

# James Madison University Six-Year Institutional Plan Part II.

## A. Institutional Mission

In 2012, James Madison University began a sweeping study to chart our future toward 2020. The result, introduced in January 2014, was The Madison Plan: A product of the work and input of hundreds of faculty, staff, students, alumni and community leaders.

The plan affirmed our existing mission statement – *We are a community committed to preparing students to be educated and enlightened citizens who lead productive and meaningful lives* – and introduced a brand new vision statement in support of that mission – *To be the national model for the engaged university: engaged with ideas and the world.*

Additionally, six core values were identified as guides for the work mapped out in The Madison Plan: Academic Quality, Community, Diversity, Excellence, Integrity and Student Focus.

In aligning mission, vision, values, core qualities, goals and objectives, The Madison Plan provides the framework for JMU's continued role as a higher education leader in service to the Commonwealth and its citizens. We expect The Madison Plan to carry us through 2020 and therefore do not expect any changes to our mission in the foreseeable future.

## B. Six-Year Plan Strategies Narrative

The numbering of strategies in this section corresponds to the Financial Plan Strategies spreadsheet.

1. **Annualization of 2015-16 Salary Costs.** The salary increases for instructional faculty, administrative and professional faculty, and classified positions were effective on August 10, 2015, or for twenty pay periods in FY 2015-16, which leaves the annualization cost of four pay periods in FY 2016-17.
  - FY 2016-17 \$1,372,482
  - FY 2017-18 \$1,372,482
2. **Fringe Benefit Costs.** FY 2016-17 fringe benefit rate changes include Group Life Insurance of .12%, Retiree Health Care Credit of .13% and Virginia Retirement decrease of .73%.
  - FY 2016-17 \$(154,187)
  - FY 2017-18 \$(154,187)
3. **Medical Insurance Cost Increase.** Medical insurance costs increased 8.0% during the FY 2014-16 biennium. An estimated increase of 8.7% is assumed annually in both years of the 2016-18 biennium.
  - FY 2016-17 \$2,289,900
  - FY 2017-18 \$4,866,636
4. **Utility Cost Increase.** Based on current facility occupancy, usage and energy price increase estimates, JMU will require additional funding for utilities. However, due to enhanced building metering, there is an estimated \$235,805 in savings shown in the reallocation section. The average utility increase is estimated at approximately 4.1% in FY 2017-18.
  - FY 2016-17 \$0
  - FY 2017-18 \$436,952
5. **Operation and Maintenance - New Facilities.** The new Health and Behavioral Studies academic building is scheduled to open July 2016. This new facility will entail 150,000 gross square feet of academic, laboratory, classroom, faculty office and administrative spaces. The projected annual

operation and maintenance costs are expected to be \$1,868,733 in FY 2016-17 and \$1,868,733 in FY 2017-18. The Madison Hall renovation is projected to be completed by January 2017. The university purchased the facility in 2015, and this facility has been vacant since 2010 when the Rockingham Memorial Hospital occupants moved locations; as a result, there have never been permanent operating funds for the facility. The estimated cost of operations and maintenance for six months is \$205,646 in FY 2016-17 and \$411,292 in FY 2017-18 for twelve months.

- FY 2016-17 16.00 FTE, \$710,713 salary + benefits, \$1,363,666 operating costs
  - Total cost \$2,074,379
- FY 2017-18 16.00 FTE, \$777,575 salary + benefits, \$1,502,450 operating costs
  - Total cost \$2,280,025

**6. Provide Institutional Instructional Faculty Salary Increase.** Faculty and staff compensation continues to be a challenge for the university and represents one of our most important areas of emphasis in the near term. A Compensation Advisory Council was established to provide compensation-related advice to senior leadership due to the importance and priority of the issue for university administration and employees. The council has been investigating and providing pertinent ideas and recommendations regarding the university's total compensation issues and will continue to focus on innovative solutions. This strategy provides a 2% merit-based instructional faculty salary increase in 2017-18.

