GEORGE MASON UNIVERSITY
BOARD OF VISITORS MEETING

Executive Committee Agenda
Thursday, December 4, 2025

Hazel Conference Room
Merten Hall 1201

AGENDA

8:30 a.m. – 9:00 a.m.	***Continental Breakfast***
9:00 a.m. – 10:00 a.m.	Academic Affairs Committee Meeting
10:15 a.m. – 11:15 a.m.	Finance and Land Use Committee Meeting
11:30 a.m. – 12:15 p.m.	Research Committee Meeting
12:15 p.m. – 1:00 p.m.	***Lunch***

EXECUTIVE COMMITTEE MEETING AGENDA

1:00 p.m. — I. Call to Order

1:00 p.m. – 1:05 p.m. — II. Approval of the Minutes
- A. Executive Committee Meeting October 15, 2025 (ACTION ITEM)

1:05 p.m. – 1:25 p.m. — III. Rector's Report
- A. View from the Bridge

1:25 p.m. – 1:55 p.m. — IV. President's Report

1:55 p.m. – 2:05 p.m. — V. Strategic Plan Update

VI. Committee Reports

2:05 p.m. – 2:15 p.m. — A. Academic Affairs Committee
- i. Program Actions
  - a. New Degree Programs
    - i. MS in Quantum Science and Engineering (ACTION ITEM)
    - ii. PhD in Cybersecurity (ACTION ITEM)
  - b. Organizational Change
    - i. College of Public Health: Renaming the "Department of Health Administration and Policy" to the "Department of Health Administration, Policy, and Informatics." (ACTION ITEM)
- ii. Faculty Actions
  - a. Conferral of Emeritus/Emerita Status (ACTION ITEM)
  - b. Elections of New Tenured Faculty (ACTION ITEM)

2:15 p.m. – 2:25 p.m. — B. Finance and Land Use Committee
- i. Approval of State Six-Year Operating Plan (ACTION ITEM)

2:25 p.m. – 2:35 p.m. — C. Research Committee

i. Patriot Labs Affiliation Agreement **(ACTION ITEM)**

VII. Committee Representative Updates

2:35 p.m. – 2:50 p.m. **A. Athletics**

2:50 p.m. – 3:00 p.m. **B. Audit, Risk, and Compliance**

3:00 p.m. – 3:15 p.m. **C. Development**

3:15 p.m. – 3:45 p.m. **VIII. Closed Session**

A. Consultation with Legal Counsel pertaining to actual or probable litigation (Code of VA: §2.2-3711.A.7)

B. Consultation with Legal Counsel regarding the aforementioned items (Code of VA: §2.2-3711.A.8)

3:45 p.m. **IX. Adjournment**

The December 4, 2025 Meeting of the Executive Committee of the Board of Visitors will be in-person. Members of the public are welcome to observe in person or may view the meeting live at the following link: https://bov.gmu.edu/live/. Overflow gallery seating is located in Merten 1204. Please be aware that agenda timing is for planning purposes only, the formal meeting could conclude before or after the time noted so participants should plan accordingly.

Written comments will be accepted until the December 4, 2025 meeting adjourns. To submit a written public comment, please complete the form at the following link: https://forms.office.com/r/gEVPArn37e. Written comments will be entered into the public record of this meeting.

No oral public comment will be taken at this meeting.

GEORGE MASON UNIVERSITY
Academic Affairs Committee Meeting

Thursday, December 4, 2025
Hazel Conference Room- Merten 1201

AGENDA

I. Call to Order

II. Approval of Minutes (Action Item)

A. Minutes for Meeting on September 10, 2025

III. New Business

A. Provost's Report (J. Antony)

B. Higher Education Academics

C. Program Actions (**Action Item)**

1. New Degree Programs
   a. MS in Quantum Science and Engineering
   b. PhD in Cybersecurity
2. Organizational Change
   a. College of Public Health: Renaming the "Department of Health Administration and Policy" to the "Department of Health Administration, Policy, and Informatics."

D. Faculty Actions (**Action Items)**

1. Conferral of Emeritus/Emerita Status
2. Elections of New Tenured Faculty

E. Announcements

1. Appointment of Faculty
2. Appointment of Administrative and Professional Faculty
3. Appointment & Reappointment of Deans, Department Chairs and School Directors
4. Renewals and Reappointments
5. Separations
6. Other Announcements
7. Summary Sheet- December 2025

F. Reports

1. Fall 2025 Undergraduate Admissions and Student Profile

IV. Adjournment

The December 4, 2025 Academic Affairs Committee meeting of the Board of Visitors will be held in-person. Members of the public are welcome to observe in person or may view the meeting live at the following link: https://bov.gmu.edu/live/. Overflow gallery seating is located in Merten 1204. Please be aware that the meeting agenda timing is for planning purposes only, the formal meeting could conclude before or after the time noted so participants should plan accordingly.

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No oral public comment will be taken at this meeting.

GEORGE MASON UNIVERSITY
BOARD OF VISITORS
Academic Affairs Committee

MINUTES
Wednesday, September 10, 2025

COMMITTEE MEMBERS PRESENT: Chair: Armand Alacbay; Vice Chair: Jeff Rosen; Visitors: Mike Meese; Staff Representatives: Provost Jim Antony, Sharnnia Artis, Rose Pascarell; Faculty Senate President: Solon Simmons; Staff Senate Chair: Rachel Spence; Faculty Representatives: Tim Gibson, Shane Caswell; Student Representatives: Isaiah Grays, Nilima Mow

ALSO PRESENT: Rector Stimson, President Washington

I. The meeting was called to order by Chairperson Armand Alacbay at 8:41 a.m.

II. Approval of Minutes (Action Item)

Chairperson Alacbay called for any corrections to the minutes from the April 17, Academic Affairs Committee Meeting. Hearing no corrections, the meeting minutes stood **APPROVED** as written.

III. New Business

A. Provost's Update

James Antony – Provost and Executive Vice President

Provost Antony provided an overview of the degrees awarded during the 2024-2025 academic year and highlighted student move-in and convocation and along with reviewing the academic calendar for the fall semester. He noted George Mason's Silver ranking in the Military Friendly School designation for 2025-2026 and the College of Public Health's recent CEPH Accreditation, making it the first in Virginia. Provost Antony provided student, faculty and staff highlights and reviewed last year's academic priorities as well as outlining several key focus areas for this year:

- Reimagining Student Support
- Strengthening Operational Effectiveness
- Modernizing Resource Allocation

B. Enrollment Update

David Burge – Vice President for Enrollment Management
Alan Byrd – Dean of Admissions

David Burge, Vice President for Enrollment Management, and Alan Byrd, Dean of Admissions, provided an overview of fall semester enrollment. They reported that overall enrollment remained relatively flat, reflecting an increase in undergraduate students offset by a decline in graduate students. A significant decrease in international student enrollment was noted, largely attributed to ongoing challenges in securing visas and visa appointments. This decline was largely balanced by growth in Direct Admissions, particularly initiatives aimed at admitting Northern Virginia high school seniors.

C. Higher Education Budgeting

Provost Antony provided the committee with an update on George Mason University's redesign of its budget allocation model, noting that the effort is intended to improve transparency, align resources with academic priorities, and support strategic planning. He explained that the new all-funds approach integrates tuition, state appropriations, auxiliary enterprises, student fees, research, indirect cost recovery, and philanthropy to provide a comprehensive view of university finances. Under this model, tuition revenue and state appropriations areallocated in a way that provides schools and colleges with budgets reflecting their full range of revenue-generating activities and expenses, and visualized through the educational equivalent of what might be called "profit-and-loss" statements. Provost Antony also discussed how faculty hiring is guided by enrollment trends, academic needs, and research opportunities, while noting that the past year saw more faculty separations than hires. He concluded with a brief overview of the Mason Core.

D. Program Actions and Faculty Actions

Provost Antony provided an overview of both the Program Actions and Faculty Actions.
Chairperson Alacbay called for a **MOTION** to approve the Program Actions and Faculty Actions en bloc; Visitor Meese **MOVED**; Visitor Rosen **SECONDED** the following program actions:

1. College of Education and Human Development Reorganization into 4 departments: 1) Department of Special Education and Disability Research; 2) Department of Teaching and Learning; 3) Department of Kinesiology, Sport, and Hospitality Management; and 4) Department of Counseling, Leadership, and Educational Sciences.
2. Renaming of the College of Science Department of Atmospheric, Oceanic, and Earth Sciences to the J. Shukla Department of Atmospheric, Oceanic, and Earth Sciences
3. Closed Degree Program: MS Taxation
4. Conferral of Emeritus/Emerita Status
5. Election of New Tenured Faculty

MOTION CARRIED BY VOICE VOTE.
Yes – 3

E. Announcements

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

IV. Adjournment

The meeting was adjourned at 10:15 a.m.

Respectfully submitted,

Sarah Parnell
Secretary Pro Tem

GEORGE MASON UNIVERSITY

Academic Affairs Committee

Board of Visitors

Office of the Provost
December 4, 2025

Agenda

I. **Call to Order**

II. **Approval of Minutes** (Action Item)

III. **New Business**

   A. Provost's Report

   B. Higher Education Academics

   C. Program Actions (Action Item)

   D. Faculty Actions (Action Item)

   E. Announcements

   F. Reports

IV. **Adjournment**

Action Item

Approval of Minutes

September 10, 2025

Provost’s Report

James Antony
Provost and Executive Vice President

A Personal Note from Provost Antony

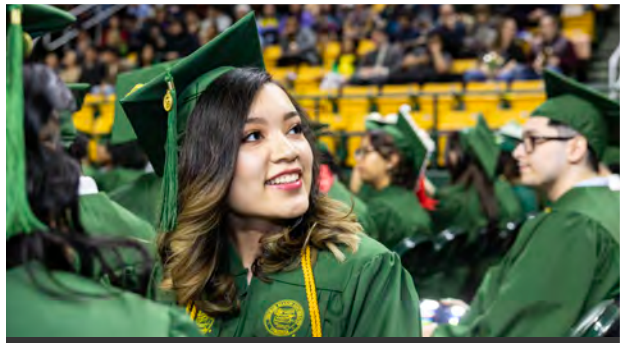
Winter Graduation

Commencement Ceremony

- Thursday, December 18
- 9:30 a.m. EagleBank Arena
- Formal faculty procession, music, keynote speaker, etc.
- Doctoral student recognition

Degree Celebrations

- December 17, 4:00 p.m.
  - CEC / CPH
- December 18
  - 2:00 p.m. CHSS / COS / Carter
  - 6:30 p.m. Costello / CEHD / Schar / CVPA



Winter Graduates*

- 108 Doctoral Students
- 1,181 Graduate Students
- 2,060 Undergraduate Students
- 87 Law Students

**Applied to graduate as of 11/04/25*

Spring Academic Calendar

Spring Semester

Tuesday, January 20 – Monday, May 4

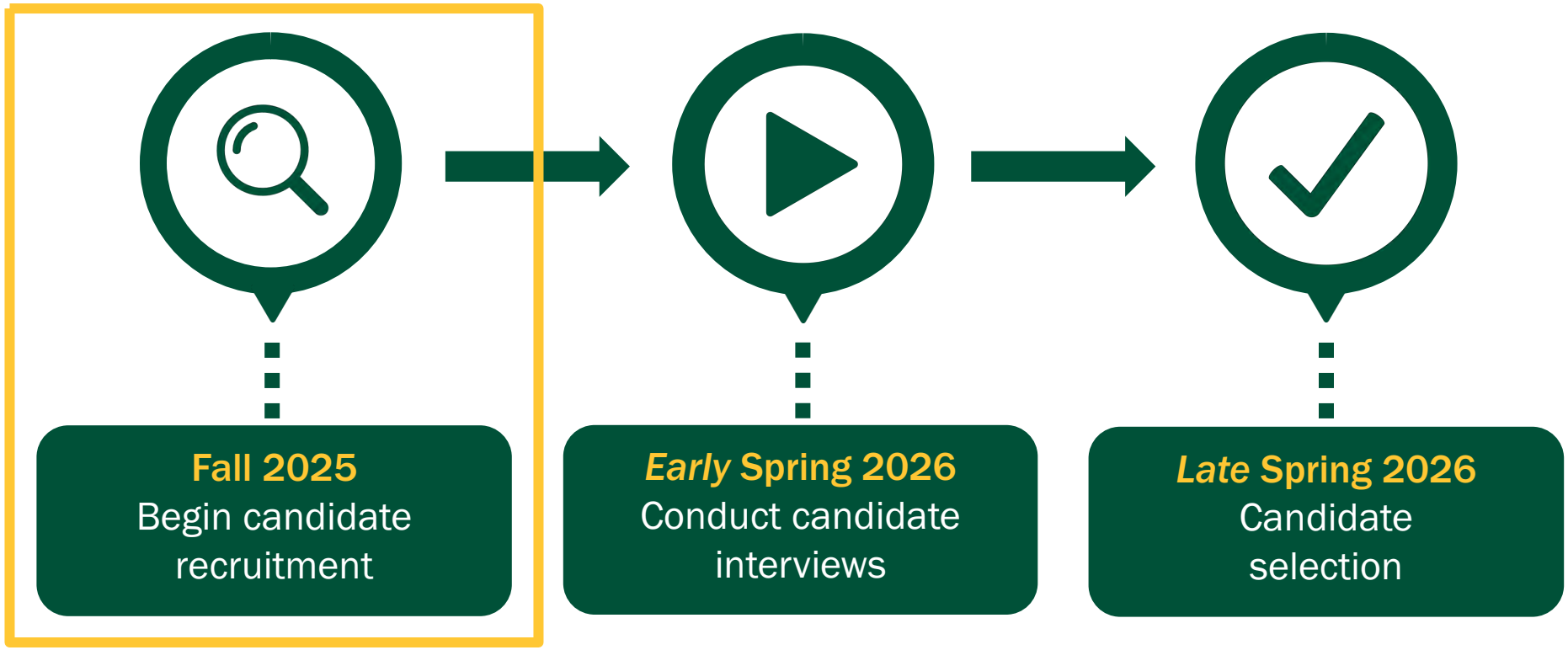
Spring Recess

Monday, March 9 – Sunday, March 15

Spring Commencement

Thursday, May 14

Dean Search: *Antonin Scalia Law School*



Schar School of Policy and Government

The Schar School has been accepted as a full member into the Association of Professional Schools of International Affairs.

Learn more: https://schar.gmu.edu/news/2025-10/schar-school-achieves-full-membership-association-professional-schools-international

University Libraries

Student Highlights

National Case Study Champions

George Mason's interdisciplinary Global and Community Health and Health Administration and Policy student teams earned gold, silver, and bronze at the Society for Public Health Education Annual Conference.

Debate Team Wins West Point Sword

George Mason's Debate Team won the prestigious West Point Sword at the U.S. Military Academy's 60th Annual National Debate Tournament.

Faculty Highlights

Erik Hines

College of Education and Human Development

Received the Counseling Vision and Innovation Award from the Association of Counselor Education and Supervision

Christopher Koper

College of Humanities and Social Sciences

Received the Jerry Lee Lifetime Achievement Award from the American Society of Criminology's Division of Experimental Criminology

Staff Highlights: *Employee of the Month*

September

Tyrone Johnson
Clinical Laboratory Manager

Student Health Services

October

Yali Pan
Associate Director for Engagement and Assessment

International Programs and Services

November

Jacquelyn Nash
Associate Director for University Studies

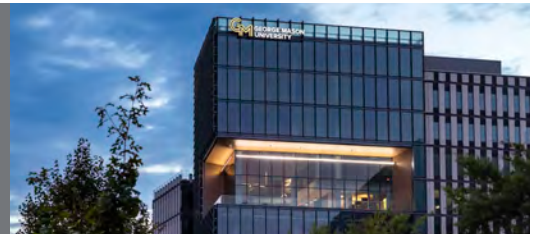
Undergraduate Education

Provost's Office Priorities: *AY 2025–26*

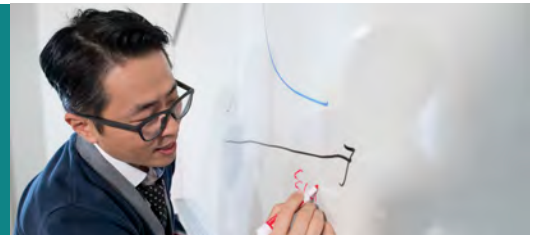
*Visit **https://provost.gmu.edu/initiatives** to learn more about each task force and working group.*

TASK FORCES

Campus Program Activation



Future of Graduate Education and Postdoctoral Affairs



Undergraduate Learning Supports

WORKING GROUPS

Internal Survey Development

Online Education Review

Budget Model Initiative:

- Fee Simplification
- Cross College Program

Topics for Academic Affairs Committee

SEPTEMBER 10, 2025
Higher Education Budgeting

NOVEMBER 20, 2025
Higher Education Academics

FEBRUARY 12, 2026
Higher Education Faculty and Student Success Strategies

APRIL 15, 2026
Higher Education Policy and Governance

Higher Education Budgeting

RECAP

Review financial performance

Discuss and prioritize faculty and staff hiring goals

Higher Education Academics

Classical Education Academies

Academic Planning

Academic Program Review (APR)

WHAT	APR allows each unit to reflect upon progress from previous APRs, analyze its current programs, and set goals for the future.
WHEN	All academic units, except those with qualified external accreditors, complete the APR process every **seven years**.
WHY	Information gathered through the APR process is used to strengthen programs and improve student learning outcomes.

Learn more: https://oiep.gmu.edu/institutional-effectiveness/program-review/academic-program-review/

Higher Education Academics

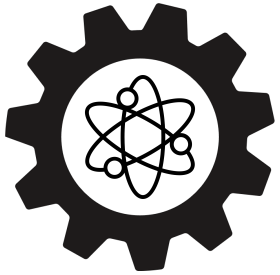
ACTION ITEMS

ACTION ITEM

Program Actions

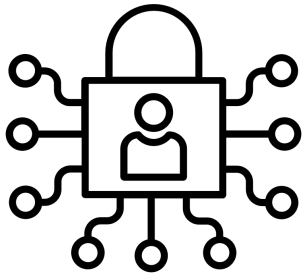
New Degree Program

MS Quantum Science and Engineering



College of Engineering and Computing
College of Science

PhD Cybersecurity



College of Engineering and Computing

ACTION ITEM

Program Actions

Organizational Change

Renaming the College of Public Health's Department of Health Administration and Policy to the "Department of Health Administration, Policy, and Informatics"

ACTION ITEM

Faculty Actions

Conferral of Emeritus/Emerita Status

Robert R. Meier

College of Science

22 years of service

Young-chan Ro

College of Humanities and Social Sciences

44 years of service

ACTION ITEM

Faculty Actions

Elections of New Tenured Faculty

Guiping Hu

College of Engineering and Computing

Umit Karabiyik

College of Engineering and Computing

Lizhi Wang

College of Engineering and Computing

Action Items

MOTION

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

- New Degree Programs
  - MS Quantum Science and Engineering
  - PhD Cybersecurity
- Renaming of the College of Public Health Department of Health Administration to the “Department of Health Administration, Policy, and Informatics”
- Conferral of Emeritus/Emerita Status
- Elections of New Tenured Faculty

Announcements

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

Reports

- Fall 2025 Undergraduate Admissions and Student Profile

Adjournment

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GEORGE MASON UNIVERSITY®

ITEM NUMBER:
Master of Science (MS) in Quantum Science and Engineering Degree Program Proposal

PURPOSE OF ITEM:
The MS in Quantum Science and Engineering degree program proposal 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 Affairs Committee

BRIEF NARRATIVE:
The purpose of the proposed MS degree program in Quantum Science and Engineering is to prepare students with knowledge and skills in quantum technologies. Students will be educated in basic quantum theory, quantum algorithms, and applications of quantum technologies. Students will learn the necessary mathematics, algorithm analysis, and computer programming, as well as gaining software engineering skills. Through an experiential learning requirement students will gain hands-on experience in professional research and development settings. Graduates will be able to communicate foundational quantum concepts to technical and non-technical audiences. Graduates of the proposed degree program will be able to evaluate the utility of quantum solutions in academic and industrial research settings.

The program will prepare students for impactful careers and employment in industry, federal, state, and local government, think tanks and NGOs, as well as for doctoral study at George Mason University and other national and international graduate programs.

If approved, the proposed degree program would be the first stand-alone, master's degree program in quantum science and engineering at a public institution in Virginia.

REVENUE IMPLICATIONS:
The program at launch will be revenue neutral. The program does not require new laboratory or other facilities. It is anticipated that the program will be revenue-enhancing as it reaches maturity.

STAFF RECOMMENDATION:
Staff recommends Board approval.

I. Basic Program Information

College/School	College of Science / College of Engineering and Computing
Department	
Degree Program Designation	Master of Science (MS)
Degree Program Name	Quantum Science and Engineering
CIP code	40.0810
Anticipated Initiation Date	Fall 2026

II. Curriculum Requirements

New courses are indicated with an asterisk.

Foundational Electives: 0-6 credits
Students may select a foundational course in mathematics or programming as a primer for core coursework. Three (3) credits of Foundational coursework may be used toward the degree. Students who elect to take both foundational elective courses must complete 33 total credits to degree.

QSE 501: Mathematical Foundations of QSE (3 credits)*
QSE 502: Programming Foundations of QSE (3 credits)*

Core Courses: 15 credits
ECE 570: Quantum Computing System Design (3 credits)
  or QSE 570: Quantum Computing System Design (3 credits)*
QSE 500: Ideas in Quantum Science and Technology (3 credits)*
QSE 511: Quantum Algorithms (3 credits)*
QSE 520 Applications of Quantum Technology (3 credits)*
QSE 798: Master's Research Project (3 credits)*

Restricted Electives: 12-15 credits
Students who select a Foundational course select 12 credits of restricted elective coursework from the following categories. Students who do not take Foundational course select 15 credits of restricted elective coursework.

<u>Advanced Quantum Requirement (6-9 credits)</u>
Students select at least two (2) advanced quantum courses from a list of courses.

QSE 505: Classical and Quantum Information Theory (3 credits)*
QSE 611: Advanced Quantum Algorithms (3 credits)*
QSE 621: Quantum Error Correction (3 credits)*
QSE 799: Master's Thesis (3 credits)*

<u>Specialized Course Requirement (6-9 credits)</u>
Students select at least two (2) specialized courses from a list of courses. With written approval from the program director, students may select up to 3 credits of other relevant coursework.

ASTR 601: Computer Simulation in Astronomy (3 credits)
BINF 690: Numerical Methods for Bioinformatics (3 credits)
CS 583: Analysis of Algorithms (3 credits)
CS 630: Advanced Algorithms (3 credits)
CS 635: Foundations of Parallel Computation (3 credits)
CSI 690: Numerical Methods (3 credits)
CSI 782: Statistical Mechanics for Modeling and Simulation (3 credits)
CSI 786: Molecular Dynamics Modeling (3 credits)
ECE 511: Computer Architecture (3 credits)
ECE 547: Applied Cryptography (3 credits)
ECE 633: Error Control Coding (3 credits)
ECE 647: Post-Quantum Cryptography (3 credits)
GGS 579: Remote Sensing (3 credits)
GGS 754: Earth Science Data and Advanced Data Analysis (3 credits)
MATH 625: Numerical Linear Algebra (3 credits)
MATH 685: Numerical Analysis (3 credits)
MATH 686: Numerical Solutions of Differential Equations (3 credits)
OR 541: Operations Research: Deterministic Optimization
OR 542: Operations Research: Stochastic Models
OR 646: Stochastic Optimization
PHYS 510: Computational Physics I (3 credits)
PHYS 613: Computational Physics II (3 credits)
PHYS 736: Computational Quantum Mechanics (3 credits)

Total: 30-33 credit hours

III. Relation to Existing Degree Programs at George Mason University

Information to address: Is the institution offering other degree programs at the same degree level that are similar or related to the proposed degree program? Indicate the degree designation and degree program name. Indicate the academic unit location of the existing degree program(s). For each existing degree program, describe and compare the focus/purpose, core and required curriculum requirements, and employment outcomes for graduates to the focus/purpose, core and required curriculum requirements, and employment outcomes for graduates of the proposed degree program.

George Mason University currently offers an MS degree program in Applied and Engineering Physics with a concentration in Quantum Information Science and Engineering. The MS in Applied and Engineering Physics is located in the College of Science, Department of Physics and Astronomy. Faculty teaching in the degree program have determined that the 15-credit concentration does not provide sufficient knowledge and skills for students interested in this field.

If the proposed degree program is approved, students currently enrolled in the Quantum Science and Engineering concentration in the MS in Applied and Engineering Physics degree program will be given the opportunity to complete their degree program or transfer to the new

degree program. If the proposed degree program is approved, the concentration will be discontinued following a comprehensive teach-out.

IV. Duplication of Similar Degree Programs at 4-Year Public Universities in Virginia
There are no existing master's level degree programs in Quantum Science and Engineering offered at another 4-year public university in Virginia. There are no existing master's level degree programs using CIP code 40.0810 (Theoretical and Mathematical Physics) offered at another 4-year public university in Virginia.

V. Employment Demand
SCHEV requires that the Board of Visitors is provided with specified information generated by the Virginia Office of Education Economics (VOEE). The VOEE has selected "Natural Sciences Managers" as the closest position for graduates of the proposed degree program,

A. State Labor Market Information for Aligned Occupations

Occupation	Workforce (Current Year)	Workforce (5-yr projection)	Workforce Change (5-yr projection)	Workforce % Change (5-yr projection)
Natural Sciences Managers	1719	1826	107	6.2%

B. Regional (GO Virginia) Labor Market Information for Aligned Occupations

Occupation	Workforce (Current Year)	Workforce (5-yr projection)	Workforce Change (5-yr projection)	Workforce % Change (5-yr projection)
Natural Sciences Managers	818	841	23	2.8%

C. Graduates of Existing Degree Programs Compared with Aligned Workforce Demand (Provide information from the VOEE report. See Chart 8.)

Avg Annual Degrees Granted	Avg Annual Openings	Ratio: Degrees to Openings
No data available.		

VI. <u>Return on Investment</u>
SCHEV requires that the Board of Visitors is provided specified information on "return on investment" generated by the Foundation for Research on Equal Opportunity, at https://freopp.org/roi-landing/ .

The Foundation for Research on Equal Opportunity provides no information on the return on investment for the proposed degree program. The proposed master's degree program is in the emerging field of quantum science and engineering. The proposed degree program would be the first MS in Quantum Science and Engineering at a public institution in Virginia.

Informational Category		Program Initiation Year	Program Target Year
		20 26 - 20 27	**20 30 - 20 31**
1.	Projected Enrollment (Headcount)	9	39
2.	Projected Enrollment (FTES)	6	34
3.	Projected Enrollment Headcount of In-State Students	7	29
4.	Projected Enrollment Headcount of Out-of-State Students	2	10
5.	Estimated Annual Tuition and E&G Fees for In-State Students in the Proposed Program	$8,999	$8,999
6.	**Revenue** from Tuition and E&G Fees for In-State Students Due to the Proposed Program	$62,993	$260,971
7.	Estimated Annual Tuition and E&G Fees for Out-of-State Students in the Proposed Program	$23,414	$23,414
8.	**Revenue** from Tuition and E&G Fees for Out-of-State Students Due to the Proposed Program	$46,828	$234,140
9.	**Projected Revenue Total from Tuition and E&G Fees Due to the Proposed Program**	**$109,821**	**$495,111**
10.	Other Funding Sources Dedicated to the Proposed Program (e.g., grant, business, private sources, university funds)		
11.	**Total Funding**	**$109,821**	**$495,111**

ITEM NUMBER:
PhD in Cybersecurity Degree Program Proposal

PURPOSE OF ITEM:
The **PhD in Cybersecurity** degree program proposal is under consideration by the State Council of Higher Education for Virginia (SCHEV) for initiation in Fall 2026. The degree program was originally entitled, "PhD in Cyber Security Engineering." Board action is required to approve the revised name of the degree program.

APPROPRIATE COMMITTEE:
Academic Affairs Committee

BRIEF NARRATIVE:
On September 26, 2024, the Board of Visitors approved George Mason University's proposal for a PhD degree program in Cyber Security Engineering. The proposal was submitted to SCHEV in August of 2025. Feedback from SCHEV staff included discussion of a name change to the proposal that would eliminate unnecessary confusion between the terms "cybersecurity" and "cyber security engineering." Faculty determined that a name change would benefit the degree program. The revised name, "**PhD in Cybersecurity**," must be approved by the Board of Visitors before consideration of the degree program can resume at SCHEV.

The proposed degree program is built upon the existing bachelor's and master's degree programs in Cyber Security Engineering offered by the Department of Cyber Security Engineering in the College of Engineering and Computing and will create a pathway for doctoral level research and training for students in these degree programs.

The proposed program will train students to solve the next generation of engineering and research problems, educate the future workforce, and lead government agencies and industries in the domain of cybersecurity. The proposed degree program responds to the escalating challenges of an increasingly interconnected and digitized world. The proposed degree program will prepare students for the growing faculty and researcher positions in academia, industry, and government on cyber security education and research. Establishing a PhD program in cybersecurity will address the shortage of experts, foster a robust research community in Virginia, and contribute to the evolution of cutting-edge technologies and methodologies in cybersecurity.

REVENUE IMPLICATIONS:
The program at launch will be revenue neutral. The required core courses will be offered by existing faculty, and the program does not require new laboratory or other facilities. It is anticipated that the program 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	Doctor of Philosophy
Degree Program Name	Cybersecurity
CIP code	
Anticipated Initiation Date	Fall 2026
Governing Board Approval Date (actual or anticipated)	Anticipated December 4, 2025

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: 18 credits
CYSE 700: Research Methodology and Pedagogy in Cybersecurity (3 credits)
CYSE 710: Advanced Networks and Cybersecurity (3 credits)*
CYSE 757: Cyber Law (3 credits)*
CYSE 780: Advanced Hardware and Cyber-Physical Systems Security (3 credits)*
CYSE 788: Advanced Systems Engineering for Cybersecurity (3 credits)*
CYSE 789: Advanced Artificial Intelligence Methods for Cybersecurity (3 credits)*

Restricted Electives: 30 credits
Students select 6 credits from the following courses.
CYSE 760: Human Factors in Cyber Security (3 credits)*
CYSE 770: Fundamentals of Operating Systems (3 credits)*
ECE 646: Applied Cryptography (3 credits)

Students select 24 credits from a list of courses.
CS 530: Mathematical Foundations of Computer Science (3 credits)
CS 583: Analysis of Algorithms (3 credits)
CYSE 640: Wireless Network Security (3 credits)
CYSE 650: Topics in Cyber Security Engineering (3 credits)
CYSE 698: Independent Study and Research (3 credits)
CYSE 750: Advanced Topics in Cyber Security Engineering (3 credits)
CYSE 765: Quantum Information Processing and Security (3 credits)*
CYSE 785: Advanced Unmanned Aerial Systems Security (3 credits)
ISA 764: Security Experimentation (3 credits)
ISA 862: Models for Computer Security (3 credits)
ISA 863: Advanced Topics in Computer Security (3 credits)
OR 719: Graphical Models for Inference and Decision Making (3 credits)

Research Requirement: 12 credits
CYSE 998: Doctoral Dissertation Proposal (3-12 credits)*

Dissertation Requirement: 12 credits
CYSE 999: Doctoral Dissertation (1-12 credits)*
Total: 72 credit hours

III. Description of Educational Outcomes. Use bullets to list outcomes. (max. 250 words)

Students will learn to

- Apply foundational knowledge of cybersecurity to engineering applications.
- Analyze cyber-physical systems, networks, software, and hardware for vulnerabilities to various attack scenarios.
- Integrate security fundamentals in building secure and resilient cyber infrastructure, including large-scale cyber-physical systems and networks.
- Apply quantitative and qualitative methods to cybersecurity.
- Construct approaches for predicting, detecting, and responding to cyber threats utilizing artificial intelligence.
- Evaluate the principles of cyber law and how they impact cybersecurity occurrences.
- Design curriculum and pedagogical experiences for training the next generation of cyber security engineers.
- Lead innovative research that contributes to the cyber security engineering knowledge base.

IV. Description of Workplace Competencies/Skills. Use bullets to list outcomes. (max. 250 words)

Graduate will be able to

- Conduct fundamental research to push the frontiers of cybersecurity defense and mitigation techniques.
- Train and educate undergraduate and graduate students and the population in computer security fundamentals.
- Analyze cyber security problems in critical infrastructure and design effective solutions.

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)**
Old Dominion University*	Doctor of Engineering (DEng)/Doctor of Philosophy (PhD) in Engineering, concentration in Cybersecurity, CIP code: 140101	31 (unable to aggregate by concentration)
*ODU is currently developing a stand-alone PhD degree program in Cybersecurity.		

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 (2023 and 2033) to reflect the most recent 10-year projections. Add rows as necessary.

Labor Market Information: Bureau of Labor Statistics, 2022 -2032 (10-Yr)

Occupation	Base Year Employment	Projected Employment	Total % Change and #s	Typical Entry Level Education
Computer science teachers, postsecondary	42000	44300	5.3	Doctoral or professional degree
Engineering teachers, postsecondary	45500	49700	9.3	Doctoral or professional degree
Computer and Information Research Scientists	36500	44800	22.7	Master's Degree

Labor Market Information: Virginia Employment Commission, 2020 -2030 (10-Yr)

Occupation	Base Year Employment	Projected Employment	Total % Change and #s	Annual Change #	Education
Computer Science Teachers, Postsecondary	1523	1595	4.73	7	N/A
Engineering Teachers, Postsecondary	1249	1357	8.65	11	N/A
Computer and Information Systems Managers	14659	16636	13.48	198	Bachelor's degree

VII. Projected Resource Needs

Cost and Funding Sources to Initiate and Operate the Program			
Informational Category		**Program Initiation Year 2026 - 2027**	**Program Full Enrollment Year 2030-2031**
1	Projected Enrollment (Headcount)	8	22
2	Projected Enrollment (FTE)	6	16
3	Projected Revenue Total from Tuition and E&G Fees Due to the Proposed Program	$228,072	$622,152

VIII. Virginia Needs. Briefly indicate state needs for the degree program. (max. 250 words)

State Needs. This proposed program will further the State's effort in developing a sustainable Cybersecurity industry in the Commonwealth. Although there are bachelor's and master's degree programs available in cybersecurity, there is no existing doctoral-level Cyber Security Engineering degree program in Virginia. This is a unique but timely program that will address the gap in producing academic doctoral-level academic and researchers in cybersecurity.

Employer Needs. The program will prepare students for international, national, and local employment in academia, government, contractors, think tanks, and non-government organizations. The program will provide rigorous academic training in cybersecurity required by the employers. Given the location of George Mason, the program has the potential to contribute to the Government needs in cybersecurity researchers. In addition, the program will address the growing need of academics in cybersecurity for academic roles, i.e., faculties and research scientists, opening throughout the country.

Student Needs. The success of the BS and MS in Cyber Security Engineering at George Mason underlines student participation and interest in higher education in cybersecurity. As noted from the BLS data there is significant growth is expected in cybersecurity related jobs, such as 31.5% growth in Information Security analysts over the next ten years. To rigorously train the workforce and continued innovation in cyber, students will need doctoral-level education and research experience. This program will address this unmet student demand.

ITEM NUMBER:
George Mason University Organizational Change

PURPOSE OF ITEM:
The proposal for an organizational change to rename the Department of Health Administration and Policy in the College of Public 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 Affairs Committee

BRIEF NARRATIVE:
The College of Public Health requests that the name of the Department of Health Administration and Policy be changed to the Department of Health Administration, Policy, and Informatics to reflect both the breadth of the department's academic programs and the College's leadership in this rapidly growing field.

The Department of Health Administration and Policy, established in 2005, has expanded from a program of five faculty members focused on health administration to a department with 25 full-time faculty and a portfolio of undergraduate and graduate programs in both health administration and health informatics. Since 2012, the department has developed two certificate programs in health informatics, a BS in Health Informatics, an MS in Health Informatics, and a concentration in health informatics at the doctoral level. Currently, approximately half of the department's degree programs are in health informatics. These programs have become a cornerstone of the department's offerings due to the interdisciplinary focus, real-world applicability, and national recognition of the health informatics field.

Renaming the Department of Health Administration to the Department of Health Administration, Policy, and Informatics, approved collaboratively by the faculty, department chair, and college leadership, including the Dean of the College of Public Health, will increase the visibility of the department's health informatics programs locally, statewide, and nationally. The name change will attract prospective students and faculty, and strengthen the College's position for funding opportunities in the health informatics field.

REVENUE IMPLICATIONS: No new resources will be requested from the Commonwealth to initiate or sustain the organizational changes.

STAFF RECOMMENDATION:
Staff recommends Board approval.

ACTION ITEMS

Academic Affairs Committee

December 4, 2025

CONFERRAL OF EMERITUS/EMERITA STATUS

LAST NAME	FIRST NAME	EFFECTIVE DATE
Meier	**Robert R.**	12/4/2025

Title: Professor Emeritus
Local Academic Unit: Physics and Astronomy (COS)

Ro	**Young C.**	12/4/2025

Title: Professor Emeritus of Religious Studies
Local Academic Unit: Religious Studies (CHSS)

COLLEGE OF SCIENCE
George Mason University

Fairfax Campus, Exploratory Hall
4400 University Drive, MSN 5C3, Fairfax, VA 22030
Phone: 703-993-3622; Web: science.gmu.edu

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

From: Dr. Cody W. Edwards, Dean, College of Science

Subject: Emeritus Designation for Dr. Robert Meier

Date: October 2, 2025

Dr. Robert Meier joined the George Mason faculty on July 25, 2003 and retired on August 31, 2025 with an exemplary record of scholarship, research, mentorship, and service. Dr. Meier served as a Professor in the College of Science and to the George Mason community. He also served in a wage role where he continued to provide his vast knowledge in Space Science. He is currently an Affiliate Faculty in the Department of Physics and Astronomy where he continues his outstanding record of achievement in research, scholarship, and education.

Dr. Meier joined George Mason University after an extraordinary and long career at the Naval Research Laboratory (NRL. With over 20 years of service at George Mason University, Dr. Meier was key in the development and teaching of early space weather courses. He has personally brought on millions of dollars in funding to George Mason University through his ability to attract substantial external research support. This endeavor was instrumental in advancing our research infrastructure.

I am pleased to support the nomination of Dr. Meier for the rank of Emeritus Professor, as recommended by Dr. Ernest Barreto, Professor and Chair of the Department of Physics and Astronomy and Dr. Jie Zhang, Professor and Associate Chair for Research in the Department of Physics and Astronomy. Given Dr. Meier's contributions and impact at George Mason and beyond, it seems fitting that we confer this honor effective upon approval by the Board of Visitors.

Approval ✓ Disapproval ____ James Antony, PhD, Provost and Executive Vice President — 10/8/2025 Date

Approval ✓ Disapproval ____ Gregory Washington, PhD, President — 10/15/2025 Date

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

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

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

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

Subject: Emeritus Designation for Young-chan Ro

Date: September 16, 2025

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

Dr. Ro retired in June 2025, after more than forty years of service. He came to George Mason University in 1981 as a founding faculty member of the Religious Studies program. He made significant contributions to the Humanities at Mason through his pedagogical skill and through the development of courses on East Asian religion and philosophy. He is an eminent scholar of Korean religion and philosophy and has written widely about the possibilities and challenges inherent in interreligious dialogue across traditions. Throughout his career at Mason, despite heavy teaching assignments and significant administrative responsibilities, Dr. Ro remained an active scholar. Dr. Ro's publications (he authored or edited five books as well as dozens of book chapters and journal articles) and conference presentations enhanced the reputation of Mason on the Korean peninsula.

Dr. Ro provided several critical forms of institutional leadership. He served as chair of the Department of Religious Studies from its establishment in 2005-06 as an independent unit, until 2013. He also founded and raised substantial funds for the Korean Studies Center, which has facilitated scholarly exchanges and activities that have connected scholars in Korea with their counterparts at Mason. Dr. Ro also played a significant role in the conversations and initiatives that led to the establishment of Mason Korea in Incheon-Songdo, and he accompanied high-ranking university leaders as part of a delegation to meet with the Incheon-Songdo project's leadership in Korea. We anticipate continued partnership with Dr. Ro as we develop connections between the University and the local community in areas of mutual interest.

Based on his distinguished service at George Mason University, the department faculty were unanimous and enthusiastic in their support of recommending Young-chan Ro for appointment to Professor Emeritus of Religious Studies.

Approval ✓ Disapproval ____ James Antony, PhD, Provost and Executive Vice President — 10/2/2025 Date

Approval ✓ Disapproval ____ Gregory Washington, PhD, President — 10/15/2025 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.

ACTION ITEMS

Academic Affairs Committee

December 4, 2025

ELECTIONS OF NEW TENURED FACULTY

LAST NAME	FIRST NAME	EFFECTIVE DATE
Hu	**Guiping**	12/4/2025

Title: Professor
Rank: Professor without Term
Classification: Tenured (without term) - Instructional
Local Academic Unit: Systems Engineering and Operations Research (CEC)

Note(s): Additional Title: Chair, Department of Systems Engineering and Operations Research

Karabiyik	**Umit**	12/4/2025

Title: Associate Professor
Rank: Associate Professor without Term
Classification: Tenured (without term) - Instructional
Local Academic Unit: Cyber Security Engineering (CEC)

Note(s): Additional Title: Commonwealth Cyber Initiative (CCI) Fellow

Wang	**Lizhi**	12/4/2025

Title: Professor
Rank: Professor without Term
Classification: Tenured (without term) - Instructional
Local Academic Unit: Bioengineering (CEC)

Note(s): Additional Title: Director of a Charter Lab
This is a joint appointment with the Department of Systems Engineering and Operations Research.

GEORGE MASON UNIVERSITY

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

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

Guiping Hu, Professor and Chair

Faculty Member's Name and Title

Systems Engineering and Operations Research (SEOR)

Local Academic Unit

☑ **Verification of Hiring and Trainings:**
I verify that all hiring requirements, including reference checks, for the candidate has been completed and the candidate has been informed of all training that need to be completed within the first few weeks of the start of their appointment (including but not limited to OACC trainings: Title IX Non-Confidential Employee Training and Equal Opportunity (EO) Required Employee Training).

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. Guiping Hu was hired as the Chair of the SEOR Department following an extensive competitive search. Dr. Hu's research focuses on operations research and data analytics with applications in renewable energy, bioinformatics, and supply chain design. She has published over 100 journal papers, and 56 conference papers. She has graduated 17 PhD students and currently supervises four PhD candidates. She has participated in 45 externally funded research projects totaling over $12M, with her share exceeding $4M. Much of her funding is from the National Science Foundation, the US Department of Agriculture, and NASA. She has extensive experience in teaching at all levels. Dr. Hu was elected as Fellow of the Institute of Industrial and Systems Engineering (IISE) in 2025. She has an outstanding record of leadership, having served most recently as Head of the School of Industrial Engineering and Management at Oklahoma State University. Within her profession she has served as President of the Operations Research and Engineering Economy Divisions of IISE. Dr. Hu will bring important leadership to our educational and research programs in systems engineering and operations research.

Kenneth S. Ball 10.1. 2025

Dean Date

Guiping Hu
December 4, 2025

Guiping Hu, PhD is a candidate for Tenure upon Hire to Professor without Term in the Department of Systems Engineering and Operations Research within the College of Engineering and Computing (CEC) and was also selected to serve as the Department Chair for Systems Engingeering and Operations Research which began July 2025. Professor Hu received her PhD (2009) and MS (2006) in Industrial Engineering at the University of Pittsburgh. She also received a BS in Management Science (2004) and a BE in Automation (2003) at the University of Science and Technology of China.

Prior to Professor Hu joining George Mason University, she held an academic appointment as Professor and Head, Donald and Cathey Humphreys Chair in the School of Industrial Engineering and Management at Oklahoma State University. She also served in an academic appointment at Iowa State University starting as a Lecturer from 2009-2011 and was then promoted to Assistant Professor in 2011, promoted to Associate Professor in 2016 and promoted to Professor in 2023 while serving as an Associate Chair from 2022-2023. Professor Hu also served as a Department Head as the PhD and MS Program Director in the Department of Sustainability, Golisano Institute for Sustainability, Rochester Institute of Technology from 2021-2022.

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

Consistent with the unanimous recommendation of the CEC review committees and the Dean of the College, I recommend that Professor Hu be granted appointment to the rank of Professor without Term in the Department of Systems Engineering and Operations Research within the College of Engineering and Computing, effective December 4, 2025.

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

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

Umit Karabiyik, Associate Professor

Faculty Member's Name and Title

Cybersecurity Engineering (CYSE)

Local Academic Unit

☑ **Verification of Hiring and Trainings:**
I verify that all hiring requirements, including reference checks, for the candidate has been completed and the candidate has been informed of all training that need to be completed within the first few weeks of the start of their appointment (including but not limited to OACC trainings: Title IX Non-Confidential Employee Training and Equal Opportunity (EO) Required Employee Training).

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. Karabiyik joined the CYSE Department as a result of an open competitive search after serving as a tenured Associate Professor in the Department of Computer and Technology at Purdue University. Dr. Karabiyik's research focuses on cybersecurity, digital forensics, and the integration of artificial intelligence into investigative processes. He has 64 publications, with many of these in leading venues. He has graduated five PhD students and is currently advising six more. He has participated in 17 externally funded grants totaling over $7M with a personal share of over $3M. Dr. Karabiyik is an accomplished educator who has developed and taught 14 distinct courses, consistently receiving excellent evaluations. Professionally, he has been active as an editor and reviewer for high-impact journals, has served in leadership roles at conferences, and has contributed his expertise to national and international funding agencies. In addition, his funded training initiatives have reached thousands of criminal justice professionals worldwide. Dr. Umit Karabiyik will be an outstanding addition to our CYSE Department and will contribute greatly to the College's strength in the areas of digital forensics and cybersecurity.

Kenneth S. Ball — 10. 1.2025

Dean — Date

Umit Karabiyik
December 4, 2025

Umit Karabiyik, PhD is a candidate for Tenure upon Hire to Associate Professor without Term in the Department of Cyber Security Engineering within the College of Engineering and Computing (CEC) and was also selected to serve as the Commonwealth Cyber Initiative Fellow which began August 2025. Professor Karabiyik received his PhD (2015) and MS (2010) in Computer Science from Florida State University. He also received his BS (2006) in the Department of Electronic and Computer Systems Teaching at Sakarya University.

Prior to Professor Karabiyik joining George Mason University, he held an academic appointment at Purdue University that began in 2018 as tenure track Assistant Professor. He was then promoted to Associate Professor in 2022. Prior to that, Professor Karabiyik held a tenure track Assistant Professor appointment at Sam Houston State University from 2015-2018. In addition to his academic appointment, he also currently holds administrative appointment with Cyber Forensics LLC as the Founder, CEO, Forensics Expert, and Consultant since 2022 and also served as a consultant at the University of Prince Mugrin from 2024-2025

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

Consistent with the unanimous recommendation of the CEC review committees, the Chair, and the Dean of the College, I recommend that Professor Karabiyik be granted appointment to the rank of Associate Professor without Term in the School of Cyber Security Engineering within the College of Engineering and Computing, effective December 4, 2025.

GEORGE MASON UNIVERSITY

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

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

Lizhi Wang, Professor

Faculty Member's Name and Title

Bioengineering (BENG) and Systems Engineering and Operations Research (SEOR)

Local Academic Unit

☑ **Verification of Hiring and Trainings:**
I verify that all hiring requirements, including reference checks, for the candidate has been completed and the candidate has been informed of all training that need to be completed within the first few weeks of the start of their appointment (including but not limited to OACC trainings: Title IX Non-Confidential Employee Training and Equal Opportunity (EO) Required Employee Training).

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. Wang was hired with a joint appointment in the BENG (2/3) and SEOR (1/3) Departments. Dr. Wang's research integrates optimization, machine learning, and computational biology, to address complex challenges in agricultural systems, including genomic selection, yield prediction and supply chains. He has published 79 journal articles in leading journals in his field, as well as four book chapters. He has participated in 40 externally funded research projects totaling over $42M, with his share exceeding $5.5M. Much of his funding comes from the National Science Foundation, the US Department of Agriculture, and FEMA. Dr. Wang has graduated 14 PhD students and currently supervises three PhD candidates. Dr. Wang is an accomplished teacher and has taught numerous courses at all levels. He is recipient of the 2018 Teaching Excellence Award of the OR Division of the Institute of Industrial and Systems Engineering. He has served on editorial boards of respected journals. Dr. Wang will be an outstanding addition to the BENG and SEOR Departments and will serve an important role in advancing interdisciplinary research and education in the interface of bioengineering and operations research.

Kenneth S. Ball 10. 1.2025

Dean Date

Lizhi Wang
December 4, 2025

Lizhi Wang, PhD is a candidate for Tenure upon Hire to Professor without Term in the Department of Bioengineering (2/3) and Systems Engineering and Operations Research (1/3) within the College of Engineering and Computing (CEC) and currently holds an academic appointment at George Mason University since August 25, 2025. Professor Wang received his PhD in 2007 in Industrial Engineering at the University of Pittsburgh. He also received his BE in Automation (2003) and BS in Management Science (2003) at the University of Science and Technology of China.

Prior to joining George Mason University, Professor Wang held an academic appointment at Oklahoma State University as Professor and the Ken and Lynn Case Endowed Chair. He also held an academic appointment at Iowa State University starting as an Assistant Professor from 2007-2013 and was then promoted to Associate Professor in 2013 and promoted to Professor in 2021.

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

Consistent with the unanimous recommendation of the CEC review committees, the Chair, and the Dean of the College, I recommend that Professor Wang be granted appointment to the rank of Professor without Term in the Department of Bioengineering (2/3) and Systems Engineering and Operations Research (1/3) within the College of Engineering and Computing, effective December 4, 2025.

ANNOUNCEMENT

Academic Affairs Committee

December 4, 2025

APPOINTMENT OF FACULTY

LAST NAME	FIRST NAME	EFFECTIVE DATE	APPT LENGTH
Adamiak	**Mark**	8/25/2025	3 years

Title: Professor of Practice
Rank: Professor of Practice
Classification: Term - Instructional
Local Academic Unit: Electrical and Computer Engineering (CEC)

Bourgeois-Calvin	**Andrea**	1/10/2026	1.5 years

Title: Instructor, Bachelor of Applied Science
Rank: Instructor
Classification: Term - Instructional
Local Academic Unit: Academic Affairs (Provost)

Cengiz	**Mahmut**	8/25/2025	1 year

Title: Associate Professor
Rank: Instructional Associate Professor
Classification: Term - Instructional
Local Academic Unit: Schar School of Policy and Government

Fine	**Julia C.**	10/10/2025	1 year

Title: Research Assistant Professor
Rank: Research Assistant Professor
Classification: Term - Research
Local Academic Unit: Communication (CHSS)

Hussain	**Insiya**	1/10/2026	3.5 years

Title: Assistant Professor
Rank: Assistant Professor
Classification: Tenure Track - Instructional
Local Academic Unit: Costello College of Business

ANNOUNCEMENT

Academic Affairs Committee

December 4, 2025

APPOINTMENT OF FACULTY

LAST NAME	FIRST NAME	EFFECTIVE DATE	APPT LENGTH
Oakes	**James L.**	1/10/2026	1.5 years

Title: Capstone Internship Coordinator
Rank: Instructor
Classification: Term - Instructional
Local Academic Unit: Health Administration and Policy (CPH)

Pence	**Michael**	8/25/2025	1 year

Title: Distinguished Professor of Practice
Rank: Professor of Practice
Classification: Term - Instructional
Local Academic Unit: Schar School of Policy and Government

Renne	**Benjamin A.**	8/25/2025	1 year

Title: Instructional Assistant Professor
Rank: Instructional Assistant Professor
Classification: Term - Instructional
Local Academic Unit: English (CHSS)

Santacrose	**Laura**	1/10/2026	1.5 years

Title: Instructional Assistant Professor
Rank: Instructional Assistant Professor
Classification: Term - Instructional
Local Academic Unit: Global and Community Health (CPH)

Savage	**Nastassia M.**	8/25/2025	1 year

Title: Instructional Assistant Professor
Rank: Instructional Assistant Professor
Classification: Term - Instructional
Local Academic Unit: Psychology (CHSS)

ANNOUNCEMENT

Academic Affairs Committee

December 4, 2025

APPOINTMENT OF FACULTY

LAST NAME	FIRST NAME	EFFECTIVE DATE	APPT LENGTH
Shahrokhi	**Farnoosh**	8/25/2025	1 year

Title: Associate Professor of Education
Rank: Instructional Associate Professor
Classification: Term - Instructional
Local Academic Unit: College of Education and Human Development

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Zhang	**Yicheng**	1/10/2026	3 years

Title: Assistant Professor
Rank: Assistant Professor
Classification: Tenure Track - Instructional
Local Academic Unit: Electrical and Computer Engineering (CEC)

Faculty and Academic Standards Committee						
December 4, 2025						
SUMMARY OF FACULTY ACTIONS AND ANNOUNCEMENTS						
APPOINTMENT OF FACULTY						
	Term		**Tenure Track**			
	9-month	**12-month**	**9-month**	**12-month**	**Research**	**Grant Funded**
Instructor	1	1	0	0	0	0
Senior Instructor	0	0	0	0	0	0
Master Instructor	0	0	0	0	0	0
Professor of Practice	1	1	0	0	0	0
Assistant Professor	3	1	2	0	1	0
Associate Professor	1	1	0	0	0	0
Professor	0	0	0	0	0	0
Administrative/Professional	0	23	0	0	0	2
Totals	6	27	2	0	1	2
RENEWALS/REAPPOINTMENTS						
	Term		**Tenure Track**			
	9-month	**12-month**	**9-month**	**12-month**		**Total**
Instructor	0	2	0	0		2
Senior Instructor	2	0	0	0		2
Master Instructor	0	0	0	0		0
Professor of Practice	0	0	0	0		0
Assistant Professor	5	2	0	0		7
Associate Professor	3	2	0	0		5
Professor	1	1	0	0		2
Administrative/Professional	0	0	0	0		0
Totals	11	7	0	0		18
SEPARATIONS						
	Resignation	**Retirement**	**Contract Expiration**	**Deceased**		**Total**
	17	5	4	0		26
OTHER ANNOUNCEMENTS						
	Leave with pay and Partial pay	**Leave w/o pay**	**Title Change**	**Conversion**	**Tenure Track Contract Extension**	**Total**
	30	1	111	1	1	144

*Summary Excludes Postdoctoral Research Fellows and Research Staff

ANNOUNCEMENT

Academic Affairs Committee

December 4, 2025

APPOINTMENT OF ADMINSTRATIVE AND PROFESSIONAL FACULTY

LAST NAME	FIRST NAME	EFFECTIVE DATE
Bischoff	**Thomas J.**	9/29/2025

Title: Associate Director, Data Analytics
Classification: At will - Admin/Professional
Local Academic Unit: Institutional Effectiveness and Planning (Provost)

Bonilla	**Veronica**	9/25/2025

Title: International Advisor
Classification: At will - Admin/Professional
Local Academic Unit: International Programs and Services (UL)

Booker	**Deasia D.**	9/2/2025

Title: Academic Coordinator
Classification: At will - Admin/Professional
Local Academic Unit: Intercollegiate Athletics

Bowden	**Nigel**	9/22/2025

Title: Director of Basketball Operations, Women's Basketball
Classification: At will - Admin/Professional
Local Academic Unit: Intercollegiate Athletics

Checo	**Aleasha E.**	9/22/2025

Title: Certified Athletic Trainer
Classification: At will - Admin/Professional
Local Academic Unit: Intercollegiate Athletics

ANNOUNCEMENT

Academic Affairs Committee

December 4, 2025

APPOINTMENT OF ADMINSTRATIVE AND PROFESSIONAL FACULTY

LAST NAME	FIRST NAME	EFFECTIVE DATE
Danaher	**Jeffrey**	9/25/2025

Title: Assistant Athletics Director for Development (Major Gift Officer)
Classification: At will - Admin/Professional
Local Academic Unit: Intercollegiate Athletics

Giery	**Nicole M.**	10/27/2025

Title: Assistant Coach, Softball
Classification: At will - Admin/Professional
Local Academic Unit: Intercollegiate Athletics

Henderson	**Michaela**	9/22/2025

Title: Assistant Director for Student Support
Classification: At will - Admin/Professional
Local Academic Unit: Student Support and Advocacy Center (UL)

Holstein	**Suzanne**	9/2/2025

Title: Educational Specialist
Classification: At will - Admin/Professional
Local Academic Unit: Intercollegiate Athletics

Katsakhyan	**Margret**	11/10/2025

Title: Associate Director of Graduate Admissions
Classification: At will - Admin/Professional
Local Academic Unit: Antonin Scalia Law School

ANNOUNCEMENT

Academic Affairs Committee

December 4, 2025

APPOINTMENT OF ADMINSTRATIVE AND PROFESSIONAL FACULTY

LAST NAME	FIRST NAME	EFFECTIVE DATE
Lozano	**Jay P.**	9/22/2025

Title: Assistant Director of Basketball Operations, Men's
Classification: At will - Admin/Professional
Local Academic Unit: Intercollegiate Athletics

Montes	**Carlos A.**	9/2/2025

Title: Consultant
Classification: At will - Admin/Professional
Local Academic Unit: University Business Consulting

Myers	**Daniel W.**	10/27/2025

Title: ICAP Director
Classification: At will - Admin/Professional
Local Academic Unit: Mason Enterprise (Provost)

Nelson	**Alicia**	8/24/2025

Title: Director of Budget and Finance
Classification: At will - Admin/Professional
Local Academic Unit: Facilities (SVP)

Patel	**Jennifer**	9/22/2025

Title: Associate Director of Student Strengths Coaching Program
Classification: At will - Admin/Professional
Local Academic Unit: Advancement of Well-Being (UL)

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Academic Affairs Committee

December 4, 2025

APPOINTMENT OF ADMINSTRATIVE AND PROFESSIONAL FACULTY

LAST NAME	FIRST NAME	EFFECTIVE DATE
Patel	**Himanshu A.**	10/9/2025

Title: Director of Technology Services, Auxiliary and Business Services
Classification: At will - Admin/Professional
Local Academic Unit: Auxiliary and Business Services (SVP)

Perlowski	**Sydney**	9/22/2025

Title: Certified Athletic Trainer
Classification: At will - Admin/Professional
Local Academic Unit: Intercollegiate Athletics

Podboy	**Megan**	9/29/2025

Title: Nursing Academic Programs Clinical Readiness and Regulatory Compliance Manager
Classification: At will - Admin/Professional
Local Academic Unit: Nursing (CPH)

Reynolds	**Julie M.**	9/24/2025

Title: Assistant Director for Student Support
Classification: At will - Admin/Professional
Local Academic Unit: Student Support and Advocacy Center (UL)

Rogers	**Abigail C.**	9/10/2025

Title: Behavioral Health Resident in Counseling
Classification: At will - Admin/Professional
Local Academic Unit: Student Health Services (UL)

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Academic Affairs Committee

December 4, 2025

APPOINTMENT OF ADMINSTRATIVE AND PROFESSIONAL FACULTY

LAST NAME	FIRST NAME	EFFECTIVE DATE
Snider	**Cara**	10/10/2025

Title: Associate Director Office of Community Engagement and Civic Learning (CECiL)
Classification: At will - Admin/Professional
Local Academic Unit: Undergraduate Education (Provost)

Uyeda	**Leilani**	9/8/2025

Title: Preschool Lead Teacher
Classification: At will - Admin/Professional
Local Academic Unit: Child Development Center (SVP)

Venkataraman	**Bhanumathi**	8/25/2025

Title: Lead Teacher, Twos Program
Classification: At will - Admin/Professional
Local Academic Unit: Child Development Center (SVP)

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Academic Affairs Committee

December 4, 2025

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

LAST NAME	FIRST NAME	EFFECTIVE DATE	APPT LENGTH
Lewis	**Rachel A.**	8/25/2025	1 year

Title: Interim Director, Women and Gender Studies Program
Local Academic Unit: Women and Gender Studies (CHSS)

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Academic Affairs Committee

December 4, 2025

RENEWALS AND REAPPOINTMENTS

LAST NAME	FIRST NAME	EFFECTIVE DATE	APPT LENGTH
Ahmed	**Miriam**	8/25/2025	1 year

Title: Instructional Assistant Professor
Rank: Instructional Assistant Professor
Classification: Term - Instructional
Local Academic Unit: Art (CVPA)

Alman	**Elizabeth F.**	6/10/2025	1 year

Title: Associate Professor
Rank: Instructional Associate Professor
Classification: Term - Instructional
Local Academic Unit: Theater (CVPA)

Note(s): Additional Title: Area Head of Theater Studies

Bashatah	**Ahmed A.**	9/4/2025	1 year

Title: Research Associate (Instructor)
Rank: Research Associate (Instructor)
Classification: Term - Research
Local Academic Unit: Bioengineering (CEC)

Benassi	**Stephanie F.**	8/25/2025	1 year

Title: Assistant Professor
Rank: Instructional Assistant Professor
Classification: Term - Instructional
Local Academic Unit: Art (CVPA)

Cabot	**Jennifer**	8/25/2025	1 year

Title: Assistant Professor
Rank: Instructional Assistant Professor
Classification: Term - Instructional
Local Academic Unit: Music (CVPA)

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Academic Affairs Committee

December 4, 2025

RENEWALS AND REAPPOINTMENTS

LAST NAME	FIRST NAME	EFFECTIVE DATE	APPT LENGTH
Casserly	**Charles J.**	8/25/2025	1 year

Title: Executive in Residence/Instructor of Sport Management
Rank: Instructor
Classification: Term - Instructional
Local Academic Unit: College of Education and Human Development

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Dunayer	**Kevin S.**	6/10/2025	5 years

Title: Instructional Professor
Rank: Instructional Professor
Classification: Term - Instructional
Local Academic Unit: Theater (CVPA)

Note(s): Previous title: Instructional Associate Professor

Hayden	**Michael V.**	8/25/2025	1 year

Title: Distinguished Visiting Professor
Rank: Instructional Professor
Classification: Term - Instructional
Local Academic Unit: Schar School of Policy and Government

Horak	**Anne K.**	8/25/2025	<1 year

Title: Project Director
Rank: Research Assistant Professor
Classification: Term - Research
Local Academic Unit: College of Education and Human Development

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Kim	**Esther H.**	8/25/2025	1 year

Title: Senior Instructor
Rank: Senior Instructor
Classification: Term - Instructional
Local Academic Unit: INTO Mason (Provost)

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Academic Affairs Committee

December 4, 2025

RENEWALS AND REAPPOINTMENTS

LAST NAME	FIRST NAME	EFFECTIVE DATE	APPT LENGTH
Koob	**JoAnn**	8/25/2025	3 years

Title: Associate Professor
Rank: Instructional Associate Professor
Classification: Term - Instructional
Local Academic Unit: Antonin Scalia Law School

Note(s): Additional Title: Director, Liberty and Law Center
Previous title: Instructional Assistant Professor

Lewis	**Amy L.**	8/25/2025	1 year

Title: Instructional Associate Professor
Rank: Instructional Associate Professor
Classification: Term - Instructional
Local Academic Unit: INTO Mason (Provost)

Miller	**Laura L.**	8/25/2025	1 year

Title: Instructional Assistant Professor
Rank: Instructional Assistant Professor
Classification: Term - Instructional
Local Academic Unit: INTO Mason (Provost)

Paez	**Bonny B.**	8/25/2025	1 year

Title: Senior Instructor
Rank: Senior Instructor
Classification: Term - Instructional
Local Academic Unit: INTO Mason (Provost)

Prosser	**Simon**	8/25/2025	1 year

Title: Assistant Professor
Rank: Instructional Assistant Professor
Classification: Term - Instructional
Local Academic Unit: Music (CVPA)

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December 4, 2025

RENEWALS AND REAPPOINTMENTS

LAST NAME	FIRST NAME	EFFECTIVE DATE	APPT LENGTH
Sleeter	**Nathan M.**	8/25/2025	1 year

Title: Research Assistant Professor
Rank: Research Assistant Professor
Classification: Term - Research
Local Academic Unit: History and Art History (CHSS)

Note(s): Additional Title: Associate Director, RRCHNM

Steiger	**Caroline**	8/25/2025	1 year

Title: Associate Professor
Rank: Instructional Associate Professor
Classification: Term - Instructional
Local Academic Unit: Music (CVPA)

Note(s): Additional Title: Director of Brass

Zhou	**Weidong**	9/25/2025	1 year

Title: Research Associate Professor
Rank: Research Associate Professor
Classification: Term - Research
Local Academic Unit: Center for Applied Proteomics and Molecular Medicine (COS)

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Academic Affairs Committee

December 4, 2025

SEPARATIONS

LAST NAME	FIRST NAME	TYPE	EFFECTIVE DATE
Abed	**Othman**	Resignation	10/03/2025

Title: Assistant Facility Security Officer
Classification: At will - Admin/Professional
Local Academic Unit: Research, Innovation, and Economic Impact (Provost)

Alishetty	**Suman**	Contract expiration	09/09/2025

Title: Research Assistant Professor
Classification: Term - Research
Local Academic Unit: Bioengineering (CEC)

Brown	**Kendra S.**	Resignation	09/24/2025

Title: Director of Development
Classification: At will - Admin/Professional
Local Academic Unit: University Libraries

Butler	**Thomas C.**	Contract expiration	01/23/2026

Title: Senior Associate Registrar
Classification: At will - Admin/Professional
Local Academic Unit: Office of the Registrar

Dade	**Damon**	Resignation	05/24/2025

Title: Instructional Assistant Professor
Classification: Term - Instructional
Local Academic Unit: Computational and Data Sciences (COS)

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SEPARATIONS

LAST NAME	FIRST NAME	TYPE	EFFECTIVE DATE
Dittmeier	**Edward R.**	Retirement	01/09/2026

Title: VP Chief Audit Risk Compliance Officer
Classification: At will - Admin/Professional
Local Academic Unit: University Audit

Dulak-Sigler	**Corey**	Resignation	10/03/2025

Title: Head Strength and Conditioning Coordinator
Classification: At will - Admin/Professional
Local Academic Unit: Intercollegiate Athletics

Note(s): Mr. Dulak-Sigler has accepted a position with the University of Missouri.

Estrada Zepeda	**Mariana**	Resignation	09/24/2025

Title: Lead Teacher - Preschool
Classification: At will - Admin/Professional
Local Academic Unit: Child Development Center (SVP)

Gallagher	**John**	Contract expiration	10/09/2025

Title: Full Research Professor
Classification: Term - Research
Local Academic Unit: Schar School of Policy and Government

Gardner	**Karen J.**	Retirement	09/24/2025

Title: Director of Enterprise Servers and Messaging
Classification: At will - Admin/Professional
Local Academic Unit: Information Technology Services (SVP)

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SEPARATIONS

LAST NAME	FIRST NAME	TYPE	EFFECTIVE DATE
Harris-Scott	**Steven A.**	Resignation	11/21/2025

Title: Academic Director, INTO Mason
Classification: At will - Admin/Professional
Local Academic Unit: INTO Mason

Hicks	**Elaine R.**	Resignation	09/23/2025

Title: Health Sciences Librarian
Classification: At will - Admin/Professional
Local Academic Unit: University Libraries

Note(s): Mrs. Hicks has accepted a position with the Medical College of Wisconsin.

Johnson	**Kayon**	Resignation	11/21/2025

Title: Community Director
Classification: At will - Admin/Professional
Local Academic Unit: Housing and Residence Life (UL)

Jones	**Christopher K.**	Resignation	08/31/2025

Title: Research Professor
Classification: Term - Research
Local Academic Unit: Mathematical Science (COS)

Lewis	**Scott E.**	Resignation	05/24/2026

Title: Instructor
Classification: Term - Instructional
Local Academic Unit: Information Sciences and Technology (CEC)

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Academic Affairs Committee

December 4, 2025

SEPARATIONS

LAST NAME	FIRST NAME	TYPE	EFFECTIVE DATE
Lowery	**Ian T.**	Resignation	09/29/2025

Title: Assistant Director of Debate
Classification: At will - Admin/Professional
Local Academic Unit: Communication (CHSS)

Nickas	**Timothy**	Resignation	10/19/2025

Title: Assistant Coach, Men and Women Track and Field
Classification: At will - Admin/Professional
Local Academic Unit: Intercollegiate Athletics

Ok	**Seunghun**	Retirement	09/24/2025

Title: Web Designer/Tech Assistance
Classification: At will - Admin/Professional
Local Academic Unit: College of Education and Human Development

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Pierobon	**Mariaelena**	Resignation	10/24/2025

Title: Associate Professor
Classification: Tenured (without term) - Instructional
Local Academic Unit: Systems Biology (COS)

Note(s): Dr. Pierobon has accepted a position with the University of Sheffield.

Rivera	**Pedro J.**	Resignation	09/02/2025

Title: Director of Development, University Priorities
Classification: At will - Admin/Professional
Local Academic Unit: Advancement and Alumni Relations

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Academic Affairs Committee

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SEPARATIONS

LAST NAME	FIRST NAME	TYPE	EFFECTIVE DATE
Ryder	**Regina**	Resignation	08/08/2025

Title: Employee Relations Consultant
Classification: At will - Admin/Professional
Local Academic Unit: Human Resources

Sinclair-Robinson	**Karlene**	Contract expiration	10/11/2025

Title: Director, Business Finance Center
Classification: At will - Admin/Professional
Local Academic Unit: Mason Enterprise (Provost)

Singer	**Harvey A.**	Retirement	01/09/2026

Title: Associate Professor
Classification: Term - Instructional
Local Academic Unit: Costello College of Business

Walsh	**Tobi**	Resignation	09/09/2025

Title: Assistant Vice President of Capital Strategy and Planning
Classification: At will - Admin/Professional
Local Academic Unit: Capital Strategy and Planning (SVP)

Washington	**Niki**	Resignation	11/05/2025

Title: Associate Head Coach Analytics, Women's Basketball
Classification: At will - Admin/Professional
Local Academic Unit: Intercollegiate Athletics

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Academic Affairs Committee

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SEPARATIONS

LAST NAME	FIRST NAME	TYPE	EFFECTIVE DATE
Winter	**Patrice M.**	Retirement	01/09/2026

Title: Instructional Professor
Classification: Term - Instructional
Local Academic Unit: Global and Community Health (CPH)

Note(s):
This record supersedes previous separation reported in the October 2025 BOV Board Book.

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Academic Affairs Committee

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OTHER ANNOUNCEMENTS

LAST NAME	FIRST NAME	TYPE
Abramson	**Alan J.**	Leave with Partial Pay

Title: Professor
Local Academic Unit: Schar School of Policy and Government

Note(s):
Professor Abramson has been awarded a Faculty Study Leave for Academic Year 2025-2026.

Akhtari	**Humaira**	Title Change

Title: Assistant Chair for Undergraduate, Graduate and Online Studies
Local Academic Unit: Information Sciences and Technology (CEC)

Note(s): Retained Title-Instructor

Albanese	**Massimilano**	Title Change

Title: Executive Director, Institute for Digital Innovation
Local Academic Unit: Information Sciences and Technology (CEC)

Note(s): Retained Title-Professor without Term

Albanese	**Massimilano**	Title Change

Title: Associate Chair for Research, Information Sciences and Technology Dept
Local Academic Unit: Information Sciences and Technology (CEC)

Note(s): Retained Title-Professor without Term

Altug	**Mehmet S.**	Title Change

Title: Academic Director, MS in Business Analytics
Local Academic Unit: Costello College of Business

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

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Academic Affairs Committee

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OTHER ANNOUNCEMENTS

LAST NAME	FIRST NAME	TYPE
Baldo	**James**	Title Change

Title: Director of the Master of Science in Data Analytics Engineering Program
Local Academic Unit: Systems Engineering and Operations Research (CEC)

Note(s): Retained Title-Associate Professor

Banville	**Dominique**	Title Change

Title: Associate Dean for Student and Academic Affairs
Local Academic Unit: College of Education and Human Development

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

Bell	**Kathleen K.**	Title Change

Title: Strategic Planning and Grants Lead
Local Academic Unit: University Libraries

Note(s): Previous Title:Head Assessment Planning

Bellos	**Ioannis**	Title Change

Title: Director, Master of Business Administration (MBA)
Local Academic Unit: Costello College of Business

Note(s): Retained Title-Associate Professor

Berg	**Colleen F.**	Title Change

Title: Associate Chair for Undergraduate Programs
Local Academic Unit: Mechanical Engineering (CEC)

Note(s): Retained Title-Instructor

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OTHER ANNOUNCEMENTS

LAST NAME	FIRST NAME	TYPE
Billingham	**Lisa A.**	Title Change

Title: Director of Choral Activities in the School of Music
Local Academic Unit: Music (CVPA)

Note(s): Retained Title-Professor without Term

Buehl	**Michelle M.**	Title Change

Title: Interim Unit Lead - Counseling, Leadership, and Educational Sciences
Local Academic Unit: College of Education and Human Development

Note(s): Retained Title-Professor without Term

Bulancea	**Gabriela**	Title Change

Title: Associate Chair, Mathematical Sciences
Local Academic Unit: Mathematical Science (COS)

Note(s): Retained Title-Instructional Professor

Burt	**Jo-Marie**	Leave without Pay

Title: Associate Professor without Term
Local Academic Unit: Schar School of Policy and Government

Note(s): Professor Burt will be on Educational Leave without pay for Fall Semester 2025.

Burtch	**Nathan R.**	Title Change

Title: Associate Chair, GGS
Local Academic Unit: Geography and Geoinformation Science (COS)

Note(s): Retained Title-Instructional Associate Professor

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OTHER ANNOUNCEMENTS

LAST NAME	FIRST NAME	TYPE
Butt	**Ahsan**	Title Change

Title: Director of Undergraduate Programs
Local Academic Unit: Schar School of Policy and Government

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

Chitnis	**Parag**	Title Change

Title: Associate Chair, Graduate Program, Bioengineering Department
Local Academic Unit: Bioengineering (CEC)

Note(s): Retained Title-Professor without Term

Chitnis	**Parag**	Title Change

Title: Co-Director, CASBBI
Local Academic Unit: Bioengineering (CEC)

Note(s): Retained Title-Professor without Term

Coogle	**Christan G.**	Leave with Pay

Title: Associate Professor
Local Academic Unit: College of Education and Human Development

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

Correa-Cabrera	**Guadalupe**	Leave with Partial Pay

Title: Professor without Term
Local Academic Unit: Schar School of Policy and Government

Note(s):
Professor Correa-Cabrera has been awarded a Faculty Study Leave for Academic Year 2025-2026.

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OTHER ANNOUNCEMENTS

LAST NAME	FIRST NAME	TYPE
Costa	**Paulo C.**	Title Change

Title: C5I Center Director
Local Academic Unit: Cyber Security Engineering (CEC)

Note(s): Retained Title-Professor without Term

Cressman	**John R.**	Title Change

Title: Associate Chair for Laboratories
Local Academic Unit: Physics and Astronomy (COS)

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

Das	**Sidhartha R.**	Title Change

Title: Assistant Area Chair of Information Systems and Operations Management (OSCM)
Local Academic Unit: Costello College of Business

Note(s): Retained Title-Professor

Dawn	**Karalee**	Title Change

Title: MFA Director, Arts Management Program
Local Academic Unit: Arts Management (CVPA)

Note(s): Retained Title-Instructional Assistant Professor

Dinan	**Desmond J.**	Leave with Pay

Title: Professor of Public Policy
Local Academic Unit: Schar School of Policy and Government

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

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OTHER ANNOUNCEMENTS

LAST NAME	FIRST NAME	TYPE
Dodman	**Stephanie L.**	Title Change

Title: Assistant Dean for Academic Excellence
Local Academic Unit: College of Education and Human Development

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

Dong	**Pei**	Leave with Pay

Title: Associate Professor without Term
Local Academic Unit: Mechanical Engineering (CEC)

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

Dumas	**Theodore C.**	Title Change

Title: Associate Director, IPN
Local Academic Unit: Neuroscience Program (COS)

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

Dunne	**Kelly B.**	Title Change

Title: Associate Chair for Academic Affairs and Operations
Local Academic Unit: Integrative Studies (CHSS)

Note(s): Retained Title-Senior Instructor

Dwyer	**Leslie K.**	Title Change

Title: Curriculum Chair
Local Academic Unit: Jimmy and Rosalynn Carter School for Peace and Conflict Resolution

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

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Academic Affairs Committee

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OTHER ANNOUNCEMENTS

LAST NAME	FIRST NAME	TYPE
Erb	**Megan S.**	Title Change

Title: Associate Chair, Chemistry and Biochemistry
Local Academic Unit: Chemistry and Biochemistry (COS)

Note(s): Retained Title-Associate Professor

Evans Cuellar	**Alison**	Title Change

Title: Associate Dean for Research
Local Academic Unit: College of Public Health

Note(s): Retained Title-Professor

Evmenova	**Anna S.**	Title Change

Title: Endowed Director of the Helen A. Kellar Institute for Human disAbilities
Local Academic Unit: College of Education and Human Development

Note(s): Retained Title-Professor without Term

Evmenova	**Anna S.**	Title Change

Title: Associate Dean for Research
Local Academic Unit: College of Education and Human Development

Note(s): Retained Title-Professor without Term

Finn	**Teresa M.**	Title Change

Title: Director of Strategic Engagement and Communication
Local Academic Unit: Academic Administration (Provost)

Note(s): Previous Title:Associate Director of Strategic Engagement and Communication

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Academic Affairs Committee

December 4, 2025

OTHER ANNOUNCEMENTS

LAST NAME	FIRST NAME	TYPE
Flores	**Thomas E.**	Title Change

Title: Faculty Board Chair
Local Academic Unit: Jimmy and Rosalynn Carter School for Peace and Conflict Resolution

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

Forrest	**Lewis E.**	Title Change

Title: Assistant Vice President
Local Academic Unit: University Life

Note(s): Previous Title:Associate Dean, University Life

Gaj	**Krzysztof M.**	Title Change

Title: Associate Chair for Graduate Programs, ECE
Local Academic Unit: Electrical and Computer Engineering (CEC)

Note(s): Retained Title-Professor without Term

Gatling	**Benjamin C.**	Leave with Pay

Title: Associate Professor
Local Academic Unit: English (CHSS)

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

George Mwangi	**Chrystal**	Title Change

Title: SIS Director of Graduate Programs and HEP Director
Local Academic Unit: Integrative Studies (CHSS)

Note(s): Retained Title-Professor without Term

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OTHER ANNOUNCEMENTS

LAST NAME	FIRST NAME	TYPE
Goodman	**Colton**	Title Change

Title: Assistant Director of Residence Life
Local Academic Unit: Housing and Residence Life (UL)

Note(s): Previous Title:Assistant Director of Residence Life for Residential Academic Engagement

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Grady	**Victoria M.**	Title Change

Title: Assistant Area Chair of Management
Local Academic Unit: Costello College of Business

Note(s): Retained Title-Instructional Associate Professor

Gray	**Richard M.**	Title Change

Title: Assistant Dean Director of NSFP
Local Academic Unit: New Student and Family Programs (UL)

Note(s): Previous Title:Director of New Student and Family Programs

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Green	**Beverly C.**	Title Change

Title: Interim Unit Lead - Kinesiology, Sport, and Hospitality Management
Local Academic Unit: College of Education and Human Development

Note(s): Retained Title-Professor without Term

Greenwood	**Brad N.**	Leave with Partial Pay

Title: Professor without Term
Local Academic Unit: Costello College of Business

Note(s):
Professor Greenwood has been awarded a Faculty Study Leave for the Academic Year 2025-2026.

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OTHER ANNOUNCEMENTS

LAST NAME	FIRST NAME	TYPE
Guo	**Liying**	Title Change

Title: Associate Director, CSISS
Local Academic Unit: Center for Spatial Information Science and Systems (COS)

Note(s): Retained Title-Research Professor

Helton	**William S.**	Leave with Pay

Title: Professor
Local Academic Unit: Psychology (CHSS)

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

Hoemann	**Caroline D.**	Leave with Partial Pay

Title: Professor without Term
Local Academic Unit: Bioengineering (CEC)

Note(s):
Professor Hoemann has been awarded a Faculty Study Leave for the Academic Year 2025-2026.

Hoppner	**Jessica**	Leave with Pay

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

Note(s): Professor Hoppner has been awarded a Faculty Study Leave for Spring Semester 2026.

Horstmeyer	**Derek M.**	Title Change

Title: Director, Student Managed Investment Fund
Local Academic Unit: Costello College of Business

Note(s): Retained Title-Instructional Professor

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OTHER ANNOUNCEMENTS

LAST NAME	FIRST NAME	TYPE
Houston	**David**	Title Change

Title: Director of EdPolicyForward
Local Academic Unit: College of Education and Human Development

Note(s): Retained Title-Assistant Professor of Education

Hunter	**Brett D.**	Title Change

Title: Associate Chair of Education, Department of Statistics
Local Academic Unit: Statistics (CEC)

Note(s): Retained Title-Associate Professor

Islam	**Khondkar R.**	Title Change

Title: Associate Chair for Undergraduate Studies - IST
Local Academic Unit: Information Sciences and Technology (CEC)

Note(s): Retained Title-Professor

Jabbari	**Bijan**	Leave with Pay

Title: Professor without Term
Local Academic Unit: Electrical and Computer Engineering (CEC)

Note(s): Professor Jabbari has been awarded a Faculty Study Leave for Spring Semester 2026.

James	**Tania R.**	Leave with Partial Pay

Title: Associate Professor without Term
Local Academic Unit: English (CHSS)

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Academic Affairs Committee

December 4, 2025

OTHER ANNOUNCEMENTS

LAST NAME	FIRST NAME	TYPE
Johnson	**Bret A.**	Title Change

Title: Academic Director, MS in Accounting
Local Academic Unit: Costello College of Business

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

Joiner	**Christopher**	Title Change

Title: Assistant Area Chair of Marketing
Local Academic Unit: Costello College of Business

Note(s): Retained Title-Associate Professor

Jones	**Rebecca M.**	Title Change

Title: Interim STEM Accelerator Director
Local Academic Unit: Chemistry and Biochemistry (COS)

Note(s): Retained Title-Professor

Jones	**Sharaya M.**	Tenure Track Contract Extension

Title: Assistant Professor
Local Academic Unit: Costello College of Business

Jones	**Rochelle R.**	Title Change

Title: Associate Chair, Department of Systems Engineering and Operations Research
Local Academic Unit: College of Engineering and Computing (CEC)

Note(s): Retained Title-Instructional Professor

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Academic Affairs Committee

December 4, 2025

OTHER ANNOUNCEMENTS

LAST NAME	FIRST NAME	TYPE
Kaps	**Jens-Peter E.**	Leave with Partial Pay

Title: Associate Professor without Term
Local Academic Unit: College of Engineering and Computing (CEC)

Note(s):
Professor Kaps has been awarded a Faculty Study Leave for the Academic Year 2025-2026.

Khasawneh	**Khaled**	Title Change

Title: Associate Director, C-TASC
Local Academic Unit: Electrical and Computer Engineering (CEC)

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

Kim	**Younsung**	Title Change

Title: Associate Chair, ESP
Local Academic Unit: Environmental Science and Policy (COS)

Note(s): Retained Title-Instructional Professor

Koizumi	**Naoru**	Title Change

Title: Omer L. and Nancy Hirst Professor of Public Policy
Local Academic Unit: Schar School of Policy and Government

Note(s): Retained Title-Professor without Term

Koper	**Christopher S.**	Leave with Pay

Title: Professor
Local Academic Unit: Criminology, Law and Society (CHSS)

Note(s): Professor Koper has been awarded a Faculty Study Leave for Spring Semester 2026.

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OTHER ANNOUNCEMENTS

LAST NAME	FIRST NAME	TYPE
Korostelina	**Karina V.**	Title Change

Title: Research Committee Chair
Local Academic Unit: Jimmy and Rosalynn Carter School for Peace and Conflict Resolution

Note(s): Retained Title-Professor without Term

Korostelina	**Karina V.**	Title Change

Title: Malta Program Co-Chair
Local Academic Unit: Jimmy and Rosalynn Carter School for Peace and Conflict Resolution

Note(s): Retained Title-Professor without Term

Kosoglu	**Laura**	Title Change

Title: Associate Chair and Graduate Program Director, Sid and Reva Dewberry, CEIE
Local Academic Unit: Civil, Environmental and Infrastructure Engineering (CEC)

Note(s): Retained Title-Instructional Professor

Kurtay	**Pelin A.**	Title Change

Title: Associate Chair, Department of Electrical and Computer Engineering
Local Academic Unit: Electrical and Computer Engineering (CEC)

Note(s): Retained Title-Professor

Laipson	**Ellen B.**	Title Change

Title: Director, International Security Program
Local Academic Unit: Schar School of Policy and Government

Note(s): Retained Title-Instructional Professor

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Academic Affairs Committee

December 4, 2025

OTHER ANNOUNCEMENTS

LAST NAME	FIRST NAME	TYPE
LaToza	**Thomas D.**	Leave with Pay

Title: Associate Professor
Local Academic Unit: Computer Science (CEC)

Note(s): Professor LaToza has been awarded a Faculty Study Leave for Spring Semester 2026.

Lavengood	**Megan**	Title Change

Title: Director of Music Theory
Local Academic Unit: Music (CVPA)

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

Lee	**Joanna C.**	Title Change

Title: Digital Publishing Librarian
Local Academic Unit: University Libraries

Note(s): Previous Title:Digital Publishing Lead

Luther	**David A.**	Title Change

Title: Associate Chair
Local Academic Unit: Biology (COS)

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

Maggioni	**Viviana**	Title Change

Title: Undergraduate Program Director, Sid and Reva Dewberry Department of Civil, Environmental, and Infrastructure Engineering
Local Academic Unit: Civil, Environmental and Infrastructure Engineering (CEC)

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

ANNOUNCEMENT

Academic Affairs Committee

December 4, 2025

OTHER ANNOUNCEMENTS

LAST NAME	FIRST NAME	TYPE
Marshall	**Sophia L.**	Title Change

Title: Assistant Area Chair of Business Foundations
Local Academic Unit: Costello College of Business

Note(s): Retained Title-Instructional Assistant Professor

Mayer	**Jeremy D.**	Title Change

Title: Director, Political Science Master's Program
Local Academic Unit: Schar School of Policy and Government

Note(s): Retained Title-Professor without Term

McDowell	**Jacqueline**	Title Change

Title: Assistant Dean for Faculty Success
Local Academic Unit: College of Education and Human Development

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

McGlinchey	**Eric M.**	Leave with Pay

Title: Associate Professor
Local Academic Unit: Schar School of Policy and Government

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

McGrath	**Robert J.**	Title Change

Title: Director, Political Science and Public Policy PhD Program
Local Academic Unit: Schar School of Policy and Government

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

ANNOUNCEMENT

Academic Affairs Committee

December 4, 2025

OTHER ANNOUNCEMENTS

LAST NAME	FIRST NAME	TYPE
Merritt	**Demarcus A.**	Title Change

Title: Assistant Director of Residence Life
Local Academic Unit: Housing and Residence Life (UL)

Note(s): Previous Title:Assistant Director of Belonging and Engagement

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Michals	**Teresa L.**	Leave with Pay

Title: Professor without Term
Local Academic Unit: English (CHSS)

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

Miller	**Angela**	Title Change

Title: Director of the PhD in Education Program
Local Academic Unit: College of Education and Human Development

Note(s): Retained Title-Professor of Education

Miller	**Toyah L.**	Title Change

Title: Director, Research (CIE)
Local Academic Unit: Costello College of Business

Note(s): Retained Title-Professor without Term

Norris	**Robert J.**	Leave with Pay

Title: Associate Professor
Local Academic Unit: Criminology, Law and Society (CHSS)

Note(s): Professor Norris has been awarded a Faculty Study Leave for Spring Semester 2026.

ANNOUNCEMENT

Academic Affairs Committee

December 4, 2025

OTHER ANNOUNCEMENTS

LAST NAME	FIRST NAME	TYPE
Osgood	**Robert**	Title Change

Title: Interim Director, MS Program in Telecommunications
Local Academic Unit: Electrical and Computer Engineering (CEC)

Note(s): Retained Title-Professor

Otis	**Jessica M.**	Title Change

Title: Associate Director
Local Academic Unit: College of Humanities and Social Sciences

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

Pamas	**Roberto A.**	Title Change

Title: Director of ACCESS Academy
Local Academic Unit: College of Education and Human Development

Note(s): Retained Title-Professor of Education

Parker	**Audra K.**	Title Change

Title: Director of the Office of Teacher Preparation
Local Academic Unit: College of Education and Human Development

Note(s): Retained Title-Professor without Term

Pettit	**Robert**	Title Change

Title: Associate Chair for Graduate Studies and Director of New Graduate Programs, Department of Computer Science
Local Academic Unit: Computer Science (CEC)

Note(s): Retained Title-Professor of Practice

ANNOUNCEMENT

Academic Affairs Committee

December 4, 2025

OTHER ANNOUNCEMENTS

LAST NAME	FIRST NAME	TYPE
Qiao	**Wanli**	Leave with Pay

Title: Associate Professor
Local Academic Unit: Statistics (VSE)

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

Rancourt	**Emily D.**	Title Change

Title: Associate Director, Forensic Science Program
Local Academic Unit: Forensic Science Program (COS)

Note(s): Retained Title-Instructional Professor

Reedy	**Karen J.**	Title Change

Title: Acting Production Manager, School of Dance
Local Academic Unit: Dance (CVPA)

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

Regan	**Kelley S.**	Title Change

Title: Interim Unit Lead - Special Education and Disability Research
Local Academic Unit: College of Education and Human Development

Note(s): Retained Title-Professor without Term

Robertson	**Stephen M.**	Title Change

Title: Associate Director
Local Academic Unit: History and Art History (CHSS)

Note(s): Retained Title-Professor without Term

ANNOUNCEMENT

Academic Affairs Committee

December 4, 2025

OTHER ANNOUNCEMENTS

LAST NAME	FIRST NAME	TYPE
Robinson	**Gregory J.**	Title Change

Title: Director of Graduate Studies
Local Academic Unit: Music (CVPA)

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

Romaniuc	**Raluca**	Leave with Pay

Title: Instructional Associate Professor
Local Academic Unit: Modern and Classical Languages (CHSS)

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

Ross	**Shani E.**	Title Change

Title: Associate Chair, Undergraduate Program
Local Academic Unit: Bioengineering (CEC)

Note(s): Retained Title-Instructional Associate Professor

Rothbart	**Daniel**	Title Change

Title: Promotion & Tenure Committee Chair
Local Academic Unit: Philosophy

Note(s): Retained Title-Professor

Rudd	**Andrew**	Title Change

Title: Interim Director of Fundamentals of Communication
Local Academic Unit: Communication (CHSS)

Note(s): Retained Title-Associate Professor

ANNOUNCEMENT

Academic Affairs Committee

December 4, 2025

OTHER ANNOUNCEMENTS

LAST NAME	FIRST NAME	TYPE
Rytikova	**Ioulia**	Title Change

Title: Associate Chair for Academic Excellence, Department of Information Science and Technology and MS AIT Risepoint Online Program Director
Local Academic Unit: Information Sciences and Technology (CEC)

Note(s): Retained Title-Professor

Salem	**Ossama**	Leave with Pay

Title: Professor without Term
Local Academic Unit: Civil, Environmental and Infrastructure Engineering (CEC)

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

Samuelian	**Kristin F.**	Leave with Pay

Title: Professor without Term
Local Academic Unit: English (CHSS)

Note(s): Professor Samuelian has been awarded a Faculty Study Leave for Spring Semester 2026.

