

**GEORGE MASON UNIVERSITY  
BOARD OF VISITORS**

**Audit Committee  
May 2020  
Via Electronic Communications**

**A G E N D A**

- I. Call to Order**
- II. Approval of Audit Committee Minutes**
  - A. Approval of Committee Minutes for February 27, 2020 Meeting **(ACTION)**
- III. Compliance Matters**
  - A. Institutional Compliance Update
    - i. Approval of Recommendation to Board of Visitors Regarding Bylaws Change **(ACTION)**
    - ii. Approval of Committee Charter **(ACTION)**
    - iii. Approval of Office of Audit, Risk, and Compliance Charter **(ACTION)**
    - iv. Appointment of Chief Audit, Risk, and Compliance Officer **(ACTION)**
- IV. Adjournment**

**AUDIT COMMITTEE  
OF THE BOARD OF VISITORS**

**February 27, 2020  
Merten Hall**

**MINUTES**

**PRESENT:** Chair Rice; Vice Chair Moreno; Visitors Blackman and Kazmi.

Rector Davis; Vice President for Human Resources and Payroll Arnold; Vice President for Research Crawford; Faculty Representative Davis; President Holton; Operations Manager Kelly; Senior Vice President Kissal; Student Representative Layton; Associate University Counsel Schlam; Vice President Smith; Chief of Staff Trent; Vice President for Compliance, Diversity, and Ethics Williams; Assistant Vice President-Safety, Emergency, and Enterprise Risk Management Zobel; University Auditor Dittmeier; Associate University Auditor Watkins; Assistant University Auditors Herr and Sanders.

**I.** Chair Rice called the meeting to order at 9:58 a.m.

**II. Approval of Minutes**

Chair Rice called for a motion to approve the minutes of the December 12, 2019 Audit Committee meeting. The motion was **MOVED** by Visitor Blackman and **SECONDED** by Visitor Moreno.

**MOTION CARRIED UNANIMOUSLY BY VOICE VOTE.**

**III. Compliance Matters**

**A. Institutional Compliance Update**

Ms. Kissal reviewed with the Committee prior discussions regarding management's actions related to developing a more comprehensive institutional compliance oversight structure that would integrate the enterprise compliance, risk management, and assurance needs for the university. Management proposed that a new Institutional Compliance function be established and that the new function be integrated with University Audit and the enterprise risk management function. The proposal also recommended the new integrated organization report functionally to an enhanced Committee of the Board of Visitors. Line management for this expanded office will report administratively to the President. The proposed structure is designed to provide a more direct and comprehensive view of risk and compliance information to the Committee and to promote and support the university's activities to the highest professional and ethical standard.

## AUDIT COMMITTEE

February 27, 2020

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The Committee discussed various aspects of the organizational proposal, including the potential size of additional talent and financial resources to implement the new organization; the potential impact of the proposal on other existing organizations; the organizational and reporting structures and practices of peer institutions that were considered in developing the proposal; the input of various stakeholders, including President Holton and the newly named successor to President Holton; and the potential impact of Mason achieving enhanced operational and administrative autonomy on the new organization.

In this discussion, the Committee requested President Holton to solicit the input of her appointed successor for the Committee's consideration. The Committee also directed the University Auditor to work with management and University Counsel to propose, for the Committee's consideration, changes to the Board's bylaws, changes to the Committee's charter, and a charter for the new organization.

### IV. Reports

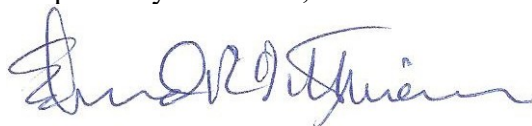
#### A. Office of University Audit Summary Report

Mr. Dittmeier reviewed with the Committee the Office of University Audit Summary Report. He described the two audit reports and four audit memos issued since the last meeting. Management continues to make progress to remediate outstanding audit issues. He reviewed the status of in-progress and planned audit and investigative projects.

### VI. Adjournment

Chair Rice declared the meeting adjourned at 10:30 a.m.

Respectfully submitted,

A handwritten signature in blue ink, appearing to read "Edward R. Dittmeier", is written over a horizontal line.

Edward R. Dittmeier  
Secretary pro tem

**ITEM NUMBER: III.A.** Approval of Committee Actions

**PURPOSE OF ITEM:** This item facilitates the Committee's actions relevant to expanding its responsibilities to include oversight of institutional compliance processes that monitor compliance with laws and regulations, and enterprise risk management processes that assess significant risks to the University and the steps management has taken to monitor and control such risks.

**NARRATIVE:** At its meetings in October 2019, December 2019, and February 2020, the Audit Committee discussed with management actions related to developing a more comprehensive institutional compliance oversight structure that would integrate the enterprise compliance, risk management, and assurance needs for the university.

- Management proposed that a new institutional compliance function be established and that the new function be integrated with University Audit and the enterprise risk management function.

The proposed change to the Board's bylaws, changes to the Committee's charter, and the charter for the Office of Audit, Risk, and Compliance have been reviewed with University Counsel Walther, Vice President and Chief of Staff Dietra Trent, Senior Vice President Carol Kissal, Interim Provost and Executive Vice President Mark Ginsberg, and President Holton. Their input has been incorporated.

Dr. Washington, who will become President effective July 2020, has reviewed the change to the Board's bylaws, changes to the Committee's charter, and the charter for the Office of Audit, Risk, and Compliance. He supports the actions being taken to strengthen further oversight of risk and compliance matters.

**RESOLUTIONS:** The Committee recommends the Board approve the change to the Board's bylaws shown in the attachment.

Contingent on the Board approving the recommended change to its bylaws, the Committee approves the following actions:

1. Approved revisions to the Committee's charter, including renaming the Committee as the "Audit, Risk, and Compliance Committee".
2. Approved the charter for the new Office of Audit, Risk, and Compliance organization in line with management's recommendation to establish a new institutional compliance function and to integrate this function with the Office of University Audit and the university's enterprise risk management function.
3. Appointed the University Auditor to lead the new integrated organization.

**Proposed Changes to Board of Visitors By-Laws**

Existing:

**(c) Audit Committee**

- (i) The Committee shall assist the Board in fulfilling its oversight responsibilities for the financial reporting process, the system of internal controls, internal and external auditing, and the University's process for monitoring compliance with laws and regulations.
- (ii) Each Committee member shall be independent as defined by the Board. At least one member shall be financially literate as defined by the Board.
- (iii) The Committee shall develop and adopt a charter for carrying out its responsibilities.

Proposed:

**(c) Audit, Risk, and Compliance Committee**

- (i) The Committee shall assist the Board in fulfilling its oversight responsibilities for the financial reporting process; the system of internal controls; internal and external auditing; institutional compliance processes that monitor compliance with laws and regulations; and enterprise risk management processes that assess significant risks to the University and the steps management has taken to monitor and control such risks.
- (ii) Each Committee member shall be independent as defined by the Board. At least one member shall be financially literate as defined by the Board.
- (iii) The Committee shall develop and adopt a charter for carrying out its responsibilities.

## **GEORGE MASON UNIVERSITY BOARD OF VISITORS AUDIT, RISK, and COMPLIANCE COMMITTEE CHARTER**

### **I. PURPOSE**

The purpose of the Audit, Risk, and Compliance Committee is to assist the Board of Visitors in fulfilling its oversight responsibilities for:

- the financial reporting process;
- the system of internal controls;
- internal and external auditing;
- institutional compliance processes that monitor compliance with laws and regulations; and
- enterprise risk management processes that assess significant risks to the University and the steps management has taken to monitor and control such risks.

The function of the Audit, Risk, and Compliance Committee is oversight. University management is responsible for (i) preparation, presentation, and integrity of the University's financial statements; (ii) maintenance and implementation of effective policies, procedures, and controls designed to assure compliance with generally accepted accounting principles and applicable laws and regulations; and (iii) identification, assessment, monitoring, and management of significant enterprise-level risks to the University.

### **II. COMPOSITION**

The Audit Committee will consist of three or more Visitors determined annually by the Board of Visitors. The Rector shall appoint the Chair and Vice Chair subject to confirmation by the Board of Visitors. Each committee member shall be independent as defined by the Board of Visitors. At least one member shall be financially literate as defined by the Board of Visitors.

### **III. MEETINGS**

The schedule of Committee meetings is determined annually by the Board of Visitors; additional meetings may occur as determined by the Committee Chair. The Committee Chair should meet with the Chief Audit, Risk, and Compliance Officer as necessary and at least prior to each Committee meeting. Committee actions will be reported to the Board of Visitors with such recommendations as the Committee may deem appropriate. The Committee may meet in closed session in accordance with state law.

### **IV. RESPONSIBILITIES**

In fulfilling its oversight responsibilities, the Audit, Risk, and Compliance Committee shall:

#### **A. General**

1. Adopt the Committee's Charter. The charter should be reviewed annually and updated as necessary.

2. Conduct or authorize its own investigations into issues related to its responsibilities and, as necessary, retain independent advisors to advise the Committee.
3. Approve the Office of Audit, Risk, and Compliance Charter. The charter should be reviewed annually and updated as necessary.

**B. Financial Reporting Oversight**

1. Review and discuss with management and the University's independent auditors, the Auditor of Public Accounts:
  - a. The University's annual financial statements, including footnotes, the University's significant accounting policies, and disclosures made in Management's Discussion and Analysis.
  - b. The Auditor of Public Accounts' audit of the financial statements, including their report on internal control over financial reporting and on compliance and other matters.
  - c. The effectiveness of the university's system of internal controls over financial reporting.
  - d. Any difficulties or disputes with management encountered during the audit.

**C. Enterprise Risk Management and Internal Control Oversight**

1. Review and discuss with management and the Chief Audit, Risk, and Compliance Officer:
  - a. The effectiveness of the University's process for identifying and assessing significant enterprise-level risks or exposures and the steps management has taken to monitor and control such risks to the University.
  - b. The effectiveness of the University's internal controls, including the status and adequacy of information systems and security.
  - c. The status and timing of management's actions to monitor and control significant enterprise-level risks and implement recommendations related to internal controls.
2. Review and discuss with management the results of significant reviews by regulatory agencies or other external entities, or summaries thereof, and management's responses.

**D. Institutional Compliance Oversight**

1. Review and discuss with management, the University Counsel, and the Chief Audit, Risk, and Compliance Officer:
  - a. The effectiveness of the institutional compliance processes for monitoring compliance with laws and regulations, including policies and processes related to ethics and conflicts of interest.
  - b. The status and timing of management's actions to monitor and control significant compliance risks.
2. Review and consult, as necessary, with the University Counsel and others regarding any legal or regulatory matters significant to the University.

**E. Internal Auditing Oversight**

1. Assess the internal audit function's independence and reporting relationships.
2. Review and approve the process for establishing risk-based internal audit plans. Review and discuss with the Chief Audit, Risk, and Compliance Officer the scope and plans for audits established under this process and factors, including the adequacy of financial and staffing resources, which may affect the effectiveness and timeliness of such audits.
3. Review significant reports to management prepared by the internal audit function, or summaries thereof, and management's responses.
4. Review and discuss with the Chief Audit, Risk, and Compliance Officer any difficulties encountered, such as restrictions on the scope of the work or access to information.
5. Review and approve the appointment, replacement, performance, and compensation of the Chief Audit, Risk, and Compliance Officer, who shall report directly to the Committee for functional purposes, but may report to the University President for administrative purposes.

**V. BYLAWS**

In the event of a conflict between this Audit Committee Charter and the Bylaws of the Board of Visitors, the Bylaws shall control.

Effective Date: May 20, 2020

**GEORGE MASON UNIVERSITY**

**OFFICE OF AUDIT, RISK, AND COMPLIANCE CHARTER**

Adopted by the Audit Committee of the Board of Visitors

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Edward Rice, Chairman, Audit Committee

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Date

University Management is fully supportive of the Office of Audit, Risk, and Compliance in the accomplishment of its mission to assist the Board of Visitors and the Board's Audit, Risk, and Compliance Committee with fulfilling their oversight responsibilities through the provision of independent and objective risk-based assurance services; and planning and oversight of the university's enterprise risk management process and the institutional compliance, ethics, and privacy programs. Through its administrative reporting relationship, the Office of Audit, Risk, and Compliance will have the necessary independence, stature, and access to university personnel and resources to accomplish its responsibilities to the Audit Committee.

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Anne Holton, President

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Date



**Introduction:**

The Office of Audit, Risk, and Compliance (OARC) provides risk-based assurance services through independent and objective internal audits; advisory activities; and planning and oversight of the university's enterprise risk management process and the institutional compliance, ethics, and privacy programs. It is designed to assist George Mason University's Board of Visitors and the Board's Audit, Risk, and Compliance Committee with fulfilling their oversight responsibilities.

**Mission:**

OARC's mission is to enhance and protect organizational value by providing risk-based assurance, advice, and insight as follows:

<b>Audit:</b>	Provides independent, objective, risk-based assurance and advisory services designed to add value and improve the university's operations. OARC utilizes a systematic, disciplined, and collaborative approach to evaluate and improve the effectiveness of university governance, risk management, control, and compliance processes.
<b>Enterprise Risk Management:</b>	Provide oversight of the university's enterprise risk management process by: <ul style="list-style-type: none"> <li>• Proposing, for the President's approval, the university's enterprise risk management process to identify enterprise-level risks to institutional viability and achievement of strategic objectives.</li> <li>• Planning, facilitating, and overseeing the implementation of the approved enterprise risk management process, including facilitating risk assessments and advising risk owners in their identification and implementation of responses to monitor and manage such risks.</li> <li>• Ensuring significant enterprise-level risks or exposures and the steps management has taken to monitor and control such risks are communicated to the President and the Audit, Risk, and Compliance Committee.</li> </ul>
<b>Institutional Compliance:</b>	Provide oversight of the university's institutional compliance program and the distributed processes that support compliance throughout the university by: <ul style="list-style-type: none"> <li>• Planning, facilitating, and overseeing regular university-wide assessments of compliance risks, and ensuring management ownership for monitoring and managing compliance risks.</li> <li>• Advising risk owners in their design and implementation of risk-based distributed compliance programs, and evaluating the effectiveness of such risk-owner programs to monitor and manage compliance risks in consideration of legal and regulatory effectiveness requirements.</li> <li>• Ensuring the effectiveness of the institutional compliance program as well as significant compliance risks or exposures and the steps management has taken to monitor and control such risks are communicated to the President and the Audit, Risk, and Compliance Committee.</li> </ul>
<b>Ethics and Conflict of Interest Management:</b>	Provide oversight of the university-wide processes that promote an ethical climate, including the university's code of ethics and policies for conflicts of interest and conflicts of commitment, and facilitating conflict evaluation and management processes.
<b>Privacy:</b>	Provide oversight of the university's collection, use, storage, sharing, transmission, deletion, and otherwise processing of personal data related to an identified or identifiable individual, and activities addressing related compliance obligations. <ul style="list-style-type: none"> <li>• Planning, facilitating, and overseeing regular university-wide assessments of privacy and related compliance risks, and ensuring management ownership for monitoring and managing such risks.</li> <li>• Advising risk owners in their identification and implementation of responses to monitor and manage such risks.</li> <li>• Ensuring significant privacy and related compliance risks or exposures and the steps management has taken to monitor and control such risks are communicated to the President and the Audit, Risk, and Compliance Committee.</li> </ul>

**Independence:**

To provide for the independence of the OARC, the Chief Audit, Risk, and Compliance Officer reports functionally to the Audit, Risk, and Compliance Committee of the Board of Visitors and administratively to the President.

The Audit, Risk, and Compliance Committee (i) approves the OARC Charter, and the appointment, replacement, performance, and compensation of the Chief Audit, Risk, and Compliance Officer, and (ii) reviews the Chief Audit, Risk, and Compliance Officer's confirmation of the organizational independence of the internal audit function; the internal audit process for establishing risk-based audit plans; the internal audit financial and staffing budget; and reports of significant findings and recommendations; among other things.

University management is responsible for, among other things, (i) the preparation, presentation, and integrity of the University's financial statements; (ii) the maintenance and implementation of effective policies, procedures, and controls designed to ensure compliance with generally accepted accounting principles and applicable laws and regulations; and (iii) the identification, assessment, monitoring, and management of significant enterprise-level risks to the University. OARC supports management by providing oversight, facilitation, coordination, advice, assurance, and reporting for the President and the Audit, Risk, and Compliance Committee. Accordingly, the OARC is prohibited from having management responsibility for any university operational areas and related management decisions. Administrative matters do not include, among other things, matters of audit risk assessments; audit selection and scheduling; audit scope, procedures, frequency, and timing; and audit reporting.

**Authority:**

The Chief Audit, Risk, and Compliance Officer and OARC staff are authorized to:

- Have unrestricted access to all functions, records, data, reports, property, and personnel.
- Have full and free access to the Audit, Risk, and Compliance Committee.
- Allocate resources, set frequencies, select subjects, determine scope of work, and apply the techniques required to accomplish audit, enterprise risk management process, and institutional compliance program objectives.
- Obtain the assistance of university personnel as well as other specialized services from within or outside the university.

The Chief Audit, Risk, and Compliance Officer and OARC staff are not authorized to:

- Perform any operational duties for the university.
- Initiate or approve accounting transactions external to the OARC.
- Direct the activities of any university personnel not employed by the OARC.

**Standards of Practice:**

The OARC conducts its internal audit work to conform to (i) the directives of the Commonwealth of Virginia's Office of the State Inspector General and (ii) the mandatory professional guidance of the Institute of Internal Auditors, including: the Definition of Internal Auditing; Code of Ethics; and the Core Principles and the International Standards for the Professional Practice of Internal Auditing. To assess such conformance, the Office of University Audit maintains a quality assurance and improvement program that includes (i) internal self-assessments and (ii) external assessments performed by independent third-party assessors. The quality assurance and improvement program covers all aspects of internal audit activities. Results of quality assurance and improvement program are communicated to management and the Audit, Risk, and Compliance Committee.

The OARC conducts work related to the university's institutional compliance program to achieve effective, risk-based implementation of legal and regulatory compliance program effectiveness requirements.

**Effective Date:**

This charter is effective May 20, 2020. The charter will be reviewed annually and revised when necessary.

**GEORGE MASON UNIVERSITY  
BOARD OF VISITORS MEETING  
AUDIT COMMITTEE AND ELECTRONIC FULL BOARD MEETING  
May 20, 2020  
11:00 – 3:15 p.m.**

**AGENDA**

- 11:00 – 11:15 a.m.      Audit Committee Meeting**
- I. Call to Order
  - II. Approval of Committee Minutes for February 27, 2020 Meeting (**ACTION**)
  - III. Compliance Matters
    - a. Institutional Compliance Update
      - i. Approval of Recommendation to Board of Visitors Regarding Bylaws Change (**ACTION**)
      - ii. Approval of Committee Charter (**ACTION**)
      - iii. Approval of Office of Audit, Risk, and Compliance Charter (**ACTION**)
      - iv. Appointment of Chief Audit, Risk, and Compliance Office (**ACTION**)
  - IV. Adjournment

**Full Board Meeting Agenda**

- 12:00 p.m.                      I.      Call to Order**
- 12:00 – 12:10 p.m.          II.      Recognitions**
- A. Undergraduate and Graduate Student Representatives – Camden / Natalie
  - B. Early Identification Program (EIP) Students
- 12:10 p.m.                      III.      Approval of the Minutes (**ACTION ITEMS**)**
- A. Board of Visitors Meeting – February 2020
  - B. Presidential Search Committee Meeting – February 2020
  - C. Board of Visitors Special Meeting – February 7, 2020
  - D. Presidential Search Committee Meeting – February 7, 2020
  - E. Board of Visitors Announcement Committee Meeting – February 12, 2020
  - F. Presidential Search Committee Meeting – February 12, 2020
  - G. Board of Visitors Special Meeting – February 24, 2020
  - H. Executive Committee Meeting Minutes for February 27, 2020
  - I. Meeting Minutes for February 27, 2020
  - J. Public Comment Session Minutes for April 2, 2020
- 12:10 - 12:15 p.m.          IV.      Rector's Report**
- A. Executive Summary
  - B. Appointment of Nominations Committee
- 12:15 – 12:25 p.m.          V.      President's Report**
- A. Core Campus Project - Horizon Hall Naming Resolution (**ACTION ITEM**)
- 12:25 – 12:45 p.m.          VI.      Full Board Reports**
- A. COVID-19 Research Update – Deb Crawford
  - B. GMUF Student Emergency Assistance Fund – Trishana Bowden
  - C. Faculty Handbook Revisions – Shannon Davis (**ACTION ITEM**)
  - D. Faculty Senate and AAUP Joint Resolution – Shannon Davis
- 12:45 – 1:00 p.m.          VII.      Board Bylaw Revisions (**ACTION ITEMS**)**
- A. SACSCOC – Visitors Moss and Reagan / Janette Muir and Matt Smith
  - B. Audit Committee Charter – Visitor Rice / Ed Dittmeier

- C. Delegation and Reservation of Authority – Visitors Marquez and Witeck / Carol Kissal

**1:00 – 1:25 p.m.**

**VIII. Committee Chair Reports**

- A. Audit Committee
- B. Academic Programs, Diversity and University Community Committee
  - i. Program Actions (**ACTION ITEMS**)
    - a. New Program Approvals
      - 1. BS Recreation Management (CEHD)
      - 2. MAT Special Education (CEHD)
      - 3. BS Sport Management (CEHD)
      - 4. BS Health Informatics (CHHS)
      - 5. BS Biodiversity Conservation (PROV)
    - b. Department and Program Closures
      - 1. BA Dance (CVPA)
      - 2. BS Global and Environmental Change (COS)
      - 3. BS Rehabilitation Science (CHHS)
      - 4. PhD Rehabilitation Science (CHHS)
      - 5. Department of Rehabilitation Science (CHHS)
  - ii. Faculty Actions (**ACTION ITEMS**)
    - a. Promotion and/or Tenure
    - b. Conferral of Emeritus/Emerita Status
    - c. Elections of New Tenured Faculty
- C. Development Committee
- D. Research Committee
- E. Finance and Land Use Committee

**1:25 – 1:35 p.m.**

**IX. Interim Provost Update – Mark Ginsberg**

- A. Patriot Tiger Team, Fall Semester Plan

**1:35 – 2:20 p.m.**

**X. Budget Update / Fall Planning – Carol Kissal**

- A. Economic Update
- B. Financial and Operational Update
- C. FY 2021 Forecast

**2:20 – 3:00 p.m.**

**XI. Budget Discussion**

- A. FY 2021 University Operating Budget (**ACTION ITEM**)

**3:00 – 3:15 p.m.**

**XII. Closed Session**

- A. Consultation with Legal Counsel pertaining to actual or probable litigation (Code of VA: §2.2-3711. A.7)
- B. Personnel Matter (Code of VA: §2.2-3711. A.1)
- C. Gifts, Bequests, and Fundraising Activities (Code of VA: §2.2-3711. A.9)
- D. Consultation with Legal Counsel regarding specific legal matters requiring the provision of legal advice (Code of VA: §2.2-3711. A.8)

**3:15 p.m.**

**XIII. Adjournment**

In Accordance with Virginia Code, written public comment will be taken during this electronic meeting.  
Please visit the Board of Visitors website (<https://bov.gmu.edu/>) to provide written feedback.

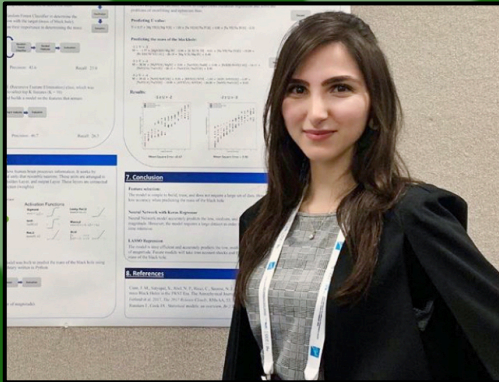
# Alumni and Student Scholarship Recipients 2019 - 2020



Alumna Oumama Kabli has received the Thomas R. Pickering Fellowship to enter the Foreign Service. Photo provided.



Madison Gaines won an award for her research which explored the formation and understanding of biracial identity through a series of poems. Photo by Lathan Goumas.



Mason alumna and current physics major Lara Kamal has been named a 2020 Goldwater Scholar for her commitment to STEM research. Photo provided.

## Oumama Kabli

Thomas R. Pickering Foreign Affairs Fellowship  
Major: Global Affairs (2017 graduate) (CHSS)  
[Story Here](#)

## Abigail Hawkins

Critical Language Scholarship, Arabic  
Major: Global Affairs, Arabic (CHSS)

## Madison Gaines

Highest Merit - Beinecke Scholarship  
Major: Creative Writing (CHSS)  
[Story Here](#)

## Gabrielle Jackson

Fulbright English Teaching Award – Columbia  
Major: Community Health (CHHS)  
Minor: Spanish (CHSS)

## Lucia Bautista

Fulbright Research Award – Brazil  
Major: Global Affairs  
Minor: Conflict Analysis and Resolution (SCAR)

## Samira Radwan

Fulbright English Teaching Award – Malaysia  
Major: Global Affairs (CHSS) (2018 alumna)

## Lara Kamal

Goldwater Scholarship  
Majors: Physics, Computer Science (COS)  
[Story Here](#)

## Hanna Poeschl

Boren Scholarship - South Korea  
Major: Global Affairs (CHSS)  
[Story Here](#)

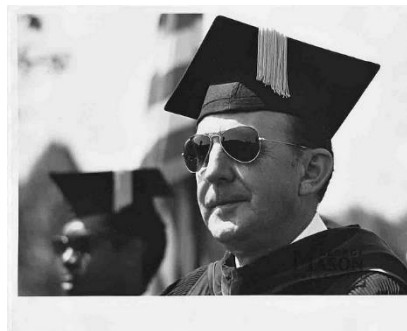


## **The John C. “Jack” Wood Award for Town-Gown Relations 2020**

### HISTORY

The Jack Wood Award for Town-Gown Relations is a university and community-wide annual award program to recognize both Mason and community individuals and groups, as well as government, businesses, and not-for profits who demonstrate leadership in fostering mutually beneficial relationships between the university and the community during the past year. In addition we have two specialty awards – The Legacy Award and The Innovation Award. The Legacy Award recognizes leadership achievement in town-gown relations over a period of time longer than five years, and The Innovation Award acknowledges a short-term town-gown program that is created to meet a timely need.

The Award is named for John C. “Jack” Wood, Mayor of the Town of Fairfax from 1953-1964. Mayor Wood was the driving force for arranging a campus to be located on land adjacent to the town and deeding it to the Commonwealth of Virginia for the university, thus beginning a Town-Gown relationship.



The design of the award itself was chosen for very specific reasons. It is clear glass, representing the transparency between the university and the surrounding community. Inside are four intertwining color strands representing the interconnection of the university and its communities – residential, business, and government.



## RECIPIENTS

### Student Category

**Katie Russell**, nominated by City of Fairfax Councilwoman Jennifer Passey, is a senior at Mason. In October 2017, Katie met Councilwoman Passey at Mason's annual Witch Watch, sponsored by Student Government, on Halloween. Councilwoman Passey had just been elected and had high hopes of getting more environmental practices started in the City of Fairfax. Katie is a passionate environmentalist majoring in environmental and sustainability studies. It was a perfect combination. Katie worked with Councilwoman Passey to encourage City Council to adopt a new composting program. In October 2019, the City celebrated the one-year anniversary of the new program. It is a great success story and Katie played a big role in its success. The City's composting program continues to grow and is now run by the City's Environmental Sustainability Coordinator, however, Katie is attributed with the steam behind its start.

Congratulations to Katie Russell on her leadership and initiative in supporting town/gown relations.

### Faculty/Staff Category

Nominated by Jennifer Disano, Executive Director for the Osher Lifelong Learning Institute (OLLI), the faculty recipient, **Dr. Cynthia Lum**, is being recognized for the outstanding contributions she has made to programming at OLLI, enhancing and augmenting important synergies between OLLI and George Mason University. Not only does she tirelessly volunteer her time to teach in OLLI classrooms, offering first-rate classes on criminology, evidenced based policing, crime theory, and public safety, but she also helps OLLI programmers identify and reach out to other criminology experts, both internal and external to Mason, to fill OLLI's curriculum needs.

OLLI Mason's 1200 members, retirees 50+ in the northern Virginia community, are deeply grateful to Dr. Lum for these insightful and engaging offerings, knowing the significant time it takes to prepare for and teach classes. Dr. Lum's efforts are made solely with an eye toward building community, not only with OLLI Mason but also with people in the neighborhoods that are home to George Mason University. It is done on the basis of goodwill without the promise of remuneration or recognition.

Thank you, Dr. Lum, for your ongoing efforts in town/gown relations.

### Government Category (Office/Agency, Elected Official/Staff)

Nominated by City of Fairfax Councilman Michael DeMarco, our Government Category recipient is **Danette Nguyen from the City of Fairfax Economic Development Office**. Danette has made a concerted effort to increase the positive relations between the University and the City of Fairfax through her role in economic development, beginning with a significant campaign for Homecoming in 2019. In partnership with Mason's Homecoming Committee, the EDO/EDA collaborated with Mason to identify a number of marketing opportunities for city businesses to engage and connect with the university community that was unprecedented. The Homecoming events included the Homecoming Tip-Off Party, a kickoff to Homecoming Week that brought city businesses directly on campus to connect with the Mason community; Paint the City Green, where city businesses were partnered with Mason student organizations to paint their storefront windows; and Patriots in the City, which helped welcome Mason Nation to city businesses through specials and discounts available to students, alumni, faculty, and staff.

Also launched in 2019, Danette was instrumental in developing a partnership between the Economic Development Office, the City's Communications and Marketing Department, and Mason to begin The Patriots in the City video series. The series showcases Mason students as they experience activities

and attractions off campus in Fairfax City, offering an opportunity for students to explore the city and hear from their peers on where to shop, eat, and play when they're not on campus.

And last but not least, Danette worked with Mason's Welcome Week initiatives to help welcome students back to school and the surrounding community by ensuring all 6,400 students that lived on campus received information and discounts to Old Town Fairfax businesses that are located less than a mile from campus.

Thank you, Danette, for helping to build and strengthen that bridge between Mason students and the City of Fairfax.

Partnership Category (an initiative created between a Mason entity and an external organization(s) to benefit both entities)

This year the recipient is the **Athletics Adopt-A-School Program**, a collaborative mentor/volunteer community service program between Mason's athletics team and Fairfax County, City of Fairfax, and Alexandria City Public Schools.

To date, five teams and over 100 student-athletes are participating in the program: Women's Basketball adopted Matthew Maury ES in Alexandria, Women's Soccer adopted Braddock ES in Fairfax County, Baseball adopted Providence ES in the City of Fairfax, Wrestling adopted Lanier MS in the City of Fairfax, and Track and Field adopted Daniels Run ES in the City of Fairfax, which was the first STUDENT-LED, adoption.

Once a team was paired with a school for adoption, an adoption kick-off was held with officials from the city/county, School Board members, the school principal, other school leadership, Mason leadership, Mason Athletics, and local media.

Once adopted, student-athletes -- and occasionally coaches -- volunteer at the school by mentoring the students, volunteering in their classrooms, engaging them during lunch and recess, and/or participating in special events at the school, primarily during the team's off-season. In addition, the school supports the Mason athletics team by attending a home game/match during their competitive season which brings students and families from the adopted school to a college campus--many for the first time--and increases fan attendance which encourages and inspires the team.

Congratulations Athletics Adopt-a-School Program on this creative initiative to enhance town/gown relations!

### SPECIALTY AWARDS

Legacy Category (recognizes leadership achievement in town-gown relations over a period of time longer than five years)

The Legacy Award recipient is **Dr. Harold Geller**. The Mason Observatory, under the leadership of Director Dr. Harold Geller and Deputy Director Peter Plavchan, has engaged the local community for over a decade with bi-weekly "Evening Under the Stars" public lectures, fostering strong ties with the 700+ member Northern Virginia Astronomy Club, and through frequent weekly private tours for local scout troops, schools, and others. More recently, the Observatory was used by a couple to look at Saturn's rings which was followed by a marriage proposal! That couple will always remember their ties to Mason. Earlier this year the Observatory was featured in an episode of the Air and Space Museum's STEM in 30 web series. Dr. Geller has been instrumental in building relations with the surrounding

community through stimulating presentations on the mysteries of outer space given by world-class astronomers, researchers, and educators under his direction.

Thank you, Dr. Geller, for your years of leadership in town/gown relations.

Innovation Category (a short-term town-gown program that is created to meet a timely need)

A first-year award, this year's recipients are timely indeed. George Mason University seniors Rachel Picon and Maricza Hinnah created a Facebook group called Northern VA COVID-19 Craziiness Supply Exchange, a clearinghouse for finding, exchanging or selling supplies at cost, as well as a place to post if you need help because you are immunocompromised.

Ms. Picon mentioned, "Sometimes when we help others, it relieves our own anxiety and makes us feel we are making a difference." Both students are graduating this year with bachelor of social work degrees.

Congratulations on your innovative and timely leadership in town/gown relations.

***Congratulations to all our award recipients. We greatly appreciate your leadership in strengthening the relationships between the university and the communities we serve!***

BOARD OF VISITORS MEETING



Class of 2020

**Joshelyn Alas** BS Information Systems and Operations Management

**Isabella Bah** BS Accounting

**Joseline Berrios-Leiva** BA Community Health

**Andres Bethancourt** BS Criminology, Law & Society

**Vanessa Capayachi** BA Community Health

**Jackelin Castro-Felix** BS Health Administration

**Jenisha Chudal** BS Global and Community Health

**Giselle Colon** BA Clinical & Developmental Psychology

**Jose Espinal** BS Economics

**Nohelia Fuentes Claros** BSN Nursing

**Maryam Kargar** BS Computer Science

**Johnette Koiwood** BS Information technology

**Thuy Phuong Le** BA Graphic Design

**Wendy Marquez-Rubio** BA Global Affairs

**Patricia Miranda** BS Criminology, Law & Society

**Andrea Paniagua** BS Community Health

**Jomara Paredes** BS Biology and BS Forensic Science

**Eric Paz** BA Psychology

**Elimary Perez Bonilla** BA in Global Affairs

**Anthony Torrelío Gonzalez** BS Accounting

**Ana Villanueva** BA Psychology

**BOARD OF VISITORS  
GEORGE MASON UNIVERSITY**

**Board of Visitors Meeting**

**February 2020**

**MINUTES**

**PRESENT:** Rector Davis, Vice Rector Hazel, and Secretary Blackman; Visitors Bhuller, Iturregui, Kazmi, Marquez, Moreno, Moss, Prowitt, Reagan, Rice, Roth, Witeck, and Zuccari; and Secretary pro tem Cagle.

**ADDITIONAL ATTENDEES:** Sharon Cullen, Ron Forehand, Jan Greenwood, Julie Holley, and Deborah Love.

**ABSENT:** Visitor Chimaladinne

The Board of Visitors met for three consecutive days at an undisclosed time and location for the sole purpose of interviewing candidates for the presidency of the University. These interview meetings were held within fifteen days of having announced the meeting at an open, noticed meeting of the Board of Visitors Announcement Committee.

On the first day, the Board convened at approximately 1:00 p.m., and recessed to the next day at approximately 4:30 p.m.

On the second day, the Board, Faculty Senate Chair Davis, and Student Representative Layton, convened at approximately 7:30 a.m., and recessed to the next day at approximately 6:00 p.m.

On the third day, proceedings convened at approximately 8:00 a.m. with the final candidates participating in faculty, student, and staff engagement sessions followed by a meeting of the Board and Faculty Senate Chair Davis which adjourned at approximately 3:45 p.m.

Respectfully submitted,



Kathy Cagle  
Secretary pro tem

**BOARD OF VISITORS  
GEORGE MASON UNIVERSITY**

**Presidential Search Committee Meeting**

**February 2020**

**MINUTES**

**PRESENT:** Co-Chairs Shannon Davis and Jimmy Hazel; Denise Albanese, Simmi Bhuller, Horace Blackman, Terri Cofer Beirne, Tom Davis, Mehmood Kazmi, Camden Layton, Germaine Louis, Ignacia Moreno, Carolyn Moss, Jon Peterson, Lauren Reuscher, Edward Rice, Carole Scott, and Girum Urgessa; and Secretary pro tem Cagle.

**ADDITIONAL ATTENDEES:** Sharon Cullen, Ron Forehand, Jan Greenwood, and Julie Holley.

**ABSENT:** Bob Witeck and Lisa Zuccari

The Presidential Search Committee met for one day at an undisclosed time and location for the sole purpose of interviewing candidates for the presidency of the University. This interview meeting was held within fifteen days of having announced the meeting at an open, noticed meeting of the Presidential Search Announcement Subcommittee.

The Committee convened at approximately 8:30 a.m., and adjourned at approximately 11:00 a.m.

Respectfully submitted,



Kathy Cagle  
Secretary pro tem

**BOARD OF VISITORS  
GEORGE MASON UNIVERSITY**

**Special Meeting of the Board of Visitors  
February 7, 2020  
MINUTES**

**PRESENT:** Rector Davis, Vice Rector Hazel, and Secretary Blackman; Visitors Bhuller, Chimaladinne, Kazmi, Moreno, Moss, Rice, Witeck, and Zuccari; Faculty Representative Davis and Student Representatives Gelbvaks and Layton; Interim President Holton; and Secretary pro tem Cagle.

**PARTICIPATED BY PHONE:** Visitors Iturregui and Prowitt

**ABSENT:** Visitors Marquez, Reagan, and Roth.

**I.** Rector Davis called the meeting to order at 3:01 p.m.

**II.** Opening Remarks by Rector Davis

Rector Davis stated:

“In accordance with Virginia Code 2.2-3708.2 and our Board of Visitors Policy, two members have requested to participate in today’s meeting from a remote location by electronic means. Visitors Nancy Prowitt and Juan Carlos Iturregui will be joining this meeting by phone today.

Visitor Prowitt, for the record, please state the personal reason for your absence today and your location.”

Visitor Prowitt responded that she was in New York.

Rector Davis stated:

“Juan Carlos, for the record, please state the personal reason for your absence today and your location.”

Visitor Iturregui responded that he had a personal family commitment that prevented him from attending the meeting in Fairfax. He reported that he was in Montgomery County, Maryland.

Rector Davis stated that pursuant to the Board’s policy, he approved their participation.

- III. Rector Davis recognized Vice Rector Hazel, Co-Chair of the Presidential Search Committee. Vice Rector Hazel provided information from the Presidential Search Committee Meeting, held just prior to the Special Board of Visitors Meeting. He stated that the Committee passed a motion that the Presidential Search Committee supported complying with the Faculty Handbook even if it was in a creative way. He asked Shannon Davis for any additional comments.

Dr. Davis noted the specific language of the Committee's motion was that the Committee reaffirmed upholding the spirit and letter of the Faculty Handbook in Section 1.2.5 which states: The search and selection process must include opportunities for the General Faculty to meet with candidates who are finalists for the presidency.

Rector Davis asked Dr. Davis to provide background on the three engagement options that were discussed and voted on by the Faculty Senate. Dr. Davis provided information about the engagement options and the following set of formats in order of preference that were considered acceptable:

- Candidates meet with the faculty in a completely open meeting
- Subset of faculty members, to include staff and students; code of ethics would need to be signed by all participants
- Live meeting be held using a potentially an online mediated option that would hide the identity of the candidates

Rector Davis noted that there was some dissent on that motion, but that the key was to be sure of securing the best pool of candidates and to protect the candidates' identities, if needed, so their current jobs would not be in jeopardy. He noted that when the finalists are identified they would work to see if the candidates were amenable to in-person engagement and, if not, he thought the online option might be acceptable to the candidates. Rector Davis reiterated the need to uphold the Faculty Handbook.

Rector Davis recognized Visitor Witeck for information on the online engagement option. Visitor Witeck explained his experience with the Harris Poll and their research. He noted the advantages of online engagement, specifically highlighting the role of unconscious bias, a key component of the inclusion value at Mason, by removing race, gender, age, and ability and being able to hear a person on an equal basis. Visitor Witeck explained that a transcript of the interaction would be available immediately following the engagement. Rector noted that this option would provide the students a wider participation.

Vice Rector Hazel asked that record of the meeting show that the faculty, staff and student representation at the Presidential Search Committee meetings has been 100% in terms of attendance, participation, and the chance to answer

questions as the process moved forward. He thanked the representatives of those groups who had been part of the Search Committee.

- IV. Vice Rector Hazel **MOVED** that the Board of Visitors delegate to the Rector the authority to consider the recommendation of the Presidential Search Committee regarding engagement of the General Faculty and other community members of George Mason University, and that the Rector be delegated full authority to determine, on behalf of the Board of Visitors, the means and circumstances for that engagement. The motion was **SECONDED** by Visitor Bhuller.

Rector Davis expressed his assurance that he would not operate in a vacuum, but this would remove the necessity to call another Board of Visitors meeting to ratify a decision. He responded to questions and comments about this process. Vice Rector Hazel reported this action was done in consultation with the Attorney General and Interim President Holton.

Rector Davis asked that the approved motion from the Presidential Search Committee meeting be added to the motion for the Board of Visitors' ratification. The motion from the Presidential Search Committee meeting was as follows: *Co-Chair Davis **MOVED** to specifically ask that the Search Committee reaffirm the spirit and letter of the Faculty Handbook as written in Section 1.2.5 which states: "The search and selection process for the University president must include opportunities for the General Faculty to meet with candidates who are finalists for the presidency." The motion was **SECONDED** by Bob Witeck.*

Discussion and comments ensued regarding input on the decision of the engagement process. Rector Davis responded to those comments.

Vice Rector Hazel accepted Rector Davis' friendly amendment to his original motion. Rector Davis restated and **MOVED** the motion with the friendly amendment and it was **SECONDED** by Visitor Bhuller. Rector Davis called for any discussion. There was none. Secretary pro tem Cagle advised that because there were Visitors participating by phone, a roll call vote was required. The roll call vote was accomplished. All members in attendance and participating by phone voted affirmatively.

**MOTION CARRIED UNANIMOUSLY BY ROLL CALL VOTE**

**Special Meeting of the Board of Visitors**  
**February 7, 2020**  
**Page 4**

**V. Adjournment**

With no other business matters to come before the Board, Rector Davis adjourned the meeting at 3:20 p.m.

Respectfully submitted,



Kathy Cagle  
Secretary pro tem

**BOARD OF VISITORS  
GEORGE MASON UNIVERSITY**

**Presidential Search Committee Meeting  
February 7, 2020  
MINUTES**

**PRESENT:** Co-Chairs Shannon Davis and Jimmy Hazel; Denise Albanese, Simmi Bhuller, Horace Blackman, Terri Cofer Beirne, Tom Davis, Mehmood Kazmi, Camden Layton, Ignacia Moreno, Carolyn Moss, Jon Peterson, Lauren Reuscher, Edward Rice, Carole Scott, Girum Urgessa, Bob Witeck, and Lisa Zuccari; and Secretary pro tem Cagle.

**ABSENT:** Germaine Louis

**ADDITIONAL ATTENDEES:** Sharon Cullen, Ron Forehand, Jan Greenwood, and Julie Holley.

**I. Call to Order**

Co-Chair Hazel called the meeting to order 1:00 p.m. and thanked the committee members for their attendance.

**II. Presidential Search Committee Co-Chairs' Comments**

Co-Chair Hazel explained the meeting would begin with a Public Comment session, with comment cards (Attachment 1) drawn by lottery, followed by a Presidential Search Committee discussion regarding any recommendations to the Board of Visitors. He thanked everyone in the room and those listening on Webex for their interest in this important topic. Co-Chair Hazel reported that the Search was in a very good position and that the comments from the audience were very helpful and important. He noted that due to the confidentially agreements that had been signed, the Committee would not be able to answer specifics questions.

Co-Chair Hazel asked that the faculty, staff, and students appreciate the work of their representatives on the Committee, noting they had been at been at every meeting and had participated fully.

Co-Chair Davis reported that Germaine Louis, one of the Committee members, was absent due to her attendance at a funeral. Co-Chair Davis asked that she be recognized as a full participant in the Search Committee.

**III. Public Comment**

The Co-Chairs drew names by lottery from a box and called on the corresponding speakers. The following speakers provided comments on the need for an open search, faculty and contingent faculty engagement, staff and student engagement, student protection, and observing the Faculty Handbook:

- Tamara Harvey (faculty)
- Chelsea Gray (student)

**Presidential Search Committee Meeting**  
**February 7, 2020**  
**Page 2**

- Catherine Saunders (faculty)
- Sarah D'Alexander (staff)
- Cassidy Pollard (student)
- Tim Gibson (faculty)
- Betsy DeMulder (faculty)
- Bethany Letiecq (faculty)

Co-Chair Hazel reported that all the public comment cards had been drawn and the speakers recognized. Due to the time allowance, he opened the floor for additional comments and recognized the following speakers who commented on the need for faculty support, supporting the faculty handbook, faculty dissatisfaction:

- MacKenzie Earl (student)
- Sarah Ahn (student)
- Virginia Hoy (faculty)
- Drew Rainer (student)

Co-Chair Hazel thanked the speakers for their comments and noted the meeting was available on Webex (recording on the Presidential Search website). He called the conclusion of the Public Comment Session.

Co-Chair Hazel explained the Committee would be discussing community engagement with the presidential candidates and noted the Faculty Senate statement that ranked three possible ways to have community engagement and the resolution from AAUP on the matter. He explained the Presidential Search Committee would ultimately hand the process to the Board of Visitors to work with the finalists.

Co-Chair Davis reported that since July 2019 there had been broad community engagement that had been unprecedented in recent Mason history. She noted that she had received close to 100 comments from the Mason community members to consider engagement that included consideration of the language included in the Faculty Handbook. She thanked those participants who provided written comments for the meeting, noting the majority of the comments reflected the same language that was presented through comments earlier in the meeting. Co-Chair Davis read Section 1.2.5 of the Faculty Handbook: "The search and selection process must include opportunities for the General Faculty to meet with candidates who are finalists for the presidency." She asked the Committee to take the Faculty Handbook seriously, and to uphold the commitments in the Faculty Handbook and to each other. Co-Chair Davis noted that her comments would also include the opportunity for students and staff to engage with the finalists and to have the opportunity to provide feedback on the candidates. She asked the

**Presidential Search Committee Meeting**  
**February 7, 2020**  
**Page 3**

Committee think about the recommendations from the Faculty Senate and the opportunities to have open sessions with the Mason community.

Co-Chair Hazel opened the floor for discussion and reviewed the three recommendations from the Faculty Senate:

- Open meeting with the General Faculty
- Subset of faculty members, to include staff and students; confidentiality agreements would need to be signed by all participants
- Using the internet in a new way to create an opportunity for the Mason Community to talk with the finalists

He noted he was committed that if there was a way for the community to engage with the finalists there would be multiple finalists and there would be time for the Board of Visitors to receive the feedback from the community.

Co-Chair Hazel recognized Rector Davis for comment. Rector Davis stated that when he first became a member of the Board of Visitors there was a move on the Board to remove that section of the Faculty Handbook, but that did not move forward. He stated that the Board thought it was important to keep the faculty involved. Rector Davis stated he wanted to find the best way to have community engagement with the finalists, but that method had not yet been determined and he would continue to have that conversation with the Board. He said there was a commitment to the Faculty Handbook and faculty involvement. Rector Davis thanked the attendees for their comments, participation, and involvement.

Co-Chair Hazel recognized members of the committee for their comments and questions about the options presented by the Faculty Senate. Co-Chair Davis responded with specifics of the Faculty Senate's recommendations. Committee members offered their opinions on the engagement options, the committee composition, the process for future presidential searches, student involvement in the process, virtual online engagement, and the protection of the candidates' confidentiality. Committee members asked about the process and if a vote on the process would be taken at the meeting. Rector Davis explained that his goal was to encourage the final candidates to engage in a public process. Discussion ensued regarding the purpose of a process vote at the current stage of the search.

Rector Davis offered a motion that the Presidential Search Committee recommend that the Board of Visitors uphold the letter and spirit of the Faculty Handbook in terms of the Presidential Search and input from the faculty. Discussion ensued regarding engagement challenges and concerns, representation of each constituency of the university, options

for engagement, concerns about candidates' privacy and identifying the best person to lead Mason, transparency and inclusion, limiting options for engagement, and reaffirmation of the letter and spirit of the Faculty Handbook.

Co-Chair Davis **MOVED** to specifically ask that the Search Committee reaffirm the spirit and letter of the Faculty Handbook as written in Section 1.2.5 which states: "The search and selection process for the University president must include opportunities for the General Faculty to meet with candidates who are finalists for the presidency." The motion was **SECONDED** by Bob Witeck. Rector Davis noted that it was his motion, but gave the floor and motion to Co-Chair Davis. Co-Chair Hazel called for a vote.

**MOTION CARRIED BY MAJORITY VOICE VOTE**

Terri Cofer Beirne cast an opposing vote. Her dissenting vote was noted by Co-Chair Hazel.

Rector Davis thanked the committee for its recommendations and stated that he would convey the information to the Board at the Board of Visitors meeting at 3:00 p.m. that day.

Further discussions ensued regarding the three Faculty Senate options and the whether or not a vote was needed to recommend specific options to the Board of Visitors. Discussion ensued regarding the need for the Committee to identify any unacceptable options, the need to keep all options open for consideration, and the consideration of other options.

Girum Urgessa **MOVED** that the Committee vote on the three possible options for engagement presented by the Faculty Senate. Discussion ensued to clarify the motion. It was determined that the motion was to take a vote to determine whether or not to take a vote on the three options. Carole Scott **SECONDED** the motion. Discussion ensued for point of clarification, resulting in confirmation that it would be a vote to take a vote. Discussion continued regarding concerns about limiting the options, the vote process, and affirmation of pursuing the spirit and letter of the Faculty Handbook. Co-Chair Hazel noted that the motion was strong and was publicly stated. Girum Urgessa **WITHDREW** the motion.

**Presidential Search Committee Meeting**  
**February 7, 2020**  
**Page 5**

**IV. Adjournment**

With no other business matters to come before the Committee, Co-Chair Hazel adjourned the meeting at 2:28 p.m.

Respectfully submitted,



Kathy Cagle  
Secretary pro tem

Attachment 1: Comment Cards

George Mason University  
Presidential Search Committee Meeting, Public Comment  
February 7, 2020; 1:05—1:50 p.m.

Please complete the form below to register to speak during the public comment session. Individual comments will be limited to three (3) minutes. Overall comment from the public will be limited to forty-five (45) minutes. The speaker selection process will be accomplished via lottery by the Committee Co-Chairs. You are encouraged to provide your comments in writing below in the event you are not selected to speak. All comments, written or spoken, will be reflected in the public record of this meeting.

Full Name (please print): Bethany Letreco

Affiliation with Mason (Please check all that apply):

☒ Faculty

☐ Staff

☐ Student

☐ Other \_\_\_\_\_

Comments (Optional):

Public Search is  
critical to  
Shared governance (cont.)

**George Mason University**  
**Presidential Search Committee Meeting, Public Comment**  
**February 7, 2020; 1:05—1:50 p.m.**

Please complete the form below to register to speak during the public comment session. Individual comments will be limited to three (3) minutes. Overall comment from the public will be limited to forty-five (45) minutes. The speaker selection process will be accomplished via lottery by the Committee Co-Chairs. You are encouraged to provide your comments in writing below in the event you are not selected to speak. All comments, written or spoken, will be reflected in the public record of this meeting.

**Full Name** (please print):

Tamara Harvey

**Affiliation with Mason** (Please check all that apply):

☒ Faculty

☐ Staff

☐ Student

☐ Other \_\_\_\_\_

**Comments** (Optional):

We want a president who  
will stay. Open search  
will help.

(cont.)

George Mason University  
Presidential Search Committee Meeting, Public Comment  
February 7, 2020; 1:05—1:50 p.m.

Please complete the form below to register to speak during the public comment session. Individual comments will be limited to three (3) minutes. Overall comment from the public will be limited to forty-five (45) minutes. The speaker selection process will be accomplished via lottery by the Committee Co-Chairs. You are encouraged to provide your comments in writing below in the event you are not selected to speak. All comments, written or spoken, will be reflected in the public record of this meeting.

Full Name (please print):

Tim Gibson

Affiliation with Mason (Please check all that apply):

☒ Faculty

☐ Staff

☐ Student

☐ Other

Comments (Optional):

Please live up to your promise  
to the faculty and host public  
presentations from all finalists (cont.)  
for the Presidential Search.

George Mason University  
Presidential Search Committee Meeting, Public Comment  
February 7, 2020; 1:05—1:50 p.m.

Please complete the form below to register to speak during the public comment session. Individual comments will be limited to three (3) minutes. Overall comment from the public will be limited to forty-five (45) minutes. The speaker selection process will be accomplished via lottery by the Committee Co-Chairs. You are encouraged to provide your comments in writing below in the event you are not selected to speak. All comments, written or spoken, will be reflected in the public record of this meeting.

Full Name (please print):

Chelsea Gray

Affiliation with Mason (Please check all that apply):

☐ Faculty

☐ Staff

☒ Student

☒ Other

GTA

Comments (Optional):

Question about BOV selection

(cont.)

George Mason University  
Presidential Search Committee Meeting, Public Comment  
February 7, 2020; 1:05—1:50 p.m.

Please complete the form below to register to speak during the public comment session. Individual comments will be limited to three (3) minutes. Overall comment from the public will be limited to forty-five (45) minutes. The speaker selection process will be accomplished via lottery by the Committee Co-Chairs. You are encouraged to provide your comments in writing below in the event you are not selected to speak. All comments, written or spoken, will be reflected in the public record of this meeting.

Full Name (please print):

Betsy DeMulder

Affiliation with Mason (Please check all that apply):

☒ Faculty

☐ Staff

☐ Student

☐ Other

Comments (Optional):

(cont.)

**George Mason University**  
**Presidential Search Committee Meeting, Public Comment**  
**February 7, 2020; 1:05—1:50 p.m.**

Please complete the form below to register to speak during the public comment session. Individual comments will be limited to three (3) minutes. Overall comment from the public will be limited to forty-five (45) minutes. The speaker selection process will be accomplished via lottery by the Committee Co-Chairs. You are encouraged to provide your comments in writing below in the event you are not selected to speak. All comments, written or spoken, will be reflected in the public record of this meeting.

Full Name (please print): Catherine E. Sanders

Affiliation with Mason (Please check all that apply):

☒ Faculty

☐ Staff

☐ Student

☐ Other \_\_\_\_\_

Comments (Optional):

I am in favor of a fully public search,  
with public forums with all finalists.  
I am especially concerned that (cont.)

Comments (continued):

contingent faculty, ~~who are not~~ have  
a full voice in the search, and that  
candidates have a chance to meet and  
hear the perspective of contingent  
faculty. Otherwise, they will not have  
a full picture of the university they are  
consistently leading.

George Mason University  
Presidential Search Committee Meeting, Public Comment  
February 7, 2020; 1:05—1:50 p.m.

Please complete the form below to register to speak during the public comment session. Individual comments will be limited to three (3) minutes. Overall comment from the public will be limited to forty-five (45) minutes. The speaker selection process will be accomplished via lottery by the Committee Co-Chairs. You are encouraged to provide your comments in writing below in the event you are not selected to speak. All comments, written or spoken, will be reflected in the public record of this meeting.

Full Name (please print): Sarah D'Alexander

Affiliation with Mason (Please check all that apply):

☐ Faculty

☒ Staff

☐ Student

☐ Other \_\_\_\_\_

Comments (Optional):

Would like to see equal  
access opportunities for the  
sessions to students, staff. (cont.)

Comments (continued):

Faculty, and community  
members.

To be able to provide  
comments in person, virtual,  
and absentee.

**George Mason University**  
**Presidential Search Committee Meeting, Public Comment**  
**February 7, 2020; 1:05—1:50 p.m.**

Please complete the form below to register to speak during the public comment session. Individual comments will be limited to three (3) minutes. Overall comment from the public will be limited to forty-five (45) minutes. The speaker selection process will be accomplished via lottery by the Committee Co-Chairs. You are encouraged to provide your comments in writing below in the event you are not selected to speak. All comments, written or spoken, will be reflected in the public record of this meeting.

**Full Name** (please print):

Cassidy Pollard

**Affiliation with Mason** (Please check all that apply):

☐ Faculty

☐ Staff

☒ Student

☐ Other \_\_\_\_\_

**Comments** (Optional):

This process has been a farce of  
democracy. The board is again violating  
the faculty handbook & the trust (cont.)

**Comments** (continued):

of the students and faculty. This  
cannot stand and the finalists should  
come to campus effective  
immediately.

George Mason University  
Presidential Search Committee Meeting, Public Comment  
February 7, 2020; 1:05—1:50 p.m.

Please complete the form below to provide written comments for the Committee's review. All comments, written or spoken, will be reflected in the public record of this meeting.

Full Name (please print): Sarah Ahn

Affiliation with Mason (Please check all that apply):

☐ Faculty

☐ Staff

☒ Student

☐ Other \_\_\_\_\_

Comments:

Why ignore faculty? Whats the  
point of signing off on the  
faculty handbook if you want  
hold true to it? (cont.)

George Mason University  
Presidential Search Committee Meeting, Public Comment

February 7, 2020; 1:05—1:50 p.m.

Please complete the form below to provide written comments for the Committee's review. All comments, written or spoken, will be reflected in the public record of this meeting.

Full Name (please print): Dr. Linda A. Monson

Affiliation with Mason (Please check all that apply):

☒ Faculty

☐ Staff

☐ Student

☐ Other \_\_\_\_\_

Comments:

Would love to have Presidential candidates  
address the following:

Please describe your thoughts regarding  
the importance and support of the (cont.)

Comments (continued):

Visual + Performing Arts in the  
context of a large liberal arts  
university.

George Mason University  
Presidential Search Committee Meeting, Public Comment  
February 7, 2020; 1:05—1:50 p.m.

Please complete the form below to provide written comments for the Committee's review. All comments, written or spoken, will be reflected in the public record of this meeting.

Full Name (please print): Joan Bristol

Affiliation with Mason (Please check all that apply):

☒ Faculty

☐ Staff

☐ Student

☐ Other \_\_\_\_\_

Comments:

Please show that you respect the legal process, that you respect the faculty and students, and that you respect the new president by adhering <sup>(cont.)</sup> →

Comments (continued):

to the procedures laid out in the faculty handbook.

A secret search makes a mockery of our university.

George Mason University  
Presidential Search Committee Meeting, Public Comment  
February 7, 2020; 1:05—1:50 p.m.

Please complete the form below to provide written comments for the Committee's review. All comments, written or spoken, will be reflected in the public record of this meeting.

Full Name (please print): Deborah M. Sanchez

Affiliation with Mason (Please check all that apply):

☒ Faculty

☐ Staff

☐ Student

☐ Other \_\_\_\_\_

Comments:

The B.O.V are volunteers who are answerable  
to its public employees, - its faculty and the faculty  
handbook which the B.O.V. has approved The faculty  
handbook states the faculty must be (cont.)  
allowed to meet the finalists for President of the

Comments (continued):

university. Follow the Faculty Handbook.

George Mason University  
Presidential Search Committee Meeting, Public Comment  
February 7, 2020; 1:05—1:50 p.m.

Please complete the form below to provide written comments for the Committee's review. All comments, written or spoken, will be reflected in the public record of this meeting.

Full Name (please print): Colleen Vesely

Affiliation with Mason (Please check all that apply):

☒ Faculty

☐ Staff

☐ Student

☐ Other \_\_\_\_\_

Comments:

I am asking you to ensure there is a public forum for students, faculty, and the Mason community to meet and vet the finalists for the position of President at George Mason University. — (cont.)  
before hired. I fear that the finalists for this position who do not

want/ are okay with not having  
Comments (continued):  
a public forum, are exactly the opposite of the kind of leader our public institution needs.

We need a President who during his/her/their search process sought the opportunity to meet with these groups, rather than hide from them. Finalists who seek a public forum with the Mason community are likely the candidates most interested in engaging with and partnering with faculty and students, in transparent ways, when they become President. In addition, I am disappointed that the BOV is not upholding the faculty handbook which notes faculty should have the opportunity to meet Presidential Search finalists

George Mason University  
Presidential Search Committee Meeting, Public Comment  
February 7, 2020; 1:05—1:50 p.m.

Please complete the form below to provide written comments for the Committee's review. All comments, written or spoken, will be reflected in the public record of this meeting.

Full Name (please print): Sharon Deetsch-Kidder

Affiliation with Mason (Please check all that apply):

☒ Faculty

☐ Staff

☐ Student

☐ Other \_\_\_\_\_

Comments:

Please respect the Faculty Handbook,  
shared governance, & the best  
practices for presidential searches  
by offering opportunities for (cont.)  
faculty & students to meet at least

Comments (continued):

2 of the finalists for university  
president.  
Thank you!

George Mason University  
Presidential Search Committee Meeting, Public Comment

February 7, 2020; 1:05—1:50 p.m.

Please complete the form below to provide written comments for the Committee's review. All comments, written or spoken, will be reflected in the public record of this meeting.

Full Name (please print): Chelsea Gray

Affiliation with Mason (Please check all that apply):

☐ Faculty

☐ Staff

☒ Student

☐ Other \_\_\_\_\_

Comments:

I am the 3rd person since 2017  
to file an OCR complaint I  
testified in Richmond in Jan. 2020,  
publicly stating GMD's violations (cont.)

Comments (continued):

of federal law. The BOV is  
likely completely unaware of  
this. How can ~~the~~ they adequately  
select a president to handle  
these issues, without public ~~in~~  
input as they are unaware of  
many issues within the  
GMD community

George Mason University  
Presidential Search Committee Meeting, Public Comment

February 7, 2020; 1:05—1:50 p.m.

Please complete the form below to provide written comments for the Committee's review. All comments, written or spoken, will be reflected in the public record of this meeting.

Full Name (please print): Xinyi (Amy) Zhang

Affiliation with Mason (Please check all that apply):

☐ Faculty

☐ Staff

☒ Student

☐ Other \_\_\_\_\_

Comments:

Please ensure a public president search  
with input from the entire Mason  
community and please hold public  
presentations of candidates. (cont.)

Comments (continued):

Candidates should be available  
for scrutiny and questioning by  
the faculty senate. This ensures  
the health of our institution.

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

George Mason University  
Presidential Search Committee Meeting, Public Comment  
February 7, 2020; 1:05—1:50 p.m.

Please complete the form below to provide written comments for the Committee's review. All comments, written or spoken, will be reflected in the public record of this meeting.

Full Name (please print): EM:17Cobb

Affiliation with Mason (Please check all that apply):

☐ Faculty

☐ Staff

☒ Student

☐ Other \_\_\_\_\_

Comments:

It is very strange that a University  
would not want to be transparent  
about the Uni's Presidential Search  
and would want to keep P (cont.)

Comments (continued):

information from it's students.  
We hope that our next President will be  
better than the current one and we  
want to ensure that.

George Mason University  
Presidential Search Committee Meeting, Public Comment

February 7, 2020; 1:05—1:50 p.m.

Please complete the form below to provide written comments for the Committee's review. All comments, written or spoken, will be reflected in the public record of this meeting.

Full Name (please print): Mackenzie Earl

Affiliation with Mason (Please check all that apply):

☐ Faculty

☐ Staff

☒ Student

☐ Other \_\_\_\_\_

Comments:

Please release the details for how you  
plan to engage faculty in the  
final selection process. Failing to do  
so will only continue to degrade (cont.)

Comments (continued):

University / faculty relationships. We  
need a meaningful engagement opportunity  
that is in the full spirit of  
the Faculty Handbook.

**GEORGE MASON UNIVERSITY  
BOARD OF VISITORS**

**Board of Visitors Announcement Committee Meeting**

**February 12, 2020**

**7:45 a.m.**

**Fairfax Campus, Merten Hall 1201**

**MINUTES**

**PRESENT:** Chairman Edward Rice, Carolyn Moss, Paul Reagan, and Bob Witeck; and Secretary pro tem Kathy Cagle.

**ADDITIONAL ATTENDEE:** Ron Forehand, Senior Assistant Attorney General

**I. Call to Order**

Chairman Rice called the meeting to order at 7:45 a.m.

**II. Announcement Regarding Interviews by the Presidential Search Committee for the Position of President of the University**

Chairman Rice announced that the Announcement Committee of the Board of Visitors was meeting for the sole purpose of making the following announcement on behalf of the Board of Visitors, pursuant to Virginia Code Section 2.2-3712.B:

“The Board of Visitors will meet within fifteen days of today at an undisclosed time and undisclosed location for the sole purpose of interviewing candidates for the presidency of the university.”

**III. Adjournment**

With no other business matters for the subcommittee to address, Chairman Rice adjourned the meeting at 7:46 a.m.

Respectfully submitted,



Kathy Cagle  
Secretary pro tem

**BOARD OF VISITORS  
GEORGE MASON UNIVERSITY**

**Presidential Search Committee Meeting  
February 12, 2020  
MINUTES**

**PRESENT:** Co-Chairs Shannon Davis and Jimmy Hazel; Denise Albanese, Simmi Bhuller, Horace Blackman, Terri Cofer Beirne, Tom Davis, Mehmood Kazmi, Camden Layton, Germaine Louis, Ignacia Moreno, Carolyn Moss, Jon Peterson, Lauren Reuscher, Edward Rice, Carole Scott, Girum Urgessa, Bob Witeck, and Lisa Zuccari; and Secretary pro tem Cagle.

**ADDITIONAL ATTENDEES:** Sharon Cullen, Ron Forehand, Jan Greenwood, and Julie Holley.

**I. Call to Order**

Co-Chair Hazel called the meeting to order 8:00 a.m. and thanked the committee members for their attendance.

**II. Approval of Minutes**

Co-Chair Hazel called for any corrections to the minutes from the Presidential Search Committee Meeting of December 13, 2019, the Presidential Search Announcement Committee Meetings of January 15 and 29, 2020, and the Presidential Search Committee Meetings in January 2020. Hearing none, the minutes stood approved as written.

**III. Closed Session**

Co-Chair Davis made the following **MOTION**: "I move to go into Closed Session pursuant to Virginia Code Section 2.2-3711. A.1 to discuss personnel matters including assignment, appointment, promotion, performance, demotion, salaries, disciplining, or resignation of specific public officers, appointees or employees; and more specifically to discuss the evaluation of candidates for President of the University, which discussion may also involve evaluation and performance of departments or schools that will necessarily involve the discussion of specific employees; and Section 2.2-3711. A.8 for consultation with legal counsel regarding specific legal matters, including the aforementioned issues, as well as other issues related to the presidential search." The motion was **SECONDED** Edward Rice.

**MOTION CARRIED UNANIMOUSLY BY VOICE VOTE**

**IV. Open Session**

Co-Chair Hazel stated the following: "Having reconvened in Open Session, we will now take a roll call vote on certification that (1) only public business matters lawfully exempted from Open Meeting requirements, and (2) only such public business matters as were identified in the motion by which the Closed Meeting was convened were heard, discussed or considered in the meeting by the Presidential Search Committee. Any member of the Committee who believes that there was a departure from the requirements as stated above, shall so state prior to the vote, indicating the substance of the departure that in his, or her, judgement, has taken place."

**Presidential Search Committee Meeting**  
**February 12, 2020**  
**Page 2**

Co-Chair Hazel asked the Secretary pro tem to take the roll. Roll call was taken with all present members responding in the affirmative.

Co-Chair Hazel recognized Rector Tom Davis for remarks.

Rector Davis stated that he would apprise the entire Board of Visitors concerning the discussion in Closed Session regarding the candidates for the presidency. He thanked the Presidential Search Committee for its service the University. Rector Davis then stated the following: "As of adjournment of this meeting, the Presidential Search Committee's work is concluded, and you are discharged from further responsibilities as a member of the Committee."

**V. Adjournment**

With no other business matters to come before the Committee, Co-Chair Hazel adjourned the meeting at 11:48 a.m.

Respectfully submitted,



Kathy Cagle  
Secretary pro tem

# **BOARD OF VISITORS GEORGE MASON UNIVERSITY**

## **Board of Visitors Special Meeting**

**February 24, 2020**

### **MINUTES**

**PRESENT:** Rector Davis, Vice Rector Hazel, and Secretary Blackman; Visitors Iturregui, Moreno, Moss, Prowitt, Reagan, Rice, Witeck, and Zuccari; Faculty Senate Chair Davis; Student Representatives Gelbvaks and Layton; Interim President Holton; and Secretary pro tem Cagle.

**ABSENT:** Visitors Bhuller, Chimaladinne, Kazmi, Marquez, and Roth.

#### **I. Call to Order**

Rector Davis called the meeting to order at 1:01 p.m.

#### **II. Closed Session**

Vice Rector Hazel made the following **MOTION**: “I move the Board go into Closed Session pursuant to Virginia Code Section 2.2-3711. A.1 to discuss personnel matters including assignment, appointment, promotion, performance, demotion, salaries, disciplining, or resignation of specific public officers, appointees or employees; and more specifically to discuss the evaluation of candidates for President of the University, which discussion may also involve evaluation and performance of departments or schools that will necessarily involve the discussion of specific employees; and Section 2.2-3711. A.8 for consultation with legal counsel regarding specific legal matters, including the aforementioned issues, as well as other issues related to the presidential search.” The motion was **SECONDED** by Visitor Rice.

**MOTION CARRIED UNANIMOUSLY BY VOICE VOTE**

#### **III. Open Session**

Vice Rector Hazel made the following statement: “Having reconvened in Open Session, we will now take a **ROLL CALL VOTE** on certification that (1) only public business matters lawfully exempted from Open Meeting requirements, and (2) only such public business matters as were identified in the motion by which the Closed Meeting was convened were heard, discussed or considered in the meeting by the Board of Visitors. Any member who believes that there was a departure from the requirements as stated above, shall so state prior to the vote, indicating the substance of the departure that in his, or her, judgement, has taken place.

