

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

Due: July 12, 2018

Institution:

Institution UNITID:

Individual responsible for plan

Name:

Email address:

Telephone number:

Six-Year Plans - Part I (2018): 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).

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		2018-2019 (revised)		2019-2020 (revised)					
			Total Amount	Amount From Tuition Revenue	Total Amount	Amount From Tuition Revenue	Total Amount	Amount From Tuition Revenue	Total Amount	Amount From Tuition Revenue				
11	Provide 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							
A-12	Increase Degree Completion in Targeted Areas		Incremental:	\$0	\$0	\$0	\$0			\$2,445,920			In the absence of general funds, this strategy will be held to accommodate higher priorities.	Increase degree completion in Data Science and Technology, Science and Engineering, Healthcare, and Education through a combination of new curricular programs, enrollment expansion and a focus on retention. Additional general fund resources will be utilized per the allocation in the 2018 Special Session I Virginia Acts of Assembly, Chapter 2.
			Savings:	\$0	\$0	\$0	\$0							
			Reallocation:	\$0	\$0	\$0	\$0							
13	Support the Honors College	2.2	Incremental:	\$1,042,280	\$541,986	\$1,042,280	\$541,986	\$278,385	\$278,385	\$1,210,919	\$1,210,919		Sustain the progress of the Honors College to help increase JMU's national visibility in 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. Cost revisions include revised fringe benefit rates and reprioritized needs of the university.	Support the Honors College as it continues to grow in size, academic options and functional complexity. Cost revisions include revised fringe benefits and reprioritized needs of the university.
			Savings:	\$0	\$0	\$0	\$0							
			Reallocation:	\$0	\$0	\$0	\$0							
14	Increase the Madison Center Possibilities	2.1	Incremental:	\$75,425	\$39,221	\$75,425	\$39,221			\$75,425	\$75,425		Continue the activities of the James Madison Center for Civic Engagement, which 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.
			Savings:	\$0	\$0	\$0	\$0							
			Reallocation:	\$0	\$0	\$0	\$0							
15	Expand Cyber Intelligence Program	4.1	Incremental:	\$290,959	\$151,299	\$290,959	\$151,299			\$292,562	\$292,562		Offer an online cyber intelligence graduate program focusing on cyber intelligence, which involves tactical and strategic analysis of cyber security threats 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. Cost revisions include revised fringe benefits.
			Savings:	\$0	\$0	\$0	\$0							
			Reallocation:	\$0	\$0	\$0	\$0							
16	Connect Student Resources	2.2	Incremental:	\$230,323	\$119,768	\$230,323	\$119,768			\$231,958	\$231,958		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. Cost revisions include revised fringe benefits.
			Savings:	\$0	\$0	\$0	\$0							
			Reallocation:	\$0	\$0	\$0	\$0							

R17	Decrease Time to Degree Completion (<i>just a title change - former title was Increase advising resources</i>)	2.2	Incremental:	\$499,429	\$259,703	\$650,304	\$338,158	\$454,795	\$454,795	\$595,761	\$595,761	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. Cost revisions include revised fringe benefit rates and reprioritized needs of the university.	Continue to support advising efforts and to improve coordination, quality, accessibility and assessment of learning offerings. Cost revisions include revised fringe benefit rates and reprioritized needs of the university.
			Savings:	\$0	\$0	\$0	\$0						
			Reallocation:	\$0	\$0	\$0	\$0						
18	Create Interdisciplinary/Interprofessional Academic Programs	3.2	Incremental:	\$196,300	\$102,076	\$196,300	\$102,076			\$197,931	\$197,931	Offer innovative interdisciplinary and interprofessional programs through jointly created course work and experiences that enhance JMU students' opportunities 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. Cost revisions include revised fringe benefits.
			Savings:	\$0	\$0	\$0	\$0						
			Reallocation:	\$0	\$0	\$0	\$0						
19	Emphasize Innovation, Creativity, Collaboration and Entrepreneurship	3.2	Incremental:	\$784,178	\$407,739	\$1,024,453	\$532,682			\$785,797	\$785,797	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. Cost revisions include revised fringe benefits and reprioritized needs of the university.
			Savings:	\$0	\$0	\$0	\$0						
			Reallocation:	\$0	\$0	\$0	\$0						
20	Increase Degree Completion	2.4	Incremental:	\$0	\$0	\$385,221	\$200,315			\$387,684	\$387,684	Increase access, student success and degree completion through expanded 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. In the absence of general funds, this strategy will be scaled back to accommodate higher priorities.	Continue to focus on the needs of local, state, regional and national audiences in offering access for nontraditional students. Cost revisions include revised fringe benefits.
			Savings:	\$0	\$0	\$0	\$0						
			Reallocation:	\$0	\$0	\$0	\$0						
21	Evaluate Teacher Licensure Options	4.1	Incremental:	\$0	\$0	\$205,263	\$106,737			\$206,901	\$206,901	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. In the absence of general funds, this strategy will be scaled back to accommodate higher priorities.	Continue to increase options for achieving teacher licensure in response to the Commonwealth's need for more highly qualified licensed teachers. Cost revisions include revised fringe benefits.
			Savings:	\$0	\$0	\$0	\$0						
			Reallocation:	\$0	\$0	\$0	\$0						
22	Maximize STEM-H Career Field Training	4.1	Incremental:	\$0	\$0	\$131,065	\$68,154			\$131,874	\$131,874	Train additional individuals for careers in STEM-H fields through the modification of current programs and curriculum offerings that will 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.	Continue to train individuals for careers in STEM-H fields to increase the number of completers in science and math education programs. Cost revisions include revised fringe benefits.
			Savings:	\$0	\$0	\$0	\$0						
			Reallocation:	\$0	\$0	\$0	\$0						
23	Increase STEM-H Teaching and Secondary Education Candidates	4.1	Incremental:	\$0	\$0	\$726,038	\$377,540			\$86,790	\$86,790	Become a leading supplier of secondary education teachers of science and mathematics in the Commonwealth by producing highly qualified 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.	Continue to produce secondary education science and mathematics teachers in the Commonwealth by producing highly qualified secondary education teachers. Cost revisions include revised fringe benefits and reprioritized needs of the university.
			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	\$733,180	\$733,180	\$6,649,522	\$4,203,602
Savings	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reallocation	\$0	\$0	\$0	\$0	\$278,385	\$0	\$0	\$0

