

Academic Excellence Committee

February 13, 2025



BOARD OF VISITORS

THE COMMONWEALTH OF VIRGINIA THE VISITORS OF JAMES MADISON UNIVERSITY

Academic Excellence Committee
Thursday, February 13, 2025, 1:00 p.m.
Highlands Room

Agenda

1. Opening Remarks and Approval of Minutes - November 7, 2024*
2. Academic Affairs Divisional Update
Bob Kolvoord, Interim Provost and Vice President
3. College of Health and Behavioral Studies
Sharon Lovell, Dean
 - *Community Engagement*
Linda Plitt Donaldson, Associate Dean of CHBS and Director for IIHHS
JoLynne Bartley, Associate Director of Children and Youth Services, IIHHS
Julie Bonham, Program Director, Occupational Therapy
Modjadji Choshi, Associate Professor, Nursing
Julianne Secrist, Assistant Professor, Nursing
 - *Work-based Learning through Clinics*
Robin Anderson, Academic Unit Head, Graduate Psychology
Caroline Cook, Speech-Language Pathology MS program
Alyssa Decker, Clinical and School Psychology PsyD program
Samantha Eckstein, Psychological Sciences MA program
 - *Student Success Efforts*
Kevin Apple, Associate Dean
4. Curriculum Updates*
Paula Maxwell, Associate Vice Provost for Curriculum
5. Committee Charter Changes*
Nicole Palya Wood, Chair

*Action Required

Opening Remarks and Approval of Minutes



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

Minutes of the Academic Excellence Committee

The Academic Excellence Committee met on Thursday, November 7, 2024, in the Highlands Room of the Festival Conference and Student Center at James Madison University. At 1:00 p.m., the meeting was called to order. Jack White, chairing in place of Nicole Palya Wood, offered a welcome and expression of sympathy to Nicole's family in her absence. He also expressed gratitude for the work being done by the division to respond to questions being asked by the board.

Present:

Bell, Dickie	Galati, Tom
Bolander, Jeff	White, Jack

Others:

Hadley, Donica, Executive Director, Lab School for Innovation and Career Exploration
Haynes, Miles, International Affairs major, Class of 2026
King, Charlie, Interim President
Kolvoord, Bob, Interim Provost and Vice President for Academic Affairs
L'Esperance, Mark, Dean, College of Education
Petrecca, Devon, Economics major, Class of 2024
Rubi, Sofia, Biology major, Class of 2027
Ryan, Nais, History major, Class of 2025
Taylor, Amy, Director, Young Children's Program
Thelk, Amy, Associate Dean, College of Education
Westley, Libby, Director, University Career Center
Whitmeyer, Steve, Associate Dean, College of Science and Mathematics
Zhou, JY, Executive Director, Center for Global Engagement

Approval of Minutes

On motion by Jeff Bolander and seconded by Tom Galati, the Academic Excellence Committee minutes of September 12, 2024, were approved.

Academic Affairs Divisional Update

After welcoming the committee and extending the division's sympathies to Wood's family, Provost Kolvoord delivered the divisional update. Committee members heard about the decennial Furious Flower Poetry Conference, held in September. He also provided information on a new collaboration with Alamein International University in Egypt. Through this exchange agreement, students can earn a dual-degree in Information Technology by taking courses at both universities.

Provost Kolvoord provided a framework for the rest of this meeting, and committee meetings going forward. The underlying theme for the year will be highlighting academic preparation for future career opportunities. This will allow Academic Affairs to receive valuable feedback from board members directly related to students' futures.

College of Education Initiatives: Lab School and Young Children's Program

Dean Mark L'Esperance introduced two key College of Education initiatives. Executive Director of the Lab School for Innovation and Career Exploration, Dr. Donica Hadley, gave an overview of the school's initial year. There are currently 100 ninth-grade students from two high schools in Rockingham County enrolled. For Year 2, they are projected to enroll 300 total students, with additional ninth and tenth grade students from the other two Rockingham County high schools. The primary goals for the lab school are, first, to "become the premier innovation hub for research and development in teaching, learning, and leadership," and second, to "maximize all students' potential academic and social growth." The committee was asked for their feedback in establishing apprenticeships and internships that leverage public and private resources statewide. Suggestions included making connections with state agencies and local governments, leveraging board member connections with employers, and contacting private industries and chambers of commerce in the area.

Young Children's Program (YCP) Director Amy Taylor and College of Education Associate Dean Amy Thelk shared information on the existing program and future plans. The YCP, housed in Anthony-Seeger Hall, currently serves 94 students aged 2-5 years old, with a mix of students that are children of JMU employees and students, and children from the larger community. There is a long waiting list for the program. The Young Children's Laboratory School at Memorial Hall is scheduled to open Fall 2025, with capacity of 120 students ages six weeks-24 months. The staff will conduct research projects in collaboration with the JMU Center for Advancement Research in Education. YCP at Anthony-Seeger will remain open with capacity for 50 students. In addition, COE plans to add capacity for child minding, which is hourly, drop-in childcare limited to three-hour sessions per Virginia regulations and provides a more flexible option especially convenient for students who are parents. The committee was asked for their thoughts regarding challenges and opportunities they are likely to encounter as YCP doubles its capacity.

Work-Based Learning

Co-chairs of the cross-divisional Work-based Learning Experience (WBLE) Committee Libby Westley, Director of the University Career Center, and Dr. Steven Whitmeyer, Associate Dean of the College of Science and Mathematics, provided a status update on work-based learning experiences at JMU. The committee's priority is working closely with partners inside the institution and across the region to generate opportunities for student work-based learning opportunities while meeting workforce needs.

Between July 1, 2023, and June 30, 2024, students had access to apply for 31,167 internships through Handshake— 3,204 of those in Virginia – through 4,938 employers. They asked the committee's feedback on proposed future initiatives, particularly related to enhancing collaborations with industry that will increase WBLE opportunities. Responses from the committee included expanding involvement with alumni and looking beyond the local area for placements.

Internships Abroad Panel

Dr. JY Zhou, Executive Director of the Center for Global Engagement, briefed the committee on JMU's international internship program, highlighting current successes and outlining future goals for expanding the program. The student panel featured four undergraduate students majoring in Economics, International Affairs, History, and Biology who shared their experiences interning in Germany, Ghana, New Zealand, and the United Kingdom. The students focused on how they applied their academic knowledge in professional settings abroad and the benefits they identified as resulting from their cultural immersion. They also reflected on how these experiences influenced their career aspirations. Dr. Zhou then presented the program's future objectives and invited committee input related to anticipated implementation challenges, which include increasing student access, expanding partnerships, and broadening internship opportunities across various industries and locations. The committee inquired as to the type of resources that were needed – staff or scholarships – and asked about student success metrics. They also encouraged more promotion of the opportunity so students would be aware of the option.

Topics of Interest for Future Meetings

The committee discussed topics they would like to cover at future meetings. Suggestions included AI, entrepreneurial programming, and academic support for struggling students. In addition, questions were raised about how JMU, particularly CHBS, can contribute to the good of the commonwealth.

There being no further business, on the motion of Jeff Bolander and seconded by Tom Galati, the Academic Excellence Committee meeting adjourned at 2:30 p.m.

Respectfully submitted,

Jack White, Chair for Nicole Palya Wood

David Kirkpatrick, Secretary to the Board

Academic Affairs Divisional Update

Bob Kolvoord
Interim Provost and Vice President



College of Health and Behavioral Studies

**Community Engagement
Work-based Learning through Clinics
Student Success Efforts**

Sharon Lovell
Dean



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Community Engagement

Linda Plitt Donaldson, Associate Dean and Director
Institute for Innovation in Health and Human Services (IIHHS)

Panelists

JoLynne Bartley, Associate Director of Children and Youth Services, IIHHS

Julie Bonham, Assistant Professor and Program Director, Occupational Therapy

Modjadji Choshi, Associate Professor, Nursing

Julianne Secrist, Assistant Professor, Nursing



Institute for Innovation in Health and Human Services (IIHHS)

Our Mission

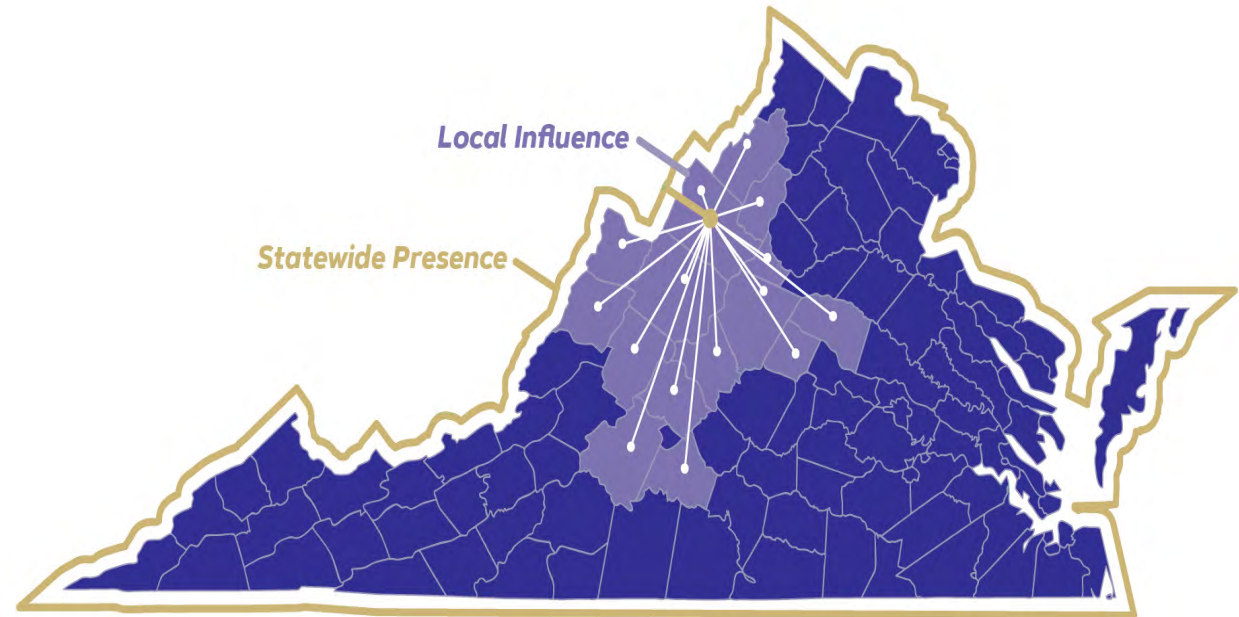
IIHHS is an interdisciplinary community-engaged hub that brings together students, staff, faculty and the community to advance a culture of health and equity through education, clinical practice, research, innovative programs and advocacy.





IIHHS Reaches Across the Commonwealth

- IIHHS engages JMU students with Virginians across the lifespan
- Large focus on Harrisonburg, Rockingham and surrounding counties
- Some programs extend farther out
- Two programs reach across the Commonwealth





IIHHS in Page County (The Health Place)

2000	Health Place launched
2002	Health Families Page County
2004	Page County Integrated Primary Care and Behavioral Health (CAPS in Page)
2005	Gus Bus
2006	Teen Pregnancy Prevention
2014	Vocational Rehabilitation Counseling (DARS)
2018	Brain Injury Connections
2021	Rural Health Psychology Clinic (substance use and mental health)
2021	Rural Engagement and Capacity Building Hub





IIHHS Grants

2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
\$7,191,511	\$7,134,668	\$6,611,609	\$7,963,276	7,167,531

- 100% of IIHHS community-based programs are grant funded.
- Support roughly 85 staff members who are the link between faculty, students and the community.
- 26% of most grants provide funding to JMU in the form of indirect costs.
- Since 2013, IIHHS has received \$77,464,610 from federal, state, and other sources, yielding \$7,514,710 in IDC for JMU.



IIHHS By the Numbers (2023-2024)

- 706 students were engaged in IIHHS programs, representing 39 undergraduate and graduate degree programs.
- 75 faculty members were engaged with IIHHS programs, representing 19 academic disciplines.
- 30,293 hours of student engagement in direct services, program support, service learning and other collaborative endeavors.
- 10 scholarly presentations and publications resulted from IIHHS collaborations.
- \$7,167,531 in new grant awards to drive community engagement.



Panel Participants

JoLynne Bartley	Associate Director of Children and Youth Services, IIHHS
Julie Bonham	Assistant Professor and Program Director, Occupational Therapy
Modjadji Choshi	Associate Professor, Nursing
Julianne Secrist	Assistant Professor, Nursing



Work-based Learning through Clinics

Robin D. Anderson, Academic Unit Head, Graduate Psychology

Panelists

Caroline Cook, Speech-Language Pathology MS program, Speech-Language Clinic

Alyssa Decker, Clinical and School Psychology PsyD program, CAPS

Samantha Eckstein, Psychological Sciences MA program, ABA-PCIT



Work-based Learning through Clinics

- Applied Behavior Analysis – Parent-Child Interaction (ABA – PCIT) Clinic
- Audiology Clinic
- Counseling and Psychological Services (CAPS)
- Healthcare for the Homeless Suitcase Clinic
- Interprofessional Autism Clinic (IPAC)
- Interprofessional Services for Learning Assessment (ISLA)
- Occupational Therapy Clinical Education Services (OTCES)
- Shenandoah Valley Child Development Clinic (CDC)
- Speech-Language Clinic



More than Learning

- Training future practitioners (Win)
- Providing high demand services (Win)
- Providing savings to the Commonwealth (Win)



Panel Participants

Caroline Cook	Speech-Language Pathology MS program (Speech-Language Clinic)
Alyssa Decker	Clinical and School Psychology PsyD program (CAPS)
Samantha Eckstein	Psychological Sciences MA program (ABA – PCIT)



Student Success Efforts

Kevin Apple, Associate Dean



Why Did CHBS Create A Course For Students Facing Academic Suspension?

- Students on suspension expressed lack of connection with faculty/advisors.
- Emails to students on suspension are not effective.
- Sought efficient strategy to support students on suspension.



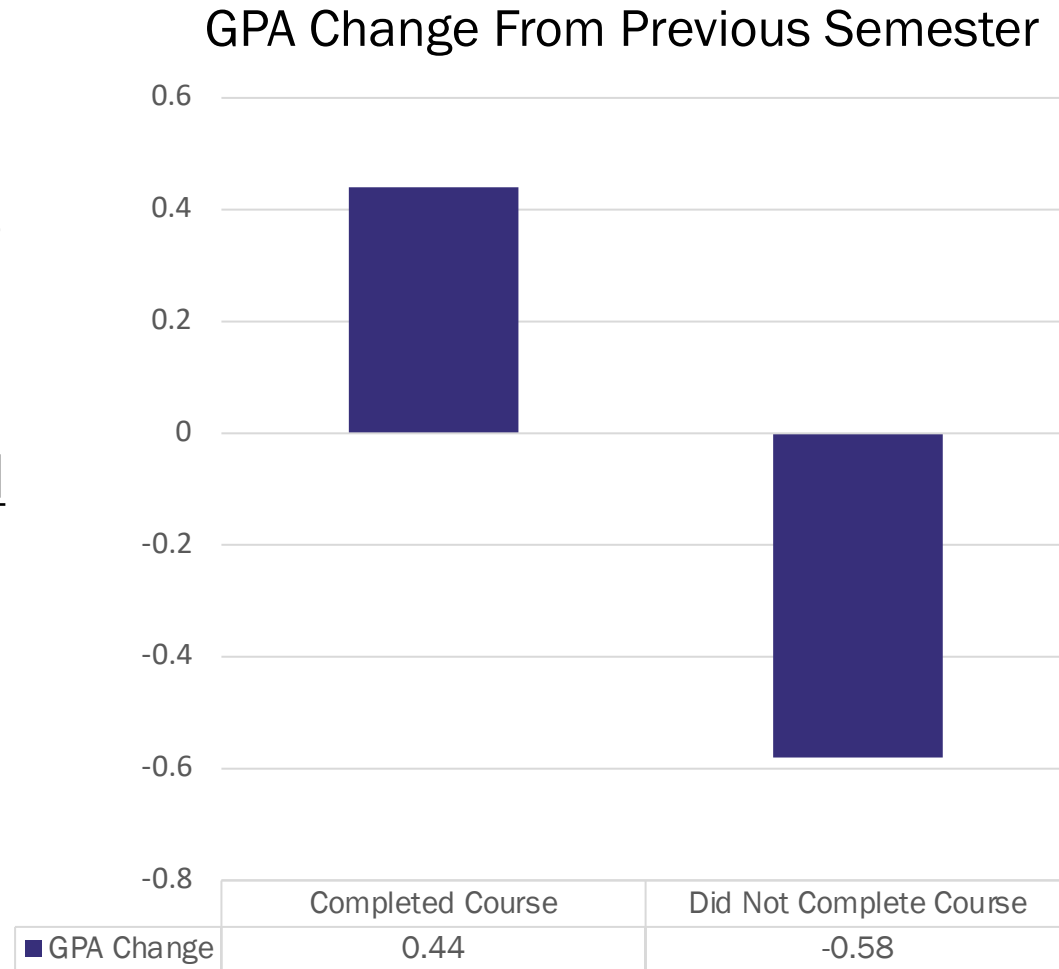
Results: Student Comments

- “...We just got super close as a class and it was really enjoyable”
- “This class was like a breath of fresh air after a really hard semester”
- “...got me back on my feet and motivated me to want to succeed in my academic journey. I gained my academic confidence back in this course and I am so proud of myself.”
- “... created a safe environment and allowed us to have a teacher who is willing to go out of his way to help us succeed.”



Results: GPA Impact

- Students who completed course
 - GPA Increased
- Students who did not completed course
 - GPA Decreased



Curriculum Updates

Paula Maxwell
Associate Vice Provost for Curriculum



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New Graduate Degree Program

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Master of Arts (MA) in Physical and Health Education Teacher Education (PHETE)

- Current program addresses initial licensure
- The proposed degree program targets licensed teachers who want to switch their content area to teaching health and physical education at the K-12 level
- Proposed degree will have two concentrations
 - Adapted Physical Education
 - Curriculum and Assessment



Master of Arts (MA) in Physical and Health Education Teacher Education (PHETE)

- Need for the Degree
 - VDOE identified PHETE and Special Education as critical need areas
 - No programs in Virginia offered for “content switchers” to PHETE
 - JMU receives frequent inquiries for a program like this
- Duplication
 - Old Dominion University: Master of Science in Education – for initial teacher licensure only in Physical Education



Master of Arts (MA) in Physical and Health Education Teacher Education (PHETE)

- Curriculum
 - 33 total credits
 - 21-credit core
 - 12-credit concentration
 - One-year program (Fall, Spring, Summer)
 - Hybrid



Master of Arts (MA) in Physical and Health Education Teacher Education (PHETE)

- Anticipated Enrollment
 - Additional 2-5 new students per year
- Employment Projections
 - Surveyed Alexandria, Loudoun and Fairfax public schools
 - Responses:
 - Each struggled to fill between 2-5 health and physical education vacancies each of the past five years
 - One district estimated that over the past five years, over 20 of their positions were filled with “content switchers”



Master of Arts (MA) in Physical and Health Education Teacher Education (PHETE)

- Resources Needed
 - Uses primarily existing courses; one new course
 - Requires no new funding
- Effective Date
 - Summer 2025
- Academic Excellence Committee Action Requested
 - Approval needed for new graduate degree program in PHETE



New Undergraduate Degree Program

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Bachelor of Arts (BA) in Dance and Bachelor of Fine Arts (BFA) in Dance

- Currently offer a Bachelor of Arts (BA) in Theatre with a major in Dance
 - Want to elevate Dance to the level of a degree
 - Will offer a Bachelor of Arts (BA) and a Bachelor of Fine Arts (BFA) with minor adjustments to existing classes
 - Can offer both degrees with existing staffing



Bachelor of Arts (BA) in Dance and Bachelor of Fine Arts (BFA) in Dance

- Need for the degree
 - Recent accreditation evaluation:
 - Dance must transition to a standalone degree to maintain current accreditation
 - Suggested adding a BFA to the BA offering
 - Serves as a resource addressing the cultural, economic and social needs of the Commonwealth of Virginia
 - Bureau of Labor Statistics: 6% (faster than average) growth over the next 10 years for dancers and choreographers
 - Virginia Employment Commission: 11% growth over the next 10 years for choreographers; 8.8% for entertainers and performers



Bachelor of Arts (BA) in Dance and Bachelor of Fine Arts (BFA) in Dance

BA in Dance

General Education Requirements	41 credits
University Bachelor of Arts	
Degree Requirements	3-17 credits
Foreign Language	(0-14 credits)
Philosophy Course	(3 credits)
Core Courses	31 credits
Required Techniques Courses	4 credits
Concentration Courses	14-24 credits
Electives	3-27 credits
Degree Total	120 credits

BFA in Dance

General Education Requirements	41 credits
Core Courses	31 credits
Required Courses	11 credits
Technique Courses	33 credits
Restricted Electives	4 credits
Degree Total	120 credits



Bachelor of Arts (BA) in Dance and Bachelor of Fine Arts (BFA) in Dance

■ Duplication

Institution	Program Degree Designation, Name and CIP Code	Degrees Granted (five-year average)
GMU	Bachelor of Fine Arts (B.F.A.), Dance, CIP Code: 50.0301	<ul style="list-style-type: none">▪ 17 per Year on Average▪ 85 Total
ODU	Bachelor of Arts (B.A.), Theatre and Dance, CIP code: 50.0501	<ul style="list-style-type: none">▪ 16.6 per Year on Average▪ 83 Total
Radford University	Bachelor of Arts (B.A.)/Bachelor of Science (B.S.)/Bachelor of Fine Arts (B.F.A.), Dance, CIP code: 50.0301	<ul style="list-style-type: none">▪ 9.4 per Year on Average▪ 47 Total
VCU	Bachelor of Fine Arts (B.F.A.), Dance and Choreography CIP code: 50.0301	<ul style="list-style-type: none">▪ 14 per Year on Average▪ 70 Total



Bachelor of Arts (BA) in Dance and Bachelor of Fine Arts (BFA) in Dance

- Enrollment Projections
- Anticipated Enrollment
 - 80-100 total students enrolled
 - Current enrollment is 70
- Resources Needed
 - Requires no new funding



Bachelor of Arts (BA) in Dance and Bachelor of Fine Arts (BFA) in Dance

- Effective Date
 - Fall 2025
- Academic Excellence Committee Action Requested
 - Approval needed for new undergraduate BA and BFA degree programs in Dance

Requirements for the Master of Arts in Physical and Health Education Teacher Education

Master of Arts in Physical and Health Education Teacher Education (PHETE)

MA in PHETE

Core Courses	21 credit hours
KIN 511. Technology in Health & Physical Education	(3 credits)
KIN 512. Instructional Methods in Middle & Secondary	(3 credits)
KIN 610. Curriculum Design & Development in Health & Physical Education	(3 credits)
KIN 611. Teaching Diverse Populations	(3 credits)
KIN 612. Analysis of Teaching and Learning	(3 credits)
KIN 614. Methods in School Health for PHETE	(3 credits)
KIN 655. Research Techniques	(3 credits)
Concentration Courses	12 credit hours
See below	
Total Credit Hours	33 credit hours

MA in PHETE: Adapted Physical Education Concentration

Required Courses	9 credit hours
KIN 510. Motor Development/Motor Learning	(3 credits)
KIN 515. Special Topics in Adapted Physical Education	(3 credits)
KIN 517. Adapted Physical Education	(3 credits)
Restricted Electives	3 credit hours
<i>Students select 3 credits</i>	
KIN 681. Internship in Kinesiology	(3-9 credits)
KIN 697. Directed Research in Kinesiology	(3 credits)
KIN 700. Thesis credits	(3-6 credits)

MA in PHETE: Curriculum and Assessment Concentration

Required Courses	6 credit hours
KIN 513. Professional Issues	(3 credits)
KIN 616. Qualitative Analysis	(3 credits)
Restricted Electives	6 credit hours
<i>Students select 6 credits in consultation with the Program Director.</i>	
KIN 518. Assessment in Physical Education	(3 credits)
KIN 520. Instructional Methods in Elementary Physical Education	(3 credits)
KIN 521. Curriculum in Elementary Physical Education	(3 credits)
KIN 681. Internship in Kinesiology	(3-9 credits)
KIN 697. Directed Research in Kinesiology	(3 credits)
KIN 700. Thesis credits	(3-6 credits)

Requirements for Dance Degree Programs

Bachelor of Arts in Dance

BA in Dance

General Education Requirements	41 credit hours
University Bachelor of Arts Degree Requirements	3-17 credit hours
Foreign Language classes (intermediate level required)	(0-14 credits)
Philosophy Course (in addition to General Education courses)	(3 credits)
Core Courses	31 credit hours
DANC 110. Performance Skills	(1 credit)
DANC 240. Modern/Contemporary Dance I	(3 credits)
DANC 242. Ballet I	(2 credits)
DANC 245. Improvisation	(2 credits)
DANC 246. Jazz/Diasporic I/Musical Theatre Styles	(2 credits)
DANC 248. History of Dance: Renaissance Through the 20th Century	(3 credits)
DANC 315. Injury Prevention and Conditioning	(3 credits)
DANC 320. Anatomy and Somatic Studies for the Dancer	(3 credits)
DANC 345. Dance Composition I	(3 credits)
DANC 479. Methods of Teaching Dance	(3 credits)
STAD 171. Performance Production	(3 credits)
STAD 250. The Collaborative Artist: Sophomore Studio	(3 credits)
Required Techniques	4 credit hours
Students must complete two different techniques courses from the list of options to achieve a Technical Proficiency Standard (TPS) of Level 2 or higher in both techniques. Techniques include Modern, Ballet, Jazz/Diasporic levels 1-6.	
Concentrations	14-24 credits
Electives	3-27 credits
Total credit hours for degree program	120 credit hours

BA in Dance: Dance Education Concentration

PK-12 Licensure	24 credit hours
Required Courses	(24 credits)
DANC 143. International Folk Dance (1)	
DANC/STAD 322. Equity, Inclusion and Access in Education and Performance (3)	
DANC 380. Dance Teaching Practicum (3)	
DANC 480. Student Teaching (12)	
EDUC 200/300. Foundations of Education in the United States (3)	
LED 420. Content Area Literacy, K-12 (2)	
PSYC 160. Life Span Human Development [C5SD] (3)+	
+Counts toward General Education credits; credits counted under General Education.	

BA in Dance: General Dance Concentration

General Dance Concentration

14 credit hours

Required Courses

(6 credits)

DANC 210. Creative Technologies in Dance (2)

DANC 234. Rhythmic Skills and Analysis (2)

DANC 321. Somatic Practice (2)

Restricted Electives

(8 credits)

Select from each category below.

History/Theory Course Selection

DANC 325. Dance in Community (3)

DANC 348. History of Dance II: Contemporary Practice (3)

DANC 349. Emerging Technologies and Performance (3)

DANC 350. Approaches to Critical Dance Studies (3)

Creative Process (2)

DANC 214. Creative Process (1)

Students must take this course two times.

Dance Electives (3)

DANC 303. Topics in Dance (1-3)

DANC 390. Directed Projects (1-3)

DANC 445. Composition II (3)

DANC 455 Senior Creative Research Capstone (2)

DANC 449. The Dance Professional (2)

THEA 251. Acting I: Basic Acting (3)

Bachelor of Fine Arts in Dance

General Education Requirements

41 credit hours

Core Courses

31 credit hours

DANC 110. Performance Skills	(1 credit)
DANC 240. Modern/Contemporary Dance I	(3 credits)
DANC 242. Ballet I	(2 credits)
DANC 245. Improvisation	(2 credits)
DANC 246. Jazz/Diasporic I/Musical Theatre Styles	(2 credits)
DANC 248. History of Dance: Renaissance Through the 20th Century	(3 credits)
DANC 315. Injury Prevention and Conditioning	(3 credits)
DANC 320. Anatomy and Somatic Studies for the Dancer	(3 credits)
DANC 345. Dance Composition I	(3 credits)
DANC 479. Methods of Teaching Dance	(3 credits)
STAD 171. Performance Production	(3 credits)
STAD 250. The Collaborative Artist: Sophomore Studio	(3 credits)

Required Courses

11 credit hours

DANC 210 Creative Technologies in Dance	(2 credits)
DANC 234 Rhythmic Skills and Analysis	(2 credits)
DANC 445 Dance Composition II	(3 credits)
DANC 449 The Dance Professional	(2 credits)
DANC 455 Senior Creative Research Capstone	(2 credits)

Technique Courses

33 credit hours

Modern & Contemporary	(6-15 credits)
DANC 241. Modern/Contemporary Dance II (2-3)	
DANC 340. Modern/Contemporary Dance III (2-3)	
DANC 341. Modern/Contemporary Dance IV (2-3)	
DANC 440. Modern/Contemporary Dance V (2-3)	
DANC 441. Modern/Contemporary Dance VI (2-3)	
Jazz/Diasporic	(6-15 credits)
DANC 247. Jazz/Diasporic II (2-3)	
DANC 346. Jazz/Diasporic III/Musical Theatre Styles (2-3)	
DANC 347. Jazz/Diasporic IV (2-3)	
DANC 446. Jazz/Diasporic V (2-3)	
DANC 447. Jazz/Diasporic VI (2-3)	
Required Technique Course	(2 credits)
DANC 321 Somatic Practice Credits: (2)	
Ballet	(6-15 credits)
DANC 243. Ballet II (2-3)	
DANC 342. Ballet III (2-3)	
DANC 343. Ballet IV (2-3)	
DANC 442. Ballet V (2-3)	
DANC 443. Ballet VI (2-3)	

Restricted Electives

DANC History/Theory Selection

DANC 325. Dance in the Community (3)

DANC 348. History of Dance II: Contemporary Practice (3)

DANC 349. Emerging Technologies and Performance (3)

DANC 350. Approaches to Critical Dance Studies (3)

Dance Creative Process

DANC 214. Creative Process (1)

4 credit hours

(3 credits)

(1 credit)

Total credit hours for degree program

120 credit hours

Committee Charter Changes

Nicole Palya Wood
Chair



- 4. The charter for the Executive Committee, located in Appendix B, outlines the other specific responsibilities of the Executive Committee.
- 5. All actions taken by the executive committee between meetings of the board will be reported in committee minutes presented to the board at the next annual, regular or special meeting.

B. Standing Committees

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

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

Deleted:

Deleted: status

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

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

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

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

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

Appendix B: Committee Charters

Academic Excellence Committee Charter

Purpose

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

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

Composition and Independence

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

Responsibilities

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

Meetings

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

Responsibility of the Chair

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

THE COMMONWEALTH OF VIRGINIA THE VISITORS OF JAMES MADISON UNIVERSITY

Advancement and Engagement Committee

Thursday, February 13, 2025

Allegheny Room

2:45 p.m.

Agenda

1. Approval of Minutes – November 7, 2024*
2. Funds Raised to Date
Sean Gordon, Senior Athletic Development Officer
Jeff Gilligan, Associate Vice President for Development
3. VP Updates
 - Giving Day
 - Committee Charter Change*Nick Langridge, Vice President for University Advancement
4. Alumni Chapters and Affinity Groups
Paula Polglase, Director of Alumni Relations
Erin Conley, Associate Director for Regional Programming
5. Madison Trust
Carrie Combs, Senior Director of Corporate and Foundation Relations
Ryan Boals, Associate Director of Corporate and Foundation Relations
6. Impact of Scholarships
Deoma Ogwara '26
7. Being the Change Podcast
Andy Perrine, Associate Vice President for University Marketing and Branding

*Action Items

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

Minutes of the Advancement and Engagement Committee

The Advancement and Engagement Committee met on Thursday, November 7, 2024. Mr. Michael Stoltzfus called the meeting to order at 2:48 p.m.

COMMITTEE MEMBERS PRESENT:

Edwards, Terrie
Obenshain, Suzanne, Rector
Stoltzfus, Michael, Chair

ABSENT:

Fiorina, Carly
Wood, Nicole Palya

OTHERS PRESENT:

Carter-Hoyt, Malika, Vice President for Diversity, Equity and Inclusion
Gilligan, Jeff, Associate Vice President for Development
Gordon, Sean, Senior Athletic Development Officer
Jordan, Debbie, Associate Vice President for Advancement Information Services
Langridge, Nick, Vice President for University Advancement
Miller, Tim, Vice President for Student Affairs
Perrine, Andy, Associate Vice President for Marketing and Branding
Secrist, Trey, Assistant Director of Social Media
Smith, Sheila, Associate Vice President for Advancement Planning and Operations
Vass, Mary Hope, Executive Director of Communications

APPROVAL OF MINUTES

The minutes of the September 12, 2024 meeting were brought before the committee and approved as presented on a motion by Suzanne Obenshain, seconded by Terrie Edwards.

FUNDRAISING REPORT

Sean Gordon reported that Duke Club members have contributed nearly \$900,000 thus far in FY2025. He also reported that membership has doubled year over year from just over 2,400 donors to nearly 5,000 donors.

Jeff Gilligan reported that overall giving has increased substantially. Thus far, in FY 2025 \$9.5MM has been committed compared to \$7.4MM at this time last year. Participation has also increased substantially. We have experienced a 25% increase year over year with well over 12,000 donors compared to just over

9,000 donors a year ago. The pipeline currently includes 117 pre-solicitation requests totaling \$47.5MM and 91 active solicitations totaling \$50.1MM. We have closed 41 major gifts this fiscal year.