Roll call was taken with all present members responding in the affirmative.

#### **IV. Motion – Action Item**

Rector Davis thanked the Presidential Search Committee, Presidential Search Committee Co-Chairs Davis and Hazel, and the Greenwood/Asher search firm. He thanked Interim President Holton for her service and noted that she had exceeded the expectations of the Board.

**Board of Visitors Special Meeting**  
**February 24, 2020**  
**Page 2**

Vice Rector Hazel made the following **MOTION**: "I move that the Board of Visitors of George Mason University appoint Dr. Gregory Washington as the eighth president of George Mason University, effective July 1, 2020; and that the Rector or his appointed designee be authorized to negotiate and execute a contract with Dr. Washington consistent with discussions in closed sessions, provided that this appointment shall be subject to successful contract negotiations and conditioned upon completion of a thorough background check, the results of which are acceptable to the Board. The motion was **SECONDED** by Visitor Blackman.

**A ROLL CALL VOTE** was taken and the **MOTION CARRIED UNANIMOUSLY**.

Rector Davis asked that the record reflect that those Visitors who were not in attendance unanimously conveyed their approval of Dr. Gregory Washington as the eighth president of George Mason University.

Rector Davis announced the following: "I am pleased to introduce you to Greg Washington, the next president of George Mason University." Dr. Washington joined the meeting virtually by Webex from California and was greeted with applause and a standing ovation by the Board and members of the gallery. Rector Davis reported that Dr. Washington would be formally introduced to the Mason community at 4:00 p.m. on Thursday February 27, 2020, noting the event would occur after the regularly scheduled Board meeting that same day.

Rector Davis recognized Dr. Washington for his comments. Dr. Washington expressed his thanks and said he was looking forward to being the next president of Mason and working with the Mason community. He continued that he was ecstatic at the opportunity and was excited about what would be accomplished together moving forward, noting it was a great occasion for him and his wife. His comments were met with applause from the Board and members of the gallery.

**V. Adjournment**

With no other business matters to come before the Board, Rector Davis adjourned the meeting at 1:20 p.m.

Respectfully submitted,



Kathy Cagle  
Secretary pro tem

# **GEORGE MASON UNIVERSITY BOARD OF VISITORS**

## **Meeting of the Executive Committee February 27, 2020 MINUTES**

**PRESENT:** Rector Davis, Vice Rector Hazel and Secretary Blackman; Visitor Moreno; Interim President Holton and Secretary pro tem Barton.

**ABSENT:** Visitor Roth

**ALSO ATTENDING:** Visitors Rice and Zuccari; Faculty Representative Davis; Student Representative Layton

### **I. Call to Order**

Rector Davis called the meeting to order at 8:05 a.m.

### **II. President's Comments**

Rector Davis recognized Interim President Holton for comments, who declined comment during open session.

### **III. Closed Session**

Rector Davis called on Vice Rector Hazel for a motion to go into Closed Session. It was **MOVED** by Vice Rector Hazel and **SECONDED** by Visitor Moreno that the Executive Committee go into a Closed Session pursuant to Section 2.2-3711.A.7 for consultation with Legal Counsel pertaining to actual or probable litigation relating to an update on pending litigation and other legal matters; and Section 2.2-3711.A.9 to discuss gifts, bequest, fundraising activities and contracts for services or work to be performed by the University, relating to gifts in support of the School for Conflict Analysis and Resolution and the School of Music, and a classified contract; and Section 2.2-3711.A.1 to discuss a personnel matter pertaining to a specific employee; and Section 2.2-3711.A.8 for consultation with Legal Counsel employed or retained by the University regarding specific legal matters requiring the provision of legal advice, concerning the aforementioned issues.

Rector Davis opened the floor to discussion. There was none.

**MOTION CARRIED UNANIMOUSLY BY VOICE VOTE**

It was **MOVED** by Vice Rector Hazel that the Executive Committee go back into open session and further moved that by ROLL CALL VOTE certify that only public business matters lawfully exempted from open meeting requirements, and only such public business matters as were identified in the motion by which the closed meeting was convened were heard, discussed or considered in the closed meeting by the Board. Any member of the Board who believes that there was a departure from the requirements as stated above, shall so state prior to the vote, indicating substance of the departure that in his or her judgment has taken place.

Rector Davis opened the floor for discussion. There was none.

Roll call was taken with all present members responding in the affirmative.

**MOTION CARRIED UNANIMOUSLY**

**IV. Adjournment**

Rector Davis opened the floor for further discussion. There was none. With no other additional business matters to come before the Executive Committee, Rector Davis adjourned the meeting at 8:21 a.m.

Respectfully submitted,

A handwritten signature in black ink, appearing to be 'L. Barton', with a large, sweeping horizontal stroke underneath.

Leslie Barton  
Secretary pro tem

# **BOARD OF VISITORS GEORGE MASON UNIVERSITY**

## **Meeting of February 27, 2020 MINUTES**

**PRESENT:** Rector Davis, Vice Rector Hazel, and Secretary Blackman; Visitors Bhuller, Iturregui, Kazmi, Marquez, Moreno, Moss, Prowitt., Reagan, Rice, Roth, Witeck and Zuccari; Faculty Representative Davis; Student Representative Layton; Interim President Holton; and Secretary pro tem Barton.

**ABSENT:** Visitor Chimaladinne; Student Representative Gelbvaks.

### **I. Call to Order**

Rector Davis called the meeting to order at 12:50 p.m.

### **II. Approval of the Minutes (ACTION ITEMS)**

- A.** Executive Committee Meeting Minutes for December 12, 2019
- B.** Full Board Meeting Minutes for December 12, 2019

Rector Davis called for any corrections to the minutes of the Executive Committee and full Board meetings of December 12, 2019. Rector Davis opened the floor for discussion. There was none. The minutes stood approved as written.

### **III. Rector's Report**

Rector Davis reminded members of the reception introducing Dr. Gregory Washington to the Mason community following the Board meeting at 4:00 p.m. in the Center for the Arts.

#### **A. Board of Visitor Public Comment Policy (ACTION ITEM)**

Rector Davis referred to the proposed Board policy on Public Comment specific to undergraduate tuition and mandatory fee increases. He noted that the University provided public comment prior to the passage of legislation and noted that in accordance with the Code of Virginia § 23.1-307 subsection D, the Board is required to provide students and the public (1) a projected range of any planned increase in undergraduate tuition and mandatory fees (2) an explanation of the need for the increase, and (3) notice of the date and location of any vote on any such increase at least 30 days in advance. Subsection E requires the Board to permit public comment on any such vote and establish a policy regarding public comment. Rector Davis further noted that establishing this policy required a full Board vote.

It was **MOVED** by Visitor Rice and **SECONDED** by Visitor Roth to approve the Board of Visitor Policy on Public Comment as presented in the Board materials.

**MOTION CARRIED UNANIMOUSLY BY VOICE VOTE**

(Attachment 1: Board of Visitor Policy on Public Comment)

Rector Davis called on President Holton, who was absent.

Rector Davis moved on to New Business.

### **IV. New Business**

- A.** Proposed BOV Bylaw Revisions – Carol Kissal and Brian Walther

Rector Davis asked for two volunteers from the Board to work with Senior Vice President Carol Kissal and University Counsel, Brian Walther on the proposed Board of Visitor Bylaw revisions. Rector Davis appointed Visitors Marquez and Witeck. Rector Davis asked Visitors Marquez and Witeck to work with Counsel to

provide draft language for consideration at the May 6 Board of Visitors meeting.

Rector David recognized Provost Wu to provide the Provost's report. Provost Wu was absent.

Rector Davis moved on to the Committee Reports.

**V. Committee Reports**

**A. Development Committee**

Rector Davis recognized Vice Rector Hazel to provide the Development Committee report.

Vice Rector Hazel noted that most of the committee time was spent reviewing the Faster, Farther Post-Campaign analysis report provided by Karen Greene from Marts & Lundy. He further noted that the committee discussed campaign successes and potential for improvement. Vice Rector Hazel noted that the Board members will all receive an electronic copy, and went on to share that while the campaign was successful, the University had also been lucky due to large gifts donated at the end of the campaign. He noted the gift for the Scalia School of Law, and further noted that the primary source for funding was from corporations, friends and corporate related foundations. He explained that though there were some alumni participation, the university had a long way to go in making philanthropy part of the university-alumni relationship following graduation. Vice Rector Hazel shared that the committee spent a good portion of the time in discussions on how to improve in planning the next campaign. He noted that during the discussion Ms. Greene mentioned a possible goal of \$1 billion dollars. He further noted that in order to reach such a goal, the foundation would need to engage all parts of the Mason community better and the Advancement office would need more resources. He shared that the University's Research 1 status was partially attributed to the campaign's success, however more strategic communication was needed in future to reach alumni.

Vice Rector Hazel recognized Vice President of Advancement and Alumni Relations Trishana Bowden to present two school naming resolutions:

Vice President Bowden presented the Reva and Sid Dewberry Family School of Music Resolution which will rename the George Mason University School of Music in recognition of the family's incredible generosity to the school.

It was **MOVED** by Vice Rector Hazel and **SECONDED** by Visitor Roth to approve the Reva and Sid Dewberry Family School of Music Resolution.

Rector Davis opened the floor for discussion and noted that the resolution was discussed at length during the Development Committee meeting. He further noted that the Board was previously notified of the generous gifts of the Dewberry family.

**MOTION CARRIED UNANIMOUSLY BY VOICE VOTE**

(Attachment 2: Reva and Sid Dewberry Family School of Music Resolution)

Vice President Bowden presented the resolution for the Jimmy and Roslyn Carter School for Peace and Conflict Resolution which will rename the George Mason University School of Conflict Analysis and Resolution. She noted that there were multiple philanthropic donors involved in this effort, and expected securing of future support for the school. She further noted that fundraising efforts had surpassed the half-way mark.

It was **MOVED** by Visitor Rice and **SECONDED** by Visitor Witeck to approve the Jimmy and Roslyn Carter School for Peace and Conflict Resolution.

Vice Rector Davis thanked Visitor Rice and former Visitor Stephen Cumbie for their involvement with the staff in bringing forward the resolution. He noted that the renaming is a fitting tribute to President Jimmy Carter who brought people together internationally during his presidency and post-presidency. Visitor Rice shared that the naming was circulated to all of the communities involved with the School and received their full support. Rector Davis recognized Vice Rector Hazel who shared that President Carter is not expected to attend the naming ceremony, however his daughter may attend, and they hope to have a video message from President Carter. Discussion ensued.

**MOTION CARRIED UNANIMOUSLY BY VOICE VOTE**

Vice Rector Hazel noted the conclusion of his report.

(Attachment 3: Jimmy and Roslyn Carter School for Peace and Conflict Resolution)

**VI. President's Report**

Rector Davis recognized President Holton to provide the President's Report.

Interim President Holton apologized for her tardiness, as she was on official business, and noted that she had been in a meeting with President-elect Gregory Washington. She spoke to the current state of transition at the University and referenced the President's Report provided by hard copy and also electronically to the Board. She thanked the Board for their appointment of President-elect Washington. Interim President Holton spoke to the departure of Provost Wu who was announced as the next President of Baruch College in New York City. She further noted that Provost Wu will remain through the spring to support the transition of the Interim Provost. She shared that she will name an Interim Provost after garnering input from around the campus and President-elect Washington. Interim President Holton spoke to the status of the current dean searches for the College of Science and the Scalia School of Law. She noted that search committees have produced impressive candidate lists, and further noted that both searches were nearly completed. Interim President Holton spoke to the departure of Vice President of Compliance, Diversity, and Ethics, Julian Williams, who was named the first Vice President of Diversity, Equity and Inclusion at the University of South Carolina in Charleston. She noted that University will soon begin the search process to fill that position.

Interim President Holton spoke to the Commonwealth's legislative budget and noted that there was much that effected universities. She noted one piece of legislation with regard to amending the Freedom of Information Act requirements which essentially adopts a statewide policy around donor anonymity and gift transparency, which models the policies in place at Mason. She thanked the Board and staff for their efforts, and further noted that George Mason University Foundation staff worked with Delegate Bulova on that legislation. Interim President Holton also noted that Mason students lobbied the state legislature to pass legislation to provide in-state tuition for undocumented students. She further noted that the legislation was moving forward and thanked the Mason students and faculty who testified and were actively engaged in providing opportunity for Virginia students.

Interim President Holton spoke to the Governor's budget which was favorable to Mason, it included all of the expected funds for the Tech Talent Initiative, which offered building and operational support, and financial aid. She noted a change to the financial aid formula that provides Mason and like schools that offer low tuition but have a higher population of students with financial aid needs, better access to resources. She noted that both initiatives were included in the Governor's budget and both of the house and senate budget proposals, and soon to be reconciled in a final budget. She further noted that the Governor's budget did not address compensation for faculty or staff and shared that both the house and senate were considering a compensation increase, but in different ways. Interim President Holton spoke to the house compensation increase and the proposal to freeze undergraduate tuition in exchange. She noted that the funding proposed for the University was inaccurate, and should it not change, and subsequently pass into law, her recommendation to the Board would be to politely

decline, and proceed with a tuition increase. She further noted that there is a possibility that the house budget will increase the support for the university to better bridging the gap. Interim President Holton noted that she believed the senate budget proposal would be a better option for the University, as it would provide more financial aid funds, and faculty raises.

Rector Davis noted that it was his understanding that the funds the University will receive due to the formula change would be reoccurring aid each year. Interim President Holton confirmed and noted that there was a \$40 million-dollar annual difference between the funds the University receives compared to other doctoral institutions in the state. She further noted that the Governor's budget closed the gap in the first year by \$10 million, and \$12 million in the second year, however the University would need to continue to advocate for continued state assistance. Interim President Holton noted that both the financial aid funds and additional state assistance would be a reoccurring commitment by the Commonwealth. Rector Davis noted that petitioning the state for additional University funds University has been an ongoing effort for years and thanked Interim President Holton for her successful efforts in advocating on behalf of Mason (*his comments were followed by applause*). She responded noting that it was a team effort.

Interim President Holton then noted that in the President's Report were a few upcoming optional events for the Board to join, including events on campus and the A-10 Conference tournament in Brooklyn, New York in mid-March.

**A. Core Campus Project Naming Resolution: Horizon Hall (first reading)**

Interim President Holton spoke to the Core Campus Project Naming Resolution. She noted that the new building will open in Spring 2021. She further noted that there was a lot of input garnered from across the campus, including the naming committee, the dean and faculty who will be housed in the new building. She explained that the name presented recognizes the value of the building, while also providing a future philanthropic naming opportunity. Interim President Holton presented the Core Campus Project Naming Resolution to name the building Horizon Hall, and asked for the Board's input on the naming prior to the vote on May 6, 2020.

The Rector opened the floor for discussion. There was none.

(Attachment 4: Draft - Core Campus Project Naming Resolution: Horizon Hall)

**VII. Provost's Report**

Rector Davis recognized Provost Wu to provide the Provost's report.

Provost Wu thanked Rector Davis and noted that this would be his last Board of Visitors meeting. He further noted the report would provide a summary of the current state of the University and also recognize provost team members who have made the University's success possible. Provost Wu spoke to the University's momentum and goal of providing access to excellence, which has driven efforts. Provost Wu thanked Vice President for Enrollment Management, David Burge and Associate Provost for Faculty Affairs and Development, Kimberly Eby and their teams. He noted that the University's enrollment has increased by 26% in the past five years and accounted for 64% of the entire growth in the state of Virginia. He further noted that this progress can be mainly attributed to 33 new academic programs opened on both undergraduate and graduate levels. Provost Wu spoke to the talented faculty and noted that University opens more new programs than all of the four-year institutions in Virginia combined. He further spoke to the University's access mission and thanked Vice President for University Life, Rose Pascarell, Vice President for Academic Innovation and New Ventures, Michelle Marks and Associate Provost for Undergraduate Education, Bethany Usher. Provost Wu noted that the University has become a majority minority institution, and shared that the University's minority populations has grown by about 32%. He shared that the University has sustained little to no disparity in terms of academic performance between student Pell Grant eligibility, transfer status, race and ethnicity. He further noted the University's global education efforts and shared that the study abroad program has doubled in participation, and international

enrollment has also doubled. Provost Wu thanked the international recruiting team, Executive Director of Global Education, Brian Gibson and Vice President Burge. He thanked Vice President for Research, Innovation and Economic Impact, Deborah Crawford and the deans for increasing sponsored research, scholarship and creative work. He noted that research at the University has increased by over 80% and further noted that over 700 faculty and thousands of students are participating in the University's multi-disciplinary institute in the areas of bio-health, sustainable Earth, and soon, digital innovation. Provost Wu reiterated that the University has become the youngest Research I institution recognized by Carnegie. He also noted that in terms of resources, the University was in a good financial position and thanked Interim President Holton and her advocacy with legislators. He further noted that the University's budget has grown by 40% to \$1.25 billion, and spoke to the creation of the incentive-based budget system. Provost Wu recognized the efforts of Associate Provost for Academic Administration, Renate Guilford and her work with the Senior Vice President's office namely Senior Vice President for Administration and Finance, Carol Kissal and her predecessor Jennifer (J.J) Wagner Davis. He spoke to the University's great momentum and he was satisfied to pass the baton to his successor, and President-Elect Washington.

Provost Wu spoke to ongoing University initiatives that were to move forward during the transition period. He noted the Tech Talent initiative and the vote of confidence from the Commonwealth in terms of financial support, as the University received one-third of the state's allocated resources for this project. Provost Wu shared that the University was on track with this initiative, and that the center of the project was the establishment of the School of Computing. He further shared that a working group was established with broad, campus-wide involvement. Provost Wu noted that currently the University has about 8,000 students involved in a computing related field, and the establishment of the School of Computing would increase student computing activity. He further noted the School of Computing would be housed within the College of Engineering which would also include the School of Engineering. Provost Wu spoke to a campus-wide engagement process, and Vice President Crawford would be hosting another townhall meeting with faculty. He noted that they expect to have the School of Computing and Institute for Digital Innovation (IDIA) established within the academic year. He spoke to scaling online education and referenced Vice President Marks' presentation during the Academic Programs, Diversity and University Community Committee (APDUC), and noted that there were currently 12 graduate programs offered online, with five new programs soon to be launched. He further noted the success of the graduate programs with Mason's partner Wiley Education Services. As a result of that success, Provost Wu spoke to the future scaling of undergraduate education, and noted that Vice President Marks' team has established six working groups exploring the various aspects of expansion. He noted that the University's online education initiative was on track and would be ready for President-Elect Washington to decide upon its future implementation. Provost Wu spoke to the medical education initiative and noted that Senior Advisor of Innovation and Community Engagement, William (Bill) Hazel has championed the medical education efforts. He further spoke to the conversations surrounding clinical partnerships, and that the University is currently on track as far as the medical education timeline. Provost Wu noted that the medical education initiative would be prepared for President-Elect Washington to decide upon.

Provost Wu expressed his gratitude to the Board and shared that the institution he will join, Baruch College, like Mason, is known nationally as an agent for social mobility and academic excellence. He noted that his experience at the University will serve him well in his new capacity as President of Baruch. He further thanked the Mason team for their support throughout his tenure (*his comments were followed by applause*).

Rector Davis recognized Provost Wu for his service to George Mason University with a Board of Visitors Commendation. Vice Rector Hazel presented the reading of the Commendation of Appreciation for S. Davis Wu, PhD in its entirety. Rector Davis shared a few comments (*his comments were followed by applause*).

## V. Continuation of Committee Reports

### B. Academic Programs, Diversity and University Community Committee

Rector Davis recognized Visitor Witeck to provide the Academic Programs, Diversity and University Community Committee (APDUC) report.

Visitor Witeck briefed the Board on the committee presentation from Vice President Marks regarding online education. He noted that the committee discussed faculty diversity and inclusion in relation to online education. He further noted the work of Associate Provost Eby and Director of Diversity, Inclusion, and Well-being of Faculty Affairs and Development, Milagros (Millie) Rivera in creating and implementing an action strategy regarding recruitment, hiring and retention program for faculty that will more accurately reflect the student-body demographic population.

It was **MOVED** by Visitor Witeck and **SECONDED** by Visitor Bhuller to approve all Action Items in block as presented in the Board materials, and he briefly noted them. Those Action Items were:

1. New Program Approvals
  - a. MS, Finance
  - b. MS, Information Security Management
  - c. PSM, Forensic Science
  - d. MA, Peacebuilding
2. Faculty Actions
  - a. Conferral of Emeritus/Emerita Status
  - b. Elections of New Tenured Hires

Rector Davis opened the floor for discussion. There was none.

**MOTION CARRIED UNANIMOUSLY BY VOICE VOTE**

Rector Davis thanked Visitor Witeck for his report.

### C. Audit Committee

Rector Davis recognized Visitor Rice to provide the Audit Committee report.

Visitor Rice reported that in continuation of the committee's ongoing discussions from the October and December 2019 meetings, management proposed the establishment of a new function to provide institutional compliance oversight and to integrate this new function with the Office of University Audit and the University's Enterprise Risk Management office. He noted discussions included Senior Vice President Kissal, who provided expected benefits of providing the committee and senior management more direct and comprehensive view of risk and compliance information. He also noted that Interim President Holton is fully supportive. Visitor Rice reported that the committee supported management's proposal, however asked Interim President Holton to solicit input from President-Elect Washington prior to the implementation of the recommended changes. He noted that as this organizational change moves forward the Audit Committee believed its responsibilities should be enhanced to include, more explicitly, oversight of institutional compliance processes and enterprise risk management processes. Visitor Rice reported that the committee directed the University Auditor to work with management and University Counsel to assess the Board's bylaws and the Audit Committee Charter, and to provide enhancement recommendations for consideration at the May meeting. He noted that should Board Bylaw revisions be appropriate, the committee expects to bring the changes before the full Board for action in May. He further noted that the committee reviewed the Audit status report materials included in the Board materials. Rector Davis thanked Visitor Rice for his report and opened the floor for discussion. There was none.

**D. Research Committee**

Rector Davis recognized Secretary Blackman to provide the Research Committee report.

Secretary Blackman reported that following a nationwide search, the Research committee has announced that Paula Sorrel will join Mason as the Associate Vice President for Innovation and Economic Impact in May. He noted that Paula will oversee the Mason Innovation Exchange, the Office of Tech Transfer, and the Mason Enterprise Center. He further noted that Paula will work closely with academic and research colleagues, as well as business and community partners to lead innovation programming and place-making initiatives on all three of the University's campuses. Secretary Blackman shared that Associate Vice President Mike Laskofski and team submitted the University's 2019 research results to the National Science Foundation's (NSF) Higher Education Research and Development (R&D) Survey. He noted that they reported \$186 million in R&D expenditures for Fiscal Year (FY) 2019, which was a 25% increase from \$149 million in FY 18. Secretary Blackman reminded the Board that the research goal for FY 2024 was \$225 million, however it is possible that the University will reach \$225 million in FY 2021. He noted that the committee was provided a presentation by Professor of Infrastructure Engineering Elise Miller-Hooks, regarding a multi-disciplinary effort studying the effects of arctic thawing, and options for new maritime routes in support of global trade.

Rector Davis thanked Secretary Blackman for his report, and opened the floor for discussion. There was none.

**E. Finance and Land Use Committee**

Rector Davis recognized Visitor Roth to provide the Finance and Land Use Committee report.

Visitor Roth reported that the committee was briefed on the FY 2020 Second Quarter Financial Report, and noted that the University was on target. She noted the committee also received a FY 2021 Budget Update. She also noted that there were currently legislative movements that the committee would be watching for. She shared that budget calendar highlights were included in the Board materials for upcoming student forums and conversations with the University community regarding tuition and mandatory fees, prior to the Board's vote in May. Visitor Roth reported that the committee also received an update on the Tier 3 process and Master Plan strategy, and noted more information will be forthcoming. She further noted that the Tier 3 process was moving forward as expected.

Visitor Roth reported five action items from the Finance committee which require full Board approval. Those Action Items were:

1. FY 2021 Room and Board Rates
2. Debt Policy Compliance
3. Approval of SciTech Fiber Easement
4. Amendments to the 6 Year Capital Plan
  - a. Addition of Eastern Shore Project to the 6 Year Capital Plan
  - b. Increase the Budget for the Johnson HVAC Project

Visitor Roth reported on the first action which was the proposed 2021 Room and Board Rates. She further noted that the proposal reflected a 2.2% increase for housing and 5% increase for dining meal plans. Visitor Roth shared that the overall proposed room and board rates will increase by 3.3% for incoming freshman. The second action item she reported was regarding the University's Debt Management Policy #2111. She noted that the policy was originally approved by the Board in February 2014, and revised by the Board on March 1, 2018. The third action Visitor Roth presented was the approval of the Amazon Web Services (AWS) easement on the Science and Technology Campus. She noted that AWS will compensate the Commonwealth the

appraised value cost of appraisal services. Visitor Roth reported on the fourth and fifth action items that the committee voted upon, which were two amendments to the Six Year Capital plan. She noted the first request was to initiate a new Capital Project to renovate group living areas in Eastern Shore Residence Hall into student and faculty housing. She further noted that this would be a more efficient use of existing space. The second requested she reported was the major modification to the current Capital Project to increase the project budget for the Johnson Center air handling unit upgrades, and noted that it was in serious need of addressing.

It was **MOVED** by Visitor Roth and **SECONDED** by Vice Rector Hazel to approve all of the Action Items in block as presented in the Board materials. Rector Davis opened the floor for discussion, and noted that the housing and meal increase rates were developed in consultation with students. There was no discussion.

**MOTION CARRIED UNANIMOUSLY BY VOICE VOTE**

Rector Davis thanked Visitor Roth for her report.

(Attachment 6: Debt Management Policy #2111 Compliance)

#### **VIII. Closed Session**

It was **MOVED** by Vice Rector Hazel and **SECONDED** by Visitor Roth that the Board go into Closed Session pursuant to Virginia Code Section 2.2-3711. A.7 for consultation with Legal Counsel pertaining to actual or probable litigation relating to an update on pending litigation and other legal matters. Section 2.2-3711. A.9 to discuss gifts, bequest, fundraising activities and contracts for services or work to be performed by the University. Relating to gifts in support of the School for Conflict Analysis and Resolution and the School of Music. And a classified contract. And Section 2.2-3711. A.1 to discuss a personnel matter pertaining to a specific employee. And Section 2.2-3711. A.8 for consultation with Legal Counsel employed or retained by the University regarding specific legal matters requiring the provision of legal advice, concerning the aforementioned issues.

**MOTION CARRIED UNANIMOUSLY BY VOICE VOTE**

It was **MOVED** by Vice Rector Hazel and **SECONDED** by Secretary Blackman that the Board go back into public session and further moved that by ROLL CALL VOTE that:

1. Only public business matters lawfully exempted from open meeting requirements
2. Only such public business matters as were identified in the motion by which the closed meeting was convened were heard, discussed or considered in the meeting by the Board.

Any member of the Board who believes that there was a departure from the requirements as stated above, shall so state prior to the vote, indicating the substance of the departure that in his, or her judgment, has taken place.

Roll call was taken, all present members responded in the affirmative.

Rector Davis recognized Interim President Holton to provide an update on the University's plans to address the Coronavirus (COVID-19). Interim President Holton called upon Senior Vice President Kissal to introduce Assistant Vice President of Safety, Emergency, and Enterprise Risk Management, Julie Zobel to provide the report.

Assistant Vice President Zobel reported that the safety, emergency and risk management team has worked closely with the medical director in student health services to monitor the situation, and to fully understand the potential impact on the University community. She noted that the emergency operations groups have been engaged for about one month. She further noted that this group includes about 15 different University departments who can offer support in communicable disease situations, including student health, housing, human resources, facilities, risk management and safety, and the dean of students. She further noted that together, the group has discussed and updated the University's communicable disease plan to ensure it is

current, and relevant. Assistant Vice President Zobel reported that cleaning routines have been increased around the campuses, especially in high touch point areas, including housing and dining. She spoke to meeting with a group of local higher education emergency managers and medical directors to ensure coordinated efforts are aligned as much as possible. She noted that travel to China and South Korea has suspended pending risk assessment by the University Travel Advisory Committee. She further noted that the emergency management team was monitoring the situation in Italy, Japan, and other countries with spikes in reported cases. Assistant Vice President Zobel spoke to phone calls from faculty and students returning from some of the affected areas, they have asked for a process for reporting and for precautions to be taken. She noted that the emergency management team was working on a one-on-one basis with these individuals. She further noted that her team was working very closely with the leadership on the Mason Korea campus to develop a plan to support the University students in South Korea. Assistant Vice President Zobel spoke to future conference calls with the Mason Korea leadership to finalize plans and discuss a course of action.

Rector Davis opened the floor for discussion. Visitor Moreno inquired of the wellbeing of the students in Korea and if there were any reported incidents on the Mason Korea campus. Assistant Vice President Zobel noted that there is a full leadership team who are abreast of the wellbeing of the students on the Mason Korea campus and shared that there were currently 50 American students on study-abroad on the Korea campus. She reported that the ministry of education has asked to limit in-class instruction for the time being and noted that the University was awaiting an update from the Korean government.

Student Representative Layton thanked Assistant Vice President Zobel and the emergency management team for providing up-to-date information on the COVID-19 situation. He noted that he has two friends currently studying in Mason Korea.

Visitor Prowitt inquired of how students were to receive instruction, if not in-person, were they convening in their housing areas. Assistant Vice President Zobel confirmed that students were allowed to move freely throughout the campus, however the concern was the convening of large groups, who stay in close contact for a period of time. She noted that students were still going to the dining facilities and occupying common areas, however time together is being limited. She further noted that universities in Korea normally have large populations of students from China, though that is not the situation on the Mason Korea campus, the University is still abiding by the recommendations from the Korean government.

Visitor Moss inquired of the crisis communications plan and specific regarding protocol for unfortunate conditions. Assistant Vice President Zobel confirmed that the emergency management team works closely with the Office of Communications and Marketing regarding the dissemination of communication. Visitor Moss followed up with a question regarding Board communications, and how they are incorporated in the crisis communication plan. Interim Vice President of Communications and Marketing, Mike Sandler responded that the the communication to the Board is disseminated by the President's Office.

Visitor Rice commented regarding threshold numbers that would determine the closing of Mason's campuses. Assistant Vice President Zobel responded that the emergency team is working with public health to determine what the tipping point would be, however the University has not received specific guidance or numbers to date. She noted that it was her understanding that public health was treating every case as a unique circumstance. She further noted that public health is aware that Mason is a large campus, and the emergency management team has been in weekly communication with them. Visitor Rice inquired if there would be an exact number and guidelines provided, or if there would be an upcoming meeting to decide. Assistant Vice President Zobel responded that conversations have led her to believe that public health is currently developing a plan for specific numbers. Visitor Rice thanked her.

Visitor Iturregui commented and noted President Trump's conference which specifically mentioned universities. He inquired if there was a direct line of communication or if contact was accomplished through an agency. He further inquired of local coordination efforts in Northern Virginia, Fairfax County, Red Cross etc. Assistant Vice President Zobel responded that the University has a wide network, and are fortunate to have many agencies locally with expertise in crisis management, and that the University is well connected to

them. She noted that the coordination is implemented through the state's public health department.

Visitor Marquez inquired if communications to the Mason community has included preventative measures for proper hygiene. Assistant Vice President Zobel confirmed that the University has transmitted such communication, and noted that the emergency management team is aware that regular communication with the Mason community is important.

Interim President Holton followed up on the question of whether there were students affected on the Mason Korea campus, and asked for clarification. Assistant Vice President Zobel stated that currently there were no potential cases on the Mason Korea campus. Interim President Holton shared that the area where the campus is located is geographically removed from reported COVID-19 cases. She spoke to meeting with the director from the Mason Korea campus, who explained that the school calendar in Korea is different from the calendar on the other campuses. Interim President Holton noted that what she understood is the students in Korea were expected to begin class this week. She shared that the Mason Korea convocation was postponed as a precaution at the direction of the Korean government, and now the beginning of the new semester is expected to be delayed by two to three weeks; she noted there were plans for online alternatives. Interim President Holton commended Assistant Vice President Zobel and Interim Vice President Sandler and their teams for their coordinated efforts regarding communications. She referenced the previous communications sent regarding a Mason student who tested negative for the COVID-19. She explained the coordinated efforts of the University with the local health department, who communicated with the state public health department, who then communicated with the federal government. She noted that it was an effective and ongoing emergency communications network. Interim President Holton further noted that testing for the virus took longer than anticipated because of the backlog of tests, however the emergency management and communications teams ensured that the University community was regularly updated with available information, and provided preventative hygiene tips.

Visitor Prowitt inquired of hand sanitizer stations. Discussion ensued. Assistant Vice President Zobel responded that stations were already on campus and that the emergency team was doing an inventory of the stations, of their locations, and restocking.

Student Representative Layton noted that previous communications to the University community addressed issues of race and disparaging comments, and recommended addressing those concerns in future communications. Assistant Vice President Zobel agreed and confirmed its inclusion in a current draft. Student Representative Layton thanked her.

Visitor Moreno noted emergency preparedness plans and inquired if the University will be called upon to support local efforts, and further inquired of any communication regarding on-hand emergency supply requirements. Assistant Vice President Zobel responded that the University reiterates guidance from the Centers for Disease Control and Prevention (CDC). She spoke to communication from the CDC which provided goods and materials one should consider, including medications and the like. She noted that the University would consider including that information in future communication. Visitor Moreno thanked her.

Faculty Representative Davis commented, adding that in consideration of the student population at Mason, not all would be able to purchase CDC recommended items. She noted that the Mason pantry could be an option for donations of the suggested items for students in need. Assistant Vice President Zobel agreed, and noted that the emergency management team will work with Vice President of University Life, Rose Pascarell to implement Faculty Representative Davis' proposal. Rector Davis thanked Assistant Vice President Zobel for her time.

Rector Davis recognized Vice Rector Hazel for comments. Vice Rector Hazel shared that President-Elect Washington and his spouse had visited the local Mason campuses today. He noted that they visited the Mathy House, met with Interim President Holton and staff, and joined a press meeting. Vice Rector Hazel called upon Interim Vice President Sandler who noted the presence of the media outlets in attendance which included the Washington Post, the Associated Press, three local networks, other media, as well as a large contingent of students. Vice Rector Hazel noted that RSVP's for the afternoon event were well over 400.

Visitor Moss ask for clarification regarding the definition of “Mason community” used on the event invitation, and inquired of who that included. Vice Rector Hazel responded that he believed it meant the wider community, such as the Chamber of Commerce. Visitor Moss inquired of legislators. Interim President Holton responded that she believed legislators were invited, and called upon Interim Vice President Sandler who provided that the invitation was sent to all Mason faculty, staff, students and local legislators. Visitor Kazmi added that the chair of the Prince William County Board of Education received an invitation, and was very thankful to have been invited. Interim President Holton added that the invitation was not sent to the general public, however they would be welcomed. Discussion ensued regarding transportation to the event.

Visitor Iturregui commented that he appreciated receiving the College of Science annual report and printed University materials by mail. He thanked the staff for providing information on the programs and happenings at Mason.

**IX. Adjournment**

Rector Davis adjourned the meeting at 2:30 p.m.

Respectfully submitted,



Leslie Barton  
Secretary pro tem

Attachment 1: Board of Visitor Policy on Public Comment (*2 pages*)

Attachment 2: Reva and Sid Dewberry Family School of Music Resolution (*1 page*)

Attachment 3: Jimmy and Roslyn Carter School for Peace and Conflict Resolution (*1 page*)

Attachment 4: Draft - Core Campus Project Naming Resolution: Horizon Hall (*2 pages*)

Attachment 5: Commendation of Appreciation for Provost S. David Wu (*1page*)

Attachment 6: Debt Management Policy #2111 Compliance (*2 page*)

POLICY OF THE BOARD OF VISITORS OF GEORGE MASON UNIVERSITY FOR  
PUBLIC COMMENT ON UNDERGRADUATE TUITION AND MANDATORY FEE INCREASES

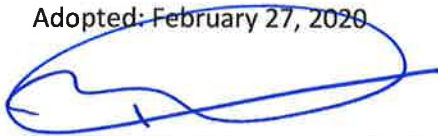
In accordance with § 23.1-307(D) of the Code of Virginia, at least 30 days prior to a vote to increase undergraduate tuition and mandatory fees the George Mason University Board of Visitors (the "Board") will provide students and the public: (1) a projected range of any planned increase in undergraduate tuition and mandatory fees, (2) an explanation of the need for the increase, and (3) notice of the date and location of any vote on any such increase. Additionally, in accordance with § 23.1-307(E), the Board will permit public comment on any proposed increase in undergraduate tuition and mandatory fees prior to any vote referenced in subsection D.

- A. Whenever increases in undergraduate tuition and mandatory fees are proposed, the Board will hold a public comment session. The public comment session will be held prior to the Board's regular meeting at which time the Board will consider the proposal. Public notice for this session will be given as required by law.
- B. The Rector, Vice Rector, or Secretary of the Board and at least two additional Board members must be present for the public comment session. All members of the Board are encouraged to attend.
- C. At the public comment session, prior to receiving public comment, the university administration will present to the Board the background and history of the University's tuition and fees and factors considered in proposing any increases.
- D. Each person who wishes to comment at the public comment session must register in advance, following the registration link published on the Board website; individuals must be registered no later than 48 hours in advance of the public comment session. Anyone may provide written comments to the Board through the registration web site, either in conjunction with or in lieu of speaking at the public comment session.
- E. The Board will set a time limit for all speakers. In order to maximize the number of speakers able to present their viewpoints within the allotted time, the Board may ask speakers with duplicative comments to shorten their presentation. Because time is limited, speakers are also encouraged to also submit their written comments at the time of registration. Special interest and/or groups of individuals are encouraged to select a spokesperson.
- F. All public comment made at the public comment session must be limited to the topic of undergraduate tuition and mandatory fee increases.
- G. Dedicated time slots will be reserved during the public comment session for the undergraduate student representative to the Board, should they wish to make comments.
- H. Depending on the volume of registrations, not all registrants may have the opportunity to speak. However, all written statements received through the website will be included in the public record of the public comment session and will be provided to the Board. Audio/video presentations are not permitted at the public comment session, but individuals may disseminate written materials to Board members during their speaking time.

- I. If time remains during the public comment session after the pre-registered speakers offer their comments, additional individuals who are present may be offered the opportunity to speak.
- J. The Board will not respond to oral or written comments.

In accordance with § 23.1-307(F) of the Code of Virginia, the Board of Visitors, through the Rector or his/her designee will provide the public with an explanation for any deviation from the projected range of the planned increase in undergraduate tuition and mandatory fees that it previously provided to the general public. Such explanation will be provided orally or in written form before the Board takes final action on any undergraduate tuition and mandatory fee increase. The Board's minutes will include the written comments and a transcript of the oral comments made at the public comment session.

Adopted: February 27, 2020



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Horace Blackman  
Secretary  
Board of Visitors of George Mason University

## RESOLUTION OF THE BOARD OF VISITORS OF GEORGE MASON UNIVERSITY

**WHEREAS**, the School of Music at George Mason University is a renowned school that attracts students from around the world, preparing them for artistic careers in music and to be leaders in music education; and

**WHEREAS**, the George Mason University Foundation recently received a pledge of \$1.8 million from businessman and philanthropist Sidney O. Dewberry to support the School of Music; and

**WHEREAS**, Mr. Dewberry and his wife, Reva Dewberry, have been generous and longtime supporters of the School of Music through their prior contributions of nearly \$1.4 million and the creation of the Linda Apple Monson Scholars Endowed Fund; and

**WHEREAS**, Mr. Dewberry played a leadership role in launching the Steinway Initiative which led to the School of Music achieving the status of an All-Steinway School; and

**WHEREAS**, Mr. Dewberry has served the university admirably in many volunteer roles, including as Rector of the Board of Visitors from 2004 to 2007, and as a member of the George Mason University Foundation Board of Trustees from 1990 through 1998, including service as Chair; and

**WHEREAS**, Mr. Dewberry received the George Mason Medal, the university's highest honor, in 1997, and chaired the university's first major fundraising campaign, which concluded in 2005; and

**WHEREAS**, Mr. Dewberry is a lifelong lover of music, who continues to take piano lessons today at the age of 92; and

**WHEREAS**, Mr. Dewberry is an outstanding ambassador for the university, seeking and gaining support from other community leaders to help build a world-class School of Music at Mason; and

**WHEREAS**, Mr. Dewberry is known across the National Capital Region for founding and leading Dewberry, a national planning, design, and construction engineering firm; and

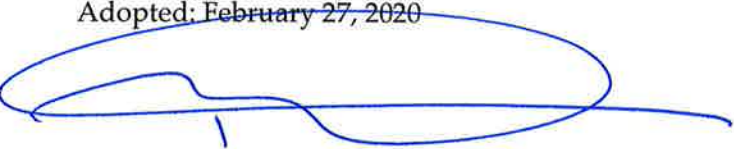
**WHEREAS**, Mr. Dewberry for decades has been a public-spirited community leader and generous supporter of the arts, education, and other causes throughout the region; and

**WHEREAS**, Mr. Dewberry is admired and beloved by the faculty, staff, and students of the School of Music, personifying the maxim that "it is more blessed to give than it is to receive";

**BE IT THEREFORE RESOLVED THAT** the George Mason University School of Music be renamed the Reva and Sid Dewberry Family School of Music.

**BE IT FURTHER RESOLVED THAT** this resolution be entered into the minutes of the George Mason University Board of Visitors this day, February 27, 2020.

Adopted: February 27, 2020



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Horace Blackman  
Secretary, Board of Visitors

## RESOLUTION OF THE BOARD OF VISITORS OF GEORGE MASON UNIVERSITY

**WHEREAS**, the George Mason University School for Conflict Analysis and Resolution, first established as a center at the university in 1981, is the oldest and largest such academic institution in the world, educating scholars and practitioners for nearly 40 years; and

**WHEREAS**, continuing to grow in size and influence, in 2004 the center became known as the Institute for Conflict Analysis and Resolution, becoming the School for Conflict Analysis and Resolution (S-CAR) in 2012; and

**WHEREAS**, in 2016 S-CAR opened Point of View, located on Mason Neck in Fairfax County, as an academic center and residential retreat where practitioners gather to work on dialogue and conflict resolution, known as “a civilian Camp David”; and

**WHEREAS**, in its history S-CAR has educated more than 2,000 undergraduate and graduate students, producing leaders devoted to the ideals of building peace and understanding in their communities and around the world; and

**WHEREAS**, the late Harold (Hal) Saunders, who served as an assistant secretary of state during the administration of President Jimmy Carter and was a primary architect of the 1978 Camp David peace accords, later taught and mentored students at S-CAR, and donated his personal papers to the George Mason University Libraries for research; and

**WHEREAS**, through the Camp David Accords, President Carter and his administration established the framework for a historic peace treaty concluded between Israel and Egypt in March 1979, a peace which continues today; and

**WHEREAS**, the Carter Center, founded in 1982 by President Carter and First Lady Rosalynn Carter, seeks to prevent and resolve conflicts, enhance freedom and democracy, and improve health; and

**WHEREAS**, President Carter is known throughout the world as a leader committed to the principles of human rights, peace, and justice; and

**WHEREAS**, the leadership of the School for Conflict Analysis and Resolution, public officials, and many of the school’s leading supporters have advocated that President Carter and his legacy of peace be honored by George Mason University for future generations to remember; and

**WHEREAS**, permission to honor them was requested from President Carter and Mrs. Carter, who approved the idea that the school bear the Carters’ name; and

**WHEREAS**, such renaming will inspire the school’s faculty, staff, students, and alumni to carry forward the critical work of conflict resolution and peacebuilding;

**BE IT THEREFORE RESOLVED THAT** the School for Conflict Analysis and Resolution be renamed the Jimmy and Rosalynn Carter School for Peace and Conflict Resolution.

**BE IT FURTHER RESOLVED THAT** this resolution be entered into the minutes of the George Mason University Board of Visitors this day, February 27, 2020.

Adopted: February 27, 2020

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Horace Blackman  
Secretary, Board of Visitors

<b>ITEM NUMBER IV.A:</b>	<b>Core Campus Project Naming Resolution: Horizon Hall</b>
<b>PURPOSE OF ITEM:</b>	To give the Core Campus Project a more permanent name for ordering of signage and for use in university materials.
<b>BRIEF NARRATIVE:</b>	The new academic building that will anchor the Fairfax Campus requires a distinctive name that is flexible enough to accommodate future naming opportunities. The building's name should convey exploration and learning, the indoor/outdoor nature of the space, and the scope of the university's mission to broaden perspectives. The University Naming Committee, with members from across the university, collected input from a variety of stakeholders, including the College of Humanities and Social Sciences and Mason Innovation Exchange, both of whom will be based in the new building.
<b>STAFF RECOMMENDATION:</b>	In compliance with the Board of Visitors naming policy, the Core Campus Project resolution is provided for the Board's first reading at the February 27, 2020 meeting, and vote of approval at the May 6, 2020 meeting.

**DRAFT****RESOLUTION OF THE BOARD OF VISITORS OF GEORGE MASON UNIVERSITY**

**WHEREAS**, a state-of-the-art, 218,000-square-foot academic building under construction on the Fairfax Campus is scheduled to open in Spring 2021; and

**WHEREAS**, the new building, to date referred to as the “Core Campus Project,” requires a proper name for the ordering of signage and for use in various university materials; and

**WHEREAS**, the name must be distinctive but also crafted to accommodate future naming opportunities for a vibrant, globally connected hub for intellectual exploration and transformational learning; and

**WHEREAS**, the University Naming Committee, with representatives from the student body, faculty, Alumni Relations, Campus Planning, University Libraries and several other Mason offices and departments, gathered input from a broad range of additional stakeholders to generate a list of about 25 naming options; and

**WHEREAS**, those additional stakeholders included representatives from the College of Humanities and Social Sciences and the Mason Innovation Exchange, both of whom will be based in the new building; and

**WHEREAS**, the new building will define the center of academic life, aesthetically and practically, on the flagship campus of the largest and most diverse public research university in the Commonwealth of Virginia; and

**WHEREAS**, the name of the new building should reflect the scope of the university’s scholarship and research and the mission to broaden knowledge and perspectives; and

**WHEREAS**, the design of the new building blends earth and sky with large windows for natural light, complemented by abundant green space, an outdoor amphitheater and a larger and redesigned Wilkins Plaza; now

**BE IT THEREFORE RESOLVED** that the “Core Campus Project” be hereby officially designated as “Horizon Hall.”

**BE IT FURTHER RESOLVED** that this resolution be entered into the minutes of the George Mason University Board of Visitors this day, May 6, 2020

Adopted: May 6, 2020

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Horace L. Blackman  
Secretary, Board of Visitors

**Board of Visitors**  
**George Mason University**  
**Commendation of Appreciation for**  
**S. David Wu, Ph.D.**

**WHEREAS**, Provost and Executive Vice President S. David Wu has been a tireless and ambitious leader during his six years at Mason, creating, implementing and executing strategic initiatives at the largest and most diverse public research university in Virginia; and

**WHEREAS**, during Dr. Wu’s tenure, Mason emerged as the youngest institution to receive a Tier 1 research designation from the Carnegie Classification of Institutions of Higher Education, and sponsored awards for research, scholarship and creative work at Mason increased by nearly 80%; and

**WHEREAS**, Dr. Wu facilitated the Science and Technology Campus branding and the establishment of the Potomac Environmental Research and Education Center, and launched the Institute for Biohealth Innovation and Institute for a Sustainable Earth; and

**WHEREAS**, during Dr. Wu’s tenure, Mason was selected by the Department of Homeland Security to lead its Center of Excellence in Criminal Investigations and Network Analysis, one of Mason’s largest research awards; and

**WHEREAS**, Dr. Wu worked with regional partners to attract Amazon to Northern Virginia and developed programs to meet the demands of the tech economy, including the Department of Cyber Security Engineering, the first program of its kind in the country, and the forthcoming Institute for Digital InnovAtion and School of Computing; and

**WHEREAS**, Dr. Wu fostered collaboration among units, including through a seed grant process that spurred high-impact multidisciplinary research and he brought together faculty and leading outside experts through his Annual Multidisciplinary Research Symposium; and

**WHEREAS**, Dr. Wu built and directed a talented academic leadership team and established the Mason Impact initiative to enrich student learning; and

**WHEREAS**, Dr. Wu led efforts to reach underserved populations, including adult learners, to provide more academic opportunities through online education and by establishing the ADVANCE partnership with Northern Virginia Community College, hailed as a national model transfer pathway; and

**WHEREAS**, under Dr. Wu, Mason launched an American Council on Education (ACE) Internationalization Laboratory to review and improve Mason’s global programs and efforts and joined the American Talent Initiative, a national coalition of universities delivering high graduation rates and committed to expanding access; and

**WHEREAS**, under Dr. Wu, the university increased innovative, experiential, and global learning opportunities, through undergraduate research, study abroad, the INTO partnership, and the growth of Mason Korea; and

**WHEREAS**, under Dr. Wu, Mason launched two new Faculty Activity and Collaboration Tools to automate the process for renewal, promotion and tenure and to help Mason faculty members more seamlessly connect with their colleagues; and

**WHEREAS**, Dr. Wu implemented an incentive-based university budget system to stimulate academic innovation, giving academic units more autonomy over their resources; and

**WHEREAS**, Dr. Wu, through a collaborative effort with Faculty Senate and Advancement, led a major revision of Mason’s Gift Acceptance Policy; and

**WHEREAS**, during Dr. Wu’s tenure, Mason experienced the fastest enrollment growth in Virginia, increased student diversity and academic outcomes, and expanded its mission of offering access to excellence; and

**WHEREAS**, in the past two years, Mason jumped 90 places in the *Wall Street Journal/Times Higher Ed* ranking based on “educational impact and the lifetime benefit to students” and *U.S. News & World Report* ranked Mason 28<sup>th</sup> nationally for educational innovation; now

**NOW, THEREFORE** the Rector and Visitors of George Mason University unanimously congratulate and commend Provost and Executive Vice President S. David Wu for his service, vision, and contributions to George Mason University.

\_\_\_\_\_  
Tom Davis, Rector  
George Mason University

**ITEM NUMBER III.E.:****DEBT POLICY – 2020 ANNUAL REVIEW  
(ACTION)****PURPOSE OF ITEM:**

Board of Visitors annual review of the University's compliance with Debt Policy #2111, originally approved in February 2014 with revisions approved by the Board on March 1, 2018.

**APPROPRIATE COMMITTEE:** FINANCE AND LAND USE

**BRIEF NARRATIVE:**

The Debt Policy applies to all debt financing activities of the University. The use of debt is an important funding mechanism for the University's capital plan. The Debt Policy links the use of debt to the University's mission and strategic goals during this continued period of growth. The Policy incorporates a portfolio approach to managing the University's debt level, debt composition and risk profile. The portfolio risk is viewed in the context of the University's assets, liabilities and operations. One of SCHEV's measures of institutional performance is the University's compliance with a Board approved debt management policy.

**Debt Policy compliance highlights:**

- ✓ Maintain an "A" category rating by a nationally recognized rating agency
- ✓ Review of Key Financial Indicators (debt capacity, debt affordability and overall financial strength).
- ✓ The Board authorizes issuance of debt and adopts reimbursement resolutions when required.
- ✓ The Board annually reviews the University's compliance with the Policy.

**STAFF RECOMMENDATION:**

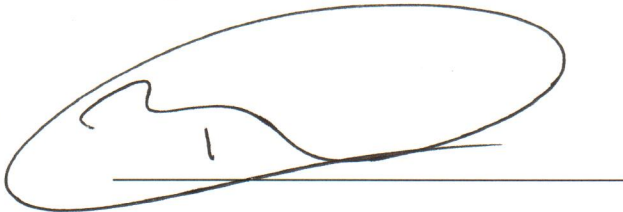
The staff recommends BOV approval of the attached resolution stating the University is in compliance with its Debt Policy.

**RESOLUTION  
OF THE  
BOARD OF VISITORS OF GEORGE MASON UNIVERSITY**

**WHEREAS**, pursuant to the University's Debt Management Policy, the George Mason University Board of Visitors performed its annual review.

**NOW, THEREFORE, BE IT RESOLVED** that the University is in compliance with its Debt Management Policy.

Adopted: February 27, 2020

A handwritten signature in dark ink, appearing to be "H. Blackman", is written over a horizontal line. The signature is enclosed within a large, hand-drawn oval.

Horace Blackman  
Secretary  
Board of Visitors  
George Mason University

**GEORGE MASON UNIVERSITY  
BOARD OF VISITORS  
EXECUTIVE COMMITTEE MEETING  
AND  
PUBLIC COMMENT SESSION**  
per Code of Virginia § 23.1-307

**Meeting of the Executive Committee  
April 2, 2020  
MINUTES**

**PRESENT:** Rector Davis, Vice Rector Hazel, Secretary Blackman, Visitor Moreno; Interim President Holton and Secretary *pro tem* Barton.

**ABSENT:** Visitor Roth

**I. Call to Order**

Rector Davis called the meeting to order at 9:19 a.m.

He thanked the Executive Committee members for convening in-person in order to meet the quorum requirements. Rector Davis explained that the full Board was afforded means of viewing and interacting remotely and provided instruction to members. He noted that the administrative team has worked to provide meaningful ways for the public to participate and provide comment.

Rector Davis recognized President Holton for her remarks.

(Attachment 1: Public Meeting Notice & Remote Access / Live Stream Information)

**II. President's Remarks**

President Holton provided a status report on the state of the University. She noted that the University was able to launch 5,200 online courses in one week of preparation time. She further noted the scale of which this was accomplished with 37,000 students participating and turning in tens of thousands of assignments through the Blackboard platform in just the first week. President Holton spoke to the cancellation of students returning to campus before the end of spring break and reduced the student dorm population from 7,000 to under 500. She noted that the students who are on campus are those in need of housing, international students or those who need to be on campus in order to continue their online education. President Holton noted that safety was the University's utmost priority and safe execution of allowing those students who needed to return, allowing those who needed to pack belongings etcetera was an endeavor. She further noted that the University continues to conduct research work and spoke to faculty who are currently working on COVID-19

vaccines with partners at other research institutions. She further spoke to faculty working on diagnostics, systems engineering and communications regarding COVID-19.

President Holton spoke to the Mason Students who have been responsibly social distancing and following guidance provided by administration. She noted that the staff has been teleworking with the exception of those who need to be present to provide critical functions for

the University. She spoke to the extraordinary change the University has undergone and the unity it has created in the process. President Holton noted a faculty member who reached out to a student who had not responded to an assignment requirement, and the University learned that the student was very sick with COVID-19. She noted that this was one of four confirmed cases among the student body, and further noted that the students did not have contact with the University during their contagious period. She spoke to the faculty member's diligence and through their efforts, the University was able to reach out to the family and provide additional support.

President Holton shared her experience in hosting her first virtual Employee of the Month recognition, in honor of Stephanie Kuhta, Administrative Coordinator in the Sport, Recreation and Tourism Management, within the College of Education and Human Development. She expressed her thanks to the Safety and Emergency Response Management team, and noted Dave Farris, Executive Director; Julie Zobel, Assistant Vice President, Safety, Emergency, and Enterprise Risk Management; Lisa Park, Executive Director, Student Health Services. She thanked the technology staff, Provost Wu, Deans, Faculty Senate, and noted the cohesive and collaborative efforts in working together to identify solutions.

President Holton spoke to transitions in the University's senior leadership team. She noted the appointment of Mark Ginsberg, current Dean of the College of Education and Human Development as Interim Provost, effective April 15. She spoke to current Provost, S. David Wu's departure to Baruch College in the summer and noted that he would be on campus and available to provide support to Interim Provost Ginsberg during the transition. President Holton spoke to the departure of Michelle Marks, Vice President of Academic Innovation and New Ventures who will be the next Chancellor of the University of Colorado Denver. She noted Vice President Marks' accomplishments at Mason and mentioned the ADVANCE Program. President Holton spoke to President-elect Washington's transition meetings with the senior leadership team.

President Holton spoke to Mason's Annual Giving Day, scheduled for April 2 and noted the change in the scope of Giving Day this year to help students in need who have been affected by COVID-19 to help them continue their online education. She further noted the establishment of the Student Emergency Assistance Fund to address student needs, and her hope for Board support towards the Fund. President Holton urged members of the public who may be in a position to help others, to give to the Fund, and noted that there were students whose sources of income have been completely interrupted by the COVID-19

pandemic. She spoke to the link for Patriot's Helping Patriot's availability on the University homepage, which also includes details regarding the Mason's response to the crisis through the "COVID-19 Response" link.

Rector Davis thanked President Holton for her remarks.

### **III. Economic Outlook Presentation**

Rector Davis recognized Jeannette Chapman, Director of the Stephen S. Fuller Institute and noted that the Institute is a source of information and analysis of the Greater Washington region's economy.

Director Chapman referred to her handouts provided in the Board materials and expanded on the projections for the region presented. She spoke to Figure 1. Annual Change in the Washington Region's GRP, 2007 – 2019 – 2024. She explained that Figure 1 which includes two forecasts, the green represented a 0.8% contraction in 2020 and the red represented a strong 3% rebound in 2021. She noted that the assumptions are critical because this was not a typical business cycle economic recession but is an economic recession due to a health crisis. Director Chapman spoke to the future economy in the region being dictated by the length and severity of the pandemic. She noted that unlike past recessions where the economic conditions determined the past and future economy, these projections are determined based on health outcome of the current response. She further noted that the somewhat optimistic forecast is due to the current measures and policies now, such as social distancing being sufficient for the next two months, with operations returning to normal after two months. Director Chapman noted that the new stay-at-home measure changes the forecast, which was a few days old. She spoke to the stay-at-home measures and noted that it will likely deepen the recession a little more, and hopefully that will mean a faster bounce back, assuming that the measure is more effective in stopping the spread.

She further spoke to the second forecast in red, which accounted for a slightly more severe or longer. pandemic. Director Chapman noted that it does not outline the maximum potential for decline, instead it outlined that as the pandemic becomes more severe or lasts longer the economic ramifications do not scale proportionately. She further noted that the result would be slower consumer confidence when the economy rebounds. She explained that it would double the economic rebound from 0.8% to 1.6% and it would slow the rebound in 2021. Director Chapman further explained that what is happening now has an additive effect on the contraction and on the rebound. She noted that adding another month to a shutdown does not simply add another month on the economic contraction, instead it makes the contraction more complex and harder to recover from.

Director Chapman spoke to immediate and long-term impacts of the COVID-19 pandemic. She noted that the first and most obvious impact is the economic uncertainty for businesses and households. She further noted that there is an economic cost associated because uncertainty makes it hard to plan, and people tend to postpone large investments and purchases. Director Chapman noted that the degree to which this last will depend on the

degree to which the pandemic lasts. She spoke to the productivity of the region due to loss of workforce and noted that the Washington region is a knowledge-based economy so it can function better than other regions who depend on manufacturing or goods production. She further spoke to the issues with technology and broadband that the region is expected to experience, and the cost of not being able to work efficiently. The third point Director Chapman spoke to the near-total shutdown of the leisure and hospitality, retail, and consumer service sector and its effects on the region. She noted that this is the first shutdown

of its kind in the region and affected one-fifth of the total jobs in the region. She further noted the increase in jobless claims with mitigating factors being that these jobs are generally hourly wage, part-time work, with lower level output associated with these positions, thus not affecting Gross Regional Product (GRP) too much and account for about 8% of the total output for the region. Director Chapman explained that while the ramifications for these households is extreme and unusual, the effect on the region's economy is smaller than the topline numbers imply.

She continued and explained that there was more downside risk to the forecast primarily because of the nature of the pandemic, since as it progresses it will become more complex and difficult to recover from. Director Chapman noted the four major reasons for this and four pieces that will follow on if the situations became worse. She spoke to a snow-ball effect that could potentially happen in the region, should the situation worsen and discussed the semi-shutdown in the tourism and service sectors could spread to other industries. She noted that as business are unable to plan, they would need to make adjustments and this effect would trickle to other sectors including construction and professional business service sector. Director Chapman spoke to the amplified effect on household incomes and net wealth; she added that this would fundamentally reduce consumer spending levels. She noted that the wealth lost thus far has been in the service sector which accounts for a small portion of the wealth in the region, however as the effects of the shutdown spreads it would be hard to recover from, meaning the Washington region post-pandemic spending would not return to pre-pandemic levels for the foreseeable future. She continued and spoke to consumer sentiment should the pandemic progress and become more complex, consumers will lose faith in the institutions and in the general ability to plan. She continued to note that this would alter consumer risk preferences and alternate their spending patterns moving forward, causing a ripple effect. Director Chapman spoke to economic bottlenecks that the Washington region may be susceptible to due to the decrease in international manufacturing. She noted that the bottlenecks will be determined by the length and severity of the pandemic.

Rector Davis thanked Director Chapman for her report and referred to the presentation which is available online through the BOV website ([bov.gmu.edu](http://bov.gmu.edu)) located in the "Meeting Agendas & Materials" tab.

#### **IV. Current Operations Overview**

Rector Davis recognized Carol Kissal, Senior Vice President of Administration and Finance to provide the University's current operations overview and the FY 2021 Financial Plan.

Senior Vice President Kissal spoke to the new macroenvironment and noted that it is unlike any business cycle. She further noted that the Washington region is normally insulated from economic downturn due to the federal government industry which is a stabilizer. She concurred with Director Chapman's presentation and spoke to decline in productivity following the longest expansion on record. She noted that the Washington region is expected to stall and there would be a decline in the service industry and the like. She further noted supply chain shutdowns which would directly impact the University's Capital Projects. Senior Vice President Kissal continued by speaking to higher education specifically and noted that all of the credit rating agencies have a negative outlook for the United States higher education as the COVID-19 outbreak increases downside risks as referred to on slide 4 of her presentation. She spoke to the challenges and noted that the outlook will be different for universities that have a strong operating performance and those with greater budget flexibility, stronger cash flow, stronger liquidity will be able to navigate the challenges; and further noted the challenge that will be shifting from a digital platform to in-class instruction again. Senior Vice President Kissal noted that the University has many of the qualities to weather the pandemic which has been reflected in the University's upgraded credit rating from Moody's to an "Aa rating". She further noted that the University has exceeded operating margins in the form of liquidity and debt ratios and noted the University's strong position with a caution that the University is greatly dependent on a quicker sustained recovery of the financial markets and expected enrollment decline in the fall which will have a direct negative financial impact.

Senior Vice President Kissal spoke to the University's current operations. She reiterated the extension of spring break to provide faculty time to prepare for the virtual platform and noted the transition of 5,200 courses virtually and further noted that on the first day there were over 140,000 Blackboard page views. She spoke to the special arrangements made for the performing arts and specialized labs where social distancing was possible. She noted the challenge of moving the University's workforce of 11,800 people to telework and further noted that guidance is provided on a regular basis. She further noted the changes in the way employees work to include processing work for the University and 100% virtual meetings through Webex and noted the adaptability of the employees in being able to do this. Vice President Kissal spoke to the strain on infrastructure, especially in technology and on the workforce.

She went on to speak of the University's many strengths and noted that with every crisis comes an understanding of what those are. She further noted those strengths as being the most affordable R1 doctoral institution in the Commonwealth and spoke to the fact that the students realize that value and purposefully choose Mason. She spoke to the University as being the largest and most diverse public research university, its climb in the rankings by 90 places in the past two years and the 64% enrollment growth which is the largest enrollment growth in the state in the last 10 years. She further spoke to the educational value and Return On Investment (ROI) for Mason alumni who earn the highest salaries in the state.

Senior Vice President continued and noted the University's strengths in operating procedure as a contributor to the economic driver in the region, strong growth in enrollment, and operating margins which have exceeded targets and have put the institution in a better position than some peer institutions. She further noted the challenges the University faces today and she listed them as: fewer resources than peer institutions, dependency on tuition, faculty and staff compensation gaps, and low tuition rates – while it is a strength, is also a financial weakness which limits the University's ability to invest in faculty and staff. Senior Vice President Kissal noted that while the University is meeting its challenges in virtual learning and telework, it has also highlighted the weaknesses the University has in manual processes and the lack of automation in processes. She spoke to the business and operational infrastructure has not kept up with the expansive growth. She noted that this specific challenge will have an effect on future research, faculty ratios and personnel.

Senior Vice President Kissal spoke to the University's short- and medium-term risks on slide 12 of her presentation, or what she referred to as "risk out to the summer" in regard to the COVID-19 pandemic. She noted the expectation of revenue and expense loss between \$48M to \$64M through which includes increased expenses related to technology for virtual instruction, increased support for students, the cost to clean and disinfect all of the buildings across the University's three campuses, revenue losses due to refunds for housing and dining, estimates for bad debt, cancelled events, and research. She spoke to medium term risks associated with enrollment and retention for the summer and fall terms which is projected to fall by 5% from the original 6-Yr Plan which translates to a potential revenue loss of \$25M - \$30M from planned enrollment. She further spoke to investment portfolio risk that may impact the George Mason University Foundation, which could further affect current year spending. Senior Vice President Kissal shared the University's short- and medium-term risk mitigation strategies which included unit and academic plans for investment needs in the fall and discussions of what non-critical initiatives can be deferred, cost-saving initiatives, possible new opportunities to drive revenue in the fall and expected public assistance from the federal stimulus which is an estimated \$20M. She spoke to the University's long-term risks and noted that the University has already experienced a rapid decline in international students, and further noted that this may have a slower recovery over the next few years. She further spoke to potential funding risks in regard to capital investment, specifically commitments from the Commonwealth for the Tech Talent Initiative Program and Arlington projects. She noted that given the strains on operating reserves it could affect the University's debt capacity, the ability to secure debt for key projects in the long term.

She further noted that the financial effects of the pandemic could diminish the University's capacity to drive philanthropy and hiring national talent for research or instruction. She spoke to long-term mitigation strategies and opportunities that can offset the downside risk and referred to the 2008 recession and the institutions that strategically spent and invested recovered more quickly versus the institutions focused on cost-cutting. She noted that the University was focused on leveraging capabilities in online learning, scaling more quickly and taking advantage of the current environment, in addition to seeking operational efficiency and capitalizing on the University's greatest strength which is affordability and

identifying new strategic initiatives to leverage that. She referred to the three Strategic Investment Initiatives the University has focused on in the 6-Yr plan and referred to slide 13 in her presentation. She spoke to the investments as needed for the University to move forward, they align with the University's mission and have not changed, however the risk factors are at a higher level and they may not be achieved in the planned timeframe. Senior Vice President Kissal spoke to the modification of plans adopted to the current environment and noted that the University would continue to focus on its mission, focus on the strengths, develop mitigation strategies, pursue opportunities, establish priorities, continue to invest in areas likely for success and move forward many initiatives as the University works remotely, instructs students virtually and adjusts to the new normal.

(Attachment 3: Current Operations Overview and FY 2021 Financial Plan)

**V. FY 2021 Financial Plan**

Senior Vice President Kissal moved on to discuss the University's Fiscal Year (FY) 2021 Financial Plan, which began on slide 16 of her presentation. She referred to a chart on slide 17 and noted that it is similar to a chart presented in February, however it had been updated with FY 2020 actual performance and the pace at which the University was achieving budgets. She further noted that in February the projection had included an operating surplus, however adjusted projections with regard to the COVID-19 pandemic show potential revenue losses between \$48M - \$67M. She discussed funds to help cover losses which include applications to the state and federal government for relief programs in the University's best interest. She noted that in FY 20 there could be \$20M of planned contingency reserved that could be used, and further noted unrestricted auxiliary reserves that are not tuition based but are generated from other business services provided on campus. She also noted that some carryforwards from previous years could also help to cover some of the estimated gap. Senior Vice President Kissal noted that some of those funds had some level of commitment for investment purposes and there would be repercussions that the University would need to understand in moving forward with diverting funds. She further noted that her team was in the process of examining the impacts of doing so.

She referred to her presentation on slide 18 which illustrates the Six-Year Academic Plan Submission to the state. Senior Vice President Kissal noted that the expectation was that the University would generate \$31.6M in revenue from tuition, which would be used for the priorities listed and further noted that the University had planned for the General Fund appropriations from the state would supplement the tuition revenue. She then spoke to the FY 2021 budget from the state legislature pre COVID-19 pandemic and their recommendation for a 0% in-state increase in undergraduate tuition. She further spoke to the University's Six-Year plan which assumed a 5% increase for in-state and out-state undergraduate tuition, faculty and staff compensation increases, additional funds for student financial aid, \$5.8 M for the Tech Talent Initiative to launch the School of Computing, \$84M for the Arlington expansion project, and \$10M in support for student enrollment and success. Senior Vice President Kissal moved on to note the figure on slide 21 which illustrated in the first graph the University's "Original 6-Year Plan" and in the second graph

the original state support provided in the budget labeled “Commonwealth Conference” which totaled of \$58M. She explained the comparisons in the figure and spoke to the third graph, “Commonwealth Conference With Tuition Moderation” which provided \$28.4M in new revenue. She then spoke to the fourth bar graph “post COVID-19” which included the proposed 5% tuition increase, assumed lower enrollment rate, state support, lower financial aid and institutional aid to total \$33.6M. She noted the use of funds on slide 22, the first figure “Original 6 Year Plan” assumed \$81.5M in funds for strategic investment and the second figure “Refined Budget Expenses” and noted the \$13M gap. Senior Vice President Kissal further spoke to the budget scenarios illustrated on slide 23 “Proposed FY 2021 E&G Overview (Revised)” and noted that the projections do not include stimulus funds or state assistance. She further noted that her presentation was meant to be informative, to provide a current operational overview of the University’s circumstances, fiscal realities and scenarios with regard to difficult decisions the University will be faced with in the future. She recognized the hardships that many were facing during the COVID-19 pandemic and spoke to the refunds to be provided for full-time students, and further noted that the refund checks would be processed before the end of the semester. Senior Vice President Kissal concluded her presentation and opened the floor for questions.