**Six-Year Financial Plan for Educational and General Programs, Incremental Operating Budget Need
2018-2020 Biennium
(Assuming No Additional General Fund)**

Items	2018-2019		2019-2020		2018-2019 (revised)		2019-2020 (revised)	
	Total Amount	Amount From Tuition Revenue	Total Amount	Amount From Tuition Revenue	Total Amount	Amount From Tuition Revenue	Total Amount	Amount From Tuition Revenue
Total Incremental Cost from Academic Plan¹	\$3,118,894	\$1,621,792	\$4,957,631	\$2,577,936	\$733,180	\$733,180	\$6,649,522	\$4,203,602
4 Increase T&R Faculty Salary Amount (state authorized salary increase), put NGF share amount in the tuition column and NGF share+state funding in the total column	\$3,670,228	\$3,670,228	\$7,472,790	\$7,472,790			\$2,260,757	\$1,152,986
Increase T&R Faculty Salary Amount (additional NGF salary increase), put NGF amount in both tuition and total columns					\$1,826,795	\$1,826,795	\$4,424,916	\$4,424,916
T&R Faculty Salary Increase Rate (put state authorized salary increases in the total column, leave tuition column blank)	4.00%	4.00%	4.00%	4.00%			2.00%	
Additional NGF T&R Faculty Salary Increase Rate (put additional NGF salary increase rate in both tuition and total columns)					2.00%	2.00%		
5 Increase Admin. Faculty Salary Amount (state authorized salary increase), put NGF share amount in the tuition column and NGF share+state funding in the total column	\$612,072	\$612,072	\$1,236,386	\$1,236,386			\$649,797	\$331,396
Increase Admin. Faculty Salary Amount (additional NGF salary increase), put NGF amount in both tuition and total columns					\$457,656	\$457,656	\$1,390,946	\$1,390,946
Admin Faculty Salary Increase Rate (put state authorized salary increases in the total column, leave tuition column blank)	2.00%	2.00%	2.00%	2.00%			2.00%	
Additional NGF Admin. Faculty Salary Increase Rate (put additional NGF salary increase rate in both tuition and total columns)					2.00%	2.00%		
6 Increase Classified Salary Amount (state authorized salary increase), put NGF share amount in the tuition column and NGF share+state funding in the total column	\$0	\$0	\$0	\$0			\$1,823,700	\$930,087
Increase Classified Salary Amount (additional NGF salary increase), put NGF amount in both tuition and total columns								
Classified Salary Increase Rate (put state authorized salary increases in the total column, leave tuition column blank)	0.00%	0.00%	0.00%	0.00%			4.00%	
Additional NGF Classified Salary Increase Rate (put additional NGF salary increase rate in both tuition and total columns)								
Increase University Staff Salary Amount (state authorized salary increase), put NGF share amount in the tuition column and NGF share+state funding in the total column	\$0	\$0	\$0	\$0				
Increase University Staff Salary Amount (additional NGF salary increase), put NGF amount in both tuition and total columns								
University Staff Salary Increase Rate (put state authorized salary increases in the total column, leave tuition column blank)	0.00%	0.00%	0.00%	0.00%				
Additional NGF University Staff Salary Increase Rate (put additional NGF salary increase rate in both tuition and total columns)								
7 Provide Classified Bonus	\$991,265	\$991,265	\$991,265	\$991,265	\$863,066	\$863,066	\$0	\$0
Classified Salary Bonus Rate	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%		
8 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	\$1,451,645	\$1,451,645	\$2,868,642	\$2,868,642
Increase Number of Full-Time T&R Faculty to Address Enrollment Growth ⁴ (FTE)	17	17	33	33	11	11	22	22
9 Increase Number of Part-Time Faculty to Address Enrollment Growth ⁴ (\$)	\$137,792	\$137,792	\$275,584	\$275,584	\$119,931	\$119,931	\$223,275	\$223,275
Increase Number of Part-Time Faculty to Address Enrollment Growth ⁴ (FTE)	4	4	8	8	3	3	6	6
10 Increase Number of Support Staff to Address Enrollment Growth ⁴ (\$)	\$1,703,521	\$1,703,521	\$3,317,383	\$3,317,383	\$949,135	\$949,135	\$1,975,039	\$1,975,039
Increase Number of Support Staff to Address Enrollment Growth (FTE)	19	19	37	37	11	11	23	23
Increase Number of Full-Time T&R Faculty - Academic Plan (FTE)	14	7	14	8	4	4	29	17

	Increase Number of Full-Time Admin. Faculty - Academic Plan (FTE)	9	5	24	13	2	2	17	12
	Increase Number of Classified Staff - Academic Plan (FTE)	2	1	3	2			5	3
	Increase Number of Part-Time Staff & Graduate Assistants - Academic Plan (FTE)	5	3	13	7	3	3	22	12
24	Establish the Library as an Innovative Learning and Creativity Nexus ⁴ (\$)	\$883,907	\$459,631	\$1,174,866	\$610,930	\$169,668	\$169,668	\$1,182,848	\$1,182,848
	Establish the Library as an Innovative Learning and Creativity Nexus ⁴ (FTE)	11	6	14	8	2	2	14	14
25	Technology Enhancement ⁴ (\$)	\$0	\$0	\$769,229	\$769,229			\$374,271	\$374,271
	Technology Enhancement ⁴ (FTE)	0	0	3	3			3	3
3	Operation & Maintenance - New Facilities ⁴ (\$)	\$0	\$0	\$281,788	\$281,788			\$252,303	\$252,303
	Operation & Maintenance -r New Facilities ⁴ (FTE)	0	0	9	9			9	9
11	Provide Additional Undergraduate Student Financial Aid	\$1,529,881	\$1,529,881	\$2,829,881	\$2,829,881	\$2,513,150	\$1,635,796	\$5,371,645	\$3,835,796
	Others (Specify, insert lines below)	\$0	\$0	\$0	\$0				
A-1	Annualize FY 2017-18 Salary Costs					\$1,198,912	\$975,187	\$1,198,912	\$975,187
A-2	Increase Medical Insurance					\$1,974,960	\$1,184,976	\$1,974,960	\$1,184,976
26	Institutional Savings/Reallocations	(\$663,540)	(\$663,540)	(\$663,540)	(\$663,540)	(\$434,429)	(\$434,429)	(\$784,429)	(\$784,429)
	Total Additional Funding Need	\$14,091,119	\$12,169,741	\$26,733,514	\$23,789,883	\$11,823,669	\$9,932,606	\$31,837,104	\$24,521,841

