

**Six-Year Plans (2011)      2012-14    through    2016-18**

**Due: July 1, 2011**

**Institution:**

James Madison University (216)
--------------------------------

**Institution UNITID:**

232423
--------

**Individual responsible for plan**

<b>Name:</b>	Diane Stamp
<b>Email address:</b>	<a href="mailto:stampdl@jmu.edu">stampdl@jmu.edu</a>
<b>Telephone number:</b>	540-568-6895

**Six-Year Plans (2011)**  
**James Madison University (216)**  
**ACADEMIC AND FINANCIAL PLAN**

Instructions: In the column entitled "Academic and Support Service Strategies for Six-Year Period (2012-2018)," please provide 2-3 sentences detailing strategies (for the three biennia of this six-year period) associated with each objective of the "Preparing for the Top Jobs of the 21<sup>st</sup> Century: The Virginia Higher Education Opportunity Act of 2011." The information provided should be macro-level information with sufficient detail for the reader to understand your general approach.

Priority Ranking	Within Tuition Increase	ACADEMIC AND SUPPORT SERVICE STRATEGIES FOR SIX-YEAR PERIOD (2012-2018)								
		Biennium 2012-2014 (7/1/12-6/30/14)				Biennium 2014-2016 (7/1/14-6/30/16)				
		Strategies	TJ21 Objectives	Cost: Incremental, Savings, Reallocation				Strategies	Strategies	
				2012-2013		2013-2014				
Amount	Within Increase			Amount	Within Increase					
51	No	<p><b>Financial Aid Allocation.</b> For every \$100 of tuition, JMU allocates \$2, or two percent of tuition, to financial aid awards for Virginia Student Financial Aid Program (VSFAP) eligible students who would not otherwise receive a grant once VSFAP dollars are awarded. In 2010-11, we met 42% of need for students with Expected Family Contributions (EFC) up to \$8,000 (approximately 1,700 students). For 2011-12 we anticipate only being able to meet 32% of need for those with EFC up to \$8,000 (approximately 3,233 students). We plan to continue financial support at two percent. In order to reach more of the unmet need, we will rely on state general fund support and private dollars. (Expenditures are footnoted on the Finance-Operating tab).</p>	A	Incremental:	\$0	\$0	\$0	\$0	Continue to use university grants to provide awards to VSFAP eligible students who would not otherwise receive a grant once VSFAP dollars are awarded.	Continue to use university grants to provide awards to VSFAP eligible students who would not otherwise receive a grant once VSFAP dollars are awarded.
				Savings:	\$0	\$0	\$0	\$0		
				Reallocation:	\$0	\$0	\$0	\$0		
52	No	<p><b>Supplemental Grants and Aid.</b> We will use the General Scholarship Fund to supplement grants and aid for middle income students. We have 568 middle income students in this category (EFC \$8,000-10,000); an additional \$2.7 million could support them at 42% of their need.</p>	A	Incremental:	\$0	\$0	\$0	\$0	Continue to use private donations to supplement the shortage in VSFAP and university grant dollars for VSFAP students, as well as in short term financial hardship situations.	Continue to use private donations to supplement the shortage in VSFAP and university grant dollars for VSFAP students, as well as in short term financial hardship situations.
				Savings:	\$0	\$0	\$0	\$0		
				Reallocation:	\$0	\$0	\$0	\$0		
48	No	<p><b>Increase Facility Use.</b> JMU has already taken strides to increase use of campus facilities during the summer through hosting conferences and programs. Summer bed-nights in 2010 were 23,189; projected number for 2011 is 29,000.</p>	B	Incremental:	\$0	\$0	\$0	\$0		
				Savings:	\$0	\$0	\$0	\$0		
				Reallocation:	\$0	\$0	\$0	\$0		
10	No	<p><b>Decrease Time to Degree Completion.</b> Increase the number of summer programs for students to decrease time to degree completion.</p>	B, E3, E10	Incremental:	\$0	\$0	\$0	\$0		
				Savings:	\$0	\$0	\$0	\$0		
				Reallocation:	\$0	\$0	\$0	\$0		
11	Yes	<p><b>Decrease Time to Degree Completion.</b> Leverage online course delivery capabilities to meet growing student demands for summer online courses, especially for general education and other high-demand courses required for majors.</p> <ul style="list-style-type: none"> <li>• Demand for summer online course increase from previous year: 2009-10: 14% ; 2010-11: 16%.</li> <li>• Anticipated demand for future summer online courses increase from previous year: 2011-12: 18%; 2012-13: 20%</li> <li>• JMU currently offers 256 summer online course sections. In order to meet student demand, JMU desires to accelerate the pace of creating additional online courses from the current rate of 10-15 per year to 20-25 per year. This would provide the capacity to serve an additional 250 students in progressing more quickly towards degree completion.</li> </ul>	B, E3, E10	Incremental:	\$97,112	\$97,112	\$97,112	\$97,112		
				Savings:	\$0	\$0	\$0	\$0		
				Reallocation:	\$0	\$0	\$0	\$0		
23	Yes	<p><b>Utilization of Instructional Resources.</b> Expand internet and system capacity to support increased delivery of video-based lectures for primary and supplemental instruction. Provide support for dual-enrollment offerings and for faculty development. (Additional technology expenditures listed on the Finance-Operating tab).</p>	B, E10	Incremental:	\$260,099	\$260,099	\$260,099	\$260,099		
				Savings:	\$0	\$0	\$0	\$0		
				Reallocation:	\$0	\$0	\$0	\$0		

**Six-Year Plans (2011)**  
**James Madison University (216)**  
**ACADEMIC AND FINANCIAL PLAN**

Instructions: In the column entitled "Academic and Support Service Strategies for Six-Year Period (2012-2018)," please provide 2-3 sentences detailing strategies (for the three biennia of this six-year period) associated with each objective of the "Preparing for the Top Jobs of the 21<sup>st</sup> Century: The Virginia Higher Education Opportunity Act of 2011." The information provided should be macro-level information with sufficient detail for the reader to understand your general approach.

Priority Ranking	Within Tuition Increase	ACADEMIC AND SUPPORT SERVICE STRATEGIES FOR SIX-YEAR PERIOD (2012-2018)								
		Biennium 2012-2014 (7/1/12-6/30/14)				Biennium 2014-2016 (7/1/14-6/30/16)				
		Strategies	TJ21 Objectives	Cost: Incremental, Savings, Reallocation				Strategies	Strategies	
				2012-2013		2013-2014				
Amount	Within Increase			Amount	Within Increase					
24	Yes	<p><b>Increase Technology for Instructional Support.</b> Implement a process for acquiring and deploying new cloud technology to store video lectures on an accessible server to support targeted programs of study. Investigate software systems which allow recording, searching and capturing of lectures. Select courses, including those with high Drop/Withdrawal/Fail rates, that have the capacity to help on-campus and distance students succeed in traditionally difficult courses which impede academic progress. Consult faculty groups to determine the best programs to benefit from this supplemental learning resource.</p>	B, E10	Incremental:	\$818,190	\$818,190	\$484,190	\$484,190	<p>Create a Center for Digital Media to build media tools and develop media literacy among faculty and students.</p>	
				Savings:	\$0	\$0	\$0	\$0		
				Reallocation:	\$0	\$0	\$0	\$0		
50	No	<p><b>Continue Efficient Resource Use.</b> JMU has met all SCHEV standards for the use of classrooms and class labs for more than 24 years.</p>	B	Incremental:	\$0	\$0	\$0	\$0	<p>Explore maximum use of classroom space through blended learning instructional formats.</p>	
				Savings:	\$0	\$0	\$0	\$0		
				Reallocation:	\$0	\$0	\$0	\$0		
53	No	<p><b>Implement the Quality Enhancement Plan.</b> Implementation of the Quality Enhancement Plan (QEP) in accordance with SACS Reaffirmation of Accreditation.</p>	D	Incremental:	\$800,000	\$0	\$800,000	\$0		
				Savings:	\$0	\$0	\$0	\$0		
				Reallocation:	\$328,722	\$0	\$328,722	\$0		
30	No	<p><b>Expand Scope of STEM &amp; Health Programs.</b> In the late 1980s, in response to the Commonwealth's call to the institutions of higher education to initiate programs that would drive Virginia's technology economy, JMU created the College of Integrated Science and Technology. Designed to be an academic administrative structure that would be innovative in meeting the Commonwealth's needs, the college has grown to encompass applied science, technology and health and human services with 47 academic programs, 5,465 student majors and 215 full-time faculty (approximately 30% of the university's current enrollment). During this period of growth the university was overly efficient in the administrative structure of the college which presently includes one dean, one associate dean and one assistant dean.</p> <p>We are redefining the current College of Integrated Science and Technology into two colleges: a College of Health and Behavioral Studies and a College for Applied Science and Engineering. This realignment seeks to provide both units with appropriate leadership and visibility.</p> <p>Establishing a College of Health and Behavioral Studies (formerly part of the College of Integrated Science and Technology) will respond to the Commonwealth's priority of healthcare-related professions. The new structure will provide leadership that is more focused on leveraging program potential for enhanced degrees in the health and behavioral studies areas.</p>	D, E6	Incremental:	\$0	\$0	\$0	\$0		
				Savings:	\$0	\$0	\$0	\$0		
				Reallocation:	\$0	\$0	\$0	\$0		
31	Yes	<p><b>Establish College for Applied Science and Engineering.</b> This new college will include the Departments of Integrated Science and Technology, Computer Science and Engineering.</p>	D	Incremental:	\$553,092	\$0	\$553,092	\$39,128		
				Savings:	\$0	\$0	\$0	\$0		

