

GEORGE MASON UNIVERSITY

BOARD OF VISITORS

Academic Programs, Diversity, and University Community Committee Meeting

Thursday, February 13, 2025

10:00am – 12:00pm

Merten Hall, Hazel Conference Room (1201)

AGENDA

- I. Call to Order**

- II. Approval of Academic Programs, Diversity and University Community Committee Minutes from November 19, 2024 (Action Item)**

- III. New Business**
 - A. Provost's Report (J. Antony)
 - B. Program Actions (**Action Item**)
 - 1. Degree Program Closure
 - a. MS Marketing
 - C. Faculty Actions (**Action Items**)
 - 1. Conferral of Emeritus/Emerita Status
 - 2. Elections of New Tenured Faculty
 - D. Discussion: A Report of the University of Chicago Committee on the Criteria of Academic Appointment- *to reflect on what, if anything, can be gleaned from the Shils Report*
 - E. Antisemitism Resolution (J. Rosen) (**Action Item**)
 - F. Announcements
 - 1. Appointment of Faculty
 - 2. Appointment of Administrative and Professional Faculty
 - 3. Appointment & Reappointment of Deans, Department Chairs and School Directors
 - 4. Renewals and Reappointments
 - 5. Separations
 - 6. Other Announcements
 - 7. Summary Sheet- February 2025
 - G. Reports

1. Fall 2024 Undergraduate Retention and Graduation
2. Fall 2024 Faculty Diversity and Retention

IV. Adjournment

The February 13, 2025 Meeting of the Board of Visitors Academic Programs, Diversity and University Community Committee will be in-person. Members of the public are welcome to observe in person or may view the meeting live at the following link: <https://bov.gmu.edu/live/>. Those attending any Board of Visitors sessions are asked to adhere to the meeting rules, accessible at the following webpage: <https://bov.gmu.edu/board-of-visitors-resources/>

Written comments will be accepted until the full board meeting adjourns on February 27, 2025. To submit a written public comment, please complete the form at the following link: <https://forms.office.com/r/fD28yUHeui>. Written comments will be entered into the public record of this meeting.

No oral public comment will be taken at this meeting.

GEORGE MASON UNIVERSITY
BOARD OF VISITORS
Academic Programs, Diversity, & University Community Committee

MINUTES

Tuesday, November 19, 2024

COMMITTEE MEMBERS PRESENT: Chair: Lindsey Burke; Vice Chair: Nancy Prowitt; Visitors: Ken Marcus, Mike Meese, Nina Rees, Jeff Rosen, Marc Short; Staff Representatives: Provost Jim Antony, Sharnnia Artis, Rose Pascarell; Faculty Senate President: Solon Simmons; Staff Senate Chair: Jacquelyn Sims; Faculty Representatives: Cameron Harris, Melissa Broeckelman-Post; Student Representatives: Maria Cuesta, Carolyn Faith Hoffman

ALSO PRESENT: Rector Stimson, President Washington

I. The meeting was called to order by Chairperson Lindsey Burke at 10:01 a.m.

Chairperson Burke informed the Committee that Visitor Rosen requested to participate remotely. Citing the board's Electronic Meeting Participation Policy, Chairperson Burke **MOVED** to approve Visitor Rosen's electronic participation in the meeting. The motion was **SECONDED** by Visitor Marcus. The **MOTION CARRIED**.

II. Approval of Minutes (Action Item)

Chairperson Burke called for any corrections to the minutes from the September 17, 2024 APDUC Committee Meeting. Hearing no corrections, the meeting minutes stood **APPROVED** as written.

III. New Business

A. Provost's Update

James Antony – Provost and Executive Vice President

Provost Antony provided an overview of the enrollment numbers for Fall 2024, as well as the modality of those sections, both for undergraduate and graduate students. He highlighted the upcoming Winter Graduation on December 19, when approximately 3,300 students will receive their degree, and provided an update on the search for the dean of the College of Science. That search is currently in the recruitment phase, with interviews anticipated in the spring. He noted the work that is being led by Amarda Shehu, chief AI officer, including the formation of an AI Visioning Task Force that will be performing a comprehensive landscape analysis to help to foster a collaborative approach to AI. Provost Antony noted that he has completed his visit with each of the Colleges and Schools and that these meetings with faculty and staff have helped to shape several key focus areas:

- Communication: Fostering transparency and collaboration
- Research: Strengthening infrastructure
- The Budget Model Redesign: Creating transparent allocation strategies for the budget model through working groups focused on indirect recovery costs and the cost of space

He also provided the framework by which he is approving faculty and staff hires through the critical vacancy review process. He concluded his report with highlights of accomplishments by some of our students, faculty, and staff members.

B. The Use of Standardized Tests in Undergraduate Education

David Burge – Vice President for Enrollment Management

David Burge, vice president for enrollment management, discussed the impact of George Mason's test-optional admissions policy for new freshmen. Since the policy's adoption in 2007, high school graduate application submissions have increased each year, the high school GPA median has increased, and retention has consistently been better than it was before making the change. There has been an almost 19% decline in the number of Virginia high school graduates who take the exam since 2019 and fourteen other institutions in Virginia are test-optional as well, with most indicating that this will be an ongoing policy. For most freshmen applying to Mason, students are required to submit an official high school transcript, while standardized test scores, essays, and letters of recommendation are optional. There are some exceptions, including the Honors College and the College of Engineering and Computing, which have additional requirements.

C. Institutional Neutrality Discussion Updates

At the September 26, 2024 Full Board meeting, the topic of the Kalven Report and Institutional Neutrality was delegated to the Academic Programs, Diversity & University Community (APDUC) Committee to gather perspectives from the campus community. Chairperson Burke and Provost Antony are leading discussions with key groups, including deans, Faculty Senate Executive Committee, Executive Council (senior administrators), and student leaders. The ongoing discussions are focused on three main questions: Should George Mason adopt a stance of institutional neutrality? What are the potential benefits and challenges of this approach? Could there be a unique "Mason Way" that addresses the issue? Discussions with stakeholder groups are still ongoing.

D. Program Actions and Faculty Actions

Provost Antony provided an overview of both the Program Actions and Faculty Actions.

Chairperson Burke called for a **MOTION** to approve the Program Actions and Faculty Actions en bloc; Visitor Marcus **MOVED**; Visitor Meese **SECONDED** the following program actions:

1. New Degree Programs
 - a. MED in Elementary Education
 - b. MED in Secondary Education
2. Conferral of Emeritus/Emerita Status

MOTION CARRIED BY VOICE VOTE.

Yes – 7

E. Announcements

Announcements were acknowledged for the Committee's benefit. No further discussion was held.

IV. Adjournment

The meeting was adjourned at 11:20 a.m.

Respectfully submitted,

Sarah Parnell
Secretary Pro Tem



Academic Programs, Diversity, and University Community Committee

Board of Visitors



*Office of the Provost
February 13, 2025*

Agenda

- I. Call to Order
- II. Approval of Minutes (**Action Item**)
- III. New Business
 - A. Provost's Report
 - B. Program Actions (**Action Item**)
 - C. Faculty Actions (**Action Item**)
 - D. Discussion: A Report of the University of Chicago Committee on the Criteria of Academic Appointment
 - *To reflect on what, if anything, can be gleaned from the Shils Report*
 - E. Anti-Semitism Resolution (**Action Item**)
 - F. Announcements
 - G. Reports
- IV. Adjournment



Action Item

Approval of Minutes

November 19, 2024

Provost's Report

James Antony, PhD

Provost and Executive Vice President



Spring Academic Calendar



**Spring
Semester**

Tuesday, January 21 –
Monday, May 5



**Spring
Recess**

Monday, March 10 –
Sunday, March 16



**Spring
Commencement**

Thursday, May 15



Enrollment Overview

Spring 2025*

39,509
Students



*As of 02/03/25

Undergraduate Enrollment: **28,093**

Graduate Enrollment: **10,752**

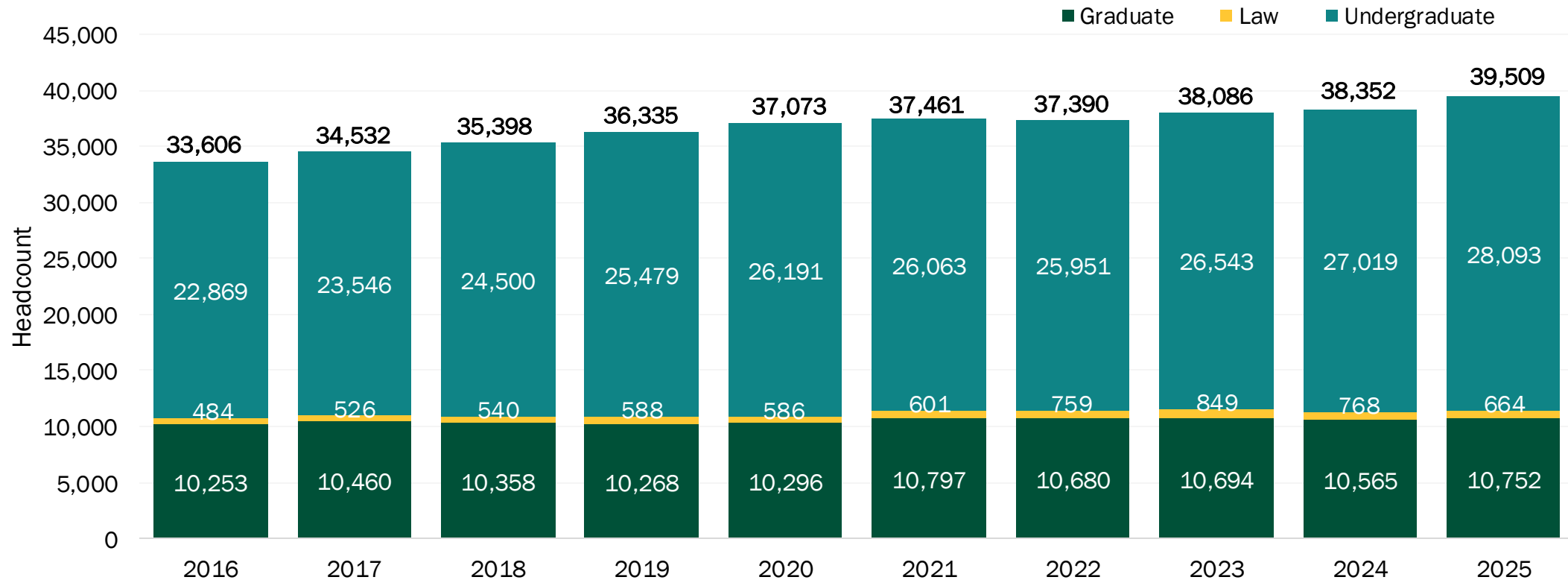
Law Enrollment: **664**

New Student Numbers:

- 103 *New Freshmen*
- 1693 *New Transfer*

- 1133 *New Masters*
- 83 *New Doctorates*
- 122 *New Graduate Certificates*

Overall Spring Enrollment*



*As of 02/03/25

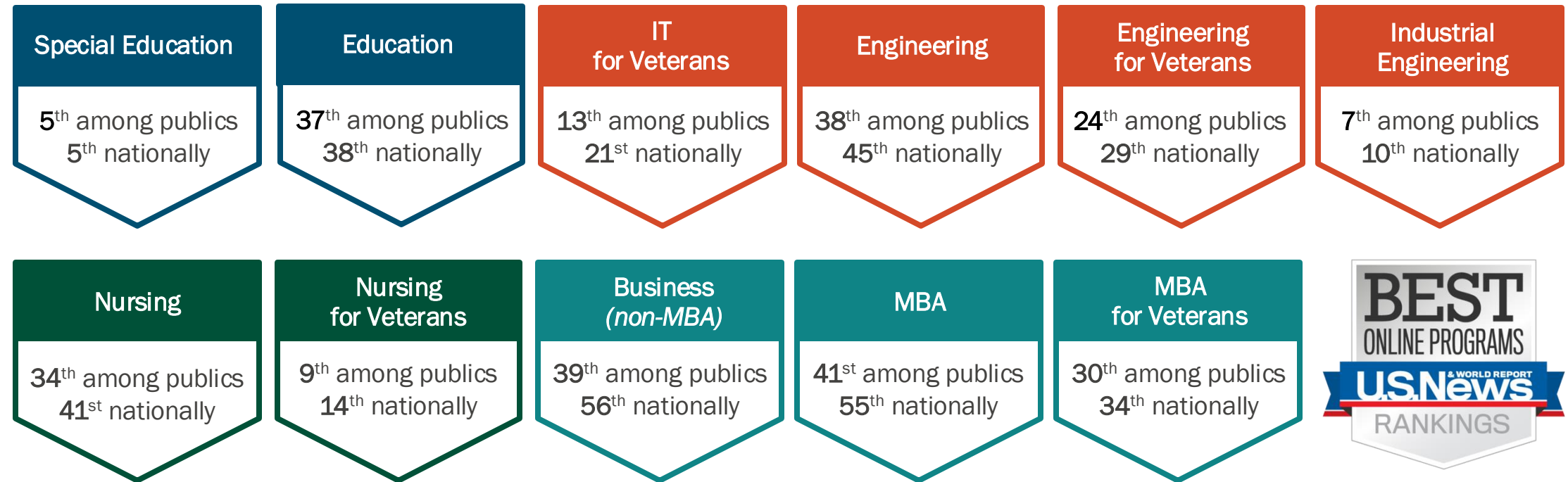
Life Sciences and Engineering Building Open on SciTech Campus



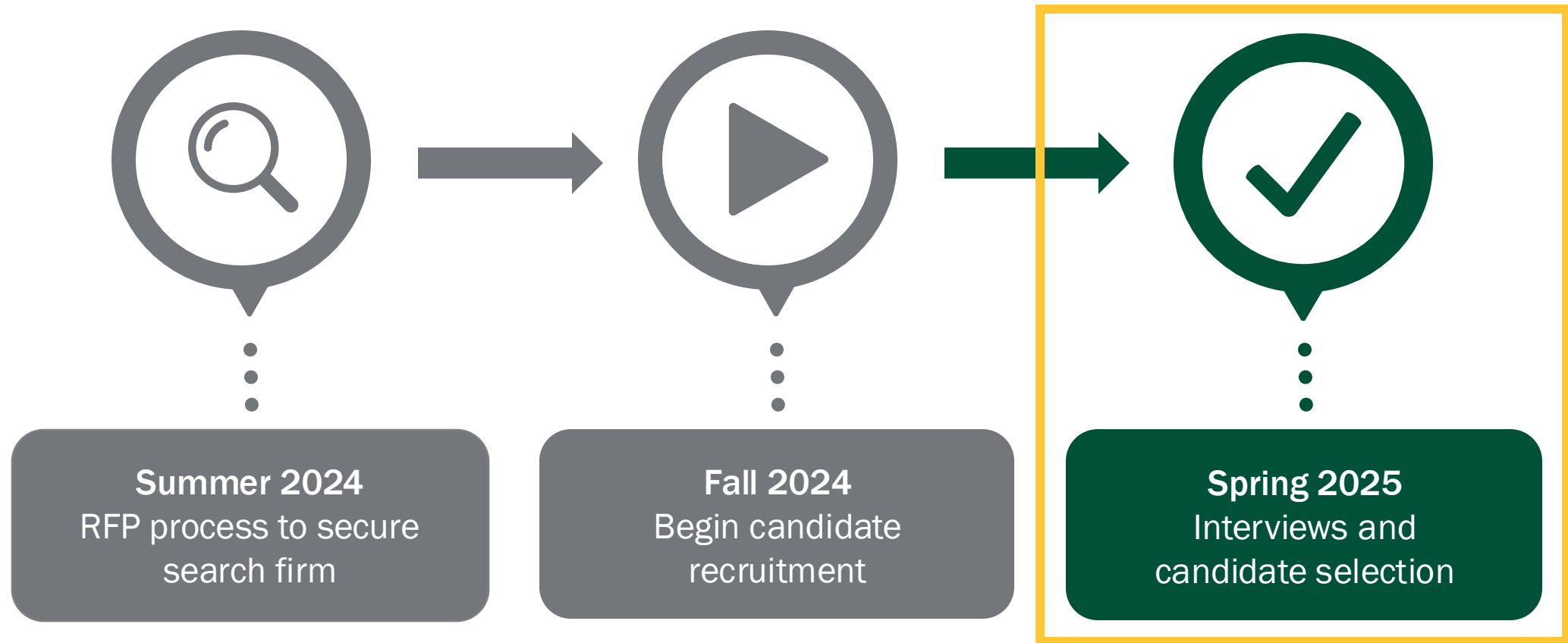
The new facility, opened Jan. 21, 2025, provides state-of-the-art labs and classrooms to support hands-on instruction in STEM and health sciences, expanding research and teaching capacity.

University Rankings

U.S. News & World Report rankings of online master's degree programs show George Mason excelling in education, nursing, business, engineering, and programs for veterans.