Visitor Rice asked for clarification on slide 23 in regard to the “Post COVID-19” column and inquired if the title “Post COVID-19” meant after the start of the pandemic or the state of the University following the COVID-19 pandemic, for example in a year’s time. Senior Vice President Kissal responded and provided that the estimates and projections provided spanned through the end of the summer and some fall erosion in enrollment and retention.

Rector Davis thanked Senior Vice President Kissal for her presentation and noted that there were still many factors to consider regarding the potential tuition increase. He spoke to the student feedback during the Public Comment time, the special session of the state legislature on April 22, which could impact the University budget. He also noted that the regularly scheduled Board meeting of May 6 would be postponed for a couple of weeks in order to get a clearer picture of the situation and to make the best decisions for University. Rector Davis spoke to the intention of the meeting as being informative, to provide an update of the current state of the University, the options and challenges the University faces. He noted that the Board will defer making any decisions on tuition until more information is gathered from congress and the state legislature.

## **VI. Public Comments**

Rector Davis moved to the Public Comments portion of the agenda and thanked those attending virtually for their patience with the delay and the technical issues encountered.

He provided guidance for public participation and noted that those who registered to provide verbal comment would be called upon in the order in which they registered. Rector Davis further noted that for those who chose to provide in-person feedback, due to the COVID-19 gathering restrictions, they were asked to enter the meeting room when called upon and asked to exit the room once they concluded their remarks. He spoke to remote participation and asked that they mute their mics in order to limit sound disruptions until they were called upon to participate. He noted that once called upon, the moderator will un-mute their

microphone, and re-mute once they concluded their comments. Rector Davis spoke to the option to provide comments through the WebEx chat feature and noted that all chat comments submitted will be provided to the Board and included in the public record for the meeting. He noted that public comment would be accepted through e-mail or written mail until the Board convenes to vote on May 20; and further noted that the Board appreciates comments and proposals from the University community. He further spoke to public participation and noted that if time permitted the floor would be opened for further public participation from those who have not registered using the “raise hand” feature on the Webex platform. Rector Davis also reminded the public that the written comment form is open and available on the Board of Visitors website (*bov.gmu.edu*), and that it would remain open through the end of the session [as an addendum: please note the public comment form on the BOV website will remain open until the May 20, 2020 Board meeting].

In order of registration, the Rector proceeded to call upon the first registrant, Scott Joy. Rector Davis asked him to use the “raise hand” feature if he was present, Mr. Joy did not appear to be present. Rector Davis noted that if Mr. Joy subsequently joined that he would be provided time, he then moved on to the next registrant.

Rector Davis recognized the next registrant, Shuaib Ahmed, a Mason student. Mr. Ahmed was not present at the time.

Rector Davis moved on to the next registrant, Malcolm Evans.

#### VERBATIM MINUTES START

**Malcolm Evans:** Hi can you hear me?

**Rector Davis:** Yes, we can. Thank you for your patience.

**Malcolm Evans:** So, I’ve listened to everything. I’ve been here since the beginning when you guys were having technical difficulties. So, I am a senior at Mason. I’ve been going here for two majors and if there is a five-percent increase in tuition, I can’t afford to go to school anymore. And that’s the same thing with my girlfriend too who is “out of state”. I’ve been listening and it’s hard for you to see that you guys. You don’t see the forest through the trees. The pandemic doesn’t care about the budgets that we’re setting, or the projections that we currently have, and you guys are doing the best that you can. But I’m about to be evicted from my home because I was laid off a few days ago, a few weeks ago. And it’s hard to even want to go to school or continue to do schoolwork when I know I’m going to be evicted on April 6<sup>th</sup>. And I don’t have anywhere to go. It’s not just me, it’s a lot of students like us because we don’t have any more income. Raising rates is really out of touch, and do you really want to be the school that raises rates in the middle of a global pandemic and economic depression? It’s kind of greedy. Okay, so, I actually wrote a couple of things, sorry. Because of the pandemic and accompanying economic fallout, many students and their families have the diminished ability to pay for school. They’ve either lost their jobs or have their incomes severely cut. And the pandemic isn’t just going to last through like April or like the summer. The government is expecting this to be a multi-year thing estimates are saying up-to 18 months or 24 months. And the vaccine is nowhere to be found. At the end of this, a lot of, many of the students will not be coming back because

they've either been priced out or God forbid, they might be dying in this catastrophe. Plus, student's parents that have lost their jobs can't pay for the student's education, but we also shouldn't expect the parents to pay for the student's education. My parents aren't helping me. My girlfriend's parents aren't helping her, and she's got to pay a lot more than I do and she isn't coming from as privileged a background as me. She has to pay three times as much. It's hard to see all this as happening and I think the best thing that Mason can do is shutdown. It's hard to hear and it's hard to grapple with, but the longer the pandemic goes on, the more economic fallout will happen and the jobs that we lose today won't come back for a number of years. Should I have to force myself to work in this pandemic in order to pay for school? And risk my life? And not just me, other students. Unfortunately, that's the reality here. I was working, but I can't anymore. And if I go out to try to pay for school, if you guys raise rates, then I'm just not going to show up again. I know what that means for my life. I won't get a bachelor's degree. I have all this massive debt that I can't pay off, but I'm not going to go to school just because you guys want ... because it's hard for the University to recoup losses. I'm not going to risk my life to do that. It's unfair.

**Rector Davis:** Malcolm, thank you very much. That is a very helpful comment for us. It gives us a perspective that you don't necessarily get around the Board room. I just have to say, it's tough to call Board members greedy.

**Malcolm Evans:** I'm not calling you all greedy. It's optically, that's how it seems.

**Rector Davis:** I got you. No, I hear you. Look, we're in this together. This is something we hadn't expected, and I think your perspective is an important perspective as we weigh this. This is why we are putting off the decision as long as we can. Obviously, our intent would be to do as little with tuition as we can, and yet, at the same time have the University survive and do the things we have to do. So, I appreciate your perspective very much, and thank you.

The next person we have is Santiago Alfonzo Meza.

*Mr. Meza was not on the call at the time he was recognized by Rector Davis.*

Is Scott Joy back on, or Shuaib Ahmed?

*Mr. 's Joy and Ahmed were not on the call the second time they were recognized by Rector Davis.*

The next is Sancia Celestin.

*Ms. Celestin was not on the call at the time she was recognized by Rector Davis.*

Sara Deriso. Sara we are unmuting you now. Thank you for your patience and thank you for your comments in advance.

**Sara Deriso:** Alright, thank you. Hello Board members. My name is Sara Deriso and I graduated from George Mason in December of 2019 with a bachelor's degree in government and political communication. I'm also a member of transparent GMU and Mason For Survivors, and I'm also a student coordinator with Partners for College Affordability and Public Trust. Today I am encouraging the Board of Visitors to accept the tuition moderation plan. Mason is now receiving \$4.6 from the Commonwealth for this plan.

Students and their families are suffering immensely from the COVID-19 pandemic due to a number of circumstances. Students and parents are losing work, and the economic consequences of this pandemic will impact my generation for years to come. In the past ten years, tuition and fees in Virginia has risen 72%, and tuition at Virginia state universities is ranked sixth in the nation. I graduated from GMU a few months ago, but I am now worried about finding employment in my field, when the world enters an economic depression. Although I do not pay tuition anymore, I'm encouraging the Board to help my friends and fellow peers at Mason from more financial hardship than what they are already facing. I would also like to inform the Board of Visitors that Transparent GMU lobbied for legislation in the General Assembly this year for greater transparency of donor agreements. Since 2014 students have been fighting for transparency at GMU and we've finally won this legislation that is soon to be signed by the Governor. I would also like to ask all Board members to please read the letter to the editor published in the student newspaper, The Fourth Estate, on March 23<sup>rd</sup>. There are major problems at GMU in the Title IX department that must be addressed. No survivor of sexual assault should be retraumatized by their university that is supposed to protect them. GMU has failed and harmed so many survivors of sexual assault, including myself. And I really encourage all members at Mason to please read this letter in the Fourth Estate about the horrible things that are happening in our Title IX department. I'd like to thank you for your time, and please accept the tuition moderation plan to help students and families at Mason. Thank you.

**Rector Davis:** Sara, thank you for your comments and thank you for your patience.

That concludes the list of those that were registered to speak. We have a number of individuals who have provided written comments that will be entered into the record and read by the Board members.

We have a raised hand. Jasmine Johnson, we're going to "unmute" you, and thank you for your patience and for being with us today. Jasmine you're on. Jasmine are you there? Not here. We have "unmuted" you from here it appears. Did we get Jasmine? Jasmine we have you "unmuted", but we don't hear any sound. Did she type in something?

**President Holton:** Rector Davis, this is Anne Holton. Malcolm Evan's says that Jasmine is with him. If you can "unmute" Malcolm Evans, I believe she can participate.

**Jasmine Johnson:** Hello.

**Rector Davis:** You're on. Go ahead Jasmine. Thank you for your patience.

**Jasmine Johnson:** Hi, sorry about that. I don't know what was going on with that microphone.

**Rector Davis:** We're still trying to figure the whole thing out. So, this is all new to all of us. But thank you again for your patience.

**Jasmine Johnson:** Thank you so much for trying to work that out. I would like to start by I am a senior that attends George Mason right now, and I am an out-of-state student. And right now, I feel that a raise in the tuition rates and fees would be very hard for someone like me. And also, other students that are in my circumstances. I am not guaranteed to get

scholarships to pay for the tuition and fees that would be raised. I'm not even guaranteed to get the scholarships that I've received previously, for this year even. Raising tuition and fees during this pandemic would be very stressful for students like me. I have no real certainty of how I would be able to pay for school next year. There's not even certainty on my life. This is extremely stressful for me as a senior trying to finish my degree in the next year. Even though I understand that these are unforeseen circumstances, and I'm sorry that this is happening the way it is, the honest to God truth is that nothing is certain and if tuition and fees are to be raised right now, I know that there's a number of students whose parents are not able to back them. And I think that there's always an expectation that as a college student, our parents are going to be our backers. If something happens, say for instance just right now, if the economy is crashing, that we'll be able to go home. And live with them and they'll be able to provide for us. And have to take all of the hardships that we would have to essentially experience on our own, if we didn't have them. But there are already students that do and parents that cannot pull them up. Even though they may be their "go-to" if something were to happen. And I would suggest, if I could, to the Board, to not raise these fees and talk to students more. Maybe ask for their opinions and see their circumstances, to find out just how many students really are going through extreme hardships. Just like how the University has this fund out right now trying to see the needs of all of these students right now who may be possibly evicted or otherwise not able to pay their bills. But also have an understanding that having these types of financial backgrounds and circumstances, their socioeconomic background may be embarrassing to them. And not expect them really be able to come forward with their socioeconomic background, without having to have to feel embarrassment or possibly having to put too much of their information out there with not much idea of what they would receive in return. And make them feel safe.

**Rector Davis:** Well thank you very much. That's why we're postponing this decision we want to obviously do everything we can to make sure that our students are taken care of. We also have a series of bad choices; we just don't know what the final numbers will be at this point. But I think that hearing from you, and that perspective I think is important in the Board's minds as we come to this decision. And I thank you very much for your patience and your comments.

**Jasmine Johnson:** Thank you.

**Rector Davis:** Do we have anyone else that's waiting? We do not have any other "raised hands" at this point. So, I will close this and again note that an email to the Board of Visitors will be considered part of the record any time before our meeting in May. We remain open for comments. Our economic and financial circumstances are fluid between now and the decision-making time obviously. But I will close the Public Comment period at this time, and that all those that have participated, and are viewing the meeting remotely.

VERBATIM MINUTES END

(Attachment 4: George Mason University Board of Visitors April 2, 2020 Public Comment Session – Written Comments)

## **VII. Board Discussion**

Rector Davis moved to the Board Discussion agenda topic.

Rector Davis opened the floor for discussion and input and provided guidance on how to do so through the Webex Platform.

He reminded members that the Board received limited information and noted that though Senior Vice President Kissal outlined options of the University that there would be a more robust discussion in the next six weeks when more information was available. He reiterated that the Board was a long way from a final decision. He asked President Holton for her input and understanding of what was discussed in the legislature and noted that his understanding was that the proposed \$4.6M from the Commonwealth in the tuition moderation plan was at risk.

President Holton noted that all of the proposed support from the Commonwealth for the University was at risk. She noted that the Governor publicly announced that all new spending was on hold, and that the state budget deficit could be \$1B or more. She spoke to the state legislature's efforts to adjust the budget, which could be offset with some federal relief. She noted that there were severe constraints at the state level which will affect everything including funds for state employee raises, the funds proposed for student support and enrollment, funds for tuition moderation, Tech Talent initiative support, and funds for an increase in financial aid. She further noted that all agencies were noticed by the Governor's office that all new monies were being reviewed and considered, and that the University would not have further information until April 22.

Rector Davis noted that he was open to another opportunity for the public to provide comment following the April 22 Reconvened Session of the legislature. He further noted that the University would have a more complete picture of the budget situation and understand what the tradeoffs would be for the University. He spoke to continuing the budget discussion and added the public comments were very helpful for Board deliberations.

Rector Davis again opened the floor for input. Visitor Witeck commented adding that the public comment provided regarding hardship was very sobering and honest. He noted that the University's students are among the brightest and best, who struggle against life circumstances. He further noted that the examples brought to the Board directly were very helpful.

Rector Davis thanked Visitor Witeck for his input and noted that student input was very important for the Board when they are faced with numbers. He further noted that the decision to be made was not about numbers but was about real people who have made an investment and commitment in this University.

Rector Davis opened the floor for further discussion. There was none.

He noted that the regularly scheduled May 6 Board meeting was tentatively rescheduled for Wednesday, May 20, 2020 which would allow the University to adopt budget plans in light of the legislative session.

President Holton added a reminder for students that the University established a Student Emergency Assistance Fund. She urged students to let the University know how to help and noted that there was over a \$1M in requested for those funds, but that the University was working to fundraise and to meet student needs. She noted that the funds have helped a number of students through that source and urged those in need to apply, and to communicate needs to the University. President Holton spoke to the University community and asked those who were able to contribute to the emergency fund to donate.

Rector Davis thanked President Holton and reiterated the continued tuition and fees discussion and noted that the Board and the University community were in this together. He further noted that there would be difficult decisions ahead and spoke to a unified approach regarding the future of the University.

#### **VIII. Adjournment**

With no other additional business matters to come before the Executive Committee, Rector Davis adjourned the meeting at 10:36 a.m.

Respectfully submitted,



Leslie Barton

Secretary pro tem

(Attachment 1: Public Meeting Notice & Remote Access / Live Stream Information)

(Attachment 2: The Economic Impact of the Coronavirus Pandemic in the Washington Region–Forecast as of March 30, 2020)

(Attachment 3: Current Operations Overview and FY 2021 Financial Plan)

(Attachment 4: George Mason University Board of Visitors April 2, 2020 Public Comment Session – Written Comments)

**Board of Visitors**

**April 2, 2020**

**Page 15**

*To provide public comment and/or participate, please note:*

*Due to the COVID-19 outbreak and restrictions on public gatherings, additional measures are being implemented to minimize interpersonal contact and maximize social distancing among participants. Measures include directives from the Governor of Virginia, as well as recommendations from the Centers for Disease Control and Prevention (CDC).*

*As such, in-person attendance will be limited. We encourage submitting comments in advance and participating remotely. To submit comments and for remote web streaming information, please visit the Board of Visitors website ([bov.gmu.edu](http://bov.gmu.edu)).*

*For those who choose to provide in-person verbal comments:*

*Registration information is provided through the Board website ([bov.gmu.edu](http://bov.gmu.edu)). Comment will be received during the “IV. Public Comments” portion on the agenda, at the discretion of the Rector. We suggest all those registered to provide verbal comment arrive at the beginning of the meeting, as the timeframe provided is for planning purposes only. Once all verbal comments are provided to the Board, no other public comment will be received during the meeting.*

## **PUBLIC MEETING NOTICE:**

### **George Mason University Board of Visitors Executive Committee Meeting And Public Comment Session April 2, 2020**

On April 2, 2020 the Executive Committee of the Board of Visitors of George Mason University will meet and host a Public Comment Session to receive input on proposed undergraduate tuition and mandatory fee increases for the 2020-2021 Academic Year (as mandated by Virginia codes § 23.1-307.D and § 23.1-307.E). The meeting will take place on the Fairfax campus, Merten Hall, Hazel Conference Room (1201), 8:30 – 11:00 a.m.

At this session, Carol Kissal, Senior Vice President for Administration and Finance, will present the proposed FY 2021 Financial Plan. Following this presentation, the Board will receive public comment on tuition and fees. The full agenda and meeting materials are available on the Board of Visitors website (bov.gmu.edu), in the “Meeting Agendas & Materials” page.

### **COVID-19 PRECAUTIONS**

Due to the COVID-19 outbreak and restrictions on public gatherings, additional measures are being implemented to minimize interpersonal contact and maximize social distancing among participants. The following measures include directives from the Governor of Virginia, as well as recommendations from the Centers for Disease Control and Prevention (CDC):

- The session will be live streamed online for remote access (details below under “Remote Access/Live Stream Information”)
- Additional nearby spaces will be used as overflow and will have a live stream of the session.
- All seating will have a minimum of 6 feet of separation.
- Capacity in the primary meeting room and the overflow rooms will each be limited to 10.

**Members of the public are highly encouraged to access the session remotely. Details for accessing this stream can be found in the “Remote Access/Live Stream Information” section below.**

### **PUBLIC COMMENT**

To submit written comments and/or register to speak during the April 2, 2020 Board of Visitors Public Comment Session, please complete the following registration and comment form in its entirety: <https://forms.gle/ZbUgMNPjQFKT3eXt7>.

All public comments must be limited to the topic of undergraduate tuition and mandatory fee increases. The Board will hear speakers in the order in which they registered through the registration and comment form. Due to time limitations, each speaker will be limited to 3 minutes, and not all registrants may have the opportunity to speak. Therefore, it is highly encouraged to provide comments in writing through the form. Please note that all verbal comments provided during the meeting, and written statements received through the registration and comment form will be provided to the Board and included in the public record. The registration and comment link will remain open until April 2, 2020 at 11:00 a.m.

## REMOTE ACCESS/LIVE STREAM INFORMATION

### Option 1: GMU-TV

A live broadcast of the session will be available at <https://gmuv.gmu.edu/live-broadcast/>. The GMU-TV broadcast will not offer the ability to provide verbal comments, but for those wishing to only observe the session, this can be streamed from any device's web browser.

### Option 2: Webex

If you would like to remotely provide verbal comments for the board, you may join the session via Webex. If you wish to observe the session without providing comment, you may still join the Webex event, however the GMU-TV broadcast outlined above will be simpler option to access. To provide verbal comments via Webex, you must still register in advance using the registration and comment form detailed in the "Public Comment" section above. Upon joining the Webex session, your device's microphone will be automatically muted. If you have registered to make verbal comments, the moderator will unmute your microphone when the Rector selects you to speak. For additional information on joining a Webex Events session, please see the guide located at: <https://help.webex.com/en-us/kwmj5eb/Join-a-Cisco-Webex-Event>

#### A. Webex Login Information:

Click the following link:

<https://gmuv.webex.com/gmu/onstage/g.php?MTID=e9b9007dc56fb01589594743867785ab7>

Event number (Access code): 614 584 159

Password: aprilbov

#### B. Webex Audio Conference Information:

To listen to the audio of the session over a telephone, dial:

+1-415-655-0003 (US Toll)

Or

+1-202-860-2110

Enter the access code: 614 584 159

\*Please note: Due to the nature of Webex Events, verbal comment cannot be offered over the phone via the Audio Conference option. If you would like to make remote verbal comments, please join the session via the Webex link above from a computer (that is equipped with a microphone) using your web browser, or through an iPad or other mobile device using the Webex Meetings application.

Pursuant to § 2.2-3708.2.D.2, to report an interruption in the video broadcast, please call Mason Information Technology Services' support line at (703) 993-8870.

Pursuant to § 2.2-3708.2.D.6, the Virginia Freedom of Information Advisory Council public comment form may be accessed at:

<http://foiacouncil.dls.virginia.gov/sample%20letters/Elec%20Mtgs%20public%20comment%20form%202013.doc>

## UPDATES

Please check the Board of Visitors website (<https://bov.gmu.edu/>) for any updates to the Public Comment Session.

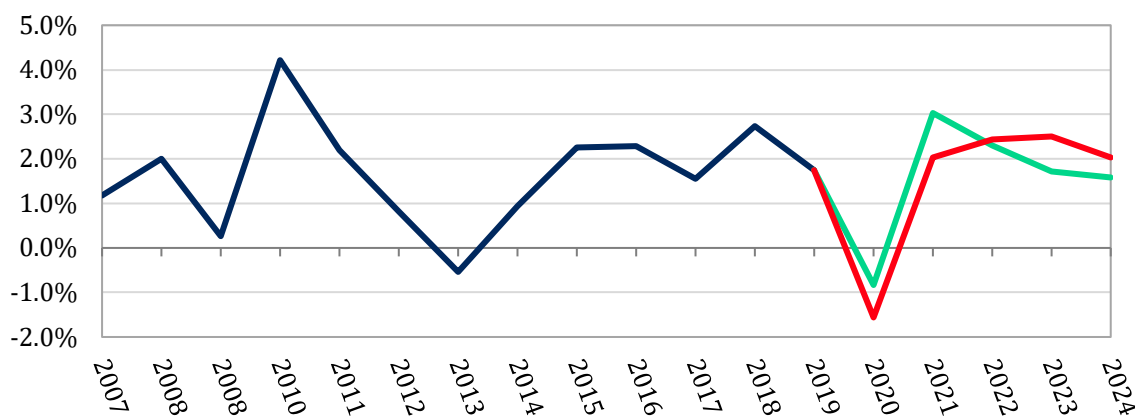
## The Economic Impact of the Coronavirus Pandemic in the Washington Region

Forecast as of March 30, 2020

With the continued worsening of the pandemic in the Washington region, the economy is projected to contract 0.8 percent in 2020 and rebound 3.0 percent in 2021 assuming that 1) the current containment strategies are sufficient, 2) normal business operations return in July and 3) consumer confidence and spending returns quickly. The regional outlook continues to have considerable uncertainty and even a modestly longer or more severe pandemic would result in a significantly larger contraction and a slower recovery.

Figure 1. Annual Change in the Washington Region's GRP, 2007 – 2019 – 2024

Forecast 1: Current Containment Strategy Successful by July & Quick Return of Consumer Sentiment  
Forecast 2: Containment Period Lasts into Fall & Slower Return of Consumer Sentiment



Source: The Stephen S. Fuller Institute at the Schar School, GMU

### I. Immediate Impacts of the Pandemic

#### Increased Uncertainty

Firms and households will postpone major decisions, some investments, and/or durable goods purchases until after the pandemic is controlled. If the pandemic is controlled within 1-3 months, many of these activities will resume relatively quickly.

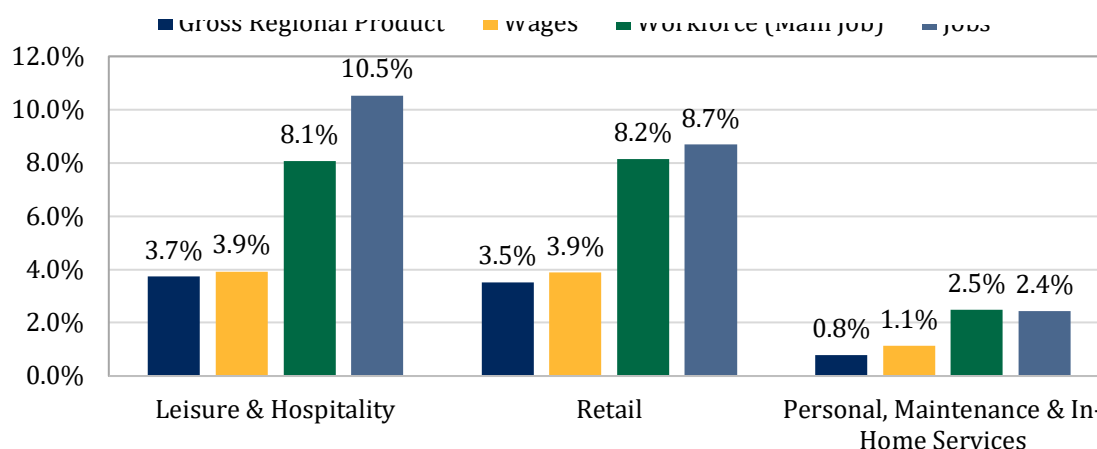
#### Lost Productivity from Professional Workforce

Workforce disruption and work-from-home policies or mandates have reduced the productivity of the professional workforce. While the Washington region's industries are somewhat better able to accommodate a remote workforce than other metros in the U.S., regional output has been reduced because of inefficiencies.

#### Shutdown of Leisure & Hospitality, Retail & Consumer Services Sectors

A near-total shutdown of these industries (Figure 2 on page 2) was in effect by mid-March. These sectors represent 18.7% of the region's workers (593,000 workers), 8.0% of the region's economic activity as measured by Gross Regional Product (GRP) and has accounted for the majority of pandemic-induced economic contraction so far.

Figure 2. Tourism & Consumer Services Industries as a Share of Economic Activity  
Washington Region, 2018



Sources: Bureau of Economic Analysis; Bureau of Labor Statistics; American Community Survey; The Stephen S. Fuller Institute at the Schar School, GMU

## II. Downside Risks of a Worsened or Prolonged Pandemic

### Semi-Shutdowns of Other Sectors

A more severe or prolonged pandemic that lasts past July would deepen the productivity losses associated with the region's professional firms, increase credit and financial constraints, and disrupt supply chains beyond the manufacturing and transportation sectors. As a result, the region's Construction, Professional & Business Services, Financial Activities, and Non-Profit/Association sectors would materially reduce output.

### Income and Net Wealth Loss

The pandemic's immediate effects on net wealth have varied significantly by household but have thus far been isolated to Leisure & Hospitality, Retail and Consumer Service worker wages and stock/equity investments. In aggregate, these represent a small share of all disposable spending in the region and their loss or volatility is not likely to lead to changes in consumer demand after the pandemic is controlled. A longer pandemic would affect a larger share the region's industries and their worker's wages. As a result, post-pandemic consumer spending would not recover to its pre-pandemic level even after the health crisis is resolved.

### Consumer Sentiment

If and when consumers return to the pre-pandemic spending will depend not only on how much income or wealth was lost but also on consumer sentiment. The pandemic, or the institutional response to it, may weaken consumer sentiment and result in a slower recovery. This is a more likely scenario if the pandemic worsens or lasts into the summer.

### Economic Bottlenecks

The Washington region is less susceptible than other parts of the U.S. to the supply chain bottlenecks that have been caused by decreases in international manufacturing. However, economic bottlenecks from postponed activities will affect the region to some degree. The magnitude of these bottlenecks and how fast the region can catch-up from them will be determined by the length and severity of the pandemic.

# GEORGE MASON UNIVERSITY BOARD OF VISITORS

Executive Committee Meeting  
& Public Comment Session

April 2, 2020 | Office of the Senior Vice President

# Current Operations Overview

# Current Macroeconomic Environment

- Market liquidity and credit impact
- Federal Reserve actions to mitigate risk
- Pandemic ended longest business expansion on record<sup>(1)</sup>
  - National economy contracts 0.2%; DC region economy stalls, increasing 0.1%<sup>(1)</sup>
  - Initial Jobless Claims at 3.28M (prior record 695K (10/82))<sup>(2)</sup>
  - Hardest hit: service industries that rely on discretionary spending and/or with strong international ties <sup>(1)</sup>
- Supply chain “shut downs” will impact Capital Projects costs and schedules

(1) Stephen Fuller Institute, GMU “The Effects of the Coronavirus Pandemic on the Washington Region’s Economy” 3/18/20; assumes operations effected through 5/2020

(2) Week ending 3/28/2020; Public Financial Management email Market Information 3/27/20

# Moody's Investor Service Outlook: Negative for US Higher Education

- Coronavirus outbreak increases downside risks:
  - Universities' response reduces revenue and increases expenses. Impact immediate; duration unknown
  - Enrollment uncertainty for FY2021
  - Risks to multiple revenue streams; potential erosion to balance sheets
- What could change the outlook?
  - A sustained recovery in financial markets
  - Reversal of economic slowdown in late 2020
  - Stable enrollment for fall 2020

# Current GMU Operational Environment

- Remote Learning Achievements
  - 5,200 virtual courses; 140,000+ Blackboard page views on first day
  - Special arrangements for fine arts, specialized labs, and similar
- Teleworking Workforce
  - 11,800 workforce remote working
  - Only essential staff on campus (physical presence required)
  - Complex assessment of deployment, development, and resource utilization
- Technology Strain and Successes
  - Strained bandwidth and infrastructure
  - Rapid development and deployment achieved
- Planning to Manage Operating Losses and Refunds

# GMU Strengths

- Most affordable public Carnegie R1 doctoral institution in Commonwealth
  - Undergraduate in-state tuition is 35% below its closest peer
- Largest and most diverse public research university in VA
  - 28% first generation; 53% racial/ethnic minority
  - Drove 64% of net public university enrollment growth (2010-2019)
  - Risen 90 places in rankings over the last two years
- Mason is a great investment:
  - 6-year graduation rates exceed national averages
  - 5 years out, Mason alumni earn among the highest salaries in VA

## GMU Strengths (cont.)

- Intellectual; Innovative; Proven economic driver
- Strong R&D partner, supported by Carnegie R1 research status
- Strong Enrollment & Demand:
  - Over past five years, freshman applications increased 33%
  - Half of applicant pool is early decision
- Mason Moody's rating of Aa3
- Annual operating margins exceed key target percentages
- Faculty ability to institute virtual instruction

# GMU Challenges

- Fewer Commonwealth resources compared to peer VA doctoral institutions:
  - 74% of State general fund resources per undergrad student
  - Faculty & staff compensation is the among the lowest against peers
- Tuition is among the lowest of peers (though drives affordability)
- Manual Processes:
  - Challenging transition to telework
  - Lack of automation; overly transactional environment
- Business and operational infrastructure has not kept up with growth:
  - Personnel, Technology, Processes, Research, Faculty Ratios

## GMU Risks: Short / Medium Term

- Financial impact of COVID-19:
  - Expenses and Revenue Losses estimated from \$48M to \$69M through FY20
- Enrollment & Retention challenges
  - Post-COVID FY21 undergraduate enrollment preliminary projections may be down 5% from original 6-Yr Plan and 2% from FY20 budgeted enrollment
  - This translates to a range of \$25M-\$30M potential revenue loss from planned enrollment growth pre-COVID
- Lost revenue streams (events, summer school, etc.)
- Investment portfolio risk
- Construction and other project delays
- Uncertainty in Commonwealth E&G appropriations

## Risk Mitigation Strategies: Short / Medium Term

- Stand up Summer Initiatives online
- Defer non-critical initiatives
- Continue prioritized strategic investments
- Cost savings and reductions where necessary
- Identify new opportunities for high-ROI investments
- Public assistance and recovery funds and allocations
  - Estimated \$20M from Federal stimulus, based upon Pell enrolled
  - Other funds expected

## GMU Risks: Long Term (2021 - Forward)

- Ongoing Enrollment challenges
    - Most acute with international students
  - Funding at risk:
    - E.g.: Commonwealth budget, IDIA and TTIP funding, etc.
  - Reduced ability to secure debt
  - Disruption in higher education landscape
    - E.g.: delivery modality changes
- Diminished Fundraising
  - Workforce retooling for a new normal
  - Workforce depletion; hiring and re-hiring challenges
  - Continued broader economic downturn

# Risk Mitigation Strategies: Long Term

- Potential deep dive into / leapfrog efforts for online learning:
  - Transcend WebEx to sophisticated online experiences
  - Scale quickly to leverage opportunity
- Operational efficiencies and effectiveness
- Capitalize on our affordability
- Develop niche, tech talent, and high-opportunity programs
- Reimagination of strategic initiatives under new leadership

## Strategic Investment Initiatives – 6-Yr Plan July 2019

Initiative	Investment	Risk	Severity of Risk
1. Access & Affordability: <ul style="list-style-type: none"> <li>• Increase Student Financial Aid &amp; Scholarships</li> <li>• Accessible Pathways to Success: ADVANCE &amp; Online Education</li> </ul>	\$16.2M	Enrollment & Retention	High
2. Student Success Initiatives: <ul style="list-style-type: none"> <li>• Continued implementation of Student Experience Redesign</li> <li>• Expanded funding for student life (career coaching, advising)</li> <li>• Enhanced programming for at-risk students</li> </ul>	\$2.0M	Lack of investment in student success	High
3. Academic Excellence: <ul style="list-style-type: none"> <li>• New and enhanced programs: \$2M</li> <li>• New tenure/tenure-track faculty lines to provide instruction &amp; support historic enrollment growth: \$5M</li> </ul>	\$7.0M	Erosion of academic quality	High

# Strategic Investment Initiatives – 6-Yr Plan July 2019

Initiative	Investment	Risk	Severity of Risk
4. Talent Ecosystem: <ul style="list-style-type: none"> <li>Support Competitive Compensation, 3% salary increase: \$16.4M</li> <li>Mitigate Salary Compression &amp; Market Equity issues               <ul style="list-style-type: none"> <li>➤ Faculty: \$12M (multi-year strategy)</li> <li>➤ Classified Staff: \$15M (multi-year strategy)</li> </ul> </li> </ul>	\$43.4M	Inability to Recruit & Retain talent	High
5. Research Excellence: <ul style="list-style-type: none"> <li>Support Carnegie 1 Research Infrastructure: \$3M</li> <li>Research Faculty Hiring: \$5M</li> </ul>	\$8M	Carnegie 1 Research Designation	Medium
6. Innovation & Economic Prosperity <ul style="list-style-type: none"> <li>Tech Talent Initiative               <ul style="list-style-type: none"> <li>➤ IDIA, School of Computing, and Increased Production of Tech Talent Bachelors &amp; Masters Degrees</li> </ul> </li> </ul>	\$235M over 20 years	Ability to be regional economic engine	High
7. Institutional Effectiveness <ul style="list-style-type: none"> <li>Optimize organizational design &amp; decision processes to support organizational efficiencies &amp; academic excellence</li> </ul>	\$5M	Inefficient use of scarce resources, sub-optimization of employees	Medium

## Plan to Move Forward

- Implement Mitigation Strategies
- Maintain Strategic Investment Initiatives
- Diversify Revenue Streams
- Pursue Online Opportunities
- Pursue Tier 3 Designation
- Effectiveness, Efficiency, and Innovation
- Prioritize Adaptability and Fiscal Nimbleness

# FY 2021 Financial Plan

## FY 2020 Q2 Actual and Budget

<i>Cash basis, in 000's</i>	FY 2019 Actual	Q2 FY 2020 YTD	FY 2020 Budget*
<b>Total Revenue</b>	<b>\$1,079,470</b>	<b>\$649,435</b>	<b>\$1,215,000</b>
Net Tuition and Fees	\$433,595	\$251,215	\$448,700
State Appropriations	136,249	80,496	154,800
Grants & Contracts	193,085	108,516	212,500
Auxiliary Enterprises	238,989	141,043	257,600
Other Operating Revenue	55,031	50,909	51,400
Capital Grants	22,522	17,256	90,000
<b>Total Expenses</b>	<b>\$1,027,434</b>	<b>\$573,916</b>	<b>\$1,215,000</b>
Salaries and Wages	\$428,384	\$235,494	\$481,273
Fringe Benefits	122,173	63,723	158,283
Direct Expenditures	476,877	274,699	575,444

- FY 2020 Budget adjusted from earlier presentations to remove \$32M estimated value of GMUF activity that will not flow through GMU financial statements (i.e., amounts paid directly to other GMU affiliates or third parties on GMU's behalf) to provide more meaningful comparison to YTD actual results.

FY21-FY22 Biennium Budget Requests  
*Six-Year Academic Plan Submission*

Mason Priority	Mason Strategies	Mason FY 2021	General Fund FY 2021	Mason FY 2022	General Fund FY 2022
1	Provide Affordable Access for All Students	\$5.0M	\$5.0M	\$6.5M	\$6.5M
2	Support Salary Compensation Increases	\$8.5M	\$8.5M	\$8.9M	\$8.9M
3	Enrollment Growth & Degree Awards	\$10.0M	\$10.0M	\$12.0M	\$12.0M
4	Elevate Research	--	\$5.0M	--	\$5.0M
5	Support New Faculty Hires	\$5.0M	\$5.0M	\$6.25M	\$6.25M
6	Support Emergency Retention Funding	\$1.0M	\$1.0M	\$1.5M	\$1.5M
7	Student Success Initiatives	\$0.5M	\$0.5M	\$0.6M	\$0.6M
8	Accessible Pathways	\$0.6M	\$0.6M	\$0.6M	\$0.6M
9	New & Enhanced Programs	\$1.0M	\$1.0M	\$1.2M	\$1.2M
10	Research of Consequence	--	\$1.5M	--	\$1.5M
11	Online Degrees	--	\$0.5M	--	\$0.75M
	Total	\$31.6M	\$38.6M	\$37.6M	\$44.8M

# FY 2021 Commonwealth Conference Budget Update



## 0% In-state, Undergraduate Tuition Increase

- \$4.6M Tuition Moderation increase to GF
- Six-Year Plan assumed a 5% increase for both in-state and out-of-state undergraduate tuition and a 3.5% increase for both in-state and out-of-state graduation tuition



## Faculty and Staff Compensation Increases

- Faculty & University Staff (A/P Faculty) - 3% bonus
- Classified Staff - 3% bonus



## Student Financial Aid

- \$6.95M additional funds for undergraduate, need based aid; \$53,400 for graduate aid
- Total of \$14.0M over the biennium



## Tech Talent Initiative

- \$5.8M operating support for launch of School of Computing & increased production of BS & MS tech talent degrees
- \$84M capital support for IDIA/Arlington
- \$14M capital support for BS capital projects

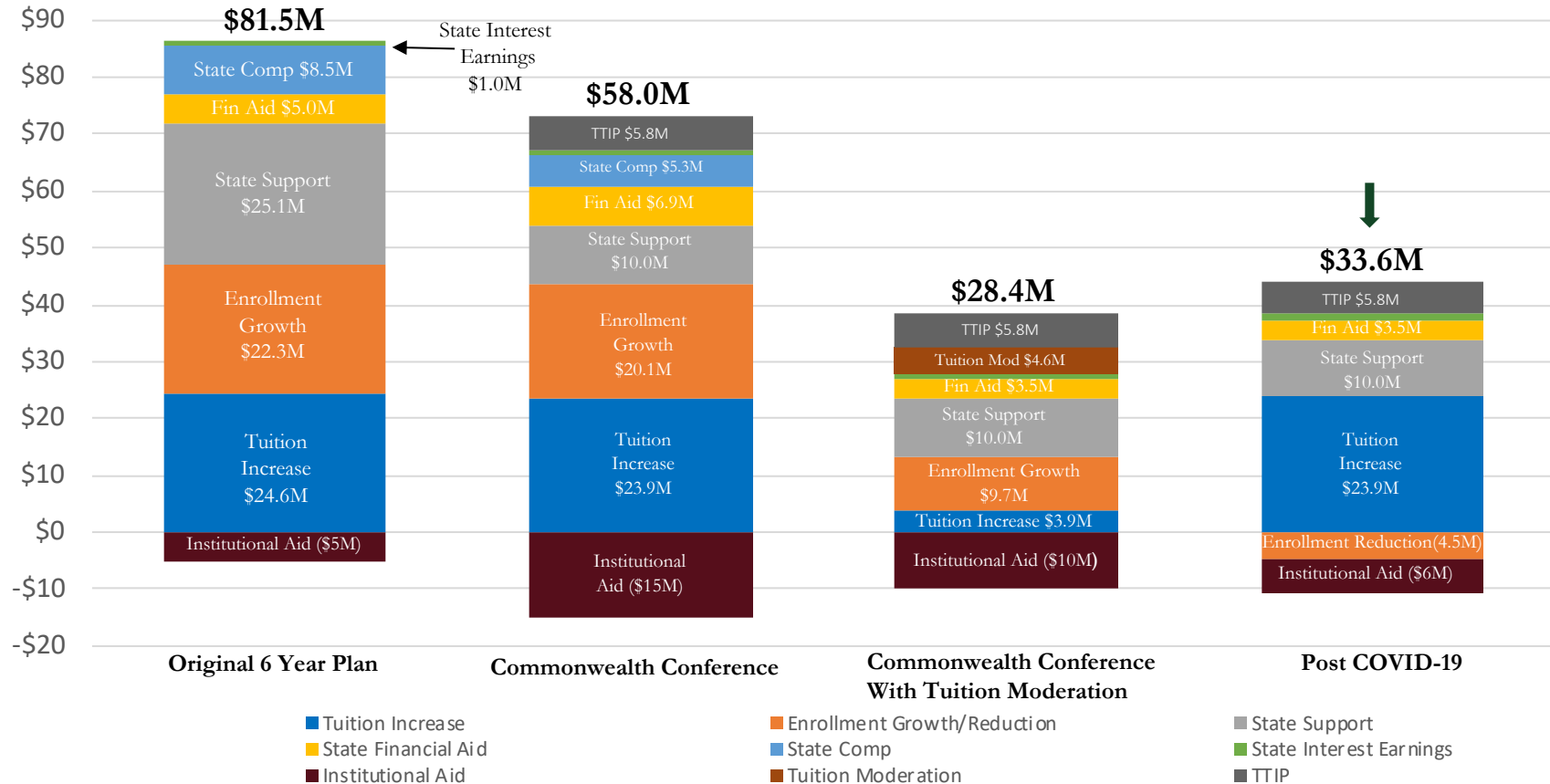


## Support for Enrollment and Student Success

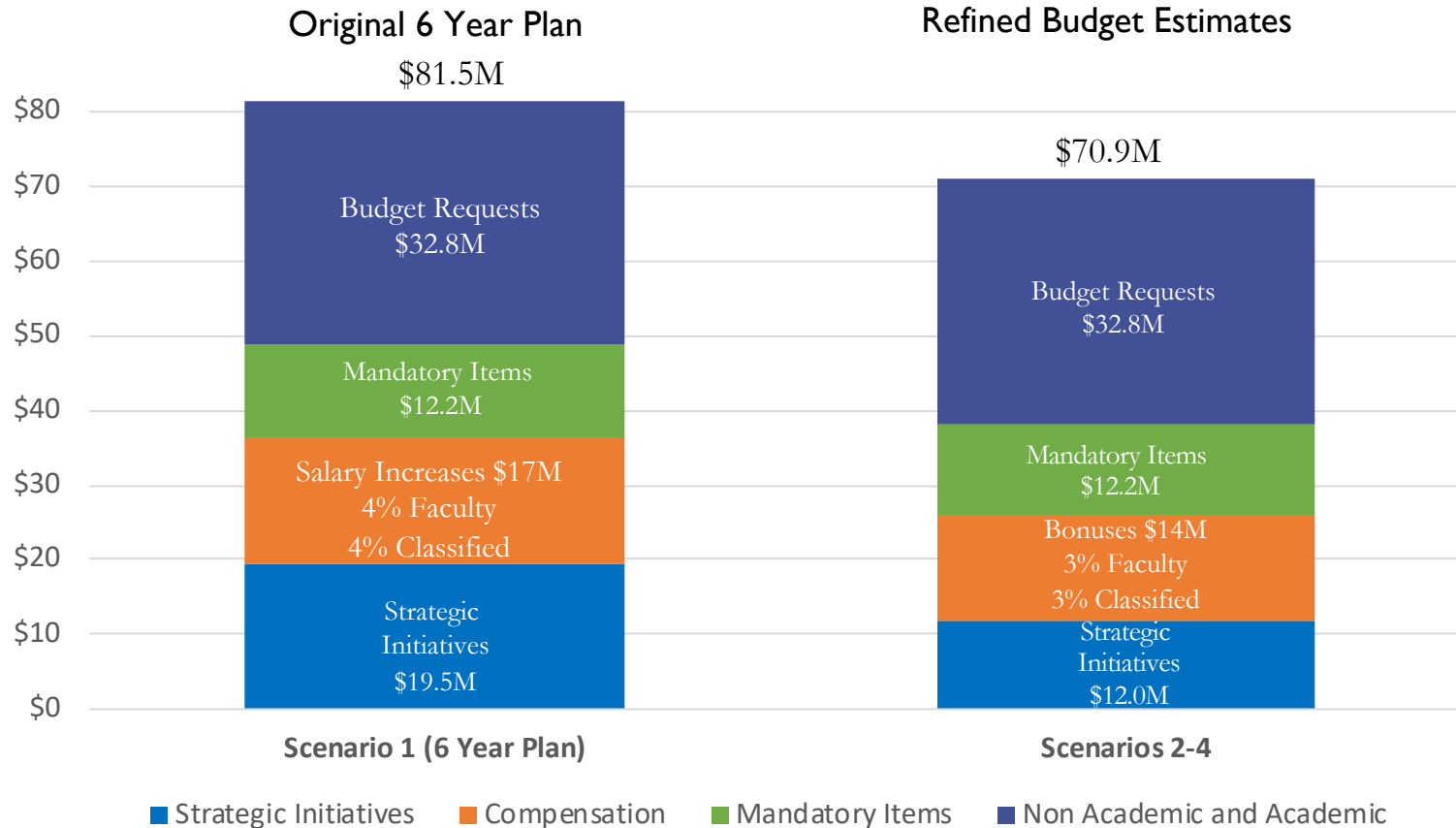
- \$10M general support

# **Budget Scenarios, Challenges and Trade-offs**

# FY 2021 Potential E&G Revenue Sources



# Proposed FY 2021 Use of Funds



## Proposed FY 2021 E&G Overview (Revised)

Category	Original 6 Year Plan	Commonwealth Conference	Commonwealth Conference (w/ Tuition Moderation)	Post COVID-19
Sources	\$81.5	\$58.0	\$28.4	\$33.6
Uses	\$81.5	\$70.9	\$70.9	\$70.9
<b>Funding Gap*</b>	<b>\$0.0</b>	<b>(\$12.9)</b>	<b>(\$42.5)</b>	<b>(\$37.3)</b>

\*Funds needed for additional mandatory expenses and strategic investments.

### Uses Include:

- Academic programs, mandatory costs, compensation, and strategic initiatives

Thank You

George Mason University Board of Visitors April 2, 2020 Public Comment Session - Written Comments				
First Name:	Last Name:	Name of organization or group:	Affiliation w/ Mason:	Written comment:
Sara	Deriso	Transparent GMU, Partners for College Affordability and Public Trust	Alumni	<p>Hello members of the GMU Board of Visitors</p> <p>My name is Sara Deriso and I graduated from George Mason in December of 2019 with a BA in Government and Political Communication. I am a member of Transparent GMU, Mason 4 Survivors, and I am a Student Coordinator with Partners for College Affordability and Public Trust.</p> <p>Today I am encouraging the Board of Visitors to freeze tuition for the FY of 2021. Mason is now receiving \$4.6 million from the Commonwealth to freeze tuition. Students and their families are suffering immensely from the COVID-19 pandemic due to a number of circumstances. Students and parents are losing work and the economic consequences of this pandemic will impact my generation for years to come.</p> <p>I graduated from a few months ago, but I am now worried about finding employment in my field when the world enters an economic depression. Although I do not pay tuition anymore, I am encouraging the Board to help my friends and fellow peers at Mason from more financial hardship than what they are already facing. Freezing tuition would help so many students continue their education at Mason.</p> <p>Thank you for your time, Sara Deriso</p>
Taylor	Crosby		Mason Student	<p>Raising the tuition and mandatory student fees for Fall 2020 counters the fact that GMU is refunding students for the Spring 2020 semester. It feels more like a ploy at regaining that money rather than improving the university. Has the board also considered the way this will effect students who have been forced out of work, or worse fallen ill, during this COVID-19 outbreak? If this outbreak continues like disease experts anticipate it could go well into June, leaving some students only two months of working before their tuition payments are due. If tuition and fees were raised, would the university consider a longer payment plan period for students who experienced a loss of work due to the outbreak to lower the financial stress? Overall, raising the tuition and fees for the Fall 2020 semester seems like it will place an undue financial hardship on students who are already facing unprecedented levels of stress. It is impossible to describe what it is like to be an undergraduate student at this moment in time, everything is uncertain and changing. As a university that boasts itself as focused on well being and focused on its students, I believe Mason should consider how devastating this would be to parts of the student body.</p>
Kailyn	DeGraeve		Mason Student	<p>We just had a tuition increase recently. As an out of state student with no help from family, this will kill my chances to continue college at mason. I already can barely afford it, increasing for out of state students makes it so much harder for us to want to come back to Mason.</p>
Sophia	Diana		Mason Student	<p>At the beginning of the year GMU decided to change its policy so we were paying by credit once we went over 15 credits for the semester. This was already an issue for many students as GMU is an expensive university to attend. GMU students pay more than most public universities require, my out of state per credit cost is more expensive than most as well. To increase tuition would be detrimental to majority of the students on campus. On top of that, we are in the middle of a pandemic. Many students are displaced or have lost their jobs. Many of their parents are in similar situations. To increase tuition during this time is a major slap in the face to the students here and I am very disappointed in hearing the news that this is being considered</p>
Kara	Gerlek		Mason Student	<p>I feel strongly that the university should focus on innovations that reduce cost instead of increasing tuition. For example, to what extent could costs be reduced by leveraging the distance learning capacity developed during the COVID crisis?</p>
Caitlin	Schiavoni		Mason Student	<p>I live in Washington, DC and still have to pay out of state tuition to go to Mason. It is already way too expensive for me and I already have thousands in debt in student loans. Additionally, with the current public health crisis, we have lost the majority of our income, likely for months, so if you raise tuition it will be even harder for me to pay for school. It's a shame someone living 45 minutes away from campus has to pay thousands upon thousands for education at a public university. Please don't make it worse than it already is.</p>
taylor	hampton		Mason Student	<p>I do not believe now is the time to increase fees/tuition. Considering the world unemployment has reach 3.3MILLION, due to COVID-19. Millions of people days are filled with anxiety and not knowing how they're going to pay their bills or where their next meal is going to come from, and now is not the time to add stress to an already stressful situation. Truthfully I cannot believe during an WORLD PANDEMIC raising tuition/fees was even a thought or inkling to begin with!</p>
Isabel	Pedro		Mason Student	<p>George Mason University should not raise tuition for the upcoming academic year. Due to the COVID outbreak, many students have been put out of work without severance pay or any sort of compensation, and are struggling just to survive on a day-to-day basis with what they have saved</p>
Caitlin	Schiavoni		Mason Student	<p>I pay out of state tuition as a DC resident and today found out the university won't even correctly refund me for my Shenandoah parking pass, and you all think it's a good idea talking about tuition raises? Despicable. It's a global health pandemic, some of us lost jobs, facing massive financial uncertainty and someone decided this is the time to discuss tuition raises?! Wow. Ashamed to be a Mason student right now.</p>
Fiona	Husch		Mason Student	<p>It is reprehensible that a tuition hike would be considered at this time. With thousands laid off, furloughed, or otherwise without work currently a tuition increase would force prospective and continuing college students to take out even larger student loans. That's even assuming that they can get private loans while being unable to provide proof of employment. To even suggest raising tuition proves that the BOV continues to care nothing for the GMU students.</p>
Kolachi	Oparanozie		Mason Student	<p>As a out of state Mason Student, I am concern about why we are increasing the tuition in the first place? If you all are going to increase the tuition, will there be more scholarships and grant programs available for out-of-state students in particular? I am concerned because majority of mason students are either out- of- state or international students. Given the current situation at hand, I was wondering if Mason could really reconsider this idea. Just last year we were hit with higher prices for taking 16+ credit courses. In some cases students do not have the option but to take 16+ credit courses to graduate on time.</p>
Ashley	Stewart	GMU Community Response Network	Mason Student	<p>I'm a full time student who was recently laid off from my part-time job and my parents now have to financially support me so I'm able to pay my bills and buy food. When I heard that the BOV was considering a tuition increase, I thought it was a joke, but to my dismay it was not.</p> <p>American society is approaching a near guaranteed economic recession and the majority of families can barely afford tuition now. Their ability to afford higher education is likely to decrease in the coming months. I'm privileged enough to come from a middle-class family and both of my parents are still able to work. However, not all Mason students are as fortunate as I am and their families have had to deal with partial or total loss of income. My mother also works at a hospital that is running Covid-19 test centers and I worry every day her likelihood of surviving the virus should she get exposed. Other Mason students might have to deal with the loss of a loved one in the coming months or multiple if they aren't currently experiencing it.</p> <p>My family and many others cannot financially afford a tuition increase. In all honesty, even discussing the possibility of a tuition increase is an insult to Mason students. If the decision is made to increase tuition, it would be made in complete disregard to the well-being of students.</p> <p>Please, I ask you to be empathetic to the plight of students and vote against a tuition increase. Show compassion in light of a global pandemic, Mason students shouldn't have to fight for affordable tuition while they're quite literally fighting for their lives.</p>
Adriana	Jaramillo		Mason Student	<p>It is extremely unfair to raise tuition given the circumstances that have occurred this past month. Many students work part time to cover cost of tuition and with this pandemic many have lost their jobs.</p>

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Karmen	Perry		Mason Student	I feel that it is irresponsible and unnecessary to raise tuition for George Mason students, particularly in the time of a pandemic that has forced millions of Americans and hundreds of Patriots out of their jobs that they use to pay for the quality education we receive at this institution.
Erica	Harp		Mason Student	The COVID-19 pandemic has brought an unprecedented amount of financial instability to almost every American. Many Mason students work either full or part-time, and thousands have recently lost their jobs. As an institution, how can we ensure that students can continue their education without going into poverty or debt? I believe the answer is obvious: Do not raise tuition.
Shelby	Stebbins		Mason Student	Increasing tuition, the year after a change to credit overload policy, during a global crisis and economic recession is appalling. If something like this would happen I would not return to Mason
Jean	Thoensen		Mason Student	Tuition should not be raised for the 2020-2021 academic year. The Mason community is currently suffering through the unprecedented COVID-19 pandemic, and thousands of students are in dire financial straits. The fall semester may be disrupted by the virus, sending us back into online classes that we didn't choose. This is not the time to seek higher tuition; it is the time to massively increase financial aid.
Lilianna	Deveneau		Mason Student	I lived in Virginia for two years before getting accepted to GMU. However, due to failures in the financial aid office, I was not granted the in-state tuition status until two weeks after tuition was due. As a result, I was charged an out-of-state amount I could not afford. Because of this, I had to defer enrollment by a semester. Not only did this put me behind my peers and make me a newcomer in a cohort that begins together in the fall, this also added an additional semester to my graduation time; rather than completing my degree in 2 years, it will be taking me 2 1/2. That, of course, adds a lot to my cost of education. Increasing the cost of graduate (and undergraduate) courses, especially given the fact that over 1/3 of the global population is currently in quarantine and unable to work for at least months, I feel is irresponsible for all those trying to obtain a quality education to make their dreams come true. Adding another layer of expense, particularly amidst such uncertainty regarding the economy, will certainly deter students from attending GMU and cause additional barriers, as it did for me. Thank you very much for your consideration.
Kayla	Motley		Mason Student	I do not think George Mason University should increase Tuition or fees. If anything, they need to reduce the cost because there are millions of people without jobs right now, like myself and we do not know when we will be able to get a job.
Anonymous	Anonymous		Community Member	If you don't lower tuition rates to community college levels, I'm going to get everyone to sue GMU for everything it's got. Allow students to take exam at home unmonitored and allow student to retake exams. Just because you're a professor at GMU making money doesn't mean you have the right to make students lives living hells! There's more important things than college life.
Alaa	Houalla		Mason Student	Hello,  Since the campus buildings are closed and activities canceled for rest of semester, are we eligible to get a refund for the Mandatory Student Fee?
				Thanks.
				Subject: Lower the Cost of Tuition For Online Classes  Hello,  As you know, the entire university and countless other universities worldwide have transitioned to online classes. I myself, as an F1 student living in Virginia with my family, who has to pay higher fees than everyone else who lives in-state, is worried about the proposition to increase the tuition rates due to the fact that we are already struggling a bit to pay for my school fees.  Since the variety of on-campus resources has halted, including on-campus jobs (which I was looking forward to in order to get some more job experience and a bit of extra income) and the fact that online classes do not offer the same sense of authenticity and reliability as real-world classes, I wish to take action to reach out and express my discontent for the proposition for tuition increase that you guys proposed after the COVID-19 pandemic crisis.  I hope that they will vote on lowered costs of tuition in order to lessen the stress, anxiety, and frustration that me and plenty of other students have been facing while dealing with this crisis while also taking in mind the unemployment status of F1 students like myself and other students who have lost their jobs, with only their family members or friends to support them financially throughout their education.  Since I will be graduating in May 2021, I want my semester's out-of-state tuition fees that my father (who works two jobs) has to pay (who also pays for my sister's college fees in Virginia) to be lower or at least a reasonable price rate.  Thanks for taking this message into consideration.
Medha	Bhati		Mason Student	Kindly, Medha Bhati
Bethany	Letiecq		Mason Faculty or Staff	Thank you for the opportunity to comment on tuition policy. I strongly support a tuition freeze given the current hardships facing Mason students and families. We must continue to advocate for state reinvestment in GMU. A public higher education should be affordable. Thank you for all you do to serve our students. And we must do more now to invest in them.

**President's Report Prepared for  
May 20, 2020 Board of Visitors Meeting**

**Selected Highlights**

**Meeting Preview**

I look forward to seeing you at the upcoming committee and full Board meetings taking place virtually on May 20, 2020. Since the Board last met, our community and world have been hit by a public health crisis and an economic crisis unprecedented in modern times. I am proud to report that the Mason community has responded by working collaboratively to stay focused on our education and research missions while adding a heightened imperative to keep our community safe. As you know, we made the difficult decision in March to send the vast majority of our students home. On very little notice, our faculty and staff stood up over 5,200 courses in a virtual format. I'm proud to report that the transition went much better than anyone anticipated. As a direct result, over 9,700 students are completing their degrees this spring, and thousands more completed the semester successfully on their road to future success. Meanwhile hundreds of students who had nowhere else to go were able to remain safely on campus thanks to the extraordinary support of our staff. Research in critical areas continued, and many Mason scientists pivoted to help lead the nation in searching for tests, treatments and vaccines to defeat the disease as well as better tools to understand and manage it. (See summary in a special section below of some of the amazing research efforts Mason is leading in this area along with other efforts from faculty, staff and students to beat the disease.) Alumni, faculty, staff and friends contributed to an emergency assistance fund that sent out \$2M to help students suffering immediate financial challenges due to lost family income, and a plan is being implemented to distribute over \$10M in CARES Act funding to students in need.

I am so proud of our entire university community, led by our extraordinary emergency management team, as we have navigated these challenges. At the meeting you will hear reports and have the opportunity to share your feedback on next steps to address the crisis, including most crucially our planning for the fall semester. Our intention at present is to bring students back to campus and resume face-to-face instruction in the fall, with appropriate guidance of public health officials and with modifications as needed to ensure the safety of our entire

community. Most of Northern Virginia remains under a stay-at-home order through late May, based on public health conditions not yet conducive to opening. We will make plans based on the best available information about expected conditions in late August, and will build in contingencies allowing for adjustments if the information changes. Our goal is to have further clarity on these issues by early June and we look forward to your input.

You will also hear reports at the Board meeting about the financial condition of the university, the fiscal impact of the COVID crisis, and steps to mitigate that impact and manage the high degree of uncertainty we now face. SVP Carol Kissal will present a proposed FY21 budget for your consideration, which includes a proposed modest increase to our tuition rates. As you will hear, strategic investments that will directly impact student success necessitate additional resources. The proposed increase is less than in the original six-year plan, and includes steps to lessen the impact on students in this difficult time. Even with the proposed increase, the cost of a Mason education will remain well below our peers and a great value proposition.

Other important business at the meeting will include consideration of by-laws changes in preparation for our upcoming SACSCOC accreditation review, and to allow the university additional financial flexibility. The Audit Committee is expected to share a recommendation that the Committee's and the Auditor's oversight responsibilities be expanded to include Enterprise Risk Management. Finally, you will be asked to approve recommendations with respect to promotions and tenure, to hear one or more resolutions from the Faculty Senate, and to approve a new name for the Core Campus Project building (resolution attached).

Your leadership and support for the university is more important in these trying times than ever. I look forward to our continued work together and to a smooth transition to Dr. Washington's leadership beginning July 1.

### **Leadership Team Transitions:**

As you know, we were honored to host our newly selected president, Dr. Greg Washington, and his wife Nicole on campus for a wonderful welcome celebration on February 27. I am grateful that Dr. Washington has been extremely engaged throughout the spring, meeting with internal and external stakeholders and consulting with me and my leadership team as we work to address the challenges of the times. He has hired Dr.

Ken Walsh, a civil engineer now in leadership with him at UC Irvine, to be his chief of staff, and Dr. Walsh likewise has stepped up to the plate already as an invaluable partner. I named Mark Ginsberg, Dean of the College of Education and Human Development, as Interim Provost and Executive Vice President commencing April 16, and he has immediately proved himself an indispensable partner to our success. Professor Robert E. Baker has been named interim CEHD dean.

In consultation with Dr. Washington, I have named Dr. Paul Allvin as our next Vice President for Communications and Marketing starting June 1, and Dietra Trent as Interim Vice President for Compliance, Diversity and Ethics and Special Advisor to the President, duties she will perform along with her chief of staff role until Dr. Walsh assumes that role on July 1. Fernando Miralles-Wilhelm, coming from the University of Maryland, will begin as the new Dean of the College of Science this summer.

With bittersweet feelings we prepare to say goodbye this summer to Michelle Marks, who has been named the next Chancellor of the Colorado University at Denver, and to Deb Crawford, who is going to be the Vice President for Research at the University of Tennessee at Knoxville. Kathy Cagle, who has served this Board so faithfully for many years, retired in April, and Leslie Barton, who has served the Board more recently, is leaving for a promotional opportunity shortly. Julian Williams departed on May 15 for a leadership role addressing equity and diversity at the University of South Carolina. They along with Provost Wu will be sorely missed. We are saying our goodbyes virtually as best we can but will hope to celebrate these extraordinary individuals and their contributions to Mason more fully at some point in the future.

#### **Select Upcoming Events/Opportunities for Board Participation:**

- May 22 [Virtual Celebration of the Class of 2020](#), 2 p.m., livestreamed on GMU-TV. The event will feature congratulatory remarks from me, a student, and a special guest and a performance by the Green Machine.

#### **Key Priorities Update: Access to Excellence:**

- ADVANCE has grown from 129 students to over 1,100 students in the program.
  - 33% are first generation, 50% are low income, and 60% are traditionally underrepresented by race or ethnicity

- The Fall 2018 cohort of 129 students has a retention rate of 83% and the Spring 2019 cohort of 190 students has a retention rate of 89%, compared to First-Time at NOVA Associate Degree-Seeking Students at 65%.
- ADVANCE has generated ~100 new program pathways. Launched in the fall of 2018, ADVANCE continues to exceed its original enrollment projections.
- Despite enrollment concerns due to COVID-19, ADVANCE already has over 700 applicants for the Fall 2020 semester.
- ADVANCE is also making more scholarship support available to students. In addition to more than \$1 million in existing scholarship funds provided by the Northrop Grumman Foundation and Micron Technology Foundation, ADVANCE received additional funding of \$150,000 from the Jack Kent Cooke Foundation in the fall of 2019 to provide scholarship support for high-achieving ADVANCE students with financial need.
- New Mason Impact curricular and co-curricular experiences continue to be approved, most recently in Biology, Business, Linguistics, Music, Women's and Gender Studies, Conservation, and Finance in response to student interest.
- In Fall 2019 and Spring 2020, there have been 116 unique Mason Impact courses, over 833 sections, with a total enrollment of 18,483 students.
- Progress continues on Mason's efforts to expand our offerings of high-quality online education. Our graduate programs in partnership with Wiley Education Services continue to thrive and expand, and we are vigorously exploring next steps, including how we can leverage the partnership to enhance high-quality online offerings to undergraduate students in the midst of the pandemic.

### **Thriving Together:**

- Mason has been selected by American Association of Colleges and Universities as a Truth, Racial Healing, and Transformation Campus Center. Racial Healing Circles training began January 2020.
- Mason hosted a conference on "Equal Pay Day: Cost and Consequences in Every Day Life" on March 30.
- Plans to pilot an Inclusive Well-being Initiative were presented to the BOV at the February meeting. This initiative will strengthen our efforts around recruiting a diverse faculty and has been informed by the Diversity, Inclusion and Well-being Strategy Group, an initial partnership among Faculty Affairs and Development; Compliance, Diversity, and Ethics; Human Resources; and VSE and CHSS.
- The Mason COACHE Faculty Engagement Initiative completed the dissemination of results to multiple stakeholders across the university. Nine faculty focus groups were scheduled but have been cancelled due to COVID-19. The COACHE

Leadership Team is gathering additional input from faculty through a qualitative survey.

### **Innovation Engine:**

- Mason publicly launched plans for the Arlington Campus expansion, to include the Institute for Digital InnovAtion and School of Computing. The initiative team is exploring ways to market Tech Talent Investment Program (TTIP)-eligible programs within the branding and marketing for the new School of Computing and the Arlington Campus.
- The second stage of the medical education study is making progress, and we will update later in 2020.
- To expand research-intensive graduate programs, a working group, in partnership with the Office of Graduate Education, is developing strategies to maximize student success, leverage internal and external resources, and increase the number of fully-funded graduate assistants to better support research-intensive programs.
- At the end of March, research expenditures for FY20 totaled \$122.7M (+12.5 over the same period last year). The number of proposals submitted through the end of March was 935 (an increase of 43 proposals over the same period last year).
- Mason faculty have quickly stood up extraordinary research efforts to address the COVID crisis as outlined below.

### **Talent Ecosystem:**

- In support of Mason's effort to launch high-impact multidisciplinary curricular innovations that meet critical student needs, new master's programs are being explored and existing programs refined in alignment with the TTIP initiative through the Arlington Graduate Education working group. Several new and updated majors, programs and certificates have been launched.
- The School of Computing/MS Development working group will issue its final report in May. This report encompasses faculty and staff feedback from across the university and will set the structure of recommendations for the School's tentative launch in 2021.

### **Development:**

- Even while working remotely, the generosity of our donors through philanthropic efforts continues to thrive. Our new work environment has forced our on-campus student call center to close; however, our frontline advancement team has connected with many alumni donors. As of April 30, 2020, we had 4,561 alumni donors, which

will further increase with frontline fundraiser fiscal year-end calling and solicitations.

- Also, as of the end of April, \$81.7 million dollars were raised with \$42.3 million toward the endowment. We are projecting to end the fiscal year at \$83.3 million.
- I want to again say thank you to those who supported our student emergency assistance funds through Patriots Helping Patriots. This is an ongoing effort, which you will learn more about in the Development section of this meeting. Our students still need financial support during these challenging times. You can donate by visiting [giving.gmu.edu](https://giving.gmu.edu) and selecting the University Life Student Emergency Fund.

#### **Faculty COVID Research:**

- A multidisciplinary team of scientists, led by Lance Liotta, co-director and co-founder of Mason's Center for Applied Proteomics and Molecular Medicine, is developing a saliva test to detect antibodies to COVID-19.
- CHHS received a grant from the National Science Foundation to study the emergence and spread of COVID-19 and other viruses. Amira Roess, a professor in the Department of Global and Community Health who specializes in the spread of viruses between animals and humans, is the principal investigator – the original \$2.45 million grant was awarded to Roess when she was at George Washington.
- Virologist Kylene Kehn-Hall, from Mason's National Center of Biodefense and Infectious Diseases, is part of a research team, with colleagues from Ceres Nanosciences Inc, that has received a \$250,000 grant from Schmidt Futures to explore and develop new ways to better diagnose the coronavirus.
- Engineering professor Elise Miller-Hooks and her team are collaborating with the World Bank and Johns Hopkins University to deploy her hospital capacity and capability analysis tools in support of the COVID-19 response.
- Mechanical engineering professor Leigh McCue has developed a virtual tool to help farm owners learn how COVID-19 spreads among temporary agricultural workers.
- A research team led in part by bioengineering professor Remi Veneziano received \$314,000 from the U.S. Army Medical Research Acquisition Activity for a two-year project to study the development of a tool that would enable the rapid development of vaccines.
- Information Sciences and Technology professor Hemant Purohit and his team are using an online tool to sift through millions of tweets to gain insight into people's response to COVID-19 in the Washington, D.C., metropolitan area.

- Professor Fatah Kashanchi, director of Mason's Laboratory of Molecular Virology, is experimenting with repurposed FDA-approved drugs that can be rapidly absorbed into the lungs to stop the progression of cell infections.
- In a medical journal report, Mason epidemiologist Kathryn H. Jacobsen outlined the steps that countries should take now to prepare for the next global health crisis.
- Research by Rainald Löhner, director of Mason's Center for Computational Fluid Dynamics and an expert in the dispersion of contaminants, suggests that ventilation systems could be spreading the virus in hospitals with infected patients.
- CHHS Professor Catherine Tompkins led a study published in *The Gerontologist* on challenges faced by the 2.5 million U.S. grandparents who, because of the opioid crisis and other issues, are raising grandchildren while facing a higher risk of contracting coronavirus.
- Jim Olds, University Professor of Neuroscience and Public Policy in the Schar School, and Nadine Kabbani, professor in Mason's School of Systems Biology, warn in a recently published paper in *The FEBS Journal* that prior nicotine exposure can lead to greater vulnerability to COVID-19.

