

# JAMES MADISON UNIVERSITY®

AUDITED FINANCIAL REPORT

FOR THE YEAR ENDED

JUNE 30, 2013

# JAMES MADISON UNIVERSITY

## AUDITED FINANCIAL REPORT 2012 - 2013

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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, 2013. Comparative numbers, where presented, are for the fiscal year ending June 30, 2012. 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 61. GASB Statement Number 61, *The Financial Reporting Entity: Omnibus—an amendment of GASB Statements No. 14 and No. 34*, 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 61'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 Position (balance sheet), the Statement of Revenues, Expenses, and Changes in Net Position (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 Position

The Statement of Net Position (SNP) presents the University's assets, liabilities, and net position 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, 2013. The data presented in the SNP 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 SNP provides a picture of net assets and their availability for expenditure by the University. Sustained increases in net position are one indicator of an organization's financial health.

Net position is divided into three major categories. The first category, "Net investment in capital assets" 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 net investment in capital assets. The next category is "Restricted net position," which is divided into two categories, expendable and non-expendable. Expendable restricted position includes resources the University is legally or contractually obligated to expend in accordance with

restrictions imposed by external third parties. Non-expendable restricted net position consists 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 position represents 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 Position  
(In thousands)

	2013	2012	Increase (Decrease)	
			Amount	Percent
<b>Current Assets</b>	<b>157,369</b>	<b>136,471</b>	<b>20,898</b>	<b>15.3%</b>
<b>Noncurrent assets</b>				
Capital assets, net	844,962	795,869	49,093	6.2%
Other noncurrent assets	15,875	7,969	7,906	99.2%
<b>Total Assets</b>	<b>1,018,206</b>	<b>940,309</b>	<b>77,897</b>	<b>8.3%</b>
<b>Current liabilities</b>	<b>86,471</b>	<b>76,327</b>	<b>10,144</b>	<b>13.3%</b>
<b>Noncurrent liabilities</b>	<b>217,999</b>	<b>212,811</b>	<b>5,188</b>	<b>2.4%</b>
<b>Total liabilities</b>	<b>304,470</b>	<b>289,138</b>	<b>15,332</b>	<b>5.3%</b>
<b>Net position</b>				
Net investment in capital assets	627,915	578,596	49,319	8.5%
Restricted - expendable	4,283	3,417	866	25.3%
Unrestricted	81,537	69,158	12,379	17.9%
<b>Total net position</b>	<b>713,735</b>	<b>651,171</b>	<b>62,564</b>	<b>9.6%</b>

In 2013, the University's total assets increased by \$77.9 million, mostly attributable to the \$49.1 million net increase in capital assets. Significant additions included continuing and completed projects capitalized during the year, including University Park (\$49.0 million) and Walnut Lane property purchase (\$6.5 million). Further, increases in construction-in-progress include the Duke Hall renovation/expansion (\$27.4 million), Student Success Center (\$26.7 million), and Health Center (\$5.7 million). The increase in capital assets is further discussed in the next section of this analysis.

The \$20.9 million increase in current assets primarily relates to the current amounts due from the Commonwealth, which increased \$10.4 million, mostly due to the commencement of the Duke Hall renovation/expansion and Student Success Center projects, which were funded via the 21<sup>st</sup> Century Bond Program. Additional increases in current assets are the result of a \$5.9 million increase in cash and cash equivalents associated with the Commonwealth's securities lending program and a \$4.7 million increase in prepaid expenses, primarily due to prepayments made to the City of Harrisonburg for steam costs (\$3.1 million) and debt service related to the Resource Recovery Facility (\$.6 million). Other non-current assets increased by \$7.9 million, largely due to a \$7.9 million increase in unspent bond proceeds held as restricted cash equivalents, which were used primarily for the Student Success Dining and Health Center projects. Current liabilities increased \$10.1 million, including an increase of \$5.8 million for accounts payable and accrued expenses. The increase in accounts payable and accrued expenses is largely attributable to the timing

of construction payments related to the Student Success Center and Health Center projects. Additional increases in current liabilities are the results of a \$6.3 million increase in obligations under the Commonwealth's securities lending program.

#### 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 \$68.0 million (excludes land, artwork and construction-in-progress) in 2013, as compared to \$106.8 million in 2012. Additions in fiscal year 2013 included completion of University Park (\$49.0 million) and purchases of equipment and library books (\$10.7 million). 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). The Bridgeforth Stadium Renovation/Expansion and University Park projects were funded with debt proceeds and auxiliary reserve funding, while the Bridgeforth Stadium Renovation/Expansion also included gift funding. Non-depreciable additions for 2013 include \$6.5 million for the Walnut Lane property acquisition. 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. Depreciation expense was \$33.9 million and \$29.5 million in 2013 and 2012, with net retirements of \$13.9 million and \$0.8 million resulting in a net increase of depreciable capital assets of \$20.2 million and \$76.5 million for 2013 and 2012, respectively.

Major projects still under construction at June 30, 2013 include the Student Success Center (\$32.4 million), Duke Hall renovation/expansion (\$30.0 million), Health Center (\$7.0 million), Grace Street Housing (\$2.5 million), and UREC renovation/expansion (\$1.6 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 21<sup>st</sup> Century program funds, whereas, the Health Center, Grace Street Housing, and UREC renovation/expansion are primarily funded by debt proceeds. Major projects still under construction at June 30, 2012 included University Park (\$45.9 million), Student Success Center (\$5.7 million), and the Duke Hall Renovation (\$3.7 million).

The University's total long-term debt increased to \$222.3 million in 2013 from \$218.2 million in fiscal year 2012. The increase is the result of new debt in 2013 of \$10.7 million for the construction of the Health Center and \$5.4 million for the construction of the Student Success Center Dining Operation; offset by 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 2013 ratio was 5.1 percent, as compared to 5.8 percent for 2012.

Overall, unpaid construction and other related contractual commitments increased from \$47.0 million in 2012 to \$53.9 million in 2013. Unpaid commitments at June 30, 2013 primarily reflect construction contracts on the Student Success Center, Duke Hall Renovation, Health Center, and University Recreation Center Addition. Unpaid commitments at June 30, 2012 primarily reflected the construction contracts on the Duke Hall Renovation, Student Success Center, University Park, and A3B Biotech building. 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 Position

The operating and non-operating activities creating the changes in the University's total net position are presented in the Statement of Revenues, Expenses, and Changes in Net Position. 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.