MAJOR GIFT AND ENDOWMENT THRESHOLDS

Jeff Gilligan shared advancement's plans to increase major gift and endowment levels which will positively impact scholarship and faculty retention.

VICE PRESIDENT'S UPDATE

Nick Langridge provided an overview of fundraising expenditures over the last 12 years showing that giving has grown at a significantly higher rate than expenditures have risen. He also provided an update on campaign planning, progress with our new partnership with BWF, our campaign consultants, and the overall campaign timeline for our third comprehensive campaign.

SOCIAL MEDIA RANKINGS

Continuing a trend of excellence, James Madison University was ranked #5 in all of D1 for its social media efforts. The ranking, released by analytics firm RivalIQ, is the seminal benchmark in the social media space. JMU is the only D1 school to be ranked in the Top 5 for each of its active social media platforms, nabbing #2 on Facebook, #5 for Instagram and #4 for X (formerly Twitter). JMU is no stranger to the top ranks as it has been in the top 10 in each year the report has been released and is one of only three schools that return to the top 10 from last year.

ADVANCEMENT SYSTEM(S) REPLACEMENT – CRM – REENGINEERING MADISON

Debbie Jordan speaks to the committee regarding the Advancement team's progress with preparing for the new Salesforce Afiniquet CRM software which is part of the Reengineering Madison Project.

The team is on schedule and looking forward to the CRM implementation in April of 2025.

The meeting adjourned at 4:11 p.m.

Respectfully submitted,

Michael Stoltzfus, Chair

David Kirkpatrick, Secretary to the Board



**Board of Visitors
November 7, 2024**

Advancement and Engagement Committee

February 13, 2025



BOARD OF VISITORS

Funds Raised to Date

Alex Marinelli, Duke Club Director of Major Gifts
Jeff Gilligan, Associate Vice President for Development



BOARD OF VISITORS



THANK YOU!

2024 DIGGIN' DUKES

ATHLETICS GIVING BY THE NUMBERS



TOTAL AMOUNT RAISED

\$479,493

TOTAL DONORS

1,688

MOST DONORS BY JMU GRADUATING CLASS

CLASS OF 1990

ALUMNI DONORS - ALUMNI DONORS
633

FORMER STUDENT-ATHLETES - FORMER STUDENT-ATHLETES
304

AVERAGE GIFT - AVERAGE GIFT
\$150

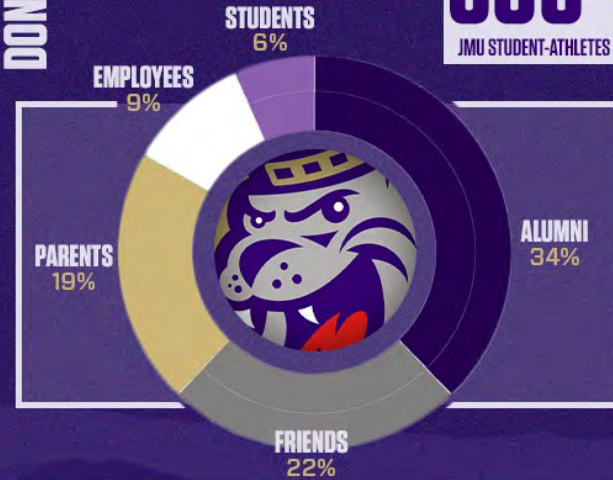


DONOR BREAKDOWN

TOP 3 GIFT PROGRAMS

LACROSSE
PROUD AND TRUE
CHEERLEADING

DID YOU KNOW?
BENEFITS MORE THAN
500+
JMU STUDENT-ATHLETES



Duke Club Report

Dollar Amounts and Donor Counts as of:
January 7, 2025
By Fiscal Year YTD



	2021	2022	2023	2024	2025
Duke Club Seat Contribution	\$136,512	\$278,336	\$357,319	\$238,841	\$345,680
Proud and True Fund	\$956,898	\$1,232,832	\$1,149,375	\$1,246,736	\$904,889
Athletics Restricted	\$179,463	\$198,774	\$331,420	\$806,250	\$777,686
Athletics Capital	\$652,941	\$385,376	\$179,351	\$119,386	\$43,080
Athletics Endowed	\$89,798	\$103,032	\$195,542	\$164,040	\$200,079
Event Contribution Restricted	\$0	\$0	\$13,632	\$29,651	\$0
Total	\$2,015,612	\$2,198,351	\$2,226,640	\$2,604,904	\$2,271,413

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

Current FY Annual Fund Dollars*: \$1,250,569

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

Percent of Goal: 26%

Total Unique Athletics Donors by Fiscal YTD

Includes unique households

2021	2022	2023	2024	2025
1,955	2,348	3,090	4,929	6,503



Funds Raised to Date

Compressed

07/01/2024 - 01/23/2025

Provided by:
AIS/Data Analysis & Reporting



Fund Raised Program - Compressed	FY 2025	FY 2024	FY 2023	FY 2022	FY 2021
Principal Giving/Strategic Gifts	\$6,265,626	\$3,198,002	\$3,262,322	\$3,771,907	\$5,996,842
Corp/Found	\$5,326,759	\$4,173,458	\$8,208,716	\$10,096,428	\$2,778,990
All Athletics Charitable	\$2,202,164	\$2,139,227	\$2,221,299	\$3,204,926	\$1,559,966
Annual Giving	\$1,349,854	\$1,459,109	\$1,558,740	\$1,668,207	\$1,241,697
Organization Annual Gifts	\$361,690	\$350,400	\$278,284	\$241,074	\$215,969
Matching Gifts	\$154,346	\$172,160	\$153,691	\$185,296	\$243,581
Realized Planned Gifts	\$816,000	\$6,191,569	\$175,317	\$58,097	\$755,876
Above Sub-Total - Total	\$16,476,438	\$17,683,924	\$15,858,369	\$19,225,935	\$12,792,921
WMRA Gifts	\$242,577	\$441,157	\$425,683	\$445,011	\$427,754
WMRA Total - Total	\$242,577	\$441,157	\$425,683	\$445,011	\$427,754
Above - Total	\$16,719,014	\$18,125,081	\$16,284,052	\$19,670,947	\$13,220,675
Conditional Pledges	\$3,688,001	\$2,020,001	\$3,012,000	\$5,805,410	\$17,536,215
Non-charitable Sponsorship Commitments	\$7,911	\$61,043	\$13,632	\$0	\$0
Athletics Non-charitable Gifts	\$345,680	\$309,667	\$484,960	\$278,336	\$137,562
Below Sub-Total - Total	\$4,041,592	\$2,390,710	\$3,510,592	\$6,083,746	\$17,673,777
Below - Total	\$4,041,592	\$2,390,710	\$3,510,592	\$6,083,746	\$17,673,777

All fiscal year totals are month-to-date per fiscal year.



Pipeline

As of January 27, 2025

Pre solicitation: 83 proposals = \$55,930,000

Solicitation proposals: 134 proposals = \$49,308,424

Closed Major Gifts: 94 for \$16,518,875

Vice President Updates

Nick Langridge
Vice President, University Advancement



BOARD OF VISITORS



JMU
GIVING
DAY

GIVE LIKE A DUKE



BOARD OF VISITORS ○



Committee Charter Change

Alumni Chapters and Affinity Groups

Paula Polglase, Director of Alumni Relations

Erin Conley, Associate Director for Regional Programming



BOARD OF VISITORS



JMU Alumni by the Numbers

160,000+

Total Living Alumni

50,000+

Young Alumni

43

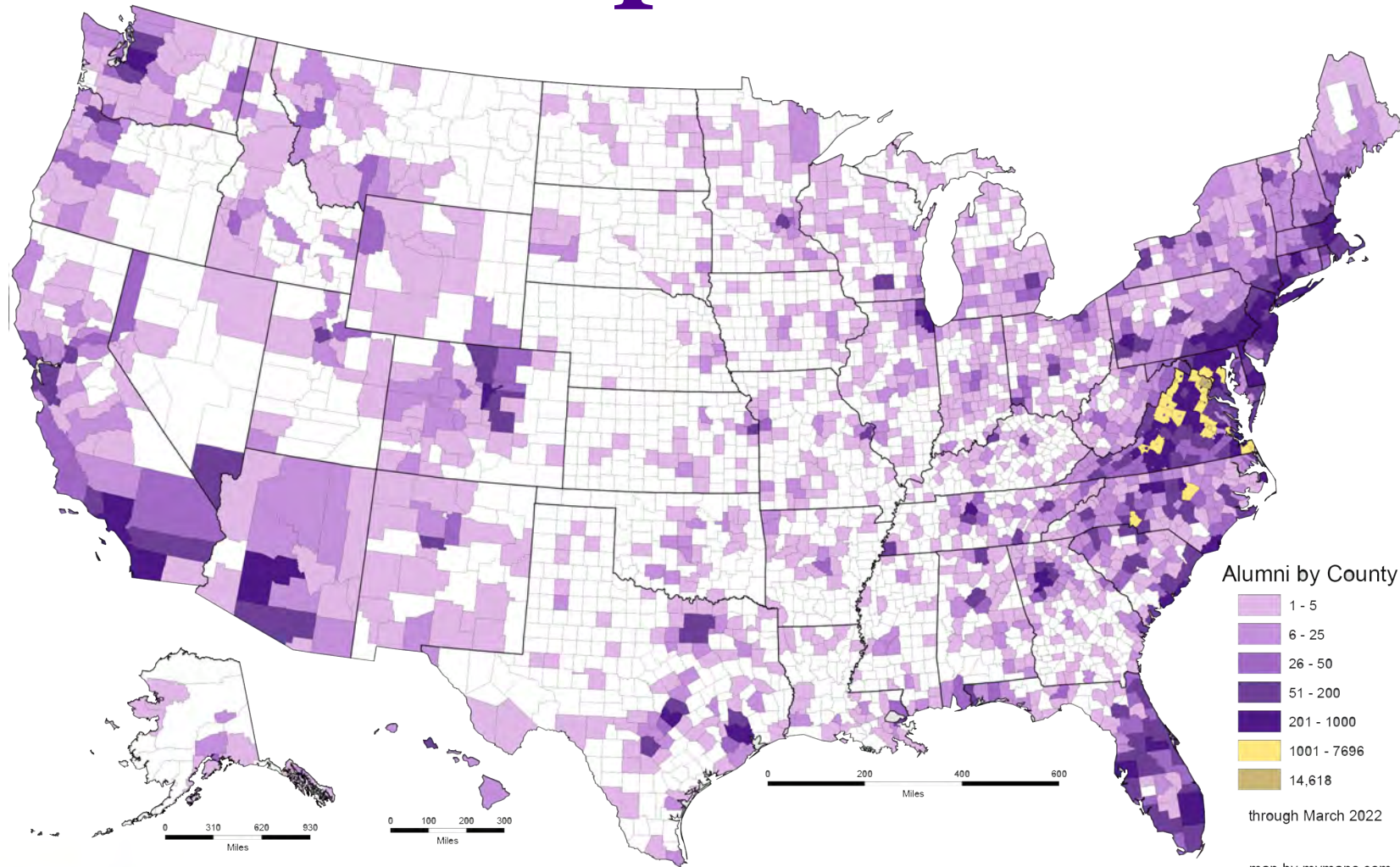
Average Age



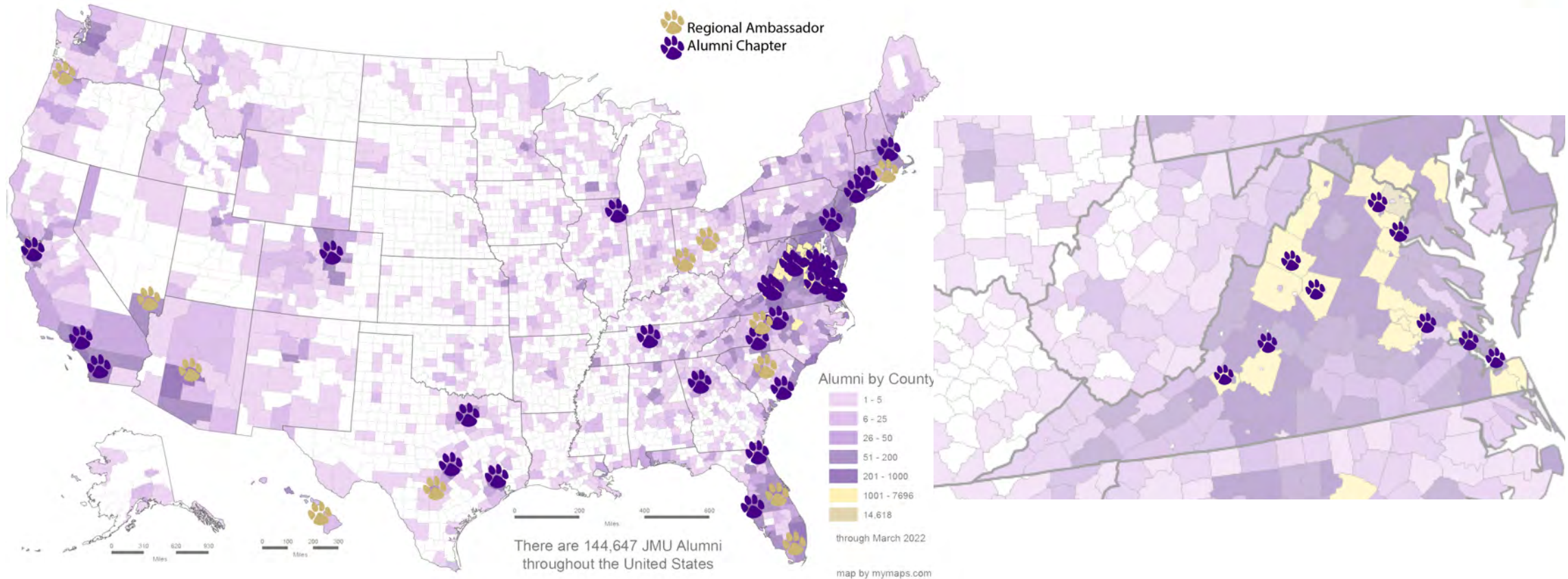
JMU Alumni by the Decades



Alumni Heat Map



Regional Alumni Chapters





Affinity Chapters

Communities of alumni that have a shared interest or identity, similar past student group involvement and/or a unifying professional or philanthropic goal.



Athletic Trainers

Honors College Alumni Network

Black Alumni Chapter

Latino Alumni Network

Cheerleading

Lavendar Chapter (LGBTQ+)

Dukettes

Marching Royal Dukes

Federal Dukes

Politicos

Hart School

SCOM





Chapter Support



Erin Conley '06
Assistant Director,
Chapter
Programming



Peg Noctor '79
Part-time Admin,
Chapter
Programming



Chapters at their Best

- Chapter structure
 - Shenandoah
 - Blue Ridge
 - Regional Ambassador
- Chapters meeting all criteria



Alumni Chapters

Regional Alumni Chapters

Regional Alumni Chapters are made up of communities of Dukes who share a geographical location and are united by a common goal. With over 35+ Regional Alumni Chapters located worldwide, you'll find fellow Dukes wherever you go. Check out the Regional Alumni Chapter Directory to connect with a chapter near you.

[Regional Alumni Chapter Directory](#)

Affinity Alumni Chapters

Affinity Alumni Chapters are communities of alumni that have a shared interest or identity, similar past student group, or a unifying professional or philanthropic goal. Affinity Alumni Chapters offer the opportunity for alumni to connect with one another and the university through professional development, social networking, volunteer outings, and more. Check out the JMU Alumni Association's current Affinity Alumni Chapter offerings in the Affinity Alumni Chapter Directory.

[Affinity Alumni Chapter Directory](#)



JMU ALUMNI
ASSOCIATION

ALUMNI LEADER HANDBOOK

BOARD OF VISITORS

Interested in learning more about Alumni Chapters and how to apply to serve as an Alumni Leader? Reach out to the 'Relations' Chapter Support Team at alumnichapter@jmu.edu for more information. Go Dukes!

Chapter Events



Examples of chapter events

▪ Athletics

- JMU Night/Day with professional teams (Capitals, Mariners, Charlotte FC)
- Pre- and post- football game socials (Charlotte, Chapel Hill, Norfolk, Boca)
- Attending away games as a group (San Antonio & Austin)

▪ Networking & Professional Development

- Alumni Meet-up (Athletic Training)
- Webinar Series (Federal Dukes)
- Townhall (BAC)

▪ Philanthropy

- Day of Service (Atlanta)
- Holiday Wrapping Party (MetroDukes)
- Beach Clean Up (South Florida)

▪ Social

- Happy Hours (NC Piedmont Triad)
- Holiday Parties (London)
- Meet the Alumni Director (Boston & San Diego)

BOARD OF VISITORS ○



Getting the word out

- Update your contact info
- Educating Graduating seniors
- Radius reports, list serves, updating list serves
- Social Media
- Website
- Broader alumni emails



Texas	
Austin	▼
Dallas-Fort Worth	▼
Houston	▼
San Antonio	▼

Virginia	
Charlottesville	▼
Fredericksburg	▼
Hampton Roads	▼
Harrisonburg	▼
Lynchburg	▼
MetroDukes (Washington, D.C Region)	▼
Richmond	▼
Roanoke	▼
Williamsburg	▼



Strengths

- Chapter structure in place
- JMUA Board priority
- Leadership development
- Pandemic pivot
- School spirit/athletics
- Branding
- Financials
 - JMUA carries the chapters' liability insurance

BOARD OF VISITORS



Challenges

- Staffing/transition
- CRM migration
- Audience Awareness
- Volunteer pipeline/management
- Pandemic/societal changes



Madison Trust

Carrie Combs, Senior Director of Corporate and Foundation Relations

Ryan Boals, Associate Director of Corporate and Foundation Relations



BOARD OF VISITORS



JMU[®]

Madison Trust

WHERE INNOVATION

Ignites



March 14, 2025

BOARD OF VISITORS

In the News

jmu.edu/madison-trust



SUMMARY: Mariqona Gashi, an international graduate student from Kosovo, took a recycling initiative in her home country, engaging schools, fostering environmental awareness, and promoting sustainable practices.



SUMMARY: Using competitive funding from the Madison Trust and Research and Scholarship, the James Madison University Center for STEM Education and Outreach piloted a successful chemistry lab experience in partnership with the Virginia School for the Deaf and the Blind.



Pantry at JMU expanding capacity, variety to serve more students



TELL ME SOMETHING GOOD WHSV.COM
JMU FOOD PANTRY WORKING TO EXPAND CAPACITY, VARIETY

JMU ArtsMobile to mark a new era of creative engagement in the Shenandoah Valley

Day of the Arts celebration showcases interactive art, music and theatre experience for all



JMU Opens New Resource Center For Military Community

By ASHLYN CAMPBELL Daily News-Record Aug 31, 2023 Updated Mar 11, 2024



Attendees cut a ribbon in Taylor Hall Tuesday afternoon at James Madison University to mark the launch of its JMU VALOR Resource Center. Contributed Photo from JMU

Strength on and off the court

Professor alumna incorporates disability sport in kinesiology curriculum.

BY JANE MCCONVILLE



Trevon Jenifer (right), a Paralympic wheelchair basketball player, participates in the Paralympic Skill Lab at UREG on Nov. 30. All photos by Rachel Holdeman

SUMMARY: Cathy McKay ('98), associate professor of kinesiology, decided to pilot the Paralympic Skill Lab in part "because the K-12 research shows that it works great to change attitudes and perceptions of disability and disability sport."



Philanthropic investor recruitment

- Goal: 20-30 *in-person* attendees
- Targeted audiences:
 - Previous MT donors
 - Current parents with \$5K capacity
 - Donors who have given \$1K cumulative since 2022
 - Anyone with \$25K+ capacity



Shout out to Advancement Marketing



MT Donor Postcard FINAL 10.14.24.indd 1

SAVE THE DATE

JMU
Madison Trust
MARCH 14, 2025

10/14/24 3:59 PM

IGNITE INNOVATION
Join us as a philanthropic-investor.

Madison Trust showcases the most innovative ideas to come out of JMU. **Panelists like you evaluate the best faculty- and staff-led projects and influence ventures that will change lives.**

Are you savvy? Entrepreneurial? Business-minded? **Join other visionaries as a philanthropic-investor at our next Madison Trust on Friday, March 14, 2025.**

< Learn more about Madison Trust.
www.jmu.edu/give/ignite

JMU
JAMES MADISON UNIVERSITY.

Madison Trust
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481 Bluestone Dr.
Harrisonburg, VA 22807

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Shout out to Advancement Marketing



JMU
JAMES MADISON
UNIVERSITY.

Office of Corporate & Foundation Relations
MSC 4401, 481 Bluestone Dr.
Harrisonburg, VA 22807
540-568-3196 Phone
madisontrust@jmu.edu
www.jmu.edu/give/ignite
1/2025

You're Invited
to Join Other
Visionaries

MT invitation card 1.21.25.indd 1 1/21/25 2:19PM

JMU
Madison Trust

WHERE INNOVATION
Ignites

**Are you business-minded?
Entrepreneurial?**

Madison Trust is your exclusive insider's view of JMU's best faculty- and staff-led projects that are seeking seed money. This event offers more than a seat in the room – our Madison Trust philanthropic-investors empower ideas to ignite innovations.

Step into the boardroom to hear impressive pitches, ask questions, influence ventures and invest your funds* to drive groundbreaking ideas. Secure your seat with a contribution of \$5,000* to Madison Trust.

Learn more at jmu.edu/give/ignite or scan the code.

Questions? Email madisontrust@jmu.edu

*Most philanthropic-investors contribute \$5,000 or more to Madison Trust, but this amount can be negotiated. Recent graduates typically contribute a minimum of \$500. These contributions are tax-deductible.

Event: **Madison Trust**
Location: **James Madison University
Festival Conference & Student Center
Board of Visitors Room**
1301 Carrier Dr., Harrisonburg, VA 22807
Date: **Friday, March 14, 2025**
Time: **9:15 AM – 4:30 PM**

- Business dress
- Includes complimentary breakfast, lunch and reception

RSVP TODAY → **seats are limited**

SECURE YOUR SEAT

jmu.edu/give/ignite

MT invitation card 1.21.25.indd 2 1/21/25 2:19PM



Madison Trust 2025

- 40 faculty/staff attended info sessions in September
- 17 proposals submitted in November
- Top 10 finalists were informed in December before winter break
- All finalists attended orientation in January
- 1:1s with project guardians Jan. & Feb. (proposal edits; presentation prep)
 - NABC model from Stanford Research Institute
- Dress/tech rehearsals end of February
- Event day on March 14 in Festival Board Room from 9:15 a.m. – 4:30 p.m.

10 projects

College of Arts & Letters • College of Education • College of Health & Behavioral Studies • College of Science & Mathematics • College of Visual & Performing Arts • JMU Athletics • School of Professional & Continuing Education



JMU JAMES MADISON UNIVERSITY INFO FOR

ADMISSIONS ACADEMICS STUDENT LIFE VISIT TUITION & FINANCIAL AID ATHLETICS

Madison Trust

MADISON TRUST

- PHILANTHROPIC INVESTORS
- PROJECT PRESENTERS
- PAST PROJECTS
- OUR TEAM

Become a Philanthropic-Investor

Madison Trust is being held on campus **Friday, March 14, 2025**.

Please email us at madisontrust@jmu.edu or fill out our [interest form](#) if you plan to join us as a [philanthropic-investor](#) for the day.

[View 2025 Projects](#)

[Info for Philanthropic-Investors](#)

[Info for Project Presenters](#)



Current Madison Trust Projects

[Expand All](#)

2025 Projects

- AAAD Arts Lyceum
- Adult Degree Program International: Across Borders, Across Generations
- Animal Monitoring Data Station: Taking It to The Trees
- The CORE Clinic: Concussion, Orthopedics, Rehabilitation, & Education
- Global Educators Forum
- Impact Space: Technology and Innovation at CVPA
- The MindWell Hub: An Innovative Center for Cultivating Awareness, Healthy Minds, and Self-Flourishing
- Revolutionizing Recovery: JMU Athletics Aims to Power Student-Athlete Wellness with Data-Driven Technology
- Sustainable nutrient recovery from poultry litter in Southern Poultry Farms near JMU
- Virtual Reality Technology in Building Collaborative Online International Learning (COIL) to Reduce the Disparities in Dementia Care Access

Impact of Scholarships

Carrie Combs, Senior Director of Corporate and Foundation Relations
Deoma Ogwara



BOARD OF VISITORS

Being the Change Podcast

Andy Perrine, Associate Vice President
University Marketing and Branding



BOARD OF VISITORS



Theme

Being The Change podcast features mostly stories appearing in *Madison* magazine, but not exclusively. As with most magazine content, each episode aims at reinforcing the university brand “Being The Change,” by presenting members of the JMU community who are applying intellect and action to live lives of purpose and meaning.





Objectives

1. Advance the JMU brand
2. Capture the attention of media consumers who are not engaging with print or web delivered magazine content
3. Provide content for campus partners to further their efforts



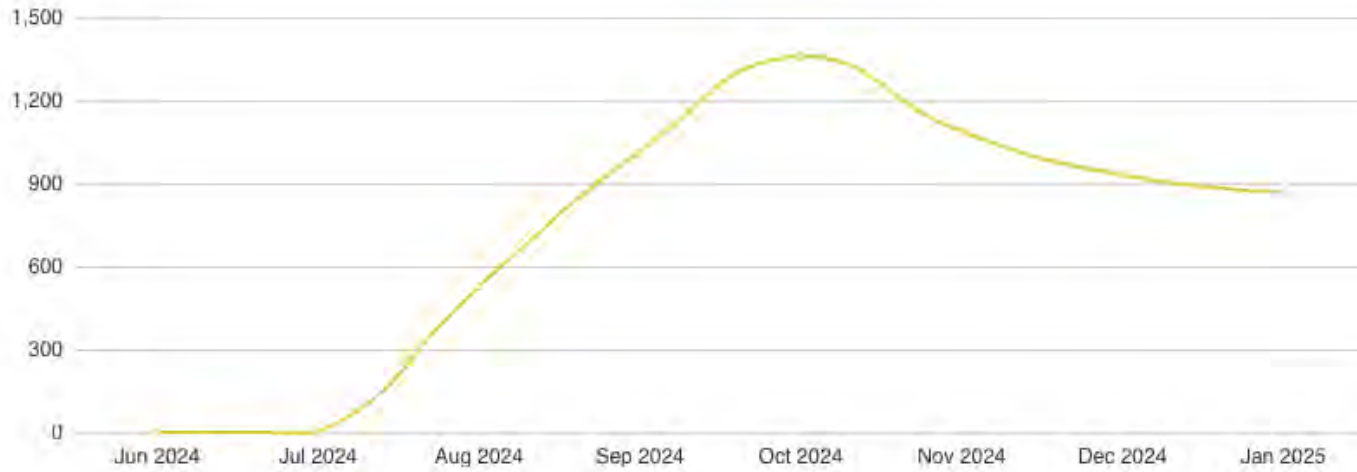


Modus Operandi

- Recorded in Rose Library Studios
- Published weekly during the semester on all major platforms
- Subscribers informed by their favorite [podcast platform](#)
- Most are promoted via email to *Madison* magazine recipients
- 18 episodes published so far



Analytics



Downloads

5.8K

User Interaction

Amount (New / Total)

Followers	3 / 3
Comments	0 / 0
Likes	0 / 0

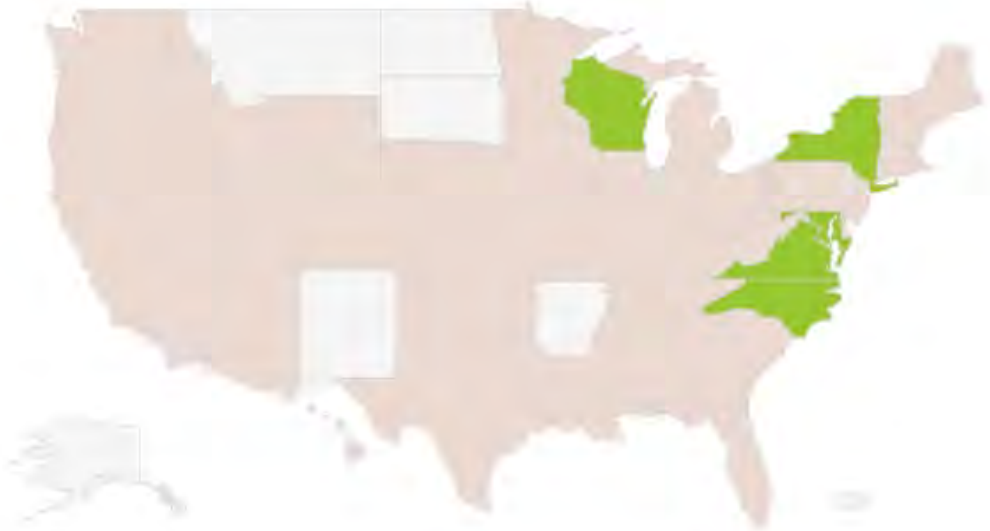


Analytics



Where Your Audience Comes From

World U.S. Canada Australia UK Sweden Germany



States/Provinces	Downloads	Percent
	1	0.02%
Virginia	3770	66.15%
Maryland	302	5.3%
New York	225	3.95%
North Carolina	190	3.33%
Pennsylvania	169	2.97%
California	100	1.78%




Analytics

Most popular platforms:

- Apple Podcasts – 33.6%
- Google Chrome (BTC webpage) – 23.8%
- Safari (BTC webpage) – 19.4%
- Spotify – 8.7%
- Edge – 6.5%

Analytics



Top 10 most downloaded episodes | Jun 12, 2024 - Jan 23, 2025

Title	Released (GMT)	Downloads
Presidential Search Status	Nov 20, 2024	732
Career Outcomes Report	Jan 15, 2025	587
Charlie King	Aug 26, 2024	526
AI at JMU	Oct 04, 2024	498
The Library of the Future	Dec 04, 2024	469
A new era for JMU Athletics	Sep 05, 2024	433
The FAFSA Delay	Sep 25, 2024	368
Is a Liberal Arts Degree Worth It?	Dec 16, 2024	360
About Being the Change podcast	Aug 27, 2024	342
The Reimagined Internship	Oct 30, 2024	296



Sample an episode



← → ↻ jmu.edu/beingthechange/index.shtml

JMU JAMES MADISON UNIVERSITY. INFO FOR ▾ Search JMU 🔍

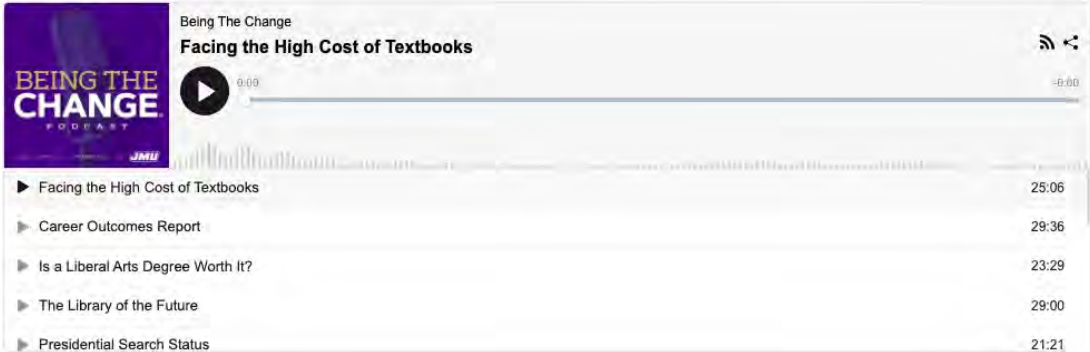
Being the Change podcast

Being the Change is the official podcast of James Madison University. It features members of the JMU community who are combining intellect with action to live lives of purpose and meaning. *Being the Change* podcast was conceived by Jim Heffernan ('96, '17M), editor of *Madison* magazine and Andy Perrine ('86), head of University Marketing and Branding. Thanks to Jenna Polk ('14, '21M) and the team at Rose Library Studios, where the show is recorded by Steve Aderton ('19). Original music and episode production by Neal Perrine ('19).

Available on these platforms:

- [Apple](#)
- [Spotify](#)
- [Youtube](#)
- [Amazon Music](#)
- [iHeart Radio](#)
- [Podbean app](#)

Or listen to the latest episodes below!



Being The Change
Facing the High Cost of Textbooks

0:00 - 6:00

▶ Facing the High Cost of Textbooks 25:06

▶ Career Outcomes Report 29:36

▶ Is a Liberal Arts Degree Worth It? 23:29

▶ The Library of the Future 29:00

▶ Presidential Search Status 21:21

[BACK TO TOP](#)

Being the Change is brought to you by [Madison magazine](#).

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

Athletics Committee
Thursday, February 13, 2025
Festival, Ballroom B
2:45 p.m.

Agenda

1. Approval of Minutes – November 7, 2024*
2. Sports Update (JMU/SBC/NCAA/House Settlement Update)
Matt Roan, Director of Athletics
3. Intercollegiate Athletics Program Report (APA Audit) Mark Angel,
Associate Vice President, Finance
4. Student-Athlete Disciplinary Report (Geoff Polglase, Deputy Athletics
Director
5. Student-Athlete Health/Wellness Update
Brandon DeSantis, Associate A.D. for Integrated Health & Sports
Performance
6. Development Report
Scooter Renkin, Associate A.D. for Development
7. Future Agenda Items
Matt Roan, Director of Athletics

*Action Required



**Board of Visitors
February 13, 2025**

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

Minutes of the Athletics Committee

The Athletics Committee met on November 7, 2024, in Ballroom B of the Festival and Student Center. The meeting was called to order at 2:46 p.m. by Dickie Bell, Chair.

