

**GEORGE MASON UNIVERSITY
BOARD OF VISITORS MEETING
Thursday, December 3, 2020**

AGENDA

7:45 a.m. – 8:15 a.m.	Executive Committee Meeting
8:30 a.m. – 9:20 a.m.	Development Committee Meeting
9:35 a.m. – 10:25 a.m.	Academic Programs, Diversity and University Community Committee Meeting
10:40 a.m. – 11:30 a.m.	Audit, Risk & Compliance Committee Meeting
11:45 a.m. – 12:35 p.m.	Research Committee Meeting
12:35 p.m. – 1:15 p.m.	<i>Lunch Break</i>
1:15 p.m. – 2:15 p.m.	Finance and Land Use Committee Meeting

BOARD OF VISITORS MEETING AGENDA

2:30 p.m.	I. Call to Order
2:30 p.m.	II. Public Comment
2:40 p.m.	III. Approval of the Minutes (ACTION ITEM) A. Full Board Meeting Minutes for October 1, 2020
2:40 p.m. – 2:50 p.m.	IV. Rector’s Report (ACTION ITEMS) A. Bylaw Revision – Board Staff Representative B. 2020-2021 Presidential Goals Approval
2:50 p.m. – 3:05 p.m.	V. President’s Report
3:05 p.m. – 3:10 p.m.	VI. Emergency Operations Plan Adoption (Julie Zobel) (ACTION ITEM)
3:10 p.m. – 3:20 p.m.	<i>Break</i>
	VII. Committee Reports
3:20 p.m. – 3:25 p.m.	A. Development Committee
3:25 p.m. – 3:30 p.m.	B. Academic Programs, Diversity and University Community Committee 1. Faculty Actions (ACTION ITEMS) a. Election of New Tenured Faculty b. Conferral of Emeritus/Emerita Status 2. Program Actions (ACTION ITEM) a. Program Name Change i. MED in Leadership and Human Development to MED in Education Leadership (CEHD)
3:30 p.m. – 3:35 p.m.	C. Audit, Risk & Compliance Committee

3:35 p.m. – 3:40 p.m.

D. Research Committee

3:40 p.m. – 3:45 p.m.

E. Finance and Land Use Committee

1. Financial Matters (**ACTION ITEM**)
 - a. Approval of Debt Restructuring
2. Capital Matters (**ACTION ITEMS**)
 - a. Approval of Schematic Design for Telecom Network Infrastructure Phase I
 - b. Approval of Schematic Design and Major Scope Change for Arlington Demolition

3:45 p.m. – 5:00 p.m.

VIII. Closed Session

- A. Public Contract (Code of VA: §2.2-3711.A.29)
- B. Personnel Matter (Code of VA: §2.2-3711.A.1)
- C. Consultation with Legal Counsel pertaining to actual or probable litigation (Code of VA: §2.2-3711.A.7)
- D. Consultation with Legal Counsel regarding specific legal matters requiring the provision of legal advice (Code of VA: §2.2-3711.A.8)

5:00 p.m.

IX. Adjournment

**GEORGE MASON UNIVERSITY
BOARD OF VISITORS
Executive Committee Meeting
Thursday, December 3, 2020**

AGENDA

- I. Call to Order**
- II. Public Comments**
- III. Approval of Minutes**
 - A. Executive Committee Meeting Minutes for October 1, 2020 (ACTION ITEM)**
- IV. Rector's Comments**
 - A. Bylaw Revision – Board Staff Representative (ACTION ITEM)**
- V. President's Comments**
- VI. Emergency Operations Plan Adoption**
- VII. Closed Session**
 - A. Public Contract (Code of VA: §2.2-3711.A.29)**
 - B. Personnel Matter (Code of VA: §2.2-3711.A.1)**
 - C. Consultation with Legal Counsel pertaining to actual or probable litigation (Code of VA: §2.2-3711.A.7)**
 - D. Consultation with Legal Counsel regarding specific legal matters requiring the provision of legal advice (Code of VA: §2.2-3711.A.8)**
- VIII. Adjournment**

EXECUTIVE COMMITTEE OF THE BOARD OF VISITORS GEORGE MASON UNIVERSITY

Meeting of October 1, 2020 DRAFT MINUTES

MEETING NOTE: Due to safety concerns associated with the COVID-19 pandemic, and in accordance with provisions in the 2020 Commonwealth Budget Bill General Provisions: § 4-0.01.g.1, the October 1, 2020 meeting of the Executive Committee of the Board of Visitors of George Mason University was held through electronic means. Committee members and university leadership met via Zoom videoconference. The session was streamed live via webcast for public viewing at <https://gmutv.gmu.edu/live-broadcast/>. An online form was posted on the Board of Visitors webpage (<https://bov.gmu.edu/>) to accept written public comments and registrations for verbal public comments. No submissions were received through the form. The full video recording of the Executive Committee Meeting may be accessed at <https://vimeo.com/gmutv/bovecm>.

PRESENT: Rector James Hazel, Vice Rector Horace Blackman, Secretary Simmi Bhuller, Visitor Ignacia Moreno and Visitor Denise Turner Roth.

ALSO, PRESENT: Shannon Davis, Faculty Representative; Lilianna Deveneau, Student Representative; Gregory Washington, President; Ken Walsh, Chief of Staff; Carol Kissal, Senior Vice President for Administration and Finance; Brian Walther, University Counsel; Matt Smith, Director of Accreditation, Sarah Hanbury, Secretary pro tem.

I. Call to Order

Rector Hazel called the meeting to order at 7:48 a.m.

II. Public Comment

There were no public comments submitted.

III. President's Comments

President Washington noted that great things have happened on campus and he is looking forward to discussing them in his report during the full board meeting that afternoon.

IV. Board Self-Evaluation

Dr. Matt Smith, Director of Accreditation at Mason provided an updated timeline that outlined where the board self-evaluation process began, the steps that have been completed and the steps moving forward (**ATTACHMENT 1**) as part of the new requirements from the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC). At the last meeting of the full board on July 31, 2020, Rector Hazel appointed Visitor Moss and Visitor Reagan to work with Dr. Smith to develop a proposal for a self-evaluation tool which they completed for this meeting in accordance with the provided timeline. Dr. Smith then presented a survey to propose for use as the Board's self-evaluation tool (**ATTACHMENT 2**). Vice Rector Blackman **MOVED**

that the Executive Committee approve the use of the George Mason University Board of Visitors self-evaluation survey. The motion was **SECONDED** by Secretary Bhuller. Rector Hazel opened the floor for discussion. There was none.

MOTION CARRIED UNANIMOUSLY BY ROLL CALL VOTE.

V. Closed Session

Vice Rector Blackman **MOVED** that the Executive Committee go into closed session under the provisions of Section 2.2-3711.A.29 to discuss a public contract relating to the Institute for Digital InnovAtion; Section 2.2-3711.A.3 to discuss acquisition or disposition of a real property in connection with the master plan; Section 2.2-3711.A.7, for consultation with legal counsel pertaining to actual or probable litigation including briefings on:

BH Fund, Inc. v. GMU and the GMU Foundation
Kashdan v. GMU
Radfar v. GMU
Moore v. GMU
Langert v. GMU et al.

and 2.2-3711.A.8 for consultation with legal counsel regarding specific legal matters requiring the provision of legal advice concerning the aforementioned items. The motion was **SECONDED** by Visitor Moreno. Rector Hazel opened the floor to discussion. Visitor Roth noted that she was going to recuse herself from the first item in closed session.

MOTION CARRIED UNANIMOUSLY BY ROLL CALL VOTE.

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

ALL COMMITTEE MEMBERS RESPONDED IN THE AFFIRMATIVE BY ROLL CALL.

VI. Adjournment

Rector Hazel called for any additional business to come before the Executive Committee. Hearing none, he adjourned the meeting at 8:07 a.m.

Prepared by:

A handwritten signature in cursive script, reading "Sarah Hanbury", enclosed in a thin black rectangular border.

Sarah Hanbury
Secretary pro tem

Attachment 1: Board Self-Evaluation: Update and Timeline

Attachment 2: George Mason University Board of Visitors Self-Evaluation Survey

BOARD SELF-EVALUATION: UPDATE AND TIMELINE

May 2020 Meeting

- Board Bylaws revised to include self-evaluation, helping to ensure compliance with new accreditation standard

July 2020 Annual Meeting

- Rector Hazel appoints two members of the Board to work with Matt Smith (Director of Accreditation) to develop a board self-evaluation tool proposal

August 2020

- Visitor Moss, Visitor Reagan, and Matt Smith develop a proposed self-evaluation survey

October 2020 Meeting

- Board to consider, revise as necessary, and adopt the evaluation tool.

November 2020

- Process for implementing the self-evaluation to be finalized
- Board input needed as to whether they would like assistance of Mason personnel in analyzing survey results

December 2020 Meeting

- Rector to advise the Board that the evaluation will be conducted in January 2021

January 2021

- Self-evaluation survey to be distributed to the full board; proposed window for completion is three weeks

Late January/Early February 2021

- Survey Data results to analyzed.

February 2021 Meeting

- Full board to discuss survey results in open session



**George Mason University Board of Visitors
Self-Evaluation Survey**

2020-2021

* 1. Individual Board Member Role

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Not Applicable or Do Not Have Experience
I have a clear sense of my responsibilities as a Board of Visitors (BOV) member	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The orientation I received provided the right level of information and helped me understand the BOV's processes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
I ensure appropriate time is spent preparing for each BOV meeting, including reviewing BOV materials in advance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I actively participate at BOV meetings and feel there are appropriate opportunities to express my views	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I believe that the tools used for accessing materials for board meetings are user-friendly, efficient, and appropriate.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I participate in fundraising activities, including personally contributing and supporting soliciting activities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Additional Comments

* 2. Board of Visitors Meetings

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Not Applicable or Do Not Have Experience
In general, the Board's time is well spent in meetings.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our time is appropriately spent on governance and not management.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Board gets the information it needs to make decisions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Board meetings have the appropriate balance of information-sharing, discussion, and decision making.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The BOV is appropriately involved in strategic planning and decision-making.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Adequate time is given to understanding the "downside" and impact of issues and decisions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Not Applicable or Do Not Have Experience
Every BOV member is given the opportunity to participate, and their voice is heard.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Board meetings are appropriately conducted in accordance with the requirements of the Freedom of Information Act (relating to discussion in closed session).

<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
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Board meetings include adequate opportunity to visit the campus and to view ongoing projects.

<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
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A climate of mutual trust exists between the Board and the University President.

<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
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The annual goal setting for the University President is effective, timely, and demonstrates appropriate collaboration.

<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
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Additional Comments

* 3. Board Standing Committees

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Not Applicable or Do Not Have Experience
The current committee structure of the Board is appropriate	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The amount of time spent in Committee meetings is adequate to the issues considered	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Presentations by staff are appropriate, timely, and succinct	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Adequate time is given for discussion and Q&A	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="text"/>						

I serve on the following standing committees: (select all that apply)

- Academic Programs, Diversity & University Community Committee (APDUC)
- Finance and Land Use Committee
- Audit, Risk, and Compliance Committee
- Development Committee
- Research Committee

[For each committee selected, the following questions will appear:]

I believe the following aspects of this committee and its work function well:

I believe the following aspects of this committee and its work are in need of improvement.

* 4. What do you believe are the top 2-3 strategic issues that warrant the Board of Visitors' attention over the next 12 months?

- New Academic Offerings
- Athletics
- Physical Plant Development (new buildings) Ensuring
- the Success of the New President Financial
- Sustainability
- Student Affairs
- Business Efficiency
- Faculty Productivity
- Long-Range Planning
- Campus Emergency Preparedness
- Anti-Racism, Diversity, and Inclusive Excellence

Other (please specify)

5. How might the effectiveness of the Board be enhanced?

6. What issues or areas of discussion should be eliminated?

7. What issues or areas of discussion should be added?

8. On what issues or areas do you require more information?

9. Is there anything we can do as a Board to make our work more effective?

10. Any additional comments or suggestions?

DRAFT

**Resolution: Revisions to the Bylaws of the Board of Visitors of George Mason University
Relating to Appointment of Staff Liaison to the Board**

WHEREAS, the Board of Visitors wishes to amend its Bylaws regarding the appointment of a staff liaison to the Board;

NOW, THEREFORE, be it resolved:

1. A new paragraph 6. is added to Board of Visitors Bylaws Article II, to read as follows:

“6. The Board appoints the standing Chair of the Mason Staff Senate to serve as a non-voting advisory staff liaison to the Board. The staff liaison may participate in all full meetings of the Board and committee meetings, and may attend closed sessions by invitation at the discretion of the Rector or the respective committee chair.”

2. This resolution shall take effect immediately.

Adopted: December 3, 2020

James W. Hazel
Rector
Board of Visitors
George Mason University

Emergency Operations Plan - Review & Adoption

- Adopted and approved by BOV
 - Required by Code of Virginia Chapter § 23-9.2:9
 - Last approved October 13, 2016

Emergency Operations Plan Framework and Update

- Framework has been used for pandemic response
 - Inclusive of new roles and responsibilities
 - Point of contact in coordinating all response to potential emergencies
 - Documented procedures for event/function response
- Update to include new membership and expansion of groups
 - New executive council members
 - Emergency Management Executive Committee (augmented with pandemic-related expertise)
 - Emergency Operations Group (additional members/units added for depth per unit and units that have a role in pandemic-related work)

ITEM NUMBER IV:

Adoption of the Emergency Operations Plan

PURPOSE OF ITEM:

To formally adopt the university's Emergency Operations Plan (EOP) as required by the Code of Virginia. The EOP outlines the response framework and procedures that will be followed during an emergency or disaster to protect public health, safety, property; and assist institutional recovery.

BRIEF NARRATIVE:

The Code of Virginia requires that each public institution of higher education shall develop, adopt, and keep current a written crisis and emergency management plan; and every four years, each institution shall conduct a comprehensive review and revision of its crisis and emergency management plan to ensure the plan remains current; and the revised plan shall be adopted formally by the Board of Visitors or other governing body.

STAFF RECOMMENDATION:

Staff recommends Board approval.

George Mason University
Board of Visitors Emergency Operations Plan Statement of Adoption

WHEREAS, the Board of Visitors of George Mason University is concerned with the health and well-being of its students, faculty and staff and desires that the best possible emergency service be available to them; and, the President is concerned with the health and well-being of its students, faculty and staff and desires that the best possible emergency service be available to them; and

WHEREAS, the §23-9.2:9 of the Code of Virginia requires that any public institution of higher education shall develop, adopt, and keep current a written crisis and emergency management plan; and every four years, each institution shall conduct a comprehensive review and revision of its crisis and emergency management plan to ensure the plan remains current, and the revised plan shall be adopted formally by the Board of Visitors or other governing body. Such review shall also be certified in writing to the Department of Emergency Management; and

WHEREAS, such a plan has been developed by George Mason University's Environmental Health and Safety Office in coordination with the Virginia Department of Emergency Management and regional emergency management agencies.

NOW THEREFORE BE IT RESOLVED that the Board of Visitors of George Mason University, on this 3rd day of December, 2020, does hereby officially adopt George Mason University's *Emergency Operations Plan*, to include plans and procedures for both natural and human caused disasters.

We, Mr. James Hazel and Mr. Horace Blackman, do hereby certify that the foregoing writing is a true, correct copy of a resolution unanimously adopted by the Board of Visitors of George Mason University at a meeting held on this 3rd day of December, 2020.

James W. Hazel
Rector
Board of Visitors
George Mason University

Date



Emergency Operations Plan


Environmental Health & Safety Office

October 2020

Foreword

The Code of Virginia Chapter 23-9.2:9 requires all public institutions of higher education to develop, adopt, and maintain a written crisis and emergency management plan. George Mason University's *Emergency Operations Plan* (EOP) satisfies this requirement and outlines the response framework and procedures that will be followed during an emergency or disaster to protect public health, safety, property, the environment; and assist institutional recovery. The *President* and *Senior Vice President for Administration and Finance* must annually (i) review the institution's crisis and emergency management plan; (ii) certify in writing that the *President* and *Senior Vice President for Administration and Finance* have reviewed the plan; and (iii) make recommendations to the institution for appropriate changes to the plan.

This EOP is a collaborative effort between the Environmental Health & Safety Office (EHS) within Safety, Emergency, & Enterprise Risk Management (SEERM), Department of Police and Public Safety, and the various units identified in the Emergency Support Function (ESF) annexes. The EOP outlines the organization, procedures, and responsibilities for university personnel responding to all emergencies that occur on George Mason University property, leased spaces, or region that impact the operation of the university. This EOP supersedes any previous/existing versions of the EOP.



Gregory Washington
President
George Mason University

11/23/2020

Date



Carol Kissal
Senior Vice President for Administration and Finance
George Mason University

11/20/2020

Date

Document History

Version	Date	Comments	Reviewed By
1	October, 2011	Initial <i>Emergency Operations Plan</i>	<i>Director of Emergency Management and Fire Safety</i>
2	May, 2012	4 Year Governing Body Adoption	Board of Visitors, George Mason University
3	March, 2013	Annual Review and Approval	<i>President, Senior Vice President, Chief of Staff, Assistant Vice President Environmental Health & Safety, and Director of Emergency Management and Fire Safety</i>
4	February, 2014	Annual Review and Approval	<i>President, Senior Vice President, Chief of Staff, Assistant Vice President Environmental Health & Safety, and Director of Emergency Management and Fire Safety</i>
5	May, 2015	Annual Review and Approval	<i>President, Senior Vice President, Assistant Vice President Safety, Emergency, and Enterprise Risk Management, and Director of Safety and Emergency Management</i>
6	May, 2016	Annual Review and Approval	<i>President, Senior Vice President, Assistant Vice President Safety, Emergency, and Enterprise Risk Management, Director of Safety and Emergency Management</i>
7	October, 2016	4 Year Governing Body Adoption	Board of Visitors, George Mason University
8	March, 2017	Annual Review and Approval	<i>President, Senior Vice President, Assistant Vice President for Safety, Emergency, and Enterprise Risk Management, Executive Director of Safety and Emergency Management</i>
9	February, 2018	Annual Review and Approval	<i>President, Senior Vice President, Assistant Vice President for Safety, Emergency, and Enterprise Risk Management, Executive Director of Safety and Emergency Management</i>
10	March, 2019	Annual Review and Approval	<i>President, Senior Vice President, Assistant Vice President for Safety, Emergency, and Enterprise Risk Management, and Executive Director of Safety and Emergency Management</i>

11	April, 2020	Annual Review and Approval	<i>President, Senior Vice President, Assistant Vice President for Safety, Emergency, and Enterprise Risk Management, and Executive Director of Safety and Emergency Management</i>
12	TBD, 2020	4 Year Governing Body Adoption	Board of Visitors, George Mason University

This *Emergency Operations Plan* is reviewed annually and amended as necessary and when:

- The Virginia Department of Emergency Management (VDEM) or the Federal Emergency Management Agency (FEMA) revises procedures related to emergency operations plans; or
- The plan is implemented or practiced, and deficiencies are identified; or
- Whenever significant changes to the university, staff, or procedures occur which impact the directives and procedures identified in this plan.

All revisions to this *Emergency Operations Plan* are shared with the various parties identified in this document as appropriate.

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Acronyms

EHS	Environmental Health and Safety Office
EMEC	Emergency Management Executive Committee
EOC	Emergency Operations Center
EOG	Emergency Operations Group
EOP	Emergency Operations Plan
ESF	Emergency Support Functions
ICS	Incident Command System
SEERM	Safety, Emergency, & Enterprise Risk Management
VDEM	Virginia Department of Emergency Management

1.0 Purpose

The purpose of this Emergency Operations Plan (EOP) is to provide direction and structure for the various units, individuals and functions that may be necessary to respond to emergencies that impact George Mason University. This EOP establishes the emergency structure necessary to direct and control operations during an emergency situation and assigns responsibilities and roles to specific university units and individuals. Efficient implementation of this EOP can provide clear direction, establish responsibilities, and define continuity of control for university officials and regional partners.

This EOP is supported by Emergency Support Functions (ESF) that outline function-specific roles, assets, and plans that are utilized individually or collectively, as necessary, to mitigate or respond to an emergency. ESF will be activated when necessary depending upon the nature of the emergency and resources required. EOP Annexes document procedures will be followed to coordinate response activities. This EOP is designed in accordance with the *National Response Framework* to ensure consistency and interoperability with regional and state emergency operations plans.

1.1 Scope

This EOP applies to all George Mason University employees (to include contractors), students, volunteers, visitors, property, and activities. During emergencies that impact the surrounding community, the university will cooperate with all federal, state, and local officials/agencies and coordinate emergency response activities as necessary.

An emergency is defined as an event that disrupts the standard operations of the university or activities of employees, contractors, students, volunteers, and visitors. Emergencies vary in impact and nature and will be managed on a case by case basis or as deemed appropriate by the Executive Council, Emergency Operations Group (EOG), or Incident Commander.

1.2 Assumptions

The following assumptions have been made for the purposes of creating this EOP:

- An adequate number of personnel identified within this EOP will be available and able to reach the incident scene, Emergency Operations Center (EOC), designated work location as appropriate to their function, or be available virtually collaborate with the EOG.
- All incidents will be managed by the university or will be jointly managed by the appropriate university official(s), local emergency response agencies, state agencies, and federal agencies.
- Federal, state, and local resources will be available upon request or within a reasonable time period.
- George Mason University and all external emergency response or state agencies responding to emergencies will utilize the Incident Command System (ICS) to manage the incident scene.

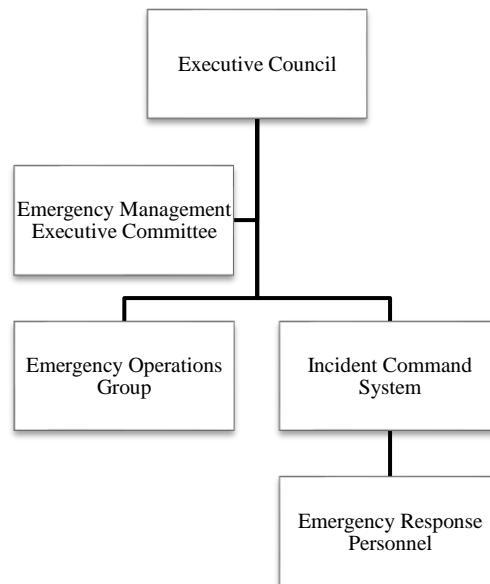
- University units will develop and maintain unit-specific emergency response plans and procedures as necessary or appropriate to support this EOP and associated ESF.
- University leaders and department heads (or their designees) will be available to review and approve response strategies, changes to university operations or operating schedule, and coordinate the dissemination of information critical to emergency response strategies.
- Cooperation between employees (to include contractors), students, volunteers, and visitors will occur.

In the event that these assumptions are not met, it is expected that alternate arrangements will be pursued to satisfy the objectives of this EOP.

2.0 Roles and Responsibilities

The units, committees, and individuals identified below are assigned specific roles and responsibilities to implement this EOP; respective roles and responsibilities for each are outlined below and are further defined in *ESF #5 Emergency Management*. George Mason University’s emergency operations organizational structure is as follows.

Figure 1. Emergency Operations Organization Structure



2.1

Executive Council

The *President* is responsible for appointing members to the Executive Council and providing guidance to the university in times of crisis. The Executive Council maintains situational awareness and participates in establishing recovery priorities when necessary. The Executive Council will convene at the request of the *President* or Executive Council Member to participate in or review recovery efforts, establish recovery policies, and provide guidance on current policies. The Executive Council is comprised of the following positions:

- *President*
- *Provost and Executive Vice President*
- *Senior Vice President for Administration and Finance*
- *Chief of Staff and Vice President for Strategic Initiatives*
- *Vice President for Academic Innovation and New Ventures*
- *Vice President for Compliance, Diversity, and Ethics*
- *Vice President for Enrollment Management*
- *Vice President for Finance*
- *Vice President for Government and Community Relations*
- *Vice President for Human Resources and Payroll*
- *Vice President for Research, Innovation, and Economic Impact*
- *Vice President for University Advancement and Alumni Relations, President of George Mason University Foundation*
- *Vice President for University Life*
- *Assistant Vice President/Director for Intercollegiate Athletics*
- *Associate Vice President for Strategic Planning and Budgeting*
- *Vice President for Strategic Communications and Marketing*
- *Dean Schar School of Policy and Government*
- *Dean Volgenau School of Engineering*
- *Director of Presidential Administration*

2.2 Emergency Management Executive Committee

The Emergency Management Executive Committee (EMEC) is responsible for providing broad oversight of emergency planning. EMEC fosters a cohesive approach to the management and coordination of emergency planning efforts for all hazards that can be reasonably expected to impact university operations. EMEC provides support and guidance to the Executive Council at the request of the *President*. Senior administrators in the following positions at George Mason University are appointed by the *President* as ex officio members:

- *Vice President for University Life*
- *Vice President for Information Technology Services and Chief Information Officer*
- *Vice President for Human Resources and Payroll*
- *Associate Provost for Academic Administration*
- *Assistant Vice President for Safety, Emergency, and Enterprise Risk Management (Chair)*
- *Assistant Vice President for Police and Public Safety*
- *Assistant Chief of Police*
- *Executive Director of Safety and Emergency Management*
- *Director of Risk Management*
- *Director of Strategic Communications*
- *Assistant Director of Fire Safety and Emergency Management (non-voting)*
- *Executive Assistant SEERM (non-voting)*

Additional university administrators, faculty, or staff will participate as requested by the Chair to speak to specific subjects for which they have oversight or expertise. The *President* charges EMEC to:

- Prioritize the development of emergency plans and emergency preparedness activities.
- Establish emergency preparedness policies for the university.
- Review and provide guidance for university-wide emergency plans so that planning efforts throughout the university are consistent and designed in accordance with federal and state guidance.
- Engage the units under their supervision such that each participates in emergency management efforts commensurate with the hazards and responsibilities associated with their role at George Mason University.
- Appoint employees under their supervision to participate in emergency management efforts commensurate with the hazards associated with their role at George Mason University.
- Set policy and oversee the use of emergency messaging and notification tools.

2.3 Emergency Operations Group

The EOG is comprised of representatives from key university units that have resources and/or knowledge that are necessary to help the university prepare for, mitigate against, respond to, and recover from an emergency. EOG units and EOG responsibilities are documented in the *George Mason University Emergency Operations Group Charter*. EOG units are:

- Business Services
- Communications and Marketing
- Campus Recreation
- Department of Police and Public Safety
- Environmental Health and Safety
- Facilities Administration
- Fiscal Services
- Housing and Residence Life
- Human Resources and Payroll
- Information Technology Services
- Intercollegiate Athletics
- Office of the Provost and Executive Vice President
- Office of Research
- Parking and Transportation
- Regional Campuses
- Risk Management
- Student Health Services
- University Events
- University Life

EOG units are provided opportunities to participate in the development and revision of existing emergency plans, coordinate university response activities, and serve on working groups for emergency planning and management. During an emergency, other university units are included in the EOG depending on the scope of the emergency. This structure ensures that units participate in the planning process and are familiar with emergency operation plans. Specific responsibilities of the EOG are:

- Participate in quarterly meetings and EOG exercises.
- Contribute unit specific policies and plans to university emergency response plans.
- Ensure that personnel are identified to staff the EOG in their absence.
- Ensure that equipment, resources, and plans are provided for or accessible from the EOC.

- Review and provide input on emergency response plans and policies that pertain to their unit's activities.
- Assist in efforts to prepare for, mitigate against, respond to, and recover from emergencies or major events.
- Facilitate or coordinate the development, implementation, and maintenance of ESF assigned to the unit.

2.4 Incident Commander

The Incident Commander(s) is responsible for overall incident management at the scene of the incident. The Incident Commander will be the senior official (university or otherwise) with the knowledge, skills, and expertise necessary to effectively manage an incident. Incident Command and transfer of command will be conducted in accordance with ICS principals. Specific responsibilities are:

- Ensure clear authority and knowledge of agency policies.
- Ensure incident safety for emergency responders.
- Establish immediate priorities and incident objectives.
- Establish the ICS organizational structure.
- Ensure continuous monitoring of emergency operations.
- Approve and implement the Incident Action Plan.
- Coordinate the activities of the ICS Command and General Staff.
- Approve requests for additional resources or for the release of resources.
- Approve the use of participants, volunteers, and auxiliary personnel.
- Authorize the release of information related to the incident.
- Order demobilization of the incident when appropriate.
- Ensure communication with the Executive Council and the EOC are maintained.
- Maintain training necessary and relevant to the Incident Commander position.
- Activate the EOC when necessary and advise emergency response activities.
- Participate in ICS training as outlined in Section 6.0.

The roles, responsibilities, and functional duties of required ICS Command Staff are detailed in *ESF #5 – Emergency Management*. The Incident Commander, or their designee has authority to assign ICS roles, responsibilities, and functional duties on a discretionary basis, based on operational needs.

2.5 Environmental Health and Safety Office

Institutional emergency preparedness and response is a function within the Environmental Health and Safety Office (EHS). The Emergency Management group within EHS has the following responsibilities:

- Serve as Incident Commander as dictated by the circumstances of the emergency situation and expertise.

- Immediately advise the *Senior Vice President for Administration and Finance* other members of the Executive Council as necessary when elements of this EOP or an ESF are implemented.
- Contact and coordinate with all units and individuals necessary to implement the EOP.
- Identify and provide designated employees and resources necessary to support EOP strategies.
- Edit, revise, and update this EOP and relevant ESF as necessary.
- Conduct table-top and functional exercises as needed or required by the VDEM.
- Participate in regional meetings regarding the design, modification, and activation of emergency response plans.
- Establish Memoranda of Understanding with local jurisdictions, agencies, and institutions as necessary to execute EOP operations.
- Confirm that actions required by EOP are carried out.
- The *Assistant Vice President for Safety, Emergency, and Enterprise Risk Management*, or appointed designee(s), will serve as liaison and advisor to the Executive Council and advise the Executive Council on emergency preparedness and response strategies.
- Manage the EOC, including staff that assumes the EOC Manager position.
- Provide all necessary equipment and supplies to operate the EOC.
- Review and obtain approval from the *President* and *Senior Vice President for Administration and Finance* for this EOP annually.
- Submit approved EOP to VDEM as required.
- Activate the EOC when necessary and advise emergency response activities.
- Participate in ICS training as outlined in Section 6.0.

2.6 Department of Police and Public Safety

Department of Police and Public Safety are accredited by the Commission on Accreditation for Law Enforcement Agencies. Department of Police and Public Safety are state certified police officers empowered to enforce all state and local laws on all George Mason University property and possess the authority to make arrests and carry firearms. Police officers are trained in emergency first aid, criminal law, criminal investigation, defensive tactics, crime prevention, use of firearms, sexual assault victim counseling, crisis intervention, crowd control, and enforcement of traffic regulations. Specific responsibilities of Department of Police and Public Safety are:

- Serve as the primary Incident Commander as dictated by the circumstances of the emergency situation and expertise.
- Respond to criminal incidents that occur on university and adjacent properties.
- Provide law enforcement and security to the university community.
- Maintain mutual aid agreements with federal, state, and local law enforcement agencies as appropriate.
- Participate in the collection and distribution of information related to an emergency to the appropriate university officials and administrators.
- The *Chief of Police & Assistant Vice President for Police and Public Safety*, or appointed designee(s), will serve as liaison and advisor to the Executive Council and EOC
- Coordinate emergency response activities with EHS, EOC, and the Executive Council as necessary.

- Activate the EOC when necessary and advise emergency response activities.
- Participate in ICS training as outlined in Section 6.0.

2.7 University Emergency Contact List

The *University Emergency Contact List* is maintained by EHS and contains contact information for key university officials. The *University Emergency Contact List* provides approximately three emergency contacts for each key unit identified on the list. This list is maintained on a remote offsite secure website which is available to listed EOG members both on campus and off campus through the university's Blackboard Learning Management website (www.mymason.gmu.edu). This list is used to notify, communicate with, or convene individuals during an emergency. Individuals identified on the *University Emergency Contact List* are expected to provide or disseminate information as necessary to their unit and assist emergency response personnel when appropriate.

2.8 Emergency Response Personnel

All emergency response personnel are expected to observe ICS guidelines and organize their response efforts accordingly. Department of Police and Public Safety, EOC, or the Incident Commander will notify local emergency service agencies (i.e., law enforcement, fire and rescue, health department, Federal Bureau of Investigations, etc.) and request assistance during an emergency event if necessary. All university personnel expected to assume a role within the ICS structure are subject to the training requirements outlined in Section 6.0 and commensurate with the position that they assume.

2.9 Designated Employees

University Policy 1137: Designated Employees and the Commonwealth of Virginia Department of Human Resource Management Policy 1.35 states that designated employees are employees who are required to work during an authorized closing because their positions have been designated by their agencies as essential to agency operations during emergencies. Designated employees are employees assigned to positions identified by their supervisor and/or department head as necessary to the maintenance of operations and services to the university. Designated employees may be required to work during inclement weather or emergency conditions in order to perform security functions, maintenance, support university operations, or provide other necessary services. All employees identified by position in the university or department/unit emergency plans (e.g., *Continuity of Operations Plan*, and department specific emergency plans) are considered designated employees.

3.0 Emergency Support Functions

ESF's are function-specific plans that identify university units responsible for operations necessary to respond to or recover from an emergency. Each ESF is assigned a lead unit and supported by additional units as appropriate. A supporting unit(s) may not be appropriate in some cases due to the nature of the function. See *Table 1, ESF Coordinating Units* for a list of units assigned to each ESF.

Table 1. ESF Coordinating Units

	ESF 1 - Transportation	ESF 2 - Communications Infrastructure	ESF 3 - Public Works & Infrastructure	ESF 4 - Firefighting	ESF 5 - Emergency Management	ESF 6 - Mass Care, Housing, Human Serv.	ESF 7 - Resource Support	ESF 8 - Public Health & Medical Services	ESF 9 - Search & Rescue	ESF 10 - Hazardous Materials Response	ESF 11 - Research Animal Care	ESF 12 - Energy and Utilities	ESF 13 - Public Safety & Security	ESF 14 - Long-Term Reconstitution	ESF 15 - Community & Media Affairs	ESF 16 - Employee Support	ESF 17 - Donations & Volunteer Mgmt.	
Business Services						S						See ESF #3 Public Works & Engineering						
Communications and Marketing																P		
Campus Recreation						S												
Department of Police and Public Safety	S	S		S	S				S	S				P		S		
Environmental Health & Safety		S		S	P		P			P	P			S	P	S		P
Facilities Management/Administration	S		P															
Fiscal Services*							S											
Human Resources and Payroll																S	P	
Information Technology Services		P																
Intercollegiate Athletics																S		
Housing and Residence Life						S												
Parking and Transportation	P																	
Regional Campuses					S													
Research and Economic Development*											S							
Office of the Provost and Executive Vice President																S		
Student Health Services						S		P										
University Advancement & Alumni Affairs*																		S
University Events						S	S								S		S	
University Life						P										S		

KEY: P = Primary unit responsible for ESF S= Support unit to ESF

* Unit is not represented in the EOG but will be called to assist upon activation of the ESF the unit supports

4.0 Concept of Operations

Due to the complex nature of emergencies, multiple responses may occur simultaneously, at different priority levels, however, the Incident Commander, Executive Council, and EOG will determine response priorities. The following procedures will be followed when this EOP is implemented. The primary purpose of actions taken before, during, and after an emergency, is to protect life, preserve safety, and mitigate damage to property. When this EOP is activated, *ESF #5 Emergency Management*, which outlines the process and responsibilities of the individuals, units, and committees identified in this EOP, will be activated simultaneously. Under most circumstances, the EOC will be activated whenever the EOP is activated to support the directives and strategies provided by EOG members or the Executive Council and to provide support to the Incident Commander.

4.1 Emergency Operation Plan Activation

In the event of an emergency, the *President*, his designee, a member of the Executive Council, Department of Police and Public Safety, the Incident Commander, or EHS may activate this EOP. Potential causes for activation include:

- A coordinated effort by multiple university units is necessary to prepare for, mitigate against, respond to, or recover from a potential or current emergency.
- An imminent hazard or threat that has or has the potential to impact George Mason University campuses, sites, centers, employees, contractors, students, volunteers, and visitors.
- A state of emergency is declared and one or more of George Mason University's campuses, sites, centers, or university activity are in the area impacted by the declaration.
- An incident occurs on any campus of George Mason University that requires coordination or support from local, state or federal agencies that exceeds routine ICS procedures.
- An imminent threat to public safety or health exists.
- One or more university ESF are activated by the EOG.
- An emergency or disaster affects surrounding jurisdictions, which may require the support of George Mason University response resources.
- The EOP structure is necessary to control a planned major event.

4.2 Notification/Activation Stage

Notification of an emergency will be made in accordance with *ESF #5 Emergency Management*, *ESF #15 Community and Media Affairs*, and *EOP Crisis Communications Plan Annex*. Upon awareness of an emergency that warrants the activation of this EOP, the following steps will be taken.

1. EHS or Department of Police and Public Safety notify the university community (ESF #15).
2. EHS or Department of Police and Public Safety notify the *Senior Vice President for Administration and Finance* and other members of the Executive Council as necessary.

3. EHS, Department of Police and Public Safety, or *Senior Vice President for Administration and Finance* convenes the Executive Council (ESF #5).
4. EHS, Department of Police and Public Safety, or Executive Council convenes the EOG and activates the EOC (ESF #5).
5. *EOC Manager* will activate additional ESF as necessary (ESF #5)

With the approval of the *President*, the *Chief of Staff* or designee, will notify the *Rector* of the Board of Visitors of the action being taken and a recommendation as to what statement or actions, if any, the *Rector* should or could make. The *Chief of Staff* or if so designated the *Senior Vice President for Administration and Finance* or *Provost and Executive Vice President*, is responsible for ensuring that the *Rector* and Visitors receive any public statement related to the crisis prior to or at the same time as its public release or announcement. Strategic Communications will coordinate the distribution of any public statement made by the *Rector* or any Visitors. In a crisis or emergency involving the *President*, and the *Chief of Staff*, or in their absence, the *Senior Vice President for Administration and Finance* or *Provost and Executive Vice President*, will be responsible for immediately advising the *Rector* and keeping the *Rector* and the Visitors informed throughout the duration of the crisis.

4.3 Mobilization Stage

The mobilization stage is defined as the initial set of actions taken to bring the necessary individuals and resources to bear upon an emergency. During the initial phases of emergency response, the following will occur:

1. The Incident Commander will organize the individuals under their command in accordance with ICS guidance.
2. EHS will oversee the mobilization of EOG and activate the EOC if necessary and provide an initial briefing of the situation and guidance on activating additional ESF to the EOC.
3. The EOG Manager will notify additional university officials, using the *University Emergency Contact List*, and regulatory agencies as necessary.

4.4 Emergency Operations and Response Stage

The emergency operations and response stage is the period during which response efforts are ongoing and actions are taken to eliminate, mitigate, or attempt to control the impact of an emergency. This stage may span from hours to days depending upon the severity of the emergency. The following events occur during the emergency operations and response stage:

- Incident Command will follow ICS protocols and develop Incident Action Plans for each operational period as necessary.
- The EOG will staff the EOC continuously or meet periodically to support on scene emergency response operations.
- The EOG will coordinate institutional response to all conditions, matters, and concerns outside of the immediate incident scene and coordinate support to the incident scene as necessary and/or at the request of the Incident Commander.

- Additional resources will be acquired and distributed by the EOG to the Incident Commander or university units impacted by the emergency as necessary to assist in mobilizing individuals in accordance with response procedures.
- The EOG will implement and coordinate additional documented or ad hoc plans and procedures as necessary.
- The EOG in coordination with the Incident Commander will provide routine updates to the Executive Council and university community as necessary.
- The Executive Council will meet as necessary to review response strategies and adjust university activities or the operating schedule as deemed appropriate.
- University Communications and Marketing will oversee the creation and distribution of emergency statements and communications in accordance with *ESF #15 Community and Media Affairs* and *Crisis Communications Annex*.
- Requests for assistance for state and local agencies will be made by the Incident Commander and/or EOG as necessary.
- Records of response actions are maintained throughout the response phase by Incident Command and the EOG.

4.5 Recovery Stage

The recovery stage is the period that follows shortly after the response stage is initiated and encompasses the actions taken to resume normal operations. During the recovery stage:

- The Incident Commander continues to support response and recovery operations in accordance with ICS guidance.
- The EOC remains operational and the EOG provides support to Incident Command, individuals, university units, or university community members that are impacted by the emergency.
- Activities necessary to support the health and safety of the university community are initiated and include, but are not limited to, community assistance centers (University Life and Human Resources and Payroll) and activation of the university's *Continuity of Operations Plan*.
- Modification of university activities and academic schedules are made as necessary and at the direction of the Executive Council.
- Public outreach efforts are made to inform the university community of response actions taken, of modifications made to university activities and schedules, and to solicit assistance from volunteer organizations if necessary.

4.6 Demobilization Stage

The demobilization stage is the period during which assets, individuals, and facilities return to normal operations. Once incident objectives are completed, the EOG assists the Incident Command in demobilizing resources. Executive Council and university units will be notified by the EOG of demobilization activities affecting their activities as necessary.

5.0 After Action

All situational reports, financial documents related to emergency response expenditures and after-action reports will be submitted to the *Executive Director of Safety and Emergency Management*. These reports and documents will be used to create after action reports, archived for federal and state public assistance reimbursement programs, and utilized to make emergency management program improvements. Modifications to university facilities, emergency response plans, procedures, policies, and activities will be made as necessary according to the recommendations of the EOG and Executive Council.

6.0 Incident Command System

During emergencies, George Mason University emergency response personnel and external emergency response agencies will utilize ICS to coordinate emergency response activities. The first university official trained in ICS to arrive on the scene of the incident assumes the role of Incident Commander until they are relieved by a more competent or senior ICS trained university or emergency response official. The Incident Commander may be a non-university public/federal official in which case the university will establish unified command or assume a role(s) within the ICS structure as directed by the Incident Commander(s). Table 2 outlines the individuals, units, and committees required to participate in ICS training in accordance with ICS guidelines.

Table 2. ICS Training Requirements

Training	EHS	Department of Police and Public Safety	Incident Commander	EOG Manager
ICS 100.HE	x	x	x	x
ICS 200.b	x	x	x	x
ICS 300			x	x
ICS 400			x	x
ICS 700.a	x	x	x	x
ICS 800.b			x	x

7.0 Request for Assistance

The severity and scope of an emergency may require the university to seek federal, state, or local assistance. Memoranda of Understanding, mutual aid agreements, and requests for assistance are executed and maintained as necessary.

7.1 Local Assistance

Requests for local assistance will be issued by the Incident Commander or the EOC Manager. Requests for assistance will first be made to the adjacent city or county and then to the VDEM in accordance with VDEM guidance.

7.2 State Assistance

All requests for state assistance must first be made to the local jurisdiction during regional emergencies. Upon activation of state mandated plans (i.e., *State Managed Shelter Plan* and *Transfer Point Plans*) requests may be made directly to the State EOC, regional VDEM representative, or other established channel by the EOC Manager or Incident Commander.

The EOC Manager or Department of Police and Public Safety will notify the Department of Criminal Justice Services and the Virginia Criminal Injuries Compensation Fund to initiate the immediate deployment of assistance to victims of an emergency, if needed, in accordance with the Code of Virginia Chapter 23-9.2:9.

7.3 Federal Assistance

During state-wide or regional emergencies, the response capacity of university, local, and state agencies may be exceeded. In such cases, the *Governor of the Commonwealth of Virginia* may request Federal assistance. In extreme cases, the *President of the United States* may make an emergency declaration, marshaling federal resources to respond to an emergency.

8.0 University Community Preparedness and Planning

EHS provides information, guidance, and training to facilitate department and unit planning and preparation for emergencies. The following programs and information are made available to the university community to assist in responding to emergencies:

- Training on how to respond to foreseeable emergencies;
- Active Treat Awareness and Prevention video (on-line);
- Public safety mobile application (RAVE Guardian);
- Training in emergency response procedures for Housing and Residence Life personnel;
- Posted building evacuation maps with primary and secondary evacuation routes, fire extinguishers, pull stations, and designated assembly areas;
- Posted severe weather shelter area signage;
- Emergency preparedness and response information on university websites www.ready.gmu.edu;
- Quick reference materials (e.g. Emergency Preparedness Guidebooks, emergency procedure posters) outlining emergency procedures for the most likely emergency scenarios;
- *Emergency Preparedness Guides*;
- Annual Statewide Tornado Drill and Earthquake Drill;
- Fire and emergency evacuation drills; and
- Departmental training and emergency response exercises upon request.

EHS conducts table-top and functional exercises with key university units, members of the Executive Council and members of the EOG. Routine meetings are also held with EMEC and the EOG to discuss and update current emergency management policies and procedures. Department

of Police and Public Safety conducts routine training to respond to emergencies and coordinate major events using ICS. The university conducts at least one functional exercise per year in accordance with the Code of Virginia § 23-9.2:9. (C).

8.1 Emergency Response Plans

George Mason University maintains emergency response plans to respond to potential emergencies in accordance with state and federal regulations. Each plan addresses a specific hazard or threat and provides guidance on appropriate notification, mitigation, response, recovery, and reporting actions. Copies of each plan are maintained on the Emergency Management organization on Blackboard Learning Management System. Plans are referenced in the appropriate ESF as necessary and include, but are not limited to:

- *Biomedical Research Laboratory Incident Response Plan and Department of Transportation Hazardous Materials Security Plan*
- *Continuity of Operations Plan*
- *Communicable Disease Plan*
- *Community Assistance Plan*
- *Department of Police and Public Safety Standing Orders*
- *Emergency Operations Plan*
- Function or activity specific plans created by university units
- *George Mason University Korea Emergency Operations Plan*
- *Hazard Mitigation Plan*
- *Integrated Contingency Plans*
- *International Travel Emergency Operations Plan*
- *State Managed Shelter Plan*
- *Transfer Point Plans*
- *University Camps Emergency Operations Plans*

8.2 EOP Functional Annexes

In accordance with suggestions from the Department of Education regarding high quality EOP for institutions of higher education, this EOP is supported by functional annexes that outline strategies for managing various situations that are associated with this EOP. Functional annexes to this EOP are:

- Building Closure Procedures Annex
- Campus Evacuation Annex
- Campus Shelter Annex
- Crisis Communications Annex
- Disruption to University Events Annex
- Financial Management Annex
- Functional Needs Annex
- Inclement Weather Emergency Closure Procedures Annex
- Political and No Notice Large Events Management Annex
- Recovery Annex

- Student and Employee Death Notification Procedures Annex

8.3 Unit and Department Plans

Each university unit or department is expected to maintain plans to respond to emergencies as they deem necessary or as directed by the Executive Council or state regulations.

9.0 Emergency Equipment and Supplies

Lists of emergency supplies are provided in university-wide emergency plans, documented in ESF, and required in unit-specific emergency plans and procedures. Refer to individual plans for inventory of emergency supplies.

10.0 Plan Development and Maintenance

This EOP is reviewed annually and amended as necessary in accordance with state regulations (Table 3) and when:

- VDEM or the Office of Commonwealth Preparedness revises procedures, standards, or content related to the EOP; or
- The university, its stakeholders, or external agencies identify areas for improvement; or
- The EOP is implemented or practiced and deficiencies are identified; or
- Significant changes to the university, staff, or institutional processes which impact the directives and procedures identified in this EOP.

All revisions to this EOP will be shared with the various parties identified in this document as appropriate. A formal review of this EOP and letter of acceptance must be provided by the Board of Visitors and submitted to the VDEM every four years.

Table 3. Emergency Operations Plan Review and Submission Requirements

Code	Review Frequency	Adopted/Accepted By:	Submit to:
Code of Virginia § 23-9.2:9. (A)	Initially	Board of Visitors or "Governing Body"	Virginia Department of Emergency Management
Code of Virginia § 23-9.2:9. (B)	Every Four Years	Board of Visitors or "Governing Body"	
Code of Virginia § 23-9.2:9. (C)	Annually	President and Senior Vice President for Administration and Finance	
Code of Virginia § 44-146.18 (B)(12)	Annually	Executive Director of Safety and Emergency Management	
DHS Preparedness Directorate Information Bulletin No. 197 11/23/05	As Necessary		

**George Mason University
Board of Visitors**

**Development Committee Meeting
December 3, 2020
Zoom Videoconference Meeting**

A G E N D A

I. Call to Order

II. Public Comment

**III. Approval of Development Committee Meeting Minutes from October 1, 2020
(ACTION ITEM)**

IV. New Business

- A. Continued Discussion: Development Report – Katie Turcotte, GMU, and David Cooper, The Compass Group
- B. GMUF Chair Update – Terri Cofer Beirne
- C. University Advancement and Alumni Relations Update – Trishana Bowden

V. Old Business

VI. Adjournment

**George Mason University
Board of Visitors**

**Development Committee Meeting
October 1, 2020
8:25 a.m. – 9:15 a.m.
Zoom Videoconference Meeting**

A G E N D A

Attendees: Chairman Jon Peterson, Vice-Chair Simmi Bhuller, Visitor Mehmood Kazmi

Absent: Visitor Paul Reagan

Guests: President Gregory Washington, Rector Jimmy Hazel, Provost Mark Ginsberg, Vice President Trishana Bowden, Interim Vice President Dietra Trent, Faculty Senate Chair Shannon Davis, Faculty Representative Chris Kennedy, Faculty Representative Alan Abramson, Student Representative Shelby Adams, Student Representative Lili Deveneau, GMUF Chair Terri Cofer Beirne and guest speaker David Cooper (The Compass Group)

I. Call to Order

The meeting was called to order by Chairman Jon Peterson at 8:32 a.m.

Chairman Peterson made brief opening remarks, thanking Rector Jimmy Hazel for his service as the previous chairman of the Development Committee and his leadership during the Faster, Farther campaign. The committee can learn from him regarding what we did well, and what we can improve upon.

Chairman Peterson touched upon the results of the post-campaign analysis report, performed by Marts and Lundy, and itemized what Mason has learned in regards to its alumni and donors and their giving habits. What is clear is that in order to raise money, we need to spend money. We need to enlarge staff to increase our ability to ask for more gifts, it is a necessary investment in our future.

II. Public Comment

Chairman Peterson made a call for public comment. No public was comment offered.

III. Approval of Development Committee Meeting Minutes from February 27, 2020 (ACTION ITEM)

Chairman Peterson called for a motion to approve the meeting minutes from the February 27, 2020 meeting. A **MOTION** was made, **SECONDED**, and the **MOTION CARRIED UNANIMOUSLY BY VOICE VOTE**.

IV. New Business

A. GMUF Chair Update – Terri Cofer Beirne

Terri Cofer Beirne, Chair of the George Mason University Foundation, Inc., delivered an update regarding recent Foundation and Board of Trustees activities. Trishana Bowden offered comment stating that the Foundation staff was doing well and had risen to the Covid-19 challenge to operations.

- *New Trustees* - The foundation welcomed seven new trustees and a new Dean Representative to the board this year. There is still room to add new members and reach our cap of 50 members. We have devoted resources to increase trustee engagement.
- We are currently in the midst of our fall board cycle.
- *The Investment Committee* reviewed the fiscal year 2020 year-end results and the changes to our asset allocation as we moved to the \$100 million - \$250 million NACUBO peer group. The endowment closed the fiscal year with a return of .73 percent, in positive territory, and a reasonable outcome given the risks and volatility of the year, though behind our benchmark. The endowment at year-end totaled \$154.1 million with 82 percent of all endowment accounts above water. The endowment paid out \$3.6 million in support of university students, faculty, and programs.
- *The Real Estate Committee* - The second phase of the Loudoun County land sale is expected to close in December of this year. Upon settlement, the Foundation will be able to provide the university a second match-eligible \$10.5 million gift in support of the Tech Talent Investment Program.
- *The Finance Committee* will review the fiscal year 2020 year-end budget results and the reserve framework and estimates the Foundation will be able to fund \$500,000 in additional reserves to ensure technology and capital needs are planned for and funded.
- *The Audit Committee* will meet mid-month to review the fiscal year 2020 Audited Financial Statements with the audit firm. We will review the Enterprise Risk Management (ERM) Covid-19 Update which outlines key areas the foundation is monitoring due to the impact of the pandemic (investment income, endowment portfolio values, real estate lease receipts and debt obligations).
- *The Nominating and Governance Committee* is already working on recruitment for next year. We continue to work towards our goals to increase diversity, skillsets, and alumni members, as well as broaden representation across Mason's colleges and schools.

Trishana briefly shared details of an upcoming land gift. Chairman Peterson asked for the names of the new members of the GMUF Board of Trustees so the Board of Visitors can call them and welcome them. Trishana will provide the necessary details to the committee members.

B. University Advancement and Alumni Relations Update – Trishana Bowden

Trishana Bowden, Vice President of University Advancement and Alumni Relations, provided an update on the recent activities of the Office of Advancement and Alumni

Relations and shared several highlights from the past few months. Trishana thanked the entire advancement division for their service. The previous quarter of the year was incredible. Staff members came to campus to make certain gifts were processed and donor acknowledgement letters were sent.

- Mason recorded its second-highest fundraising total ever in fiscal year 2020, as donors contributed nearly \$118.1 million in gifts and pledges. The most popular area for giving was research, representing 57 percent of the total, followed by student support, such as scholarships, at nearly 24 percent.
- Also noteworthy was a record jump in faculty and staff giving, with 948 individuals contributing a total of \$6.8 million, up from 827 individuals who gave \$1.87 million in fiscal year 2019.
- With the onset of the Covid-19 crisis in early March, student emergency assistance became an urgent priority for donors. To date, 2,710 donors contributed \$515,156 to directly help students in need. Combined with other university funds such as the Stay Mason fund, Mason provided more than \$2.5 million in emergency support to nearly 2,400 students from March through June.
- In June Mason once again was selected to receive a 2020 Educational Fundraising Award for Overall Performance from CASE, the leading national organization recognizing excellence in university-based fundraising programs.
- Trishana introduced Katie Turcotte, Deputy Vice President for Advancement and Alumni Relations, who started with Mason on March 2, 2020. Katie most recently served as the Associate Vice President for Strategic Advancement Solutions at the George Washington University, where she provided strategic leadership for major university fundraising initiatives, including campaign and bicentennial planning, donor relations, marketing and communications, research and relationship management, talent management, and training and support functions.

C. Groundwork for the Future – Katie Turcotte

Katie Turcotte, Deputy Vice President for Advancement and Alumni Relations, delivered a report on the strategic fundraising plan for Advancement and Alumni Relations.

Katie discussed the efforts to lay the groundwork for the future of Mason's fundraising operations and concentration on its improvement. She shared the underpinning framework focus for the next five years.

Mason Advancement and Alumni Relations seeks to build a top performing advancement organization. To achieve this goal, over the past year we have worked with Human Resources to help create a work culture based on our shared values. As a team we have collectively developed a focused mission, vision and values statement to guide our efforts.

We will undertake projects and new practices in three key areas.

- Data-driven decision making
- Strengthening Partnerships
- Building a Culture of Accountability

We will concentrate on data driven decision-making; we will hire a new business analyst devoted to data “crunching”; and we will implement a new CRM over the course of the next year.

Trishana Bowden will lead the efforts to strengthen our partnerships with standing quarterly meetings with the Provost and university leadership to share data. The University Priorities meetings will focus on priorities and strategies.

Marts and Lundy performed a post-campaign assessment of our operations. We studied change, investment and capital. We discovered there is still a great deal of opportunity in Virginia to tap into; approximately \$8.8 million in remaining capacity among constituent giving at \$25,000 and up. We compared ourselves to the Education Advisory Board’s benchmarks on fundraising performance and productivity against our peers. Mason has good standing in the cohort, around the 50th percentile. In terms of investment, we are at the bottom. We need to spend and invest more money in order to make more money. In regards to the number of frontline staff members, as well as officers working with alumni, we are in the 50th percentile, but as an aspiring peer we need to add more.

It is important to see how our team performs and create accountable benchmarks. Mason is not fundraising as much as its peers, nor submitting enough proposal or gifts. We don’t have enough large gifts. We will focus on this challenge in the coming year. We conducted an internal survey of our directors of development staff and studied their responses. We have worked to establish a greater alignment of goals and efforts across the Advancement and Alumni Relations division. This effort yielded our shared fiscal year 2021 goals. Katie outlined the goals for the committee members. Ideally, this process will permit staff to see how their goals fit into the division and will increase the transparency for goal setting from the unit to the officer.

Katie called for questions from the committee. Dr. Gregory Washington stated that we know an investment needs to be made in our fundraising operations. To reach out to more donors, we need more directors of development. We have a large potential donor base, but need to invest in research to prepare the development officers to engage them. Has our division been able to reach a level of analysis to tell us what our best possible investment will be? Katie confirmed that the advancement leadership team had the analysis and was preparing to present it shortly. We have identified a few strategic front-line officers, as well as back-of-the house positions performing research. Our data says we need to focus on larger gifts and we need research on how to qualify these gifts/donors. We need to get our directors of development functioning at a higher level.

D. Development Report – David Cooper, The Compass Group

David Cooper, Vice President of The Compass Group, was scheduled to deliver a report on their fundraising engagement activities on behalf of the Arlington Innovation District, the Carter School for Peace and Conflict Resolution Campaign, and the School of Business Campaign, but will be invited back in December due to time constraints of the current committee meeting.

Katie Turcotte introduced David, a former Mason development leadership staff member. David spoke briefly regarding the projects The Compass Group is working on and their key areas of support in regards to the Arlington Project, the Carter School and School of Business campaigns.

Katie's strategies for growth are crucial to Mason's advancement operations, but also key for the campaigns. Our recent feasibility study shows this is not just a priority, but should be a top priority at Mason. The advancement staff will need to craft broad language to talk about the opportunity's donors have to support Mason projects. Managing the prospects for these projects is key.

The Compass Group wrote an advancement case statement for The Arlington Project last fall. Universal response to the case statement was good, but prospects wants more details. Mason needs to develop philanthropic prospects to compliment corporate partners/prospects. Public response indicated they though the project was doable, but we will need all hands to development this project. Mason should also take advantage of the Carter School name.

The remaining committee meeting time was short and Trishana Bowden asked Chairman Peterson to invite David Cooper to return with a more in-depth report from The Compass Group. Chairman Peterson invited and David agreed to return for the committee's December 2020 meeting.

V. Old Business

No old business was discussed.

Chairman Peterson stated that this was Mason's second largest fundraising year on record at \$118 million. It showed real staff support of the mission and should be highlighted. Chairman Peterson made a final request for new business; there was none. Rector Jimmy Hazel advised that it was former President Jimmy Carter's 96th birthday and suggested that the university send him a birthday card. All committee members agreed.

VI. Adjournment

There being no further business, Chairman Peterson called for a **MOTION** to adjourn. A **MOTION** was made, **SECONDED**, and the **MOTION CARRIED UNANIMOUSLY BY VOICE VOTE**.

The meeting was adjourned at 9:18 a.m.

Respectfully submitted,

Naomi Arlund-Roberts
Secretary pro tem



ARLINGTON INNOVATION INITIATIVE ADVANCEMENT UPDATE

Prepared for the
Development Committee of the
Board of Visitors
December 3, 2020

BOARD OF VISITORS MEETING

GEORGE MASON UNIVERSITY

Fairfax, Virginia | December 3, 2020



THE
COMPASS GROUP
THE RIGHT DIRECTION IN FUNDRAISING



COMPASS' ENGAGEMENT

- ▶ Arlington Innovation Initiative
\$125M
- ▶ Carter School for Peace and
Conflict Resolution
\$10M
- ▶ School of Business
\$40M





FROM THE STUDY

Respondents urged internal coordination between large priorities and ongoing fundraising efforts.

- ▶ Development of language that allows leadership to talk about investment across Mason
- ▶ Coordination and prioritization of prospect engagement by the advancement team



FROM THE STUDY

Respondents expressed great enthusiasm for the project, but project details are needed to evaluate investment.

- ▶ New staffing
- ▶ Strong collaboration between programs and advancement teams
- ▶ Progress with communication tools:
 - Case for Support
 - Value Proposition
 - Partnership Opportunities
 - Naming Opportunities



FROM THE STUDY

Respondents expressed confidence that Mason and the Northern Virginia [Business] Community can raise this money, but few specific prospects were named.

- ▶ On pace with prospect pipeline projections
- ▶ Dr. Washington: Roundtables and Steering Committee
- ▶ Engagement strategies using “*All hands on deck*”
- ▶ Individual prospects to compliment corporate prospects



THE CARTER SCHOOL FOR PEACE AND CONFLICT RESOLUTION

The opportunity is to capitalize on the naming of the school:

- ▶ \$10M Campaign with \$5M raised to date.
- ▶ Build a new donor society as a foundation for renewable support and as a national network of advocates and supporters
- ▶ Capitalize on a Commonwealth match of \$2M to invest in *Point of View*



SCHOOL OF BUSINESS

- ▶ Project included on University's Capital Priorities List
- ▶ Tremendous response by Steering Committee - \$6.4M raised
- ▶ Driven by alumni
- ▶ Actively soliciting “next ring” of prospects
- ▶ Engaging Dr. Washington and leadership in lead prospects

COMMON THEMES

- ▶ Identifying and Building New Relationships...Especially at the Highest Levels
- ▶ Coordinating this Effort across the University so that Leadership's Efforts Are Used Strategically and to the Greatest Impact
- ▶ Strengthening HOW we raise these funds will have impact across the university for years to come.



The background features a stylized mountain range in shades of yellow and gold. The mountains are composed of simple geometric shapes, with a prominent peak on the left and several smaller peaks to the right. A large, bright yellow shape, resembling a sun or moon, is positioned behind the mountains, partially obscured by them. The overall color palette is warm and monochromatic.

ACTIVITIES AND PROGRESS ON PROSPECT IDENTIFICATION

MEETING THE PHILANTHROPIC MATCH

Advancement's Charge and Accountability

The Program requires a one-to-one Philanthropic Match, such that the Philanthropic Match raised through June 30, 2029 must be at least equal to the cumulative Grant Payments made or expected to be made to the Qualified Institution through the termination of the Program in 2039.

When reporting any Philanthropic Match, the Qualified Institution may include pledged funds, but must net out pledged gifts that are withdrawn or that do not occur within the expected time line for the pledged gift.

