tuition and Other Revenue - $6,228,503
        - Total Incremental Revenue Change- 18,200,691

- 2026-27 Education and General & Financial Aid Incremental Expenditure Changes by Category
    - Compensation & Benefits - $12,437,595
    - Madison Promise & Strategic Initiatives - $3,729,161
    - Facilities, Operations & Contact Obligations - $2,067,917
    - Cost to Continue - $1,489.894
    - Financial Aid & Scholarships - $$494,484
    - Reallocation of Prior Year Contingency - $(2,018,360)
    - Total change to Incremental Expenditure - $18,200,691
- 2026-27 Auxiliary Enterprises
  - 2026-27 Auxiliary Incremental Revenue Changes by Category
    - Comprehensive Fee - $5,898,246
    - Room Fee - $4,300,728
    - Board Fee - $1,387,924
    - Auxiliary Sales - $1,000,677
    - Total Change to Incremental Revenue - $12,587,575
  - 2026-27 Auxiliary Incremental Expenditure Changes by Category
    - Debt/Reserves - $4,149,199
    - Facilities, Operations & Contact Obligations - $3,244,326
    - Compensation & Benefits - $3,158,285
    - Cost to Continue - $1,307,578
    - Financial Aid & Scholarships - $548,152
    - Strategic Initiatives - $180,035
    - Total change to Incremental Expenditure - $12,587,575
- 2026-27 Budget Summary (Millions)
  - Total Operation*excludes equipment trust fund
    - 2025-26 - $824.7
    - 2026-27 - 860.6
    - Change - $35.9, 4.4%

ELECTION OF OFFICERS (Attachment N)
- Terrie Edwards, chair, Nominating Committee, shared the following:
    - Rector - Dave Rexrode;
    - Vice-Rector - Nicole Palya Wood; and
    - Secretary to the Board - David Kirkpatrick.

RECOGNITION OF BOARD MEMBERS (Attachment O)
- Rector Suzanne Obenshain recognized board members who have completed their term of service:
    - Terrie Edwards;
    - Joely Mauck;
    - Michael Stoltzfus; and
    - Jack White.
- President James Schmidt then acknowledged Rector Obenshain for her service to the board and thanked her for her work as rector.

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

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
Edwards. Terrie
Fiorina, Carly (*remote participation >60 miles from meeting location*)
Galati, Tom
Hedrick, Heather
James, Kay Coles
Mauck, Joely (*remote participation >60 miles from meeting location*)
Obenshain, Suzanne, Rector
Rexrode, David
Smith, Steve
Stoltzfus, Michael
Thacker, Nikki
Wood, Nicole Palya

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

On motion from Ms. Edwards, seconded by Mr. Smith, the Personnel Action Report was approved.
On a motion from Mr. Rexrode, seconded by Ms. Thacker, 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 12:18 pm.

Respectfully submitted,

Suzanne Obenshain, Rector

David C. Kirkpatrick, Secretary

THE COMMONWEALTH OF VIRGINIA
THE VISITORS OF JAMES MADISON UNIVERSITY
EXECUTIVE COMMITTEE MEETING

Minutes of the Executive Committee

The Executive Committee of the Board of Visitors met virtually at 5:00 p.m. on Thursday, June 18, 2026.

PRESENT

Bolander, Jeff	Smith, Steve
Edwards, Terrie, Vice Rector	White, Jack
Obenshain, Suzanne, Rector	Wood, Nicole Palya
Rexrode, Dave	

Suzanne Obenshain provided a welcome and the committee entered closed session.

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 the performance and compensation of university administrators."

The motion was seconded Steve Smith and approved.

Following the closed session, the Rector stated:

"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
Edwards, Terrie, Vice Rector
Obenshain, Suzanne, Rector
Rexrode, Dave
Smith, Steve
White, Jack
Wood, Nicole Palya

The meeting adjourned at 5:42 p.m.

____
Suzanne Obenshain, Rector

____
David C. Kirkpatrick, Secretary to the Board

THE COMMONWEALTH OF VIRGINIA
THE VISITORS OF JAMES MADISON UNIVERSITY
EXECUTIVE COMMITTEE MEETING

Minutes of the Executive Committee

The Executive Committee of the Board of Visitors met virtually at 4:00 p.m. on Wednesday, August 26, 2026.

PRESENT

Bolander, Jeff
Hedrick, Heather
Lynch, John
Rexrode, Dave, Rector
Smith, Steve
White, Jack
Wood, Nicole Palya, Vice Rector

OTHERS

Hutchins, Christine, Vice President, Marketing and Strategic Communications
Kirkpatrick, David, Vice President and Chief of Staff, Office of the President
Knight, Jack, University Counsel
Linder, Fletcher, Interim Provost and Vice President for Academic Affairs
Schmidt, James, President
Wood, Melinda, Vice President, Access and Enrollment

Rector David Rexrode provided a brief welcome and the committee entered closed session.

Vice Rector Nicole Palya Wood made the following motion:

"Pursuant to Section 2.2-3711(A)(8) of the Code of Virginia, I move we go into closed session to consult with legal counsel regarding the provision of legal advice by such counsel."

The motion was seconded by Steve Smith and approved.

Following the closed session, Rector Rexrode stated:

"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
Hedrick, Heather
Lynch, John
Rexrode, Dave
Smith, Steve
White, Jack
Wood, Nicole Palya

The meeting adjourned at 5:02 p.m.

David Rexrode, Rector

David C. Kirkpatrick, Secretary to the Board

Board of Visitors Meeting
September 18, 2026

BOARD OF VISITORS

Motions from Committee

BOARD OF VISITORS

Six-Year Plan Update

Towana Moore
Vice President
Administration and Finance

Diane Stamp
Associate Vice President
Budget Management

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BOARD OF VISITORS

Six-Year Plan

- Vice President for Administration & Finance, Provost and Six-Year Plan Working Group convene, begin planning and create initial draft
- President and Senior Leadership Team review and approve draft
- Commonwealth representatives meet to discuss JMU's plan & comments, including:
  - Director of Planning and Budget
  - Executive Director of SCHEV
  - House Appropriations Representative
  - Senate Finance Representative
  - Secretary of Education
  - Secretary of Finance
- Board of Visitors reviews and approves
- Final document is submitted

Six-Year Plan

- Each year we submit information on:
  - Projected enrollment
  - Projected tuition and fees
  - Financial analysis based on SCHEV template, emphasis on FY 2028
- Tuition and fee revenue estimate
  - Based on projected enrollments by degree level & residency
  - Expenditures include state mandated compensation, financial aid and targeted institutional strategies

Six-Year Financial Plan E&G Nongeneral Fund Revenue Estimate

Tuition & Fees Change – Planning Purposes Only

Undergraduate Virginia Student	2026-27	2027-28	$ Change
Tuition & Fees	8,546	8,888	342
Comprehensive Fee	6,222	6,464	242
TOTAL COMMUTER COSTS	$ 14,768	$ 15,352	$ 584

Undergraduate Non-Virginia Student	2026-27	2027-28	$ Change
Tuition & Fees	26,354	26,998	644
Comprehensive Fee	6,222	6,464	242
TOTAL COMMUTER COSTS	$ 32,576	$ 33,462	$ 886

Operating: 2027-28 Nongeneral Fund Priorities

	FY28
§ Salary & Benefits § 2% Salary & Associated Benefits § 1% Health Insurance Cost § Faculty Promotions	$5.2M
§ Inflationary Non-personnel Costs	$ .4M
§ Financial Aid	$ .5M
§ Madison Plan Initiatives	$1.6M

Operating: 2026-28 General Fund Priorities

	FY27	FY28
§ Invest In Our People - Compensation Competitiveness		$8.0M
§ Further Expand Undergraduate Nursing (Fast Flex II)		$ 1.3M
§ Strengthen Virginia Workforce – Academic Programs		$ 2.3M
§ Support VMSDEP Growth	$ 8.0M	$ 8.5M

- Strengthen Virginia Workforce – Academic Programs
  - Expand the Doctor of Nursing Practice (DNP) Program
  - Increase Current Size of Engineering Program
  - Establish Real Estate Program

Anticipated Outcomes

- Increase Employee Recruitment and Workforce Retention
  - Salary Study
  - Compensation Adjustments
  - Faculty Promotions & Other Employee Pay Adjustments

- Additional Health Care Personnel in the Commonwealth
  - Nursing Pathway – “Fast Flex 2”

- Contributing to the Virginia Workforce – Developing Innovative & Needed Programs
  - Expand the Doctor of Nursing Program (DNP)
  - Expand Engineering Program
  - Establish Real Estate Major

Six-Year Plan Overview

History of the Six-Year Plan

- The State Council of Higher Education for Virginia (SCHEV), in cooperation with public two- and four-year institutions, develops six-year plans each year that support institutional commitments to the Statewide Higher Education Strategic Plan and objectives of the Higher Education Opportunity Act (HEO) of 2011. The HEO Act requires all public higher education institutions to prepare and submit a six-year plan annually to a review team referred to as the Op Six.
- In odd-numbered years, each institution's governing board submits and adopts a six-year plan; that plan is either amended or affirmed when the plan is submitted in even-numbered years.

Context

- Each public institution submits a six-year plan of anticipated initiatives and their financial requests, by biennium, to the state annually.
- The plan is strictly for planning purposes and involves projections based on available information, which can then be amended as more current data is available.
- Some criteria for planning are set by the state, e.g., assuming x% increase for services.
- JMU's senior administrators collaborate with Academic Affairs; Budget Management; Planning, Analytics and Institutional Research; and State Government Relations to prioritize initiatives and determine appropriate financial requests.
- The provided template changes most years, but the cross-divisional team coordinating the plan creation are very familiar with the context and intent.

JMU Process

- A team with representatives from the divisions of Academic Affairs; Access and Enrollment, Administration and Finance, Research, Economic Development and Innovation; Student Affairs, coordinated by representatives from Budget Management, PAIR, and Academic Affairs, meets almost year-round to create the master plan (SYP Working Group).
- Each division submits items for consideration, based on their needs. Subject matter experts for the identified initiatives write a short proposal and complete a detailed cost explanation form.
  - This Excel sheet is the basis for the numbers in the final spreadsheet.
- Strategic items/initiatives are added to the plan in priority order:
  - Items that we must include, such as unfunded mandates or funding for items SCHEV determined for us.
  - Strategic initiatives determined by the division heads (President's Cabinet) as our top priorities: If we had all of the money requested, we would do these things in this order.
- Initiatives are in alignment with JMU's strategic plan, *The Madison Promise*, and support the goals of the Virginia Plan.
- Members of the President's Cabinet and the SYP Working Group consider pending initiatives and prioritize them.

- SYP Working Group completes the state-provided templates.
  - Part I: Narrative items are assigned to experts within the relevant area who respond to the questions from the state.
    - SYP Working Group compiles and edits the final narrative.
    - (Detailed below in Plan Materials.)
- Part II: Budget Management coordinates and completes tabs 2-7 of the Excel template.
    - Academic Affairs completes tab 8 (a listing of potential academic program changes).
    - (Detailed below in Plan Materials.)
- The president and members of the President's Cabinet review Parts I and II prior to Budget Management sending the documents to SCHEV.
- The plan is submitted to the Op Six July 1.

Plan Materials/Templates

- The state provides templates (one Word file, one Excel spreadsheet) for submitting the plan, as well as a fact pack.

  Part I: Financial Plan
    - Undergraduate Tuition and Fees
    - Revenue Projections
    - Financial Aid
    - Academic and Financial Strategies
    - General Fund (state funding request - operating)
    - Capital Request
    - Degree Programs

  Part II: Narrative Response for Specific Questions
    - The required template includes 24 questions in seven sections, plus four optional questions.
    - The 2026 Six-Year Plan submission included new responses to only three of the questions.
      - As plans are typically affirmed, not substantially revised, during even year submissions, we modified only the sections most relevant to the new strategic plan.
      - The modified sections (A1, A3, and J) are highlighted in the submission.

  Fact Pack
    - The SCHEV-provided fact pack fact pack contains information that is also tracked and reported publicly by our PAIR office through the Fact Book.
    - We primarily use JMU-generated data for responses.

James Madison University 2026 Six-Year Plan Submission

Dear Op-Six,

We are pleased to submit James Madison University's 2026 Six-Year Plan for your review.

During our SYP presentation in July 2025, President James Schmidt – who began in the role July 1, 2025 – shared not only JMU's mission and priorities for the upcoming biennium, but his own impressions of the university that contributed to bringing him to the Commonwealth. He emphasized JMU's remarkable achievements over the past 25 years and emphasized the palpable sense on campus that the institution was ready to go to the next level.

Creating a New Strategic Plan

President Schmidt's arrival coincided with the end of JMU's existing strategic plan, and he immediately began discussions with the Board of Visitors and JMU leadership centered around plans for the future. They established guiding principles to develop a new strategic plan that would maintain JMU's distinctiveness while leveraging the new ideas and approaches offered with a new lens.

Following eight months of intensive effort by the JMU community, a new strategic plan was presented at the Board of Visitors meeting in April. The board approved our new strategic plan, *The Madison Promise*, which outlines an aspirational vision for the university through 2032, with long-term benchmarks reaching toward 2040. The plan supports JMU's mission by charting an ambitious trajectory toward heightened institutional prestige, research growth, and student success. *The Madison Promise* is built on five pillars – foundational statements illustrating JMU's priorities – which are detailed in the SYP narrative.

Planning for Successful Implementation

Implementing a bold, inventive, and wide-ranging strategic plan requires thoughtful, detailed advanced planning. After the board's endorsement, teams comprised of JMU community members began researching the essential elements needed to build a well-researched foundation for the plan's implementation. Their findings are informing the creation of detailed timelines, proposed resources, and success benchmarks and performance metrics, all of which are being carefully reviewed and revised as the university moves toward initial implementation of this long-ranging plan. We anticipate changes from internal and external sources as we move forward, which will be detailed in future six-year plans.

The university is prepared for the effort required to successfully resource and deliver on its strategic vision and will adopt a comprehensive funding strategy that closely aligns institutional investment with its core mission. The university will strategically realign existing internal resources toward our highest strategic priorities while aggressively diversifying its funding streams through the launch of its third comprehensive philanthropic campaign; the increased active pursuit of local, state, and federal grants; and the development of innovative new revenue models.

JMU will also intentionally engage state and federal partners to back mutually beneficial initiatives while maintaining a thoughtful, balanced approach to tuition and fee increases. Recognizing the operational tensions that accompany growth, the university commits to continuously reassessing the scope, scale, and feasibility of these initiatives to ensure excellent stewardship of its people, resources, and public impact.

2026 Six-Year Plan Submission

Adoption of *The Madison Promise* resulted in an off-year Six-Year Plan submission with more changes than are typical for JMU. This is not because we have strayed from our established mission and values or the quality academic offerings, superb student experiences, and judicious approach to finances we have long been known for. Rather, we've detailed how *The Madison Promise* reflects shifting perspectives on how to best meet JMU's long-term commitment to excellence through re-prioritized academic programs, capital projects, and engagement.

Within Section A of the Part II narrative, responses to A1 and A3 detail the need and value of these shifts and are updated from last year. Also included is an updated Section J, which has been modified to reflect current needs. As a result of the limited changes in many organizational operations and approaches, the remaining vast majority of the Part II narrative remains unchanged. Part I details our financial approach and potential academic programs.

Additional Considerations

We recognize that collective bargaining for public employees remains a policy priority for the Governor and General Assembly. Without knowing the extent to which employees would be eligible, it is difficult to estimate the financial impact on the institution, the Commonwealth and our students and families. We anticipate that in addition to potential increases in compensation, there will be added costs as we hire new administrative personnel (e.g., legal expertise, negotiation specialists, HR advisors, etc.) to support work with collective bargaining units on campus as well as technology upgrades or new software applications needed to support this effort regardless of the specific groups of eligible employees.

We stand ready to work with executive and legislative leaders to assess the potential impact financially on the institution and its students along with the implications for the state's share of compensation as commonly funded. In advance of the 2027 legislative session, we would also welcome the opportunity to engage in conversations about potential changes in our organizational structures and the impact on campus climate as the Commonwealth looks to adopt new policies in these areas. Given the level of uncertainty, we have not included specific cost estimates in the revised Six-Year Plan but seek opportunities to engage with the Op-Six at the appropriate time.

Direct Admission to Nursing Program

Item 152 of the approved Virginia state budget states:

> "F. As part of the six year plan process, James Madison University shall develop a phased transition to direct admission for the undergraduate nursing program. The transition plan shall be reported as part of the August 2026 six year plan submission."

The plan is included below.

Undergraduate Nursing Program Direct Admission Transition Phased Plan
James Madison University will develop a direct admission model for the BSN program to strengthen enrollment planning and support sustainable program growth.

The School of Nursing, the College of Health and Behavioral Studies, and the Division of Access and Enrollment will collaborate in designing a model incorporating best practices in direct admission strategies, university enrollment goals, and indicators of success.

Initial planning will focus on developing the direct admission framework. Priorities include:

- Enrollment modeling
- Establishment of the relationship between University Admissions and the School of Nursing to develop admission criteria
- Establishment of metrics to assess outcomes

A pilot program in 2027-28 will evaluate the effectiveness of the model, inform refinements, and guide decisions regarding broader implementation.

Proposed Timeline

- 2026–27: Develop the BSN direct admission framework and implementation plan.
- 2027–28: Pilot and evaluate the direct admission model and evaluate outcomes.
- 2028–29: Implement the direct admission model contingent upon pilot outcomes and institutional approval.

James Madison University: Six-Year Plan Part II

A. Mission and Priorities

A1. Describe how your institutional strategic plan goals align to your institution's mission. Please share any plans you have to change your mission over the six-year period.

The Madison Promise, JMU's recently approved strategic plan, articulates an inspiring and enterprising approach to JMU's future with strong ties to our current successful academic offerings, innovative research, and student-centered identity.

James Madison University will continue to "prepare students to become educated and enlightened citizens who lead productive and meaningful lives" while recognizing the reality of the shifting landscape our students are entering after graduation. *The Madison Promise* details how we will meet the needs of today's educated and enlightened students by delivering graduates who are prepared for the future, offering experiences that are meaningful, and remaining a community that holds itself to account.

The Madison Promise is comprised of the following five pillars, targeted initiatives that will guide our priorities as we advance our mission.

1. **Enhance the Purpose, Value, and Impact of a JMU Education**

   The 2032 Strategic Plan establishes a shared commitment to a dynamic, future-focused JMU education by guaranteeing positive career outcomes within one year of graduation (*The Employment Guarantee*) and standing behind the career readiness of its graduates for two years post-commencement (*The Employer Guarantee*).

   To deliver on these promises, the university will integrate civil discourse and civic engagement into the curriculum, lean into what makes a JMU education distinctive, and launch a centralized "Work-Based Learning Experiences, Mentorship, and Undergraduate Research Hub." This network will scale up high-quality internships, expand undergraduate research, and deploy a structured, four-year mentorship pathway spanning from peer-to-peer support to professional alumni guidance.

   Furthermore, JMU will reduce financial barriers and boost student outcomes by expanding need-based scholarships, modernizing intercollegiate athletics, and significantly growing meaningful on-campus work opportunities, including a competitive "work-to-learn" pilot program.

2. **Invest in our People**

   To successfully deliver on the 2032 Strategic Plan, JMU will intentionally invest in its faculty and staff by matching expectations for innovation with the workforce capacity, compensation, and technological resources necessary for success. The university will implement a comprehensive support strategy that aligns employee workloads and incentives with strategic priorities, which includes establishing explicit procedures for sunsetting outdated university activities to reduce administrative burdens.

   Furthermore, JMU will foster a culture of holistic well-being by sustaining and scaling the work of the President's Council on Health and Well-Being while simultaneously pursuing multi-pronged compensation increases including state-level advocacy, in-band adjustments, target salary actions, and targeted efforts to remedy faculty salary compression and inversion.

Finally, through the "Reengineering Madison" initiative, JMU will modernize its core technology infrastructure to slash administrative friction and enable more effective, streamlined collaboration across campus.