- FY 2016-17 \$0 salary + benefits
- FY 2017-18 \$2,107,661 salary + benefits

**7. Provide Institutional Administrative and Professional Faculty Salary Increase.** Faculty and staff compensation continues to be a challenge for the university and represents one of our most important areas of emphasis in the near term. A Compensation Advisory Council was established to provide compensation-related advice to senior leadership due to the importance and priority of the issue for university administration and employees. The council has been investigating and providing pertinent ideas and recommendations regarding the university's total compensation issues and will continue to focus on innovative solutions. This strategy provides a 2% across-the-board increase for administrative and professional faculty in 2017-18.

- FY 2016-17 \$0 salary + benefits
- FY 2017-18 \$586,698 salary + benefits

**8. Provide Classified Bonus.** Faculty and staff compensation continues to be a challenge for the university and represents one of our most important areas of emphasis in the near term. A Compensation Advisory Council was established to provide compensation-related advice to senior leadership due to the importance and priority of the issue for university administration and employees. The council has been investigating and providing pertinent ideas and recommendations regarding the university's total compensation issues and will continue to focus on innovative solutions. This strategy provides a 2% bonus for classified staff in 2017-18.

- FY 2016-17 \$0 salary + benefits
- FY 2017-18 \$818,783 salary + benefits

**9. Increase Number of Full-time Faculty to Address Enrollment Growth and Continuing Operations.** We plan to provide faculty and operating resources based on the university's current student to faculty ratio of 16 to 1, which will address the university's projected annual full-time-equivalent (FTE) student enrollment increases of 142 in FY 2016-17 and 104 in FY 2017-18 for a biennial total of 246.

- FY 2016-17 17.44 FTE, \$1,579,221 salary + benefits + \$79,600 operating costs
  - Total cost \$1,658,821
- FY 2017-18 24.44 FTE, \$2,334,381 salary + benefits + \$184,600 operating costs
  - Total cost \$2,518,981

**10. Increase Number of Support Staff to Address Enrollment Growth and Continuing Operations.** We plan to provide staff and operating resources based on a student to staff ratio of 18 to 1, which will address the university's projected annual full-time-equivalent (FTE) student enrollment increases of 142 in FY 2016-17 and 104 in FY 2017-18 for a biennial total of 246. Areas of resource allocation in FY 2016-17 include student engagement opportunities, academic quality, student success and safety, and faculty/staff success.

- FY 2016-17 20.00 FTE, \$1,417,812 salary + benefits + \$119,769 operating costs
  - Total cost \$1,537,581
- FY 2017-18 26.00 FTE, \$1,932,258 salary + benefits + \$179,769 operating costs
  - Total cost \$2,112,027

**11. Additional Undergraduate Student Financial Aid.** In 2013-14, the university met an average of 32% of remaining need for those with EFC up to \$9,500 (2,076 students). For 2014-15, the university continued to meet an average 32% of remaining need for those with EFC up to \$9,500 (approximately 2,138 students). For 2015-16, the university continues to meet an average of 32% of remaining need for those with an EFC up to \$9,500 (approximately 2,158 students). Future strategies include the investigation of new programs to assist in the matriculation of low income students and to provide additional support for middle income students. In order to reach more of the unmet need, the university will rely on a combination of state general fund support, institutional support and private dollars.

- FY 2016-17 \$801,708
- FY 2017-18 \$1,561,689

**12. Additional Graduate Student Financial Aid.** Our goal is to provide additional access for graduate students through increased financial assistance in both years of the 2016-18 biennium.

- FY 2016-17 \$395,266
- FY 2017-18 \$511,366

**13. Library Enhancement.** The university plans continued expansion of the library learning commons services, information literacy instruction, assessment, instructional technology, and enhancements for scholarly content discovery and delivery. Funding includes librarians, librarian liaisons, instructional technologist and additional licenses and subscriptions.

- FY 2016-17 1.25 FTE, \$59,349 salary + benefits, \$422,652 operating costs
  - Total cost \$482,001
- FY 2017-18 12.25 FTE, \$849,486 salary + benefits, \$894,537 operating costs
  - Total cost \$1,744,023

Items 14-31 represent the university's Academic Affairs strategies.

