

Six-Year Plans - Part I (2017): 2018-20 through 2022-24

Due: July 1, 2017

Institution:

Institution UNITID:

Individual responsible for plan

Name:

Email address:

Telephone number:

Six-Year Plans - Part I (2017): 2018-20 through 2022-24
James Madison University

ACADEMIC AND FINANCIAL PLAN

Instructions: In the column entitled "Academic and Support Service Strategies for Six-Year Period (2018-2024)," please provide titles to identify strategies (for the three biennia of this six-year period) associated with goals in the Virginia Plan. *Please use this title to identify a more detailed description of the strategy in the separate Word document (Part II - Narrative).*

Priority Ranking	ACADEMIC AND SUPPORT SERVICE STRATEGIES FOR SIX-YEAR PERIOD (2018-2024)								Narrative	Narrative
	Biennium 2018-2020 (7/1/18-6/30/20)									
	Strategies (Short Title)	VP Goal	Cost: Incremental, Savings, Reallocation				Information for 2018-19 and/or for Biennium 2020-2022 (7/1/20-6/30/22)	Information for 2019-20 and/or for Biennium 2022-2024 (7/1/22-6/30/24)		
			2018-2019		2019-2020					
Total Amount			Amount From Tuition Revenue	Total Amount	Amount From Tuition Revenue					
8	Additional Undergraduate Student Financial Aid (See Details Below in Financial Section)	1.4	Incremental:	\$0	\$0	\$0	\$0	Continue to provide affordable access through undergraduate student financial aid.	Continue to provide affordable access through undergraduate student financial aid.	
			Savings:	\$0	\$0	\$0	\$0			
			Reallocation:	\$0	\$0	\$0	\$0			
9	Expand Cyber Security Program	4.1	Incremental:	\$290,959	\$151,299	\$290,959	\$151,299	Offer an online cyber intelligence program with interdisciplinary analytical courses focusing on cyber intelligence, which involves tactical and strategic analysis of cyber security threats and adversaries to support proactive decision making. In the absence of general funds, this strategy will be scaled back to accommodate higher priorities.	Expand online offerings of the cyber intelligence program. In the absence of general funds, this strategy will be scaled back to accommodate higher priorities.	
			Savings:	\$0	\$0	\$0	\$0			
			Reallocation:	\$0	\$0	\$0	\$0			
10	Connect Student Resources	2.2	Incremental:	\$230,323	\$119,768	\$230,323	\$119,768	Provide a continuum of academic and support resources to students who are having academic difficulty, with a focus on at-risk first year students. In the absence of general funds, this strategy will be scaled back to accommodate higher priorities.	Continue the partnership of academic and support resources to students who are having academic difficulty, with a focus on at-risk first year students. In the absence of general funds, this strategy will be scaled back to accommodate higher priorities.	
			Savings:	\$0	\$0	\$0	\$0			
			Reallocation:	\$0	\$0	\$0	\$0			
11	Launch the Madison Center	2.1	Incremental:	\$75,425	\$39,221	\$75,425	\$39,221	Launch the James Madison Center for Civic Engagement as a high profile organizational unit that provides primary leadership for and coordination of activities advancing JMU's vision of civic engagement. In the absence of general funds, this strategy will be scaled back to accommodate higher priorities.	Promote the Center's presence and functions both internally and externally, and begin implementation of a strategic plan. In the absence of general funds, this strategy will be scaled back to accommodate higher priorities.	
			Savings:	\$0	\$0	\$0	\$0			
			Reallocation:	\$0	\$0	\$0	\$0			
12	Support the Honors College	2.2	Incremental:	\$1,042,280	\$541,986	\$1,042,280	\$541,986	Sustain the Honors College to help increase JMU's national visibility in the area of honors education and heighten the university's overall distinction and prestige. In the absence of general funds, this strategy will be scaled back to accommodate higher priorities.	Support the Honors College as it continues to grow in size, academic options and functional complexity. In the absence of general funds, this strategy will be scaled back to accommodate higher priorities.	
			Savings:	\$0	\$0	\$0	\$0			
			Reallocation:	\$0	\$0	\$0	\$0			
14	Increase Advising Resources	2.2	Incremental:	\$499,429	\$259,703	\$650,304	\$338,158	Provide additional support for advising resources to ensure timely completion of degree programs with increased advisers, improved advising technology and development of more interactive web resources. In the absence of general funds, this strategy will be scaled back to accommodate higher priorities.	Continue to support advising efforts and to improve coordination, quality, accessibility and assessment of online learning offerings. In the absence of general funds, this strategy will be scaled back to accommodate higher priorities.	
			Savings:	\$0	\$0	\$0	\$0			
			Reallocation:	\$0	\$0	\$0	\$0			
15	Create Interdisciplinary/Interprofessional Programs	3.2	Incremental:	\$196,300	\$102,076	\$196,300	\$102,076	Offer innovative interdisciplinary and interprofessional programs through jointly created course work and experiences that enable JMU students' effectiveness in various roles within the health and health care ecosystem. In the absence of general funds, this strategy will be scaled back to accommodate higher priorities.	Expand interprofessional programming from within colleges to cross-college teams with foci such as biomedical services and big data/health informatics. In the absence of general funds, this strategy will be scaled back to accommodate higher priorities.	
			Savings:	\$0	\$0	\$0	\$0			
			Reallocation:	\$0	\$0	\$0	\$0			
16	Emphasize innovation, creativity, collaboration and entrepreneurship	3.2	Incremental:	\$784,178	\$407,739	\$1,024,453	\$532,682	Develop a culture of innovation, creativity, collaboration and entrepreneurship that is pervasive across campus through spaces for students to engage, interact and prototype ideas. In the absence of general funds, this strategy will be scaled back to accommodate higher priorities.	Develop and implement a marketing strategy to raise awareness of ICCE opportunities for student and faculty engagement. In the absence of general funds, this strategy will be scaled back to accommodate higher priorities.	
			Savings:	\$0	\$0	\$0	\$0			
			Reallocation:	\$0	\$0	\$0	\$0			
17	Increase Degree Completion	2.4	Incremental:	\$0	\$0	\$385,221	\$200,315	Increase access, student success and degree completion through expanded online offerings and flexible scheduling for nontraditional students, adult learners and veterans through partnerships with internal and external constituencies for credit and non-credit courses and workforce development.	Continue to focus on the needs of local, state, regional and national audiences in offering access for nontraditional students. In the absence of general funds, this strategy will be scaled back to accommodate higher priorities.	
			Savings:	\$0	\$0	\$0	\$0			
			Reallocation:	\$0	\$0	\$0	\$0			

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ACADEMIC AND SUPPORT SERVICE STRATEGIES FOR SIX-YEAR PERIOD (2018-2024)									
Priority Ranking	Biennium 2018-2020 (7/1/18-6/30/20)				Narrative		Narrative		
	Strategies (Short Title)	VP Goal	Cost: Incremental, Savings, Reallocation				Information for 2018-19 and/or for Biennium 2020-2022 (7/1/20-6/30/22)	Information for 2019-20 and/or for Biennium 2022-2024 (7/1/22-6/30/24)	
			2018-2019		2019-2020				
			Total Amount	Amount From Tuition Revenue	Total Amount	Amount From Tuition Revenue			
18	Escalate Teacher Licensure Options	4.1	Incremental:	\$0	\$0	\$205,263	\$106,737	Increase options for achieving teacher licensure in response to the Commonwealth's need for more highly qualified licensed teachers through collaboration with community colleges and targeted school divisions.	Continue to increase options for achieving teacher licensure in response to the Commonwealth's need for more highly qualified licensed teachers. In the absence of general funds, this strategy will be scaled back to accommodate higher priorities.
		Savings:	\$0	\$0	\$0	\$0			
		Reallocation:	\$0	\$0	\$0	\$0			
19	Maximize STEM-H Career Field Training	4.1	Incremental:	\$0	\$0	\$131,065	\$68,154	Train additional individuals for careers in STEM-H fields through modification of current programs and curriculum offerings that will increase the number of completers in science and math education programs.	Continue to train individuals for careers in STEM-H fields to increase the number of completers in science and math education programs. In the absence of general funds, this strategy will be scaled back to accommodate higher priorities.
		Savings:	\$0	\$0	\$0	\$0			
		Reallocation:	\$0	\$0	\$0	\$0			
20	Increase STEM-H Teaching and Secondary Education Candidates	4.1	Incremental:	\$0	\$0	\$726,038	\$377,540	Become a leading supplier of secondary education science and mathematics teachers in the Commonwealth by producing highly qualified secondary education teachers in the physical sciences, life sciences and mathematics.	Continue to produce secondary education science and mathematics teachers in the Commonwealth by producing highly qualified secondary education teachers in the physical sciences, life sciences and mathematics. In the absence of general funds, this strategy will be scaled back to accommodate higher priorities.
		Savings:	\$0	\$0	\$0	\$0			
		Reallocation:	\$0	\$0	\$0	\$0			
			Incremental:	\$0	\$0	\$0	\$0		
			Savings:	\$0	\$0	\$0	\$0		
			Reallocation:	\$0	\$0	\$0	\$0		
Total 2018-2020 Costs									
Incremental (Included in Financial Plan line 61)				\$3,118,894	\$1,621,792	\$4,957,631	\$2,577,936		
Savings				\$0	\$0	\$0	\$0		
Reallocation				\$0	\$0	\$0	\$0		