Present:

Bell, Dickie, Chair
Eiland, Joanie
Rexrode, Dave
White, Jack

Others:

King, Charles, President
Funkhouser, Savanna, Associate Director, Government Relations
Hall, Hollie, Associate V.P. and Dean of Students
Knight, Jack, University Counsel
LaPorta, Stephen, Associate A.D., Governance & NIL Strategy
Litten, Katherine, Psychologist Student-Athlete Services
Lough, Denise, Assistant A.D. for Administration and Operations
Polglase, Geoffrey, Deputy Director of Athletics
Phillips, Jennifer, Senior Associate A.D. for Student-Athlete Development/SWA
Renkin, Scooter, Assistant A.D for Development
Roan, Matt, Director of Athletics
Saylor, Chad, Associate Director, University Communications
Soenksen, Roger, Faculty Athletics Representative
Warner, Kevin, Associate A.D. for Communications and Strategic Initiatives
Wood, Cliff, President, Montpelier Collective

Prior to adopting the minutes from September 12, 2024, Mr. Bell called for a motion to approve the minutes. It was moved by Jack White and seconded by Joanie Eiland to approve the minutes of the September 12, 2024, meeting of the Athletics Committee.

Sports Update

Matt Roan, Director of Athletics provided an Athletics update noting that as of October 21, 2024, JMU teams have compiled a 48-27-11 cumulative record for a .626 winning percentage. Two teams have appeared in national polls early in the 2024-2025 school year with men's soccer starting the season ranked 18th nationally and rising to as high as eighth. Meanwhile football received votes in both the AP and the LBM Coaches Polls and with a 6-2 record is

bowl eligible. Mr. Roan congratulated Coach Chesney with doing a great job getting to this point and prioritizing a transformative experience for our student-athletes with a record-breaking win against UNC, 4-0 at home with chance to keep that streak alive. Men's soccer is 7-4-6 and going into SBC tournament as the number six seed while women's soccer is 10-3-5. Women's soccer has also gone unbeaten in league play and has won the regular season championship. In JMU's annual TowneBank Royal Rivalry with Old Dominion, ODU holds the lead at 1-2 through November 5th with multiple matchups coming up in women's soccer, volleyball and football. Volleyball is currently 10-12 for the season and plays ODU on Letterwinner weekend. Field Hockey finished the regular season with a 13-5 record and earned a share of the MAC regular season title in our first year in the league. By earning the #1 seed via tiebreaker, field hockey earned the right to host the tournament next year. Cross Country placed seventh in the SBC Championship with one student-athlete winning a silver medal honor. Men's and Women's Basketball both started 1-0 with wins over Ohio and Kent State, respectively. Mr. Roan noted the multitude of season accolades like, two Conference Regular-Season Champions in Women's Soccer and Field Hockey, two NCAA Appearances from Cross Country and Football, two Conference Players of the Year and Head Coaches of the Year from women's soccer and field hockey. Mr. Roan noted that JMU faculty member, Dr. Geary Albright, was selected as the lone winner of the Sun Belt Faculty of the Year Award and was celebrated at the league's recent fall meetings. JMU also received recognition for its student-athlete department-wide graduation success rate (GSR). Mr. Roan followed up on the valuation report provided by our Associate Commissioner at September's full board meeting noting that with the announcement that the ODU game next weekend will be on ESPNU, 5 of 10 games this season have been on national television. Mr. Roan also mentioned the cohesive work between Athletics and other campus departments in creating a successful Thursday night game. Mr. Roan discussed the addition of highlighting outstanding faculty and staff at football games, inviting different campus partners to basketball games and celebrating a Community Night, and strengthening the notion of the Valley's Team. Mr. Roan spoke of a revenue generating-focused working group that has allowed athletics to be more focused on data and analytics in decision-making. These findings show that the total sales from football are generated more so from non-local supporters, while basketball tickets sales are from a greater local fanbase. Ticket sales have been phenomenal with football season tickets sell outs coming one month sooner than the prior year. Other sellouts include the first five games of the football season and premium seating for men's and women's basketball. Student engagement at the home opener for men's basketball was great with 2,500 in attendance. Athletics is optimistic to have a sellout football season and Bridgeforth Stadium is expecting a season record with an average of 25,344 fans per game. Looking ahead to 2025 and hosting Washington State.

Mr. Roan updated the committee on the Master Plan work that is underway. Athletics has had multiple meetings with Mosley and Sasaki, as well as one meeting with Populous on the possible stadium expansion, including planning for concepts and cost estimate to allow for commitments for philanthropic and partnership investments on the projects. Mr. Roan talked about ticket sales this year putting "Demand on Display."

Mr. Roan updated the committee on the Athletics Strategic Plan, noting that the Admin Team has been working on updating the department's vision (best positioning for future changes), mission (excellent experience for all stakeholders), values/guiding principles (unchanged), and two years of focused goal setting; these goals include an updated pro forma and compliance with the Cox Bill, as well as shaping the overall fundraising strategy to include expendable revenues now and endowed funds for the future.

Mr. Roan explained Title IX as it relates to college athletics, including participation, financial aid in proportion to participation, and the provision of 11 other benefits, such as equipment and supplies, access to coaching, facilities, support services, etc. Athletics consulted with Helen Grant, our contracted Title IX consultant, who recently recommended Prong 1. Prong 1 provides participation opportunities for women and men that are substantially proportionate to their respective rates of enrollment of full-time undergraduate students. As such, we will see about 58 participation opportunities for current and/or prospective student-athletes impacted by the House Settlement (24 men's and 34 women's opportunities). There is no grace period for impacted opportunities. Mr. Roan will continue this conversation at the next meeting, which will include the other elements previously shared such as increased scholarships and other financial benefits, as well as continuing with our NIL approach. Prong 1 will ultimately also save the university money in comparison to other options, over the next 10 years and creates more certainty in how we move forward. Noting that the general manager role is a trend both with personnel and software tools, Mr. Roan mentioned that athletics is currently engaged in conversations investigating this topic.

Mr. Roan then concluded the Sports Update by answering questions from the Committee Members.

2023-2024 Academic Report

Jennifer Phillips, Senior Associate A.D. for Student-Athlete Development/SWA, presented the 2023-2024 Academic Report. Initially, Ms. Phillips provided a glance into the services that Student-Athlete Services provides like, assisting sports programs with recruiting, loaning laptops and calculators to student-athletes, offering tutoring services, fostering a relationship between academic advisors, student-athletes and coaches, monitoring study halls, providing screening and testing with our Educational Psychologist, holding academic eligibility reviews and continually communicating with professors and other campus offices on behalf of student-athletes in general.

There were many academic accomplishments in the 2023-2024 academic year that Ms. Phillips noted. Eighty-six student-athletes made the President's List for honors, 219 made Dean's List. One hundred and seventeen student-athletes graduated and five student-athletes, as well as, one academic tutor were inducted into the James Madison's Beta Gamma Sigma chapter, International Business Honor Society. A Lacrosse player was selected as

valedictorian and 692 student-athletes achieved a 3.0 semester GPA in at least one semester, while 28 held a 4.0 GPA in the Fall of 2023 with 46 in the Spring of 2024.

Ms. Phillips explained the qualifiers for NCAA academic units to receive revenue distribution, noting that JMU Athletics has met all three benchmarks. JMU trends at a 91% Graduation Success Rate and an Academic Program Rate of 987, both exceeding requirements.

Ms. Phillips concluded the update by introducing Ms. Katherine Litten, Licensed School Psychologist for Student-Athlete Services.

Student-Athlete Focus: Student-Athletes Utilizing Academic Resources

Jennifer Phillips, Senior Associate A.D. for Student-Athlete Development/SWA introduced Kathryn Litten, Licensed School Psychologist for Student-Athlete Services. Ms. Litten discussed the testing that is provided to all incoming student-athletes and her role as a liaison to the Office of Disability Services and Sports Medicine. Ms. Litten also described her case load of one-on-one meetings with at risk students before introducing a student-athlete representative. The student-athlete shared the difficulties with adjusting to the college academic environment and the support that was offered to him from Student-Athlete Services, but specifically from Ms. Litten. The student-athlete further discussed how the resources available have helped him to be more successful in the classroom. The student-athlete mentioned that study skills building, and the addition of the Pink Grouping has helped with skills in that reach farther than just the classroom.

Ms. Phillips concluded the update by thanking Ms. Litten and the student-athlete and answering any questions from Committee Members.

JMU's NIL Committee/Program Update: (Education & Protection of Student-

Athletes) Stephen LaPorta, Associate A.D. for Governance and NIL Strategy acknowledged the nine-person JMU NIL Strategy Committee including, himself, Geoff Polglase Deputy A.D., Jennifer Phillips, Sr. Associate A.D. for Student-Athlete Development/SWA, Scooter Renkin, Associate A.D. for Development, Brad Burgess, Associate A.D. for Ticketing & Strategic Revenue, Melissa Wyant, Assistant A.D. for Creative Services & Fan Engagement, Kevin Warner, Associate A.D. for Communications and Strategic Initiatives, Cassidy Clements, Assistant A.D. for Student-Athlete Leadership, and Mike Chatburn, General Manager Sports Properties. Stephen then presented the JMU NIL Strategy named Honors1. Honors1 will provide education, NIL opportunities through the Dukes Marketplace, professional representation and a connection to the Montpelier Collective.

Education through Honors1 focuses on external and internal resource connections with Dukes LEAD and the Gilliam Center for Entrepreneurship. The education portion of Honors1 will also provide a combination of passive (NCAA NIL Assist and Influencer) and

active learning opportunities (NCAA x Meta NIL empower and NIL Summit). The education portion of Honors1 will also focus on personal brand, contracts, financial literacy, intellectual property, entrepreneurship and networking.

The Dukes Marketplace will serve as an area for student-athletes to connect with local businesses through an athlete profile that consists of a short bio, links to social media accounts, and a messaging feature. Businesses will also have the ability to propose transactions, post opportunities, and make secure payments to student-athletes. Mr. LaPorta explained how Honors1 will provide professional representation to student-athletes through connections to services for legal advice, accounting and tax preparation and building skills success in entrepreneurship.

The Montpelier Collective (“MC”) forms the official NIL collective of JMU. The MC is a 501(c)(3) organization that works to assist other local non-profits. Oversight of the MC will be conducted by eight board members. The goal of the collective will be focused on retention and recruitment of student-athletes. Mr. LaPorta then introduced Cliff Wood, President of the Board of the Montpelier Collective.

Mr. Wood spoke to the committee regarding the overall structure of MC and its mission and goals to support local not for profits including The Boys and Girls Club, Salvation Army and Virginia Red Cross. The MC will be a vehicle to help in recruiting and retaining efforts for athletic programs. Revenue streams coming in will be diversified to enable measurable growth and MC will be looking to double the fundraising efforts and goals to remain sustainable.

Mr. Dickie Bell then requested the Athletics Committee’s approval of the previously presented JMU Compensation Policy. The Compensation Policy will compensate student-athletes for activities above and beyond currently required, athletically related activities. The value of the compensation will be determined by the Director of Athletics or Designee and a promotional activity release form will be signed by the student-athlete. The policy also states that compensation does not trigger an employee/employer relationship. The Board of Visitors Athletics Committee approved the forward motion of this policy, and Mr. Bell shared that it will be presented to the full Board of Visitors for final approval on Friday, November 8, 2024. Mr. LaPorta concluded the update by answering questions from the committee.

Development Update

Scooter Renkin, Associate Athletics Director for Development presented the Advancement Report based on numbers as of November 7, 2024. For Fiscal Year 25, 5,134 donors have contributed \$1,300,000 in overall donations; this number is inclusive of over \$780,000 for the Annual Fund which consists of Proud and True Gifts and Duke Club Seat Contributions. These numbers show great success in growth over the prior year. Annual Fund contributions

are up 20%, donor numbers have increased by 88% and overall Athletics Fundraising is up 63% from prior year.

The Student Duke Club Membership has grown to over 4,200 students with enrollment continuing to rise.

The ‘Diggin’ Dukes’ Campaign will take place on December 3, 2024. The focus of this fundraising drive will be Sport Specific Giving through restricted giving, and will also benefit Dukes LEAD, and Proud and True.

The Fiscal Year 28 goals remain at \$4.9M in Annual Fund donations by 10,000 donors. Mr. Renkin concluded the update by answering questions from the committee.

Led by Dickie Bell’s closing remarks, Matt Roan concluded the meeting by asking the Committee members for feedback concerning future agenda items they would like to be considered which included a brief discussion.

There being no further business, Dickie Bell, Chair, then called for a motion to adjourn. It was moved by Dave Rexrode and seconded by Joanie Eiland. The meeting was adjourned at 4:13 p.m.

Respectfully submitted,

Dickie Bell, Chair

David C. Kirkpatrick, Secretary to the Board

Athletics Committee

February 13, 2025



BOARD OF VISITORS

Sports Update - JMU, SBC, NCAA

Matt Roan, Director of Athletics



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Competitive Success



- As of 1/31/2025:
 - JMU teams have compiled an **87-50-11** cumulative record for a **.625** winning percentage.
 - Field Hockey (RS) and Women's Soccer (RS & Tournament) Championships
 - Field Hockey earned the right to host in 2025.
 - First Bowl victory in school history
 - JMU cheerleading finished fourth out of 13 teams in the UCA College Nationals Small Coed Division IA Game Day category, which was a jump from 15th the previous year.
 - Women's Basketball is 10-0 in league play, while Men's Basketball is 6-4 in the Sun Belt Conference.
 - Lacrosse begins the season ranked 18th in the USA Lacrosse preseason rankings.

Academic Excellence



- According to the NCAA's annual release of graduation data in November, JMU posted the highest federal graduation rate in the SBC both among student-athletes (71%) and among all students (82%). JMU's Graduation Success Rate (GSR) of 90 tied with two other schools atop the league. Six programs posted a perfect 100 GSR: men's tennis, men's golf, women's golf, lacrosse, softball and volleyball.
- 146 student-athletes earned academic honors for the 2024 fall term:
 - 108 on Dean's List
 - 38 on President's List
 - 24 with 4.0 GPA
- 198 student-athletes earned AD's Scholar-Athlete honors (3.0s in consecutive semesters).

SBC Updates



- Women's Basketball NCAA Revenue Fund
- Final 2025 Football Rankings
- Conference Football Schedule Timeline
- Sport Updates:
 - Eliminated Conference schedule for Men's and Women's Tennis beginning in 2026 (all teams to Championships).
 - Indoor Track and Field Championships staying in Birmingham through 2028.
 - To match a newly-adopted NCAA women's soccer playing season, the women's soccer schedule was stretched from 7 to 8 weeks for the 2025 season.
 - Final SBC Swimming & Diving Championship – Feb.18-22

National Issues



- Pavia Waiver (Vanderbilt QB)
- Discussion regarding 5 years of eligibility in 5-year clock
- NCAA Division I Decision-Making Working Group are tasked with developing a recommendation to redesign the Division I decision-making structure that will be presented to the BOD by June 2025. Commissioner Gill is a member of this working group.

Intercollegiate Athletics Program Report (APA Audit)

Mark Angel, Associate Vice President, Finance



BOARD OF VISITORS

Intercollegiate Athletics Program Report (APA Audit)



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

Athletic Revenues - June 30, 2024



Ticket sales	\$ 4,872,854
Student fees	55,528,882
Contributions	5,684,787
Direct Institutional Support	1,787,247
Guarantees	999,724
NCAA/conference distributions	3,012,903
Royalties, advertisements, and sponsorships	1,843,657
Program, parking, concession, and other	<u>2,652,585</u>
Total operating revenues	\$76,382,639

Athletic Expenses – June 30, 2024



Athletic student aid	\$ 10,776,990
Guarantees	236,238
Coaching salaries, benefits, bonuses, severance	9,276,446
Equipment, uniforms, team travel	8,471,319
Game expenses	3,302,660
Spirit groups	1,366,326
Athletic facility debt service, lease	10,496,994
Direct facilities, maintenance	9,082,617



Athletic Expenses – June 30, 2024, continued

Support/admin staff salaries, benefits, bonuses	\$ 11,743,953
Recruiting	893,816
Fundraising, marketing, promotion	946,994
Indirect cost paid by athletics	5,200,347
Medical expenses and insurance	964,162
Other operating expenses	<u>3,623,777</u>
Total operating expenses	\$ 76,382,639

June 30, 2024, Athletic Expenses by Sport



Football	\$ 15,874,371
Men's Basketball	5,457,034
Women's Basketball	3,757,187
Other Sports	18,888,685
Non-Program Specific	<u>32,405,362</u>
Total Expenses	\$ 76,382,639

House Bill 1897 (Cox Bill)

Intercollegiate Athletic Financing



- Per the Legislation the subsidy percentage* for NCAA Division I-A Institutions affiliated with conferences other than the Atlantic Coast Conference, Big Ten Conference, Big 12 Conference, Pac-12 Conference, or the Southeastern Conference shall not exceed 55%.
- *Subsidy percentage means the subsidy divided by the athletic revenue, provided that revenues allocated to (i) support spirit groups associated with any intercollegiate athletics program, (ii) meet any indirect cost policy requirements, or (iii) debt service for previously approved intercollegiate athletics capital outlay projects may be excluded from the subsidy for the purposes of such calculation.

Subsidy Percentage Calculation



Per our June 30, 2024, Intercollegiate Athletic Program Report, JMU's subsidy and subsidy percentage calculations are:

Subsidy

Student Fees	\$55,528,882
Add: Direct Institutional Support	<u>1,787,247</u>
Total Subsidy	\$57,316,129

Subsidy Percentage Calculation



Subsidy	\$ 57,316,129	
Less: Spirit Groups	(1,366,326)	
Agency Service Charge	(5,200,347)	
Athletic Debt Service	<u>(10,272,359)</u>	
Total Subsidy Less Exclusions	\$ 40,477,097	
Total Subsidy Less Exclusions	<u>\$40,477,097</u>	
Total Athletic Revenue	\$76,382,639	= 53.0%

2024 Student-Athlete Disciplinary Report

Geoff Polglase, Deputy Athletics Director



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January – December 2024



- 1 student-athlete with 3 judicial charges
 - 1 Alcohol
 - 1 Disruptive Conduct
 - 1 Trespassing

January – December 2024



- Court and OSARP Sanctions and Disciplines
 - Required participation in OSARP education programs (i.e. Calling the Shots)
 - Probation

Sports Represented

- Cheerleading: 1 S-A:
 - 1 Alcohol, Disruptive Conduct, Trespassing



*Four Year Data

	2021	2022	2023	2024
Student-Athlete Charges	23(9)	23(16)	13(7)	3(1)
Sports	4	8	3	1
Alcohol	3	7	6	1
Failed Drug Test	2	7	0	0
Disorderly Conduct	0	0	0	1
Falsifying Info	2	4	0	0
Failure to Comply/Noncompliance	15	0	6	0
Trespassing	0	0	0	1
Drugs, Smoking, Vaping, Tobacco, and/or Nicotine	0	0	1	0
Criminal Conduct	0	0	0	0
Physical Force	0	1	0	0
Sexual Misconduct	0	1	0	0
Misuse of Technology	0	1	0	0
Dangerous Practices	0	1	0	0
Unauthorized Use, Possession or Transfer of Items	0	1	0	0



Student-Athlete Health and Wellness Update

**Brandon DeSantis, Associate A.D. for
Integrated Health & Sports Performance**



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Integrated Health and Sports Performance



- Sports Medicine
- Strength and Conditioning
- Sports Nutrition
- Sports Psychology



Overarching Themes of Collaboration

- Thoughtful strategic planning has taken place in programming for Integrated Health and Sports Performance to enable our student-athletes to be the **best holistic versions** of themselves, physically and mentally.
- We use performance data and analytics coupled with the incredible resources in our facilities to individualize all aspects of IH&SP.
- All of the shiny toys we have would be nothing without **the support staff collaboration**. There is constant communication, re-evaluation, and adjusting of performance programming.
- We want our student-athletes to **understand the how/ why** behind what we are doing- this will increase their buy-in and help them in life beyond athletics.

Sports Medicine Staffing



- 16 Certified Athletic Trainers (1:35 Ratio, best in SBC!)
- Chief Medical Officer and Physician Assistant (male and female providers)
- 5 Orthopedic Physicians contracted through UVA Ortho
 - knee/ shoulder/ hip/ elbow, wrist, and hand/ foot, ankle, and lower leg/ running/ ED specialties
- Student partnerships with JMU AT Education Program and Affiliated Sites
- Functioning out of 5-6 facilities every day
- Ability to meet the student-athletes where they are and provide a faster level of service

Sports Medicine Best Practices



- Patient Centered Care- Individualized care specific to the student-athlete
- Team Management, Communication, and Planning- Point person for SA care
- Wide array of modalities/hands-on techniques- injury reduction and recovery
- Partnerships with Sentara/ RMH for radiology to assist with injury diagnosis
- Utilization of latest technology to assist with post-injury rehabilitation and return-to-play
- Policy review to prepare for NCAA D1 Health and Safety Attestation

Strength and Conditioning Staffing



- 11 Total S&C Coaches
- Four Primary Training Facilities
 - Plecker APC
 - Atlantic Union Bank Center
 - Convocation Center
 - Veteran's Memorial Park
- Student partnerships with JMU Kinesiology and Affiliated Sites

Strength and Conditioning Best Practices



- Sport Science Data:
 - GPS Tracking- to evaluate running volume, high intensity distance, fatigue
 - Force Plate Technology- to evaluate jump force production and asymmetries
 - Velocity- Based Training- tracks bar speed movement and force production
 - NordBoard- provides hamstring strength feedback
 - Vert- volleyball specific technology for jump load management
- Development of core strength with ground-based, athletic lifts to develop strength and power
- Scientific periodization for injury prevention training and re-conditioning post-injury
- Lifting education and safety and positive relationship development with SAs
- Training assists with team culture development, discipline, and accountability

Sports Nutrition Staffing



- 2 Registered Dietitian Nutritionists
- 1 Fellow Registered Dietitian
- Student internship partnerships with JMU Undergrad Dietetics, Graduate Applied Nutrition
- 4 Operational Fueling Zones
 - Plecker APC
 - Atlantic Union Bank Center
 - Convocation Center
 - Godwin Hall



Sports Nutrition Best Practices

- Relationship-Centered Care
- Timely Application of Medical Nutrition Therapy
- Individual Appointments for Personalized Nutrition Counseling
- Team Education for Health and Nutrition-Related Topics
- Grocery Store and Dining Hall Tours
- Policy Development in conjunction with Sports Medicine

Sports Psychology Staffing



- Director of Sports Psychology
 - Doctoral students
- Athletics Liaison at the Counseling Center
- Serve on CARE team for high-risk student-athletes
- TimelyCare
- Policy Updates based on updated NCAA Mental Health Best Practices
 - EAP rehearsal and education to staff



Sports Psychology Best Practices

- Individual Appointments focusing on:
 - Mental Performance- Resiliency, grit, confidence, motivation
 - Mental Health- Coping strategies, anxiety, violence/ trauma, depression
- Team Consultations
- Annual Mental Health Screener to see if further referral is needed
- Proactive approach to promoting “well-being”, instead of being reactive to “ill-being”

Summary



- JMU Athletics Integrated Health and Sports Performance team rivals many other universities, including Power-4 institutions.
- Major focus on policy updates (~35) and best practices in each area to increase level of care provided to our student-athletes and to prepare for NCAA D1 Health and Safety Attestation.
- Members of the IH&SP work collaboratively daily in conjunction with the academic and coaching staffs to provide the best overall athletic healthcare possible for the JMU student-athletes. This is done through efficient communication, evidenced-based research, use of performance data and technology, teaching self-care techniques, and clinician expertise.

Thank You!



Brandon DeSantis

Associate AD for Integrated Health
and Sports Performance

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Godwin Hall



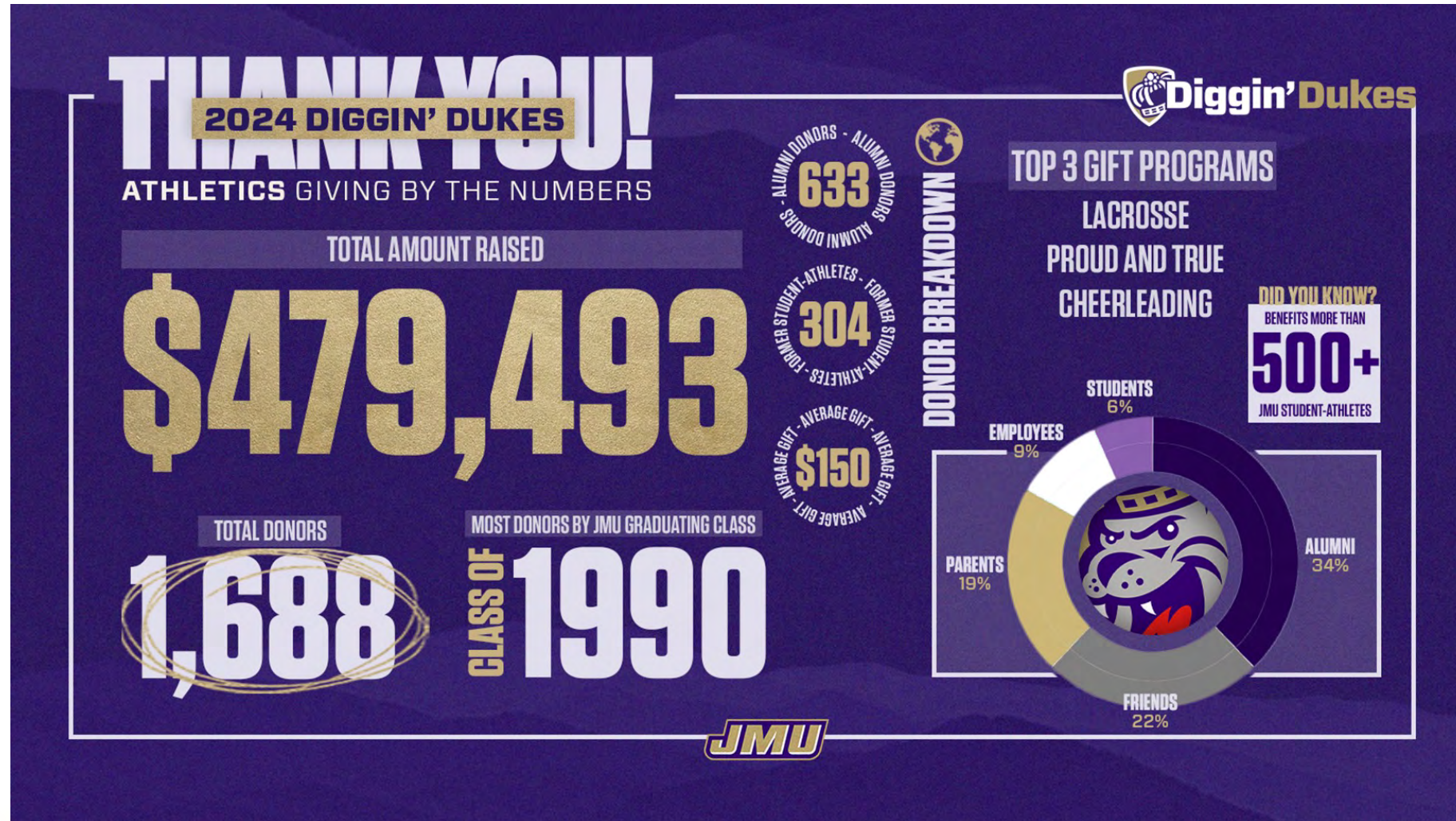
Development Update

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



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Diggin' Dukes 2025 – “By the Numbers”





Fundraising Update

By Fiscal Year YTD

	2021	2022	2023	2024	2025
Duke Club Seat Contribution	\$136,512	\$278,336	\$357,319	\$238,841	\$345,680
Proud and True Fund	\$956,898	\$1,232,832	\$1,149,375	\$1,246,736	\$904,889
Athletics Restricted	\$179,463	\$198,774	\$331,420	\$806,250	\$777,686
Athletics Capital	\$652,941	\$385,376	\$179,351	\$119,386	\$43,080
Athletics Endowed	\$89,798	\$103,032	\$195,542	\$164,040	\$200,079
Event Contribution Restricted	\$0	\$0	\$13,632	\$29,651	\$0
Total	\$2,015,612	\$2,198,351	\$2,226,640	\$2,604,904	\$2,271,413

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

Current FY Annual Fund Dollars*: \$1,250,569

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

Percent of Goal: 26%

Total Unique Athletics Donors by Fiscal YTD

Includes unique households

2021	2022	2023	2024	2025
1,955	2,348	3,090	4,929	6,503

*As of January 7, 2025

Future Agenda Items

Matt Roan, Director of Athletics



BOARD OF VISITORS

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

Finance and Physical Development Committee
Thursday, February 13, 2025
Meeting Room 3
1:00 p.m.

Agenda

1. Approval of Minutes – November 7, 2024*
2. Financial Review
Mark Angel, Associate Vice President, Finance
3. Annual Investment Review
Mark Angel, Associate Vice President, Finance
4. Reengineering Madison Update
Robin Bryan, Associate Vice President, Information Technology & CIO
5. Differentiated Housing Rates
Dirron Allen, Associate Vice President, Student Life and Involvement
Kathleen Campbell, Director, Office of Residence Life
6. Land Conveyance*
Jini Cook, Director of Real Property and Space Management
7. Closed Session*

*Action Items

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

Minutes of the Finance and Physical Development Committee

The Finance and Physical Development Committee met on Thursday, November 7, 2024, at 1:00 p.m. The meeting was called to order by Ms. Suzanne Obenshain.

Present:

Obenshain, Suzanne, Rector
Caudle, Larry
Stoltzfus, Michael

Absent:

Smith, Steve, Chair
Fiorina, Carly

Others:

Moore, Towana – Vice President, Administration and Finance
Angel, Mark – Associate Vice President, Finance
Kaufman, Abram – Energy Conservation and Sustainability Manager
Morris, Kirk – Director of Engineering and Construction
Short, Craig – Associate Vice President, Business Services

All members of the Administration and Finance team were introduced. Ms. Towana Moore noted that since the September meeting, State Government Relations has moved from the division of Advancement to the division of Administration and Finance.

On motion of Mr. Larry Caudle, and seconded by Mr. Michael Stoltzfus, the minutes of the September 12, 2024, meeting were approved.

Financial Review:

Mr. Mark Angel, Associate Vice President for Finance, reviewed the financial report for the first three months of fiscal year 2025. Mr. Angel noted variations of this report compared to the first three months of the previous fiscal year due to earlier receipt of state funding as well as earlier tuition payments. Mr. Angel reported the University's revenue and expenditures were appropriate for this point in the year.

University Debt Review:

Mr. Mark Angel presented a review of the university debt portfolio. As of June 30, 2025, the university will have approximately \$363.8 million in outstanding bonds. The university's annual debt ratio is well within the board's established guidelines. The university has complied with all significant financial and operating bond covenants and does not have any off-balance sheet financing.

University Sustainability:

Abe Kaufman, Energy Conservation and Sustainability Manager, delivered an informative presentation on numerous programs and initiatives the university is undertaking to support environmental sustainability in a fiscally responsible way. Key highlights included achievements in the reduction of emissions. Between 2005 and 2023, the total area of campus buildings doubled, but emissions decreased by 4%. In that same period, emissions per square foot of building decreased by 53%. JMU's Rating from the Association for the Advancement of Sustainability in Higher Education has been increased from silver to gold thanks in part to programs related to cleaner fuel usage by the campus vehicle fleet, alternative transportation waste reduction, and recycling.

Capital Projects Update:

Kirk Morris, Director of Engineering and Construction, gave a report on capital projects under construction and projects in design. All projects are progressing on schedule and within budget.

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

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

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

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

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

Obenshain, Suzanne - Rector

Caudle, Larry

Stoltzfus, Michael

There being no further business the committee adjourned at 2:24 p.m.

