

JAMES MADISON UNIVERSITY®

AUDITED FINANCIAL REPORT

FOR THE YEAR ENDED

JUNE 30, 2012

JAMES MADISON UNIVERSITY

AUDITED FINANCIAL REPORT 2011 - 2012

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MANAGEMENT'S DISCUSSION AND ANALYSIS
(Unaudited)

Overview

This Management's Discussion and Analysis (MD&A) is required supplemental information under the Governmental Accounting Standards Board (GASB) reporting model. It is designed to assist readers in understanding the accompanying financial statements and provides an objective, easily read analysis of James Madison University's (University) financial activities based on currently known facts, decisions, and conditions. This discussion includes an analysis of the University's financial condition and results of operations for the fiscal year ended June 30, 2012. Comparative numbers, where presented, are for the fiscal year ending June 30, 2011. Since this presentation includes highly summarized data, it should be read in conjunction with the accompanying financial statements, and notes to financial statements. University management is responsible for all of the financial information presented, including this discussion and analysis.

The financial statements referred to above were prepared in accordance with GASB Statement Number 34, *Basic Financial Statements—and Management's Discussion and Analysis—for State and Local Governments*, and GASB Statement Number 35, *Basic Financial Statements—and Management's Discussion and Analysis—for Public Colleges and Universities*, as amended by subsequent GASB Statement Numbers 37, 38, and 39. GASB Statement Number 39, *Determining Whether Certain Organizations are Component Units* addresses which fund-raising, research, or other foundations should be included as component units and how these component units should be displayed in the financial statements. Under Statement Number 39's standards, the James Madison University Foundation, Inc. (Foundation) meets the criteria and is included as a component unit. The Foundation is presented in a separate column on the University's financial statements; however, inter-company transactions between the University and the Foundation have not been eliminated. The remainder of this discussion and analysis excludes the Foundation's financial condition and activities.

The three basic financial statements are the Statement of Net Assets (balance sheet), the Statement of Revenues, Expenses, and Changes in Net Assets (operating statement), and the Statement of Cash Flows. The following analysis discusses elements from each of these statements, as well as an overview of the University's activities.

Statement of Net Assets

The Statement of Net Assets (SNA) presents the University's assets, liabilities, and net assets as of the end of the fiscal year. The purpose of this statement is to present to the financial statement readers a snapshot of the University's financial position at June 30, 2012. The data presented in the SNA aids in determining the assets available to continue the University's operations. It also allows readers to determine how much the University owes to vendors and creditors. Finally, the SNA provides a picture of net assets and their availability for expenditure by the University. Sustained increases in net assets are one indicator of an organization's financial health.

Net assets are divided into three major categories. The first category, "Invested in capital assets, net of related debt," represents the University's total investment in capital assets, net of accumulated depreciation and outstanding debt obligations related to those capital assets. Debt incurred, but not yet expended for capital assets, is not included as a component of invested in capital assets, net of related debt. The next category is "restricted net assets," which is divided into two categories, expendable and non-expendable. Expendable restricted assets include resources the University is legally or contractually obligated to expend in accordance with restrictions imposed by external third parties. Non-expendable restricted net assets consist of

endowments and similar type funds where donors or other outside sources have stipulated that, as a condition of the gift instrument, the principal is to be maintained inviolate and in perpetuity, and invested for the purpose of producing present and future income to be expended or added to the principal. Unrestricted net assets represent resources used for the University's general operations. They may be used at the discretion of the University's Board of Visitors to meet current expenses for any lawful purpose in support of educational, general, and auxiliary activities.

Statement of Net Assets
(In thousands)

	2012	2011	Increase (Decrease)	
			Amount	Percent
Current assets	\$ 136,471	\$ 143,219	\$ (6,748)	(4.7%)
Noncurrent assets				
Capital assets, net	795,869	751,407	44,462	5.9%
Other noncurrent assets	7,969	25,495	(17,526)	(68.7%)
Total assets	940,309	920,121	20,188	2.2%
Current liabilities	76,327	83,788	(7,461)	(8.9%)
Noncurrent liabilities	212,811	225,982	(13,171)	(5.8%)
Total liabilities	289,138	309,770	(20,632)	(6.7%)
Net assets				
Invested in capital assets, net of related debt	578,596	528,703	49,893	9.4%
Restricted - expendable	3,417	6,255	(2,838)	(4.5%)
Restricted - nonexpendable	-	321	(321)	(100%)
Unrestricted	69,158	75,072	(5,914)	(7.9%)
Total net assets	\$ 651,171	\$ 610,351	\$ 40,820	6.7%

In 2012, the University's total assets increased by \$20.2 million, mostly attributable to the \$44.5 million net increase in capital assets. Significant additions included continuing and completed projects capitalized during the year, including the A3B Biotech building (\$18.9 million) and the Bridgeforth Stadium Renovation/Expansion (\$4.7 million). Further, increases in construction-in-progress include University Park (\$14.9 million). The increase in capital assets is further discussed in the next section of this analysis.

The \$6.7 million decrease in current assets primarily relates to the current amounts due from the Commonwealth, which decreased \$7.0 million, mostly due to the completion of the Steam Plant Expansion and various maintenance reserve projects, which were funded via the 21st Century Bond Program. Other non-current assets decreased by \$17.5 million, largely due to an \$18.3 million decrease in unspent bond proceeds held as restricted cash equivalents, which were used primarily for the University Park project. Current liabilities decreased \$7.5 million, including a decrease of \$7.7 million for accounts payable and accrued expenses. The decrease in accounts payable and accrued expenses is largely attributable to the timing of construction payments related to the Bridgeforth Stadium Renovation/Expansion, University Park, and the A3B Biotech building.

Capital Asset and Debt Administration

A critical factor in ensuring quality University academic, research, and residential life functions is the development and renewal of its capital assets. The University continues to maintain and upgrade current facilities as well as pursue funding opportunities for construction and purchase of additional facilities. Investment in new and upgrading current structures serves to enrich high-quality instructional programs, research activities, and residential lifestyles.

Note 5 of the Notes to Financial Statements describes the University's significant investment in capital assets with total depreciable capital asset additions of \$106.8 million (excludes land, artwork and construction-in-progress) in 2012, as compared to \$63.7 million in 2011. Additions in fiscal year 2012 included completion of the A3B Biotech building (\$38.1 million), the second phase of the Bridgeforth Stadium Renovation/Expansion (\$37.8 million), and the Steam Plant Expansion projects (\$9.9 million). Additions in fiscal year 2011 included completion of the first phase of the Bridgeforth Stadium Renovation/Expansion (\$33.4 million), Wayland hall renovation (\$13.4 million), Grace Street Acquisition (\$2.6 million), and various building improvement projects (\$2.5 million). The Bridgeforth Stadium Renovation/Expansion and Wayland Hall renovation projects were primarily funded with debt proceeds, while the Bridgeforth Stadium Renovation/Expansion also includes gift and auxiliary reserve funding. The A3B Biotech building and Steam Plant Expansion projects were primarily funded with 21st Century program funding, while the Steam Plant Expansion project also includes auxiliary reserve funding. Non-depreciable additions for 2012 include \$2.1 million for the Grace Street Acquisition and \$1.7 million for various land purchases adjacent to the University. Non-depreciable additions for 2011 included \$9.4 million for the Grace Street Acquisition and \$2.8 million for various land purchases adjacent to the University. Depreciation expense was \$29.5 million and \$27.7 million in 2012 and 2011, with net retirements of \$.8 million and \$3.1 million resulting in a net increase of depreciable capital assets of \$76.5 million and \$32.9 million for 2012 and 2011, respectively.

Major projects still under construction at June 30, 2012 include University Park (\$45.9 million), Student Success Center (\$5.7 million), and the Duke Hall Renovation (\$3.7 million). The University Park project is primarily funded by debt proceeds, whereas, the Student Success Center and Duke Hall Renovation are primarily funded with state 21st Century program funds. Major projects still under construction at June 30, 2011 included University Park (\$31.0 million), phase two of the Bridgeforth Stadium Renovation/Expansion (\$27.4 million), A3B BioTech building (\$18.0 million), and phase one of the Steam Plant Expansion project (\$5.5 million).

The University's total long-term debt decreased to \$218.2 million in 2012 from \$232.5 million in fiscal year 2011. The decrease is the result of debt principal payments made throughout the year on outstanding debt balances.

The University's Board of Visitors approved "Debt Management Guidelines and Procedures" established that the maximum annual debt service costs as a percentage of total operating revenues shall not exceed ten percent for non-revenue producing capital projects. The University's 2012 ratio was 5.5 percent, as compared to 5.0 percent for 2011.

Overall, unpaid construction and other related contractual commitments decreased from \$65.3 million in 2011 to \$47.0 million in 2012. Unpaid commitments at June 30, 2012 primarily reflect construction contracts on the Duke Hall Renovation, Student Success Center, University Park, and A3B Biotech building. Unpaid commitments at June 30, 2011 primarily reflected the construction contracts on A3B Biotech building, University Park, the Bridgeforth Stadium Renovation/Expansion, and the Steam Plant Expansion. Further information relating to capital assets, construction, and capital debt is included in the Notes to Financial Statements in Notes 5 and 8.

Statement of Revenues, Expenses, and Changes in Net Assets

The operating and non-operating activities creating the changes in the University's total net assets are presented in the Statement of Revenues, Expenses, and Changes in Net Assets. The purpose of the statement is to present all revenues received and accrued, all expenses paid and accrued, and gains or losses from investment and capital asset activities.