Six-Year Plans - Part I (2017): 2018-20 through 2022-24
James Madison University

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	Strategies (Short Title)	VP Goal	Cost: Incremental, Savings, Reallocation				Information for 2018-19 and/or for Biennium 2020-2022 (7/1/20-6/30/22)	Information for 2019-20 and/or for Biennium 2022-2024 (7/1/22-6/30/24)	
			2018-2019		2019-2020				
Total Amount			Amount From Tuition Revenue	Total Amount	Amount From Tuition Revenue				
	Six-Year Financial Plan for Educational and General Programs, Incremental Operating Budget Need 2018-2020 Biennium (Assuming No Additional General Fund)								
		2018-2019		2019-2020		2016-17		2017-18	
	Items	Total Amount	Amount From Tuition Revenue	Total Amount	Amount From Tuition Revenue	Salary Increase Rate and Tuition Amount	Total Amount	Amount From Tuition Revenue	
	Total Incremental Cost from Academic Plan¹	\$3,118,894	\$1,621,792	\$4,957,631	\$2,577,936				
2	Increase T&R Faculty Salaries ²	\$3,670,228	\$3,670,228	\$7,472,790	\$7,472,790	\$0	\$2,861,496	\$1,616,985	
	T&R Faculty Salary Increase Rate ³	4.00%	4.00%	4.00%	4.00%	0.00%	3.00%	0.00%	
3	Increase Admin. Faculty Salaries ²	\$612,072	\$612,072	\$1,236,386	\$1,236,386	\$0	\$807,733	\$460,408	
	Admin. Faculty Salary Increase Rate	2.00%	2.00%	2.00%	2.00%	0.00%	3.00%	0.00%	
	Increase Classified Staff Salaries ²	\$0	\$0	\$0	\$0	\$0	\$1,340,229	\$731,628	
4	Classified Staff Increase Rate	0.00%	0.00%	0.00%	0.00%		3.00%	0.00%	
	Increase University Staff Salaries ²	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
	University Staff Salary Increase Rate	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
	Increase Classified Staff Salaries - Bonus	\$991,265	\$991,265	\$991,265	\$991,265				
	Classified Salary Bonus Rate	2.00%	2.00%	2.00%	2.00%				
5	Increase Number of Full-Time T&R Faculty to Address Enrollment Growth ⁴ (\$)	\$2,107,099	\$2,107,099	\$4,090,251	\$4,090,251				
	Increase Number of Full-Time T&R Faculty to Address Enrollment Growth ⁴ (FTE)	17	17	33	33				
6	Increase Number of Part-Time Faculty to Address Enrollment Growth ⁴ (\$)	\$137,792	\$137,792	\$275,584	\$275,584				
	Increase Number of Part-Time Faculty to Address Enrollment Growth ⁴ (FTE)	4	4	8	8				
7	Increase Number of Support Staff to Address Enrollment Growth ⁴ (\$)	\$1,703,521	\$1,703,521	\$3,317,383	\$3,317,383				
	Increase Number of Support Staff to Address Enrollment Growth (FTE)	19	19	37	37				
	Increase Number of Full-Time T&R Faculty - Academic Plan (FTE)	14	7	14	8				
	Increase Number of Full-Time Admin. Faculty - Academic Plan (FTE)	9	5	24	13				
	Increase Number of Classified Staff - Academic Plan (FTE)	2	1	3	2				
	Increase Number of Part-Time Staff & Graduate Assistants - Academic Plan (FTE)	5	3	13	7				
13	Establish the Library as an Innovative Learning and Creativity Nexus ⁴ (\$)	\$883,907	\$459,631	\$1,174,866	\$610,930				
	Establish the Library as an Innovative Learning and Creativity Nexus ⁴ (FTE)	11	6	14	8				
21	Technology Enhancement ⁴ (\$)	\$0	\$0	\$769,229	\$769,229				
	Technology Enhancement ⁴ (FTE)	0	0	3	3				
1	Operation & Maintenance - New Facilities ⁴ (\$)	\$0	\$0	\$281,788	\$281,788				
	Operation & Maintenance -r New Facilities ⁴ (FTE)	0	0	9	9				
8	Additional In-State Student Financial Aid From Tuition Revenue	\$1,529,881	\$1,529,881	\$2,829,881	\$2,829,881				
	Others (Specify, insert lines below)	\$0	\$0	\$0	\$0				
22	Institutional Savings/Reallocations	-\$663,540	-\$663,540	-\$663,540	-\$663,540				
	Total Additional Funding Need	\$14,091,119	\$12,169,741	\$26,733,514	\$23,789,883				

Notes:

- (1) Please ensure that these items are not double counted if they are already included in the incremental cost of the academic plan.
- (2) If planned, enter the cost of any institution-wide increase.
- (3) Enter planned annual faculty salary increase rate. Any salary increase entered here will be counted when calculating the gap to reach the 60th percentile in the future.
- (4) Enter number of FTE change over the FY2018 level in appropriate columns.

Six-Year Plans - Part I (2017): 2018-20 through 2022-24

James Madison University

Six-Year Financial Plan for Tuition and Fee Increases and Nongeneral Fund Revenue Estimates

Items	2016-2017 (Estimated)		2017-2018 (Estimated)			2018-2019 (Planned)			2019-2020 (Planned)		
	Student Charge	Total Revenue	Student Charge	Rate Increase	Total Revenue	Student Charge	Rate Increase	Total Revenue	Student Charge	Rate Increase	Total Revenue
E&G Programs											
Undergraduate, In-State	\$5,896	\$92,041,598	\$6,250	6.0%	\$99,765,617	\$6,718	7.5%	\$108,483,420	\$7,222	7.5%	\$118,326,577
Undergraduate, Out-of-State	\$21,670	\$110,895,602	\$22,650	4.5%	\$113,298,324	\$23,576	4.1%	\$116,008,649	\$24,518	4.0%	\$117,132,012
Graduate, In-State	\$9,648	\$9,093,870	\$10,224	6.0%	\$10,150,628	\$10,848	6.1%	\$10,793,798	\$11,520	6.2%	\$11,325,927
Graduate, Out-of-State	\$27,192	\$8,904,999	\$28,416	4.5%	\$8,208,162	\$28,416	0.0%	\$8,251,890	\$28,416	0.0%	\$8,318,122
Law, In-State	\$0	\$0	\$0	%	\$0	\$0	%	\$0	\$0	%	\$0
Law, Out-of-State	\$0	\$0	\$0	%	\$0	\$0	%	\$0	\$0	%	\$0
Medicine, In-State	\$0	\$0	\$0	%	\$0	\$0	%	\$0	\$0	%	\$0
Medicine, Out-of-State	\$0	\$0	\$0	%	\$0	\$0	%	\$0	\$0	%	\$0
Dentistry, In-State	\$0	\$0	\$0	%	\$0	\$0	%	\$0	\$0	%	\$0
Dentistry, Out-of-State	\$0	\$0	\$0	%	\$0	\$0	%	\$0	\$0	%	\$0
Other NGF		\$5,320,745			\$5,471,303			\$5,526,018			\$5,581,279
Total E&G Revenue - Gross		\$226,256,814			\$236,894,034			\$249,063,775			\$260,683,917
Total E&G Revenue - Net of Financial Aid		\$219,577,220			\$229,754,416			\$240,394,276			\$250,714,418
E&G Revenue Used for Faculty Salary Increases		\$0			\$1,616,985			\$5,287,213			\$9,089,775
Average T&R Faculty Salary Increase Rate		0.00%			3.00%			4.00%			4.00%
Auxiliary Program											
Mandatory Non-E&G Fees											
Undergraduate	\$4,494		\$4,628	3.0%		\$4,836	4.5%		\$5,054	4.5%	
Graduate	\$1,104		\$1,128	2.2%		\$1,128	0.0%		\$1,128	0.0%	
Law	\$0		\$0	%		\$0	%		\$0	%	
Medicine	\$0		\$0	%		\$0	%		\$0	%	
Dentistry	\$0		\$0	%		\$0	%		\$0	%	
PharmD	\$0		\$0	%		\$0	%		\$0	%	
Veterinary Medicine	\$0		\$0	%		\$0	%		\$0	%	
Total Auxiliary Revenue (ALL, including room and board)		\$197,660,178			\$208,388,786			\$215,039,417			\$223,829,427
Total Tuition and Fees											
Undergraduate, In-State	\$10,390		\$10,878	4.7%		\$11,554	6.2%		\$12,276	6.2%	
Undergraduate, Out-of-State	\$26,164		\$27,278	4.3%		\$28,412	4.2%		\$29,572	4.1%	
Graduate, In-State	\$10,752		\$11,352	5.6%		\$11,976	5.5%		\$12,648	5.6%	
Graduate, Out-of-State	\$28,296		\$29,544	4.4%		\$29,544	0.0%		\$29,544	0.0%	
Law, In-State	\$0		\$0	%		\$0	%		\$0	%	
Law, Out-of-State	\$0		\$0	%		\$0	%		\$0	%	
Medicine, In-State	\$0		\$0	%		\$0	%		\$0	%	
Medicine, Out-of-State	\$0		\$0	%		\$0	%		\$0	%	
Dentistry, In-State	\$0		\$0	%		\$0	%		\$0	%	
Dentistry, Out-of-State	\$0		\$0	%		\$0	%		\$0	%	
Student Financial Aid (Program 108)											
		\$6,679,594			\$7,139,618			\$8,669,499			\$9,969,499
Sponsored Programs (Program 110)											
		\$16,326,364			\$16,489,628			\$16,654,524			\$16,821,069
Unique Military Activities											
		\$0			\$0			\$0			\$0
Workforce Development											
		\$0			\$0			\$0			\$0
Other (Specify)											
		\$0			\$0			\$0			\$0

