GEORGE MASON UNIVERSITY BOARD OF VISITORS MEETING Thursday, February 23, 2023

Hazel Conference Room Merten Hall 1201

AGENDA

7:30 a.m. – 8:00 a.m.		Continental Breakfast
8:00 a.m. – 8:20 a.m.		Executive Committee Meeting
8:35 a.m. – 9:25 a.m.		Development Committee Meeting
9:40 a.m. – 10:30 a.m.		Research Committee Meeting
10:45 a.m. – 11:25 a.m.		Audit, Risk, and Compliance Committee Meeting
11:40 a.m. – 12:30 p.m.		Academic Programs, Diversity and University Community Committee
12:30 p.m. – 1:00 p.m.		Lunch Break
1:00 p.m. – 1:50 p.m.		Finance and Land Use Committee
		BOARD OF VISITORS MEETING AGENDA
2:05 p.m.	I.	Call to Order
2:05 p.m. – 2:10 p.m.	II.	Approval of the MinutesA. Full Board Meeting on December 1, 2022 (ACTION ITEM)
2:10 p.m. – 2:30 p.m.	III.	Rector's ReportA. Self-Assessment Survey ResultsB. Board of Visitors Meeting Schedule for 2023-2024 (ACTION ITEM)
2:30 p.m. – 2:50 p.m.	IV.	President's Report
	V.	Committee Reports
2:50 p.m. – 2:55 p.m.		A. Development Committee
2:55 p.m. – 3:00 p.m.		B. Research Committee
3:00 p.m. – 3:05 p.m.		C. Audit, Risk, and Compliance Committee
3:05 p.m. – 3:10 p.m.		 D. Academic Programs, Diversity and University Community Committee Program Actions

3:10 p.m. – 3:15 p.m.		E. Finance and Land Use Committee
3:15 p.m. – 4:30 p.m.	VI.	Closed Session
		A. Public Contract (Code of VA: §2.2-3711.A.29)
		B. Acquisition of Real Property (Code of VA: §2.2-3711.A.3)
		C. Gifts, Bequests, and Fundraising Activities (Code of VA: §2.2-3711.A.9)
		D. Honorary Degrees and Special Awards (Code of VA: §2.2-3711.A.11)
		E. Consultation with Legal Counsel pertaining to actual or probable litigation (Code of VA: §2.2-3711.A.7)
		F. Consultation with Legal Counsel regarding specific legal matters requiring the provision of legal advice (Code of VA: §2.2-3711.A.8)
4:30 p.m. – 4:50 p.m.	VII.	Public Comments

4:50 p.m. VIII. Adjournment

The February 23, 2023 full board and committee meetings of the Board of Visitors will be in-person. Members of the public are welcome to observe in-person or may view the meeting live at the following link: <u>https://bov.gmu.edu/live/</u>. Overflow gallery seating in Merten 1204.

Twenty minutes will be allotted for oral public comments following closed session. Both written and oral comments will be entered into the public record. To register to provide oral public comment in-person, or to submit a written public comment, please complete the form at the following link: https://forms.office.com/Pages/ResponsePage.aspx?id=VXKFnlffR0ygwAVGRgOAy_9iYcMl8i9KmzMvg6YwcN1UMjJZWU1JOVNQVE1ZSIdZRUs1RUw2WjRCMC4u

Please be aware that the full board agenda timing is for planning purposes only, the formal meeting could conclude prior to the time noted so participants should plan accordingly. A time limit of two minutes for each oral comment registrant has been established at the discretion of the Rector. Speakers are also encouraged to submit their comments in writing at the time of registration, in the event time constraints do not allow all registrants the opportunity to speak. Registration for oral comments will be accepted until 9:30 a.m. on February 20, 2023, and written comments will be accepted until the full board meeting adjourns on February 23, 2023.

GEORGE MASON UNIVERSITY BOARD OF VISITORS Executive Committee Meeting Thursday, February 23, 2023 Merten Hall, Hazel Conference Room (1201)

AGENDA

I. Call to Order

II. Approval of Minutes

- A. Executive Committee Meeting Minutes for September 29, 2022 (ACTION ITEM)
- **B.** Executive Committee Meeting Minutes for December 1, 2022
- III. Rector's Comments

IV. President's Comments

V. Closed Session

- A. Public Contract (Code of VA: §2.2-3711.A.29)
- **B.** Acquisition of Real Property (Code of VA: §2.2-3711.A.3)
- C. Gifts, Bequests, and Fundraising Activities (Code of VA: §2.2-3711.A.9)
- D. Honorary Degrees and Special Awards (Code of VA: §2.2-3711.A.11)
- **E.** Consultation with Legal Counsel pertaining to actual or probable litigation (Code of VA: §2.2-3711.A.7)
- **F.** Consultation with Legal Counsel regarding specific legal matters requiring the provision of legal advice (Code of VA: §2.2-3711.A.8)

VI. Adjournment

EXECUTIVE COMMITTEE OF THE BOARD OF VISITORS GEORGE MASON UNIVERSITY

Meeting of Thursday, September 29, 2022 Merten Hall, Hazel Conference Room (1201)

MINUTES

PRESENT: Rector Horace Blackman, Vice Rector Simmi Bhuller and Visitor Carolyn Moss.

ABSENT: Secretary Jon Peterson and Visitor Wendy Marquez.

ALSO, PRESENT: Visitors Reginald Brown, Lindsey Burke, James Hazel and Michael Meese; Erin Rogers, Staff Liaison; Sophia Nguyen, Undergraduate Student Representative, Ayondela McDole, Graduate Student Representative; Gregory Washington, President; Ken Walsh, Vice President for Strategic Initiatives and Chief of Staff; Mark Ginsberg, Provost and Executive Vice President; Anne Gentry, University Counsel; Matt Smith, Director of Accreditation and Sarah Hanbury, Secretary pro tem.

I. Call to Order

Rector Blackman called the meeting to order at 8:02 a.m.

II. Approval of Minutes

A. Executive Committee Meeting Minutes of July 29, 2022 (ACTION ITEM).

Rector Blackman called for any corrections to the Executive Committee Minutes for July 29, 2022 that were provided in the board materials. Seeing none, the **MINUTES STOOD APPROVED AS WRITTEN**.

III. Board Self Evaluation (ACTION ITEM)

Dr. Matt Smith, Director of Accreditation at Mason presented the Board self-evaluation tool which is a part of the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) reaffirmation process. Dr. Smith reminded the committee that the Board adopted changes to the bylaws requiring a self-evaluation every two years and noted that this is a self-evaluation year. Dr. Smith presented the 2022-2023 self-evaluation timeline that was included within the meeting materials and added that the 2022-2023 self-evaluation survey timeline was modeled after 2020-2021. Dr. Smith further explained that a draft of the 2022-2023 self-evaluation survey was provided in the meeting materials and is identical to the previous survey. Dr. Smith concluded by noting the self-evaluation process is a requirement of SACSCOC. Visitor Hazel noted that Mason had an on-site SACSCOC visit during April 2022 which resulted in zero findings/recommendations, which is rare.

Vice Rector Bhuller **MOVED** that the Executive Committee approve the use of the George Mason University Board of Visitors self-evaluation survey. Rector Blackman opened the floor for discussion. There was none. **MOTION CARRIED UNANIMOUSLY BY VOICE VOTE.**

IV. Adjournment

Rector Blackman adjourned the meeting at 8:07 a.m.

Prepared by:

Sarah Hanbury Secretary pro tem

EXECUTIVE COMMITTEE OF THE BOARD OF VISITORS GEORGE MASON UNIVERSITY

Meeting of Thursday, December 1, 2022 Merten Hall, Hazel Conference Room (1201)

MINUTES

PRESENT: Rector Horace Blackman and Visitor Carolyn Moss.

ABSENT: Vice Rector Simmi Bhuller, Secretary Jon Peterson and Visitor Wendy Marquez.

ALSO, PRESENT: Visitors Reginald Brown, Lindsey Burke and Michael Meese; Erin Rogers, Staff Liaison; Sophia Nguyen, Undergraduate Student Representative, Ayondela McDole, Graduate Student Representative; Gregory Washington, President; Ken Walsh, Vice President for Strategic Initiatives and Chief of Staff; Mark Ginsberg, Provost and Executive Vice President; Anne Gentry, University Counsel and Sarah Hanbury, Secretary pro tem.

I. Call to Order

Rector Blackman called the meeting to order at 8:11 a.m.

II. Approval of Minutes

A. Executive Committee Meeting Minutes of September 29, 2022 (ACTION ITEM)

Due to the Executive Committee lacking a quorum, Rector Blackman suspended the vote on the Executive Committee meeting minutes of the September 29, 2022 until the next committee meeting.

III. Rector's Comments

Rector Blackman noted that in accordance with the updated Electronic Meeting Policy that passed in September, Visitor Kazmi requested to participate remotely due to a personal matter. Due to Visitor Kazmi's need to be in Bangladesh, Rector Blackman approved Visitor Kazmi's remote participation request. Rector Blackman informed the committee that when board members participate electronically roll call voting will take place and, in this instance, Visitor Kazmi's remote participation would affect the Audit, Risk and Compliance Committee, the Development Committee as well as the Full Board.

IV. President's Comments

Dr. Washington noted he would reserve his comments for the full board session.

V. Closed Session

- A. Honorary Degrees and Special Awards (Code of VA: §2.2-3711.A.11)
- **B.** Public Contract (Code of VA: §2.2-3711.A.29)
- **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)

Rector Blackman suspended the closed session until the full board meeting.

VI. Adjournment

Rector Blackman adjourned the meeting at 8:13 a.m.

Prepared by:

Sarah Hanbury Secretary pro tem

George Mason University Board of Visitors

Development Committee Meeting February 23, 2023 Merten Hall, Room #1201, Fairfax Campus

AGENDA

I. Call to Order

II. Approval of Development Committee Meeting Minutes from December 1, 2022 (ACTION ITEM)

III. New Business

- A. GMUF Vice Chair Update Sumeet Shrivastava
- B. University Advancement and Alumni Relations Update Trishana E. Bowden
- C. School of Business Initiatives Dean Ajay Vinze'
- D. University Advancement Campaign Update Adam Bart

IV. Old Business

V. Adjournment

George Mason University Board of Visitors

Development Committee Meeting December 1, 2022 9:40–10:30 a.m. Merten Hall, Room 1201, Hazel Room

MINUTES DRAFT – FOR COMMITTEE REVIEW

Attendees: Chair Anjan Chimaladinne, Visitor Bob Pence, Visitor Jon Peterson, Visitor , Visitor James W. Hazel

Absent: Vice Chair Simmi Bhuller, Visitor Mehmood Kazmi, Visitor Dolly Oberoi

Guests: Vice President Trishana Bowden; Faculty Senate Chair Melissa Broeckelman-Post; Staff Senate Chair Erin Iacangelo Rogers; Faculty Representative Lisa Gring-Pemble; Visitor James W. Hazel; Anne Gentry (Legal Counsel); Nicole Pozinsky, secretary pro tem; Student Representative Steven Zhou; and guest speakers Michael E. Stievater, chair of the George Mason University Foundation; and Caroline Sutter, assistant professor, School of Nursing, College of Public Health

I. Call to Order

The meeting was called to order by Chair Anjan Chimaladinne at 9:42 a.m.

II. Approval of Development Committee Meeting Minutes from September 29, 2022 (ACTION ITEM)

Chair Chimaladinne confirmed the committee meeting had reached a quorum. The chair called for any changes or edits to the meeting minutes from September 29, 2022. There were none. There being none, the minutes from September 29, 2022, were **APPROVED AS WRITTEN.**

Chair Chimaladinne called for New Business. There were three topics of New Business to discuss.

Chair Chimaladinne introduced the Visitors to Michael E. Stievater, the recently appointed chairman of the George Mason University Foundation (Foundation). Chairman Stievater delivered an update regarding recent Foundation and Board of Trustees activities during the past two months.

III. New Business

A. <u>George Mason University Foundation Chairman Update – Michael E. Stievater</u>

Chairman Stievater stated the following report to the Visitors present.

Board of Trustees

The fall board cycle concluded on October 27. At the full Board of Trustees meeting, Alpaslan Özerdem, dean of the Jimmy and Rosalynn Carter School for Peace and Conflict Resolution and the dean representative on the Board of Trustees, provided an overview of some of the Carter School's incredible ongoing projects and its impact on philanthropic giving. Rose Pascarell, vice president of University Life, provided an update on the expanded mental health resources that Mason has provided in recent years for both students and staff. The board also welcomed Fred Thompson Jr. as a new trustee and approved Nadeem Butler as treasurer, as well as the Finance and Real Estate committee co-chairs. The Foundation is excited to have Mr. Thompson join the board and for the trustees to begin their new roles.

Some members of the board attended Mason's National Leadership Council retreat from October 28–30, in the company of some members of the Board of Visitors. The featured discussion at the retreat was the future of Mason leaders from throughout the region. There were a number of engaging conversations centered around the strategic plan process, the pending comprehensive fundraising campaign, and the Mason Virginia Promise, among other topics.

The board plans to host a fundraising workshop on January 18. The workshop will build on the work that the Compass Group has accomplished with the board over the last year, as the board prepares to fully support Mason in the upcoming campaign.

The committee activity charter for the newly formed <u>Advancement and University</u> <u>Priorities Committee</u> was approved at the full board meeting on October 27. In upcoming meetings, the committee will focus on ways the committee and the full board can help support Mason.

The <u>Audit Committee</u> reported that our auditors, Cherry Beckert, expressed a clean unmodified opinion on our financial statements. No issues were reported and no exceptions were noted in the performance of their testing. Additionally, they praised the Foundation staff for their professionalism and efficiency. Chairman Stievater reaffirmed the staff are second to none in this regard.

The <u>Finance and Real Estate Committee</u> concluded their review of the fiscal year 2022 year-end budget results and the reserve balances. The <u>Investment</u> <u>Committee</u> had a meeting scheduled for December 8 to review the endowment and the restricted portfolio performance in the first quarter of fiscal year 2023.

Lastly, the <u>Nominating and Governance Committee</u> put out a call for nominations for new trustees on October 26. The deadline for nominations is December 2, and

the committee looks forward to reviewing all nominees at their February 2023 meeting.

Chairman Stievater welcomed any questions from the Visitors. Chair Chimaladinne asked the Visitors if there were any questions for the Foundation. There were none. Chairman Stievater thanked Chair Chimaladinne for his time before the Visitors.

Chair Chimaladinne introduced Trishana Bowden, vice president of the Office of University Advancement and Alumni Relations. Ms. Bowden provided an update on the recent activities of the department and shared several highlights of recent events.

B. <u>University Advancement and Alumni Relations Update – Trishana Bowden</u> Ms. Bowden stated that she would reflect on the calendar year 2022, and the activities of the past 11 months. She noted that there have been some incredible moments for Mason in 2022, including the university celebrating its 50th anniversary.

Ms. Bowden noted that Mason recruited one of the largest and most diverse classes in its history. The university also had one of the best fundraising years in its history. Mason also welcomed many of its community members back to campus.

Ms. Bowden expressed that there is much to be proud of in the accomplishments from 2022, and that now, on December 1, the university is at the halfway point for fiscal year 2023. She said that the staff has been working very hard since September, when the committee last met. First, revenue through November 30 is an impressive \$20.6 million. The Advancement team is at the midpoint in the Season of Giving campaign. It is a two-month initiative that offers colleges, schools, and units an opportunity to reach out to alumni, friends, faculty, and staff to ask for their support on a specific day. Ms. Bowden reported that there has been a tremendous response to the initiative, and she looks forward to sharing the results with the Visitors at the next meeting in February.

Ms. Bowden shared that there are a few new engagement officers, some of them present at the meeting. The engagement officers came about as a result of former rector Tom Davis and the Board of Visitors wanting to invest in Advancement and Alumni Relations. The engagement officers specifically reach out to alumni. There are more than 100,000 alumni in just the Washington, D.C., area. These positions have been critical for connecting with alumni and donors, often meeting with them at off-campus locations such as in their offices, which is usually half the challenge of getting time with these prospects. Ms. Bowden noted that since November 1 engagement officers have raised more than \$57,000. The officers also identified two planned giving opportunities. Ms. Bowden is very excited about the engagement officers' direction and the results they are getting. She

promised to share more details in the future but noted that these engagement appointments are also translating to more appointments for our gift officers. Ms. Bowden said the team is very grateful for these positions and continues to appreciate the Board of Visitors for allowing this to happen.

Ms. Bowden then reported that the Office of Annual Giving, where the new engagement officers report, has been tasked by Dr. Washington to raise alumni participation to 10 percent by 2027, which she anticipates will be close to the end of the campaign. There have been support processes put into place, including the engagement officers, lots of data analysis, and digital engagement, with the hopes of ensuring the team can achieve this inspiring goal.

In reference to recent alumni engagement opportunities, Ms. Bowden shared that the Alumni Association past presidents had the opportunity to meet with President Washington. Ten past presidents, who were representatives from 1972 to 2022, attended the meeting. Ms. Bowden said that the event included a new tradition of "coining" those past presidents and the current president by presenting them with the official Office Council of Past Presidents coin. She said that the past presidents are excited to work with the Advancement and Alumni Relations team on initiatives that will help grow alumni engagement. Ms. Bowden will share progress at future board meetings.

Ms. Bowden then shared that the university's new director of planned giving, Ms. Aquanetta Betts, has hit the ground running. Since her arrival in September, she has been busy building partnerships and presenting planned giving best practices. She spoke to the Class of 1972 during their 50th reunion weekend at Mason, gave a planned giving webinar for National Estate Planning Awareness week, and presented on the topic of philanthropy to the Board of Advisors for the College of Public Health. Ms. Betts has also worked on preparing charitable gift annuities, which is an excellent way for donors to set up an income source for themselves and show their affinity for Mason.

Ms. Bowden shared she wanted to take a moment to thank each Visitor in the room for their help and advocacy in the community, noting that what they do makes a difference. She said that Visitors sharing their Mason story has been beneficial to Advancement efforts. Visitors have helped open doors, and Ms. Bowden noted that she is grateful to Rector Horace Blackman, who has spent a lot of time with her at lunches and dinners lately. He has helped to open doors, and former rector James Hazel also continues to help with some alumni and donors who have been engaged in the past. Ms. Bowden also acknowledged Visitor Jon Peterson and his constant support of the arts, as well as his support of athletics.

Ms. Bowden said that the Advancement and Alumni Relations team is prepared to move boldly forward into 2023. She noted that next chapter will be the leadership launch of the university's billion-dollar campaign. All Visitors will be an integral part of that launch. She said that the next 50 years of Mason's history will be

written through philanthropy. The university was created by visionary businessmen who wanted higher education in the region. It was through their philanthropy and their advocacy that Mason is here today. Ms. Bowden noted that the next 50 years will be important in engaging Mason's alumni.

Ms. Bowden brought the Visitors' attention to three new members of the Office of Advancement and Alumni Relations. They will be working in both the central Advancement office and within the schools and colleges. Ms. Bowden introduced Ms. Cindy Michaelson, senior director of development at the Schar School of Policy and Government; Ms. Suzanne Terrillion, who is moving from the School of Business to become director of development for the College of Humanities and Social Sciences; and Mr. Pedro Rivera, director of development for University Priorities. Ms. Bowden welcomed them all to Mason and to the Advancement and Alumni Relations team, noting that they will be contributing significantly to the upcoming campaign.

In conclusion, Ms. Bowden noted that Visitors will receive an end-of-the-year solicitation from Rector Blackman, and if Visitors haven't given yet, that would be an opportunity. She noted that when the university receives 100 percent board support by the end of the fiscal year, it really does help secure gifts from foundations and corporations who require 100 percent giving from their leadership. Ms. Bowden said it is something that will be critical again during the pending campaign.

Ms. Bowden then thanked the Visitors for their time. Chair Chimaladinne asked the Visitors if they had any questions.

Visitor Hazel stated that he heard Ms. Bowden say in her presentation that the campaign would close in 2027. This led him to believe that the university is getting close to announcing the campaign launch in 2023. Visitor Hazel wanted to make the Visitors aware that there is already \$300 million banked that will be counted toward the campaign. It is money the university received after the Faster, Farther Campaign concluded. Visitor Hazel felt it was important that the Visitors knew the university has been working on the new campaign for a few years already. He encouraged the Visitors that it would soon be "getting fun" around Mason. Visitor Hazel remarked that before the Faster, Farther Campaign, Mason's annual fundraising totals reached around \$20 to \$30 million, and after the campaign the university has regularly reached \$100 million per year.

Visitor Juan Carlos Iturregui had a question based on a situation recently experienced by a peer university in the region, Catholic University. They were seeking to raise \$400 million. The effort was wildly successful, and now they're exceeding \$600 million a year in a multiyear campaign. Visitor Iturregui thought it was a great omen for Mason. He inquired about the endowment Ms. Bowden referenced in her presentation, the \$300 million. He asked if it was managed by the Foundation. Ms. Bowden replied that, unfortunately like most other universities, Mason has not had the best investment returns in the last couple of years. She noted that her team had just completed the fundraising end-of-year report, which she will provide to the Visitors. She noted that the Foundation has moved to a new investment group and she believes they've done a great job. She noted that the \$300 million that Rector Hazel mentioned is not fully endowed, as it includes some pledges and some cash, as well as some funds for capital projects and for current use.

Chair Chimaladinne asked the Visitors if they had any more questions for Ms. Bowden. There were none. Hearing that there were none, he invited Dr. Caroline Sutter, assistant professor, School of Nursing, College of Public Health, to speak regarding the Center for Health Workforce at Mason.

C. Center for Health Workforce at Mason - Dr. Caroline Sutter

Dr. Sutter introduced herself and spoke about her current role at Mason. She has been a nurse for 30 years, and a practitioner for 20. Among her successes during her 11 years at the university, Dr. Sutter launched the Mason and Partners (MAP) Clinic with her twin sister, Dr. Rebecca Sutter, which provides health care to underserved communities in our region, as well as hands-on training for the future health workforce.

Dr. Sutter noted that this is a historic time in the commonwealth and across the country. There are shortages this fall in vocational and professional health workforces across the country. Dr. Sutter reported that the commonwealth has lacked a strategy to address this shortage, and there is a critical need for both short-term and long-term solutions.

She said that education and training for health workforce is complex and expensive, so solutions demand a collaborative approach, something she hoped that Visitors would take away from her presentation. She emphasized that this problem cannot be solved in siloed academic or health workforce environments.

Dr. Sutter then described the launch of the Center for Health Workforce, which was established a year ago with significant contributions from the Claude Moore Charitable Foundation. Another partner, the Kaiser Permanent Charitable Foundation has sought to create environments for middle, high school, and posthigh school students to explore possible health careers in academy models or clinical environments.

About three years ago, Dr. P. J. Maddox and Dr. Sutter collaborated with the Claude Moore Charitable Foundation to help conceptualize what a collective impact model could look like. It resulted in the creation of what is called the "Virginia Health Science Highway" and, similar to what Virginia Tech was able to do with their tech talent pipeline, this strategy gets students exposed to potential health careers early in their academic life.

Dr. Sutter reported that the pipeline offers people a pathway to get established in their career. There are many access points to the "highway" that are available with opportunities for people to earn certifications. For example, a nurse could start as a certified nursing assistant (CNA), become a licensed practical nurse (LPN), go on to be a registered nurse (RN), and later continue her education.

Dr. Sutter noted that it may take time to reach certain professional goals for some on the path because of life circumstances, especially for those that can't afford higher education immediately following high school. This where Dr. Sutter said it is important to create "highway lanes" of opportunity and to identify where support is needed for these access points. She noted that the students should be able to enter and exit the highway as they choose throughout their career.

The Center for the Health Workforce seeks to identify where resources are needed to best support initiatives to help reach their professional goals. Dr. Sutter said that it's only recently that the center has received support from the Economic Development Authority for the Health Science Workforce to adjust and look at these types of challenges. Over the past couple of years, Dr. Sutter reported that it's been important for Mason to not just spend time in this health workforce space, but to really become an anchor institution for the students.

Dr. Sutter noted that Mason has the potential to be increasingly instrumental in health and life science workforce development. Dr. Maddox and Dr. Sutter have worked very closely over the past year to create what is called the Virginia Health Workforce Collective Impact Model. There are nine regions in the model, which follows Virginia's economic development strategy to use employer-led regional approaches to address workforce issues. Specifically, there is a model called BRPHSC, which is in the Roanoke area (Region Two). Dr. Sutter said this robust model brings to the table employers, academic institutions, all major community colleges and universities, and all major health employers in the region. She said that Mason has helped to support the group in their development and strategy and with their data needs as well. She said the center is now translating that model to other regions in the state, including Region Three. She also reported that the center was just awarded an NGO Virginia grant to support the model in Region Seven, which is a first according to Dr. Sutter.

Dr. Sutter said that the primary mission for the Center for Health Workforce is to support, strategize, and provide data support, specifically to those regional approaches, which she said means the center serves as the coordinator through its collective impact model. The center brings players together, gives them the data needed to make informed decisions, and provides environments on virtual platforms for them to continue their work.

Dr. Sutter reported that Mason's vision is for each person to have a well-trained health workforce in each of the communities in the nine regions. That requires a

long-term strategy with unique regional approaches. Dr. Sutter noted, for instance, that the center's work in Region Seven will be different, as it does not look like Regions Two and Three and requires different resources, although the strategy and the modeling remain the same.

Dr. Sutter then expressed her thanks to Dr. Megan Healy, special advisor to President Washington, for her assistance in merging the Center for Health Workforce values with Mason's values. She said the center refers to the values as <u>"I"</u> values: The center is <u>intentional</u> with whom they partner. They have <u>integrity</u> and <u>inclusiveness</u>, they value <u>innovation</u>, and they are <u>intensive</u>, meaning that the center team knows that they need a short-term strategy in the commonwealth for the health workforce shortage. Dr. Sutter said that Mason is going to push as hard as possible to get funding not just for Mason but also for the regions to continue their work in building the health workforce. She said that the goal is very simple: Expand the health workforce to meet the evolving community needs. The center wants to improve and distribute the health workforce to reduce shortages and enhance health care quality through professional development, collaboration, and evidence-informed practice.

Dr. Sutter said the center also wants to develop applied data and evidence to strengthen the health workforce. She reported that one of the biggest successes over the last year has been that the Center for Health Workforce has the only integrated big data system in place in the country. The center can merge all major data sources to provide an overarching view of what each region looks like. The data can be broken down by zip code or workforce development area, or by many other different supported metrics. Dr. Sutter said the center also recognized that big data only tells part of the story. To make meaningful change and create programs that will improve health workforce shortages, the center has to go to the regions and to the center's partners. The center deploys local and regional data support with help from students who examine the data. If center staff recognizes an employer doesn't have good data collecting capabilities, students help them develop their data plans. Dr. Sutter said that this data collection and analysis is meaningful work for our students, as well as critical to providing regional data that can be used to inform decision making. Dr. Sutter noted that this is a brief overview of how the data system works, how the center can help, and how the center is using NGO Virginia regions to remain true to the demographics within each region.

Dr. Sutter said the center follows four major health workforce lines. Dr. Sutter noted that while Mason is aiming for "workforce ready," it's difficult to know if Mason is keeping up with what workforce ready looks like. Employers are the ones who will have to provide that feedback. As an example, which Dr. Sutter described as disturbing, she has heard feedback from employers in the commonwealth that they don't feel that any programs, not just in Virginia, are producing workforce-ready graduates. The employers said they are spending between \$100,000 to \$125,000 per new nursing graduate to educate them to be workforce ready, which they define as being independent at the patient bedside. Dr. Sutter said this is absolutely unacceptable. It shouldn't cost employers \$100,000 to train Mason graduates. Dr. Sutter said her focus is on what Mason needs to do to work with employers to make students workforce ready.

Dr. Sutter said the center has a dashboard on their website that she will provide to the Visitors, which provides a lot of data points. The center also works with its partners to create more meaningful data to use. She noted that this is important because raw data doesn't mean anything for people doing the work in the field. She reported that the center does a lot of work to create usable data platforms to inform decision making.

She encouraged the Visitors to spend a little time looking at what the center has available on its website. She reminded Visitors that the center has the only integrated big data system available for health workforce in the United States. She noted that comparing the regional data is very interesting. She also said that Mason needs to be using this data to recognize what funding sources are available to support this work over time.

Dr. Sutter said the center is instrumental in creating the virtual community of practice, a platform that allows for collective impact efforts to be coordinated in a virtual space. This has put the center into a leadership position with the commonwealth, workforce funding sources, and HERSA. All of these groups want a place to collaborate and do this collective impact work in a meaningful way. Mason and the Center for Health Workforce have made it a reality.

Dr. Sutter noted that there are a couple of things that are very important to allow for this work to be accomplished. The center has an independent and siloed learning management system. That is important because organizations can access it as an open access resource for learning, training, and coordination of efforts. It also allows for a place to share resources and best practices. The center refers to this as "project echoes" from these platforms, which is case-based sharing.

Each month, a case for learning within each region is presented to better utilize the available resources and make meaningful change. Dr. Sutter said the creation of that environment is equally as important as any available provided data. As a result of that environment, she said the Center for Health Workforce at Mason is the anchor institution for health workforce data in the commonwealth, continuing to drive forward with that strategy and resourcing in order to address the current health workforce shortage.

Dr. Sutter concluded her presentation and thanked the committee. Chairman Chimaladinne asked the Visitors if they had any questions for Dr. Sutter.

Chairman Stievater asked if there were other states looking at this data holistically, like Mason. Dr. Sutter replied there is no one out there who has siloed independent work being done, looking at certain professions, or looking at certain things the way the center is. She said that Mason is the only one currently supporting the regional collective impact efforts and alignment with the employer-led NGO Virginia strategy.

Rector Hazel asked if Mason's recent naming as the first College of Public Health in Virginia had helped the center's initiative. Dr. Sutter confirmed that it did. She said talking about the College of Public Health is one of the center's strategies in addressing workforce development and innovative ways to manage these public health concerns. She noted that the current nursing shortage in Virginia is a public health emergency.

Rector Hazel asked if she and Dr. Washington had sat down to talk about the Mason Virginia Promise. She affirmed that she and Dr. Washington had discussed it, and they were in alignment. Dr. Sutter said that another interesting point that many do not know is Dr. Washington was instrumental in establishing a Mason Virginia Promise across all universities that allows students to be offered a paid internship. Dr. Sutter wanted to highlight the fact because she had noted earlier that employers were concerned about nurses not necessarily being workforce ready. What if 100 percent of them were offered workforce internships? This would increase the amount of time that a nurse spends at the patient bedside during their training, which is what will make them workforce ready.

Chairman Chimaladinne thanked Dr. Sutter and asked a question in reference to the Virginia Health Science Highway. He asked Dr. Sutter if the students decide to go to community college and get an associate degree, do they receive a certificate and a license or just a certificate? Dr. Sutter stated that it depends. Mason has a co-enrollment program with Northern Virginia Community College (NOVA) for their associate's degree in nursing. It allows for students to take courses at Mason during their time at NOVA to count toward their bachelor's degree. It takes students 15 months to complete their bachelor's degree after they complete their associate's degree. Dr. Sutter noted that the co-enrollment programs are very important because the university can reduce its cost burden by collaborating and coordinating efforts with its community college partners.

Chairman Chimaladinne asked to clarify that students with an associate's degree and certificate can get into one of the four major occupational groups that was mentioned earlier in the presentation. Dr. Sutter confirmed that was correct and that is the goal. She reiterated that the goal is to get health graduates into jobs more quickly with a reduced cost burden.

Chairman Chimaladinne asked the Visitors for any further questions for Dr. Sutter; there were none.

There being none, Chairman Chimaladinne thanked Dr. Sutter for her presentation to the committee.

IV. Old Business

Chairman Chimaladinne asked the Visitors if there was any Old Business to discuss. There was none. There being none, Chairman Chimaladinne asked to move the meeting to adjournment.

V. Adjournment

Chairman Chimaladinne adjourned the meeting at 10:17 AM.

The Business School: Orientation | Aspirations | Plans

Ajay Vinzé, Dean Board of Visitors Meeting February 23, 2023



School of Business

conterprise Hal

A QUICK INTRODUCTION

Prior Affiliations



Professional Drivers

• Role of business in society | Information technology and its influence | Geo-politics and global transformations

Research Interest

• Emergency preparedness and response |AI applications for business problems | Collaborative decision-making Global implications for IT

Teaching Interests

• Business intelligence | Business strategy and IT | Emerging technologies | Geo-politics, technology, and innovation Technology and innovation management

Global Inclination

• Fulbright Senior Specialist | Professional associations and presence in Latin America, South/Southeast Asia, and Eastern Europe Lived, worked, and/or traveled through 70+ countries



SCHOOL OVERVIEW

ONE OF THE LARGEST

business schools in Virginia

More than 4500 undergraduate students and nearly 700 graduate students

1 IN 4 UNDERGRADS

take a business course

The School of Business leads the University in engaging a multidisciplinary audience of students

Business School with an Impact

68% OF ALUMNI live and work in a 50-mile radius

The profound impact of our graduates on the business world begins right in our own backyard

A TOP 100 INSTITUTION per U.S. News & World Report

Multiple programs, at both the graduate and undergraduate level share this distinction



WHAT INSPIRES ME:

EVERYTHING IS BUSINESS







UNDERSTANDING EXPECTATIONS

- Engaging with the business community
 - Listening and soliciting input/advice
- Exemplar interactions to date
 - 123-Club
 - Fairfax County EDA
 - PWCC
 - NVTC
 - EagleBank
 - Economic Club of Washington, D.C.
 - TiE-DC
 - Leidos
 - Danville Community College
 - 1:1 Meetings with leading business organizations





CHANGE IS IMMINENT

What We Are Up Against

Societal Expectations and Institutional Culture

Demographics Innovation and Technology





Globalization





CHANGING EXPECTATIONS - DEMOGRAPHICS



The Baby Boomers (Born between 1946 and 1964) Growing up in a time of economic expansion and prosperity, changes in geo/politics, and national optimism/turmoil.

Core values include optimism, team orientation, personal gratification, health and wellness, personal growth, work, and involvement



Generation X (Born between 1965 and 1980) Witness to and sensitive about corruption, inflation, the energy crisis, and nuclear proliferation.

 Core values include diversity, thinking globally, balance, technoliteracy, fun, informality, self-reliance, and pragmatism



Generation Y/Millennial

(Born between 1981 and 1996) Came of age and entered the workforce facing the height of an economic recession; more racially and ethnically diverse than previous generations.