**14. Create an Office of Civic Engagement.** Establish an office to promote and coordinate civic engagement activities of students, faculty and staff that advances the education and continuing contributions of educated and enlightened citizens. Civic engagement is a pivotal element of JMU's vision to be the national model of the engaged university. The foundation of this initiative lies in the legacy of James Madison and its application to citizenship in the 21<sup>st</sup> century. The office will be combined with other existing programs at the university to form the Madison Center.

- FY 2016-17 2.00 FTE, \$194,523 salary + benefits, \$15,000 operating costs
  - Total cost \$209,523
- FY 2017-18 4.00 FTE, \$395,663 salary + benefits, \$25,000 operating costs
  - Total cost \$420,663

**15. Develop an Honors College.** Pursue the conversion of the existing Honors Program into a stand-alone college, which will allow additional programming and opportunities for more students.

- FY 2016-17 1.00 FTE \$85,590 salary + benefits, \$25,000 operating costs
  - Total cost \$110,590

- FY 2017-18 5.00 FTE \$472,850 salary + benefits, \$45,000 operating costs
  - Total cost \$517,850

**16. Develop New Interdisciplinary Academic Programs Responsive to Commonwealth's Needs.**

Investigate the initiation of additional academic programs, including professional science, engineering design (in collaboration with industrial design), environmental policy, digital humanities, environmental science, transportation, big data analytics, manufacturing and quality assurance, community resilience, international stabilization and recovery, and health informatics. Consider JMU-based programs and collaborations with other Virginia universities. Leverage existing course offerings in STEM/H for application across the institution.

- FY 2016-17 0.00 FTE \$0 salary + benefits, \$0 operating costs
  - Total cost \$0
- FY 2017-18 4.00 FTE \$411,456 salary + benefits, \$120,000 operating costs
  - Total cost \$531,456

**17. Establish a Culture of Innovation.** Develop a culture of innovation, creativity, collaboration and entrepreneurship that is pervasive across campus. Create spaces for students to engage, interact and prototype ideas, and promote the culture of innovation.

- FY 2016-17 0.00 FTE \$0 salary + benefits, \$0 operating costs
  - Total cost \$0
- FY 2017-18 0.72 FTE \$16,148 salary + benefits, \$123,852 operating costs
  - Total cost \$140,000

**18. Increase Support for At-Risk Students.** Expand learning strategies instruction and disability liaison relationships. Support faculty in increasing the academic performance of targeted at-risk students, particularly in key foundational courses and STEM/H fields.

- FY 2016-17 0.00 FTE \$0 salary + benefits, \$0 operating costs
  - Total cost \$0
- FY 2017-18 2.25 FTE \$164,878 salary + benefits, \$20,814 operating costs
  - Total cost \$185,692

**19. Ensure Technology Accessibility.** Expand institutional capacity to support electronic and video-based course materials that ensure accessibility for those who have disabilities. Provide for production of a variety of accessible media and increased support to faculty in developing accessible course content.

- FY 2016-17 0.00 FTE \$0 salary + benefits, \$0 operating costs
  - Total cost \$0
- FY 2017-18 1.00 FTE \$78,674 salary + benefits, \$5,000 operating costs
  - Total cost \$83,674

**20. Expand Existing Research to Build a Regional Innovation and Entrepreneur Ecosystem.** Expand current faculty research collaborations, both internally and externally, with partner institutions and companies in strategic areas including biotechnology, alternative energy, STEM education, cyber security and cyber intelligence/analysis. Recruit, retain and develop faculty through increased collaborative research opportunities for faculty and students. Leverage 4-VA partnerships to enhance research opportunities. Support faculty to increase research and technology development in these areas through release time and administrative support, and continue to build technology transfer. Promote opportunities for faculty to create innovative courses among institutions and disciplines.

- FY 2016-17 0.00 FTE \$0 salary + benefits, \$0 operating costs
  - Total cost \$0
- FY 2017-18 6.90 FTE \$301,288 salary + benefits, \$263,380 operating costs
  - Total cost \$564,668

**21. Expand and Support Engaged Learning and Increase High Impact Course Design Programs.**

Increase new and existing course design program offerings to all faculty, especially cross-institutional

cohorts organized around common objectives, courses, learning outcomes and delivery strategies. Establish a course design academic unit liaison cohort to foster direct access and discipline-specific course design methods, strengthen networks and foster opportunities for research. Expand the Learning Improvement by Design (LID) program to work with academic units in identifying specific student learning objectives for learning improvement through directed redesign efforts of assessment instruments, curricular structure and course design.