Institutional Notes:

* The tuition and fee rates shown are based on planning costs and for modeling purposes only. The university is pursuing options for a long-term and sustainable financial model at the request of our Board of Visitors, considering opportunities and challenges for future institutional success.

Six-Year Plans - Part I (2017): 2018-20 through 2022-24
James Madison University

FINANCIAL AID PLAN

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

Allocation of Tuition Revenue Used for Student Financial Aid

2015-16 (Actual)

T&F Used for Financial Aid	Gross Tuition Revenue	Tuition Revenue for Financial Aid (Program 108)**	% Revenue for Financial Aid	Distribution of Financial Aid
Undergraduate, In-State	\$85,492,519	\$2,488,652	2.9%	\$5,829,337
Undergraduate, Out-of-State	\$112,420,834	\$3,272,524	2.9%	\$378,674
Graduate, In-State	\$9,184,663	\$267,362	2.9%	\$13,844
Graduate, Out-of-State	\$8,375,426	\$243,805	2.9%	\$13,615
First Professional, In-State	\$0	\$0	%	\$0
First Professional, Out-of-State	\$0	\$0	%	\$0
Total	\$215,473,442	\$6,272,343	2.9%	\$6,235,470
In-State Sub-Total	\$94,677,182	\$2,756,014	2.9%	\$5,843,181

***2016-17 (Estimated) Please see footnote below**

T&F Used for Financial Aid	Gross Tuition Revenue	Tuition Revenue for Financial Aid (Program 108)**	% Revenue for Financial Aid	Distribution of Financial Aid
Undergraduate, In-State	\$92,041,598	\$2,782,708	3.0%	\$6,478,613
Undergraduate, Out-of-State	\$110,895,602	\$3,352,724	3.0%	\$200,981
Graduate, In-State	\$9,093,870	\$274,936	3.0%	\$0
Graduate, Out-of-State	\$8,904,999	\$269,226	3.0%	\$0
First Professional, In-State	\$0	\$0	%	\$0
First Professional, Out-of-State	\$0	\$0	%	\$0
Total	\$220,936,069	\$6,679,594	3.0%	\$6,679,594
Total from Finance-T&F worksheet	\$226,256,814	\$6,679,594	3.0%	
In-State Sub-Total	\$101,135,468	\$3,057,644	3.0%	\$6,478,613

2017-18 (Planned)

T&F Used for Financial Aid	Gross Tuition Revenue	Tuition Revenue for Financial Aid (Program 108)**	% Revenue for Financial Aid	Distribution of Financial Aid
Undergraduate, In-State	\$99,765,617	\$3,077,868	3.1%	\$6,925,429
Undergraduate, Out-of-State	\$113,298,324	\$3,495,364	3.1%	\$214,189
Graduate, In-State	\$10,150,628	\$313,157	3.1%	\$0
Graduate, Out-of-State	\$8,208,162	\$253,229	3.1%	\$0
First Professional, In-State	\$0	\$0	%	\$0
First Professional, Out-of-State	\$0	\$0	%	\$0
Total	\$231,422,731	\$7,139,618	3.1%	\$7,139,618
Total from Finance-T&F worksheet	\$236,894,034	\$7,139,618	3.0%	
In-State Sub-Total	\$109,916,245	\$3,391,025	3.1%	\$6,925,429
Additional In-State	\$8,780,777	\$333,381	3.8%	\$446,816

2018-19 (Planned)

T&F Used for Financial Aid	Gross Tuition Revenue	Tuition Revenue for Financial Aid (Program 108)**	% Revenue for Financial Aid	Distribution of Financial Aid
Undergraduate, In-State	\$108,483,420	\$3,861,812	3.6%	\$8,409,414
Undergraduate, Out-of-State	\$116,008,649	\$4,129,696	3.6%	\$260,085
Graduate, In-State	\$10,793,798	\$384,239	3.6%	\$0
Graduate, Out-of-State	\$8,251,890	\$293,752	3.6%	\$0
First Professional, In-State	\$0	\$0	%	\$0
First Professional, Out-of-State	\$0	\$0	%	\$0
Total	\$243,537,757	\$8,669,499	3.6%	\$8,669,499
Total from Finance-T&F worksheet	\$249,063,775	\$8,669,499	3.5%	
In-State Sub-Total	\$119,277,218	\$4,246,051	3.6%	\$8,409,414
Additional In-State	\$9,360,973	\$855,026	9.1%	\$1,483,985
Additional In-State from Financial Plan		\$1,529,881	#DIV/0!	

2019-20 (Planned)

T&F Used for Financial Aid	Gross Tuition Revenue	Tuition Revenue for Financial Aid (Program 108)**	% Revenue for Financial Aid	Distribution of Financial Aid
Undergraduate, In-State	\$118,326,577	\$4,607,743	3.9%	\$9,670,414
Undergraduate, Out-of-State	\$117,132,012	\$4,556,075	3.9%	\$299,085
Graduate, In-State	\$11,325,927	\$440,550	3.9%	\$0
Graduate, Out-of-State	\$8,318,122	\$365,131	4.4%	\$0
First Professional, In-State	\$0	\$0	%	\$0
First Professional, Out-of-State	\$0	\$0	%	\$0
Total	\$255,102,638	\$9,969,499	3.9%	\$9,969,499
Total from Finance-T&F worksheet	\$260,683,917	\$9,969,499	3.8%	
In-State Sub-Total	\$129,652,504	\$5,048,293	3.9%	\$9,670,414
Additional In-State	\$10,375,286	\$802,242	7.7%	\$1,261,000
Additional In-State from Financial Plan		\$2,829,881	#DIV/0!	

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

Institutional Note:

** "Tuition Revenue for Financial Aid" distributed based on proportionality of total revenue collections by category. Education and General revenues are pooled and are not allocated by revenue type per expense.

Six-Year Plans - Part I (2017): FY2016-2017

James Madison University

INTELLECTUAL PROPERTY ASSIGNMENTS AND EXTERNALLY SPONSORED RESEARCH

Background

The intellectual property (IP) worksheet captures report information for the most recently ended fiscal year as required by § 23.1-102 subdivision 2 of the Code of Virginia. Assignment of IP interests to persons or nongovernmental entities and the value of externally sponsored research funds received during the year from a person or nongovernmental entity by the institution, any foundation supporting the IP research performed by the institution, or any entity affiliated with the institution are captured by the worksheet. Information is sought on research that yields IP regardless of the project's intent. Information is sought about IP transferred as a result of either basic or applied research. The worksheet is structured to capture separate aggregate data on entities that have a principal place of business in Virginia and those with a principal place of business outside of Virginia.