Schmidt	**Bernard**	Title Change

Title: Assistant Program Director, MS in Data Analytics Engineering Program
Local Academic Unit: College of Engineering and Computing (CEC)

Note(s): Retained Title-Instructor

Schrum	**Kelly R.**	Title Change

Title: Assistant Provost for Graduate Academic Affairs
Local Academic Unit: Office of the Provost

Note(s): Retained Title-Professor without Term

ANNOUNCEMENT

Academic Affairs Committee

December 4, 2025

OTHER ANNOUNCEMENTS

LAST NAME	FIRST NAME	TYPE
Seshaiyer	**Padmanabhan**	Title Change

Title: Outreach Administrator
Local Academic Unit: Mathematical Science (COS)

Note(s): Retained Title-Full Professor

Shehu	**Amarda**	Title Change

Title: Associate Dean for Research
Local Academic Unit: College of Engineering and Computing (CEC)

Note(s): Retained Title-Vice President and Chief AI Officer

Shin	**Joan K.**	Title Change

Title: Associate Dean for Faculty Success
Local Academic Unit: College of Education and Human Development

Note(s): Retained Title-Professor without Term

Snyder	**Mark H.**	Title Change

Title: Associate Chair for Undergraduate Studies, Department of Computer Science
Local Academic Unit: Computer Science (CEC)

Note(s): Retained Title-Instructional Professor

Sokolov	**Vadim**	Title Change

Title: Program Director, Master of Science in Artificial Intelligence
Local Academic Unit: Systems Engineering and Operations Research (CEC)

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

ANNOUNCEMENT

Academic Affairs Committee

December 4, 2025

OTHER ANNOUNCEMENTS

LAST NAME	FIRST NAME	TYPE
Song	**Michele**	Title Change

Title: Associate Director, Student Support and Advocacy Center
Local Academic Unit: Student Support and Advocacy Center (UL)

Note(s): Previous Title:Assistant Director for Student Support and Respondent Services

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Soundararajan	**Shvetha**	Title Change

Title: Associate Chair UG, Department of Computer Science
Local Academic Unit: Computer Science (CEC)

Note(s): Retained Title-Instructional Associate Professor

Soyata	**Tolga**	Title Change

Title: BS/MS Computer Engineering Coordinator
Local Academic Unit: Electrical and Computer Engineering (CEC)

Note(s): Retained Title-Instructional Professor

Stabile	**Bonnie B.**	Leave with Pay

Title: Instructional Associate Professor
Local Academic Unit: Schar School of Policy and Government

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

Stan	**Cristiana**	Title Change

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

Note(s): Retained Title-Professor without Term

ANNOUNCEMENT

Academic Affairs Committee

December 4, 2025

OTHER ANNOUNCEMENTS

LAST NAME	FIRST NAME	TYPE
Taylor	**Jermaine**	Title Change

Title: Assistant Director of Residence Life
Local Academic Unit: Housing and Residence Life (UL)

Note(s): Previous Title:Assistant Director for Residential Communities

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Taylor	**Eugene A.**	Leave with Pay

Title: Professor
Local Academic Unit: English (CHSS)

Note(s): Professor Taylor has been awarded a Faculty Study Leave for Spring Semester 2026.

Therrien	**Gail D.**	Title Change

Title: Assistant Chair for Undergraduate, Graduate and Online Studies - IST
Local Academic Unit: Information Sciences and Technology (CEC)

Note(s): Retained Title-Professor of Practice

Tian	**Zhi**	Title Change

Title: Co-Director, Wireless Cyber Center
Local Academic Unit: Electrical and Computer Engineering (CEC)

Note(s): Retained Title-Professor

Troxler	**Darren A.**	Title Change

Title: Executive Director for Academic Alliances
Local Academic Unit: Academic Affairs (Provost)

Note(s): Previous Title:Executive Director External Transfer Articulation

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ANNOUNCEMENT

Academic Affairs Committee

December 4, 2025

OTHER ANNOUNCEMENTS

LAST NAME	FIRST NAME	TYPE
Tsirigotis	**Eugenia P.**	Title Change

Title: Assistant Area Chair of Accounting
Local Academic Unit: Costello College of Business

Note(s): Retained Title-Senior Instructor

Ugarte	**Maura**	Conversion

Title: Assistant Professor
Local Academic Unit: Film & Video Studies (CVPA)

Note(s): Professor Ugarte is converting from a Tenure Track to a Term position.

Van Hoek	**Monique**	Title Change

Title: Associate Director, SSB
Local Academic Unit: Systems Biology (COS)

Note(s): Retained Title-Professor without Term

Victor	**Jennifer N.**	Leave with Pay

Title: Associate Professor
Local Academic Unit: Schar School of Policy and Government

Note(s): Professor Victor has been awarded a Faculty Study Leave for Spring Semester 2026.

Vlastara	**Niki Maria**	Title Change

Title: Associate Director, Center for Retail Transformation
Local Academic Unit: Costello College of Business

Note(s): Retained Title-Instructional Assistant Professor

ANNOUNCEMENT

Academic Affairs Committee

December 4, 2025

OTHER ANNOUNCEMENTS

LAST NAME	FIRST NAME	TYPE
Vough	**Heather C.**	Title Change

Title: Program Director, PhD
Local Academic Unit: Costello College of Business

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

Walsh	**Kenneth D.**	Title Change

Title: Professor without Term
Local Academic Unit: Civil, Environmental and Infrastructure Engineering (CEC)

Note(s): Previous Title:Vice President for Strategic Initiatives and Chief of Staff
Professor Walsh has converted from an Administrative/Professional Faculty to an Instructional Faculty position.

Walsh	**Kenneth D.**	Leave with Pay

Title: Professor without Term
Local Academic Unit: Civil, Environmental and Infrastructure Engineering (CEC)

Note(s): Professor Walsh has been awarded a Faculty Study Leave for AY 2025-2026.

Wan	**Ming**	Leave with Pay

Title: Professor without Term
Local Academic Unit: Schar School of Policy and Government

Note(s): Professor Wan has been awarded a Faculty Study Leave for Spring Semester 2026.

Wan	**Ming**	Title Change

Title: Associate Dean for Faculty Affairs
Local Academic Unit: Schar School of Policy and Government

Note(s): Retained Title-Professor without Term

ANNOUNCEMENT

Academic Affairs Committee

December 4, 2025

OTHER ANNOUNCEMENTS

LAST NAME	FIRST NAME	TYPE
Wessels	**Konrad J.**	Title Change

Title: Associate Chair of Research, GGS
Local Academic Unit: Geography and Geoinformation Science (COS)

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

Willis	**James J.**	Leave with Pay

Title: Professor
Local Academic Unit: Criminology, Law and Society (CHSS)

Note(s): Professor Willis has been awarded a Faculty Study Leave for Spring Semester 2026.

Yadav	**Alok**	Title Change

Title: Director, Center for Humanities Research
Local Academic Unit: English (CHSS)

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

Yard	**Leotie**	Title Change

Title: Assistant Director of Residence Life
Local Academic Unit: Housing and Residence Life (UL)

Note(s): Previous Title:Assistant Director for Residential Communities

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Ye	**Shun**	Title Change

Title: Assistant Area Chair of Information Systems and Operations Management (MIS)
Local Academic Unit: Costello College of Business

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

ANNOUNCEMENT

Academic Affairs Committee

December 4, 2025

OTHER ANNOUNCEMENTS

LAST NAME	FIRST NAME	TYPE
Yonker	**Dillon S.**	Title Change

Title: Assistant Director of Residence Life
Local Academic Unit: Housing and Residence Life (UL)

Note(s): Previous Title:Assistant Director for Residential Student Development Initiatives

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Yu	**Eugene G.**	Title Change

Title: Associate Director, CSISS
Local Academic Unit: Center for Spatial Information Science and Systems (COS)

Note(s): Retained Title-Research Professor

Yuckenberg	**Ashley K.**	Title Change

Title: Writing Intensive Coordinator
Local Academic Unit: Costello College of Business

Note(s): Retained Title-Instructional Assistant Professor

Yun	**John M.**	Leave with Pay

Title: Professor without Term
Local Academic Unit: Antonin Scalia Law School

Note(s): Professor Yun has been awarded a Faculty Study Leave for Fall Semester 2025.
This record supersedes previous FSL reported in the October 2025 BOV Board Book.

Zaidi	**Syed Abbas K.**	Leave with Pay

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

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

ANNOUNCEMENT

Academic Affairs Committee

December 4, 2025

OTHER ANNOUNCEMENTS

LAST NAME	FIRST NAME	TYPE
Zeng	**Kai**	Title Change

Title: Director, Wireless Cyber Center
Local Academic Unit: Electrical and Computer Engineering (CEC)

Note(s): Retained Title-Professor without Term

Zenkov	**Kristien G.**	Title Change

Title: Interim Unit Lead - Teaching and Learning
Local Academic Unit: College of Education and Human Development

Note(s): Retained Title-Professor of Education

Zhang	**Chen**	Title Change

Title: Assistant Director, CSISS
Local Academic Unit: Center for Spatial Information Science and Systems (COS)

Note(s): Retained Title-Research Assistant Professor

Zhang	**Jie**	Title Change

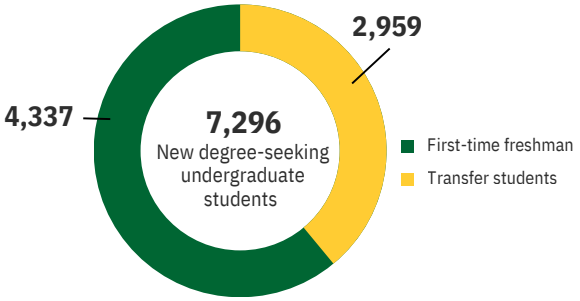
Title: Associate Chair of Research, Department of Physics and Astronomy
Local Academic Unit: Physics, Astronomy and Computational Science

Note(s): Retained Title-Professor without Term

FALL 2025 ENROLLMENT UPDATE

UNDERGRADUATE ADMISSIONS

New Degree-Seeking Undergraduate Students

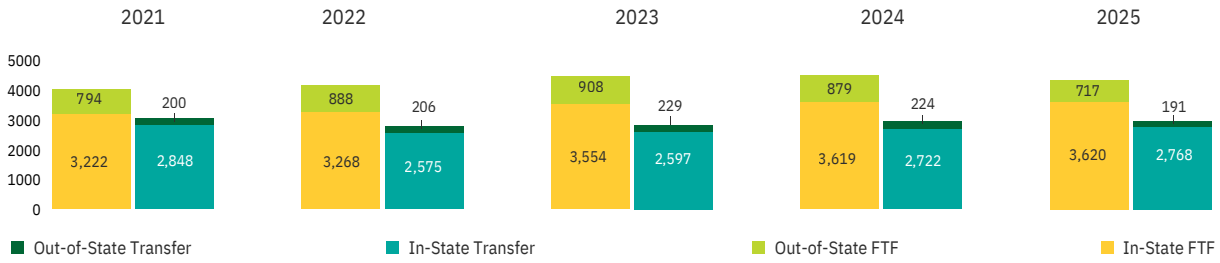


Prospective freshmen and transfers applying for undergraduate admissions this fall submitted:

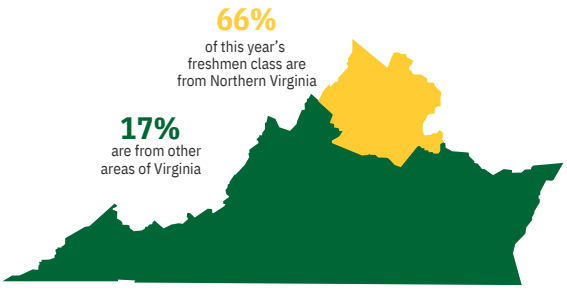
31,199 completed applications

26,799 accepted

New Undergraduate Student Enrollment by Residency

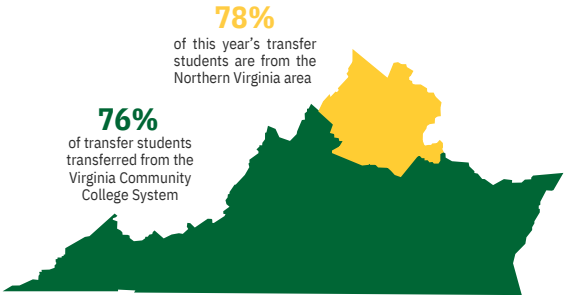


First-time Freshmen



The freshman class includes students from **43** states as well as the District of Columbia, Guam, Puerto Rico, and **44** foreign countries.

Transfer Students

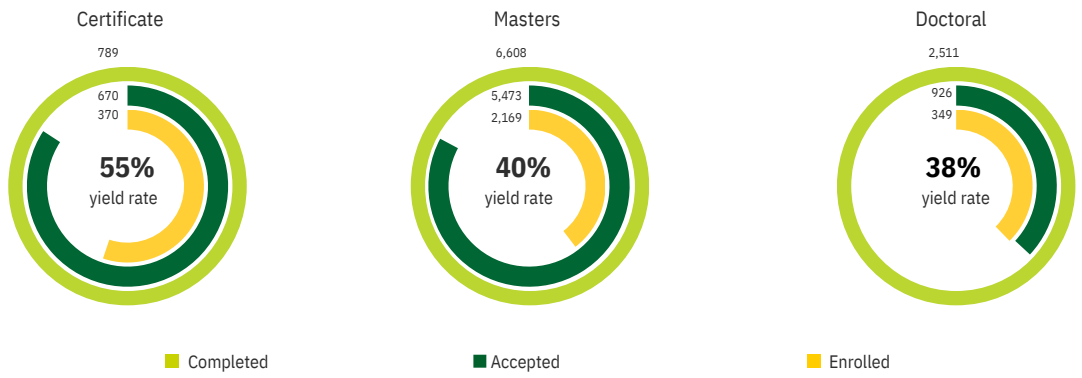


Northern Virginia Community College was the transfer institution for **89%** of VCCS transfers.

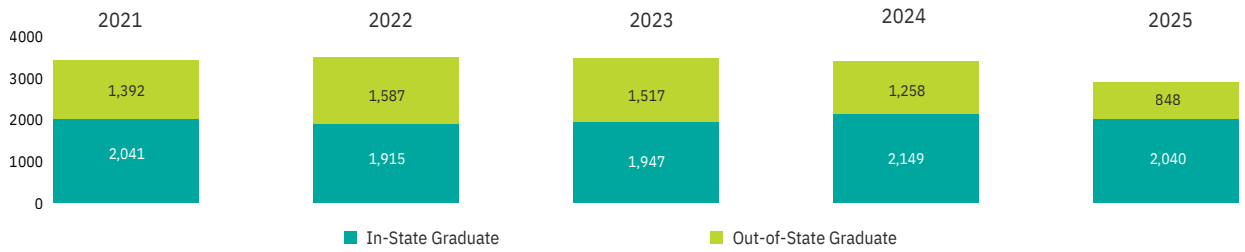
GRADUATE ADMISSIONS

In Fall 2025, George Mason received 9,908 graduate applications and 7,069 were accepted. The graduate acceptance rate was 71% and the yield rate was 41%.

Fall 2025 Graduate Applications



New Graduate Student Enrollment by Level and Residency



ANTONIN SCALIA LAW SCHOOL ADMISSIONS

2,960 completed applications

557 accepted

254 enrolled

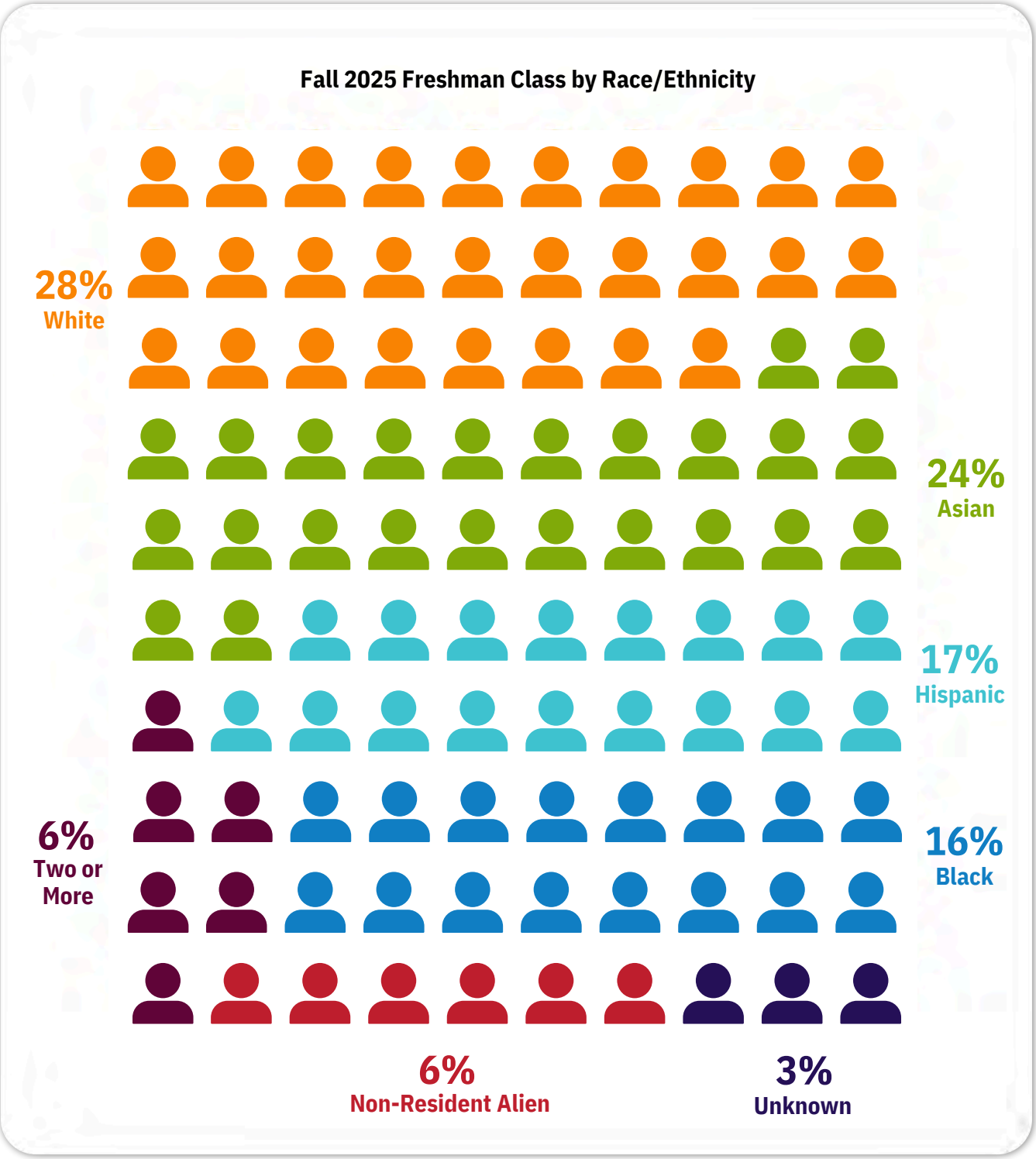
New enrollment has decreased over the past five years from:

348 in Fall 2021

254 in Fall 2025

The degree breakdown of new law students includes JD, LLM, and JM.

FRESHMAN CLASS



FALL 2025 MASON STUDENT PROFILE

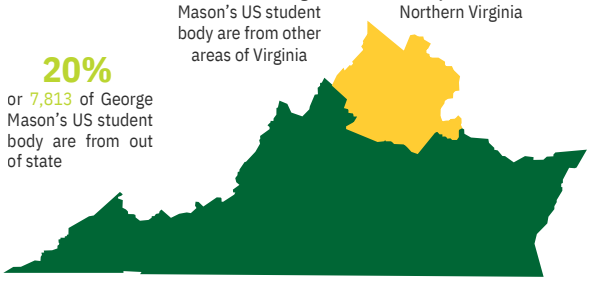
The profile of George Mason's US student body reflects George Mason's service to the Northern Virginia region and to the Commonwealth as a whole. US enrollment as of the official census was **39,638 with a full-time equivalent (FTE) of 30,688**.

Residence

65% or 25,722 of George Mason's US student body are from Northern Virginia

15% or 6,103 of George Mason's US student body are from other areas of Virginia

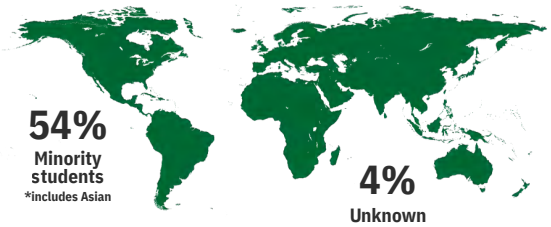
20% or 7,813 of George Mason's US student body are from out of state



Race and Ethnicity

33% White

9% International students



54% Minority students
*includes Asian

4% Unknown

Level

73% or 28,862 Undergraduate students

26% or 10,151 Graduate students

1% or 625 First Professional students

Percent of Degree-Seeking who are Full-Time

80% Undergraduate students

35% Graduate students

60% First Professional students

68% Overall

*Full-time graduate includes those on FT assistantships taking 6 credit hours.

GEORGE MASON UNIVERSITY
BOARD OF VISITORS

Finance and Land Use Committee Meeting
December 4, 2025

AGENDA

I. Call to Order

II. Approval of Minutes for April 10, 2025 **(ACTION)**

III. Financial Matters
- A. Financial Audits Update
  - i. FY 2024 Financial Statement Audit Status
  - ii. FY 2025 Unaudited Financial Statements
- B. FY 2026 Q1 Financial Report – Draft Actuals
- C. Approval of State Six-Year Operating Plan **(ACTION)**
- D. Foreign Gifts and Contracts Reporting

IV. Operational Matters
- A. Workforce Planning Update
- B. Retirement Plan Investment Policy Update

V. Adjournment

APPENDIX I – Capital Projects Review (Stoplight)
APPENDIX II – Op Six State Six-Year Operating Plan Presentation
APPENDIX III – Foreign Gifts and Contracts Reporting
APPENDIX IV – Office of University Building Official Annual Report
APPENDIX V – Supplemental Workforce Planning Materials

The December 4, 2025, meeting of the Finance and Land Use Committee of the Board of Visitors will be in-person. Members of the public are welcome to observe in person or may view the meeting live at the following link: https://bov.gmu.edu/live/. Please be aware that the full board agenda timing is for planning purposes only; the formal meeting could conclude before or after the time noted, so participants should plan accordingly.

Written comments will be accepted until the full board meeting adjourns on December 4, 2025. To submit a written public comment, please complete the form at the following link: ***https://forms.office.com/r/TfxTXhw5Pt****. Written comments will be entered into the public record of this meeting.* ***No oral public comment will be taken at this meeting.***

GEORGE MASON UNIVERSITY
BOARD OF VISITORS
Finance and Land Use Committee Meeting
April 10, 2025
Meeting Minutes
DRAFT

COMMITTEE MEMBERS PRESENT: Chair Pence; Vice Chair Rosen; Visitor Alacbay, Visitor Peterson; Vice President Stephens; Faculty Representatives: Shutika, Venigalla

ABSENT: None

ALSO PRESENT: President Washington; Rector Stimson; Faculty Representative Simmons; Staff Representative Spence; Student Representatives: Cuesta, Hoffman

I. Call to Order

Chair Pence called the meeting to order at 3:04 p.m. Per the Board's policy for electronic participation in meetings, Chair Pence **MOVED** the committee approve Vice Chair Rosen's electronic participation in the meeting. Motion was **SECONDED.** The **MOTION WAS CARRIED UNANIMOUSLY**

II. Approval of Minutes for February 13, 2025 (ACTION)

Chair Pence called for any corrections to the minutes for the Finance and Land Use Committee Meeting for February 13, 2025. Visitor Alacbay noted two typographical errors in the minutes. Hearing no other corrections from the Finance and Land Use Committee, the **MINUTES STOOD APPROVED AS CORRECTED.**

III. Financial Matters

A. FY2025 Financial Report Through February

Chair Pence turned the meeting over to Dan Stephens, Vice President for Finance. Mr. Stephens presented the FY 2025 Financial Report through February 2025.

A balanced Education and General Operating (E&G) budget is planned for FY 2025 with a current E&G surplus of $138 million due to timing, but expenses are expected to normalize by year-end. Key revenue drivers supporting this positive outlook are increased State Appropriations, and increased Net Tuition and Fees from higher enrollment and a modest tuition and fee increase.

Mr. Stephens presented the FY 2025 Financial Report through February 2025 for Total Operating, representing all funding sources.

A $17 million positive net margin is expected for All Funds Operating, driven by Auxiliary areas, with a $241 million net margin shown for year-to-date actuals. Primary revenue drivers are State support, research, interest income, and tuition and fees revenue, while expenses remain in alignment with the projected budget.

Budget mitigation strategies have been achieved through a two-year plan that includes cost reductions, expense savings, and revenue enhancements. Revenue enhancements total about $9 million annually, while 64 positions not filled through Critical Vacancy Review total $9.2 million.

As one of the most efficient large research-intensive universities in the Commonwealth, Mason continues to be diligent in maintaining cost mitigation strategies. Over the past 10 years, Mason has reduced its Net Price by 15% and was one of only two Commonwealth universities that reduced per-student spending.

B. FY2026 University Budget

Mr. Stephens presented the proposed FY 2026 University Budget and recommended a 2.5% increase in tuition and mandatory student fees.

- The Proposed State budget is with the Governor for approval, which includes $14 million of additional state funding for Mason. $12 million is additional operating funding and $2 million is additional student financial aid.
- If the proposed budget is not passed, Mason would revert to the existing FY26 budget that was passed in May 2024.
- For the E&G Budget, if the proposed budget and a 2.5% tuition increase are approved, Mason would have a balanced budget before mitigation strategies. If there is a 0% tuition increase, there would be a $5 million shortfall, requiring mitigation strategies.
- If the proposed budget is not signed and we revert to the previously adopted biennium budget, a 2.5% tuition increase will create a $12 million shortfall before mitigation strategies. Without a tuition increase, there would be a $17 million shortfall before mitigation strategies.
- For the Total Operating Budget, Mason will have a $16 million surplus if the proposed budget and a 2.5% tuition increase are approved. Without a tuition increase that would be an $11 million surplus.
- If the previously adopted is used, Mason would have a $2 million surplus with a 2.5% tuition increase for the Total Operating Budget. Without a tuition increase there would be a $3 million shortfall before mitigation strategies.
- A 2.5% tuition increase for in-state students is $264 for Undergraduate, $360 for Graduate, and $616 for Law. These increases are about double for out-of-state students.
- A 2.5% increase in student fees equates to about $96 a year per student.

IV. Capital Matters

Mr. Stephens provided a high-level summary of Capital Expenditures. In FY2026, there are plans for $133 million in capital needs, including Annual Debt, Deferred Maintenance, Annual Capital, and Major Capital expenses.

Alex Iszard, Assistant Vice President of Planning, Design and Construction,

provided a breakdown of capital projects.

Chair Pence opened the floor for discussion. A robust discussion with regard to tuition, fees, and enrollment ensued.

Visitor Alacbay contextualized the tuition as a percentage of the median household income and requested classroom utilization rates.

Visitor Rosen reiterated his previous request to see the analysis of the list price of tuition over the years and wanted to see how analysis comparing a 2.5% tuition increase alternate rates. He noted the need to focus on the return on investment to the student, to the Commonwealth, and to the regional economy. He underscored that George Mason is considered a value based on its "sticker price," which could be threatened by raising tuition.

President Washinton noted that most students do not pay the listed tuition rate and that Mason's Net Price has decreased over the past decade, as well as the continued high rate of employment of recent graduates within the Commonwealth.

David Burge, Vice President of Enrollment Management, offered clarification on financial aid and application numbers, noting that Mason has not experienced stress from increased sticker price.

Visitor Peterson noted his support for the tuition increase, based on the level of efficiency Mason maintains and the need to fund the majority of the mandated compensation increase. Visitor Peterson and President Washington clarified that while the compensation increase is mandated by the Commonwealth, it is needed to improve the market equity of Mason salaries, particularly in such a high-cost region.

Undergraduate Student Representative Maria Cuesta noted the current instability for international students, discouraging the tuition increase, while Carolyn Faith Hoffman, the Graduate Student Representative, urged approval of increased rates to mitigate the potential risks the university faces.

Chair Pence thanked the employees who had facilitated his campus tour the previous day and suggested all Visitors be provided with this tour. He reiterated the request for classroom utilization analysis and requested the total revenue that is received from international students.

A. Six Year Capital Plan

Mr. Iszard presented the Six-Year Capital Plan.

- The Six-Year Capital Plan is completed annually and is a component of the Six-Year Plan.
- Plan approval would only apply to university-only funded projects that would be initiated in FY2026 or those included in the Commonwealth funding request.

- Projects identified for FY2027 and beyond are illustrative and subject to change.
- The Capital Plan consists of three main initiatives: Academic Priority, Mason 2050, and Deferred Maintenance.

Visitor Peterson and Gene Crouch, Vice President of Treasury, clarified Mason currently has approximately $400 million in debt, with $200 to $250 million in additional debt capacity. Visitor Rosen and Mr. Iszard clarified that there would likely be additional fundraising for these projects.

B. Land Use Certification

Mr. Iszard presented the Land Use Certification, with the significant reported changes being three easements, all related to utilities.

C. SciTech Dominion Transmission Easement

Mr. Iszard presented the SciTech Dominion Transmission Easement. Virginia Power is proposing a substation that would be built adjacent to the SiTech Campus. The developer will compensate the university for the appraisal and the value of the land at $110,230. Approval of the SciTech Dominion Transmission Easement is recommended.

Chair Pence **MOVED** the Committee to approve the Land Use Certification as detailed in the Board book. Visitor Peterson **SECONDED** the motion. The **MOTION WAS CARRIED UNANIMOUSLY BY ROLL CALL VOTE.**

Chair Pence **MOVED** the Committee to approve the SciTech Dominion Transmission Easement as detailed in the Board book. Visitor Peterson noted that he would abstain from this vote as his company has data centers in the area and this easement could be of benefit to his company. Visitor Alacbay **SECONDED** the motion. The **MOTION CARRIED BY ROLL CALL VOTE**.

Yes – 3
Abstain – 1

Chair Pence **MOVED** the Committee to approve the FY2026 University Budget within the Commonwealth scenario ranges, including FY2026 Tuition and Mandatory Student Fee as detailed in the Board book. This includes a 2.5% increase in FY2026 in-state tuition and a 2.5% increase in the FY2026 mandatory student fee. Visitor Peterson **SECONDED** the motion. Chair Pence opened the floor for discussion.

Visitor Alacbay recommends the motion be amended to a 0% increase in FY2026 in-state tuition, while maintaining the 2.5% increase in out-of-state tuition, and a 2.5% increase in the FY2026 mandatory student fee. Chair Pence **SECONDED** the amended motion. The **MOTION CARRIED BY ROLL CALL VOTE**.

Yes – 3
No – 1

Chair Pence MOVED the Committee to approve the Six Year Capital Plan as detailed in the Board book. Visitor Alacbay **SECONDED** the motion. The **MOTION WAS CARRIED UNANIMOUSLY BY ROLL CALL VOTE.**

V. Adjournment

Faculty Representative Venigalla commended the student representatives on their articulation of their thoughts and their leadership. The committee recognizes and thanks Faculty Representative Venigalla for his six years of service.

There being no further business, Chair Pence adjourned the meeting at 4:58 pm.

Prepared by Secretary Pro Tem,

Jessica Holtzman

ITEM NUMBER III.D.: **STATE SIX-YEAR OPERATIONAL PLAN* (ACTION)**

PURPOSE OF ITEM: The Higher Education Opportunity Act of 2011 requires biennial Board of Visitor approval of the Six-Year Plan submitted to the State Council for Higher Education in Virginia (SCHEV).

APPROPRIATE COMMITTEE: FINANCE AND LAND USE

BRIEF NARRATIVE: The Six-Year Plan is comprised of a narrative and financial trajectory that details strategic priorities over a six-year cycle with a focus on the first two years (the biennium).

SCHEV provides all institutions with a common set of questions focused on mission and priorities, enrollment, program alignment and performance, financial effectiveness, and sustainability. In addition, SCHEV provides an institution-specific "Fact Pack", containing ten years of institutional data, to frame and inform the narrative responses and financial plan.

George Mason's Six-Year Plan focuses on continuing success in the delivery of quality education for diverse populations, enabling social mobility, significantly contributing to the prosperity of the Commonwealth all while enhancing cost-effectiveness, innovation and responsiveness. Mason's FY27 and FY28 biennium request of $212M detailed investments in affordable access and student success, equitable compensation for faculty and staff, enhanced technology infrastructure, research expansion including Artificial Intelligence, Grand Challenges and Partnership Opportunities, and a request for one-time state support to become permanent.

Submitted in July 2025, the plan was presented and discussed with the Op Six on August 26, 2025. The

Op Six is comprised of the Secretary of Finance, Secretary of Education, Director of Planning and Budget, Executive Director of the State Council of Higher Education in Virginia, Staff Director of the House Committee on Appropriations, and Staff Director of the Senate Committee on Finance.

*** The Six-Year Plan is for planning purposes only; dependent upon General Fund support and pending BOV approval of future Tuition and Fees and spending.**

STAFF RECOMMENDATION: Staff recommends Board approval of the July 2025 Six-Year Plan.

Capital Projects Review

This section provides the regular report on the status of capital construction projects on all three university campuses. The project "stoplight" chart provides a summary review. For purposes of black and white printing, all stoplights are "Green" unless otherwise noted. Scoring definitions:

- "Red": Likely to exceed approved budget, schedule, or scope
- "Yellow": At risk to exceed approved budget, schedule, or scope, but can still recover
- "Green": Within approved budget, schedule, or scope

Scoring is reset at the time of preliminary design completion and construction contract execution.

Changes/updates since the September 2025 report include:

Planning Phase:

- Interdisciplinary Science and Engineering Building – Project was approved for pre-planning in the Commonwealth's FY25-FY26 biennium budget. Mason has selected a consultant to lead the pre-planning phase and is nearing the completion of the pre-planning effort. Is expected to be submitted into the FY27 capital plan.

- Masonvale Renovation – Project was approved in May 2025 BOV meeting for $7.5M. Mason is currently strategizing how and when it will be best to implement the phased renovations.

Design Phase:

- Address Priority Facility Improvements - Project was approved in the Commonwealth's FY25-FY26 biennium budget for $8M to go towards Mason's critical deferred maintenance deficit. Mason has identified five projects for the use of these funds: Hazel Hall Chiller Replacement, Colgan Hall Chiller Replacement, Discovery Hall Roof Replacement, Enterprise Hall Elevator Replacement, and the Performing Art Building Bridge Replacement. Mason has received the appropriation. Task orders for the A/E services have been issued and each project is currently in permit plan review, with the exception of the PAB Bridge Replacement, which is currently under construction.

- Basketball and Academic Performance Center (RAC Addition) – Project was approved in May 2023 BOV meeting for $30M. Mason work with Perkins & Will (P&W) and Whiting Turner to identify strategies to close the gap on our budget overage. After that effort a path was agreed upon and P&W received the Notice to Proceed for the Working Drawings phase. The overall project schedule has been updated, with construction now anticipated to begin in early Summer 2026. The construction duration is expected to be approximately 18 months.

- EagleBank Arena Air Handler Unit Replacements – Project was approved in the May 2024 BOV meeting for $11.7M. A design contract has been awarded to the engineering firm of Mueller Associates. Survey work has been completed and the schematic design submission is expected mid-November. Given the uncertainty in future mechanical cost, the budget is a concern.

- EagleBank Arena Athletics and Admin Offices – Project was approved in the May 2025 BOV meeting for $10M. Moseley was selected to provide the A/E services and the design kick-off meeting is being scheduled for mid-November.

- Housing Renovations Phase 1 – Project was approved in the May 2023 BOV meeting for $25M. Internal authorization to proceed was granted for an initial phase with a budget of $10.3M. Quinn Evans was selected to provide the A/E services and the design kick-off meeting is being scheduled for mid-November.

- Mason Pond Garage Repair Phase 1 – Project was approved in May 2025 BOV meeting for $3.4M. A/E team has been selected and design is underway. The first design submission for Office of the University Building Official (OUBO) review is expected at the end of November 2025. Construction is scheduled to begin Summer 2026.

- Potomac Heights Roof Replacement – Project was approved in May 2025 BOV meeting for $5.75M. Design is complete. However, design revisions to update for the current code iteration are needed and scheduled to begin end of calendar year 2025. Construction is planned to begin implementation in the summer of 2026.

- Student Space Reno Phase 1 – Project was approved in May 2025 BOV meeting for $6M. AE Works was selected to provide the A/E services and the design kick-off meeting is being scheduled for mid-November.

- Telecom Infrastructure Phase 2 – Project was approved in the Commonwealth's FY20-FY22 biennium budget for $23.25M. Design is underway. The Preliminary design has been reviewed by OUBO and Land Development; the architectural/engineering firm is addressing review comments for the next design submission. The estimate was completed in October 2024 and confirms our construction budget. Working drawings are being revised to reflect changed site conditions from Phase 1 and to prioritize implementing wireless in lieu of re-cabling hard connections.

- Telecom Infrastructure Phase 3 – Project was approved in the Commonwealth's FY22-FY24 biennium budget for $24M. The scope for this phase has been finalized in concert with ITS. The design contract has been executed. Preliminary design was submitted on November 5th and is in the process of review by Facilities, ITS, and OUBO.

- University Drive/Ox Road (123) Pedestrian Bridge – Project was approved in the May 2025 BOV Meeting for a budget of $8M. Whitman, Requardt & Associates, LLP was selected to provide the A/E services and the design kick-off meeting is being scheduled for mid-November.

Construction Phase:

- Expand Central Plant Capacity – Project was approved in the Commonwealth's FY20-FY22 biennium budget as a pool project. After preliminary design the budget was established at $8.2M. Design is completed and construction has started. The new cooling tower has been set and

assembled. Awaiting the switchgear that will serve the chiller in order to start-up the chiller and commission the chilled system. The high temperature water generator (boiler) has been set and assembled along with its associated pumps. Anticipated project completion is April 2026.

- FSH Housing Sci Tech Phase 1 – Project was approved in the May 2025 BOV Meeting for a budget of $10M for the purchase of 20 housing units adjacent the Sci Tech Campus. Mason has closed on the first 10 units with the remaining 10 by March 2026.

- Tech Talent Bachelors Capital – Project was approved in the Commonwealth's FY20-FY22 biennium budget. Funding is provided annually in each subsequent budget bill until the total reaches $23M in FY29. This is in accordance with the capital funding identified in the MOU with the Commonwealth to support Bachelor's degrees in the tech talent pipeline. More specifically, it is a series of projects: Advanced Computational Research (data center upgrades to support high performance computing), a data visualization/ VR Lab creation, classroom refresh, and the pilot space in Vernon Smith Hall. The Advanced Computational Research has been completed and additional capacity was included in the Data Center with liquid cooling. The data visualization/ VR Lab was completed in Research Hall. The classroom refresh is ongoing and anticipated to be completed over 6 years. We have just completed the 5th summer of the 6 total. Finally, the renovation to create the pilot space on the 1st floor of Vernon Smith Hall as well as the conversion of the Bank Space was completed.

Close-out:

- Aquatic & Fitness Center Capital Renewal – Project was approved in the Commonwealth's FY20-FY22 biennium budget for $10M. After design was completed, Mason request and received authority to increase the project budget to $16.5M. All construction work for the project is complete, and the Competition Pool is back in use. The contractor is wrapping up final commissioning/ Testing and Balancing (TAB) action items. Project Closeout is underway. Final closeout items to be completed in November2025.

- Fuse at Mason Square (IDIA HQ) – Project was approved in the Commonwealth's FY20-FY22 biennium budget for $253M. Design is completed and full building construction reached Substantial Completion on Feb 7, 2025. Currently in closeout phase of the project including financial and documentation finalization. There are some smaller follow-on projects being completed with remaining project funds. It is anticipated that closeout activities will be completed by the end of calendar year 2025. Follow on project completion targeted for end of Spring 2026 semester.

- Johnson Center HVAC Repairs – Project was approved in the May 2019 BOV Meeting for a budget of $3M. After the design was completed and the project paused during the pandemic the budget was increased to $8M. Construction and commissioning is 100% complete and the project achieved substantial completion on 6/11/25. The contractor is working on punch list items and compiling final closeout documents. Final DEB inspection pending acceptance of punch list items. The final punch list back check and acceptance testing for the Smoke Exhaust Fans is scheduled to completed in November 2025.

- Life Sciences Engineering Building (Bull Run Hall IIIB) – Project was approved in the Commonwealth's FY12-FY14 biennium budget as a pool project. Project approved for planning only and contingent upon Mason providing seed funding. After requesting a modification and addition to the scope of the project the budget was finalized at $107M. Design is completed and the construction is complete except for some equipment modifications, and some mechanical issues discovered during commissioning. HVAC Commissioning will be completed after these modifications. The construction period was 24 months and the project was completed on schedule. We received the temporary occupancy permit for the building on Friday January 10th, 2025. Classes and Laboratory instruction started in the building on January 21st. Fall semester classes and activities have been a success. All spaces and labs are being utilized in the building this semester. Finalization of Building Commissioning and LEED certifications is ingoing.

- Student Activities & Engagement Building (Activities Building) – Project was approved in the May 2019 BOV Meeting for a budget of $3.75M. After the preplanning was completed, the budget was increased to $11M. A Design/Build contract was awarded to Hoar Construction. Design and construction are complete. The project has achieved beneficial occupancy and building systems training is ongoing. Building commissioning and LEED certification is ongoing.

- Telecom Infrastructure Phase 1 – Project was approved in the Commonwealth's FY16-FY18 biennium budget as a pool project. After preliminary design the budget was established at $10.5M. Design is completed and the construction continues on site. Work on Packages 1 (work inside buildings) and Package 3 (new West Campus Core Switch Building) is substantially complete but is awaiting as-builts and punchlist work. Package 2 work is complete and has as-builts in review. Package 3 is awaiting commissioning.

Authorized (Pending Funding):

- Academic VIII – Project was approved in the Commonwealth's FY20-FY22 biennium budget as a pool project. Project approved for planning only ($7.5M) and contingent upon Mason providing seed funding. Project awaiting internal authorization to proceed.

- Costello College of Business Building – Project was approved in the May 2019 BOV Meeting for a $165M and 200K GSF building for the School of Business on the Fairfax Campus. The funding is based upon donations. Project is awaiting funding and internal authorization to proceed. While awaiting the donations, Mason is working with the Commonwealth to request general fund support.

- Energy Efficiency Investments – Project was approved in the May 2023 BOV Meeting for a budget as a $7.5M umbrella project to allow for energy efficiency upgrades to proceed. The specific investments are undefined but could consist of equipment replacement, solar panel installation, or geothermal infrastructure. Project is awaiting funding and internal authorization to proceed.

- Living Learning Village I (Engineering Village) – Project was approved in the May 2025 BOV Meeting for a $110M and 650 bed student housing project. The project is tied to the ISEB project. Project is awaiting ISEB approval and internal authorization to proceed.

- Point of View Cottages – Project was approved in the Commonwealth's FY18-FY20 biennium budget as a project that has $4M of general fund support with a target of a $4M match of fundraising. Project is awaiting funding and internal authorization to proceed.

- Real Estate Acquisitions Phase 1 (Arlington) – Project was approved in the May 2022 BOV Meeting for up to $40M towards strategic acquisitions in Arlington. Mason has purchased lot 6 and 11 and the purchase of lot 8 was completed in December 2023. This project will remain open as there is additional authority included to allow for more purchases in the future should the opportunities arise.

- Real Estate Acquisitions Phase 4 (Strategic Acquisitions) – Project was approved in the May 2023 BOV Meeting for up to $50M towards strategic acquisitions. The specific acquisitions are undefined at this point and could be located adjacent any of the Mason Campuses.

- Renovations Concert Hall – Project was approved in the May 2018 BOV Meeting for a $25M renovation to the Concert Hall on the Fairfax Campus. The funding is based upon donations. Project is awaiting funding and internal authorization to proceed.

STAFF RECOMMENDATION: For Board Information Only

FY26 CAPITAL PROJECT STOPLIGHT CHART

	Total Project Authorization (A)	Expenditures: As of FY25 (B)	Fiscal Year 2026: Budget	Fiscal Year 2026: YTD	Fiscal Year 2026: Full-year Forecast (C)	Future Project Spend (=A-B-C)	Budget Status	Schedule Status	Scope Status	Construction % Complete	Occupancy/ Completion Date
Planning Phase											
Interdisciplinary Sci. & Engr. Building	0.5	0.4	0.1	0.0	0.1	0.0				0.0%	TBD
Masonvale Renovation	7.5	0.0	2.8	0.0	2.8	4.7				0.0%	TBD
Design Phase											
Basketball and Academic Performance Center	30.0	1.3	7.3	0.1	7.3	21.3				0.0%	10/2/2027
EagleBank Arena AHU Replacements	11.7	0.0	1.0	0.0	1.0	10.7				0.0%	9/1/2027
EagleBank Arena Athletics and Admin Offices	10.0	0.0	0.4	0.0	0.4	9.6				0.0%	5/1/2028
Housing Renovations Phase 1	25.0	0.0	0.7	0.0	0.7	24.2				0.0%	TBD
Mason Pond Garage Repair Phase 1	3.4	0.0	0.4	0.1	0.4	3.0				0.0%	8/16/2026
Potomac Heights Roof Replacement	5.8	0.0	0.0	0.0	0.0	5.8				0.0%	9/1/2027
Student Space Reno Phase 1	6.0	0.0	1.0	0.0	1.0	5.0				0.0%	TBD
Telecom Infrastructure Phase 2	23.3	1.7	8.5	0.0	8.5	13.1				0.0%	4/16/2027
Telecom Infrastructure Phase 3	24.0	0.6	1.9	0.6	1.9	21.5				0.0%	6/15/2027
University Drive/Ox Road (123) Pedestrian Bridge	8.0	0.0	0.5	0.0	0.5	7.5				0.0%	9/27/2028
Construction Phase											
Expand Central Plant Capacity	8.2	5.7	2.5	1.4	2.5	0.0				91.5%	4/26/2026
FSH Housing Sci Tech Phase 1	10.0	0.0	10.0	10.0	10.0	0.0				50.0%	4/1/2026
Tech Talent Bachelors Capital	23.0	17.5	3.1	1.9	3.1	2.5				N/A	N/A
Close-Out											
Aquatic & Fitness Center Capital Renewal	13.5	12.0	1.5	0.4	1.5	0.0				99.0%	11/14/2025
FUSE at Mason Square	253.8	232.3	21.5	1.0	21.5	0.0				99.0%	7/1/2025
Johnson Center HVAC Repairs	8.0	7.0	1.0	0.2	1.0	0.0				99.0%	11/28/2025
Life Science Engineering Building	107.1	100.5	6.6	2.8	6.6	0.0				97.1%	1/10/2025
Student Activities & Engagement Building	11.2	8.8	2.4	1.6	2.4	0.0				99.0%	10/10/2025
Telecom Infrastructure Phase 1	10.5	9.4	1.1	0.0	1.1	0.0				99.0%	2/17/2025
Umbrella (On-going)											
Address Priority Facility Improvements	8.0	0.2	3.8	0.8	3.8	4.1				N/A	N/A
Annual Capital	15.5	N/A	15.5	6.5	15.5	N/A				N/A	N/A
Maintenance Reserve	5.4	N/A	5.4	0.8	5.4	N/A				N/A	N/A
Authorized (Pending Funding)											
Academic VIII	200.0	0.0	0.0	0.0	0.0	200.0				0.0%	TBD
Costello College of Business Building	165.0	0.0	0.0	0.0	0.0	165.0				0.0%	TBD
Energy Efficiency Investments	7.5	0.0	0.0	0.0	0.0	7.5				0.0%	TBD
Living Learning Village I (Engineering Village)	110.0	0.0	0.0	0.0	0.0	110.0				0.0%	TBD
Point of View Cottages	8.0	0.0	0.0	0.0	0.0	8.0				0.0%	TBD
Real Estate Acquisitions Phase 1 (Arlington)	40.0	24.1	0.0	0.0	0.0	15.9				100.0%	Complete
Real Estate Acquisitions Phase 4 (TBD)	50.0	0.0	0.0	0.0	0.0	50.0				0.0%	TBD
Renovations Concert Hall	25.0	0.0	0.0	0.0	0.0	25.0				0.0%	TBD
Total	**1,234.9**	**421.4**	**99.0**	28.4	**99.0** (1)	**714.4**					

(millions)

(1) This amount (excluding P3) is prediction of the audited statement of cash flows "purchases of capital assets."

OFFICE OF UNIVERSITY BUILDING OFFICIAL
George Mason University®

2024 - 2025
OUBO ANNUAL REPORT

MISSION

The Office of the University Building Official strives for excellence through solution based professional services advancing the quality, value, accessibility, health, and safety of our University community.

VISION

To be a creative partner collaboratively seeking the best solutions for the University.

OUR HISTORY

The Restructured Higher Education Financial and Administrative Act of 2005 and the Management Agreement with the Commonwealth of Virginia granted the university authority to designate its own building official. The office was created as a result of Mason attaining Tier III Management Authority by the Commonwealth of Virginia and approved through resolution in November 2020 by the Board of Visitors. Formal delegation of building official authority was transferred from the Division of Engineering and Buildings to the University Building Official in March 2022.

The Office of University Building Official first day of operations was March 14, 2022. The Office of University Building Official is charged with administering the Virginia Uniform Statewide Building Code (USBC) for all construction on all Mason owned facilities across the Commonwealth, including campuses in Manassas, Fairfax and the greater Washington, D.C. metro areas.

With establishment of our office this provided Mason the opportunity to impact positive change and foster community- wide dialogue around code compliance, safety, and accessibility.

MEET OUR TEAM

The University Building Official, David M. Kidd holds a reporting and policy relationship to the Board of Visitors and the University Senior Leadership. The role of the Office of University Building Official is a critical component of the project execution cycle that includes master planning, capital and non-capital planning, procurement, project management, design and construction.

With the creation of our office we expedite design review, permitting, and inspection processes, but more importantly we provide on-site solution based collaboration with Mason Departments and stakeholders. Our main focus aligns with the University mission to create a welcoming, inclusive, safe environment and sustainable buildings for everyone to enjoy.

KENNETH WALSH
Executive Vice President for Strategic Initiatives & Chief of Staff

Board of Visitors and Rectors

DAVID M. KIDD
Building Official

DONNA MARTINEZ-VALLEJOS
Permit Administrator

JUSTIN BILLER
Plan Examiner
Fire Protection

CHARLES WISE
Plan Examiner
Civil/Structural

KEVIN KLINE
Plan Examiner
Electrical

ETHAN SCHOLL
Plan Examiner
Mechanical/Plumbing

20 PROFESSIONAL MEMBERSHIPS

REPRESENTED MASON AT

7

PROFESSIONAL CONFERENCES

OVER

229

CERTIFICATIONS

196

HOURS OF ANNUAL PROFESSIONAL DEVELOPMENT COMPLETED

2

MASTER CODE PROFESSIONALS

(Highest level of Building Code Certification)

OUBO TEAM

Our highly qualified team of six dedicated engineer plan reviewers, inspectors and permit administrator have 143 years of combined experience in design, building, inspections and construction. The Team's cross-trained to serve as primary liaison with outside regulatory agencies on code issues that affect the design, construction, and approval to occupy new university facilities or maintain existing ones.

We continue to create, redesign, update, and sometimes replace steps within each of our processes, forms, and website to improve the services that we provide. All aspects of our departmental processes are being evaluated through the lens of how we can realize our full value and service potential to all stakeholders.

In 2024-2025, The OUBO team **attended 51 trainings** and our plan reviewers **received over 9 new certifications**.

OUBO SERVICES

This Annual Report provides information utilizing metrics identifying service functions including construction plan review, permits and inspections from the initial stages of operations. Having the Office of University Building Official on campus provides increased service response resulting in improved project schedules and constructability.

To help facilitate on-time and within-budget project delivery, the Office of University Building Official collaborates with project stakeholders from the university community throughout the duration of the project to identify potential code issues early and provide solutions-based dialogue.

OUR PRIORITIES

- **SPEED OF DELIVERY**
- **EARLY INTERVENTION**
- **SOLUTION DRIVEN**
- **COLLABORATIVE APPROACH**

A Look at Our Numbers

2024- 2025	VS	2023-2024
295 PLANS REVIEWED		220 PLANS REVIEWED
268 PERMITS ISSUED		163 PERMITS ISSUED
606 INSPECTIONS		542 INSPECTIONS

WE STRIVE TO IMPROVE.

PLAN REVIEWS

2024-2025 NUMBERS

3
PRELIMINARY DESIGNS

275
WORKING DRAWINGS
7.68 AVG. REVIEW DAYS

63
ADMINISTRATIVE REVIEWS
1.7 AVG. REVIEW DAYS

17
SCHEMATIC/ CONCEPT/ RE-EVALUATION DESIGNS
6.04 AVG. REVIEW DAYS

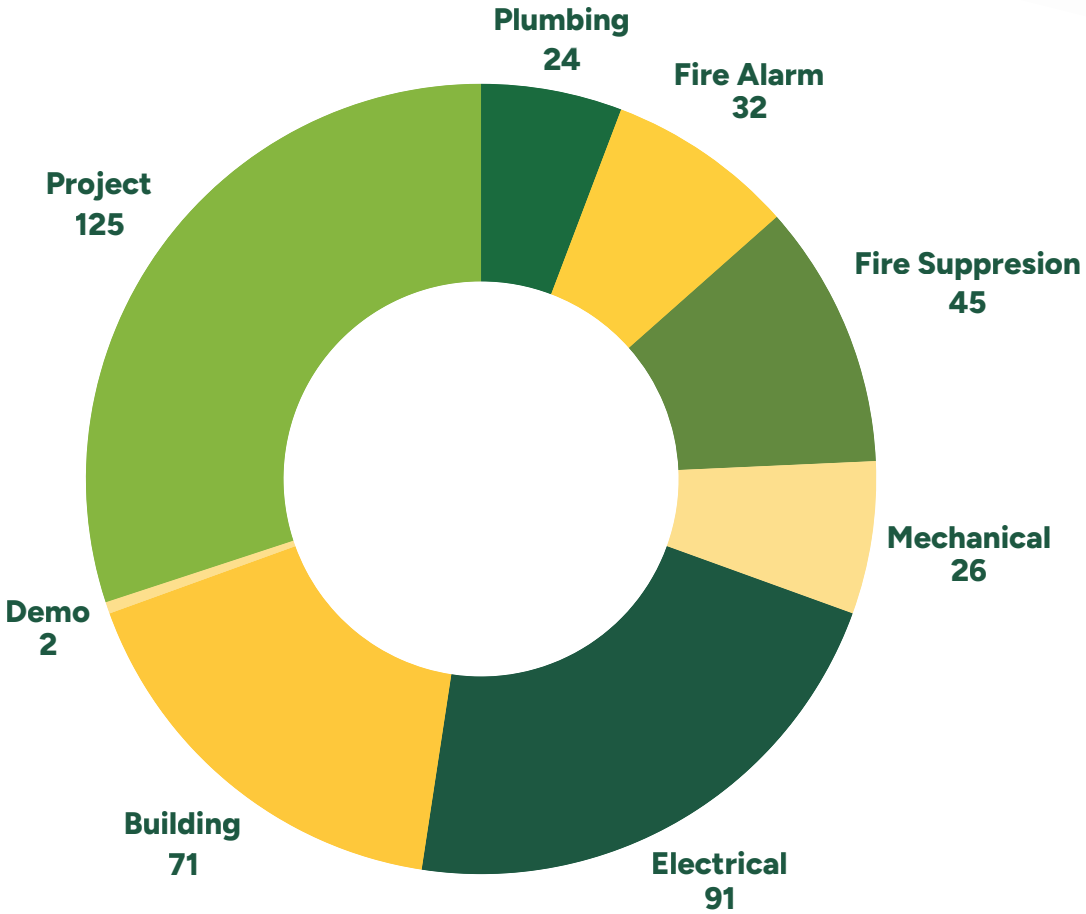
Having technical expertise and deep knowledge of Mason facilities means we identify problems and provide fast quality solutions. As Licensed professionals we hold the highest standard of integrity to ensure conformance with federal and state codes plus university standards.

When plans are reviewed by discipline specific professionals, we identify potential issues in projects that often don't reveal themselves until the end of the construction process, we then work with the design team and project management to ensure project success while meeting codes. On average our team of reviewers perform plan reviews daily and have completed 100% of reviews prior to project deadlines.

PERMITS

While most building permits issued are for renovation work or new construction, we also issue demolition permits, early-site, foundation or structural work, temporary structures, and small projects. To expedite the start of construction on projects our office aspires to provide excellent customer service and responsiveness.

TOTAL PERMITS: 268



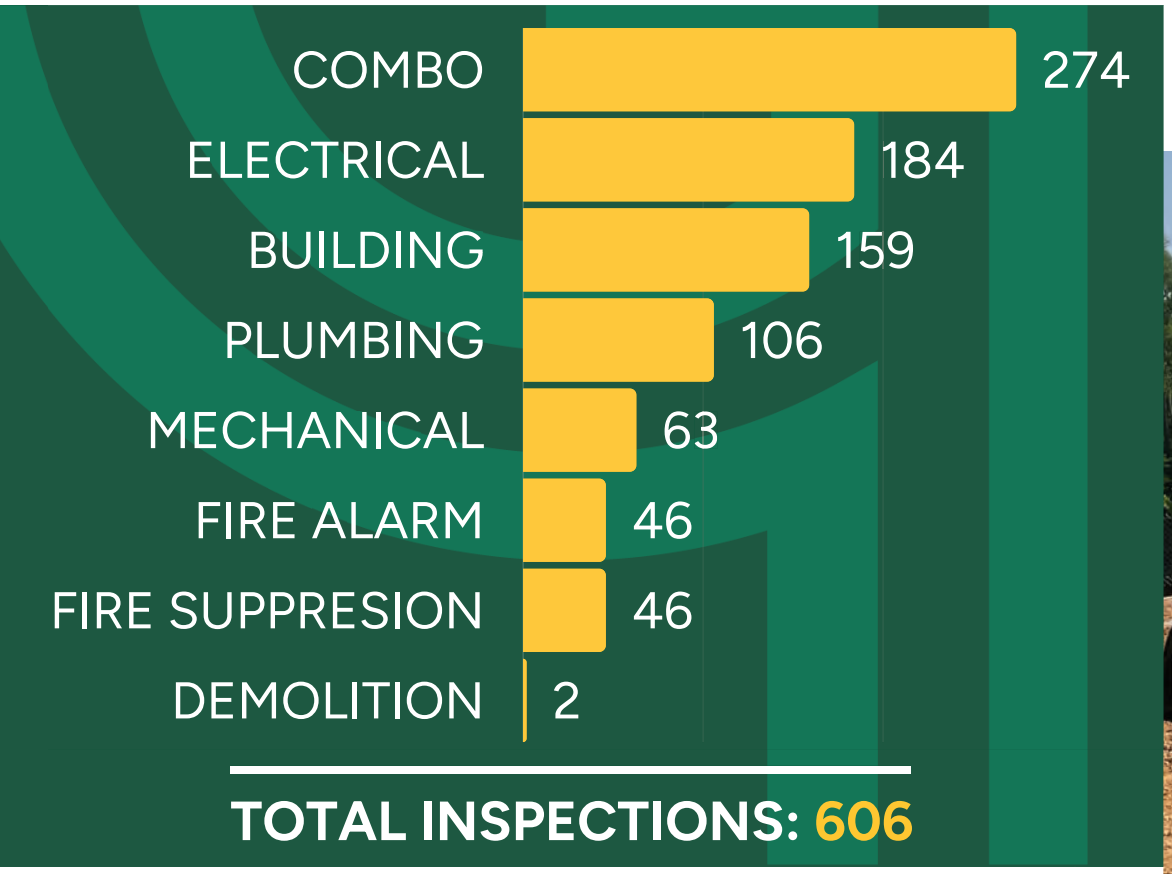
LICENSE VERIFICATIONS GRANTED IN AN AVERAGE OF **0.51 DAYS.**

PERMIT APPLICATION APPROVALS GRANTED IN AN AVERAGE OF **0.93 DAYS.**

INSPECTIONS

The inspection program provides customer-focused services through collaboration and clear communication with project managers, construction field representatives and contractors. Our on-site inspection team provides immediate response to inspection requests to ensure compliance with life safety, accessibility, structural, mechanical, electrical, and plumbing codes.

In addition, we are able to share our expertise with contractors and provide solutions for issues that may arise during the project inspections to avoid delays and cost to projects.



We Prioritize

SPEED OF DELIVERY

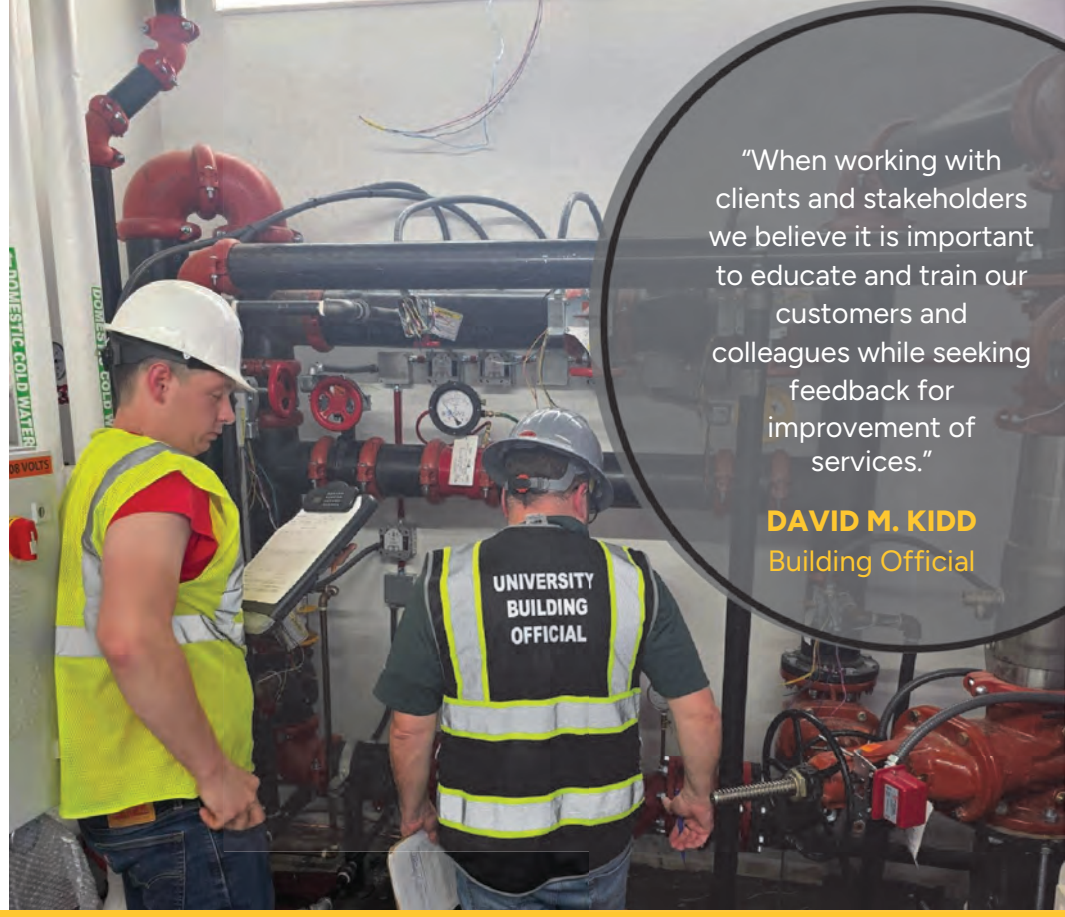
0.43
DAYS
TO ASSIGN INSPECTOR

0.49
DAYS
TO SCHEDULE INSPECTION

1.81
DAYS
FOR INSPECTION

TRAINING VALUE TO MASON

The Office of University Building Official plays a crucial role in assisting project managers, architects, engineers and contractors performing construction in new and existing facilities. Our highly qualified team exemplifies lifelong learning and strives to stay current on building codes and industry standards to better serve the University as code professionals. The Office of University Building Official provides training opportunities to all stake holders.



"When working with clients and stakeholders we believe it is important to educate and train our customers and colleagues while seeking feedback for improvement of services."

DAVID M. KIDD
Building Official

The OUBO Training

- **3 Training sessions** offered by OUBO in support of Building Safety Month in May:
  - **OUBO Basics:** HECO Form Updates, Code Data, Sheet Blocks, ASI's, DPOR Regulations and Fee Schedule
  - **Plan Review & Inspections:** Electrical, Mechanical, and Plumbing
  - **Plan Review & Inspections:** Building and Fire Protection Codes
- **73 Attendees** (project managers, architects, engineers, contractors, construction inspectors, emergency management personnel, information technology personnel, and facilities maintenance trades staff).
- Scheduled **individual meetings** with term Contractors.
- **84 project meeting requests** with project managers, architects, engineers, contractors, and construction inspectors.

COLLECTIVE CONNECTIONS

The OUBO supports the creation of vibrant campuses that foster, enrich and creates inclusive communities through enforcing the highest standards of code enforcement on the George Mason campuses.

We have established ongoing meetings with stakeholders, University Departments and Partners to continue working toward improvement of services through partnerships, training and collaboration.

GMU collaborated with UVA and Virginia Tech to develop and enhance a uniform special inspections statement and form. This form is now utilized by the three University Building Official offices.

OUR PARTNERSHIPS

- UNIVERSITY SENIOR LEADERSHIP
- BUILDING/SAFETY COMPLIANCE COMMITTEE
- EMERGENCY MANAGEMENT
- PROJECT MANAGERS
- ARCHITECTS, ENGINEERS & GENERAL CONTRACTORS
- FACILITIES & CAMPUS OPERATIONS
- ADA COMMITTEE
- UNIVERSITY OF VIRGINIA BUILDING OFFICIALS
- VIRGINIA TECH BUILDING OFFICIALS
- FIRE MARSHAL
- VIRGINIA DIVISION OF ENGINEERING & BUILDINGS
- UNIVERSITY DEPARTMENTS

OUR PURPOSE

- The OUBO looks to the future by seeking challenges in current processes, questioning current practices and creating opportunities to engage diverse perspectives to improve pathways for the overall safety of our community.
- Certifications offer OUBO flexibility in succession planning as well as cross-training which provides improved services during limited disruptions or increased workloads. All staff members are encouraged to seek ICC certification as Master Code Professional (MCP), of which David Kidd and Justin Biller currently hold.

OUR PROCESS

- The Office of University Building Official works closely with all stakeholders throughout the design and permitting processes to ensure that building projects are ready for construction. Once construction begins, our architects, engineers, and inspectors regularly visit construction sites to ensure that the built work matches the plans and specifications. We continue to collaborate with Facilities Management to resolve issues that arise in the field, and we evaluate occupancy to ensure a smooth transition to the end of the project.

GOALS & OBJECTIVES

The OUBO determination, ability and vision are the driving force in seizing opportunities to create and improve standards of construction for the future of George Mason's continued growth and excellence.

- ACCURATE, RESPONSIVE, AND EFFECTIVE SERVICES TO ALL STAKEHOLDERS
- IMPROVED UNIVERSITY BUILT ENVIRONMENT
- IMPROVED QUALITY & ACCURACY OF CONSTRUCTION DOCUMENTS
- GREATER ENERGY EFFICIENCY AND LESS UTILITY COSTS
- REDUCED LIABILITY AND FEWER CHANGE ORDERS
- IMPROVED CONSTRUCTION QUALITY
- FEWER WARRANTY AND SERVICE CALLS AFTER COMPLETION

ALL TOGETHER DIFFERENT.

Visit our website:

https://oubo.gmu.edu/

See our Previous Annual Reports:

2021-2022 OUBO Annual Report
2022-2023 OUBO Annual Report
2023-2024 OUBO Annual Report

Contact Us:

Facilities Administration Building
4400 University Drive, MS 1E4
Fairfax, VA 22030
Phone: (703) 993-6070 | Email: oubo@gmu.edu

OFFICE OF UNIVERSITY BUILDING OFFICIAL
George Mason University

BOARD OF VISITORS

Finance & Land Use Committee

Office of the Chief Financial Officer | December 4, 2025

Agenda

Financial Matters

A. Financial Audits Update
   i. FY 2024 Financial Statement Audit Status
   ii. FY 2025 Unaudited Financial Statements
B. FY 2026 Q1 Financial Report– Draft Actuals
C. Approval of State Six-Year Operating Plan (Action)
D. Foreign Gifts and Contracts Reporting

Operational Matters

A. Workforce Update
B. Retirement Plan Investment Policy Update

Appendix I – Capital Project Stoplight
Appendix II – Op-Six State Six-Year Operating Plan Presentation
Appendix III – Foreign Gifts and Contracts Reporting
Appendix IV – University Building Official Annual Update (Board Book Only)
Appendix V – Supplemental Workforce Planning Materials

Financial Matters

Financial Audits Update

a. FY 2024 Financial Audit Status - Complete

b. FY 2025 Unaudited Financial Statements

FY 2024 Financial Statement Audit

FY24 Audit Report Released in October 2025:

- George Mason received an unmodified opinion on its FY24 financial statements.
- There were two significant deficiencies related to internal process controls over internally-generated software and interdepartmental communication and accountability.

Background:

- The Auditor of Public Accounts (APA) began their annual audit for FY24 in November 2024, which was completed in October 2025.
- APA released their FY24 Internal Control and Compliance Report to management and the Board of Visitors in October 2025.
- APA reports to the Commonwealth's General Assembly through the Joint Legislative Audit and Review Commission (JLARC).
- The university will implement process improvements in FY26 to address the internal control findings.
- FY25 audit field work is expected to begin in January 2026 with anticipated completion by June 2026.

George Mason University

FY 2023 and FY 2024 Revenues & Expenses - Accrual Basis

($ in millions)

	FY 2023 Audited	FY 2024 Audited	% Inc/(Decr)
Operating Revenues			
Student Tuition & Fees, net	$ 360.3	$ 363.3	0.8%
Grants & Contracts	198.2	233.5	17.8%
Auxiliary Enterprises and Other	218.1	249.0	14.2%
Total Operating Revenues	$ 776.6	$ 845.8	8.9%
Nonoperating Revenues			
State appropriations	$ 269.6	$ 327.8	21.6%
Capital appropriations and Gifts	93.6	112.3	20.0%
Other Nonoperating Revenue	89.3	99.4	11.3%
Total Revenues	$ 1,229.1	$ 1,385.3	12.7%
Operating Expenses			
Education and General	$ 898.6	$ 971.5	8.1%
Auxiliary Enterprises	141.1	160.8	14.0%
Depreciation & Amortization	90.4	99.9	10.5%
Total Operating Expenses	$ 1,130.1	$ 1,232.2	9.0%
Nonoperating Expenses			
Interest Expense	$ 20.3	$ 18.1	(10.8%)
Other Nonoperating Expenses	18.3	11.2	(38.8%)
Total Expenses	$ 1,168.7	$ 1,261.5	7.9%
Increase in Net Position	**$ 60.4**	**$ 123.8**	105.0%

Source: Audited 2023 and Audited 2024 Financial Statements

Key Takeaways – FY24 vs FY23 Net P&L

- Revenues increased ~ 13%
  - Primarily driven by non-operating increases for state appropriations and capital
  - Growth in tuition revenues mostly offset by increased financial aid
  - Grants & contracts increased 17.8%
- Expenses increased ~ 8%
  - Compensation up $69M (9%)
- Auxiliary Enterprises Operations experienced ~ 14% growth
  - Primarily driven by growth in both revenues and expenses associated with the acquisition of several real estate assets in FY23 and FY24 (including Vernon Smith Hall and Masonvale campus housing)
- Increase in Net Position ~ $124M (up $63M – 105%)
  - Significant growth in State Operating Appropriations
  - Tuition & Fee Net Revenue growth from higher enrollments and a modest increase in tuition rates
  - Significant Capital Appropriations support from the Commonwealth for the construction of FUSE at Mason Square

FY2024 Audited Financial Statements

- Provided to Auditor of Public Accounts and posted online

  https://fiscal.gmu.edu/generalaccounting/review-financial-statements/

- APA audit entrance meeting conducted with Audit Risk & Compliance Committee in Nov 2024

- Unmodified Audit Opinion dated October 2025

- **Significant Transactions:**
  - Vernon Smith Hall acquisition
  - $57.5M gift from GMUF
  - Accounting standard change for capitalization of aggregate assets resulting in a $19M reduction to beginning Net Position

FY24 REVENUES $1,385.3 MILLION

FY24 EXPENSES $1,261.5 MILLION

George Mason University

FY 2024 and FY 2025 Revenues & Expenses - Accrual Basis

($ in millions)

	FY 2024 Audited	FY 2025 Unaudited	% Inc/(Decr)
Operating Revenues			
Student Tuition & Fees, net	$ 363.3	$ 358.7	(1.3%)
Grants & Contracts	233.5	218.8	(6.3%)
Auxiliary Enterprises and Other	249.0	242.5	(2.6%)
Total Operating Revenues	$ 845.8	$ 820.0	(3.1%)
Nonoperating Revenues			
State appropriations	$ 327.8	$ 366.1	11.7%
Capital appropriations and Gifts	112.3	62.7	(44.2%)
Other Nonoperating Revenue	99.4	109.4	10.1%
Total Revenues	$ 1,385.3	$ 1,358.2	(2.0%)
Operating Expenses			
Education and General	$ 971.5	$ 975.2	0.4%
Auxiliary Enterprises	160.8	172.2	7.1%
Depreciation & Amortization	99.9	104.1	4.2%
Total Operating Expenses	$ 1,232.2	$ 1,251.5	1.6%
Nonoperating Expenses			
Interest Expense	$ 18.1	$ 17.1	(5.5%)
Other Nonoperating Expenses	11.2	3.0	(73.2%)
Total Expenses	$ 1,261.5	$ 1,271.6	0.8%
Increase in Net Position	**$ 123.8**	**$ 86.6**	(30.0%)

Source: Audited 2024 and unaudited 2025 Financial Statements

Key Takeaways – FY25 vs FY24 Net P&L

- **Revenues decreased ~ $27M (2%)**
  - Increased financial aid surpassed the modest tuition increase
  - Grants & contracts decreased 6% as a result of project-specific suspensions, stop work orders, and terminations across various federal agencies and sponsors
  - Decreased capital appropriations due to less construction expenses, primarily for FUSE at Mason Square
- **Expenses increased ~ $10M (1%)**
  - Compensation up $33M (4%)
  - Offset by decrease of $15M (5%) in goods and services, primarily from reduced research spending
  - $8M of non-operating related to VSH acquisition in FY24 (reduced lease costs)
- **Increase in Net Position ~ $87M (down $37M – 30%)**
  - Significant growth in State Operating Appropriations
  - Tuition & Fee Net Revenue growth from higher enrollments and a modest increase in tuition rates
  - Less Capital Appropriations needed in FY25 from the Commonwealth for the final year of construction for FUSE at Mason Square (Opened Fall Term 2025)

FY2025 Unaudited Financial Statements

- Provided to Auditor of Public Accounts and posted online

https://fiscal.gmu.edu/generalaccounting/review-financial-statements/

- FY25 audit planning was discussed with Audit Risk & Compliance Committee in Nov 2025
- Audited statements expected May / June 2026
- Significant Transactions:
  - GASB 101 - Accounting standard change for compensated absences - $11M impact to beginning Net Position

FY25 REVENUES $1,358.2 MILLION

FY25 EXPENSES $1,271.6 MILLION

Balance Sheet – June 2025 vs June 2024

Statement of Net Position	FY25 Q4 June 30, 2025	FY24 Q4 June 30, 2024	Dollar Change	Percent Change	Explanations (Variance >10% or >$10M)
Current Assets	691,347,527	721,167,485	(29,819,958)	-4%	Note 1
Capital Assets, Net	1,530,373,179	1,495,085,550	35,287,629	2%	Note 2
Other Noncurrrent Assets	204,358,180	195,876,083	8,482,097	4%	
Deferred Outflows of Resources	89,252,436	89,398,398	(145,962)	0%	
Total Assets & Deferred Outflows of Resources	**$ 2,515,331,322**	**$ 2,501,527,516**	**$ 13,803,806**	**1%**	
Current Liabilities	281,598,899	286,453,808	(4,854,909)	-2%	
Noncurrent Liabilities	723,998,526	779,357,767	(55,359,241)	-7%	Note 3
Deferred Inflows of Resources	69,079,573	70,759,435	(1,679,862)	-2%	
Total Liabilities and Deferred Inflows of Resources	**$ 1,074,676,998**	**$ 1,136,571,010**	**$ (61,894,012)**	**-5%**	
Total Net Position	**$ 1,440,654,324**	**$ 1,364,956,506**	**$ 75,697,818**	**6%**	

Note 1: The majority of the decrease is caused by a $15M reduction in grants & contracts accounts receivable (coincides with reduced grants & contracts revenue) and a reduction of $9M in reimbursements receivable related to capital projects and ETF equipment.

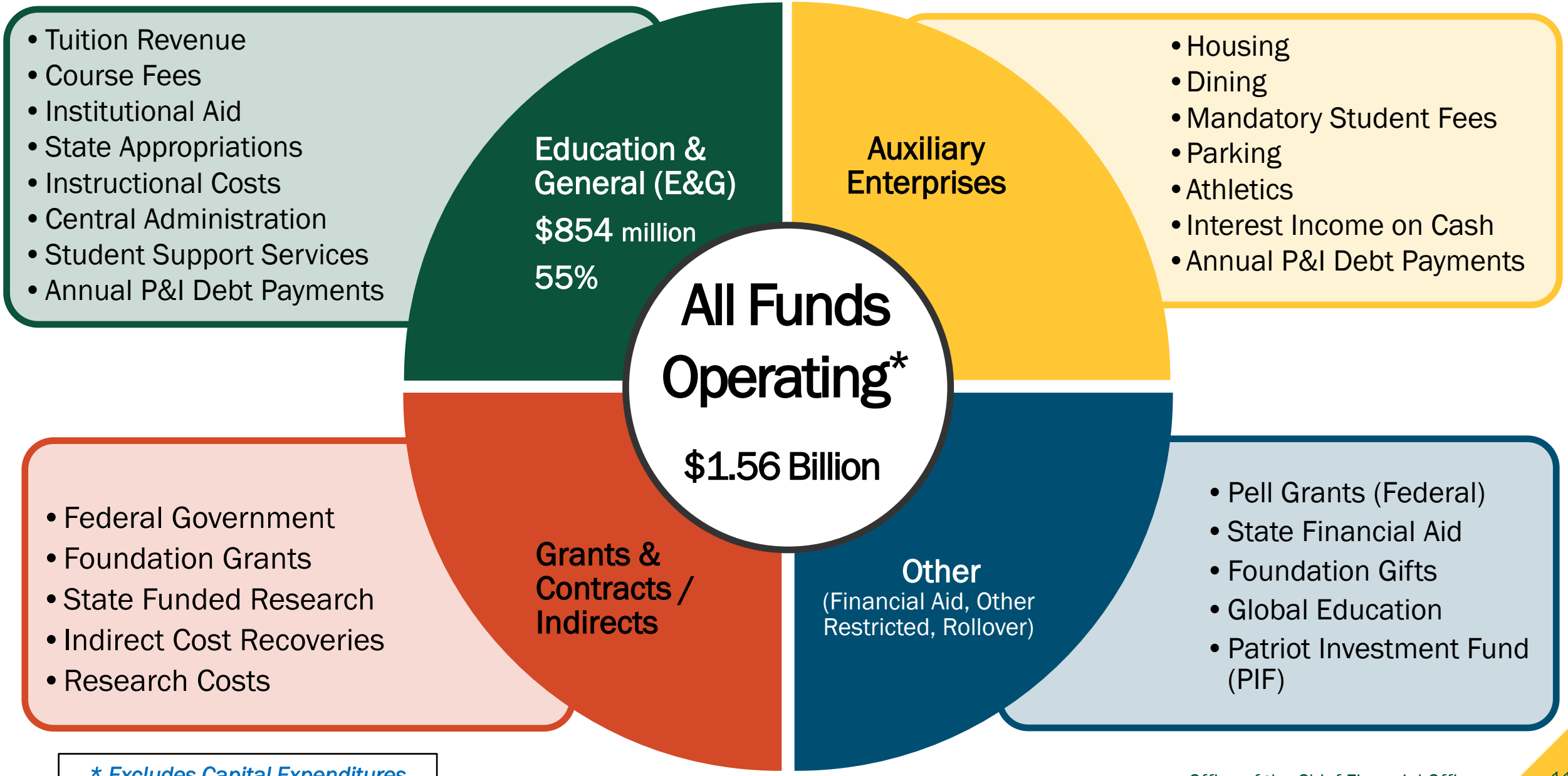
Note 2: The increase is attributable to the capitalization of $101M of expenditures, mostly on the Life Sciences & Engineering and FUSE buildings, including equipment and furniture. Right to use subscription assets increased $20M with new SBITA contracts and contract renewals. These increases were offset by $87M accumulated depreciation/amortization.

Note 3: The decrease is primarily caused by FY25 principal payments on debt ($44M), termination of the financed purchase obligation on the Commerce Building ($3M), and reductions in the pension and OBEP liabilities ($14M). Offset by an increase in the compensated absences liability as a result of implementing GASB 101 ($8M).

Financial Matters

FY 2026 Q1 Financial Report - Draft Actuals (July 1, 2025 to September 30,2025)

Operating Budget: All Funds



** Excludes Capital Expenditures*

FY 2026 E&G Operating - Q1 (July 1 – Sept 30)

Total E&G Revenue = 42% of Budget / E&G Expense: = 24% of Budget

FY26 Q1 YTD E&G Operating Results
"On Target" to Meet FY26 Budget

Revenues Trending in Alignment with Budget

- Increased State Support ($13M – One Time)
- Slightly Lower Net Tuition & Fees due to lower Graduate & International Students / Offset by higher In-State UG Enrollments
- Majority of Fall Term 2025 Tuition & Fee Billings are recorded in August / September Time Frame

Ongoing State Funding Support Provides:

- Stable E&G operations
- Reinvestment in Mission-Critical Strategic Initiatives.

Expenses In Alignment with Budget

- Compensation & Benefits Costs in Alignment with Budget
- Majority of Fall Term 2025 Need-Based / Scholarship & Fellowships Financial Aid are recorded in August / September Time Frame
- Non-Personnel Costs are in alignment with current FY26 budget expectations
- Continued active monitoring of cost mitigation strategies to ensure FY26 fiscal stewardship goals are met.

Cash basis, in $M's	FY 2025 Actual	FY 2026 Budget	FY 2026 YTD September Actuals [1]	Delta % FY26 YTD Act vs Bud [2]
Revenues				
Net Tuition and Fees	$ 525	$ 534	$ 274	51%
State Appropriations	279	299	73	25%
Grants & Contracts	-	-	-	-
Auxiliary Enterprises	1	0	1	160%
Other Operating Revenue	19	21	8	39%
Total Revenues	$ 824	$ 854	$ 356	*42%*
Expenses				
Compensation	$ 647	$ 677	$ 155	23%
Contractual Services	85	95	20	21%
Scholarships & Fellowships	51	53	23	44%
Direct Expenses/Other	42	29	11	36%
Total Expenses	$ 824	$ 854	$ 209	*24%*
Net Surplus (Deficit)	*$ -*	*$ -*	*$ 147*	

[1] YTD Surplus is not indicative of projected year-end results. This amount will continuously change as additional expenses are incurred and aligned with revenues through FY26 year-end.

[2] Straight-line benchmark as of September: Revenue achieved ~25% and Expenses utilized ~25%. This methodology does not incorporate specific trends or seasonality.

FY 2026 Total Operating – Q1 (July 1 – Sept 30)

Total Operating Revenue = 44% of Budget / Operating Expense: = 30% of Budget

FY26 Q1 YTD Operating Results
"On Target" to Meet FY26 Budget

Revenues Trending in Alignment with Budget

- Increased State Support ($15M One-Time)
- Slightly Lower Net Tuition & Fees due to lower Graduate & International Students / Offset by higher In-State UG Enrollments
- Majority of Fall Term 2025 Tuition & Fee Billings are recorded in August / September Time Frame
- Current Research Volume in Alignment with Budget
- Auxiliaries Revenue Activity in Alignment with Budget

Operating Expenses In Alignment with Budget

- Compensation & Benefits Costs in Alignment with Budget
- Majority of Fall Term 2025 Need-Based / Scholarship & Fellowships Financial Aid are recorded in August / September Time Frame
- Non-Personnel Costs are in alignment with current FY26 budget expectations
- Continued active monitoring of cost mitigation strategies to ensure FY26 fiscal stewardship goals are met.

Auxiliary Enterprise Surplus Funds will be invested in Critical Capital & Infrastructure Needs Across Campus

Cash basis, in $M's	FY 2025 Actual (draft)	FY 2026 Budget	FY 2026 YTD September Actuals [1]	Delta % FY26 YTD Act vs Bud [2]
Revenues				
Net Tuition and Fees	528	537	276	51%
State Appropriations	366	385	167	43%
Grants & Contracts	298	295	88	30%
Auxiliary Enterprises	291	299	141	47%
Other Operating Revenue	55	43	11	27%
Total Revenues	$ 1,537	$ 1,560	$ 683	44%
Expenses				
Compensation	857	882	222	25%
Contractual Services	244	270	63	23%
Scholarships & Fellowships	213	212	100	47%
Direct Expenses/Other	182	179	73	40%
Total Expenses	$ 1,497	$ 1,544	$ 458	30%
Net Surplus (Deficit)	*$ 41*	*$ 16*	*$ 225*	

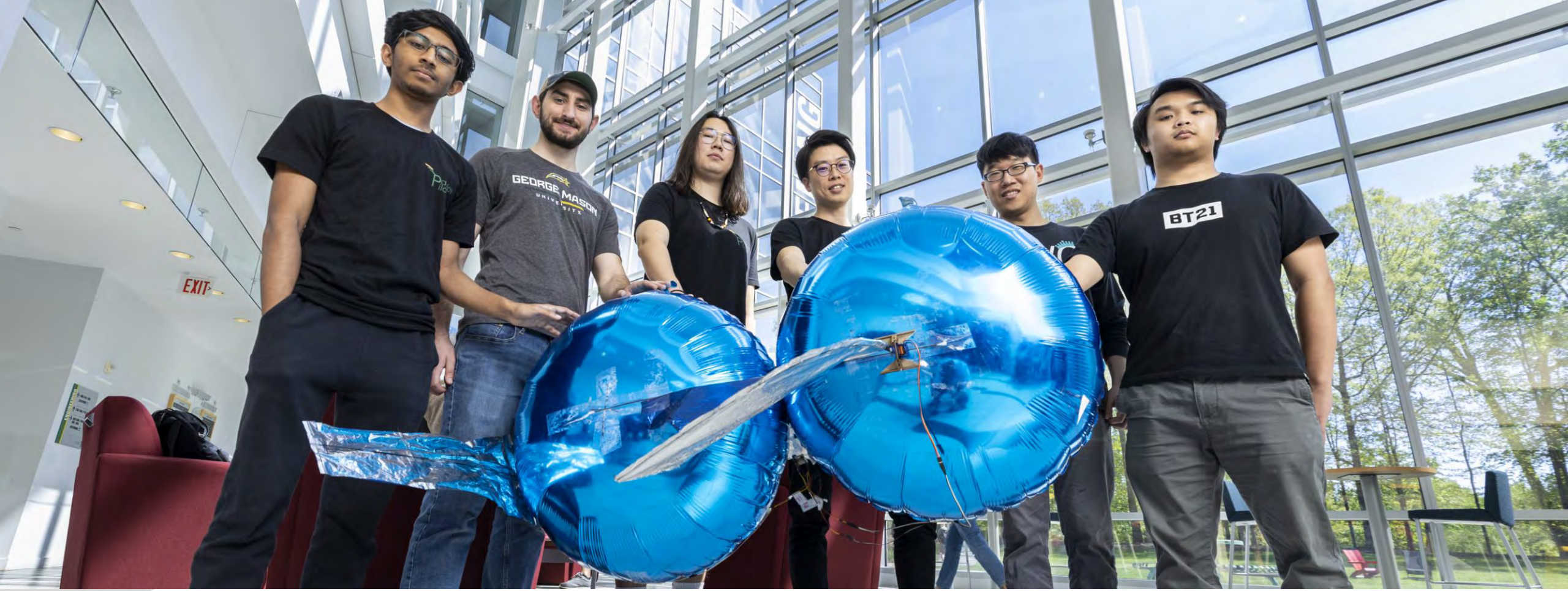
Note: Operating includes the following funds: Education and General (E&G), Auxiliary Enterprises, Sponsored Research, Indirects, Financial Aid, Other Restricted and Other Unrestricted. Capital Funds are EXCLUDED.

[1] YTD Surplus is not indicative of projected year-end results. This amount will continuously change as additional expenses are incurred and aligned with revenues through FY26 year-end.

[2] Straight-line benchmark as of September: Revenue would achieve ~25% and Expenses utilized ~25%. This methodology does not incorporate specific trends or seasonality.

Framework for Financial Sustainability

- Historical Financial Framework
  - Continued revenue growth
    - Increased state appropriations helped keep tuition increases modest
    - Positive student credit hour and enrollment growth
    - Increases in grant research volume and cost recovery funding levels
  - Lowest per-student appropriations of peers despite highest-cost region in Commonwealth
  - Highly-efficient operations resulting from infrastructure investments and low employee levels
  - Low tuition and fee rates compared to Commonwealth peers
- Current and Future Challenges
  - Significant challenges from current federal administration
    - Visa restrictions impacting international enrollment
    - Reduced research volume and cost recovery restrictions
    - Changes in federal financial aid programs and funding levels
  - No in-state tuition increase in current fiscal year
  - Continued constraints on lean staffing levels due to low per-student state appropriations
  - Limits in future operating and capital appropriations will increase reliance on tuition and fundraising resources
- We must adapt our framework to ensure future financial stability



Financial Matters

State Six-Year Operating Plan Update

George Mason's Six-Year Plan Process (FY26 – FY32)

- Every year, Commonwealth universities must conduct a six-year planning exercise, per § 23.1-306.
- New plans are developed in odd-numbered years, and those plans are updated or affirmed in even-numbered years.
- George Mason's plan and narrative were submitted on July 3, 2025.
- The plan was presented to **Op-Six Members*** on August 26 and follow-up responses to additional questions were submitted on October 15.
- The FY26-FY32 plan needs Board approval at the December Meeting.
- The Six-Year Plan is only a planning exercise that does not bind the Board to final decisions surrounding revenue and expense parameters contained within.