**Six-Year Plans (2011)**  
**James Madison University (216)**  
**ACADEMIC AND FINANCIAL PLAN**

Instructions: In the column entitled "Academic and Support Service Strategies for Six-Year Period (2012-2018)," please provide 2-3 sentences detailing strategies (for the three biennia of this six-year period) associated with each objective of the "Preparing for the Top Jobs of the 21<sup>st</sup> Century: The Virginia Higher Education Opportunity Act of 2011." The information provided should be macro-level information with sufficient detail for the reader to understand your general approach.

Priority Ranking	Within Tuition Increase	ACADEMIC AND SUPPORT SERVICE STRATEGIES FOR SIX-YEAR PERIOD (2012-2018)								
		Biennium 2012-2014 (7/1/12-6/30/14)				Biennium 2014-2016 (7/1/14-6/30/16)				
		Strategies	TJ21 Objectives	Cost: Incremental, Savings, Reallocation				Strategies	Strategies	
				2012-2013		2013-2014				
Amount	Within Increase			Amount	Within Increase					
				Reallocation:	\$0	\$0	\$0	\$0		
25	Yes	Develop Programs with Decreased Time to Completion. Create shorter paths to program completion for qualifying students. Develop 3+1 programs (undergraduate degree in 3 years and masters degree in 1 year) in targeted areas (starting with current 4+1 programs). To support these efforts, we will be increasing the number of online and regular summer course offerings.	D, E3, E6	Incremental:	\$86,076	\$86,076	\$86,076	\$86,076		
				Savings:	\$0	\$0	\$0	\$0		
				Reallocation:	\$0	\$0	\$0	\$0		
14	No	Market Accelerated Degree Programs. Develop a marketing plan to promote and package accelerated degree pathways for students with 30 hours or more, or students committed to summer course enrollment.	D, E3	Incremental:	\$50,000	\$0	\$50,000	\$0		
				Savings:	\$0	\$0	\$0	\$0		
				Reallocation:	\$0	\$0	\$0	\$0		
13	Yes	Assess Program Quality. To ensure quality and assess our proposed programmatic efforts of developing online courses, dual enrollment courses, hybrid courses, course support and course redesign, we will recruit and hire appropriate personnel in our nationally recognized Center for Assessment and Research Studies.	D	Incremental:	\$138,507	\$138,507	\$138,507	\$138,507		
				Savings:	\$0	\$0	\$0	\$0		
				Reallocation:	\$0	\$0	\$0	\$0		
7	No	Increase Virginia Student Enrollment. Expand enrollment to accommodate more in-state students.	E1	Incremental:	\$0	\$0	\$0	\$0	Implement new recruitment strategies within the Commonwealth of Virginia.	Assess and adjust recruitment strategies in the Commonwealth of Virginia.
				Savings:	\$0	\$0	\$0	\$0		
				Reallocation:	\$0	\$0	\$0	\$0		
8	No	Reduce Out of State Student Enrollment. From 2008-09 to 2011-12 JMU made the decision to increase Virginia in-state students as a percentage of its total student body. During this time period, the percentage of in-state student FTE's increased by 2%, which dropped the total percentage of out-of-state (OOS) students down from 29.66% to 27.65%. As a result the university effectively introduced a self-imposed reduction in revenue of \$4.1M in out-of-state student revenues in order to accommodate the need to serve more Virginians. If JMU continues with its projected enrollment plan to reduce the percentage of out-of-state students, then the OOS percentage would continue to drop to 27% in 2012-13 and to 26.5% in 2013-14. This results in a further self-imposed reduction in out-of-state revenue over those two fiscal years when comparing to the baseline 29.66% OOS in 2008-09.	E1	Incremental:	\$0	\$0	\$0	\$0		
				Savings:	\$0	\$0	\$0	\$0		
				Reallocation:	\$0	\$0	\$0	\$0		

**Six-Year Plans (2011)**  
**James Madison University (216)**  
**ACADEMIC AND FINANCIAL PLAN**

Instructions: In the column entitled "Academic and Support Service Strategies for Six-Year Period (2012-2018)," please provide 2-3 sentences detailing strategies (for the three biennia of this six-year period) associated with each objective of the "Preparing for the Top Jobs of the 21<sup>st</sup> Century: The Virginia Higher Education Opportunity Act of 2011." The information provided should be macro-level information with sufficient detail for the reader to understand your general approach.

Priority Ranking	Within Tuition Increase	ACADEMIC AND SUPPORT SERVICE STRATEGIES FOR SIX-YEAR PERIOD (2012-2018)								
		Biennium 2012-2014 (7/1/12-6/30/14)				Biennium 2014-2016 (7/1/14-6/30/16)		Biennium 2016-2018 (7/1/16-6/30/18)		
		Strategies	TJ21 Objectives	Cost: Incremental, Savings, Reallocation				Strategies	Strategies	
				2012-2013		2013-2014				
Amount	Within Increase			Amount	Within Increase					
46	No	Research Enrollment Trends. Assess the K-12 population trends in the Commonwealth of Virginia and its effects on JMU enrollment.	E1	Incremental:	\$0	\$0	\$0	\$0	Adjust recruitment coverage throughout the Commonwealth of Virginia based on population trends.	Conduct a thorough assessment of Virginia's projected population changes and the Commonwealth's projected enrollment growth in state universities.
				Savings:	\$0	\$0	\$0	\$0		
				Reallocation:	\$0	\$0	\$0	\$0		
	No		E1	Incremental:	\$0	\$0	\$0	\$0	Revise on-campus visitation programs.	Assess and adjust on-campus visitation programs.
				Savings:	\$0	\$0	\$0	\$0		
				Reallocation:	\$0	\$0	\$0	\$0		
47	No	Research Potential for Completing Degrees. Work with Bridgewater and Eastern Mennonite University to study demographics in region to identify and locate citizens with some partial credit who are interested in completing their degree.	E2, E3	Incremental:	\$0	\$0	\$0	\$0		
				Savings:	\$0	\$0	\$0	\$0		
				Reallocation:	\$0	\$0	\$0	\$0		
29	No	Expand Adult Degree Program. Actively promote and expand the Adult Degree Program (ADP) allowing students to complete a degree using transfer credits and life experience.	E2, E3	Incremental:	\$0	\$0	\$0	\$0		Hire a full-time adviser to assist with the increased number of ADP students.
				Savings:	\$0	\$0	\$0	\$0		
				Reallocation:	\$0	\$0	\$0	\$0		
27	No	Expand Adult Degree Program. Create more entry points to the ADP program by increasing the number of application deadlines per year for ADP students.	E2, E3	Incremental:	\$0	\$0	\$0	\$0	Launch an Adult and Military Re-entry Office at JMU to provide support for adult and military personnel returning to college.	
				Savings:	\$0	\$0	\$0	\$0		
				Reallocation:	\$0	\$0	\$0	\$0		
26	Yes	Expand Adult Degree Program. Develop curriculum for ADP which includes focused, career-specific modules that can be combined in multiple ways to create individualized concentration. Support faculty development of traditional and online course options for modules.	E2	Incremental:	\$50,000	\$50,000	\$100,000	\$100,000		Develop a faculty line specific to ADP.
				Savings:	\$0	\$0	\$0	\$0		
				Reallocation:	\$0	\$0	\$0	\$0		
28	No	Assess Adult Degree Program. Develop an assessment plan that will demonstrate expected student learning outcomes upon completion of the ADP program, as well as the instruments used to measure the achievement of those outcomes.	E2	Incremental:	\$0	\$0	\$0	\$0		
				Savings:	\$0	\$0	\$0	\$0		
				Reallocation:	\$0	\$0	\$0	\$0		

**Six-Year Plans (2011)**  
**James Madison University (216)**  
**ACADEMIC AND FINANCIAL PLAN**

Instructions: In the column entitled "Academic and Support Service Strategies for Six-Year Period (2012-2018)," please provide 2-3 sentences detailing strategies (for the three biennia of this six-year period) associated with each objective of the "Preparing for the Top Jobs of the 21<sup>st</sup> Century: The Virginia Higher Education Opportunity Act of 2011." The information provided should be macro-level information with sufficient detail for the reader to understand your general approach.