3. **Create a New Path as a National Research University**

   Over the past quarter-century, JMU has evolved from a respected regional institution into a nationally recognized R2 doctoral university by seamlessly blending inspired teaching with rigorous scholarship. Recent increases in proposals, awards, funding levels, faculty participation, and strategic partnerships demonstrate strong institutional momentum despite a challenging external funding landscape. We now aim to achieve R1 status by selectively growing high-impact graduate programs while maintaining our unwavering commitment to undergraduate excellence.

   To chart this ambitious path, JMU will integrate authentic undergraduate research directly into the core curriculum across all disciplines, in addition to continuing our successful First-Year Research Experience (FYRE) program and growing student participation in the annual National Conference on Undergraduate Research meeting. We will also significantly expand its research infrastructure by hiring strategic faculty, centralizing graduate support, and embedding dedicated research administrators within each college.

   Furthermore, the university will strategically launch new interdisciplinary centers of excellence and expand doctoral programs in resilient, high-demand areas where institutional strength aligns with Commonwealth workforce needs and bipartisan funding durability—specifically targeting fields such as Artificial Intelligence, Biotech and Pharma Research, Civic Education, Intelligence Analysis, Occupational and Physical Therapy, and Rural Health.

4. **Become the Preferred Partner to Meet the Needs of the Commonwealth, and Beyond**

   To establish itself as the Shenandoah Valley and Commonwealth's most trusted and responsive preferred university partner, JMU will link students and faculty with industry, government, and nonprofit collaborators to drive regional economic development and innovation. The university will implement a coordinated cross-functional structure to streamline partner services, project management, and pathways for applied research and internships. To strengthen regional talent pipelines, JMU will scale customized workforce-development initiatives, lifelong learning opportunities, and stackable credentials aligned with industry needs, with a particular focus on high-demand fields like Advanced Manufacturing, Artificial Intelligence, Cybersecurity, Engineering, Healthcare, and Supply Chain Management.

   Additionally, JMU will expand the College of Health and Behavioral Studies to boost enrollment in high workforce demand programs and lead a regional commercialization and entrepreneurship network designed to turn university discoveries into new businesses, quality jobs, and increased community investment.

5. **Create an Innovative Campus Community**

   To support its vision for next-generation learning, research, and collaborative partnerships, JMU will transform its physical environment into a sustainability-focused, community-integrated hub that generates revenue to reinvest in its core mission. The university will execute a comprehensive strategic enrollment management plan with an accompanying scholarship growth strategy to predictably manage diverse student populations, while simultaneously building new on-campus residential facilities to boost student well-being and alleviate local housing and traffic pressures.

   JMU will optimize its venue scheduling and partner with regional tourism to host major year-round cultural, recreational, and industry events. This physical evolution will be anchored by the construction of Mid-Campus, a vibrant, mixed-use hub on the east side of Bridgeforth Stadium featuring a new student union, housing, and retail, alongside the development of a campus-wide "Living Lab" framework to scale campus-based applied learning.

A2. What are your institution's greatest strengths and areas of distinctiveness that it should continue to invest in? Looking ahead, what are your institution's greatest opportunities for improvement?

James Madison University offers a high-quality student experience for undergraduates in its bachelor's level programs and for post-graduates in its array of distinguished master's, educational specialist, and doctoral programs. Our faculty are excellent teachers and active researchers, and our staff are engaged, supportive professionals committed to the university. We strive to invest in the people and academic programs that have helped to define JMU and establish our distinctive position in Virginia.

- We follow a teacher-scholar model, in which faculty are teachers, scholars, and mentors who engage in a broad array of creative and intellectual endeavors across disciplines and emerging fields of study. Their research is integrated with their teaching as they advance innovative ideas that drive scholarship and ensure students have engaged learning opportunities in and beyond the classroom.
- One of JMU's strengths is our historical service to the Commonwealth of Virginia. We provide students with a range of academic programs that provide intellectual stimulation, promote critical thinking, and help to meet state needs. We are a good partner to the commonwealth in offering programs that benefit the state and have proven to be excellent stewards of resources.
- JMU offers popular, established health care academic programs at multiple levels in a variety of specialties, and we are well-positioned to leverage this strength.
  - With our unique place in the Shenandoah Valley, we are able to provide health care in high-need, rural areas; we also collaborate with a variety of organizations across the state, allowing our students to practice in high-density areas as well.
  - In response to increasing need, we have developed nimble processes for developing and initiating academic programs for healthcare professions.

- JMU has been recognized as the best university for getting a job in Virginia, and we will continue to invest in this strength by increasing opportunities for students to participate in work-based and experiential learning.
  - We are taking an active leadership role in the commonwealth's initiative to promote internships and other work-based learning experiences. We are frequent collaborators with local businesses, such as Merck, in creating workforce development partnerships that lead to employment for graduates.
  - The university currently boasts post-graduate placement rates for both bachelor's and advanced degree candidates over 95% and consistently outpaces the outcomes rates published by the National Association of Colleges and Employers relative to overall outcomes, by region, by school size, and by Carnegie Classification.
- We maintain high standards, for students, for faculty and staff, and for the university as a whole. A review of our priorities (A3) illustrates our goals as we build on our strengths.

A3. What are the top 3-5 strategic priorities you are currently pursuing or planning to pursue in the next six years? Please explain how each strategy relates to the statewide strategic plan for higher education, to the strengths and/or opportunities for improvement mentioned above, and will ultimately drive better outcomes for students. If the strategy has a general fund component (operating and/or capital, equipment, renovation) please include the operating request in the "General Fund Request" tab and the capital or equipment request in the "Capital" tab of the excel file.

Priority 1. Building for the Future

JMU proudly offers multiple academic programs that contribute significantly to the Commonwealth's needs and offer students high employment placement rates post graduation. Offering these specialized programs requires appropriate space with up-to-date facilities and technology. Construction projects to develop and maintain this programming are detailed here.

College of Business Addition (New Construction)

James Madison University is proposing a significant expansion to its College of Business Learning Complex to house the Hart School of Hospitality, Sport and Recreation Management and support workforce needs across the Commonwealth.

- We are seeking approximately 100,000 square feet to centralize business school faculty and programs currently fragmented across multiple campus locations, including in some leased space.
- The proposed facility is particularly critical to scaling and elevating JMU's culinary arts program, a high-demand discipline with significant workforce relevance in Virginia's tourism and hospitality sectors. The existing instructional kitchen in Godwin Hall constrains enrollment growth. A modern, expanded culinary teaching facility would enable the university to deliver a world-class program, attract top students and faculty, and serve as a catalyst for industry partnerships.
- The building would also allow for expansion of other high-demand business programs, such as Management, other programs in the School of Hospitality and Recreation Management (Hart School), Marketing, and Finance and Business Law, that are at or quickly approaching capacity and potential new areas of study, e.g., Real Estate major, certificate programs, etc.

- Increasing the capacity for centralized advising and student support functions for the College of Business within this facility will enhance student success, streamline services, and create a more accessible, student-centered experience. Additionally, the growing interest in business programs overall (especially business minors and certificates) expands the opportunity for students across all disciplines to secure high demand credentialing to supplement their primary program of study.
- The project presents a significant opportunity to leverage private philanthropy as part of JMU's upcoming comprehensive campaign, building on the successful public-private partnership model used previously to expand the business school. We anticipate these philanthropic opportunities will be an important consideration to include as part of this proposal, along with potential corporate-sponsored naming opportunities and/or partnerships.
- **FY28 Request:** $7,968,726 for detailed planning. Total project cost is expected to be around $117.2M including planning and furnishings/equipment.

Physics and Chemistry Addition (New Construction)

Enrollment in science and mathematics programs has grown significantly and represents areas that produce the highest number of credit hours across all disciplines. This is driven by increasing student interest and workforce demand for STEM-related degrees, such as Biology, Chemistry, Computer Science, Engineering, and Information Technology, accompanied by overall enrollment increases at JMU. Additionally, JMU's increased output in healthcare workforce programs, such as Nursing, Health Professions, Health Science, and pre-med disciplines, are requiring more students to take science and mathematics classes as part of their program of study.

- Existing facilities for these programs are not adjacent to those of existing STEM programs, are outdated, and are at capacity. These factors result in class scheduling inefficiencies and constraints along with limited opportunities for collaborations among these disciplines as classes must be dispersed across campus. In addition, the university's ability to provide required courses effectively, accommodate significant increases in the need for laboratory sections, and support advising and research activities are limited.
- To address these issues, JMU is proposing an approximately 75,000 square-foot addition to the Physics and Chemistry Building that will serve as the home for the Department of Mathematics and Statistics and provide a centralized hub for STEM education, research, and interdisciplinary collaboration. The building will feature state-of-the-art instructional laboratories, flexible classrooms, faculty offices, student study spaces, and dedicated STEM research labs.
- **FY28 Request:** $5,718,385 for detailed planning. Total project cost is expected to be $76.3M including planning and furnishing/equipment.

Moody Hall (Renovation and Expansion)

The Quad at JMU is the physical anchor and symbolic heart of campus. Several of the Bluestone buildings date back to JMU's initial founding over 100 years ago and house the university's core academic disciplines: Communication Studies; English; History; Justice Studies; Media Arts and Design; Philosophy and Religion; Political Science; Sociology and Anthropology; World Languages and Cultures; and Writing, Rhetoric and Technical Communication.

- While the university plans to preserve the historic charm of these meaningful buildings, several require significant modernization and renovation to ensure accessibility for those with disabilities, technology upgrades, and flexible and collaborative learning spaces.

- JMU is seeking funding to support the renovation and expansion of the original Bluestone building Moody Hall to adequately house the English and the World Languages and Cultures departments, which are currently housed in outdated facilities. Relocating these departments is a critical component of the large-scale modernization of the Quad area. We propose renovating the existing 18,744 square-foot building and construction of a 26,000 square-foot, three-story addition. The renovation will address significant deficiencies, including outdated building systems, code and ADA compliance issues, and high maintenance costs. The addition will provide much-needed space to accommodate university growth and will feature state-of-the-art classrooms, conference rooms, faculty offices, and informal study and research areas.
- **FY28 Request:** $3,454,952 for detailed planning. Total project cost is expected to be $56.2M including planning and furnishing/equipment. Detailed planning is expected to take less than one year.

Priority 2. Campus Private Development Partnership (via the Public-Private Education and Infrastructure Act of 2002)

In April 2026, the JMU Board of Visitors adopted a new Campus Master Plan to guide the institution's development in the coming decade. The plan is guided by five planning principles:

  - Support the Academic and Research Mission
  - Enhance the Campus and Student Experience
  - Connect the Campus Districts
  - Improve the Mobility Experience
  - Create a Working Landscape

- A main goal of the plan is to house approximately 60% of students on campus by 2040. Extensive research and institutional data demonstrate that living on campus directly impacts student outcomes to include improved retention, shorter time-to-degree, better integration with academic programming, and greater participation in campus activities. Additionally, living on campus supports student mental health by fostering a strong sense of belonging and maintaining direct connections to peer communities, faculty networks, and wellness services.
- Expanding on-campus student housing has earned strong support from both the City of Harrisonburg and Rockingham County leadership. This investment will directly free up workforce housing in the Harrisonburg community where housing availability is a pressing need by reducing student demand for off-campus rentals. This will also help to alleviate the traffic congestion and infrastructure strain that student commuting currently places on local roads and services.
- Because of the extensive nature of the plan's recommendations, including improvements across the JMU campus footprint – Mid-Campus, the Bluestone Campus, East and West Campus, and University Place – the institution is evaluating alternative means to finance and develop the projects over the next decade.
- JMU's undergraduate and graduate Kinesiology programs are currently housed in Godwin Hall, which was built in 1972 and is nestled into the heart of Mid-Campus. Kinesiology's existing space and facilities are currently strained to accommodate its current enrollment and support modern learning techniques and research interests. Additionally, our undergraduate and master's programs – as well as potential doctoral programs in occupational and physical therapy under consideration – require state-of-the-art structures and equipment to appropriately train students who can meet Virginia's healthcare workforce needs.

- Given Kinesiology's needs, JMU's new Campus Master Plan prioritizes rehoming the Kinesiology program and replacing Godwin Hall with new facilities that support a variety of academic, athletic, student, and community services. JMU will be assessing options to relocate the Kinesiology department that could include private-public partnership, public appropriation, or other financing mechanisms.

Priority 3. Invest in Our People – Increase Compensation & Competitiveness ($0 FY 27 & $8M FY 28)

A persistent gap in state budget appropriations have resulted in baseline salary levels that leave average faculty and staff compensation at JMU notably lower than at several of its doctoral and research-intensive in-state peers, such as the University of Virginia, Virginia Tech, and George Mason University.

- According to historical salary data tracked by the National Center for Education Statistics, JMU's overall average faculty salaries (across all full-time instructional faculty) are lower than all other R1 and R2 public four-year schools in Virginia, with the exception of ODU, by an average of $13,000 at VCU to $59,000 at UVA.
- These pay disparities, which also extend to staff and administration in non-teaching roles to varying extents, create a severe recruitment and retention challenge. As a result, the university experiences continuous voluntary turnover, losing faculty and staff to competing institutions or higher-paying private sector roles.
- To address internal retention concerns and equity gaps, JMU is hiring an external consulting firm to conduct a comprehensive compensation study, which will evaluate institutional pay scales against regional and national benchmarks to identify structural salary disparities. Final findings and strategic recommendations from this assessment are slated for completion by January 2027.

Priority 4. Fast Flex Nursing II ($0 FY 27 & $1.3M FY 28)

JMU requests funding to increase the number of nursing graduates by expanding the recently launched Fast Flex Bachelor of Science in Nursing (BSN) program from a cohort size of 30 students to a cohort size of 60 students.

- JMU is one of Virginia's leading public four-year producers of nurses, graduating 225 in 2025-26, and is well positioned to expand the Fast Flex BSN program to help meet the Commonwealth's growing health care needs.
- Classes are delivered in hybrid on-campus and online formats, and clinical placements are arranged on nights and weekends.
- The program appeals to traditional and transfer students, as well as practicing nurses with associate degrees seeking a BSN. Applications to the program have exceeded expectations, demonstrating strong demand and broad interest.
- Requested resources to expand the cohort size of this program will cover expenses related to program faculty, support staff, supplies, technology needs, and lab support.
- Capital investments to expand the College of Health and Behavioral Studies facility, outlined in the university's capital budget proposal, will help JMU sustain this program at full capacity and support future growth. The proposed new building would provide laboratory space essential to expanding Nursing and other health programs.

Priority 5. Strengthen the Commonwealth's Work Force – Academic Programs
JMU has a long history of actively supporting the Commonwealth by developing academic programs that lead students to find careers in areas needed by the state. Based on previous successful creation of academic programming requested by the state and anticipated needs, we are seeking funding in specific areas.

Expand the Doctor of Nursing Practice Program ($0 FY 27 & $1.3M FY 28)
Expanding the capacity of the DNP will:
- Produce clinician-scholars prepared to fill hospital leadership vacancies and transform care delivery.
- Increase the pipeline of highly qualified nurse practitioners (NPs) to serve local primary care and underserved communities.
- Strengthen academic-clinical partnerships that stabilize local health systems through preceptorships.
- Increase the supply of qualified doctorally prepared nurse faculty to increase capacity for undergraduate nursing program expansion.

Increase Current Size of Engineering Programming ($0 FY 27 & $572,679 FY 28)
JMU launched its project-based engineering program about 20 years ago with a curriculum combining the strengths of a traditional engineering education with attributes that industry and academic experts have identified as desirable in the modern engineer.
- Unlike other programs in Virginia, the JMU BS in Engineering offers a generalist curriculum rather than requiring students to specialize in a single engineering field. This distinction makes graduates highly attractive to employers in engineering, consulting, construction, and civil engineering.
- Demand for the program currently exceeds available capacity.

Establish Real Estate Program ($0 FY 27 & $368,838 FY 28)
Nationwide demand for real estate programs is increasing as the industry grows more complex. A specialized curriculum in valuation, real estate finance, and law would position JMU as a leader in preparing students for this field.
- The College of Business anticipates a gift to help launch the initiative and provide student scholarships in support of this proposed program.

Priority 6. Ensure Access and Affordability
JMU strives to keep tuition increases to a minimum by working with state and private partners to address significant budget challenges.
- The Virginia Military Survivors and Dependents Education Program (VMSDEP) continues to increase in size and need. This critically important program has experienced significant growth in recent years and is expected to continue growing.
- The university is committed to partnering with the Commonwealth to bolster the long-term sustainability of this crucial program.
- JMU is seeking state funding support of $8M in FY27 and $8.5M in FY28 to cover projected institutional expenditures. This funding request assumes that the university will receive a projected $6M in continued state support.

To successfully resource and deliver on our strategic vision, JMU recognizes the need for a comprehensive funding strategy that closely aligns institutional investment with its core mission. The university will strategically realign existing internal resources toward its highest strategic priorities while aggressively diversifying its funding streams through the launch of its third comprehensive philanthropic campaign; active pursuit of local, state, and federal grants; and the development of innovative new revenue models.

We will also intentionally engage state and federal partners to back mutually beneficial initiatives, while maintaining a thoughtful, balanced approach to tuition and fee increases. In acknowledgement of the operational tensions that accompany growth, the university commits to continuously reassessing the scope, scale, and feasibility of these initiatives to ensure excellent stewardship of its people, resources, and public impact.

A4. Please explain how your institution has engaged your Board of Visitors and institution leadership in the mandatory review of the Pell Initiative for Virginia.

JMU's Interim Provost and Vice President for Academic Affairs, as well as the Vice President for Access and Enrollment, jointly serve as senior sponsors of the university-wide Pell Initiative for Virginia (PIV). One component of their leadership is overseeing a 15-member PIV Task Force—with representation from academic affairs, enrollment management, and student support areas—to ensure the initiative is effective and aligns with institutional priorities.

- The JMU model has been well-received, with our Director of Financial Aid & Scholarships invited to present on our multi-divisional approach at a recent Virginia Council of Presidents meeting.
- We pledged institutional funding to extend PIV student support through the 2027–28 academic year, ensuring student support beyond the state's original funding window. The Board of Visitors received an update on financial aid and Pell student enrollment at their April 2025 meeting.
- We completed our first PIV implementation in AY 2024–25. The sponsors will provide a comprehensive update to the Board of Visitors at a fall 2025 meeting to highlight initial outcomes, future plans for sustaining aid, and continued efforts to promote access and student success.

B. Strategic Deep Dive – Enrollment Volume & Composition

B1. What do you see as the primary drivers of recent enrollment trends for your institution? Further, describe your 2023 enrollment projections and explain why those projections have (or have not) resulted as projected. Please reference any specific academic programs that have had a significant (positive or negative) effect on enrollment, if relevant.

Our 2023 enrollment projections indicated stable enrollment over the next six years. Specifically, we forecast:

- AY 2023-24 Enrollment: 22,178
- AY 2024-25 Enrollment: 22,124

These numbers were based on an assumption that our first-year cohorts would remain stable at 4,650 students.

- Our actual enrollment in 2023-24 was 22,758; in 2024-25, it was 22,879. Our actual enrollment exceeded projections for two main reasons:
- JMU has seen an influx in applications over the past four years, resulting in greater demand for attendance among those who were accepted. Our first-year cohorts in 2023 and 2024 exceeded the 4,650 targets by 250 and 340 students respectively, accounting for over half the difference between actual and projected enrollment.
- As shown in the Fact Pack Enrollment Trends Chart (A), JMU's enrollment growth has varied based on the type of program:
  - The number of bachelor's students has grown 11.7% over the past ten years.
  - The number of master's degree students has declined by 2.3% since 2015. This decline was largely due to the implementation of a four-year education major, which supplanted the need for a five-year M.A.T. degree, a popular choice for students pursuing a career in teaching.
  - Enrollment in graduate certificates has increased by 245% over the past decade, highlighting the increased emphasis in these types of programs, particularly within our College of Education.