Strengthen support for innovative classroom design, development and use across campus. Build on existing programs that identify needs within colleges and academic units and determine common physical classrooms needs. Acquire supportive technologies such as a classroom experience/lecture capture system and options for storing and cataloging content. Develop dual-use spaces that support cross-institution sharing of STEM/H courses and support the innovation, collaboration, creativity and entrepreneurship of students and faculty.

- FY 2016-17 0.00 FTE 0 salary + benefits, \$0 operating costs
  - Total cost \$0
- FY 2017-18 0.00 FTE \$0 salary + benefits, \$120,000 operating costs
  - Total cost \$120,000

**22. Increase Community Partnerships and Engagement.** Seek opportunities for richer engagement with community partners that are mutually beneficial and reciprocal. Focus on the needs of local, state, regional and national audiences. Create partnerships and coordinate programs between the community and the university.

- FY 2016-17 0.00 FTE \$0 salary + benefits, \$0 operating costs
  - Total cost \$0
- FY 2017-18 2.00 FTE \$158,685 salary + benefits, \$10,000 operating costs
  - Total cost \$168,685

**23. Expand Study Abroad Programs and Access.** Create additional opportunities for more students to participate in study abroad experiences. The institution has set a target of having 33% of students participate in study abroad. Increase study abroad program locations in response to student requests and societal need.

- FY 2016-17 1.00 FTE \$108,910 salary + benefits, \$5,000 operating costs
  - Total cost \$113,910
  - Reallocation \$113,910
- FY 2017-18 5.00 FTE \$339,344 salary + benefits, \$25,000 operating costs
  - Total cost \$364,344
  - Reallocation \$113,910

**24. Develop a Student Research Center.** Establish a center for student research to facilitate scholarly opportunities for undergraduate and graduate students. Identify high impact learning practices to document how engagement in research enhances performance in entry-level positions and graduate school.

- FY 2016-17 0.00 FTE \$0 salary + benefits, \$0 operating costs
  - Total cost \$0
- FY 2017-18 3.00 FTE \$237,356 salary + benefits, \$67,312 operating costs
  - Total cost \$304,668

**25. Expand Curriculum-Based Peer Education.** Expand curriculum-based peer education programs to support courses with high Drop/Withdrawal/Fail rates through extended tutoring and supplemental instruction.

- FY 2016-17 0.00 FTE \$0 salary + benefits, \$0 operating costs
  - Total cost \$0
- FY 2017-18 3.24 FTE \$72,274 salary + benefits, \$10,416 operating costs

- Total cost \$82,690

**26. Demonstrate the Impact of Higher Education in the Commonwealth.** Expand the university's nationally recognized work on assessing student learning outcomes to include assessment of the value of higher education on a meaningful life. Leverage the assessment framework to measure student well-being and document the impact of college as a holistic experience.

- FY 2016-17 0.00 FTE \$0 salary + benefits, \$0 operating costs
  - Total cost \$0
- FY 2017-18 .25 FTE \$48,000 salary + benefits, \$180,000 operating costs
  - Total cost \$228,000

**27. Continue to Increase Access for Nontraditional Students.** Expand online offerings and flexible scheduling for adult learners and veterans. Explore opportunities for PK-12 students to have a college experience. Seek opportunities for richer engagement through partnerships with internal and external constituencies in the areas of credit and non-credit courses, PK-12 and Workforce Development. Continue to focus on the needs of local, state, regional and national audiences.

- FY 2016-17 0.00 FTE \$0 salary + benefits, \$0 operating costs
  - Total cost \$0
- FY 2017-18 1.00 FTE \$54,484 salary + benefits, \$5,000 operating costs
  - Total cost \$59,484

**28. Facilitate Degree Completion for Adult Degree Program (ADP) Online Learners.** Continue to implement an assessment plan that demonstrates expected student learning outcomes upon completion of ADP and R.N.-B.S.N. programs, ensuring that outcomes are similar regardless of delivery mode. Expand curricular opportunities within the ADP and expand outreach areas. Develop new graduate and undergraduate programs to meet the needs of regional employers and adult learners.