***Op-Six** includes the State Council of Higher Education for Virginia, Secretary of Finance, Secretary of Education, Director of Department of Planning & Budget, Staff Director of House Committee on Appropriations, and Staff Director of Senate Committee on Finance & Appropriations, or their designees

General Fund Request

July 2025 - Biennium FY 2027 & FY2028

July 2023 - Biennium FY 2025 & FY2026

GEORGE MASON UNIVERSITY

July 2025 - General Fund Request: Biennium FY2027 & FY2028

Priority	Strategies	Category	2026-2027		2027-2028	
			Total Amount	GF Support	Total Amount	GF Support
1	**Deliver a distinctive and inclusive student experience that fosters lifelong engagement**		**$61,799,573**	**$43,062,558**	**$74,571,925**	**$60,092,520**
	Student Success Initiatives	Financial Aid	$18,909,435	$4,922,420	$19,574,245	$9,844,840
		Financial Aid - VMSDEP	$22,025,138	$22,025,138	$28,632,680	$28,632,680
		Financial Aid	$6,000,000	$6,000,000	$10,000,000	$10,000,000
		Technology Infrastructure	$12,500,000	$7,750,000	$14,000,000	$9,250,000
		Degree Pathways	$2,365,000	$2,365,000	$2,365,000	$2,365,000
2	**Invest in faculty and staff success**		**$45,321,293**	**$45,321,293**	**$46,445,083**	**$46,445,083**
	Equitable Compensation	Cost Efficiency	$18,500,000	$18,500,000	$18,500,000	$18,500,000
	Mandated State Salary Increases (100%)	Cost Efficiency	$6,189,293	$6,189,293	$6,313,083	$6,313,083
	Efficient Systems, Infrastructure, Reduce Manual Processes	Technology Infrastructure	$2,500,000	$2,500,000	$3,500,000	$3,500,000
	HEETF-Increased Institutional Support	Technology Infrastructure	$7,000,000	$7,000,000	$7,000,000	$7,000,000
	Move FY25 One-Time GF to Base	General Operations Support	$11,132,000	$11,132,000	$11,132,000	$11,132,000
3	**Expand the impact of George Mason's research, scholarship, and creative enterprise**		**$11,530,000**	**$8,570,000**	**$11,530,000**	**$8,570,000**
	Pilot Center: VA State Climate Office (VASCO)	Community Engagement	$1,000,000	$1,000,000	$1,000,000	$1,000,000
	Pilot Center: Tick-borne Disease Clinic	Community Engagement	$500,000	$500,000	$500,000	$500,000
	Pilot Center: Quantum Center	Economic Development	$1,000,000	$1,000,000	$1,000,000	$1,000,000
	Expand Partnerships for Economic and Social Impact	Education Innovation / Online Learning	$1,400,000	$1,400,000	$1,400,000	$1,400,000
	Programs & Projects	Education Innovation / Online Learning	$750,000	$250,000	$750,000	$250,000
	Efficient Systems, Infrastructure and Automation	Cost Efficiency	$1,500,000	$500,000	$1,500,000	$500,000
	Research - Scholarship	Curriculum	$750,000	$250,000	$750,000	$250,000
	Research - AI Initiative	Research	$2,880,000	$1,920,000	$2,880,000	$1,920,000
	Commonwealth AI Institute	Economic Development	$250,000	$250,000	$250,000	$250,000
	Research	Technology Infrastructure	$1,500,000	$1,500,000	$1,500,000	$1,500,000
Total			**$118,650,86**	**$96,953,851**	**$132,547,008**	**$115,107,603**

July 2023 - General Fund Request: Biennium FY2025 & FY2026

Priority Ranking	Strategies (Match Academic-Financial Worksheet Short Title)	Biennium 2024-2026 (7/1/24-6/30/26)			
		2024-2025		2025-2026	
		Total Amount	GF Support	Total Amount	GF Support
1	Deliver a distinctive and inclusive student experience that fosters lifelong engagement				
	1a) Financial Aid	$18,267,204	$8,000,000	$18,909,435	$8,000,000
	1b) Expand Access	$2,365,000	$1,182,500	$2,365,000	$1,182,500
	1c) Student Success Initiatives	$20,000,000	$13,000,000	$16,800,000	$13,400,000
	1d) Unfunded Mandate-Virginia Military Survivors & Dependents Education Program	$13,013,000	$13,013,000	$16,916,900	$16,916,900
4	Expand the impact of George Mason's research, scholarship, and creative enterprise				
	4a) Support/ Infrastructure	$9,850,000	$9,850,000	$3,850,000	$3,850,000
	4b) Scholarship	$2,750,000	$2,750,000	$2,750,000	$2,750,000
3	Expand partnerships for economic and social impact	$5,400,000	$5,400,000	$5,400,000	$5,400,000
2	Invest in faculty and staff success				
	2a) Equitable compensation	$6,115,894	$6,115,894	$6,273,585	$6,273,585
	2b) Efficient systems, infrastructure, reduce manual processes	$5,500,000	$5,500,000	$3,700,000	$3,700,000
	2c) HEETF-increased institutional support	$5,000,000	$5,000,000	$8,000,000	$8,000,000
	Total General Fund Request	**$88,261,098**	**$69,811,394**	**$84,964,920**	**$69,472,985**

July 2025 – FY 2027 & 2028 Biennium General Fund Request
Final Decision Package – Sent to VA DOE on September 25, 2025

Agency	Priority	Short Title	Category	Is this proposal technical in nature? Y / N	FY 2027			FY 2028			Brief Description
					GF Funds	NGF Funds	Total Funds	GF Funds	NGF Funds	Total Funds	
247	1	Move FY25 One-Time GF to Base	General Operations Support	N	$ 11,132,000	$ -	$ 11,132,000	$ 11,132,000	$ -	$ 11,132,000	$10.4M received late in FY25 for E&G general operations, along with $700K for SBDC (all VMSDEP funds excluded per SCHEV's 6/26 email).
247	2	Student Success Initiatives	Financial Aid - VMSDEP	N	$ 22,025,138	$ -	$ 22,025,138	$ 28,632,680	$ -	$ 28,632,680	VMSDEP tuition waivers are primarily funded from reallocated E&G tuition and fee revenue (FY25-$13M, FY26 proj.-$17M, FY27-$22M, FY28-$29M). GMU is requesting full GF base support to balance the financial pressures and challenges.
247	3	Student Success Initiatives	Financial Aid	N	$ 6,000,000	$ -	$ 6,000,000	$ 10,000,000	$ -	$ 10,000,000	Establish MasonWorks student employment program (FY27-$6M; FY28-$10M).
247	4	Student Success Initiatives	Financial Aid	N	$ 4,922,420	$ 13,987,015	$ 18,909,435	$ 9,844,840	$ 9,729,405	$ 19,574,245	Continued efforts to meet 100% of students' unmet needs as well as extending the Mason Virginia Promise (MVP) grants to all students who are Pell-eligible; Mason continues to apply 1/3 of the tuition rate increase for additional institutional aid; however, this is not sufficient to cover the ongoing needs.
247	5	Research - AI Initiative	Research	N	$ 1,920,000	$ 960,000	$ 2,880,000	$ 1,920,000	$ 960,000	$ 2,880,000	Required foundational investment in the technology infrastructure.
247	6	Commonwealth AI Institute	Economic Development	N	$ -	$ -	$ -	$ -	$ -	$ -	AI: Commonwealth AI Institute - a nexus of expertise across Virginia universities to drive AI-enabled economic growth, workforce training, and cross-sector research.
247	7	Efficient Systems, Infrastructure and Automation	Cost Efficiency	N	$ 500,000	$ 1,000,000	$ 1,500,000	$ 500,000	$ 1,000,000	$ 1,500,000	GCI: Infrastructure-$1.5M total (Critical technologies platform to support all GCI solutions).
247	8	Programs & Projects	Education Innovation / Online Learning	N	$ 250,000	$ 500,000	$ 750,000	$ 250,000	$ 500,000	$ 750,000	GCI: Engages researchers (students, faculty, and staff) and industry, government, university and NGOs to partner on projects and programs in the six bold solution areas.
247	9	Research - Scholarship	Curriculum	N	$ 250,000	$ 500,000	$ 750,000	$ 250,000	$ 500,000	$ 750,000	GCI: Scholars-Strategic Faculty Cluster/Thematic Hires to increase interdisciplinary faculty expertise, attract top talent and economic development in VA across the 6 Grand Challenge bold solutions.
		Total			$ 46,999,558	$ 16,947,015	$ 63,946,573	$ 62,529,520	$ 12,689,405	$ 75,218,925	

FY 2027 & 2028 Biennium General Fund Request

Secretary of Education Approvals

Approved:

Priority	Short Title	Category	FY 2027			FY 2028			Brief Description
			GF Fund	NGF Fund	Total Fund	GF Fund	NGF Fund	Total Fund	
1	Move FY25 One-Time GF to Base	General Operations Support	$11,132,000	-	$11,132,000	$11,132,000	-	$11,132,000	$10.4M received late in FY25 for E&G general operations, along with $700K for SBDC (all VMSDEP funds excluded per SCHEV's 6/26 email).
2	Student Success	Financial Aid - VMSDEP	$22,025,138	-	$22,025,138	$28,632,680	-	$28,632,680	VMSDEP tuition waivers are primarily funded from reallocated E&G tuition and fee revenue (FY25-$13M, FY26 proj.-$17M, FY27-$22M, FY28-$29M). GMU is requesting full GF base support to balance the financial pressures and challenges.
5	Research - AI Initiative	Research	$1,920,000	$960,000	$2,880,000	$1,920,000	$960,000	$2,880,000	Required foundational investment in the technology infrastructure.
6	Commonwealth AI Institute	Economic Development	-	-	-	-	-	-	AI: Commonwealth AI Institute - a nexus of expertise across Virginia universities to drive AI-enabled economic growth, workforce training, and cross-sector research.
	Total		$35,077,138	$960,000	$36,037,138	$41,684,680	$960,000	$42,644,680	

Not Approved:

Priority	Short Title	Category	FY 2027			FY 2028			Brief Description
			GF Fund	NGF Fund	Total Fund	GF Fund	NGF Fund	Total Fund	
3	Student Success	Financial Aid	$6,000,000	-	$6,000,000	$10,000,000	-	$10,000,000	Establish MasonWorks student employment program (FY27-$6M; FY28-$10M).
4	Student Success	Financial Aid	$4,922,420	$13,987,015	$18,909,435	$9,844,840	$9,729,405	$19,574,245	Continued efforts to meet 100% of students' unmet needs as well as extending the Mason Virginia Promise (MVP) grants to all students who are Pell-eligible; Mason continues to apply 1/3 of the tuition rate increase for additional institutional aid; however, this is not sufficient to cover the ongoing needs.
7	Efficient Systems, Infrastructure and Automation	Cost Efficiency	$500,000	$1,000,000	$1,500,000	$500,000	$1,000,000	$1,500,000	GCI: Infrastructure-$1.5M total (Critical technologies platform to support all GCI solutions).
8	Programs & Projects	Education Innovation / Online Learning	$250,000	$500,000	$750,000	$250,000	$500,000	$750,000	GCI: Engages researchers (students, faculty, and staff) and industry, government, university and NGOs to partner on projects and programs in the six bold solution areas.
9	Research - Scholarship	Curriculum	$250,000	$500,000	$750,000	$250,000	$500,000	$750,000	GCI: Scholars-Strategic Faculty Cluster/Thematic Hires to increase interdisciplinary faculty expertise, attract top talent and economic development in VA across the 6 Grand Challenge bold solutions.
	Total		$11,922,420	$15,987,015	$27,909,435	$20,844,840	$11,729,405	$32,574,245	

July 2025 – Six-Year Fiscal Plan Assumptions (FY26 – FY32)

Revenue Drivers

- FY25 Base State Operating Appropriations held constant
  - FY26 Increased State Appropriations: $13M (One-Time)
- Overall: 1.67% Projected Student FTE Enrollment Growth
  - Undergraduate: 1.73%
  - Graduate: 1.51%
  - Law: 0.65%
- Tuition Rate Increases:
  - FY26: 0% Tuition Increase – In State / 1.5% to 2.5% Out of State
  - FY27 / FY28 = 3% / FY 29 to FY32 = 0%
- State Salary Support - 3% Compensation Increase in FY26 / 2% Increase for FY27 to FY32 (~50%)

Expense Drivers:

- State-Approved Compensation Increases: 3% for FY26 / 2% for FY27 to FY32
- Increased Fringe Benefits Costs (1% Increase for FY27 to FY32)
- Increased Funding from University Resources for Student Financial Aid (including VMSDEP)
- Inflationary Cost Increases Across All Non-Personnel Categories (3% to 4%)
- Additional Facility-Related Operating Costs for Academic Facilities: FUSE & LSEB Opened Fall 2025
- Other Mission-Critical Strategic Investments in Instructional and Student Success Services / IT Systems

Key Variances: July 2025 vs July 2023 6-Yr Fiscal Plans

E&G Revenues

- July 2025 Plan: Total FY26 to FY32 = $6.303B
  - Annual Average = $900M
- July 2023 Plan: Total FY24 to FY30 = $5.879B
  - Annual Average = $840M
- Total 7-Yr Net Increase = $424M (7%)
  - Annual Average = $60M

E&G Expenses

- July 2025 Plan: Total FY26 to FY32 = $6.414B
  - Annual Average = $916M
- July 2023 Plan: Total FY24 to FY30 = $6.096B
  - Annual Average = $871M
- Total 7-Yr Net Increase = $318M (5%)
  - Annual Average = $45M

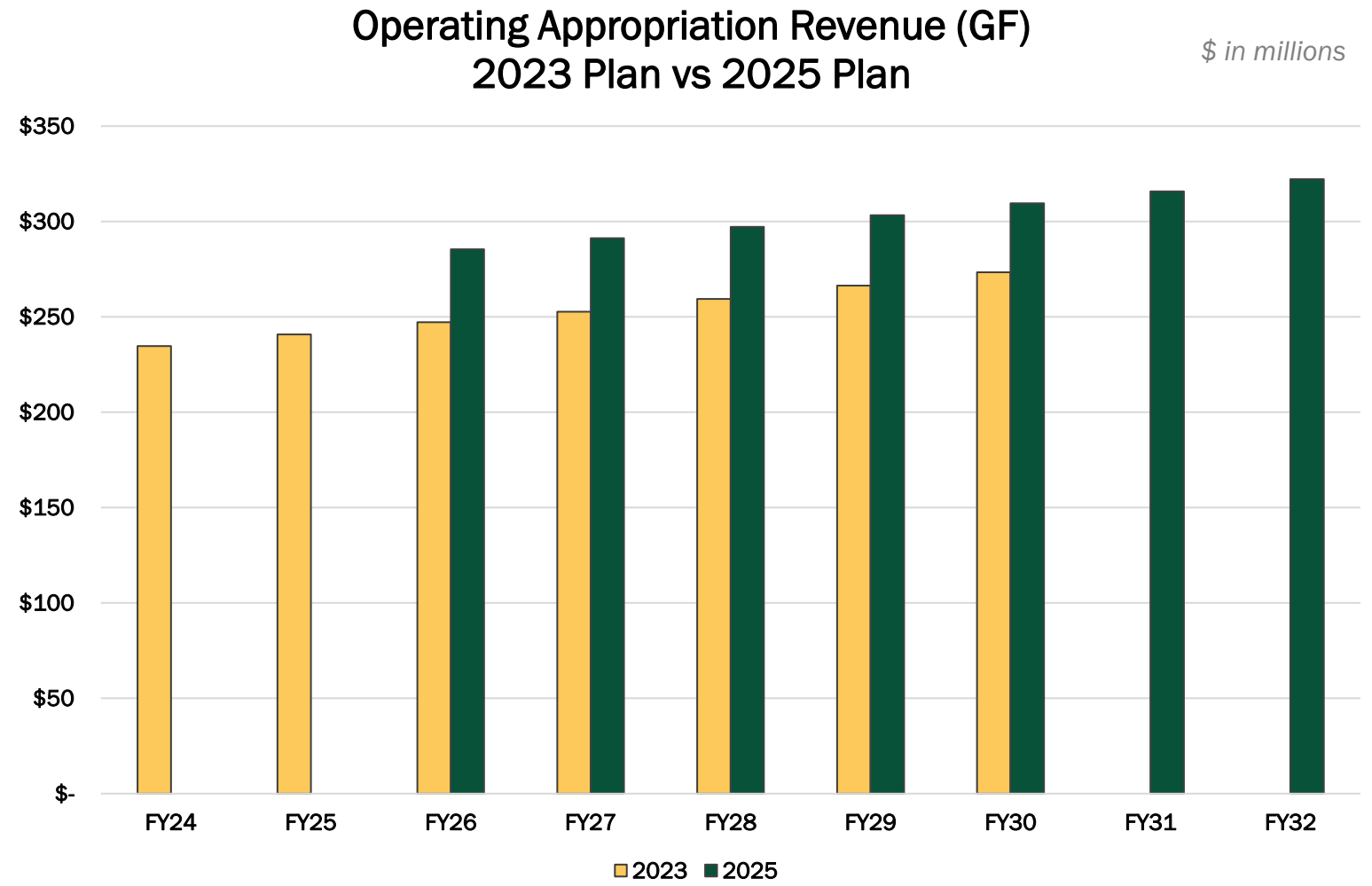
E&G Net Surplus / (Deficit)

- July 2025 Plan: Total FY26 to FY32 = ($111M)
  - Annual Average = ($16M)
- July 2023 Plan: Total FY24 to FY30 = ($217M)
  - Annual Average = ($31M)
- Total 7-Yr Net Reduction = $106M (7%)
  - Annual Average = $15M

Comparing Appropriations in Six-Year Plans: 2025 vs 2023
Current Six-Year Plan (FY26-32) vs Previous (FY24-30)

George Mason's operating appropriations have increased by:

- **Total 2023 Plan: $1.8B**
- **Total 2025 Plan: $2.1B**
- **Total Increase: $350M**
- **20% Increase**



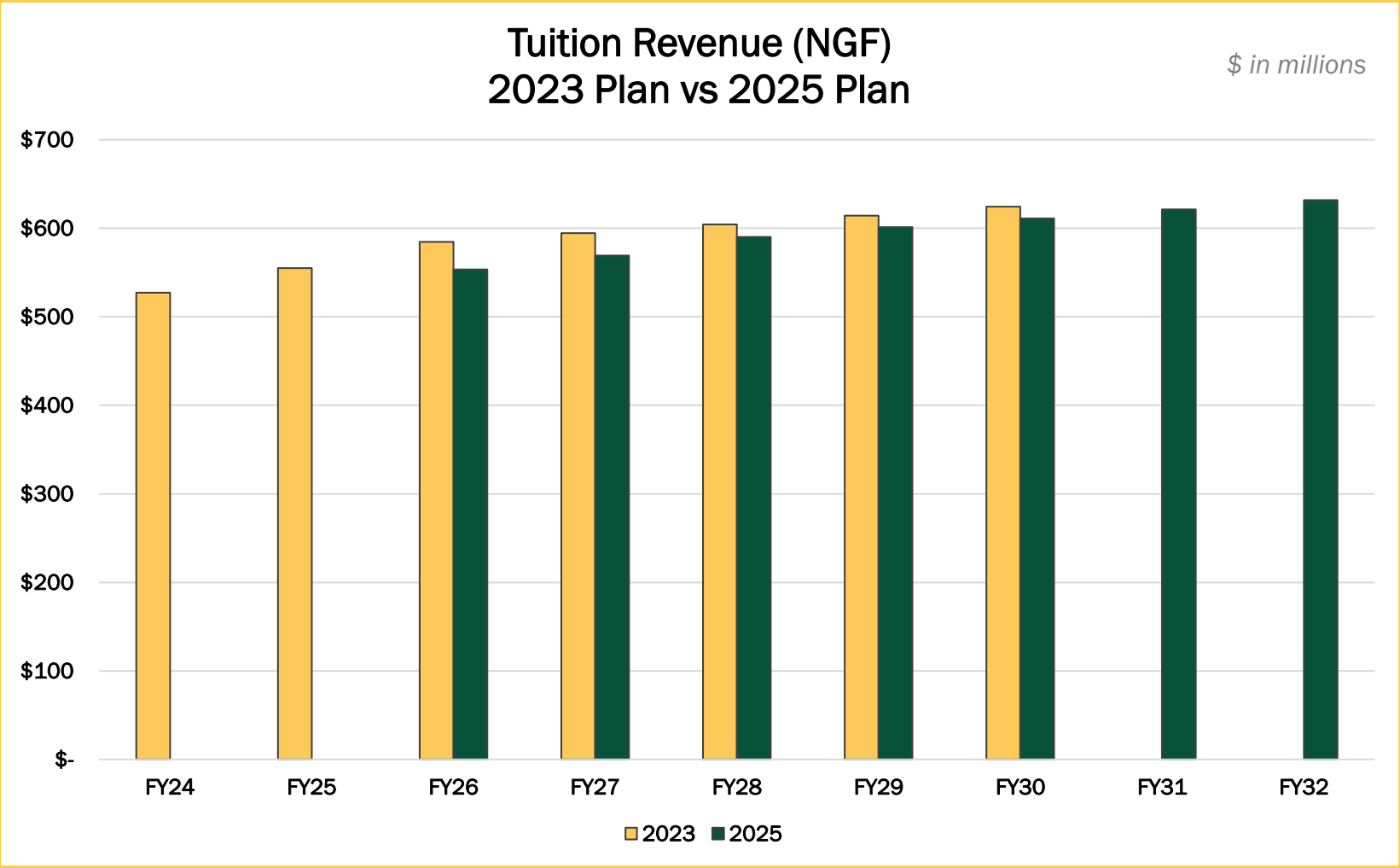
GEORGE MASON UNIVERSITY

Comparing Tuition Revenue in Six-Year Plans: 2025 vs 2023

Current Six-Year Plan (FY26-32) vs Previous (FY24-30)

George Mason's tuition revenue has increased by:

- **Total 2023 Plan: $4.1B**
- **Total 2025 Plan: $4.2B**
- **Total Increase: $74M**
- **2% Increase**

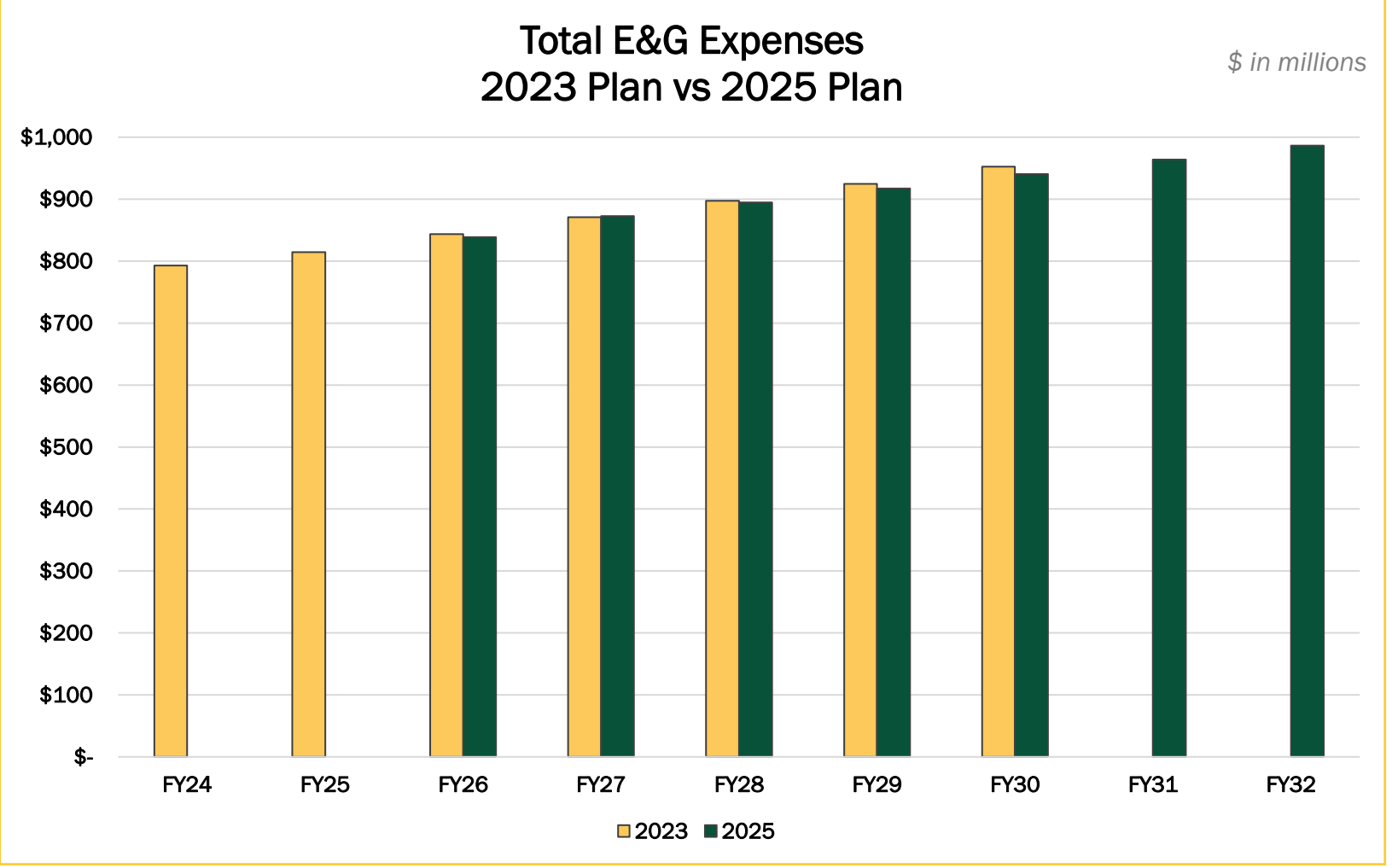


GEORGE MASON UNIVERSITY

Comparing Total E&G Expenses in Six-Year Plans: 2025 vs 2023
Current Six-Year Plan (FY26-32) vs Previous (FY24-30)

George Mason's total E&G expenses have increased by:

- **Total 2023 Plan: $6.1B**
- **Total 2025 Plan: $6.4B**
- **Total Increase: $318M**
- **5% Increase**



GEORGE MASON UNIVERSITY

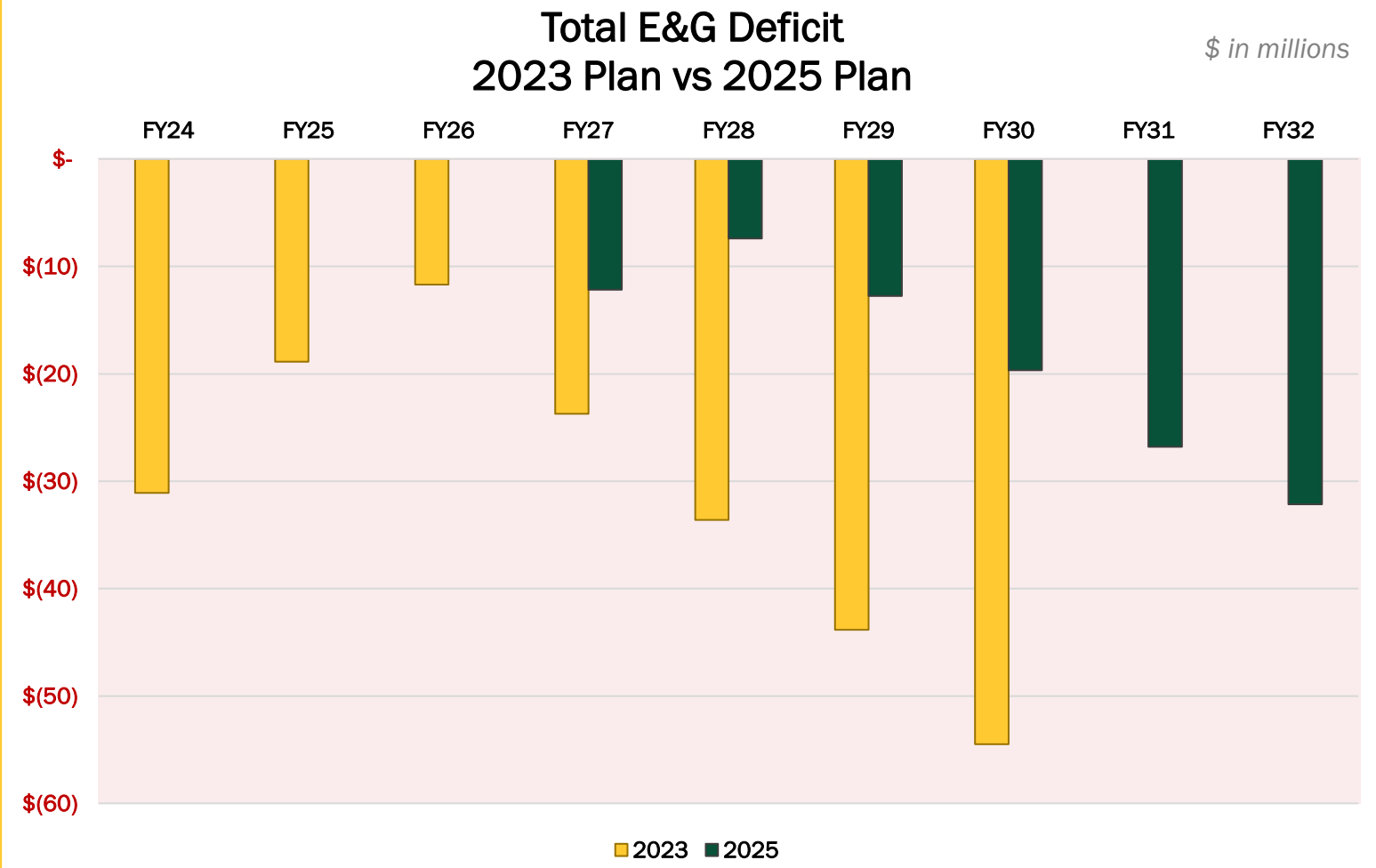
Comparing Total E&G Deficit in Six-Year Plans: 2025 vs 2023
Current Six-Year Plan (FY26-32) vs Previous (FY24-30)

George Mason has improved its total projected operating deficit by:

- **Total 2023 Plan: ($217M)**
- **Total 2025 Plan: ($111M)**
- **Total Reduction: $106M**
- **49% Reduction**

George Mason's annual deficit for the final year of our current plan has improved by:

- **Previous Year 7 Deficit: ($55M)**
- **Current Year 7 Deficit: ($32M)**
- **Total Reduction: $23M**
- **41% Reduction**



GEORGE MASON UNIVERSITY

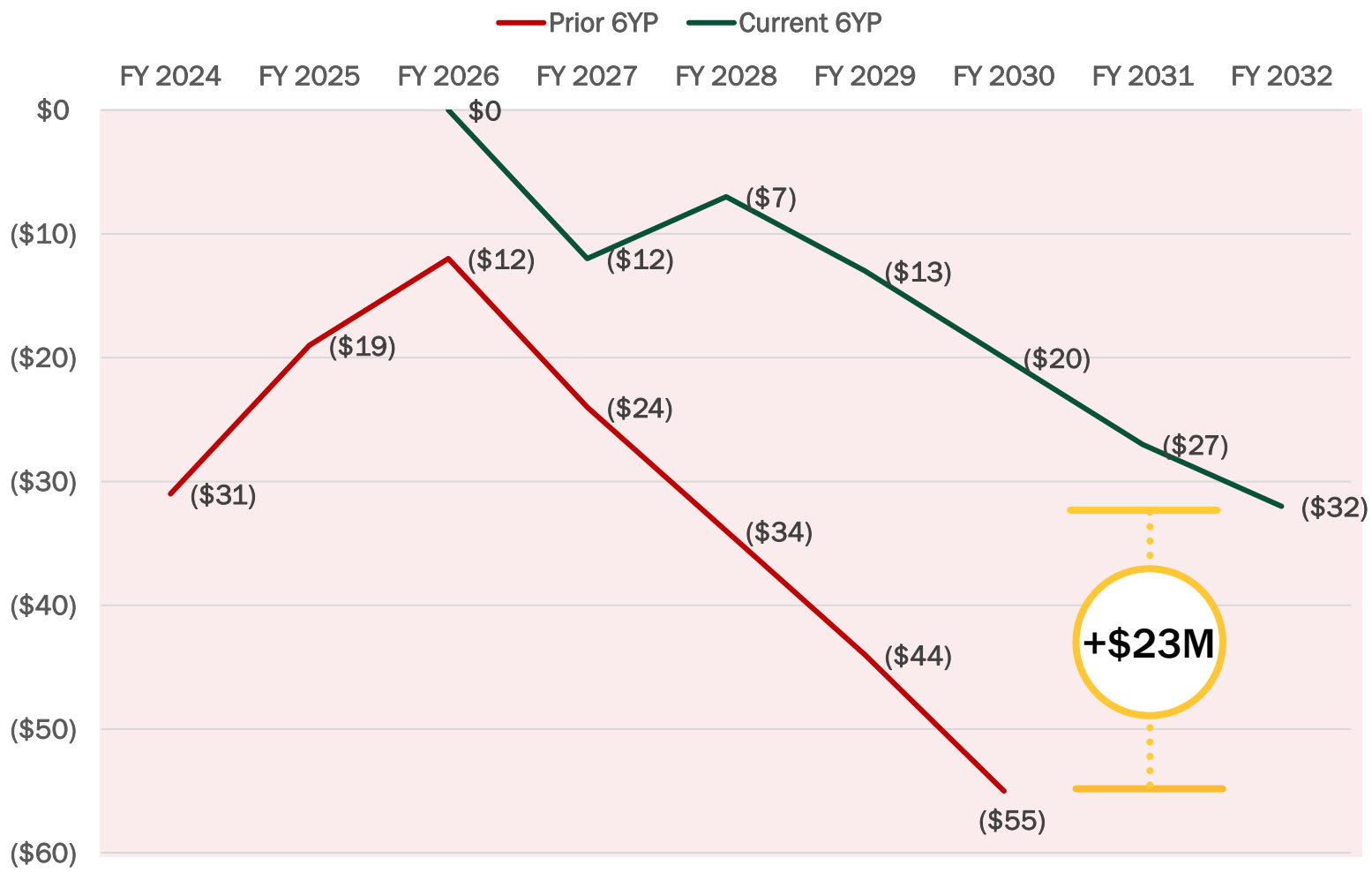
Comparing Annual E&G Deficits: July 2025 vs July 2023

Current Six-Year Plan (FY26-32) vs Previous (FY24-30)

George Mason has improved its projected financial condition in the current six-year plan:

- **FY30: ($55M)**
- **FY32: ($32M)**
  - **$23M Improvement (41%)**

- **Cumulative FY24-FY30: ($217M)**
- **Cumulative FY26-FY32: ($111M)**
  - **$116M Improvement (49%)**



GEORGE MASON UNIVERSITY

Staff Recommendation:

Approval by the Board of Visitors of the State Six-Year Operating Plan as detailed in the Board Book.

Financial Matters

Foreign Gifts and Contracts Reporting

- Federal Higher Education Act of 1965, Section 117
- July 1, 2025 Data Submission
- Full Presentation (Appendix III)

Federal Higher Education Act of 1965, Section 117

Foreign Gifts & Reporting Overview

The What

What needs to be reported?

Foreign gifts and contracts the value of which is $250,000 or more (considered alone or in combination with other contracts or gifts from the same foreign source).

The Who

To whom do we need to report?

U.S. Department of Education.

The Why

Why do we need to report foreign gifts and contracts?

Required under Section 117 of the Higher Education Act of 1965.

To maintain eligibility for participation in federal student aid programs.

The When

When does the information need to be reported?

Reporting is on a calendar year basis and due twice a year. For example: Period

January 1, 2021 to June 30, 2021 – Reporting deadline July 31, 2021

Period July 1, 2021 to December 31, 2021 – Reporting deadline January 31, 2022

The How

How is the information gathered and reported?

Email request sent out first business day of the reporting month (July 1st and January 3rd). Complete Form and send additional information; two weeks deadline to provide data.

Two weeks to consolidate and validate data - follow up questions may be sent out.

Information reported via Department of Education's Foreign Gifts & Contracts reporting portal.

Foreign Gift & Contract Categories

Section 117 reporting fits into four main categories:

Student Accounts

- Undergraduate or graduate student financial aid resources paid by a foreign source

Office of Sponsored Programs (OSP)

- University research sponsored and paid for by a foreign source

Contracts (Academic or Non-academic)

- Agreement for the acquisition of property or services between the University and a foreign source

Gifts

- Money or property given to the University by a foreign source.

Note: Foreign source can represent an individual or entity.

Section 117 – July 2025 Report Submission
GMU Report to Federal Government

"REQUIRED REPORTING" TO FEDERAL GOVERNMENT - JULY 2025 "		
Category	Foreign Source: GMU Entity	Contracts/Gifts Jan 1 - Jun 30, 2025
Student Accounts	Gov. of Saudi Arabia	$ 3,393,511
	Gov. of The United Arab Emirates	$ 719,277
	Gov. of Kuwait	$ 2,000,397
	Gov. of Qatar	$ 503,665
OSP	Gov. of South Korea (National Research Foundation of Korea)	$ 10,000
	Gov. of South Korea (Seoul National University)	$ 109,215
Contracts	Founders For Good: Mercatus	$ 1,000,000
	Gov. of South Korea (Incheon Global Campus Foundation& IBK): Mason Korea	$ 392,370
	Gov. of South Korea (Incheon Global Campus): GMUK IUCF	$ 301,754
Gifts		$ 0
	Total Reported - July 2025	$ 8,430,189

"NOT REQUIRED REPORTING" TO FEDERAL GOVERNMENT - JULY 2025 *Contributions under $250,000 threshold*		
Category	Foreign Sources	Contracts/Gifts Jan 1 - Jun 30, 2025
Student	7 Sources	$ 221,242
OSP	7 Sources	$ 431,806
Gifts	4 Sources	$ 104,952
Contracts	7 Sources	$ 25,648
	Total Not Reported - July 2025	$ 916,068

Federal Higher Education Act of 1965, Section 117

Foreign Gifts & Reporting Code & Information

Section 117 of the Higher Education Act (HEA) codified at 20 U.S.C. § 1011f

- Foreign Sources: 20 U.S.C. § 1011f(h)(2)
- Contracts: 20 U.S.C. § 1011f(h)(1)
- Gifts: 20 U.S.C. § 1011f(h)(3)
- Restricted or conditional gifts or contracts: 20 U.S.C. § 1011f(h)(5)

Department of Education website:

- Section 117 Foreign Gift and Contract Reporting | Knowledge Center
- U.S.C. Title 20 - EDUCATION

Operational Matters

Workforce Planning Update

Current George Mason Workforce

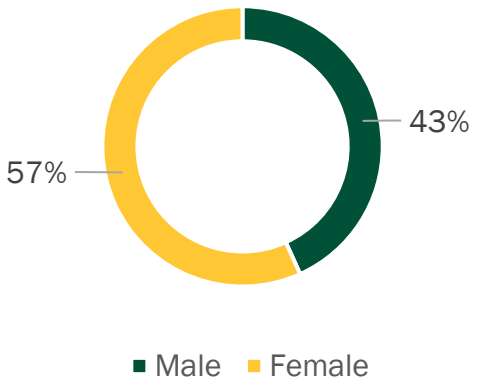
12,417 → Number of Total Workforce

39%
Benefited Workers

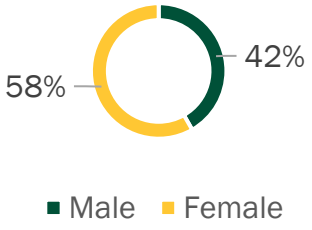
35.6%
Student Workers

19%
55+ Workers

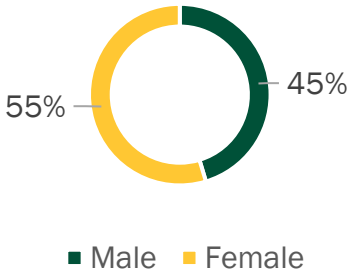
Gender



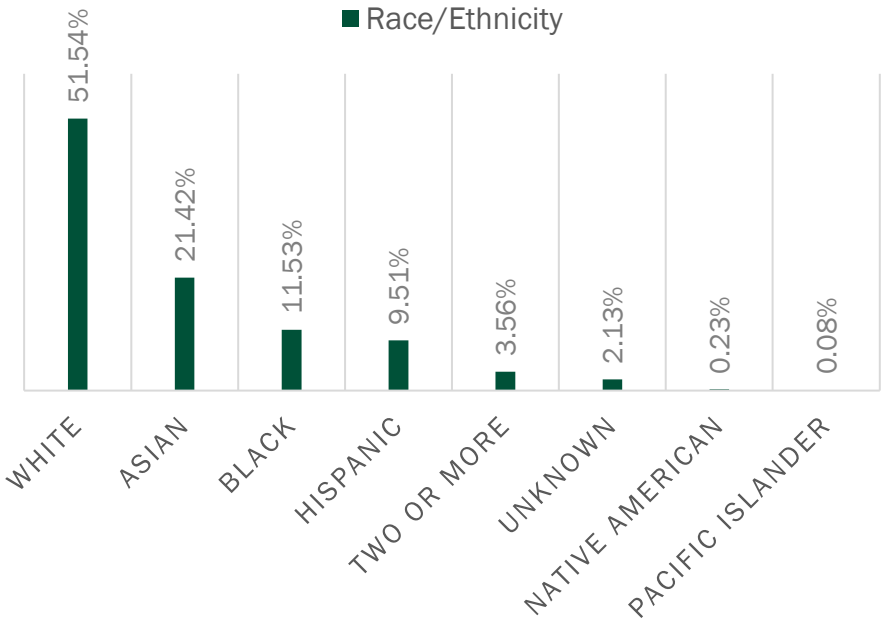
AP Faculty & Classified Staff



IR Faculty

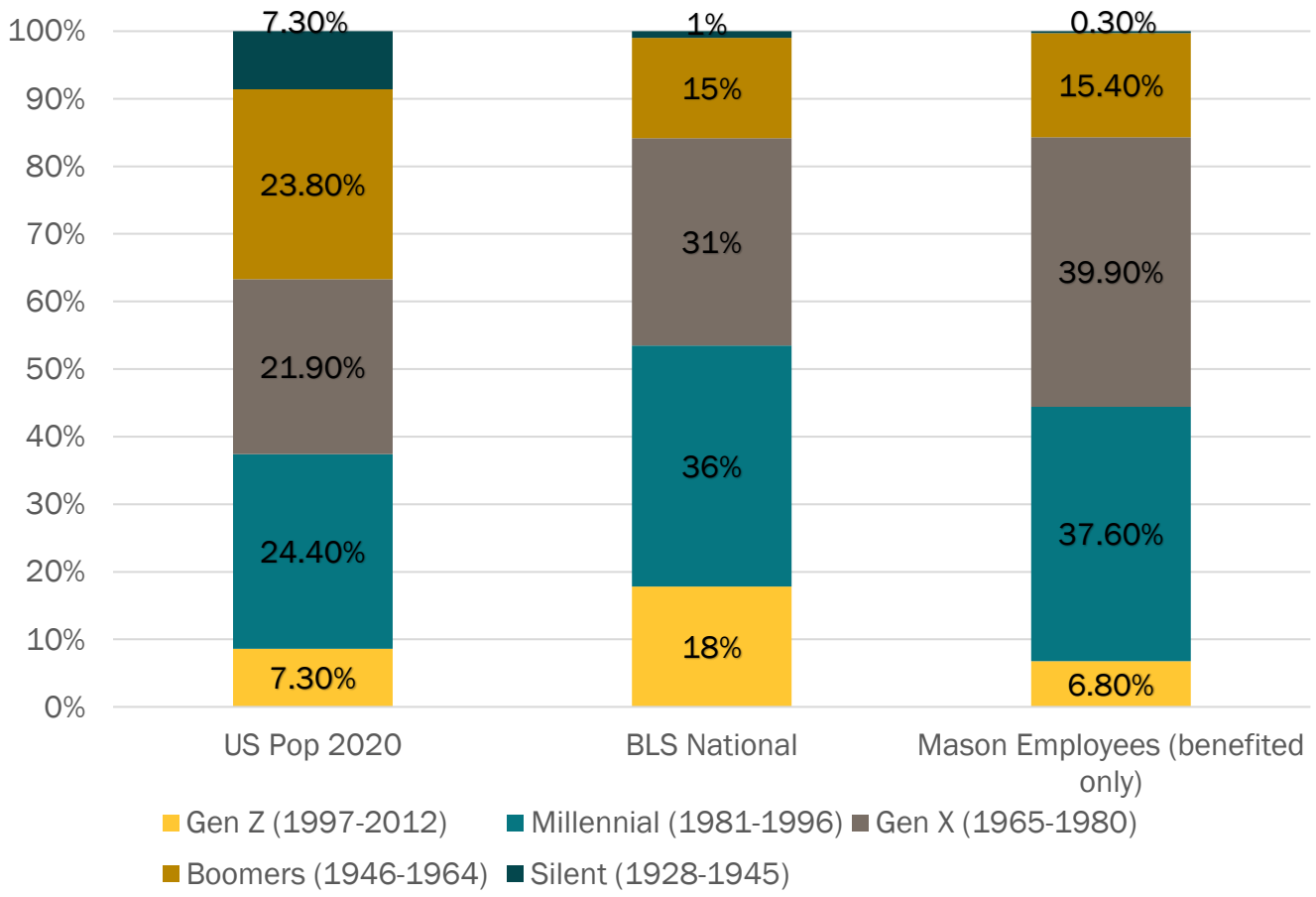


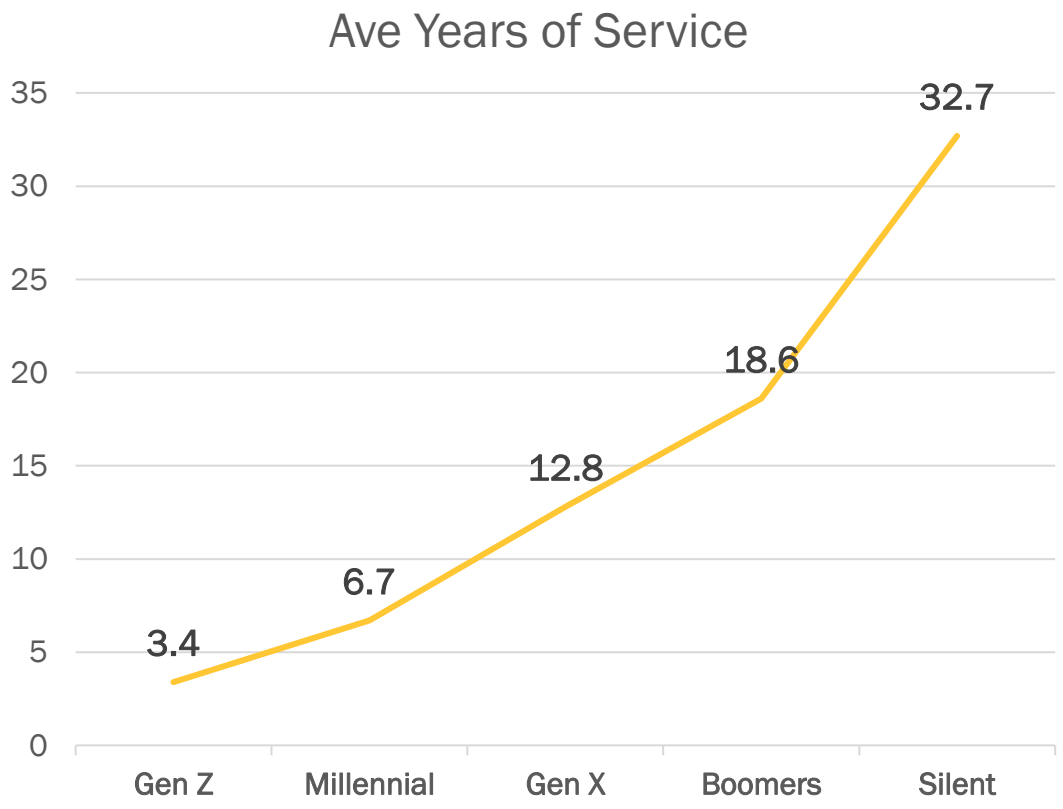
RACE/ETHNICITY



*November 2025

National & Mason Generational Data





United States Census Bureau 2020: https://www.census.gov/data/tables/time-series/demo/popest/2020s-national-detail.html
National: 2nd Quarter 2024 (Bureau of Labor Statistics): https://www.dol.gov/sites/dolgov/files/ETA/opder/DASP/Trendlines/posts/2024_08/Trendlines_August_2024.html#:~:text=the%20future%20workforce.-,Changes%20in%20the%20Generational%20Composition%20of%20the%20Labor%20Force,the%20Millennial%20share%20has%20increased
Mason Employees: As of 10/01/2025

Turnover Rates

George Mason vs. National[1]

	FY24	FY25
George Mason	9.1%	**9.5%**
Higher Ed	14%	13.4%

- George Mason outperforms national higher ed trends in turnover
- Slight uptick in FY25 driven by retirements
- Overall talent stability remains strong
- 33 IRP….

George Mason By Generation[2]

	FY23	FY24	FY25	3 Yr Average
Gen Z	13.8%	13.5%	**13.7%**	13.7%
Millennial	14.5%	11.5%	**9.5%**	11.8%
Gen X	7.7%	5.1%	**5.7%**	6.2%
Boomers	13.2%	11.0%	**16.0%**	13.4%
Silent	20.7%	32.0%	**40.0%**	30.9%
Overall	**11.7%**	**9.1%**	**9.5%**	**10.1%**

1: https://www.cupahr.org/resource/voluntary-turnover-in-the-higher-ed-workforce-is-trending-downward-2024-05-08/
2: Turnover Rate: Separations/Total Employee Count w/in Generations

Benefited Hiring Trends

Benefited	FY20	FY21	FY22	FY23	FY24	FY25
July Headcount	4,424	4,425	4,577	4,775	4,755	4,772
New Hires	535	374	646	633	380	406
Separations	426	425	613	552	444	454
Difference (Hires - Separations)	109	-51	33	81	-64	-48
Turnover Rate (July Headcount)	9.6%	9.6%	13.4%	11.6%	9.3%	9.5%

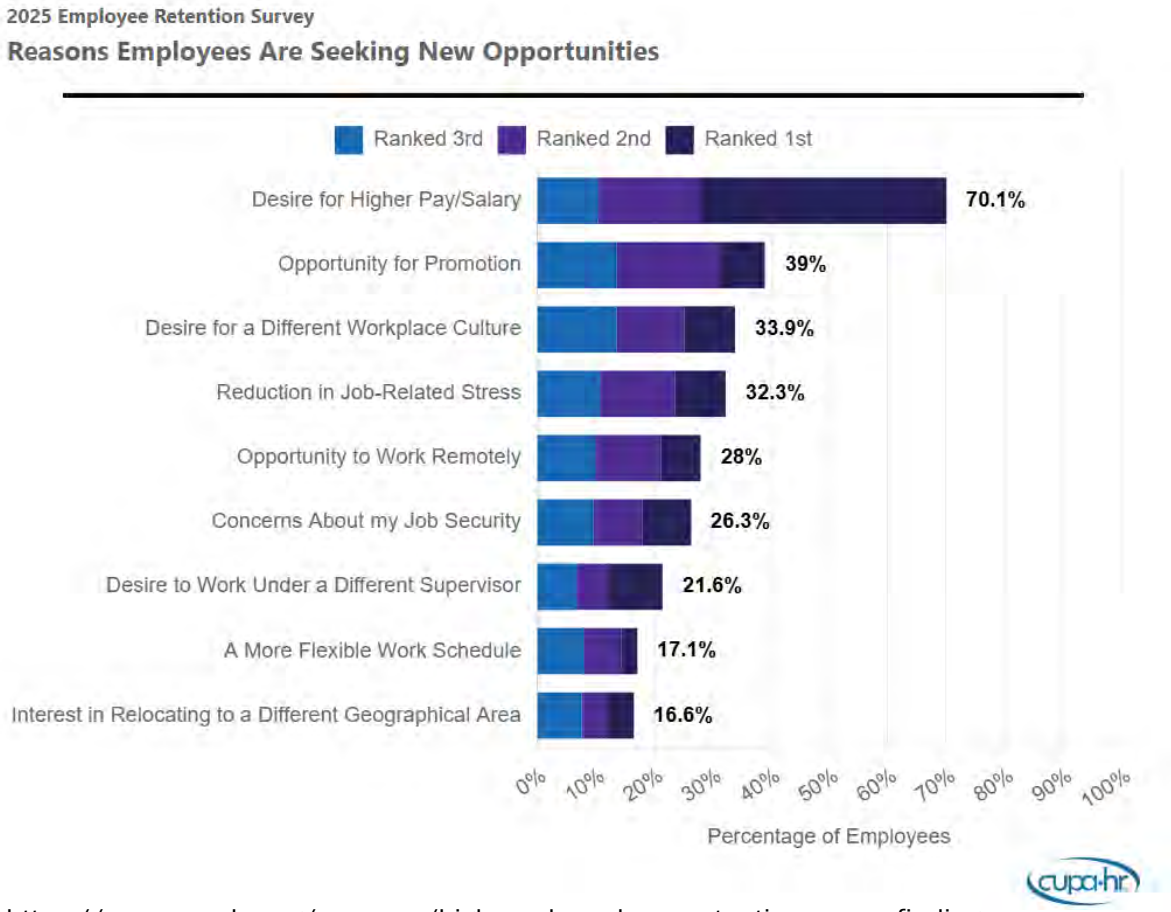
Reasons for Leaving

George Mason University

	FY25
Opportunities for career advancement	18%
Compensation	16.3%
Life/Work fit/balance	11.2%
Work Life Fit/Balance	10.8%
Retirement	9.2%
Direct Supervisor/Chair Leadership Style	7.5%
Work Schedule/Flexible Work Arrangements	3.1%

The included reasons align with the reasons from the CUPA-HR survey.

National Higher Education



https://www.cupahr.org/resource/higher-ed-employee-retention-survey-findings-september-2025/

Employee Engagement

- 47% increase from the number of standalone trainings offered in 2024
- 22% increase in institutional professional development opportunities and engagement
- Preparing for the 2026 Faculty Staff Experience survey

Leadership Pipeline

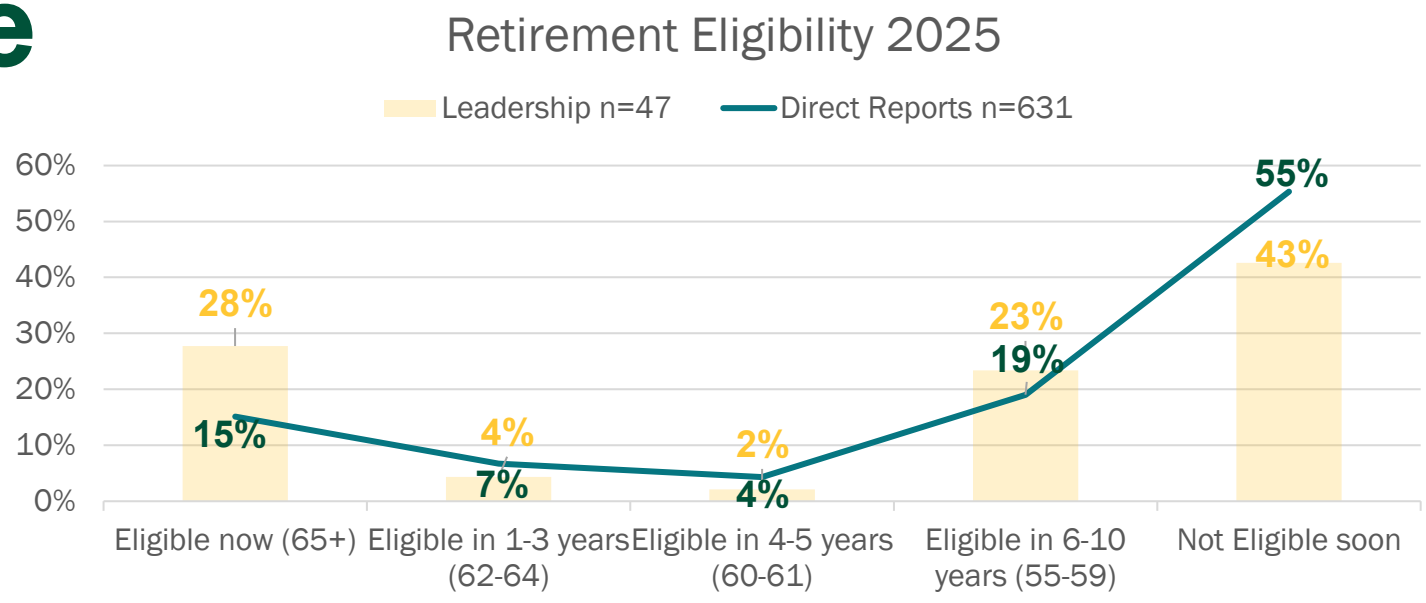
47 key leadership positions including vice presidents, deans, and other senior leadership positions.

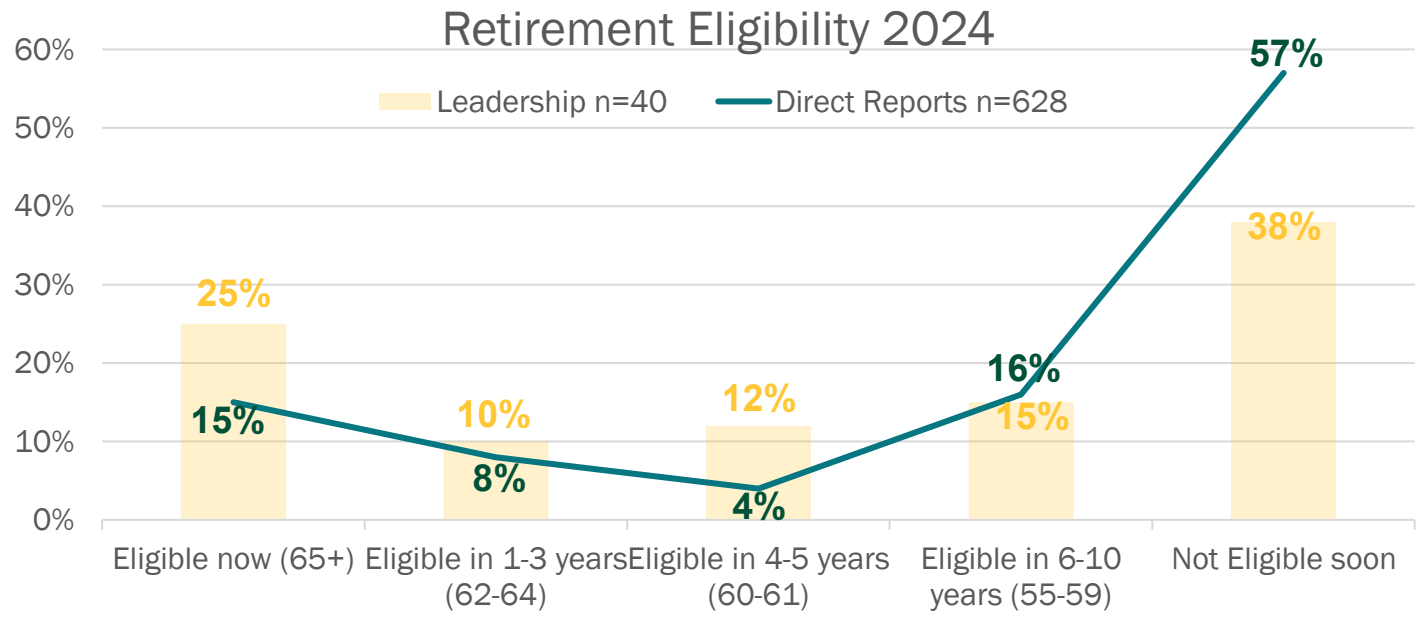
- Up 8.5% from last year
- 43% are not eligible for retirement
- 28% currently eligible to retire
- 6% could retire within the next 5 years

Of the key leadership positions have 631 Direct Reports

- 55% are not eligible for retirement
- 15% currently eligible to retire
- 11% could retire within the next 5 years

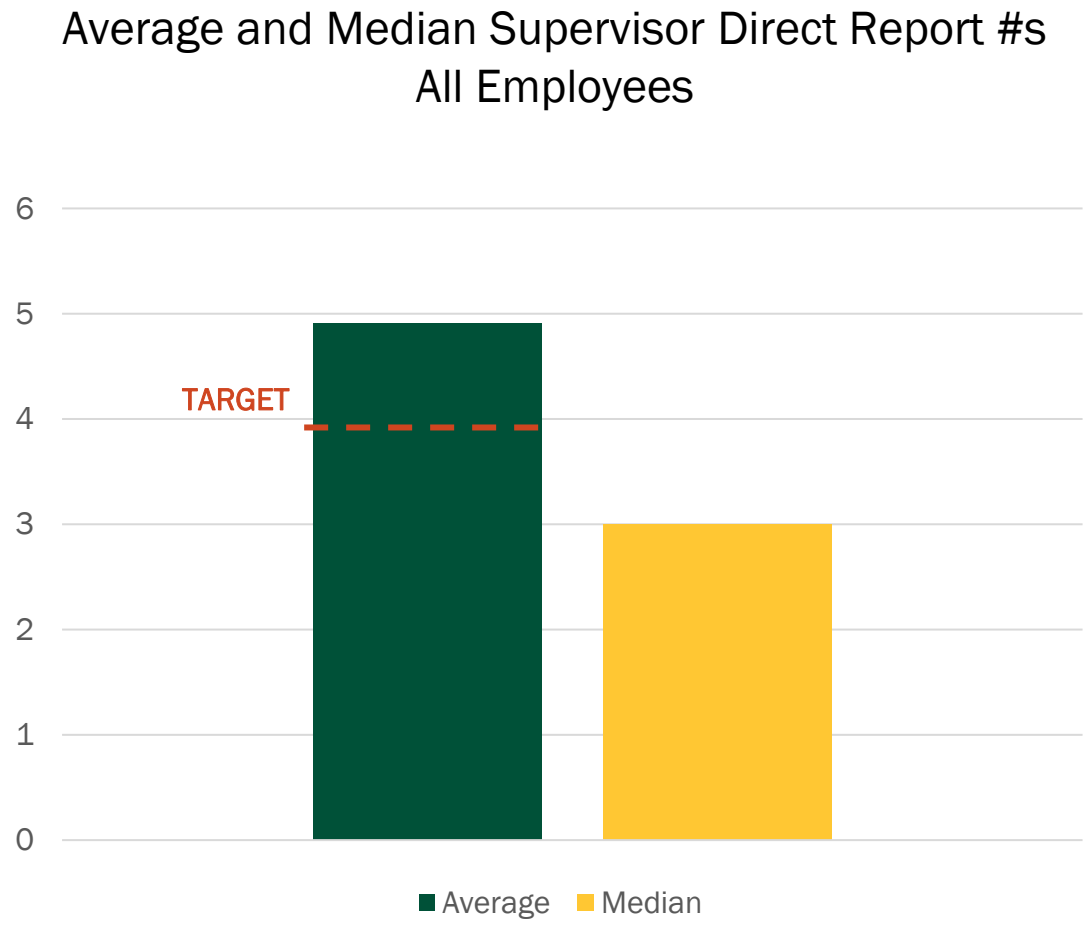
34% of all GMU benefited employees are either eligible now or within 5 years

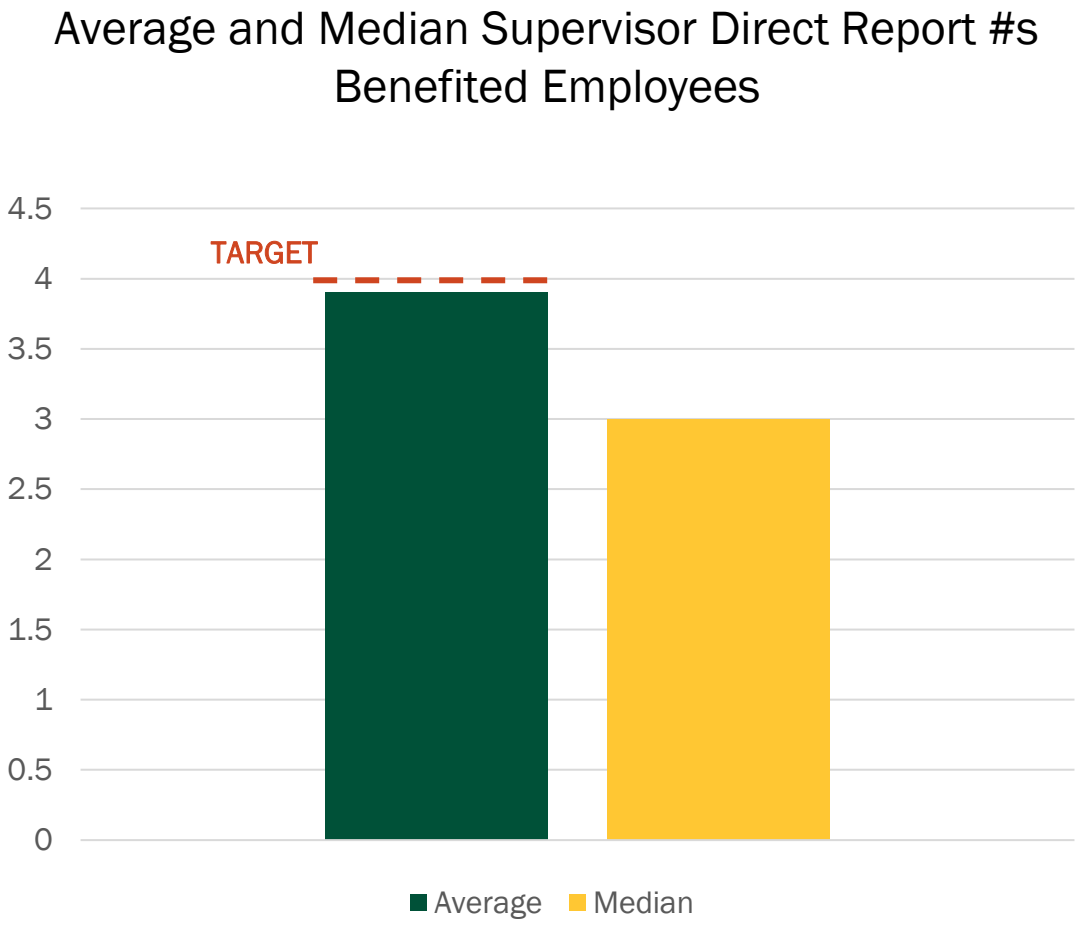




Retirement eligibility based on social security age

Span of Control





Looking Ahead – Key Strategies

- Job Architecture and Compensation Assessment
- Establish Compensation and Total Rewards Philosophy
- Workforce Planning and Disciplined Hiring
- Rewards and Recognition Platform
- Revamped Performance Management Framework
- Investment in Leadership Development and Coaching
- AI Integration in Talent Acquisition, Onboarding, and Performance Management
- Enhanced recruiting strategies to include executive search and concierge services

Key Positions Filled

- Sr. Director of Total Reward (December)
- Director, Employee Relations (January)
- Principal Benefits Analyst (November)
- Principal Compensation Analyst (December)
- Sr. Communications Specialist (November)

Operational Matters

Retirement Plan Investment Policy Annual Update

Annual Investment Overview

Total Assets: $1.66 B	
TIAA Optional Retirement Plan (ORP)	$577.9 M
TIAA Cash Match	$23.6M
TIAA 403(b)	$459.1M
Fidelity Optional Retirement Plan (ORP)	$319.0M
Fidelity Cash Match	$17.3M
Fidelity 403(b)	$258.2M

Hardship/Loan Information	
Active Loans	244
Hardships	48
Active Loan Balance	$1.92M
Active Hardship Balance	$601.4K

Data pulled as of 11/14/2025 for Fidelity and TIAA, subject to change thereafter

Investment Policy Committee (IPC)

Key Accomplishments During Past Year:

- Completed migration to an equitable and transparent fee structure
- Based on remaining excess funds, we are pleased to offer a Fee holiday for 2026 after a fee holiday in 2025
- Reduction in investment fees on several funds
- Replaced several underperforming funds
- Reviewed cybersecurity programs of vendors with access to participant data
- Reviewed managed account programs of vendors
- Reviewed Collective Investment Trusts (CITs) for 401(a) and 457(b) plans. Awaiting passing of legislation to allow CITs in 403(b) plans.

Next Steps:

- Extension of fee holiday for 2026
- Consider adding managed accounts for plan participants

Thank You For Listening!

Committee Vote:

Approval by the Board of Visitors of the State Six-Year Operating Plan as detailed in the Board Book.

Appendix I
Capital Projects Stoplight

FY2026 Capital Projects Stoplight

	Total Project Authorization (A)	Expenditures As of FY25 (B)	Expenditures Fiscal Year 2026 Budget	Expenditures Fiscal Year 2026 YTD	Expenditures Fiscal Year 2026 Full-year Forecast (C)	Future Project Spend (=A-B-C)	Budget Status	Schedule Status	Scope Status	Construction % Complete	Occupancy/ Completion Date
Planning Phase											
Interdisciplinary Sci. & Engr. Building	0.5	0.4	0.1	0.0	0.1	0.0				0.0%	TBD
Masonvale Renovation	7.5	0.0	2.8	0.0	2.8	4.7				0.0%	TBD
Design Phase											
Basketball and Academic Performance Center	30.0	1.3	7.3	0.1	7.3	21.3	Red	Red	Yellow	0.0%	10/2/27
EagleBank Arena AHU Replacements	11.7	0.0	1.0	0.0	1.0	10.7	Green	Green	Green	0.0%	9/1/27
EagleBank Arena Athletics and Admin Offices	10.0	0.0	0.4	0.0	0.4	9.6	Green	Green	Green	0.0%	5/1/28
Housing Renovations Phase 1	25.0	0.0	0.7	0.0	0.7	24.2	Green	Green	Green	0.0%	TBD
Mason Pond Garage Repair Phase 1	3.4	0.0	0.4	0.1	0.4	3.0	Green	Green	Green	0.0%	8/16/26
Potomac Heights Roof Replacement	5.8	0.0	0.0	0.0	0.0	5.8	Green	Green	Green	0.0%	9/1/27
Student Space Reno Phase 1	6.0	0.0	1.0	0.0	1.0	5.0	Green	Green	Green	0.0%	TBD
Telecom Infrastructure Phase 2	23.3	1.7	8.5	0.0	8.5	13.1	Green	Green	Green	0.0%	4/16/27
Telecom Infrastructure Phase 3	24.0	0.6	1.9	0.6	1.9	21.5	Green	Green	Green	0.0%	6/15/27
University Drive/Ox Road (123) Pedestrian Bridge	8.0	0.0	0.5	0.0	0.5	7.5	Green	Green	Green	0.0%	9/27/28
Construction Phase											
Expand Central Plant Capacity	8.2	5.7	2.5	1.4	2.5	0.0	Green	Green	Green	91.5%	4/26/26
FSH Housing Sci Tech Phase 1	10.0	0.0	10.0	10.0	10.0	0.0	Green	Green	Green	50.0%	4/1/26
Tech Talent Bachelors Capital	23.0	17.5	3.1	1.9	3.1	2.5	Green	Green	Green	N/A	N/A
Close-Out											
Aquatic & Fitness Center Capital Renewal	13.5	12.0	1.5	0.4	1.5	0.0	Green	Green	Green	99.0%	11/14/25
FUSE at Mason Square	253.8	232.3	21.5	1.0	21.5	0.0	Green	Green	Green	99.0%	7/1/25
Johnson Center HVAC Repairs	8.0	7.0	1.0	0.2	1.0	0.0	Green	Green	Green	99.0%	11/28/25
Life Science Engineering Building	107.1	100.5	6.6	2.8	6.6	0.0	Green	Green	Green	97.1%	1/10/25
Student Activities & Engagement Building	11.2	8.8	2.4	1.6	2.4	0.0	Yellow	Yellow	Green	99.0%	10/10/25
Telecom Infrastructure Phase 1	10.5	9.4	1.1	0.0	1.1	0.0	Green	Red	Green	99.0%	2/17/25
Umbrella (On-going)											
Address Priority Facility Improvements	8.0	0.2	3.8	0.8	3.8	4.1	Green	Green	Green	N/A	N/A
Annual Capital	15.5	N/A	15.5	6.5	15.5	N/A	Green	Green	Green	N/A	N/A
Maintenance Reserve	5.4	N/A	5.4	0.8	5.4	N/A				N/A	N/A
Authorized (Pending Funding)											
Academic VIII	200.0	0.0	0.0	0.0	0.0	200.0				0.0%	TBD
Costello College of Business Building	165.0	0.0	0.0	0.0	0.0	165.0				0.0%	TBD
Energy Efficiency Investments	7.5	0.0	0.0	0.0	0.0	7.5				0.0%	TBD
Living Learning Village I (Engineering Village)	110.0	0.0	0.0	0.0	0.0	110.0				0.0%	TBD
Point of View Cottages	8.0	0.0	0.0	0.0	0.0	8.0				0.0%	TBD
Real Estate Acquisitions Phase 1 (Arlington)	40.0	24.1	0.0	0.0	0.0	15.9				100.0%	Complete
Real Estate Acquisitions Phase 4 (TBD)	50.0	0.0	0.0	0.0	0.0	50.0				0.0%	TBD
Renovations Concert Hall	25.0	0.0	0.0	0.0	0.0	25.0				0.0%	TBD
Total	**1,234.9**	**421.4**	**99.0**	28.4	**99.0**	**714.4**					

in millions

(1) This amount (excluding P3) is prediction of the audited statement of cash flows "purchases of capital assets."

Appendix II

Op-Six State Six-Year Operating Plan Presentation

Complete Presentation Shared with Op-Six

August 26, 2025

George Mason University: A Proven Investment Built to Last

Six-Year Plan Presentation
August 26, 2025
Gregory Washington, PhD
President

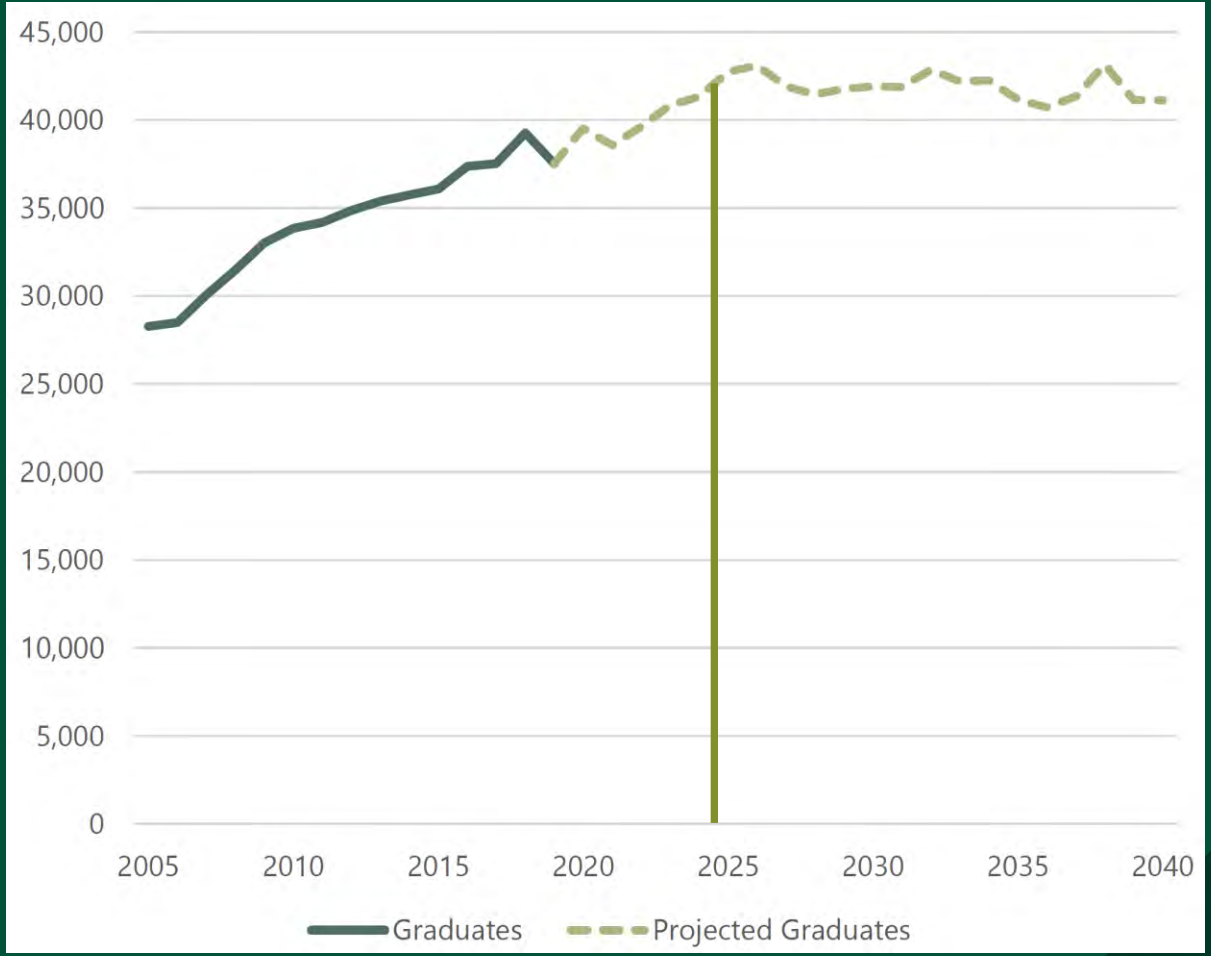
GEORGE MASON UNIVERSITY

What Your Investment Has Made Possible

- **Enrollment:** Thanks to Commonwealth support, George Mason graduated and enrolled the largest, most diverse, and most academically talented classes in our history. Undergraduate enrollment grew 3%; graduate enrollment declined slightly (–1.1%).
- **Direct Entry Success:** Over 10,000 offers, expanding pathways for Virginia students.
- **Rankings:** Classified by Carnegie as High Access and High Outcomes – a rare national distinction. Overall rankings are mixed, with several programs advancing in national recognition.
- **Faculty and Staff:** State bonus support helped us retain and reward talent in a competitive region.
- **Research and Education:** Commonwealth partnership launched the Grand Challenge and AI initiatives despite a difficult federal funding climate.
- **Regional Impact:** 86% of graduates work in the DC metro area – most staying in Virginia to contribute to its economy (73%). Commonwealth support enabled the launch of the Mason Career Academy, preparing Virginians for high-demand careers and strengthening the state's talent pipeline.

Meeting the Needs of Northern Virginia's Graduate Pool

- 75% of George Mason undergraduates come from Northern Virginia high schools
- High school graduates in Northern Virginia will increase to above 40k students and will remain so through 2030
- Number of Northern Virginia graduates expected to peak in 2026 and then level off
- George Mason should expect at least 2–3 years of growth at current levels



Source: Virginia Department of Education, projections produced by the Weldon Cooper Center, 2020

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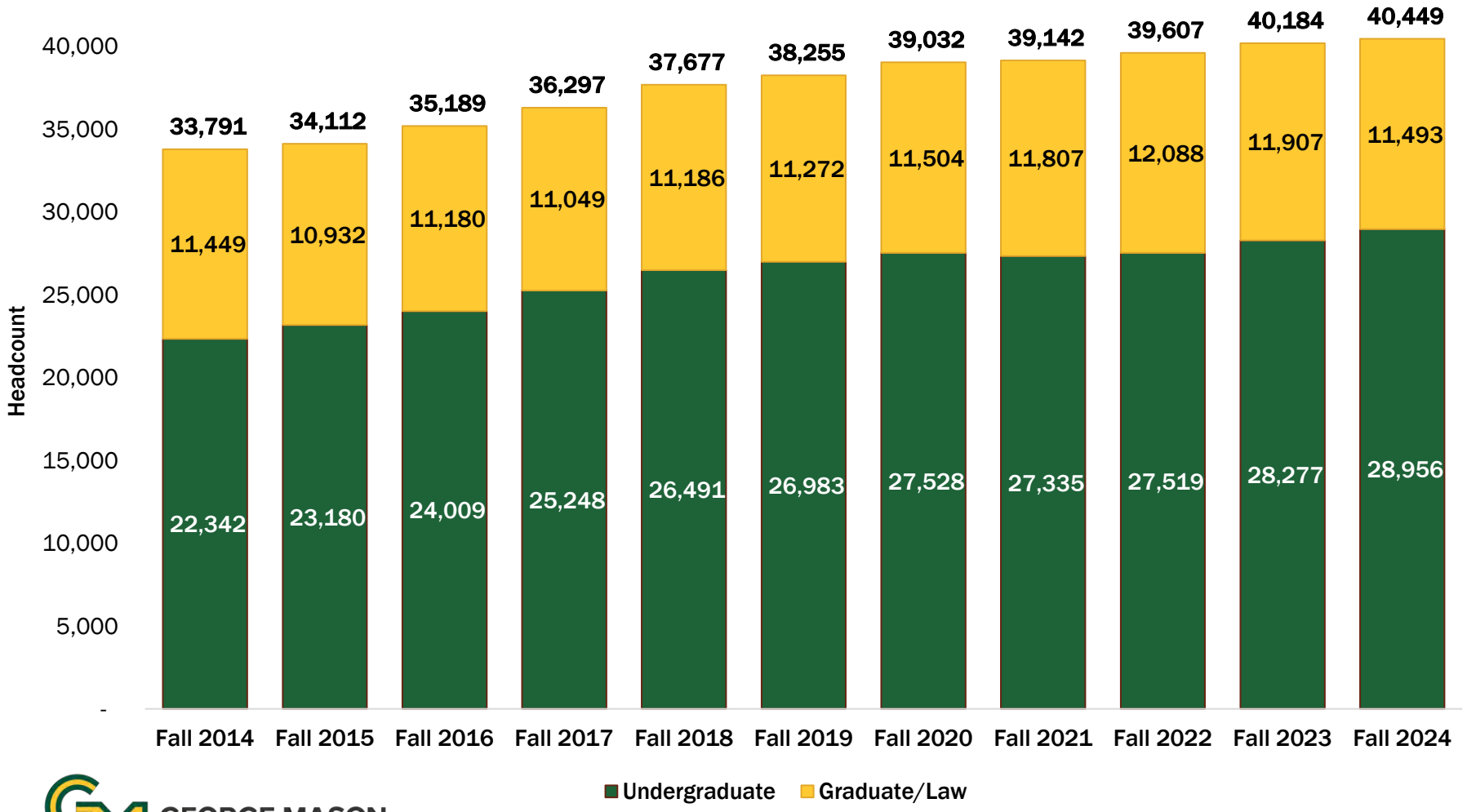
Enrollment

On Pace with Commonwealth Demand



"While George Mason University and Virginia Tech made frequent headlines for their growth and student recruitment, they were not the only institutions to grow, as James Madison University, University of Virginia and William & Mary were able to grow, and with all five institutions gaining heavily from Northern Virginia high school graduates."

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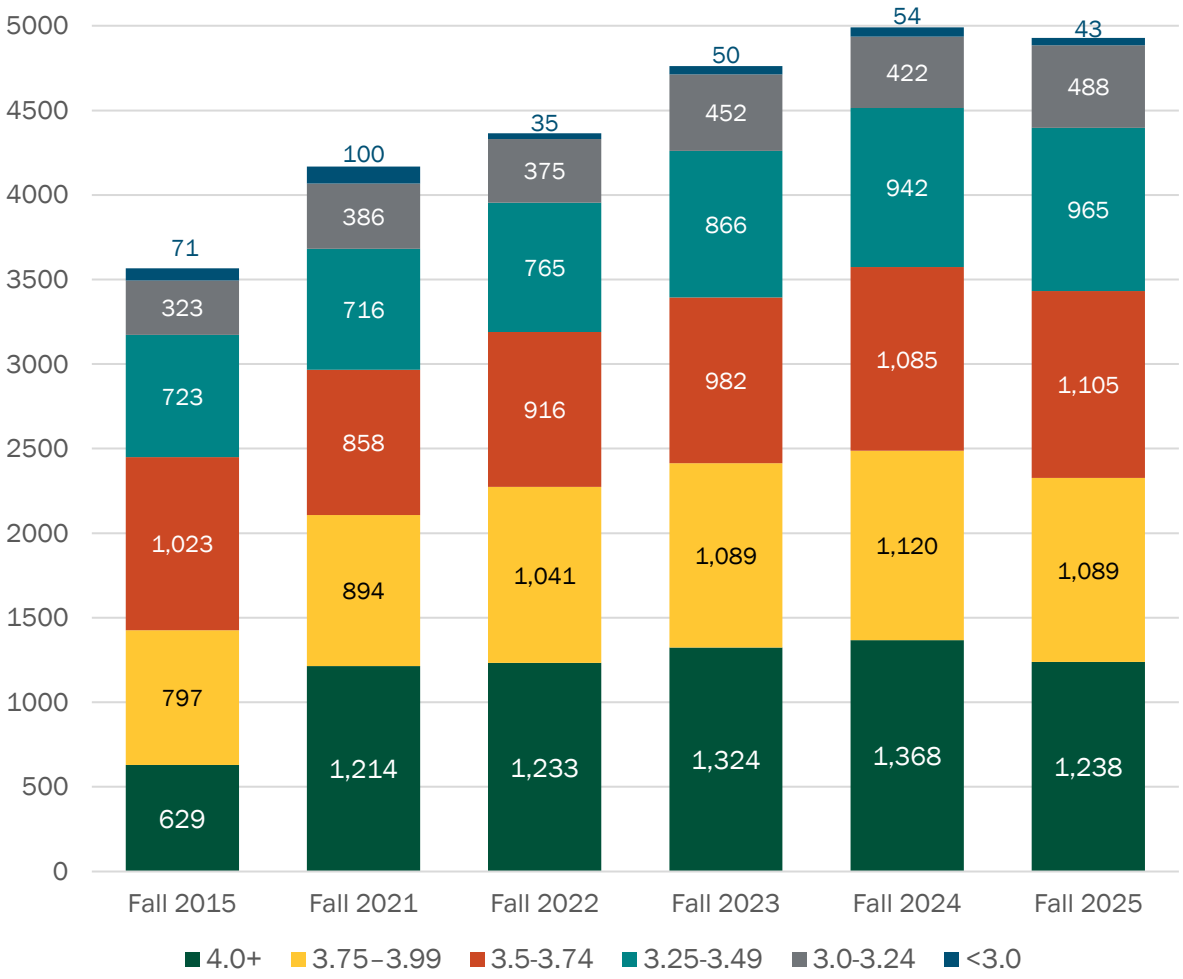
Expanding Access with Academic Excellence

Freshman Deposits vs. Student GPA

Average student GPA has remained consistent with about 70% of the entering class at 3.5+

App Market Group	Fall 2015	Fall 2021	Fall 2022	Fall 2023	Fall 2024	Fall 2025
International	3.43	3.49	3.60	3.66	3.64	3.58
Northeast	3.61	3.69	3.69	3.69	3.72	3.71
Other OOS	3.68	3.75	3.77	3.79	3.72	3.76
VA	3.68	3.75	3.76	3.74	3.74	3.72
Grand Total	**3.66**	**3.74**	**3.74**	**3.74**	**3.73**	**3.71**

Freshman Deposits by HS GPA (N)



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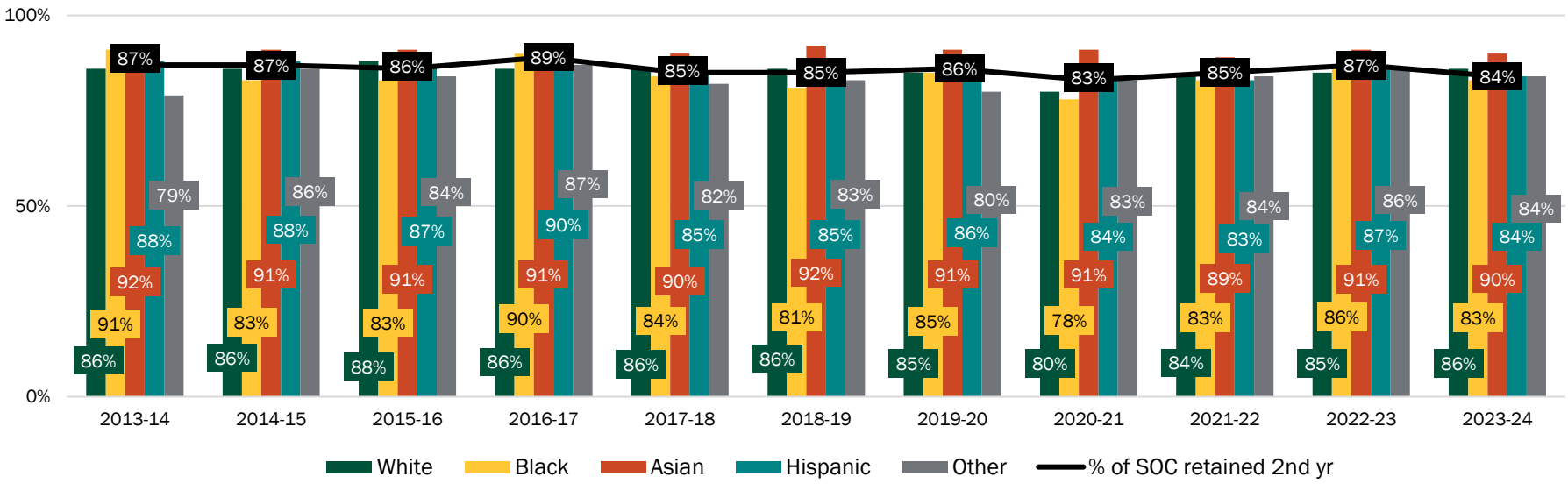
Student Success: Retention

Students	Annual Growth[3]
White	0.0%
Black/AA	-0.9%
Hispanic	-0.5%
Asian	-0.3%
Other	0.6%
SOC	-0.3%

First-year retention rate[1] of FTIC[2] students by race/ethnicity



Race/ethnicity % of total undergraduate population:

Students	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
White	48 %	48 %	40 %	45 %	42 %	38 %	37 %	36 %	36 %	33 %	32 %
Other	5 %	5 %	6 %	5 %	5 %	5 %	5 %	6 %	5 %	5 %	6 %
Hispanic	10 %	10 %	11 %	10 %	11 %	12 %	13 %	14 %	13 %	13 %	15 %
Black/AA	11 %	11 %	12 %	11 %	12 %	12 %	12 %	13 %	13 %	13 %	12 %
Asian	18 %	18 %	17 %	19 %	19 %	19 %	22 %	23 %	23 %	24 %	24 %

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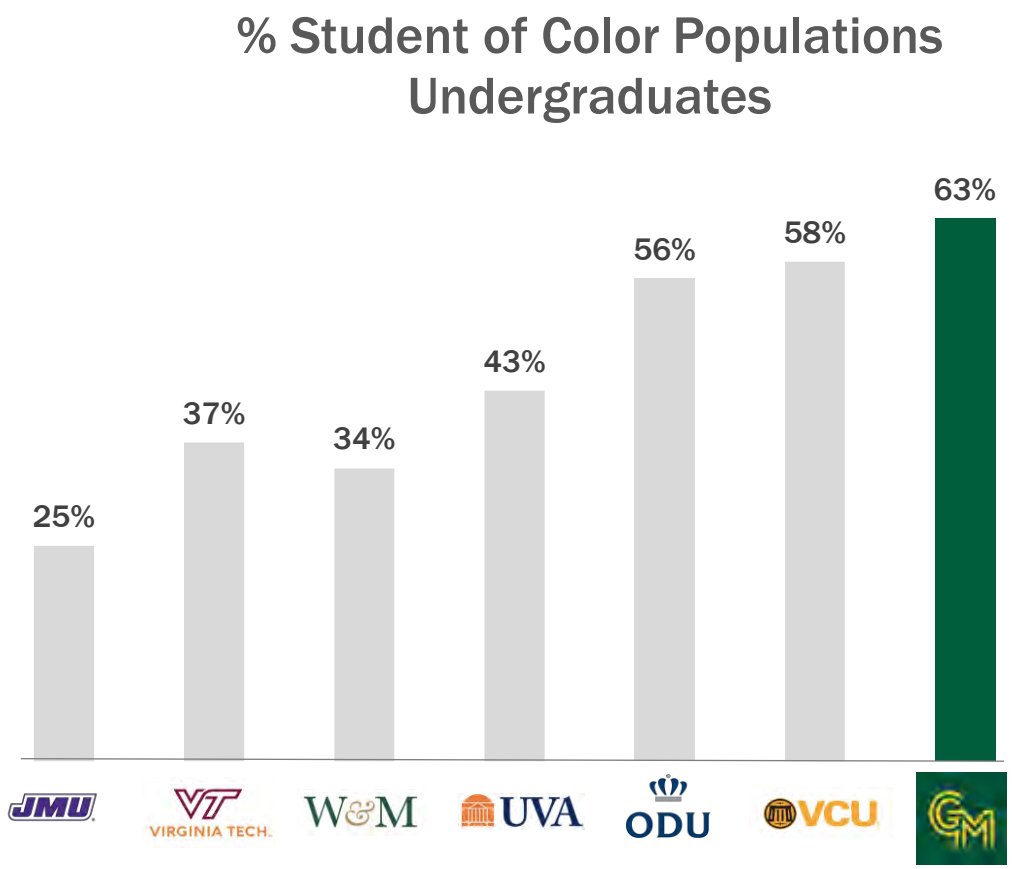
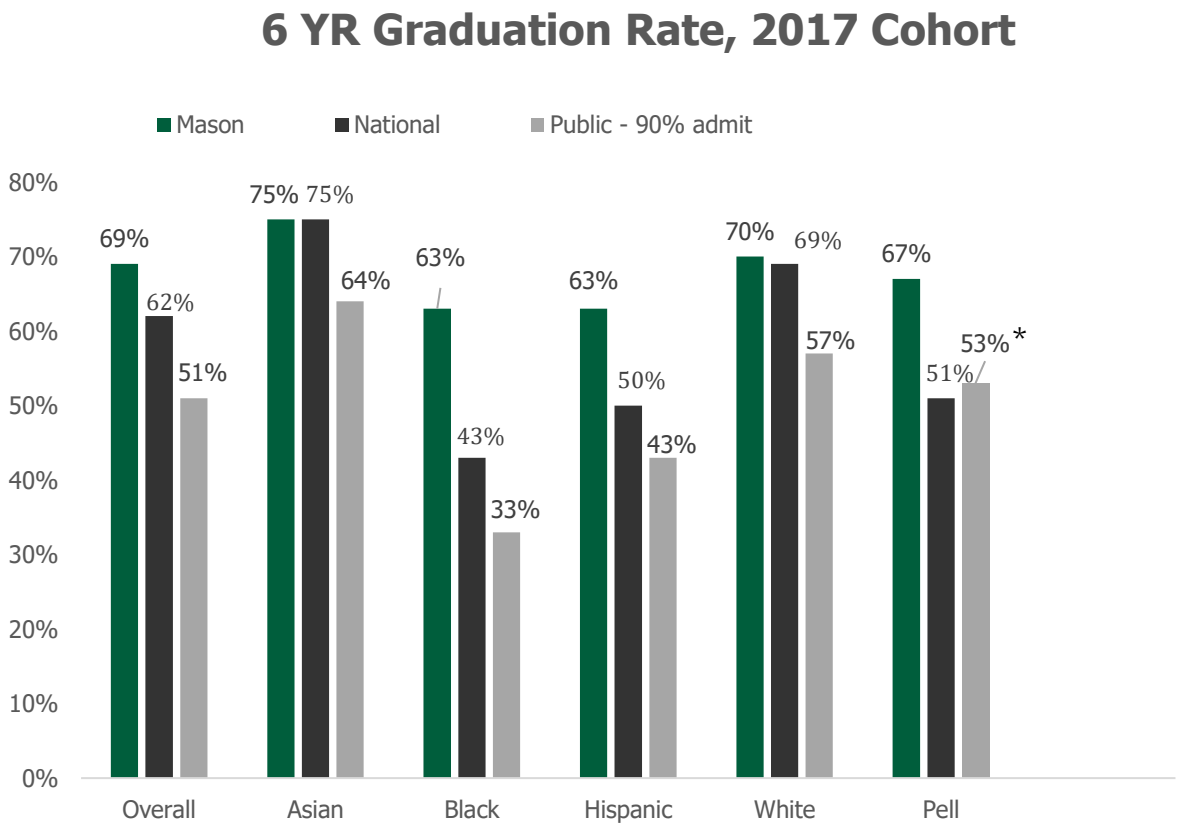
1. Rate of first-year students retained into second year 2. First time in college full-time students
3. "Annual growth" calculated as compound annual growth rate (CAGR) 4. Retention rate for students of color at George Mason University
Note: Graph excludes race/ethnicity unknown and excludes Native American due to totaling less than 5% of student population each year
Source: SCHEV Retention and Graduation Report Sub-Cohort Retention and Completion Rate Trends; RT01: Retention Report (First-time, Full-time Students; E22 Fall Term Enrollment by Race/Ethnicity

Outstanding Graduation Outcomes for All Students





*NSC: Completing College, 2017 cohort. *All Publics*

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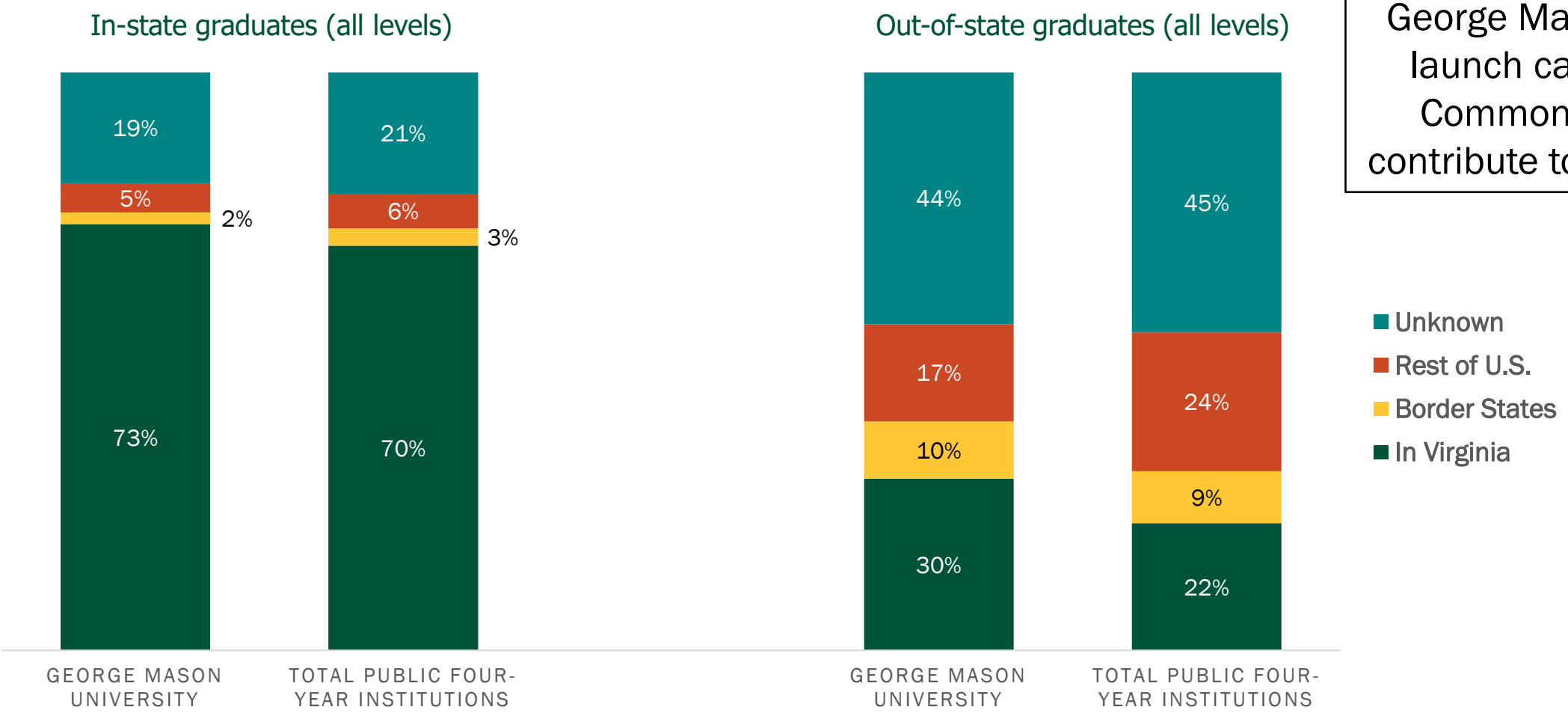
Graduates Stay and Contribute to Virginia's Economy



George Mason students launch careers in the Commonwealth and contribute to the tax base.