#### **Other Faculty COVID Efforts:**

- Economics professor Tyler Cowen is incentivizing a stronger response to the coronavirus by distributing more than \$16 million with the Mercatus Center-based Emergent Ventures program for research leading to immediate help in fighting the pandemic.
- The Mason and Partners (MAP) Clinics, a network of 10 no-cost bridge health care clinics supported by CHHS and co-directed by nursing professors Rebecca Sutter and Caroline Sutter, expanded telehealth capabilities to better screen for COVID-19 while helping their patients battle other health and behavioral issues.
- The Mason Forensic Science and Police and Public Safety departments teamed up to use 3D technology to print plastic extended straps that will help those on the front lines of the fight against the virus more comfortably wear masks for long periods.
- The College of Science, including professors Anton Lukyanenko and Evelyn Sander and doctoral student Patrick Bishop, and Mason Police are using 3D printers to create face shields for medical providers and first responders, including the City of Fairfax Fire Department and George Washington University Hospital.
- Schar School Dean Mark J. Rozell hosted a week of virtual public webinars related to different aspects of the coronavirus crisis, from politics to health care to intelligence, featuring faculty, guest practitioners and elected officials.

- To promote mental health and wellness during the pandemic, psychology professor Keith Renshaw and the Center for Psychological Services hosted a series of virtual workshops on resilience and maintaining a positive mood.
- CHHS is conducting an ongoing COVID-19 webinar series, moderated by Dean Germaine Louis, to examine the impact of the pandemic.
- CEHD, including Beverly Shaklee, director of the Center for International Education, is offering a webinar series and other resources, called CEHD Cares, to assist parents and caregivers sheltered at home with children.
- CEHD professors Joan Shin and Jered Borup, in a project funded by National Geographic, have developed and launched a free webinar series to help English teachers around the world move to online education.
- Jeanette Chapman, deputy director and senior research associate for Mason's Stephen S. Fuller Institute, has studied COVID-19's potential ramifications on the economy and how the length and severity of the pandemic will largely dictate economic conditions in the Washington, D.C., region.
- CEHD professor Theresa Wills, who teaches in the Mathematics Education Leadership program, has conducted dozens of webinars focused on helping instructors at all education levels move their courses online.
- Capt. Michael Lighthiser, a 12-year veteran of the Mason Department of Police and Public Safety, played a key role in helping to make sure that more than 40,000 pieces of personal protection equipment (PPE) were distributed to Mason Police, other university departments, and the Fairfax City Police and Fire departments. He received a Mason Presidential Citation for his work.
- The Fredericksburg Free-Lance Star honored Meaghan Sekinger, technical assistance specialist in Mason's Kellar Institute for Human disabilities, and her husband Nathan, as "Hometown Heroes" for creating "a 3D printer farm in their basement to crank out masks and face shields by the hundreds....and [they] have enlisted more than 100 others to do the same."
- Verronica Mitchell, office manager and assistant to the chair for the Department of Statistics and a certified Zumba instructor, offered free virtual workout classes to promote good health while in isolation.

#### **Student and Alumni COVID Efforts:**

- A team of students, led by senior Denys Kuratchenko, an information systems and operations management major, created 3D-printed personal protective equipment such as face shields and masks for health care professionals and patients, a project that started at the MIX.

- Junior engineering major Dhawal Bhanderi made face shields for hospital personnel with his 3D printer at his family home in Virginia Beach.
- Rachel Picon and Maricza Hinnah, seniors in the Department of Social Work, created a Facebook page to help residents find basic household necessities such as toilet paper and hand soap.
- Awad Shahadat, a sophomore computer science major, and his brother, Zobair Shahadat, a Mason alum, created a virus-tracking website to assist in collecting donations for food banks and emergency assistance organizations in Prince William and Stafford counties.
- Senior civil engineering major Morgan Rynn, a Mason women's lacrosse player, purchased a sewing machine to create protective masks for medical workers and others in her Pennsylvania community.
- Mason graduates Andi Burt, Emily Boyd, Jenny Eda and Elizabeth Cabello, all athletic trainers, put their versatile health care skills to use by working in hospitals and other health facilities in Virginia and South Carolina.
- Senior nursing major Archana Bai Reddy and four classmates volunteered in the Medical Reserve Corps virtual call center in Prince William County to triage inbound calls related to COVID-19.
- To help entertain children stuck at home during the pandemic, senior psychology major Peyton Moore volunteered on Facebook to dress up as Queen Elsa from Disney movie "Frozen" to record free personalized videos for parents.
- Bill Karlson, who earned his master's degree at Mason in software systems engineering and who is co-founder and CEO of KO Distilling in Manassas, pivoted his business to produce hand sanitizer to help ward off coronavirus.
- Senior health, fitness and recreation resources major Jessica Hauff, whose internship at Potomac Overlook Regional Park in Arlington was interrupted, continued serving the park remotely by creating a two-hour lesson plan about bats.

#### **Other Faculty Accomplishments:**

- Jack Goldstone, director of Mason's Center for the Study of Social Change, Institutions and Policy, has been awarded a two-year Carnegie Fellowship by the Carnegie Corporation of New York.
- Mills Kelly, history professor and interim executive director of the Roy Rosenzweig Center for History and New Media, received the Gutenberg Teaching Award, recognition for significantly contributing to the development and growth of academic teaching and the improvement of teaching quality.

- Sociology professor Amaka Okechukwu has been named a 2020 Career Enhancement Fellow by the Woodrow Wilson National Fellowship Foundation.
- A team of students, alumni and faculty at Mason's Terrorism, Transnational Crime and Corruption Center is analyzing terrorist incidents around the world for the U.S. State Department and creating a digital terrorism database to assist policy makers and researchers.
- Nursing professor Rebecca Sutter, co-director of the Mason and Partners (MAP) Clinics and the Population Health Center, is principal investigator for a \$500,000 grant awarded to CHHS by the U.S. Department of Agriculture for the Rural Opioid Telehealth Project.
- A co-authored paper for *Management Science* by information systems and operations management professor Brad Greenwood, in the School of Business, concluded that to overcome potential racial bias, physicians should use digitized protocols when making decisions about patient care, including the choice between amputation and surgery for patients with diabetes.
- With a \$3.5 million grant from the National Institute of Mental Health, University Professor Faye Taxman is helping spearhead a multidisciplinary (CHSS, CHHS, VSE) study of the Stepping Up Initiative, an effort to reduce the number of incarcerated people with mental illnesses.
- A team of Mason researchers, led by faculty from VSE and S-CAR, including engineering professor Elise Miller-Hooks, is using a National Science Foundation Grant to study how melting Arctic ice will impact the entire region.
- School of Business professor Mahesh P. Joshi created BiggieBills after searching for an interactive strategy game to use in his classes.
- Department of Nutrition and Food Studies adjunct Taylor C. Wallace, the principal consultant of the Think Healthy Group, a research firm, was senior author of a published study in *Advances in Nutrition* that determined that drinking tea, rich in flavonoids, may lower risk of cardiovascular disease.
- CHSS faculty members Benjamin Gatling and Maria Dakake have been awarded Summer Stipend grants from the National Endowment of the Humanities.
- Mason Libraries received a \$335,000 grant from the National Endowment of the Humanities for the "Preserving the Legacy of James M. Buchanan" project honoring the late Nobel Prize-winning economist who also was a Mason faculty member.

**Other Student and Alumni Accomplishments:**

- Physics major Lara Kamal was named a 2020 Goldwater Scholar for her commitment to using her understanding of data mining to research the best tools for studying super-massive black holes.
- Three Mason students – senior Kathleen West, junior Jessica Barraclough and sophomore Drake Leach, all theater majors – reached the semifinals of the third annual “NextGen: Finding the Voices of Tomorrow” competition, sponsored by the American Pops Orchestra.
- Clinical psychology PhD students Emma Whitmyre and Anna Defayette, who focus on adolescent mental health, over winter break led an applied cross-cultural psychology course to the United Kingdom to explore themes of maltreatment and trauma in the Harry Potter series.
- Graduating senior and ROTC student Kariana Blaszak, a women’s soccer player, will be commissioned in May as a second lieutenant in the Military Intelligence Corps.
- Senior communication major Nathan Crawford, an Honors College student, interned with CNN Newsource, helping produce stories that aired on hundreds of CNN affiliate news stations in the United States and internationally.
- Five PhD students in Mason’s Department of Environmental Science and Policy received grants from the Cosmos Club Foundation to conduct conservation research. Chase LaDue, one of the grantees, is studying male Asian elephants.
- Men’s basketball team member AJ Wilson, a junior sport management major, was named the Atlantic 10 Conference’s most improved player.
- Senior basketball player Justin Kier was one of 30 nominees nationwide for the national Senior Class Award, an honor that incorporates athletic achievement, character and community service.

### **Sampling of Campus Virtual Activities:**

- The annual Spring Preview drew 1,855 registered students and about 3,600 total attendees.
- About 150 undergraduate students displayed their research in the week-long Virtual Celebration of Student Scholarship.
- CVPA launched Mason Arts at Home, a combination virtual performance space and town hall in which Mason artists, and artists scheduled to appear at Mason venues, can stream their work.
- The Visiting Filmmakers Series, an event that since 1995 has annually attracted filmmakers from all over the world, took place online.

- The Virginia Environmental Justice Summit, a student group-organized event scheduled to take place at the Smithsonian-Mason School of Conservation, shifted online, enabling event organizers to lift the cap on registration.
- Statistics professors David Holmes and Elizabeth Johnson, who developed a statistics study abroad trip to England, scheduled a virtual talk for their students with an astrophysicist they had planned to visit on the trip.
- A workshop for veterans and their families to learn more about the ukulele, initially planned for the Hylton Performing Arts Center, shifted online.

### **Rankings Highlights:**

- The American Talent Initiative recognized Mason for being an exemplar in moving beyond traditional pipelines in order to close equity gaps in bachelor's degree attainment in Virginia and meet the workforce demands in its region.
- U.S. News & World Report ranked 14 Mason graduate programs among the top 50 nationally:

Part-time law (Scalia): 4  
 Security studies (Schar): 10  
 Special education (CEHD): 19  
 Local government management (Schar): 19  
 Public management (Schar): 28  
 Public policy analysis (Schar): 30  
 Intellectual property (Scalia): 31  
 Constitutional law (Scalia): 38  
 Systems engineering (VSE): 39  
 Nursing doctoral (CHHS): 40  
 Law full-time program (Scalia): 42  
 Part-time MBA (School of Business): 48  
 Law business/corporate program (Scalia): 48  
 Public affairs (Schar): 49

### **Enrollments – US Only:**

Mason Summer Enrollment	Summer 2019 5/5	Current Summer 2020 5/5	End of Summer 6/19	Delta Summer 2019 vs Summer 2020 Year over Year	Difference Between Summer 2020 current Registration and Final 2019 registration	% of Final Summer count Year To Date
UG - Residents	7,642	8,429	7,802	787	627	98%
UG - Non-Residents	1,162	1,318	1,313	156	5	88%
UG Total	8,804	9,747	9,115	943	632	97%
Grad - Residents	2,709	2,863	3,012	154	-149	90%
Grad - Non-Residents	849	1,034	948	185	86	90%
Grad Total	3,558	3,897	3,960	339	-63	90%
Other - Residents	387	413	577	26	-164	67%
Other - Non-Residents	257	166	796	-91	-630	32%
Other Total	644	579	1,373	-65	-794	47%
Grand Total	13,006	14,223	14,448	1,217	-225	90%

\* Summer is a comparison of the May 5th 2020 to May 5th 2019.

### **Legislative Update – Federal:**

**Letters to Congress on COVID-19 Impact on Mason:** Letters were sent to the Virginia Congressional delegation detailing the costs to Mason of suspending university activities for the remainder of the school year due to COVID-19. Some of the examples in the letters included: Student and campus services – lost revenue: \$21 million; Research – lost revenue: \$17 million; Technology Investments: expenditures – \$12.5 million; Cancelled events – lost net revenue: \$6 million; Fundraising – lost net revenue: \$10-15 million.

**Mason Joins the Research Community in Letters on COVID-19 Costs:** Mason joined other research universities in sending letters to Congress articulating the dire situation faced by research institutions as a result of COVID-19. The letters followed the passage of the stimulus bill providing \$14 billion for higher education. While expressing gratitude for that funding, the letters request an additional \$47 billion, with additional administrative flexibility. The letters also ask for \$26 billion supplementary funding for federal research agencies to help sustain the research workforce until higher education institutions' operations return to full speed. This request includes support for graduate students, postdocs, early career researchers, principal investigators, and technical support research staff.

**Teleconference with Senator Warner:** Along with Vice President for Research Deb Crawford, I co-hosted a teleconference with Senator Mark Warner to brief the Senator on Mason's Arlington expansion. They also briefed the Senator on a number of high-profile research projects that benefit the region and the Commonwealth.

**Mason Seeks Additional Funding for National Center for Biodefense and Infectious Disease:** Mason is one of 12 Biodefense Labs, known as Regional Biocontainment Labs, in the country and signed onto a letter to the Senate Appropriations Committee seeking \$55 million for the labs to conduct research related to COVID-19. Mason also contacted its Senators with the request. This funding will be dedicated to conducting research on developing tests for new antiviral compounds, vaccines, and point-of-care tests; supporting operations costs and facilities upgrades; and training new researchers in biosafety to ensure the highest level of expertise is brought to bear on COVID-19 research needs.

#### **Legislative Update – State:**

George Mason University is recognized as a regular fixture in Richmond. Paul Liberty, Mark Smith and Sarah Huang Spota continue to identify opportunities for Mason to be at the table.

The General Assembly met in Richmond on April 22<sup>nd</sup> for Reconvene (Veto) Session. The House of Delegates met on the grounds of the State Capitol and the Senate met 2.5 miles away at the Science Museum of Virginia. The General Assembly addressed many issues that have a direct impact on Mason including the budget, minimum wage, and collective bargaining.

#### **Budget and Capital Outlay**

Due to the fiscal impact of COVID-19, the Commonwealth is projected to face an estimated \$1 billion revenue shortfall per year over the next two fiscal years. The Governor and General Assembly chose to “unallot” all new funding in the 2020-2022 biennium budget. Rather than eliminating funding, the unallotment process will place all new funding on hold until the Commonwealth can reforecast revenues and have a better understanding of COVID-19’s fiscal impact. This will most likely necessitate the General Assembly to meet for a Special Session in August or September.

The decision to unallot funds was consistently applied to all institutions of higher education. Mason’s notable budget items that have been unallotted include:

- Additional Funding for Enrollment Growth: FY2021 - \$10m / FY 2022 - \$12m
- Additional Financial Aid: FY2021 - \$6.9m / FY 2022 - \$7.02m

The General Assembly adopted the Governor's recommendation pertaining to capital projects. The Administration and General Assembly will make case-by-case decisions as they allow institutions and agencies to move forward with projects.

The Governor and General Assembly maintained the funding recommendations in the Governor's introduced budget associated with the Tech Talent Investment Pipeline, but will not move forward at this time with the expected bonus and pay raise over the biennium for state employees and faculty.

### CARES Act

There has been considerable interaction with the Governor, state officials and universities regarding the CARES Act funding coming to the Commonwealth. We will continue to work with them regarding the distribution of those funds.

### Looking Forward

- The Government relations team has facilitated introductions for Dr. Gregory Washington with legislative leaders, and planning has begun for upcoming legislative visits this summer.

### **President's Other External Activities & Speaking Engagements:**

- Served as a panelist on "Welcoming Women to Leadership" panel at the Annual Leadership Summit hosted by The Leadership Center for Excellence.
- Participated in the inaugural meeting as Co-Chair of the National Task Force on Transfer of Credit with the American Council on Education (ACE).
- Attended the State Council of Higher Education for Virginia's (SCHEV) Outstanding Faculty Award ceremony, where Mason faculty member Cynthia Lum was an honoree.
- Participated as an NVTC Board member, in calls related to COVID with Governor Ralph Northam, Senators Kaine and Warner among others.
- Joined the Northern Virginia Chamber of Commerce's Back to Work Leadership Task Force.
- With NVCC President Dr. Anne Kress and Fairfax County Superintendent Dr. Scott Brabrand, took part in ongoing discussions of collaborations between NVCC, the County, and Mason.
- Engaged with other university presidents and chancellors in the discussion "Equity in the Time of COVID-19" hosted by SCHEV.

- Collaborated with statewide leaders and with other Virginia college presidents through the Virginia Council of Presidents meetings on the Commonwealth's response to COVID in higher education.

#### **Select President's Internal/Campus-Related Activities & Speaking Engagements:**

- Held regular meetings with Mason leadership and emergency management staff to navigate Mason's response to the COVID-19 pandemic.
- Provided introductory remarks for Dr. and Mrs. Washington at the welcome event for Mason's incoming president.
- Gave opening remarks at the Freedom and Learning Forum: *A Conversation About the Power of Symbols, Statues, and Race*, moderated by Mason professor Wendi Manuel-Scott, and in collaboration with Virginians for Reconciliation.
- Honored Mason's Employee of the Month for the months of March, April, and May – Stacy D'Angelo, Stephanie Kuhta, and Christie Michals, respectively.
- Offered an update on current Mason priorities and initiatives at a dinner for Mason's deans and members of the National Leadership Council.
- Engaged with members of the Faculty Senate on current Mason priorities at the spring Faculty Senate session.
- At the March meeting of the university's Board of Trustees, engaged the Trustees with an update on the university.
- Participated in the Board of Visitors Public Comment session on tuition and fees on April 2 and in Rector Davis's May 2 Town Hall.
- Guest lectured virtually about my experience as a judge at session of Law and Social Science class within the Department of Criminology, Law, and Society.
- Continued my series of monthly dinners with students through a "virtual" lunch with students and staff in Fraternity and Sorority Life (FSL).
- Provided updates and sought feedback on Mason's COVID-19 operations at Mason's Parent and Family Council virtual meeting, a meeting of the President's Student Advisory Group, and numerous other campus groups.
- Provided virtual welcoming remarks for the OSCAR Annual Celebration of Student Scholarship and Impact and other end-of-year student presentations.
- Bid farewell and provided remarks at a virtual reception for S. David Wu as he departs Mason to begin his presidency with Baruch College and joined with colleagues in send-offs for Michelle Marks and Julian Williams as well.

#### **Select Campus Activities Since Last Board Meeting:**

- The Mason Jazz Festival, open to middle school, high school, collegiate and community jazz ensembles, took place Feb. 29 in the Harris Theater.

- On March 2, Democratic presidential candidate Michael Bloomberg became the latest high-profile politician to visit Mason, speaking at the Hylton Performing Arts Center.
- The men's basketball team won its first game in the Atlantic 10 Conference tournament, over St. Joseph's, before the remainder of the tournament was canceled.
- Joshua Kim and Edward Maloney, authors of "Learning Innovation and the Future of Higher Education," visited the Fairfax Campus to discuss that issue on a panel with Mason's Michelle Marks.
- Galileo's Science Cafe, on the Science and Technology Campus, kicked off its spring semester series with "Keeping Our Soldiers Safe: Understanding, Treating and Preventing Traumatic Brain Injury."
- The university's fourth annual Giving Day on April 2 focused on providing urgent assistance to Mason students in need.

**President's Outside Board Service:**

- Virginia Board of Education
- Northern Virginia Technology Council
- Consortium of Universities of the Washington Metropolitan Area
- ACE Transfer Of Credit Task Force, Co-Chair

**ITEM NUMBER V. A:**

**Core Campus Project Naming Resolution:  
Horizon Hall**

**PURPOSE OF ITEM:**

To give the Core Campus Project a more permanent name for ordering of signage and for use in university materials.

**BRIEF NARRATIVE:**

The new academic building that will anchor the Fairfax Campus requires a distinctive name that is flexible enough to accommodate future naming opportunities. The building's name should convey exploration and learning, the indoor/outdoor nature of the space, and the scope of the university's mission to broaden perspectives. The University Naming Committee, with members from across the university, collected input from a variety of stakeholders, including the College of Humanities and Social Sciences and Mason Innovation Exchange, both of whom will be based in the new building.

**STAFF RECOMMENDATION:**

In compliance with the Board of Visitors naming policy, the Core Campus Project resolution is provided for the Board's first reading at the February 27, 2020 meeting, and vote of approval at the May 20, 2020 meeting.

## RESOLUTION OF THE BOARD OF VISITORS OF GEORGE MASON UNIVERSITY

**WHEREAS**, a state-of-the-art, 218,000-square-foot academic building under construction on the Fairfax Campus is scheduled to open in Spring 2021; and

**WHEREAS**, the new building, to date referred to as the “Core Campus Project,” requires a proper name for the ordering of signage and for use in various university materials; and

**WHEREAS**, the name must be distinctive but also crafted to accommodate future naming opportunities for a vibrant, globally connected hub for intellectual exploration and transformational learning; and

**WHEREAS**, the University Naming Committee, with representatives from the student body, faculty, Alumni Relations, Campus Planning, University Libraries and several other Mason offices and departments, gathered input from a broad range of additional stakeholders to generate a list of about 25 naming options; and

**WHEREAS**, those additional stakeholders included representatives from the College of Humanities and Social Sciences and the Mason Innovation Exchange, both of whom will be based in the new building; and

**WHEREAS**, the new building will define the center of academic life, aesthetically and practically, on the flagship campus of the largest and most diverse public research university in the Commonwealth of Virginia; and

**WHEREAS**, the name of the new building should reflect the scope of the university’s scholarship and research and the mission to broaden knowledge and perspectives; and

**WHEREAS**, the design of the new building blends earth and sky with large windows for natural light, complemented by abundant green space, an outdoor amphitheater and a larger and redesigned Wilkins Plaza; now

**BE IT THEREFORE RESOLVED** that the “Core Campus Project” be hereby officially designated as “Horizon Hall.”

**BE IT FURTHER RESOLVED** that this resolution be entered into the minutes of the George Mason University Board of Visitors this day, May 6, 2020

Adopted: May 20, 2020

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Horace L. Blackman  
Secretary, Board of Visitors



# GMUF Student Emergency Assistance Fund

## Support for Mason Students

(3/11/20) – 5/6/2020)

**\$4.5M**

requested

**\$2M**

awarded

**2,385**

students  
requests

**1,817**

student  
awards

**\$1,950**

average request  
amount

**\$1,120**

average  
award

## Philanthropic Highlights

(3/11/20 - 5/01/20)

**\$345K**

raised

**1,857**

donors

**100%**

participation  
from deans

**100%**

participation  
from Mason  
leadership

“The funds I have received will help me continue life as normally as possible in the midst of this pandemic, and they have greatly alleviated my fears and anxieties. Words cannot express how grateful I am.”

— *Mason nursing student who received emergency assistance*

# Proposed Revisions to the 2018 Faculty Handbook

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### Summary of revisions to Section 2.6 presented on March 4, 2020

Section 2.6.1 now includes

- More information on the requirement that local academic units (LAU's) formulate standards for overall unsatisfactory performance (currently part of Section 2.6.2);
- The requirement that any tenure-stream faculty who receives an overall unsatisfactory evaluation establish a written Performance Development Plan (PDP) in order to achieve a satisfactory performance level is moved from Section 2.6.2 and is more focused on professional improvement.

Section 2.6.2 has been reorganized to clarify the conditions and procedures under which a faculty member is required to undergo Post Tenure Review. The sanctions that may be recommended after review are more comprehensive and the conditions for which termination is recommended are strengthened.

### Further revisions for April 4, 2020 are shown as tracked changes:

The conditions for recusal from participating in the in the 2<sup>nd</sup> level P&T Committee acting as a Post Tenure Review Evaluation Committee should be specified. New language is presented.

Small changes to Section 3.3 now require that the LAU administrator include a justification for a salary recommendation as well as imposing a time limit for transmitting the recommendation to the faculty member.

## Proposed Revisions to Section 2.6

### **2.6 Evaluations of Faculty and Administrators**

Universities have a long tradition of self-examination and improvement from within. That process includes the annual evaluation of faculty and administrators.

#### **2.6.1 Annual Review of Faculty**

All faculty are evaluated annually in their local academic units (LAU). The evaluation is based upon the contributions of the preceding academic year and, where applicable, the following summer. Normally, evaluations are completed by the LAU during the Fall semester.

The bylaws or standing rules of each local academic unit (LAU) will include:

- The method by which faculty will be evaluated (e.g., by a faculty committee recommendation to the local unit administrator, or directly by the local unit administrator);
- The requirements for the evaluation materials submitted by faculty; and
- A statement of standards for overall “satisfactory” and “unsatisfactory” annual performance. Satisfactory performance means performance that meets the standards of the unit. Unsatisfactory performance means performance that fails to meet the standards of the unit.

The criteria for the annual faculty review are the same as those listed in Section 2.3.3 (Term Faculty) and Section 2.4 (Tenured and Tenure-Track Faculty). Faculty are evaluated on the quality of their performance over the entire scope of their contributions during the year and in the context of their goals, assignments, and other responsibilities. Performance expectations should recognize differences in faculty assignments within the same LAU.

The results of and rationale for the evaluation must be given to the faculty member in writing, and the faculty member must be afforded the opportunity to discuss the results of the evaluation with the local unit administrator before it is sent to the dean. A faculty member may present in writing additional comments or records to the local committee or unit administrator, and to the dean or Provost, as appropriate. These addenda must be included in the faculty member's personnel file with the annual evaluation. The faculty member will be notified that the personnel file has been updated. *[Note: Submitting additional material does not have to be as a result of “unsatisfactory” evaluation – it may be for any reason.]*

The LAU administrator will meet within two weeks with any tenured or tenure-track faculty member who receives an overall unsatisfactory rating for the annual review. The purpose of the meeting is to establish a written Performance Development Plan (PDP) to restore the faculty member's overall performance to a satisfactory level according to the standards of the local academic unit. The meeting discussion and resulting plan will:

- Define specific measurable and objective outcomes necessary to achieve a satisfactory rating;
- Outline the activities to be undertaken to achieve the necessary outcomes;
- Set appropriate timelines for accomplishing the activities and achieving intermediate and ultimate outcomes;
- Identify institutional resources to support the PDP; and
- Include a clear statement of consequences should improvements not occur within the designated time.

If the faculty member's duties are modified as a result of an unsatisfactory rating, the PDP should so indicate and take into account the new allocation of responsibilities.

The PDP should be finalized within 30 days of the faculty member receiving an unsatisfactory evaluation and no later than the end of the Fall semester. One copy of the PDP will be retained by the faculty member; one copy will be placed in the faculty member's personnel file in the office of the LAU administrator; and one copy will be submitted to the dean. The Provost will be notified by the dean that the faculty member was given an unsatisfactory evaluation and that a PDP was developed. If the faculty member declines to participate in formulating a PDP, the LAU administrator will write one and give it to the faculty member and the dean.

If the faculty member has made inadequate progress on the PDP or has demonstrated additional unsatisfactory performance by the end of the summer following the unsatisfactory evaluation, this will be incorporated in the performance evaluation for the year. If progress has been achieved according to the provisions of the PDP, an unsatisfactory evaluation for the academic year cannot be given.

### 2.6.2 Post Tenure Review

The primary objective of post tenure review is to provide appropriate sanctions for faculty whose performance remains unsatisfactory.

Tenured faculty members who receive two overall unsatisfactory annual evaluations in any four-year period will be required to undergo a peer evaluation proceeding. The peer evaluation will be conducted by an evaluation committee ("Evaluation Committee") composed of the faculty members currently serving on the college or school Promotion and Tenure Committee (i.e., the body authorized to conduct second-level review under the provisions of Section 2.7.3) The Chair of the Evaluation Committee shall be the same committee member who serves as chair of the college or school Promotion and Tenure Committee. ~~Committee members from the same academic program unit as the faculty member cannot serve on the Evaluation Committee in any capacity.~~ A committee member may not participate in the evaluation of a faculty member with whom he or she has, or has had, a close family, personal, or professional relationship or other

[conflict of interest of a kind that might reasonably be thought to impair independent and dispassionate judgment \(see Section 2.3.1.1\).](#)

For faculty not assigned to a LAU, the Evaluation Committee will be composed of the faculty members currently serving on the second-level Promotion and Tenure Committee of the college or school most closely aligned with the faculty member's area of expertise, as determined by the faculty member. If the faculty member does not choose such college or school within a two (2) week period of being notified to do so, the Provost will decide.

The post-tenure review will be conducted according to the following procedures:

1. The Provost will initiate the post-tenure review process with a written communication to the faculty member (the "Notice"). The Notice shall inform the faculty member that the process is initiated, and will include a copy of this [Section 2.6.2](#) of the Faculty Handbook.
2. Within thirty (30) days of receipt of the Notice, the faculty member must submit a portfolio ("Portfolio") to the Chair of the Evaluation Committee. The Portfolio must include:
  - a. a copy of the annual evaluation for the year before the first unsatisfactory evaluation and each subsequent year thereafter;
  - b. a summary of the faculty member's activities and accomplishments in teaching, research, and service, as appropriate, during the same period;
  - c. the PDP and timetable that were established as a result of the first unsatisfactory evaluation (see [Section 2.6.1](#)); and
  - d. any intermediate evaluations or progress reports.

There is no limit on the amount or type of documentation the faculty member may submit. If the faculty member fails to submit a portfolio to the Chair within 30 days of the date the Notice was transmitted, the Portfolio shall consist only of documentation provided by the LAU administrator.

3. The Evaluation Committee may seek additional information from those who made or contributed to the unsatisfactory annual evaluations and PDP. The Evaluation Committee may also review any records and interview any persons the Evaluation Committee deems to have relevant information for its evaluation. Any response to such a request must be made in writing to the Evaluation Committee and shared with the faculty member.
4. The Evaluation Committee shall interview or receive written records from any person designated by the faculty member. Such requests by the faculty member must be made in writing to the Chair of the Evaluation Committee.
5. If the Evaluation Committee interviews any person, a recording of that meeting will be made, and a written copy will be provided to the faculty member. The Evaluation Committee shall provide the faculty member with copies of any records provided to the Evaluation Committee.

Proposed revisions to Sec. 2.6

6. After the Evaluation Committee has received any additional information, the Evaluation Committee will offer in writing to the faculty member the opportunity to meet with the Evaluation Committee. If the faculty member elects to meet with the Evaluation Committee, a recording of the entire meeting will be made, and a written copy will be provided to the faculty member.

7. In the interest of avoiding unnecessary expense and to promote a prompt resolution, the Evaluation Committee may set reasonable time limits on speakers, and may limit testimony based on relevance.

8. The Evaluation Committee shall review the case to determine whether the faculty member has met the standards established by the LAU for satisfactory performance, or whether there is evidence of sustained overall unsatisfactory performance (including but not limited to incompetence and lack of appropriate expertise). The Evaluation Committee will not use the standards associated with the awarding of tenure and promotion to conduct this evaluation.

9. Based on the relevant information received by the Evaluation Committee, the Evaluation Committee shall write a report, including recommendations, to the Provost. The report shall include the rationale for its recommendation(s), and shall include the numerical vote of the Evaluation Committee members. A copy of the report shall be sent by the Chair of the Evaluation Committee to the faculty member at the same time.

Confidentiality is a basic expectation of each person participating in the process, including all members of the Evaluation Committee and those whom it interviews. Failure to maintain that confidentiality may subject such person to disciplinary action. However, the Evaluation Committee may release information to others with the consent of the faculty member, or to other University officials who have a legitimate business need to know (for example, the Office of Compliance, Diversity, and Ethics.)

The Evaluation Committee may recommend one or more of the following:

- that no action be taken at this time;
- that appropriate professional development be continued;
- a change in the faculty member's duties and responsibilities in the LAU that are better aligned with the faculty member's strengths;
- a change of the faculty member's primary affiliation;
- implementation of other appropriate sanctions, such as a reduction or freeze in salary for a stated period; a reduction in rank; or a reduction or withdrawal of university support for such services as graduate student support or space assignment;
- that the facts discovered in the evaluation may rise to the level of adequate cause for dismissal, and the faculty member should be considered for termination of appointment.

## Proposed revisions to Sec. 2.6

The Provost shall decide what administrative action to take. The Provost will transmit that decision in writing to the faculty member, the LAU administrator, and the dean. Termination may be considered by the Provost only if a majority of the Evaluation Committee votes to recommend termination. If termination is recommended and the Provost endorses this recommendation, the faculty member undergoing review must be given at least six months written notice before termination can take effect.

In the event of any outcome other than termination or that no action be taken at this time, the faculty member will meet with the LAU administrator to establish a PDP to accomplish the committee's recommendation(s).

The faculty member may appeal the Provost's decision to the President within 30 days of the date the written decision was transmitted to the faculty member, based on one or more of the following reasons:

- a. material procedural irregularity;
- b. violation of federal or state law or university policy;
- c. the conclusion is not sufficiently supported by the evidence;
- d. violation of academic freedom.

In case of appeal, the President shall make the final decision.

In the event the faculty member's employment is terminated in accordance with the procedures of this section, such termination shall be final and Section 2.9.3 shall not apply.

*[Note: Section 2.9.3 is 2.9.3 Termination of Appointment of Tenured, Tenure-Track, and Term Faculty Members for Cause. Although unlikely to occur, this statement prevents another "bite of the apple". The faculty member might think they would not be terminated after undergoing the procedures for Termination for Cause and not terminated under those provisions.*

### 2.6.3 Faculty Role in the Evaluation of Academic Administrators

*[No proposed revisions.]*

## Original Text of Section 2.6 (Faculty Handbook 2018)

### **2.6 Annual Evaluations of Faculty and Administrators**

Universities have a long tradition of self-examination and improvement from within. That process includes the annual evaluation of faculty and administrators.

#### **2.6.1 Annual Review of Faculty**

All faculty are evaluated annually by the local unit administrator and/or a local academic unit faculty committee who report to the Dean or the Provost. The criteria for the annual faculty review are the same as those listed in Section 2.3.3.2 (Term Faculty) and Section 2.4 (Tenured and Tenure-Track Faculty) except that the evaluation is based upon the contributions of the preceding academic year and, where applicable, the summer. Faculty are evaluated on the quality of their overall performance and in the context of their goals and assignments. The results of and rationale for the evaluation must be given to the faculty member in writing; and faculty members must be afforded the opportunity to discuss the results of the evaluation.

Annual evaluations are the primary basis for determining salary increases (see Section 3.2). Local unit administrators may take into account performance evaluations over multiple years in making raise recommendations.

#### **2.6.2 Post Tenure Review Policies and Procedures**

##### **Policy**

1. George Mason University will use the annual review of all faculty (see Section 2.6.1) as its primary procedure for implementing *Post Tenure Review* within the personnel policies of the Commonwealth of Virginia. The policies and procedures set forth in this document will apply to all tenured instructional faculty, regardless of the nature of the appointment.

- a. Annual reviews will serve as the vehicle for recognizing the positive contributions of faculty in fulfilling their professional obligations.
- b. When overall performance is recognized by the annual review as “unsatisfactory,” the procedures below will be followed for each case.
- c. In accordance with the principles of peer judgment, the faculty of each local academic unit (LAU) will establish its criteria for “satisfactory” and “unsatisfactory” performance.

2. Faculty in honorific positions not evaluated annually by a specific LAU will be evaluated by the Office of the Provost. For faculty holding such appointments the standard of excellence includes contributions to institutional development, which will be addressed for all such appointees as part of their service. Annual evaluation reports for faculty in these categories will be submitted to the Provost. While faculty in these categories are not exempt from other sanctions, sanctions may include the loss of the honorific appointment.

3. Faculty members who receive an overall unsatisfactory rating by their LAU (as reported in the annual review to the Deans or the Provost by the LAU administrator) must develop a plan of

Original text of Sec. 2.6

action with the LAU administrator to remedy any stated deficiency. The plan will include a timetable.

4. Tenured faculty members who receive two overall “unsatisfactory” ratings in a four-year period will undergo a peer evaluation process to determine if continued employment with the university is appropriate (as described in the following section).

5. The Provost will review the recommendation from the peer evaluation process and take appropriate action.

### **Procedure**

1. Tenured faculty who receive an overall unsatisfactory rating during any annual review but do not meet the criterion stated in paragraph 3 below will meet with the appropriate LAU administrator to establish a written plan of action. The plan will include a timetable.

2. At the meeting with the LAU administrator, the discussion will include at a minimum:

- a. a discussion of the basis for the evaluation(s) that culminated in an unsatisfactory rating, with particular attention to stated deficiencies or areas of weakness;
- b. an opportunity for the faculty member to respond to negative judgments;
- c. an exploration of the concerns of the university for remediation; and
- d. the development of a plan of action in response to the judgment of “unsatisfactory” performance.

One copy of the plan of action will be retained by the faculty member and one copy will be placed in the faculty member’s personnel file in the office of the LAU administrator. In addition, the Provost will be notified that the faculty member was given an unsatisfactory evaluation. The LAU administrator and the Office of the Provost will address relevant issues in subsequent annual evaluations during the rolling four-year period. Faculty members pursuing a plan of action for correcting unsatisfactory performance will be encouraged to avail themselves of university resources designed to assist all faculty in professional development.

3. Tenured faculty members who receive two overall “unsatisfactory” ratings in a four-year period will be required to undergo a peer evaluation procedure conducted by the college/school Promotion and Tenure Committee (i.e., the body authorized to conduct second-level review under the provisions of [Section 2.7.3](#)), serving as an Evaluation Committee. For faculty not assigned to a LAU, the Evaluation Committee will be the Promotion and Tenure Committee of the college/school most closely aligned with the faculty member’s areas of expertise, as judged by the faculty member.

4. The evaluation will be conducted according to the following procedures:

- a. The Evaluation Committee will maintain the confidentiality of information reviewed in the proceedings, but will release such information to others with the consent of the faculty member, and to other University officials who have a legitimate business need to

- know such information (for example, to the Office of Compliance, Diversity, and Ethics for equity review.)
- b. The Provost will initiate the evaluation process with a written communication to the faculty member (the “Notice”). The Notice shall include:
    1. A statement explaining the current employment status of the faculty member and how that could change as a result of post-tenure review.
    2. The procedural rights, in detail, of the faculty member (as outlined below).
    3. A statement that to maintain employment the faculty member must submit a portfolio summarizing activities and accomplishments in teaching, research, and service, as appropriate, during the period spanning the two unsatisfactory evaluations. The statement should explicitly note that there is no limit on the amount or type of documentation the faculty member may submit, but that the submitted documentation must include copies of annual evaluation results during the period spanning the two unsatisfactory evaluations.
    4. A statement that if the faculty member fails to submit a portfolio within one calendar month of the date the Notice was transmitted, the Provost will make a recommendation for termination to the Board of Visitors without benefit of a committee report.
  - c. Submitted materials will be reviewed by the Evaluation Committee to determine if the faculty member under review has discharged the duties associated with his or her position conscientiously and with basic professional competence. The Evaluation Committee will not use the standards associated with the awarding of tenure and promotion to conduct this evaluation. Instead, the Evaluation Committee will focus on whether there is evidence of sustained overall unsatisfactory performance (including but not limited to incompetence and lack of appropriate expertise).
  - d. The Evaluation Committee may seek additional clarification from those who made or contributed to the unsatisfactory evaluations that led to the convening of the committee. Any response to such a request must be made in writing to the committee and shared with the faculty member under review.
  - e. After the committee has received any additional clarifying information, the faculty member under review must be given an opportunity to formally meet with the committee as part of the evaluation process if so requested. Such requests must be made in writing by the faculty member to the Chair of the Evaluation Committee. If the faculty member under review does elect to meet with the Evaluation Committee, a verbatim record of the entire meeting will be made. If the faculty member so requests, a copy will be provided without cost.
  - f. The faculty member under review must also be given an opportunity to have other individuals speak on his or her behalf to the committee if so requested. Such requests must be made in writing by the faculty member to the Chair of the Evaluation Committee. If a meeting is held in which others speak on behalf of the faculty member, a

## Original text of Sec. 2.6

verbatim record of that meeting will be made. If the faculty member so requests, a copy will be provided without cost.

- g. In the interest of avoiding unnecessary expense and to promote a prompt resolution, the Evaluation Committee may set reasonable time limits on speakers.
- h. The recommendation of the Evaluation Committee must be based only on the complete record as presented to the committee following the above steps, and must be conveyed to the Provost in writing along with a recorded vote.

5. Recommendations to the Provost from the Evaluation Committee may include: (a) postponement of sanctions, with another peer review to be conducted within one calendar year; (b) a determination that no sanctions are necessary, with appropriate professional development recommendations; (c) a change in the faculty member's assignment that is better aligned with his or her strengths; (d) imposition of appropriate sanctions other than termination; or (e) termination of employment. Outcome (c) may be recommended in conjunction with outcome (a), (b), or (d). In the event of any outcome other than (e), the faculty member will meet with the appropriate LAU administrator to establish a written plan of action following the guidelines specified in paragraphs 1 and 2 of these procedures. Termination can only be considered by the Provost if a majority of those making a recommendation to the provost vote to recommend termination. If termination is recommended and the provost endorses this recommendation, the faculty member undergoing review must be given at least six months written notice before termination can take effect.

6. The faculty member may appeal the decision to the President within 30 days of receipt of the written decision based on one or more of the following reasons:

- a. material procedural irregularity;
- b. violation of federal or state law or university policy;
- c. inadequate or faulty consideration of evidence.

In case of appeal, the President makes the final decision.

7. In the event the faculty member's employment is terminated in accordance with the procedures of this section, such termination shall be final and Section 2.9.3 shall not apply. However, nothing in this section shall act to prevent or prohibit termination of employment of a faculty member for cause in accordance with the procedure set forth in Section 2.9.3.

### **2.6.3 Faculty Role in the Evaluation of Academic Administrators**

Senior academic administrators serve at the pleasure of the President. In reviewing their performance, the President should refer, when available, to the annual faculty evaluation of administrators, conducted under the joint auspices of the Faculty Senate and the University's Office of Institutional Planning and Research. The purposes of this annual evaluation are (i) to provide information regularly to the President and the Board of Visitors about the strengths and weaknesses of administrators as perceived by the faculty; (ii) to provide, over an extended period

Original text of Sec. 2.6

of time, a record of faculty opinion regarding the performance of administrators; and (iii) to provide individual administrators with an assessment of their performance.

Faculty are expected to participate in the evaluation of academic administrators.

## Proposed Revisions to Section 3.2

### **CHAPTER III. FACULTY COMPENSATION AND BENEFITS**

#### **3.1 Faculty Salaries**

State colleges and universities in the Commonwealth of Virginia do not have a common salary schedule. The General Assembly determines appropriations for state colleges and universities, which includes funding for faculty salaries.

The University attempts to be as competitive as possible in its recruitment and retention of faculty. The differences that are found among disciplines and departments with regard to salary ranges within a given academic rank partially reflect supply and demand in the marketplace.

Faculty salaries for the current academic year appear on the Faculty Senate website.

#### **3.2 Salary Increases**

Subject to the availability of funding, salary increases are given annually and are based chiefly on performance. ~~The annual salary increase is confirmed to the faculty member by a letter from the Provost.~~  
~~Annual salary increases are based chiefly on performance.~~ All faculty with an overall satisfactory annual evaluation ~~performance rating~~ (see Section 2.6.1) will receive at least a minimum salary increment. Salary increases may also reflect efforts to achieve equity. In the case that funding from the state is designated as a cost-of-living adjustment, it is the

## Final, as revised

### **CHAPTER III. FACULTY COMPENSATION AND BENEFITS**

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Faculty salaries for the current academic year appear on the Faculty Senate website.

#### **3.2 Salary Increases**

Subject to the availability of funding, salary increases are given annually and are based chiefly on performance. All faculty with an overall satisfactory annual evaluation (see Section 2.6.1) will receive at least a minimum salary increment. Salary increases may also reflect efforts to achieve equity. In the case that funding from the state is designated as a cost-of-living adjustment, it is the responsibility of the University to ensure such funds are disbursed accordingly.

Proposed revisions to Sec. 3.2

responsibility of the University to ensure such funds are disbursed accordingly.

*[Rationale: the University is now too large for letters to be sent to each faculty member. However, the Faculty Senate posting mentioned in the last sentence in Sec. 3.1, above, occurs many months after increases are awarded. See the newly inserted paragraph, below.]*

*[Note: these paragraphs were moved from Section 2.6 and re-written.]*

Because annual evaluations are the primary basis for determining merit-based salary increases, local unit administrators will include the faculty member's performance evaluations over multiple years in making a recommendation if salary adjustments were not made in the preceding year(s).

The salary recommendation, including a justification and the amount of the increase, will be given to the faculty member in writing at the time it is transmitted to the next level.

~~Annual evaluations are the primary basis for determining salary increases (see Section 3.2). Local unit administrators may take into account performance evaluations over multiple years in making raise recommendations.~~ Faculty members who are dissatisfied with a salary increase normally seek recourse within their local academic unit. If dissatisfaction persists, grievance procedures outlined in Section 2.11.2 may be followed.

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The salary recommendation, including a justification and the amount of the increase, will be given to the faculty member in writing at the time it is transmitted to the next level.

Faculty members who are dissatisfied with a salary increase normally seek recourse within their local academic unit. If dissatisfaction persists, grievance procedures outlined in Section 2.11.2 may be followed.



**George Mason University Faculty Senate  
and  
George Mason University Chapter of the AAUP**

**Joint Resolution Calling for Commitments to Faculty and Staff by the Board of  
Visitors and the Administration During the Covid-19 Pandemic**

WHEREAS the George Mason University Faculty Senate and the George Mason University Chapter of the American Association of University Professors recognize the unprecedented nature of the novel Coronavirus pandemic;

WHEREAS there will be significant and long-lasting financial effects of this pandemic both locally and around the world;

WHEREAS it is anticipated that the University will face significant fiscal challenges as a result of the pandemic;

WHEREAS the University must both respond to the crisis and plan for an uncertain future;

WHEREAS the faculty, students, and staff of George Mason University are the lifeblood of our institution and are vital to its success;

THEREFORE BE IT RESOLVED that in developing plans to address this crisis, the Administration and Board of Visitors are asked to make the following commitments to faculty and staff:

Affirm their commitment to the principles of shared governance as stated in the GMU Faculty Handbook;

Affirm their commitment to faculty employment contracts through no faculty furloughs and the maintenance of faculty salaries at current levels;

Make similar commitments to the staff, without whom we faculty cannot do our jobs;

Affirm that the Administration will abide by the new University Hiring and Procurement practices shared with the University community by the Senior Vice President on April 17, 2020;

Articulate a plan for supporting faculty and staff over the next fiscal year, and that the plan include protection of faculty lines (including term contracts), a recognition of the precarity of adjunct faculty, and the changed working conditions for faculty, including the economic burden placed on faculty as employees because of other economic shifts in the region;

Articulate a clear plan for supporting and maintaining faculty morale, as well as responding to faculty morale decline because of the issues denoted in this resolution.

## SACSCOC-RELATED BYLAWS REVISIONS

- **Where We Were:**

- In December 2019, Rector Davis appointed Carolyn Moss and Paul Regan to work with Office of the Provost to consider and draft new language for the Board Bylaws to address and ensure compliance with two SACSCOC standards relating to:
  - Procedures for dismissal of a Board member (SACSCOC Standard 4.2.e)
  - Expectations for the Board to conduct regular self-evaluations (SACSCOC Standard 4.2.g)

- **Rationale for Proposed Revisions:**

- Regarding the procedures for dismissal of a board member, SACSCOC requires that the University have processes in place, and the Code of Virginia requires the Board to adopt policies related to the removal of Board members into its bylaws. The proposed text is taken directly from the Code of Virginia Section 23.1-1300.
- Regarding the Board self-evaluation, this is a new requirement from SACSCOC. We researched how other universities in Virginia have addressed this requirement, and this text is very much in line with what most of our peers in the Commonwealth have adopted. This text is also flexible enough to allow for the Board to choose its evaluation tools and processes each time it conducts a self-assessment. SACSCOC does not require that the Board's bylaws specify the methods by which it will self-assess.

- **The Office of the Provost and University Counsel discussed where the revisions should be incorporated within the Bylaws. The proposed revisions are detailed in the related resolution in the Board's materials.**
- **The Office of the Provost is confident that this language is appropriate in order to demonstrate compliance with these accrediting standards.**

**Resolution: Revisions to the Bylaws of the Board of Visitors of George Mason University  
Relating to Compliance with Accreditation Requirements**

WHEREAS, in order to meet the accreditation requirements of the Southern Association of Colleges and Schools Commission on Colleges, the bylaws of the Board of Visitors of George Mason University (“Bylaws”) must be amended;

NOW, THEREFORE, be it resolved:

1. Article II of the Bylaws is hereby amended to add a new paragraph 2 (renumbering subsequent paragraphs), to read:

“2. If any member of the Board fails to attend (i) the meetings of the Board for one year without sufficient cause, as determined by a majority vote of the Board, or (ii) the educational programs required by Code of Virginia § [23.1-1304](#) in their first two years of membership without sufficient cause, as determined by a majority vote of the Board, the remaining members of the Board shall record such failure in the minutes at its next meeting and notify the Governor, and the office of such member shall be vacated. Notwithstanding the provisions of Code of Virginia § 23.1-1300.E or any other provision of law, the Governor may remove from office for malfeasance, misfeasance, incompetence, or gross neglect of duty any member of the Board and fill the vacancy resulting from the removal.”

2. Article VI of the Bylaws is hereby amended to add a new paragraph 3, to read:

“3. The Board shall conduct a self-evaluation of its responsibilities and expectations at least once every two years, using a process determined by the Executive Committee and approved by the Rector.”

3. This resolution shall take effect immediately.

Adopted: May 20, 2020

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Horace Blackman  
Secretary  
Board of Visitors  
George Mason University

**ITEM NUMBER V II.B:** Approval of Committee Actions

**PURPOSE OF ITEM:** This item facilitates the Audit Committee's actions relevant to expanding its responsibilities to include oversight of institutional compliance processes that monitor compliance with laws and regulations, and enterprise risk management processes that assess significant risks to the University and the steps management has taken to monitor and control such risks.

**NARRATIVE:** At its meetings in October 2019, December 2019, and February 2020, the Audit Committee discussed with management actions related to developing a more comprehensive institutional compliance oversight structure that would integrate the enterprise compliance, risk management, and assurance needs for the university.

- Management proposed that a new institutional compliance function be established and that the new function be integrated with University Audit and the enterprise risk management function.

The proposed change to the Board's bylaws, changes to the Committee's charter, and the charter for the Office of Audit, Risk, and Compliance have been reviewed with University Counsel Walther, Vice President and Chief of Staff Dietra Trent, Senior Vice President Carol Kissal, Interim Provost and Executive Vice President Mark Ginsberg, and President Holton. Their input has been incorporated.

Dr. Washington, who will become President effective July 2020, has reviewed the change to the Board's bylaws, changes to the Committee's charter, and the charter for the Office of Audit, Risk, and Compliance. He supports the actions being taken to strengthen further oversight of risk and compliance matters.

**RESOLUTIONS:** The Committee recommends the Board approve the change to the Board's bylaws shown in the attachment.

Contingent on the Board approving the recommended change to its bylaws, the Committee approves the following actions:

1. Approved revisions to the Committee's charter, including renaming the Committee as the "Audit, Risk, and Compliance Committee".
2. Approved the charter for the new Office of Audit, Risk, and Compliance organization in line with management's recommendation to establish a new institutional compliance function and to integrate this function with the Office of University Audit and the university's enterprise risk management function.
3. Appointed the University Auditor to lead the new integrated organization.

**Proposed Changes to Board of Visitors By-Laws**

Existing:

**(c) Audit Committee**

- (i) The Committee shall assist the Board in fulfilling its oversight responsibilities for the financial reporting process, the system of internal controls, internal and external auditing, and the University's process for monitoring compliance with laws and regulations.
- (ii) Each Committee member shall be independent as defined by the Board. At least one member shall be financially literate as defined by the Board.
- (iii) The Committee shall develop and adopt a charter for carrying out its responsibilities.

Proposed:

**(c) Audit, Risk, and Compliance Committee**

- (i) The Committee shall assist the Board in fulfilling its oversight responsibilities for the financial reporting process; the system of internal controls; internal and external auditing; institutional compliance processes that monitor compliance with laws and regulations; and enterprise risk management processes that assess significant risks to the University and the steps management has taken to monitor and control such risks.
- (ii) Each Committee member shall be independent as defined by the Board. At least one member shall be financially literate as defined by the Board.
- (iii) The Committee shall develop and adopt a charter for carrying out its responsibilities.

## **GEORGE MASON UNIVERSITY BOARD OF VISITORS AUDIT, RISK, and COMPLIANCE COMMITTEE CHARTER**

### **I. PURPOSE**

The purpose of the Audit, Risk, and Compliance Committee is to assist the Board of Visitors in fulfilling its oversight responsibilities for:

- the financial reporting process;
- the system of internal controls;
- internal and external auditing;
- institutional compliance processes that monitor compliance with laws and regulations; and
- enterprise risk management processes that assess significant risks to the University and the steps management has taken to monitor and control such risks.

The function of the Audit, Risk, and Compliance Committee is oversight. University management is responsible for (i) preparation, presentation, and integrity of the University's financial statements; (ii) maintenance and implementation of effective policies, procedures, and controls designed to assure compliance with generally accepted accounting principles and applicable laws and regulations; and (iii) identification, assessment, monitoring, and management of significant enterprise-level risks to the University.

### **II. COMPOSITION**

The Audit Committee will consist of three or more Visitors determined annually by the Board of Visitors. The Rector shall appoint the Chair and Vice Chair subject to confirmation by the Board of Visitors. Each committee member shall be independent as defined by the Board of Visitors. At least one member shall be financially literate as defined by the Board of Visitors.

### **III. MEETINGS**

The schedule of Committee meetings is determined annually by the Board of Visitors; additional meetings may occur as determined by the Committee Chair. The Committee Chair should meet with the Chief Audit, Risk, and Compliance Officer as necessary and at least prior to each Committee meeting. Committee actions will be reported to the Board of Visitors with such recommendations as the Committee may deem appropriate. The Committee may meet in closed session in accordance with state law.

### **IV. RESPONSIBILITIES**

In fulfilling its oversight responsibilities, the Audit, Risk, and Compliance Committee shall:

#### **A. General**

1. Adopt the Committee's Charter. The charter should be reviewed annually and updated as necessary.

2. Conduct or authorize its own investigations into issues related to its responsibilities and, as necessary, retain independent advisors to advise the Committee.
3. Approve the Office of Audit, Risk, and Compliance Charter. The charter should be reviewed annually and updated as necessary.

**B. Financial Reporting Oversight**

1. Review and discuss with management and the University's independent auditors, the Auditor of Public Accounts:
  - a. The University's annual financial statements, including footnotes, the University's significant accounting policies, and disclosures made in Management's Discussion and Analysis.
  - b. The Auditor of Public Accounts' audit of the financial statements, including their report on internal control over financial reporting and on compliance and other matters.
  - c. The effectiveness of the university's system of internal controls over financial reporting.
  - d. Any difficulties or disputes with management encountered during the audit.

**C. Enterprise Risk Management and Internal Control Oversight**

1. Review and discuss with management and the Chief Audit, Risk, and Compliance Officer:
  - a. The effectiveness of the University's process for identifying and assessing significant enterprise-level risks or exposures and the steps management has taken to monitor and control such risks to the University.
  - b. The effectiveness of the University's internal controls, including the status and adequacy of information systems and security.
  - c. The status and timing of management's actions to monitor and control significant enterprise-level risks and implement recommendations related to internal controls.
2. Review and discuss with management the results of significant reviews by regulatory agencies or other external entities, or summaries thereof, and management's responses.

**D. Institutional Compliance Oversight**

1. Review and discuss with management, the University Counsel, and the Chief Audit, Risk, and Compliance Officer:
  - a. The effectiveness of the institutional compliance processes for monitoring compliance with laws and regulations, including policies and processes related to ethics and conflicts of interest.
  - b. The status and timing of management's actions to monitor and control significant compliance risks.
2. Review and consult, as necessary, with the University Counsel and others regarding any legal or regulatory matters significant to the University.

**E. Internal Auditing Oversight**

1. Assess the internal audit function's independence and reporting relationships.
2. Review and approve the process for establishing risk-based internal audit plans. Review and discuss with the Chief Audit, Risk, and Compliance Officer the scope and plans for audits established under this process and factors, including the adequacy of financial and staffing resources, which may affect the effectiveness and timeliness of such audits.
3. Review significant reports to management prepared by the internal audit function, or summaries thereof, and management's responses.
4. Review and discuss with the Chief Audit, Risk, and Compliance Officer any difficulties encountered, such as restrictions on the scope of the work or access to information.
5. Review and approve the appointment, replacement, performance, and compensation of the Chief Audit, Risk, and Compliance Officer, who shall report directly to the Committee for functional purposes, but may report to the University President for administrative purposes.

**V. BYLAWS**

In the event of a conflict between this Audit Committee Charter and the Bylaws of the Board of Visitors, the Bylaws shall control.

Effective Date: May 20, 2020

**GEORGE MASON UNIVERSITY**

**OFFICE OF AUDIT, RISK, AND COMPLIANCE CHARTER**

Adopted by the Audit Committee of the Board of Visitors

---

Edward Rice, Chairman, Audit Committee

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Date

University Management is fully supportive of the Office of Audit, Risk, and Compliance in the accomplishment of its mission to assist the Board of Visitors and the Board's Audit, Risk, and Compliance Committee with fulfilling their oversight responsibilities through the provision of independent and objective risk-based assurance services; and planning and oversight of the university's enterprise risk management process and the institutional compliance, ethics, and privacy programs. Through its administrative reporting relationship, the Office of Audit, Risk, and Compliance will have the necessary independence, stature, and access to university personnel and resources to accomplish its responsibilities to the Audit Committee.

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Anne Holton, President

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Date



**Introduction:**

The Office of Audit, Risk, and Compliance (OARC) provides risk-based assurance services through independent and objective internal audits; advisory activities; and planning and oversight of the university's enterprise risk management process and the institutional compliance, ethics, and privacy programs. It is designed to assist George Mason University's Board of Visitors and the Board's Audit, Risk, and Compliance Committee with fulfilling their oversight responsibilities.

**Mission:**

OARC's mission is to enhance and protect organizational value by providing risk-based assurance, advice, and insight as follows:

Audit:	Provides independent, objective, risk-based assurance and advisory services designed to add value and improve the university's operations. OARC utilizes a systematic, disciplined, and collaborative approach to evaluate and improve the effectiveness of university governance, risk management, control, and compliance processes.
Enterprise Risk Management:	Provide oversight of the university's enterprise risk management process by: <ul style="list-style-type: none"> <li>Proposing, for the President's approval, the university's enterprise risk management process to identify enterprise-level risks to institutional viability and achievement of strategic objectives.</li> <li>Planning, facilitating, and overseeing the implementation of the approved enterprise risk management process, including facilitating risk assessments and advising risk owners in their identification and implementation of responses to monitor and manage such risks.</li> <li>Ensuring significant enterprise-level risks or exposures and the steps management has taken to monitor and control such risks are communicated to the President and the Audit, Risk, and Compliance Committee.</li> </ul>
Institutional Compliance:	Provide oversight of the university's institutional compliance program and the distributed processes that support compliance throughout the university by: <ul style="list-style-type: none"> <li>Planning, facilitating, and overseeing regular university-wide assessments of compliance risks, and ensuring management ownership for monitoring and managing compliance risks.</li> <li>Advising risk owners in their design and implementation of risk-based distributed compliance programs, and evaluating the effectiveness of such risk-owner programs to monitor and manage compliance risks in consideration of legal and regulatory effectiveness requirements.</li> <li>Ensuring the effectiveness of the institutional compliance program as well as significant compliance risks or exposures and the steps management has taken to monitor and control such risks are communicated to the President and the Audit, Risk, and Compliance Committee.</li> </ul>
Ethics and Conflict of Interest Management:	Provide oversight of the university-wide processes that promote an ethical climate, including the university's code of ethics and policies for conflicts of interest and conflicts of commitment, and facilitating conflict evaluation and management processes.
Privacy:	Provide oversight of the university's collection, use, storage, sharing, transmission, deletion, and otherwise processing of personal data related to an identified or identifiable individual, and activities addressing related compliance obligations. <ul style="list-style-type: none"> <li>Planning, facilitating, and overseeing regular university-wide assessments of privacy and related compliance risks, and ensuring management ownership for monitoring and managing such risks.</li> <li>Advising risk owners in their identification and implementation of responses to monitor and manage such risks.</li> <li>Ensuring significant privacy and related compliance risks or exposures and the steps management has taken to monitor and control such risks are communicated to the President and the Audit, Risk, and Compliance Committee.</li> </ul>

**Independence:**

To provide for the independence of the OARC, the Chief Audit, Risk, and Compliance Officer reports functionally to the Audit, Risk, and Compliance Committee of the Board of Visitors and administratively to the President.

The Audit, Risk, and Compliance Committee (i) approves the OARC Charter, and the appointment, replacement, performance, and compensation of the Chief Audit, Risk, and Compliance Officer, and (ii) reviews the Chief Audit, Risk, and Compliance Officer's confirmation of the organizational independence of the internal audit function; the internal audit process for establishing risk-based audit plans; the internal audit financial and staffing budget; and reports of significant findings and recommendations; among other things.

University management is responsible for, among other things, (i) the preparation, presentation, and integrity of the University's financial statements; (ii) the maintenance and implementation of effective policies, procedures, and controls designed to ensure compliance with generally accepted accounting principles and applicable laws and regulations; and (iii) the identification, assessment, monitoring, and management of significant enterprise-level risks to the University. OARC supports management by providing oversight, facilitation, coordination, advice, assurance, and reporting for the President and the Audit, Risk, and Compliance Committee. Accordingly, the OARC is prohibited from having management responsibility for any university operational areas and related management decisions. Administrative matters do not include, among other things, matters of audit risk assessments; audit selection and scheduling; audit scope, procedures, frequency, and timing; and audit reporting.

**Authority:**

The Chief Audit, Risk, and Compliance Officer and OARC staff are authorized to:

- Have unrestricted access to all functions, records, data, reports, property, and personnel.
- Have full and free access to the Audit, Risk, and Compliance Committee.
- Allocate resources, set frequencies, select subjects, determine scope of work, and apply the techniques required to accomplish audit, enterprise risk management process, and institutional compliance program objectives.
- Obtain the assistance of university personnel as well as other specialized services from within or outside the university.

The Chief Audit, Risk, and Compliance Officer and OARC staff are not authorized to:

- Perform any operational duties for the university.
- Initiate or approve accounting transactions external to the OARC.
- Direct the activities of any university personnel not employed by the OARC.

**Standards of Practice:**

The OARC conducts its internal audit work to conform to (i) the directives of the Commonwealth of Virginia's Office of the State Inspector General and (ii) the mandatory professional guidance of the Institute of Internal Auditors, including: the Definition of Internal Auditing; Code of Ethics; and the Core Principles and the International Standards for the Professional Practice of Internal Auditing. To assess such conformance, the Office of University Audit maintains a quality assurance and improvement program that includes (i) internal self-assessments and (ii) external assessments performed by independent third-party assessors. The quality assurance and improvement program covers all aspects of internal audit activities. Results of quality assurance and improvement program are communicated to management and the Audit, Risk, and Compliance Committee.

The OARC conducts work related to the university's institutional compliance program to achieve effective, risk-based implementation of legal and regulatory compliance program effectiveness requirements.

**Effective Date:**

This charter is effective May 20, 2020. The charter will be reviewed annually and revised when necessary.

**Resolution: Revisions to the Bylaws of the Board of Visitors of George Mason University  
Relating to Audit Committee**

WHEREAS, the Board of Visitors has established certain standing Committees, including the Audit Committee, as described in the Board of Visitors Bylaws; and

WHEREAS, the Board desires to change the scope of responsibilities of the Audit Committee and change its name to the “Audit, Risk, and Compliance Committee”;

NOW, THEREFORE, be it resolved:

1. Article II, Section 3 of the Board of Visitors Bylaws shall be deleted in its entirety and replaced with the following:

“The Faculty shall elect two non-voting representatives to each standing committee of the Board except the Executive Committee and the Audit, Risk, and Compliance Committee (see below). To accomplish this representation, the Faculty Senate shall administer bi-annual faculty representative elections. The candidates will be from the faculty at-large and elected by the faculty at-large. The Faculty Senate will notify the President of the outcome and the President will forward the nominations to the Rector for appointment. A separate faculty member may be selected to serve as a non-voting faculty liaison to the Audit, Risk, and Compliance Committee. The Chair of the Audit, Risk, and Compliance Committee will solicit nominees and make the appointment. No faculty member may serve on more than one committee. Faculty may serve more than one term.”

2. Article V, Section 3(c) of the Board of Visitors Bylaws shall be deleted in its entirety and replaced with the following:

**“(c) Audit, Risk, and Compliance Committee**

- (i) The Committee shall assist the Board in fulfilling its oversight responsibilities for the financial reporting process; the system of internal controls; internal and external auditing; institutional compliance processes that monitor compliance with laws and regulations; and enterprise risk management processes that assess significant risks to the University and the steps management has taken to monitor and control such risks.
- (ii) Each Committee member shall be independent as defined by the Board. At least one member shall be financially literate as defined by the Board.
- (iii) The Committee shall develop and adopt a charter for carrying out its responsibilities.”

3. This resolution shall take effect immediately.

Adopted: May 20, 2020

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Horace Blackman  
Secretary  
Board of Visitors  
George Mason University

**ITEM NUMBER VII. C:**

**BOV BYLAWS ARTICLE VII – DELEGATION AND  
RESERVATION OF AUTHORITY – REMOVAL OF  
SECTION 2(d) AND SECTION 2(e)  
(ACTION)**

**PURPOSE OF ITEM:**

Board of Visitors approval of the removal Article VII Delegation and Reservation of Authority, Section 2(d) and Section 2(e) in the Board of Visitor Bylaws.

**APPROPRIATE COMMITTEE:**

FINANCE AND LAND USE

**BRIEF NARRATIVE:**

In Board of Visitors Bylaw Delegation of Authority Article VII Section 1, the Board delegates to the President the general authority to manage and operate the University; to establish policies and procedures (“University Policy”); to comply with executive and statutory mandates; to execute all documents and receive, manage and expend all funds on behalf of the University consistent with guidelines and authorizations established by the budget adopted by the Board, except as limited by these bylaws.

In Section 2, the authority delegated to the President is limited to the extent that approval from the Board, or in recess the Executive Committee, shall be required in order for the University to enter into contracts and agreements to execute. The request is for the removal of the following:

(d) Contracts or other agreements by which the University acquires goods, equipment, or supplies, other than construction, exceeding a one-time cost of \$2,000,000.

(e) Contracts or other agreements by which the University acquires services, including those that generate revenue, but other than construction, valued at or at a cost exceeding \$5,000,000 on a one-time or annual basis.

The University has strong internal controls, policies and procedures to manage the increased authority.

**STAFF RECOMMENDATION:**

Staff recommends the Board of Visitors approval of the attached resolution for the revisions to the Board of Visitors Bylaws.

**Resolution: Revisions to the Bylaws of the Board of Visitors of George Mason University  
Relating to Delegation of Authority**

WHEREAS, through its Bylaws the Board of Visitors has delegated to the President the general authority to manage and operate the University, establish policies and procedures, comply with executive and statutory mandates, execute all documents and receive, manage and expend all funds on behalf of the University consistent with guidelines and authorizations established by the budget adopted by the Board, except as limited by the Bylaws; and

WHEREAS, the authority delegated to the President is limited to the extent that approval from the Board, or in recess the Executive Committee, is required for the University to enter into certain types of contracts and agreements; and

WHEREAS, the Board wishes to remove some of the limitations on such delegated authority;

NOW, THEREFORE, be it resolved:

1. Article VII, Section 2(d) and Article VII, Section 2(e) of the Board of Visitors Bylaws are hereby deleted, and subsequent paragraphs renumbered accordingly, so that Article VII, Section 2 of the Board of Visitors Bylaws shall read:
  - “2. The authority delegated to the President is limited to the extent that approval from the Board, or in recess the Executive Committee, shall be required in order for the University to enter into contracts and agreements to execute any of the following:
    - (a) The conveyance of real estate or the University's interest in real estate other than easements for the benefit of the University.
    - (b) Contracts, leases, or any other documents by which the University leases or acquires a leasehold interest in real estate for more than five (5) years with an annual cost exceeding \$1,000,000.
    - (c) Contracts, leases, or any other documents by which the University leases any of its real estate for more than one year with annual rental exceeding \$250,000.
    - (d) Part-time and full-time faculty or administrative faculty appointments of more than five (5) academic or calendar years.
    - (e) Contracts or other documents for capital projects in excess of 125% the approved budget.”

2. This resolution shall take effect immediately.

Adopted: May 20, 2020

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Horace Blackman  
Secretary  
Board of Visitors  
George Mason University

**ITEM NUMBER:**

BS in Recreation Management Degree Proposal

**PURPOSE OF ITEM:**

The BS in Recreation Management Degree Proposal is in development for submission to the State Council of Higher Education for Virginia (SCHEV) for initiation in Fall 2021. Prior to SCHEV submission, Board action is required.

**APPROPRIATE COMMITTEE:**

Academic Programs, Diversity and University Community Committee

**BRIEF NARRATIVE:**

Recreation Management applies social, behavioral, and natural sciences to the management of public and private recreation programs services and resources. In order to do so, the field takes a transdisciplinary approach to study the ways that people construct their lives through the choices they make for their discretionary time. It examines psychological, social, cultural, environmental, and economic precursors to and consequences of those choices. Consequent understandings are then applied to the design, implementation, management, and evaluation of recreation experiences and resources.

The proposed degree program extends the Recreation Management specialization within the BS/BSEd in Health Education degree program. It consists of a rigorous curriculum grounded in theory and practice. It focuses on foundations of the discipline, and provision and management of programs, services and resources. Students learn: the nature and scope of park and recreation professions; the design, implementation, leadership, and evaluation of services for diverse populations across the lifespan; operations and management of such programs, services and resources; and supervisory skills honed and demonstrated through a practicum and internship (for which opportunities abound throughout Virginia, regionally, and beyond). The proposed program is nationally recognized by the Council on Accreditation of Parks, Recreation, Tourism, and Related Professions. The Recreation Management curriculum will provide students with the necessary framework and skills to enable professional development, career advancement and a range of opportunities, and graduate education.