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 (2018): 2018-20 through 2022-24

James Madison University

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

Items	Revised																	
	2016-2017 (Estimated)		2017-2018 (Estimated)			2018-2019 (Planned)			2019-2020 (Planned)			2017-18 (Est.)	2018-2019 (Estimated)			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	Total Revenue	Student Charge ⁽¹⁾	Rate Increase	Total Revenue	Student Charge ⁽²⁾	Rate Increase ⁽²⁾	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	\$100,279,458	\$7,250/\$6,620	16.0%/5.9%	\$110,469,576	\$8,250/\$7,468/\$7,050	13.8%/3.0%/6.5%	\$123,104,220
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	\$113,992,048	\$23,650/\$23,334	4.4%/3.0%	\$113,785,713	\$24,650/\$24,342/\$24,266	4.2%/2.9%/4.0%	\$115,210,963
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	\$11,392,375	\$10,512	2.8%	\$11,572,335	\$10,848	3.2%	\$11,889,295
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	\$8,462,606	\$28,416	0.0%	\$8,193,432	\$28,416	0.0%	\$8,300,155
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	\$5,244,820			\$5,282,857			\$5,388,515
Total E&G Revenue - Gross		\$226,256,814			\$236,894,034			\$249,063,775			\$260,683,917	\$239,371,307			\$249,303,913			\$263,893,148
Total E&G Revenue - Net of Financial Aid		\$219,577,220			\$229,754,416			\$240,394,276			\$250,714,418	\$232,093,693			\$240,390,503			\$252,779,738
E&G Revenue Used for Faculty Salary Increases		\$0			\$1,616,985			\$5,287,213			\$9,089,775	\$1,616,985			\$3,443,780			\$7,194,887
Average T&R Faculty Salary Increase Rate		0.00%			3.00%			4.00%			4.00%	3.00%			2.00%			2.00%
Auxiliary Program																		
Mandatory Non-E&G Fees																		
Undergraduate	\$4,494		\$4,628	3.0%		\$4,836	4.5%		\$5,054	4.5%			\$4,766	3.0%		\$4,908	3.0%	
Graduate	\$1,104		\$1,128	2.2%		\$1,128	0.0%		\$1,128	0.0%			\$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	\$210,085,982			\$216,913,032			\$230,471,987
Total Tuition and Fees																		
Undergraduate, In-State	\$10,390		\$10,878	4.7%		\$11,554	6.2%		\$12,276	6.2%			\$12,016/\$11,386	10.5%/4.7%		\$13,158/\$12,376/\$11,958	9.5%/3.0%/5.0%	
Undergraduate, Out-of-State	\$26,164		\$27,278	4.3%		\$28,412	4.2%		\$29,572	4.1%			\$28,416/\$28,100	4.2%/3.0%		\$29,558/\$29,250/\$29,174	4.0%/2.9%/3.8%	
Graduate, In-State	\$10,752		\$11,352	5.6%		\$11,976	5.5%		\$12,648	5.6%			\$11,640	2.5%		\$11,976	2.9%	
Graduate, Out-of-State	\$28,296		\$29,544	4.4%		\$29,544	0.0%		\$29,544	0.0%			\$29,544	0.0%		\$29,544	0.0%	
Law, In-State	\$0		\$0	%		\$0	%		\$0	%			\$0	%		\$0	%	
Law, Out-of-State	\$0		\$0	%		\$0	%		\$0	%			\$0	%		\$0	%	
Medicine, In-State	\$0		\$0	%		\$0	%		\$0	%			\$0	%		\$0	%	
Medicine, Out-of-State	\$0		\$0	%		\$0	%		\$0	%			\$0	%		\$0	%	
Dentistry, In-State	\$0		\$0	%		\$0	%		\$0	%			\$0	%		\$0	%	
Dentistry, Out-of-State	\$0		\$0	%		\$0	%		\$0	%			\$0	%		\$0	%	
Student Financial Aid (Program 108)																		
		\$6,679,594			\$7,139,618			\$8,669,499			\$9,969,499	\$7,277,614			\$8,913,410			\$11,113,410
Sponsored Programs (Program 110)																		
		\$16,326,364			\$16,489,628			\$16,654,524			\$16,821,069	\$16,117,237			\$16,600,754			\$17,098,777
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.

JMU's Board of Visitors voted in November 2017 to increase annual tuition by \$1,000 for new students (both in-state and out-of-state) arriving in the fall of 2018 and then again by \$1,000 for new students arriving in the fall of 2019.

The entering in-state classes for fall 2018 and fall 2019 are guaranteed that tuition will not increase by more than three percent each year as long as state funding remains relatively stable.

⁽¹⁾ Entering in-state freshman and transfer tuition charge for FY 2018-19 is \$7,250. The tuition charge for returning in-state students (sophomore, junior and senior) levels is \$6,620.

Entering out-of-state freshman and transfer tuition charge for FY 2018-19 is \$23,650. The tuition charge for returning out-of-state students (sophomore, junior and senior) levels is \$23,334.

⁽²⁾ Entering in-state freshman and transfer tuition charge for FY 2019-20 is \$8,250. The tuition charge for returning in-state sophomores is \$7,468 and returning juniors and seniors is \$7,050.

Entering out-of-state freshman and transfer tuition charge for FY 2019-20 is \$24,650. The tuition charge for returning out-of-state sophomores is \$24,342 and returning juniors and seniors is \$24,266.

Six-Year Plans - Part I (2018): 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

***2016-17 (Actual) 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%	\$6,544,822
Undergraduate, Out-of-State	\$110,895,602	\$3,352,724	3.0%	\$200,456
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%	\$6,745,278
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%	\$6,544,822

Update 2016-17 Financial Aid if you have the actual data, and change the title from "Estimated" to "Actual".