GEORGE MASON UNIVERSITY

Note: Graduates include students from all degree programs and levels from graduating classes of 2007–08 to 2017–18
1. Border states include North Carolina, Tennessee, Kentucky, West Virginia, Maryland, and Washington, D.C. Source: SCHEV Graduate Mobility Website

Graduating Talent for Virginia

Commonwealth of Virginia Graduates

The percentage of BA graduates who are reported working in Virginia, four years after graduation

Institution	Percent of graduates working in Virginia	Percent of STEM graduates working in Virginia
Longwood University	84.7%	80.9%
Christopher Newport University	78.3%	78.0%
George Mason University	**76.8%**	**80.0%**
Virginia Commonwealth University	76.2%	80.5%
Old Dominion University	75.1%	75.9%
Radford University	74.4%	77.4%
University of Mary Washington	73.4%	74.4%
University of Virginia's College at Wise	68.2%	Data not available
Virginia State University	64.9%	Data not available
James Madison University	57.8%	59.6%
Virginia Tech	54.4%	53.7%
University of Virginia–Main Campus	51.1%	47.9%
William & Mary	47.0%	46.5%
Virginia Military Institute	40.3%	40.3%
Norfolk State University	Data not available	Data not available

Source: U.S. Department of Education. Most Recent Cohorts, Field of Study Data Files, College Scorecard.

GEORGE MASON UNIVERSITY

THE MASON IMPACT

BASED ON DATA GATHERED FOR THE CAREER PLANS SURVEY+

85% POSITIVE CAREER OUTCOME

76% EMPLOYED IN POSITIONS RELATED TO CAREER GOALS

FUELING THE REGIONAL ECONOMY

$70,000 MEDIAN SALARY

85% EMPLOYED IN VA/MD/DC

TOP INDUSTRIES

- EDUCATION
- GOVERNMENT/MILITARY
- TECHNOLOGY
- HEALTHCARE
- CONSULTING

FINDING MULTIPLE PATHS TO SUCCESS

60% EMPLOYED

39% CONTINUING EDUCATION

1% SERVICE (MILITARY & VOLUNTEER)

SELECT EMPLOYERS

CGI, amazon, MAYO CLINIC, Booz | Allen | Hamilton, NAVY FEDERAL Credit Union, Fairfax County PUBLIC SCHOOLS, U.S. Department of Defense, KPMG, AARP, NBCUniversal, KAISER PERMANENTE, leidos, Smithsonian, Deloitte., PWCS, RTX, MITRE, DC UNITED, KEARNEY & COMPANY, MARRIOTT, SAIC, Guidehouse, NIKE, accenture, Capital One, Peraton, LCPS, DEPARTMENT OF STATE, IBM, INOVA

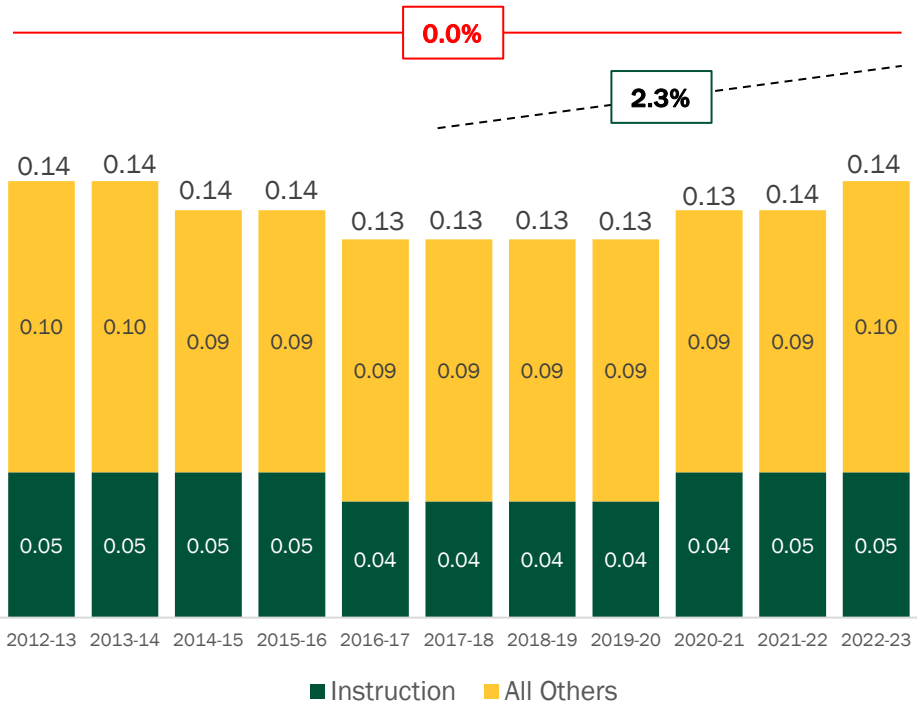
CLASS OF 2024 CAREER OUTCOMES

University Life
UNIVERSITY CAREER SERVICES
George Mason University

+Findings based on Mason's Career Plans Survey (18.5% response rate) for students who graduated in August 2023, December 2023 and May 2024. Survey responses were supplemented with information gleaned from Alumni Pathways data and the National Student Clearinghouse. In total, the above illustrates findings for 41% of the of 9,958 graduates. Please note: Law school graduates are not included in these data. Percentages may not equal 100% due to rounding.

Keeping George Mason Affordable: Managing Personnel Costs

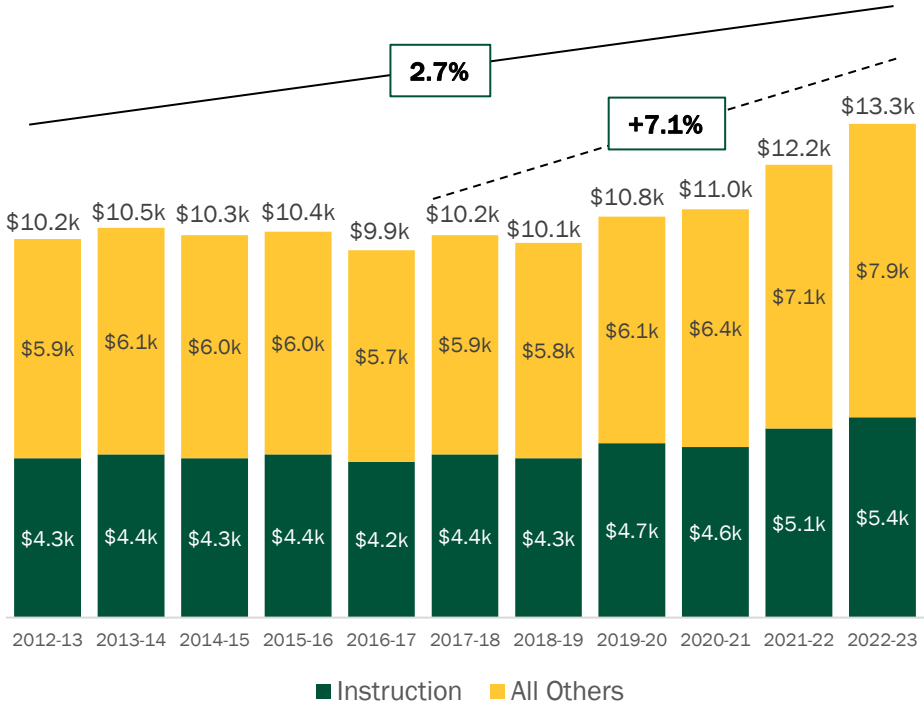
By # of employees per student FTE



2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23
33%	32%	32%	32%	33%	33%	33%	33%	32%	33%	32%

Full-time Instructional Staff as percentage of total

By salary outlay $$ per student FTE



2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23
42%	42%	42%	42%	43%	43%	43%	43%	42%	42%	41%

Full-time Instructional Salary Outlays as percentage of total

	Annual	Total
Inflation (HEPI)[1]	2.6%	30%
Inflation (CPI)[1]	2.5%	27%

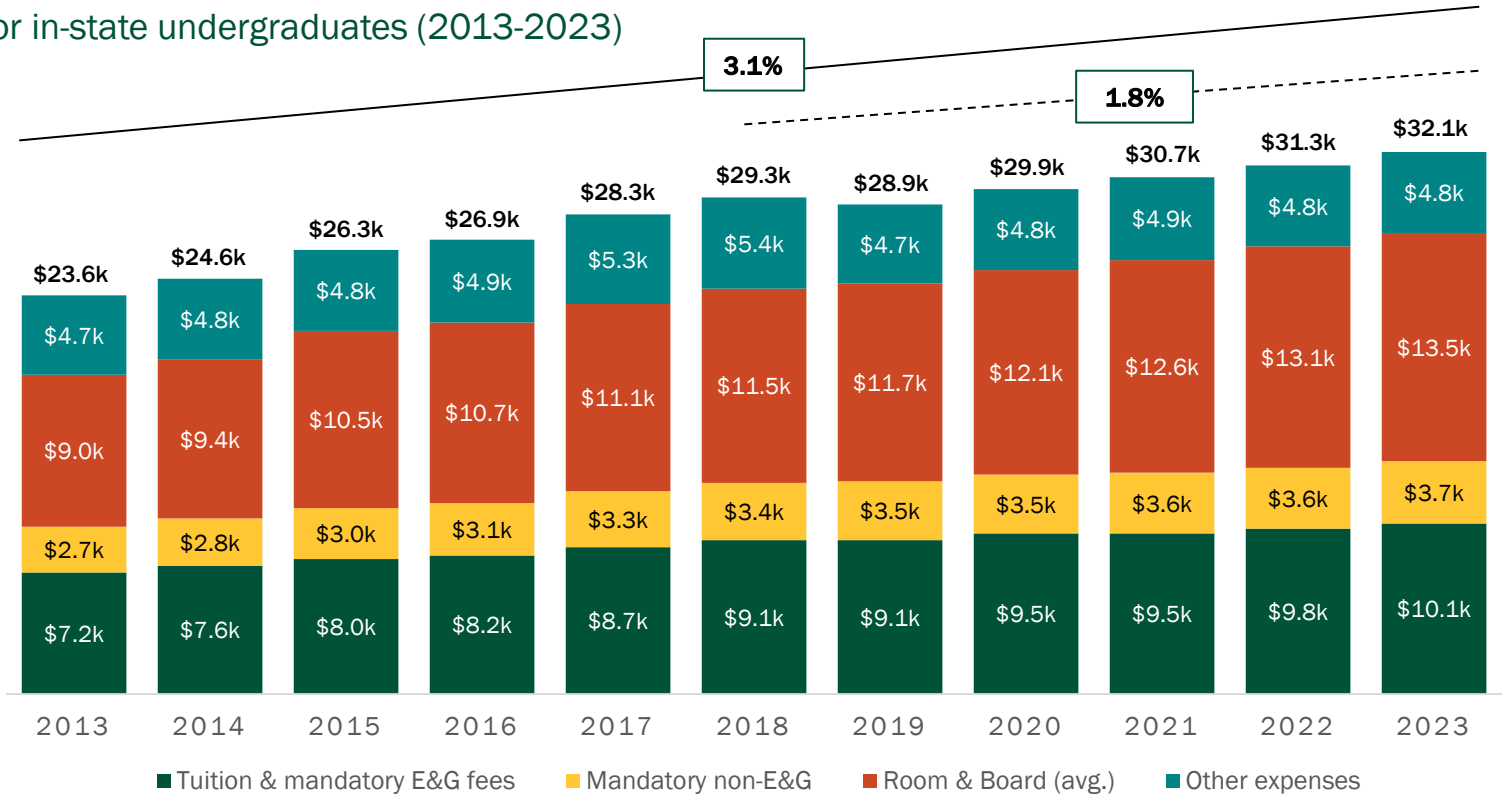
GEORGE MASON UNIVERSITY

1. Determined as growth in HEPI/CPI over the period of 2013-2023.
Note: Full-time personnel only; includes personnel from all sources of funding; William & Mary includes VIMS; VT/VSU include extension campuses.
Source: Integrated Postsecondary Education Data System (IPEDS)

Keeping George Mason Affordable: Managing the Cost of Attendance

Breakdown of total cost of attendance (COA)[1] for in-state undergraduates (2013-2023)

Rate	Annual growth[3]	Total growth
COA	3.1%	36%
Tuition & mandatory E&G fees	3.4%	40%
Mandatory non-E&G fees	3.3%	38%
Room & board (avg.)	4.2%	50%
Other expenses[2]	0.2%	2%
Inflation (HEPI)[4]	2.9%	33%
Inflation (CPI)[4]	2.7%	31%



Comparisons	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
VA median household income	63,907	64,792	65,015	66,149	68,766	71,564	74,222	76,398	80,615	87,249	90,974
COA proportion of household income	37 %	38 %	40 %	41 %	41 %	41 %	39 %	39 %	38 %	36 %	35 %

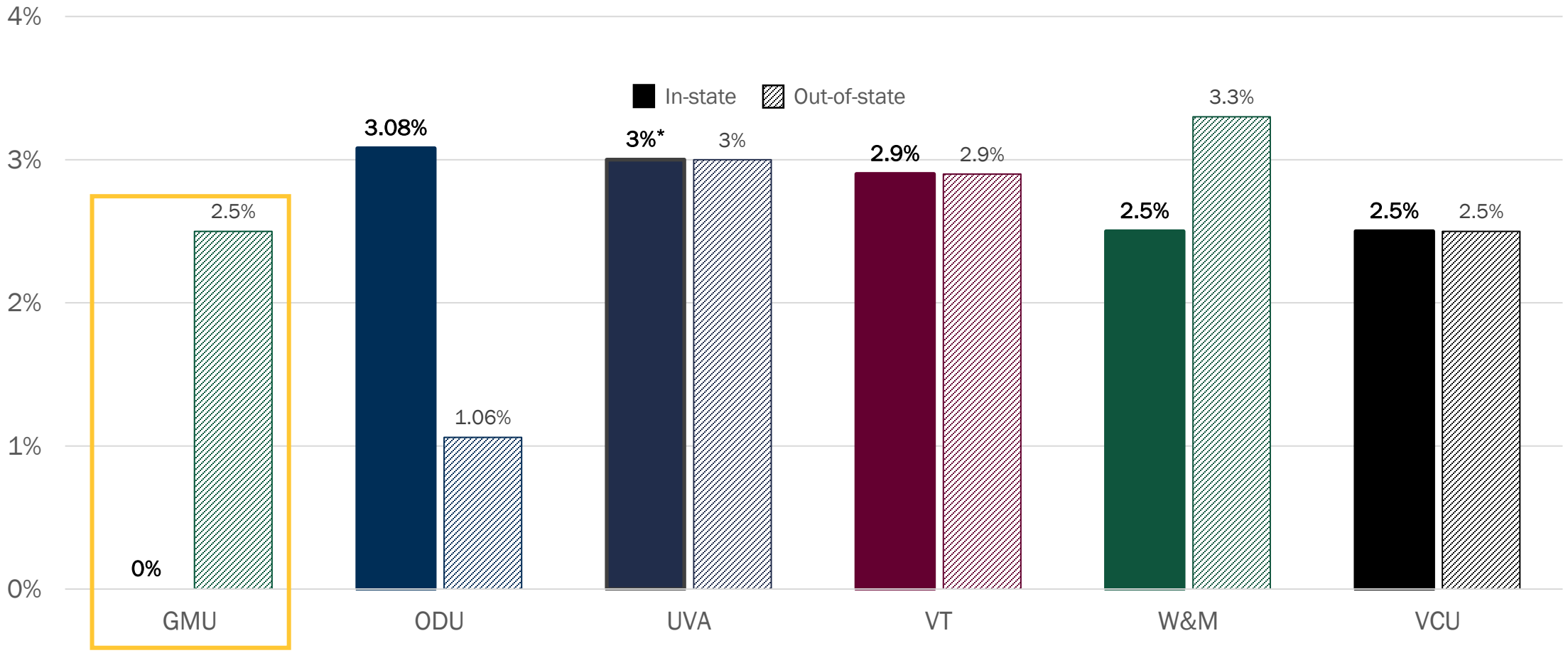
GEORGE MASON UNIVERSITY

1. COA = calculated cost of attending the institution; includes transportation, room/board, tuition/fees, supplies, books and other expenses
2. Other expenses include transportation, supplies, books, and other expenses
3. "Annual growth" calculated as compound annual growth rate
4. Determined as growth in HEPI/CPI

Source: Data from SCHEV Research Center Tuition & Fees Report TF01: Student Charges by Student Level and Residency Status ; IPEDS; U.S. Census Bureau, American Community Survey 5 yr estimates

Preserving Affordability and Competitiveness

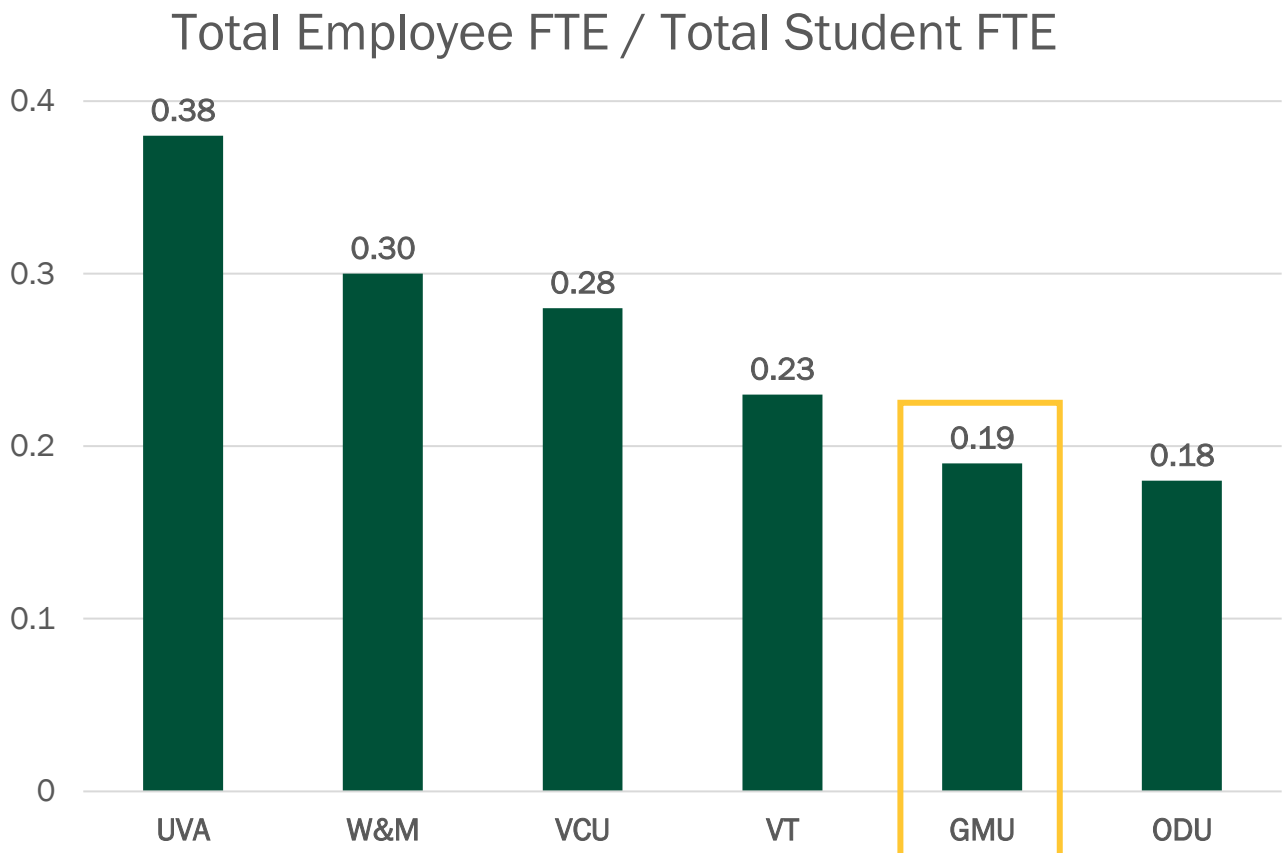
George Mason is the only university in our Commonwealth peer group that did <u>not</u> raise in-state tuition in FY26*



**UVA subsequently approved a one-time tuition credit equivalent to the 3% increase for IS UG for FY26*

George Mason Is Highly Efficient

- George Mason has fewer employees per student than nearly all Virginia peers
- This level of leanness is unsustainable and unfair to employees and students
- To match Virginia Tech's current employee-per-student ratio, George Mason would need to add almost 1,400 employees -- $158M ($113k avg)



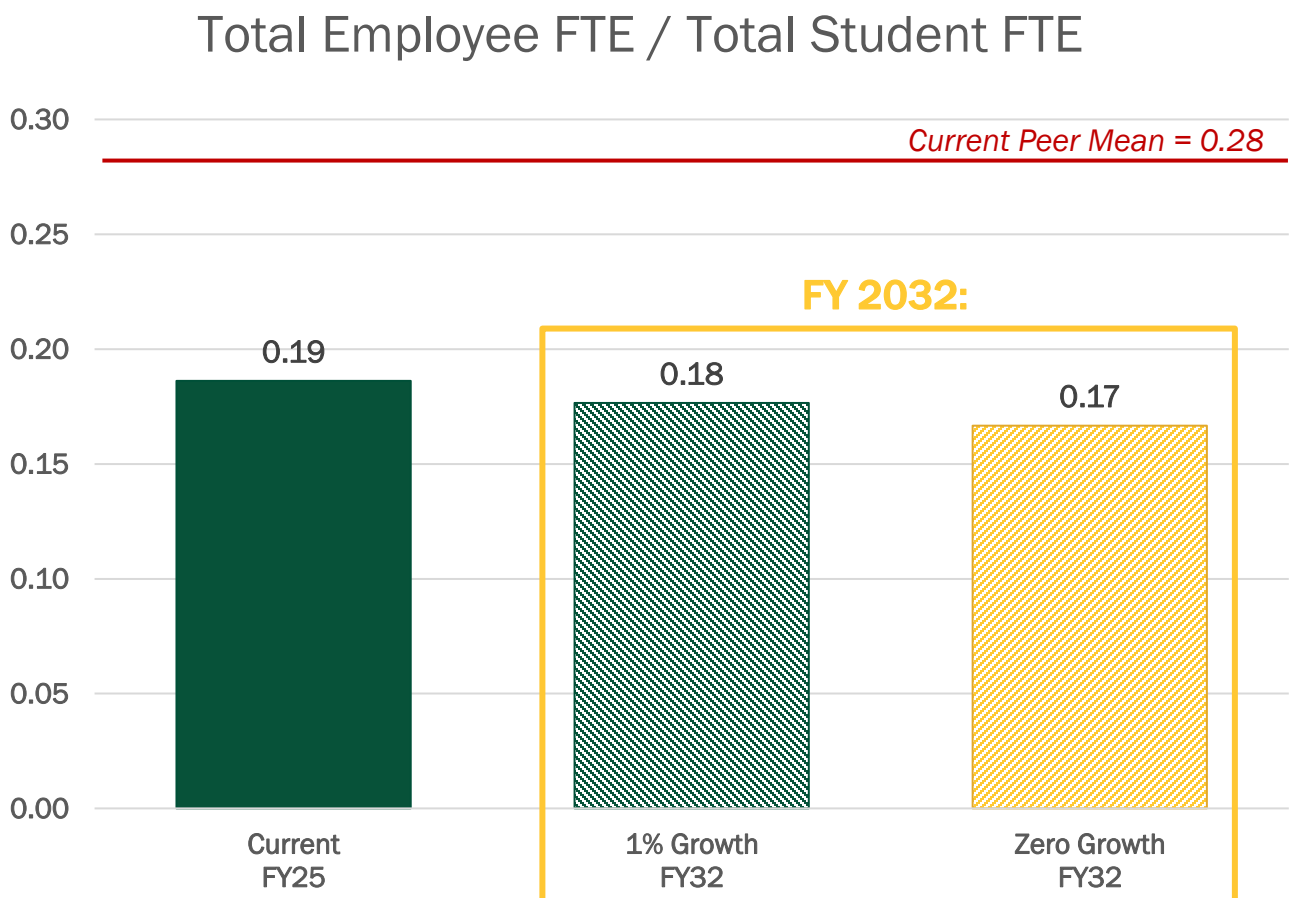
	UVA	W&M	VCU	VT	GMU	ODU
Employees:	10,893	2,799	7,368	8,861	6,112	3,405
Students:	26,635	9,344	26,326	38,857	32,828	18,800
Ratio:	0.38	0.30	0.28	0.23	0.19	0.18

Source: SCHEV Enrollment – Annual FTE report: E05: Annualized Student FTE and Credit Hours
IPEDS FY23 Employee Headcount (FY24 data is not available yet)

GEORGE MASON UNIVERSITY

Continued Enrollment Growth Requires Increased Staffing

- George Mason enrollment is expected to increase by 1.7% over the next six years
- If George Mason adds only 360 employees over the next six years (a 1% increase), our employee-per-student ratio would fall to 0.18
- George Mason needs investment in employees to support student growth
- Without employee growth, the per-student ratio would drop to 0.17 in FY32



	Current FY25	1% Growth FY32	Zero Growth FY32
Employees:	6,112	6,472	6,112
Students:	32,828	36,659	36,659
Ratio:	0.19	0.18	0.17

Source: SCHEV Enrollment – Annual FTE report: E05: Annualized Student FTE and Credit Hours
IPEDS FY23 Employee Headcount (FY24 data is not available yet)
6,472 employees = current (6,112) plus proposed by 2032 (360)
FY32 FTE enrollment projection = 36,659

GEORGE MASON UNIVERSITY

Two-Year Budget Mitigations

Achieved FY24 and FY25 Revenue and Expense Savings

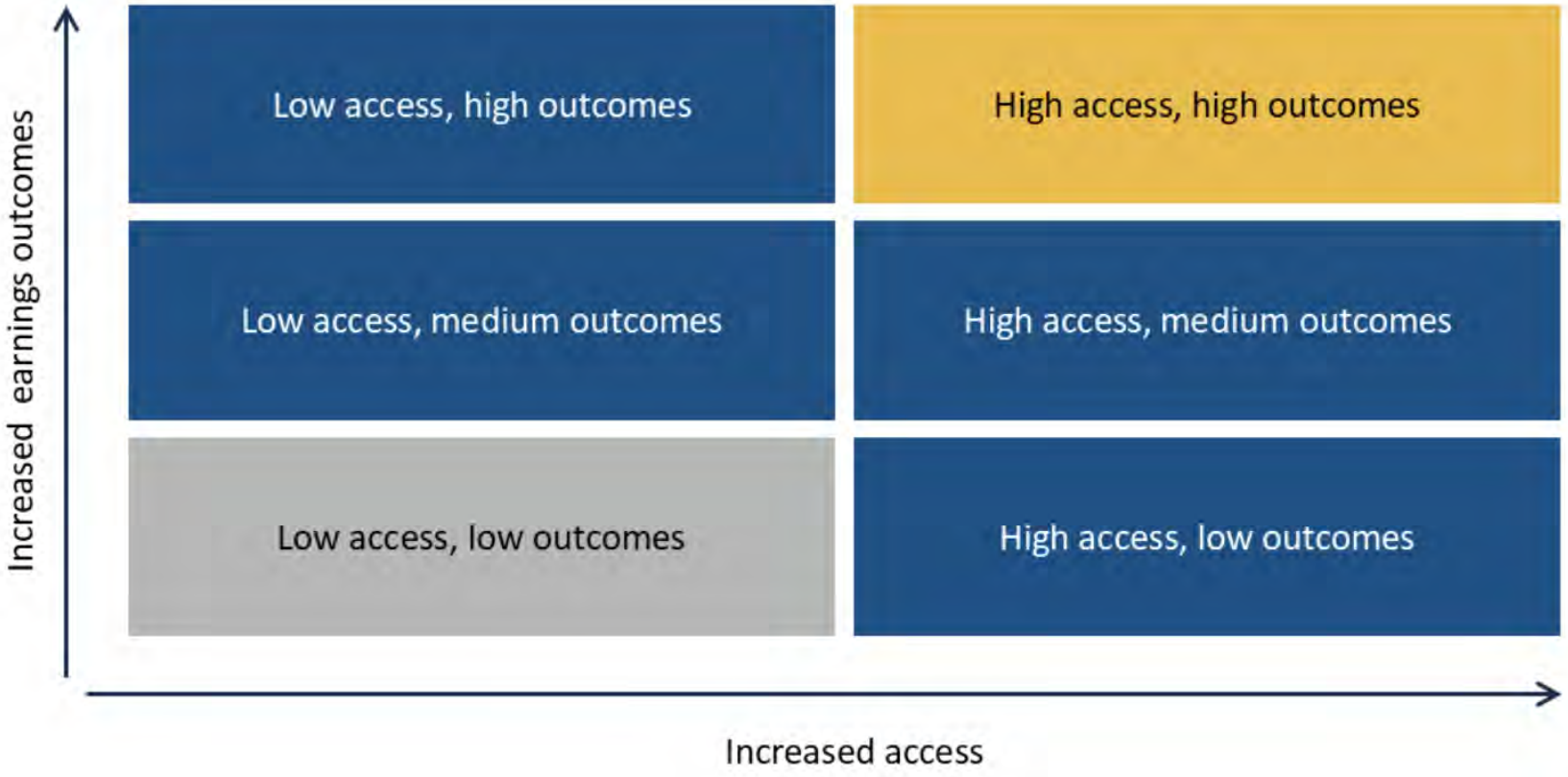
Revenue Enhancements: $9 million on-going

- Patriot Investment Fund - $2M in FY24, $9M net in FY25, $4M net annual
- Masonvale ground lease termination - $3M annual
- Vernon Smith Hall acquisition - $12M in FY24 (one-time), $2.3M annual

Cost Savings/Cost Avoidance: $16 million on-going

- 64 positions not filled through Critical Vacancy Review - $9.2M annual
- Vernon Smith Hall rent expense elimination - $4M annual
- Faculty Incentive Retirement Plan - $3M *(5-year period)*
- Freedom Aquatic & Fitness Center renegotiation - $2.1M *(5-year period)*
- Parking contract savings - $1.1M annual
- Janitorial service adjustments - $775K annual
- Library material reduction (duplicate and underutilized) - $750K annual
- Energy efficiency improvements - $475K annual

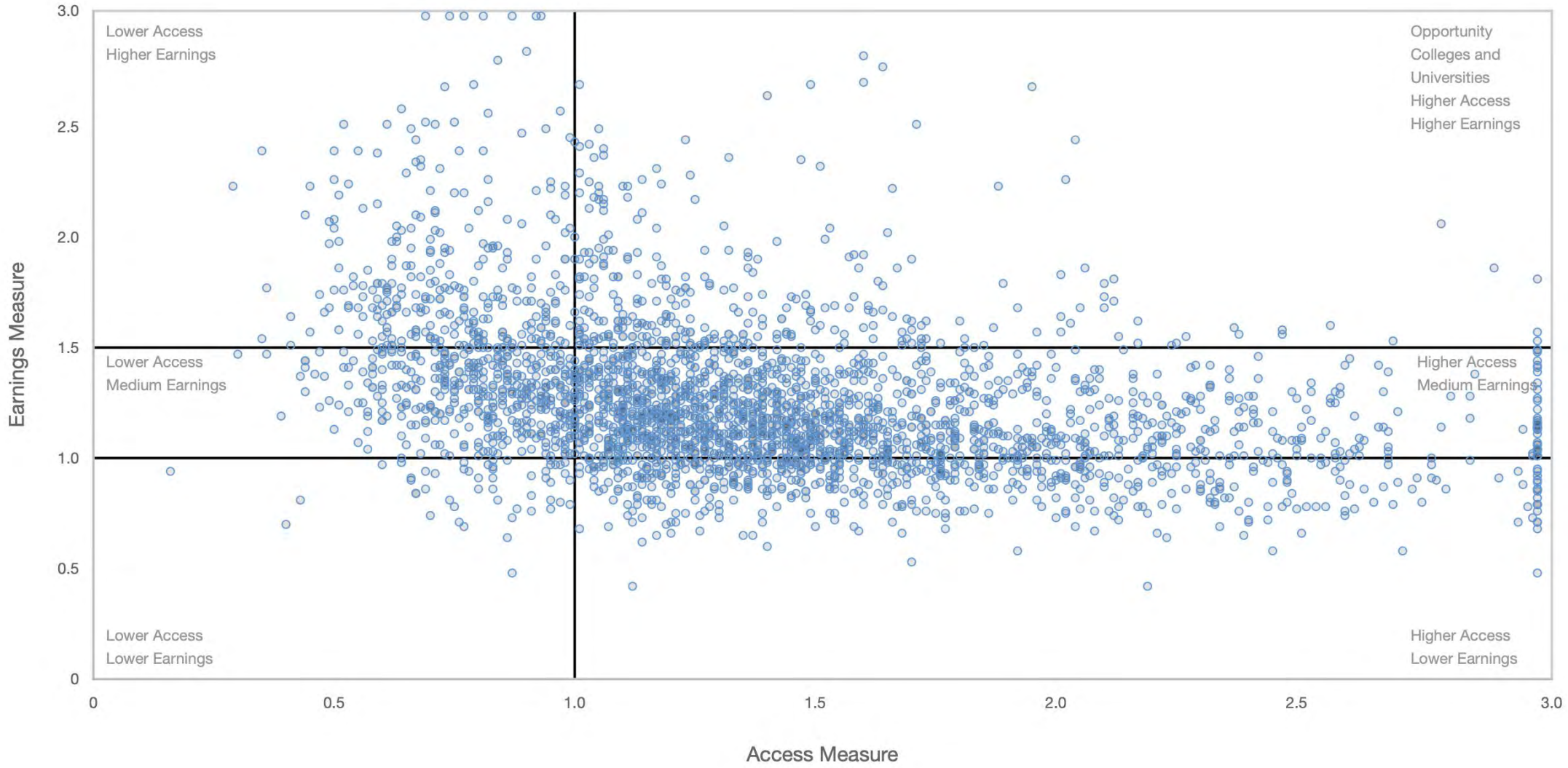
Carnegie Has Spoken – New Carnegie Classifications



Virginia has 6 R1 institutions classified in one of six categories above.

GEORGE MASON UNIVERSITY

Carnegie Has Spoken – New Carnegie Classifications



This plot highlights some of the challenges of higher education.

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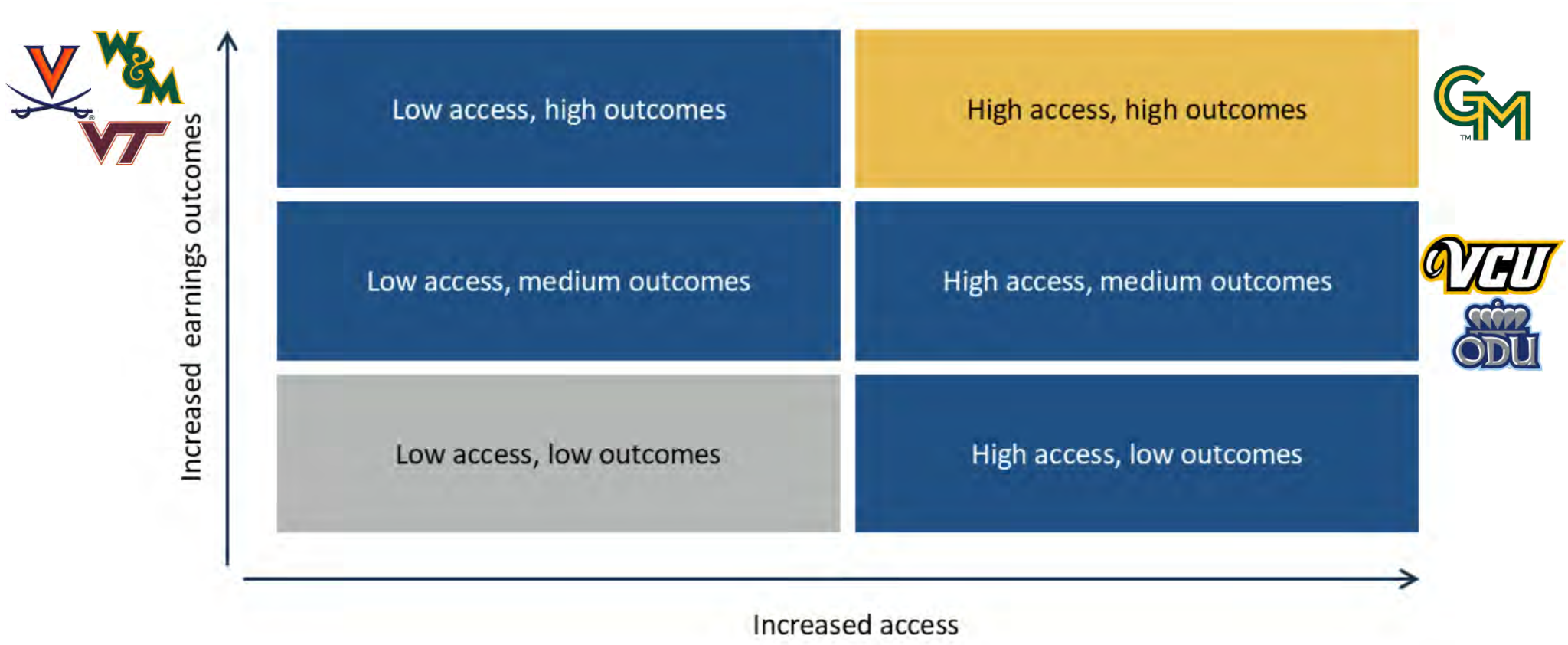
Carnegie Has Spoken – New Carnegie Classifications



Virginia has 6 R1 institutions classified in one of six categories above.

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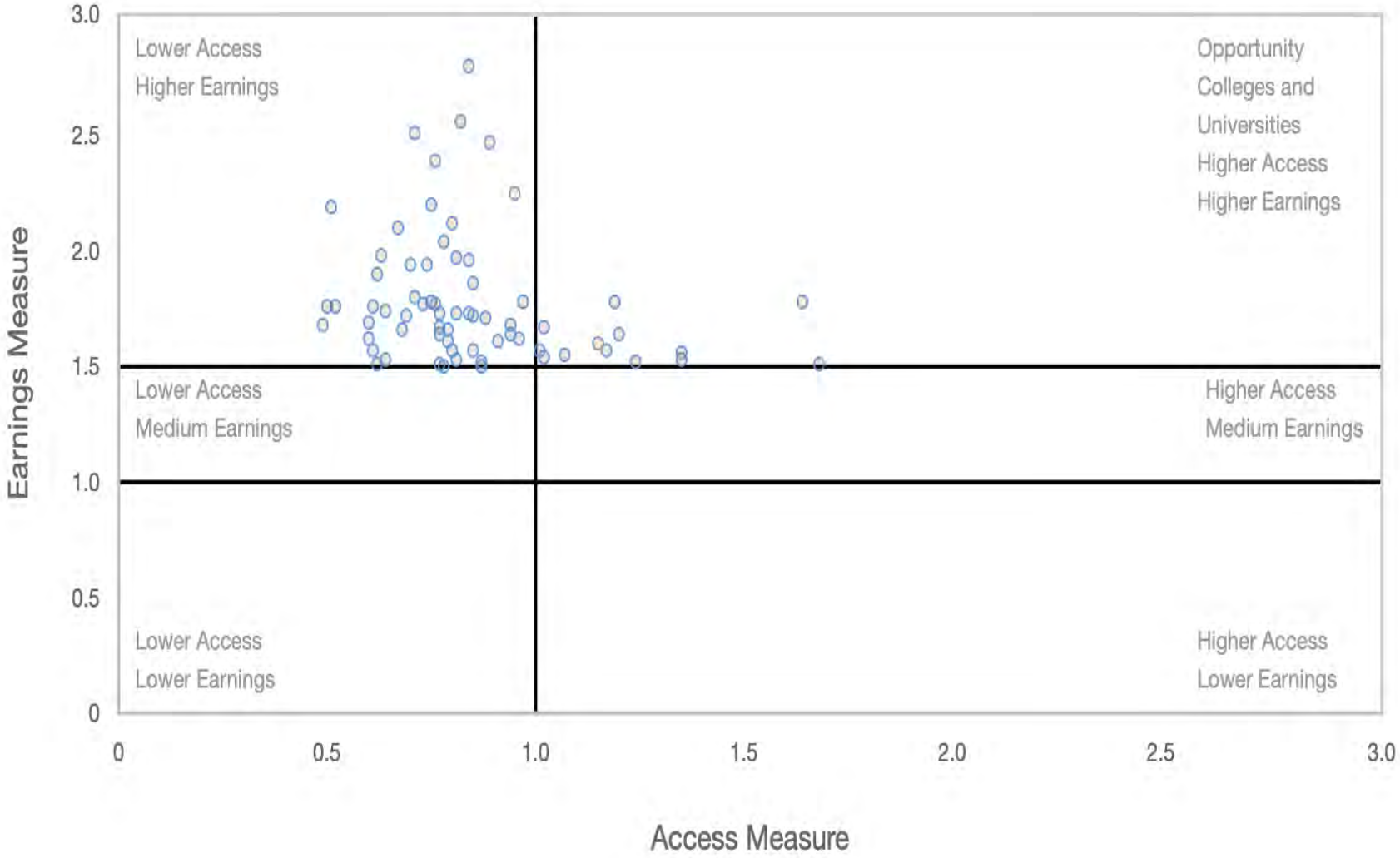
13 Large or Very Large R1 Opportunity Universities*



- Arizona State University
- Florida Atlantic University
- Florida International University
- **George Mason University**
- San Diego State University
- Stony Brook University
- The University of Texas at El Paso
- The University of Texas at San Antonio
- University of California-Irvine
- University of Central Florida
- University of Houston
- University of Illinois Chicago
- University of Louisville

96 total large or very large R1 institutions

*Within Institutional Classification of Mixed Undergraduate/Graduate

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Government Policy Challenges: Executive Orders

- There are about 30 executive orders that could possibly affect George Mason.
- The orders are subdivided into 3 categories:
  - DEI
    - Eliminated, amended, reduced, or paused (while under review) programs to move DEI infrastructure into compliance with current federal directives
  - Country of origin (to include immigration status and foreign aid support)
    - Dramatic changes to graduate enrollments are being managed
    - Developed process to support current graduate students affected by updated visa revocation and deportation policies
  - Government agency restructure
    - We have paused or terminated 54 current projects. We have developed a process to manage those affected along with an initiative to appeal those we believe were terminated in error.
    - **Grand Challenge Initiative**
    - **AI initiative**
    - **Mason Career Academy**

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Government Policy Challenges: One Big Beautiful Bill Act

Bill Provision	Potential # of Impacted Students	Potential Annual Impact ($ Loss)	Other Comments or Considerations
Changes in Pell Grants	8,629	$4,314,500 for every reduction of $500 in maximum Pell	The law adds more than $10B to Pell Grants but also expands their eligibility to include workforce programs. The maximum Pell Grant amount is currently at $7,395 per student.
Cap on Student Loans	30	$160,041	The law contains a $257,500 borrowing cap on all federal student loans, excluding borrowed Parent PLUS loan amounts. Only 30 George Mason students have hit this limit.
Eliminating Grad PLUS Loans	561	$15,134,966	Graduate students would no longer be able to receive Graduate PLUS loans.
Parent PLUS Loans Limits	473	$4,387,333	A $20,000 per-year cap per dependent student and a $65,000 aggregate limit per dependent student. 473 George Mason parents took out loans in excess of $20,000.

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The overall impact will drive up a private lending market with higher interest rates and less favorable repayment options, making it more challenging for lower-income students to borrow.

Government Policy Challenges: Executive Orders – Research

- Potential Fed Dept. Budget Cuts Through Budget Appropriations Process: TBD
  - *DOD sponsors 35.5% of George Mason sponsored research activity*
  - *HHS sponsors 13.0% of activity*
  - NSF *sponsors 11.8% of activity*
  - *NASA sponsors 4.6% of activity*
  - *Cuts to these agencies' research budgets could further impact our portfolio*
- 15% cap on IDC being challenged in court, but reductions in rate likely to continue

Known Losses - Terminated Project Balances as of 08/15 (# | $)		We are projecting a 10% reduction in expenditures for FY26. While the White House budget proposes profound cuts to federal agency budgets, approved budget may reverse some of these cuts. Expenditures will reflect these cuts phased in over time.
54	~$18M	
Projected Losses - Deal Flow (FY25 Exp | 10% Reduction)		
$204M	$20.4M	
Projected Losses - IDC Cap* (15% MTDC)		
$20.6M		

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**Based on FY25 expenditures ($204M)*

Government Policy Challenges: International Enrollment

- Current Status:
  - Overall declining admits and enrollment since 2023
  - Driven by drops in MS students, particularly from India

International Student Admits and Deposits Percentage Change						
	Fall Admits			Fall Deposits		
	2023-24	2024-25	*Fall 2025 N*	2023-24	2024-25	*Fall 2025 N*
Undergraduate	20%	3%	*1269*	22%	4%	*441*
Master	-26%	-37%	*1526*	-33%	-44%	*427*
PhD	5%	-2%	*467*	6%	4%	*200*
University Total	-14%	-21%	*3292*	-17%	-23%	*1079*

- Future Status
  - Expect declines for BS, MS, and PhD given current administration policy
  - **Only 25% of newly admitted students have been able to secure a visa**

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Key Future Strategic Priorities

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Meeting the Emerging Social Need

STAKEHOLDERS WANT

Mason Career Academy

LEARNERS WANT

- Access to talent
- With high-quality credentials
- And professional experience

- Impactful up- and re-skilling
- Flexible and convenient timing
- Quick completion

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Grand Challenge Initiative

- Goal is to support our faculty in areas where there will be long-term support
- More than 40 faculty and staff engaged for almost one year
- Focused in areas where George Mason has expertise
- AI will be core to all six areas

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AI Implementation – University Wide

Analyze data efficiently and make predictions from unstructured data across the university

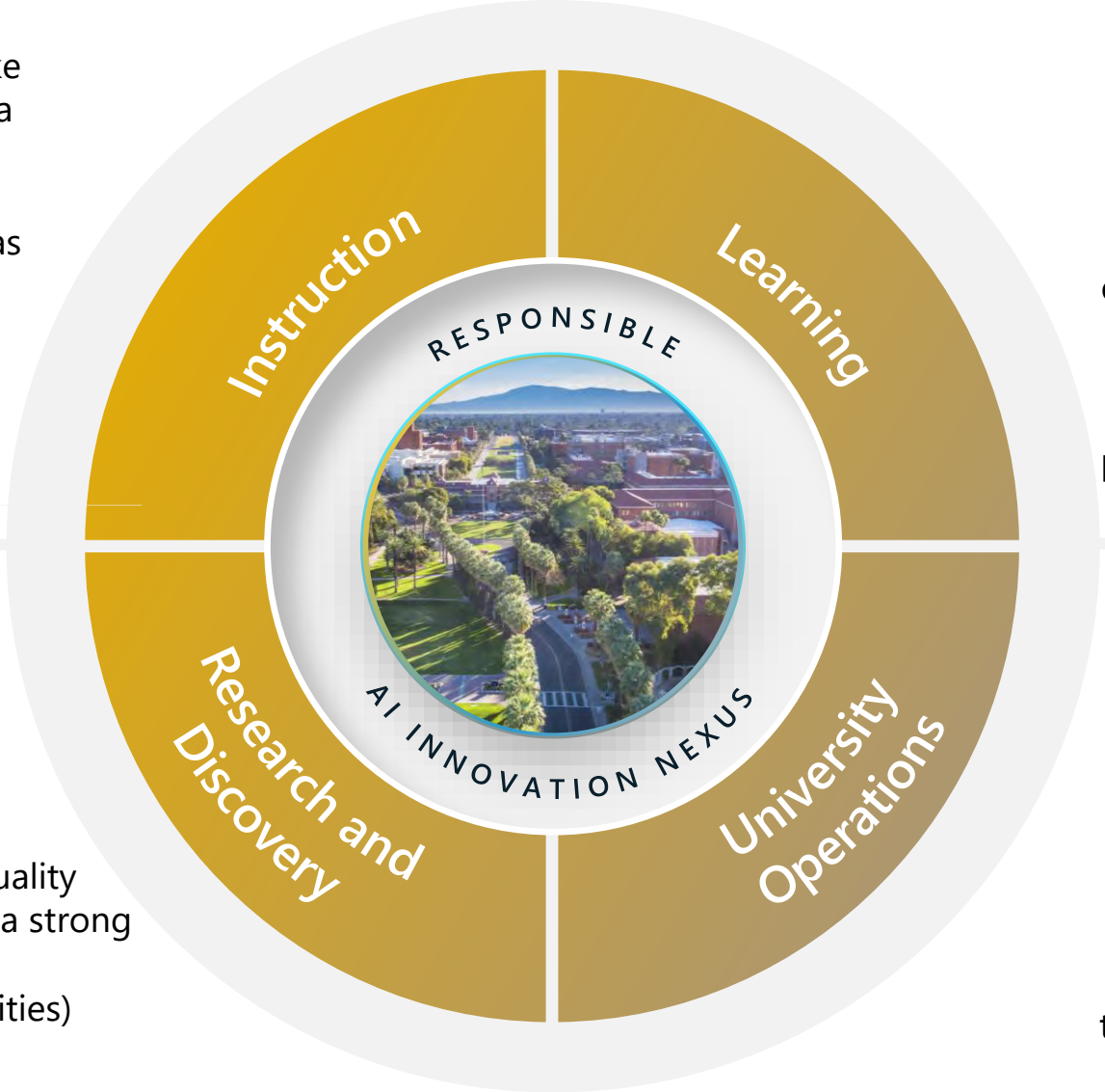
Automate repetitive tasks such as managing IT helpdesk tickets, course scheduling, and more

Unlock productivity and save staff time spent writing, searching, editing, and analyzing

Spark innovation with Azure OpenAI services across campus

Protect your data with the most comprehensive compliance and security controls in the industry

Defend at machine speed with quality detection, speed of response, and a strong security posture
(Exploring CoPIlot Security capabilities)



Personalize learning with tailored content and targeted coaching. Deployed AI Agents: CourseMate and DocuMate.

Engage learners with interactive experiences and real-time feedback

Enhance support services with recommended resources and personalized information (Deployed AI Agent: Patriot Pal)

Build AI literacy among staff, educators, and students. Launched PatriotAI platform with AI Agents: SyllaBright, NourishNet, and PatriotChat

Equip students with the skills they'll need to thrive in the future of work

Develop innovative curriculum that meets the demands of industry

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University Life

EARLY IDENTIFICATION PROGRAM

George Mason University®

DIRECT ADMISSION PROCESS

1. Summer: MOUs signed with partner schools/districts. Meetings with counseling staff and academic administrators. Media toolkit provided
2. Partner schools/districts provide data via SFTP in late August; Mason loads data into CRM
3. Shell applications created; Students provided login credentials and welcome e-mail
4. Students log-in to a "skinny" application to confirm information; HSDA applications are coded in the CRM and SIS for tracking
5. Students submit "skinny" application and have their school provide supporting documents (transcripts required)
6. Admission decisions (admit) made after information is confirm; Student notified

Partnering with Op Six to Strengthen Virginia's Future

- **Increase funding** to ensure George Mason can continue delivering high-access, high-outcome results that strengthen Virginia's workforce.
  - **Fully fund state employee compensation increases** so we can retain top faculty and staff in a competitive market.
  - **Fully resource key programs** like the Virginia Military Survivors & Dependents Education Program.
  - **Support deferred maintenance and capital projects** to upgrade key facilities for our students.
- **Grant full Tier 3 authority in cash management** to maximize efficiency and reinvest in student success.
- **Support P3 revenue diversification and partnership opportunities** that allow George Mason to respond quickly to emerging needs.
- **Collaborate on future research partnerships** that advance innovation, research, and workforce readiness across Virginia.

GEORGE MASON UNIVERSITY

Thank You!

감사합니다

¡Muchas Gracias!

Merci Bien!

感謝!

Ευχαριστώ!

СПАСИБО!

Grazie!

谢谢!

Vielen Dank!

Obrigado!

დიდი მადლობა!

Asante Sana!

Tak!

@GMUPres

@presidentgregorywashington

@presidentgregorywashington

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Appendix A:
Financial Overview

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Compare 6-Year Fiscal Plans:
July 2025 vs July 2023

Key Variances: July 2025 vs July 2023 6-Yr Fiscal Plans

E&G Revenues

- July 2025 Plan: Total FY26 to FY32 = $6.303B
  - Annual Average = $900M
- July 2023 Plan: Total FY24 to FY30 = $5.879B
  - Annual Average = $840M
- Total 7-Yr Net Increase = $424M (7%)
  - Annual Average = $60M

E&G Expenses

- July 2025 Plan: Total FY26 to FY32 = $6.414B
  - Annual Average = $916M
- July 2023 Plan: Total FY24 to FY30 = $6.096B
  - Annual Average = $871M
- Total 7-Yr Net Increase = $318M (5%)
  - Annual Average = $45M

E&G Net Surplus / (Deficit)

- July 2025 Plan: Total FY26 to FY32 = ($111M)
  - Annual Average = ($16M)
- July 2023 Plan: Total FY24 to FY30 = ($217M)
  - Annual Average = ($31M)
- Total 7-Yr Net Reduction = $106M (7%)
  - Annual Average = $15M

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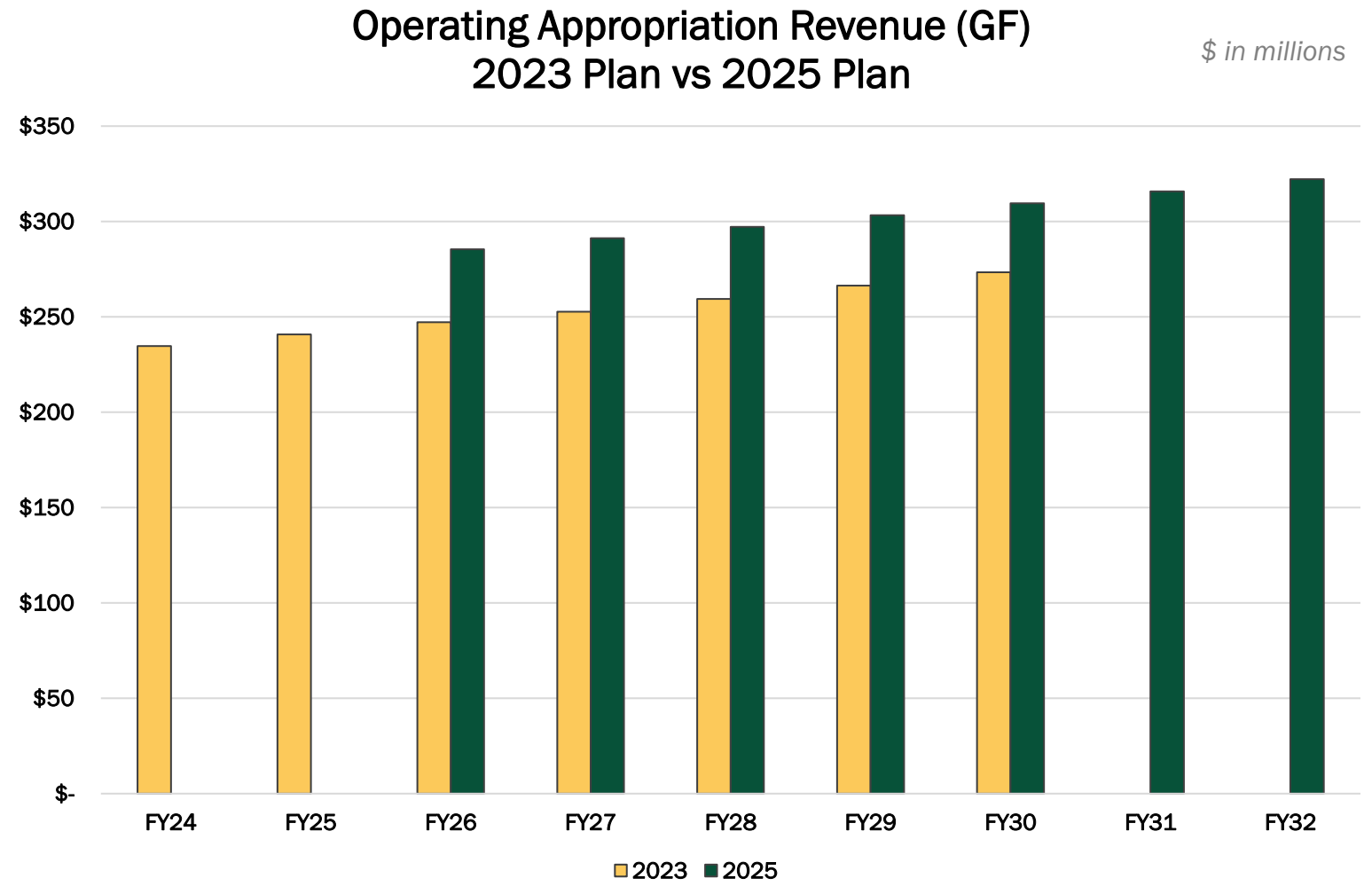
Comparing Appropriations in Six-Year Plans: 2025 vs 2023

Current Six-Year Plan (FY26-32) vs Previous (FY24-30)

George Mason's operating appropriations have increased by:

- **Total 2023 Plan: $1.8B**
- **Total 2025 Plan: $2.1B**
- **Total Increase: $350M**
- **20% Increase**



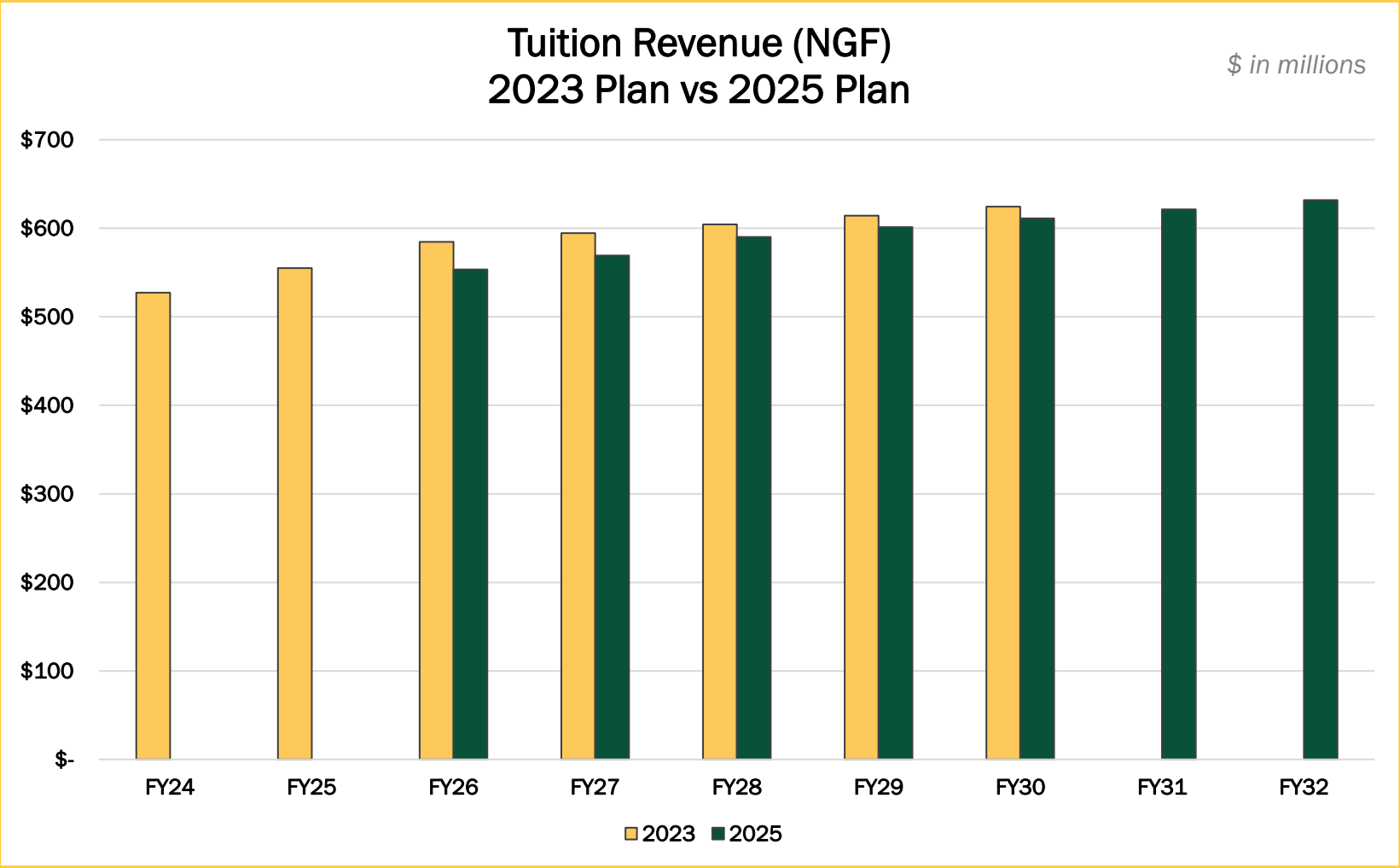
GEORGE MASON UNIVERSITY

Comparing Tuition Revenue in Six-Year Plans: 2025 vs 2023

Current Six-Year Plan (FY26-32) vs Previous (FY24-30)

George Mason's tuition revenue has increased by:

- **Total 2023 Plan: $4.1B**
- **Total 2025 Plan: $4.2B**
- **Total Increase: $74M**
- **2% Increase**



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July 2025 – Six-Year Fiscal Plan Assumptions (FY26 – FY32)

Revenue Drivers

- FY25 Base State Operating Appropriations held constant
  - FY26 Increased State Appropriations: $13M (One-Time)
- Overall 1.67% Projected Student FTE Enrollment Growth
  - Undergraduate: 1.73%
  - Graduate: 1.51%
  - Law: .65%
- Tuition Rate Increases:
  - FY26: 0% Tuition Increase – In State / 1.5% to 2.5% Out of State
  - FY27 / FY28 = 3% / FY 29 to FY32 = 0%
- State Salary Support - 3% Compensation Increase in FY26 / 2% Increase for FY27 to FY32 (~50%)

Expense Drivers:

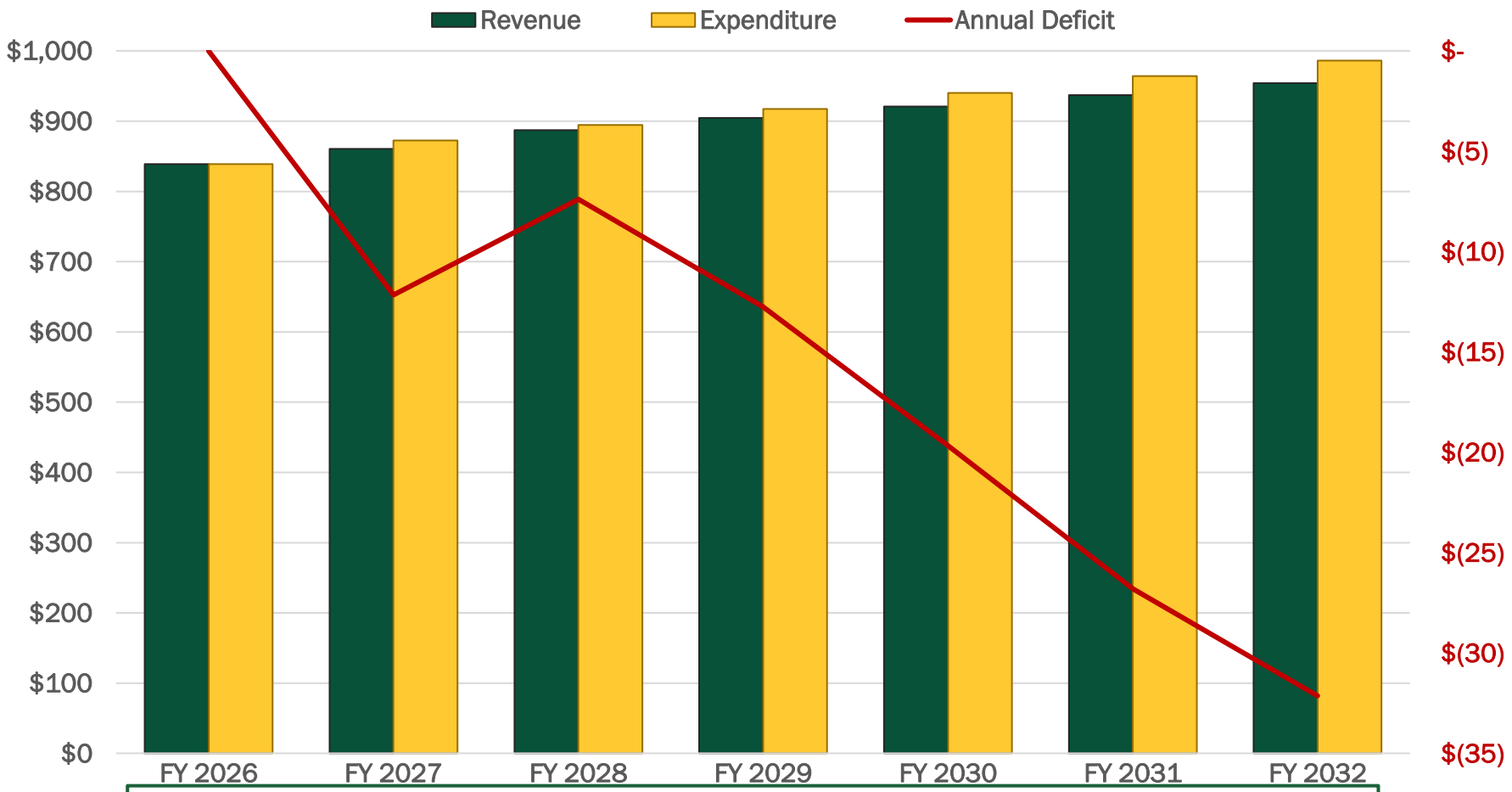
- State-Approved Compensation Increases: 3% for FY26 / 2% for FY27 to FY32
- Increased Fringe Benefits Costs (1% Increase for FY27 to FY32)
- Increased Funding from University Resources for Student Financial Aid (including VMSDEP)
- Inflationary Cost Increases Across All Non-Personnel Categories (3% to 4%)
- Additional Facility-Related Operating Costs for Academic Facilities: FUSE & LSEB Opened Fall 2025
- Other Mission-Critical Strategic Investments in Instructional and Student Success Services / IT Systems

July 2025 - Six-Year Plan Pro Forma: E&G FY 2026 – FY 2032

Revenue, Expenditure, Deficit

Based on six-year plan projections, George Mason's annual deficit continues to increase, driven by growing expenses with restricted revenues.

Based on SCHEV pro forma, George Mason would reach a ($32M) E&G deficit in FY 2032.



	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032
Revenue	$839	$860	$887	$905	$921	$937	$954
Expenditure	$839	$873	$895	$917	$940	$964	$986
Annual Deficit	$-	$(12)	$(7)	$(13)	$(20)	$(27)	$(32)

$ in millions

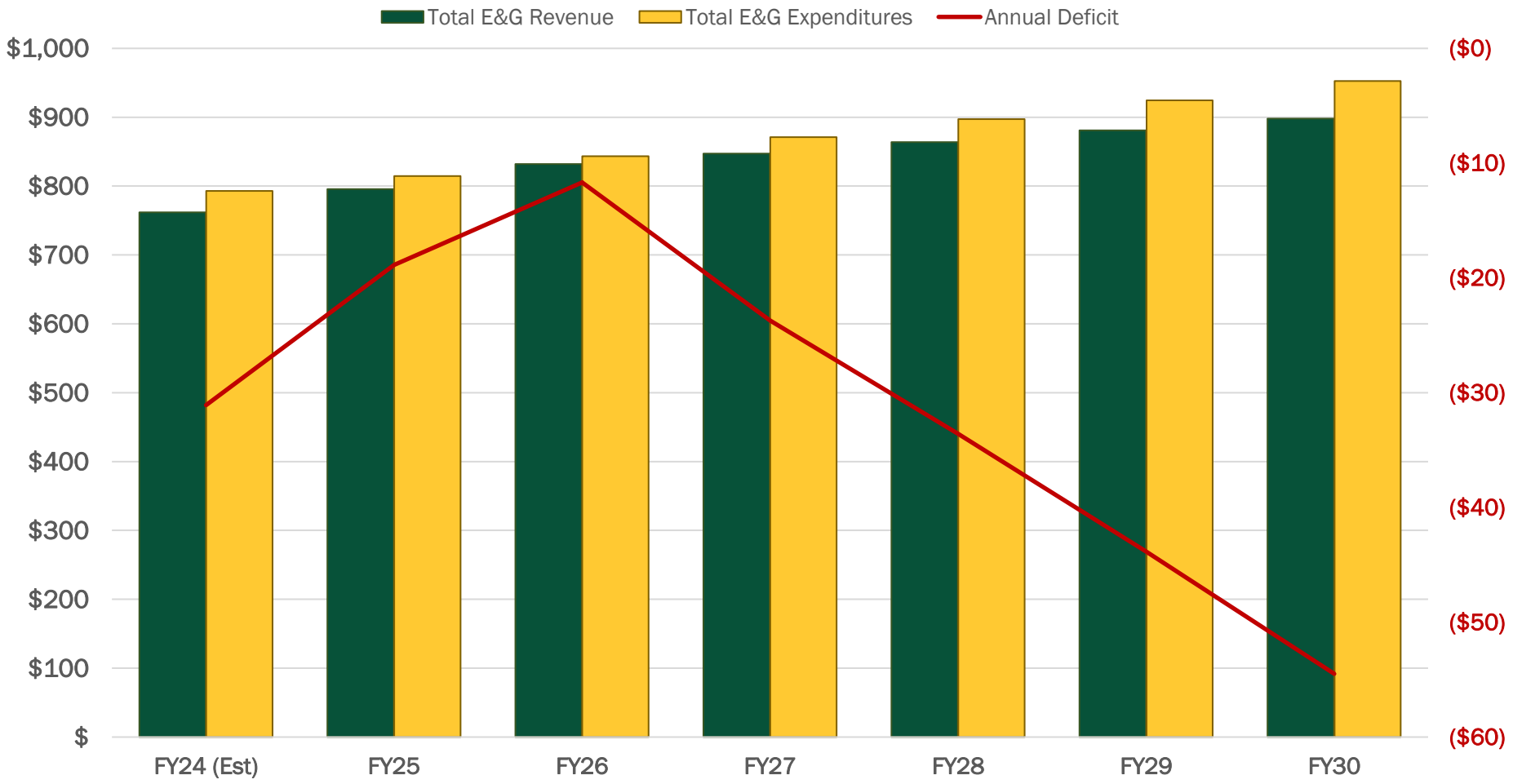
GEORGE MASON UNIVERSITY

July 2023 - Six-Year Plan Pro Forma: E&G FY 2024 – FY 2030

Revenue, Expenditure, Deficit

George Mason's six-year plan shows progress to closing the E&G operating gap, but is unsustainable without revenue growth (GF and tuition) after FY26.

Based on SCHEV pro forma, George Mason would reach a $55M E&G deficit in FY 2030.



	FY24 (Est)	FY25	FY26	FY27	FY28	FY29	FY30
E&G Revenue:	$761.7	$795.8	$831.8	$847.2	$863.8	$880.7	$898.0
E&G Expenditures:	$792.8	$814.6	$843.5	$870.9	$897.4	$924.6	$952.5
Annual Deficit:	($31.1)	($18.9)	($11.7)	($23.7)	($33.6)	($43.8)	($54.5)

$ in millions

Comparing Annual E&G Deficits: July 2025 vs July 2023

Current Six-Year Plan (FY26-32) vs Previous (FY24-30)

George Mason has <u>improved</u> its projected financial condition in the current six-year plan:

- **FY30: ($55M)**
- **FY32: ($32M)**
  - **$23M Improvement (41%)**

- **Cumulative FY24-FY30: ($217M)**
- **Cumulative FY26-FY32: ($111M)**
  - **$116M Improvement (49%)**

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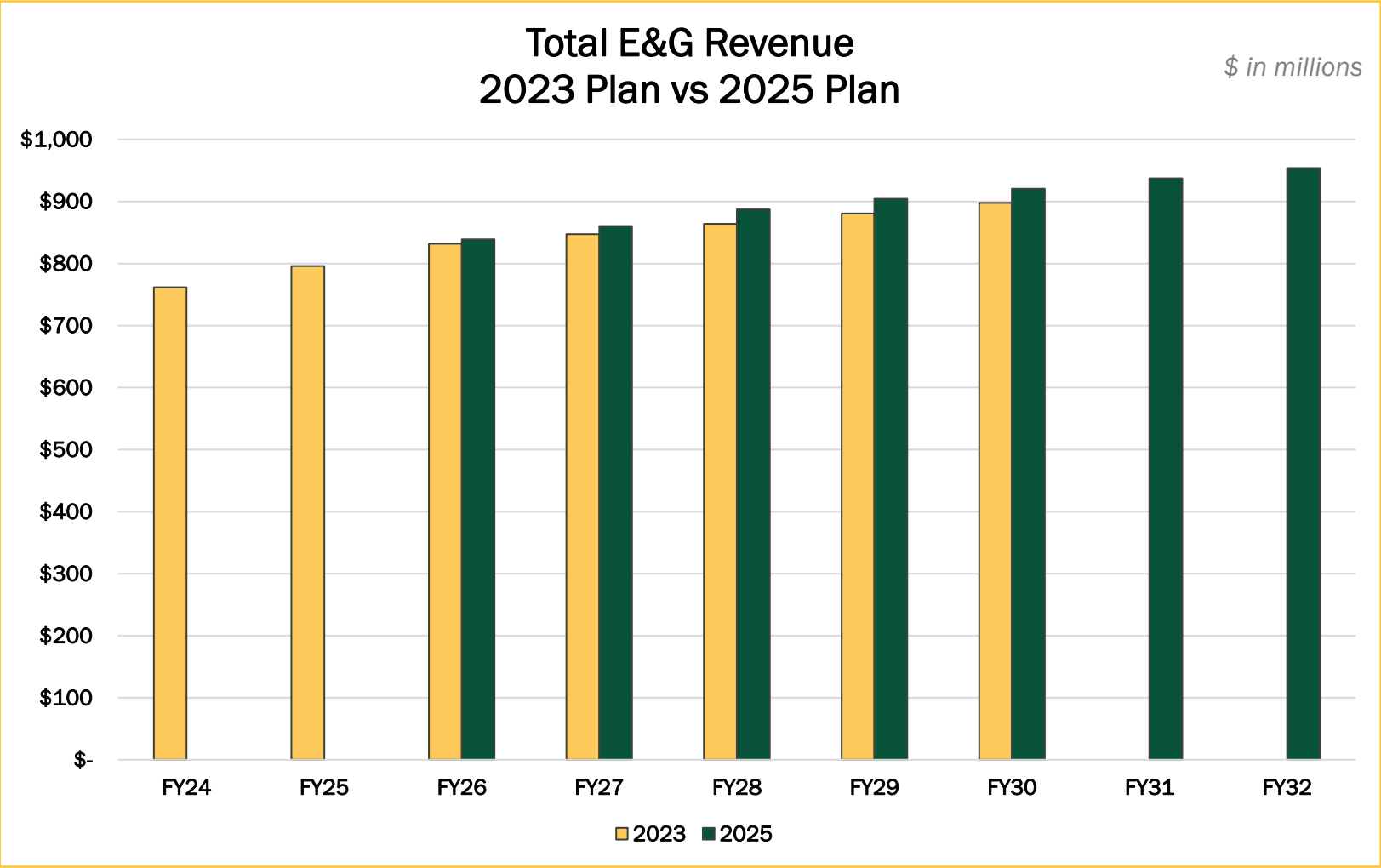
Comparing Total E&G Revenue in Six-Year Plans: 2025 vs 2023

Current Six-Year Plan (FY26-32) vs Previous (FY24-30)

George Mason's total E&G revenue has increased by:

- **Total 2023 Plan: $5.9B**
- **Total 2025 Plan: $6.3B**
- **Total Increase: $424M**
- **7% Increase**



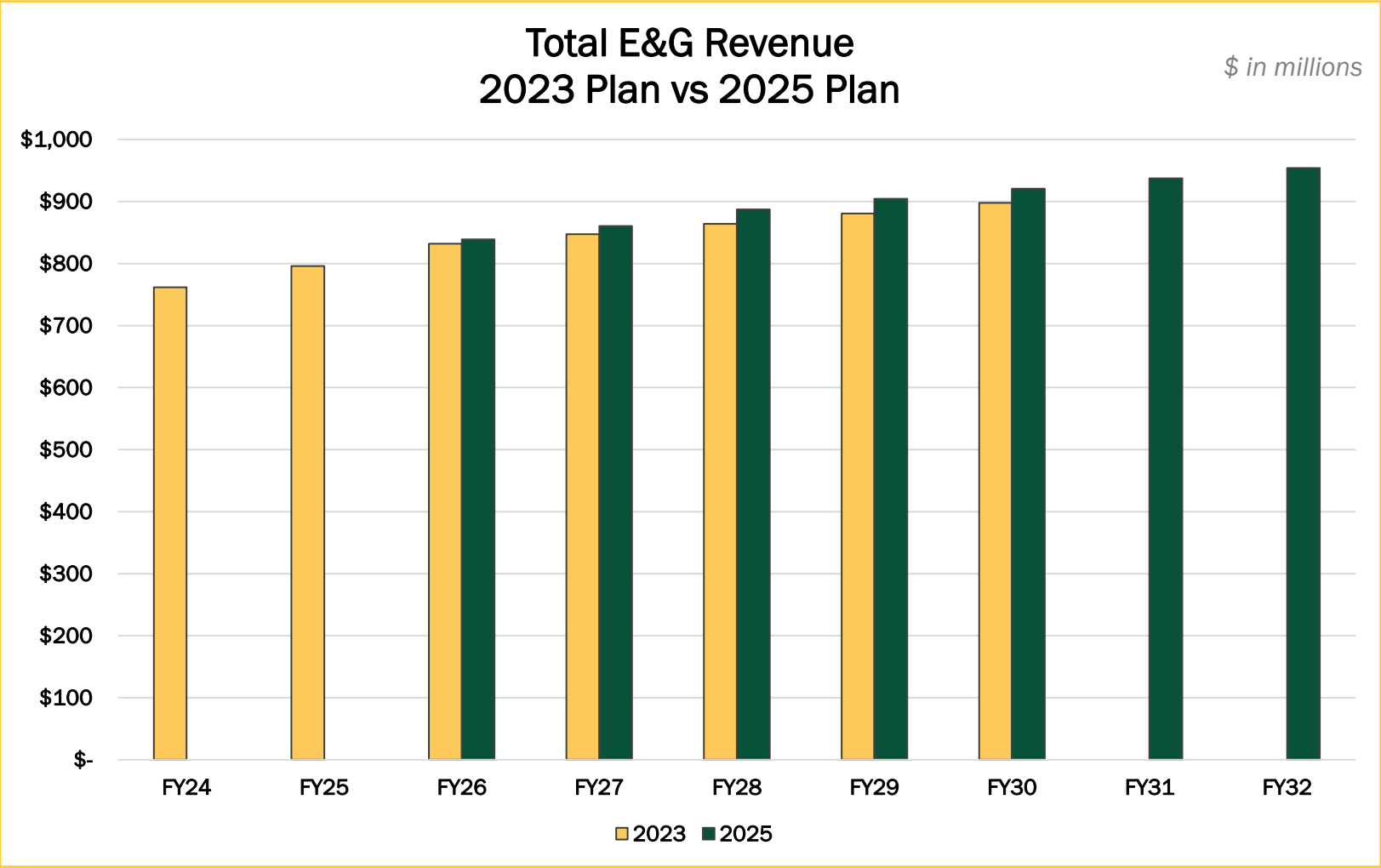
Data shown by year of six-year plan

Comparing Total E&G Revenue in Six-Year Plans: 2025 vs 2023

Current Six-Year Plan (FY26-32) vs Previous (FY24-30)

George Mason's total E&G revenue has increased by:

- **Total 2023 Plan: $5.9B**
- **Total 2025 Plan: $6.3B**
- **Total Increase: $424M**
- **7% Increase**



Data shown by year of six-year plan

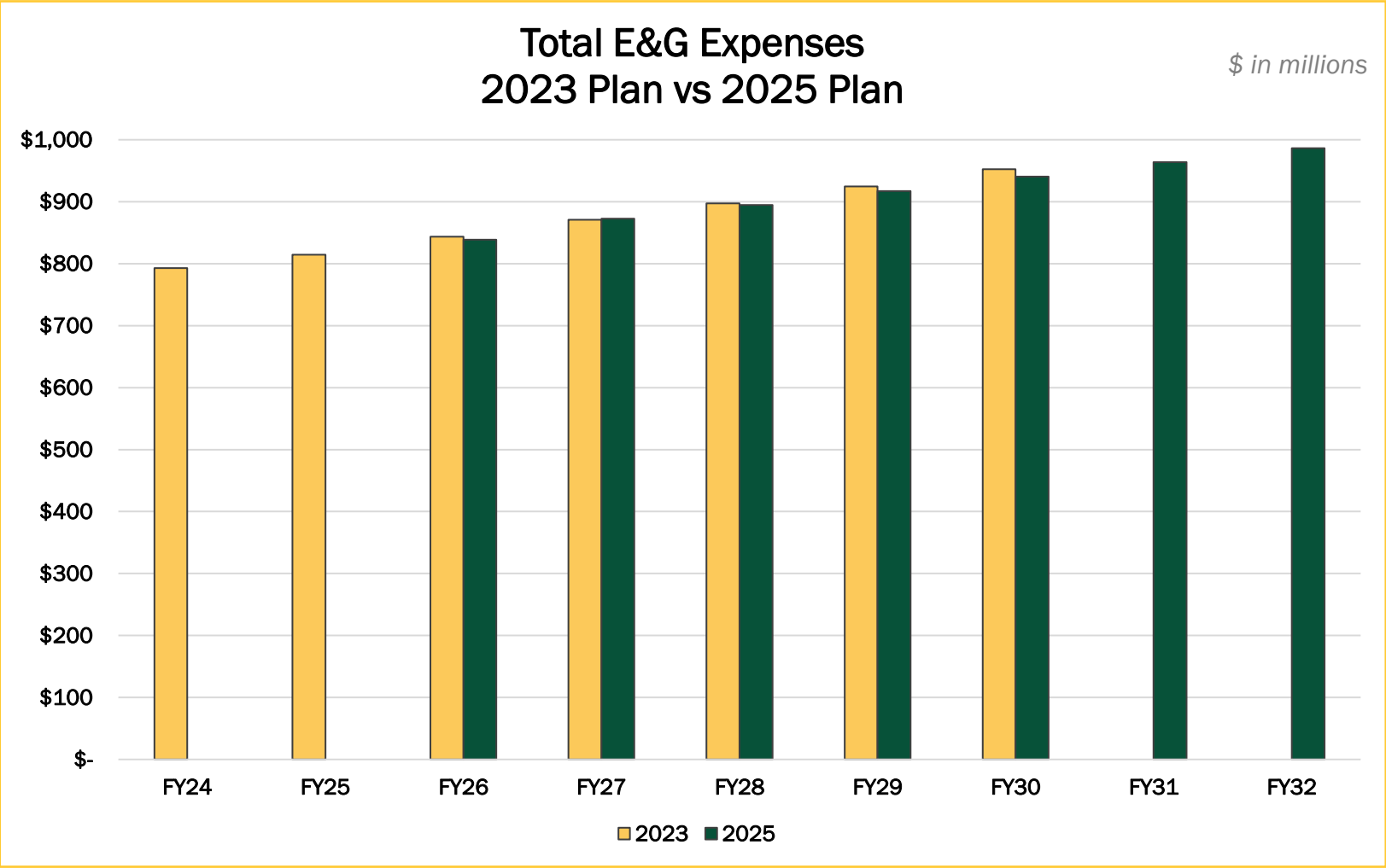
GEORGE MASON UNIVERSITY

Comparing Total E&G Expenses in Six-Year Plans: 2025 vs 2023

Current Six-Year Plan (FY26-32) vs Previous (FY24-30)

George Mason's total E&G expenses have increased by:

- **Total 2023 Plan: $6.1B**
- **Total 2025 Plan: $6.4B**
- **Total Increase: $318M**
- **5% Increase**



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Comparing Total E&G Deficit in Six-Year Plans: 2025 vs 2023

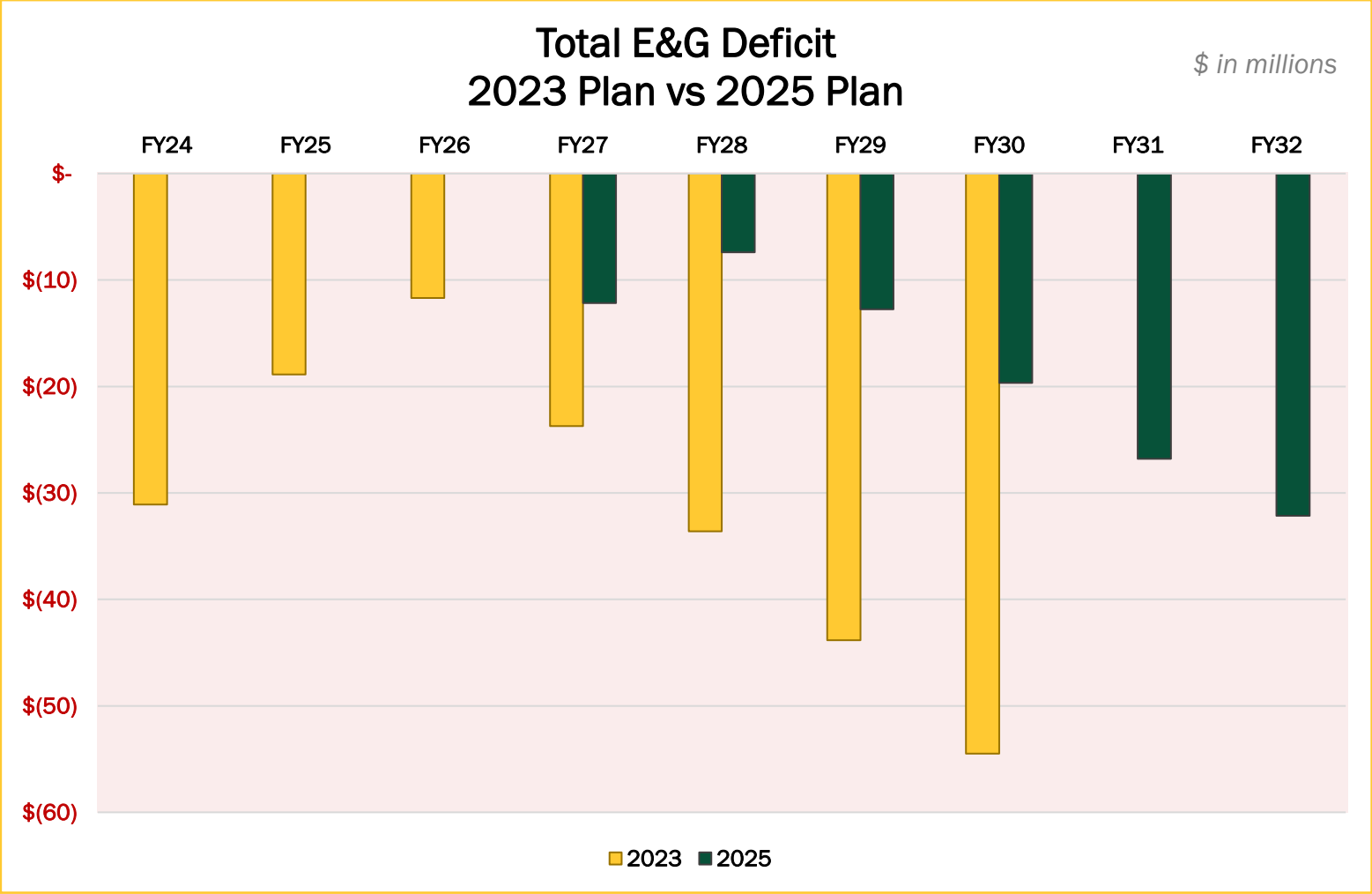
Current Six-Year Plan (FY26-32) vs Previous (FY24-30)

George Mason has improved its total projected operating deficit by:

- Total 2023 Plan: ($217M)
- Total 2025 Plan: ($111M)
- Total Reduction: $106M
- 49% Reduction

George Mason's annual deficit for the final year of our current plan has improved by:

- Previous Year 7 Deficit: ($32M)
- Current Year 7 Deficit: ($54M)
- Total Reduction: $22M
- 41% Reduction



GEORGE MASON UNIVERSITY

General Fund Request

July 2025 - Biennium FY 2027 & FY2028

July 2023 - Biennium FY 2025 & FY2026

GEORGE MASON UNIVERSITY

July 2025 - General Fund Request: Biennium FY2027 & FY2028

Priority	Strategies	Category	2026-2027		2027-2028	
			Total Amount	GF Support	Total Amount	GF Support
1	**Deliver a distinctive and inclusive student experience that fosters lifelong engagement**		**$61,799,573**	**$43,062,558**	**$74,571,925**	**$60,092,520**
	Student Success Initiatives	Financial Aid	$18,909,435	$4,922,420	$19,574,245	$9,844,840
		Financial Aid - VMSDEP	$22,025,138	$22,025,138	$28,632,680	$28,632,680
		Financial Aid	$6,000,000	$6,000,000	$10,000,000	$10,000,000
		Technology Infrastructure	$12,500,000	$7,750,000	$14,000,000	$9,250,000
		Degree Pathways	$2,365,000	$2,365,000	$2,365,000	$2,365,000
2	**Invest in faculty and staff success**		**$45,321,293**	**$45,321,293**	**$46,445,083**	**$46,445,083**
	Equitable Compensation	Cost Efficiency	$18,500,000	$18,500,000	$18,500,000	$18,500,000
	Mandated State Salary Increases (100%)	Cost Efficiency	$6,189,293	$6,189,293	$6,313,083	$6,313,083
	Efficient Systems, Infrastructure, Reduce Manual Processes	Technology Infrastructure	$2,500,000	$2,500,000	$3,500,000	$3,500,000
	HEETF-Increased Institutional Support	Technology Infrastructure	$7,000,000	$7,000,000	$7,000,000	$7,000,000
	Move FY25 One-Time GF to Base	General Operations Support	$11,132,000	$11,132,000	$11,132,000	$11,132,000
3	**Expand the impact of George Mason's research, scholarship, and creative enterprise**		**$11,530,000**	**$8,570,000**	**$11,530,000**	**$8,570,000**
	Pilot Center: VA State Climate Office (VASCO)	Community Engagement	$1,000,000	$1,000,000	$1,000,000	$1,000,000
	Pilot Center: Tick-borne Disease Clinic	Community Engagement	$500,000	$500,000	$500,000	$500,000
	Pilot Center: Quantum Center	Economic Development	$1,000,000	$1,000,000	$1,000,000	$1,000,000
	Expand Partnerships for Economic and Social Impact	Education Innovation / Online Learning	$1,400,000	$1,400,000	$1,400,000	$1,400,000
	Programs & Projects	Education Innovation / Online Learning	$750,000	$250,000	$750,000	$250,000
	Efficient Systems, Infrastructure and Automation	Cost Efficiency	$1,500,000	$500,000	$1,500,000	$500,000
	Research - Scholarship	Curriculum	$750,000	$250,000	$750,000	$250,000
	Research - AI Initiative	Research	$2,880,000	$1,920,000	$2,880,000	$1,920,000
	Commonwealth AI Institute	Economic Development	$250,000	$250,000	$250,000	$250,000
	Research	Technology Infrastructure	$1,500,000	$1,500,000	$1,500,000	$1,500,000
Total			**$118,650,86**	**$96,953,851**	**$132,547,008**	**$115,107,603**

July 2023 - General Fund Request: Biennium FY2025 & FY2026

Priority Ranking	Strategies (Match Academic-Financial Worksheet Short Title)	Biennium 2024-2026 (7/1/24-6/30/26)			
		2024-2025		2025-2026	
		Total Amount	GF Support	Total Amount	GF Support
1	Deliver a distinctive and inclusive student experience that fosters lifelong engagement				
	1a) Financial Aid	$18,267,204	$8,000,000	$18,909,435	$8,000,000
	1b) Expand Access	$2,365,000	$1,182,500	$2,365,000	$1,182,500
	1c) Student Success Initiatives	$20,000,000	$13,000,000	$16,800,000	$13,400,000
	1d) Unfunded Mandate-Virginia Military Survivors & Dependents Education Program	$13,013,000	$13,013,000	$16,916,900	$16,916,900
4	Expand the impact of George Mason's research, scholarship, and creative enterprise				
	4a) Support/ Infrastructure	$9,850,000	$9,850,000	$3,850,000	$3,850,000
	4b) Scholarship	$2,750,000	$2,750,000	$2,750,000	$2,750,000
3	Expand partnerships for economic and social impact	$5,400,000	$5,400,000	$5,400,000	$5,400,000
2	Invest in faculty and staff success				
	2a) Equitable compensation	$6,115,894	$6,115,894	$6,273,585	$6,273,585
	2b) Efficient systems, infrastructure, reduce manual processes	$5,500,000	$5,500,000	$3,700,000	$3,700,000
	2c) HEETF-increased institutional support	$5,000,000	$5,000,000	$8,000,000	$8,000,000
	Total General Fund Request	**$88,261,098**	**$69,811,394**	**$84,964,920**	**$69,472,985**

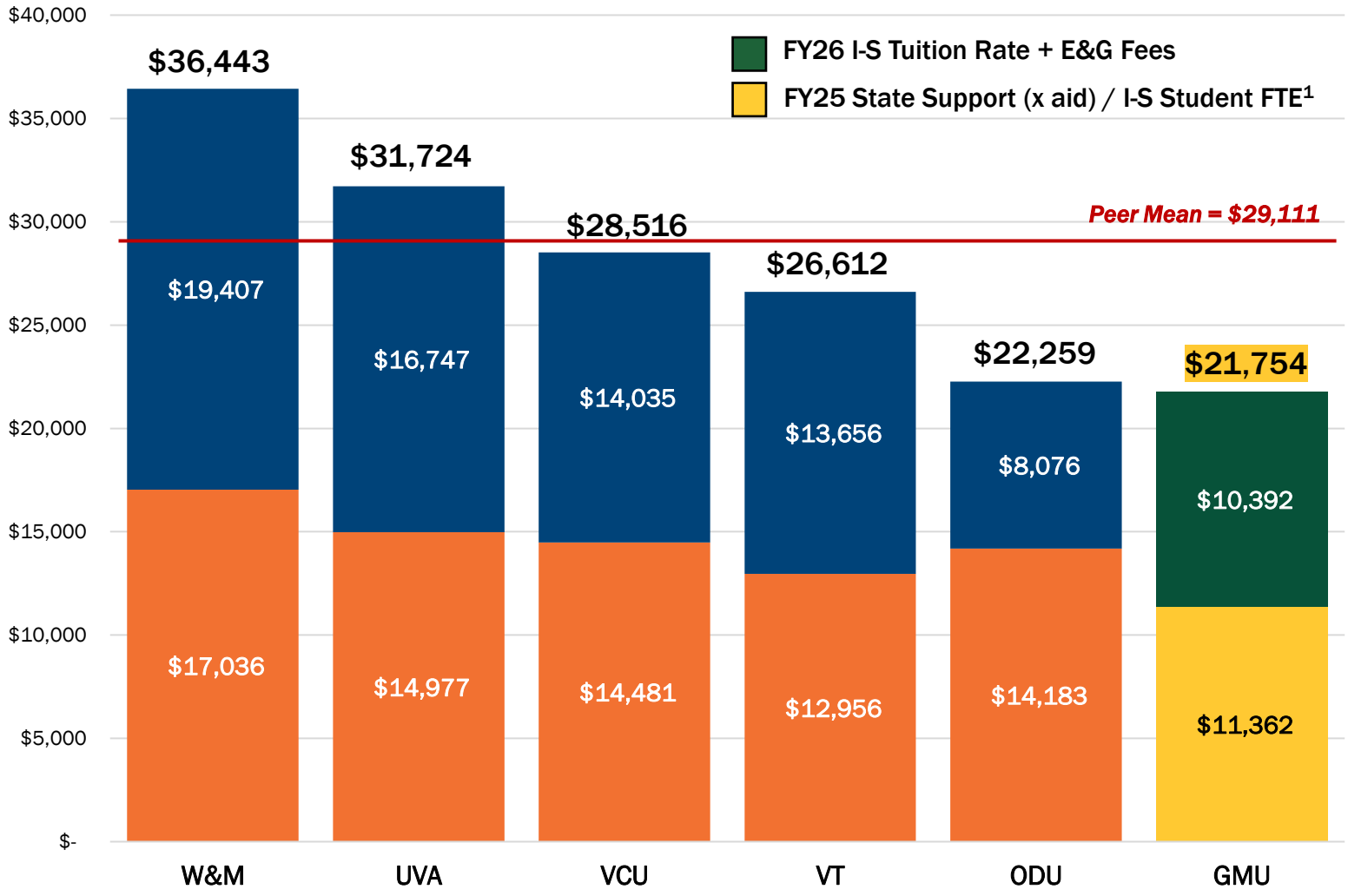
Financial Efficiency & Sustainability

Despite Significant Funding Challenges

GEORGE MASON UNIVERSITY

George Mason Is Underfunded

- George Mason is more than $7,000 per in-state student FTE below the mean of five doctoral peer institutions when state and tuition funding are combined.
- This disparity equates to $187M less financial resources.
- George Mason continues to prioritize access and affordability despite rising costs and operating in the most expensive region in the Commonwealth.