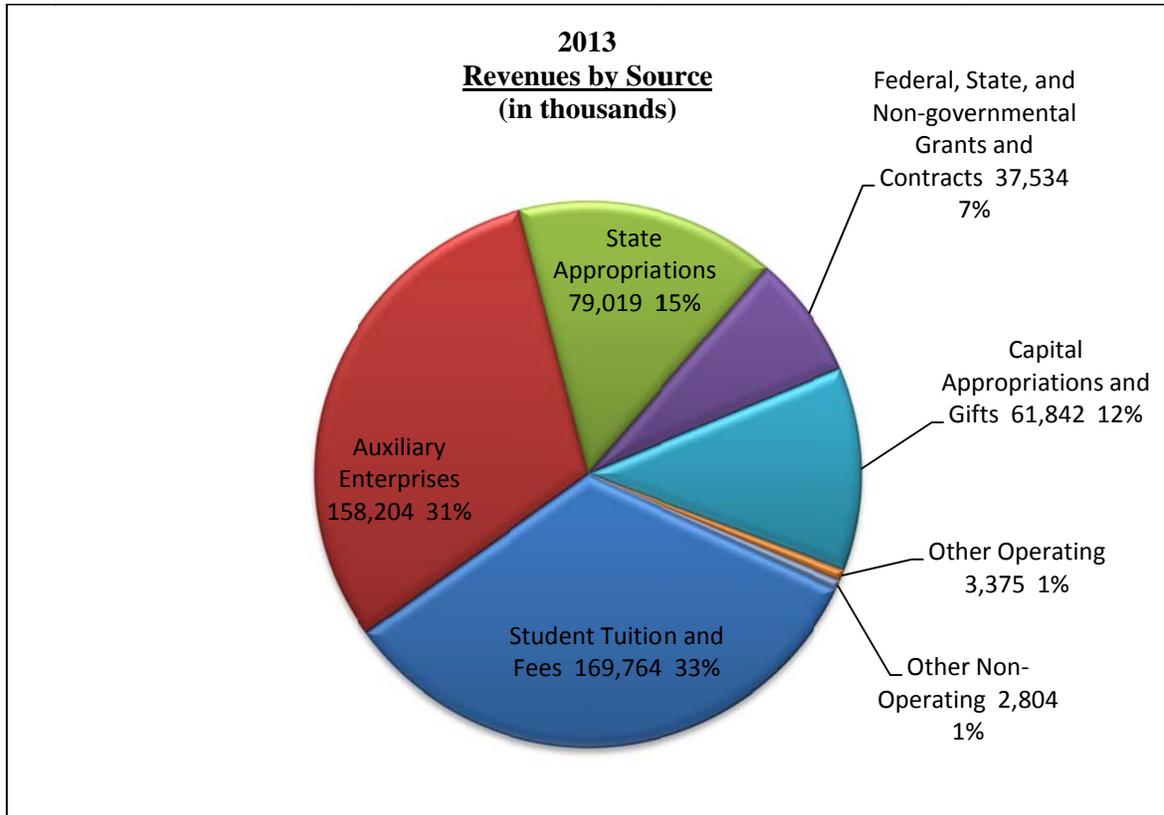
Generally, operating revenues are received for providing goods and services to students and other constituencies of the University. Operating expenses are those expenses incurred to acquire or produce the goods and services provided in return for the operating revenues and to carry out the University's 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 Position  
(In thousands)

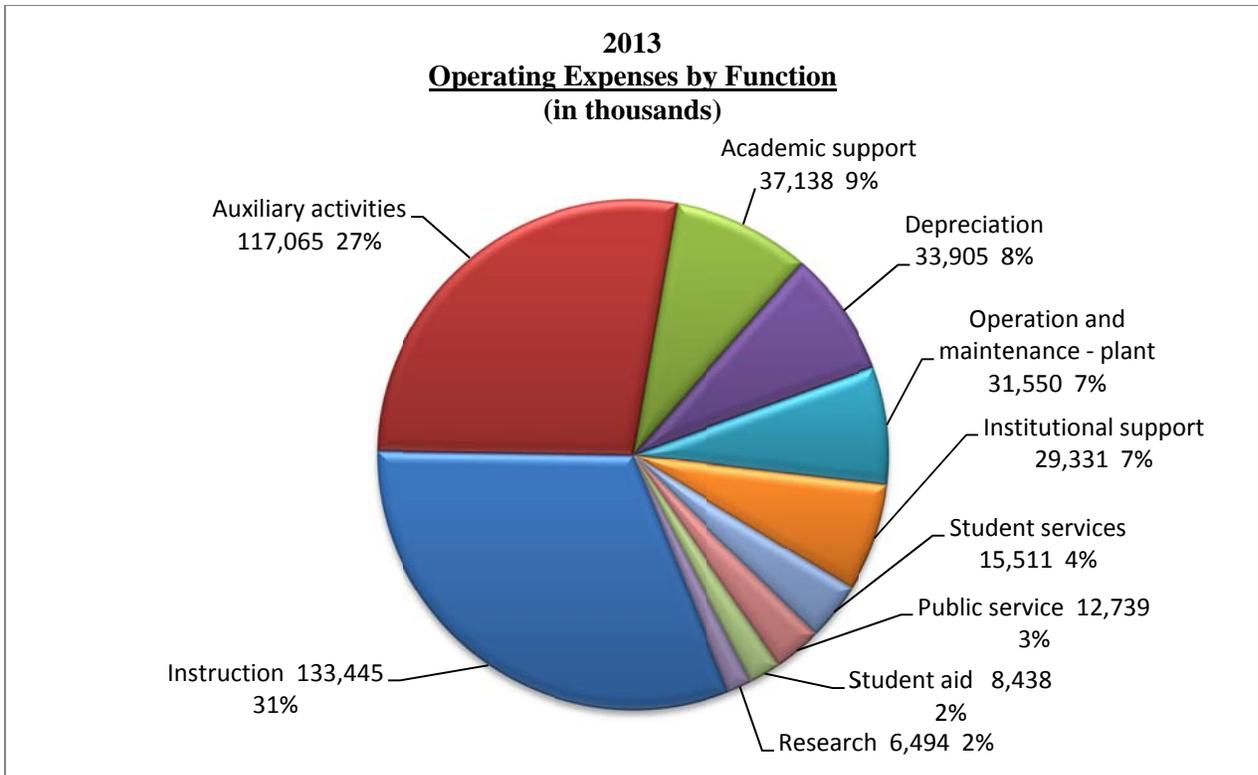
	2013	2012	Increase (Decrease)	
			Amount	Percent
<b>Operating revenues</b>	<b>358,783</b>	<b>339,916</b>	<b>18,867</b>	<b>5.6%</b>
<b>Operating expenses</b>	<b>425,616</b>	<b>407,062</b>	<b>18,554</b>	<b>4.6%</b>
<b>Operating loss</b>	<b>(66,833)</b>	<b>(67,146)</b>	<b>313</b>	<b>-0.5%</b>
<b>Nonoperating revenues (expenses)</b>				
State appropriations	79,019	68,735	10,284	15.0%
Grants and Contracts	10,095	10,325	(230)	-2.2%
Gifts	1,121	1,052	69	6.6%
Investment Income	1,683	423	1,260	297.9%
Interest on capital asset related debt	(7,776)	(7,036)	(740)	10.5%
Loss on disposal of plant assets	(13,653)	(661)	(12,992)	1965.5%
Payments to the Commonwealth	(2,934)	(3,278)	344	-10.5%
<b>Net nonoperating revenue (expenses)</b>	<b>67,555</b>	<b>69,560</b>	<b>(2,005)</b>	<b>-2.9%</b>
<b>Income before other revenues, expenses, gains, or losses</b>	<b>722</b>	<b>2,414</b>	<b>(1,692)</b>	<b>-70.1%</b>
Capital appropriations and contributions	61,686	33,545	28,141	83.9%
Capital gifts	156	5,639	(5,483)	-97.2%
Reductions to permanent endowments	-	(778)	778	-100.0%
<b>Total other</b>	<b>61,842</b>	<b>38,406</b>	<b>23,436</b>	<b>61.0%</b>
<b>Increase in net position</b>	<b>62,564</b>	<b>40,820</b>	<b>21,744</b>	<b>53.3%</b>
Net position - beginning of year	651,171	610,351	40,820	6.7%
<b>Net position - end of year</b>	<b>713,735</b>	<b>651,171</b>	<b>62,564</b>	<b>9.6%</b>