Respectfully submitted,

Suzanne Obenshain, Rector

David Kirkpatrick, Secretary to the Board

Financial Review

Mark Angel
Associate Vice President Finance



BOARD OF VISITORS

2024-25 Revenue Review



	FY2025					FY2024				
	Original Revenue Budget	Revised Revenue Budget	Actual Revenue as of 12/31/2024	Uncollected Budget Balance 12/31/2024	Percentage Collected as of 12/31/2024	Percentage Collected as of 12/31/2023	Original Revenue Budget	Revised Budget as of 12/31/2023	Actual as of 12/31/2023	
Educational and General										
State General Fund Appr - Operations (2)	161,340,482	190,115,674	87,360,754	102,754,920	46%	42%	152,714,810	175,930,001	73,216,533	
State General Fund Appr - Financial Aid	22,864,056	24,186,070	24,190,142	(4,072)	100%	100%	19,168,696	22,449,930	22,464,631	
Tuition and Technology Fee (1)	269,752,833	271,022,708	160,542,677	110,480,031	59%	61%	258,665,315	257,204,499	156,384,191	
Non General Fund Transfer to State (1)	-	(3,098,291)	-	(3,098,291)	0%	0%	-	(3,098,291)	-	
Undergraduate and Graduate Application Fees	1,537,123	1,537,123	1,881,940	(344,817)	122%	107%	1,529,623	1,529,623	1,637,608	
Miscellaneous Revenue	2,683,588	2,691,813	2,028,110	663,703	75%	79%	2,498,701	2,606,373	2,064,706	
Total Education and General	458,178,082	486,455,097	276,003,623	210,451,474	57%	56%	434,577,145	456,622,135	255,767,669	
Auxiliary Enterprises										
Dining Services	84,702,662	84,702,662	47,739,384	36,963,278	56%	58%	76,395,208	76,411,084	44,667,529	
Retail Services	1,579,000	1,579,000	841,881	737,119	53%	52%	1,587,000	1,587,000	819,960	
Residential Facilities	42,224,021	42,436,814	22,239,171	20,197,643	52%	53%	40,664,254	40,787,566	21,760,708	
Parking and Transportation	8,199,895	8,254,895	6,121,699	2,133,196	74%	74%	8,136,784	8,150,034	6,019,990	
Telecommunications	2,010,234	2,010,234	1,046,427	963,807	52%	53%	2,007,117	2,007,117	1,059,451	
Health Center	6,918,129	6,918,129	3,867,047	3,051,082	56%	56%	6,726,580	6,726,580	3,768,001	
Student Union and Student Services	8,371,990	8,371,990	4,728,328	3,643,662	56%	55%	8,366,266	8,366,266	4,631,396	
Recreation Center	14,970,747	14,970,747	8,293,204	6,677,543	55%	55%	14,881,592	14,950,428	8,225,522	
Athletics	67,713,034	68,438,177	38,640,051	29,798,126	56%	53%	63,981,972	69,967,923	37,390,012	
Other	21,886,736	22,017,185	16,587,259	5,429,926	75%	69%	19,685,354	19,964,198	13,853,342	
Total Auxiliary Enterprises	258,576,448	259,699,833	150,104,451	109,595,382	58%	57%	242,432,127	248,918,196	142,195,911	
TOTAL REVENUE	716,754,530	746,154,930	426,108,074	320,046,856	57%	56%	677,009,272	705,540,331	397,963,580	

(1) Budgeted revenue includes a reduction of \$3,098,291 for non-general fund cash to be transferred back to the State. This, in effect, is a transfer of tuition, fee and other Educational and General revenue previously collected. The State makes these transfers for standard items such as debt service on state bond issues to finance equipment and capital fee assessments on out-of-state students.

(2) The Appropriation Act specifies that unexpended appropriations that remain on the last day of the fiscal year shall be reverted to the State and re-appropriated in the next year. The reversion amounts were \$31,800,000 and \$23,215,000 in 2024 and 2023, respectively. Those balances were re-appropriated in 2025 and 2024. The re-appropriations are transferred to the Educational and General fund on a monthly basis. For 2024, that occurred over the months October through June. The transfer timeline for 2025 is November through June.

2024-25 Tuition and Other Fee Revenue



Description	Budget	Actual Revenue 12/31/24	Uncollected Budget Balance	Percentage Collected as of 12/31/24
Regular Undergraduate In-State Tuition	119,880,543	63,799,942	56,080,601	53%
Summer Undergraduate In-State Tuition	11,381,416	11,366,853	14,563	100%
Graduate In-State Tuition	10,909,640	7,174,333	3,735,307	66%
Regular Undergraduate Out-of-State Tuition	109,456,546	63,642,735	45,813,811	58%
Summer Undergraduate Out-of-State Tuition	6,734,437	6,830,467	(96,030)	101%
Graduate Out-of-State Tuition	4,044,254	2,919,497	1,124,757	72%
Instruction - Off Campus	7,531,000	4,195,009	3,335,991	56%
Course and Other Fees	1,084,872	613,841	471,031	57%
Total Tuition & Technology Fee Revenue	271,022,708	160,542,677	110,480,031	59%

2024-25 Expense Review



	FY2025					FY2024				
	Original	Revised	Actual	Unexpended	Percentage	Percentage	Original	Revised	Actual as of	
	Expenditure	Expenditure	Expenditures as of	Budget	Expended as of	Expended as of	Expenditure	Budget as of	12/31/2023	
	Budget	Budget	12/31/2024	12/31/2024	12/31/2024	12/31/2023	Budget	12/31/2023	12/31/2023	
Education and General										
Instruction	213,796,431	224,646,689	113,428,317	111,218,372	50%	49%	206,061,125	210,539,880	103,208,063	
Research and Public Service	1,658,958	2,129,827	53,601	2,076,226	3%	9%	1,790,381	2,051,312	184,349	
Academic Support	53,865,506	58,614,789	27,699,367	30,915,422	47%	46%	51,567,033	55,084,019	25,388,496	
Student Services	31,237,546	32,862,556	15,597,138	17,265,418	47%	48%	29,793,074	30,607,409	14,568,881	
Institutional Support	74,566,042	76,243,072	35,305,686	40,937,386	46%	41%	68,941,707	72,432,501	29,830,235	
Operation and Maintenance of Plant	47,946,039	54,819,282	23,101,059	31,718,223	42%	41%	45,382,969	51,239,692	20,858,020	
Student Financial Assistance	35,107,560	37,138,882	18,351,233	18,787,649	49%	47%	31,040,856	34,667,322	16,327,559	
Total Education and General	458,178,082	486,455,097	233,536,401	252,918,696	48%	46%	434,577,145	456,622,135	210,365,603	
Auxiliary Enterprises										
Dining Services	83,002,662	82,983,293	35,831,060	47,152,233	43%	41%	74,695,208	74,886,484	31,031,659	
Retail Services	1,263,973	1,283,973	406,998	876,975	32%	26%	1,271,973	1,271,973	335,117	
Residential Facilities	41,882,258	41,985,088	19,718,143	22,266,945	47%	41%	40,337,680	41,684,867	17,077,434	
Parking and Transportation	8,199,895	8,308,682	4,639,854	3,668,828	56%	53%	8,136,784	8,150,034	4,344,621	
Telecommunications	2,010,234	2,010,234	1,516,766	493,468	75%	31%	2,007,117	2,007,033	620,126	
Health Center	6,918,129	7,121,906	3,714,038	3,407,868	52%	51%	6,726,580	6,710,594	3,406,093	
Student Union and Student Services	8,371,990	8,661,905	4,245,557	4,416,348	49%	47%	8,366,266	8,479,321	3,958,360	
Recreation Center	14,970,747	15,094,291	9,596,458	5,497,833	64%	62%	14,881,592	15,548,803	9,710,839	
Athletics	67,713,034	70,064,067	38,470,239	31,593,828	55%	51%	63,981,972	71,583,838	36,791,142	
Other	20,566,084	21,770,127	10,519,966	11,250,161	48%	52%	18,426,922	18,595,249	9,715,704	
Auxiliary Reserve Projects (1)	-	23,935,733	6,523,813	17,411,920	27%	30%	-	16,677,007	4,993,246	
Total Auxiliary Enterprises	254,899,006	283,219,299	135,182,892	148,036,407	48%	46%	238,832,094	265,595,203	121,984,341	
TOTAL EXPENDITURES	713,077,088	769,674,396	368,719,293	400,955,103	48%	46%	673,409,239	722,217,338	332,349,944	

(1) Auxiliary Reserve Projects are generally short-term projects funded from Auxiliary Cash Reserves. Because these projects are funded from reserves accumulated over prior years, there is NO related auxiliary operating revenue budget. Unspent budgets are generally carried forward to the next fiscal year.

2024-25 Restricted Fund Review



	FY2025			Comments	FY2024		
	Appropriation/ Allotment	Actual Expenditures as of 12/31/2024	Unexpended Appropriation		Appropriation/ Allotment	Actual Expenditures as of 12/31/2023	Unexpended Appropriation
Sponsored Programs, Grants and Contracts							
				The University manages procurement for the VIVA program. VIVA benefits all the state's higher education institutions. The program provides shared access to programs, services and collections, including electronic resources such as e-books and journals, research databases, etc.			
Virtual Library Of Virginia	10,884,348	2,671,156	8,213,192		10,590,774	4,134,008	6,456,766
Federal grants and contracts	34,015,000	16,376,051	17,638,949	\$11,718,113 and \$9,105,632 in financial aid for FY2025 and FY2024 respectively (mostly PELL grants).	26,000,000	14,658,166	11,341,834
State and nongovernmental grants and contracts	18,500,000	11,321,909	7,178,091		15,000,000	10,372,205	4,627,795
Indirect costs	5,000,000	1,694,636	3,305,364		5,000,000	1,329,642	3,670,358
				Includes Work-Study, Eminent Scholars, Excess Indirect Costs, Commonwealth Innovative Internship Fund, College Lab School Fund, and Surplus Property. Work-Study and Eminent Scholars are recorded near year-end by moving incurred expenses in E&G to these funds.			
All Other grants and contracts	3,142,639	664,141	2,478,498		995,078	2,226	992,852

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

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

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

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

Financial Terms



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

Annual Investment Review

Mark Angel
Associate Vice President Finance



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Investment Portfolio



12/31/2024 Corporate Account Statement	Financial Institution	Adjusted Total (PS Finance Cash)	Rate of Return
Wells Fargo Advisors SGA Reserve	WF Advisors	\$ 1,744,567.57	4.13%
United Bank	United Bank	60,262.64	4.90
United Bank	United Bank	905,778.54	4.90
Loomis Wealth Management	L.M. Kohn & Co	3,109,466.55	Various
Loomis Wealth Management	L.M. Kohn & Co	2,701,388.38	Various
Subtotal - Investments		\$ 8,521,463.68	

Other Local Funds



12/31/2024 Corporate Account Statement	Financial Institution	Adjusted Total (PS Finance Cash)	Rate of Return
Bank of the James - Support Fund	Bank of The James	\$ 1,661,497.14	3.04%
United Bank - Support Fund	United Bank	557,646.00	3.45
Atlantic Union Bank - Support Fund	Atlantic Union Bank	4,831,838.46	3.37
Concentration Depository	Bank of America (BOA)	35,045,483.67	2.54
Supplemental Retirement Trust	BOA	2,896,853.15	2.55
Title IV Federal Funds	BOA	512,072.62	2.55
Student Concentration	BOA	14,041,702.35	2.52
Payroll	BOA	8,871,888.44	2.54
State Clearing	BOA	8,619,385.26	2.54
Perkins Student Loans	BOA	188,632.37	2.55
Title IV Federal Funds	BOA	3,351.96	2.58
JMU Support Checking	BB&T	55,466.68	2.55
Subtotal - Other Local Cash		\$ 77,285,818.10	
Total Local Cash at December 31, 2024		\$ 85,807,281.78	

Reengineering Madison Update

Robin Bryan
Associate Vice President
Information Technology, CIO



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Agenda

- Reengineering Madison Overview
- Data Governance
- Change Management
- CRM (Constituent Relationship Management)
- IAM (Identity and Access Management)
- ERP (Enterprise Resource Planning)



Reengineering Madison Goals



- Improve student success outcomes
- Develop shared data systems as a university good
- Increase operational efficiency at all levels of the university
- Strengthen JMU's relationship and communications with all constituents





Reengineering Madison Principles

STUDENT FOCUS

We will focus on student needs as we implement new technologies.

EQUITY

Our practices will ensure equity and inclusion across the institution.

TRANSPARENCY

We will promote understanding, data sharing, and open exchange in our practices and the systems we build.

COMMUNITY

We will develop new partnerships and strengthen existing collaborations for the greater good.

INTEGRATION

We are committed to a campus where technology and data are integrated and shared.

SIMPLIFICATION

We will seek efficiencies including reducing steps and time involved in our business processes. We will not let the perfect be the enemy of the good.

STANDARDIZATION

We will change how we work. Out-of-the-box, best practice processes and functionality provided with cloud systems will be utilized.

TRANSFORMATION

The design of our future state will not be constrained by current business processes.

QUALITY

We are focused on high-quality, humane, and evidenced-informed practices driving reliable data.

CONTINUOUS IMPROVEMENT

We will assess and refine our processes and systems as we learn about issues and ideas from users and the wider higher education landscape.

PEOPLE-CENTERED DESIGN

We will ensure that our technological solutions are designed with a human-first approach, enhancing the user experience and protecting the agency of individuals in our community.

INTEGRITY

We pledge to innovate responsibly, upholding ethical standards that respect our community's trust and security, while adhering to legal and policy frameworks.

RESPONSIBILITY

We will educate our constituency on data privacy and stewardship. We will take collective responsibility for the security of our data.

Sequence of Projects



PROJECT NAME	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030
INTEGRATION TOOLS (DATA)	Implementation	Implementation							
DATA GOVERNANCE (DATA)	Implementation	Implementation	Operational Processes	Operational Processes	Operational Processes	Operational Processes	Operational Processes	Operational Processes	
CRM PLATFORM (CRM)	Planning	Implementation	Implementation	Implementation					
ADVANCEMENT (CRM)	Planning	Implementation	Implementation	Implementation					
ADVISING (CRM)	Planning	Implementation	Implementation						
ADMISSIONS (CRM)		Planning	Implementation	Implementation					
DATA WAREHOUSE (DATA)	Operational Processes	Operational Processes	Operational Processes	Operational Processes	Planning	Implementation	Implementation	Implementation	
IDENTITY MANAGEMENT (ERP)	Planning	Implementation	Implementation	Implementation					
HCM/FINANCE (ERP)				Planning	Implementation	Implementation			
STUDENT ADMINISTRATION (ERP)						Planning	Implementation	Implementation	

Last Updated: May 11, 2023

KEY

- PLANNING
- IMPLEMENTATION
- OPERATIONAL PROCESSES
- FY- FISCAL YEAR (JULY 1-JUNE 30)

Key Reengineering Madison Accomplishments (so far!)



- Integration platform implemented (Boomi)
- Data Governance Council formed
- University Data Dictionary established
- MyJMUData launched to promote transparency regarding use of JMU data
- Identity and Access Management platform selected (Okta) and enrollment in flight



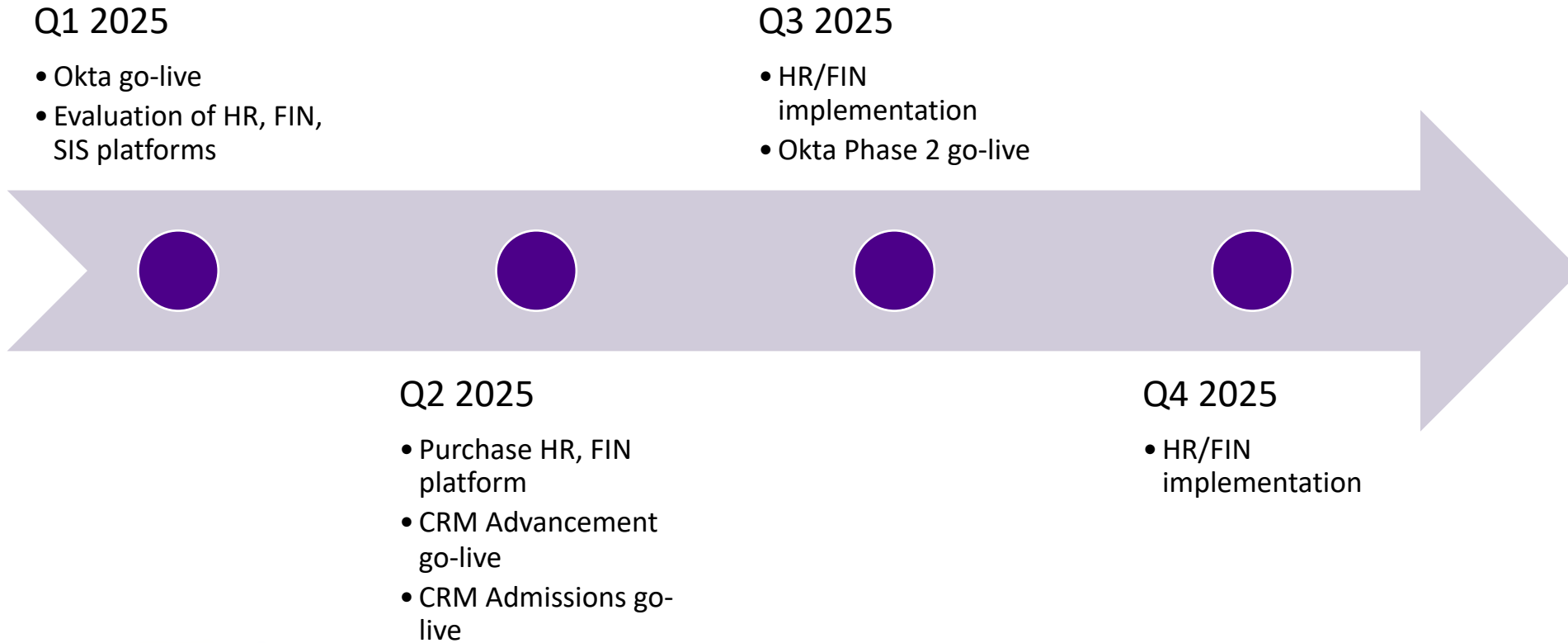
Reengineering Madison Accomplishments continued



- Advising and Student Success are live in the CRM
 - Includes MyMadison Connect where students can schedule an appointment or ask a question (create a case)
 - Includes Dean of Students referral capabilities
- Orientation is live using a hybrid solution
 - Incoming students use a checklist in the CRM
- Student Affairs is using Marketing Cloud for Dukes Weekly
- Bulk and 1-1 text messaging capabilities are in use



What's Coming Up (Timeframes are approximate)



Data Governance



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What?



- Data governance is a collection of processes, roles, policies, standards, and metrics that ensure the effective and efficient use of information in enabling an organization to achieve its goals.

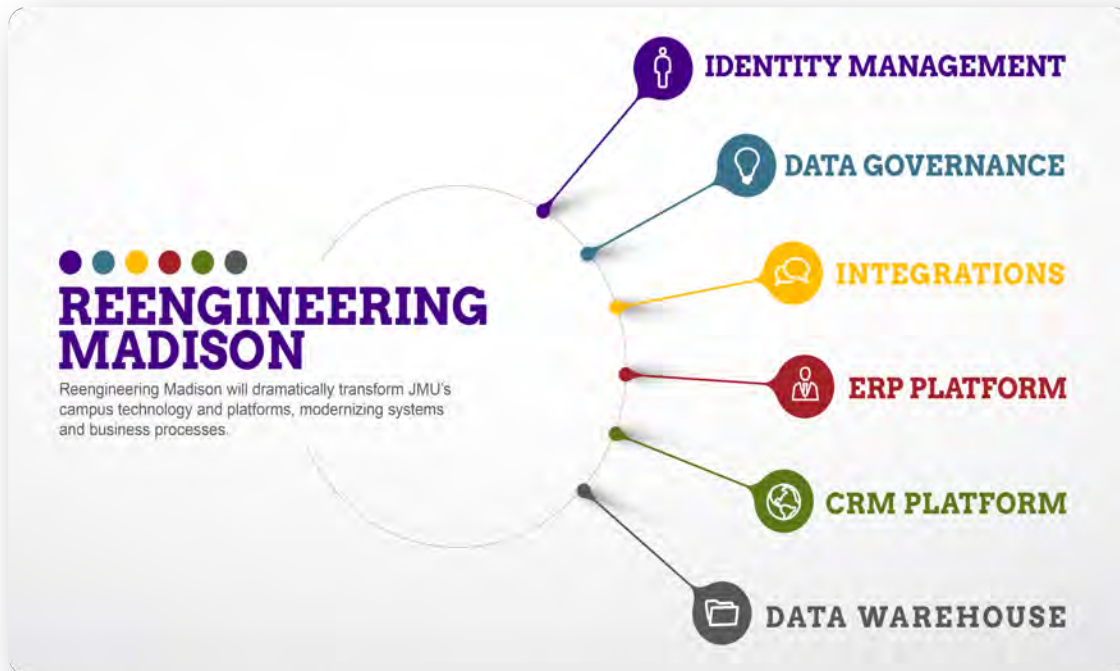
Why?



- Reengineering Madison Goal: Develop shared data systems as a university good

Objectives

- Foster a data-informed culture
- Develop university-wide definitions for commonly used data
- Improve data integrity and consistency
- Enhance data reporting functionality with new and existing technologies
- Create a common data source for users across campus that increases capacity for informed decision making
- Ensure regulatory compliance regarding visibility and sharing of data





Areas of Focus

- Data Governance Council
 - Drafting content for fresh categories for MyJMUData
 - Focus on visibility and data privacy at JMU
 - Drafting university-wide data definitions
 - Annual review to ensure the definitions remain accurate and relevant
 - Data Quality Consideration - How can data quality challenges be identified and addressed?
- Steering Committee
 - Review and approve new data definitions as well as new content for MyJMUData
 - Evangelize Data Governance work

Change Management



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Managing Change

- Adopted Prosci change management approach
- Training for senior leaders, steering committee
- Community of practices formed
- Key to fully enable the potential of digital transformation



“Organizational outcomes are the collective result of individual change.”



-Prosci. Inc.



Constituent Relationship Management (CRM)



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CRM Goals



- Achieve a unified, 360-degree view of each constituent's engagement with JMU
- Give constituents self-service capabilities such as creating a case to ask a question, personalizing communication preferences, and reviewing their giving history
- Increase opportunities to use data proactively to improve students' ability to succeed, support our constituents, and drive decisions.
- Realize operational efficiency at all levels of the university
- Streamline the creation, management, distribution, efficacy, and visibility for communications with all JMU constituents

CRM Schedule



Phase/Component	Start	Go Live
Advising/Student Success Phase 1	May '23	Oct '23
Advising/Student Success Phase 2	Nov '23	Feb '24
Marketing Cloud (initial groups)	Nov '23	May '24
Orientation Hybrid solution	Sept '23	Nov '24
Advancement	May '23	Apr '25
Undergraduate Admissions	Sept '23	May '25 (approx.)
Admissions Phase 2 (The Graduate School, SPCE)	TBD	TBD



CRM: Advising/Student Success Phase 1 & 2

- Who's included
 - Professional and faculty advisors for all colleges, University Advising, Pre-professional Health Advising, Athletics, Student Success and Enrollment Analytics, and Dean of Students
 - All students
- Key Benefits (not exhaustive)
 - Students schedule appointments and create cases via MyMadison Connect
 - Advisors identify appointment availability, work cases and enter notes for students
 - Automated alerts based on JMU-defined criteria are generated
 - Madison Cares process moved into CRM using case functionality
 - Advisors track/store email conversations with a student within CRM



CRM: Admissions and Orientation



- What's moving to CRM
 - Recruiting and Admissions functions currently executed in Slate
 - One Book processes currently in place with Visual Zen
 - Events capability
- Key Benefits
 - Smooth transition for student self-service in MyMadison Connect from Orientation to Advising
 - Visibility of prospective student pipeline
 - Ability to track engagement of prospective students
 - Build toward the 360-degree view of constituents



CRM: Advancement

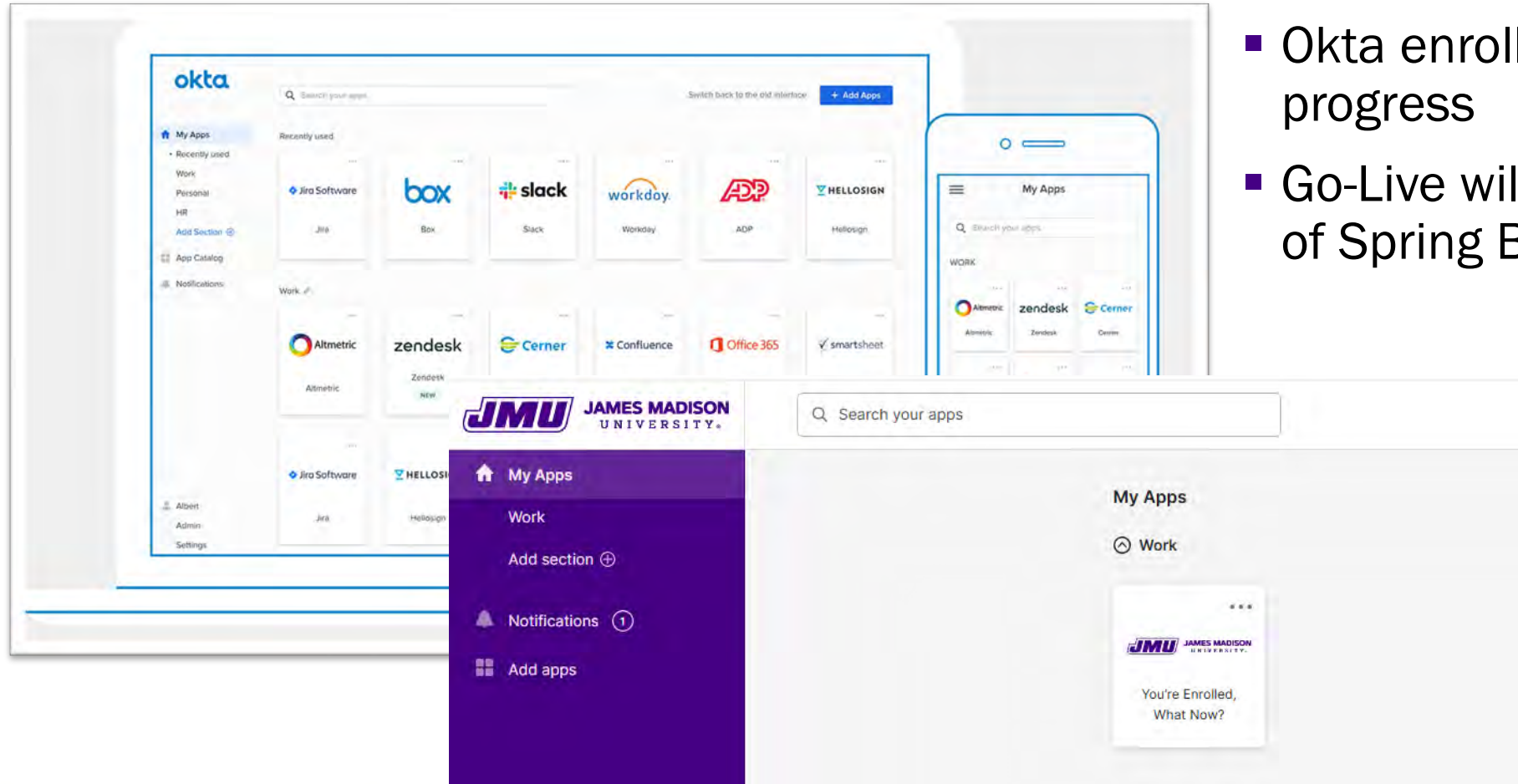
- What's moving to CRM
 - Functions and data currently managed in Ellucian Advance
 - Communications and marketing functionality using Marketing Cloud
 - Events capability
 - Dashboards, Reporting and Analytics
- Key Benefits
 - Increase alumni engagement
 - Visibility of fundraising pipeline and donor lifecycle
 - Modern, mobile capabilities for staff
 - Build toward the 360-degree view of constituents

Identity and Access Management (Okta)



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Okta: The Future of IAM at JMU

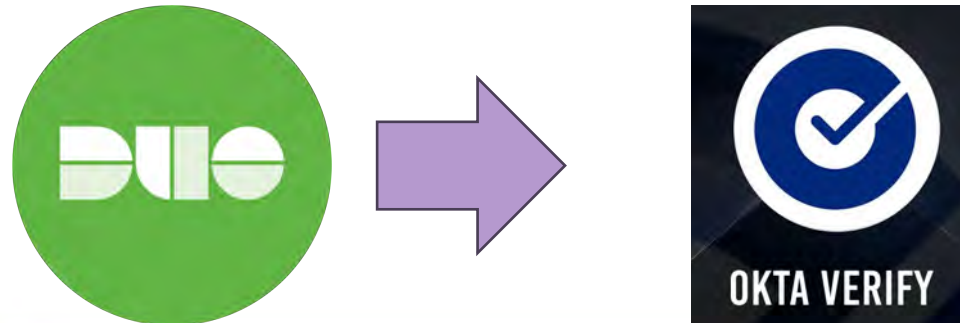


- Okta enrollment is in progress
- Go-Live will occur the week of Spring Break '25



Key Changes with Okta

- New single sign on gateway which will evolve over time
- Grace periods will align with the needs of each employee type
 - Length of time an individual has access after departing from JMU will vary based on employee type
 - Services available after departing JMU will also vary based on employee type
 - Example: Classified staff will have access to MyMadison for 30 days after they've departed from JMU
- Okta Verify will replace Duo for multi-factor authentication





Functionality Comparison

Current State

- **8-character** password length
- Password change every **3 months**
- eID crafted around individual's name
- No provisional access for new faculty prior to start date
- Self-service for account maintenance in **MyMadison**
- Issuing new accounts and credentials occurs **three times daily**
- Security awareness training occurs as password is changed

Future State with Okta

- **16-character** password length
- Password change every **1 year**
- eID will be random 6-character string
- New faculty will have access to certain services prior to start date
- Self-service for account maintenance in **Okta**
- Issuing new accounts and credentials will occur significantly **more frequently**
- Security awareness training will be separate from password change

Implementation Schedule



- Fall '24/Spring '25
 - Pre-stage user groups into Okta in phases
 - Users will setup accounts and authenticators in Okta (examples include Okta Verify app and hardware token)
- Spring Break '25
 - **All constituents begin using Okta for single sign-on and multi-factor authentication**
 - New eID format
- No later than May '25
 - Provisional access (early access for faculty to use applications like Canvas)
- No later than Fall '25
 - Adjunct access (Access for adjuncts remains available per new business rules)
 - Grace periods (Length of time individuals retain access upon leaving JMU)
 - Emergency deprovisioning (Removal of all access in an efficient, timely manner)

Enterprise Resource Management



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ERP

- Tambellini Group is leading the assessment and evaluation of ERP solutions for JMU
- Full scale, multi-day demonstrations occurred in January '25
- Ellucian, Workday, and Oracle are being considered by campus
- Surveys of participants
- In-person open discussions
- Steering Committee will evaluate input and make a recommendation to senior leaders.

ERP



- Discussions on implementation approach/implementation partners will occur in Spring of '25
- Negotiation phase will occur between approximately March and May, leading up to purchase by June '25
- Implementation will begin in Summer '25 with HCM/HR and Finance

Questions?



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Differentiated Housing Rates

Dirron Allen
Associate Vice President
Student Life and
Involvement

Kathleen Campbell
Director
Office of Residence Life



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Background

- Living on campus matters
- Room rates at JMU
 - Guiding principle
 - 2015, Grace St. Apartments Open
- 2023, Housing Master Plan study
 - Purpose: Provide JMU with strategies to build new buildings and/or renovate existing buildings
 - This plan introduced various “financial levers” to pull
 - Expanding our differential room rates, was the most appealing lever



What Are Differentiated Housing Rates?

- “Differential room rates” refers to a pricing strategy where rent is charged based on various factors like amenities, location and/or size of space.



What Makes This the Most Appealing Lever?

- We currently use differential room rates
- Generate additional revenue while still having one of the lowest rates in the Commonwealth for on campus housing
- Most buildings have reached end-of-life expectancy and require significant maintenance
- Construction cost for replacement buildings have increased in the last couple of years
- Common practice at peer institutions



Disadvantages of Differentiated Housing Rates

- Potential additional expense to some students: year-long or if room change occurs
- Upper-Class (soph/jr/sr) residents have no option for housing at the lowest rate. We have prioritized that all returning students be housed in buildings with AC and reduced occupancy baths
- Budget implications for organizations providing room awards (i.e., Residence life two-year award recipients, ROTC, and scholarship athletes)



Advantages of Differentiated Housing Rates

- JMU will still have one of the lowest housing rates
- Village area is a very popular choice for incoming students and will have no rate change
- Still competitive with off campus rates
- Our need to replace 10+ residence halls will require significant funds and these increases will make this more financially viable
- Pay down debt to create capacity for new construction
- Maintain current facilities that are costly to operate
- Address the needs and interests of current students, prospective students, and their families



Institution Comparison

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

The Proposed Change

- Two additional rate categories



Rates Per Semester	Halls	Percentage of Campus population impacted by new rates	Percentage of increase based on 2024-2025 room rates
+\$0 (current rate) Category A: Non air-conditioned, traditional style	Eagle, Shorts, Chappellear, Dingledine, Frederikson, Garber, Hanson, Huffman, Weaver, White	31.9% or 2,189 residents	0%
+\$250 Category B: Air-conditioned	Converse, Gifford, Harper Allen-Lee, Hoffman, Logan, Wampler, Wayland, Bell, Hillside, McGraw-Long, Treehouses and Greek row, Chandler, Chesapeake, Shenandoah	46.7% or 3,210 residents	8%
+\$400 Category C: private bath on hall, built or renovated since 2019	Potomac and Jennings	13.9% or 958 residents (FY = 554 and UC = 404)	12.7%
+\$500 (current rate) Category D: apartment style	Apartments on Grace	7.4% or 506 residents	0%



If Changes Are Approved

	JMU	William and Mary	VTech	Longwood	Old Dominion	App State	University of Delaware
Number of Rates	4	7	6	12	7	7	16
Lowest Rate	\$3,140	\$4,556	\$3,186	\$4,520	\$4,014	\$3,036	\$4,370
Highest Rate	\$3,640	\$5,634	\$6,067	\$7,615	\$7,459	\$3,947	\$8,369



Projected Revenue & Expenses

- Projected revenue = \$2.3 million annually
- Expenses
 - Debt reduction
 - Major facility maintenance



Summary

- We know students love living on campus
- We want to continue to provide them with the best on-campus living experience so they can focus on their academic goals
- Differentiated housing rates will help us with:
 - Maintaining aging facilities that are costly to operate
 - Saving for future construction
 - Debt reduction
 - Responding to the needs and interests of current and future students and their families
- Differentiated housing rates increase revenue without increasing our highest room rate
- Implement this upcoming Fall 2025

Questions?