Priority Ranking	Within Tuition Increase	ACADEMIC AND SUPPORT SERVICE STRATEGIES FOR SIX-YEAR PERIOD (2012-2018)								
		Biennium 2012-2014 (7/1/12-6/30/14)				Biennium 2014-2016 (7/1/14-6/30/16)		Biennium 2016-2018 (7/1/16-6/30/18)		
		Strategies	TJ21 Objectives		Cost: Incremental, Savings, Reallocation				Strategies	Strategies
					2012-2013		2013-2014			
Amount	Within Increase				Amount	Within Increase				
17	Yes	Increase Advising Through Technology. Increase technology support for advising in high-demand major areas. Use emerging technology to provide targeted advising content for students at all phases of their educational programs, including incoming and prospective students. Students would be able to correspond online with full-time advisers and could view advising videos targeted toward topics such as selecting a major, understanding major requirements or changing majors.	E3, E4	Incremental:	\$170,242	\$170,242	\$170,242	\$170,242		
				Savings:	\$0	\$0	\$0	\$0		
				Reallocation:	\$0	\$0	\$0	\$0		
19	Yes	Provide Additional Advising for High Demand Majors. Employ new full-time advisers in high demand majors to guide students through requirements and counsel them on options for progression. Increase IS 202, Life and Career Planning, sections to 24.	E3, D, E6, E12	Incremental:	\$209,585	\$209,585	\$333,899	\$333,899	Study feasibility of required IS 202 Life and Career Planning for undeclared students; develop web-based alternative advising applications; increase financial support for advisers.	Study feasibility of expanding IS 202 Life and Career Planning to a two-credit course incorporating college success components; increase financial support for advisers.
				Savings:	\$0	\$0	\$0	\$0		
				Reallocation:	\$0	\$0	\$0	\$0		
20	Yes	Support Tutoring/Supplemental Peer Education. Expand curriculum-based peer education programs to support courses with high Drop/Withdrawal/Fail rates, particularly for key general education, STEM and business classes.	E3, D, E6, E12	Incremental:	\$159,552	\$159,552	\$159,552	\$159,552	Expand Supplemental Instruction and Writing Fellows Programs by 50% to increase successful course completion rates and expand universal access.	Continue to expand Supplemental Instruction and Writing Fellows Programs by 50% to increase successful course completion rates and expand universal access.
				Savings:	\$0	\$0	\$0	\$0		
				Reallocation:	\$0	\$0	\$0	\$0		
16	No	Increase Guaranteed Admission Agreements. Develop Guaranteed Admission Agreements with the remaining VCCS institutions in central and southwest Virginia at a rate of two agreements per biennium. Current graduation rates for transfers are 77% for all transfer students and 81% for students entering with 60+ credit hours under a guaranteed admission agreement.	E4, A, E1, E2, E3	Incremental:	\$0	\$0	\$0	\$0	Provide institutional money to meet the financial need of transfers from lower socioeconomic levels and provide academic support.	Evaluate curriculum-specific agreements with VCCS schools to determine their effectiveness in helping students make progress toward degree completion.
				Savings:	\$0	\$0	\$0	\$0		
				Reallocation:	\$0	\$0	\$0	\$0		
18	Yes	Increase Advising Support for Transfers. Expand advising outreach and support to prospective students in the VCCS system by establishing two additional transfer adviser positions. Additional support is needed particularly in NoVa, Richmond, Tidewater and Southside. Identify JMU majors most attractive to VCCS transfer students and investigate most successful timing of transfer to JMU.	E4, E1, E2, E3	Incremental:	\$187,152	\$187,152	\$187,152	\$187,152	Continue to identify major programs that would allow for specific curricular articulation with VCCS courses and programs.	Review rates of progress to baccalaureate degree completion for VCCS transfers to inform development of additional advising and outreach strategies.
				Savings:	\$0	\$0	\$0	\$0		
				Reallocation:	\$0	\$0	\$0	\$0		
	No			Incremental:	\$0	\$0	\$0	\$0	Provide institutional money to meet the financial need of transfers from lower socioeconomic levels and provide academic support.	
				Savings:	\$0	\$0	\$0	\$0		
				Reallocation:	\$0	\$0	\$0	\$0		
21	No	Increase Advising Support for Transfers. Develop digital media aimed at VCCS students to facilitate and streamline transfer.	E4, E3	Incremental:	\$0	\$0	\$0	\$0		
				Savings:	\$0	\$0	\$0	\$0		
				Reallocation:	\$0	\$0	\$0	\$0		

**Six-Year Plans (2011)**  
**James Madison University (216)**  
**ACADEMIC AND FINANCIAL PLAN**

Instructions: In the column entitled "Academic and Support Service Strategies for Six-Year Period (2012-2018)," please provide 2-3 sentences detailing strategies (for the three biennia of this six-year period) associated with each objective of the "Preparing for the Top Jobs of the 21<sup>st</sup> Century: The Virginia Higher Education Opportunity Act of 2011." The information provided should be macro-level information with sufficient detail for the reader to understand your general approach.

Priority Ranking	Within Tuition Increase	ACADEMIC AND SUPPORT SERVICE STRATEGIES FOR SIX-YEAR PERIOD (2012-2018)								
		Biennium 2012-2014 (7/1/12-6/30/14)				Biennium 2014-2016 (7/1/14-6/30/16)		Biennium 2016-2018 (7/1/16-6/30/18)		
		Strategies	TJ21 Objectives		Cost: Incremental, Savings, Reallocation				Strategies	Strategies
					2012-2013		2013-2014			
Amount	Within Increase				Amount	Within Increase				
9	No	Maintain High Graduation Rates. Over 91% of students who begin at JMU as first year students earn a degree at JMU or another four-year institution within six years. JMU has the highest six-year graduation rate of 82.4% in the country for all comprehensive universities with entering first year classes of 2,000 or more students, and will continue to employ our current strategies.	E5	Incremental:	\$0	\$0	\$0	\$0		
				Savings:	\$0	\$0	\$0	\$0		
				Reallocation:	\$0	\$0	\$0	\$0		

**Six-Year Plans (2011)**  
**James Madison University (216)**  
**ACADEMIC AND FINANCIAL PLAN**

Instructions: In the column entitled "Academic and Support Service Strategies for Six-Year Period (2012-2018)," please provide 2-3 sentences detailing strategies (for the three biennia of this six-year period) associated with each objective of the "Preparing for the Top Jobs of the 21<sup>st</sup> Century: The Virginia Higher Education Opportunity Act of 2011." The information provided should be macro-level information with sufficient detail for the reader to understand your general approach.