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, 2013. 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 \$18.9 million or six percent from the prior fiscal year. Student tuition and fees, net of scholarship allowances, increased by \$11.5 million or seven percent in fiscal year 2013. The 2013 tuition increase was due to a combination of average rate increases of five percent and an approximate one percent increase in undergraduate headcount. Auxiliary revenues increased by \$9.0 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 year 2013 by function.



Total 2013 operating expenses increased \$18.6 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 53 percent and 54 percent of the University's total operating expenses in both 2013 and 2012. Compensation expense increased by \$8.9 million, or four percent. The increase is a result of several factors, including an increase in the salaries/wages (\$3.1 million), an increase in the employer paid medical insurance rates (\$2.8 million), an increase in the employer paid VRS retirement rates (\$1.8 million), and an increase in bonuses paid during the year (\$1.5 million). Other factors driving the increase in operating expenses were sales and services/utility expenses (\$4.2 million increase), non-capitalized equipment/plant improvements (\$1.2 million increase), and depreciation expense (\$4.4 million increase).

Net non-operating revenue and expenses totaled \$67.6 million, a decrease of \$2.0 million from the prior year. The decrease in this category results primarily from the loss on disposal of plant assets of \$13.7 million due to the demolition/renovation of the previously purchased Rockingham Memorial Hospital related to the construction of the Student Success Center and Health Center. This loss is offset by an increase in state appropriations of \$10.3 million. Other revenues and gains include capital appropriations and contributions, which increased by \$28.1 million in 2013. The increase is the result of additional 21<sup>st</sup> 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 Position (SRECNP). This difference occurs because the SRECNP 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 SRECNP.

Statement of Cash Flows  
(in thousands)

	2013	2012	Increase (Decrease)	
			Amount	Percent
<b>Cash provided (used) by:</b>				
Operating activities	(39,222)	(34,119)	(5,103)	15.0%
Non-capital financing activities	88,327	75,157	13,170	17.5%
Capital financing activities	(40,317)	(63,381)	23,064	-36.4%
Investing activities	1,707	411	1,296	315.3%
<b>Net increase(decrease) in cash</b>	<b>10,495</b>	<b>(21,932)</b>	<b>32,427</b>	<b>-147.9%</b>
Cash - beginning of the year	113,587	135,519	(21,932)	-16.2%
<b>Cash - end of the year</b>	<b>124,082</b>	<b>113,587</b>	<b>10,495</b>	<b>9.2%</b>

Major sources of cash from operating activities include student tuition and fees (\$167.8 million in 2013 and \$159.6 million in 2012), auxiliary enterprises receipts (\$158.2 million in 2013 and \$149.0 million in 2012), and grants and contracts (\$27.5 million in 2013 and \$27.9 million in 2012). Major uses of cash include payments for salaries, wages, and fringe benefits (\$227.4 million in 2013 and \$217.2 million in 2012), payments for supplies, services, and utilities (\$136.9 million in 2013 and \$130.2 million in 2012), and payments for non-capitalized plant improvements and equipment (\$23.4 million in 2013 and \$18.8 million in 2012).

Cash flows from non-capital financing activities include state appropriations for the University's educational and general programs and financial aid of \$79.0 million and \$68.7 million in 2013 and 2012, 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 2013 and 2012 include capital appropriations and contributions (\$54.3 million in 2013 and \$40.7 million in 2012) and proceeds from issuance of capital related debt (\$17.9 million in 2013 and none in 2012). Significant cash outflows include purchases and construction of capital assets (\$89.9 million in 2013 and \$85.2 million in 2012) and repayment of principal and interest on capital related debt (\$22.7 million in 2013 and \$23.8 million in 2012).

## 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 29 percent of operating expenses, excluding auxiliary activities and depreciation. Building on the *Virginia Higher Education Opportunity Act* passed in 2011, the 2013 Legislative Session continued reinvestment into higher education for the fiscal year 2014. 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 2012, the University generated an overall increase in net position during 2013. 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 POSITION

As of June 30, 2013 (with comparative information as of June 30, 2012)