Student FTE[1]:	5,521	15,297	22,813	23,748	16,483	25,482

[1] I-S Student FTE is based on FY24 enrollment for UG, Grad and Law.
Note: Mason does not have mandatory E&G Fees

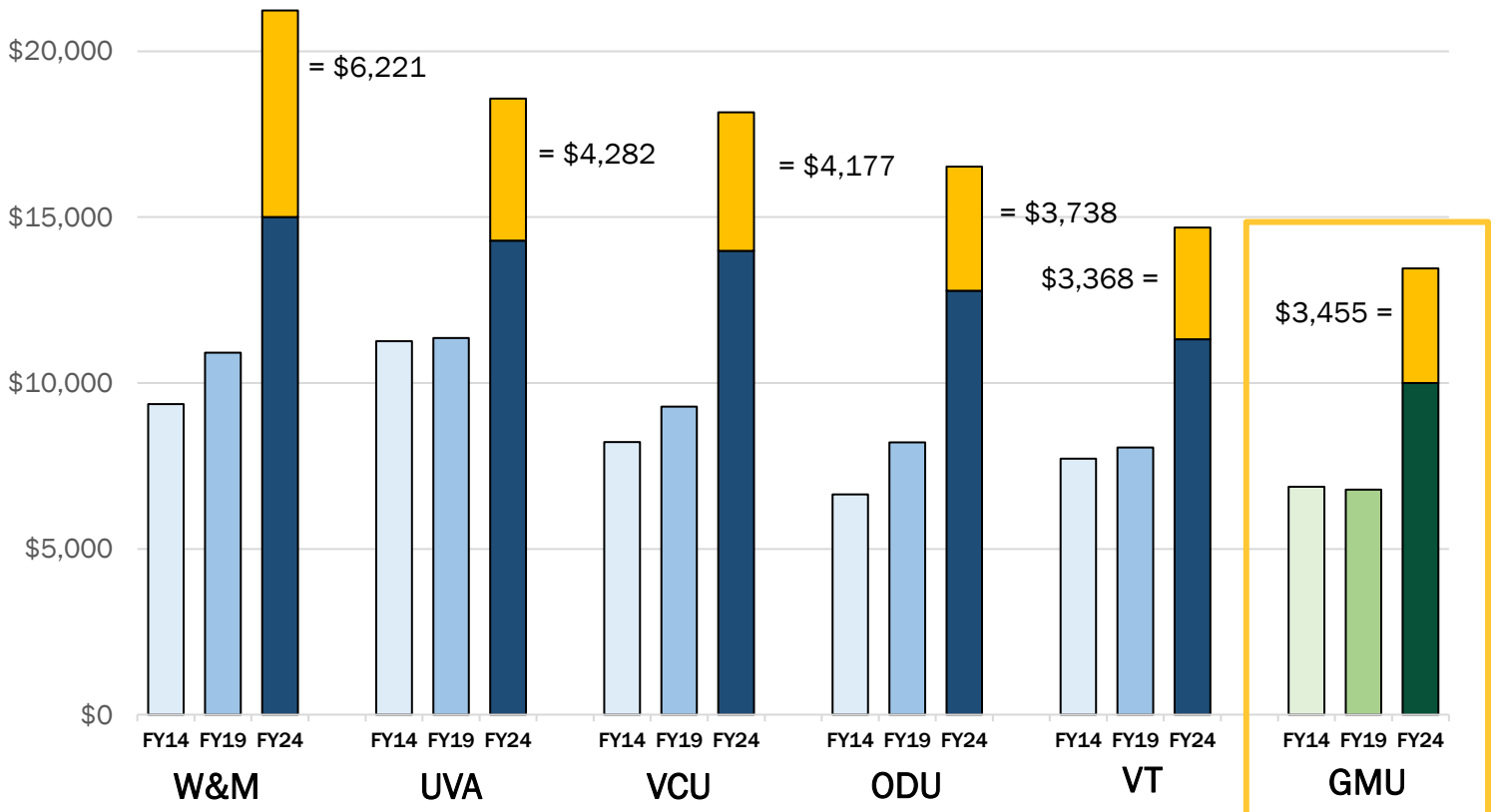
GEORGE MASON UNIVERSITY

Appropriations Lag Behind Peers

Historical E&G General Fund (excluding aid)

- While George Mason has seen significant increases in appropriations since FY20, we continue to lag behind peer per-student support.
- George Mason vs peer median:
  - FY14: $1,348 below
  - FY24: $3,983 below
- George Mason maintains lean operations with significantly fewer employees per student than our peers.
- Increased funding would be used for critical market compensation adjustments, additional staffing, and strategic infrastructure investments.

State Support[1] (excl Aid) / In-State UG Student FTE[2]



	W&M	UVA	VCU	ODU	VT	GMU
FY25 State Support[1]	$94M	$229M	$330M	$234M	$308M	$290M
FY24 In-State UG FTE[2]	4,431	12,332	18,195	14,150	20,951	21,523
Per Student	$21,227	$18,578	$18,157	$16,522	$14,685	$13,452

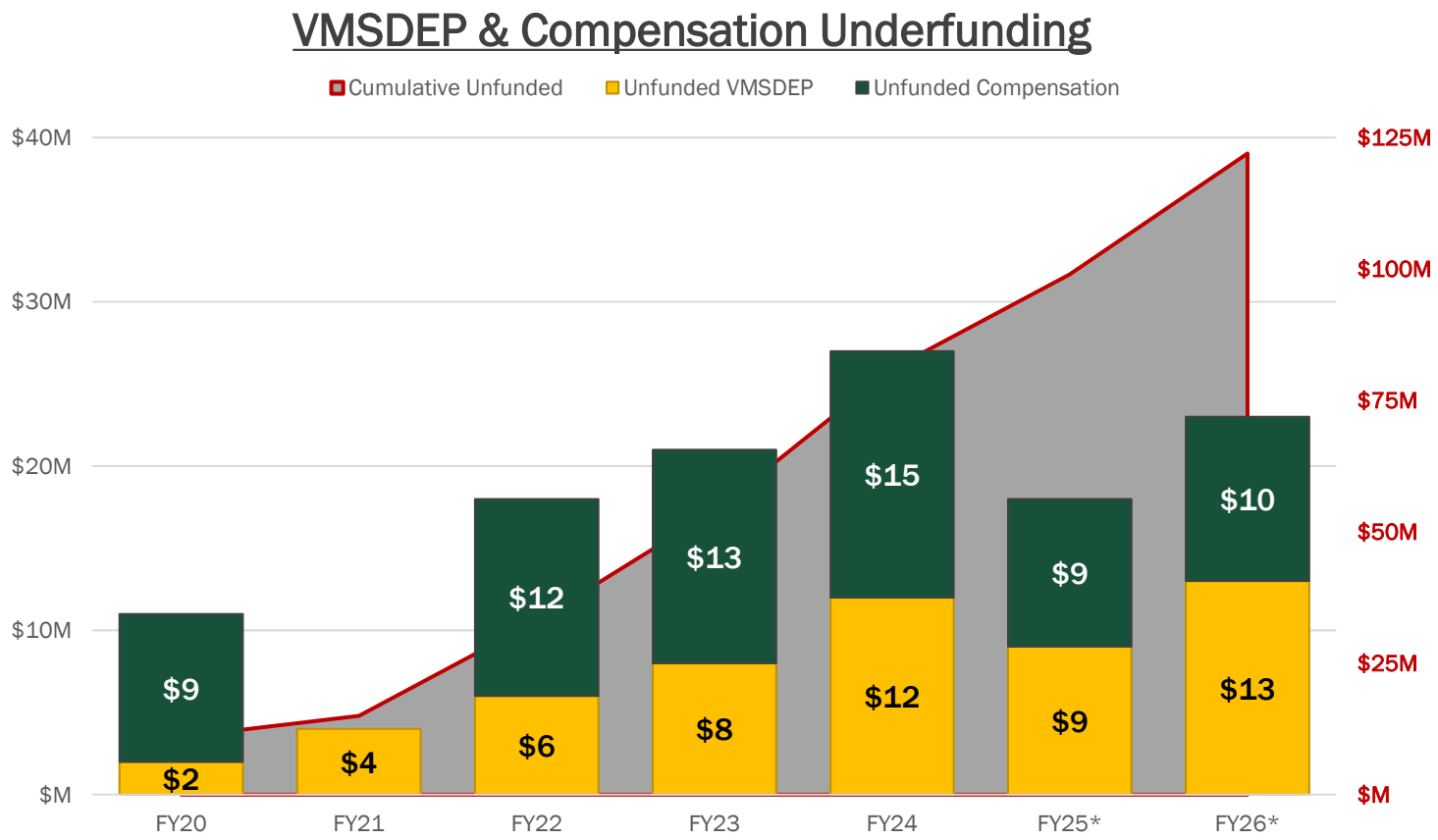
GEORGE MASON UNIVERSITY

(1) FY25 State Support includes operating amendment funds but excludes one-time funds for the FY25 bonus.
(2) In-State UG Student FTE is based on FY24 enrollment; the FY25 update is not yet available on SCHEV's website.

Unfunded Mandates

Virginia Military Survivors & Dependents Education Program (VMSDEP) and Employee Compensation Increases

- The Commonwealth's unfunded mandates place an enormous burden on George Mason's budget.
- To address the true FY26 cost of these unfunded mandates, George Mason would need to raise tuition more than 11%.
- The cumulative impact from FY20-FY26 will be $122M.
- Not only does this strain George Mason's resources, it challenges the university's ability to make long-term strategic investments.

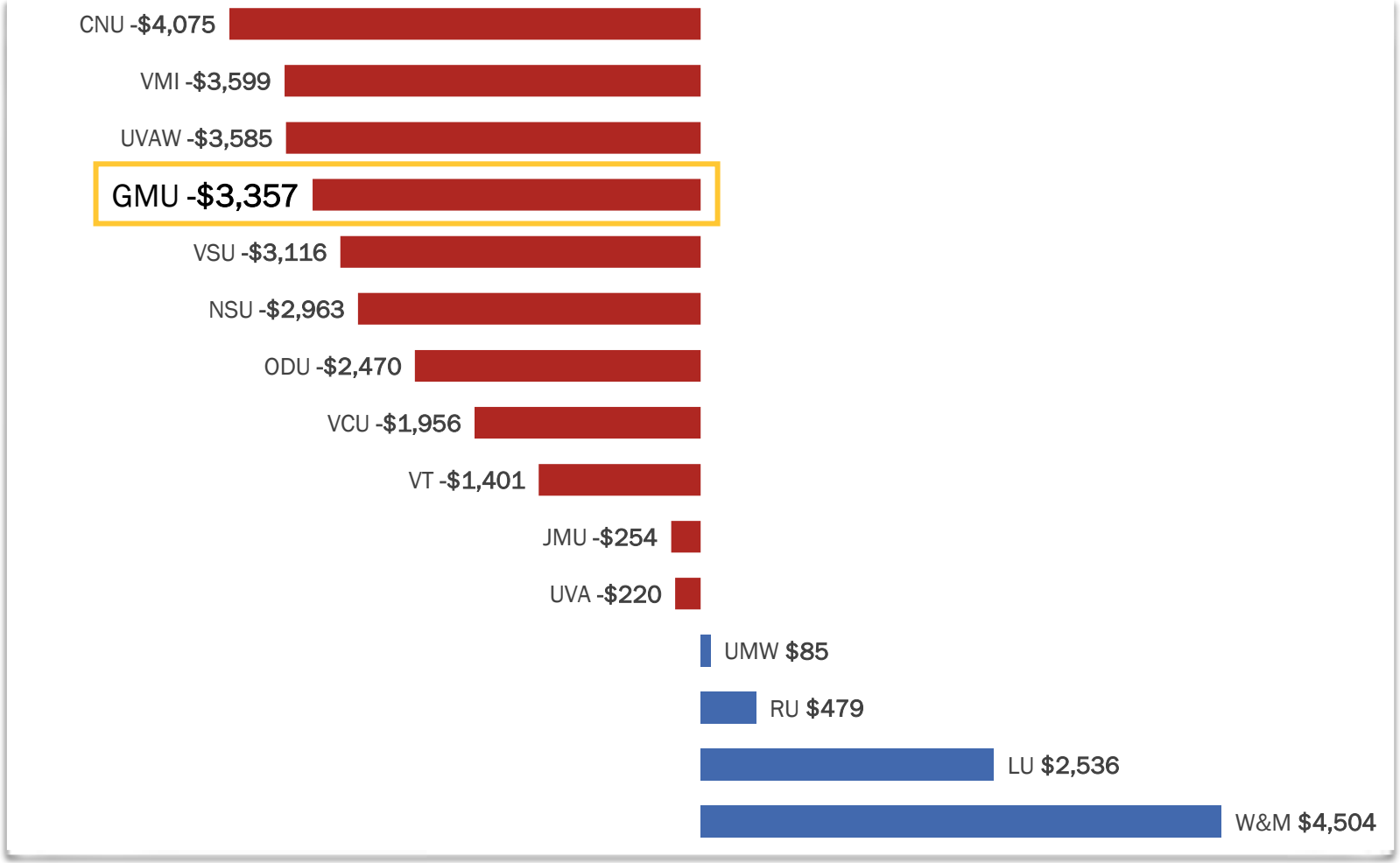


	FY20	FY21	FY22	FY23	FY24	FY25*	FY26*
Unfunded VMSDEP	$2M	$4M	$6M	$8M	$12M	$9M	$13M
Unfunded Compensation	$9M	$M	$12M	$13M	$15M	$9M	$10M
Cumulative Unfunded	$11M	$15M	$33M	$54M	$81M	$99M	$122M

**FY25 Costs are preliminary; FY26 cost is forecast*

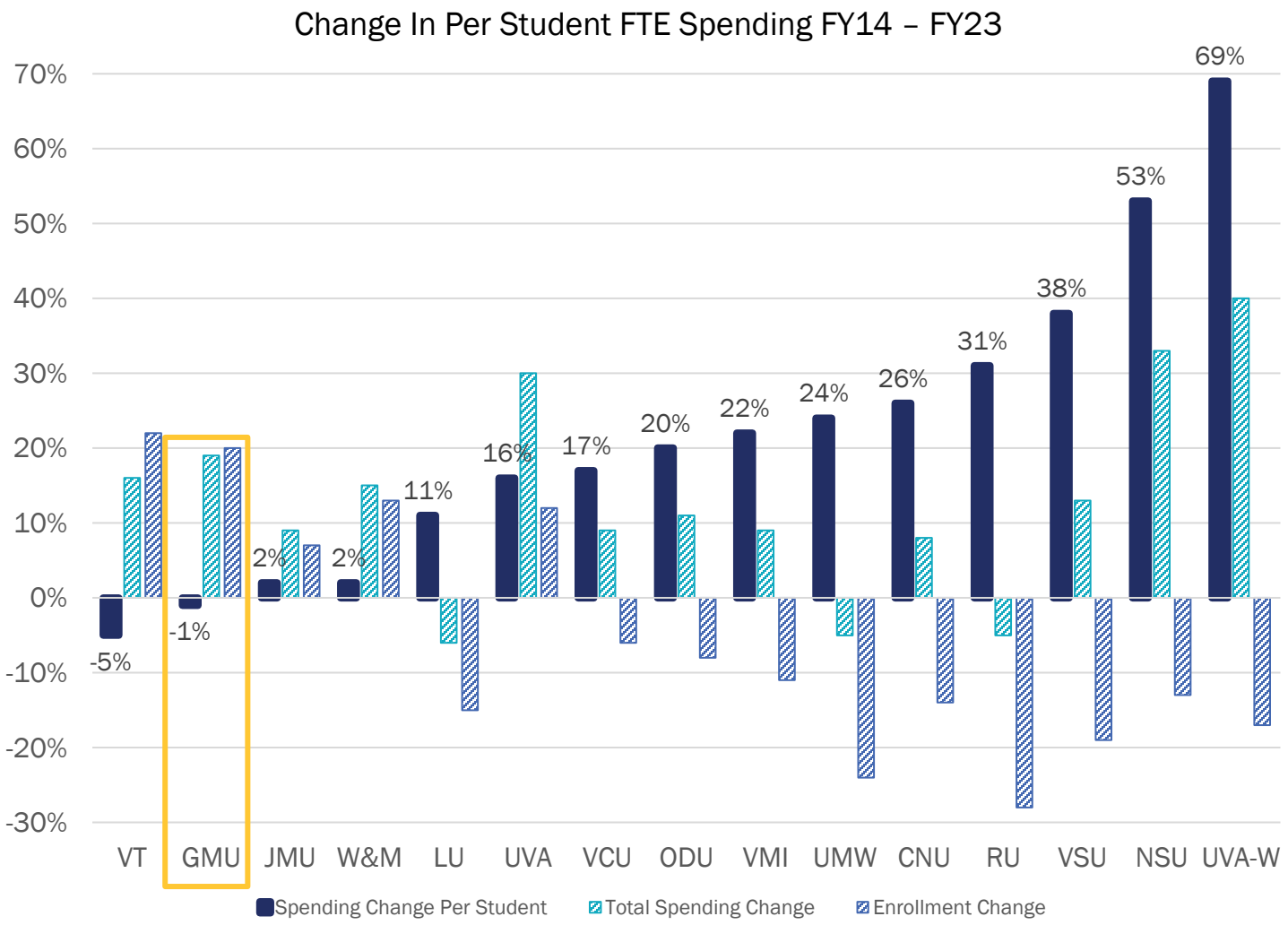
Reduced Net Price Over Past Decade

- George Mason has *reduced its Net Price by 15%* over the past decade.
- Students who receive aid continue to pay considerably less than the published Cost of Attendance.



SOURCE: JLARC "Higher Education Institutional Viability Report" FY14–FY23, inflation adjusted

Decreased Per-Student Spending Over Past Decade



- George Mason was one of only two universities that ***reduced per-student spending*** over the past decade.
- Universities with enrollment growth generally had lower per-student spending growth.

GEORGE MASON UNIVERSITY

SOURCE: JLARC 2024 "Spending & Efficiency in Higher Education" Report, FY14 – FY23, inflation adjusted

Proven Funding Performance

Enrollment	Graduates	Retention Rates	Affordability	Cost Reductions
40,449 in 2024 Largest in Virginia	100,496 in past decade Most in Virginia	Above many peers despite higher acceptance rate	Increased financial aid for reduced net price	Second largest reduction in per student costs

Strong Performance

Inequitable Funding

Appropriations	Equipment Trust	Endowment	Maintenance	Tuition Revenue
Lowest per student appropriations	Equipment Trust Funding lags behind peers	Lowest per student endowment	Low Maintenance Reserve funding	Limiting increases to maintain affordability

Current Six-Year Financial Plan Under Different Assumptions

- One-time FY26 State Operating Appropriations Made Permanent
- Allow George Mason to raise tuition 3% in FY30 & FY32
- Increased state funding to add 1% additional staffing

GEORGE MASON UNIVERSITY

George Mason's Staff Levels are Unsustainably Lean

George Mason's operations have grown extremely lean and additional investment in faculty and staff is needed to support Northern Virginia's continued growth.

We have requested $18.5M for additional compensation and $6.2M for 100% mandated salary increases through our six-year plan. Additional investment in George Mason employees will continue to deliver results for Virginia, while remaining highly efficient.

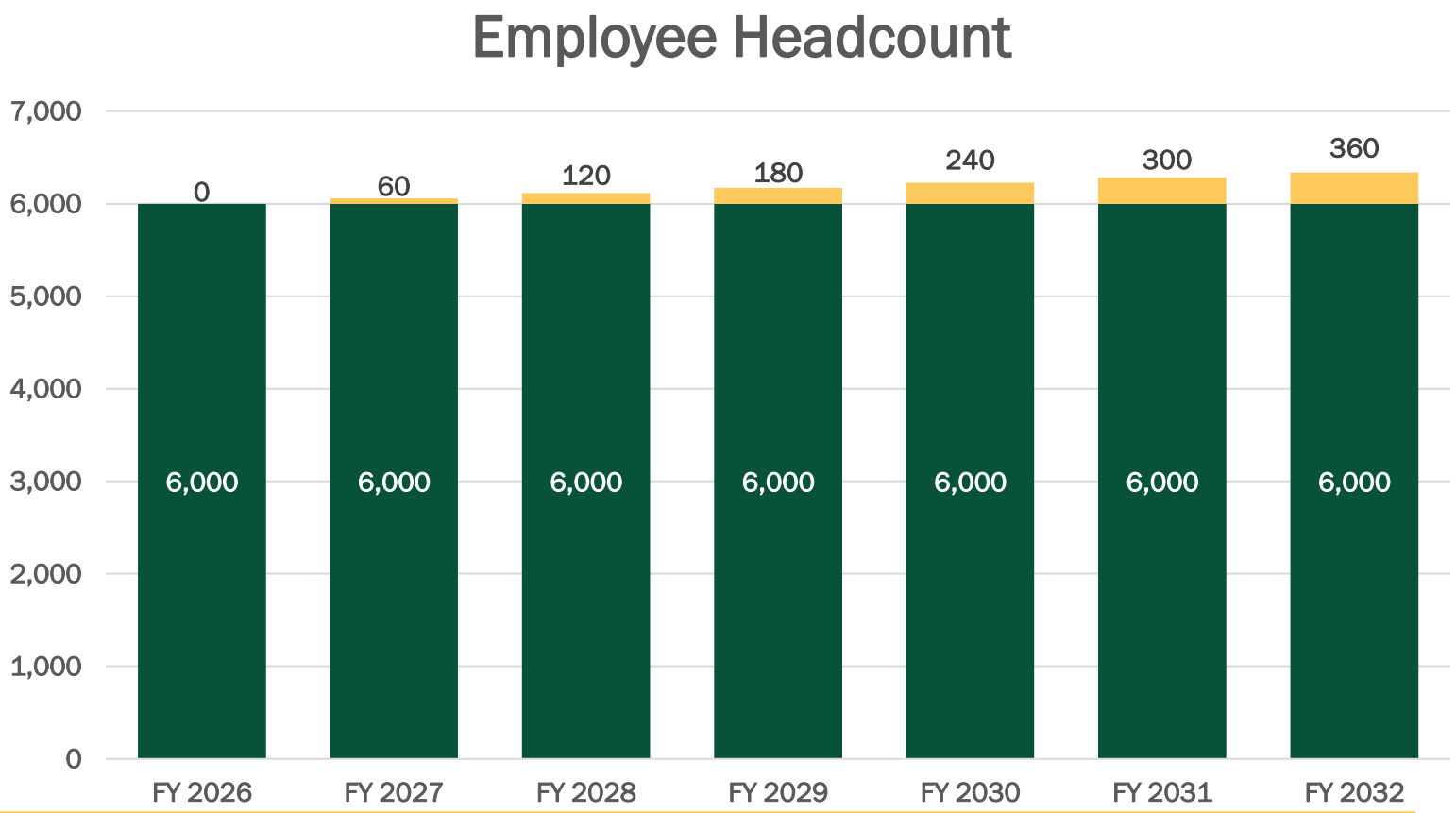
George Mason is strategically positioned to proactively respond to the needs of this important region in the Commonwealth.

GEORGE MASON UNIVERSITY

60 Employee Annual Increase (1% Increase)
FY32 Investment: $46M (6% Total Increase)

- A 1% increase would add 360 employees over six years, still below George Mason's actual workforce needs.

- Additional faculty and staff will help George Mason continue to scale efficiently to support the needs of Northern Virginia's growing population and thriving economy.



	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032
Additional Employees	0	60	120	180	240	300	360
Base Employees	6,000	6,000	6,000	6,000	6,000	6,000	6,000

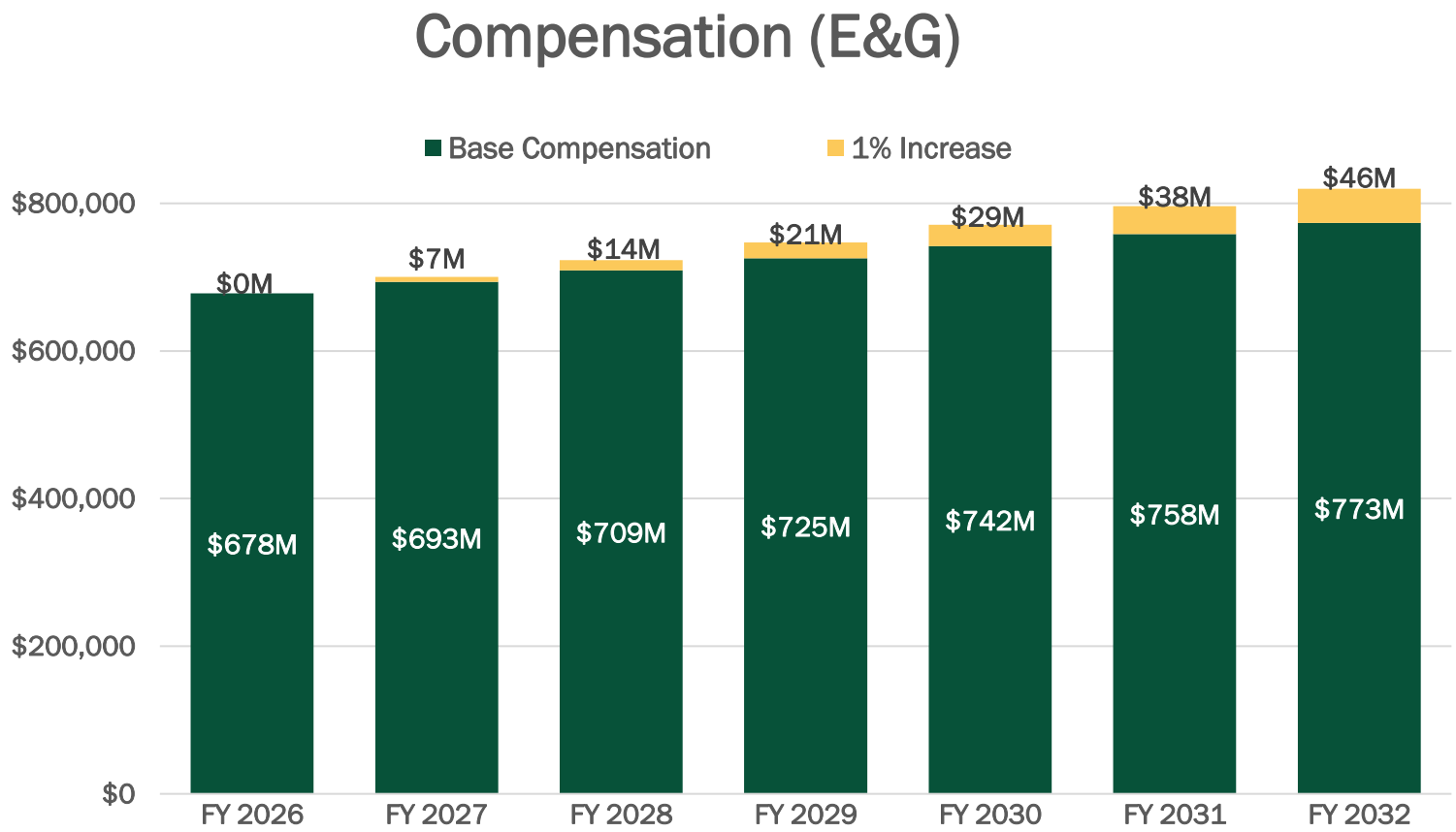
GEORGE MASON UNIVERSITY

6-Yr Plan Assumptions:
A. $13M one-time state support is made permanent
B. 3% Tuition increases in FY30 & FY32

60 Employee Annual Increase (1% Increase)

FY32 Investment: $46M (6% Total Increase)

- Without additional faculty and staff, George Mason will not be able to continue to support the needs of the Northern Virginia's growing population and thriving economy.
- A 1% increase would add 360 employees over six years, still leaving George Mason below current per-student staffing ratios for most peers.



	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032
1% Increase	$0M	$7M	$14M	$21M	$29M	$38M	$46M
Base Compensation	$678M	$693M	$709M	$725M	$742M	$758M	$773M
Additional Employees	0	60	120	180	240	300	360

GEORGE MASON UNIVERSITY

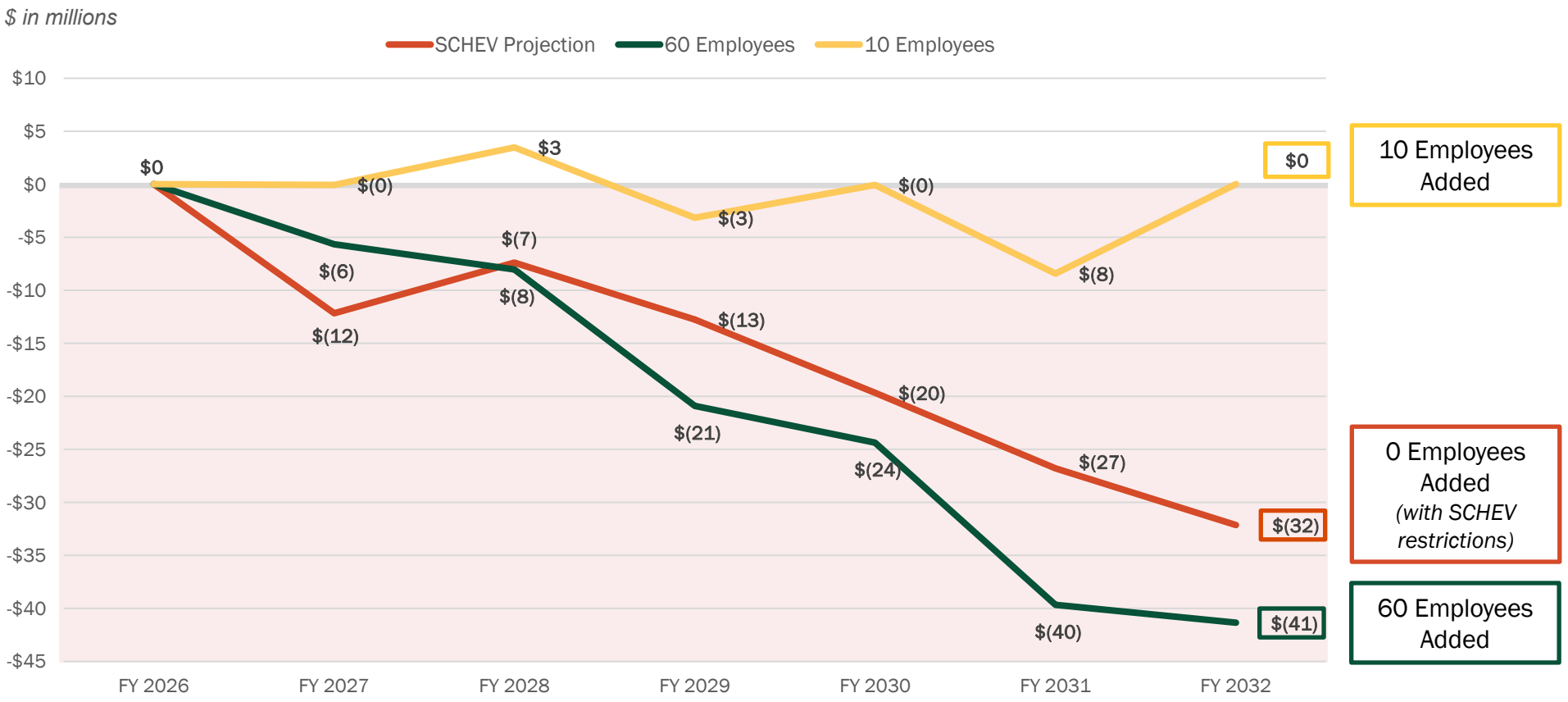
6-Yr Plan Assumptions:

A. $13M one-time state support is made permanent
B. 3% Tuition increases in FY30 & FY32

E&G Deficit Impact: FY26 – FY32

Additional Employee Scenarios

- Small increases in employees over the next six years would improve George Mason's ability to support a growing student population.
- Any of these investment scenarios would keep our employee per-student ratio well below almost all of our peers.



GEORGE MASON UNIVERSITY

Additional Employee Assumptions:
A. $13M one-time state support is made permanent
B. 3% Tuition increases in FY30 & FY32

Appendix B:
Capital Overview

GEORGE MASON UNIVERSITY

Capital Project Planning & Prioritization

Capital Plan Initiatives

1. Academic Priority:
   - Expand student-centric space, modernize teaching facilities, and strengthen research
2. Mason 2050:
   - Redesigned Fairfax Campus, expanded residential Mason Square, and community-integrated SciTech Campus
   - Emphasis on the development of the premier living/learning communities in the region
3. Deferred Maintenance:
   - Address priority facility improvements

Capital Planning Resource Considerations

1. Prioritize Capital Investments that Maximize On-Campus Space Efficiency
2. Advance Student-Centric Capital Projects
3. Phase Out External Leases Through Strategic Campus Development
4. Embed Lifecycle Deferred Maintenance into Capital Planning
5. Ensure Financial Sustainability By Managing Debt Capacity and Reserves

FY26 Capital Projects: Academic Priority

		GF Request
Academic Priority	**Interdisciplinary Sci. & Eng. Building (ISEB) (Living Learning Village I)***	**$216.20**
	• First submitted in university's FY22 Commonwealth Capital Plan submission. • With STEM enrollment ever increasing, the need to ensure facilities appropriately equipped with labs engineered for innovative research and discovery is paramount. • ISEB will create a modern, 150,000 GSF facility to house student project spaces, engineering labs for both instruction and research, and updated laboratory environments to replace outdated spaces located within Planetary and David King Halls. • Further, ISEB will anchor George Mason's first Living Learning Village, integrating residential and academic life creating a collaborative and immersive learning environment.	
	Costello College of Business Building (Living Learning Village II)	**$165.00**
	• Project first submitted as part of the university's FY23 Commonwealth Capital Plan submission. • The Costello College of Business currently has the fourth-largest enrollment and the second-highest projected growth among George Mason's academic units. • This investment will provide space for that growing student population, ensure George Mason's competitiveness in the executive education market, reduce off-campus lease dependence, and enable the renovation of Enterprise Hall. • Like ISEB, the Costello College of Business Building will also serve as the anchor of a Living Learning Village.	
	Aggregated Critical Deferred E&G Maintenance*	**$56.00**
	• First submitted as part of FY23 Commonwealth Capital Plan submission. • The reduction to a $56M request is the gap between anticipated funding and need for the next biennium (FY27 & FY28). • The Commonwealth's annual maintenance reserve allocation is woefully underfunded to address the university's critical deferred maintenance needs in E&G buildings.	
	Subtotal	**$427.20**

(millions)

**These projects were submitted as part of the FY26 General Fund request*

GEORGE MASON UNIVERSITY

FY27 Capital Projects: Academic Priority

		GF Request
Academic Priority	**Student Innovation Factory Building (DHK Reno)**	**$152.10**
	• George Mason has, by necessity, creatively provided space through off-campus leases, repurposed labs, and ad hoc common areas for STEM student use for integral educational experiences such as capstone projects and design competitions. • However, given completion of ISEB, George Mason will be able to undertake long-deferred repairs and renovations to David King Hall that would include the development of a Student Innovation Factory to address longstanding challenges in providing needed student space to “learn by doing” in modern STEM programs.	
	Academic VIII (PW) - Construction	**$200.00**
	• The building will serve as an interdisciplinary science and engineering laboratory facility. • Given the focus of the SciTech Campus on graduate education and research, the original 200,000 GSF scope will exceed near-term needs. • However, if constructed in phases, Academic VIII will provide opportunity to pivot to meet needs as they materialize.	
	Subtotal	**$352.10**

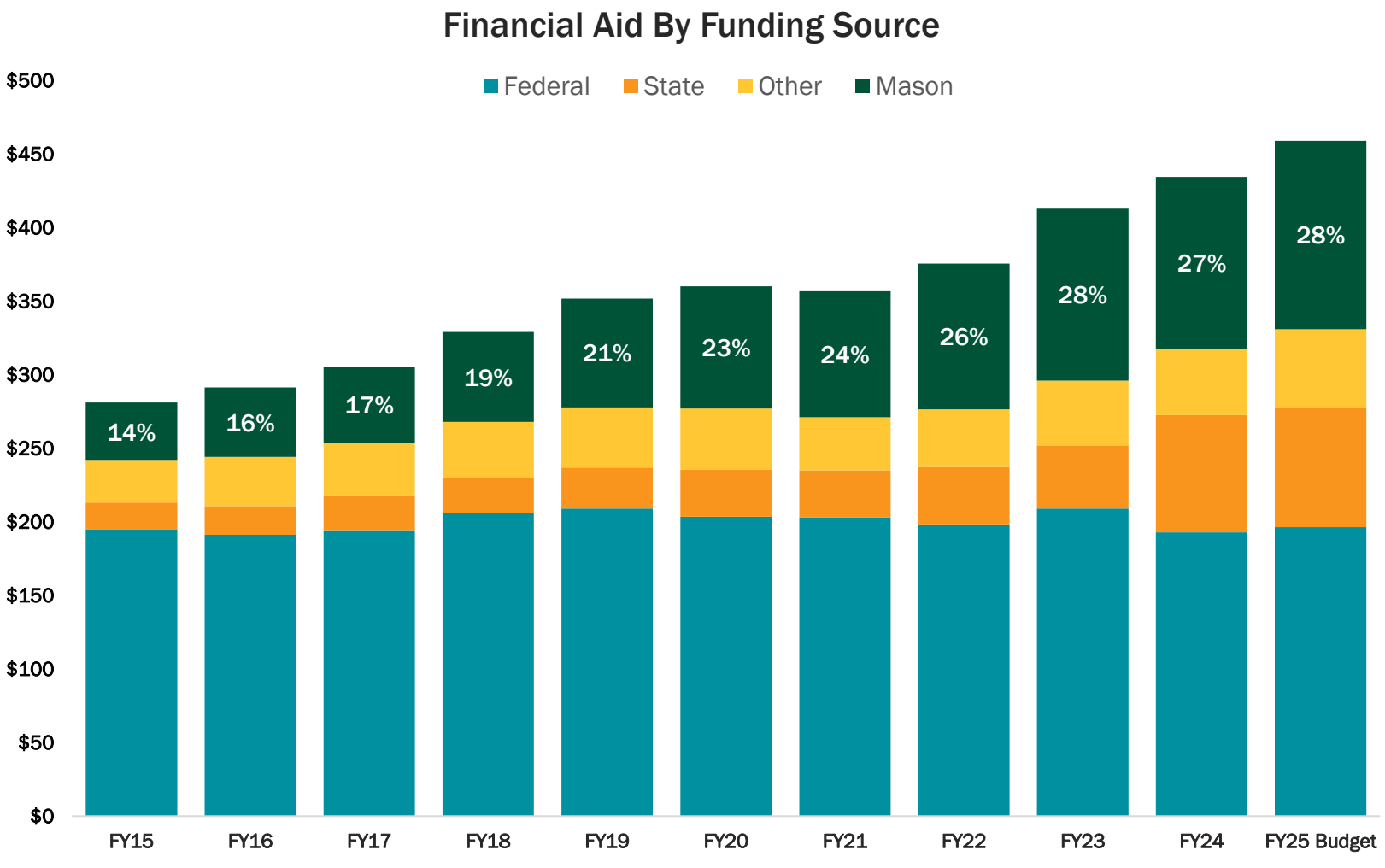
(millions)

Appendix C:
Additional Information

GEORGE MASON UNIVERSITY

Financial Aid

- **Student aid has continued to increase since FY15.**
- **George Mason aid has doubled as a percentage and more than tripled as a dollar amount in last decade.**
- **State aid increased by $36M in FY24 and $1M in FY25.**



Total:	$281	$291	$305	$329	$352	$360	$357	$376	$413	$434	$459

(1) FY22-FY24 Federal Aid does not include COVID relief funding

Appendix III - Financial Matters

Foreign Gifts and Contracts Reporting

- Federal Higher Education Act of 1965, Section 117
- July 1, 2025 Data Submission
- Full Presentation

Federal Higher Education Act of 1965, Section 117

Foreign Gifts & Reporting Overview

The What

What needs to be reported?

Foreign gifts and contracts the value of which is $250,000 or more (considered alone or in combination with other contracts or gifts from the same foreign source).

The Who

To whom do we need to report?

U.S. Department of Education.

The Why

Why do we need to report foreign gifts and contracts?

Required under Section 117 of the Higher Education Act of 1965.

To maintain eligibility for participation in federal student aid programs.

The When

When does the information need to be reported?

Reporting is on a calendar year basis and due twice a year. For example: Period

January 1, 2021 to June 30, 2021 – Reporting deadline July 31, 2021

Period July 1, 2021 to December 31, 2021 – Reporting deadline January 31, 2022

The How

How is the information gathered and reported?

Email request sent out first business day of the reporting month (July 1st and January 3rd). Complete Form and send additional information; two weeks deadline to provide data.

Two weeks to consolidate and validate data - follow up questions may be sent out.

Information reported via Department of Education's Foreign Gifts & Contracts reporting portal.

Federal Higher Education Act of 1965, Section 117

Foreign Gifts & Reporting Code & Information

Section 117 of the Higher Education Act (HEA) codified at 20 U.S.C. § 1011f

- Foreign Sources: 20 U.S.C. § 1011f(h)(2)
- Contracts: 20 U.S.C. § 1011f(h)(1)
- Gifts: 20 U.S.C. § 1011f(h)(3)
- Restricted or conditional gifts or contracts: 20 U.S.C. § 1011f(h)(5)

Department of Education website:

- Section 117 Foreign Gift and Contract Reporting | Knowledge Center
- U.S.C. Title 20 - EDUCATION

Foreign Gift & Contract Categories

Section 117 reporting fits into four main categories:

Student Accounts

- Undergraduate or graduate student financial aid resources paid by a foreign source

Office of Sponsored Programs (OSP)

- University research sponsored and paid for by a foreign source

Contracts (Academic or Non-academic)

- Agreement for the acquisition of property or services between the University and a foreign source

Gifts

- Money or property given to the University by a foreign source.

Note: Foreign source can represent an individual or entity.

Definitions – Section 117 of the Higher Education Act (HEA) codified at 20 U.S.C. § 1011f

Foreign Source: 20 U.S.C. § 1011f(h)(2)

- A foreign government, including but not limited to any agency of a foreign government.
- A legal entity, governmental or otherwise, created solely under the laws of a foreign state or states.
- An individual who is not a citizen or a national of the United States or a trust territory or protectorate thereof.
- A person, including a subsidiary or affiliate of a foreign legal entity, who acts as an agent of a foreign government, a legal entity created solely under the laws of a foreign state or states, or an individual who is not a citizen or national of the United States or a trust territory or protectorate thereof.

Contract: 20 U.S.C. § 1011f(h)(1)

- Any agreement for the acquisition by purchase, lease, or barter of property or services by the foreign
- source, for the direct benefit or use of either of the parties.

Definitions – Section 117 of the Higher Education Act (HEA) codified at 20 U.S.C. § 1011f

Gift: 20 U.S.C. § 1011f(h)(3)

- Any gift of money or property received

Restricted or conditional gift or contract: 20 U.S.C. § 1011f(h)(5)

- Any endowment, gift, grant, contract, award, present, or property of any kind which includes provisions regarding:
  - The employment, assignment, or termination of faculty.
  - The establishment of departments, centers, research or lecture programs, or new faculty positions.
  - The selection or admission of students.
  - The awarded of grants, loans, scholarships, fellowships, or other forms of financial aid restricted to students of a specified country, religion, sex, ethnic origin, or political opinion.

Reporting Examples

Example 1

- CVPA receives a gift of $150,000 from Government of Wakanda on 2/25/2025.
- College of Science also receives a gift from Government of Wakanda for $150,000 on 6/30/2025.
- GMU must report the aggregate amount of $300,000 by 7/31/2025.

Example 2

- VSE enters into a collaborative research agreement with the Republic of Wadiya.
- Total contract amount is $450,000 payable in 3 installments.
- Contract was signed by both parties on 5/15/2025.
- VSE receives payments as follows:
  - $150,000 on 12/1/2024.
  - $150,000 on 6/1/2025.
  - $150,000 on 12/1/2025.
- GMU must report total contract amount
- of $450,000 by 7/31/2025.

Section 117 – July 2025 Report Submission
GMU Report to Federal Government

"REQUIRED REPORTING" TO FEDERAL GOVERNMENT - JULY 2025 "		
Category	Foreign Source: GMU Entity	Contracts/Gifts Jan 1 - Jun 30, 2025
Student Accounts	Gov. of Saudi Arabia	$ 3,393,511
	Gov. of The United Arab Emirates	$ 719,277
	Gov. of Kuwait	$ 2,000,397
	Gov. of Qatar	$ 503,665
OSP	Gov. of South Korea (National Research Foundation of Korea)	$ 10,000
	Gov. of South Korea (Seoul National University)	$ 109,215
Contracts	Founders For Good: Mercatus	$ 1,000,000
	Gov. of South Korea (Incheon Global Campus Foundation& IBK): Mason Korea	$ 392,370
	Gov. of South Korea (Incheon Global Campus): GMUK IUCF	$ 301,754
Gifts		$ 0
	Total Reported - July 2025	$ 8,430,189

"NOT REQUIRED REPORTING" TO FEDERAL GOVERNMENT - JULY 2025 *Contributions under $250,000 threshold*		
Category	Foreign Sources	Contracts/Gifts Jan 1 - Jun 30, 2025
Student	7 Sources	$ 221,242
OSP	7 Sources	$ 431,806
Gifts	4 Sources	$ 104,952
Contracts	7 Sources	$ 25,648
	Total Not Reported - July 2025	$ 916,068

Section 117 – July 2025
GMU Report to Federal Government

"REQUIRED REPORTING" TO FEDERAL GOVERNMENT - JULY 2025		
Category	Foreign Source: GMU Entity	Contracts/Gifts Jan 1 - Jun 30, 2025
Student Accounts	Gov. of Saudi Arabia	$ 3,393,511
	Gov. of The United Arab Emirates	$ 719,277
	Gov. of Kuwait	$ 2,000,397
	Gov. of Qatar	$ 503,665
OSP	Gov. of South Korea (National Research Foundation of Korea)	$ 10,000
	Gov. of South Korea (Seoul National University)	$ 109,215
Contracts	Founders For Good: Mercatus	$ 1,000,000
	Gov. of South Korea (Incheon Global Campus Foundation& IBK): Mason Korea	$ 392,370
	Gov. of South Korea (Incheon Global Campus): GMUK IUCF	$ 301,754
Gifts		$ 0
	Total Reported - July 2025	$ 8,430,189

NOT REQUIRED REPORTING" TO FEDERAL GOVERNMENT - JULY 2025		
Category	Foreign Source: GMU Entity	Contracts/Gifts Jan 1 - Jun 30 2025
Student Accounts	AFAQ For Leadership Development	$ 93,808
	Ooredoo	$ 30,549
	Gov. of Turkey	$ 28,025
	Gov. of Thailand	$ 21,059
	Gov. of Azerbaijan	$ 21,206
	Gov. of Kazakhstan	$ 21,670
	Karsa Law Offices	$ 4,925
OSP	Conciliation Resources	$ 6,976
	Institute of Statistical Science	$ 87,672
	Oxford University	$ 3,242
	University of Melbourne	$ 13,000
	Vitzro EM Co, Ltd	$ 240,438
	World Meteorological Organization	$ 55,289
	Yerevan State University	$ 25,189
Gifts	Individuals Donation: GMUF	$ 10,000
	Individuals Donation: GMUF	$ 90,450
	Individuals Donation: Mason Korea	$ 2,415
	Individuals Donation: Mercatus	$ 2,087
Contracts	ALLNETWORKS CO: UL	$ 25,648
	AUSA HOOPS: UL	$ 31,293
	Clearwire Spectrum Holdings: GMUIF	$ 8,823
	Sungkyunkwan University: Carter	$ 4,500
	Thapar Institute of Eng. & Tech: CPE	$ 81,825
	University of Warwick: CHSS	$ 1,980
	Waseda University: Carter	$ 4,000
	Total Not Reported - July 2025	$ 916,068

Reporting Requested from the following Units

GMU

- Schools/Colleges
- Student Accounts
- Office of Sponsored Programs (OSP)
- Continuing and Professional Education (CPE)
- Global Education Office (GEO)
- Mason Enterprise Center
- Business Services
- Intercollegiate Athletics
- University Advancement

Component Units

- George Mason University Foundation (GMUF)
- Mercatus Center
- Mason Korea
- George Mason Research Foundation (GMRF)
- George Mason University Instructional Foundation (GMUIF)

Resources

- Slides from this presentation
- Guidance Memo
- FAQ
- Reporting Template
- Department of Education website:
  - Section 117 Foreign Gift and Contract Reporting | Knowledge Center
  - U.S.C. Title 20 - EDUCATION

Appendix V
Supplemental Workforce Planning Materials

Mason Span Of Control – Annual Update

University Span of Control
Policy Number 2233 approved May 24, 2018
Reviewed annually by Board of Visitors

Response to JLARC recommendations in their comprehensive report *Support Costs and Staffing at Virginia's Higher Education Institutions,* October 2014

Overall Target: Median Span of Control 4 or more direct reports by FY 2024

Supervisors must have 2 or more direct reports

Exceptions:
- Statutory Requirements
- Safety of Employees or Students
- Working supervisor with only 1 employee*
- Business necessity authorized by Dean or VP

*Supervisory positions are mandated when specific technical knowledge is required to effectively manage employees, when safety requires more direct management of employees, and if a supervisory position is required to comply with state or federal law.

Mason Succession Plan – Annual Update

Under Virginia Code § 2.2-1209, George Mason University, as an agency in the executive branch of state government and a public institution of higher education, is required to prepare a succession plan for presentation to its board of visitors.

A presentation overview of key planning observations on our workforce, leadership pipeline, and employees nearing retirement is included in this year's annual report.

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Research Committee

Board of Visitors

December 4, 2025

Agenda

I. Call to Order
II. Action Item
    I. Approval of Minutes (May 1, 2025)
III. Office of Research, Innovation, and Economic Impact Update
IV. Action Item
    I. Patriot Labs – 501(c)(3)
V. Adjournment

Action Item

Approval of Minutes

May 1, 2025

GEORGE MASON UNIVERSITY

Vice President's Report

Andre W. Marshall, PhD

Vice President for Research, Innovation, and Economic Impact

Research Funding

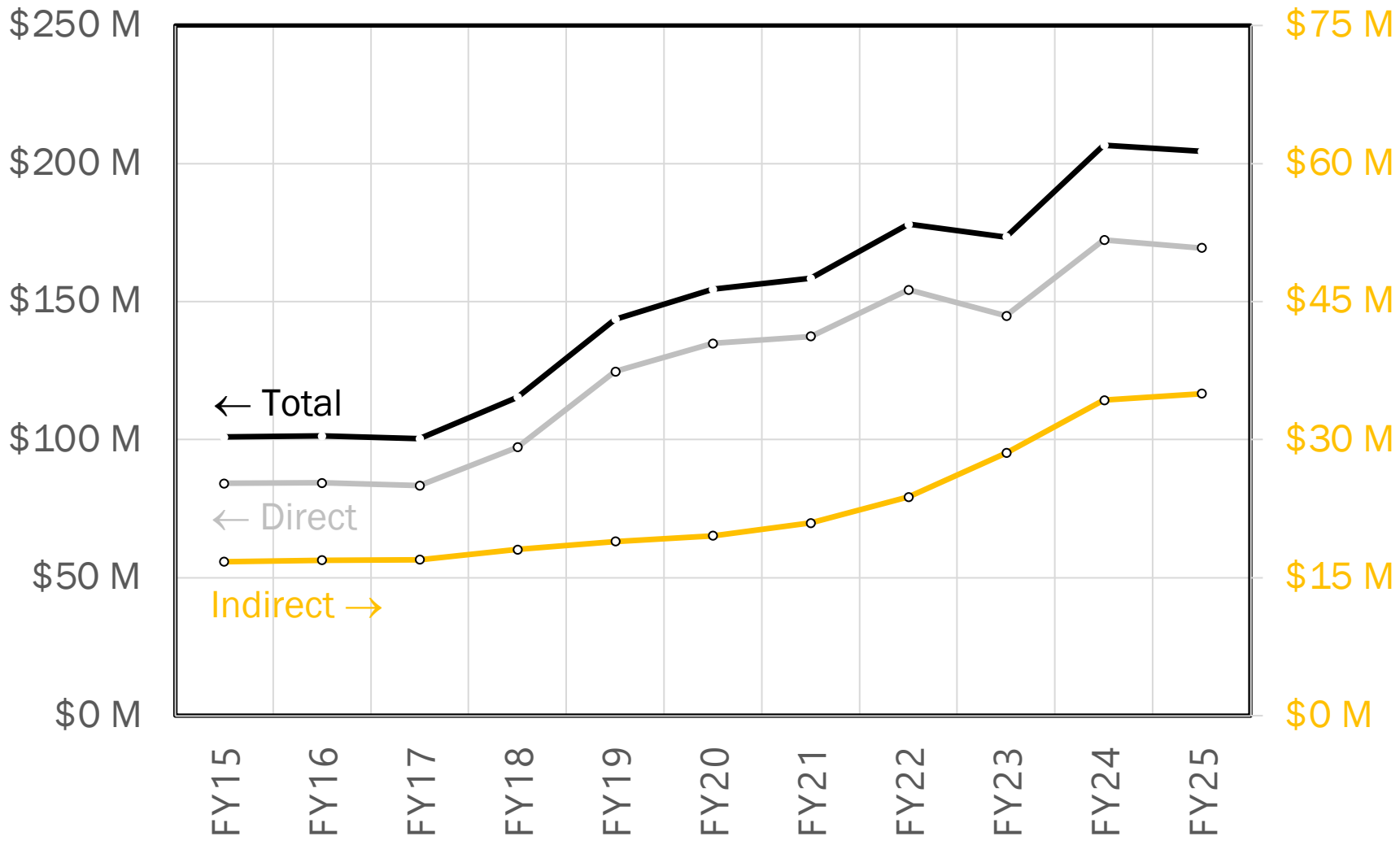
Fiscal Year Comparisons

	FY24	FY25	Difference
Award	$208M	$169.5M	**-18.4%**
Expenditure	$207.8M	$204.4M	**-1.1%**
F&A	$34.3M	$35M	**+2.1%**

Year Over Year Comparisons

	FY25 – October	FY26 – October	Difference
Award	$96.3M	$77.5M	**-19.5%**
Expenditure	$88.7M	$67.9M	**-23.5%**
F&A	$14M	$ 12.3M	**-12.6%**

Sponsored Project Expenditures



Metrics Development

Research Activities

- Sponsored Projects
- Human Capital & Talent
- Research & Innovation Outputs

Research Support

- Academic Programs & Reputation
- Research Infrastructure & Facilities
- Research Services
- Research & Innovation Initiatives
- Research Integrity & Assurance
- Innovation & Economic Development

GEORGE MASON UNIVERSITY

Action Item
Patriot Labs – 501c3

Ken Ball

Dean, College of Engineering and Computing

Marc Sasseville

Executive Director, Rapid Prototyping

MOTION

I MOVE the Research Committee approve the Patriot Labs Affiliation Agreement, as provided in the meeting materials.

Draft

BOARD OF VISITORS
GEORGE MASON UNIVERSITY

Executive Committee Meeting
Wednesday, October 15, 2025
Virtual

MINUTES

PRESENT: Rector Charles Stimson, Vice Rector Michael Meese, Secretary Armand Alacbay, Visitors Robert Pence and Jeffrey Rosen.

ABSENT: none.

ALSO PRESENT: Visitor Jon Peterson; Solon Simmons, Faculty Representative; Rachel Spence, Staff Representative; Isaiah Grays, Undergraduate Student Representative; Gregory Washington, President; Anne Gentry, University Counsel; Dan Stephens, Interim Senior Vice President and Chief Financial Officer; and Bridget Higgins, Secretary pro tem.

I. Call to Order

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

II. Approval of the Minutes

Rector Stimson called for any corrections to the Executive Committee Meeting Minutes for May 1, 2025, the Planning Conference Minutes for July 31, 2025, and the Full Board Meeting Minutes on August 1, 2025 provided for review in the meeting materials.

Visitor Rosen asked for clarification regarding the rector's use of "recessed" or "adjourned" at the conclusion of the August 1, 2025 meeting. Counsel agreed to review the record and amend the minutes accordingly if necessary, based on what was said. Visitor Peterson added that previous meetings have always adjourned.

Hearing no additional corrections, the meetings' minutes stood **APPROVED AS WRITTEN**.

III. Rector's Report

A. View from the Bridge

Rector Stimson provided an update of the Board's activities, to include:

- The situation of BOV members that were not confirmed by the Senate Committee on Privileges and Elections: Preston Cooper, Jeffrey Dinwoodie, Bobbie Kilberg, William Moschella, Sarah Parshall Perry, and Harold Pyon, restating that along with earlier unconfirmed members, they are volunteers, fundraisers, and advocates for the school and have done nothing wrong. The Virginia Supreme Court will hear the case at the end of October.
- The rector stated that concerns expressed by Senator Scott Surovell, AAUP, and others specific to the legality of the meeting are unfounded. Article IV, Section 5 and Article V, Section 2.c of the Board's bylaws and VA Code § 23.1-1502F state that the executive committee can be convened in the absence of a quorum of the full board and conduct the university's business. The Board, through the Executive Committee, had the critical need to approve faculty elections, academic program changes, and compliance with Virginia laws and inititatives.
- Highlights included celebrating the Fuse at Mason Square with Student Body President, Isaiah Grays, joining Governor Youngkin to cut the ribbon for the E2 Center.

Rector Stimson reminded the Committee of upcoming events: the annual BOV Regognition Event, SCHEV's November Orientation, the Board's next scheduled meetings, the university's Thanksgiving break, the Holiday Reception at the Mathy House, and Winter Commencement.

B. Law School Founation Affiliation Agreement (ACTION ITEM)

Rector Stimson introduced the Law School Foundation Affiliation Agreement **(ATTACHMENT 1),** informing the Committee that it was written by Michelle McKinnon of McGuire Woods, one of the top affiliation agreement writers in the country.

Rector Stimson **MOVED** that the Executive Committee approve the Law School Foundation Affiliation Agreement as provided in the meeting materials. The motion was **SECONDED** by Visitor Pence. Rector Stimson opened the floor for discussion.

Solon Simmons asked if paragraph 6D of the agreement provides that gifts to the Foundation would go through the Gift Acceptance Advisory Committee (GAAC). Vice Rector Meese confirmed that 6D allows for the GAAC process and is consistent with the language used for the George Mason Foundation.

Visitor Peterson, referencing the concerns of the community, asked if this agreement may be updated in the future. Rector Stimson said it would be binding; however, it could be amended or terminated at any time. Rector Stimson continued to address the concerns of the community, and the AAUP in particular, with responses provided by the authors of the agreement:

1. The agreement does not change the structure of the Law School as a component of George Mason University and the Foundation is under the ultimate control of its Board of Trustees. The Foundation has no ability to dictate programs and the agreement specifically prohibits gifts that commit Scalia Law to specific activities without the university's approval.
2. The foundation cannot raise funds for Scalia Law and then divert the funds elsewhere. Federal law is clear that nonprofits must use raised funds for its intended purpose.
3. Potential conflict of interests are managed by University Policy 4001.
4. In Virginia, the university does not control the Foundation's Trustees, thus avoiding complications with the laws of governing public institutions and to keep Foundation money out of the state treasury. One to three university leaders may serve in an ex officio capacity.
5. The Foundation does not supplant the role of the university's foundations or governance mechanisms, but is a dedicated fundraising affiliate to promote Scalia Law.

The **MOTION CARRIED UNANIMOUSLY BY ROLL CALL VOTE**.
Yes: 5
Absent: none

C. Patriot Labs – 501c3 Organization Resolution (ACTION ITEM)

Rector Stimson turned the Committee's attention to the proposed establishment of an affiliated non-profit research corporation **(ATTACHMENT 2)** to compete for increased levels of Department of War funding for applied engineering research. He then recognized Vice Rector Meese and Kenneth Ball, Dean of the College of Engineering and Computing, to provide background.

Vice Rector Meese, as Chair of the Research Committee, explained that the practice at other top schools is to have a separate organization that is agile at classified proposals and department requests. This resolution notifies the university and community that the university will move forward on drafting an affiliation agreement with the expectation that it will be reviewed by the Research Committee. He directed any AAUP concerns to Dean Ball.

Dean Ball added that Mason's R1 applied research would be the primary beneficiary of this nonprofit. The resolution will allow counsel to draft articles of incorporation for the 501c3, using the same counsel Virginia Tech used in creating their 501c3. This resolution gives Mason the nimbleness needed for its classified programs. This requirement was identified over the last five years via the university's Rapid Prototyping Research Center, a $320 million research contract managed by the Air Force Research Lab. The 501c3 would alleviate risk for the university by working within federal and state rules and regulations.

Vice Rector Meese **MOVED** that the Executive Committee approve the Patriot Lab Resolution as provided in the meeting materials. The motion was **SECONDED** by Visitor Pence. Rector Stimson opened the floor for further discussion of which there was none.

The **MOTION CARRIED UNANIMOUSLY BY ROLL CALL VOTE**.
Yes: 5
Absent: none

Highlighting committees that are unable to meet due to insufficient membership for a quorum, Rector Stimson interjected that committee assignments may need to be addressed at a future meeting to allow for all committees to conduct business.

D. IT Procurement – Recommended Contractual Language Changes Proposed by the Commonwealth Resolution (ACTION ITEM)

Rector Stimson introduced the Information Technology Procurement Resolution **(ATTACHMENT 3),** informing the Committee that the resolution adopts important provisions enacted by the General Assembly in their 2025 regular session.

Rector Stimson **MOVED** that the Executive Committee approve the IT Procurement Resolution as provided in the meeting materials. The motion was **SECONDED** by Secretary Alacbay. Rector Stimson opened the floor for discussion of which there was none.

The **MOTION CARRIED UNANIMOUSLY BY ROLL CALL VOTE**.
Yes: 5
Absent: none

IV. President's Report

Rector Stimson recognized President Washington who reported the following:

- Mason's enrollment is following projections. The university enrolled its largest undergraduate class, an increase of 2.1% from last year. Graduate student enrollment is down 5% due to international student challenges and Law School enrollment is also down 3.6%.
- Overall, the university has maintained its nation-wide rankings, with minor changes in different academic areas. The meteoric rise from the past four years as a result of policy and program changes has leveled off and are anticipated to stay as-is unless there are major changes.
- Research expenditures are promising, despite the headwinds. The sharp rise of award terminations has leveled off from the start of the year. Research awards in the first months of the fiscal year total $36 million, with $40 million in expenditures.

A. Baseball Stadium Update

President Washington pivoted to the subject of West Campus facilities, particularly highlighting the age and lack of investment in the field house and baseball facilities, noting the quality is below the norm of some area high schools.

While there is no proposal at this point, President Washington solicited member feedback on baseball facilities to include practice fields, cages and bays, strength, conditioning, and recovery facilities, coaching and staff offices, and a stadium for up to 5,000 spectators with media facilities, new video board and sound system, and locker rooms that would align with a D1 program. Baseball is one of Mason's most successful athletic programs, producing over forty major league players, four just last year. The university can build on that success with upgraded facilities.

President Washington then invited Marvin Lewis, Asssistant Vice President and Director of Intercollegiate Athletics, to provide additional details. Mr. Lewis expanded on the baseball facilities' purpose, including academic internships, job opportunities, enhancements to the sports management, public health, or business degrees, and being the home for student recreation and club teams. The facilities could become a year round community hub, offering rentable fields for youth teams or events like movies at the park.

President Washington concluded that the campus commitment would be around $30 million. Visitors Pence and Peterson are working with potential partners, determining what resources they could provide. Options include the university financing the project outright and renting or leasing the facilities to partners or a joint venture with partners.

Discussion ensued:

- Visitor Pence strongly advocated for the project to build on the successful baseball program, highlighting that we have the land, the players, and the coaches. He also informed the Committee that he will be working with Visitor Peterson on a detailed outline that would be actionable while allowing for modification as opportunities with partners arise. If conversations with potential partners such as minor league teams were to materialize, he would want to be able to move forward quickly, hopefully by next summer.
- Visitor Peterson reminded the Committee of their bus tour of West Campus and how they discovered there were no bathrooms or concessions to encourage the public to engage with our teams. The more we can get the community involved, the better the community and campus we have. He conveyed that this is a game changing opportunity and that we should get started.
- Isaiah Grays agreed, informing the Committee that this project would be a way to increase school spirit and student engagement.

Rector Stimson thanked President Washington for his report and indicated his full support for the baseball facilities project. He looked forward to more progress by the next meeting so that work can begin after the spring season.

V. Committee Report

Secretary Alacbay reported on the activities of the Academic Affairs Committee that met on September 10, providing a summary of the presentations received by Provost Antony; David Burge, Vice President for Enrollment Management; and Alan Byrd, Dean of Admissions.

Secretary Alacbay **MOVED** that the Executive Committee approve the following action items, en bloc, as they are provided in the meeting materials:

- Program Actions

- CEHD: Replacing School of Education, School of Kinesiology, and the School of Sport, Recreation, and Tourism Management with four (4) new departments (ACTION ITEM):
  - Department of Special Education and Disability Research;
  - Department of Teaching and Learning;
  - Department of Kinesiology, Sport, and Hospitality Management; and
  - Department of Counseling, Leadership, and Educational Sciences.
- COS: Renaming the Department of Atmospheric, Oceanic, and Earth Sciences to the "J. Shukla Department of Atmospheric, Oceanic, and Earth Sciences." (ACTION ITEM)

- Closed Degree Program
  - Taxation MS (ACTION ITEM)
- Faculty Actions (ACTION ITEM)
  - Conferral of Emeritus/Emerita Status (ACTION ITEM)
  - Elections of New Tenured Faculty (ACTION ITEM)

The motion was **SECONDED** by Vice Rector Meese. Rector Stimson opened the floor for discussion of which there was none.

The **MOTION CARRIED UNANIMOUSLY BY ROLL CALL VOTE**.
Yes: 5
Absent: none

VI. Closed Session

A. Consultation with Legal Counsel pertaining to actual or probable litigation (Code of VA: §2.2-3711.A.7)
B. Consultation with Legal Counsel regarding the aforementioned items (Code of VA: §2.2-3711.A.8)

Rector Stimson conferred with counsel about any legal matters that require a closed session. Anne Gentry, General Counsel, indicated there were none.

Rector Stimson then asked if there was any additional business to come before the Executive Committee. Hearing none, the meeting was recessed at 1:53 p.m.

Bridget Higgins
Secretary pro tem

Attachment 1: Affiliation Agreement: Law School Foundation (11 pages)
Attachment 2: Resolution: Establishment of an Applied Engineering Researh Corporation (2 pages)
Attachment 3: Resolution: Information Technology Goods and Services Contract Terms (1 page)
Attachment 4: Public Comments (11 Pages)

Affiliation Agreement

between

George Mason University and Foundation for Scalia Law

THIS AFFILIATION AGREEMENT ("Agreement"), dated as of October 15, 2025 (the "Effective Date"), is made between George Mason University (the "University") and Foundation for Scalia Law (the "Foundation").

WHEREAS, the Foundation was organized and incorporated effective as of August 21, 2025, and is a Virginia nonstock corporation; and

WHEREAS, the Foundation was created for the purposes of (1) promoting the advancement and furthering the aims and purposes of the Antonin Scalia Law School of George Mason University ("Scalia Law") in a manner that honors the legal legacy of Antonin Scalia by the development and application of financial resources to the progress of Scalia Law with primary emphasis on fostering the studying and teaching of law at Scalia Law, (2) engaging in fundraising in collaboration with Scalia Law and managing endowment and other assets for the benefit of Scalia Law, and (3) receiving, managing, investing, and administering private gifts and property and making expenditures to or for the benefit of Scalia Law, including for operational support of Scalia Law; and

WHEREAS, the Foundation is an organization described in Internal Revenue Code section 501(c)(3) and is classified as a publicly supported organization under Internal Revenue Code sections 509(a)(1) and 170(b)(1)(A)(iv) and must abide by both federal and Virginia laws and regulations applicable to such types of entities; and

WHEREAS, the Foundation receives, manages, invests, and administers private gifts and resources, including endowments, real and intangible property, and funds held for others, and

acknowledges gifts and disburses funds in accordance with donor intent and its fiduciary responsibilities; and

WHEREAS, the Foundation is dedicated to increasing its endowment to enable it to carry out its purpose of furthering the long-term academic and other priorities of the Scalia Law through financial support to or for the benefit of Scalia Law; and

WHEREAS, the establishment of the Foundation is not intended to reduce the University's support of Scalia Law; and

WHEREAS, in connection with carrying out its activities and operations in furtherance of its purposes, the Foundation expects to retain personnel experienced in managing and investing private contributions and endowment and other assets; and

WHEREAS, the University is an institution of higher education and agency of the Commonwealth of Virginia, established for the purpose of providing higher education for students; and

WHEREAS, the University and the Foundation desire to set forth the basic terms of their relationship;

NOW, THEREFORE, in consideration of the mutual commitments herein contained, and other good and valuable consideration, the receipt and sufficiency of which is hereby acknowledged, the parties hereby agree as follows:

1. Term, Termination, and Amendments

(a) The term of this Agreement shall expire June 30, 2031, and shall automatically renew for subsequent five-year periods thereafter unless terminated earlier as prescribed in this Agreement.

(b) Either party may, upon 90 days prior written notice to the other, terminate this agreement without cause.

(c) Either party may terminate this Agreement for cause in the event the other party defaults in the performance of its obligations and fails to cure the default within a reasonable time period after receiving written notice of such default.

(d) Consistent with the Foundation's Articles of Incorporation, should the Foundation cease to exist or cease to be an organization described in Internal Revenue Code section 501(c)(3), the Foundation will transfer its assets and property to or among the University or any one or more foundations affiliated with the University that are organized and operated exclusively for charitable and educational purposes within the meaning of Internal Revenue Code sections 501(c)(3) and 170(c)(2)(B). If none of the University or its affiliated foundations are then so described, the Foundation will distribute its assets and property to one or more organizations that are organized and operated exclusively for charitable and educational purposes within the meaning of Internal Revenue Code sections 501(c)(3) and 170(c)(2)(B). The Foundation agrees to transfer such assets and property in a manner that furthers the best interests of Scalia Law and the University, as determined by the Board of Trustees of the Foundation in consultation with the University.

(e) This Agreement may be amended only upon the written agreement of the University and the Foundation.

2. Background of the Parties

(a) Pursuant to Section 23.1-1301 of the Code of Virginia, the Board of Visitors of the University is vested with the authority to manage the funds of the University, make regulations and policies concerning the University, appoint the President of the University, appoint all professors, teachers, staff members, and agents of the University and fix their salaries, and generally direct the affairs of the University.

(b) The Foundation is a separately incorporated Virginia nonstock corporation and is an organization described in Internal Revenue Code section 501(c)(3) and was created to manage, invest, and distribute private resources to advance and further the mission and purposes of Scalia Law.

(c) The Foundation Board of Trustees is responsible for: (i) the control and management of all assets of the Foundation, including the prudent management of all gifts and endowment funds, real estate, and other investment assets in a manner consistent with written donor intent and with any applicable law, and (ii) the performance and oversight of all aspects of its operations based on a comprehensive set of bylaws and other policies adopted by the Foundation's Board of Trustees that address the Board of ' fiduciary responsibilities, including expectations of individual Trustees based upon ethical guidelines and policies.

(d) The University is responsible for any fund-raising activities of the University; provided, however, the Foundation and its Board of Trustees may collaborate with Scalia Law on fund-raising activities.

(e) The University is responsible for the compensation and evaluation of all University advancement personnel. The Foundation is responsible for the compensation and evaluation of all Foundation personnel.

(f) The Foundation, in furtherance of its purpose to advance the mission and purposes of the Scalia Law, may provide funds to supplement the budget of the University's development and advancement operations and campaign initiatives that support Scalia Law.

3. Responsibilities of the University to the Foundation

(a) The President of the University and the Dean of Scalia Law shall be responsible for communicating to the Foundation the University's and Scalia Law's priorities, and strategic and long-term plans, as approved by the University's Board of Visitors.

(b) The University recognizes that the Foundation is a private corporation with the authority and obligations to keep its records and data confidential and private, consistent with donor intent and the requirements of applicable law.

(c) Consistent with its Articles of Incorporation, the Foundation agrees that the Dean of Scalia Law shall serve as an *ex officio* member of the Board of Trustees of the Foundation and shall have full voting rights.

(d) If and to the extent the Foundation provides any services to the University, the University agrees that it will pay the Foundation fair and reasonable compensation for such services.

(e) If the parties agree that the University will provide office space to support the activities of the Foundation, the Foundation and the University shall enter into a separately negotiated Space Usage Agreement the terms of which shall provide that the University will provide such office space to support the activities of the Foundation as set forth herein and shall include provisions requiring the Foundation's payment of costs of telephone service, information technology service, and other necessary services for the office operations of the Foundation if provided by the University. In addition, the Foundation and the University shall enter into one or more separately negotiated services agreements related to any other services provided by the University to the Foundation as agreed by the parties, and the Foundation will pay to the University fair and reasonable compensation for such services.

(f) The University hereby grants to the Foundation, consistent with the Foundation's purpose of furthering the aims and purposes of the Scalia Law, a nonexclusive license to use the names "George Mason University," "Antonin Scalia Law School of George Mason University," and "Scalia Law" and the George Mason University and Scalia Law logos in accordance with the

University's published guidelines. The Foundation shall operate under its own seal and legal name for official business.

(g) The University agrees that it will work to facilitate and encourage an appropriate and customary agreement for use and access between the Foundation and the owner of data and information and any database used for storage of such data and information for development and advancement operations and campaign initiatives, which data and information and database is currently or may be in the future accessible to the University and Scalia Law, to promote fundraising on behalf of the Foundation for the support of Scalia Law.

4. Responsibilities of the Foundation to the University

(a) Infrastructure Support for University Advancement

(1) The Foundation shall create an environment conducive to increasing private support for its purpose of furthering the mission and priorities of Scalia Law and the University.

(2) The Foundation shall promptly acknowledge and issue receipts for all gifts to the Foundation in accordance with federal tax laws.

(4) The Foundation shall establish and enforce policies to protect donor confidentiality and privacy generally and in accordance with donor intent and the requirements of applicable law.

(b) Asset Management

(1) The Foundation shall adhere to applicable federal and state laws including the Uniform Prudent Management of Institutional Funds Act (UPMIFA) and, to the extent applicable, the Uniform Prudent Investor Act (UPIA).

(2) The Foundation agrees that it shall engage an independent accounting firm annually to conduct an audit of the Foundation's financial and operational records and will

provide the University with a copy of the annual unaudited financial statements no later than September 15 of each year, and a copy of the annual audited financial statements no later than October 31 of each year, beginning in 2026.

(3) The Foundation shall work with the University to ensure that the University can correctly report Foundation resources and activities as may be required for the financial statements of the University, reporting to the Commonwealth of Virginia, and reporting to the United States Department of Education.

(c) Institutional Flexibility

(1) The Foundation may explore opportunities, including acquisition and management of real estate, for the benefit of the University and Scalia Law for future allocation, transfer, or use.

(2) When distributing gift funds to Scalia Law or the University, the Foundation shall disclose any terms, conditions, or limitations imposed by the donor or applicable law on the use of the contributed funds. Scalia Law and the University shall abide by such restrictions and provide appropriate documentation of such use to the Foundation.

(d) Transfer of Funds

(1) The Foundation accepts and manages private gifts and disburses funds for the benefit of Scalia Law and the University and for the benefit of designated departments or programs within Scalia Law or the University, or entities affiliated with Scalia Law and the University, in compliance with applicable laws and donor intent as set forth in applicable gift instruments.

(2) The Foundation's disbursements to or for the benefit of Scalia Law or the University must be: (i) for reasonable expenses that support a Scalia Law or University

purpose or program, (ii) consistent with donor intent as expressed in an applicable gift instrument, and (iii) not in conflict with any applicable law.

(3) The Foundation may designate a portion of its unrestricted funds for use by or for the benefit of Scalia Law or University administration in carrying out the purposes of Scalia Law and the University, which uses may include leadership compensation, in accordance with applicable policies of the Foundation and the University. If and to the extent the Foundation designates such unrestricted funds for the use of Scalia Law or the University, Scalia Law and the University shall provide the Foundation with reasonable notice if the circumstances associated with the proposed use of such funds change in a manner whereby Scalia Law or the University may request additional unrestricted funds from the Foundation.

(e) Services. If and to the extent the University provides any services to the Foundation, the Foundation agrees that it will pay the University fair and reasonable compensation for such services.

5. Foundation Funding and Administration

(a) The Foundation may use unrestricted funds, assess reasonable fees for services, or impose reasonable administrative fees on gifts and endowments to support its operations.

(b) The Foundation shall provide, at its own expense, adequate personnel, office supplies, computer systems, and other such services that may be necessary or required to carry out its purposes.

(c) The Foundation shall maintain, at its own expense, copies of the plans, budgets, donor and alumni records, and gift instruments and related documents developed in connection with the performance of its responsibilities, purposes, and obligations.

(d) The Foundation agrees that it will provide to the University copies of its annual audit and other public information.

(e) Before appointing or removing a President of the Foundation, the Executive Committee of the Foundation will consult with the Dean of Scalia Law.

6. General Terms

(a) The University's officers and Board of Visitors and Scalia Law leadership and the Foundation's officers and Board of Trustees shall hold periodic meetings to foster and maintain productive relationships and ensure open and continuing communications and alignment of priorities.

(b) Nothing herein shall be deemed to prevent the University from entering into agreements with other entities or related foundations with obligations and purposes similar to those specified in this Agreement.

(c) Before acceptance of gifts of real property, the Foundation, as part of its required and appropriate due diligence, will include a review and approval of any conditions and restrictions under policies and procedures developed by the Foundation and the University. The Foundation may choose to accept or reject any gift of real property based upon such due diligence and any conditions or restrictions imposed by the donor and not deemed to be in the best interests of the Foundation or the University. If the Foundation or the University anticipates use of the gift of real property for University business, the Foundation shall obtain the University's approval of such use before accepting such gift based solely on such intended use.

(d) Gifts agreements that commit the University or Scalia Law in any way must be approved by the Foundation and the University and Scalia Law to the extent required under policies and procedures adopted by the Foundation and the University and Scalia Law. The Foundation acknowledges that the University may choose to reject such gifts, and the University

acknowledges that the Foundation may choose to reject such gifts, due to the terms of any conditions or restrictions imposed by the donor. The University shall accept transfers of funds from the Foundation for general support of Scalia Law or in support of existing programs.

(e) The University and the Foundation acknowledge that each is an independent entity and agree neither will be liable, nor will be held out by the other as liable, for any of the other's contracts, torts, or other acts or omissions, or those of the other's trustees, directors, officers, staff, or other agents. The Foundation further acknowledges that the Commonwealth of Virginia will not be liable for any of the Foundation's contracts, torts, or other acts or omissions.

(f) All correspondence, solicitations, activities, and advertisements concerning the Foundation shall reflect the Foundation, the University, Scalia Law, and the relationship between them appropriately.

(g) The Foundation, upon request, will provide the University with financial records of the Foundation related to the expenditure of funds held by the Foundation to or for the benefit of Scalia Law or the University.

(h) No provision of this agreement shall be deemed to create a partnership or joint venture between the University and the Foundation.

(i) The parties agree that this Agreement supersedes any prior agreements between the parties.

IN WITNESS WHEREOF, the parties have caused this Agreement to be executed by their duly authorized officers as of the day and date first above written.

GEORGE MASON UNIVERSITY

By_____
Rector

FOUNDATION FOR SCALIA LAW

By_____
Chair

ANTONIN SCALIA LAW SCHOOL OF GEORGE MASON UNIVERSITY

By_____
Dean

RESOLUTION OF THE EXECUTIVE COMMITTEE OF THE BOARD OF VISITORS OF GEORGE MASON UNIVERSITY REGARDING ESTABLISHMENT OF AN APPLIED ENGINEERING RESEARCH CORPORATION

WHEREAS, the Board has been advised that to best position George Mason University ("University") to compete for increased levels of Department of War ("DoW") funding for applied engineering research, it would be advantageous to establish an affiliated nonstock (nonprofit) research corporation focused on addressing security priorities, regulatory requirements, and federal processes; and

WHEREAS, the University has a longstanding mission to advance knowledge, foster innovation, and serve the public good through education, research, and service;

WHEREAS, the University recognizes the strategic importance of strengthening national defense, security, and federal research initiatives in partnership with the U.S. Government, allied institutions, and industry; and

WHEREAS, the affiliated research corporation would be a supporting organization to the University and operate for the benefit of the University; and

WHEREAS, other public research universities have established similar affiliated research corporations as deemed beneficial to extend the brand and impact of such universities' research portfolios, including Virginia Tech, Georgia Tech, University of Arizona, University of Southern California; and

WHEREAS, several federal sponsors and private companies have expressed an interest in working with a University-affiliated applied engineering research corporation; and

WHEREAS, the establishment of a separate, affiliated nonstock corporation will enable greater agility in contracting, compliance with DoW and federal regulations, and the pursuit of strategic partnerships, while preserving alignment with the University's educational and research mission; and

WHEREAS, a separate University-affiliated research corporation in the field of applied engineering would allow the University enterprise to address opportunities presented by the DoW and other government and commercial clients with efficiencies of commercial R&D providers and thus, facilitate more research opportunities for the University; and

WHEREAS, Article VII, section 3 of the bylaws of the Board of Visitors provides that prior approval of the Board shall be required before any related private entity that performs services of special interest to the University may be established or chartered;

NOW, THEREFORE, IT IS RESOLVED THAT:

1. The Executive Committee of the Board, acting pursuant to the authority granted to it via state statute and the bylaws of the Board of Visitors, approves the establishment of a new nonstock (nonprofit) applied engineering research corporation focusing primarily, but not exclusively, on U.S. national security, intelligence and defense related issues (the "Research Corporation");

2. The Research Corporation shall be an affiliated organization of the University and accordingly, shall negotiate the terms of an Affiliation Agreement and such other agreements as are deemed necessary or appropriate by the Research Corporation and the University to appropriately govern the relationship between the parties (the "Governing Documents");

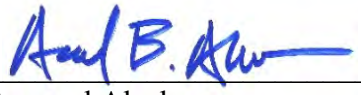
3. The Governing Documents shall address matters such as communication of research and funding priorities between the University and the Research Corporation, strategic and long-term plans; teaming structures to address potential funding opportunities, appointments to any joint roles, space utilization, and other matters potentially involving shared resources;

4. The Affiliation Agreement shall have an initial term of at least five years, with provisions providing additional renewal terms;

5. The Affiliation Agreement shall be approved by the Executive Committee of the Board of Visitors in advance of it becoming final and effective; and

6. This resolution shall take effect immediately upon its adoption.

Approved by the Executive Committee of the Board of Visitors on October 15, 2025.



Armand Alacbay
Secretary of the Board of Visitors

RESOLUTION OF THE BOARD OF VISITORS OF GEORGE MASON UNIVERSITY REGARDING INFORMATION TECHNOLOGY GOODS AND SERVICES CONTRACT TERMS

WHEREAS, in its 2025 regular session, the General Assembly enacted a law, Virginia Code §2.2-4311.3, effective July 1, 2025, providing in part that no term or provision in any public contract for the acquisition of information technology goods or services shall be valid or enforceable to the extent that it is in conflict with Virginia law, but that a public contract containing such a term or provision shall otherwise remain enforceable; and

WHEREAS, §2.2-4311.3 further provides that any term or provision in such a public contract that (i) makes the public contract subject to, governed by, or interpreted under the laws of another state or country or (ii) requires or permits any litigation or other dispute resolution proceeding arising from the public contract to be conducted in another state or country shall be void, but that such public contract shall instead be deemed to provide for the application of the law of the Commonwealth of Virginia, without regard to such contract's choice of law provisions, and to provide for jurisdiction in the courts of the Commonwealth; and

WHEREAS, the provisions of §2.2-4311.3 shall only apply to a public institution of higher education if its governing body has adopted the law's provisions as part of its procurement policies and procedures;

BE IT THEREFORE RESOLVED, that the Board of Visitors hereby adopts the provisions of §2.2-4311.3 as part of the University's procurement policies and procedures; and

RESOLVED FURTHER, the Board of Visitors directs and authorizes the Senior Vice President & Chief Financial Officer to take such necessary action to adopt the provisions of §2.2-4311.3 in the University's procurement policies and procedures.