COS Dean Search Update



Provost's Initiatives

Ongoing and Upcoming

FALL 2024

- Budget Model Redesign
- Cost of Space Workgroup
- Indirect Cost (IDC) Workgroup

SPRING 2025

- The Future of Graduate Education and Post Doctoral Affairs
- Research Kitchen Cabinet

Student Highlights



Yevin Nikhel Goonatilake

Youngest graduate in George Mason history with a 4.0 grade point average



Calvin Evans

First place winner of the 2024 Three Minute Thesis (3MT®) competition



Jeanie Schreiber

Received the Commonwealth of Virginia Engineering and Science (COVES) Policy Fellowship for summer 2025



Asha Rudrabhatla

Faculty Highlights

**Joshua
Kleinfeld**

*Antonin Scalia
Law School*

Named deputy general
counsel to the United
States Department of
Education



**Evgenios
Kornaropoulos**

*College of Engineering
and Computing*

Received a National
Science Foundation
(NSF) CAREER
Award



**Jin
Lee**

*College of Humanities and
Social Sciences*

Won the Academy of
Criminal Justice
Sciences 2024 New
Scholar Award



**Terri
Rebmann**

*College of
Public Health*

Named the first
Divisional Dean for
George Mason's
School of Nursing



Staff Highlights: Employee of the Month

December



Hillary Hamm

Fiscal and HR Technician

*Department of Computational
and Data Sciences*

January



Maria Wilkins

Health Professions Advising Coordinator

*Office of Undergraduate
Education*

February



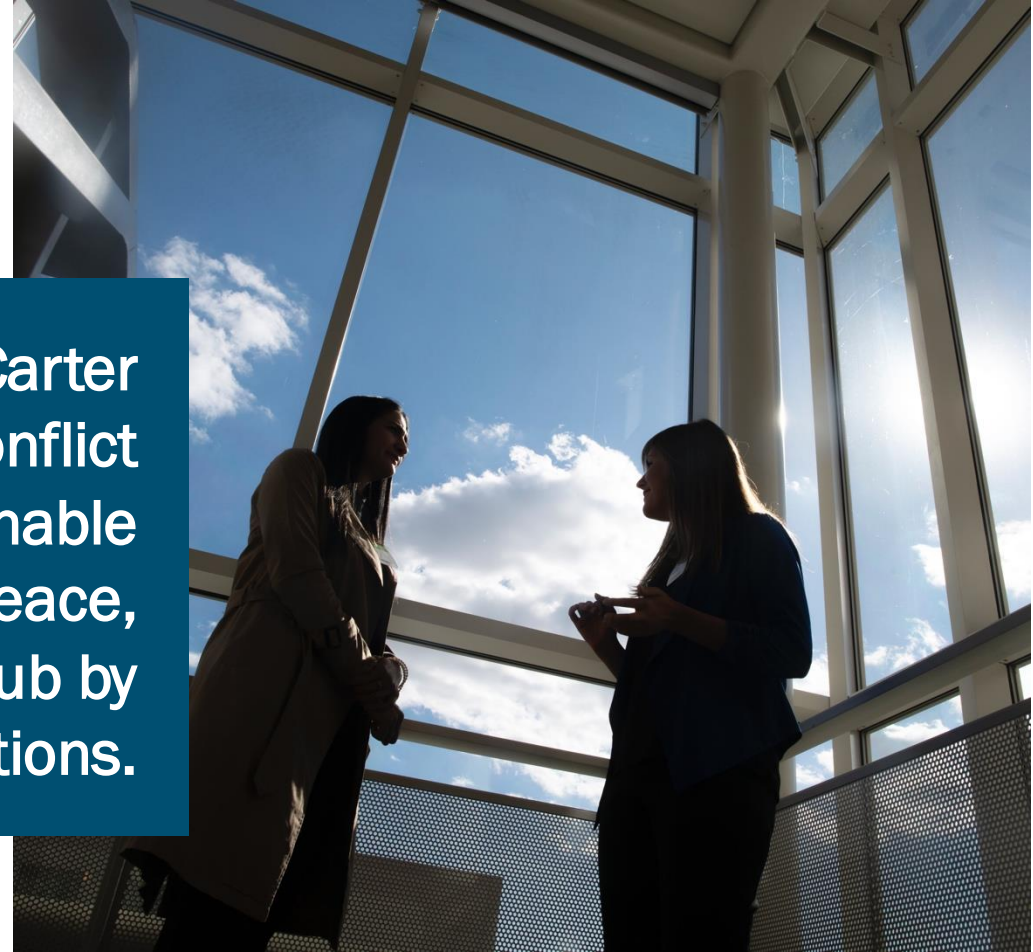
Kenneth Darby

Senior Events Manager

Mason Square

Carter School

The Jimmy and Rosalynn Carter School for Peace and Conflict Resolution was named Sustainable Development Goal (SDG) 16: Peace, Justice and Strong Institutions Hub by the United Nations.



<https://carterschool.gmu.edu/news/2025-01/carter-school-named-united-nations-academic-impact-sustainable-development-goal-hub>

Executive Orders

Updates and Impacts

Our Goals: To clearly communicate what we know, where uncertainty exists, and that we will update people as clarity emerges

Calm, focused, and transparent



Executive Orders

Updates and Impacts



Students



**Faculty and
Staff**



**Research
Enterprise**

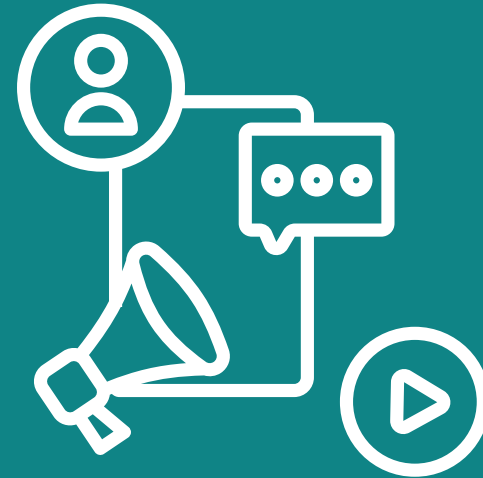


ACTION ITEMS

Program Actions

Degree Program Closure

MS Marketing



Faculty Actions

Conferral of Emeritus/Emerita Status

**Edward
Douthett**



Costello College
of Business

22 years of service

**Edward
Maibach**



College of Humanities
and Social Sciences

17 years of service

**Eric
Pankey**



College of Humanities
and Social Sciences

28 years of service

**Jeremy
Rabkin**



Antonin Scalia
Law School

17 years of service

**Abdulaziz
Sachedina**



College of Humanities
and Social Sciences

11 years of service

Faculty Actions

Elections of New Tenured Faculty



Pouya Rezai

Associate Professor
without Term

*Department of Mechanical
Engineering within the College of
Engineering and Computing*



Panagiota Kitsantas

Professor without Term

*Department of Health Policy
and Administration within the
College of Public Health*

Action Items

MOTION

To approve the following actions, en bloc, as they are outlined in the meeting materials:

- Degree Program Closure: MS Marketing
- Conferral of Emeritus/Emerita Status
- Elections of New Tenured Faculty

Discussion: A Report of the University of Chicago Committee on the Criteria of Academic Appointment

To reflect on what, if anything, can be gleaned from the Shils Report



Anti-Semitism Resolution

Jeffrey A. Rosen



Action Item

RESOLUTION

Announcements

- Appointment of Faculty
- Appointment of Administrative and Professional Faculty
- Appointment and Reappointment of Deans, Department Chairs, and School Directors
- Renewals and Reappointments
- Separations
- Other Announcements
- Summary Sheet, February 2025



Reports

- Fall 2024 Undergraduate Retention and Graduation
- Fall 2024 Faculty Diversity and Retention





Adjournment

PROVOST.GMU.EDU



GEORGE MASON
UNIVERSITY®

ITEM NUMBER:

Master of Science (MS) in Marketing Degree Program Discontinuance

PURPOSE OF THE ITEM:

A proposal to discontinue the MS in Marketing degree program has been prepared for submission to the State Council of Higher Education for Virginia (SCHEV). Prior to SCHEV submission, Board action is required.

APPROPRIATE COMMITTEE:

Academic Programs, Diversity, and University Community Committee

BRIEF NARRATIVE:

The Donald G. Costello College of Business is requesting permission to close the MS in Marketing degree program and to officially cease admissions immediately. The MS in Marketing was approved by SCHEV for initiation in 2023.

The decision to discontinue the degree program in MS in Marketing is the result of a number of factors.

1. The College transitioned to a new Dean who was hired from outside of George Mason University in July 2022. During this transition, the decision was made to halt launching new major initiatives until the new Dean could become more familiar with the current programs and to establish his vision for the future.
2. In the summer of 2023, the university announced a significant financial shortfall which impacted the Costello College of Business budget. Given the cost of developing new online courses to deliver this program, it was decided that there were insufficient funds to launch a high-quality program at that time.
3. The new Dean's focus on modular education and limiting the number of degree programs was also a contributing factor. His vision led to the revision of the MS in Management program and allowed specific graduate certificates to be taken as part of the broad MS in Management degree. The Dean determined that this was a more economical and marketable alternative to the proliferation of another degree program where demand was unclear.

There are no students enrolled in the MS in Marketing degree program. No students have "stopped out" of the MS in Marketing. No teach out plan is necessary. No faculty positions will be eliminated as a result of the discontinued degree program. The Dean of the Donald G. Costello College of Business supports the proposal to discontinue the MS in Marketing.

REVENUE IMPLICATIONS:

The closure of the MS in Marketing is expected to be budget neutral.

STAFF RECOMMENDATION:

Staff recommend closure of this program.

ACTION ITEMS

Academic Programs, Diversity, and University Community Committee

February 27, 2025

CONFERRAL OF EMERITUS/EMERITA STATUS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>
Douthett	Edward B.	6/2/2025

Title: Associate Professor Emeritus of Accounting
Local Academic Unit: Costello College of Business

Maibach	Edward W.	6/2/2025
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Title: Distinguished University Professor Emeritus
Local Academic Unit: Communication (CHSS)

Pankey	Eric M.	2/27/2025
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Title: Heritage Chair and Professor Emeritus of English
Local Academic Unit: English (CHSS)


Rabkin	Jeremy A.	2/27/2025
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Title: Professor Emeritus
Local Academic Unit: Antonin Scalia Law School

Sachedina	Abdulaziz A.	2/27/2025
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Title: Professor Emeritus of Religious Studies
Local Academic Unit: Religious Studies (CHSS)

To: James Antony, PhD, Provost and Executive Vice President
Gregory Washington, PhD, President

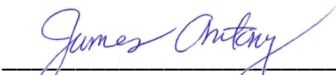
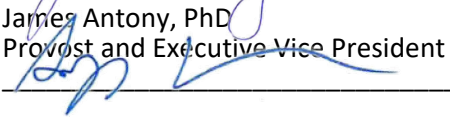
From: Ajay Vinzé, Dean 

Subject: Emeritus Designation for Edward B. Douthett, Associate Professor

Date: December 11, 2024

Dr. Ed Douthett joined George Mason University in 2002. He holds the Northern Chapter Virginia Society of CPAs Professor of Public Accounting. Dr. Douthett’s over 30 research studies focus on accounting audit markets, both domestically and internationally, and he has also published research on government accounting and venture capital. Dr. Douthett has taught across programs at the Costello College of Business, led the Accounting Honors Program for undergraduates, and led graduate global residency courses. Dr. Douthett served on the Board of Visitors Audit, Risk, and Compliance and the Conflict of Interest committees, and as the Board of Visitors Faculty Committee Liaison. He has been active in outreach efforts with the accounting profession and business community, including as a president of the Northern Chapter Virginia Society CPAs in 2015-2016. He led Accounting as the Area Chair and served on or chaired the College’s major committees including Promotion and Tenure, Faculty Development and Evaluation, Graduate Policy, and Strategic Planning and Accreditation Maintenance. He was also led the accreditation report creation for AACSB in 2015. He has contributed to George Mason and Costello as a scholar, a teacher, a good colleague, and a critical member in faculty governance roles.

Accordingly, I concur with the Accounting Area, the Promotion and Tenure committee, and Costello Faculty and enthusiastically recommend that Edward B. Douthett be elected to the honorary rank of Associate Professor Emeritus of Accounting effective June 2, 2025.


<input checked="" type="checkbox"/> Approved	<input type="checkbox"/> Not Approved	 _____ James Antony, PhD Provost and Executive Vice President
<input checked="" type="checkbox"/> Approved	<input type="checkbox"/> Not Approved	 _____ Gregory Washington, PhD President

This memo certifies that the criteria have been met by this Emeritus candidate according to the Faculty Handbook requirements: full-time Associate or Full Professor with ten or more years of continuous academic service; nominated by the home unit with the Dean, Provost, and President’s recommendations.



College of Humanities and Social Sciences
 Horizon Hall #6100
 4400 University Drive, MS 3A3, Fairfax, Virginia 22030
 Phone: 703-993-8720

To: James Antony, Ph.D., Provost and Executive Vice President
 Gregory Washington, President

From: Ann Ardis, Dean 
 College of Humanities and Social Sciences

Subject: Emeritus Designation for Edward Maibach

Date: December 17, 2024

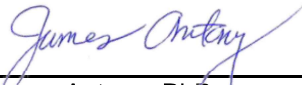
On the recommendation of the Department of Communication, I am pleased to recommend Dr. Edward Maibach for appointment as Distinguished University Professor Emeritus, effective June 2, 2025.


Edward Maibach is a public health professional and a communication scientist and has long been known as a world-leading expert in communication strategies to address public health challenges. Dr. Maibach joined Mason in 2007 at the rank of Full Professor to establish Mason’s Center for Climate Change Communication (Mason 4C). Mason 4C is widely recognized as one of the world’s two premier climate change communication centers, the other being the Yale Program on Climate Change Communication – a sister center to Mason 4C.

Since arriving at Mason to create Mason 4C, Ed’s primary research focus has been illuminating public engagement in climate change and strategies for enhancing it. His research has been cited in peer-reviewed research more than 37,000 times. His h-index is more than 100, placing him among the 5,000 most-cited academics in the world today. He has received invitations and has spoken at numerous prestigious meetings and institutions around the world to a diverse set of globally influential audiences.

Dr. Maibach has provided significant service to the University and department during his time at Mason, and has made himself available as a mentor to colleagues, particularly early-career scholars and graduate students. The supportive and collegial community that he has fostered at 4C is among his most valuable accomplishments.

On June 1, 2025, Dr. Maibach will retire from Mason after an exemplary academic career as a Distinguished University Professor of Communication. An emeritus appointment will allow him to continue his valuable research and programmatic involvement in Mason 4C. The University has benefited tremendously from his public scholarship, service, teaching and outreach, and stands to continue benefiting from his research.

Approval Disapproval 
 James Antony, PhD
 Provost and Executive Vice President


Approval Disapproval 
 Gregory Washington, PhD
 President

This memo certifies that the criteria have been met by this Emeritus candidate according to the Faculty Handbook requirements: full-time Associate or Full Professor with ten or more years of continuous academic service, home unit and/or Dean recommendation, Provost recommendation, and the President’s recommendation.



College of Humanities and Social Sciences
 Horizon Hall #6100
 4400 University Drive, MS 3A3, Fairfax, Virginia 22030
 Phone: 703-993-8720

To: James Antony, Ph.D., Provost and Executive Vice President
 Gregory Washington, President

From: Ann Ardis, Dean 
 College of Humanities and Social Sciences

Subject: Emeritus Designation for Eric Pankey

Date: December 17, 2024


On the recommendation of the Department of English, I am pleased to recommend Eric Pankey for appointment as Heritage Chair and Professor Emeritus of English, effective upon approval of the BOV.

Professor Pankey earned his MFA at the University of Iowa and taught in the MFA Program at Washington University before joining the Creative Writing Program at George Mason University in 1996. In 2006, he was named Heritage Chair in Writing, a position he held alongside his appointment as Professor of English until his retirement in 2024. During Professor Pankey's twenty-seven years of artful teaching in this program, he has published fourteen of his seventeen books of poems, plus a book of essays, itself a book of poems. He has another book coming out later this year. His most recent, *The History of the Siege*, was released by Codhill Press in spring 2024. Among his many awards for his visionary work, too long to list here, he is the recipient of a Guggenheim Fellowship, two NEAs, and an Ingram Merrill Fellowship.

Creative writing students, both graduate and undergraduate, have filled Professor Pankey's courses since he first arrived at Mason, learning to think of themselves as artists as they explored the craft of poetry. Eric Pankey is celebrated for his courses on the prose poem, the Modernist poets, and especially the Modernist long poem. As Heritage Chair in Writing, not only did he teach a community workshop for local alums, but he diverted his own stipend in order to establish the Heritage Poetry Fellowship, which, for seventeen years, allowed a third-year student to work on a thesis without having to teach. Poets from across the country accepted a spot at GMU's MFA Program in large part due to the work of Eric Pankey. As a loyal colleague and dedicated worker, he has helped to strengthen both the MFA Program and the Department of English.


Based on his distinguished service at GMU, the English Department chair and faculty were unanimous and enthusiastic in their support of recommending Eric Pankey for emeritus status.

Approval Disapproval



 James Antony, PhD
 Provost and Executive Vice President

Approval Disapproval



 Gregory Washington, PhD
 President

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OFFICE OF THE DEAN
Hazel Hall
3301 Fairfax Drive, MS 1G3
Arlington, Virginia 22201
703-993-8000

MEMORANDUM

To: James Antony, Ph.D., Provost and Executive Vice President, George Mason University
Gregory Washington, Ph.D., President, George Mason University
From: Ken Randall, Allison and Dorothy Rouse Dean, Antonin Scalia Law School *KR*
Date: December 19, 2024
Subject: Emeritus Designation for Professor Jeremy Rabkin


I am writing to recommend Professor Jeremy Rabkin for Emeritus status. On December 18, 2024, the Scalia Law School's RPT Committee recommended Emeritus status for Professor Rabkin, followed by a unanimous vote of the faculty eligible to vote on the motion.

Jeremy easily meets the standards announced in the University Faculty Handbook (2.2.7) as he was in full-time academic service at the Antonin Scalia Law School for 17 years and has demonstrated outstanding dedication to the University as a well-received teacher and a productive scholar, as a frequent and effective leader on every one of the most significant faculty committees, as the Law School faculty representative to the University Senate for two years, as a model scholarly colleague to his peers here at the law school, and as a frequent and willing mentor to students, especially those most in need of his guidance as an expert in international law.

After completing his PhD in government at Harvard University, and serving as a professor of government at Cornell University from 1980 to 2007, Professor Rabkin arrived at Antonin Scalia Law School with a strong reputation as one of the premiere scholars in international law. During his time here at the Law School he published a co-authored book with eminent scholar John Yoo on the application of existing international law of war to new cybersecurity questions. He also regularly published articles in law reviews and political science journals, along with book chapters in edited scholarly volumes, and several editorials featured in the *Wall Street Journal*.

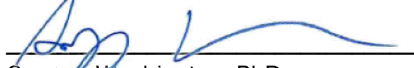
In addition to his providing the international law and military law expertise required of any Washington DC-area law faculty, for students who wish to practice in these areas, Professor Rabkin was willing to teach three different important and large-subscription courses, often two per year. He also served outside the University, as a presidential appointee to an international commission and as a member of several legal societies devoted to constitutional rights.