	2013		2012	
	James Madison University	Component Unit	James Madison University	Component Unit
<b>ASSETS</b>				
Current assets:				
Cash and cash equivalents (Note 2)	\$ 112,412,387	\$ 3,416,038	\$ 109,851,701	\$ 1,905,315
Securities lending - Cash and cash equivalents (Note 2)	8,381,696	-	2,471,191	-
Short-term investments (Note 2)	451,922	-	76,404	-
Accounts receivable (Net of allowance for doubtful accounts of \$585,931 and \$588,685 for 2013 and 2012, respectively) (Note 3)	6,700,490	54,188	9,754,578	56,645
Contributions receivable (Net of allowance for doubtful contributions of \$96,181 and \$26,738 for 2013 and 2012, respectively) (Note 3)	-	1,062,850	-	1,310,156
Due from the Commonwealth (Note 4)	15,677,043	-	5,256,036	-
Prepaid expenses	12,368,530	28,854	7,693,841	49,383
Inventory	1,016,004	-	1,022,374	-
Notes receivable (Net of allowance for doubtful accounts of \$51,608 and \$47,427 for 2013 and 2012, respectively)	360,653	-	344,920	-
<b>Total current assets</b>	<b>157,368,725</b>	<b>4,561,930</b>	<b>136,471,045</b>	<b>3,321,499</b>
Non-current assets:				
Restricted cash and cash equivalents (Note 2)	11,670,062	-	3,735,644	-
Endowment investments (Note 2)	-	48,016,896	-	45,783,663
Other long-term investments (Note 2)	2,031,092	31,618,380	1,974,476	25,749,859
Land held for future use	-	4,860,348	-	4,860,348
Contributions receivable (Net of allowance for doubtful contributions of \$1,019,744 and \$730,175 for 2013 and 2012, respectively) (Note 3)	-	1,558,255	-	2,617,236
Prepaid expenses	257,801	-	294,794	-
Notes receivable (Net of allowance for doubtful accounts of \$237,140 and \$228,560 for 2013 and 2012, respectively)	1,916,352	-	1,964,382	-
Capital assets, net: (Note 5)				
Non-depreciable	157,962,603	1,157,991	129,045,282	4,594,991
Depreciable	686,998,975	1,564,410	666,823,876	2,627,296
Other assets	-	2,145	-	2,145
<b>Total non-current assets</b>	<b>860,836,885</b>	<b>88,778,425</b>	<b>803,838,454</b>	<b>86,235,538</b>
<b>Total assets</b>	<b>1,018,205,610</b>	<b>93,340,355</b>	<b>940,309,499</b>	<b>89,557,037</b>
<b>LIABILITIES</b>				
Current liabilities:				
Accounts payable and accrued expenses (Note 6)	42,795,880	220,811	36,959,109	167,472
Unearned revenue	13,918,305	-	15,763,333	-
Obligations under securities lending	8,833,618	-	2,547,595	-
Deposits held in custody for others	5,469,877	-	4,139,216	-
Long-term liabilities - current portion (Note 7)	15,403,687	74,254	16,868,097	287,996
Advance from the Treasurer of Virginia	50,000	-	50,000	-
<b>Total current liabilities</b>	<b>86,471,367</b>	<b>295,065</b>	<b>76,327,350</b>	<b>455,468</b>
Non-current liabilities (Note 7)	217,999,116	569,545	212,811,493	5,803,089
<b>Total liabilities</b>	<b>304,470,483</b>	<b>864,610</b>	<b>289,138,843</b>	<b>6,258,557</b>

JAMES MADISON UNIVERSITY  
STATEMENT OF NET POSITION

As of June 30, 2013 (with comparative information as of June 30, 2012)

	2013		2012	
	James Madison University	Component Unit	James Madison University	Component Unit
NET POSITION				
Net investment in capital assets	627,915,483	2,722,401	578,595,642	1,796,759
Restricted for:				
Non-expendable:				
Scholarships and fellowships	-	33,435,080	-	32,420,559
Research and public service	-	2,093,963	-	2,078,969
Other	-	13,446,685	-	12,582,482
Expendable:				
Scholarships and fellowships	-	9,651,451	-	6,727,302
Research and public service	1,645,387	1,912,089	1,345,430	1,225,643
Debt service	221,397	-	227,943	-
Capital projects	2,096,834	1,569,426	1,519,183	1,785,561
Loans	319,158	-	324,813	-
Other	-	17,264,101	-	15,754,627
Unrestricted	81,536,868	10,380,549	69,157,645	8,926,578
 Total net position	 \$ 713,735,127	 \$ 92,475,745	 \$ 651,170,656	 \$ 83,298,480

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 POSITION  
For the year ended June 30, 2013 (with comparative information for the year ended June 30, 2012)

	2013		2012	
	James Madison University	Component Unit	James Madison University*	Component Unit
<b>Operating revenues:</b>				
Student tuition and fees (Net of scholarship allowances of \$12,181,962 and \$11,563,763 for 2013 and 2012, respectively)	\$ 169,763,877	\$ -	\$ 158,308,773	\$ -
Gifts and contributions	-	5,630,646	-	4,832,050
Federal grants and contracts	14,478,952	-	18,275,281	-
State grants and contracts	8,684,068	-	6,814,347	-
Non-governmental grants and contracts	4,276,281	-	4,492,879	-
Auxiliary enterprises (Net of scholarship allowances of \$9,276,939 and \$8,924,459 for 2013 and 2012, respectively) (Note 10)	158,204,184	-	149,188,562	-
Sales and Services of Education and General Activities	1,652,773	-	1,481,005	-
Other operating revenues	1,722,679	624,767	1,355,110	736,057
<b>Total operating revenues</b>	<b>358,782,814</b>	<b>6,255,413</b>	<b>339,915,957</b>	<b>5,568,107</b>
<b>Operating expenses (Note 11):</b>				
Instruction	133,445,410	647,703	127,677,936	708,468
Research	6,493,752	9,580	9,895,117	7,448
Public service	12,739,164	316,637	12,266,948	285,137
Academic support	37,137,770	740,320	35,196,693	753,069
Student services	15,510,672	108,181	14,195,985	106,379
Institutional support	29,330,846	4,019,767	23,522,500	4,570,074
Operation and maintenance - plant	31,549,983	56,624	32,010,975	4,864,147
Depreciation	33,905,352	46,205	29,522,591	80,223
Student aid	8,437,896	3,062,452	8,497,679	2,416,034
Auxiliary activities (Note 10)	117,065,379	675,333	114,275,290	585,199
<b>Total operating expenses</b>	<b>425,616,224</b>	<b>9,682,802</b>	<b>407,061,714</b>	<b>14,376,178</b>
<b>Operating loss</b>	<b>(66,833,410)</b>	<b>(3,427,389)</b>	<b>(67,145,757)</b>	<b>(8,808,071)</b>
<b>Non-operating revenues/(expenses):</b>				
State appropriations (Note 12)	79,018,980	-	68,734,632	-
Grants and contracts (Note 1 L.)	10,095,506	-	10,324,668	-
Gifts	1,120,688	-	1,051,653	-
Investment income (Net of investment expense of \$26,323 and \$18,619 for the University and \$344,704 and \$327,849 for the Foundation for 2013 and 2012, respectively)	1,683,369	8,086,522	423,175	890,662
In-Kind support from James Madison University	-	2,586,864	-	2,624,254
Interest on capital asset - related debt	(7,776,164)	(105,201)	(7,035,788)	(204,303)
Gain(Loss) on disposal of plant assets	(13,652,586)	282,161	(661,332)	-
Payment to the Commonwealth	(2,934,120)	-	(3,278,112)	-
<b>Net non-operating revenues/(expenses)</b>	<b>67,555,673</b>	<b>10,850,346</b>	<b>69,558,896</b>	<b>3,310,613</b>
<b>Income/(loss) before other revenues, expenses, gains or losses</b>	<b>722,263</b>	<b>7,422,957</b>	<b>2,413,139</b>	<b>(5,497,458)</b>
Capital appropriations and contributions (Note 13)	61,685,701	-	33,545,316	-
Capital gifts	156,507	-	5,639,024	-
Additions/(reductions) to permanent endowments	-	1,754,308	(778,225)	2,334,998
<b>Net other revenues</b>	<b>61,842,208</b>	<b>1,754,308</b>	<b>38,406,115</b>	<b>2,334,998</b>
<b>Increase/(decrease) in net position</b>	<b>62,564,471</b>	<b>9,177,265</b>	<b>40,819,254</b>	<b>(3,162,460)</b>
<b>Net position - beginning of year</b>	<b>651,170,656</b>	<b>83,298,480</b>	<b>610,351,402</b>	<b>86,460,940</b>
<b>Net position - end of year</b>	<b>\$ 713,735,127</b>	<b>\$ 92,475,745</b>	<b>\$ 651,170,656</b>	<b>\$ 83,298,480</b>