Priority Ranking	Within Tuition Increase	ACADEMIC AND SUPPORT SERVICE STRATEGIES FOR SIX-YEAR PERIOD (2012-2018)								
		Biennium 2012-2014 (7/1/12-6/30/14)				Biennium 2014-2016 (7/1/14-6/30/16)		Biennium 2016-2018 (7/1/16-6/30/18)		
		Strategies	TJ21 Objectives		Cost: Incremental, Savings, Reallocation				Strategies	Strategies
					2012-2013		2013-2014			
Amount	Within Increase				Amount	Within Increase				
54	No	<p><b>Continue to Increase STEM and Health Graduates.</b> Responding to the Commonwealth's and nation's call for providing more engineering graduates and the National Academics of Science call for a new type of engineering graduate, JMU developed and had approved a new undergraduate general engineering degree program which was implemented in the 2008-09 academic year. The program, designed to enroll 50 students per year, was in excess of 100 entering students per year in 2010-11. This effort was part of the university's priority to increase the number of STEM majors.</p> <p>STEM and the health programs, such as computer science, engineering, integrated science and technology, and nursing, are currently in high demand but remain more expensive to administer. Therefore, JMU requests an additional 150% of the traditional Per Student Enrollment Growth Initiative amount for both in-state and out-of-state students to continue to grow enrollment in these programs. Currently 25% of total undergraduate degrees are in STEM and health programs (three-year rolling average).</p>	E6	Incremental:	\$324,000	\$0	\$238,950	\$0		
				Savings:	\$0	\$0	\$0	\$0		
				Reallocation:	\$0	\$0	\$0	\$0		
33	No	<p><b>Grow Nursing Programs.</b> Expand existing programs in nursing (B.S.N.). The B.S.N. program has grown from a graduating class of 64 in 2008 to 123 in 2010. This growth is a product of JMU doubling its enrollment by taking two cohorts of 60 students per year (spring/fall). Additional funding would allow us to grow to a third cohort, thus producing approximately 180 graduates a year.</p>	E6	Incremental:	\$539,454	\$0	\$539,454	\$0		Evaluate effectiveness of expanded B.S.N. program in responding to need for health care professionals. Determine new goals for cohort size.
				Savings:	\$0	\$0	\$0	\$0		
				Reallocation:	\$100,000	\$0	\$100,000	\$0		
34	No	<p><b>Grow Nursing Programs.</b> Launch the Doctor of Nursing Practice (D.N.P.) program to increase qualified health care providers as well as university/community college nursing faculty.</p>	E6, D, E7	Incremental:	\$367,662	\$0	\$359,662	\$0		
				Savings:	\$0	\$0	\$0	\$0		
				Reallocation:	\$0	\$0	\$0	\$0		
36	Yes	<p><b>Expand STEM Programs.</b> Expand existing programs in targeted areas including computer forensics and add a new program in biophysical chemistry.</p>	E6	Incremental:	\$120,000	\$37,815	\$120,000	\$120,000	Expand programs in targeted areas including nursing (D.N.P.), intelligence analysis and bioscience masters in partnership with SRI.	Continue to expand programs in targeted areas including biochemistry, molecular biology (BS), masters in environmental science.
				Savings:	\$0	\$0	\$0	\$0		
				Reallocation:	\$0	\$0	\$0	\$0		



**Six-Year Plans (2011)**  
**James Madison University (216)**  
**ACADEMIC AND FINANCIAL PLAN**

Instructions: In the column entitled "Academic and Support Service Strategies for Six-Year Period (2012-2018)," please provide 2-3 sentences detailing strategies (for the three biennia of this six-year period) associated with each objective of the "Preparing for the Top Jobs of the 21<sup>st</sup> Century: The Virginia Higher Education Opportunity Act of 2011." The information provided should be macro-level information with sufficient detail for the reader to understand your general approach.

Priority Ranking	Within Tuition Increase	ACADEMIC AND SUPPORT SERVICE STRATEGIES FOR SIX-YEAR PERIOD (2012-2018)								
		Biennium 2012-2014 (7/1/12-6/30/14)				Biennium 2014-2016 (7/1/14-6/30/16)				Biennium 2016-2018 (7/1/16-6/30/18)
		Strategies	TJ21 Objectives	Cost: Incremental, Savings, Reallocation				Strategies	Strategies	
				2012-2013		2013-2014				
Amount	Within Increase			Amount	Within Increase					
35	No	<b>Increase Advising Support for STEM.</b> Facilitate student success in STEM majors by assessing their proper entry place and providing additional advising to enhance retention. Refine advising strategies and guidelines to facilitate student recruitment, student success and change of major.	E6, E3, E5	Incremental:	\$0	\$0	\$0	\$0	Review, assess and revise curriculum and course delivery using active learning strategies; renew advising within the STEM fields.	Explore cross disciplinary programs with an emphasis on health, bio and other emerging informatics areas, and modeling and simulation.
				Savings:	\$0	\$0	\$0	\$0		
				Reallocation:	\$0	\$0	\$0	\$0		
41	No	<b>Collaborate to Increase STEM Graduates.</b> Sustain and expand current collaborative of JMU, Eastern Mennonite University, Bridgewater College and Blue Ridge Community College to increase the number of STEM graduates from each of the four partner schools.	E6	Incremental:	\$99,004	\$0	\$99,004	\$0	Refine existing and expand additional articulation agreements with community colleges in STEM and health fields.	
				Savings:	\$0	\$0	\$0	\$0		
				Reallocation:	\$0	\$0	\$0	\$0		
37	No	<b>Provide Professional Development.</b> Develop and support professional development opportunities for STEM faculty to enhance teaching and learning across academic disciplines.	E6, D, E5, E7, E12	Incremental:	\$0	\$0	\$0	\$0	Implement simulation lab for student learning in health-related fields and for training of practicing health professionals.	
				Savings:	\$0	\$0	\$0	\$0		
				Reallocation:	\$0	\$0	\$0	\$0		
	No		E6	Incremental:	\$0	\$0	\$0	\$0		Develop and implement master's degree program in stabilization and recovery efforts in post-conflict environments for civilian and military personnel.
				Savings:	\$0	\$0	\$0	\$0		
				Reallocation:	\$0	\$0	\$0	\$0		
42	No	<b>Create New Undergraduate Major.</b> Develop new undergraduate degree program that will prepare students for employability in the fields of instructional design and training and human resource development which will meet the needs of the Commonwealth by preparing technologically advanced educators.	E7, D, E1	Incremental:	\$262,283	\$0	\$259,783	\$0	Increase enrollment in the undergraduate major.	Assess curricular outcomes for new major.
				Savings:	\$0	\$0	\$0	\$0		
				Reallocation:	\$50,000	\$0	\$50,000	\$0		
	No		E7, D, E1	Incremental:	\$0	\$0	\$0	\$0	Develop other major programs in applied liberal arts and sciences to better serve increased enrollment and varied student interest.	Increase enrollments in new majors to better serve student interest and the needs of the Commonwealth.
				Savings:	\$0	\$0	\$0	\$0		
				Reallocation:	\$0	\$0	\$0	\$0		
45	No	<b>Expand Existing Research Collaborations.</b> Expand existing faculty research collaboration with partner institutions in the strategic areas of biotechnology (UVA and SRI), alternative energy (Va Tech, ODU, UVA, SRI), and homeland security research (UVA, GMU, ODU).	E8	Incremental:	\$0	\$0	\$0	\$0	Foster multi-institutional collaborative research in high need areas including intelligence analysis (UVA, GMU), alternative energy (Va Tech, UVA, ODU, SRI), and health care delivery (UVA, SRI).	Spearhead new university partnerships to expand collaborative research with institutions across the Commonwealth.
				Savings:	\$0	\$0	\$0	\$0		
				Reallocation:	\$0	\$0	\$0	\$0		

**Six-Year Plans (2011)**  
**James Madison University (216)**  
**ACADEMIC AND FINANCIAL PLAN**

Instructions: In the column entitled "Academic and Support Service Strategies for Six-Year Period (2012-2018)," please provide 2-3 sentences detailing strategies (for the three biennia of this six-year period) associated with each objective of the "Preparing for the Top Jobs of the 21<sup>st</sup> Century: The Virginia Higher Education Opportunity Act of 2011." The information provided should be macro-level information with sufficient detail for the reader to understand your general approach.

