**THE COMMONWEALTH OF VIRGINIA**

**THE VISITORS OF JAMES MADISON UNIVERSITY**

#### Minutes of the Strategic Planning Committee

The Strategic Planning Committee met on Thursday, September 18, 2025 in the Allegheny Room of the Festival Conference and Student Center. Ms. Terrie Edwards called the meeting to order at 4:30 p.m.

# PRESENT:

Bolander, Jeff

Edwards, Terrie, Chair

Fiorina, Carly

Rexrode, Dave

Smith, Steve

White, Jack

Wood, Nicole Palya

**ABSENT:**

Stoltzfus, Michael

## OTHERS PRESENT:

Kirkpatrick, David, Vice President and Chief of Staff

Orem, Chris, Executive Director, Planning, Analytics and Institutional Research

Schmidt, James, President, James Madison University

On motion by Nicole Palya Wood seconded by Carly Fiorina, the Strategic Planning Committee approved the minutes of the August 21, 2025 meeting.

**Review and Discussion**Terrie Edwards, Chair, welcomed the committee members and then provided a high-level progress review of the committee thus far, and brought the idea of syncing a campus rebrand with the strategic plan rollout. David Kirkpatrick, Vice President and Chief of Staff, also thanked the strategic planning team, noting its high-functioning and collaborative efforts that are building significant campus buy-in.

**Update from the President**

President James Schmidt then followed with a campus-wide update. He shared that JMU launched a four-stage process—Listening, Envisioning, Creating, and Implementing—and that we are currently in the Listening phase. JMU began with a campus-wide email introducing the co-chairs, launching the strategic planning website, and announcingfive idea forums for faculty, staff, and students to share their vision for JMU. These idea forums are open to all faculty, staff, and students. The first forum drew 40 participants for a lively discussion.

**Open Discussion on Building a Culture of Change**

President James Schmidt shared high level thoughts, and was joined by Jennifer Campfield, Assistant Vice President for Academic Initiatives and Planning, as well as Chris Orem, Executive Director, Planning, Analytics and Institutional Research. Both shared more on the university’s adoption of the Prosci method, and the board then discussed how JMU can build a renewed culture of risk-taking and bold thinking.

**Open Discussion on Divisional Contributions to Strategic Plan**

Terrie Edwards, Chair, facilitated an open discussion with each of the BOV committee chairs sharing ideas from their respective areas for consideration in this strategic planning process.

The meeting adjourned at 5:45 p.m.

Respectfully submitted,

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 Terrie Edwards, Chair

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David C. Kirkpatrick, Secretary to the Board