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, 2013 (with comparative information for the year ended June 30, 2012)

	2013	2012
Cash flows from operating activities:		
Student tuition and fees	\$ 167,754,540	\$ 159,648,048
Grants and contracts (Note 1 L.)	27,549,143	27,949,304
Auxiliary enterprises	158,238,555	148,997,008
Other receipts	3,331,657	2,785,449
Payments for compensation and benefits	(227,352,555)	(217,179,668)
Payments for services, supplies and utilities	(136,896,810)	(130,212,888)
Payments for scholarships and fellowships	(8,437,896)	(7,280,607)
Payments for non-capitalized plant improvements and equipment	(23,413,010)	(18,787,908)
Loans issued to students	(449,887)	(448,549)
Collections of loans from students	454,566	410,815
	<hr/>	<hr/>
Net cash used by operating activities	(39,221,697)	(34,118,996)
Cash flows from noncapital financing activities:		
State appropriations	79,029,650	68,720,532
Nonoperating grants and contracts (Note 1 L.)	9,646,286	9,868,959
Payment to the Commonwealth	(2,934,120)	(3,278,112)
Gifts and grants for other than capital purposes	1,120,688	1,051,653
Agency receipts	107,993,154	109,093,016
Agency payments	(106,528,733)	(109,520,832)
Reductions to permanent endowment	-	(778,225)
	<hr/>	<hr/>
Net cash provided by noncapital financing activities	88,326,925	75,156,991
Cash flows from capital financing activities:		
Capital appropriations and contributions	54,304,798	40,739,912
Capital gifts	-	4,799,906
Proceeds from capital debt	17,890,329	-
Proceeds from sale of capital assets	54,834	64,883
Purchase of capital assets	(89,886,473)	(85,159,448)
Principal paid on capital debt, leases, and installments	(12,958,024)	(13,621,905)
Interest paid on capital debt, leases, and installments	(9,722,096)	(10,203,543)
	<hr/>	<hr/>
Net cash used by capital financing activities	(40,316,632)	(63,380,195)
Cash flows from investing activities:		
Interest on investments	96,394	33,986
Interest on cash management pools	1,610,114	376,604
	<hr/>	<hr/>
Net cash provided by investing activities	1,706,508	410,590
Net increase in cash	10,495,104	(21,931,610)
Cash and cash equivalents - beginning of the year	113,587,345	135,518,955
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Cash and cash equivalents - end of the year	\$ 124,082,449	\$ 113,587,345

JAMES MADISON UNIVERSITY  
STATEMENT OF CASH FLOWS

For the year ended June 30, 2013 (with comparative information for the year ended June 30, 2012)

	2013	2012
<b>RECONCILIATION OF NET OPERATING LOSS TO NET CASH</b>		
<b>USED BY OPERATING ACTIVITIES:</b>		
Operating loss	\$ (66,833,410)	\$ (67,145,757)
Adjustments to reconcile net loss to net cash used by operating activities		
Depreciation expense	33,905,352	29,522,591
Changes in assets and liabilities:		
Receivables, net	23,779	539
Due from the Commonwealth	(15,404)	(30,681)
Prepaid expenses	(4,637,696)	(458,498)
Inventory	6,371	(36,744)
Notes receivable, net	32,197	(20,899)
Accounts payable and accrued expenses	495,940	2,825,477
Deferred revenue	(1,845,028)	793,881
Accrued compensated absences	(194,821)	52,500
Accrued retirement plan	(141,210)	385,622
Federal loan programs contributions refundable	(17,767)	(7,027)
Net cash used by operating activities	<u>\$ (39,221,697)</u>	<u>\$ (34,118,996)</u>
<b>NON-CASH INVESTING, NONCAPITAL FINANCING, AND CAPITAL</b>		
<b>AND RELATED FINANCING TRANSACTIONS:</b>		
Gift of capital assets	\$ 156,507	\$ 839,119
Amortization of bond premium/discount and gain/loss		
on debt refinancing	\$ (1,108,427)	\$ (615,366)
Capitalization of interest revenue and expense, net	\$ (910,317)	\$ (2,690,257)
Change in fair value of investments recognized as a component		
of interest income	\$ (1,877)	\$ (42,364)
Loss on disposal of capital assets	\$ (13,707,420)	\$ (726,214)

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

\*Certain prior year amounts were restated to agree to current year classification:

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## NOTES TO FINANCIAL STATEMENTS

JAMES MADISON UNIVERSITY  
NOTES TO FINANCIAL STATEMENTS  
FOR THE YEAR ENDED JUNE 30, 2013

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 61, *The Financial Reporting Entity: Omnibus-an amendment of GASB Statements No. 14 and No. 34*, the James Madison University Foundation, Inc. is included 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, 2013, the Foundation distributed \$5,521,676 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.

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 Position.