BOARD OF VISITORS

Land Conveyance

Jini Cook
Director, Real Property and Space
Management



BOARD OF VISITORS

Eastover Drive & Cardinal/Duke Drive





Eastover Drive & Cardinal/Duke Drive

- Approximately 0.12 acres of Eastover Drive
- Approximately 0.11 acres of Cardinal/Duke Drive
- City of Harrisonburg has approved the conveyance of the parcels at no charge
- Result of I-81 widening and the necessary VDOT Right-of-Ways for the stormwater retention area

Closed Session



BOARD OF VISITORS

THE COMMONWEALTH OF VIRGINIA THE VISITORS OF JAMES MADISON UNIVERSITY

Governance Committee
Thursday, February 13, 2025
Meeting Room 1
12:00 p.m.

Agenda

1. Approval of Minutes – November 7, 2024*
2. SWOT Update
3. JMU Board Self-Evaluation
4. Proposed JMU Board Manual Changes – November 8, 2024*
5. Student Handbook Review
6. Board Retreat, June 5-6, 2025

*Action Required

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

Minutes of the Governance Committee

The Governance Committee of the James Madison University Board of Visitors met on Thursday, November 7, 2024 in the Festival Conference and Student Center at James Madison University. Jack White, chair, called the meeting to order at 12:00 pm.

PRESENT:

Bolander, Jeff
James, Kay Coles
Kirkpatrick, David, liaison

Obenshain, Suzanne
Rexrode, David
White, Jack, Chair

ABSENT:

Fiorina, Carly

ALSO PRESENT:

King, Charles, President
Knight, Jack, University Legal Counsel

Approval of Minutes

On motion by Jeff Bolander, seconded by Kay Coles James, the committee approved the minutes of the September 12, 2024 meeting.

JMU Board Self-Evaluation

The committee discussed the JMU board self-evaluation process.

Bylaw Revisions

The committee reviewed revisions and updates to the Board Manual. On motion by Kay Coles James, seconded by Dave Rexrode, the committee approved additional revisions to the Board Manual. These changes will be brought to the full board at the February meeting.

Student Handbook Review

The committee discussed reviewing the student handbook for compliance and consistency with the Board Manual (January 15th deadline for board members to review and provide feedback).

Board Retreat

The committee briefly discussed details for the two-day, off-site retreat on June 5-6, 2025. The committee will be inviting EAB to share expertise.

With no further business, the committee adjourned at 12:55 pm.

Jack White, Chair

David C. Kirkpatrick, Secretary to the Board

November 7, 2024 (Proposed Changes Made in Manual)

Content Changes

p. 5 Added

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

p. 7 Added

5.a. **and professional**

p. 11 Added

E. changed 7 to **seven** days prior to any meeting

p. 12 Delete

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

p. 14 Added

A. Executive Committee

4. Appendix **B**

p. 14 Added

e. added **and** real estate acquisitions

p. 18 Added

4. Deleted between added **among** the board and faculty

7.a. **and administrative and professional** faculty

p. 23 Added

Composition and Independence

Deleted Faculty Senate Speaker and added **Vice President for Academic Affairs**

p. 25 Added

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

p. 26

Added **board of visitors** (deleted BOV)

p. 27

Added **board of visitors** (deleted BOV)

p. 29

Composition and Independence

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

p. 32

C. Brief History of JMU

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

Added: In 2013, JMU developed a vision to be "the national model of the engaged university" with a strategic plan focused on engaged learning and community, and civic engagement. JMU's Carnegie classification was elevated in 2022 to R2, establishing the university as a Doctoral University with High Research Activity.

JMU has become a national model for high-impact learning practices, service learning, civic engagement, and promoting access with programs such as Valley Scholars, and it was ranked as the "top college in Virginia for getting a job."

As of Fall 2023, the university's enrollment is approximately 22,760 students.

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



James Madison University
Harrisonburg, Virginia

February 13, 2025

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THE BOARD MANUAL

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

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

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

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

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

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

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

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

BYLAWS OF THE BOARD OF VISITORS

Article I. Establishment of the Institution

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

Article II. Establishment of the Board of Visitors

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

Article III. Statutory Authority

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

Article IV. Composition

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

Article V. Non-Voting Representatives

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

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

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

Article VI. Appointment of Voting Members

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

Article VII. Terms of Appointment

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

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

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

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

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

Article VIII. Removal

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

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

Article IX. Rights and Powers

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

B. Degrees

1. The board has the authority to approve the conferral of degrees. Code of Virginia Title 23.1, Chapter 16, § 23.1-1602.

2. The board may from time to time confer honorary degrees in appropriate circumstances, upon recommendation from the president.

C. Academic Programs

1. The board has the authority to approve new degree programs and discontinuation of degree programs, subject to such further approval as may be required from the State Council of Higher Education for Virginia. Code of Virginia, Title 23.1, Chapter 2, § 23.1-203.

2. The board has the authority to approve the curriculum of the university, as authorized under state law.
The board has delegated its authority to the president.

3. The board has the authority to approve articulation, dual admissions, and guaranteed admissions agreements with associate-degree-granting public institutions of higher education. Code of Virginia, Title 23.1, Chapter 9, § 23.1-907.

D. Investments of Funds

1. The board approves the transfer or surrender of registered bonds, and approves the policy for investment of funds derived from the sale of revenue bonds.

a. The board may request the state treasurer, or the treasurer's duly appointed assistant, to execute in the proper name the certificates or other writing necessary to affect the transfer or surrender of registered bonds of the United States or other bonds or securities held by the university.

b. The board has authorized the president to establish the policy for investment of any funds which become available for investment from construction project funds derived from the sale of revenue bonds.

E. Mission and Strategic Planning

1. The board approves the mission of the university, subject to such further approval as may be required from the State Council of Higher Education for Virginia. Code of Virginia Title 23.1, Chapter 2, § 23.1-203

2. The board approves a strategic plan designed to meet the future needs of the university, and approves modifications to the strategic plan as appropriate. The board approves biennially and amends or affirms annually a six-year plan for the institution. Code of Virginia, Title 23.1, Chapter 13, § 23.1-306.

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

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

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

Article X. OFFICERS

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

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

A. Rector, Powers and Duties

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

B. Vice Rector, Powers and Duties

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

C. Secretary, Powers and Duties

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

Article XI. MEETINGS

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

A. The Annual Meeting

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

B. Regular Meetings

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

C. Special Meetings

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

D. Notice of Meetings

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

E. Motions and Resolutions

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

F. Location of Meetings

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

G. Quorum

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

H. Meetings held through Electronic Communication Means

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

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

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

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

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

I. Meetings Open to the Public

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

J. Minutes

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

K. Attorney General Representation

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

L. Faculty Senate Speaker

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

M. Student Representative to the Board

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

report to the board.

N. Roberts' Rules of Order

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

Article XII. COMMITTEES

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

A. Executive Committee

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

B. Standing Committees

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

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

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

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

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

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

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

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

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

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

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

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

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

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

C. Special Committees

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

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

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

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

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

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

Article XIII. ANNUAL REPORTS

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

Article XIV. SELF-EVALUATION OF THE BOARD

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

Article XV. RELATED ENTITIES

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

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

Article XVI. AMENDMENTS AND SUSPENSION

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

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

CODE OF ETHICS

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

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

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

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

COMPETENCIES AND QUALIFICATIONS FOR BOARD MEMBERS

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

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

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

Recommended Board composition

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

ADMINISTRATION OF THE UNIVERSITY

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

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

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

Changes to the By-Laws:

11/19/21

4/22/22

9/16/2022

APPENDICES

Appendix A. Acts of General Assembly of Virginia

1. Excerpts from Original Act of 1908

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

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

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

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

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

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

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

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

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

2. Selected Current Acts of the General Assembly

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

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

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

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

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

§ 23.1-1601. Membership.

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

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

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

§ 23.1-1602. Powers and duties.

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

B. The board may confer degrees.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

§ 23.1-1301. Governing boards; powers.

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

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

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

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

Appendix B: Committee Charters

Academic Excellence Committee Charter

Purpose

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

Composition and Independence

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

Responsibilities

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

Meetings

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

Responsibility of the Chair

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

Advancement and Engagement Committee Charter

Purpose

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

Composition and Independence

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

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

Responsibilities

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

Meetings

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

Responsibility of the Chair

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

Athletics Committee Charter

Purpose

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

Composition and Independence

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

Responsibilities

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

Meetings

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

Responsibility of the Chair

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

Audit Committee Charter (Summary – see Audit Committee Charter revision August 2020)

Purpose

The audit committee assists the BOV in fulfilling its fiduciary responsibilities related to overseeing the:

- soundness of the university’s system of internal controls;
- integrity of the university’s financial accounting and reporting practices;
- performance of the internal and external audit functions; and
- compliance with applicable laws and regulations/

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

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

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

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

Composition and Independence

The audit committee shall consist of at least three members of the BOV with one member acting as chairperson of the committee.

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

Responsibilities:

General

- Adopt a formal written charter that specifies the audit committee’s scope of responsibility. The charter should be reviewed every five years and updated as necessary.
- Maintain minutes of meetings.

- Authorize investigations into any matter within the audit committee’s scope of responsibilities when necessary.
- Ensure that significant findings and recommendations made by the internal and external auditors are acted upon appropriately and promptly.
- Report audit committee actions to the board of visitors. In addition, the audit committee shall provide its recommendations for actions to be taken by the BOV and management in order to strengthen the institution’s controls, financial reporting process, and compliance procedures.
- Meet, consistent with commonwealth law, in closed meetings with the internal or external auditors, to discuss matters that the audit committee or any of these groups believes should be discussed privately.

Internal Controls

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

Financial Statements

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

JMU Compliance Committee

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

Executive Committee Charter

Purpose

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

- a. To elect officers of the board;

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

Composition and Independence

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

Responsibilities

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

Meetings

The committee will meet as needed and appropriate.

Finance and Physical Development Committee Charter

Purpose

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

Composition and Independence

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

Responsibilities

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

Meetings

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

Responsibility of the Chair

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

Governance Committee Charter

Purpose

The Governance Committee oversees board compliance with state law requirements such as a self-evaluation, professional development opportunities and others; reviews and recommends improvements to board processes and performs regular strategic risk management and opportunity assessments to highlight key issues for the administration, executive committee and committee chairs to review.

Composition and Independence

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

Responsibilities

- Develop relevant processes related to the responsibilities of the board, including but not limited to:
 - The evaluation of the performance of president
 - The self-evaluation process of the Bboard of Visitors
 - The nominating process for board officers

- Assist in the planning of the annual board retreat.
- Recommend best practices for board governance
- Review and update as appropriate the board by-laws, manual and committee charters to ensure the effective functioning and efficiency of the board and the board meetings
- Develop an orientation and professional development opportunities for board members that includes training on the Virginia Freedom of Information Act
- Review compliance with a code of ethics for board members
- Develop a set of qualifications and competencies for membership on the board for approval by the board and recommendations to the Governor
- Recommends to the rector the membership for the Nominating Committee
- Reviews strategic risks and opportunities for responsibility and assessment
- Responsible for developing and documenting board processes and addresses matters that lead to efficient and orderly conduct of business of the board

Meetings

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

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

Student Affairs Committee Charter

Purpose

The Student Life Committee oversees all elements of student affairs including health and wellbeing, diversity, equity and inclusion, career, experiential learning and transitions, student life and involvement, and dean of students to ensure a high quality student experience.

Composition and Independence

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

Responsibilities

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

Meetings

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

Responsibility of the Chair

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

C . A Brief History of James Madison University

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

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

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

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

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

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

The university celebrated its 100th birthday in 2008. ~~In 2013, JMU developed a vision to be “the national model of the engaged university” with a strategic plan focused on engaged learning and community, and civic engagement. JMU’s Carnegie classification was elevated in 2022 to R2, establishing the university as a Doctoral University with High Research Activity.~~

~~JMU has become a national model for high-impact learning practices, service learning, civic engagement, and promoting access with programs such as Valley Scholars, and it was ranked as the “top college in Virginia for getting a job.”~~

~~As of Fall 2023, the university’s enrollment is approximately 22,760 students.~~

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

Presidents:

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

Student Affairs Committee

February 13, 2025



BOARD OF VISITORS

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

Student Affairs Committee
Thursday, February 13, 2025
Ballroom B
1:00 p.m.

Agenda

1. Opening Remarks and Approval of Student Affairs Minutes - November 7, 2024*
Terrie Edwards, Chair
2. Committee Charter Changes*
Terrie Edwards, Chair
3. Student Affairs Update
Tim Miller, Vice President for Student Affairs
4. Student Government Association Report
Brielle Lacroix, President
5. Student Representative to the Board of Visitors Update
Sydney Stafford, Representative
6. Office of Student Accountability and Restorative Practices
Wendy Lushbaugh, Director, Office of Student Accountability and Restorative Practices
Cover Heishman, Associate Director, Case Management
Robby Smith, Associate Director, Student Handbook and Educational Resources

*Action Required

Opening Remarks and Approval of Minutes

Terrie Edwards, Chair



BOARD OF VISITORS



Staff Recognition

- Statewide awards:
 - Outstanding Contribution: Tim Miller
 - Outstanding Professional: Jonathan Stewart
 - Outstanding Graduate Student: Gavin Wilkerson
- Going above and beyond in crisis management:
 - Hollie Hall, Gloria Mast, Ritter Clevenger, Eric Nickel, Kathleen Campbell
- National Assessment Award
 - Jonathan Stewart, Sarah Finney, Autumn Wild, Kate Schaefer

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

Minutes of the Student Affairs Committee

The Student Affairs Committee met on Thursday, November 7, 2024, in Ballroom B of the Festival Conference and Student Center at James Madison University. Terrie Edwards, Chair, called the meeting to order at 1:02 p.m.

Present:

Present: Edwards, Terrie, Chair
Eiland, Joanie
James, Kay Coles
Rexrode, Dave
Thacker, Nikki

Others:

Allen, Dirron, Associate Vice President for Student Life and Involvement
Blyer, Kristina, Associate Vice President for Health and Well-Being
Brenneman, Anne, Director, University Health Center
Campbell, Kathleen, Director, Residence Life
Grossman Leopard, Jen, Director, Student Life
Lacroix, Brielle, Student Government President
Lonett, Carson, Executive Advisor to the Vice President for Student Affairs
Miller, Tim, Vice President for Student Affairs
Onestak, David, Director, Counseling Center
Vass, Mary-Hope, Spokesperson, University Communications
Stafford, Sydney, Student Representative to the Board of Visitors

Approval of Minutes

On the motion of Dave Rexrode and seconded by Joanie Eiland, the minutes of September 12, 2024, were approved.

Student Affairs Update

Tim Miller opened with a moment of silence to honor the recent passing of a student. He then shared the state of the students, which included:

- Signing of the Okanagan Charter and appreciation of Dr. Kristina Blyer and all her work
- Halftime on the Quad, an event that started from a tragedy and is now a campus tradition
- First Thursday Night football game which was nationally televised on ESPN
- Fall break this year was expanded to include Wednesday

Dr. Miller shared about NASPA-VA Senior Student Affairs Officer (SSAO) Community of Practice. This group meets weekly on Fridays to discuss what is happening on campus, trends, policy, and collaborative opportunities. He shared about recent topics of conversation, including:

- Scooter safety
- Alcohol culture

-
- Policy
 - Community partnerships
 - The future of the field of student affairs
 - Contracts for services including TimelyCare, student online training contracts, and Lyft contracts for SANE exams (forensic exams performed after a sexual assault).

Dr. Miller also leads a monthly community of practice with SSAOs within the Sunbelt Conference.

Dr. Miller provided a report on current communication with students and families. The industry benchmark for open rate of education emails is approximately 35% and recent Student Affairs communication to new incoming students and their families had an 80% open rate for students and 78% for families and continues to remain high. In the weekly digest, the most clicked link so far this year was for Pack the Park: Color Run/Walk at UPARK during Weeks of Welcome.

Dr. Miller then shared the health and well-being highlights of the Student Affairs strategic plan. He shared data points from the Healthy Minds Study which showed a 10% decrease in flourishing between 2013 and 2023. There has been a decrease nationwide. JMU is above the national average by 3% and above peer institutions by 4%. The drop could be happening for many reasons including anxiety around global issues, COVID, social media, mental health and school shootings. Terrie Edwards reemphasized the importance and purpose of this effort belonging on the Health and Well-being committee.

Student Government Association Report

Brielle Lacroix, the Student Body President, presented her SGA Report which began with SGA Updates. Committee updates for SGA included membership, legislative and Diversity, Equity, Inclusion, Justice, and Accessibility (DEIJA+). SGA is onboarding new members and hosting various events within the organization such as retreats, game nights, and mentor/mentee selection. The legislative affairs committee participated in voter registration efforts as well as a Dukes Debate event. SGA also collaborated with the Madison Center for Civic Engagement as part of their legislative efforts. The DEIJA+ committee has hosted a few events to learn more about indigenous culture and the indigenous roots within Harrisonburg.

SGA also had recent legislative updates, including their support in the signing and adoption of the Okanagan Charter. Brielle shared about a new newsletter SGA began to share about SGA events and updates. She encouraged all members present to subscribe to it.

Brielle shared updates from her time as president. First, the sustainability organization SustainJMU welcomed its first class of new members. She then talked about community engagement which included events like the JMU Homecoming Parade, which made a return after years of inactivity, the creation of Harrisonburg Renaissance maps to highlight places of interest in the area, and an initiative to get students to shop small and local.

Brielle also shared her efforts in student awareness and support. The SGA Instagram account has shared posts for first-year students to guide them through campus resources. The account has made over 35 posts with a reach of about 400 people per post and over 23,000 account views.

Student Representative to the Board of Visitors

Sydney Stafford is the Student Representative to the Board of Visitors. She began by introducing herself to those present and shared her goals for the year. This was Sydney's first time speaking to the committee and she shared she was thankful for the opportunity.

Sydney's focus is on belonging and its alignment with the Student Affairs strategic plan. Sydney has been working with Brielle and the rest of the SGA on events such as the 2026 Ring Premiere and the Homecoming Parade, and she has been working on the Presidential Search Committee and the SCHEV Student Advisory Committee. Sydney also shared



about her work with the Madison Center for Civic Engagement, including voter registration drives, Dukes Discourse and Dukes Debate, and various speaker events.

Health and Well-Being

Dr. Kristina Blyer presented on health and well-being at JMU. Health and Well-being at JMU focuses around six dimensions; environment, health, relationships, security, purpose, and learning. JMU is using a multi-level approach to health and well-being, focusing on caring for individual students, which is a university-wide effort. Dr. Blyer used the analogy of a frog in its pond to better understand health and well-being at JMU. When something is wrong, we should look at the environment where the issue is taking place.

This systems and settings approach is guided by the Okanagan Charter, which provides institutions with a common language and framework to become a health and well-being-promoting campus. With the support and efforts of Dr. Blyer, JMU was the first university in Virginia to adopt the charter. Following the adoption of the charter, JMU is committing itself to being a health-promoting campus by embedding health into all aspects of campus culture across the administration, operations, and academic mandates.

Counseling Center

Dr. David Onestak, the Director of the Counseling Center, presented the efforts and successes of the Counseling Center. Dr. Onestak shared that for each of the last 20 years over 90% of Counseling Center directors have seen an increase in students with severe psychological problems, the problem growing exponentially over the last two decades. He shared a statistic from Penn State University's Center for Collegiate Mental Health that states 36% of college students are currently receiving mental health treatment.

During the last academic year at JMU, clinicians provided JMU students with 195 crisis intakes, meaning students who were new to the Counseling Center and who were experiencing high-risk mental health crises. 24 of the crisis intakes created referrals to Sentara RMH for assessment of hospitalization.

The Counseling Center provides clinical services, consultation and crisis management, outreach and prevention, and training and education services. The Counseling Center offers daily walk-in hours from 10am-3pm, and added victim advocacy services in 2021. The Counseling Center also offers work-based learning experiences for both undergraduate and graduate students.

Dr. Onestak shared information about the Clinical Load Index (CLI) of the Counseling Center staff clinicians. The CLI is core of 100 would indicate that each clinician at the Counseling Center is responsible for 100 active clients in the academic year. The JMU counseling CLI is 107, which is higher than about two out of three schools that participated in the CLI calculation.

Dr. Onestak also shared the most commonly presented issues addressed by the Counseling Center. These include; generalized and social anxiety, mild to moderate depression, relationship issues, academic concerns, developmental issues, grief and loss, and uncomplicated trauma. The average number of sessions for students is between four and six, and the average mean is 5.6 sessions.

Client evaluations found that 100% of clients found the front desk staff to be welcoming, 99% thought their counselor seemed skilled and competent and 98% reported they felt their information would be kept confidential. The Counseling Center is not only a mental health resource for students, but it is also an academic resource, Dr. Onestak shared. 74% reported that counseling helped improve their academic focus and performance, while 70% indicated that because of counseling they were more likely to stay in school.

Counseling Center Assessment of Psychological Symptoms (CCAPS) is used when a student begins treatment with the Counseling Center and queries important symptoms for college students. The CCAPS is administered at the first, third, sixth, and ninth counseling sessions, tracking client progress in various clinical areas.

Dr. Onestak also shared that there are innovative services provided by the Counseling Center that utilize the natural world. The programs that are offered can integrate animal and natural elements into the sessions. Other universities have begun consulting with JMU's Counseling Center to learn more about how they can integrate similar programs into their centers.

Finally, TimelyCare is a service providing expanded mental health services to JMU students. It is free and also provides TalkNow, a 24/7 hotline that students can use as support anytime from anywhere. Students have access to 12 free scheduled counseling sessions every academic year.

JMU's utilization of TimelyCare was shared through a graph. The graph shows the number of visits by service and the time in which the visits occur. Individual counseling and psychiatry are the highest utilized services at 54% and 33%, and 43.8% of visits were accessed after business hours on evenings and weekends. These visits would not be available to students without TimelyCare. 73.8% of students chose to use video calls and 26.4% chose over phone sessions.

The student panel shared their experiences with staff at the Counseling Center, sharing that their empathy, calmness and professionalism show genuine care for students. The students' experience on campus showed that the demand for mental health support has increased and that mental health impacts the ability to succeed academically.

Terrie Edwards shared that Governor Youngkin's main focus is mental health initiatives.

There being no further business, on the motion of Kay Coles James and seconded by Dave Rexrode, the Student Affairs Committee meeting adjourned at 2:36 p.m.

Respectfully submitted,

Terrie Edwards, Chair

David Kirkpatrick, Secretary to the Board

Committee Charter Changes

Terrie Edwards, Chair



BOARD OF VISITORS

Student Affairs Committee Charter

Board Manual, Pg. 31

Purpose

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

Composition and Independence

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

Responsibilities

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

Meetings

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

Responsibility of the Chair

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

Commented [L11]: For all charters, it may be helpful to add in Composition and Independence: role of VP/Division head to include setting up meetings, preparing content, and facilitating the meeting.

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Vice President Student Affairs Update

Tim Miller



BOARD OF VISITORS

State of the Students



Residence Life: Differential Room Rates



BOARD OF VISITORS



Background

- Living on campus matters
- Room rates at JMU
 - Guiding principle
 - 2015, Grace St. Apartments Open
- 2023, Housing Master Plan study
 - Purpose: Provide JMU with strategies to build new buildings and/or renovate existing buildings
 - This plan introduced various “financial levers” to pull
 - Expanding our differential room rates, was the most appealing lever



What are differential room rates?

- “Differential room rates” refers to a pricing strategy where rent is charged based on various factors like amenities, location and/or size of space.



What makes this the most appealing lever?

- We currently use differential room rates
- Generate additional revenue while still having one of the lowest rates in the Commonwealth for on campus housing
- Most buildings have reached end-of-life expectancy and require significant maintenance
- Construction cost for replacement buildings have increased in the last several years
- Common practice at peer institutions



Disadvantages of differential room rates

- Potential additional expense to some students: year-long or if room change occurs
- Upper-Class (soph/jr/sr) residents have no option for housing at the lowest rate. We have prioritized that all returning students be housed in buildings with AC and reduced occupancy baths
- Budget implications for organizations providing room awards (i.e., Residence life two-year award recipients, ROTC, and scholarship athletes)



Advantages of differential room rates

- JMU will still have one of the lowest housing rates
- Village area is a very popular choice for incoming students and will have no rate change
- Still competitive with off campus rates
- Our need to replace 10+ residence halls will require significant funds and these increases will make this more financially viable
- Pay down debt to create capacity for new construction
- Maintain current facilities that are costly to operate
- Address the needs and interests of current students, prospective students, and their families



Institution Comparison

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

The change being proposed

- Increasing current room rates from 2 to 4



Rates Per Semester	Halls	Percentage of Campus population impacted by new rates	Percentage of increase based on 2024-2025 room rates
+\$0 (current rate) : Category A: Non air-conditioned, traditional style	Eagle, Shorts, Chappellear, Dingledine, Frederikson, Garber, Hanson, Huffman, Weaver, White	31.9% or 2,189 residents	0%
+\$250 Category B: Air-conditioned	Converse, Gifford, Harper Allen- Lee, Hoffman, Logan, Wampler, Wayland, Bell, Hillside, McGraw- Long, Treehouses and Greek row, Chandler, Chesapeake, Shenandoah	46.7% or 3,210 residents	8%
+\$400 Category C: Private bath on hall, built or renovated since 2019	Potomac and Jennings	13.9% or 958 residents (FY = 554 and UC = 404)	12.7%
+\$500 (current rate) : Category D: Apartment style	Apartments on Grace	7.4% or 506 residents	0%



If new changes are approved

	JMU	William and Mary	VTech	Longwood	Old Dominion	App State	University of Delaware
Number of Rates	4	7	6	12	7	7	16
Lowest Rate	\$3,140	\$4,556	\$3,186	\$4,520	\$4,014	\$3,036	\$4,370
Highest Rate	\$3,640	\$5,634	\$6,067	\$7,615	\$7,459	\$3,947	\$8,369

Student Affairs Strategic Plan



BOARD OF VISITORS



Strategic Plan Update to Health and Well-Being Focus

- Completed Strategic Plan in April of 2025
- Transitioned plan components to Health and Well-Being dimensions



Student Affairs Strategic Plan in Action: Student Life and Involvement

SA Leader	Dept Strategy and Action	Measure	Baseline	Goal for 2024-2025	Student Affairs Theme	Primary Owner	Board Liaison
Dr. Jen Grossman Leopard	Deliver quality anti-hazing education through Stop the Haze: Involvement for Well-being	% of first year students who participated in Stop the Haze	85%	90%	Learning, Environment, Relationships, Security	Student Life	
Kathleen Campbell	Intentional Conversations (ICON) with residents.	% of residents who participated in an ICON	60%	75%	Relationships, Environment	Residence Life	

Student Affairs Strategic Plan in Action: Student Life and Involvement



SA Leader	Dept Strategy and Action	Measure	Baseline	Goal for 2024-2025	Student Affairs Theme	Primary Owner	Board Liaison
Dr. Wendy Lushbaugh	Implement an Organizational Accountability Process for 2024-2025				Learning, Environment, Relationships	OSARP	

Questions?



BOARD OF VISITORS

Student Government Association Report

Brielle Lacroix



BOARD OF VISITORS

Student Government Association Updates



- F.E.B. Retention Hearings
- New Ad Hoc Committees
- Richmond Advocacy
- Campus Collaborations



F.E.B. Retention Hearings

- F.E.B. Groups – organizations that have missions deemed so important by the University, that they must be budgeted on the front end in order to focus on their missions rather than fundraising. FEB groups are student organizations on campus that receive large budgets from money allocated to SGA from student fees to give to student organizations.



New Ad Hoc Committees

- Narcan Accessibility Ad Hoc
 - Focused on implementing a Bill of Opinion passed last year advocating for the placement of NaloxBoxes (emergency overdose kits) in campus residence halls.
- Student Wellness and Mental Health Ad Hoc
 - Focused on increasing student's awareness of mental health and wellness resources on and off campus, identifying gaps in available health services, and creating an Active Minds Chapter at JMU.



Student Body President Updates



- Sustainability
- Community Engagement
- Student Awareness of Support Services
- Awards and Opportunities



Sustainability

- SustainJMU
 - 4th Annual Student Sustainability Summit hosted at Eastern Mennonite University
 - Campus Climate Action Plan proposal
- Earth Day 2025
 - collaboration with EarthDay.org to host a Sustainability community panel and educational events

Community Engagement

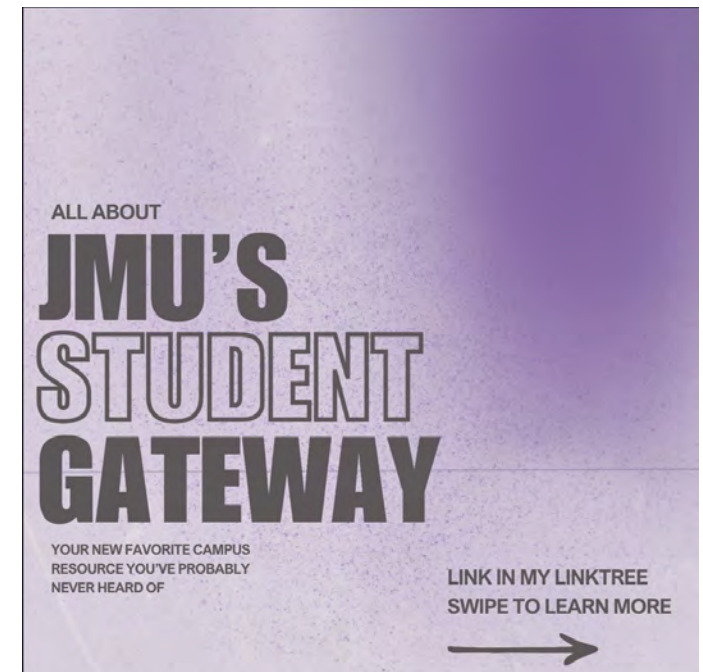
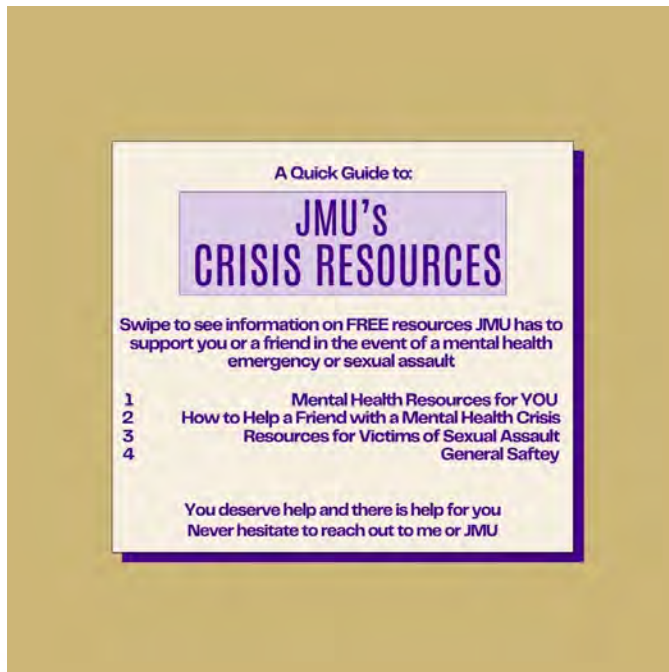
- SGA is proud to co-host The Big Event with the Community Engagement and Volunteer Center for the 2nd year in a row on April 13th, 2025!
- Previous Community Partners include:





Student Awareness of Support Services

- Some recent Instagram content highlighting mental health and safety resources, BOV and SCHEV SAC meetings, and JMU's Student Gateway website.



Questions?



BOARD OF VISITORS

Student Representative to the Board of Visitors Update

Sydney Stafford



BOARD OF VISITORS



What have I been up to?

- Presidential Search Committee: Meeting with Students
- Advocacy:
 - Richmond Advocacy with the Student Government Association
 - Student Lobby Day
- Student Representative to the Board of Visitors Conference
- SCHEV Student Advisory Committee Meeting



Office of Disability Services: Student Perspective



ODS Student Testimonial:

“I have had an incredible time working with ODS to ensure my success at college. Without my accommodations, I would not survive here. From the beginning I was assigned an amazing case worker who helped me through sorting what accommodations I would need. And even though my documentation was from a long time ago and I haven’t been able to get tested again recently due to budget constraints, ODS has done everything they can to help me succeed in college. They have provided me with so much support and as someone with multiple learning disabilities, it has significantly improved my level of education I am able to receive.”

Services Offered:

- Exam Accommodation Services
 - Offers accessible media formats, proctoring, extended time, and reduced distraction environments
- Notetaking Program
 - Use of a smartpen, supplemental notes, and instructor slides in advance
- Accessible Media and Technology
 - Assists student with accessible course materials, assistive technologies, and producing accessible formats

JMU Mental Health Services: Student Perspective



Mental Health Services Student Testimonial:

“Working at the JMU counseling and psychological services has shown me the importance of providing adequate mental health care for all students. If I have learned one thing, it is that JMU truly cares for the wellbeing of all students, faculty, and staff. Due to high demand, certain on-campus mental health resources can be limited. If anything, this just highlights the dire need for more quick, affordable, and accessible mental health care. The counseling services have been nothing but wonderful to work with, and it has been a pleasure to see them grow and flourish as I move through my journey here at JMU.”