Priority Ranking	Within Tuition Increase	ACADEMIC AND SUPPORT SERVICE STRATEGIES FOR SIX-YEAR PERIOD (2012-2018)								
		Biennium 2012-2014 (7/1/12-6/30/14)				Biennium 2014-2016 (7/1/14-6/30/16)				
		Strategies	TJ21 Objectives		Cost: Incremental, Savings, Reallocation				Strategies	Strategies
					2012-2013		2013-2014			
Amount	Within Increase				Amount	Within Increase				
38	No	<p><b>Increase Research in Priority Areas.</b> Foster the further development of efforts in promoting intellectual property, technology transfer and entrepreneurship. Expand scholarly endeavors in the focus areas identified on the university's research agenda: energy, national security and STEM education. Provide support for faculty to increase research and licensing in these strategic priority areas through faculty release time and administrative support.</p>	E8, E11	Incremental:	\$399,004	\$0	\$399,004	\$0	Facilitate the refinement of the university's research agenda.	Leverage relationship with James Madison Innovations to implement an economic ecosystem focused around technology startups.
				Savings:	\$0	\$0	\$0	\$0		
				Reallocation:	\$0	\$0	\$0	\$0		
32	Yes	<p><b>Establish Student Research Center.</b> Develop a center for student research to facilitate scholarly opportunities for graduate and undergraduate students. Studies document that engagement in research enhances performance in entry-level positions and graduate school.</p>	E8, E6	Incremental:	\$130,218	\$130,218	\$130,218	\$130,218	Increase student participation in opportunities such as the National Science Foundation Research Experiences for Undergraduates.	Increase support for the student research center to expand opportunities at national and regional conferences and student research experiences.
				Savings:	\$0	\$0	\$0	\$0		
				Reallocation:	\$0	\$0	\$0	\$0		
44	No	<p><b>Increase Community Partnerships.</b> JMU currently hosts a 25x25 Demonstration Project sponsored by federal funding. Expand partnership with communities in the Shenandoah Valley in support of Virginia's renewable energy goals for reduced emissions and energy efficiency.</p>	E8	Incremental:	\$88,118	\$0	\$88,118	\$0	Continue to support efforts of the Shenandoah Valley Technology Council and the Shenandoah Valley Partnership.	
				Savings:	\$0	\$0	\$0	\$0		
				Reallocation:	\$0	\$0	\$0	\$0		
	No		E8	Incremental:	\$0	\$0	\$0	\$0	Foster the growth of university research and service centers at the intersection of key societal needs.	Continue to foster the growth of university research and service centers at the intersection of key societal needs.
				Savings:	\$0	\$0	\$0	\$0		
				Reallocation:	\$0	\$0	\$0	\$0		
	No		E8	Incremental:	\$0	\$0	\$0	\$0	Expand licensing opportunities through James Madison Innovations.	Expand resources available for new faculty members to assist in the startup of labs and research opportunities.
				Savings:	\$0	\$0	\$0	\$0		
				Reallocation:	\$0	\$0	\$0	\$0		
49	No	<p><b>Maintain Best Value.</b> James Madison University remains one of the best values in higher education throughout the United States, and its efforts at cost efficiency while maintaining quality are evident.</p> <p>The university has strategically increased class size in selected classes and implemented efficiency upgrades such as procedures to handle routine processes online (i.e., provision of course materials, online student billing) and by implementing energy savings. JMU has restructured academic programs and reduced faculty salary costs through the use of an internal retirement plan and the WTA program. Further, JMU traditionally limits its number of senior level administrators. These practices and staffing configurations have resulted in reduced institutional support expenditures. Of all Virginia public institutions, JMU expends the lowest total dollars on institutional support per FTEs, \$1,340 in FY09. This figure is \$129 per student less than the next lowest institution and \$2,716 less than the highest. On a per</p>	E9	Incremental:	\$0	\$0	\$0	\$0		
				Savings:	\$0	\$0	\$0	\$0		

**Six-Year Plans (2011)**  
**James Madison University (216)**  
**ACADEMIC AND FINANCIAL PLAN**

Instructions: In the column entitled "Academic and Support Service Strategies for Six-Year Period (2012-2018)," please provide 2-3 sentences detailing strategies (for the three biennia of this six-year period) associated with each objective of the "Preparing for the Top Jobs of the 21<sup>st</sup> Century: The Virginia Higher Education Opportunity Act of 2011." The information provided should be macro-level information with sufficient detail for the reader to understand your general approach.

Priority Ranking	Within Tuition Increase	ACADEMIC AND SUPPORT SERVICE STRATEGIES FOR SIX-YEAR PERIOD (2012-2018)								
		Biennium 2012-2014 (7/1/12-6/30/14)				Biennium 2014-2016 (7/1/14-6/30/16)		Biennium 2016-2018 (7/1/16-6/30/18)		
		Strategies	TJ21 Objectives		Cost: Incremental, Savings, Reallocation				Strategies	Strategies
					2012-2013		2013-2014			
Amount	Within Increase				Amount	Within Increase				
		<p>lowest institution and yet to lose their highest on a per student basis, JMU has been administratively the leanest institution in the Commonwealth for more than 20 years.</p> <p>From a total cost to the Commonwealth standpoint, JMU offers the greatest value. In 2009-10, JMU received \$64.7M in general fund appropriations and it awarded 4,385 degrees, an estimated \$14,750 per degree.</p> <p>Even after accounting for additional funds from increased tuition and general fund appropriations, JMU's E&amp;G budget in 2011-12 is \$1M less than 2010-11 fiscal year. Despite this decrease, we will educate 240 more Virginia students during this academic year.</p>		Reallocation:	\$0	\$0	\$0	\$0		
15	Yes	<p><b>Redesign Courses for Student Success.</b> Target courses suitable for redesign as blended or distance format and courses with high Drop/Withdrawal/Fail rates to increase access and student success rates. Assess student learning outcomes as a result of blended (face-to-face and online) format and accessible video lectures available on cloud technology. Four to six courses will be piloted and assessed.</p>	E10	Incremental:	\$471,279	\$471,279	\$510,104	\$510,104	Implement a series of course redesign institutes based on backward design to ensure integrated learning outcomes and assessment strategies.	
				Savings:	\$0	\$0	\$0	\$0		
				Reallocation:	\$0	\$0	\$0	\$0		
12	Yes	<p><b>Assess and Improve Online Courses.</b> Adopt measures of quality to improve online course quality, related infrastructure, governance and support services. Conduct an assessment of quality for all online courses.</p>	E10	Incremental:	\$152,112	\$152,112	\$122,112	\$122,112	Based on assessment, adjust structures and processes to meet quality standards for courses, infrastructure, and governance and support services.	Develop and implement a process departments can use to align consistency of curriculum across online and face-to-face sections.
				Savings:	\$0	\$0	\$0	\$0		
				Reallocation:	\$0	\$0	\$0	\$0		

**Six-Year Plans (2011)**  
**James Madison University (216)**  
**ACADEMIC AND FINANCIAL PLAN**

Instructions: In the column entitled "Academic and Support Service Strategies for Six-Year Period (2012-2018)," please provide 2-3 sentences detailing strategies (for the three biennia of this six-year period) associated with each objective of the "Preparing for the Top Jobs of the 21<sup>st</sup> Century: The Virginia Higher Education Opportunity Act of 2011." The information provided should be macro-level information with sufficient detail for the reader to understand your general approach.