Key Dates

June 30, 2025

\$84M in Pledges Booked for the Building

\$5M in Pledges Booked for Program

Cumulative Grant Payment Totals

\$99,085,304

June 30, 2029

Building Pledges Fulfilled

\$36M in Pledges Booked for the Program Match

\$107,775,216

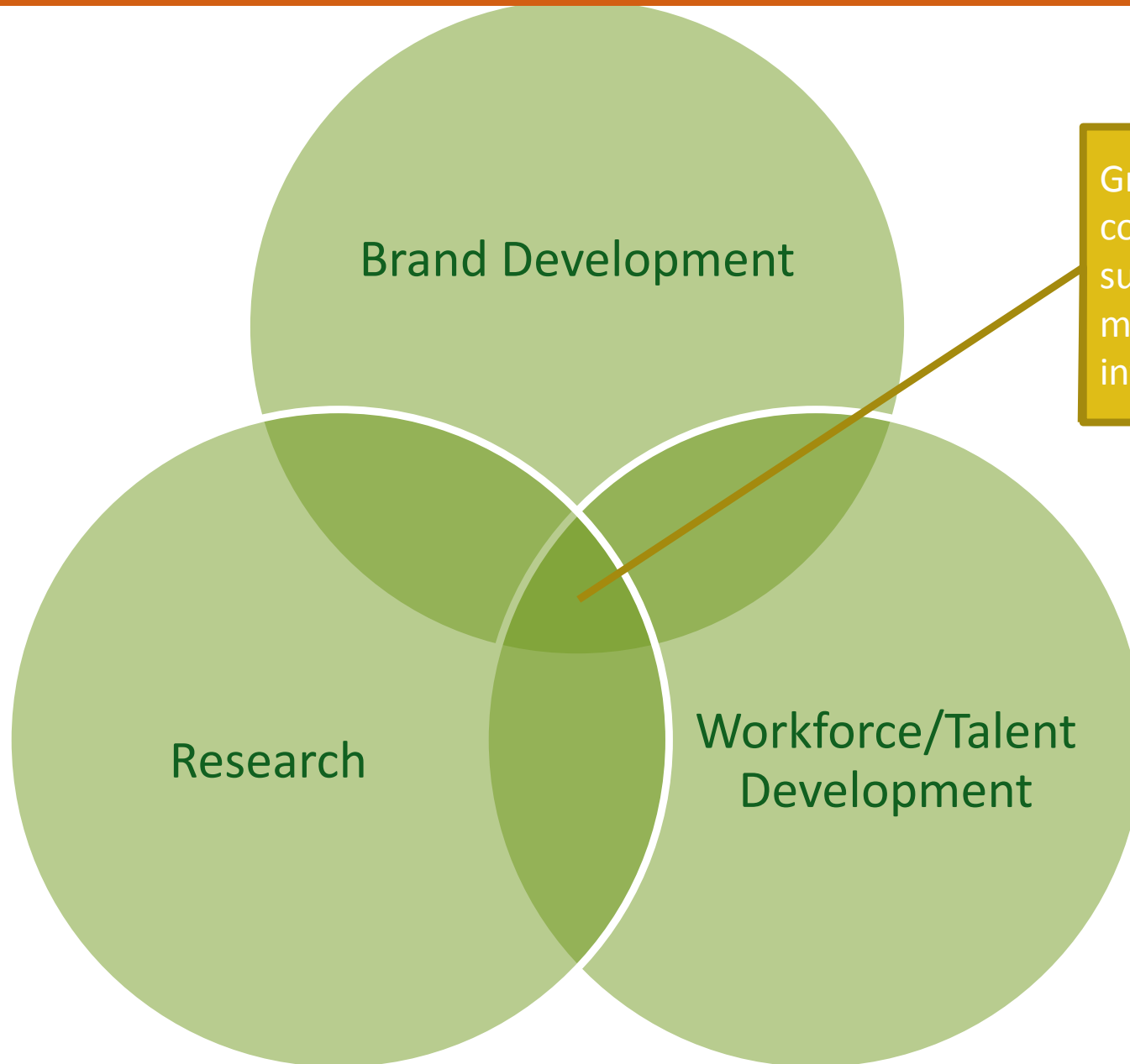
June 30, 2033

Program Pledges Fulfilled*

**before final six program payments made by the Commonwealth to bring us to the \$125M total in 2039*

\$114,665,128

KEYS TO CORPORATE PHILANTHROPIC GIVING



Greatest opportunity for corporate philanthropic support comes with one-or more of these interests or intersections

FY20 TO DATE | ENGAGEMENT AND PROSPECT IDENTIFICATION

FY20 Activity

5

Roundtables

17

Participants

98

1:1 Visits

10

Volunteer Leaders Recruited

FY21 Planned Activity

15

Roundtables

75

Participant Goal

250

1:1 Visits

15+

Volunteer Leaders Recruited

September 16, 2020 Prospect Pipeline Analysis

Stages of Prospect Development	Minimum Number of Prospects by June 30, 2021	Current Number of Prospects	Goal for the Remainder of FY21	Percent of Annual Goal Achieved	Total Number of Prospects Needed in Campaign
Identified	129	229	(100)	179%	706
Qualified	70	16	54 more	23%	558
Solicited	-	-	6	-	412
Gifts Closed	-	-	2	-	147

FY21 – FY23

AMOUNT	NO. OF GIFTS NEEDED \$84MM	NO. OF GIFTS NEEDED \$41MM	CUMULATIVE TOTAL	% OF GOAL	TOTAL NO. OF GIFTS NEEDED
\$15,000,000	1	–	\$15,000,000	12%	1
\$10,000,000	1	–	\$25,000,000	20%	1
\$7,500,000	–	1	\$32,500,000	26%	1
\$5,000,000	4	2	\$62,500,000	50%	6
\$2,000,000	7	4	\$84,500,000	68%	11
\$1,000,000	10	6	\$100,500,000	80%	16
\$500,000	13	8	\$111,000,000	89%	21
\$250,000	14	10	\$117,000,000	94%	24
\$100,000	20	14	\$120,400,000	96%	34
\$50,000	32	17	\$122,850,000	98%	49
\$25,000	38	20	\$124,300,000	99%	58
\$10,000	45	25	\$125,000,000	100%	70
		GOAL	\$125,000,000		292

Focus on top-of-the-pyramid gifts...being advantageous where possible.

Key naming opportunities will be important – both for the building and SOC.

FY24-29

AMOUNT	NO. OF GIFTS NEEDED \$84MM	NO. OF GIFTS NEEDED \$41MM	CUMULATIVE TOTAL	% OF GOAL	TOTAL NO. OF GIFTS NEEDED
\$15,000,000	1	–	\$15,000,000	12%	1
\$10,000,000	1	–	\$25,000,000	20%	1
\$7,500,000	–	1	\$32,500,000	26%	1
\$5,000,000	4	2	\$62,500,000	50%	6
\$2,000,000	7	4	\$84,500,000	68%	11
\$1,000,000	10	6	\$100,500,000	80%	16
\$500,000	13	8	\$111,000,000	89%	21
\$250,000	14	10	\$117,000,000	94%	24
\$100,000	20	14	\$120,400,000	96%	34
\$50,000	32	17	\$122,850,000	98%	49
\$25,000	38	20	\$124,300,000	99%	58
\$10,000	45	25	\$125,000,000	100%	70
		GOAL	\$125,000,000		292

Continue work on program gifts of various sizes; School of Computing attainment counts toward the match

KEY PROJECTS AND PRIORITIES UNDERWAY

- Contact Mapping with Existing Volunteers and key Advisory Boards, Alumni CEOs, and BOV & BOT
- Naming Opportunities in Development with Donor Relations based on Building Specifications
- Key Principal/Leadership Gift Prospects – Individual and Corporate connecting with President Washington
- Regular Connectivity and Support with Provost Office Team and Development Team – Lead Passing, Visit Enhancement, Opportunity Development
- Refining the Model for Presidential and Non-Presidential Roundtables
- Corporate-Specific Roundtables to Engage Various Leaders within a Company Around the Initiatives and Ways to Partner
- Supporting OCM With Brand and Marketing/Comms Work for the Initiative
- Continuing to Build the Volunteer Corps



GEORGE MASON UNIVERSITY

BOARD OF VISITORS

Academic Programs, Diversity, and University Community Committee Meeting

Thursday, December 3, 2020

AGENDA

I. Call to Order

A. Public Comment

II. Approval of Academic Programs, Diversity and University Community Committee Minutes from October 1, 2020 (Action Item)

III. New Business

A. Provost's Update (M. Ginsberg)

B. Student Life in the Time of COVID (R. Pascarell)

C. Inclusive Excellence in Mason's Honors College (Z. Burr)

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

1. Election of New Tenured Faculty

2. Conferral of Emeritus/Emerita Status

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

1. Program Name Change

a) MEd in Leadership and Human Development *to* MEd in Education
Leadership (CEHD)

F. Announcements

1. Appointment of Faculty

2. Appointment of Administrative and Professional Faculty

3. Appointments/Reappointments of Deans/Directors and Department
Chairs/School Directors

4. Renewals and Reappointments

5. Separations

6. Other Announcements

7. Summary of Faculty Actions and Announcements

IV. Adjournment

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

MINUTES

Thursday, October 1, 2020

9:25 AM – 10:15 AM

Virtual Meeting via Zoom

PRESENT: Chair: Bob Witeck; Vice Chair: Simmi Bhuller; Visitors: Horace Blackman, Anjan Chimaladinne, Juan Carlos Iturregui, Carolyn Moss and Nancy Prowitt; Faculty Senate Chair: Shannon Davis; Faculty Representative: Christy Pichichero; Staff Representatives: Provost Mark Ginsberg, Rose Pascarell.

ABSENT: Visitors: Wendy Marquez, Paul Reagan; Student Representatives: Shelby Adams and Lilianna Deveneau

I. The meeting was called to order by Chair Bob Witeck at 9:25 AM.

A. Public Comment

No public comments were submitted

II. Approval of Minutes (Action Item)

It was **MOVED** by Visitor Bhuller and **SECONDED** by Visitor Blackman that the minutes from the February 27, 2020 meeting be approved. **MOTION CARRIED UNANIMOUSLY.**

III. New Business

A. Provost's Update

Mark R. Ginsberg – Provost and Executive Vice President

With Mason's continuing enrollment growth and expanding diversity, even during the pandemic, our students are challenging us more than ever to create an accessible, innovative and inclusive learning environment where all members of the university community are welcomed, valued and supported. Ongoing initiatives focus on creating purposeful learning experiences and aligning support services to afford all students the opportunity to enrich their education. This fall, Mason offered nearly 9900 course sections, 68% students were enrolled in virtual courses and 32 were enrolled in at least one on-campus course this term. Additionally, student services and structures have been implemented to support student success, and major projects continue to support students, scholarship and research on campus and virtually.

B. Instructional Continuity

Renate Guilford – Associate Provost, Academic Administration

Janette Muir – Associate Provost, Academic Affairs

As part of the university's COVID-19 response mitigation planning, the Instructional Continuity Working Group was created and tasked to both identify and assess methods for academic/educational instruction and delivery this fall, as well as make recommendations for best practices in alignment with Mason's commitment to instruction that supports the "Access to Excellence" mission. This included addressing faculty concerns about the fall return to campus, communicating critical decisions to academic units, and applying a multifaceted approach to support curriculum development, course delivery and technology competency university-wide.

C. Enrollment Update

David Burge – Vice President, Enrollment Management

During this time of change and uncertainty, overall university headcount is up 2.2%, primarily due to in-state enrollments, and overall credit hours are up 1.6%, while the number of full-time students declined 1.4%. Diversity of Mason's student body is also increasing, with 58% of the incoming freshman class from underrepresented groups. Recruitment will be digital for the upcoming cycle.

D. School of Computing

Mark R. Ginsberg – Provost and Executive Vice President

Ken Ball – Dean, Volgenau School of Engineering

To achieve the Mason's innovation and student success objectives, the university is launching a new School of Computing that will support contemporary computing education programs for students enrolled in the school and in majors/programs throughout the university. Mason will advance state-of-the-art research and scholarship in computing and related domains within and across all of Mason's academic units, leveraging resources in the Mason IDIA, including the new IDIA headquarters. This new school will both grow the impact of computing advances and elevate computing as a strategic differentiator for Mason.

E. School/College-Related Organizational Change

Chairperson Witeck called for a **MOTION** to approve the actions; Visitor Iturregui **MOVED**; and Visitor Chimaladinne **SECONDED** the following program actions:

1. Creation of the "College of Engineering and Computing"
2. Creation of the "School of Computing" within the "College of Engineering and Computing"
3. "Volgenau School of Engineering" becomes a School within the "College of Engineering and Computing"
4. "School of Art" to "School of Art and Design"

F. Program Actions

Chairperson Witeck called for a **MOTION** to approve the actions; Visitor Bhuller **MOVED**; and Visitor Moss **SECONDED** the following program actions:

1. Program Name Change
 - a. "MS, Telecommunications" to "MS, Network Engineering"
2. Program Closures
 - a. MA, Graphic Design
 - b. MA, Computer Game Design

G. Faculty Actions (Action Item)

Chairperson Witeck called for a **MOTION** to approve the actions; Visitor Bhuller **MOVED**; and Visitor Moss **SECONDED** the following faculty actions:

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

The **MOTION CARRIED UNANIMOUSLY**.

H. Faculty Announcements

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

IV. Adjournment

Chairperson Witeck called for a **MOTION** to adjourn the meeting; Visitor Bhuller **MOVED**; and Visitor Chimaladinne **SECONDED**. The meeting adjourned at 10:22 AM.

Respectfully submitted,

Sarah Parnell
Secretary Pro Tem



BOARD OF VISITORS:
*ACADEMIC PROGRAMS, DIVERSITY AND UNIVERSITY
COMMUNITY COMMITTEE*

Thursday, December 3, 2020
9:25 – 10:15 AM

AGENDA

- I. Call to Order
 - A. Public Comment
- II. Approval of Minutes (Action Item)
- III. New Business
 - A. Provost's Update
 - B. Student Life in the Time of COVID
 - C. Cultivating an Inclusive Learning Community: Honor's College
 - D. Faculty Actions (Action Item)
 - E. Program Actions (Action Item)
- IV. Announcements
- V. Adjournment

Approval of Minutes

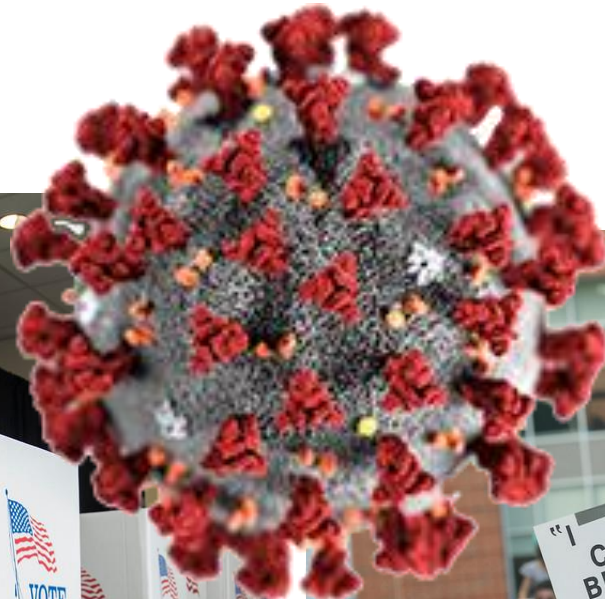
(Action Item)

October 1, 2020

Provost's Update

Mark R. Ginsberg, Ph.D.
Provost and Executive Vice President

Fall Was Life-Changing



Campus Health & Safety



Class Instruction



Labs



Performing Arts & Music Classes

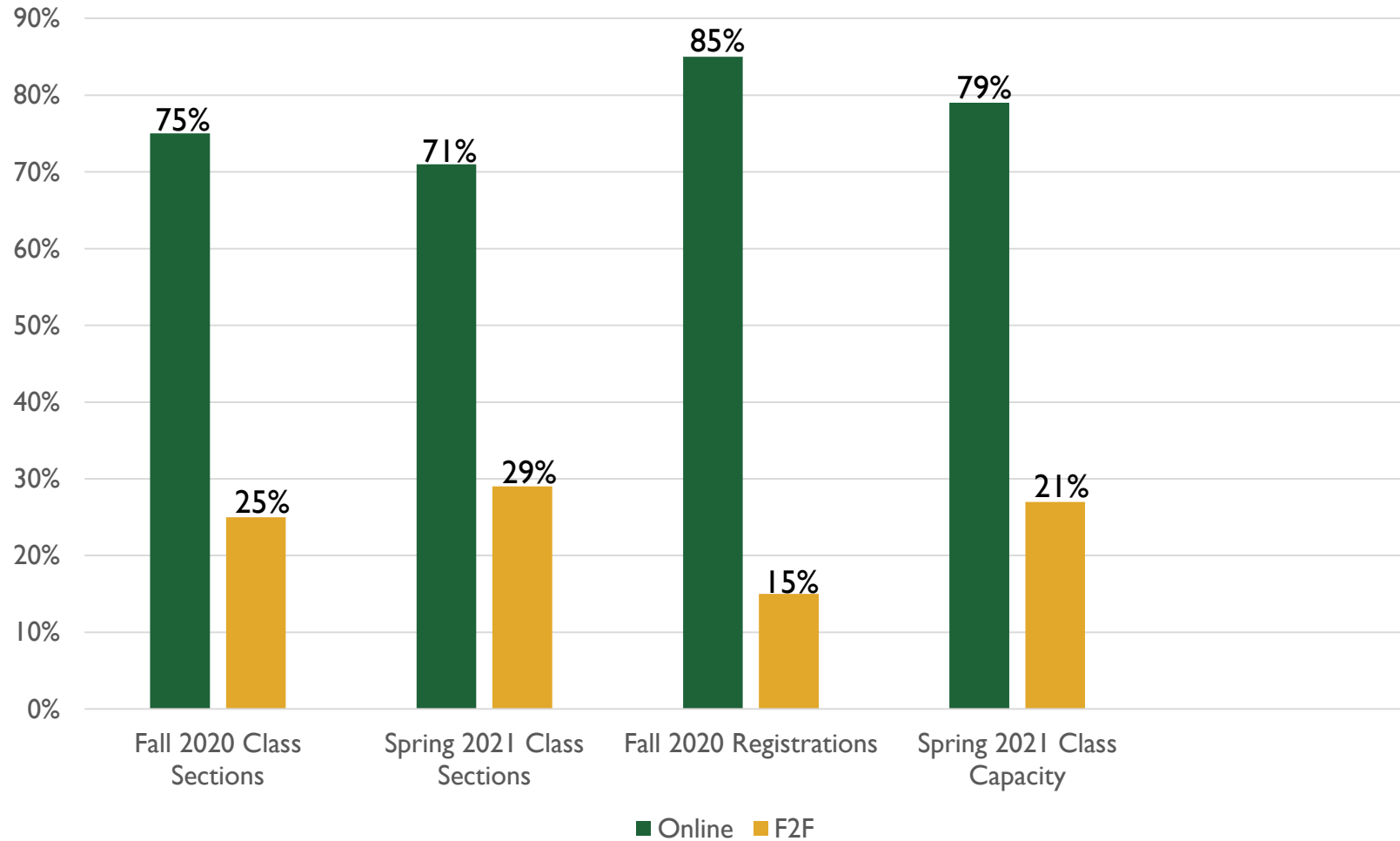


Fenwick Library



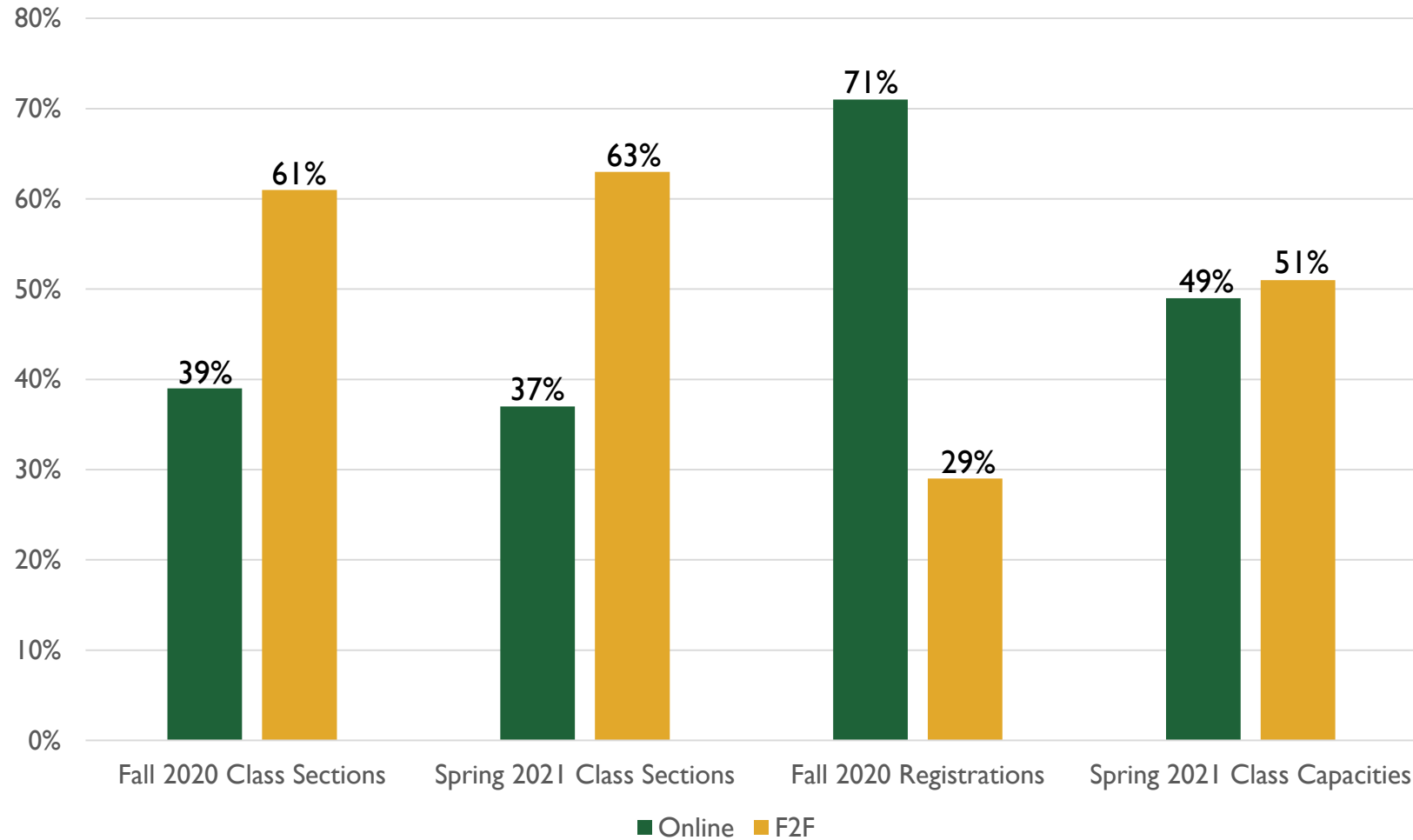
UN Class Sections & Registrations

Fall 2020 v. Spring 2021



GR Class Section Comparison

Fall 2020 v. Spring 2021



Headcounts

	Fall 2018	Fall 2019	Fall 2020
Undergraduates	25,592	27,091	27,663
Graduates	10,565	10,683	10,897
Law Students	600	600	614
Total Students	37,757	38,374	39,174

UN	F 2018	F 2019	F 2020	GR	F 2018	F 2019	F 2020
In-State	22,480	22,980	23,730	In-State	7,325	7,292	7,517
OOS	4,112	4,111	3,933	OOS	3,240	3,391	3,380
TOTAL	25,592	27,091	27,663	TOTAL	10,565	10,683	10,897

LAW	F 2018	F 2019	F 2020
In-State	267	236	239
OOS	333	364	375
TOTAL	600	600	614

Spring Enrollment



Optional Alternative Grades

A series of optional alternatives were implemented to grading practices for the Spring and Fall 2020 semesters. These included:

MAKE YOUR GRADING CHOICES

 Credit  No Credit

- **XS** (Extraordinary Circumstances – Satisfactory)
- **XP** (Extraordinary Circumstances – Pass)
- **XN** (Extraordinary Circumstances – No Credit)
- **XW** (Extraordinary Circumstances – Withdrawal)

Thanksgiving Pivot

A rustic Thanksgiving-themed still life featuring pumpkins, corn, and autumn leaves on a wooden background. The scene is set on a dark, weathered wooden surface. In the foreground, there are several pumpkins of various sizes and colors, including a large orange one and a smaller green one. There are also ears of corn, some with husks, and scattered autumn leaves in shades of yellow, orange, and brown. A small woven basket containing a fork and a knife is visible in the lower left corner. The overall atmosphere is warm and traditional.

- **Virtual Classes**
- **Limited On-campus Activities**
- **Plan for Residential Halls**

Lessons Learned



- What we did well
- What we can improve
- Planning ahead

Spring 2021 Semester Schedule

- Spring semester to begin one week late on January 25
- Careful monitoring of COVID-19 prevalence as determination is made about spring opening and associated academic plans
- Accelerated COVID testing protocol
- Spring Break eliminated
- Classes will end as originally scheduled on Friday, April 30.
- Spring Commencement: Friday, May 14

College of Engineering and Computing



Sanjeev Setia
Interim Divisional
Dean for Computing



Ariela Sofer, Interim
Divisional Dean for
Engineering

Vision Series Lecture



- Mason will relaunch the *Vision Series Lecture* in Spring 2021.
- Faculty from fields across campus will present their work to a general audience.
- Lectures will be streamed on Zoom and archived on the Provost's new YouTube channel.

Faculty Honors

Jane Flinn
Mason Faculty for 50 Years



Robert Weiler
Advisory Board Member
Promoting Health Equity



Benjamin Gatling
Nominee
Carnegie Foundation Fellow



Cynthia Lum
Nominee
Carnegie Foundation Fellow



Pillar of the Profession



Rose Pascarell

Pillar of the Profession Award

NASPA Foundation

October 2020

Student Life in the Time of COVID

Fall 2020



Current State Student Life

Fall 2020

Students coming to campus
at least 1x per week

9,000 - 12,000 students

Randomized and diagnostic testing

We do it for each other.



Wear a Mask



Physically Distance



Wash Your Hands



Stay Home if Sick



Covid Health ✓

Fully Online Courses

Fall 2020
76%

~10%
Fall 2019

On-Campus Residents

Fall 2020
2,900

~6,000
Fall 2019

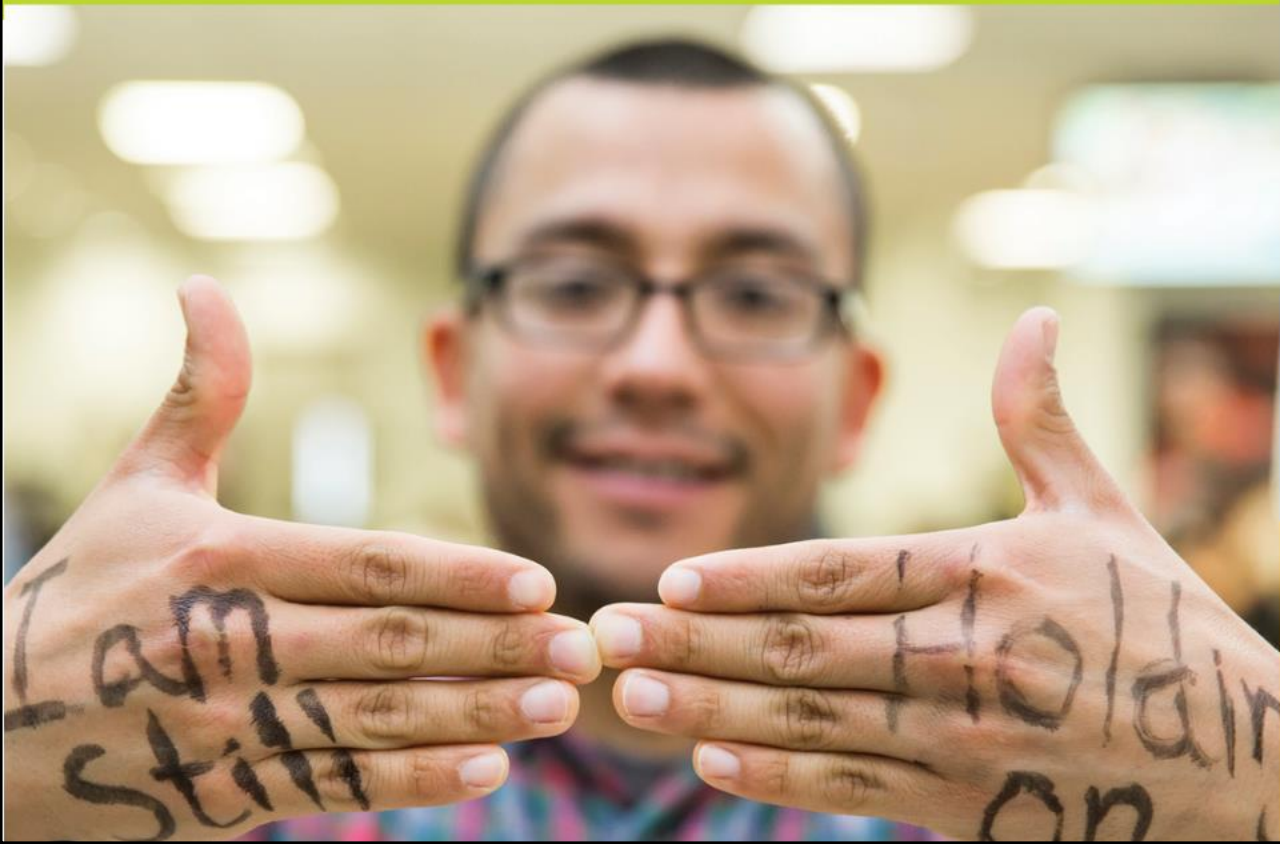
Face-to-Face & Virtual

**Student Support
Engagement Events
Transactional Services**

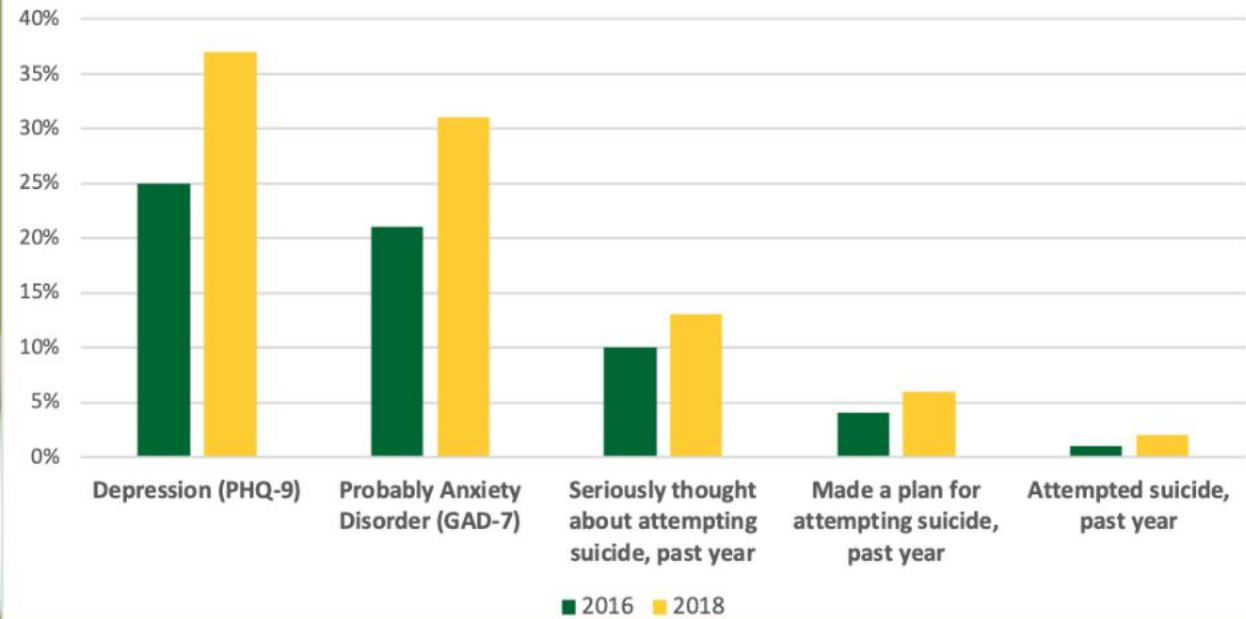
"Overall, how would you rate your experience at Mason?"

80% students responded "Good," "Very Good," or "Excellent"

Student Well-Being



Escalating Rates of Depression, Anxiety, and Suicidality Among College Students



**Data from the Healthy Minds study, an annual survey-based study of more than 100 colleges and universities with more than 100,000 respondents (graduate and undergraduate)*

Stress & Anxiety

- **20%** college students reported worsened mental health during pandemic
- **50%** students experienced a financial setback

Student Well-Being

Mental | Emotional | Physical Health

Counseling and Psychological Services

Since July 1, 2020

- **2,042** individual appointments
- **505** "walk-in" clinic appointments
- Now offering ULIFELINE
- Telemental health, group counseling, and crisis service
- Daily virtual workshops and support for students quarantining/isolating

Student Health Services



2,240 unique patients



48 weekly COVID tests



67% telehealth visits



+109% call volume



+3% mental health



+14 weekend hours



Well-Being Initiatives

Mason Solidarity Project

Thriving Together

Well-Being University CWB Resilience Badge

Racial Healing Circles

Mason Chooses Kindness

Well-Being for the People

Mason Recreation

16,103

Total AFC/RAC Student Usage

August 10 - November 8, 2020

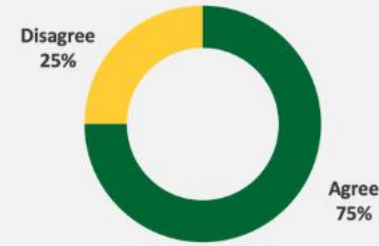


Engagement & Sense of Belonging

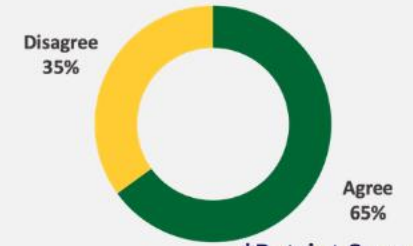


“I Feel a Strong Connection to My Peers”

STUDENTS LIVING ON-CAMPUS



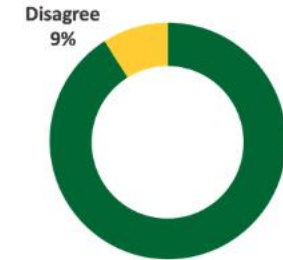
STUDENTS LIVING OFF-CAMPUS



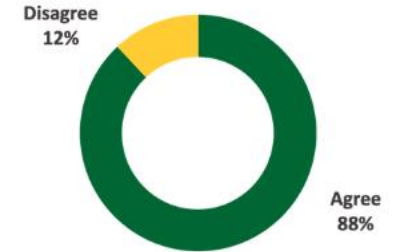
*Patriot Success Survey 2020

“I Feel Like I Belong at Mason”

FIRST-TIME FIRST YEAR



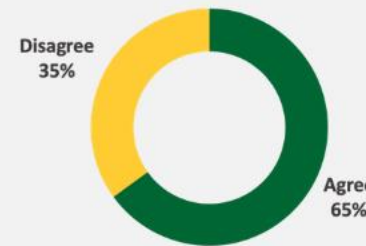
TRANSFER



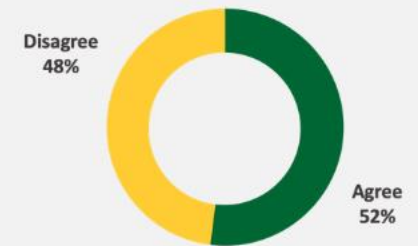
*Patriot Success Survey 2020

“I Am Involved in Mason Activities Outside of the Classroom”

STUDENTS LIVING ON-CAMPUS



STUDENTS LIVING OFF-CAMPUS



*Patriot Success Survey 2020

Financial Well-Being

Student Emergency Fund | CARES Act
StayMason | F1rstGen NextGen

Student Emergency Assistance Funds

Total Distributed
\$13,289,289

\$4,499,769 SEAF/SM/CA
\$8,789,520 OSFA Proactive CARES Act

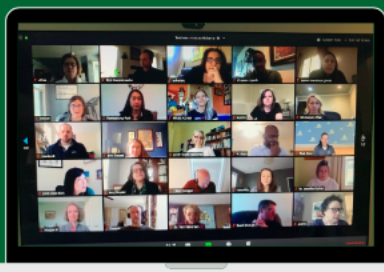
"This is so kind and generous of you all. It has been challenging times for sure. I thank you for your compassion during these dark times. Have a great day and stay blessed."

— EMERGENCY FUND RECIPIENT

Patriot Pantry

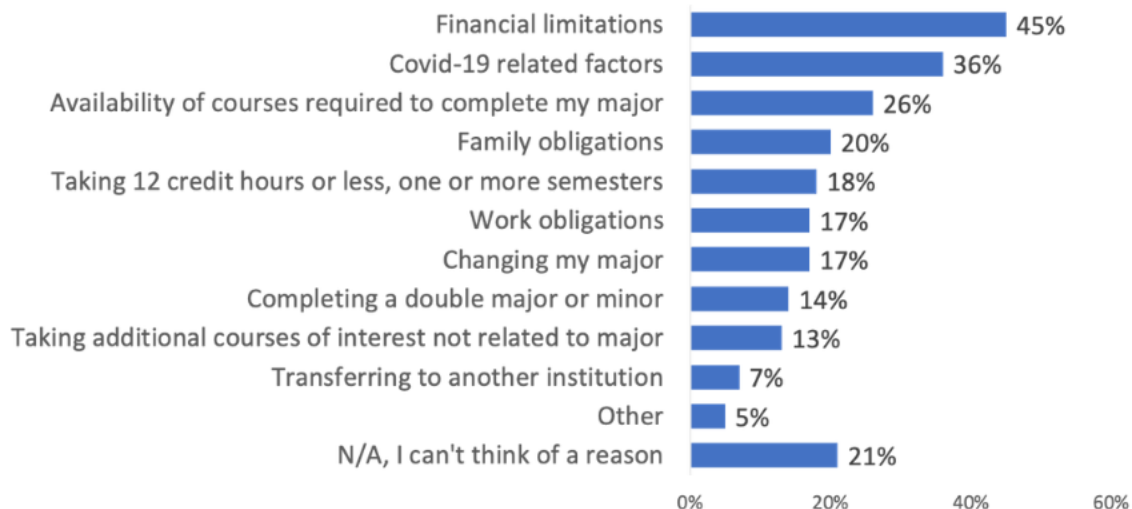
- Distributed **\$31,000** in gift cards to **75** unique students
- Filled **101** contactless orders since September 2nd

Distributed
40+ laptops



What current life factors would keep you from graduating on your intended timeline?

(select all that apply)



Student Activism

Gen Z is one of the most engaged generations in history

**Data from HERI UCLA Data; VOX March for Our Lives; Morning Consult Gen Z Tracker*



Recent Data Indicates Young People Are More Likely to Protest...

Students increasingly plan to participate in activism on and off campus.

38% of incoming first-years anticipate some chance they will participate in student protests and demonstrations

77% of youth voters in battleground states said they would 'definitely' vote in the upcoming election, highlighting greater overall civic engagement

78% More than three-quarters of Gen Zers have taken action related to Black Lives Matter protests

...And Incoming Students Are Already Experienced with Organized Activism

K-12 students are participating in nation-wide protests at unprecedented levels

1M+ Global Climate Strike For Future

Over one million activists participated in school strikes across the world urging action on climate change

1. 2M March For Our Lives Protest

Participants marched for gun control in the student-led movement March For Our Lives

Student Activism

Mason Student Activism

- Racial Justice
- *Black Lives Matter* Peaceful Protest
- Rescind Admission for Racism Online
- Undocumented Student Advocacy
- Sexual Assault
- Grading Options
- Lower Tuition
- Police Concerns
- Workers Rights



Student Leadership Organizations

Mason Student Government
Graduate and Professional Student Association
Student Voice Committee, ARIE
President Student Advisory Group

Student Support Services

Mason Student Services Center

18,632+

Cases closed since the start of the semester

1,000+

In-person MSSC appointments since August 2020

Closing ~150 - 250 cases daily

Through virtual, phone, and in-person services

Top Reasons for Visits

- 45% Financial Aid
- 17% Student Accounts
- 11% Registrar
- 27% General or Other

University Career Services

*comparing #s from July - October 2019 vs. July - October 2020

- 1,404 appointments vs. 1,530
- *-15% on-campus jobs & very few work-study positions*
- *3 major virtual career events*
- Remote & asynchronous services

Mason Care Network Appointments

2,084 total appointments (August 2020 - current)

Top 5 topics:

- Academic
- Effectiveness / Managing commitment
- School community
- Health and support
- Career exploration

Learning Services

48 virtual workshops including

- Academic survival for finals
- Exam strategies
- How to study for online courses
- Managing academic anxiety
- Scheduling & time management

Disability Services

~4% increase in students with registered disabilities

Increase in students enrolled in MASI and Executive Functioning Program

Emotional Support Animals

Unexpected Shifts

Student Conduct Infractions

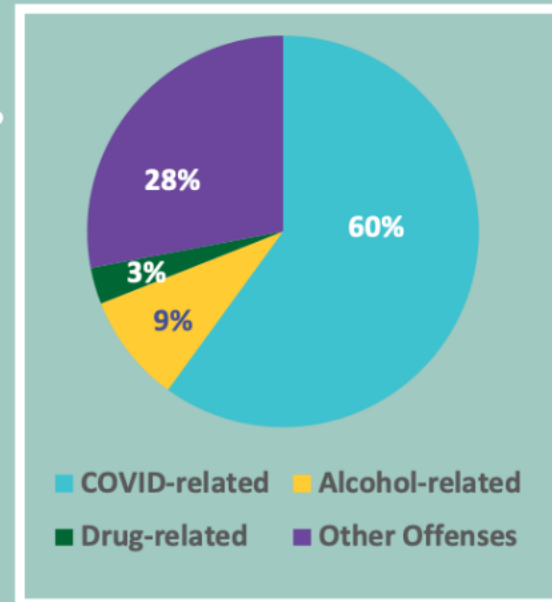
Fall 2020

703
students

VS

Fall 2019

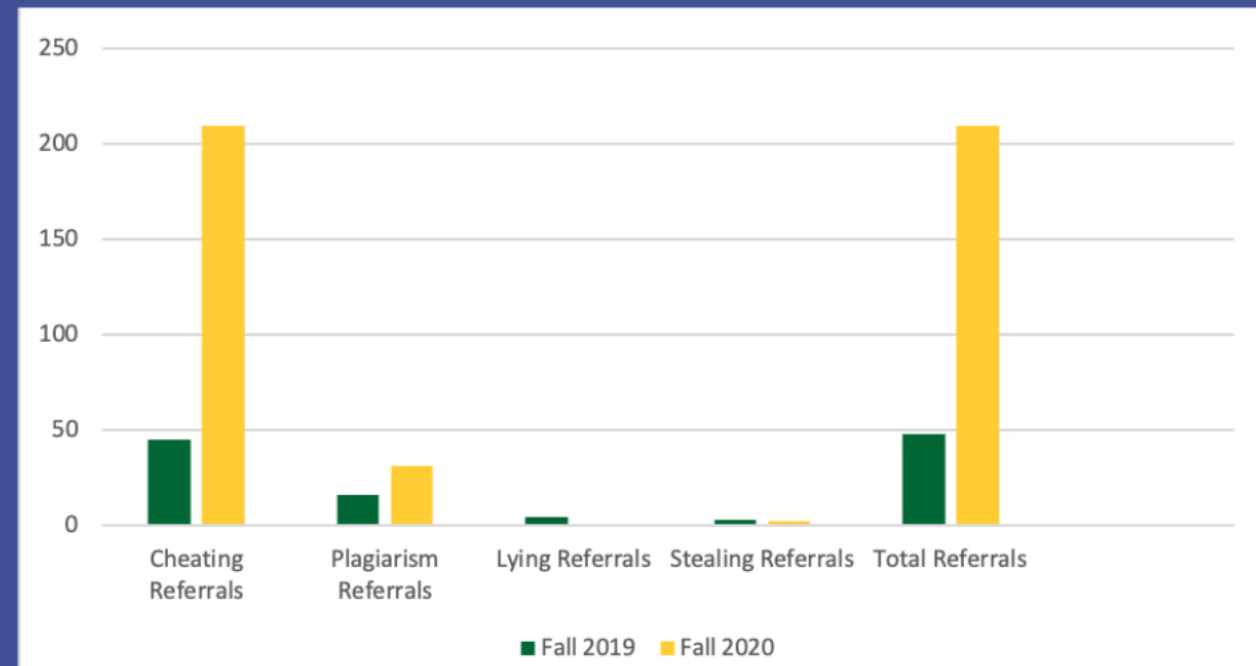
371
students



Student Support and Advocacy

Support provided to 186 survivors of sexual and interpersonal violence

Academic Integrity





Staff are Heroes!





Inclusive Excellence in Mason's Honors College

Board of Visitors APDUC Committee December 3, 2020

Dean Zofia Burr (zburr@gmu.edu)



Honors College

Since it was established in 2009, the Honors College has been an ongoing effort to answer this question:

How can we work together to leverage Mason's disciplinary, socio-economic, and cultural diversity to prepare the next generation to meet the many challenges facing us in the present and the future?

The answer is ***Inclusion*** at every level and in every form.

How do we include, challenge, support, and connect motivated students from every background and circumstance?

Learning through inquiry

Asking real questions to which you do not know the answers

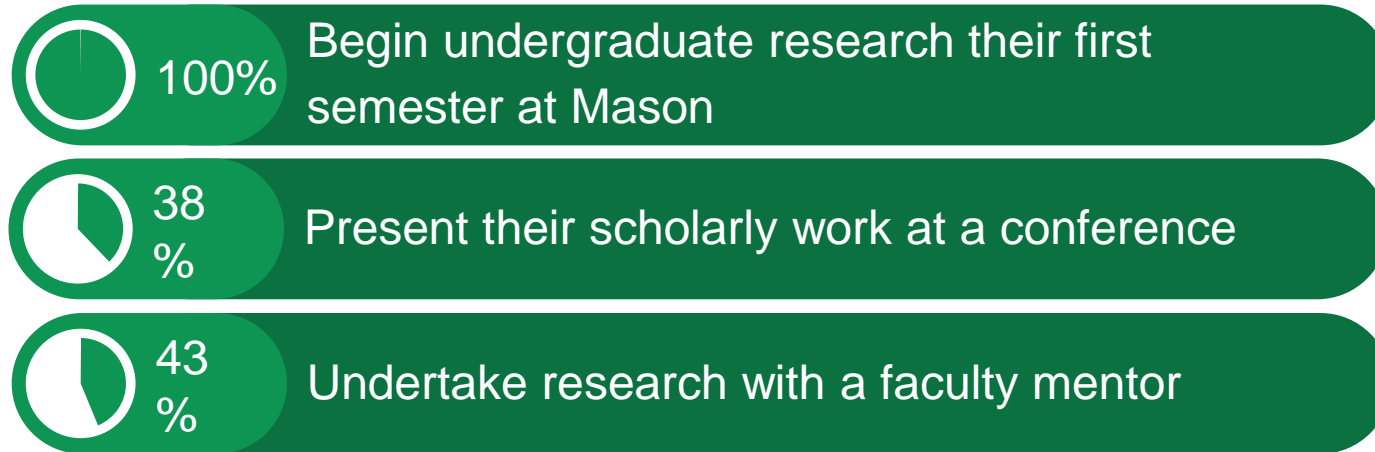
Reasoning about evidence

Locating, contextualizing, analyzing, and evaluating evidence

Considering multiple perspectives

Seeking out and taking seriously perspectives that are different from your own

What does asking questions make possible?



Research opportunities	Description	Participating Honors Students
Undergraduate Research Scholars Program (Summer 2019-Spring 2020)	Pays students to conduct individually designed research with faculty mentors	41
OSCAR Federal Work Study Research Assistants (AY 2019-2020)	Pays students with economic need to conduct research on faculty projects	51
Summer Team Impact Projects (Summer 2020)	Pays teams of students to conduct research with faculty mentors on	18
Presentation at Virtual Celebration of Student Scholarship (Spring 2020- Summer 2020)	Provides opportunity for students to present their research. Honors College students represented over half of the presentations.	68

Asking questions of ourselves and one another: Honoring Our Community Program



Goal

Foster anti-racist practices and mutual understanding in the Honors College.

Format

Assemble small groups of 5-6 students represent a diverse range of experiences, perspectives, and identities.

Schedule monthly meetings with a faculty facilitator.

Build trust necessary to discuss racial justice.

Work together to cultivate a culture of anti-racism in our community.

How does inquiry lead to action?

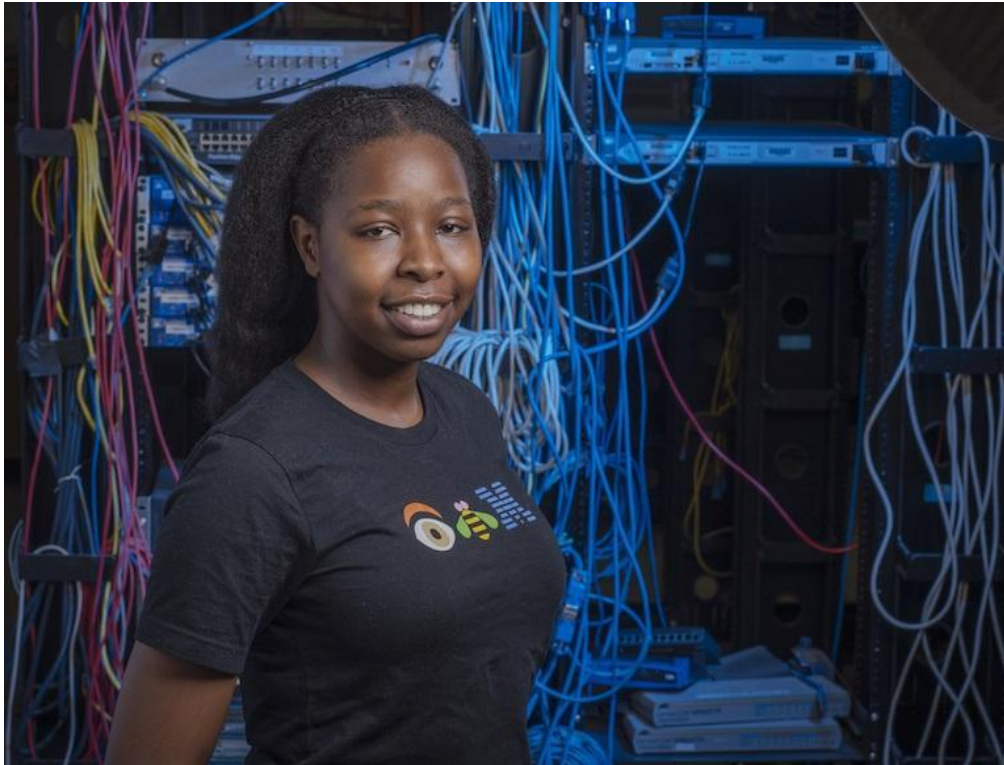


Partnership with Early Identification Program



- **College Application Coaches.**
First-generation high school students may not have people at home to help them navigate the college application process. Honors College students mentor 11th grade EIP students while they begin this process.
- **Pre-Honors Seminar in Summer Academy**
Offer an Honors College-like course to 10th grade EIP students over Summer to help them envision themselves in the Honors College.
- **Scholarships for EIP students**
EIP students are among the most motivated applicants to Mason, so the Honors College aims to support as many of these students as possible.

Alumni Spotlight: Doreen Joseph (Cybersecurity, '19)



In Fall 2019, Doreen began a fully-funded PhD in Computer Science at University of California, Davis. She takes to that program a continuing commitment to serving underserved students.

- **Early Identification Program.**

Doreen is a first-generation student who came to the United States from Kenya; she received support from Mason's EIP in high school.

- **Peer Research Mentor.**

Helped students taking Foundations of Inquiry develop research projects.

- **Honors College Multicultural Alliance.**

Served as a key organizer in this diversity-focused organization.

- **National Society of Black Engineers.**

Campus chair of Pre-College Initiatives.

- **College Application Coaches.**

Key leader in collaboration between Honors College and EIP to help first-gen high schoolers.

Scholarships for STEM bootcamps



Goal

Address educational disadvantages experienced by students from less affluent school districts.

Format

Provide a scholarship to Mason's STEM bootcamps for each Honors College student who participates.

These bootcamps prepare students for first-semester coursework in STEM-fields.

One of the bootcamp options ensures that STEM students can start their first semester in the math class that enables on-time graduation.

Honors College Multicultural Alliance



Goal

Established in 2015 as Honors College Black Ambition, HCMA:

- Fosters community among students of color;
- Cultivates increased awareness of differences in background and perspective among all Honors College students; and
- Provides important feedback to Honors College administration about opportunities to deepen our shared commitment to inclusion.

Highlights

From 2015-2017, HCBA was key to starting conversations that led to the Enslaved Children of George Mason and George Mason's Legacies initiatives.

Student Spotlight: Madison Gaines (Creative Writing, '22)



In Spring 2019, Madison presented her research and poetry at the national Cultural Studies Association Conference in New Orleans.

- **HNRS 130. Social Inequality and the Self**
Began conducting research into the experience of biracial-identified people.
- **Undergraduate Research Scholars Program.**
Received funding to conduct interviews with biracial-identified people at Mason, use sociological methods to analyze these interviews, and compose poetry.
- **Multidisciplinary Research and Creative Projects Seminar.**
Developed this project and learned to communicate about it.
- **“Mason’s Legacies” Event**
Composed and performed poetry about experience of people enslaved by George Mason.

Ensure all students have the support they need to excel

Four-year graduation rate (Pell Eligible)	64%	41%	Not available
Six-year graduation rate (Pell Eligible)	80%	66%	49%
Four-year graduation rate (First Generation)	63%	46%	Not available
Six-year graduation rate (First Generation)	89%	66%	Not available

Context

Mason (not including Honors) overall graduation rates: 46% (4 year)/67% (6 year)

Honors College overall graduation rate: 67% (4 year)/87% (6 year)



Continue to grow transfer and second-year entry programs

Second- and Third-Year Entry

Summer 2019
8

Summer 2020
44

Transfers

Summer 2019
10

Summer 2020
24

How can Mason's Honors College become more inclusive?

What would reflect equitable access to the Honors College?

Match the diversity of Mason

	Past: Honors College 2010	Current: Honors College 2020	Goal: Match Mason 2020 <small>(not including Honors)</small>
Asian	15%	28%	29%
Black	2%	10%	17%
White	65%	53%	43%
All others (includes no answer)	12%	9%	10%
Latinx or Hispanic	6%	11%	15%

How can you help?

Tell our story.

Advocate on behalf of the university.

Help us raise the funds that would allow us to meet 100% of our students' financial need.



THANK YOU!

Questions?

Dean: Zofia Burr
zburr@gmu.edu

Director of Communications: Richard Todd Stafford
rstaffo2@gmu.edu

Faculty Actions

(Action Item)

- Election of New Tenured Faculty
- Conferral of Emeritus/Emerita Status

Program Actions

(Action Item)

- Program Name Change
 - MEd in Leadership and Human Development *to* MEd in Education Leadership (CEHD)

Announcements

- Appointment of Faculty
- Appointment of Administrative and Professional Faculty
- Appointments/Reappointments of Deans/Directors and Department Chairs/School Directors
- Renewals and Reappointments
- Separations
- Other Announcements
- Summary of Faculty Actions and Announcements



Adjournment



ACTION ITEMS

Academic Programs, Diversity, and University Community Committee

December 3, 2020

ELECTIONS OF NEW TENURED FACULTY

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>
Fauntroy	Michael K.	8/25/2021

Title: Associate Professor without Term

Classification: Tenured (without term) - Instructional

Local Academic Unit: Schar School of Policy and Government



Office of the Provost
4400 University Drive, MSN 3A2
Fairfax, Virginia 22030
Phone: 703.993.8770; Fax: 703.993.8871

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

This form must be submitted, in hard copy, to the Provost Office by the Dean/Director immediately upon receipt of a signed offer letter.

Faculty Member's Name and Title

Local Academic Unit

___ Reference checks have been conducted.

earliest availability, online; 418: Bridges:

___ Sexual harassment prevention training has been scheduled for Building a Supportive Community
Date

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

Dean/Director Date

ACTION ITEMS

Academic Programs, Diversity, and University Community Committee

December 3, 2020

CONFERRAL OF EMERITUS/EMERITA STATUS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>
Birchard	Geoffrey F.	12/3/2020

Title: Associate Professor Emeritus

Local Academic Unit: Biology (COS)

Geller	Harold A.	12/3/2020
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Title: Associate Professor Emeritus

Local Academic Unit: Physics and Astronomy (COS)

Rockwood	Larry L.	12/3/2020
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Title: Professor Emeritus

Local Academic Unit: Biology (COS)



College of Science
 4400 University Drive, MSN: 5C3
 Fairfax, Virginia 22030
 Phone: (703) 993-3622; Fax: (703) 993-1993

To: Mark Ginsberg , Provost and Executive Vice President
 Gregory Washington, President
 From: Fernando R. Miralles-Wilhelm, Dean, College of Science
 Subject: Emeritus Designation for Dr. Geoff Birchard
 Date: September 10, 2020

Dr. Geoff Birchard joined the Biology Department at George Mason University in 1985 as a tenure track Assistant Professor, and was promoted to Associate Professor in 1991. Dr. Birchard retired Jun 1st 2020, after 35 years of service. Throughout his career Dr. Birchard has made many significant contributions to the department of Biology by developing and teaching several undergraduate and graduate courses, making him a key element for guidance and support for students and colleagues. He served in numerous university and departmental committees, included The Long Range Planning Committee, MS Program Coordinator and CAS and COS Curriculum Committees. His research in the field of comparative physiology allowed him to present his findings across the world and produce more than 65 paper in renowned journals in the field.

I am pleased to support the nomination of Dr. Birchard for the rank of Associate Professor Emeritus as recommended by the Department Chair Dr. Geraldine Grant. Given his superlative contributions and reputation at Mason, it seems fitting that we confer this honor effective upon approval by the Board of Visitors.

Approved Disapproved 9/22/2020
 Mark Ginsberg, Provost and Executive Vice President Date

Approved Disapproved 9/30/2020
 Gregory Washington, President Date

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



College of Science
 4400 University Drive, MSN: 5C3
 Fairfax, Virginia 22030
 Phone: (703) 993-3622; Fax: (703) 993-1993

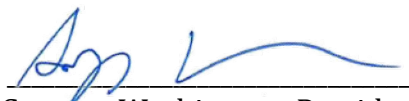
To: Mark Ginsberg , Provost and Executive Vice President
 Gregory Washington, President
 From: Fernando R. Miralles-Wilhelm, Dean, College of Science
 Subject: Emeritus Designation for Dr. Harold Geller
 Date: September 10, 2020



Dr. Harold Geller joined Mason as a part-time faculty in 1992 while he was the Deputy Director of the Washington, DC operations for the Consortium for International Earth Science Information Network's (CIESIN). In 1996 he became a full-time faculty and was promoted to Associate Professor in 2010 until his retirement in May of 2020, after 28 years of service. Throughout his career Dr. Geller has made many significant contributions to the department of Physics and Astronomy and in the development of the astronomy degree programs at Mason. Most notably, Dr. Geller strongly advocated for establishing the GMU Observatory on the Fairfax campus which features the largest on-campus telescope in the East coast. He served as the Director of the Observatory since 2011 until his retirement. He is a loved instructor for his astronomy courses and a well-known faculty member in the GMU community for his astronomy-related activities.

I am pleased to support the nomination of Dr. Geller for the rank of Associate Professor Emeritus as recommended by the Department Chair Dr. Paul So. Given his superlative contributions and reputation at Mason, it seems fitting that we confer this honor effective upon approval by the Board of Visitors.

Approved Disapproved 
 Mark Ginsberg, Provost and Executive Vice President 9/22/2020
 Date

Approved Disapproved 
 Gregory Washington, President 9/30/2020
 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.



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 Fairfax, Virginia 22030
 Phone: (703) 993-3622; Fax: (703) 993-1993

To: Mark Ginsberg , Provost and Executive Vice President
 Gregory Washington, President
 From: Fernando R. Miralles-Wilhelm, Dean, College of Science
 Subject: Emeritus Designation for Dr. Larry Rockwood
 Date: September 10, 2020

Dr. Larry Rockwood joined the Department of Biology at George Mason University in 1974 and retired in June 2020, as Full Professor, after 46 years of service. During his time at GMU, Dr. Rockwood served as the Department Chair of Biology on three occasions, 1980-89, 1996-98 and in the newly reformed department in 2014-19. Dr. Rockwood also served as the Director and guiding force of the Undergraduate Biology Program – during the time it was separated from the Department. He also was the driving force behind the reformation of the Department in 2014, and chief engineer of its current new wave of success.

Throughout his career at Mason Dr. Rockwood has made many important contributions to the department of Biology by reforming the Biology Undergraduate Curriculum, initiating the highly successful Fall Research Semester, developing the INVOA Neuroscience, and Chronic Disease internships, and helping to revise the curriculum for the Smithsonian Mason School of conservation.

I am pleased to support the nomination of Dr. Rockwood for the rank of Emeritus Professor as recommended by the Department Chair Dr. Geraldine Grant. Given his superlative contributions and reputation at Mason, it seems fitting that we confer this honor effective upon approval by the Board of Visitors.

Approved Disapproved 9/22/2020
 Mark Ginsberg, Provost and Executive Vice President Date

Approved Disapproved 9/30/2020
 Gregory Washington, President Date

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

ITEM NUMBER:

MEd in Leadership and Human Development Name Change to MEd in Education Leadership

PURPOSE OF ITEM:

A technical change proposal to change the name of the Master of Education (MEd) in Leadership and Human Development to the Master of Education (MEd) in Education Leadership has been prepared for the State Council of Higher Education for Virginia (SCHEV). Board action is required prior to SCHEV submission.

APPROPRIATE COMMITTEE:

Academic Programs, Diversity, and University Community Committee

BRIEF NARRATIVE:

The MEd in Leadership and Human Development degree program prepares graduates for leadership in school supervision and administration roles. The proposed program name will bring university and SCHEV records into alignment and will more accurately reflect the substance of the curriculum. This technical change action is intended to reconcile degree inventory records that have been divergent for some time. No substantive curricular changes have occurred or will occur as a result of the proposed name change. The current curriculum requirements align with the proposed name.

Using nomenclature that emphasizes specific leadership preparation in education is essential to convey the program's focus on school leaders. Changing the name of the MEd program to more accurately reflect the program's domain will allow the School of Education to market the program more effectively to prospective students, and will provide students with a degree that clearly indicates their expertise.

REVENUE IMPLICATIONS:

The proposed name change should incur no new expense to the College of Education and Human Development or the School of Education.

STAFF RECOMMENDATION:

Staff recommends Board approval.