**REVENUE IMPLICATIONS:**

At launch, the program will be revenue-neutral. The program is based on the existing Recreation Management specialization, which generates a surplus. No new expenditures will be required in order to launch the program.

**STAFF RECOMMENDATION:**

Staff recommends Board approval.

**STATE COUNCIL OF HIGHER EDUCATION FOR VIRGINIA**  
***Program Announcement Form***

**I. Basic Program Information**

Institution (official name)	George Mason University
Degree Program Designation	Bachelor of Science (BS)
Degree Program Name	Recreation Management
CIP code	31.0301
Anticipated Initiation Date	Fall 2021
Governing Board Approval Date (actual or anticipated)	Anticipated May 20, 2020

**II. Curriculum Requirements.** Address the following using appropriate bolded category headings:

- Core Coursework and total credit hours (include course descriptor/designator, name, and credit hour value). Indicate new courses with an asterisk.
- Sub Areas (e.g., concentrations, emphasis area, tracks) and total credit hours. Include brief description of focus/purpose of sub area and required courses.
- Additional requirements (e.g., internship, practicum, research, electives, thesis, dissertation) and total credit hours
- Total credit hours for the curriculum/degree program.

**Mason Core (General Education) Requirements (37 credits)**

Written Communication: Lower and Upper Divisions (6 credits)

Oral Communication (3 credits)

Quantitative Reasoning (3 credits)

Information Technology and Computing (3 credits)

Arts (3 credits)

Global Understanding (3 credits)

Literature (3 credits)

Natural Science (7 credits): BIOL 124: Human Anatomy and Physiology I and BIOL 125:

Human Anatomy and Physiology II required for Therapeutic Recreation concentration

Social and Behavioral Science (3 credits): PSYC 100: Basic Concepts in Psychology required for Therapeutic Recreation concentration

Western Civilization and World History (3 credits)

Mason Core Writing-Intensive (3 credits) and Synthesis/Capstone (3 credits) requirements are fulfilled in the program core.

**Core Courses (51 credits)**

SRST 200: History of Sport and Leisure in America (3 credits)

PRLS 210: Introduction to Recreation and Leisure (3 credits)

PRLS 310: Program Planning and Evaluation (3 credits)

PRLS 316: Leadership and Outdoor Education (3 credits)

PRLS 317: Social Psychology of Play and Recreation (3 credits)

PRLS 323: Program Leadership and Evaluation (3 credits)

PRLS 327: Foundations of Therapeutic Recreation (3 credits)

PRLS 405: Planning and Operation of Recreation Facilities (3 credits)  
PRLS 410: Administration of SRT Organizations I (3 credits)  
SPMT 412: Sport Marketing and Sales (3 credits) or TOUR 412: Hospitality, Tourism, and Events Management Marketing and Sales (3 credits)  
SRST 450: Research Methods (3 credits) or KINE 450: Research Methods (3 credits)  
PRLS 460: Sport and Recreation Law (3 credits)

Experiential Learning

Two mandatory field experiences are required of all students to integrate course work, theories and research, and application in a practical setting. PRLS 241 provides an introduction to practice; PRLS 490, as a capstone and in accordance with accreditation and licensure requirements, mandates a minimum of 400 hours over 10-15 consecutive weeks (560 hours supervised by a Certified Therapeutic Recreation Specialist for those in the Therapeutic Recreation concentration).

PRLS 241: Practicum (3 credits)  
PRLS 490: Recreation Management Internship (12 credits)

**Concentration Areas (18 credits)**

Parks and Outdoor Recreation concentration

PRLS 300: People with Nature (3 credits)  
PRLS 302: Park Management and Operations (3 credits)  
TOUR 340: Sustainable Tourism (3 credits)  
PRLS 362: Cultural and Environmental Interpretation (3 credits)  
PRLS 402: Human Behavior in Natural Environments (3 credits)  
PRLS 501: Introduction to Natural Resources Law (3 credits)

Therapeutic Recreation concentration

PSYC 211: Developmental Psychology (3 credits)  
PSYC 325: Abnormal Psychology (3 credits)  
PRLS 416: Trends and Programming Assessment in Therapeutic Recreation (3 credits)  
PRLS 417: Processes, Techniques and Supervision in Therapeutic Recreation (3 credits)  
PRLS 418: Assessment in Therapeutic Recreation (3 credits)  
PRLS 503: Administration and Disability Rights in Therapeutic Recreation (3 credits)

Individualized concentration

In consultation with an advisor, students select 18 credits to build a personalized course of recreation study.

**Electives (13 credits)**

**Total: 120 credit hours**

**III. Description of Educational Outcomes.** Use bullets to list outcomes. (max. 250 words)

Students will learn to:

- Articulate core theoretical and empirical underpinnings of the recreation profession and practices.
- Integrate and apply social and behavioral research and theory to recreation program planning and implementation with diverse populations.
- Apply fundamental managerial and leadership skills in the domains of operations, assessment, finance, marketing, technology, law and liability; strategic administration (e.g., addressing dynamics in social, economic, environmental, and financial environments).
- Design and incorporate research to enhance decision-making.
- Engage as a mentored-professional in the industry.
- Analyze problems critically and formulate solutions.
- Communicate effectively ideas and procedures verbally and in written formats.

**IV. Description of Workplace Competencies/Skills.** Use bullets to list outcomes. (max. 250 words)

Graduates will be able to:

- Design and implement evidence-based recreation programs for diverse populations.
- Manage, modify, market, and evaluate recreation programs, resources and services.
- Utilize research to target, tailor, and enhance recreation programs, resources and services.
- Analyze problems critically in order to design and implement solutions.
- Demonstrate potential as a professional at supervisory or higher level.
- Communicate effectively orally and in writing with clients and staff.

**V. Duplication.** Provide information for each existing comparable degree program at a Virginia public institution at the same degree level. Use the [SCHEV C01A2](#) report for degrees granted data.

Institution	Program degree designation, name, and CIP code	Degrees granted (most recent 5-yr average)
Old Dominion University	BS, Park, Recreation and Tourism Studies CIP Code: 31.0301	57.0
Radford University	BS/BA, Recreation, Parks and Tourism CIP Code: 31.0501	74.8

**VI. Labor Market Information.** Fill in the tables below with relevant information from the Bureau of Labor Statistics (BLS) and Virginia Employment Commission (VEC). Insert correct years (2018 and 2028) to reflect the most recent 10-year projections. Add rows as necessary.

**Labor Market Information: Bureau of Labor Statistics, 2018-28 (10-Yr)**

Occupation	Base Year Employment	Projected Employment	Total % Change	Typical Entry Level Education
Recreation Therapists	2018-2028	19,800	7%	Bachelor's Degree

Conservation Scientists and Foresters	2018-2028	32,900	3%	Bachelor's Degree
Urban and Regional Planners	2018-2028	39,100	11%	Master's Degree
Recreation Workers	2018-2028	408,300	8%	High School Diploma or equivalent
Social and Community Service Managers	2018-2028	168,800	13%	Bachelor's Degree

**Labor Market Information: Virginia Employment Commission, 2016-2026 (10-Yr)**

Occupation	Base Year Employment	Projected Employment	Total % change	Annual Change	Education
Recreation Therapists	375	405	8.0	3	Bachelor's Degree
Recreation Workers	11,741	13,009	10.8	127	Bachelor's Degree
Conservation Scientists	675	772	14.37	10	Bachelor's Degree
Social and Community Service Managers	2,672	3,298	23.43	63	Bachelor's Degree
Forest and Conservation Technicians	287	312	8.71	2	Associate's Degree
Urban and Regional Planners	1,234	1,416	14.75	18	Master's Degree

**VII. Projected Resource Needs**

Cost and Funding Sources to Initiate and Operate the Program			
Informational Category		Program Initiation Year 2021 - 2022	Program Full Enrollment Year <sup>1</sup> 2024 - 2025
1	Projected Enrollment (Headcount)	10	47
2	Projected Enrollment (FTE)	8	36
3	Estimated Tuition and E&G Fees	\$9,989 (in-state); \$35,853 (out-state)	\$9,989 (in-state); \$35,853 (out-state)
4	Projected Revenue from Tuition and E&G Fees	\$ 126,704	\$ 589,171

<sup>1</sup> For the "Full Enrollment Year" use: for associate degrees, initiation year plus 1; for baccalaureate degrees, initiation plus 3; for masters degrees, initiation plus 2; for doctoral degrees, initiation plus 3.

Cost and Funding Sources to Initiate and Operate the Program			
5	Other Funding Sources Dedicated to the Proposed Program (e.g., grant, business entity, private sources)	\$0	\$0

**VIII. Virginia Needs.** Briefly indicate state needs for the degree program. (max. 250 words)

State Needs. Virginia is an attractive state for business and residents because of its economy and high quality of life. Recreation programs, services and resources (national, state, county, for-profit and non-profit) play a vital role in enhancing health of individuals and communities and sustainability of natural/historic resources. Consequently, recreation, through cutting edge practice, renders a net positive return on investment.

Employer Needs. To contribute to economic and social development, recreation agencies continue to enhance programs, services, and resources. There is an ongoing demand for well-prepared staff who can innovate, communicate, lead, and manage programs effectively. Employers particularly seek staff who have university degrees in recreation management, and who may hold Certified Park and Recreation Professional and/or Certified Therapeutic Recreation Specialist certifications: Mason graduates are eligible for these certifications as the program is nationally accredited by the Council on the Accreditation of Parks, Recreation, Tourism and Related Professions.

Student Needs. Mason students seek a major that will facilitate employment through which to provide valuable service to their global community. The Recreation Management curriculum provides the framework for professional development, career advancement, and graduate education through rewarding learning and practical experiences. Students are exposed to the various facets of this dynamic and rapidly growing field. Graduates are prepared to inform policy, promote economic development, advocate for stewardship of natural resources, encourage inclusive community service and lifelong recreation participation, and work to enhance the quality of life of all individuals, families, and communities at the local, national, and international levels.

**ITEM NUMBER:**

Master of Arts in Teaching (MAT) in Special Education Degree Proposal

**PURPOSE OF ITEM:**

The MAT in Special Education Degree Proposal is in development for submission to the State Council of Higher Education for Virginia (SCHEV) for Spring 2021. Prior to SCHEV submission, Board action is required.

**APPROPRIATE COMMITTEE:**

Academic Programs, Diversity and University Community Committee

**BRIEF NARRATIVE:**

Special Education teacher shortages are particularly acute in Virginia and the mid-Atlantic region, including the District of Columbia. Teach Virginia, a statewide recruitment website, lists special education as the number one critical shortage area. In response to this shortage, Mason launched a new BSEd. in Special Education in Fall 2019, which necessitates a change to the College's approach to initial licensure at the graduate level.

The MAT in Special Education will provide students with a strong foundation of competencies and proficiencies as established by the Commonwealth of Virginia, the Council for the Accreditation of Educator Preparation (CAEP), and the Council for Exceptional Children (CEC). Successfully navigating the program will prepare students to seek a Commonwealth of Virginia teaching license in Teaching Students with Disabilities who Access the General Curriculum, Teaching Students with Disabilities who Access the Adapted Curriculum, or Teaching Students with Blindness and Visual Impairments. The program replaces the College of Education and Human Development's existing graduate certificates in these areas, and will address the persistent challenges in meeting the complex needs of students with disabilities and the changing education opportunities created by adding undergraduate teacher licensure programs.

**REVENUE IMPLICATIONS:**

The program at launch will be revenue-neutral. All required courses (core and concentration-specific) are currently offered as part of existing graduate certificates or the current MEd degree program in Special Education. The program does not require new personnel or facilities. It is expected that the program will be revenue enhancing as it reaches maturity.

**STAFF RECOMMENDATION:**

Staff recommends Board approval.

**STATE COUNCIL OF HIGHER EDUCATION FOR VIRGINIA**  
***Program Announcement Form***

**I. Basic Program Information**

Institution (official name)	George Mason University
Degree Program Designation	Master of Arts in Teaching (MAT)
Degree Program Name	Special Education
CIP code	13.1099
Anticipated Initiation Date	Fall 2021
Governing Board Approval Date (actual or anticipated)	Anticipated May 20, 2020

**II. Curriculum Requirements.** Address the following using appropriate bolded category headings:

- Core Coursework and total credit hours (include course descriptor/designator, name, and credit hour value). Indicate new courses with an asterisk.
- Sub Areas (e.g., concentrations, emphasis area, tracks) and total credit hours. Include brief description of focus/purpose of sub area and required courses.
- Additional requirements (e.g., internship, practicum, research, electives, thesis, dissertation) and total credit hours
- Total credit hours for the curriculum/degree program.

**Core Courses: 24 credits**

EDSE 501: Introduction to Special Education (3 credits)

EDSE 502: Classroom Management and Applied Behavior Analysis (3 credits) or EDSE 532: Positive Behavior Supports (3 credits)

EDSE 503: Language Development and Reading (3 credits) or EDSE 557: Foundations of Language and Literacy for Diverse Learners (3 credits)

EDSE 517: Computer Applications for Special Populations (3 credits) or EDAT 522: Assistive Technology for Individuals with Sensory Impairments (3 credits)

EDSE 590: Special Education Research (3 credits)

EDSE 662: Consultation and Collaboration (3 credits) or EDSE 663: Collaborative Teamwork to Support Students with Significant Disabilities (3 credits)

EDSE 783: Internship: Special Education in General Curriculum (6 credits) or EDSE 784: Internship: Adapted Curriculum (6 credits) or EDSE 785: Internship: Visual Impairment (6 credits)

**Concentration Areas: 15-20 credits**

**K-12 General Curriculum: 15 credits**

This concentration offers required coursework for Virginia teacher licensure to individuals working with students with disabilities who access the general curriculum. Students will be prepared to work with students with disabilities who take Standards of Learning tests (SOLs) or Virginia Grade Level Assessments (VGLA).

EDSE 540: Characteristics of Students with Disabilities who Access the General Curriculum (3 credits)

EDSE 544: Adapted Instructional Methods and Transition for Secondary Learners (3 credits)

EDSE 627: Assessment (3 credits)

EDSE 641: Instructional Strategies for Reading and Writing (3 credits)  
EDSE 643: Instructional Strategies for Math (3 credits)

**K-12 Adapted Curriculum: 18 credits**

This concentration prepares students to develop teaching strategies and curriculum that enable individuals with disabilities to access an adapted curriculum and address areas of functional and independent living skills.

EDSE 531: Transition and Community-Based Instruction (3 credits)  
EDSE 533: Curriculum and Assessment in Severe Disabilities (3 credits)  
EDSE 534: Communication and Severe Disabilities (3 credits)  
EDSE 547: Medical and Developmental Risk Factors for Children with Disabilities (3 credits)  
EDSE 661: Curriculum and Methods: Severe Disabilities (3 credits)  
EDSE 669: Interdisciplinary Approach for Children with Sensory and Motor Disabilities (3 credits)

**PK-12 Blindness and Visual Impairments: 20 credits**

This concentration prepares students to work with blind and visually impaired individuals, including those who have multiple disabilities and diverse learner characteristics. Students learn to support those individuals in general and special education settings.

EDSE 511: Characteristics of Students with Visual Impairments (3 credits)  
EDSE 512: Braille Code (3 credits)  
EDSE 513: Medical and Educational Implications of Visual Impairments (3 credits)  
EDSE 514: Orientation and Mobility for Students with Visual Impairments (2 credits)  
EDSE 518: Curriculum and Assessment of Students with Visual Impairments (3 credits)  
EDSE 613: Teaching Methods for Students with Visual Impairments (3 credits)  
EDSE 616: Braille Reading and Writing (3 credits)

**Internship**

An internship is required for all students. The internship provides students the opportunity to apply what they have learned in coursework and field experiences. Students integrate, apply, and refine the competencies that will help them evolve into independent special educators who can effectively serve students with disabilities in a variety of settings.

**Total Credit Hours: 39-44**

MAT, K-12 General Curriculum concentration: 39 credits  
MAT, K-12 Adapted Curriculum concentration: 42 credits  
MAT, PK-12 Blindness and Visual Impairments concentration: 44 credits

**III. Description of Educational Outcomes.** Use bullets to list outcomes. (max. 250 words)

Students will learn to:

- Understand how exceptionalities may interact with development and learning and use this knowledge to provide meaningful and challenging learning experiences for individuals with exceptionalities.

- Create safe, inclusive, culturally responsive learning environments so that individuals with exceptionalities become active and effective learners and develop emotional well-being, positive social interactions, and self-determination.
- Use knowledge of general and specialized curricula to individualize learning for individuals with exceptionalities.
- Use multiple methods of assessment and data sources in making educational decisions.
- Select, adapt, and use a repertoire of evidence-based instructional strategies to advance learning of individuals with exceptionalities.
- Use foundational knowledge of the field and their professional ethical principles and practice standards to inform special education practice, to engage in lifelong learning, and to advance the profession.
- Collaborate with families, other educators, related services providers, individuals with exceptionalities, and personnel from community agencies in culturally responsive ways to address the needs of individuals with exceptionalities across a range of learning experiences.

**IV. Description of Workplace Competencies/Skills.** Use bullets to list outcomes. (max. 250 words)

Graduates will be able to:

- Develop, implement, and monitor students' Individualized Education Programs (IEPs) in collaboration with parents and other IEP team members.
- Prepare individualized lesson plans and instructional materials that reflect an understanding of the learning needs of each student.
- Develop and implement a variety of effective teaching strategies and techniques to instruct students in all areas of the IEP.
- Create and manage a safe classroom environment that employs positive behavioral supports, including conducting functional behavioral assessments and creating and implementing behavior intervention plans.
- Plan for and implement crisis interventions.
- Implement behavior strategies to effectively supervise and monitor students within and between school settings.
- Plan, integrate, and utilize technology for classroom instruction, including assistive technology and specialized equipment.
- Assess all students' progress towards academic, social-emotional, and behavioral objectives, expectations, and/or goals; maintain records of all data collected and complete all other recordkeeping (e.g., student grades, attendance) documents.
- Administer, interpret, and report standardized testing in accordance with school division requirements.
- Maintain ongoing and professional communication with other school professionals (e.g., general education teachers, school psychologists, school counselors, related services providers, administrators) and families.
- Provide expertise on instructional and behavioral strategies in team and school meetings.

- Collaborate with general education co-teachers in a variety of co-teaching models, consult with general education teachers, and/or plan and supervise assignments for instructional assistants.

**V. Duplication.** Provide information for each existing comparable degree program at a Virginia public institution at the same degree level. Use the [SCHEV C01A2](#) report for degrees granted data.

Institution	Program degree designation, name, and CIP code	Degrees granted (most recent 5-yr average)
James Madison University	MAT/MED, Special Education, 13.1001	38
Norfolk State University	MA, Special Education, 13.1007	8
Old Dominion University	MSED, Special Education, 13.1001	32
Radford University	MS, Special Education, 13.1001	37
University of Virginia	MT, Education, General, 13.0101	143 <sup>1</sup>
Virginia Commonwealth University	MED, Special Education, 13.1001	28
William & Mary	MAED, Curriculum & Instruction, 13.0301	76 <sup>2</sup>

<sup>1</sup> There are 11 varieties of the MT listed on UVA's website at <https://curry.virginia.edu/academic-programs?type=degrees&degree-type=57>, but only one entry in their SCHEV degree inventory [https://research.schev.edu/degreeinventory/inventory\\_1.asp](https://research.schev.edu/degreeinventory/inventory_1.asp). The number of degrees awarded is not disaggregated to the level of the MT in Special Education.

<sup>2</sup> This number includes all concentrations in the Curriculum and Instruction concentrations: Elementary Education; ESL/Bilingual Education; Secondary Education; and Special Education. <https://education.wm.edu/academics/ci/index.php>

**VI. Labor Market Information.** Fill in the tables below with relevant information from the Bureau of Labor Statistics (BLS) and Virginia Employment Commission (VEC). Insert correct years (20XX and 20YY) to reflect the most recent 10-year projections. Add rows as necessary.

**Labor Market Information: Bureau of Labor Statistics, 2018-28 (10-Yr)**

Occupation	Base Year Employment	Projected Employment	Total % Change	Typical Entry Level Education
Special education teachers,	184,300	189,400	3	Bachelor's degree and a state-issued

kindergarten and elementary school				certification or license.
Special education teachers, middle school	86,800	89,200	3	Bachelor's degree and a state-issued certification or license.
Special education teachers, secondary school	142,000	146,300	3	Bachelor's degree and a state-issued certification or license.

**Labor Market Information: Virginia Employment Commission, 2016-2026 (10-Yr)**

Occupation	Base Year Employment	Projected Employment	Total % change	Annual Change	Education
Special Education Teachers, Kindergarten and Elementary School	5,079	5,644	11.12	56	Not available
Special Education Teachers, Middle School	2,680	2,980	11.19	30	Bachelor's degree, Internship/residency
Special Education Teachers, Secondary School	3,982	4,438	11.45	46	Bachelor's degree, Internship/residency

**VII. Projected Resource Needs.** *Use Excel spreadsheet provided to calculate*

Cost and Funding Sources to Initiate and Operate the Program			
Informational Category		Program Initiation Year 2021 - 2022	Program Full Enrollment Year <sup>1</sup> 2023 - 2024
1	Projected Enrollment (Headcount)	40	123
2	Projected Enrollment (FTE)	18	55

<sup>1</sup> For the "Full Enrollment Year" use: for associate degrees, initiation year plus 1; for baccalaureate degrees, initiation plus 3; for master's degrees, initiation plus 2; for doctoral degrees, initiation plus 3.

Cost and Funding Sources to Initiate and Operate the Program			
3	Estimated Tuition and E&G Fees	\$13,009 (in-state) \$18,151 (out-of-state)	\$13,009 (in-state) \$18,151 (out-of-state)
4	Projected Revenue from Tuition and E&G Fees	\$742,902 (assumes 95% in-state)	\$2,069,512 (assumes 95% in-state)
5	Other Funding Sources Dedicated to the Proposed Program (e.g., grant, business entity, private sources)	0	0

**VIII. Virginia Needs.** Briefly indicate state needs for the degree program. (max. 250 words)

**State Needs.** Historically, George Mason University has used graduate certificates to provide teacher licensure in special education. The proposed MAT in Special Education is a revenue-neutral means to replace the College of Education and Human Development's existing graduate licensure certificates to address the critical shortage of special education teachers statewide.

**Employer Needs.** Special Education teacher shortages exist nationwide, and are particularly acute in Virginia and the mid-Atlantic region. According to the Virginia Education Association (2020, March), Virginia's public schools still have over 1,000 unfilled teaching positions. *Teach Virginia* currently lists special education as the number one critical shortage area. The proposed MAT in Special Education will address this critical need for qualified teachers in context with the changing landscape created by adding undergraduate teacher licensure programs. Graduates will impact the persistent challenges of meeting the complex needs of students with disabilities.

**Student Needs.** This program will provide students with explicit pathways to licensure for teaching students with disabilities in VA. In 2019, 1095 provisional licenses in special education were issued in Virginia. Continued demand is anticipated for the MAT in Special Education to support the needs of provisionally-licensed special educators and career switchers who participate in the program to enhance their qualifications.

**ITEM NUMBER:**

BS in Sport Management Degree Proposal

**PURPOSE OF ITEM:**

The BS in Sport Management Degree Proposal is in development for submission to the State Council of Higher Education for Virginia (SCHEV) for initiation in Spring 2022. Prior to SCHEV submission, Board action is required.

**APPROPRIATE COMMITTEE:**

Academic Programs, Diversity and University Community Committee

**BRIEF NARRATIVE:**

The sport industry includes professional leagues and franchises, elite amateur sport organizations, private ventures, corporate entities in sport and fitness, not-for-profit organizations, federations and foundations, entrepreneurial enterprises, sports media, sports facilities, sports agencies, governmental agencies, and community and school-based sport.

The purpose of the Sport Management discipline is to advance the conduct of sport by preparing students with specific skills and the broad contextual knowledge to become effective managers in the \$498.4 billion U.S. sport industry and a \$1.5 trillion worldwide sport industry.

The sport management courses currently offered at Mason will comprise the Sport Management curriculum. Students will complete one part-time and one full-time field experience (internship). The proximity of many high schools and university athletic departments as well as Mason's location in a major metropolitan area with a fully developed sports industry is a distinct advantage for Sport Management degree candidates who are looking for experience and full time positions after graduation.

**REVENUE IMPLICATIONS:**

Sport Management has been a significant source of funding for the College of Education and Human Development over many years. It is expected that the establishment of a standalone degree program will provide a substantial amount of revenue to the College at launch.

**STAFF RECOMMENDATION:**

Staff recommends Board approval.

**STATE COUNCIL OF HIGHER EDUCATION FOR VIRGINIA**  
***Program Announcement Form***

**I. Basic Program Information**

Institution (official name)	George Mason University
Degree Program Designation	Bachelor of Science (BS)
Degree Program Name	Sport Management
CIP code	31.0504
Anticipated Initiation Date	Spring 2022
Governing Board Approval Date (actual or anticipated)	Anticipated May 20, 2020

**II. Curriculum Requirements.** Address the following using appropriate bolded category headings:

- Core Coursework and total credit hours (include course descriptor/designator, name, and credit hour value). Indicate new courses with an asterisk.
- Sub Areas (e.g., concentrations, emphasis area, tracks) and total credit hours. Include brief description of focus/purpose of sub area and required courses.
- Additional requirements (e.g., internship, practicum, research, electives, thesis, dissertation) and total credit hours
- Total credit hours for the curriculum/degree program.

**Mason Core (General Education) Requirements (40 credits)**

Written Communication: Lower and Upper Divisions (6 credits)

Oral Communication (3 credits)

Quantitative Reasoning (3 credits)

Information Technology and Computing (3 credits)

Arts (3 credits)

Global Understanding (3 credits)

Literature (3 credits)

Natural Science (7 credits)

Social and Behavioral Science (3 credits)

Western Civilization and World History (3 credits)

Writing-Intensive (3 credits): SRST 450: Research Methods required

Mason Core Synthesis/Capstone requirement is fulfilled in the program core (SPMT 490).

**Core courses (54 credits)**

SRST 200: History of Sport and Leisure (3 credits)

SPMT 201: Introduction to Sport Management (3 credits)

SPMT 302: Philosophical and Ethical Dimensions of Sport (3 credits)

SPMT 304: Sport, Culture, and Society (3 credits)

SPMT 405: Sport Venues and Events (3 credits)

SPMT 412: Sport Marketing & Sales (3 credits)

SPMT 420: Economics and Finance in the Sport Industry (3 credits)

SPMT 430: Sport Communication (3 credits)

SPMT 440: Global Perspectives in Sport (3 credits)

SPMT 455: Governance and Policy in Sport Organizations (3 credits)

SPMT 462: Sport Business Law (3 credits) or PRLS 460 Sport and Recreation Law (3 credits)  
SPMT 470: Strategic Management and Leadership in Sport Organizations (3 credits)  
SPMT 475: Sport Management Professional Development Seminar (3 credits)

#### Experiential Learning

The purpose of the practicum, professional seminar, and internship courses is to provide students an opportunity for students to apply coursework, sport management theories and research to a work setting in the sports industry. The professional seminar provides career strategies and career exploration opportunities.

SPMT 241: Practicum (3 credits)  
SPMT 475: Sport Management Professional Development Seminar (3 credits)  
SPMT 490: Sport Management Internship (12 credits)

#### **Restricted Electives (9 credits)**

Students choose 9 credits from courses in Parks, Recreation, and Leisure Studies (PRLS); Sport Management (SPMT); Sports and Recreation Studies (SRST).

#### **Electives (17 credits)**

Students choose 17 credits with the option to pursue one of the following minors offered by the Sport Management program:

Sport Communication  
Sport Coaching  
Sport Analytics  
Sport and Computer Game Design  
Sport and American Culture  
Sport/Conflict Resolution

### **III. Description of Educational Outcomes.** Use bullets to list outcomes. (max. 250 words)

Student Learning Outcomes affiliated with this proposed degree are specific to the sport industry sector. These Learning Outcomes have been developed to align with the Commission on Sport Management Accreditation (COSMA) standards. Upon completing the sport management degree, students will be able to:

- Discuss the relevance and application of fundamental principles of sport management, including key functions of management, sport marketing, sport finance, sport communication, sport law, international sport, ethics and sport governance.
- Analyze and solve problems in the sports industry using critical thinking and research skills.
- Demonstrate potential for professional success by applying sport management concepts and best practices during a field experience.
- Describe the opportunities and challenges related to global linkages in an expanding international sports industry, and all dimensions of diversity including culture, ethnicity, gender, age, physical and intellectual differences, sexual orientation, race and religion.
- Apply a variety of professional communication and technology skills to challenges in the sports industry.

**IV. Description of Workplace Competencies/Skills.** Use bullets to list outcomes. (max. 250 words)

Upon completion of the Sport Management program, graduates will have established a strong skill set to secure an entry-level position in the sports industry. The knowledge, skills, and abilities developed in the Sport Management program are consistent, but not limited to many of those requested in entry-level job advertisements, and include the ability to:

- Research and analyze specific sport industry data;
- Communicate effectively in sport settings;
- Strategically plan and manage sport activities;
- Manage the administrative operations of sports venues and events;
- Strategically market, promote, sell and activate sponsorship for sport properties;
- Lead, motivate and manage individuals and teams of employees and volunteers in sport settings;
- Budget for profit-based, not-for-profit and public sports organizations;
- Sell sport-based products and services; and
- Provide effective customer service skills in sport enterprises.

**V. Duplication.** Provide information for each existing comparable degree program at a Virginia public institution at the same degree level. Use the [SCHEV C01A2](#) report for degrees granted data.

Institution	Program degree designation, name, and CIP code	Degrees granted (most recent 5-yr average)
Old Dominion University	BS, Sport Management, CIP code: 31.0504	36 (two year average)
James Madison University	BS, Sport and Recreation Management, CIP code: 31.0504	123

**VI. Labor Market Information.** Fill in the tables below with relevant information from the Bureau of Labor Statistics (BLS) and Virginia Employment Commission (VEC). Insert correct years (20XX and 20YY) to reflect the most recent 10-year projections. Add rows as necessary.

**Labor Market Information: Bureau of Labor Statistics, 2018-28 (10-Yr)**

Occupation	Base Year Employment	Projected Employment	Total % Change	Typical Entry Level Education
Coaches and Scouts	290,100	30,500	11%	Bachelor's
Training and Development Managers	37,800	3,100	8%	Varies/Education & Experience
HS and Middle School	275,400	11,200	4%	Bachelor's/Master's

Athletic Directors				
Referees, Officials and Umpires	22,000	1,300	6%	HS diploma or greater
Athletic Directors (College)	192,600	13,500	7%	Bachelor's/Master's Degree
Social and Community Service Organizations (Sports/non-profits)	168,800	21,900	13%	Bachelor's

**Labor Market Information: Virginia Employment Commission, 2016-2026 (10-Yr)**

Occupation	Base Year Employment	Projected Employment	Total % change	Annual Change	Education
Education Admin./HS/MS/Athletic Director	6,490	7,265	11.94	78	Master's
Education Admin./College Athletic Director	3037	3474	14.39	44	Master's
Coaches and Scouts	8,789	10,367	17.95	158	HS diploma
Agents and Managers	165	172	4.24	1	Bachelor's
Secondary School/Coaches	25,253	28,213	11.72	296	Bachelor's

**VII. Projected Resource Needs**

Cost and Funding Sources to Initiate and Operate the Program		
Informational Category	Program Initiation Year 2021 - 2022	Program Full Enrollment Year <sup>1</sup> 2024 - 2025

<sup>1</sup> For the "Full Enrollment Year" use: for associate degrees, initiation year plus 1; for baccalaureate degrees, initiation plus 3; for masters degrees, initiation plus 2; for doctoral degrees, initiation plus 3.

Cost and Funding Sources to Initiate and Operate the Program			
1	Projected Enrollment (Headcount)	18	84
2	Projected Enrollment (FTE)	14	65
3	Estimated Tuition and E&G Fees	\$9,989 (in-state); \$35,853 (out-state)	\$9,989 (in-state); \$35,853 (out-state)
4	Projected Revenue from Tuition and E&G Fees	\$231,028	\$1,072,356
5	Other Funding Sources Dedicated to the Proposed Program (e.g., grant, business entity, private sources)	\$0	\$0

**VIII. Virginia Needs.** Briefly indicate state needs for the degree program. (max. 250 words)

*State:*

Properly conducted sport enterprises contribute immensely to the well-being, education, and entertainment of all Virginia citizens, regardless of age. Expert management of community sports organizations, school athletic departments and taxpayer-supported recreation leagues are a source of pride and comfort to parents in the state who allow their children to participate in these programs. Competently managed sports programs and facilities are essential for the personal development, physical fitness of the citizens and the economic bottom line of the Commonwealth.

*Employer:*

The sport industry sector has demonstrated a consistent, substantive trajectory of growth for years. The proposed program responds to Virginia's need for college graduates capable of working in all dimensions of the sports industry. This is especially true in Northern Virginia, which has a concentrated population resulting in extensive sports industry employment opportunities.

*Student:*

The student demand for the sport management curricular content has seen substantial growth since its inception at Mason. There were 16 sport management course sections offered in 2006, which increased to 77 sport management course sections offered by 2019. Students want a degree that provides opportunities for employment and growth upon graduation. Mason is the only institution in Northern Virginia to offer the Sport Management content and would be the only undergraduate degree program in the region. This region has a vibrant and significant sports culture, with public and private, amateur and professional sport organizations that require well-trained, professionally qualified sport managers.

**ITEM NUMBER:**

BS in Health Informatics Degree Proposal

**PURPOSE OF ITEM:**

The BS in Health Informatics Degree Proposal is in development for submission to the State Council of Higher Education for Virginia (SCHEV) for Fall 2021. Prior to SCHEV submission, Board action is required.

**APPROPRIATE COMMITTEE:**

Academic Programs, Diversity and University Community Committee

**BRIEF NARRATIVE:**

Health informatics is a highly specialized STEM area that integrates health sciences, information engineering, computer science, and behavioral sciences. Health informatics concerns a complete lifecycle of health information that relies on data analytics and the use of advanced technologies in order to use health information. This quickly emerging specialty is driven by the growth in adoption and use of electronic health records across the U.S. healthcare system, spurred by the Patient Protection and Affordable Care Act (PPACA) and the American Recovery and Reinvestment Act (ARRA). In anticipation of the need to address changing workforce needs that would come with broader adoption of technology in healthcare, the Health Information Technology for Economic and Clinical Health (HITECH) provision of ARRA provided assistance to institutions of higher education to establish or expand health informatics education programs, to include certification, undergraduate, and master's degree programs.

The proposed BS in Health Informatics program at Mason would be the first in the Commonwealth and among few in the nation. It will provide an entry level educational offering to complement graduate-level programs in health informatics at Mason.

**REVENUE IMPLICATIONS:**

The program at launch will be revenue neutral. Faculty from the existing BS in Health Administration with concentration in Health Informatics will support the new stand-alone degree program. The program is expected to be revenue enhancing as it reaches maturity.

**STAFF RECOMMENDATION:**

Staff recommends Board approval.

**STATE COUNCIL OF HIGHER EDUCATION FOR VIRGINIA**  
***Program Announcement Form***

**I. Basic Program Information**

Institution (official name)	George Mason University
Degree Program Designation	Bachelor of Science (BS)
Degree Program Name	Health Informatics
CIP code	51.2706
Anticipated Initiation Date	Fall 2021
Governing Board Approval Date (actual or anticipated)	Anticipated May 20, 2020

**II. Curriculum Requirements.** Address the following using appropriate bolded category headings:

- Core Coursework and total credit hours (include course descriptor/designator, name, and credit hour value). Indicate new courses with an asterisk.
- Sub Areas (e.g., concentrations, emphasis area, tracks) and total credit hours. Include brief description of focus/purpose of sub area and required courses.
- Additional requirements (e.g., internship, practicum, research, electives, thesis, dissertation) and total credit hours
- Total credit hours for the curriculum/degree program.

**Mason Core (General Education) Requirements: 38 credits**

Written Communication: Lower and Upper Levels (6 credits)

Oral Communication (3 credits)

Quantitative Reasoning (3 credits): STAT 250 Introduction to Statistics is recommended.

Information Technology and Computing (3 credits): IT 104 Introduction to Computing is recommended.

Arts Course (3 credits)

Global Understanding (3 credits): GCH 205 Global Health is required.

Literature Course (3 credits)

Natural Science (8 credits): BIOL 103 Intro Biology I, BIOL 106 Intro Biology II Lab, CDS 101 Introduction to Computational and Data Sciences, and CDS 102 Introduction to Computational and Data Sciences Lab are recommended.

Social and Behavioral Science (3 credits): ECON 103 Contemporary Microeconomic Principles is recommended

Western Civilization/World History (3 credits)

Mason Core Writing Intensive and Synthesis/Capstone requirements are fulfilled in the program core.

**Core Courses (70 credits)**

New courses are indicated with an asterisk.

GCH 300: Introduction to Public Health (3 credits)

HAP 201: Health Professional Careers (3 credits)

HAP 202: Medical Terminology (3 credits)

HAP 301: Healthcare Delivery in the United States (3 credits)

HAP 308: Public Health Informatics (3 credits)

HAP 318: Introduction to IT Methods for Healthcare (3 credits)

HAP 360: Introduction to Health Information Systems (3 credits)  
 HAP 361: Health Databases (3 credits)  
 HAP 430: Process Improvement in Healthcare Organizations (3 credits)  
 HAP 436: Electronic Health Data in Process Improvement (3 credits)  
 HAP 440: Mobile Health (3 credits)  
 HAP 456: Data Mining in Healthcare (3 credits)\*  
 HAP 458: Clinical Informatics and Interprofessional Collaboration (3 credits)\*  
 HAP 459: Health Data Standards and Interoperability (3 credits)  
 HAP 460: Information Technology Project Management (3 credits)  
 HAP 462: Privacy and Security in Health Informatics (3 credits)  
 HAP 467: Advanced Information Technology Project Management (3 credits)  
 HAP 489: Pre-Internship Seminar (3 credits)  
 HAP 498: Health Administration Internship (4 credits)  
 HAP 555: Health Programming (3 credits)\*  
 MATH 108: Introductory Calculus with Business Applications (3 credits)  
 MATH 112: Discrete Mathematics for IT (3 credits)

Capstone

HAP 465: Integration of Professional Skills and Issues (3 credits)

**Restricted Electives (12 credits)**

BINF 401: Bioinformatics and Computational Biology I (3 credits)  
 CDS 292: Introduction to Social Network Analysis (3 credits)  
 CDS 301: Scientific Information and Data Visualization (3 credits)  
 CDS 303: Scientific Data Mining (3 credits)  
 CDS 403: Machine Learning Applications in Science (3 credits)  
 CS 112: Introduction to Computer Programming (4 credits)  
 CYSE 101: Introduction to Cyber Security Engineering (3 credits)  
 CYSE 205: Systems Engineering Principles (3 credits)  
 HAP 309: Healthcare Accounting (3 credits)  
 HAP 312: Healthcare Law (3 credits)  
 HAP 395: Healthcare Finance (3 credits)  
 HAP 396: Strategic Health Management and Planning (3 credits)  
 HAP 410: Introduction to Health/Medical Practice Management (3 credits)  
 HAP 416: Leadership and Management of Health Systems I (3 credits)  
 HAP 417: Leadership and Management of Health Systems II (3 credits)  
 HAP 425: Health Economics and Policy (3 credits)  
 HAP 442: Introduction to Healthcare Policy and Politics (3 credits)  
 HAP 445: Introduction to Health Services Research (3 credits)  
 HAP 461: Internet and Web Technology Applications for Healthcare (3 credits)  
 HAP 464: Electronic Health Record Configuration and Data Analysis (3 credits)  
 MATH 113: Analytic Geometry and Calculus (4 credits)  
 MATH 114: Analytic Geometry and Calculus II (4 credits)  
 STAT 344: Probability and Statistics for Engineers and Scientists I (3 credits)

**Total Credit Hours: 120**

**III. Description of Educational Outcomes.** Use bullets to list outcomes. (max. 250 words)

The learning outcomes for the proposed program are adapted for an undergraduate student population from competencies the Commission on Accreditation for Health Informatics and Information Management (CAHIIM) for graduate programs. Students will be able to:

- Describe the history, goals, methods (including health data and information used and produced by health care providers and organizations), and evolving challenges of capturing data from healthcare delivery, clinical, personal health, and population health.
- Identify and apply the applicable information technology concepts, methods and tools needed to solve health informatics problems.
- Identify biomedical/health informatics concepts applicable in solving specific medical, healthcare and health problems.
- Define and discuss the scope of practice and roles of different healthcare and IT professionals and stakeholders including regulatory entities and patients.
- Articulate the role of stakeholders in accessing and using health data as informed by principles of interprofessional collaboration and quality improvement to solve complex health and health information problems.
- Articulate the methods, concepts, tools, and characteristics of leadership as they relate to effective management of health information systems.

**IV. Description of Workplace Competencies/Skills.** Use bullets to list outcomes. (max. 250 words)

Graduates of the proposed program will be able to:

- Extract, transform, analyze, and summarize health data to answer management and health care provider questions and provide explanatory analysis.
- Map clinical processes to support implementation of electronic health record (EHR) systems standardization and best practices in a healthcare delivery organization.
- Communicate effectively with clinical and information technology personnel (verbally and in writing).
- Conduct process analysis and/or provide decision support for healthcare process improvement.
- Provide technical support for information systems used by clinical and managerial personnel in clinical settings.

**V. Duplication.** Provide information for each existing degree program at a Virginia public institution at the same degree level. Use SCHEV's degree/certificate inventory and institutions' websites.

Institution	Program degree designation, name, and CIP code	Degrees granted (most recent 5-yr average)
none		

**VI. Labor Market Information.** Fill in the tables below with relevant information from the Bureau of Labor Statistics (BLS) and Virginia Employment Commission (VEC). Insert correct years (20XX and 20YY) to reflect the most recent 10-year projections. Add rows as necessary.

**Labor Market Information: Bureau of Labor Statistics, 2018 -2028 (10-Yr)**

Occupation	Base Year Employment	Projected Employment	Total % Change and #s	Typical Entry Level Education
Medical and Health Services Managers	406,100	477,600	18%, 71,600	Bachelor's degree
Medical Records and Health Information Technicians	215,500	238,600	11%, 23,100	Certificate/Associate's degree

**Labor Market Information: Virginia Employment Commission, 2016 -2026 (10-Yr)**

Occupation	Base Year Employment	Projected Employment	Total % Change and #s	Annual Change #	Education
Medical and Health Services Managers	7,752	9,586	23.66%, 1,834	183	Bachelor's degree
Medical Records and Health Information Technicians	5,101	5,854	14.76%, 753	75	Postsecondary non-degree award

**VII. Projected Resource Needs**

Cost and Funding Sources to Initiate and Operate the Program				
Informational Category			Program Initiation Year 2021 - 2022	Program Full Enrollment Year <sup>1</sup> 2024 - 2025
1	Projected Enrollment (Headcount)		20	40

<sup>1</sup> For the "Full Enrollment Year" use: for associate degrees, initiation year plus 1; for baccalaureate degrees, initiation plus 3; for master's degrees, initiation plus 2; for doctoral degrees, initiation plus 3.

<b>Cost and Funding Sources to Initiate and Operate the Program</b>			
2	Projected Enrollment (FTE)	15	30
3	Estimated Tuition and E&G Fees	\$10,419 avg/ps	\$10,419 avg/ps
4	Projected Revenue from Tuition and E&G Fees	\$187,542	\$906,453
5	Other Funding Sources Dedicated to the Proposed Program (e.g., grant, business entity, private sources)	\$0	\$0

**VIII. Virginia Needs.** Briefly indicate state needs for the degree program. (max. 250 words)

The Health Information Technology for Economic and Clinical Health (HITECH) Programs, a provision of American Recovery and Reinvestment Act 2009, included numerous stimulus initiatives for adopting and utilizing health information technology. In anticipation of the need to address changing workforce needs that would come with broader adoption of technology in healthcare, the provision also provided assistance to institutions of higher education to establish or expand health informatics education programs, to include certification, undergraduate, and master's degree programs (ARRA 2009). Health workforce development is recognized as one mechanism to effectively enable the expanded and integrated use of sophisticated technology (i.e., electronic health records, eHealth applications, and health information exchanges) in the delivery of healthcare (Berner, 2016).

Virginia public colleges and universities represent an important source of health informatics experts for the Commonwealth, the region, and the nation. The proposed BS in Health Informatics will provide an innovative and highly specialized STEM program that is responsive to the needs of the transforming health system in Virginia. There is no other program in the Commonwealth that provides undergraduate education in this field.

**ITEM NUMBER:**

BS in Biodiversity Conservation Degree Proposal

**PURPOSE OF ITEM:**

The BS in Biodiversity Conservation degree proposal is in development for submission to the State Council of Higher Education for Virginia (SCHEV) for initiation in Fall 2022. Prior to SCHEV submission, Board action is required.

**APPROPRIATE COMMITTEE:**

Academic Programs, Diversity and University Community Committee

**BRIEF NARRATIVE:**

Biodiversity conservation is a multi- and transdisciplinary field that couples an understanding of natural science, the social sciences/human dimensions, and diverse skills and experiences that produce effective leaders. To prepare students to create innovative solutions that address the global extinction crisis and protect biodiversity, the proposed program will integrate concepts such as design thinking across disciplines. Students will learn to question fundamental assumptions and develop innovative solutions to biodiversity challenges. Graduates will be capable of critical thinking, communications, and collaborative problem solving in the field of biodiversity conservation. As the first BS degree program in Virginia that integrates all aspects of biodiversity conservation, the proposed program will develop of a new cadre of innovators and entrepreneurs ready to contribute to a wide range of organizations partnering with global conservation groups.

Graduates of the proposed Biodiversity Conservation program will be qualified to work for governmental and non-governmental conservation-related organizations as well as private sector companies that are interested in incorporating natural resource protection (e.g., climate change, ecosystem services) into their business operations.

**REVENUE IMPLICATIONS:**

The program at launch will be revenue-neutral. The program will not require the hiring of new faculty, new equipment, or new space to initiate. The program is expected to be revenue enhancing as it reaches maturity.

**STAFF RECOMMENDATION:**

Staff recommends Board approval.

**STATE COUNCIL OF HIGHER EDUCATION FOR VIRGINIA**  
***Program Announcement Form***

**I. Basic Program Information**

Institution (official name)	George Mason University
Degree Program Designation	Bachelor of Science (BS)
Degree Program Name	Biodiversity Conservation
CIP code	13.0101
Anticipated Initiation Date	Fall 2022
Governing Board Approval Date (actual or anticipated)	Anticipated May 20, 2020

**II. Curriculum Requirements.** Address the following using appropriate bolded category headings:

- Core Coursework and total credit hours (include course descriptor/designator, name, and credit hour value). Indicate new courses with an asterisk.
- Sub Areas (e.g., concentrations, emphasis area, tracks) and total credit hours. Include brief description of focus/purpose of sub area and required courses.
- Additional requirements (e.g., internship, practicum, research, electives, thesis, dissertation) and total credit hours
- Total credit hours for the curriculum/degree program.

**Mason Core (General Education) Requirements: 37 credits**

Written Communication: Lower and Upper Divisions (6 credits)

Oral Communication (3 credits)

Quantitative Reasoning (3 credits): STAT 250 Introductory Statistics (3 credits) is required

Information Technology and Computing (3 credits)

Arts (3 credits)

Global Understanding (3 credits)

Literature (3 credits)

Natural Science (7 credits): INTS 401 Conservation Biology (7 credits) is recommended

Social and Behavioral Science (3 credits): PSYC 3XX is required

Western Civilization and World History (3 credits)

Mason Core Writing-Intensive (3 credits) and Synthesis/Capstone (3 credits) requirements are fulfilled in the program core.

**Core Courses (50-54 credits)**

Conservation Foundation (10 credits)

CONS 120: Wicked Problems and Grand Challenges (3 credits)\*

INTS 211: Introduction to Conservation Studies (3 credits)

Capstone course

CONS 495: Conservation Capstone (4 credits)\*

Social Dimensions (17 credits)

INTS 204: Leadership Theory and Practice (4 credits)

CONF 330: Community, Group, and Organizational Conflict Analysis and Resolution (3 credits)

EVPP 429: Environmental Science Communication (3 credits)  
PSYC 3xx: Psychology of Environmental Stewardship (3 credits)\*  
INTS 450: Social Innovation in Action (4 credits)

Analytical Skills and Methods (9 credits)

CONS 210: Inquiry and Design (3 credits)\*  
SYST 370: Systems Project Management (3 credits)\*

Students select one of the following:

STAT 350: Introductory Statistics II (3 credits)  
CONS 360: Qualitative Research and Inquiry (3 credits)\*  
SYST 473: Decision and Risk Analysis (3 credits)

Biology and Ecological Core Courses (8-11 credits)

BIOL 308: Foundations of Ecology & Evolution (5 credits)

Students select one of the following:

INTS 401: Conservation Biology (6 credits)  
BIOL/EVPP 318: Conservation Biology (3 credits)

**Additional Required Course (4 credits)**

BIOL 213: Cell Structure and Function (4 credits)

**Concentration Areas (16-21 Credits)**

All students select a concentration area.

Animal Biology (16-18 credits)

Students may choose to enroll in the Smithsonian-Mason Semester in Endangered Species Conservation (16 credits):

CONS 400: Conservation Seminar (2 credits)  
CONS 406: Small Population Management (4 credits)  
CONS 491: Conservation Management Planning (4 credits)  
CONS 496: Research in Conservation (6 credits)

Students who do not enroll in the Smithsonian-Mason Semester select from the following course menus:

Students select two courses in Biology (6-8 credits)

BIOL 300: BioDiversity (4 credits)  
BIOL 305: Biology of Microorganisms (3 credits)  
BIOL 311: General Genetics (4 credits)  
BIOL 326: Animal Physiology (3 credits)  
BIOL 457: Reproductive Strategies (3 credits)  
BIOL/EVPP 460: Infectious Diseases Wildlife (3 credits)  
BIOL/EVPP 427: Disease Ecology and Conservation (3 credits)  
EVPP 301: Environmental Science: Biological Diversity and Ecosystems (4 credits)

Students select one course in Behavior (3-6 credits)  
BIOL 472: Introductory Animal Behavior (3 credits)  
INTS 403: Conservation Behavior (6 credits)

Students select one course in Zoology (3-4 credits)  
BIOL 331: Invertebrate Zoology (4 credits)  
BIOL 437: Ornithology (4 credits)  
BIOL 438: Mammalogy (4 credits)  
BIOL 439: Herpetology (4 credits)  
BIOL 454/EVPP 419: Marine Mammal Biology and Conservation (3 credits)

Note: If selection of courses does not equal at least 16 credits, students must select one additional course from any of those listed above to meet the minimum credits.

Collaborative Leadership (18-21 credits)

CONF 300: Conflict Resolution Techniques and Practice (3 credits)

Students select four courses in Process Design and Leadership.

CONF 320: Interpersonal Conflict Analysis and Resolution (3 credits)

CONF 325: Dialogue and Difference (3 credits).

CONF 326: Negotiation (3 credits)

CONF 329: Community Engagement and Collaborative Problem Solving. (3 credits) (new)

CONF 335: Justice and Reconciliation (3 credits)

CONF 340: Global Conflict Analysis and Resolution (3 credits)

CONF 425: Mediating Conflict (3 credits)

INTS 404: Ethics and Leadership (4 credits)

INTS 435: Leadership in a Changing Environment (4 credits)

Students select one course in Environmental Policy Challenges.

EVPP 337: Environmental Policy Making in Developing Countries (3 credits)

EVPP 336: Human Dimensions of the Environment (3 credits)

EVPP 436: The Human Dimensions of Global Climate Change (3 credits)

INTS 334: Environmental Justice (4 credits)

Environment and Society (16-20 credits)

Students may choose to enroll in the Smithsonian-Mason Semester in Conservation, Biodiversity and Society (16 credits):

CONS 401: Conservation Theory (3 credits)

CONS 402: Applied Conservation (4 credits)

CONS 410: Human Dimensions of Conservation (3 credits)

CONS 490: RS: Integrated Conservation Strategies (3 credits)

CONS 320: Conservation in Practice (3 credits)

Students who do not enroll in the Smithsonian-Mason Semester select from the following course menus:

Students select one course in Leadership (4 credits)  
INTS 404: Ethics and Leadership (4 credits)  
INTS 435: Leadership in a Changing Environment (4 credits)

Students select one course in Policy (3-4 credits)  
EVPP 337: Environmental Policy Making in Developing Countries (3 credits)  
EVPP 338: Economics of Environmental Policy (3 credits)  
EVPP/GOVT 361: Introduction to Environmental Policy (3 credits)  
EVPP 475: Global Biodiversity Governance (3 credits)  
INTS 334: Environmental Justice (4 credits)

Students select two courses in Human Dimensions of the Environment (6-10 credits)  
ANTH 370: Environment and Culture (3 credits)  
ANTH 378: Humans and Animals (3 credits)  
BIOL379/EVPP 378: RS: Ecological Sustainability (4 credits)  
INTS 311: Mysteries of Migration (6 credits)  
INTS 318: Exploring Virginia's Watersheds (4 credits)  
INTS 402: Plants and People – Sustenance, Ceremony, and Sustainability (6 credits)  
EVPP 336: Human Dimensions of the Environment (3 credits)  
EVPP 436: The Human Dimensions of Global Climate Change (3 credits)  
PHIL 243: Global Environmental Ethics (3 credits)  
PHIL 343: Topics in Environmental Philosophy (3 credits)  
PRLS 300: People with Nature (3 credits)  
PRLS 402: Human Behavior in Natural Environments (3 credits)

Note: If selection of courses does not equal at least 16 credits, students must select one additional course from any of those listed above to meet the minimum credits.

Wildlife and Ecosystems (16-17 credits)

Students may choose to enroll in the Smithsonian-Mason Semester in Wildlife Ecology and Conservation (16 credits):

CONS 400: Conservation Seminar (2 credits)  
CONS 404: Biodiversity Monitoring (4 credits)  
CONS 405: Landscape and Macrosystems Ecology (4 credits)  
CONS 496: Research in Conservation (6 credits)

Students who do not enroll in the Smithsonian-Mason Semester select from the following course menus:

Students select two Organism courses (7-8 credits)  
BIOL 331: Invertebrate Zoology (4 credits)  
BIOL 345: Plant Ecology (4 credits)  
BIOL 437: Ornithology (4 credits)  
BIOL 438: Mammalogy (4 credits)  
BIOL 439: Herpetology (4 credits)

BIOL 454/EVPP 419: Marine Mammal Biology and Conservation (3 credits)  
BIOL 468: Vertebrate Natural History (4 credits)

Students select two Ecosystems courses (6-8 credits):

BIOL/EVPP 350: Freshwater Ecosystems (4 credits)

BIOL 355: Ecological Engineering and Ecosystem Restoration (4 credits)

BIOL/EVPP 449: Marine Ecology (3 credits)

BIOL 459: Fungi and Ecosystems (3 credits)

CONS 440: Field Skills in Ecology (4 credits)

EVPP 430: Fundamentals of Environmental Geographic Information Systems (3 credits)

EVPP 442: Urban Ecosystems and Processes (3 credits)

GGs 321: Biogeography (3 credits)

GGs 379: Remote Sensing (3 credits)

Note: If selection of courses does not equal at least 16 credits, students must select one additional course from any of those listed above to meet the minimum credits.

**Elective Courses (14-27 credits)**

The number of elective credits available to students in the proposed BS in Biodiversity Conservation program varies with choice of courses in the core and concentration areas. Students select courses of their choosing to bring the total degree credits to 120 credit hours.

**Total: 120 Credit Hours**

**III. Description of Educational Outcomes.** Use bullets to list outcomes. (max. 250 words)

Students will be able to:

- Synthesize principles of biodiversity and conservation, including ecological and ecosystem interactions and mechanisms of species evolution and extinction.
- Analyze published and original data from scientific, social science, and humanities sources.
- Evaluate strategies that target biodiversity conservation, utilizing discipline-specific techniques and professional skills to include both scientific and social dynamics.
- Demonstrate collaboration with stakeholder groups and integrate knowledge from multiple disciplines such as business, biology, sociology, to plan conservation of biological diversity.
- Communicate synthesized conservation strategies and research to diverse audiences.

**IV. Description of Workplace Competencies/Skills.** Use bullets to list outcomes. (max. 250 words)

Graduates of the proposed BS in Biodiversity Conservation program will be able to:

- Manage conservation projects, including project planning, design, and implementation stages.
- Engage with diverse stakeholders in the processes of partnership development, network building, negotiation, facilitation, and conflict resolution.
- Organize and store field data using technical platforms and software packages.
- Evaluate data using various analytical methods and tools, such as quantitative analysis, qualitative analysis, and probability assessment.
- Create and evaluate conservation solutions, using scientific, technological, financial, entrepreneurial and policy frameworks.

**V. Duplication.** Provide information for each existing degree program at a Virginia public institution at the same degree level. Use SCHEV's degree/certificate inventory and institutions' websites.

Institution	Program degree designation, name, and CIP code	Degrees granted (most recent 5-yr average)
Virginia Tech	BS Fish and Wildlife Conservation (03.0601)	52
Virginia Tech	BS Forest Resources and Environmental Conservation (03.0501)	55

**VI. Labor Market Information.** Fill in the tables below with relevant information from the Bureau of Labor Statistics (BLS) and Virginia Employment Commission (VEC). Insert correct years (20XX and 20YY) to reflect the most recent 10-year projections. Add rows as necessary.

**Labor Market Information: Bureau of Labor Statistics, 2018 -2028 (10-Yr)**

Occupation	Base Year Employment	Projected Employment	Total % Change and #s	Typical Entry Level Education
Conservation scientists and foresters	32,900	33,900	3% 1,000	Bachelor's degree
Environmental scientists and specialists	85,000	92,000	8% 7,000	Bachelor's degree

**Labor Market Information: Virginia Employment Commission, 2016 -2026 (10-Yr)**

Occupation	Base Year Employment	Projected Employment	Total % Change and #s	Annual Change #	Education
Conservation Scientists	675	772	14.37% 97	10	Bachelor's degree

Occupation	Base Year Employment	Projected Employment	Total % Change and #s	Annual Change #	Education
Environmental Scientists and Specialists, including Health	3043	3378	11.01% 335	34	Bachelor's degree
Natural Sciences Managers	1316	1468	11.55% 152	15	Bachelor's degree

## VII. Projected Resource Needs

Cost and Funding Sources to Initiate and Operate the Program			
Informational Category		Program Initiation Year 2022 - 2023	Program Full Enrollment Year <sup>1</sup> 2025 - 2026
1	Projected Enrollment (Headcount)	25 (16 IS; 9 OS)	117 (87 IS; 47 OS)
2	Projected Enrollment (FTE)	20	93
3	Estimated Tuition and E&G Fees	\$12,564 IS \$36,024 OS	\$12,564 IS \$36,024 OS
4	Projected Revenue from Tuition and E&G Fees	\$201,024 IS \$324,216 OS	\$1,093,068 IS \$1,693,128
5	Other Funding Sources Dedicated to the Proposed Program (e.g., grant, business entity, private sources)		

## VIII. Virginia Needs. Briefly indicate state needs for the degree program. (max. 250 words)

<sup>1</sup> For the "Full Enrollment Year" use: for associate degrees, initiation year plus 1; for baccalaureate degrees, initiation plus 3; for masters degrees, initiation plus 2; for doctoral degrees, initiation plus 3.

The proposed BS degree in Biodiversity Conservation responds to vital societal need in Virginia, the greater Washington DC metropolitan area, and beyond. This would be the first BS Conservation degree in Virginia that integrates all aspects of biodiversity conservation, including the natural and physical sciences, applied and social sciences, and the humanities.

The proposed degree would be the first program in the nation to fully equip students to tackle the global extinction crisis. This new model for undergraduate education in biodiversity conservation will provide students with knowledge in the natural sciences while building competence in critical areas such as leadership, project management, and communication. The proposed BS in Biodiversity Conservation degree program will address the need for professionals with knowledge and skills to tackle the biodiversity crisis as it affects life in the Anthropocene and the related grand challenges facing the planet.

**ITEM NUMBER:**

BA Dance Degree Program Discontinuance

**PURPOSE OF THE ITEM:**

A proposal to discontinue the BA Dance degree designation 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 School of Dance in the College of Visual and Performing Arts Science is requesting permission to close the BA Dance and to cease admissions as of fall 2020. The BFA degree program in Dance was initiated in 1985. The BA degree program was intended as a general program in Dance study, providing students with insights into a broad range of creative and educational dance experiences while pursuing a liberal arts degree.

The decision to discontinue the BA degree program in Dance was made due to steadily decreasing enrollment. While the BFA in Dance maintains robust enrollment, the enrollment in the BA in Dance has steadily decreased since 2006. Since 2015, only one student has graduated with the BA degree designation. Currently, no students are enrolled in this degree designation. As a result, faculty and administration believe it is in the best interest of the university to discontinue the BA degree program in Dance.

**REVENUE IMPLICATIONS:**

The closure is expected to be budget neutral, given enrollment shifts to other programs.

**STAFF RECOMMENDATION:**

Staff recommend closure of this program.

**ITEM NUMBER:**

BS Global and Environmental Change Degree Program Discontinuance

**PURPOSE OF THE ITEM:**

A proposal to close the BS Global and Environmental Change 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 College of Science is requesting permission to close the BS Global and Environmental Change and to cease admissions as of fall 2020. The BS Global and Environmental Change was developed to provide students with the technological tools to identify, model, and solve global environmental problems.

The decision to discontinue the BS degree program in Global and Environment Change was made due to steadily decreasing enrollment and a lack of faculty dedicated to the program. According to data from the university's Office of Institutional Effectiveness and Planning, five students were enrolled in fall of 2014. Majors increased to six in spring 2015, then fell to three in fall 2015, two in spring 2016, and one in fall 2017. In addition to low enrollment, the degree program has also experienced a depletion of faculty expertise. As a result, faculty and administration believe it is in the best interest of the university to discontinue the BS degree program in Global and Environmental Change.

**REVENUE IMPLICATIONS:**

The closure is expected to be budget neutral, given enrollment shifts to other programs.

**STAFF RECOMMENDATION:**

Staff recommend closure of this program.

**ITEM NUMBER:**

BS Rehabilitation Science Degree Program Discontinuance

**PURPOSE OF THE ITEM:**

A proposal to close the BS in Rehabilitation Science 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 recommendation to close the BS in Rehabilitation Science degree program is based upon concerns generated over several years about the viability of the Department of Rehabilitation Science and its future direction. Additional concerns were raised during the University's seven-year Academic Program Review (APR) and by an *ad hoc* Advisory Working Group comprised of internal and external stakeholders. Both the APR review and the Working Group identified specific issues related to a lack of interdisciplinary learning outcomes consistent with the discipline, and substantial concerns about the long-term sustainability of the Department. Issues of small enrollments, high faculty turnover, and a lack of extramurally-funded research were contributing factors. Feedback from the review processes supported a recommendation to close the Department and to discontinue the degree programs therein, including the BS degree program in Rehabilitation Science.

Prior to the APR debriefing in April 2019 and the formation of the Advisory Working Group in June 2019, several efforts were made to identify alternatives to closure. Most notably, from fall 2018 to early winter 2019, faculty from the Department of Rehabilitation Science met independently with faculty from the College of Education and Human Development, who also have movement science degree programs, to identify curricular synergies and training/research opportunities for students. In February 2019 the faculty from both colleges decided not to move forward with realignments or merging. It should be noted that Rehabilitation Science faculty were unable to identify options for the department's future course other than to request additional resources to self-correct. The Dean of the College of Health and Human Services supports the proposal to terminate the BS in Rehabilitation Science degree program.

**REVENUE IMPLICATIONS:**

The closure is expected to be budget neutral for Mason, given enrollment shifts to other programs including movement science degrees in the College of Education and Human Development. The College of Health and Human Services will continue to experience a deficit of approximately \$200k to \$300k as teach out plans are implemented to allow current students in the program to complete their degrees.

**STAFF RECOMMENDATION:**

Staff recommend closure of this program.

**ITEM NUMBER:**

PhD Rehabilitation Science Degree Program Discontinuance

**PURPOSE OF THE ITEM:**

A proposal to close the PhD in Rehabilitation Science 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 recommendation to close the BS in Rehabilitation Science degree program is based upon concerns generated over several years about the viability of the Department of Rehabilitation Science and its future direction. Additional concerns were raised during the University's seven-year Academic Program Review (APR) and by an *ad hoc* Advisory Working Group comprised of internal and external stakeholders. Both the APR review and the Working Group identified specific issues related to a lack of interdisciplinary learning outcomes consistent with the discipline, and substantial concerns about the long-term sustainability of the Department. Issues of small enrollments, high faculty turnover, and a lack of extramurally-funded research were contributing factors. Feedback from the review processes supported a recommendation to close the Department and to discontinue the degree programs therein, including the PhD degree program in Rehabilitation Science.

Prior to the APR debriefing in April 2019 and the formation of the Advisory Working Group in June 2019, several efforts were made to identify alternatives to closure. Most notably, from fall 2018 to early winter 2019, faculty from the Department of Rehabilitation Science met independently with faculty from the College of Education and Human Development, who also have movement science degree programs, to identify curricular synergies and training/research opportunities for students. In February 2019 the faculty from both colleges decided not to move forward with realignments or merging. It should be noted that Rehabilitation Science faculty were unable to identify options for the department's future course other than to request additional resources to self-correct. No option was presented to move the PhD degree program to another academic unit at Mason. The Dean of the College of Health and Human Services supports the proposal to terminate the PhD in Rehabilitation Science degree program.

**REVENUE IMPLICATIONS:**

The closure is expected to be budget neutral for Mason, given enrollment shifts to other programs including movement science degrees in the College of Education and Human Development. The College of Health and Human Services will continue to experience a deficit of approximately \$200k to \$300k as teach out plans are implemented to allow current students in the program to complete their degrees.

**STAFF RECOMMENDATION:**

Staff recommend closure of this program.

**ITEM NUMBER:**

Department of Rehabilitation Science

**PURPOSE OF THE ITEM:**

The organizational change to close the Department of Rehabilitation Science within the College of Health and Human Services is in development 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:**

Following the Department of Rehabilitation Science's (RHBS) Academic Program Review in 2019, the Dean of the College of Health and Human Services (CHHS) was asked by the University to take action and to make a recommendation to the Provost about the future of RHBS. In response, an Advisory Working Group was formed by CHHS Dean Germaine Louis with the charge of offering a recommendation to the Dean as to the future of the Rehabilitation Science Department.

The Working Group conducted an administrative review taking into consideration the level of investment required to sustain and grow the RHBS academic degree programs, the unit's leadership, the support structure for current and future faculty, internal interdisciplinary collaborations, the ability of the unit to recruit, promote and retain faculty, and the relevance of the RHBS department and its programs to the mission and strategic goals of the College of Health and Human Services.

Based on this review, the Working Group's recommendation to the Dean was to close the Department of Rehabilitation Science in the best interest of the College of Health and Human Services and the university. The Dean of the College of Health and Human Services supports the recommendation to close the department, as communicated to the Provost in December 2019.

**REVENUE IMPLICATIONS:**

The department has operated in a deficit since inception. From FY 2016 - FY 2019, the net loss ranged between \$706,551 to \$260,047. The College will continue to have approximately \$200-300K in annual losses, as the student teach out plan is completed. Following this, there will be a neutral fiscal implication for the College. Students interested in movement science degrees have options elsewhere at Mason, including in the College of Education and Human Development.

**STAFF RECOMMENDATION:**

Staff recommends Board approval.