B2. Please summarize your institution's enrollment management strategy to align with recent demographic and enrollment trends. Consider online education enrollment in your response. What is the level of confidence in your 2025 enrollment projections, considering potential risks and unknowns such as economic factors, shifting student preferences, and regional demographic changes? Please reference national and statewide enrollment trends/projections and cite any other data (e.g. regional trends, performance of prior enrollment strategies) that informed your projections.

Undergraduate Enrollment

Since 2022, JMU has received a record number of applications each succeeding year. While we began using the Common Application in 2022, our application numbers continue to buck the trends typical for the Common App. Applications to most institutions level out after the second year, while ours continue to increase, speaking to JMU's growing national reputation and increasing student interest.

Given JMU's growing national reputation and desire to maintain financial stability, we have a goal to increase our proportion of out-of-state first-time students to 30% over the next six years. Maintaining this percentage among first year students will help the university maintain an overall percentage of 25% out-of-state undergraduate students.

We have a high degree of confidence in our 2025 enrollment projections.

- Current deposits met our desired target
- Current projections, which assume a stable melt rate, indicate that our first-year cohort should meet, or come very close to, our target.

The main source of data informing our projections continues to be our historical enrollment counts, which have reliably projected enrollment for many years.

Continuing Enrollment

For continuing students, fall-to-spring progression rates are in line with recent years, and current efforts to promote student success and limit attrition through our Quality Enhancement Plan are anticipated to result in stable retention rates. Our current fall enrollment among continuing students remains above last year's level, further supporting our confidence in our projections.

Graduate Enrollment

JMU anticipates maintaining overall graduate enrollment targets, with growth in targeted areas.

We are focused on stabilizing and sustainably growing existing graduate degree and certificate program enrollments in areas of high need and demand to support workforce needs and priorities of the university and commonwealth.

The institution regularly evaluates graduate tuition and fees to ensure these programs remain cost competitive both for in-state and out-of-state students.

Online Enrollment

At JMU, online education makes up a relatively small percentage of our student population and is largely concentrated at the graduate level.

- Off-campus enrollment has increased over the past few years, and we expect a continued, modest increase.
- There are no current plans to greatly expand or decrease the number of online programs or the possible enrollment within our current programs.

Enrollment Risk

A major risk with potential to influence our enrollment this fall concerns recent federal workforce cuts.

- As a high percentage of JMU's student body is drawn from Northern Virginia, it is possible that a percentage of our student body may experience financial hardships as a result of the workforce reduction.
- While we see no signs of this issue affecting Fall 2025 enrollment, we continue to monitor the situation moving forward.

B3. Explain the implications of your enrollment strategy on your institution's financials. Please consider impacts on both revenues (e.g., discounting, financial aid, net tuition revenue) and expenditures (e.g., costs to implement enrollment management strategies, costs of enrolling more students or students with different needs, cost-per-student impact of flat/decreased enrollment).

JMU's enrollment strategy continues to emphasize access and affordability, particularly for students from low and middle income backgrounds.

Shifting to the Common App in 2022 and implementing the new FAFSA methodology (SAI replacing EFC) have increased applications and aid eligibility for Pell-eligible students, especially those in-state.

Resulting financial implications include:

- Revenue Pressures. Although overall enrollment remains stable, increasing low-income student enrollment leads to higher institutional aid expenditures and lower average net tuition revenue.
- Aid Expansion. We expanded need-based aid through our In-State Undergraduate Grant Strategic Plan, using a three-tier model to support affordability. For 2025–26:
  - The 50% of the Cost Of Attendance (COA) Strategy continues, awarding aid to all eligible students with SAI ≤ 50% of the COA.
  - The Remaining Need Strategy increased to 46%.
  - The FAFSA priority filing date was extended for Pell-eligible students to April 1.

  Additionally, the Pell Initiative for Virginia provides new support for increasing Pell enrollment.

868❶.Federal.Pell.Grant.Recipients.

All Undergraduates (In-State + Out-of-State)

Aid Year	Fall UG Enrollment	Unduplicated Pell Fall Headcount	Unduplicated Pell All Terms*	% UG Pell (Fall)	% UG Pell (All Terms*)
2022–23	19,968	2,796	2,952	14.00%	14.78%
2023–24	20,499	2,947	3,055	14.38%	14.90%
2024–25	21,112	3,513	3,674	16.64%	17.40%

In-State Undergraduates Only

Aid Year	Fall UG Enrollment	Unduplicated Pell Fall Headcount	Unduplicated Pell All Terms*	% UG Pell (Fall)	% UG Pell (All Terms*)
2022–23	15,740	2,473	2,612	15.71%	16.59%
2023–24	15,958	2,605	2,694	16.32%	16.88%
2024–25	15,910	3,068	3,216	19.28%	20.21%

*Includes students receiving Pell Grants in any term (Summer, Fall, or Spring) within the aid year.

JMU's financial model is adapting to better serve a more socioeconomically diverse student body. While this reduces per-student net tuition, it aligns with institutional mission priorities and is supported by strategic aid planning and external funding.

C. Strategic Deep Dive – Program Alignment & Performance Completion Outcomes

C1. What are your highest-priority completion outcomes targets, both overall and for particular student segments? Please include aspirational targets, realistic expectations, and qualitative targets and specify by when and how you are aiming to meet those targets (e.g., X% 6-year graduation rate for Pell students by 2030). Also include information on recent changes in completion outcomes. When responding please reference the "Completion" section of your institution's fact pack data.

JMU has held an impressive completion rate for many years and continues to provide excellent support to help students complete their studies.

- We strive for a six-year completion rate at or above 80%. Our aspirational target of 84% was defined by our highest achieved rate over the past ten years and is stated on our website for compliance with SACSCOC standards.
- Recent data indicates that our six-year rate has hit 79.7%, as shown in the Fact Pack. We are monitoring this target and believe that the downward trend over the past few years may be close to reversing as efforts to increase retention rates have begun to yield results.
- Beginning with the 2018 cohort, JMU experienced three of four years with retention rates below 90%. To reverse these trends, the university resourced our early student success initiative to focus on increasing retention rates particularly among underrepresented populations of students (e.g., students of color, Pell-eligible students, transfer students).
    - We have seen retention rates increase over the past two years and expect these efforts will eventually raise our completion rates above our threshold for acceptability.
- As part of our Quality Enhancement Plan, the Early Student Success System, retention rates are monitored by sub-population. The goal is to decrease the difference between retention rates of underrepresented students and the overall rate by five percent over the next three years. Specific groups include students of color, Pell-eligible, first-generation, and transfer students. As we raise the retention rates of these populations, we expect long-term improvements in their completion rates.

C2. Please describe efforts at your institution to ensure all students are graduating in a timely manner. Reference data from the "Program Alignment and Performance" section of your fact pack.

JMU's overall six-year graduation rate has remained relatively stable over the past twenty years, fluctuating between 80% and 84%. To support retaining all students through graduation, the institution provides an array of academic and student services.

- Student academic support programs like the Learning Centers, Learning Strategies Instruction, Madison Advising Peers, and University Advising are designed to help all students with enrollment, academic success, and retention at JMU. Examples include:
    - Learning Strategies Instruction: Provides support to students on developing important non-cognitive domains like time management and organization.
    - Madison Advising Peers: Offers peer-to-peer support to students to help manage enrollment processes, scheduling, degree mapping, and more.
    - These programs also assist students in developing a sense of community, fostering belonging and engagement on-campus, and connecting students with other student success resources.

- We developed and have implemented an Early Student Success System (ESSS) program, which aims to increase retention rates by identifying and improving equity gaps among under-represented student groups with lower-than-average retention rates.
  - The system prioritizes a positive, proactive, and asset-based framework which understands that student success is not something done to students but is a collaborative goal.
  - ESSS combines current and new data insights to identify students who are potentially struggling and connect them with people, offices, and resources on campus so that they are empowered and more likely to reach their goals.
- JMU provides focused programming to support under-represented students, as detailed below.
  - JMU defines first-generation (first-gen) students as students whose parent(s) or guardian(s) did not graduate from a four-year institution.
  - The Reddix Center for First Generation Students welcomes any student with limited prior exposure to or knowledge of the college experience. The center is a hub of information and activity designed to increase the sense of belonging for students by providing space and programming that create a shared connection to the university experience.
- To create a community of support and service to all military-connected students, faculty, and staff, the university established JMU Valor.
  - JMU Valor provides resources, programming, and advocacy for active military, veterans, dependents, and military-connected faculty and staff to optimize resources on campus that will best serve them as they navigate JMU and surrounding communities.

C3. Please explain how you monitor post-completion outcomes (e.g., employment rates, wage attainment, debt load, upward mobility). What data do you collect? What metrics are you monitoring most closely? What does the data reveal about your institution's greatest strengths and areas for improvement with respect to post-completion outcomes? Please include any relevant data/reports in the appendix or as a separate attachment, including any data that captures outcomes by school/department/program. When responding please reference the "Post Completion" section of your institution's fact pack data (linked here).

Career.Outcomes

To gather career outcomes data, JMU actively engages in the industry standard process of NACE's First Destinations survey. We distribute the survey to graduates, then pursue the best information possible via text campaigns, phone calls, and LinkedIn searches.

- For the class of 2023, this effort resulted in a knowledge rate of 74.3%.
- Data gathered includes:
  - Outcome rate: 95.4%
  - Salary data: $59,686 for bachelor's degree recipients; $73,652 for advanced degrees. (All data references the class of 2023)
- We disaggregate the data in a variety of ways: by specific college, critical workforce needs, and local impact are key measures. These rates are monitored closely each year to determine resource allocation and programming.
- JMU has a powerful history – present – for career outcomes after graduation. Our traditionally 95% outcomes rates speak to the value of the degree and learning process and compares favorably to our peers.

Student Debt and Loan Repayment

The Financial Aid Office (FAO) monitors student debt and loan repayment trends as key indicators of post-completion financial outcomes. Each year, the FAO tracks:

- Average loan debt for in-state and out-of-state spring graduates
- Cohort Default Rate (CDR) and fluctuations in borrowing patterns across federal, private, and mixed loan portfolios

JMU's CDR has remained below 2.3% since FY 2012 and was 0.0% during the federal repayment pause (FY 20–FY 24).

- With repayments resuming in fall 2023 and collections restarting in May 2025, JMU proactively engaged a third-party servicer (April 2024) to conduct borrower outreach and support re-entry into repayment for students who exited during the pause.
- This approach supports financial wellness and mitigates default risk as students transition into repayment under new federal guidelines.

C4. What specific strategies/actions, including potential changes to your program portfolio or curriculum, are you planning to take to maximize the career readiness and job attainment of all students across programs of study, including increasing early career exposure for students (e.g., internships, work-based learning) during their time at your institution? How will you draw on successes/challenges from prior initiatives? Please describe how you intend to use existing/provided resources to execute the strategies.

JMU is actively involved in implementing programs to improve workforce preparation and early career exposure.

Previously, a new task force was charged to identify ways to grow work-integrated learning opportunities for students assessed the landscape of workforce preparation on campus, both curricular and cocurricular, and suggested next steps to continue this work.

- This led to the creation of the Work-Based Learning Experience (WBLE) Committee, a university-level group, which was established to oversee further growth of this initiative.
- The committee commissioned and received a recent review by Paré Consulting to launch the next implementation phase.

To provide additional support for career readiness, the University Career Center was designated as the coordinating hub for work-based learning experiences, and a position was created to lead this coordination.

Based on this foundation, multiple areas are leveraging community-engaged internship opportunities:

- The University Career Center subsidizes unpaid internships through a scholarship created with career fair revenue.
    - UCC also added an early arrival program for new transfer students to engage them in their career development and planning.
- The Center for Global Engagement added a live brief, team-based program called the Global Career Accelerator, allowing students to acquire course credit while working with some of the largest employers in the world on projects.
- Multiple areas are coordinating to grow a first-year seminar with career components integrating into the curriculum.
- The Office of Economic and Community Development coordinates the Valley Internship Workgroup through the Virginia Talent and Opportunity Program to place JMU students in subsidized regional internships.

- The division of Research, Economic Development and Innovation is targeting future growth in migrating on-campus employment into work-based learning experiences and scaling in-class pedagogy that incorporates career learning.
- JMU X-Labs successfully piloted a new type of internship program with a global education technology company in which a team of students earn credit in a preparatory course and then move as a cohort to their paid internship.

C5. For which specific workforce needs is your institution best positioned to supply talent, based on regional, industry, or occupation alignment? When responding please reference the "Workforce Alignment" section of your institution's fact pack data.

There is a long history of alignment between JMU's degree programs and high-growth occupations in the Commonwealth of Virginia.

- Data indicate that, since 2016, approximately 34% of JMU graduates complete with degrees aligned with occupations that are expected to see high growth in the next five years.
- Feedback from regional employers indicates workforce needs across all occupation domains, including those in which JMU is recognized for providing excellent preparation.
  - Regional industry strengths in food and beverage manufacturing and biopharmaceutical manufacturing create workforce talent demands across technology and computing, business operations, and financial specialist occupations.
  - Economic growth across these sectors also increases demand for healthcare, education, and social services in the region.
- We continue to build on the noted positive historical alignment. We are currently providing or preparing to provide opportunities in the areas below.
  - Healthcare. JMU is currently expanding its successful nursing programs, leading to a more rapid education and certification for nurses with BSNs and PhDs. This is a high budget priority for the university.
  - Teaching: Obtaining Licensure. JMU created a Virginia-wide "Grow-Your-Own" pathway for classroom assistants to complete their undergraduate BS degree in education and be eligible for teaching licensure. Recruitment focuses on school districts in low-wealth areas of Virginia, and the program provides online instruction and covers tuition for qualified students.
  - Teaching: Post-Licensure Options. In addition, we recently added a graduate program designed to allow currently licensed teachers to obtain content knowledge in an area that has been noted as a "critical need area" in Virginia. The one-year, hybrid Master of Arts in Physical and Health Education – Teacher Education is unique to the commonwealth.
  - Computer Occupations. The Information Technology major, which provides the knowledge and skills needed to meet the ever-evolving computer technology needs of business, government, healthcare, education, and other organizations, is at capacity. Obtaining funds to expand the program is a high budget priority.

C6. Explain any additional initiatives or partnerships the institution is currently involved in to improve workforce alignment of academic programs.

The division of Research, Economic Development and Innovation (REDI) – in collaboration with academic units in the division of Academic Affairs – spearheads many efforts to promote workplace alignment.

- Within REDI, the Office of Economic & Community Development oversees the Virginia Talent + Opportunity Partnership - Valley Internship Experience Workgroup to administer the grant we were awarded by SCHEV.
- REDI strives to strengthen training for university-industry partnerships, including:
  - Faculty development and matchmaking with regional businesses
  - Cross-campus coordination for scalable innovation and workforce engagement

D. Strategic Deep Dive – Financial Effectiveness & Sustainability

D1. What specific strategies/actions do you plan to take to improve affordability moving forward across your overall student body and priority subpopulations, and what is the expected impact? Please account for a broad range of factors including the full cost of attendance, net price, time to degree, debt load, etc.

We are committed to student affordability by maintaining market-competitive tuition and fees while carefully managing the overall cost of attendance.

Of the 15 Virginia public institutions of higher education:

- JMU's FY 24-25 in-state tuition is lower than all but four schools.
- JMU's FY 24-25 combined in-state tuition, E&G fees, and mandatory non-E&G fees are lower than all but five schools.

Affordability.™.Time.to.Degree

The overall student cost of attendance annual growth rate has increased by 3.3% over the last 10-year period, which is slightly higher than inflation rates.

- The percentage of students borrowing has decreased from 41% in FY 2016 to 31% in FY 2024.
- Annual borrowing per student has remained relatively consistent over the 10-year period.
- Annual borrowing per student FTE - annual growth is 1% from 2014 to 2024, significantly less than inflation.
- Net price annual growth has risen slightly higher at 2.5% but remains under inflation rates.
- Average time to degree for first-time bachelor's degree students is approximately 4.2 years, which has remained stable at JMU since 2013.

We continue to focus resources toward student success and improving retention and graduation rates, reducing cost-per-degree through the implementation of the institution's early alert system, and expanding advising and student support.

D2. Please explain the rationale behind your full pricing (i.e. published tuition & fees, including mandatory non-E&G fees) and financial aid award strategy (i.e. net tuition revenue projections). What data informed your assessment of T&F increase feasibility (e.g., market comparisons, student capacity to pay) and estimates of discounts/ waivers/unfunded scholarships? What informed your strategy around financial aid awards, merit and need-based, particularly for various student segments by income level and academic preparation? Further describe your institution's discounting by type and if this is sustainable in future years.

JMU's proposed tuition and nongeneral fund revenues for both years of the biennium are based on multiple financial modeling practices and assumptions, including historical analysis, projected tuition rates by student classifications, enrollment forecasts-accounting for both volume and demographics, and anticipated state support.

- We used the most recent market data available for in-state and out-of-state student costs.
- The average net student price (adjusted for 2023 inflation) has decreased. (FY14-23)

Our graduates maintain an exceptionally low student loan default rate of 0.8%, significantly below the national average of 1.8% for public four-year institutions.

- While the state-funded financial aid growth is substantial, it remains relatively small in comparison to institutional aid increases. JMU receives less in-state financial aid per in-state student compared to the average for Virginia's public institutions by $1,353. If state support continues to lag behind institutional efforts, the university may need to adjust financial strategies while advocating for increased state funding.

The university will continue to focus on providing lower net tuition costs for Pell-eligible, low- and middle- income students through institutional, state and philanthropic resources.

- An analysis of past discounting trends indicates the effectiveness of our current practices in achieving our enrollment and retention goals without compromising overall net tuition revenue. We will continue to review, monitor, and adjust for changing market conditions and student demographics.

Financial.Health

Per the Joint Legislative Audit & Review Commission (JLARC), JMU currently has a very low viability risk.

- Measuring financial health and stability, the university-calculated net operating revenue ratio average for 2017 to 2023 is 2%, remaining stable with positive financial management.

D3. What do you expect to be the impact of your pricing/discounting approach on enrollment numbers/mix (if any) and net tuition revenue moving forward and why? Please reference the "Financial Health" slides of your institution's fact pack.

JMU is committed to making a high-quality education accessible and affordable for all students, with a strategic focus on in-state, low-income, first-generation, and Pell Grant-eligible students.

- While we continue to adapt the process developed in 2023 for awarding recruitment scholarships, it has proven successful as we are steadily offering more scholarships, waivers, and unfunded scholarships to new students. JMU establishes a yield goal for each scholarship, which we evaluate annually.

We anticipate minimal additional financial aid to students beyond adjustments for increases in tuition and fees and state mandates associated with the Virginia Military Survivors and Dependent Educational Program (VMSDEP).

- The VMSDEP program has grown from 111 participants in FY 20 to 663 participants in FY 25. As a result, JMU allocated an additional $7.5 million to fund the program in FY 25 over FY 20 to support this state mandate. We appreciate the current state funding yet anticipate needing additional resources due to a significant rise in costs and projected continued growth.
- JMU expects that participation in the program will continue to grow to $14.5 million in resources being allocated to the program over the biennium.

D4. Reflect on the categories/subcategories of cost that have recently experienced the most significant increases on an absolute or per-student basis. What have been the primary drivers of those increases? Please be specific.

Based on institutional data, several patterns emerge regarding JMU's spending priorities in several Education & General expenditure areas.