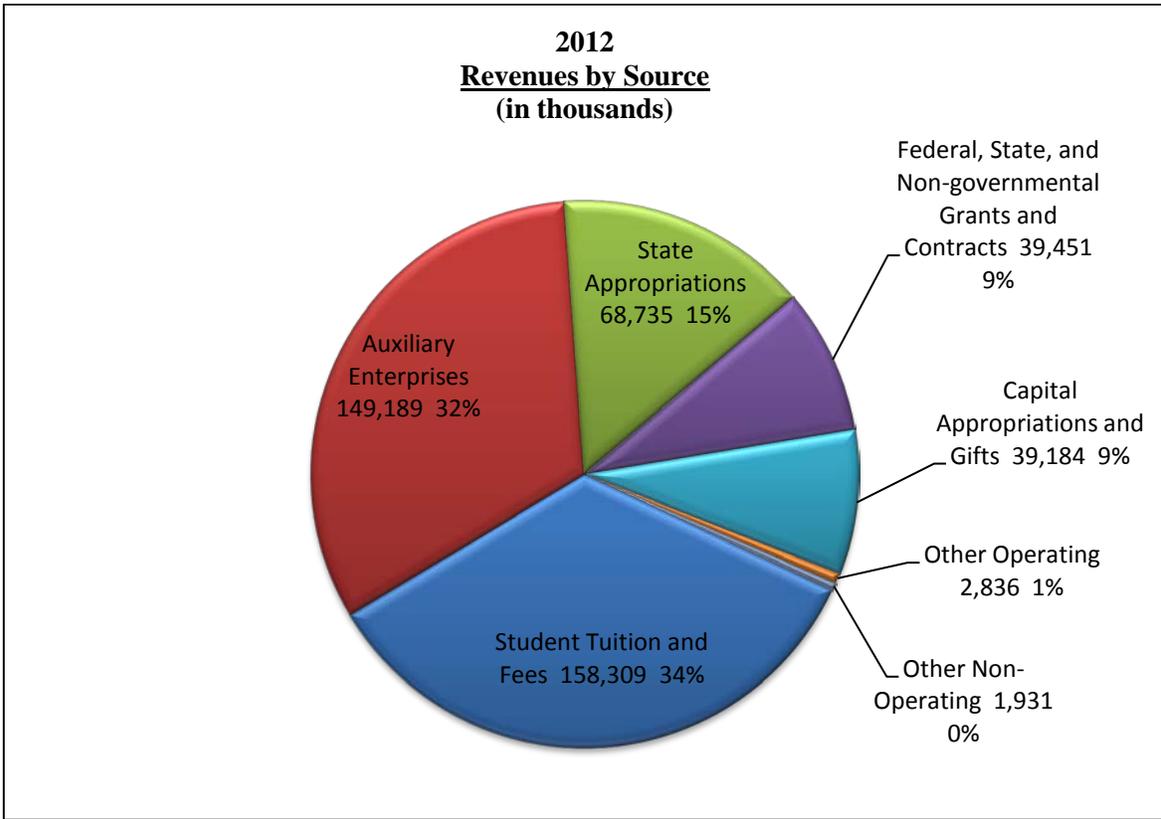
Generally, operating revenues are received for providing goods and services to students and other constituencies of the University. Operating expenses are those expenses incurred to acquire or produce the goods and services provided in return for the operating revenues and to carry out the University's mission. Salaries and wages, and fringe benefits for faculty and staff are the largest type of operating expense.

Non-operating revenues are revenues received for which goods and services are not directly provided. State appropriations and gifts are included in this category, but provide substantial support for paying the University's operating expenses. Therefore, the University, like most public institutions, will expect to show an operating loss.

Statement of Revenues, Expenses, and Changes in Net Assets
(In thousands)

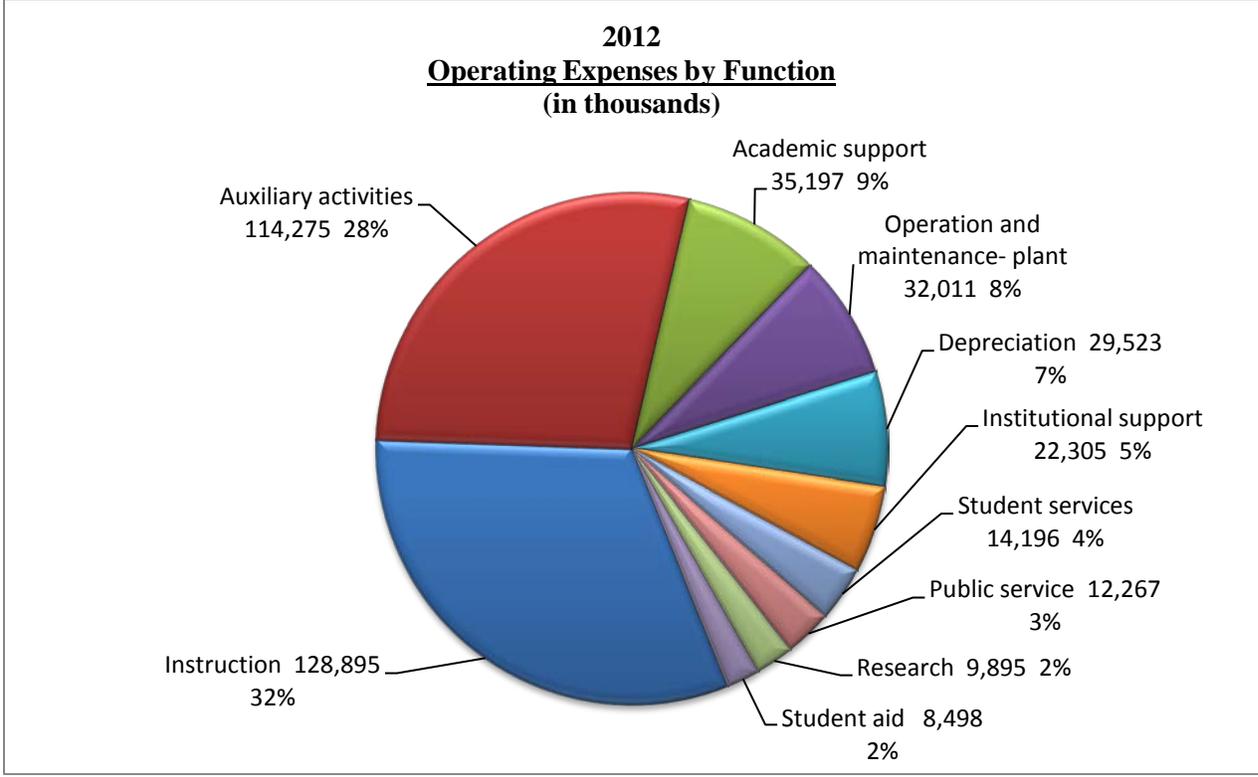
	2012	2011	Increase (Decrease)	
			Amount	Percent
Operating revenues	\$ 339,916	\$ 316,993	\$ 22,923	7.2%
Operating expenses	407,062	387,226	19,836	5.1%
Operating loss	(67,146)	(70,233)	3,087	4.4%
Nonoperating revenues (expenses)				
State appropriations	68,735	72,322	(3,587)	(5.0%)
Pell grants	9,869	9,754	115	1.2%
State fiscal stabilization funds (ARRA)	-	11,391	(11,391)	(100.0%)
Gifts	1,052	806	246	30.5%
Investment income	879	779	100	12.8%
Interest on capital asset related debt	(7,036)	(6,599)	(437)	(6.6%)
Loss on disposal of plant assets	(661)	(2,056)	1,395	67.9%
Payments to the Commonwealth	(3,278)	(3,241)	(37)	(1.1%)
Net nonoperating revenue (expenses)	69,560	83,156	(13,596)	16.3%
Income before other revenues, expenses, gains, or losses	2,414	12,923	(10,509)	(81.3%)
Capital appropriations and contributions	33,545	29,849	3,696	12.4%
Capital gifts	5,639	5,247	392	7.5%
Reductions to permanent endowments	(778)	-	(778)	(100.0%)
Total other	38,406	35,096	3,310	9.4%
Increase in net assets	40,820	48,019	(7,199)	(15.0%)
Net assets - beginning of year	610,351	562,332	48,019	8.5%
Net assets - end of year	\$ 651,171	\$ 610,351	\$ 40,820	6.7%

Following is a graphic illustration of revenues by source (both operating and non-operating) used to fund the University's activities for the years ended June 30, 2012. As noted above, critical recurring revenue sources such as state and capital appropriations are considered non-operating.



Operating revenues, consisting mostly of tuition and fees and auxiliary enterprises, increased \$22.9 million or seven percent from the prior fiscal year. Student tuition and fees, net of scholarship allowances, increased by \$12.8 million or nine percent in fiscal year 2012. The 2012 tuition increase was due to a combination of average rate increases of eight percent and an approximate one percent increase in undergraduate headcount. Auxiliary revenues increased by \$8.1 million or six percent. The increase reflects an approximate four percent rate increase in room, board, and comprehensive fees year over year.

The following graphical illustration presents total operating expenses for fiscal years 2011 by function.



Total 2012 operating expenses increased \$19.8 million or five percent. Compensation expenses, consisting of the natural expense classifications salaries, wages, and fringe benefits, comprise the largest University expense. Compensation expenses comprised 54 percent of the University’s total operating expenses in both 2012 and 2011. Compensation expense increased by four percent, primarily due to a five percent salary increase (effective June 2011) that offset the cost of retirement fringe benefits shifted to the employee. Other factors driving the increase in operating expenses were sales and services/utility expenses (\$7.2 million increase), non-capitalized equipment/plant improvements (\$2.4 million increase), and depreciation expense (\$1.9 million increase).

Net non-operating revenue and expenses totaled \$69.6 million, a decrease of \$13.6 million from the prior year. The decrease in this category results primarily from the decrease in State Fiscal Stabilization Funds provided through the American Recovery and Reinvestment Act of 2009 (\$11.4 million) and a decrease in state appropriations (\$3.6 million). Other revenues and gains include capital appropriations and contributions, which increased by \$3.7 million 2012. The increase is the result of additional 21st Century funding received from the state for various construction projects.

Statement of Cash Flows

The Statement of Cash Flows presents detailed information about the University’s cash activity during the year. Operating cash flows will always be different from the operating loss on the Statement of Revenues, Expenses, and Changes in Net Assets (SRECNA). This difference occurs because the SRECNA is prepared on the accrual basis of accounting and includes non-cash items such as depreciation expense, and the Statement of Cash Flows presents cash inflows and outflows without regard to accrual items. The Statement

of Cash Flows assists readers in assessing the ability of an institution to generate future cash flows necessary to meet obligations and evaluate its potential for additional financing.