Priority Ranking	Within Tuition Increase	ACADEMIC AND SUPPORT SERVICE STRATEGIES FOR SIX-YEAR PERIOD (2012-2018)								
		Biennium 2012-2014 (7/1/12-6/30/14)				Biennium 2014-2016 (7/1/14-6/30/16)				
		Strategies	TJ21 Objectives	Cost: Incremental, Savings, Reallocation				Strategies	Strategies	
				2012-2013		2013-2014				
Amount	Within Increase			Amount	Within Increase					
39	Yes	Invest in New Technology. Acquire new learning management system, such as Blackboard, to increase efficiency.	E10	Incremental:	\$524,224	\$524,224	\$464,224	\$464,224	Deploy new online learning management system or systems for distance learning and online supplemental instruction.	
				Savings:	\$0	\$0	\$0	\$0		
				Reallocation:	\$140,000	\$140,000	\$140,000	\$140,000		
43	No	Increase Community Partnerships. Engage with state, local, regional and private sector entities to develop and market technology parks in Harrisonburg and Rockingham County.	E11, E8, E12	Incremental:	\$64,404	\$0	\$64,404	\$0	Continue to engage with local governments and private sector entities to identify strategic sectors for regional growth.	
				Savings:	\$0	\$0	\$0	\$0		
				Reallocation:	\$0	\$0	\$0	\$0		
	No		E11	Incremental:	\$0	\$0	\$0	\$0	Expand programming of the Valley Innovation Network to support research and technology transfer within target areas.	Continue to expand programming of the Valley Innovation Network to support research and technology transfer within target areas.
				Savings:	\$0	\$0	\$0	\$0		
				Reallocation:	\$0	\$0	\$0	\$0		
	No		E11	Incremental:	\$0	\$0	\$0	\$0	Maintain relations among state agencies, university based economic development and the private sector to expand statewide economic development.	Maintain close liaison with state agencies, University Based Economic Development, and private sector to expand statewide economic development.
				Savings:	\$0	\$0	\$0	\$0		
				Reallocation:	\$0	\$0	\$0	\$0		
	No		E11	Incremental:	\$0	\$0	\$0	\$0		Target strategic industries to expand local STEM/health based economic opportunities for students and graduates.
				Savings:	\$0	\$0	\$0	\$0		
				Reallocation:	\$0	\$0	\$0	\$0		
40	Yes	Increase Technology Development and Use. Build a Digital Media Hub, a library to store and access all types of files for use in instructional delivery. There is potential for collaboration with other universities in the development and use of the digital media hub.	E12, D, E10	Incremental:	\$513,106	\$513,106	\$358,106	\$358,106	Create a Center for Digital Media to develop media tools and build media literacy among faculty and students.	
				Savings:	\$0	\$0	\$0	\$0		
				Reallocation:	\$0	\$0	\$0	\$0		
22	Yes	Increase Support for At-Risk Students. Expand learning strategies instruction to increase the academic performance of targeted at-risk students.	E12, D, E6	Incremental:	\$87,240	\$87,240	\$87,240	\$87,240	Develop course selection process for faculty to engage in scholarly teaching in the Prism (innovative, flexible classrooms in Student Success Building).	Implement course selection and design process for faculty to engage in scholarly teaching in the Prism. Collect data on the influence on student learning.
				Savings:	\$0	\$0	\$0	\$0		
				Reallocation:	\$0	\$0	\$0	\$0		
			E12	Incremental:	\$0	\$0	\$0	\$0	Expand the use of alternative texts and technology to address the increasing needs and demands of students requiring	Expand coordination of accommodations with faculty and academic units to address the increasing needs and demands

**Six-Year Plans (2011)**  
**James Madison University (216)**  
**ACADEMIC AND FINANCIAL PLAN**

Instructions: In the column entitled "Academic and Support Service Strategies for Six-Year Period (2012-2018)," please provide 2-3 sentences detailing strategies (for the three biennia of this six-year period) associated with each objective of the "Preparing for the Top Jobs of the 21<sup>st</sup> Century: The Virginia Higher Education Opportunity Act of 2011." The information provided should be macro-level information with sufficient detail for the reader to understand your general approach.

Priority Ranking	Within Tuition Increase	ACADEMIC AND SUPPORT SERVICE STRATEGIES FOR SIX-YEAR PERIOD (2012-2018)								
		Biennium 2012-2014 (7/1/12-6/30/14)				Biennium 2014-2016 (7/1/14-6/30/16)				Biennium 2016-2018 (7/1/16-6/30/18)
		Strategies	TJ21 Objectives	Cost: Incremental, Savings, Reallocation				Strategies	Strategies	
				2012-2013		2013-2014				
Amount	Within Increase			Amount	Within Increase					
	No			Savings:	\$0	\$0	\$0	\$0	these services (ADA).	or students with disabilities.
				Reallocation:	\$0	\$0	\$0	\$0		
	No		E12	Incremental:	\$0	\$0	\$0	\$0	Implement peer mentoring program to encourage and strengthen faculty collaboration and innovation in areas of teaching, research and scholarship.	Implement pre-New Faculty Orientation course redesign institute during August that connects with the peer mentoring program established in 2012-14.
				Savings:	\$0	\$0	\$0	\$0		
				Reallocation:	\$0	\$0	\$0	\$0		
	No		E12	Incremental:	\$0	\$0	\$0	\$0	Expand programming initiatives for part-time faculty, especially in the areas of course redesign and technology-enhanced instruction.	
				Savings:	\$0	\$0	\$0	\$0		
				Reallocation:	\$0	\$0	\$0	\$0		
	No		E12	Incremental:	\$0	\$0	\$0	\$0	Develop robust process to assist faculty in acquiring Fulbright opportunities to support innovations in teaching, research and service.	
				Savings:	\$0	\$0	\$0	\$0		
				Reallocation:	\$0	\$0	\$0	\$0		
	No		E12	Incremental:	\$0	\$0	\$0	\$0		Expand programming initiatives for graduate students, especially in the area of academic culture and career development.
				Savings:	\$0	\$0	\$0	\$0		
				Reallocation:	\$0	\$0	\$0	\$0		

**Six-Year Plans (2011)**  
**James Madison University (216)**  
**ACADEMIC AND FINANCIAL PLAN**

Instructions: In the column entitled "Academic and Support Service Strategies for Six-Year Period (2012-2018)," please provide 2-3 sentences detailing strategies (for the three biennia of this six-year period) associated with each objective of the "Preparing for the Top Jobs of the 21<sup>st</sup> Century: The Virginia Higher Education Opportunity Act of 2011." The information provided should be macro-level information with sufficient detail for the reader to understand your general approach.

Priority Ranking	Within Tuition Increase	ACADEMIC AND SUPPORT SERVICE STRATEGIES FOR SIX-YEAR PERIOD (2012-2018)							
		Biennium 2012-2014 (7/1/12-6/30/14)				Biennium 2014-2016 (7/1/14-6/30/16)		Biennium 2016-2018 (7/1/16-6/30/18)	
		Strategies	TJ21 Objectives	Cost: Incremental, Savings, Reallocation				Strategies	Strategies
				2012-2013		2013-2014			
Amount	Within Increase			Amount	Within Increase				
		<b>Total 2012-2014 Costs</b>							
		Incremental (Included in Financial Plan line 17)		\$7,721,715	\$4,092,509	\$7,260,304	\$3,847,961		
		Savings		\$0	\$0	\$0	\$0		
		Reallocation		\$618,722	\$140,000	\$618,722	\$140,000		

**Six-Year Financial Plan for Educational and General Programs, Incremental Operating Budget Need**  
**2012-2014 Biennium**  
**(Assuming No Additional General Fund)**

	Yes	No	Items	2012-2013		2013-2014	
				Amount	Within Increase	Amount	Within Increase
	Yes	No	Total Incremental Cost from Academic Plan <sup>3</sup>	\$7,721,715	\$4,092,509	\$7,260,304	\$3,847,961
	No	No	Increase Faculty Salaries - 4.65% over 2 years (\$3,729,922 Yr 1 & 7,633,285 Yr 2)	\$0	\$0	\$0	\$0
3	Yes	No	Increase Faculty Salaries <sup>2</sup>	\$1,844,907	\$977,801	\$3,732,247	\$1,978,091
	No	No	Faculty Salary Increase Rate <sup>4</sup>	2.30%	0.00%	2.30%	0.00%
4	Yes	No	Classified & Admin 3% Bonus	\$1,735,011	\$919,556	\$1,735,011	\$919,556
	No	No	Staff Salary Increase Rate <sup>2</sup>	3.00%	0.00%	3.00%	0.00%
5	Yes	No	Increase Number of Full-Time Faculty <sup>3</sup> - (Additional Enrollment Growth FTE & \$ for PS/Operating) (FTE)	\$1,941,596	\$1,029,046	\$3,966,580	\$2,102,288
	No	No	Increase Number of Full-Time Faculty <sup>2</sup> - (Additional Enrollment Growth FTE & \$ for PS/Operating) (FTE)	13.00	0.00	31.00	0.00
	No	No	Increase Number of Full-Time Faculty <sup>2</sup> - (FTE from Academic Plan)	12.00	0.00	12.00	0.00
	No	No	Increase Number of Part-Time Faculty <sup>2</sup> - (FTE from Academic Plan)	12.17	0.00	14.16	0.00
6	Yes	No	Increase Number of Support Staff - (Additional Enrollment Growth FTE & \$ for PS/Operating) (FTE)	\$1,147,841	\$608,356	\$2,354,421	\$1,247,843
	No	No	Increase Number of Support Staff - (Additional Enrollment Growth FTE & \$ for PS/Operating) (FTE)	16.00	0.00	32.00	0.00
	No	No	Increase Number of Support Staff - (FTE from Academic Plan)	44.00	0.00	44.00	0.00
55	Yes	No	Library Enhancement (\$)	\$1,080,370	\$572,596	\$1,568,500	\$831,305
	No	No	Library Enhancement (FTE)	7.00	0.00	10.00	0.00
56	Yes	No	Technology Enhancement (\$)	\$1,869,500	\$990,835	\$2,029,500	\$1,075,635
	No	No	Technology Enhancement (FTE)	0.00	0.00	0.00	0.00
1	Yes	No	O&M for New Facilities (\$)	\$1,707,715	\$1,707,715	\$2,022,205	\$2,022,205
	No	No	O&M for New Facilities (FTE)	7.00	0.00	11.00	0.00
2	Yes	No	Utility Cost Increase	\$495,158	\$495,158	\$1,105,096	\$1,105,096
	No	No	Add'l In-State Student Financial Aid From Tuition Revenue <sup>5</sup>	\$0	\$0	\$0	\$0
Others (Specify, insert lines below)							
57	Yes		Other Opportunity Initiatives	\$1,000,000	\$1,000,000	\$2,000,000	\$2,000,000
<b>Total Additional Funding Need</b>				<b>\$20,543,813</b>	<b>\$12,393,572</b>	<b>\$27,773,864</b>	<b>\$17,129,980</b>