- Academic Priorities. 59% of the university's expenditures is spent on General Academic Instruction (4.7% annual growth rate), the largest spending area.
  - Libraries (5.0% annual growth rate) and Academic Administration (5.9% annual growth rate) show steady investment, reinforcing our commitment to academic infrastructure and faculty development.
- Student Support. Expenditures for Counseling and Career Guidance (12.9% annual growth rate) have expanded at a much higher rate than other areas, highlighting our focus on student well-being and career readiness.
  - Student Well-Being. We expanded counseling staff and entered into a system-wide agreement for virtual health and well-being resources in partnership with VCU and Virginia Tech.
  - Student Advising. Over this period, JMU created a student success center and expanded University Advising and Pre-Professional Health Advising. We also launched a program designed to decrease the retention gaps between traditionally underrepresented students and the rest of the JMU population. This program was influential in our achievement of a 91.9% first-year undergraduate retention rate in 2023, a 1.7% increase over the year before and among the highest rates in the nation for large, public research universities.
- General Administrative Services. Despite only representing 5% of FY 23-24 university E&G expenditure, the annual growth rate for administrative services was 13.5%. The university invested in information technology, human resources, federal compliance, data stewardship, and data analytics. Growth also encompassed salary and fringe benefit increases and information technology growth to enhance teaching and learning, as well as being used to streamline administrative processes, ensure cybersecurity safety, and improve student support services, planning, analytics, and institutional research.
- Public Relations and Development. This annual growth rate (8.1%) reflects increasing investment in institutional outreach, fundraising, and brand positioning and also includes university growth in research, economic development, and innovation.
  - JMU has deliberately invested to enhance external visibility, alumni engagement, and fundraising capacity as part of our efforts to diversify revenue streams and reduce reliance on tuition through partnerships, grants, and philanthropic support. These investments, if effectively leveraged, can provide long-term financial resilience and amplify institutional impact.
  - As an R2 doctoral university with high research activity, we have expanded our efforts to support and advocate for faculty and student research while maintaining high-quality teaching. The university actively pursues resources, partnerships, and collaborations that advance our mission and vision.

D5. What specific strategies/actions do you plan to take to contain/reduce key costs and improve fiscal health going forward while improving student outcomes? What are your objectives and what have been your results to date of any already-launched initiatives? What is the expected impact and timeframe of these strategies? Include any short-term costs that would need to be incurred to implement the strategies. Include the costs with a general fund request in the Excel file in the “GF Request” tab. Please reference the “Fastest Growing Expenditures” and “Financial Health” tables in your institution’s fact pack data.

The university's annual budget process carefully assesses and prioritizes new expenditures, ensuring that limited resources are directed toward the university’s strategic initiatives and academic and student priorities that uphold institutional values and advance its mission. The university continually seeks ways to streamline operations and invest in technologies that support high-quality academic and student services to enhance efficiency.

With constrained new resources, university departments must strategically identify opportunities to improve operational efficiency through financial reallocation, leveraging advanced technology and streamlined business processes. By focusing on cost savings and containment before new resources are allocated, the university reinforces a sustainable financial strategy.

- The university will continue to focus resource allocation on academic and student success and improving retention and graduation rates, reducing cost-per-degree through the implementation of the institution’s early alert system, expanding advising and student support.
- Reengineering Madison is a seven-year initiative which involves implementing new technology platforms such as an enterprise CRM (Customer Relationship Management) and new data solutions for managing and visualizing JMU’s data as well as investing in human resources and finance solutions that will serve the university with updated technology into the future.

  Reengineering Madison goals include:
  - Improving student success outcomes, such as increasing retention and graduation rates across all demographics along with increasing academic achievement and tracking soft skill development.
  - Developing shared data systems as a university good.
  - Increasing operational efficiency at all levels of the university.
  - Strengthening JMU’s relationship and communications with all constituents.
- To assist in optimizing space utilization, the university recently began using the efficiency and utilization component of the event management system (EMS), which will allow us to review and analyze the use of campus institutional space. We will also continue to review the process and best practices for departmental space assignment and corresponding utilization.
- We continue to participate in the Virginia Association of State College & University Purchasing Professionals (VASCUPP), the Virginia Higher Education Procurement Consortium (VHEPC), and the Virtual Library of Virginia (VIVA) to collaborate on cooperative procurements and leverage institutional spending by creating efficiency and value. The university’s estimated savings from the cooperative contract language is $6.4 million over the last two years with a total of $11.8 million from 2018 to 2024.

- Demonstrating the university's commitment toward making education more accessible, a campus-wide effort led by JMU Libraries encourages the use of free affordable text books in JMU courses. By assigning open educational resources (OER), instructors can build their courses around texts licensed for free online use, lessening the student costs of pursuing a college degree. Since Fall 2019, JMU instructors who have adopted OER have saved students more than $2.3 million. The university will continue focusing on student cost savings and the creation and dissemination of open resources amongst the campus.
- Through university restructuring, an estimated $1.0 million dollars was reallocated to support student financial assistance with a Pell initiative focus.
- Reducing energy on JMU campus is a major priority in Facilities Management's sustainability plan. The university's guidelines for reducing energy on both an individual and management level are outlined in JMU policy. Benchmarking, commissioning, and energy auditing are a few avenues Facilities Management has undertaken or is exploring to assess energy usage on campus. All new construction and major renovations are required to be LEED certified or alternative green building rating systems.
    - Anticipated completion results of the East Campus Infrastructure (ECP) Distribution project phase 3 includes an increase in energy efficiency and system redundancy to mitigate future failures. Continued investments in energy-efficient solutions and campus upgrades should assist in keeping long-term costs manageable.

Financial Health

The financial health metrics are just a few measures of financial health. As previously reported by the APA, JMU has experienced steady long-term enrollment growth resulting in debt-funded projects to support that enrollment. As quoted by the APA in their 2020 report, "Institutions with recent debt-funded projects or in periods of high growth in enrollment are likely to see lower ratios."

As a result of many debt-funded projects in the 2015-19 timeframe, the ratios measuring resources —like the primary reserve and viability ratio—are below benchmark. Since 2019, JMU has issued very little debt and is well positioned to increase our financial health metrics. Additionally, JMU's FY 24 debt ratio was just above 6.2%, well below our BOV approved limit of 10%.

- In reviewing the most recent data, JMU's updated Financial Health Table calculations for the past three years (2021-2023), shows some solid financial strengthening per the updated calculations for FY 21 to FY 23. (Data updates from Fact Pack)
    - JMU's updated calculated viability ratio increased to 0.906 in 2023, remaining slightly below the established benchmark of 1.0
    - The university's updated Composite Financial Index (CFI) between fiscal years 2020 and 2023 demonstrated significant improvement, rising from 1.860 to 4.060. The upward trajectory reflects enhanced financial health and continued sustainability. The increase to 4.060 in FY 2023 surpasses the threshold benchmark of 3.0.

D6. Please describe the data in your fact pack under "Expenditures by Category" and "Personnel." Provide an overview of any challenges present and what your institution is doing to get ahead of any anticipated challenges.

Analysis of Personnel Growth Per Student FTE

This data examines personnel numbers and salary expenditures per student Full-Time Equivalent (FTE) over time.

- JMU's combined Education & General budget and financial aid budget are composed of 73% personnel costs, 11% financial assistance and scholarships and 16% other nonpersonal expenditures.
  - Compensation and health insurance increases were the major personnel cost drivers.
  - Our number of employees—in both categories—remained consistent and under inflation.
  - Our full-time instructional staff ratio has remained stable at 34-35%. Instructional staffing levels remained relatively stable in proportion to student demand, despite fluctuating student enrollment.
  - The full-time instructional salary (salary expenditures per student FTE) outlays as a percentage of total expenditures has remained around 45-47%. Increasing faculty compensation remains a significant priority and a consistent portion of institutional spending.
  - Pay-related challenges continue in two main areas: maintaining competitive salaries across various workforce sectors and addressing issues of compression and inversion. Specific market competitive areas include faculty salaries in business, engineering, computer science, and health professions. Outside of instructional faculty, salaries for multiple workforce areas suffer in comparison to the market, including information technology, public safety, finance & business operations, athletics & coaching staff, and facilities management. A 2024 study conducted by the JMU Compensation Advisory Committee found that compression and inversion issues exist within all instructional faculty ranks, with most accruing at the level of Associate Professor. We are seeking ways to provide competitive compensation consistently over time.

Analysis of Growth in Education and General Institutional/Administrative Expenditure and Per-Student Expenditure

This data covers the previous 10-year period.

Institutional/administrative spending has outpaced inflation, while per-student expenditure growth has remained relatively flat over the last five years.

- JMU spent an estimated 14% less in FY 22 than similar institutions nationwide according to JLARC's 2024 peer analysis report.
- We have increased investments in personnel and state salary and fringe benefit changes.
- We have invested significant resources in technology for mission critical advancement. Reengineering Madison, a multi-year, multi-project initiative that began in Fall 2021, is dramatically transforming our campus technology and platforms, modernizing our systems and business processes.
  - Includes implementing significant technology platforms, such as an enterprise CRM and new data solutions for managing and visualizing JMU's data. The CRM will include functionality for Undergraduate Admissions, Advising/Student Success, Orientation, and Advancement, among others.

    - Involves replacing current PeopleSoft ERP Finance, Human Resources, and Student Administration applications as well as current applications used to manage JMU constituents' identities. This set of projects will take at least seven years to fully implement and provide continued opportunities for change management and streamlined business processes.
- Within institutional/administrative spending, Public Relations operations expenditure growth was primarily driven by execution of the university's largest ever fundraising campaign, Unleashed. Other increases were related to JMU's new classification as R2 Doctoral University with high research activity through the Carnegie Commission. The division of Research, Economic Development, and Innovation invested in infrastructure and staffing to support our high quality student-centered undergraduate education.
- JMU also increased investments in financial management, human resources, and compliance to strengthen operations, meet regulatory demands, and ensure long-term financial success.
- Areas of highlighted growth in auxiliary enterprise expenditure include both state salary and fringe benefit costs and the following costs:
    - Dining food services and supply; labor and facilities maintenance
    - Telecommunication and IT services
    - Residential maintenance; new facility and operations
    - Athletic compensation, operations, and new facilities

D7. Please discuss how statewide salary and health insurance premium increases impact your institution (please reference your institution's estimated cost impact from the salary and health insurance calculator file). Further describe any challenges or the ability to support the NGF portion of the statewide increases. If statewide salary and health insurance premium increases occur and you do not receive additional state support above the general fund share, please describe how you will manage the NGF portion of these increases.

Faculty and staff compensation continue to be a top priority for the university administration and employees. As the cost of living continues to rise due to inflation and increases in general household expenses, competitive salaries have become even more essential. Provided through state assistance, recent salary increases helped mitigate the impact of rising costs and reinforced our commitment to investing in our workforce. An ongoing funding partnership with the commonwealth will help the university ensure a qualified and experienced workforce.

Within the projections of the six-year planning document, the university's nongeneral fund cost split of the statewide salary and health insurance premium increases for the 2026-28 biennium are projected to be covered by institutional nongeneral fund revenues generated from tuition changes.

- With a nongeneral fund split of 50.8%, the university's portion of the estimated salary and medical insurance increase costs are projected to be $3.1M in FY 27 and $6.2M in FY 28.
- The NGF portion for the 2% salary adjustments and 1% health insurance premium increase utilizes 65% of estimated tuition revenue for the 2026-28 biennium available for unavoidable costs.
- The remaining 35% will be used for other unavoidable costs to the university, which include maintaining financial aid support levels, supporting student support initiatives we previously committed to, operating and maintenance for Carrier Library, and covering inflation for contractual services and utilities.

D8. Using the information from the ProForma tab of the Excel file please describe any present funding concerns (if relevant) and how your institution plans to address any potential concerns.

A review of the financial proforma tab indicates no current funding concerns within the next two years and highlights specific observations to note in the future.

- The proforma tab assumes only one new university initiative: expanding the Physician Assistants program from 36 to 48 students annually. All other costs included are unavoidable costs to implement initiatives that have already been committed to, maintain financial aid at the current funding levels and to fund salary/benefit and inflationary cost increases.
- The proforma indicates—with additional state support to maintain the current general fund support operations percentages—the university could cover operations with tuition increases consistent with previous years.
- We will need to continue discussions regarding future university funding available to implement or expand programs to meet commonwealth needs or address the service expectations of our students without a combination of tuition increases, additional state support, and the implementation of further university reallocations and efficiency strategies.

E. Economic Development Annual Report

E1. Provide a link to any report your institution has produced about its economic development contributions. You may also share it in the appendix or as an attachment

Link to JMU Economic Impact Report 2025.

F. Freedom of Expression and Inquiry, Free Speech, Academic Freedom and Diversity of Thought

F1. Provide a copy of any policy or reports your institution has produced and provide information about annual training or orientation related to this topic.

We are committed to protecting and promoting the freedom of speech guaranteed by the United States Constitution as well as the Constitution of Virginia and applicable Virginia law.

With the Father of the U.S. Constitution, President James Madison, as the eponym of the university, we strive to develop students who are able to participate in the life of their community, and we focus on creating a culture of civic engagement.

We demonstrate our strong commitment to free speech and freedom of expression and inquiry by encouraging the exploration of diverse ideas and educating students, staff, and faculty on their rights and concomitant individual responsibilities as citizens.

A list of various related programs and initiatives is below.

- VA Code §23.1-401.1: Constitutionally Protected Speech
  - JMU annually complies with the statute requirement of generating a report related to issues of constitutionally protected speech, which is submitted to the Governor and the Chairs of the House Committee on Education and the Senate Committee on Education and Health.
  - In addition to the summary of resources, the report verifies that JMU is not aware of any complaint that has been filed in a court of law since December 1, 2020, to initiate a lawsuit against JMU or an employee of JMU in his or her official capacity for an alleged violation of the First Amendment to the United States Constitution.
- University Policy
  - Policy 1121. Public Expression on Campus addresses speech that is constitutionally protected as well as the process to report incidents of disruption of such constitutionally protected speech.
  - The policy applies to staff, faculty, students, and all other members of the university community.
- Faculty Policy
  - Early in the *JMU Faculty Handbook*, the Faculty Rights and Responsibilities section provides an overview and explanation of academic freedom for faculty, clearly stating that "A faculty member who is acting in the course and scope of their employment at the university is protected by the tenets of academic freedom as long as such action is performed in good faith and in a manner consistent with their responsibilities."
  - This section is followed by the responsibilities inherent in exercising academic freedom.

- Student Policy
  - The *JMU Student Handbook* addresses freedom of speech and related issues within the Students' Rights section, stating that "The student, as a citizen, has the rights of freedom of speech, freedom of the press, freedom of peaceful assembly and association, [and the] freedom of political beliefs."
- University Resources
  - The mission of the James Madison Center for Civic Engagement (CCE) is to "educate and inspire people to address public issues and cultivate the common good in our democracy," and the center serves as hub of resources and programming relevant and applicable to all employees and students.
  - The CCE maintains a free speech website that captures and promotes free speech-related resources.
  - JMU often welcomes speakers to discuss issues of freedom of speech and expression as well as provide a wide array of viewpoints on important current public policy issues. Both the Common Good Conversations and the Madison Vision Series are designed to help the entire JMU community develop educated opinions on the challenging and complex issues society faces today.
  - The Office of University Counsel maintains a website of freedom of speech resources.

G. New Schools, Sites, And Mergers

G1. Provide information on any new instructional sites, schools, or mergers supported by all types of funding that your institution is considering or planning to undertake during the six-year period.

- JMU anticipates expanding our existing presence in the Northern Virginia area by leveraging existing relationships with corporate partners and alumni groups to establish multiple workforce training/education sites throughout the region and explore the prospect of an expanded permanent presence in response to research indicating JMU-provided programming is desired.
- We do not anticipate any additional schools or mergers.

H. Research

H1: Highlight any strategic research priorities, programs, or key areas of investment (e.g., hiring plans, critical research agendas, interdisciplinary centers, business partnerships, commercialization efforts) and IP dissemination and commercialization priorities you intend to pursue over the next 6 years that have not already been mentioned in this narrative. What are the anticipated benefits to your faculty attraction/retention strategy, student value proposition, and the economic competitiveness of the Commonwealth?

The division of Research, Economic Development and Innovation (REDI) is, at its core, an agent for faculty and student scholarship development and promotion, resource identification, and community outreach. REDI prioritizes collaboration, building relationships with campus and external stakeholders—including the Commonwealth of Virginia—to cultivate a robust network of opportunities for faculty, students, local businesses, and others that would benefit from the wide range of opportunities these relationships offer.

In particular, REDI has established itself as a trusted partner to the commonwealth, responding to requests for assistance in high-need areas and ensuring our faculty and students are responsible stewards of state, federal, and university resources.

Strategic Research Priorities, Programs, or Key Areas of Investment

Beyond the REDI-supported efforts related to developing innovative internships, administering the VTOP Valley Internship Experience Workgroup, and working to more broadly incorporate career learning previously referenced in this plan, REDI has targeted multiple other areas for development over the next six years. A few examples are:

Launch New Interdisciplinary Research Centers

REDI is successfully meeting its goal of establishing fully functional, self-sustaining, high-research academic institutes and centers that promote interdisciplinary innovation and enhance a culture of research that responds to urgent local and global issues and opportunities.

- REDI is currently focused on:
  - Rural and regional innovation
  - Data-driven athlete injury prevention and monitoring in collaboration with JMU Athletics
  - Disparities in health and wellbeing

Modernize Commercialization Infrastructure

The *Research to Impact* office connects researchers and innovators with resources to advance their ideas to implementation, and educates and supports students, faculty, and community innovators in the process of intellectual property protection, commercialization, and licensing. Areas of upcoming focus include:

- Implementing and education stakeholders on streamlined IP disclosures, licensing, and contracts
- Increasing support for faculty innovation and startup formation through outreach and development assistance

Grow Federal Innovation Funding Participation

We strive to assist JMU community members with finding external funding for their research, scholarship, creative works, and other projects. Areas designated for attention include:

- Expansion of SBIR/STTR grant engagement to increase non-dilutive funding to develop technology and plan for future commercialization
  - Goal: 200% increase in applications by 2030)
- Development and launch of a non-credit certificate in federal contracting (co-developed with School of Professional and Continuing Education) to support commercialization readiness and federal contracting workforce needs

Develop a Shenandoah Valley Agricultural Innovation Center

Briefly mentioned earlier in A3. and in Part I, the Shenandoah Valley Agricultural Innovation Center is designed to be distinct from and complimentary to offices in the Virginia Cooperative Extension, focusing on commercial innovation and prototype development, industry-partnered research and development, providing an incubator space for ag-tech startups, and integrating academic and private sector research. The center will:

- Complement Virginia Tech and Virgina State University Extension services with applied innovation and commercialization
- Address intergenerational farm transitions and labor gaps
- Address farmer mental health issues
- Advance sustainable practices in agriculture, value-added agri-processing (e.g., packaging, specialty foods, fermentation products, regenerative soil practices), and agri-tourism

Strengthen Infrastructure and Training for University-Industry Partnerships
We are in the process of better positioning JMU for success in research by developing our research infrastructure to assist in soliciting and securing external funding (referenced in A3., Priority 3), with a strong focus on expanding partnerships between JMU and industry. Future opportunities include:

- Faculty development and matchmaking with regional businesses
- Cross-campus coordination for scalable innovation and workforce engagement

Anticipated Benefits to Faculty and Students

We have expanded our efforts to support and advocate for faculty and student research while maintaining high-quality teaching since becoming a high research institution. Moving ahead, we see numerous benefits to faculty and students through the implementation of our targeted goals.

- Faculty Attraction and Retention
  - Competitive research support and access to interdisciplinary funding
  - Clear pathways to translational impact and industry engagement
  - Greater capacity to launch startups and license technologies
- Student Value Proposition
  - Applied learning experiences with real-world economic impact
  - Participation in research-to-commercialization pipelines (e.g., SBIR/STTR, ag-tech innovation)
  - Career preparation in high-demand sectors including federal contracting, sustainable agriculture, and technology commercialization

Impact on Economic Competitiveness of the Commonwealth

Our priorities for the upcoming years result in positive outcomes for the state as well as the institution, primarily as they:

- Expand Virginia's share of federal innovation funding through increased SBIR/STTR grants, federal contracting readiness, and alignment with USDA, NSF, and DOE priorities
- Stimulate regional innovation economies, especially in:
  - Agriculture and agri-tech (sustainable practices, value-added processing, regional supply chains)
  - Clean technology (biochar, circular economy models, carbon-smart agriculture)
  - Early childhood education and workforce development
  - Athlete injury prevention saves costs of rehabilitation
- Strengthen small and mid-sized businesses in rural Virginia by:
  - Providing access to applied university research and prototyping support
  - Building commercialization capacity and entrepreneurial networks
  - Creating pipelines of trained graduates for agriculture, manufacturing, and tech-adjacent roles
- Drive startup and IP generation, with:
  - Increased patents and university-affiliated licensing agreements
  - Faculty- and student-led ventures across sectors including health tech and education
  - Growth in university-supported spinouts in emerging markets
- Retain and attract talent to rural and underserved regions by:
  - Creating meaningful applied research roles for students from farming communities
  - Offering return-to-region pathways for graduates to contribute to home economies
  - Enhancing regional alumni engagement in research and workforce development initiatives

I. Collaboration

I1. Outline any existing or potential initiatives you have not already highlighted in this narrative that feature collaboration across public higher education institutions and the K-12 sector (and other state agencies as appropriate) in furthering the goals outlined in sections B-D. What is the expected impact and in what timeframe? What is the timeline for the initiative and how far along is it? What (if anything) would be required from a budget or policy perspective to facilitate the success of the initiative?