The statement is divided into five sections. The first section shows the net cash used by the University's operating activities. The next section reflects the cash flows from non-capital financing activities and includes state appropriations for the University's educational and general programs and financial aid. This section reflects the cash received and spent for items other than operating, investing, and capital financing purposes. Cash flows from capital financing activities present cash used for the acquisition and construction of capital and related items. The next section shows cash flows related to purchases, proceeds, and interest received from investing activities. The last section reconciles the net cash used by operating activities to the operating loss reflected on the SRECNA.

Statement of Cash Flows
(in thousands)

	2012	2011	Increase (Decrease)	
			Amount	Percent
Cash provided/(used) by:				
Operating activities	(\$ 34,119)	(\$ 41,251)	7,132	(17.3%)
Non-capital financing activities	75,157	91,594	(16,437)	(17.9%)
Capital financing activities	(63,381)	(75,925)	12,544	(16.5%)
Investing activities	411	1,190	(779)	(65.5%)
Net increase/(decrease) in cash	(21,932)	(24,392)	2,460	(10.1%)
Cash – beginning of the year	135,519	159,911	(24,392)	(15.3%)
Cash – end of year	113,587	135,519	(21,932)	(16.2%)

Major sources of cash from operating activities include student tuition and fees (\$159.6 million in 2012 and \$147.0 million in 2011), auxiliary enterprises receipts (\$149.0 million in 2012 and \$142.0 million in 2011), and grants and contracts (\$27.9 million in 2012 and \$29.3 million in 2011). Major uses of cash include payments for salaries, wages, and fringe benefits (\$217.2 million in 2012 and \$210.8 million in 2011), payments for supplies, services, and utilities (\$130.2 million in 2012 and \$121.2 million in 2011), and payments for non-capitalized plant improvements and equipment (\$18.8 million in 2012 and \$19.2 million in 2011).

Cash flows from non-capital financing activities include state appropriations for the University's educational and general programs and financial aid of \$68.7 million and \$72.3 million in 2012 and 2011, respectively. The cash flows from capital financing activities section deals with cash used for the acquisition and construction of capital and related items. Primary sources of cash from capital financing activities in 2012 and 2011 include capital appropriations and contributions (\$40.7 million in 2012 and \$35.7 million in 2011) and proceeds from issuance of capital related debt (none in 2012 and \$42.2 million in 2011). Significant cash outflows include purchases and construction of capital assets (\$85.2 million in 2012 and \$131.7 in 2011) and repayment of principal and interest on capital related debt (\$23.8 million in 2012 and \$27.5 million in 2011).

Economic Outlook

The University, as a public institution, is subject to many of the economic conditions impacting the Commonwealth of Virginia. Economic factors related to the Commonwealth can be found in the Commonwealth's Comprehensive Annual Financial Report (CAFR). As a public institution, the University receives significant Commonwealth support from operating and capital appropriations. State operating appropriations currently cover 26 percent of operating expenses, excluding auxiliary activities and depreciation. Building on the *Virginia Higher Education Opportunity Act* passed in 2011, the 2012 Legislative Session continued reinvestment into higher education for the 2012-2013 biennium. While the Commonwealth of Virginia maintained the university's board of visitors' authority to establish tuition and fee rates, significant emphasis was placed on slowing the rate of increase in the tuition rate for Virginia undergraduate students. The governor has indicated an interest in further investment in higher education, but the university anticipates there will be continued pressure on general fund support from the state given the demands on the state budget and constrained state revenues.

The University is working with a new Higher Education Advisory Commission to enact the *Virginia Higher Education Opportunity Act of 2011*. The six year academic, enrollment, and financial planning process defined by this legislation has potential implications for future state support and tuition rates. The commonwealth has moved to an environment that seeks to incentivize certain activities in support of state goals such as increased STEM-H (science, technology, engineering, mathematics, and health) degree completion.

The Higher Education Restructuring Act (Act) provides a framework for the University to potentially gain additional decentralized authority from the Commonwealth in financial and administrative operations. In exchange for meeting 11 state goals listed in the Act, the University will be eligible for the immediate benefits of level one autonomy. Benefits include additional flexibility and authority with regard to disposing of property, entering into capital lease agreements, continuing existing memorandums of understanding for decentralized activities, and procurement flexibility. As required by the Act, the University's Board of Visitors passed a resolution committing to these goals in June 2005. In September 2008, the University's Board of Visitors approved management's request to move to level two autonomy under the Higher Education Restructuring Act in the areas of Procurement and Information Technology. The University received this delegated restructuring authority during 2009.

The University's overall financial position remains strong. As in fiscal year 2011, the University generated an overall increase in net assets during 2012. These increases are indicators of the University's sound and prudent uses of financial resources. Management continues to maintain a close watch over resources and the U.S. economy as a whole to react to unknown internal and external issues and sustain the University's current sound financial position.

FINANCIAL STATEMENTS

JAMES MADISON UNIVERSITY
STATEMENT OF NET ASSETS

As of June 30, 2012 (with comparative information as of June 30, 2011)

	2012		2011	
	James Madison University	Component Unit	James Madison University	Component Unit
ASSETS				
Current assets:				
Cash and cash equivalents (Note 2)	\$ 109,851,701	\$ 1,905,315	\$ 113,487,070	\$ 2,712,877
Securities lending - Cash and cash equivalents (Note 2)	2,471,191	-	1,639,450	-
Short-term investments (Note 2)	76,404	-	502,722	-
Accounts receivable (Net of allowance for doubtful accounts of \$588,685 and \$602,043 for 2012 and 2011, respectively) (Note 3)	9,754,578	56,645	6,712,839	43,825
Contributions receivable (Net of allowance for doubtful contributions of \$26,738 and \$94,566 for 2012 and 2011, respectively) (Note 3)	-	1,310,156	-	4,633,753
Due from the Commonwealth (Note 4)	5,256,036	-	12,284,061	-
Prepaid expenses	7,693,841	49,383	7,229,407	44,442
Inventory	1,022,374	-	985,630	-
Notes receivable (Net of allowance for doubtful accounts of \$47,427 and \$52,112 for 2012 and 2011, respectively)	344,920	-	377,486	-
Total current assets	136,471,045	3,321,499	143,218,665	7,434,897
Non-current assets:				
Restricted cash and cash equivalents (Note 2)	3,735,644	-	22,031,885	-
Endowment investments (Note 2)	-	45,783,663	243,171	42,709,038
Other long-term investments (Note 2)	1,974,476	25,749,859	1,008,411	29,298,343
Land held for future use	-	4,860,348	-	2,485,348
Contributions receivable (Net of allowance for doubtful contributions of \$730,175 and \$76,181 for 2012 and 2011, respectively) (Note 3)	-	2,617,236	-	3,732,846
Prepaid expenses	294,794	-	300,730	-
Notes receivable (Net of allowance for doubtful accounts of \$228,560 and \$226,218 for 2012 and 2011, respectively)	1,964,382	-	1,910,917	-
Capital assets, net: (Note 5)				
Non-depreciable	129,045,282	4,594,991	161,092,550	4,594,991
Depreciable	666,823,876	2,627,296	590,314,390	2,706,087
Other assets	-	2,145	-	2,145
Total non-current assets	803,838,454	86,235,538	776,902,054	85,528,798
Total assets	940,309,499	89,557,037	920,120,719	92,963,695
LIABILITIES				
Current liabilities:				
Accounts payable and accrued expenses (Note 6)	36,959,109	167,472	44,667,478	183,661
Deferred revenue	15,763,333	-	14,969,452	-
Obligations under securities lending	2,547,595	-	2,142,172	-
Deposits held in custody for others	4,139,216	-	4,455,603	-
Long-term liabilities - current portion (Note 7)	16,868,097	287,996	17,503,790	279,722
Advance from the Treasurer of Virginia	50,000	-	50,000	-
Total current liabilities	76,327,350	455,468	83,788,495	463,383
Non-current liabilities (Note 7)	212,811,493	5,803,089	225,980,822	6,039,372
Total liabilities	289,138,843	6,258,557	309,769,317	6,502,755

JAMES MADISON UNIVERSITY
STATEMENT OF NET ASSETS

As of June 30, 2012 (with comparative information as of June 30, 2011)

	2012		2011	
	James Madison University	Component Unit	James Madison University	Component Unit
NET ASSETS				
Invested in capital assets, Net of related debt	578,595,642	1,796,759	528,703,304	1,670,081
Restricted for:				
Non-expendable:				
Scholarships and fellowships	-	32,420,559	320,956	30,276,751
Research and public service	-	2,078,969	-	2,044,978
Other	-	12,582,482	-	12,120,351
Expendable:				
Scholarships and fellowships	-	6,727,302	45,438	7,302,881
Research and public service	1,345,430	1,225,643	1,816,045	1,439,076
Debt service	227,943	-	179,634	-
Capital projects	1,519,183	1,785,561	3,887,805	6,710,660
Loans	324,813	-	326,635	-
Other	-	15,754,627	-	16,042,719
Unrestricted	69,157,645	8,926,578	75,071,585	8,853,443
Total net assets	\$ 651,170,656	\$ 83,298,480	\$ 610,351,402	\$ 86,460,940

The accompanying Notes to Financial Statements are an integral part of this statement.