Approved by the Board of Visitors on October 15, 2025

Armand Alacbay
Secretary of the Board of Visitors

Public Comments

Received for October 15 Executive Committee Meeting

As of 10/15/25 4:30 p.m.

Full Name:	Mason Affiliation	Written Comment
Matthew Kelley	Faculty	Reject the proposed Affiliation Agreement with the Foundation for Scalia Law. There are not enough safeguards in place to prevent shadow money from infecting the University and causing irreparable harm to our reputation and function. This is far too significant an agreement to mess up. When you move fast, you break things, and George Mason University is too valuable to break!
Tehama Lopez Bunyasi	Faculty	I reject the current proposal for an Affiliation Agreement with the Foundation for Scalia Law. Our George Mason community needs a full review of this proposal to ensure safeguards are in place. Furthermore, and more importantly at this moment, an Executive Meeting of the BOV cannot be called without quorum. The George Mason University Board of Visitors is not above the law.
Julia Holcomb	Faculty	I have serious concerns about the proposed Affiliation Agreement with the Foundation for Scalia Law. If the Law School establishes its own foundation, separate from the GMU Foundation, but keeps the GMU name and brand, there are unacceptable risks to the University's governance authority, its financial well-being, and its reputation. For example, were the Law School to accept millions of dollars through undisclosed gift agreements with donors who seek to unduly influence the Law School, hiring and firing faculty and influencing curriculum, the university could have limited avenues to redress such unacceptable donor interference. The university's autonomy is precious: protect it.
virginia hoy	Faculty	The proposed Affiliation Agreement with the law school's foundation under the aegis of the University is outrageous! It is nothing less than a back door maneuver that could potentially damage the forces that have made the University a beacon of academic freedom. That this proposal is being considered by the Executive Committee without a quorum, in violation of the Board's own bylaws, is equally outrageous. And if the University is allowed only a single seat on the foundation board, who gets to determine who that person would be? Would there be a vote from the Faculty Senate? Or would the law school dean choose someone? What recourse would the University have in the case of undue donor influence? I have been a faculty member at the University for 20 years and we have fought that transparency battle before. As it appears from the proposed Affiliation Agreement, the University would have little to no ability to question any donor demands. This is very wrong and should be rejected by the Executive Committee.
Eva K. Thorp	Faculty Member Emerita, Education	I am concerned that this meeting is even being held. As of this date, the Board does not have a quorum; thus, there is not a duly constituted Executive Committee. I am particularly concerned about the proposed affiliation agreement with the Foundation for the Scalia School of Law. Given that those attending the meeting do not have decision making power due to the

		questionable legality of an Executive Committee meeting without there being a fully constituted BOV, it appears that discussing this agreement is an attempt to push something through without adequate opportunities for wider university input. While I have procedural concerns about the meeting, I am also concerned about the proposed agreement itself and urge that it be rejected due to what appears to be the potential for undue donor influence and potential conflict of influence, with very limited University representation on the Foundation Board.
Laura Buckwald	Alumni	I object to any meeting to be held by any members of the George Mason University Board of Visitors (BOV) until the BOV returns to a full quorum and obtains a vote of confidence from the GMU community. The Board does not currently have a quorum and is adjourned, not recessed, making any meetings by remaining members of the BOV illegal. George Mason University has issued Vote of No Confidence in the BOV and the illegally proposed meeting on October 15, 2025 demonstrates why the GMU community has no confidence in this BOV acting in the best interests of GMU. In addition, the proposed Affiliation Agreement with the Foundation for Scalia Law where the GMU School of Law is seeking to establish its own foundation separate from the GMU Foundation is riddled with unacceptable risks to the university's governance and financial well-being. This proposal has no safeguards and represents serious financial and reputational risks to the university. If passed, agreement will cause alumni and other donors to withdraw our donations to the university and cease support for GMU. Therefore, the Affiliation Agreement with the Foundation for Scalia Law proposal must be immediately and resoundingly rejected.
Professor G. Chesler	Faculty	I am writing as a tenured professor and committed educator, working at GMU since 2013. I have grave concerns about the actions of the BOV and oppose their scheduled meeting on 10/15 which is in breach of the Virginia Law and the Board's Bylaws. This meeting should not be held, nor any BOV business conducted, until such time as the BOV returns to its legal status. Until then, any actions made by the BOV should not stand. Further, I reject any BOV actions granting the Scalia Law School its own foundation using the GMU name and association. This will put the greater university at risk, contains no safeguards, and effectively creates a structure of private and secret donations and payments funneling through and in association with our university. In order to preserve the stature and ethos of GMU, I further propose the Scalia Law School break from GMU entirely and become its own 'university'.
James H. Finkelstein	Professor Emeritus	I urge you to reject the proposed Affiliation Agreement with the Foundation for Scalia Law. As someone with expertise in university and nonprofit governance, I find it deficient in protecting George Mason University's interests. It asks the university to surrender control of an entity operating under Mason's name and reputation while granting

only token representation—one seat out of up to fifteen trustees—and no guaranteed financial benefits. No prudent governing board would approve such terms.

The Foundation's governance is deeply flawed. Its board will be self-perpetuating, with no authority for Mason to appoint or remove trustees. One dean's vote cannot meaningfully influence an entity dominated by donors. If its priorities diverge from those of the university, Mason has no recourse. Equally troubling is the absence of minimum funding requirements. The Foundation could raise $100 million under Mason's name and deliver only $200,000 annually to the law school while spending hundreds of thousands on overhead—with no contractual remedy.

The agreement also fails to protect assets. If the relationship dissolves, what happens to endowment funds raised under Mason's name? The Foundation could claim ownership as an independent 501(c)(3), forcing the university into costly litigation to recover assets that should have been secured from the start.

Academic independence is at risk as well. The Foundation could supplement faculty and leadership compensation without university approval, creating conflicts of interest that undermine governance and academic freedom. It also gains broad rights to use Mason's name without prior approval. If the Foundation issues inappropriate fundraising materials or its president speaks at controversial events under the banner of "GMU Scalia Law," the reputational damage would be Mason's to bear.

The reporting requirements are also weak. With the first audit not due until October 2026, problems could fester for over a year before reaching the Board. These are not abstract concerns. Other universities with similar agreements have suffered donor-captured boards, competing solicitations that alienated donors, excessive overhead, asset disputes, compromised academic independence, and even costly data breaches. Without stronger protections, Mason is exposed to the same risks.

This agreement is an asymmetric bargain. Mason provides its name, reputation, donor relationships, and institutional resources. In return, the university receives no guaranteed funding, no control, no asset protection, and significant liability exposure. The Foundation gains complete autonomy, discretion over distributions, and the ability to accumulate wealth under Mason's brand. This is not partnership but transfer of institutional value to an entity with minimal accountability.

If you proceed, certain protections must be non-negotiable: at least 40 percent Mason-appointed trustees, mandatory distributions, full asset transfer to Mason upon termination, approval rights over bylaws and budgets, quarterly reporting, a ban on direct compensation to employees, prior approval for use of Mason's name, strong data

		security, and enforceable performance metrics. Anything less fails your fiduciary duty. There is a better alternative. By investing $500,000 annually in enhanced in-house fundraising within University Advancement, Mason could maintain control, ensure all funds benefit Scalia Law, guarantee transparency, avoid all risks noted above, and likely achieve stronger results without siphoning resources into an independent foundation. Your duty is to protect this institution and the Commonwealth. You would not approve such an arrangement for treasury functions or IT operations. Fundraising deserves the same rigorous governance. The choice is clear: protect Mason now through sound governance, or approve a flawed agreement and confront inevitable problems later—at far greater cost. You must reject this inadequate agreement.
Terrence Lyons	Faculty	Dear Board of Visitors, I am concerned that GMU's Board of Visitors' Executive Committee is meeting on October 15 without a quorum, raising troubling questions regarding university governance at George Mason University. Furthermore, I believe more transparency is needed regarding Scalia Law Foundation in order to prevent scandals relating to donors. Thank you. Terrence Lyons
Kathleen Ann Ramos	Faculty	I am writing to urge the Board of Visitors to reject the proposed Affiliation Agreement with the Foundation for Scalia Law. The Board must choose to recommit to lawful, transparent governance that protects our public universities and avoids a message that powerful donors and a handful of insiders matter more than the integrity of George Mason University. That choice will define not only Mason's future, but the future of public higher education in Virginia.
Rebecca R.G.	Faculty	Given the previous scandals around funding with strings attached, it sounds extremely unwise to form a separate foundation for the law school that may not follow the guidelines the Mason Foundation now follows to avoid future issues. I am also distressed that the board is meeting without a quorum--is it able to make decisions on behalf of the university at all at present?
Robbie Dieterich	Faculty	I am highly concerned to hear that the Board of Visitors appears to be considering voting despite a lack of quorum membership. This is an act that engenders serious legal and ethical concerns that endangers not just the acts of the Board itself, but also the University itself. If the Board is to adhere to it's mission of protecting the University, it MUST NOT expose the University to increased legal peril by taking votes without quorum.

		I am equally concerned by information that suggests the Board is considering the affiliation agreement proposed by the Scalia Law Foundation. A system such as that agreement, that sidesteps traditional avenues for donor compliance and transparency, puts the University at risk of further legal and reputational harm. This would serve to exacerbate previous donor scandals that diminish the reputation and legacy of George Mason University. I demand that the Board refrain from any quorum-less decisions and recommit to their mission of lawful and transparent governance that protects George Mason University. To do any less endangers not just our University but the tradition of superior public higher education in Virginia. Serve the Commonwealth, not the donor-class!
Alyssa Cazier	Student	As a graduate student, I continue to be deeply concerned with the actions and assertions put forward by this Board of Visitors. Not only is the proposed Affiliation Agreement with the Foundation for Scalia Law a concerning conflict of interest to the university at large, this meeting is not legally valid as the Virginia Senate has rejected recent appointees and the current board does not meet quorum. I echo my colleagues in asserting that the board must choose to recommit lawful, transparent governance that protects our public universities, or send a message that powerful donors and a handful of insiders matter more than the integrity of George Mason University. That choice will define not only Mason's future, but the future of public higher education in Virginia
Shauna Rigaud	alum	As a proud alum of George Mason University, I am deeply troubled by the Rector's decision to call an Executive Committee meeting on October 15 that appears to violate both the Board's Bylaws and Virginia state law. Since the Board formally adjourned in August and currently lacks a quorum, this meeting has no legal standing. Proceeding in this way undermines the transparency and integrity that the University community expects from its leadership. I am also alarmed by the proposed Affiliation Agreement to establish a separate "Foundation for Scalia Law." This proposal poses serious risks to GMU's governance and reputation by allowing a new entity to manage funds and potentially accept undisclosed donations with limited oversight. With only one University representative on the Foundation's board, the structure invites conflicts of interest and could enable undue donor influence over academic and administrative matters. George Mason University's strength lies in its commitment to public accountability and democratic governance. Approving this agreement through an improperly convened meeting would betray those values and jeopardize the University's credibility. I urge the Board to reject

		any action on this proposal until it can be reviewed lawfully, transparently, and with full faculty and community input.
Lauren Cattaneo	Faculty	I am frustrated and angry that the BOV is planning to meet without a quorum, in order to consider a financial mechanism for the law school, which already seems to receive a different kind of treatment from this board. If the BOV is at all interested in both faculty trust and public opinion, it will not meet unlawfully in order to pass this extremely questionable affiliation agreement. It makes this institution look terrible. I agree with this statement: The board must choose to recommit lawful, transparent governance that protects our public universities, or send a message that powerful donors and a handful of insiders matter more than the integrity of George Mason University. That choice will define not only Mason's future, but the future of public higher education in Virginia.
Denise Albanese	Faculty	It appears the BOV of George Mason is attempting to circumvent its own charter and its obligation to the taxpayers of Virginia by planning an unsanctioned, questionable Executive Meeting on 10/15. And it is doing so in the service of powerful donors seeking to undermine the very foundation of a state university as a public trust. The proposed action on behalf of the Law School raises serious questions about the Board's willingness to act transparently as fiduciary agents, as is their first and foremost job: the proposed Foundation will have unknown consequences for the health and independence, not just of the Law School, but of the university as a whole. The viability of public-funded education as a common good is at stake here. Please put your obligations to the myriad citizens and taxpayers of Virginia, and to disinterested higher education, over ideology and the fiscal interests of a powerful few insiders. I call on you to withdraw your planned, illegitimate agenda.
Eric Eisner	Faculty	It is essential that governance structures for public universities be fully transparent. I urge the Board of Visitors to reject the proposed Affiliation Agreement with the Foundation for Scalia Law. This is an unnecessary affiliation which could expose the university to serious reputational harm, calling its values of integrity and transparency into question. Even if the affiliation agreement were to be used solely for the purposes of fundraising with no strings attached (in which case I don't understand its necessity or the urgency and atmosphere of secrecy with which it is being rushed through), it looks to me like there would be no way to know whether donors were using it to exercise influence on curriculum, hiring, even publication. As you know, the university several years ago went through a careful process and review to ensure that donors could not use gifts in this way. This proposal would undo that work and those safeguards in an unacceptable way, breaking the university's trust with the public.
Ted Kinnaman	Faculty	The requirement of transparency is violated by both the process and the substance of the coming Board meeting. The process, because the meeting is not legitimate, as the Board is not in recess. The substance,

		because the effect of the proposed agreement with the Law School is to shield the law school's finances from university scrutiny.
Jennifer Victor	Faculty	I'm concerned about the Executive committee acting inappropriately while the Board lacks a quorum. Considering authorizing the establishment of a Law School Foundation under these circumstances is suspect. The Board must be committed to lawful, transparent governance that keeps the health of the entirety of the university as its focus. The Foundation proposal, even if offered in good faith and well-intentioned, will be seen as an illegitimate means of funneling ideological money into the Law School. This is not a good look for the university.
Alexander Monea	Faculty	The board must choose to recommit to lawful, transparent governance that protects our public universities, or send a message that powerful donors and a handful of insiders matter more than the integrity of George Mason University. That choice will define not only Mason's future, but the future of public higher education in Virginia.
Zachary Schrag	Faculty	I call on the Board of Visitors Executive Committee to refrain from any non-emergency actions during such time that the full board cannot meet for want of a quorum. Any such action would violate the Mason Core Value: "We hold ourselves to the highest ethical standards as educators, scholars, students, and professionals."
Amy Zhang	Faculty	The board must choose to recommit lawful, transparent governance that protects our public universities, or send a message that powerful donors and a handful of insiders matter more than the integrity of George Mason University. That choice will define not only Mason's future, but the future of public higher education in Virginia.
Colleen Vesely	Faculty	The board must choose to recommit lawful, transparent governance that protects our public universities, or they send the message that powerful donors and a handful of insiders matter more than the integrity of George Mason University. That choice will define not only Mason's future, but the future of public higher education in Virginia.
Tim Gibson	Faculty	Rector Stimson, Your "executive committee meeting" is illegitimate. You have no quorum. You have no authority to pass any motions. You will have no authority until the Governor appoints, and the legislature approves, more members to the Board. Please cease and desist any further actions until that time.
Catherine Saunders	Faculty	First, I am concerned that a portion of the BOV is meeting at a time when it is not at all clear that they are legally able to conduct business. Second, I remain concerned that the proposed Law School Foundation Affiliation Agreement does not guarantee sufficient transparency to safeguard Mason's reputation. As I have mentioned before, I've been a faculty member long enough to remember the harm done by insufficiently transparent donor agreements in the past. We have, to a large degree, recovered from that harm, and in fact Mason's visibility and reputation have grown in the last few years. I would urge the full Board, when we have one, to move deliberately and carefully in

		considering any such agreement, spending the necessary time both in committee and as a full board to study the potential impacts, and how, if at all, such an agreement can be crafted in a way that preserves the University's governance authority and its financial well-being. It definitely seems unwise to make decisions about such a potentially-impactful agreement given the current situation of the BOV (and the presence of this item on the agenda raises additional questions, at least for me, about why a portion of the Board has chosen to meet at this time).
John Reid		I AM SPEAKING! I AM SPEAKING!
William Eisen	Student	I AM SPEAKING! I AM SPEAKING!
Austin David Lambert	Student	I AM SPEAKING! I AM SPEAKING!
Carlos Chism	Faculty	This affiliation agreement has not been shared with the university administration or the Faculty Senate, both of which are critical for shared governance. The board must choose to recommit lawful, transparent governance that protects our public universities, or send a message that powerful donors and a handful of insiders matter more than the integrity of George Mason University. That choice will define not only Mason's future, but the future of public higher education in Virginia.
Jessica Scarlata	Faculty	The BOV does not have a quorum and should not be meeting. This meeting shows a reckless disregard for principles of transparency and shared governance and makes clear that the current BOV members are not concerned with the well-being of GMU as a whole -- meaning all of the academic units, not just the law school. The board must choose to recommit lawful, transparent governance that protects our public universities. By failing to do so, they are sending a message that powerful donors and a handful of insiders matter more than the integrity of George Mason University. That choice will define not only Mason's future, but the future of public higher education in Virginia.
Aniya Coffey	Student	Dear Members of the Board of Visitors, I appreciate the opportunity to submit this written comment regarding the resolution passed in August 2025 that prohibits or eliminates many DEI (Diversity, Equity, and Inclusion) efforts at George Mason University. I write today to express my deep concern and to urge the Board to reconsider or rescind that resolution due to its harmful implications for the university's mission, community, and future success. George Mason has long billed itself as an inclusive, innovative, and diverse institution. The diversity of our student body, faculty, and staff is one of Mason's greatest strengths, fostering a rich intellectual environment, exposing all members to new perspectives, and better preparing graduates for an interconnected world. The anti-DEI resolution, however, sends a conflicting message: that difference is something to be managed away rather than embraced.

By removing or forbidding programs, training, and staff roles (unless strictly required by state or federal law), the resolution risks hollowing out the infrastructure that supports equity, inclusion, and belonging for underrepresented students and employees. This limits our ability to respond to systemic disparities and to foster a campus culture of respect, understanding, and opportunity for all. While the resolution frames its intent in terms of "merit-based approaches," it fails to account for the existing inequities and structural barriers that affect educational outcomes. Without DEI supports:

Students from underrepresented racial, ethnic, and socioeconomic backgrounds may lose mentorship programs, bridge or preparatory academic support, affinity spaces, or culturally responsive services.

Underrepresented students may feel less welcome, less supported, or more isolated, which can lead to lower retention, lower mental health and wellbeing, and decreased academic success.

The perception of the university as hostile or indifferent to equity may deter prospective students and families from underrepresented communities from applying or enrolling.

Eliminating or curtailing DEI programs disproportionately affects those already disadvantaged by systemic bias. The playing field is not flat, and removing equity supports does not make it fairer — it widens existing gaps. DEI efforts do not exist in a vacuum — they support faculty and staff hiring, retention, and professional development, especially for scholars from underrepresented and marginalized groups.

Without DEI training, search committee guidance, or equity audits, the risk of unconscious bias or inequitable decision-making in hiring, promotion, and compensation increases.

Some faculty may feel unsafe or unsupported in bringing diverse research, teaching, or community engagement work into their portfolios, reducing innovation and intellectual breadth.

The university's reputation — locally, regionally, and nationally — may suffer. In a competitive higher education marketplace, institutions that prioritize inclusion tend to attract more talent, partnerships, external funding, and students who value pluralism.

Furthermore, the resolution was passed with minimal open deliberation and in haste, demanding elimination of programs or even staff within 30 days. Such abrupt dismantling is disruptive to ongoing work and erodes trust between administration, stakeholders, and the broader community. While the resolution claims to restrict DEI only to the extent not required by state or federal law, in practice it may generate legal risk:

		Removing DEI training or oversight may hamper the university's ability to proactively identify and remedy discriminatory practices, leaving the institution vulnerable to complaints or lawsuits under Title VI, Title VII, Title IX, or equal protection principles.
Anna Forster	Student	Dear Board, Refrain from making any decisions today at the meeting that affect students who are feeling under scrutiny because of the political climate in Washington D.C. under the trump regime. This is my advice as a constituent to virginia and a senior student at Mason, because I had been suprised that this meeting was called, and am not able to catch up with how the BOV's decisions will affect the student body. This is for the rest of my time at GMU, as well as for the good of the future staff and students who come to Mason after me. I feel strongly about this because, I care about the direction Mason goes culturally, as it affects the political climate that we live in. Thank you for your view and consideration. Huayra Forster
Evan Ramee	Student	Mason is a commuter school only because of inadequate housing policy in Fairfax County and Fairfax City. The continued failure to supply affordable housing to students is a failure not only of the local legislatures, but of GMU management as well. Demand housing abundance near GMU. Work with the local legistatures to bring affordable housing to campus. No student should be denied the opportunity to walk, bike, or bus to class on account of hosuing costs. Local housing abundance will reduce air pollution, CO2 emissions, wasted time, and wasted land. Plan like it's the 21st century.
Griffin Crouch	Student	My name is Griffin Crouch, and I'm a 3rd year undergraduate student. The Board of Visitors should not meet and take action items when they do so directly against the view of Virginia's legislature and elected officials. Continuing to operate and do business without a quorum undermines trust in George Mason as an institution, by putting short-term, postponable matters ahead of our long-term and legal standing. It creates doubt in those decisions and hurts the faith and confidence of the Commonwealth in Mason, when we could avoid it by not meeting until all legal questions are settled. We can disagree about the validity of those concerns, but not that the choice to meet today knowingly invites controversy that will harm the University when we've dealt with enough controversy this summer. As an undergraduate student, I'm considering our BAM and Law School, and want to be an engaged alumni - but it becomes harder to want to do that when our Rector's judgement and Board of Visitor's decision ignore the concerns of Virginia's elected legislators, who we need for funding and to facilitate opportunities for students. Holding a legally messy meeting will ultimately hurt students and our University community the most, and was the wrong call for Mason's future.

Robin Washburn	Student	I'm deeply concerned about the future of queer and trans rights at this university due to our national administration's attacks on those groups, labeling them as "terrorists" and "threats to society". Mason has so far fostered a great LGBTQ community, and I wish for this place to continue being a great place for this community. If this university can be a sanctuary for LGBTQ people, I would be quite satisfied with this board.

President's Report
Prepared for the Dec. 4, 2025
Board of Visitors Meeting

Current Issues

Investigation Update:

Following the findings of the Department of Education and the House Judiciary Committee, and our response, there have been ongoing discussions and engagements with the federal government relative to a final settlement. It is our hope that these will be resolved in the coming weeks. We continue to work to ensure that we remain in compliance with all federal laws related to this issue.

Fiscal Realities Update:

The effect of the executive orders and recent policy changes at the federal and state levels is having a significant fiscal impact on our academic and administrative programs. This fiscal impact, coupled with the net effect of unfunded mandates and the lack of a tuition increase, is creating fiscal uncertainty for the upcoming fiscal year and we have begun to see potential shortfalls in our operating budgets.

Three areas of uncertainty:

- Reductions in graduate student tuition due to visa denials. We have seen a significant drop in enrollment, leading to a decline of $7.1M for this fall over last fall.
- Reductions in research expenditures and awards. Trending to a loss of $7M in Indirect Cost Return (IDC).
- Unfunded mandates: The two major unfunded mandates are the Virginia Military Survivors and Dependents Education Program (VMSDEP) and unfunded compensation. VMSDEP provides tuition benefits at Virginia public colleges and universities to the spouses and children of military service members who were killed, missing in action, taken prisoner, or who became at least 90% disabled due to military service. Unfunded compensation stems from the fact that the commonwealth only covers about 50% of an employee's state-mandated raise. The institution is required to provide the remainder. We are seeing a $1.8M increase over this time last year.

Revenue Enhancements:

While there are increased costs as outlined above, there are some increases in funds that could offset some of these costs. They include the following:

1. Increased revenue from overall credit hour growth. Undergraduate student credit hours continue to increase as they take more courses than graduate students. Overall credit hours are up 1.4%.

2. The additional earnings from the Patriot Investment Fund. The fund generated an additional $5M in fees due to favorable trading revenue.
3. Permanentizing the one-time resources granted by the state. Note, there are some significant headwinds facing our state government this session, like increased Medicaid and K-12 costs. These costs can put limits on the amount of support that we are able garner from the state.

Student and Alumni Highlights

- Fourteen students, from a variety of majors, were chosen as recipients of the U.S. Department of State's Benjamin A. Gilman International Scholarship for study abroad.
- A'Laura C. Hines, a physical chemistry PhD candidate, has been awarded the U.S. Department of Defense Science, Mathematics, and Research for Transformation (SMART) Scholarship, which guarantees a government civil servant job upon graduation.
- Schar School students participated in an intensive study abroad program in Cyprus, where they examined the Eastern Mediterranean's shifting geopolitical landscape and human security challenges and engaged with diplomats, policymakers, security officials, and civil society organizations.
- Five students were accepted into the finals for the Country to Country Capture the Flag contest, an international competition that issues challenges to code, decrypt, search, hack, and reverse-engineer their way through as many challenges as possible. Attendees at the Boston event included College of Engineering and Computing students Gael Abboud, Sanjay Kumar Samala, Nhat Le, and Jonah Wilbur. Amaan Abbas also qualified but could not attend.
- Mason Korea students played a crucial role in helping students from New York connect across cultures and language barriers during a seven-day Incheon–New York High School Exchange Program in July.
- Antonin Scalia Law School student and M-VETS student advisor Anthony Mancini advocated for a George Mason alumnus and U.S. Air Force veteran before the Department of Veterans Affairs Board of Veterans' Appeals.
- Senior cyber security engineering student Fatima Majid was the only one-person team in the top 10 award winners at a National Defense Industrial Association competition, and she was the only student competing.
- A dozen students from the Schar School's First-Year Democracy Lab learning community were invited to the Washington, D.C., studios of WUSA9, the local CBS affiliate to watch the Virginia gubernatorial debate and participate in a post-debate discussion to shed light on what young, engaged voters took away from the debate.
- George Mason students took third in Project S.E.R.V.E.'s bioengineering competition to see who could design a prosthetic socket and liner that would mitigate heat and moisture for lower limb amputees.

- Junior outfielder James Quinn-Irons was selected by the Tampa Bay Rays in the fifth round of the 2025 MLB Draft. Senior pitcher Connor Knox was selected by the Chicago Cubs in the 18th round.
- Nearly 20 students, faculty, and staff volunteers caught and rehomed turtles and fish into the Occoquan River when a retention pond at the Potomac Science Center needed to be emptied for maintenance of the drainage system.
- Twenty-five students, many of them graduate students at the Schar School, traveled to Costa Rica for an immersive study abroad program focused on transnational security. They tackled complex issues such as human trafficking, migration, environmental crimes, and the illicit drug trade.
- Sixteen students from a bioengineering world health class worked in Quito, Ecuador, with the Range of Motion Project (ROMP) to fit locals with high-quality prosthetic devices.
- At the 2025 USENIX Security Conference, College of Engineering and Computing faculty members and PhD students won the Distinguished Artifact Award for their discovery of a security vulnerability in Apple's Find My Network system.
- Senior anthropology major Zain Alzubaidy interned with the U.S. Department of Commerce, working in the Advocacy Center, providing commercial diplomatic support to American businesses in foreign markets.
- Prem Ganesan, who graduated in May with an economics degree, made university and intercollegiate competitive speech history when they captured seven national titles in six different national championship events during their time on the George Mason forensics team.
- Law student Samantha Hargis, working as a student advisor for Mason Veterans and Servicemembers Legal Clinic, advocated for a U.S. combat veteran at a hearing before the Department of Veterans Affairs Board of Veterans' Appeals.
- The student-run bilingual literary journal *Hispanic Culture Review* has been awarded a 2024 National Magazine Pacemaker Award by the Associated Collegiate Press, recognition informally known as the "Student Pulitzer." *Volition*, an undergraduate literary and arts journal, was named a finalist in the same category.
- Talley Bettens, a doctoral candidate in the Department of Criminology, Law and Society, has received a graduate research fellowship from the National Institute of Justice to support her dissertation titled "Schoolhouse Interrogations and Confessions: Perspectives from Principals and Students."
- Tiffany H. Bates, JD '18, has been selected to serve as a clerk for U.S. Supreme Court Justice Clarence Thomas during the 2026 term. Bates is the fifth Scalia Law alum to clerk for the Supreme Court.
- Andrew Hutsell, BS Mechanical Engineering '23, recently put his engineering skills to the test in an episode of the History Channel's *Forged in Fire,* a competition that challenges bladesmiths to create weapons under tight deadlines.

- The U.S. Senate confirmed Montana state Rep. Bill Mercer, JD '93, to the U.S. District Court of Montana.
- U.S. Marine Corps veteran Christopher Michael "Mike" Johnson, MAIS '11, was recently appointed University of West Georgia's ninth president.
- Gina S. Brown, PhD Nursing '99, was named president of Oakwood University in Huntsville, Alabama. She is the first woman to hold that position.
- Former George Mason softball player Maggie Mrowka, MS Sport and Recreation Studies '23, was named softball coach at the College of Charleston. At 25 when hired, she became the youngest active head coach in Division I college softball.

Faculty Highlights

- Researchers at the Center for Advancing Systems Science and Bioengineering Innovation (CASSBI), including principal investigator Siddhartha Sikdar, are leading a new $4.65 million National Institutes of Health-funded R01 study to better understand what shapes chronic musculoskeletal pain and how to improve care.
- Researchers Ethan Ahn, associate professor in the Department of Electrical and Computer Engineering and a founding director of Mason Nanoelectronics Laboratory, and Jessica Rosenberg, professor of physics and director of education at the university's Quantum Science and Engineering Center, received nearly $1 million from the National Science Foundation to establish a hands-on nanofabrication training program, helping to build Virginia's high-tech workforce.
- Liang Luo, chair of the Department of Modern and Classical Languages, worked as a language and culture consultant for Marvel's *Shang-Chi and the Legend of the Ten Rings*.
- Larry Pfeiffer, executive director of the Schar School's Michael V. Hayden Center for Intelligence, Policy, and International Security, served as a consultant for Netflix's *A House of Dynamite*.
- Research by clinical nutrition researcher Raedeh Basiri indicates that mangos, despite having more sugar than many low-sugar snacks, may offer protective factors for adults with prediabetes.
- Associate accounting professor Min Shen co-authored a paper discussing how corporate traders see through pre-emptive disclosures meant to blunt the impact of unflattering news and change their info-seeking behavior.
- Information systems and operations assistant professor Abhishek Ray has helped build an artificial intelligence-driven tool to root out illicit massage businesses run by human trafficking rings.
- Led by Associate Professor Farnoosh Shahrokhi, George Mason received more than $150,000 from the Virginia Department of Education to pilot the Principal Registered Apprenticeship Program, which will give educators in five Northern Virginia school districts greater access to leadership apprenticeships.

- Frank Krueger of the College of Science, Nathalia Peixoto of the College of Engineering and Computing, and Yali Pan of the Office of International Programs and Services received Fulbright awards, funded by the U.S. Department of State.
- Professor Al Fuertes, who teaches in the School of Integrative Studies in the College of Humanities and Social Sciences, traveled to Rwanda to facilitate workshops for former victims and perpetrators of the 1994 Rwandan mass genocide.
- Bioengineering professors Parag Chitnis and Siddhartha Sikdar created a start-up, Myokinetics LLC, with the hope of providing personalized rehabilitation programs for injured athletes.
- College of Education and Human Development dean Ingrid Guerra-López delivered a keynote speech at the Innovation Africa 2025 summit, addressing the need for a transformation of K–12 education to secure the future of Africa's workforce.
- With the support of a U.S. Department of Justice training grant, researchers led by CEHD professor Elizabeth Levine Brown are working to integrate comprehensive school-based mental health systems as part of proactive violence prevention programming in public middle schools in Prince William County.
- Environmental engineering professor Viviana Maggioni is leading an international team that is using NASA's Glacial Melt Toolbox, a collection of mapping technologies, to assess climate challenges facing some of the world's highest mountain ranges.
- Social work professor Li-Mei Chen and Health Services Research PhD student Linda Hayes Bennett participated in the annual Gerontological Society of America's Capitol Hill Advocacy Day to promote aging-related policy priorities and champion additional funding.
- In a recent study published in the *Journal of Brand Management*, Russell Abratt, a marketing professor in the Costello College of Business, explained how companies can move beyond shallow social and environmental messaging to meaningfully shift consumer perceptions.
- Professor Tyler Cowen, BS Economics '83, was named one of TIME magazine's 100 most influential people in philanthropy for his leadership of Emergent Ventures.
- Marvin Lewis, assistant vice president and director of Intercollegiate Athletics, was appointed by the Atlantic 10 to the NCAA Division I Women's Basketball Committee.
- A faculty team from several programs within the School of Education, led by professor Sam Steen, was awarded a U.S. Department of Education grant to train mental health services providers in Manassas City Public Schools. The grant is part of the Bipartisan Safer Communities Act.
- Researcher Anamaria Berea, an associate professor in the Department of Computational and Data Sciences, was selected to serve on NASA's Decadal Astrobiology Research and Exploration Strategy (DARES) Task Force 1.
- Research by Long Chen and June Woo Park, accounting professors in the Costello College of Business, constitutes the first rigorous scholarly investigation into whether—and how—left- and right-handedness plays a role in business innovation.

- Carter School professor Arthur Romano is working with alum Nawal Rajeh to prevent gun violence in Baltimore through proactive peacebuilding initiatives, including the Baltimore Peace Education and Violence Prevention project.
- The American Marketing Association has selected a Journal of Marketing paper by Brett Josephson, associate dean for executive education and associate professor of marketing in the Costello College of Business, for the Louis W. Stern Award for 2025,
- Two members of George Mason's academic advising community were honored with regional awards from the National Academic Advising Association this spring: Joshua Fletcher, undergraduate academic advisor in the Computer Science Department, and Barbara Snyder, BS Psychology '08, director of student success and academic advising in the Costello College of Business.
- Stacey Ellis, faculty and staff engagement program manager in Human Resources, received the 2025 Higher Ed HR Rock Star Award from the College and University Professional Association for Human Resources.

Rankings/Accolades Highlights

- *U.S. News & World Report* ranks George Mason as the top public university for upward mobility in Virginia and in the Washington, D.C., metropolitan region and top five in Virginia for best value.
- *Washington Monthly* ranks George Mason as "Best Bang for the Buck" in Virginia and No. 1 in the Washington, D.C., metropolitan region for access.
- *Forbes* ranks George Mason as the 47th public university nationally, and 114th overall.
- *The Wall Street Journal* ranks George Mason #1 in Virginia for upward mobility, and the #1 public university in Virginia for best value and salary outcomes.
- *The Princeton Review* ranks George Mason as a top mid-Atlantic university for value.
- *U.S. News* ranks George Mason in the top 5 in Virginia for undergraduate programs in business, economics, computer science, engineering, nursing, and psychology.
- *U.S. News* also named George Mason as one of the best colleges for veterans and No. 1 in Virginia for several graduate programs, including online MBA for veterans, special education, industrial engineering, part-time law, public health, and public affairs and policy programs.
- *U.S. News ranks George* Mason 57th among public universities nationwide and tied for 117th among all universities, both public and private.
- George Mason earned a 4.5-star rating (on a 5-point scale) from *Money* magazine's "Best Colleges in America."
- George Mason's commitment to military-connected students and their families was recognized with a Silver ranking in the Military Friendly® School designation for the 2025-26 academic year.

- Northern Virginia magazine named George Mason President Gregory Washington to its 50 Most Influential people in Northern Virginia list. Terry L. Clower, director of the Center for Regional Analysis, also made the list, as did Board of Visitors member Jon Peterson and donors Greg Baroni and Dwight and Martha Schar.
- *Washington Business Journal* named Terry L. Clower and President Gregory Washington to its Power 100 list.
- Fuse at Mason Square earned the Environmental Impact Award at the Annual P3 (Public Private Partnership) Awards in New York City. The digital innovation hub was praised for its cutting-edge approach to sustainability in design, construction, and operations.
- *Washingtonian* magazine named two professors – Tyler Cowen, BS Economics '83, and Robin Hanson – to its list of Washington, D.C.'s 500 Most Influential People of 2025, a "list of the experts and advocates, outside the government, who are playing big roles in Washington's policy debates." Alumni Kris Brown, JD '98; Scott M. Melville, JD '91; Theresa Fariello, JD '91; Gerry Stegmaier, BA History '92/JD '00; and Jason Snead, MPP '15, also are profiled.
- George Mason's College of Public Health has been awarded accreditation from the Council on Education for Public Health, becoming the first and only college of public health in Virginia to earn this standard for excellence.

Strategic Plan Priorities

Deliver a distinctive and inclusive student experience that fosters lifelong engagement.

- Since 2020, George Mason University's online education has expanded from fully virtual delivery during the pandemic to a broad mix of face-to-face, hybrid, and asynchronous formats. Building on the 2021 Undergraduate Online Task Force recommendations, the university has formed the Online Education Review Working Group to formalize policies and processes ensuring high-quality, compliant, and well-marketed online offerings.
- The group's charge is to create an actionable plan to formalize programs and courses, align them with SCHEV and SACSCOC expectations, establish clear approval processes, and develop explicit policy guidance for sustaining and expanding online learning.
- Key deliverables by Dec. 15, 2025, include: a full inventory of online programs, concentrations, and classes; certification plans for programs requiring external approval; and draft policies for course and program creation and governance.
- ADVANCE has eclipsed more than 6,500 total participants since the program's founding in 2018.
- More than 2,000 ADVANCE students are currently enrolled at Mason, and the program has graduated almost 1,000 students.
- Top areas of study include Computer Science, Business, and Social Sciences.
- 38% of ADVANCE students are Pell-eligible.
- In polling our ADVANCE students, 93% of the respondents indicate that they would recommend ADVANCE to a friend.

- The ADVANCE Program was showcased in the *Transfer Playbook 2.0*, a joint publication of the Aspen Institute College Excellence Program and the Community College Research Center. The *Transfer Playbook* highlights the ADVANCE Program as a national model for addressing the historically complex transfer process between community colleges and four-year institutions.
- ADVANCE MVP expanded offerings to Brightpoint Community College and Virginia Peninsula Community College.

Enrollment update

Stu Summary Groups	Stu Residency Group1	Fall 23 Registered Student Count	Fall 24 Registered Student Count	Fall 25 Registered Student Count	Fall 23 Student Registered Hours	Fall 24 Student Registered Hours	Fall 25 Student Registered Hours	Fall 23 Student Registered FTE	Fall 24 Student Registered FTE	Fall 25 Student Registered FTE
Undergrad	VA	24,107	24,606	25,202	304,883	308,487	318,760	20325.5	20565.8	21250.7
	OOS	4,216	4,403	4,379	59,447	62,092	61,928	3963.1	4139.5	4128.5
	Total	28,323	29,009	29,581	364,330	370,579	380,688	24288.7	24705.3	25379.2
Grad	VA	6,297	6,337	6,452	37,855	38,525	40,882	3154.6	3210.4	3406.8
	OOS	4,759	4,435	3,699	35,558	31,615	25,387	2963.1	2634.6	2115.6
	Total	11,056	10,772	10,151	73,413	70,140	66,269	6117.7	5845.0	5522.4
Law	VA	300	233	234	3,458	2,668	2,763	230.5	177.9	184.2
	OOS	506	435	412	6,000	5,060	4,856	400.0	337.3	323.7
	Total	806	668	646	9,458	7,728	7,619	630.5	515.2	507.9
Grand Total		**40,185**	**40,449**	**40,378**	**447,201**	**448,447**	**454,575**	**31036.9**	**31065.5**	**31409.5**

<u>Expand the impact of George Mason's research, scholarship, and creative enterprise.</u>

Colleges, Schools, and Respective Centers

Antonin Scalia Law School
Under the direction of Professor Robert Luther III and associate dean Victoria Huber, a record 102 judicial clerkships were secured by students and graduates for the 2025-2028 terms. Thirty-one of the clerkships are with U.S. Circuit Courts of Appeals.

Associate dean and professor J. Shahar Dillbary's paper, "Law Enforcement with Rent Dissipation" (with Murat Mungan), was recently ranked Top 10 in the following SSRN categories: Theory, Computational Models (Games), Public Choice, Game Theory and Experiments, Game Theory, Social Choice and Welfare, Games and Political Behavior, and Bargaining, Public Law – Corporations. Dillbary has presented or will present his experimental and observational empirical studies at the Conference of Empirical Legal Studies, Georgetown Law Center; Notre Dame Law and Economics Workshop; the Southern Economic Association,

Palm Beach, Florida; and the French Law and Economics Conference, Nancy.

Assistant professor Lael Weinberger presented his work in progress on religious organizations and disestablishment at the Group Religious Freedom Workshop, Oriel College, Oxford University, Sept. 2-3 (with additional co-sponsorships from Harvard Law School and Jagiellonian University) and at the Research Fellows Conference, Oct. 10, Georgetown Center for the Constitution, Georgetown Law Center. He was a panel speaker at the Supreme Court Term Preview, University of Pennsylvania Law School, Oct. 8.

On Oct. 14, the law school sponsored the eighth Scalia-Ginsburg Colloquy, featuring constitutional law experts with a spectrum of viewpoints on important cases before the Supreme Court this Term. Panelists were adjunct professor J. Michael Connolly, a partner in the Washington, D.C. firm Consovoy McCarthy and director of the school's Liberty & Law Center's Free Speech Clinic; Brianne J. Gorod, chief counsel to the Constitutional Accountability Center; and Adam J. White (moderator), executive director of Scalia Law's C. Boyden Gray Center for the Study of the Administrative State and a senior fellow at the American Enterprise Institute.

Professor Donald Kochan presented a lecture on involuntary regulatory servitudes: "How a Better Name for 'Regulatory Takings' Could Re-Focus the Property Rights Debate," at the NYU Law School with commentary from Professor Richard Epstein in New York City on Nov. 5.

He also presented his working paper, "Lessons for the Public Choice Analysis of 'Public Use' in the Aftermath of *Kelo v. City of New London*," as part of the 20th anniversary of a *Kelo* panel at the 2025 Brigham-Kanner Property Rights Conference, William & Mary Law School, Oct. 23-24

- Kochan delivered a lecture, "The Declaration at 250: The Role of the Declaration of Independence in an Originalist Constitutional Interpretation," to the Orange County Lawyers Chapter of the Federalist Society in Irvine, California, on Oct. 9, and was a panelist on the Federalist Society Forum Webinar, "Can State Courts Set Global Climate Policy?" on Oct. 8
- Kochan also delivered 10 75-minute lectures to over 110 state and federal judges attending four separate Law & Economics Center educational institutes.

Professor Nuno Garoupa delivered the keynote address, "Probabilistic Restitution," at the French Law and Economics Association annual meeting on Oct. 9-10 in Lorraine, France.

Professor Eric Claeys was selected to present "The Police Power and the Fourteenth Amendment" at the Seventeenth Annual Hugh and Hazel Darling Foundation Originalism Works-in-Progress Conference scheduled for Feb. 6-7, 2026, at the University of San Diego School of Law. On Nov. 21, Claeys hosted a symposium at the law school on natural property rights featuring five scholars in this field, co-sponsored by the Pepperdine University School of

Public Policy.

Professor Ilya Somin has delivered several lectures on recent events, including:

- "The Constitutional Case Against Trump's Tariffs," University of St. Thomas School of Law, Minneapolis, Minnesota, October 2025
- "The Case for Universal Injunctions," University of St. Thomas School of Law, Minneapolis, Minnesota, October 2025
- "Constraining Emergency Powers," panel on "State of Emergency: Can Congress Still Check the Executive?" Rule of Law Summit, Society for the Rule of Law, October 2025
- "Immigration and Judicial Review Under Trump 2.0," Panel on "Do the Courts Matter? The Trump Administration Attempts to Radically Change Immigration Law." Annual Immigration Law and Policy Conference, Georgetown University Law Center, Washington, D.C., October 2025
- "The Constitutional Case Against Trump's Tariffs," University of Pennsylvania Carey Law School, Philadelphia, Pennsylvania, October 2025.
- "Trump's Abuse of Emergency Powers," panel on "The Legal Outlook for Climate and Energy Rules," Institute for Policy Integrity Annual Conference, New York University School of Law, New York, New York, September 2025
- "How to Combat Campus Anti-Semitism Without Undermining Freedom and Federalism," panel on "Federal Efforts to Combat Antisemitism: Restoring Campus Civil Rights or Infringing Academic Freedom?" Education Law and Policy Conference, Washington, D.C., September 2025.
- "Tariffs, Emergency Powers, and the Constitution," Seminar on Constitutional Crisis, University of Miami Law School, Miami, Florida, September 2025 (virtual event).

This fall, the law school welcomed the highest-credentialed incoming JD class in its history, with a median LSAT of 169 and median undergraduate GPA of 3.93. The school ranked #1 in employment among Washington, D.C.-area schools, tied for #2 in U.S. News rankings among Washington, D.C. , Maryland and Virginia schools, and #31 overall, up from #42 in 2020. The entering JD class consisted of 159 students, plus 264 LLM and JM students.

On Sept. 24, the Law & Economics Center convened a balanced panel of experts who previewed some of the most interesting and potentially consequential cases for the coming year. The panelists focused on the civil justice-related cases on the docket, the cases where economic analysis is most at play, and those cases likely to have the most substantial economic impact or require adjustment to business activity.

In addition, the Law & Economics Center sponsored a Research Roundtable on Law and the Allocation of Risk exploring the challenges of managing and allocating risk within legal frameworks, particularly focusing on the tension between compensating victims and deterring harmful behavior. Although well-known in the insurance context as the insurance-deterrence tradeoff, this principle extends across various areas of law and risk management. Assistant professor Erin Meyers Matsick designed and facilitated the roundtable, which will culminate in the publication of eight scholarly articles.

On Oct. 29, the Liberty & Law Center hosted "Discussion over Division: Cases before the Court, Take 2." Students heard about cases before the Supreme Court this term while learning how to engage in civil discourse and chat in small groups. First-year students participate in the Discussion over Division series throughout the semester under the direction of Professor JoAnn Koob.

In his concurring opinion in *Mahmoud v. Taylo*r, U.S. Supreme Court Justice Clarence Thomas three times cited an article by Helen M. Alvaré, Robert A. Levy Endowed Chair in Law and Liberty: "Families, Schools, and Religious Freedom*", 54* Loyola Univ. Chicago L.J. (2023). *Mahmoud* challenged the inclusion of LGBTQ+ storybooks in a school's curriculum.

In his concurring opinion in *Catholic Charities v. Wisconsin,* U.S. Supreme Court Justice Clarence Thomas cited the research of Lael Weinberger, assistant professor of law: "Spheres of Sovereignty: Church Autonomy Doctrine and the Theological Heritage of the Separation of Church and State," 35 N. Ky. L. Rev. 67, 68– 84 (2008) (co-author).

Law professor Ilya Somin is co-counsel in *VOS Selections, Inc. v. Trump*, the U.S. Supreme Court case challenging President Trump's massive "Liberation Day" tariffs.

Robert T. Miller, Allison and Dorothy Rouse Chair in Law, was an instructor at the James Kent Academy, Federalist Society for Law and Public Policy Studies; presented on "Aquinas, Hilbert and Gödel" at the Thomistic Summer Conference, "Thomism in an Age of Renewal," Thomas Aquinas College; and was a panelist at "What's Happening in Wilmington? Is Delaware's Primacy as Jurisdiction of Choice Slipping Away?" at the M&A Summit 2025, sponsored by DLA Piper LLP.

Law professor Olufunmilayo B. Arewa delivered a lecture titled "Digital Disruption, Colonial Hangover, and Law in Africa" as part of the Max Planck Law Initiative "Law in Africa" and was a panelist and moderator for "Intellectual Property and Technical Cooperation in Africa" at the Law, Policy and Path Conference, Faculty of Law, University of Turku, Finland.

Nelson Lund, Distinguished University Professor, spoke on "Congressional v. Judicial Power over Elections" at the *Bush v. Gore* 25th Anniversary Conference, Election Law Center, Florida State University College of Law, Tallahassee.

John M. Yun, associate professor of law, published an article in the *Competition Policy Antitrust Chronicle* titled "Should We Fear Antitrust Pricing?"

The C. Boyden Gray Center for the Study of the Administrative State organized academic roundtables on "Statutory Interpretation After Loper Bright," "The Constitutional Congress," and "Expertise in Administration," each hosting conversations on new research from academics nationwide. The Center also partnered with the *Harvard Journal of Law & Public Policy* for a forthcoming symposium issue on "Congress's Power of the Purse."

The Center for the Middle East and International Law continues to be a vital source for public discussion of the numerous international law issues raised by the ongoing Middle East conflict. The Center's executive director, law professor Eugene Kontorovich, has produced dozens of op-eds, including 10 in *The Wall Street Journal*, and testified before the Senate on the Panama Canal treaty, the Knesset on the immunity of the UN Relief and Works Agency, and the Canadian House of Commons on Palestinian statehood.

College of Education and Human Development

Seth Hunter is working with the University Libraries and EBSCO to develop a tool that utilizes AI to help practitioners in education find and interpret evidence-based practices and research that can be implemented to improve student outcomes.

Nancy Holincheck was awarded an NSF grant titled "Quantum in the Middle: Quantum Progressions from Elementary to High School."

Jennifer Suh is part of a multidisciplinary research team that received an NSF grant to develop MathVC, a virtual classroom where middle school students can work through mathematical modeling problems with AI-powered chatbot students.

Angela Miller received a grant from Curriculum Associates, Inc. to work on a project titled, "Predictive Analytics to Support Striving Learners in Mathematics Using i-Ready Data: A Machine Learning Approach to Early Warning Systems."

Anya Evmenova and Kelley Regan received renewed U.S. Department of Education funding for their "WEGO-MEGA: Writing Efficiently with Graphic Organizers-Motivating with Educational Games" project, advancing digital tools and games to support writing skills among students with and without disabilities.

Pam Williamson and Sheri Berkeley are part of a multi-university team awarded a $3.7M U.S. Department of Education grant to prepare 24 doctoral scholars for leadership in special education.

Joel Martin has received a grant to support a project that will focus on the effectiveness of an AI-powered tool in assessing the quality of the motion and movement of emergency responders to identify early markers of fatigue that indicate whether they are at risk of musculoskeletal injury.

Joan Shin received renewed funding from the U.S. Department of State for the Online Professional English Network (OPEN) Program, which has reached 40,000 teachers in 135 countries through innovative university-level online professional development.

Farnoosh Shahrokhi received a Virginia Department of Education grant for the statewide Principal Registered Apprenticeship Program, with George Mason receiving the largest award among participating institutions.

Samantha Viano received additional U.S. Department of Education funding for a study with the University of Wisconsin–Madison examining how school security measures affect academic, behavioral, and social outcomes.

Nancy Holincheck co-led the Pathways to Quantum Immersion Program in summer 2025, preparing high school students for careers in the rapidly emerging field of quantum science and education.

Audra Parker received funding from Loudoun and Prince William County public schools to continue the Elementary Education Program's Professional Development Schools initiative, supporting field experiences, internships, and joint professional development for P–6 teachers and candidates.

Through ACCESS Academy, CEHD is advancing an innovative educational model, reconfiguring public education through a systems-level approach to instructional design.

Joel Martin received Prince William County funding for the "Fire Work Performance Exam Validation" project, a collaborative effort between George Mason and Prince William County Fire and Rescue to assess the physiological demands and validity of the firefighter fitness exam.

Nancy Holincheck serves as the Senior Personnel (Evaluator) on an NSF grant whose project title is, "Pivots: Reshaping Education in Nanofabrication for the Northern Virginia Ecosystem and Workforce (RENEW)."

Margaret Weiss received funding from the Office of Special Education Programs for Project PATRIOTS. This grant will fund 14 transfer undergraduates through two cohorts of our teacher licensure programs.

Shane Caswell, Jatin Ambegaonkar, and Joel Martin received Prince William County Schools funding to continue the ACHIEVES Project, expanding care for 200,000 middle schoolers and training 50 athletic trainers.

Ellen Rodgers received NCAA funding to support doctoral student Jada Crocker's dissertation on the advising experiences of Division I Black/African American student-athletes at Minority-Serving Institutions, one of only four 2025 NCAA Graduate Student Research Grant recipients.

Dean Ingrid Guerra-López published an op-ed in Education Week discussing the vital role educators play in shaping the future of teaching through the responsible integration of AI tools.

Erik Hines received the Counseling Vision and Innovation award from the Association of Counselor Education and Supervision, one of the premier counseling associations in his profession.

Audra Parker has been re-elected as the Secretary for the Virginia Association of Colleges and Teacher Educators (VACTE).

Debra Stroiney is an at-large board member for the Committee on Accreditation for Exercise Science.

Joanne Frederick received the 2025 Transformative Trailblazer Community Service Award from Iota Phi Lambda Sorority, Inc. Gamma Chapter. This award highlights the creative ways she helps deliver mental health services to her communities.

Joanne Frederick was elected as the Division President for the Virginia Counselors for Social Justice division under the Virginia Counselors Association.

Sue Slocum received a Fulbright Specialist award to collaborate with faculty at the International University of Tourism and Entrepreneurship of Tajikistan on preparing students for careers in the country's tourism industry.

Nora El-Bilawi was appointed to the Board of Trustees of the Alliance for International Education, a global organization dedicated to advancing intercultural understanding and social justice through education.

In the fall 2025 semester, 36 CEHD students across programs have earned CEHD donor-funded scholarships.

Graduate student Nasser McCummings, PhD Student Yosef Shaul, and faculty members Joel Martin and Marcie Fyock-Martin recently published a paper in the *Strength and Conditioning Journal* titled, "Injuries in the Fire Service: An Updated Review and Strategies for Practitioners."

Eter Mjavanadze, doctoral student in the PhD in Education Program, received an Advancing Innovative Math Solutions (AIMS) EduData grant with Professor Angela Miller to support their research on learners' early engagement and persistence patterns, which they can use to identify actionable insights for educators.

Katherine Fraze, a graduate student in the Counseling Program, has been awarded a competitive High Impact Grant from the Office of the Provost for the fall 2025 semester. She will be completing her internship with Activv Counseling, where she will be seeing clients and co-facilitating group therapy.

At a convening of George Mason University's Educational Research Alliance of Northern Virginia (ERA.NOVA), CEHD faculty and school district leaders explored evidence-based approaches to secondary literacy improvement, a growing concern across Virginia.

Heather Walter received an award from the Spencer Foundation in support of a study focused on the development of a measure to assess factors that contribute to burnout among special education teachers and their well-being.

Elizabeth Brown, Stephanie Dailey, and Samantha Viano received a grant from the U.S. Department of Justice in support of an initiative focusing on integrating school-based mental health systems as part of proactive violence prevention programming.

Through the National Science Foundation's EArly-concept Grants for Exploratory Research program, Craig Yu and Joel Martin are developing an augmented reality program that could help train firefighters while minimizing risk.

Tiphanie Raffegeau and her colleagues received a 4-VA grant to study how virtual reality can be used to prevent falls in older adults.

Kimberly Avila leads The Virginia Consortium for Teacher Preparation in Blindness and Vision Impairment, a program to recruit, train, and retain teachers for students who are blind and visually impaired.

Christan Coogle, associate professor of special education and principal investigator of the Early Childhood Training and Technical Assistance Center (TTAC), through funding from the Virginia Department of Education, is expanding and improving the toolboxes of teachers across Virginia to better support students with delays and disabilities, offering support to meet school districts' specific preferences and needs.

Rachael Goodman is leading a parent support group to help immigrant mothers residing in Northern Virginia to address the ongoing impacts that the COVID-19 pandemic has had on the education and well-being of their children.

For the past three years, Courtney Baker has worked with Frederick County Public Schools to study the role of math specialists in middle school mathematics education to learn more about how they can best support student learning.

Pam Baker and Kristen O'Brien lead the Aspiring Special Education Leaders Academy at George Mason, a program that has been instrumental in preparing successive generations of qualified leaders to serve in high-level administrative positions in the field of special education.

Employing an innovative blend of problem-based learning, employability skills training, and industry partner engagement, Accelerated College and Employability Skills (ACCESS) Academy, one of two George Mason lab schools, a partnership between George Mason University's College of Education and Human Development, Loudoun County Public Schools (LCPS), and Northern Virginia Community College (NOVA), opened its doors for its first cohort.

Associate professors Joel Martin and Marcie Fyock, with Qi Wei (bioengineering), received a grant from the National Safety Council for their project "MSD Research to Solutions (R2S)." The project aims to support earlier detection and prevention of musculoskeletal disorders in high-risk occupations. Funding will support several studies to examine how fatigue impacts movement patterns in emergency responders using smartphone-based AI and wearable sensors, evaluate the alignment between AI assessments and clinician evaluations of musculoskeletal disorder risk, and explore barriers to clinical adoption of these technologies.

Courtney Baker, associate professor in the Mathematics Specialist Leadership Program, received the Association of Mathematics Teacher Educators' Early Career Award.

Shane Caswell, professor of athletic training, was recently honored as the first-ever recipient of the Marsha Grant-Ford EDAC Distinguished Research Award from the National Athletic Trainers' Association. In addition, Caswell was recently inducted as a Fellow of the National Athletic Training Association at the National Athletic Trainers' Association Annual Meeting and Clinical Symposium in Orlando, Florida.

Anastasia Kitsantas, professor of educational psychology and research methodology, co-authored a book that received the Textbook & Academic Authors Association's 2025 Most Promising New Textbook Award, an honor which recognizes excellence in first edition textbooks and learning materials. Kitsantas also was elected President-Elect of Division 15 (Educational Psychology) of the American Psychological Association.

Min Park, associate professor of tourism and events management, was appointed to the board of directors of the Fairfax County Convention & Visitors Corporation.

Theresa Wills, associate professor of mathematics specialist leadership, was appointed to the board of the Virginia Council of Mathematics Specialists.

Anya Evmenova, associate dean of research, received the David Rose Universal Design for Learning (UDL) Research Award from the Center for Applied Special Technology. Her WEGO technology-based writing intervention package has been used to translate years of research into practice and get access to the tools to support essay writing for students with and without disabilities and into the hands of local communities. This work stems from a series of federally funded projects that CEHD has had since 2012.

Kinesiology student Bridgette Denley is a recipient of the U.S. Department of State's competitive, merit-based Benjamin A. Gilman International Scholarship for study abroad and is studying in New Zealand.

Erin Kowalevicz, an elementary school teacher for Arlington Public Schools and a part-time George Mason student pursuing her master's degree in the Education Leadership Program, spent her spring break collaborating with fellow educators through a study tour with REACH for Uganda.

Kelly Wiese, a student in the PhD in Education Program, with a kinesiology concentration, won the Linda and William Hamilton Symposium award for her dissertation project examining physical and mental workload and sleep in collegiate dancers. She will present her research at the Linda and William Hamilton Dance Wellness Symposium at the International Association of Dance Medicine and Science Conference in Las Vegas, Nevada.

College of Engineering and Computing

Sanchari Das, an assistant information sciences and technology professor, and Ruba Abu-Salma, an associate professor in the department of computer science at King's College London, received a $100,000 Google Academic Research Award to help keep older adults safe online. Their project, "Scammed by Love: Toward Mitigating AI-Facilitated Romance Scams Against Older Adults Through Empirical and Cross-National Studies," will investigate the prevalence of such scams targeting older adults and will create educational tools to help them safely navigate dating apps.

ThanhVu Nguyen, an associate computer science professor, is the recipient of a DGX Spark computer from NVIDIA to support his research on verification of neural network models. The computer is powered by an NVIDIA GB10 Grace Blackwell Superchip, which essentially makes the computer a "supercomputer on a desktop."

Pei Dong was named a fellow of the American Society of Mechanical Engineers.

Computer science associate professor Qiang Zeng and PhD student Xiang Li presented their work OneFlip at USENIX Security '25. OneFlip introduces a novel and interesting attack against AI systems: by flipping just a single bit among billions of weight bits, it can inject a backdoor into the model. Unlike traditional AI attacks that require modifying training data, OneFlip targets the system during the inference stage, making it extremely stealthy and difficult to detect.

Computer science faculty had four papers accepted for the 39th Annual Conference on Neural Information Processing Systems, the leading premium conference on neural network models and systems. (Note: in computer science, conference papers are just as important as journal papers and are typically the preferred means of publishing research results.)

CEC faculty presented 18 papers at the 2025 IEEE/RSJ International Conference on Intelligent Robots and Systems, one of the premium conferences on robotics. In addition, computer science postdoc Daeun Song was co-recipient of the Best Poster Award for a paper presented at the conference's Workshop on Human-aware Embodied AI.

CEC faculty presented four papers at the 32nd ACM Conference on Computer and Communications Security, one of the premium conferences on computer security.

Ruishan Lin, a PhD student in the CEC Department of Statistics, won first place in the Statistical Significance Competition poster session of the 2025 American Statistical Association Joint Statistical Meeting in Nashville, Tennessee. Lin's research, supervised by assistant statistics professor Abolfazl Safikhani, applied statistical modeling to analyze brain patterns using electroencephalogram data entry.

Susannah Engdahl, a postdoctoral research fellow in bioengineering, was awarded a Ruth L. Kirschstein National Research Service Award Individual Postdoctoral Fellowship (F32) by the National Institutes of Health. Under her fellowship "Towards Human-Centered Rehabilitation: A Focus on Embodiment and User Perception of Upper Limb Prostheses," she aims to better understand variation in the desire and ability of individuals with upper limb loss to experience prosthesis embodiment. Engdahl will be sponsored by Siddhartha Sikdar, Distinguished University Professor of bioengineering, and Jonathon Schofield, assistant professor of mechanical and aerospace engineering at the University of California Davis.

Three members of the Center for Advancing Systems Science and Bioengineering Innovation (CASSBI) – Parag Chitnis (bioengineering), Remi Veneziano (bioengineering), and John R. Cressman (physics) – received a $2.1M award from the National Institutes of Health. The project aims to develop novel imaging technologies for examining neurological disorders such as seizures.

Statistics professor Lily Wang received funding from the NIH for “SCH: Novel and Interpretable Statistical Learning for Brain Imaging Data.” Anticipated funding: $1,122,655.

Ningshi Yao, an assistant professor in the Department of Electrical and Computer Engineering, has been awarded a $1.17 million R01 grant to lead a groundbreaking four-year project from the joint NSF and NIH "Smart Health and Biomedical Research in the Era of Artificial Intelligence and Advanced Data Science (SCH)" program. Qi Wei and Quentin Sanders from George Mason’s Department of Bioengineering are co-investigators.

Antonios Anastasopoulos received a $600,0000 CAREER award from the NSF for “Leveraging Grammar Books to Develop Language Technologies for Data-Scarce Languages.”

Liza Price Wilson Durant received funding from the Virginia Innovation Partnership Authority for the Commonwealth Cyber Initiative Fellow program. Anticipated funding: $450,000. She also received funding from the Virginia Innovation Partnership Authority for Commonwealth Cyber Initiative traineeship program in cybersecurity. Anticipated funding: $442,147.

Thanhvu H. Nguyen received funding from the NSF for “CAREER: NeuralSAT: A Constraint-Solving Framework for Verifying Deep Neural Networks.” Anticipated funding: $295,081.

Keren Zhou received funding from the NSF for “Collaborative Research: Elements: DLToolkit: A Novel Performance Profiling and Analysis Infrastructure for Scientific Deep Learning.” Anticipated funding: $274,265.

Shay Bagheri, Ali Beheshti, and Caroline Hoemann received an NSF Major Research Instrumentation award for a 3D X-Ray Computer Tomography Scanner.

The Energy Exploration E2 Center, the largest of its kind in the United States, in partnership with NuScale Power Corporation, opened at Fuse at Mason Square. The center was funded by a grant from the Virginia Clean Energy Innovation Bank, powered by the Virginia Department of Energy, a strategic investment in Virginia’s nuclear energy workforce development.

Janis Terpenny was named a Fellow of the American Society for Engineering Education for serving as a pioneer and thought leader in engineering education dedicated to impacts of partnerships and real problems on motivation and learning. Her work has resulted in new degree programs, new courses, revised curriculum, and faculty development.

Nathalia Peixoto, (electrical and computer engineering) earned a Fulbright Award for study in Africa. Peixoto holds a joint appointment in neuroscience with the College of Science, and has also connected with the Ugandan business community, consulting on critical health and community projects.

Aditya Johri, professor in the Department of Information Sciences and Technology, received a Fulbright Specialist Award to visit Aalto University, Finland, to help improve the institution's engineering doctoral training.

Professors Missy Cummings and Elise Miller-Hooks were selected for the Virginia Academy of Science, Engineering, and Medicine.

Maryam Parsa received the 2024 Annual Research Publications Awards (ARPAD) from the Naval Research Laboratory for her paper "Learning to Estimate Regions of Attraction of Autonomous Dynamical Systems Using Bayesian Physics-Informed Neural Networks."

KuoChu Chang received the Best Paper Award at the 2025 International Conference on Information Fusion held in Rio de Janeiro, Brazil. His paper ranked first out of 215 submissions.

Vivian Motti, associate professor in the Department of Information Sciences and Technology, became a senior member of the Association for Computer Machinery and has collaborated with the University of Lisbon and Coimbra, Portugal and UC Louvain, Belgium. She was invited to discuss "AI, Ethics and Accessibility" at the University of Hamburg, Germany.

Christopher Carr, associate dean for outreach, student success, and engagement and deputy Title IX coordinator, was elected to the American Society for Engineering Education board as a Professional Interest Council chair.

ThanhVu Nguyen, associate professor in the Department of Computer Science, became an Institute of Electrical and Electronics Engineers senior member.

Pelin Kurtay has been named the 2025 Engineering Unleashed Fellow by the Kern Family Foundation.

Virginia's first PhD program in robotics earned State Council of Higher Education for Virginia (SCHEV) approval in July. The program will be housed in the Department of Mechanical Engineering in the College of Engineering and Computing. Transfer students may start in fall 2025; new students may enroll in spring 2026.

Kammy Sanghera, executive director of global engagements and tech talent development and a professor in the Department of Information Sciences and Technology, received a grant from the Griffiss Institute to lead the AI4Defense program – an innovative incubator that empowers high school and early undergraduate students to explore AI applications in national defense.

A team of systems and industrial engineering students developed a training system to assist people working toward their drone pilot license. Their business plan won Best Paper in the Systems Design Track at the Annual Andrew P. Sage Memorial Capstone Design Competition

and Best Paper and Best Presentation in the Modeling and Simulation Track at the GEN Donald R. Keith Memorial Capstone Conference at West Point.

A computer science major, 16-year-old Yevin Goonatilake, became George Mason's youngest master's graduate with a 4.0 GPA.

The CEC chartered the Center for Infrastructure Security in AI (ISEAI), directed by professor Max Albanese, in the Department of Information Sciences and Technology. The center's mission is to address current and future challenges in infrastructure security through collaborative research between interdisciplinary academic researchers, government labs, and industry partners. The center collaborates with external partners at the University of North Dakota and the University of Arkansas and a broad range of industry partners.

College of Humanities and Social Sciences

Martin Wiener**,** associate psychology professor, received a multi-year NSF award for $734,430 for "CRCNS US-Israel Research Proposal: NSF-BSF: The Perception of Time and Memorability in the Visual Hierarchy." The project aims to explore how the brain processes time when looking at images, with important implications for understanding memory, learning, and visual perception.

Gabrielle Tayac, associate professor of history and art history, received $231,181 from the National Park Service for the project "INCL: Indigenous America 250 Community Engagement PHASE 2." This project supports Interpretation and Education for the Indigenous America 250, a collection of programs and initiatives focused on providing interpretation and education about Indigenous American history and culture.

Matthew Peterson, associate professor in the human factors and applied cognition and the cognitive and behavioral neuroscience programs in the Department of Psychology, received $116,820 from Epitome Research and Innovations, Inc./U.S. Department of Army for his research, "Precision Control Lens Eye Tracking Sensors."

Amanda Bryan**,** assistant English professor, is co-PI on a Fund for Excellence and Innovation grant from the State Council of Higher Education for Virginia (SCHEV) for a cross-institutional and cross-disciplinary project, "Preparing Students and Educators for Ethical AI Integration in Higher Education." By bringing together experts across disciplines, including an advisory board of representatives from business and industry across the state, this project will create new and strengthen existing efforts in AI academic integration and student outreach in postsecondary education.

Nate Sleeter, research assistant professor of history, received $25,000 from the American Historical Association through the Library of Virginia to create teaching guides and provide outreach related to Black and Indigenous Americans during the Revolutionary War era using Library of Congress primary sources.

Chrystal George Mwangi, professor and director of the Higher Education Program, received $19,241 from the Spencer Foundation for "Bridge Funding for Advancing Collaborations for Equity in Marine & Climate Science."

Elizabeth Freeman, associate professor in the School of Integrative Studies, has been appointed interim executive director of the Smithsonian-Mason School of Conservation (SMSC). Freeman's research encompasses a wide range of topics including animal well-being, behavior, and physiology. She has extensive scientific collaborations with the Smithsonian, other zoos, and government agencies and is positioned to advance SMSC's mission to develop leaders in biodiversity conservation through innovative education, training, and research.

Cynthia Lum, Distinguished University Professor of criminology, law and society, and Christopher Koper, professor of criminology, law and society, received awards from the American Society of Criminology's Division of Experimental Criminology/Academy of Experimental Criminology. Lum won the Joan McCord Award, which recognizes a scholar who has made distinguished experimental contributions to criminology and criminal justice over the course of their career, while Koper received the Jerry Lee Lifetime Achievement Award for demonstrating a lifetime of achievement in the field of experimental methods.

Yasemin Irvin-Erickson, assistant professor of criminology, law and society, received the American Society of Criminology's (ASC) Division of Victimology Faculty Researcher of the Year Award, in recognition of her significant contributions in the field of victimology in the past two years, particularly her work examining the correlates/consequences of victimization and victim reporting/help-seeking behaviors.

English professor Scott Berg received the 2025 Pattis Family Foundation Chicago Book Award for his book, *The Burning of the World: The Great Chicago Fire and the War for a City's Soul*.

Iccha Basnyat, associate professor of global affairs and communication, received the "Global Communication Award" from the National Communication Association (NCA). Her scholarship deeply engages with health communication in South Asia, integrating local knowledge systems and emphasizing community-based perspectives.

Susan Howard, associate professor in the School of Integrative Studies, delivered the keynote address, "Gaming to Uncover Unseen Links Between People, Animals, and Ecosystems," at Colorado State University's One Health Day Celebration. Howard's keynote highlighted her applied and pedagogical research at George Mason on game-based, participatory, and systems-thinking approaches to understanding and addressing One Health challenges.

Graziella Pagliarulo McCarron, associate professor in the School of Integrative Studies, has been named an American College Personnel Association Class of 2026 Diamond Honoree in recognition of her outstanding and sustained commitment to higher education through student affairs and student development.

For the first time, the George Mason University Debate Team has claimed the West Point Sword, the traveling championship trophy awarded to the winner of the United States Military Academy's 60th Annual National Debate Tournament, one of the oldest and most revered competitions in collegiate debate. With four of the top five speaker awards going to George Mason, the program's performance was described by tournament officials as "one of the most comprehensive team showings in recent memory."

Chevi Chung, a graduate student in interdisciplinary studies, has been accepted into a 2025-2026 year-long workshop at the Folger Shakespeare Library in Washington, D.C. She will attend "Shakespeare and Black Performing Women" convened by the Folger Institute and Folger Theatre.

Joey Siu, a global affairs major, testified before the Senate Relations Foreign Committee's Subcommittee on Western Hemisphere, Transnational Crime, Civilian Security, Democracy, Human Rights, and Global Women's Issues. Siu, an executive member of the World Liberty Congress, spoke on behalf of Amnesty International Hong Kong Overseas, highlighting Hong Kong's tightened court and prison rules.

John Kotcher, interim director of the Center for Climate Change Communication (4C) and research associate professor of communication, and co-PIs Lisa Patel, executive director of 4C's Medical Society Consortium on Climate and Health, and Kimberly Williams, 4C's Medical Society Consortium on Climate and Health director of operations and strategic initiatives, received $660,000 from The Kresge Foundation for their research, "Place-Based Power Building and National Amplification." The 4C Medical Society Consortium on Climate and Health will advance climate and health equity. 4C's Kotcher and Williams also received $199,933 from The Commonwealth Fund for "Advancing Sustainability in Community Health Centers: A Maturity Model Framework."

Christy Esposito-Smythers, professor of psychology and director of the Center for Evidence-Based Behavioral Health, and co-PI Debora Goldberg, associate professor in the Department of Health Administration and Policy, received a grant for $590,000 from the Health Resources and Services Administration for a behavioral health workforce education and training program. The project aims to increase the supply of behavioral health professionals in clinical psychology, social work, and psychiatric nursing who are trained in culturally responsive, person-centered, evidence-based, and team-based care, and who are committed to work in primary care clinics that serve children, adolescents, and young adults in mental health provider shortage areas.

Keith Renshaw, professor of psychology and senior associate provost for undergraduate education, and Christy Esposito-Smythers, professor of psychology and director of the Center for Evidence-Based Behavioral Health, received $79,415 from Virginia Department of Veterans Services for "Suicide and Substance Misuse Prevention for Veterans: Transdiagnostic Treatment Development and Pilot." The study will pilot an adapted version of the Core-Competency Cognitive Behavioral Therapy protocol that is appropriate for veterans with substance misuse and/or a history of suicidal ideation or behavior.
Amy Best, director of the Center for Social Science Research and professor of sociology, received $4,368 from Loudoun County for the Community-Based Opioid Response Benchmarking Project. Funds will be used to support a summer student who was responsible for the proposed activities to be completed as part of the project.

The Center for Community Mental Health in the Department of Psychology, in conjunction with nonprofits Claude Moore Opportunities and the ConnerStrong Foundation, hosted a four-day training led by Sources of Strength, a nationally renowned evidence-based suicide prevention program, for nearly 30 trainees. Trainees included Claude Moore-sponsored AmeriCorps members, Serve Virginia members, trainees from community non-profit partners including the Loudoun County-based Ryan Bartel Foundation, and more than 20 George Mason students. The goal is for the Sources of Strength curriculum to be implemented in local schools across Virginia, to improve mental health among youth populations.

Rick W. A. Smith, assistant professor of anthropology, received $378,349 from the NSF for his research titled "Collaborative Research: Genomic and Isotopic Analyses of Population Interactions and Continuity." The project will bring together the latest paleogenomic and isotopic methods in a rich archaeological context to elucidate Maya population history and persistence over a period of three millennia at the Maya capital of Santa Rita Corozal.

Yi-Ching Lee, associate professor of psychology, received a $248,318 contract with the Virginia Transportation Research Council to investigate the design, evaluation, and practical guidelines associated with graphical changeable message signs (CMS). The project result is expected to lead to the development of practical guidelines on the design and implementation of graphical CMS for interstate incident management applications.

Robyn Mehlenbeck, professor of psychology and director of the Center for Community Mental Health, received two separate grants: $100,000 in funding from the Potomac Health Foundation for "Increasing Accessibility for Critical Mental Health Care Services: Addressing Unmet Needs," which will expand access to emotional support and skills-based mental health services in underserved communities, and $12,000 in funding from Claude Moore Opportunities for "Youth Mental Health Behavioral Workforce," which will support mental health career training.

Natasha Tonge, assistant professor of psychology, received $64,000 from the Morehouse School of Medicine on a subaward from the NIH for her research "Leveraging AI/ML to Improve

Cultural Preparedness of Mental Health Professionals," a project that uses AI and machine learning to parse therapy notes to dig out subtle clues about a patient's life and experience that can help inform a patient's care.

Peiyu Yang, assistant professor in the Department of Modern and Classical Languages, received $45,000 from the American Council of Learned Societies for the "State and Popular Voices in China-Arab Solidarity Building from 1949 to 1969: A Digital Humanities Project." The project focuses on how solidarity between China and the Arab world was framed and championed in both state-sponsored/official publications and popular/unofficial publications in Arabic, Chinese, and European languages.

Art Taylor, professor of English, won the Short Mystery Fiction Society's Edward D. Hoch Memorial Golden Derringer Award for Lifetime Achievement, on the same day that his former student, Anna Stolley Persky, MFA '24, won the Robert L. Fish Award for best first mystery story at the Edgar Awards.

The Department of History and Art History launched a "Law and History" undergraduate concentration designed to give students practical experience learning how to read and analyze legal documents, as well as the opportunity to study history of the law.

Cynthia Lum, Distinguished University Professor of criminology, law and society and director of the Center for Evidence-Based Crime Policy, and Jeff Beeson, executive director for the CEBCP's Washington/Baltimore High Intensity Drug Trafficking Area (W/B HIDTA) program, received $3,629,965 from the Office of National Drug Control Policy for "HIDTA 2025." The funding will support HIDTA's mission to reduce drug trafficking and misuse by improving interagency collaboration, promoting accurate and timely information and intelligence sharing, and providing specialized training and other resources to its law enforcement, intelligence, treatment, and prevention initiatives.

Nate Sleeter, research assistant professor of history and associate director of the Roy Rosenzweig Center for History and New Media (RRCHNM), received funding to create two teaching guides on the history of the American Revolution. The $25,000 grant is funded through the American Historical Association as part of the Library of Congress Teaching with Primary Sources Program.

The RRCHNM's ongoing collaboration with the Department of Defense POW/MIA Accounting Agency (DPAA) is exploring new ways of locating the missing remains of American service members and bringing closure to their families. This partnership, which began December 2020, is finding success, and deeper meaning, as it extends beyond the classroom to the grieving families of prisoners of war and missing soldiers, and it showcases George Mason's commitment to being a veteran-serving institution. John C. Winters, MA History '13, is a DPAA postdoctoral research fellow at RRCHNM using ArcGIS Pro, a mapping program to track missing or unidentified soldiers. The partnership also employs George Mason students as interns and to date has given nine interns real-world experience in managing data and projects

and giving presentations. The project, led by Nate Sleeter, research assistant professor of history and associate director of RRCHNM, is funded by the Department of Defense Historical POW/MIA Agency (through Ohio State University to George Mason) through 2026.

John Kotcher, research associate professor of communication, has been appointed as the interim director of the Center for Climate Change Communication (Mason 4C). Kotcher succeeds Edward Maibach, the center's founding director and Distinguished University Professor Emeritus, who retired after 18 years of visionary leadership. Kotcher is a nationally recognized scholar and a co-principal investigator of the influential Climate Change in the American Mind project—a collaboration with the Yale Program on Climate Change Communication that tracks U.S. public opinion on climate change and climate policy.

The Center for Community Mental Health earned a 2025 Gold Rating from the National Association of Free and Charitable Clinics Quality Standards Program. This rating highlights CCMH's commitment to providing quality patient care.

College of Public Health

The Graduate Program in Nutrition and Dietetics has been granted full reaccreditation by the Accreditation Council for Education in Nutrition and Dietetics (ACEND), certifying the program's status as premier for preparing the future generation for successful careers as registered dietitian nutritionists or nutrition and dietetic technicians.

The Bachelor of Science in Nursing (BSN) program ranks #3 in Virginia, #76 among public universities, and #98 overall in the 2026 U.S. News & World Report Best Colleges Rankings.

Health administration and policy professor Y. Alicia Hong received a $3M grant from the National Institute of Aging to refine her digital health intervention to enhance caregiving skills and improve the well-being of dementia caregivers. Hong also received an NSF award to support older adults in honing their digital technology skills. The program, through an interdisciplinary partnership, will pair youth and older adults to practice real-life AI scenarios.

Nursing professor Kyeung Mi Oh is co-PI on a $2.9M grant from the National Institute on Aging to refine the LifeBio Memory app, an AI platform that helps older adults capture their memories and share them with caregivers.

The College of Public Health has progressed to the third phase of a National Institutes of Health program studying a broad range of early life exposures on child health, Environmental Influences on Child Health Outcomes (ECHO).

Terri Rebmann, divisional dean of the School of Nursing, authored a book chapter on how communities recover from biological disasters. The book is "Viral Outbreaks, Bioterrorism and Preparing for Mass Casualty Infectious Disease Events."

Nursing professor Rebecca Sutter received support from the Virginia Opioid Abatement Authority for statewide opioid-related work.

Dean Melissa J. Perry was named an Academy of Sciences of Albania honorary member. She is the first public health professional and the first female honorary member of the Academy of Sciences of Albania. Perry also was named Top 2025 Health Care Innovator by Washington Business Journal.
Lawrence J. Cheskin, Distinguished University Professor, was named recipient of The Obesity Society's 2025 Atkinson Stern Award for Distinguished Public Service.

Priyanka Anand, health administration and policy associate professor, had a study on Social Security Disability Insurance overpayments cited in a consequential U.S. House of Representatives subcommittee social security hearing. Her research provided influential evidence on inefficiencies of social safety net programs and workforce participation.

Global and community health professor Michael Bloom was elected to the Leadership Committee of the Environment and Reproduction Special Interest Group in the American Society for Reproductive Medicine for a five-year term in leadership. He will serve in a different role each year, starting with vice chair, then chair-elect, chair, immediate past chair, and past chair.

Social Work faculty Michelle Hand and Denise Hines were recognized with the 2025 DV Community Team Excellence Award from the Fairfax County Department of Family Services Domestic and Sexual Violence Services (DSVS). They were selected because of the impact their work will have in creating responses to those marginalized communities impacted by domestic and sexual violence. Hand and Hines have been conducting a series of studies that aim to understand Fairfax County DSVS's gaps in outreach and service provision to some subpopulations in Fairfax County.

Health administration and policy associate professor Debora Goldberg was appointed the chair of the Health Workforce Interest Group Advisory Committee for AcademyHealth.

Terri Rebmann, divisional dean of the School of Nursing, was the closing keynote for the Florida Professionals in Infection Control Annual Conference on Sept. 25.

Nursing professor Katherine Scafide gave the opening keynote at the American Nurses Enterprise Research Symposium on Oct. 7.

Global and community health and health administration and policy interdisciplinary student teams earned gold, silver, and bronze awards at the 2025 National Case Study Competition in Health Education. The competition was held at the Society for Public Health Education (SOPHE) Annual Conference.

The master of health administration team of Ananya Edupuganti, Blanca Toso, and Pratyusha Satpathy placed second at the 7th annual Penn State Health Case Competition. The case was "Understanding Adolescent Patient Attrition and Developing Strategies to Increase Engagement in a Comprehensive Chronic Care Management Program." Martin Cohen, health administration and policy associate professor advised the team.

The College of Public Health has officially received full accreditation from the Council on Education for Public Health (CEPH). George Mason is now home to the first and only accredited school or college of public health in Virginia.

The Artificial Intelligence in Health Graduate Certificate was approved by SCHEV and admissions applications launched. The program starts in spring 2026.

The Mason and Partners (MAP) Clinics were honored for their critical collaborations with the Prince William County Community Services Board to uplift mental health and reduce the prevalence of substance use disorders through the Empowered Communities Peer Recovery Specialist Workforce Program.

An anonymous donor committed an additional $5.3M to advance research for a groundbreaking mobile app that captures and documents bruises to help survivors of interpersonal violence. Led by Kat Scafide and Janusz Wojtusiak of the College of Public Health and David Lattanzi of the College of Engineering and Computing, the Evidence-based AI Software for Injury Detection (EAS-ID) project has successfully completed Phase 1: development of a working prototype of a mobile app designed to accurately capture and document bruises.

Li-Mi Chen and Megumi Inoue led a pilot study that used virtual scenarios to improve training for nursing home staff and found virtual reality training adds empathy to dementia care.

A comprehensive carcinogenicity study on the world's most used herbicide, glyphosate, involving Dean Melissa Perry and scientists from Europe and the United States, has found that low doses of the controversial weed killer cause multiple types of cancer in rats.

Michael Bloom led the analysis of data from the NIH Environmental Influences on Child Health Outcomes Cohort research that found pregnant women in Hispanic and Black communities may experience greater prenatal exposure to endocrine-disrupting chemicals, including environmental phenols and parabens.

Denise Hines co-edited *The Routledge Handbook of Men's Victimization in Intimate Relationships,* the most thorough international synthesis of this topic to date, drawing on research from 31 contributors across five continents. She also published a paper on how culture influences men's experiences with intimate partner violence.

Farrokh Alemi highlights the underutilized power of predictive artificial intelligence to detect and prevent multiple common cancers as editor of a special issue of *Quality Management in Health Care*.

Ali Weinstein found a potential link between fatigue and breast cancer recurrence.

Social work professor Holly Matto, with colleagues from the College of Science and College of Engineering and Computing, and their Brightline Interactive industry partner, is using virtual reality technology to examine how positive stimuli, called "recovery cues," can counteract drug cravings and lower relapse risk.

PhD in Public Health student Johnna Marroquin published a first-of-its-kind study that found that higher levels of select forever chemicals were associated with higher risk for more advanced endometriosis.

Dean Melissa J. Perry was a keynote speaker at the third International Conference on Public Health and Environment, an event in Albania that brought together researchers from nine countries to address urgent environmental and occupational health issues. George Mason co-sponsored the event.

Carey Drews-Botsch received the Career Accomplishment Award from the Society for Epidemiologic Research and the Mentoring Award from the Society for Pediatric and Perinatal Epidemiologic Research for her dedication to mentoring the next generation of reproductive, pediatric, and perinatal epidemiologists at all levels.

The Association of University Programs in Health Administration (AUPHA) awarded Sanja Avramovic the 2024 *Journal of Health Administration Education* Best Paper for her report on how AI can supplement learning. Honorable mention was given to John Cantiello and Renee Hotchkiss Geschke for their paper "Preventing Academic Dishonesty in Online Courses: Best Practices to Discourage Cheating." At the AUPHA conference, Cantiello and Geschke won Best Poster, and Brenda Helen Sheingold's poster earned third place. Doctoral student Tran T. Phu-Duyen was a runner-up in the 2025 AUPHA Doctoral Essay Contest.

John Cantiello has earned Fellow status with the American College of Health Care Administrators.

Raedeh Basiri was elected chair of the Aging and Chronic Diseases section for the American Society for Nutrition. Basiri will lead initiatives to advance global research on the role of nutrition in the health of older adults.

Ali Weinstein was elected as a Fellow in the Academy of Behavioral Medicine Research.

Kyeung Mi Oh was selected for the Fellowship in the American Academy of Nursing.

Undergraduate student Nallely Calles Ortega and master's student Betzy Balladares Oviedo were honored with Student of the Year Awards from the National Association of Social Workers Metro D.C. Chapter for their academic performance, contributions to community service during their practicums, and work advocating for social work education.

Nursing student nurses created a D.C.-area interdisciplinary nursing research conference to share knowledge and network with fellow students and nursing professionals.

College of Science

National Institutes of Health (NIH) will develop nanosensors and an imaging toolkit for deep-brain imaging to study neurological disorders and DNA based targeting to help epilepsy patients. Rob Cressman (Physics and Astronomy), Remi Veneziano (CEC), Parag Chitnis (CEC) -- $2.1M

National Oceanic and Atmospheric Administration hypothesis-driven development of the precipitation extremes and seasonal predictability of the Unified Forecast System. Ben Cash (Atmospheric, Oceanic, and Earth Sciences) -- $1.05M

Smithsonian's National Zoo and Conservation Biology Institute is establishing a Research Experience for Undergraduates (REU) site, the second REU in George Mason's history. Cody Edwards and David Luther (Biology/College of Science) -- $463,000.

NSF's "Outsmarting Disasters: Innovating Decision Aids to Factor in Shelter Accessibility for Natural Hazard Risks." Alireza Ermagun (Geography and Geoinformation Science) -- $324,000

NASA confirmed funding for a space weather partnership to improve Coronal Mass Ejection forecasting by heliospheric imagery and ensemble modeling. Dusan Odstrcil (P&A) and Jie Zhang (P&A) – $250,089

NSF's integration and geometric quantization in derived differential geometry, differential topology and mathematical physics. David Carchedi (Mathematics) -- $200,000

Hyundai crash testing and transportation safety. Steve Kan (Center for Collision Safety and Analysis) -- $179,000

Commonwealth Health Research Board (CHRB) funding for in-vivo efficacy of IL-33/ST2 modulating compound in 4T1 murine triple negative breast cancer model for tumor suppression. Jess Roman (Center for Applied Proteomics and Molecular Medicine) -- $100,000

Chemistry association professor Hai Jing was named a 2025 Rising Star in Nanoscience by the American Chemical Society. This national award honors outstanding early-career researchers who are making major contributions to the growing field of nanoscience and nanotechnology.

Suman Dhakal (P&A PhD 2021) and currently a postdoctoral research associate under Jie Zhang) won a NASA Early Career Investigator Program (ECIP) award. There were only five awards among 86 proposals.

Harbir Antil (Math) was appointed to a three-year term on external advisory board to judge $16M Grand Challenge at Sandia National Lab. He will provide a plenary talk at Joint Math Meetings in January 2026, the largest gathering of mathematicians in the world. He will serve as a Brown ICERM Fellow for Spring 2026.

Padmanabhan Seshaiyer (Math) led the Commonwealth of Virginia collaboration to launch Shenandoah Valley Rural Regional College Partnership Laboratory School for Data Science, Computing and Applications, and recently received $75,000 from the Virginia Department of Education to oversee the university's SPARCS – AI program: Shenandoah Partnership for Advancing Rural Computer Science education in the age of AI, under the FY26 Advancing Computer Science Education (ACSE) Grant. The project was recognized for its strong alignment to the 2024 Computer Science Standards of Learning, emphasis on building teacher capacity, and commitment to expanding access to high-quality computer science instruction and/or learning opportunities for Virginia's students. Seshaiyer also served on a panel representing 4-year higher ed at the Virginia Community College IT summit.

Forensic science associate professor Kelly Knight was selected to serve on the American Academy of Forensic Sciences Program Committee for the 2026 annual meeting in New Orleans. She serves as the co-chair of the Student Academy, an annual session which brings local high school students to the academy meeting for the day to learn from and interact with academy members.

Environmental Science and Public Policy (ESP) associate professor K.L. Akerlof**,** appointed as an associate editor of the journal *Evidence & Policy,* orchestrated a Sept. 8 hybrid workshop on "Communicating Science for Policy in a Populist World" at Mason Square. Almost 250 people around the globe discussed how countries worldwide are addressing populism in the ways that they incorporate evidence into governance. A United Nations Food and Agriculture Organization staffer was one of 450 who attended Akerlof's recent summer science communications for policy training and, as a result, will be featuring a half-page highlight of the *Communicating Science for Policy* textbook within their upcoming report on science communication, co-authored with the International Science Council. The training is being adapted for delivery in Africa, Germany, the European Union, and other regions around the world.

Johannes Petrus VanOevelen (Center for Ocean-Land-Atmosphere Studies) received $101,655 from the World Meteorological Organization for WCRP support to IGPO 2025 meetings.

Under the leadership of Physics and Astronomy professors Gabriele Belle, Rob Parks and Peter Plavchan**,** the fourth annual George Mason Space Day had more than 1,200 participants,

incorporating Observatory tours, a new Space Business Roundtable, and lightning talks that featured George Mason's latest space research.

Carla Macuri, ESP MS student, was a featured speaker at The Wildlife Society Annual Conferences, presenting on "One Health: High School Students as Environmental Stewards and Supporting Neurodivergent Youth in Science: Rising ADHD Diagnoses Among High School Students." Macuri was also appointed to lead a webinar for The Wildlife Society Conservation Education and Outreach Working Group to share strategies for engaging minority communities through high school student community service initiatives.

Seven forensic science students – Rachel Riddell (G), Mason Kalin (UG), Kennedie Lyles (G), Emily Mahoney (UG), Emily Powell (UG), Cara Becker (UG), and Chloe Cummings (G) have been selected to present at the 2026 Annual American Academy of Forensics Conference.

From September to December, the Potomac Environmental Research and Education Center (PEREC) provided 27 full-day Watershed Education Programs to 150 seventh-grade life science students a day for a total audience of 4,050 students. Fairfax County Public Schools funding supports about 30 part-time wage workers, many of them George Mason ESP students providing meaningful workforce training experiences.

Center for Mathematics and Artificial Intelligence (CMAI, Harbir Antil) focuses on artificial intelligence, digital twins, big data, neuromorphic imaging, control, optimization, anomalous (nonlocal) diffusion, and nonlinear partial differential equations, with a broad range of applications. Funded by George Mason University, NSF, Department of Energy, Defense Threat Reduction Agency, Air Force Office of Scientific Research, Army Research Office, and Department of Navy, CMAI recently received a $813,750 grant from the Air Force Research Laboratory and opened both a Digital Twins Lab and a Neuromorphic Computing Lab in 2025.

The Center of Spatial Information Science and Systems (CSISS, Liping Di) received $171,139 from the U.S. Department of Agriculture to develop remote sensing metrics of ecosystem health for grazing management.

The Forensic Science Research and Training Laboratory will host 150 U.S. Marines to view the facility and cadaver laboratory suites to launch an ongoing 2-year training initiative.