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 \$890,903 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

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 Position. 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. Unearned Revenue

Unearned 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 Position. 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 Position

GASB Statement 63 requires that the Statement of Net Position report the difference between assets, deferred outflows, liabilities and deferred inflows as net position, not net assets or fund balances. Net position is classified as net investment in capital assets, restricted, and unrestricted. "Net investment in capital assets" 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 position is reported as restricted when constraints on the net asset/deferral use are either externally imposed by creditors, grantors, or contributors or imposed by law. Unrestricted net position consists of net assets/deferrals 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 Position. 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 Position. 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 2013, funding has been provided to the University from three programs; general obligation bonds 9(b), and two programs (21<sup>st</sup> 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 Position 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 Position 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, 2012, from which the summarized information was derived.

2. CASH AND CASH EQUIVALENTS AND INVESTMENTS

The following information is provided with respect to the university’s cash, cash equivalents and investments as of June 30, 2013. The following risk disclosures are required by GASB Statement 40, *Deposit and Investment Risk Disclosures*:

- 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 \$3,625,775 in 2013.

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	\$ 93,082,179
Cash on hand and deposits with financial institutions (including money market and certificates of deposit)	20,198,272
Collateral held for securities lending	8,381,696
Cash equivalents with the Treasurer of Virginia	68,110
Cash equivalents with the Bank of New York	10,733,888
Total	<u>\$ 132,464,145</u>

Investments:

Collateral held for securities lending (short-term)	451,922
Investments not with the Treasurer of Virginia	2,031,092
Total	<u>\$ 2,483,014</u>

For 2013, investments not with Treasurer of Virginia include \$532,784 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, 2013. 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 position 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, 2013 the foundation held investments totaling \$17,715,891, \$51,354,565, and \$10,564,820 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:

	Fair Value	Cost
Cash and cash equivalents	\$ 2,084,868	\$ 2,084,868
Common stock	4,478,273	2,796,241
Mutual funds	60,995,042	51,256,378
Hedge funds	10,564,820	9,540,000
Commodity index funds	1,101,301	1,301,631
Life insurance policies	410,972	-
Total	\$ 79,635,276	\$ 66,979,118

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, 2013:

Student tuition and fees	\$ 1,914,686
Auxiliary enterprises	1,038,359
Federal, state, and non-governmental grants and contracts	3,915,970
Unreimbursed capital	96,970
Other activities	320,436
Total	<u>7,286,421</u>
Less: allowance for doubtful accounts	585,931
Net accounts receivable	<u><u>\$ 6,700,490</u></u>

The Foundation's contributions receivable at June 30, 2013 is summarized below:

Due in less than one year	\$ 1,159,031
Due between one and five years	1,744,236
Due in more than five years	1,113,246
Total	<u>4,016,513</u>
Less: present value discount (1% - 6%)	279,483
Less: allowance for doubtful accounts	1,115,925
Net contributions receivable	<u><u>\$ 2,621,105</u></u>

4. DUE FROM THE COMMONWEALTH

Due from the Commonwealth consisted of the following at June 30, 2013:

Treasury programs reimbursement due:	
Equipment Trust Fund	\$ 1,861,748
21st Century	13,126,517
General Obligation Bonds	4,555
Interest on Education and General Funds and Small Purchase Credit/Travel Cards	680,793
Appropriations available - Financial Aid	3,430
Total	<u><u>\$ 15,677,043</u></u>

5. CAPITAL ASSETS

A summary of changes in the various capital asset categories for the years ending June 30, 2013 is presented as follows:

	Beginning Balance	Additions	Reductions	Ending Balance
Non-depreciable capital assets:				
Land	\$ 67,691,126	\$ 7,417,584	\$ -	\$ 75,108,710
Inexhaustible artwork and historical treasures	1,984,969	101,000	-	2,085,969
Construction-in-progress	59,369,187	80,413,680	59,014,943	80,767,924
Total non-depreciable capital assets	<u>129,045,282</u>	<u>87,932,264</u>	<u>59,014,943</u>	<u>157,962,603</u>
Depreciable capital assets:				
Buildings	778,174,645	12,824,478	17,229,582	773,769,541
Infrastructure	53,780,295	22,592,692	-	76,372,987
Computer Software	10,109,695	665,612	-	10,775,307
Equipment	61,198,283	8,099,579	1,650,078	67,647,784
Other improvements	31,752,066	21,290,397	-	53,042,463
Library materials	47,727,860	2,552,008	609,546	49,670,322
Total depreciable capital assets	<u>982,742,844</u>	<u>68,024,766</u>	<u>19,489,206</u>	<u>1,031,278,404</u>
Less accumulated depreciation for:				
Buildings	199,616,672	18,739,506	3,410,329	214,945,849
Infrastructure	26,002,491	3,539,536	-	29,542,027
Computer Software	5,608,977	1,120,880	-	6,729,857
Equipment	33,967,209	5,044,226	1,525,016	37,486,419
Other Improvements	10,565,261	2,600,803	-	13,166,064
Library materials	40,158,358	2,860,401	609,546	42,409,213
Total accumulated depreciation	<u>315,918,968</u>	<u>33,905,352</u>	<u>5,544,891</u>	<u>344,279,429</u>
Depreciable capital assets, net	<u>666,823,876</u>	<u>34,119,414</u>	<u>13,944,315</u>	<u>686,998,975</u>
Total capital assets, net	<u>\$ 795,869,158</u>	<u>\$ 122,051,678</u>	<u>\$ 72,959,258</u>	<u>\$ 844,961,578</u>

The Foundation's net capital assets consist of \$2,621,810 in property and equipment, and \$100,591 in collections of historical artifacts for the year ending June 30, 2013.