2017-18 (Planned)					2017-18 (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	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	\$100,279,458	\$3,108,663	3.1%	\$6,908,005
Undergraduate, Out-of-State	\$113,298,324	\$3,495,364	3.1%	\$214,189	\$113,992,048	\$3,553,446	3.1%	\$227,570
Graduate, In-State	\$10,150,628	\$313,157	3.1%	\$0	\$11,392,375	\$353,164	3.1%	\$133,525
Graduate, Out-of-State	\$8,208,162	\$253,229	3.1%	\$0	\$8,462,606	\$262,341	3.1%	\$8,514
First Professional, In-State	\$0	\$0	%	\$0	\$0	\$0	%	\$0
First Professional, Out-of-State	\$0	\$0	%	\$0	\$0	\$0	%	\$0
Total	\$231,422,731	\$7,139,618	3.1%	\$7,139,618	\$234,126,487	\$7,277,614	3.1%	\$7,277,614
Total from Finance-T&F worksheet	\$236,894,034	\$7,139,618	3.0%		\$239,371,307	\$7,277,614	3.0%	
In-State Sub-Total	\$109,916,245	\$3,391,025	3.1%	\$6,925,429	\$111,671,833	\$3,461,827	3.1%	\$7,041,530
Additional In-State	\$8,780,777	\$333,381	3.8%	\$380,607	\$10,536,365	\$404,183	3.8%	\$496,708

2018-19 (Planned)					2018-19 (Estimated)			
T&F Used for Financial Aid	Gross Tuition Revenue	Tuition Revenue for Financial Aid (Program 108)**	% Revenue for Financial Aid	Distribution of 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	\$110,469,576	\$4,032,140	3.7%	\$8,556,874
Undergraduate, Out-of-State	\$116,008,649	\$4,129,696	3.6%	\$260,085	\$113,785,713	\$4,153,179	3.7%	\$356,536
Graduate, In-State	\$10,793,798	\$384,239	3.6%	\$0	\$11,572,335	\$425,711	3.7%	\$0
Graduate, Out-of-State	\$8,251,890	\$293,752	3.6%	\$0	\$8,193,432	\$302,380	3.7%	\$0
First Professional, In-State	\$0	\$0	%	\$0	\$0	\$0	%	\$0
First Professional, Out-of-State	\$0	\$0	%	\$0	\$0	\$0	%	\$0
Total	\$243,537,757	\$8,669,499	3.6%	\$8,669,499	\$244,021,056	\$8,913,410	3.7%	\$8,913,410
Total from Finance-T&F worksheet	\$249,063,775	\$8,669,499	3.5%		\$249,303,913	\$8,913,410	3.6%	
In-State Sub-Total	\$119,277,218	\$4,246,051	3.6%	\$8,409,414	\$122,041,911	\$4,457,851	3.7%	\$8,556,874
Additional In-State	\$9,360,973	\$855,026	9.1%	\$1,483,985	\$10,370,078	\$996,024	9.6%	\$1,515,344
Additional In-State from Financial Plan		\$1,529,881				\$1,635,796		

2019-20 (Planned)					2019-20 (Estimated)			
T&F Used for Financial Aid	Gross Tuition Revenue	Tuition Revenue for Financial Aid (Program 108)**	% Revenue for Financial Aid	Distribution of 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	\$123,104,220	\$5,281,171	4.3%	\$10,668,874
Undergraduate, Out-of-State	\$117,132,012	\$4,556,075	3.9%	\$299,085	\$115,210,963	\$4,966,111	4.3%	\$444,536
Graduate, In-State	\$11,325,927	\$440,550	3.9%	\$0	\$11,889,295	\$510,051	4.3%	\$0
Graduate, Out-of-State	\$8,318,122	\$365,131	4.4%	\$0	\$8,300,155	\$356,077	4.3%	\$0
First Professional, In-State	\$0	\$0	%	\$0	\$0	\$0	%	\$0
First Professional, Out-of-State	\$0	\$0	%	\$0	\$0	\$0	%	\$0
Total	\$255,102,638	\$9,969,499	3.9%	\$9,969,499	\$258,504,633	\$11,113,410	4.3%	\$11,113,410
Total from Finance-T&F worksheet	\$260,683,917	\$9,969,499	3.8%		\$263,893,148	\$11,113,410	4.2%	
In-State Sub-Total	\$129,652,504	\$5,048,293	3.9%	\$9,670,414	\$134,993,515	\$5,791,222	4.3%	\$10,668,874
Additional In-State	\$10,375,286	\$802,242	7.7%	\$1,261,000	\$12,951,604	\$1,333,371	10.3%	\$2,112,000
Additional In-State from Financial Plan		\$2,829,881				\$3,835,796		

* 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 (2018): FY2017-2018
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 Notes: The reporting period is FY18. The metrics serve as a menu of items that institutions should respond to as applicable and when information is available to them. Leave fields blank, if information is unavailable. Please note the narrative question at the bottom of the page. The response should be provided in a separate WORD or PDF document, as an attachment, if the Part II (Narrative) is not being updated.

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	\$1,091,808	\$429,358	\$1,521,167
	State and Local Government	\$134,592	\$13,655	\$148,247
	Institution Funds	\$24,690	\$103,144	\$127,834
	Business	\$142,363	\$153	\$142,516
	Nonprofit Organizations	\$127,162	\$252,797	\$379,959
	All Other Sources			\$0
	Total	\$1,520,614	\$799,107	\$2,319,722

* 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 contact Jean Mottley (jeanmottley@schev.edu) to assist with changes.

VA PLAN Strategy Reference	Section B: Grants, Contracts and Sub-Agreements by Discipline						
	Discipline	Category				Sub-agreements	
		Grants		Contracts		No.	\$ Value
4.3		No.	\$ Value	No.	\$ Value		
	Engineering						
	Physical Science	5	\$618,894				
	Environmental Science	17	\$647,079	12	\$546,317		
	Computer Science	3	\$111,133				
	Life Sciences	19	\$1,815,165	2	\$147,248		
	Psych/Social	58	\$6,192,664	20	\$2,199,394		
	Other Science	3	\$89,645	1	\$40,000		
	Non-Science and Engineering (non-S&E)	65	\$5,000,289	22	\$1,432,624		
	Total	170	\$14,474,869	57	\$4,365,583	0	\$0