Services Offered:

- Timely Care
- Finding a Community Clinician
- Individual Counseling

Challenges/Limitations for Students



- ODS:
 - Acceptance of accommodations by professors in the classroom
 - Scheduling testing accommodations
 - Receiving documentation before they come to JMU
- Mental Health Services:
 - Difficulties with navigating resources
 - Scheduling difficulties
 - Grad students rather than trained professionals

Student Centered Initiatives: I DREAM

■ Disability Network and Coalition:

- Create a community by and for disabled students
- Embody the concept of "Nothing About Us Without Us" and "Universal Design"
- Knowledge of resources for disabled students on campus and aid in advocacy (and practice for self advocacy) to access accommodations and support for disability
- Education on what it means to be disabled, what it can extend to, what limitations exist on campus and in the law, and what activism and advocacy programs people are working towards on a local, national, and global scale (including smaller environments like workplaces)
- Service opportunities
- Opportunities to apply and practice universal design in their potential future careers and expand their resume
- Access to DREAM resources: a national network, conferences, a digital care package, trainings, etc



Questions?



BOARD OF VISITORS

Office of Student Accountability & Restorative Practices (OSARP)

Wendy, Lushbaugh, Director
Cover Heishman, Associate Director
Robby Smith, Associate Director



BOARD OF VISITORS



OSARP Mission & Values

- The Office of Student Accountability & Restorative Practices (OSARP) facilitates student development and restoration through a fair process that holds students accountable to community and university standards in order to support student and community success.
- Our office **CARES** about student, organizational, and community success through:
 - Collaboration
 - Accountability
 - Restoration
 - Education
 - Support

Accountability

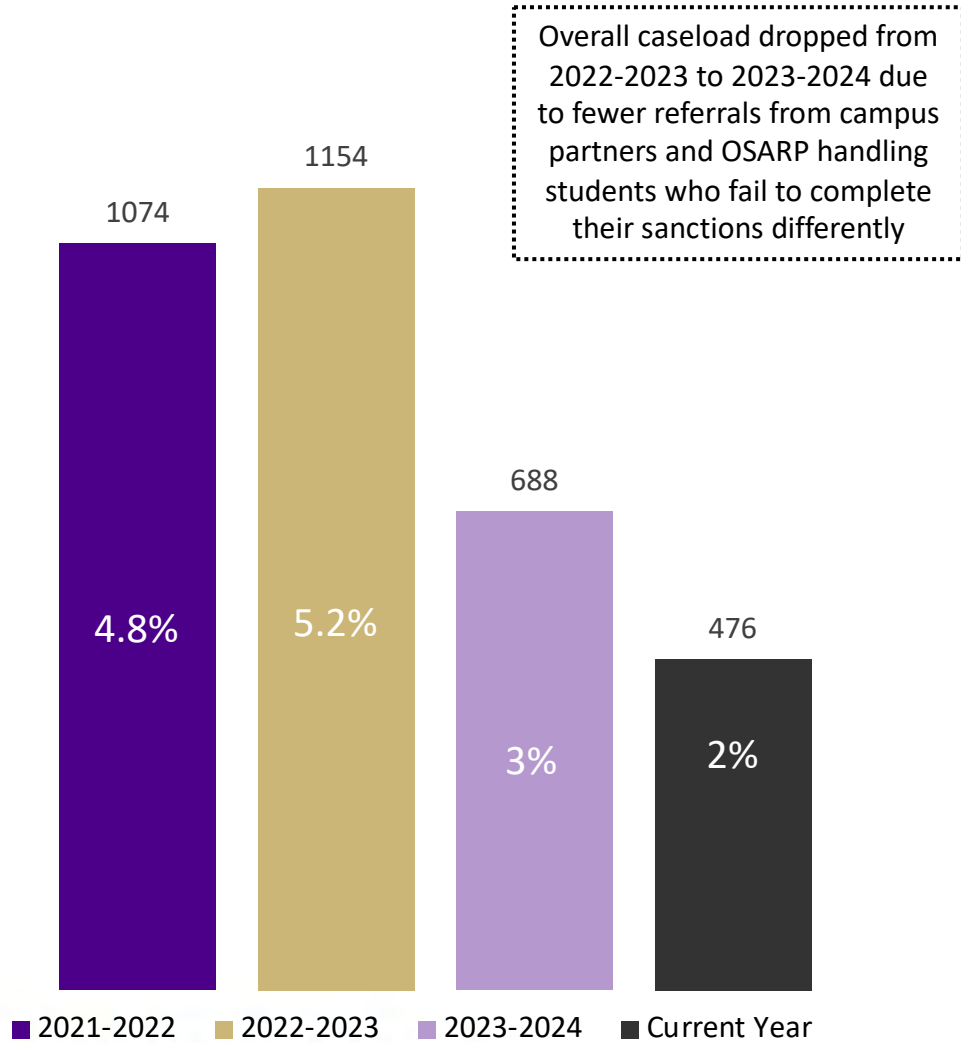


OSARP Accountability Processes in the Student Handbook

- Individual Accountability Process
- Individual Interim Suspension Process
- Title IX Sexual Harassment Adjudication Process
- Sexual Misconduct Accountability Process
- Organizational Accountability Process

All Individual Student Processes

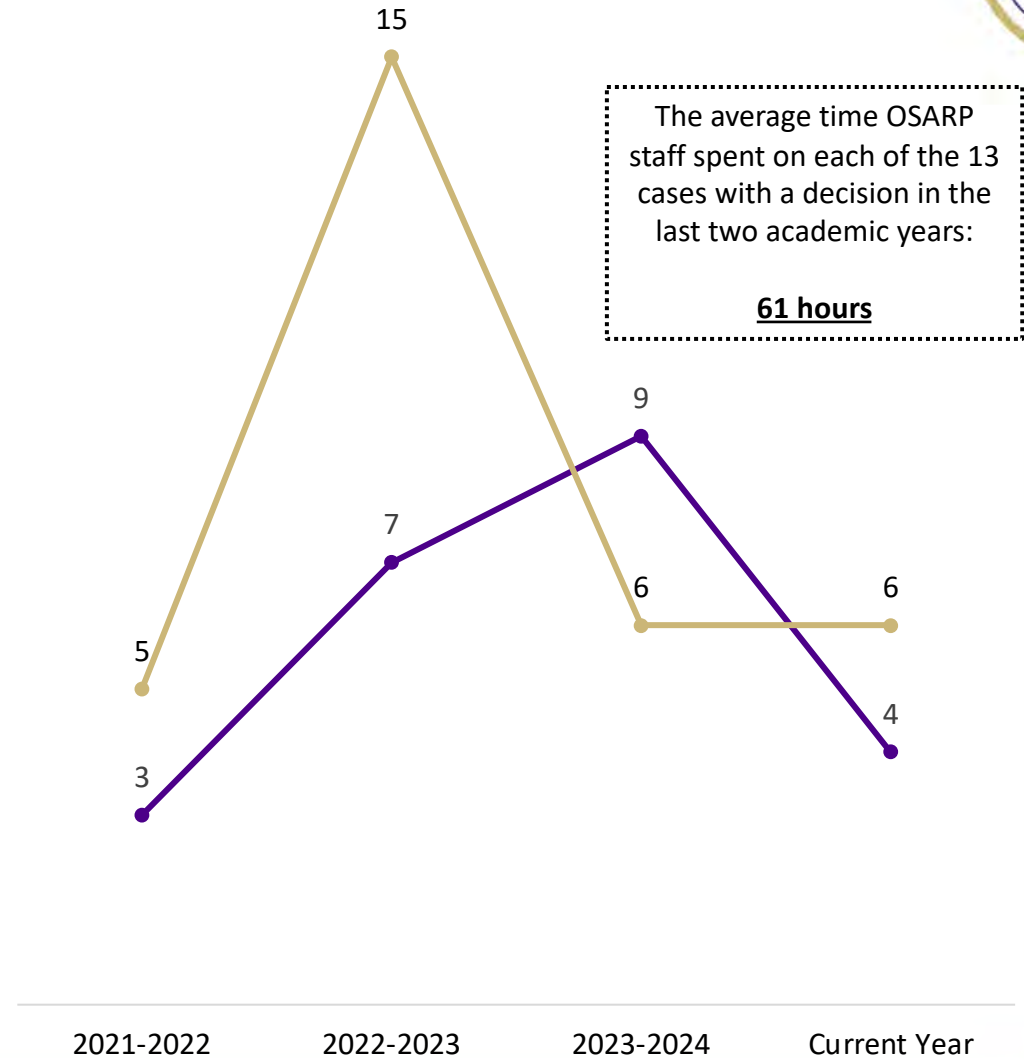
(percentage value is percentage of the student body for that academic year)



Overall caseload dropped from 2022-2023 to 2023-2024 due to fewer referrals from campus partners and OSARP handling students who fail to complete their sanctions differently

Sexual Misconduct/Title IX Cases

— Cases with Decisions — Cases Created



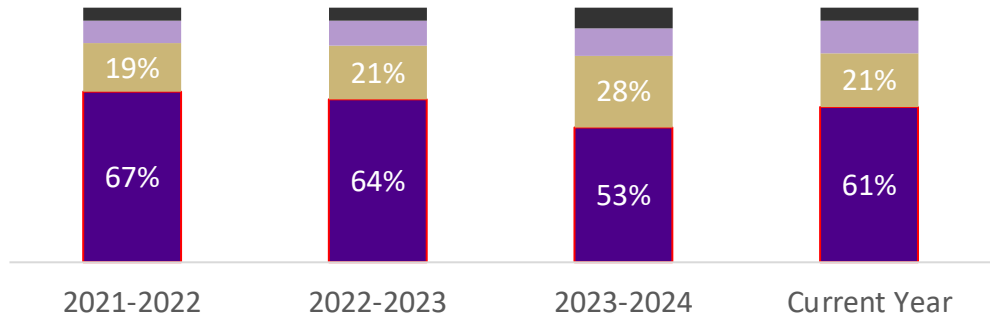
The average time OSARP staff spent on each of the 13 cases with a decision in the last two academic years:
61 hours





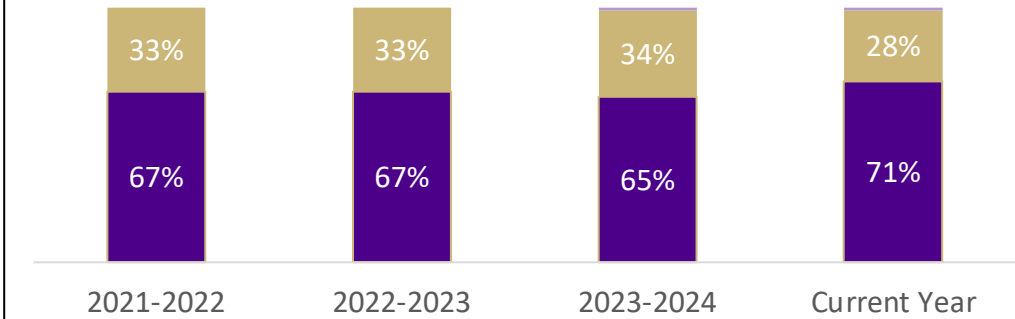
Percentage of Cases – Academic Level

■ Freshman ■ Sophomore ■ Junior ■ Senior + Graduate



Percentage of Cases – Gender

■ Male ■ Female ■ Other + Undisclosed



Percentage of Students with Cases Reporting an Ethnicity (Students Can Select Multiple Ethnicities)

	White	Black	Asian	Hispanic	Am. Ind.
2021-2022	83%	7%	9%	7%	1%
2022-2023	82%	5%	7%	7%	1%
2023-2024	81%	4%	8%	9%	<1%
Current Year	83%	7%	9%	8%	<1%

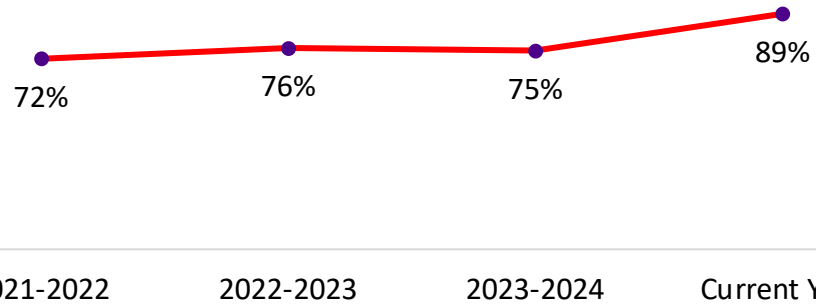
Top 10 Majors (Numbers Represent Students with Cases)



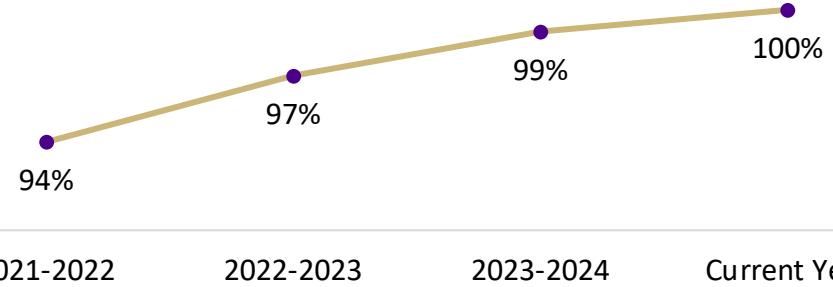
2021-2022		2022-2023		2023-2024		Current Year	
Finance - BBA	88	Marketing - BBA	93	Marketing - BBA	53	Finance - BBA	55
Exploratory	76	Finance - BBA	86	Finance - BBA	53	Business Management - BBA	51
Management - BBA	70	Business Management - BBA	80	Business Management - BBA	46	Marketing - BBA	50
Marketing - BBA	69	Exploratory	79	Sport & Rec Management - BS	39	Sport & Rec Management - BS	27
Health Sciences - BS	57	Nursing - BSN	57	Engineering - BS	31	Health Sciences - BS	21
Engineering - BS	45	Sport & Rec Management - BS	56	Computer Info Systems - BBA	31	Nursing - BSN	21
Nursing - BSN	45	Kinesiology - BS	50	Nursing - BSN	27	Exploratory	19
Biology - BS	42	Health Sciences - BS	49	Health Sciences - BS	27	Computer Info Systems - BBA	16
Computer Info Systems - BBA	42	Computer Science - BS	40	Exploratory	26	Engineering - BS	15
Sport & Rec Management - BS	37	Computer Info Systems - BBA	38	Kinesiology - BS	23	Kinesiology - BS	15



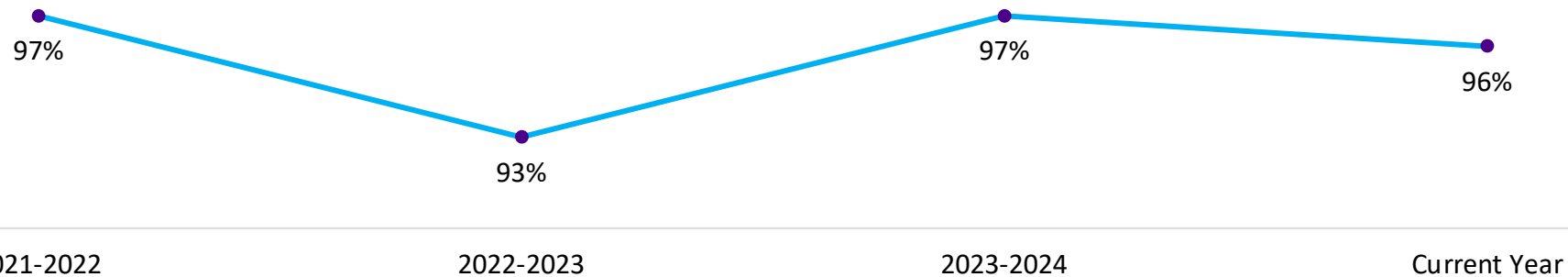
Percentage of Cases Involving Alcohol and/or Drugs



Percentage of Students Receiving Education as an Assigned Outcome



Percentage of Students Rating their OSARP Experience "As Expected," "Better than Expected," & "Fair"



Top 10 Policies (After Alcohol/Drugs)



Current and Prior Three Academic Years (in order of frequency ↓)

Disruptive Conduct

Smoking, Vaping, Tobacco and/or Nicotine

Responsibility for Guest(s)

Noncompliance

Trespassing

Falsification of Information

Theft, Attempted Theft, or Possession of Stolen Items

Damage, Attempted Damage, or Vandalism of Property

Fire Safety

Endangerment

Physical Force or Attempted Physical Force



Other Student Accountability Data

- During the current and previous three academic years:
 - Majority of student cases come from the Office of Residence Life (46%), JMU Police (31%), and local general district/circuit court processes (17%)
 - 262 students have been granted amnesty through the university's *Enlightened Citizens Amnesty Process*
 - 1,843 notifications have been sent to Parents/Guardians regarding their student being found responsible for an *Alcohol* or *Drug* policy violation
 - 35 students have been suspended and 1 student expelled from JMU (1% of our individual student caseload)

Other Student Accountability Data



Coordinated by OSARP since the start of the current academic year

Publicly available organizational records in compliance with Virginia's "Adam's Law"

- Reviewing new Stop Campus Hazing Act federal legislation for implementation

Stop the Haze Training

- 2022-2023: 8,795 attendees
- 2023-2024: 10,294 attendees
- Fall 2024: 11,272 attendees

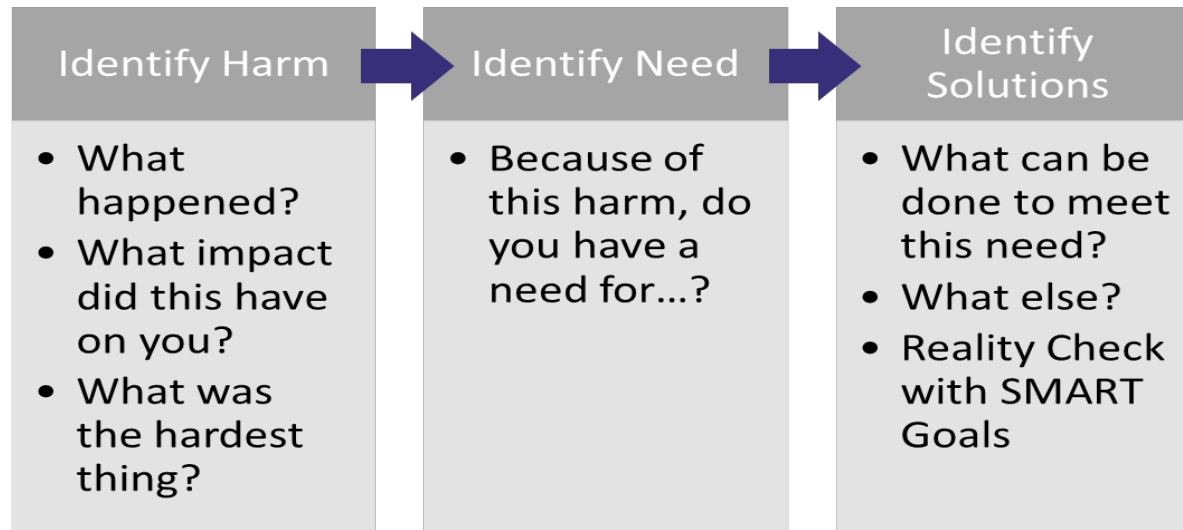
- 16 processes initiated for recognized student organizations and student groups in Fall 2024
 - 15 of those processes involving at least one allegation of *Hazing*
 - 28 hours – average time to finish investigation (ranged from 18-57 hours)
 - Over 290 hours of total investigation time for the Fall 2024 semester
 - Over 100 students participated in investigation interviews



Restoration

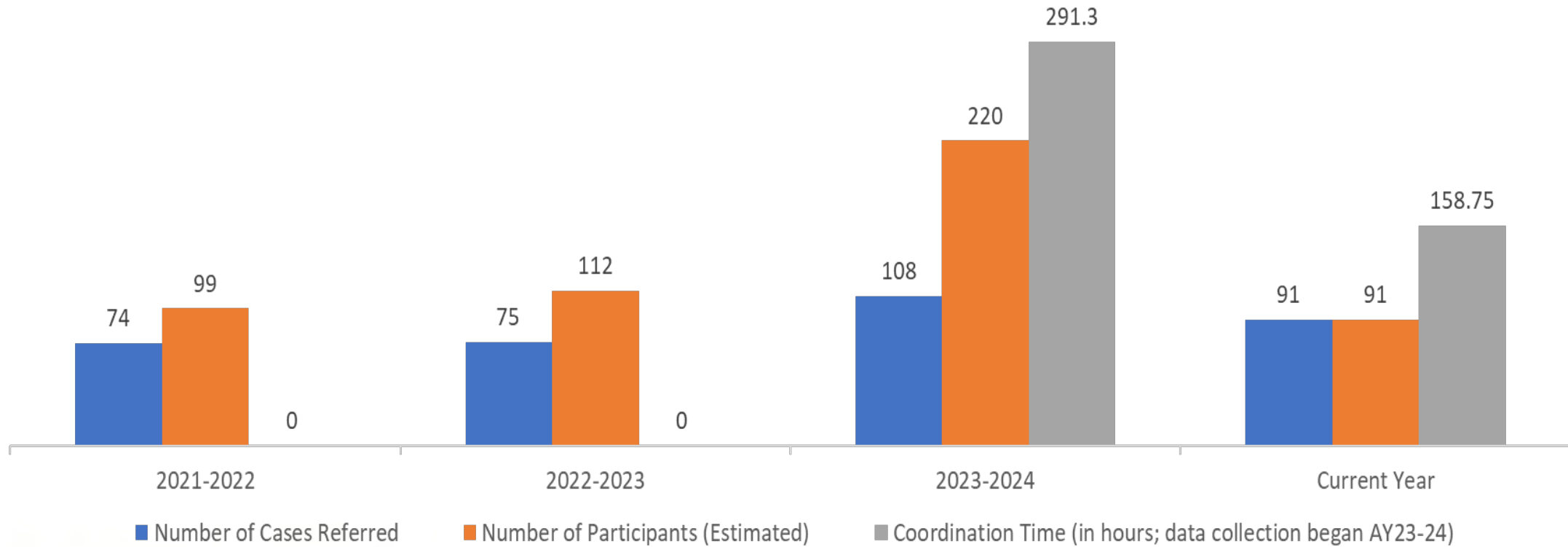
■ Restorative Practices

- Began implementation at JMU around 2011 and program has grown since
- Used to address incidents of harm, such as noise ordinance violations, and other disruptive conduct, in the community
- Referred as a sanction from an OSARP case, an individual self-referring, or from JMU Police, faculty/staff, community members, etc.





Restorative Practices Numbers as of 01/09/2025



Restorative Practices Consultations



- JMU OSARP is nationally known for their work with Restorative Practices
 - Examples of consultations and trainings:
 - Association of Student Conduct Administrators national conference
 - Harvard University
 - NASPA (national Student Affairs Administrators association) national conference
 - **Old Dominion University**
 - **The College of William & Mary**
 - **University of Mary Washington**
 - University of North Carolina at Chapel Hill
 - University of Texas
 - **University of Virginia**
 - **Virginia Tech**
 - Virginia Commonwealth University



Adaptable Resolution (Informal Resolution)

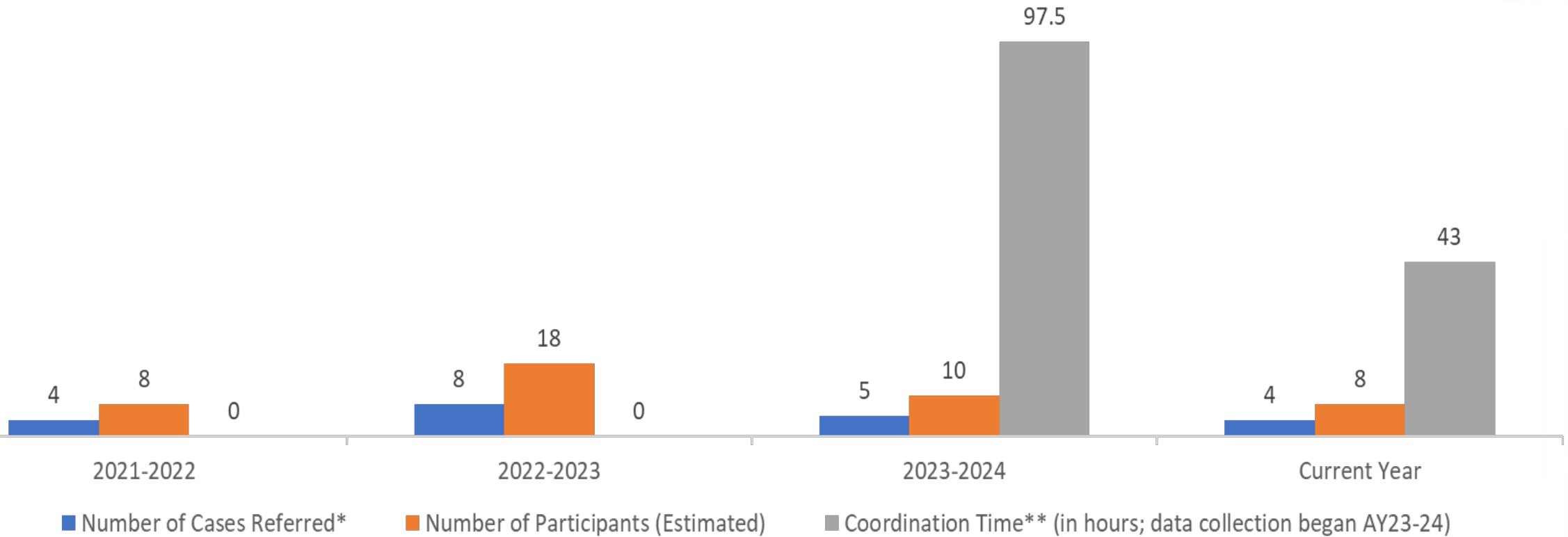


- Restorative practices specific to addressing sexual harm
 - Staff received training from nationally-recognized organization in Dec. 2019
 - Provides students with another option





Adaptable Resolution Numbers as of 01/09/2025



*Some cases conclude prior to resolution for a variety of reasons, such as participants voluntarily withdrawing from the process or JMU.
**Average hours for AY23-24 was 19.5 with a min. of 4.75 and max. of 33.75. Average hours for AY24-25 is currently 10.75 with a min. of 3.25 and max. of 24.25.



Education

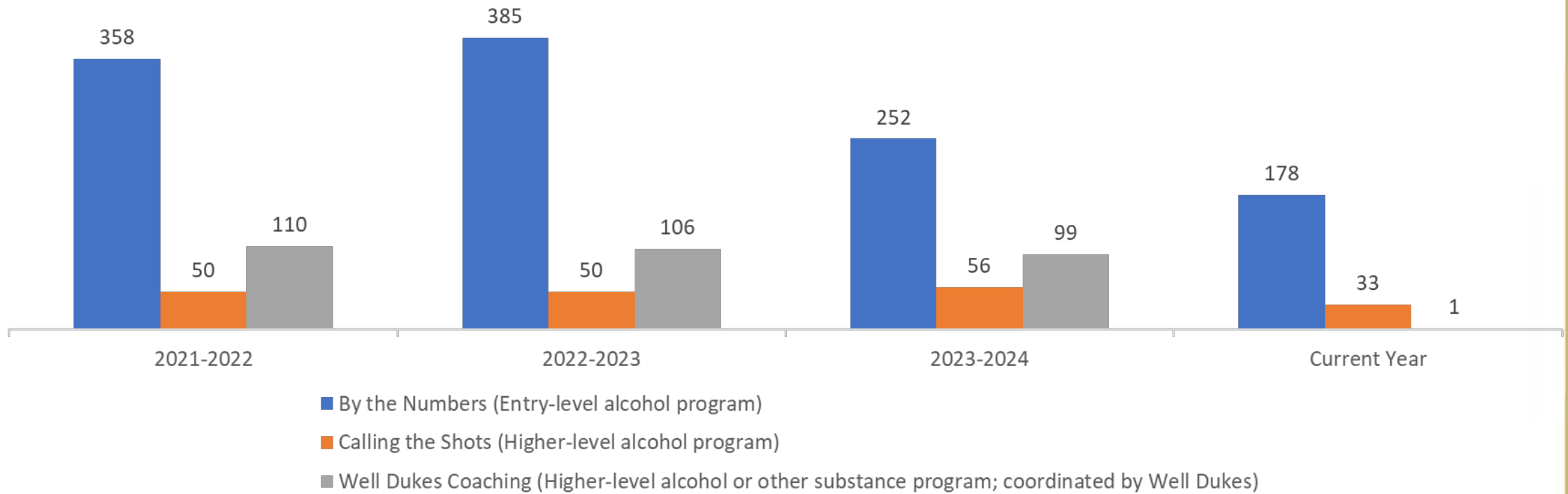
- Students are assigned to educational programs to meet their behavioral, informational, and developmental needs.

“I am very confident that nothing like this will happen again. I have learned so much that I will use for the rest of my life in so many different ways. I will always make sure I actually think before I act, have very clear boundaries in place, and the communication is also clear and understood between both parties... In my situation, like I said, I honestly didn’t think about my actions that night and what impacts they would have. **If it wasn’t for the opportunity to do this program, I wouldn’t have learned how important it is to have a good understanding of these topics [consent, incapacitation, and communication] and how to make sure everything is right and that consent is clearly established. As I have said before, I am extremely grateful for this program and all that it has taught me. I will forever remember what I have learned and the new knowledge I now have because of this program.**”

Excerpt from a student’s reflection paper completed after participating in Adaptable Resolution and the Moving Forward program

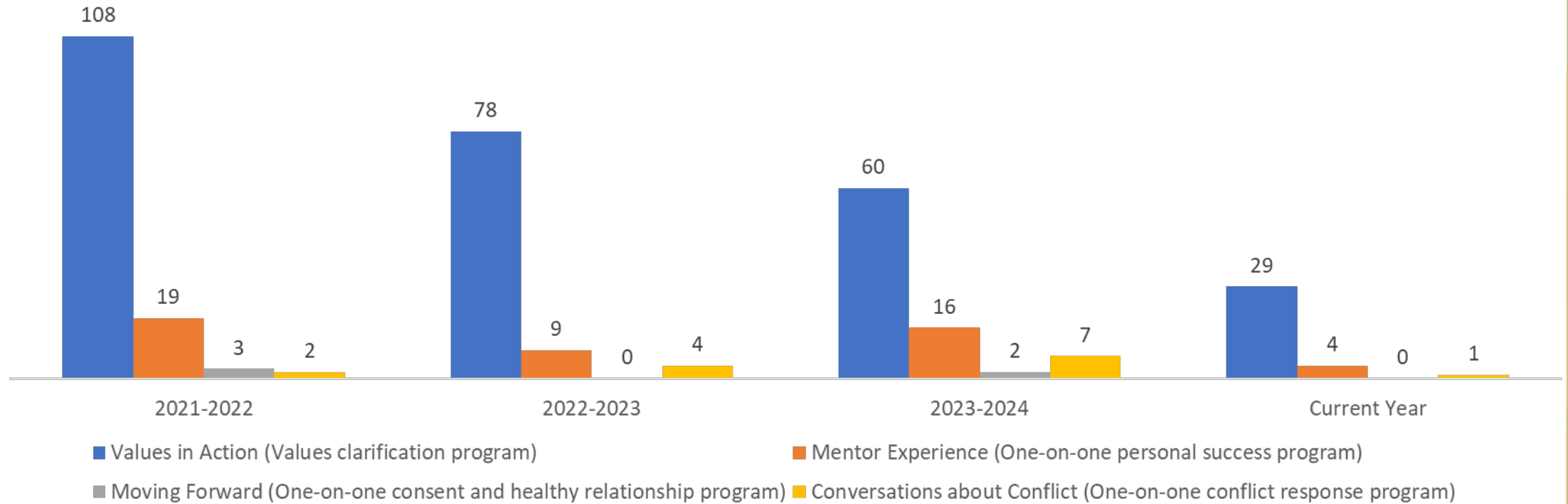


Alcohol & Other Substance Education Completion as of 01/09/2025





Other Educational Program Completion as of 01/09/2025



Assessment

OSARP collaborates closely with JMU's Center for Assessment & Research Studies (CARS) on educational program assessment

- Groundbreaking work on Restorative Practices assessment
- 2 different OSARP teams will be presenting with CARS at the upcoming **American College Personnel Association (ACPA) national conference** regarding Educational Programs and Restorative Practices assessment



Collaboration & Support

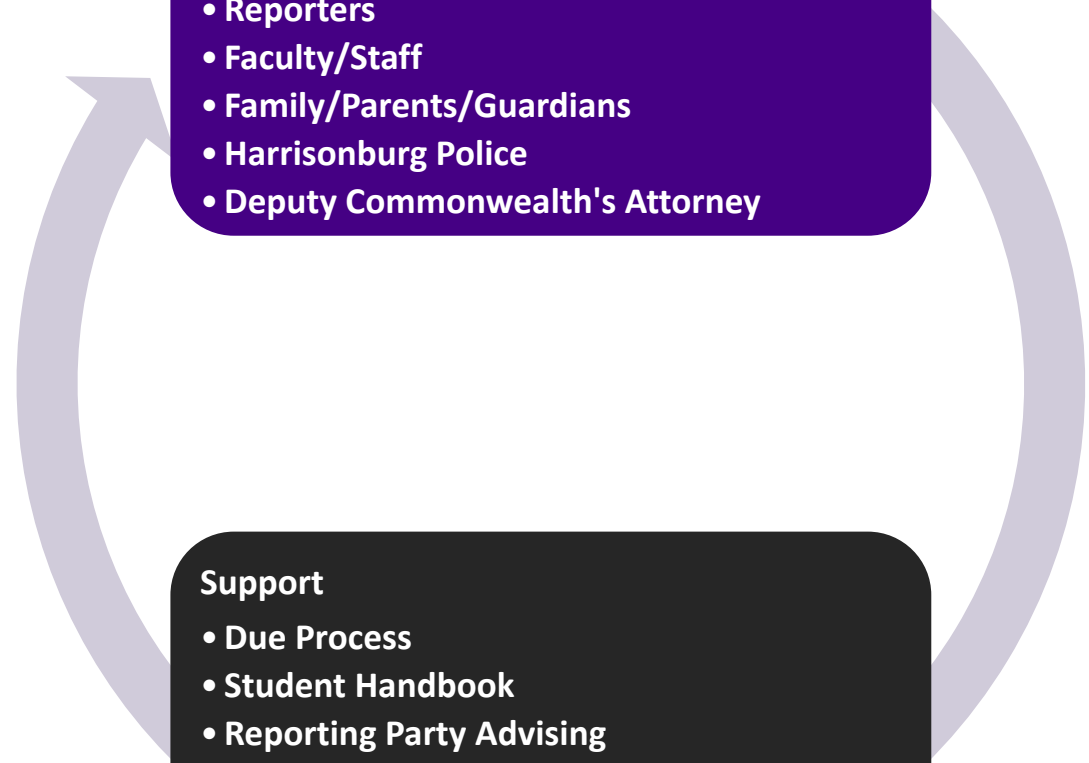


Collaboration

- Students
- Reporters
- Faculty/Staff
- Family/Parents/Guardians
- Harrisonburg Police
- Deputy Commonwealth's Attorney

Support

- Due Process
- Student Handbook
- Reporting Party Advising
- Support & Advocacy Team
- Threat Assessment Team
- Student Mental Health Referrals



Student Learning & Support



- "My time [working] in OSARP has impacted me in ways I never anticipated. I have gained confidence in my abilities, a deeper appreciation for diverse perspectives, and a stronger sense of patience and understanding. Additionally, I have improved my time management skills and developed a newfound respect for the behind-the-scenes work that ensures the success of a university or organization. These experiences have been transformative, equipping me with the skills and insights I will carry forward into my future endeavors."
- "My representative was kind, genuinely interested in what I had to say and took genuine concern for my wellbeing in the process of understanding what went wrong."
- "I think it was fair because the administrator was understanding of my case and saw me as an actual person, not just someone with this specific case."
- "I felt very informed as well as I feel as though I was given a fair opportunity to explain my side of the story as well as receive better understanding of the policies here at JMU as well as ways that I can help and create a positive environment for the JMU community."