Approved Not Approved



James Antony, PhD
Provost and Executive Vice President

Approved Not Approved



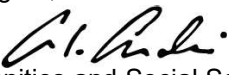
Gregory Washington, PhD
President

This memo certifies that the criteria have been met by this Emeritus candidate according to the Faculty Handbook requirements: full-time Associate or Full Professor with ten or more years of continuous academic service; nominated by the home unit with the Dean, Provost, and President's recommendations



College of Humanities and Social Sciences
Dean's Office, Horizon Hall, 6100
4400 University Drive, 3A3, Fairfax, Virginia 22030
Phone: 703-993-8720; Email: aardis@gmu.edu; Web: chss.gmu.edu

To: James Antony, Ph.D., Provost and Executive Vice President
Gregory Washington, President

From: Ann Ardis, Dean 
College of Humanities and Social Sciences

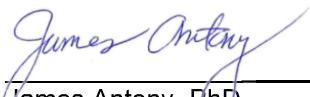
Subject: Emeritus Designation for Abdulaziz Sachedina

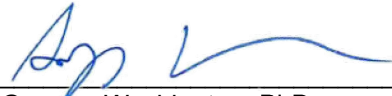
Date: December 19, 2024

On the recommendation of the Department of Religious Studies, I am pleased to recommend Dr. Abdulaziz Sachedina for appointment as Professor Emeritus of Religious Studies, effective upon approval of the BOV.

Dr. Sachedina has served higher education in Virginia for nearly five decades, including the last eleven at George Mason University. He is an eminent scholar of Islam who has written widely about the relationship between the tradition and democracy, human rights, and ethics. His scholarship at George Mason University culminated with the 2022 publication of *Islamic Ethics: Fundamental Aspects of Human Conduct*. Dr. Sachedina's eminence in the field and frequent international speaking invitations raised the profile of George Mason University and its Department of Religious Studies.

Dr. Sachedina provided several critical forms of institutional leadership. He served as chair of the Department of Religious Studies between 2017-2021, during which time the department began a significant revival of its Judaic Studies program. Dr. Sachedina held a seat on the steering committee of the Ali Vural Ak Center for Global Islamic Studies. His support contributed to our success in obtaining the significant gift that led to the renamed AbuSulayman Center for Global Islamic Studies. Dr. Sachedina also facilitated the receipt of a gift that supports undergraduate scholarship within the field of Islamic Studies. We anticipate continued partnership with Dr. Sachedina as we develop connections between the University and the local community in areas of mutual interest.

Approval Disapproval 
James Antony, PhD
Provost and Executive Vice President

Approval Disapproval 
Gregory Washington, PhD
President

This memo certifies that the criteria have been met by this Emeritus candidate according to the Faculty Handbook requirements: full-time Associate or Full Professor with ten or more years of continuous academic service, home unit and/or Dean recommendation, Provost recommendation, and the President's recommendation.

ACTION ITEMS

Academic Programs, Diversity, and University Community Committee

February 27, 2025

ELECTIONS OF NEW TENURED FACULTY

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>
Kitsantas	Panagiota	4/1/2025

Title: Professor

Rank: Professor without Term

Classification: Tenured (without term) - Instructional

Local Academic Unit: Health Administration and Policy (CPH)

Rezai	Pouya	8/25/2025
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Title: Associate Professor

Rank: Associate Professor without Term

Classification: Tenured (without term) - Instructional

Local Academic Unit: Mechanical Engineering (CEC)



OFFICE OF THE PROVOST
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**Procedural Checklist for New Faculty
 Being appointed to Tenured (Without Term) Positions**

This form must be submitted in Interfolio as part of the Tenured upon Hire case at the Dean's recommendation step.

Faculty Member's Name and Title

Local Academic Unit

Verification of Hiring and Trainings:

I verify that all hiring requirements, including reference checks, for the candidate has been completed and the candidate has been informed of all training that need to be completed within the first few weeks of the start of their appointment (including but not limited to DEI trainings: Title IX Overview and Sexual Harassment Prevention, Equal Opportunity: A Fair Shake and Ethics).

One-half page justification for appointment, to include a description of the benefit of this hire for the department, school, etc., as well as the rationale for selecting this candidate over others.

Dr. Kitsantas is an exceptional candidate whose extensive achievements in teaching, research, and service underscore her profound impact and strong commitment to academia and public health.

By granting her tenure, George Mason University will welcome back a distinguished scholar and educator whose contributions will undoubtedly enhance the institution's reputation and impact.

Melissa J. Perry

Dean

Date

Panagiota Kitsantas
February 27, 2025

Panagiota Kitsantas, PhD is a candidate for Tenure upon Hire to Professor without Term in the Department of Health Policy and Administration within the College of Public Health (CPH). Professor Kitsantas received her PhD in 2003 and MS in 2000 in Statistics from Florida State University. Her PhD concentrated on Biostatistics and Epidemiology. She also earned a MS in Health Sciences from James Madison and a BA in Biology from the Queens College of the City University of New York.

Currently, Professor Kitsantas holds an academic appointment as a Tenured Professor and Department Chair of Population Health and Social Medicine at the Charles E Schmidt College of Medicine. She holds Directorships of Health Community Engagement and of FAU Health Education Partnerships. Prior to her current appointment she had an extensive career at George Mason University. Her tenure began as a Tenure Track Assistant Professor in 2006 and was promoted to Associate Professor without Term in 2010, then promoted to Full Professor without Term in 2016. Professor Kitsantas also held the Program Director position for the PhD Program in Health Services Research from 2018 through 2023. Prior to George Mason University She held a Tenure Track Assistant Professor appointment and a consultant position at East Carolina University.

Professor Kitsantas' tenure dossier demonstrates that she has established an exceptionally strong record of research, teaching, and service. Her case is strongly supported by all of the CPH review committees, Chair and the Dean of the College. She will be a valued member of our university community and, in my view, deserves to be welcomed back as Professor without Term.

Consistent with the unanimous recommendation of the CPH review committees, the Chair, and the Dean of the College, I recommend that Professor Kitsantas be granted appointment to the rank of Professor without Term in the Department of Health Policy and Administration within the College of Public Health, effective April 1, 2025.



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**Procedural Checklist for New Faculty
Being appointed to Tenured (Without Term) Positions**

This form must be submitted in Interfolio as part of the Tenured upon Hire case at the Dean's recommendation step.

Pouya Rezai, Associate Professor

Faculty Member's Name and Title

Mechanical Engineering, Volgenau School of Engineering, College of Engineering and Computing
Local Academic Unit



Verification of Hiring and Trainings:

I verify that all hiring requirements, including reference checks, for the candidate has been completed and the candidate has been informed of all training that need to be completed within the first few weeks of the start of their appointment (including but not limited to DEI trainings: Title IX Overview and Sexual Harassment Prevention, Equal Opportunity: A Fair Shake and Ethics).

One-half page justification for appointment, to include a description of the benefit of this hire for the department, school, etc., as well as the rationale for selecting this candidate over others.

Pouya Rezai is Chair of the Mechanical Engineering Department at York University in Canada, where he played a key role in establishing and expanding the department. His extensive experience in developing and launching academic programs is complemented by a student-centered approach and strong ties to industry collaborators. His research is in multi-phase fluid mechanics at nano-to-micro scale, applied microfluidics, and point-of-need detection of biomarkers and contaminants. He has a robust research background with a proven track record of securing external funding and conducting impactful projects. Furthermore, he is a well-established scholar with significant experience mentoring students, including numerous graduate students and post-docs, showing a deep commitment to academic excellence. His presentation at Mason was well received as he demonstrated strong expertise in research, teaching, and service, evident in detailed future plans and making immediately apparent collaboration opportunities with faculty in multiple departments, not solely Mechanical Engineering. Pouya Rezai was hired following a competitive search that drew 187 applicants.

Dean

01/10/25

Date

Pouya Rezai
February 27, 2025

Pouya Rezai, PhD is a candidate for Tenure upon Hire to Associate Professor without Term in the Department of Mechanical Engineering within the College of Engineering and Computing (CEC). Professor Rezai received his PhD in Mechanical Engineering in 2012 from McMaster University. He also received his MS in Electrical Engineering from the Chalmers University of Technology (2008) and a BS in Mechanical Engineering from Isfahan University of Technology (2004).

Currently, Professor Rezai holds an academic appointment as a Tenured Professor and Department Chair in the Department of Mechanical Engineering at the Lassonde School of Engineering in York University. He was also the Founding Graduate Program Director and is affiliated as an Associate Member of Graduate Program in Biology. Prior to his Tenured position, he also held the NSERC Visiting Postdoctoral Fellow in Government Labs with the Public Health Agency of Canada as well as Teaching and Research Assistantships at Mc Master University and Chalmers University of Technology. Professor Rezai also had industry work experience as a MEMS R&D Consultant with Sindre AB, Project Engineer with Smoltek AB, and Mechanical Engineer and Project Manager with West Automotive Jib and Fixture Company.

Professor Rezai's tenure dossier demonstrates that he has established an exceptionally strong record of research, teaching, and service. His case is strongly supported by all of the CEC review committees, the Chair, and the Dean of the College. He will be a valued member of our university community and, in my view, is deserving of appointment to the rank of Associate Professor without Term.

Consistent with the unanimous recommendation of the CEC review committees, the Chair, and the Dean of the College, I recommend that Professor Rezai be granted appointment to the rank of Associate Professor without Term in the Department of Mechanical Engineering within the College of Engineering and Computing, effective August 25, 2025.

A Report of the University of Chicago Committee on the Criteria of Academic Appointment
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No. 1 (January 31, 1972).
Second Impression 1973

The Committee

The Committee on the Criteria of Academic Appointment was appointed by President Levi on July 15, 1970. The members of the Committee are:

S. Chandrasekhar, the Morton D. Hull Distinguished Service Professor of Astronomy and Physics.

Dr. Roderick Childers, Associate Professor of Medicine.

John Hope Franklin, the John Matthews Manly Distinguished Service Professor of History.

Arthur Friedman, Distinguished Service Professor of English.

Jacob W. Getzels, the R. Wendell Harrison Distinguished Service Professor of Education and Psychology.

Harry G. Johnson, Professor of Economics.

Saunders Mac Lane, the Max Mason Distinguished Service Professor of Mathematics.

Edward Rosenheim, Professor of English, *Secretary*.

Edward Shils, Distinguished Service Professor of Sociology and in the Committee on Social Thought, *Chairman*.

John Simpson, the Edward L. Ryerson Distinguished Service Professor of Physics.

Lorna P. Straus, Assistant Professor of Anatomy and Biology.

H. G. Williams-Ashman, Professor of Biochemistry and in the Ben May Laboratory for Cancer Research.

Fourteen meetings were held in 1970—July 15, 24, and 28; August 4; October 6, 13, 20, and 27; November 3, 10, 17, and 24; and December 1 and 8.

The Committee was asked to reconvene on December 2, 1971 to elaborate its views on political criteria; a report of that meeting appears as section V of this report.

I. Introduction

The existence of The University of Chicago is justified if it achieves and maintains superior quality in its performance of the three major functions of universities in the modern world.¹ These functions are: (1) the discovery of important new knowledge; (2) the communication of that knowledge to students and the cultivation in them of the understanding and skills which enable them to engage in the further pursuit of knowledge; and (3) the training of students for entry into professions which require for their practice a systematic body of specialized knowledge.

In intellectual matters, at least, the whole amounts to more than the sum of the parts in isolation. A university faculty is not merely an assemblage of individual scientists and scholars; it must possess a corporate life and an atmosphere created by the research, teaching, and conversation of individual scientists and scholars which stimulates and sustains the work of colleagues and students at the highest possible level. Research, teaching, and training are the work of individuals. These individuals depend for their effectiveness, at least in part, on the University's provision of material and administrative services which enable their work to go on; they depend also on the maintenance in the University of an atmosphere of stimulation, tolerance, and critical openness to new ideas. The function of appointive bodies is to bring to the academic staff of the University individuals who will perform at the highest level the functions of research, teaching, and training and the maintenance of the intellectual community of the University. A university which does not perform at this level will lose its standing in the world and therewith its power to attract outstanding faculty members and outstanding students. Its failure to attract them will in turn reduce the quality of its performance. Every appointment of a mediocre candidate makes it more difficult to bring outstanding students to the university. This is why scrupulous insistence on the most demanding criteria in the act of appointment is so decisive for the University.

The conception of the proper tasks of the University determines the criteria which should govern the appointment, retention, and promotion of members of the academic staff. The criteria which are to be applied in the case of appointments to The University of Chicago should, therefore, be criteria which give preference above all to actual and prospective scholarly and scientific accomplishment of the highest order, actual and prospective teaching accomplishment of the highest order, and actual and prospective

¹In view of the invidious implications of the use of the masculine pronoun in all cases, it should be clearly understood from the beginning that where that pronoun is used, the reader of this report should understand it to refer to both sexes. Henry James once said, "When I say 'Oxford,' I mean 'Oxford and Cambridge.'" We are, *mutatis mutandis*, in the same position.

When the term *department* alone is used, it should be understood to refer to department, committee, institute, and school.

When *appointment* alone is used, it should be understood, unless it is otherwise clear from the context, that this means appointment, promotion, retention, or extension.

When we speak of "senior members" of the University faculty, we mean those on permanent appointment; when we speak of "junior members," we mean those not on permanent appointment.

The University of Chicago is generally referred to in the text as "the University."

contribution to the intellectual quality of the University through critical stimulation of others within the University to produce work of the highest quality.

The University of Chicago should not aim to be a pantheon of dead or dying gods. Appointments to the University should not be made solely on the basis of past achievements but only to the degree that past achievements promise future achievement.

The tradition of The University of Chicago has defined it, primarily but not exclusively, as a research university of the highest international standing. The University of Chicago is, by its tradition, an institution where research is done by academic staff and where students are trained to do research, by induction into the state of mind and disposition to do research on important subjects and with original results. Undergraduate teaching at The University of Chicago has been and must be conducted in a way which arouses in students their capacity for discrimination and disciplined curiosity so that upon reaching the latter years of their training they will have the skills, knowledge, discrimination, and motivation to make original discoveries or will begin to be ready for the effective performance of roles in society where these qualities will bear fruit.

In the performance of its functions in research and in professional training, it becomes necessary to appoint supporting staff who are indispensable to the performance of these functions but who are not qualified for appointment to the University faculty. This raises serious problems for the University in its effort to keep to its major tasks at the level its traditions and aspirations demand.

II. Procedural Matters

A. CRITERIA

Any appointive body must have a standard by which it assesses the merits of the alternative candidates before it. Academic appointive bodies in general, and at The University of Chicago in particular, must have clearly perceived standards which they seek to apply to particular cases. They must seek to choose candidates who can conform most closely with these standards in their most exigent application. The standards to be applied by any appointive body should be those which assess the quality of performance in (1) research; (2) teaching and training, including the supervision of graduate students; (3) contribution to intellectual community; and (4) services.²Distinguished performance in any one of these categories does not automatically entail distinguished performance in the others. For this reason, weighting of the various criteria cannot be avoided by appointive bodies. The Committee thinks that the criterion of distinction in research should be given the greatest weight.

B. THE APPLICATION OF CRITERIA

All academic appointments to University faculties must be treated with great seriousness.³ They should, wherever it is at all possible, be made on the basis of careful study by members of the appointive body of the publications and other written work of the candidate, and of written assessments, where desirable, by outside referees or consultants

²The criteria for academic appointments sometimes are distorted or degraded by pressures from the faculty or administration as a result of the need for special talent to carry out supporting services of the University or to fulfill a commitment made by the University to perform certain services.

³According to Statutes 13 (a) and (b) of the *Statutes* of The University of Chicago (pp. 41-43), the following categories do not possess membership in the University faculty: (1) Research Associates and (2) Field Work Personnel:

13. (a) *The Members of the University Faculties* are classified as follows: Professor, Associate Professor, Assistant Professor, and Instructor. Every person holding one of these titles shall be a member of the Faculty with status as defined in this Statute. . . .

(b) *Other academic personnel.* Membership in the University Faculties is restricted to persons holding appointment as prescribed in the preceding section of this Statute. Others, regardless of courtesy rank or stated rank equivalence, shall not be members of the University Faculty to which they are attached. They include the following:

(1) *Research Associates and Associates.* Research Associates are classified as follows: Research Associate (Professor), Research Associate (Associate Professor), Research Associate (Assistant Professor), Research Associate (Instructor), and Research Associate. The normal period of appointment of Research Associates shall be one year, and reappointments may be made without limitation as to number of reappointments in any rank. Connection with the University ceases at the end of appointment unless reappointment is provided.

Associates of Departments and Schools may be appointed to designate courtesy relationships. At the end of the term of appointment the connection with the University ceases unless reappointment is provided.

(2) *Field Work Personnel.* In the School of Social Service Administration and in the Department of Psychiatry appointments may be made to the following additional positions: Field Work Professor, Field Work Associate Professor, Field Work Assistant Professor, and Field Work Instructor. Appointments may be made for periods of one to three years, and reappointments may be made without limitation as to number of reappointments at any rank. Connection with the University ceases at the end of appointment unless replacement is provided.

which assess originality, rigor, and fundamental significance of the work and which estimate the likelihood that the candidate is or will become a leading figure in his field. They also should be made on the most careful consideration of his teaching ability, which includes the ability to contribute effectively to the research of graduate students. Appointive bodies should take into account the observations and written opinions of those who have observed or experienced the candidate's teaching or who have observed its results in the accomplishments of his students. They should be made on the basis of the best available information about the candidate's contribution to the intellectual activity of the university where he has worked previously in addition to his publications and his success with his students in their doctoral and subsequent research, as attested by their dissertations and publications.

All appointments, whether they are first appointments to instructorships or assistant professorships, or reappointments to assistant professorships, or promotions to permanent tenure at the level of associate professorship, or promotions from the rank of associate professor to that of professor, or appointments from outside the University to associate professorship, or extension beyond the age of normal retirement, must be conducted with the same thorough deliberation, the same careful study of relevant documentation and other evidence, and the same process of consultation. No decisions to appoint, retain, or promote between any grades should under any circumstances be regarded as "automatic."

Junior appointments of candidates who have just finished graduate work to instructorships or assistant professorships do, however, have a character of their own. The candidate's written work is likely to be scanty and may not even be available. There may be little or no evidence of his teaching, and it may be difficult to disentangle his originality from that of his professors. In such cases, all available evidence must be examined just as in other cases, but there cannot be the same certitude of judgment. For this reason, appointive bodies must always be quite explicit in stating that such an initial appointment is for a limited term.

There must be no consideration of sex, ethnic or national characteristics, or political or religious beliefs or affiliations in any decision regarding appointment, promotion, or reappointment at any level of the academic staff.