ANNOUNCEMENT

Academic Programs, Diversity, and University Community Committee

December 3, 2020

APPOINTMENT OF FACULTY

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
Bashatah	Ahmed	9/4/2020	1 year

Title: Research Associate (Instructor)

Classification: Term - Research

Local Academic Unit: Bioengineering (VSE)

Crank	Keith	8/25/2020	1 year
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Title: Term Professor

Classification: Term - Instructional

Local Academic Unit: Statistics (VSE)

Note(s): Additional Title: STAT Associate Chair for Research

ANNOUNCEMENT

Academic Programs, Diversity, and University Community Committee

December 3, 2020

APPOINTMENT OF ADMINSTRATIVE AND PROFESSIONAL FACULTY

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>
Baez-Powell	Natalia	9/14/2020

Title: Psychologist

Classification: At will - Admin/Professional

Local Academic Unit: Counseling and Psychological Services (UL)

Bates	Jessica	10/25/2020
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Title: Director of Marketing

Classification: At will - Admin/Professional

Local Academic Unit: Schar School of Policy and Government

Bookman	Adam	9/28/2020
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Title: Senior Consultant

Classification: At will - Admin/Professional

Local Academic Unit: Office of the Senior Vice President

Bunting	Andrew	9/25/2020
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Title: Executive Director of Enrollment Services

Classification: At will - Admin/Professional

Local Academic Unit: Office of the Provost

Byrd	Alan	11/2/2020
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Title: Dean of Admissions

Classification: At will - Admin/Professional

Local Academic Unit: Office of Admissions

ANNOUNCEMENT

Academic Programs, Diversity, and University Community Committee

December 3, 2020

APPOINTMENT OF ADMINISTRATIVE AND PROFESSIONAL FACULTY

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>
DeSantis	Matthew	9/28/2020

Title: Executive Director, Institutional Effectiveness

Classification: At will - Admin/Professional

Local Academic Unit: Office of the Provost

Fucci-Bartoszek	Amanda	9/10/2020
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Title: Associate Director, Research Administration

Classification: At will - Admin/Professional

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

Hedrick	Nicole	7/20/2020
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Title: Psychology Intern

Classification: At will - Admin/Professional

Local Academic Unit: Counseling and Psychological Services (UL)

Heng	Lyly	9/25/2020
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Title: Lead Teacher

Classification: At will - Admin/Professional

Local Academic Unit: Human Resources and Payroll

Howick	Rebecca C.	9/10/2020
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Title: Associate Director, Center for Innovation and Entrepreneurship

Classification: At will - Admin/Professional

Local Academic Unit: School of Business

ANNOUNCEMENT

Academic Programs, Diversity, and University Community Committee

December 3, 2020

APPOINTMENT OF ADMINISTRATIVE AND PROFESSIONAL FACULTY

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>
Jones	Jessica	8/25/2020

Title: Deputy Director, National Security Institute

Classification: At will - Admin/Professional

Local Academic Unit: Antonin Scalia Law School

Largent	Caitlyn	9/28/2020
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Title: Assistant Director for Sexual and Interpersonal Violence Prevention and Response

Classification: At will - Admin/Professional

Local Academic Unit: Student Support and Advocacy Center (UL)

Ouellette	Nicole Jerome	11/10/2020
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Title: Associate Director, Leadership Annual Giving

Classification: At will - Admin/Professional

Local Academic Unit: College of Humanities and Social Sciences

Reiter	Merrill	7/20/2020
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Title: Psychology Intern

Classification: At will - Admin/Professional

Local Academic Unit: Counseling and Psychological Services (UL)

Rigg	Thomas	7/20/2020
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Title: Psychology Intern

Classification: At will - Admin/Professional

Local Academic Unit: Counseling and Psychological Services (UL)

ANNOUNCEMENT

Academic Programs, Diversity, and University Community Committee

December 3, 2020

APPOINTMENT OF ADMINISTRATIVE AND PROFESSIONAL FACULTY

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>
Smilde	John	12/1/2020

Title: Director of Gifts and Records Administration

Classification: At will - Admin/Professional

Local Academic Unit: Advancement and Alumni Relations

Ungvari	Judit	10/10/2020
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Title: Future Earth/Institute for a Sustainable Earth Research and Innovation Officer

Classification: At will - Admin/Professional

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

ANNOUNCEMENT

Academic Programs, Diversity, and University Community Committee

December 3, 2020

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

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
Ihara	Emily	4/10/2020	> 3 years

Title: Department Chair

Local Academic Unit: Social Work (CHHS)

Karush	Matthew	8/25/2020	4 years
---------------	----------------	-----------	---------

Title: Department Chair

Local Academic Unit: History and Art History (CHSS)

Kubik	Martha	6/25/2020	4 years
--------------	---------------	-----------	---------

Title: Director

Local Academic Unit: Nursing (CHHS)

McCue-Weil	Leigh	8/10/2020	> 1 year
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Title: Interim Chair

Local Academic Unit: Mechanical Engineering (VSE)

Reedy	Karen	8/25/2020	1 year
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Title: Director

Local Academic Unit: Dance (CVPA)

ANNOUNCEMENT

Academic Programs, Diversity, and University Community Committee

December 3, 2020

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

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
Wijesekera	Duminda	8/10/2020	> 2 years

Title: Acting Chair

Local Academic Unit: Cyber Security Engineering (VSE)

Willis	James	8/25/2020	3 years
---------------	--------------	-----------	---------

Title: Department Chair

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

ANNOUNCEMENT

Academic Programs, Diversity, and University Community Committee

December 3, 2020

RENEWALS AND REAPPOINTMENTS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
Ahmadi	Pouyan	8/25/2020	5 years

Title: Term Assistant Professor

Classification: Instructional

Local Academic Unit: Information Sciences and Technology (VSE)

Note(s): Additional Title: Faculty Course Coordinator

Atkinson	Robert P.	1/10/2020	1 year
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Title: Senior Research Associate

Classification: Research

Local Academic Unit: Communication (CHSS)

Baldelli	Elisa F.	12/10/2020	1 year
-----------------	-----------------	------------	--------

Title: Research Associate (Instructor)

Classification: Research

Local Academic Unit: Center for Applied Proteomics and Molecular Medicine (COS)

Note(s): Additional Title: Molecular Biologist

Buckley	Martha	10/20/2020	1 year
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Title: Research Assistant Professor

Classification: Research

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

Cash	Benjamin A.	5/25/2020	1 year
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Title: Research Associate Professor

Classification: Research

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

ANNOUNCEMENT

Academic Programs, Diversity, and University Community Committee

December 3, 2020

RENEWALS AND REAPPOINTMENTS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
Cook	John Frederick O.	1/25/2020	1 year

Title: Research Assistant Professor

Classification: Research

Local Academic Unit: Communication (CHSS)

Dolci	Stefano	11/10/2020	1 year
--------------	----------------	------------	--------

Title: Research Associate (Instructor)

Classification: Research

Local Academic Unit: Collision Safety and Analysis (COS)

Fine	Pamela	8/25/2020	1 year
-------------	---------------	-----------	--------

Title: Term Assistant Professor

Classification: Instructional

Local Academic Unit: Nursing (CHHS)

Note(s): Previous title: Term Instructor

Foxwell	Harry J.	1/10/2020	3 years
----------------	-----------------	-----------	---------

Title: Term Associate Professor

Classification: Instructional

Local Academic Unit: Information Sciences and Technology (VSE)

Note(s): Additional Title: Faculty Course Coordinator

Haas	Tanya	8/25/2020	1 year
-------------	--------------	-----------	--------

Title: Term Assistant Professor

Classification: Instructional

Local Academic Unit: Nursing (CHHS)

ANNOUNCEMENT

Academic Programs, Diversity, and University Community Committee

December 3, 2020

RENEWALS AND REAPPOINTMENTS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
Hashmi	Irina	8/25/2020	3 years

Title: Term Assistant Professor

Classification: Instructional

Local Academic Unit: Information Sciences and Technology (VSE)

Note(s): Additional Title: Faculty Course Coordinator

Holmes	David I.	8/25/2020	3 years
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Title: Term Assistant Professor

Classification: Instructional

Local Academic Unit: Statistics (VSE)

Holton	Anne	8/1/2020	< 1 year
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Title: Term Professor

Classification: Instructional

Local Academic Unit: Schar School of Policy and Government

Note(s): Additional Title: Special Advisor to the President; Senior Fellow, EdPolicyForward
The Center for Education Policy

This position is split the Schar School of Policy and Government and the College of Education and Human Development.

Howard	Susan	8/25/2020	1 year
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Title: Term Assistant Professor

Classification: Instructional

Local Academic Unit: Integrative Studies (CHSS)

Note(s):

Previous title: Term Instructor. This record supersedes previous appointment reported in the February 2020 Board Book.

Huang	Liling	8/25/2020	3 years
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Title: Term Associate Professor

Classification: Instructional

Local Academic Unit: Electrical and Computer Engineering (VSE)

ANNOUNCEMENT

Academic Programs, Diversity, and University Community Committee

December 3, 2020

RENEWALS AND REAPPOINTMENTS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
Hunter	Brett D.	8/25/2020	3 years

Title: Term Assistant Professor
Classification: Instructional
Local Academic Unit: Statistics (VSE)

Inglis	Robert	6/1/2020	1 year
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Title: Research Professor
Classification: Research
Local Academic Unit: Communication (CHSS)

Islam	Khondkar	8/25/2020	5 years
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Title: Term Professor
Classification: Instructional
Local Academic Unit: Information Sciences and Technology (VSE)

Note(s): Additional Title: Associate Chair for Undergraduate Studies, IST Department; Faculty Course Coordinator
Previous title: Term Associate Professor

Izmirli	Ilhan	8/25/2020	3 years
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Title: Term Assistant Professor
Classification: Instructional
Local Academic Unit: Statistics (VSE)

Johnson	Elizabeth D.	8/25/2020	3 years
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Title: Term Associate Professor
Classification: Instructional
Local Academic Unit: Statistics (VSE)

Note(s): Previous title: Term Assistant Professor

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RENEWALS AND REAPPOINTMENTS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
Kim	Esther H.	8/25/2020	1 year

Title: Term Instructor

Classification: Instructional

Local Academic Unit: INTO Mason (Provost)

Kirsch	Jane C.	8/25/2020	1 year
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Title: Term Instructor

Classification: Instructional

Local Academic Unit: INTO Mason (Provost)

Kotcher	John E.	8/25/2020	1 year
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Title: Research Assistant Professor

Classification: Research

Local Academic Unit: Communication (CHSS)

Kozumplik	Thomas	8/25/2020	1 year
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Title: Term Instructor

Classification: Instructional

Local Academic Unit: INTO Mason (Provost)

Krout	Linda	8/25/2020	1 year
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Title: Term Instructor

Classification: Instructional

Local Academic Unit: College of Education and Human Development

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Academic Programs, Diversity, and University Community Committee

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RENEWALS AND REAPPOINTMENTS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
Lilley	Timothy Patrick	8/25/2020	1 year

Title: Term Instructor

Classification: Instructional

Local Academic Unit: INTO Mason (Provost)

Magni	Ruben	11/10/2020	1 year
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Title: Research Assistant Professor

Classification: Research

Local Academic Unit: Center for Applied Proteomics and Molecular Medicine (COS)

Marx	Lawrence	11/25/2020	1 year
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Title: Research Associate (Instructor)

Classification: Research

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

Mitchell	Mark A.	5/1/2020	1 year
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Title: Research Associate Professor

Classification: Research

Local Academic Unit: Communication (CHSS)

Morell	Michael	8/25/2020	1 year
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Title: Distinguished Visiting Professor

Classification: Research

Local Academic Unit: Schar School of Policy and Government

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RENEWALS AND REAPPOINTMENTS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
Musfeldt	Scott T.	8/25/2020	1 year

Title: Term Instructor

Classification: Instructional

Local Academic Unit: INTO Mason (Provost)

Note(s): Additional Title: Associate Coordinator, Academic English Program

Namubiru	Esther	8/25/2020	1 year
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Title: Term Instructor

Classification: Instructional

Local Academic Unit: INTO Mason (Provost)

Otten	John	8/25/2020	3 years
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Title: Term Instructor

Classification: Instructional

Local Academic Unit: Computer Science (VSE)

Park	Chung-Kyu	9/25/2020	1 year
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Title: Research Assistant Professor

Classification: Research

Local Academic Unit: Collision Safety and Analysis (COS)

Perilla	German	6/25/2020	1 year
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Title: Term Instructor

Classification: Instructional

Local Academic Unit: School of Business

Note(s):

Additional Title: Director of the George Mason University Honey Bee Initiative. This is a joint assignment with the College of Science.

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RENEWALS AND REAPPOINTMENTS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
Rehr	David K.	8/25/2020	1 year

Title: Research Professor

Classification: Research

Local Academic Unit: Schar School of Policy and Government

Note(s): Additional Title: Director of the Center for Business Civic Engagement

Reichert	Rudolf	9/15/2020	1 year
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Title: Research Assistant Professor

Classification: Research

Local Academic Unit: Collision Safety and Analysis (COS)

Russo	Paul	12/1/2020	1 year
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Title: Research Assistant Professor

Classification: Research

Local Academic Unit: Center for Applied Proteomics and Molecular Medicine (COS)

Schoeny	Mara	6/25/2020	3 years
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Title: Term Associate Professor

Classification: Instructional

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

Note(s): Additional Title: Director of the Undergraduate Program

Shafroth	Frank	6/25/2020	1 year
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Title: Term Instructor

Classification: Instructional

Local Academic Unit: Schar School of Policy and Government

Note(s): Additional Title: Director, State and Local Government Leadership Center

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Academic Programs, Diversity, and University Community Committee

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RENEWALS AND REAPPOINTMENTS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
Shin	Chul-Su	10/25/2020	1 year

Title: Research Assistant Professor

Classification: Research

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

Shuman	Gene R.	8/25/2020	3 years
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Title: Term Assistant Professor

Classification: Instructional

Local Academic Unit: Information Sciences and Technology (VSE)

Note(s): Additional Title: Faculty Course Coordinator

Sklarew	Jennifer	8/25/2020	1 year
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Title: Term Assistant Professor

Classification: Instructional

Local Academic Unit: Environmental Science and Policy (COS)

Sun	Ziheng	10/10/2020	1 year
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Title: Research Assistant Professor

Classification: Research

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

Swenson	Erik T.	8/25/2020	1 year
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Title: Research Assistant Professor

Classification: Research

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

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RENEWALS AND REAPPOINTMENTS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
Tahan	Fadi	9/15/2020	1 year

Title: Research Assistant Professor

Classification: Research

Local Academic Unit: Collision Safety and Analysis (COS)

Waithaka	Eric N.	8/25/2020	1 year
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Title: Term Assistant Professor

Classification: Instructional

Local Academic Unit: Social Work (CHHS)

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Academic Programs, Diversity, and University Community Committee

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SEPARATIONS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
Agoston	Kathryn	Contract expiration	01/30/2021

Title: Graduate Fellowship Director
Classification: At will - Admin/Professional
Local Academic Unit: Office of the Provost

Barton	Oscar	Resignation	08/24/2020
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Title: Term Professor
Classification: Term - Instructional
Local Academic Unit: Mechanical Engineering (VSE)

Note(s): Dr. Barton has accepted a position with Morgan State University.

Brumsey	Michele	Contract expiration	09/23/2020
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Title: Director of Advancement
Classification: At will - Admin/Professional
Local Academic Unit: Volgenau School of Engineering

Del Duke	Evan	Resignation	10/16/2020
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Title: Associate Director of Development and External Relations
Classification: At will - Admin/Professional
Local Academic Unit: College of Science

Note(s): Mr. Del Duke has accepted a position with DHS Science and Technology.

Ferssizidis	Panagiota Z.	Resignation	11/03/2020
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Title: Research Assistant Professor
Classification: Term - Research
Local Academic Unit: Nursing (CHHS)

Note(s): Dr. Ferssizidis has accepted a position with A Division for Advancing Prevention and Treatment.

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SEPARATIONS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
Gribko	Joana R.	Contract expiration	08/27/2020

Title: Research Associate (Instructor)

Classification: Term - Research

Local Academic Unit: Center for Excellence in Command, Control, Communications, Computing, Intelligence and Cyber (VSE)

Houck	Mark	Retirement	05/24/2020
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Title: Professor without Term

Classification: Tenured (without term) - Instructional

Local Academic Unit: Civil, Environmental and Infrastructure Engineering (VSE)

Katz	Jonathan	Resignation	08/21/2020
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Title: Professor without Term

Classification: Tenured (without term) - Instructional

Local Academic Unit: Computer Science (VSE)

Levis	Alexander H.	Retirement	08/24/2020
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Title: University Professor

Classification: Tenured (without term) - Instructional

Local Academic Unit: Electrical and Computer Engineering (VSE)

Livingston	Karen	Contract expiration	11/18/2020
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Title: Associate Director, Entrepreneurship Programs

Classification: At will - Admin/Professional

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

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SEPARATIONS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
Nash	Stephen	Retirement	05/24/2020

Title: Professor without Term

Classification: Tenured (without term) - Instructional

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

Pfiffner	James P.	Retirement	05/24/2020
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Title: University Professor

Classification: Tenured (without term) - Instructional

Local Academic Unit: Schar School of Policy and Government

Protopsaltis	Spiros	Contract expiration	08/24/2020
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Title: Term Associate Professor

Classification: Term - Instructional

Local Academic Unit: College of Education and Human Development

Pullen	J. Mark	Retirement	05/24/2020
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Title: Professor without Term

Classification: Tenured (without term) - Instructional

Local Academic Unit: Computer Science (VSE)

Shafroth	Frank	Retirement	01/09/2021
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Title: Term Instructor

Classification: Term - Instructional

Local Academic Unit: Schar School of Policy and Government

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SEPARATIONS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
Smith	Marilyn	Retirement	11/01/2020

Title: Vice President of ITU and CIO

Classification: At will - Admin/Professional

Local Academic Unit: Information Technology Unit

Sood	Arun K.	Retirement	05/24/2020
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Title: Professor without Term

Classification: Tenured (without term) - Instructional

Local Academic Unit: Computer Science (VSE)

Swan	Amy K.	Contract expiration	05/24/2020
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Title: Assistant Professor

Classification: Tenure track - Instructional

Local Academic Unit: Higher Education Program (CHSS)

Teague	Bradley C.	Resignation	09/18/2020
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Title: Assistant Director of Residential Student Development Initiatives

Classification: At will - Admin/Professional

Local Academic Unit: Housing and Residence Life (UL)

Viles	Robert	Resignation	08/24/2020
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Title: Certified Athletic Trainer

Classification: At will - Admin/Professional

Local Academic Unit: Intercollegiate Athletics

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SEPARATIONS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
Zhao	Liang	Resignation	05/24/2020

Title: Assistant Professor

Classification: Tenure track - Instructional

Local Academic Unit: Information Sciences and Technology (VSE)

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<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>
Abramson	Alan J.	Title Change

Title: Interim Director of the Master of Public Administration Program

Local Academic Unit: Schar School of Policy and Government

Note(s): Retained Title-Professor without Term

Auffret	Jean-Pierre	Title Change
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Title: Director, CARE

Local Academic Unit: Volgenau School of Engineering

Note(s): Retained Title-Director of Research Partnerships and Grant Initiatives

Barber	Christian J.	Title Change
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Title: Interim Director of Housing and Residence Life

Local Academic Unit: Housing and Residence Life (UL)

Note(s): Retained Title-Associate Director of Residential Communities

Berkeley	Sheri	Title Change
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Title: Director of the PhD in Education Program

Local Academic Unit: College of Education and Human Development

Note(s): Retained Title-Professor without Term

Brandt	Erin	Title Change
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Title: Associate Director of Housing Operations

Local Academic Unit: Housing and Residence Life (UL)

Note(s): Previous Title: Associate Director of Residential Services

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OTHER ANNOUNCEMENTS

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TYPE

Call-Cummings

Meagan

Tenure Track Contract
Extension

Title: Assistant Professor

Local Academic Unit: College of Education and Human Development

Caswell

Shane

Title Change

Title: Distinguished Mentoring Fellow for Faculty Affairs and Development

Local Academic Unit: Office of the Provost

Note(s): Retained Title-Professor without Term

Chanethom

Vincent

Tenure Track Contract
Extension

Title: Assistant Professor

Local Academic Unit: Modern and Classical Languages (CHSS)

Cronin

Matthew A.

Title Change

Title: Distinguished Mentoring Fellow for Faculty Affairs and Development

Local Academic Unit: Office of the Provost

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

Daigle

Delton T.

Title Change

Title: Director of Online Learning

Local Academic Unit: Schar School of Policy and Government

Note(s): Retained Title-Term Associate Professor

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<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>
Dailey	Stephanie	Tenure Track Contract Extension

Title: Assistant Professor

Local Academic Unit: College of Education and Human Development

Darnell	Heather M.	Title Change
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Title: Music, Film and Media Librarian

Local Academic Unit: University Libraries

Note(s): Previous Title:Multimedia Literacy Librarian

de Mutsert	Kim	Title Change
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Title: Associate Chair of Research, ESP

Local Academic Unit: Environmental Science and Policy (COS)

Note(s): Retained Title-Assistant Professor

Dodman	Stephanie	Tenure Track Contract Extension
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Title: Assistant Professor

Local Academic Unit: College of Education and Human Development

Dumas	Theodore C.	Title Change
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Title: Associate Director, Interdisciplinary Program in Neuroscience

Local Academic Unit: Neuroscience Program (COS)

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

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<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>
Fowler	Amy	Tenure Track Contract Extension

Title: Assistant Professor

Local Academic Unit: Environmental Science and Policy (COS)

Ganesan	Rajesh	Title Change
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Title: Distinguished Mentoring Fellow for Faculty Affairs and Development

Local Academic Unit: Office of the Provost

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

Gill	Charlotte	Title Change
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Title: IRB Co-Chair

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

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

Gkountouna	Olga	Tenure Track Contract Extension
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Title: Assistant Professor

Local Academic Unit: Computational and Data Sciences (COS)

Graham	Robert L.	Title Change
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Title: Course Coordinator, INYO 105/American Cultures

Local Academic Unit: INTO Mason (Provost)

Note(s): Retained Title-Term Assistant Professor

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TYPE

Graham

Robert L.

Title Change

Title: Course Coordinator, Undergraduate International Year One program

Local Academic Unit: INTO Mason (Provost)

Note(s): Retained Title-Term Assistant Professor

Graham

Robert L.

Title Change

Title: Term Assistant Professor

Local Academic Unit: INTO Mason (Provost)

Note(s): Previous Title:Term Instructor

Helmsing

Mark E.

Tenure Track Contract
Extension

Title: Assistant Professor

Local Academic Unit: College of Education and Human Development

Holincheck

Nancy M.

Tenure Track Contract
Extension

Title: Assistant Professor

Local Academic Unit: College of Education and Human Development

Holland

Christopher

Title Change

Title: Assistant to the VP of University Life

Local Academic Unit: Housing and Residence Life (UL)

Note(s): Previous Title:Assistant Dean/Chief Housing Officer

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OTHER ANNOUNCEMENTS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>
Johnson	Bret A.	Leave with Pay

Title: Assistant Professor

Local Academic Unit: School of Business

Note(s):

Professor Johnson will be on Leave with Pay for Academic Year 2020-2021 to visit the Securities and Exchange Commission.

Keyser	Randall	Title Change
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Title: IRB Co-Chair

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

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

La Croix	Leslie	Tenure Track Contract Extension
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Title: Assistant Professor

Local Academic Unit: College of Education and Human Development

Lampron	Stephanie F.	Title Change
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Title: Assistant Director, Trends and Assessment

Local Academic Unit: University Career Services (UL)

Note(s): Previous Title:Assistant Director, Trends, Assessment and Communication

Lopez Atencio	Eduardo	Tenure Track Contract Extension
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Title: Assistant Professor

Local Academic Unit: Computational and Data Sciences (COS)

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TYPE

Matto

Holly

Title Change

Title: Distinguished Mentoring Fellow for Faculty Affairs and Development

Local Academic Unit: Office of the Provost

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

Miller

Aaron

Title Change

Title: Director, International Business Development Program

Local Academic Unit: Mason Enterprise Center

Note(s): Previous Title:International Trade Manager

Mishra

Saurabh

Title Change

Title: Area Chair, Marketing

Local Academic Unit: School of Business

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

Moorman

Barbara S.

Title Change

Title: Director, Student Success and Academic Advising

Local Academic Unit: School of Business

Note(s): Previous Title:Associate Director of Academic Services

Morris

Bradley

Title Change

Title: Associate Director, Student Success and Academic Advising

Local Academic Unit: School of Business

Note(s): Previous Title:Assistant Director, Student Success and Retension

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<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>
Neyland	Jordan B.	Leave with Pay

Title: Assistant Professor

Local Academic Unit: Antonin Scalia Law School

Note(s):

Professor Neyland will be on Leave with Pay for Academic Year 2020-2021 to be a Visiting Scholar in the Securities and Exchange Commission's Office of Litigation Economics.

Oberle III	George D.	Title Change
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Title: Director of the Mason Legacies Center

Local Academic Unit: University Libraries

Note(s): Additional Title: Term Assistant Professor, History and Art History
Retained Title-History Librarian

This is a split assignment between College of Humanities and Social Sciences and University Libraries.

Olds	James	Title Change
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Title: Director, Ph.D. in Public Policy Program

Local Academic Unit: Schar School of Policy and Government

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

Paige	Mikell	Title Change
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Title: Associate Chair of Research, Department of Chemistry and Biochemistry

Local Academic Unit: Chemistry and Biochemistry (COS)

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

Park	Jung Yeon	Tenure Track Contract Extension
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Title: Assistant Professor

Local Academic Unit: College of Education and Human Development

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LAST NAME

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TYPE

Pegion

Kathleen V.

Title Change

Title: Associate Chair of Research, AOES

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

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

Pichichero

Christy

Title Change

Title: CHSS Director of Faculty Diversity

Local Academic Unit: College of Humanities and Social Sciences

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

Pokorski

Dale M.

Title Change

Title: Web Development Director

Local Academic Unit: College of Science

Note(s): Retained Title-Director, Information Technology and Security

Powell

Marvin G.

Tenure Track Contract
Extension

Title: Assistant Professor

Local Academic Unit: College of Education and Human Development

Redlich

Allison D.

Title Change

Title: Distinguished Mentoring Fellow for Faculty Affairs and Development

Local Academic Unit: Office of the Provost

Note(s): Retained Title-Professor without Term

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<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>
Richardson	Mary	Title Change

Title: Course Coordinator, Graduate International Pathways Program – EAP 405

Local Academic Unit: INTO Mason (Provost)

Note(s): Retained Title-Term Instructor

Robinson	Gregory	Title Change
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Title: Director of Graduate Studies

Local Academic Unit: Music (CVPA)

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

Samoylenko	Sergey	Title Change
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Title: Term Assistant Professor

Local Academic Unit: Communication (CHSS)

Note(s): Previous Title:Term Instructor

Sanyal	Pallab	Title Change
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Title: Distinguished Mentoring Fellow for Faculty Affairs and Development

Local Academic Unit: Office of the Provost

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

Showers	Ala	Title Change
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Title: Senior Instructional Designer

Local Academic Unit: Office of the Provost

Note(s): Previous Title:Instructional Designer

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<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>
Solomon	Lee	Tenure Track Contract Extension

Title: Assistant Professor

Local Academic Unit: Chemistry and Biochemistry (COS)

Sun	Lin	Tenure Track Contract Extension
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Title: Assistant Professor

Local Academic Unit: School of Business

Sutter	Caroline	Title Change
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Title: Director of Training, Population Health Center

Local Academic Unit: Nursing (CHHS)

Note(s): Retained Title-Term Associate Professor

Tong	Daniel	Title Change
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Title: Associate Director, CSISS

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

Note(s): Retained Title-Associate Professor

Varier	Divya	Tenure Track Contract Extension
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Title: Assistant Professor

Local Academic Unit: College of Education and Human Development

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<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>
Viano	Samantha L.	Tenure Track Contract Extension

Title: Assistant Professor

Local Academic Unit: College of Education and Human Development

Wage	Katleen	Title Change
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Title: Distinguished Mentoring Fellow for Faculty Affairs and Development

Local Academic Unit: Office of the Provost

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

Wessels	Konrad	Title Change
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Title: Associate Chair of Research, GGS

Local Academic Unit: Geography and Geoinformation Science (COS)

Note(s): Retained Title-Assistant Professor

Winsler	Adam	Title Change
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Title: Distinguished Mentoring Fellow for Faculty Affairs and Development

Local Academic Unit: Office of the Provost

Note(s): Retained Title-Professor without Term

Yi	Robert	Title Change
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Title: Assistant Director, School of Art

Local Academic Unit: Art (CVPA)

Note(s): Previous Title:Academic Program Manager

Faculty and Academic Standards Committee						
December 3, 2020						
SUMMARY OF FACULTY ACTIONS AND ANNOUNCEMENTS						
APPOINTMENT OF FACULTY						
	Term		Tenure Track			
	9-month	12-month	9-month	12-month	Research	Grant Funded
Instructor	0	1	0	0	1	1
Assistant Professor	0	0	0	0	0	0
Associate Professor	0	0	0	0	0	0
Professor	1	0	0	0	0	0
Administrative/Professional	0	17	0	0	0	1
Totals	1	18	0	0	1	2
RENEWALS/REAPPOINTMENTS						
	Term		Tenure Track			
	9-month	12-month	9-month	12-month	Total	
Instructor	5	9	0	0	14	
Assistant Professor	11	11	0	0	22	
Associate Professor	3	3	0	0	6	
Professor	3	2	0	0	5	
Administrative/Professional	0	0	0	0	0	
Totals	22	25	0	0	47	
SEPARATIONS						
	Resignation	Retirement	Contract Expiration	Deceased		Total
	7	8	6	0		21
OTHER ANNOUNCEMENTS						
	Leave with pay and Partial pay	Leave w/o pay	Title Change	Conversion	Tenure Track Contract Extension	Total
	2	0	42	0	16	60

*Summary Excludes Postdoctoral Research Fellows and Research Staff

**GEORGE MASON UNIVERSITY
AUDIT, RISK, AND COMPLIANCE COMMITTEE OF THE BOARD OF VISITORS
ELECTRONIC COMMITTEE MEETING**

**December 3, 2020
AGENDA**

- I. Call to Order**
 - A. Introductory Remarks

- II. Public Comments**

- III. Approval of Audit, Risk, and Compliance Committee Minutes**
 - A. Approval of Committee Minutes for October 1, 2020 Meeting (**ACTION**)

- IV. New Business**
 - A. Auditor of Public Accounts Discussion

 - B. Closed Session - security controls regarding access to or use of any automated data processing or telecommunications system (Code of VA: 2.2-3711.A.19)

- V. Reports**
 - A. Report of Approved Waivers of Contractual Conflicts of Interest

 - B. Office of University Audit Summary Report

- VI. Adjournment**

**GEORGE MASON UNIVERSITY
AUDIT, RISK, AND COMPLIANCE COMMITTEE
OF THE BOARD OF VISITORS
ELECTRONIC COMMITTEE MEETING**

**October 1, 2020
MINUTES**

MEETING NOTE: Due to safety concerns associated with the COVID-19 pandemic, and in accordance with provisions in the 2020 Commonwealth Budget Bill General Provisions: § 4-0.01.g.1, the October 1, 2020 meeting of the Audit, Risk, and Compliance Committee of the Board of Visitors of George Mason University was held through electronic means. Committee members and university leadership met via Zoom videoconference. The session was streamed live via webcast for public viewing at <https://gmutv.gmu.edu/live-broadcast/>. Public comments for this meeting were received via an online form posted on the Board of Visitors webpage (<https://bov.gmu.edu/>). No public comment submissions were received through the form for this committee. The full video recording of the meeting may be accessed at <https://vimeo.com/459386112>.

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

Faculty Senate Chair Davis; Faculty Liaison Douthett; Executive Director Park; Associate University Counsel Schlam; Assistant Vice President Zobel; Chief Audit, Risk, and Compliance Officer Dittmeier; and Associate University Auditor Watkins.

- I. Chair Rice called the meeting to order at 10:25 a.m.
- II. Chair Rice provided reminders that background noise should be limited when participating through Zoom, all voting during the meeting will be taken via roll call votes in accordance with electronic meeting requirements, and board member participation and discussion should remain limited to members of the Audit, Risk, and Compliance Committee in accordance with Freedom of Information Act requirements.

Chair Rice stated that the Audit, Risk, and Compliance Committee is accepting public comment in accordance with the electronic meeting provisions in the Commonwealth Budget Bill. He stated that no registrations for verbal comments were received but written comments would be accepted until today's full board meeting adjourns.

AUDIT, RISK, AND COMPLIANCE COMMITTEE

October 1, 2020

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III. Approval of Minutes

Chair Rice called for a motion to approve the minutes of the May 20, 2020 Audit Committee meeting. The motion was **MOVED** by Vice Chair Moreno and **SECONDED** by Visitor Blackman.

MOTION CARRIED BY ROLL CALL VOTE. Roll call was taken with all present members responding in the affirmative.

IV. New Business

A. Campus Health Status Update

Assistant Vice President Julie Zobel briefed the Committee on Mason's public health status and corresponding campus operations.

Dr. Zobel reviewed with the Committee Mason's structure for planning the efforts to return to campus safely. The structure modified Mason's emergency management plans and processes for the circumstances presented by the pandemic and included the Continuity Coordination Team overseen by the Emergency Management Executive Committee. Numerous faculty and other stakeholder perspectives were represented by the more than 200 faculty and staff in working groups and the Faculty Senate Chair as a member of the Emergency Management Executive Committee. Mason's Safe Return to Campus plan was reviewed by the Commonwealth's State Council for Higher Education in Virginia and found compliant with the Commonwealth's Higher Education Reopening Guidance.

Dr. Zobel discussed the various actions taken to prepare the university for the safe return of students for the fall semester. These included de-densifying the campus through limiting in-person classes and the size of classes; limiting the residential student population; encouraging employee telework; modifying classroom, residential, and work spaces to achieve appropriate physical distancing; requiring that face coverings be worn in all buildings; encouraging good hygiene practices; requiring the daily use of the faculty-developed exposure and health screener for those returning to campus; among others. The Committee discussed the perceived level of the community's adherence with face covering requirements. Dr. Zobel also reviewed training activities, acquisition of critical supplies, and planning for continuity of instruction and research. All residential students were required to have a negative test prior to move-in. Management also forged partnership with the local Health Departments to share information, guide Mason's case mitigation and management actions, and track conditions in the surrounding community.

Dr. Zobel discussed management's ongoing actions subsequent to students returning to campus, including testing strategies which use a faculty-developed risk-based randomization methodology, supplies of critical

AUDIT, RISK, AND COMPLIANCE COMMITTEE

October 1, 2020

Page 3

materials and equipment, and the monitoring of conditions on campus and in the surrounding community. She reviewed resources and services available for isolating or quarantining students. Dr. Park reviewed trends in community and campus test results and usage of Mason's capacity to isolate or quarantine students.

The Committee complimented the Continuity Coordination Team and university management on the efforts to plan for and manage the return of students to campus safely. Faculty Senate Chair Davis remarked that the commitment of students, faculty, and staff to ensuring the safe campus repopulating and ongoing maintenance has been critical to its effectiveness and the breadth of the involvement of numerous faculty across the planning efforts and actions demonstrated the strength of shared governance at the university.

B. Approval of Audit, Risk, and Compliance Committee Charter

The Committee reviewed the Audit, Risk, and Compliance Committee Charter and noted that the charter is aligned with the university's by-laws. Vice Chair Moreno **MOVED** and Visitor Kazmi **SECONDED** that the Audit, Risk, and Compliance Committee Charter be approved.

MOTION CARRIED BY ROLL CALL VOTE. Roll call was taken with all present members responding in the affirmative.

C. Approval of Office of Audit, Risk, and Compliance Charter

The Committee reviewed the Office of Audit, Risk, and Compliance Committee. Mr. Dittmeier confirmed the organizational independence of Mason's internal audit function. After discussion, the Committee concurred with Mr. Dittmeier's organizational independence confirmation. Visitor Kazmi **MOVED** and Vice Chair Moreno **SECONDED** that the Office of Audit, Risk, and Compliance Charter be approved.

MOTION CARRIED BY ROLL CALL VOTE. Roll call was taken with all present members responding in the affirmative.

V. Reports

Chair Rice noted that the Office of University Audit Summary Report has been received by the Committee.

VI. Adjournment

Chair Rice called for a motion to adjourn the meeting. The motion was **MOVED** by Vice Chair Moreno and **SECONDED** by Visitor Kazmi.

AUDIT, RISK, AND COMPLIANCE COMMITTEE

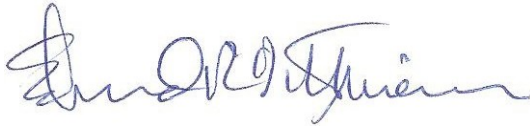
October 1, 2020

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MOTION CARRIED BY ROLL CALL VOTE. Roll call was taken with all present members responding in the affirmative.

Chair Rice declared the meeting adjourned at 11:18 a.m.

Respectfully submitted,

A handwritten signature in blue ink, appearing to read "Edward R. Dittmeier". The signature is fluid and cursive, with a long horizontal stroke at the end.

Edward R. Dittmeier
Secretary pro tem

ITEM NUMBER: IV.A.

Auditor of Public Accounts Discussion

PURPOSE OF ITEM:

Brief the Audit, Risk, and Compliance Committee regarding the upcoming financial statement audit for the year ended June 30, 2020.

NARRATIVE:

The Commonwealth's Auditor of Public Accounts is responsible for auditing the accounts of every state department, officer, board, commission, institution, or other agency handling any state funds. Among other things, the Auditor of Public Accounts determines that state agencies are providing and reporting appropriate information on financial and performance measures.

David Rasnic is representing the Auditor of Public Accounts.

ACTION:

Receive briefing and discuss.

GMU Board Meeting Entrance



David Rasnic, CPA, CISA – Project Manager
Jeff Finke, CPA – In-Charge

Agenda

- Who is the APA?
- Common Higher Ed Issues
- GMU 2020 Audit



Who/What is the APA?

- Martha Mavredes
- 11 Specialty Teams
- Approximately 120 Staff
- Report to JLARC



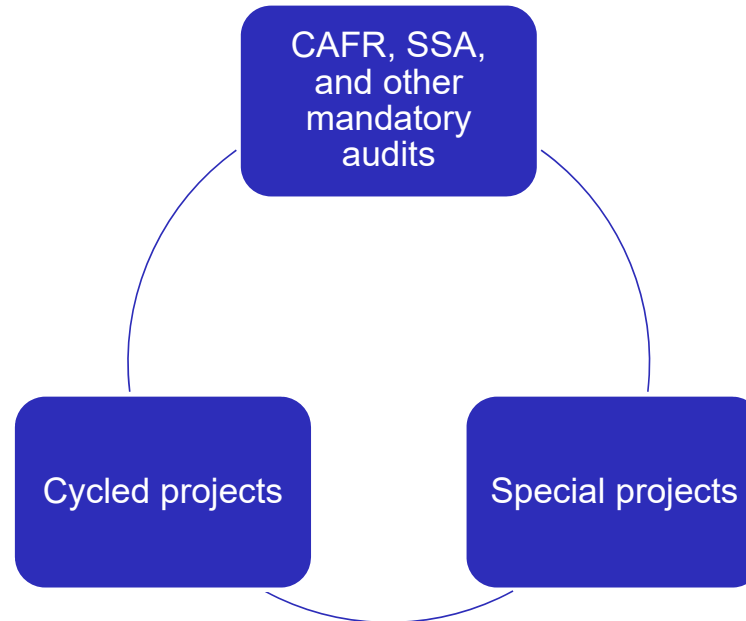
Mission and Values

- *To serve Virginia's citizens and decision-makers by providing unbiased, accurate information and sound recommendations to improve accountability and financial management of public funds.*
- *Professional, Engaged, Collaborative, Knowledge*

What we audit?

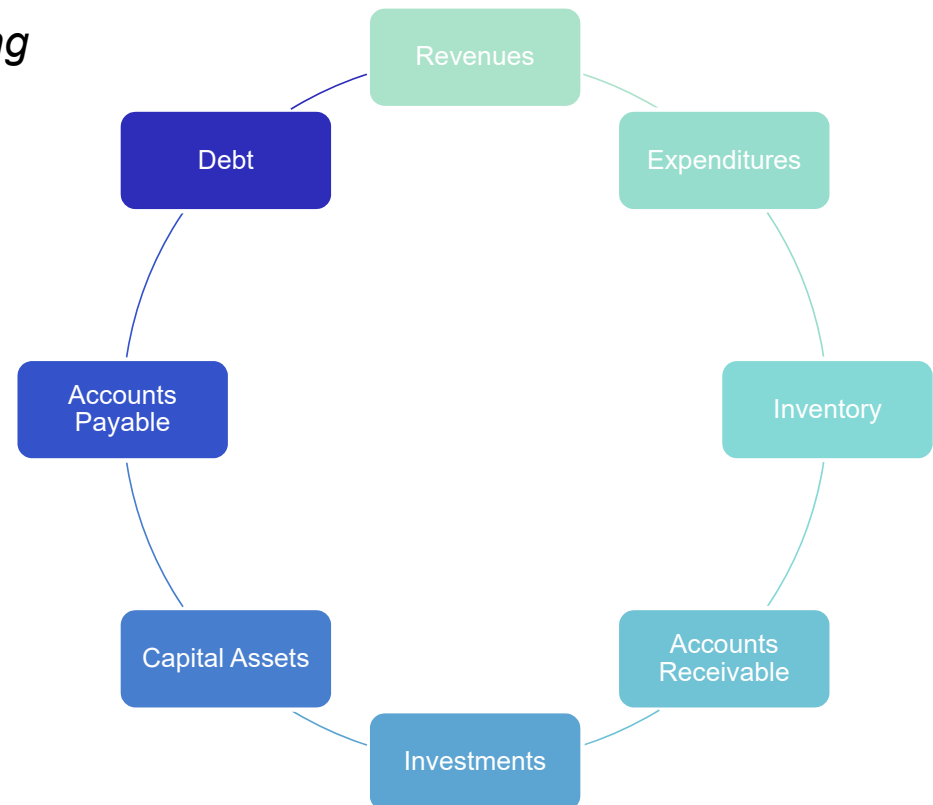
Statewide and Agency Projects

Special Projects	6,800
Judicial Branch	340
Executive Departments	91,570
Cycled Agencies	9,500
Independent Agencies	10,510
Local Gov't, Clerks, and Courts	<u>19,300</u>
Total Workplan Hours	138,020



What we audit?

- *Audit account balances and corresponding internal controls*
- *We ensure compliance with laws, regulations, contracts, and grant agreements*
 - *Public Procurement Act*
 - *Information Security Standard*
 - *Appropriation Act*
 - *Federal Regulations*
 - *Conflict of Interests Act*



In addition to audit...

- Provide ongoing support for Commonwealth Data Point, an online resource showing where and how the Commonwealth spends its funds
- Monitor major IT projects and contracts, which gives the General Assembly the opportunity to measure their progress and determine when they need adjustment
- Work with local, agency and institutional internal auditors investigating frauds and disposing of these cases
- Review the entire court system from the Supreme Court of Virginia to every local court
- Examine the state accounts and records of every locality handling state funds at least once every two years
- Maintain oversight responsibility for local government audits performed by public accounting firms

Higher Education Institutions



Services

- *Financial Statement Opinion*
- *Internal Control Report*
- *NCAA Agreed Upon Procedures*
- *Uniform Guidance Single Audit:*
 - *Research and Development*
 - *CARES Act*

GMU 2020 Audit

- **Staff**
- **Timing**
 - December 2020 – April 2021
- **Objectives**
- **Required Disclosures**
 - Fraud
 - Professional Skepticism

ITEM NUMBER: IV.B.

CLOSED SESSION

PURPOSE OF ITEM:

Brief the Audit, Risk, and Compliance Committee regarding security controls regarding access to or use of any automated data processing or telecommunications system (Code of VA: 2.2-3711.A.19).

NARRATIVE:

ACTION:

In closed session, receive briefing and discuss.

MEMORANDUM

TO: George Mason University Board of Visitors

THRU: Gregory Washington, President, George Mason University

FROM: George Mason University Office of the President
Elizabeth Woodley, University Ethics Officer and Policy Manager

RE: Contractual Conflict of Interest Waivers

Pursuant to the Board of Visitors Resolution of August 1, 2014, the following is a report of existing Contractual Conflict of Interest Waivers at George Mason University between 12/1/2019 and 11/20/2020:

I. Waivers granted by the University Ethics Officer and Policy Manager pursuant to Virginia Code § 2.2-3106.C.2, stating that the dual employment of immediate family members is in the best interest of the University:

1. Jessica Adams, Fiscal Training Manager, Fiscal Services and Robert Wayne Adams, Senior Academic Affairs Coordinator, CHHS
2. Afra S Ahmad, Term Assistant Professor, CHSS and Ghufran Ahmad, Director, Business Finance Center
3. Paul Ammann, Associate Professor, Computer Science and Rebecca Hartley, Assistant Vice President, Research Integrity and Assurance
4. Eric G. Anderson, Associate Professor of English, CHSS and E. Shelley Reid, Director for Teaching Excellence, Stearns Center for Teaching and Learning
5. Lily Appel, Customer Service Assistant, RAC and Robert D Appel, Director of Marketing and Communications, School of Business & Communication
6. Ann Ardis, Dean, CHSS and Phillip Mink, Term Assistant Professor, Director of Pre-Law Advising/Instructor, Business, Schar School of Policy and Government
7. Giorgio Ascoli, Professor, Bioengineering, VSE and Rebecca Goldin, Professor, Mathematical Sciences, COS
8. Jennifer Atkinson, Professor of English, CHSS and Eric Pankey, Professor of English, CHSS
9. Leila Austin, Assistant Professor, Foundations, School of Business and Marc Austin, Executive Director for Academic Ventures, Academic Innovation and New Ventures
10. Ivan Avramovic, Computer Science, VSE and Sanja Avramovic, Assistant Professor, Health Administration and Policy, CHHS
11. Foteini Baldimtsi, Assistant Professor, Computer Science, VSE and Socrates Dimitriadis, Term Assistant Professor, Computer Science, VSE
12. Pamela Baker, Director, Special Education and disAbility Research/Associate Professor, CEHD and Robert Baker, Professor and Director, SRTM, CEHD

13. Kenneth Ball, Dean, Volgenau School of Engineering and Sandra Ball, Clinic Nurse, Student Health Services
14. Joan Bristol, Associate Professor, History and Art History, CHSS and Randolph Scully, Associate Professor, History/M.A. History Program Director, History and Art History, CHSS
15. Chris Burrell, Production Manager, Hylton Performing Arts Center, CVPA and Diane Burrell, Operations Coordinator, Hylton Performing Arts Center, CVPA
16. Zofia Burr, Dean, Honors College and Alok Yadav, Associate Professor of English, CHSS
17. Michael Buschmann, Department Chair and Professor, Bioengineering, VSE and Caroline Hoemann, Professor, Bioengineering, VSE
18. Xiaomei Cai, Associate Professor, Department of Communication, CHSS and Xiaoquan Zhao, Professor, Department of Communication, CHSS
19. Mark Camphouse, Professor of Music, CVPA and Elizabeth A Curtis, Executive Director, Mason Community Arts Academy, CVPA
20. Amanda Caswell, Associate Professor Athletic Training, CEHD and Shane Caswell, Professor, School of Kinesiology, CEHD
21. Ylenia Chiari, Assistant Professor, Biology, COS and Scott Ryan Glaberman, Assistant Professor, Environmental Science and Policy, COS
22. John Cicchetti, Associate Director, Support and Community Outreach, University Life and Kaitlin Cicchetti, Director of Advancement, University Life
23. Cody Clarke, Development Coordinator, CVPA and Brianna St. Clair, Scheduling Coordinator, University Events
24. Samantha E Cooke, GGS Operations Manager, Department of Geography & Geoinformation Sciences, COS and Vinay Dhanaraj, Resource Management Assistant, School of Business
25. John Cook, Research Assistant Professor, Communication Instruction, CHSS and Wendy M Cook, Research Projects Admin, CHSS
26. Caroline Cox, Associate Technical Director, Arts Support Umbrella, CVPA and Sean Cox, Assistant Director of Event Services, Student Centers
27. Andrew Crerar, GMU Worker, Biology Department, COS and Lorelei Crerar, Associate Professor, Biology Department, COS
28. Arie Croitoru, Associate Professor, COS and Natalie Lapidot Croitoru, HR and Fiscal Specialist, Department of Computational & Data Sciences, COS
29. Mary Curby, Center for Psychological Services, Psychology, CHSS Timothy Curby, Associate Professor without Term, Psychology, CHSS
30. Aurali Dade, Interim Vice President of Research Innovation and Economic Impact and Damon Dade, Adjunct Faculty
31. Christophe R D'amboise, Heritage Professor in Dance, School of Dance, CVPA and Kelly D'amboise, Adjunct Faculty, Dance Instruction, CVPA
32. Ying Dang, Senior J2EE Engineer, Web Applications/Services, ITS and Haoxin Song, Senior Network Engineer, Network and Security Engineering, ITS
33. Edmund Daniels, Director, Human Resources and Administration, Facilities and Tara Daniels, Business Office Manager, ICA General Administration, Intercollegiate Athletics
34. Rick Davis, Dean, CVPA and Julie Thompson, Executive Director, Center for the Arts
35. Mark DelVecchio, Research Associate, C41 Grants and Contracts and Mollie DelVecchio, Registered Nurse, Student Health Center

36. Nikki Dinh, Senior Database Analyst, Database/Middleware/ERP Support, ITS and Robert Peraino, Advisory Systems Engineer, Enterprise Infrastructure Service, ITS
37. Carlotta Domeniconi, Associate Professor, Computer Science, VSE and Sean Luke, Professor, Computer Science, VSE
38. Kevin Dunayer, Assistant Professor of Theater and Event Production, CVPA and Laurel Dunayer, Costume Shop Supervisor, CVPA
39. Elisabeth Epstein, Assistant Professor, Biology, COS and Neil Epstein, Associate Professor, Mathematical Sciences, COS
40. Rebecca J. Ericson, Term Assistant Professor, Physics and Astronomy, COS and Robin Ericson, Adjunct, GMU Teaching Center
41. Cory Faber, Student Wage Employee, FFX Desk Support and Robert B Faber, IT Project Manager, Project Management Office, Information Technology Services
42. Anthony B Falsetti, Associate Professor, COS and Catyana Falsetti, Adjunct Faculty, School of Integrative Studies
43. Daniel Ferguson, Assistant Professor, CEHD and Yoko Ferguson, Metadata Cataloging Librarian, Access & Resource Management
44. Joyce French, Director, Office of Risk Management and Roderick French, Adjunct Professor, School of Business
45. Boris Gafurov, Assistant Professor, CEHD and Anna Evmenova, Associate Professor, CEHD
46. Sarah Todd Gallagher, Associate Director of Community Relations, Fairfax, Community and Local Government Relations and Stephen Gallagher, Personal Trainer, Fx Pool Personal Training
47. Daniel Garrison, Instructor, VSE Information Tech Program, VSE and Victoria Garrison, Physician & Assistant Professor, Student Health Center
48. Colby Grant, Operations Coordinator, Science and Technology Campus and Megan Grant, HR Administrative Specialist, National Center for Biodefense and Infectious Disease, College of Science
49. Matthew Green, Assistant Director, Schar School of Policy and Government and Alice Magelssen-Green, Development Coordinator, CVPA
50. Renate Guilford, Associate Provost, Academic Administration, Office of the Provost and Taylor Guilford, GMU Worker, Environmental Health & Safety Administration
51. Donald Paul Haspel, Assistant Professor of English, CHSS and Linda H. Mason, Professor and Director Helen A. Kellar Inst for Human disAbilities, CEHD
52. David Holmes, Term Assistant Professor, Statistics Department, VSE and Elizabeth Johnson, Associate Professor, Statistics Department, VSE
53. Catherina G. Holt, GMU Worker, The EDGE, Mason Recreation and Rick Holt, Trainer, Human Resources/ Payroll
54. Houman Homayoun, Affiliate/Contractor, Electrical and Computer Engineering, VSE and Setareh Rafatirad, Associate Professor, Information Sciences and Technology, VSE
55. Douglas Irvin-Erickson, Assistant Professor, Carter School Primary and Yasemin Irvin-Erickson, Assistant Professor, Criminology, Law & Society Department, CHSS
56. Farhana Islam, Department Secretary, Sociology and Anthropology, CHSS and Khondkar Islam, Professor, Information Sciences and Technology, VSE
57. Suzanne de Janasz, Professor of Management and Conflict Analysis and Resolution and Maury Peiperl, Dean, School of Business

58. Daniel Janes, Technician, CFA Production and Devon Alexis Janes, Assistant Director of Academic Engagement, Housing and Residence Life
59. Kristen V Jennette, Vmware Engineer; Cloud, Compute & Storage Operations, ITS and Shawn Jennette, Computer Systems Engineer; Cloud, Compute & Storage Engineering, ITS
60. Cing-Dao (Steve) Kan, Professor/Director, Center for Collision Safety and Analysis, COS and Chi Yang, Professor, Department of Physics and Astronomy, COS
61. Setarra Kennedy, Assistant Director, Arts Management, CVPA and Charles Nicholson, Senior Brand Manager, Communications and Marketing
62. Amir Ali Khan, Research Assistant Professor Bioengineering, VSE, and Sana Khan, Graduate Teaching Assistant, Civil, Environmental and Infrastructure Engineering, VSE
63. Karen King, Assistant Professor, Business Foundations, School of Business and Michael Allen King, Assistant Professor, ISOM, School of Business
64. Sam Knies, Sports Information Staff, George Mason University Athletics and Robin L Smith, Director, Administration and Human Resources, Intercollegiate Athletics
65. Christopher Koper, Associate Professor, Criminology, Law and Society, CHSS and Cynthia Lum, Professor and Director of the Center for Evidence-Based Crime Policy, Criminology, Law and Society, CHSS
66. Catherine Kotila, Associate Director, Fiscal Management, School of Business and Mark Kotila, Adjunct, School of Business
67. Davis Kuykendall, Assistant Professor, Philosophy, CHSS and Lauren Kuykendall, Assistant Professor, Psychology, CHSS
68. Alison Landsberg, Professor, History and Art History and Matthew Karush, Professor, History and Art History
69. Clare Laskofski, Executive Director of Accounting and Treasury Operations, Fiscal Services and Mike Laskofski, Associate Vice President of Research Operations, Office of Sponsored Programs
70. David Lattanzi, Associate Professor, Civil, Environmental and Infrastructure Engineering, VSE and Elisabeth Lattanzi, Assistant Professor, Mechanical Engineering, VSE
71. Kurt Lazaroff, Director of Academic Services/ Assistant Professor, Bachelor of Individualized Study, CHSS and Sandra Tarbox, Director of Student Financial Aid, Student Financial Aid
72. Yi-Ching Lee, Assistant Professor, Department of Psychology, CHSS and Benoit Van Aken, Associate Professor, Department of Chemistry and Biochemistry, COS
73. Mary Lechter, Associate Director Potomac Arts, MCAA Admin, School of Theater, CVPA and Kevin Murray, Program Manager, School of Theater, CVPA
74. Stephanie Lessard-Pilon, Associate Professor, Smithsonian-Mason School of Conservation and James McNeil, Associate Professor, Smithsonian-Mason School of Conservation
75. Vera Lichtenberg, Director of Mason Game Institute/ Assistant Director Potomac Arts Academy and Scott M. Martin, Director Computer Game Design Program Virginia Serious Game Institute (VSGI); Associate Professor, CVPA
76. Fei Li, Associate Professor, Computer Science, VSE and Qi Wei, Associate Professor, Bioengineering, VSE
77. Anton Lukyanenko, Assistant Professor, Mathematical Sciences, COS and Cynthia Lukyanenko, Assistant Professor, English Instruction, CHSS

78. Stuart Mackenzie, CINA Science Manager, Office of the Provost and Tricia Mackenzie, Head, Resource Description and Metadata Services, University Libraries
79. Tamara Maddox, Term Associate Professor, Computer Science, VSE and John Otten, Instructor, Computer Science, VSE
80. Billy Chun Hin Mak, Budget Analyst, Office of Budget and Planning and Monica Mak, Division Fiscal, Academic, and Student Services Coordinator, CEHD
81. Michael Malouf, Associate Professor, English, CHSS and Kristina Olson, Associate Professor of Italian, Modern and Classical Languages, CHSS
82. Brian Mark, Professor, Electrical and Computer Engineering, VSE and Karen Sauer, Professor, Physics and Astronomy, COS
83. Carolyn H Marsh, Administrative Assistant Men's Basketball, Intercollegiate Athletics, and Jay Marsh, Sr Assoc AD for Facilities, Events and Championships, Intercollegiate Athletics
84. Robert Matz, Dean, Mason Korea and Teresa Michals, Associate Professor, English, CHSS
85. James McCray, Recycling Worker, Waste Management and Recycling, Facilities Management and Glenda Weston, Administrative Assistant Secretary, Facilities Administration
86. Curtis McNay, Director, IT Security, Information Technology Services and Nathan McNay, Student Wage Employee, Enterprise Collaboration
87. Jerry Mize, Adjunct, Psychology, CHSS and Matthew John Smith, Director of Accreditation, Office of the Provost
88. Janette Muir, Associate Provost, Academic Initiatives and Services, Office of the Provost & School of Integrative Studies and Communication and Star Muir, Associate Professor, Communication Department, CHSS
89. Abigail G Mullen, Assistant Professor, History and Art History, CHSS and Lincoln Mullen, Assistant Professor, History and Art History, CHSS
90. Kelly Nam, GMU Worker, CVPA and Sang Nam, Associate Professor, Computer Game Design, CVPA
91. Donielle Nolan, Sustainability Program Manager, Office of Sustainability and Matthew Nolan, Assistant Professor of Game Sound, CVPA
92. Olivia O'Neill, Associate Professor, Management, School of Business and Tiago Requeijo, Assistant Professor, Finance, School of Business
93. Audra Parker, Associate Professor, Division of Elementary, CEHD and Kristien Zenkov, Professor, Secondary Education/Literacy and Reading, CEHD
94. Tyler G. Parowski, Hylton Performing Arts Center ticket office and Karen L. Parowski, Hylton Performing Arts Center ticket office
95. Allison Ward Parsons, Associate Professor, School of Education, CEHD and Seth Parsons, Professor, School of Education, CEHD
96. Thomas Perdiou, Associate Director, Office of Student Financial Aid and Laurie Schintler, Associate Professor, Schar School of Policy and Government
97. Dieter Pfoser, Professor and Chair, Geography and Geoinformation Science, COS and Nektaria Tryfona, Scientific Director for Data Innovation and Strategy, COS
98. Gregory Pirog, HRIS Programmer Analyst, Human Resources/Payroll and Megan Pirog, Degree Audit and Award Coordinator, Registrar
99. Kelly Reid, Communications and Student Program Manager, Student Centers and Linda Reid, Administrative Assistant, Student Centers

100. Ellen Rodgers, Associate Dean, Student and Academic Affairs, CEHD and R.V. Pierre Rodgers, Associate Professor GSE, CEHD
101. Chelsea Rossheim, Adjunct, CHSS Communication Department, and Matthew E. Rossheim, Assistant Professor, Global and Community Health, CHSS
102. James Russell, Director of Purchasing, Purchasing Office and Rhett Russell, Student Wage Employee, Finance Administrative Systems Team
103. Evelyn Sander, Professor, Mathematical Sciences, COS and Thomas Wanner, Professor, Mathematical Sciences, COS
104. Amber Saxton, Sustainability Program Manager, Campus Efficiency, Office of Sustainability and Regis Saxton, Research Administration Manager, Office of Sponsored Programs
105. Laura Scott, Professor, English Department, CHSS and Dean F. Taciuch, Professor, English Department, CHSS
106. Daniel Sklarew, Professor, Environmental Science and Policy, COS and Jennifer Sklarew, Assistant Professor, Environmental Science and Policy, COS
107. Heather Streckfus-Green, Assistant Professor, School of Art, CVPA and Peter Streckfus-Green, Associate Professor, English, CHSS
108. Charles R Strimel, Police Officer, University Police and Morgan Strimel, Graduate Research Assistant, Disability Services Programing
109. Alex Tabarrok, Professor, Economics/General Director, Center for Study of Public Choice and Monique van Hoek, Professor, School of Systems Biology, COS
110. Ken Walsh, Chief of Staff, Vice President of Strategic Initiatives, Professor without Term; Tobi Walsh, Assistant Vice President, Capital Strategy and Planning, Office of the Senior Vice President
111. Margaret P. Weiss, Assistant Professor, School of Education, CEHD and Oliver Weiss, Affiliate/Contractor, Sport Management, Men's Soccer
112. Diek Wheeler, Research Assistant Professor, Bioengineering Department, VSE and Greta Ann Herin, Assistant Professor/Interdisciplinary Neuroscience Prog, CHSS
113. Julie Zobel, Assistant Vice President, Safety, Emergency, and Risk Management and Robert Zobel, Adjunct Faculty, VSE

II. Waivers approved by the President of George Mason University and the Vice President for Research, Innovation, and Economic Impact pursuant to Virginia Code § 2.2-3106.C., which permits waiver of a conflict of interest in a contract for research and development or commercialization of intellectual property:

1. Giorgio Ascoli; University of Washington; waiver period: 7/16/2020 – 4/30/2021
2. Jeffrey Bassett; Hideko Bassett (independent contractor); waiver period: 6/9/2019 – 6/9/2024
3. Lawrence Cheskin; Johns Hopkins University; waiver period: 11/16/2020 – 9/30/2021
4. Faolan Cheslack-Postava; Corporation for Digital Scholarship (CDS); waiver period: 4/15/2020 – 3/31/2021
5. Boris Gafurov; ATWare Solutions; waiver period: 7/16/2020 – 7/16/2021
6. Kenneth Griffin; National Health Promotion Associates (NHPA); waiver period: 4/30/2020 – 7/1/2023

7. Bassam Haddad; Arab Studies Institute – Research and Education Methodologies (ASI-REM); waiver period: 7/1/2019 – 6/30/2021
8. James Jones; American Council on Education (ACE); waiver period: 2/19/2019 – 2/19/2024
9. Emanuel Petricoin; Ceres Nanosciences, Inc.; waiver period: 6/1/2019 – 6/1/2021
10. Sita Slavov; National Bureau of Economic Research (NBER); waiver period: 3/18/2019 – 3/18/2024
11. Sita Slavov; International Monetary Fund (IMF); waiver period: 2/21/2019 – 2/21/2024
12. Ali Weinstein; Inova Health System; waiver period: 10/26/2017 – 11/1/2023

III. Waivers approved by the President of George Mason University and the Senior Vice President for Administration and Finance pursuant to Virginia Code § 2.2-3110, which permits waiver of a conflict of interest in a contract that is not for research and development or commercialization of intellectual property:

1. Susan Allen; Apple, Inc.; waiver period: 5/30/2020 – 5/30/2021
2. Todd Bramble; Todd Bramble Soccer Academy; waiver period: 3/1/2020 – 3/1/2021
3. William Brown; Bill Brown Baseball Camp; waiver period: 4/30/2020 – 4/30/2021
4. Kevin Clark; Google LLC; waiver period: 2/19/2019 – 8/31/2021
5. Nancy Dunham; University of Pennsylvania The Wharton School; waiver period: 8/1/2020-- 8/28/2021
6. Jordan Glass; Gold Star Volleyball LLC; waiver period: 4/30/2020 – 4/30/2021
7. Aylene Ilkson; Gold Star Volleyball LLC; waiver period: 4/30/2020 – 4/30/2021
8. Matthew Karush; University of Oxford, Oxford University Press; waiver period: 11/16/2020 – 11/1/2020
9. Lauren Long; Wells Fargo Bank; waiver period: 6/17/2019 – 6/30/2021
10. Jessica Morgan; National Lacrosse; waiver period: 4/30/2020 – 4/30/2021
11. David Paulsen; David Paulsen Basketball Camps; waiver period: 4/30/2020 – 4/30/2021
12. Darlene Smucny; University of Maryland University College; waiver period: 5/6/2019 – 5/6/2021
13. Mark Thomas; Gold Star Volleyball LLC; waiver period: 4/30/2020 – 4/30/2021
14. Catherine Winkert; Monumental Sports & Entertainment; waiver period: 1/25/2019 – 1/25/2024
15. John Yun; Microsoft Corporation; waiver period: 8/1/2020 – 7/31/21



Office of University Audit

**Report to the Audit, Risk, and Compliance Committee
of the Board of Visitors**

December 3, 2020

EXECUTIVE SUMMARY

- Temporary Audit Support to Management (by Memorandum):
 - University Audit continued to operate under the April 1, 2020 Memorandum implementing the conclusion of the members of the Audit Committee that the best interests of the University during the extenuating circumstances resulting from the COVID-19 pandemic would be served by temporarily deferring audit activities of less than the highest priority and temporarily redeploying certain audit employees to support management as necessary.
 - The University Auditor briefed the Chair and Vice Chair three times during October and November 2020. These briefings reviewed the status of audit work and the temporary redeployment of audit employees to support management in several areas, including:
 - Assessment of federal CARES Act-related monies received and disbursed as emergency financial assistance grants to students and institutional aid in relation to compliance requirements, and related required disclosure reporting.
 - The University Auditor continued to monitor campus operations and brief the Chair and Vice Chair on the ongoing utility of audit employees supporting management, among other things, including the resumption of regular audit activities.
- No audit reports were issued since the last meeting.
- Remediation of 18 audit issues is in progress as of November 15, 2020:
 - Management completed remediation of two audit issues since September 2020.
- Audit Plan status:
 - Audit activities of highest priority are continuing.
 - In line with the Memorandum, audit activities of less than the highest priority have been deferred; these deferrals are shown as red bars on the Status of Audit Plan.
- Status of fraud, waste, and abuse investigations:
 - Two investigations were completed since the prior meeting; they were isolated in nature with negligible impact to the University.
 - One investigation is in progress.
- Audit staffing:
 - The recruiting process was initiated to replace an Assistant University Auditor who separated from Mason in April 2020.
 - The remainder of audit team remains stable with no further changes since the prior Committee meeting.
 - Co-sourced resources remain available and are being utilized to provide supplemental skilled expertise when needed.