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	1. Does your institution offer an innovation/ entrepreneurship/career-themed student living-learning community?	X			Wayland Hall (interdisciplinary visual and performing arts); Huber Learning Community (pre-professional health sciences)
4.1	2. Does your institution offer startup incubation/accelerator programs? If yes, please comment if people/companies external to the institution can access them and, if so, how.	X			Offerings of startup incubation/accelerator programs are limited to those within the university.
4.2	3. Does your institution offer maker-space? If yes, please comment if people/companies external to the institution can access it and, if so, how.	X			The JMU X-Labs Maker Space is funded by 4-VA for JMU students enrolled in classes. External people/companies may access X-Labs equipment via non-credit course through on-line enrollment
4.2	4. Does your institution have an entrepreneurship center? If yes, please comment if people/companies external to the institution can access it and, if so, how.	X			The JMU Center for Entrepreneurship is limited to those within the university.
4.2	5. Does your institution have Entrepreneur Executive(s)-in-Residence?	X			
4.1	6. Number of students paid through externally funded research grants or contracts.			172	
4.1	7. Number of entrepreneurship degrees/ courses/programs (credit and noncredit) offered?			7	Two minors; two concentrations; three courses No non-credit offerings
4.1	8. Number of academic units that have courses/programs requiring a capstone project, experiential learning activities, or internships.			8	Minors: 31 Concentrations: 51 Courses: Vary by semester
4.1	9. Does your institution's tenure policy support commercialization? If yes, please provide brief explanation in comments section.		X		JMU's tenure policy allows for faculty commercial developments to be supported. It does not provide incentives specifically in support of commercialization.
4.2	10. Does your institution offer a seed fund that awards money to start-ups? If yes, please comment on whether it awards funding only to university-based start-ups or to the general public as well?	X			Through Madison Trust, faculty and staff can pitch projects to alumni investor-judges. The program, which is limited to university-based start-ups, provided \$40,000 last year.
4.2	11. Does your institution offer translational research and/or proof of concept funding? If yes, please provide dollar amount available in FY18 in the number/amount field.	X		299,300	Funding distributed through grants by the Engagement Advisory Committee, 4-VA and the Faculty Senate.
4.1	12. 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.	X		184	JMU offers seven professional development/continuing education programs for industry. In FY18, there were 184 participants.

Section D: Provide information for research and commercialization grants by type, number, and dollar value with a breakdown by college and department. If additional rows are needed, please contact Jean Mottley (jeanmottley@schev.edu) to assist with changes.

VA PLAN Strategy Reference	Section D: Research and Commercialization Grants	No.	\$ Value	College	Department
4.3	SBIR - Small Business Innovation Research	0	\$0		
	STTR - Small Technology Transfer Research	1	\$40,000	Science and Math	Math and Statistics
	CRCF - Commonwealth Research Commercialization Fund	0	\$0		
	*VBHRC - The Catalyst	0	\$0		
	Commonwealth Health Research Board	0	\$0		
	VRIF - Virginia Research Investment Fund	0	\$0		

*University must pay to be a member and collaborate with at least one other member university

Section E. The Intellectual Property (IP) section captures information on disclosure, patent, and licensing activities. It is divided into two tables. Table 1 captures information regardless of source of funds or nature of entity to whom IP is transferred. Table 2 is required by § 23.1-102 subdivision 2 of the Code of Virginia. It details 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. 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 table captures 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.

VA PLAN Strategy Reference	Section E: Part 1 - All Patent Activity for FY 2017-18	No.
4.2	1. Number of Intellectual Property disclosures received	4
	2. Number of Provisional Patent Applications filed during the year	1
	3. Number of Patent Applications filed during the year (by type)	
	Design	
	Plant	
	Utility	1
	Total	1
	4. Total number of Patent Applications pending (by type)	
	Design	
	Plant	
	Utility	3
	Total	3
	5. Number of Patents awarded during the year (by type)	
	Design	
	Plant	
Utility		
Total	0	

VA PLAN Strategy Reference	Section E: Part 2 - Other Information	Principal Place of Business in VA	Principal Place of Business outside VA
4.2	1. Value of funds from persons or nongovernmental entities to support intellectual property research	\$15,750	\$12,500
	2. Number of patents awarded during the year (by type) developed in whole or part from external projects funded by persons or nongovernmental entities:		
	a. Design Patent	0	0
	b. Plant Patent	0	0
	c. Utility Patent	0	0
	d. Total	0	0
	3. Number of assignments of intellectual property interests to persons or nongovernmental entities	0	0
	4. Total number of intellectual property licenses executed in FY 17-18	0	1
	5. Number of start-ups created through IP licensing in FY17-18	0	0
	6. Amount of licensing revenue in FY17-18 resulting from all intellectual property licenses	\$823	\$7,631
7. Number of jobs created as a result of university start-ups.	2	11	

Section F: 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 F: General Questions - VCCS Specific	Number	Value	Comments
4.1	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.			
	2. Number of training programs leading to workforce certifications and licensures.			
	3. Number of students who earned industry recognized credentials stemming from training programs.			
	4. Number of industry-recognized credentials obtained, including certifications and licenses.			
	5. Number of Career/Technical Education certificates, diplomas and degrees awarded that meets regional workforce needs.			

NARRATIVE REQUIREMENT:

Contributions to Economic Development – Describe the institution’s contributions to stimulate the economic development of the Commonwealth and/or area in which the institution is located. *If applicable*, the information should include:

- a. University-led or public-private partnerships in real estate and/or community redevelopment.
- b. State industries to which the institution’s research efforts have direct relevance.
- c. High-impact programs designed to meet the needs of local families, community partners, and businesses.
- d. Business management/consulting assistance.