Particular care must be taken to keep "inbreeding" at a minimum. "Inbreeding" at the level of appointment to the rank of instructor and assistant professor is a temptation because the internal candidate is already known to the appointive body. The arguments against "inbreeding" are: (1) the dangers of relaxation of standards; (2) the dangers of narrowing and stereotyping the intellectual focus of the department in question; and (3) the dangers of appointing candidates who are excessively dependent intellectually on their former teachers' ideas and even presence. These are arguments to be taken seriously by appointive bodies. Nonetheless, the barrier against "inbreeding" should not be insuperable. Whenever an "inbred" candidate is considered, great pains must be taken to identify and examine with the utmost care the credentials of external candidates of high quality so that internal candidates can be properly compared with external candidates. Special emphasis should be given to external assessments in decisions which entail "inbreeding." Where, after severe scrutiny, the internal candidate is very clearly superior in his estimated potentiality as an original scientist or scholar to any of the external candidates, and if he is not only superior to his immediate competitors but is deemed likely to become an

outstanding figure in his subject, the objections to “inbreeding” should be overcome in that instance.

Decisions regarding retention or promotion must deliberately eschew considerations of convenience, friendship, or congeniality. No decision to retain or promote should permit the entry of considerations of the avoidance of hardship which might confront the candidate if a favorable decision is not made. Similarly, favorable decisions to retain or promote should not be rendered on the grounds that evidence is not sufficient for a negative or positive estimate of future accomplishment. The insufficiency of such evidence is in such cases indicative of the candidate’s insufficient productivity.

No appointments should ever be made in which the chief or major argument is that “outside” funds would accompany the appointment sufficient to relieve the regular budget of the cost of the appointment. Similarly, no appointment should ever be made on the initiative of a person or body from outside the University who offers to defray all expenses, salary, etc. on condition of a particular person’s appointment.

Care must be taken to avoid undue regard for the rights of seniority in promotion. Consideration should be given only to quality of performance, and age should be disregarded. Thus the fact that an older member of a department or one with a longer period of service remains an associate professor should not be permitted to inhibit the promotion of a younger person to full professorship; similarly, in promotions of assistant professors the age of the candidate in relation to the age of his colleagues at the same rank should not be considered in any decision.

Great caution must be exercised by appointive committees themselves to prevent their being “stampeded” by the prestige or influence of contemporaneity. There has for some years been an increasing tendency for universities to concern themselves in their teaching and research with contemporary events — especially in the social sciences and humanities — and it is perfectly understandable that this should occur. With this focus of attention, however, there has also been a corresponding tendency to regard participants in the contemporary events as qualified to become academic staff members on the ground that their presence in the university will bring to the university the immediate experience of those events. Appointive bodies must remember that universities are, insofar as their major intellectual functions are concerned, places for scientific and scholarly analysis and training in such analysis, not theatres for the acquisition of vicarious experiences. Proposals to appointive bodies urging them to consider present or recent public notables for academic appointments must be responded to by strict adherence to the criteria of academic appointment. Where rare exceptions to this rule are permissible, such appointments must not be classified as appointments to the faculty.

These observations should not be interpreted to mean that a candidate who hitherto has not been wholly or at all in the academic profession should be automatically excluded from consideration. It means only that appointive bodies must be certain to apply the same high standards of distinction of scholarly and scientific performance to these candidates as they would to any others.

C. MODE OF ARRIVING AT DECISIONS

At present there is a wide variation among the various schools and departments of the University in the composition of their appointive bodies and in the sequence of stages of the appointive process. There is no need for uniformity, other than that recommendations for appointment (retention, promotion, extension) should originate within departments and schools, pass to the dean of the division or school, and thence to the Provost and President for approval or rejection or reference back for further consideration.

The Committee recommends that departments, schools, and committees in the University make arrangements whereby all faculty members, irrespective of rank within the department,⁴ possess a voice in the appointment of new members. When it is a matter involving reappointment or promotion of existing faculty members, e.g., the reappointment or promotion of assistant professors, it is reasonable for those at the same level or below not to have a voice in the decision. The same documentation on prospective appointments which is available to senior members and external assessors should normally be available to junior members of the academic staff.

The Committee recommends that the various departments and schools of the University should establish rules which they regard as appropriate in inviting and considering the assessments of candidates for appointment made in a consultative capacity by students. The Committee is of the view that advisory student assessment of candidates for appointment should be taken seriously, particularly with regard to teaching performance and graduate supervision. The *Statutes* of the University and the obligations of the departments and schools in the performance of the three main functions of universities preclude the membership of students with voting powers on appointive bodies.

External assessors should be selected very meticulously. They should not be chosen perfunctorily or in anticipation of an assessment favoring a particular candidate. The Committee does not recommend that external assessors be invited to become formal members of appointive bodies or that they be invited to be present at interviews of candidates. It does recommend that the external assessors be provided with full documentation such as bibliographies, offprints, etc., just as provision should be made for all members of appointive bodies. At the same time, it points out that external assessors are sometimes more indulgent in their view of candidates for appointments at other universities than they are at their own. One procedure which might be followed is to request the external assessor to indicate whether he would support the appointment of the candidate at his own university to the same rank for which he is being considered at The University of Chicago. Supplementary oral consultation with assessors by telephone would be useful.

The Committee suggests that some designated members of appointive bodies, whenever an appointment is to be recommended, present their assessments of competing candidates in independently written statements as well as orally. These written assessments, together with the vote taken in the appointive body, should be sent to the dean of the division together with the recommendation.

⁴Not necessarily including those persons on expressly terminal appointments.

Appointive committees should not consider only one candidate at any one time for a given appointment. It should be a firm rule, followed as frequently as possible when there is an appointment to be made, that several alternative candidates be considered. Although difficulties might be encountered because not all the candidates considered might be willing to accept appointment, this practice would lend rigor to appointive procedures. This same procedure should always be followed when an assistant professor is being considered for reappointment for a second term or for promotion to an associate professorship. At this point, he should be considered as if it were a new appointment. It should be made clear that no appointments carry with them the assurance of reappointment or promotion.

The decision to appoint an assistant professor for a second term (of two or three years) should be made only if there is reasonable confidence that at the end of that period he is likely to be qualified for promotion to the rank of associate professorship. In considering internal candidates for retention or promotion (or extension), members of appointive bodies must be willing to recognize that their earlier assessments might have been wrong. The effectiveness of the University in the performance of its intellectual functions would be diminished by the repetition of earlier erroneous assessments.

D. SPECIAL SITUATIONS

The foregoing remarks accept the principle that the power of formal recommendation of appointment rests with the faculty members of departments and committees and schools. This is the general practice, established by tradition and convention, and it should be adhered to. There are, however, occasionally special situations where deviation from this practice is necessary.

Where the quality of work of a department, school, or committee has declined over the years, special weight should be given to the views of external assessors regarding any candidate whose appointment has been internal proposed. Where a field, subject or department is expiring because first-class intellects are not available to constitute its staff, the discontinuation or suspension of the department should be considered.

One way to deal with the situation of a deteriorated department or, what is quite a different situation, of a department which has too few professors to make the necessary judgment about optimal lines of development, is for the dean of the division to appoint an ad hoc committee of distinguished persons from other universities and from adjacent departments in The University of Chicago to canvass the field and make recommendations for appointments and promotions. Another way is for the president or provost to appoint a new chairman with powers greater than those ordinarily enjoyed by chairmen.

E. TERMS OF APPOINTMENT

Initial appointments to the rank of instructor or assistant professor should be treated variously. In some cases the evidence at hand may be strong enough to indicate that the candidate may well be a strong prospect for permanent tenure. In this case an initial appointment as assistant professor for a term of four years is advantageous. (This is

within the present provision of the University *Statutes*.⁵) This would have the advantage that the next decision would be taken after a period of three years rather than the present period of two years for a three-year term of appointment. The latter term is often too short for the accumulation of sufficient evidence on the intellectual promise of the candidate.

In other cases, an initial appointment is based largely on recommendations of the candidates from outside graduate schools so that an initial appointment for two or three years, given the possibility of reappointment, may be most appropriate. In some departments it should be possible as a matter of general practice to offer junior appointments with the explicit understanding that the appointment is strictly a terminal appointment and that most or all of those so appointed will leave the University at the end of that term. Such arrangements have certain advantages in promoting a flow of young talent, in taking care of certain teaching and service obligations, in training young postdoctoral students here, and in assisting the flow of scholarly information. Moreover, the University remains free to appoint the very best of such persons in more permanent ways.

In many ways, the promotion to rank of associate professor and to permanent tenure is the one requiring greatest care and consideration.

Promotion to the rank of professorship from associate professorship should not be automatic either on the basis of seniority or after the lapse of a specified period of time. Promotion to professorship within the University should be made on the basis of the same procedures as appointments to full professorship from outside the University.

The Committee believes that on approaching the age of 65, members of the academic staff might be considered for reappointment for a three-year period. Each case should be considered by essentially the same procedures and with the same intensive and rigorous scrutiny as appointments at earlier ages and at lower ranks. The main criteria in the assessment of the faculty member in question should be teaching, research, and contribution to the intellectual accomplishment of his colleagues. Once a faculty member has reached the age of 68, he may be considered for subsequent reappointments of one year. Each such appointment should be considered in the light of the same criteria which are applied to earlier appointments. If the age of retirement should ever be raised to 68, post-retirement appointments should be made for one year at a time. Each reappointment should be subjected to the same criteria and procedures as other appointments.

In this connection, it is sometimes important to take into account the effect of retirement upon the general strength of the department. If, for example, several retirements are scheduled to take place concurrently and prospects for adequate replacement are not favorable, the department involved might be threatened by serious depletion of its staff

⁵*Statutes*—13 (a) (2), p. 41:
(2) *Assistant Professors*: The appointment of an assistant professor normally shall be for a term of either three or four years of full time service in one or more Faculties of the Departments, College, and Schools, provided that no person shall be appointed to serve in this rank for (a) a total of more than seven years, nor (b) a total of more than six years if he previously had an appointment for full time service in the rank of instructor for as long as four years. . . .

within a single year. In such cases, it may be desirable to “stagger” the retirement of senior faculty members by appropriate extension of their appointment.

In view of the fact that academic members of the University sometimes make arrangements several years before the age of normal retirement to resign in order to go to another university where the age of retirement is later, it might be desirable for the University that such decisions regarding extension may be made as many as two years prior to the age of normal retirement. (The arrangement for the supervision of dissertations also counsels a decision prior to the last year of normal tenure.)

The Committee discussed the possibility of an age of “early retirement” with modified pension provisions. It also discussed instances in which, for various reasons, a faculty member’s association with the University should be terminated before the statutory age of retirement. The Committee noted precedents for such a procedure in other universities and recommends that where a faculty member on permanent tenure shows no promise of continuing usefulness to the University, the termination of his appointment be given serious consideration. Such “early retirement” may be made possible through either modified pension provisions or the “commutation” of full-term appointment by a lump-sum payment of anticipated future salary.

The Committee recommends that there should be a category of strictly temporary appointment for which there is not only the usual terminal contract of appointment but explicit statement to the appointee that the appointment will not extend past a particular date. These short-term appointments should be used only on special occasions, such as emergencies where there is no regular member of the academic staff available to teach a particular subject which must be taught. If a person is on an emergency short-term appointment and is considered for regular appointment at the end of the period of his emergency appointment, his candidacy should be treated like any outside candidacy. (These observations do not apply to the short-term appointments of visiting professors and lecturers. To these appointments the same criteria apply as to normal appointments.)

F. CONDITIONS OF APPOINTMENT

All academic appointments, when confirmed by the provost, president, and Board of Trustees, should be notified by letter to the appointee, stipulating that his acceptance of the appointment places him under obligation to “conduct and supervise research, teach, and contribute to the intellectual life of the University.”

G. UNIFORMITY OF APPLICATION OF CRITERIA

A question has repeatedly been raised concerning the differing standards which seem to be applied to faculty members whose primary duties are in the College and those whose primary duties are in the divisions. Those in the latter category are judged primarily by their research accomplishments. The application of these same criteria for promotion and permanent tenure to those who are burdened with teaching does not seem to be fair. The existence of dual standards cannot be avoided as long as these two categories exist. The only way to abolish the dual standard is to abolish one of the categories by abolishing the differences in the kinds of tasks performed by members of the faculty.

The three criteria for appointment to The University of Chicago—distinction in research, distinction in teaching, distinction in intellectual contribution to the University as an intellectual community—should be applied in all situations in which appointments must be made. In general, as has already been stated, the criterion of distinction in research should be weighted most heavily. The University of Chicago faces a peculiar dilemma, however. It arises from the fact that at least since the 1930s, and more acutely over the past quarter of a century, there have been integrated into the structure of the University, two not wholly harmonious modes of weighting the criteria of research and teaching. Appointees to the University faculty posts in divisional departments, schools, and committees have been selected primarily according to the criterion of distinction in research; the other criterion was applied but given secondary significance. Appointees to the College have in certain fields been selected primarily according to the criterion of prospective teaching performance and promoted in accordance with evidence of distinction in teaching. The research criterion has not been disregarded, but it has not been given primacy or even equal weight.

These divergent weightings of the criteria have resulted in a degree of stratification in the University which is injurious, and various efforts have been made to overcome this stratification by various departments. Some of these efforts have apparently been successful; in others they have introduced an unassimilated mass of persons who do not share the intellectual aims of their colleagues and who believe they have no future in the University. In still others, stratification has been contained with good grace on both sides, but even in such fortunate outcomes, the fact remains the same: the criteria have been applied with different weightings and they have, therefore, constituted two different sets of criteria.

The Committee believes that normally appointment should involve both teaching and research and that candidates should be judged on both qualities. Appointive bodies should discourage appointments for research alone or for teaching alone. In particular, College appointments should not carry teaching loads so heavy as to preclude productive research activity.

H. JOINT APPOINTMENTS

It is one of the merits of The University of Chicago that it has often led in the development of new subjects through the freedom of its members to conduct interdisciplinary research and teaching. "Joint appointments" have been one of the devices

by which this kind of work has been fostered, and the Committee views such arrangements with favor. These joint appointments have, however, sometimes led to grave difficulties for both the individual holding the appointment and for the University. Primarily because of administrative problems and faculty politics, there have been cases where persons have held appointments with full privileges in one department but were denied the privileges associated with the appointment in another department. Joint appointments should enjoy the full privileges of the respective organizations, according to the level of appointment. Appointments initiated by institutes, interdisciplinary committees, etc. should be made as joint appointments with one of the teaching departments, and no members of the faculty should be able to find shelter from teaching by virtue of institute or committee appointments alone.

Joint appointments often present difficulties for junior members at the time of their reappointment or promotion. They find themselves in “double jeopardy.” Each department applies the criteria for advancement in its own way, and each exacts its own full set of demands independently of the other. Hence it is important to protect the joint appointee by not demanding twice the commitment of service on committees, examinations, etc. expected of normal appointments in a single department.

The Committee wishes to emphasize that when such appointments are made, each department participating should treat the appointment, whether it is from within or outside the University, with the same stringency as it would treat an appointment entirely within its own jurisdiction. The Committee is especially concerned that the fact that a department’s share of a joint appointee’s services in research and teaching is not paid for from its own budget should not cause the appointive process to be treated perfunctorily. Agreements to share in a joint appointment of a candidate wholly paid for from another unit’s budget should not encourage its treatment as a matter of “courtesy.” Research associates are not members of the University faculty entitled to the prerogatives of faculty members, except where as holders of joint appointments, they enjoy the title of “research associate (with rank of . . .)” in one of the departments.⁶ Research associateships do, however, fall into the category of academic appointments. For this reason, the Committee believes that their appointments should be reviewed periodically by the appointive bodies of departments, to ensure that the criterion of distinction in research is strictly adhered to. This would also render less likely the possibility that a research associate will become so “embedded” in the department that he is retained until the age of retirement or until he is recommended for faculty appointment.

⁶The University *Statutes* [13 (b) (1), p. 43] state: The normal period of appointment of research associates shall be one year, and reappointments may be made without limitation as to number of reappointments in any rank.

III. Criteria

A. RESEARCH

The criteria of appointment are implicit in the definition of the aims of The University of Chicago. The traditions of The University of Chicago in which these aims are contained place it under the obligation to be in the first rank of the universities of the world in all those subjects and fields in which it is active. This means that appointive bodies must seek to recruit to its staff and to retain on its staff persons whose accomplishments and potentialities are adjudged to be of the very highest order in research and in teaching and in the creation of an intellectual environment in which research of the highest order is done and in which students of distinguished intellectual potentiality are formed and guided.

The Committee regards distinction in research accomplishment and promise as the *sine qua non* of academic appointment. Even where a candidate offers promise of being a classroom teacher of outstanding merit, evidence should be sought as to the promise of distinction in his research capacity. Even if his research production is small in amount, no compromise should be made regarding the quality of the research done.

The appointment of academic staff members must, therefore, place in the forefront the criteria which will populate the University with persons capable of research at the most advanced level and of the highest quality.

It is imperative that in every case the appointive body ask itself whether the candidate proposed, if young, is likely in a decade to be among the most distinguished scientists or scholars of his generation; if middle-aged whether he is already in that position and whether the work which he is likely to do in the remainder of his career will be of at least the same quality.

In the recruitment of new staff members, emphasis should be placed upon the recruitment of younger persons who have not yet reached the height of their potentialities

Young staff members should be encouraged to do research in spite of the importance and pressure of their teaching. At the same time, appointive bodies must be on the alert against the dangers of appointing young persons in a way which forces them into research projects in which they have no genuine interest.

To offset the handicaps which might arise from concentration on undergraduate teaching, University departments should make a more determined effort to rotate their undergraduate teaching responsibilities so that junior members of the faculty can be provided with more time for research, especially when it is requested.

When older, very distinguished persons outside the University are considered for appointment, the major emphasis should be on their prospective intellectual influence in the University through teaching and informal contact with colleagues and students, as well as on the likelihood of a continued high quality of their own research. These same observations apply in general to candidacy of any person well past his middle age.

While stressing the preponderant importance of the appointment of young persons, the Committee recognizes that exceptions must sometimes be allowed. Thus, sometimes if there has been a disproportionate number of retirements or resignations by eminent senior members of a department, candidates at the same level of seniority and eminence might be sought by the appointive body. The need to maintain the prestige of the department and to render it attractive to outstanding younger persons would justify making this exception to the recommended emphasis on the appointment of younger persons.