In addition to being an excellent partner to the state, we are committed to working with peers across the commonwealth to leverage the best opportunities for all students. Several significant initiatives are listed here.

Commonwealth-wide Artificial Intelligence institute (CAII)

Virginia can, and should, serve as a leader in responsible artificial AI – in business, education, research, and policy.

- To help realize this goal, a number of Virginia universities (UVA, GMU, JMU, ODU, VCU, VT, VSU, and William & Mary) are planning for a commonwealth-wide AI institute (CAII).
- The CAII will coordinate industry, higher education, and government entities throughout the state for four purposes:
    - education and workforce development;
    - innovation and economic development;
    - research and discovery; and
    - serving as a trusted source of AI expertise for local, state, and national government.

The next 12 months will serve as a planning phase, with the objective of delivering an operational blueprint and budget for the Institute.

- This goal requires developing partnerships; informing and convening stakeholders in government, education, industry, and communities across the commonwealth; and determining the strategy and operational details of the CAII.
- A coordinated AI Institute will position Virginia as a top AI state by enabling resource-sharing, increasing efficiency, and reducing redundancies. It will enable Virginia to leverage expertise across the state to meet the substantial challenges and opportunities presented by AI.

Virtual Library of Virginia

Membership in the Virtual Library of Virginia (VIVA) consortium and participation in interlibrary loan agreements with partner institutions extends the reach of library collections and provides students at participating institutions with access to a larger universe of information. Contracts are also negotiated to allow the general public access to licensed resources on public stations in the libraries. In addition, cooperative agreements with other Virginia universities provide access to an expanded collection of e-journals.

As a leader for VIVA, JMU manages procurement for the 39 state-assisted colleges and universities involved. Membership in VIVA brings $5 of value for every $1 spent through VIVA's cooperative purchasing of resources, saving the institution money and personnel hours by avoiding duplication of collections and enabling shared agreements and central invoicing.

J. State Policy

J1. Use this section to outline any state policy changes you have not already mentioned in this narrative that would enhance your ability to achieve greater success on the topics, strategies, and initiatives referenced in this narrative. What existing policies, if any, are hindering your ability to maximize outcomes and value for students? What new policies might create conditions that are more conducive to achieving those goals? What strategies or initiatives would these policy changes enable your institution to do or try that you are not yet able to do today? Please be as specific as possible.

Collective Bargaining

Without knowing the extent to which employees would be eligible, it is difficult to estimate the financial impact of collective bargaining on the institution, the Commonwealth, and our students and families. We anticipate that in addition to potential increases in compensation, there will be added costs as we hire new administrative personnel (e.g., legal expertise, negotiation specialists, HR advisors, etc.) to support work with collective bargaining units on campus as well as technology upgrades or new software applications needed to support this effort regardless of the specific groups of eligible employees.

We stand ready to work with executive and legislative leaders to assess the potential impact financially on the institution and its students along with the implications for the state's share of compensation as commonly funded. In advance of the 2027 legislative session, we would also welcome the opportunity to engage in conversations about potential changes in our organizational structures and the impact on campus climate as the Commonwealth looks to adopt new policies in these areas.

Virginia Military Survivors and Dependents Education Program (VMSDEP).

This critically important program has experienced significant growth in recent years and is expected to continue growing. The university is committed to partnering with the Commonwealth to bolster the long-term sustainability of this important program.

JMU is seeking state funding support of $8M in FY27 to cover projected institutional expenditures. This funding request assumes that the university will receive a projected $6M in continued state support.

Federal Direct Loan Borrowing Limit for Physician Assistant, Other Graduate Healthcare Programs

The One Big Beautiful Bill Act, effective July 1, 2026, caps the annual Federal Direct Loan borrowing limit for programs designated as "graduate" at $20,500. This impacts many programs in the healthcare field, such as physician assistant (PA) programs – including JMU's highly competitive, relatively affordable 27-month PA program.

As of Feb. 2025, JMU's PA program has the lowest in-state tuition among all public and private Virginia institutions. However, the rigorous, full-time nature of PA programs and clinical rotations prevents students from simultaneously holding a job, requiring many students to debt-finance at least part their education and living expenses.

Under the federal borrowing caps, in-state students would only be able to fund about three quarters of the tuition of JMU's PA program through government loans, forcing them to bridge a remaining gap of approximately $20,000 with either savings or private loans. This figure does not include other living expenses, such as books, fees, and housing.

JMU is concerned about students' ability to qualify for such large private loans and their willingness to tolerate high interest rates associated with private debt. Multiple other successful JMU healthcare graduate programs, such as Nursing, Occupational Therapy, Speech Language Pathology, and Athletic Training, could be similarly impacted. *Note: As of June 25, 2026, an injunction has been issued to exempt Physician Assistant programs from the borrowing limits imposed on graduate programs by the One Big Beautiful Bill Act*.

JMU would be pleased to be part of a conversation at the state level that examines how the Commonwealth can help meet students' financial need to ensure Virginia's public colleges and universities can continue to prepare students in vital healthcare workforce fields.

SCHEV Policies

We seek clarification of our place in institutional groupings within the Commonwealth. As an R2, we would like to be considered a research institution by Virginia. In addition, we would like to be able to offer an increased number of doctoral degrees, an option which is currently limited (SCHEV curriculum policy, VIII. Degree Level Authorization, pgs. 9-10).

Thus, we respectfully request that SCHEV reclassify JMU as a "Major Public Research Institution" and remove the cap on the number of doctoral programs we may offer. This request is grounded in our recent reaffirmation as a Carnegie R2: Doctoral University with High Research Activity, our robust research trajectory, our growth to over 23,000 students, and the evolving needs of the Commonwealth. Current limitations on the number of doctoral programs that JMU can offer stifles growth and innovation, while prohibiting us from offering any new doctoral programs in areas of high workforce demand.

Changes to § 23.1-1309 – Intercollegiate Athletics Financing

Virginia code caps the percentage of student fees that a college can use to support their athletics programs through a formula. In the decade since the law was established, the college athletics landscape has changed greatly. Institutions are facing massive cost drivers outside of their control such as back damages owed to college athletes, new NCAA regulations, and increased support for student-athlete mental and physical health. Universities need some level of immediate relief from the current code section to ensure competitiveness and student-athlete wellness.

Modify Existing Base Funding and Financial Aid Formulas/Models

Despite our excellent student outcomes, JMU currently receives $2,935 less in operating funding per in-state FTE student than the average of all other public four-year colleges and universities in Virginia. JMU's annual base appropriation would have to increase by approximately $50M to reach the average funding level.

Additionally, JMU receives $1,310 less in financial aid per in-state FTE student than the average of all other public four-year colleges and universities in Virginia. JMU's annual financial aid appropriation would have to increase by approximately $22M to reach the average financial aid level. JMU would strongly support the state reviewing the underlying formulas and models that dictate the large inequity in state support.

Part 1: Undergraduate Tuition and Mandatory Fee Increase Plans in 2026-28 Biennium
James Madison University

Instructions: *Provide annual planned increases in undergraduate tuition and mandatory E&G fees and mandatory non-E&G fees for both in-state and out-of-state students in 2026-28 biennium. The tuition and fee charges for in-state undergraduate students should reflect the institution's estimate of reasonable and necessary charges to students based on the mission, market capacity and other factors with the assumption of no new state general fund support.*

Undergraduate Tuition and Mandatory Fees					
Tuition and Fees	**2025-26 Charge (BOV approved)**	**2026-27 (Board Approved) Charge**	**2026-27 (Board Approved) % Increase**	**2027-28 Planned Charge**	**2027-28 % Increase**
In-State UG Tuition	$8,312	$8,546	2.8%	$8,888	4.0%
In-State UG Mandatory E&G Fees	$0	$0	%	$0	%
In-State UG Mandatory non-E&G Fees	$5,988	$6,222	3.9%	$6,464	3.9%
In-State UG Total	$14,300	$14,768	3.3%	$15,352	4.0%
Out-of-State UG Tuition	$25,332	$25,768	1.7%	$26,412	2.5%
Out-of-State UG Mandatory E&G Fees	$586	$586	0.0%	$586	0.0%
Out-of-State UG Mandatory non-E&G Fees	$5,988	$6,222	3.9%	$6,464	3.9%
Out-of-State UG Total	$31,906	$32,576	2.1%	$33,462	2.7%

Part 2: Revenue: 2024-25 through 2031-32
James Madison University

Instructions: Based on assumptions of no new general fund, enrollment changes and other institution-specific conditions, provide total collected or projected to collect revenues (after discounts and waivers) by student level and domicile (including tuition revenue used for financial aid), and other NGF revenue for educational and general (E&G) programs; and mandatory non-E&G fee revenues from in-state undergraduates and other students as well as the total auxiliary revenue.
In line 25, enter E&G GF revenues for the current bienium, including any funds administratively transferred into your E&G programs during the fiscal year. The GF amount in each year of 2027-2032 should remain the same as the 2025-26 general fund for E&G. The formulas will automatically hold that constant for the remaining years of 2027 to 2032

Items	2024-2025 (Actual) Total Collected Tuition Revenue	2025-2026 (Actual) Total Collected Tuition Revenue	Chg	2026-2027 (Estimate) Total Projected Tuition Revenue	Chg2	2027-2028 (Planned) Total Projected Tuition Revenue	Chg3
E&G Programs							
Undergraduate, In-State	$133,516,413	$138,881,986	4.0%	$144,231,279	3.9%	$149,089,740	3.4%
Undergraduate, Out-of-State	$124,384,393	$129,699,082	4.3%	$131,603,197	1.5%	$134,159,442	1.9%
Graduate, In-State	$13,134,504	$13,462,330	2.5%	$12,837,355	-4.6%	$12,790,541	-0.4%
Graduate, Out-of-State	$5,747,288	$5,374,591	-6.5%	$4,904,825	-8.7%	$5,157,219	5.1%
Law, In-State	$0	$0	%	$0	%	$0	%
Law, Out-of-State	$0	$0	%	$0	%	$0	%
Medicine, In-State	$0	$0	%	$0	%	$0	%
Medicine, Out-of-State	$0	$0	%	$0	%	$0	%
Dentistry, In-State	$0	$0	%	$0	%	$0	%
Dentistry, Out-of-State	$0	$0	%	$0	%	$0	%
PharmD, In-State	$0	$0	%	$0	%	$0	%
PharmD, Out-of-State	$0	$0	%	$0	%	$0	%
Veterinary Medicine, In-State	$0	$0	%	$0	%	$0	%
Veterinary Medicine, Out-of-State	$0	$0	%	$0	%	$0	%
First Professional, In-State (Total)	$0	$0	%	$0	%	$0	%
First Professional, Out-of-State (Total)	$0	$0	%	$0	%	$0	%
Other NGF	$6,710,054	$6,644,467	-1.0%	$6,714,303	1.1%	$6,781,397	1.0%
Total E&G NGF Revenue	$283,492,652	$294,062,456	3.7%	$300,290,959	2.1%	$307,978,339	2.6%
E&G GF Revenue (assume flat after 2026)	$203,010,548	$205,066,203	1.0%	$205,066,203	0.0%	$205,066,203	0.0%
Total E&G Revenue	$486,503,200	$499,128,659	2.6%	$505,357,162	1.2%	$513,044,542	1.5%

Auxiliary Revenue	2024-2025 (Actual) Total Revenue	2025-2026 (Actual) Total Revenue	Chg	2026-2027 (Estimated) Total Revenue	Chg2	2027-2028 (Planned) Total Revenue	Chg3
In-State undergraduates	$84,818,378	$86,581,211	2.1%	$87,928,924	1.6%	$91,232,772	3.8%
All Other students	$28,879,180	$29,479,394	2.1%	$30,226,318	2.5%	$31,258,451	3.4%
Total non-E&G fee revenue	$113,697,558	$116,060,605	2.1%	$118,155,242	1.8%	$122,491,223	3.7%
Total Auxiliary Revenue	$282,625,676	$299,269,717	5.9%	$311,272,968	4.0%	$331,823,448	6.6%

Part 2: Revenue: 2024-25 th

James Madison University

Instructions: Based on assumption
conditions, provide total collected or p
domicile (including tuition revenue use
programs; and mandatory non-E&G fee

In line 25, enter E&G GF revenues for
E&G programs during the fiscal year. T
26 general fund for E&G. The formula

Part 2: Revenue: 2024-25 through 2031-32

James Madison University

Instructions: Provide a pro forma analysis of total tuition revenue in years 2029-2032 by holding T&F constant at the planned 2027-28 rate while incorporating your institution's submitted enrollment projections for each year through 2032. These columns are NOT meant to be a projection and do NOT make any assumption about GF support. The calculations will be used to support the pro forma analysis in tab 5.

Items	2028-2029 (Pro Forma) Total Calculated Tuition Revenue	Chg4	2029-2030 (Pro Forma) Total Calculated Tuition Revenue	Chg5	2030-2031 (Pro Forma) Total Calculated Tuition Revenue	Chg6	2031-2032 (Pro Forma) Total Calculated Tuition Revenue	Chg7	2024-2032 Chg	CAGR
E&G Programs										
Undergraduate, In-State	$147,729,358	-0.9%	$146,903,901	-0.6%	$146,829,066	-0.1%	$145,473,801	-0.9%	9%	1.2%
Undergraduate, Out-of-State	$133,740,857	-0.3%	$133,641,906	-0.1%	$132,880,598	-0.6%	$133,227,982	0.3%	7%	1.0%
Graduate, In-State	$12,810,023	0.2%	$12,904,178	0.7%	$12,881,451	-0.2%	$12,994,005	0.9%	-1%	-0.2%
Graduate, Out-of-State	$5,167,458	0.2%	$5,205,865	0.7%	$5,205,865	0.0%	$5,259,635	1.0%	-8%	-1.3%
Law, In-State	$0	%	$0	%	$0	%	$0	%	%	%
Law, Out-of-State	$0	%	$0	%	$0	%	$0	%	%	%
Medicine, In-State	$0	%	$0	%	$0	%	$0	%	%	%
Medicine, Out-of-State	$0	%	$0	%	$0	%	$0	%	%	%
Dentistry, In-State	$0	%	$0	%	$0	%	$0	%	%	%
Dentistry, Out-of-State	$0	%	$0	%	$0	%	$0	%	%	%
PharmD, In-State	$0	%	$0	%	$0	%	$0	%	%	%
PharmD, Out-of-State	$0	%	$0	%	$0	%	$0	%	%	%
Veterinary Medicine, In-State	$0	%	$0	%	$0	%	$0	%	%	%
Veterinary Medicine, Out-of-State	$0	%	$0	%	$0	%	$0	%	%	%
First Professional, In-State (Total)	$0	%	$0	%	$0	%	$0	%	%	%
First Professional, Out-of-State (Total)	$0	%	$0	%	$0	%	$0	%	%	%
Other NGF	$6,781,397	0.0%	$6,781,397	0.0%	$6,781,397	0.0%	$6,781,397	0.0%	1%	0.2%
Total E&G NGF Revenue	$306,229,093	-0.6%	$305,437,247	-0.3%	$304,578,377	-0.3%	$303,736,820	-0.3%	7%	1.0%
E&G GF Revenue (assume flat after 2026)	$205,066,203	0.0%	$205,066,203	0.0%	$205,066,203	0.0%	$205,066,203	0.0%	1%	0.1%
Total E&G Revenue	$511,295,296	-0.3%	$510,503,450	-0.2%	$509,644,580	-0.2%	$508,803,023	-0.2%	5%	0.6%

Auxiliary Revenue
In-State undergraduates
All Other students
Total non-E&G fee revenue
Total Auxiliary Revenue

Part 3: Financial Aid Plan: 2025-26 through 2031-32
James Madison University

Instructions: Provide a breakdown of the projected source and distribution of tuition and fee revenue redirected to financial aid for the revenue numbers in Tab 2. To ensure compliance with the state prohibition that in-state students not subsidize out-of-state students and to provide the review group with a scope of the strategy, projections must be made for each of the indicated categories. Please be aware that this data will be compared with similar data provided by other institutional offices in order to ensure overall consistency. (Please do not alter shaded cells that contain formulas.)

The methodology used for completing this report MUST match the methodology used by the institution's financial aid office for completing the annual financial aid data file and related reports.

"Other Discounts and Waiver" means the totals of any unfunded full or partial tuition waiver reducing the students' charges, including Virginia Military Survivors and Dependent Education Program and the Senior Citizens Tuition Waiver. Do not include the tuition differential for the tuition exceptions.

Note: If you do not have actual amounts for *Tuition Revenue for Financial Aid* by student category, please provide an estimate. If values are not distributed for *Tuition Revenue for Financial Aid*, a distribution may be calculated for your institution.