## ANNOUNCEMENT

### Academic Programs, Diversity, and University Community Committee

May 20, 2020

#### PROMOTION AND/OR TENURE

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>PROMOTION/TENURE</u>
<b>Burls</b>	<b>Natalie J.</b>	8/25/2020	Y/ Y

**Title:** Associate Professor without Term

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

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<b>Chesler</b>	<b>Giovanna</b>	8/25/2020	Y/ N
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**Title:** Professor without Term

**Local Academic Unit:** Film & Video Studies (CVPA)

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<b>Chitnis</b>	<b>Parag</b>	8/25/2020	Y/ Y
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**Title:** Associate Professor without Term

**Local Academic Unit:** Bioengineering (VSE)

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<b>Coogle</b>	<b>Christan G.</b>	8/25/2020	Y/ Y
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**Title:** Associate Professor without Term

**Local Academic Unit:** College of Education and Human Development

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<b>Costa</b>	<b>Paulo C.</b>	8/25/2020	N/ Y
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**Title:** Associate Professor without Term

**Local Academic Unit:** Systems Engineering and Operations Research (VSE)

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<b>Debuque</b>	<b>Rachel Marie</b>	8/25/2020	Y/ Y
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**Title:** Associate Professor without Term

**Local Academic Unit:** Art (CVPA)

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## **ANNOUNCEMENT**

### **Academic Programs, Diversity, and University Community Committee**

May 20, 2020

### **PROMOTION AND/OR TENURE**

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>PROMOTION/TENURE</u>
<b>Diao</b>	<b>Guoqing</b>	8/25/2020	Y/ N

**Title:** Professor without Term

**Local Academic Unit:** Statistics (VSE)

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<b>Eckenwiler</b>	<b>Lisa</b>	8/25/2020	Y/ N
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**Title:** Professor without Term

**Local Academic Unit:** Philosophy (CHSS)

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<b>Frank</b>	<b>Toya J.</b>	8/25/2020	Y/ Y
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**Title:** Associate Professor without Term

**Local Academic Unit:** College of Education and Human Development

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<b>Gallo</b>	<b>Sina</b>	8/25/2020	Y/ Y
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**Title:** Associate Professor without Term

**Local Academic Unit:** Nutrition and Food Studies (CHHS)

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<b>Gatling</b>	<b>Benjamin</b>	8/25/2020	Y/ Y
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**Title:** Associate Professor without Term

**Local Academic Unit:** English (CHSS)

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<b>Green</b>	<b>Emily</b>	8/25/2020	Y/ Y
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**Title:** Associate Professor without Term

**Local Academic Unit:** Music (CVPA)

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## **ANNOUNCEMENT**

### **Academic Programs, Diversity, and University Community Committee**

May 20, 2020

### **PROMOTION AND/OR TENURE**

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>PROMOTION/TENURE</u>
<b>Greenberg</b>	<b>Nathaniel</b>	8/25/2020	Y/ Y

**Title:** Associate Professor without Term

**Local Academic Unit:** Modern and Classical Languages (CHSS)

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<b>Hudson</b>	<b>Seth Andrew</b>	8/25/2020	Y/ Y
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**Title:** Associate Professor without Term

**Local Academic Unit:** Computer Game Design (CVPA)

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<b>Inoue</b>	<b>Megumi</b>	8/25/2020	Y/ Y
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**Title:** Associate Professor without Term

**Local Academic Unit:** Social Work (CHHS)

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<b>Josephson</b>	<b>Brett W.</b>	8/25/2020	Y/ Y
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**Title:** Associate Professor without Term

**Local Academic Unit:** School of Business

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<b>Kaplan</b>	<b>Seth</b>	8/25/2020	Y/ N
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**Title:** Professor without Term

**Local Academic Unit:** Psychology (CHSS)

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<b>Kehn-Hall</b>	<b>Kylene</b>	8/25/2020	Y/ N
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**Title:** Professor without Term

**Local Academic Unit:** Systems Biology (COS)

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## **ANNOUNCEMENT**

### **Academic Programs, Diversity, and University Community Committee**

May 20, 2020

### **PROMOTION AND/OR TENURE**

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>PROMOTION/TENURE</u>
<b>Koizumi</b>	<b>Naoru</b>	8/25/2020	Y/ N

**Title:** Professor without Term

**Local Academic Unit:** Schar School of Policy and Government

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<b>Lawrence</b>	<b>Heidi</b>	8/25/2020	Y/ Y
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**Title:** Associate Professor without Term

**Local Academic Unit:** English (CHSS)

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<b>Lawton</b>	<b>Sean</b>	8/25/2020	Y/ N
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**Title:** Professor without Term

**Local Academic Unit:** Mathematical Science (COS)

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<b>Maggioni</b>	<b>Viviana</b>	8/25/2020	Y/ Y
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**Title:** Associate Professor without Term

**Local Academic Unit:** Civil, Environmental and Infrastructure Engineering (VSE)

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<b>Nair</b>	<b>Manjusha S.</b>	8/25/2020	Y/ Y
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**Title:** Associate Professor without Term

**Local Academic Unit:** Sociology and Anthropology (CHSS)

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<b>Nam</b>	<b>Sang</b>	8/25/2020	Y/ Y
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**Title:** Associate Professor without Term

**Local Academic Unit:** Computer Game Design (CVPA)

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## **ANNOUNCEMENT**

### **Academic Programs, Diversity, and University Community Committee**

May 20, 2020

### **PROMOTION AND/OR TENURE**

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>PROMOTION/TENURE</u>
<b>Park</b>	<b>Sun-Young</b>	8/25/2020	Y/ Y

**Title:** Associate Professor without Term

**Local Academic Unit:** History and Art History (CHSS)

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<b>Parsons</b>	<b>Seth</b>	8/25/2020	Y/ N
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**Title:** Professor without Term

**Local Academic Unit:** College of Education and Human Development

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<b>Pegion</b>	<b>Kathleen V.</b>	8/25/2020	Y/ Y
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**Title:** Associate Professor without Term

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

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<b>Plavchan</b>	<b>Peter</b>	8/25/2020	Y/ Y
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**Title:** Associate Professor without Term

**Local Academic Unit:** Physics and Astronomy (COS)

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<b>Purcell</b>	<b>Darden</b>	8/25/2020	Y/ Y
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**Title:** Associate Professor without Term

**Local Academic Unit:** Music (CVPA)

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<b>Regan</b>	<b>Kelley</b>	8/25/2020	Y/ N
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**Title:** Professor without Term

**Local Academic Unit:** College of Education and Human Development

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## **ANNOUNCEMENT**

### **Academic Programs, Diversity, and University Community Committee**

May 20, 2020

### **PROMOTION AND/OR TENURE**

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>PROMOTION/TENURE</u>
<b>Repinecz</b>	<b>Jonathon</b>	8/25/2020	Y/ Y

**Title:** Associate Professor without Term

**Local Academic Unit:** Modern and Classical Languages (CHSS)

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<b>Roman Mendoza</b>	<b>Maria Esperanza</b>	8/25/2020	Y/ N
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**Title:** Professor without Term

**Local Academic Unit:** Modern and Classical Languages (CHSS)

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<b>Schulman</b>	<b>Vanessa M.</b>	8/25/2020	Y/ Y
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**Title:** Associate Professor without Term

**Local Academic Unit:** History and Art History (CHSS)

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<b>Serafini</b>	<b>Ellen</b>	8/25/2020	Y/ Y
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**Title:** Associate Professor without Term

**Local Academic Unit:** Modern and Classical Languages (CHSS)

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<b>Son</b>	<b>Byunghwan</b>	8/25/2020	Y/ Y
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**Title:** Associate Professor without Term

**Local Academic Unit:** Global Affairs Program (CHSS)

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<b>Steger</b>	<b>Benjamin</b>	8/25/2020	Y/ Y
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**Title:** Associate Professor without Term

**Local Academic Unit:** Film & Video Studies (CVPA)

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## **ANNOUNCEMENT**

### **Academic Programs, Diversity, and University Community Committee**

May 20, 2020

### **PROMOTION AND/OR TENURE**

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>PROMOTION/TENURE</u>
<b>Sutters</b>	<b>Justin P.</b>	8/25/2020	Y/ Y

**Title:** Associate Professor without Term

**Local Academic Unit:** Art (CVPA)

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<b>Tompkins</b>	<b>Catherine J.</b>	8/25/2020	Y/ N
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**Title:** Professor without Term

**Local Academic Unit:** Social Work (CHHS)

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<b>Venigalla</b>	<b>Mohan</b>	8/25/2020	Y/ N
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**Title:** Professor without Term

**Local Academic Unit:** Civil, Environmental and Infrastructure Engineering (VSE)

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<b>Vora</b>	<b>Patrick</b>	8/25/2020	Y/ Y
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**Title:** Associate Professor without Term

**Local Academic Unit:** Physics and Astronomy (COS)

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<b>Weiss</b>	<b>Margaret</b>	8/25/2020	Y/ Y
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**Title:** Associate Professor without Term

**Local Academic Unit:** College of Education and Human Development

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<b>Williamson</b>	<b>Jacquelyn</b>	8/25/2020	Y/ Y
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**Title:** Associate Professor without Term

**Local Academic Unit:** History and Art History (CHSS)

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## **ANNOUNCEMENT**

### **Academic Programs, Diversity, and University Community Committee**

May 20, 2020

### **CONFERRAL OF EMERITUS/EMERITA STATUS**

<b><u>LAST NAME</u></b>	<b><u>FIRST NAME</u></b>	<b><u>EFFECTIVE DATE</u></b>
<b>Avruch</b>	<b>Kevin</b>	<b>6/2/2020</b>

**Title:** Henry Hart Rice Professor of Conflict Resolution and Professor of Anthropology Emeritus  
**Local Academic Unit:** School for Conflict Analysis and Resolution

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<b>Brozo</b>	<b>William</b>	<b>6/2/2020</b>
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**Title:** Professor Emeritus of Education  
**Local Academic Unit:** College of Education and Human Development

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<b>Dudley</b>	<b>Robert L.</b>	<b>6/2/2020</b>
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**Title:** Professor Emeritus of Policy and Government  
**Local Academic Unit:** Schar School of Policy and Government

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<b>Pfiffner</b>	<b>James P.</b>	<b>6/2/2020</b>
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**Title:** University Professor Emeritus  
**Local Academic Unit:** Schar School of Policy and Government

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<b>Ritchie</b>	<b>Dennis</b>	<b>6/2/2020</b>
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**Title:** Professor Emeritus  
**Local Academic Unit:** Social Work (CHHS)

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<b>Rowan</b>	<b>Katherine</b>	<b>6/2/2020</b>
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**Title:** Professor Emerita of Communication  
**Local Academic Unit:** Communication (CHSS)

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## **ANNOUNCEMENT**

**Academic Programs, Diversity, and University Community Committee**

May 20, 2020

### **CONFERRAL OF EMERITUS/EMERITA STATUS**

**LAST NAME**

**FIRST NAME**

**EFFECTIVE DATE**

**View**

**Jenice**

**8/2/2020**

**Title:** Associate Professor Emerita of Education

**Local Academic Unit:** College of Education and Human Development

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School for Conflict Analysis and Resolution  
3351 Fairfax Dr, MS 4D3, Arlington, VA 22201  
Phone: 703-993-1300; Fax: 703-993-1302

To: S. David Wu, Provost and Executive Vice President  
Anne Holton, Interim President

From: Alpaslan Özerdem, Dean  
School for Conflict Analysis and Resolution

Subject: Emeritus/Emerita Designation for Kevin Avruch

Date: April 3, 2020

On behalf of the faculty of the School for Conflict Analysis and Resolution, I am requesting that Kevin Avruch be awarded the title of *Henry Hart Rice Professor of Conflict Resolution and Professor of Anthropology Emeritus*, effective June 2, 2020, following his retirement effective June 1, 2020.

Kevin Avruch is the Henry Hart Rice Professor of Conflict Resolution and Professor of Anthropology at the School for Conflict Analysis and Resolution. Avruch was the Dean of S-CAR from 2013 to 2019. He received his A.B. from the University of Chicago and M.A. and Ph.D. from the University of California at San Diego. He has taught at UCSD, the University of Illinois at Chicago and, since 1980, at GMU, where he served as Coordinator of the Anthropology Program in the Department of Sociology and Anthropology from 1990-1996. From 2005-2008 he served as Associate Director of S-CAR.

Professor Avruch has published more than sixty-five articles and essays and is author or editor of seven books, including *Critical Essays on Israeli Society, Religion, and Government* (1997), *Culture and Conflict Resolution* (1998) *Information Campaigns for Peace Operations* (2000), *Context and Pretext in Conflict Resolution: Culture, Identity, Power and Practice* (2012), and *Conflict Resolution and Human Needs: Linking Theory and Practice* (2013, with C.R. Mitchell). His other writings include articles and essays on culture theory and conflict analysis and resolution, theorizing power and practice, third party processes, cross-cultural negotiation, nationalist and ethnoreligious social movements, human rights, and politics and society in contemporary Israel. He spent the 1996-1997 academic year as senior fellow in the Jennings Randolph Program for International Peace at the United States Institute for Peace. He was the Joan B. Kroc Peace Scholar at the Kroc School of Peace Studies, University of San Diego in Spring 2009, and he was a Fulbright Specialist at the Malaviya Peace Research Centre, India.

Approval ☒ Disapproval ☐ \_\_\_\_\_  
S. David Wu, Provost and Executive Vice President

Approval ☒ Disapproval ☐ \_\_\_\_\_  
Anne Holton, Interim 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 recommendation



Office of the Dean

College of Education and Human Development  
4400 University Drive, MS 2F1, Fairfax, Virginia 22030  
Phone: 703-993-2004; Fax: 703-993-2001

To: S. David Wu, Provost and Executive Vice President  
Anne Holton, Interim President

From: Mark R. Ginsberg, Dean  
College of Education and Human Development

Subject: Emeritus Designation for Dr. William Brozo

Date: March 19, 2020

I am writing to request that Dr. William Brozo be awarded the title of **Professor Emeritus of Education, effective June 2, 2020**. Dr. Brozo is a professor of education in the Literacy program in the Division of Elementary, Literacy, and Secondary Education. He joined the CEHD faculty in June 2004. Dr. Brozo is a renowned scholar who is recognized internationally for his work in the area of adolescent literacy.

Dr. Brozo has positively influenced students through his teaching of literacy courses at the master's and doctoral levels and his mentoring of students through serving as chair, co-chair, or member of numerous doctoral dissertation committees.

His research has been robust with major contributions to the field of literacy and to his profession. He has published a sole-authored textbook, now in its sixth edition, and has authored or co-authored 10 other books during his time at Mason as well as over 100 chapters and journal articles. He is sought-after as a consultant and presenter, having given extensive keynote addresses and presentations at local as well as national and international venues. Dr. Brozo regularly speaks at professional meetings around the country and consults with states and districts on ways of building capacity among teacher leaders, enriching the literate culture of schools, enhancing the literate lives of boys, and making teaching more responsive to the needs all students.

Dr. Brozo's national service has been primarily with the International Literacy Association (ILA). His ILA activities have included serving on the Adolescent Literacy Committee and the Publications Committee; on the PISA/PIRLS Task Force, for which he co-authored the report; and for many years on the editorial review board of the *Journal of Adolescent & Adult Literacy*.

I am pleased to support, with the unanimous recommendation of the CEHD P&T Committee and that of his division director, Dr. Brozo's appointment to the honorary title of Professor Emeritus of Education.

Approval ☒ Disapproval ☐

  
S. David Wu, Provost and Executive Vice President

Approval ☒ Disapproval ☐

  
Anne Holton, Interim 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.



To: S. David Wu, Provost and Executive Vice President  
Anne Holton, President

From: Mark J. Rozell, Dean  
Schar School of Policy and Government

*MJR*

Subject: Emeritus Designation for Professor Robert Dudley

Date: February 28, 2020

This memo nominates Dr. Robert Dudley as Professor of Policy and Government Emeritus. Professor Dudley joined George Mason University in 1986 as an assistant professor in the Department of Public Affairs. While at Mason he has served as the director of the Administration of Justice Program and the director of the Center for Public Service, both within the Department of Public and International Affairs. He also served as the associate chair of the Department for six years and as the chair of the department for eight years. In addition, from 2015 through 2017, he served as Associate Dean for Public Policy and Public Administration. He received the professor of the year award from the department in 1987-88 and was a finalist for the David King Outstanding Teacher Award at Mason in 2005.

While having taught at all levels over the course of his career—from undergraduate to graduate—perhaps his most enduring contributions have been through his advisement of pre-law students from 1986-2014. This was a true calling for Dr. Dudley, and something that he truly cared about.

Professor Dudley's research has focused on the fields of judicial process and constitutional law, executive politics, electoral behavior, and public policy. He has published many papers in academic journals, plus 8 books and 4 government or agency reports, and has been at many conferences to present papers, act as moderator, or serve as discussant.

Finally, Professor Dudley was a proud Viet Nam veteran, having served in the US Army and been honorably discharged.

It gives me great pleasure to nominate Dr. Robert Dudley for consideration as Professor Emeritus of Policy and Government, effective June 2, 2020.

Approval ☒ Disapproval ☐

  
S. David Wu, Provost and Executive Vice President

*3/18/20*

Approval ☐ Disapproval ☐

  
Anne Holton, President

*3/19/2020*

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.



**Schar School of Policy and Government**

3351 Fairfax Drive, MS 3B1, Arlington, Virginia 22201  
Phone: 703-993-2280; Fax: 703-993-8215

To: S. David Wu, Provost and Executive Vice President  
Anne Holton, President

From: Mark J. Rozell, Dean *mjr*  
Schar School of Policy and Government

Subject: Emeritus Designation for University Professor James Pfiffner

Date: February 10, 2020

This memo nominates Dr. James Pfiffner as University Professor Emeritus of Policy and Government. Professor Pfiffner joined George Mason University in 1984 as a professor of government and politics in the College of Arts and Sciences. While at Mason he has served as a Visiting Scholar at the Brookings Institution, an S.T. Lee Professorial Fellow at the University College London, and as a Visiting Professor at Griffith University in Australia. George Mason University has honored Professor Pfiffner by awarding him the Distinguished Faculty Award as well as the College of Arts and Sciences' Scholarly Award; he also is an elected member of the National Academy of Public Administration.

Professor Pfiffner has taught at the undergraduate and graduate levels, although his most enduring contributions may have been through the 21 doctoral students he has supervised. His research has focused on the fields related to the American presidency and national government, public management, and the national security policy process. He has published/co-published 18 books and 61 book chapters, and well over 50 articles in leading academic journals, plus 9 scholarly reference, and has acted as an expert witness to Congress on two occasions.

It gives me great pleasure to nominate Dr. James Pfiffner for consideration as University Professor Emeritus of Policy and Government, effective June 2, 2020.

Approval ☒ Disapproval ☐

*[Signature]*  
S. David Wu, Provost and Executive Vice President

Approval ☒ Disapproval ☐

*[Signature]*  
Anne Holton, 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 Health and Human Services

Office of the Dean  
4400 University Drive – MSN 2G7  
Fairfax, Virginia 22030  
Phone: 703-993-1918; Fax: 703-993-1943; Web: [chhs.gmu.edu](http://chhs.gmu.edu)

To: S. David Wu, Provost and Executive Vice President  
Anne Holton, Interim President

From: Germaine M. Louis *Germaine M. Louis*  
Dean, College of Health and Human Services

Subject: Emeritus/Emerita Designation for Dennis Ritchie

Date: March 2, 2020

This memo affirms my support for **Professor Dennis Ritchie's** candidacy for Faculty Emeritus as nominated by his department. Professor Ritchie joined Mason in 2002 as Professor and inaugural Elisabeth Shirley Enochs Endowed Chair, Department of Social Work. Since stepping down in 2015, Dr. Ritchie has remained an active faculty member dedicated to student learning through innovative curricula and providing global learning experiences. For example, he has taken many students to Costa Rica to experience social work from a global perspective. As his curriculum vitae reflects, Dr. Ritchie has been an excellent teacher whom others have described as an "... exemplar for the profession, both nationally and internationally". His national stature is evident by his appointment as Commissioner on Accreditation for the Council on Social Work Education and as a founding member for its Global Committee on Human Rights. He has served Mason throughout his career, including his role as the Mason liaison with the Fulbright Scholar Program from 2004-2019.

In light of Professor Ritchie's sustained commitment to the University, I fully support this Faculty Emeritus appointment effective June 2, 2020.

Approval ☒ Disapproval ☐ *S. David Wu*  
S. David Wu, Provost and Executive Vice President

Approval ☒ Disapproval ☐ *Anne Holton*  
Anne Holton, Interim 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**

4400 University Drive, MS 3A3, Fairfax, Virginia 22030  
Phone: 703-993-8720 Fax: 703-993-8714

To: S. David Wu, Provost and Executive Vice President  
Anne Holton, Interim President

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

Subject: Emerita Designation for Katherine Rowan

Date: March 10, 2020

I am delighted to support the Department of Communication's recommendation of Dr. Katherine Rowan for appointment as Professor Emerita of Communication, effective upon approval of the Board of Visitors.

Dr. Rowan was a faculty member in Communication at Purdue University from 1985 through 2000, where she was tenured in 1990 and granted full professor status in 1996. She came to Mason in 2000 as tenure-track Associate Professor of Communication, was granted tenure in 2003, and received Full Professor status in 2004. From 2004 through 2010, Dr. Rowan served as associate department chair. Since that time she has provided outstanding service to the department by serving as director of the bachelor's degree, director of the science communication graduate certificate, and coordinator of undergraduate instruction in public relations.

Dr. Rowan has published 66 peer-reviewed articles, scholarly book chapters, and encyclopedia entries. She has been a principal investigator, co-investigator, or contractor on 21 funded and unfunded projects in risk communication, science communication, and crisis communication.

Dr. Rowan continues to be active in her scholarship. Her ongoing scholarly productivity in retirement is one reason for this request for emerita status. This appointment will allow her to continue her valuable work on research projects and consult with the department on curricular and other matters.

Approve ☒ Disapprove ☐ *[Signature]* 3/18/20  
S. David Wu, Provost and Executive Vice President Date

Approve ☒ Disapprove ☐ *[Signature]* 3/19/2020  
Anne Holton, Interim President Date


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.



**Office of the Dean**

College of Education and Human Development  
4400 University Drive, MS 2F1, Fairfax, Virginia 22030  
Phone: 703-993-2004; Fax: 703-993-2001

To: S. David Wu, Provost and Executive Vice President  
Anne Holton, Interim President

From: Mark R. Ginsberg, Dean  
College of Education and Human Development 

Subject: Emerita Designation for Dr. Jenice View

Date: March 19, 2020

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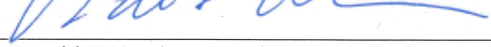
I am writing to request that Dr. Jenice View be awarded the title of **Associate Professor Emerita of Education, effective August 2, 2020**. Dr. View is an associate professor of education in the Transformative Teaching program (formerly the Initiatives in Educational Transformation program) in the Division of Advanced Professional Teacher Development and International Education. She joined the CEHD faculty in 2007 as an assistant professor after having taught in the college as an adjunct for two years.

Dr. View co-designed and co-teaches all 12 of the courses for the 30-credit hybrid online Transformative Teaching master's program, which has a strong focus on social justice, teacher leadership, policy, and critical pedagogy. Overall teaching scores for the classes have been very high, and Dr. View has mentored many of her students through dissertation committee work or other mentoring arrangements.

Her research and scholarship is guided by three themes: teacher professional development, the teaching and learning of history, and historical interpretations and counternarratives. Her co-edited book, *Putting the Movement Back into Civil Rights Teaching*, received the Philip C. Chinn Multicultural Book Award from the National Association of Multicultural Education, the premier international venue for multicultural critical educators.

Dr. View's service to her profession, university, community, and program has been extensive and impactful. She is co-founder of the K-12 Black History Education national consortium and has served as a reviewer for many journals in her field. In 2013, she received the Faculty/Staff Vision Award from the Office of Diversity, Inclusion, and Multicultural Education. In addition, she has presented widely, and one presentation was an invitation by the Institute for Educational Leadership to contribute to educational policy considerations of the Whole Child. Since 2007, Dr. View has obtained over 12 grant awards totaling almost \$3.5M.

I am pleased to support, with the unanimous recommendation of the CEHD P&T Committee and that of her division director, Dr. View's appointment to the honorary title of Associate Professor Emerita of Education.

Approval ☒ Disapproval ☐   
S. David Wu, Provost and Executive Vice President

Approval ☒ Disapproval ☐   
Anne Holton, Interim 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.

## ANNOUNCEMENT

### Academic Programs, Diversity, and University Community Committee

May 20, 2020

### ELECTIONS OF NEW TENURED FACULTY

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>
<b>Das</b>	<b>Sanmay</b>	8/25/2020

**Title:** Professor without Term

**Classification:** Tenured (without term) - Instructional

**Local Academic Unit:** Computer Science (VSE)

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<b>Griffin</b>	<b>Kenneth</b>	5/20/2020
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**Title:** Professor without Term

**Classification:** Tenured (without term) - Instructional

**Local Academic Unit:** Global and Community Health (CHHS)

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<b>Kim</b>	<b>Mirae</b>	8/25/2020
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**Title:** Associate Professor without Term

**Classification:** Tenured (without term) - Instructional

**Local Academic Unit:** Schar School of Policy and Government

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<b>Kochan</b>	<b>Donald</b>	8/25/2020
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**Title:** Professor without Term

**Classification:** Tenured (without term) - Instructional

**Local Academic Unit:** Antonin Scalia Law School

**Note(s):** Additional Title: Deputy Executive Director, Law and Economics Center

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<b>Kubik</b>	<b>Martha</b>	6/25/2020
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**Title:** Professor without Term

**Classification:** Tenured (without term) - Instructional

**Local Academic Unit:** Nursing (CHHS)

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<b>Kushwaha</b>	<b>Tarun</b>	8/25/2020
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**Title:** Professor without Term

**Classification:** Tenured (without term) - Instructional

**Local Academic Unit:** School of Business

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## **ANNOUNCEMENT**

### **Academic Programs, Diversity, and University Community Committee**

May 20, 2020

### **ELECTIONS OF NEW TENURED FACULTY**

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>
<b>Miralles-Wilhelm</b>	<b>Fernando</b>	<b>7/1/2020</b>

**Title:** Dean, College of Science

**Classification:** Tenured (without term) - Admin/Professional

**Local Academic Unit:** College of Science

**Note(s):** Additional Title: Professor without Term

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<b>Rosenblum</b>	<b>David</b>	<b>8/25/2020</b>
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**Title:** Professor without Term

**Classification:** Tenured (without term) - Instructional

**Local Academic Unit:** Computer Science (VSE)

**Note(s):** Additional Title: Chair, Department of Computer Science, Planning Research Corporation Endowed Chair

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<b>Vough</b>	<b>Heather</b>	<b>8/25/2020</b>
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**Title:** Associate Professor without Term

**Classification:** Tenured (without term) - Instructional

**Local Academic Unit:** School of Business

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<b>Walsh</b>	<b>Kenneth</b>	<b>7/1/2020</b>
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**Title:** Chief of Staff and Vice President of Strategic Initiatives

**Classification:** Tenured (without term) - Admin/Professional

**Local Academic Unit:** Office of the President

**Note(s):** Additional Title: Professor without Term

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**Office of the Provost**  
4400 University Drive, MSN 3A2  
Fairfax, Virginia 22030  
Phone: 703.993.8770; Fax: 703.993.8871

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

**This form must be submitted, in hard copy, to the Provost Office by the Dean/Director immediately upon receipt of a signed offer letter.**

Sanmay Das

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Faculty Member's Name and Title

COMPUTER SCIENCE

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Local Academic Unit



Reference checks have been conducted.



Sexual harassment prevention training has been scheduled for TBD  
Date

**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. Das was selected as a part of a highly competitive search which had over 350 applicants. Dr. Das has a prolific publication record with 72 publications in peer-reviewed journals, conference papers and edited volumes. Many of his publications appear in top-tier artificial intelligence conferences. Dr. Das has also brought in millions of dollars in research funding. His references are stellar. Dr Das' hire would greatly increase the prominence of the CS Department and VSE in the area of artificial intelligence, with applications to many disparate fields.

Dr. Das's tenure at the full professor level received the almost unanimous vote of the CS Department, the strong support of the CS Chair and the unanimous support of the VSE P&T Committee.

Kenneth S. Ball

3.24.2020

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Dean/Director

Date



**Office of the Provost**  
4400 University Drive, MSN 3A2  
Fairfax, Virginia 22030  
Phone: 703.993.8770; Fax: 703.993.8871

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

**This form must be submitted, in hard copy, to the Provost Office by the Dean/Director immediately upon receipt of a signed offer letter.**

**Kenneth Griffin**

Faculty Member's Name and Title

**Global and Community Health**

Local Academic Unit



Reference checks have been conducted.



Sexual harassment prevention training has been scheduled for 2/22/2020

Date

**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. Griffin's recruitment stemmed from our College-wide cluster recruitment aimed at recruiting senior researchers/faculty to the College. Currently, the College has few professors with bona-fide research credentials that allow us to compete for NIH funding. Dr. Griffin has had a longstanding trajectory of extramurally funded research in the area of risky adolescent behavior, especially from an interventional perspective.

Dr. Griffin's recruitment is critical to the College on two overarching levels: 1) substantive expertise in behavioral health/sciences needed to support our new PhD in public health degree and 2) demonstrated extramural research funding including from the NIH. He is an esteemed scientist who has been doing school and community-based interventions aimed at reducing risky behaviors and promoting healthier options for targeted populations for several years. He has years of experience as both PI and coinvestigator and will help mentor College faculty in preparing research proposals for extramural funding, while offering first time interventional research courses. As such, Dr. Griffin was the only candidate with both substantive and research expertise needed by the Department and College to foster our ability to do interventional public health research in this area.

*Germaine Louis*  
Dean/Director

**3-26-20**

Date



**Office of the Provost**  
4400 University Drive, MSN 3A2  
Fairfax, Virginia 22030  
Phone: 703.993.8770; Fax: 703.993.8871

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

**This form must be submitted, in hard copy, to the Provost Office by the Dean/Director immediately upon receipt of a signed offer letter.**

**Mirae Kim, Associate Professor without Term**

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Faculty Member's Name and Title

**Schar School of Policy and Government**

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Local Academic Unit

☒ Reference checks have been conducted.

☒ Sexual harassment prevention training has been scheduled for \_\_\_\_\_  
Date

418: Bridges: Building a Supportive Community

**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. Kim is being hired as a spousal hire, but she first applied for our open "Public Administration" posting and was a leading finalist before her connection to Mason was even known. The Schar School has an opening for faculty in its Master's of Public Administration program, and Dr. Kim's field of expertise in the non-profit sector is an area of need within the program. She is actively involved in research which will expand the reputation of the school and university, and she will involve students in her work.

**3/13/2020**

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Dean/Director

Date



**Office of the Provost**  
4400 University Drive, MSN 3A2  
Fairfax, Virginia 22030  
Phone: 703.993.8770; Fax: 703.993.8871

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

**This form must be submitted, in hard copy, to the Provost Office by the Dean/Director immediately upon receipt of a signed offer letter.**

**Donald Kochan**

Faculty Member's Name and Title

**Faculty - Antonin Scalia Law School**

Local Academic Unit



Reference checks have been conducted.



Sexual harassment prevention training has been scheduled for **TBD** \_\_\_\_\_.  
Date

**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.**

Prof. Kochan will help us cover our required first-year courses. In light of recent departures and impending retirements, it is crucial that we get additional teaching coverage for our large required first-year and other core courses. Professor Kochan, a talented professor with a wide breadth of substantive knowledge and extensive teaching portfolio, is uniquely qualified to cover any number of these required courses including, Property Law, Contracts, Torts, Civil Procedure, and Legislation & Statutory Interpretation, in addition to our core courses of Corporations, Administrative Law and Remedies. We are in the midst of a major transformation of our faculty, with six senior members retiring over a 3 year period. In addition, one untenured professor who has recently notified us that she will be leaving this fall.

4/17/2020

Dean/Director

Date



**Office of the Provost**  
4400 University Drive, MSN 3A2  
Fairfax, Virginia 22030  
Phone: 703.993.8770; Fax: 703.993.8871

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

**This form must be submitted, in hard copy, to the Provost Office by the Dean/Director immediately upon receipt of a signed offer letter.**

**Dr. Martha Kubik, Professor & Director**

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Faculty Member's Name and Title

**School of Nursing**

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Local Academic Unit



Reference checks have been conducted.



Sexual harassment prevention training has been scheduled for within 30 days of hire.  
Date

**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. Kubik was recruited to Mason following a full and open search. She has over two decades of academic experience having been promoted and tenured as full professor at prior institutions. In addition, she has held leadership positions at both the University of Minnesota and Temple University. At the later institution, she held an endowed professorship while serving as the Chair, Department of Nursing, College of Public Health until stepping down this past year.

Dr. Kubik has a strong and positive trajectory for research as evidenced by 11 NIH funded grants where she served as principal or co-investigator, and also extramural funding from foundations. These have all been highly competitive grants, which speaks to the high quality and relevancy of her research. Throughout her career, Dr. Kubik has led multidisciplinary research teams focusing on childhood obesity and the design of community interventions to promote nutritional quality and healthy body mass indices in children. In terms of scholarship, again, she has a positive trajectory of over 100 refereed publications in nursing, clinical and public health journals. Collectively, her research and scholarship have earned her recognition into elected professional societies, editorial board appointments and appointment to the U.S. Preventive Health Task Force charged with developing evidence-based guidance for the public's health.

Her teaching acumen for (under)graduate students across health disciplines is strong and she is the recipient of university awards for teaching and mentoring excellence as noted on her curriculum vitae. Dr. Kubik will bring considerable expertise and recognition to Mason, and she will work in support of the College's transition to public health.

*Germaine Louis*

**May 6, 2020**

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Dean/Director

Date



Office of the Provost  
4400 University Drive, MSN 3A2  
Fairfax, Virginia 22030  
Phone: 703.993.8770; Fax: 703.993.8871

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

This form must be submitted, in hard copy, to the Provost Office by the Dean/Director immediately upon receipt of a signed offer letter.

**Tarun Kushwaha - Professor without term**

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Faculty Member's Name and Title

**School of Business**

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Local Academic Unit

☒ Reference checks have been conducted.

☒ Sexual harassment prevention training has been scheduled for 8/25/2020.  
Date

**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.**

Appointing Dr. Tarun Kushwaha offers an opportunity for the School of Business and George Mason University to build our reputation in marketing and in the strategic initiative theme of the Digital Transformation of Work. He was chosen over alternative candidates because of his interest in contributing to the School's teaching and research capacity and to our programs, his considerable experience, and his standing in the marketing discipline. He brings significant proficiency in executive education, teaching, and research. He has developed and taught executive education programs with Fortune 5 and 500 companies, the US Military, and mid-to-senior level executives on data analytics. He has developed and taught several graduate courses around analytics and marketing. He has excellent student evaluation of teaching ratings, and is recognized at UNC for his superior teaching. Since his PhD, he has developed an extraordinary publication record, publishing in top marketing and operations management journals. His research questions address marketing strategy and its intersection with financial performance and other firm performance and on topics directly related to the digital transformation of work. His research has won many awards, and has received media attention. Finally, Dr. Kushwaha has served the marketing discipline and his institution in a variety of capacities including being in the editorial board of Journal of Marketing (the flagship journal in marketing). We see Dr. Kushwaha as becoming a faculty leader in the School of Business, particularly in research on digital transformation, by supporting our teaching mission and developing executive education programs, and fostering further recognition of our School and marketing faculty.

**Maury Peiperl**

**4/5/2020**

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Dean/Director

Date



**Office of the Provost**  
4400 University Drive, MSN 3A2  
Fairfax, Virginia 22030  
Phone: 703.993.8770; Fax: 703.993.8871

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

**This form must be submitted, in hard copy, to the Provost Office by the Dean/Director immediately upon receipt of a signed offer letter.**

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Faculty Member's Name and Title

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Local Academic Unit

\_\_\_ Reference checks have been conducted.

\_\_\_ Sexual harassment prevention training has been scheduled for \_\_\_\_\_.  
Date

**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.**

---

Dean/Director

Date



**Office of the Provost**  
4400 University Drive, MSN 3A2  
Fairfax, Virginia 22030  
Phone: 703.993.8770; Fax: 703.993.8871

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

**This form must be submitted, in hard copy, to the Provost Office by the Dean/Director immediately upon receipt of a signed offer letter.**

David S. Rosenblum

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Faculty Member's Name and Title

Computer Science

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Local Academic Unit

☒ Reference checks have been conducted.

☒ Sexual harassment prevention training has been scheduled for TBD  
Date

**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. Rosenblum is hired after a national search that began in late Fall of 2018. Dr. Rosenblum's research has addressed a wide range of problems pertaining to software development. He is widely respected in his field: He has over 13,000 citations; he has edited four books, and published over 117 refereed journal and conference papers. He has served as PI or Co- PI on millions of dollars of funded research. He was awarded the Wolfson Research Merit Award from the Royal Society. He is a Fellow of two major professional societies, and has served as Editor-in-Chief of a major journal. Dr. Rosenblum's leadership will undoubtedly move the CS department to the next level. Dr. Rosenblum's tenure was approved almost unanimously by the CS Department, including the chair, and was approved unanimously by the VSE P&T Committee.

Kenneth S. Ball

3.23.2020

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Dean/Director

Date



**Office of the Provost**  
4400 University Drive, MSN 3A2  
Fairfax, Virginia 22030  
Phone: 703.993.8770; Fax: 703.993.8871

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

**This form must be submitted, in hard copy, to the Provost Office by the Dean/Director immediately upon receipt of a signed offer letter.**

**Heather Vough - Associate Professor without term**

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Faculty Member's Name and Title

**School of Business**

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Local Academic Unit

☒ Reference checks have been conducted.

☒ Sexual harassment prevention training has been scheduled for 9/27/2019.  
Date

**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. Vough has published numerous premier journal articles, and has a rich pipeline of research in progress. No other candidate had anywhere close to her impressive record of accomplishments. She is also an Associate Editor at Academy of Management Journal, a premier Management journal. Dr. Vough has extensive experience working with Ph.D. students, bringing a level of expertise that is much needed. She strengthens our qualitative/mixed-methods focus. She also is a target for interdisciplinary research, and has already begun working with colleagues in other areas. She has received multiple outstanding reviewing and teaching awards, can teach across the curriculum, and has the expertise to teach executives. Dr. Vough is the quintessential "complete package," good teacher, eminent scholar, editor, good citizen, and mentor.

**Maury Peiperl**

4/5/2020

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Dean/Director

Date



**Office of the Provost**  
4400 University Drive, MSN 3A2  
Fairfax, Virginia 22030  
Phone: 703.993.8770; Fax: 703.993.8871

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

**This form must be submitted, in hard copy, to the Provost Office by the Dean/Director immediately upon receipt of a signed offer letter.**

Kenneth S. Walsh

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Faculty Member's Name and Title

CEIE

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Local Academic Unit

☐

Reference checks have been conducted.

☒

Sexual harassment prevention training has been scheduled for TBD  
Date

**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. Walsh's research work is in the field of construction engineering, geotechnical engineering, and the broader field of civil engineering. He has 44 refereed journal publications and 68 peer-reviewed conference papers. In addition, he is coauthor of four edited books. He has served as Principle or co-Principle Investigator for many grants valued in the millions of dollars that have funded both fundamental research and engineering education. He has held several significant academic posts including in academia, including three years as department chair, and four years as Dean.

Dr. Walsh's tenure has the the unanimous support of the CEIE P&T Committee, the CEIE Chair and the VSE P&T Committee



Kenneth S. Ball

3.23.2020

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Dean/Director

Date

## ANNOUNCEMENT

### Academic Programs, Diversity, and University Community Committee

May 20, 2020

### APPOINTMENT OF FACULTY

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
<b>Black</b>	<b>Lee</b>	8/25/2020	3 years

**Title:** Term Assistant Professor

**Classification:** Term - Instructional

**Local Academic Unit:** Health Administration and Policy (CHHS)

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<b>Clark</b>	<b>Jamie</b>	7/1/2020	1 year
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**Title:** Research Assistant Professor

**Classification:** Term - Research

**Local Academic Unit:** Sociology and Anthropology (CHSS)

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<b>Clark</b>	<b>Jamie</b>	8/25/2020	3 years
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**Title:** Assistant Professor

**Classification:** Tenure Track - Instructional

**Local Academic Unit:** Sociology and Anthropology (CHSS)

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<b>Freedman</b>	<b>Daniel B.</b>	1/10/2020	> 1 year
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**Title:** Term Associate Professor

**Classification:** Term - Instructional

**Local Academic Unit:** Social Work (CHHS)

**Note(s):** Additional Title: BSW Program Director

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<b>Ganjalizadeh</b>	<b>Saïd</b>	8/25/2020	1 year
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**Title:** Term Assistant Professor

**Classification:** Term - Instructional

**Local Academic Unit:** School of Business

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## **ANNOUNCEMENT**

### **Academic Programs, Diversity, and University Community Committee**

May 20, 2020

### **APPOINTMENT OF FACULTY**

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
<b>Garrettson</b>	<b>Charles</b>	8/25/2020	1 year

**Title:** Term Assistant Professor

**Classification:** Term - Instructional

**Local Academic Unit:** Religious Studies (CHSS)

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<b>Hanley</b>	<b>Daniel</b>	8/25/2020	3 years
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**Title:** Assistant Professor

**Classification:** Tenure Track - Instructional

**Local Academic Unit:** Biology (COS)

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<b>Hart</b>	<b>Einav</b>	8/25/2020	3 years
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**Title:** Assistant Professor

**Classification:** Tenure Track - Instructional

**Local Academic Unit:** School of Business

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<b>Houston</b>	<b>David</b>	8/25/2020	3 years
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**Title:** Assistant Professor

**Classification:** Tenure Track - Instructional

**Local Academic Unit:** College of Education and Human Development

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<b>Hrolenok</b>	<b>Brian</b>	8/25/2020	3 years
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**Title:** Term Assistant Professor

**Classification:** Term - Instructional

**Local Academic Unit:** Computer Science (VSE)

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## **ANNOUNCEMENT**

### **Academic Programs, Diversity, and University Community Committee**

May 20, 2020

### **APPOINTMENT OF FACULTY**

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
<b>Jones</b>	<b>Sharaya</b>	8/25/2020	3 years

**Title:** Assistant Professor

**Classification:** Tenure Track - Instructional

**Local Academic Unit:** School of Business

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<b>Karmegam</b>	<b>Sabari Rajan</b>	8/25/2020	3 years
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**Title:** Assistant Professor

**Classification:** Tenure Track - Instructional

**Local Academic Unit:** School of Business

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<b>Kaya</b>	<b>Erdogan</b>	8/25/2020	3 years
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**Title:** Assistant Professor

**Classification:** Tenure Track - Instructional

**Local Academic Unit:** College of Education and Human Development

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<b>Kim</b>	<b>Young Hoon</b>	8/25/2020	3 years
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**Title:** Assistant Professor

**Classification:** Tenure Track - Instructional

**Local Academic Unit:** School of Business

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<b>Lu</b>	<b>Yijia</b>	8/25/2020	3 years
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**Title:** Assistant Professor

**Classification:** Tenure Track - Instructional

**Local Academic Unit:** Antonin Scalia Law School

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## **ANNOUNCEMENT**

### **Academic Programs, Diversity, and University Community Committee**

May 20, 2020

### **APPOINTMENT OF FACULTY**

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
<b>Rezazad</b>	<b>Hadi</b>	1/10/2020	2.5 years

**Title:** Term Associate Professor

**Classification:** Term - Instructional

**Local Academic Unit:** Information Sciences and Technology (VSE)

**Note(s):** Additional Title: IST Course Coordinator

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<b>Shirley</b>	<b>Syrena</b>	8/25/2020	3 years
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**Title:** Assistant Professor

**Classification:** Tenure Track - Instructional

**Local Academic Unit:** School of Business

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<b>West</b>	<b>Caroline</b>	5/25/2020	> 1 year
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**Title:** Term Assistant Professor

**Classification:** Term - Instructional

**Local Academic Unit:** Honors College

**Note(s):** Additional Title: Honors 110 Support

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<b>Yun</b>	<b>John</b>	8/25/2020	3 years
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**Title:** Associate Professor

**Classification:** Tenure Track - Instructional

**Local Academic Unit:** Antonin Scalia Law School

**Note(s):** Additional Title: Director of Economic Education for Global Antitrust Institute

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<b>Zhang</b>	<b>Fengxiu</b>	8/25/2020	3 years
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**Title:** Assistant Professor

**Classification:** Tenure Track - Instructional

**Local Academic Unit:** Schar School of Policy and Government

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## **ANNOUNCEMENT**

### **Academic Programs, Diversity, and University Community Committee**

May 20, 2020

### **APPOINTMENT OF ADMINSTRATIVE AND PROFESSIONAL FACULTY**

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>
<b>Anclien</b>	<b>Christopher</b>	<b>2/25/2020</b>

**Title:** Director, Human Resources and Planning

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Schar School of Policy and Government

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<b>Anderson</b>	<b>Jamilah</b>	<b>2/10/2020</b>
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**Title:** Associate Director

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Disability Services (UL)

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<b>Bellflower</b>	<b>Shannon</b>	<b>1/25/2020</b>
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**Title:** Counselor

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Counseling and Psychological Services (UL)

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<b>Borek</b>	<b>Kevin</b>	<b>11/25/2019</b>
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**Title:** Vice President and Chief Information Officer, IT Services

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Information Technology Services

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<b>Bramesco</b>	<b>Eva</b>	<b>3/10/2020</b>
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**Title:** Associate Director of Admissions

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Office of Admissions

**Note(s):** Additional Title: Director of the University Scholars Program

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## **ANNOUNCEMENT**

### **Academic Programs, Diversity, and University Community Committee**

May 20, 2020

#### **APPOINTMENT OF ADMINSTRATIVE AND PROFESSIONAL FACULTY**

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>
<b>Bray</b>	<b>Laurence</b>	2/10/2020

**Title:** Associate Provost for Graduate Education

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Office of the Provost

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<b>Casperson</b>	<b>Katelyn</b>	1/6/2020
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**Title:** Mason Life Employment Adult Services Coordinator

**Classification:** At will - Admin/Professional

**Local Academic Unit:** College of Education and Human Development

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<b>Deters</b>	<b>Matthew</b>	2/3/2020
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**Title:** Financial Aid Counselor

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Office of Student Financial Aid

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<b>Ferguson</b>	<b>Yoko</b>	3/10/2020
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**Title:** Metadata and Cataloging Librarian

**Classification:** At will - Admin/Professional

**Local Academic Unit:** University Libraries

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<b>Frink</b>	<b>Evelyn</b>	10/1/2019
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**Title:** Executive Director, Budget Operation and Integrated Systems

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Office of Budgeting and Planning

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## **ANNOUNCEMENT**

### **Academic Programs, Diversity, and University Community Committee**

May 20, 2020

### **APPOINTMENT OF ADMINSTRATIVE AND PROFESSIONAL FACULTY**

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>
<b>Gant</b>	<b>Amber</b>	<b>1/10/2020</b>

**Title:** ECSE TTAC Assistant Director

**Classification:** At will - Admin/Professional

**Local Academic Unit:** College of Education and Human Development

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<b>Giddings</b>	<b>Kristina</b>	<b>9/9/2019</b>
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**Title:** Deputy Athletic Director, Legal, Compliance and NCAA Governance

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Intercollegiate Athletics

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<b>Greenberg</b>	<b>Samantha</b>	<b>2/25/2020</b>
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**Title:** Associate Director, New Student Programs

**Classification:** At will - Admin/Professional

**Local Academic Unit:** University Life

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<b>Hall</b>	<b>Mark</b>	<b>2/25/2020</b>
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**Title:** Associate Director of Development, CEHD

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Advancement and Alumni Relations

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<b>Higginbotham</b>	<b>Eddie</b>	<b>1/13/2020</b>
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**Title:** Associate Director, Orientation and New Student Programs

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Orientation and Family Programs and Services (UL)

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## **ANNOUNCEMENT**

### **Academic Programs, Diversity, and University Community Committee**

May 20, 2020

#### **APPOINTMENT OF ADMINISTRATIVE AND PROFESSIONAL FACULTY**

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>
<b>Hottle</b>	<b>Jacqueline</b>	1/10/2020

**Title:** Contracts Manager

**Classification:** At will - Admin/Professional

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

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<b>Jones</b>	<b>Mary</b>	1/10/2020
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**Title:** Assistant Director, LEC

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Antonin Scalia Law School

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<b>Jones</b>	<b>James</b>	1/10/2020
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**Title:** Director, DHS Center of Excellence in Criminal Investigations and Network Analysis

**Classification:** At will - Admin/Professional

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

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

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<b>Kelly</b>	<b>Matthew</b>	11/25/2019
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**Title:** Operations and Initiatives Manager

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Office of the Senior Vice President

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<b>Kinney</b>	<b>Andre</b>	11/25/2019
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**Title:** Director, Strategic Real Estate Initiatives

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Office of the Senior Vice President

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## **ANNOUNCEMENT**

### **Academic Programs, Diversity, and University Community Committee**

May 20, 2020

### **APPOINTMENT OF ADMINSTRATIVE AND PROFESSIONAL FACULTY**

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>
<b>Lein</b>	<b>Matthew</b>	<b>2/10/2020</b>

**Title:** Director of Communications and Publications

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Antonin Scalia Law School

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<b>Marlowe</b>	<b>Shayna</b>	<b>1/20/2020</b>
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**Title:** Assistant Director for Sexual Assault and Interpersonal Violence and Student Support Services

**Classification:** At will - Admin/Professional

**Local Academic Unit:** University Life

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<b>McCall</b>	<b>Erin</b>	<b>1/25/2020</b>
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**Title:** Clinic Physician

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Student Health Services (UL)

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<b>McCrory</b>	<b>Rebecca S.</b>	<b>2/25/2020</b>
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**Title:** Associate Director, Family Programs

**Classification:** At will - Admin/Professional

**Local Academic Unit:** University Life

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<b>Menon</b>	<b>Nirup</b>	<b>2/25/2020</b>
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**Title:** Associate Dean, Arlington

**Classification:** At will - Admin/Professional

**Local Academic Unit:** School of Business

**Note(s):** Retained Tile: Professor without Term

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## **ANNOUNCEMENT**

### **Academic Programs, Diversity, and University Community Committee**

May 20, 2020

### **APPOINTMENT OF ADMINISTRATIVE AND PROFESSIONAL FACULTY**

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>
<b>Moore</b>	<b>Philippa S.</b>	<b>2/24/2020</b>

**Title:** Major Gift Officer, University Priorities

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Advancement and Alumni Relations

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<b>Neil</b>	<b>Alastair</b>	<b>2/10/2020</b>
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**Title:** Computational Research Specialist

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Office of Research Computing

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<b>Nichols</b>	<b>Leah</b>	<b>3/10/2020</b>
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**Title:** Executive Director, Institute for a Sustainable Earth

**Classification:** At will - Admin/Professional

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

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<b>Owen</b>	<b>Whitney</b>	<b>2/17/2020</b>
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**Title:** Director, University Business Consulting

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Office of the Senior Vice President

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<b>Pan</b>	<b>Yali</b>	<b>2/10/2020</b>
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**Title:** Assistant Director for International Programs

**Classification:** At will - Admin/Professional

**Local Academic Unit:** International Programs and Services (UL)

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## **ANNOUNCEMENT**

### **Academic Programs, Diversity, and University Community Committee**

May 20, 2020

### **APPOINTMENT OF ADMINSTRATIVE AND PROFESSIONAL FACULTY**

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>
<b>Pelosi</b>	<b>Daniel</b>	<b>2/17/2020</b>

**Title:** Manager, Data Analytics

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Office of Budgeting and Planning

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<b>Quay</b>	<b>Mandi</b>	<b>8/10/2020</b>
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**Title:** Psychologist

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Counseling and Psychological Services (UL)

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<b>Rouner</b>	<b>Arthur A.</b>	<b>3/16/2020</b>
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**Title:** Director, Mason Publishing Group

**Classification:** At will - Admin/Professional

**Local Academic Unit:** University Libraries

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<b>Schubel</b>	<b>Dorothee</b>	<b>1/25/2020</b>
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**Title:** Metadata and Cataloging Librarian

**Classification:** At will - Admin/Professional

**Local Academic Unit:** University Libraries

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<b>Sedlock</b>	<b>Lisa M.</b>	<b>2/25/2020</b>
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**Title:** Assistant Director of Operations

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Office of the Provost

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## **ANNOUNCEMENT**

### **Academic Programs, Diversity, and University Community Committee**

May 20, 2020

#### **APPOINTMENT OF ADMINSTRATIVE AND PROFESSIONAL FACULTY**

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>
Snyder Furr	Rita	12/10/2019

**Title:** Assistant Director, ADVANCE Operations

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Office of the Provost

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Sorrell	Paula	5/1/2020
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**Title:** Associate Vice President, IED

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Office of the Provost

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Stanford	Jennifer	1/6/2020
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**Title:** Assistant Dean for Admissions and Enrollment Manager

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Antonin Scalia Law School

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Suero	Christian R.	3/15/2020
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**Title:** Assistant Director of Staff Development, Engagement, and Onboarding

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Housing and Residence Life (UL)

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Walsh	Tobi	7/1/2002
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**Title:** Assistant Vice President of Capital Strategy and Planning

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Office of the Senior Vice President

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## **ANNOUNCEMENT**

### **Academic Programs, Diversity, and University Community Committee**

May 20, 2020

### **APPOINTMENT OF ADMINSTRATIVE AND PROFESSIONAL FACULTY**

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>
<b>Willey</b>	<b>Robert E.</b>	<b>1/10/2020</b>

**Title:** Faculty and Web Services Librarian

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Antonin Scalia Law School

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<b>Williams</b>	<b>Christopher</b>	<b>2/25/2020</b>
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**Title:** Academic Advisor

**Classification:** At will - Admin/Professional

**Local Academic Unit:** College of Health and Human Services

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<b>Wintermeyer</b>	<b>Stephen</b>	<b>3/1/2020</b>
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**Title:** Associate Medical Director

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Student Health Services (UL)

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## **ANNOUNCEMENT**

**Academic Programs, Diversity, and University Community Committee**

May 20, 2020

### **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>
<b>Baker</b>	<b>Robert E.</b>	4/15/2020	> 1 year

**Title:** Interim Dean

**Local Academic Unit:** College of Education and Human Development

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<b>Ginsberg</b>	<b>Mark</b>	4/15/2020	> 1 year
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**Title:** Interim Provost and Executive Vice President

**Local Academic Unit:** Office of the Provost

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<b>Higgins</b>	<b>Rosemary</b>	2/10/2020	< 1 year
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**Title:** Interim Department Chair

**Local Academic Unit:** Global and Community Health (CHHS)

**Note(s):** Retained title: Associate Dean for Research

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## ANNOUNCEMENT

### Academic Programs, Diversity, and University Community Committee

May 20, 2020

### RENEWALS AND REAPPOINTMENTS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
<b>Abratt</b>	<b>Russell</b>	8/25/2020	1 year

**Title:** Term Professor

**Classification:** Instructional

**Local Academic Unit:** School of Business

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<b>Ahmad</b>	<b>Afra</b>	5/25/2020	1 year
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**Title:** Term Assistant Professor

**Classification:** Instructional

**Local Academic Unit:** Psychology (CHSS)

**Note(s):** Additional Title: Director of the Applied Industrial and Organizational Psychology Masters of Professional Studies Program

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<b>Aidoo</b>	<b>Abena</b>	8/25/2020	3 years
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**Title:** Term Associate Professor

**Classification:** Instructional

**Local Academic Unit:** College of Education and Human Development

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<b>Ainsworth</b>	<b>Melissa</b>	8/25/2020	1 year
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**Title:** Term Assistant Professor

**Classification:** Instructional

**Local Academic Unit:** College of Education and Human Development

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<b>Alvarez</b>	<b>Elissa</b>	8/25/2020	1 year
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**Title:** Term Assistant Professor

**Classification:** Instructional

**Local Academic Unit:** Music (CVPA)

**Note(s):** Additional Title: Assistant Director of Vocal Studies

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## **ANNOUNCEMENT**

### **Academic Programs, Diversity, and University Community Committee**

May 20, 2020

### **RENEWALS AND REAPPOINTMENTS**

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
<b>Andreani III</b>	<b>Frank</b>	8/25/2020	1 year

**Title:** Term Instructor

**Classification:** Instructional

**Local Academic Unit:** Mathematical Science (COS)

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<b>Arans</b>	<b>Olga R.</b>	8/25/2020	1 year
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**Title:** Term Assistant Professor

**Classification:** Instructional

**Local Academic Unit:** Modern and Classical Languages (CHSS)

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<b>Auld</b>	<b>Eric</b>	8/25/2020	1 year
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**Title:** Term Instructor

**Classification:** Instructional

**Local Academic Unit:** English (CHSS)

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<b>Austin</b>	<b>Leila G.</b>	8/25/2020	3 years
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**Title:** Term Assistant Professor

**Classification:** Instructional

**Local Academic Unit:** School of Business

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<b>Aylsworth</b>	<b>Julie H.</b>	8/25/2020	1 year
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**Title:** Term Assistant Professor

**Classification:** Instructional

**Local Academic Unit:** College of Education and Human Development

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## **ANNOUNCEMENT**

### **Academic Programs, Diversity, and University Community Committee**

May 20, 2020

### **RENEWALS AND REAPPOINTMENTS**

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
<b>Azar</b>	<b>Tawnya</b>	8/25/2020	1 year

**Title:** Term Assistant Professor

**Classification:** Instructional

**Local Academic Unit:** English (CHSS)

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<b>Balakerskaia</b>	<b>Anna</b>	8/25/2019	1 year
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**Title:** Term Professor

**Classification:** Instructional

**Local Academic Unit:** Music (CVPA)

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<b>Barthold</b>	<b>Christine</b>	8/25/2020	1 year
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**Title:** Term Assistant Professor

**Classification:** Instructional

**Local Academic Unit:** College of Education and Human Development

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<b>Beadles</b>	<b>Nicole</b>	8/25/2020	1 year
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**Title:** Term Assistant Professor

**Classification:** Instructional

**Local Academic Unit:** College of Education and Human Development

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<b>Bean</b>	<b>Amanda K.</b>	8/25/2020	1 year
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**Title:** Term Assistant Professor

**Classification:** Instructional

**Local Academic Unit:** College of Education and Human Development

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## **ANNOUNCEMENT**

### **Academic Programs, Diversity, and University Community Committee**

May 20, 2020

### **RENEWALS AND REAPPOINTMENTS**

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
<b>Bell</b>	<b>Tina</b>	6/25/2020	1 year

**Title:** Term Assistant Professor

**Classification:** Instructional

**Local Academic Unit:** Biology (COS)

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<b>Berg</b>	<b>Scott W.</b>	8/25/2020	1 year
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**Title:** Term Associate Professor

**Classification:** Instructional

**Local Academic Unit:** English (CHSS)

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<b>Berry</b>	<b>Tyrus</b>	8/25/2020	3 years
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**Title:** Assistant Professor

**Classification:** Instructional

**Local Academic Unit:** Mathematical Science (COS)

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<b>Biggs</b>	<b>Regina D.</b>	8/25/2020	3 years
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**Title:** Term Associate Professor

**Classification:** Instructional

**Local Academic Unit:** College of Education and Human Development

**Note(s):** Previous Title: Term Assistant Professor

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<b>Boyd</b>	<b>Derek</b>	8/25/2020	3 years
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**Title:** Term Associate Professor

**Classification:** Instructional

**Local Academic Unit:** Philosophy (CHSS)

**Note(s):** Previous title : Term Assistant Professor

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## **ANNOUNCEMENT**

### **Academic Programs, Diversity, and University Community Committee**

May 20, 2020

### **RENEWALS AND REAPPOINTMENTS**

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
<b>Brown</b>	<b>Jacquelyn</b>	6/25/2020	3 years

**Title:** Term Instructor

**Classification:** Instructional

**Local Academic Unit:** School of Business

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<b>Burek</b>	<b>Jacqueline M.</b>	8/25/2020	3 years
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**Title:** Assistant Professor

**Classification:** Instructional

**Local Academic Unit:** English (CHSS)

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<b>Burroughs</b>	<b>James</b>	8/25/2019	1 year
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**Title:** Term Associate Professor

**Classification:** Instructional

**Local Academic Unit:** Schar School of Policy and Government

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<b>Burtch</b>	<b>Nathan R.</b>	8/25/2020	1 year
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**Title:** Term Assistant Professor

**Classification:** Instructional

**Local Academic Unit:** Geography and Geoinformation Science (COS)

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<b>Call-Cummings</b>	<b>Meagan</b>	8/25/2020	3 years
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**Title:** Assistant Professor

**Classification:** Instructional

**Local Academic Unit:** College of Education and Human Development

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## **ANNOUNCEMENT**

### **Academic Programs, Diversity, and University Community Committee**

May 20, 2020

### **RENEWALS AND REAPPOINTMENTS**

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
<b>Carney</b>	<b>Jennifer M.</b>	<b>8/25/2020</b>	<b>3 years</b>

**Title:** Term Associate Professor

**Classification:** Instructional

**Local Academic Unit:** College of Education and Human Development

**Note(s):** Previous title: Term Assistant Professor

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<b>Caswell</b>	<b>Amanda</b>	<b>5/25/2020</b>	<b>3 years</b>
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**Title:** Term Associate Professor

**Classification:** Instructional

**Local Academic Unit:** College of Education and Human Development

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<b>Cecot</b>	<b>Caroline</b>	<b>8/25/2020</b>	<b>3 years</b>
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**Title:** Assistant Professor

**Classification:** Instructional

**Local Academic Unit:** Antonin Scalia Law School

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<b>Cengiz</b>	<b>Mahmut</b>	<b>1/25/2020</b>	<b>1 year</b>
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**Title:** Research Assistant Professor

**Classification:** Research

**Local Academic Unit:** Schar School of Policy and Government

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<b>Chapman</b>	<b>Jeannette</b>	<b>6/25/2020</b>	<b>1 year</b>
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**Title:** Research Associate (Instructor)

**Classification:** Research

**Local Academic Unit:** Schar School of Policy and Government

**Note(s):** Additional Title: Director of the Stephen S. Fuller Institute

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## **ANNOUNCEMENT**

### **Academic Programs, Diversity, and University Community Committee**

May 20, 2020

### **RENEWALS AND REAPPOINTMENTS**

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
<b>Cheng</b>	<b>Yue</b>	8/25/2020	3 years

**Title:** Assistant Professor

**Classification:** Instructional

**Local Academic Unit:** Computer Science (VSE)

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<b>Chism</b>	<b>Carlos</b>	8/25/2020	1 year
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**Title:** Term Assistant Professor

**Classification:** Instructional

**Local Academic Unit:** English (CHSS)

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<b>Chung</b>	<b>Yoo Sun</b>	8/25/2020	3 years
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**Title:** Term Associate Professor

**Classification:** Instructional

**Local Academic Unit:** College of Education and Human Development

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<b>Coleson</b>	<b>Michael D.</b>	8/25/2020	1 year
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**Title:** Term Instructor

**Classification:** Instructional

**Local Academic Unit:** Mathematical Science (COS)

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<b>Conway</b>	<b>Jenelle K.</b>	8/25/2020	3 years
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**Title:** Assistant Professor

**Classification:** Instructional

**Local Academic Unit:** School of Business

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## **ANNOUNCEMENT**

### **Academic Programs, Diversity, and University Community Committee**

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### **RENEWALS AND REAPPOINTMENTS**

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
<b>Corwin</b>	<b>David</b>	6/25/2020	1 year

**Title:** Term Instructor

**Classification:** Instructional

**Local Academic Unit:** Women and Gender Studies (CHSS)

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<b>Daigle</b>	<b>Delton T.</b>	8/25/2019	3 years
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**Title:** Term Associate Professor

**Classification:** Instructional

**Local Academic Unit:** Schar School of Policy and Government

**Note(s):** Previous Title: Term Assistant Professor

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<b>Davis</b>	<b>Matthew</b>	8/25/2020	1 year
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**Title:** Term Assistant Professor

**Classification:** Instructional

**Local Academic Unit:** English (CHSS)

**Note(s):** Additional Title: Director of the Alan Cheuse International Writers Center

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<b>De La Pena</b>	<b>Gary Lee Antonio</b>	8/25/2020	1 year
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**Title:** Term Assistant Professor

**Classification:** Instructional

**Local Academic Unit:** Mathematical Science (COS)

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<b>Deans</b>	<b>Penny Candace</b>	8/25/2020	3 years
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**Title:** Term Associate Professor

**Classification:** Instructional

**Local Academic Unit:** School of Business

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## **ANNOUNCEMENT**

### **Academic Programs, Diversity, and University Community Committee**

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### **RENEWALS AND REAPPOINTMENTS**

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
<b>Deneva</b>	<b>Iulia S.</b>	<b>2/25/2020</b>	<b>2 Years</b>

**Title:** Research Associate Professor

**Classification:** Research

**Local Academic Unit:** Physics and Astronomy (COS)

**Note(s):** Previous title: Research Assistant Professor

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<b>Di Nino</b>	<b>Nicola</b>	<b>8/25/2020</b>	<b>1 year</b>
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**Title:** Term Assistant Professor

**Classification:** Instructional

**Local Academic Unit:** Modern and Classical Languages (CHSS)

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<b>Diouf</b>	<b>Fatou</b>	<b>8/25/2020</b>	<b>1 year</b>
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**Title:** Term Assistant Professor

**Classification:** Instructional

**Local Academic Unit:** School of Business

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<b>Djordjevic</b>	<b>Branislav R.</b>	<b>8/25/2020</b>	<b>1 year</b>
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**Title:** Term Associate Professor

**Classification:** Instructional

**Local Academic Unit:** Physics and Astronomy (COS)

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<b>Dong</b>	<b>Pei</b>	<b>8/25/2020</b>	<b>3 years</b>
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**Title:** Assistant Professor

**Classification:** Instructional

**Local Academic Unit:** Mechanical Engineering (VSE)

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## **ANNOUNCEMENT**

### **Academic Programs, Diversity, and University Community Committee**

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### **RENEWALS AND REAPPOINTMENTS**

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
<b>Dong</b>	<b>Beidi</b>	8/25/2020	3 years

**Title:** Assistant Professor

**Classification:** Instructional

**Local Academic Unit:** Criminology, Law and Society (CHSS)

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<b>Dooley</b>	<b>Johnathon</b>	8/25/2020	1 year
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**Title:** Term Assistant Professor

**Classification:** Instructional

**Local Academic Unit:** Chemistry and Biochemistry (COS)

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<b>Drissi Messouak</b>	<b>Boubker</b>	8/25/2020	1 year
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**Title:** Term Assistant Professor

**Classification:** Instructional

**Local Academic Unit:** School of Business

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<b>Duke</b>	<b>Jodi</b>	8/25/2020	1 year
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**Title:** Term Associate Professor

**Classification:** Instructional

**Local Academic Unit:** College of Education and Human Development

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<b>Dummett</b>	<b>Roxanne</b>	8/25/2020	1 year
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**Title:** Term Instructor

**Classification:** Instructional

**Local Academic Unit:** College of Education and Human Development

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### Academic Programs, Diversity, and University Community Committee

May 20, 2020

### RENEWALS AND REAPPOINTMENTS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
<b>Eckley</b>	<b>Douglas A.</b>	8/25/2020	1 year

**Title:** Term Assistant Professor

**Classification:** Instructional

**Local Academic Unit:** Mathematical Science (COS)

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<b>Edner</b>	<b>Sheldon M.</b>	8/25/2020	1 year
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**Title:** Term Professor

**Classification:** Instructional

**Local Academic Unit:** Schar School of Policy and Government

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<b>El-Amine</b>	<b>Hadi</b>	8/25/2020	2 Years
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**Title:** Assistant Professor

**Classification:** Instructional

**Local Academic Unit:** Systems Engineering and Operations Research (VSE)

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<b>El-Hibri</b>	<b>Hatim B.</b>	8/25/2020	3 years
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**Title:** Assistant Professor

**Classification:** Instructional

**Local Academic Unit:** English (CHSS)

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<b>Esmaili</b>	<b>Behzad</b>	8/25/2020	3 years
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**Title:** Assistant Professor

**Classification:** Instructional

**Local Academic Unit:** Civil, Environmental and Infrastructure Engineering (VSE)

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### **Academic Programs, Diversity, and University Community Committee**

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### **RENEWALS AND REAPPOINTMENTS**

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
<b>Ferguson</b>	<b>Elizabeth</b>	8/25/2020	1 year

**Title:** Term Assistant Professor

**Classification:** Instructional

**Local Academic Unit:** English (CHSS)

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<b>Fernandez</b>	<b>Lourdes</b>	8/25/2020	1 year
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**Title:** Term Assistant Professor

**Classification:** Instructional

**Local Academic Unit:** English (CHSS)

**Note(s):** Additional Title: Assistant Director of Composition

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<b>Fisher-Maltese</b>	<b>Carley</b>	8/25/2020	1 year
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**Title:** Term Assistant Professor

**Classification:** Instructional

**Local Academic Unit:** College of Education and Human Development

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<b>Flanagan</b>	<b>Kevin</b>	8/25/2020	1 year
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**Title:** Term Assistant Professor

**Classification:** Instructional

**Local Academic Unit:** English (CHSS)

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<b>Folan</b>	<b>Kerry</b>	8/25/2020	1 year
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**Title:** Term Assistant Professor

**Classification:** Instructional

**Local Academic Unit:** English (CHSS)

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## **ANNOUNCEMENT**

### **Academic Programs, Diversity, and University Community Committee**

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### **RENEWALS AND REAPPOINTMENTS**

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
<b>Foltz</b>	<b>Karen</b>	8/25/2020	1 year

**Title:** Term Assistant Professor

**Classification:** Instructional

**Local Academic Unit:** English (CHSS)

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<b>Fondufe</b>	<b>Gwendolyn Y.</b>	8/25/2020	1 year
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**Title:** Term Assistant Professor

**Classification:** Instructional

**Local Academic Unit:** Biology (COS)

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<b>Foreman</b>	<b>Kenneth</b>	8/25/2020	1 year
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**Title:** Term Associate Professor

**Classification:** Instructional

**Local Academic Unit:** Chemistry and Biochemistry (COS)

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<b>Fyock</b>	<b>Marcie</b>	8/25/2020	1 year
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**Title:** Term Assistant Professor

**Classification:** Instructional

**Local Academic Unit:** College of Education and Human Development

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<b>Gallay</b>	<b>David</b>	8/25/2020	3 years
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**Title:** Term Associate Professor

**Classification:** Instructional

**Local Academic Unit:** School of Business

**Note(s):** Previous Title: Term Assistant Professor

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## **ANNOUNCEMENT**

### **Academic Programs, Diversity, and University Community Committee**

May 20, 2020

### **RENEWALS AND REAPPOINTMENTS**

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
<b>Goetsch</b>	<b>Leslie</b>	6/25/2020	1 year

**Title:** Term Assistant Professor

**Classification:** Instructional

**Local Academic Unit:** English (CHSS)

**Note(s):** Additional Title: Director, Northern Virginia Writing Project

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<b>Goldenthal</b>	<b>Ariel</b>	8/25/2020	1 year
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**Title:** Term Assistant Professor

**Classification:** Instructional

**Local Academic Unit:** English (CHSS)

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<b>Goldstein</b>	<b>Thalia R.</b>	8/25/2020	3 years
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**Title:** Assistant Professor

**Classification:** Instructional

**Local Academic Unit:** Psychology (CHSS)

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<b>Grady</b>	<b>Victoria</b>	8/25/2020	3 years
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**Title:** Term Associate Professor

**Classification:** Instructional

**Local Academic Unit:** School of Business

**Note(s):** Previous Title: Term Assistant Professor

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<b>Gudaitis</b>	<b>Teresa</b>	8/25/2020	1 year
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**Title:** Term Assistant Professor

**Classification:** Instructional

**Local Academic Unit:** Criminology, Law and Society (CHSS)

**Note(s):** Additional Title: Intelligence Analysis Director

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## **ANNOUNCEMENT**

### **Academic Programs, Diversity, and University Community Committee**

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### **RENEWALS AND REAPPOINTMENTS**

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
<b>Hao</b>	<b>Xianjun</b>	2/10/2020	1 year

**Title:** Research Professor

**Classification:** Research

**Local Academic Unit:** Geography and Geoinformation Science (COS)

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<b>Harris</b>	<b>Cameron</b>	8/25/2020	3 years
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**Title:** Term Instructor

**Classification:** Instructional

**Local Academic Unit:** School of Business

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<b>Hasan</b>	<b>Syed</b>	8/25/2020	3 years
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**Title:** Term Instructor

**Classification:** Instructional

**Local Academic Unit:** School of Business

**Note(s):**

This record supersedes previous appointment reported in the February 2020 Board Book.