 Core values include optimism, civic duty, confidence, achievement, sociability, morality, street smarts, and diversity



Generation Z/Post-Millennials, Centennials

(Born between 1997 to present) Grew up with the internet, cell phones, iPads and iPods. They get information fast and expect it even quicker. They often are seen as impatient and are technically savvy.

Core values are a sense of social justice, digital natives
 10,080 hour phenomenon!



TECHNOLOGY: NEXT GENERATION



Source: Frank Diana, 2014



POSITIONING THE SCHOOL OF BUSINESS Strategic Priorities:

Student Experience and Career Readiness

Impactful Research

Modular Education, Lifelong Learning, and Global Engagement

Innovative Business Collaboration

Inclusive Excellence and Cohesive Culture









THE UNIVERSITY DILEMMA





4 RINGS OF INNOVATION:





TECHNOLOGY, PRODUCT & SERVICE INNOVATION





TRANSFORMATION REQUIRES US TO DO MORE ...

Wove from
the
knowledge
and degree
business into
the success
business."

"Meet students where they are and take them where they want to be...and this includes nontraditional learners."

~ Gregory Washington, President, George Mason University



PROCESS AND BUSINESS MODEL INNOVATION

YOUR GOALS ARE UNIQUE. YOUR DEGREE SHOULD BE, TOO.

Build a program that enhances your skills and accelerates your career. "Mass-Customization"

How it Works:

Business Core

Start with a business core designed to introduce students to graduate level concepts in each of the primary business disciplines: accounting, finance, marketing, management, and operations.

Business Certificate

Choose a certificate offered by the George Mason School of Business to achieve a high level of depth in an area of your interest.

Business/Partner Certificate

Choose a second School of Business certificate or an approved certificate offered by a partner Mason college to customize your study.

Inspired By:









WHAT WE'LL NEED AS WE EMBARK ON THIS JOURNEY:

Support, encouragement, and resources

A mindset and willingness to reimagine higher education

Facilities (building) to match our aspirations and plans





LET'S CONNECT

George Mason University School of Business is Open for Business

We need your help and support to refine and redefine Higher Education!





Thank You



George Mason University – School of Business



@georgemasonbusiness



@georgemasonbiz



@georgemasonbiz

GEORGE UNIVERSITY

School of Business



BOARD OF VISITORS:

CAMPAIGN OVERVIEW

February 2023
Why Mason? My Story

PROPOSED BENCHMARKS (IN MILLIONS)



***OTHER** GMUF – 3M LIBRARIES – 5M UL – 10M MISC – 40M



SAVE THE DATE APRIL 20, 2023

Campaign Leadership Launch

Ritz-Carlton Tysons Corner, VA



I'll do anything, just ... DON'T MAKE ME FUND-RAISE

A GUIDE FOR RELUCTANT FUNDRAISING VOLUNTEERS

ELOISE BRICE

GEORGE MASON UNIVERSITY BOARD OF VISITORS

Research Committee Meeting February 23, 2023 Merten 1201

AGENDA

- I. Call to Order
- II. Approval of Minutes (ACTION ITEM)
 - A. Meeting minutes for December 1, 2022
- III. Office of Research, Innovation, and Economic Impact Update (A. Marshall)
- IV. Quantum Research at Mason (P. Vora and J. Joshi)
- V. Adjournment

GEORGE MASON UNIVERSITY BOARD OF VISITORS Research Committee Meeting

MINUTES December 1, 2022 Merten 1201

<u>Present:</u> Visitors: Nancy Prowitt (Chairwoman), Lindsey Burke, Anjan Chimaladinne, and Andre Marshall Vice President for Research, Innovation, and Economic Impact. Staff Senate Representative: Erin Rogers; Faculty Senate Representative: Melissa Broeckelman-Post; Student Representatives: Sophia Nguyen, Ayondela McDole, Faculty Representatives: Alison Landsberg

Absent: Visitor: Juan Carlos Iturregui, Wendy Marquez, Bob Witek

<u>Also Present:</u> President Gregory Washington; Rector Horace Blackman, Visitors: Jimmy Hazel, Mike Meese, Dolly Oberoi, Carolyn Moss.

I. Meeting was called to order by Chairwoman Nancy Prowitt at 10:45 a.m.

II. Approval of Minutes (ACTION ITEM)

Approval of the December 1, 2022 meeting minutes was unanimously approved with no changes or discussion.

III. New Business

a. Vice President's Update Dr. Andre Marshall – Vice President for Research, Innovation & Economic Impact

Dr. Andre Marshall, provided updates on the good progress that Mason is making toward their Tech Talent Investment Program BS and MS graduate production targets. He also provided highlights from the successful ARIE Research Conference and Accelerate Investor events recently held on Mason Square.

b. John Mitchell, Jr. Program for History, Justice and Race Presentation. **Prof. Charles Chavis and Doctoral Candidate Ayondela McDole**

Prof. Charles Chavis, Director of the John Mitchell, Jr. Program; and Doctoral Candidate Ayondela McDole, Mitchell Program Doctoral Fellow, President of the Graduate and Professional Student Association, and BOV representative provided a presentation reflecting the commitment of the Carter School and The John Mitchell Jr. Program. The goal of the project is making progress toward social justice and racial healing for silenced and displaced communities. They shared highlights from their "Reclaiming Silenced Histories" project and the impact their visit had on a local community.

IV. Adjournment

Chairwoman Prowitt asked if there was any additional business to be discussed. With no further comments or items of discussion and having reached the end of the agenda, the meeting was adjourned by Chairwoman Prowitt at 11:06 a.m.

Respectfully submitted,

Corinne Hurst Research Committee Secretary Pro Tem

Board of Visitors Research Committee

February 23, 2023





- I. Call to Order
- II. Approval of Minutes (Action Item)
- III. Office of Research, Innovation, and Economic Impact Update
- IV. Quantum Research at Mason
- V. Adjournment



Approval of Minutes

(Action Item)

December 01, 2022



Board of Visitors Research Committee

Andre Marshall, Vice President for Research, Innovation, and Economic Impact



Congressionally Directed Community Projects

Funded \$5.8M | \$3.8M House, \$2.0M Senate

Kaine/ Warner	itsantas/CEHD	Tutors to Teachers
Connolly Si	Esposito- mythers/CHSS	Youth Mental Health Support
Connolly	Shehu & Auffret/IDIA	Cybersecurity Workforce Program
Wexton	Sutter/CPH	Substance Abuse Support
Wexton /	Andalibi/COS	Tick-Borne Disease Diagnostic

Office of Federal Government Relations Office of Research, Innovation, and **Economic Impact**

Anti-Corruption Defenders Fellowship

\$9.9M U.S. Department of State **Louise Shelley University Professor & Hirst Chair** **FY22** Research Expenditures \$230M (7.5% Increase)



Strategic Direction

Deliver an Inclusive Student Experience Expand Research Impact | Accelerate Economic and Social Impact Exemplify DEI Culture | Invest in Faculty and Staff Success

NSF Technology, Innovation, and Partnerships (TIP) Directorate

\$160M NSF Engines Proposal Submission

The DMV Resilience Engine: Digital and **Enabling Technologies for All-Hazards Resilience to System-scale Shocks**

- Leah Nichols, Executive Director for ISE
- Paula Sorrell, AVP for Innovation and **Economic Development**

George Mason University Connected DMV Jobs for the Future (JFF) American Geophysical Union's (AGU) **Thriving Earth Exchange** American Red Cross (Red Cross) **Consortium of Universities of the** Washington Metropolitan Area (CUWMA)

Cyber Accelerator at the Fuse Pilot

The CCI+A Accelerator led by Mason Enterprise supports the translation and commercialization of Cybersecurity technologies across Virginia in partnerships with CEC and LAW.

The Commonwealth Cyber Initiative (CCI) led by Virginia Tech focuses on cybersecurity, autonomous systems, and intelligence provides the funding for this program.

Partnerships

Strategic Direction

Deliver an Inclusive Student Experience Expand Research Impact | Accelerate Economic and Social Impact Exemplify DEI Culture | Invest in Faculty and Staff Success

NSF I-Corps Hub

I-Corps trains entrepreneurial researchers, helps bring disruptive technologies to market, and nurtures an entrepreneurial ecosystem.

Kickoff Event on February 9, 2023

The Mid-South Hub is a partnership of 9 Universities (3 HBCU) across 5 states led by Vanderbilt University and funded by NSF.



Establishes Contemporary Research Admin Framework

Research Administration Project

Currently implementing Conflict of Interest module of the Research Administration Management Portal (RAMP) Tool with a targeted go live date of May 2023.

Instigates Transdisciplinary Research Teams Al Symposium

IDIA convened researchers across the university in February to catalyze useinspired AI research: Al4Health, Al4Science, Al4Sustainability, Al4Policy, Al4Equity, Ethical AI, Al4Work, Al4Manufacturing, Initiatives

Strategic Direction

Deliver an Inclusive Student Experience Expand Research Impact | Accelerate Economic and Social Impact Exemplify DEI Culture | Invest in Faculty and Staff Success

Supports public/private strategies to optimize physical and behavioral health career education and post-graduate skill training.

Mason Center for Health Workforce (MCHWF)

IBI and MCHWF received a \$100K GoVA planning grant to design a workforce pipeline program that will enable Northern Virginia to augment and strengthen life science workforce development using an "employer-led" workforce preparedness model.

New Faculty: Prof. Mary (Missy) Cummings

Mason Autonomy and Robotics Center (MARC)

https://cec.gmu.edu/news/2023-01/podcast-ep-46-missy-cummings-artificial-intelligenceartificial-and-not-intelligent



Quantum at Mason



George Mason University and the 2nd Quantum Revolution

Dr. Patrick Vora

Associate Professor | Department of Physics and Astronomy Director | Quantum Science and Engineering Center

Harnessing the quantum properties of matter in technology is game changing...

Quantum Computing Solve the unsolvable

- <u>SOIVE THE UNSOIVADIE</u>
- Drug discovery
- Scheduling
- Optimization
- Fluid dynamics
- Physics and chemistry
- Finance



Quantum Sensing

Detect the undetectable

- Discovery of gravitational waves
- Position, navigation, and timing
- Biology and health



Quantum Communication

<u>Ultimate security and insecurity</u>

- Break RSA
- Perfectly secure key distribution



Quantum Education and Workforce *Build the future*

- Worldwide shortage of quantum literate scientists and engineers
- Need full engagement of population to compete
- Diversity, equity, and inclusion a requirement

Worldwide Investments

	0	2	4	6	8	10	12	14	16
China	15.3								
European Union	7,2								
United States	1.9								
Japan	1,8								-
United Kingdom	1.3								n
India	1.0	Ľ.							1
Canada	1.0								
Russia	0.7								
Israel	0.5								m
Singapore	0,3								d
Australia	0.2								-
Other	0.1								

https://qureca.com/overview-on-quantum-initiatives-worldwide-update-mid-2021/



Quantum @ Mason

2018 – QSEC founded as a University-level to focus on quantum technology

Transdisciplinary approach to quantum research and education

Active experimental and theoretical research in:

- Quantum Computing and Algorithms
- Quantum Sensing
- Quantum Materials

Dedicated to building a world-class **quantum workforce** with **equity** at its core.

Public-private partnerships are key to securing the quantum future.

Quantum @ Mason

Quantum Computing

Quantum algorithms for optimization



Quantum Materials



World-class materials and cryogenic measurement in Fairfax

Quantum Sensing

RF Quantum Magnetometer & Gradiometer

• <u>World record sensitivity (sub femto-Tesla)</u> Cooper et al., PRA 106, 053113 (2022)



Quantum Workforce & Education



\$650,000 community partnership

Teacher training

Immersion program

Mason Quantum Graduate: Jaydeep Joshi, PhD

Research Focus: Exploring quantum phenomena in novel materials and heterostructure systems

Phase transitions in TMDs

1. Structural







Quantum Science and Engineering Center | The Vora Lab

- Quantum physics
- Materials science
- Optics
- Spectroscopy
- Electrical measurements
- Collaborative approach

2. Metal – Semiconductor junction



Mason Quantum Graduate: Jaydeep Joshi, PhD

Current Quantum Career



Privately funded organization involved in building quantum-safe cryptography solutions.

Quantum physicist

- Joined Dec 2021
- Research, development and evaluation of HW products for quantum entropy generation
- Advise a team of HW, ESW and FPGA engineers to meet QM specifications
- Collaboration with ORNL, LANL and EPFL

Quantum is growing in the information sector

- Need for post-quantum safe algorithms
- National Quantum Initiative and <u>Quantum Computing</u>
 <u>Cybersecurity Preparedness Act</u>

<u>Mason's Impact</u>

George Mason Summer Research Scholarship

- Opportunity to focus on research
- 8 publications by graduation

Collaborations, guest research positions

- National Institute of Standards and Technology
- Penn State University
- Laboratory of Physical Sciences (NSA funded)

Experience with entire lifecycle of research projects

- Project conception and proposal writing
- Instrumentation development
- Experimentation
- Publishing
- Conference presentations
- NSF-Innovation Corps

GEORGE MASON UNIVERSITY BOARD OF VISITORS

Audit, Risk, and Compliance Committee Meeting February 23, 2023

AGENDA

I. Call to Order

II. Approval of Audit, Risk, and Compliance Committee Minutes

A. Approval of Committee Minutes for December 1, 2022 Meeting (ACTION)

III. Old Business

A. Auditor of Public Accounts Examination Discussion

IV. New Business

A. Emergency Management Update

V. Reports

A. Office of University Audit Summary Report

B. Review of Office of University Audit External Assessment

C. Office of Institutional Compliance Summary Report

D. Information Technology Risk and Control Infrastructure Program Update

VI. Adjournment

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

December 1, 2022 MINUTES

- PRESENT: Vice Chair Oberoi; Visitors Brown, and Meese.
- ABSENT: Chair Kazmi and Visitor Bhuller.
- **ALSO** Rector Blackman; Visitors Burke, Hazel, Marquez, Moss, Pence, Petersen, and Prowitt; President Washington; Vice President and Chief Diversity Officer Artis; **PRESENT:** Vice President and Chief Information Officer Borek; Faculty Senate Chair Broeckelman-Post; Interim Senior Vice President Dickenson; University Counsel Gentry; Provost and Executive Vice President Ginsberg; Interim Vice President for Finance Heinle; Graduate Student Representative McDole; IT Security Director McNay; Undergraduate Student Representative Nguyen; Staff Senate Chair Rogers; Assistant Vice President and Deputy Chief Information Officer Spann; Vice President for Strategic Initiatives and Chief of Staff Walsh; Associate Vice President for Safety, Emergency Management, and Enterprise Risk Management Zobel; Auditor of Public Accounts Representative Rasnic; Chief Audit, Risk, and Compliance Officer Dittmeier; Affiliated Auditor Cullen; Associate Vice President for Institutional Compliance Lacovara; Associate University Auditor Watkins; and University Ethics Officer Woodley.
 - I. Vice Chair Oberoi called the meeting to order at 11:50 a.m.

II. Approval of Minutes

Vice Chair Oberoi called for a motion to approve the minutes of the September 29, 2022 Audit, Risk, and Compliance Committee meeting. The motion was **MOVED** by Visitor Meese and **SECONDED** by Visitor Brown.

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

III New Business

A. Auditor of Public Accounts Discussion

Mr. Rasnic provided an overview of the Auditor of Public Accounts, including their reporting relationship to the Joint Legislative Audit and Review

AUDIT, RISK, AND COMPLIANCE COMMITTEE

December 1, 2022 Page 2

> Commission of the Virginia General Assembly. Mr. Rasnic described their planned FY22 audit, which is designed to provide an opinion that the university's financial statements are fairly presented in all material respects. The Auditor also plans to issue a separate Internal Controls and Compliance Report covering internal controls over financial reporting and to perform procedures to support the Single Audit of the Commonwealth's compliance with requirements applicable to the Higher Education Emergency Relief Funds program. Mr. Rasnic confirmed that results would be reported at the Committee's May 2023 meeting.

B. Information Technology Update

Mason's Chief Information Officer Kevin Borek provided the Committee with an overview of Mason's information technology environment. Like most universities, Mason operates in a distributed IT environment with shared governance, although most administrative processing is centralized. The complexity of the environment continues to increase as Mason addresses changes in requirements, statutory obligations, and growth in volumes and offerings in an environment where suppliers of higher education technology solutions are consolidating and focusing on smaller colleges. Mr. Borek compared characteristics of the current environment with those desired in the future and discussed the adoption of NIST SP 800-53 tailored to the higher education environment as a quality management standard. There are a number of actions being taken to strengthen IT governance across the enterprise and to strengthen important processes for managing IT service delivery in accordance with this standard. Key processes include the information security compliance program; portfolio and project management; configuration and change management; and identity management and access control; among others. These actions are expected to take multiple years to fully implement and will rely on sustained leadership to support the cultural change to improve the long-term effectiveness, efficiency, and alignment of Mason's technology.

During the update, the Committee discussed with Mr. Borek the potential for insider threats to present risk to the university, and the structure and resources focused on addressing cybersecurity risks. The Committee expects the status of actions to strengthen Mason's technology environment to remain an area of interest and to continue to receive further regular written updates from Mr. Borek at future meetings.

IV. Reports

Ms. Woodley reviewed with the Committee the Report of Approved Waivers of Contractual Conflicts of Interest for the year ending October 31, 2022. The report shows (i) waivers related to dual employment of immediate family members and (ii) waivers related to employees with a personal interest in a contract whether for research and development, commercialization of intellectual

AUDIT, RISK, AND COMPLIANCE COMMITTEE

December 1, 2022 Page 3

> property or for another purpose. The Committee discussed with Ms. Woodley the actions taken to mitigate waived dual employment situations and information related to waivers for employees with a personal interest in a contract.

> Ms. Watkins reported on the status of audit operations described in the Office of University Audit Summary Report. She stated that a candidate has accepted an offer to join the audit team in December 2022, bringing the team to five professionals. Co-sourced resources continued to be utilized to accomplish audit work. Mr. Dittmeier reported that the Commonwealth's Office of State Inspector General has been engaged to supervise a peer review team of qualified and independent assessors to complete an independent external validation of University Audit's self-assessment of conformance to professional standards; the validation is expected to be completed in December and results will be communicated when they are received.

Mr. Lacovara reported on the status of compliance activities described in the Office of Institutional Compliance Summary Report.

V. Adjournment

Vice Chair Oberoi adjourned the meeting at 12:34 p.m.

Respectfully submitted,

229 Aprien

Edward R. Dittmeier Secretary <u>pro tem</u>

ITEM NUMBER: III.A.	Auditor of Public Accounts Examination Update
PURPOSE OF ITEM:	Brief the Audit, Risk, and Compliance Committee regarding the status of the Auditor of Public Accounts' examination of Mason's financial statements for the year ended June 30, 2022.
NARRATIVE:	Nusrat Sultana, Director of Financial Reporting, will brief the Committee on the current status of the Auditor of Public Accounts' examination of Mason's financial statements for the year ended June 30, 2022.

ACTION:

Receive briefing and discuss.



HER SITY

Board of Visitors – Audit, Risk, and Compliance Committee Emergency Management Update - February 23, 2023 Safety, Emergency, & Enterprise Risk Management

Safety, Emergency, & Enterprise Risk Management | seerm@gmu.edu | seerm.gmu.edu | 703.993.8448



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Preparedness	Response	Recovery
Planning, purchasing	Actions taken during an emergency	The process of bringing
quipment, participating in drills,	to respond to events or protect	individuals and operations back to
haring information, and taking step		sense of normalcy.
o prepare for a potential emergenc	-	Continuity of Operations
Training/Outreach	Emergency Ops. Center	Unit COOP Plans
Guides	Response Plans Fauinment	Community Assistance
Drills & Exercises	• Equipment	
Unit Planning		
PAREDNESS DING SHORT- DAYS		

Emergency Preparedness

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Emergency Preparedness Training

Required for All Employees

- Civility and Violence Prevention Training
- Emergency Preparedness Training

Active Threat Resources

- Active Threats Awareness and Prevention (online video)
- In-person Active Threat Training
- Hands-on Stop the Bleed Training

Optional Training

• Fire Extinguisher Training





Not Quite Mason Ready? We Can Help You Prepare for Emergencies!

Emergencies strike with little to no notice, so don't hesitate – take a moment right now to get yourself Mason Ready! We've made it easy for you to find the resources you need to prepare yourself for emergency situations that may arise on campus. Simply select your audience type from the options below to get started!







Student

Faculty & Staff

Families & Visitors



Emergency Preparedness Community Resources

Ready.gmu.edu

Emergency Preparedness Guides

Signage

- Emergency Procedures Posters
- Shelter Area Signage
- Building Evacuation Plans

Annual Drills

- Tornado Drill
- Earthquake
- Building Evacuation





University Emergency Exercise Program

Time	2018	2019	2020/2021	2022	2023	2024	2025	2026
Jan.	EC + EOG Active Threat Seminar	EC + EOG Cybersecurity Seminar	COVID Response	EC Active Threat Tabletop	EC Active Threat Tabletop	EC Active Threat Tabletop	EC Active Threat Tabletop	EC Active Threat Tabletop
Feb.	EC Active Threat Tabletop	EC Cybersecurity Tabletop		EC + EOG Emergency Management Seminar	EC + EOG Continuity of Operations (COOP) Seminar	EC + EOG Civil Disturbance/ Unrest Seminar	EC + EOG Cybersecurity Seminar	EC + EOG Climate Change Seminar
Apr.		EC Active Threat Tabletop		EOG Active Threat Functional Exercise	EC COOP Tabletop Exercise	EC Civil Disturbance/ Unrest Tabletop Exercise	EC Cybersecurity Tabletop	EC Climate Change Tabletop
Sept.	Alternate EOC Drill & Banner DR Tabletop Annual EC	Annual EC Emergency Management Program Orientation	ergency nagement gram	EMEC + G11 Civil Disturbance / Unrest Tabletop Exercise	EC + EOG COOP Functional Exercise	EC + EOG Civil Disturbance/ Unrest Functional Exercise	EC + EOG Cybersecurity Functional Exercise	EC + EOG Climate Change Functional Exercise
Nov.	Emergency Management Program Orientation			EC Emergency Management Program Orientation	EC Emergency Management Program Orientation	EC Emergency Management Program Orientation	EC Emergency Management Program Orientation	EC Emergency Management Program Orientation

Emergency Response

Safety, Emergency, & Enterprise Risk Management | seerm@gmu.edu | seerm.gmu.edu | 703.993.8448



Emergency Organizational Structure

AWARE TEAM Emergency Notification Procedures

Sensitive Student Emergencies VP, University Life R. Pascarell

Non-Criminal Emergencies AVP, SEERM / Emergency Liaison J. Zobel

Criminal Emergencies Chief of Police / Emergency Liaison C. Rowan

TEXT MESSAGE TO AWARE TEAM

Information about an active event or situation that might affect the university's operation, have reputational impact, impact majority of AWARE, or require a campus-wide email to be sent. This is intended as a one way communication.

MASON ALERT TO AWARE TEAM

A call with AWARE is needed **same day** to discuss an event that might affect university operations, have reputational impact, or impact majority of AWARE. In this case, the event has not yet happened, and there is time for planning and discussion. EOG is not activated yet.

A call with AWARE is needed **immediately** (i.e., 5 minutes) to discuss an **imminent** event or threat that will affect university operations, have a significant reputational impact, or impact the majority of AWARE. In this case, the event is happening with no lead time. EOG is not activated yet.


- Mason Alert Email All active @gmu.edu email accounts
- Mason Alert Text Message 68% of Mason community
- University Website <u>www.gmu.edu</u>
- Social Media Facebook & Twitter
- Applications Mobile Mason & Rave Guardian
- RAVE Guardian public safety application
- Outdoor speaker system
- Weather notification system West Campus
- University wide email listservs







Emergency Organizational Structure





Emergency Operations Structure



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Emergency Operations Plan Annexes:

- 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
- Student and Employee Death Notification Procedures Annex

Emergency Plans:

- Communicable Disease Plan
- Mason Korea Emergency Operations Plan
- Integrated Contingency Plans
- International Travel Emergency Operations Plan
- University Camps Emergency Operations Plans
- Biomedical Research Laboratory Incident Response Plan
- Department of Transportation Hazardous Materials Security Plan
- Coordinated Regional Shelter Plan^{*}
- Transfer Point Plans*



Emergency Response Resources

- Warm Emergency Operations Center (EOC) and backup location
- Deployable emergency response trailers (cots, sleeping bags, pillows, generators, lights, pet cages, tools, traffic cones)
- Repeated radio network
- Emergency generators for critical infrastructure



Continuity & Recovery

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Continuity of Operations

- Revising and revitalizing the university's
 Continuity of Operations Plan
- Capturing critical personnel, resources, infrastructure
- Research resiliency and infrastructure improvements



Community Assistance

- Partnering with local community mental health resources
- Plans for short and long-term mental and emotional health support
- Revised to integrate with and leverage existing university resources





1. Lockdown Procedures: Integrate emergency buttons in dispatch with automated electronic access system to lock all doors

2. Program Audit: Conduct a self-assessment of Mason Emergency Management Program using internationally recognized rubric – Emergency Management Accreditation Program

3. COVID After Action Report: Conducting review of Mason's COVID Response



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High Profile and Political Events on Campus

Politicians, Celebrities, and Controversial Personalities

- Developed an Annex to the university's Emergency Operations Plan
- Notify AWARE Team
- Partner with Events Management, University Branding, Police, and visitor's representatives
- Staff the Emergency Operations Center
- Provide on-site support and logistics









Thank You

David Farris, PhD

Executive Director of Safety & Emergency Management dfarris@gmu.edu – (703) 993-2507

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

February 23, 2023

- <u>Audit Staffing:</u>
 - Chandra Sekaran joined Mason as Senior Auditor on December 12, 2022. He has over 25 years of experience and leadership at the World Bank in audit, risk and internal controls, and strategic initiative and business change management. Chandra is also an adjunct faculty in Mason's Department of Information Sciences and Technology within the College of Engineering and Computing.
 - We continue to utilize our hybrid organizational model to provide assurance services for Mason. The model blends full time professional staff with co-sourced professionals from national and local accounting firms that bring specialized expertise to execute specific audit engagements. As of February 3, 2023, the full-time staff consists of five professionals. Seeking the right balance of audit professionals who are Mason employees and those who are co-sourced professionals is being managed continuously by University Audit leadership.
- One <u>audit report</u> was issued since the last meeting.
 - Additional audit memos summarized the results of self-assessments of certain enterprisewide information security controls, our observation of the disaster recovery exercise to restore the Banner database from the backup location, and the pre-construction review of the final guaranteed maximum price (GMP) #2 proposal for the SciTech campus' Life Sciences and Engineering building.
- Remediation of 14 <u>audit issues</u> is in progress as of February 3, 2022.
- <u>Audit Plan status:</u>
 - Planned audit work remains consistent with the 3+6 Audit Plan reviewed at the prior meeting. However, the timing of planned audit work continues to be reevaluated in consideration of the use of co-sourced audit resources.
- Status of fraud, waste, and abuse <u>investigations</u>:
 - There are two investigations in progress.

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SUMMARY OF AUDIT REPORTS

- Office of University Registrar.
- Audit Memos:
 - IT Risk Self-Assessment Results: Enterprise-wide Guidance.
 - ITS Disaster Recovery Exercise Banner.
 - Life Sciences and Engineering Building Pre-Construction Final GMP #2 Proposal Review.



INTERNAL AUDIT REPORT

Report

Report

Number:

Date:

Report Title: Responsible Manager:

Office of the University Registrar

Office of University Audit

Doug McKenna University Registrar, Office of the University Registrar

December 8, 2022

FY23-13

EXECUTIVE SUMMARY:

Background:

The mission of the Office of the University Registrar (OUR) is to serve as the steward of academic information by creating, maintaining, certifying, and protecting student course catalogue, degree requirements, and records. Among other things, this includes:

- maintaining accurate and secure records of all students; •
- issuing transcripts and verifications of student records; •
- conducting registration; •
- preparing and publishing (in coordination with academic departments) the Schedule of Classes and the University Catalog;
- awarding and posting degrees;
- determining in-state tuition status relating to student domicile appeals; and
- providing individual student data and decision-support information to the academic • community, as well as other appropriate offices.

Most the OUR processes are interlinked with students and faculty as well as several areas of the university, including Academic Units, Admissions, Student Financial Aid, Student Accounts, Office of the Provost, Information Technology Services, and partner organizations, among others. Accordingly, effective communication and coordination is critical to the OUR's ability to facilitate university requirements that culminate in permanent student records. In support of the OUR's processes, management primarily makes use of the Banner Student module as its core technology platform. The OUR is implementing additional technology solutions, such as the Stellic Degree Management system, to help facilitate its processes.

The OUR is subject to regulatory requirements in two primary areas: exercising leadership in promoting educational policies and overseeing University training efforts (i.e. Family Educational Rights and Privacy Act (FERPA)); and administering federal assistance programs authorized and appropriated by Congress (e.g., Department of Veterans Affairs (VA) benefit programs). FERPA is a federal law that protects the privacy of personally identifiable information contained in a student's educational record. OUR oversees FERPA training for Mason faculty and staff with access to student records; Internal Audit did not identify any findings related to FERPA during the audit.

In the Commonwealth, the State Council of Higher Education for Virginia (SCHEV) is the coordinating body for higher education. Among other responsibilities, SCHEV administers a variety of higher education-related roles and responsibilities, including reviewing and approving all new academic programs proposed by any public institution of higher education. OUR coordinates with SCHEV to ensure programs are appropriately approved prior to offering the program at Mason.

Audit Conclusion:

The OUR continues to be effective in accomplishing its core mission of ensuring students are registered in scheduled classes and related records are accurate. OUR has well established policies and procedures around the key functions and activities of its office, as well as initiatives to further evolve and automate processes and workflows. Based on our work, processes for conferring degrees to ensure students met degree requirements and applied for graduation are functioning effectively. Grade submission and change requests were properly approved and supported by documentation. The granting and modification of OUR employee access to Banner system capabilities was properly approved and documented.

OUR has opportunities to share enhanced data available via the Stellic Degree Management System to potentially better support academic units with scheduling courses. The process for decisioning domicile appeals could be strengthened further.

SUMMARY OF AUDIT MEMOS:

Audit Memos are communications which provide assurance related to a narrow, targeted topic or provide interim updates on longer-term assurance activities.

IT Risk Self-Assessment Results: Enterprise-wide Guidance.

• Confidential – Restricted Data: Critical Infrastructure Vulnerability Assessment Information (Code of VA: 2.2-3705.2.4).

ITS Disaster Recovery Exercise - Banner.

• The objective of the disaster recovery exercise was to simulate a natural disaster and determine whether Mason is able to restore the Banner database from the backup location after a reasonable amount of time. The exercise was successful; however, improvements in documentation should be considered when conducting future exercises.

Life Sciences and Engineering Building Pre-Construction Final GMP #2 Proposal Review.

• The Final GMP #2 Proposal review confirmed general compliance with the applicable compensation language in the pending contract for construction services, and identified areas for further clarification to avoid potential future issues. Management addressed review comments as needed in the final GMP proposal.

SUMMARY STATUS OF AUDIT ISSUES AS OF FEBRUARY 3, 2023

There were 14 open audit issues as of February 3, 2023. Target dates for several issues were extended.



Audit Report	Report Date	Open at May 2022	New	Closed	Open at Nov 2022	New	Closed	Open at Feb 2023
Office of University Registrar	12/20/22	-	-	-	-	2	0	2
Academic Integrity	8/29/22	-	3	1	2	-	1	1
Student Financial Aid	11/10/21	7	-	5	2	-	-	2
Office of Admissions	11/4/21	4	-	4	0	-	-	0
Clearing Accounts	9/3/21	1	-	1	0	-	-	0
Gift Acceptance Policy Implementation	6/22/20	2	-	2	0	-	-	0
Drug and Alcohol Abuse Prevention Program	12/16/19	2	-	-	2	-	1	1
Employee Disclosures and Evaluation of Personal Interests	12/13/19	4	-	-	4	-	-	4
Faculty Study Leave Programs	4/18/19	3	-	-	3	-	-	3
Office of the University Registrar	3/7/18	1	-	-	1	-	-	1
Administrative Management of Sponsored Programs	10/11/17	1	-	1	0	-	0	0
		25	3	14	14	2	2	14

STATUS OF AUDIT PLAN AS OF FEBRUARY 3, 2023

The 3+6 Audit Plan as of February 3, 2023 (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, and planned = yellow bars)

Торіс	Description	930 1	1231	3 31	6 30
Aligned with University-Level Risk Ar					
Information Security Program	 Monitor projects to further strengthen security of Mason's entire technology environment; validate controlled unclassified information security controls in various environments. 	-		=	=
Information Technology Process Instructure Projects	Monitor implementation of information technology process infrastructure projects.				
Research Computing Security	• Monitor cybersecurity assessments of research computing environments and preparations to implement NSPM-33 expectations.			-	
Research Data Management	• Assess processes for managing research data in conformance with award requirements.				
Research Administration Enhancements	• Assess administrative management of sponsored program awards, including financial, contractual, and regulatory risk management, and evaluate redesigned processes incorporating automation.				
IT Vendor Management	Assess management actions to strengthen controls.				
Construction Payments and Change Orders	Monitor planned campus construction projects.		l I		
Additional Areas					
University Registrar	• Assess processes implementing academic policy, including processing completeness and accuracy.		i.		
Non-Employee Identities	• Assess processes for approving, supervising, controlling, and overseeing non-employees who have an identity relationship ("G number") with Mason.				
Background Investigations	Assess the effectiveness of the university's background check process.				
Student Financial Accounts	Assess business and compliance processes relevant to student billing activities.		1		
Tuition Credit Validation	• Validate whether tuition credits and the resulting financial aid changes were processed accurately.			•	
Issue Validation Procedures	• Validate management has remediated audit issues in a comprehensive and sustainable manner.				
Hotline Investigations Referred by OSIG	• Investigate allegations of fraud, waste, or abuse received from the Commonwealth's Office of the State Inspector General.				

STATUS OF INVESTIGATIONS AS OF FEBRUARY 3, 2023

Nature of Allegation	Туре	Status	Remarks
Potential waste/misuse of State funds	Waste	In Progress	
Potential noncompliance with hiring	Waste/Abuse	In Progress	
policies			

Summary of Types:

- <u>Fraud</u> = 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.
- <u>Waste</u> = 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.
- <u>Abuse</u> = 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

University Audit utilizes a hybrid organizational model to provide assurance services for Mason. The model is designed to blend full time professional staff with co-sourced professionals from national and local accounting firms that bring specialized expertise to execute specific audit engagements under the Associate University Auditor's direction and supervision. As of February 3, 2023, the full-time staff consists of five professionals.