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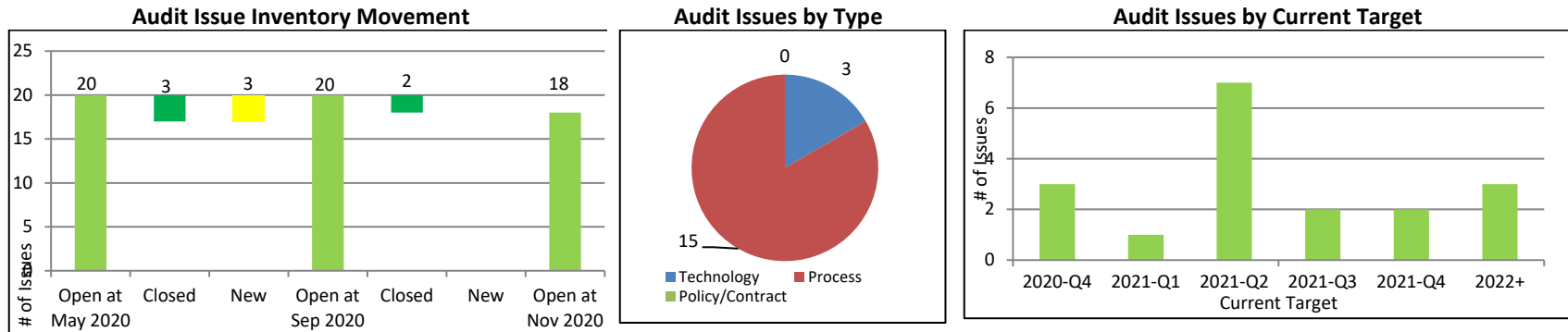
- 1 SUMMARY OF AUDIT REPORTS
 - No audit reports were issued since the last meeting.
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SUMMARY OF AUDIT REPORTS

- No audit reports were issued since the last meeting.

SUMMARY STATUS OF AUDIT ISSUES AS OF NOVEMBER 15, 2020












There were 18 open audit issues as of November 15, 2020. Management completed remediation of two audit issues since September 2020. Target dates for several issues were extended to the Spring semester due to the COVID-19 pandemic.



Audit Report	Report Date	Open at May 2020	New	Closed	Open at Sep 2020	New	Closed	Open at Nov 2020
Online Graduate Learning Arrangements (Wiley)	8/26/20	-	1	-	1	-	-	1
Gift Acceptance Policy Implementation	6/22/20	-	2	-	2	-	-	2
Intercollegiate Athletics	2/10/20	2	-	(1)	1	-	(1)	0
Drug and Alcohol Abuse Prevention Program	12/16/19	4	-	(1)	3	-	-	3
Employee Disclosures and Evaluation of Personal Interests	12/13/19	4	-	-	4	-	-	4
Faculty Study Leave Programs	4/18/19	3	-	-	3	-	-	3
Spending of Funding Budgeted for Institutional Reserves and Strategic Initiatives	4/15/19	1	-	-	1	-	(1)	0
Office of the University Registrar	3/7/18	2	-	-	2	-	-	2
Administrative Management of Sponsored Programs	10/11/17	1	-	-	1	-	-	1
IT Governance and Project Prioritization	8/7/17	1	-	-	1	-	-	1
Information Security Management: Boundary Protection	9/9/13	1	-	-	1	-	-	1
Enterprise Project Management Framework and System	3/28/13	1	-	(1)	0	-	-	0
		20	3	(3)	20	0	(2)	18

STATUS OF AUDIT PLAN AS OF NOVEMBER 15, 2020

The 3+6 Audit Plan as of November 15, 2020 (bottom bars) is compared with the status as of the prior report to the Committee (top bars). (Note: The status of work is shown as follows: completed = orange bars, in progress = green bars, deferred in line with Memorandum = red, and planned = yellow bars)

Topic	Description	9	30	12	31	3	31	6	30
Aligned with University-Level Risk Areas									
Information Security Program	<ul style="list-style-type: none"> Monitor projects to further strengthen security of Mason's entire technology environment; assess security over highly privileged accounts. 								
Identity and Access Management Processes	<ul style="list-style-type: none"> Assess processes for establishing identities and providing access to Mason systems. 								
Construction Payments and Change Orders	<ul style="list-style-type: none"> Monitor and assess payments related to in-progress Core Campus construction projects. 								
Additional Areas									
Student Financial Aid	<ul style="list-style-type: none"> Assess processes for awarding and administering financial aid for students. 								
Processes for Handling Complaints of Discrimination	<ul style="list-style-type: none"> Assess processes for handling complaints of discrimination. 								
Issue Validation Procedures	<ul style="list-style-type: none"> Validate management has remediated audit issues in a comprehensive and sustainable manner. 								
Hotline Investigations Referred by OSIG	<ul style="list-style-type: none"> Investigate allegations of fraud, waste, or abuse received from the Commonwealth's Office of the State Inspector General. 								

STATUS OF INVESTIGATIONS AS OF NOVEMBER 17, 2020

Two investigations were completed since the prior Committee meeting; they were isolated in nature with negligible impact to the University. One investigation is in progress.

Nature of Allegation	Type	Status	Remarks
Alleged overpayment to wage employee	Waste	Completed	
Alleged noncompliance with Sole Source Procurement	Abuse	Completed	
Alleged time misreporting	Abuse	In Progress	

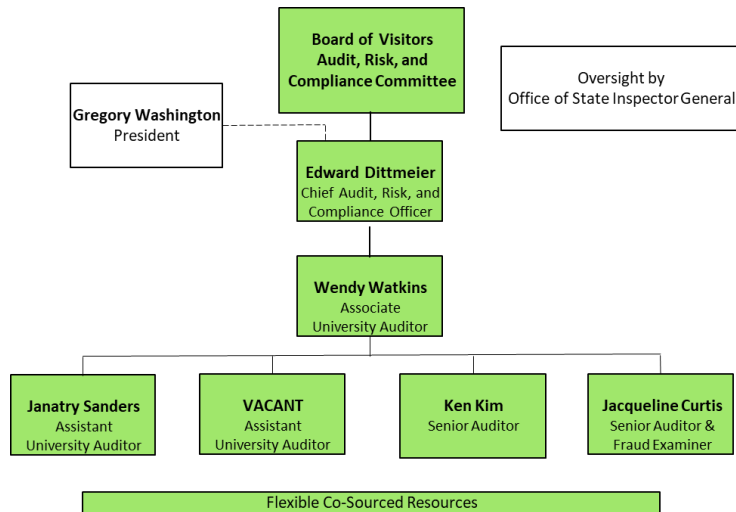
Summary of Types:

- **Fraud** = Intentional deception which could result in a benefit to the perpetrator, others, or the Commonwealth or could cause detriment to others or the Commonwealth. Fraud includes a false representation of a matter of fact, whether by words or by conduct, by false or misleading statements, or by concealment of that which should have been disclosed, which deceives or is intended to deceive. E.g., falsifying financial records to cover up theft.
- **Waste** = Careless expenditure, mismanagement, use, or squandering of Commonwealth resources to the actual or potential detriment of the Commonwealth. Includes unnecessary costs due to inefficient or ineffective practices, systems, or controls. E.g., unnecessary spending of state funds for no business purpose.
- **Abuse** = Excessive or improper use of something contrary to natural or legal rules for its use. Intentional destruction, diversion, manipulation, misapplication, mistreatment, or misuse of Commonwealth resources. Excessive use as to abuse one's position or authority. E.g., use of state assets for non-state business.

STAFFING

An Assistant University Auditor separated from Mason in April 2020; recruiting to replace this position began in November 2020. The remainder of audit team remains stable with no further changes since the prior Committee meeting. Co-sourced resources remain available and are being utilized to provide supplemental skilled expertise when needed.

Organization



Staffing

Core Audit Team	Plan	Actual	
		a/o July 2020	Avg to Nov 2020
Audit Leadership	2	2	2.0
Auditors by Expertise:			
Operational Audit	1.5	1	1.0
IT Audit	1	1	1.0
Fraud Audit	1	1	1.0
Total Audit Professional Employees	5.5	5	5.0
Cosourced FTE* Supported by Permanent Budget	0.3		0.0
Total Audit Professionals Supported by Permanent Budget	5.8	5.0	5.0

Note: Plan to fill vacant position in January 2021 once campus operations have 'normalized'; shown at 0.5 in Operational Audit plan

Note: * = Cosourced FTE are estimated based on actual hours provided by cosourced resources and a 1,500 hour/FTE rate.

APPENDIX: AUDIT ISSUE DETAILS AS OF NOVEMBER 15, 2020

#	Audit Report	Audit Issue	Status of Management Action	Original Target	Current Target
1	<p>Report Name: Online Graduate Learning Arrangements (Wiley)</p> <p>Report Date: 8/27/20</p> <p>Management: Renate Guilford, Associate Provost, Academic Administration, Office of the Provost</p>	<p>Reevaluate Wiley Employee Banner Access The January 2018 Data Access and Confidentiality Agreement between Wiley and the university allows Wiley employees to access or update certain screens in the Banner student module for admissions and registration purposes. University management granted Wiley employees access to various Banner screens based on anticipated needs. Now that the data access agreement has been in place for approximately two years, Wiley employee permissions should be reviewed and the data access agreement updated as needed.</p>	<p>The Office of the Provost will partner with the Data Governance Committee to simplify the Data Access and Confidentiality Agreement and review applicability of user permissions granted to Wiley employees.</p>	12/15/20	12/15/20
2	<p>Report Name: Administrative Management of Sponsored Programs</p> <p>Report Date: 10/11/17</p> <p>Management: Aurali Dade, Interim Vice President for Research, Innovation, and Economic Impact</p>	<p>Plan for Scalable Research Administration to Enable Future Growth in Research: In our view, Mason’s current research administrative processes are not adequate nor scalable to support the nature and extent of research administrative and compliance obligations likely to result from substantial future growth in the volume and value of research awards. A 50% growth of the overall research portfolio, to ~\$150 million, might require an additional \$2.4 million of expenditures (determined on a straight-line basis) to support research administration and compliance activities. As management plans for such growth and sustaining its R1-Highest Research Activity classification, we believe there should be concurrent, comprehensive planning for the appropriate mix of people, process, and technology resources to effectively satisfy the current and future nature and extent of research administrative and compliance obligations while enabling faculty and researchers to remain focused on conducting research. In conducting such planning, management should consider multiple areas, including:</p> <ul style="list-style-type: none"> • Alignment, including ensuring that academic unit plans for growing research (and providing appropriate administrative support) are fully aligned with Mason’s strategic plans and goals. • Information technology, including systems, reporting 	<p>Management has an effort underway to acquire a technology suite to automate certain processing and control of research administration activities and to redesign related processes to ensure effectiveness and achieve efficiencies. This is likely to be a multi-year effort. The request for proposal process has been completed. Contract negotiations are underway with Purchasing and the selected vendor and are anticipated to be completed in the coming weeks. There will be a 3-month planning and assessment phase for the project is expected to commence in December 2020 and the entire project is expected to have an approximate 3-year duration.</p> <p>Management has engaged a well-known consulting firm to assess and improve the business model and investment plan for certain large complex applied research awards, including the business structures and capabilities to administer growth of such awards and the related programmatic, financial, intellectual property, legal, and reputational risks. This multi-phase engagement began in May 2020 and the first task – current state assessment – was completed in August 2020. Subsequent tasks are expected to</p>	7/1/18	12/30/20

#	Audit Report	Audit Issue	Status of Management Action	Original Target	Current Target
		<p>capabilities, and interface automation which impact work process effectiveness and efficiency.</p> <ul style="list-style-type: none"> Organizational structures, including the appropriate mix of academic unit and centralized employees, job roles, workloads, time dedicated to research administration activities, and reporting relationships for academic unit research administrators. Resourcing, including the appropriate level and mix of automation as well as academic unit and centralized employees. 	<p>be completed during the fall semester, including a gap analysis, recommendations, and improvement planning to support and grow the portfolio and enhance infrastructure. Recommendations were presented to senior administration in October and a follow-up meeting is scheduled for late November to review next steps related to organizational updates and roles and responsibilities. Target for finalizing the project report is December 31, 2020.</p> <p>Research and Finance are working together on a research process review project. VP for Finance and AVP for Research Services are collaborating on an effort to review post award management to identify best practices with the goal of developing recommendations for more consistent processes across all academic units, including defining clearer roles and responsibilities, more standardized, improved financial controls and improved integration between research and finance. A consultant with expertise in this area has been engaged with the project. Target for project report is December 31, 2020.</p>		
3	<p>Report Name: Gift Acceptance Policy Implementation</p> <p>Report Date: 6/22/20</p> <p>Management: Trishana Bowden, Vice President, Office of University Advancement and Alumni Relations</p>	<p>Ensure University Employees Provide Appropriate Oversight of Gift Processing</p> <p>University Policy (UP) 1123, Gift Acceptance Policy, omits opportunities for university oversight or, where university oversight expectations are identified, university employees are not currently executing these functions. These include:</p> <ul style="list-style-type: none"> Policy does not identify a university officer or delegate(s) responsible for making the determination as to whether a gift meets criteria requiring Gift Acceptance Committee (GAC) approval. Policy does not provide for post-fact reporting to the GAC of gifts that are accepted but do not meet the defined criteria for GAC approval. 	<p>The Office of Advancement and Alumni Relations will develop and implement Gift Escalation Procedures, which will outline the process for determining escalation to the Gift Acceptance Committee. Procedures will also identify university personnel, by position, and their responsibilities concerning the escalation process, and will define relevant escalation criteria terms such as new program, significant public attention, conflict of interest, and international entities not already known to the university. These procedures will be shared with the Gift Acceptance Committee.</p>	12/30/20	12/30/20

#	Audit Report	Audit Issue	Status of Management Action	Original Target	Current Target
		<p>•Policy and practice do not require GAC meeting minutes, which are used as evidence of approval, to be formally approved at a subsequent GAC meeting. Expectations for preservation of meeting minutes are not documented.</p>	<p>A quarterly, post-fact gift report will be provided to the President and the Gift Acceptance Committee of the University reflecting all gifts of \$25,000 or more received during the previous quarter.</p> <p>Beginning in August 2020, the Gift Acceptance Committee has reviewed and formally approved minutes from the previous meeting.</p>		
4	<p>Report Name: Office of the University Registrar</p> <p>Report Date: 3/7/18</p> <p>Management: Janette Muir, Associate Provost, Academic Initiatives and Services, Office of the Provost</p>	<p>Evaluate and Implement Process and Oversight Efficiency and Effectiveness Enhancements: Registration transactions that require OUR action (e.g., enrollment adjustments, selective withdrawals, and program and domicile changes) are manual in nature with no secondary review prior to entry in Banner. OUR processes several thousand manual transactions each semester which require faculty and staff approval prior to processing. These transactions included, but were not limited to: course enrollment adjustments; selective withdrawals; domicile appeal changes; and numerous program changes. The established Banner workflow does not provide for a secondary review to ensure data accuracy and appropriate approval. Furthermore, the ability for post-entry quality assurance is limited since underlying Banner data is often limited.</p>	<p>OUR is using Ellucian Workflow to develop improved forms oversight. There are two forms being piloted within Ellucian Workflow: Change of Grade request form and the Veterans Registration Reporting form. Working in collaboration with ITS, both forms are in User Acceptance Testing (UAT) and should be deployed for use in Spring 2021.</p>	8/31/18	1/15/21
5	<p>Report Name: Drug and Alcohol Abuse Prevention Program</p> <p>Report Date: 12/16/19</p> <p>Management: Rose Pascarell, Vice President, University Life</p>	<p>Review Approach to Informing Employees and Students Regarding Alcohol and Other Drug Programs: Distribute the annual notification directly to employees and students via email. Directly emailing the notification ensures that each employee and student receives the notification in writing.</p>	<p>University Life will review all options for informing students of DFSCA requirements which will be included as action items of the Alcohol and Other Drug Working Group. University Life will draft an updated student disclosure communication for use going forward. Given employee communications are the responsibility of Human Resources (HR), University Life will hold discussions with HR to determine if employee disclosure communications can be handled in the same manner. Any modified employee communications will require HR review, approval, and implementation.</p>	3/31/20	4/30/21

#	Audit Report	Audit Issue	Status of Management Action	Original Target	Current Target
6	<p>Report Name: Drug and Alcohol Abuse Prevention Program</p> <p>Report Date: 12/16/19</p> <p>Management: Rose Pascarell, Vice President, University Life</p>	<p>Establish a Governance Body and Program Objectives for Alcohol and Other Drug Prevention Activities: Establish a governance body for all alcohol and other drug related activities to provide unified program alignment and oversight, and establish strategic and operational goals for the program and ways to monitor progress against identified goals (e.g., key performance indicators, management reporting, etc.). Once program governance, objectives, oversight, and methods of evaluating program effectiveness are adopted, these should be incorporated into biennial reporting efforts.</p>	<p>University Life has established an Alcohol and Other Drug Working Group to oversee alcohol and drug related activities on an ongoing basis. Among other things, the working group will regularly coordinate programmatic efforts and identify program objectives, determine appropriate ways to monitoring performance against established objectives, and establish regimens for oversight. Working Group meetings will begin during October 2020, and the group will meet twice per month. Objectives, policy/procedure review, and oversight details will be in place by December 2020. Performance and program reviews (including potential adjustments to policies or procedures, etc.) will be formally evaluated at the completion of the Spring 2021 semester. The biennial report will be updated to include the aforementioned program changes.</p>	6/30/20	4/30/21
7	<p>Report Name: Drug and Alcohol Abuse Prevention Program</p> <p>Report Date: 12/16/19</p> <p>Management: Rose Pascarell, Vice President, University Life</p>	<p>Evaluate Mandatory Awareness Training and Parental Notifications: Consider policy revisions regarding mandatory awareness training and parental notifications related to alcohol violations and illegal drug use by underage students (under twenty-one).</p>	<p>University Life, along with other university peer groups, is assessing the impact of implementing mandatory awareness training and parental notifications on students to determine if these changes should be made and how best to implement them. Based on determinations made by broader university management, University Life will develop a plan to implement recommendations.</p>	6/30/20	4/30/21
8	<p>Report Name: Faculty Study Leave Programs</p> <p>Report Date: 4/18/19</p> <p>Management: Renate Guilford, Associate Provost, Academic Administration, Office of the Provost</p>	<p>Re-evaluate the Roles and Responsibilities of the Provost's Office and the Academic Units in the Leave Process: The Provost's Office should work with the academic units to re-evaluate the efficiency and effectiveness of the current process, including the related roles and responsibilities. Management should consider distributing more fully the administrative and transaction processing responsibilities to the Academic Units, Human Resources, and Fiscal Services; while reserving oversight responsibilities, including procedures to</p>	<p>The Provost's Office, with support of the Vice President of Research, will evaluate the funding model for study leaves in conjunction with the budget model for Indirects and determine if central support of awards is appropriate going forward. The Associate Provost for Academic Administration, Vice President of Research and a Budget Office representative will discuss proposed options with the Academic Unit representatives. The initial plan to complete</p>	3/31/20	5/31/21

#	Audit Report	Audit Issue	Status of Management Action	Original Target	Current Target
		implement Faculty Handbook requirements and monitoring academic unit adherence to such procedures, with the Provost's Office. As part of this re-evaluation, the Provost's Office should determine the best use of the centrally allocated study leave budgets, including potentially a permanent allocation to the academic units or another purpose considered more impactful to Mason's mission.	these actions was delayed to Spring 2021 due to the pandemic.		
9	<p>Report Name: Faculty Study Leave Programs</p> <p>Report Date: 4/18/19</p> <p>Management: Renate Guilford, Associate Provost, Academic Administration, Office of the Provost</p>	<p>Utilize the Banner System and Banner Workflows to Improve Process Efficiencies:</p> <p>The faculty study leave process is highly manual in nature which may create inefficient use of time, increase the chances of errors, and provide less certainty that transactions have been processed timely. This process could be strengthened through automation and use of Banner workflows.</p>	The Provost's Office will work with Human Resources and Information Technology Services to develop a workflow process to enter and track both types of faculty study leaves and explore the potential to integrate with Banner to ease manual entry. The system will produce a report Fiscal Services can generate for their annual fringe calculation to ensure they are pulling in all types of study leaves the University is awarding. The Provost Office will produce an annual communication to the academic units about time and importance of ensuring study leaves are properly recorded in Banner.	7/15/20	5/31/21
10	<p>Report Name: Faculty Study Leave Programs</p> <p>Report Date: 4/18/19</p> <p>Management: Renate Guilford, Associate Provost, Academic Administration, Office of the Provost</p>	<p>Enhance Faculty Study Leave Processes and Procedures:</p> <p>Procedures for tenured and tenure-track faculty study leave processes should be enhanced to clearly define the roles and responsibilities of the Provost's Office as well as expectations and interactions with the various functions (academic units, Vice President of Research, Human Resources, and Fiscal Services) involved with the administration of the faculty study leave process.</p>	The Provost's Office will have each academic unit document their internal selection process for tenured faculty study leave ensuring it meets Faculty Handbook requirements. The Associate Provost for Academic Administration will work with the Budget Office, Fiscal Services, Human Resources, and the Academic Unit representatives to prepare and document faculty study leave processes.	7/15/20	5/31/21
11	<p>Report Name: IT Governance and Project Prioritization</p> <p>Report Date: 8/7/17</p> <p>Management: Kevin Borek, Vice President/Chief</p>	<p>Improve Governance of University IT Projects:</p> <p>The university has several processes for evaluating and prioritizing IT projects for development.</p> <ul style="list-style-type: none"> • Prioritization of Strategic and Capital projects that support strategic objectives, improve service capabilities, enhance customer satisfaction, or support new building construction or renovations should consider the capacity of development resources to support the timing and scheduling of the work effort in 	As part of ITS continuing to enhance, and strengthen compliance with, the Project Management Framework and the IT governance process, standard methods for ITS to track project resource usage will be implemented. Formal procedures to document Maintenance and Mandate prioritization efforts were implemented in March 2018.	6/30/19	6/30/21

#	Audit Report	Audit Issue	Status of Management Action	Original Target	Current Target
	Information Officer, Information Technology Services	<p>addition to the already-considered project impact and effort levels.</p> <ul style="list-style-type: none"> • Prioritization of Maintenance and Mandate projects which are required by federal, state, or local governments, or university management, or are needed to continue daily operations should be formally documented. Portfolio Owners prioritize these projects within their respective portfolios and do not always document their prioritization decisions. • Management should evaluate the process for prioritizing IT projects that do not impact or involve ITS (i.e., Distributed IT projects); these are prioritized by individual departments. <p>These gaps may result in a scarcity of resources that do not fully consider personnel and scheduling requirements, or the alignment of project resources with university strategic goals. Decentralized IT project spending and activities may not be approved, governed, and appropriately implemented by university management.</p>	The university's current IT governance structure is under review. While IT governance processes have been developed with an initial focus on projects that directly involve ITS, the processes can be broadly applied to other administrative and academic groups while also acknowledging that project control needs may vary depending on category and scale, and educating the university community will all be critical factors in the success of this effort. An implementation roadmap is planned for completion in October 2020.		
12	<p>Report Name: Employee Disclosures and Evaluation of Personal Interests</p> <p>Report Date: 12/13/19</p> <p>Management: Dietra Trent, Interim Vice President of Compliance, Diversity and Ethics (CDE)</p>	<p>Clarify Scenarios and Expectations for Conflict of Interests (COI) and Commitment (COC) Disclosure Reporting not Required by Federal or Commonwealth Regulations: Management (i.e., deans, center directors, and administrative unit leaders) should clarify disclosure expectations for common scenarios that may create potential COI or COC outside of those specifically required by federal or commonwealth regulations and should require formal, documented disclosure of all outside employment and consulting arrangements by employees. Management should supplement policy and procedural requirements with a formal COI/COC training or communication program.</p>	<p>Compliance, Diversity, and Ethics (CDE) will work with stakeholders to update University Policy 4001, Conflict of Interests, so as to incorporate acceptable policy language addressing these concerns. After meetings were held to revise Policy, it was determined that modifications to the Faculty Handbook would also be required, extending the target date.</p> <p>CDE will update ethics training to reflect policy changes and will work with Communications and Marketing to communicate them to employees.</p>	11/30/20	7/31/21
13	<p>Report Name: Employee Disclosures and Evaluation of Personal Interests</p>	<p>Evaluate Governance and Reporting Design Improvements for COI and COC: Management (i.e., deans, center directors, and administrative unit leaders) should utilize a single system to obtain and disseminate for review and</p>	CDE will facilitate an evaluation of potential strategies, including system solutions that will allow management a clear picture of each employee's financial interests and outside commitments. Acquisition of a system solution is	11/30/20	7/31/21

#	Audit Report	Audit Issue	Status of Management Action	Original Target	Current Target
	<p>Report Date: 12/13/19</p> <p>Management: Dietra Trent, Interim Vice President of Compliance, Diversity and Ethics (CDE)</p>	<p>approval, all employee financial interests and outside commitments. We believe management, not employees, should determine whether a financial interest or outside commitment relates to an individual's institutional responsibilities, and if so, whether it presents a conflict. The single system solution should be robust enough to function as a system of record with capabilities to document management review and determinations for disclosures and allow supporting documentation (e.g., waivers and management plans) to be associated with employee records; data security and privacy concerns should be evaluated with any system solution.</p>	<p>moving forward, but the request for proposal process has taken longer than expected. Implementation is projected to begin in Spring 2021.</p> <p>Review and monitoring processes will be established in line with overall disclosure processes.</p>		
14	<p>Report Name: Employee Disclosures and Evaluation of Personal Interests</p> <p>Report Date: 12/13/19</p> <p>Management: Dietra Trent, Interim Vice President of Compliance, Diversity and Ethics (CDE)</p>	<p>Implement a Monitoring Program for Employee Disclosures: Monitoring and oversight programs provide assurance that policy expectations are being met and procedures are functioning as intended. Once policy, governance, and reporting adjustments have been considered and implemented, management should develop monitoring programs to evaluate the completeness and accuracy of employee submissions. Where possible, separately (e.g., employee evaluation data or VA Statements of Economic Interests) and/or publicly available (e.g., IRS data) documents should be compared to self-reported employee disclosures to further support the completeness and accuracy of data provided.</p>	<p>CDE, with assistance from individual units, will continue to monitor employee disclosure completion (i.e., that they are submitted) and review the substance of submissions when circumstances warrant. Once policy and other changes have been implemented, a more robust monitoring program to evaluate the completeness and accuracy of employee submissions, including both reviews of internal and publicly available information, will be developed and implemented.</p>	11/30/21	11/30/21
15	<p>Report Name: Employee Disclosures and Evaluation of Personal Interests</p> <p>Report Date: 12/13/19</p> <p>Management: Dietra Trent, Interim Vice President of Compliance, Diversity and Ethics (CDE)</p>	<p>Evaluate Requiring New Hires to Disclose Interests and Commitments as Part of the Onboarding Process: Management (i.e., deans, center directors, and administrative unit leaders) should evaluate requiring new hires to disclose financial interests and outside commitments as a part of the onboarding process. Management should consider providing training to new hires on the subject during the onboarding process.</p>	<p>CDE and Office of Research Integrity and Assurance (ORIA) will consult with Human Resources (HR) and evaluate requiring disclosure and training for new hires to the university as part of the onboarding process.</p>	11/30/21	11/30/21
16	<p>Report Name: Information Security</p>	<p>Review Firewall Configurations:</p>	<p>After several attempts to appropriately structure and remediate firewall configuration management</p>	1/31/14	1/15/22

#	Audit Report	Audit Issue	Status of Management Action	Original Target	Current Target
	<p>Management: Boundary Protection</p> <p>Report Date: 9/09/13</p> <p>Management: Kevin Borek, Vice President/Chief Information Officer, Information Technology Services</p>	<p>Firewall configurations are currently not being reviewed and re-authorized on a cyclic basis. Without a formal process to periodically review and re-authorize firewall configurations, the university cannot ensure that rule bases are adequate and/or still required.</p>	<p>processes, a plan to implement and manage the firewall policies was established in December 2018; implementation of the first phase to move Banner behind the new firewalls was completed in September 2019. This first phase was used to plan migration of all remaining university servers; this is an ongoing effort that is projected to be completed by December 2021.</p>		
17	<p>Report Name: Office of the University Registrar</p> <p>Report Date: 3/7/18</p> <p>Management: Janette Muir, Associate Provost, Academic Initiatives and Services, Office of the Provost</p>	<p>Implement Banner Transactional and Activity Logging: Mason's ability to monitor transactional data and log activity of staff and third party vendors at various levels within Banner is limited. OUR management identified areas where limited or no monitoring exists due to a lack of transactional and activity history, including: student attributes; registration permits and overrides; student holds; academic standing; visa status; segregation of duties or unauthorized transactions; grading activity; and the Banner tables that control the majority of student data where an erroneous or unapproved change can have a significant impact.</p>	<p>The OUR monitors select transactions captured in Banner (e.g., consortium grades, grade changes and substitution/waivers. ITS has established a project to address this issue. Management is assessing the level of effort required and technical feasibility.</p>	10/31/18	6/30/22
18	<p>Report Name: Gift Acceptance Policy Implementation</p> <p>Report Date: 6/22/20</p> <p>Management: Trishana Bowden, Vice President, Office of University Advancement and Alumni Relations</p>	<p>Clarify Gift Acceptance Policy to Allow for Consistent Treatment and Transparency: University Policy (UP) 1123, Gift Acceptance Policy, describes the types of gifts which may only be accepted by Mason after approval by the University's Gift Acceptance Committee (GAC). Certain of these criteria are unclear or overly broad, and would benefit from greater definition.</p>	<p>Due to the transition of both the President and the Provost of the university, evaluation of the Gift Acceptance Policy will occur after new leadership is in place and has sufficient time to consider the gift acceptance environment of the university. This timing will align with the internal review committee's expectation for such an evaluation within three years of policy revisions being implemented. At such time, the Provost, the Vice President of University Advancement and Alumni Relations, and members of the Gift Acceptance Committee will evaluate the need for clarifications and revisions of the Gift Acceptance Policy.</p>	6/30/22	6/30/22

**GEORGE MASON UNIVERSITY
BOARD OF VISITORS**

**Research Committee Meeting
December 3, 2020
Virtual**

AGENDA

- I. Call to Order
- II. Public Comments
- III. Approval of Minutes (**ACTION ITEM**)
 - A. Meeting minutes for October 1, 2020
- IV. Update on Growth in Annual Research Expenditures, Dr. Aurali Dade
- V. Opportunities for Mason in Entrepreneurship and Economic Development Presentation, Paula Sorrell
- VI. COVID-19 Research Presentation, Dr. Amira A. Roess
- VII. Adjournment

**GEORGE MASON UNIVERSITY
BOARD OF VISITORS
Research Committee Meeting**

**MINUTES
Thursday, October 1, 2020
Virtual**

Present: Interim Vice President for Research, Innovation, and Economic Impact Aurali Dade; President Gregory Washington; Provost Mark Ginsberg; Chairman Horace Blackman; Visitors: Edward Rice, Nancy Prowitt, Anjan Chimaladinne, and Bob Witeck; Faculty Senate Chair: Shannon Davis; Faculty Representatives: Andrew Novak and June Tangney; Student Representative: Lilianna Deveneau

Absent: Visitor Wendy Marquez; Student Representative Shelby Adams

I. Meeting was called to order by Chairman Horace Blackman at 11:25 am.

II. Approval of Minutes (ACTION ITEM)

Approval of the February 27, 2020 meeting minutes was motioned by Visitor Rice; seconded by Visitor Witeck, unanimously approved.

III. Public Comments

Chairman Blackman noted that there were no verbal or written public comments received prior to the start of this meeting, though anyone may still submit a written comment if desired through the end of today's full board meeting.

IV. New Business

a. **Vice President's Update**

Dr. Aurali Dade – Interim Vice President for Research, Innovation & Economic Impact

Dr. Dade provided a presentation overview of research accomplishments and goals. This included details pertaining to Mason NSF Herd Performance (Non-federal: \$100M for FY20/Federal: Right above \$100M for FY20), Proposal Counts (1367 for FY20), and Award Dollars (above \$180M for FY20). A brief update was given on the Institute for Biohealth Innovation, Institute for a Sustainable Earth, and Institute for Digital InnovAtion, and the goals of the Office of Research, Innovation, and Economic Impact moving forward.

b. IDIA Presentation

Dr. Kamaljeet Sanghera – Interim Executive Director for the Institute for Digital InnovAtion (IDIA)

Dr. Sanghera's presentation focused on IDIA, including its three main themes: technologies, systems, and digital society. IDIA stakeholders are faculty and administrators, students, and external partners. Faculty Flash Talks and brainstorming sessions with faculty under IDIA will encourage interdisciplinary research, and seed funding will be made available to support these efforts. Students are the core of the institute, and IDIA has engaged with Mason's Undergraduate Research Scholars program and will be inviting students to Faculty Flash Talks. Dr. Sanghera discussed upcoming events with students, such as a hackathon, as well as the location for IDIA HQ, which will be in Arlington to encourage engagement with the broader DMV region. Communication channels have been organized to share about IDIA's events and opportunities. Additionally, IDIA will be working not only with Mason students, but also K-12 students from the local community through external partnerships.

c. Research Presentation

Dr. Aarathi Narayanan – Associate Professor, School of Systems Biology / National Center for Biodefense and Infectious Diseases

Dr. Narayanan's presentation focused on her research pertaining to Covid-19. Along with many internal and external collaborators, she has been doing a lot of research pertaining to how to understand and treat Covid-19, including drug discovery and mechanism of action, antibody discovery, and vaccine development. She overviewed several specific projects, such as their drug discovery and repurposing work, using antiviral peptides and synthetic peptidomimetics against human coronaviruses, antibodies and heterotypic sera as an economical, sustainable, and effective solution, and human convalescent serum and diagnostics in the BRL and CAPMM labs.

d. Full Board Motions

Chairman Blackman motioned one action item: "I move that the Board approve the **approval of meeting minutes from the February 27, 2020 committee meeting**, as provided in the Board materials."

V. Adjournment

Chairman Blackman asked if there was any additional business to be discussed. There was no additional business and Chairman Blackman asked for a motion for adjournment. Motion for adjournment was made by Visitor Prowitt, seconded by Visitor Chimaladinne, and with no objections, the meeting was adjourned at 12:14 pm.

Respectfully submitted,

Natalie Davis
Research Committee Secretary Pro Tem



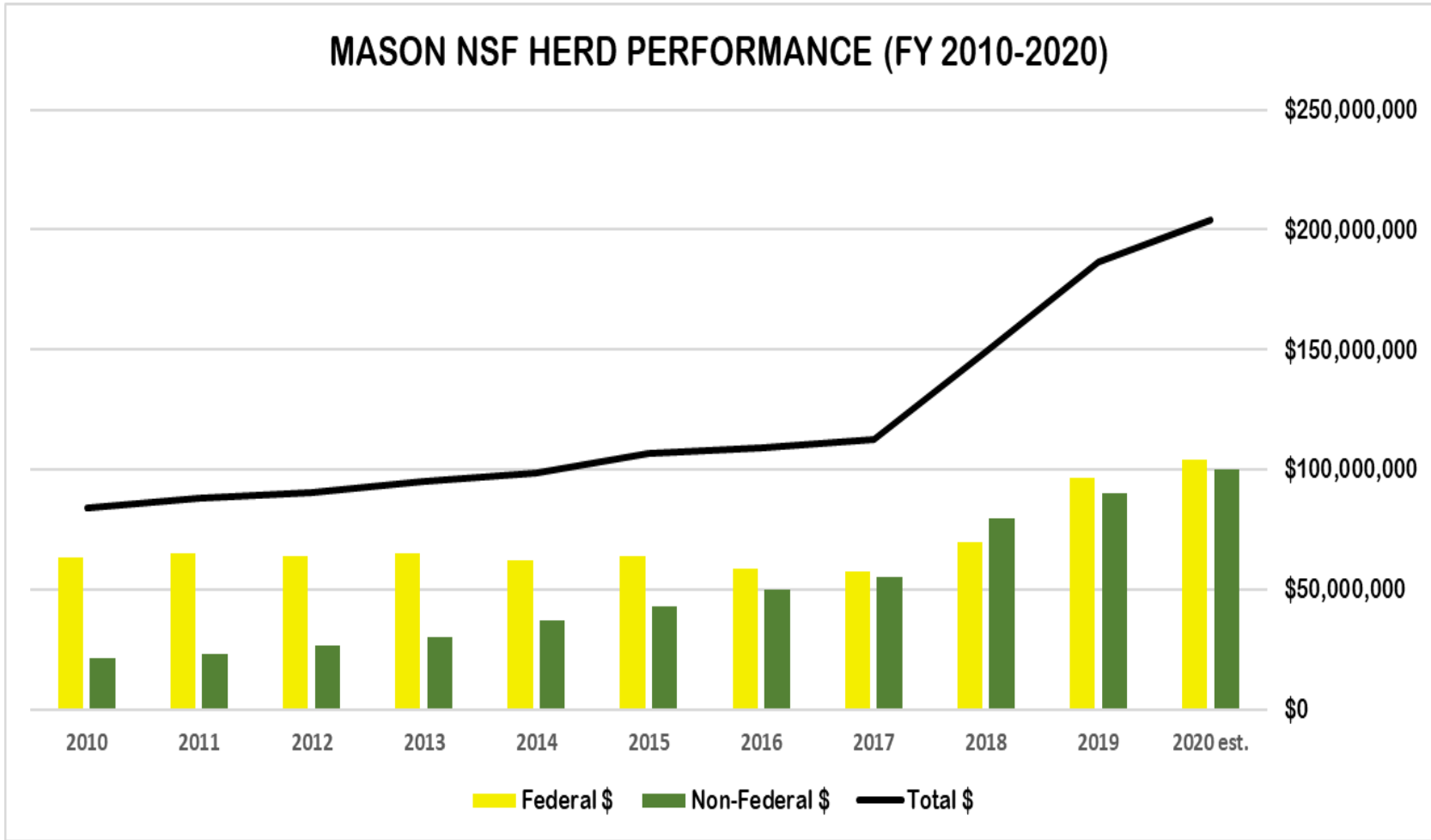
Research Growth at Mason

Aurali Dade, PhD

Interim Vice President for Research, Innovation, and Economic Impact

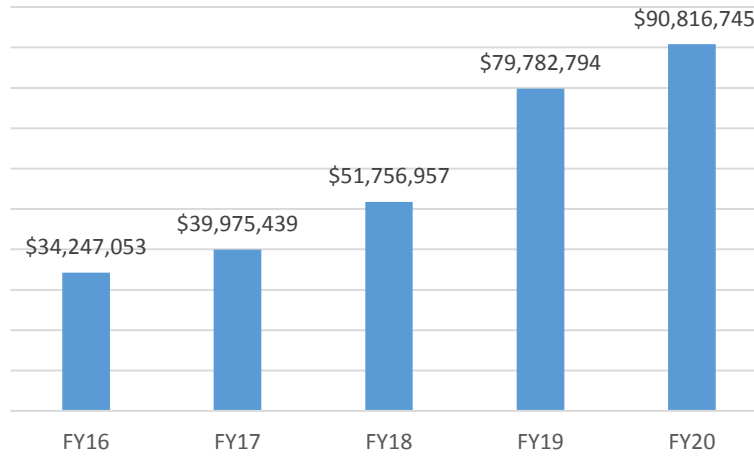


MASON NSF HERD PERFORMANCE (FY 2010-2020)

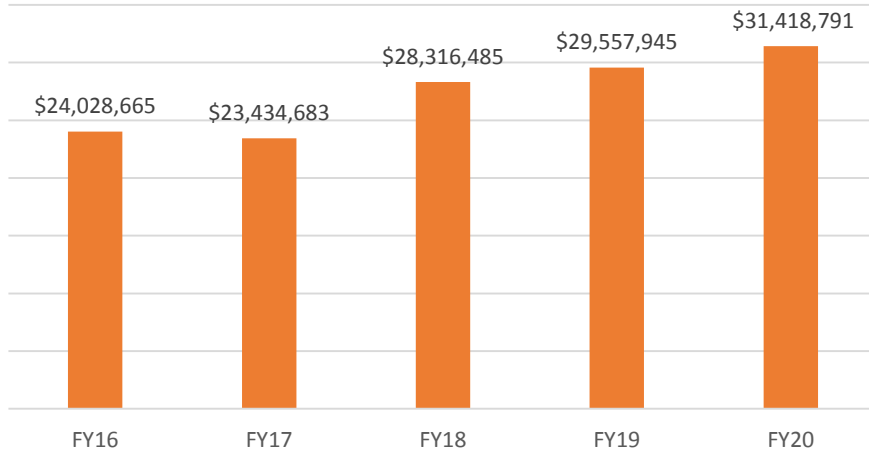


EXPENDITURES IN PRIORITY AREAS

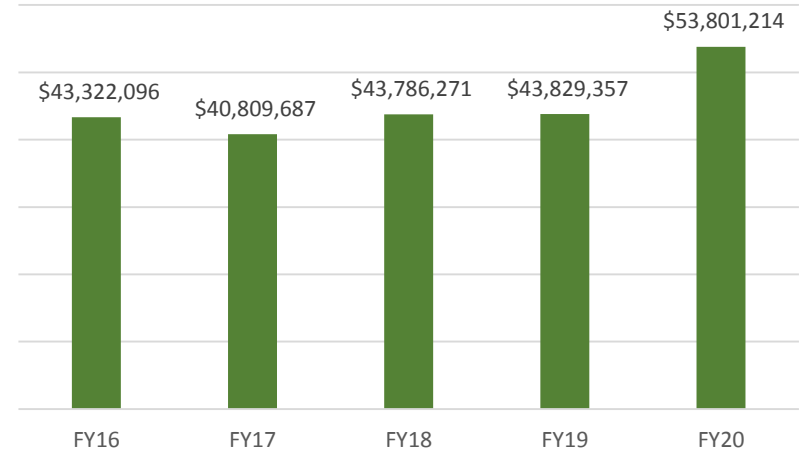
Digital Innovation Expenditures



Biohealth Expenditures



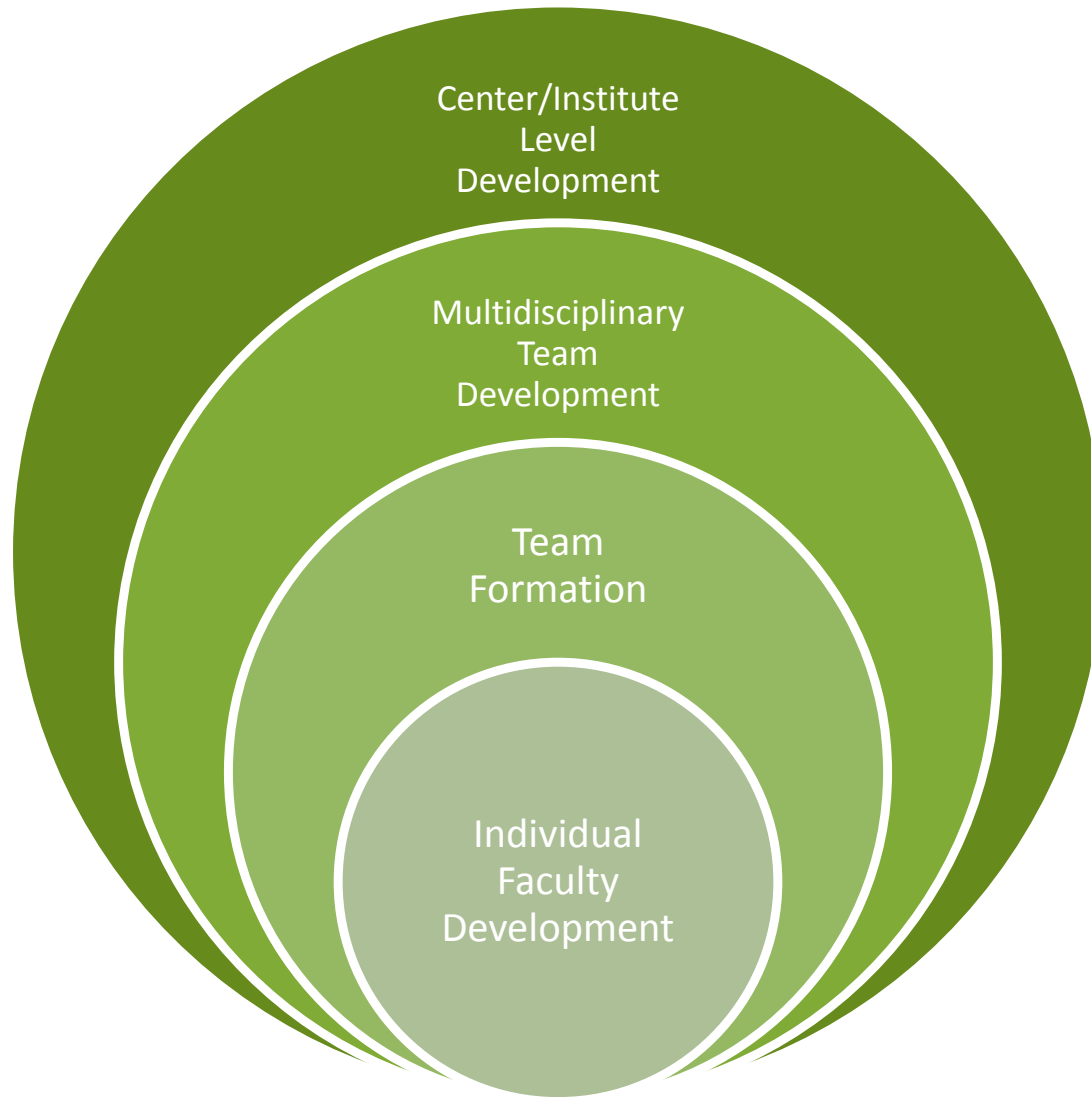
Sustainability Expenditures



Research Development encompasses a set of strategic, catalytic, and capacity-building activities that advance research. Help researchers become more successful communicators, grant writers, and advocates for their research. Creating services and resources that transcend disciplinary and administrative barriers and create programs to spur discovery.

NORDP, 2019

- Identification of funding opportunities
- Internal competitions
- Identifying and connecting partners
- Proposal development/support for large, complex and strategically important proposals
- Convening and idea sharing events
- Support for university level institutes and centers
- Seminars and workshops



IDIA Initiatives

Collaboration on Grants

- 2021 IDIA Seed Funding
- Go Virginia grant to increase high school tech talent pipeline
- Break Through Tech grant support

Diversity, Equity, and Inclusion

- Cloud Computing conference with the Society of Women Engineers
- National Center of Women in Information Technology Awards Celebration for high school female students

Community Engagement

- Data Science and human genomes - DNA Day in April 2021
- Fairfax County Housing and Community Development Data Science Project

Expanding Career Potentials

- Mason's role in "Intern Initiative" program by the Virginia Chamber of Commerce and the State Council of Higher Education for Virginia

Workforce Development

- Faculty exchange and/or stackable course(s) with Defense Acquisition University
 - Digital Engineering certificate

Regional Efforts

- Shared resources across DMV research universities with consortium.org
 - Quantum
 - Cybersecurity
 - Artificial Intelligence



Institute for
Biohealth Innovation

Selection of Recent Research Development Activities:

Multidisciplinary Research Roundtables

- COVID-19
- Machine Learning and AI Applications in Healthcare
- Health Disparities

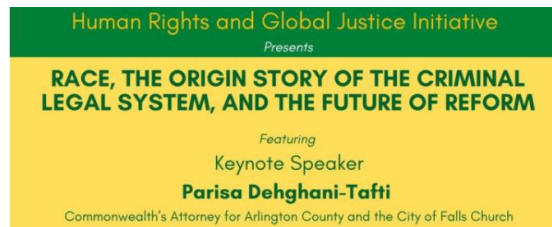
Building on Momentum:

- VA Bio-Connect Go Virginia Grant submitted to strengthen Virginia's Life Science Ecosystem
- Statewide Clinical Trials Network Planning
- COVID-19 Longitudinal Study, in collaboration with EVMS and Vibrent Health expected to launch Dec. 2020 (recruiting 10,000+ participants)

Research Themes

- 1) Human health, well-being, and capabilities
- 2) Sustainable and resilient communities and ecosystems
- 3) Harnessing the digital revolution for sustainability and education for all
- 4) Clean energy, decarbonization, and climate action
- 5) Enhancing equality, equity, and access to basic goods and services
- 6) Peace, justice and strong institutions to support thriving economies

Programs & Activities



Questions/Comments?



Innovation & Economic Development

Strategic Initiatives 8-10-2020

Introduction

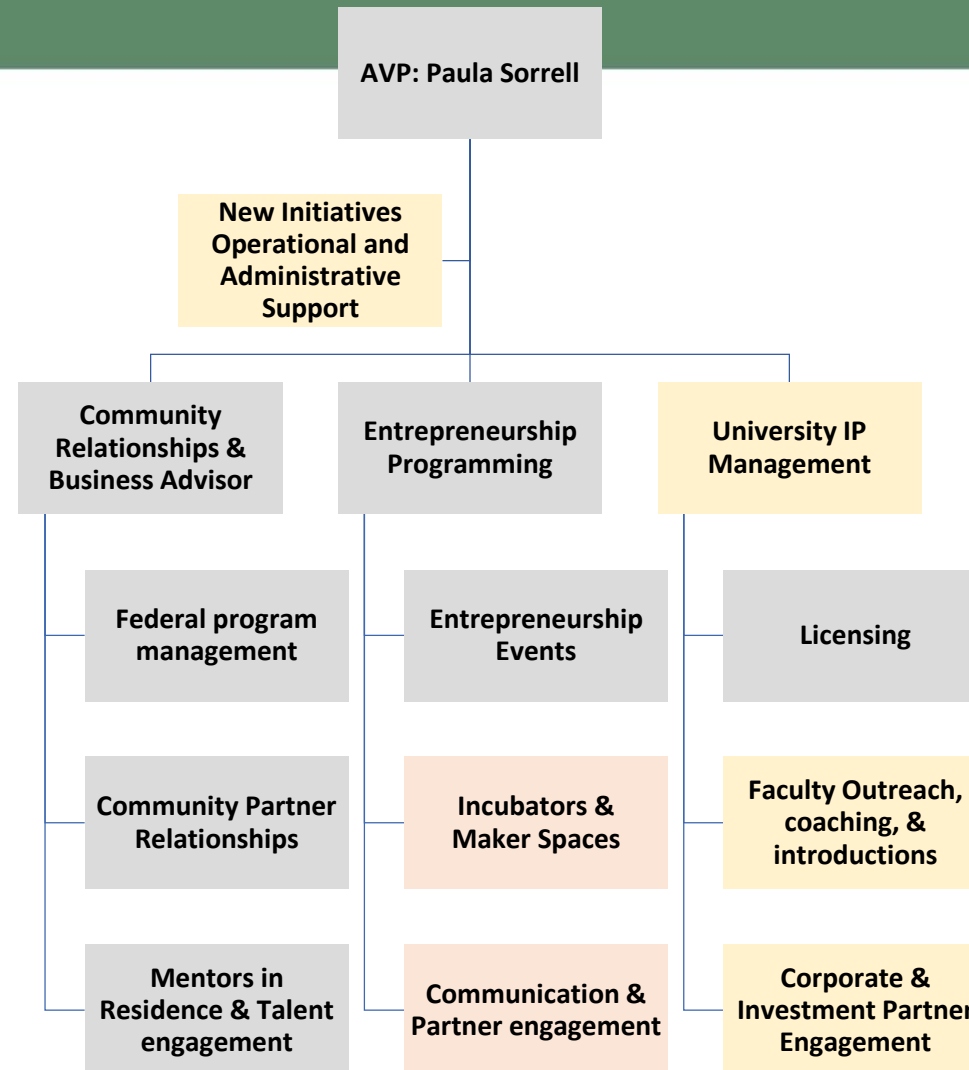
- **Start-ups**
- **State government**
- **Federal program operations**
- **Research**
- **Government Relations**
- **Teaching**



Mission

- We provide access to real world problems, methodologies for transforming them into society-impacting and revenue-generating products and services, and counsel to small business. We undertake these activities to increase our value
 - to the state as an economic driver
 - to federal agencies as reliable translator of applied research
 - to public and private sector partners as an honest broker and convener of assets
 - to students as a provider of experiential learning
 - to faculty as a source for interesting research and societal problems to be solved
 - to build the Mason brand and impact.