Data Collection

Special Note: The information requested below pertains to the institution as well as any affiliated entity.

FY 2016-2017	Principal Place of Business in VA	Principal Place of Business outside VA
Number of assignments of intellectual property interests to persons or nongovernmental entities	0	0
Value of funds from persons or nongovernmental entities to support intellectual property research	\$0	\$0
Number of patents (by type) developed in whole or part from external projects funded by persons or nongovernmental entities:		
Patent Type - Design	0	0
Patent Type - Plant	0	0
Patent Type - Utility	0	0
Total	0	0

Based on SCHEV's specific use of the terms "assignments" and "persons or nongovernmental entities" in the definitions, JMU assumes the question is meant to have a narrow focus. While JMU does have IP activity, we do not have any to report that meet this specific set of requirements for FY17.

Definitions

Assignment: A transfer of ownership of Intellectual Property from one entity to another, including exclusive and royalty bearing licenses.

Design Patent: A patent that may be granted to anyone who invents a new, original, and ornamental design for an article of manufacture.

Intellectual Property: Creations of the mind – creative works or ideas embodied in a form that can be shared or can enable others to recreate, emulate, or manufacture them.

Nongovernmental Entities: An entity not associated with any federal, national or local government.

Patent: A property right granted by the Government of the United States of America to an inventor "to exclude others from making, using, offering for sale, or selling the invention throughout the United States or importing the invention into the United States" for a limited time in exchange for public disclosure of the invention when the patent is granted.

Plant Patent: A patent that may be granted to anyone who invents or discovers and asexually reproduces any distinct and new variety of plant.

Sponsored Research: Research that is supported and compensated by a sponsoring agency.

Utility Patent: A patent that may be granted to anyone who invents or discovers any new, useful, and nonobvious process, machine, article of manufacture, or composition of matter, or any new and useful improvement thereof.

Value of Funds: Total value of all monetary and in-kind support provided by an external sponsor of Intellectual Property research.

Six-Year Plans - Part I (2017): FY2016-2017
James Madison University
ECONOMIC DEVELOPMENT: CONTRIBUTIONS (HB515)

Requirement: As per § 23.1-306 (A) of the Code of Virginia each such plan and amendment to or affirmation of such plan shall include a report of the institution's active contributions to efforts to stimulate the economic development of the Commonwealth, the area in which the institution is located, and, for those institutions subject to a management agreement set forth in Article 4 (§ 23.1-1004 et seq.) of Chapter 10, the areas that lag behind the Commonwealth in terms of income, employment, and other factors.

Special Note: After a thorough review of existing documents and surveys, a workgroup comprised of mostly institutional members recommended that the following metrics be used to satisfy this reporting requirement. The reporting period is FY17. The metrics serve as a menu of items that institutions should respond to as applicable and available to them. Please leave fields blank, if information is unavailable.

Section A: Provide information for research and development (R&D) expenditures by source of fund with a breakdown by Science and Engineering (S&E) specific and non-S&E.

VA PLAN Strategy Reference	Section A: Research and Development (R&D) Expenditures by Source of Fund			
	Source of Funds	*S&E	Non S&E	Total
4.3	Federal Government	\$1,256,707	\$171,582	\$1,428,289.00
	State and Local Government	\$151,127	\$79,558	\$230,685.00
	Institution Funds	\$462,470	\$947,994	\$1,410,464.00
	Business	\$100,696	\$10,922	\$111,618.00
	Nonprofit Organizations	\$276,714	\$123,970	\$400,684.00
	All Other Sources			\$0.00
	Total	\$2,247,714.00	\$1,334,026.00	\$3,581,740.00
	* S&E - Science and Engineering			

Section B: Provide number and dollar value of grants, contracts and sub-agreements by discipline. If your institution prefers to report by industry, please modify table accordingly.

VA PLAN Strategy Reference	Section B: Grants, Contracts and Sub-Agreements by Discipline						
	Discipline	Category				Sub-agreements	
		Grants		Contracts			
4.3		No.	\$ Value	No.	\$ Value	No.	\$ Value
	Engineering	14	\$240,807				
	Physical Science	4	\$244,528				
	Environmental Science	21	\$931,328	3	\$72,000.00		
	Computer Science	2	\$126,103				
	Life Sciences	23	\$4,310,348	1	\$80,226.00		
	Psych/Social	46	\$5,348,014	7	\$1,004,127.00		
	Other Science	2	\$82,565				
	Non-Science and Engineering (non-S&E)	43	\$2,234,338	1	\$4,899.00		
	Total	155	\$13,518,031.00	12	\$1,161,252.00	0	\$0.00

Section C: For the following items, provide responses in appropriate fields. Insert an X for yes/no responses. Use Number/Amount field for other information. A Comments field has been provided for any special information your institution may want to provide.

VA PLAN Strategy Reference	Section C: General Questions	Yes	No	Number/Amount	Comments
4.1	Does your institution offer an innovation/ entrepreneurship/career-themed student living-learning community?	X			Wayland Hall; Huber Learning Community
4.1	Does your institution offer startup incubation/accelerator programs?	X			
4.2	Does your institution offer maker-space?	X			
4.2	Does your institution have an entrepreneurship center?	X			
4.2	Does your institution have Executive(s)-in-Residence?	X			
4.1	Number of students paid through externally funded grants or contracts.			171	
4.1	Number of entrepreneurship degrees/ courses/programs (credit and noncredit) offered?			7	Two minors; two concentrations; three courses No non-credit offerings
4.1	Pertaining to question above, number of participants of these degrees/courses/programs? Include degree programs with concentrations in entrepreneurship separately as well as special trainings for students and faculty.			82	Minors: 31 Concentrations: 51 Courses: Vary by semester

4.1	Number of academic units that have courses/programs requiring a capstone project, experiential learning activities, or internships.			61 courses from 43 academic units	
4.2	Number of intellectual property licenses executed.			1	First life science startup
4.2	Amount of licensing revenue resulting from intellectual property licenses executed.			\$0.00	
4.2	Number of university start-ups from faculty intellectual property.			1	Skin probiotics patent
4.5	Number of jobs created as a result of university start-ups during the last fiscal year.			2	
4.5	Average wages of alumni living (in-state).			\$52,051.00	Virginia residents, five years post-completion with a bachelor's degree (from SCHEV)
4.4	Number of outside organizations/businesses served, for example but not limited to companies working with your career center, companies sponsoring research, etc.			55+	Based on Non Profit Institute.
4.4	Number of units offering K-12 STEM outreach programs.			6	
4.4	Count or estimate of K-12 STEM outreach program participants.			653	
4.4	Number of units offering other outreach/extension/public service programs related to STEM-H.			6	
4.4	Count or estimate of other outreach/extension/public service program participants.			55	Served by Nonprofit Institute.
4.3	Number of Small Business Innovation Research Grants (SBIR and STTR).			0	
4.3	Dollar value of Small Business Innovation Research Grants (SBIR and STTR).			\$0.00	
4.3	Number of Commonwealth Research and Commercialization Fund awards (CRCF).			0	
4.3	Dollar value of CRCF awards.			\$0.00	
4.1	Does your institution's tenure policy support commercialization? If yes, please provide brief explanation in comments section.				JMU's tenure policy allows for faculty commercial developments to be supported. It does not provide incentives specifically in support of commercialization.
4.2	Does your institution offer a seed fund and/or proof of concept fund? If yes, provide dollar amount available in FY17 in the number/amount field.			\$247,151	4-VA and Provost mini grants; Madison Trust innovation pitches
4.1	Does your institution offer continuing education programs to industry? If yes, please provide dollar value or headcount for such programs in the number/amount field.			TBD	

Section D: These items are VCCS specific. Please provide responses in appropriate fields. A Comments field has been provided for any special information the VCCS may want to provide.

VA PLAN Strategy Reference	Section D: General Questions - VCCS Specific	Number	Value	Comments
4.1	Number and value of federal, state or private grant resources to support development of, or access to, training programs leading to workforce credentials, certifications and licensures.			
4.1	Number of training programs leading to workforce certifications and licensures.			
4.1	Number of students who earned industry recognized credentials stemming from training programs.			
4.1	Number of industry-recognized credentials obtained, including certifications and licenses.			
4.1	Number of Career/Technical Education certificates, diplomas and degrees awarded that meets regional workforce needs.			