Allocation of Tuition Revenue Used for Student Financial Aid

***2024-25 (Actual) Please see footnote below**

T&F Used for Financial Aid	Total Tuition Revenue	Tuition Revenue for Financial Aid (Program 108)	% Revenue for Financial Aid	Distribution of Financial Aid	Unfunded Scholarships	Other Tuition Discounts and Waivers	Gross Tuition Revenue (Cols. B+F+G)	Discount Rate (Cols. (C+F+G)/H)
Undergraduate, In-State	$133,516,413	$5,735,351	4.3%	$11,667,579	$0	$8,782,813	$142,299,226	10.2%
Undergraduate, Out-of-State	$124,384,393	$5,343,075	4.3%	$178,629	$2,359,077	$10,455	$126,753,925	6.1%
Graduate, In-State	$13,134,504	$564,208	4.3%	$22,414	$0	$855,650	$13,990,154	10.1%
Graduate, Out-of-State	$5,747,288	$246,881	4.3%	$20,893	$0	$103,783	$5,851,071	6.0%
First Professional, In-State	$0	$0	%	$0	$0	$0	$0	%
First Professional, Out-of-Stat	$0	$0	%	$0	$0	$0	$0	%
Total	$276,782,598	$11,889,515	4.3%	$11,889,515	$2,359,077	$9,752,701	$288,894,376	8.3%

Compliance with § 4-5.1.a.i: -$5,390,434 Compliant

2025-26 (Actual)

T&F Used for Financial Aid	Total Tuition Revenue	Tuition Revenue for Financial Aid (Program 108)	% Revenue for Financial Aid	Distribution of Financial Aid	Unfunded Scholarships	Other Tuition Discounts and Waivers	Gross Tuition Revenue (Cols. B+F+G)	Discount Rate (Cols. (C+F+G)/H)
Undergraduate, In-State	$138,881,986	$7,068,912	5.1%	$14,415,497	$0	$11,650,803	$150,532,789	12.4%
Undergraduate, Out-of-State	$129,699,082	$6,601,514	5.1%	$213,703	$2,404,291	$108,819	$132,212,192	6.9%
Graduate, In-State	$13,462,330	$685,215	5.1%	$0	$0	$1,139,500	$14,601,830	12.5%
Graduate, Out-of-State	$5,374,591	$273,560	5.1%	$0	$0	$124,344	$5,498,935	7.2%
First Professional, In-State	$0	$0	%	$0	$0	$0	$0	%
First Professional, Out-of-Stat	$0	$0	%	$0	$0	$0	$0	%
Total	$287,417,989	$14,629,201	5.1%	$14,629,200	$2,404,291	$13,023,466	$302,845,746	9.9%

Compliance with § 4-5.1.a.i: -$6,661,370 Compliant

2026-27 (Estimated)

T&F Used for Financial Aid	Total Tuition Revenue	Tuition Revenue for Financial Aid (Program 108)	% Revenue for Financial Aid	Distribution of Financial Aid	Unfunded Scholarships	Other Tuition Discounts and Waivers	Gross Tuition Revenue (Cols. B+F+G)	Discount Rate (Cols. (C+F+G)/H)
Undergraduate, In-State	$144,231,279	$6,941,203	4.8%	$13,864,793	$0	$13,541,706	$157,772,985	13.0%
Undergraduate, Out-of-State	$131,603,197	$6,333,470	4.8%	$212,268	$3,366,065	$16,120	$134,985,382	7.2%
Graduate, In-State	$12,837,355	$617,804	4.8%	$26,635	$0	$1,319,277	$14,156,632	13.7%
Graduate, Out-of-State	$4,904,825	$236,047	4.8%	$24,828	$0	$160,017	$5,064,842	7.8%
First Professional, In-State	$0	$0	%	$0	$0	$0	$0	%
First Professional, Out-of-Stat	$0	$0	%	$0	$0	$0	$0	%
Total	$293,576,656	$14,128,524	4.8%	$14,128,524	$3,366,065	$15,037,120	$311,979,841	10.4%

Compliance with § 4-5.1.a.i: -$6,332,421 Compliant

2027-28 (Planned)

T&F Used for Financial Aid	Total Tuition Revenue	Tuition Revenue for Financial Aid (Program 108)	% Revenue for Financial Aid	Distribution of Financial Aid	Unfunded Scholarships	Other Tuition Discounts and Waivers	Gross Tuition Revenue (Cols. B+F+G)	Discount Rate (Cols. (C+F+G)/H)
Undergraduate, In-State	$149,089,740	$7,241,149	4.9%	$14,355,783	$0	$14,075,053	$163,164,793	13.1%
Undergraduate, Out-of-State	$134,159,442	$6,515,998	4.9%	$219,785	$3,448,320	$16,755	$137,624,517	7.3%
Graduate, In-State	$12,790,541	$621,225	4.9%	$27,578	$0	$1,371,237	$14,161,778	14.1%
Graduate, Out-of-State	$5,157,219	$250,481	4.9%	$25,707	$0	$166,319	$5,323,538	7.8%
First Professional, In-State	$0	$0	%	$0	$0	$0	$0	%
First Professional, Out-of-Stat	$0	$0	%	$0	$0	$0	$0	%
Total	$301,196,942	$14,628,853	4.9%	$14,628,853	$3,448,320	$15,629,364	$320,274,626	10.5%

Compliance with § 4-5.1.a.i: -$6,520,987 Compliant

2028-29 (Pro Forma)

T&F Used for Financial Aid	Total Tuition Revenue	Tuition Revenue for Financial Aid (Program 108)	% Revenue for Financial Aid	Distribution of Financial Aid	Unfunded Scholarships	Other Tuition Discounts and Waivers	Gross Tuition Revenue (Cols. B+F+G)	Discount Rate (Cols. (C+F+G)/H)
Undergraduate, In-State	$147,729,358	$7,463,822	5.1%	$14,846,773	$0	$16,880,276	$164,609,634	14.8%
Undergraduate, Out-of-State	$133,740,857	$6,757,072	5.1%	$227,302	$3,448,320	$16,755	$137,205,932	7.5%
Graduate, In-State	$12,810,023	$647,209	5.1%	$28,521	$0	$1,371,237	$14,181,260	14.2%
Graduate, Out-of-State	$5,167,458	$261,079	5.1%	$26,586	$0	$166,319	$5,333,777	8.0%
First Professional, In-State	$0	$0	%	$0	$0	$0	$0	%
First Professional, Out-of-Stat	$0	$0	%	$0	$0	$0	$0	%
Total	$299,447,696	$15,129,182	5.1%	$15,129,182	$3,448,320	$18,434,587	$321,330,603	11.5%

Compliance with § 4-5.1.a.i: -$6,764,263 Compliant

Allocation of Tuition Revenue Used for Student Financial Aid

2029-30 (Pro Forma)									
T&F Used for Financial Aid	**Total Tuition Revenue**	**Tuition Revenue for Financial Aid (Program 108)**	**% Revenue for Financial Aid**	**Distribution of Financial Aid**	**Unfunded Scholarships**	**Other Tuition Discounts and Waivers**	**Gross Tuition Revenue (Cols. B+F+G)**	**Discount Rate (Cols. (C+F+G)/H)**	
Undergraduate, In-State	$146,903,901	$7,687,899	5.2%	$15,337,763	$0	$20,252,512	$167,156,413	16.7%	
Undergraduate, Out-of-State	$133,641,906	$6,993,861	5.2%	$234,819	$3,448,320	$16,755	$137,106,981	7.6%	**Compliance**
Graduate, In-State	$12,904,178	$675,312	5.2%	$29,464	$0	$1,371,237	$14,275,415	14.3%	**with § 4-5.1.a.i**
Graduate, Out-of-State	$5,205,865	$272,438	5.2%	$27,465	$0	$166,319	$5,372,184	8.2%	-$7,004,016 Compliant
First Professional, In-State	$0	$0	%	$0	$0	$0	$0	%	
First Professional, Out-of-Stat	$0	$0	%	$0	$0	$0	$0	%	
Total	$298,655,850	$15,629,510	**5.2%**	$15,629,511	$3,448,320	$21,806,823	$323,910,993	**12.6%**	

2030-31 (Pro Forma)									
T&F Used for Financial Aid	**Total Tuition Revenue**	**Tuition Revenue for Financial Aid (Program 108)**	**% Revenue for Financial Aid**	**Distribution of Financial Aid**	**Unfunded Scholarships**	**Other Tuition Discounts and Waivers**	**Gross Tuition Revenue (Cols. B+F+G)**	**Discount Rate (Cols. (C+F+G)/H)**	
Undergraduate, In-State	$146,829,066	$7,952,832	5.4%	$15,828,753	$0	$23,281,556	$170,110,622	18.4%	
Undergraduate, Out-of-State	$132,880,598	$7,197,329	5.4%	$242,336	$3,448,320	$16,755	$136,345,673	7.8%	**Compliance**
Graduate, In-State	$12,881,451	$697,709	5.4%	$30,407	$0	$1,371,237	$14,252,688	14.5%	**with § 4-5.1.a.i**
Graduate, Out-of-State	$5,205,865	$281,970	5.4%	$28,344	$0	$166,319	$5,372,184	8.3%	-$7,208,619 Compliant
First Professional, In-State	$0	$0	%	$0	$0	$0	$0	%	
First Professional, Out-of-Stat	$0	$0	%	$0	$0	$0	$0	%	
Total	$297,796,980	$16,129,840	**5.4%**	$16,129,840	$3,448,320	$24,835,867	$326,081,167	**13.6%**	

2031-32 (Pro Forma)									
T&F Used for Financial Aid	**Total Tuition Revenue**	**Tuition Revenue for Financial Aid (Program 108)**	**% Revenue for Financial Aid**	**Distribution of Financial Aid**	**Unfunded Scholarships**	**Other Tuition Discounts and Waivers**	**Gross Tuition Revenue (Cols. B+F+G)**	**Discount Rate (Cols. (C+F+G)/H)**	
Undergraduate, In-State	$145,473,801	$8,146,859	5.6%	$16,319,743	$0	$26,773,163	$172,246,964	20.3%	
Undergraduate, Out-of-State	$133,227,982	$7,461,065	5.6%	$249,853	$3,448,320	$16,755	$136,693,057	8.0%	**Compliance**
Graduate, In-State	$12,994,005	$727,693	5.6%	$31,350	$0	$1,371,237	$14,365,242	14.6%	**with § 4-5.1.a.i**
Graduate, Out-of-State	$5,259,635	$294,551	5.6%	$29,223	$0	$166,319	$5,425,954	8.5%	-$7,476,541 Compliant
First Professional, In-State	$0	$0	%	$0	$0	$0	$0	%	
First Professional, Out-of-Stat	$0	$0	%	$0	$0	$0	$0	%	
Total	$296,955,423	$16,630,168	**5.6%**	$16,630,169	$3,448,320	$28,327,474	$328,731,217	**14.7%**	

** Please note that the totals reported here will be compared with those reported by the financial aid office on the institution's annual S1/S2 report. Since the six-year plan is estimated and the S1/S2 is "actual," the numbers do not have to match perfectly but these totals should reconcile to within a reasonable tolerance level. Please be sure that all institutional offices reporting tuition/fee revenue used for aid have the same understanding of what is to be reported for this category of aid.*

Institutional Note:

** "Tuition Revenue for Financial Aid" distributed based on proportionality of total revenue collections by category.

Education and General revenues are pooled and are not allocated by revenue type per expense.

Part 4: ACADEMIC-FINANCIAL PLAN: 2026-27 through 2031-33
James Madison University

Instructions: The Academic Plan should contain academic, finance, and support service strategies the institution intends to employ over the five remaining years of this six-year plan, with a focus on the 2026-2028 biennium. Please provide short titles to identify institutional strategies and other expenditure increases. Provide a concise description in the "Notes" column (column Q), including a 2% salary increase and 1% health insurance premium increase where relevant and a specific reference as to where more detailed information can be found in the Narrative document.

Complete the lines appropriate to your institution, adding lines within the relevant categories as needed. As completely as possible, the items should represent a complete picture of your anticipated use of projected tuition revenues and strategic focus areas. Categories are listed in bold; you may not change the categories but you may add lines where indicated. Please update total cost formulas if necessary. For every line, the total amount and the sum of the reallocation and tuition revenue should equal one another.

Funding amounts in the first year should be incremental. However, if the costs continue into the second year and beyond, they should be reflected cumulatively, not an annual increase. Please update total cost formulas if necessary. Institutions should assume no general fund (GF) support in 2026-28 in this tab aside from the instructed assumptions for salary and health insurance premium increases. A separate tab (Tab 6) is provided for institutions to request additional GF support for 2026-28. Strategies for student financial aid, other than those that are provided through tuition revenue, should not be included on this table; they should be included in Part 6, General Fund Request, of the plan.

Also, given the long standing practice that agencies should not assume general fund support for operation and maintenance (O&M) of new facilities, O&M strategies should not be included in an institution's plan, unless they are completely supported by tuition revenue.

Lines 5 and 6 collect the estimated E&G expenditures of 2024-25 and 2025-26 as baselines for Tab 5 Pro Forma.

For the 2028-30 biennium and 2030-2032 biennium, total amounts should be provided as estimates of future expenditures on these items but delineation of reallocation vs. tuition revenue vs. GF does not need to be provided by the institution.

Funding amounts shall assume an annual 2% salary increase for each year from FY2027 to FY2032 for those employees eligible for the state-supported salary increases in the 2024-2026 biennium. In columns H and L, institutions should use the estimated GF share of these increases provided in the salary and health insurance calculator file. If an institution plans to use its own funds to provide additional salary increases, add lines below the "increased state health insurance cost" and specify salary amount by employee type and associated fringe benefit costs, but do not put any dollar amount in Columns H and L.

Please estimate total E&G expenditures for 2024-25 and 2025-26	
Total Estimated 2024-25 E&G Expenditures	**$486,503,200**
Total Estimated 2025-26 E&G Expenditures	**$499,128,659**

Incremental amounts relative to 2025-26 estimated baseline

Short Title	2026-2027 Total Amount	2026-2027 Reallocation	2026-2027 Amount from Tuition Revenue	2026-2027 Amount from GF (Salaries & benefits only)	2027-2028 Total Amount	2027-2028 Reallocation	2027-2028 Amount from Tuition Revenue	2027-2028 Amount from GF (Salaries & benefits only)	2028-2029 Total Amount (Pro Forma)	2029-2030 Total Amount (Pro Forma)	2030-2031 Total Amount (Pro Forma)	2031-2032 Total Amount (Pro Forma)	Explanation Please be brief; reference specific narrative question for more detail.
Salary & benefit increases for existing employees													
2% annual state salary increase cost	$5,505,407	$0	$2,746,631	$2,758,776	$11,120,925	$0	$5,548,197	$5,572,728	$16,848,752	$22,691,135	$28,650,367	$34,728,782	2% annual salary increases for full-time staff, adjuncts and graduate assistants. Estimates provided by DPB
1% annual state health insurance increase cost	$525,048	$0	$316,160	$208,888	$1,050,096	$0	$632,319	$417,777	$1,585,935	$2,127,132	$2,673,741	$3,225,817	1% health insurance premium increase. Estimates provided by DPB
Additional Salary/Benefit Cost	$5,494,613	$5,095,058	$399,555	$0	$6,714,395	$5,095,058	$1,619,337	$0	$8,261,160	$8,261,160	$8,261,160	$8,261,160	
Faculty Promotions and Other Pay Adjustments	$875,000	$875,000	$0	$0	$1,750,000	$875,000	$875,000	$0	$2,625,000	$3,500,000	$4,375,000	$5,250,000	Faculty Promotions & Tenure and other salary adjustments
Inflationary non-personnel cost increases										$0	$0	$0	
Contractual services	$846,697	$846,697	$0	$0	$846,697	$846,697	$0	$0	$1,693,394	$2,540,091	$3,386,788	$4,233,485	Inflationary adjustments for IT contracts, maintenance contracts, library materials, etc.
Utilities	$368,642	$368,642	$0	$0	$737,284	$368,642	$368,642	$0	$1,105,926	$1,474,568	$1,843,210	$2,211,852	Inflationary adjustments for utility costs
Financial aid expansion										$0	$0	$0	
Addt'l In-State Student Financial Aid from Tuition Rev	$486,186	$0	$486,186	$0	$978,129	$0	$978,129	$0	$1,470,072	$1,962,015	$2,453,958	$2,945,901	Increase in financial aid. Working toward the institutional goal of meeting 50% of remaining need.
Addt'l Out-of-State Student Financial Aid from Tuition Rev	$8,298	$0	$8,298	$0	$16,694	$0	$16,694	$0	$25,090	$33,486	$41,882	$50,278	Increase in financial aid. Working toward the institutional goal of meeting 50% of remaining need.

Part 4: ACADEMIC-FINANCIAL PLAN: 2026-27 through 2031-33
James Madison University

Short Title	2026-2027 Total Amount	2026-2027 Reallocation	2026-2027 Amount from Tuition Revenue	2026-2027 Amount from GF (Salaries & benefits only)	2027-2028 Total Amount	2027-2028 Reallocation	2027-2028 Amount from Tuition Revenue	2027-2028 Amount from GF (Salaries & benefits only)	2028-2029 Total Amount (Pro Forma)	2029-2030 Total Amount (Pro Forma)	2030-2031 Total Amount (Pro Forma)	2031-2032 Total Amount (Pro Forma)	Explanation Please be brief; reference specific narrative question for more detail.
New/expanded academic programs													
Physician Assistance Program Expansion	$0	$0	$0	$0	$0	$0	$0	$0	$376,069	$376,069	$376,069	$376,069	Expansion of Physician Assistant program from 36 to 48 students to support the healthcare needs in the Commonwealth.
Fast Flex Nursing	$1,000,000	$1,000,000	$0	$0	$1,000,000	$1,000,000	$0	$0	$1,000,000	$1,000,000	$1,000,000	$1,000,000	1 year nursing program utilizing nights and weekends to meet the needs of non-traditional students.
Other academic & student support strategies & initiatives										$0	$0	$0	
Strategic Plan Initiatives	$1,710,801	$0	$1,710,801	$0	$3,316,693	$0	$3,316,693	$0	$3,316,693	$3,316,693	$3,316,693	$3,316,693	
Academic/Student Support	$717,318	$156,446	$560,872	$0	$717,318	$156,446	$560,872	$0	$717,318	$717,318	$717,318	$717,318	
Other non-academic strategies & initiatives										$0	$0	$0	
Carrier Library	$662,681	$662,681	$0	$0	$662,681	$662,681	$0	$0	$662,681	$662,681	$662,681	$662,681	
Total Additional Fun	**$18,200,691**	**$9,004,524**	**$6,228,503**	**$2,967,664**	**$28,910,912**	**$9,004,524**	**$13,915,883**	**$5,990,505**	**$39,688,090**	**$48,662,348**	**$57,758,867**	**$66,980,036**	

Auto Check Match=0 (Must not be greater than incremental Tuit Rev in Part 2). If not match, please provide explanations	
2026-2027	**2027-2028**
$0	$0

Part 6: General Fund (GF) Requests in 2026-2028 Biennium
James Madison University

Instructions: Indicate items for which you anticipate making a request for state general fund in the 2026-28 biennium. The item can be a supplement to a strategy or item from the academic and financial plan or it can be a free-standing request for which no tuition revenue would be used. If it is a supplement to a strategy or item from the academic and financial plan, use the same title used in Part 4 and place it in bold print to draw attention to its connection to Part 6. Also, describe in the Notes column how additional general fund will enhance or expand the strategy. Requests for need-based financial aid appropriated in program 108 should be included here. If additional rows are added, please update the total costs formulas.

Note: If your institution thinks you cannot afford the nongeneral fund share of a statewide 2% annual salary increase, you can submit a request for GF support with explanations and assumptions in this tab.

Initiatives Requiring General Fund Support							
Priority Ranking	**Strategies (Match Academic-Financial Worksheet Short Title)**	**Category (Select best option from dropdown menu)**	**Biennium 2026-2028 (7/1/26-6/30/28) 2026-2027 Total Amount**	**Biennium 2026-2028 (7/1/26-6/30/28) 2026-2027 GF Support**	**Biennium 2026-2028 (7/1/26-6/30/28) 2027-2028 Total Amount**	**Biennium 2026-2028 (7/1/26-6/30/28) 2027-2028 GF Support**	**Notes/Explanation Please be brief; reference specific narrative question for more detail.**
1	Invest in Our People - Increase Compensation Competitiveness	General Operations Support	$0	$0	$8,000,000	$8,000,000	The university requests state general funds to address internal retention and recruitment concerns. A persistent gap in state budget appropriations have resulted in baseline salary levels that leave average faculty and staff compensation at JMU notably lower than at several of its doctoral and research intensive in-state peers, These pay disparities extend to faculty and staff creating a severe recruitment and retention challenge. As a result, the university experiences continuous voluntary turnover, losing faculty and staff in competing institutions or higher-paying private sector roles. Narrative Reference A3 Priority
2	Further Expand Undergraduate Nursing (Fast Flex Nursing II)	Degree Pathways	$0	$0	$1,300,000	$1,300,000	The university requests funds to grow the university's number of nursing graduates by launching a second cohort in the non-traditional Bachelor of Science in Nursing (BSN) program (Fast Flex Program). Narrative Reference A3 Priority 4.
3	Strengthen the Commonwealth's Workforce Through Academic Programming - Expand the Doctor of Nursing Practice Program (DNP)	Degree Pathways	$0	$0	$1,320,246	$1,320,246	Multiple healthcare programs the university offers are at capacity and must turn students away from these much-needed offerings. The university requests state general funds to Expand Doctor of Nursing Practice Program and expand Healthcare & Wellness programs with Graduate Certificates. Narrative Reference A3 Priority 5.
4	Strengthen the Commonwealth's Workforce Through Academic Programming - Increase Current Size of Engineering Program	Degree Pathways	$0	$0	$572,679	$572,679	The university requests state general funds to expand capacity and retain students in the Engineering Program. The students in this program are highly sought by engineering consulting, construction and civil engineering firms. The program currently has more student interest than we are able to enroll. With this expansion, we can accommodate 150 additional students in the program. Narrative Reference A3 Priority 5.
5	Strengthen the Commonwealth's Workforce Through Academic Programming - Establish the Real Estate Program	Degree Pathways	$0	$0	$368,838	$368,838	The university requests state general funds to begin a new program in real estate. Nationwide demand for these programs is growing due to industry expansion and complexity. Offering specialized coursework which covers valuation, real estate finance and law would allow JMU to become known as a market leader in preparing skilled professionals for this career path. In support of the new Real Estate program, the College of Business anticipates receiving a gift to help initiate the proposal and provide scholarships for student support. Narrative Reference A3 Priority 5.
6	Support Growth for the Virginia Military Survivors and Dependents Education Program (VMSDEP)	Financial Aid	$8,000,000	$8,000,000	$8,500,000	$8,500,000	Request state general funds for the Virginia Military Survivors and Dependents Education Program (VMSDEP). This critically important program has experienced significant growth in recent years and is expected to continue growing. The university is committed to partnering with the Commonwealth to bolster the long-term sustainability of this important program. This funding request assumes the university will receive a projected $6.0 million in continued state support. Narrative Reference A3 Priority 6.
			$8,000,000	$8,000,000	$20,061,763	$20,061,763	

Part 7: E&G Capital Requests in 2026-2028 Biennium

James Madison University

Instructions: Indicate E&G capital projects for which you anticipate making a request for state general fund in the 2026-28 biennium to complete a project. Projects should include planning costs and then funding for construction. Describe in the Notes column the justification, alternatives explored, and how the projects align with enrollment growth and facility condition index. If the project has other fund sources, please indicate source.