APPENDIX: AUDIT ISSUE DETAILS AS OF FEBRUARY 3, 2023

#	Audit Report	Audit Issue	Status of Management Action		
1				Target	Target
1	Report Name: Drug	Review Approach to Informing Employees and	University Life is reviewing all options for	3/31/20	3/31/23
	and Alcohol Abuse	Students Regarding Alcohol and Other Drug	informing students of DFSCA requirements		
	Prevention Program	Programs:	which has been included as action items of the		
		Distribute the annual notification directly to employees	Alcohol and Other Drug Working Group.		
	Report Date: 12/16/19	and students via email. Directly emailing the notification	University Life will draft an updated student		
		ensures that each employee and student receives the	disclosure communication for use going forward.		
	Management: Rose	notification in writing.			
	Pascarell, Vice		Human Resources (HR) is also determining the		
	President, University		best option for employee disclosure		
	Life		communications regarding the university's		
			Alcohol and Other Drug Programs.		
2	Report Name: Office	Increase Domicile Appeal Timeliness and	The OUR will review the domicile appeal	3/31/23	3/31/23
	of University Registrar	Documentation:	process and revise procedures to include		
		The OUR should maintain written justification within	explanations for grant/deny decisions as part of		
	Report Date: 12/8/22	the domicile appeal file documenting why an appeal was	the file, and to include explanation of appeal		
		or was not granted. Further, the OUR should continue	decisions in the notifications sent to students.		
	Management: Janette	providing reports to the Office of Admissions on			
	Muir, Vice President for	domicile appeals that were overturned including trends	The OUR will build on the established		
	Academic Affairs,	to reduce the number of appeals submitted to the OUR	relationship with Admissions to continue to		
	Office of the Provost		refine and align communications and processes		
			relating to domicile decisions; including		
			establishing a feedback process whereby the		
			OUR provides information and reasoning behind		
			overturned domicile decisions with the goal of		
			improving the overall experience for students.		
3	Report Name:	Evaluate Governance and Reporting Design	Institutional Compliance has evaluated potential	11/30/20	5/31/23
	Employee Disclosures	Improvements for COI and COC:	strategies, including system solutions that will		
	and Evaluation of	Management (i.e., deans, center directors, and	allow management a clearer picture of each		
	Personal Interests	administrative unit leaders) should utilize a single	employee's financial interests and outside		
		system to obtain and disseminate for review and	commitments. The university is implementing a		
	Report Date: 12/13/19	approval, all employee financial interests and outside	research compliance software system. The target		
	_	commitments. We believe management, not employees,	implementation of the COI module is projected		
	Management: Vincent	should determine whether a financial interest or outside	for May 2023.		
	Lacovara, Associate	commitment relates to an individual's institutional			
	Vice President for	responsibilities, and if so, whether it presents a conflict.	Review and monitoring processes will be		
	Institutional Compliance	The single system solution should be robust enough to	established in line with overall disclosure		
	-	function as a system of record with capabilities to	processes.		

#	Audit Report	Audit Issue	Status of Management Action	Original	
				Target	Target
		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.			
4	Report Name:	Implement a Monitoring Program for Employee	Institutional Compliance, with assistance from	11/30/21	5/31/23
	Employee Disclosures	Disclosures:	individual units, will continue to monitor		
	and Evaluation of	Monitoring and oversight programs provide assurance	employee disclosure completion (i.e., that they		
	Personal Interests	that policy expectations are being met and procedures	are submitted) and review the substance of		
		are functioning as intended. Once policy, governance,	submissions when circumstances warrant. Once		
	Report Date: 12/13/19	and reporting adjustments have been considered and	policy and other changes have been implemented,		
		implemented, management should develop monitoring	a more robust monitoring program to evaluate the		
	Management: Vincent	programs to evaluate the completeness and accuracy of	completeness and accuracy of employee		
	Lacovara, Associate	employee submissions. Where possible, separately (e.g.,	submissions, including both reviews of internal		
	Vice President for	employee evaluation data or VA Statements of	and publicly available information, will be		
	Institutional Compliance	Economic Interests) and/or publicly available (e.g., IRS	developed and implemented.		
		data) documents should be compared to self-reported employee disclosures to further support the			
		completeness and accuracy of data provided.			
5	Report Name:	Evaluate Requiring New Hires to Disclose Interests	Institutional Compliance will consult with	11/30/21	5/31/23
	Employee Disclosures	and Commitments as Part of the Onboarding	Human Resources (HR) and evaluate requiring		
	and Evaluation of	Process:	disclosure and training for new hires as part of		
	Personal Interests	Management (i.e., deans, center directors, and	the university's onboarding process. Disclosure is		
		administrative unit leaders) should evaluate requiring	dependent on implementation of the COI module		
	Report Date: 12/13/19	new hires to disclose financial interests and outside	of the research administration technology suite		
		commitments as a part of the onboarding process.	being deployed in phases; the COI module is		
	Management: Vincent	Management should consider providing training to new	scheduled for implementation by May 2023.		
	Lacovara, Associate	hires on the subject during the onboarding process.			
	Vice President for				
6	Institutional Compliance Report Name: Office	Evaluate and Implement Process and Oversight	Development of Ellucian Workflow to automate	8/31/18	5/31/23
0	of the University	Efficiency and Effectiveness Enhancements:	registration forms has been slower than expected.	0/31/10	5/51/25
	Registrar (OUR)	Registration transactions that require OUR action (e.g.,	The office will continue working with ITS to		
		enrollment adjustments, selective withdrawals, and	develop these forms in Ellucian Workflow. We		
	Report Date: 3/7/18	program and domicile changes) are manual in nature	expect to automate $10 - 12$ forms for the high-		
	r	with no secondary review prior to entry in Banner. OUR	volume processes by May 2023.		
	Management: Janette	processes several thousand manual transactions each	1 5 5		
	Muir, Associate Provost,	semester which require faculty and staff approval prior			
	Academic Initiatives	to processing. These transactions included, but were not			
		limited to: course enrollment adjustments; selective			

#	Audit Report	Audit Issue	Status of Management Action	Original Target	Current Target
	and Services, Office of the Provost	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		Target	
		underlying Banner data is often limited.			
7	Report Name: Faculty Study Leave Programs	Re-evaluate the Roles and Responsibilities of the Provost's Office and the Academic Units in the Leave Process:	The Provost's Office is working with Fiscal Services; Human Resources; and the Office of Budget and Planning to streamline the funding	3/31/20	6/30/23
	Report Date: 4/18/19 Management: Renate	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	mechanisms for the program. The objective is to move the cost of the program from indirect funding to the fringe rate calculation and to		
	Guilford, Associate Provost, Academic Administration, Office of the Provost	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 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.	automate manual collection and reporting.		
8	Report Name: Faculty Study Leave Programs Report Date: 4/18/19	Enhance Faculty Study Leave Processes and Procedures: Procedures for tenured and tenure-track faculty study leave processes should be enhanced to clearly define the	Study Leave selection has been completely decentralized to the academic units who create the criteria and evaluation process that aligns with the Faculty Handbook (updated 2021 to	7/15/20	6/30/23
	Management: Renate Guilford, Associate Provost, Academic Administration, Office of the Provost	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.	streamline the study leave process and provide more inclusive program). The Provost's Office is continuing to work with the academic units to document their study leave processes.		
9	Report Name: Academic Integrity	Ensure Consistency in University Academic Integrity Guidance and Recommended Sanctions: The Vice President, University Life (including the OAI)	The Vice President, University Life and the Vice Provost, Academic Affairs will assemble a working group of key stakeholders to develop a	8/15/23	8/15/23
	Report Date: 8/29/22	and the Vice Provost, Academic Affairs should convene a working group comprised of key leaders, faculty,	holistic approach to academic integrity university-wide with specific attention on gaining		

#	Audit Report	Audit Issue	Status of Management Action	Original Target	Current Target
	Management: Rose Pascarell, Vice President, University Life	students, and administration to evaluate the potential value of consistency across the colleges and schools surrounding the university's academic integrity program guidance and recommended sanctions.	consensus on the inclusion and enforcement of an academic integrity statement in all course syllabi; adopting a university-wide sanctioning matrix; and defining and communicating faculty and student roles and responsibilities, among other things.		
			The Office of Academic Integrity (OAI) will support the implementation of the working group recommendations and implement enhancements to ensure consistency in student and faculty guidance.		
10	Report Name:Employee Disclosuresand Evaluation ofPersonal InterestsReport Date: 12/13/19Management: Vincent	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	Institutional Compliance is working with stakeholders to update University Policy 4001, Conflict of Interests, so as to incorporate acceptable policy language addressing these concerns. Policy development is dependent on implementation of the COI module of the newly acquired research administration technology suite and modifications to the Faculty Handbook -	11/30/20	12/15/23
	Lacovara, Associate Vice President for Institutional Compliance	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.	Expected completion May 2023. Institutional Compliance will update ethics training to reflect policy changes and will work with Communications and Marketing to communicate them to employees – Expected completion December 2023.		
11	Report Name: Faculty Study Leave Programs	Utilize the Banner System and Banner Workflows to Improve Process Efficiencies: The faculty study leave process is highly manual in nature which may create inefficient use of time, increase	Development of Ellucian Workflow to enter and track faculty study leaves has been slower than expected. Study Leave notifications are	6/30/22	12/31/23
	Report Date: 4/18/19 Management: Renate Guilford, Associate Provost, Academic Administration, Office of the Provost	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.	currently processed through Dynamic Forms which has provided an automated way of notifying HR of the faculty's study leave status. The Provost's Office will continue working with ITS to explore the potential to integrate Ellucian Workflow to ease manual entry.		

#	Audit Report	Audit Issue	Status of Management Action	Original Target	Current Target
12	Report Name: Student Financial Aid	ancial AidProcedures:Procedures Manual, but a failed search for aThe OSFA should document all key processes andBusiness Analyst has delayed completion of this		6/30/22	12/31/23
	Report Date: 11/10/21	procedures. The documents should define the roles and responsibilities of each employee and detail the	effort. A new search will be initiated and expect to complete the work of documenting all		
	Management: David Burge, Vice President for Enrollment	procedures and processes performed. The OSFA should prioritize creating the following policies and procedures: •Return to Title IV calculations	processes and procedures by the end of 2023.		
	Management, Office of the Provost	 Applicant information verification Exception reporting The documents should be reviewed periodically to keep the documentation current 			
13	Report Name: Student Financial Aid	Evaluate Staffing Needs and Opportunities to Increase Efficiencies in Award Processing and Monitoring:	The Office has automated several processes over the years, however, there will always be a need for human effort to review and perform oversight.	6/30/22	12/31/23
	Report Date: 11/10/21	The Office of Student Financial Aid (OSFA) and Enrollment Management Leadership should determine	We have staffed eight of the nine counselor positions and are actively seeking to hire one		
	Management: David Burge, Vice President	the critical financial aid activities that could benefit from additional staff. Additionally, evaluate opportunities to	additional counselor.		
	for Enrollment Management, Office of	automate manual processes to provide current staff the capacity to take on other critical tasks.	The Office has fully implemented Campus Logic Student Forms to help automate and streamline		
	the Provost		the verification process; and has also made progress with implementing TD Client which will automate the movement of files to and from the Department of Education. Full implementation is		
14	Report Name: Office	Share Enhanced Data to Improve Course Scheduling	expected by 12/31/23. Requirements-based reporting is a critical	12/31/23	12/31/23
	of University Registrar	and Registration: Coordinating with the academic departments to review	university need that the OUR hopes to meet using data captured in the new degree audit system.	12/01/20	12/01/20
	Report Date: 12/8/22	and analyze course data, should enable academic departments to more strategically adjust course offerings	The office is committed to partnering with the academic units in order to give them actionable		
	Management: Janette Muir, Vice President for Academic Affairs,	and classrooms to meet student needs; reducing the number of manual overrides by faculty and risk of students being unable to take required courses if required	information related to the schedule of classes offered.		
	Office of the Provost	course is at capacity. Additionally, the University's Academic Course Catalog is not consistently updated to remove inactive course offerings.	Mason faculty own the course curriculum. The OUR is responsible for the administration of the curriculum process and will continue to communicate each year with the Associate		
			Provosts of Undergraduate and Graduate Education and the academic units regarding		

#	Audit Report	Audit Issue	Status of Management Action	Original	
				Target	Target
			courses that have not been offered in the previous		
			five years; as well as newly approved courses not		
			offered in the previous three years. The		
			Associate Provosts will engage their respective		
			Councils and the academic units to implement a		
			process to inactivate courses that exceed the		
			three-year and five-year criteria for newly		
			approved and older courses respectively if		
			adequate justification to keep the course in the		
			catalog is not provided by the academic unit		
			and/or faculty.		

ITEM NUMBER: V.B.	Review of Office of University Audit External Assessment
PURPOSE OF ITEM:	This item facilitates the Committee's review of the external assessment of the Office of University Audit completed by the Commonwealth of Virginia's Office of the State Inspector General.
NARRATIVE:	The Commonwealth of Virginia requires all executive branch internal audit functions, including Mason's, to conform to the Institute of Internal Auditors' Code of Ethics and <i>International</i> <i>Standards for the Professional Practice of Internal Auditing</i> .
	The <i>Standards</i> comprise 106 standards which address attributes (purpose and responsibility, organizational independence, objectivity, proficiency, due professional care, and program quality assurance and improvement) and performance (management of the function; the nature of internal audit work; focus on governance, risk management, and controls; the performance of audit engagements, including their planning, evaluation, and reporting phases; and monitoring management's progress in remediating audit issues).
	 The <i>Standards</i> require an external quality assessment of conformance be conducted at least once every five years. The Commonwealth's Office of the State Inspector General was engaged to accomplish this assessment, which was completed December 20, 2022. The assessment team was fully independent of Mason and Mason's internal audit function, and had the necessary skills to perform the assessment.
	 The assessment concluded that Mason's internal audit activity generally conforms to the Institute of Internal Auditors Code of Ethics and the <i>Standards</i>. A 'generally conforms' rating is the highest possible rating. It reflects that we have a charter, policies, and processes that are judged to be in accordance with the Code of Ethics and the <i>Standards</i>. The assessment reported three observations which are expected to be addressed by December 2023: Evaluate Mason's ethics-related activities by continued discussions with management and conducting procedures. Refine the pilot tool to evidence supervisory approval of electronic audit workpapers completed by the Office of University Audit and by co-sourced audit teams. Deploy checklists to assess essential quality attributes for audit engagements completed by co-sourced audit teams.
ACTION:	Committee review.



* Our Students Come First * Diversity is Our Strength * * Innovation is Our Tradition * We Honor Freedom of Thought and Expression * * We Are Careful Stewards * We Act with Integrity * We Thrive Together *

Self-Assessment with Independent Validation

Edward Dittmeier Wendy Watkins December 20, 2022

Independent Validation Statement

Ralph Traylor and Mary Barnett [Quality Assessment Review (QAR) Independent Validator Team] were engaged to conduct an independent validation of the George Mason University's (GMU) Office of University Audit (OUA) self-assessment. The primary objective of the validation was to verify the assertions and conclusions made in the attached self- assessment report concerning adequate fulfillment of the organization's basic expectations of OUA, its conformity to The IIA's *International Standards for the Professional Practice of Internal Auditing (Standards)*, and successful internal audit practices and opportunities for continuous improvement noted. Other matters that might have been covered in a full external assessment, such as an in-depth analysis of successful practices based on benchmark data, governance activities, consulting services, and use of advanced technology, were excluded from the scope of this independent validation by agreement with the University Auditor.

In acting as the qualified, independent external assessor from outside the organization, the QAR Independent Validator Team is fully independent of the GMU's OUA and has the necessary skills to undertake this engagement. The validation, concluded on December 20, 2022, consisted primarily of a review and a test of the procedures and results of OUA's self-assessment. In addition, interviews were conducted with the GMU President, Rector of the University Board, GMU Audit, Risk, and Compliance Committee Chair, and OUA staff.

The QAR Independent Validator Team concurs with OUA's conclusions and observations documented in the self-assessment report attached. Implementation of the recommendations contained in the self-assessment report will improve the effectiveness, enhance the value, and support OUA's conformity with the *Standards* and the Code of Ethics.

Ralph W. Traylor

12/20/2022

Ralph Traylor, CPA, CFE Date Independent External Assessor Performing the Validation Team Lead

Mary M. Barnett

12/20/2022

Mary Barnett, CPA, CISA Date Independent External Assessor Performing the Validation



Self-Assessment with Independent Validation

Office of University Audit

Report	Office of University Audit:	Report	December 20, 2022
Title:	Self-Assessment with Independent Validation	Date:	
Responsible	Edward Dittmeier, University Auditor	Report	FY23-14
Manager:	Wendy Watkins, Associate University Auditor	Number:	

EXECUTIVE SUMMARY:

The Commonwealth of Virginia's General Assembly, through the Office of the State Inspector General (OSIG), requires executive branch internal audit functions to conform to the Code of Ethics and the *International Standards for the Professional Practice of Internal Auditing* (*Standards*) promulgated by the Institute of Internal Auditors (IIA), the recognized standards-setting body for the internal auditing profession.

The *Standards* require that an external quality assessment (QA) of an internal audit activity must be conducted at least once every five years by a qualified, independent assessor or assessment team from outside the organization. The qualified assessor or assessment team must demonstrate competence in both the professional practice of internal auditing and the QA process. The QA can be accomplished through a full external assessment or a self-assessment with independent validation.

The University Auditor communicated the form and frequency of the QA, as well as the independence and qualifications of the external assessor or assessment team from outside the organization, including any potential conflicts of interest with the Rector and the Audit, Risk and Compliance Committee Chair. Upon consultation and agreement by the Audit, Risk and Compliance Committee Chair, the Office of University Audit (OUA) conducted a self-assessment of its internal audit activity and engaged a team established by OSIG as the qualified, independent external assessment team to conduct a validation of the self-assessment.

The Code of Ethics and the *Standards* encompass all mandatory elements of internal auditing's professional framework and address internal auditing attribute standards and performance standards.

- 35 attribute standards include standards related to the internal auditing activity's purpose and responsibility, organizational independence, objectivity, proficiency, due professional care, and program quality assurance and improvement.
- 71 performance standards address the management of the internal audit activity; the nature of internal audit work, including focus on governance, risk management, and controls; the performance of audit engagements, including their planning, evaluation, and reporting phases; and monitoring management's progress in remediating audit issues.

OPINION AS TO CONFORMANCE WITH THE STANDARDS AND THE CODE OF ETHICS:

The self-assessment concluded that Mason's internal audit activity, the Office of University Audit, generally conforms to the Institute of Internal Auditors Code of Ethics and the *International Standards for the Professional Practice of Internal Auditing*. A 'generally conforms' rating is the highest possible rating and reflects that the Office of University Audit has a charter, policies, and processes that are judged to be in accordance with the Code of Ethics and the *Standards*. A detailed list of conformance with individual *Standards* and the Code of Ethics is shown in Attachment A.

OBJECTIVES, SCOPE, AND METHODOLOGY:

Objectives

OUA completed a self-assessment of conformance with the Institute of Internal Auditors Code of Ethics and the *International Standards for the Professional Practice of Internal Auditing*. The self-assessment also evaluated OUA's effectiveness in carrying out its mission (as set forth in the internal audit charter and expressed in the expectations of Mason's management); identified successful internal audit practices demonstrated by OUA; and identified opportunities for continuous improvement to enhance the efficiency and effectiveness of the infrastructure, processes, and the value to their stakeholders. Furthermore, an external independent assessor validated the results OUA's self-assessment. The main focus of the external independent assessor was to validate the conclusion of OUA related to conformance with the *Standards* and the Code of Ethics. They also reviewed OUA's observations related to successful internal audit practices and opportunities for continuous improvement, and they offered additional observations as they deemed appropriate.

Scope

The scope of the quality assessment (QA) included the internal audit activity, as set forth in the internal audit charter approved by the Audit, Risk and Compliance Committee, which defines the purpose, authority, and responsibility of OUA. The QA was concluded on December 20, 2022, and provides senior management and the Audit, Risk and Compliance Committee with information about OUA as of that date. The *Standards* and the Code of Ethics in place and effective as of January 1, 2017, were the basis for the QA.

Methodology

OUA compiled and prepared information consistent with the methodology established in the *Quality Assessment Manual for the Internal Audit Activity*. This information included completed and detailed planning guides, together with all supporting documentation; an evaluation summary, documenting all conclusions and observations; and the selfassessment report by the OUA. Key stakeholders were identified by OUA (OUA staff, senior management, and certain Visitors) and were interviewed or surveyed. The results were tabulated by the external assessors, and external assessors are to maintain confidentiality in responses.

Prior to commencement of the validation portion of the self-assessment, the external assessors held a preliminary meeting with OUA to discuss the status of preparation of the self-assessment, identification of key stakeholders to be interviewed during the validation period, and finalization of logistics related to the QA. To accomplish the objectives, they reviewed information prepared by OUA and the conclusions reached in the QA report. The assessors also conducted interviews with selected key stakeholders, including the Rector; Audit, Risk, and Compliance Committee chair; senior executives of Mason; and OUA management; reviewed a sample of audit projects and associated workpapers and reports; reviewed survey data received from OUA staff; and prepared diagnostic tools consistent with the methodology established for an QA in the *Quality Assessment Manual for the Internal Audit Activity*. The validators (external assessors) prepared an "Independent Validation Statement" (second page of this package) to document conclusions related to the validation of OUA's self-assessment.

#	Description	Target Date				
	Gaps to Conformance					
1.	Provide Assurance Related to the University's Ethics-Related	December 2023				
	Objectives					
2.	Document Evidence of Supervisory Review of Engagements	July 2023				
	Opportunities for Continuous Improvement					
1.	Develop Engagement Quality Attributes and Assessment Checklists for	July 2023				
	Work Completed by Co-sourced Auditors					
	Successful Internal Audit Practices					
1.	Top-Down and Bottom-Up Risk Assessment and Audit Planning					
	Methodology					
2.	3+6 Audit Plan Provides Flexibility in Allocating Resources Based on					
	Changes in Risks					
3.	Reporting to the Audit, Risk and Compliance Committee and Executives					
4.	Management Call Program Aids OUA Identification of Risks and Value					
5.	Holistic Approach to Information Technology Related Audit Issues					
6.	Hybrid Organizational Model Provides Organizational Resilience and					
	Access to Expertise					
7.	Co-Sourcing Arrangements Supplement Staff with Specialized Expertise					
	and Temporary Resources					
8.	Audit Staff Certifications and Continuing Professional Education					

SUMMARY OF OBSERVATIONS

DETAILS – GAPS TO CONFORMANCE:

1.	Provide Assurance	e Related to the University's Ethics-Related Objectives.	
	Standard 2110.A1 requires "the internal audit activity must evaluate the design, implementation, and effectiveness of the organization's ethics-related objectives, programs, and activities."		
The prior external quality assessment in 2017 observed that management had goals regard university-wide ethics programs. Since 2017, the university has continued to enhance its overall ethics program. In early 2022, OUA performed an informal preliminary assessment the program using the IPPF's Practice Guide for Evaluating Ethics Related Programs; this assessment was discussed with the Ethics Officer and the Institutional Compliance Leader. Actions to further strengthen activities supporting Mason's ethics-related objectives are discussed periodically with the Associate University Auditor		nics programs. Since 2017, the university has continued to enhance its ram. In early 2022, OUA performed an informal preliminary assessment of the IPPF's Practice Guide for Evaluating Ethics Related Programs; this scussed with the Ethics Officer and the Institutional Compliance Leader. strengthen activities supporting Mason's ethics-related objectives are	
	Action to be Take	en:	
Mason's ethics-related ob		e to discuss with management progress in strengthening activites in support of ated objectives, using the IPPF's Practice Guide as a framework for assessing Il conduct appropriate risk-based assurance services to evaluate matters ethics-related objectives.	
	Contact Person:	Wendy Watkins, Associate University Auditor	
	Contact I ci soni	Wondy Wakins, Absociate Oniversity Haarton	
	<u>Target Date:</u>	December 31, 2023	

2.	Document Evidence of Supervisory Review of Engagements.
	Standard 2340 requires engagements must be properly supervised to ensure objectives are achieved, quality is assured, and staff is developed.
	Prior to the university moving to remote work during the COVID pandemic, audit workpapers were "paper-based" and supervisory review was documented with initials and dates on individual workpapers. With increased use of remote work, workpapers are substantially electronic in nature, comprising Word, Excel, PowerPoint, Adobe pdf, and other file types. Although the Associate University Auditor approves and signs distributed audit reports, we believe additional methods of evidencing the Associate University Auditor's supervisory review of the full set of supporting workpapers is needed to demonstrate such supervision.
	Action to be Taken:
	OUA has developed and piloted a tool (document) to evidence supervisor review and approval of electronic workpapers by each audit phase. OUA will continue to refine the tool as it is

implemented for select internal audit engagements to ensure effective and efficient execution. A lite version of the tool will be used for more targeted internal audit engagements.

In conjunction with defining essential quality attributes for co-sourced engagements and developing checklists to assess conformance, OUA will also work with co-sourcers to develop and implement a way to demonstrate supervisor review and approval for co-sourced engagements.

Contact Person:	Wendy Watkins, Associate University Auditor
Target Date:	July 31, 2023

DETAILS – OPPORTUNITIES FOR CONTINUOUS IMPROVEMENT:

1.	Develop Engagement Quality Attributes and Assessment Checklists for Work Completed by Co-sourced Auditors.		
	OUA has a robust methodology for conducting audit engagements that includes, among other things, quality attributes and assessment checklists for each methodology module (i.e., planning; governance, risk management, and monitoring; control design and operating effectiveness; and reporting). This methodology is employed for audit engagements substantially completed by OUA's full-time audit professionals. However, since 2020, OUA has begun to utilize co-sourced audit teams more extensively to complete the risk-based assurance engagements appropriate for Mason. While these co-sourced audit teams support and document their work substantively to generally accepted professional guidance, there are often variations with OUA's methodology. To document that work completed by co-sourced audit teams substantively conforms to OUA's methodology guidance, OUA should define essential quality attributes for such engagements and develop checklists for the Associate University Auditor to use to assess such conformance.		
	Action to be Taken:		
OUA will define essential quality attributes for engagements completed by co-source teams and develop checklists for the Associate University Auditor to use to assess succonformance.			
	Contact Person:	Wendy Watkins, Associate University Auditor	
	Target Date:	July 31, 2023	

DETAILS – SUCCESSFUL INTERNAL AUDIT PRACTICES:

1.	Top-Down and Bottom-Up Risk Assessment and Audit Planning Methodology
	Standard 2010 requires that the chief audit executive effectively manage the internal audit activity to ensure it adds value to the organization. Specifically, Standard 2010 requires "the chief audit executive must establish a risk-based plan to determine the priorities of the internal audit activity, consistent with the organization's goals."
As documented in Audit Policy #401 – Audit Risk Assessment and Planning, OUA has a robu approach to determining priorities. The approach consists of a "top-down" and a "bottom-up" approach to developing its independent risk assessment. The "top-down" approach seeks to identify macro-level areas of current and/or potentially emerging interest to stakeholders. The "bottom-up" approach is used to develop a risk-based prioritized frequency of audit coverage across the university through the evaluation of Audit Risk Factors applied to Auditable Units. The combination of the two approaches enables OUA to determine assurance priorities in a dynamic, flexible, and risk-based manner. OUA also actively solicits and considers the input key stakeholders, including the Audit, Risk and Compliance Committee Chair and members of executive management, at least annually as part of this effort. The combination of the "top- down" and "bottom-up" approaches strengthens OUA's ability to determine priorities in a lignment with the university's overall strategic objectives.	

2.	3+6 Audit Plan Provides Flexibility in Allocating Resources Based on Changes in Risks
	Standard 2010 requires "the chief audit executive must establish a risk-based plan to determine the priorities of the internal audit activity, consistent with the organization's goals."
	In line with Audit Policy #401 – Audit Risk Assessment and Planning – and the "top-down" and "bottom-up" approach to risk assessment, OUA selects work to be performed on a 3+6 month basis, i.e., three months of audit work which is firmly planned to be conducted and the subsequent six months which is indicative of audit work likely to be conducted. This 3+6 month basis ensures the Audit Plan is effective in relation to the dynamic, flexible, and changing nature of risks facing the university. The flexibility of this planning approach has been positively acknowledged by Audit, Risk and Compliance Committee members.
3.	Reporting to the Audit, Risk and Compliance Committee and Executives
	The Chief Audit, Risk, and Compliance Officer, working with the Committee Chair, have focused agendas for regular committee meetings substantially on risk areas potentially important to Mason. In these meetings, the Committee engages with relevant senior leaders for

focused agendas for regular committee meetings substantially on risk areas potentially important to Mason. In these meetings, the Committee engages with relevant senior leaders for an extended period of time (generally ~ 45 minutes) about the risk area, the potential impact or exposure for Mason, and the steps management is taking to manage, control, and/or monitor the level of risk. Topics over the last few years have included: information technology and security, enrollment and the potential impact of future demographic changes, workforce vacancies, campus health status, research enterprise, research compliance, and legal and regulatory compliance.
4.	Management Call Program Aids OUA Identification of Risks and Value
	Standard 2100 requires "the internal audit activity must evaluate and contribute to the improvement of the organization's governance, risk management, and control processes using a systematic, disciplined, and risk-based approach. Internal audit credibility and value are enhanced when auditors are proactive and their evaluations offer new insights and consider future impact."
	Audit Policy #401 – Audit Risk Assessment and Planning – describes OUA's Management Call Program which aids in the identification and evaluation of potential factors which might impact OUA's assessments of risk. Under this program, OUA has established ongoing relationships and regular meetings with certain members of executive and university management to remain informed of university business operations; changes in business models, processes, operations, and results; and related risks. Among others, these members of management include the President, Provost and Executive Vice President, Senior Vice President, Chief of Staff, and Heads of the following functions: Fiscal Services; Information Technology Services; Research and Economic Development; University Counsel; Facilities Management; Human Resources; and Institutional Compliance, among others. This program offers many benefits to OUA including being value additive to management, and increasing the visibility and stature of OUA while concurrently improving the opportunity of management to access and communication with the group.
5.	Holistic Approach to Information Technology-Related Audit Issues
	In 2021, University Audit determined that management's focus and attention on the remediation of the portfolio of information technology-related audit issues was not optimally effective for the university. Accordingly, we recommended IT management establish a multi-year program to strengthen the risk and control infrastructure at Mason and improve the quality of technology

6.	Hybrid Organizational Model Provides Organizational Resilience and Access to Expertise
	OUA continues to utilize a hybrid organizational model to provide assurance services for Mason. The model blends full time professional staff that manage relationships with the governing board committee, executives, and functional managers; conduct audit risk assessments; select audit engagements and determine engagement scope objectives; and report audit results, with co-sourced professionals from regional and local accounting firms that bring

Committee meeting. University Audit plans to validate the accuracy of these status updates

throughout the life of the program.

service delivery for the University. The program is designed to address six areas of focus in a strategic and comprehensive manner. University Audit is providing IT management with realtime evaluative feedback as controls are re-designed in the six areas of focus, starting with establishment of IT security baselines based on a tailoring of the NIST 800-53 framework. Once re-designed controls are established, University Audit expects to evaluate the operating effectiveness of certain controls. To provide for effective Audit, Risk, and Compliance Committee oversight, IT management provides regular status updates at each regular specialized expertise to execute specific audit engagements under the Associate University Auditor's direction and supervision. Seeking the right balance of audit professionals who are Mason employees and those who are co-sourced professionals is a continuous challenge being managed by University Audit leadership.

7. <u>Co-Sourcing Arrangements Supplement Staff with Specialized Expertise and Temporary</u> <u>Resourcing</u>

Standard 1210 requires "internal auditors must possess the knowledge, skills, and other competencies needed to perform their individual responsibilities. The internal audit activity collectively must possess or obtain the knowledge, skills, and other competencies needed to perform its responsibilities." Standard 2030 requires "the chief audit executive must ensure that internal audit resources are appropriate, sufficient, and effectively deployed to achieve the approved plan."

OUA has established Commonwealth-wide contracts with six outside accounting firms to provide ready access to specialized expertise and temporary resources under pre-established rates and terms. One firm – Baker Tilly Virchow Krause – is well-recognized in higher education, with numerous public and private R1 universities as clients; other firms provide capital construction expertise or general internal auditing capabilities. These arrangements effectively supplement internal audit staff and contribute to the collective knowledge, skills, and other competencies available to OUA in performing its responsibilities.

8. <u>Audit Staff Certifications and Continuing Professional Education</u>

Standard 1210 requires "internal auditors must possess the knowledge, skills, and other competencies needed to perform their individual responsibilities. The internal audit activity collectively must possess or obtain the knowledge, skills, and other competencies needed to perform its responsibilities." Standard 1230 also requires "internal auditors must enhance their knowledge, skills, and other competencies through continuing professional development."

Audit Policy #201 – Proficiency – describes OUA's commitment to maintaining a staff that, together with co-sourced staff, collectively possesses the knowledge, skills, and other competencies required to fulfill its responsibilities. All OUA staff have extensive experience in the auditing profession. Furthermore, all OUA staff maintain at least one professional certification or are working to obtain a professional certification (e.g., CPA, CIA, CISA, CFE, etc.). Three different certifications are represented across the group indicating knowledge and expertise across several subjects (e.g., accounting, auditing, etc.). The OUA staff remain current with the continuing professional education requirements of these certifications, often at least 40 hours or more per year.

ATTACHMENT - A

QUALITY ASSESSMENT EVALUATION RATING DEFINITIONS AND SUMMARY RATING DEFINITIONS

"Generally Conforms" means the assessor has concluded the following:

- For individual standards, that the internal audit activity conforms to the requirements of the standard (e.g., 1000, 1010, 2000, 2010, etc.) or elements of the Code of Ethics (both Principles and Rules of Conduct) in all material respects.
- For the sections (Attribute and Performance) and major categories (e.g., 1000, 1100, 2000, 2100, etc.), the internal audit activity achieves general conformity to a majority of the individual standards and/or elements of the Code of Ethics, and at least partial conformity to others, within the section/category.
- For the internal audit activity overall, there may be opportunities for improvement, but these should not represent situations where the internal audit activity has not implemented the *Standards* or the Code of Ethics, has not applied them effectively, or has not achieved their stated objectives.