Questions?



BOARD OF VISITORS

Student Panel

Kofi Asare

Anthony Connor

Jocelyn Martinez

Cassie Thompson



BOARD OF VISITORS

Questions?



BOARD OF VISITORS

ITINERARY
February 13-14, 2025

PLEASE NOTE THE COMMITTEE START TIMES.

Thursday, February 13, 2025

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

Friday, February 14, 2025

8:30 am – 11:30 am	Full Board Meeting – Board Room
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Board of Visitors
February 13-14, 2025

**THE VISITORS OF JAMES MADISON UNIVERSITY
THE COMMONWEALTH OF VIRGINIA
BOARD MEETING AGENDA
FRIDAY, FEBRUARY 14, 2025
8:30 a.m.**

**1
CALL TO ORDER**

**2
*CONSENT AGENDA:
Approval of Minutes: NOVEMBER 8, 2024**

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

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

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

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

**7
GENERAL ASSEMBLY UPDATE
Caitlyn Read, Assistant Vice President, State Government Relations**

**8
NAME, IMAGE AND LIKENESS UPDATE AND POST-HOUSE PLAN
Matt Roan, Director of Athletics**

**9
TEST-OPTIONAL ADMISSION
Melinda J. Wood, Vice President, Enrollment Management**

**10
CLOSED SESSION***

**11
ADJOURNMENT**

*Action Required

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

Volume LXI No. 2

Minutes of the Meeting of November 8, 2024

The Visitors of James Madison University met on Friday, November 8, 2024 in the Festival Conference and Student Center Board Room on the campus of James Madison University. Suzanne Obenshain, Rector, called the meeting to order at 8:30 am.

PRESENT:

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

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

ABSENT:

Fiorina, Carly
Smith, Steve
Wood, Nicole Palya

ALSO PRESENT:

King, Charles, President
Carter-Hoyt, Malika, Vice President for Diversity, Equity and Inclusion
Kolvoord, Bob, Interim Provost and Vice President for Academic Affairs
Langridge, Nick, Vice President for University Advancement
Miller, Tim, Vice President for Student Affairs
Moore, Towana, Vice President for Administration and Finance
Roan, Matt, Director of Athletics
Tongen, Anthony, Vice President for Research, Economic Development, and Innovation
Wood, Melinda, Vice President, Enrollment Management

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

CONSENT AGENDA

On motion of Tom Galati, seconded by Terrie Edwards, the Consent Agenda was approved which included the minutes of the September 13, 2024.

COMMITTEE REPORTS

Academic Excellence Committee

Jack White, Chair, presented the report of the Academic Excellence Committee. The minutes of the September 12, 2024 meeting were approved. (Attachment A)

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

- 1) Divisional Update;
- 2) College of Education Initiative: Lab School and Young Children's Program;
- 3) Work Based Learning Experiences;
- 4) Internships Abroad, and;
- 5) Topics of interest were shared to consider for future meetings.

On motion of Mr. White, seconded by Dickie Bell, the report of the Academic Excellence Committee was accepted.

Academic Excellence and Student Affairs Joint Committee

Terrie Edwards, Co-Chair presented the report of the Academic Excellence and Student Affairs Joint Committee.

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

- 1) Explanation of Purpose;
- 2) Overview of Shared Challenges;
- 3) Disability Accommodation in University Settings; and
- 4) Future Joint Meeting Discussion.

On motion of Ms. Edwards, seconded by Larry Caudle, the report of the Academic Excellence and Student Affairs Joint Committee was accepted.

Advancement and Engagement Committee

Michael Stoltzfus, Chair, presented the report of the Advancement and Engagement Committee. The minutes of the September 12, 2024 meeting were approved. (Attachment B)

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

- 1) Funds Raised to Date;
- 2) Major Gift and Endowment Thresholds;
- 3) VP Updates;
- 4) Social Rankings; and
- 5) Advancement System(s) Replacement – CRM (Reengineering Madison)

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

Athletics Committee

Dickie Bell Chair, presented the report of the Athletics Committee. The minutes of the September 12, 2024 meeting were approved. (Attachment C)

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

- 1) JMU Sports Update;
- 2) 2023-2024 Academic Report;
- 3) Student-Athlete Focus: Student-Athletes Utilizing Academic Resources;
- 4) JMU's NIL Committee/Program Update;
- 5) Development Report; and

6) Future Agenda Items

On motion of Mr. Bell, seconded by Joanie Eiland, the JMU Athletics Student-Athlete Compensation Policy was approved.

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

Audit, Risk and Compliance Committee

Jeff Bolander, Chair, presented the report of the Audit, Risk and Compliance Committee. The minutes of the September 12, 2024 meeting were approved. (Attachment D)

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

- 1) IT Security Update;
- 2) 2024 GLBA – Memo to Board; and
- 3) Status Report – Management Action Plans.

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

Finance and Physical Development Committee

Suzanne Obenshain, Chair, presented the report of the Finance and Physical Development Committee. The minutes from the September 12, 2024 meeting were approved. (Attachment E)

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

- 1) Financial Review;
- 2) University Debt Review;
- 3) University Sustainability Update; and
- 4) Capital Projects Update.

On motion of Ms. Obenshain, seconded by Michael Stoltzfus, the Finance and Physical Development report was accepted.

Governance Committee

Jack White, Chair, presented the report of the Governance Committee. The minutes of the September 12, 2024 meeting were approved. (Attachment F)

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

- 1) JMU Board Self-Evaluation;
- 2) Reviewed the JMU Board Manual revisions and updates which the committee approved in September;
- 3) Student Handbook Review; and
- 4) Board Retreat – June 5-6, 2025

On motion of Mr. White, seconded by Jeff Bolander, the board approved the September changes to the board manual.

On motion of Mr. White, seconded by Kay Coles James the board affirmed their approval of the newly modified electronic meeting policy.

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

Student Life Affairs Committee

Terrie Edwards, Chair, presented the report of the Student Affairs Committee. The minutes from the September 12, 2024 meeting were approved. (Attachment G)

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

- 1) Student Affairs Update;
- 2) Student Government Association Report;
- 3) Student Representative to the Board Update; and
- 4) Health and Well-Being.

On motion of Ms. Edwards, seconded by Nikki Thacker, the Student Affairs report was accepted.

FACULTY SENATE UPDATE (Attachment H)

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

STUDENT REPRESENTATIVE TO THE BOARD UPDATE (Attachment I)

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

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

PRESIDENTS REPORT (Attachment J)

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

- Some major university events were recognized to include Family Weekend, Homecoming Week, Lab School celebration and the adoption of the Okanagan Charter.
- The recent University Career Fair was the largest in JMU's history, featuring over 160 employers and over 2,000 students in attendance. This was also the first time the event was held in the Atlantic Union Bank Center. JMU is planning for the spring 2025 fair.
- Several faculty members were recognized with awards and recognitions: Christopher Clinard and Erin Piker (Communications Sciences and Disorders) received a scientific research grant of \$2.06 million from the National Institutes of Health. Geary Albright (Physics and Astronomy) was awarded the 2024 Sun Belt Conference Faculty of the Year Award. JY Zhou (Center for Global Engagement) and David Kirkpatrick were awarded a major grant (~ \$500,000) from the U.S. Dept. Of State. This partnership with the University of Montana brings emerging leaders to JMU from institutes focused on U.S. government and civic leadership.
- JMU was recognized as a STARS (Sustainability Tracking, Assessment and Rating System) Gold Institution by the Association for the Advancement of Sustainability in Higher Education (AASHE). STARS measures and encourages sustainability in all aspects of higher education.
- Upcoming legislative priorities include: Fast Flex Nursing Program, Johnston Hall, New Residence Hall, Cox Bill (Athletic Legislation), Governor's 2025 Budget, General Assembly dates (Jan. 8-Feb. 2), and the Legislative Reception Jan. 28, 2025.
- The JMU podcast *Being the Change* is produced by Madison Magazine as an extension of the Being The Change initiative.

- 2027 Campus Master Plan: The last plan update was in 2017. Sasaki Associates Inc. have been selected, have worked with over 600 universities globally and have been recognized for innovation and creativity.
- JMU Athletics update: JMU men's soccer is #16 in the nation (as high as #8), JMU women's soccer conference season is sitting at 11-3-5, making them the 2024 regular season champs, JMU football: all games are sold out except for the upcoming Marshall game, student tickets sold out in less than an hour every game, and the team is bowl eligible, JMU field hockey is 14-5 overall and 7-1 in the first season in MAC.

The President's Report will always conclude with future items. The following items are being considered for the next board meeting: NCAA scholarships and roster limits, name, image and likeness (NIL/Honors1), 2025 General Assembly update, and Capital Campaign.

FUTURE ENROLLMENT STRATEGY

Melinda J. Wood, Vice President, Enrollment Management presented information on future enrollment strategy:

- Enrollment Cliff: directly connected to lower birthrates in 2008-2009, sharp trajectory of high school graduates peaking in 2025, slight projected decline in 2026 and beyond, slow, steady growth for JMU to meet enrollments goals.
- National Demographic Projections: declines across the U.S. between 2025-2035.
- Virginia Demographic Projections: JMU better positioned for enrollment opportunities, 12.5 growth (2015-2025), 7% decline (2025-2035), declines in Virginia are in central and southwest Virginia, growth in areas around northern Virginia, Richmond and beach areas.
- There is stability planned for Virginia.
- Goal to increase out of state student efforts: JMU has benefited from the migration of students from the northeast to the south.
- Future enrollment strategy: develop high school underclassman prospective student funnel, capitalize on brand awareness, campus visit programming (on campus and virtual), grow first-year applicant pool, identify and increase presence in new and emerging markets, expand transfer recruitment, and grow scholarships for recruitment.

WHY TEST-OPTIONAL ADMISSION

Bob Kolvoord, Interim Provost and Vice President, Academic Affairs, and Melinda J. Wood, Vice President, Enrollment Management, presented on Test-Optional Admission:

- History of admission standards: test optional policy adopted in 2018, JMU joined the Common Application in 2021.
- Advanced study diploma vs. JMU admission: every student must meet academic requirements.
- System of checks and balances: annual review of advanced studies diploma, extensive application reader training, utilize three years admission decisions by high schools.
- Measures of success: retention rates have remained above 89% for the past 30 years, graduation rates have fluctuated between 80-84% over the past 15+ years.

- JMU should remain test-optional: no evidence of change to academic success, proven methodology to identify students for admission, increase applications for first-generation, rural and Pell students, remain competitive for applications.

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

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

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

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

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

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

The motion was seconded by Jeff Bolander and the Board moved into closed session. Following the closed session, Ms. Obenshain then stated the following:

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

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

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

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

On motion from Terrie Edwards, seconded by Tom Galati, approved the Personnel Action Report.

On motion from Larry Caudle seconded by Dickie Bell, approved to direct the president to study the future of the university’s presidential home.

On motion from Terry Edwards, seconded by Larry Caudle, approved that the student representative to the Board of Visitors be given full voting rights at the appropriate time for selection of the new University president.

ADJOURNMENT

There being no further business, on motion of Tom Galati, seconded by Jeff Bolander, the Board voted to adjourn. The meeting was adjourned at 2:45 pm.

Suzanne Obenshain, Rector

David C. Kirkpatrick, Secretary

Motions from Committee



BOARD OF VISITORS

Academic Excellence Committee



Curriculum Updates

Paula Maxwell
Associate Vice Provost for Curriculum



BOARD OF VISITORS



New Graduate Degree Program

BOARD OF VISITORS



Master of Arts (MA) in Physical and Health Education Teacher Education (PHETE)

- Current program addresses initial licensure
- The proposed degree program targets licensed teachers who want to switch their content area to teaching health and physical education at the K-12 level
- Proposed degree will have two concentrations
 - Adapted Physical Education
 - Curriculum and Assessment



Master of Arts (MA) in Physical and Health Education Teacher Education (PHETE)

- Need for the Degree
 - VDOE identified PHETE and Special Education as critical need areas
 - No programs in Virginia offered for “content switchers” to PHETE
 - JMU receives frequent inquiries for a program like this
- Duplication
 - Old Dominion University: Master of Science in Education – for initial teacher licensure only in Physical Education



Master of Arts (MA) in Physical and Health Education Teacher Education (PHETE)

- Curriculum
 - 33 total credits
 - 21-credit core
 - 12-credit concentration
 - One-year program (Fall, Spring, Summer)
 - Hybrid



Master of Arts (MA) in Physical and Health Education Teacher Education (PHETE)

- Anticipated Enrollment
 - Additional 2-5 new students per year
- Employment Projections
 - Surveyed Alexandria, Loudoun and Fairfax public schools
 - Responses:
 - Each struggled to fill between 2-5 health and physical education vacancies each of the past five years
 - One district estimated that over the past five years, over 20 of their positions were filled with “content switchers”



Master of Arts (MA) in Physical and Health Education Teacher Education (PHETE)

- Resources Needed
 - Uses primarily existing courses; one new course
 - Requires no new funding
- Effective Date
 - Summer 2025
- Academic Excellence Committee Action Requested
 - Approval needed for new graduate degree program in PHETE



New Undergraduate Degree Program

BOARD OF VISITORS



Bachelor of Arts (BA) in Dance and Bachelor of Fine Arts (BFA) in Dance

- Currently offer a Bachelor of Arts (BA) in Theatre with a major in Dance
 - Want to elevate Dance to the level of a degree
 - Will offer a Bachelor of Arts (BA) and a Bachelor of Fine Arts (BFA) with minor adjustments to existing classes
 - Can offer both degrees with existing staffing



Bachelor of Arts (BA) in Dance and Bachelor of Fine Arts (BFA) in Dance

- Need for the degree
 - Recent accreditation evaluation:
 - Dance must transition to a standalone degree to maintain current accreditation
 - Suggested adding a BFA to the BA offering
 - Serves as a resource addressing the cultural, economic and social needs of the Commonwealth of Virginia
 - Bureau of Labor Statistics: 6% (faster than average) growth over the next 10 years for dancers and choreographers
 - Virginia Employment Commission: 11% growth over the next 10 years for choreographers; 8.8% for entertainers and performers



Bachelor of Arts (BA) in Dance and Bachelor of Fine Arts (BFA) in Dance

BA in Dance

General Education Requirements	41 credits
University Bachelor of Arts	
Degree Requirements	3-17 credits
Foreign Language	(0-14 credits)
Philosophy Course	(3 credits)
Core Courses	31 credits
Required Techniques Courses	4 credits
Concentration Courses	14-24 credits
Electives	3-27 credits
Degree Total	120 credits

BFA in Dance

General Education Requirements	41 credits
Core Courses	31 credits
Required Courses	11 credits
Technique Courses	33 credits
Restricted Electives	4 credits
Degree Total	120 credits



Bachelor of Arts (BA) in Dance and Bachelor of Fine Arts (BFA) in Dance

■ Duplication

Institution	Program Degree Designation, Name and CIP Code	Degrees Granted (five-year average)
GMU	Bachelor of Fine Arts (B.F.A.), Dance, CIP Code: 50.0301	<ul style="list-style-type: none">▪ 17 per Year on Average▪ 85 Total
ODU	Bachelor of Arts (B.A.), Theatre and Dance, CIP code: 50.0501	<ul style="list-style-type: none">▪ 16.6 per Year on Average▪ 83 Total
Radford University	Bachelor of Arts (B.A.)/Bachelor of Science (B.S.)/Bachelor of Fine Arts (B.F.A.), Dance, CIP code: 50.0301	<ul style="list-style-type: none">▪ 9.4 per Year on Average▪ 47 Total
VCU	Bachelor of Fine Arts (B.F.A.), Dance and Choreography CIP code: 50.0301	<ul style="list-style-type: none">▪ 14 per Year on Average▪ 70 Total



Bachelor of Arts (BA) in Dance and Bachelor of Fine Arts (BFA) in Dance

- Enrollment Projections
- Anticipated Enrollment
 - 80-100 total students enrolled
 - Current enrollment is 70
- Resources Needed
 - Requires no new funding



Bachelor of Arts (BA) in Dance and Bachelor of Fine Arts (BFA) in Dance

- Effective Date
 - Fall 2025
- Academic Excellence Committee Action Requested
 - Approval needed for new undergraduate BA and BFA degree programs in Dance

Requirements for the Master of Arts in Physical and Health Education Teacher Education

Master of Arts in Physical and Health Education Teacher Education (PHETE)

MA in PHETE

Core Courses	21 credit hours
KIN 511. Technology in Health & Physical Education	(3 credits)
KIN 512. Instructional Methods in Middle & Secondary	(3 credits)
KIN 610. Curriculum Design & Development in Health & Physical Education	(3 credits)
KIN 611. Teaching Diverse Populations	(3 credits)
KIN 612. Analysis of Teaching and Learning	(3 credits)
KIN 614. Methods in School Health for PHETE	(3 credits)
KIN 655. Research Techniques	(3 credits)
Concentration Courses	12 credit hours
See below	
Total Credit Hours	33 credit hours

MA in PHETE: Adapted Physical Education Concentration

Required Courses	9 credit hours
KIN 510. Motor Development/Motor Learning	(3 credits)
KIN 515. Special Topics in Adapted Physical Education	(3 credits)
KIN 517. Adapted Physical Education	(3 credits)
Restricted Electives	3 credit hours
<i>Students select 3 credits</i>	
KIN 681. Internship in Kinesiology	(3-9 credits)
KIN 697. Directed Research in Kinesiology	(3 credits)
KIN 700. Thesis credits	(3-6 credits)

MA in PHETE: Curriculum and Assessment Concentration

Required Courses	6 credit hours
KIN 513. Professional Issues	(3 credits)
KIN 616. Qualitative Analysis	(3 credits)
Restricted Electives	6 credit hours
<i>Students select 6 credits in consultation with the Program Director.</i>	
KIN 518. Assessment in Physical Education	(3 credits)
KIN 520. Instructional Methods in Elementary Physical Education	(3 credits)
KIN 521. Curriculum in Elementary Physical Education	(3 credits)
KIN 681. Internship in Kinesiology	(3-9 credits)
KIN 697. Directed Research in Kinesiology	(3 credits)
KIN 700. Thesis credits	(3-6 credits)

Requirements for Dance Degree Programs

Bachelor of Arts in Dance

BA in Dance

General Education Requirements	41 credit hours
University Bachelor of Arts Degree Requirements	3-17 credit hours
Foreign Language classes (intermediate level required)	(0-14 credits)
Philosophy Course (in addition to General Education courses)	(3 credits)
Core Courses	31 credit hours
DANC 110. Performance Skills	(1 credit)
DANC 240. Modern/Contemporary Dance I	(3 credits)
DANC 242. Ballet I	(2 credits)
DANC 245. Improvisation	(2 credits)
DANC 246. Jazz/Diasporic I/Musical Theatre Styles	(2 credits)
DANC 248. History of Dance: Renaissance Through the 20th Century	(3 credits)
DANC 315. Injury Prevention and Conditioning	(3 credits)
DANC 320. Anatomy and Somatic Studies for the Dancer	(3 credits)
DANC 345. Dance Composition I	(3 credits)
DANC 479. Methods of Teaching Dance	(3 credits)
STAD 171. Performance Production	(3 credits)
STAD 250. The Collaborative Artist: Sophomore Studio	(3 credits)
Required Techniques	4 credit hours
Students must complete two different techniques courses from the list of options to achieve a Technical Proficiency Standard (TPS) of Level 2 or higher in both techniques. Techniques include Modern, Ballet, Jazz/Diasporic levels 1-6.	
Concentrations	14-24 credits
Electives	3-27 credits
Total credit hours for degree program	120 credit hours

BA in Dance: Dance Education Concentration

PK-12 Licensure	24 credit hours
Required Courses	(24 credits)
DANC 143. International Folk Dance (1)	
DANC/STAD 322. Equity, Inclusion and Access in Education and Performance (3)	
DANC 380. Dance Teaching Practicum (3)	
DANC 480. Student Teaching (12)	
EDUC 200/300. Foundations of Education in the United States (3)	
LED 420. Content Area Literacy, K-12 (2)	
PSYC 160. Life Span Human Development [C5SD] (3)+	
+Counts toward General Education credits; credits counted under General Education.	

BA in Dance: General Dance Concentration

General Dance Concentration

14 credit hours

Required Courses

(6 credits)

DANC 210. Creative Technologies in Dance (2)

DANC 234. Rhythmic Skills and Analysis (2)

DANC 321. Somatic Practice (2)

Restricted Electives

(8 credits)

Select from each category below.

History/Theory Course Selection

DANC 325. Dance in Community (3)

DANC 348. History of Dance II: Contemporary Practice (3)

DANC 349. Emerging Technologies and Performance (3)

DANC 350. Approaches to Critical Dance Studies (3)

Creative Process (2)

DANC 214. Creative Process (1)

Students must take this course two times.

Dance Electives (3)

DANC 303. Topics in Dance (1-3)

DANC 390. Directed Projects (1-3)

DANC 445. Composition II (3)

DANC 455 Senior Creative Research Capstone (2)

DANC 449. The Dance Professional (2)

THEA 251. Acting I: Basic Acting (3)

Bachelor of Fine Arts in Dance

General Education Requirements

41 credit hours

Core Courses

31 credit hours

DANC 110. Performance Skills	(1 credit)
DANC 240. Modern/Contemporary Dance I	(3 credits)
DANC 242. Ballet I	(2 credits)
DANC 245. Improvisation	(2 credits)
DANC 246. Jazz/Diasporic I/Musical Theatre Styles	(2 credits)
DANC 248. History of Dance: Renaissance Through the 20th Century	(3 credits)
DANC 315. Injury Prevention and Conditioning	(3 credits)
DANC 320. Anatomy and Somatic Studies for the Dancer	(3 credits)
DANC 345. Dance Composition I	(3 credits)
DANC 479. Methods of Teaching Dance	(3 credits)
STAD 171. Performance Production	(3 credits)
STAD 250. The Collaborative Artist: Sophomore Studio	(3 credits)

Required Courses

11 credit hours

DANC 210 Creative Technologies in Dance	(2 credits)
DANC 234 Rhythmic Skills and Analysis	(2 credits)
DANC 445 Dance Composition II	(3 credits)
DANC 449 The Dance Professional	(2 credits)
DANC 455 Senior Creative Research Capstone	(2 credits)

Technique Courses

33 credit hours

Modern & Contemporary	(6-15 credits)
DANC 241. Modern/Contemporary Dance II (2-3)	
DANC 340. Modern/Contemporary Dance III (2-3)	
DANC 341. Modern/Contemporary Dance IV (2-3)	
DANC 440. Modern/Contemporary Dance V (2-3)	
DANC 441. Modern/Contemporary Dance VI (2-3)	
Jazz/Diasporic	(6-15 credits)
DANC 247. Jazz/Diasporic II (2-3)	
DANC 346. Jazz/Diasporic III/Musical Theatre Styles (2-3)	
DANC 347. Jazz/Diasporic IV (2-3)	
DANC 446. Jazz/Diasporic V (2-3)	
DANC 447. Jazz/Diasporic VI (2-3)	
Required Technique Course	(2 credits)
DANC 321 Somatic Practice Credits: (2)	
Ballet	(6-15 credits)
DANC 243. Ballet II (2-3)	
DANC 342. Ballet III (2-3)	
DANC 343. Ballet IV (2-3)	
DANC 442. Ballet V (2-3)	
DANC 443. Ballet VI (2-3)	

Restricted Electives

DANC History/Theory Selection

DANC 325. Dance in the Community (3)

DANC 348. History of Dance II: Contemporary Practice (3)

DANC 349. Emerging Technologies and Performance (3)

DANC 350. Approaches to Critical Dance Studies (3)

Dance Creative Process

DANC 214. Creative Process (1)

4 credit hours

(3 credits)

(1 credit)

Total credit hours for degree program

120 credit hours

Finance and Physical Development Committee



Land Conveyance

Jini Cook
Director, Real Property and Space
Management



BOARD OF VISITORS

Eastover Drive & Cardinal/Duke Drive





Eastover Drive & Cardinal/Duke Drive

- Approximately 0.12 acres of Eastover Drive
- Approximately 0.11 acres of Cardinal/Duke Drive
- City of Harrisonburg has approved the conveyance of the parcels at no charge
- Result of I-81 widening and the necessary VDOT Right-of-Ways for the stormwater retention area

Governance Committee



BOARD OF VISITORS

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



James Madison University
Harrisonburg, Virginia

February 13, 2025

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THE BOARD MANUAL

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

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

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

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

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

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

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

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

BYLAWS OF THE BOARD OF VISITORS

Article I. Establishment of the Institution

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

Article II. Establishment of the Board of Visitors

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

Article III. Statutory Authority

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

Article IV. Composition

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

Article V. Non-Voting Representatives

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

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

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

Article VI. Appointment of Voting Members

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

Article VII. Terms of Appointment

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

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

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

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

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

Article VIII. Removal

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

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

Article IX. Rights and Powers

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

B. Degrees

1. The board has the authority to approve the conferral of degrees. Code of Virginia Title 23.1, Chapter 16, § 23.1-1602.

2. The board may from time to time confer honorary degrees in appropriate circumstances, upon recommendation from the president.

C. Academic Programs

1. The board has the authority to approve new degree programs and discontinuation of degree programs, subject to such further approval as may be required from the State Council of Higher Education for Virginia. Code of Virginia, Title 23.1, Chapter 2, § 23.1-203.

2. The board has the authority to approve the curriculum of the university, as authorized under state law.
The board has delegated its authority to the president.

3. The board has the authority to approve articulation, dual admissions, and guaranteed admissions agreements with associate-degree-granting public institutions of higher education. Code of Virginia, Title 23.1, Chapter 9, § 23.1-907.

D. Investments of Funds

1. The board approves the transfer or surrender of registered bonds, and approves the policy for investment of funds derived from the sale of revenue bonds.

a. The board may request the state treasurer, or the treasurer's duly appointed assistant, to execute in the proper name the certificates or other writing necessary to affect the transfer or surrender of registered bonds of the United States or other bonds or securities held by the university.

b. The board has authorized the president to establish the policy for investment of any funds which become available for investment from construction project funds derived from the sale of revenue bonds.

E. Mission and Strategic Planning

1. The board approves the mission of the university, subject to such further approval as may be required from the State Council of Higher Education for Virginia. Code of Virginia Title 23.1, Chapter 2, § 23.1-203

2. The board approves a strategic plan designed to meet the future needs of the university, and approves modifications to the strategic plan as appropriate. The board approves biennially and amends or affirms annually a six-year plan for the institution. Code of Virginia, Title 23.1, Chapter 13, § 23.1-306.

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

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

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

Article X. OFFICERS

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

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

A. Rector, Powers and Duties

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

B. Vice Rector, Powers and Duties

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

C. Secretary, Powers and Duties

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

Article XI. MEETINGS

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

A. The Annual Meeting

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

B. Regular Meetings

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

C. Special Meetings

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

D. Notice of Meetings

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

E. Motions and Resolutions

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

F. Location of Meetings

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

G. Quorum

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

H. Meetings held through Electronic Communication Means

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

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

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

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

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

I. Meetings Open to the Public

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

J. Minutes

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

K. Attorney General Representation

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

L. Faculty Senate Speaker

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

M. Student Representative to the Board

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

report to the board.

N. Roberts' Rules of Order

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

Article XII. COMMITTEES

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

A. Executive Committee

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

B. Standing Committees

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

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

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

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

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

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

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

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

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

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

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

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

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

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

C. Special Committees

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

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

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

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

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

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

Article XIII. ANNUAL REPORTS

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

Article XIV. SELF-EVALUATION OF THE BOARD

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

Article XV. RELATED ENTITIES

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

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

Article XVI. AMENDMENTS AND SUSPENSION

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

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

CODE OF ETHICS

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

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

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

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

COMPETENCIES AND QUALIFICATIONS FOR BOARD MEMBERS

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

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

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

Recommended Board composition

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

ADMINISTRATION OF THE UNIVERSITY

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

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

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

Changes to the By-Laws:

11/19/21

4/22/22

9/16/2022

APPENDICES

Appendix A. Acts of General Assembly of Virginia

1. Excerpts from Original Act of 1908

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

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

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

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

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

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

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

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

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

2. Selected Current Acts of the General Assembly

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

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

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

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

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

§ 23.1-1601. Membership.

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

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

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

§ 23.1-1602. Powers and duties.

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

B. The board may confer degrees.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

§ 23.1-1301. Governing boards; powers.

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

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

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

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

Appendix B: Committee Charters

Academic Excellence Committee Charter

Purpose

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

Composition and Independence

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

Responsibilities

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

Meetings

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

Responsibility of the Chair

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

Advancement and Engagement Committee Charter

Purpose

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

Composition and Independence

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

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

Responsibilities

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

Meetings

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

Responsibility of the Chair

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

Athletics Committee Charter

Purpose

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

Composition and Independence

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

Responsibilities

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

Meetings

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

Responsibility of the Chair

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

Audit Committee Charter (Summary – see Audit Committee Charter revision August 2020)

Purpose

The audit committee assists the BOV in fulfilling its fiduciary responsibilities related to overseeing the:

- soundness of the university’s system of internal controls;
- integrity of the university’s financial accounting and reporting practices;
- performance of the internal and external audit functions; and
- compliance with applicable laws and regulations/

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

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

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

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

Composition and Independence

The audit committee shall consist of at least three members of the BOV with one member acting as chairperson of the committee.

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

Responsibilities:

General

- Adopt a formal written charter that specifies the audit committee’s scope of responsibility. The charter should be reviewed every five years and updated as necessary.
- Maintain minutes of meetings.

- Authorize investigations into any matter within the audit committee’s scope of responsibilities when necessary.
- Ensure that significant findings and recommendations made by the internal and external auditors are acted upon appropriately and promptly.
- Report audit committee actions to the board of visitors. In addition, the audit committee shall provide its recommendations for actions to be taken by the BOV and management in order to strengthen the institution’s controls, financial reporting process, and compliance procedures.
- Meet, consistent with commonwealth law, in closed meetings with the internal or external auditors, to discuss matters that the audit committee or any of these groups believes should be discussed privately.

Internal Controls

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

Financial Statements

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

JMU Compliance Committee

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

Executive Committee Charter

Purpose

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

- a. To elect officers of the board;

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

Composition and Independence

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

Responsibilities

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

Meetings

The committee will meet as needed and appropriate.