E&G Capital Projects Requests
Biennium 2026-2028 (7/1/26-6/30/28)

Priority Ranking	Capital Project / Building	Category (Select best option from dropdown menu)	Facility Condition Index *(for renovation projects only)* if available	2026-2027 Total Amount	2026-2027 Total Amount2	2026-2027 NGF Support	2026-2027 GF Support	2027-2028 Total Amount	2027-2028 NGF Support	2027-2028 GF Support	Notes/Explanation Please be brief; reference specific justification, alternatives and additional fund sources.
1	College of Business Addition - Phase 2	New Construction-Improvements		$0	$0	$0	$0	$7,968,726	$0	$7,968,726	The university is proposing a significant expansion to its College of Business Learning Complex to house the Hart School of Hospitality, Sport and Recreation Management and support the workforce needs across the Commonwealth. The proposed facility is particularly critical to scaling and elevating JMU's culinary arts program, a high-demand discipline with significant workforce relevance in Virginia's tourism and hospitality sectors. The existing instructional kitchen in Godwin Hall constrains enrollment growth. A modern, expanded culinary teaching facility would enable the university to deliver a world-class program, attract top students and faculty, and serve as a catalyst for industry partnerships. Increasing the capacity for centralized advising and student support functions for the College of Business within this facility will enhance student success, streamline services, and create a more accessible, student-centered experience. Additionally, the growing interest in business programs overall (especially business minors and certificates) expands the opportunity for students across all disciplines to secure high demand credentialing to supplement their primary program of study. The university requests $7.9 million for detailed planning. Total project cost is estimated to be $117.2 million, including planning and furnishings/equipment.
2	Physics and Chemistry Building Addition	New Construction-Improvements		$0	$0	$0	$0	$5,718,385	$0	$5,718,385	Enrollment in science and math programs at JMU has grown significantly due to rising interest in STEM fields and increased demand from healthcare disciplines that require extensive coursework in these areas. At the same time, existing facilities are outdated, at capacity, and spread across campus, creating scheduling challenges and limiting opportunities for STEM collaboration among departments. The project scope includes an expansion of the current Physics/Chemistry Building to house the College of Science and Math and provide a centralized hub for STEM education, research, and interdisciplinary collaboration. The university requests $5.7 million for detailed planning. Total project cost is estimated to be $76.3 million including planning and furnishings/equipment.
3	Moody Hall Renovation and Expansion	Improvements-Life Safety Code	0.5130	$0	$0	$0	$0	$3,454,952	$0	$3,454,952	Situated on our historic Quad and a part of the bluestone renovations, the upcoming renovation and addition to Moody Hall aims to update the existing structure to address significant deficiencies, including outdated building systems, code and ADA compliance issues, and high maintenance costs. Since its original construction in 1961, only a few renovations have been completed. The addition will provide much-needed space to accommodate university growth and will feature state-of-the-art classrooms, conference rooms, faculty offices, and informal study and research areas. This renovation and expansion will provide space to house various departments of the College of Arts and Letters in a centralized location, consolidating programs that are presently dispersed throughout the campus. The university request $3.4 million for detailed planning. Total project cost is estimated to be $56.2 million including planning and furnishings/equipment. Detailed planning is expected to take less than one year.
				$0	$0	$0	$0	$17,142,063	$0	$17,142,063	

Part 8: Degree/Certificate Programs in 2026-2028 Biennium
James Madison University

Instructions: In the table below indicate which degree and/or certificate programs the institution plans to establish, grow, and close in the upcoming 2026-28 biennium. SCHEV's new degree program approval process will require all new degree programs and merged degree programs for the upcoming biennium to be included in the Six-Year Plan table below.

Academic Degree/Certificate Programs Biennium 2026-2028					
Degree Designation	**Program Name**	**Establish/Grow/ Close**	**CIP Code**	**Anticipated Start/End Date**	**Explanation (please describe projected costs/savings from program establishment, growth, or closure)**
BS	Agriculture Industry Studies	Establish	1.0100	Dependent on available resources	In response to regional demand, JMU is developing academic programming to meet the needs of farmers and others in rural communities in the forms of technology, mental health, business, and others. New funding will be required in the future to develop these programs, and a future SYP request will outline the associated costs.
Ph.D.	Applied Behavior Analysis	Establish	42.2814	Fall 2028	Resource neutral (self-sustaining) Incoming tuition revenue will cover limited anticipated new funding.
BA/BS	Applied Liberal Studies	Establish	24.0101	Fall 2029	This undergraduate major will intentionally integrate vocational education with the life-enhancing lessons of the liberal arts, leveraging options for students to transfer from a VCC to JMU with appropriate degree credit for prior learning and professional experience. New funding will be required in the future to develop this programs, and a future SYP request will outline the associated costs.
BFA	Architecture	Establish	4.0201	Fall 2027 or Spring 2028	Resource neutral (already existing as a major)
MS	Artificial Intelligence and Cybersecurity	Establish	11.0102	Fall 2027	Resource neutral (self-sustaining) Incoming tuition revenue will cover limited anticipated new funding.
GC	Communication, Advocacy and Social Justice	Establish	9.0900	Fall 2027	Resource neutral (self-sustaining) Administered through the School of Professional and Continuing Education
B.S.	Computational Analytics	Establish	27.0304	Fall 2027	Resource neutral (self-sustaining) Administered through the School of Professional and Continuing Education
BA/BFA	Dance	Establish	50.0301	Fall 2027	Resource neutral (already existing) due to active program structure (currently offered as a major)
MS	Data Leadership	Establish	11.0000	Fall 2027 or Fall 2028	Resource neutral (internal reallocation). Established cohort of UG Data Science graduates will provide baseline to establish the MS Data Leadership degree and supplement existing faculty resources
BS	Data Science	Establish	30.7001	Fall 2027	Resource neutral (internal reallocation) We have begun laying the groundwork for this anticipated program by reallocating resources. For example, a recent cohort hire included a faculty member qualified to each in this area.

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Academic Degree/Certificate Programs Biennium 2026-2028					
Degree Designation	**Program Name**	**Establish/Grow/ Close**	**CIP Code**	**Anticipated Start/End Date**	**Explanation (please describe projected costs/savings from program establishment, growth, or closure)**
BFA	Graphic Design	Establish	50.0409	Fall 2027 or Spring 2028	Resource neutral (already existing) due to existing program structure (currently offered as a major)
GC	Healthcare Administration Certificate	Establish	51.0701	Dependent on available resources	GF required. Administered through the School of Professional and Continuing Education Detailed in SYP Part I: Tab 6: General Fund Requests
BS	Industrial Design	Establish	50.0404	Fall 2027 or Spring 2028	Resource neutral (already existing) due to active program structure (currently offered as a major)
BA	Museum Studies	Establish	30.4101	Fall 2029	With the closure of the Art History major, we anticipate developing a Museum Studies major that combines art, business, and history, resulting in a practical program leading to a variety of post-graduation options. New funding will be required in the future to develop this programs, and a future SYP request will outline the associated costs.
BA/BFA	Musical Theatre	Establish	50.0509	Fall 2027 or Spring 2028	Resource neutral (already existing) due to active program structure (currently offered as a major)
GC	Nature-based Healthcare	Establish	51.3303	Dependent on financial viability and feedback on SYP initiatives	Resource neutral (self-sustaining) Administered through the School of Professional and Continuing Education
GC	Nursing Certificate	Establish	51.3800	Dependent on financial viability and feedback on SYP initiatives	Resource neutral (self-sustaining) Administered through the School of Professional and Continuing Education
DPT	Physical Therapy	Establish	51.2308	Dependent on available resources and approval of a future SYP initiative request	A future SYP request will outline costs associated to initiate the DPT program. As healthcare disciplines require significant initial investments of capital, equipment, personnel, etc., and advanced degrees require a long development process, this degree is included to indicate our intention for the future of this program.
BS	Real Estate	Establish	52.1501	Dependent on available resources. The College of Business anticipates a gift to help launch the initiative and provide student scholarships in support of this proposed program.	GF required Detailed in SYP Part I: Tab 6: General Fund Requests
UC	Research Administration	Establish	52.0214	Fall 2027	Resource neutral (self-sustaining) Administered through the School of Professional and Continuing Education
MSW	Social Work	Establish	44.0701	Dependent on financial viability	Resource neutral (self-sustaining) Administered through the School of Professional and Continuing Education
GC	Sport Coaching	Establish	36.0108	Summer 2027	Resource neutral (self-sustaining) Administered through the School of Professional and Continuing Education
GC	Sport Coaching	Establish	36.0108	Fall 2026 Approved by JMU Board of Visitors; being submitted to SCHEV	Resource neutral (self-sustaining) Administered through the School of Professional and Continuing Education
MEd	Transition Services in Special Education	Establish	13.1099	Fall 2027	Resource neutral (already existing) due to active program structure (currently offered as a major)
OTD	Occupational Therapy	Establish	51.2306	Dependent on available resources and approval of a future SYP initiative request	A future SYP request will outline costs associated to initiate the ODT program. As healthcare disciplines require significant initial investments of capital, equipment, personnel, etc., and advanced degrees require a long development process, this degree is included to indicate our intention for the future of this program.
BFA	Theatre	Establish	50.0501	Fall 2027 or Spring 2028	Resource neutral (already existing) due to active program structure (currently offered as a major)
BS	Engineering	Grow	14.0101	Dependent on available resources and feedback on SYP initiatives	GF required Detailed in SYP Part I: Tab 6: General Fund Requests and in Part II: Section A.3.

Part 8: Degree/Certificate Programs in 2026-2028 Biennium
James Madison University

Instructions: In the table below indicate which degree and/or certificate programs the institution plans to establish, grow, and close in the upcoming 2026-28 biennium. SCHEV's new degree program approval process will require all new degree programs and merged degree programs for the upcoming biennium to be included in the Six-Year Plan table below.

Academic Degree/Certificate Programs Biennium 2026-2028					
Degree Designation	**Program Name**	**Establish/Grow/ Close**	**CIP Code**	**Anticipated Start/End Date**	**Explanation (please describe projected costs/savings from program establishment, growth, or closure)**
BSN	Nursing	Grow	51.3801	Dependent on available resources and feedback on SYP initiatives	GF required Detailed in SYP Part I: Tab 6: General Fund Requests and in Part II: Section A.3.
DNP	Nursing Practice	Grow	51.3818	Dependent on available resources and feedback on SYP initiatives	GF required Detailed in SYP Part I: Tab 6: General Fund Requests and in Part II: Section A.3.
MPAS	Physician Assistant	Grow	51.0912	Fall 2028	The Physician Assistant program is at capacity and has turned away over 600 applicants for each of the past few years. New funding will be required in the future to expand this program A future SYP request will outline costs associated to expand the PA program
BA	Art History	Close	50.0703	Fall 2028	Reallocation: Cost savings from this closure will be reallocated to support other academic programs
GC	Higher Education Assessment Specialist	Close	13.0604	Fall 2026 Currently pending SCHEV approval	Reallocation: Cost savings from this closure will be reallocated to support other academic programs

Board of Visitors Meeting
September 18, 2026

JAMES MADISON UNIVERSITY
KNOWLEDGE IS LIBERTY
1908

BOARD OF VISITORS

Faculty Senate Update

Melanie Shoffner
Speaker, Faculty Senate

BOARD OF VISITORS

Board of Visitors Meeting
17-18 Sept 2026
Faculty Senate Report

April Senate Meeting

The Faculty Senate held its final meeting of the 2025-2026 academic year on 30 April 2026. Elections were held at that time, with the following results:

Officers
Speaker: Melanie Shoffner (COE)
Speaker Pro Tempore: Tracy Zinn (CHBS)
Marshal: Benjamin Selznick (COB)
Treasurer: Talé Mitchell (CAL)
Director of Communications (ex officio): Karen McDonnell (CAL)

Committee Chairs
Adjunct Affairs: Leslie Harlacker (CAL)
Budget, Compensation, and Government Relations: Harold Butner (CSM)
Faculty Concerns: Tracy Zinn (CHBS) - as Speaker Pro Tempore
Policies: Steve Garren (CSM)
Research and Scholarship: Benjamin Selznik (COB) – as Marshal
Shared Governance: Diana Galarreta (CAL)
Teaching and Student Relations: Augustus Hallmon (Hart School)

Committee reports and Senate discussion addressed topics related to support for and implementation of strategic plan initiatives (e.g., AI tools, the Madison Promise, Carnegie classification). The Shared Governance Committee developed guidelines for best voting practices; it has not yet been determined where these guidelines will be housed. The Senate Treasurer reported processing 25 requests to honor faculty bereavements during the academic year.

Next Items

Faculty Senate will continue to address the following concerns in the 2026-2027 academic year: a) goal of reclassifying JMU as a research-intensive (R1) university; b) guidance for and mis/use of AI. Senate will also help to facilitate the adoption of program learning objectives, where possible, for the new General Education curriculum.

Respectfully submitted,

Melanie Shoffner, PhD
Speaker

Board of Visitors Meeting
September 18, 2026

BOARD OF VISITORS

Student Representative to the Board Update

Gram Sher
Student Representative

BOARD OF VISITORS

Introduction

- Senior, Political Science/Public Administration Double Major
- Involvements:
  - Student Government Association
  - Center for Civic Engagement
  - ReScored Acapella
  - WXJM

Updates

What have students been up to?

- Weeks of Welcome
- Greek Life Recruitment
- Student Org Night
- Career Fair

What have I been working on?

- Meetings with Students/Organizations
- Meetings with Admin/Key Campus Partners
- Attended/hosted student-focused events

My Goals – Board of Visitors

- Educate/Inform students about board functions and how they can get involved
- Support student voices on campus
- Collaborate with students to relay any issues to the Board and other administration

Question

As we grow, how can we continue to support the students we have?

Board of Visitors Meeting
September 18, 2026

BOARD OF VISITORS

President's Report

James C. Schmidt

September 18, 2026

BOARD OF VISITORS

Board of Visitors Meeting
September 18, 2026

BOARD OF VISITORS

Strategic Enrollment Planning

A University-Wide Approach to the Madison Promise

Melinda Wood, Vice President, Access and Enrollment

Chris Orem, Associate Vice President, Planning, Analytics, and Institutional Research

BOARD OF VISITORS

Why now: the era of easy growth is over

1 **A shrinking pipeline**

U.S. high school graduates peaked in 2025 and now enter a long decline. Virginia's pipeline flattens as competition for the same students intensifies.

-13% & -7%

projected decline in high school graduates nationally and in Virginia

2 **A skeptical public**

Families are asking hard questions about the value and legislatures are asking about the role of higher education

35%

Of Americans say a college education is very important, down from 75% in 2010. *(Gallop 2025)*

3 **A bolder JMU**

The Madison Promise commits JMU to grow, become more selective, and rise nationally which requires a deliberate, long-range strategy.

30,000

grow enrollment

A university-wide approach to enrollment

Traditional enrollment management

- Owned by admissions; annual recruitment cycle
- Reacts to each year's numbers
- Enrollment, academics and finance planned separately
- Success = hitting this fall's class

Strategic enrollment planning at JMU

- University-wide: every division at the table and has defined role in planning
- Long-range roadmap through FY32, aimed a 2040
- Data-informed: PAIR evidence, net-revenue modeling, workforce needs
- Success = predictable, planned change in who we enroll

A disciplined four-phase framework

PHASE 1

Preparation & Data Analysis

Structure · KPIs · Data · Situation analysis

August – October 2026

WE ARE HERE

PHASE 2

Strategy Development

Strategies · Tactics · Prioritization

November – February 2027

PHASE 3

Plan Formation & Goal Setting

Projections · Goals · Written plan

March – April 2027

PHASE 4

Implementation & Evaluation

Execute · Monitor · Update

May 2027

An end-to-end view of the student pipeline

High school & Transfer Pipelines	Undergraduate	Graduate & doctoral	Virginia workforce
Demographics, feeder markets, course-taking patterns	Recruitment, retention, four-year completion	Growth programs, research doctorates	Employer demand, career outcomes
WICHE / SCHEV Demographic & state data	**PAIR** Institutional data	**Admin & Finance** Net-revenue modeling	**REDI** Workforce & community needs

Most institutions look at a fall snapshot. JMU is mapping how students flow from high school through undergraduate, graduate and doctoral study, into Virginia's workforce and matching that flow against Commonwealth demand.

What a student chooses and experiences

SHARED OUTCOME · 30,000 students by 2040 and the capacity to serve them well

ACADEMIC AFFAIRS

BUILDS WHAT THEY COME FOR

Programs, direct admit pathways, doctoral growth, curriculum development, faculty capacity, faculty research and the advising and course access.

STUDENT AFFAIRS

MAKES THEM WANT TO STAY

Belonging, well-being, residence life, and student employment. Student Life is the experience JMU's reputation rests on. Retention is enrollment.

ACCESS & ENROLLMENT

BRINGS THEM THROUGH THE DOOR

Pipeline development, recruitment reach, yield, transfer pathways and net-price and aid strategy.

ADMINISTRATION & FINANCE

CREATES THE CAPACITY

Residence halls, classrooms and labs, the capital plan, and the net-revenue model that tests whether growth pays for itself.

What extends our reach and makes it possible

SAME OUTCOME · a larger applicant pool, a workable price, and demand we can prove

MARKETING & COMMUNICATIONS

MAKES JMU KNOWN

Brand visibility in new markets, digital recruitment and the outcomes story that grows the applicant pool.

ATHLETICS

PUTS JMU ON THE NATIONAL STAGE

Visibility that raises awareness, especially out-of-state, plus the spirit and community that shape campus life and alumni ties.

PHILANTHROPY & ENGAGEMENT

MAKES IT AFFORDABLE

Scholarship growth, the comprehensive campaign, and alumni who mentor, hire, and advocate for JMU.

REDI

PROVES THE DEMAND

Workforce evidence, employer and regional partnerships, and research and commercialization aligned to Commonwealth need.

Three phases of growth to 30,000

23,157
FY26 baseline

FOUNDATION FY27–FY31

1.5% / yr

23,157 → ≈24,900

Grow within the capacity we have while new programs, residence halls and academic buildings are designed and built.

BUILD YEARS FY32–FY36

1.7% / yr

≈24,900 → ≈27,100

New space begins to open and new undergraduate and graduate programs are enrolling.

ACCELERATION FY37–FY40

2.0% / yr

≈27,100 → 30,000

New residential and academic space fully open and occupiable.

These are planning rates, not forecasts. Actual enrollment will move year to year with market conditions, class size and retention. The plan sets the average pace and is re-tested annually.

Every door must open wider

Population	Role
Virginia high school graduates	Core
Out-of-state high school graduates	Expand
International students	Develop
Transfer students (VCCS & beyond)	Leverage/Strengthen
Adult, online & non-traditional students	Build
Graduate students	Build

Strategic anchors already in motion

Direct admit nursing

A clear front door into JMU's highest-demand health pipeline.

PILLAR 4

College of Health & Behavioral Studies expansion

Named in the strategic plan to grow enrollment in high-workforce-demand programs.