#### 6. ACCOUNTS PAYABLE AND ACCRUED EXPENSES

Accounts payable and accrued expenses consisted of the following at June 30, 2013:

Employee salaries, wages, and fringe benefits payable	\$ 26,586,470
Vendors and suppliers accounts payable	5,028,597
Capital projects accounts and retainage payable	8,610,470
Accrued interest payable on bond debt	2,570,343
Total accounts payable and accrued expenses	<u>\$ 42,795,880</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, 2013 is presented as follows:

	Beginning Balance	Additions	Reductions	Ending Balance	Current Portion	Non-current Portion
Long-term debt:						
Revenue bonds	\$ 140,385,000	\$ 16,125,000	\$ 8,105,000	\$ 148,405,000	\$ 7,350,000	\$ 141,055,000
General obligation bonds	67,530,479	11,052,843	16,303,028	62,280,294	4,224,331	58,055,963
Bond premium	10,222,677	4,257,533	1,140,637	13,339,573	908,493	12,431,080
Deferred amount on refunding	76,398	-	1,809,699	(1,733,301)	(196,825)	(1,536,476)
Total long-term debt	218,214,554	31,435,376	27,358,364	222,291,566	12,285,999	210,005,567
Accrued retirement plan	4,153,736	1,964,650	2,105,860	4,012,526	-	4,012,526
Accrued compensated absences	4,958,900	3,066,026	3,260,848	4,764,078	3,117,688	1,646,390
Federal loan program contributions	2,352,400	-	17,767	2,334,633	-	2,334,633
Total long-term liabilities	\$ 229,679,590	\$ 36,466,052	\$ 32,742,839	\$ 233,402,803	\$ 15,403,687	\$ 217,999,116

## 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.

Description	Interest Rates (%)	Maturity	2013
Revenue bonds:			
Dormitory, Series 2004B	5.00	2014	\$ 825,000
Dormitory, Series 2007B	4.00 – 4.50	2019	4,880,000
Parking, Series 2004B	4.00 – 5.00	2020	3,110,000
Parking, Series 2006A	3.00 – 5.00	2027	6,820,000
Student center, Series 2004B	4.00 – 5.00	2020	4,775,000
Recreation, Series, 2006A	3.00 – 5.00	2027	3,145,000
Athletics, Series 2003A	5.00	2014	230,000
Property acquisition, Series 2007A	4.50 – 5.00	2028	8,790,000
Grace St. acquisition, Series 2010A	3.75 – 5.50	2031	8,105,000
Multipurpose Recreation Fields, Series 2009A	2.10– 5.00	2029	5,930,000
Softball/Baseball Complex, Series 2009A	2.10– 5.00	2029	5,715,000
Renov/Expand Athletics/Recreation 2009B	4.25 – 5.00	2030	24,835,000
Renov/Expand Athletics/Recreation 2010A	3.75 – 5.50	2031	8,985,000
Renov/Expand Bridgeforth Stadium 2009B	4.25 – 5.00	2030	38,925,000
RMH property acquisitions, Series 2010A	3.75 – 5.50	2031	7,210,000
Construct Student Health Ctr, 2012B	3.00 – 5.00	2033	10,720,000
Renovate West Wing @ RMH-Dining, 2012B	3.00 – 5.00	2033	5,405,000
Total revenue bonds			<u>\$148,405,000</u>
General obligation revenue bonds:			
Dormitory and dining hall:			
Series 2004B	4.00 – 5.00	2020	\$ 8,107,651
Series 2006B	4.00 – 5.00	2016	820,000
Series 2007B	4.00 – 5.00	2027	835,000
Series 2007B	4.00 – 5.00	2027	7,615,000
Series 2008B	5.00	2028	16,155,000
Series 2009C	3.00 – 4.00	2021	457,625
Series 2009C	3.00 – 4.00	2022	2,137,175
Series 2009D	5.00	2022	1,750,000
Series 2010A	2.00 – 5.00	2030	13,350,000
Series 2013B	4.00 – 5.00	2026	11,052,843
Total general obligation revenue bonds			<u>62,280,294</u>
Total bonds payable			<u><u>\$210,685,294</u></u>

Long-term debt as of June 30, 2013 matures as follows:

	<u>Principal</u>	<u>Interest</u>
2014	\$ 11,574,331	\$ 9,632,710
2015	12,126,465	9,069,700
2016	12,716,481	8,475,837
2017	13,312,162	7,866,014
2018	12,449,567	7,230,920
2019-2023	60,364,603	27,653,687
2024-2028	64,271,685	13,284,536
2029-2033	23,870,000	1,521,237
Total	<u>\$ 210,685,294</u>	<u>\$ 84,734,641</u>

A. Deferral on Debt Defeasance

In accordance with GASB Statement 23, *Accounting and Financial Reporting for Refundings of Debt Reported by Proprietary Activities*, for current refundings and advance refundings resulting in defeasance of debt, then difference between the new and old debt (accounting gain or loss) is deferred and amortized as a component of interest expense. For each of the current or advance refundings noted below, the accounting gain or loss is amortized to interest expense over the life of the new debt.

During 2013, the Treasury Board, on behalf of the University, issued \$11,052,843 of General Obligation Bonds, Series 2013B, with interest rates of 4.0 percent – 5.0 percent. The bonds, issued at a premium of \$2,291,869, were used to refund \$2,020,000 of outstanding General Obligation Bonds, Series 2006B with an interest rate of 4.0 percent – 5.0 percent and \$9,430,000 of General Obligation Bonds, Series 2007B with interest rates of 4.0 percent - 4.5 percent. The advance refunding resulted in the recognition of a deferred accounting loss of \$1,569,789 in fiscal year 2013, which is being amortized to interest expense over the life of the new debt. Though advance refunding resulted in the recognition of an accounting loss, the University in effect reduced its aggregate debt service obligation by \$822,365 over the next 13 years and obtained an economic gain (equal to the difference between the present values of the old and new debt service payments) of \$723,513, discounted at a rate of 1.859 percent.

For financial reporting purposes, the bonds designated above as being refunded are considered to be defeased and have been removed from the non-current liabilities line in the Statement of Net Position. Any related assets in escrow have similarly been excluded.

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.” As of June 30, 2013, \$13,200,000 of the bonds outstanding were considered defeased.

C. Foundation Debt

The Foundation had no long-term debt outstanding at June 30, 2013.

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, 214 faculty members have elected to enroll in the plan. As of June 30, 2013, 71 participants remain, including 15 new participants who retired under this plan during fiscal year 2013. 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 \$1,978,276 of the fiscal year 2014-plan contribution in 2013. The plan payment schedule is as follows:

Year Ending June 30,	Supplemental Plan Obligations
2014	\$ -
2015	1,729,702
2016	1,118,007
2017	771,887
2018	392,930
Total	<u>\$ 4,012,526</u>

10. AUXILIARY ACTIVITIES

Auxiliary operating revenues and expenses consisted of the following for the year ended June 30, 2013. The University used auxiliary revenues and cash reserves to pay debt service and capitalized improvements of \$20,481,047 and \$15,199,429. Those amounts are not included in the auxiliary operating expenses below.