"Partially Conforms" means the assessor has concluded the following:

- For individual standards, the internal audit activity is making good faith efforts to conform to the requirements of the standard (e.g., 1000, 1010, 2000, 2010, etc.) or element of the Code of Ethics (both Principles and Rules of Conduct) but falls short of achieving some major objectives.
- For the sections (Attribute and Performance) and major categories (e.g., 1000, 1100, 2000, 2100, etc.), the internal audit activity partially achieves conformance with a majority of the individual standards within the section/category and/or elements of the Code of Ethics.
- For the internal audit activity overall, there will be significant opportunities for improvement in effectively applying the *Standards* or Code of Ethics and/or achieving their objectives. Some deficiencies may be beyond the control of the internal audit activity and may result in recommendations to senior management or the board of the organization.

"Does Not Conform" means the assessor has concluded the following:

- For individual standards, the internal audit activity is not aware of, is not making good faith efforts to conform to, or is failing to achieve many/all of the objectives of the standard (e.g., 1000, 1010, 2000, 2010, etc.) and/or elements of the Code of Ethics (both Principles and Rules of Conduct).
- For the sections (Attribute and Performance) and major categories (e.g., 1000, 1100, 2000, 2100, etc.), the internal audit activity does not achieve conformance with a majority of the individual standards within the section/category and/or elements of the <u>Code of Ethics</u>.
- For the internal audit activity overall, there will be deficiencies that will usually have a significant negative impact on the internal audit activity's effectiveness and its potential to add value to the organization. These may also represent significant opportunities for improvement, including actions by senior management or the board.

QUALITY ASSESSMENT EVALUATION SUMMARY

(GC = Generally Conforms, PC = Partially Conforms, DNC = Does Not Conform)							
Quality Assessment Evaluation Summary—Overall Evaluation	GC	РС	DNC				
OVERALL EVALUATION	~						

L	Quality Assessment Evaluation Summary— Major/Supporting Standards					
1000	Purpose, Authority, and Responsibility	~				
1010	Recognition of the Definition of Internal Auditing, the Code of Ethics, and the <i>Standards</i> in the Internal Audit Charter	~				
1100	Independence and Objectivity	~				
1110	Organizational Independence	~				
1111	Direct Interaction with the Board	~				
1112	Chief Audit Executive Roles Beyond Internal Auditing	~				
1120	Individual Objectivity	~				
1130	Impairment to Independence or Objectivity	~				
1200	Proficiency and Due Professional Care	~				
1210	Proficiency	~				
1220	Due Professional Care	~				
1230	Continuing Professional Development	✓				
1300	Quality Assurance and Improvement Program	~				
1310	Requirements of the Quality Assurance and Improvement Program	~				
1311	Internal Assessments	~				
1312	External Assessments	~				
1320	Reporting on the Quality Assurance and Improvement Program	~				
1321	Use of "Conforms with the International Standards for the Professional Practice of Internal Auditing"	~				

	Quality Assessment Evaluation Summary— Major/Supporting Standards	GC	РС	DNC
1322	Disclosure of Nonconformance	~		
2000	Managing the Internal Audit Activity	~		
2010	Planning	~		
2020	Communication and Approval	✓		
2030	Resource Management	✓		
2040	Policies and Procedures	✓		
2050	Coordination	~		
2060	Reporting to Senior Management and the Board	~		
2070	External Service Provider and Organizational Responsibility for Internal Auditing	~		
2100	Nature of Work	~		
2110	Governance		~	
2120	Risk Management	~		
2130	Control	~		
2200	Engagement Planning	~		
2201	Planning Considerations	~		
2210	Engagement Objectives	~		
2220	Engagement Scope	~		
2230	Engagement Resource Allocation	~		
2240	Engagement Work Program	~		
2300	Performing the Engagement	~		
2310	Identifying Information	~		
2320	Analysis and Evaluation	~		
2330	Documenting Information	~		

	GC	РС	DNC	
2340	Engagement Supervision		✓	
2400	Communicating Results	~		
2410	Criteria for Communicating	~		
2420	Quality of Communications	~		
2421	Errors and Omissions	~		
2430	Use of "Conducted in Conformance with the International Standards for the Professional Practice of Internal Auditing"	~		
2431	Engagement Disclosure of Nonconformance	~		
2440	Disseminating Results	~		
2450	Overall Opinions	~		
2500	Monitoring Progress	~		
2600	Communicating the Acceptance of Risks	~		
	The IIA's Code of Ethics	~		



Office of Institutional Compliance

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

February 23, 2023

EXECUTIVE SUMMARY

- <u>Compliance assessment</u> activity:
 - The inventory of laws and regulations applicable to Mason was compiled.
 - Inventoried and tracking 425 laws and regulations, up from 424.
 - Risk ownership has been identified for 392 laws and regulations (92%), up from 380; ownership was confirmed for 370 laws and regulations (87%), up from 369.
 - Guided, granular regulatory risk assessments for priority risk areas continue:
 - Laboratory Safety in progress
 - Privacy (generally) planning
 - Guided, programmatic self-assessments of distributed compliance programs continue:
 - Title IX & Equal Opportunity reported and improvement actions in progress
 - Export Control program reported and improvement actions in progress.
 - Conflict of Interest program pending report.
 - Registrar in progress.
 - Student Health Services Privacy program in progress.
 - MAP Clinics Privacy Program planning.
 - Targeted assessments for HIPAA and aspects of the Research Enterprise are in progress.
- Status of <u>external reviews</u>:
 - Two new external reviews were announced since the prior meeting, one of which was finished and one of which remains in progress; Two reviews in progress as of the last report were finished, and one remains in progress.
- Status of reported compliance matters:
 - Five potential compliance matters were reported since the prior meeting. Institutional Compliance reviewed and closed four matters, and the remaining matter is in progress by University Audit with support from Institutional Compliance. None of the matters appear significant to Mason.
 - Coordination of investigations and investigative protocols continues to occur with units such as Research Integrity and Assurance; Diversity, Equity, and Inclusion; and Human Resources. The potential for additional reporting capabilities is being evaluated.
- Program <u>build-out and planning</u> continues:
 - Assessments of priority risk areas and implementation of improvements continues.
 - Conflict of interest and commitment disclosure and management policy and process improvements continue.
 - Other key program policies (e.g., Reporting Misconduct and Non-Retaliation, Conflict of Interest) are in development or under revision.
 - Reporting capabilities have been inventoried and are in the process of being communicated to campus; additional, anonymous reporting capabilities have been identified and are being evaluated.

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- 2 SUMMARY STATUS OF EXTERNAL REVIEWS
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- 5 INSTITUTIONAL COMPLIANCE STAFFING

SUMMARY OF COMPLIANCE ASSESSMENT ACTIVITY

The Audit, Risk, and Compliance Committee of the Board has a Charter responsibility to oversee the effectiveness of institutional compliance processes for monitoring compliance with laws and regulations, including policies and processes related to ethics and conflicts of interest. Institutional Compliance supports the Committee's accomplishment of this responsibility through planning, facilitating, and overseeing regular university-wide assessments of compliance risks; ensuring management ownership for monitoring and managing compliance risks; evaluating the effectiveness of risk-owner programs to monitor and manage compliance risks; and ensuring communication to leadership and the Committee.

Institutional Compliance has implemented processes to inventory the regulatory requirements applicable to Mason; identify management ownership for monitoring and managing compliance risks; prioritize areas for compliance assessment; and evaluate specific regulations and the level of development of distributed, risk-owner programs. These processes continue to evolve to be better tailored to Mason's obligations, activities, and environment, and are depicted in the chart below:



Compliance Assessment Framework and Overview

¹ Factors considered in prioritizing regulatory risk categories include the potential for adverse regulatory action or critical interest by legislative or investigative entities which could result in governmental penalties, disruption or suspension of operations, programs, accreditation, or licensure, loss or reduction of funding, or sustained adverse public attention. The assessment of the level of regulatory risk in a given category indicates the expected robustness of the associated mitigation activities, including the formality and maturity of the related distributed risk-area compliance program.

Status of Assessment Activity:

Institutional Compliance has been conducting assessment activities using the approach described above; these are summarized below:

(Legend: DONE=completed; IP=in progress; NS=not started.)

Summary of Assessment Activity	As of 11/15/22	As of 1/31/23
Inventory of Applicable Laws and Regulations	DONE	DONE
Inventory of Accountable Personnel and Risk Mitigations	IP	IP
Preliminary Inventory of Distributed Compliance Programs at Mason	IP	IP
Prioritization of Risk Areas Facing Large, Public Research Universities	DONE	DONE
Preliminary Maturity Self-Assessment for Institutional Compliance Program Planning	DONE	DONE
Preliminary Conflict of Interest and Commitment Program Maturity Self-Assessment	DONE	DONE
Research-Export Control Program Maturity Guided Self-Assessment	IP	DONE
Diversity, Equity, and Inclusion – Equal Opportunity and Title IX Program Maturity Guided Self-Assessment	DONE	DONE
Human Resources – Equal Opportunity and Non-Discrimination Program Maturity Guided Self-Assessment	N/A1	N/A ¹
Student Health Services Privacy Program Maturity Guided Self- Assessment	IP	IP

¹ This assessment was discontinued, as the assessment work and action items for this area already were captured in the DEI Regulatory Risk Assessment and Maturity Assessment, and in the HR Regulatory Risk Assessment. No further assessment therefore is needed to begin improvement activities, which are in progress.

Inventory of Laws and Regulations and Accountable Personnel

As of January 31, 2023, an inventory of 425 laws and regulations applicable to Mason has been compiled, and was reviewed with the Office of University Counsel for completeness and applicability.

Concurrently, personnel likely to be responsible for managing and monitoring compliance with these laws and regulations ("risk-owners"), as well as risk mitigation activities in place, are being identified. Risk ownership has been identified for a total of 392 (92%) laws and regulations, and has been confirmed for a total of 370 (87%). Risk ownership confirmations are summarized below:



	Regulatory Category	Number of Regulatory Requirements	Number of Requirements for which Ownership Confirmed
1	Compliance and Ethics Program	2	2
2	Copyright and Intellectual Property	9	-
3	Employment	92	91
4	Environmental Health and Safety and Occupational Health & Safety	52	50
5	Facilities, Construction, and Renovation	4	1
6	Finance and Tax	41	40
7	Information Management and Security, and Privacy	48	41
10	Procurement and Contracting	21	20
11	Research	62	61
12	Students and Academic Policy	91	64
13	Miscellaneous	3	-
	Totals	425	370

Regulatory Risk Ownership

Identification and confirmation of ownership for the remaining laws and regulations, and the identification of risk mitigations in place, continues. We continue to work with management and the Office of University Counsel in that regard, and we will provide updates in future meetings.

Prioritization of Regulatory Risks Facing Large, Public Research Universities and Compliance Assessment Planning

Institutional Compliance, in coordination with University Counsel, University Audit, and Enterprise Risk Management, revised the prioritization of regulatory risks facing large, public research universities that are similar to Mason. The prioritization revision was completed using the inventory of 425 laws and regulations by category and subcategory. The prioritization does not represent an assessment of specific risks or risk levels at Mason; it is solely intended to provide a basis for identifying and prioritizing future Mason-specific compliance assessment activities. The revised prioritization, summarized below, was reviewed with senior leaders and their input used to prioritize further assessment work.

EMPLOYEES	Industry Risk	Mason Timing	Status	RESEARCH	Industry Risk	Mason Timing	Status	STUDENTS	Industry Risk	Mason Timing	Status
EO/Non-Discrimination	High	Nearer Term	DONE 9/23/22	Award Management/Costing	High	Longer Term		EO/Non-Discrimination	High	Nearer Term	DONE 8/10/22
Hiring/Administration	Low	Lönger Term	DONE 9/23/22	Human Subjects	High	Nearer Term		Health & Safety	High	Nearer Term	
Benefits	Low	Longer Term	DONE 9/23/22	Animal Welfare	High	Nearer Term		Visiting Students/Scholars	Moderate	Mid Term	
Reporting/Notices/Disclosures	Low	Longer Term	DONE 9/23/22	Export Control	High	Nearer Term	DONE 12/1/22	Education Policy	Low	Longer Term	
BUSINESS PRACTICES	Industry	Mason	Status	Biosafety Facilities/Lab Safety	High	Nearer Term	In Progress	Grants, Aid, & HEA.	Low	Longer Term	-
Anti-Corruption	Risk High	Timing Mid		Ethics/Integrity	High	Nearer Term	In Progress	Reporting/Notices/Disclosures	Low	Longer Term	
Procurement: Equal	Moderate	Term Mid		FAR/DFARS	High	Nearer Term		Veterans/Service-members	Low	Longer Term	
Opportunity	0.00	Term		Reporting/Notices/Disclosures	Low	Longer Term					
Procurement: Ethics/Integrity	Moderate	Mid Term				11200		HEALTH & SAFETY	Industry Risk	Mason Timing	Status
Compliance and Ethics Program	Moderate	Mid Term	DONE 10/26/22	INFORMATION & PRIVACY	Industry Risk	Mason Timing	Status	Hazards/Hazardous Substances	High	Mid Term	
Financial Accounting/ Management	Moderate	Mid Term		Information Security/Privacy ¹	High	Mid Term	In Progress	Occupational Health/Safety	High	Mid Term	-
Procurement: Contracting	Low	Longer Term		Reporting/Notices/Disclosures	Moderate	Mid Term		Emergency Planning	Lów	Longer Term	
Facilities/Construction/ Renovation	Low	Longer Term		Information Management Practices	Moderate	Mid Term		Pollution Control/ Sustainability	Lów	Longer Term	-
Procurement Purchasing	Low	Longer Term		Copyright/Patent/ Trademark	Low	Longer Term		ризнашающку		Tettii	
Reporting/Notices/Disclosures	Low	Longer Term		Electronic Communication Privacy	Low	Longer Term	Planning		Industry Risk	Mason Timing	Status
Tax	Low	Longer Term		Telecomm	Low	Longer Term		MISC.	Low	Longer Term	

Prioritization of Regulatory Risks Facing Large, Public Research Universities, and Compliance Assessment Planning

January 31, 2023

¹ Current focus: HIPAA and Research Health Information (RHI) privacy.

Regulatory Risk Assessments

Using the prioritization of risk areas above, Institutional Compliance plans and guides granular risk assessments of each law and regulation in a given category and subcategory. Assessments

are designed to identify and prioritize potential enhancements to specific risk mitigation activities, and to identify the need for further assessments at the programmatic level. Since the last report to the Committee, we supported management in guiding granular regulatory risk assessments of each law and regulation within categories and subcategories as follows:

Regulatory Risk Assessment Area	Status
1. Equal opportunity and non-discrimination (Office of Human Resources)	DONE (Note 1)
2. Benefits (Office of Human Resources)	DONE (Note 1)
3. Hiring and administration (Office of Human Resources)	DONE (Note 1)
4. Reporting, notices, and disclosures (Office of Human Resources)	DONE (Note 1)
5. Office of the Registrar	DONE (Note 1)

Note 1: Improvement actions for individual, higher-risk regulations are in progress.

Planning for further assessments of the areas of privacy, information security, and related regulations is under way.

Program Maturity Assessments at Mason

Program-level, guided maturity self-assessments are facilitated by Institutional Compliance for areas with a large number of high-risk regulations as identified during granular regulatory risk assessments. The maturity self-assessments are grounded in the seven elements of effective compliance programs described in the U.S. Federal Sentencing Guidelines for Organizations. These elements include:

- 1. Standards, procedures, and controls;
- 2. Organizational leadership, oversight, accountability, and culture;
- 3. Training and communication;
- 4. Monitoring, auditing, risk assessment, and program evaluation;
- 5. Performance incentives and disciplinary measures;
- 6. Anonymous reporting mechanisms and appropriate remedial measures; and
- 7. Reasonable efforts to exclude bad actors.

A preliminary institutional compliance maturity self-assessment was conducted for planning purposes. Since the last report to the Committee, guided, program maturity self-assessments are

being conducted as set forth in the table below. We review program maturity assessments with the Office of University Counsel, and will report assessment results to senior leaders when completed. Improvement actions currently are in progress for the two assessments below, which were reported previously.

Maturity Assessment Area	Status
1. Title IX & EO (DEI)	Reported
2. Export control	Reported
3. Conflict of interest management	Pending report
4. Office of the Registrar	IP
5. Student Health Services Privacy Program	IP
6. MAP Clinics Privacy Program	Planning

SUMMARY STATUS OF EXTERNAL REVIEWS

The Committee has a Charter responsibility to "review and discuss with management the results of significant reviews by regulatory agencies or other external entities, or summaries thereof, and management's responses." University policy requires that all notices of any external review be reported to the Institutional Compliance Leader for tracking, reporting, and follow-up.

Two new external reviews were announced since the prior meeting, one of which was finished and one of which remains in progress; two reviews in progress as of the last report were finished, and one remains in progress. The table below shows the status of the external reviews as of January 31, 2023, which are summarized in the Appendix:

External Review Status	#
Completed	3
In Progress	2
Announced, not started	0
	5

SUMMARY STATUS OF REPORTED COMPLIANCE MATTERS

Institutional Compliance conducts, oversees, coordinates, and monitors investigations of allegations of non-compliance or ethical misconduct, and has developed a process for tracking the disposition of reported compliance matters.

Institutional Compliance received reports of 10 allegations of non-compliance or ethical misconduct since the last report. None of these matters are considered significant to Mason.

The table below shows the status of matters reported to Institutional Compliance, and whether referred to other units for handling or handled directly by Institutional Compliance. We will be developing processes for monitoring the disposition of significant matters handled by other units.

Status	9/13/22 to 11/15/22	11/15/22 to 1/31/23	Total
Matters Reported to Institutional Compliance in Period	10	5	15
Matters Referred to Other Units for Handling in Period	6	-	6
Matters Reported in Period Investigated by Institutional Compliance or University Audit	4	5	9
In Progress of Investigation	4	1	5

	III Flogress of Investigation	4		5
Closed - Non-Compliance Not Substantiated		-	4	4
	Closed where Non-Compliance Substantiated	-	-	-
	Closed where Non-Compliance was Significant	-	-	-

The table below lists the number of reported matters by topic area.

Topic Area	#
Academic – Misconduct	1
Academic – Other	1
Discrimination or Harassment	7
Employment – Employee Relations	2
Employment – Other	1
Ethics – Code of Ethics/Conduct	1
Ethics – COI	1
Not Following Policy or Process	1

Total 15

INSTITUTIONAL COMPLIANCE PROGRAM PLANNING

Institutional Compliance assists the Committee with fulfilling its oversight responsibilities through delivering a tailored, risk-based institutional compliance and ethics program for Mason, in consideration of standards set forth in the *U.S. Federal Sentencing Guidelines for Organizations*, relevant DOJ guidance for effective programs, and industry practices. The chart below summarizes key FY23 activities planned to improve the program further.

(Legend: DONE=completed; IP=in progress; NS	S=not started.)
---------------------------------------------	-----------------

Program Activity	Status 1/31/23
 Organizational Culture and Leadership. Establish more regular and independent lines of communication with senior leaders and vice presidents utilizing the communication strategy to be developed (below). Build consensus for a strategy that responds to 2022 survey data related to ethical culture. 	IP IP
 <u>Standards and Policies.</u> Evaluate need for an Institutional Compliance Policy. 	IP
• Benchmark privacy policies at large, public, R1 universities; work with stakeholders to evaluate need for policy enhancements.	IP
 Coordinate with HR to develop a stand-alone Reporting Misconduct and Non- Retaliation Policy. 	IP
 <u>Training and Communication.</u> Launch OARC web site to facilitate compliance-related communications and community reporting of concerns. 	DONE
• Co-develop with University Branding a compliance communications strategy and calendar plan; begin implementation.	IP
• Work with HR to assess and enhance compliance-related training, including more Mason-specific conflict of interest content; continue content development.	IP
• Identify 4 key groups or councils for outreach (e.g., Faculty Senate, etc.) and provide presentations socializing the role of Institutional Compliance.	IP
• Develop and build consensus for a strategy that enhances the communications and training elements of distributed compliance programs.	NS

IP
IP
IP
DONE
IP
IP
IP
IP
IP
IP
IP

INSTITUTIONAL COMPLIANCE STAFFING

There have been no changes to Institutional Compliance staffing since the last Committee report. Staff members are listed below: Note, however, that Elizabeth Woodley recently obtained the *Certified Compliance and Ethics Professional*[©] credential.

Vin Lacovara, J.D. Certified Compliance and Ethics Professional[©] Associate Vice President, Institutional Compliance & Ethics Office of Audit, Risk, and Compliance

Elizabeth Woodley, J.D. Certified Compliance and Ethics Professional[©] University Ethics Officer and Outside Interests Manager George Mason University Office of Audit, Risk, and Compliance

APPENDIX: SCHEDULE OF EXTERNAL REVIEWS

External Reviews are the procedures employed by a regulatory or other authorized external entity to examine, evaluate, or inspect Mason. Such reviews may be referred to by a variety of terms, including regulatory audit, examination, compliance review, risk review, desk review, financial statement audit, assessment, accreditation review for the University or for a specific unit, inspection, investigation, and others.

Per the policy implemented in July 2021, notice of External Reviews are required to be reported to the Institutional Compliance Leader for tracking, reporting, and follow-up. The Schedule below lists the external reviews that were announced or in progress since the last report.

Reviewing Entity	As of 11/15/22	As of 1/31/23	Remarks
Auditor of Public Accounts (APA)	Not Announced	In Progress	Financial statement audit for the year ended June 30, 2022. Includes procedures covering internal controls over financial reporting and support of single audit of education stabilization funding. Scheduled to be completed in May 2023.
Sandia National Laboratories	Not Announced	Finished	Review of the costs claimed on Mason's contracts with Sandia. Completed 12/19/22, and no adjustments to costs charged per the contract were identified.
United Nations Development Program (UNDP)	In Progress	Finished	UNDP audit of final reports following completion of work on award, and to issue the audit opinion.
Commonwealth of Virginia Office of the State Inspector General (OSIG)	In Progress	Finished	Performance audit of processes and procedures related to the Clery Act for calendar years 2017-2019. Completed. Exit meeting held 1/12/23 and no reportable findings. 2 non-reportable, verbal findings only.
Internal Revenue Service (IRS)	In Progress	In Progress	Baker Tilly engaged to provide expertise and support. Audit expected to take up to one year to complete.



Information Technology Services

George Mason University Information Technology Risk and Control Infrastructure Program Update for the Board of Visitors Audit, Risk, and Compliance Committee

February 2023

Prepared by

Kevin Borek, Vice President and CIO

Noor Aarohi, Director, IT Risk and Compliance

Curtis McNay, Director, Information Technology Security

Charlie Spann, Assistant Vice President and Deputy CIO

Executive Summary

Since December 2021 and with the input of the Office of University Audit (OUA), Information Technology Services (ITS) has established a multi-year program to strengthen the risk and control infrastructure at Mason and improve the quality of technology service delivery for the university. This report is intended to update the Audit, Risk, and Compliance Committee on the status of these efforts as the planned improvement activities are undertaken and the progress therein.

This program is comprised of six areas of focus designed to tailor the NIST (National Institute of Standards and Technology) 800-53 moderate control framework to Mason's environment. This will strengthen policies, standards, processes, and procedures related to Mason's Quality Management Systems (QMS) and Information Management Security Programs (INFOSEC) with a goal to improve (Information Technology) IT service quality, reliability, and security. The overall program is comprised of the following areas of focus:

- Mason-Tailored NIST 800-53-Based Security Compliance Framework
- Portfolio and Project Management
- Information Security Program Management
- Risk Assessment and Remediation
- Change and Configuration Management
- Identity Management and Access Control

Each area is comprised of many activities, which are in the process of being tied to projects and assigned priority and ownership. This report outlines the status of projects in each of the six program areas. Please note that these projects are only a subset of the technology investments that are currently being made at the university. All ITS managed and administered information technology projects (including those related to these focus areas) are available for review online at https://its.gmu.edu/working-with-its/ppmo/projects-dashboard/.

ITS has recently hired a Director, IT Risk and Compliance, to work closely with ITS technical teams and OUA to manage the Risk and Compliance Program. This is a new role within ITS and part of the overall plan to address the risk and control infrastructure on an ongoing basis. The new Director, Noor Aarohi, brings more than 18 years of combined professional experience in risk and controls, compliance, information security, technology support, and cloud security.

Q4 2022 Accomplishments and Q1 2023 Planned Activities

Mason-Tailored NIST 800-53-Based Security Compliance Framework

Adoption of a NIST 800-53 controls set that has been scoped and tailored to the context of institutions of higher education as well as to help support the academic and research efforts while maintaining a strong information security posture. Supporting policy and standards underpin our internal Quality Management System for Central ITS and our distributed partners

Q4 2022 Accomplishments:

- The proposed controls have been scoped and tailored to Mason's environment and risk tolerance level.
- Controls are applied based upon High/Medium/Low Risk classification.
- Mason has adopted NIST SP 800-53 Moderate baseline scoped and tailored as a cybersecurity control framework.

Q1 2023 Planned Activities:

• Communicate and socialize the controls set and compliance strategies to the IT admins and distributed IT stakeholders.

Portfolio and Project Management

Enhancements to the Portfolio and Project Management processes to align with investment lifecycle and towards better program/project artifact management.

Q4 2022 Accomplishments:

- Recruited/Hired a Replacement Portfolio & Project Management Office Director.
- Established Public Dashboard Reporting on IT Projects.
- Revised the project induction process with business case review via Ways and Means committee and IT Investment Review Board.

Q1 2023 Planned Activities:

- Further refinement of technology intake model.
- IT Investment Review Board to Prioritize IT Requests.
- Continued maturation of Business Case and Cost Estimation processes.

Information Security Program Management

Program enhancements including areas of IT security awareness training and Disaster Recovery (DR), among others.

Q4 2022 Accomplishments:

- IT Security Awareness Training (SAT): Policy changes were made by ITS during the 2022 cycle that enforce the SAT training requirement for mandatory populations at Mason. Individuals who do not complete the annual training now have their access suspended until it is completed. In addition to general training, additional role-based training for technical roles and Privileged data custodians was administered for 2022 cycle and completed. This included the General IT Security training and role-based technical and Highly Sensitive Data (HSD) custodian training. Completion rates were tracked to 100% for both the IT General and role-based training for users as required when considering that 100% of the population either completed the training, were removed from the population due to low risk, or their account was disabled due to non-compliance. Additionally, we had a high completion rate for users in the general population that were not marked as mandatory for completing the training, but encouraged to take it.
- A Disaster Recovery (DR) exercise was run successfully in Q3/Q4 2022 by bringing up core services in our DR site in Prince William (SciTech Campus) from our primary site at the Fairfax campus. From a process perspective, ITS teams meet weekly to develop and update the DR plan.
- Additional capacity added to augment existing capacity for backup and recovery. In scenarios such as ransomware attacks where recovery relies on restore from backup, this capability is critical.

Q1 2023 Planned Activities:

- A "lessons learned" activity has been completed, as of this report, that will positively impact future delivery of the SAT training and similar efforts.
- Begin planning for the 2023 SAT cycle.
- Investigate additional ransomware protection for the university's Microsoft 365 environment, which is the future home of Mason's departmental file shares.

Risk Assessment and Remediation

Implement and configure a solution (RSA Archer) to automate the audit of third parties that store university data, as well as creation and management of Governance, Risk, and Compliance (GRC) artifacts such as System Security Plans and a Plan of Action and Milestones for remediating control gaps for university systems classified as high.

Q4 2022 Accomplishments:

- Implemented a risk assessment framework in Mason's ITS Governance, Risk, and Compliance (GRC) platform.
- An inventory of systems, comprised of IT assets that are interdependent or represent a specific function or service, was created in our GRC platform for the purpose of risk management and compliance
- Implemented Third Party Risk Management (TPRM) package on production GRC system.
- Completed development work on the Assessment and Authorization package on the GRC system.

• Completed the development of a risk assessment process that results in a System Security Plan and a Plan of Action & Milestones for deficiencies, towards improving the efficiency and automation of the process.

Q1 2023 Planned Activities:

- Pilot the GRC implementation for the risk assessment methodology.
- Develop schedule and assess systems classified as high impact.
- Improve Inventory program.

Change and Configuration Management

Establish a Quality Management Program to improve the delivery of IT Services at Mason, with a first area of focus in asset management and change/configuration management across the service portfolio.

Q4 2022 Accomplishments:

- As a part of the new coding standards that were rolled out in Fall 2022, all change requests for ITS managed systems are now tracked within the IT Service Management system (CMDB) for better control, auditing, and metrics.
- ITS has completed development of GRC workflows in GRC tool.
 - o Implemented Third Party Risk Management Program.
 - Systems Risk Assessment and Remediation Program for third-party service providers/vendors.

Q1 2023 Planned Activities:

- Establish University Change Control Board to review changes in process or systems that impact the student, employee, or other university lifecycles.
- Review ITS change management procedures for compliance with NIST 800-53.

Identity Management and Access Control

Continuously improve and mature the processes that support identity and access management (IAM) at Mason.

Q4 2022 Accomplishments:

- ITS has completed a review of its IAM practices and tools.
 - A roadmap to modernize IAM tools is in development.
- Working with Central Human Resources to normalize position descriptions.

Q1 2023 Planned Activities:

• ITS is gathering requirements to identify a modern Identity and Access Management Solution.

Information Technology Strategic Plan

ITS has completed the first iteration of service and technology roadmaps, which will provide a mechanism to communicate the strategy for technology implementation and IT service delivery over the next three to five years. The VP/ CIO will socialize these roadmaps with university leadership over Q1and Q2 2023 and solicit feedback for inclusion in a technology strategic plan in support of the university's strategic plan. As the demand for IT solutions evolves, the roadmaps will be adjusted to meet the strategic needs of the university.

All ITS managed/administered information technology projects (including those related to these focus areas) are available for review online at <u>https://its.gmu.edu/working-with-its/ppmo/projects-dashboard/</u>. Questions regarding projects in the portfolio can be addressed to Kevin Borek (<u>kborek@gmu.edu</u>), or Charlie Spann (<u>cspann2@gmu.edu</u>).

GEORGE MASON UNIVERSITY

BOARD OF VISITORS

Academic Programs, Diversity, and University Community Committee Meeting

Thursday, February 23, 2023

AGENDA

I. Call to Order

II. Approval of Academic Programs, Diversity and University Community Committee Minutes from December 1, 2022 (Action Item)

III. New Business

- A. Provost's Update (M. Ginsberg)
- B. Enrollment Update (D. Burge, A. Byrd)
- C. College Spotlight: College Visual and Performing Arts (R. Davis)
- D. Program Actions (Action Item)
 - 1. New Degree Program
 - a. Mechanical Engineering PhD
- E. Faculty Actions (Action Items)
 - 1. Conferral of Emeritus/Emerita Status
 - 2. Elections of New Tenured Faculty

F. Announcements

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

G. Reports

- 1. Fall 2022 Undergraduate Retention and Graduation
- 2. Fall 2022 Faculty Diversity and Retention

IV. Adjournment

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

MINUTES

Thursday, December 1, 2022

COMMITTEE MEMBERS PRESENT: Chair: Carolyn Moss; Visitors: Lindsey Burke, Anjan Chimaladinne, Juan Carlos Iturregui, Mike Meese, Nancy Prowitt, Bob Witeck; Faculty Senate Chair: Melissa Brockelman-Post; Staff Senate Chair: Erin Iacangelo Rogers; Staff Representatives: Provost Mark Ginsberg, Sharnnia Artis; Rose Pascarell; Faculty Representatives: Ali Weinstein; Cesar Rebellion; Student Representatives: Sophia Nguyen and Ayondela McDole.

ABSENT: Vice Chair: Simmi Bhuller

ALSO PRESENT: Rector Blackman, President Washington, Visitors: Reg Brown, Jimmy Hazel, Wendy Marquez, Dolly Oberoni, and Bob Pence.

I. The meeting was called to order by Chair Carolyn Moss at 1:10p.m.

II. Approval of Minutes (Action Item)

It was **MOVED** by Visitor Moss to approve the minutes from the September 29, 2022, APDUC Committee Meeting. Approval of the meeting minutes was unanimously approved with no changes or discussion.

III. New Business

A. Provost's Update

Mark R. Ginsberg – Provost and Executive Vice President

Provost Mark Ginsberg provided a preview of Winter Graduation, Spring Semester registration and an overview of other important dates. He shared an update on the newly approved by SCHEV, College of Public Health and faculty who have received promotion and tenure, as well as a preview of faculty the Board will vote on for tenure and Emeritus status. He also provided an update the expansion of classes in the spring and beyond at the Mason Square campus. He also highlighted Mason faculty and staff who have service milestones and faculty honors and provided remarks in memory of Rebecca Hartley who passed away recently and had served as Assistant Vice President, Research Integrity and Assurance as well as a Volunteer Assistant Track and Field Coach.

B. Student Engagement

Juliet Blank-Godlove – Dean of Students

Lauren Long, Executive Director, Student Involvement

Juliet Blank-Godlove, Dean of Students of University Life, and Lauren Long, Executive Director of Student Involvement provided an overview of co-curricular student engagement. They provided data on how much engagement has grown over the last four academic years through the number of registered student organizations, event attendance, diversity and career-readiness.

C. College Spotlight: College of Science

Fernando Miralles-Wilhelm – Dean, College of Science

Fernando Miralles-Wilhelm, Dean of the College of Science, provided a review of the college's academic programs and an outline of the college's core strengths which included services to students, pursuing research in areas of societal consequence, and a move toward access, equity, diversity and inclusion as well as community engagement. He also described the college's ongoing strategic planning efforts as well as areas of potential future growth.

D. Program Actions

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

- 1. Closed Degree Programs
 - a. Health and Medical Policy, MS

The motion **PASSED**.

E. Faculty Actions

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

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

The motion **PASSED**.

F. Faculty Announcements and Reports

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

IV. Adjournment

Chairperson Moss adjourned the meeting at 1:52 p.m.

Respectfully submitted,

Sarah Parnell Secretary Pro Tem Board of Visitors: Academic Programs, Diversity and University Community Committee

Thursday, February 23, 2023

Agenda

- I. Call to Order
- II. Approval of Minutes (Action Item)
- III. New Business
 - A. Provost's Update
 - B. Enrollment Update
 - C. College Spotlight: College of Visual and Performing Arts
 - D. Program Actions (Action Item)
 - E. Faculty Actions (Action Item)
 - F. Announcements
 - G. Reports
- IV. Adjournment

II. Approval of Minutes

Approval of Minutes (Action Item)

December 1,2022

III. New Business

Provost's Update

Mark R. Ginsberg, Ph.D.

Provost, Executive Vice President & Professor

Gregory Washington National Academy of Engineering

0, wind, if winter comes, can spring be far behind?