James Madison University Six-Year Institutional Plan Part II.

A. Institutional Mission

In 2012, James Madison University underwent a sweeping study to chart our future. The Madison Plan was introduced in January 2014 and represented 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 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 in The Madison Plan: Academic Quality, Community, Diversity, Excellence, Integrity and Student Focus.

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 Part I document.

1. **Operation and Maintenance - New Facilities.** The expanded College of Business academic building is scheduled to open April 2020. This facility will include 216,763 gross square feet of classrooms, faculty offices, meeting/conference space and a ground level food venue. The projected annual operation and maintenance costs for three months are expected to be \$281,788 in FY 2019-20.
 - FY 2018-19 0.00 FTE, \$0 salary + benefits, \$0 operating costs
 - Total cost \$0
 - FY 2019-20 9.00 FTE, \$122,705 salary + benefits, \$159,083 operating costs
 - Total cost \$281,788
2. **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. A Compensation Advisory Council (CAC) was established to provide compensation-related advice to senior leadership, due to the importance of the issue to the university. The CAC recently produced a report on faculty salaries that indicated that, after adjusting for geographic differences, JMU average faculty salaries rank at the thirty-ninth percentile, when compared to established peer institutions. Even with the recently approved 3% salary increase granted by the Commonwealth, the university will not gain enough ground to improve this ranking appreciably. With potentially greater inflation looming, there is concern that such a ranking will pose a threat to the university’s ability to attract qualified faculty. We must take action now to mitigate potential worsening of our position in the rankings. Therefore, this strategy provides a 2% across-the-board increase for all instructional faculty and a 2% merit increase for associate professors and professors in each year of the 2018-20 biennium.
 - FY 2018-19 \$3,670,228 salary + benefits
 - FY 2019-20 \$7,472,790 salary + benefits
3. **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. A Compensation Advisory Council (CAC) was established to provide compensation-related advice to senior leadership, due to the importance of the issue to the university. In a recent report issued by the CAC, the group cited important reasons to increase Administrative and Professional (A&P) Faculty salaries. A comparison of historic salary adjustments and inflation between 2008 and 2016 show that JMU A&P Faculty have lost at least 2.1% of their purchasing power because their salaries have not kept pace with inflation. In addition, a study comparing A&P Benchmark positions with other public peer institutions indicates that JMU A&P Faculty salaries are lagging by 3%. In an effort to make up for these deficits, this strategy provides a 2% across-the-board increase for A&P Faculty in each year of the 2018-20 biennium.

- FY 2018-19 \$612,072 salary + benefits
- FY 2019-20 \$1,236,386 salary + benefits

- 4. 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. The Department of Human Resource Management (DHRM) issued a report in July 2016 entitled Virginia Workforce Demographics and Compensation to the Commission on Employee Retirement Security and Pension Reform. This report estimated that Commonwealth of Virginia employee salaries are below market by 23.38%. Research by JMU's Compensation Advisory Council (CAC) indicates that JMU classified employee salaries are, at a minimum, 3% below inflation, which is partially due to the absence of routine annual pay increases. JMU realizes that to make up for these deficits, across-the-board pay increases are required; however, such increases may cause inequities across the state. Therefore, JMU requests the ability to provide some relief for employees in the form of a 2% bonus for classified staff in each year of the 2018-2020 biennium.

- FY 2018-19 \$991,265 salary + benefits
- FY 2019-20 \$991,265 salary + benefits

- 5. Increase Number of Instructional 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 344 in FY 2018-19 and 289 in FY 2019-20 for a biennial total of 633.

- FY 2018-19 17.00 FTE, \$1,937,099 salary + benefits + \$170,000 operating costs
 - Total cost \$2,107,099
- FY 2019-20 33.00 FTE, \$3,760,251 salary + benefits + \$330,000 operating costs
 - Total cost \$4,090,251

- 6. Increase Number of Part-Time Faculty to Address Enrollment Growth.** We plan to provide faculty and operating resources based on the university's current student faculty ratio of 16 to 1, which will address the university's projected annual full-time equivalent (FTE) student enrollment increases of 344 in FY 2018-19 and 289 in FY 2019-20 for a biennial total of 633. Twenty percent of the needed full-time equivalent faculty (FTEF) will be part-time faculty.

- FY 2018-19 4.00 FTE, \$137,792 salary + benefits
- FY 2019-20 8.00 FTE, \$275,584 salary + benefits

- 7. 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 344 in FY 2018-19 and 289 in FY 2019-20 for a biennial total of 633.

- FY 2018-19 19.00 FTE, \$1,513,521 salary + benefits + \$190,000 operating costs
 - Total cost \$1,703,521
- FY 2019-20 37.00 FTE, \$2,947,383 salary + benefits + \$370,000 operating costs
 - Total cost \$3,317,383

- 8. Additional Undergraduate Student Financial Aid.** In 2016-17, the university met an average of 32% of remaining need for those with estimated family contribution (EFC) up to \$9,500 (approximately 2,023 students). For future strategies, we will continue with 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. Our concern moving forward is the increase in on time filers with the implementation of the early FAFSA and using prior-prior year income.
- FY 2018-19 \$1,529,881
 - FY 2019-20 \$2,829,881

Items 9-20 represent the university's Academic Affairs strategies and the Library Learning and Creativity Nexus strategy.

- 9. Expand Cyber Security Program.** Offer an online cyber intelligence program with interdisciplinary analytical courses focusing on cyber intelligence, which involves tactical and strategic analysis of cyber security threats and adversaries to support proactive decision making. The graduate-level program fills a critical gap in the cyber security pipeline by providing opportunities for students with a domain expertise (e.g., intelligence analysis, healthcare, social media, or education) to expand their competencies to fulfill new positions as hybrid cyber specialists (e.g., cyber analysts, cyber crisis specialists) and cyber security educators.
- FY 2018-19 2.00 FTE, \$234,664 salary + benefits + \$56,295 operating costs
 - Total cost \$290,959
 - FY 2019-20 2.00 FTE, \$234,664 salary + benefits + \$56,295 operating costs
 - Total cost \$290,959
- 10. Connect Student Resources.** Connect the work of the Learning Centers, Learning Strategies Instruction in the Office of Disability Studies and Academic Student Services as a continuum of resources available to students who are having academic difficulty. Continue the partnership between Academic Student Services and First Year Involvement using peer tutors to work with identified at-risk students following the fall semester.
- FY 2018-19 3.57 FTE, \$191,823 salary + benefits + \$38,500 operating costs
 - Total cost \$230,323
 - FY 2019-20 3.57 FTE, \$191,823 salary + benefits + \$38,500 operating costs
 - Total cost \$230,323
- 11. Launch the Madison Center.** Launch the James Madison Center for Civic Engagement. The center is a new, high profile organizational unit that will provide the primary leadership for and coordination of activities advancing our vision of civic engagement. Center staff will promote the Center's presence and functions both internally and externally, formally consolidate and operationalize existing activities appropriate to their mission, and develop a strategic plan.
- FY 2018-19 .25 FTE, \$7,911 salary + benefits + \$67,514 operating costs
 - Total cost \$75,425
 - FY 2019-20 .25 FTE, \$7,911 salary + benefits + \$67,514 operating costs
 - Total cost \$75,425
- 12. Support the Honors College.** Continue supporting the recently established JMU Honors College. A strong Honors College will help increase JMU's national visibility in the area of honors education and will heighten our university's overall distinction and prestige. Today's Honors College is a thriving academic component of the university with a population of over 900 students and continues to grow in size, academic options and functional complexity.

- FY 2018-19 10.00 FTE, \$967,280 salary + benefits + \$75,000 operating costs
 - Total cost \$1,042,280
- FY 2019-20 10.00 FTE, \$967,280 salary + benefits + \$75,000 operating costs
 - Total cost \$1,042,280

13. Establish the Library as an Innovative Learning and Creativity Nexus. Partner with faculty, students and units across campus to enable creative exploration, cross-disciplinary connections and engagement in evolving forms of scholarship. Provide unstructured spaces where students can become acquainted with physical and digital making equipment, programming and other structured interactions that expose students to an introductory curriculum of design-thinking, digital literacies, and other literacies essential to 21st century success. Nurture faculty to incorporate such methods into their pedagogy or research. Advance teaching and learning by integrating Libraries and Education Technologies (LET) specialized resources and expertise into faculty practices and student curricular and co-curricular activities. Facilitate faculty and students use of new forms of scholarship made possible by changes in technology, heighten JMU's national prominence by programming the discoverability of research output (making JMU faculty and student research more discoverable via Google, for instance), and assisting with the production and implementation of affordable course content which can aid students with growing textbook costs.