It is obvious that sheer quantity of scholarly or scientific production, if of indifferent quality, must never be permitted to be counted in favor of any appointment. In assessing the research accomplishments of a particular candidate, adequate regard should be given to the extent to which his original intellectual or research accomplishments are contained in the work of research students and junior colleagues. Nonetheless, it is the quality of the actual publications, or the likelihood of such, which must be given the primary weight in assessment of research accomplishment and potentiality.

Appointive committees, in seeking out candidates and in making their decisions, should bear in mind the prospective development of the subjects on which the candidates have been working. They must seek to appoint a sufficient number of members of the department whose interests and skills are complementary to each other's, so that students will obtain a well-rounded training in their respective fields and so that there will be sufficient mutual stimulation within the department. At the same time, the appointive committees must be alert to the dangers of narrowing the range of intellectual interests represented in their respective departments.

Appointive committees in considering candidates should reflect not only on the candidate's capacity for development to eminence in his subject but the prospective vitality and continued significance of the candidate's main interest. It is important that departments should not become graveyards for subjects which have lost their importance. Thus, appointive committees in seeking out and considering candidates should, while regarding present or prospective distinction as indispensable, attend to the needs of the department in the various subfields within the discipline or subject and the capacity of those subfields for further scientific or scholarly development. Just as research projects should not be undertaken simply because money is available for them in substantial amounts, so there should be no academic appointments simply to staff a particular project.

B. TEACHING

Teaching at various levels and in various forms is one of the central functions of the University. No person, however famous, should be appointed to the University faculty with the understanding that he will do no teaching of any sort. Considerations regarding appointment should include the requirement that a candidate be willing to teach regularly and the expectation that he will teach effectively. Appointive bodies must bear in mind that teaching takes numerous forms. It occurs in lecture rooms, in small discussion groups, in research seminars, at the bedside in medical school, in laboratories, in reading courses, in the supervision of dissertations, and in the guidance of research assistants, postdoctoral

students, and residents in hospitals. It should be borne in mind by appointive bodies seeking to assess the teaching accomplishments of candidates that no one is likely to be equally competent or outstanding in all the different forms of teaching.

The Committee regards the success of the student in learning his subject and in going on with it to an accomplishment of intellectual significance as the best test of effective teaching. Assessment of performance in teaching should not be unduly influenced by reports, accidentally or systematically obtained, about the popularity of a candidate with students or his "being an exciting teacher." Other evidence of teaching effectiveness such as arousing students' interest in a problem, stimulating them to work independently, clarifying certain problems in the student's mind, etc., must be sought by appointive bodies. The assessment of teaching should include accomplishments in curriculum planning, the design of particular courses, and other teaching activities which go beyond the direct face-to-face teaching of students. The teaching of introductory courses should count to a candidate's credit no less than the teaching of advanced courses. (The responsibility of teaching an elementary course should be recognized by reduced teaching schedules as compensation.)

There should be no appointment in which the appointed person is expected to spend most of his time on classroom teaching.

C. CONTRIBUTION TO THE INTELLECTUAL COMMUNITY

The University is not just an aggregate of individuals performing research or a collection of teachers instructing students at various levels and in various fields. It is an institution which provides the services, auxiliary services, and facilities for research and teaching. The University must be administered and it must have financial resources to enable its academic staff to perform the functions for which they have been appointed.

In addition to being an institution with an administration and financial resources which provide the framework and facilities for research and teaching by academic staff members and students, it is also an intellectual community and a constellation of overlapping intellectual subcommunities built around, but not bounded by, committees and schools. It is an intellectual community in which interaction is about intellectual matters. The contribution which a member of the academic staff makes to the work of his colleagues and students by his own work, by his conversation in informal situations and by his criticizing and reading of their manuscripts, by his discussion of their research and of problems in their own and related fields is of great importance in creating and maintaining the intellectual quality of the University. He also contributes through his role in devising and revising courses of study (curricula) and other activities which go beyond his own teaching.

To what extent should these contributions be considered by appointive bodies?

First, regarding administration, members of the academic staff are not appointed to fill administrative roles. The fact that a candidate for appointment has been an excellent dean or is a good "committee man" or willingly serves on departmental committees or has been or might be an excellent department chairman adds to the merit of a member of the

academic staff. But it is a “gift of grace” and it is not pertinent to discussions about appointments, which must concentrate on intellectual performance, actual and prospective.

Although in principle younger members of the academic staff should be enabled to serve on committees and perform departmental duties other than their teaching and research, the decision regarding their reappointment or promotion should not be affected by their having or not having done so. The performance of some of these departmental chores often being at the expense of research, an appointments policy which accords importance to accomplishments of this sort might be injurious to the young staff member’s development as a scholar or scientist.

Universities require financial resources to support research, teaching, and administration of the university. Nonetheless, the capacity or incapacity of a candidate to attract financial resources or to “bring them with him” should not be a criterion for appointment. The acquisition of financial resources should be a task of the administration and a derivative function of the distinguished scientific or scholarly accomplishments and capacities of the members of the University faculty. If this rule is not observed, the University will be in danger of becoming an aggregate of affluent mediocrities.

The intellectual contribution of the academic staff member to his colleagues and students is a different matter. It is partly a function of his research and teaching accomplishments, but it also goes far beyond them. If a candidate is known to greatly stimulate his colleagues and students by his conversation and his criticism of their work, so that their individual performances are thereby improved, this should weigh in the consideration of a candidate for appointment.

Influence on the intellectual life of the University as an institution can be negative as well as positive. A member of the academic staff might be an impediment to the University’s performance of its intellectual functions, quite apart from his own performance as a research worker and teacher.

It should go without saying, therefore, that all appointees to the academic staff of the University should possess the requisite “academic citizenship.” By this the Committee means that appointive bodies are entitled to expect that persons whom they appoint to the academic staff will contribute what they can to the intellectual life of the University through their research, teaching, and intellectual intercourse in the University, and that they will abstain from deliberate disruption of the regular operations of the University.

The University must operate as an institution in order for its individual members to pursue their research and teaching. Deliberate obstruction of the work of the University through participation in disruptive activities cannot claim the protection of academic freedom, which is the freedom of the individual to investigate, publish, and teach in accordance with his intellectual convictions. Indeed, the only connection between disruptive actions within the University and academic freedom is that the disruptive actions interfere with the very action which academic freedom is intended to protect. Appointive committees, concerned with the maintenance or improvement of the intellectual quality of research and teaching in the University, must expect that those whom they appoint will enjoy the protection of academic freedom and that they will also be the guardians of that freedom. It is pertinent at this point to affirm what was said above about the irrelevance of political or religious beliefs and affiliations to decisions regarding appointment.

D. SERVICES

1. University Services

a) Services integral to research and training outside medicine. There are various kinds of services performed by members of the University. The first of these is the service which is indispensable for the performance of the central functions of the University in research and training. For example, faculty members in the physical sciences often require the collaboration of engineers for the conduct of their research. Such persons are normally highly qualified and could hold senior posts in engineering faculties or in industry. Their contribution is integral to research and although not members of the faculty they must therefore be accorded emoluments and privileges comparable to members of the University faculty of similar accomplishments and professional standing. Similarly, the training of social workers requires that supervisors be provided for their training in field work. Those performing these services are not defined by the University *Statutes* as members of the University faculty.⁷

b) Health care and the medical school. University service functions in the medical realm are those which do not *ipso facto* serve the primary functions of the University, viz., research and teaching. They include the provision of health care by the medical school to both the community at large and the student body. The staff who deliver these services are University faculty members in clinical departments, other academic personnel,⁸ and perhaps additional persons not specified in the *Statutes*.

It must be emphasized that though delivery of health care may be solely a service function (as in student and employee health clinics), more frequently it is an integral part of the University as an academic institution. It is such when it involves the teaching and training of medical students, interns, residents, and fellows. Of fundamental importance is the fact that teaching and care at the bedside on the one hand and medical research on the other are mutually interdependent and continuous activities, both of which provide intellectual tasks of the highest order. The commitments of members of the University faculty in the clinical departments (unlike those of members of the faculty in the basic medical and biological sciences) are therefore threefold. The training of outstanding physicians requires that faculty members deliver the best of medical care in addition to their research and teaching activities. For many reasons, it is practically impossible to ensure that every appointment in clinical departments reflects a similarly balanced excellence in all three areas. Thus, appointments to various academic faculty ranks in the clinical disciplines usually embrace a wide range of personnel, ranging from research workers of acknowledged excellence whose contributions to patient care may be outstanding, good, or slight; physicians whose respective contributions are equally meritorious but not of the very first rank; and clinicians whose dedication to research is modest. Some clinical departments also appoint a relatively small number of distinguished investigators who may or may not have a medical degree and who do not participate at all in clinical care.

⁷See *Statutes* of the University, 13 (b) (2), p. 43, quoted in footnote 3 of this report.

⁸*Ibid.*, 13 (b) (1), pp. 42—43, quoted in footnote 3 of this report.

The Committee believes that a great university medical school rapidly loses its eminence if it ceases to have a considerable number of outstanding investigators on the faculty of its clinical departments. Nevertheless, a medical school which cannot provide excellent care to the patients in its wards and clinics will produce only poor physicians and will fail to attract students, interns, and residents of high intellectual potentiality.

Physicians engaged in purely clinical work, who make no serious contributions to research or teaching, should under no circumstances be given any form of faculty rank or have any formal voice in recommendations for academic appointments. Many such clinicians who are not members of the University faculty are at present given the title of “research associate.”⁹ This term may be a misnomer inasmuch as these persons are not engaged in research and the title is also used as an additional designation for bona fide faculty members who hold joint appointments in two or more departments. The title of “clinical associate” might better describe persons involved in purely clinical service functions.

In situations where the financial competitiveness of private (or nonacademic) medicine has helped to deplete the academic pool of a clinical department, its resuscitation should depend more on attractive competitive stipends than on lowering the standards for academic appointments.

(c) *Concluding observations on University services.* The likelihood of appointments for purely “service” purposes is increased whenever the University undertakes, for whatever reason, the extension of services not related to its research and teaching functions. Such enterprises by definition require expertise and performance of a different kind from those expected of regular faculty members, and appointments to meet such needs should never be appointments to the faculty (as defined by the University *Statutes*). Decisions to extend medical and other services which do not involve either teaching or research or both should be made in the awareness that whatever persons are appointed will not be granted the status of members of the University faculty.

2. External Services¹⁰

a) *Public services.* There is a second type of service in which members of the academic staff become involved. This is public service, i.e., service for the federal, state, and municipal governments and for civic and voluntary associations. To what extent should appointive bodies consider accomplishments in such services as qualifications for appointment? The Committee is of the view that such services should not be considered as qualifications for academic appointment unless the service has a significant intellectual or research component. Thus, membership in a governmental body which does not perform research or make decisions regarding the promotion of research should not be regarded as a qualification for appointment. Membership in an advisory body which organizes, supports, and oversees research should be regarded as a positive qualification. Proximity

⁹*Ibid.*

¹⁰The *Statutes* of the University (Statute 16, p. 61) state that:

A member of the Faculty during the quarters of his residence may not engage in consultation, teaching at other universities, regular compensated lecturing, compensated editorial activities, or other substantial outside employment, unless such activity is consistent with his obligations to the University, is not inimical to the fullest development of his scholarly activities, and meets with the approval of his Chairman and Dean.

to the design and execution of the research program and its quality must be taken into account.

Incumbency in elective or political office, whether it be the presidency of the United States or the prime ministry of a country, should not be regarded as a qualification for appointment to the academic staff of the University.

Participation in the “delivery” of services for the non-University community should be considered in decisions regarding academic appointment only when there is an increment to knowledge or a valuable function in instruction or training arising from the “delivery.” Certain of these “deliveries” are undertaken as part of the “public relations” of the University or because government or civic bodies have not taken the initiative or responsibility which are properly theirs.

Nothing in the foregoing paragraphs should be interpreted as a judgment on the merit of the various public services or the appropriateness of their performance by members of the academic staff in their capacity as citizens. On the contrary, such services are often very important for society—local, national, and international. They must not, however, be counted as qualifications for academic appointment.

b) Academic services. Among the service activities sometimes performed by members of the academic staff are those performed on behalf of learned and scientific societies which the Committee designates as “academic services.” A threefold distinction can be made between (1) honorific services, e.g., presidency of a learned or scientific society; (2) intellectual services, such as editorship of a learned or scientific journal; and (3) administrative services, e.g., secretaryship of a learned or scientific society.

The first is a distinction conferred on persons who by their research have made and are making valuable contributions to their subjects. In most instances, such honorific offices represent a confirmation of the major criteria of academic appointment, namely distinction in research, and they may therefore be taken into positive account by appointive bodies.

The second, the editorship of a learned or scientific journal, is a contribution to the intellectual community in a particular discipline beyond the confines of the University. It is a contribution to the maintenance of standards of excellence in the discipline. It too should be taken into positive account by appointive bodies. Membership on advisory panels, e.g., National Institutes of Health (NIH) “study sections,” is an intellectual service; it is similar to editorship of a learned or scientific journal and is a contribution to the national and international learned and scientific communities. It should, accordingly, be taken into positive account by appointive bodies.

The third academic service, the secretaryship or a similar administrative function on behalf of a learned or scientific society, on the other hand, is a time-consuming activity which does not entail contributions to teaching or research; this type of service should not be taken into positive account by appointive bodies.

c) Private services. Consultative services for private industry are admissible as considerations in academic appointments only if they entail an enhancement of the

scientific accomplishments of the person involved. This is the aspect which should concern appointive bodies.

IV. Conclusion

The positive task of appointive bodies, i.e., the appointment of persons of the highest abilities, has been the main focus of attention in this report. There are, however, also negative tasks; these are the refusal to make appointments. These negative tasks fall under three headings. The first is relatively simple; it is to refuse to make appointments when there are no available candidates of sufficiently high quality. The only excuse for appointing a candidate of acknowledgedly undistinguished qualifications is that certain necessary teaching must be done if students are to be prepared for their degrees. This necessity can be met by the expedient, referred to in the body of the report, of explicitly temporary appointments for particular teaching tasks. The irregular situation should be under constant review so that it can be restored to a regular condition through appointments of the proper quality.

Where there is no particular teaching task of great urgency, in situations where there are no candidates of sufficiently high quality, actual or prospective, no appointments should be made. It is better for the University to allow a field to lie fallow than to allow it to be poorly cultivated. Appointments should not be made just because there is a list of candidates and funds to pay their salaries.

Appointive bodies have a second negative function, and this is to exercise a stern scrutiny over expansion. This responsibility, of course, they cannot exercise alone; they depend heavily here on the support and cooperation of the dean of the relevant division, the provost, and the president of the University.

Great care must be exercised in expanding the staff in established fields or in reaching into new fields of academic work. One of the great advantages of The University of Chicago in the present situation of universities in the world is that it is relatively small. There are many things which universities do, some of which are useful and admirable, but which need not be done by The University of Chicago. There is a great temptation, both when financial support is plenteous and when it is scarce, to take on new members, new fields of study and research, and new service functions because financial support is available. Some of these might be properly done by The University of Chicago where the University has a tradition which would enable them to be very well done or where there are clear and important intellectual and institutional benefits to be obtained from doing them. But to allow expansion and new appointments simply because financial resources are available to support them would be an error which would be wasteful of resources and damaging to the University.

The judicious performance of this negative task must not, however, be permitted to prevent the taking up of important new fields of study and research about which there are genuine and well-based intellectual convictions in the University and outstanding intellectual capacities to do them outstandingly well. Even where a field is intellectually important, the University, and this also means appointive bodies, should not venture into them simply because other outstanding universities are working in them. The expansion into the important new field should be undertaken only if appointments at a high level of quality can be made to provide the necessary staff.

There is a third negative function, already referred to in the body of this report. This is the problem of dealing with fields in decline because the subject has become exhausted within the country or in the world at large or because not enough young persons of sufficient potentiality for distinguished accomplishment wish to enter them.

The last three tasks are negative only in the sense that they involve the refusal to make appointments when the quality of the candidates is not sufficiently high. In fact, however, these negative functions, if properly performed, are as positive in their outcome as the more obviously positive tasks. It is indeed only if equal attention is paid to both—i.e., to the need for adamant refusal to be tempted into making appointments just because appointments can be made, as well as to the firm insistence on appointing candidates of actually or potentially great merit—that The University of Chicago will be what it ought to be. Only by an undeviating adherence to the criteria set forth in this report can The University of Chicago maintain and enhance its reputation among the universities of the world as a university of the first rank in certain fields, regain that position in others in which it has declined, and open up important new fields which no other universities have yet entered.

V. A Later Elaboration on Political Criteria

On 2 December 1971, the Committee on the Criteria of Academic Appointment was asked by President Levi to reconvene so that it could elaborate its views on political criteria in decisions regarding academic appointment, reappointment, and promotion.

In the *Report of the Committee on the Criteria of Academic Appointment* we said: “There must be no consideration of sex, ethnic or national characteristics, or political or religious beliefs or affiliations in any decision regarding appointment, promotion or reappointment at any level of the academic staff” (see above, “The Application of Criteria,” pp. 6-7). Further on in the Report, in connection with “academic citizenship,” we affirmed the earlier statement about “the irrelevance of political or religious beliefs and affiliations to decisions regarding appointments” (see above, “Contribution to the Intellectual Community,” pp. 25-26).

We now wish to elaborate the foregoing statements as follows:

In discussions and decisions regarding appointments, promotions, and reappointments, appointive bodies should concentrate their consideration of any candidate on his qualifications as a research worker, teacher, and member of the academic community. The candidate’s past or current conduct should be considered only insofar as it conveys information relative to the assessment of his excellence as an investigator, the quality of the publications which he lays before the academic community, the fruitfulness of his teaching and the steadfastness of his adherence to the highest standards of intellectual performance, professional probity, and the humanity and mutual tolerance which must prevail among scholars.

There are, accordingly, certain matters which when they do not unambiguously and demonstrably bear on the application of the foregoing criteria, must be studiously avoided in discussions about academic appointment. These matters include a candidate’s past and current associations and the objectives of his past or current employer, the sources of the funds which support his research and the uses to which third parties might or have actually put its results independently of his desires. It behooves all members of The University of Chicago to do all they can to ensure that the standards set forth above are strictly observed in discussions and decisions regarding academic appointments.