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JAMES MADISON UNIVERSITY
STATEMENT OF REVENUES, EXPENSES, AND CHANGES IN NET ASSETS
For the year ended June 30, 2012 (with comparative information for the year ended June 30, 2011)

	2012		2011	
	James Madison University	Component Unit	James Madison University*	Component Unit
Operating revenues:				
Student tuition and fees (Net of scholarship allowances of \$11,563,763 and \$11,110,513 for 2012 and 2011, respectively)	\$ 158,308,773	\$ -	\$ 145,491,037	\$ -
Gifts and contributions	-	4,832,050	-	6,854,901
Federal grants and contracts	18,275,281	-	17,960,405	-
State grants and contracts	6,814,347	-	6,229,495	-
Non-governmental grants and contracts	4,492,879	-	3,996,861	-
Auxiliary enterprises (Net of scholarship allowances of \$8,924,459 and \$8,530,021 for 2012 and 2011, respectively) (Note 10)	149,188,562	-	141,124,616	-
Sales and Services of Education and General Activities	1,481,005	-	1,250,622	-
Other operating revenues	1,355,110	736,057	939,760	661,340
Total operating revenues	339,915,957	5,568,107	316,992,796	7,516,241
Operating expenses (Note 11):				
Instruction	128,895,008	708,468	121,430,309	367,799
Research	9,895,117	7,448	8,063,261	9,415
Public service	12,266,948	285,137	11,830,754	166,561
Academic support	35,196,693	753,069	34,985,759	664,758
Student services	14,195,985	106,379	13,493,912	86,180
Institutional support	22,305,428	4,570,074	24,395,341	4,030,069
Operation and maintenance - plant	32,010,975	4,864,147	28,556,265	5,314,958
Depreciation	29,522,591	80,223	27,665,431	76,352
Student aid	8,497,679	2,416,034	9,091,548	1,946,776
Auxiliary activities (Note 10)	114,275,290	585,199	107,713,126	555,876
Total operating expenses	407,061,714	14,376,178	387,225,706	13,218,744
Operating loss	(67,145,757)	(8,808,071)	(70,232,910)	(5,702,503)
Non-operating revenues/(expenses):				
State appropriations (Note 12)	68,734,632	-	72,321,820	-
Grants and contracts (Note 1 L.)	9,868,959	-	21,144,336	-
Gifts	1,051,653	-	806,014	-
Investment income (Net of investment expense of \$18,619 and \$15,992 for the University and \$327,849 and \$353,627 for the Foundation for 2012 and 2011, respectively)	878,884	890,662	778,922	9,641,547
In-Kind support from James Madison University	-	2,624,254	-	2,580,583
Interest on capital asset - related debt	(7,035,788)	(204,303)	(6,598,830)	(207,890)
Loss on disposal of plant assets	(661,332)	-	(2,055,532)	-
Payment to the Commonwealth	(3,278,112)	-	(3,241,071)	-
Net non-operating revenues/(expenses)	69,558,896	3,310,613	83,155,659	12,014,240
Income/(loss) before other revenues, expenses, gains or losses	2,413,139	(5,497,458)	12,922,749	6,311,737
Capital appropriations and contributions (Note 13)	33,545,316	-	29,849,092	-
Capital gifts	5,639,024	-	5,247,607	-
Additions/(reductions) to permanent endowments	(778,225)	2,334,998	-	2,122,869
Net other revenues	38,406,115	2,334,998	35,096,699	2,122,869
Increase/(decrease) in net assets	40,819,254	(3,162,460)	48,019,448	8,434,606
Net assets - beginning of year	610,351,402	86,460,940	562,331,954	78,026,334
Net assets - end of year	\$ 651,170,656	\$ 83,298,480	\$ 610,351,402	\$ 86,460,940

The accompanying Notes to Financial Statements are an integral part of this statement.

*Certain prior year amounts were restated to agree to current year classifications.

JAMES MADISON UNIVERSITY
STATEMENT OF CASH FLOWS

For the year ended June 30, 2012 (with comparative information for the year ended June 30, 2011)

	2012	2011*
Cash flows from operating activities:		
Student tuition and fees	\$ 159,648,048	\$ 146,973,565
Grants and contracts (Note 1 L.)	27,949,304	29,347,634
Auxiliary enterprises	148,997,008	142,039,227
Other receipts	2,785,449	1,848,017
Payments for compensation and benefits	(217,179,668)	(210,791,665)
Payments for services, supplies and utilities	(130,212,888)	(121,164,810)
Payments for scholarships and fellowships	(7,280,607)	(10,308,620)
Payments for non-capitalized plant improvements and equipment	(18,787,908)	(19,184,432)
Loans issued to students	(448,549)	(435,536)
Collections of loans from students	410,815	425,953
	<u>(34,118,996)</u>	<u>(41,250,667)</u>
Net cash used by operating activities		
Cash flows from noncapital financing activities:		
State appropriations	68,720,532	72,324,678
Nonoperating grants and contracts (Note 1 L.)	9,868,959	21,144,336
Payment to the Commonwealth	(3,278,112)	(3,241,071)
Gifts and grants for other than capital purposes	1,051,653	806,014
Loans issued to students and employees	-	(1,200)
Collections of loans from students and employees	-	1,250
Agency receipts	109,093,016	110,672,837
Agency payments	(109,520,832)	(110,113,468)
Reductions to permanent endowment	(778,225)	-
	<u>75,156,991</u>	<u>91,593,376</u>
Net cash provided by noncapital financing activities		
Cash flows from capital financing activities:		
Capital appropriations and contributions	40,739,912	35,730,348
Capital gifts	4,799,906	5,228,112
Proceeds from capital debt	-	42,227,429
Proceeds from sale of capital assets	64,883	34,780
Purchase of capital assets	(85,159,448)	(131,686,312)
Principal paid on capital debt, leases, and installments	(13,621,905)	(17,895,879)
Interest paid on capital debt, leases, and installments	(10,203,543)	(9,563,051)
	<u>(63,380,195)</u>	<u>(75,924,573)</u>
Net cash used by capital financing activities		
Cash flows from investing activities:		
Interest on investments	33,986	416,488
Interest on cash management pools	376,604	773,725
	<u>410,590</u>	<u>1,190,213</u>
Net cash provided by investing activities		
Net increase in cash	(21,931,610)	(24,391,651)
Cash and cash equivalents - beginning of the year	<u>135,518,955</u>	<u>159,910,606</u>
Cash and cash equivalents - end of the year	<u>\$ 113,587,345</u>	<u>\$ 135,518,955</u>

JAMES MADISON UNIVERSITY
STATEMENT OF CASH FLOWS

For the year ended June 30, 2012 (with comparative information for the year ended June 30, 2011)

	2012	2011*
RECONCILIATION OF NET OPERATING LOSS TO NET CASH		
USED BY OPERATING ACTIVITIES:		
Operating loss	\$ (67,145,757)	\$ (70,232,910)
Adjustments to reconcile net loss to net cash used by operating activities:		
Depreciation expense	29,522,591	27,665,431
Changes in assets and liabilities:		
Receivables, net	539	(238,092)
Due from the Commonwealth	(30,681)	(5,382)
Prepaid expenses	(458,498)	(392,805)
Inventory	(36,744)	(241,835)
Notes receivable, net	(20,899)	26,294
Accounts payable and accrued expenses	2,825,477	900,119
Deferred revenue	793,881	2,460,456
Accrued compensated absences	52,500	(378,102)
Accrued retirement plan	385,622	(785,744)
Federal loan programs contributions refundable	(7,027)	(28,097)
Net cash used by operating activities	<u>\$ (34,118,996)</u>	<u>\$ (41,250,667)</u>
NON-CASH INVESTING, NONCAPITAL FINANCING, AND CAPITAL		
AND RELATED FINANCING TRANSACTIONS:		
Gift of capital assets	\$ 839,119	\$ 19,495
Amortization of bond premium/discount and gain/loss		
on debt refinancing	\$ (615,366)	\$ (572,924)
Capitalization of interest revenue and expense, net	\$ (2,690,257)	\$ (3,872,579)
Change in fair value of investments recognized as a component		
of interest income	\$ (42,364)	\$ 128,016
Loss on disposal of capital assets	\$ (726,214)	\$ (2,090,312)

The accompanying Notes to Financial Statements are an integral part of this statement.

*Certain prior year amounts were restated to agree to currency year classifications.

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NOTES TO FINANCIAL STATEMENTS

JAMES MADISON UNIVERSITY
NOTES TO FINANCIAL STATEMENTS
FOR THE YEAR ENDED JUNE 30, 2012

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

A. Reporting Entity

The University is a comprehensive university that is part of the Commonwealth's statewide system of public higher education. The University's Board of Visitors, appointed by the Governor, is responsible for overseeing governance of the University. A separate report is prepared for the Commonwealth, which includes all agencies, higher education institutions, boards, commissions, and authorities over which the Commonwealth exercises or has the ability to exercise oversight authority. The University is a component unit of the Commonwealth and is included in the basic financial statements of the Commonwealth.

In accordance with Governmental Accounting Standards Board (GASB) Statement 39, *Determining Whether Certain Organizations are Component Units*, an amendment of GASB Statement 14, *The Financial Reporting Entity*, the James Madison University Foundation, Inc. meets the criteria which qualify it as a component unit of the University. The Foundation is a legally separate, tax-exempt organization formed to promote the achievements and further the aims and purposes of the University. The Foundation accomplishes its purposes through fundraising and funds management efforts that benefit the University and its programs. The 20-member board of the Foundation is self-perpetuating and consists of friends and supporters of the University. Although the University does not control the timing or amount of receipts from the Foundation, the majority of resources or income thereon that the Foundation holds and invests are restricted to the activities of the University by the donors. Because these restricted resources held by the Foundation can only be used by, or for the benefit of the University, the Foundation is considered a component unit of the University and is discretely presented in the financial statements.

During the year ended June 30, 2012, the Foundation distributed \$9,624,599 to the University for both restricted and unrestricted purposes. Separate financial statements for the Foundation can be obtained by writing the Chief Financial Officer, JMU Foundation, Inc., MSC 8501, Harrisonburg, Virginia 22807.

B. Financial Statement Presentation

The financial statements have been prepared in accordance with GASB Statement 34, *Basic Financial Statements – and Management's Discussion and Analysis – for State and Local Governments*, and GASB Statement 35, *Basic Financial Statements and Management's Discussion and Analysis of Public College and Universities*.

GASB Statements 34 and 35 standards are designed to provide financial information that responds to the needs of three groups of primary users of general-purpose external financial reports: the citizenry, legislative and oversight bodies, and investors and creditors. Under this guidance, the University is required to include a management's discussion and analysis (MD&A), basic financial statements, and notes to the financial statements.

The Foundation is a private, non-profit organization that reports under Financial Accounting Standards Board (FASB) standards, including FASB Statement 117, *Financial Reporting for Not-for-Profit Organizations*. As such, certain revenue recognition criteria and presentation features are different from GASB revenue recognition and presentation features. No modifications have been made to the Foundation's financial information in the University's financial reporting entity for these differences.

C. Basis of Accounting

The University follows GASB Statement 34 requirements for reporting by special-purpose governments engaged only in business-type activities. Accordingly, the financial statements have been prepared using the economic resources measurement focus and the accrual basis of accounting. Under the accrual basis, revenues are recognized when earned and expenses are recorded when a liability is incurred, regardless of the timing of related cash flows. All significant intra-agency transactions have been eliminated.