Innovation & Economic Development



Innovation & Economic Development

Current State

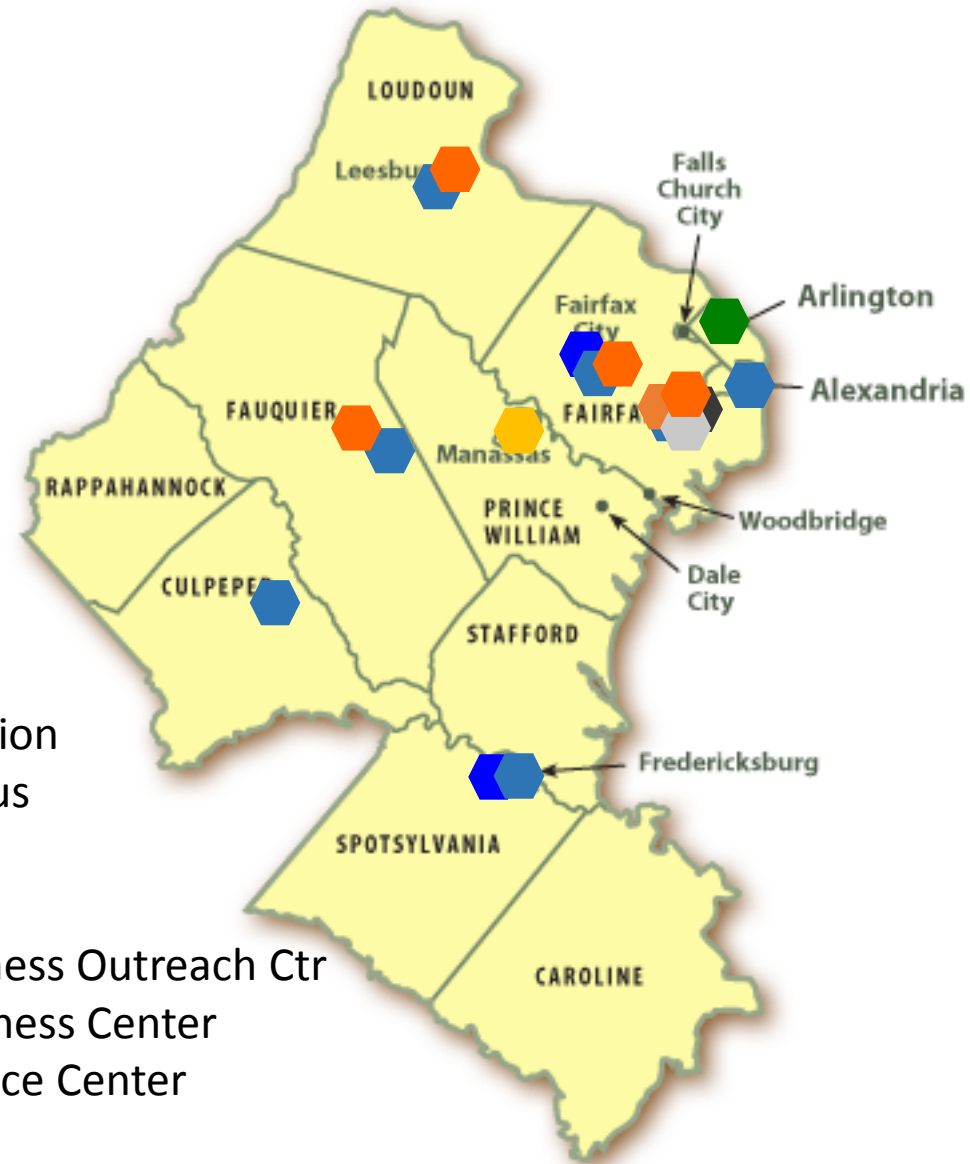
A group of well-run, similar organizations not formally integrated with each other or within GMU

Future State

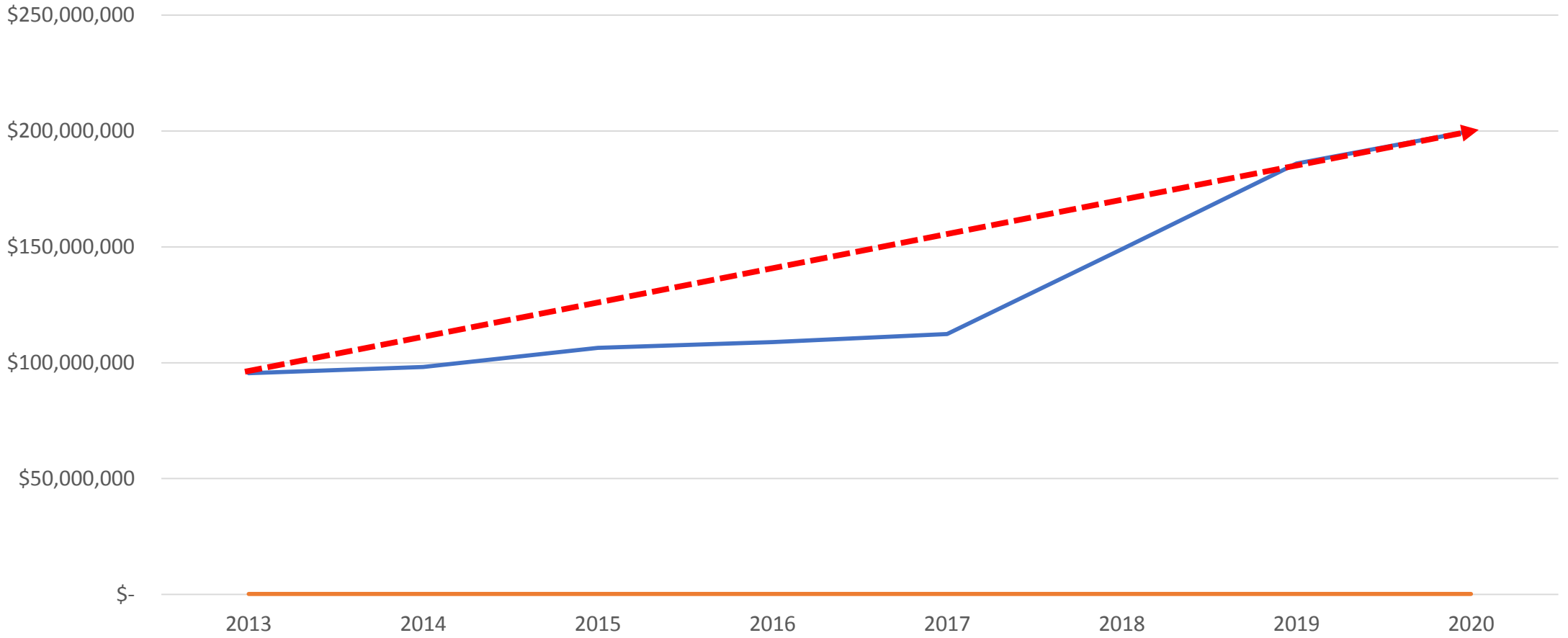
A cohesive organization whose whole is greater than the sum of its parts

Assets

- Incubators
- Digital Innovation
- Sci-tech campus
- SBDC offices
- PTAC offices
- Veterans Business Outreach Ctr
- Women's Business Center
- Business Finance Center

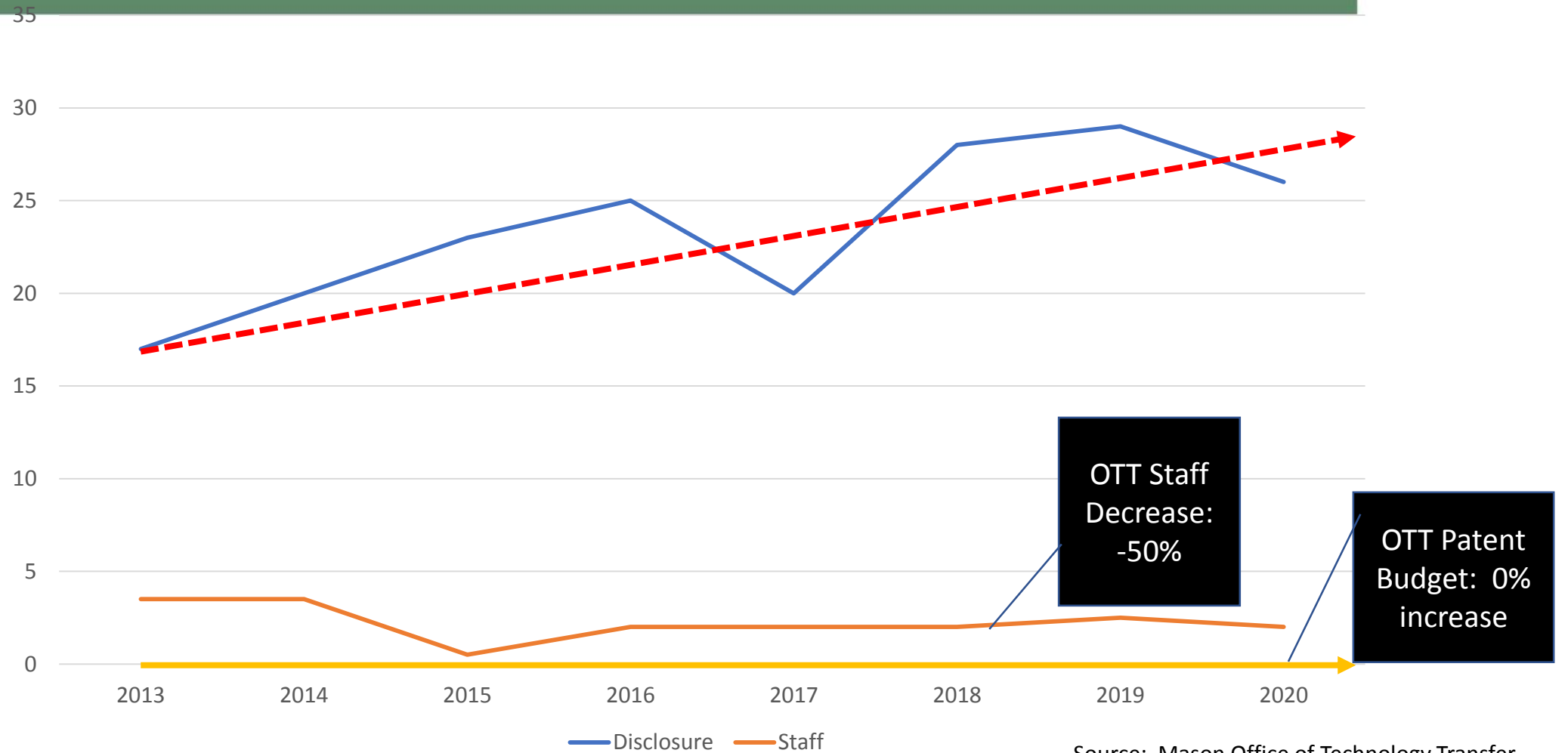


Trends: Mason Research Funding Expenditures = 110% increase



Source: National Science Foundation and Mason communications

Trends: Invention Disclosures = 53% increase



Source: Mason Office of Technology Transfer

Interest in Translating Research

- I-Corps teams, faculty + students

	GMU	17
	JMU	11
	ODU	6
	UVA	5
	VT	4
	VCU	3
	Radford	2
	Roanoke College	2
	VSU	1
	Hollins	1
	UMW	1
	Shepherd	1
	GW	1
	EVMS	1



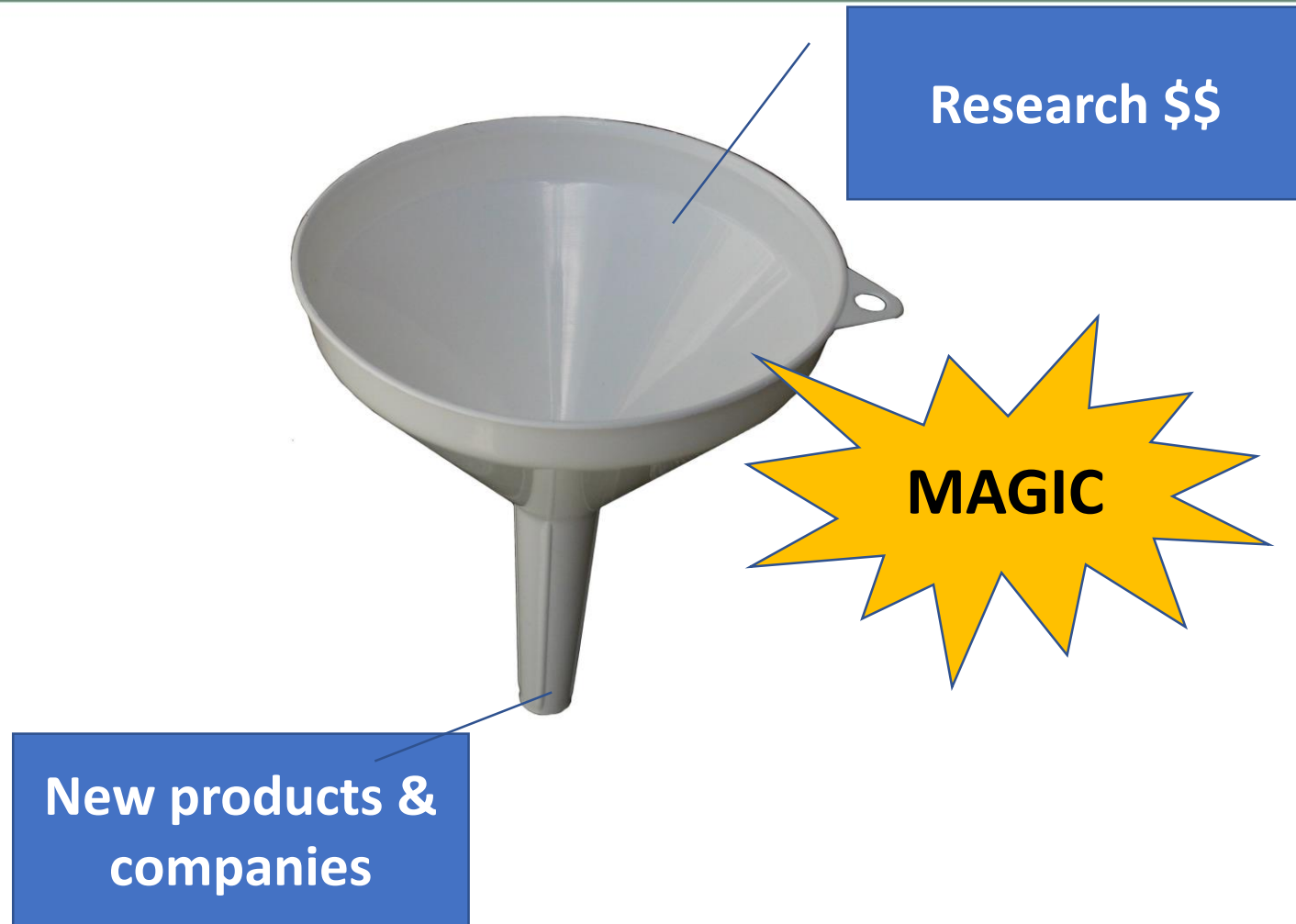
+ 34 I-CAP teams

Guiding Principles

- Partner, don't replicate
- Elevate and support what works
- Fill gaps
- Follow best practices



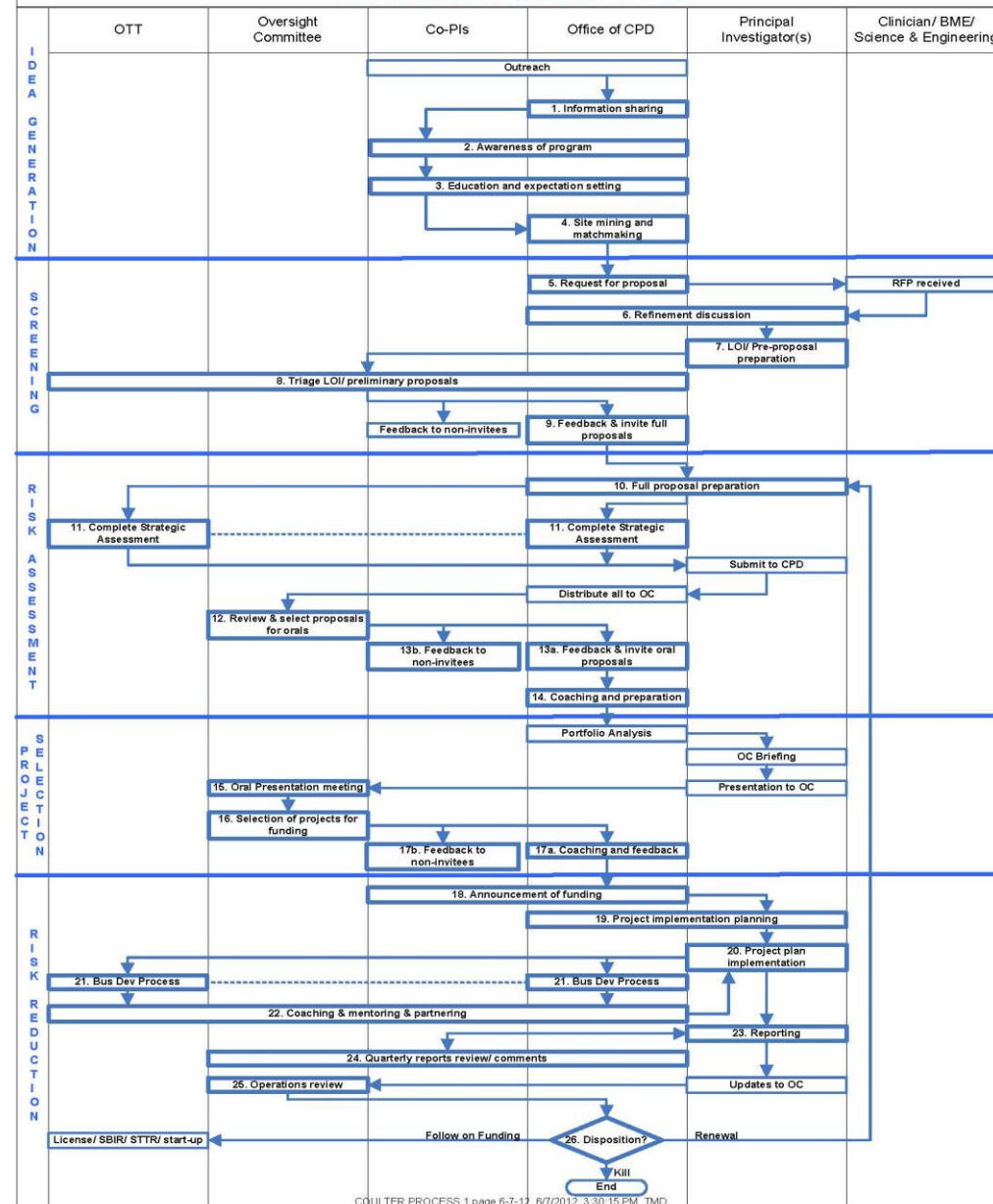
Perception



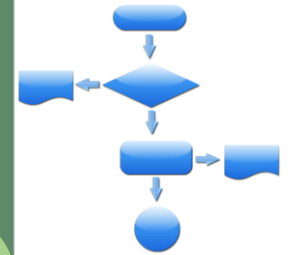
Reality: Best Practice in Tech Commercialization

WH Coulter Foundation Translational Research Partners - Cross Functional Process Map

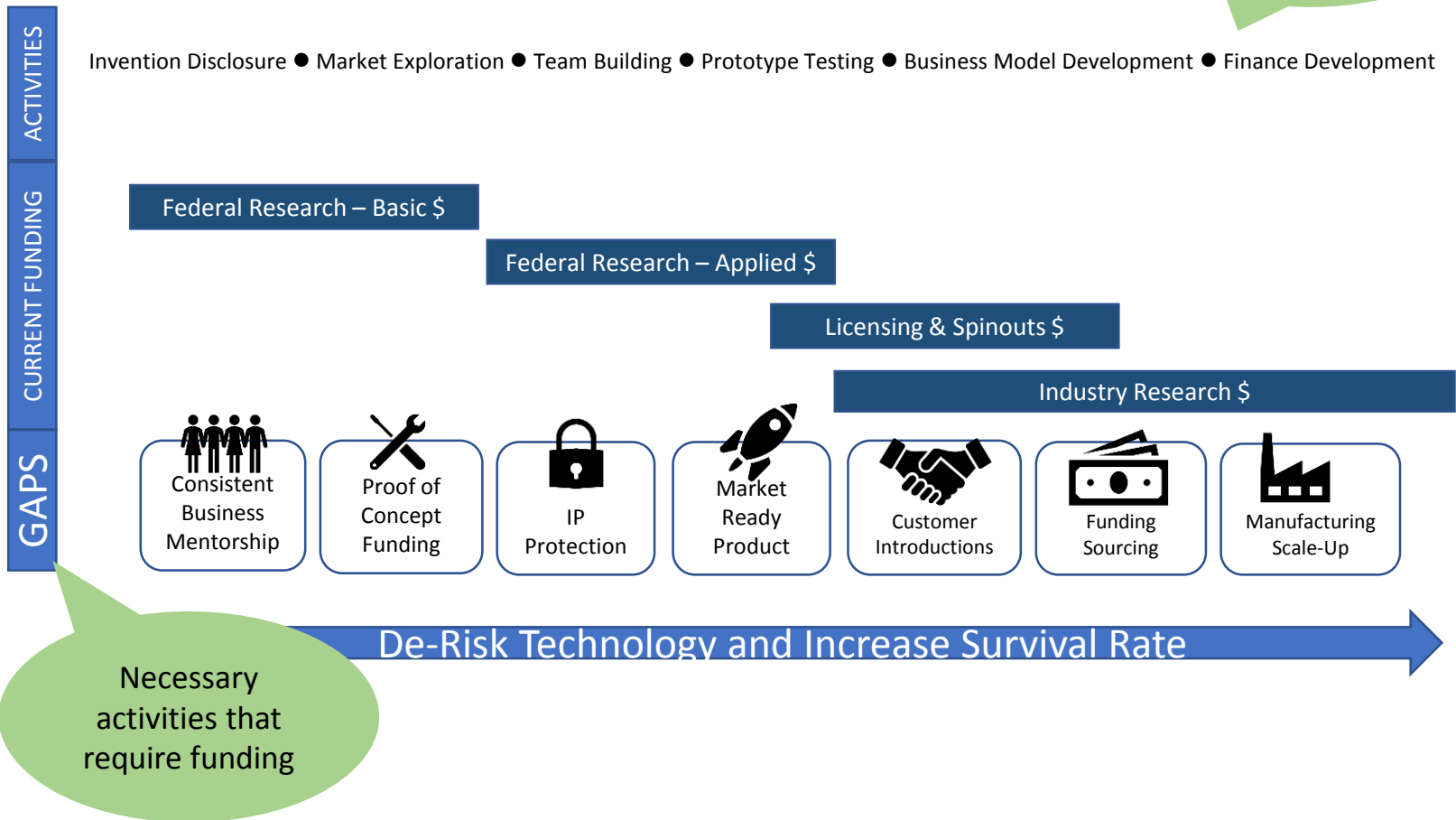
THE COULTER PROCESS – 6-07-12



Lab to Market Gaps



Activities
Researchers
are not trained
to do



Questions Asked of APLU Members for indications of culture

15% • Are lab-to-market activities prioritized from the presidential/provost level?

6% • Do your faculty view lab-to-market activities as a cultural norm?

13% • Does your institution effectively leverage alumni in tech commercialization activities, for example as mentors, funders, or advocates?

62% • Does your institution's engineering deans have tech commercialization experience?

15% • Does your institution involve the local ecosystem in tech commercialization activities?

High Producers, Compared to all U's were More Likely to...

-  Use mentors
-  Maintain deep collaborations
-  Have a formal business engagement center
-  Hire commercialization program leaders from industry
-  Commercialization programs in place at least 4 years
-  Have research parks

Strategic Goals



**Build
Team**



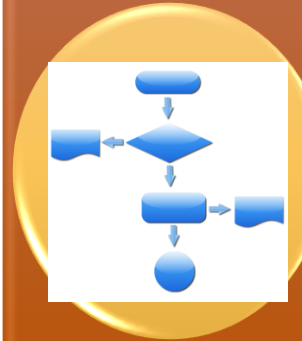
**Build
Recognition**



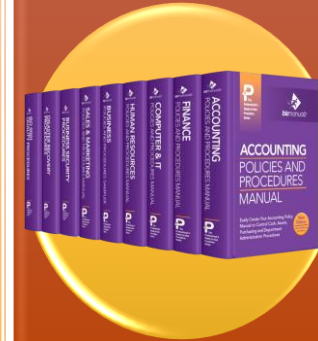
**Build
Collaboration**



**Build
Resources**



**Build
Processes**



**Build
Policies**



**Build
Inclusion**



Contact Info

- Paula Sorrell
- psorrell@gmu.edu
- Cell: 810-869-5001

COVID-19 research and response

Amira Roess, Ph.D.

Professor, College of Health and Human Services

aroess@gmu.edu; 703-993-1923

Epidemiology, Nursing

Dr. Kathi Huddleston
Dr. Cheryl Oetjen
Dr. Anna Pollack
Dr. Grace Lawrence

CAPMM

Dr. Lance Liotta
Dr. Virginia Espina

Health Informatics

Dr. Farrokh Alemi
Dr. Janusz Wojtusiak

U.S. Pharmacopeia

Dr. Nagesh Borse

Health Comm, Psych, Engin

Dr. Ed Maibach
Dr. Keith Renshaw
Dr. Taylor Anderson
Dr. Andreas Zufle
Dr. Lance Sherry
Dr. Alexander Brodsky
Dr. Emily Ihara

EVMS

Dr. Sunita Dodani

Charite University

Dr. Marcel Muller
Dr. Christian Drosten

Dilla University, Eth

Dr. Chirotaw Ayele

Jordan U Sci Tech

Dr. Mohammad Obaidat

Addis Ababa Sci Tech

Dr. Simenew Melaku

University of GA

Dr. John Drake

George Washington

Dr. Cindy Liu

Children's NMC

Dr. Sahira Long



TD Charitable Foundation

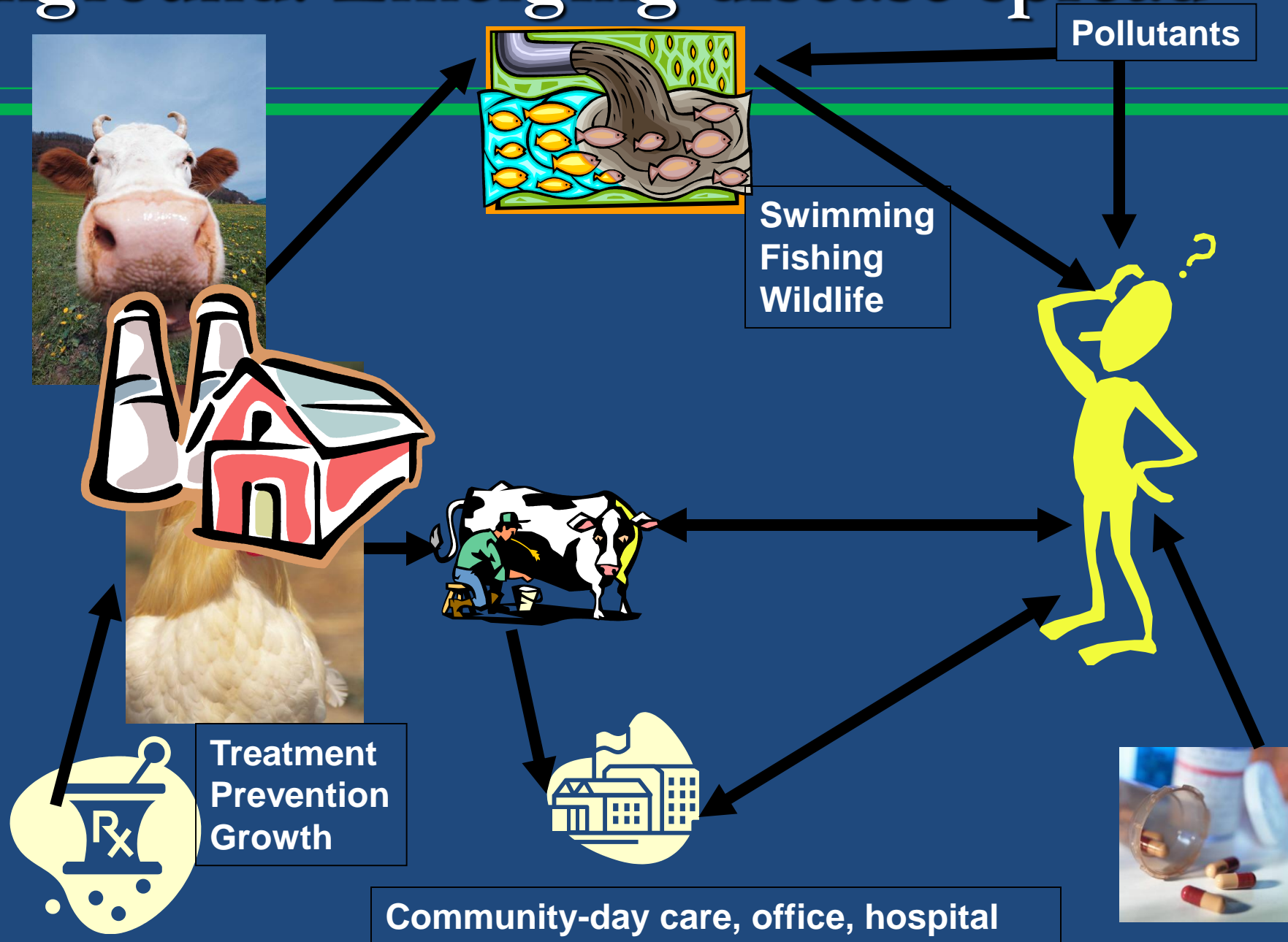


National Institutes
of Health

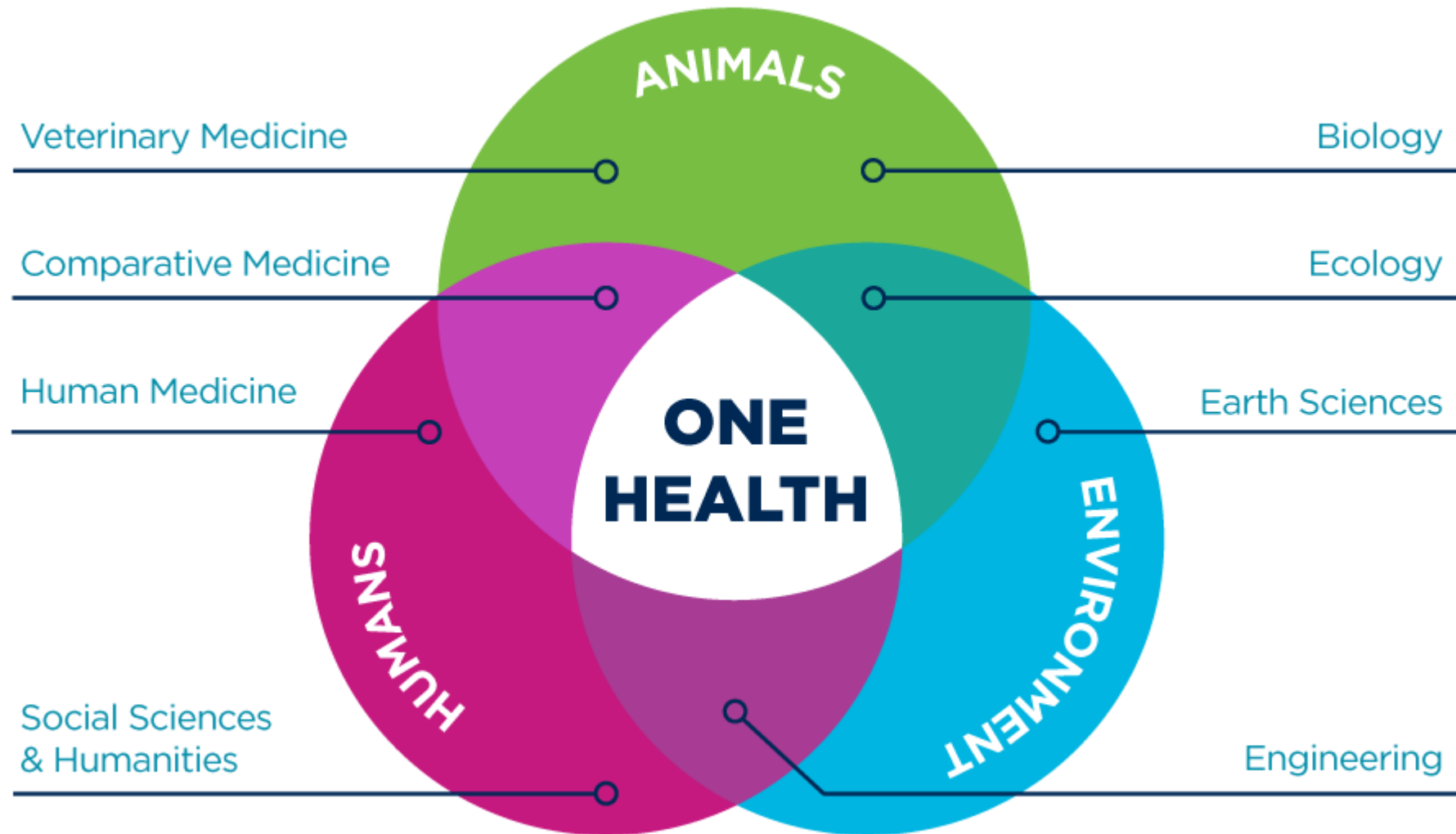


VIRGINIA INITIATIVE FOR
**GROWTH &
OPPORTUNITY**
IN EACH REGION

Background: Emerging disease spread



One Health - Aspirational



Emphasize
-Wildlife
-Economics
-Behavioral science

Challenges
-Disciplinary bias
-Resources
-Support

Source: UCLA

Research portfolio

Infectious Diseases Epidemiology

Emerging Zoonotic Disease

CORONAVIRUS

MERS-Coronavirus*

SARS-CoV-2*

Other Viruses

Dengue, West Nile virus

Foodborne pathogens

Campylobacter*

Salmonella

Antimicrobial resistance

Gut and Nasal Microbiome*

Social/Behavioral

Demographic/Economic

-age, gender, race, income

Access

-health care, food security

Social

-support, resilience

Behavioral

-risky/protective

-care-seeking

-barriers

Environmental

Pollutants - PFAS

Structural

Policies

-Farm Bill

Programs

-WIC

Infrastructure

-Surveillance

Innovation

Enhanced molecular
pathogen surveillance
Digital health/mhealth
interventions

Those who cannot change their minds, cannot change anything.

-George Bernard Shaw

Project 1: MERS-CoV, predictive models

It's tough to make predictions, especially about the future.

-Yogi Berra

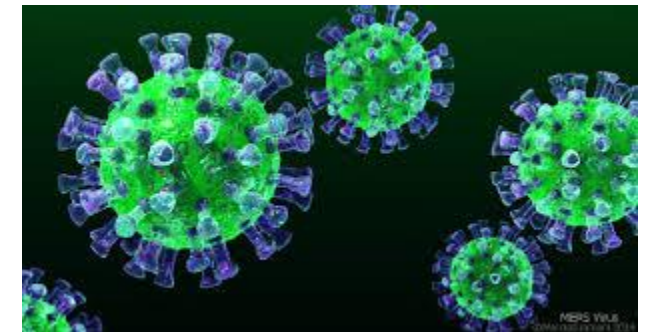
COVID-19 highlights this

Challenges

- Model limitations based on current data
- Devoid of human/animal (behavior) element
- Viral characteristics (missing)

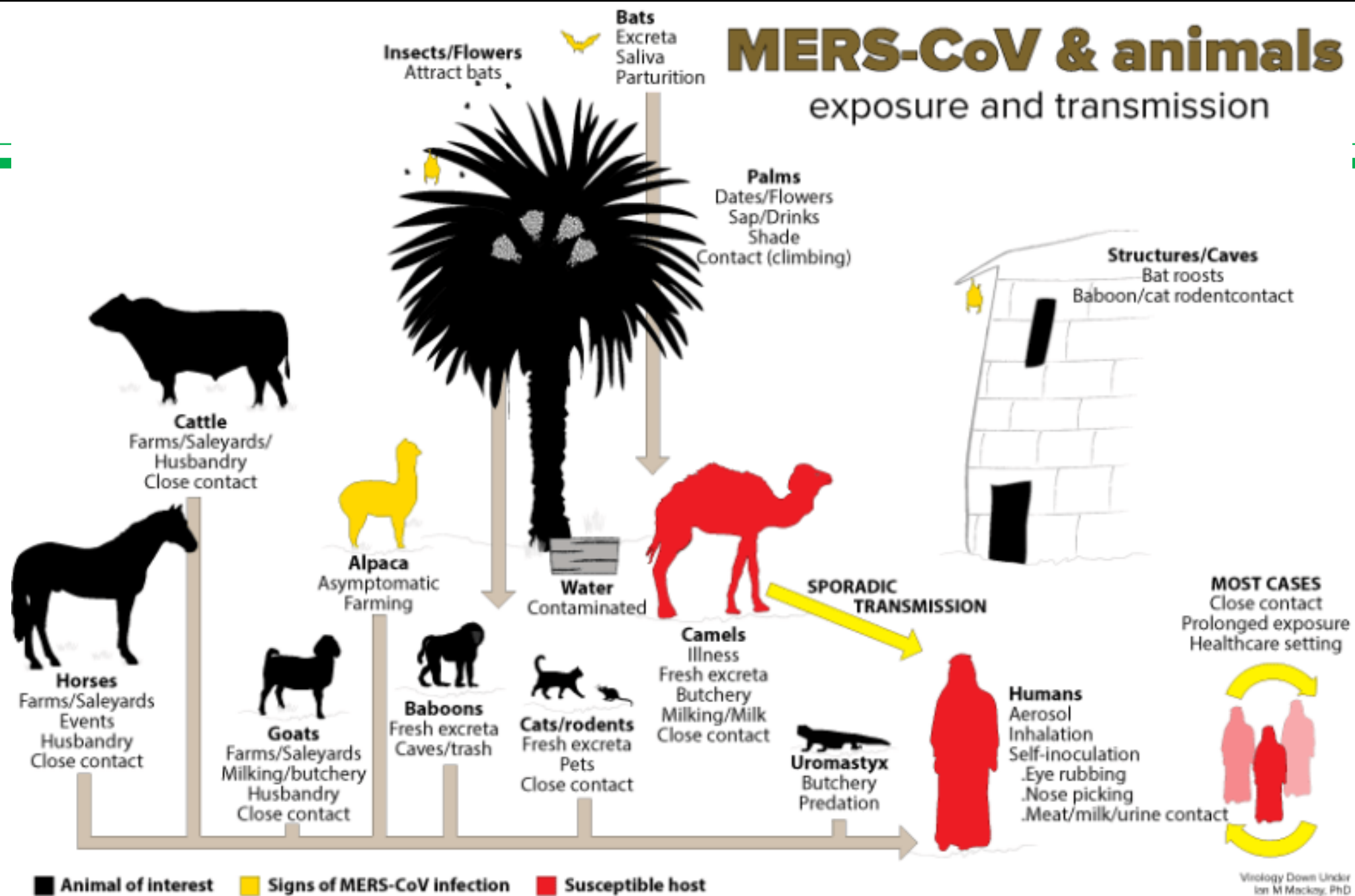
Research portfolio

- MERS-CoV, Method of Plausible Parameter Sets, NSF
- COVID-19 models, Agent Based Modeling, Pilot funding



MERS-CoV & animals

exposure and transmission

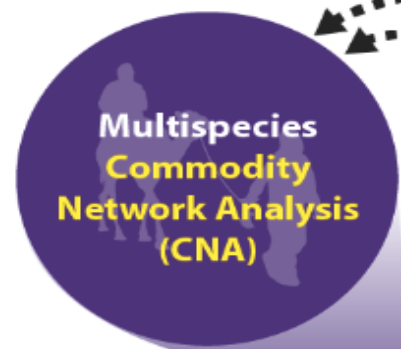


Virology Down Under
Ian M Mackay, PhD
v8 14SEPT2016

Discipline-specific stage

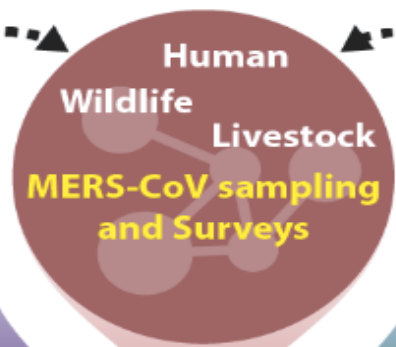
Q1.
SOCIAL
SCIENCES

Ethnographic,
qualitative
behavioral data



Q2.
EPIDEMIOLOGY /
HEALTH SCIENCES

Biological and
quantitative data



Q3.
ENVIRONMENTAL /
CLIMATE SCIENCES

Weather,
vegetation,
movement



Integrative
Stage

Method of Plausible Parameter Sets
(MPPS)

Outcome



Forecast

Disciplinary Input

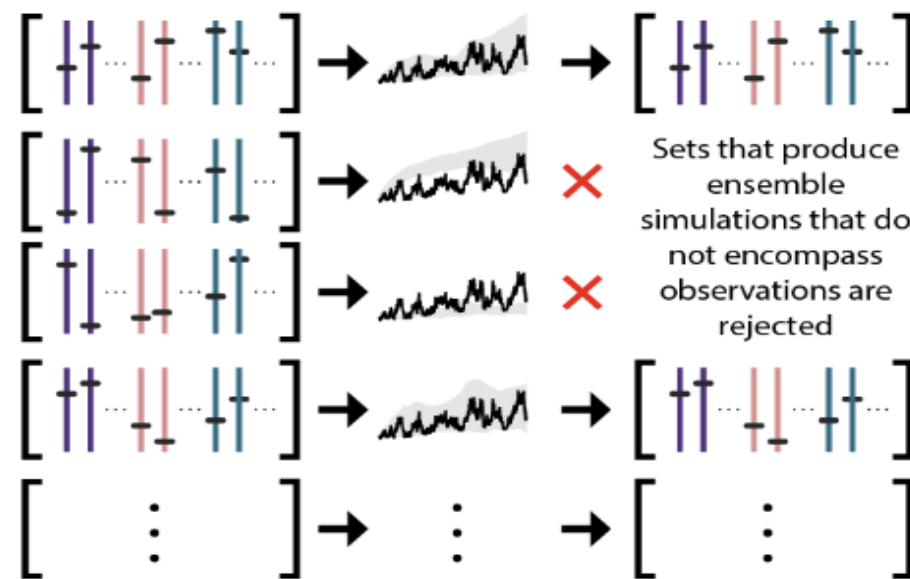
Q1 Q2 Q3

MPPS

Logically possible
parameter sets

Test
ensemble simulation
against observations

Plausible
Parameter Sets



Plausible Parameter Space
to constrain ensemble simulation



Ongoing COVID-19 research and response portfolio

Response/interventions

1. Screening-Mason COVID Health Check
2. SARS-CoV-2 Surveillance Testing Program at Mason
3. Keeping front line workers safe (GO Virginia), virus and antibody self-testing
4. COVID-19 vs Flu probability calculator (Alemi, NIH)
5. Exploring contact tracing capabilities that use enterprise WIFI systems (Wojtusiak, NIH)

Antibody surveys

6. Developing self-administered COVID-19 antibody test kits (CAPMM)
7. Young adult COVID-19 serosurvey (Pilot, CoS)
8. SARS-CoV-2 in the first year of life antibodies in breast milk, immune response and pollutants (Pilot, under NIH review) (Children's)

Social determinants

Topics


9. Knowledge, attitudes, behavior, experiences
10. Vaccine hesitancy
11. Use and acceptance of contact tracing apps
12. Use of telehealth

Populations

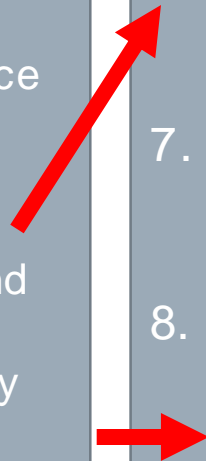
- a. U.S. representative sample, April, Nov 2020 (Yale, TD Bank)
- b. Young adults (Pilot, NIH)
- c. U.S. nurses
- d. Global health care worker survey (60 languages) (USP)

Ongoing COVID-19 research and response portfolio

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1,3,6 COVID-19 Projects

Mason COVID Health✓™

COVID-19 symptom and exposure screening

- Mason only one to have ongoing symptom and exposure screening since March 2020
- Collaborative effort led by CHHS, HR, UL, SHS, ITS, supported by the university
- All VA public universities adopted it
- Allows for rapid identification of exposed to stop outbreaks from occurring

George Mason University wins grant for “return to work” pilot programs for antibody and diagnostic testing [yahoo!finance](#)



October 27, 2020 · 5 min read

Team: Liotta, Huddleston, Oetjen, Espina, Lawrence

Goal: a system to allow safe return to work for front line workers

-self-testing for antibody response and current infection

-mental health support

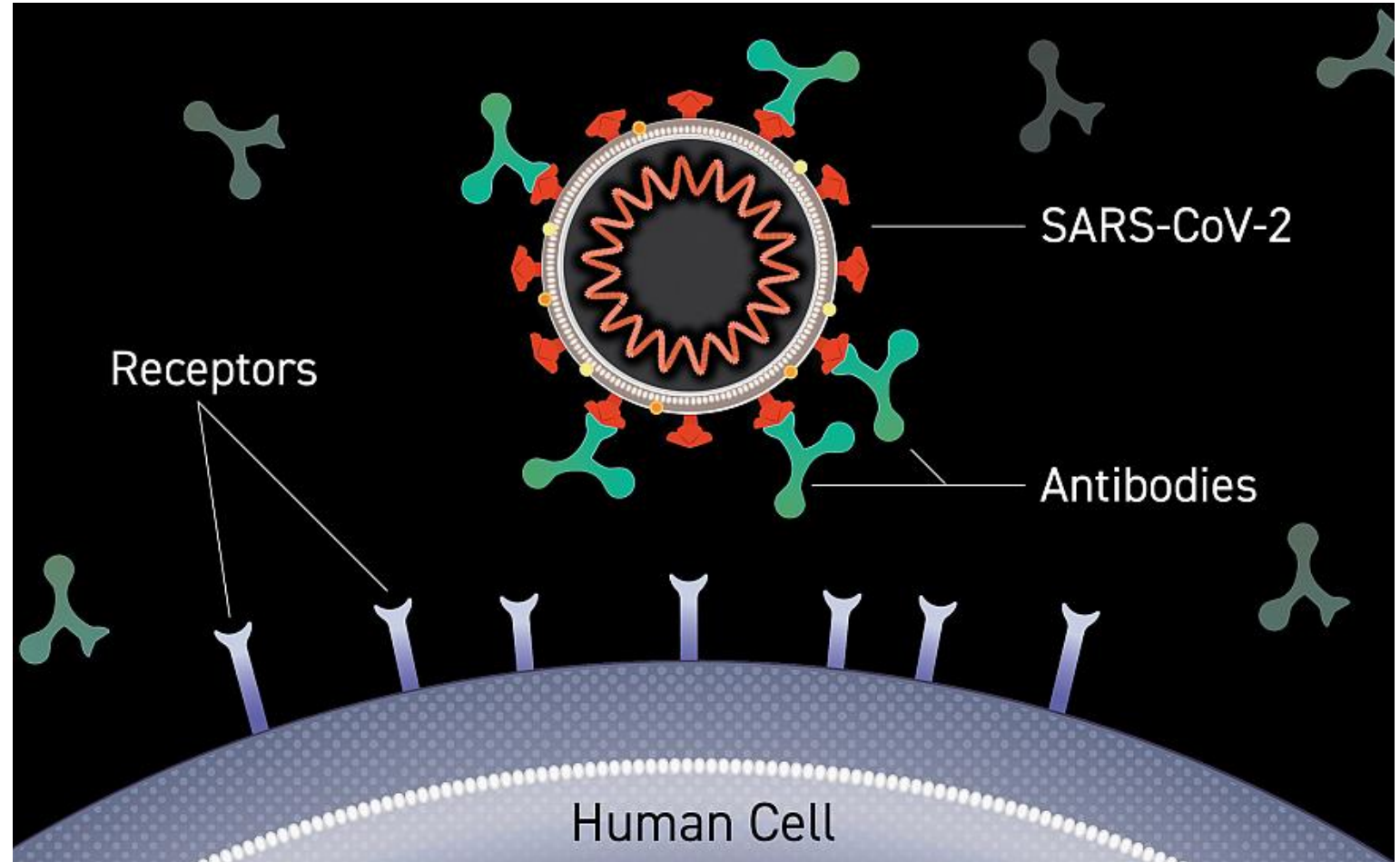


6,7,8 COVID-19 Projects

Team: Liotta, Huddleston, Oetjen, Espina, Lawrence

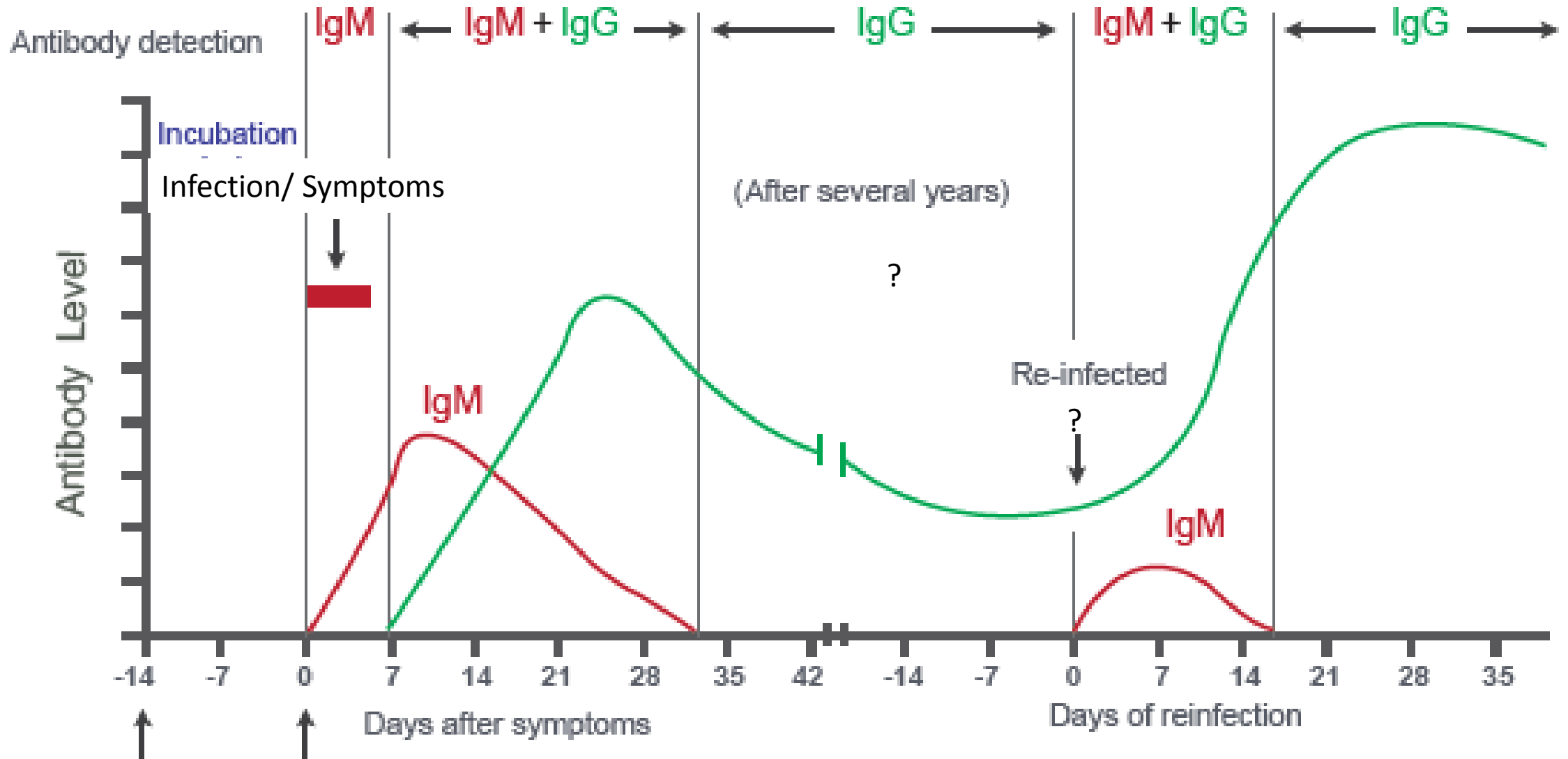
Antibody surveys

- Recent or past infection
- Functional immunity
- Immunity duration?
- Donor identification?



<https://www.nih.gov/news-events/news-releases/clinical-trials-mono-clonal-antibodies-prevent-covid-19-now-enrolling>

Introduction to antibodies



6,7 COVID-19 Projects

Team: Liotta, Huddleston, Oetjen, Espina, Lawrence

Antibody surveys

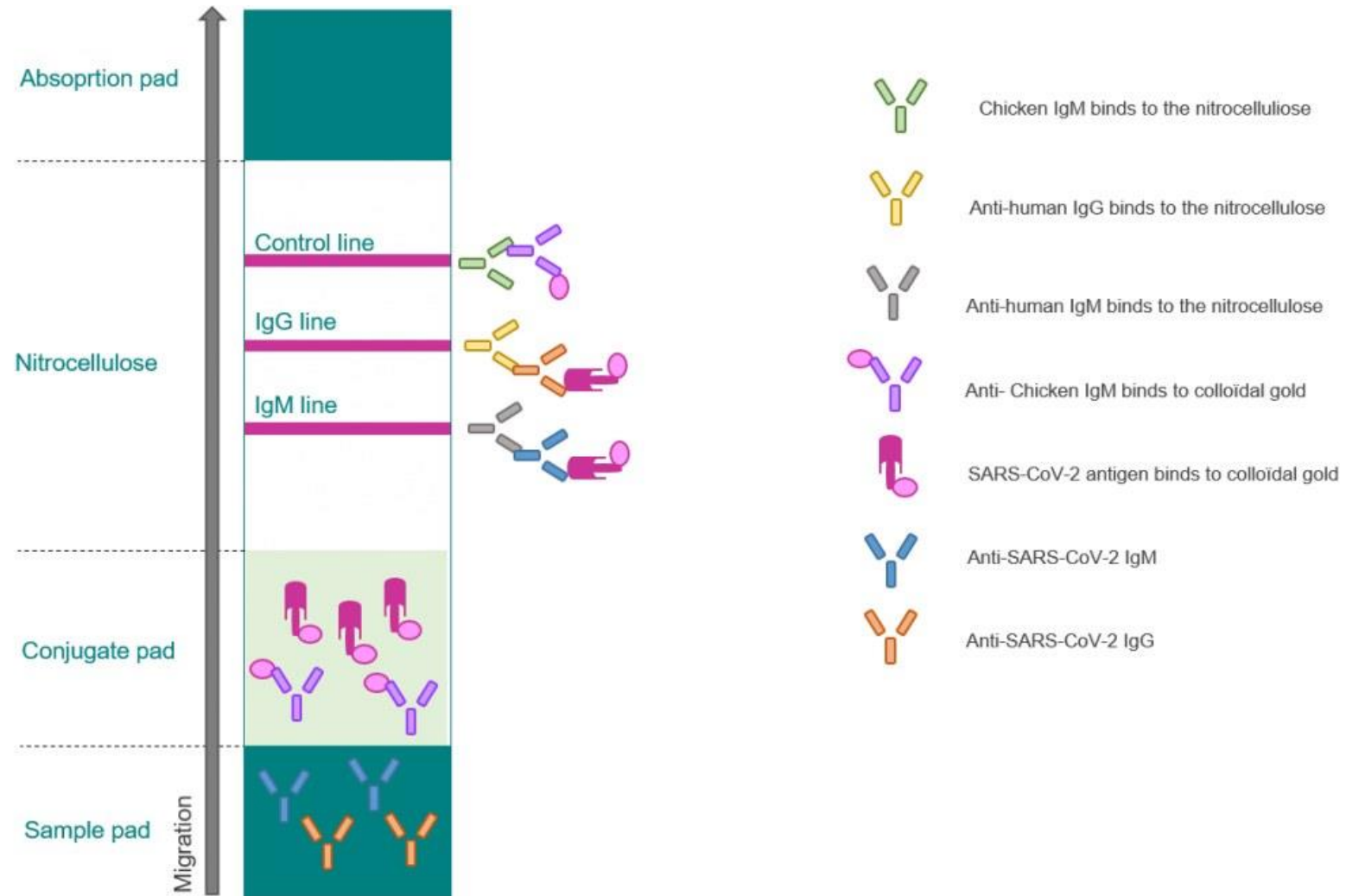
- Recent or past infection
- Functional immunity

- Immunity duration?
- Return to work?
- Donor identification?

Preliminary results

- Lateral flow test-easy to use
- Nurses-increased probability of infection
- Other occupational cohorts

next steps



6,7 COVID-19 Projects

Team: Liotta, Huddleston, Oetjen, Espina, Lawrence

Antibody surveys

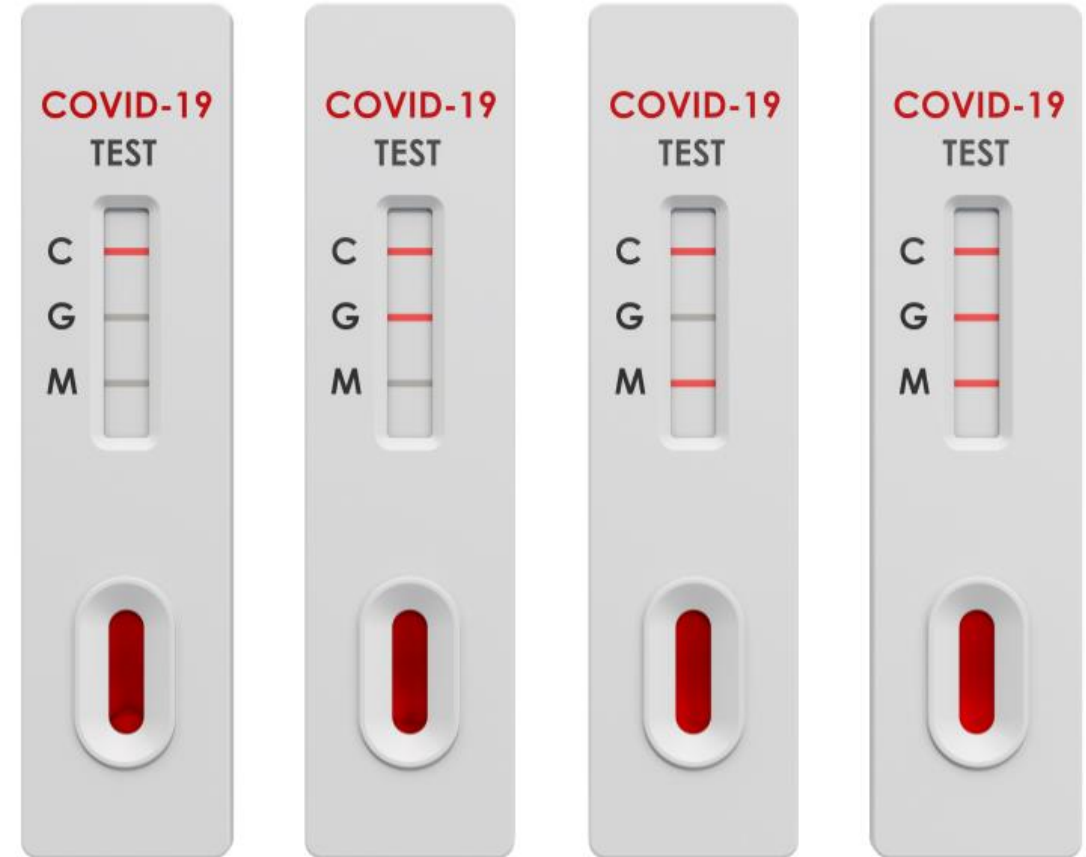
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- Functional immunity
- Immunity duration?
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next steps

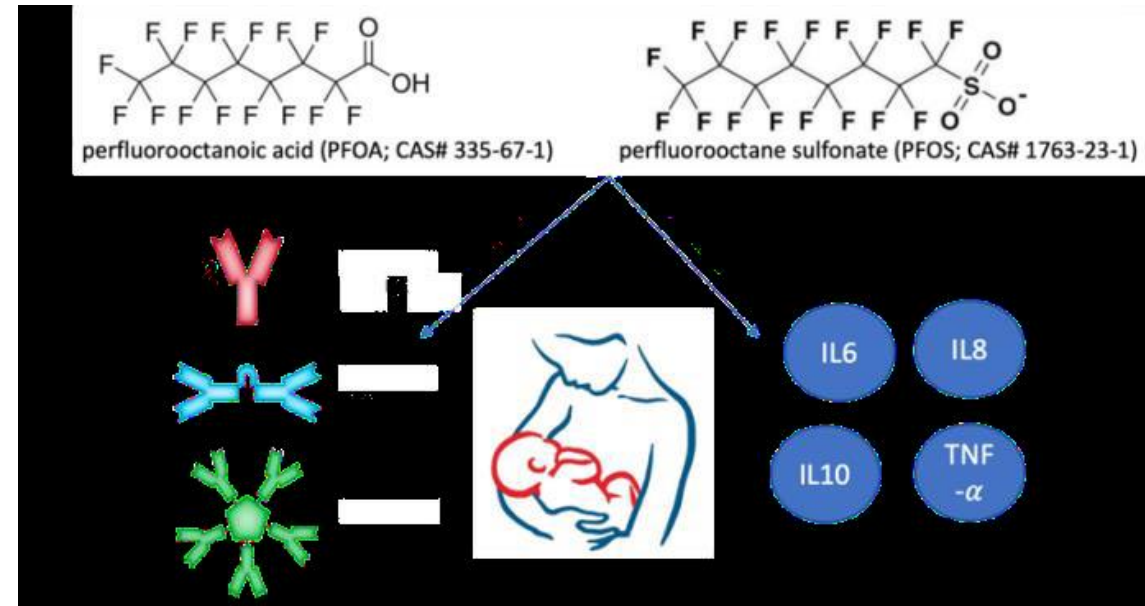
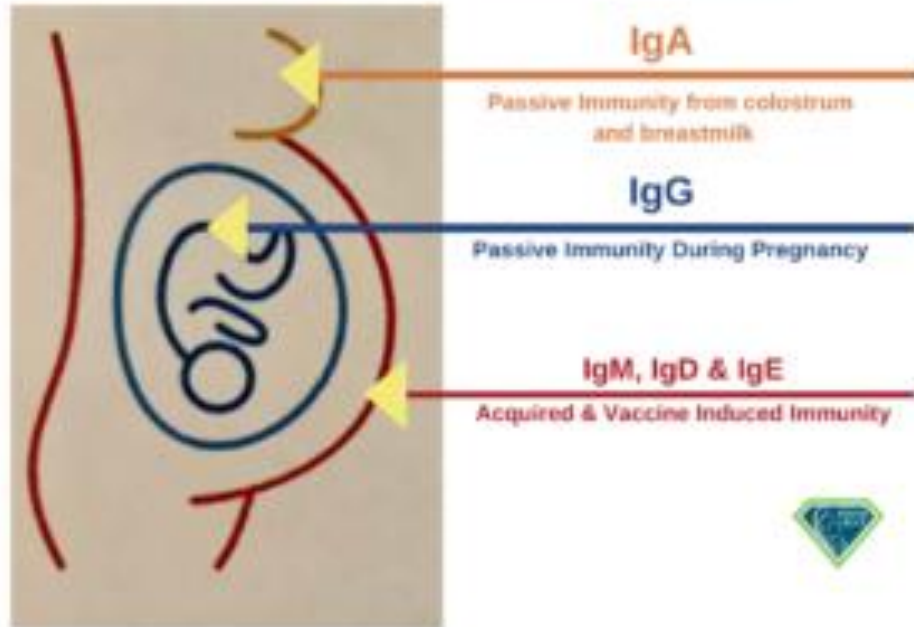
<https://www.clinisciences.com/es/leer/newsletter-26/sars-cov-2-covid-19-diagnosis-by-2264.html>

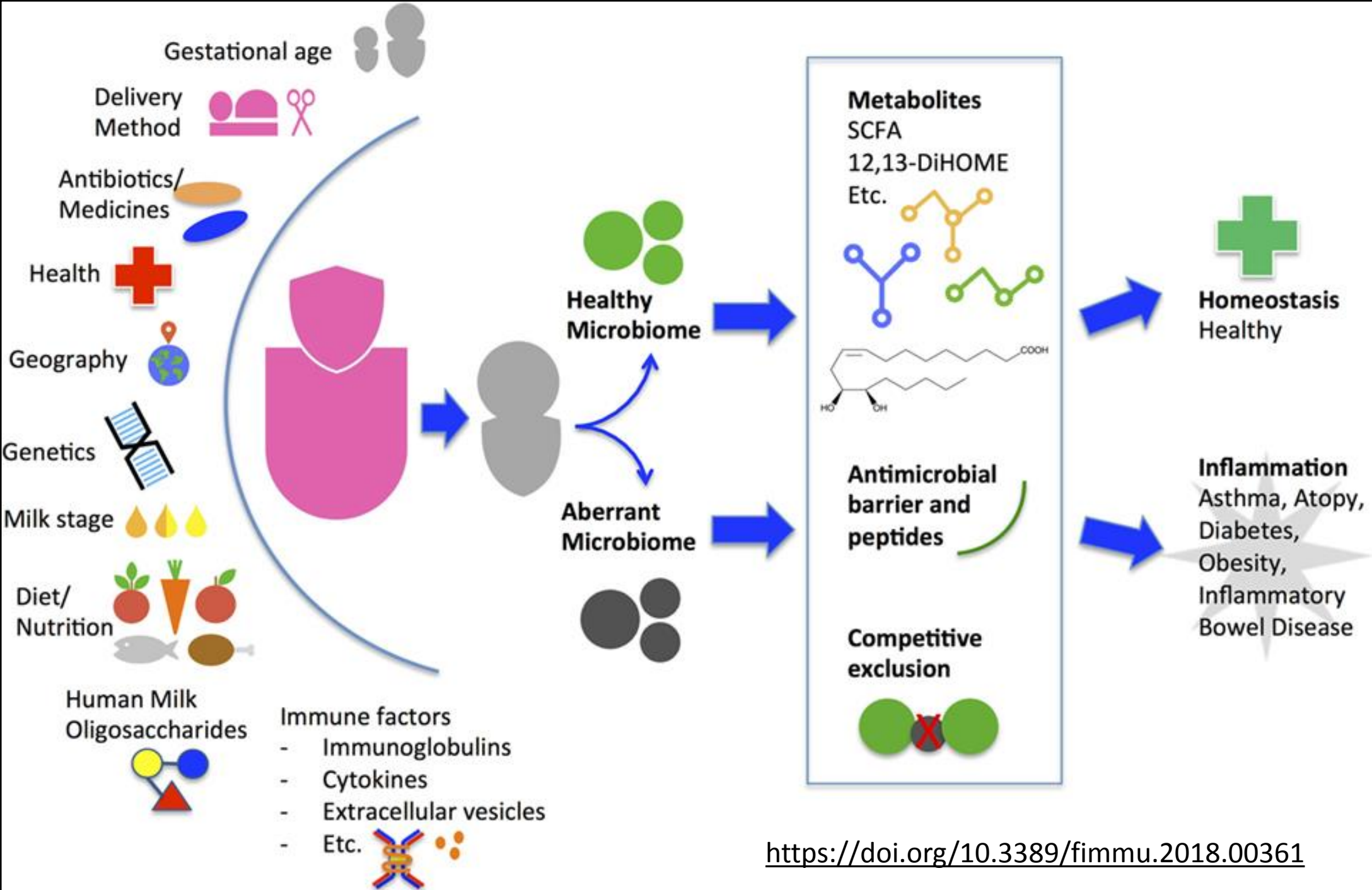


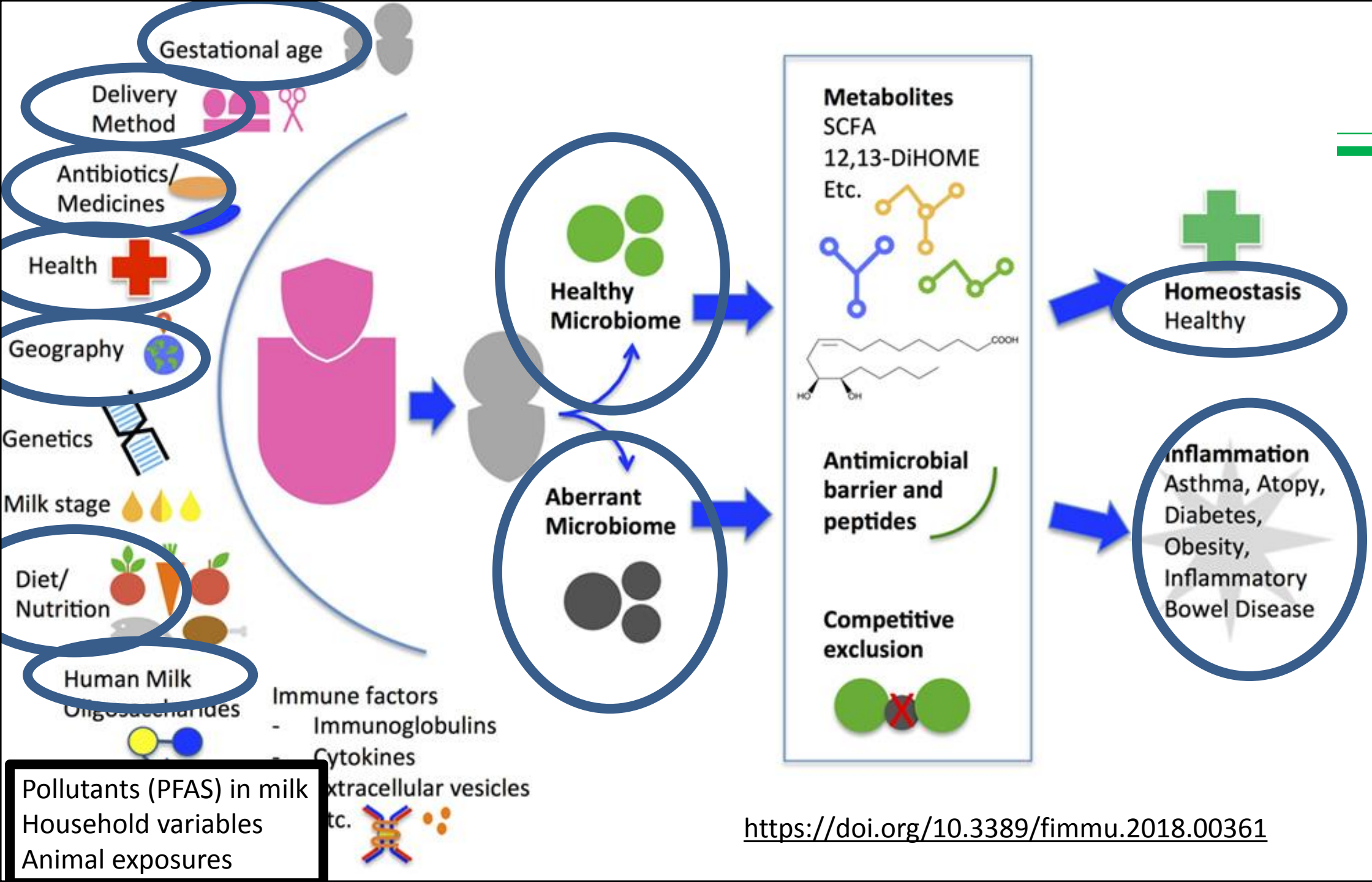
8 COVID-19 Projects

Team: Pollack, Liotta, Espina, Long, Tender, Kannan (SUNY)

Types Of Maternal Antibodies and Sources by Color







<https://doi.org/10.3389/fimmu.2018.00361>

Thank you

**GEORGE MASON UNIVERSITY
BOARD OF VISITORS**

**Finance and Land Use Committee Meeting
December 3, 2020**

AGENDA

- I.** Call to Order
- II.** Public Comment
- III.** Approval of Minutes for October 1, 2020 (**ACTION**)
- IV.** Financial Matters
 - A. FY 2020 Unaudited Financial Statements
 - B. FY 2021 Q1 Financial Report & Forecast
 - C. Approval of Debt Restructuring (**ACTION**)
 - D. FY 2022 Planning Assumptions
- V.** Capital Matters
 - A. Approval of Schematic Design for Telecom Network Infrastructure Phase I (**ACTION**)
 - B. Approval of Schematic Design and Major Scope Change for Arlington Demolition (**ACTION**)
- VI.** Operational Matters
 - A. Succession Planning Update
 - B. Retirement Plan Investment Policy Review
- VII.** Closed Session
 - A. Public Contract (Code of VA: §2.2-3711.A.29)
- VIII.** Adjournment

APPENDIX A

Capital Projects Review (Stoplight)

GEORGE MASON UNIVERSITY
FINANCE & LAND USE COMMITTEE
BOARD OF VISITORS

MINUTES
October 1, 2020
12:25 p.m. – 1:15 p.m.