- FY 2016-17 0.00 FTE \$0 salary + benefits, \$0 operating costs
  - Total cost \$0
- FY 2017-18 1.00 FTE \$78,674 salary + benefits, \$5,000 operating costs
  - Total cost \$83,674

**29. Increase Academic Advising Support.** Provide additional support for advising resources to ensure timely completion of degree programs. Increase the number of academic advisers. Improve advising technology and development of more interactive web resources, including four-year academic plans.

- FY 2016-17 0.00 FTE \$0 salary + benefits, \$0 operating costs
  - Total cost \$0
- FY 2017-18 6.00 FTE \$514,372 salary + benefits, \$240,483 operating costs
  - Total cost \$754,855

**30. Advance Online Learning Opportunities and Expand Year-Round Offerings.** Improve coordination of online learning opportunities. Focus increased attention on summer school as a way of helping students stay on a four-year graduation plan.

- FY 2016-17 0.00 FTE \$0 salary + benefits, \$0 operating costs
  - Total cost \$0
- FY 2017-18 1.00 FTE \$52,076 salary + benefits, \$25,000 operating costs
  - Total cost \$77,076

**31. Expand Our Pipeline for Virginia K-12 Students.** Promote student competitions and collaborations that grow the culture, expand the interest and extend the recruitment value of JMU as the national model for the engaged university.

- FY 2016-17 0.00 FTE \$0 salary + benefits, \$0 operating costs
  - Total cost \$0
- FY 2017-18 0.00 FTE \$0 salary + benefits, \$70,000 operating costs

- Total cost \$70,000

**32. Operating Budget Reserve.** Reallocate the nongeneral fund costs originally associated with the state supported salary increase for instructional faculty, administrative & professional faculty, classified and wage staff to address future university strategies after the impact of a potential budget reduction is known.

- FY 2016-17 \$2,335,702
- FY 2017-18 \$3,484,687

**33. Efficiency and Effectiveness Reallocation.** To assist in the review of efficiency and effectiveness across campus, the university hired an independent firm to conduct a university-wide efficiency review of operations and processes. Results of the review include reports that administrative staffs are lean and, from a customer service perspective, are very effective; benchmarking and industry standards denote that JMU exceeds expectations in a number of areas. However, the university is constantly looking to improve services, and a few areas identified for possible improvement include procurement strategies across campus, organizational structure and motor pool operations.

- FY 2016-17 \$235,805 Reallocation
- FY 2017-18 \$535,805 Reallocation

## C. Financial Aid

James Madison University's definition of middle-income and low-income within the financial aid plan is as follows:

A. Low Income Students in 2015-16:

- Definition = Expected Family Contribution (EFC) of \$0 – \$5,198 (Pell Grant eligible students)
- Number of students receiving aid from institutional dollars = 715

B. Middle Income Students:

- Definition = Expected Family Contribution (EFC) of \$5,158 - \$9,500
- Number of students receiving aid from institutional dollars = 283

For 2015-16, the EFC cutoff for awarding Virginia Student Financial Assistance Program (VSFAP)/College Scholarship Assistance Program (CSAP) and university grants to on-time, in-state, undergraduate financial aid filers was \$9,500. This definition of middle class was used to award financial aid dollars to needy students. Our ultimate goal for the future is to increase the EFC cutoff that will be equal to or above one-half the Cost of Attendance. The \$9,500 EFC cutoff in 2015-16 equaled 39% of the full-time, in-state Cost of Attendance.

## E. Progress Report in Strategies in 2014 Plan

James Madison University has made focused progress toward the strategic priorities in the previous 2014 six year plan. While the university's general funds were reduced over the 2014-16 biennium, top priorities of the plan included compensation, operations of new facilities, enrollment growth staffing/operations and undergraduate financial assistance. Listed below are selected strategies that were included in the previous six year plan. Following each bulleted objective is a statement regarding JMU's progress toward accomplishing those objectives and an explanation of the incremental funding sources.