- FY 2018-19 11.11 FTE, \$701,753 salary + benefits + \$182,154 operating costs
 - Total cost \$883,907
- FY 2019-20 13.61 FTE, \$957,165 + benefits + \$217,701 operating costs
 - Total cost \$1,174,866

14. Increase Advising Resources. Provide additional support for advising resources to ensure timely completion of degree programs. Increase the number of advisers, improve advising technology and develop more interactive web resources, including four-year academic plans. Improve coordination, quality, accessibility and assessment of online learning offerings, to include increased attention on summer school as a way to increase timely graduation.

- FY 2018-19 4.00 FTE, \$366,309 salary + benefits + \$68,120 operating costs + \$65,000 one-time costs
 - Total cost \$499,429
- FY 2019-20 6.00 FTE, \$540,373 salary + benefits + \$109,931 operating costs
 - Total cost \$650,304

15. Create Interdisciplinary/Interprofessional Programs. Collaborate internally to offer innovative interdisciplinary and interprofessional programs. Colleges will continue to jointly develop course work and experiences that enable our students' effectiveness in various roles within the health and health care ecosystem. In addition to curricular and complementary interprofessional programming within the College of Health and Behavioral Studies, cross-college teams will explore curricular foci such as biomedical sciences (CSM and CHBS) and big data/health informatics (CISE, COB, CHBS).

- FY 2018-19 2.00 FTE, \$185,962 salary + benefits + \$10,338 operating costs
 - Total cost \$196,300
- FY 2019-20 2.00 FTE, \$185,962 salary + benefits + \$10,338 operating costs
 - Total cost \$196,300

16. Emphasize Innovation, Creativity, Collaboration and Entrepreneurship. 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, creativity and entrepreneurship. Develop and implement a marketing strategy to raise awareness of the opportunities for student and faculty engagement.

- FY 2018-19 8.06 FTE, \$407,147 salary + benefits + \$377,031 operating costs
 - Total cost \$784,178

- FY 2019-20 10.06 FTE, \$605,453 salary + benefits + \$419,000 operating costs
 - Total cost \$1,024,453

17. Increase Degree Completion. Increase access, student success and degree completion for all students. Expand online offerings, programs and flexible scheduling for nontraditional students, adult learners and veterans through partnerships with internal and external constituencies for credit and non-credit courses and workforce development. Continue to assess student learning outcomes upon completion of adult degree programs (ADP) and R.N.-B.S.N. programs, ensuring similar outcomes regardless of delivery mode. Expand curricular opportunities within the ADP.

- FY 2018-19 0.00 FTE, \$0 salary + benefits + \$0 operating costs
 - Total cost \$0
- FY 2019-20 3.00 FTE, \$284,996 salary + benefits + \$100,225 operating costs
 - Total cost \$385,221

18. Escalate Teacher Licensure Options. Increase options for achieving teacher licensure to respond to the Commonwealth's need for more highly qualified licensed teachers. Opportunities may include JMU collaborating with associate degree programs in community colleges to increase child care providers' access to four and five year teacher licensure programs; collaborating with targeted school divisions to develop a "grow your own" educator preparation program; and partnering with high-needs school divisions and community businesses to develop an alternative, post-baccalaureate teacher licensure program for individuals interested in switching careers and becoming licensed teachers.

- FY 2018-19 0.00 FTE, \$0 salary + benefits + \$0 operating costs
 - Total cost \$0
- FY 2019-20 2.50 FTE, \$180,749 salary + benefits + \$24,514 operating costs
 - Total cost \$205,263

19. Maximize STEM-H Career Field Training. Train additional individuals for careers in STEM-H fields. Modify current programs and curriculum offerings to increase the number of completers in science and math education programs, which will seed the number of middle and secondary students interested in STEM and health-related fields of study. The initiative supports development of an engineering education teacher licensure program as recently authorized by the Virginia Board of Education (VBOE). Options include developing a STEM minor to increase opportunities for all students to explore and study STEM-related themes and issues

- FY 2018-19 0.00 FTE, \$0 salary + benefits + \$0 operating costs
 - Total cost \$0
- FY 2019-20 1.72 FTE, \$126,065 salary + benefits + \$5,000 operating costs
 - Total cost \$131,065

20. Increase STEM-H Teaching and Secondary Education Candidates. Become a leading producer of secondary education science and mathematics teachers in the Commonwealth. Excellent science and math education in the K-12 system is essential to literacy development, yet in most school systems nationally as well as in the Commonwealth, insufficient numbers of trained science and math teachers limit the breadth and quality of high school STEM instruction. With strong science and mathematics programming and a solid reputation for teacher preparation through the College of Education, JMU is well positioned to become a leading contributor to a pool of highly qualified secondary education teachers in the physical sciences, life sciences and mathematics

- FY 2018-19 0.00 FTE, \$0 salary + benefits + \$0 operating costs
 - Total cost \$0
- FY 2019-20 12.48 FTE, \$400,791 salary + benefits + \$106,100 operating costs + one-time costs \$219,147
 - Total cost \$726,038

21. Technology Investments. As technological innovation continues and demands for technology services at the university expand, additional information technology resources will be required to address information security requirements, additional software tools, subscription costs and increased personnel to maintain service levels.

- FY 2018-19 0.00 FTE, \$0 salary + benefits + \$0 operating costs
 - Total cost \$0
- FY 2019-20 3.00 FTE, \$254,229 salary + benefits + \$515,000 operating costs
 - Total cost \$769,229

22. Efficiency and Effectiveness Reallocation. The university is committed to identifying operation efficiencies and implementing innovative practices throughout the campus. Specific areas of efficiency focus include facilities sub-metering, enhanced procurement practices and technological innovative workflow processes.

- FY 2018-19 \$663,540 Reallocation
- FY 2019-20 \$663,540 Reallocation

C. Financial Aid

To address the challenges associated with the rising cost of college, James Madison University uses institutional, state and federal funding to help mitigate the effect of rising costs on students from low- and middle-income families.

JMU awards financial aid based on the U.S. Department of Education's Federal Methodology (FM). FM is utilized in all of JMU's aid packaging that includes institutional, state and federal funding. With FM, data elements other than household income are considered. For example, household size, number of family members in college, assets of students and parents and Adjusted Gross Income are incorporated into Federal Methodology to determine the amount of aid for which a student is eligible. Consequently, some families whose household income falls into the high- or middle-high income ranges may receive need-based aid because of the combination of data elements considered in the formula.

James Madison's financial aid packaging processes and procedures target the neediest enrolled applicants, as required under state and federal law. Based on the Health and Human Services poverty levels¹, about 40 percent of JMU's enrolled undergraduate applicants for federal financial aid fall into the low- and middle-income range. The tables below reflect all applicants (Table 1) and those applicants who are active students (Table 2).

¹ For 2014 [Academic Year (AY) 2015-16], HHS Poverty was determined as \$11,670 for the first person and \$4,060 for each additional person. For 2015 (AY 2016-17) and 2016 (AY 2017-18), these thresholds were \$11,770/\$4,160 and \$12,071/\$4,140 respectively. Based on SCHEV guidelines, Low Income is defined as 200% or below of HHS Poverty Guidelines, and Middle Income is defined as 400% or below of the Guidelines.

Table 1 Applications for Financial Aid by Income Level Undergraduates			
			Projected
Income Level	2015-16	2016-17	2017-18
Low Income	16%	16%	17%
Middle Income	24%	23%	23%
High Income	61%	61%	60%

Table 2 Active Students for Financial Aid by Income Level Undergraduates			
			Projected
Income Level	2015-16	2016-17	2017-18
Low Income	17%	17%	18%
Middle Income	25%	25%	26%
High Income	58%	58%	57%

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

- A. Low Income Students in 2016-17 (In State):
 - Definition = Expected Family Contribution (EFC) of \$0 – \$5,198 (Pell Grant eligible students)
 - Number of students receiving aid from institutional dollars = 731

- B. Middle Income Students:
 - Definition = Expected Family Contribution (EFC) of \$5,158 - \$9,500
 - Number of students receiving aid from institutional dollars = 274

For 2016-17, the EFC cutoff for awarding Virginia Student Financial Assistance Program (VSFAP) 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 2016-17 equaled 38% of the full-time, in-state Cost of Attendance.