MEETING NOTE: Due to safety concerns associated with the COVID-19 pandemic, and in accordance with provisions in the 2020 Commonwealth Budget Bill General Provisions: § 4-0.01.g.1, the October 1, 2020 meeting of the Board of Visitors of George Mason University was held through electronic means. Finance and Land Use Committee members and university leadership met via Zoom videoconference. The session was streamed live via webcast for public viewing at <https://gmutv.gmu.edu/live-broadcast/>. An online form was posted on the Board of Visitors webpage (<https://bov.gmu.edu/>) to accept written public comments and registrations for verbal public comments. One written comment was received through the form. The full video recording of the Committee meeting may be accessed at <https://vimeo.com/gmutv/bovfin>.

PRESENT: Rector Hazel; Committee Chair Turner Roth; Vice Rector Blackman; Visitors Iturregui, Moss and Rice; President Washington, Senior Vice President Kissal; Vice President for Facilities Strike; Faculty Chair Davis; Faculty Representative Venigalla; Secretary *pro tem* Lagos. ABSENT: Visitor Reagan

I. Call to Order

Committee Chair Roth convened the meeting at 12:25 p.m.

II. Public Comment

One written comment was received for the Finance and Land Use Committee. It is attached to the minutes on the last page.

III. Approval of Minutes

Committee Chair Roth requested a **MOTION** to approve the minutes of the February 27, 2020 Finance and Land Use Committee as presented. It was so **MOVED** by Visitor Rice. **MOTION CARRIED UNANIMOUSLY.**

IV. Financial Matters

A. Approval of Amended FY 2021 Budget (ACTION)

Chair Roth advised that the Committee approve the four action items in block at the conclusion of the presentation. Chair Roth turned the meeting over to Senior Vice President Carol Kissal who opened her presentation with a FY21 financial overview. Ms. Kissal reported that the FY21 financial picture has changed significantly due to the COVID-19 pandemic and subsequently it has impacted our university operations.

The amended budget has been revised with updated revenues driven by FY21 enrollment plans, auxiliary enterprise revenue losses, and increased expenses associated with Mason's Safe Return to Campus Plan. FY21 revenues are expected to be lower than FY20 due to a decreased occupancy of residence halls, decreased traffic in our dining and parking facilities, and fewer events taking place on campus. FY21 expenses are expected to increase due to new costs incurred for the Safe Return to Campus Plan and altered operating costs.

Ms. Kissal directed the Committee's attention to Slide 5 (Year over Year Change in Net Assets). The slide graphically depicts the results of our financial modeling for FY21 and beyond. Updates to the model include tuition revenue projections using the latest enrollment data; assumptions that operations (Housing and Dining) will be able to return to pre-COVID levels next Fall (FY22) and assumptions that enrollment growth would reflect a more targeted growth and be reinstated at our projected growth by next Fall. Ms. Kissal explained that the three lines presented show the evolution of our planning over the last several months. The dotted line reflects projections as of the budget and assumptions in place prior to the May 2020 Board Meeting when the initial FY21 Budget was presented. The dashed line represents what we projected as of the July Planning Meeting. The solid line represents our forecast as of today. The FY21 projection has improved as a result of enrollment changes and other mitigation plans in place. While the FY21 budget will reflect a planned use of cash reserves to partially close the gap, we are projecting continued state support and an increase in grant and philanthropic activities. As a result of all of the assumptions, we are expecting that our net assets will continue to increase back up to beyond \$100M by 2025. Ms. Kissal noted the IDIA development/partnership was not included in the projections but would be in subsequent models. It will serve to increase our net assets not only in cash but in philanthropy and fixed assets offset by any debt that we incur.

Our expenditures are very different this year than what we predicted in May. In order to maintain a safe return to campus for our faculty, staff and students, Mason is conducting COVID-19 testing on a regular basis. The cost of testing on an annualized basis is ~\$8.5M/year, or ~\$1M a month in terms of our academic year. In terms of total safe return to campus expenditures, which include not just testing but classroom modifications, online course design and development, tracing, supplies and equipment, our Fall reopening costs total ~\$27M.

We are forecasting a ~\$110M budget gap in FY21. Our July 2020 budget gap of \$124.3M declined primarily due to improved enrollments. This revenue improvement has been offset however by higher auxiliary enterprise revenue losses driven by Housing and Dining revenue declines from the significantly lower numbers of students in residence and on campus. Despite these reductions we are still anticipating that \$18M of strategic investment will continue to be made.

About 27% of the budget deficit (\$30.9M) will be mitigated by reductions in the academic schools. Many of the reductions are vacancy lapses, deferral of

expenditures and postponing investment until the following year. In terms of Auxiliaries, 37% of major expense reductions (\$41M) were taken in Housing & Dining, Parking & Transportation; no in-person fall events for Performing Arts venues and cancellation of Athletic and EagleBank events. And the balance of ~\$38M is going to be mitigated by planned use of Reserves (reduced from ~\$55M assumed in July).

Ms. Kissal presented the FY21 Amended Budget for Approval. Referencing Slide 12, she reported the FY21 Amended Budget of \$1.14B is balanced with the implementation of budget reductions, revenue optimization and prudent use of reserves. The amended budget correctly forecasts enrollment and revenue projections, it includes federal and state relief funding and allows for strategic investments. It includes the appropriate budget reductions, cost deferrals, and enhanced operating efficiencies.

Although Fall 2020 student FTE was 1.6% higher than Fall 2019, our challenge is to maintain one-time expenses related to the pandemic and maintain or decrease revenue loss while still allowing for strategic investments. Ms. Kissal noted that our current environment and multi-year recovery path require strengthening planning and limiting financial risk. Our risk mitigation plans are focused on minimizing our short-term and medium-term risk by managing enrollment fluidity, continuing our successful Safe Return to Campus Plan and implementing budget reductions with planned use of institutional reserves.

The short-to-medium term risk to state revenue may be lowered to the good news of the General Assembly possibly voting to reinstate \$5M of our base budget allocation with an expected \$12M in FY22. Controlling our expenses is a critical function in order to maintain the longer-term financial health of George Mason University. With respect to the longer-term risk, we are developing an integrated financial framework with a multi-year fiscal management plan to allow for budget flexibility and exploration of new business models. And, achieving Tier 3 status will enable increased financial autonomy with increased flexibility with respect to debt and cash management.

Ms. Kissal provided a snapshot of Mason's potential Relief Funding. Proposed legislation would allow more flexibility with the use of our E&G carryforward funds to offset COVID-related expense increases and revenue losses. The Commonwealth is also considering a debt restructuring that will defer principle payments to assist institutions who have liquidity challenges. We are currently evaluating costs and benefits of debt restructuring which would defer principle payments and extend repayment schedules by two years.

Ms. Kissal directed the Committee's attention to Capital Program highlights. She reported that Horizon Hall, home to the College of Humanities & Social Sciences, is expected to be completed in January 2021. Phase 2 is underway and building occupancy is targeted for Spring 2021 with a planned move-in of more than 400

faculty and staff. Phase 3 will start in Spring 2021. It includes the demolition of Robinson B and renovation of Harris Theatre. The Enslaved People of George Mason Memorial and the Utility Infrastructure projects are still occurring simultaneously. The Wilkins Plaza extension from the clock tower to Southside is complete. Final phase of the project will begin in the Spring with full project completion by Fall 2021.

Regarding the Institute for Digital InnovAtion (IDIA HQ) project, Ms. Kissal stated that a PPEA detailed RFP was released on July 22, 2020 to three shortlisted developers. Proposals are due on October 20th of this year. The concept is a public-private partnership. The developer will be solely responsible for the initial financing and cost of the development. Mason will be responsible for \$156M of development costs. Of the \$156M, \$84M has been allocated by the Commonwealth for this particular project to support tech talent. We anticipate negotiating a comprehensive agreement by Spring. Construction start date is Fall 2022 through Spring 2025 with a summer occupancy of 2025.

B. Approval of the Tier 3 Management Agreement (ACTION)

Senior Vice President Kissal directed the Committee to the proposed Management Agreement Resolution between the Commonwealth of Virginia and George Mason University located in the Board Portal. The BOV resolution will adopt the approved Management Agreement including its appended policies in the operational areas of capital projects, leases, information technology, procurement, human resources, and finance and accounting.

Level 3 authority, the highest level of management autonomy for higher education public institutions in Virginia, allows the university to operate more efficiently in several areas. In terms of Capital Projects, it allows Mason to establish its own building permit authority resulting in workload and schedule prioritization, expedited project reviews and process efficiencies. Capital projects, when funded without debt, can be started when necessary with BOV approval. There is no longer the need to wait until the yearly legislative session. Mason will have more autonomy with decisions governing IT and decreased engagement with VITA. It allows Mason to implement an alternate procurement system resulting in greater autonomy and compatibility with institutional needs. On the Human Resources side, Tier 3 authority allows Mason to create a “university employee” classification resulting in enhanced opportunities to attract, recruit and retain top talent. It provides the ability to design classification/compensations, adjust performance evaluation cycle, design leave categories and other benefits outside of the Commonwealth’s plan. With respect to financial operations, Mason will be able to develop and refine its accounting policies resulting in strategic procedures that compliment efficient and automated processes as part of the financial framework transformation plan. It allows Mason to optimize its investments management approach by retaining daily cash for more flexibility and additional earnings, as well as increased operating efficiencies with less frequent deposits (weekly vs. daily State deposits). And finally, with

respect to debt management, it allows Mason to issue debt without obtaining legislative authority resulting in greater flexibility to enter debt and financing vehicles as needed (with BOV approval).

Ms. Kissal outlined the timeline of obtaining Level 3 autonomy. Following the Board's approval of the GMU Tier 3 proposed management agreement, the next step is the submission of Mason's Tier 3 formal application (a letter drafted from President Washington to the legislatures with copies to the Governor and Secretary of Education and Secretary of Finance) by November 15th for consideration. This letter will inform the legislators that Mason will be seeking Level 3 autonomy. The letter is consistent with JMU, with one substantive addition for inclusion of Mason's Optional Retirement Plan (ORP). The ORP language is consistent with the other Tier 3 schools who have an ORP. The University will work with legislators to have the legislation approved by General Assembly during the 2021 legislative session, anticipated in February 2021. Once approved by the General Assembly and signed by the Governor, Mason will have Level 3 autonomy effective July 1, 2021.

V. Operational Matters

A. Joint Legislative Audit and Review Commission Span of Control (ACTION)

The Joint Legislative Audit and Review Commission (JLARC) requires that all Virginia higher education institutions provide an annual report to the Board of Visitors on span of control statistics. Mason's workforce is ~12,000 employees. The span of control is only calculated on the workforce for Administrative Faculty and Classified Staff as supervisors which makes up 24% of the employee population. As of April 2020, and out of the 2,803 employees included in span of control, 695 have supervisory responsibilities. The average span of control dipped slightly this year to 3.95 and the median remained the same at 3. Going forward and in conjunction with our Tier 3 authority and autonomy regarding HR improvements in our workforce, Mason may be looking at developing different career paths for subject matter experts in addition to management career paths.

VI. Capital Matters

A. Master Plan Update

Senior Vice President Kissal provided an update on the Master Plan. The Master Plan will guide development of our three campuses over the next twenty years. It will identify a campus vision for the 21st century that supports Mason's Strategic Plan and the vision of its current leadership. It serves as a framework to guide key strategic decision-making and provides a structural and orderly process by which placemaking can be developed to accommodate increases in student enrollment. It maximizes the use of our resources and extends the life of our assets.

Phase 1 (January-December 2020) has focused primarily on data-gathering, stakeholder interest, concerns, aspirations and Town Halls. Phase 2 will begin in

January 2021 and will be a more structured development of decisions made by leadership brought forward to the Board based upon a number of factors: growth strategy, commitment to the state for tech talent graduates, our capability and capacity on each of our campuses and program structures.

Ms. Kissal spoke to the Committee about the comprehensive stakeholder engagement. Dumont Janks conducted interviews, presentations and discussions to a broad internal and external stakeholder population. We initiated several Town Halls among faculty, students, staff and alumni as well as with city and county leaders. Over 50 focus groups and interviews were involved. Capacity studies were performed for each of our 3 campuses. As shown on Slides 37 and 38, Fairfax Campus and SciTech Campus both have significant capacity to add 8-10 new buildings. Ms. Kissal discussed the Facility Condition Assessment Analysis. She noted some of our buildings are reaching the end of their useful life or have significant deferred maintenance issues (the buildings in red). Phase 2 studies will evaluate renovation or replacement of buildings which are not in good condition.

B. Land Use Certification (ACTION)

Senior Vice President Kissal concluded her presentation with an update on Land Use Certification. Virginia Code requires agencies and institutions to submit a Land Use Plan annually to DGS showing present and planned uses of each property owned. This requirement is for the purpose of identifying whether the Commonwealth should declare any such property surplus. The code requires certification by the BOV that there is not any land that should be considered a surplus. Ms. Kissal confirmed that the only significant change since last year's report is the addition of one water easement to the main campus at Fairfax.

Committee Chair Roth requested a **MOTION** to recommend approval by the Board of Visitors of the FY21 Amended Budget; the Tier 3 Management Agreement Resolution; the Annual Report on Span of Control per the Joint Legislative Audit and Review Commission's (JLARC's) recommendation; and the University's Land Use Certification. It was so **MOVED** by Visitor Rice. **MOTION CARRIED UNANIMOUSLY.**

VII. Closed Session

Committee Chair Roth **MOVED** that the Committee go into Closed Session under the provisions of Section 2.2-3711.A.29 to discuss a public contract relating to the Institute for Digital Innovation; and, Section 2.2-3711.A.3, to discuss acquisition or disposition of a real property in connection with the Master Plan. The motion was **SECONDED** by Vice Rector Blackman. Committee Chair Roth noted that she was going to recuse herself from the discussion of a public contract relating to the Institute of Digital Innovation.

MOTION CARRIED UNANIMOUSLY BY ROLL CALL VOTE.

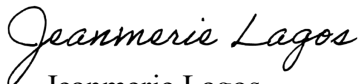
Following closed session, Committee Chair **MOVED** that the Board go back into public session and further moved that by roll call vote the Board certify that only public business matters lawfully exempted from open meeting requirements and only such public business matters as were identified in the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

ALL MEMBERS RESPONDED IN THE AFFIRMATIVE BY ROLL CALL.

VIII. Adjournment

There being no further business, Committee Chair Roth declared the meeting adjourned.
Meeting adjourned at 1:20 p.m.

Respectfully submitted,



Jeanmerie Lagos
Secretary *pro tem*

One written public comment was directed to the Finance and Land Use Committee. The comment below is from Daniel Menasce (Faculty).

Regarding the Master Plan being prepared. The consulting company has put together 4 preliminary scenarios, which break existing academic units apart. The data collected by the consulting company shows that 70% of the assignable square footage of Mason (all campuses) is used by Finance & Administration (41%), University Life (23%), Academic Administration (6%). So, I suggest that we leave academic units where they are and give them growth space and move portions (if not all) of finances & administration to Arlington or SciTech.

The interaction between academic units and F&A can be mostly carried out virtually (for example, I never had to walk to OSP to submit a proposal in my 29 years at Mason). On the other hand, academic units need to be close to each other to forge research and curriculum development collaborations.

ITEM NUMBER IV.C.: **Authorization to Participate in Virginia College Building Authority's ("VCBA") Debt Restructuring Program for the University's 9(d) Debt (ACTION)**

PURPOSE OF ITEM: Board of Visitors resolution authorizing the University to participate in the restructuring of indebtedness with Virginia College Building Authority through the Authority's Public Higher Education Financing Program.

APPROPRIATE COMMITTEE: FINANCE AND LAND USE

NARRATIVE: The Governor of the Commonwealth of Virginia ("Commonwealth") has recognized that the COVID-19 pandemic has had, and continues to have, a tremendous adverse impact on higher education, including the fiscal health of the Commonwealth's colleges and universities, and in response to financial conditions created by the pandemic, the Governor has proposed a debt restructuring plan for debt-funded capital projects of higher educational institutions which will defer principal payments on certain indebtedness obtained through or with the assistance of the Commonwealth, including 9(d) debt obtained through the Virginia College Building Authority (the "Debt Restructuring Program").

By participating in the Debt Restructuring Program the University could defer its principal payments in September of FY22 (\$21M) and FY23 (\$20M) to the end of each bond term. The University would still make semi-annual interest payments on the 9(d) debt in FY22 and FY23.

The University has \$245M in 9(d) debt that was issued through the Virginia College Building Authority's Public Higher Education Financing Program. The 9(d) debt was issued for capital projects including dining, recreation, intercollegiate athletics, research, parking, INTO and Eagle Bank Arena.

This resolution authorizes the University to enter into the Debt Restructuring Program and that the

Senior Vice President for Administration and Finance is delegated the authority to (1) select the debt to be restructured; and (2) approve, execute and deliver all documents and perform any other acts necessary to effectuate the Restructuring.

STAFF RECOMMENDATION: The staff recommends BOV approval of the attached resolution.

**RESOLUTION OF THE BOARD OF VISITORS OF
GEORGE MASON UNIVERSITY AUTHORIZING THE RESTRUCTURING OF
INDEBTEDNESS WITH THE VIRGINIA COLLEGE BUILDING AUTHORITY**

WHEREAS, GEORGE MASON UNIVERSITY, in furtherance of its educational purposes, has borrowed funds from the Virginia College Building Authority (the “Authority”) through the Authority’s Public Higher Education Financing Program,

WHEREAS, the Governor of the Commonwealth of Virginia (the “Commonwealth”) has recognized that the COVID-19 pandemic has had, and continues to have, a tremendous adverse impact on higher education, including the fiscal health of the Commonwealth’s colleges and universities, and in response to financial conditions created by the pandemic, the Governor has proposed a debt restructuring plan for debt-funded capital projects of higher educational institutions which will defer debt service payments on certain indebtedness obtained through or with the assistance of the Commonwealth, including debt obtained through the Authority (the “Debt Restructuring Program”);

WHEREAS, the Board of Visitors (the “Board”) of GEORGE MASON UNIVERSITY (the “Institution”) desires to participate in the Debt Restructuring Program to restructure all or a portion of its indebtedness to the Authority (the “Authority Debt”) and desires to delegate to certain officer of the Institution the authority (i) to select the Authority Debt to be restructured and to establish and agree to the terms of such restructuring, (ii) to approve the forms of, and execute and deliver, any and all, documents, instruments and agreements required by the Authority in connection therewith, including any modifications or amendments of loan or other documentation evidencing the Authority Debt (the “Restructuring Documents”), and (iii) to take any and all other action required to effect and implement such debt restructuring, including any post-issuance or post-closing monitoring or compliance requirements.

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD:

Section 1. The Institution is authorized to participate in the Debt Restructuring Program and, accordingly, the Senior Vice President for Administration and Finance (the “Authorized Officer”) is hereby delegated and invested with full power and authority, subject to the provisions of Section 2 hereof, (i) to select the Authority Debt to be restructured and to establish and agree to the terms of such restructuring, including extending the term of payment and the modification of other terms thereof, (ii) to pledge as required by the Authority the general revenues of the Institution as security to the extent not prohibited by law or otherwise restricted, (iii) to approve the forms of the Restructuring Documents required by the Authority and any subsequent amendments thereto, (iv) to execute and, deliver, on behalf of the Institution such Restructuring Documents, with approval of the terms thereof being evidenced conclusively by the execution and delivery thereof, and (v) to do and perform such other acts, and execute and deliver such other documents and agreements as may be necessary or appropriate to carry out the intent of this Resolution.

Section 2. In connection with the authorization herein provided the Authorized Officer may, in connection with any debt restructuring obligation, provide for (i) the funding of reserves if required, and (ii) the funding of issuance costs and other financing

expenses related to such restructuring; provided (a) the principal amount of any such obligation shall not exceed the amount required to cover the principal of and interest on the indebtedness to be restructured plus amounts permitted by clauses (i) and (ii) above, (b) the interest rate on any such obligation shall be as determined by the Authority, and (c) the restructuring terms, including the rate of interest on any such obligation or method of determining such rate, shall be approved by the Treasury Board of the Commonwealth.

Section 3. If it is determined by the Authority in connection with any Authority Debt restructuring that the Institution is subject to continuing disclosure obligations under Rule 15c2-12 of the federal Securities and Exchange Commission an Authorized Officer is hereby authorized and directed to, enter into a continuing disclosure undertaking in form and substance reasonably satisfactory to the Authority, and the Institution will comply with the provisions and disclosure obligations contained therein.

Section 4. The Board designates the Senior Vice President for Administration and Finance to be responsible for implementing procedures to monitor post-issuance compliance with covenants in any Restructuring Document and any amendments thereto, if required in connection with federal tax law or federal securities law requirements.

Section 5. This resolution shall take effect immediately upon its adoption.

Adopted: _____, 20____

James W. Hazel
Rector
BOARD OF VISITORS OF
GEORGE MASON UNIVERSITY

ITEM NUMBER: V.A.

SCHEMATIC DESIGN REVIEW – TELECOM INFRASTRUCTURE PHASE 1 (ACTION)

PURPOSE OF ITEM:

This item requests BOV approval of the Schematic Design for one capital project.

APPROPRIATE COMMITTEE:

FINANCE AND LAND USE

Under delegated capital authority procedures adopted by the BOV, staff shall present all capital projects to the Board at conclusion of the Schematic Design phase. At this stage, the Board will assure themselves that each project remains on track to deliver the project previously authorized.

Under the procedures adopted by the Board, staff is to present a detailed review of each project to two members of the Finance and Land Use Committee. Staff will then make a shortened, summary presentation at the next scheduled full board meeting.

Telecom Infrastructure Phase 1 Project 247-18339-000, a \$9,788,000 capital project, has completed the Schematic Design phase. The funding for this project is 100% Commonwealth supported VCBA bond proceeds.

The Project is to be located at the Fairfax Campus. This is Phase 1 of a multi-phased, multi-year capital road map plan to upgrade and improve the network information systems

The Telecom Infrastructure project originated from a study to assess the full data network, including outside plant pathway, inside plant telecommunications rooms, fiber optic cabling, copper cabling, Wi-Fi network, and data network equipment. The assessment identified the need for:

- Redundant Network Connections
- A West Campus Core and Pathway Distribution System to Support Campus Growth in that Area
- A New West Campus Core IT Switch Building
- Outside Plant Upgrades to Eliminate Single Points of Failure
- Core and Distribution Network Equipment Upgrades to Develop Higher Levels of Resiliency and Redundancy
- Telecommunication Room Upgrades
- Data Network Cable Upgrades

The Project was submitted to DEB for Schematic Design and budget review at the end of May 2020. In October 2019 Mason received DEB's Schematic Design budget approval for the amount indicated above and review comments on the Schematic Design drawings.

The new West Campus Core IT Switch Building was presented at the August 2019 AARB Meeting and received Schematic Design approval with no comments.

The design is will be split into three separate bid packages: 1) interior plant improvements, 2) outside plant improvements, 3) new West Campus Core Switch Building. Construction anticipated to begin in November of 2021 with a completion in January of 2023.

STAFF RECOMMENDATION:

After reviewing the respective Schematic Design, staff recommends Board approval of the above listed project to proceed through design and into construction.

ITEM NUMBER: V.B.

**SCHEMATIC DESIGN & MAJOR SCOPE
MODIFICATION REVIEW – ARLINGTON
ORIGINAL BUILDING DEMOLITION (ACTION)**

PURPOSE OF ITEM:

This item requests BOV approval of the Schematic Design for one capital project and a major modification to decrease the scope and project budget.

APPROPRIATE COMMITTEE:

FINANCE AND LAND USE

Under delegated capital authority procedures adopted by the BOV, staff shall present all capital projects to the Board at conclusion of the Schematic Design phase and at any major modification to the project scope. At this stage, the Board will assure themselves that each project remains on track to deliver the project previously authorized.

Under the procedures adopted by the Board, staff is to present a detailed review of each project to two members of the Finance and Land Use Committee. Staff will then make a shortened, summary presentation at the next scheduled full board meeting.

Arlington Original Building Demolition Project 247-18423-000 with an original \$7,500,000 capital project budget, has completed the Schematic Design phase. The funding for this project is 100% University Fundraising. The fundraising component will go towards the commitment associated with the IDIA HQ building.

The Project will be completed on the Arlington Campus. It will include the demolition of the 133,683 GSF original building on the campus what was originally the Kann's Department Store. Demolition will make way for the future development of the IDIA HQ.

Original scope included the realignment of the stormwater conveyance pipes that bisect the site. This scope is proposed to be shifted to the potential developer of the IDIA HQ. If this is approved the total budget for the project will be reduced to \$3,087,142.

The Project was not required to make a submission to DEB for Schematic Design.

The building demolition was presented at the September 2020 AARB Meeting and received approval with no

comments. In August 2020, the Department of Environmental Quality (DEQ) indicates no objection to the proposed project provided regulatory requirements and recommendations to Environmental Impact Report.

STAFF RECOMMENDATION:

After reviewing the respective Schematic Design, staff recommends Board approval of the major modification to decrease the scope and project budget and the above listed project to proceed through design and into construction.

Appendix A: 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
- “White”: on-hold

Changes/updates since the February 2020 report include:

- Horizon Hall - Construct/Renovate Robinson Hall, New Academic and Research Facility and Harris Theater - Phase 2 work is underway, with building envelope completion delayed by 4-6 weeks as a result of supply chain and labor interruptions due to COVID-19. The building currently has permanent electric and is fully climate controlled with major mechanical units in service. There is significant interior finish work underway at this time. Sitework on the east, north and south sides of the building is nearing completion as well. The new building target to open remains spring of 2021 semester. We are working with university administration on back-up plans should delays remain due to COVID-19. Phase 3, which includes demolition of Robinson B, site work and renovation of Harris Theater, is fully permitted and will start as soon as Phase 2 is complete in spring of 2021. Furniture, Fixture and Equipment procurement is complete with the final furniture delivery to start in late November. AV and IT Network Equipment has been procured and is scheduled for installation starting in early November.
- Improve Utility Distribution Infrastructure Fairfax - Phase 3 (Wilkins Plaza Extension from clock tower to Southside) is complete and re-opened with only punch list items remaining. Phase 4 (from Southside east to the Central Heating and Cooling Plant) is complete and re-opened with only punch list items remaining. Phase 5 (East Plaza of Johnson Center) is complete and re-opened with only punch list work left to complete. Phase 6 (Commonwealth, Dominion and Commons Housing Areas) is complete with only punch list work to complete. Phase 7 (Wilkins Plaza) the George Mason Statue was moved over summer of 2020 and work has commenced to trench and install new underground chilled water piping. The piping will be installed and operational by the end of this calendar year. Work will then start to restore the plaza, add the new fountain and memorial to the enslaved people of George Mason. Work is also progressing on the storm water facility, which is required at the south end of Aquia Creek Lane. Phase 8 work, which is the final phase of the project and located from the Aquia Creek Lane Circle north to SUB 1, will begin in the Spring with full project completion project for late Fall 2021.
- PPEA Discovery Hall Ph. II & Fit-out/Clean Room – The Certificate of Occupancy for the Fit-out project was received May 2018. Construction on the Clean Room is nearing substantial completion. Preliminary clean down, part of the process for commissioning of a clean room, is in process. Utility design for Electron Beam Evaporator (EBE) installation has been approved by the authority having jurisdiction, Division of Engineering and Buildings (DEB) and

Contractor is pricing installation. Additional tools for the Clean Room and operational procedures under evaluation by the College of Science and Volgenau School of Engineering. Estimated occupancy is Fall 2020.

- Hylton Performing Arts Center HVAC Repairs –Construction is underway and scheduled to be completed by the end of the year. The facility is closed due to COVID-19, so there are no impacts from construction.
- Telecom Infrastructure Phase 1 – The code and funding review of Schematic design by DEB is complete. Current estimates exceed target budget. Preliminary documents are complete. Submission to DEB is delayed for scope review by ITS and subsequent budget review. The overall schedule has been delayed due to scope and budget review.
- Life Sciences Bull Run Hall IIIB – Programming and Schematic Design are complete. Preliminary documents including cost have been submitted to DEB for review. Project received preliminary approval from the Commonwealth’s Art and Architecture Review Board (AARB). Project budget target was increased to \$68M and the project is proceeding within scope and budget. Construction Manager at Risk selected for the Project is Skanska. Construction is scheduled to start June 2021 and project should be substantially complete, including the backfill by August 2023
- Arlington Original Building Demolition and Culvert Relocation – A/E, Gordon Associates, and CM at Risk, Manhattan Construction, have been selected and are under contract. Relocation of the Storm Water Infrastructure has been moved to the IDIA HQ project. Demolition of the Original Building has submitted to DEB for review and approved by AARB for demolition. Decommissioning of the existing building and demolition will begin this fall and are scheduled to be completed Spring 2021.
- Johnson Center HVAC Repairs –Working drawings have been submitted to DEB for review. Funding constraints due to COVID postponed the construction award, which is now tentatively scheduled for July 2021.
- IDIA HQ – During the first half of 2020, Mason, in conjunction with several consultants, has developed a detailed program of requirements for the proposed facility along with a detailed RFP that has been issued to 3 short-listed potential development partners. The proposals are due in October of 2020 with proposal evaluation to follow. Project goal is to have comprehensive agreement in place with selected developer by Spring of 2021.
- Central Heating and Cooling Plant Capacity Expansion – RFP has been sent out for A/E services and RMF Engineering was selected. Award is on hold awaiting the completion of the budgeting process at the state level.
- Telecom Infrastructure Phase 2 – Meeting with ITS to complete scope requirements and will send out RFP for A/E services this Fall.
- Virtual Online Campus – Project approved for planning only and contingent upon Mason

providing seed funding. Project planning will begin in October 2020 and will be coordinated with Master Planning efforts.

- Academic VIII – Project approved for planning only and contingent upon Mason providing seed funding. Project awaiting internal authorization and Master Plan completion to proceed.
- Point of View Cottages – Commonwealth has approved \$4M of funding for this project to match a target of \$4M of fundraising. Project awaiting internal authorization and Master Plan completion to proceed.
- Construct Student Housing Fairfax PPEA – Commonwealth has approved project for PPEA solicitation. Project awaiting internal authorization and Master Plan completion to proceed.
- Construct Fairfax Mixed Use Development PPEA – Commonwealth has approved project for PPEA solicitation. Project awaiting internal authorization and Master Plan completion to proceed.
- Construct Basketball Training, Wrestling, and Athlete Academic Support (RAC Addition) – Commonwealth has approved project for \$15.5M of fundraising. Project awaiting internal authorization and Master Plan completion to proceed.
- Renovations Concert Hall – Higher Education Capital Outlay (HECO) authority approved to proceed on a \$25M renovation to the Concert Hall on the Fairfax Campus. The funding is based upon donations. Project is awaiting funding to proceed.
- Business School Building – HECO authority approved to proceed on 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 Master Plan completion to proceed.
- Activities Building – HECO authority approved to proceed on a \$3.75M and 15K GSF building for activities on the Fairfax Campus. Project is awaiting funding and Master Plan completion to proceed.

STAFF RECOMMENDATION:

For Board Information Only

Facilities Projects Listing

Project #	Project Name	Scope(sf) New	Scope(sf) Reno	Total Budget	Budget Status	Schedule	Scope	Construction Start Date	Occupancy Date	Construction % Complete
Construction										
1	18207-000 Horizon Hall - Core Campus (Renovate Robinson Hall and Harris Theater)	217,726	23,161	\$ 119,631,000	●	●	●	7/1/2018	12/31/2021	78.0%
2	18208-000 Improve Utility Distribution Infrastructure Fairfax - Core Campus*	0	0	\$ 51,539,000	●	●	●	8/1/2018	12/31/2021	83.0%
3	17848-000 PPEA Discovery Hall Ph II & Fitout/Clean Room	0	18,000	\$ 6,561,287	●	●	●	6/17/2019	10/25/2020	90.0%
4	A8247-024 Hylton Center HVAC Repairs	0	112,352	\$ 3,820,598	●	●	●	5/18/2020	12/31/2020	50.0%
Design										
5	18339-000 Telecom Infrastructure Phase 1*	0	0	\$ 9,788,000	●	●	●	8/1/2021	11/1/2022	N/A
6	18000-000 Life Sciences & Engineering Building - Bull Run Add*	100,000	5,000	\$ 68,634,000	●	●	●	6/4/2021	8/1/2023	N/A
7	18423-000 Arlington Original Building Demolition and Culvert Relocation	0	0	\$ 7,500,000	●	●	●	10/23/2020	5/31/2021	N/A
8	A8247-027 Johnson Center HVAC Repairs	0	348,447	\$ 3,049,500	●	●	●	9/1/2021	12/1/2022	N/A
Design Procurement										
9	18482-000 Institute for Digital InnovAtion (IDIA HQ)	505,520	0	\$ 242,500,000	●	●	●	9/15/2022	12/16/2025	N/A
10	18509-000 Central Heating & Cooling Plant Boiler & Chiller Addition*	0	0	\$ 5,000,000	●	●	●	2/1/2021	4/1/2022	N/A
Planning										
11	18471-000 Virtual Online Campus*	0	45,000	\$ 11,000,000				TBD	TBD	N/A
12	18487-000 Telecom Infrastructure Phase 2	0	0	\$ 23,250,000				TBD	TBD	N/A
Pending Master Plan Alignment										
13	18498-000 Academic VIII*	200,000	0	\$ 185,675,000				TBD	TBD	N/A
14	18497-000 SCAR Point of View Cottages	TBD	0	\$ 8,000,000				TBD	TBD	N/A
15	17955-000 Construct Student Housing Fairfax PPEA	TBD	0	TBD				TBD	TBD	N/A
16	18117-000 Construct Fairfax Mixed Use Development PPEA	TBD	0	TBD				TBD	TBD	N/A
17	18253-000 Construct Basketball Training, Wrestling, and Athlete Academic Support (RAC Addition)	TBD	TBD	\$ 15,500,000				TBD	TBD	N/A
18	TBD Renovations Concert Hall	0	120,750	\$ 25,000,000				TBD	TBD	N/A
19	TBD Business School Building	200,000	0	\$ 165,000,000				TBD	TBD	N/A
20	TBD Activities Building	15,000	0	\$ 3,750,000				TBD	TBD	N/A
Grand Total This Report		1,238,246	672,710	955,198,385						

Data as of September 2020

* Pool Funded Project; will require DPB/DEB approval for release of funds after Preliminary Design

STOPLIGHT KEY	
●	Red: Likely to exceed approved budget/schedule/scope
●	Yellow: At risk to exceed approved budget/schedule/scope
●	Green: Within approved budget/schedule/scope



Board of Visitors

Finance and Land Use Committee

Office of the Senior Vice President | December 3, 2020

Agenda

- I. Call to Order
 - II. Public Comment
 - III. Approval of Minutes for October 1, 2020
 - IV. Financial Matters
 - A. FY 2020 Unaudited Financial Statements
 - B. FY 2021 Q1 Financial Report & Forecast
 - C. Approval of Debt Restructuring (ACTION)
 - D. FY 2022 Planning Assumptions
 - V. Capital Matters
 - A. Approval of Schematic Design for Telecom Network Infrastructure Phase I (ACTION)
 - B. Approval of Schematic Design and Major Scope Change for Arlington Demolition (ACTION)
 - VI. Operational Matters
 - A. Succession Planning Update
 - B. Retirement Plan Investment Policy Review
 - VII. Closed Session
 - A. Public Contract (Code of VA: §2.2-3711.A.29)
 - VIII. Adjournment
- Appendix – Capital Projects Review (Stoplight)



FY 2020 Unaudited Financial Statements

Financial Matters

• FY 2020 Unaudited Financial Statements •

- To provide the Board information regarding the University's annual financial statements
- The University's unaudited financial statements have been submitted to the Commonwealth's Auditor of Public Accounts (APA) and are posted at:

<http://fiscal.gmu.edu/wp-content/uploads/2020/10/George-Mason-University-6.30.20-Unaudited-Financial-Statements-10.19.2020.pdf>

- The audit is typically conducted by APA during January through March each year
- APA to conduct opening meeting with Audit Committee at December meeting

FY 2019/2020 Financial Reporting

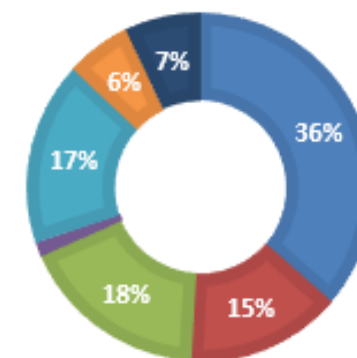
George Mason University
FY 2019 and FY 2020 Revenues & Expenses - Accrual Basis
(\$ in millions)

	FY 2019 <u>Audited</u>	FY 2020 <u>Unaudited</u>	% <u>Inc/(Decr)</u>
Operating Revenues			
Student Tuition & Fees, net	\$ 392.4	\$ 392.7	0.1%
Grants & Contracts	157.6	155.9	(1.1%)
Auxiliary Enterprises and Other	222.0	204.3	(8.0%)
Total Operating Revenues	\$ 772.0	\$ 753.0	(2.5%)
Nonoperating revenues:			
State appropriations	\$ 169.3	\$ 184.5	9.0%
Capital appropriations and Gifts	46.0	75.2	63.6%
Other Nonoperating Revenue	46.0	65.1	41.6%
Total Revenues	\$ 1,033.3	\$ 1,077.8	4.3%
Operating Expenses			
Education and General	\$ 686.3	\$ 753.7	9.8%
Auxiliary Enterprises	144.1	136.2	(5.5%)
Depreciation	65.2	65.6	0.7%
Total Operating Expenses	\$ 895.5	\$ 955.5	6.7%
Nonoperating expenses:			
Interest Expense	\$ 20.3	\$ 18.0	(11.6%)
Other Nonoperating Expenses	3.3	3.2	(2.5%)
Total Expenses	\$ 919.2	\$ 976.7	6.3%
Increase in Net Position	\$ 114.1	\$ 101.2	(11.3%)

Source: Unaudited 2020 and Audited 2019 Financial Statements

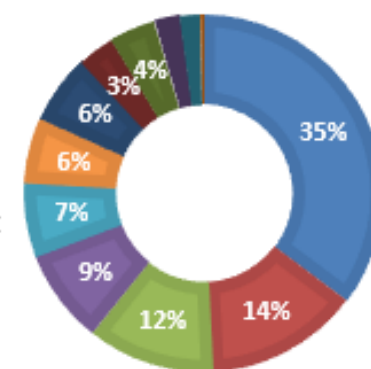
REVENUES \$1,077.8 MILLION

- Student Tuition & Fees, net
- Grants & Contracts
- Auxiliary Enterprises
- Other Operating Revenue
- State Appropriations
- Other Nonoperating Revenue
- Capital Appropriations & Gifts



EXPENSES \$976.7 MILLION

- Instruction
- Auxiliary Enterprises Program
- Research
- Academic Support
- Depreciation & Amortization
- Institutional Support
- Operation & Maintenance of Plant
- Student Services
- Student Aid
- Public Service
- Interest Expense
- Other Nonoperating Expenses



FY 2020 Financial Highlights

- Overall, \$101M (13%) increase in net position, compared to \$114M in FY 2019.
- Operating revenues declined \$19M (2.5%):
 - Net tuition is flat as increased billings were offset by increased financial aid
 - Auxiliary Revenues declined \$14.6M (7%) due to COVID-related cancellations and refunds
- Non-operating items contributed positively to the bottom line, including \$15M increase in state appropriations and \$13M of CARES Act relief funding
- Capital appropriations and gifts increased \$29M (63.6%), primarily state appropriations for Horizon Hall
- Operating expenses increased \$60M (6.7%), primarily for compensation and student aid (including emergency grants), partially offset by a slowdown of spending in the 4th quarter
- Statement of Cash Flows reflects \$38M net increase in cash for FY2020, compared to \$63M in FY2019
- Accounts Receivable write-off reported annually:
 - FY 2020 Student Account Billings increased 2.5% to \$619.3M
 - As of June 30, 2020, 95.2% of FY 2020 Billings were collected, down from 97.5% as of June 30, 2019
 - Write-offs during FY20 (of outstanding FY19 balances) were \$2.48M (~0.41% of FY19 Billings)



FY 2021 Q1 Financial Report & Forecast

Financial Matters

FY 2021 Q1 Actual, Budget & Forecast

Cash basis, in 000's	FY 2020 Actual	Q1 FY 2021 YTD	FY 2021 Budget*	FY 2021 Forecast
Net Tuition and Fees	\$441,851	\$200,043	\$464,179	\$464,179
State Appropriations	190,136	74,341	189,000	199,000
Grants & Contracts	222,821	78,175	219,413	226,913
Auxiliary Enterprises	227,039	80,113	187,938	183,733
Other Operating Revenue	24,793	5,879	17,086	17,086
Capital Grants	45,764	31,548	65,000	65,000
Total Revenue	\$1,152,403	\$470,099	\$1,142,616	\$1,155,911
Salaries and Wages	\$462,058	\$116,056	\$473,172	\$473,500
Fringe Benefits	128,544	36,712	132,530	132,580
Contractual Services	171,348	27,875	182,309	177,726
Travel	20,157	763	21,892	21,892
Supplies	21,105	5,166	28,199	28,199
Equipment	21,098	5,351	23,163	23,163
Capital Outlay/Debt	130,396	51,351	138,644	138,644
Scholarships & Fellowships	118,520	58,444	126,863	126,863
Occupancy	47,937	11,765	53,798	53,798
Other	60	34	91	91
Total Expenses	\$1,121,223	\$313,517	\$1,180,661	\$1,176,456

FY 2021 Key Highlights

- FY 2021 Forecast largely consistent with amended Budget approved at October meeting
- Revenue updates include:
 - \$10M incremental state appropriation
 - \$7.5M of CRF funding
 - Offset by \$4M decrease in AE for parking/housing due to lower traffic volume and occupancy on campus
- Expense forecast reduced to offset lower AE revenues

*FY2021 expense budget reflects reallocations between compensation and direct expenditures as units operationalize targeted reductions

Note: State appropriations for financial aid have been reclassified from Other Operating Revenue to State Appropriations and Interest Income has been reclassified to Other Operating Revenue for all periods presented.



Approval of Debt Restructuring Financial Matters

Enterprise Debt as of 6/30/20

Enterprise Debt by Entity (\$ in millions)	Principal (as of 6/30/20)
GMU	\$488
GMU Foundation (GMUF)	\$143
Mason Housing Inc. LLC (MHI)	\$38
GMU Instructional Foundation (GMUIF)	\$1
Subtotal	\$670
Remove GMU Capital Leases	(\$89)
Total	\$581

GMU Debt by Type (\$ in millions)	Principal (as of 6/30/20)
9c bonds (treasury pool / issuer)	\$150
9d bonds (VCBA pool / issuer)	\$245
Capital leases with GMUF	\$89
Installment leases	\$4
Total	\$488

• Governor's Proposal: VCBA 9d Debt Restructuring Program •

Commonwealth Goals:

- Help higher education institutions severely impacted by COVID with significant near term uncertainty
- Provide debt service relief through refunding opportunities and debt restructuring.

Mason Impact:

- \$245M of 9d Virginia College Building Authority (VCBA) pooled debt
- Increased Liquidity Capability

	Current	Restructured
WAC/TIC	2.15%	2.15%
Maturity	7.2 years	8.6 years

Restructuring Options:

- 1 Year (FY22) - Dissavings over term with negative NPV of (\$0.7M)
- 2 Years (FY22 & FY23) - Dissavings over term with negative NPV of (\$1.8M)

Summary of Considerations

Why Would Mason Restructure?

- Additional liquidity in FY22 & FY23
- No material impact to credit profile or issuer rating
- Does not substantially increase average life of our portfolio, helping with intergenerational equity
- Provides cash flow and modest NPV dissavings
- Capital/borrowing rates at all-time lows
- Restructuring debt on higher Commonwealth credit rating

Why Would Mason Not Restructure?

- If Mason believes FY22 & FY23 projections are sufficiently conservative and that Mason will have cash flow for debt service & operating needs
- While modest, restructuring does provide cash flow and net present value dissavings
- Will not have full flexibility over new bonds' structure which could impact some units based on repayment schedule
- Mason could optimally structure refunding bonds with own credit rating

Strategy

- **Build up liquidity reserves**
- **Manage future debt for capacity**
- **Strategic investments**

Consideration: 1-Year Fiscal Savings (FY2022) For All 9(d) Bonds

1 Year Restructuring, Extended 1 Year Beyond Project (FY2022 Savings)					
Fiscal Year	Prior Debt Service	Refunding Debt Service	GMU Debt Service After Restructuring	Savings	NPV Savings
6/30/2021	487,953		27,639,504	487,953	486,037
6/30/2022	20,387,953	614,641	8,847,162	19,773,312	19,455,813
6/30/2023		530,625	27,867,861	(530,625)	(506,069)
6/30/2024		2,061,250	28,988,564	(2,061,250)	(1,926,709)
6/30/2025		3,770,375	30,013,536	(3,770,375)	(3,440,569)
6/30/2026		1,875,313	27,112,942	(1,875,313)	(1,668,365)
6/30/2027		4,608,125	29,045,181	(4,608,125)	(4,002,518)
6/30/2028		264,500	23,955,113	(264,500)	(222,794)
6/30/2029		797,750	19,592,309	(797,750)	(658,271)
6/30/2030		4,867,563	15,595,851	(4,867,563)	(3,924,883)
6/30/2031		1,274,688	10,364,319	(1,274,688)	(1,002,263)
6/30/2032		105,250	9,209,122	(105,250)	(80,268)
6/30/2033		105,250	9,203,038	(105,250)	(78,299)
6/30/2034		312,625	7,658,325	(312,625)	(227,824)
6/30/2035		2,079,938	6,393,338	(2,079,938)	(1,481,266)
6/30/2036		49,875	4,072,563	(49,875)	(34,439)
6/30/2037		49,875	4,072,950	(49,875)	(33,594)
6/30/2038		153,563	4,000,338	(153,563)	(101,336)
6/30/2039		175,625	3,044,256	(175,625)	(113,083)
6/30/2040		1,530,188	1,895,588	(1,530,188)	(962,567)
6/30/2041		258,188	258,188	(258,188)	(158,434)
	20,875,905	25,485,203	298,830,045	(4,609,298)	(681,700)

KEY TAKEAWAYS

The table summarizes the debt service payments if GMU opts to refinance only FY2022 principal payments across all outstanding 9(d) bonds.

- ✓ In this restructuring scenario, refunding principal amortizes one year after each maturity of the project within each series.

Assumptions

2.50% cost of capital

1.50% cost of issuance (estimate includes underwriting expenses)

Series 2010A BABs are excluded

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Consideration: 2-Year Fiscal Savings (FY22 & FY23) For All 9(d) Bonds

2 Year Restructuring, Extended 2 Years Beyond Project (FY22 & FY23 Savings)					
Fiscal Year	Prior Debt Service	Refunding Debt Service	GMU Debt Service After Restructuring	Savings	NPV Savings
6/30/2021	968,238		27,159,219	968,238	964,437
6/30/2022	21,348,523	1,245,788	8,517,740	20,102,735	19,777,363
6/30/2023	20,065,285	1,075,500	8,347,451	18,989,785	18,229,793
6/30/2024		2,053,125	28,980,439	(2,053,125)	(1,915,866)
6/30/2025		5,435,250	31,678,411	(5,435,250)	(4,957,833)
6/30/2026		5,926,625	31,164,254	(5,926,625)	(5,274,575)
6/30/2027		6,758,250	31,195,306	(6,758,250)	(5,868,571)
6/30/2028		5,166,000	28,856,613	(5,166,000)	(4,375,655)
6/30/2029		1,092,125	19,886,684	(1,092,125)	(900,195)
6/30/2030		5,877,625	16,605,913	(5,877,625)	(4,738,147)
6/30/2031		6,468,188	15,557,819	(6,468,188)	(5,087,216)
6/30/2032		1,451,125	10,554,997	(1,451,125)	(1,112,541)
6/30/2033		215,875	9,313,663	(215,875)	(160,596)
6/30/2034		428,188	7,773,888	(428,188)	(311,707)
6/30/2035		2,397,813	6,711,213	(2,397,813)	(1,707,211)
6/30/2036		2,169,625	6,192,313	(2,169,625)	(1,506,999)
6/30/2037		104,125	4,127,200	(104,125)	(70,134)
6/30/2038		207,813	4,054,588	(207,813)	(136,977)
6/30/2039		338,500	3,207,131	(338,500)	(217,919)
6/30/2040		1,769,313	2,134,713	(1,769,313)	(1,112,809)
6/30/2041		1,889,875	1,889,875	(1,889,875)	(1,159,664)
6/30/2042		268,313	268,313	(268,313)	(160,607)
	42,382,045	52,339,038	304,177,740	(9,956,993)	(1,803,629)

KEY TAKEAWAYS

The table left summarizes the debt service payments if GMU opts to refinance both FY22 and FY23 principal payments across all outstanding 9(d) bonds

- ✓ In this restructuring scenario, refunding principal amortizes two years after the final maturity of each project within a series.

Assumptions

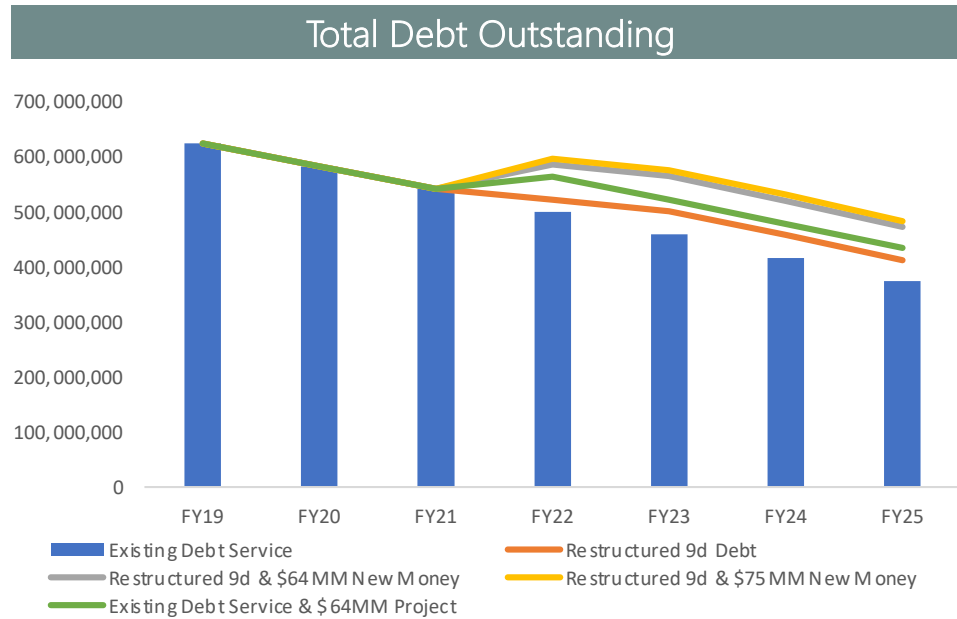
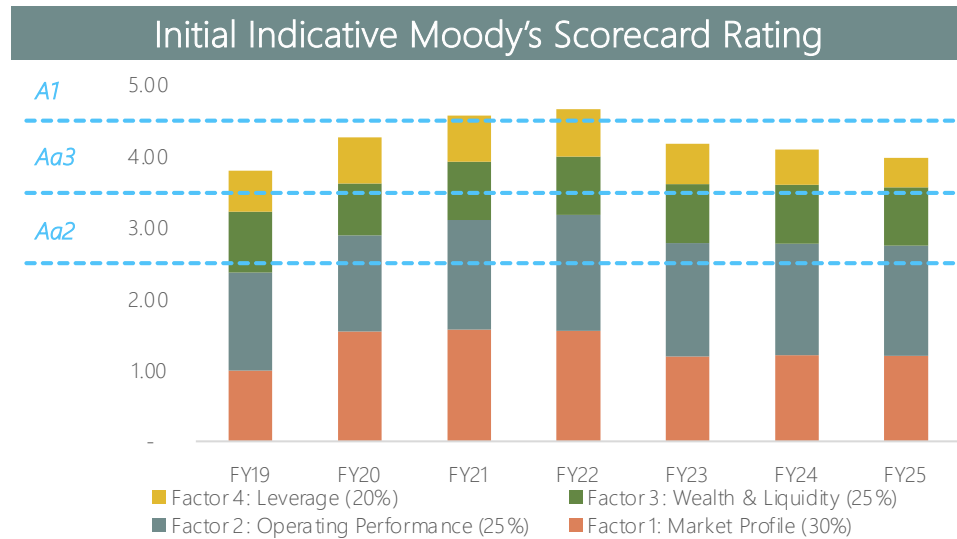
2.50% cost of capital

1.50% cost of issuance (estimate includes underwriting expenses)

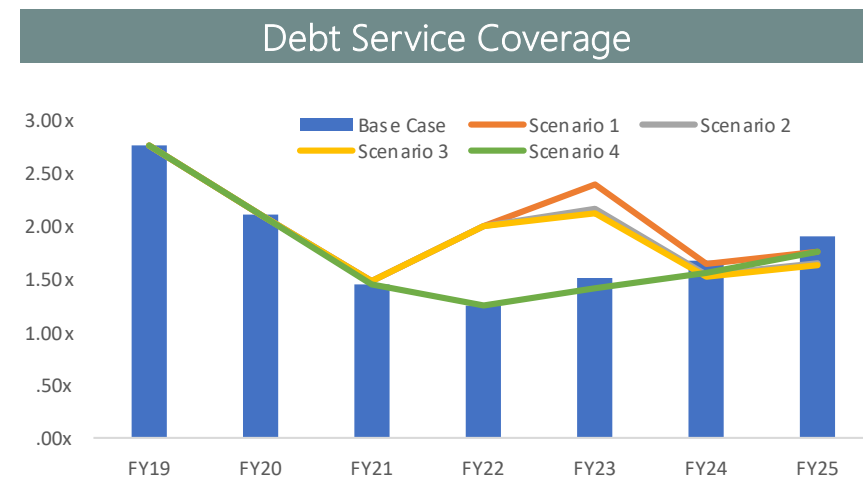
Series 2010A BABs are excluded

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Debt Capacity Considerations



- In looking at Moody's scorecard results, the largest impact to the scorecard are COVID impacts – **there is no material change in the scorecard from Scenarios 1 – 4** and the indicative scorecard result yields the same initial indicative rating as the Base Case. FY21 – FY22 show Mason on the cusp of the Aa3/A1 initial indicative scorecard rating. *The table at the left represents the base case as all scenarios yield same results.*
- We evaluated four scenarios:
 - **Base Case:** Existing Debt Service Obligations & COVID impacts incorporated
 - **Scenario 1:** Restructured 9(d) bonds
 - **Scenario 2:** Restructured 9(d) bonds with \$64MM in new money in FY22
 - **Scenario 3:** Restructured 9(d) bonds with \$75MM in new money in FY22
 - **Scenario 4:** Base Case with \$64MM in new money in FY22
- From a strategic positioning perspective, we believe debt service coverage is another important ratio that is quite strained with the base case. Below we show the changes in debt service coverage across the four scenarios, with the restructuring helping to alleviate pressures in FY22 and FY23.



• Board Resolution •

The Finance & Land Use Committee recommends the Board of Visitors resolve that the University is hereby authorized to enter into the Debt Restructuring Program with the Virginia College Building Authority and the Senior Vice President for Administration and Finance is delegated the authority to (1) select the debt to be restructured; and (2) approve, execute and deliver all documents and perform any other acts necessary to effectuate the Restructuring.