PEREC outreach included two full-day K-12 teacher professional development workshops (44 educators) in partnership with Prince William Soil and Water Conservation District, PWCS Office of Sustainability, Prince William Water, a research tour/presentation to Leadership Prince William on research at Potomac Science Center (~30 business owners), and hosting Greater Prince William Trails Coalition, ~30 members from NPS, U.S. Fish & Wildlife Service, VDOT, PWC agencies, and local civic groups to cultivate grant partnerships.

Dean Cody Edwards and the College of Science Uniformed Services University of the Health Sciences (USUHS) Enlisted to Medical Degree Preparatory Program (EMDP2) Cohort 5 received $1.2M funding in partnership with Uniformed Services University.

Peter Plavchan (physics/astronomy) and co-PI Piotr Pachowicz (CEC) of the Landolt Mission successfully confirmed year one deliverables and received funding for year two.

Dean Cody Edwards and team (biology/Smithsonian-Mason School of Conservation) received $463,496 for work in Saving Critically Endangered Species and Habitats: Next-generation Education, Research, and Training for Conservation Biologists.

Cynthia Smith (Environmental Science and Policy) received $240,000 from Fairfax County Public Schools to provide FCPS Watershed Programming from 2025 to 2028.

Laura Antonia Balmaceda (physics and astronomy) received a three-year grant totaling $756,498 (Year 1: $252,299) to investigate the Evolution/Occurrence Of Kink Instabilities In Magnetic Flux Ropes in the Heliosphere.

Brittany Hupp (geology) received $381,740 from NSF for collaborative research to detangle paleoclimate signals with individual foraminiferal analysis from a new record of the Paleocene-Eocene Thermal Maximum.

Phil Yang, Matt Rice, Donglian Sun, Liang Zhao, and Manzhu Yu (geography and geoinformation science) received Phase2 funding for their Center for Spatiotemporal Thinking, Computing and Applications ($482,968 of the $3.6M project).

Rene Paul Acosta (atmospheric, oceanic and earth sciences) received a $237,667 NSF funding for the collaborative ice growth research project: Mechanisms of moisture-driven ice growth: a warm Miocene data-model comparison.

Raphael Attie (physics/astronomy) received $136,849 from NASA for his space weather research regarding coronal hole extraction with semantic segmentation.

Daniel Tong (atmospheric, oceanic and earth sciences) delivered opening segment remarks at the United Nations General Assembly for Global Sand and Dust Storms in New York within the Working Across Agendas for Resilience and Sustainability session.

Jagadish Shukla (distinguished university professor emeritus, atmospheric, oceanic and earth sciences) and Lance Liotta (School of Systems Biology) were selected for induction into the Virginia Academy of Science, Engineering and Medicine.

Maria Emelienanko (math) was selected as an ELATES Fellow at Drexel University, a national 40-person cohort leadership development program for leaders in academic STEM fields.

Chaowei (Phil) Yang (geography and geoinformation science) received the University Consortium for Geographic Information Science Carolyn Merry Mentoring Award signifying his mentoring achievements from the individual student level to the campus level and to the GIScience community level.
Frank Krueger (neuroscience) received a Fulbright award to investigate the epigenetic mechanisms of oxytocin receptor gene DNA methylation underlying cultural variations in trust between Japan and the United States in collaboration with colleagues at Tamagawa University in Japan.

Physics postdoc research fellow Suman Dhakal received the NASA Early Career Investigator Program award. His was one of only 5 out of 86 proposals selected.

Chemistry PhD student Christopher Jaskiewicz's *Ignite Talk* has been selected to advance to the final round of the 2025 All ORISE Ignite Off Competition. His discussion in the competition, sponsored by Oak Ridge Institute for Science and Education, provides an overview of quantum computing.

Michelle Ryan (ESP PhD '15), was selected as the college's Distinguished Alumni for 2025.

Nishchal Thapa Magar is the first physics subfield in Physics Education Research (PER) PhD from George Mason.

The Aspiring Scientists Summer Internship Program (ASSIP) enrolled nearly 300 students this summer who were paired with 80 mentors from four George Mason Colleges (Science, CEC, CVPA and Costello).

George Mason and ASSIP students visited the Inova Molecular Tumor Board (MTB) to engage with School of Systems Biology alum Nicholas Hoo-Fatt. MTB hosts a variety of George Mason and Inova Histology Program students at their bi-weekly sessions at Inova Schar Cancer Institute. The event sought to educate not only physicians and residents but College of Science undergraduates, School of Systems Biology PhD students and ASSIP summer bridge students.

Two faculty completed their Summer Team Impact Projects: H.C. Lim (environmental science and policy) and students interested in conservation traveled to Borneo to better understand avian declines, scarcity and tropical bird populations, and An-Di Yim (forensic science) led a group seeking to better understand attitudes toward whole-body donation to human decomposition facilities and conduct decomposition research to understand the factors influencing decomposition unique to this area using advanced technologies including 3D documentation.

Center for Applied Proteomics and Molecular Medicine (CAPMM**)** researchers Marissa Howard and Lance Liotta received a $200K grant partnership with Children's National Medical Center for personalized therapy sickle cell nephropathy using urine PINK1 markers of glomeruli mitochondria podcyte damage to aid in early detection and treatment.

College of Visual and Performing Arts
Niyati Dhokai, research faculty and director of the Veterans and the Arts Initiative, presented in conjunction with Capt. (RET) Moira McGuire of Walter Reed National Military Medical Center during the United Nations General Assembly Healing Arts Week Research Symposium in New York, New York on September 22.

The exhibition "Before the Americas" in the Gillespie Gallery in the School of Art is an art historical survey tracing the work of Afro-Latino, Caribbean, and African American artists who have lived and worked in the Greater Washington, D.C. area through the four themes of genetic memory, migration, invisibility, and interconnectivity. The show confronts racial and colonial constructs through the work of 39 artists from 17 countries, among them Amy Sherald, Renee Stout, Alma Thomas, Elizabeth Catlett, and Alonzo Davis. The included pieces span multiple mediums such as painting, printmaking, sculpture, book art, performance, and video.

Kurdish students and artists opened the "Ki Me Ez" (Who Am I) exhibition, featuring works by six Kurdish artists exploring identity and culture. The event included visual arts, poetry readings, and panel discussions.

A script from film and video studies professor Tommy Britt, *Prepare the Way*, won Best Script at the Cinalfama Lisbon International Film Festival in Portugal.

Christopher Kardambikis, associate professor and director of Studio Art in the School of Art, presented at the 9th Annual International Symposium on "Higher Education in a Global World" at the Athens Institute in Athens, Greece, accompanied by his mother, assistant professor Patricia Kardambikis, PhD (Robert Morris University). Their presentation, "Enhancing Leadership in Education and Studio Arts through Online Learning: A Collaborative Approach," provided a unique perspective regarding art teaching in the post-pandemic world.

School of Art professor Ana Farnham entered her NextNow conference planning materials from this year's FATE conference and won an award of excellence in the UCDA Annual Awards 2025 competition. Her entry was featured at the 2025 UCDA Design Show Awards at the UCDA Design Conference in Pasadena, California, Nov. 10-13.

School of Art assistant professor Rick Heffner submitted his The Real Show call for submissions poster and won silver and a judge's choice award in the UCDA Annual Awards 2025 Competition. Heffner's entry was one of 773 and one of only 61 silver recipients. His entry also was featured at the UCDA Design Show Awards mentioned above.

CVPA Dean Rick Davis released a new course on "Opera as Social Change: Loving v. Virginia," which is free and available to the public via Mason Arts Amplified, the digital venue from CVPA.

Three student programmers, Trevor Hsu, Chara Canfield, and Micah D Williams, from the Virginia Serious Game Institute (VSGI), helped support a research project in the College of Education and Human Development that centered on using virtual reality to prevent falls in older adults. The student programmers were supervised by VSGI research faculty member Jacob Enfield.

William L. Lake, Jr., director of concert bands, conducted a sold-out concert in partnership with the National Memorial Day Choral Festival at the Kennedy Center. This concert was a partnership between the Capital Wind Symphony (the organization in which Lake serves as music and artistic director) and Craig Jessop (Choral Festival artistic director and associate conductor of the Mormon Tabernacle Choir).

Chawky Frenn, full professor in the School of Art, presented a lecture, "Art for Peace," in Haret El Omaraa, Lebanon, on Aug. 2. The lecture explores how art cultivates peace, highlighting 20th century artists who defied war through their work.
James Bah, BA Film and Video Studies '25, directed and edited a music video for rapper Bobby Feeno, also known as former NFL running back Arian Foster. Bah founded the Black Filmmakers Association at George Mason and completed his senior film, *The Lick*, which was shown at the annual Mason Film Festival in May.

Composition students studying under Andrea Reinkemeyer created world premiere musical compositions that were performed by a faculty and student ensemble from the Dewberry School of Music in an event in Fenwick Library. The Spheres of Engagement project is a collaboration between the Dewberry School of Music and the University Libraries' Special Collection Research Center, in which students chose a piece of art or an artifact from the collection to inspire their work.

Four students from the School of Dance participated in an intensive summer program, GagaLab Summer 2025, in Moncalvo, Italy for six days of intensive physical research. Hosted by the Orsolina28 Art Foundation, GagaLab Summer 2025 is intended for professional dancers and advanced dance students age 18+.

Costello College of Business
Associate marketing professor Jessica Hoppner received an Academy of Marketing research sub-committee award to conduct research on "Bridging the Digital Divide: The Paradox of Sales and Marketing Collaboration on Social Media."

Management professors Kevin Rockmann and Heather Vough were awarded the Research Methods Division "Best Qualitative Paper" at the 2025 Academy of Management conference for their publication, "Using Quotes to Present Claims: Practices for the Writing Stages of Qualitative Research," which was published in *Organizational Research Methods* in 2023.

Abishek Ray, assistant professor of Information Systems and Operations Management, won the INFORMS MIF (Minority Issues Forum) Paper Competition at the 2025 INFORMS Annual Conference for his co-authored paper, "Optimal Resource Allocation to Minimize Errors When Detecting Human Trafficking," published in *IISE Transactions* in 2023.
Heather Vough, associate professor of management, and Namrata Sandhu, PhD student, were honored at the 2025 Academy of Management conference, Managerial and Organizational Cognition Division, with "Best Student-Led Paper" for their co-authored working paper, "Thank God It's Monday: Work as a Respite from a Taxing Non-work Role."

Jiasun Li, Robert D. Johnston Associate Professor of Finance, received the "Best Paper Award" for the co-authored working paper, "Inflation Expectation and Cryptocurrency Investment," at the 2025 Research Symposium on Finance and Economics, held at Krea University in India.

The MS Accounting program received STEM designation, which provides international students who are F-1 visa holders with a 24-month Optional Practical Training (OPT) extension, allowing for a total of 36 months of work authorization in the United States after graduation. This extension helps F-1 students gain extended, hands-on experience in high-demand fields, potentially increasing their earning potential and job security, while providing employers with a skilled workforce.

Montano Student Managed Investment Fund (SMIF) officers from Costello (Peter Liu, Mohamed El Hadj Sidi, Abigia Abebe, Richard Tamirisa, Aakriti Adhikari, and Luigi Bilibio) placed third at the national SMIF Conference competition in Chicago in October.

Thirty Costello graduate students from the MBA, MS in Real Estate Development, and MS in Business Analytics programs formed Team Arete and were selected to represent Costello College of Business in the Kogod Case Competition at American University. Professor Kumar Mehta, ISOM, serves as the team mentor.

Mariana Reyes, MS Finance student, competed in the Georgia State University valuation competition

The Center for Real Estate Entrepreneurship and the Northern Virginia Regional Commission co-hosted the Housing Symposium on Oct. 6, bringing together public and private sector leaders and elected officials to work on solutions for housing affordability and regional growth challenges. Experts shared insights on innovative policy solutions, development strategies, and partnerships shaping the future of housing in Northern Virginia. The symposium highlighted George Mason University's role as a hub for research and dialogue on critical issues facing the region's real estate and housing markets.

The inaugural Center for Real Estate Entrepreneurship Golf Tournament took place at Bull Run Golf Club on Oct. 3, bringing together students, alumni, and real estate professionals for a day of friendly competition and networking. The event raised over $25,000 to support the center's

mission of advancing real estate education, research, and industry engagement throughout the region.

The WISE (Workforce Innovation Success through Entrepreneurship) Program was implemented and launched this fall by the Center for Innovation and Entrepreneurship through a strategic partnership among Melwood Community Services, Fairfax County government, and in collaboration with the W.I.S.H. Center in the Franconia District with the support of Supervisor Rodney Lusk. Instructor Andres Jordan successfully led 30 program participants through the entrepreneurship bootcamp phase of the inaugural WISE Program cohort. Program participants are beginning the mentoring phase and will be provided with consulting services this spring from Costello College of Business MGMT 452 students enrolled in our experiential entrepreneurship course.

The Center for Innovation and Entrepreneurship has a number of active grants with Fairfax City Economic Development Authority, including: Mason Korea business research project, development of Fairfax City George Mason alumni-owned business index, collaboration with Auxiliary and Business Services to increase Fairfax City businesses on the Approved Caterers list, and a feasibility study for a George Mason Market.

Management professor Matt Cronin serves as the co-editor of the *Academy of Management Annals* journal.

Katherine Rosenbusch, management associate professor, won third place for the Alan Moon Memorial Prize from the University Forum for Human Resource Development Conference in June 2025 in Belfast, Ireland, for her co-authored paper *"Academic Gaslighting: HRD 4.0's Role in Supporting Healthy Faculty Work Environments."*

Laurie Meamber, associate marketing professor, is the co-editor of the peer-reviewed journal *Arts and the Market*.

JK Aier is serving as a member of the Cost Accounting Standards Board under the Office of Management and Budget.

Business foundations professor Yvonne Demory serves as the chair of the Board of Equalization for Fairfax County.

Assistant accounting professor Young Hoon Kim is serving as the vice president of the Korean American Accounting Professors organization for 2025-2027.

Associate marketing professor Jessica Hoppner will serve as the 2025-2026 vice chair of Community Engagement for the American Marketing Association's Interorganizational Marketing Special Interest Group.

Finance professor Derek Horstmeyer serves on the board of directors of the Washington Association of Money Managers as the vice president of programming.

Management professor Patrick Soleymani serves as vice chair and commissioner of the Fairfax City Economic Development Authority.

Zachary Suh was awarded a scholarship by Curtin University to attend a one-week Ignition program in Perth, Australia. Curtin Ignition is an intensive training program for aspiring entrepreneurs, academics and corporate innovators to trial and then prepare business ideas for the commercial environment. The program includes practical teaching sessions, expert clinics, mentor sessions, and experienced advice and support from leading entrepreneurs and innovators.

Executive Education conducted a three-week program for a cohort of master's students from KEPCO International Nuclear Graduate School, South Korea.

The Office of Career Services at the Costello College of Business is launching a new AI-based platform called CareerAI based on the nSpire AI platform. The platform is designed to help assess individual student profiles, including educational background, skills, interests, and work experience, to suggest personalized career pathways and career development, help in full-time job/internship searches, and enhance student career outcomes.

The Office of Undergraduate Recruitment and Engagement launched "Camp Costello," a three-day welcome event to build a sense of community for incoming first-year students. The program includes opportunities to connect with current students, Costello student services, faculty, and alumni of the college. The camp is centered around the themes of connection, collaboration, and creation.

Jimmy and Rosalynn Carter School for Peace and Conflict Resolution
Karina Korostelina conducted two workshops for Rotarians, NGOs, and UN staff, Nicosia, Cyprus – Program sustainability and Project Clinique, June 25, and improving efficacy of contact programs: 4 key conditions, June 20.
Karina Korostelina organized Summer School on Reconciliation for Japanese post-docs, George Mason University, Sept. 18-24.

Dean Alpaslan Özerdem participated in discussions at the 2025 Global Higher Education Symposium, held at the United Nations Headquarters in New York.

Jeff Helsing spoke at the State Department's Community Solutions Program (CSP) and IREX Fellows Program where he discussed the benefit of the Carter School hosting program fellows. The Carter School is host to two fellows from New Guinea and Ukraine from this year's program, which is fully funded by the State Department.

Marc Gopin, director of the Center for World Religions, Diplomacy, and Conflict Resolution, led a lecture titled, "Compassion and Moral Reason at the Core: Reimagining Religion, Liberalism, and Human Rights." The conversation examined the role of compassion in its functional and moral capacity to reshape how political and religious systems respond to crisis.

Carter School hosted Fall 2025 Peace Week from September 22-26.

Dean Alpaslan Özerdem opened the 2025 Korea-U.S.-Japan Young Trilateral Leaders Regional Workshop Series, held in May at the Hiroshima Bunka Koryu Kaikan. Dean Özerdem also led a workshop session that focused on the opportunities new technologies offer for peacebuilding.

As part of the Little Minds, Strong Values Project in Sri Lanka, Solon Simmons, director of the Carter School's Narrative Transformation Lab, partnered with the Rotary Club of Colombo Metropolitan to utilize "Ripple Effects Mapping" methodology to evaluate the accomplishments and limitations of the 2024 Honda Purudu Championship, where students perform musical projects designed to communicate important cultural values.

Professor Arthur Romano and alum Nawal Rajeh worked with Rotarians in the Baltimore area to form coordinating committees to identify key peacebuilders and stakeholders across government, business, and other sectors to curb gun violence in Baltimore.

Karina Korostelina represented the Carter School in Seoul, South Korea at the International Association for Reconciliation Studies Conference, where Korostelina gave the keynote address.

Karina Korostelina presented at the University of Bern in Switzerland on the dynamics of national identity and attitudes towards the war in Ukraine.

David J. Smith was a keynote speaker at the Transformative Play Seminar 2025: Games, Conflict, and Education in Visby, Sweden. Smith, president of the Forage Center, hosted 15 graduate students – including graduate students enrolled at the Carter School – in a role-playing exercise designed to simulate real-world humanitarian response to real-world crises.

Students from the Carter School visited the U.S. Embassy Sarajevo. Students got an inside look at the work the embassy carries out every day to advance American interests, strengthen global partnerships, and assist U.S. citizens living and traveling abroad.

The Carter School hosted 48 high school students from across the country – and one student from Argentina – for the 8th Conflict Resolution Youth Summit.

Dean Alpaslan Özerdem represented the Carter School at the United Nations headquarters in New York, where he met with UN staff and Sustainable Development Goal Hub leaders to map out plans for the Carter School's role as SDG 16 Hub Chair.

Dean Alpaslan Özerdem shared plans to launch a Peace Tech Lab at George Mason University Korea and signed an MOU with the Korean Association of Negotiation Studies to strengthen global collaboration in conflict resolution.

Schar School of Policy and Government

The Schar School named Vice President Mike Pence a Distinguished Professor of Practice, a significant addition to the institution's academic community. He will engage with students and faculty, bringing decades of public service, executive leadership, and policy experience into the classroom. Pence is the former governor of Indiana and served six terms in the U.S. House of Representatives.

More than 70 students, faculty, staff, and community members attended a Pizza and Perspectives discussion addressing the results of the November 4 Virginia state and local elections on Nov. 17 at Mason Square featuring Schar School of Policy and Government Distinguished Visiting Professor and former Virginia Governor Terry McAuliffe (D) and Professor of Practice David Ramadan, twice elected to the Virginia statehouse as a Republican delegate, in a conversation moderated by Assistant Professor Shea Holman Kilian, director of the Schar School's Jurisprudence Learning Community.
Michael V. Hayden was inducted as Fellow of the National Academy of Public Administration.

NIH awarded the Justice Community Overdose Innovation Network (JCOIN) – Phase II Coordination and Translation Center $3.4 million.

David K. Rehr, professor and director of the Center for Business Civic Engagement, was reappointed by Gov. Glenn Youngkin to the Virginia Foundation for the Humanities and Public Policy Board for three years.

Terrorism, Transnational Crime and Corruption Center (TraCCC) co-director Guadalupe Correa-Cabrera delivered the keynote speech at the Security Industry Association's Expo Seguridad México in Mexico City.

Affiliate faculty Tauheeda Yasin convened the first meeting of regional safety officers for a day-long conference at the Potomac Science Center to determine best practices.

Distinguished University Professor Janine Wedel received an award from the Carnegie Corporation to launch an investigation into transnational shadow networks.

PhD student and graduate research assistant Sungbin Park won the top prize for her poster and paper, "The Black-White Mortality Gap and Unemployment Insurance Cuts During the COVID Pandemic," at the 2025 World Labor Conference, a joint conference of three international labor economics associations.

Political science PhD student Vo Hoang Trinh Nguyen earned global acclaim as "A Leader for Tomorrow" at the St. Gallen Symposium in Switzerland for her essay "Shielding Markets:

National Insurance for Geoeconomic Risks in a Divided World." She spent a week at St. Gallen meeting with renowned economists.

The Gender and Policy Center hosted 24 undergraduates from Virginia universities for a week at Mason Square to introduce them to women in leadership positions in politics and business; participants also visited three U.S. representatives on Capitol Hill.

The Global Terrorism Trends and Analysis Center at TraCCC convened a day-long Counterterrorism Summit 2025 at Mason Square that brought in more than 100 experts from around the world. Speakers included faculty members Mahmut Cengiz, Guadalupe Correa-Cabrera, Gregory Koblentz, and 2024 government and international politics graduate Pearl Matibe.

The Center for Security Policy Studies assisted Mason Korea students in an accessible water monitoring system using human-machine colorimetric methods.

The Center for Infrastructure Public-Private Partnership Policy hosted more than 100 regional transportation and development leaders at Mason Square for the day-long "NextGen P3: Infrastructure at the Intersection of AI and a New Federal Landscape" symposium.

Mason Korea

Hyang Lee, assistant professor of modern languages and culture, received a KRW 100 million (approx. $73,000) grant as co-investigator for a project on AI-based automated item generation for the Sejong Korean Assessment (SKA), funded by the King Sejong Institute Foundation of the Korean government.

Boyoung Kim, research faculty, received the Best Paper Award at the 21st IEEE International Conference on Advanced Robotics and Its Social Impacts (ARSO 2025) in Osaka, Japan. Her co-authored paper, "From Intent to Accountability: Exploring the Role of Mental States in Robot Accountability," was recognized for advancing research on ethics and accountability in robotics.

Undergraduate students from Mason Korea presented their research at the International Peace and Security Forum Incheon (IPSF 2025), commemorating the 75th anniversary of the Incheon Landing Operation. Representing CSPS Korea and PACSC Asia, seven student fellows delivered English presentations on peace and security topics, with Roland Wilson serving as session chair.

Five Mason Korea undergrads (SDGs Builders project group) joined the FAO-supported Agricultural Innovation Exchange Programme in Vientiane, Laos, organized by FAO Lao PDR and FAO Republic of Korea to promote youth collaboration in sustainable agriculture. The students later traveled to Rome to take part in the FAO's World Food Forum 2025, where they

showcased their board game and engaged with global partners on agricultural innovation and sustainability.

Mason Korea launched the Center for Korean Culture and Society (CKCS) in October, its first independently operated research center, to advance interdisciplinary studies and global collaboration in K-culture, including media, K-pop, gaming, sports, and tourism. Led by Mason Korea global affairs professor Gyu Tag Lee, the center aims to serve as a bridge connecting Korea and the world through research, education, and partnerships with cultural and industry leaders, aligning with Korea's national strategy to strengthen its global K-content leadership.

Dakota McCarty, assistant professor of environmental science and policy, secured €1,080,320 in Horizon Europe/KAIA funding (with €30,000 allocated to Mason Korea) for a joint project with Incheon City, Seoul National University, Hyundai Motor Company, and multiple international partners, including universities and municipalities in Sweden and Norway.

Soyoung Kwon, Mason Korea's associate dean of external affairs and director of the Industry-University Collaboration Foundation, has been appointed to the Organizing Committee for the 2025 International Peace and Security Forum Incheon, bringing her expertise in international relations and public diplomacy to strengthen Mason Korea's civic and global engagement.

English professor Hyungyoung Cho organized the "Incheon–New York City Student Exchange Program," which received funding of ₩13,830,000 from the Incheon Metropolitan City. She also organized the 2025 Incheon–ASEAN Global Youth Camp, which was awarded ₩17,206,000 in support from the Incheon Metropolitan City.

Computer game design instructor John Doran wrote *Unity 6 Shaders and Effects Cookbook*, published by Packt Publishing.

Mason Korea undergraduates co-authored a peer-reviewed article in *Environmental Monitoring and Assessment*, based on a Mason Impact project examining water quality in Incheon's Seunggi-cheon stream. Under the guidance of Soyoung Kwon and Dakota McCarty, students collected and analyzed samples, tested a low-cost hybrid human–machine colorimetric method, and demonstrated results closely aligned with laboratory standards.

Mason Korea students Dayeon Shin and Taeyeong Kim presented their research, *"Exploring the Feasibility of Sponge City Solutions for Flood Resilience in Gangnam, Seoul,"* at the 2025 Association of European Schools of Planning (AESOP) annual congress in Istanbul, one of the world's largest planning conferences with over 1,000 presentations. Their project grew from a classroom discussion on urban flooding into a competitive international presentation, making them one of the few undergraduate presenters.

Institute for Biohealth Innovation
The Institute for Biohealth Innovation and Mason Korea executed a subcontract and MOU with Naugen, Inc. to establish the Northern Virginia International Soft-Landing Program to recruit life science companies and establish Newcos in the Innovation District anchored by George Mason's SciTech campus. A strategic focus is on driving new research collaborations with faculty and leveraging the university's core facility assets, including the Biomedical Research Laboratory, Nanofabrication Facility, and CAP/CLIA Clinical Proteomics Laboratory.

The Institute for Biohealth Innovation and Jim Thompson, MRI Scientific Director, executed a research agreement with the Henry Jackson Foundation to complete 3T MRI scans of active-duty members enrolled in the ADEPT study, which focuses on treating depressive symptoms associated with concussion using accelerated intermittent theta burst stimulation (ADEPT).

George Mason's Regional Biocontainment Laboratory, the BRL, received a perfect inspection by the Center for Disease Control in September 2025.

The Institute for Biohealth Innovation served as host of the Indo-U.S. Rare Disease Summit at the Hylton Performing Arts Center on Nov. 2-4, which united patients, their caregivers, patient advocacy groups, academic researchers and students, pharma, and biotechnology companies from 13 countries.

Thanks to a major investment from GO Virginia, Northern Virginia's first Innovation District is taking shape, laying the groundwork for growth in high-tech industry sectors like life sciences, aerospace, defense, and semiconductors. Gov. Glenn Youngkin announced that the commonwealth will invest $2.6 million into Northern Virginia's first Innovation District, with an additional $1.3 million coming from local businesses, government, and higher education partners. The funding will help launch the Innovation District and roll out programs aimed at making Northern Virginia a national hub for research-driven industries, while giving residents the chance to pursue strong, lasting careers without leaving their communities.

Institute for Digital Innovation
As part of his efforts to expand IDIA's impact and visibility, Executive Director Massimiliano Albanese has actively cultivated international relationships and collaborations. He represented George Mason University and IDIA at several high-profile events focused on promoting international collaborations, including the EU–U.S. Research & Innovation Collaboration on Oct. 28 at the Residence of the European Union; NorthernLights: Securing the Future through Advanced Connectivity and AI on Nov. 4 at the Embassy of Finland; and the Italian Scientists & Scholars in North America Foundation Annual Event on Nov. 6 at the Embassy of Italy. Additionally, Albanese was invited to speak at the Budapest AI and Security Symposium on Oct. 3, where he explored collaborative opportunities with academic and industry leaders in Central Europe.

Institute for a Sustainable Earth
In addition to providing extensive input on the design of the Grand Challenge Initiative's call for proposals, ISE has also launched two programs to support translating research into practice – both are supported by George Mason's Accelerating Research Translation (ART) cooperative agreement with the National Science Foundation. The Seed Translational Research Projects (STRP) program provides seed funding and mentorship to support faculty who aim to turn research into real-world solutions.

Tech Talent Investment Program
In FY 2025, George Mason raised $23M contributing to the current total of $49M in TTIP program matching donor contributions. A recent gift of $16.25M will be used to provide lasting and perpetual scholarships for the students in the College of Engineering and Computing. Another recent gift of $3.75M established the Michael R. Kelley Scholarship Endowment that will provide support for undergraduate students enrolled in the School of Computing.

George Mason continues to exceed its cumulative student graduation goals for bachelor's and master's TTIP majors. Cumulatively, the university has graduated 632 BS and 1020 MS graduates over the FY2020 established baseline.

Honors College
After many years of George Mason University-Fairfax Honors College students studying at the Mason Korea campus, we welcomed our first Mason Korea cohort of Honors College students for the 2025-2026 academic year.

Our Professional Development Roundtable events have brought more than 20 C-suite/ executives and other top leaders from major industries to meet at small tables with Honors College students. Industry-focused events in fall 2024 and fall 2025 have included leaders in government contracting, healthcare, performing arts, and financial services/banking.

Small multidisciplinary groups of students in our partnership-based society and community engagement classes worked last spring and this fall on 12 projects for local and regional nonprofits, providing consulting services, research, and creative work to solve problems faced by these partners.

In the Honors College Consults class, multidisciplinary teams learned to work as consultants for eight corporate and institutional partners, providing them solutions to real-world problems.

Mason Enterprise
Mason Enterprise hosted the 5th annual Accelerate Investor Conference on Nov. 5-6. There were more than 600 people in attendance, including more than 100 investors serving as judges and 45 companies that pitched their technology companies. In addition, students from six universities pitched for the student competition.

In the first four years, companies that pitched at Accelerate went on to receive $87.4M in follow-on capital from various sources. Eighteen organizations helped sponsor the event. Each year the event has become bigger and more popular in the region and it is now a cornerstone event for companies raising funding, and a gathering of the tech ecosystem. This year new additions to the event included a Limited Partner panel, a Silicon Valley Partnership with Angel Launch, a dual-use panel, a $10,000 grant award, and a $100,0000 investment which was launched by Mason Enterprise's board and Entrepreneurs in Residence.

On Nov. 6, Mason Enterprise announced a partnership with the Einstein family to create Einstein Labs, an accelerator that will support AI across the vertical markets of cybersecurity, defense tech, and health data companies launch. Steven Einstein announced he is joining the Mason Enterprise board and Tad Einstein has joined as an Entrepreneur in Residence and leads Einstein Labs.

In just the past few months, Mason Enterprise has achieved the following acknowledgements:

- A record number of invention disclosures by its faculty (63), a 150% increase in the past five years.
- Led the negotiations, along with UVA tech transfer, to sign an agreement with the Governor's Office called "Lab to Launch." LTL ensures a fast-track standardized agreement with favorable terms for both the university and tech start-ups interested in licensing university technologies. If licensees agree to the terms, up to $50,000 of patent costs are reimbursed to the George Mason Research Foundation. At this time, five companies are in the pipeline to sign the agreement; normally there would be 1-2 startups.
- Received an impact award for the quarterly investment event, "Accelerate Breakfast Series," which is funded by local governments and corporations. Companies that have pitched at the event, which has been running for a year and a half, have raised $13M to date.
- Received an International Economic Development Council award for Innovation Ecosystem Building, representing the past five years of economic impact Mason Enterprise has had on Northern Virginia and the commonwealth, based on the creation of 16 additional programs – 24 in total – to support small businesses and tech start-ups.

In August, Mason Enterprise, along with UVA tech transfer, led the negotiation with the Department of Commerce and the Virginia Innovation Partnership Corporation to establish a Fast Track startup license. The agreement developed standard, fair terms for start-up companies to license technologies from Virginia universities, have their patent costs covered, and creates a path to seed funding from VIPC. It also creates an Entrepreneur in Residence program at the universities.

The International Economic Development Council recognized Mason Enterprise with the Innovation Ecosystem Building award, presented in September at the annual meeting in Detroit. The five-year look-back valued the suite of new tech-focused programs that Mason Enterprise has created, and the more than $2.8B annual impact that the organization has on the state's economy.

Research Expenditures

- FY26 TO DATE (FY26: 9 payrolls through October FY26 vs. 8 payrolls through October FY25)
- FY26 Sponsored Awards through October down 19.5% YoY from $96.3M to $77.5M
- FY26 Sponsored Expenditures through October down 23.5% YoY from $88.7M to $67.9M
- FY26 IDC (F&A) Recovery through October down 12.6% YoY from $14M to $12.3M
- FY26 Proposals through October down 3.1% YoY from $258.5M to $250.4M

Defense and Security

A team of George Mason faculty and students made a significant breakthrough in the realm of cybersecurity by uncovering a critical vulnerability within a popular anonymization tool. Evgenios Kornaropoulos, an assistant professor in the Department of Computer Science; Rebecca Sutter, a professor in the School of Nursing and director of the MAP Clinics; and computer science PhD student and lead author Somiya Chhillar presented their findings in mid-October at the Association for Computing Machinery Conference on Computer and Communications Security, one of the world's most prestigious computer security conferences. The team's research and analysis led them to identify a flaw in the anonymization tool that could potentially compromise user data and privacy. This vulnerability, once exploited, could have far-reaching implications for individuals and organizations relying on such tools to safeguard their online activities. The implications of this discovery are profound, as it underscores the ongoing challenges faced in maintaining robust cybersecurity measures in an increasingly interconnected digital landscape. Building upon this breakthrough, the team is poised to delve deeper into the realm of cybersecurity research, exploring new avenues for enhancing digital defense mechanisms and fortifying existing security protocols. Their commitment to advancing knowledge in this field is commendable and sets a precedent for future endeavors in cybersecurity.

In mid-August, George Mason hosted a follow-up 300-person Integrated Sensing and Communications Strategy Summit aimed at positioning the university as a central partner in the Pentagon's Future G and Golden Dome initiatives. This initiative focuses on developing enabling technologies that can seamlessly integrate advanced sensing, communications, and defense systems into a unified protective architecture. During the workshop, attendees mapped out future collaboration opportunities, identified key technological challenges, and aligned the university's capabilities with DoD investments while highlighting the capabilities of Fuse at Mason Square. Keynote speaker Olivia Trusty, commissioner on the Federal Communications Commission, underscored the critical role of spectrum access and ISAC in securing U.S.

technological and national security leadership. The event also included significant corporate sponsorships from key partners Nokia, AT&T, Ericsson, and Lockheed Martin Corporation.

George Mason University continues to expand its strategic engagement with the Department of Defense through education, research, and innovation partnerships. George Mason's ability to serve both operational and academic needs positions the university as a national leader in supporting the future of defense, autonomy, and applied AI. Below are several recent highlights underscoring this momentum.

AFCENT Partnership Renewal & Impact
George Mason has entered Year 3 of its educational partnership with the U.S. Air Force's (USAF) 9th Air Force (AFCENT). By the end of 2025, the partnership will have generated over $9 million in sponsored funding, with expected growth to exceed $12 million by the end of 2026. The initiative has supported over 20 faculty and 40 graduate students across the College of Engineering and Computing and the Costello College of Business. Additionally, active-duty personnel are now pursuing PhD and master's programs at George Mason, integrating operational military expertise into our academic programs.

UAS Exercise for Air Combat Command (ACC)
George Mason faculty and students were selected to participate in a live experimentation event sponsored by ACC at Avon Park Air Force Range, Florida. George Mason's autonomous drone systems served as the "Red Team" in a simulated small UAS incursion, successfully penetrating and evading detection by industry-leading DoD providers. The event showcased George Mason's applied prototyping capabilities and real-world relevance in emerging threat environments.

ONR AI and Autonomy Portfolio Meeting
George Mason supported the Office of Naval Research in hosting its AI and Autonomy Portfolio Program Management Review (PMR) at Fuse on Aug. 4-8, which brought together more than 100 researchers from institutions across the United States, including multiple George Mason faculty who presented cutting-edge research. This event positioned George Mason as a national convening hub for applied autonomy and next-generation defense research.

Donation of USAF Mobile Innovation Lab
USAF is donating a mobile innovation lab to George Mason for experimental use.
The system is equipped for AI development, autonomy testing, and additive manufacturing at the edge – designed to rapidly prototype and deliver capabilities directly to the warfighter. The lab will support both student learning and real-time, operational experimentation.

Accelerating Technology Transition
George Mason has been officially sponsored by AFCENT to become a Partnership Intermediary Agreement (PIA). The request was sent July 30, 2025, to the Air Force Office of Technology Transfer. This designation empowers George Mason to serve as a bridge between DoD

technology needs and civilian innovation, accelerating technology transfer, prototyping, and commercialization. The PIA framework opens new pathways for industry partnerships, federal contracting, and regional innovation leadership.

Strategic Significance
These initiatives reflect George Mason's unique positioning as a mission-focused, agile academic partner capable of:

- Delivering operational impact at speed
- Educating the next generation of national security leaders
- Convening interdisciplinary faculty to solve real-world defense challenges
- Serving as a launchpad for defense innovation and workforce development.

George Mason continues to deepen its reputation across DoD as a trusted, technically capable, and strategically aligned partner.

Expand partnerships for economic and social impact.

The George Mason University Office of Advancement and Alumni Relations submits the following report of its activities and engagements conducted in furtherance of the university's students, programs, and community in the months following the April 17, 2025, meeting of the Board of Visitors.

As of November 10, George Mason's fundraising campaign, *Mason Now: Power the Possible*, has raised more than $590M towards its $1 billion goal. Moreover, the George Mason community responded enthusiastically to Mason Vision Day this spring, when the university raised a record-breaking $1.38 million from 1,900 donors. These gifts, which reflected donors' own priorities within George Mason's programs, schools, colleges, and scholarship opportunities, will support 207 distinct funds across the university.

Notable Gifts and Partnerships

The Antonin Scalia Law School reported a number of major gifts:

- $4.7 million for the Law and Economics Center
- A $900,000 estate gift for the C. Boyden Gray Center for the Study of the Administrative State $950,000 for the National Security Institute from four foundation/corporate donors
- A $500,000 pledge from Professor John F. Witherspoon for renovation and upgrades to a principal lecture hall
- $300,000 for the U.S. Supreme Court Clinic and Administrative Law Clinic from two individual/donor-advised fund gifts
- $250,000 for the Judge Robert H. Bork Professorship of Law, an Allison and Dorothy Rouse Endowed Chair.

The Jimmy and Rosalynn Carter School for Peace and Conflict Resolution received a $100,000 commitment to develop a Global Peace Action Network within the Better Evidence Project, which aims to support a network of peacebuilders, youth, and community leaders.

The College of Public Health, in partnership with the College of Engineering and Computing, report a funding commitment of $5.3M for the next two years from an anonymous donor to support a joint research project: Evidence-based AI Software for Injury Detection (EAS-ID).

- This is the second seven-figure gift received from this donor, which brings the total amount raised for the EAS-ID project to more than $10 million.

The Donald G. Costello College of Business secured a transformative gift from Schwab Advisor Services in partnership with the Charles Schwab Foundation to elevate the college's Financial Planning and Wealth Management Program and received continued funding from the Deloitte Foundation for the Deloitte Foundation Accounting Scholars Program.

- These investments, along with the generosity of many donors, enabled Costello to award more than 165 scholarships last year and achieve a record $1 million in scholarships for the fall term.

The College of Science received a $500,000 gift from Catherine Becker, MS Environmental Science and Policy '96, and her husband Richard, to support graduate fellowships. The Beckers made an additional planned gift of $630,000.

The University Priorities/Corporate and Foundation Relations team continues to support colleges, schools, and units across George Mason's campuses. Prior to the Board of Visitors' planned September 25 meeting, the team had raised $665,000 in support of a number of George Mason units, including $411,000 raised in philanthropic matching support for a $2.6M GO Virginia implementation grant that invests in Northern Virginia's first Innovation District.

Partnerships with the Region's Leadership

George Mason University continues to establish itself as a valued partner to drivers of regional economic development and to serve the community through educational opportunities for all students, positioning them to contribute to the local economy as valued members of the workforce.

The grand celebration of Fuse at Mason Square on September 25 brought together hundreds of representatives from industry, academia, government, and community leadership, including Virginia Governor Glenn Youngkin speaking at the ribbon cutting for the Energy Exploration Center.

The College of Education and Human Development (CEHD) welcomed the inaugural class of students for their Accelerated College and Employability Skills (ACCESS) Academy. Developed in partnership with Northern Virginia Community College (NOVA) and Loudoun County

Public Schools (LCPS), ACCESS Academy is a lab school designed to reimagine how students prepare for college, careers, and civic life in a rapidly evolving world.

The Antonin Scalia Law School presented the annual Scalia-Ginsburg Colloquy online in October, previewing important cases before the Supreme Court this term for nearly 100 attendees.

The Carter School hosted its fifth annual fall Peace Week in late September, recognizing the International Day of Peace with 33 workshops, lectures, and networking events for more than 1,500 registrants.

ARTS *by George!*, the signature event to benefit student arts scholarships and George Mason's community arts programs, took place on Saturday, September 27, transforming the deLaski Performing Arts Building on the Fairfax Campus into a showcase for student talent, with a headline performance by Tony, Emmy, and Golden Globe winner Darren Criss. The event raised more than $289,000 and welcomed more than 350 guests including donors, university leadership, elected officials, and alumni.

George Mason's Early Identification Program (EIP) and Honors College Summer Showcase brought industry partners and community supporters to an open exhibition that displayed the work of 200 first-generation students who participated in a three-week Honors Seminar in July. EIP also engaged community and industry partners in a job shadow experience for 150 rising seniors in local high schools. Partner organizations that hosted EIP students include: HumRRo, EEOC, Manassas Park MAP (Mason and Partners) Clinic, Inova Mount Vernon, Inova Fairfax, Morgan Stanley, and CNA Corporation.

In November, CACI hosted a kickoff event for 10 CACI scholars—EIP alumni pursuing degrees in computer science, electrical engineering, or mechanical engineering—where CACI leadership learned more about scholars' summer internship experiences. Dominion Energy hosted their EIP-alumni Promesa Scholars at their headquarters in Richmond and provided a tour of their facility along with a luncheon with company leadership.

The Schar School co-hosted the Accelerate Investor Conference with Mason Enterprise, convening more than 600 venture capitalists, startups, and student entrepreneurs for a two-day event that culminated in an awards gala featuring Shawn Purvis, CEO of Sabel Systems. The school also expanded corporate outreach to support Northern Virginia's first Innovation District.

Intercollegiate Athletics hosted its inaugural Name, Image, and Likeness Business Summit in August, welcoming local businesses to an event that fostered collaboration between university leaders and the business community, offering insight into the evolving NIL landscape and opportunities to support student-athletes.

The University Priorities/Corporate and Foundation Relations team continued to work with partners throughout the region:

- Provided leadership and support for the Accelerate Breakfast Series, attended by over 600 individuals, which resulted in securing six new corporate partners for Mason Enterprise.
- Partnered with George Mason's Office of Research, Innovation, and Economic Impact to join the University-Industry Partnership network, which will open the aperture for George Mason to explore deep, strategic relationships with new corporate partners.
- Re-engaged with NVIDIA to develop and sign a partnership MOU that will support the university's Grand Challenge Initiative. George Mason and NVIDIA hosted an event at Mason Square for students, coinciding with NVIDIA's GTC DC event on October 28.
- Elevated MVFI's visibility by presenting to the Prince William Chamber Military, Veteran, and Public Safety Council, showcasing George Mason's comprehensive support for 5,000+ military-connected students and advancing community impact initiatives, including the launch of the Student Ambassador Convening program.

Alumni Engagement

The Office of Alumni Relations continued its focus on national outreach and engaged alumni in the following regions: New York City; San Francisco, Menlo Park, Orange County, and San Diego, CA; Norfolk, Haymarket, Fairfax, and Arlington, VA; Denver, CO; Myrtle Beach, SC; and Huntsville, AL.

Alumni Relations engaged with George Mason's newest alumni—its graduating students—with events during the week of Spring Graduation. Following Commencement, Alumni Relations hosted *Zoom Your City,* which provided recent graduates the opportunity to connect virtually with alumni in 12 cities nationwide for networking, career advice, and tips for living in their respective city.

Directly supporting job-seeking alumni, Alumni Relations launched the *Patriots Helping Patriots Ask Me Anything* virtual series that featured industry experts who discussed job searches, how to break into their industry, and other career advice.

Alumni Relations furthered the university's engagement with the military community:

- Members of the GMUAA board, the Office of Alumni Relations, and the Office of Military Services hosted alumni and student veterans for a round table dinner discussion focused on ways to best serve the veteran community. The Mason Military Summer Series was one outcome of this roundtable.
- The inaugural Mason Military Summer Series invited all members of the George Mason military community (veterans, active duty, National Guard, ROTC, Reserves, spouses, alumni, and students) to join us for three social events hosted by American Legion Post 177 (City of Fairfax). The gatherings welcomed a significant number of alumni for whom

these receptions were their first George Mason event. They proved so popular that attendees asked Alumni Relations to continue the series, and the team is now planning receptions at the American Legion posts in Reston, Arlington, Fairfax, and Prince William County. Many attendees volunteered to meet and greet other veterans during future events.

The Antonin Scalia Law School held its annual Judicial and Legislative Reception on May 21, 2025, welcoming nearly 200 Northern Virginia alumni, judges, legislators, and friends to the law school. Proceeds from the event sponsor law students' pro bono summer internships. In September, Scalia Law hosted approximately 100 alumni at its annual Capitol Hill Alumni Reception at the U.S. Capitol.

On May 13, the College of Education and Human Development welcomed alumni, students, and faculty for its second annual School for Sport, Recreation, and Tourism Management (SRTM) silent auction, which raised support opportunities for SRTM students, including stipends for unpaid internships, industry conference costs, and professional development events. As part of Reunion Weekend activities held in September, CEHD welcomed 40 alumni, friends, and family members to a Meet and Greet Reception with Dean Guerra-López. Guests also enjoyed the opportunity to engage in interactive demonstrations and mini-lessons led by CEHD faculty.

The Costello College of Business continues to strengthen alumni engagement through a combination of industry-specific programming and high-profile signature events. Over the past year, Costello has launched a new Alumni Industry Networking Series, which featured three distinct industry events and drew more than 230 alumni, creating deeper connections between graduates, faculty, and regional business leaders. Its *Industry Connect* events this fall in accounting, entrepreneurship, and government contracting brought together more than 170 alumni, faculty, and students, providing valuable opportunities for networking, mentorship, and professional engagement across the Costello community.

George Mason Athletics launched its inaugural Coaches Caravan on August 27, welcoming more than 200 alumni, supporters, and community members for an evening of connection and celebration. In alignment with Mason Athletics' strategic vision to solidify its presence as Northern Virginia's team, the Caravan offered an opportunity for attendees to engage directly with George Mason's head coaches and university leadership in a relaxed, festive setting.

On June 2, the 49th Annual Patriot Club Golf and Pickleball Outing brought together 128 golfers and 24 pickleball players at Chantilly National Golf and Country Club. Thanks to the enthusiastic participation and generous support of our community, the event raised an impressive $23,000 in support of George Mason Athletics.

Exemplify a university culture of diversity, equity, and inclusion.
Work with Torridon Law to respond to requests from Department of Education, Department of Justice, and the House Judiciary Committee.

Invest in faculty and staff success.
Professional Development
Partnered with University Career Services, Undergraduate Services, and Auxiliary Services and Operations to deliver supervisory training for those managing student workers (working learners); facilitated two sessions since June 2025, reaching supervisors of 100+ student workers and driving improved productivity and career development opportunities.

Expanded the Crucial Conversations program for both new and returning participants, increasing ROI on program investment and strengthening high-stakes communication skills across the university.

Built strategic partnerships with multiple units to support workforce planning and restructuring, optimizing performance, resource utilization, and alignment with institutional goals.

Hired a part-time coaching manager to expand strategic coaching services that promote faculty and staff career mobility, well-being, and professional growth.

Performance Management
Implemented Ellucian workflow for classified staff performance documentation.

Engagement
On Nov. 18-19, the university honored 745 George Mason employees celebrating work anniversaries of 5-10-15-20-25-30-35-40-45 years.

Rebranded recognition toolkit with expanded options.

Completed RFP process for a social recognition platform; vendor selected and implementation pending.

Processed 1,500 flexible work forms, demonstrating strong participation in this well-being initiative.

Administered Faculty Evaluation of Administrators on behalf of the Faculty Senate.

Joined COACHE leadership team to advance faculty experience.

Facilitated retreats and action-planning workshops informed by Faculty and Staff Experience survey data.

Benefits
Finalizing implementation of e-Learning orientation program for faculty and staff.

Pre-retirement seminar took place Sept. 8, with full registration (120 participants).

Talent Acquisition
Between 02/12/2025 and 08/12/2025, posted 298 approved jobs; filled 179, achieving a 60% fill rate.

Achieved an average time-to-fill of 65 days during the six-month period.

Enterprise Risk Management Update
The following information is an update to the reports provided to the Board in FY25. It is important to note that enterprise risk management is a continuous improvement process and therefore the assessment provided herein may continue to change as the risk landscape and conditions change both internally and externally.

In April, the ERM program initiated a process resulting in an updated risk register to guide the ERM program's activities over the next two fiscal years. As illustrated in Figure 1 and Table 1, the highest priority risks at this time are Funding Resources, Governance, and Competition. The shifts in priority for the top ten risk areas from FY24-25 to FY26-27 are illustrated in Table 2.

The university continues to experience a perceived increase in risk within various areas due to the uncertainty stemming from the federal administration's executive orders and policy changes. These changes could impact the university's operations and execution of our strategic plan. The ERM program's leadership will continue to work with the university's senior leadership to closely monitor these developments and adapt our risk management strategies accordingly.

Figure 1. FY26-27 Enterprise Risk Heat Map

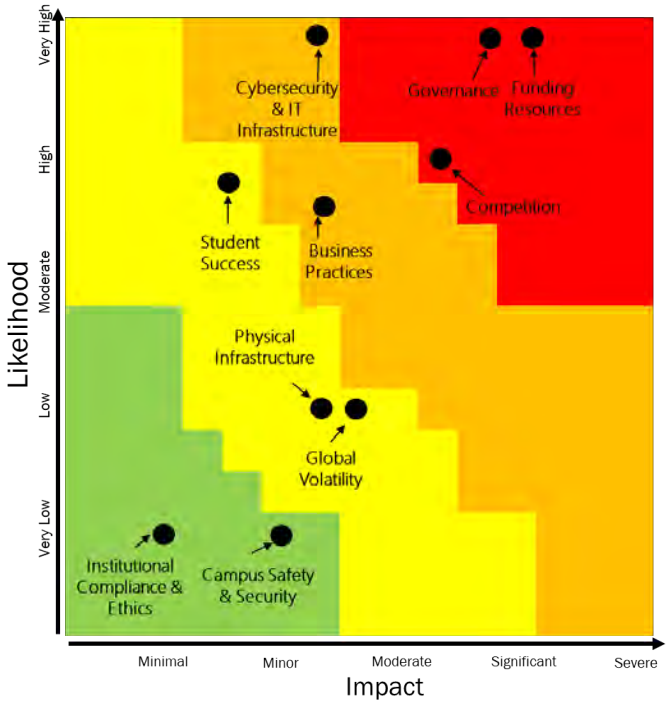


Table 1. FY26-27 Ranked Enterprise Risks

Risk Name	Priority/ Rank	Risk Level
Funding Resources	1	
Governance	2	
Competition	3	
Cybersecurity & IT Infrastructure	4	
Business Practices	5	
Student Success	6	
Global Volatility	7	
Physical Infrastructure	8	
Campus Safety & Security	9	
Institutional Compliance & Ethics	10	

Table 2. Comparison of FY24-25 and FY26-27 Risk Ranks

Risk Name	FY26-27 Priority/Rank	FY24-25 Priority/Rank	Change in Priority/Rank
Funding Resources	1	1	→
Governance (was "Governance Volatility")	2	4	↑
Competition	3	2	↓
Cybersecurity & IT Infrastructure (was "Cybersecurity")	4	3	↓
Business Practices	5	9	↑
Student Success	6	10	↑
Global Volatility	7	7	→
Physical Infrastructure (was "Physical & Technology Infrastructure"; Technology now combined with Cybersecurity)	8	6	↓
Campus Safety & Security	9	5	↓
Institutional Compliance & Ethics	10	8	↓

<u>Federal Government Relations Update:</u>

President Washington Leads Hill Discussion on Importance of Higher Education in Policy
President Washington anchored a panel discussion on Capitol Hill sponsored by the American Council on Education to showcase higher education's leadership on issues important to policymakers. George Mason was selected because the university was named in Carnegie's highest tier of Opportunity Colleges and Universities for its work fostering student success. The purpose of the event was to demonstrate that the new college classification has captured how institutions and local employers have developed innovative partnerships to advance both student success and alignment with policymaker's goals around workforce and employment. Dr. Washington's CEO partner was Dr. John Moynihan, President & Chief, Clinical Enterprise, Inova Health System. They were joined by Dr. Lily Hsu, the president of Laboure College of Healthcare in Milton Massachusetts and employer partner Angela Bovill, President and Chief Executive Officer, Ascentria Care Alliance, Massachusetts. Sen. Kaine provided remarks and pointed to George Mason's success in providing a skilled health care workforce as well as care for those without insurance through the MAP (Mason and Partner) Clinics.

President Washington Speaks at Women's Conference
President Washington welcomed a crowd of 500-plus at Sen. Mark Warner's 13th Annual Women's Conference in Dewberry Hall. In his remarks, President Washington commended Sen. Warner for his deep commitment to higher education in the commonwealth, which is a major reason why Virginia's colleges and universities are thought of so highly nationwide. He also thanked the senator for choosing George Mason to host this year's conference. Dr. Washington highlighted that George Mason is the only public doctoral university in Virginia—and one of just five very large public universities in the nation—in the highest tier of Opportunity Colleges

and Universities, combining higher access and higher earnings and being a top research university. Broadcast journalist and George Mason grad Angie Goff introduced the president. Later, Sen. Warner addressed the crowd, after being introduced by Congresswoman Jenifer McClellan. The theme of the conference was "Women Lead the Way" and featured a mix of plenary and breakout sessions. By all accounts the conference and George Mason's role as host was a huge success.

President Washington Participates in a Panel on Campus Climate Leadership
President Washington participated in a panel discussion, "Looking Ahead: What's Next for Campus Climate Leadership." The event was sponsored by the American Council on Education (ACE) and Second Nature in a new series of webinars—Charting Opportunities and Challenges in Higher Education's Climate Action Journey—tailored to help campus leaders and advocates anticipate challenges and identify opportunities to lead in this rapidly shifting policy landscape. Joining Dr. Washington were Tim Carter, President, Second Nature; Marisol Morales, Executive Director, Carnegie Elective Classifications; Lande Ajose, Managing Director, Waverly Street Foundation; and Bob Kopp, Distinguished Profession, Department of Earth and Planetary Sciences, Rutgers University. President Washington emphasized the importance of building resilient societies and that one of George Mason's six Grand Challenges is building climate resiliency and dedicating resources to incentivize faculty.

George Mason Submits Comments on Duration of Status Rule
George Mason University submitted comments to the Department of Homeland Security urging the agency to withdraw its proposed rule, Establishing a Fixed Time Period of Admission and an Extension of Stay Procedure for Nonimmigrant Academic Students, Exchange Visitors, and Representatives of Foreign Information Media. George Mason argued that the proposed changes would replace the well-functioning "duration of status" framework with rigid admission periods – 4 years - and new USCIS extension requirements. These changes would introduce significant administrative burdens for students, institutions, and the federal government, while harming academic flexibility and the United States' global competitiveness in higher education — without demonstrable improvements to oversight or security.

George Mason Participates in Astrophysics Advocacy on the Hill
Faculty participated in advocating for astrophysics science, and in particular the Nancy Grace Roman Space Telescope. They met with Congressmen Don Beyer, Suhas Subramanyam, Eugene Vindman, and Ben Cline, and Sens. Mark Warner and Tim Kaine. The George Mason team explained the project's importance to the astrophysics community and to George Mason and the institutions in their state. The effort was a recognition that with the uncertainties in the current budget environment, it is more important than ever to demonstrate broad community and congressional support for NASA Science and the Roman Space Telescope, especially as the FY 2026 appropriations process concludes. The George Mason team also highlighted the university's $20 million NASA Landolt mission to enhance understanding of the mysteries of dark energy, the characterization of other worlds, and the understanding of the evolution of stars like our sun.

Earmarks for Mason
George Mason has four earmark projects that have been included in the FY26 appropriations bills:

- **$1 million** in the Commerce-Justice-Science bill for an *Internet Name Space Observatory – to establish the first-in-the-nation center to focus research on Domain Name System security and resiliency*. J.P. Auffret (CCB). Submitted by Rep. Gerry Connolly before his passing.
- **$741,000** in the Commerce-Justice-Science bill for *Implementing Evidence-Based Policing to Advance Public Safety for enhancing the ability of Northern Virginia law enforcement agencies to address public safety and reduce crime through evidence-based policin*g. Cynthis Lum/Chris Koper (CHSS). Submitted by Rep. Gerry Connolly before his passing
- **$1,396,631** in the Commerce-Justice-Science bill *for Advancing Molecular Technologies through the acquisition of a high-resolution mass spectrometer to enhance regional research capabilities and workforce preparedness.* Mikell Paige (COS). Submitted by Rep. Suhas Subramanyam**.**
- **$1,026,028** in the Commerce-Justice-Science bill for a *Virtual Reality Simulation Training*: *program to improve interprofessional domestic violence responses and prevention among law enforcement officers and social workers.* Denise Hines/ Holly Matto (CPH). Submitted by Sens. Warner/Kaine.

Science Students on the Hill
Four students in a science policy course visited Capitol Hill to give presentations on their policy positions and the research behind their proposals. The class, led by Lee Solomon, associate professor in biochemistry, is aimed at providing students experience in public policy advocacy. The students met with staff from Sen. Kaine's and Warner's offices. The science policy areas that were at the center of discussion included: quantum science education, NASA funding, AI and health, and Forensics Lab Certification. The students presented their research papers to the senators' staff.

George Mason Involved in Developing New Indirect Cost Model
George Mason University is actively participating in efforts in Virginia and in the larger research community nationally to develop a new method for reimbursements of Facilities and Administration (F&A) costs related to federal research grants. The Joint Association Group (JAG), composed of 10 higher education associations, released key components regarding the Financial Accountability in Research (FAIR) Model to assist in engagement with congressional offices and the Office of Management and Budget, as well as commonwealth officials. George Mason is collaborating with the other Virginia research universities on a common approach and message. Policymakers have made it clear that the current negotiated indirect cost rate model is not sustainable and are prepared to enact changes unless the research community can propose a viable alternative model. The Trump Administration's efforts to impose a 15% indirect cost rate

cap could result in significant harm to the university research infrastructure and the nation's innovation ecosystem.

State Government Relations Update:

Virginia State Election Results & Transition
On Nov. 4, Virginians across the commonwealth cast their ballots in elections for Virginia's governor, lieutenant governor, attorney general, and their local House of Delegates races. Over 3.4 million Virginians cast their ballots this year, electing former Congresswoman Abigail Spanberger as Governor, receiving over 57% of the vote. On Jan. 17, 2026, the Governor-Elect will be sworn in as the 75th Governor of Virginia and will be the first woman to ever serve in the position.

Sen. Ghazala Hashmi was elected to serve as Lieutenant Governor of Virginia with 55% of the vote, and former Delegate Jay Jones was elected to serve as Attorney General with 53% of the vote. Additionally, the Democratic majority in the House of Delegates gained 13 new members and grew their caucus to 64. The incoming caucus members unanimously agreed to re-elect Speaker Don Scott, Majority Leader Charniele Herring, a George Mason alumna, and Caucus Chair Kathy Tran. The House Republicans maintained current leadership, re-electing Del. Terry Kilgore as Minority Leader, and George Mason alumnus Del. Michael Webert as Minority Whip.

George Mason Hosts House Appropriations Committee Retreat
On Nov. 18, the House Appropriations Committee held its annual retreat on George Mason's Science and Technology Campus in the Life Sciences and Engineering Building. President Washington kicked off the meeting with remarks about the history and bright future of the SciTech Campus, as well as the surrounding community. Following the opening remarks, members of the House Appropriations and House Finance Committees received presentations on the U.S. macroeconomic outlook, Northern Virginia's economy and workforce, and projections on Virginia's fiscal landscape. Governor-Elect Abigail Spanberger joined the meeting to receive these substantive presentations and also to provide brief comments.

After the meeting, the delegates and House Appropriations Committee staff were given an abridged tour of the campus featuring presentations from Dr. Mary Ellen O'Toole, Dr. Daigo Shishika, and Dean Rick Davis. Members were then given a look into the vision for the Mason Innovation District with a presentation at Micron, followed by a tour of their manufacturing facilities.

Fuse Celebration and E2 Ribbon Cutting

On Sept. 25, Governor Glenn Youngkin and President Gregory Washington spoke at the ribbon-cutting of the Energy Exploration (E2) Center of Fuse at Mason Square in Arlington. The E2 Center features a state-of-the-art simulator where students can replicate the role of a small

modular reactor control room operator. This simulator provides real-life scenarios that engage students in hands-on nuclear science and engineering education activities. It is the largest of its kind in the U.S. The E2 ribbon-cutting was also attended by cabinet secretaries, members of the Virginia General Assembly, regional business innovators, and George Mason leadership. Following the ribbon-cutting, attendees were invited to join "Fuse at Mason Square: A Grand Celebration," a showcase of innovation, research, and collaboration, as well as the official announcement of the Long Nguyen and Kimmy Duong School of Computing. During the celebration, Jason El-Koubi, President & CEO of the Virginia Economic Development Partnership (VEDP); George Mason Rector Cully Stimson; Arlington County Board Chair Takis Karantonis; Trishana Bowden, George Mason VP for Advancement and Alumni Relations; College of Engineering and Computing Dean Ken Ball; and President Gregory Washington gave remarks.

House Workforce & Funding Emergency Committee Final Meeting
On Sept. 11, the House Emergency Committee on the Impacts of Federal Workforce and Funding Reductions held its final meeting in September. The discussions and presentations during the meeting focused on summarizing the findings of the previous meetings, in addition to House Appropriations staff recommendations for potential legislative and budgetary actions during the upcoming 2026 General Assembly Session. Among the potential actions discussed was the possibility of the legislature to appropriate money for affected workers to receive training through Mason Career Academy or Mason Career Academy Plus.

JLARC Capital Update
In October, JLARC released the findings of the study analyzing Virginia's approach to planning, maintaining, and funding capital assets at state agencies and public higher education institutions. JLARC found that many state buildings have been in operation longer than their expected lifespans, that many buildings' systems are well beyond their expected expiration dates, and that capital planning could receive more attention. Importantly, JLARC also found that maintenance funds could be better allocated among Higher Education Institutions. Recommendations to address these findings included several potential legislative actions including formal "facility condition assessments,"the development of six-year capital

improvement plans every two years, and DGS estimates of the total cost of statewide capital maintenance reserve project needs. The State Government Relations team will continue to monitor these potential legislative changes in the coming General Assembly session.

Looking Forward

- December 15: State Government Relations Issue Advisors Briefing
- December 17: Governor Youngkin's Final Budget Presentation to the General Assembly
- January 14: General Assembly Session Begins
- January 17: Gubernatorial Inauguration

President's Other External Activities & Speaking Engagements:

- Participated in the Virginia Council of Presidents (COP) meetings, as well as General Professional Advisory Committee (GPAC) SCHEV sessions.
- Was honored by the NAACP Arlington Chapter with the Willard W. Brittain Community Appreciation Award at their annual Freedom Fund Banquet.
- Served as a panelist along with other Virginia university presidents at the annual retreat of the Virginia Legislative Black Caucus.
- Met with Prince William County Board of Supervisors Chair Deshundra Jefferson and District Supervisor Tom Gordy to discuss George Mason priorities and the SciTech campus.
- Along with other members of George Mason's leadership, attended the Virginia Education and Workforce Conference hosted by the Virginia Business Higher Education Council and the Virginia Chamber Foundation.
- Attended the STEM Ecosystems Convening and 10-Year Anniversary Event hosted by the Teaching Institute for Excellence in STEM.
- Engaged in a roundtable discussion with other Virginia university leadership on the topic of *Building the Workforce of Today and Tomorrow*, hosted by Dominion Energy.
- Engaged in a C-Suite roundtable hosted by the Northern Virginia Chamber of Commerce with leaders from the Northern Virginia region on the topics of business growth, innovation, job creation, workforce opportunities, and economic sustainability.
-

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

- With WGMU Studios, recorded an episode of the podcast *Access to Excellence* with Keith Renshaw, Senior Associate Provost for Undergraduate Education, where the topic of military service member and veteran students at George Mason was discussed.
- Recognized George Mason's Employees of the Month for October and November: Yali Pan and Jackie Nash, respectively.
- In collaboration with the Leadership Education and Development Office, hosted President's Leadership Student Dinners at the Mathy House.
- Along with Gov. Youngkin, Congressman Beyer, and Arlington County Board Chair Takis Karantonis, celebrated the grand opening of Fuse on Mason Square in Arlington.
- Provided welcoming remarks for the annual ARTS by George! event hosted by the College of Visual and Performing Arts in the Center for the Arts.

- Solicited insight on student priorities at meetings of the President's Student Advisory Group.
- Engaged in a Q&A session with George Mason's Staff Senate.
- Held town hall sessions with George Mason's academic and non-academic units to provide updates on the university and engage in Q&A sessions.
- Hosted a celebration of the contributions of George Mason's outgoing members of the Board of Visitors, Board of Trustees, and the Alumni Association Board at the annual recognition event at the Mathy House.
- Hosted a student dinner at the Mathy House with leaders of George Mason's student spiritual organizations.
- Welcomed attendees at the Virginia Climate Assessment Event hosted by the George Mason University College of Science at Fuse.
- Hosted members of the International Friendship Club at Fuse and engaged on current initiatives at George Mason.
- Hosted a reception for members of George Mason's National Security Institute at the Mathy House.
- Engaged with George Mason leaders and supporters at the annual convening of the National Leadership Council, hosted by the Office of Advancement and Alumni Relations.
- Hosted government leaders and members of the tech industry at the Innovation Ecosystem Reception at Fuse.
- Provided remarks at the Accelerate gala at Fuse hosted by the Office of Advancement and Alumni Relations.
- Gave welcoming remarks at the 2025 Virginia Women's Conference, co-hosted by George Mason and the office of Sen. Mark Warner.
- Recognized the service of George Mason staff at the University Green Day and Gold Day celebrations.

President's Mason-Relevant Board Service:

- Northern Virginia Technology Council
- Consortium of Universities of the Washington Metropolitan Area
- NOVA Chamber of Commerce
- Virginia Business Higher Education Council (VBHEC)
- VA250 African American Advisory Council
- Internet2 (Internet 2 is a not-for-profit business that supports the research network for all R1 institutions and other select universities, including George Mason University. Eduroam, which supplies George Mason's network, is a product of this not-for-profit company).

President's External Board Service:

- S&P Global
- WGL

Select Upcoming Events:

- Winter Commencement: December 18, 2025
- University Closure Holiday Break: December 20, 2025 – January 4, 2026
- Next BOV Committee Meetings: Thursday, February 12
- Next Full BOV Meeting: Thursday, February 26, 2026

Fall 2025 Update
December Board of Visitors Meeting

Gregory Washington

GEORGE MASON UNIVERSITY

Bottom Line Up Front

Enrollment

Graduated our largest and most diverse classes ever

Undergraduate enrollment up 2%, graduate enrollment down 5.6%

Foreign graduate enrollments negatively impacted tuition revenue by $7.1M

Direct entry has excelled – 25% of undergraduate freshmen are DE students

Rankings

Classified as High Access and High Outcomes by Carnegie

Overall rankings picture is strong but mixed with some programs advancing and some declining

Funding support

Significant support from the state helps offset "some" of the federal losses

Permanent funding support will be difficult given state budget constraints

Research and education

Expenditures slowing in tough environment

Launched Grand Challenge Initiative

Launched AI initiative

Regional impact

85% of 2024 grads are employed in the Washington, D.C., metro area (73% in Virginia)

Launched Mason Career Academy

Challenges from outcomes of federal policy and **scrutiny** are new challenges.

2025-2026 Presidential Performance Metrics

Priority	Weight	Metric	Status	Performance	Score
Deliver a distinctive and financially efficient inclusive student experience that fosters learning and readiness for work and life after graduation.	25%	Manage cost by producing a balanced operating budget. Manage E&G deficit to less than $10M. *(8 pts)*		*Projecting balanced budget on E&G, surplus on All Funds*	*X/8*
		Grow undergraduate enrollment by 1.3% *(7 pts)*		*Fall '25 is +2% over Fall '24*	*X/7*
		Maintain graduate and law school enrollment to less than 5% reduction (5 pts)		*Fall '25 is -5.6% under Fall '24*	*X/5*
		Grow Mason Korea enrollment by 1.5% *(5 pts)*		*Fall '25 is +7.9% over Fall '24*	*X/5*
Expand the impact of George Mason's research, scholarship, and creative enterprise.	20%	Recognizing national reductions in research, continue to maximize impact of research, limiting reductions in awards and/or expenditures by max of 20% *(20 pts)*		*FY25 Expenditures down -19.5% YoY* *FY25 Awards down -23.5% YoY*	*X/20*
Expand partnerships for economic and social impact, including expanding fundraising, as well as grants, contracts, and other sources of non-tuition revenue.	20%	Maintain corporate support contributions, while expanding new corporate partners *(5 pts)*		*As of Nov. 5: $3.9M compared to $4.5M at this point in FY25*	*X/5*
		Maintain or improve rankings and work with each dean or unit head to develop a comprehensive plan for rankings improvement for BOV consideration and possible approval *(10 pts)*		*2025 Public Rankings: WSJ: 32nd Forbes: 47th U.S. News: 57th; Grad salaries (best in VA & DMV); Upward mobility (best in VA); Mapping rankings methodologies to inform college-specific goals.*	*X/10*
		Maintain gifts of at least $90M and restructure campaign for fiscal realities *(5 pts)*		*As of Nov. 5: $17.6M towards the $90M FY26 goal (19% of goal)*	*X/5*
Exemplify a university culture of integrity, merit, and tolerance.	10%	Maintain student support and faculty development programs in alignment with state and federal laws *(5 pts)*		*Reviewed/restructured in line with VA DOI plan and federal guidance*	*X/5*
		Maintain designation as a Minority Serving Institution *(5 pts)*		*In progress, preparing application for renewal due early in CY26*	*X/5*
Recruit and retain exceptional faculty and staff and ensure diversity of thought in academic disciplines.	15%	Maintain faculty and staff growth at approximately the same level as enrollment growth *(8 pts)*		*Budget planning under way to ensure faculty/staff growth stays in check*	*X/5*
		Continue investment in PatriotAI and develop additional tools to increase efficiency in faculty and staff workloads *(7 pts)*		*Several new programs recommended and in progress*	*X/7*
Demonstrate excellence in timely communication and engagement with George Mason stakeholders and alignment with BOV direction.	10%	Board of Visitors to conduct evaluation at end of AY 2024-25 *(5 pts)*		*TBD*	*X/5*
		Proactively engage with stakeholders, including community members and board members, to achieve agreed outcomes *(5 pts)*		*Held two fall university town halls; several community events, and BOV 1:1 meetings.*	*X/5*

GEORGE MASON UNIVERSITY

Our Plan for Success FY26 – Redefining Excellence

Enhance Student Experience

- Expand Mason Virginia Promise
- **Double the Early Identification Program**
- **Expand direct entry**
- Mason Korea expansion
- Athletic/entertainment experience – Basketball Performance Center

Grand Challenge and AI Focus

- **Launch Phase 1 of Grand Challenges**
- Expand Mason Enterprise
- Establish Research Resilience Program
- **Launch Phase 2 of AI initiative**

Manage Cost, Including Cost of Degree

- **Reduce cost of degree**
- 3-year degree
- **Implement new budget model**
- Expand scholarships
- **Access Academy (Lab School)**

Partner or Perish

- **Comprehensive campaign**
- **Complete Phase 1 SciTech Housing**
- **Launch West Campus Plan**
- Mason Career Academy
- Faculty and Staff TimelyCare
- Complete leadership team searches
- **Grow new state government partnerships**
- **Resolve federal government investigations**

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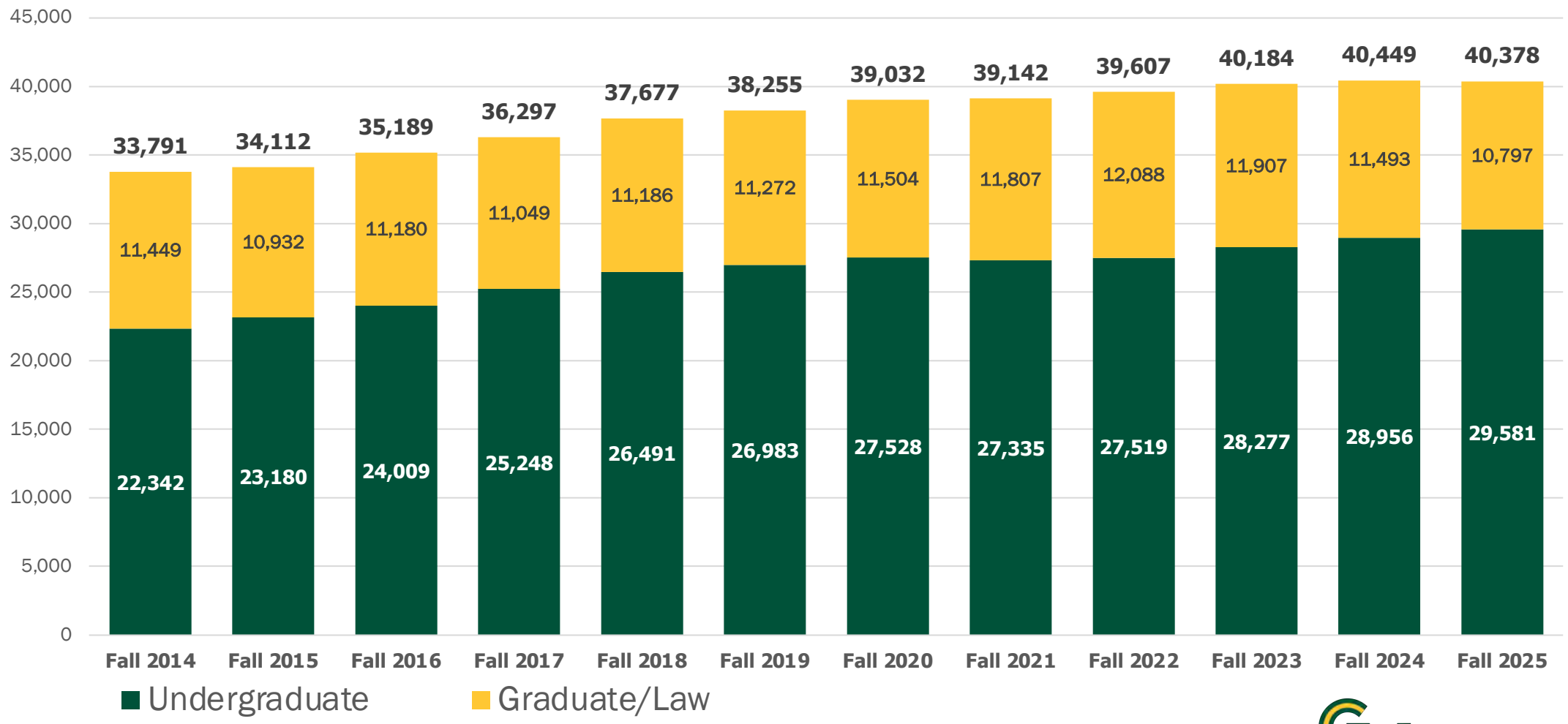
Fall 2025 Census



GEORGE MASON UNIVERSITY

Fall 2025 Student Credit Hours

		Fall 23 Registered Student Count	Fall 24 Registered Student Count	Fall 25 Registered Student Count	Fall 23 Student Registered Hours	Fall 24 Student Registered Hours	Fall 25 Student Registered Hours	Change
Undergrad	VA	24,107	24,606	25,202	304,883	308,487	318,760	3.3%
	OOS	4,216	4,403	4,379	59,447	62,092	61,928	-0.3%
	Total	28,323	29,009	29,581	364,330	370,579	380,688	2.7%
Grad	VA	6,297	6,337	6,452	37,855	38,525	40,882	6.1%
	OOS	4,759	4,435	3,699	35,558	31,615	25,387	-19.7%
	Total	11,056	10,772	10,151	73,413	70,140	66,269	-5.5%
Law	VA	300	233	234	3,458	2,668	2,763	3.6%
	OOS	506	435	412	6,000	5,060	4,856	-4.0%
	Total	806	668	646	9,458	7,728	7,619	-1.4%
Grand Total		**40,185**	**40,449**	**40,378**	**447,201**	**448,447**	**454,575**	**1.4%**

Down 71 students but up 7,000 credit hours

GEORGE MASON UNIVERSITY

Enrollment Management Strategy

- Continue direct entry (SCHEV is moving forward with a statewide initiative)
- Diversify international programs, leveraging Mason Korea and local embassies
- Investigate Earned Admission Initiative
- Expand ADVANCE (SCHEV is moving forward with a statewide initiative)

Pathway Forward

- External Factors
  - New General Assembly
  - New Governor
  - Managing community expectations
  - Managing ongoing and potentially new investigations and outcomes from potential settlements
  - New legal issues (potential lawsuits emanating from the investigations)
  - GOK factors
  - Others?

Grand Challenge Initiative

- Goal is to support our faculty in areas where there will be long-term support
- More than 40 faculty and staff engaged for almost one year
- Focused in areas where George Mason has expertise
- AI will be core to all six areas

GEORGE MASON UNIVERSITY

AI Implementation – University Wide

Analyze data efficiently and make predictions from unstructured data across the university

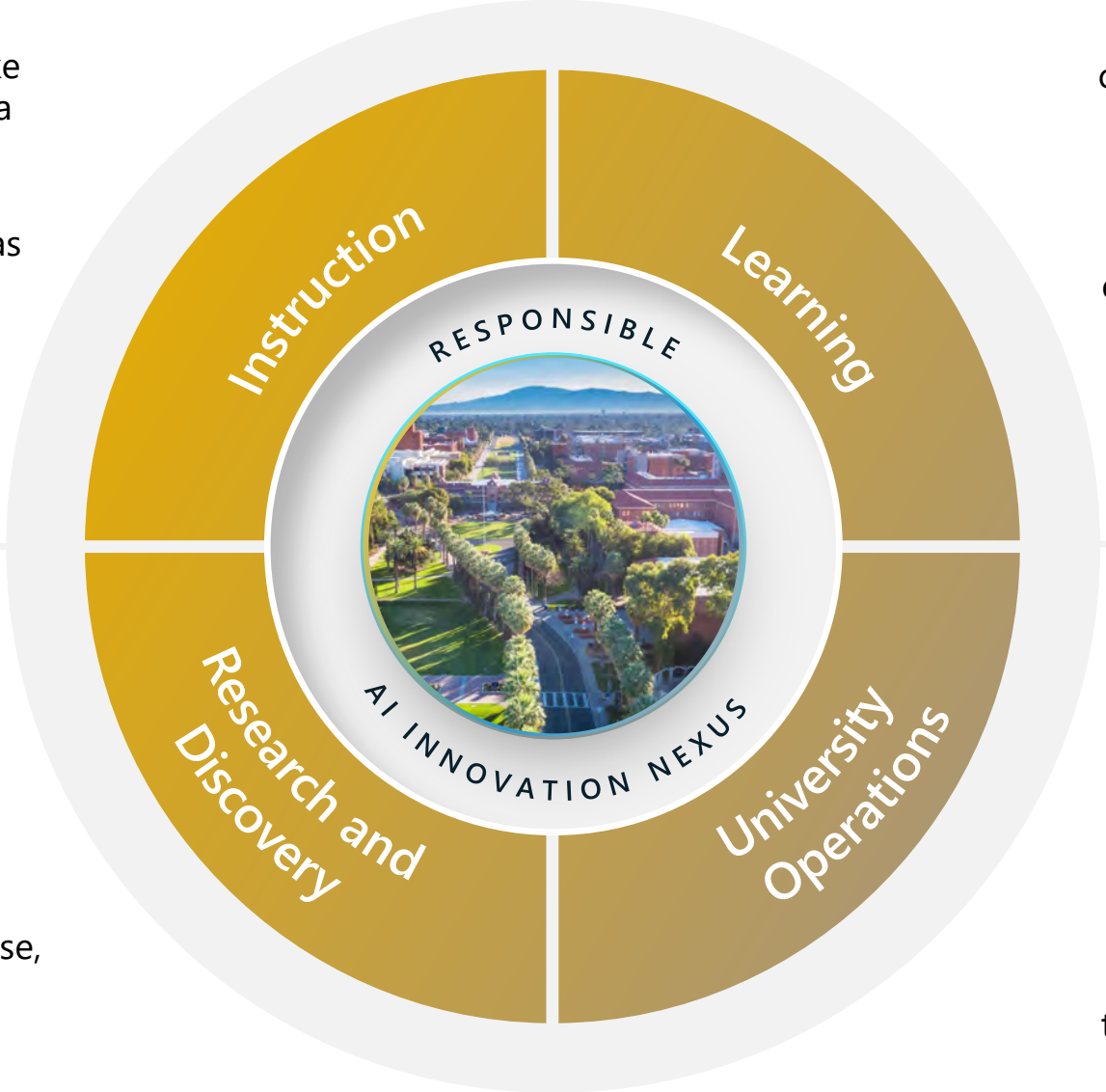
Automate repetitive tasks such as managing IT helpdesk tickets, course scheduling, and more

Unlock productivity and save staff time spent writing, searching, editing, and analyzing

Spark innovation with Azure OpenAI services across campus

Protect your data with the most comprehensive compliance and security controls in the industry

Defend at machine speed with quality detection, speed of response, and a strong security posture



Personalize learning with tailored content and targeted coaching. 3 AI Agents: CourseMate, DocuMate, PatriotPal

Engage learners with interactive experiences and real-time feedback

Enhance support services with recommended resources and personalized information

Build AI literacy among staff, educators, and students. With 3 AI Agents: SyllaBright, NourishNet, PatriotChat

Equip students with the skills they'll need to thrive in the future of work

Develop innovative curriculum that meets the demands of industry

GEORGE MASON UNIVERSITY

Managing Cost Strategy

- The effect of the executive orders and recent policy changes at the federal and state levels is having a significant fiscal impact on our academic and administrative programs.
- Unfunded mandates and no tuition increase have exacerbated the challenge.
- There are some significant headwinds facing our state government this session, like increased Medicaid and K-12 costs. These costs can put limits on the amount of support that we are able to garner from the state.

Growing Fiscal Uncertainty

Additional Uncertainty

- Reductions in graduate student tuition due to visa denials has led to a significant drop in enrollment, resulting in a decline of $7.1M.
- Reductions in research expenditures and awards are trending to a loss of $7M in Indirect Cost Return (IDC).
- Two major unfunded mandates are the Virginia Military Survivors and Dependents Education Program (VMSDEP) and compensation >$1.8M increase.

Revenue Enhancements

- Increased revenue from overall credit hour growth. Undergraduate student credit hours continue to increase as they take more courses than graduate students. Overall credit hours are up 1.4%.
- The additional earnings from the Patriot Investment Fund. The fund generated an additional $5M in fees due to favorable trading revenue.
- Permanentizing the one-time resources granted by the state.

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Managing Cost Strategy

- Budget model implementation
- Managed enrollment growth
- Increase state subsidy support
- Managed spending growth
- Diversify funding streams
- Invest in high-growth, high-return areas for a return as the country settles

Investigation Update

- Numerous articles for and against George Mason have appeared since the Office for Civil Rights issued findings.
- The OCR and House Judiciary Committee has issued findings that George Mason has discriminated in faculty hiring.
- Their focus is on language in statements that I have made and language in IEPs.
- We have responded vigorously and truthfully to the findings.
- There is strong support from our community, especially from Northern Virginia.
- Initial negotiations are under way.

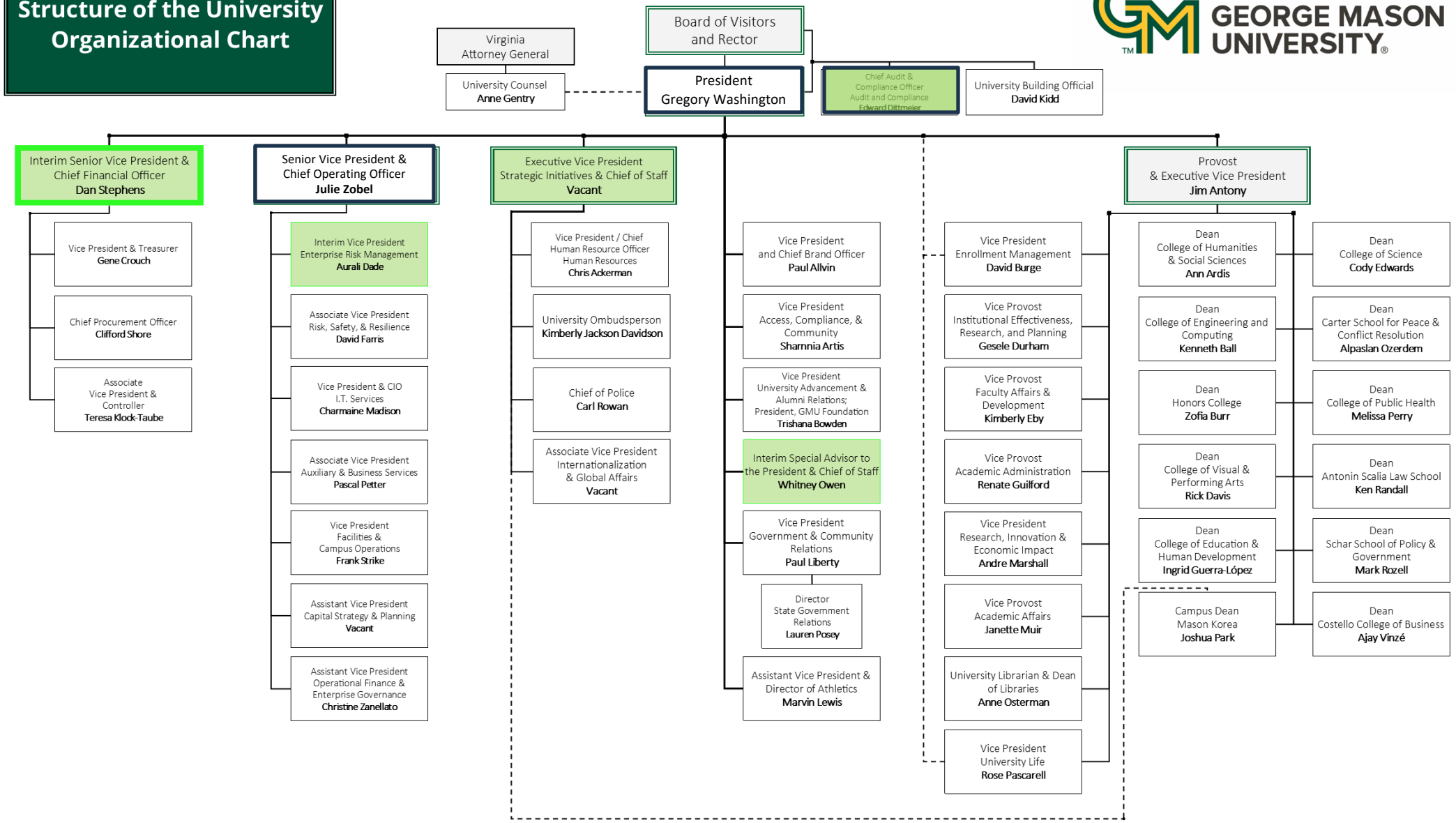
GEORGE MASON UNIVERSITY

Managing Investigations and Their Aftermath

- **Core values are our North Star** – Stay true to our core values.
- **Maintain effective positioning** – There will be some things that we will cease doing.
- **Language matters** – Clearly articulate ultimate good and importance of our work, and the damage that will occur if that work is interrupted or canceled.
- **Play the long game** – This will be a long process, with court actions, elections and change driven by politics.
- **Find common ground with allies** – George Mason is not the only university affected by changes, so partnering externally for support and best practices is helpful.
- **Be prepared for constant change** – We must be able to respond effectively and quickly to rapidly changing circumstances.

Structure of the University Organizational Chart

GEORGE MASON UNIVERSITY



As of October 9, 2025

Leadership Transitions (Campus and BOV)

- Start national searches for Provost and Chief Financial Officer, this academic year
- Make decisions on Chief of Staff and Senior Advisor once the national searches have launched
- Spend significant time with new BOV members
- Continue aggressive engagement with the General Assembly and the Executive Branch

Thank You!

감사합니다

¡Muchas Gracias!

Merci Bien!

感謝!

Ευχαριστώ!

СПАСИБО!

Grazie!

谢谢!

Vielen Dank!

Obrigado!

დიდი მადლობა!

Asante Sana!

Tak!

@GMUPres

@presidentgregorywashington

@presidentgregorywashington

GEORGE MASON UNIVERSITY

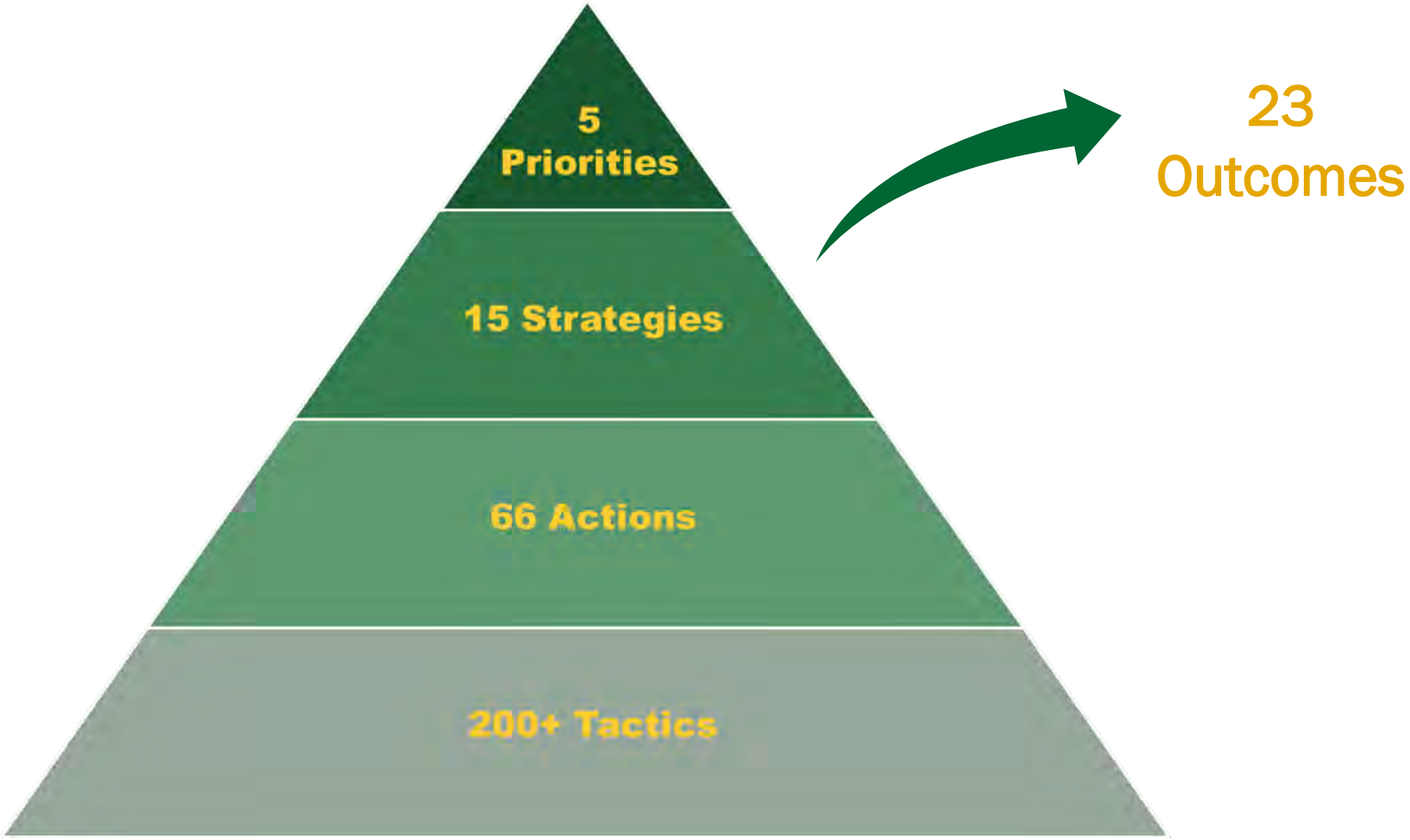
Strategic Direction Implementation

Update to the Board of Visitors

December 4, 2025

GEORGE MASON UNIVERSITY

A Plan Structured to Achieve Outcomes



UNIVERSITY BUSINESS CONSULTING
George Mason University

Strategic Priorities

Mason Student Experience

Deliver a distinctive and inclusive student experience that fosters lifelong engagement.

Cultivate a high-quality experience that embodies the Mason values and promotes student success, well-being, collaboration, and a lasting connection.