D. Progress Report in Strategies in 2016 Plan

James Madison University has made continued progress toward the strategic priorities in the previous six-year plan to achieve state and university strategic goals. 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.

- **Annualization 2015-16 Salary Costs.** The annualized cost of the FY 2015-16 two percent salary increases for instructional faculty, administrative and professional faculty, and classified positions were budgeted for four pay periods in FY 2016-17.

Funding

2016-17 Funding Sources: General Funds \$658,791, Nongeneral Funds \$713,691

2017-18 Funding Sources: General Funds \$658,791, Nongeneral Funds \$713,691

- **Instructional Faculty Compensation.** Faculty and staff compensation remained a top priority for the university administration and employees. Due to budget reductions and minimal new general funds in FY 2016-17, the university was unable to provide an across the board salary increase for instructional faculty. In FY 2017-18, with state assistance, the university provided an average of 3% salary increase for faculty.

Funding

2016-17 Funding Sources: General Funds \$0, Nongeneral Funds Reallocation \$0

2017-18 Funding Sources: General Funds \$1,244,511, Nongeneral Funds \$1,616,985

- **Classified and Administrative and Professional (A&P) Faculty Compensation.** Classified employees and A&P faculty compensation remained a top priority for the university administration. Due to budget reductions and minimal new general funds in FY 2016-17, the university was unable to provide an across the board salary increase for classified employees and A&P Faculty. In FY 2017-18, with state assistance, the university provided a 3% salary increase for A&P faculty and classified employees and a 2% salary increase for specific high-turnover job roles.

Funding

2016-17 Funding Sources: General Funds \$0, Nongeneral Funds \$0

2017-18 Funding Sources: General Funds \$955,926, Nongeneral Funds \$1,192,036

- **Medical Insurance Increases.** Medical insurance increased 8.7% in FY 2016-17 and 8.9% in FY 2017-18 or 17.6% over the 2016-18 biennium. The university's weighted average medical cost per employee increased \$1,020 to \$12,690 in FY 2016-17 and increased \$1,142 in FY 2017-18 to \$13,832.

Funding

2016-17 Funding Sources: General Funds \$1,099,152, Nongeneral Funds \$1,190,748

2017-18 Funding Sources: General Funds \$2,174,436, Nongeneral Funds \$2,778,864

- **Enrollment Growth (faculty and staff positions).** In 2016-17, the university provided \$1,658,821 and 17.44 full time equivalent (FTE) instructional faculty positions, as well as additional part-time funding needs. In 2017-18, the university budgeted \$1,806,675 for 16.00 FTE instructional faculty positions to address the projected fall 2017 student enrollment increase over FY 2016-17. In 2016-17, \$1,537,581 was budgeted for additional 20.00 FTE for staff and operations. Areas of resource allocation in FY 2016-17 include student engagement opportunities, academic quality, student success and safety and faculty/staff success. Due to budget reductions in FY 2017-18, there was limited resource allocations for new staff and increased operation funding.

Funding

2016-17 Funding Sources: General Funds \$1,534,273, Nongeneral Funds \$1,662,129– Salary + benefits + operating costs

2017-18 Funding Sources: General Funds \$2,890,913, Nongeneral Funds \$2,508,046– Salary + benefits + operating costs

- **Create an Office of Civic Engagement.** JMU established 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 21st century. The office was combined with other existing programs at the university and the Madison Center was formed.

Funding

2016-17 Funding Sources: General Funds \$86,078, Nongeneral Funds \$123,445

2017-18 Funding Sources: General Funds \$86,078, Nongeneral Funds \$123,445

- **Develop an Honors College.** The existing Honors Program was established as a stand-alone college, which now allows for additional programming and opportunities for more students.

Funding

2016-17 Funding Sources: General Funds \$38,590, Nongeneral Funds \$72,000

2017-18 Funding Sources: General Funds \$38,590, Nongeneral Funds \$72,000

- **Expand Study Abroad Programs and Access.** The university created 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. Increased study abroad program locations in response to student requests and societal need.

Funding

2016-17 Funding Sources: General Funds \$0, Nongeneral Funds Reallocation \$113,910

2017-18 Funding Sources: General Funds \$0, Nongeneral Funds Reallocation \$113,910

- **Library Enhancement.** In 2016-17, the university provided an additional \$482,001 to the library for contractual obligations and materials costs. The Libraries and Innovation Services (formerly 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

2016-17 Funding Sources: General Funds \$91,267, Nongeneral Funds \$390,734

2017-18 Funding Sources: General Funds \$91,267, Nongeneral Funds \$390,734

- **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, 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

2016-17 Funding Sources: General Funds \$0, Nongeneral Funds \$0

2017-18 Funding Sources: General Funds \$0, Nongeneral Funds \$0

- **Operation and Maintenance for New Facilities.** Funding in the amount of \$2,074,379 was provided in 2016-17 for new facilities. Twelve months of operations costs were utilized for the opening of the College of Health and Behavioral Sciences facility, and an additional six months of costs were utilized for Madison Hall when it opened. Additional facilities funding also included the newly renovated Lakeview building. A total of 18.0 positions were allocated to meet facility and operations needs of the opening of the new buildings.

Funding

2016-17 Funding Sources: General Funds \$995,702, Nongeneral Funds \$1,078,677

2017-18 Funding Sources: General Funds \$995,702, Nongeneral Funds \$1,078,677

- **Additional Undergraduate Student Financial Aid.** Additional undergraduate student financial aid of \$801,708 was provided in FY 2016-17 and an additional increase of \$457,557 was budgeted in FY 2017-18. The university continues to review funding strategies to increase our grant eligibility threshold to include more middle-income students. For FY 2016-17, the university continued to meet an average 32% of remaining need for those with EFC up to \$9,500 (approximately 2,023 students). The concern for financial aid allocation in FY 2017-18 is the increase in on time filers with the implementation of the early FAFSA and using prior-prior year income.

Funding

2016-17 Funding Sources: General Funds \$301,326, Nongeneral Funds \$500,382

2017-18 Funding Sources: General Funds \$301,326, Nongeneral Funds \$957,939

- **Additional Graduate Student Financial Aid.** Additional graduate student financial aid of \$395,266 was provided in FY 2016-17. Additional funding of \$116,100 was budgeted in FY 2017-18 to help provide graduate student financial assistance.

Funding

2016-17 Funding Sources: General Funds \$395,266, Nongeneral Funds \$0

2017-18 Funding Sources: General Funds \$511,366, Nongeneral Funds \$0

- **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.

Funding

2016-17 Funding Sources: General Funds \$0, Nongeneral Funds Reallocation \$235,805

2017-18 Funding Sources: General Funds \$0, Nongeneral Funds \$735,805

E. Tuition and Fees

James Madison University is committed to providing our students with a high quality education while ensuring access and affordability. The JMU experience translates into a lifetime investment that offers global opportunities and limitless options for success as engaged citizens.

JMU's value and measurement of institutional outcomes regularly rank our university high in publications for "Best Colleges" and "Best Values in Public Colleges." Consistently high graduation rates and reasonable cost for attendance are among the factors that illustrate the value of attending JMU.

Institutional affordability continues to be a university priority: JMU ranks twelfth lowest for in-state tuition and tenth lowest in total cost for in-state students, compared to Virginia peers. The university balances affordability with institutional progress in fulfilling our mission, advancing the Madison Strategic Plan and meeting the higher education goals of the Commonwealth.

To move the institution forward and meet the state higher education goals, the strategies included in JMU's 2017 Six-Year Plan focus on these areas of university investment and emphasis:

- Operations and maintenance for College of Business facility
- Faculty and staff compensation

- Faculty and staff enrollment growth resources
- Financial assistance increasing access and affordability
- Academic strategies focusing on student learning opportunities; advising and degree completion; STEM-H fields; technology and innovation partnerships; cyber security; and teacher education
- Technology enhancements
- Utility efficiency and university initiatives that result in cost reductions and reallocations

The university's proposed tuition and fees are based on current financial modeling practices and assumptions, which include enrollment projections (volume and demographic), other nonfee revenue trends, higher education market and projected costs of university investments. However, the plan does not include cost drivers of health insurance and fringe benefit changes that could affect the university's ability to fund the outlined investment priorities and may influence the proposed student tuition and fees.

As the higher education economic landscape becomes increasingly complex and financially uncertain, the institution is committed to planning strategically, identifying operation efficiencies and implementing innovative practices. The university is pursuing options for a long-term and sustainable financial model at the request of our Board of Visitors, considering opportunities and challenges for future institutional success.