- **Academic Program Operations and Staffing.** In the fall of 2014, the institution implemented a \$50 per credit hour College of Business tuition differential. In the fall of 2015, the university implemented a \$90 credit hour tuition differential for courses in the School of Nursing. The use of differential tuition is part of the university's strategic efforts to continue to provide quality educational programs to all students. Differential tuition seeks to place the significantly greater cost of offering some programs on the students who, because of greater potential for immediate employment with higher than usual salaries, benefit from these programs.

### *Funding*

2014-15 Funding Sources: General Funds \$0, Nongeneral Funds \$2,706,456

2015-16 Funding Sources: General Funds \$0, Nongeneral Funds \$1,261,288

- **Instructional Faculty Compensation.** Faculty and staff compensation remain a top priority for the university administration and employees. While the uncertain state revenue outlook delayed the award of a faculty increase until December 2014, the university provided funding (13 pay periods) for a 2% faculty salary increase through nongeneral fund reallocations. With state support in 2015-16, the university provided an average of 3% salary increase for faculty dependent upon state revenues. The 2% was funded through state general funds/nongeneral funds and the additional 1% was funded through institutional reallocations.

### *Funding*

2014-15 Funding Sources: Nongeneral Funds Reallocation \$910,975

2015-16 Funding Sources: General Funds \$864,269, Nongeneral Funds \$1,445,156 and Nongeneral Funds Reallocation \$768,685

- **Classified and Administrative and Professional (A&P) Faculty Compensation.** Classified employees and A&P faculty compensation remains a top priority for the university administration. Due to the uncertain budget outlook and minimal new general funds in FY 2014-15, the university was unable to provide an across the board salary increase for classified employees and A&P Faculty. In FY 2015-16, with state assistance, the university provided a 2% salary increase for A&P faculty and classified employees, and classified compression funding for years of service and specific job roles depending upon state revenues.

### *Funding*

2014-15 Funding Sources: General Funds \$0, Nongeneral Funds \$0

2015-16 Funding Sources: General Funds \$591,240, Nongeneral Funds \$1,045,670

- **Virginia Retirement and Medical Insurance Increases.** The Virginia Retirement cost increased from 8.76% in FY 2013-14 to 14.22% in FY 2015-16 or 62% for those employees in this retirement category over the biennium. The university's weighted average medical cost per employee increased from \$10,800 in FY 2013-14 to \$11,670 in FY 2015-16 or 8.0% over the biennium.

### *Funding*

2014-15 Funding Sources: General Funds \$1,558,418, Nongeneral Funds \$1,998,656

2015-16 Funding Sources: General Funds \$814,302, Nongeneral Funds \$1,221,454

- **Enrollment Growth (faculty and staff positions).** In 2014-15, the university provided \$1,062,572 and 7.47 full time equivalent (FTE) instructional faculty positions, as well as additional part-time funding needs associated with new federal regulations and benefits. In 2015-16 the university budgeted \$3,013,351 for 30.0 FTE instructional faculty positions to address the actual fall 2015 student increase over budget for FY 2014-15 and to accommodate increased enrollment projections for FY 2015-16. In 2015-16, \$1,618,828 was budgeted for additional 17.00 FTE staff and operations. These funds are primarily directed to positions for academic departments – especially lab and operations support, student counseling services, access and enrollment, university engagement, work control operations, and human resources.

**Funding**

2014-15 Funding Sources: General Funds \$1,062,572 – Salary + benefits + operating costs

2015-16 Funding Sources: General Funds \$1,740,552 Nongeneral Funds \$2,791,627– Salary + benefits + operating costs

- **Library Enhancement.** In 2014-15, the university provided an additional \$150,000 to the library for contractual obligations and materials costs. In FY 2015-16, the library was budgeted an additional \$150,000 for materials costs and \$396,314 in positions and operating needs to support instruction and student learning. The Libraries and the Center for Instructional Technology have developed a six year plan to address the following needs: expansion of the digital and physical collection; the establishment of a digital hub for teaching, learning and scholarship; the expansion of high quality video conferencing and lecture capture in campus classrooms; hiring additional liaison librarians; and partnering with other colleges and departments to develop online, blended or hybrid distance programs.