Percy Bysshe Shelley

BrainyQuote[®]
Spring on Campus



AREER FAIR

Spring Projects

Rethinking faculty evaluation models





Enhancing academic integrity

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Anne Osterman

Interim Dean of University Libraries and University Librarian

SACSCOC

In late December, the SACSCOC Board of Trustees officially reaffirmed Mason's accreditation with no findings of noncompliance through 2032.



Online Rankings



ONLINE MA PROGRAMS	AMONG PUBLICS	NATIONALLY
Business (non-MBA)	45	66
Information Technology	36	52
Education (overall)	47	52
Education for Veterans	17	18
Education (curriculum and instruction)	12	12
Education (administration and supervision)	14	15
Special Education	11	11
Engineering	36	44
Engineering (industrial)	10	12
Nursing	46	64



ChatGPT

ASSET, LIABILITY or BOTH?

Mental Health Services



Counseling & Psychological Services TimelyCare included



Substance Abuse Emergency Response

- Mason Police received a grant in November 2022 to purchase Narcan for law enforcement use. All Mason Police officers receive training on administration of the product during CPR recertification.
- Last semester the Student Health Advisory Board worked with the Fairfax Prevention Coalition to provide NARCAN training to students. A similar event is planned for spring.
- Student Health Services staff have NARCAN kits.



• The Student Support and Advocacy Center offers NARCAN training to the Mason community.

Study Abroad by Year



Top 5 Destinations

UK KOREA ITALY SPAIN VIRTUAL



AY2018	%	AY2019	%	AY2020	%	AY2021	%	AY2022	%
UK	9%	UK	13%	Virtual	61%	Korea	18%	Korea	14%
Ireland	7%	Korea	9%	Korea	29%	Spain	9%	Japan	8%
Italy	7%	Italy	6%	Iceland	6%	Italy	9%	UK	7%
Korea	5%	Spain	4%	UK	1%	UK	9%	France	7%
Spain	5%	Germany	4%	China	1%	Ireland	6%	Spain	5%

Fall 2022 Undergraduate Retention Rates

Table 1	Fail 2021		4-Year Graduation Rate	6-Year Graduation Rate	
Cohort			Fall 2018	Fall 2016	
National (All)*			47.0%	64.1% 63.3% 70.5%	
National (Public)*	72.09	0% 43.2%			
Overall	Overall 85.2%		46.2%		
and the second second	In-State	86.4%	46.9%	72.1%	
By Residency	Out-of-State	80.5%	43.8%	64.1%	
Female		86.4%	54.9%	74.5%	
By Gender	Male	84.2%	37.6%	66.2%	
	Asian	89.0%	46.7%	78.7%	
	White	83.9%	48.8%	68.4%	
By Race/Ethnicity	Hispanic	83.4%	42.2%	68.4%	
	Other**	88.2%	49.1%	68.1%	
	Two or more (multi-ethnic)	84.0%	42.9%	65.9%	
	Black	82.9%	40.8%	69.3%	

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

Changes to Academic Calendar

FALL 2023	OLD DATE	NEW DATE
Start of Semester	Monday, Aug. 28	Monday, Aug. 21
Commencement	Thursday, Dec. 21	Thursday, Dec. 14
End of Semester	Friday, Dec. 22	Friday, Dec. 15
Winter Break	Dec. 24 – Jan. I, 2024	Dec. 18 – Jan. 1, 2024

Federal Earmarks: \$5,751,402 TOTAL

CHAMPION: Rep. Gerry Connolly (D-VA)

 \$I million to support the creation of the Mason Center for Excellence in Government Cybersecurity Risk Management and Resilience.

LOCATION: College of Engineering and Computing

Principal Investigators

- Amarda Shehu, Associate Vice President of Research at the Institute for Digital Innovation
- J.P. Auffret, Director of the Center for Assurance Research and Engineering

CHAMPION: Rep. Gerry Connolly (D-VA)

• \$943,883 for the Saving Lives and Decreasing Health Disparities project.

LOCATION: College of Humanities and Social Sciences

Principal Investigators

- Christianne Esposito-Smythers, Psychology Professor
- Keith Renshaw, Department Chair/Professor, Psychology

CHAMPIONS: Sens. Mark Warner (D-VA) and Tim Kaine (D-VA)

\$1,950,000 in support of Tutors to Teachers program.

LOCATION: College of Education and Human Development

Principal Investigators

- Anastasia Kitsantas, Educational Psychology professor
- Roberto Pamas, Education Leadership professor and Director of Teacher Preparation Office



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Federal Earmarks (cont.)

CHAMPION: Rep. Jennifer Wexton (D-VA)

 \$1,037,519 to establish Empowered Communities Partnership Center to fight the growing opioid epidemic.

LOCATION: College of Public Health

Principal Investigator

- **Rebecca Sutter,** Co-director of the Mason and Partners Clinics and the
 - **Empowered Communities Program**

CHAMPION: Rep. Jennifer Wexton (D-VA)

• \$820,000 to establish the Center for Advanced Testing: Tick-Borne Disease Diagnostic Clinic.

LOCATION: College of Science

Principal Investigators

- Lance Liotta, Co-Director and Co-Founder of the Center for Applied Proteomics and Molecular Medicine
- Ali Andalibi, Senior Associate Dean and Chief Scientific Officer for the College of Science

MASON VISION SERIES

MARCH

APRIL 24

Sanmay Das

Christinne Esposito-Smythers

Faculty Honors





David Hart

Lifetime Fellow of the American Association for the Advancement of Science Schar School of Policy and Government

Alessandra Luchini

SCHEV Outstanding Faculty Award College of Science

In Memoriam

John Aler

Associate Professor of Music Director of Mason Opera

Harry Van Trees

Founding Director of Mason's Center of Excellence in Command, Control, Communications, and Intelligence

New Tenured Faculty & Emerita Faculty

New Tenured Faculty

Thomas Gallanis

Professor Antonin Scalia Law School

Qian Hu

Professor Schar School of Policy and Government

Emerita Faculty

Karla Hoffman

College of Engineering and Computing

John Stufken

Professor College of Engineering and Computing

III. New Business

Enrollment Update

Alan Byrd

Dean of Admissions

Spring 2023 Enrollment Summary

Overall Spring registration up 1.6% Record setting non-resident enrollment driven by international Declines in SPRING transfer; flat <u>new</u> Virginia Masters

Overall Enrollment Trends By Student Level - Headcount Spring 2023



Overall Enrollment Trends By Student Level – Credit Hours Spring 2023



Overall Enrollment Trends by Residency – Headcount Spring 2023



31

International Student Enrollment – Headcount Spring 2023



Overall Enrollment by Race/Ethnicity – Headcount Spring 2023

	2019	2020	2021	2022	2023
African American	3,783	3,802	3,960	4,065	4,189
Native American	41	55	47	54	51
Asian	6,143	6,458	6,823	6,969	7,150
Hispanic	4,594	4,839	5,096	5,218	5,350
White	15,320	15,075	14,805	14,194	13,443
Race Not Reported	I,304	I,489	1,718	I,654	I,532
Two or More	I,478	I,497	I,494	I,500	1,491
Pacific Islander	68	59	47	38	27

New Student Enrollment Spring 2023



Mason Korea Spring 2023

	2022 Spring Final	2022 Spring YTD	2023 Spring YTD	22S-23S Differences
Total Applications	269	268	369	+101
Complete Applications	206	200	276	+76
Incomplete Applications	63	68	93	+25
Total Admits	176	177	240	+63
Deposited Admits (IE)	137	135	172	+37

Application Volume Fall 2023



Freshmen Applications by Region Fall 2023



Graduate Application Volume Fall 2023

-Virginia ---Northeast ---OOS ---International 5,000 4,595 4,500 28.4% 4,000 3,579 3,500 3,000 2,288 2,500 1,487 1,833 2,000 1,524 1,494 1,3<u>79</u> 1,270 1,500 1,216 -4.3% 935 867 782 754 1,000 765 1.5% 865 500 795 745 709 546 -23.0% 0 Fall 2019 Fall 2020 Fall 2021 Fall 2022 Fall 2023

38

College of Visual and Performing Arts

Rick Davis, Dean

"The Arts Create Community"

Board of Visitors briefing, February 23, 2023





"The Big Bang" 1990 Institute of the Arts Center for the Arts



Student Headcount (Fall 22)





School of Art

P

Д

School of Dance

Dewberry School of Music

School of Theater

Computer Game Design Program

Film and Video Studies Program

Arts Management Program






Ian McKellen as King Lear, Royal Shakespeare Company, 2007





Mark Morris Dance Group, "Pepperland," performed at Hylton Performing Arts Center, February 11, 2023





Mary Cassatt The Boating Party, 1893





Dr. William Lake conducting the Mason Wind Symphony, 2022





Calligraphy by Abdulrahman Naanseh Artist Protection Fund Fellow George Mason University 2022





J.M.W. Turner Rain, Steam, and Speed – The Great Western Railway 1844



Photo Credit Grace Roselli. Pandora a Box Project

Zoe Charlton



Ed Gero



Nikyatu Jusu



Susan Shields

A Professional Artist Faculty









CVPA Credits per Full-time Faculty Member



CVPA Full-time Faculty Hires FY'16- FY'23



GEORGE UNIVERSITY

CVPA

Restricted Foundation Accounts

21% Compound Annual Growth Rate FY16-FY22



UNI

VERSI

Year-End Funds Available

Artist-in-Residence Program





https://www.youtube.com/ watch?v=Yymi-jHYiSI



Thank You!

Questions and Comments?



ACTION ITEM

Motion: I move to approve the following item, as outlined in the meeting materials
New Degree Program
Mechanical Engineering, PhD

ACTION ITEM

Motion: I move to approve the follow Faculty Actions, in block, as outlined in the meeting materials.

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

III. New Business

Announcements

- Appointment of Faculty
- Appointment of Administrative and Professional Faculty
- Renewals and Reappointments
- Separations
- Other Announcements
- BOV Summary Sheet

III. New Business

Reports

- Fall 2022 Undergraduate Retention and Graduation
- Fall 2022 Faculty Diversity and Retention

IV. Adjournment

Adjournment

ITEM NUMBER:

PhD in Mechanical Engineering Degree Proposal

PURPOSE OF ITEM:

The PhD in Mechanical Engineering Degree Proposal is in development for submission to the State Council of Higher Education for Virginia (SCHEV) for Fall 2024. Prior to SCHEV submission, Board action is required.

APPROPRIATE COMMITTEE:

Academic Programs, Diversity and University Community Committee

BRIEF NARRATIVE:

Driven by current demand from industry, government, and academia, the proposed PhD in Mechanical Engineering degree program emphasizes processes operating at length scales ranging from macroscales to nanoscales and quantum scales. For this purpose, the proposed degree program's curriculum is designed to offer a full range of courses in multiscale engineering. In this respect, the proposed program differs significantly from other Mechanical Engineering PhD programs in Virginia.

The proposed degree program is designed to produce students capable of performing original research in this multidisciplinary field. Graduates will provide critically needed knowledge and skills to government, private industry, and academia. Graduates will be prepared for positions focusing on research and advanced development on topics such as next generation design of commercial and military aircraft, interplanetary spacecraft, new drug delivery systems, and nuclear and solar-based energy systems.

The proposed program builds upon educational foundations already established by existing graduate programs offered at George Mason University, thus providing a multi-disciplinary connection to meet the interdisciplinary engineering jobs of today and the future.

REVENUE IMPLICATIONS:

The program at launch will be revenue-neutral. The required core courses overlap with those offered at the graduate level supporting multiple programs in the College of Engineering and Computing, and the program does not require new laboratory or other facilities. It is anticipated that the program to be revenue enhancing as it reaches maturity.

STAFF RECOMMENDATION:

Staff recommends Board approval.

STATE COUNCIL OF HIGHER EDUCATION FOR VIRGINIA *Program Announcement Form*

I. Basic Program Information

Institution (official name)	George Mason University
Degree Program Designation	Doctor of Philosophy (PhD)
Degree Program Name	Mechanical Engineering
CIP code	14.1901
Anticipated Initiation Date	Fall 2024
Governing Board Approval	E_{a}
Date (actual or anticipated)	February 23, 2023

II. Curriculum Requirements. Address the following using appropriate bolded category headings:

- Core Coursework and total credit hours (include course descriptor/designator, name, and credit hour value). Indicate new courses with an asterisk.
- Sub Areas (e.g., concentrations, emphasis area, tracks) and total credit hours. Include brief description of focus/purpose of sub area and required courses.
- Additional requirements (e.g., internship, practicum, research, electives, thesis, dissertation) and total credit hours
- Total credit hours for the curriculum/degree program.

Core Coursework: 12 credits

ME 620: Mechanical Engineering Decision Making ME 621: Foundations of Fluid Mechanics MATH 678: Partial Differential Equations PHYS 640: Finite Element Analysis of Solids and Fluids

Focus Areas (6 credits)

In consultation with an advisor, all students select one of three focus areas: Macroscale Engineering, Micro and Nanoscale Engineering, and Cryogenic Engineering.

Macroscale Engineering ECE 619: Nonlinear Systems and Control ECE 620: Optimal Control Theory ME 631: Advanced Dynamics of Mechanical Systems ME 714: Fracture Mechanics ME 715: Impact Dynamics ME 721: Advanced Fluid Mechanics ME 722: Introduction to Turbulence ME 723: Compressible Flow ME 724: Viscoelastic Flow ME 728: Foundations of Heat Transfer ME 732: Advanced Thermodynamics ME 741: Theory of Elasticity PHYS 620: Continuum Mechanics PHYS 640: Finite Element Analysis of Solids and Fluids Micro and Nanoscale Engineering

ME 714: Fracture Mechanics

ME 750: Nanomaterials Enabled Renewable Energy

ME 751: Advanced Materials for Water Treatment

ME 753: Tribology

ME 754: Introduction to Nano-Materials

ME 755: Optofluidics

ME 762: Biosensors

PHYS 614: Thermodynamics and Kinetics of Materials

PHYS 615: Fundamentals of Materials Science

PHYS 711: Statistical Mechanics

Cryogenic Engineering

ME 728: Foundations of Heat Transfer

ME 732: Advanced Thermodynamics

ME 745: Mechanics and Properties of Materials

PHYS 502: Introduction to Quantum Mechanics and Atomic Physics

PHYS 512: Solid State Physics and Applications

PHYS 534: Introduction to Quantum Computation and Quantum Information

PHYS 591: Systems for Quantum Scientists

PHYS 614: Thermodynamics and Kinetics of Materials

Restricted Electives: 30 credits

Students must complete no less than 30 credit hours of additional coursework in support of their technical field. Such courses may come from the College of Engineering and Computing, as well as the Departments of Physics, Mathematics, and Computer Science.

Dissertation Research: 24 credits

Students must complete a minimum of 24 combined credit hours in ME 990, ME 998, and ME 999.

ME 990: Dissertation Topic Presentation (1 credit) ME 998: Doctoral Dissertation Proposal (11 credits)

ME 999: Doctoral Dissertation (12 credits)

Seminar

All full-time students will be required to enroll each Spring semester in the "Mechanical Engineering Graduate Seminar" section of the following course. ME 500: Special Topics (0 credits)

Teaching Requirement

All students are required to participate in at least one teaching activity in consultation with a faculty advisor. Teaching activities include conducting review sessions, serving as a teaching assistant, mentoring an undergraduate senior capstone design team, or other related activities approved by the faculty advisor.

Total credit hours: 72

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

Students will be able to:

- Demonstrate core knowledge in the sub-disciplines needed to be effective mechanical engineers, with unique research specialization in macroscale, nano/microscale, or cryogenic engineering subdisciplines.
- Conduct a comprehensive and critical literature survey of a contemporary topic in their focus area.
- Advance the state of the art in mechanical engineering through publication of technical manuscripts and reports.
- Educate students in the areas of mechanical engineering at the undergraduate and graduate levels.

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

Graduates will be able to:

- Develop research programs by attracting funding from agencies such as the National Science Foundation (NSF), the Defense Advanced Research Projects Agency (DARPA), Department of Defense, the Department of Energy, the National Aeronautics and Space Administration (NASA), and the National Institutes of Health (NIH), as well as from the private sector.
- Publish research results in academic journals in mechanical engineering.
- Provide subject matter expertise in advanced technology development.
- Lead multi-disciplinary teams of engineers and scientists working in macroscale, nano/microscale, or cryogenic mechanical engineering subdisciplines.
- Plan, develop, and teach undergraduate and graduate courses in mechanical engineering.
- **V. Duplication.** Provide information for each existing degree program at a Virginia public institution at the same degree level. Use SCHEV's degree/certificate inventory and institutions' websites.

Institution	Program degree designation, name, and CIP code	Degrees granted (most recent 5-yr average)
Virginia	PhD, Mechanical Engineering, CIP code:	30
Polytechnic	14.1901	
Institute and State		
University		
University of	PhD, Mechanical and Aerospace	10
Virginia	Engineering, CIP code: 14.9999	
Old Dominion	PhD, Engineering, CIP code: 14.0101	5 (3-year average)
University		
Virginia	PhD, Mechanical and Nuclear Engineering,	8
Commonwealth	CIP code: 14.9999	
University		

VI. Labor Market Information. Fill in the tables below with relevant information from the Bureau of Labor Statistics (BLS) and Virginia Employment Commission (VEC). Insert correct years (20XX and 20YY) to reflect <u>the most recent 10-year projections</u>. Add rows as necessary.

ua	abor Market Information. Dureau of Eabor Statistics, 2021 -2051 (10-11)				
	Occupation	Base Year	Projected	Total % Change	Typical Entry
		Employment	Employment	and #s	Level Education
	Mechanical	284,900	291,300	2%, 6,400	Bachelor's degree
	Engineers				
	Engineering	45,800	51,800	13%, 6,100	Doctoral degree
	teachers,				
	postsecondary				

Labor Market Information: Bureau of Labor Statistics, 2021 -2031 (10-Yr)

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

	bor Market Information, angina Employment Commission, 2020 (10 11)				
Occupation	Base Year	Projected	Total %	Annual	Education
	Employment	Employment	Change and	Change #	
			#s		
Mechanical	7,544	8,044	6.6%, 500	50	Bachelor's degree
Engineers					
Engineering	1,172	1,362	16.2%, 190	19	Doctoral or
Teachers,					professional
Postsecondary					degree

VII. Projected Resource Needs

	Cost and Funding Sources to Initiate and Operate the Program			
	Informational Category	Program Initiation Year 2024 - 20 <mark>25</mark>	Program Full Enrollment Year ¹ 2027 - 2028	
1	Projected Enrollment (Headcount)	7	27	
2	Projected Enrollment (FTE)	5	18	
3	Estimated Tuition and E&G Fees	IS 17,035 OS \$38,986	IS 17,035 OS \$38,986	
4	Projected Revenue from Tuition and E&G Fees	\$77,059	\$293,925	
5	Other Funding Sources Dedicated to the Proposed Program (e.g., grant, business entity, private sources)	\$1,500,000	\$5,000,000	

¹ For the "Full Enrollment Year" use: for associate degrees, initiation year plus 1; for baccalaureate degrees, initiation plus 3; for masters degrees, initiation plus 2; for doctoral degrees, initiation plus 3.

VIII. Virginia Needs. Briefly indicate state needs for the degree program. (max. 250 words) The Washington-Arlington-Alexandria metropolitan area has the 9th highest employment level and the 7th highest level of pay for Mechanical Engineers in the Nation.² George Mason University is the only university serving Northern Virginia with a bachelor's degree program in Mechanical Engineering. Addition of the proposed PhD degree will capitalize upon existing infrastructure to meet a state need for advanced training of mechanical engineers in the technical corridor of the Northern Virginia region with minimal new expenditure. The proposed curriculum, unique in the state of Virginia, provides opportunities for students to specialize in macroscale mechanical engineering topics (vehicle design for example), micro/nanoscale mechanical engineering (chip manufacturing for example), and cryogenic engineering (quantum computing as an example) specifically serving the Northern Virginia industrial base.

Because of their economic advantages, engineering degrees are in high demand, and mechanical engineering degrees at both the undergraduate and PhD levels lead this demand.³ With Northern Virginia representing 38% of jobs in the Commonwealth of Virginia,⁴ George Mason University provides a unique opportunity to address unmet student demand for both full-time and part-time PhD options in Mechanical Engineering within commuting distance.

² U.S. Bureau of Labor Statistics, 2021, accessed at <u>https://www</u>.bls.gov/oes/current/oes172141.htm#st, 2021.

³ American Society for Engineering Education (ASEE) Data, *Engineering by the Numbers*, 2021, accessed at https://ira.asee.org/wp-content/uploads/2021/02/Engineering-by-the-Numbers-FINAL-2021.pdf.

⁴ Commonwealth of Virginia Economic Forecast, 2021. Accessed at

https://dpb.virginia.gov/budget/buddoc22/parta/EconomicForecast.pdf?.

ACTION ITEMS

Academic Programs, Diversity, and University Community Committee

February 23, 2023

CONFERRAL OF EMERITUS/EMERITA STATUS

LAST NAME Hoffman <u>FIRST NAME</u> Karla L. EFFECTIVE DATE 2/23/2023

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



College of Engineering and Computing

Office of the Dean Nguyen Engineering Building, Suite 5100 4400 University Drive, MS 4A3, Fairfax, Virginia 22030 Email: ball@gmu.edu; Phone: 703-993-1500

То:	Dr. Mark R. Ginsberg, Provost and Executive Dr. Gregory N. Washington, President	Vice President
From: Subject:	Kenneth S. Ball, P.E., Dean Emeritus Designation for Dr. Karla Hoffman	finnettists
Date:	15 December 2022	

I am writing to request that Dr. Karla Hoffman be awarded the title Professor Emerita of Systems Engineering and Operations Research (SEOR) effective February 23, 2023. Dr. Hoffman received DeSc. in Operations Research from the George Washington University in 1975. She joined Mason as an Associate Professor in 1984 after serving as a mathematician at the National Institute of Standards and Technology. She was promoted to the rank of Full Professor in 1989, served as chair of the Operations Research and Engineering Department (1996-1998), oversaw its merger with the Systems Engineering Department, and served as chair of the newly-formed SEOR Department (1998 -2001).

Dr. Hoffman has been an outstanding researcher. She has published two co-edited books and over 60 journal papers and refereed conference papers. She has served as a PI or co-PI on over \$10 million in research grants. Her research focuses on large-scale optimization and its applications. Among others she has consulted for Shell Oil Company on ship routing, Disney Corporation on bus routing, and USAir and Delta Airlines on fleet assignment and crew-scheduling. More recently she served as a consultant to the Federal Communications Commission (FCC) on spectrum auction design. As technical lead she helped design an auction that generated almost \$20 billion for the FCC. For this work, Dr. Hoffman and her team won the prestigious Franz Edelman Award sponsored by the Institute of Operations Research and Management Science (INFORMS) for outstanding applications of operations research in a practical setting (2018).

Dr. Hoffman has an exceptional ability to mentor and inspire students. She advised 12 Ph.D. students. Her Franz Edelman award-winning team included several current and former Mason students. She has been a gifted teacher for both graduate and undergraduate students.

Dr. Hoffman's service to her profession has been superb. She served as President of INFORMS, as Chair of its 1997 International Meeting, and has held other major leadership positions within the society. She is an INFORMS fellow, and winner of the George E. Kimball Medal for distinguished service to INFORMS

In summary, Dr. Hoffman has 38 years of exemplary service to Mason with significant contributions in research, teaching, and service. In recognition of her many contributions, I recommend that Dr. Karla Hoffman be granted the status of Professor Emerita of Systems Engineering and Operations Research.

Approval <u> </u> Disapproval <u> </u>	Mark R. Gipsberg, Provost and Executive Vice President
Approval 🗹 Disapproval	Gregory N. Washington, President

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

ACTION ITEMS

Academic Programs, Diversity, and University Community Committee

February 23, 2023

ELECTIONS OF NEW TENURED FACULTY

LAST NAME	FIRST NAME	EFFECTIVE DATE			
Gallanis	Thomas	8/25/2023			
Title: Professor of Law					
Rank: Professor without Te					
Classification: Tenured (w	vithout term) - Instructional				
Local Academic Unit: An	tonin Scalia Law School				
Note(s): Additional Title: 1	Executive Director of the Global We	alth Management Project			
Hu	Qian	8/25/2023			
Title: Professor					
Rank: Professor without Te	erm				
Classification: Tenured (w	ithout term) - Instructional				
Local Academic Unit: Sch	ar School of Policy and Government				
Stufken	John	2/23/2023			
Title: Professor without Te	rm				
Rank: Professor without Te	erm				
Classification: Tenured (without term) - Instructional					
Local Academic Unit: Statistics (CEC)					



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 Interfolio as part of the Tenured upon Hire case at the Dean's recommendation step.

, Professor of Law

Faculty Member's Name and Title

Local Academic Unit

Verification of Hiring and Trainings:

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

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

fac IM



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 Interfolio as part of the Tenured upon Hire case at the Dean's recommendation step.

Qian Hu, Professor

Faculty Member's Name and Title

Schar School of Policy and Government

Local Academic Unit

Verification of Hiring and Trainings:

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

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

Prof. Qian Hu was one of three finalist candidates for our advertised faculty position in public administration who received the strong support of the search committee, the faculty, and the dean. Although the three candidates were all excellent, Prof. Hu offers the broadest academic expertise and leadership experience. Not only does she fill the needs of teaching and expertise left unfilled by recent retirements, her work in the field of emergency management provides a major additional asset to her hire. Indeed, she is academic director of her university's homeland security and management program, ranked #3 in the latest US News rankings. Prof. Hu is a prolific scholar, with a large portfolio of articles in high-ranked refereed journals and she has an impressive number of citations to her work, evidencing the impact of her scholarship on her fields of expertise. She has been highly engaged in professional associations and also public programming. In total, Prof. Hu was the strongest candidate in a very competitive field of applicants, and we will be most fortunate to have her join the Mason faculty.

M. J. Nogelle

1/27/2023

Dean



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 Interfolio as part of the Tenured upon Hire case at the Dean's recommendation step.

John Stufken, Professor

Faculty Member's Name and Title

Statistics

Local Academic Unit

Verification of Hiring and Trainings:

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

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

Dr. Stufken is a well-known expert in the design and analysis of experiments. He has published two books, he has consistently published in tier-1 statistical journals and the NSF has continuously funded his research. He served for many years (1998-2002) at the renowned Department of Statistics at Iowa State University, where he earned his tenure and Full Professorship. He has served as an NSF program officer (2000-2002), as Department Head and Professor at the University of Georgia (2003-2014), and as a leader for a new statistics program at Arizona State University and a new bioinformatics program at the University of North Carolina, Greensboro. He is a Fellow of the Institute of Mathematical Statistics (IMS) and the American Statistical Association (ASA) and an Elected Member of the International Statistical Institute (ISI). His leadership will help the Statistics Department's programs grow nationally and internationally. His experience with NSF and as journal editor are also expected to play an important role in the mentoring of junior faculty.

innthallall

01/05/2023

Academic Programs, Diversity, and University Community Committee

February 23, 2023

LAST NAME	FIRST NAME	EFFECTIVE DATE	APPT LENGTH		
Barzegar	Abbas	9/6/2022	1 year		
Title: Director of Research for the Black American Muslim Internationalism Project Rank: Research Associate Professor Classification: Term - Research Local Academic Unit: Global Islamic Studies Program (CHSS)					
Beveridge	Tina M.	8/25/2022	3 years		
Title: Assistant Profe	ssor				
Rank: Assistant Profe					
	e Track - Instructional				
Local Academic Unit	t: Music (CVPA)				
Callus	Jessica A.	8/10/2022	< 1 year		
Title: Instructional A	ssistant Professor				
Rank: Instructional A	Assistant Professor				
Classification: Term	- Instructional				
Local Academic Unit	t: Chemistry and Biochem	nistry (COS)			
Note(s): Additional 7	Title: Undergraduate Coor	dinator			
Davidson Mhonde	Rochelle R.	1/10/2023	1.5 years		
Title: Instructional A	ssistant Professor				
Rank: Instructional A	Assistant Professor				
Classification: Term	- Instructional				
Local Academic Unit	t: Global and Community	Health (CPH)			
Demirkan	Sebahattin	1/10/2023	2.5 years		
	Sobunutin		j tu b		
Title: Instructional Associate Professor					
Rank: Instructional A	Associate Professor				
Classification: Term - Instructional					
Local Academic Unit	t: School of Business				

Academic Programs, Diversity, and University Community Committee

February 23, 2023

LAST NAME	FIRST NAME	EFFECTIVE DATE	APPT LENGTH
Dobrydneva	Yuliya	8/25/2022	1 year
Title: Instruction	al Associate Professor		
	nal Associate Professor		
Classification: T	erm - Instructional		
Local Academic	Unit: Systems Biology (CO	S)	
Dungan	Caitlin E.	8/25/2022	1 year
Title: Instructor			
Rank: Instructor			
Classification: T	erm - Instructional		
Local Academic	Unit: English (CHSS)		
Feng	Tianshu	8/25/2022	3 years
Title: Assistant I			
Rank: Assistant			
	enure Track - Instructional		
Local Academic	Unit: Systems Engineering	and Operations Research (Cl	EC)
Grieco	Christina M.	8/25/2022	1 year
Title. Instruction	al Assistant Professor		
	nal Assistant Professor		
	erm - Instructional		
	Unit: English (CHSS)		
	0 (1 (1)		
Gudaitis	Teresa M.	8/25/2022	1 year
Title: Assistant I	Professor		
Rank: Instruction	nal Assistant Professor		
Classification: T	erm - Instructional		
Local Academic	Unit: Criminology, Law and	d Society (CHSS)	
Note(s): Additio	nal Title: Intelligence Analy	vsis Director	

Academic Programs, Diversity, and University Community Committee

February 23, 2023

<u>LAST NAME</u> Huang	<u>FIRST NAME</u> Liling	EFFECTIVE DATE 8/25/2022	<u>APPT LENGTH</u> 3 years			
Rank: Associate P Classification: Ter	Title: Associate Professor Rank: Associate Professor Classification: Tenure Track - Instructional Local Academic Unit: Electrical and Computer Engineering (CEC)					
Itani	Wassim	8/25/2022	3 years			
Classification: Ter	l Associate Professor	EC)				
Jones	Tammie M.	8/25/2022	1 year			
Rank: Instructiona Classification: Ter	Assistant Professor l Assistant Professor m - Instructional fnit: Health Administration	and Policy (CPH)				
Liu	Qian	10/10/2022	1 year			
Title: Research Assistant Professor Rank: Research Assistant Professor Classification: Term - Research Local Academic Unit: Geography and Geoinformation Science (COS)						
McLeod	Walter L.	11/15/2022	1 year			
Title: Professor of Practice Rank: Professor of Practice Classification: Term - Research Local Academic Unit: College of Science						

Academic Programs, Diversity, and University Community Committee

February 23, 2023

LAST NAME	FIRST NAME	EFFECTIVE DATE	APPT LENGTH
Mehta	Leeya	8/25/2022	1 year
Title: Instructor			
Rank: Instructor			
Classification: Te	erm - Instructional		
Local Academic	Unit: English (CHSS)		
Note(s): Addition	al Title: Cheuse Center Inte	erim Director	
Mitsui	Ayaka	8/25/2022	1 year
Title: Instructor o	f Japanese		
Rank: Instructor			
Classification: Te	erm - Instructional		
Local Academic	Unit: Modern and Classical	Languages (CHSS)	
Murali	Deepthi	9/10/2022	< 1 year
Title: Research A			
	Assistant Professor		
Classification: Te			
Local Academic	Unit: History and Art Histo	ry (CHSS)	
Palmer	Danielle R.	8/25/2022	1 year
Title: Assistant Pr	rofessor of Education		
Rank: Instruction	al Assistant Professor		
Classification: Te	erm - Instructional		
Local Academic	Unit: College of Education	and Human Development	
Patel	Shyam V.	8/25/2022	1 year
Titles Instruction	al Assistant Professor		
	al Assistant Professor		
Classification: Te			
Local Academic	Unit: English (CHSS)		

Academic Programs, Diversity, and University Community Committee

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LAST NAME	FIRST NAME	EFFECTIVE DATE	APPT LENGTH			
Shamseddine	Maha	8/25/2022	3 years			
Title: Assistant Profess						
Rank: Instructional Assistant Professor						
Classification: Term - Instructional						
Local Academic Unit:	Computer Science (CE	C)				
Toala-Enriquez	Rosemberg	1/10/2023	1.5 years			
Title: Assistant Profes	sor					
Rank: Instructional As	sistant Professor					
Classification: Term -	Instructional					
Local Academic Unit:	Mathematical Science ((COS)				
Waters	Keith	1/1/2023	1 year			
Title: Assistant Directo	or of the Stephen S. Full	er Institute				
Rank: Research Assist	ant Professor					
Classification: Term -	Research					
Local Academic Unit: Schar School of Policy and Government						
Yin	Binqian	1/10/2023	3.5 years			
	•		-			
Title: Assistant Professor						
Rank: Instructional Assistant Professor						
Classification: Term - Instructional						
Local Academic Unit: Computer Science (CEC)						

Academic Programs, Diversity, and University Community Committee

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APPOINTMENT OF ADMINSTRATIVE AND PROFESSIONAL FACULTY

<u>LAST NAME</u> Bailey	<u>FIRST NAME</u> Duane A.	<u>EFFECTIVE DATE</u> 10/17/2022		
Title: Director of Marketing and Communications Classification: At will - Admin/Professional Local Academic Unit: School of Business				
Ganguly	Mohit	8/22/2022		
Title: Licensing Associate Classification: At will - Admin/Professional Local Academic Unit: Office of Research, Innovation and Economic Impact				
Lee	Young-Joo	9/30/2022		
Title: Social Sciences Librarian Classification: At will - Admin/Professional Local Academic Unit: University Libraries				
Menjivar	Amanda T.	9/25/2022		
Title: Manuscripts Archives Librarian Classification: At will - Admin/Professional Local Academic Unit: University Libraries				
Munnlyn	Shavonne T.	11/10/2022		
Title: University Records Officer Classification: At will - Admin/Professional Local Academic Unit: University Libraries				

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APPOINTMENT OF ADMINSTRATIVE AND PROFESSIONAL FACULTY

LAST NAME	<u>FIRST NAME</u>	EFFECTIVE DATE
Norfleet	Jneva R.	10/17/2022

Title: Employer Engagement Consultant Classification: At will - Admin/Professional Local Academic Unit: University Career Services (UL)