The University's accounting policies conform with generally accepted accounting principles as prescribed by the GASB, including all applicable GASB pronouncements, as well as applicable FASB statements and interpretations, Accounting Principles Board opinions, and Accounting Research Bulletins of the Committee on Accounting Procedure issued on or before November 30, 1989, unless those pronouncements conflict with or contradict GASB pronouncements. The University has the option to apply all FASB pronouncements issued after November 30, 1989, unless FASB conflicts with GASB. The University has elected not to apply the FASB pronouncements issued after the applicable date.

D. Cash Equivalents and Investments

In accordance with GASB Statement 9, *Reporting Cash Flows of Proprietary and Non-expendable Trust Funds and Governmental Entities That Use Proprietary Fund Accounting*, the University considers all highly liquid investments with an original maturity of 90 days or less to be cash equivalents.

In accordance with GASB Statement 31, *Accounting and Financial Reporting for Certain Investments and for External Investment Pools*, purchased investments, interest-bearing temporary investments classified with cash, and investments received as gifts are recorded at fair value. All investment income, including changes in the fair value of investments (unrealized gains and losses), is reported as non-operating revenue in the Statement of Revenues, Expenses, and Changes in Net Assets.

E. Capital Assets

Capital assets consisting of land, buildings, infrastructure, computer software and equipment are stated at cost at date of acquisition, or fair market value at date of donation for gifts. Library materials are valued using published average prices for library acquisitions. The University capitalizes construction costs that have a value or cost in excess of \$200,000 at the date of acquisition. Renovation costs are capitalized when expenses total more than \$200,000, the asset value significantly increases, or the useful life is significantly extended. Routine repairs and maintenance are charged to operating expense.

Equipment is capitalized when the unit acquisition cost is \$5,000 or greater and the estimated useful life is more than two years. Computer software is capitalized when the unit acquisition or development costs are \$100,000 or greater and the estimated useful life is more than two years. Expenses related to construction are capitalized at actual cost as they are incurred (construction-in-progress).

Construction period interest cost in excess of earning associated with related debt proceeds is capitalized as a component of the final asset. The University incurred and capitalized net interest expense related to the construction of capital assets totaling \$2,663,493 for this fiscal year.

Collections of works of art and historical treasures are capitalized at cost or fair market value at the date of donation. These collections are considered inexhaustible and therefore are not depreciated.

Depreciation is computed using the straight-line method over the estimated useful life of the asset and is not allocated to the functional expense categories. Useful lives by asset categories are listed below:

Buildings	25-50 years
Other improvements and infrastructure	20 years
Equipment	5-20 years
Computer software	5 years
Library material	5 years

GASB Statement 51, *Accounting and Financial Reporting for Intangible Assets*, became effective on July 1, 2009. Prior to implementation of this standard, computer software was reported as equipment in accordance with SOP 98-1, *Accounting for the Costs of Computer Software Developed or Obtained for Internal Use*.

F. Inventories

Inventories are valued at the lower of cost (generally determined on the first-in, first-out method) or market and consist primarily of expendable supplies held for consumption.

G. Non-current Cash and Investments

Cash and investments that are externally restricted to make debt service payments, maintain sinking or reserve funds, or to purchase or construct capital and other non-current assets are classified as non-current assets in the Statement of Net Assets. Assets that will be used to liquidate current liabilities, including capital project liabilities that are expected to be paid within one year, are classified as current assets.

H. Deferred Revenue

Deferred revenue represents revenues collected but not earned as of June 30. This consists primarily of revenue for student tuition and certain auxiliary activities accrued in advance of the semester, and advance payments on grants and contracts.

I. Accrued Compensated Absences

The amount of leave earned, but not taken by non-faculty salaried employees is recorded as a liability on the Statement of Net Assets. The amount reflects, as of June 30, all unused vacation leave, sabbatical leave, and the amount payable upon termination under the Commonwealth's sick leave payout policy. The applicable share of employer-related taxes payable on the eventual termination payments is also included.

J. Federal Financial Assistance Programs

The University participates in federally funded Pell Grants, Supplemental Educational Opportunity Grants, and federal work-study and Perkins loans programs. Federal programs are audited in accordance with the Single Audit Act Amendments of 1996, the Office of Management and Budget Revised Circular A-133, *Audit of States, Local Governments and Non-Profit Organizations*, and the *Compliance Supplement*.

K. Net Assets

GASB Statement 34 requires that the Statement of Net Assets report the difference between assets and liabilities as net assets, not fund balances. Net assets are classified as invested in capital assets, net of related debt, restricted, and unrestricted. "Invested in capital assets, net of related debt" consists of capital assets, net of accumulated depreciation and reduced by outstanding debt that is attributable to the acquisition, construction, or improvement of those assets. Net assets are reported as restricted when constraints on the net asset use are either externally imposed by creditors, grantors, or contributors or imposed by law. Unrestricted net assets consist of net assets that do not meet the definitions above. When an expense is incurred that can be paid using either restricted or unrestricted resources, the University's policy is to use restricted resources first, then unrestricted resources as needed.

L. Revenue and Expense Classifications

Operating revenues include activities that have the characteristics of exchange transactions, such as: (1) student tuition and fees, net of scholarship discounts and allowances; (2) sales and services of auxiliary enterprises, net of scholarship allowances; and (3) federal, state, and non-governmental grants and contracts.

Non-operating revenues include activities that have the characteristics of non-exchange transactions, such as gifts, and other revenue sources that are defined as non-operating revenues by GASB Statement 9 and GASB Statement 34, such as state appropriations and investment and interest income. Federal Pell grant receipts are reported on the line item "non-operating grants and contracts" on the Statement of Revenues, Expenses, and Changes in Net Assets. Pell grants are considered as non-operating because the University's administrative involvement with the grant requirements have the characteristics of a non-exchange transaction. Non-operating grants and contracts also include federal American Reinvestment and Recovery Act funds passed through the state Department of Education to the University.

Non-operating expenses include interest on debt related to the purchase of capital assets, losses on the disposal of capital assets, and nongeneral fund transfer payments to the Commonwealth. All other expenses are classified as operating expenses.

M. Scholarship Discounts and Allowances

Student tuition and fees revenues, and certain other revenues from students, are reported net of scholarship discounts and allowances in the Statements of Revenue, Expenses, and Changes in Net Assets. Scholarship discounts and allowances are the difference between the stated charge for goods and services provided by the University and the amount that is paid by students and/or third parties making payments on the student's behalf. Financial aid to students is reported in the financial statements under the alternative method as prescribed by the National Association of College and University Business Officers (NACUBO). The alternative method proportionately calculates scholarship discounts and allowances on a University-wide basis by allocating cash payments to students, excluding payments for services, on the ratio of total aid to aid not considered to be third party aid.

N. Commonwealth Equipment and Capital Project Reimbursement Programs

The Commonwealth has established several programs to provide state-supported institutions of higher education with bond proceeds for financing the acquisition and replacement of instructional and research equipment and facilities. During fiscal year 2012, funding has been provided to the University from three programs; general obligation bonds 9(b), and two programs (21st Century and Equipment Trust Fund) managed by the Virginia College Building Authority (VCBA). The VCBA issues bonds and uses the proceeds to reimburse the University and other institutions of higher education for expenses incurred in the acquisition of equipment and facilities.

The Statement of Net Assets line item "Due from the Commonwealth" includes pending reimbursements at year-end from these programs, as further described in Note 4. The Statement of Revenue, Expenses, and Changes in Net Assets line item "Capital appropriations and contributions" includes reimbursements during the year for the acquisition of equipment and facilities under these programs, as further described in Note 13.

O. Comparative Data

The University presents its financial information on a comparative basis. The basic financial statements include certain prior year summarized information in total, but not at the level of detail required for a presentation in conformity with generally accepted accounting principles. Accordingly, the prior year information should be read in conjunction with the University's financial statements for the year ended June 30, 2011, from which the summarized information was derived.

2. CASH AND CASH EQUIVALENTS AND INVESTMENTS

GASB Statement 40, *Deposit and Investment Risk Disclosures*, became effective for the fiscal year ending June 30, 2005. It amends GASB Statement 3, *Deposits with Financial Institutions, Investments (including Repurchase Agreements), and Reverse Repurchase Agreements*. GASB Statement 40 eliminates the custodial credit risk disclosures for Category 1 and 2 deposits and investments. However, this statement does not change the disclosure requirements for Category 3 deposits and investments. The University has no Category 3 deposits or investments for 2012. The following risk disclosures are required by GASB Statement 40:

- Credit Risk – The risk that an issuer or other counterparty to an investment will not fulfill its obligations. This statement requires the disclosure of the credit quality ratings on any investments subject to credit risk.
- Concentration of Credit Risk – The risk of loss attributed to the magnitude of a government’s investment in a single issuer. This statement requires disclosure of investments with any one issuer with more than five percent of total investments. However, investments issued or explicitly guaranteed by the U.S. government and investments in mutual funds, external investment pools, and other pooled investments are excluded from this requirement.
- Interest Rate Risk – The risk that interest rate changes will adversely affect the fair value of an investment. This statement requires disclosure of maturities for any investments subject to interest rate risk. The University does not have an interest rate risk policy.
- Foreign Currency Risk – The risk that changes in exchange rates will adversely affect the fair value of an investment or deposit. The University had foreign deposits of \$2,578,756 in 2012.

A. Cash and Cash Equivalents

Pursuant to Section 2.2-1800, et seq., Code of Virginia, all state funds of the University are maintained by the Treasurer of Virginia, who is responsible for the collection, disbursement, custody, and investment of state funds. Except for cash held in foreign banks, cash deposits held by the University are maintained in accounts that are collateralized in accordance with the Virginia Security for Public Deposits Act, Section 2.2-4400, et seq., Code of Virginia. These amounts are insured in accordance with the banking regulations of the respective countries where the funds are maintained. In accordance with the GASB Statement 9’s definition of cash and cash equivalents, cash represents cash with the Treasurer of Virginia, cash on hand, cash deposits, including certificates of deposits and temporary investments with original maturities of 90 days or less, and cash equivalents under the Commonwealth’s securities lending and state non-arbitrage programs.