F. Contributions to Economic Development

JMU is doing significant work in the interest of Economic Development for the Harrisonburg-Rockingham County area, as well as for the Commonwealth.

The university is actively engaged in driving public-private partnerships within the community. Spring 2018 will see the opening of the Hotel Madison and Shenandoah Valley Conference Center, a 230-bed hotel located on JMU's campus and within walking distance of many university facilities and programs. This venture includes participants from the City of Harrisonburg and its Industrial Development Authority, the university and dpM Partners. The facility will provide critical meeting space for the university and the Harrisonburg community, and enhance the student experience for students in the Hart School of Hospitality, Sport and Recreation Management.

In fall 2020, the university will open a new Convocation Center, which will replace the existing 30-year old center. This venue will be the home for the men's and women's basketball programs, along with university graduations and other student gatherings. The center will also cater to community events and help to attract high-level performers to the area.

JMU is active in the development of high-impact programs designed to meet the needs of local families, community partners, and businesses. Examples include:

- **Institute for Innovation in Health and Human Services:** IIHHS was established in 2002 as a paradigm for how the university could solve problems in health and human services and provide cutting edge training for students while addressing significant community needs.
- **Harrisonburg Downtown Renaissance:** Beginning in 2003, JMU employees worked with the City of Harrisonburg to create a re-vitalization effort for downtown. JMU remains a partner in the HDR's efforts to "leads an ongoing, comprehensive downtown management program." A strong tie between downtown and JMU is the university's presence in the Ice House. This 1934, 80,000 sq.ft. building was vacant before its recent renovation, which was partially funded by a \$500,000 grant from the Virginia Department of Housing and Community Development's Industrial Revitalization Fund. JMU leases approximately 30,000 sq.ft. of the property, using it to house the university's Outreach & Engagement, Small Business Development Center, Shenandoah Valley Technology Council, Technology Transfer, the Institute for Certified Professional Managers, and Communications and Marketing amidst local restaurants, stores and other businesses.

- **Shenandoah Valley Innovation Coalition:** Created in 2012 to accelerate innovation, creativity and economic development across the Shenandoah Valley, the coalition actively collaborates with and connects business, government, community and academic organizations. As a direct result of one of this Coalition's goals, the Shenandoah Valley Angel Investors was established in 2015 as the Valley's first organized seed capital to invest in technology companies. JMU initiated the connection with businesses through our Technology Innovation and Economic Development Office, providing a strong infrastructure for future progress. Several student and alumni companies have presented to this group and received funding.
- **Valley Scholars:** Local children become the first in their families to earn their college degree through the VS program. Students are identified as participants in eighth grade, and with continued academic success, receive scholarship support to attend JMU. To date, 105 students from 14 areas schools are participating in the program. Beyond providing only financial support, JMU students act as mentors to those in the program.
- **First Lego League:** The program involves local students age 9-14 an opportunity to challenge their math and science skills in an internationally recognized competitive environment. This year, nearly 200 students from 25 towns throughout Virginia developed teams that competed in a two-day competition. The league also involves approximately 500 JMU students.
- **Robotics Competitions:** This program joins coaches from local high schools with a JMU faculty mentor and area children in a regional program to develop mechanical skills. This year's team qualified as an alternate for the World Championship, which they were able to attend thanks to a donation from local business Dynamic Aviation.
- **Career Development Academy:** Since 2006, the CDA has served 1000 community members in an ever-growing population of linguistically and otherwise diverse adult learners in the city of Harrisonburg and the surrounding area within the Central Shenandoah Valley. The CDA's primary mission is to serve community members most in need of literacy services, including individuals who are low income and/or have minimal literacy or job-related skills. JMU is a strong partner of CDA, providing volunteers and practicum students who conduct small and whole group instruction, lowering the CDA student to teacher ratio and providing opportunities for greater intensity of services in each our class sessions.

G. Capital Outlay

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

Education & General Projects

- **College of Business (#18273)** – This project includes the design and construction of an expanded and renovated College of Business building. The renovated and expanded facility entails 216,763 gsf of academic and co-curricular program space, classrooms, meeting and conference rooms, faculty offices and ground level food venue. This is a transformative project for the JMU College of Business, and brings the latest in technology, learning approaches, and business techniques to the business program. Substantial completion for the expansion will be March 2020 with operation and maintenance costs beginning April 2020.
 - **Operation and Maintenance Costs** – The total estimated education and general costs for maintenance personnel, utilities and equipment have been considered. Three months of costs are included within the university's six-year financial plan expenditure projections.
- **Wilson Hall Renovation (#18274)** – This project includes the renovation of the university's central, iconic and most historic building on campus, Wilson Hall. The renovation of approximately 70,905 gsf will provide much needed upgraded building systems, life safety provisions and accessibility, reconfigured instructional space, faculty offices and innovative technological classrooms. Estimated substantial completion will be July 2019.

- Operation and Maintenance Costs – The total estimated education and general costs for maintenance personnel, utilities and equipment have been considered. Additional operational costs are anticipated to be minimal.

Auxiliary Enterprise Projects

- **New Residence Hall (#18197)** – This project includes the design and construction of a new student housing project. The planned 151,000 gsf facility is a multi-story building providing 500 student beds on the east side of campus. Estimated substantial completion will be July 2019.
 - Operation and Maintenance Costs – The total estimated auxiliary costs for maintenance personnel, utilities and equipment have been considered. The costs are included within the university’s six-year financial plan.
- **Phillips Hall Replacement (#18249)** – This project includes the design and construction of a 42,280 gsf replacement dining facility. The new Phillips Hall replacement facility will provide increased seating capacity and modernized food service operations for a state-of-the art retail dining facility with an estimated seating for 950 students. Estimated substantial completion will be June 2020.
 - Operation and Maintenance Costs – The total estimated auxiliary costs for maintenance personnel, utilities and equipment have been considered.

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

Education & General Projects

- **Jackson Hall Renovation** – This project includes the renovation of one of the original buildings at the university. This facility is over 100 years old, and has not been remodeled in over 40 years. The renovation of approximately 15,822 gsf will provide much needed upgraded building systems, life safety provisions and accessibility, newly renovated classrooms with enhanced technological capabilities, faculty offices and consolidation of academic program space.
 - 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. 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. This renovation and expansion project will address current configuration inefficiencies and address the lack of student study space, limited technology instructional space and outdated infrastructure needs. The new facility will reflect the changing role of libraries on a university campus – less a repository for printed material, and more focused on student learning, access to information, new and innovative approaches to thinking and working.
 - 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.

Education & General and Auxiliary Enterprise Projects

- **East Campus Infrastructure Phase I** – The university purchased the East Campus Power Plant from the city of Harrisonburg in May of 2017. Originally, the plant housed two trash-burning boilers and a steam turbine; it now houses two 35,000 pph boilers that are nearing the end of their service life, three steam-turbine driven chillers, one electric chiller and two cooling towers. This project would provide the critically needed major upgrades to maintain the current heating and cooling loads of the East Campus and provide additional capacity for planned projects in development.
 - Operation and Maintenance Costs – As this is an infrastructure project, there are no additional costs for maintenance personnel, utilities and equipment.

Auxiliary Enterprise Projects

- **Expansion and Renovation of Madison Union** – This project includes the design and construction of an expanded and renovated Madison Union, the university’s student union which provides space for student services, clubs, organizations, and programs. The project includes a renovation of 70,734 gsf and an addition of 84,189 gsf which will greatly augment the capabilities of the university’s student union functions by providing for expanded student services, administrative and logistical support of student activities programming and plenary space for meetings and events. Student services and activities form a primary focus in the overall education of our student body.
 - Debt Service – The estimated debt service costs have been considered and are included within the university’s auxiliary six-year plan expenditure projections.
 - Operation and Maintenance Costs – The total estimated auxiliary costs for maintenance personnel, utilities and equipment have been considered. The costs are included within the university’s six-year capital outlay plan.

H. Restructuring

This Section pertains to Level II and Level III institutions. Please list areas, issues, or specific items of additional authority that you would request through legislation and/or renegotiated management agreements.

Effective July 1, 2016, the university began participation in the level 2.5 Higher Education Decentralization Pilot. JMU has benefited from 2.5 delegated authority by the efficiencies gained through development of university expenditure policies, management of its account receivable program and capital outlay procurement. While level 2.5 delegated authority has been successfully implemented, the university continues to aspire to obtain Level III delegated authority as part of future financial strategic planning.