Nunnally	Michael	11/25/2022			
Title: Assistan	t Director of Facilities and Risk N	lanagement			
Classification :	Classification: At will - Admin/Professional				
Local Academic Unit: Mason Recreation (UL)					
Plizga	Lilian M.	8/25/2022			
Title: Assistant Director, Fan Engagement					
Classification :	At will - Admin/Professional				
Local Academ	ic Unit: Intercollegiate Athletics				
Radlin	Reynaldo	8/25/2022			
Title: Assistant Coach, Men's and Women's Track and Field and Cross Country					
Classification: At will - Admin/Professional					
Local Academic Unit: Intercollegiate Athletics					
Ricci	Ryan T.	8/25/2022			
Title: Assistant Coach, Baseball					
Classification: At will - Admin/Professional					
Local Academic Unit: Intercollegiate Athletics					
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APPOINTMENT OF ADMINSTRATIVE AND PROFESSIONAL FACULTY

LAST NAME	<u>FIRST NAME</u>	EFFECTIVE DATE
Rosera	Jessica	10/3/2022
Title: Director of F	inance	
Classification: At y	will - Admin/Professional	
Local Academic U	nit: College of Science	
Sears	Cynthia J.	11/10/2022
Title: Director of E	External Relationships, LEC	
Classification: At y	will - Admin/Professional	
Local Academic U	nit: Antonin Scalia Law School	
Turner	Kaitlyn	11/28/2022
Title: Assistant Dir	rector, Development	
Classification: At y	will - Admin/Professional	
Local Academic U	nit: Antonin Scalia Law School	
Wagoner	Shawn	10/24/2022
Title: Nanofabricat	ion Manager	
Classification: At y	will - Admin/Professional	
Local Academic U	nit: Office of Research, Innovati	on and Economic Impact
Williams	James L.	10/10/2022
Title: Director for	Online Virginia Network	
Classification: At v	will - Admin/Professional	
Local Academic U	nit: Office of the Provost	

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APPOINTMENT OF ADMINSTRATIVE AND PROFESSIONAL FACULTY

LAST NAME Wilson FIRST NAME Jonah EFFECTIVE DATE 6/27/2022

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

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

LAST NAME	<u>FIRST NAME</u>	EFFECTIVE DATE	<u>APPT LENGTH</u>
Blackwell	Kim L.	8/25/2022	1 year
Title: Interim Chai	r		
Local Academic U	nit: Bioengineering (CEC))	
Charlton	Zoë	10/25/2022	< 1 year
Title: Co-Interim D	Director		
Local Academic U	nit: Art (CVPA)		
Dunne	Kelly B.	8/25/2022	1 year
Title: Executive Di	rector		
Local Academic U	nit: Integrative Studies (CI	HSS)	
Fuchs	Cynthia J.	8/25/2022	1 year
Title: Interim Direc	etor		
Local Academic U	nit: Film & Video Studies	(CVPA)	
Hayes	Monson H.	8/25/2022	1 year
Title: Department (Chair		
Local Academic U	nit: Electrical and Comput	er Engineering (CEC)	

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

LAST NAME	FIRST NAME	EFFECTIVE DATE	APPT LENGTH
McCue-Weil	Leigh	8/25/2022	2 years
Title: Department (Chair		
Local Academic U	nit: Mechanical Engineerin	ng (CEC)	
Miller-Hooks	Elise	1/10/2023	1.5 years
Title: Interim Chair			
Local Academic U	nit: Civil, Environmental a	nd Infrastructure Engineering	g (CEC)
Salem	Ossama	8/25/2022	< 1 year
Title: Department (Chair		
Local Academic U	nit: Civil, Environmental a	nd Infrastructure Engineering	g (CEC)
Shortle	John Friedrich	11/10/2022	< 1 year
Title: Acting Chair			
Local Academic U	nit: Systems Engineering a	nd Operations Research (CE	C)
Uzuner	Ozlem	8/25/2022	2 years
Title: Department (Chair		
Local Academic U	nit: Information Sciences a	and Technology (CEC)	

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

LAST NAME	FIRST NAME	EFFECTIVE DATE	<u>APPT LENGTH</u>
Vaisman	Iosif	8/25/2022	1 year

Title: Director Local Academic Unit: Systems Biology (COS)

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<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
Aldatmaz	Serdar	8/25/2022	1 year
Title: Instructiona	l Assistant Professor		
Rank: Instructiona	al Assistant Professor		
Classification: Te	rm - Instructional		
Local Academic U	Jnit: School of Business		
Baldelli	Elisa F.	12/10/2022	1 year
Title: Research A	ssociate (Instructor)		
Rank: Research A	ssociate (Instructor)		
Classification: Te	rm - Research		
Local Academic U	Jnit: Center for Applied	Proteomics and Molecular M	edicine (COS)
Note(s): Addition	al Title: Molecular Biolo	ogist	
Birerdinc	Aybike	10/10/2022	1 year
Title: Research A	ssistant Professor		
Rank: Research A	ssistant Professor		
Classification: Te	rm - Research		
Local Academic U	Jnit: Systems Biology (C	COS)	
Bolling	William T.	1/10/2023	1 year
-			
Title: Term Visitin	ng Professor		
Rank: Instructiona	al Professor		
Classification: Te	rm - Instructional		
Local Academic U	Jnit: Schar School of Pol	icy and Government	
de Janasz	Suzanne C.	8/25/2022	1 year
Title: Instructiona	l Professor		
Rank: Instructiona	al Professor		
Classification: Te	rm - Instructional		
		n Carter School for Peace and	l Conflict Resolution

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<u>LAST NAME</u> Dolci	<u>FIRST NAME</u> Stefano	<u>EFFECTIVE DATE</u> 11/10/2022	<u>APPT LENGTH</u> 1 year		
Title: Research Assistant Professor Rank: Research Assistant Professor Classification: Term - Research Local Academic Unit: Collision Safety and Analysis (COS)					
Ganjalizadeh	Saiid	8/25/2023	1 year		
Title: Instructional Rank: Instructional Classification: Terr Local Academic Un	Assistant Professor				
Lawless	Teresa A.	6/25/2022	1 year		
Title: Research Assistant Professor Rank: Research Assistant Professor Classification: Term - Research Local Academic Unit: Communication (CHSS)					
Ljungquist	Bengt Roland	1/10/2023	1 year		
Title: Research Assistant Professor Rank: Research Assistant Professor Classification: Term - Research Local Academic Unit: Bioengineering (CEC)					
Madison	Sorina O.	8/25/2022	1 year		
Title: Instructional Assistant Professor Rank: Instructional Assistant Professor Classification: Term - Instructional Local Academic Unit: Health Administration and Policy (CPH)					

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<u>LAST NAME</u> Makhlouf	<u>FIRST NAME</u> Nadeen	EFFECTIVE DATE 8/25/2022	<u>APPT LENGTH</u> 1 year		
Title: Instructional Assistant Professor Rank: Instructional Assistant Professor Classification: Term - Instructional Local Academic Unit: Honors College					
May	onal Title: HNRS 110 Supp John F.	1/10/2023	1.5 years		
		icy and Government			
Mazin	Igor I.	11/10/2022	1 year		
Rank: Research Classification: Local Academi	Term - Research c Unit: Physics and Astrono		aculty classification.		
Pyle	Murray James	8/25/2023	1 year		
Rank: Instruction:	onal Assistant Professor onal Assistant Professor Term - Instructional c Unit: School of Business				
Tretola	Betsy J.	8/25/2023	1 year		
Rank: Instruction:	onal Associate Professor onal Associate Professor Term - Instructional c Unit: School of Business				

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LAST NAME	<u>FIRST NAME</u>	EFFECTIVE DATE	<u>APPT LENGTH</u>		
Vlastara	Niki Maria	8/25/2023	1 year		
Title: Instructional	Assistant Professor				
Rank: Instructiona	l Assistant Professor				
Classification: Ter	m - Instructional				
Local Academic U	nit: School of Business				
West	Caroline S.	8/25/2022	1 year		
Title: Instructional	Assistant Professor				
Rank: Instructiona	l Assistant Professor				
Classification: Ter	m - Instructional				
Local Academic U	nit: Honors College				
Note(s): Additiona	ll Title: HNRS 110 Supp	ort			
Wilde	Judith	1/10/2023	1 year		
Title: Research Professor					
Rank: Research Professor					
Classification: Term - Research					
Local Academic U	nit: Schar School of Pol	icy and Government			

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LAST NAME	FIRST NAME	<u>TYPE</u>	EFFECTIVE DATE		
Ahmad	Ghufran	Resignation	01/03/2023		
Title: Director Business Finance Center Classification: At will - Admin/Professional Local Academic Unit: Office of Research, Innovation and Economic Impact					
Barber	Christian J.	Resignation	11/18/2022		
Classification: At w	Title: Director of Residence Life Classification: At will - Admin/Professional Local Academic Unit: Housing and Residence Life (UL)				
Bookman	Adam	Resignation	12/02/2022		
Title: Senior Consultant Classification: At will - Admin/Professional Local Academic Unit: Office of the Senior Vice President					
Braaten	Ryan	Resignation	11/18/2022		
 Title: Associate Director of Development Classification: At will - Admin/Professional Local Academic Unit: College of Visual and Performing Arts Note(s): Mr. Braaten has accepted a position with Berklee College of Music. 					
Clark	Elizabeth A.	Resignation	11/25/2022		
Title: Financial Aid Counselor Classification: At will - Admin/Professional Local Academic Unit: Office of the Provost					

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<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>		
Davidson	Crystal N.	Resignation	11/09/2022		
Title: Assistant Di	rector SERJ				
Classification: At y	will - Admin/Professional				
Local Academic U	nit: Diversity, Inclusion a	nd Multicultural Education	(UL)		
Fox	Donna M.	Retirement	01/09/2023		
Title: Associate De	ean of Student Affairs and	Special Programs			
Classification: At v	will - Admin/Professional				
Local Academic U	nit: College of Science				
Hartley	Rebecca S.	Deceased	10/16/2022		
v					
Title: Assistant Vie	ce President for Research I	Integrity and Assurance			
Classification: At	will - Admin/Professional				
Local Academic U	nit: Office of Research, In	novation and Economic Im	npact		
			-		
Hoffman	Karla L.	Retirement	01/09/2023		
Title: Professor wi	thout Term				
Classification: At	will - Instructional				
Local Academic U	nit: Systems Engineering	and Operations Research (CEC)		
	, , , , ,	1	,		
Jones	Kevin C.	Resignation	01/09/2023		
501165		Resignation	01/09/2023		
Title: Instructor					
Classification: Ter	m - Instructional				
Local Academic Unit: School of Business					
Local Academic Oline. School of Business					

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SEPARATIONS

LAST NAME	FIRST NAME	<u>TYPE</u>	EFFECTIVE DATE
Kelly	Nancy J.	Retirement	05/24/2023
Classification: Ter	l Associate Professor rm - Instructional J nit: Nursing (CPH)		
McCrory	Rebecca S.	Contract expiration	01/20/2023
Classification: At	irector Family Programs will - Admin/Professional J nit: University Life		
Sacco	Matthew Joseph	Resignation	10/28/2022
Classification: At Local Academic U Note(s): Mr. Sacco	International Enrollment Pa will - Admin/Professional J nit: Office of the Provost to has accepted a position w al and Cultural Affairs.	-	the Bureau of
Scolaro	Margaret J.	Retirement	05/24/2022
Title: Instructor Classification: Ter Local Academic U	rm - Instructional J nit: English (CHSS)		
Scott	Olivia	Resignation	06/30/2022
Classification: At	irector, Center for Econom will - Admin/Professional J nit: Economics (CHSS)	ic Education	

Note(s): Ms. Scott has accepted a position with the Virginia Council on Economic Education.

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LAST NAME	<u>FIRST NAME</u>	<u>TYPE</u>	EFFECTIVE DATE	
Sekinger	Meaghan	Resignation	12/02/2022	
Title: TTAC Outrea	ach Specialist /ill - Admin/Professional			
	nit: College of Education and Hur	nan Development		
	0	1		
Sharrock	Karen	Resignation	10/21/2022	
Title: Associate Ad	ministrative Director			
Classification: At w	vill - Admin/Professional			
Local Academic Ur	nit: Student Health Services (UL)	1		
Smith	Matthew	Resignation	12/09/2022	
Title: Director of A	ccreditation and State Authorizat	ion		
Classification: At w	vill - Admin/Professional			
Local Academic Ur	nit: Office of the Provost			
Stahl	Catherine	Resignation	09/06/2022	
	duate Student Academic Affairs			
Classification: At w	vill - Admin/Professional			
Local Academic Ur	nit: Antonin Scalia Law School			
Stedman	Diann	Resignation	06/09/2022	
	ector of Laboratory Safety			
Classification: At w	vill - Admin/Professional			
Local Academic Unit: Environmental Health and Safety Office				

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<u>LAST NAME</u> Stevens	<u>FIRST NAME</u> Andrew R.	<u>TYPE</u> Resignation	<u>EFFECTIVE DATE</u> 01/03/2023	
Classification: At v	tion Services Librarian vill - Admin/Professional nit: University Libraries			
Stoltzfus	Edwin J.	Resignation	07/22/2022	
Classification: At v	ector of Facilities and Risk M vill - Admin/Professional nit: Mason Recreation (UL)	anagement		
Strangio	Matthew	Resignation	05/24/2022	
Title: Instructional Classification: At v Local Academic U		CVPA)		
Strayhorn	Hamal	Resignation	10/25/2022	
Title: Director for Coalition Building and Diversity Education Classification: At will - Admin/Professional Local Academic Unit: Diversity, Inclusion and Multicultural Education (UL)				
Stubing	David	Resignation	05/24/2022	
Title: Instructional Classification: Terr Local Academic Un				

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LAST NAME	FIRST NAME	<u>TYPE</u>	EFFECTIVE DATE		
Sturrock	Alan	Resignation	07/24/2022		
Title: Assistant Professor Classification: Term - Instructional Local Academic Unit: College of Education and Human Development					
Sweeney	Amykate	Resignation	05/24/2022		
Title: Instructor					
Classification: Terr	n - Instructional				
Local Academic U	nit: Communication (CHS	SS)			
Trailer	Hanna R.	Resignation	07/07/2022		
Title: Community I	Director				
	vill - Admin/Professional				
	nit: Housing and Residend	ce Life (UL)			
Trenary	Laurie L.	Resignation	07/09/2022		
Title: Research Ass	vistant Professor				
Classification: Terr					
		d-Atmosphere Studies (C	OS)		
		I	,		
Trkula	Julie M.	Resignation	09/11/2022		
Title General Man	ager, Green Machine				
	vill - Admin/Professional				
Local Academic Unit: College of Visual and Performing Arts					
Local Academic Unit: Conege of visual and Performing Arts					

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LAST NAME	FIRST NAME	<u>TYPE</u>	EFFECTIVE DATE
Vanderberg	Terri S.	Retirement	08/24/2022
Title Senior Associ	ate Director Admissions		
	ill - Admin/Professional		
	it: Office of Admissions		
Local Academic on			
Viccora	Elaine R.	Resignation	05/24/2022
Title: Instructor			
Classification: Term	- Instructional		
Local Academic Un	it: School of Business		
Walsh	Laura P.	Resignation	07/29/2022
		C	
Title: Director of De	evelopment		
Classification: At w	ill - Admin/Professional		
Local Academic Un	it: College of Public Healt	h	
Watson	Trasi S.	Resignation	08/05/2022
Title: Associate Dire	ector, Industry Advising an	d Employer Developme	ent
Classification: At w	ill - Admin/Professional		
Local Academic Un	it: University Career Servi	ces (UL)	
Wiesen	Taylor J.	Resignation	05/24/2022
Title: Assistant Prof	Tessor		
Classification: Tenu	re track - Instructional		
Local Academic Un	it: School of Business		
Note(s): Dr. Wiesen	has accepted a position with	ith University of Southe	ern California.

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SEPARATIONS

EFFECTIVE DATE 05/24/2023

LAST NAME	FIRST NAME	<u>TYPE</u>
Williams Van Rooij	Shahron	Retirement

Title: Associate Professor without Term Classification: Term - Instructional Local Academic Unit: College of Education and Human Development

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LAST NAME	FIRST NAME	TYPE		
Aier	Jagadison K.	Title Change		
Title: Senior Associate Dean, Academic Affairs and Global Engagement Local Academic Unit: School of Business				
Note(s): Retained Title-Associate	Professor without Term			
Akhtari	Humaira	Title Change		
Title: Assistant Chair for Undergra Local Academic Unit: Information				
Note(s): Retained Title-Instructor				
Albanese	Massimilano	Title Change		
Title: Associate Director for the Ce Local Academic Unit: Information Note(s): Retained Title-Associate	Sciences and Technolog			
Alvare	Helen	Title Change		
Title: Associate Dean for Academic Local Academic Unit: Antonin Sca Note(s): Retained Title-Professor v	alia Law School			
Atkins	Jennifer S.	Title Change		
Title: Assistant Dean for Legal Ski Local Academic Unit: Antonin Sca Note(s): Retained Title-Director, S Antonin Scalia Law Schoo	alia Law School econd Year Legal Resea	arch, Writing, and Analysis Program,		

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A 41-4	<u>FIRST NAME</u>	<u>TYPE</u>
Atkins	Jennifer S.	Promotion
Local Academic Unit: Anton	Legal Research, Writing, and An in Scalia Law School lty promoted to the rank of Assis	
Baker	Pamela H.	Title Change
	n of Special Education and DisA e of Education and Human Deve ciate Professor without Term	· · · · · · · · · · · · · · · · · · ·
Bannan	Brenda	Leave with Pay
Local Academic Unit: Colleg	e of Education and Human Deve	lopment
Note(s): Professor Bannan ha	s been awarded a Faculty Study	Leave for Fall Semester 2022.
Note(s): Professor Bannan ha Ben Ouagrham-Gormley	s been awarded a Faculty Study	Leave for Fall Semester 2022. Leave with Pay
Ben Ouagrham-Gormley Title: Associate Professor wit Local Academic Unit: Schar	Sonia	Leave with Pay
Ben Ouagrham-Gormley Title: Associate Professor wit Local Academic Unit: Schar Note(s): Professor Ben Ouagr	Sonia hout Term School of Policy and Governmer	Leave with Pay

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<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>
Bodenham	Alexander	Title Change
Title: Executive Director	of Enrollment and Outreach	
	ollege of Education and Human Devo	elopment
		-
Note(s): Previous Title:C	hief Marketing and Recruitment Off	icer
Brouse	Peggy	Title Change
Title: Associate Chair for	r Undergraduate Programs CYSE	
Local Academic Unit: S	ystems Engineering and Operations I	Research (CEC)
Note(s): Retained Title-I	Professor	
. ,		T: 1 CI
Bruening	Megan E.	Title Change
Title: Director of Fellow	shins	
Title: Director of Fellow Local Academic Unit: O		
Local Academic Unit: O		vships
Local Academic Unit: O	ffice of the Provost	vships Leave with Partial Pay
Local Academic Unit: O Note(s): Previous Title:A Carton	ffice of the Provost Assistant Director of Graduate Fellow Benedict	
Local Academic Unit: O Note(s): Previous Title:A Carton Title: Associate Professo	ffice of the Provost Assistant Director of Graduate Fellow Benedict r without Term	
Local Academic Unit: O Note(s): Previous Title:A Carton Title: Associate Professo	ffice of the Provost Assistant Director of Graduate Fellow Benedict	
Local Academic Unit: O Note(s): Previous Title:A Carton Title: Associate Professo Local Academic Unit: H	ffice of the Provost Assistant Director of Graduate Fellow Benedict r without Term	
Local Academic Unit: O Note(s): Previous Title:A Carton Title: Associate Professo Local Academic Unit: H Note(s):	ffice of the Provost Assistant Director of Graduate Fellow Benedict r without Term istory and Art History (CHSS)	Leave with Partial Pay
Local Academic Unit: O Note(s): Previous Title:A Carton Title: Associate Professo Local Academic Unit: H Note(s): Professor Carton has bee	ffice of the Provost Assistant Director of Graduate Fellow Benedict r without Term istory and Art History (CHSS) n awarded a Faculty Study Leave fo	Leave with Partial Pay
Local Academic Unit: O Note(s): Previous Title:A Carton Title: Associate Professo Local Academic Unit: H Note(s):	ffice of the Provost Assistant Director of Graduate Fellow Benedict r without Term istory and Art History (CHSS)	Leave with Partial Pay
Local Academic Unit: O Note(s): Previous Title:A Carton Title: Associate Professo Local Academic Unit: H Note(s): Professor Carton has bee	ffice of the Provost Assistant Director of Graduate Fellow Benedict r without Term istory and Art History (CHSS) n awarded a Faculty Study Leave fo James R.	Leave with Partial Pay
Local Academic Unit: O Note(s): Previous Title:A Carton Title: Associate Professo Local Academic Unit: H Note(s): Professor Carton has bee Casey Title: Interim Director of	ffice of the Provost Assistant Director of Graduate Fellow Benedict r without Term istory and Art History (CHSS) n awarded a Faculty Study Leave fo James R.	Leave with Partial Pay r academic year 2022-2023. Title Change
Local Academic Unit: O Note(s): Previous Title:A Carton Title: Associate Professo Local Academic Unit: H Note(s): Professor Carton has bee Casey Title: Interim Director of	ffice of the Provost Assistant Director of Graduate Fellov Benedict r without Term istory and Art History (CHSS) n awarded a Faculty Study Leave fo James R.	Leave with Partial Pay r academic year 2022-2023. Title Change

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	<u>FIRST NAME</u>	<u>TYPE</u>
Charlton	Zoë	Title Change
Local Academic Unit: Art	· · · ·	
Note(s): Retained Title-Pro	ofessor without Term	
Chen	Weixia (Cher)	Leave with Pay
Title: Associate Professor Local Academic Unit: Inte Note(s): Professor Chen ha		ve for Spring Semester 2023.
Chen	Ya-Han (Chris)	Title Change
		The Change
Title: Senior Director of Fi		
Note(s): Previous Title:Dir	lege of Education and Human Develop ector of Finance	pment
		Title Change
Note(s): Previous Title:Dir	ector of Finance Eric R. Initiatives onin Scalia Law School	-
Note(s): Previous Title:Dir Claeys Title: Director of Scholarly Local Academic Unit: Ant	ector of Finance Eric R. Initiatives onin Scalia Law School	-

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LAST NAME	FIRST NAME	TYPE
Compton	Amanda	Title Change
Title: Faculty Director	of Scalia- Hampton Pipeline Program	
Local Academic Unit:	Antonin Scalia Law School	
Note(s): Retained Title	-Director Bar Support	
Compton	Amanda	Promotion
Title: Director, Bar Sup		
Local Academic Unit:	Antonin Scalia Law School	
Note(s): Administrative	e Faculty promoted to the rank of Assista	unt Professor.
Costa	Paulo C.	Title Change
Title: Associate Chair (Graduate Studies and Research	
Local Academic Unit:	Systems Engineering and Operations Res	search (CEC)
Note(s) . Retained Title	-Associate Professor without Term	
Daigle	Delton T.	Title Change
Daigie	Denoir 1.	The Change
Title: Director of Onlin	e Learning	
	Schar School of Policy and Government	
	-	
Note(s): Retained Title	-Instructional Associate Professor	
Daigle	Delton T.	Leave with Pay
Title: Instructional Ass		
Local Academic Unit:	Schar School of Policy and Government	
Nata(a). Professor Dai	gle has been awarded a Faculty Study Le	ave for Fall Semaster 2022
INDIG(S): FIDIESSUI Dal	215 has been awalued a faculty Study Le	ave for ran semester 2022.

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LAST NAME	FIRST NAME	<u>TYPE</u>
Debuque	Rachel Marie	Title Change
Title: Associate Director of the Scho Local Academic Unit: Art (CVPA)	ool of Art	
Note(s): Retained Title-Associate Pr	rofessor without Term	
Dhokai	Niyati	Title Change
Title: Faculty Fellow for Curricular Local Academic Unit: College of Vin Note(s): Retained Title-Research As	isual and Performing Art	S
		T :1 Cl
Durant	Liza P.	Title Change
Title: Associate Provost for Strategic Local Academic Unit: Office of the Note(s): Retained Title-Associate De	Provost	
FitzGerald	Suzanne	Promotion
Title: Director - First-Year Legal Re Local Academic Unit: Antonin Scal Note(s): Administrative Faculty prod	ia Law School	
Ford	Meggan C.	Title Change
Title: Associate Dean, Undergraduat Local Academic Unit: School of Bu Note(s): Previous Title: Assistant De	te Programs siness	

Academic Programs, Diversity, and University Community Committee

February 23, 2023

<u>LAST NAME</u> Frank	<u>FIRST NAME</u> Daniel	<u>TYPE</u> Title Change
1 Funk	Dunici	The change
Title: Senior Assistant D		
Local Academic Unit: O	ffice of Student Financial Aid	
Note(s): Previous Title:A	ssistant Director, Counseling and Outreach	
Fuchs	Cynthia J.	Title Change
Title: ARIE Committee N	1ember	
Local Academic Unit: Fi	lm & Video Studies (CVPA)	
Note(s): Retained Title-A	Associate Professor without Term	
Gaj	Krzysztof M.	Title Change
Title: Director C-TASC (Center	
Local Academic Unit: El	ectrical and Computer Engineering (CEC)	
Note(s): Retained Title-P	Professor without Term	
Gaj	Krzysztof M.	Title Change
Title: Associate Chair for	r Graduate Programs	
	lectrical and Computer Engineering (CEC)	
Note(s): Retained Title-P	Professor without Term	
Garner	Ann Michelle	Title Change
Title: Assistant Director	of Career Advising	
	niversity Career Services (UL)	
Note(s): Previous Title:Ir	ndustry Advisor	
	-	

Academic Programs, Diversity, and University Community Committee

February 23, 2023

LAST NAME Gring-Pemble	<u>FIRST NAME</u> Lisa	<u>TYPE</u> Leave with Pay
Title: Associate Professo Local Academic Unit: S		
2023.	-Pemble has been awarded a Faculty revious faculty study leave announcer	
Hamdani	Sumaiya	Leave with Pay
	or without Term listory and Art History (CHSS) dani has been awarded a Faculty Study	y Leave for Fall Semester 2022.
Hamner	Christopher	Leave with Pay
Title: Associate Professo	or without Term	
Local Academic Unit: H	listory and Art History (CHSS)	
Note(s): Professor Hami	ner has been awarded a Faculty Study	Leave for Spring Semester 2023.
Hirsch	Susan F.	Title Change
	e Lynch Chair of Conflict Analysis and chool for Conflict Analysis and Resol	
Note(s): Retained Title-	Professor without Term	
Huber	Victoria M.	Promotion
	r Professional Development ntonin Scalia Law School	
Note(s): Administrative	Faculty promoted to the rank of Assis	tant Professor.

Academic Programs, Diversity, and University Community Committee

February 23, 2023

LAST NAME	<u>FIRST NAME</u>	TYPE
Ipek	Yasemin	Tenure Track Contract Extension
Title: Assistant Profess	or	
Local Academic Unit:	Global Affairs Program (CHSS)	
Jack	Allison E.	Tenure Track Contract Extension
Title: Assistant Profess	or	
Local Academic Unit: 1	Psychology (CHSS)	
Kaya	Erdogan	Tenure Track Contract Extension
Title: Assistant Profess	or	
Local Academic Unit:	College of Education and Human Deve	elopment
Kitsantas	Anastasia	Title Change
Title: Director of the Ph	D in Education Program	
Local Academic Unit:	College of Education and Human Deve	elopment
Note(s): Retained Title	Professor without Term	
Kreitzer	Charles R.	Title Change
Title: OVN Experientia	l Learning Institutional Liaison	
Local Academic Unit:	Office of the Provost	

Academic Programs, Diversity, and University Community Committee

February 23, 2023

LAST NAME	FIRST NAME	TYPE
Kuhn	Tara	Title Change
Title: Transformation Manager Local Academic Unit: Office o		
Note(s): Previous Title:Project		
Kysar-Mattietti	Giuseppina	Title Change
Title: Lab Coordinator Local Academic Unit: Atmospl	neric, Oceanic and Earth Scien	ices (COS)
Note(s): Retained Title-Instruct	ional Associate Professor	
Lacayo	Candace P.	Title Change
Title: Director of the Office of I Local Academic Unit: College Note(s): Retained Title-Instruct	of Education and Human Deve	lopment
Lancaster	Roger	Title Change
Title: Interim Director of Cultur Local Academic Unit: Cultural Note(s): Retained Title-Profess	Studies Program (CHSS)	
Leslie	Timothy	Title Change
Title: Faculty Fellow for Acade Local Academic Unit: Geograp Note(s): Retained Title-Associa	hy and Geoinformation Scienc	e (COS)

Academic Programs, Diversity, and University Community Committee

February 23, 2023

LAST NAME	FIRST NAME	TYPE
Long	Chen	Title Change
Title: Area Chair, Accounting Local Academic Unit: Schoo		
Note(s): Retained Title-Asso	ciate Professor without Term	
Lopez-Santana	Mariely	Leave with Pay
Title: Associate Professor with	thout Term	
Local Academic Unit: Schar	School of Policy and Government	t
Note(s): Professor Lopez-Sar 2022.	ntana has been awarded a Faculty	Study Leave for Fall Semester
MacArthur	Timothy M.	Promotion
Local Academic Unit: Anton	Veterans and Service Members Cl in Scalia Law School Ity promoted to the rank of Assist	
Magro	Anne M.	Title Change
Title: Co-Executive Director, Local Academic Unit: Schoo Note(s): Retained Title-Asso		ter (B4BW)
		I
Marvel	John	Leave with Pay
Title: Associate Professor with	thout Term	
Local Academic Unit: Schar	School of Policy and Government	t
Note(s): Professor Marvel ha	s been awarded a Faculty Study I	Leave for Fall Semester 2022.

Academic Programs, Diversity, and University Community Committee

February 23, 2023

LAST NAME	FIRST NAME	<u>TYPE</u>
Miller	Char	Leave with Pay
Title: Associate Profess	sor without Term	
Local Academic Unit:	Schar School of Policy and Governmen	nt
Note(s): Professor Mill	er has been awarded a Faculty Study L	eave for Spring Semester 2023.
Moran	Emily	Tenure Track Contract Extension
Title: Assistant Profess	or	
Local Academic Unit:	Communication (CHSS)	
Newman	Christopher	Title Change
T *41		'I.D.'. 1.
	or to Initiative on Free Speech and Civi Antonin Scalia Law School	11 Rights
Local Academic Ont.	Antonini Seana Law School	
Note(s): Retained Title	-Associate Professor without Term	
O'Gara	Genya	Title Change
Title: Acting Director, V	VIVA	
Local Academic Unit:		
Note(s): Retained Title	Deputy Director VIVA	
O'Malley	Michael	Leave with Pay
Title: Professor without	tTerm	
Local Academic Unit:	History and Art History (CHSS)	
Noto(a), Drofossor ()	allow has been awarded a Feault. Ct. J	v Leove for Fell Semester 2022
note(s): Protessor O'M	alley has been awarded a Faculty Stud	y Leave for rall Semester 2022.

Academic Programs, Diversity, and University Community Committee

February 23, 2023

<u>LAST NAME</u> Osterman	<u>FIRST NAME</u> Anne C.	<u>TYPE</u> Title Change
Title: Interim University Librari Local Academic Unit: Universi		
Note(s): Retained Title-Directo	r VIVA	
Pamas	Roberto A.	Title Change
Title: Director of TEACHERtra	ıck	
Local Academic Unit: College	of Education and Human Dev	elopment
Note(s): Retained Title-Associa	ate Professor of Education	
Park	Sun-Young	Leave with Pay
Title: Associate Professor with Local Academic Unit: History : Note(s): Professor Park has bee	and Art History (CHSS)	eave for Spring Semester 2023.
Peters-Burton	Erin	Leave with Pay
Title: Professor without Term		
Local Academic Unit: College	of Education and Human Dev	elopment
Note(s): Professor Peters-Burto 2022.	n has been awarded a Faculty	Study Leave for Fall Semester
Shahrokhi	Farnoosh	Title Change
Title: Director of the Division of	of Education Leadership	
Local Academic Unit: College	of Education and Human Dev	elopment
Note(s): Retained Title-Outread Program	ch and Administrative Coordin	nator, Education Leadership

Academic Programs, Diversity, and University Community Committee

February 23, 2023

OTHER ANNOUNCEMENTS

LAST NAME	FIRST NAME	<u>TYPE</u>
Slavin	Margaret	Leave with Pay
Title: Associate Profess		
Local Academic Unit:]	Nutrition and Food Studies (CPH)	
Note(s): Professor Slav	in has been awarded a Faculty Study L	eave for Spring Semester 2023.
Stan	Cristiana	Title Change
Title: Associate Chair c	of AOES	
Local Academic Unit: .	Atmospheric, Oceanic and Earth Science	ces (COS)
Note(s): Retained Title	-Professor without Term	
Steen	Sam L.	Title Change
	vision of Child, Family and Community	
Local Academic Unit:	College of Education and Human Devel	lopment
Note(s): Retained Title	-Associate Professor without Term	
Stolz	Gisele	Title Change
		C
Title: Senior Director, I	Entrepreneur Programs	
Local Academic Unit:	Office of Research, Innovation and Eco	nomic Impact
Note(s): Previous Title:	Director, Entrepreneur Programs	
Sylwester	Bonnie D.	Title Change
Title. Aggistent Director	r International Program Aggagement	
Local Academic Unit: (r, International Program Assessment	
Local Academic Unit,		
	A	A

Note(s): Previous Title: Assistant Director of Academic Initiative Assessment

Academic Programs, Diversity, and University Community Committee

February 23, 2023

<u>LAST NAME</u> Terwilliger	<u>FIRST NAME</u> Brittany L.	<u>TYPE</u> Title Change
Title: Director of Communications a Local Academic Unit: College of E	e	velopment
Note(s): Previous Title:Senior Mark	ceting Associate	
Tian	Zhi	Title Change
Title: SMART Lab Director Local Academic Unit: Electrical an Note(s): Retained Title-Professor w		g (CEC)
Trumbo	Michelle M.	Promotion
Title: Assistant Director, Legal Reso Local Academic Unit: Antonin Sca Note(s): Administrative Faculty pro	lia Law School	
Vadakkepatt	Gautham Gopal	Title Change
Title: Director, Retail Center Local Academic Unit: School of Bu Note(s): Retained Title-Associate P		
Wedel	Janine R.	Leave with Pay
Title: University Professor Local Academic Unit: Schar Schoo Note(s): Professor Wedel has been		

Academic Programs, Diversity, and University Community Committee

February 23, 2023

LAST NAME	<u>FIRST NAME</u>	TYPE
Wiener	Martin	Tenure Track Contract Extension
Title: Assistant Professo	70	
Local Academic Unit: F	Psychology (CHSS)	
Wingfield	Andrew F.	Title Change
Title: Director, Environ	mental and Sustainable Studies	
Local Academic Unit: I	ntegrative Studies (CHSS)	
Note(s): Retained Title-	Associate Professor without Term	
Winstead	Leigh M.	Promotion
Title: Assistant Director		
	Antonin Scalia Law School	
Note(s): Administrative	Faculty promoted to the rank of Assist	ant Professor.
Yilmaz	Huseyin	Title Change
Title: Research Director	, AbuSulayman Center for Global Isla	mic Studies
	History and Art History (CHSS)	
Note(s): Retained Title-	Associate Professor without Term	
Zenkov	Kristien G.	Title Change
Title: Director of the Div	vision of Elementary, Literacy, Multicu	ultural. and Secondary Education
	College of Education and Human Devel	· · · · · ·
Note(s): Retained Title-	Associate Professor without Term	

	Fa	culty and Acaden	nic Standards Cor	nmittee		
		Februa	ary 23, 2023			
	SUMMARY	OF FACULTY A	CTIONS AND AN	NOUNCEMEN	ГS	1
APPOINTMENT OF FACU		rm	T	e Track		
	le	rm	I enure			
	9-month	12-month	9-month	12-month	Research	Grant Funded
Instructor	3	1	0	0	1	1
Assistant Professor	9	4	2	0	3	3
Associate Professor	3	1	1	0	1	0
Professor	0	0	0	0	0	0
Administrative/Professional	0	16	0	0	0	1
Totals	15	22	3	0	5	5
RENEWALS/REAPPOINT	MENTS					
	Te	rm	Tenure	e Track		
	9-month	12-month	9-month	12-month		Total
Instructor	0	1	0	0		1
Assistant Professor	5	6	0	0		11
Associate Professor	1	0	0	0		1
Professor	4	1	0	0		5
Administrative/Professional	0	0	0	0		0
Totals	10	8	0	0		18
SEPARATIONS						
			Contract			
	Resignation	Retirement	Expiration	Deceased		Total
	28	6	1	1		36
OTHER ANNOUNCEMEN	ΓS					
	Leave with pay				Tenure Track Contract	
	and Partial pay	Leave w/o pay	Title Change	Conversion	Extension	Total
	17	0	51	0	5	73

*Summary Excludes Postdoctoral Research Fellows and Research Staff

FALL 2022 UNDERGRADUATE STUDENT RETENTION

Standardized retention and graduation measures, defined by the Department of Education, focus on entering first-time, full-time, (FTFT) degree-seeking freshmen. In Fall 2022, 97% of Mason's freshmen cohort met this definition.