B. Investments

The Board of Visitors established the University’s investment policy. Authorized investments are set forth in the Investment of Public Funds Act, Section 2.2-4500 through 2.2-4517, et seq., Code of Virginia. Investments fall into two groups: short-term and long-term. Short-term investments have an original maturity of over 90 days but less than or equal to one year. Long-term investments have an original maturity greater than one year.

Cash and cash equivalents:	
Cash with the Treasurer of Virginia	\$ 92,450,245
Cash on hand and deposits with financial institutions (including money market and certificates of deposit)	15,701,000
Collateral held for securities lending	2,471,191
Cash equivalents with the Treasurer of Virginia	4
Cash equivalents with the Bank of New York	<u>5,436,096</u>
 Total	 <u>\$116,058,536</u>
Investments:	
Collateral held for securities lending (short-term)	\$ 76,404
Investments not with the Treasurer of Virginia	<u>1,974,476</u>
 Total	 <u>\$ 2,050,880</u>

For 2012, investments not with Treasurer of Virginia include \$474,476 in unrated mutual funds with maturity less than one year.

C. James Madison University Foundation Cash and Investments

The following information is provided with respect to the Foundation's cash and cash equivalents and investments at June 30, 2012. The Foundation considers cash in demand deposit accounts and short-term certificates of deposit to be cash equivalents. The balances in these accounts are subject to electronic transfer for investment purposes and at times exceed federally insured limits. However, the Foundation does not believe it is subject to any significant credit risk as a result of these deposits.

Investments in equity securities with readily determinable fair values and all investments in debt securities are measured at fair value. Investment income or loss (including realized gains and losses on investments, interest, and dividends) is included in the change in unrestricted net assets unless the income or loss is restricted by donor or law.

The Investment Committee of the Foundation's Board of Directors establishes the investment policies, objectives, and guidelines. The major portions of the investments are maintained in a portfolio managed by the Foundations' investment advisor, the Northern Trust Corporation. As prescribed by FASB ASC 820, investments are placed into one of three categories based on the inputs used in valuation techniques. As of June 30, 2012 the foundation held investments totaling \$17,269,084, \$44,567,448, and \$9,696,990 in category 1, 2, and 3, respectively. Life insurance policies are not categorized as to credit risk. The Foundation's investments by type of security are as follows:

	<u>Fair Value</u>	<u>Cost</u>
Cash and cash equivalents	\$ 1,300,128	\$ 1,300,128
Common stock	3,714,082	2,696,469
Mutual funds	55,207,859	50,046,298
Hedge funds	9,696,990	9,540,000
Commodity index funds	1,198,802	1,301,631
Life insurance policies	<u>415,661</u>	<u>-</u>
 Total	 <u>\$71,533,522</u>	 <u>\$64,884,526</u>

D. Securities Lending Transactions

GASB Statement 28, *Accounting and Financial Reporting for Securities Lending Transactions*, establishes accounting and financial reporting standards for security lending transactions. In these transactions, governmental entities transfer securities to broker-dealers and other entities for collateral and simultaneously agree to return the collateral for the same securities in the future.

The investments under securities lending (reported as either “cash equivalents” or “short-term investments”) and the securities lending transactions reported on the financial statements represent the University’s allocated share of securities received for securities lending transactions held in the General Account of the Commonwealth. The Commonwealth’s policy is to record unrealized gains and losses in the General Fund in the Commonwealth’s basic financial statements. When gains and losses are realized, the actual gains and losses are recorded by the affected agencies. Information related to the credit risk of these investments and securities lending transactions held in the General Account is available on a statewide basis in the Commonwealth of Virginia’s CAFR.

3. ACCOUNTS AND CONTRIBUTIONS RECEIVABLE

Accounts receivable consisted of the following at June 30, 2012:

Student tuition and fees	\$ 1,511,772
Auxiliary enterprises	1,115,438
Federal, state, and non-governmental grants and contracts	4,246,659
Unreimbursed capital/Equipment Trust Fund expenses	3,127,280
Other activities	<u>342,114</u>
Total	10,343,263
Less: allowance for doubtful accounts	<u>588,685</u>
Net accounts receivable	<u>\$9,754,578</u>

The Foundation’s contributions receivable at June 30, 2012 is summarized below:

Due in less than one year	\$1,336,894
Due between one and five years	2,444,856
Due in more than five years	<u>1,276,249</u>
Total	<u>5,057,999</u>
Less: present value discount (one percent - six percent)	373,694
Less: allowance for doubtful accounts	<u>756,913</u>
Net contributions receivable	<u>\$3,927,392</u>

4. DUE FROM THE COMMONWEALTH

Due from the Commonwealth consisted of the following at June 30, 2012:

Treasury programs reimbursement due:	
Equipment Trust Fund	\$1,600,429
21 st Century	2,947,558
General Obligation Bonds	33,620
Interest on Educational and General funds and Small	
Purchase Credit/Travel Cards	660,328
Appropriations available – Financial Aid	14,100
Appropriations available – Capital projects	<u>1</u>
Total	<u>\$5,256,036</u>

5. CAPITAL ASSETS

A summary of changes in the various capital asset categories for the years ending June 30, 2012 is presented as follows:

	<u>Beginning Balance</u>	<u>Additions</u>	<u>Reductions</u>	<u>Ending Balance</u>
Non-depreciable capital assets:				
Land	\$ 63,908,755	\$ 3,782,371	\$ -	\$ 67,691,126
Inexhaustible artwork and historical treasures	1,707,999	276,970	-	1,984,969
Construction-in-progress	<u>95,475,796</u>	<u>60,111,776</u>	<u>96,218,385</u>	<u>59,369,187</u>
Total non-depreciable capital assets	<u>161,092,550</u>	<u>64,171,117</u>	<u>96,218,385</u>	<u>129,045,282</u>
Depreciable capital assets:				
Buildings	701,748,676	77,800,545	1,374,576	778,174,645
Infrastructure	45,372,995	8,407,300	-	53,780,295
Computer software	7,509,382	2,709,512	109,199	10,109,695
Equipment	55,622,734	8,779,106	3,203,557	61,198,283
Other improvements	25,791,177	6,562,899	602,010	31,752,066
Library materials	<u>47,771,226</u>	<u>2,555,064</u>	<u>2,598,430</u>	<u>47,727,860</u>
Total depreciable capital assets	<u>883,816,190</u>	<u>106,814,426</u>	<u>7,887,772</u>	<u>982,742,844</u>

	<u>Beginning Balance</u>	<u>Additions</u>	<u>Reductions</u>	<u>Ending Balance</u>
Less accumulated depreciation for:				
Buildings	183,139,073	17,558,469	1,080,870	199,616,672
Infrastructure	23,641,412	2,361,079	-	26,002,491
Computer software	4,898,656	777,660	67,339	5,608,977
Equipment	32,724,893	4,301,689	3,059,373	33,967,209
Other improvements	9,330,727	1,533,944	299,410	10,565,261
Library materials	<u>39,767,039</u>	<u>2,989,750</u>	<u>2,598,431</u>	<u>40,158,358</u>
 Total accumulated depreciation	 <u>293,501,800</u>	 <u>29,522,591</u>	 <u>7,105,423</u>	 <u>315,918,968</u>
 Depreciable capital assets, net	 <u>590,314,390</u>	 <u>77,291,835</u>	 <u>782,349</u>	 <u>666,823,876</u>
 Total capital assets, net	 <u>\$751,406,940</u>	 <u>\$141,462,952</u>	 <u>\$97,000,734</u>	 <u>\$795,869,158</u>

The Foundation's net capital assets consist of \$7,121,696 in property and equipment, and \$100,591 in collections of historical artifacts for the year ending June 30, 2012.

6. ACCOUNTS PAYABLE AND ACCRUED EXPENSES

Accounts payable and accrued expenses consisted of the following at June 30, 2012:

Employee salaries, wages, and fringe benefits payable	\$26,549,398
Vendors and suppliers accounts payable	4,569,729
Capital projects accounts and retainage payable	3,342,430
Accrued interest payable on bond debt	<u>2,497,552</u>
 Total accounts payable and accrued expenses	 <u>\$36,959,109</u>

7. NON-CURRENT LIABILITIES

The University’s non-current liabilities consist of long-term debt (further described in Note 8), accrued supplemental retirement plan (further described in Note 9), and other non-current liabilities. A summary of changes in non-current liabilities for the years ending June 30, 2012 is presented as follows:

	<u>Beginning Balance</u>	<u>Additions</u>	<u>Reductions</u>	<u>Ending Balance</u>	<u>Current Portion</u>	<u>Non-Current Portion</u>
Long-term debt:						
Revenue bonds	\$148,185,000	\$ -	\$ 7,800,000	\$140,385,000	\$8,105,000	\$132,280,000
General obligation bonds	72,754,639	301,508	5,525,668	67,530,479	4,853,029	62,677,450
Installment purchases	901,834	-	901,834	-	-	-
Bond premium	10,875,183	10,583	663,089	10,222,677	666,013	9,556,664
Deferred amount on refunding	<u>(265,985)</u>	<u>294,661</u>	<u>(47,722)</u>	<u>76,398</u>	<u>311,059</u>	<u>(234,661)</u>
Total long-term debt	<u>232,450,671</u>	<u>606,752</u>	<u>14,842,869</u>	<u>218,214,554</u>	<u>13,935,101</u>	<u>204,279,453</u>
Accrued retirement plan	3,768,114	2,356,157	1,970,535	4,153,736	-	4,153,736
Accrued compensated absences	4,906,400	2,858,977	2,806,477	4,958,900	2,932,996	2,025,904
Federal loan program contributions	<u>2,359,427</u>	<u>-</u>	<u>7,027</u>	<u>2,352,400</u>	<u>-</u>	<u>2,352,400</u>
Total long-term liabilities	<u>\$243,484,612</u>	<u>\$5,821,886</u>	<u>\$19,626,908</u>	<u>\$229,679,590</u>	<u>\$16,868,097</u>	<u>\$212,811,493</u>

8. LONG-TERM DEBT

The University has issued two categories of bonds pursuant to Section 9 of Article X of the Constitution of Virginia. Section 9(d) bonds are revenue bonds, which are limited obligations of the University payable exclusively from pledged general revenues and are not debt of the Commonwealth, legally, morally, or otherwise. Pledged General Fund revenues include General Fund appropriations, tuition and fees, auxiliary enterprise revenues, and other revenues not required by law to be used for another purpose. The University issued 9(d) bonds directly through underwriters and participates in the Public Higher Education Financing Program (Pooled Bond Program) created by the Virginia General Assembly in 1996. Through the Pooled Bond Program, the Virginia College Building Authority (VCBA) issues 9(d) bonds and uses the proceeds to purchase debt obligations (notes) of the University and various other institutions of higher education. The University’s general revenue also secures these notes.