MOTION: _____

SECOND: _____



FY 2022 Planning Assumptions

Financial Matters

Purpose

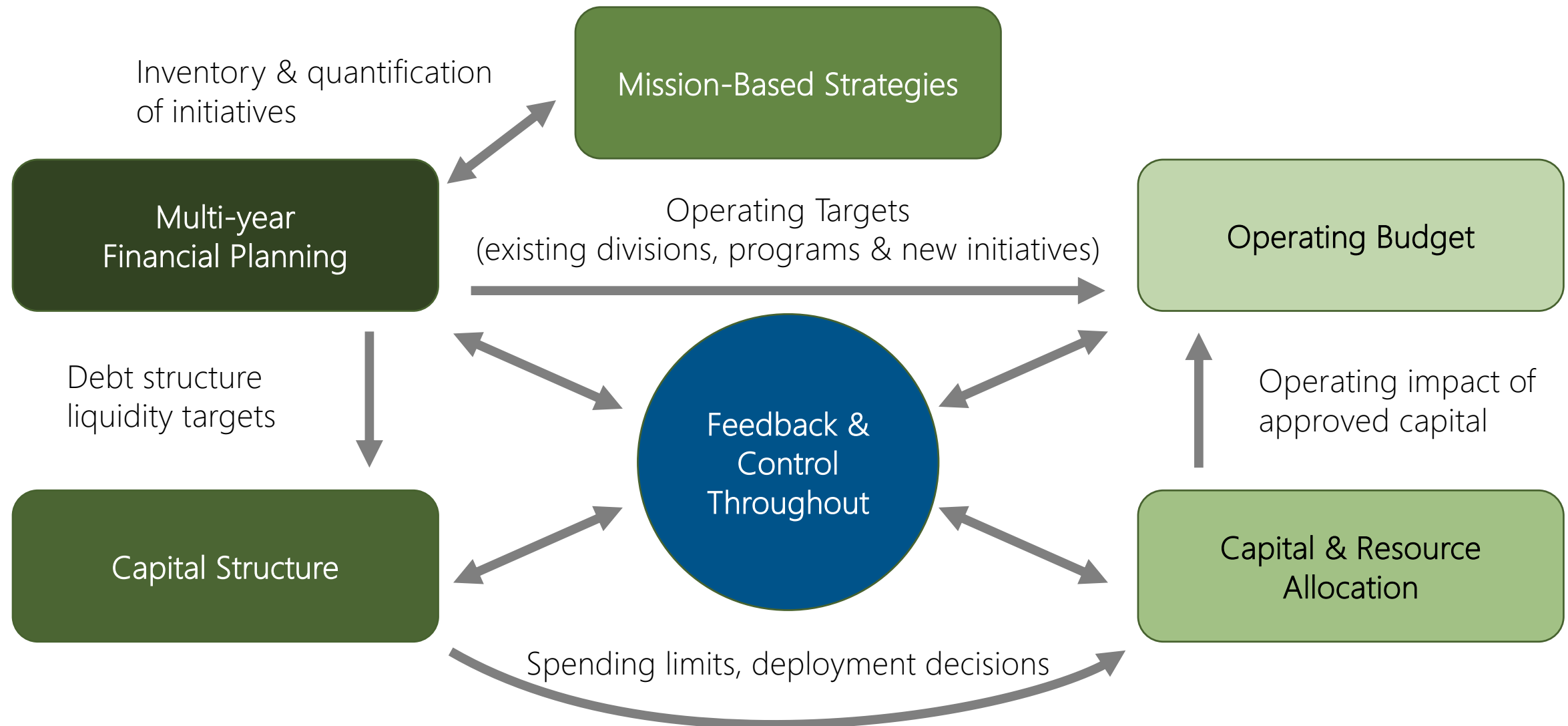
Review Financial Planning Framework Progress:

- Achievements To Date
- Future Milestones
- FY22 Key Planning Areas to Consider
- Next Steps

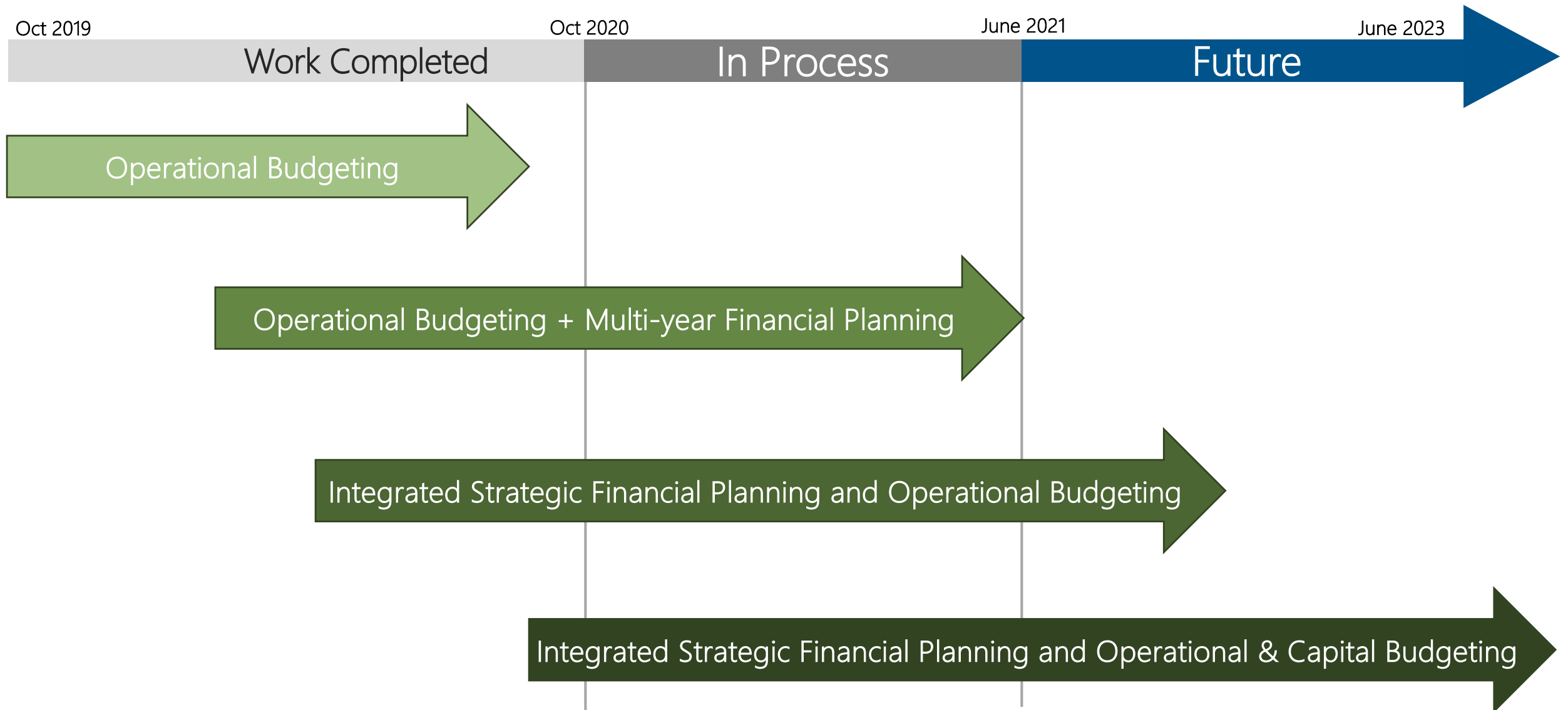


• Financial Planning Framework •

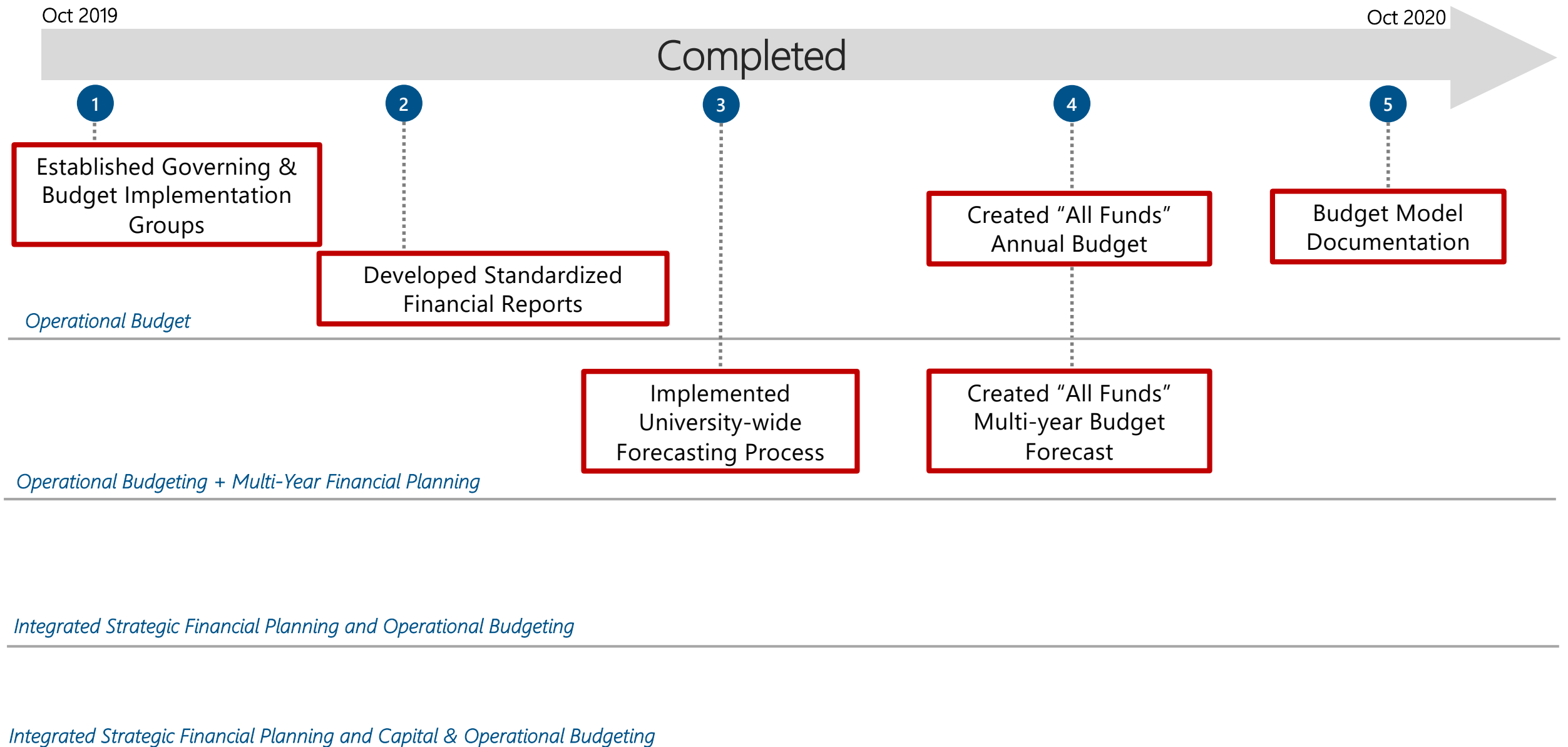
The end result of integrated planning is increased institutional discipline and transparency around strategic decision making as well as visibility and accountability around actual performance



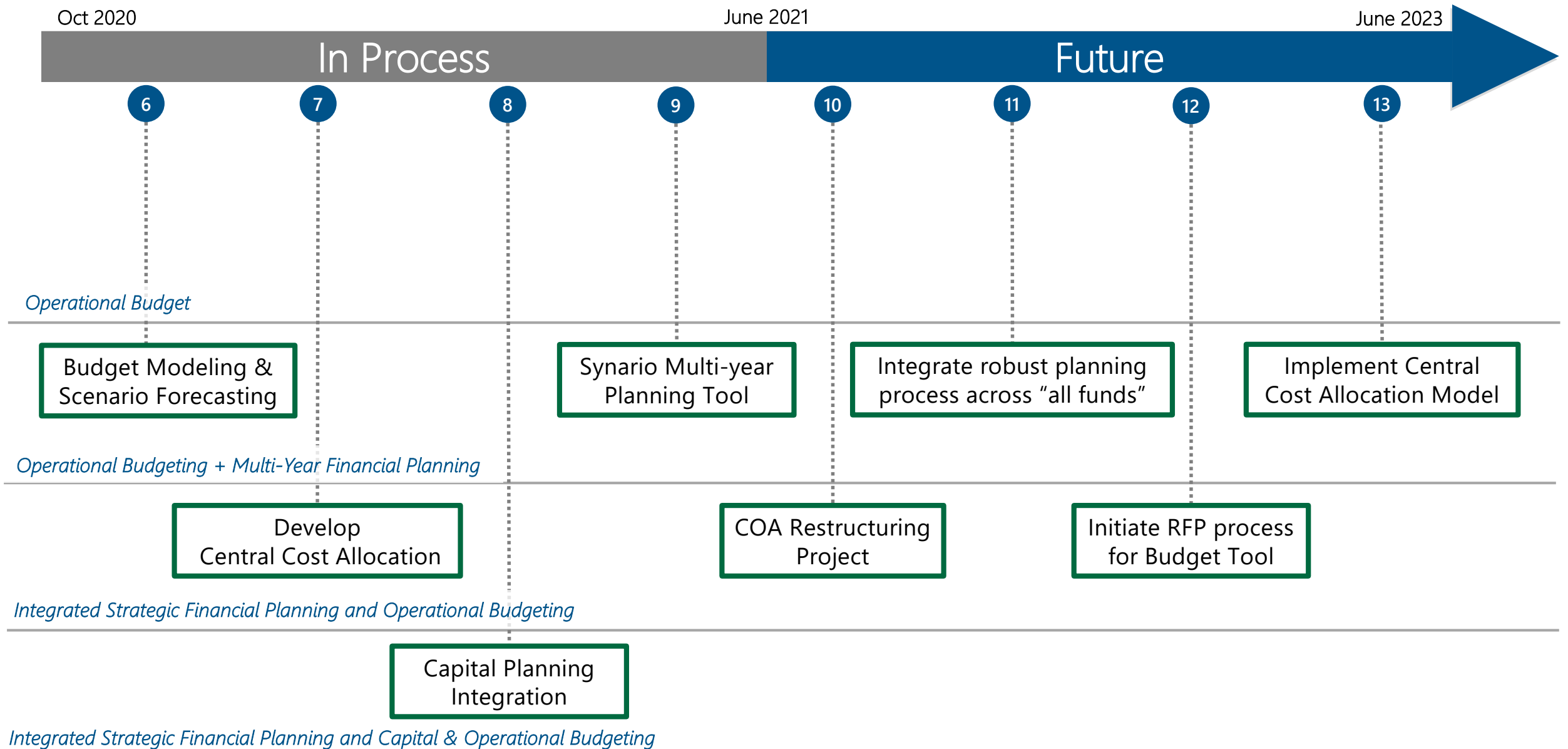
Integrated Strategic Planning & Budgeting Roadmap



Integrated Strategic Planning & Budgeting Roadmap

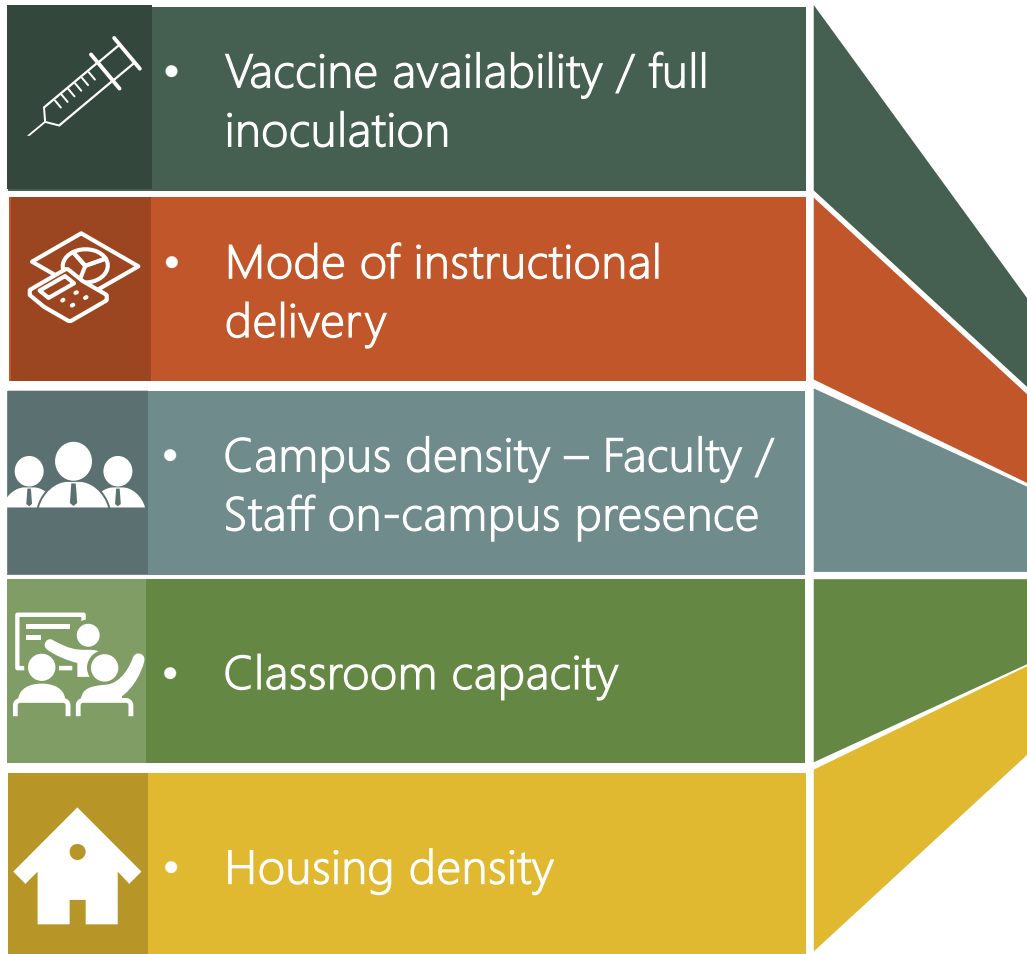


Integrated Strategic Planning & Budgeting Roadmap



Planning Areas to Consider

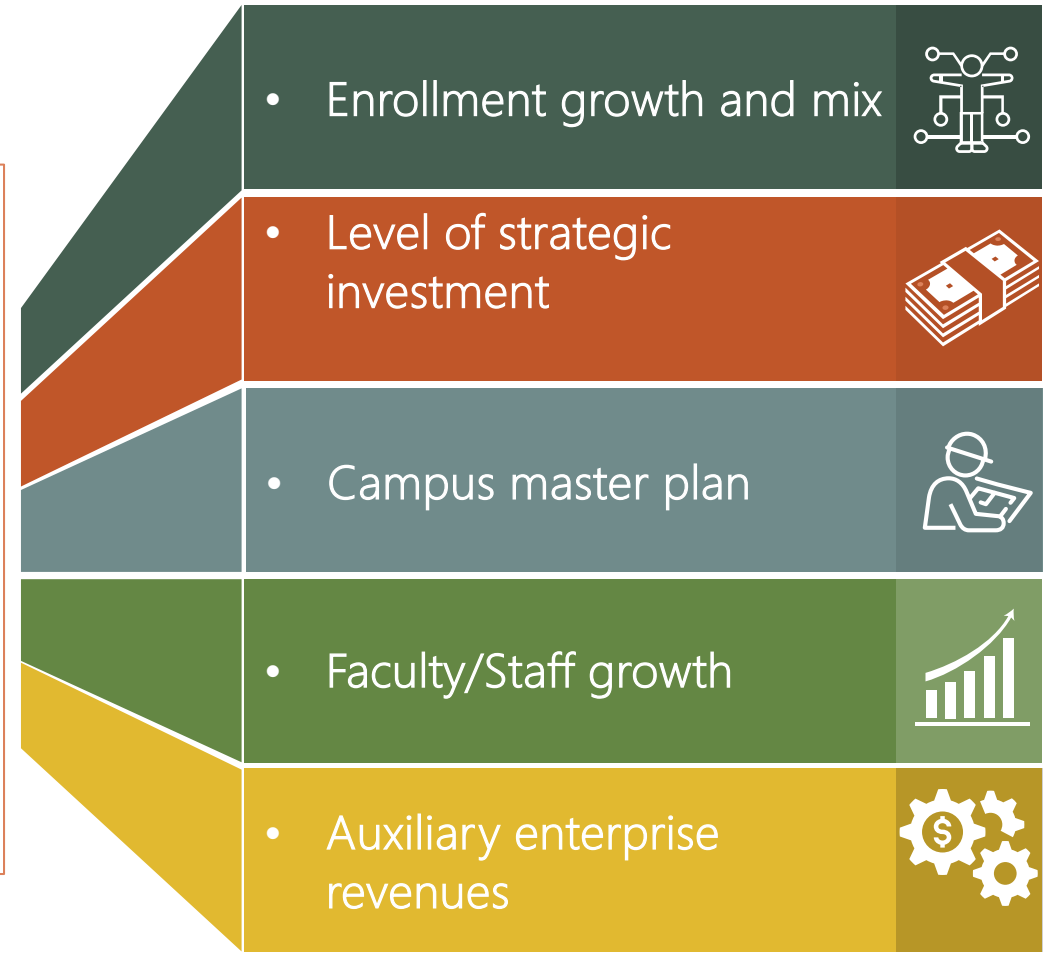
Environmental & Operational Factors



Outcome Scenarios

Run through Synario tool for FY22-FY25 using Baseline, Conservative and Aggressive growth assumptions

Major Assumptions & Drivers



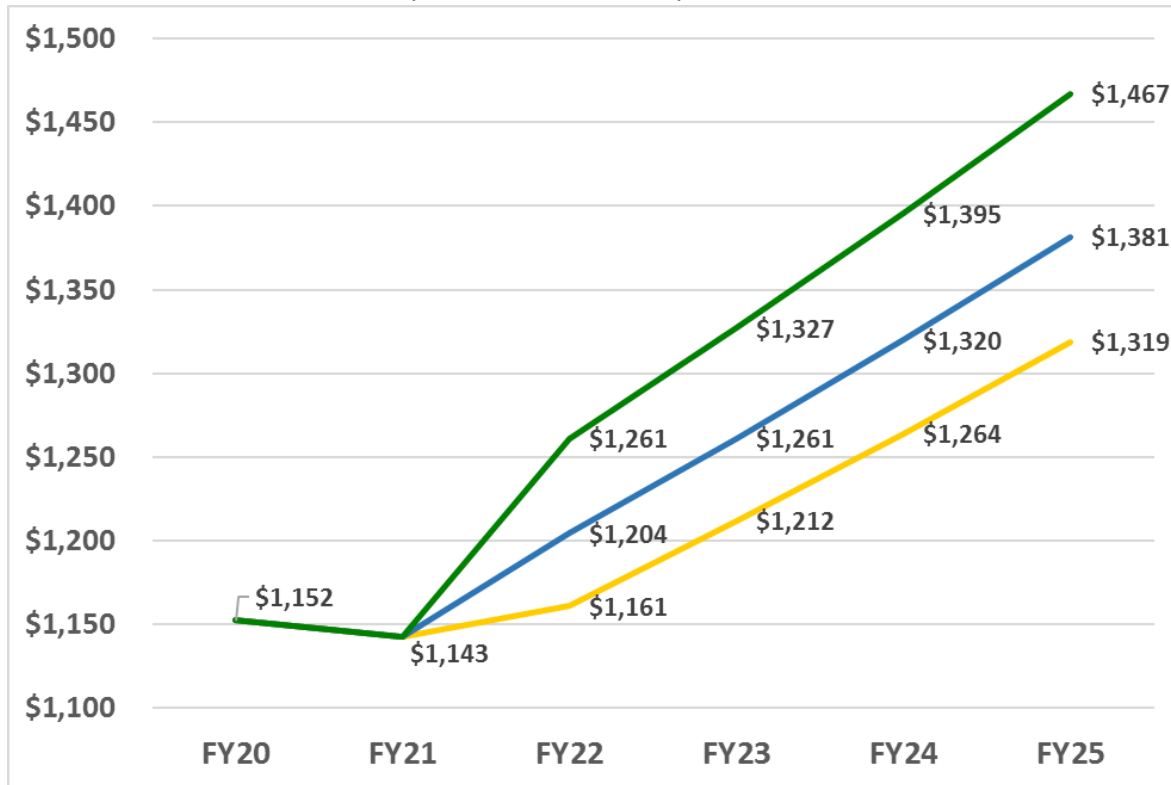
Planning Scenarios

	1: Baseline FY22	2: Conservative FY22	3: Target FY22	3: Target FY23	3: Target FY24	3: Target FY25	
Revenue	Enrollment	Flat	2%	3%	2.9%	2.8%	2.7%
	Tuition & Fees: UG	Flat	Flat	Flat	3.8%	3.8%	3.8%
	Grad	Flat	Flat	3%	3.7%	3.7%	3.7%
	Room & Board	0%	4%	4.5%	4.5%	4.5%	4.5%
	Institutional Aid	Flat	2%	3%	2.9%	2.8%	2.7%
	State: General	4.4%	4.4%	4.4%	3%	3%	3%
	Financial Aid	0%	11%	23%	10%	10%	10%
Sponsored Research	Flat	5%	15%	10%	10%	10%	
Pell Grant	Flat	5%	5%	5%	5%	5%	
Expense	Salaries & Fringe	Flat	Flat	1.5%	3%	3%	3%
	Faculty Growth	Flat	10	20	20	30	30
	Direct Expenditures	0%	95% pre-COVID	100% pre-COVID	3%	3%	3%
	Strategic Initiatives	5%	5%	5%	5%	5%	5%

FY20-FY25 Financial Plan

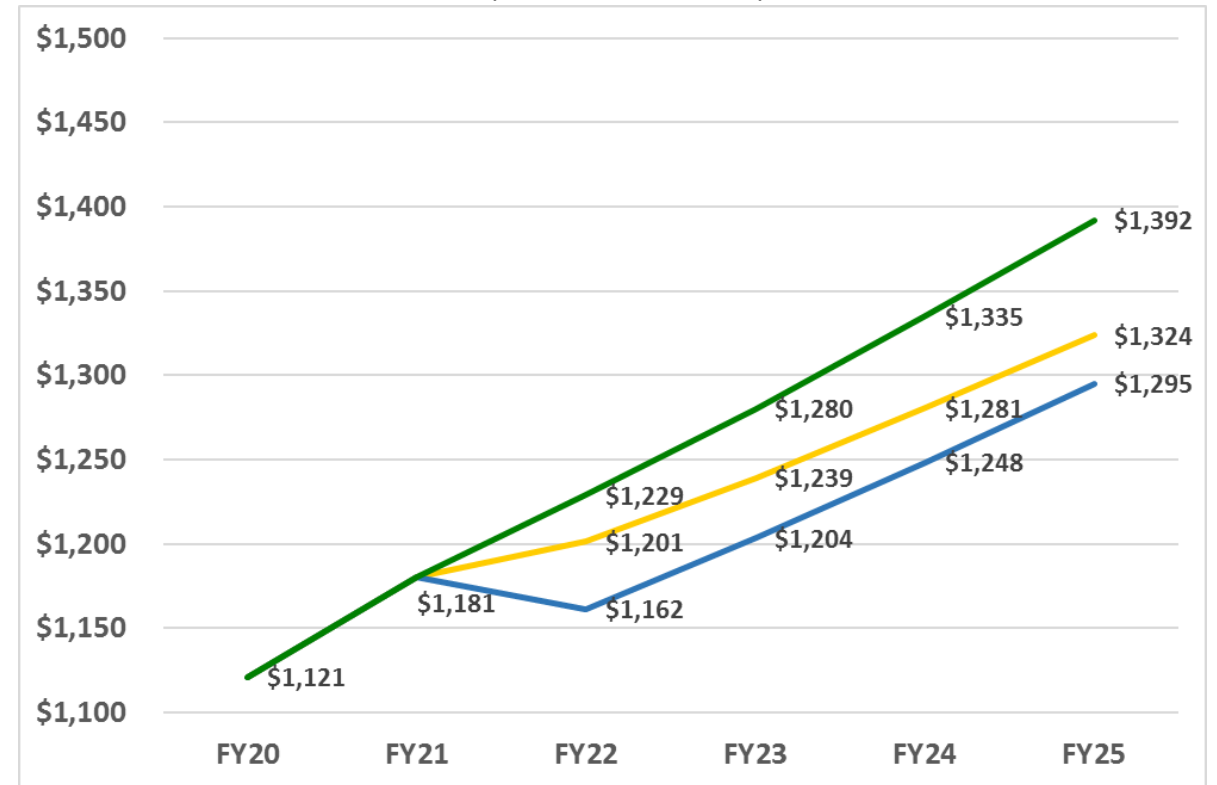
Revenue

(\$ Thousands)



Expense

(\$ Thousands)



Scenarios:

- 1: Baseline
- 2: Conservative
- 3: Target

Next Steps

Short Term: Nov 2020-June 2021

Nov/December

- **December 3 BOV Meeting**
 - Update on Budget Planning process
 - Present modeling on demand, pricing, risk, and projected outcomes. Include sensitivity analysis
- December 16: Governor presents Preliminary FY2022 budget

March

- State Conference Report – Final FY2022 Budget recommendations
- Incorporate into Final FY2022 Budget

January

- Frame key assumptions for enrollment and housing
- Continue to model scenarios; evaluate potential impacts to performance
- Evaluate and integrate information related to competitors and benchmarks

April

- **April 1 BOV Information & Public Comment Session**
- Integrate comments into scenario modeling and planning

February

- **February 25 BOV Meeting**
 - Present impacts of ongoing analyses
 - Provide update on risk identification & mitigation activities
 - Preview of capital planning integration to budget process.
- House & Senate General Assembly budget amendments to Governor's FY2022 budget

May

- **May 6 BOV Meeting**
 - Present FY2022 All Funds Budget for Approval

Mid Term: July 2021-Dec 2021

July

- **July 29 BOV Annual Planning Conference**
 - Apply budget planning analyses into planning sessions
- **July 30 BOV Meeting**
 - Readout on Capital Planning integration into Budget process

September

- Develop & implement performance management metrics

November

- Map implementation timeline
- Launch new budget processes for FY2022

Long Term Jan 2022-June 2023

January 2022

- Budget development & Planning tool decision

January 2023

- Implement Central Cost allocation model (tentative)



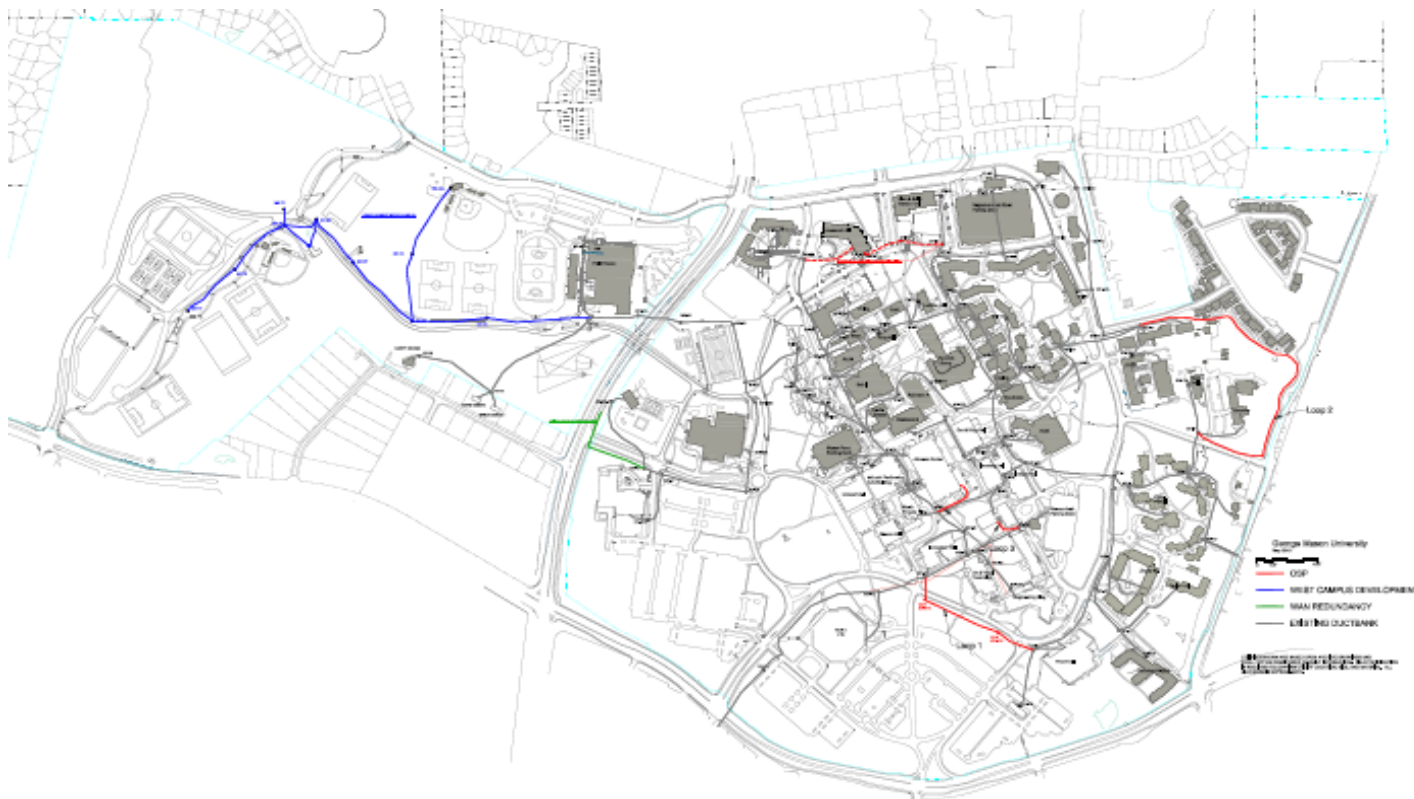
Capital Matters

Telecom Infrastructure Phase 1 Schematic Design

- ❑ This project is Phase 1 of a Multi-Phase, Multi-Year Capital Road Map Plan to Upgrade and Improve the Network Infrastructure System & Elimination of Single Points of Failure
- ❑ This project is funded by 100% Commonwealth supported debt.
- ❑ Total Budget = \$9,788,000
- ❑ Construction Budget = \$6,631,000
- ❑ Construction Start = Nov 2021
- ❑ Substantial Completion = January 2023



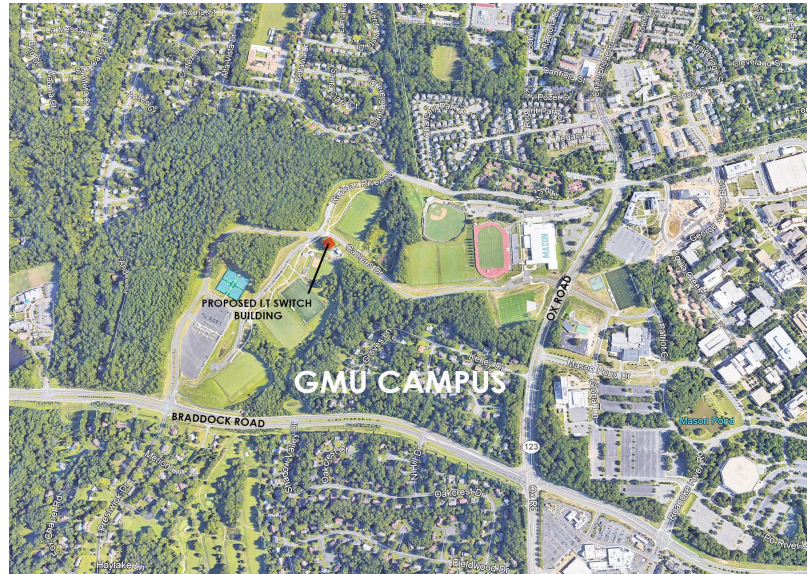
Schematic Scope



- ❑ Upgrades to the Telecom infrastructure in 14 Educational Buildings on the Fairfax Campus including:
 - ❑ Telecommunication Room Upgrades
 - ❑ Wi-Fi Upgrades
 - ❑ Second points of Entry
 - ❑ Upgraded cabling
- ❑ 10,600 LF of new duct bank
 - ❑ New West Campus fiber distribution system (in blue)
 - ❑ New redundant outside connection to the Fairfax Campus (in green)
 - ❑ Five new areas of new duct bank serving existing buildings to create new loops and provide redundancy to the network (in red)
- ❑ New 576 SF West Campus Core IT Switch Building

Schematic Scope Continued

New 576 SF West Campus Core IT Switch Building



Schematic Design
Campus Map



Schematic Design
Site Map



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WEST ELEVATION

Board Recommendation

The Finance & Land Use Committee recommends approval by the Board of Visitors of the Schematic Design of the Telecom Phase 1 and authorize the project to proceed through design into construction.

MOTION: _____

SECOND: _____

Arlington Original Building Demolition

- ❑ Building was original home to Law School convert from the Kann's Department Store and has been unoccupied for 10 years.
- ❑ Funded as part of the total IDIA HQ initiative.
- ❑ Original scope included the realignment of the stormwater conveyance pipes that bisect the site. This scope is proposed to be shifted to the potential developer of the IDIA HQ.
- ❑ Demolition will make way for the future development of the IDIA HQ.



- ❑ 133,683 GSF to be demolished
- ❑ Total Budget = \$3,087,142
- ❑ Demolition Budget = \$1,537,295
- ❑ Decommissioning Start = November 2020
- ❑ Demolition Complete = June 2021

Board Recommendation

The Finance & Land Use Committee recommends approval by the Board of Visitors of the Schematic Design of the Arlington Original Building Demolition; the major modification to decrease the scope and project budget; and authorize the project to proceed through design into demolition.

MOTION: _____

SECOND: _____



Succession Planning Update

Operational Matters

Overview

- Human Resources & Payroll must plan for continuous changes in our workforce by:
 - Tracking specific workforce metrics: Retention/Turnover Rates & Retirement Eligibility
 - Identifying essential employees in key roles university and having a strategy for their potential succession
- Update on previously reported risk factors, workforce metrics, and next steps to mitigate identified risks and develop robust succession plans
- Mason is required to provide succession plan annually to DHRM & Board of Visitors
 - Requirement has been waived this year due to COVID
 - This update provides key planning observations around our workforce

Risk Factors

○ Retirement

- Aging workforce will retire and leave gaps in institutional knowledge which next generation must be prepared to fill

○ Competition

- Location presents unique challenges in attracting and retaining talent
- Pandemic and required shifts in both the work to be done and new skills required create a need for re-skilling and upskilling of our workforce.

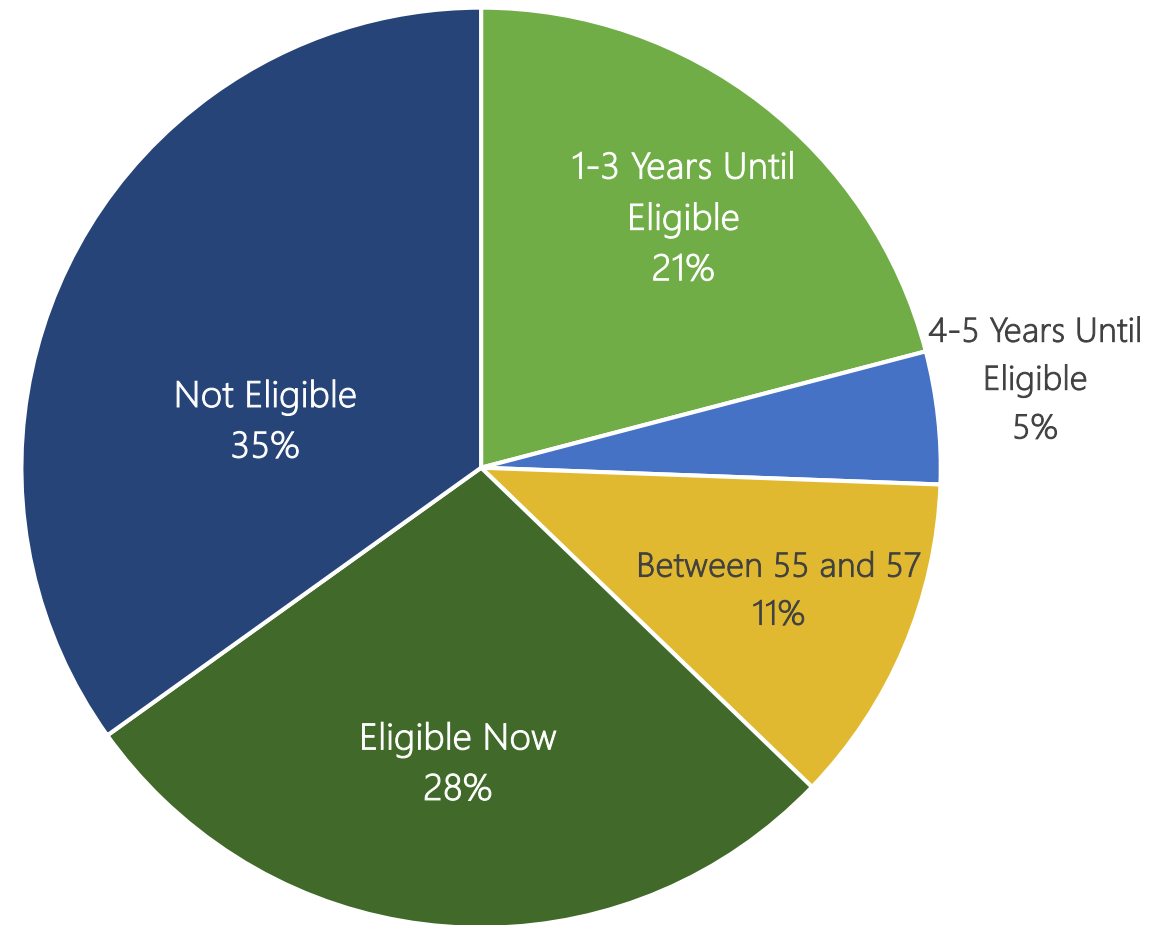


○ Mason highlighted key personnel in critical positions that impact our mission, operations, and student experience.

○ If unfilled, these positions may have significant negative impact on executing our mission.

Key Observations

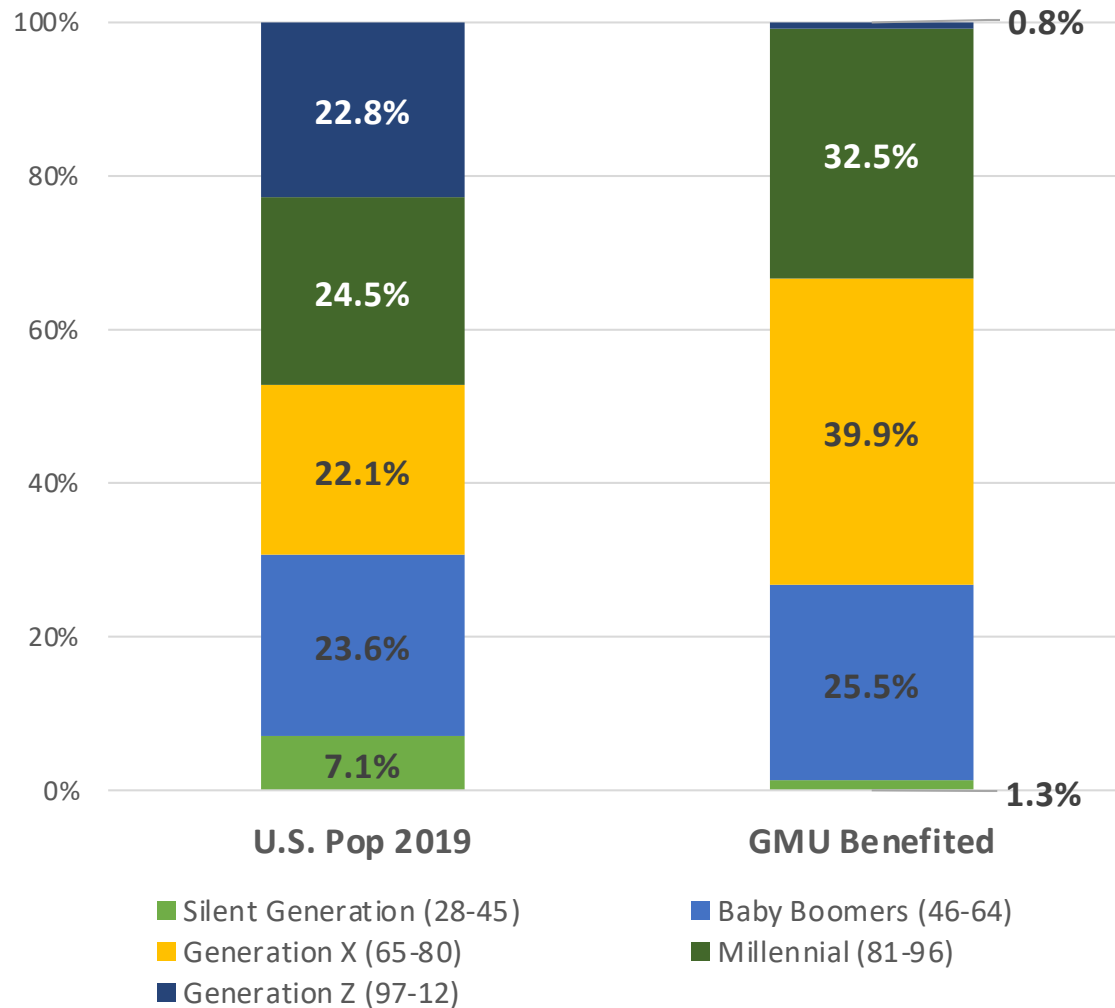
- Mason's 43 most essential employees include vice presidents, deans, and other senior leadership positions.
 - 35% are not eligible for retirement
 - 74% are over 55 years of age
 - 26% could retire within the next 5 years
 - 28% currently eligible to retire
- 10% of all GMU benefited employees are eligible within 5 years.



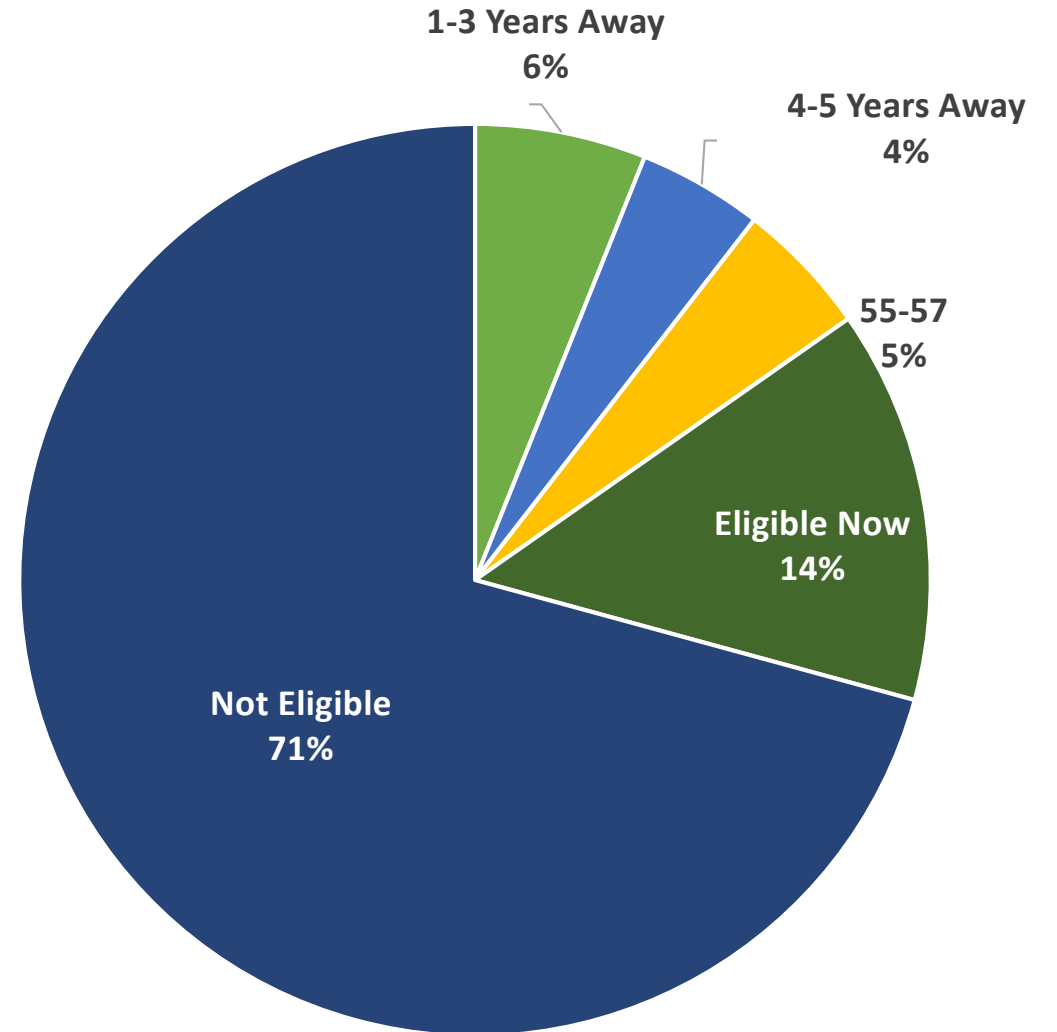
Essential Employees (n=43)

Key Observations

National vs Mason Generational Makeup of Workforce



All Mason Benefited Employees (n=4494)



Action Plans

Short Term:

- Secure senior leadership commitment in each unit for succession planning
- Hire and onboard Performance Management Consultant to oversee and lead effort
- Adopt and utilize technological support (Cornerstone) in identification of high growth potential employees and development of succession plans
- Develop viable 1-3 year plan

Long Term:

- Define critical positions in the university-wide compensation plan
- Continued professional development, training support, apprenticeship programs, coaching and mentoring, and cross training to identify and build talent pipeline
- Develop 3-5 year plan

Ongoing Actions:

- Facilitate succession planning conversations with individual units to develop specific plans for each
- Create a recruitment and development strategy to support the identification of candidates and employees with high growth potential
- Recruit in alignment with the university's overall strategic goals



Retirement Plan Investment Policy Review

Operational Matters

• Mason Investment Policy Statement •



The **Investment Policy Statement (IPS)** applies to the:

- University's Defined Contribution Retirement Plan (ORP) for Faculty*;
- Cash Match Plan; and the
- Supplemental Defined Contribution Plan for Employees.

The Board of Visitors established the IPS to evaluate and recommend investment options for the retirement plans. The Investment Policy Committee (IPC) reports to the Board of Visitors any IPS changes in investment options that are available to faculty and staff.

Investment Policy Statement Highlights:

- Outlines the investment program structure, IPC duties, responsibilities and the policies and procedures under which the IPC operates.
- Establishes guidelines and procedures used for selection of investment options.
- Defines criteria and procedures used to report investment option performance and evaluation of the respective investment options.

* also includes administrative/professional faculty

ORP Investment Overview

Total Assets: \$576.6M

TIAA Optional Retirement Plan (ORP)	\$394.2M
TIAA Cash Match	\$17.0M
Fidelity ORP	\$155.3M
Fidelity Cash Match	\$10.1M

Hardship/Loan Information

Active Loans	31
Hardships	16
Active Loan Balance	\$1.4M
Active Hardship Balance	\$207k

All data pulled as of 11/01/2020, subject to change thereafter



• ORP Fee and Fund Changes •

Key items accomplished during the past year (ORP and Cash Match only)

- Replaced two funds on the TIAA platform and added an additional fund
- Replaced one fund on the Fidelity platform and added an additional fund
- Performed Fiduciary training for Committee members

Pending items for the next year

- Investment Policy Statement revisions
- Payout of small balances for terminated participants (<\$5,000)
- Fee re-negotiations with both vendors
- Migration to a more transparent fee structure





Appendix

Capital Projects Stoplight Chart

Facilities Projects Listing

Project #	Project Name	Scope(sf) New	Scope(sf) Reno	Total Budget	Budget Status	Schedule	Scope	Construction Start Date	Occupancy Date	Construction % Complete	
Construction											
1	18207-000	Horizon Hall - Core Campus (Renovate Robinson Hall and Harris Theater)	217,726	23,161	\$ 119,631,000	●	●	●	7/1/2018	12/31/2021	84.0%
2	18208-000	Improve Utility Distribution Infrastructure Fairfax - Core Campus*	0	0	\$ 51,539,000	●	●	●	8/1/2018	12/31/2021	86.0%
3	17848-000	PPEA Discovery Hall Ph II & Fitout/Clean Room	0	18,000	\$ 6,561,287	●	●	●	6/17/2019	11/20/2020	97.0%
4	A8247-024	Hylton Center HVAC Repairs	0	112,352	\$ 3,820,598	●	●	●	5/18/2020	12/31/2020	80.0%
5	18423-000	Arlington Original Building Demolition and Culvert Relocation	0	0	\$ 3,100,000	●	●	●	11/9/2020	5/31/2021	0.0%
Design											
6	18339-000	Telecom Infrastructure Phase 1*	576	0	\$ 9,788,000	●	●	●	11/1/2021	1/31/2023	N/A
7	18000-000	Life Sciences & Engineering Building - Bull Run Add*	100,000	5,000	\$ 68,634,000	●	●	●	6/4/2021	8/1/2023	N/A
8	A8247-027	Johnson Center HVAC Repairs	0	348,447	\$ 3,049,500	●	●	●	TBD	TBD	N/A
Design Procurement											
9	18482-000	Institute for Digital InnovAtion (IDIA HQ)	505,520	0	\$ 242,500,000	●	●	●	9/15/2022	12/16/2025	N/A
10	18509-000	Central Heating & Cooling Plant Boiler & Chiller Addition*	0	0	\$ 5,000,000	●	●	●	2/1/2021	4/1/2022	N/A
Planning											
11	18487-000	Telecom Infrastructure Phase 2	0	0	\$ 23,250,000				TBD	TBD	N/A
Pending Master Plan Alignment											
12	18498-000	Academic VIII*	200,000	0	\$ 185,675,000				TBD	TBD	N/A
13	18471-000	Virtual Online Campus*	0	45,000	\$ 11,000,000				TBD	TBD	N/A
14	18497-000	SCAR Point of View Cottages	TBD	0	\$ 8,000,000				TBD	TBD	N/A
15	17955-000	Construct Student Housing Fairfax PPEA	TBD	0	TBD				TBD	TBD	N/A
16	18117-000	Construct Fairfax Mixed Use Development PPEA	TBD	0	TBD				TBD	TBD	N/A
17	18253-000	Construct Basketball Training, Wrestling, and Athlete Academic Support (RAC Addition)	TBD	TBD	\$ 15,500,000				TBD	TBD	N/A
18	TBD	Renovations Concert Hall	0	120,750	\$ 25,000,000				TBD	TBD	N/A
19	TBD	Business School Building	200,000	0	\$ 165,000,000				TBD	TBD	N/A
20	TBD	Activities Building	15,000	0	\$ 3,750,000				TBD	TBD	N/A
Grand Total This Report			1,238,822	672,710	950,798,385						

Data as of November 2020

* Pool Funded Project; will require DPB/DEB approval for release of funds after Preliminary Design

STOPLIGHT KEY	
●	Red: Likely to exceed approved budget/schedule/scope
●	Yellow: At risk to exceed approved budget/schedule/scope
●	Green: Within approved budget/schedule/scope

BOARD OF VISITORS GEORGE MASON UNIVERSITY

Meeting of October 1, 2020 DRAFT MINUTES

MEETING NOTE: Due to safety concerns associated with the COVID-19 pandemic, and in accordance with provisions in the 2020 Commonwealth Budget Bill General Provisions: § 4-0.01.g.1, the October 1, 2020 meeting of the Board of Visitors of George Mason University was held through electronic means. Board members and university leadership met via Zoom videoconference. The session was streamed live via webcast for public viewing at <https://gmutv.gmu.edu/live-broadcast/>. An online form was posted on the Board of Visitors webpage (<https://bov.gmu.edu/>) to accept written public comments and registrations for verbal public comments. Two written comments were received and are included as an attachment to the minutes. The full video recording of the meeting may be accessed at <https://vimeo.com/gmutv/bovoct>.

PRESENT: Rector James Hazel, Vice Rector Horace Blackman and Secretary Simmi Bhuller; Visitors Anjan Chimaladinne, Tom Davis, Juan Carlos Iturregui, Mehmood Kazmi, Wendy Marquez, Ignacia Moreno, Carolyn Moss, Jon Peterson, Nancy Prowitt, Edward Rice, Denise Turner Roth and Robert Witeck.

ABSENT: Visitor Reagan

ALSO PRESENT: Shannon Davis, Faculty Representative; Shelby Adams and Lilianna Deveneau, Student Representatives; Gregory Washington, President; Ken Walsh, Chief of Staff; Trishana Bowden, Vice President, Advancement and Alumni Relations; Aurali Dade, Interim Vice President of Research; Carol Kissal, Senior Vice President for Administration and Finance; Dietra Trent, Interim Vice President, Compliance, Diversity, and Ethics; Mark Ginsberg, Provost; Lester Arnold, Vice President for Human Resources and Payroll; Brian Walther, University Counsel; Anne Gentry, Associate University Counsel; Matt Smith, Director of Accreditation; Lauren Reuscher, Chair, Staff Senate; Tobi Walsh, Assistant Vice President, Capital Strategy and Planning; Steve Goldin, Director of Strategic Real Estate Initiatives; Cathy Wolfe-Pinskey, Capital Program Director; Rose Pascarell, Vice President, University Life; Sarah Hanbury, Secretary pro tem.

I. Call to Order

Rector Hazel called the meeting to order at 1:45 p.m.

II. Public Comment

There were no verbal public comment registrations. Two written public comments were received. One comment was directed to and read in the Finance and Land Use Committee Meeting by Committee Chair, Denise Rother Turner earlier in the day. The second written comment was directed to the full board (**ATTACHMENT 1**).

III. Approval of the Minutes (ACTION ITEMS)

- A. Planning Conference Minutes for July 30, 2020
- B. Annual Meeting Minutes for July 31, 2020

Rector Hazel called for any corrections to the July 30, 2020, Planning Conference Minutes and the July 31, 2020, Annual Meeting Minutes. Hearing none, he called for a motion to approve the minutes.

Visitor Rice **MOVED** to approve the minutes presented. The motion was **SECONDED** by Visitor Prowitt. **MOTION CARRIED UNANIMOUSLY BY ROLL CALL VOTE.**

Yes – 13

Absent – 3 – Visitors Kazmi, Peterson and Reagan

IV. Rector's Report

Rector Hazel began with noting he was on campus on Tuesday, September 22, 2020 with Governor Northam for his announcement of a refinancing plan for Virginia colleges and universities. The governor was taken on a tour of the campus after the announcement where he saw some of the classrooms and physical changes Mason has made to accommodate students and social distancing while inside buildings. From there he was taken to the COVID-19 testing site at the Ángel Cabrera Global Center. However, a few days following the governor's visit it was announced that he tested positive for the Coronavirus and those who were in contact with him were asked to self-quarantine. Rector Hazel noted this to be the reason he is not in the GMU-TV studio today. He has taken a COVID test, is awaiting the results and is feeling well.

Rector Hazel thanked the Board for their participation efforts which produced successful virtual committee meetings earlier in the day. He thanked Julie Zobel, Assistant Vice President, Safety, Emergency, and Enterprise Risk Management and everyone involved in the safe return to campus plan. He thanked faculty representative Shannon Davis for her efforts on developing a safe return to campus plan that involved both faculty and staff. Rector Hazel proceeded to thank student representatives Shelby Adams and Lilianna Deveneau for their efforts in gaining student involvement which has led to positive outcomes for Mason. Rector Hazel noted if there was an opportunity for him to virtually meet with the student senate that he would be more than happy to do so.

Rector Hazel recognized Staff Senate Chair, Lauren Reuscher who approached him about an idea last month which he wanted the Board to hear directly from her. Lauren proposed that the staff senate chair be added to the Board as a non-voting member. She noted that with faculty and students both having at least one representative to the board, this would be an important and symbolic way to show that the staff voice is also valued in the university conversation. Rector Hazel thanked Lauren for bringing this suggestion to his attention and offered to attend a staff senate meeting virtually. Rector Hazel spoke with legal counsel and Dr. Washington prior to this meeting and believes the best way to proceed with adding a staff senate chair to the Board is to propose a bylaw amendment at the December 3, 2020 meeting.

Rector Hazel then recognized Visitor Marquez to provide an update on the fundraising efforts to support George Mason's Deferred Action for Childhood Arrivals (DACA) students in honor of Former Interim President, Anne Holton. Visitor Marquez thanked the Board of Visitors for their generosity and support. David Long, the Associate Vice President, Office of University Advancement and Alumni Relations at George Mason, mentioned that this is the best fundraising effort from the Board ever. They have raised \$170,000 so far, and the goal is \$250,000. Visitor Marquez announced that she and her husband decided to match every dollar donated from the Board of Visitors in the month of October, up to \$30,000. The plan is to have a discussion with Russ Pascarella, to determine the best timeline and approach with providing these funds to students. Since the students, like most people in this country and in the world, have been greatly impacted during the COVID-19 pandemic, the goal is to make these plans accessible as soon as possible. Also, Visitor Marquez noted the DACA students will be holding their 10th Annual Immigration Monologues on October 10, 2020 at 6:00 p.m. and she will be sending information via email to the Board if there is interest in joining electronically. Lastly, Visitor Marquez thanked Visitor Moreno and David Long for their support.

V. President's Report

President Washington provided an update to the three major crises currently experienced by George Mason University. He remarked that the campus has had a great start to the academic year despite COVID-19, racial inequities, and budget challenges. In the past 90 days Mason has made tremendous progress in multiple areas. Mason has the best safe return to campus management of any large institution in Virginia. The institution has successfully managed the financial challenges associated with COVID-19 and starting off with a \$124 billion deficit. Plans have been developed to mitigate the deficit and there have been minimal faculty and staff reductions. President Washington expressed his appreciation for the continued support received for the Anti-racism Task Force initiative which has successfully launched. An enrollment decrease was expected for the fall term and Dr. Washington proudly reported that there was an enrollment increase of 2.5% while universities across the country are currently shrinking. Mason has also significantly increased in the national public university rankings: highest ranked US institution under 50 years old, top 10 public university in diversity (#8 and best in Virginia) and top 20 in innovation (#13 and best in Virginia).

Dr. Washington referred to the goals he outlined in July, stating that he will not go into detail but that he does like to grade himself. His plan is to highlight the progress of each goal every meeting. Dr. Washington presented a stoplight chart to depict the progress of his goals. If the status box was green then that goal is on track; if the status box is green/yellow, the goal is well on its way; if the status box is yellow, the goal is in progress; and if the status box is red, it has not yet commenced.

Dr. Washington outlined the short-term plan relative to life after the pandemic. In the short term there will be continued management of the safe return to campus plan, possible return of more faculty and staff to campus over the next few months and cultural changes associated with the "new normal". There will probably be a slight

increase in the number of students returning in the spring. Currently, Mason is probably operating in the neighborhood of 25% to 30% in terms of the number of individuals engaged in the campus from a faculty and staff perspective, meaning they are physically on campus on a continual basis. The plan is to start to gradually increase that number up to about 50%. Dr. Washington does not think Mason will get beyond that number this academic year. As physical involvement on campus increases, the cultural changes will consist of: the anti-racism initiative, continued management of the constrained budget, changes in leadership structure (complete active searches), and the post-pandemic university structure.

Dr. Washington highlighted the post-pandemic university structure, stating, “We are going to have to prepare and position our students and our graduates for career success in the post-pandemic economy.” He noted this is the worst unemployment environment in at least the last 50 years. The unemployment rate of college graduates is currently 7.9%, which is higher than during the Great Recession, that never went above 5.5%. When the unemployment statistics are broken down by race it is even worse for students of color. Additionally, the mental and emotional health of students will need to be considered.

Engagement and support will be needed for the state from Mason in the post-pandemic economy. Dr. Washington notes that affordable internet access is currently a problem, and that only one in five people in the state have access to high speed internet. Dr. Washington would like for Mason to assist the community and state in developing ways to increase the access to high speed internet. Additionally, there is a state item called the Virginia Plan, which calls for 70% post-secondary degree or certificate attainment. Virginia cannot reach this goal without the engagement of Mason which is the largest and most diverse institution. Mason has been asked to grow over the next 10 years to at least 50,000 students which is a growth of about 12,000 students beyond where the university currently stands. In order to accomplish this, faculty growth will need to increase between 300-500 and staff by about 150. Discussions with faculty and students over the proceeding months will be had to formulate plans and programs on how to accomplish these goals.

VI. Board Self Evaluation

Rector Hazel recognized Dr. Matt Smith, Director of Accreditation at Mason and thanked Visitors Roth and Reagan who have been working with Dr. Smith on developing a Board self-evaluation process. Dr. Smith noted that the proposed self-evaluation tool/survey, was presented to and approved for use by the Executive Committee that morning. Dr. Smith referenced a timeline slide that outlined where the board self-evaluation process began, the steps that have been completed and those necessary to move forward as part of the new requirements from the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC). He concluded by stating that the Board can expect to learn more about the remaining steps in the coming months.

Rector Hazel inquired if there are any deadlines or calendar events that the Board needed to be aware of. Dr. Smith noted that the self-evaluation should be completed, discussed and recorded in the board minutes prior to the end of this academic year.

Dr. Smith added that input would be needed from the Rector and Executive Committee on how to proceed with processing the survey results. Dr. Smith inquired whether it would be preferred to be done at the board level or if involvement from Mason staff would be acceptable. Rector Hazel asked Dr. Smith to send him an email as a reminder for this inquiry.

VII. Board of Visitors Continuing Education

Rector Hazel called upon the Chief of Staff, Dr. Kenneth Walsh to provide his continuing education presentation under the provisions of §23.1-1306. Dr. Walsh's presentation was on the topic of higher education funding. Dr. Walsh reported that Mason is the engine of growth for undergraduate enrollment in the state of Virginia but is consistently being underfunded year after year. Each year this underfunding is increasing exponentially. The underfunding can be seen if you take the \$1,600 gap per student from 2019 and apply it across Mason's 2020 enrollment, which would amount to about a \$40 million level of underfunding below the state average. Mason is being funded below its peers and below the state average. Dr. Washington noted that Mason is not looking to be treated differently than other institutions but to be treated the same and brought up to the state average.

VIII. Committee Reports

A. Development Committee

Visitor Peterson delivered the Development Committee report which did not have any action items. He reported that the Foundation welcomed the addition of seven (7) new trustees this year. The Investment Committee reviewed the fiscal year result noting that Mason moved up from the \$100 million to the \$250 million peer group. The endowment closed the fiscal year with a return of .73%. The endowment at year end totaled \$154 million. The endowment paid out \$3.6 million in support of university's student and faculty programs. The Development Committee is trying to concentrate on endowment fund raising as an annual return that is funneled back into the University. The second phase of the Loudoun County sale is expected to happen in December which will provide the university with a second match at \$10.5 million which will support the Tech Talent Initiative. The finance committee foundation will fund the \$500,000 in additional reserves they have to ensure technology and capital needs are planned for and funded. The audit committee will meet in the middle of this coming month to review the fiscal year audit and financial statements. The nominating and governance committee is working on recruitment for next year to continue working towards recruiting more members that focus on diversity skill sets needed on the foundation and including some alumni members. In 2020, \$118 million was raised. The most popular area for the giving was research, representing 50% of the total, followed by student support such as scholarships, nearly 24%. Also, worth reporting was a jump in the faculty

and staff giving, with 948 individuals contributing a total of \$6.8 million, up from the previous year of 827, for total of \$1.8 million in 2019. With the onset of COVID, student emergency assistance became an urgent priority with 2,710 donors contributing over \$515 million to directly help students in need. Combined with other University funds, Mason provided over \$2.5 million in emergency support to nearly 2,400 students from March through June. In June, Mason was selected to receive a 2020 educational fundraising award for overall performance from CASE, the leading national organization recognizing excellence in university-based fundraising programs.

B. Academic Programs, Diversity and University Community Committee

Visitor Witeck reported that this fall, Mason offered nearly 9,900 course selections, with 60% of the students enrolled in virtual courses and 32% enrolled in at least one on-campus course this term. A very detailed report on the university's COVID-19 response and planning was given. On the diversity front Mason's student headcount is up 2.2%, but in the in the overall credit hours are up 1.6% and diversity has increased this year with the incoming freshman class by 58%. The diversity of faculty and staff is still a need that is going to be addressed. This committee reviewed organizational changes with the establishment of a new college, the redesign of an exciting school and the addition of a new school which are outlined below.

It was **MOVED** by Visitor Witeck and **SECONDED** by Visitor Moreno to approve, en bloc, all the action items below as outlined in the board meeting materials:

1. Organizational Changes (**ACTION ITEMS**)
 - a. Establishment of the College of Engineering and Computing with two subunits: The School of Computing and the Volgenau School of Engineering (**ATTACHMENT 2**)
 - b. "School of Art" to "School of Art and Design"
2. Program Actions (**ACTION ITEMS**)
 - a. Program Name Change
 - i. "MS, Telecommunications" to "MS, Network Engineering" (VSE)
 - b. Program Closures
 - i. MA, Graphic Design (CVPA)
 - ii. MA, Computer Game Design (CVPA)
3. Faculty Actions (**ACTION ITEMS**)
 - a. Conferral of Emeritus/Emerita Status
 - b. Elections of New Tenured Faculty

There was no discussion.

MOTION CARRIED UNANIMOUSLY BY ROLL CALL VOTE.