Notes:

- (1) Enter staff FTE change over the FY2012 level in appropriate columns.
- (2) If planned, enter the cost of any institution-wide increase.
- (3) Please ensure that these items shall not be double counted if they are already included in the incremental cost of the academic plan.
- (4) Enter planned annual faculty salary increase rate in Cell B50 and D50. Any salary increase entered here will be counted when

**Six-Year Plans (2011)**  
**James Madison University (216)**  
**ACADEMIC AND FINANCIAL PLAN**

Instructions: In the column entitled "Academic and Support Service Strategies for Six-Year Period (2012-2018)," please provide 2-3 sentences detailing strategies (for the three biennia of this six-year period) associated with each objective of the "Preparing for the Top Jobs of the 21<sup>st</sup> Century: The Virginia Higher Education Opportunity Act of 2011." The information provided should be macro-level information with sufficient detail for the reader to understand your general approach.

Priority Ranking	Within Tuition Increase	ACADEMIC AND SUPPORT SERVICE STRATEGIES FOR SIX-YEAR PERIOD (2012-2018)							
		Biennium 2012-2014 (7/1/12-6/30/14)				Biennium 2014-2016 (7/1/14-6/30/16)		Biennium 2016-2018 (7/1/16-6/30/18)	
		Strategies	TJ21 Objectives	Cost: Incremental, Savings, Reallocation				Strategies	Strategies
				2012-2013		2013-2014			
Amount	Within Increase			Amount	Within Increase				

calculating the gap to reach the 60th percentile in the future. JMU Appropriated Avg = \$73,833 and 60th % goal \$80,696 in FY10 or 9.3% increase to reach goal  
 (5) If the Commonwealth does not fund its obligations then the university will provide 2% from tuition revenue.

# Six-Year Plans (2011)

## James Madison University (216)

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

Items	2011-2012		2012-2013			2013-2014			2014-2015	2015-2016	2016-2017	2017-2018
	Student Charge	Total Revenue	Student Charge	Rate Increase	Total Revenue	Student Charge	Rate Increase	Total Revenue	Total Revenue	Total Revenue	Total Revenue	Total Revenue
<b>E&amp;G Programs</b>												
In-State Undergraduate*	\$4,642	\$58,755,166	\$5,034	8.5%	\$65,135,630	\$5,186	3.0%	\$68,474,742				
Out-Of-State Undergraduate*	\$17,932	\$88,241,861	\$18,942	5.6%	\$92,452,378	\$19,174	1.2%	\$93,130,835				
In-State Graduate*	\$8,016	\$7,870,072	\$8,693	8.5%	\$8,751,602	\$8,954	3.0%	\$9,220,859				
Out-Of-State Graduate*	\$23,112	\$9,151,288	\$24,403	5.6%	\$10,329,984	\$24,703	1.2%	\$10,515,839				
In-State Law				%			%					
Out-Of-State Law				%			%					
In-State Medicine				%			%					
Out-Of-State Medicine				%			%					
In-State Dentistry				%			%					
Out-Of-State Dentistry				%			%					
In-State PharmD				%			%					
Out-Of-State PharmD				%			%					
In-State Veterinary Medicine				%			%					
Out-Of-State Veterinary Medicine				%			%					
Other NGF		\$3,299,097			\$3,414,565			\$3,517,002				
<b>Total E&amp;G Revenue</b>		<b>\$167,317,484</b>			<b>\$180,084,159</b>			<b>\$184,859,277</b>	<b>\$192,160,160</b>	<b>\$200,390,099</b>	<b>\$208,863,027</b>	<b>\$217,400,023</b>
<b>Auxiliary Program</b>												
Undergraduate	\$3,806		\$3,996	5.0%		\$4,196	5.0%					
Graduate	\$960		\$1,008	5.0%		\$1,058	5.0%					
Law				%			%					
Medicine				%			%					
Dentistry				%			%					
PharmD				%			%					
Veterinary Medicine				%			%					
<b>Total Auxiliary Revenue</b>		<b>\$159,755,583</b>			<b>\$171,254,941</b>			<b>\$182,422,130</b>	<b>\$194,732,782</b>	<b>\$206,257,233</b>	<b>\$216,625,967</b>	<b>\$226,423,400</b>
<b>Total Tuition and Fees</b>												
In-State Undergraduate	\$8,448		\$9,030	6.9%		\$9,382	3.9%					
Out-Of-State Undergraduate	\$21,738		\$22,938	5.5%		\$23,370	1.9%					
In-State Graduate	\$8,976		\$9,701	8.1%		\$10,012	3.2%					
Out-Of-State Graduate	\$24,072		\$25,411	5.6%		\$25,761	1.4%					
In-State Law	\$0		\$0	%		\$0	%					
Out-Of-State Law	\$0		\$0	%		\$0	%					
In-State Medicine	\$0		\$0	%		\$0	%					
Out-Of-State Medicine	\$0		\$0	%		\$0	%					
In-State Dentistry	\$0		\$0	%		\$0	%					
Out-Of-State Dentistry	\$0		\$0	%		\$0	%					
In-State PharmD	\$0		\$0	%		\$0	%					
Out-Of-State PharmD	\$0		\$0	%		\$0	%					
In-State Veterinary Medicine	\$0		\$0	%		\$0	%					
Out-Of-State Veterinary Medicine	\$0		\$0	%		\$0	%					
<b>Student Financial Aid (Program 108)</b>		<b>\$3,271,137</b>			<b>\$3,271,137</b>			<b>\$3,271,137</b>	<b>\$3,271,137</b>	<b>\$3,271,137</b>	<b>\$3,271,137</b>	<b>\$3,271,137</b>
<b>Sponsored Programs (Program 110)</b>		<b>\$25,000,000</b>			<b>\$25,750,000</b>			<b>\$26,522,500</b>	<b>\$27,318,175</b>	<b>\$28,137,720</b>	<b>\$28,981,850</b>	<b>\$29,851,310</b>
<b>Unique Military Activities</b>												
<b>Workforce Development</b>												
<b>Other (Specify)</b>												

\* The tuition rates shown are based on planning costs and for modeling purposes only.



**Six-Year Plans (2011)**  
**James Madison University (216)**

**FINANCIAL AID PLAN**

Instructions: Complete the table for the Actual 2010-11 and Estimate 2011-12 distribution of financial aid by category. The planned distributions for 2012-13 and 2013-14 will be automatically calculated based on the estimated 2011-12 distribution. Adjust the 2012-13 and 2013-14 distributions, as necessary, by entering values instead of using the formulas.