RESOLUTION OF THE BOAD OF VISITORS
GEORGE MASON UNIVERSITY

WHEREAS, George Mason University is committed to providing equal opportunity and an educational and work environment free from any discrimination on the basis of race, color, religion, ethnic or national origin (including shared ancestry and/or ethnic characteristics), sex, disability, military status (including veteran status), sexual orientation, gender identity, gender expression, age, marital status, pregnancy status, genetic information, or any other characteristic protected by law;

WHEREAS, the University is and must remain committed to adhering to State and federal law, including, but not limited to, Title VI of the Civil Rights Act of 1964, and Chapter 471 of the 2023 Virginia Acts of Assembly, and will adhere to U.S. Presidential Executive Orders 13899 and 14188;

WHEREAS, the University is also committed to protecting the First Amendment rights of students and employees and can and will address any antisemitic harassment and discrimination without infringing on First Amendment rights;

WHEREAS, the University revised University Policy Number 1201 (“Non-Discrimination Policy”) on August 27, 2024, to include reference to the International Holocaust Remembrance Alliance (IHRA) Working Definition of antisemitism and contemporary examples of anti-Semitism consistent with the United States Constitution and the Constitution of Virginia; and

WHEREAS, University Policy Number 1201 now calls for the DEI office to utilize the International Holocaust Remembrance Alliance (IHRA) Working Definition of antisemitism and contemporary examples of antisemitism to the extent that they might be useful as evidence of discriminatory intent, without diminishing or infringing any right protected under the Constitution and laws of the United States and the Commonwealth of Virginia;

NOW, THEREFORE BE IT RESOLVED AS FOLLOWS:

RESOLVED, this board directs that the University publish a factsheet on IHRA, including the definition and contemporary examples. The fact sheet will include a list of examples of conduct that, provided that the required elements under the policy are met, may constitute prohibited discriminatory treatment or discriminatory harassment in violation of Policy Number 1201. The factsheet should be housed under the Office of Diversity, Equity, and Inclusion’s Non-Discrimination “Policies and Procedures” subpage;

RESOLVED, this board directs that the University clarify and specify that both Jewish and Israeli identity are protected under University Policy Number 1201;

RESOLVED, this board directs that the factsheet shall include the following statement: “In some cases, Zionism or Zionist has been used as a proxy for Jewish or Israeli. If used as a proxy for Jewish or Israeli, discrimination or harassment (including any of the examples listed on this

factsheet of discriminatory treatment or discriminatory harassment) that targets Zionism or Zionist would also violate University Policy 1201.”

RESOLVED, this board directs that a copy of the factsheet on IHRA, including the definition and contemporary examples, be distributed before the conclusion of the Spring Semester to all students, faculty, and staff of this University;

RESOLVED, this board directs that the University further distribute this factsheet on IHRA to all students, staff, and faculty during training and educational sessions related to discrimination in 2025 and thereafter;

RESOLVED, this board directs the University to ensure all newly admitted students receive a copy of Mason’s Non-Discrimination Policies, including guidance on IHRA and information on how to file a report with the University;

RESOLVED, this board directs that the University take appropriate measures to ensure that applicants for admission from outside the United States are provided with University Policy 1201 during the application process;

RESOLVED, this board directs the University to ensure all Mason employees (defined as anyone who receives a paycheck from Mason) receive guidance on IHRA during mandatory in-person or online Equal Opportunity trainings through the Office of Diversity, Equity, and Inclusion (or any successor office);

RESOLVED, this board directs the University to update the Equal Employment Opportunity and Affirmative Action Statement to reference the IHRA definition;

RESOLVED, this board directs the University to update the Office of Diversity, Equity and Inclusion Equal Opportunity Report Form to list Presidential Executive Orders 13899 and 14188 and Chapter 471 of the 2023 Virginia Acts of Assembly under “Related Laws and Policies;”

RESOLVED, this board directs the University and all components thereof to use the IHRA definition as a tool and guide for training, education, recognizing, and combating antisemitic hate crimes or discrimination and for tracking and reporting antisemitic incidents in the Commonwealth. without diminishing or infringing any right protected under the Constitution and laws of the United States and the Commonwealth of Virginia;

RESOLVED, this board directs the University to update the Office of Diversity, Equity and Inclusion Equal Opportunity Report Form to included “shared ancestry or ethnic characteristics” under “Basis of Complaint and/or Alleged Discrimination, and to list “Actual or Perceived Ethnicity/Ancestry” as an option under “Type of Discrimination;”

RESOLVED, this board directs the University to update the Office of Diversity, Equity and Inclusion Bias Incident Report Form to list “shared ancestry or ethnic characteristics” under

“Reporting a Bias Incident,” and to list “Actual or Perceived Ethnicity/Ancestry” as an option under “Nature of the alleged bias: Check all that apply;”

RESOLVED, this board directs the University, including all of its administrative departments, offices, schools, and academic units, to refrain from sponsoring or endorsing any organization, event, or other activity whose position or posture is antisemitic under the IHRA definition. This directive applies solely to institutional or governmental endorsement or sponsorship by the University and its administrative units and shall not (1) restrict the individual speech or academic freedom of faculty members, students, or independent student and faculty organizations (2) prevent the University from recognizing, providing resources to, or allowing access to facilities for any organization, event, or individual based on any viewpoint, position, or posture expressed or taken by the organization, event, or individual;

RESOLVED, this board declares that this University condemns antisemitism in *all* of its forms and manifestations, and will have no tolerance for antisemitic harassment, discrimination, or violence on its campus. Antisemitic conduct violating federal or state law, or University policy, shall result in appropriate consequences following established disciplinary processes, including where appropriate, suspensions or expulsions of students, and suspensions or terminations of faculty or administrators. The President of the University shall provide this board with a report of such violations and consequences at the end of each semester, and as otherwise requested by the board; AND

RESOLVED, nothing in this resolution shall be interpreted to infringe on any right protected by the United States or Virginia Constitutions, including, but not limited to, the First Amendment of United States Constitution or Article I, Section 12 of the Virginia Constitution.

Adopted: _____

Armand Alacbay
Secretary
Board of Visitors
George Mason University



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EVENTS

NEWS



JOINT JCRC STATEMENT WITH MASON HILLEL ON RECENT EVENTS INVOLVING GEORGE MASON UNIVERSITY

JCRC STATEMENT

January 10, 2025



The following is a statement from Vicki Fishman, director of Virginia government and community relations for the JCRC of Greater Washington, and Rabbi Daniel Novick, executive director of Mason Hillel regarding recent events involving George Mason University:

"Recent antisemitic threats uncovered by security personnel at George Mason University illustrate how difficult and scary life still is for many Jewish students at colleges and universities across the country. Fortunately, the steps taken by GMU administrators following these developments exemplify strong leadership and demonstrate much-needed commitment to and compassion for Jewish members of their community.

In recent weeks, three GMU students were connected to potential violence against Jews, including one who was arrested by the FBI for plotting a terrorist

attack against an Israeli consulate. It is because of the vigilance of campus leadership that these threats were initially discovered. We appreciate GMU President Gregory Washington and Vice President of University Life Rose Pascarell in particular for meeting with us, hearing our concerns, and deploying the full weight of the university's security and disciplinary measures to prevent these students from perpetrating harm on campus.

We are further pleased with their clear recognition that fighting antisemitism also requires proactive approaches. To that end, we commend GMU for applying for and being accepted into the 6th cohort of the Campus Climate Initiative (CCI) run by Hillel International in collaboration with higher education administrators and campus-based Hillel professionals. More than 500 administrators from 75 colleges and universities have participated in CCI's signature Campus Cohort Program to help assess the climate for Jewish students and develop a campus-specific action plan to enhance Jewish students' sense of belonging. We look forward to GMU being the next beneficiary of this critically important and effective program.

All students – regardless of their faith or religious identity – deserve to be safe and secure on campus and the ability to openly express their beliefs and values without fear of violence. We are confident that the actions taken by GMU leadership will help ensure such an environment for Jewish students and the entire campus community."

From: Daniel Novick <rabbidaniel@masonhillel.org>

Date: Sunday, April 28, 2024 at 5:27 PM

To: Gregory Washington <gwashin@gmu.edu>

Cc: Rose B Pascarell <rpascare@gmu.edu>

Subject: My Gratitude and Commitment to Continued Partnership

Dear President Washington,

As we approach the end of the academic year, I want to follow up in writing with some additional thoughts to add to the words I shared at our Spring Soiree event a few weeks ago.

As you know, the horrendous Hamas terrorist attack on innocent Israelis on October 7 and the resulting Israel-Hamas War have impacted all of us. Our campus has seen a rise in anti-Israel and anti-Semitic rhetoric and activity. From the beginning, your administration has been committed to being in communication with me and the Jewish community and to learn alongside us as we navigate these difficult times on campus and in our world. I am grateful for the amount of time you have spent being in conversation with us and for addressing our concerns and needs. Specifically, I am grateful for:

- Your participation in a meeting with Jewish students, faculty, and staff in the weeks following October 7 to hear about how they have been impacted by the attack, the War, and the protests on campus.
- You hosting a group of Jewish students for dinner at your house for a more in-depth conversation.
- Vice President Pascarell's many phone calls as we keep each other informed of the changing dynamics on campus and needs expressed by students.
- Your commitment to ensuring the physical safety of our Jewish students by offering free Mason PD services for any of our Jewish community's gatherings as requested.
- Your public comments calling out hate speech and saying it is not welcomed on our campus.
- Your commitment to talking about history and facts of the conflict and differentiating for the entire student body critique of Israel's government versus calling for Israel's destruction. We need more opportunities to publicly discuss this.

Certainly, even with your robust commitment to the Jewish community and denouncement of antisemitism and antisemitic rhetoric, there is still quite a lot of it on our campus. Between the recent resolution supporting BDS passed by the GMU Student Government and student groups still using antisemitic slogans like "Long Live the Intifada" and "From the River to the Sea Palestine will be Free," our Jewish students and community still have concerns about what anti-Israel students and faculty are saying and the public platforms they are using to express these sentiments. I am grateful that you are committed to working with us to advocate for clearer guidance from the Attorney General's office as to how to legally respond and manage such antisemitic actions and statements.

I feel so grateful to be a Hillel director at a University that not only answers my phone calls and emails but that further engages in productive and meaningful conversations about the many complexities and nuances of this moment and supports Jewish students and faculty members wholeheartedly. There is, of course, more work to be done together to educate our community

and you have gratitude, my trust, my commitment to work with you as a continued partner in such endeavors. Thanks for all you do for the Jewish community at GMU.

Rabbi Daniel Novick
Executive Director, Mason Hillel

Rabbi Daniel Novick (he/him/his)
Executive Director



[Support the Work of Mason Hillel](#)

www.masonhillel.org

Find us on [Instagram](#) & [Facebook](#)

ANNOUNCEMENT

Academic Programs, Diversity, and University Community Committee

February 27, 2025

APPOINTMENT OF FACULTY

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
Arora	Samita B.	1/10/2025	1.5 years

Title: Assistant Professor of Education

Rank: Instructional Assistant Professor

Classification: Term - Instructional

Local Academic Unit: College of Education and Human Development

Barrera	Michael D.	1/10/2025	2 years
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Title: Research Assistant Professor

Rank: Research Assistant Professor

Classification: Term - Research

Local Academic Unit: Biohealth Innovation (Provost)

Conway	Emily E.	1/10/2025	1 year
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Title: Assistant Professor, Environmental Science, Conservation and Ecology

Rank: Instructional Assistant Professor

Classification: Term - Instructional

Local Academic Unit: Environmental Science and Policy (COS)

Davis	Brian D.	1/10/2025	1.5 years
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Title: Assistant Professor of Sculpture

Rank: Instructional Assistant Professor

Classification: Term - Instructional

Local Academic Unit: Art (CVPA)

de Jonge	Elisabeth H.	8/25/2025	3 years
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Title: Professor

Rank: Professor

Classification: Tenure Track - Instructional

Local Academic Unit: Nutrition and Food Studies (CPH)

ANNOUNCEMENT

Academic Programs, Diversity, and University Community Committee

February 27, 2025

APPOINTMENT OF FACULTY

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
Geschke	Renee	1/10/2025	1.5 years

Title: Instructional Associate Professor

Rank: Instructional Associate Professor

Classification: Term - Instructional

Local Academic Unit: Health Administration and Policy (CPH)

Lu	Zhicong	1/10/2025	3 years
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Title: Assistant Professor

Rank: Assistant Professor

Classification: Tenure Track - Instructional

Local Academic Unit: Computer Science (CEC)

Luther	Robert	6/10/2025	3 years
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Title: Associate Professor of Law

Rank: Instructional Associate Professor

Classification: Term - Instructional

Local Academic Unit: Antonin Scalia Law School

Note(s): Additional Title: Director, Judicial Education Programs Law & Economics

Merriman	Elizabeth C.	1/10/2025	1.5 years
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Title: Instructional Assistant Professor

Rank: Instructional Assistant Professor

Classification: Term - Instructional

Local Academic Unit: Mathematical Science (COS)

von Bergen	John	1/10/2025	1.5 years
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Title: Assistant Professor of Sculpture

Rank: Instructional Assistant Professor

Classification: Term - Instructional

Local Academic Unit: Art (CVPA)

ANNOUNCEMENT

Academic Programs, Diversity, and University Community Committee

February 27, 2025

APPOINTMENT OF ADMINISTRATIVE AND PROFESSIONAL FACULTY

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>
Ahlersmeyer	Jordan B.	2/3/2025

Title: Coordinator of Community Standards
Classification: At will - Admin/Professional
Local Academic Unit: Student Conduct (UL)

Aleman-Diaz	Aixa	12/16/2024
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Title: Assistant Director, Learning Services
Classification: At will - Admin/Professional
Local Academic Unit: Learning Services (UL)

Alvarez Carrasco	Alvaro	1/8/2025
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Title: Assistant Director of Fitness
Classification: At will - Admin/Professional
Local Academic Unit: Mason Recreation (UL)

Basinger	Adam B.	12/2/2024
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Title: Director of Auxiliary Services
Classification: At will - Admin/Professional
Local Academic Unit: Auxiliary Services and Operations (SVP)

Berger	Shelby	12/2/2024
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Title: Staff Clinician
Classification: At will - Admin/Professional
Local Academic Unit: Counseling and Psychological Services (UL)

ANNOUNCEMENT

Academic Programs, Diversity, and University Community Committee

February 27, 2025

APPOINTMENT OF ADMINISTRATIVE AND PROFESSIONAL FACULTY

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>
Bolhofer	Lena Y.	11/25/2024

Title: Employer Engagement Consultant

Classification: At will - Admin/Professional

Local Academic Unit: University Career Services (UL)

Buchy	Jaelyn K.	2/10/2025
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Title: Director of Partnerships and Engagement

Classification: At will - Admin/Professional

Local Academic Unit: College of Education and Human Development

Delcid-Martinez	Natalie	12/2/2024
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Title: Staff Clinician

Classification: At will - Admin/Professional

Local Academic Unit: Counseling and Psychological Services (UL)

DeShane	Vanessa	1/10/2025
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Title: Director of Specialized Master's Program

Classification: At will - Admin/Professional

Local Academic Unit: Costello College of Business

Eberhart	Linnea M.	1/6/2025
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Title: Research Services Librarian

Classification: At will - Admin/Professional

Local Academic Unit: Antonin Scalia Law School

ANNOUNCEMENT

Academic Programs, Diversity, and University Community Committee

February 27, 2025

APPOINTMENT OF ADMINISTRATIVE AND PROFESSIONAL FACULTY

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>
Gleason	James P.	11/25/2024

Title: Financial Aid Counselor

Classification: At will - Admin/Professional

Local Academic Unit: Student Financial Aid (Provost)

Hanna	Jessica L.	11/10/2024
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Title: Director of Research Administration, College of Science

Classification: At will - Admin/Professional

Local Academic Unit: College of Science

Hashim	Merrion L.	1/13/2025
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Title: Associate Nursing Director

Classification: At will - Admin/Professional

Local Academic Unit: Student Health Services (UL)

Kinnard	Kasey D.	2/25/2025
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Title: CINA Education and Workforce Development Lead

Classification: At will - Admin/Professional

Local Academic Unit: CINA

Kinney	Kaitlyn L.	11/25/2024
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Title: Head, Access Services

Classification: At will - Admin/Professional

Local Academic Unit: University Libraries

ANNOUNCEMENT

Academic Programs, Diversity, and University Community Committee

February 27, 2025

APPOINTMENT OF ADMINISTRATIVE AND PROFESSIONAL FACULTY

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>
Kostenko	Kyle J.	2/3/2025

Title: Associate Director of Development, Business

Classification: At will - Admin/Professional

Local Academic Unit: Costello College of Business

McManus	Helen	1/25/2025
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Title: Associate Director of VIVA

Classification: At will - Admin/Professional

Local Academic Unit: University Libraries

O'Brien	Melanie	11/10/2024
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Title: Director of Communications

Classification: At will - Admin/Professional

Local Academic Unit: College of Humanities and Social Sciences

Penick	Ann	12/2/2024
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Title: Staff Clinician

Classification: At will - Admin/Professional

Local Academic Unit: Counseling and Psychological Services (UL)

Smith	Abigail	12/9/2024
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Title: Instructional Designer

Classification: At will - Admin/Professional

Local Academic Unit: Digital Learning (Provost)

ANNOUNCEMENT

Academic Programs, Diversity, and University Community Committee

February 27, 2025

APPOINTMENT OF ADMINISTRATIVE AND PROFESSIONAL FACULTY

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>
Stark	Judith A.	1/13/2025

Title: Head of Technical Services and Collection Development

Classification: At will - Admin/Professional

Local Academic Unit: Antonin Scalia Law School

Stephens	Daniel	12/4/2024
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Title: Vice President of Finance

Classification: At will - Admin/Professional

Local Academic Unit: Fiscal Services (SVP)

Thomas	Nathaniel	12/15/2024
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Title: Director, Program Management

Classification: At will - Admin/Professional

Local Academic Unit: Facilities (SVP)

Thompson Johnson	Johnna	12/10/2024
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Title: Associate Director of Constituent Engagement

Classification: At will - Admin/Professional

Local Academic Unit: College of Public Health

VanValkenburg	Franklin	11/18/2024
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Title: Associate Director of Constituent Engagement