Section 9(c) bonds are general obligation bonds issued by the Commonwealth on behalf of the University, which are secured by the net revenues of the completed project and the full faith, credit, and taxing power of the Commonwealth.

<u>Description</u>	<u>Interest Rates (%)</u>	<u>Maturity</u>	<u>2012</u>
Revenue bonds:			
Dormitory, Series 2004B	5.00	2014	1,610,000
Dormitory, Series 2007B	4.0 – 4.50	2019	4,880,000

<u>Description</u>	<u>Interest Rates</u> (%)	<u>Maturity</u>	<u>2012</u>
Revenue bonds:			
Parking, Series 2004B	4.00 – 5.00	2020	3,475,000
Parking, Series 2006A	3.50 – 5.00	2027	7,150,000
Student center, Series 2004B	4.00 – 5.00	2020	5,340,000
Recreation, Series 2003A	2.92	2013	1,320,000
Recreation, Series, 2006A	3.50 – 5.00	2027	3,300,000
Property acquisition, Series 2002A	5.00	2013	260,000
Athletics, Series 2003A	5.00	2014	450,000
Property acquisition, Series 2007A	4.5 – 5.0	2028	9,175,000
Grace St. acquisition, Series 2010A	2.00 – 5.50	2031	8,405,000
Multipurpose Recreation Fields, Series 2009A	2.10– 5.0	2029	6,180,000
Softball/Baseball Complex, Series 2009A	2.10– 5.0	2029	5,965,000
Renov/Expand Athletics/Recreation 2009B	2.0 – 5.0	2030	25,740,000
Renov/Expand Athletics/Recreation 2010A	2.00 – 5.50	2031	9,315,000
Renov/Expand Bridgeforth Stadium 2009B	2.00 – 5.00	2030	40,345,000
RMH property acquisitions, Series 2010A	2.00 – 5.50	2031	<u>7,475,000</u>
Total revenue bonds			140,385,000
General obligation revenue bonds:			
Dormitory and dining hall:			
Series 2004B	4.00 – 5.00	2020	9,634,020
Series 2006B	4.0 – 5.0	2026	3,090,000
Series 2007B	4.0 – 5.0	2027	1,850,000
Series 2007B	4.0 – 5.0	2027	16,925,000
Series 2008B	5.00	2028	16,870,000
Series 2009C	3.0 – 4.0	2021	457,624
Series 2009C	3.0 – 4.0	2022	2,137,175
Series 2009D	2.5 – 5.0	2022	1,750,000
Series 2010A	2.00 – 5.00	2030	13,955,000
Series 2012A	3.0	2013	301,508
Student center:			
Series 1998R	5.00	2013	283,514
Series 2008B	3.0	2013	<u>276,638</u>
Total general obligation revenue bonds			<u>67,530,479</u>
Total bonds payable			<u>\$207,915,479</u>

Long-term debt as of June 30, 2012 matures as follows:

	<u>Principal</u>	<u>Interest</u>
2013	\$ 12,958,029	\$ 9,644,387
2014	11,064,331	9,028,671
2015	11,596,465	8,483,911
2016	12,161,481	7,914,523
2017	12,738,718	7,333,202
2018-2022	57,716,455	28,326,711
2023-2027	60,425,000	14,984,143
2028-2032	<u>29,255,000</u>	<u>2,364,724</u>
Total	<u>\$207,915,479</u>	<u>\$88,080,272</u>

A. Installment Purchases Payable

In December 2005, the University entered into an installment purchase agreement with Rockingham Memorial Hospital for purchase of the hospital's premises primarily located at 235 Cantrell Avenue, Harrisonburg, Virginia. This purchase included seven buildings containing approximately 623,000 square feet, six paved parking lots, 2 multi-story parking decks, and two converted residences to offices, all situated on approximately 15.9 acres of land. The total purchase price was \$50,600,000, with the initial installment payment of \$8,000,000 made at settlement. \$12,000,000 installments were made in both 2007 and 2008, and another installment of \$8,600,000 was made in 2009. The final payment of \$10,000,000 was originally scheduled for December 2009; however, the hospital requested an extension in order facilitate their move and to occupy the Cancer Center Building for an additional year. In December 2010, a payment of \$8,000,000 was made to RMH with the remaining \$2,000,000 to be paid in December 2011; however, RMH agreed to reduce the final payment by \$950,538 for additional costs incurred relating to asbestos abatement in the South Tower. The final payment of \$1,049,462 was made during FY12 and consisted of principal of \$879,226 and interest of \$170,236. The interest expense component was estimated using an imputed rate of 4.0 percent.

B. Long-term Debt Defeasance

In prior years, in accordance with GASB Statement 7, *Advance Refundings Resulting in the Defeasance of Debt*, the University excluded from its financial statements the assets in escrow and the Section 9(c) or 9(d) bonds payable that were defeased "in-substance." For the year ended June 30, 2012, bonds payable considered defeased in previous years have all been called and paid, resulting in no balances considered defeased.

C. Foundation Debt

The Foundation's long-term debt consists of \$5,425,528 outstanding at June 30, 2012, in notes payable to SunTrust Bank at a fixed interest rate of 3.64 percent, and maturing through 2014. The note is secured by a deed of trust on real estate acquired with the proceeds of the note.

9. SUPPLEMENTAL RETIREMENT PLAN

Effective January 1, 1997, the University established a Supplemental Retirement Plan for tenured faculty members. The plan was designed to provide flexibility in the allocation of faculty positions. The plan is a qualified plan within the meaning of section 401(c) of the Internal Revenue Code of 1986 (the Code) and is a governmental plan within the meaning of section 414(d) of the Code. Since it is a governmental plan, the plan is not subject to the Employee Retirement Income Security Act of 1974 as amended. Since inception, 199 faculty members have elected to enroll in the plan. As of June 30, 2012, 69 participants remain, including 16 new participants who retired under this plan during fiscal year 2012. In order to satisfy IRS requirements, a trust fund has been established as means to make the payments to the plan participants. The University prepaid \$1,884,043.00 of the fiscal year 2013-plan contribution in 2012. The plan payment schedule is as follows:

Year Ending <u>June 30,</u>	Supplemental Plan <u>Obligations</u>
2013	\$ -
2014	1,617,242
2015	1,368,668
2016	756,973
2017	410,853
Total	<u>\$ 4,153,736</u>

10. AUXILIARY ACTIVITIES

Auxiliary operating revenues and expenses consisted of the following for the year ended June 30, 2012. The University used auxiliary revenues and cash reserves to pay debt service and capitalized improvements of \$20,803,910 and \$16,655,939. Those amounts are not included in the auxiliary operating expenses below.

Revenues:

Room contracts, net of scholarship allowances of \$1,919,231	\$ 25,841,228
Food service contracts, net of scholarship allowances of \$2,552,413	34,785,281
Comprehensive fee, net of scholarship allowances of \$4,452,815	60,684,702
Food service commissions	9,518,236
Parking fees and fines	3,000,986
Other student fees and sales and services	<u>15,358,129</u>
Total auxiliary enterprises revenues	<u>\$149,188,562</u>

Expenses:

Residential facilities	\$ 18,689,137
Dining operations	44,773,738
Athletics	23,073,414
Parking services	3,221,278
Health services	4,012,443
Student unions	4,863,657
Student recreation	4,118,722
Other auxiliary activities	<u>11,522,901</u>
Total auxiliary activities expenses	<u>\$ 114,275,290</u>

11. EXPENSES BY NATURAL CLASSIFICATIONS

The following table shows a classification of expenses for the year ended June 30, 2012, both by function as listed in the Statement of Revenues, Expenses, and Changes in Net Assets and by natural classification, which is the basis for amounts shown in the Statement of Cash Flows.

	Compensation and Benefits	Services, Supplies and Utilities	Scholarships and Fellowships	Non-capitalized equipment, property and plant improvements	Depreciation	Total
Instruction	\$ 110,950,035	\$ 15,272,339	\$ -	\$ 2,672,634	\$ -	\$128,895,008
Research	3,845,157	5,750,221	-	299,739	-	9,895,117
Public service	8,054,009	4,006,788	-	206,151	-	12,266,948
Academic support	22,712,824	4,263,381	-	8,220,488	-	35,196,693
Student services	9,972,938	3,980,407	-	242,640	-	14,195,985
Institutional support	15,392,467	5,745,616	-	1,167,345	-	22,305,428
Operation and maint- tenance – plant	12,879,433	14,195,121	-	4,936,421	-	32,010,975
Depreciation	-	-	-	-	29,522,591	29,522,591
Student aid	-	-	8,497,679	-	-	8,497,679
Auxiliary activities	34,040,241	75,999,397	-	4,235,652	-	114,275,290
Total	\$217,847,104	\$129,213,270	\$8,497,679	\$21,981,070	\$29,522,591	\$407,061,714

12. STATE APPROPRIATIONS

The University receives state appropriations from the General Fund of the Commonwealth. The Appropriation Act specifies that such unexpended appropriations that remain on the last day of the current year, ending June 30, 2012, shall be re-appropriated for expenditure in the first month of the next year, beginning on July 1, 2012, except as may be specifically provided otherwise by the General Assembly. The Governor may, at his discretion, unallot funds from the re-appropriated balances that relate to unexpended appropriations.

During the year ending June 30, 2012 the following adjustments were made to the University's original appropriations:

Original legislative appropriation:	
Educational and general programs	\$61,715,667
Student financial assistance	7,129,893
Supplemental adjustments:	
Central Fund appropriation transfers:	
Reversal of delayed retirement contribution payments	803,534
Health insurance premium	253,321
Cost of salary increase	196,134
Changes in contribution rates for retirement and benefits	92,352
Changes in retirement benefits of new and future employees	(188,622)
Other financial aid transfers	248,128
Other	24,457
Reversion to the General Fund of the Commonwealth	<u>(1,540,232)</u>
Adjusted appropriation	<u>\$68,734,632</u>

13. CAPITAL APPROPRIATIONS AND CONTRIBUTIONS

Following are the capital appropriations and contributions recognized by the University from the Commonwealth for the years ending June 30, 2012.