Research

Expand the impact of Mason's research, scholarship, and creative enterprises.

Bolster the infrastructure and systems to support research and collaboration.

Partnerships

Expand partnerships for economic and social impact.

Strengthen partnerships, alumni relations, and community building and engagement informed by Mason's research and pedagogical expertise.

Access and Inclusion

Exemplify a university culture of access and inclusion.

Live a culture of belonging and inclusion and support the values of access, all-inclusive diversity, and opportunity at Mason.

Faculty and Staff

Invest in faculty and staff success.

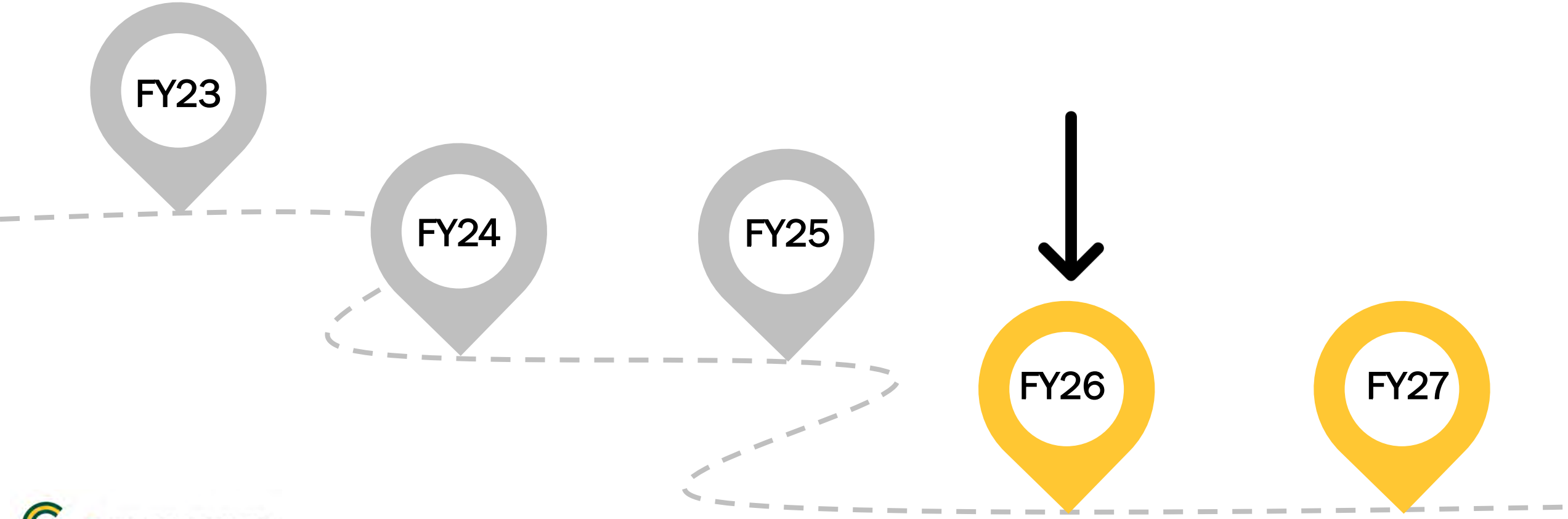
Ensure appropriate resources, processes, and technologies are in place to better support the faculty and staff experience.

The Strategies

Mason Student Experience	Research	Partnerships	Access and Inclusion	Faculty and Staff
Enhance the academic experience for all learners to thrive throughout their lives.	Grow Mason's research and creative portfolios	Expand national and global partnerships to broaden Mason's reach.	Achieve and sustain a diverse and inclusive population of students, faculty, and staff.	Be a work culture and workplace environment that attracts and retains top talent.
Improve the student engagement experience within the Mason community.	Provide the support structures needed to fuel growth.	Expand community outreach activities and programs to drive impact and add value in the communities we serve.	Be a community resource that can share knowledge and insight on inclusivity issues.	Enable faculty and staff success through effective modernization of Mason's technology, process, and sustainable infrastructure.
Build a dynamic alumni engagement strategy.	Promote recognition of Mason's research, scholarship, and creative enterprises.	Strengthen and build relationships with partners to support workforce demands and drive economic growth.	Refine Mason's governance structure, policies, and accountability measures to ensure inclusive practices.	
Modernize the student services experience.				

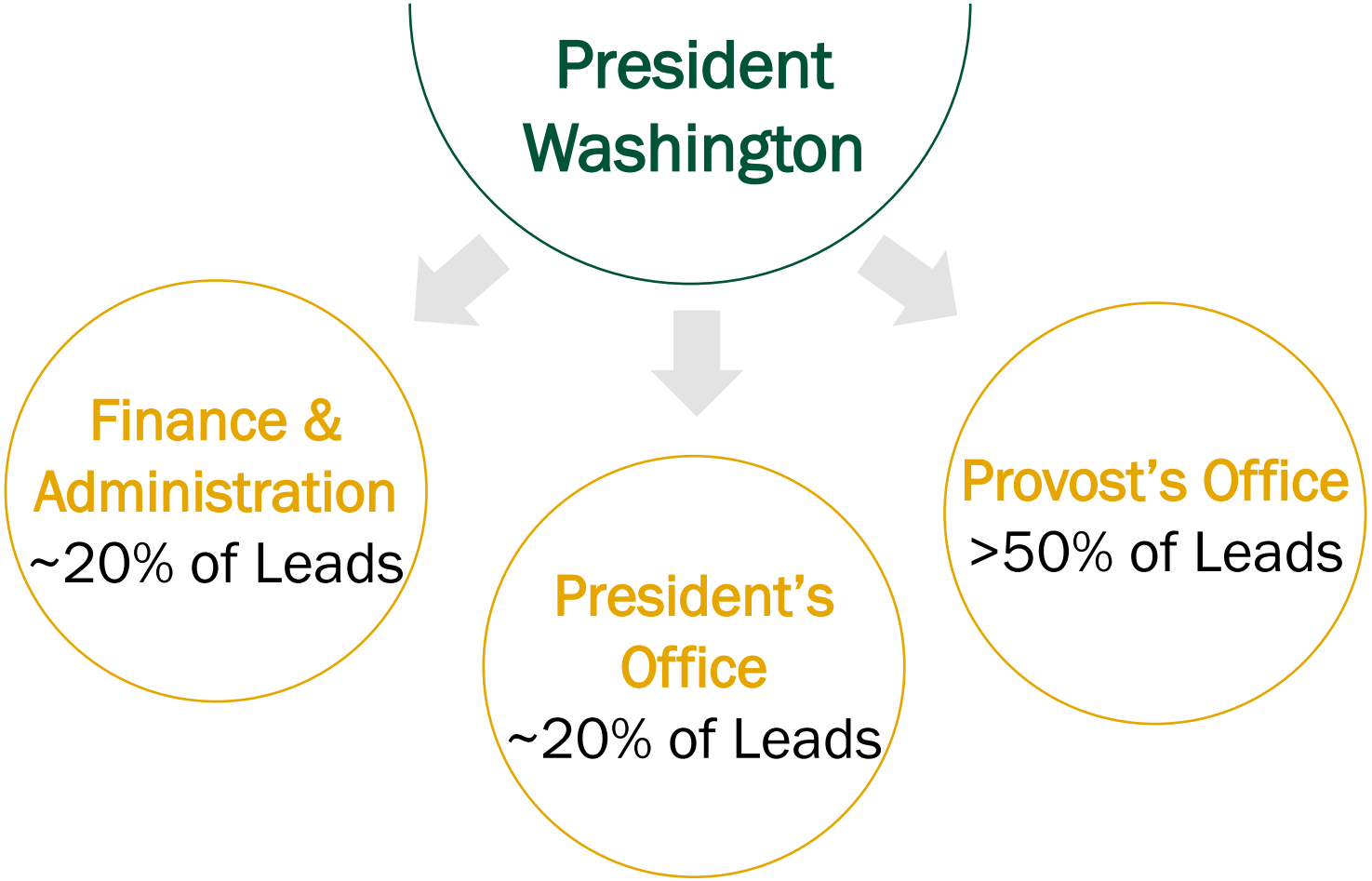
Implementation Progress

This fall we began **year 4 of 5** of the university's FY23-27 strategic plan.



Implementation Progress

45 individuals (across 30 units) have been designated as **Action Leads** and are directing implementation.



Implementation Progress

We're on Track

60% of Actions* are completed or at completion percents of 60% or higher.

*Excluding deferred/canceled Actions and Actions which are phased to begin in a future fiscal year. Data is based on statuses and completion percentage estimates submitted by Leads in spring/summer 2025 progress reports.

UNIVERSITY BUSINESS CONSULTING
George Mason University

Achieving Outcomes

Priority: Deliver a distinctive and inclusive student experience that fosters lifelong engagement.

- **Improved recognition and ranking for Mason's academic programs**: Highest Tier of Opportunity Colleges and Universities (Carnegie); #1 Public University in Virginia for Upward Mobility (U.S. News)
- **Increased efficiency in student services infrastructure:** 85%+ of students accessed the Student Services Center during the most recent assessment year; Release 1 (Student Success) of Patriot Connect is live
- **Improved overall health and well-being of students:** The Activities Community Wellness Building increases space for student groups, Utilized by Green Machine and other activities supporting belonging

Priority: Expand the impact of Mason's research, scholarship, and creative enterprise.

- **Increased research productivity:** Started Lab-to-Launch, a partnership with the state's other five R1s, which positions George Mason at the forefront of innovation and entrepreneurship; George Mason now anchors Northern Virginia's first Innovation District, made possible by a $2.6M grant from GO Virginia and $1.3M in local contributions
- **Expanded/improved support for interdisciplinary and translation research** via the Grand Challenge Initiative

Priority: Expand partnerships for economic and social impact.

- **Enhanced regional and global partnerships:** University hosted grand celebration of Fuse at Mason Square this fall; Honors College welcomed first cohort at Mason Korea
- **Addressed/met workforce demands with Mason graduates:** Launched Mason Career Academy
- **Diversified funding mechanisms/sources:** The Mason Now: Power the Possible campaign has raised more than $582M toward its $1B goal in just over two years; Mason Vision Day raised a record $1.38M from 1,900 donors

Achieving Outcomes

Priority: Exemplify a university culture of access and inclusion.

- **Maintained affordability of, and accessibility to, a Mason education:** Direct entry has excelled with >10,000 offers made and 24+ high schools partnerships; received $6 million in funding via VA SCHEV Pell Initiative to support Pell-eligible students
- **Increased support structures to retain students of diverse backgrounds:** The new Spiritual and Interfaith Center is open to all students, faculty, and staff regardless of spiritual or cultural background

Priority: Invest in faculty and staff success.

- **Improved and streamlined effectiveness of administrative infrastructures:** Launched the university's new budget model; completed the multi-year implementation of the Research Administration Management Portal (RAMP)
- **Improved faculty and staff recruitment and retention rates:** Faculty and staff housing launched adjacent to SciTech campus

Implementation Progress

- Implementation is coordinated by University Business Consulting (UBC), an internal George Mason unit.
- UBC manages the publication of the implementation tracker, progress reporting, change request processes, and ongoing support and communications.
- The full plan is available at president.gmu.edu/about/strategic-direction

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www.consulting.gmu.edu

GEORGE MASON UNIVERSITY

ITEM NUMBER:
Master of Science (MS) in Quantum Science and Engineering Degree Program Proposal

PURPOSE OF ITEM:
The MS in Quantum Science and Engineering degree program proposal 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 Affairs Committee

BRIEF NARRATIVE:
The purpose of the proposed MS degree program in Quantum Science and Engineering is to prepare students with knowledge and skills in quantum technologies. Students will be educated in basic quantum theory, quantum algorithms, and applications of quantum technologies. Students will learn the necessary mathematics, algorithm analysis, and computer programming, as well as gaining software engineering skills. Through an experiential learning requirement students will gain hands-on experience in professional research and development settings. Graduates will be able to communicate foundational quantum concepts to technical and non-technical audiences. Graduates of the proposed degree program will be able to evaluate the utility of quantum solutions in academic and industrial research settings.

The program will prepare students for impactful careers and employment in industry, federal, state, and local government, think tanks and NGOs, as well as for doctoral study at George Mason University and other national and international graduate programs.

If approved, the proposed degree program would be the first stand-alone, master's degree program in quantum science and engineering at a public institution in Virginia.

REVENUE IMPLICATIONS:
The program at launch will be revenue neutral. The program does not require new laboratory or other facilities. It is anticipated that the program will be revenue-enhancing as it reaches maturity.

STAFF RECOMMENDATION:
Staff recommends Board approval.

I. Basic Program Information

College/School	College of Science / College of Engineering and Computing
Department	
Degree Program Designation	Master of Science (MS)
Degree Program Name	Quantum Science and Engineering
CIP code	40.0810
Anticipated Initiation Date	Fall 2026

II. Curriculum Requirements

New courses are indicated with an asterisk.

Foundational Electives: 0-6 credits
Students may select a foundational course in mathematics or programming as a primer for core coursework. Three (3) credits of Foundational coursework may be used toward the degree. Students who elect to take both foundational elective courses must complete 33 total credits to degree.

QSE 501: Mathematical Foundations of QSE (3 credits)*
QSE 502: Programming Foundations of QSE (3 credits)*

Core Courses: 15 credits
ECE 570: Quantum Computing System Design (3 credits)
  or QSE 570: Quantum Computing System Design (3 credits)*
QSE 500: Ideas in Quantum Science and Technology (3 credits)*
QSE 511: Quantum Algorithms (3 credits)*
QSE 520 Applications of Quantum Technology (3 credits)*
QSE 798: Master's Research Project (3 credits)*

Restricted Electives: 12-15 credits
Students who select a Foundational course select 12 credits of restricted elective coursework from the following categories. Students who do not take Foundational course select 15 credits of restricted elective coursework.

<u>Advanced Quantum Requirement (6-9 credits)</u>
Students select at least two (2) advanced quantum courses from a list of courses.

QSE 505: Classical and Quantum Information Theory (3 credits)*
QSE 611: Advanced Quantum Algorithms (3 credits)*
QSE 621: Quantum Error Correction (3 credits)*
QSE 799: Master's Thesis (3 credits)*

<u>Specialized Course Requirement (6-9 credits)</u>
Students select at least two (2) specialized courses from a list of courses. With written approval from the program director, students may select up to 3 credits of other relevant coursework.

ASTR 601: Computer Simulation in Astronomy (3 credits)
BINF 690: Numerical Methods for Bioinformatics (3 credits)
CS 583: Analysis of Algorithms (3 credits)
CS 630: Advanced Algorithms (3 credits)
CS 635: Foundations of Parallel Computation (3 credits)
CSI 690: Numerical Methods (3 credits)
CSI 782: Statistical Mechanics for Modeling and Simulation (3 credits)
CSI 786: Molecular Dynamics Modeling (3 credits)
ECE 511: Computer Architecture (3 credits)
ECE 547: Applied Cryptography (3 credits)
ECE 633: Error Control Coding (3 credits)
ECE 647: Post-Quantum Cryptography (3 credits)
GGS 579: Remote Sensing (3 credits)
GGS 754: Earth Science Data and Advanced Data Analysis (3 credits)
MATH 625: Numerical Linear Algebra (3 credits)
MATH 685: Numerical Analysis (3 credits)
MATH 686: Numerical Solutions of Differential Equations (3 credits)
OR 541: Operations Research: Deterministic Optimization
OR 542: Operations Research: Stochastic Models
OR 646: Stochastic Optimization
PHYS 510: Computational Physics I (3 credits)
PHYS 613: Computational Physics II (3 credits)
PHYS 736: Computational Quantum Mechanics (3 credits)

Total: 30-33 credit hours

III. Relation to Existing Degree Programs at George Mason University

Information to address: Is the institution offering other degree programs at the same degree level that are similar or related to the proposed degree program? Indicate the degree designation and degree program name. Indicate the academic unit location of the existing degree program(s). For each existing degree program, describe and compare the focus/purpose, core and required curriculum requirements, and employment outcomes for graduates to the focus/purpose, core and required curriculum requirements, and employment outcomes for graduates of the proposed degree program.

George Mason University currently offers an MS degree program in Applied and Engineering Physics with a concentration in Quantum Information Science and Engineering. The MS in Applied and Engineering Physics is located in the College of Science, Department of Physics and Astronomy. Faculty teaching in the degree program have determined that the 15-credit concentration does not provide sufficient knowledge and skills for students interested in this field.

If the proposed degree program is approved, students currently enrolled in the Quantum Science and Engineering concentration in the MS in Applied and Engineering Physics degree program will be given the opportunity to complete their degree program or transfer to the new

degree program. If the proposed degree program is approved, the concentration will be discontinued following a comprehensive teach-out.

IV. Duplication of Similar Degree Programs at 4-Year Public Universities in Virginia
There are no existing master's level degree programs in Quantum Science and Engineering offered at another 4-year public university in Virginia. There are no existing master's level degree programs using CIP code 40.0810 (Theoretical and Mathematical Physics) offered at another 4-year public university in Virginia.

V. Employment Demand
SCHEV requires that the Board of Visitors is provided with specified information generated by the Virginia Office of Education Economics (VOEE). The VOEE has selected "Natural Sciences Managers" as the closest position for graduates of the proposed degree program,

A. State Labor Market Information for Aligned Occupations

Occupation	Workforce (Current Year)	Workforce (5-yr projection)	Workforce Change (5-yr projection)	Workforce % Change (5-yr projection)
Natural Sciences Managers	1719	1826	107	6.2%

B. Regional (GO Virginia) Labor Market Information for Aligned Occupations

Occupation	Workforce (Current Year)	Workforce (5-yr projection)	Workforce Change (5-yr projection)	Workforce % Change (5-yr projection)
Natural Sciences Managers	818	841	23	2.8%

C. Graduates of Existing Degree Programs Compared with Aligned Workforce Demand (Provide information from the VOEE report. See Chart 8.)

Avg Annual Degrees Granted	Avg Annual Openings	Ratio: Degrees to Openings
No data available.		

VI. <u>Return on Investment</u>
SCHEV requires that the Board of Visitors is provided specified information on "return on investment" generated by the Foundation for Research on Equal Opportunity, at https://freopp.org/roi-landing/ .

The Foundation for Research on Equal Opportunity provides no information on the return on investment for the proposed degree program. The proposed master's degree program is in the emerging field of quantum science and engineering. The proposed degree program would be the first MS in Quantum Science and Engineering at a public institution in Virginia.

Informational Category		Program Initiation Year	Program Target Year
		20 26 - 20 27	**20 30 - 20 31**
1.	Projected Enrollment (Headcount)	9	39
2.	Projected Enrollment (FTES)	6	34
3.	Projected Enrollment Headcount of In-State Students	7	29
4.	Projected Enrollment Headcount of Out-of-State Students	2	10
5.	Estimated Annual Tuition and E&G Fees for In-State Students in the Proposed Program	$8,999	$8,999
6.	**Revenue** from Tuition and E&G Fees for In-State Students Due to the Proposed Program	$62,993	$260,971
7.	Estimated Annual Tuition and E&G Fees for Out-of-State Students in the Proposed Program	$23,414	$23,414
8.	**Revenue** from Tuition and E&G Fees for Out-of-State Students Due to the Proposed Program	$46,828	$234,140
9.	**Projected Revenue Total from Tuition and E&G Fees Due to the Proposed Program**	**$109,821**	**$495,111**
10.	Other Funding Sources Dedicated to the Proposed Program (e.g., grant, business, private sources, university funds)		
11.	**Total Funding**	**$109,821**	**$495,111**

ITEM NUMBER:
PhD in Cybersecurity Degree Program Proposal

PURPOSE OF ITEM:
The **PhD in Cybersecurity** degree program proposal is under consideration by the State Council of Higher Education for Virginia (SCHEV) for initiation in Fall 2026. The degree program was originally entitled, "PhD in Cyber Security Engineering." Board action is required to approve the revised name of the degree program.

APPROPRIATE COMMITTEE:
Academic Affairs Committee

BRIEF NARRATIVE:
On September 26, 2024, the Board of Visitors approved George Mason University's proposal for a PhD degree program in Cyber Security Engineering. The proposal was submitted to SCHEV in August of 2025. Feedback from SCHEV staff included discussion of a name change to the proposal that would eliminate unnecessary confusion between the terms "cybersecurity" and "cyber security engineering." Faculty determined that a name change would benefit the degree program. The revised name, "**PhD in Cybersecurity**," must be approved by the Board of Visitors before consideration of the degree program can resume at SCHEV.

The proposed degree program is built upon the existing bachelor's and master's degree programs in Cyber Security Engineering offered by the Department of Cyber Security Engineering in the College of Engineering and Computing and will create a pathway for doctoral level research and training for students in these degree programs.

The proposed program will train students to solve the next generation of engineering and research problems, educate the future workforce, and lead government agencies and industries in the domain of cybersecurity. The proposed degree program responds to the escalating challenges of an increasingly interconnected and digitized world. The proposed degree program will prepare students for the growing faculty and researcher positions in academia, industry, and government on cyber security education and research. Establishing a PhD program in cybersecurity will address the shortage of experts, foster a robust research community in Virginia, and contribute to the evolution of cutting-edge technologies and methodologies in cybersecurity.

REVENUE IMPLICATIONS:
The program at launch will be revenue neutral. The required core courses will be offered by existing faculty, and the program does not require new laboratory or other facilities. It is anticipated that the program 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	Doctor of Philosophy
Degree Program Name	Cybersecurity
CIP code	
Anticipated Initiation Date	Fall 2026
Governing Board Approval Date (actual or anticipated)	Anticipated December 4, 2025

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: 18 credits
CYSE 700: Research Methodology and Pedagogy in Cybersecurity (3 credits)
CYSE 710: Advanced Networks and Cybersecurity (3 credits)*
CYSE 757: Cyber Law (3 credits)*
CYSE 780: Advanced Hardware and Cyber-Physical Systems Security (3 credits)*
CYSE 788: Advanced Systems Engineering for Cybersecurity (3 credits)*
CYSE 789: Advanced Artificial Intelligence Methods for Cybersecurity (3 credits)*

Restricted Electives: 30 credits
Students select 6 credits from the following courses.
CYSE 760: Human Factors in Cyber Security (3 credits)*
CYSE 770: Fundamentals of Operating Systems (3 credits)*
ECE 646: Applied Cryptography (3 credits)

Students select 24 credits from a list of courses.
CS 530: Mathematical Foundations of Computer Science (3 credits)
CS 583: Analysis of Algorithms (3 credits)
CYSE 640: Wireless Network Security (3 credits)
CYSE 650: Topics in Cyber Security Engineering (3 credits)
CYSE 698: Independent Study and Research (3 credits)
CYSE 750: Advanced Topics in Cyber Security Engineering (3 credits)
CYSE 765: Quantum Information Processing and Security (3 credits)*
CYSE 785: Advanced Unmanned Aerial Systems Security (3 credits)
ISA 764: Security Experimentation (3 credits)
ISA 862: Models for Computer Security (3 credits)
ISA 863: Advanced Topics in Computer Security (3 credits)
OR 719: Graphical Models for Inference and Decision Making (3 credits)

Research Requirement: 12 credits
CYSE 998: Doctoral Dissertation Proposal (3-12 credits)*

Dissertation Requirement: 12 credits
CYSE 999: Doctoral Dissertation (1-12 credits)*
Total: 72 credit hours

III. Description of Educational Outcomes. Use bullets to list outcomes. (max. 250 words)

Students will learn to

- Apply foundational knowledge of cybersecurity to engineering applications.
- Analyze cyber-physical systems, networks, software, and hardware for vulnerabilities to various attack scenarios.
- Integrate security fundamentals in building secure and resilient cyber infrastructure, including large-scale cyber-physical systems and networks.
- Apply quantitative and qualitative methods to cybersecurity.
- Construct approaches for predicting, detecting, and responding to cyber threats utilizing artificial intelligence.
- Evaluate the principles of cyber law and how they impact cybersecurity occurrences.
- Design curriculum and pedagogical experiences for training the next generation of cyber security engineers.
- Lead innovative research that contributes to the cyber security engineering knowledge base.

IV. Description of Workplace Competencies/Skills. Use bullets to list outcomes. (max. 250 words)

Graduate will be able to

- Conduct fundamental research to push the frontiers of cybersecurity defense and mitigation techniques.
- Train and educate undergraduate and graduate students and the population in computer security fundamentals.
- Analyze cyber security problems in critical infrastructure and design effective solutions.

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)**
Old Dominion University*	Doctor of Engineering (DEng)/Doctor of Philosophy (PhD) in Engineering, concentration in Cybersecurity, CIP code: 140101	31 (unable to aggregate by concentration)
*ODU is currently developing a stand-alone PhD degree program in Cybersecurity.		

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 (2023 and 2033) to reflect the most recent 10-year projections. Add rows as necessary.

Labor Market Information: Bureau of Labor Statistics, 2022 -2032 (10-Yr)

Occupation	Base Year Employment	Projected Employment	Total % Change and #s	Typical Entry Level Education
Computer science teachers, postsecondary	42000	44300	5.3	Doctoral or professional degree
Engineering teachers, postsecondary	45500	49700	9.3	Doctoral or professional degree
Computer and Information Research Scientists	36500	44800	22.7	Master's Degree

Labor Market Information: Virginia Employment Commission, 2020 -2030 (10-Yr)

Occupation	Base Year Employment	Projected Employment	Total % Change and #s	Annual Change #	Education
Computer Science Teachers, Postsecondary	1523	1595	4.73	7	N/A
Engineering Teachers, Postsecondary	1249	1357	8.65	11	N/A
Computer and Information Systems Managers	14659	16636	13.48	198	Bachelor's degree

VII. Projected Resource Needs

Cost and Funding Sources to Initiate and Operate the Program			
Informational Category		**Program Initiation Year 2026 - 2027**	**Program Full Enrollment Year 2030-2031**
1	Projected Enrollment (Headcount)	8	22
2	Projected Enrollment (FTE)	6	16
3	Projected Revenue Total from Tuition and E&G Fees Due to the Proposed Program	$228,072	$622,152

VIII. Virginia Needs. Briefly indicate state needs for the degree program. (max. 250 words)

State Needs. This proposed program will further the State's effort in developing a sustainable Cybersecurity industry in the Commonwealth. Although there are bachelor's and master's degree programs available in cybersecurity, there is no existing doctoral-level Cyber Security Engineering degree program in Virginia. This is a unique but timely program that will address the gap in producing academic doctoral-level academic and researchers in cybersecurity.

Employer Needs. The program will prepare students for international, national, and local employment in academia, government, contractors, think tanks, and non-government organizations. The program will provide rigorous academic training in cybersecurity required by the employers. Given the location of George Mason, the program has the potential to contribute to the Government needs in cybersecurity researchers. In addition, the program will address the growing need of academics in cybersecurity for academic roles, i.e., faculties and research scientists, opening throughout the country.

Student Needs. The success of the BS and MS in Cyber Security Engineering at George Mason underlines student participation and interest in higher education in cybersecurity. As noted from the BLS data there is significant growth is expected in cybersecurity related jobs, such as 31.5% growth in Information Security analysts over the next ten years. To rigorously train the workforce and continued innovation in cyber, students will need doctoral-level education and research experience. This program will address this unmet student demand.

ITEM NUMBER:
George Mason University Organizational Change

PURPOSE OF ITEM:
The proposal for an organizational change to rename the Department of Health Administration and Policy in the College of Public 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 Affairs Committee

BRIEF NARRATIVE:
The College of Public Health requests that the name of the Department of Health Administration and Policy be changed to the Department of Health Administration, Policy, and Informatics to reflect both the breadth of the department's academic programs and the College's leadership in this rapidly growing field.

The Department of Health Administration and Policy, established in 2005, has expanded from a program of five faculty members focused on health administration to a department with 25 full-time faculty and a portfolio of undergraduate and graduate programs in both health administration and health informatics. Since 2012, the department has developed two certificate programs in health informatics, a BS in Health Informatics, an MS in Health Informatics, and a concentration in health informatics at the doctoral level. Currently, approximately half of the department's degree programs are in health informatics. These programs have become a cornerstone of the department's offerings due to the interdisciplinary focus, real-world applicability, and national recognition of the health informatics field.

Renaming the Department of Health Administration to the Department of Health Administration, Policy, and Informatics, approved collaboratively by the faculty, department chair, and college leadership, including the Dean of the College of Public Health, will increase the visibility of the department's health informatics programs locally, statewide, and nationally. The name change will attract prospective students and faculty, and strengthen the College's position for funding opportunities in the health informatics field.

REVENUE IMPLICATIONS: No new resources will be requested from the Commonwealth to initiate or sustain the organizational changes.

STAFF RECOMMENDATION:
Staff recommends Board approval.

ACTION ITEMS

Academic Affairs Committee

December 4, 2025

CONFERRAL OF EMERITUS/EMERITA STATUS

LAST NAME	FIRST NAME	EFFECTIVE DATE
Meier	**Robert R.**	12/4/2025

Title: Professor Emeritus
Local Academic Unit: Physics and Astronomy (COS)

Ro	**Young C.**	12/4/2025

Title: Professor Emeritus of Religious Studies
Local Academic Unit: Religious Studies (CHSS)

COLLEGE OF SCIENCE
George Mason University

Fairfax Campus, Exploratory Hall
4400 University Drive, MSN 5C3, Fairfax, VA 22030
Phone: 703-993-3622; Web: science.gmu.edu

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

From: Dr. Cody W. Edwards, Dean, College of Science

Subject: Emeritus Designation for Dr. Robert Meier

Date: October 2, 2025

Dr. Robert Meier joined the George Mason faculty on July 25, 2003 and retired on August 31, 2025 with an exemplary record of scholarship, research, mentorship, and service. Dr. Meier served as a Professor in the College of Science and to the George Mason community. He also served in a wage role where he continued to provide his vast knowledge in Space Science. He is currently an Affiliate Faculty in the Department of Physics and Astronomy where he continues his outstanding record of achievement in research, scholarship, and education.

Dr. Meier joined George Mason University after an extraordinary and long career at the Naval Research Laboratory (NRL. With over 20 years of service at George Mason University, Dr. Meier was key in the development and teaching of early space weather courses. He has personally brought on millions of dollars in funding to George Mason University through his ability to attract substantial external research support. This endeavor was instrumental in advancing our research infrastructure.

I am pleased to support the nomination of Dr. Meier for the rank of Emeritus Professor, as recommended by Dr. Ernest Barreto, Professor and Chair of the Department of Physics and Astronomy and Dr. Jie Zhang, Professor and Associate Chair for Research in the Department of Physics and Astronomy. Given Dr. Meier's contributions and impact at George Mason and beyond, it seems fitting that we confer this honor effective upon approval by the Board of Visitors.

Approval ✓ Disapproval ____ James Antony, PhD, Provost and Executive Vice President — 10/8/2025 Date

Approval ✓ Disapproval ____ Gregory Washington, PhD, President — 10/15/2025 Date

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

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

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

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

Subject: Emeritus Designation for Young-chan Ro

Date: September 16, 2025

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

Dr. Ro retired in June 2025, after more than forty years of service. He came to George Mason University in 1981 as a founding faculty member of the Religious Studies program. He made significant contributions to the Humanities at Mason through his pedagogical skill and through the development of courses on East Asian religion and philosophy. He is an eminent scholar of Korean religion and philosophy and has written widely about the possibilities and challenges inherent in interreligious dialogue across traditions. Throughout his career at Mason, despite heavy teaching assignments and significant administrative responsibilities, Dr. Ro remained an active scholar. Dr. Ro's publications (he authored or edited five books as well as dozens of book chapters and journal articles) and conference presentations enhanced the reputation of Mason on the Korean peninsula.

Dr. Ro provided several critical forms of institutional leadership. He served as chair of the Department of Religious Studies from its establishment in 2005-06 as an independent unit, until 2013. He also founded and raised substantial funds for the Korean Studies Center, which has facilitated scholarly exchanges and activities that have connected scholars in Korea with their counterparts at Mason. Dr. Ro also played a significant role in the conversations and initiatives that led to the establishment of Mason Korea in Incheon-Songdo, and he accompanied high-ranking university leaders as part of a delegation to meet with the Incheon-Songdo project's leadership in Korea. We anticipate continued partnership with Dr. Ro as we develop connections between the University and the local community in areas of mutual interest.

Based on his distinguished service at George Mason University, the department faculty were unanimous and enthusiastic in their support of recommending Young-chan Ro for appointment to Professor Emeritus of Religious Studies.

Approval ✓ Disapproval ____ James Antony, PhD, Provost and Executive Vice President — 10/2/2025 Date

Approval ✓ Disapproval ____ Gregory Washington, PhD, President — 10/15/2025 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.

ACTION ITEMS

Academic Affairs Committee

December 4, 2025

ELECTIONS OF NEW TENURED FACULTY

LAST NAME	FIRST NAME	EFFECTIVE DATE
Hu	**Guiping**	12/4/2025

Title: Professor
Rank: Professor without Term
Classification: Tenured (without term) - Instructional
Local Academic Unit: Systems Engineering and Operations Research (CEC)

Note(s): Additional Title: Chair, Department of Systems Engineering and Operations Research

Karabiyik	**Umit**	12/4/2025

Title: Associate Professor
Rank: Associate Professor without Term
Classification: Tenured (without term) - Instructional
Local Academic Unit: Cyber Security Engineering (CEC)

Note(s): Additional Title: Commonwealth Cyber Initiative (CCI) Fellow

Wang	**Lizhi**	12/4/2025

Title: Professor
Rank: Professor without Term
Classification: Tenured (without term) - Instructional
Local Academic Unit: Bioengineering (CEC)

Note(s): Additional Title: Director of a Charter Lab
This is a joint appointment with the Department of Systems Engineering and Operations Research.

GEORGE MASON UNIVERSITY

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

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

Guiping Hu, Professor and Chair

Faculty Member's Name and Title

Systems Engineering and Operations Research (SEOR)

Local Academic Unit

☑ **Verification of Hiring and Trainings:**
I verify that all hiring requirements, including reference checks, for the candidate has been completed and the candidate has been informed of all training that need to be completed within the first few weeks of the start of their appointment (including but not limited to OACC trainings: Title IX Non-Confidential Employee Training and Equal Opportunity (EO) Required Employee Training).

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. Guiping Hu was hired as the Chair of the SEOR Department following an extensive competitive search. Dr. Hu's research focuses on operations research and data analytics with applications in renewable energy, bioinformatics, and supply chain design. She has published over 100 journal papers, and 56 conference papers. She has graduated 17 PhD students and currently supervises four PhD candidates. She has participated in 45 externally funded research projects totaling over $12M, with her share exceeding $4M. Much of her funding is from the National Science Foundation, the US Department of Agriculture, and NASA. She has extensive experience in teaching at all levels. Dr. Hu was elected as Fellow of the Institute of Industrial and Systems Engineering (IISE) in 2025. She has an outstanding record of leadership, having served most recently as Head of the School of Industrial Engineering and Management at Oklahoma State University. Within her profession she has served as President of the Operations Research and Engineering Economy Divisions of IISE. Dr. Hu will bring important leadership to our educational and research programs in systems engineering and operations research.

Kenneth S. Ball 10.1. 2025

Dean Date

Guiping Hu
December 4, 2025

Guiping Hu, PhD is a candidate for Tenure upon Hire to Professor without Term in the Department of Systems Engineering and Operations Research within the College of Engineering and Computing (CEC) and was also selected to serve as the Department Chair for Systems Engingeering and Operations Research which began July 2025. Professor Hu received her PhD (2009) and MS (2006) in Industrial Engineering at the University of Pittsburgh. She also received a BS in Management Science (2004) and a BE in Automation (2003) at the University of Science and Technology of China.

Prior to Professor Hu joining George Mason University, she held an academic appointment as Professor and Head, Donald and Cathey Humphreys Chair in the School of Industrial Engineering and Management at Oklahoma State University. She also served in an academic appointment at Iowa State University starting as a Lecturer from 2009-2011 and was then promoted to Assistant Professor in 2011, promoted to Associate Professor in 2016 and promoted to Professor in 2023 while serving as an Associate Chair from 2022-2023. Professor Hu also served as a Department Head as the PhD and MS Program Director in the Department of Sustainability, Golisano Institute for Sustainability, Rochester Institute of Technology from 2021-2022.

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

Consistent with the unanimous recommendation of the CEC review committees and the Dean of the College, I recommend that Professor Hu be granted appointment to the rank of Professor without Term in the Department of Systems Engineering and Operations Research within the College of Engineering and Computing, effective December 4, 2025.

GEORGE MASON UNIVERSITY
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Procedural Checklist for New Faculty
Being appointed to Tenured (Without Term) Positions

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

Umit Karabiyik, Associate Professor

Faculty Member's Name and Title

Cybersecurity Engineering (CYSE)

Local Academic Unit

☑ **Verification of Hiring and Trainings:**
I verify that all hiring requirements, including reference checks, for the candidate has been completed and the candidate has been informed of all training that need to be completed within the first few weeks of the start of their appointment (including but not limited to OACC trainings: Title IX Non-Confidential Employee Training and Equal Opportunity (EO) Required Employee Training).

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. Karabiyik joined the CYSE Department as a result of an open competitive search after serving as a tenured Associate Professor in the Department of Computer and Technology at Purdue University. Dr. Karabiyik's research focuses on cybersecurity, digital forensics, and the integration of artificial intelligence into investigative processes. He has 64 publications, with many of these in leading venues. He has graduated five PhD students and is currently advising six more. He has participated in 17 externally funded grants totaling over $7M with a personal share of over $3M. Dr. Karabiyik is an accomplished educator who has developed and taught 14 distinct courses, consistently receiving excellent evaluations. Professionally, he has been active as an editor and reviewer for high-impact journals, has served in leadership roles at conferences, and has contributed his expertise to national and international funding agencies. In addition, his funded training initiatives have reached thousands of criminal justice professionals worldwide. Dr. Umit Karabiyik will be an outstanding addition to our CYSE Department and will contribute greatly to the College's strength in the areas of digital forensics and cybersecurity.

Kenneth S. Ball — 10. 1.2025

Dean — Date

Umit Karabiyik
December 4, 2025

Umit Karabiyik, PhD is a candidate for Tenure upon Hire to Associate Professor without Term in the Department of Cyber Security Engineering within the College of Engineering and Computing (CEC) and was also selected to serve as the Commonwealth Cyber Initiative Fellow which began August 2025. Professor Karabiyik received his PhD (2015) and MS (2010) in Computer Science from Florida State University. He also received his BS (2006) in the Department of Electronic and Computer Systems Teaching at Sakarya University.

Prior to Professor Karabiyik joining George Mason University, he held an academic appointment at Purdue University that began in 2018 as tenure track Assistant Professor. He was then promoted to Associate Professor in 2022. Prior to that, Professor Karabiyik held a tenure track Assistant Professor appointment at Sam Houston State University from 2015-2018. In addition to his academic appointment, he also currently holds administrative appointment with Cyber Forensics LLC as the Founder, CEO, Forensics Expert, and Consultant since 2022 and also served as a consultant at the University of Prince Mugrin from 2024-2025

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

Consistent with the unanimous recommendation of the CEC review committees, the Chair, and the Dean of the College, I recommend that Professor Karabiyik be granted appointment to the rank of Associate Professor without Term in the School of Cyber Security Engineering within the College of Engineering and Computing, effective December 4, 2025.

GEORGE MASON UNIVERSITY

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Phone: 703-993-8770; Email: gmuprov@gmu.edu; Web: provost.gmu.edu

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

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

Lizhi Wang, Professor

Faculty Member's Name and Title

Bioengineering (BENG) and Systems Engineering and Operations Research (SEOR)

Local Academic Unit

☑ **Verification of Hiring and Trainings:**
I verify that all hiring requirements, including reference checks, for the candidate has been completed and the candidate has been informed of all training that need to be completed within the first few weeks of the start of their appointment (including but not limited to OACC trainings: Title IX Non-Confidential Employee Training and Equal Opportunity (EO) Required Employee Training).

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. Wang was hired with a joint appointment in the BENG (2/3) and SEOR (1/3) Departments. Dr. Wang's research integrates optimization, machine learning, and computational biology, to address complex challenges in agricultural systems, including genomic selection, yield prediction and supply chains. He has published 79 journal articles in leading journals in his field, as well as four book chapters. He has participated in 40 externally funded research projects totaling over $42M, with his share exceeding $5.5M. Much of his funding comes from the National Science Foundation, the US Department of Agriculture, and FEMA. Dr. Wang has graduated 14 PhD students and currently supervises three PhD candidates. Dr. Wang is an accomplished teacher and has taught numerous courses at all levels. He is recipient of the 2018 Teaching Excellence Award of the OR Division of the Institute of Industrial and Systems Engineering. He has served on editorial boards of respected journals. Dr. Wang will be an outstanding addition to the BENG and SEOR Departments and will serve an important role in advancing interdisciplinary research and education in the interface of bioengineering and operations research.

Kenneth S. Ball 10. 1.2025

Dean Date

Lizhi Wang
December 4, 2025

Lizhi Wang, PhD is a candidate for Tenure upon Hire to Professor without Term in the Department of Bioengineering (2/3) and Systems Engineering and Operations Research (1/3) within the College of Engineering and Computing (CEC) and currently holds an academic appointment at George Mason University since August 25, 2025. Professor Wang received his PhD in 2007 in Industrial Engineering at the University of Pittsburgh. He also received his BE in Automation (2003) and BS in Management Science (2003) at the University of Science and Technology of China.

Prior to joining George Mason University, Professor Wang held an academic appointment at Oklahoma State University as Professor and the Ken and Lynn Case Endowed Chair. He also held an academic appointment at Iowa State University starting as an Assistant Professor from 2007-2013 and was then promoted to Associate Professor in 2013 and promoted to Professor in 2021.

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

Consistent with the unanimous recommendation of the CEC review committees, the Chair, and the Dean of the College, I recommend that Professor Wang be granted appointment to the rank of Professor without Term in the Department of Bioengineering (2/3) and Systems Engineering and Operations Research (1/3) within the College of Engineering and Computing, effective December 4, 2025.

ITEM NUMBER III.D.: **STATE SIX-YEAR OPERATIONAL PLAN* (ACTION)**

PURPOSE OF ITEM: The Higher Education Opportunity Act of 2011 requires biennial Board of Visitor approval of the Six-Year Plan submitted to the State Council for Higher Education in Virginia (SCHEV).

APPROPRIATE COMMITTEE: FINANCE AND LAND USE

BRIEF NARRATIVE: The Six-Year Plan is comprised of a narrative and financial trajectory that details strategic priorities over a six-year cycle with a focus on the first two years (the biennium).

SCHEV provides all institutions with a common set of questions focused on mission and priorities, enrollment, program alignment and performance, financial effectiveness, and sustainability. In addition, SCHEV provides an institution-specific "Fact Pack", containing ten years of institutional data, to frame and inform the narrative responses and financial plan.

George Mason's Six-Year Plan focuses on continuing success in the delivery of quality education for diverse populations, enabling social mobility, significantly contributing to the prosperity of the Commonwealth all while enhancing cost-effectiveness, innovation and responsiveness. Mason's FY27 and FY28 biennium request of $212M detailed investments in affordable access and student success, equitable compensation for faculty and staff, enhanced technology infrastructure, research expansion including Artificial Intelligence, Grand Challenges and Partnership Opportunities, and a request for one-time state support to become permanent.

Submitted in July 2025, the plan was presented and discussed with the Op Six on August 26, 2025. The

Op Six is comprised of the Secretary of Finance, Secretary of Education, Director of Planning and Budget, Executive Director of the State Council of Higher Education in Virginia, Staff Director of the House Committee on Appropriations, and Staff Director of the Senate Committee on Finance.

*** The Six-Year Plan is for planning purposes only; dependent upon General Fund support and pending BOV approval of future Tuition and Fees and spending.**

STAFF RECOMMENDATION: Staff recommends Board approval of the July 2025 Six-Year Plan.

AFFILIATION AGREEMENT BETWEEN
GEORGE MASON UNIVERSITY AND PATRIOT LABORATORIES, INC.

THIS AFFILIATION AGREEMENT ("Agreement") dated as of_____ ,2025, is by and between GEORGE MASON UNIVERSITY, an institution of higher education and agency of the Commonwealth of Virginia (the "University"), and PATRIOT LABORATORIES, INC., a Virginia nonstock corporation (the "Corporation"). The University and the Corporation are collectively referred to herein as the "Parties."

RECITALS

a. The Corporation is a Virginia nonstock corporation that was established in 2025 to support and benefit the University and exists and operates as a separate, independent entity with its own officers and governing board.

b. The Corporation was created for the purpose of promoting applied engineering research focusing primarily, but not exclusively, on U.S. national security, intelligence and defense related issues.

c. The Corporation is a tax-exempt charitable organization under Section 501(c)(3) of the United States Internal Revenue Code and is classified as a publicly supported organization under Internal Revenue Code sections 509(a)(3) and 170(b)(1)(A)(iv) and must abide by both federal and Virginia laws and regulations applicable to such types of entities.

d. The Corporation has been established to advance the University's mission and goals, and the University desires an affiliation with the Corporation to make available certain facilities, resources, and services to the Corporation for its use.

e. The University and the Corporation desire to set forth the basic terms of their relationship.

NOW, THEREFORE, in consideration of the mutual commitments herein contained, and other good and valuable consideration, the receipt and sufficiency of which is hereby acknowledged, the Parties agree as follows:

1. Relationship between the Parties

(a) Pursuant to Section 23.1-1301 of the Code of Virginia, the Board of Visitors of the University is vested with the authority to manage the funds of the University, make regulations and policies concerning the University, appoint the President of the University, appoint all professors, teachers, staff members, and agents of the University and fix their salaries, and generally direct the affairs of the University.

(b) The Corporation is a separately incorporated Virginia nonstock corporation and is an organization described in Internal Revenue Code section 501(c)(3) classified as a publicly supported organization under Internal Revenue Code sections 509(a)(3) and 170(b)(1)(A)(iv).

(c) The University is responsible for the compensation and evaluation of all University personnel. The Corporation is responsible for the compensation and evaluation of all its personnel. The Corporation agrees that it shall endeavor to provide a benefits and compensation plan for its employees that as nearly as practical matches that of the University.

(d) The Corporation agrees that it will provide the University with (i) a copy of its articles of incorporation and bylaws, as well as any amendments to such organizational documents; and (ii) a list of all directors, officers, and staff members and their relevant contact information including e-mail addresses and telephone numbers. The Corporation also agrees that, upon request by the University, it will review its annual operating budget, capital budget, and long-term program and funding plans, including any planned issuance or use of indebtedness, with the University before presenting any such budgets or plans to its Board. The University acknowledges that the Corporation's Board has full power and authority with respect to the Corporation's annual operating budget, capital budget, and long-term program plans, including any planned issuance or use of indebtedness. Both Parties also acknowledge the importance of considering impacts to and limitations on the University's debt rating when making financial decisions, ensuring alignment with the University's financial objectives, its goal of maintaining favorable borrowing terms and capacity, and its ability to meet the Commonwealth's debt rating standards required of covered institutions pursuant to Virginia's Higher Education Restructuring Act. Additionally, the Corporation will adhere to predefined parameters and guidelines set forth by its Board, and available for review by the University upon request, in making decisions related to debt issuance or utilization, ensuring responsible and strategic financial management.

(e) The Corporation agrees that it shall remain in good standing with the Virginia State Corporation Commission.

(f) The President of the University, or his or her designee, shall be responsible for communicating to the Corporation the University's priorities and strategic and long-term plans, as approved by the University's Board of Visitors.

2. Corporation Board

(a) The Corporation is an independent Virginia corporation with authority to appoint directors to serve on its Board in accordance with its articles of incorporation and bylaws. The Corporation's Bylaws shall provide that at least one employee of the University, designated by the President of the University, shall serve as a full voting member of the Corporation's Board of Directors.

(b) The Corporation represents that the officers and directors of the Corporation were provided a copy of this Agreement and its Board authorized the due execution of this Agreement on behalf of the Corporation.

(c) The Corporation agrees to provide, upon request from the University, a listing of the board members and officers of the Corporation.

(d) The Corporation agrees to provide, upon request from the University, copies of the

approved minutes of all regular and special meetings of the Corporation's Board.

3. Fundraising Activities

The Parties acknowledge that the University is responsible for any fundraising activities of the University. Notwithstanding the foregoing, the solicitation of governmental grants and research contracts by the Corporation shall not be considered fundraising activities of the University.

4. Dealings with Third Parties

(a) The University and the Corporation acknowledge that each is an independent entity, separate from the other, and neither shall hold itself out as being part of, controlled by, or acting on behalf of the other. Both Parties agree to take reasonable measures to ensure that third parties understand that the University and the Corporation are separate and independent entities. With respect to marketing, advertising, publicity, correspondence, contracts, and other formal means of communication, the Corporation will use its full corporate name to avoid confusion on the part of the third parties. All correspondence, solicitations, activities, and advertisements concerning the Corporation shall reflect the Corporation, the University, and the relationship between them appropriately.

(b) The Corporation shall prepare and timely file all of its tax returns and reports including information returns required under federal, state, and local laws. At the request of the University's Chief Financial Officer, the Corporation shall provide copies of all tax returns, financial statements and reports. The Corporation shall use its taxpayer identification number and its tax-exempt status in connection with purchases and sales by the Corporation, gifts to the Corporation, interest, and other income of the Corporation, and any other activity of the Corporation.

5. Liability

(a) The Parties acknowledge that the University, the Commonwealth of Virginia, and the employees and agents of either will not be liable for any of the Corporation's contracts, torts, or other acts or omissions, or those by the Corporation's directors, officers, employees, or other staff. Further, the Parties acknowledge that neither the Corporation nor its directors, officers, employees, or staff are protected by the University's or the Commonwealth of Virginia's insurance policies or self-insurance plans in connection with the Corporation's activities, and the University and the Commonwealth will not provide any legal defense for the Corporation or any such person in the event of any claim against any of them. Nothing herein shall be deemed a waiver of the sovereign immunity of the Commonwealth of Virginia or require the University to indemnify, defend, or hold harmless the Corporation for claims brought against the Corporation. If requested, the University shall provide a certificate of insurance of coverage under the Commonwealth of Virginia Risk Management Plan.

(b) Corporation agrees to indemnify and hold harmless the Commonwealth of Virginia, University, and its directors, officers, employees and agents (together the "George Mason Indemnified Parties") from and against any liability arising out of any act,

omission or willful misconduct by Corporation and its directors, officers, employees and agents. In the event of any such claim against the George Mason Indemnified Parties by any third party, the University shall promptly notify Corporation in writing of the claim. Corporation shall not be responsible for the indemnification of any George Mason Indemnified Party arising from any grossly negligent or intentionally wrongful acts by such George Mason Indemnified Party.

(c) Each Party shall provide written notice and furnish, as soon as reasonably practicable, to the other Party, copies of all papers and official documents received in respect of any liability or indemnity claim. To the extent that the University employees or agents might be involved, the University shall reasonably cooperate with Corporation at Corporation's expense, in providing witnesses and records necessary in the defense against any liability.

6. Non-Discrimination

The Corporation agrees that it shall maintain a non-discrimination policy that is consistent with the University's Equal Opportunity/Affirmative Action Statement.

7. Charges for Services

The Parties agree to reimburse each other for the cost of services provided. To the extent that a rate schedule exists for these services, the appropriate rate will be charged. To the extent there is no rate schedule charge set for a service, the charged rate will be mutually agreed upon by the University and the Corporation. All business transactions shall be entered into by each side freely and independently.

8. Use of Facilities, Resources, Services, and Marks

(a) Subject to a separate written agreement to be executed by both Parties, the Parties agree that, in exchange for fair and adequate consideration, each Party may use the other Party's facilities, resources, and services (other than legal counsel), subject to availability and the policies and procedures applicable to such facilities, resources and services.

(b) The Parties agree to negotiate in good faith and enter into a separate written agreement regarding each Party's license and use of the other Party's names, marks, logos and slogans.

9. Support Services

The University and the Corporation may enter into such written agreements, as necessary or appropriate, to permit the University to provide transition support services to the Corporation as may be required from time to time. The Corporation shall compensate the University for all such services.

10. Accounting Reports

(a) The books and records of the Corporation shall be kept in accordance with

generally accepted accounting principles.

(b) The Corporation shall provide the University's Chief Financial Officer with a copy of the annual audited financial statements of the Corporation within thirty (30) days of issuance of such statements.

(c) The Corporation shall promptly disclose to the University any foreign gifts or contracts received on behalf or for the benefit of the University. This disclosure shall include all necessary information required for compliance with federal regulations, including but not limited to the amount, source, and purpose of the gift or contract.

11. Audit

(a) The Corporation shall have an Audit Committee, which reports to the Board of Directors of the Corporation, and which is comprised of individuals who are independent and separate from those who manage or administer the Corporation. Minutes from the Audit Committee meetings of the Corporation will be provided, upon request by the University.

(b) The Corporation at its expense shall have an annual audit performed by an external independent Certified Public Accountant (CPA) firm, and within six months of the Corporation's fiscal year end, shall provide copies to the University of its audited financial statements and management letter indicating any auditor concerns, if any, regarding financial and management matters, and suggestions for correction.

(c) The Audit Committee shall evaluate rotating the independent CPA firm or the audit team if a new CPA firm is not selected at least every five years.

(d) The chair of the Audit Committee of the Corporation shall file an annual certification letter with the University stating that the procedures in (a)-(c) above have been followed.

(e) The Corporation agrees to participate in the University-related corporation internal audit program. All costs of both the annual audit and the internal audit work performed for the Corporation shall be paid by the Corporation.

12. No Partnership or Joint Venture

No provision of this Agreement shall be deemed to create a partnership or joint venture between the University and the Corporation.

13. Dissolution

Should the Corporation cease to exist or cease to be an organization described in Section 501(c)(3) of the Internal Revenue Code, the Corporation will transfer its assets to the University, or, any one or more affiliated entities with the University that are organized and operated exclusively for charitable and educational purposes within the meaning of Section 501(c)(3) and 170(c)(2)(B) of the Internal Revenue Code. If none of the University or its affiliated entities are then so described, the Corporation will distribute its assets and property to one or more organizations that are organized and

operated exclusively for charitable and educational purposes within the meaning of Sections 501(c)(3) and 170(c)(2)(B) of the Internal Revenue Code. The Corporation agrees to transfer such assets and property in a manner that furthers the best interests of the University, as determined by its Board in consultation with the University.

14. Term and Termination of Agreement

The term of this Agreement shall be from the most recent date of execution between the Parties' signatures and shall continue until December 30, 2030, and shall automatically renew for five-year periods, unless terminated (a) without cause upon ninety (90) days prior written notice from the terminating Party to the other Party, or (b) for cause in the event a Party defaults in the performance of its obligations and fails to cure the default within thirty (30) days after receiving written notice of such default from the terminating Party.

15. Waiver

Failure of either Party to enforce any of the provisions of this Agreement shall not be construed as a waiver of that, or any other, provision or any later breach thereof.

16. Notices

Any notice under this Agreement shall be deemed given when deposited in the mail, postage prepaid, and addressed as follows:

If to the Corporation:

Chief Executive Officer and President
Patriot Laboratories, Inc.

_____

_____

_____

If to the University:
President
Office of the President
George Mason University
4400 University Drive, MS 3A1
Merten Hall, Suite 5000
Fairfax, Virginia 22030

With a copy to:
University Counsel
Office of University Counsel
George Mason University

4400 University Drive, MS 2A3
Merten Hall, Suite 5400
Fairfax, Virginia 22030

or to such other person, at such addresses, as either party may designate for itself and so notify the other party in writing.

17. Entire Agreement; Amendments

This Agreement constitutes the entire agreement between the Corporation and the University concerning the subject matter, and it supersedes all prior written or oral agreements concerning this subject matter. This Agreement may not be amended except by written document executed by both Parties.

18. Governing Law

This Agreement shall be governed by the laws of the Commonwealth of Virginia, regardless of its choice of law doctrine.

[Signatures Follow on Next Page]

IN WITNESS THEREOF, the Parties have executed this Agreement as of the date written above.

PATRIOT LABORATORIES, INC.	GEORGE MASON UNIVERSITY
By: _____ (Authorized Officer)	By:_____ (Authorized Officer)
Date:_____	Date:_____
Printed Name:_____	Printed Name:_____
Title: Chief Executive Officer and President	Title: President

GEORGE MASON®
ATHLETICS

BOV: Athletics Committee Update

Thursday, December 4th, 2025

A Historic Year for the Patriots

500
Total Student-Athletes

22
Sport Programs

5
Conference Championships

3.37
Cumulative GPA

95%
Graduation Rate

$3M
Funds Raised

2025-26 Competitive Update

FALL SPORTS

- **Women's Volleyball:** 17–12 overall (A-10: 10–8, 5th place)
- **Men's Soccer:** 7–6–3 overall (A-10: 4–2–2, 4th place)
- **Women's Soccer:** 4–10–4 overall (A-10: 3–5–2, 10th place)
- **Men's & Women's Cross Country:** 4th and 6th place, respectively; Ella Semple wins individual conference title.

WINTER SPORTS

- **Men's Basketball:** 9-0 overall (A-10: 0-0)
- **Women's Basketball:** 5-4 overall (A-10: 0-0)
- **Swimming and Diving:** M 2-1 overall; W 1-2 overall
- **Men's Wrestling:** 3-1 overall (MAC: 0-0; #1 preseason)

GEORGE MASON ATHLETICS

Basketball Season Highlights

Men's Basketball

- Preseason Ranking: 6th in the Atlantic 10
- Commonwealth Matchups: VCU, Richmond, JMU, ODU, VA Tech
- ***2006 Final Four 20th Anniversary: December 13th vs. ODU***
- Marquee Conference Matchups: VCU, Dayton, Saint Louis, St. Joseph's (Homecoming – Feb 7th)
- National Exposure: 11 games on national television
- A10 Tournament: Pittsburgh, PA | March 11-15

Women's Basketball

- Preseason Ranking: 2nd in the Atlantic 10
- Non-Conference Matchups: JMU, Georgetown, UMD, Princeton
- Marquee Conference Matchups: Richmond, St. Joe's
- Homecoming Week Kick-Off: Jan 31st vs. St. Louis
- National Exposure: 4 games on national television
- Postseason Tournament: Henrico, VA | March 4-8

GEORGE MASON
ATHLETICS

PATRIOTS UNITED.
TOGETHER WE THRIVE.
GEORGE
1
MASON

Strategic Plan: Guiding Framework

Mission:

Inspire and transform lives through the power of sports.

Purpose:

Unite communities by developing champions.

CORE VALUES

Teamwork | Diversity
Accountability | Innovation | Ambition

STRATEGIC PRIORITIES

SA Experience | Competition
Resources | Storytelling and
Engagement | Championship Culture

GEORGE MASON
ATHLETICS

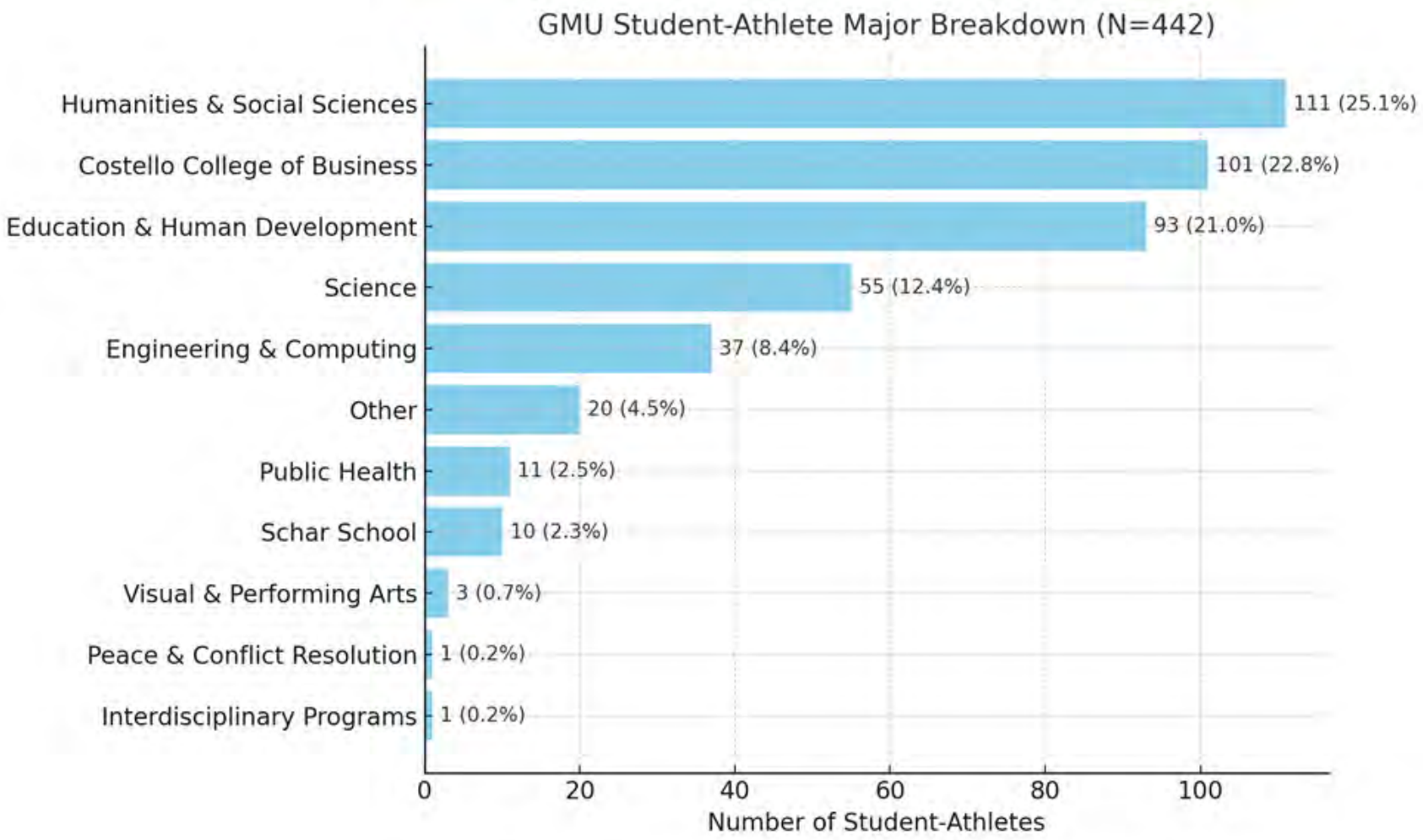
Leveraging Our Strengths: Campus Community

- Academic Integration
- Experiential Learning Opportunities
- Faculty and Staff Engagement
- Expanded Visibility and Fundraising

- Current Partners
  - Costello College of Business
  - College of Education and Human Development
  - College of Humanities and Social Sciences
  - Honors College
  - College of Public Health *(NEW)*
  - Office of Graduate Education *(NEW)*
  - Mason LIFE Program *(NEW)*

ATHLETICS

Student-Athletes by Major - Fall 2025



Why Choose George Mason?

1. Strong relationship with coaching staff
2. Ability to pursue academic interests while competing
3. Access to internships and career development opportunities
4. Prime location near Washington, D.C., with abundant job prospects

GEORGE MASON ATHLETICS

Leveraging Our Strengths: Northern VA's Team

- George Mason Campuses
  - Mason Square – Arlington, VA
  - Fairfax Campus – Fairfax, VA
  - Sci-Tech Campus – Manassas, VA

- Northern VA represents 37% of the state's population and is larger than 24 states.

- Northern VA contains 4 of the top 10 richest counties in the US with over $135K median household income:
  - Arlington County
  - City of Falls Church
  - Fairfax County
  - Loudoun County

- 14 companies in Northern Virginia are among the Virginia head-quartered companies on the Fortune 500 list.

GEORGE MASON ATHLETICS

Northern VA's Team in Action

Coaches Caravan
Farm Brewery at Broad Run

City of Vienna
Halloween Parade

GEORGE MASON
ATHLETICS

Mason Athletics Now: Power the Possible

Basketball Greatness: $22.5M

- Basketball and Academic Performance Center
- Talent recruitment and retention
- Fueling and nutrition support

Sports Performance Ecosystem: $8M

- Mental health and wellbeing
- Sports nutrition and fueling

Patriot Pathways Program: $3M

- Financial education
- Career readiness
- Leadership development
- Civic engagement

Athletics Opportunity Fund: $1.5M

- Leverage campus and regional expertise
- Piloting new technology and software
- Invest in high impact special projects

$35M

Total Fundraising Goal

GEORGE MASON ATHLETICS

Facilities and Capital Projects:

Basketball & Academic Performance Center

Project Details

- 30,000 sq/ft
- Total Estimated Cost ~ $30 million
- Fundraising goal = $15 million
- Basketball Operations: practice courts, locker rooms, recovery lounge, weight room, athletic training and coach offices
- Academic Performance Center: tutoring rooms, classroom and study space, staff offices

Timeline

- Groundbreaking – March/April 2026
- Construction Completion – Fall 2027

Facilities and Capital Projects:

West Campus Development

- **Priority #1: Baseball Stadium**
  - Planning and Consultant Engagement – Feb 2026
  - University and Board Approval – Winter/Spring 2026
  - Design Team Selection/Planning – Summer 2026
  - Construction Partner Selection – Fall/Winter 2026
  - Construction Completed (est.) – Winter 2029

- **Priority #2 (Option A): High Performance Training Center + Indoor Track**

- **Priority #2 (Option B): Field House 2.0**

GEORGE MASON ATHLETICS

National Landscape Developments

- President – Executive Order (July 2025)
- House Bill – SCORE Act (July/December 2025)
- Senate Bill – SAFE Act (September 2025)
- Other Considerations
  - NIL compensation standards
  - Use of student fees for athletics
  - Governance models (i.e., no NCAA)
- New D1 Cabinet
  - Proposed usage of commercial logos on uniforms, equipment, and apparel
  - Proposal to allow student-athletes, staff to bet on professional sports **RESCINDED**

The SCORE Act	Components of the Bill(s)	The SAFE Act
✔	Provides the NCAA with an antitrust exemption	✘
✔	Prohibits college athletes from being recognized as employees	✘
✔	Preempts state NIL laws	✔
✔	Provides comprehensive health and safety protections for college athletes including post-eligibility health insurance and scholarship guarantees	✔
✘	Amends the Sports Broadcasting Act, permitting institutions to collectively negotiate TV deals	✔
✘	Requires institutions to provide collegiate Olympic and women's sport scholarships and roster spots at 2023-24 levels	✔

GEORGE MASON ATHLETICS

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ATHLETICS

Questions?

George Mason University Board of Visitors
Development Committee Report
December 4, 2025

The George Mason University Office of Advancement and Alumni Relations submits the following report of its activities and engagements conducted in furtherance of the university's students, programs, and community in the months following the April 17, 2025, meeting of the Board of Visitors.

As of November 13, George Mason's fundraising campaign, *Mason Now: Power the Possible*, has raised more than $593M towards its $1 billion goal. Moreover, the George Mason community responded enthusiastically to Mason Vision Day this spring, when the university raised a record-breaking $1.38 million from 1,900 donors. These gifts, which reflected donors' own priorities within George Mason's programs, schools, colleges, and scholarship opportunities, will support 207 distinct funds across the university.

Notable Gifts and Partnerships

Since the Development Committee's last meeting on April 17, we are pleased to report the following generous gifts received by the university:

The Antonin Scalia Law School reported a number of major gifts:

- $4.7 million for the Law and Economics Center
- A $900,000 estate gift for the C. Boyden Gray Center for the Study of the Administrative State
- $950,000 for the National Security Institute from four foundation/corporate donors
- A $500,000 pledge from Professor John F. Witherspoon for renovation and upgrades to a principal lecture hall
- $300,000 for the U.S. Supreme Court Clinic and Administrative Law Clinic from two individual/donor-advised fund gifts
- $250,000 for the Judge Robert H. Bork Professorship of Law, an Allison and Dorothy Rouse Endowed Chair.

The Jimmy and Rosalynn Carter School for Peace and Conflict Resolution received a $100,000 commitment to develop a Global Peace Action Network within the Better Evidence Project, which aims to support a network of peacebuilders, youth, and community leaders.

The College of Public Health, in partnership with the College of Engineering and Computing, reported a funding commitment of $5.3M for the next two years from an anonymous donor to support a joint research project: Evidence-based AI Software for Injury Detection (EAS-ID).

- This is the second seven-figure gift received from this donor, which brings the total amount raised for the EAS-ID project to more than $10 million.

The Donald G. Costello College of Business secured a transformative gift from Schwab Advisor Services in partnership with the Charles Schwab Foundation to elevate the college's Financial Planning and Wealth Management Program, and received continued funding from the Deloitte Foundation for the Deloitte Foundation Accounting Scholars Program.

- These investments, along with the generosity of many donors, enabled Costello to award more than 165 scholarships last year and achieve a record $1 million in scholarships for the fall term.

The Costello College also received two gifts directed by the Sara Costello Trusts totaling $100,000: a gift of $25,000 to support Camp Costello, and a $75,000 gift to advance the Patriot Pitch competition.

The College of Science received a $500,000 commitment from Catherine Becker, MS Environmental Science and Policy '96, and her husband Richard, to support graduate fellowships. The Beckers made an additional planned gift of $630,000.

A new anonymous donor made a gift of $160,000 to the College of Science to support graduate students.

The University Priorities/Corporate and Foundation Relations team continues to support colleges, schools, and units across George Mason's campuses. Prior to the Board of Visitors' planned September 25 meeting, the team had raised $665,000 in support of a number of George Mason units, including $411,000 raised in philanthropic matching support for a $2.6M GO Virginia implementation grant that invests in Northern Virginia's first Innovation District. Since late September, the team has reported gifts of more than $397,000 aimed at a variety of programs such

as the Accounting Scholars Program, Accelerate 2025, and the National Security Institute at the Antonin Scalia Law School.

Overall, the UP/CFR team reports that the university-wide corporate giving total, as of November 7, reflected $3.87M of a $10M goal, and that the foundation giving total, as of the same date, stood at $5.50M, secured.

Intercollegiate Athletics reports that on Mason Vision Day, it received more than 1,000 gifts totaling $450,837. The Patriot Club, Athletics' fundraising arm, shows robust year-over-year growth, with year-to-date giving for FY26 standing at $457,000, a substantial increase over the same period in FY25. Moreover, the Green Coat Society, whose members make generous multi-year commitments of support, continues to grow, with five new members at the $25,000 threshold and one more at the $50,000 level. Two existing members have renewed their commitments at the $25,000 level.

Partnerships with the Region's Leadership

George Mason University continues to establish itself as a valued partner to drivers of regional economic development and to serve the community through educational opportunities for all students, positioning them to contribute to the local economy as valued members of the workforce.

The September 25 grand celebration of Fuse at Mason Square brought together hundreds of representatives from industry, academia, government, and community leadership, including Virginia Governor Glenn Youngkin speaking at the ribbon cutting for the Energy Exploration (E2) Center. Fuse was built in partnership with Mason Innovation Partners (MIP), a development consortium, and stands as a model of how universities and private partners can work together to expand opportunities and accelerate innovation.

The College of Education and Human Development welcomed the inaugural class of students for their Accelerated College and Employability Skills (ACCESS) Academy. Developed in partnership with Northern Virginia Community College and Loudoun County Public Schools, ACCESS Academy is a lab school designed to reimagine how students prepare for college, careers, and civic life in a rapidly evolving world.

The Carter School hosted its fifth annual fall Peace Week in late September, recognizing the International Day of Peace with 33 workshops, lectures, and networking events for more than 1,500 registrants.

The College of Science held a Space Industry Roundtable, inviting industry leaders and faculty to participate in a moderated panel discussion on select topics addressing emerging trends, challenges, research frontiers, and opportunities for collaboration.

ARTS *by George!*, the signature event to benefit student arts scholarships and George Mason's community arts programs, took place on September 27, transforming the deLaski Performing Arts Building on the Fairfax Campus into a showcase for student talent, with a headline performance by Tony, Emmy, and Golden Globe winner Darren Criss. The event raised more than $289,000 and welcomed more than 350 guests, including donors, university leadership, elected officials, and alumni.

George Mason's Early Identification Program (EIP) and Honors College Summer Showcase brought industry partners and community supporters to an open exhibition that displayed the work of 200 first-generation students who participated in a three-week Honors Seminar in July. EIP also engaged community and industry partners in a job shadow experience for 150 rising seniors in local high schools. Partner organizations that hosted EIP students include: HumRRo, EEOC, Manassas Park MAP (Mason and Partners) Clinic, Inova Mount Vernon Hospital, Inova Fairfax Hospital, Morgan Stanley, and CNA Corporation.

In November, CACI hosted a kickoff event for 10 CACI scholars—EIP alumni pursuing degrees in computer science, electrical engineering, or mechanical engineering—where CACI leadership learned more about scholars' summer internship experiences. Dominion Energy hosted their EIP-alumni Promesa Scholars at their headquarters in Richmond and provided a tour of their facility along with a luncheon with company leadership.

The Schar School of Policy and Government co-hosted the Accelerate Investor Conference with Mason Enterprise, convening more than 600 venture capitalists, startups, and student entrepreneurs for a two-day event that culminated in an awards gala featuring Shawn Purvis, CEO of Sabel Systems. The school also expanded corporate outreach to support Northern Virginia's first Innovation District.

Intercollegiate Athletics hosted its inaugural Name, Image, and Likeness Business Summit in August, welcoming local businesses to an event that fostered collaboration between university leaders and the business community, offering insight into the evolving NIL landscape and opportunities to support student-athletes.

The University Priorities/Corporate and Foundation Relations team continued to work with partners throughout the region:

- Provided leadership and support for the Accelerate Breakfast Series, attended by over 600 individuals, which resulted in securing six new corporate partners for Mason Enterprise.
- Partnered with George Mason's Office of Research, Innovation, and Economic Impact to join the University-Industry Partnership network, which will open the aperture for George Mason to explore deep, strategic relationships with new corporate partners.
- Re-engaged with NVIDIA to develop and sign a partnership MOU that will support the university's Grand Challenge Initiative. George Mason worked with NVIDIA to host the NVIDIA GTC Student Experience, coinciding with NVIDIA's GTC DC event on October 28.
- Elevated MVFI's visibility by presenting to the Prince William Chamber Military, Veteran, and Public Safety Council, showcasing George Mason's comprehensive support for 5,000+ military-connected students and advancing community impact initiatives, including the launch of the Student Ambassador Convening program.

Central Advancement Support for the University's Units

The university's central Office of Advancement and Alumni Relations serves colleges, schools, and units across George Mason's campuses through collaboration, information sharing, and resources, to ensure that each unit has an opportunity to best achieve its fundraising goals.

Advancement Communications and Donor Stewardship collaborated with the schools, colleges, and units to launch a new giving website, which now includes dedicated pages highlighting the Mason Now campaign.

The Office of Advancement and Alumni Relations led the planning and execution of September's Fuse grand celebration event, bringing together a wide cross

section of George Mason stakeholders—inside and outside the university—to celebrate innovation and community impact.

The University Priorities/Corporate and Foundation Relations team has provided targeted prospect identification and fundraising support for key initiatives including the Bruising Project, Monarch Butterfly Research (COS), Krasnow Institute, Computational Data Science (COS), MAP Clinics, VR/Simulation Lab, ADVANCE, and Provost-led initiatives.

Alumni Engagement

The Office of Alumni Relations continued its focus on national outreach and engaged alumni in the following regions: New York City; San Francisco, Menlo Park, Orange County, and San Diego, California; Norfolk, Haymarket, Fairfax, and Arlington, Virginia; Denver, Colorado; Myrtle Beach, South Carolina; and Huntsville, Alabama.

Alumni Relations welcomed George Mason's newest alumni—its graduating students—to events during the week of Spring University Commencement. Following Commencement, Alumni Relations hosted *Zoom Your City,* which provided recent graduates the opportunity to connect virtually with alumni in 12 cities nationwide for networking, career advice, and tips for living in their respective cities.

Directly supporting job-seeking alumni, Alumni Relations launched the *Patriots Helping Patriots Ask Me Anything* virtual series that featured industry experts who discussed job searches, how to break into their industry, and other career advice.

Alumni Relations furthered the university's engagement with the military community:

- Members of the George Mason University Alumni Association board, the Office of Alumni Relations, and the Office of Military Services hosted alumni and student veterans for a round table dinner discussion focused on ways to best serve the veteran community. The Mason Military Summer Series was one outcome of this roundtable.
- The inaugural Mason Military Summer Series invited all members of the George Mason military community (veterans, active duty, National Guard, ROTC, reserves, spouses, alumni, and students) to join us for three social events hosted by American Legion Post 177 (City of Fairfax). The gatherings welcomed a significant number of alumni for whom these

receptions were their first George Mason event. They proved so popular that attendees asked Alumni Relations to continue the series, and the team is now planning receptions at the American Legion posts in Reston, Arlington, Fairfax, and Prince William County. Many attendees volunteered to meet and greet other veterans during future events.

The Antonin Scalia Law School held its annual Judicial and Legislative Reception in May, welcoming nearly 200 Northern Virginia alumni, judges, legislators, and friends to the law school. Proceeds from the event sponsor law students' pro bono summer internships. In September, Scalia Law hosted approximately 100 alumni at its annual Capitol Hill Alumni Reception at the U.S. Capitol.

On May 13, the College of Education and Human Development (CEHD) welcomed alumni, students, and faculty for its second annual School for Sport, Recreation, and Tourism Management (SRTM) silent auction, which raised support opportunities for SRTM students, including stipends for unpaid internships, industry conference costs, and professional development events. As part of Reunion Weekend in September, CEHD welcomed 40 alumni, friends, and family members to a meet and greet reception with Dean Ingrid Guerra-López. Guests also enjoyed the opportunity to engage in interactive demonstrations and mini-lessons led by CEHD faculty.

The Costello College of Business continues to strengthen alumni engagement through a combination of industry-specific programming and high-profile signature events. Over the past year, the Costello College has launched a new Alumni Industry Networking Series, which featured three distinct industry events and drew more than 230 alumni, creating deeper connections between graduates, faculty, and regional business leaders. Its *Industry Connect* events this fall in accounting, entrepreneurship, and government contracting brought together more than 170 alumni, faculty, and students, providing valuable opportunities for networking, mentorship, and professional engagement across the Costello community.

George Mason Athletics launched its inaugural Coaches Caravan on August 27, welcoming more than 200 alumni, supporters, and community members for an evening of connection and celebration. In alignment with George Mason Athletics' strategic vision to solidify its presence as Northern Virginia's team, the Caravan offered an opportunity for attendees to engage directly with head coaches and university leadership in a relaxed, festive setting. The strong turnout and

enthusiastic participation underscored the growing momentum behind George Mason's community-first approach to athletic excellence.

On June 2, the 49th Annual Patriot Club Golf and Pickleball Outing brought together 128 golfers and 24 pickleball players at Chantilly National Golf and Country Club. Thanks to the enthusiastic participation and generous support of our community, the event raised an impressive $23,000 in support of George Mason Athletics.

GEORGE MASON UNIVERSITY

MASON NOW
POWER THE POSSIBLE

ALUMNI ENGAGEMENT:

A partnership between the Office of Alumni Relations and the George Mason University Alumni Association

Jennifer Robinson, JM'02
Associate VP, Alumni Relations

Scott Hine, BS' 85
President, George Mason University Alumni Association

December 4, 2025

Collaboration Between OAR and GMUAA

Office of Alumni Relations "OAR"

- State Employees
- 5/9 team members are alumni
- Responsible for alumni engagement strategy, initiatives, programming, ond events

George Mason University Alumni Association "GMUAA"

- Independent 501C3 established in 1968
- All board members are volunteers; no paid staff
- Four committees focused on:
  - Alumni engagement
  - Student engagement
  - Partnerships & Sponsorships, and
  - Volunteerism

George Mason Alumni Engagement: Our Story, Our Strength

ALUMNI DEMOGRAPHICS

250K+

Alumni Worldwide

66%
Undergraduate

33%
Graduate

Broad Engagement, Lasting Connections

Four Modes of Engagement

Volunteering

Formally defined and rewarding volunteer roles that are endorsed by and valued by the institution.

Philanthropy

Financial support that is meaningful to the donor and supports the institution's mission and goals.

Communication

Interactive meaningful and informative communication that supports the institution's mission, strategic goals and reputation

Experiential

Meaningful experiences that inspire alumni, are valued by the institution, promote its mission, celebrate its achievements, and strengthen its reputation.

GMUAA Engagement and Support

- Awards 10 student scholarships annually
- Supplements OAR's events and programming budget
- 1,200+ volunteer hours in FY 2025
- Offers sponsorships of George Mason and community events
- Increases alumni visibility on campus (tabling events, alumni golf cart, speaking in classrooms, etc.)

FY25 Alumni Engagement at a Glance

51,403

Total number of engaged alumni as of August 2025.

3

Monthly E-Newsletters: *The Scroll, Events Digest, Career Newsletter.*

28

Number of cities through Mason Nation Tour*.

1,251

Board volunteer hours.

50+

Number of engagement events.

14

Number of states through Mason Nation Tour*.

1,517

Number of alumni who gave to student scholarships.

20

Number of career-focused events/webinars.

6

Number of military community events hosted.

Please visit **alumni.gmu.edu** to view the inaugural State of the Association report.

**Since the Start of the Tour*

Military Happy Hours at Local American Legions

2025
City of Fairfax,
Arlington, and
Vienna

2026
Manassas
Reston, Ashburn
City of Fairfax

Participated in our first Honor Flight in November at Dulles Airport

Laid wreaths at Arlington National Cemetery

Sponsor of Salute to Service at George Mason: Distributed Veterans hats and tumblers to Mason Veterans

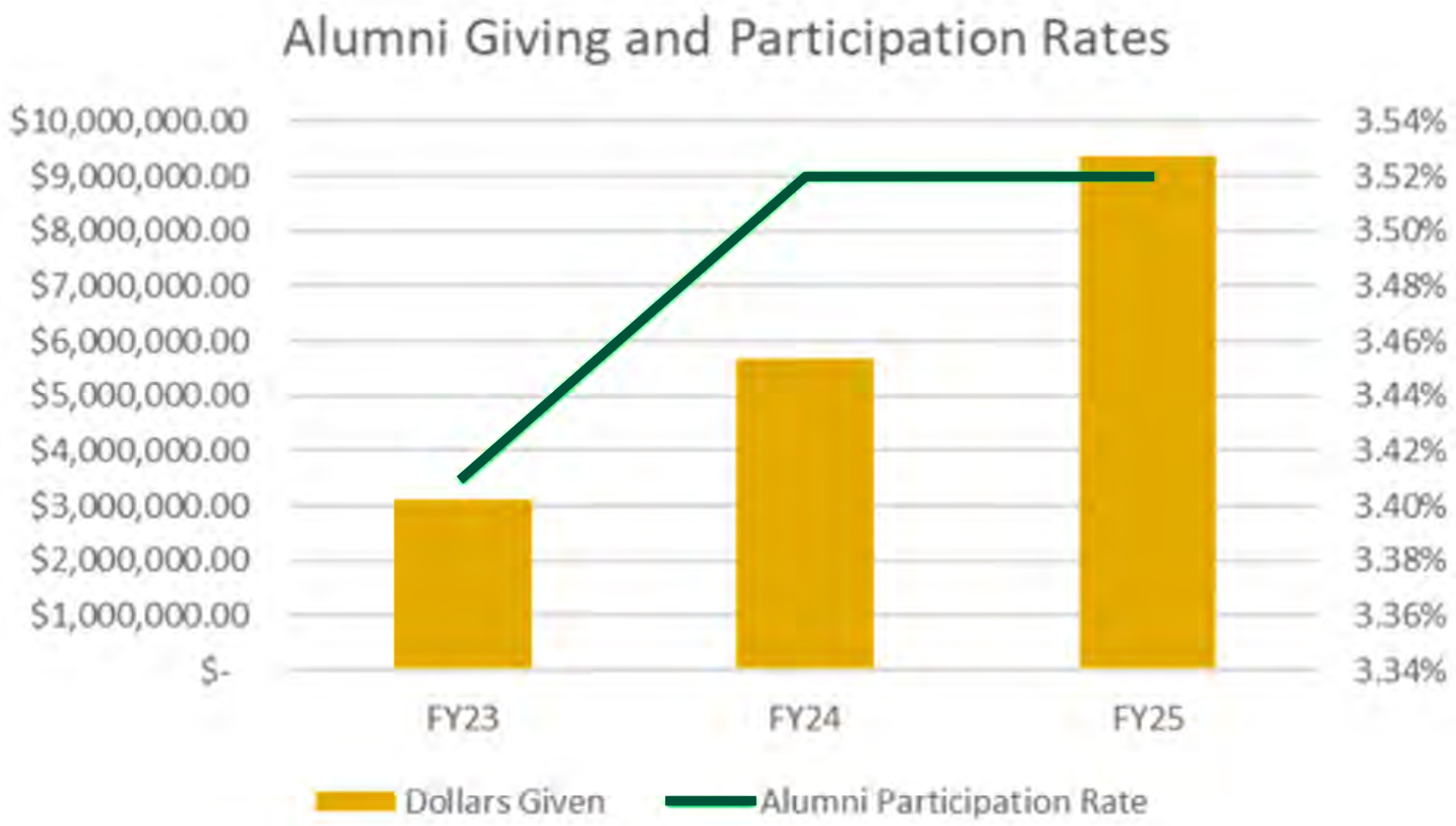
Sponsor of Military Appreciation Night at

University Partnerships

- Mason Career Academy
- Patriot Club and University Life Golf Tournaments
- Accelerate Investor Conference
- Gowns for Grads
- Partnership with Mason Athletics for sponsorship
- Costello College of Business Night on Wall Street
- Industry Night partnership with Office of Corporations and Foundations
- Board members serve on university advisory boards

What is the impact of this strategic engagement?

We're building Alumni support to Power the Possible



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THANK YOU!

GEORGE MASON UNIVERSITY

BOARD OF VISITORS
GEORGE MASON UNIVERSITY

EXECUTIVE SUMMARY
October 15, 2025 Executive Committee Meeting

Executive Committee Meeting

Highlights:

Rector's Report

- Rector Stimson discussed the situation of unconfirmed BOV members: Preston Cooper, Jeffrey Dinwoodie, Bobbie Kilberg, William Moschella, Sarah Parshall Perry, and Harold Pyon and informed the Committee of the case being brought to the Virginia Supreme Court at the end of October. The rector explained the legality of meeting as an Executive Committee as a way to continue the business of the university despite their reduced numbers.
- The Committee voted to approve the Law School Foundation Affiliation Agreement, with discussion on the Foundation's authority and the process of accepting gifts.
- The Committee voted to approve of the Resolution Regarding the Establishment of an Applied Engineering Research Corporation, also known as the "Patriot Lab 501c3 Organization Resolution," without discussion.
- The Committee voted to approve the Information Technology Goods and Services Contract Resolution, also known as the "IT Procurement – Recommended Contractual Language Changes Proposed by the Commonwealth Resolution," without discussion.

President's Report

- President Washington provided an overview of the fall enrollment, rankings, and research expenditures.
- Potential upgrades/replacement of baseball facilities was discussed, including practice fields, cages and bays, strength, conditioning, and recovery facilities, coaching and staff offices, and a stadium for up to 5,000 spectators with media facilities, and locker rooms. Visitors Pence and Peterson are exploring partnerships; the university could finance the project outright and then rent or lease the facilities to partners, or there could be a joint venture with partners.

Committee Report

- Secretary Alacbay reported on the Academic Affairs Committee meeting on September 10. The Executive Committee voted to approve of program actions, a closed degree program, and faculty actions.

ACTION ITEMS

The Board voted and approved the following Actions:

Approval of the Minutes:

1. Executive Committee Meeting on May 1, 2025
2. Planning Conference on July 31, 2025
3. Annual Meeting of the Full Board on August 1, 2025

Law School Foundation Affiliation Agreement

Resolution Regarding the Establishment of an Applied Engineering Research Corporation (Patriot Labs 501c3 Organization)

Information Technology Goods and Services Contract Resolution “IT Procurement – Recommended Contractual Language Changes Proposed by the Commonwealth Resolution”

Academic Affairs Committee:

1. Program Actions
    a. CEHD: Replacing School of Education, School of Kinesiology, and the School of Sport, Recreation, and Tourism Management with four (4) new departments (ACTION ITEM):
        i. Department of Special Education and Disability Research;
        ii. Department of Teaching and Learning;
        iii. Department of Kinesiology, Sport, and Hospitality Management; and
        iv. Department of Counseling, Leadership, and Educational Sciences.
    b. COS: Renaming the Department of Atmospheric, Oceanic, and Earth Sciences to the "J. Shukla Department of Atmospheric, Oceanic, and Earth Sciences."
2. Closed Degree Program
    a. Taxation MS
3. Faculty Actions
    a. Conferral of Emeritus/Emerita Status
    b. Election of Newly Tenured Faculty

Executive Summary
Academic Affairs Committee
September 10, 2025

Provost Antony provided an overview of the degrees awarded during the 2024-2025 academic year and highlighted student move-in and convocation and along with reviewing the academic calendar for the fall semester. He noted George Mason's Silver ranking in the Military Friendly School designation for 2025-2026 and the College of Public Health's recent CEPH Accreditation, making it the first in Virginia. Provost Antony provided student, faculty and staff highlights and reviewed last year's academic priorities as well as outlining several key focus areas for this year.

David Burge, Vice President for Enrollment Management, and Alan Byrd, Dean of Admissions, provided an overview of fall semester enrollment. They reported that overall enrollment remained relatively flat, reflecting an increase in undergraduate students offset by a decline in graduate students. A significant decrease in international student enrollment was noted, largely attributed to ongoing challenges in securing visas and visa appointments. This decline was largely balanced by growth in Direct Admissions, particularly initiatives aimed at admitting Northern Virginia high school seniors.

Provost Antony provided the committee with an update on George Mason University's redesign of its budget allocation model, noting that the effort is intended to improve transparency, align resources with academic priorities, and support strategic planning. He explained that the new all-funds approach integrates tuition, state appropriations, auxiliary enterprises, student fees, research, indirect cost recovery, and philanthropy to provide a comprehensive view of university finances. Under this model, tuition revenue and state appropriations are allocated in a way that provides schools and colleges with budgets reflecting their full range of revenue-generating activities and expenses and visualized through the educational equivalent of what might be called "profit-and-loss" statements. Provost Antony also discussed how faculty hiring is guided by enrollment trends, academic needs, and research opportunities, while noting that the past year saw more faculty separations than hires. He concluded with a brief overview of the Mason Core.

The Board approved the following ACTION ITEMS:

1. College of Education and Human Development Reorganization into 4 departments: 1) Department of Special Education and Disability Research; 2) Department of Teaching and Learning; 3) Department of Kinesiology, Sport, and Hospitality Management; and 4) Department of Counseling, Leadership, and Educational Sciences.
2. Renaming of the College of Science Department of Atmospheric, Oceanic, and Earth Sciences to the J. Shukla Department of Atmospheric, Oceanic, and Earth Sciences
3. Closed Degree Program: MS Taxation
4. Conferral of Emeritus/Emerita Status
5. Election of New Tenured Faculty

Finance and Land Use Committee
Executive Summary

- The Finance and Land Use Committee met on April 10th and was provided with the FY2025 Financial Report through February and an updated FY2026 University Budget.
    - Since the General Assembly had not yet finalized the FY 2026 Commonwealth budget, George Mason's budget included scenarios that encompass both potential Commonwealth budget outcomes.
    - Staff recommended 2.5% increases in both FY 2026 in-state tuition and in the FY 2026 Mandatory Student Fee.
    - After discussion, the Committee voted to approve a budget that did not increase in in-state tuition, but did include a 2.5% increase in out-of-state tuition and a 2.5% increase in student fees.

- The Committee voted to approve George Mason's Six-Year Capital Plan, which authorizes projects due for initiation in FY 2026 that only utilize Mason funding, as well as those being submitted to the Commonwealth for funding approval.

- The Committee voted to approve the annual Land Use Certification submission to the Commonwealth, with the significant changes from the last report being three easements on our campuses.

- The Committee also voted to approve a new Dominion Transmission Easement on the SciTech campus.

Executive Summary
Research Committee Meeting
May 1, 2025

Dr. Andre Marshall, Vice President for Research, Innovation & Economic Impact provided an overview of the recent Integrated Sensing and Advanced Communications workshop, conducted in partnership with the Department of Defense and National Science Foundation; and An update on the College of Science's $20M Landolt Space Mission. He also shared how the university is providing critical support in response to the Trump Administration's Executive Orders since January 20, 2025, and their impact on the university's portfolio. Vice President Marshall also gave an update of the support actions ORIEI is providing faculty as well as the impact the Trump Administration's Executive Orders are having on the university's portfolio.

Vice President Marshall's presentation was followed by a robust conversation regarding Board member concerns the Administration's Executive Orders is having on research, faculty, students, potential projects, and the university's R1 status. Vice President Marshall shared that the Grand Challenges Initiative began this time last year, with President Washington stating that it was important for the university to focus on areas that would likely receive funding. The Grand Challenges Initiative will be helpful during this time in funding cuts, Marshall said.