**Funding**

2014-15 Funding Sources: General Funds \$137,428, Nongeneral Funds \$12,572

2015-16 Funding Source: General Funds \$0, Nongeneral Funds \$546,314

- **Increased Guaranteed Admission Agreements.** In 2014-15, the university completed the establishment of Guaranteed Admission Agreements with all Virginia Community Colleges and Richard Bland College. In addition, the university placed three transfer advisers at select VCCS campuses. As a result, JMU has seen an increase in the number of transfer students applying from VCCS schools (from 67% of transfer applicants in 2013 to 69% in 2014). For fall 2015, transfers from VCCS schools represent 71% of all admitted transfers. Numbers of transfers from VCCS schools are the highest from those in the areas with JMU transfer advisers.

**Funding**

2014-15 Funding Sources: General Funds \$0, Nongeneral Funds \$0

2015-16 Funding Sources: General Funds \$0, Nongeneral Funds \$0

- **Increased Collaboration with 4-VA Institutions.** The university designed two pilot programs to share with other 4-VA schools. The Unmanned Aerial Vehicle (UAV) course centered around a partnership with NOVA-Labs engineers and taught undergraduates how to design and build UAV quad-copters. The Interdisciplinary Medical Innovations class, which involved faculty and students from nursing, biology and engineering, has attracted a partnership with UVA’s Biomedical Engineering program that promises to give JMU access to UVA’s medical research resources. Lead faculty from both projects have already received national recognition and have presented on their work at national-level conferences. During the spring of 2015, eight courses were hosted or received in our existing TelePresence classrooms.  
Collaborative research continues to be a flagship of the 4-VA program, with 32 active research projects. Big data and educational researchers from all 4-VA institutions, led by JMU, published a comprehensive report on the longitudinal impact of public pre-K programs in Virginia using Virginia’s Longitudinal Database system. Collaborations between researchers from UVA and JMU resulted in published research on the impact of BPA (plastic) on genetic RNA.

### ***Funding***

2014-15 Funding Sources: General Funds \$0, Nongeneral Funds \$0

2015-16 Funding Sources: General Funds \$0, Nongeneral Funds \$0

- **Operation and Maintenance for New Facilities, Utilities and Debt Service.** Funding in the amount of \$2,611,822 was provided in 2014-15 for new facilities and debt service. Six months of operations costs were utilized for Duke Hall after its renovation/expansion was completed, and an additional eight months of costs were utilized for the Student Success Center (formerly Rockingham Memorial Hospital West Tower) when it opened. Additional facilities funding included Lakeview and debt service for the approved construction of the University Facilities Annex building. A total of 18.0 positions were allocated to meet facility and operations needs of the opening of the new buildings.

### ***Funding***

2014-15 Funding Sources: General Funds \$0, Nongeneral Funds \$2,768,845

2015-16 Funding Sources: General Funds \$0, Nongeneral Funds \$353,781

- **Additional Undergraduate Student Financial Aid** - \$1,072,491 in additional undergraduate student financial aid was provided in 2014-15. An additional increase of \$1,033,212 was budgeted in 2015-16. The university continues to review funding strategies to increase our grant eligibility threshold to include more middle income students. For 2015-16, the university continued to meet an average 32% of remaining need for those with EFC up to \$9,500.

### ***Funding***

2014-15 Funding Sources: General Funds \$0, Nongeneral Funds \$1,072,491

2015-16 Funding Sources: General Funds \$100,000, Nongeneral Funds \$933,212

## **F. Capital Outlay**

The following capital outlay projects have been approved and are either in construction or planning phases.