- First-Year Retention: Percentage of FTFT students enrolled in Fall 2021 who return Fall 2022.
- Four-Year Graduation: Percentage of FTFT students enrolled in Fall 2018 who graduate by Fall 2022.
- Six-Year Graduation: Percentage of FTFT students enrolled in Fall 2016 who graduate by Fall 2022.

Table 1	1-Year	Retention	4-Year Graduation Rate	6-Year Graduation Rate
Cohort	Fall	2021	Fall 2018	Fall 2016
Overall	85.2%		46.2%	70.5%
Du Desidencu	In-State	86.4%	46.9%	72.1%
By Residency	Out-of-State	80.5%	43.8%	64.1%
	Female	86.4%	54.9%	74.5%
By Gender	Male	84.2%	37.6%	66.2%
	Asian	89.0%	46.7%	78.7%
	White	83.9%	48.8%	68.4%
	Hispanic	83.4%	42.2%	68.4%
By Race/Ethnicity	Other*	88.2%	49.1%	68.1%
	Two or more (multi-ethnic)	84.0%	42.9%	65.9%
	Black	82.9%	40.8%	69.3%

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

Breakdowns by demographics reveal opportunities for focused interventions. For example, the range in one-year retention rate is 82.9% for Black/African-American and 89.0% for Asian-American students. Mason's four-year graduation rate has improved 3.8% over the last 10 years. Mason's six-year graduation rate has also increased over a 10-year period by 6.8%. Similar to retention, graduation rates vary by demographic characteristics.



FALL 2022 UNDERGRADUATE STUDENT GRADUATION


FALL 2022 FACULTY DIVERSITY

In Fall 2022, 33.5% of Mason's full-time faculty were a member of a racial/ethnic minority group or a non-resident alien (compared to 30.7% in Fall 2021). This compares to 59.1% of students who identified as a racial/ethnic minority or non-resident alien. One of the outcomes Mason wishes to achieve in the Strategic Direction is faculty and staff demographics that mirror student demographics.

Fall 2022 Full-Time Faculty 63.6% White 15.4% Asian 1.8% Two or More 6.2% 6.2% 3.5% 2.9% 3% Black Unknown Amer Non-Res Hispanic Indian Alien

FALL 2022 FACULTY RETENTION

Faculty retention from Fall 2021 to Fall 2022 was **94**%, which was comparable to previous years (**94**% for 2018-2019, **94**% for 2019-2020, and **96**% for 2020-2021)



FALL 2022 CONTINUING AND NEW FACULTY

In the Fall 2022 semester, Mason employed **1,475** full-time instructional faculty members: **1,356** (92%) continuing faculty members and **119** (8%) new faculty members. Below is the faculty distribution across tenure status:

Continuing Faculty

- 899 tenure-line faculty
- 457 term faculty

- **New Faculty**
- 66 tenure-line faculty
- 53 term faculty

GEORGE MASON UNIVERSITY BOARD OF VISITORS

Finance and Land Use Committee Meeting February 23, 2023

AGENDA

- I. Call to Order
- **II.** Approval of Minutes for December 1, 2022 (**ACTION**)
- **III.** Financial Matters
 - A. Financial Update
 - B. FY 2024 Budget Update
 - i. FY 2024 Tuition & Fees
 - ii. FY 2024 Room & Board Rates
- IV. Adjournment

APPENDIX I – Capital Projects Review (Stoplight) APPENDIX II – Supplemental Financial Information

GEORGE MASON UNIVERSITY FINANCE & LAND USE COMMITTEE BOARD OF VISITORS

MINUTES December 1, 2022 8:35 a.m. – 9:28 a.m.

PRESENT: Committee Chair Iturregui, Vice Chair Moss; Rector Blackman, Visitors Peterson, Brown, Hazel, Chimaladinne, Burke and Meese; President Washington; Interim Senior Vice President Dickenson; Faculty Chair Broeckelman-Post; Staff Chair Rogers, Faculty Representatives Venigalla and Daniels; Secretary pro tem Kalek

ABSENT: Visitors Buller and Witeck.

I. Call to Order

Committee Chair Iturregui convened the meeting at 8:35 a.m.

II. Approval of Minutes (ACTION)

Committee Chair Iturregui called for any corrections to the minutes for the September 29, 2022, meeting of the Finance and Land Use Committee that were provided to with the materials. Hearing none, the **MINUTES STOOD APPROVED AS WRITTEN**.

III. Financial Matters

Committee Chair Iturregui turned the meeting over to Deb Dickenson, Interim Senior Vice President for Administration and Finance.

A. Financial Planning Update

Ms. Dickenson restated our focus on the funding disparity and continued engagement with agencies of the Commonwealth. On October 7th multiple representatives from Commonwealth agencies, including Secretary Guidera, Secretary Cummings, Deputy Secretary of Education Sara Spota and our Department of Planning and Budget analyst, Ryan Ramirez, came to Mason to meet with President Washington, Provost Ginsberg, staff members and students who provided feedback. They got to see Mason's challenges and need for increased support. Ms. Dickenson also mentioned forthcoming release of the Governor's FY24 Budget on December 15th that we hoped will be favorable to Mason.

Ms. Dickenson continued her discussion about the significant enrollment growth that Mason continues to experience. As Mason are in Northern Virginia, we are the largest growth area in the commonwealth, which has high demands for economic mobility and workforce-ready graduates. We have the most diverse cross-section of Virginia residents. The Mason's student body is more diverse, includes more in-state students and many first-generation students. 81% of Mason's graduates are Virginia residents, and more importantly, two-thirds of them stay in Virginia once they graduate, which supports the workforce development and tax revenue of the Commonwealth. Mason provides more access for Virginians and has the highest total Pell Grant award to all undergraduates and the highest average award to first-year students among Virginia R1 institutions.

Mason has the second highest economic mobility among all Virginia institution but has the best performance when comparing economic mobility and funding per student, which proves what Mason is contributing to the economy and how we are helping our student to be successful. 84% of our Fall 2022 enrollment came from Northern Virginia, which is what drives Mason's growth. There has been a decline in high school graduates in almost every other region, but Northern Virginia has increased 21% in 10 years. We've heard from the Commonwealth that they haven't asked us to grow and that to some extent our funding disparity is caused because we grew when we weren't asked to grow. However, Mason has only responded to the demand for growth where we've been asked to grow in some areas.

While State support has increased over the past decade, it has been at a lower rate for Mason than the other peers, so Mason's funding has fallen further behind its peers. We are fueling the Commonwealth economy with our grads and our efforts, so we do need to see the State return that investment in Mason. The October General funds continue to be over forecast, 10.3% is what the Governor's report noted, revenue is growing in Virginia.

Visitor Hazel whether it was the legislators or administration who claimed that Mason has not been asked to grow and that part of Mason's funding disparity is because they grew to help support and deliver that message. Deb confirmed that it's not the new Administration, it's longerterm administration, like SCHEV. Dr. Washington noted that it is primarily driven by legislators and that the areas where Mason has had the most growth are business and engineering, where there is the highest need in the region. Dr. Washington notes that there have been discussions of capping Mason's growth, which would be a disastrous for the state because our growth is actually meeting the need here, as the high percentage of our graduates wind up in this region. Those students are not going to be made up by the Universities to our South and to our East because the places that have a significant amount of decline do not offer engineering programs. It's a false argument to believe that capping enrollment at Mason is going to help those institutions grow.

Chair Iturregui added that Mason is a critical part of the of the infrastructure of the state and specifically Northern Virginia. Critical infrastructure is not only about the incoming students and how many students we're going to have. We are partners to government and partners to private sector and NGOs; Mason is part of the economic ecosystem. We sometimes constrain ourselves unnecessarily, as Mason is a regional University in the DMV, not only the Commonwealth of Virginia. Chair Iturregui noted it would be intriguing to know the demographics in adjoining jurisdiction Montgomery County, Prince George's and others because we capture student talent in some of those areas.

B. FY 2022 Unaudited Financial Statements

Sharon Heinle, Interim Vice President for Finance, presented the unaudited financial statements for FY22. The financial reporting team completed the statements in October and provided them to both the Commonwealth and the auditor of Public Accounts. They have also been posted on our website. The auditor Public Accounts is meeting with the committee on Audit, Risk and Compliance later today to conduct their entrance conference after which the field work will begin.

The audit timing this year will be delayed from what we experienced last year because last year it was accelerated to meet our accreditation needs. We received results at the February meeting this year and do not expect to be able to present the audited results until the May meeting. There are five other universities going through their reaccreditation process that are moved earlier in the cycle; as a consequence Mason and some of the other schools are being audited later.

Ms. Heinle continued her discussion about the relative composition of Mason's revenues and expenses. While the total dollars change from one year to other, the relative composition stays relatively consistent. In total our net position on an accrual base increased by a \$112 million the major difference other than the typical differences between accrual and cash basis, this year was \$32 million accrual for the third tranche of the Hearth funding. The institutional portion was recognized in FY22 for financial statements, but the cash was received at the beginning of FY23.

Chair Iturregui asked if the 22% State Appropriations has been consistent. Ms. Heinle explained that it is a little bit higher this year. In September we had a timing difference wherein FY21 we reverted a sizable portion of our appropriation that came back to us during FY22, which we spent, so the number is usually closer to 19- 20%.

The drivers of year-over-year changes are consistent with the cash basis results presented in September. Mason did not have a tuition increase for FY22 so tuition rates were flat. We did have some growth in the enrollment numbers that was more than offset by increased institutional aid, and the net student tuition and fees decreased by 2%. The growth in auxiliaries is reflecting return of some of our auxiliary operations, which are not yet at pre-pandemic levels but did recover from FY21. For state appropriations, we have a timing difference that impacts the growth and makes it look larger than the actual. Student aid was up as was compensation as we had both an increase in filled additional positions.

Mason is required to report to the Board every year the account receivable write-off levels. In FY22 the amounts that were written- off were actually from prior year billings. It was \$3.8 million, which was about 0.6% of the prior year billings. That's up slightly from the prior year where we had \$3.3 millions of write-offs at 0.5%. We had relaxed some of our collection during the pandemic and we are slowly bringing those back into more traditional mechanisms. As of the end of June, we had collected 97.2% of what we build in FY22, which is an increase over the prior year.

C. FY 2023 Q1 Financial Report & Forecast

Ms. Heinle continued with Q1 financial report and forecast. We are very close to the revised budget that was approved at the September meeting. We have a reduction in the capital grants and capital outlay, due to some shifts and timing of capital projects. We had a \$20 million lower projection for FY23 expenditures on the Life Sciences & Engineering Building, driven by a three-month construction delay on a permitting issue and a \$5 million lower expenditure projection on the Telecom Phase I project, which is being rescoped because the bids received were significantly higher than projected. Those delays are decreasing the amount we expect to spend this year.

On the expense side, we are taking some initial steps on closing some market compensation gaps, we have an increased projection for what we will spend on salaries and fringe benefits for the second half of FY23. Mason is working to strategically invest the reserves on critical initiatives while maintaining the balance sheet strength and issuer ratings. Reserve funds are being carefully monitored as we embark on some of these investment plans and strategic spending. Market Compensation, Technology infrastructure and Classroom Renovation are the initiatives that are being accelerated. We are investing in technology infrastructure and classroom renovations to support our current needs, position Mason for growth and support the needs of the university in the future particularly on the infrastructure around resiliency and capacity for our networks on campus.

Chair Iturregui asked if the Research Reserve funds are administered by Richmond. Ms. Heinle explained that they are currently held in the state Treasury. Visitor Iturregui asked about our return in FY21 compared to UVA. Ms. Heinle answered that it was \$1.6 million, and UVA had a return of 20%. Deb continued that our Treasurer Gene Crouch is working with the state Treasurer. Chair Iturregui explained that this meant a loss to Mason of about \$60 million in FY21, and similar amount in FY22, which is almost \$100 million in two years, which is significant for something that could be corrected fairly quickly.

D. FY 2024 Budget Planning Assumptions

Rene Stewart O'Neal, Associate Vice President for Strategic Budgeting and Planning provided an overview of FY24 budget planning. Mason is a young R1 University that experienced significant growth in enrollment research and faculty all of which require investment. We are resource constrained university with bold ambitions; therefore, we have to have new and different strategies that will allow us to optimize and leverage the resources that we have. The guiding principles that will drive our work is that we have to share resources and responsibility while working collaboratively to position mason and to achieve its strategic goals.

Ms. O'Neil highlighted the future plans for Mason. We anticipate resource constraints such as slower enrollment growth, the pressure to keep tuition low and high inflation which will impact our operating costs. We also need to position Mason for potential enrollment shortfalls, probable economic downturn and reductions in state support. We need to establish funding mechanisms for Innovation, our strategic priorities and to invest in infrastructure and Service delivery.

Going forward the university is establishing a Permanent Fund for investment in university strategic priorities. Every academic and non-academic unit will reallocate 2% of their annual base spending to investment fund for the next three years. The investment fund will be redistributed annually for unit-level initiative proposals that align with Mason's strategic priorities. Units will not be making the typical requests for new resources for FY24. FY24 operating requests will be considered on an exception only basis from investment fund. The primary budget request mechanism will be through the university Strategic investment fund from those reallocations. We will also walk partially-funded base requests and one-time funded FY23 requests into the FY24 base.

Ms. O'Neal continued that providing competitive compensation to Mason faculty and staff is one of our highest institutional priorities as well as one greatest challenge due to historic underfunding, high regional cost and ongoing inflation. State request has been requested for funding disparity, but it is critical that we take action now. We're going to implement the first phase of an initial faculty and staff market adjustment this coming January. These adjustments are critical to address the northern Virginia cost of living and the long-standing market compensation issues facing Mason. This is a multi-year proposal. The FY23 market gap funding will come from a combination of one-time Central budget allocations and reserves. If state support is not received for FY24, some units will use vacancy savings to mitigate market compensation gap.

Mason's budget embodies the Governor's agenda. There will be pressure from the state to keep tuition low or flat, and we need to maintain affordability. However, we'll utilize all the flexibility we have to generate additional revenues. Political policy may dictate changes as to how we manage our costs. The economy may be entering a recession, but we don't anticipate a budget reduction for FY23; however, we're waiting to see what the Governor's budget released on December 15th will reveal.

Faculty Committee Representative Venigalla asked about the process behind the gap mitigation strategy that Mason will be implementing. Ms. O'Neal explained that a process has been laid out with Human Resources where each unit is receiving recommendations for market gap adjustments for IR faculty, AP faculty and classified staff. Unit level leaders and Deans will review those market adjustments. There's also a discretionary pool that unit leaders will have to address critical retention and salary adjustments. Ms. O'Neal confirmed that it is going to be effective January 2023 and we expect it will take multiple years to fully address the gap. We are undergoing a staff compensation analysis that will inform later allocations, right now we do not have specific data on needed classified staff and A/P staff market adjustments.

IV. Operational Matters

A. Succession Planning Update

Lester Arnold, Vice President for Human Resources and Payroll, provided the annual update on succession planning. Mason must plan for continuous changes in the workforce by tracking specific metrics including retention, turnover rates and retirement eligibility. We must identify essential employees in key roles and have a strategy for their potential succession. We define our essential employees as it relates to Retirement and Competition risk factors. Mason's location in the DMV Market, presents unique challenges with regards to attracting and retaining employees. Mason has 40 essential employees in critical positions that impact our mission, operations and student experience. 28% of that population are actually not eligible for retirement at this point, 22% could retire within the next five years and 25% are currently eligible for retirement. Looking at 4,700 benefited employees, about 72% are not eligible for retirement at this point, 9% are eligible within the next five years and 8% are eligible now. Our short term action plan was to hire a performance management consultant to revamp the process to include a component that focuses on succession planning. Part of the plan is to anticipate and plan for staffing changes and talent gaps, as well as to assess risks and impacts of losses of employees.

B. Retirement Plan Investment Policy Update

Mr. Arnold updated the committee on the Retirement Plan Investment Policy. Total assets have increased from \$734 million in 2021 to \$1.12 billion in 2022. The TIAA ORP assets are significantly higher than our vendor Fidelity because they are actually the default organization. Active loans in 2022 are about 163 which are made up of about \$1.5 million and 92 hardship loans which make up about \$669,000. The Investment Policy Committee (IPC) accomplished a lot during the past year. Outlining the investment program structures and the IPC duties and this is the work that was done to revise the committee charter. Another significant achievement was paying out small balances for terminated employees, those are the balances of \$5,000 or less. Mr. Arnold concluded with the future plans. Migration to a more transparent fee structure, simplifying our investment allocations by streamlining core fund menus by eliminating over 150 funds. Working closely with CAP trust to develop a strategy to return excess revenue credits to our plan participants.

Chair Iturregui asked if the plan is in solid footing. Lester confirmed that it is. The Senior Financial Advisor and Relationship Manager added that the plan is moving forward and changes are being noticed. Employees will get more engaged because Fidelity and TIAA will be on campus to meet with employees to make sure they are on track for retirement. Some people have delayed their retirement dates because of the market, that could be a good sign because their assets have gone down significantly over the past year.

Visitor Peterson asked about the policy behind promoting internally and external hiring. Mr. Arnold explained that it depends on the employment classification whether it's an I/R or A/P faculty member. Our goal is to review our Performance Management process and work on developing a culture. This will help in building ready talent will sit on the bench and hopefully they'll have the opportunity to compete. Our goal is to promote from within especially when we have these challenges as far as the external workforce is concerned.

V. Capital Matters

A. Capital Program Update

Ms. Dickenson informed the Board that updates on Mason's capital program will be provided in February because there is nothing significant to highlight, except for deferred maintenance and critical projects where we are starting to make investments. EagleBank Arena is a big area and there are concerns with needs for athletics, part of which can be funded from our reserves but we also need additional funding from the state. We have also requested additional deferred maintenance funds. We have a mixed-use market feasibility study issued and we awarded that study to Brailsford & Dunlavey Inc, that will help us to look for opportunities for growth and feasibility of those initiatives; hotel, entertainment space, additional athletic arenas on West campus. Ms. Dickenson highlighted the Fuse bridge financing as a great achievement for Mason with a local bank, Atlantic Union Bank. This will provide bridge financing to the endowment gifts we hope to receive. It financing is a significant savings to the University with no fixed fee, flexibility in the proceeds which could be used for other investments during this time of increased rates on debt.

B. Energy Efficiency and Carbon Reduction Strategy

Frank Strike, Vice President, Facilities provided an update on the Energy Efficiency and Carbon Reduction plans. In order to strategically address these plans to save energy on campus, we are incorporating a lot of information from a lot of different sources. The main source is the Climate Action Plan Phase One, as well as the 2022 Virginia Energy Plan and the Inflation Reduction Act. Secondly, we developed criteria for decision-making. Technology and fund sources are changing, we need to embrace these changes and be ready to take advantage of these tremendous opportunities. As a 24/7 operation; we need to make sure we can meet the mission of the university, while effectively and efficiently maintaining and operating the infrastructure.

Mr. Strike discussed the pathways forward. We have to determine our carbon footprint; we know what it is for scope one and scope two: it is what we burn on campus and the electricity we purchase. 80% of the campus has LED lighting right now. We have a lot of energy projects including insulation and HVAC replacements going on. We are partnering with our contractors to work together on additional energy and solar projects. There is a fleet management study that shows where we want to put EV charging stations on all of our campuses. The Fuse building was designed for future installation of solar panels. As for the future, we need to understand scope three, which is transportation, what our carbon footprint is. We are developing an RFP right now to give leadership options on technology, risk, financing. However, right now we are buying fuelefficient vehicles, efficient chillers, efficient boilers, efficient HVAC equipment. When we design a building, that energy use intensity is much less than in the past. We want to press forward with transitioning to green purchasing, transitioning from gas to electric vehicles, and transitioning to net zero energy ready designs when we build new buildings. There needs to be some cultural changes. We are doing a lot with faculty, staff, and students right now. We do lights out, powers down, zero waste initiatives, green games, a patriot fund where we work with students on innovative projects. Partnerships are critical to the strategic partner plan. Partners to move forward in a lot of areas, certainly on the ESPC contracts and purchase agreements, and understanding the IRA. It is critical that we partner, not only with Mason team, but other partners outside of Mason.

Rector Blackman recommended educating the community on what we are doing around energy efficiency and carbon reduction, where we are in terms of the journey, and what the plan is going forward. Mr. Strike mentioned that they have hired communication specialist to help spread the message, along with the Mason Sustainability Council. Chair Iturregui reaffirmed that we also need marketing.

C. Office of University Building Official Update

David Kidd, University Building Official, provided the Board with an overview of the Office of University Building Official (OUBO). The OUBO was established after obtaining tier III status under the 2006 Higher Education Restructuring Act. It is charged with administering the Virginia Uniform Statewide Building Code (USBC) for all construction on all Mason owned facilities across the Commonwealth, including campuses in Manassas, Fairfax and the greater Washington, D.C. metro areas. Core duties include: reviews drawings of construction, issue permits, inspect construction and issue certificates of occupancy. We have a highly qualified team that values lifelong learning and strives not only to stay current on building codes and USBC compliance, but also to better serve the University as experts in building code and code training. We have over 167 years of construction experience, of which 50 years is mason experience. Mr. Kidd discussed OUBO value to Mason. OUBO can provide a service at speeds that just are not common to the state of Virginia. We have the knowledge, we see collaboration with other university community departments, we review with architects, engineers, facilities, and contractors. We are able to do our planning reviews within seven days or less, permit applications less than two days and inspections are also two days. We have issued over 70 permits and performed over 64 plan reviews since March of this year. As for the next steps, OUBO have multiple goals. They are working to create a database of 166 buildings on three campuses which will have over 5,000 data points that could be provided to architects and facilities when needed.

D. Activities Building (ACTION)

Tobi Walsh, Assistant Vice President of Capital Strategy and Planning, provided the Board with a brief regarding a major modification to the Activities Building that was previously approved by the Board in May 2019. This is a temporary structure that provides a stopgap measure until a permanent facility is constructed for use by the Green Machine, recreation, well-being, University Life and others. Those buildings include additions to the EagleBank Arena and a recreation center. This major modification increases the project scope from 15,000 GSF to 25,000 GSF and budget from \$3.75 to \$11 million. It is a 1.5-year project delivery. We can extend the useful life from 15 years to 20 or more with diligent maintenance. It is expect this to be a turnkey project that we plan to deliver through design delivery.

E. Johnson Center HVAC Replacement Project (ACTION)

Ms. Dickenson presented a major modification to a current capital project to increase the budget for the Johnson HVAC Replacement project. The project includes replacement of four existing central station air handling units and associated smoke control systems, which are at the end of their useful life. The project was put on hold during the pandemic and this action increases the budget to \$6.52 from \$5.34 million, reflective of COVID supply and escalation costs, as well as design changes.

F. Aquatic and Fitness Center Capital Renewal (ACTION)

Ms. Dickenson also presented a major modification to the Fairfax Aquatic and Fitness Center project budget. Much of the building and its systems are original to the building which opened in 1997 and are at the end of their useful life. The project is currently in the schematic design phase and this request increases the budget from \$10 to \$16.63 million, due to post-pandemic material inflation and delays.

Committee Chair Iturregui MOVED that the Board of Visitors approve the following Three action items as detailed in the Board Book: 1) Activities Building, 2) Johnson Center HVAC Replacement Project, 3) Aquatic & Fitness Center Capital Renewal.

It was **SECONDED** by Visitor Hazel. **MOTION CARRIED UNANIMOUSLY.**

VI. Adjournment

There being no further business, Committee Chair Iturregui declared the meeting adjourned at 9:28 a.m.

Prepared by:

Kalek

Farah Kalek Senior Treasury Analyst Office of the Executive Vice President of Finance & Administration

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 December 2022 report include:

- <u>Horizon Hall Construct/Renovate Robinson Hall, New Academic and Research Facility and</u> <u>Harris Theater</u> – The warranty period is coming to a close as we work to finish several punch list and other project completion items including a new canopy which is being designed over the west entrance to shield sidewalk from drip off solar shades above the entry as well as installation of several art pieces in the atrium space and finally signs for the MIX and building branding elements. This work is permitted separately but funded through project remaining funds. Construction punch list is 99.75% complete with exception of some storm water work and planting replacements. Full project closeout mid-2023.
- <u>Improve Utility Distribution Infrastructure Fairfax</u> Currently this project is in a closeout phase with some minor punch list items remaining to be completed. Final items on the plaza include adjustments to the smart light poles that have some issues around the connectivity and security cameras. The lighting work along Aquia Creek Lane continues. The lighting work along Aquia Creek Lane is underway and will be completed as soon as fixtures are on site and ready for install. It is anticipated this work will be complete late Spring 2023.
- <u>PPEA Discovery Hall Ph. II & Fit-out/Clean Room</u> Removed in this session as the project is completed.
- <u>Fuse at Mason Square (IDIA HQ)</u> The full building permit was approved by (Division of Engineering and Buildings) DEB in December 2022. Construction on the box culvert received Substantial Completion in November of 2022. Construction started on the substructure, namely caisson installation in mid July 2022, existing piles were discovered in the first few weeks of caisson installation which has delayed the core and shell completion by approximately 59 calendar days as of end of January 2023. We are also in process of reviewing proposed costs to mitigate differing site conditions and recovery options as provided by the development team these costs will be funded by development contingency therefore no change in contract sum at this time. The schedule to finish the core and shell of the building is June of 2024 (unimpacted) with substantial completion of the Mason fit out space following in December 2024 (unimpacted). Mason will then install furniture fixtures and equipment in the Spring of 2025 with full occupancy planned for summer of 2025.
- Life Sciences Engineering Building (Bull Run Hall IIIB) In February 2021, Mason received

notice of approval from the Commonwealth to add \$30M for an additional floor to the three-story building design, and make programmatic changes that better align the new building with the current campus master plan vision for the SciTech Campus. Final Permit Drawings for the Early Release Package to allow the project to get started were approved and submitted on May 16, 2022. An early release Guaranteed Maximum Price (GMP) contract was issued to Skanska on May 24, 2022. Skanska broke ground on site on August 31, 2022. We have a negotiated GMP Contract and are able to get started with the building to try and meet a new scheduled completion (December 2024). Skanska is making good progress now and the building is coming out of the ground. We were successful in making a case to DEB through the Pool Appeal process to obtain an additional 5% of funding (\$4,670,650). This has replenished our soft costs and eliminated the \$1M cash infusion we had proposed to infuse, but is still not enough for the backfill work. Current total funding is now \$107,123,650.

- <u>Telecom Infrastructure Phase 1</u> Work on Packages 1 (work inside buildings) and Package 3 (new West Campus Core Switch Building) has started. The bid for Package 2 for outside plant (new IT ductbanks) came in substantially over budget and will be re-bid.
- Johnson Center HVAC Repairs Design is complete and permit drawings have been submitted to DEB. The construction bids currently on January 10, 2023. The bids came in over our anticipated budget but have been found to be appropriate for the scope. The award process is ongoing with the kick-off to the work hopefully taking place during the month of February. The Air Handler Units currently have a 52-week lead-time.
- <u>Central Heating and Cooling Plant Capacity Expansion</u> CR-2 total project cost dated March 30, 2022 was granted by DEB May 12, 2022 totaling \$8,197,000.00. Working Drawing deliverables were submitted to DEB and returned with comments. Resubmission of these documents is anticipated in the month of February. The project is currently tracking for a summer 2023 construction start. The equipment lead-time is currently 52 weeks.
- <u>Aquatic & Fitness Center Capital Renewal</u> The architect is working toward completing the Working Drawings by mid-March with the intention of bidding the project by the end of March. A portion of the work (tile repairs, painting, lighting, roofing, skylights) will be performed over the Summer of 2023 and longer lead time items (HVAC equipment, bulkhead replacement) will be installed over the Summer of 2024.
- <u>Telecom Infrastructure Phase 2</u> A/E team has been selected; however, based upon the bid results of Phase 1, we are working to correctly scope the project. Once scope is agreed upon, we will make the award to the A/E team.
- <u>Telecom Infrastructure Phase 3</u> The RFP for A/E services for Phase 3 is out for advertisement.
- <u>Activities Building</u> A detailed planning study was completed by Capital Strategies and Planning. As a result, the project was approved to proceed as an \$11M project. Mason is working with DEB to obtain permission to use Design-Build for the procurement of this building. Once concurrence on the delivery method is achieved, Mason will solicit the request for qualifications to begin the selection process.

- <u>Real Estate Acquisitions</u> Discussed in closed session.
- <u>Academic VIII</u> Project approved for planning only and contingent upon Mason providing seed funding. Project awaiting internal authorization to proceed.
- <u>Virtual Online Campus</u> Project approved for planning only and contingent upon Mason providing seed funding. Project awaiting internal authorization to proceed.
- <u>Point of View Cottages</u> Commonwealth has approved \$4M of funding for this project to match a target of \$4M of fundraising. Project is awaiting funding and internal authorization to proceed.
- <u>Construct Student Housing Fairfax PPEA</u> Commonwealth has approved project for PPEA solicitation. Project awaiting internal authorization to proceed.
- <u>Construct Fairfax Mixed Use Development PPEA</u> Commonwealth has approved project for PPEA solicitation. Project awaiting internal authorization to proceed.
- <u>Construct Basketball Training</u>, Wrestling, and Athlete Academic Support (RAC Addition) Commonwealth has approved project for \$15.5M of fundraising. Project is awaiting funding and internal authorization to proceed.
- <u>Renovations Concert Hall</u> 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 and internal authorization to proceed.
- <u>Business School Building</u> 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 internal authorization to proceed.