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<b>Haspel Jr.</b>	<b>Donald P.</b>	8/25/2020	1 year
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**Title:** Term Assistant Professor

**Classification:** Instructional

**Local Academic Unit:** English (CHSS)

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<b>Hathaway</b>	<b>Jennifer I.</b>	8/25/2020	1 year
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**Title:** Term Assistant Professor

**Classification:** Instructional

**Local Academic Unit:** College of Education and Human Development

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## **ANNOUNCEMENT**

### **Academic Programs, Diversity, and University Community Committee**

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### **RENEWALS AND REAPPOINTMENTS**

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
<b>Helmsing</b>	<b>Mark E.</b>	8/25/2020	3 years

**Title:** Assistant Professor

**Classification:** Instructional

**Local Academic Unit:** College of Education and Human Development

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<b>Herin</b>	<b>Greta Ann</b>	8/25/2020	1 year
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**Title:** Term Assistant Professor

**Classification:** Instructional

**Local Academic Unit:** Neuroscience Program (COS)

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<b>Horstmeyer</b>	<b>Derek M.</b>	8/25/2020	3 years
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**Title:** Term Associate Professor

**Classification:** Instructional

**Local Academic Unit:** School of Business

**Note(s):** Previous Title: Term Assistant Professor

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<b>Hoy</b>	<b>Virginia A.</b>	8/25/2020	1 year
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**Title:** Term Instructor

**Classification:** Instructional

**Local Academic Unit:** English (CHSS)

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<b>Ingram</b>	<b>Mark</b>	8/25/2020	1 year
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**Title:** Term Instructor

**Classification:** Instructional

**Local Academic Unit:** School of Business

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## **ANNOUNCEMENT**

### **Academic Programs, Diversity, and University Community Committee**

May 20, 2020

### **RENEWALS AND REAPPOINTMENTS**

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
<b>James</b>	<b>Tania</b>	8/25/2020	3 years

**Title:** Associate Professor

**Classification:** Instructional

**Local Academic Unit:** English (CHSS)

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<b>Jerome</b>	<b>Marci B.</b>	8/25/2020	1 year
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**Title:** Term Associate Professor

**Classification:** Instructional

**Local Academic Unit:** College of Education and Human Development

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<b>Ji</b>	<b>Ran</b>	8/25/2020	1 year
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**Title:** Assistant Professor

**Classification:** Instructional

**Local Academic Unit:** Systems Engineering and Operations Research (VSE)

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<b>Jones</b>	<b>Tina</b>	8/25/2020	3 years
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**Title:** Term Instructor

**Classification:** Instructional

**Local Academic Unit:** College of Education and Human Development

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<b>Kang</b>	<b>Pilgyu</b>	8/25/2020	3 years
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**Title:** Assistant Professor

**Classification:** Instructional

**Local Academic Unit:** Mechanical Engineering (VSE)

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## **ANNOUNCEMENT**

### **Academic Programs, Diversity, and University Community Committee**

May 20, 2020

### **RENEWALS AND REAPPOINTMENTS**

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
Kelly	Nancy	8/25/2020	3 years

**Title:** Term Associate Professor

**Classification:** Instructional

**Local Academic Unit:** Nursing (CHHS)

**Note(s):** Previous title: Term Assistant Professor

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Kennedy	William G.	8/25/2020	1 year
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**Title:** Term Associate Professor

**Classification:** Instructional

**Local Academic Unit:** Computational and Data Sciences (COS)

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Khankan	Sarah	8/25/2020	1 year
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**Title:** Term Assistant Professor

**Classification:** Instructional

**Local Academic Unit:** Mathematical Science (COS)

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Killiany	Joseph W.	8/25/2020	1 year
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**Title:** Term Instructor

**Classification:** Instructional

**Local Academic Unit:** English (CHSS)

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Kim	Sojung	8/25/2020	3 years
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**Title:** Assistant Professor

**Classification:** Instructional

**Local Academic Unit:** Communication (CHSS)

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## **ANNOUNCEMENT**

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<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
<b>King</b>	<b>Karen M.</b>	8/25/2020	1 year

**Title:** Term Assistant Professor

**Classification:** Instructional

**Local Academic Unit:** School of Business

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<b>King</b>	<b>Michael A.</b>	8/25/2020	1 year
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**Title:** Term Assistant Professor

**Classification:** Instructional

**Local Academic Unit:** School of Business

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<b>Knight</b>	<b>Kelly L.</b>	6/25/2020	3 years
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**Title:** Term Associate Professor

**Classification:** Instructional

**Local Academic Unit:** College of Science

**Note(s):** Previous Title: Term Assistant Professor

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<b>Komwa</b>	<b>Maction K.</b>	8/25/2020	1 year
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**Title:** Term Assistant Professor

**Classification:** Instructional

**Local Academic Unit:** Geography and Geoinformation Science (COS)

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<b>Kornienko</b>	<b>Olga</b>	8/25/2020	3 years
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**Title:** Assistant Professor

**Classification:** Instructional

**Local Academic Unit:** Psychology (CHSS)

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### **Academic Programs, Diversity, and University Community Committee**

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<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
<b>Lacayo</b>	<b>Candace P.</b>	5/25/2020	1 year

**Title:** Term Assistant Professor

**Classification:** Instructional

**Local Academic Unit:** College of Education and Human Development

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<b>Landoll</b>	<b>Christine</b>	1/10/2020	1 year
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**Title:** Term Instructor

**Classification:** Instructional

**Local Academic Unit:** School of Business

**Note(s):** Additional Title: Professor of Practice and Director of Business Management

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<b>Largen</b>	<b>Kim</b>	8/25/2020	1 year
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**Title:** Term Associate Professor

**Classification:** Instructional

**Local Academic Unit:** Environmental Science and Policy (COS)

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<b>Lavengood</b>	<b>Megan</b>	8/25/2020	3 years
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**Title:** Assistant Professor

**Classification:** Instructional

**Local Academic Unit:** Music (CVPA)

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<b>Lebowitz</b>	<b>Josiah T.</b>	8/25/2020	1 year
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**Title:** Term Assistant Professor

**Classification:** Instructional

**Local Academic Unit:** Computer Game Design (CVPA)

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## **ANNOUNCEMENT**

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<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
<b>Lee</b>	<b>Garrett</b>	2/25/2020	1 year

**Title:** Research Associate (Instructor)

**Classification:** Instructional

**Local Academic Unit:** Physics and Astronomy (COS)

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<b>Liberatore</b>	<b>Stephanie L.</b>	8/25/2020	3 years
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**Title:** Term Associate Professor

**Classification:** Instructional

**Local Academic Unit:** English (CHSS)

**Note(s):** Previous Title: Term Assistant Professor

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<b>Lim</b>	<b>Haw Chuan</b>	8/25/2020	3 years
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**Title:** Assistant Professor

**Classification:** Instructional

**Local Academic Unit:** Biology (COS)

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<b>Lopez</b>	<b>Eduardo</b>	8/25/2020	3 years
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**Title:** Assistant Professor

**Classification:** Instructional

**Local Academic Unit:** Computational and Data Sciences (COS)

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<b>Lukyanenko</b>	<b>Anton</b>	8/25/2020	3 years
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**Title:** Assistant Professor

**Classification:** Instructional

**Local Academic Unit:** Mathematical Science (COS)

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## **ANNOUNCEMENT**

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<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
<b>Magnant</b>	<b>Paul F.</b>	8/25/2020	1 year

**Title:** Term Instructor

**Classification:** Instructional

**Local Academic Unit:** College of Education and Human Development

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<b>Mahabir</b>	<b>Ron</b>	8/25/2020	1 year
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**Title:** Term Assistant Professor

**Classification:** Instructional

**Local Academic Unit:** Computational and Data Sciences (COS)

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<b>Malur</b>	<b>Michal J.</b>	6/25/2019	1 year
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**Title:** Research Associate (Instructor)

**Classification:** Research

**Local Academic Unit:** Schar School of Policy and Government

**Note(s):** Additional Title: Director of External Programs

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<b>Manganello</b>	<b>Julia V.</b>	12/25/2019	<1 year
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**Title:** Research Associate Professor

**Classification:** Research

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

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<b>Mariska</b>	<b>John</b>	3/10/2020	1 year
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**Title:** Research Professor

**Classification:** Instructional

**Local Academic Unit:** Physics and Astronomy (COS)

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## **ANNOUNCEMENT**

### **Academic Programs, Diversity, and University Community Committee**

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<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
<b>Marsaco</b>	<b>Emanuela</b>	8/25/2020	3 years

**Title:** Assistant Professor

**Classification:** Instructional

**Local Academic Unit:** Information Sciences and Technology (VSE)

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<b>Marshall</b>	<b>Sophia</b>	8/25/2020	1 year
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**Title:** Term Instructor

**Classification:** Instructional

**Local Academic Unit:** School of Business

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<b>Mathis</b>	<b>Sara M.</b>	6/25/2020	1 year
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**Title:** Term Assistant Professor

**Classification:** Instructional

**Local Academic Unit:** Communication (CHSS)

**Note(s):** Additional Title: Basic Course Coordinator

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<b>McCord</b>	<b>Theodore</b>	8/25/2020	1 year
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**Title:** Term Associate Professor

**Classification:** Instructional

**Local Academic Unit:** History and Art History (CHSS)

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<b>McGuire</b>	<b>Heather M.</b>	8/25/2020	1 year
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**Title:** Term Assistant Professor

**Classification:** Instructional

**Local Academic Unit:** History and Art History (CHSS)

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## **ANNOUNCEMENT**

### **Academic Programs, Diversity, and University Community Committee**

May 20, 2020

### **RENEWALS AND REAPPOINTMENTS**

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
<b>Meier</b>	<b>Robert</b>	4/10/2020	1 year

**Title:** Research Professor

**Classification:** Research

**Local Academic Unit:** Physics and Astronomy (COS)

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<b>Melchior</b>	<b>Shekila</b>	8/25/2020	1 year
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**Title:** Term Assistant Professor

**Classification:** Instructional

**Local Academic Unit:** College of Education and Human Development

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<b>Melley</b>	<b>Alison</b>	8/25/2020	1 year
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**Title:** Term Assistant Professor

**Classification:** Instructional

**Local Academic Unit:** Psychology (CHSS)

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<b>Messier</b>	<b>Jennifer</b>	8/25/2020	1 year
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**Title:** Term Assistant Professor

**Classification:** Instructional

**Local Academic Unit:** English (CHSS)

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<b>Miller</b>	<b>David J.</b>	6/25/2020	3 years
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**Title:** Term Instructor

**Classification:** Instructional

**Local Academic Unit:** Communication (CHSS)

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## **ANNOUNCEMENT**

### **Academic Programs, Diversity, and University Community Committee**

May 20, 2020

### **RENEWALS AND REAPPOINTMENTS**

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
<b>Miller</b>	<b>David</b>	6/25/2018	3 years

**Title:** Term Assistant Professor

**Classification:** Instructional

**Local Academic Unit:** School of Business

**Note(s):** Additional Title: Executive Director of the Center for Innovation & Entrepreneurship

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<b>Miscavige</b>	<b>Katherine</b>	8/25/2020	1 year
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**Title:** Term Assistant Professor

**Classification:** Instructional

**Local Academic Unit:** English (CHSS)

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<b>Mojgani</b>	<b>Sherrice</b>	8/25/2020	3 years
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**Title:** Assistant Professor

**Classification:** Instructional

**Local Academic Unit:** Theater (CVPA)

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<b>Moon</b>	<b>Jihye</b>	8/25/2020	1 year
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**Title:** Term Assistant Professor

**Classification:** Instructional

**Local Academic Unit:** Modern and Classical Languages (CHSS)

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<b>Motti</b>	<b>Vivian G.</b>	8/25/2020	2 Years
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**Title:** Assistant Professor

**Classification:** Instructional

**Local Academic Unit:** Information Sciences and Technology (VSE)

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## **ANNOUNCEMENT**

### **Academic Programs, Diversity, and University Community Committee**

May 20, 2020

### **RENEWALS AND REAPPOINTMENTS**

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
<b>Mulcahy</b>	<b>Kathleen G.</b>	8/25/2020	1 year

**Title:** Term Assistant Professor

**Classification:** Instructional

**Local Academic Unit:** Music (CVPA)

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<b>Mungai</b>	<b>Wambui</b>	8/25/2020	3 years
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**Title:** Term Assistant Professor

**Classification:** Instructional

**Local Academic Unit:** School of Business

**Note(s):**

This record supersedes previous appointment reported in the February 2020 Board Book.

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<b>Murdoch</b>	<b>Erin Q.</b>	8/25/2020	3 years
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**Title:** Term Associate Professor

**Classification:** Instructional

**Local Academic Unit:** Psychology (CHSS)

**Note(s):** Previous Title: Term Assistant Professor.

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<b>Murphy</b>	<b>Amy</b>	12/10/2019	1 year
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**Title:** Research Associate (Instructor)

**Classification:** Research

**Local Academic Unit:** Criminology, Law and Society (CHSS)

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<b>Newmark</b>	<b>Lisa</b>	8/25/2020	5 Years
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**Title:** Term Professor

**Classification:** Instructional

**Local Academic Unit:** Criminology, Law and Society (CHSS)

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## **ANNOUNCEMENT**

### **Academic Programs, Diversity, and University Community Committee**

May 20, 2020

### **RENEWALS AND REAPPOINTMENTS**

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
<b>Neyland</b>	<b>Jordan B.</b>	8/25/2020	3 years

**Title:** Assistant Professor

**Classification:** Instructional

**Local Academic Unit:** Antonin Scalia Law School

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<b>Ngac</b>	<b>Brian</b>	8/25/2020	1 year
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**Title:** Term Instructor

**Classification:** Instructional

**Local Academic Unit:** School of Business

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<b>Norden</b>	<b>Luanne</b>	8/25/2020	3 years
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**Title:** Term Instructor

**Classification:** Instructional

**Local Academic Unit:** College of Education and Human Development

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<b>Nykyforovych</b>	<b>Maria</b>	8/25/2020	3 years
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**Title:** Assistant Professor

**Classification:** Instructional

**Local Academic Unit:** School of Business

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<b>O'Brien</b>	<b>Kristen Merrill</b>	8/25/2020	1 year
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**Title:** Term Assistant Professor

**Classification:** Instructional

**Local Academic Unit:** College of Education and Human Development

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## **ANNOUNCEMENT**

### **Academic Programs, Diversity, and University Community Committee**

May 20, 2020

### **RENEWALS AND REAPPOINTMENTS**

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
<b>O'Brien</b>	<b>Ellen E.</b>	8/25/2020	1 year

**Title:** Term Instructor

**Classification:** Instructional

**Local Academic Unit:** Mathematical Science (COS)

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<b>O'Connor</b>	<b>Parker S.</b>	8/25/2020	1 year
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**Title:** Term Assistant Professor

**Classification:** Instructional

**Local Academic Unit:** English (CHSS)

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<b>Okechukwu</b>	<b>Amaka</b>	8/25/2020	3 years
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**Title:** Assistant Professor

**Classification:** Instructional

**Local Academic Unit:** Sociology and Anthropology (CHSS)

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<b>Okoromoba</b>	<b>Otome</b>	8/25/2020	1 year
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**Title:** Term Assistant Professor

**Classification:** Instructional

**Local Academic Unit:** Chemistry and Biochemistry (COS)

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<b>Olmo</b>	<b>Valerie N.</b>	8/25/2020	3 years
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**Title:** Term Associate Professor

**Classification:** Instructional

**Local Academic Unit:** Biology (COS)

**Note(s):** Previous Title: Term Assistant Professor

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## **ANNOUNCEMENT**

### **Academic Programs, Diversity, and University Community Committee**

May 20, 2020

### **RENEWALS AND REAPPOINTMENTS**

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
<b>Orlando</b>	<b>Benjamin David</b>	8/25/2020	1 year

**Title:** Term Assistant Professor

**Classification:** Instructional

**Local Academic Unit:** English (CHSS)

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<b>Paul</b>	<b>Elizabeth</b>	8/25/2020	1 year
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**Title:** Term Assistant Professor

**Classification:** Instructional

**Local Academic Unit:** English (CHSS)

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<b>Perry</b>	<b>George</b>	8/25/2020	1 year
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**Title:** Term Instructor

**Classification:** Instructional

**Local Academic Unit:** School of Business

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<b>Pettibon</b>	<b>Audrey S.</b>	8/25/2020	1 year
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**Title:** Term Instructor

**Classification:** Instructional

**Local Academic Unit:** English (CHSS)

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<b>Photos</b>	<b>Lisa E.</b>	8/25/2020	1 year
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**Title:** Term Assistant Professor

**Classification:** Instructional

**Local Academic Unit:** English (CHSS)

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## ANNOUNCEMENT

### Academic Programs, Diversity, and University Community Committee

May 20, 2020

### RENEWALS AND REAPPOINTMENTS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
<b>Pierce</b>	<b>Robert A.</b>	8/25/2020	3 years

**Title:** Term Assistant Professor

**Classification:** Instructional

**Local Academic Unit:** School of Business

**Note(s):**

This record supersedes previous appointment reported in the February 2020 Board Book.

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<b>Plotnick</b>	<b>Jeremy</b>	8/25/2020	1 year
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**Title:** Term Assistant Professor

**Classification:** Instructional

**Local Academic Unit:** School of Business

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<b>Prawat</b>	<b>Theodore R.</b>	8/25/2020	1 year
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**Title:** Term Assistant Professor

**Classification:** Instructional

**Local Academic Unit:** Computer Game Design (CVPA)

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<b>Prescott</b>	<b>David W.</b>	4/10/2020	1 year
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**Title:** Research Assistant Professor

**Classification:** Research

**Local Academic Unit:** Physics and Astronomy (COS)

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<b>Pyle</b>	<b>Murray James</b>	8/25/2020	1 year
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**Title:** Term Assistant Professor

**Classification:** Instructional

**Local Academic Unit:** School of Business

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## **ANNOUNCEMENT**

### **Academic Programs, Diversity, and University Community Committee**

May 20, 2020

### **RENEWALS AND REAPPOINTMENTS**

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
<b>Pyster</b>	<b>Arthur B.</b>	8/25/2019	5 Years

**Title:** Term Professor

**Classification:** Instructional

**Local Academic Unit:** Systems Engineering and Operations Research (VSE)

**Note(s):** Additional Title: VSE Associate Dean for Research

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<b>Ramos</b>	<b>Kathleen Ann</b>	8/25/2020	3 years
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**Title:** Term Associate Professor

**Classification:** Instructional

**Local Academic Unit:** College of Education and Human Development

**Note(s):** Previous title: Term Assistant Professor

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<b>Ramsdell</b>	<b>Justin</b>	8/25/2020	1 year
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**Title:** Term Assistant Professor

**Classification:** Instructional

**Local Academic Unit:** Psychology (CHSS)

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<b>Rankin</b>	<b>Kathleen</b>	8/25/2020	1 year
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**Title:** Term Instructor

**Classification:** Instructional

**Local Academic Unit:** School of Business

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<b>Ray</b>	<b>Sharon</b>	8/25/2020	1 year
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**Title:** Term Assistant Professor

**Classification:** Instructional

**Local Academic Unit:** College of Education and Human Development

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## ANNOUNCEMENT

### Academic Programs, Diversity, and University Community Committee

May 20, 2020

### RENEWALS AND REAPPOINTMENTS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
<b>Rendler</b>	<b>Elaine</b>	8/25/2019	1 year

**Title:** Term Professor

**Classification:** Instructional

**Local Academic Unit:** Music (CVPA)

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<b>Rickless</b>	<b>Sarah</b>	8/25/2020	1 year
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**Title:** Term Instructor

**Classification:** Instructional

**Local Academic Unit:** English (CHSS)

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<b>Riggleman-Harman</b>	<b>Angelina</b>	8/25/2020	3 years
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**Title:** Term Assistant Professor

**Classification:** Instructional

**Local Academic Unit:** Nursing (CHHS)

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<b>Roberts</b>	<b>Kathleen R.</b>	8/25/2020	1 year
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**Title:** Term Instructor

**Classification:** Instructional

**Local Academic Unit:** School of Business

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<b>Rosenbusch</b>	<b>Katherine H.</b>	8/25/2020	3 years
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**Title:** Term Assistant Professor

**Classification:** Instructional

**Local Academic Unit:** School of Business

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## **ANNOUNCEMENT**

### **Academic Programs, Diversity, and University Community Committee**

May 20, 2020

### **RENEWALS AND REAPPOINTMENTS**

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
<b>Rosenfeld</b>	<b>Christine</b>	8/25/2020	1 year

**Title:** Term Assistant Professor

**Classification:** Instructional

**Local Academic Unit:** Geography and Geoinformation Science (COS)

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<b>Roy</b>	<b>Pritha</b>	8/25/2020	1 year
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**Title:** Term Assistant Professor

**Classification:** Instructional

**Local Academic Unit:** Chemistry and Biochemistry (COS)

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<b>Saguato</b>	<b>Paolo</b>	8/25/2020	3 years
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**Title:** Assistant Professor

**Classification:** Instructional

**Local Academic Unit:** Antonin Scalia Law School

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<b>Saleson</b>	<b>Mallory</b>	8/25/2020	1 year
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**Title:** Term Instructor

**Classification:** Instructional

**Local Academic Unit:** Communication (CHSS)

**Note(s):** Additional Title: Journalism and PR Instructor

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<b>Schneider</b>	<b>William</b>	8/25/2019	2 years
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**Title:** Term Professor

**Classification:** Instructional

**Local Academic Unit:** Schar School of Policy and Government

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## **ANNOUNCEMENT**

### **Academic Programs, Diversity, and University Community Committee**

May 20, 2020

### **RENEWALS AND REAPPOINTMENTS**

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
Schreiner	Sylvia L.	8/25/2020	3 years

**Title:** Assistant Professor

**Classification:** Instructional

**Local Academic Unit:** English (CHSS)

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Scolaro	Margaret	8/25/2020	1 year
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**Title:** Term Instructor

**Classification:** Instructional

**Local Academic Unit:** English (CHSS)

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Serigos	Jacqueline	8/25/2020	3 years
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**Title:** Assistant Professor

**Classification:** Instructional

**Local Academic Unit:** Modern and Classical Languages (CHSS)

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Shafroth	Frank	6/25/2019	1 year
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**Title:** Term Instructor

**Classification:** Instructional

**Local Academic Unit:** Schar School of Policy and Government

**Note(s):** Additional Title: Director, State and Local Government Leadership Center

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Shark	Alan	8/25/2020	1 year
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**Title:** Term Associate Professor

**Classification:** Instructional

**Local Academic Unit:** Schar School of Policy and Government

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## **ANNOUNCEMENT**

### **Academic Programs, Diversity, and University Community Committee**

May 20, 2020

### **RENEWALS AND REAPPOINTMENTS**

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
<b>Shukla</b>	<b>Ravi</b>	12/25/2019	<1 year

**Title:** Research Assistant Professor

**Classification:** Research

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

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<b>Sontag</b>	<b>Jennifer B.</b>	8/25/2020	3 years
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**Title:** Term Associate Professor

**Classification:** Instructional

**Local Academic Unit:** Psychology (CHSS)

**Note(s):** Previous title: Term Assistant Professor.

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<b>Sorvillo</b>	<b>Sheri</b>	8/25/2020	1 year
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**Title:** Term Assistant Professor

**Classification:** Instructional

**Local Academic Unit:** English (CHSS)

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<b>Spradling</b>	<b>Sharon</b>	6/25/2020	1 year
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**Title:** Term Assistant Professor

**Classification:** Instructional

**Local Academic Unit:** Integrative Studies (CHSS)

**Note(s):** Previous title: Term Instructor

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<b>Steen</b>	<b>Bweikia T.</b>	8/25/2020	1 year
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**Title:** Term Associate Professor

**Classification:** Instructional

**Local Academic Unit:** College of Education and Human Development

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## **ANNOUNCEMENT**

### **Academic Programs, Diversity, and University Community Committee**

May 20, 2020

### **RENEWALS AND REAPPOINTMENTS**

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
Stone	Victoria J.	8/25/2020	1 year

**Title:** Term Assistant Professor

**Classification:** Instructional

**Local Academic Unit:** College of Education and Human Development

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Stroiney	Debra	8/25/2020	1 year
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**Title:** Term Assistant Professor

**Classification:** Instructional

**Local Academic Unit:** College of Education and Human Development

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Stubing	David	8/25/2020	1 year
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**Title:** Term Assistant Professor

**Classification:** Instructional

**Local Academic Unit:** School of Business

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Sweet	Colleen	8/25/2020	5 Years
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**Title:** Term Associate Professor

**Classification:** Instructional

**Local Academic Unit:** Modern and Classical Languages (CHSS)

**Note(s):** Previous title: Term Assistant Professor

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Talbot	Lee M.	8/25/2020	1 year
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**Title:** Term Professor

**Classification:** Instructional

**Local Academic Unit:** Environmental Science and Policy (COS)

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## **ANNOUNCEMENT**

### **Academic Programs, Diversity, and University Community Committee**

May 20, 2020

### **RENEWALS AND REAPPOINTMENTS**

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
<b>Taylor</b>	<b>Kevin</b>	8/25/2020	3 years

**Title:** Term Instructor

**Classification:** Instructional

**Local Academic Unit:** College of Education and Human Development

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<b>Tian</b>	<b>Kuo</b>	8/25/2020	3 years
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**Title:** Assistant Professor

**Classification:** Instructional

**Local Academic Unit:** Civil, Environmental and Infrastructure Engineering (VSE)

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<b>Tretola</b>	<b>Betsy</b>	8/25/2020	3 years
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**Title:** Term Associate Professor

**Classification:** Instructional

**Local Academic Unit:** School of Business

**Note(s):** Previous Title: Term Assistant Professor

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<b>Tsirigotis</b>	<b>Eugenia</b>	8/25/2020	1 year
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**Title:** Term Instructor

**Classification:** Instructional

**Local Academic Unit:** School of Business

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<b>Tucker</b>	<b>Megan H.</b>	8/25/2020	3 years
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**Title:** Term Assistant Professor

**Classification:** Instructional

**Local Academic Unit:** Communication (CHSS)

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## **ANNOUNCEMENT**

### **Academic Programs, Diversity, and University Community Committee**

May 20, 2020

### **RENEWALS AND REAPPOINTMENTS**

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
<b>Valderrama</b>	<b>Diego</b>	8/25/2020	1 year

**Title:** Term Assistant Professor

**Classification:** Instructional

**Local Academic Unit:** Environmental Science and Policy (COS)

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<b>Van der Ham</b>	<b>Joris</b>	8/25/2020	1 year
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**Title:** Term Assistant Professor

**Classification:** Instructional

**Local Academic Unit:** Environmental Science and Policy (COS)

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<b>Varier</b>	<b>Divya</b>	8/25/2020	3 years
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**Title:** Assistant Professor

**Classification:** Instructional

**Local Academic Unit:** College of Education and Human Development

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<b>Villanueva</b>	<b>Hollie</b>	8/25/2020	1 year
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**Title:** Term Instructor

**Classification:** Instructional

**Local Academic Unit:** English (CHSS)

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<b>Vlastara</b>	<b>Niki Maria</b>	8/25/2020	1 year
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**Title:** Term Assistant Professor

**Classification:** Instructional

**Local Academic Unit:** School of Business

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## **ANNOUNCEMENT**

### **Academic Programs, Diversity, and University Community Committee**

May 20, 2020

### **RENEWALS AND REAPPOINTMENTS**

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
<b>Walker</b>	<b>Laura M.</b>	8/25/2019	1 year

**Title:** Term Associate Professor

**Classification:** Instructional

**Local Academic Unit:** Schar School of Policy and Government

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<b>White</b>	<b>Dominic E.</b>	8/25/2020	1 year
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**Title:** Term Assistant Professor

**Classification:** Instructional

**Local Academic Unit:** Computational and Data Sciences (COS)

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<b>Wiener</b>	<b>Martin</b>	8/25/2020	3 years
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**Title:** Assistant Professor

**Classification:** Instructional

**Local Academic Unit:** Psychology (CHSS)

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<b>Wiggins</b>	<b>Brenda</b>	6/25/2020	1 year
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**Title:** Term Associate Professor

**Classification:** Instructional

**Local Academic Unit:** College of Education and Human Development

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<b>Wilde</b>	<b>Judith</b>	8/25/2019	1 year
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**Title:** Term Professor

**Classification:** Instructional

**Local Academic Unit:** Schar School of Policy and Government

**Note(s):** Additional Title: Chief Operating Officer

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## **ANNOUNCEMENT**

### **Academic Programs, Diversity, and University Community Committee**

May 20, 2020

### **RENEWALS AND REAPPOINTMENTS**

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
<b>Williams</b>	<b>David</b>	6/25/2019	3 years

**Title:** Distinguished Visiting Professor

**Classification:** Instructional

**Local Academic Unit:** Schar School of Policy and Government

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<b>Wills</b>	<b>Theresa E.</b>	8/25/2020	1 year
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**Title:** Term Assistant Professor

**Classification:** Instructional

**Local Academic Unit:** College of Education and Human Development

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<b>Winter</b>	<b>Patrice</b>	8/25/2020	3 years
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**Title:** Term Associate Professor

**Classification:** Instructional

**Local Academic Unit:** Global and Community Health (CHHS)

**Note(s):** Previous title: Term Assistant Professor

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<b>Wlihelm</b>	<b>Gregg</b>	6/25/2020	1 year
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**Title:** Term Assistant Professor

**Classification:** Instructional

**Local Academic Unit:** English (CHSS)

**Note(s):** Additional Title: Director of Creative Writing

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<b>Yamanaka</b>	<b>Aoi</b>	8/25/2020	1 year
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**Title:** Term Assistant Professor

**Classification:** Instructional

**Local Academic Unit:** Integrative Studies (CHSS)

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## **ANNOUNCEMENT**

### **Academic Programs, Diversity, and University Community Committee**

May 20, 2020

### **RENEWALS AND REAPPOINTMENTS**

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
<b>Yuckenberg</b>	<b>Ashley</b>	8/25/2020	1 year

**Title:** Term Instructor

**Classification:** Instructional

**Local Academic Unit:** School of Business

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<b>Zhang</b>	<b>Feitian</b>	8/25/2020	2 Years
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**Title:** Assistant Professor

**Classification:** Instructional

**Local Academic Unit:** Electrical and Computer Engineering (VSE)

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## ANNOUNCEMENT

### Academic Programs, Diversity, and University Community Committee

May 20, 2020

## SEPARATIONS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
<b>Anderson</b>	<b>Mike</b>	Contract expiration	05/24/2020

**Title:** Assistant Professor

**Classification:** Term - Instructional

**Local Academic Unit:** School of Business

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<b>Asen</b>	<b>Sheryl</b>	Contract expiration	05/24/2020
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**Title:** Term Assistant Professor

**Classification:** Term - Instructional

**Local Academic Unit:** College of Education and Human Development

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<b>Avruch</b>	<b>Kevin</b>	Retirement	05/24/2020
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**Title:** Henry Hart Chair and Professor without Term

**Classification:** At will - Admin/Professional

**Local Academic Unit:** School for Conflict Analysis and Resolution

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<b>Baugh</b>	<b>Jerome</b>	Retirement	03/24/2020
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**Title:** Director, University Card

**Classification:** At will - Admin/Professional

**Local Academic Unit:** University Services

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<b>Benson</b>	<b>Adrienne</b>	Resignation	04/17/2020
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**Title:** Marketing and Communications PR Officer and Writer

**Classification:** At will - Admin/Professional

**Local Academic Unit:** School of Business

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## **ANNOUNCEMENT**

### **Academic Programs, Diversity, and University Community Committee**

May 20, 2020

## **SEPARATIONS**

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
<b>Brozo</b>	<b>William</b>	Retirement	05/24/2020

**Title:** Professor without Term

**Classification:** At will - Instructional

**Local Academic Unit:** College of Education and Human Development

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<b>Cassavell</b>	<b>Frank</b>	Resignation	05/24/2020
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**Title:** Term Instructor

**Classification:** Term - Instructional

**Local Academic Unit:** Biomedical Sciences Program (COS)

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<b>Crawley</b>	<b>Alvin</b>	Retirement	08/24/2020
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**Title:** Term Associate Professor

**Classification:** Term - Instructional

**Local Academic Unit:** College of Education and Human Development

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<b>Crewalk</b>	<b>Jennifer</b>	Resignation	02/07/2020
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**Title:** Assistant Director

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Office of Diversity Programs and Services

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<b>Desalu</b>	<b>Jessica</b>	Resignation	05/22/2020
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**Title:** Staff Psychologist

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Counseling and Psychological Services (UL)

---

## **ANNOUNCEMENT**

### **Academic Programs, Diversity, and University Community Committee**

May 20, 2020

## **SEPARATIONS**

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
<b>Douglas</b>	<b>Kevin R.</b>	Contract expiration	05/24/2020

**Title:** Term Visiting Assistant Professor

**Classification:** Term - Instructional

**Local Academic Unit:** Antonin Scalia Law School

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<b>Dudley</b>	<b>Robert L.</b>	Retirement	05/24/2020
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**Title:** Professor without Term

**Classification:** Tenured (without term) - Instructional

**Local Academic Unit:** Schar School of Policy and Government

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<b>Fischer</b>	<b>Travis</b>	Resignation	01/17/2020
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**Title:** Research Assistant Professor

**Classification:** Term - Research

**Local Academic Unit:** Physics and Astronomy (COS)

---

<b>Gallo</b>	<b>Sina</b>	Resignation	05/24/2020
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**Title:** Assistant Professor

**Classification:** Tenure track - Instructional

**Local Academic Unit:** Nutrition and Food Studies (CHHS)

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<b>Geller</b>	<b>Harold</b>	Retirement	05/24/2020
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**Title:** Term Associate Professor

**Classification:** Term - Instructional

**Local Academic Unit:** Physics and Astronomy (COS)

---

## **ANNOUNCEMENT**

### **Academic Programs, Diversity, and University Community Committee**

May 20, 2020

## **SEPARATIONS**

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
<b>Granfield</b>	<b>Patricia G.</b>	Retirement	05/24/2020

**Title:** Term Instructor

**Classification:** Term - Instructional

**Local Academic Unit:** Mathematical Science (COS)

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<b>Hazel</b>	<b>William A.</b>	Resignation	04/01/2020
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**Title:** Senior Advisor, Innovation and Community Engagement

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Office of the Provost

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<b>Kehn-Hall</b>	<b>Kylene</b>	Resignation	05/24/2020
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**Title:** Associate Professor without Term

**Classification:** Tenured (without term) - Instructional

**Local Academic Unit:** Systems Biology (COS)

---

<b>Kohn</b>	<b>Ellen M.</b>	Retirement	05/24/2020
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**Title:** Term Instructor

**Classification:** Term - Instructional

**Local Academic Unit:** INTO Mason (Provost)

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<b>Kulesza</b>	<b>John</b>	Retirement	05/24/2020
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**Title:** Professor without Term

**Classification:** Tenured (without term) - Instructional

**Local Academic Unit:** Mathematical Science (COS)

---

## **ANNOUNCEMENT**

### **Academic Programs, Diversity, and University Community Committee**

May 20, 2020

## **SEPARATIONS**

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
<b>Lash</b>	<b>Elysia</b>	Resignation	03/25/2020

**Title:** Associate Director of University Life Assessment

**Classification:** At will - Admin/Professional

**Local Academic Unit:** University Life

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<b>Love</b>	<b>Jack</b>	Resignation	05/24/2020
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**Title:** Term Assistant Professor

**Classification:** Term - Instructional

**Local Academic Unit:** Mathematical Science (COS)

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<b>McGinnis</b>	<b>Carol</b>	Retirement	04/24/2020
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**Title:** Associate Controller

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Fiscal Services (SVP)

---

<b>Miller</b>	<b>Richard E.</b>	Retirement	05/24/2020
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**Title:** Associate Professor without Term

**Classification:** Tenured (without term) - Instructional

**Local Academic Unit:** College of Education and Human Development

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<b>Moon</b>	<b>James</b>	Contract expiration	08/06/2020
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**Title:** Director of Operations

**Classification:** At will - Admin/Professional

**Local Academic Unit:** School for Conflict Analysis and Resolution

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## **ANNOUNCEMENT**

### **Academic Programs, Diversity, and University Community Committee**

May 20, 2020

## **SEPARATIONS**

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
<b>Morgan</b>	<b>Jessica A.</b>	Resignation	06/30/2020

**Title:** Head Coach, Women's Lacrosse  
**Classification:** At will - Admin/Professional  
**Local Academic Unit:** Intercollegiate Athletics

---

<b>Mukherjee</b>	<b>Biswarup</b>	Resignation	01/24/2020
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**Title:** Research Assistant Professor  
**Classification:** Term - Research  
**Local Academic Unit:** Bioengineering (VSE)

---

<b>Nichols</b>	<b>Len</b>	Resignation	05/24/2020
----------------	------------	-------------	------------

**Title:** Professor without Term  
**Classification:** Tenured (without term) - Research  
**Local Academic Unit:** Health Administration and Policy (CHHS)

---

<b>Quezada</b>	<b>Freesia</b>	Resignation	05/24/2020
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**Title:** Term Instructor  
**Classification:** Term - Instructional  
**Local Academic Unit:** Biomedical Sciences Program (COS)

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<b>Quijada</b>	<b>Jannevince M.</b>	Resignation	04/10/2020
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**Title:** Assistant Director, First Generation Students  
**Classification:** At will - Admin/Professional  
**Local Academic Unit:** Diversity, Inclusion and Multicultural Education (UL)

---

## **ANNOUNCEMENT**

### **Academic Programs, Diversity, and University Community Committee**

May 20, 2020

## **SEPARATIONS**

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
<b>Rejzer</b>	<b>Michael</b>	Resignation	05/24/2020

**Title:** Term Instructor

**Classification:** Term - Instructional

**Local Academic Unit:** Biomedical Sciences Program (COS)

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<b>Ritchie</b>	<b>Dennis</b>	Retirement	05/24/2020
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**Title:** Professor without Term

**Classification:** Tenured (without term) - Instructional

**Local Academic Unit:** College of Health and Human Services

---

<b>Ruge</b>	<b>Andrew</b>	Resignation	03/20/2020
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**Title:** Assistant Athletic Director for Marketing

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Intercollegiate Athletics

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<b>Rynex</b>	<b>Donna</b>	Resignation	04/03/2020
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**Title:** Director, Finance

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Antonin Scalia Law School

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<b>Sablo</b>	<b>Kahan</b>	Resignation	02/01/2020
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**Title:** Assistant Vice President

**Classification:** At will - Admin/Professional

**Local Academic Unit:** University Life

---

## **ANNOUNCEMENT**

### **Academic Programs, Diversity, and University Community Committee**

May 20, 2020

## **SEPARATIONS**

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
<b>Shreve</b>	<b>Susan</b>	Retirement	05/24/2020

**Title:** Writer in Residence

**Classification:** Term - Instructional

**Local Academic Unit:** College of Humanities and Social Sciences

---

<b>Steele</b>	<b>James</b>	Contract expiration	05/24/2020
---------------	--------------	---------------------	------------

**Title:** Term Instructor

**Classification:** Term - Instructional

**Local Academic Unit:** Communication (CHSS)

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<b>Stefanidis</b>	<b>Anthony</b>	Resignation	01/09/2020
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**Title:** Director, DHS Center of Excellence in Criminal Investigations and Network Analysis

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Administrative Offices Other

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<b>Tetrick</b>	<b>Lois</b>	Retirement	05/24/2020
----------------	-------------	------------	------------

**Title:** University Professor

**Classification:** Tenured (without term) - Instructional

**Local Academic Unit:** Psychology (CHSS)

---

<b>Wang</b>	<b>Pearl</b>	Retirement	05/24/2020
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**Title:** Associate Professor without Term

**Classification:** Tenured (without term) - Instructional

**Local Academic Unit:** Computer Science (VSE)

---

## **ANNOUNCEMENT**

### **Academic Programs, Diversity, and University Community Committee**

May 20, 2020

## **SEPARATIONS**

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
<b>Westburg</b>	<b>Rosemarie</b>	Retirement	05/24/2020

**Title:** Nurse Skills Tech Lab Coordinator

**Classification:** Term - Research

**Local Academic Unit:** Nursing (CHHS)

---

<b>Wills-Lipscomb</b>	<b>James</b>	Resignation	01/31/2020
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**Title:** Assistant Vice President, Planning and Design

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Facilities

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<b>Wise</b>	<b>Sandra</b>	Resignation	03/01/2020
-------------	---------------	-------------	------------

**Title:** Research Associate (Instructor)

**Classification:** Term - Research

**Local Academic Unit:** Criminology, Law and Society (CHSS)

---

<b>Yi</b>	<b>Crystal</b>	Resignation	05/24/2020
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**Title:** Term Instructor

**Classification:** Term - Instructional

**Local Academic Unit:** Biomedical Sciences Program (COS)

---

## ANNOUNCEMENT

### Academic Programs, Diversity, and University Community Committee

May 20, 2020

## OTHER ANNOUNCEMENTS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>
<b>Barton</b>	<b>Oscar</b>	Title Change
<b>Title:</b> SACSCOC Faculty Fellow <b>Local Academic Unit:</b> Office of the Provost  <b>Note(s):</b> Retained Title-Term Professor		
<b>Bicking</b>	<b>Dina K.</b>	Title Change
<b>Title:</b> Coordinator for Student Support and Technology Innovation <b>Local Academic Unit:</b> Student Support and Advocacy Center (UL)  <b>Note(s):</b> Previous Title: Programming and Student Support Coordinator		
<b>Caswell</b>	<b>Amanda</b>	Title Change
<b>Title:</b> Interim Director of the School of Kinesiology <b>Local Academic Unit:</b> College of Education and Human Development  <b>Note(s):</b> Retained Title-Term Associate Professor		
<b>Chesler</b>	<b>Giovanna</b>	Leave with Pay
<b>Title:</b> Associate Professor without Term <b>Local Academic Unit:</b> Film & Video Studies (CVPA)  <b>Note(s):</b> Professor Chesler has been awarded a Faculty Study Leave for Fall Semester 2020.		
<b>Debeerst</b>	<b>Birgit</b>	Title Change
<b>Title:</b> Director of University Life Project and Process Management <b>Local Academic Unit:</b> University Life  <b>Note(s):</b> Previous Title: Associate Director of Divisional Operations and Planning		

## **ANNOUNCEMENT**

### **Academic Programs, Diversity, and University Community Committee**

May 20, 2020

## **OTHER ANNOUNCEMENTS**

**LAST NAME**

**FIRST NAME**

**TYPE**

**Diener**

**Courtney L.**

Title Change

**Title:** Associate Director

**Local Academic Unit:** Student Support and Advocacy Center (UL)

**Note(s):** Previous Title: Assistant Director

---

**Douglas**

**Charlene Y.**

Title Change

**Title:** BSN Special Programs Coordinator

**Local Academic Unit:** Nursing (CHHS)

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

---

**Edwards**

**Kimberley**

Title Change

**Title:** Head, Database Integrity & Analysis

**Local Academic Unit:** University Libraries

**Note(s):** Previous Title: Database Integrity & Analysis Librarian

---

**Gring-Pemble**

**Lisa**

Title Change

**Title:** Co-Executive Director, Business for a Better World

**Local Academic Unit:** School of Business

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

---

**Guccione**

**Andrew**

Leave with Pay

**Title:** Professor without Term

**Local Academic Unit:** Rehabilitation Sciences (CHHS)

**Note(s):** Professor Guccione has been awarded a Faculty Study Leave for Fall Semester 2020.

---

## **ANNOUNCEMENT**

### **Academic Programs, Diversity, and University Community Committee**

May 20, 2020

## **OTHER ANNOUNCEMENTS**

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>
<b>Irvin-Erickson</b>	<b>Douglas S.</b>	Tenure Track Contract Extension

**Title:** Assistant Professor

**Local Academic Unit:** School for Conflict Analysis and Resolution

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<b>Kahn</b>	<b>Brooke</b>	Title Change
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**Title:** Senior Psychologist

**Local Academic Unit:** Counseling and Psychological Services (UL)

**Note(s):** Previous Title: Psychologist

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<b>Kan</b>	<b>Cing-Dao (Steve)</b>	Leave with Pay
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**Title:** Professor without Term

**Local Academic Unit:** Physics and Astronomy (COS)

**Note(s):** Professor Kan has been awarded a Faculty Study Leave for Spring Semester 2021.

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<b>Klimoski</b>	<b>Richard</b>	Title Change
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**Title:** Associate Dean of Research

**Local Academic Unit:** School of Business

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

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<b>Lindley</b>	<b>Lisa L.</b>	Title Change
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**Title:** Adjunct Faculty Coordinator

**Local Academic Unit:** Global and Community Health (CHHS)

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

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## **ANNOUNCEMENT**

### **Academic Programs, Diversity, and University Community Committee**

May 20, 2020

## **OTHER ANNOUNCEMENTS**

**LAST NAME**

**FIRST NAME**

**TYPE**

**McDonald**

**Heather**

Leave with Pay

**Title:** Associate Professor without Term

**Local Academic Unit:** Theater (CVPA)

**Note(s):** Professor McDonald has been awarded a Faculty Study Leave for Fall Semester 2020.

---

**Meamber**

**Laurie A.**

Title Change

**Title:** IRB Chair

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

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

---

**Neves Cortes**

**Nelson**

Title Change

**Title:** APC and Doctoral Specialization Program Leader

**Local Academic Unit:** College of Education and Human Development

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

---

**Oh**

**Kyeung Mi**

Title Change

**Title:** Division Director, Doctoral Programs

**Local Academic Unit:** Nursing (CHHS)

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

---

**Ray**

**Abhishek**

Conversion

**Title:** Assistant Professor

**Local Academic Unit:** School of Business

**Note(s):** Previous Title:Term Instructor

Professor Ray is converting from a Term to a Tenure Track position.

---

## **ANNOUNCEMENT**

### **Academic Programs, Diversity, and University Community Committee**

May 20, 2020

## **OTHER ANNOUNCEMENTS**

**LAST NAME**

**FIRST NAME**

**TYPE**

**Rosenberg**

**Jessica**

Leave with Pay

**Title:** Associate Professor without Term

**Local Academic Unit:** Physics, Astronomy and Computational Science

**Note(s):** Professor Rosenberg has been awarded a Faculty Study Leave for Spring Semester 2021.

---

**Shedd**

**Juliette**

Promotion

**Title:** Associate Dean

**Local Academic Unit:** School for Conflict Analysis and Resolution

**Note(s):** Administrative Faculty promoted to the rank of Associate Professor.

---

**Skipper**

**Katherine A.**

Title Change

**Title:** Stearns Center Faculty Fellow for Language Diversity: Data Analysis Focus

**Local Academic Unit:** Office of the Provost

**Note(s):** Retained Title-Term Instructor

---

**Sklarew**

**Daniel**

Title Change

**Title:** Coordinator, Sustainability Initiatives

**Local Academic Unit:** Smithsonian-Mason School of Conservation

**Note(s):** Retained Title-Term Associate Professor

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**Snyder**

**R. William**

Tenure Track Contract  
Extension

**Title:** Assistant Professor

**Local Academic Unit:** School of Business

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## **ANNOUNCEMENT**

### **Academic Programs, Diversity, and University Community Committee**

May 20, 2020

## **OTHER ANNOUNCEMENTS**

**LAST NAME**

**FIRST NAME**

**TYPE**

**Tian**

**Mingzhen**

Leave with Pay

**Title:** Associate Professor without Term

**Local Academic Unit:** Physics, Astronomy and Computational Science

**Note(s):** Professor Tian has been awarded a Faculty Study Leave for Spring Semester 2020.

---

**Wentland**

**Kelly M.**

Tenure Track Contract  
Extension

**Title:** Assistant Professor

**Local Academic Unit:** School of Business

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**Xiong**

**Pheng**

Title Change

**Title:** Associate Registrar for Business Operations and Continuity

**Local Academic Unit:** Office of the Registrar

**Note(s):** Previous Title: Associate Registrar, Catalog and Scheduling

---

**Yigit**

**Erdal**

Leave with Partial Pay

**Title:** Associate Professor without Term

**Local Academic Unit:** Physics and Astronomy (COS)

**Note(s):**

Professor Yigit has been awarded a Faculty Study Leave for the academic year 2020-2021.

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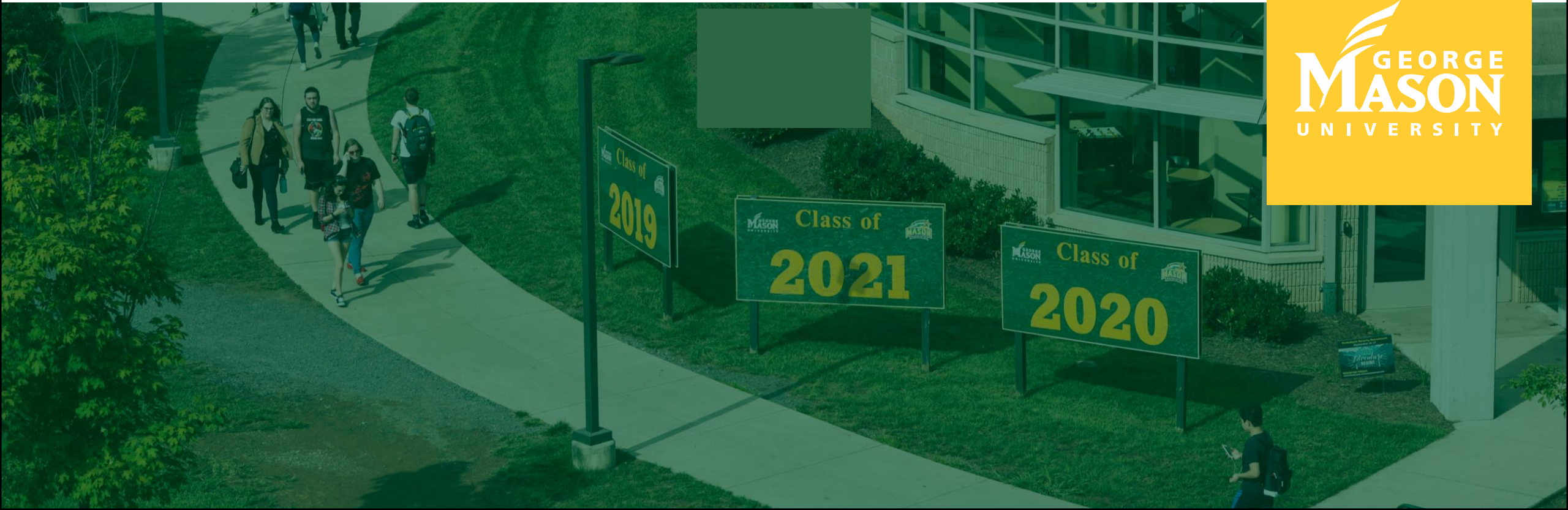
Faculty and Academic Standards Committee						
May 20, 2020						
SUMMARY OF FACULTY ACTIONS AND ANNOUNCEMENTS						
APPOINTMENT OF FACULTY						
	Term		Tenure Track			
	9-month	12-month	9-month	12-month	Research	Grant Funded
Instructor	0	0	0	0	0	0
Assistant Professor	4	2	11	0	1	0
Associate Professor	1	1	1	0	0	1
Professor	0	0	0	0	0	0
Administrative/Professional	0	43	0	0	0	2
<b>Totals</b>	5	46	12	0	1	3
RENEWALS/REAPPOINTMENTS						
	Term		Tenure Track			
	9-month	12-month	9-month	12-month		Total
Instructor	25	9	0	0		34
Assistant Professor	69	14	35	0		118
Associate Professor	30	6	0	0		36
Professor	9	5	0	0		14
Administrative/Professional	0	0	0	0		0
<b>Totals</b>	133	34	35	0		202
SEPARATIONS						
	Resignation	Retirement	Contract Expiration	Deceased		Total
	23	16	5	0		44
OTHER ANNOUNCEMENTS						
	Leave with pay	Leave w/o pay	Title Change	Conversion	Tenure Track Contract Extension	Total
	7	0	17	1	3	28

\*Summary Excludes Postdoctoral Research Fellows and Research Staff

# Interim Provost's Report

## Mark R. Ginsberg

May 20, 2020



# Honor & Privilege

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- Leadership is a special responsibility and privilege
- Honor to serve
- Dean of the College of Education and Human Development since 2010
- Affinity and appreciation for Mason as a research university, engine for economic development, and its commitment to providing ACCESS TO EXCELLENCE

# **Guiding Principle: Health, Well-Being, Safety**



**Providing an enriching environment that  
promotes learning & development and  
research & scholarship**



**Consider, in the  
context of fall 2020  
planning, the  
economic and fiscal  
impact of COVID-19  
on Mason's programs,  
activities and  
operations**





# Community Input

- Academic Advising Liaisons
- Chairs' Council
- Deans' Council
- Emergency Operations Group
- Executive Council
- Facilities Management
- Faculty Senate Executive Committee
- Housing and Residence Life
- Instructional Continuity Working Group
- Kennedy and Company
- Mason Core Committee
- Mason Faculty Affairs and Development Brain Trust
- Office of the Provost Senior Team
- Online Learning and Stearns Center Leadership
- Policy Management Group
- Research Continuity Working Group
- Safety, Emergency, and Enterprise Risk Management Leadership Team
- Student Health Services
- Student Health Services Executive Committee
- Transfer Advisory Committee
- Undergraduate Education Team
- University Life Cabinet and Unit Leaders
- Individual faculty, staff, and students who shared perspectives

***Options  
identified in  
accord with the  
following  
principles and  
external realities:***



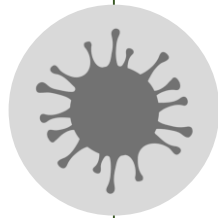
Health and Well Being



Mission Continuity



State and Federal Guidance



Virus spread is unpredictable  
and will impact our approach

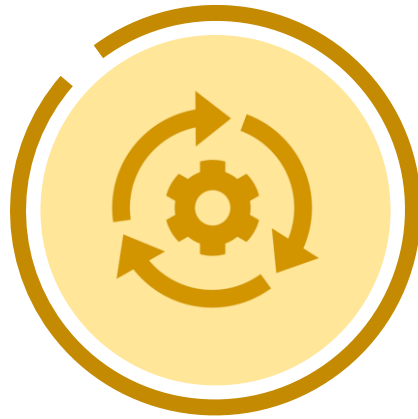
# Key Factors for Evaluating Options

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**Health and  
Safety**



**Operational  
Feasibility**



**Ability to Meet  
Our Mission**



**Ability to  
Pivot**



*Evaluating financial implications*

# Options — Patriot Tiger Team

---

- **Option 1: Return to Campus – Scaled Down**

*Returning to campus with physical distancing measures and expanded online offerings; fewer numbers of students housed on campus.*

- **Option 2: Return to Campus – Scaled Up**

*Returning to campus with physical distancing measures and expanded online offerings; more students housed on campus.*

- **Option 3: Split Curriculum**

*The majority of courses are designed as both on-campus and online. Students who are able to come back to campus (up to the population in which social distancing rules can be enforced) can choose to enroll in either format.*

- **Option 4: Online Only**

*All courses online. All staff and students telework, only essential employees on campus for the fall semester.*

# Next Steps

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- **Mason Together as One**
- **Continued Consideration of Options and Alternatives**
- **Continued Analyses and Modeling**
- **Decision-Making and Pivot Points**
- **Accelerated Planning**
  - Academic and Instructional Programs
  - Research and Scholarship
  - University Life and Student Success
  - Facilities and Operations

**ITEM XI: FY 2021 UNIVERSITY OPERATING BUDGET (ACTION)**

**PURPOSE OF ITEM:** The University's budget proposal reflects revenue and expense plans for the 2020-2021 academic year, including tuition and fee rates.

**APPROPRIATE COMMITTEE:** FINANCE AND LAND USE

**BRIEF NARRATIVE:** A budget for July 1, 2020 through June 30, 2021 (FY 2021) is being recommended at this time. This budget is being presented as an All-Funds budget for the first time, and includes all University funding sources: E & G; Auxiliary Enterprises; Sponsored Research/Contract & Grants; and Indirect funds. We request approval of this budget with the expectation that we will be presenting a revised budget in July.

This budget represents an increase of 1.79%, over the 3Q FY20 budget forecast, from \$1.162 billion to \$1.183 billion.

The total price for an undergraduate student living on-campus (including tuition, fees, room, and board) is proposed at \$25,104 for in-state and \$48,564 for out-of-state, an increase over the previous year of \$450 in tuition and \$385 in average room and board costs for each.

**STAFF RECOMMENDATION:** Staff recommends Board of Visitors approval of the 2020-2021 budget, including tuition and fee rates.



# Board of Visitors

## Budget Update

Office of the Senior Vice President | May 20, 2020

# Agenda

- I. Economic Update
- II. FY 2020 Financial and Operational Update
- III. FY 2021 Forecast
- IV. FY 2021 University Operating Budget (**ACTION ITEM**)



# Economic Update

# • Macroeconomic Indicators Show Challenges Ahead •

## NATIONAL



### Equities: *Since 2/19/20 peak levels*

- Dow Jones: - 19.2%



### Home Sales:

- New home sales: Fell by 15.4% in March (most in 6.5 years).



### Consumer Confidence and Jobs:

- 30.2M+ jobless claims since March 20
- Consumer Confidence Index fell 18.1 points (to 71, biggest monthly decrease on record)\*

## REGIONAL



### Unemployment:

- 1.16 million new unemployment claims filed in DC, MD and VA as of May 2



### Home Sales:

- Monthly homes under contract in DC region dropped by nearly 16%, compared to March 2019



### DC Metro GDP:

- Dr. Stephen Fuller projects Washington GRP may fall from nearly 2% in 2019 to almost -1% for 2020
  - Primary impacts are consumer spending/tourism and lost productivity

\* University of Michigan study.

# Higher Education Economics Also Under Pressure



- Decline in enrollment is predicted between 10-20%



- Revenue streams under pressure
- McKinsey's study points to two likely instructional scenarios:



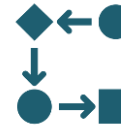
1. Delayed Recovery: Spring & Summer mostly online, face-to-face may resume in Fall 2020



2. Prolonged Contraction: Fall 2020 online, face-to-face resumes in Jan 2021 in some geographies and Summer 2021 in others



- In a survey of 142 institution presidents, they planned the following actions to control financial impacts:



- Processes: 96% planning to reengineer processes.



- Refunds: 85% providing room & board refunds.



- Workforce Reductions:

- 83% freezing hiring;
- 57% implementing furloughs;
- 55% laying off staff

# • Mason Operations & Financial Adjustments •

- Remote Instruction and Workforce
  - 5,200 virtual courses
  - 11,800 employees working remotely
- Ongoing Student Support
  - Housing, parking and dining refunds ~ \$12M
  - CARES Act student relief ~ \$10M
  - Student Emergency Assistance Fund ~ \$1.9M
- FY2020 Expense Reductions - \$5.8M
  - Workforce adjustments and wage savings
  - Travel, contract, and expense reductions
  - Deferred capital investments
- Assessment and Planning
  - Fall semester planning and preparation
  - Workforce survey and analysis
  - Financial scenario modeling



# • Confidence in Higher Ed Stronger at Mason •

## National

Confidence in Higher Education is somewhat shaken. In national surveys:

- 35% of students plan to withdraw from current school if only remote learning offered in Fall 2020.<sup>1</sup>
- 1 in 6 high-school seniors who expected to attend four-year college full-time now say they will choose a different path.<sup>2</sup>
- Over 40% of parents are uncertain about sending their child to school for the fall semester in a remote-learning scenario.<sup>3</sup>

## Mason

Mason has completed our own student survey.

- Administered April 22-29, 2020
- Responses (Rate):
  - 6,665 Mason Students (18%)
  - 4,991 Undergraduate (19%)
  - 1,576 Graduate (15%)
- Survey suggests Mason students plan to return at higher rates.

1. OneClass survey.

2. The Art & Science Group.

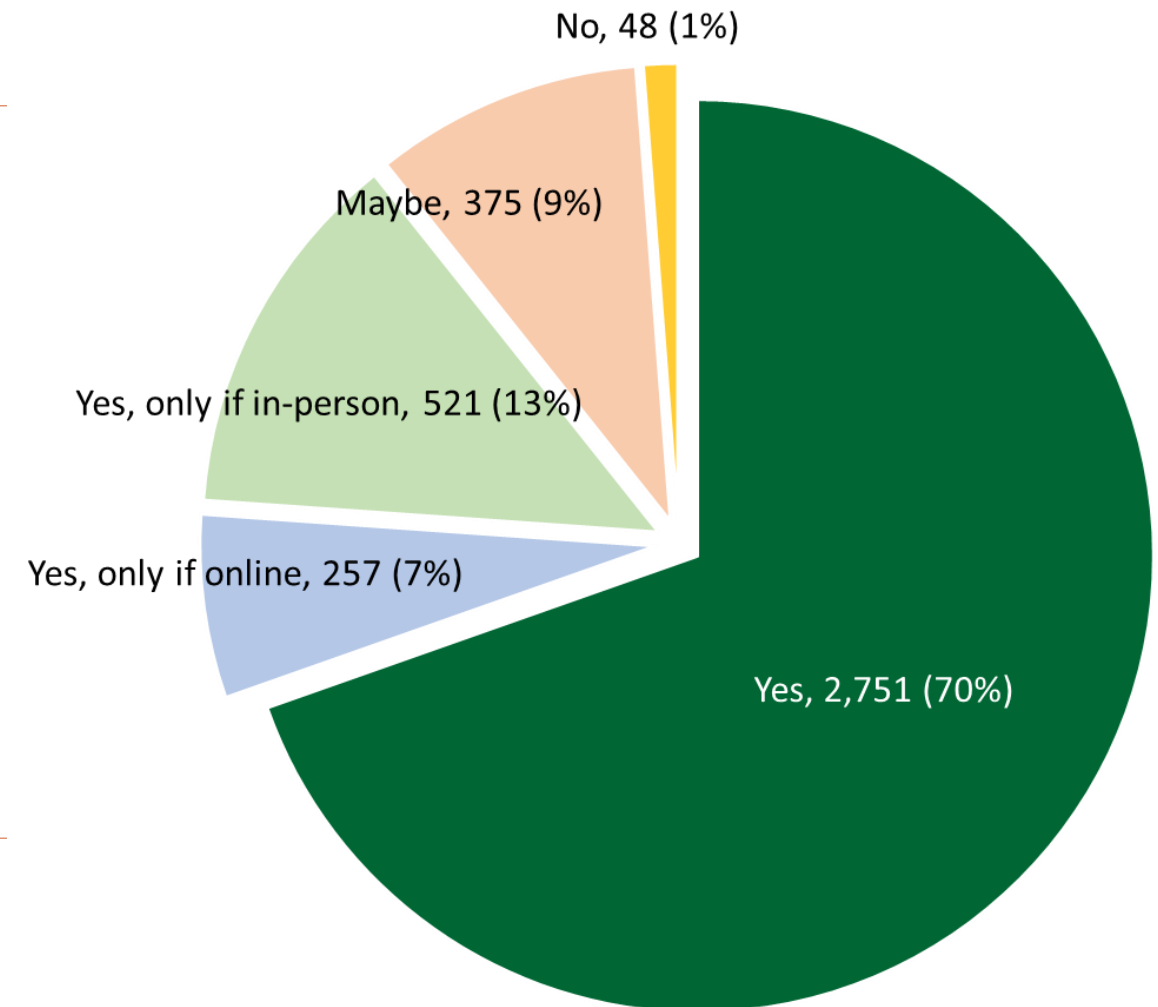
3. Tyton Partners

# Mason Students

## Intent to Enroll in Fall: Undergraduate

Among those who were unsure or were not going to enroll in fall (select all that apply):

- ☐ Not interested in taking courses online (196, 46%)
- ☐ Experiencing financial difficulty (135, 32%)
- ☐ Concerned that the courses I want will not be available (135, 32%)
- ☐ Experiencing concerns with my other responsibilities (child/elder care, work, etc.) (93, 22%)
- ☐ Planning to take the Fall 2020 term off and return for the Spring 2021 term due to current public health pandemic (78, 18%)
- ☐ Transferring to another institution (56, 13%)
- ☐ Study abroad/Completing an internship (15, 4%)

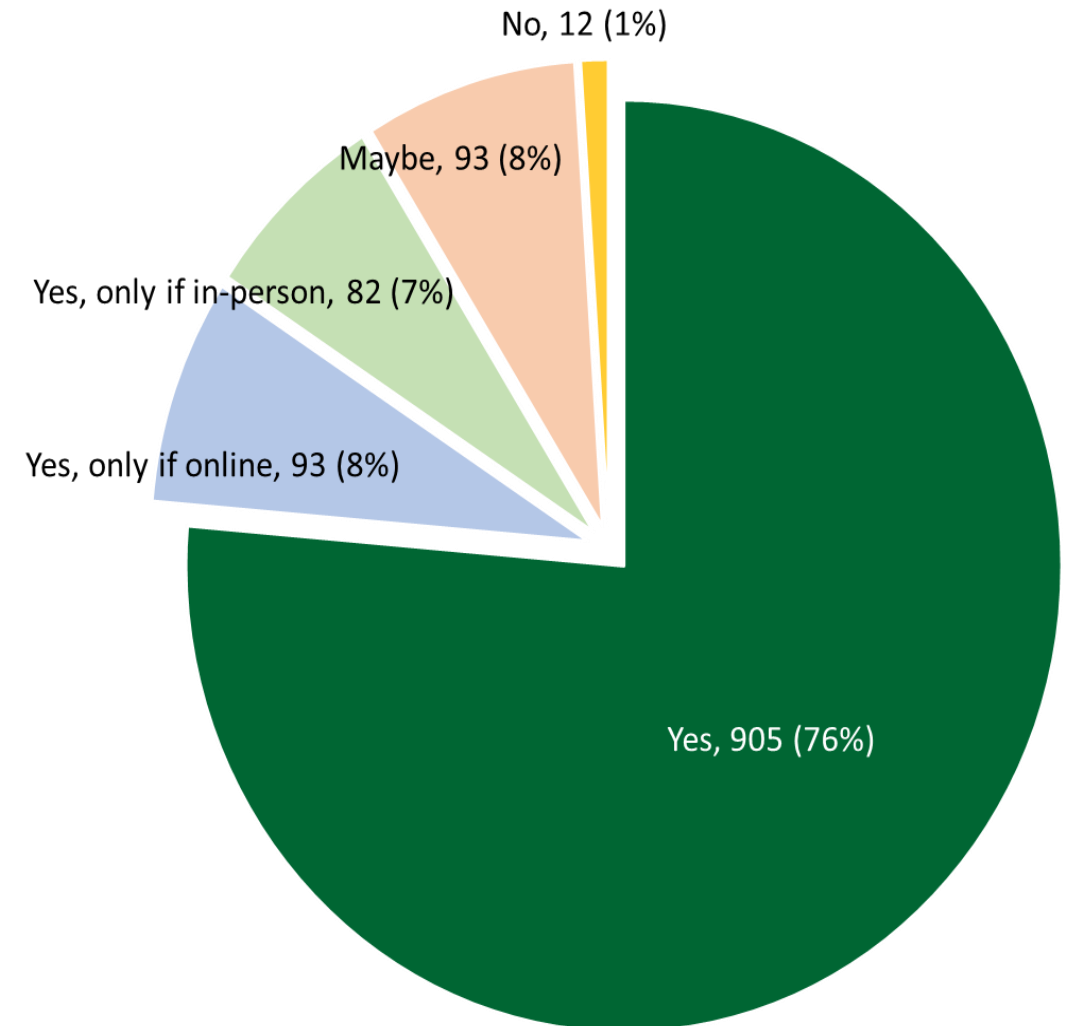


# Mason Students

## Intent to Enroll in Fall: Graduate

Among those who were unsure or were not going to enroll in fall (select all that apply):

- ☐ Not interested in taking courses online (39, 37%)
- ☐ Experiencing concerns with my other responsibilities (child/elder care, work, etc.) (29, 28%)
- ☐ Experiencing financial difficulty (27, 26%)
- ☐ Planning to take the Fall 2020 term off and return for the Spring 2021 term due to current public health pandemic (19, 18%)
- ☐ Concerned that the courses I want will not be available (19, 18%)
- ☐ Transferring to another institution (7, 7%)
- ☐ Study abroad/Completing an internship (2, 2%)

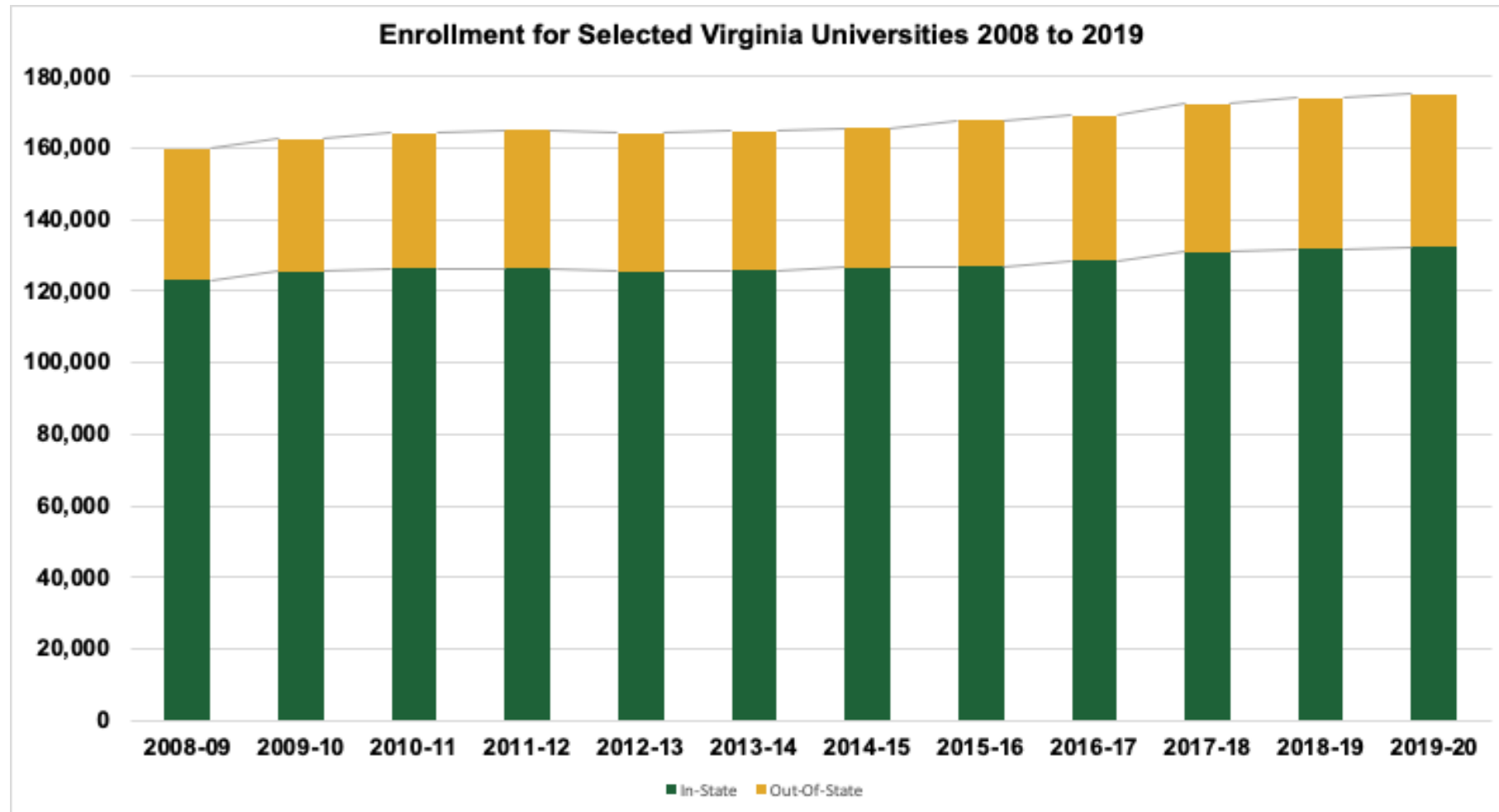




# Higher Education Trends

## • Trends – Enrollment in VA •

Overall enrollment continued to rise for both in-state and out-of-state students across VA schools even after the Great Recession of 2008.