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 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. **Annualize FY 2017-18 Salary Costs.** The annualized cost of the FY 2017-18 three percent salary increase for instructional faculty, administrative and professional faculty, and classified positions were budgeted two pay periods in FY 2018-19. Includes additional annualized cost for instructional compression and high turnover classified positions.
 - FY 2018-19 \$1,198,912 salary + benefits
 - FY 2019-20 \$1,198,912 salary + benefits
2. **Increase Medical Insurance.** Medical insurance increased 6.1 percent in FY 2018-19. The university’s weighted average medical cost per employee increased \$844 to \$14,676.
 - FY 2018-19 \$1,974,960 salary + benefits
 - FY 2019-20 \$1,974,960 salary + benefits
3. **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 and meeting/conference space and a ground level food venue. The projected annual operation and maintenance costs for three months are expected to be \$252,303 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, \$107,730 salary + benefits + \$144,573 operating costs
 - Total cost \$252,303
4. **Increase Institutional Instructional Faculty Salaries.** 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 indicating 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 percent 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 percent merit increase in FY 2018-19 for instructional faculty in the amount of \$1,197,427 (NGF) for 13 pay periods and an increase for a compression/inversion pool in the amount of \$629,368 (NGF) with all salary adjustments annualized in FY 2019-20 for 24 pay periods. The FY 2019-20 increase for the annualized incremental cost of the 2018-19 2 percent merit is \$1,013,090 (NGF) and the compression/inversion pool cost increase is \$532,542 (NGF). Additionally, while dependent on state revenues, a 2 percent salary increase will be provided in FY 2019-20 for 24 pay periods (\$1,107,771 general funds & \$1,152,986 NGF) as well as an additional compression and inversion pool of funding in the amount of \$1,052,489 (NGF).

- FY 2018-19 \$1,826,795 salary + benefits, nongeneral funds
- FY 2019-20 \$6,685,673 salary + benefits, \$5,577,902 nongeneral funds + \$1,107,771 general funds

5. Increase Institutional Administrative and Professional Faculty Salaries. 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 percent 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 percent. In an effort to make up for these deficits, this strategy provides a 2 percent merit increase for A&P Faculty for compression in FY 2018-19 for 13 pay periods in the amount of \$457,656 (NGF) with the salary adjustment annualized in FY 2019-20 for 24 pay periods in the incremental increase amount of \$387,227 (NGF). Additionally, while dependent on state revenues, a 2 percent salary increase for A&P Faculty will be provided in FY 2019-20 for 24 pay periods (\$318,401 GF & \$331,396 NGF) combined with additional resources for a compression and inversion pool of funding in the amount of \$546,063 (NGF).

- FY 2018-19 \$457,656 salary + benefits, nongeneral funds
- FY 2019-20 total cost \$2,040,743 salary + benefits, \$1,722,342 nongeneral funds + \$318,401 general funds

6. Increase Classified Salaries. While dependent on state revenues, the university will provide a 2 percent salary increase and 2 percent merit increase for classified employees in FY 2019-20 for 24 pay periods.

- FY 2018-19 \$0 salary + benefits (See Classified Bonus)
- FY 2019-20 total cost \$1,823,700 salary + benefits, \$930,087 nongeneral funds + \$893,613 general funds

7. 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 percent. Research by JMU's Compensation Advisory Council (CAC) indicates that JMU classified employee salaries are, at a minimum, 3 percent 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 plans a 2 percent bonus for classified staff in 2018-19. The bonus funding in FY 2018-19 will be reallocated in FY 2019-20 to support the university's estimated nongeneral fund cost of the planned 2 percent classified salary increase and classified merit increase.

- FY 2018-19 \$863,066 salary + benefits
- FY 2019-20 Reallocation \$863,066

8. 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 regular session (Fall/Spring) on-campus full-time-equivalent (FTE) student enrollment increases of 227 in FY 2018-19 and 219 in FY 2019-20.

- FY 2018-19 11.00 FTE, \$1,258,649 salary + benefits + \$192,996 operating costs
 - Total cost \$1,451,645
- FY 2019-20 22.00 FTE, \$2,517,302 salary + benefits + \$351,340 operating costs
 - Total cost \$2,868,642

9. 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 regular session (Fall/Spring) on-campus full-time-equivalent (FTE) student enrollment increases of 227 in FY 2018-19 and 219 in FY 2019-20. Twenty percent of the needed full-time equivalent faculty (FTEF) will be part-time faculty.

- FY 2018-19 3.00 FTE, \$111,956 salary + benefits + \$7,975 operating costs
 - Total cost \$119,931
- FY 2019-20 6.00 FTE, \$215,300 salary + benefits + \$7,975 operating costs
 - Total cost \$223,275

10. Increase Number of Support Staff to Address Enrollment Growth and Continuing Operations. In 2018-19, the university has budgeted \$949,135 for 11.00 FTE support positions to address the projected fall 2018 student enrollment increase over FY 2017-18. Areas of resource allocation in FY 2018-19 include student engagement opportunities, student services and success, public safety, information technology, and university support. 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 regular session (Fall/Spring) on-campus full-time-equivalent (FTE) student enrollment increases of 227 in FY 2018-19 and 219 in FY 2019-20.

- FY 2018-19 11.00 FTE, \$711,059 salary + benefits + \$238,076 operating costs
 - Total cost \$949,135
- FY 2019-20 23.00 FTE, \$1,676,963 salary + benefits + \$298,076 operating costs
 - Total cost \$1,975,039

11. Provide Additional Undergraduate Student Financial Aid. In 2017-18, the university met an average of 31 percent of remaining need for those with estimated family contribution (EFC) up to \$9,500 (approximately 2,624 students). For future strategies, we will continue investigating 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 \$2,513,150
- FY 2019-20 \$5,371,645

Items 12-24 represent the university's Academic Affairs strategies and the Libraries' Learning and Creativity Nexus strategy.

12. Increase Degree Completion in Targeted Areas. In response to the Governor of Virginia's call for increased degree completion in Data Science and Technology, Science and Engineering, Healthcare, and Education, JMU is dedicated to growing enrollment, retention and completion in specific academic areas.

The university has plans to increase student enrollment in highly prescribed majors with limits on student/faculty ratios, including Nursing; to increase retention in majors with gateway courses that frequently derail students' four-year graduation plans, including Biology, Biotechnology, Mathematics, Statistics, Health Sciences and Engineering; and to expand retention in specific academic areas that have struggled with overall enrollments, including Education. The goal of more degree completers will also be addressed with new curricular programs, such as the development of a cross disciplinary major in Data Sciences.

- FY 2018-19 0.00 FTE, \$0 salary + benefits + \$0 operating costs
 - Total cost \$0
- FY 2019-20-28.54 FTE, \$2,188,239 salary + benefits + \$257,681 operating costs
 - Total cost \$2,445,920

13. 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. The 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 2.00 FTE, \$248,385 salary + benefits + \$30,000 operating costs
 - Total cost \$278,385
- FY 2019-20 11.00 FTE, \$1,135,919 salary + benefits + \$75,000 operating costs
 - Total cost \$1,210,919

14. Increase Madison Center Possibilities. Launched in 2017, the James Madison Center for Civic Engagement is a high profile center that provides the primary leadership for and coordination of activities advancing our vision of civic engagement. Staff promote the center's presence and functions both internally and externally and formally consolidate and operationalize existing activities appropriate to their mission.