C. Audit, Risk & Compliance Committee

Visitor Rice delivered the Audit, Risk & Compliance Committee report. The committee approved past minutes by recorded vote. No verbal nor written comments were received. The committee was briefed on Mason's public health status and corresponding campus operations by Julia Zobel, Assistant Vice President, Safety, Emergency, and Enterprise Risk Management. Various actions were taken to prepare the University for the safe return of students for the fall semester, including limiting in-person classes; limiting the on-campus student population; encouraging employee telework; modifying classrooms, residential spaces, and workspaces for physical distancing; requiring face coverings in all buildings; encouraging good hygiene practices; requiring the use of the health screening process for those returning to campus; and many other activities. All residential students were required to have a negative test prior to move-in, and there was random testing conducted again after the Labor Day weekend. Management worked closely with local health departments to share information and track conditions in the surrounding community. The committee discussed the ongoing actions after students returned to campus including the testing, supplies for critical materials and equipment, the monitoring of conditions on campus, and those in the surrounding community. They reviewed trends and test results and usage of Mason's capacity to quarantine students. The Ángel Cabrera Global Center population is only 11% of its capacity so there is lots of spare capacity should it be needed. The committee completed the review and approval of the charter on the Audit, Risk and Compliance office. Each charter was approved by a recorded vote of the committee. The committee charter continues to align with the bylaws. The annual confirmation of the organizational independence of the office of Audit, Risk & Compliance was received from Edward Dittmeier, University Auditor and reviewed by the committee. The Audit, Risk & Compliance Committee concurred with the conclusion that the Audit, Risk & Compliance office was independent. The committee reviewed the audit status report including the materials on BoardEffect. Due to the extenuating circumstances affecting the university because of the pandemic, the University Auditor was directed on April 1, 2020 to create audit employee capacity to provide temporary support to the university by limiting audit activity to those determined to be of the highest priority, deferring other audit activities and to redeploy temporarily certain audit employees in areas to leverage skills necessary to support management. The chair and vice chair regularly discuss every two weeks the work of the auditors and their support management. To date the redeployment has supported information services, student financial aid, and the Provost office. Visitor Rice stated that this is a feather in the cap to the audit function at the University for making room in their activities to support other parts of the University and that they should be credited with that. There were no action items to come before the full board.

D. Research Committee

Vice Rector Blackman delivered the Research Committee report, which did not have any action items. Three presentations came before the committee:

1. Update on Research Enterprise, Dr. Aurali Dade
The amount of current research proposals is higher than recent years; 100 million from federal sources and below 100 million from other sources. Additionally, in terms of award dollars for research activity, that number is increasing and for fiscal year 2020 it is above \$180 million. Lastly, updates on the Institute for Biohealth Innovation, Institute for Sustainable Health and the Institute for Digital InnovAtion (IDIA) were provided.
2. Institution for Digital InnovAtion Presentation, Dr. Kamaljeet Sanghera
An overview of IDIA was provided, featuring three main themes around technology systems in society. Dr. Aurali Dade discussed the recent events with students such as the Hackathon, the location update in terms of where IDIA is going to live in Arlington and the engagement across the broader Washington metropolitan area.
3. COVID-19 Research Presentation, Dr. Aarthi Narayanan
This was noted as the biggest and most impactful presentation of the day for the Research Committee. An update was provided on the research activity Dr. Aarthi Narayanan has done relative to COVID-19 along with some of the internal and external collaborations that she has undertaken to include other universities, private companies, and a global outreach effort. She is focused on trying to understand, treat, and develop drug discovery mechanisms to address some of the challenges associated with COVID-19. She is looking at antibodies, helping with vaccine discovery and an overview of the specific projects around repurposing some of the work using antiviral peptides. Impactful research is underway at Mason.

E. Finance and Land Use

Visitor Roth noted that the Finance and Land Use Committee was briefed on the fiscal year 2021 amended budget, the fiscal year 2021 financial outlook and the status of the master plan. They had four action items that required full Board approval. This is a provision to the fiscal year 2021 budget that the board approved in May 2020. The amended budget represents a decrease of approximately \$9.8 million from the preliminary fiscal year 2020 actuals which were down from \$1.152 billion to \$1.142 billion. This decline is driven by fiscal year 2021 enrollment plans, auxiliary losses and increased expenses associated with Mason's safe return to campus plan. This is consistent with the budget impact experienced by other higher education institutions. The committee voted for board approval of the tier three management agreement resolution, the annual report on span of control and the university's land use certification. The land use certification requires a land-use plan be submitted annually to the Department of General Services, showing uses of

each property owned. The change since last year's report is the addition of one easement on the main campus in Fairfax.

It was **MOVED** by Visitor Roth and **SECONDED** by Visitor Davis to approve, en bloc, all the action items below as outlined in the board meeting materials:

1. Financial Matters (**ACTION ITEMS**)
 - a. Approval of Revised FY2021 Budget
 - b. Approval of Tier 3 Management Agreement
2. Operational Matters (**ACTION ITEM**)
 - a. Joint Legislative Audit and Review Commission Span of Control
3. Capital Plan (**ACTION ITEM**)
 - a. Land Use Certification

Rector Hazel opened the floor to discussion and commented that the master plan was discussed in the faculty senate meeting the day prior. A comment was made about the academic space during the faculty senate meeting. Visitor Peterson commented that the Tier 3 Management Agreement is one of the biggest changes for the benefit of Mason and asked Carol Kissal to describe and provide examples of what this does. Carol Kissal noted that Mason can have cash and debt management. As Mason goes through public-private partnerships, the university has more flexibility on how to handle these partnerships. In regards to capital, more autonomy is allowed for Mason to do their own building inspections. Right now Mason relies on the Commonwealth for this and often Mason must go within their legislative cycles. The other benefits are in procurement, having more autonomy for the Board of Visitors to have policies that are nimbler and more flexible. Finally, Mason can create what is called university employees. Currently those employed at Mason are state employees. In higher education it is critical to have some type of capability in recruiting talent, retaining talent, creating benefits and packages outside of the state rules. Those are some of the tier 3 benefits.

MOTION CARRIED UNANIMOUSLY BY ROLL CALL VOTE.

IX. Closed Session

Vice Rector Blackman **MOVED** that the Board go into Closed Session under the provisions of Section 2.2-3711.A.29 to discuss a public contract relating to the Institute for Digital InnovAtion; Section 2.2-3711.A.3 to discuss acquisition or disposition of a real property in connection with the Master Plan; Section 2.2-3711.A.7, for consultation with legal counsel pertaining to actual or probable litigation including briefings on:

BH Fund, Inc. v. GMU and the GMU Foundation
Kashdan v. GMU
Radfar v. GMU
Moore v. GMU
Langert v. GMU et al.

and 2.2-3711.A.8 for consultation with legal counsel regarding specific legal matters requiring the provision of legal advice concerning the aforementioned items. The motion was **SECONDED** by Visitor Rice. Rector Hazel opened the floor to discussion. Visitor Roth noted that she was going to recuse herself from one item in closed session. **MOTION CARRIED UNANIMOUSLY BY ROLL CALL VOTE.**

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

ALL MEMBERS RESPONDED IN THE AFFIRMATIVE BY ROLL CALL.

Prior to adjournment Visitors Peterson and Rice donated \$2,500 each to support the initiative spearheaded by Visitor Marquez supporting Mason's DACA students.

X. Adjournment

Rector Hazel called for any additional business to come before the board. Hearing none, he adjourned the meeting at 3:56 p.m.

Prepared by:



Sarah Hanbury
Secretary pro tem

Attachment 1: Public Comments (1 page)

Attachment 2: Resolution: Creation of the College of Engineering and Computing (1 page)

Attachment 3: Resolution: Tier 3 Management Agreement (1 page)

**Board of Visitors Electronic Committee Meetings and Full Board Meeting
October 1, 2020**

Public Comment Registrations

Time Stamp	First Name	Last Name	Meeting	Registration Type	Mason Affiliation	Email	Comment
9/30/2020 21:17	Daniel	Menasce	Finance and Land Use Committee Meeting		Faculty		<p>Regarding the Master Plan being prepared. The consulting company has put together 4 preliminary scenarios, which break existing academic units apart. The data collected by the consulting company shows that 70% of the assignable square footage of Mason (all campuses) is used by Finance & Administration (41%), University Life (23%), Academic Administration (6%). So, I suggest that we leave academic units where they are and give them growth space and move portions (if not all) of finances & administration to Arlington or SciTech.</p> <p>The interaction between academic units and F&A can be mostly carried out virtually (for example, I never had to walk to OSP to submit a proposal in my 29 years at Mason). On the other hand, academic units need to be close to each other to forge research and curriculum development collaborations.</p>
10/1/2020 13:44	Bethany	Letiecq	Full Board Meeting		Faculty		<p>I would like to share my concerns about the George Mason University contract with Kallaco LLC. I am concerned about possible fraud. GMU entered into a no-bid sole source contract with Kallaco, LLC on July 28, 2020 to provide software provisioning. The contract with Kallaco also included an option for the company to provide test coordination services for up to 4500 SARS-CoV-2 tests for pre-arrival residential students. The agreement with Kallaco required that they contract with a CLIA-certified laboratory for the provision of such testing and diagnostic services. Kallaco stated in the contract that all specimen collection kits and testing services *would be authorized* by the U.S. Food and Drug Administration (FDA) for the SARS-CoV-2 virus:</p> <p>"The Company [Kallaco, LLC] represents and warrants that all specimen collection kits and testing services shall be authorized by the U.S. Food and Drug Administration (FDA) for the virus described in the Testing Services section of the Order."</p> <p>The home collection oropharyngeal (throat) swab specimen kit that Kallaco sent to our students was for use with the ThermoFisher TaqPath COVID-19 Combo Kit. This test is NOT FDA-authorized for home specimen collection. Kallaco used Opteo Laboratory for all GMU testing.</p> <p>As has been confirmed by the FDA and extensively documented by GMU-AAUP, neither the specimen collection kits provided by Kallaco nor the testing protocol used by Opteo Laboratory were authorized by the FDA under Emergency Use Authorization (EUA). In fact, the FDA has not authorized any self-administered throat swab test and CDC guidelines explicitly say that throat swab tests must be administered by trained healthcare providers in order to be valid.</p> <p>We also have concerns about the specimen transportation protocol used by Kallaco. The Instructions for Use (IFU) document found on the FDA website for the Thermo Fisher TaqPath™ COVID-19 Combo Kit states: "Samples must be collected, transported, and stored using appropriate procedures and conditions. Improper collection, transport, or storage of specimens may hinder the ability of the assay to detect the target sequences."</p> <p>We have confirmed that neither the specimen collection procedures nor the shipping of the specimens to the laboratory conformed to either the EUA or the IFU approved by the FDA for this test. The IFU for this test states clearly that false negative results may arise from "improper sample collection" and "degradation of the SARS-CoV-2 RNA during shipping and storage."</p> <p>It is also salient to note that the GMU contract with Kallaco, LLC states: "THE COMPANY [KALLACO] DISCLAIMS ANY LIABILITY REGARDING THE ACCURACY OF THIRD-PARTY DIAGNOSTIC SERVICES TO THE MAXIMUM EXTENT PERMITTED BY LAW" (emphasis original). Despite this highly unusual indemnification by Mason of Kallaco, we do not believe that the company has the right to knowingly provide tests to our students that are inherently invalid.</p> <p>GMU-AAUP has since learned that Kallaco, LLC (CEO John Spivey) and Opteo Laboratory are connected entities. The email address on Opteo's website is broken. The bounce-back message originates from the server for "Spiveyco.com" (John Spivey's main company). The "director" for Opteo is listed by the Louisiana Secretary of State as Summit Health Strategies, a Delaware registered corporation formed in early 2019. John Spivey is listed as a "director" of Summit Health Strategies, a firm that is currently listed in Louisiana as "not in good standing." Both companies (Opteo and Summit Health Strategies) share the same street address on the same floor in New Orleans. Of note, Opteo Laboratory had not been surveyed for a CLIA "certification of compliance" by the Louisiana Dept of Health at the time of the pre-arrival testing, and only had a "Certificate of Registration" under CLIA.</p> <p>GMU and other VA universities who contracted with Kallaco LLC through no-bid sole source contracts worth over \$4 million may be victims of fraud.</p>

RESOLUTION OF THE BOARD OF VISITORS OF GEORGE MASON UNIVERSITY
REGARDING CREATION OF THE COLLEGE OF ENGINEERING AND COMPUTING\

WHEREAS, in November 2018, George Mason University convened a School of Computing Working Group to develop recommendations regarding the establishment of a School of Computing; and

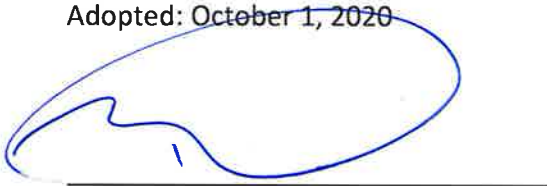
WHEREAS, Mason's interdisciplinary and cross-disciplinary computing programs have grown significantly in recent years; and

WHEREAS, these programs are expected to continue to expand under commitments made to the Commonwealth as part of Virginia's Tech Talent Investment Program (TTIP) and the creation of the Institute for Digital Innovation (IDIA);

NOW, THEREFORE, be it resolved that:

1. The College of Engineering and Computing is hereby established.
2. Within the College of Engineering and Computing, the School of Computing is hereby established.
3. The Volgenau School of Engineering, along with its existing academic programming and departmental and organizational structures, is hereby placed within the College of Engineering and Computing.

Adopted: October 1, 2020



Horace L. Blackman
Vice Rector
Board of Visitors
George Mason University

WHEREAS, the 2005 General Assembly passed, and the Governor approved, HB 2866 and SB 1327 (Acts of Assembly Chapters 933 and 945) known as the Restructured Higher Education Financial and Administrative Operations Act (the “Act”); and

WHEREAS, the Act includes Article 4 (Virginia Code §23.1-1004 et seq.) entitled “Restructured Financial and Administrative Authority; Covered Institutions; Management Agreements” which sets out the requirements for a public institution of higher education of the Commonwealth to gain the greatest degree of authority over financial and administrative operations, subject to certain accountability, audit and reporting measures specified by the General Assembly of Virginia; and

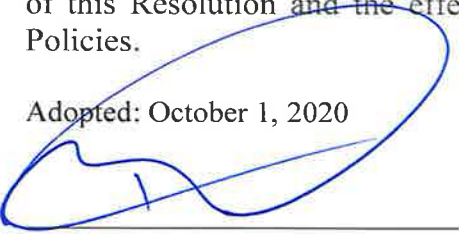
WHEREAS, the Board of Visitors has by resolution committed the University to the state goals set forth in former Virginia Code § 23-38.88.B (now recodified as § 23.1-1002(A)), and by resolution determined that the University is qualified to be, and should be, governed by the authorizations and requirements set forth in Article 4 of the Act and as may otherwise be prescribed by applicable law; and, furthermore, attested to the ability of the University to successfully manage its administrative and financial operations in accordance with the requirements of Article 4; and

WHEREAS, the Management Agreement has been approved by the University's President and Senior Vice President for Administration and Finance, and approvals by the Cabinet Secretary or Secretaries designated by the Governor of Virginia are anticipated;

NOW, THEREFORE, BE IT RESOLVED BY THE RECTOR AND VISITORS OF GEORGE MASON UNIVERSITY, that the Board of Visitors hereby adopts the approved Management Agreement including its appended policies in the operational areas of capital projects, leases, information technology, procurement, human resources, and finance and accounting; and

BE IT FURTHER RESOLVED, that the President and Senior Vice President for Administration and Finance are authorized to execute the foregoing on behalf of the University and its Board of Visitors. In the event of subsequent changes or amendments as may be desired by the Governor or the General Assembly, the President and Senior Vice President, with the concurrence of the Rector, are empowered to approve any subsequent changes or amendments which they determine to be in the best interests of the University and that are desired or required by the Governor or the General Assembly between the date of this Resolution and the effective date of the aforesaid Management Agreement and Policies.

Adopted: October 1, 2020



Horace L. Blackmon
Vice Rector
Board of Visitors
George Mason University

**Resolution: Revisions to the Bylaws of the Board of Visitors of George Mason University
Relating to Appointment of Staff Liaison to the Board**

WHEREAS, the Board of Visitors wishes to amend its Bylaws regarding the appointment of a staff liaison to the Board;

NOW, THEREFORE, be it resolved:

1. A new paragraph 6. is added to Board of Visitors Bylaws Article II, to read as follows:

“6. The Board appoints the standing Chair of the Mason Staff Senate to serve as a non-voting advisory staff liaison to the Board. The staff liaison may participate in all full meetings of the Board and committee meetings, and may attend closed sessions by invitation at the discretion of the Rector or the respective committee chair.”

2. This resolution shall take effect immediately.

Adopted: December 3, 2020

James W. Hazel
Rector
Board of Visitors
George Mason University

2020-2021 Presidential Goals



Gregory Washington, PhD
President



Overarching Goal

Reposition, Restore and Reinvent the Campus to continue its upward trajectory in light of the three major crises the campus is facing while maintaining campus morale and cohesion.

- COVID 19 Pandemic
- Racial Inequity
- Fiscal Crisis

1: *Reposition* the Campus

GOAL 1A

Continued development and successful execution of the COVID-19 Safe Return to Campus plan. *All Units*

GOAL1B

Develop and successfully implement a fiscal management plan that supports the campus through this difficult period. *Senior Vice President Admin and Finance • All Units*

GOAL 1C

Development and initial implementation of an Anti-Racism Initiative emanating from the President's Task Force on Anti-Racism and Inclusive Excellence. *VP Compliance, Diversity, & Ethics*

2: *Restore the Campus*

GOAL 2A

Conduct search for Provost in 2 years. This means changing the current Interim Provost to Provost via a 2-year appointment. *President*

GOAL 2B

Establish and complete a national search for the Vice President for Research, Innovation and Economic Development. *Provost*

2: *Restore the Campus*

GOAL 2C

Restructure the position of Vice President of Compliance, Diversity and Ethics, and then establish and complete a national search for a leader. *Provost*

GOAL 2D

Restructure and redistribute the position and associated responsibilities of the Vice President for Academic Innovation and New Ventures. *Provost*

2: *Restore the Campus*

GOAL 2E

Establish a faculty retention initiative aimed at retaining key faculty.

Provost

GOAL 2F

Examine and decide on the possibility of forming a stand-alone Graduate School. *Provost*

GOAL 2G

Launch at least two additional online graduate programs. *Provost*

3: *Reinvent the Campus*

GOAL 3A

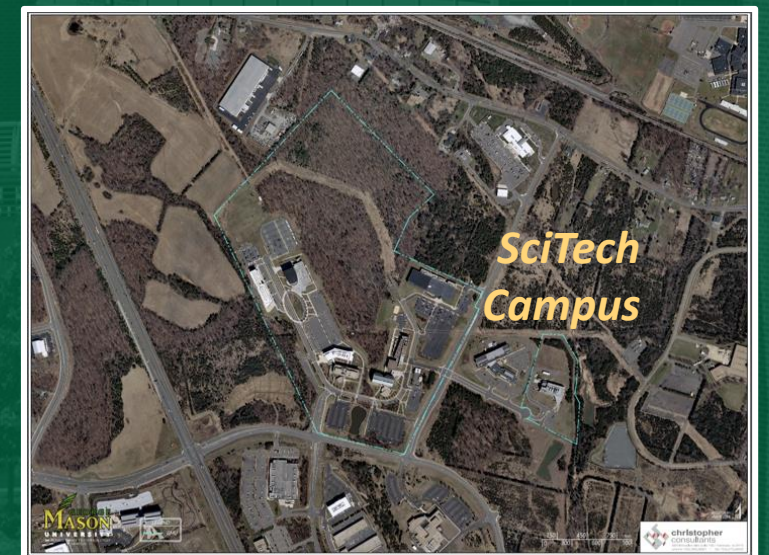
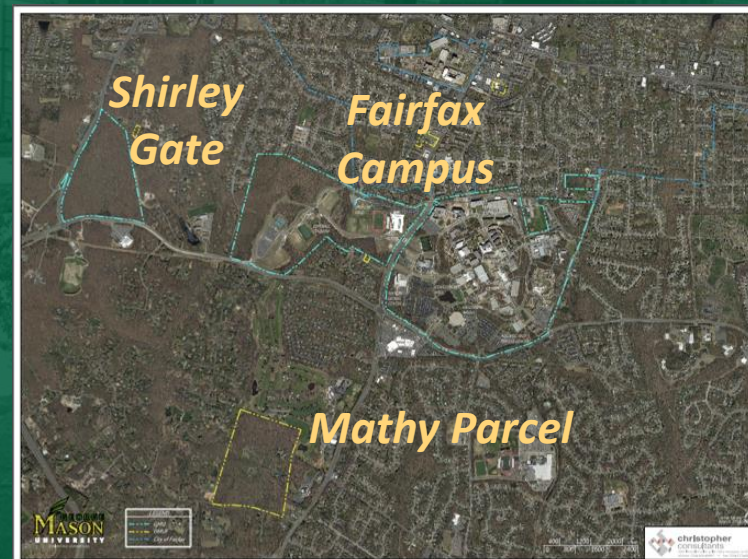
Establish an Innovation-Mason Commission of the campus' most forward-thinking faculty, staff and administrators. The goal of this committee will be to outline up to 10 paradigm shifts that will make our campus a recognized world leader. No item is off the table (curricula, delivery, structure). *President/Chief of Staff • All Units*

3: *Reinvent the Campus*

GOAL 3B

Examine public/private partnership mechanisms for monetization of key Mason assets (Shirley Gate property, Mathy House property, SciTech Campus, Parking, Power Generation, etc.). Realized funds will be used to drive and support the academic mission of the university.

Senior Vice President Admin and Finance



3: *Reinvent the Campus*

GOAL 3C

Complete the Master Plan effort and streamline space assignment and planning efforts to make most efficient use of existing and planned capital facilities. *Senior Vice President Admin and Finance*

GOAL 3D

Establish programs and initiatives necessary to grow research expenditures by 15% and continue to expand research intensive graduate programs by 10%. *Provost*

3: *Reinvent the Campus*

GOAL 3E

Examine and, if necessary, expand our Advancement effort to grow giving. *VP University Advancement & Alumni Relations*

3: *Reinvent the Campus*

GOAL 3F

Establish Mason's reputation as one of the best-positioned universities nationally to enable people to attain the American Dream:

- Maintain enrollment and continue expansion of ADVANCE pathways.
- Increase campus outreach programs and initiatives by 25%.
- Expand Wiley partnership to support career-long education of working professionals and adult learners. *Provost*

3: *Reinvent the Campus*

GOAL 3G

Position Mason as a national leader in establishing and growing public/private partnerships.

- Meet or exceed enrollment and graduation targets established for the Commonwealth's Tech Talent Investment Program.
- Establish an innovation ecosystem for campus and local entrepreneurs with Mason as a hub and convener.

(Continued)

3: *Reinvent the Campus*

GOAL 3G

Position Mason as a national leader in establishing and growing public/private partnerships.

- Form partnerships to launch at least three online bachelor's programs to support degree completion for working adults.
- Expand the Arlington Innovation Campus partnership by establishing a corporate-based coalition to support our Arlington Innovation Campus.
VP Research • VP Innovation & Economic Development

3: *Reinvent the Campus*

GOAL 3H

Establish a financial planning framework for the institution which aligns towards achieving GMU's strategic goals and objectives, aligns operating and capital investment in academic, research and philanthropy and allows the positioning of Mason to continue achieving its mission of access and excellence

Senior Vice President Admin and Finance

Questions and Discussion.

Overarching Goal

Reposition, Restore and Reinvent the Campus to continue its upward trajectory in light of the three major crises the campus is facing while maintaining campus morale and cohesion.

1. Reposition the Campus

Mason is experiencing three major crises simultaneously: a lingering pandemic, racial inequity, and a fiscal crisis. While most universities across the country are dealing with these same three challenges, George Mason University has also lost six key leaders in mission-critical areas, who were vital to Mason's past successes. Our most pressing challenges are to stabilize and reposition the campus to manage its crises, even as we look to innovate for the future. The following goals are necessary toward achieving those outcomes:

GOAL 1A

Continued development and successful execution of the COVID-19 Safe Return to Campus plan.

All Units

GOAL 1B

Develop and successfully implement a fiscal management plan that supports the campus through this difficult period.

Senior Vice President Admin and Finance • All Units

GOAL 1C

Development and initial implementation of an Anti-Racism Initiative emanating from the President's Task Force on Anti-Racism and Inclusive Excellence.

VP Compliance, Diversity, and Ethics

2. Restore the Campus

Mason is not only dealing with the three crises it faces, but also a leadership challenge, following the departures of a number of our colleagues in leadership with important portfolios to manage significant portions of these crises. Restoration involves placing new leadership in these roles (some via national search), redistributing tasks to other individuals on campus, and realigning or restructuring the role among other faculty and staff at Mason. Toward that end, the following goals are necessary:

GOAL 2A

Conduct search for Provost in 2 years. This means changing the current Interim Provost to Provost via a 2-year appointment.

President

GOAL 2D

Restructure and redistribute the position and associated responsibilities of the Vice President for Academic Innovation and New Ventures.

Provost

GOAL 2G

Launch at least two additional online graduate programs.

Provost

GOAL 2B

Establish and complete a national search for the Vice President for Research, Innovation and Economic Development.

Provost

GOAL 2E

Establish a faculty retention initiative aimed at retaining key faculty.

Provost

GOAL 2C

Restructure the position of Vice President of Compliance, Diversity and Ethics, and then establish and complete a national search for a leader.

Provost

GOAL 2F

Examine and decide on the possibility of forming a stand-alone Graduate School.

Provost

3. Reinvent the Campus

The lingering pandemic will not only create unprecedented stressors for our campus, but also unprecedented opportunities. We are afforded a unique opportunity to reexamine who we are, what we stand for, and what kind of institution we will be in the future. The possibilities for reimagining and recreating ourselves are significant. Mason is an institution known for its drive, innovation and creativity. My goal here is to focus this innovation toward reexamination and reinvention. Toward that end, the following goals are necessary:

GOAL 3A

Establish an Innovation-Mason Commission of the campus' most forward-thinking faculty, staff and administrators. The goal of this committee will be to outline up to 10 paradigm shifts that will make our campus a recognized world leader. No item is off the table (curricula, delivery, structure).

*President/Chief of Staff •
All Units*

GOAL 3D

Establish programs and initiatives necessary to grow research expenditures by 15% and continue to expand research intensive graduate programs by 10%.

Provost

GOAL 3E

Examine and, if necessary, expand our Advancement effort to grow giving.

*VP University Advancement &
Alumni Relations*

GOAL 3B

Examine public/private partnership mechanisms for monetization of key Mason assets (Shirley Gate property, Mathy House property, SciTech Campus, Parking, Power Generation, etc.). Realized funds will be used to drive and support the academic mission of the university.

*Senior Vice President Admin and
Finance*

GOAL 3F

Establish Mason's reputation as one of the best-positioned universities nationally to enable people to attain the American Dream.

- Maintain enrollment and continue expansion of ADVANCE pathways.
- Increase campus outreach programs and initiatives by 25%.
- Expand Wiley partnership to support career-long education of working professionals and adult learners.

Provost

GOAL 3C

Complete the Master Plan effort and streamline space assignment and planning efforts to make most efficient use of existing and planned capital facilities.

*Senior Vice President Admin and
Finance*

3. Reinvent the Campus

The lingering pandemic will not only create unprecedented stressors for our campus, but also unprecedented opportunities. We are afforded a unique opportunity to reexamine who we are, what we stand for, and what kind of institution we will be in the future. The possibilities for reimagining and recreating ourselves are significant. Mason is an institution known for its drive, innovation and creativity. My goal here is to focus this innovation toward reexamination and reinvention. Toward that end, the following goals are necessary:

GOAL 3G

Position Mason as a national leader in establishing and growing public/private partnerships.

- Meet or exceed enrollment and graduation targets established for the Commonwealth's Tech Talent Investment Program.
- Establish an innovation ecosystem for campus and local entrepreneurs with Mason as a hub and convener.
- Form partnerships to launch at least three online bachelor's programs to support degree completion for working adults.
- Expand the Arlington Innovation Campus partnership and establish a corporate-based coalition to support our Arlington Innovation Campus.

VP Research • VP Innovation & Economic Development

GOAL 3H

Establish a financial planning framework for the institution which aligns towards achieving GMU's strategic goals and objectives, aligns operating and capital investment in academic, research and philanthropy and allows the positioning of Mason to continue achieving its mission of access and excellence

Senior Vice President Admin and Finance

Emergency Operations Plan - Review & Adoption

- Adopted and approved by BOV
 - Required by Code of Virginia Chapter § 23-9.2:9
 - Last approved October 13, 2016

Emergency Operations Plan Framework and Update

- Framework has been used for pandemic response
 - Inclusive of new roles and responsibilities
 - Point of contact in coordinating all response to potential emergencies
 - Documented procedures for event/function response
- Update to include new membership and expansion of groups
 - New executive council members
 - Emergency Management Executive Committee (augmented with pandemic-related expertise)
 - Emergency Operations Group (additional members/units added for depth per unit and units that have a role in pandemic-related work)

ITEM NUMBER IV:

Adoption of the Emergency Operations Plan

PURPOSE OF ITEM:

To formally adopt the university's Emergency Operations Plan (EOP) as required by the Code of Virginia. The EOP outlines the response framework and procedures that will be followed during an emergency or disaster to protect public health, safety, property; and assist institutional recovery.

BRIEF NARRATIVE:

The Code of Virginia requires that each public institution of higher education shall develop, adopt, and keep current a written crisis and emergency management plan; and every four years, each institution shall conduct a comprehensive review and revision of its crisis and emergency management plan to ensure the plan remains current; and the revised plan shall be adopted formally by the Board of Visitors or other governing body.

STAFF RECOMMENDATION:

Staff recommends Board approval.

George Mason University
Board of Visitors Emergency Operations Plan Statement of Adoption

WHEREAS, the Board of Visitors of George Mason University is concerned with the health and well-being of its students, faculty and staff and desires that the best possible emergency service be available to them; and, the President is concerned with the health and well-being of its students, faculty and staff and desires that the best possible emergency service be available to them; and

WHEREAS, the §23-9.2:9 of the Code of Virginia requires that any public institution of higher education shall develop, adopt, and keep current a written crisis and emergency management plan; and every four years, each institution shall conduct a comprehensive review and revision of its crisis and emergency management plan to ensure the plan remains current, and the revised plan shall be adopted formally by the Board of Visitors or other governing body. Such review shall also be certified in writing to the Department of Emergency Management; and

WHEREAS, such a plan has been developed by George Mason University's Environmental Health and Safety Office in coordination with the Virginia Department of Emergency Management and regional emergency management agencies.

NOW THEREFORE BE IT RESOLVED that the Board of Visitors of George Mason University, on this 3rd day of December, 2020, does hereby officially adopt George Mason University's *Emergency Operations Plan*, to include plans and procedures for both natural and human caused disasters.

We, Mr. James Hazel and Mr. Horace Blackman, do hereby certify that the foregoing writing is a true, correct copy of a resolution unanimously adopted by the Board of Visitors of George Mason University at a meeting held on this 3rd day of December, 2020.

James W. Hazel
Rector
Board of Visitors
George Mason University

Date



Emergency Operations Plan


Environmental Health & Safety Office

October 2020

Foreword

The Code of Virginia Chapter 23-9.2:9 requires all public institutions of higher education to develop, adopt, and maintain a written crisis and emergency management plan. George Mason University's *Emergency Operations Plan* (EOP) satisfies this requirement and outlines the response framework and procedures that will be followed during an emergency or disaster to protect public health, safety, property, the environment; and assist institutional recovery. The *President* and *Senior Vice President for Administration and Finance* must annually (i) review the institution's crisis and emergency management plan; (ii) certify in writing that the *President* and *Senior Vice President for Administration and Finance* have reviewed the plan; and (iii) make recommendations to the institution for appropriate changes to the plan.

This EOP is a collaborative effort between the Environmental Health & Safety Office (EHS) within Safety, Emergency, & Enterprise Risk Management (SEERM), Department of Police and Public Safety, and the various units identified in the Emergency Support Function (ESF) annexes. The EOP outlines the organization, procedures, and responsibilities for university personnel responding to all emergencies that occur on George Mason University property, leased spaces, or region that impact the operation of the university. This EOP supersedes any previous/existing versions of the EOP.



Gregory Washington
President
George Mason University

11/23/2020

Date



Carol Kissal
Senior Vice President for Administration and Finance
George Mason University

11/20/2020

Date

Document History

Version	Date	Comments	Reviewed By
1	October, 2011	Initial <i>Emergency Operations Plan</i>	<i>Director of Emergency Management and Fire Safety</i>
2	May, 2012	4 Year Governing Body Adoption	Board of Visitors, George Mason University
3	March, 2013	Annual Review and Approval	<i>President, Senior Vice President, Chief of Staff, Assistant Vice President Environmental Health & Safety, and Director of Emergency Management and Fire Safety</i>
4	February, 2014	Annual Review and Approval	<i>President, Senior Vice President, Chief of Staff, Assistant Vice President Environmental Health & Safety, and Director of Emergency Management and Fire Safety</i>
5	May, 2015	Annual Review and Approval	<i>President, Senior Vice President, Assistant Vice President Safety, Emergency, and Enterprise Risk Management, and Director of Safety and Emergency Management</i>
6	May, 2016	Annual Review and Approval	<i>President, Senior Vice President, Assistant Vice President Safety, Emergency, and Enterprise Risk Management, Director of Safety and Emergency Management</i>
7	October, 2016	4 Year Governing Body Adoption	Board of Visitors, George Mason University
8	March, 2017	Annual Review and Approval	<i>President, Senior Vice President, Assistant Vice President for Safety, Emergency, and Enterprise Risk Management, Executive Director of Safety and Emergency Management</i>
9	February, 2018	Annual Review and Approval	<i>President, Senior Vice President, Assistant Vice President for Safety, Emergency, and Enterprise Risk Management, Executive Director of Safety and Emergency Management</i>
10	March, 2019	Annual Review and Approval	<i>President, Senior Vice President, Assistant Vice President for Safety, Emergency, and Enterprise Risk Management, and Executive Director of Safety and Emergency Management</i>

11	April, 2020	Annual Review and Approval	<i>President, Senior Vice President, Assistant Vice President for Safety, Emergency, and Enterprise Risk Management, and Executive Director of Safety and Emergency Management</i>
12	TBD, 2020	4 Year Governing Body Adoption	Board of Visitors, George Mason University

This *Emergency Operations Plan* is reviewed annually and amended as necessary and when:

- The Virginia Department of Emergency Management (VDEM) or the Federal Emergency Management Agency (FEMA) revises procedures related to emergency operations plans; or
- The plan is implemented or practiced, and deficiencies are identified; or
- Whenever significant changes to the university, staff, or procedures occur which impact the directives and procedures identified in this plan.

All revisions to this *Emergency Operations Plan* are shared with the various parties identified in this document as appropriate.

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Acronyms

EHS	Environmental Health and Safety Office
EMEC	Emergency Management Executive Committee
EOC	Emergency Operations Center
EOG	Emergency Operations Group
EOP	Emergency Operations Plan
ESF	Emergency Support Functions
ICS	Incident Command System
SEERM	Safety, Emergency, & Enterprise Risk Management
VDEM	Virginia Department of Emergency Management

1.0 Purpose

The purpose of this Emergency Operations Plan (EOP) is to provide direction and structure for the various units, individuals and functions that may be necessary to respond to emergencies that impact George Mason University. This EOP establishes the emergency structure necessary to direct and control operations during an emergency situation and assigns responsibilities and roles to specific university units and individuals. Efficient implementation of this EOP can provide clear direction, establish responsibilities, and define continuity of control for university officials and regional partners.

This EOP is supported by Emergency Support Functions (ESF) that outline function-specific roles, assets, and plans that are utilized individually or collectively, as necessary, to mitigate or respond to an emergency. ESF will be activated when necessary depending upon the nature of the emergency and resources required. EOP Annexes document procedures will be followed to coordinate response activities. This EOP is designed in accordance with the *National Response Framework* to ensure consistency and interoperability with regional and state emergency operations plans.

1.1 Scope

This EOP applies to all George Mason University employees (to include contractors), students, volunteers, visitors, property, and activities. During emergencies that impact the surrounding community, the university will cooperate with all federal, state, and local officials/agencies and coordinate emergency response activities as necessary.

An emergency is defined as an event that disrupts the standard operations of the university or activities of employees, contractors, students, volunteers, and visitors. Emergencies vary in impact and nature and will be managed on a case by case basis or as deemed appropriate by the Executive Council, Emergency Operations Group (EOG), or Incident Commander.

1.2 Assumptions

The following assumptions have been made for the purposes of creating this EOP:

- An adequate number of personnel identified within this EOP will be available and able to reach the incident scene, Emergency Operations Center (EOC), designated work location as appropriate to their function, or be available virtually collaborate with the EOG.
- All incidents will be managed by the university or will be jointly managed by the appropriate university official(s), local emergency response agencies, state agencies, and federal agencies.
- Federal, state, and local resources will be available upon request or within a reasonable time period.
- George Mason University and all external emergency response or state agencies responding to emergencies will utilize the Incident Command System (ICS) to manage the incident scene.

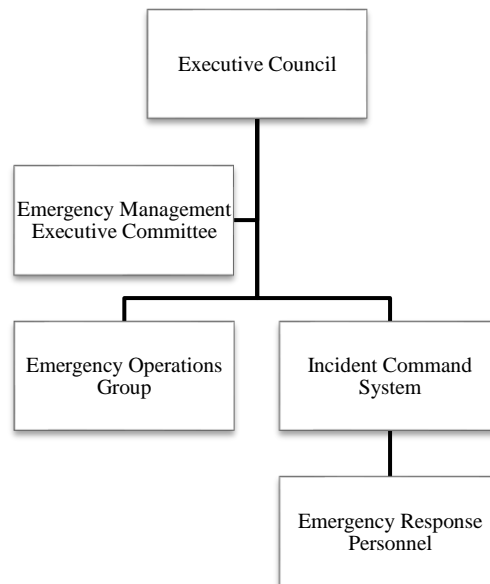
- University units will develop and maintain unit-specific emergency response plans and procedures as necessary or appropriate to support this EOP and associated ESF.
- University leaders and department heads (or their designees) will be available to review and approve response strategies, changes to university operations or operating schedule, and coordinate the dissemination of information critical to emergency response strategies.
- Cooperation between employees (to include contractors), students, volunteers, and visitors will occur.

In the event that these assumptions are not met, it is expected that alternate arrangements will be pursued to satisfy the objectives of this EOP.

2.0 Roles and Responsibilities

The units, committees, and individuals identified below are assigned specific roles and responsibilities to implement this EOP; respective roles and responsibilities for each are outlined below and are further defined in *ESF #5 Emergency Management*. George Mason University’s emergency operations organizational structure is as follows.

Figure 1. Emergency Operations Organization Structure



2.1

Executive Council

The *President* is responsible for appointing members to the Executive Council and providing guidance to the university in times of crisis. The Executive Council maintains situational awareness and participates in establishing recovery priorities when necessary. The Executive Council will convene at the request of the *President* or Executive Council Member to participate in or review recovery efforts, establish recovery policies, and provide guidance on current policies. The Executive Council is comprised of the following positions:

- *President*
- *Provost and Executive Vice President*
- *Senior Vice President for Administration and Finance*
- *Chief of Staff and Vice President for Strategic Initiatives*
- *Vice President for Academic Innovation and New Ventures*
- *Vice President for Compliance, Diversity, and Ethics*
- *Vice President for Enrollment Management*
- *Vice President for Finance*
- *Vice President for Government and Community Relations*
- *Vice President for Human Resources and Payroll*
- *Vice President for Research, Innovation, and Economic Impact*
- *Vice President for University Advancement and Alumni Relations, President of George Mason University Foundation*
- *Vice President for University Life*
- *Assistant Vice President/Director for Intercollegiate Athletics*
- *Associate Vice President for Strategic Planning and Budgeting*
- *Vice President for Strategic Communications and Marketing*
- *Dean Schar School of Policy and Government*
- *Dean Volgenau School of Engineering*
- *Director of Presidential Administration*

2.2 Emergency Management Executive Committee

The Emergency Management Executive Committee (EMEC) is responsible for providing broad oversight of emergency planning. EMEC fosters a cohesive approach to the management and coordination of emergency planning efforts for all hazards that can be reasonably expected to impact university operations. EMEC provides support and guidance to the Executive Council at the request of the *President*. Senior administrators in the following positions at George Mason University are appointed by the *President* as ex officio members:

- *Vice President for University Life*
- *Vice President for Information Technology Services and Chief Information Officer*
- *Vice President for Human Resources and Payroll*
- *Associate Provost for Academic Administration*
- *Assistant Vice President for Safety, Emergency, and Enterprise Risk Management (Chair)*
- *Assistant Vice President for Police and Public Safety*
- *Assistant Chief of Police*
- *Executive Director of Safety and Emergency Management*
- *Director of Risk Management*
- *Director of Strategic Communications*
- *Assistant Director of Fire Safety and Emergency Management (non-voting)*
- *Executive Assistant SEERM (non-voting)*

Additional university administrators, faculty, or staff will participate as requested by the Chair to speak to specific subjects for which they have oversight or expertise. The *President* charges EMEC to:

- Prioritize the development of emergency plans and emergency preparedness activities.
- Establish emergency preparedness policies for the university.
- Review and provide guidance for university-wide emergency plans so that planning efforts throughout the university are consistent and designed in accordance with federal and state guidance.
- Engage the units under their supervision such that each participates in emergency management efforts commensurate with the hazards and responsibilities associated with their role at George Mason University.
- Appoint employees under their supervision to participate in emergency management efforts commensurate with the hazards associated with their role at George Mason University.
- Set policy and oversee the use of emergency messaging and notification tools.

2.3 Emergency Operations Group

The EOG is comprised of representatives from key university units that have resources and/or knowledge that are necessary to help the university prepare for, mitigate against, respond to, and recover from an emergency. EOG units and EOG responsibilities are documented in the *George Mason University Emergency Operations Group Charter*. EOG units are:

- Business Services
- Communications and Marketing
- Campus Recreation
- Department of Police and Public Safety
- Environmental Health and Safety
- Facilities Administration
- Fiscal Services
- Housing and Residence Life
- Human Resources and Payroll
- Information Technology Services
- Intercollegiate Athletics
- Office of the Provost and Executive Vice President
- Office of Research
- Parking and Transportation
- Regional Campuses
- Risk Management
- Student Health Services
- University Events
- University Life

EOG units are provided opportunities to participate in the development and revision of existing emergency plans, coordinate university response activities, and serve on working groups for emergency planning and management. During an emergency, other university units are included in the EOG depending on the scope of the emergency. This structure ensures that units participate in the planning process and are familiar with emergency operation plans. Specific responsibilities of the EOG are:

- Participate in quarterly meetings and EOG exercises.
- Contribute unit specific policies and plans to university emergency response plans.
- Ensure that personnel are identified to staff the EOG in their absence.
- Ensure that equipment, resources, and plans are provided for or accessible from the EOC.

- Review and provide input on emergency response plans and policies that pertain to their unit's activities.
- Assist in efforts to prepare for, mitigate against, respond to, and recover from emergencies or major events.
- Facilitate or coordinate the development, implementation, and maintenance of ESF assigned to the unit.

2.4 Incident Commander

The Incident Commander(s) is responsible for overall incident management at the scene of the incident. The Incident Commander will be the senior official (university or otherwise) with the knowledge, skills, and expertise necessary to effectively manage an incident. Incident Command and transfer of command will be conducted in accordance with ICS principals. Specific responsibilities are:

- Ensure clear authority and knowledge of agency policies.
- Ensure incident safety for emergency responders.
- Establish immediate priorities and incident objectives.
- Establish the ICS organizational structure.
- Ensure continuous monitoring of emergency operations.
- Approve and implement the Incident Action Plan.
- Coordinate the activities of the ICS Command and General Staff.
- Approve requests for additional resources or for the release of resources.
- Approve the use of participants, volunteers, and auxiliary personnel.
- Authorize the release of information related to the incident.
- Order demobilization of the incident when appropriate.
- Ensure communication with the Executive Council and the EOC are maintained.
- Maintain training necessary and relevant to the Incident Commander position.
- Activate the EOC when necessary and advise emergency response activities.
- Participate in ICS training as outlined in Section 6.0.

The roles, responsibilities, and functional duties of required ICS Command Staff are detailed in *ESF #5 – Emergency Management*. The Incident Commander, or their designee has authority to assign ICS roles, responsibilities, and functional duties on a discretionary basis, based on operational needs.

2.5 Environmental Health and Safety Office

Institutional emergency preparedness and response is a function within the Environmental Health and Safety Office (EHS). The Emergency Management group within EHS has the following responsibilities:

- Serve as Incident Commander as dictated by the circumstances of the emergency situation and expertise.

- Immediately advise the *Senior Vice President for Administration and Finance* other members of the Executive Council as necessary when elements of this EOP or an ESF are implemented.
- Contact and coordinate with all units and individuals necessary to implement the EOP.
- Identify and provide designated employees and resources necessary to support EOP strategies.
- Edit, revise, and update this EOP and relevant ESF as necessary.
- Conduct table-top and functional exercises as needed or required by the VDEM.
- Participate in regional meetings regarding the design, modification, and activation of emergency response plans.
- Establish Memoranda of Understanding with local jurisdictions, agencies, and institutions as necessary to execute EOP operations.
- Confirm that actions required by EOP are carried out.
- The *Assistant Vice President for Safety, Emergency, and Enterprise Risk Management*, or appointed designee(s), will serve as liaison and advisor to the Executive Council and advise the Executive Council on emergency preparedness and response strategies.
- Manage the EOC, including staff that assumes the EOC Manager position.
- Provide all necessary equipment and supplies to operate the EOC.
- Review and obtain approval from the *President* and *Senior Vice President for Administration and Finance* for this EOP annually.
- Submit approved EOP to VDEM as required.
- Activate the EOC when necessary and advise emergency response activities.
- Participate in ICS training as outlined in Section 6.0.

2.6 Department of Police and Public Safety

Department of Police and Public Safety are accredited by the Commission on Accreditation for Law Enforcement Agencies. Department of Police and Public Safety are state certified police officers empowered to enforce all state and local laws on all George Mason University property and possess the authority to make arrests and carry firearms. Police officers are trained in emergency first aid, criminal law, criminal investigation, defensive tactics, crime prevention, use of firearms, sexual assault victim counseling, crisis intervention, crowd control, and enforcement of traffic regulations. Specific responsibilities of Department of Police and Public Safety are:

- Serve as the primary Incident Commander as dictated by the circumstances of the emergency situation and expertise.
- Respond to criminal incidents that occur on university and adjacent properties.
- Provide law enforcement and security to the university community.
- Maintain mutual aid agreements with federal, state, and local law enforcement agencies as appropriate.
- Participate in the collection and distribution of information related to an emergency to the appropriate university officials and administrators.
- The *Chief of Police & Assistant Vice President for Police and Public Safety*, or appointed designee(s), will serve as liaison and advisor to the Executive Council and EOC
- Coordinate emergency response activities with EHS, EOC, and the Executive Council as necessary.

- Activate the EOC when necessary and advise emergency response activities.
- Participate in ICS training as outlined in Section 6.0.

2.7 University Emergency Contact List

The *University Emergency Contact List* is maintained by EHS and contains contact information for key university officials. The *University Emergency Contact List* provides approximately three emergency contacts for each key unit identified on the list. This list is maintained on a remote offsite secure website which is available to listed EOG members both on campus and off campus through the university's Blackboard Learning Management website (www.mymason.gmu.edu). This list is used to notify, communicate with, or convene individuals during an emergency. Individuals identified on the *University Emergency Contact List* are expected to provide or disseminate information as necessary to their unit and assist emergency response personnel when appropriate.

2.8 Emergency Response Personnel

All emergency response personnel are expected to observe ICS guidelines and organize their response efforts accordingly. Department of Police and Public Safety, EOC, or the Incident Commander will notify local emergency service agencies (i.e., law enforcement, fire and rescue, health department, Federal Bureau of Investigations, etc.) and request assistance during an emergency event if necessary. All university personnel expected to assume a role within the ICS structure are subject to the training requirements outlined in Section 6.0 and commensurate with the position that they assume.

2.9 Designated Employees

University Policy 1137: Designated Employees and the Commonwealth of Virginia Department of Human Resource Management Policy 1.35 states that designated employees are employees who are required to work during an authorized closing because their positions have been designated by their agencies as essential to agency operations during emergencies. Designated employees are employees assigned to positions identified by their supervisor and/or department head as necessary to the maintenance of operations and services to the university. Designated employees may be required to work during inclement weather or emergency conditions in order to perform security functions, maintenance, support university operations, or provide other necessary services. All employees identified by position in the university or department/unit emergency plans (e.g., *Continuity of Operations Plan*, and department specific emergency plans) are considered designated employees.

3.0 Emergency Support Functions

ESF's are function-specific plans that identify university units responsible for operations necessary to respond to or recover from an emergency. Each ESF is assigned a lead unit and supported by additional units as appropriate. A supporting unit(s) may not be appropriate in some cases due to the nature of the function. See *Table 1, ESF Coordinating Units* for a list of units assigned to each ESF.

Table 1. ESF Coordinating Units

	ESF 1 - Transportation	ESF 2 - Communications Infrastructure	ESF 3 - Public Works & Infrastructure	ESF 4 - Firefighting	ESF 5 - Emergency Management	ESF 6 - Mass Care, Housing, Human Serv.	ESF 7 - Resource Support	ESF 8 - Public Health & Medical Services	ESF 9 - Search & Rescue	ESF 10 - Hazardous Materials Response	ESF 11 - Research Animal Care	ESF 12 - Energy and Utilities	ESF 13 - Public Safety & Security	ESF 14 - Long-Term Reconstitution	ESF 15 - Community & Media Affairs	ESF 16 - Employee Support	ESF 17 - Donations & Volunteer Mgmt.	
Business Services						S						See ESF #3 Public Works & Engineering						
Communications and Marketing																P		
Campus Recreation						S												
Department of Police and Public Safety	S	S		S	S				S	S				P		S		
Environmental Health & Safety		S		S	P		P			P	P			S	P	S		P
Facilities Management/Administration	S		P															
Fiscal Services*							S											
Human Resources and Payroll																S	P	
Information Technology Services		P																
Intercollegiate Athletics																S		
Housing and Residence Life						S												
Parking and Transportation	P																	
Regional Campuses					S													
Research and Economic Development*											S							
Office of the Provost and Executive Vice President																S		
Student Health Services						S		P										
University Advancement & Alumni Affairs*																		S
University Events						S	S								S		S	
University Life						P										S		

KEY: P = Primary unit responsible for ESF S= Support unit to ESF

* Unit is not represented in the EOG but will be called to assist upon activation of the ESF the unit supports

4.0 Concept of Operations

Due to the complex nature of emergencies, multiple responses may occur simultaneously, at different priority levels, however, the Incident Commander, Executive Council, and EOG will determine response priorities. The following procedures will be followed when this EOP is implemented. The primary purpose of actions taken before, during, and after an emergency, is to protect life, preserve safety, and mitigate damage to property. When this EOP is activated, *ESF #5 Emergency Management*, which outlines the process and responsibilities of the individuals, units, and committees identified in this EOP, will be activated simultaneously. Under most circumstances, the EOC will be activated whenever the EOP is activated to support the directives and strategies provided by EOG members or the Executive Council and to provide support to the Incident Commander.

4.1 Emergency Operation Plan Activation

In the event of an emergency, the *President*, his designee, a member of the Executive Council, Department of Police and Public Safety, the Incident Commander, or EHS may activate this EOP. Potential causes for activation include:

- A coordinated effort by multiple university units is necessary to prepare for, mitigate against, respond to, or recover from a potential or current emergency.
- An imminent hazard or threat that has or has the potential to impact George Mason University campuses, sites, centers, employees, contractors, students, volunteers, and visitors.
- A state of emergency is declared and one or more of George Mason University's campuses, sites, centers, or university activity are in the area impacted by the declaration.
- An incident occurs on any campus of George Mason University that requires coordination or support from local, state or federal agencies that exceeds routine ICS procedures.
- An imminent threat to public safety or health exists.
- One or more university ESF are activated by the EOG.
- An emergency or disaster affects surrounding jurisdictions, which may require the support of George Mason University response resources.
- The EOP structure is necessary to control a planned major event.

4.2 Notification/Activation Stage

Notification of an emergency will be made in accordance with *ESF #5 Emergency Management*, *ESF #15 Community and Media Affairs*, and *EOP Crisis Communications Plan Annex*. Upon awareness of an emergency that warrants the activation of this EOP, the following steps will be taken.

1. EHS or Department of Police and Public Safety notify the university community (ESF #15).
2. EHS or Department of Police and Public Safety notify the *Senior Vice President for Administration and Finance* and other members of the Executive Council as necessary.

3. EHS, Department of Police and Public Safety, or *Senior Vice President for Administration and Finance* convenes the Executive Council (ESF #5).
4. EHS, Department of Police and Public Safety, or Executive Council convenes the EOG and activates the EOC (ESF #5).
5. *EOC Manager* will activate additional ESF as necessary (ESF #5)

With the approval of the *President*, the *Chief of Staff* or designee, will notify the *Rector* of the Board of Visitors of the action being taken and a recommendation as to what statement or actions, if any, the *Rector* should or could make. The *Chief of Staff* or if so designated the *Senior Vice President for Administration and Finance* or *Provost and Executive Vice President*, is responsible for ensuring that the *Rector* and Visitors receive any public statement related to the crisis prior to or at the same time as its public release or announcement. Strategic Communications will coordinate the distribution of any public statement made by the *Rector* or any Visitors. In a crisis or emergency involving the *President*, and the *Chief of Staff*, or in their absence, the *Senior Vice President for Administration and Finance* or *Provost and Executive Vice President*, will be responsible for immediately advising the *Rector* and keeping the *Rector* and the Visitors informed throughout the duration of the crisis.

4.3 Mobilization Stage

The mobilization stage is defined as the initial set of actions taken to bring the necessary individuals and resources to bear upon an emergency. During the initial phases of emergency response, the following will occur:

1. The Incident Commander will organize the individuals under their command in accordance with ICS guidance.
2. EHS will oversee the mobilization of EOG and activate the EOC if necessary and provide an initial briefing of the situation and guidance on activating additional ESF to the EOC.
3. The EOG Manager will notify additional university officials, using the *University Emergency Contact List*, and regulatory agencies as necessary.

4.4 Emergency Operations and Response Stage

The emergency operations and response stage is the period during which response efforts are ongoing and actions are taken to eliminate, mitigate, or attempt to control the impact of an emergency. This stage may span from hours to days depending upon the severity of the emergency. The following events occur during the emergency operations and response stage:

- Incident Command will follow ICS protocols and develop Incident Action Plans for each operational period as necessary.
- The EOG will staff the EOC continuously or meet periodically to support on scene emergency response operations.
- The EOG will coordinate institutional response to all conditions, matters, and concerns outside of the immediate incident scene and coordinate support to the incident scene as necessary and/or at the request of the Incident Commander.

- Additional resources will be acquired and distributed by the EOG to the Incident Commander or university units impacted by the emergency as necessary to assist in mobilizing individuals in accordance with response procedures.
- The EOG will implement and coordinate additional documented or ad hoc plans and procedures as necessary.
- The EOG in coordination with the Incident Commander will provide routine updates to the Executive Council and university community as necessary.
- The Executive Council will meet as necessary to review response strategies and adjust university activities or the operating schedule as deemed appropriate.
- University Communications and Marketing will oversee the creation and distribution of emergency statements and communications in accordance with *ESF #15 Community and Media Affairs* and *Crisis Communications Annex*.
- Requests for assistance for state and local agencies will be made by the Incident Commander and/or EOG as necessary.
- Records of response actions are maintained throughout the response phase by Incident Command and the EOG.

4.5 Recovery Stage

The recovery stage is the period that follows shortly after the response stage is initiated and encompasses the actions taken to resume normal operations. During the recovery stage:

- The Incident Commander continues to support response and recovery operations in accordance with ICS guidance.
- The EOC remains operational and the EOG provides support to Incident Command, individuals, university units, or university community members that are impacted by the emergency.
- Activities necessary to support the health and safety of the university community are initiated and include, but are not limited to, community assistance centers (University Life and Human Resources and Payroll) and activation of the university's *Continuity of Operations Plan*.
- Modification of university activities and academic schedules are made as necessary and at the direction of the Executive Council.
- Public outreach efforts are made to inform the university community of response actions taken, of modifications made to university activities and schedules, and to solicit assistance from volunteer organizations if necessary.

4.6 Demobilization Stage

The demobilization stage is the period during which assets, individuals, and facilities return to normal operations. Once incident objectives are completed, the EOG assists the Incident Command in demobilizing resources. Executive Council and university units will be notified by the EOG of demobilization activities affecting their activities as necessary.

5.0 After Action

All situational reports, financial documents related to emergency response expenditures and after-action reports will be submitted to the *Executive Director of Safety and Emergency Management*. These reports and documents will be used to create after action reports, archived for federal and state public assistance reimbursement programs, and utilized to make emergency management program improvements. Modifications to university facilities, emergency response plans, procedures, policies, and activities will be made as necessary according to the recommendations of the EOG and Executive Council.

6.0 Incident Command System

During emergencies, George Mason University emergency response personnel and external emergency response agencies will utilize ICS to coordinate emergency response activities. The first university official trained in ICS to arrive on the scene of the incident assumes the role of Incident Commander until they are relieved by a more competent or senior ICS trained university or emergency response official. The Incident Commander may be a non-university public/federal official in which case the university will establish unified command or assume a role(s) within the ICS structure as directed by the Incident Commander(s). Table 2 outlines the individuals, units, and committees required to participate in ICS training in accordance with ICS guidelines.

Table 2. ICS Training Requirements

Training	EHS	Department of Police and Public Safety	Incident Commander	EOG Manager
ICS 100.HE	x	x	x	x
ICS 200.b	x	x	x	x
ICS 300			x	x
ICS 400			x	x
ICS 700.a	x	x	x	x
ICS 800.b			x	x

7.0 Request for Assistance

The severity and scope of an emergency may require the university to seek federal, state, or local assistance. Memoranda of Understanding, mutual aid agreements, and requests for assistance are executed and maintained as necessary.

7.1 Local Assistance

Requests for local assistance will be issued by the Incident Commander or the EOC Manager. Requests for assistance will first be made to the adjacent city or county and then to the VDEM in accordance with VDEM guidance.

7.2 State Assistance

All requests for state assistance must first be made to the local jurisdiction during regional emergencies. Upon activation of state mandated plans (i.e., *State Managed Shelter Plan* and *Transfer Point Plans*) requests may be made directly to the State EOC, regional VDEM representative, or other established channel by the EOC Manager or Incident Commander.

The EOC Manager or Department of Police and Public Safety will notify the Department of Criminal Justice Services and the Virginia Criminal Injuries Compensation Fund to initiate the immediate deployment of assistance to victims of an emergency, if needed, in accordance with the Code of Virginia Chapter 23-9.2:9.

7.3 Federal Assistance

During state-wide or regional emergencies, the response capacity of university, local, and state agencies may be exceeded. In such cases, the *Governor of the Commonwealth of Virginia* may request Federal assistance. In extreme cases, the *President of the United States* may make an emergency declaration, marshaling federal resources to respond to an emergency.

8.0 University Community Preparedness and Planning

EHS provides information, guidance, and training to facilitate department and unit planning and preparation for emergencies. The following programs and information are made available to the university community to assist in responding to emergencies:

- Training on how to respond to foreseeable emergencies;
- Active Treat Awareness and Prevention video (on-line);
- Public safety mobile application (RAVE Guardian);
- Training in emergency response procedures for Housing and Residence Life personnel;
- Posted building evacuation maps with primary and secondary evacuation routes, fire extinguishers, pull stations, and designated assembly areas;
- Posted severe weather shelter area signage;
- Emergency preparedness and response information on university websites www.ready.gmu.edu;
- Quick reference materials (e.g. Emergency Preparedness Guidebooks, emergency procedure posters) outlining emergency procedures for the most likely emergency scenarios;
- *Emergency Preparedness Guides*;
- Annual Statewide Tornado Drill and Earthquake Drill;
- Fire and emergency evacuation drills; and
- Departmental training and emergency response exercises upon request.

EHS conducts table-top and functional exercises with key university units, members of the Executive Council and members of the EOG. Routine meetings are also held with EMEC and the EOG to discuss and update current emergency management policies and procedures. Department

of Police and Public Safety conducts routine training to respond to emergencies and coordinate major events using ICS. The university conducts at least one functional exercise per year in accordance with the Code of Virginia § 23-9.2:9. (C).

8.1 Emergency Response Plans

George Mason University maintains emergency response plans to respond to potential emergencies in accordance with state and federal regulations. Each plan addresses a specific hazard or threat and provides guidance on appropriate notification, mitigation, response, recovery, and reporting actions. Copies of each plan are maintained on the Emergency Management organization on Blackboard Learning Management System. Plans are referenced in the appropriate ESF as necessary and include, but are not limited to:

- *Biomedical Research Laboratory Incident Response Plan and Department of Transportation Hazardous Materials Security Plan*
- *Continuity of Operations Plan*
- *Communicable Disease Plan*
- *Community Assistance Plan*
- *Department of Police and Public Safety Standing Orders*
- *Emergency Operations Plan*
- Function or activity specific plans created by university units
- *George Mason University Korea Emergency Operations Plan*
- *Hazard Mitigation Plan*
- *Integrated Contingency Plans*
- *International Travel Emergency Operations Plan*
- *State Managed Shelter Plan*
- *Transfer Point Plans*
- *University Camps Emergency Operations Plans*

8.2 EOP Functional Annexes

In accordance with suggestions from the Department of Education regarding high quality EOP for institutions of higher education, this EOP is supported by functional annexes that outline strategies for managing various situations that are associated with this EOP. Functional annexes to this EOP are:

- Building Closure Procedures Annex
- Campus Evacuation Annex
- Campus Shelter Annex
- Crisis Communications Annex
- Disruption to University Events Annex
- Financial Management Annex
- Functional Needs Annex
- Inclement Weather Emergency Closure Procedures Annex
- Political and No Notice Large Events Management Annex
- Recovery Annex

- Student and Employee Death Notification Procedures Annex

8.3 Unit and Department Plans

Each university unit or department is expected to maintain plans to respond to emergencies as they deem necessary or as directed by the Executive Council or state regulations.

9.0 Emergency Equipment and Supplies

Lists of emergency supplies are provided in university-wide emergency plans, documented in ESF, and required in unit-specific emergency plans and procedures. Refer to individual plans for inventory of emergency supplies.

10.0 Plan Development and Maintenance

This EOP is reviewed annually and amended as necessary in accordance with state regulations (Table 3) and when:

- VDEM or the Office of Commonwealth Preparedness revises procedures, standards, or content related to the EOP; or
- The university, its stakeholders, or external agencies identify areas for improvement; or
- The EOP is implemented or practiced and deficiencies are identified; or
- Significant changes to the university, staff, or institutional processes which impact the directives and procedures identified in this EOP.

All revisions to this EOP will be shared with the various parties identified in this document as appropriate. A formal review of this EOP and letter of acceptance must be provided by the Board of Visitors and submitted to the VDEM every four years.

Table 3. Emergency Operations Plan Review and Submission Requirements

Code	Review Frequency	Adopted/Accepted By:	Submit to:
Code of Virginia § 23-9.2:9. (A)	Initially	Board of Visitors or "Governing Body"	Virginia Department of Emergency Management
Code of Virginia § 23-9.2:9. (B)	Every Four Years	Board of Visitors or "Governing Body"	
Code of Virginia § 23-9.2:9. (C)	Annually	President and Senior Vice President for Administration and Finance	
Code of Virginia § 44-146.18 (B)(12)	Annually	Executive Director of Safety and Emergency Management	
DHS Preparedness Directorate Information Bulletin No. 197 11/23/05	As Necessary		