Classification: At will - Admin/Professional

Local Academic Unit: College of Science

ANNOUNCEMENT

Academic Programs, Diversity, and University Community Committee

February 27, 2025

APPOINTMENT OF ADMINISTRATIVE AND PROFESSIONAL FACULTY

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>
Voina	Iulia	11/11/2024

Title: Research Associate

Classification: At will - Admin/Professional

Local Academic Unit: Institutional Effectiveness and Planning (Provost)

Williams	Debra F.	9/25/2024
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Title: Director, Budget & Finance

Classification: At will - Admin/Professional

Local Academic Unit: Auxiliary Services and Operations (SVP)

ANNOUNCEMENT

Academic Programs, Diversity, and University Community Committee

February 27, 2025

APPOINTMENT/REAPPOINTMENT OF DEANS/DIRECTORS AND DEPARTMENT CHAIRS/SCHOOL DIRECTORS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
Costa	Paulo C.	8/25/2024	4 years

Title: Department Chair

Local Academic Unit: Cyber Security Engineering (CEC)

Emelianenko	Maria	8/25/2025	4 years
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Title: Department Chair

Local Academic Unit: Mathematical Science (COS)

Jafri	Mohsin S.	1/10/2025	4 years
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Title: Director

Local Academic Unit: Neuroscience Program (COS)

Jones	Rachel E.	1/10/2025	< 1 year
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Title: Interim Chair

Local Academic Unit: Philosophy (CHSS)

Uzuner	Ozlem	8/25/2024	4 years
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Title: Department Chair

Local Academic Unit: Information Sciences and Technology (CEC)

ANNOUNCEMENT

Academic Programs, Diversity, and University Community Committee

February 27, 2025

RENEWALS AND REAPPOINTMENTS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
Acosta	Rene Paul M.	10/10/2024	1 year

Title: Research Assistant Professor, Miocene Climate Modelling

Rank: Research Assistant Professor

Classification: Term - Research

Local Academic Unit: Atmospheric, Oceanic and Earth Sciences (COS)

Al-Deen	Aminah	1/1/2025	< 1 year
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Title: Project Director for the Black American Muslim Internationalism Project

Rank: Research Associate Professor

Classification: Term - Research

Local Academic Unit: Global Islamic Studies Program (CHSS)

Balmaceda	Laura A.	1/25/2025	1 year
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Title: Research Assistant Professor

Rank: Research Assistant Professor

Classification: Term - Research

Local Academic Unit: Physics and Astronomy (COS)

Bashatah	Ahmed A.	9/4/2024	1 year
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Title: Research Associate (Instructor)

Rank: Research Associate (Instructor)

Classification: Term - Research

Local Academic Unit: Bioengineering (CEC)

Bassett	Hideko H.	8/25/2025	1 year
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Title: Assistant Professor

Rank: Instructional Assistant Professor

Classification: Term - Instructional

Local Academic Unit: Integrative Studies (CHSS)

ANNOUNCEMENT

Academic Programs, Diversity, and University Community Committee

February 27, 2025

RENEWALS AND REAPPOINTMENTS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
Beigh	Kathleen P.	6/10/2025	1 year

Title: Assistant Professor
Rank: Instructional Assistant Professor
Classification: Term - Instructional
Local Academic Unit: Nursing (CPH)

Bell	Glynita	8/25/2025	1 year
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Title: Instructional Assistant Professor
Rank: Instructional Assistant Professor
Classification: Term - Instructional
Local Academic Unit: Social Work (CPH)

Daigle	Delton T.	8/25/2025	5 years
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Title: Instructional Associate Professor
Rank: Instructional Associate Professor
Classification: Term - Instructional
Local Academic Unit: Schar School of Policy and Government

Dolci	Stefano	11/10/2024	1 year
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Title: Research Assistant Professor
Rank: Research Assistant Professor
Classification: Term - Research
Local Academic Unit: Collision Safety and Analysis (COS)

Hao	Xianjun	2/10/2025	1 year
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Title: Research Professor
Rank: Research Professor
Classification: Term - Research
Local Academic Unit: Geography and Geoinformation Science (COS)

ANNOUNCEMENT

Academic Programs, Diversity, and University Community Committee

February 27, 2025

RENEWALS AND REAPPOINTMENTS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
Huddleston	Kathi C.	9/1/2024	<1 year

Title: Research Associate Professor
Rank: Research Associate Professor
Classification: Term - Research
Local Academic Unit: Nursing (CPH)

Liu	Zhong	6/10/2024	1 year
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Title: Research Professor
Rank: Research Professor
Classification: Term - Research
Local Academic Unit: Center for Spatial Information Science and Systems (COS)

Ngac	Brian K.	8/25/2025	< 1 year
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Title: Instructional Assistant Professor
Rank: Instructional Assistant Professor
Classification: Term - Instructional
Local Academic Unit: Costello College of Business

Plotnick	Jeremy E.	8/25/2025	1 year
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Title: Instructional Assistant Professor
Rank: Instructional Assistant Professor
Classification: Term - Instructional
Local Academic Unit: Costello College of Business

Russo	Paul	12/1/2024	1 year
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Title: Research Assistant Professor
Rank: Research Assistant Professor
Classification: Term - Instructional
Local Academic Unit: Center for Applied Proteomics and Molecular Medicine (COS)

ANNOUNCEMENT

Academic Programs, Diversity, and University Community Committee

February 27, 2025

RENEWALS AND REAPPOINTMENTS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
Shen	Suhung	6/10/2024	1 year

Title: Research Professor

Rank: Research Professor

Classification: Term - Research

Local Academic Unit: Center for Spatial Information Science and Systems (COS)

Swenson	Erik T.	1/25/2025	1 year
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Title: Research Assistant Professor

Rank: Research Assistant Professor

Classification: Term - Research

Local Academic Unit: Center for Ocean-Land-Atmosphere Studies (COS)

Waters	Keith	1/10/2025	< 1 year
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Title: Assistant Director of the Stephen S. Fuller Institute

Rank: Research Assistant Professor

Classification: Term - Research

Local Academic Unit: Schar School of Policy and Government

Yan	Jingya	1/10/2025	> 1 year
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Title: Instructor

Rank: Instructor

Classification: Term - Instructional

Local Academic Unit: Mathematical Science (COS)

ANNOUNCEMENT

Academic Programs, Diversity, and University Community Committee

February 27, 2025

SEPARATIONS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
Aistars	Sandra	Resignation	01/31/2025

Title: Clinical Assistant Professor

Classification: Term - Instructional

Local Academic Unit: Antonin Scalia Law School

Alkassim	Samirah	Contract expiration	05/24/2025
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Title: Assistant Professor

Classification: Term - Instructional

Local Academic Unit: Film & Video Studies (CVPA)

Birerdinc	Aybike	Contract expiration	01/09/2025
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Title: Research Assistant Professor

Classification: Term - Research

Local Academic Unit: Systems Biology (COS)

Brown	Karen Y.	Resignation	02/07/2025
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Title: Area Health Education Center Program Director

Classification: At will - Admin/Professional

Local Academic Unit: Nursing (CPH)

Note(s): Ms. Brown has accepted a position with the Southwest Virginia Higher Education Center.

Bunting	Michael F.	Resignation	01/06/2025
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Title: Director of Research Development for National Security

Classification: At will - Admin/Professional

Local Academic Unit: Office of Research, Innovation and Economic Impact

Note(s): Mr. Bunting has accepted a position with the University of Colorado Boulder.

ANNOUNCEMENT

Academic Programs, Diversity, and University Community Committee

February 27, 2025

SEPARATIONS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
Chizhova	Irina V.	Resignation	01/03/2025

Title: Associate Director for International Employees and Exchange Visitors

Classification: At will - Admin/Professional

Local Academic Unit: University Life

Coats	Lisa S.	Resignation	12/06/2024
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Title: Senior Access Consultant

Classification: At will - Admin/Professional

Local Academic Unit: Disability Services (UL)

Compton	Amanda	Resignation	12/31/2024
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Title: Director Bar Support

Classification: At will - Admin/Professional

Local Academic Unit: Antonin Scalia Law School

Cooper	Jocelyn	Resignation	11/06/2024
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Title: Staff Clinician

Classification: At will - Admin/Professional

Local Academic Unit: Counseling and Psychological Services (UL)

da Silva Oliveira Neto	Dario	Contract expiration	12/09/2024
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Title: Director of Latin America Competition Advocacy Program

Classification: At will - Admin/Professional

Local Academic Unit: Antonin Scalia Law School

ANNOUNCEMENT

Academic Programs, Diversity, and University Community Committee

February 27, 2025

SEPARATIONS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
Das	Sanmay	Resignation	01/09/2025

Title: Professor without Term

Classification: Tenured (without term) - Instructional

Local Academic Unit: Computer Science (CEC)

Note(s): Professor Das has accepted a position with Virginia Tech.

Davis	Khaseem F.	Resignation	01/20/2025
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Title: Director EIP

Classification: At will - Admin/Professional

Local Academic Unit: University Life

Note(s): Dr. Davis has accepted a position with Georgetown University.

Davis	Tanya	Resignation	01/17/2025
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Title: Access Consultant

Classification: At will - Admin/Professional

Local Academic Unit: Disability Services (UL)

Dodge	Jason	Resignation	01/10/2025
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Title: Executive Director for Community College Partnerships

Classification: At will - Admin/Professional

Local Academic Unit: Office of the Provost

Note(s): Mr. Dodge has accepted a position with the University of Southern California .

Donora (Gorshenin)	Sophie	Resignation	11/15/2024
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Title: Assistant Director for Regional Campuses

Classification: At will - Admin/Professional

Local Academic Unit: University Life

Note(s): Ms. Donora (Gorshenin) has accepted a position with Lynn University.

ANNOUNCEMENT

Academic Programs, Diversity, and University Community Committee

February 27, 2025

SEPARATIONS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
Douthett	Edward B.	Retirement	05/24/2025

Title: Associate Professor

Classification: Tenured (without term) - Instructional

Local Academic Unit: Costello College of Business

Ehsan	Mohammad M.	Contract expiration	05/24/2024
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Title: Instructional Assistant Professor

Classification: Term - Instructional

Local Academic Unit: Honors College

Gay	Christopher	Resignation	01/17/2025
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Title: Director, Enterprise Data Integration Services and Reporting

Classification: At will - Admin/Professional

Local Academic Unit: Information Technology Services

Goforth	Megan N.	Resignation	10/28/2024
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Title: Education Specialist

Classification: At will - Admin/Professional

Local Academic Unit: Intercollegiate Athletics

Note(s): Ms. Goforth has accepted a position with Duke University.

Grotophorst	Clyde W.	Retirement	01/24/2025
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Title: Associate University Librarian, Digital System and Strategies

Classification: At will - Admin/Professional

Local Academic Unit: University Libraries

ANNOUNCEMENT

Academic Programs, Diversity, and University Community Committee

February 27, 2025

SEPARATIONS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
Harris	Susan	Resignation	01/08/2025

Title: FOIA Officer/Policy Manager

Classification: At will - Admin/Professional

Local Academic Unit: Diversity, Equity, and Inclusion

Heinle	Sharon L.	Retirement	01/09/2025
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Title: Associate Vice President and Controller

Classification: At will - Admin/Professional

Local Academic Unit: Fiscal Services (SVP)

Holmes	Kimberly M.	Resignation	12/27/2024
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Title: Associate Dean of Student Affairs

Classification: At will - Admin/Professional

Local Academic Unit: College of Public Health

Johnson	Raphael	Contract expiration	12/24/2024
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Title: Assistant Director, M-VETS

Classification: At will - Admin/Professional

Local Academic Unit: Antonin Scalia Law School

Jones	Ryan M.	Contract expiration	06/19/2025
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Title: Director Facilities Services

Classification: At will - Admin/Professional

Local Academic Unit: Intercollegiate Athletics

ANNOUNCEMENT

Academic Programs, Diversity, and University Community Committee

February 27, 2025

SEPARATIONS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
Kaplan	Lauren M.	Contract expiration	11/07/2024

Title: Assistant Director of Student Involvement

Classification: At will - Admin/Professional

Local Academic Unit: Student Involvement (UL)

Kelly	Theodore M.	Retirement	01/09/2025
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Title: Associate Professor without Term

Classification: Tenured (without term) - Instructional

Local Academic Unit: History and Art History (CHSS)

Khutor	Tetiana	Contract expiration	11/24/2024
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Title: Visiting Professor of Practice

Classification: Term - Research

Local Academic Unit: Schar School of Policy and Government

Lehnertz	Christina M.	Retirement	02/24/2025
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Title: Executive Director for International Programs and Services

Classification: At will - Admin/Professional

Local Academic Unit: International Programs and Services (UL)

Li	Sanmei	Resignation	10/27/2024
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Title: Research Associate Professor

Classification: Term - Research

Local Academic Unit: Geography and Geoinformation Science (COS)

ANNOUNCEMENT

Academic Programs, Diversity, and University Community Committee

February 27, 2025

SEPARATIONS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
Maibach	Edward W.	Retirement	05/24/2025

Title: Distinguished University Professor
Classification: Tenured (without term) - Instructional
Local Academic Unit: Communication (CHSS)

Mallala	Sindhu Bhargavi Rao	Resignation	01/30/2025
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Title: Simulation Center Coordinator
Classification: At will - Admin/Professional
Local Academic Unit: Nursing (CPH)

Mason	Linda H.	Retirement	01/09/2025
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Title: Professor of Education
Classification: Tenured (without term) - Instructional
Local Academic Unit: College of Education and Human Development

McLeod	Walter L.	Resignation	11/14/2024
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Title: Professor of Practice
Classification: Term - Research
Local Academic Unit: College of Science

McNay	Curtis L.	Retirement	01/24/2025
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Title: Director, Information Technology Security
Classification: At will - Admin/Professional
Local Academic Unit: Information Technology Services

ANNOUNCEMENT

Academic Programs, Diversity, and University Community Committee

February 27, 2025

SEPARATIONS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
Michelson	Cindy M.	Retirement	11/06/2024

Title: Senior Director of Development

Classification: At will - Admin/Professional

Local Academic Unit: Advancement and Alumni Relations

Mills	Irena J.	Resignation	02/11/2025
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Title: Associate Director of Budget

Classification: At will - Admin/Professional

Local Academic Unit: College of Humanities and Social Sciences

Nord	Julia A.	Retirement	07/24/2025
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Title: Instructional Professor

Classification: Term - Instructional

Local Academic Unit: Atmospheric, Oceanic and Earth Sciences (COS)

Pyster	Arthur B.	Retirement	01/24/2025
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Title: Professor

Classification: Term - Instructional

Local Academic Unit: Systems Engineering and Operations Research (CEC)

Raskovich	Alexander	Contract expiration	12/09/2024
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Title: Director of Research, Global Antitrust Institute

Classification: At will - Admin/Professional

Local Academic Unit: Antonin Scalia Law School

ANNOUNCEMENT

Academic Programs, Diversity, and University Community Committee

February 27, 2025

SEPARATIONS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
Rose	Joyce A.	Retirement	01/24/2025

Title: Operations and Special Projects Manager

Classification: At will - Admin/Professional

Local Academic Unit: College of Engineering and Computing (CEC)

Talbert	Clare M.	Retirement	01/24/2025
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Title: Associate Director, Technology, VDOE TTAC at GMU

Classification: At will - Admin/Professional

Local Academic Unit: College of Education and Human Development

Thompson	Shaunda	Resignation	01/15/2025
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Title: Career Advisor

Classification: At will - Admin/Professional

Local Academic Unit: University Career Services (UL)

ANNOUNCEMENT

Academic Programs, Diversity, and University Community Committee

February 27, 2025

OTHER ANNOUNCEMENTS

LAST NAME

FIRST NAME

TYPE

Akhtari

Humaira

Title Change

Title: KEEN Faculty Learning Community

Local Academic Unit: Information Sciences and Technology (CEC)

Note(s): Retained Title-Instructor

Alcala

Rita A.

Title Change

Title: Interim Executive Director

Local Academic Unit: Community College Partnerships (Provost)

Note(s): Retained Title-Associate Director, Community College Partnerships

Bellflower

Shannon

Title Change

Title: Assistant Director, Clinical Services

Local Academic Unit: Counseling and Psychological Services (UL)

Note(s): Previous Title:Counselor

Blinstrub

Ashley E.

Title Change

Title: Accessibility Lead and Student Success Librarian

Local Academic Unit: University Libraries

Note(s): Previous Title:Student Success Inclusion Librarian

Bluestein

Thomas M.

Title Change

Title: Associate VP Equity and Access Services

Local Academic Unit: Diversity, Equity, and Inclusion

Note(s): Previous Title:Assistant Vice President, Equity and Access Services

ANNOUNCEMENT

Academic Programs, Diversity, and University Community Committee

February 27, 2025

OTHER ANNOUNCEMENTS

LAST NAME

FIRST NAME

TYPE

Bonfiglio

Kristina

Title Change

Title: Senior Director of Enrollment and Marketing

Local Academic Unit: Schar School of Policy and Government

Note(s): Previous Title: Director of Graduate Recruitment and Admissions

Buehl

Michelle M.

Leave with Pay

Title: Professor

Local Academic Unit: College of Education and Human Development

Note(s): Professor Buehl has been awarded a Faculty Study Leave for Spring Semester 2025.

Chitnis

Parag

Title Change

Title: Co-Director, CASBBI

Local Academic Unit: Bioengineering (CEC)

Note(s): Retained Title-Associate Professor without Term

Chorvat

Terrence R.

Title Change

Title: Associate Dean for Academic Affairs & Programming

Local Academic Unit: Antonin Scalia Law School

Note(s): Retained Title-Professor of Law

Evans Cuellar

Alison

Title Change

Title: Associate Dean of Research

Local Academic Unit: College of Public Health

Note(s): Retained Title-Professor without Term

ANNOUNCEMENT

Academic Programs, Diversity, and University Community Committee

February 27, 2025

OTHER ANNOUNCEMENTS

LAST NAME

FIRST NAME

TYPE

Evmenova

Anna S.

Title Change

Title: Endowed Director of the Helen A. Kellar Institute for Human disAbilities

Local Academic Unit: College of Education and Human Development

Note(s): Retained Title-Professor without Term

Gillette

Brian K.