- FY 2018-19 0.00 FTE, \$0 salary + benefits + \$0 operating costs
 - Total cost \$0
- FY 2019-20 .25 FTE, \$7,911 salary + benefits + \$67,514 operating costs
 - Total cost \$75,425

15. Expand Cyber Intelligence Program. JMU is preparing to 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 certificate 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 0.00 FTE, \$0 salary + benefits + \$0 operating costs
 - Total cost \$0
- FY 2019-20 2.00 FTE, \$236,267 salary + benefits + \$56,295 operating costs
 - Total cost \$292,562

16. Connect Student Resources. Connect the work of the Learning Centers, Learning Strategies Instruction 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 0.00 FTE, \$0 salary + benefits + \$0 operating costs
 - Total cost \$0
- FY 2019-20 3.57 FTE, \$193,458 salary + benefits + \$38,500 operating costs

- Total cost \$231,958

17. Decrease Time to Degree Completion. Provide additional support for advising resources that lead to 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, including increased attention on summer school as a way to increase timely graduation.

- FY 2018-19 7.12 FTE, \$434,795 salary + benefits + \$20,000 operating costs
 - Total cost \$454,795
- FY 2019-20 8.12 FTE, \$522,641 salary + benefits + \$73,120 operating costs
 - Total cost \$595,761

18. 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 0.00 FTE, \$0 salary + benefits + \$0 operating costs
 - Total cost \$0
- FY 2019-20 2.00 FTE, \$187,593 salary + benefits + \$10,338 operating costs
 - Total cost \$197,931

19. 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. Develop and implement a marketing strategy to raise awareness of the opportunities for student and faculty engagement.

- FY 2018-19 0.00 FTE, \$0 salary + benefits + \$0 operating costs
 - Total cost \$0
- FY 2019-20 9.06 FTE, \$514,786 salary + benefits + \$271,011 operating costs
 - Total cost \$785,797

20. Increase Degree Completion. Increase access, student success and degree completion for all students. Expand 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 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, \$287,459 salary + benefits + \$100,225 operating costs
 - Total cost \$387,684

21. Evaluate Teacher Licensure Options. Increase learners' 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, \$182,387 salary + benefits + \$24,514 operating costs
 - Total cost \$206,901

22. Maximize STEM-H Career Field Training. Train additional individuals for careers in STEM-H fields. Modify current 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. 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, \$131,874 salary + benefits + \$0 operating costs
 - Total cost \$131,874

23. Increase STEM-H Teaching and Secondary Education Candidates. Become a leading producer of secondary education teachers of science and mathematics 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 1.00 FTE, \$81,790 salary + benefits + \$5,000 operating costs
 - Total cost \$86,790

24. Establish the Libraries 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 the Libraries 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 and assist with the production and implementation of affordable course content that can aid students with growing textbook costs.

- FY 2018-19 2.00 FTE, \$139,668 salary + benefits + \$30,000 operating costs
 - Total cost \$169,668
- FY 2019-20 13.61 FTE, \$965,147 salary + benefits + \$217,701 operating costs
 - Total cost \$1,182,848

25. Invest in Technology. 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, \$256,727 salary + benefits + \$117,544 operating costs
 - Total cost \$374,271

26. 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 \$434,429 Reallocation
- FY 2019-20 \$784,429 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 used 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).

Income Level	Projected		
	2016-17	2017-18	2018-19
Low Income	16%	17%	16%
Middle Income	23%	23%	22%
High Income	61%	60%	62%

Income Level	Projected		
	2016-17	2017-18	2018-19
Low Income	17%	17%	18%
Middle Income	25%	25%	24%
High Income	58%	57%	58%

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

- A. Low Income Students in 2017-18 (In-State):
 - Definition = Expected Family Contribution (EFC) of \$0 – \$5,328 (Pell Grant eligible students)

¹ For 2015 [Academic Year (AY) 2016-17], HHS Poverty was determined as \$11,770 for the first person and \$4,160 for each additional person. For 2016 (AY 2017-18), these thresholds were \$12,071 and \$4,140. For FY 2017 (AY 2018-19), these thresholds were \$12,060 and \$4,180. 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.

- Number of students receiving aid from institutional dollars = 893

B. Middle Income Students:

- Definition = Expected Family Contribution (EFC) of \$5,329 - \$9,500
- Number of students receiving aid from institutional dollars = 279

For 2018-19, 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 2017-18 equaled 36.5 percent 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 2 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 percent 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 percent salary increase for A&P faculty and classified employees and a 2 percent 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 percent in FY 2016-17 and 8.9 percent in FY 2017-18 or 17.6 percent 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 allocation 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 percent 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. Libraries and Innovation Services 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. As of spring 2018, JMU averaged nine classes per semester from various disciplines in our TelePresence classrooms, with an additional six X-Lab specific courses each semester.

Collaborative research continues to be a flagship of the 4-VA program, with over 30 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 Studies 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 for 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 percent 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 featuring "Best Colleges" and "Best Values in Public Colleges." Consistently high graduation rates and reasonable cost for attendance are among the factors that illustrate the worth 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's higher education goals, the strategies included in JMU's 2018 Six-Year Plan focus on these areas of university investment and emphasis:

- Operations and maintenance for the College of Business facility
- Faculty and staff compensation
- Faculty and staff enrollment growth resources
- Financial assistance that increases access and affordability
- Academic strategies that focus on student learning opportunities; STEM-H; advising and degree completion; technology and innovation partnerships; cyber intelligence; 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 financial modeling practices and assumptions, which include enrollment projections (volume and demographic), other nonfee revenue trends, the higher education market and the projected costs of university investments.

The institution is committed to planning strategically, identifying operation efficiencies and implementing a long-term and sustainable financial model that begins with The Madison Pledge in the fall of 2018. JMU's Board of Visitors voted in November 2017 to increase annual tuition by \$1,000 for new students (both in-state and out-of-state) arriving in the fall of 2018 and then again by \$1,000 for new students arriving in the fall of 2019. Students already enrolled at JMU when each of these increases take effect will not be affected. The Madison Pledge does increase tuition; however, for the incoming class of freshmen for the next two years, it guarantees that in-state tuition will not increase by more than three percent each year as long as state funding remains relatively stable. The Madison Pledge communicates to students and their families our commitment to tuition rates during their time at Madison that will be predictable and will ensure continued success.