Treasury reimbursement programs:	
VCBA 21 st Century	\$31,673,511
VCBA Equipment Trust Fund	1,774,937
General Obligation Bonds	<u>96,868</u>
Total capital appropriations and contributions	<u>\$33,545,316</u>

14. COMMITMENTS

At June 30, 2012, the University was a party to construction and other contracts totaling approximately \$160,428,690 of which \$113,428,035 has been incurred.

Under a contract between the Board of Visitors of the University and the City of Harrisonburg dated April 12, 1995, the University is committed to city services for steam and chilled water purchases and waste disposal. The city will bill the University for annual debt service for a new resource recovery facility and cost of delivered quantities of steam and chilled water. The contract will expire April 12, 2036. During the years ended June 30, 2012, such purchases totaled \$6,002,352.

The University is committed under various operating leases for equipment and space. In general, the equipment leases are for two-year term and the space leases are for three- to four-year terms with appropriate renewal options for each type of lease. In most cases, the University expects that in the normal course of business, these leases will be replaced by similar leases. Rental expense was approximately \$3,335,354 for the years ended June 30, 2012.

The University has, as of June 30, 2012, the following future minimum rental payments due under the above leases:

<u>Year Ending</u> <u>June 30,</u>	<u>Operating Lease</u> <u>Obligation</u>
2013	\$ 2,885,307
2014	1,577,727
2015	1,151,635
2016	1,014,534
2017	285,303
2018-2022	<u>526,357</u>
Total	<u>\$7,440,863</u>

15. RETIREMENT PLANS

a. Virginia Retirement System

Employees of the University are employees of the Commonwealth. Substantially all full-time classified salaried employees of the University participate in a defined benefit retirement plan administered by the Virginia Retirement System (VRS). VRS is an agent multiple-employer public employee retirement system that acts as a common investment and administrative agency for the Commonwealth and its political subdivisions.

The VRS does not measure assets and pension benefit obligations separately for individual state institutions. Information relating to this plan is available at the statewide level only and can be found in the Commonwealth's *Comprehensive Annual Financial Report* (CAFR). The Commonwealth, not the University, has the overall responsibility for contributions to this plan. The CAFR provides disclosure of the Commonwealth's unfunded pension benefit obligation at June 30, 2012. The same report contains historical trend information showing VRS's progress in accumulating sufficient assets to pay benefits when due.

The University's expenses include the amount assessed by the Commonwealth for contributions to VRS, which totaled \$5,534,755 for the year ended June 30, 2012.

b. Optional Retirement Plans

Full-time faculty and certain administrative staff participate in defined contribution plans, TIAA/CREF Insurance Companies and Fidelity Investments Tax-Exempt Services. These plans are fixed-contribution programs where the retirement benefits received are based upon employer and employee contributions, plus interest and dividends. Employees hired prior to July 1, 2010 (Plan 1) have an employer required contribution rate of 10.4 percent. Employees hired on or after July 1, 2010 (Plan 2) have an employer required contribution rate of 8.5 percent and an employee required contribution rate of 5 percent.

Individual contracts issued under the plan provide for full and immediate vesting of both the University's and the employee's contributions. Total pension costs under this plan were approximately \$6,116,573 for the year ended June 30, 2012. Contributions to the optional retirement plan were calculated using the base salary amount of approximately \$59,579,273 for fiscal year 2012.

c. Deferred Compensation Plan

Employees of the University are employees of the Commonwealth. State employees may participate in the Commonwealth's Deferred Compensation Plan. Participating employees can contribute to the plan each pay period with the Commonwealth matching up to \$20 per pay period. The dollar amount match can change depending on the funding available in the Commonwealth's budget. The Deferred Compensation Plan is a qualified defined contribution plan under Section 401(a) of the Internal Revenue Code. The University's expense for contributions under the Deferred Compensation Plan, which is an amount assessed by the Commonwealth, was approximately \$831,823 for the fiscal year 2012.

16. POST-EMPLOYMENT BENEFITS

The Commonwealth participates in the VRS-administered, statewide group life insurance program that provides post-employment life insurance benefits to eligible retired and terminated employees. The Commonwealth also provides health care credits against the monthly health insurance premiums of its retirees who have at least 15 years of service and participate in the state health plan. Information related to these plans is available at the statewide level in the CAFR.

17. GRANTS AND CONTRACTS CONTINGENCIES

The University has received federal grants for specific purposes that are subject to review and audit by the grantor agencies. Claims against these resources are generally conditional upon compliance with the terms and conditions of grant agreements and applicable federal regulations, including the expenditure of resources for allowable purposes. Any disallowance resulting from a federal audit may become a liability of the University.

In addition, the University is required to comply with the various federal regulations issued by the Office of Management and Budget. Failure to comply with certain system requirements of these regulations may result in questions concerning the allowance of related direct and indirect charges pursuant to such agreements. As of June 30, 2012, the University estimates that no material liabilities will result from such audits or questions.

18. RISK MANAGEMENT AND EMPLOYEE HEALTH CARE PLANS

The University is exposed to various risks of loss related to torts; theft of, damage to, and destruction of assets; errors and omissions; non-performance of duty; injuries to employees; and natural disasters. The University participates in insurance plans maintained by the Commonwealth. The state employee health care and worker's compensation plans are administered by the Department of Human Resource Management and the risk management insurance plans are administered by the Department of Treasury, Division of Risk Management. Risk management insurance includes property, general liability, medical malpractice, faithful performance of duty bond, automobile, and air and watercraft plans. The University pays premiums to each of these Departments for its insurance coverage. Information relating to the Commonwealth's insurance plans is available at the statewide level in the CAFR.

19. FEDERAL DIRECT LENDING PROGRAM

The University participates in the Federal Direct Lending Program. Under this program, the University receives funds from the U.S. Department of Education for Stafford and Plus Parent Loan Programs and disburses these funds to eligible students. The funds can be applied to outstanding student account balances or refunded directly to the student.

These loan programs are treated as student payments with the University acting as a fiduciary agent for the student. Therefore, the receipt of the funds from the federal government is not reflected on the Statement of Revenues, Expenses and Changes in Net Assets. The activity is included in the noncapital financing section of the Statement of Cash Flows. For the fiscal year ended June 30, 2012, cash provided and used by the program totaled \$93,651,789.

20. SUBSEQUENT EVENTS

In October 2012, the University entered into two promissory notes with the Virginia College Building Authority (VCBA) to participate in the Educational Facilities Revenue Bonds Series 2012B, issued by the VCBA under its Pooled Bond Program. The total principal amount of these bonds is \$17,900,000. The University will use the proceeds for construction and renovation at the previously purchased Rockingham Memorial Hospital property. The projects include classrooms, faculty offices, student support spaces, and a new student health center. Payment on the notes will be made semi-annually, with an interest rate ranging from 2.0 to 5.5 percent. The final payment will be due in 2033.



Commonwealth of Virginia

Auditor of Public Accounts

Walter J. Kucharski
Auditor of Public Accounts

P.O. Box 1295
Richmond, Virginia 23218

December 10, 2012

The Honorable Robert F. McDonnell
Governor of Virginia

The Honorable John M. O'Bannon, III
Chairman, Joint Legislative Audit
and Review Commission

Board of Visitors
James Madison University

INDEPENDENT AUDITOR'S REPORT ON FINANCIAL STATEMENTS

We have audited the accompanying financial statements of the business-type activities and the discretely presented component unit of **James Madison University**, a component unit of the Commonwealth of Virginia, as of and for the year ended June 30, 2012, which collectively comprise the University's basic financial statements as listed in the table of contents. These financial statements are the responsibility of University management. Our responsibility is to express opinions on these financial statements based on our audit. We did not audit the financial statements of the component unit of James Madison University, which is discussed in Note 1. Those financial statements were audited by other auditors whose report thereon has been furnished to us, and our opinion, insofar as it relates to the amounts included for the component unit of the University is based on the report of the other auditors. The prior year summarized comparative information has been derived from James Madison University's 2011 financial statements, and in our report dated March 28, 2012, we expressed an unqualified opinion on the respective financial statements of the University.

We conducted our audit in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in Government Auditing Standards, issued by the Comptroller General of the United States. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. The financial statements of the component unit of the University that was audited by other auditors upon whose report we are relying was audited in accordance with auditing standards generally accepted in the United States of America, but not in accordance with Government Auditing Standards. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audit and the report of other auditors provide a reasonable basis for our opinions.

In our opinion, based on our audit and the report of other auditors, the financial statements referred to previously present fairly, in all material respects, the financial position of the business-type activities and discretely presented component unit of James Madison University as of June 30, 2012, and the respective changes in financial position and cash flows, where applicable, thereof for the year then ended, in conformity with accounting principles generally accepted in the United States of America.

Accounting principles generally accepted in the United States of America require that the Management's Discussion and Analysis on pages 1 through 8 be presented to supplement the basic financial statements. Such information, although not a part of the basic financial statements, is required by the Governmental Accounting Standards Board who considers it to be an essential part of the financial reporting for placing the basic financial statements in an appropriate operational, economic, or historical context. We have applied certain limited procedures to the required supplementary information in accordance with auditing standards generally accepted in the United States of America, which consisted of inquiries of management about the methods of preparing the information and comparing the information for consistency with management's responses to our inquiries, the basic financial statements, and other knowledge we obtained during our audit of the basic financial statements. We do not express an opinion or provide any assurance on the information because the limited procedures do not provide us with sufficient evidence to express an opinion or provide any assurance.

In accordance with Government Auditing Standards, we have also issued our report dated December 10, 2012, on our consideration of the University's internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts and grant agreements and other matters. The purpose of that report is to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on the internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with Government Auditing Standards and should be considered in assessing the results of our audit.


AUDITOR OF PUBLIC ACCOUNTS

JAMES MADISON UNIVERSITY

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