### ***Education & General Projects***

- **Health Sciences Project (#17997)** – Through state funding support, the university constructed a new Health and Behavioral Studies building on the site of the East Tower of the former Rockingham Memorial Hospital. This new facility entails 150,000 gross square feet of academic, laboratory, classroom, faculty office and administrative space. Substantial completion will be June 2016 with operation and maintenance costs beginning July of FY 2016-17.
  - Operation and Maintenance Costs – The total estimated education and general costs for maintenance personnel, utilities and equipment have been considered. The costs are included within the university’s six-year financial plan expenditure projections.
- **Renovate Madison Hall Project (# 18085)** – This project includes the renovation of the last building of the Rockingham Memorial Hospital, which was purchased in 2005. This facility has been vacant since 2010 when the RMH occupants vacated the facility. Approximately 81,177 gross square feet will be utilized for faculty and staff offices, meeting rooms, small scale academic spaces and additional mixed uses. Estimated completion is projected to be January of 2017.
  - Operation and Maintenance Costs – The total estimated education and general cost for maintenance personnel, utilities and equipment have been considered. The costs are included within the university’s six-year financial plan expenditure projections.

### ***Auxiliary Enterprise Projects***

- **Dining Hall Project (#18143)** – This project includes the design and construction of a new 115,985 gross square feet dining facility, including site work and infrastructure. The new building will replace the existing dining facility, Gibbons Hall, which is well beyond its 50-year old useful life and is limited in functionality due to its current configuration. The new facility will provide an additional 990 seats for residential dining and retail/banquet space.
  - Debt Service – The estimated debt service costs have been considered and are included within the university’s six-year plan auxiliary expenditure projections.
- **Convocation Center Project (#17963)** – This project includes the construction of a new convocation center to replace the current facility, which was originally built in the late 1970’s as a physical education and recreation facility; it lacks occupant capacity space, modern heating, ventilation, air conditioning and full handicap accessibility. Modernization is not an option due to structural, architectural and infrastructure limitations. The new facility will provide a sports and event venue that includes general seating for 8,500, suites, multipurpose rooms, concessions, merchandising and capacity for graduation and special events. The facility will also provide classroom and academic space for kinesiology, athletic training, and sport and recreation management. The current starting date for construction has not been determined.
  - Debt Service – The estimated debt service costs have been considered and are included within the university’s six-year plan auxiliary expenditure projections.

The following projects are included in the university’s six-year capital outlay plan and are top priorities for the university:

### ***Education & General Projects***

- **College of Business** – This project includes the design and construction to support the College of Business. The College of Business has outgrown the current capacity of its current building, Zane Showker Hall. In keeping with the university’s goal to provide innovative programs responsive to societal needs, the university has experienced growth in demand for business education—as both a major and minor—and specialized majors. The new building will be able to accommodate the College of Business’s academic and co-curricular programs, as well as professional development activities for business students, in one location.
  - Operation and Maintenance Costs – The total estimated education and general costs for maintenance personnel, utilities and equipment have been considered. The costs are included within the university’s six-year capital outlay plan.
- **Carrier Library Renovation and Expansion** – In support of the academic mission of the university, it is necessary to provide adequate library facilities. This renovation and expansion project includes the design and construction of 173,445 gross square feet of additional library space. As a part of the university’s master plan, it was concluded by a third party that our current library facilities are inadequate to serve current and future user populations. The current configuration of the Carrier Library building does not lend itself to efficient operations as the result of a lack of student study space, inadequate collection capacity, limited technology instructional space and outdated infrastructure needs.
  - Operation and Maintenance Costs – The total estimated education and general costs for maintenance personnel, utilities and equipment have been considered. The costs are included within the university’s six-year capital outlay plan.

## **G. Restructuring**

i. List of items for clarification under existing Level II authority

In fiscal year 2016, James Madison University was classified as a Level II institution and there were no specific items that needed clarification under this delegated authority. The flexibility offered by the Level II/III operational autonomy allowed the university and higher education institutions the opportunity to be more efficient and effective.

ii. List areas of interested additional authority

The planned outcomes received by the Level II delegated authority in the areas of procurement and information technology have significantly benefited the university and we anticipate additional benefits in efficiency and effectiveness achieved in the areas of Capital Outlay and Finance as well. Effective July 1, 2016, the university will be participating in the level 2.5 Higher Education Decentralization Pilot with George Mason University. The specific details of the pilot program will be initiated in fiscal year 2017.