Revenues:

Room contracts, net of scholarship allowances of \$1,950,073	\$ 26,976,583
Food service contracts, net of scholarship allowances of \$2,653,447	36,720,343
Comprehensive fee, net of scholarship allowances of \$4,673,419	64,692,002
Food service commissions	10,037,411
Parking fees and fines	3,074,879
Other student fees and sales and services	16,702,966
Total auxiliary enterprises revenues	<u>\$ 158,204,184</u>

Expenses:	
Residential facilities	\$ 18,776,239
Dining operations	47,285,528
Athletics	24,197,563
Parking services	3,134,547
Health services	3,967,087
Student unions	4,943,742
Student recreation	5,256,836
Other auxiliary activities	9,503,837
Total auxiliary activities expenses	<u>\$ 117,065,379</u>

## 11. EXPENSES BY NATURAL CLASSIFICATIONS

The following table shows a classification of expenses for the year ended June 30, 2013, both by function as listed in the Statement of Revenues, Expenses, and Changes in Net Position 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	\$ 114,341,139	\$ 15,367,327	\$ -	\$ 3,736,944	\$ -	\$ 133,445,410
Research	3,695,219	2,711,891	-	86,642	-	6,493,752
Public service	8,209,704	4,339,619	-	189,841	-	12,739,164
Academic support	23,109,533	4,023,316	-	10,004,921	-	37,137,770
Student services	10,898,885	4,263,468	-	348,319	-	15,510,672
Institutional support	19,648,210	8,311,189	-	1,371,447	-	29,330,846
Operation and maintenance- plant	13,669,994	13,720,728	-	4,159,261	-	31,549,983
Depreciation	-	-	-	-	33,905,352	33,905,352
Student aid	-	-	8,437,896	-	-	8,437,896
Auxiliary activities	33,164,983	80,641,682	-	3,258,714	-	117,065,379
Total	<u>\$ 226,737,667</u>	<u>\$ 133,379,220</u>	<u>\$ 8,437,896</u>	<u>\$ 23,156,089</u>	<u>\$ 33,905,352</u>	<u>\$ 425,616,224</u>

## 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, 2013, shall be re-appropriated for expenditure in the first month of the next year, beginning on July 1, 2013, 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, 2013 the following adjustments were made to the University's original appropriations:

Original legislative appropriation:	
Educational and general programs	\$ 66,728,837
Student financial assistance	7,407,489
Supplemental adjustments:	
Central Fund appropriation transfers:	
Cost of bonus	1,704,658
Re-appropriation of 2012 General fund reversion	1,540,232
Health insurance premium	1,035,515
Changes in contribution rates for retirement and benefits	608,231
Across the board reduction for increased efficiencies	(314,124)
Other financial aid transfers	280,100
Other	29,242
Reversion to the General Fund of the Commonwealth	(1,200)
Adjusted appropriation	<u><u>\$ 79,018,980</u></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, 2013.

Treasury reimbursement programs:	
VCBA 21st Century	\$ 58,996,757
VCBA Equipment Trust Fund	1,954,993
General Obligation Bonds	733,951
Total capital appropriations and contributions	<u><u>\$ 61,685,701</u></u>

### 14. COMMITMENTS

At June 30, 2013, the University was a party to construction and other contracts totaling approximately \$132,614,910 of which \$78,724,831 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, 2013, such purchases totaled \$7,138,962, which includes a prepayment of fiscal year 2014 steam purchases of \$3,127,037.

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 \$3,585,266 for the year ended June 30, 2013.

The University has, as of June 30, 2013, the following future minimum rental payments due under the above leases:

Year Ending June 30,	Operating Lease Obligation
2014	\$ 1,822,092
2015	2,504,696
2016	2,095,525
2017	975,915
2018	269,401
2019-2023	265,751
Total	<u>\$ 7,933,380</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, 2013. 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 \$7,312,764 for the year ended June 30, 2013.

### 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 \$6,144,225 for the year ended June 30, 2013. Contributions to the optional retirement plan were calculated using the base salary amount of approximately \$60,283,143 for fiscal year 2013.

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 \$848,354 for the fiscal year 2013.

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, 2013, the University estimates that no material liabilities will result from such audits or questions.

18. RISK MANAGEMENT AND EMPLOYEE HEALTH CARE PLANS

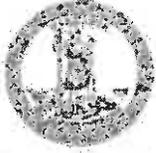
The University is exposed to various risks of loss related to torts; theft of, damage to, and destruction of assets; errors and omissions; non-performance of duty; injuries to employees; and natural disasters. The University participates in insurance plans maintained by the Commonwealth. The state employee 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 Position. The activity is included in the noncapital financing section of the Statement of Cash Flows. For the fiscal year ended June 30, 2013, cash provided and used by the program totaled \$91,286,109.



Martha S. Mavredes, CPA  
Auditor of Public Accounts

# Commonwealth of Virginia

*Auditor of Public Accounts*

P.O. Box 1295  
Richmond, Virginia 23218

June 20, 2014

The Honorable Terence R. McAuliffe  
Governor of Virginia

The Honorable John C. Watkins  
Chairman, Joint Legislative Audit  
and Review Commission

Board of Visitors  
James Madison University

## INDEPENDENT AUDITOR'S REPORT

### Report on Financial Statements

We have audited the accompanying financial statements of the business-type activities and 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, 2013, and the related notes to the financial statements, which collectively comprise the University's basic financial statements as listed in the table of contents.

### *Management's Responsibility for the Financial Statements*

Management is responsible for the preparation and fair presentation of these consolidated financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

### *Auditor's Responsibility*

Our responsibility is to express opinions on these financial statements based on our audit. We did not audit the financial statements of the discretely presented component unit of the University, which is discussed in Note 1A. Those financial statements were audited by another auditor 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 auditor.

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 another auditor 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 involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall financial statement presentation.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a reasonable basis for our audit opinions.

#### *Opinion*

In our opinion, based on our audit and the report of another auditor, the financial statements referred to above 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, 2013, and the respective changes in financial position and cash flows, where applicable, thereof for the year then ended, in accordance with accounting principles generally accepted in the United States of America.

#### *Other Matters*

##### Prior-Year Summarized Comparative Information

We have previously audited the University's 2012 financial statements, and we expressed an unmodified audit opinion on the respective financial statements in our report dated December 10, 2012. In our opinion, the summarized comparative information presented herein as of and for the year ended June 30, 2012, is consistent, in all material respects, with the audited financial statements from which it has been derived.

### Required Supplementary Information

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.

#### **Other Reporting Required by Government Auditing Standards**

In accordance with Government Auditing Standards, we have also issued our report dated June 20, 2014, on our consideration of James Madison 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 in considering the University's internal control over financial reporting and compliance.

  
AUDITOR OF PUBLIC ACCOUNTS

LDJ/clj

JAMES MADISON UNIVERSITY

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