<b>2010-11 (Actual)</b>			
<b>T&amp;F Used for Financial Aid</b>	<b>Gross Tuition Revenue</b>	<b>Tuition Revenue for Financial Aid*</b>	<b>Distribution of Financial Aid</b>
In-State Undergraduate	\$53,652,546	\$1,068,247	\$2,766,491
Out-of-State Undergraduate	\$86,551,737	\$1,723,268	\$200,259
In-State Graduate	\$7,698,516	\$153,138	\$133,211
Out-of-State Graduate	\$7,794,700	\$155,308	\$0
In-State 1st Professional			
Out-of-State 1st Professional			
Total	\$155,697,499	\$3,099,961	\$3,099,961
In-State Sub-Total	\$61,351,062	\$1,221,385	\$2,899,702

<b>2011-12 (Estimated)</b>			
<b>T&amp;F Used for Financial Aid</b>	<b>Gross Tuition Revenue</b>	<b>Tuition Revenue for Financial Aid*</b>	<b>Distribution of Financial Aid</b>
In-State Undergraduate	\$59,926,887	\$1,159,041	\$2,919,052
Out-of-State Undergraduate	\$90,001,733	\$1,740,827	\$187,500
In-State Graduate	\$8,027,087	\$155,315	\$129,185
Out-of-State Graduate	\$9,333,817	\$180,554	\$0
In-State 1st Professional			
Out-of-State 1st Professional			
Total	\$167,289,524	\$3,235,737	\$3,235,737
In-State Sub-Total	\$67,953,974	\$1,314,356	\$3,048,237

<b>2012-13 (Planned)</b>			
<b>T&amp;F Used for Financial Aid</b>	<b>Gross Tuition Revenue</b>	<b>Tuition Revenue for Financial Aid*</b>	<b>Distribution of Financial Aid</b>
In-State Undergraduate	\$66,307,351	\$1,159,041	\$2,919,052
Out-of-State Undergraduate	\$94,212,250	\$1,740,827	\$187,500
In-State Graduate	\$8,908,617	\$155,315	\$129,185
Out-of-State Graduate	\$10,512,513	\$180,554	\$0
In-State 1st Professional			
Out-of-State 1st Professional			
Total	\$179,940,731	\$3,235,737	\$3,235,737
In-State Sub-Total	\$75,215,968	\$1,314,356	\$3,048,237
Additional In-State	\$7,261,994	\$0	\$0
Additional In-State from Fin Plan		\$0	\$0

<b>2013-14 (Planned)</b>			
<b>T&amp;F Used for Financial Aid</b>	<b>Gross Tuition Revenue</b>	<b>Tuition Revenue for Financial Aid*</b>	<b>Distribution of Financial Aid</b>
In-State Undergraduate	\$69,646,463	\$1,159,041	\$2,919,052
Out-of-State Undergraduate	\$94,890,707	\$1,740,827	\$187,500
In-State Graduate	\$9,377,874	\$155,315	\$129,185
Out-of-State Graduate	\$10,698,368	\$180,554	\$0
In-State 1st Professional			
Out-of-State 1st Professional			
Total	\$184,613,412	\$3,235,737	\$3,235,737
In-State Sub-Total	\$79,024,337	\$1,314,356	\$3,048,237
Additional In-State	\$3,808,369	\$0	\$0
Additional In-State from Fin Plan		\$0	\$0

\* "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 (2011) James Madison University (216)

### Foregone Tuition Revenue As A Result of Tuition Waivers Educational and General Programs

(Please provide information and add programs to the list as appropriate)

Program	2012-13					2013-14				
	In-State Undergraduates	In-State Graduates	Out-of-State Undergraduates	Out-of-State Graduates	Total	In-State Undergraduates	In-State Graduates	Out-of-State Undergraduates	Out-of-State Graduates	Total
Senior Citizen	\$7,523				\$7,523	\$7,748				\$7,748
Out-of-State Graduates				\$447,310	\$447,310				\$452,901	\$452,901
Employee Waivers	\$159,367	\$357,131	\$6,039	\$46,609	\$569,146	\$164,148	\$367,845	\$6,114	\$47,192	\$585,299
Virginia National Guard	\$206,275				\$206,275	\$212,463				\$212,463
Va Line of Duty	\$10,005				\$10,005	\$10,305				\$10,305
Special Arrangement Scholarship			\$21,431		\$21,431			\$21,699		\$21,699
International Exchange Waiver			\$135,732		\$135,732			\$137,428		\$137,428
<b>Total</b>	<b>\$383,170</b>	<b>\$357,131</b>	<b>\$163,202</b>	<b>\$493,919</b>	<b>\$1,397,422</b>	<b>\$394,664</b>	<b>\$367,845</b>	<b>\$165,241</b>	<b>\$500,093</b>	<b>\$1,427,843</b>

#### Tuition Waiver Descriptions

**Senior Citizen:** A waiver of tuition and certain charges for bona fide domicile of Virginia, that has reached the age of 60 prior to the start of enrollment term with less than \$15,000 in taxable income for the tax year preceding the enrollment term.

**Out-of-State Graduates:** Nonresident graduate students, up to the limit of 50 percent of the enrolled nonresident graduate students, employed by an institution as graduate teaching assistants or graduate research assistants and paid at an annual contract rate of \$4,000 or more may be considered resident students for the purpose of charging tuition and fees. This provision allows the university enhanced graduate student recruitment opportunities and improved student placement within the academic programs.

**Employee:** In support of the university's commitment to the continued professional and personal development of employees, full and part-time faculty and staff may enroll in James Madison University credit courses of instruction and have normal tuition waived. Full time faculty and staff may have tuition waived for up to two courses and one lab per semester and part-time faculty/staff may have tuition waived for up to one course each semester.

**Virginia National Guard:** Any member of the National Guard of the Commonwealth of Virginia who has a minimum remaining obligation of two years, has satisfactorily completed required initial active duty service, is satisfactorily performing duty and is enrolled at any institution of higher education shall be eligible for a grant in the amount of the difference between the full cost of tuition and any other educational benefits. In addition, any person who met the requirements for in-state tuition prior to being called to active duty in the National Guard of any other state shall be eligible for in-state tuition following completion of active duty service.

**Virginia Military Survivors and Dependents/ Virginia Line of Duty:** Qualified survivors and dependents of military service members, who have been admitted to the university, shall be admitted free of tuition and all required fees. "Qualified survivors and dependents" means the spouse or child between the ages of 16 and 29 of a military service member.

**Special Arrangement Scholarships:** A waiver is provided for a non-domiciled employee who works for a Virginia employer which assumes financial responsibility for tuition charges based on in-state rate, approved by semester.

**International Exchange Waiver:** Any student from a foreign country who is enrolled in a foreign exchange program approved by the institution during the same period that an exchange student from the same state institution, who is entitled to in-state tuition pursuant to 23-7.4, is attending the foreign institution.

**James Madison University  
Institution-Specific Comment  
Impact of Proposed Decrease in Out-State Students**

Although James Madison University plans to increase its student enrollment in the next two years, it is also taking a deliberate step to increase the percentage of students that are Virginia residents. However, this increase in the percentage of Virginia residents enrolled comes at a financial cost to JMU. Because the percentage of Virginia resident students will increase, the percentage of non-resident students will decrease. Because non-resident students' tuition is not subsidized by the state, non-resident students pay significantly more in tuition than Virginia residents. Currently, each Virginia resident enrolled at JMU pays \$4,642 for tuition and each non-resident student pays \$17,932 for tuition, a differential of \$13,290. The projected enrollment data listed below reflects JMU's plan to increase its resident student enrollment and shows that for undergraduate students, the percentage of non-residents will decrease from 28.3% to 27.6% and 27.1%.

Year	2011-12	2012-13	2013-14
Projected undergraduate enrollment	17,806	18,094	18,352
Projected non-resident undergraduate students	5,036	5,001	4,978
Percentage of non-resident undergraduate students	28.3%	27.6%	27.1%

To illustrate the financial impact on JMU's tuition revenue, the table below shows the projected number of non-resident undergraduates if JMU maintained a constant percentage of non-resident students at the 2011-12 percentage of 28.3%. The table shows that by decreasing the percentage of non-resident student population, JMU will have 120 fewer non-resident students in FY 13 and 216 fewer students in FY 14 than if the same percentage were maintained.

Year	2011-12	2012-13	2013-14
Projected undergraduate enrollment from the table above	17,806	18,094	18,352
Projected non-resident undergraduate students from table above	5,036	5,001	4,978
Non-resident undergraduate students enrollments if the current percentage of non-resident students were maintained at 28.3% of total undergraduate students	5,036	5,121	5,194
Reduction in non-resident undergraduate students	0	-120	-216

Assuming that tuition remained constant at the current rates, in 2012-13 JMU will forego \$1,594,800 in tuition revenue and \$2,870,640 in 2013-14 for this increase in the percentage of resident student enrollments.

To assist the effort to minimize the revenue reduction impact, the university anticipates additional general fund support for the increased Virginia students and an estimated increase of in-state tuition of \$65 or 1.4% in FY 2012-13 and \$113 or 2.4% in FY 13-14.