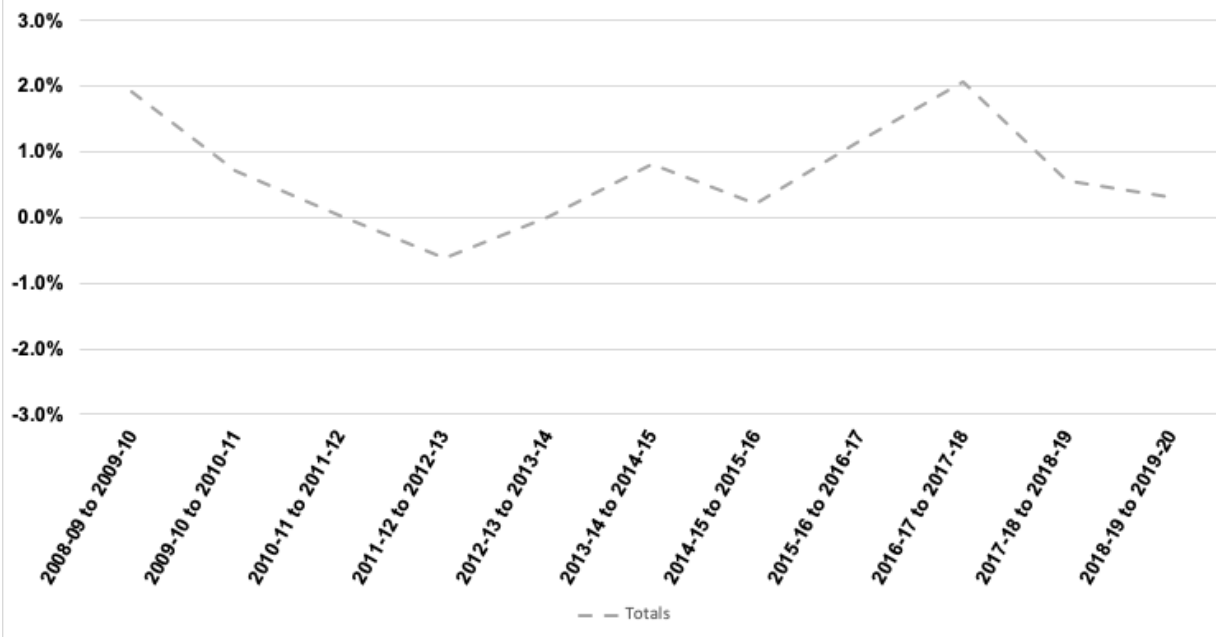


*Includes George Mason, UVA, Old Dominion, VA Tech, James Madison University, and VCU*

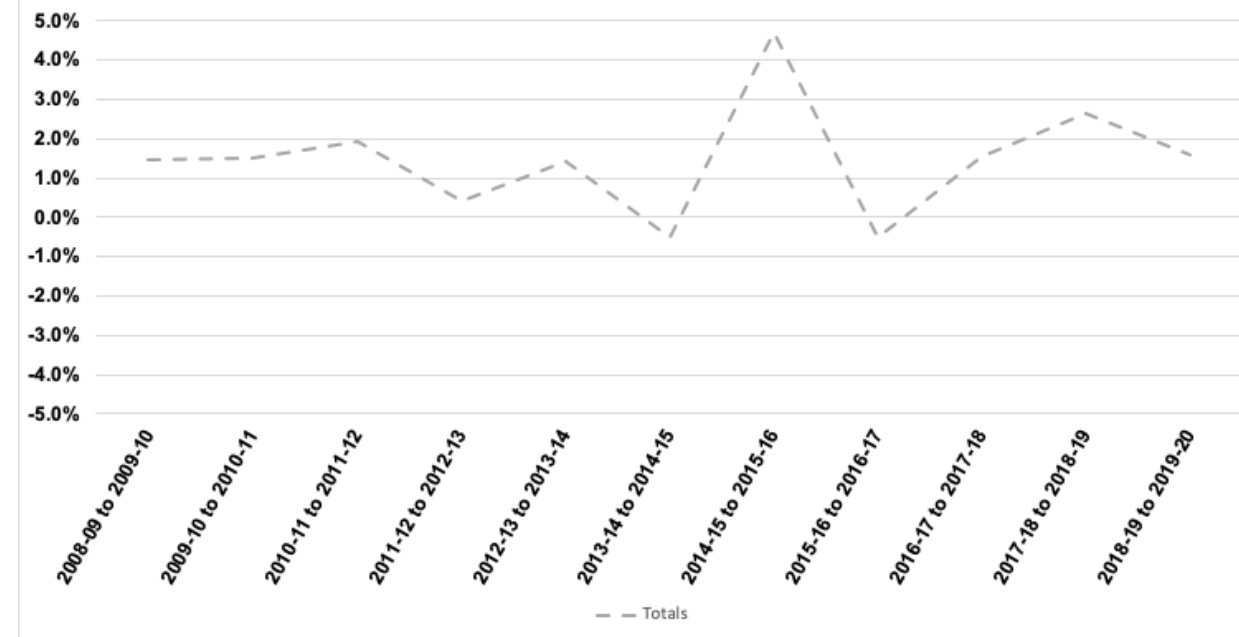
## • In-State and Out-of-State Enrollment Trends •

After 2008, the Recession did impact both In-State and Out-of-State matriculation rates, though it seemed to slow In-State growth more.

Changes in In-State Enrollment for Selected Virginia Universities 2008 to 2019



Changes in Out-of-State Enrollment for Selected Virginia Universities 2008 to 2019

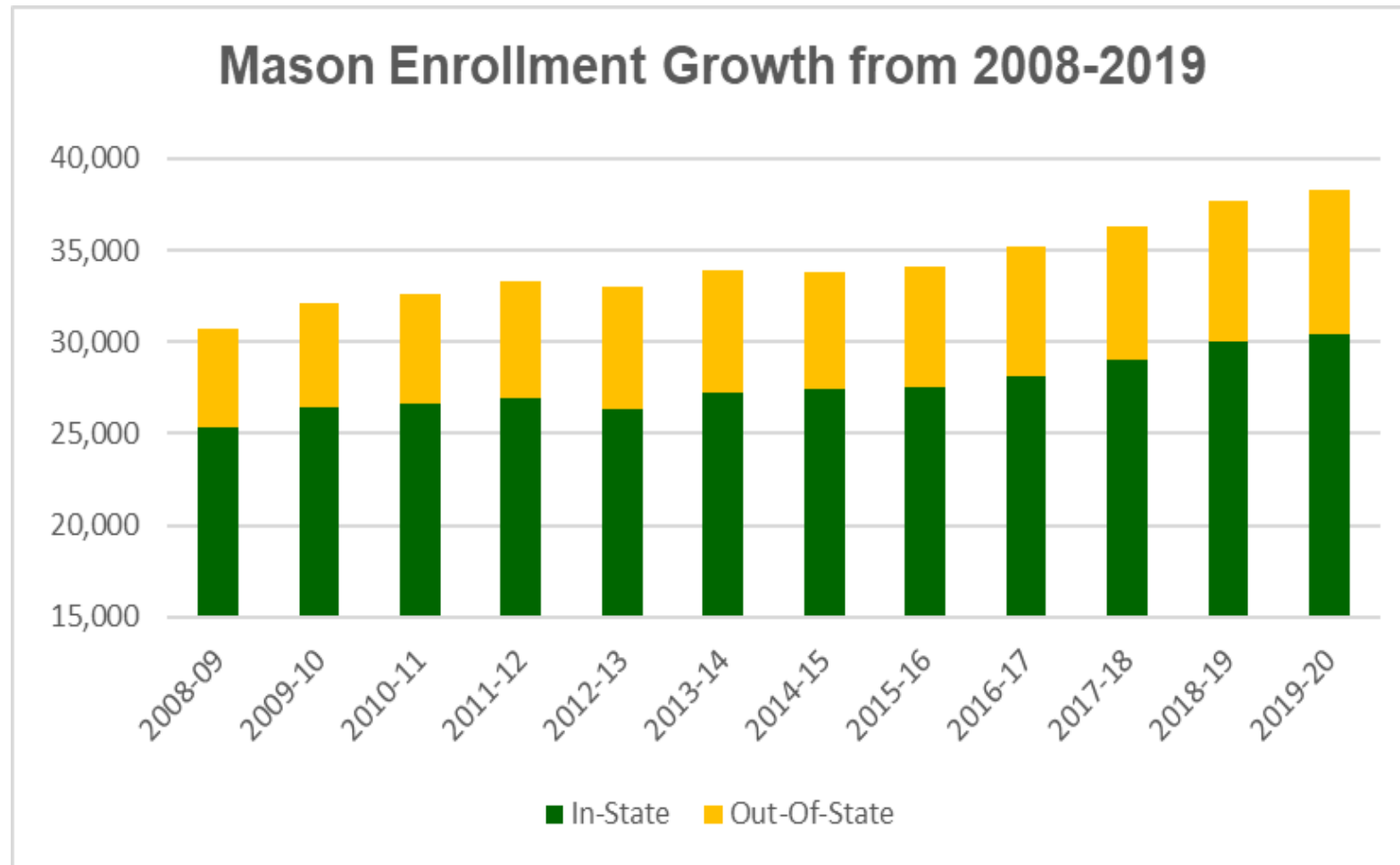


*Includes George Mason, UVA, Old Dominion, VA Tech, James Madison University, and VCU*



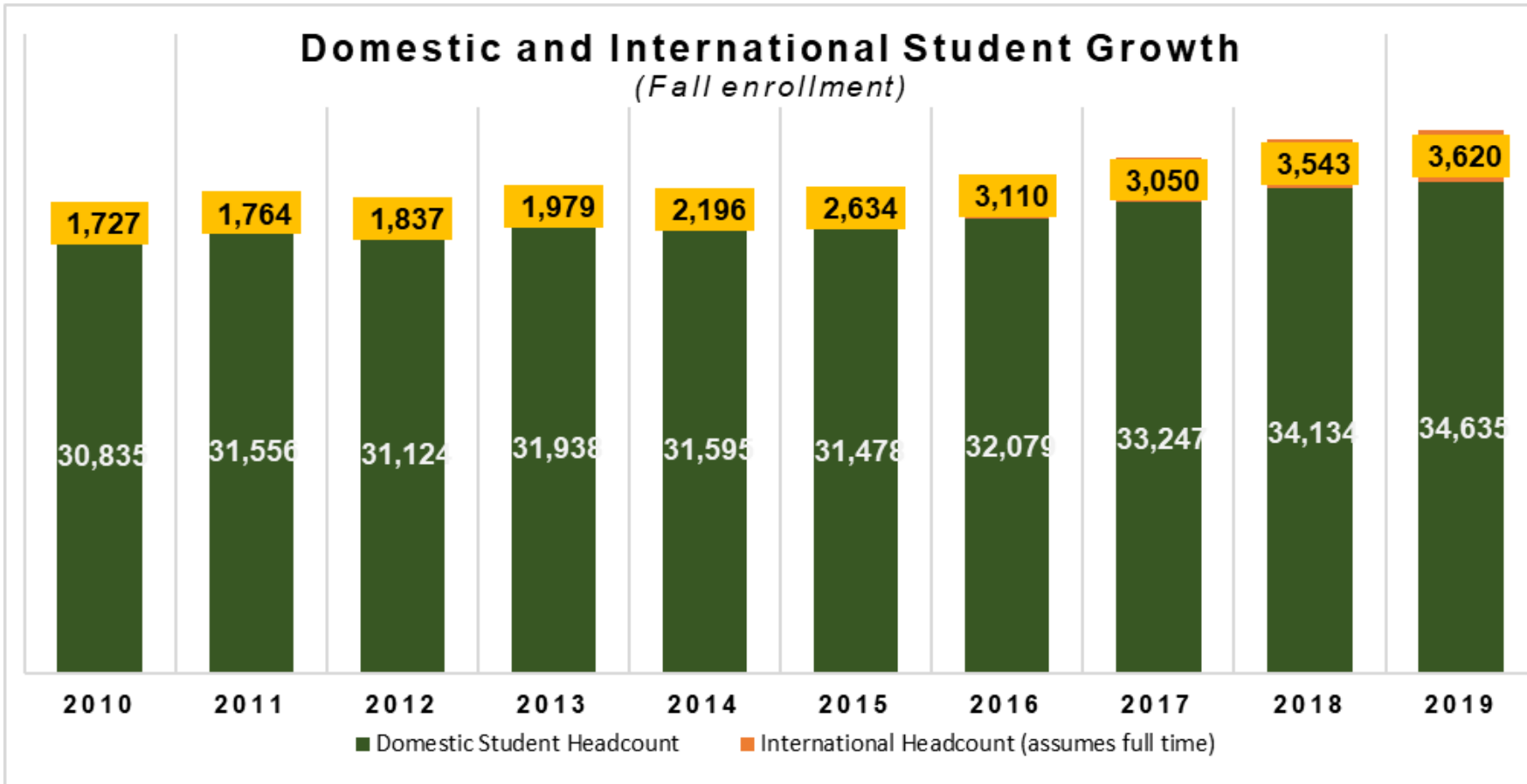
# Mason Historical Trends

# GMU Trends - Enrollment



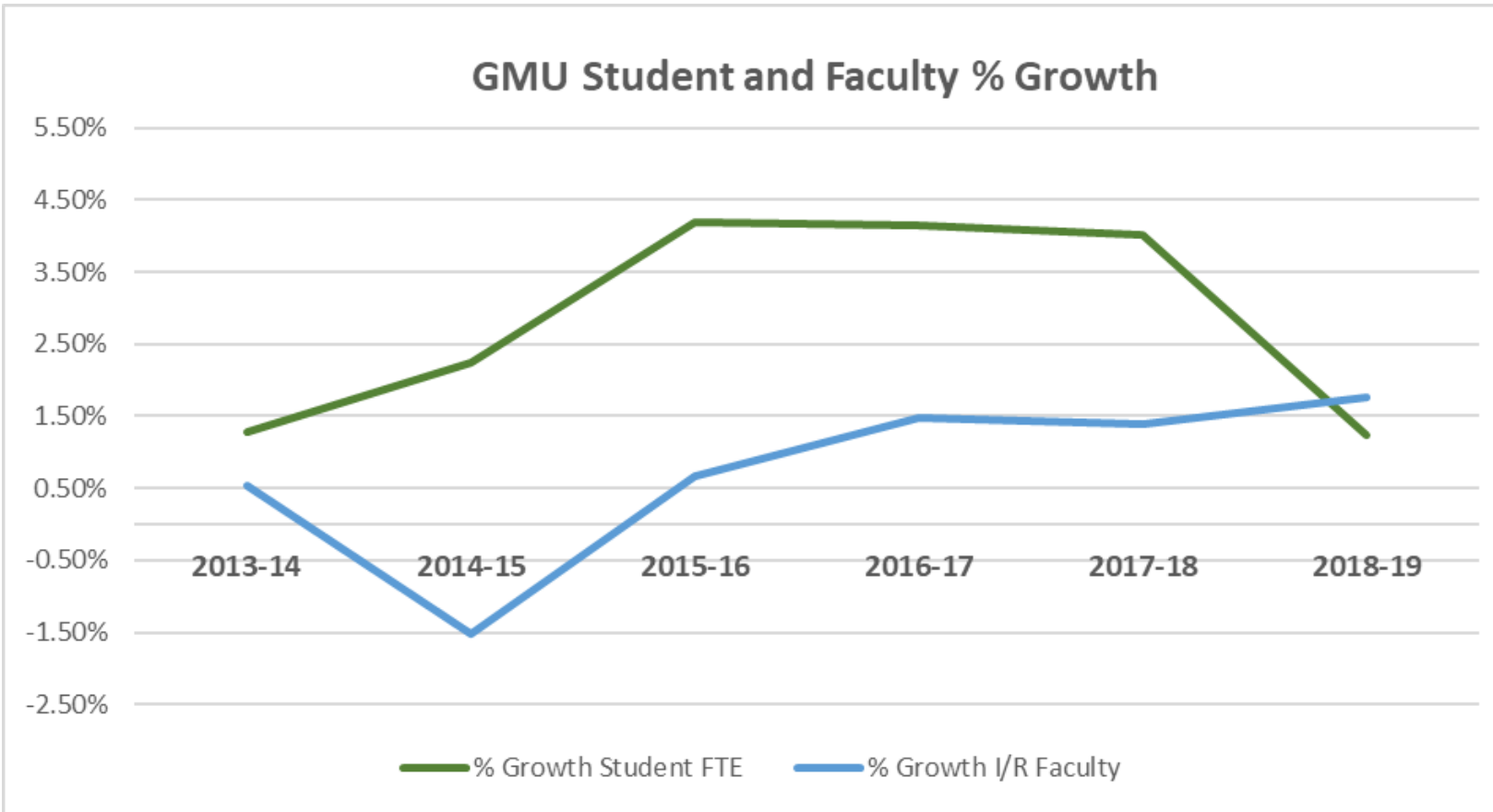
- Mason has had relatively steady enrollment growth and did not seem to be immediately impacted by the Great Recession of 2008, rising by 1,353 students in fall 2009.
- Mason's enrollment has grown by 24.6% since 2008, more than doubling the VA school average of 9.7%.

# GMU Trends - Enrollment



Mason's number of international students has grown steadily over the years, though predictions for how international student enrollment will change post-COVID-19 are uncertain.

# • GMU Trends – Student to Faculty Growth •



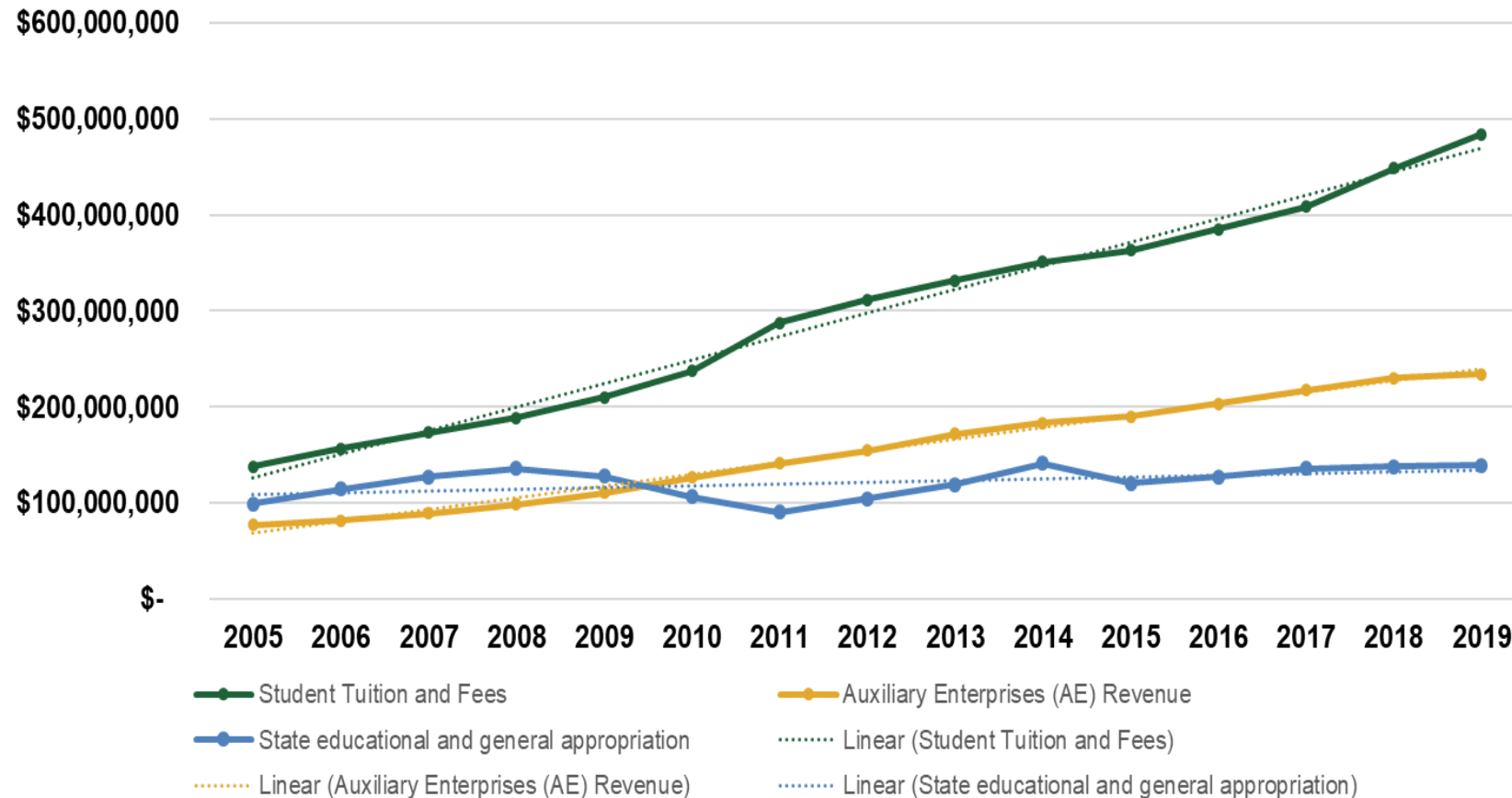
Rate of student growth has exceeded I/R faculty growth rate 5 out of past 6 years (chart).

In 2018, the rate of faculty growth slightly outpaced student growth for the first time.

Over these 6 years, Mason's total student growth (18.3%) has far outpaced I/R faculty growth (4.3%) when compounding the growth year over year.

# • GMU Trends – Revenues •

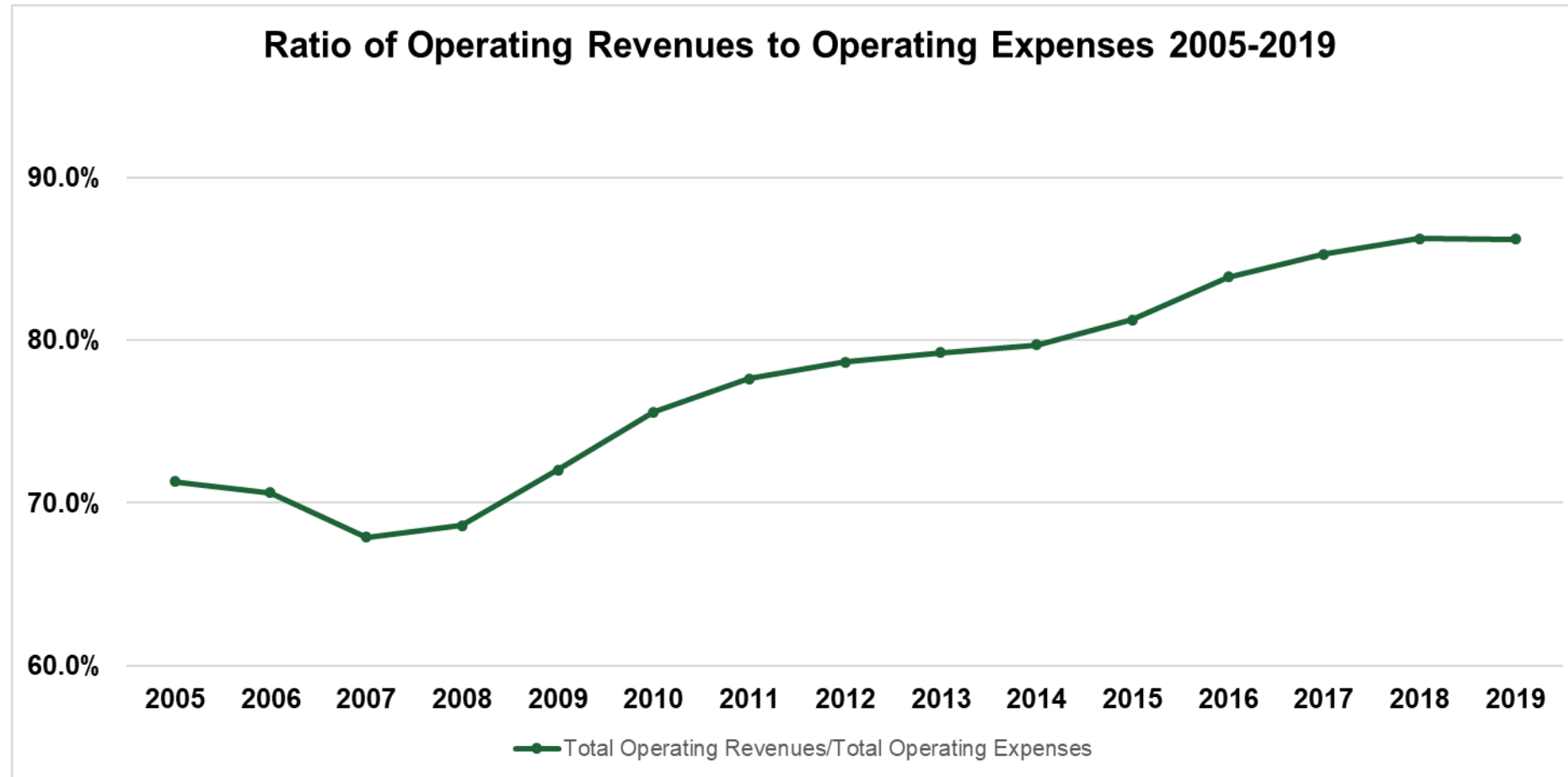
George Mason Revenue Sources 2005-2019



Consistent with national trends, Mason's tuition and fee revenue grew steadily from 2004 to 2011 (including immediately after 2008), concurrent with the drop in State contributions.

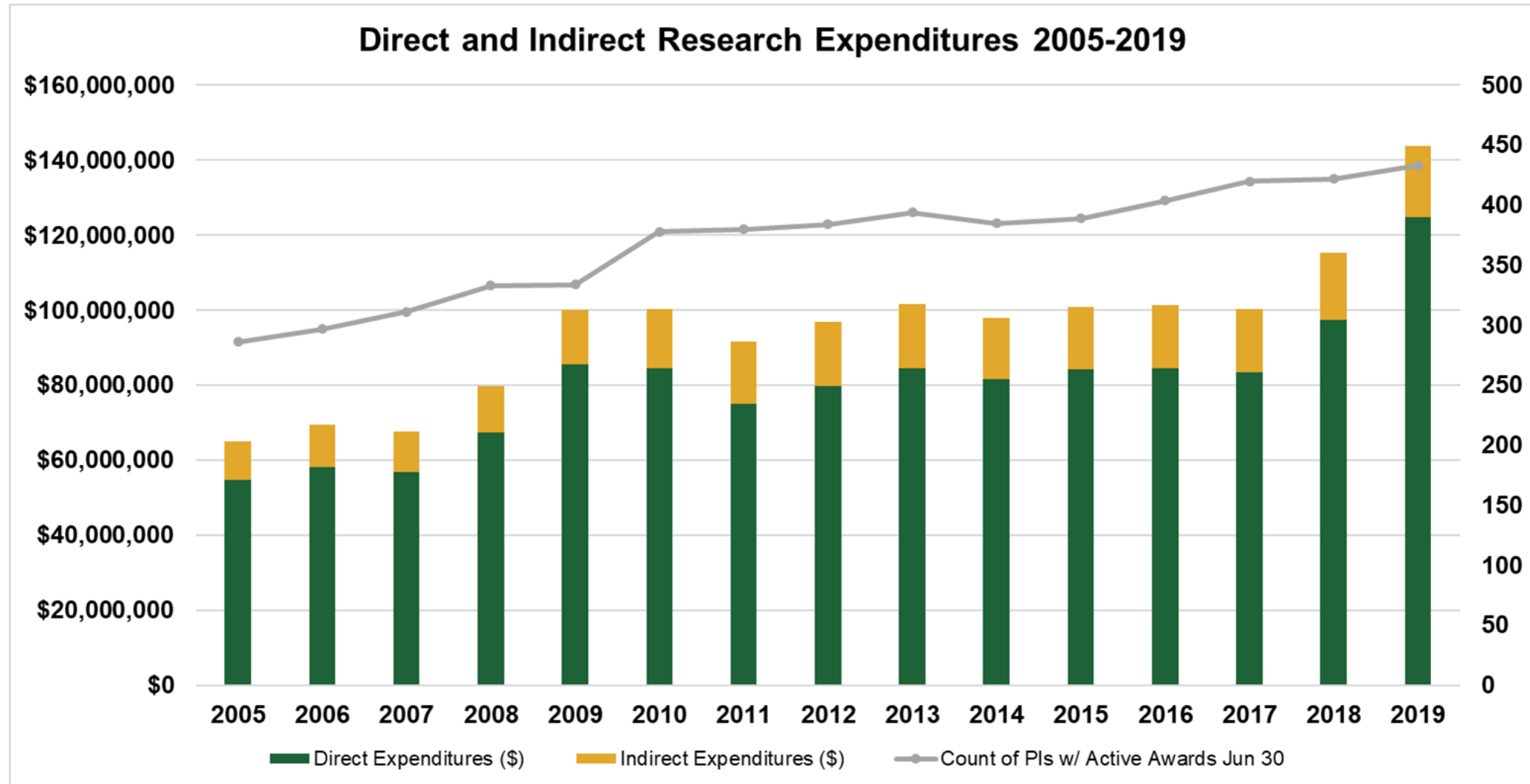
## • GMU Trends – Operating Revenue/Expense Ratios •

Over time, Mason's Operating Margin ratio (on an accrual basis) has improved, meaning Mason has become more efficient in using the funds available in our operations.



# • GMU Trends – Research Funding •

Mason's total research expenditures have grown steadily, even after the Great Recession of 2008.





# Approaches to Recovery

# Case Studies and Insights

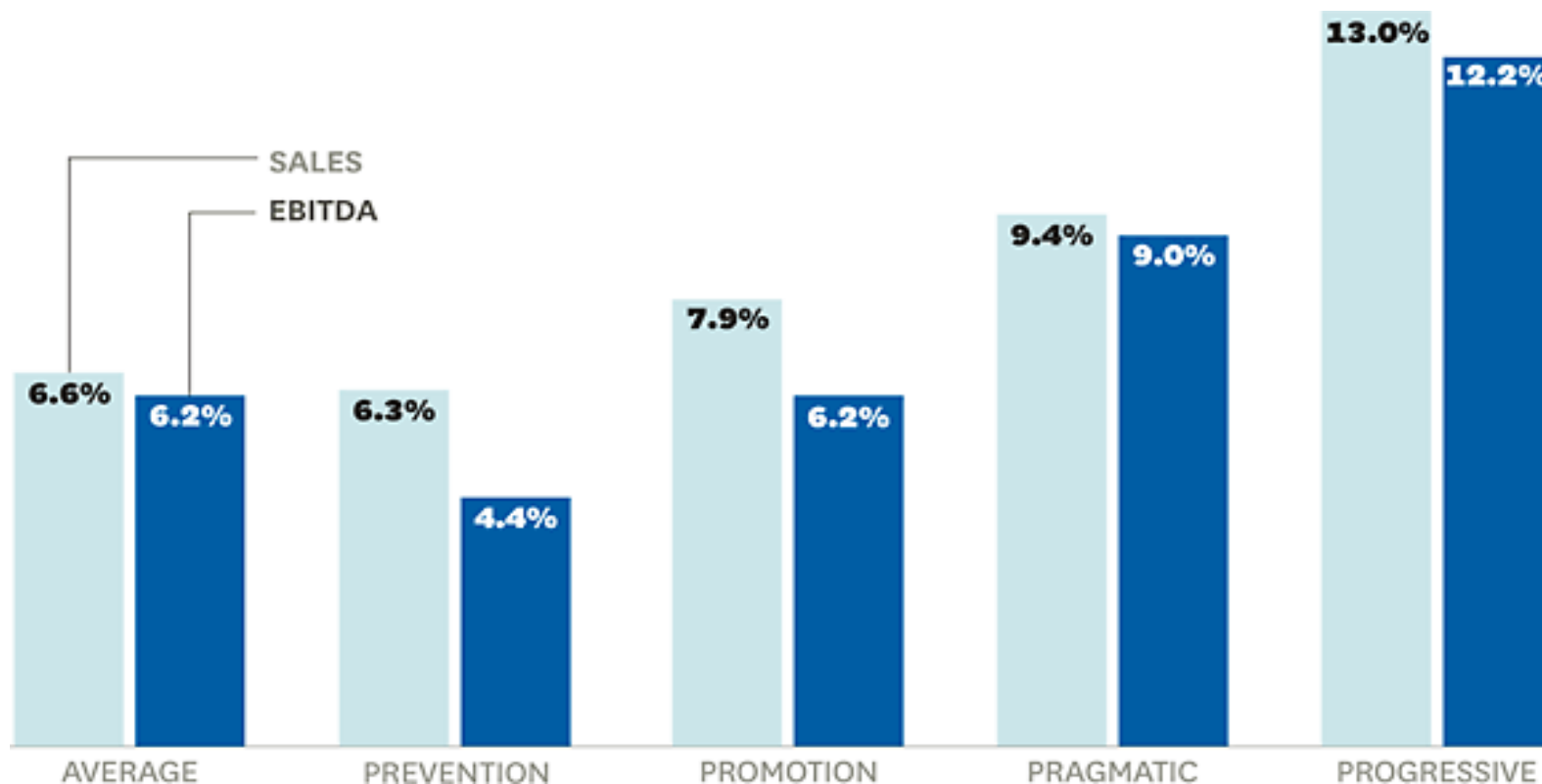
A 2010 Harvard Business Review (HBR) study evaluated performance from 4,700 companies across three global recessions since 1980. Their findings identified four types of organizations.

Prevention Focused	<ul style="list-style-type: none"><li>➤ Deep cost cutters; survival mode; defensive moves; focus on avoiding losses and risks</li><li>➤ Pessimism; disempowered staff; cannot take advantage of economic recovery</li><li>➤ 21% chance of outpacing competition at recovery</li></ul>
Promotion Focused	<ul style="list-style-type: none"><li>➤ Bold investors; Offensive moves; view recession as pretext to push change; Wild West</li><li>➤ Overconfidence; positive groupthink masks depth of risks and issues; bloats costs</li><li>➤ 26% chance of outpacing competition at recovery</li></ul>
Pragmatic Companies	<ul style="list-style-type: none"><li>➤ Combination of defensive and offensive moves; often cautious, limited, or mis-weighted</li><li>➤ Can produce positive outcomes, but often suboptimal due to cautiousness or mis-weight</li><li>➤ Only marginally better chance of outpacing competition than Prevention or Promotion</li></ul>
Progressive Companies	<ul style="list-style-type: none"><li>➤ Optimal combination of defense and offense.</li><li>➤ Portfolio of initiatives: improve efficiency and invest in both market &amp; asset development.</li><li>➤ 37% chance of outpacing competition at recovery</li></ul>

Source: *Roaring Out of the Recession*. Harvard Business Review. March 2010.

# Case Studies and Insights

- Prevention and Promotion strategies perform worse than average
- Pragmatics do better than average, but Progressive organizations nearly double average outcomes
- Mason's actions after 2008 suggest Mason acted as a Pragmatic organization, cutting some areas while continuing to invest in others



Source: *Roaring Out of the Recession*. Harvard Business Review. March 2010.

# Observations

## Recovery:

- Recovery from past recessions generally happens fairly quickly
  - Mason has weathered past recessions, though different areas measured took different time periods to recover
- Some metrics, like enrollment, were not impacted by past recessions
  - COVID-19 may present unique challenges here, especially for international students

## Efficiency:

- Mason has become more efficient and effective financially over time, illustrated by our operating margin; continuing down this path will be important moving forward

## Investment Opportunity Constraints:

- Mason's enrollment has far outpaced revenue and expense growth since 2013
  - Mason's investments in infrastructure and faculty have not kept up with enrollment growth
- Indirect cost recoveries have not significantly increased over time, limiting investment capabilities



# Financial and Operational Update

# • FY 2020 Q3 Actual and Forecast •

Cash basis, in 000's	FY 2019 Actual	Q3 FY 2020 YTD	FY 2020 Budget*	FY 2020 Forecast
Net Tuition and Fees	\$433,595	\$422,969	\$448,700	\$438,234
State Appropriations	136,249	119,362	154,800	156,175
Grants & Contracts	193,085	166,236	212,500	228,056
Auxiliary Enterprises	238,989	228,266	257,600	234,525
Other Operating Revenue	55,031	56,591	51,400	60,710
Capital Grants	22,522	29,026	63,000	44,026
<b>Total Revenue</b>	<b>\$1,079,470</b>	<b>\$1,022,450</b>	<b>\$1,188,000</b>	<b>\$1,161,726</b>
Salaries and Wages	\$428,384	\$358,367	\$481,273	\$459,054
Fringe Benefits	122,173	99,397	158,283	130,126
Direct Expenditures	476,877	425,164	548,444	534,391
<b>Total Expenses</b>	<b>\$1,027,434</b>	<b>\$882,928</b>	<b>\$1,188,000</b>	<b>\$1,123,571</b>

\* FY 2020 Budget adjusted from earlier presentations to remove \$32M estimated value of GMUF activity that will not flow through GMU financial statements and \$27M of Capital Grants that represents spending of GMU funds (not revenue) to provide more meaningful comparison to YTD actual results.

## Q3 FY 2020 Key Highlights

- FY 2020 forecast impacted due to suspension of campus operations in March 2020
- **Tuition & Fees** forecast in line with expectation; original budget was overstated
- **Grants & Contracts** includes \$18M of CARES Act HEERF funds (Institutional and Student Aid)
- **Auxiliaries** significantly impacted by \$12M of student refunds plus lost revenues
- **Total Expenses** expected below budget due to vacant positions and foregone activities
- Margin projected to decline to 3.3% from 4.8% in FY2019 due to COVID-19 impacts

# • COVID-19 Impact •

(\$\$ in 000's)	Primary Fund	Estimated Impact Through Aug 2020		Amount included in FY20 3Q Forecast
		Low	High	
<b>Lost revenue:</b>				
Tuition & fees	E&G			3,175
Housing operations	AE	7,000	9,000	6,625
Dining services & commissions	AE	8,000	9,000	7,020
Parking services	AE	2,000	4,000	4,096
Canceled events	AE/E&G	14,000	16,600	2,780
INTO Mason	AE/E&G	5,000	8,000	3,400
Fees	AE/E&G	700	1,000	650
<b>Estimated Lost Revenue</b>		<b>36,700</b>	<b>47,600</b>	<b>27,746</b>
<b>Incremental expenses:</b>				
Salaries/fringe for researchers	E&G/IND	7,000	9,000	
Technology	E&G	2,000	3,000	636
Transition to online instruction	E&G	750	1,500	895
Student wages & bad debt write-offs	E&G	4,000	5,000	
Other (supplies, canceled travel, etc.)	AE/E&G	2,000	3,000	(7,330)
<b>Estimated Incremental Expense</b>		<b>15,750</b>	<b>21,500</b>	<b>(5,799)</b>
CARES Act HEERF - Institutional Costs only		(10,400)	(10,400)	(10,400)
<b>Total Estimated Impact</b>		<b>42,050</b>	<b>58,700</b>	<b>11,547</b>

## COVID-19 Impact Summary

- Estimated Low-High Impact for **Spring and Summer activities**, excluding estimated enrollment
  - Housing/Dining/Parking** include refunds issued to students
  - Canceled events** and **INTO Mason** losses will continue into FY2021
  - Expenses in total** are net savings due to foregone travel and activities; impacts for **research salaries** likely in FY21 as grants end
- FY2020 impact partially offset by **CARES Act funding of \$10.4M for Institutional Costs** (Student Aid portion not reflected as will pass-through directly to students)

# • COVID-19 Funding, Initiatives and Savings •

## ❖ Stimulus and Other COVID-19 Funding

- CARES Act funds - FY20 and FY21 (\$20.8M)
  - \$10.4M for Emergency Student Aid (~\$1,000 students); \$10.4M for Institutional Costs
- FEMA Public Assistance - future reimbursement of limited COVID-19 expenses.
- CARES Act Coronavirus Relief Fund administered by Virginia

## ❖ Workforce and Technology

- Critical Vacancy Review Committee (all positions)
  - Commonwealth hiring freeze for classified and wage employees
- Workforce Survey and Telework Toolkit

## ❖ \$5.8M in Direct Expenditure savings from reducing or delaying non-critical expenses as follows:

- Personnel: Deferred recruiting and hiring process
- Contractual Services: Reduction in contracted services due to campus shutdown (i.e. maintenance, shuttle services, etc.).
- Utilities: Reduction in utilities' usage due to campus shutdown.
- Travel: Reduction in travel due to canceled conferences, events and programs.

## ❖ Ongoing strategic investment to enable processes, technology (online transition) and operational efficiencies



# FY 2021 Budget Planning

- 



# FY 2021 Commonwealth Conference Budget Update



## 0% In-state, Undergraduate Tuition Increase – Unallotted

- \$4.6M Tuition Moderation increase to GF
- Six-Year Plan assumed 5% increase for both in-state and out-of-state undergraduate tuition and 3.5% increase for both in-state and out-of-state graduation tuition.



## Faculty and Staff Compensation Increases – Unallotted

- Faculty & University Staff (A/P Faculty) - 3% bonus
- Classified Staff - 3% bonus (*Classified Staff & Student Wage Hiring Freeze*)



## Student Financial Aid - Unallotted

- \$6.95M additional funds for undergraduate, need-based aid; \$53,400 for graduate aid
- Total of \$14.0M over the biennium



## Tech Talent Initiative

- \$5.8M operating support for School of Computing launch & increased tech talent BS & MS degree production
- \$84M capital support for IDIA/Arlington
- \$14M capital support for BS capital projects



## Support for Enrollment and Student Success - Unallotted

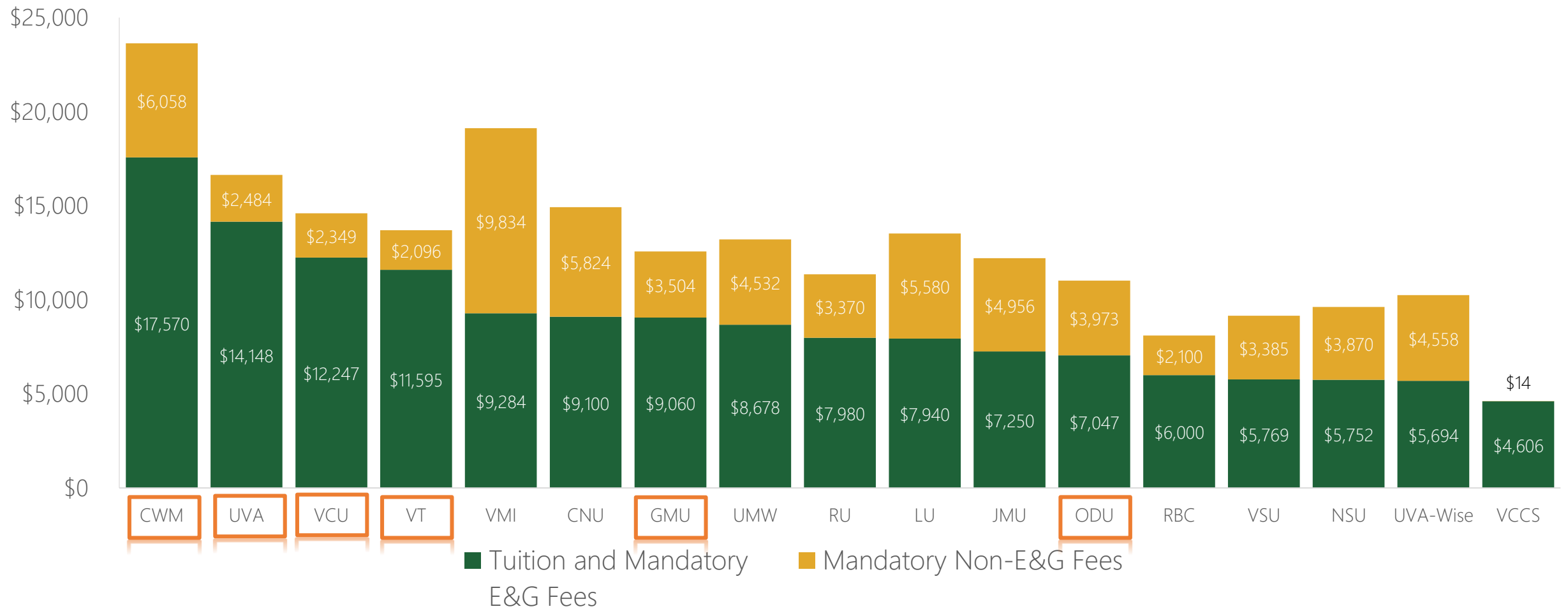
- \$10M general support

# Making Choices in Investment Need

Initiative	Original 6-Year Plan Investment	Revised Proposed Investment
<b>Student Success Initiatives:</b> <ul style="list-style-type: none"> <li>Student career coaching &amp; advising; enhanced programming for at-risk students</li> </ul>	\$2.0M	\$2M
<b>Academic Excellence:</b> <ul style="list-style-type: none"> <li>New tenure/tenure-track faculty lines to enhance programs for instruction</li> </ul>	\$7.0M	\$7M
<b>Talent Ecosystem:</b> <ul style="list-style-type: none"> <li>Support Competitive Faculty and Staff Compensation</li> </ul>	\$43.4M	\$3M
<b>Research Excellence:</b> <ul style="list-style-type: none"> <li>Research Faculty Hiring and Infrastructure</li> </ul>	\$8M	\$1M
<b>Institutional Effectiveness &amp; Infrastructure:</b> <ul style="list-style-type: none"> <li>Support organizational efficiencies &amp; academic excellence (e.g. Campus Master Plan)</li> </ul>	\$5M	\$3M
<b>Access &amp; Affordability:</b> <ul style="list-style-type: none"> <li>Student Financial Aid &amp; Scholarships</li> <li>ADVANCE &amp; Online Education</li> </ul>	\$16.2M	\$5M
<b>Total</b>	<b>\$81.6M</b>	<b>\$21M</b>
Initiative	Original 6-Yr Plan Investment	Proposed Investment
<b>Innovation &amp; Economic Prosperity</b> <ul style="list-style-type: none"> <li>Tech Talent Initiative</li> </ul>	\$235M over 20 years	

# • Full-Time In-State Undergraduate Charges •

## Tuition and Mandatory E&G Fees + Mandatory Non-E&G Fees



# • FY2021 Tuition and Fees Recommendations •

## No Mandatory Student Fee Increase

## Increased Financial Aid to Offset Increase

- Reinvest one-third of tuition increase revenue to financial aid for neediest students
- Additional aid to be based on Estimated Family Contribution

## \$450 Tuition Increase

- **Equity:** \$450 tuition increase for both in-state and out-of-state, undergraduate and graduate students
  - Previous percentage-based increases much higher for out-of-state students
- **Support Student Success:** Tuition increase funds strategic investment in student success through student services, faculty retention and academic infrastructure



# • Proposed Tuition & Fee Increases – FY2021 •

## FY 2021 Proposed

Tuition Rates	FY 2020	Increase	FY 2021
In-State, Undergraduate	\$9,060	\$450	\$9,510
Out-of-State, Undergraduate	\$32,520	\$450	\$32,970
In-State, Graduate	\$12,144	\$450	\$12,593
Out-of-State, Graduate	\$33,456	\$450	\$33,906

## FY 2021 Proposed Student

Mandatory Student Fees	FY 2020	Increase	FY 2021
Full-Time Student	\$3,504	\$0	\$3,504

*Total price for undergraduate student living on-campus (Tuition, Fees, Room & Board) is \$25,104 for in-state and \$48,564 for out-of-state*

Note: FY21 Proposed Tuition and Fee Rates for online, premium and the detailed I/S and O/S (annual and hourly) schedules reflected in Appendix.

# • FY21 Planning Assumptions •

	Budget FY20	Baseline FY21
<b>REVENUE</b>		
<b>Total Enrollment (FTEs)</b>	32,624	31,725
<b><u>Tuition Increases</u></b>		
<b>Tuition Revenue</b> <i>(in millions)</i>	<b>\$495</b>	<b>\$449</b>
Tuition Increase:		
UG <i>\$450 annual per student</i>		
Grad <i>\$450 annual per student</i>		
Law <i>\$0 annual per student</i>		
<b><u>Institutional Aid</u></b>		
Institutional Aid <i>(In Millions)</i>	(\$61)	(\$66)
<b><u>Mandatory Student Fee - Zero Increase</u></b>		
Fee Revenue <i>(in millions)</i>	\$108.0	\$104.8
Rate <i>\$3,504 per student</i>		
<b><u>Room &amp; Board - 3.3% Increase</u></b>		
Room & Board Revenue* <i>(in millions)</i>	\$80.6	\$80.8
# Students In Residence	6,100	5,673
Average Rate <i>\$12,090 per student</i>		
<b>EXPENSE</b>		
<b>Compensation</b>		<b>0%</b>
Staff Levels		Classified Staff Hiring Freeze Critical Hires Only
<b>Strategic Investments (in millions)</b>	<b>\$81.6</b>	<b>\$21</b>

\*Includes Vendor Dining Contract Revenue

# FY21 Baseline Enrollment Assumptions

FY 2020 - FY 2021 FTES (SCHEV 2B Report)

Category	2020	2021	Variance	% of Change
Ugrad I/S	20,942	22,423	1,481	7.1%
Ugrad O/S	4,892	3,292	(1,600)	-32.7%
<b>Ugrad Total</b>	<b>25,834</b>	<b>25,714</b>	<b>(120)</b>	<b>-0.5%</b>
Grad I/S	4,156	3,998	(158)	-3.8%
Grad O/S	2,155	1,595	(560)	-26.0%
<b>Grad Total</b>	<b>6,311</b>	<b>5,594</b>	<b>(717)</b>	<b>-11.4%</b>
Law I/S	202	170	(32)	-15.7%
Law O/S	277	247	(30)	-10.9%
<b>Grad Total</b>	<b>479</b>	<b>417</b>	<b>(62)</b>	<b>-12.9%</b>
<b>Total FTEs</b>	<b>32,624</b>	<b>31,725</b>	<b>(899)</b>	<b>-2.8%</b>

Price and Enrollment Analysis

Category	Price Change FY20 VS FY21 (in MIL)	Enrollment Change FY20 VS FY21 (in MIL)
Ugrad I/S	\$10.10	\$13.40
Ugrad O/S	\$1.50	(\$52.10)
<b>Ugrad Total</b>	<b>\$11.60</b>	<b>(\$38.70)</b>
Grad I/S	\$1.80	(\$1.90)
Grad O/S	\$0.70	(\$18.70)
<b>Grad Total</b>	<b>\$2.50</b>	<b>(\$20.60)</b>
Law I/S	\$0.00	(\$0.70)
Law O/S	\$0.00	(\$1.10)
<b>Grad Total</b>	<b>\$0.00</b>	<b>(\$1.80)</b>
<b>Fees</b>	<b>\$1.00</b>	
<b>TOTAL</b>	<b>\$15.10</b>	<b>(\$61.10)</b>

# • FY21 Proposed Operating Budget •

\$ (000's)	FY19 Actual	FY20 Budget	FY20 3Q Forecast	FY21 Proposed Budget	Variance FY21 Proposed to FY20 3Q Forecast
Net Tuition and Fees	\$433,595	\$448,700	\$438,234	\$425,428	(\$12,806)
State Appropriations	136,249	154,800	156,175	159,200	\$3,025
Grants & Contracts	193,085	212,500	228,056	219,413	(\$8,643)
Auxiliary Enterprises	238,989	257,600	234,525	256,322	\$21,797
Other Operating Revenue	55,031	51,400	60,710	57,222	(\$3,488)
Capital Grants	22,522	63,000	44,026	65,000	\$20,974
<b>Total Revenue</b>	<b>\$1,079,470</b>	<b>\$1,188,000</b>	<b>\$1,161,726</b>	<b>\$1,182,585</b>	<b>\$20,859</b>
Salaries and Wages	\$428,384	\$481,273	\$459,054	\$469,877	(\$10,823)
Fringe Benefits	122,173	158,283	130,126	131,566	(\$1,440)
Direct Expenditures	476,877	548,444	572,546	581,143	(\$8,597)
<b>Total Expenses</b>	<b>\$1,027,434</b>	<b>\$1,188,000</b>	<b>\$1,161,726</b>	<b>\$1,182,585</b>	<b>(\$20,859)</b>

## • **Board Recommendation** •

Recommend approval by the Board of Visitors of the FY 2021 Proposed Operating Budget and Proposed FY 2021 Tuition and Fee rates.

MOTION: \_\_\_\_\_

SECOND: \_\_\_\_\_



# Fall 2020 Planning

## • Fall Planning •

Overarching Goal: Maximize value to students and continue access to excellence while mitigating risk and keeping campus population safe

- Establish decision-making framework and criteria that Mason will consider to make a decision for fall opening:
  - State guidelines
  - Strategic rationale to protect safety of students, faculty and staff while delivering on mission
  - Community engagement
  - Establishing innovation in the delivery of education
  - Determination of risk thresholds (short, medium, long)
  - Continued monitoring, assessment and testing
  - Operational and financial impact

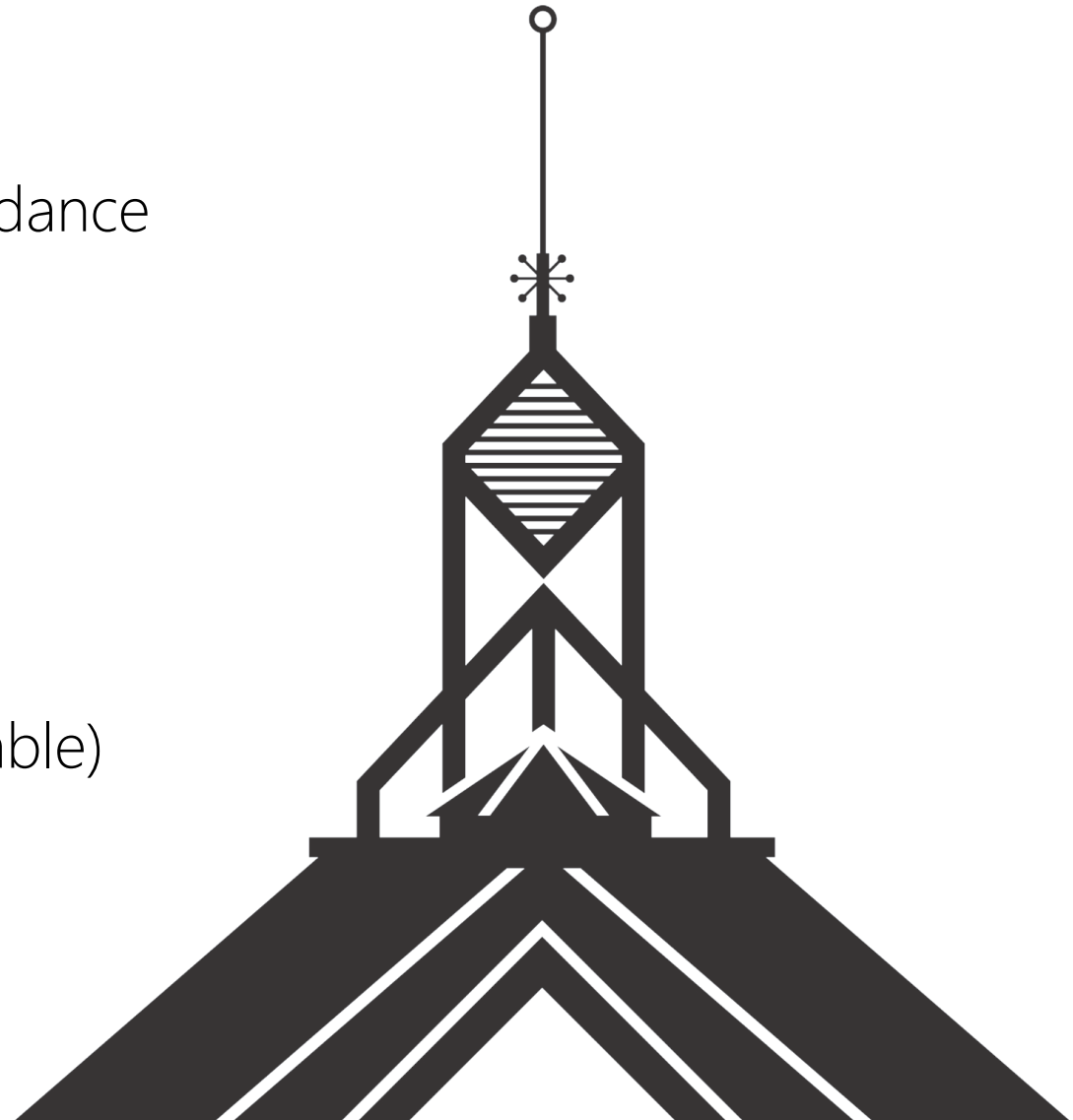
## • Financial Impact and Actions •

- Potential Financial Impact: \$50-\$100M
  - Prior to any mitigating actions
- Revenue
  - Incentivizing enrollment
  - Federal and State relief funding
  - Strategic investments in positive ROI
- Expense Reductions
  - Budget reallocations
  - Cost deferrals
  - Personnel
  - Streamlining business processes
  - Enhancing operating efficiency and effectiveness
- Continuity of Operations Plan (COOP)



## • Next Steps •

- FY21 Fall Planning
  - Updated pandemic information and guidance
  - Internal planning and assessment
  - Continued community engagement
- FY21 Revised Budget – July 2020
  - Updated enrollment information
  - Updated State revenue forecast (if available)
  - Better understanding of Fall





# Appendix

# • FY 2021 Proposed Tuition & Fees: Annual Rates •

	FY 2020	FY 2021	ANNUAL CHANGE	% CHANGE
<b>IN-STATE, UNDERGRADUATE</b>				
Tuition and E&G Mandatory Fee	\$9,060	\$9,510	\$450	
Fees	3,504	3,504	\$0	
<b>Total</b>	<b>\$12,564</b>	<b>\$13,014</b>	<b>\$450</b>	<b>3.58%</b>
<b>IN-STATE, GRADUATE</b>				
Tuition and E&G Mandatory Fee	\$12,144	\$12,594	\$450	
Fees	3,504	3,504	\$0	
<b>Total</b>	<b>\$15,648</b>	<b>\$16,098</b>	<b>\$450</b>	<b>2.88%</b>
<b>OUT-OF-STATE, UNDERGRAD</b>				
Tuition and E&G Mandatory Fee	\$32,520	\$32,970	\$450	
Fees	3,504	3,504	\$0	
<b>Total</b>	<b>\$36,024</b>	<b>\$36,474</b>	<b>\$450</b>	<b>1.25%</b>
<b>OUT-OF-STATE, GRADUATE</b>				
Tuition and E&G Mandatory Fee	\$33,456	\$33,906	\$450	
Fees	3,504	3,504	\$0	
<b>Total</b>	<b>\$36,960</b>	<b>\$37,410</b>	<b>\$450</b>	<b>1.22%</b>
<b>LAW, IN-STATE*</b>				
Tuition and E&G Mandatory Fee	\$22,701	\$22,701	\$0	
Fees	2,653	2,653	0	
<b>Total</b>	<b>\$25,354</b>	<b>\$22,701</b>	<b>\$0</b>	<b>0.00%</b>
<b>LAW, OUT-OF-STATE*</b>				
Tuition and E&G Mandatory Fee	\$38,087	\$38,087	\$0	
Fees	2,653	2,653	0	
<b>Total</b>	<b>\$40,740</b>	<b>\$40,740</b>	<b>\$0</b>	<b>0.00%</b>

\*Undergraduate Annual Rate based on 12-15 hours per semester (fall/spring). Hours 1-11 and 16+ charged per credit hour. Graduate Annual Rate based on 12 hours per semester (fall/spring) and charged per credit hour.

\*\*Law rates include an in-state premium of \$89 per credit hour and an out-of-state premium of \$97 per credit hour.

# • FY 2021 Proposed Tuition & Fees: Hourly Rates •

	FY 2020	FY 2021	HOURLY CHANGE	% CHANGE
<b>IN-STATE, UNDERGRADUATE</b>				
Tuition and E&G Mandatory Fee	\$377.50	\$396.25	\$18.75	
Fees	146.00	146.00	0.00	
<b>Total</b>	<b>\$523.50</b>	<b>\$542.25</b>	<b>\$18.75</b>	<b>3.58%</b>
<b>IN-STATE, GRADUATE</b>				
Tuition and E&G Mandatory Fee	\$506.00	\$524.75	\$18.75	
Fees	146.00	146.00	0.00	
<b>Total</b>	<b>\$652.00</b>	<b>\$670.75</b>	<b>\$18.75</b>	<b>2.88%</b>
<b>OUT-OF-STATE, UNDERGRAD</b>				
Tuition and E&G Mandatory Fee	\$1,355.00	\$1,373.75	\$18.75	
Fees	146.00	146.00	0.00	
<b>Total</b>	<b>\$1,501.00</b>	<b>\$1,519.75</b>	<b>\$18.75</b>	<b>1.25%</b>
<b>OUT-OF-STATE, GRADUATE</b>				
Tuition and E&G Mandatory Fee	\$1,394.00	\$1,412.75	\$18.75	
Fees	146	146	0.00	
<b>Total</b>	<b>\$1,540.00</b>	<b>\$1,558.75</b>	<b>\$18.75</b>	<b>1.22%</b>
<b>LAW, IN-STATE*</b>				
Tuition and E&G Mandatory Fee	\$810.75	\$810.75	\$0.00	
Fees	94.75	94.75	0.00	
<b>Total</b>	<b>\$905.50</b>	<b>\$905.50</b>	<b>\$0.00</b>	<b>0.00%</b>
<b>LAW, OUT-OF-STATE*</b>				
Tuition and E&G Mandatory Fee	\$1,360.25	\$1,360.25	\$0.00	
Fees	94.75	94.75	0.00	
<b>Total</b>	<b>\$1,455.00</b>	<b>\$1,455.00</b>	<b>\$0.00</b>	<b>0.00%</b>

\*Law rates include an in-state premium of \$89 per credit hour and an out-of-state premium of \$97 per credit hour.

# FY 2021 Proposed Premium Pricing

PREMIUM PRICING FOR SELECT GRADUATE PROGRAMS PER CREDIT HOUR RATE ABOVE REGULAR TUITION & FEE RATES		
	In-State	Out-of-State
<b>Antonin Scalia School of Law</b>		
All Professional Programs	\$89	\$97
<b>College of Health &amp; Human Services</b>		
All Graduate Programs	\$75	\$75
<b>College of Humanities &amp; Social Sciences</b>		
Master's in Criminal Justice	\$200	\$200
<b>College of Science</b>		
Advanced Biomedical Sciences Certificate* <sup>1</sup>	\$826	\$0
Forensics Certificate	\$100	\$100
Geographic Information Sciences Certificate	\$200	\$200
Geospatial Intelligence & Remote Sensing Certificates	\$200	\$200
Nano Certificate	\$100	\$100
Personalized Medicine Certificate	\$100	\$100
SSB Bioinformatics Certificate	\$100	\$100
<b>Schar School of Policy &amp; Government</b>		
All Graduate Programs except Political Science MA & PhD	\$200	\$100
Biodefense Degrees & Certificates	\$200	\$100
Master's in Public Administration (MPA) & Certificates	\$200	\$100
MA in International Security (I-Sec)	\$200	\$100
<b>School of Business <sup>1</sup></b>		
Business Analytics Certificate*		
EMBA Program*	\$871	\$0
MSA Program and Related Certificates*	\$304	\$41
MBA Program, Business Analytics & Business Fundamentals Certificates*	\$346	\$338
MSIS Program*	\$551	\$0
MSM Program*	\$304	\$41
MSRED*	\$306	\$0
MSTM Program*	\$551	\$0
<b>Volgenau School of Engineering</b>		
Master's and PhD Degrees	\$115	\$0

<sup>1</sup> The amount above regular tuition may change depending on Mason tuition rates for COS Advanced BioMed Certificate and School of Business programs except MBA.

\*Programs that offer discounts from regular tuition and fee rates based on select criteria.

# FY 2021 Proposed Online Rates

TUITION PRICING FOR SELECT GRADUATE PROGRAMS – ONLINE PER CREDIT HOUR RATE (SAME FOR IN- AND OUT-OF-STATE)	
<b>Antonin Scalia School of Law</b>	
LL.M. in Global Antitrust Law & Economics Wiley partnership	\$1,000.00
LL.M. in US Law Wiley partnership	\$1,000.00
<b>College of Education &amp; Human Development</b>	
Certificate in Applied Behavior Analysis Wiley partnership	\$805.00
Certificate in Autism Spectrum Disorders Wiley partnership	\$805.00
Graduate Certificate in Learning Technology - eLearning Wiley partnership (Pending)	\$805.00
M.Ed. in Curriculum & Instruction; concentration in Teaching English as a Second Language Wiley partnership (Pending)	\$805.00
Masters in Learning Design & Technology Wiley partnership (Pending)	\$805.00
Masters of Special Education w/ ABA or Autism Spectrum Certification Wiley partnership	\$805.00
<b>College of Health &amp; Human Services</b>	
Certificate in Health Informatics & Data Analytics Wiley partnership	\$800.00
Master of Science in Nursing: Family Nurse Practitioner (FNP) Wiley partnership	\$850.00
Masters of Science in Health Administration (MHA) Wiley partnership	\$895.00
Masters of Science in Health Informatics (MSHI) Wiley partnership	\$800.00
Masters of Science in Public Health (MPH)	\$675.00
Masters of Social Work Wiley partnership	\$775.00
<b>College of Humanities &amp; Social Sciences</b>	
Masters in Economics Wiley partnership (Pending)	\$900.00
Masters of Professional Studies - Applied Industrial/ Organizational Psychology Wiley partnership	\$785.00
<b>College of Visual and Performing Arts</b>	
Online Master of Music; Music Education Concentration	\$820.00
<b>School for Conflict and Resolution</b>	
Masters of Science in Conflict Analysis and Resolution	\$635.00
<b>School of Business <sup>1</sup></b>	
Certificate of Business Analytics Wiley partnership	\$1,016.75
Online MS Accounting & Related Graduate Certificates	\$975.00
Masters of Business Administration Wiley partnership	\$1,016.75
<b>Volgenau School of Engineering</b>	
Masters of Applied Information Technology Wiley partnership (Pending)	\$950.00
Masters of Science in Data Analytics Wiley partnership	\$930.00

1. Some School of Business program rates may change depending on Mason tuition rates.