Finance and Physical Development Committee Charter

Purpose

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

Composition and Independence

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

Responsibilities

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

Meetings

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

Responsibility of the Chair

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

Governance Committee Charter

Purpose

The Governance Committee oversees board compliance with state law requirements such as a self-evaluation, professional development opportunities and others; reviews and recommends improvements to board processes and performs regular strategic risk management and opportunity assessments to highlight key issues for the administration, executive committee and committee chairs to review.

Composition and Independence

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

Responsibilities

- Develop relevant processes related to the responsibilities of the board, including but not limited to:
 - The evaluation of the performance of president
 - The self-evaluation process of the Bboard of Visitors
 - The nominating process for board officers

- Assist in the planning of the annual board retreat.
- Recommend best practices for board governance
- Review and update as appropriate the board by-laws, manual and committee charters to ensure the effective functioning and efficiency of the board and the board meetings
- Develop an orientation and professional development opportunities for board members that includes training on the Virginia Freedom of Information Act
- Review compliance with a code of ethics for board members
- Develop a set of qualifications and competencies for membership on the board for approval by the board and recommendations to the Governor
- Recommends to the rector the membership for the Nominating Committee
- Reviews strategic risks and opportunities for responsibility and assessment
- Responsible for developing and documenting board processes and addresses matters that lead to efficient and orderly conduct of business of the board

Meetings

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

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

Student Affairs Committee Charter

Purpose

The Student Life Committee oversees all elements of student affairs including health and wellbeing, diversity, equity and inclusion, career, experiential learning and transitions, student life and involvement, and dean of students to ensure a high quality student experience.

Composition and Independence

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

Responsibilities

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

Meetings

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

Responsibility of the Chair

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

C . A Brief History of James Madison University

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

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

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

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

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

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

The university celebrated its 100th birthday in 2008. ~~In 2013, JMU developed a vision to be “the national model of the engaged university” with a strategic plan focused on engaged learning and community, and civic engagement. JMU’s Carnegie classification was elevated in 2022 to R2, establishing the university as a Doctoral University with High Research Activity.~~

~~JMU has become a national model for high-impact learning practices, service learning, civic engagement, and promoting access with programs such as Valley Scholars, and it was ranked as the “top college in Virginia for getting a job.”~~

~~As of Fall 2023, the university’s enrollment is approximately 22,760 students.~~

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

Presidents:

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

Faculty Senate Update

Kathy Ott Walter
Speaker, Faculty Senate



BOARD OF VISITORS

Board of Visitors Written Report February 2025

December 2024 Meeting

The shared governance implementation team, which includes senators, worked with administration to create a definition for shared governance for the university. The senate is in the final stages of reviewing the definition.

Along with the Academic Affairs Policy Committee senators continue to provide feedback for AA Policy #2 – Academic Unit Heads. Along with the Provost we are hoping to have a final version by the end of the Spring semester.

The faculty concerns committee is reviewing grievance policies from peer institutions with the hope of sharing those findings with the faculty handbook revision committee.

The research and scholarship committee met with Anthony Tongen to discuss improved communication with faculty after the recent reorganization of REDI. Several items were considered as positive improvements: creating a flow chart of REDI people with roles and contact information clearly defined; identifying a REDI communication officer who will consistently and clearly disseminate information directly to faculty; including a detailed explanation of and reasoning for Indirect Cost Funds on the Sponsored Programs' website. The Provost and senate are committed to making sure that the relationship between REDI and Academic Affairs stays strong.

The co-chair of the faculty handbook revision committee updated the senate on their progress. They will continue to meet with stakeholders and provide opportunities for feedback throughout the process.

January 2025 Meeting

The faculty senate met in-person with President King and Provost Kolvoord at the January meeting. President King updated the senate on applications, student careers, progress with shared governance statement and academic affairs policy #2. He talked about Reengineering Madison, capital projects, fundraising, and JMU's legislative agenda. At the end of the presentation President King and Provost Kolvoord took questions from senators. The faculty senate appreciates the work President King and Provost Kolvoord have invested in shared governance over the last year. We are making great progress.

Student Representative to the Board Update

Sydney Stafford
Student Representative



BOARD OF VISITORS

What have I been up to?

- Presidential Search Committee: Meeting with Students
- Advocacy:
 - Richmond Advocacy with the Student Government Association
 - Student Lobby Day
- Student Representative to the Board of Visitors Conference
- SCHEV Student Advisory Committee Meeting





Role of Community Engagement and Service Learning

What does Community Engagement mean to JMU Students?

-Relationship between Academic Learning and Community Service

-Mutual Benefits:

-For Students: civic responsibility, career readiness, leadership development, and strengthens bonds with local communities

-For Harrisonburg: direct support for local non-profits, long term positive relationships, economic relief

Student Impact in Harrisonburg and Beyond



- Community Engagement and Volunteer Center
- Student Organizations that partner with local organizations:
 - Greek Life and the Arc in Harrisonburg
 - JMU Give and Vine and Fig, Elkton Food Bank, Open Doors, etc
- University Departments and Service Learning:
 - Justice Studies and Jubilee Climate Farm
 - Hart School Community Service Projects
- Internship Opportunities



Future Opportunities and Collaborations



- Alternative Break Programs led by CEVC
 - Habitat for Humanity
 - Project C.U.R.E.
 - Cumberland Island National Seashore
- Big Event
- Dukes Making a Difference (DMAD)
- Dukes Volunteer



Big Event 2024



Ways to Grow Engagement: Student Perspectives

- Expanding service learning opportunities in academic programs
- Increasing opportunities for group volunteering not associated with student organizations
- Increasing funding for volunteer programs (ex. Alternative Break Programs)
- Opportunities to volunteer with JMU leadership

Student Representative Report

Sydney Stafford

Board of Visitors Meeting – February 14th, 2025

“The only way to learn is to live.” -Matt Haig, The Midnight Library

❖ What have I been up to?

- Presidential Search Committee
 - Meeting with Students
- Advocacy
 - Richmond Advocacy with the Student Government Association
 - Student Lobby Day
- Student Representative to the Board of Visitors Conference
- SCHEV Student Advisory Committee Meeting

❖ Role of Community Engagement and Service Learning

- What does Community Engagement mean to JMU students?
- Relationships between Academic Learning and Community Service
- Mutual Benefits
 - Students: civic responsibility, career readiness, leadership development, strengthening bonds with local communities
 - Harrisonburg: direct support local non-profits, long term positive relationships, economic relief

❖ Student Impact in Harrisonburg and Beyond, Future Opportunities

- Community Engagement and Volunteer Center
- Student Organizations Partnering with Local Organizations
 - Greek Life and the Arc, JMU Give and Elkton Food Bank, etc.
- University Department and Service Learning
 - Justice Studies and Jubilee Climate Farm, Hart School Community Projects, etc.
- Internship Opportunities
- Future Opportunities
 - Alternative Spring Break Programs
 - Big Event (April 12th)
 - Dukes Making a Difference
 - Dukes Volunteer

❖ Ways to Grow Community Engagement from the Student Perspectives

- Expanding service-learning opportunities into more academic programs
- Increasing group volunteering opportunities and outreach
- Increasing funding for programs
 - Alternative Break Programs
- Opportunities to volunteer with JMU leadership

Contact Information

staffosg@dukes.jmu.edu

studentrepresentativebov@jmu.edu

General Assembly Update

Caitlyn Read
Assistant Vice President
State Government Relations



BOARD OF VISITORS



Agenda

- State Budget
 - Where we are in the process
 - Update on 2025 Operating Requests
 - Update on 2025 Capital Requests
- State Policy
 - Where we are in the process
 - 2025 Policy Themes
- Advocacy Activities



2024-26 Budget Request Timeline

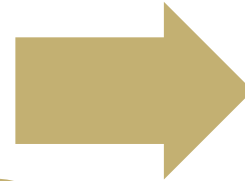
Governor's Executive Budget Process

Aug. 2024 - Dec. 2024

Aug. 26: Capital budget requests due to the Dept. of Planning and Budget.

Sept. 20: Operating budget requests due to the Dept. of Planning and Budget.

Dec. 18: Governor releases amendments to the 2024-26 budget



General Assembly Budget Process

Dec. 2024 - April 2025

Jan. 8: General Assembly convenes

Jan. 10: Budget amendments due

Feb 2: House & Senate release their budgets

Week of Feb. 17: Conference Report released

Feb. 22: General Assembly adjourns

April 2: Reconvened Session - Vote on Governor's budget actions

July 1: New funds available



JMU's 2025 Budget Requests: Operating

Support for Veterans



Virginia Military Survivors and Dependents Education Program (VMSDEP)

Expand Nursing



Produce more nurses through new "Fast Flex" BSN program

Retain Campus Officers



Study Campus Officers' Compensation and Benefits

JMU's 2025 Budget Requests: Operating



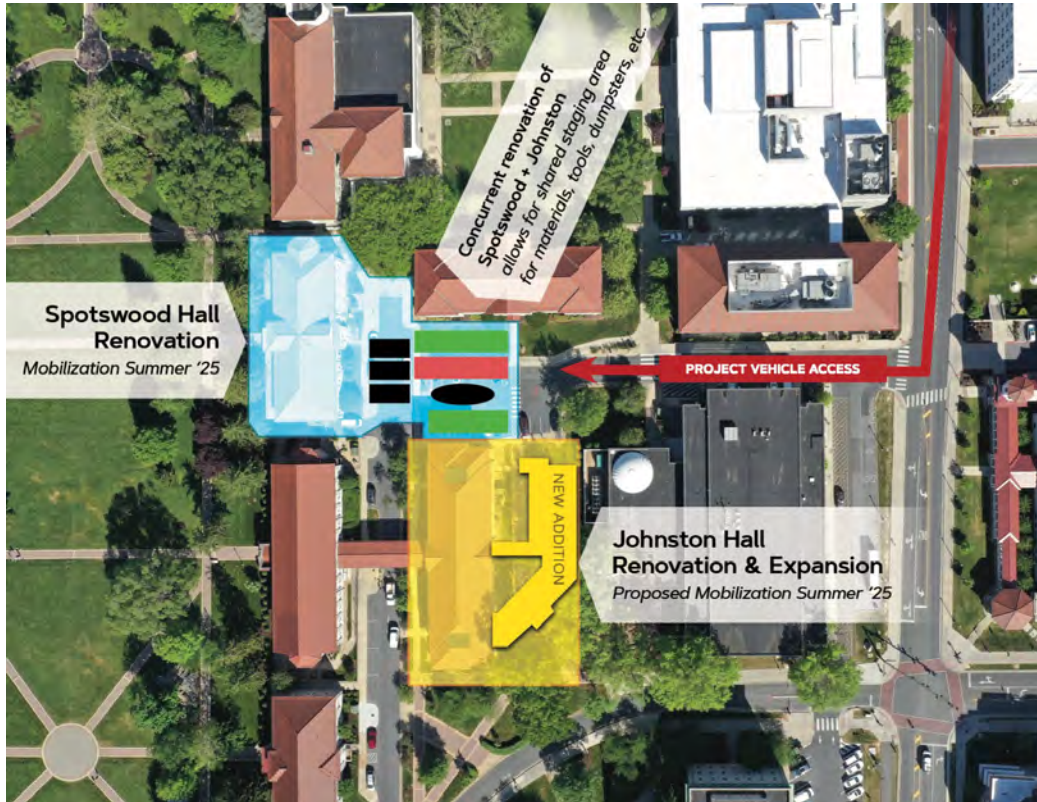
	Amount Requested	Executive Budget	Senate Budget	House Budget	FINAL
Virginia Military Survivors and Dependents Education Program	\$4,900,000	\$125,000,000*			
Grow Undergrad Nursing Program	\$997,816				
Campus Law Enforcement Study	Language Only				

* The Executive Budget proposes making the \$45M in one-time support allotted last year to VMSDEP ongoing and adding an additional \$60M in ongoing support to bring total program funding to \$125M. The proposal is funded through a surplus in the Defined Benefit 529 Surplus Fund.

JMU's 2025 Budget Requests: Capital



Renovate Johnston Hall



General Fund Request

- \$26,820,000 (one-time funds)

JMU's 2025 Budget Requests: Capital

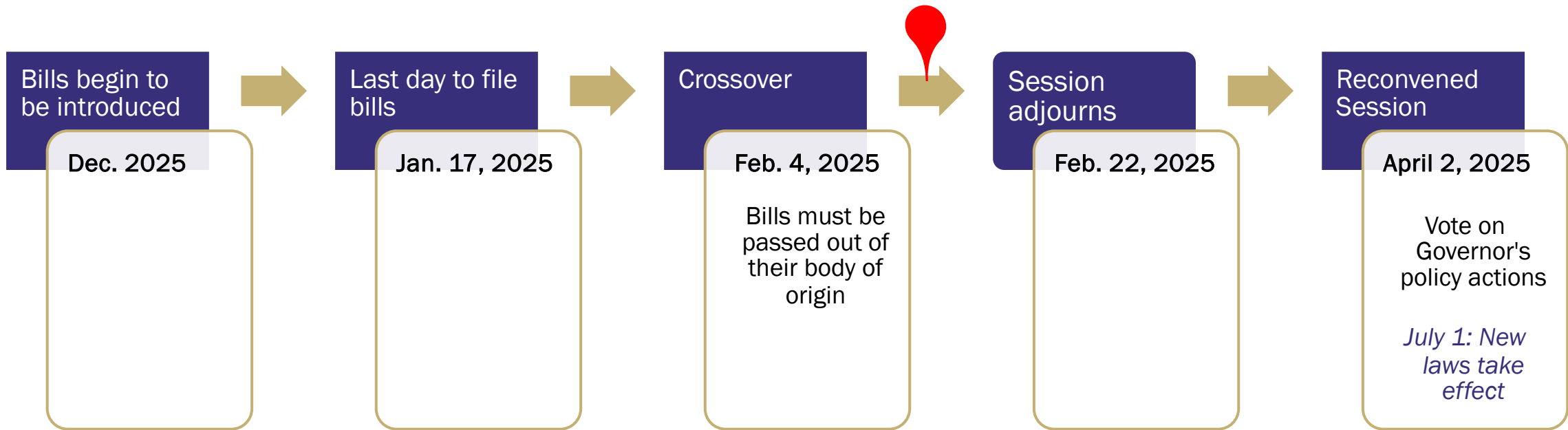


Amount Requested	Executive Budget	Senate Budget	House Budget	FINAL
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General Fund Requests				
Johnston Hall Renovation & Expansion	\$ 26,820,000			

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

2024-26 Policy Timeline





State Policy Themes

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

Number of bills filed in 2025: 1,991

Number of bills tracking: 89

Advocacy Activities

- Visits from JMU Leadership
- JMU Legislative Reception
- JMU Student Lobby Day



Name, Image and Likeness Update and Post House Plan

Matt Roan
Director of Athletics



BOARD OF VISITORS



Name, Image, and Likeness ("NIL")

- 2021 – The NIL Era begins as the NCAA puts together an interim policy after decades of mounting pressure, and states enacting executive orders that would allow college student-athletes to monetize their NIL rights.
 - Booster-funded organizations called "collectives" began to form
- 2022 – Governor Youngkin signed Senate Bill 223 into law.
 - Evolution:
 - Retain – Recruit
 - S-A -- PSA
- 2024 – HB 1505 signed, which allows public and private institutions of higher education within the Commonwealth to create and facilitate NIL opportunities for student-athletes.
 - Permissive and provides Virginia colleges and universities discretion to compensate student-athletes for their NIL
 - Student fees cannot be used



NIL at JMU

Montpelier Collective

- 501(c)(3) non-profit organization launched in May 2023 and led by Cliff Wood, President, and dedicated Board of Directors, bolstered by community of supporters, and other volunteers
- Raise awareness for local charitable causes by pairing with community-minded JMU student-athletes
- Successes through Red Cross, United Way, Blue Ridge Area Food Bank, and more
- More than 100 student-athletes supported

No longer taking donations, but continuing to support and sustain efforts through fiscal year

- Why?
 - Future of collectives post-*House*:
 - Cap implications?
 - Clearinghouse and scrutiny
 - Sustainability and consistency in message



What is *House*?

- Grant House, Arizona State University swimmer
 - Brought antitrust lawsuit against NCAA seeking damages for what they could have earned (television rights and social media earnings)
 - Settlement of all-similar *House*, *Carter*, *Hubbard*, and *Oliver* cases
 - *Fontenot* remains outside the umbrella
 - 250+ opt-outs
- Student-athletes who competed from 2016-24
- \$2.8B in damages to be paid over 10 years
 - 60% paid by NCAA via reduced distributions and efficiencies
 - 40% split 60 non-autonomy/40 Power 5



Future Model

1. Rosters and scholarships
2. Revenue Sharing (\$20.5M cap with 4% escalator)
3. NIL



Values-Driven Approach

Uniquely JMU

- Protecting opportunities and continuing to strive for broad-based success
- Maintaining positive culture and not fostering resentment within department

Securing Future Success

- All programs staying at least the same, but others stepping forward, faster
- Recruiting and retaining the best student-athletes while providing a best-in-class experience

Compliant

- State law
- Cox Bill
- Title IX



House Limits and Title IX

Roster Limits

- Part I participation: Prong I substantial proportionality

*Chart



	2024-25 Participation #'s	House Roster Limits	2025-26 Participation #'s	2026-27 Participation #'s
Baseball	40	34	34	34
Football	119	105	105	105
Men's Basketball	17	15	15	15
Men's Golf	9	9	9	9
Men's Soccer	36	28	28	28
Men's Tennis	8	10	10	10
	229	201	201	201
Women's Basketball	16	15	15	15
Field Hockey	24	27	25	24
Women's Golf	8	9	8	8
Lacrosse	35	38	37	35
Women's Soccer	36	28	27	27
Softball	24	25	25	25
Swimming/Diving	27	30	28	26
Women's Tennis	10	10	8	8
Cross Country	21	17	15	15
Track/Indoor	45	45	40	40
Track/Outdoor	45	45	40	40
Volleyball	16	18	15	16
	307	307	283	279

			Athlete participation	
2024-25 Student Enrollment	19776		536	508
female	11140	56.33%	57.28%	60.43%
male	8577	43.37%	42.72%	39.57%
other	13			
unknown	46			



Financial Aid

Definition

- Tuition, room and board, books, and cost of attendance
- Academic awards (Alston)

Title IX Proportionality

- Must be within 1-2% of unduplicated participation rate (52%)

All programs maintaining at least current scholarship funding using two-plus-year averages

- Manage by reallocating per-participant operating savings
- Strategic investment areas



"Scholarship Enhancement" via Revenue Sharing

- Benchmarking against peers
 - "Floor" versus "Ceiling"
- Allocation? (approx. 52/48 vs. 75 FB/15 MBB/5 WBB/5 Olympic)
 - Using \$2M target:
 - \$1,020,000 F -- \$980,000 M; OR
 - 75% = \$1,500,000
 - 15% = \$300,000
 - 5% = \$100,000
 - 5% = \$100,000
- General Manager function to complement "cap" administration
- In exchange for revenue-generating activities
 - Ambassadors



NIL and Honors I, our Unified Approach

- JMU Dukes Exchange
- Access to student-athlete licensing
- Education to assist efforts
- Leveraging learnings and mindset



What to Expect

- More lawsuits? New classes being formed?
- Federal solution?
 - NIL law to standardize NIL rules
 - Help regulate transferring
 - Antitrust protection and ban on student-athlete employment status

Test-Optional Admission

Melinda Wood
Vice President, Enrollment Management



BOARD OF VISITORS



Role of Standardized Test Scores

- Academic success in the first semester/first year of college
- Higher test scores linked to higher college GPAs
- Enable rural students to stand out when access to AP, IB, and Dual Enrollment courses are limited
- Identify top applicants at the most selective institutions (*Ivy Plus*)

Test Required, Sample List



Institutions	Applicants	Accept Rate	SAT	ACT
California Institute of Technology	16626	2.69%	—	—
Harvard College	56937	3.45%	1500–1580	34–36
Stanford University	53733	3.91%	1500–1560	34–35
Massachusetts Institute of Technology	33767	3.96%	1520–1570	35–36
Yale University	51804	4.50%	1500–1560	33–35
Brown University	51316	5.23%	1510–1560	34–35
Dartmouth College	28841	6.23%	—	—
Johns Hopkins University	38294	6.28%	1530–1560	34–35
Cornell University	67846	7.90%	1480–1550	33–35
United States Naval Academy	14727	9.36%	—	—
Carnegie Mellon University	33707	11.40%	1500–1570	34–35
United States Military Academy	12559	11.95%	1230–1430	27–33
Georgetown University	25485	13.08%	1390–1530	32–34
United States Air Force Academy	8353	16.23%	1320–1470	28–33

Institutions	Applicants	Accept Rate	SAT	ACT
Georgia Institute of Technology	52377	16.46%	1330–1510	28–34
University of Miami	48286	18.51%	1340–1450	30–33
University of Florida	64473	23.35%	1320–1470	28–33
Florida State University	74038	25.38%	1250–1380	27–31
University of Texas—Austin	66109	29.12%	—	—
University of Georgia	43416	37.19%	1230–1410	27–32
University of South Florida	65187	40.96%	1240–1330	24–29
University of Tennessee	50488	45.99%	1190–1340	25–31
Purdue University	72800	50.28%	1210–1450	27–34
University of Dallas	4307	58.70%	1190–1390	24–31
Gallaudet University	425	60.94%	770–890	14–18
Florida Institute of Technology	15205	62.53%	1120–1310	23–28
Thomas Aquinas College	262	84.73%	1210–1400	27–32
University of Memphis	15627	93.38%	930–1180	17–24

JMU: Applications: 44,072

Admit Rate: 65% (Estimated)

SAT Mid Range: 1210 – 1370

ACT Mid Range: 26-31



Advantages of Test Required Admission

- Identify students at risk in the first year
 - Stable retention and graduation rates
 - Consistent academic performance in the first semester/year
- Declining student readiness accelerated by COVID-19

Source: National Assessment of Educational Progress; Georgetown University, "Are 'Gen P' students prepared for college?"; EAB White Paper "Recruiting Gen P"



Disadvantages of Test Required Admission

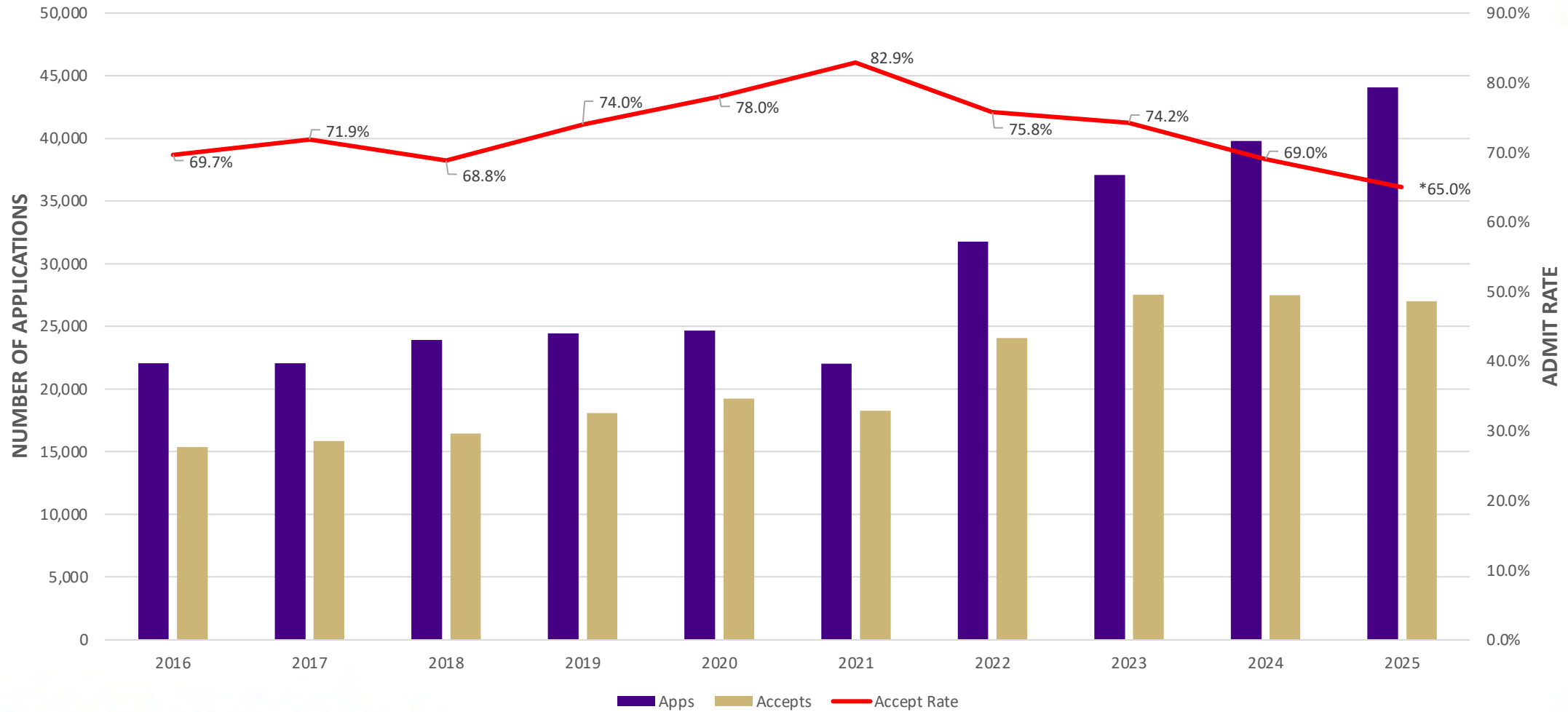
- Test scores NOT a primary factor: Admissions prioritize core courses, rigor of curriculum, and grade trend.
- Strong retention and graduation rates: test-optional policy shows no negative impact on persistence rates.
- Virginia Public Institutions are test-optional. Requiring test scores will reduce applications. (*8,000 – 12,000 fewer applications, estimated*)
- Virginia Tech Test-Optional until 2028.

Competitors & Admission Test Policy



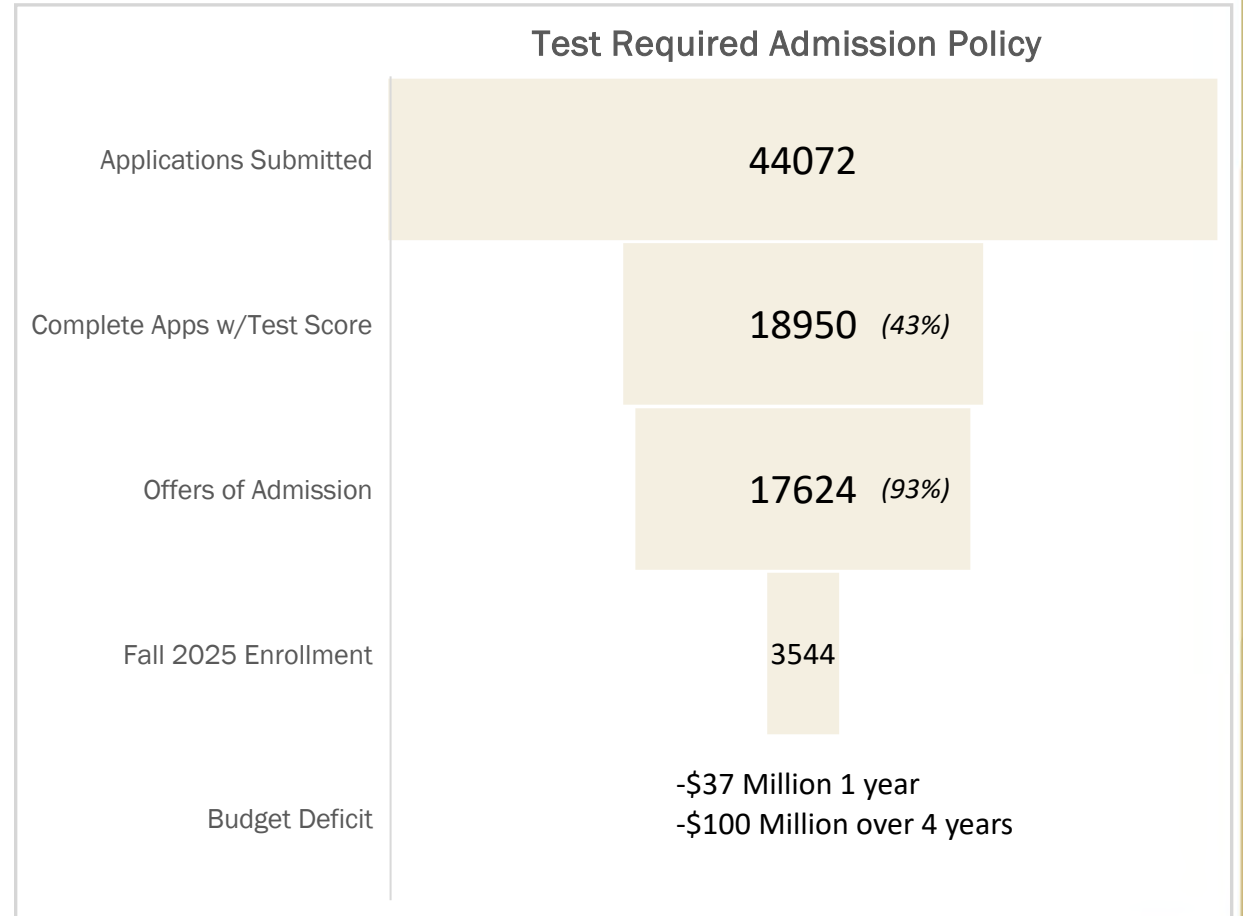
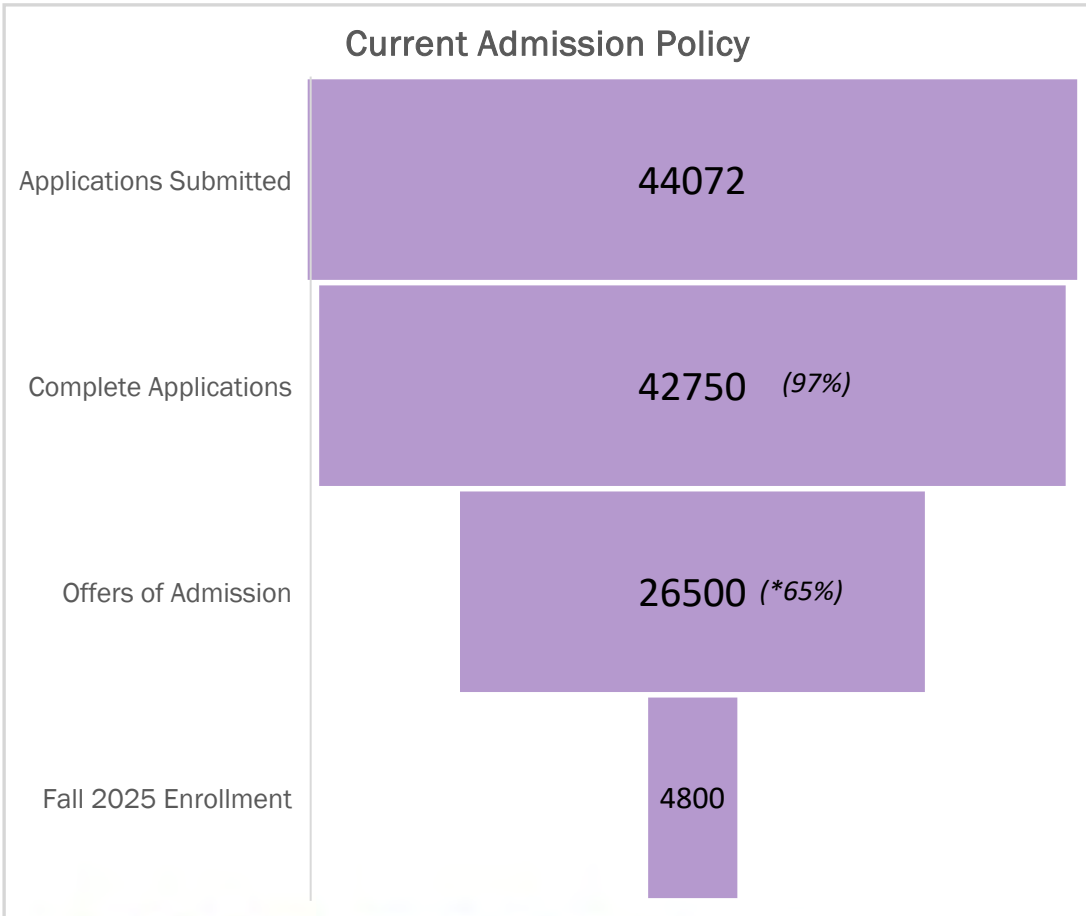
JMU Competitors	Institutions	Test Optional	Test Required
Cross Application Institutions	VA Tech, UVA, GMU, VCU, Penn State, CNU, Delaware, William & Mary, ODU, Radford, Longwood, Mary Washington, UNC, App State, Elon, Maryland, Rutgers, UNC-W, UNC-C, Towson, & Univ. of Richmond	21	0
Peer Institutions	Univ. Miami-Ohio, ISU, Univ. Oregon, Rhode Island, Towson, Grand Valley, Western Washington, California Polytechnic State-San Luis Obispo, West Chester Univ. of Pennsylvania	9	0
Virginia Public & Private Institutions	39 Institutions	38	1
R2 Institutions	131 Institutions	123	8
Common Application	1101 Institutions	1046	55

Application & Admit Rate Trends





Fall 2025 Test Required Scenario



Source: According to the Common Application, nationally, 43% of applicants submitted an SAT or ACT score for admission in fall 2023.

Questions



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