F. Contributions to Economic Development

JMU has continued to do 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 saw 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 included participants from the City of Harrisonburg and its Industrial Development Authority, the university

and dpM Partners. The facility provides critical meeting space for the university and the Harrisonburg community, and it enhances the student experience for students in the Hart School of Hospitality, Sport and Recreation Management. In fall 2018, JMU will host its inaugural “Engagement for the Public Good” conference at the conference center.

This spring the university broke ground on a new convocation facility, the Union Bank & Trust Center, which will replace the existing 31-year old center in fall 2020. 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:

- **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 gsf 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 gsf 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.
- **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.
- **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 VS. In addition to being first generation, the majority of students in the program are economically disadvantaged. Students are identified as participants in eighth grade and, with continued academic success, receive scholarship support to attend JMU. To date, 144 students from 17 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 provides students age 9-14 from Virginia and D.C. an opportunity to challenge their math and science skills in an internationally recognized competitive environment. This year, nearly 900 students from 25 regional competitions throughout Virginia developed teams that competed in a two-day competition. The league also involves approximately 500 JMU student volunteers.
- **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 won a regional event and qualified as an alternate for the World Championship, which they were able to attend thanks to a donation from local business Dynamic Aviation.
- **JMU X-Labs:** These classes attracted the attention of local, national and international sponsors and supporters. TSSI provided an in-kind gift of satellite communications equipment valued at over \$35,000. Stanley Black & Decker sponsored the JMU X-Labs with in-kind products and tools needed for students to complete their prototypes, while Compass Analytics partnered with the X-Labs to provide team network analysis tools that assist in ongoing research into the productivity and

function of multidisciplinary student teams. BAE Systems provided a sponsorship grant of \$7,500 to expand support of student projects and programs.

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 a ground level food venue. This is a transformative project for the JMU College of Business, and it brings the latest in technology, learning approaches and business techniques to the business programs. 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 seating for approximately 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 it 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 – it will be less a repository for printed material and more focused on student learning, access to information, and 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, James Madison University began participation in the level 2.5 Higher Education Decentralization Pilot. The university has benefited from 2.5 delegated authority by the efficiencies gained through development of university expenditure policies, management of its accounts receivable program and capital outlay procurement. With level 2.5 delegated authority successfully implemented, the university has begun the process to obtain Level III delegated authority.

As part of our financial strategic planning to obtain Level III delegated authority, the bond rating agency, Fitch Ratings, assigned an Issuer Default Rating (IDR) of AA- for James Madison University in April 2018. JMU is the first comprehensive public university in Virginia to successfully achieve this rating. The AA- bond rating was the first step in the application process for Level III delegated authority.

For the second phase of the Level III process, an application (request for approval) was submitted to the Governor in July to begin negotiations of the management agreement with Cabinet Secretaries. The university was given approval to work with the Secretary of Finance to draft a management agreement, which was submitted the first of September. The university's management agreement requested delegated authority similar to current Level III institutions (UVA, VT, VCU and W&M).

On September 14, the university's Board of Visitors unanimously approved a resolution which attests to the ability of the institution to successfully manage administrative and financial operations and authorized the President and Senior Vice President for Administration and Finance to enter into negotiations to develop a management agreement with the Commonwealth.

The university looks forward to discussions and continuing negotiations of the management agreement in order to meet the November 15, 2018 deadline for consideration in the Governor's Budget Bill.

James Madison University
Response to OP Six Comments on the 2018 Six-Year Plan
October 1, 2018

General Comments for All Institutions

1. Salary Increase Information: Salary information must be filled in the top lines provided in the Finance section of the Academic-Finance sheet. If the additional NGF salary increase is a bonus, put a note in those lines. If there is a special salary case that does not fit the provided salary lines, please provide a write-up including the funding source and salary amount etc. Please note that FY2020 should not reflect zeros when the budget already includes increases for faculty and staff. If you have any questions, please contact Yan Zheng.

The institutional narrative has been updated to include additional salary information and the Finance section of the Academic-Finance sheet has been modified to include requested salary funding detail.

2. Funding for Plan: Please reconcile your new net revenue with your new net spending (both with and without financial aid) to ensure accuracy. Specific comments are being provided to several institutions. But, for quality assurance purposes, all institutions are being asked to perform this review prior to submitting their final plans.

The institutional new net revenue and new net spending have been reviewed and reconciled.

3. Non-E&G Fees Increase for FY2020: The 2018 General Assembly lowered the cap of the annual increase in non-E&G fees to 3% for in-state undergraduate students with some exceptions such as salary increase authorized by the General Assembly (Section 4-2.01.b.8a). Some institutions had the non-E&G fee increase over 4% in FY2020. Please provide a written explanation of the uses of the additional revenue, if your institution plans to have the non-E&G fee increase over 4% in FY2020.

This comment is not applicable to James Madison University's non-E&G mandatory fees included in the 2018 Six-Year Plan.

4. Economic Development Worksheet: For sections A and B on this worksheet, please note the following:

Section A: Section A should be consistent with the data NSF collects for the Higher Education Research and Development survey (HERD). We understand there is a timing difference, as HERD data is submitted later, meaning any adjusting journal entries made in the interim are not included in the expenditures reported in Section A.

Section A is consistent with the data NSF collects for HERD.

Section B: Please ensure that Section B includes the total amount of new grants, contracts, and subagreements awarded in FY2018 (i.e., include the total amount for a three-year grant awarded in FY2018). Section B should not contain the total amount of all active grants, contracts and subagreements and should not repeat the research expenditures from Section A reformatted by discipline. If you are unable to separate the new awards into grants, contracts, and subagreements, please provide the totals by discipline.

Section B includes the total amount of new grants, contracts, and subagreements awarded in FY 2018.

Comment for James Madison University

1. Please update the narrative with information about efforts to obtain Level 3 authority and the status of those efforts.

The institutional narrative has been updated with information regarding efforts to obtain Level 3 authority and the status of those efforts.