PILLAR 4

New College of Business building

Capacity to build to meet workforce-aligned demand

PILLAR 4

New program development pipeline

Programs built from pipeline data and Commonwealth demand for undergraduate through doctoral.

PILLARS 3 & 4 · R1 PATH

Three things to remember

1

This is different

Enrollment planning is now a university-wide approach and discipline. Every division is moving in the same direction, anchored in the Madison Promise.

2

Capacity sets the pace

Programs, buildings and beds determine when and where we can grow. Which is why the curve starts modest and accelerates.

3

Plan, Evaluate, Adapt

The plan is developed by May 2027 and implementation begins. We will evaluate the effectiveness of strategies against real enrollment figures and use information to guide decisions on programs, space and people all the way to 2040.

The Madison Promise sets the destination. Strategic enrollment planning is how JMU gets there in intentional and planned ways.

Board of Visitors Meeting
September 18, 2026

BOARD OF VISITORS

Career Outcomes Report

Myles Surrett, Associate Vice President, Student Affairs
Libby Westley, Director, University Career Center

BOARD OF VISITORS

What is a Career Outcome?

The outcome of a college education within six months of one's graduation date.

Full or Part-Time Work

Internships or Service Programs Like Peace Corps

Military Service

Graduate School

Students Without Career Outcomes are:

- Still Seeking Employment or Enrollment for Additional Education
- Not Seeking – Taking a Gap Year, Family Obligations etc.

Normed by the National Association of Colleges and Employers (NACE)
Same language used by Department of Education

Class of 2025
Career Outcomes Overview

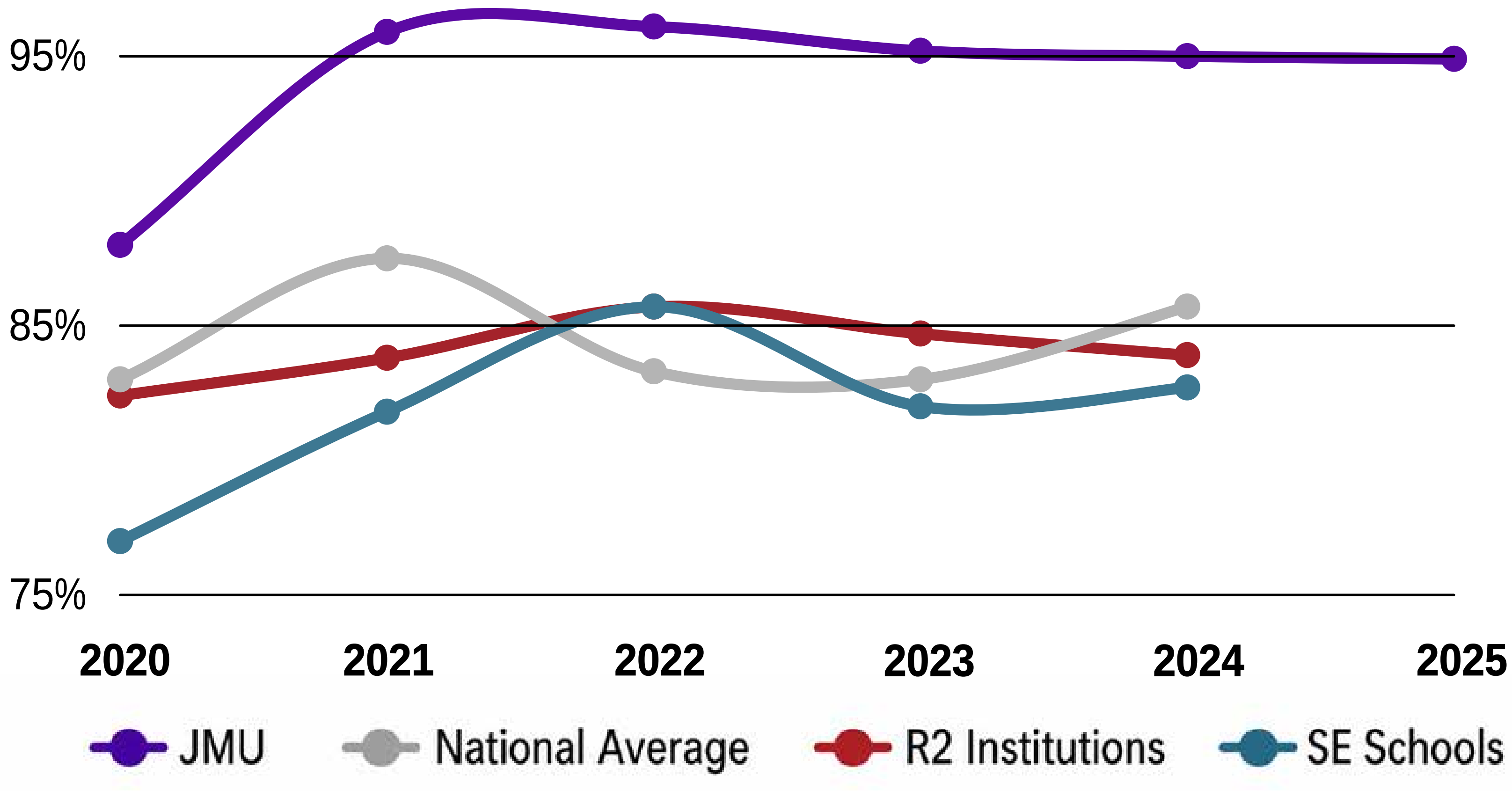
95.3% of Degree Recipients Have a Career Outcome

Primary Activity	Bachelor's Degree	Advanced Degree	All Graduates
Working	72.7%	82.3%	73.8%
Continuing Education	21.2%	15.7%	20.5%
Military	1.0%	0.6%	1.0%
Total with a Career Outcome	94.9%	98.6%	95.3%
Still Seeking (employment or education)	5.0%	1.4%	4.6%
Not Seeking (due to life event, travel, etc.)	0.1%	0.0%	0.1%
Total without a Career Outcome	5.1%	1.4%	4.7%

The data reflects knowledge of 3,720 bachelor's-degree recipients and 498 advanced-degree recipients, for a knowledge rate of 76.2%.

Career Outcomes

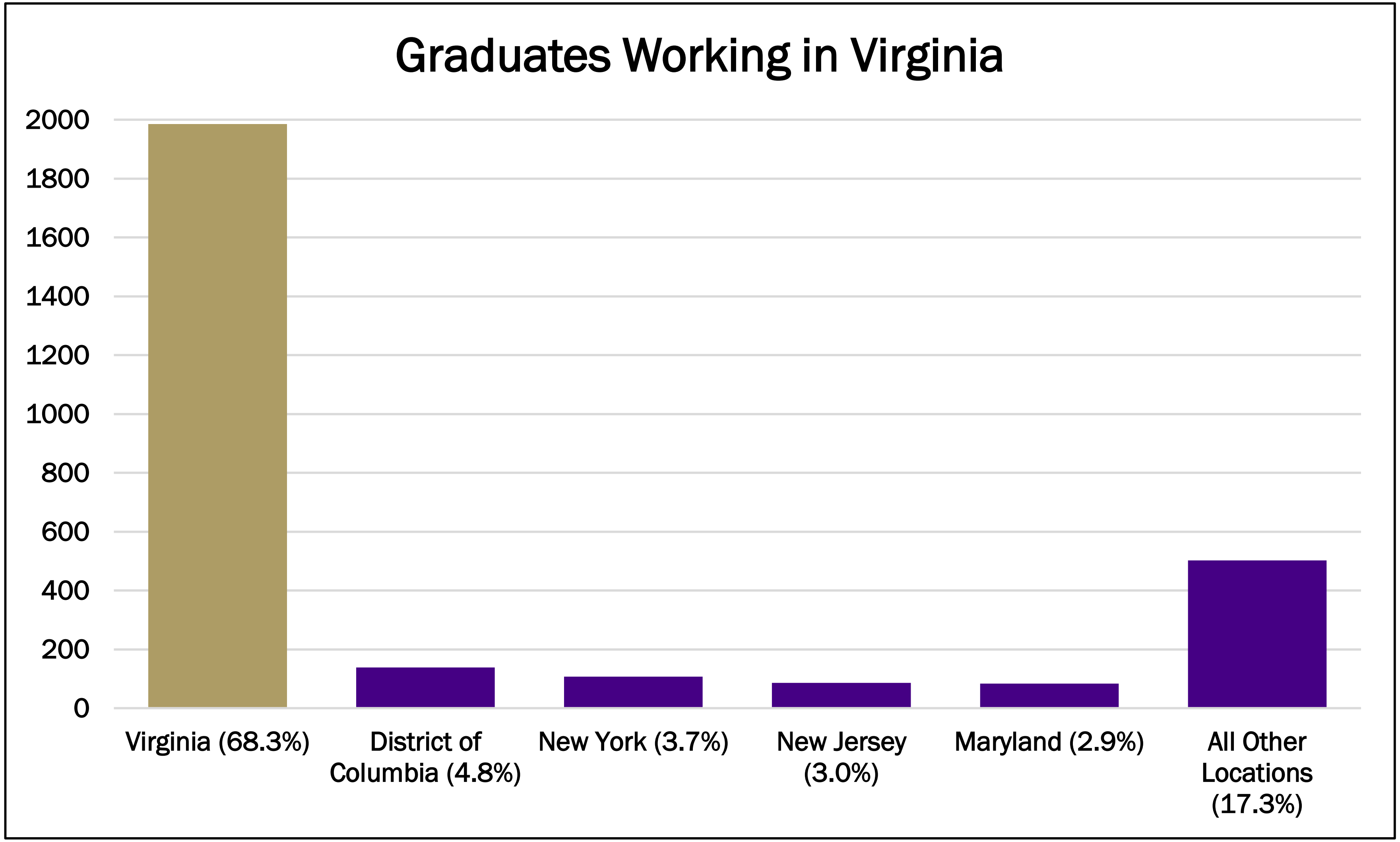
Bachelor's-Degree Recipients Comparative Data



Source: National Association of Colleges and Employers; the leading source of information on the employment of the college graduates.

Local Impact of JMU Graduates

Continued Virginia Connection for Graduates

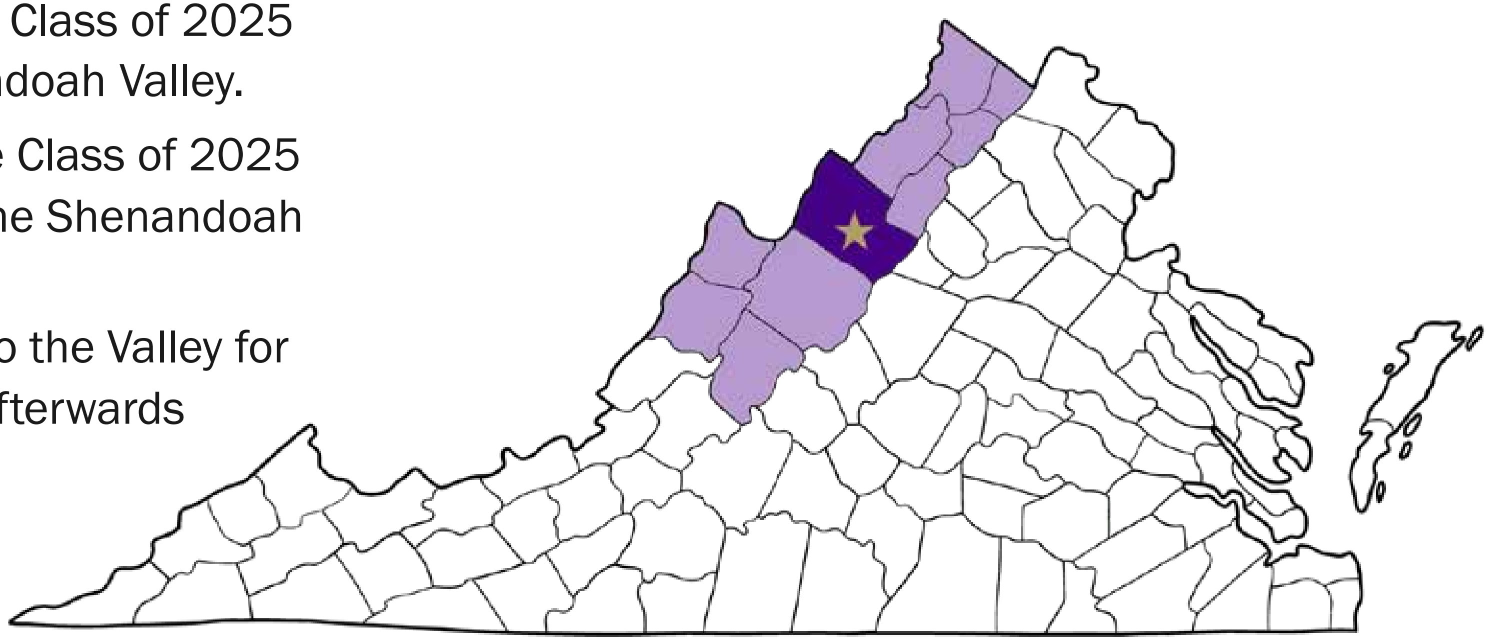


JMU's Impact on the Shenandoah Valley

121 undergraduate students started at JMU from the Shenandoah Valley in Fall 2021.

Relevant Numbers 4 Years Later...

- **247** - # of graduates from the Class of 2025 working full-time in the Shenandoah Valley.
- **263** - # of graduates from the Class of 2025 continuing their education in the Shenandoah Valley.
- **322%** more students came to the Valley for JMU and stayed as residents afterwards

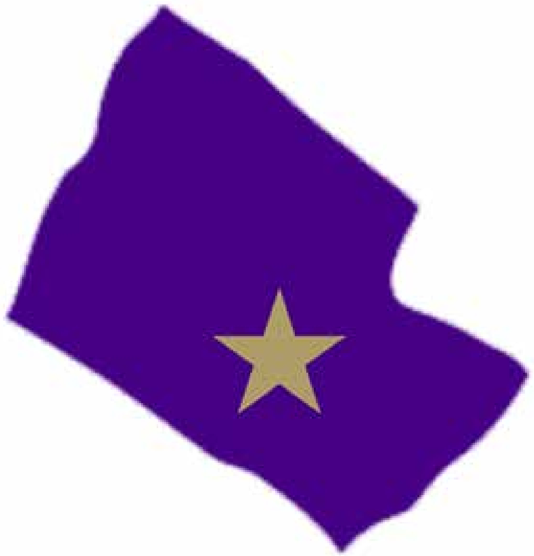


JMU's Impact on Rockingham County

37 undergraduate students started at JMU from Rockingham County in Fall 2021.

Relevant Numbers 4 Years Later...

- **163** - # of graduates from the Class of 2025 working full-time in Rockingham County
- **239** - # of graduates from the Class of 2025 continuing their education in Rockingham County
- **10.9x** - the number of students who came to the County for JMU and stayed as residents afterwards



JMU Teaching Across Virginia, 2025

257 JMU graduates indicated they are in a teaching profession and are employed in Virginia.

85.4% of JMU graduates who indicated they are employed in a teaching profession are teaching in Virginia.

Top Employers of Teaching Graduates in VA

10+ Hired
Fairfax County Public Schools
Harrisonburg City Public Schools
Loudoun County Public Schools
Prince William County Public Schools
Rockingham County Public Schools

4-6 Hired
Chesterfield County Public Schools
Henrico County Public Schools
Frederick County Public Schools
Virginia Beach City Public Schools

JMU Nursing Across Virginia, 2025

78.9% of JMU Nursing majors indicated they are employed in Virginia post-graduation.

150 JMU Nursing majors indicated they are employed in nursing post-graduation in Virginia.

Top Employers of Nursing Graduates in VA

12+ Hires
HCA Healthcare, Inc.
Inova Health System
Sentara Health
UVA Health
VCU Health

2-8 Hires
Augusta Health
Bon Secours Mercy Health
Carilion Clinic
Children's Hospital of Richmond at VCU
Children's Hospital of The King's Daughters

University Career Center Work Based Learning Experience (WBLE)

What is a WBLE?

A **work-based learning experience** incorporates hands-on work in an applied context that increases knowledge and skills necessary for discipline-focused career readiness. Examples include internships, practicums, clinicals, research experiences, student teaching and others.

Work-Based Learning Experiences must

1. Increase field-related knowledge and skills that are identified at the beginning of the experience.
2. Be supervised by a professional in the field who provides oversight and guides the student’s experience.
3. Occur in a context beyond a typical class.

30.2% of Students Completed a WBLE for Credit

Class Year	# students
Freshman	244
Junior	2509
Senior	2260
Sophomore	981
	5994

College	# students	% students
Arts & Letters	586	19.3%
Business	2104	33.6%
Education	698	86.3%
Health & Behavioral Studies	1515	27.7%
Integrated Science & Technology	262	11.2%
Science & Math	259	18.5%
Visual & Performing Arts	393	34.2%
Professional & Cont. Education	163	43.7%
University Studies	14	4.6%

The numbers represent undergraduate students enrolled in 238 WBLE tagged courses for Summer 2025, Fall 2025 & Spring 2026.

Undergraduate Outcomes Correlated to WBLEs

Undergrad Outcome	0 WBLEs	1+ WBLEs
Working[1]	68.5%	81.9%
Still Seeking	10.6%	3.3%
Career Outcome	89.4%	96.7%

N= 2,579 (WBLE records reflected in the undergraduate degrees)

[1] Working consists of graduates who are employed full-time, part-time, volunteering or active military.

Methodology and Quick Facts

Methodology

The University Career Center annually surveys each graduating class regarding their post-graduation destination. Data collection begins the semester before each class graduates. Additional follow-up is conducted for six months after graduation, for students who did not respond to the survey, reported they were still "seeking employment," or reported still "seeking admission to graduate school." The UCC uses a variety of data collection methods: direct survey responses from students (30.6%); phone calls made to students (21.7%); LinkedIn or other online searches (34.2%); National ClearingHouse Data (8.0%); and data retrieved from JMU faculty or staff (5.5%).

Class of 2025 Graduate Quick Facts

- The Class of 2025 includes those who graduated in August 2024, December 2024 and May 2025.
- There were 5,539 degree recipients for the Class of 2025:
- 4,884 earning a Bachelor's degree
- 655 earning an Advanced degree (Master's, PhD etc.)
- The total count of students per academic program may vary slightly, because some students held double majors. Any graduate with two majors will be counted just once, included in these statistics by their primary major.
- This report highlights the post-graduation pursuits of 4,218 degree recipients (76.2% of the total 5,539) for the Class of 2025. Thus, our “knowledge rate” of the First Destination Outcomes for the Class of 2025 cohort is 76.2%.

Reference: www.naceweb.org/job-market/graduate-outcomes/first-destination/standards-and-protocols

Definitions

- **Career Outcome:** Graduates are considered to have a career outcome if their primary activity is one of the following: employment (full or part-time), military, continuing education, or full-time service/volunteering.
- **Continuing Education:** Pursuing additional education with an institution of higher education
- **Employment:** Includes working full-time or part-time in an organization, fellowship, internship, volunteering, self-employed or freelance
- **First Destination Outcomes**: Activities of graduates occurring within 6 months of graduation
- **Knowledge Rate**: A term used to describe the percentage of graduates for which the University has reasonable and verifiable information--this includes graduates who responded to a UCC survey and those who the UCC was able to find using reputable sources. Sources include JMU faculty and graduate program representatives, employers, the National Clearinghouse dataset of continuing education, LinkedIn, etc.
- **Military:** Actively serving within a branch of the U.S. Military
- **Not Seeking:** Students who indicated they were not interested in seeking employment or education, because they were taking a gap year, traveling, etc.
- **Still Seeking:** Students who indicated they are actively searching for employment or a graduate school program
- **Working:** Graduates who are employed full-time, part-time, volunteering or active military

Source: www.naceweb.org/job-market/graduate-outcomes/first-destination/standards-and-protocols

Board of Visitors Meeting
September 18, 2026

BOARD OF VISITORS

Closed Session

Board of Visitors Meeting
September 18, 2026

BOARD OF VISITORS

Adjournment

JAMES MADISON UNIVERSITY
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Board of Visitors Meeting
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