Title Change

Title: Interim Associate Dean, Student Affairs

Local Academic Unit: College of Public Health

Note(s): Retained Title-Director of Student Success

Green

Beverly C.

Title Change

Title: School Director: School of Sport, Recreation, and Tourism and School of Kinesiology

Local Academic Unit: College of Education and Human Development

Note(s): Retained Title-Professor without Term

Guo

Liying

Title Change

Title: Associate Director, CSISS

Local Academic Unit: Center for Spatial Information Science and Systems (COS)

Note(s): Retained Title-Research Professor

Hart

Einav

Tenure Track Contract
Extension

Title: Assistant Professor

Local Academic Unit: Costello College of Business

ANNOUNCEMENT

Academic Programs, Diversity, and University Community Committee

February 27, 2025

OTHER ANNOUNCEMENTS

LAST NAME

FIRST NAME

TYPE

Highsmith

Shanelle D.

Title Change

Title: CASBBI Community Outreach Liason

Local Academic Unit: College of Engineering and Computing (CEC)

Note(s): Retained Title-Program Manager for Outreach and Partnerships

Hull

David I.

Title Change

Title: Associate Dean, Academic Administration

Local Academic Unit: Antonin Scalia Law School

Note(s): Previous Title:Assistant Dean, Academic Administration

Janis

Mimsi

Title Change

Title: Area Head, Theater Education

Local Academic Unit: Theater (CVPA)

Note(s): Retained Title-Associate Professor without Term

Johri

Aditya

Title Change

Title: Dr. Lawrence Cranberg Endowed Research Fellow

Local Academic Unit: Electrical and Computer Engineering (CEC)

Note(s): Retained Title-Professor without Term

Kim

Yoonsung

Title Change

Title: Associate Chair, ESP

Local Academic Unit: Environmental Science and Policy (COS)

Note(s): Retained Title-Instructional Professor

ANNOUNCEMENT

Academic Programs, Diversity, and University Community Committee

February 27, 2025

OTHER ANNOUNCEMENTS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>
Kirsch	Rachel	Tenure Track Contract Extension

Title: Assistant Professor

Local Academic Unit: Mathematical Science (COS)

Knight	Kelly L.	Title Change
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Title: Stearns Center / STEM Faculty Fellow

Local Academic Unit: Stearns Center for Teaching and Learning (Provost)

Note(s): Retained Title-Instructional Professor

Luther	David A.	Title Change
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Title: Faculty Fellow for Faculty and Academic Affairs, COS

Local Academic Unit: Biology (COS)

Note(s): Retained Title-Associate Professor without Term

Marshall	Sophia L.	Title Change
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Title: Assistant Area Chair of Business Foundations

Local Academic Unit: Costello College of Business

Note(s): Retained Title-Assistant Professor

Miller	Laura L.	Title Change
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Title: Instructional Assistant Professor

Local Academic Unit: INTO Mason

Note(s): Previous Title:Senior Instructor

ANNOUNCEMENT

Academic Programs, Diversity, and University Community Committee

February 27, 2025

OTHER ANNOUNCEMENTS

LAST NAME

FIRST NAME

TYPE

Miller

Elise D.

Title Change

Title: Bill and Eleanor Hazel Endowed Chair for Civil Infrastructure Engineering

Local Academic Unit: College of Engineering and Computing (CEC)

Note(s): Retained Title-Professor without Term

Narayanan

Aarthi

Title Change

Title: Faculty Fellow for Faculty and Academic Affairs, COS

Local Academic Unit: Systems Biology (COS)

Note(s): Retained Title-Professor without Term

Oh

Kyeung M.

Title Change

Title: PhD Program Director

Local Academic Unit: Nursing (CPH)

Note(s): Retained Title-Associate Professor without Term

Park

Chong Y.

Title Change

Title: Interim Associate Dean for Research and Grants

Local Academic Unit: Schar School of Policy and Government

Note(s): Retained Title-Director of Finance

Rottenberg

Lori A.

Title Change

Title: Instructional Assistant Professor

Local Academic Unit: INTO Mason

Note(s): Previous Title:Senior Instructor

ANNOUNCEMENT

Academic Programs, Diversity, and University Community Committee

February 27, 2025

OTHER ANNOUNCEMENTS

LAST NAME

Starr

FIRST NAME

Donald H.

TYPE

Title Change

Title: Director of Graphic Design

Local Academic Unit: Art (CVPA)

Note(s): Retained Title-Instructional Professor

Faculty and Academic Standards Committee

February 27, 2025

SUMMARY OF FACULTY ACTIONS AND ANNOUNCEMENTS

APPOINTMENT OF FACULTY

	Term		Tenure Track		Research	Grant Funded
	9-month	12-month	9-month	12-month		
Instructor	0	0	0	0	0	0
Senior Instructor	0	0	0	0	0	0
Master Instructor	0	0	0	0	0	0
Professor of Practice	0	0	0	0	0	0
Assistant Professor	5	1	1	0	1	1
Associate Professor	1	1	0	0	0	0
Professor	0	0	1	0	0	0
Administrative/Professional	0	27	0	0	0	1
Totals	6	29	2	0	1	2

RENEWALS/REAPPOINTMENTS

	Term		Tenure Track		Total
	9-month	12-month	9-month	12-month	
Instructor	1	1	0	0	2
Senior Instructor	0	0	0	0	0
Master Instructor	0	0	0	0	0
Professor of Practice	0	0	0	0	0
Assistant Professor	4	7	0	0	11
Associate Professor	1	2	0	0	3
Professor	0	3	0	0	3
Administrative/Professional	0	0	0	0	0
Totals	6	13	0	0	19

SEPARATIONS

	Resignation	Retirement	Contract Expiration	Deceased	Total
	21	13	9	0	43

OTHER ANNOUNCEMENTS

	Leave with pay and Partial pay	Leave w/o pay	Title Change	Conversion	Tenure Track Contract Extension	Total
	1	0	28	0	2	31

*Summary Excludes Postdoctoral Research Fellows and Research Staff

FALL 2024 UNDERGRADUATE STUDENT RETENTION

Standardized retention and graduation measures, defined by the Department of Education, focus on entering first-time, full-time, (FTFT) degree-seeking freshmen. In Fall 2024, 96% of George Mason's freshmen cohort met this definition.

- First-Year Retention: Percentage of FTFT students enrolled in Fall 2023 who return Fall 2024.
- Four-Year Graduation: Percentage of FTFT students enrolled in Fall 2020 who graduate by Fall 2024.
- Six-Year Graduation: Percentage of FTFT students enrolled in Fall 2018 who graduate by Fall 2024.

Table 1	1-Year Retention		4-Year Graduation Rate	6-Year Graduation Rate
Cohort	Fall 2023		Fall 2020	Fall 2018
National (All)*	73.0%		48.5%	64.1%
National (Public)*	74.0%		45.7%	63.2%
George Mason Overall	85.9%		43.1%	67.8%
By Residency	In-State	87.1%	43.0%	69.8%
	Out-of-State	81.3%	43.9%	60.5%
By Gender	Female	86.8%	51.1%	71.9%
	Male	85.1%	35.1%	63.8%
By Race/Ethnicity	Asian	90.0%	47.9%	74.9%
	White	85.8%	44.2%	68.5%
	Hispanic	83.7%	40.6%	63.2%
	Other**	84.3%	43.5%	69.8%
	Two or more (multi-ethnic)	84.5%	37.7%	66.0%
	Black	82.6%	36.5%	58.4%

*National Source: U.S. Department of Education, National Center for Education Statistics, Integrated Postsecondary Education Data System (IPEDS), Fall Enrollment and Graduation Rates components.

**Other includes Native Hawaiian or Other Pacific Islander, American Indian or Alaska Native, Non-Resident Alien, and Race/Ethnicity Unknown

Breakdowns by demographics reveal opportunities for focused interventions. For example, the range in one-year retention rate is 82.6% for Black/African-American students and 90.0% for Asian-American students. Similar to retention, graduation rates vary by demographic characteristics. George Mason's four-year graduation rate decreased over a 10-year period by 7.3%, while the six-year graduation rate remained level over the last 10 years.

Six-Year Graduation Rates by Student Financial Need



64%
Pell Grants



69%
Pell and Other



70%
Other only*



68%
No aid

*Other includes all aid excluding Pell, Subsidized loans, and PLUS loans
Percentages are reflective of the Fall 2018 cohort

FALL 2024 UNDERGRADUATE STUDENT GRADUATION



Six-year graduation rate for first-generation students
59.4%

compared to



Students who were not first-generation
69.9%

Percentages reflect six-year graduation rates for the Fall 2018 cohort

Regional Comparisons

George Mason serves a diverse student population whose outcomes are in line with other Virginia doctoral institutions.

Compared to our peers*, George Mason serves a greater proportion of first-time, full-time freshmen identified as a racial/ethnic underrepresented minority (Black/African American, American Indian/Alaska Native, Hispanic, Native Hawaiian/Pacific Islander, and Two or More)

35%
George Mason



2023 Cohort

30%
VA Doc Inst

For the 2024 cohort, George Mason's SAT scores for the 25th percentile and 75th percentile were in line with peers.

1170 and 1350



The comparable average scores for its peers were:

1190 and 1360

Full-time Freshmen Retention and Six-Year Graduation Rates Comparison

One-Year Retention Rate

87% 87%



2022 Cohort

Six-Year Graduation Rate

70% 75%



2017 Cohort

Source: SCHEV

George Mason also has a higher percentage of undergraduate students who receive Pell

32%
George Mason



Fall 2023

25%
VA Doc Inst

*Peer institutions include: James Madison University, Old Dominion University, Radford University, University of Virginia, Virginia Commonwealth University, Virginia Polytechnic Institute and State University, and William & Mary University

Transfer Students

The success of transfer students is critical to George Mason. We highlight Mason ADVANCE because these students are a significant part of our transfer cohort.

1-year retention of non-ADVANCE transfer students

83.7%
<30 credits

86.8%
30-44 credits

85.1%
>45 credits

1-year retention of ADVANCE students

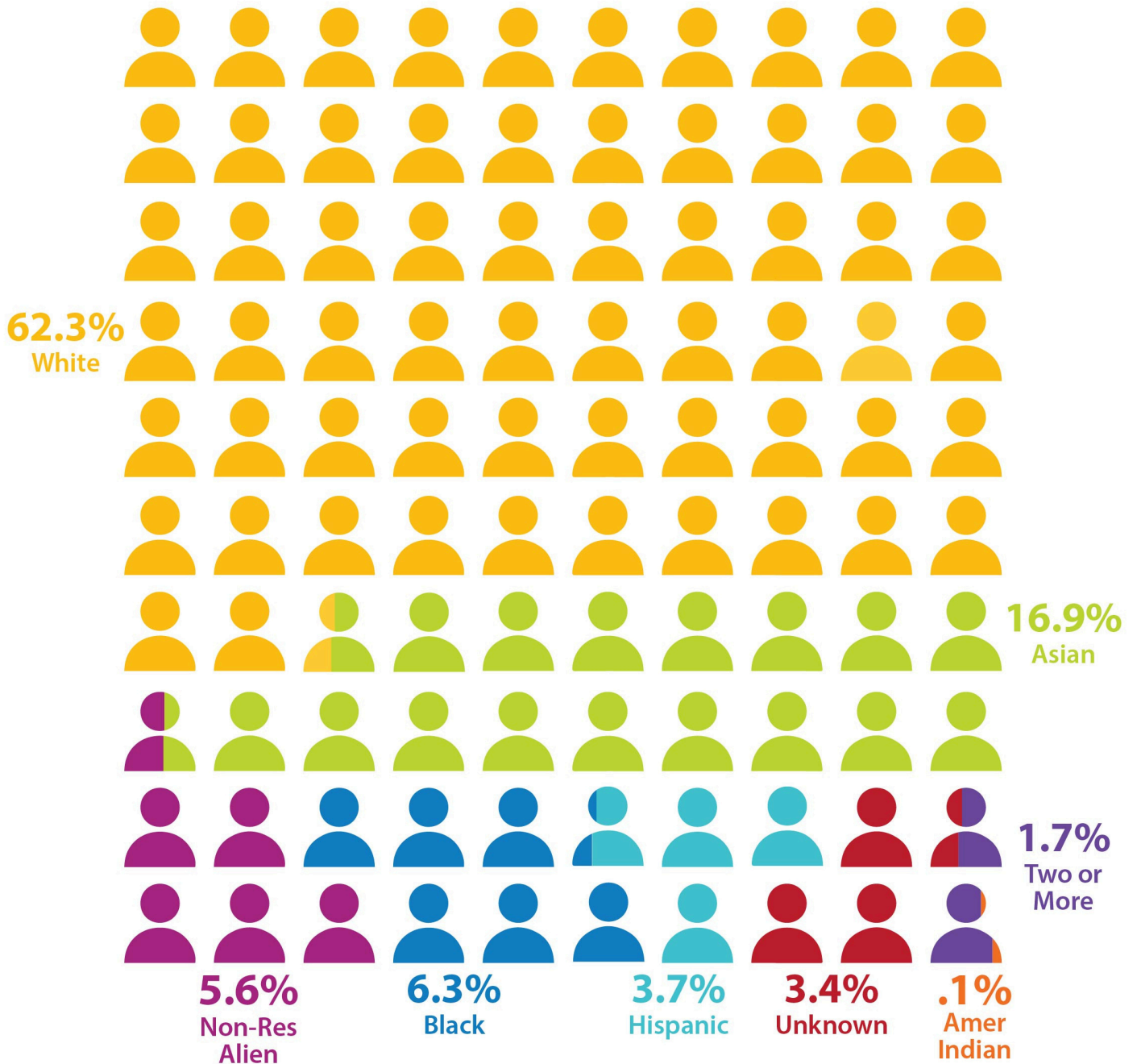
92.5%
All hours

Percentages reflect students from the Fall 2023 cohort returning in Fall 2024

FALL 2024 FACULTY DIVERSITY

In Fall 2024, 34.3% of Mason’s full-time faculty were a member of a racial/ethnic minority group or a non-resident alien (compared to 33.3% in Fall 2023). This compares to 62.7% of students who identified as a racial/ethnic minority or non-resident alien. One of the outcomes Mason seeks to achieve in our Strategic Directions is faculty and staff demographics that mirror student demographics.

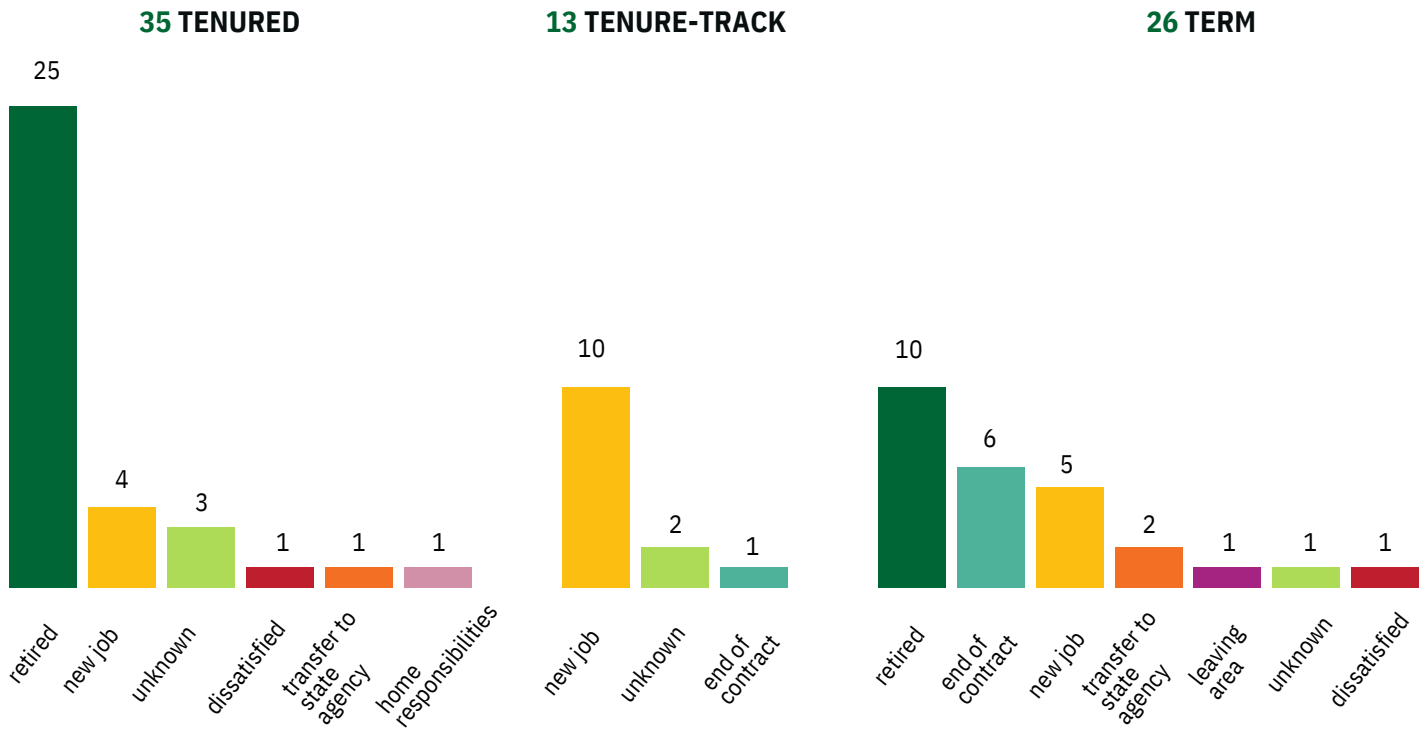
Fall 2024 Full-Time Faculty



FALL 2024 FACULTY RETENTION

Faculty retention from Fall 2023 to Fall 2024 was **95%**, which was comparable to previous years (**96%** for 2020-2021, **94%** for 2021-2022, and **94%** for 2022-2023)

Reason for Faculty Departure Fall 2023 to Fall 2024:



FALL 2024 CONTINUING AND NEW FACULTY

In the Fall 2024 semester, Mason employed **1,447** full-time instructional faculty members: **1,386 (96%)** continuing faculty members and **61 (4%)** new faculty members. Below is the faculty distribution across tenure status:

Continuing Faculty

- 890 tenure-line faculty
- 496 term faculty

New Faculty

- 24 tenure-line faculty
- 37 term faculty