STAFF RECOMMENDATION:

For Board Information Only

	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	\$ 119,931,000				7/1/18	12/31/21	99.0%
2	18208-000	Improve Utility Distribution Infrastructure Fairfax - Core Campus*	0	0	\$ 51,539,000	\circ	\bigcirc		8/1/18	12/31/21	99.0%
3	18482-000	Fuse Building (Formerly IDIA HQ)	461,066	0	\$ 253,781,941	0	<u> </u>		1/3/22	7/1/25	22.3%
4	18000-000	Life Sciences & Engineering Building - Bull Run Add*	133,300	0	\$ 107,123,650		\bigcirc		8/31/22	1/13/25	3.0%
5	18339-000	Telecom Infrastructure Phase 1*	576	0	\$ 10,525,000				9/1/22	9/1/23	1.0%
6	A8247-027	Johnson Center HVAC Repairs	0	348,447	\$ 7,963,005	0	<u> </u>	O	1/15/23	2/15/25	0.0%
******		Design									
7	18509-000	Central Heating & Cooling Plant Boiler & Chiller Addition*	0	0	\$ 8,197,000				5/15/23	12/15/25	N/A
8	18529-000	Aquatic & Fitness Center Capital Renewal	0	90,736	\$ 16,500,000				3/1/23	9/1/24	N/A
9	18487-000	Telecom Infrastructure Phase 2	0	0	\$ 23,250,000		\frown		4/1/24	9/1/25	N/A
		Design Procurement					\sim				
10	18593-000	Telecom Infrastructure Phase 3	0	0	\$ 24,000,000				TBD	TBD	N/A
11	221382	Activities Building	24,852	0	\$ 11,000,000	0	<u> </u>	\bigcirc	TBD	TBD	N/A
		Acquisition									
12	221512	Real Estate Acquisitions	0	0	\$ 40,000,000		\bigcirc	\bigcirc	N/A	N/A	N/A
******		Pending Authorization to Proceed									
13	18498-000	Academic VIII*	200,000	0	\$ 185,675,000				TBD	TBD	N/A
	§	Virtual Online Campus*	0	45,000	\$ 11,000,000				TBD	TBD	N/A
15	18497-000	SCAR Point of View Cottages	TBD	0	\$ 8,000,000				TBD	TBD	N/A
16	17955-000	Construct Student Housing Fairfax PPEA	TBD	0	TBD				TBD	TBD	N/A
17	18117-000	Construct Fairfax Mixed Use Development PPEA	TBD	0	TBD	<u> </u>			TBD	TBD	N/A
18	18253-000	Construct Basketball Training, Wrestling, and Athlete Academic Support (RAC Addition	TBD	TBD	\$ 15,500,000				TBD	TBD	N/A
19	8	Renovations Concert Hall	0	\$	\$ 25,000,000				TBD	TBD	N/A
20	TBD	Business School Building	200,000	0	\$ 165,000,000			0000	TBD	TBD	N/A

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

Data as of February 2023

BOARD OF VISITORS Finance & Land Use Committee

Office of the Executive Vice President | February 23, 2023

Agenda

Financial Matters A. Financial Update B. FY 2024 Budget Update i. FY 2024 Tuition & Fees ii. FY 2024 Room & Board Rates

Appendix I – Capital Projects Review (Stoplight) Appendix II – Supplemental Financial Information



Financial Update Financial Matters

3 | Office of the Executive Vice President

FY23 Q2 Performance

Operating revenues in line with budget expectations **Compensation expense** trending above budget Market equity adjustments and additional hiring Net increase of 239 employees to date in FY23 Other operating expenses in line with budget

FY23 Operating Budget Q2 Year-to-Date



FY23 Q2 Performance

Education & General

- Due to funding disparity, we have historically managed E&G to breakeven using tuition increases, lapsed compensation and one-time funds
- With tuition moderation and as hiring rebounds, unable to rely on this approach to fund core operations and strategic initiatives

Overall Outlook

Overall finances are strong, allowing funding of initiatives from non-E&G sources

Lower projected AE Infrastructure as funds are utilized on priorities

Strategic use of fund balance reserves for capital opportunities

Commonwealth Engagement **MASON LOBBIES Students** Alumni **Senior Leadership**

6 | Office of the Executive Vice President

ac 12:00 PM

7 | Office of the Executive Vice President

Funding Requests

- Funding Disparity down payment (\$18 million)
- Student Innovation Factory (\$30 million)
- Interdisciplinary Science & Engineering Building planning study (\$7.4 million)
- Deferred Maintenance (\$12 million)
- Small Business Development Centers (\$1.25 million)

FY24 in-state undergraduate tuition increase will be eliminated pending state approval of Mason's broader funding requests

Funding Disparity

While State support has increased over past decade, it has been at a lower rate than most of our peers

Mason's funding has fallen further behind our peers



State Support (excl. aid) / VA Student FTE

Note: Mason Peer is other Commonwealth Doctoral institutions

Funding Disparity

Mason would have received an additional \$436 million had we received the average state appropriation per in-state student (excluding aid)

\$58 million funding shortfall in FY22



Note: Mason Peer is other Commonwealth Doctoral institutions

Funding Disparity Challenges Virginia Military Survivors & Dependents Education Program – Unfunded Mandate Expanded eligibility Recent limited tuition increases do not cover needed investments in academic excellence Merit Increases – Half-funded by Mason Potential 5-7% increase **Contract Escalations** Anticipate up to 13% increases **Competitive Compensation Targeted Adjustments: \$14 million Growing Outstanding Need**

S&P Rating Upgrade

- Upgraded GMUF bonds to a higher ratings category: AA-
- Based on Mason's very strong enterprise profile, positive financial performance, and continued growth
- Bonds rated "equivalent to the implied issuer credit rating of the university"
- GMUF taxable refunding revenue bonds:
 - 2017 GMUF Prince William Life Sciences Lab LLC
 - 2020 GMUF Prince William Housing LLC

Capital Funding Update: LSEB

Additional \$4.67 million approved

133,000 GSF new building supporting:

- College of Science
- College of Education & Human Development
- College of Engineering & Computing
- College of Visual & Performing Arts





Capital Funding Update: Fuse Building

Additional **\$5.97 million** approved

- \$11.4 million requested
- Mason will fund \$5.43 million balance

Included building enhancements:

- Vernon Smith Hall bridge \$2 million
- 7th Floor fit-out \$2.5 million
- 6th Floor fit-out \$3.5 million
- 1st Floor fit-out \$1.4 million
- 8th Floor fit-out \$1 million
- Solar Panels \$1 million







FY 2024 Budget Update: Tuition & Fee Recommendations Financial Matters

Mason Tuition Priorities & Needs

- Mason values access & affordability
- Among lowest in-state tuition of VA peers, despite lower State support per student
- Limited in-state UG tuition increases
 FY22: No increase
 FY23: Offset by tuition credit
- High institutional aid moderates tuition impact
 - **Tuition funds employee salaries**

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Lower Tuition & Fees Despite Smaller Appropriations



SCHEV: State Appropriations Include Financial Aid Virginia Student FTE- Undergrad & Grad

Tuition Recommendation

Flat \$300 increase regardless of student level or residency

Tuition	FY 2023	Increase	FY 2024
In-State, Undergraduate	\$9,795	\$300	\$10,095
Out-of-State, Undergraduate	\$33,959	\$300	\$34,259
In-State, Graduate	\$13,426	\$300	\$13,726
Out-of-State, Graduate	\$35,377	\$300	\$35,677
In-State, Law	\$23,836	\$300	\$24,136
Out-of-State, Law	\$39,684	\$300	\$39,984

FY24 in-state undergraduate tuition increase will be eliminated pending state approval of Mason's broader funding requests

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How tuition supports students

Student Services

- Coaching & Advising Resources
- Mental Health Services
- Regional Campus Services Expansion
- Academic & Campus Life
 - Faculty Hiring
 - Class Sizes
 - Campus Student Programming & Activities
 - Enhanced Workforce Development
 - New Innovative Academic Programs
 - Career Service Support
 - Pathway Partnership Programs

Fee Recommendation

3% Mandatory Student Fee increase supports:

- A more tech-enabled student experience (advising, career services, wellbeing, mental health services, etc.)
- New student experiential learning opportunities
- Deeper and broader student activities, programs and support due to changes in student population
- More efficient and improved operations

Mandatory Student Fees	FY 2023	Increase	FY 2024
Full-Time Student	\$3,609	\$111	\$3,720

FY 2024 Tuition & Fee Recommendation

Flat \$300 increase for all students

3% increase in mandatory student fees

FY24 in-state undergraduate tuition increase will be eliminated pending state approval of Mason's broader funding requests

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FY 2024 Budget Update: Room & Board Recommendations Financial Matters

FY24 Proposed Room & Board Rates

2.0% housing rate increase is minimum to cover current costs and support future renovations

4.5% board rate increase is based on inflation rate and less than current CPI:
 7.8% - Food Away From Home
 11.9% - Food At Home

Freshman Traditional Double & Board	FY23	FY24	\$ Change	% Change
Traditional Double Room Rate	\$7,810	\$7,970	\$160	2.0%
Independence Meal Plan Board Rate	\$5,310	\$5,550	\$240	4.5%
Total Room & Board	\$13,120	\$13,520	\$400	3.0%

Methodology

Housing Rate Recommendations:

- Overarching mission to maintain an affordable cost of living on-campus
- Determine upcoming financial needs and an provide support for future operating inflation, salary increases, and capital renovation expenditures
- Determine room rates tiered to offerings, affordability, and competitive pricing

Board Rate Recommendations:

- Board rate increase is driven by
 Consumer Price Index, based on
 Bureau of Labor Statistics Food Away-From Home
- 4.5% meal plan increase is less than current CPI rate of 7.8%
- Daily increase per student is \$1.06

Peer FY23 Room & Board Rates Unadjusted



Mason: \$13,120 (Freshmen Traditional Double & Independence Plan)

Peer FY23 Room & Board Rates Adjusted for COLA



Mason: \$13,120 (Freshmen Traditional Double & Independence Plan)

FY 2024 Room & Board Recommendation

2.0% housing rate increase: \$160 4.5% board rate increase: \$240

3.0% total room & board increase: \$400

Student & Board Engagement

Student Government Hosted Town Hall – March 8

Student Government Leadership Meetings

Open Public Comment Portal

April BOV Public Comment Session

May BOV Meeting

Commonwealth Engagement





Appendix I Capital Projects Stoplight

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Capital Projects Stoplight Chart

Sco	pe(sf) Renc Project #	o Total Budget	Budget Status Schedule Scope Project Name	Construction Occ Scope(sf) Start Date New	Jpancy Scope(sf) Date Reno	nstruction C JotpleRe dget	Budget Status	Schedule	Scope	Construction Start Date	Occupancy Date	Construction % Complete
			Construction				0	0	0			
1	18207-000	00 Horizon Hall - Core Campus (Renovate Robinson Hall and Harris Theater)		217,720	23,161	\$ 119,931,000	Ō	8	0	7/1/18	12/31/21	99.0%
2	18208-000	Improve Utility Distributi	on Infrastructure Fairfax - Core Campus*	(0 0	\$ 51,539,000		\bigcirc		8/1/18	12/31/21	99.0%
3	18482-000	Institute for Digital Innov	Ation (IDIA HQ)	461,066	5 0	\$ 253,781,941		<u> </u>		1/3/22	7/1/25	22.3%
4	18000-000	Life Sciences & Engineeri	ng Building - Bull Run Add*	133,300	0 0	\$ 107,123,650				8/31/22	1/13/25	3.0%
5	18339-000	Telecom Infrastructure P	hase 1*	576	5 0	\$ 10,525,000	O	•		9/1/22	9/1/23	1.0%
6	A8247-027	Johnson Center HVAC Re	pairs	(348,447	\$ 7,963,005				1/15/23	2/15/25	0.0%
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			Design				\bigcirc		O			
7		1	g Plant Boiler & Chiller Addition*	(\$ 8,197,000	O		Q	5/15/23	12/15/25	N/A
8		Aquatic & Fitness Center		(\$ 16,500,000	\bigcirc	\bigcirc		3/1/23	9/1/24	N/A
9	18487-000	Telecom Infrastructure P	hase 2	(0 0	\$ 23,250,000				4/1/24	9/1/25	N/A
								~				
*******		Design Procurement										
*******		00 Telecom Infrastructure Phase 3		(\$ 24,000,000	0	0	0	TBD	TBD	N/A
11	221382	Activities Building		24,852	2 0	\$ 11,000,000				TBD	TBD	N/A
								~				
			Acquisition				O	<u> </u>	•			
12	221512	Real Estate Acquisitions		(0 0	\$ 20,000,000				N/A	N/A	N/A
			Pending Authorization to Proceed									
13	18498-000	Academic VIII*		200,000	0	\$ 185,675,000				TBD	TBD	N/A
*******		Virtual Online Campus*		200,000	·	\$ 11,000,000				TBD	TBD	N/A
*********		07-000 SCAR Point of View Cottages		TBI		\$ 8,000,000				TBD	TBD	N/A
16		-000 Construct Student Housing Fairfax PPEA		TBI						TBD	TBD	N/A
17		000 Construct Fairfax Mixed Use Development PPEA		TBI	0 0	TBD				TBD	TBD	, N/A
18		1	ning, Wrestling, and Athlete Academic Support (R		-{	\$ 15,500,000				TBD	TBD	N/A
19	TBD	Renovations Concert Hall		(\$ 25,000,000				TBD	TBD	, N/A
	TBD	Business School Building		200,000		\$ 165,000,000				TBD	TBD	, N/A
		Grand Total This Report		1,237,520	628,094	1,063,985,596						

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

Data as of February 2023

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



Appendix II Supplemental Financial Information

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Supporting The **Governor's Agenda For Higher** Education

Promote a Vibrant Campus Life

- Maintain Affordability and Reduce the Cost of Higher Education
- Prepare Students For the Increasing Demands of the Knowledge Economy
- Build the College and Career Ready Pipeline in Partnership With K-12 School Divisions and Other Key Stakeholders Through Lab or Innovation Schools

Mason Keeps Tuition Low

Mason would need an 11.6% tuition increase to meet current \$58 million gap

When state and tuition funding are combined, Mason is nearly \$5,000 per in-state student FTE below the mean of five doctoral peer institutions



Operational Efficiency

Mason has significantly fewer employees per student than nearly all of its Virginia doctoral peers (by FTE)

Mason continues to improve and invest in operational infrastructure and technology efficiencies

<u>Total Employee FTE / Total Student 甲甲E</u>



Mason Metric at Full Employment	
FY22 Employee FTE	4,529
Vacant Positions With Active Recruitment	498
Critical Hires Beyond Existing Vacancies	89
Full Employment FTE	5,116
Student FTE	34,027
Revised Ratio	0.15

Position vacancies as of June 30, 2022

Source: Employee FTE for FY20 from IPEDS (Integrated Postsecondary Education Data System)

BOARD OF VISITORS GEORGE MASON UNIVERSITY

Meeting of Thursday, December 1, 2022 Merten Hall, Hazel Conference Room (1201)

MINUTES

PRESENT: Rector Horace Blackman, Secretary Jon Peterson, Visitors Reginald Brown, Lindsey Burke, Anjan Chimaladinne, James Hazel, Juan Carlos Iturregui, Wendy Marquez, Michael Meese, Carolyn Moss, Dolly Oberoi, Nancy Prowitt, Robert Pence and Robert Witeck.

ABSENT: Vice Rector Simmi Bhuller and Visitor Mehmood Kazmi.

ALSO, PRESENT: Melissa Broeckelman-Post, Faculty Representative; Erin Rogers, Staff Liaison; Sophia Nguyen, Undergraduate Student Representative, Ayondela McDole, Graduate Student Representative; Gregory Washington, President; Ken Walsh, Vice President for Strategic Initiatives and Chief of Staff; Mark Ginsberg, Provost and Executive Vice President; Deb Dickenson, Executive Vice President for Finance and Administration; Anne Gentry, University Counsel and Sarah Hanbury, Secretary pro tem.

I. Call to Order

Rector Blackman called the meeting to order at 2:15 p.m.

Rector Blackman stated that the board is accepting public comment at this session and that registration for making oral comments was open until 9:30 a.m. on Monday, November 28 through the form on the Board of Visitors website. No registrations for oral comments were received. Written public comments that were received will be made a part of the public record of this meeting. In addition, written comments will be accepted through the same form until the full board meeting adjourns this afternoon.

II. Approval of Minutes

A. Full Board Meeting on September 29, 2022 (ACTION ITEM)

Visitor Hazel **MOVED** that the board approve the Full Board Meeting Minutes for September 29, 2022. The motion was **SECONDED** by Secretary Peterson. Rector Blackman opened the floor for discussion. There was none. **MOTION CARRIED UNANIMOUSLY BY VOICE VOTE**

III. Rector's Report

A. SCHEV Orientation Attendance (ACTION ITEM)

Rector Blackman provided the following report:

- Reminded the board of the email that was sent to them noting they are required to file an annual financial disclosure though the Virginia Conflict of Interest and Ethics Advisory Council's portal. The filing period to submit the financial disclosure through the portal is January 1 through February 1, 2023, covering the reporting cycle of January 1 through December 31, 2022.
- Reminded the board that the Executive Committee approved the continued use of the previous board selfevaluation survey during their meeting on September 29, 2022 as required by the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) to develop a self-evaluation process. Rector Blackman informed the board that the survey would be sent on Tuesday, January 3, 2022 by Gesele Durham, Vice Provost for Institutional Effectiveness and Planning and that the survey is to be completed by Tuesday, January 17, 2023 at 11:59 p.m. Rector Blackman noted that the survey results will be included in February's

meeting materials and will be discussed in open session during the full board meeting on Thursday, February 23, 2023.

- Rector Blackman noted that two student groups were recognized during the September 29, 2022 Meeting: The Black Student Body of Mason and Thursdays for Tomorrow. He continued to note that Dr. Washington, Visitor Marquez and himself committed to meeting with both student groups and additionally invited the BOV's student representatives, Sophia Nguyen and Ayondela McDole to attend. He informed the board that that reports regarding these meetings were provided in the meeting materials.
- Reminded the board of two upcoming events to RSVP for:
 - The Mathy House Holiday Reception hosted by Dr. Washington and Nicole Washington on Friday, December 9, 2022.
 - Winter Commencement on Thursday, December 15, 2022 at 10:00 a.m.
- The Rector concluded his report by addressing the topic of SCHEV Orientation attendance. He relayed that in accordance with the Virginia Code, new Board members are required to attend a SCHEV Orientation during the first two years of their service. If they are unable to comply, the matter is to be brought to the full Board. Visitor Oberoi was unavailable to attend the orientation last year and was deterred this year due to her health. Rector Blackman recommended that the Board find sufficient cause for Visitor Oberoi missing the October 2022 orientation with the understanding that she has made a commitment to attend the orientation in Fall 2023.

Visitor Meese **MOVED** that the board finds sufficient cause for Visitor Oberoi to attend SCHEV's Orientation next year. The motion was **SECONDED** by Secretary Peterson. Rector Blackman opened the floor for discussion. There was none. **MOTION CARRIED UNANIMOUSLY BY VOICE VOTE**

IV. President's Report

A. Strategic Plan (ACTION ITEM) (ATTACHMENT 1)

Dr. Washington provided the following highlights:

- Announced that Deb Dickenson has been named to the position of Executive Vice President for Finance and Administration and this new role becomes official this week.
- Over the last two years Mason has hired more than 360 faculty members. During the past year 185 faculty members have been hired. The cohort of 185 faculty members represents one of the most diverse groups that Mason has hired.
- Congratulated Ed Maibach, University Professor in the Department of Communication and the director of Mason's Center for Climate Change Communication for being elected to the National Academy of Medicine. Dr. Washington noted that this is a significant feat given that Mason does not have a medical school and that Dr. Maibach, does not formally work in the medical field.
- This past year Mason accepted the largest freshman class in the history of the institution. This took place after Mason graduated not only the largest graduating class of the university but in the state.
- Mason has five programs in the top 100 in the world in the latest Global Ranking of Academic Subjects, with the Antonin Scalia Law School leading the way at 28th worldwide, 17th in the United States, and 13th among U.S. public institutions.
- The strategic plan has been completed:
 - Within the strategic plan an initiative has been launched to evaluate West Campus development. Towards that end Mason has entered into a formal MoU to explore the development of a Joint Cricket Pitch/Baseball field to replace the current Baseball field, thereby bringing the possibility of Major League Cricket to the region.
 - Exploring other possible partnerships for West Campus development including the Washington Spirit (Practice Facility), the United States Tennis Association (Tennis and Pickleball) and the St. James (Tennis and Pickleball).
- Advancement updates:

- The university will seek approval from the Board during their February 23, 2023 meeting for the Center for the Arts to be named the Barry Dewberry and Arlene Evans Center for the Arts in recognition of their \$10 million pledge.
- Through a second transformational gift the Center for Government Contracting in the School of Business will now be known as the Greg and Camille Baroni Center for Government Contracting.
- Played the Patriot Pantry Challenge video (<u>https://youtu.be/j9pl6d7SB4w</u>) to help stock the Mason Patriot Pantry with 5,000 pounds of non-perishable food and hygiene items by February 2023.
- Introduced Ken Walsh, Vice President for Strategic Initiatives and Chief of Staff, to present the Strategic Plan.
 - A preview of the strategic plan was given during the President's Planning Conference on July 28, 2022.
 - The formal strategic plan document was provided in the board book as well as a physical copy at this meeting.
 - An overview of the work performed over the last year was given;
 - Input was received from a wide range of stakeholder groups to include but not limited to BOV members through focus groups, surveys to the university community and interviews. This input was processed by a working group that consisted of faculty and staff which was then shared broadly with a steering committee. The steering committee consisted of faculty, staff, students, alumni, outside representatives and the President's Innovation Advisory Council (PIAC).
 - o Strategic Plan's Five Key Priorities:
 - 1. <u>Mason Student Experience</u>: Deliver a distinctive and inclusive student experience that fosters lifelong engagement.
 - 2. <u>Research</u>: Expand the impact of Mason's research, scholarship and creative enterprises.
 - 3. <u>Partnerships</u>: Expand partnerships for economic and social impact.
 - 4. <u>DEI</u>: Exemplify a university culture of diversity, equity and inclusion.
 - 5. Faculty and Staff: At the foundation of the plan is ensuring faculty and staff success.
 - o Strategic Plan Timeline Overview:
 - The strategic plan spans five years from FY23 through FY27.
 - Across the five strategic plan priorities there are 15 strategies that expand to 66 actions and more than 200 tactics which the progress metrics will be measured against so simple progress metric dashboards will be available in real time on the website
 - During the next BOV meeting more detail will be provided regarding the progress metrics that were identified and the types of dashboarding that will be done within that.
 - A formal progress report will be provided at the Annual Planning Conference on July 27, 2023 with an update every December.

Visitor Prowitt **MOVED** to approve the Strategic Plan Resolution as it was provided in the meeting materials. The motion was **SECONDED** by Secretary Peterson. Rector Blackman opened the floor for discussion. There was none. **MOTION CARRIED UNANIMOUSLY BY VOICE VOTE**

V. Committee Reports

A. Finance and Land Use Committee

Visitor Moss briefed the board on the topics presented and discussed during the Finance and Land Use Committee meeting, which included three (3) action items that require full Board approval:

1. The Committee voted that the Board approve modification of the Activities Building project budget from \$3.75M to \$11M and increasing the size from 15,000 to 25,000 gross square feet. This temporary structure would house rehearsal space for the Green Machine, shared space for teaching, events and recreation, well-being and

other University Life activities. The expected lifespan is 15 years, which can be extended with diligent maintenance.

- 2. The Committee voted for the Board's approval to modify the Johnson Center HVAC Upgrade project budget in the University's Capital Plan. This includes replacement of four existing central station air handling units and associated smoke control systems, which are at the end of their useful life. The project was put on hold during the pandemic and this action increases the budget to \$6.52M from \$5.34M, reflective of COVID supply and escalation costs, as well as design changes from DEB.
- 3. The Committee voted for the Board's approval to modify the Fairfax Aquatic and Fitness Center project budget in the University's Capital Plan. Much of the building and its systems are original to the building which opened in 1997 and are at the end of their useful life. The project is currently in the schematic design phase and this request increases the budget from \$10M to \$14.4M, due to post-pandemic material inflation and delays.

Visitor Moss noted the following items would be moved en bloc at the end of the committee reports:

- 1. Capital Matters
 - a. Activities Building (ACTION ITEM)
 - b. Johnson Center HVAC Replacement Project (ACTION ITEM)
 - c. Aquatic Fitness Center Capital Renewal (ACTION ITEM)

3:40 p.m. – 3:45 p.m. B. Development Committee

Visitor Chimaladinne briefed the board on the topics presented and discussed during the Development Committee meeting, which included:

- Board of Trustees (BOT) Michael E. Stievater, Foundation Chair
 - The fall board cycle concluded on October 27, 2022.
 - The BOT welcomed Fred Thompson Jr. as a new trustee and approved Nadeem Butler as Treasurer and Finance and Real Estate Committee Co-Chair.
- VP, Advancement and Alumni Relations Ms. Trishana Bowden, Vice President, Advancement and Alumni Relations/President
 - Philanthropic revenue through November 30, 2022, is \$20.6 million.
 - The Office of Annual Giving has continued to put systems, processes, and programs in place this semester to achieve Dr. Washington's goal of a 10% participation rate of undergraduate alums by June 30, 2027.
 - o Preparations continue for the launch of George Mason University's 1-billion-dollar campaign.
- Center for Health Workforce at Mason Dr. Caroline Sutter, Assistant Professor, School of Nursing
 - The center's vision is "Each person, community, and region in Virginia has equitable access to an appropriate and well-trained health workforce."
 - Goals of the Center for Health Workforce are to:
 - Expand the Health Workforce to meet evolving community needs;
 - Improve the distribution of the Health Workforce to reduce shortages;
 - Enhance Health Care Quality through professional development, collaboration, and evidenceinformed practice; and
 - Develop and Apply Data and Evidence to Strengthen the Health Workforce.

There were no action items from the committee to bring before the full board.

3:45 p.m. – 3:50 p.m. C. Research Committee

Visitor Prowitt briefed the board on the topics presented and discussed during the Development Committee meeting, which included:

- Dr. Andre Marshall, Vice President for Research, Innovation, and Economic Impact, provided an update on research activities.
- Professor Charles Chavis and Doctoral Candidate Ayondela McDole provided a presentation about the John Mitchell Jr. Program for History, Justice, and Race.

There were no action items from the committee to bring before the full board.

3:50 p.m. – 3:55 p.m. D. Audit, Risk, and Compliance Committee

Visitor Oberoi briefed the board on the topics presented and discussed during the Audit, Risk and Compliance Committee meeting, which included:

- They met with the Auditor of Public Accounts to discuss the initiation of their annual audit of the university's financial statements for the year ended June 30, 2022. In addition to their opinion on Mason's financial statements, the Auditor also plans to issue a separate Internal Controls and Compliance Report covering internal controls over financial reporting and to perform procedures to support the Single Audit of the Commonwealth's compliance with requirements applicable to Education Stabilization Funding programs. Work is expected to begin next month and be completed by May 2023.
- Mason's Chief Information Officer, Kevin Borek, provided the Committee with an overview of Mason's information technology environment. Like most universities, Mason operates in a distributed IT environment, although most administrative processing is centralized. The complexity of the environment continues to increase as Mason addresses changes in requirements, statutory obligations, and growth in volumes and offerings. There are a number of actions being taken to strengthen IT governance across the enterprise and to strengthen important processes for managing IT service delivery and related risks. Key processes include the information security compliance program; portfolio and project management; configuration and change management; and identity management and access control; among others. Management expects these actions, which will take multiple years to fully implement, will rely on sustained leadership to support cultural change to improve the long-term effectiveness, efficiency, and strategic alignment of Mason's technology.
- The Committee reviewed the annual report of approved waivers of contractual conflicts of interest and the audit and compliance status reports included in the meeting materials.
- Since the last meeting, the audit team has had a Senior Auditor candidate accept an offer to start on December 12, 2022. Together with the IT audit position filled this summer, this will bring the audit team to five professionals. The audit team continues to make satisfactory use of co-sourced professionals to accomplish audit work.

There were no action items from the committee to bring before the full board.

3:50 p.m. – 3:55 p.m. D. Academic Programs, Diversity and University Community Committee

Visitor Moss briefed the board on the topics presented and discussed during the Academic Programs, Diversity and University Community Committee meeting, which included:

• Provost Mark Ginsberg provided a preview of Winter Graduation, Spring Semester registration and an overview of other important dates. He shared an update on the newly approved by SCHEV, the College of Public Health and faculty who have received promotion and tenure, as well as a preview of faculty the Board will vote on for tenure and emeritus status. He also provided an update on the expansion of classes in the spring and beyond at the Mason Square campus. He also highlighted Mason faculty and staff with service milestones, faculty honors, and provided remarks in memory of Rebecca Hartley who passed away recently and had served as Director, Export Compliance and Secure Research as well as a Volunteer Assistant Track and Field Coach.

- Juliet Blank-Godlove, Dean of Students of University Life, and Lauren Long, Executive Director of Student Involvement provided an overview of co-curricular student engagement. They provided data on how much engagement has grown over the last four academic years through the number of registered student organizations, event attendance, diversity and career-readiness.
- Fernando R. Miralles-Wilhelm, Dean of the College of Science, provided a review of the college's academic programs and an outline of the college's core strengths which included services to students, pursuing research in areas of societal consequence, and a move toward access, equity, diversity and inclusion as well as community engagement. He also described the college's ongoing strategic planning efforts as well as areas of potential future growth.

Visitor Moss noted the following items would be moved en bloc at the end of the committee reports:

- 1. Program Actions
 - a. Closed Degree Program
 - i. Health and Medical Policy, MS (ACTION ITEM)
- 2. Faculty Actions
 - a. Elections of New Tenured Faculty (ACTION ITEM)
 - b. Conferral of Emeritus/Emerita Status (ACTION ITEM)

Secretary Peterson **MOVED** to approve the following six (6) action items, en bloc, as they were provided in the meeting materials:

- 1. Activities Building (Finance & Land Use)
- 2. Johnson Center HVAC Replacement Project (Finance & Land Use)
- 3. Aquatic Fitness Center Capital Renewal (Finance & Land Use)
- 4. Closed Degree: Health and Medical Policy, MS (APDUC)
- 5. Faculty Action: Elections of New Tenured Faculty (APDUC)
- 6. Faculty Action: Conferral of Emeritus/Emerita Status (APDUC)

The motion was **SECONDED** by Visitor Moss. **MOTION CARRIED UNANIMOUSLY BY VOICE VOTE**

VI. Closed Session

- A. Honorary Degrees and Special Awards (Code of VA: §2.2-3711.A.11)
- B. Public Contract (Code of VA: §2.2-3711.A.29)
- 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)

Secretary Peterson **MOVED** that the board go into Closed Session under the provisions of Section 2.2-3711.A.1, for Honorary Degrees and Special Awards; Section 2.2-3711.A.29, to discuss a Public Contract related to the Arlington Initiative; Section 2.2-3711.A.7, for Consultation with legal counsel pertaining to actual or probable litigation including briefings on:

Agrawal v. GMU Amison v. GMU Auerswald v. GMU Ganley and Surber v. GMU et al. Jeong v. GMU Kashdan v. GMU Kinuani v. GMU Board of Visitors Thursday, December 1, 2022 Page 7

> Mahmud v GMU Morrison v. GMU et al. Rourke v. Rowan et al.

and Section 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 Hazel. **MOTION CARRIED**.

Following closed session, Secretary Peterson **MOVED** that the board go back into public session and further moved that by roll call vote the board affirm that only public business matters lawfully exempted from the open meeting requirements under the Freedom of Information Act were heard, discussed or considered in the closed meeting, and that only such business matters that were identified in the motion to go into a closed meeting were heard, discussed or considered in the closed meeting. Any member of the board who believes that there was a departure from the requirements as stated, shall so state prior to taking the roll call, indicating the substance of the departure that, in his or her judgment, has taken place. ALL PRESENT BOARD MEMBERS RESPONDED IN THE AFFIRMATIVE BY ROLL CALL.

Secretary Peterson **MOVED** that the board approve the awarding of honorary degrees at a future date to the individuals discussed in closed session for that purpose. The motion was **SECONDED** by Visitor Moss. **MOTION CARRIED UNANIMOUSLY BY VOICE VOTE**

VII. Public Comments

No registrations for oral or written public comments were received.

VIII. Adjournment

Rector Blackman expressed that Mason's thoughts and condolences are with The University of Virginia (UVA) for the tragic shooting that recently occurred. Rector Blackman called for any further business to come before the board. Hearing none, he adjourned the meeting at 3:37 p.m.

Prepared by:

Sarah Hanbury Secretary pro tem

Attachment 1: Strategic Plan Resolution (1 page)

RESOLUTION OF THE BOARD OF VISITORS GEORGE MASON UNIVERSITY

WHEREAS the Board of Visitors held a Planning Conference on July 28, 2022, to discuss the strategic direction of the University; and

WHEREAS the University community has been engaged in discussions toward the development of a new strategic plan for the preceding year, with input from a wide range of internal and external stakeholders via interviews, focus groups, town hall meetings, and survey,

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF VISITORS OF GEORGE MASON UNIVERSITY that the university-wide Strategic Plan presented by the President of the University, which was crafted in collaboration with faculty, staff, students, alumni, and key internal and external stakeholders, and in alignment with existing policies and frameworks in the Commonwealth of Virginia, is adopted,

AND BE IT FURTHER RESOLVED, that the President is charged implementing the university-wide strategic plan, titled "2022 Strategic Direction,"

AND BE IT FURTHER RESOLVED, that the President is charged with producing regular updates to the Board of Visitors and the university community on progress against the 2022 Strategic Direction including both qualitative descriptions and quantitative performance metrics.

Adopted: December 1, 2022

Jon M. Peterson

Secretary of the Board of Visitors

2022 Board of Visitors Self-Evaluation Survey – Summary of Results

The Board of Visitors Self-Evaluation Survey was administered to 16 board members from January 3-17, 2023. Twelve members responded to the survey, yielding a response rate of 75%. This document summarizes the survey results.

I. Individual Board Member Role

Most respondents indicated they *strongly agreed* with five out of six items measuring individual board member roles. The fewest number of respondents *strongly agreed* that they participated in fundraising activities, although almost all respondents selected *agree* for this response. No respondents disagreed or strongly disagreed with items related to individual board member roles. (Table 1)

Percent					
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Not Applicable or Do Not Have Experience
0%	0%	0%	25%	75%	0%
0%	0%	0%	33%	67%	0%
0%	0%	0%	25%	75%	0%
0%	0%	0%	25%	75%	0%
0%	0%	0%	33%	67%	0%
0%	0%	0%	67%	17%	17%
	Disagree 0% 0% 0% 0%	Disagree Disagree 0% 0% 0% 0% 0% 0% 0% 0% 0% 0% 0% 0% 0% 0% 0% 0% 0% 0% 0% 0% 0% 0%	Strongly DisagreeDisagreeNeutral0%0%0%0%0%0%0%0%0%0%0%0%0%0%0%0%0%0%	Strongly Disagree Disagree Neutral Agree 0% 0% 0% 25% 0% 0% 0% 33% 0% 0% 0% 25% 0% 0% 0% 33% 0% 0% 0% 25% 0% 0% 0% 25% 0% 0% 0% 33% 0% 0% 0% 33% 0% 0% 0% 33%	Strongly Disagree Disagree Neutral Agree Strongly Agree 0% 0% 0% 25% 75% 0% 0% 0% 33% 67% 0% 0% 0% 25% 75% 0% 0% 0% 33% 67% 0% 0% 0% 25% 75% 0% 0% 0% 25% 75% 0% 0% 0% 25% 75% 0% 0% 0% 25% 75% 0% 0% 0% 33% 67%

Table 1. Individual Board Member Role

Additional comments:

• Fundraising expectations and donation expectations have never been articulated.

II. Board of Visitors Meetings

Most respondents indicated they strongly agreed that every BOV member is given the opportunity to participate (75%), board meetings are appropriately conducted in accordance with FOIA (67%), there is a climate of mutual trust between the Board and the President (67%), and annual goal setting is perceived favorably (67%). Fewer than half of respondents agreed or strongly agreed there were opportunities to visit the campus and view ongoing projects. (Table 2)

	Percent					
	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.	0%	0%	0%	50%	50%	0%
Our time is appropriately spent on governance and not management.	0%	8%	0%	42%	50%	0%
The Board gets the information it needs to make decisions.	0%	0%	0%	58%	42%	0%
Board meetings have the appropriate balance of information-sharing, discussion, and decision making.	0%	8%	0%	58%	33%	0%
The BOV is appropriately involved in strategic planning and decision-making.	0%	8%	0%	58%	33%	0%
Adequate time is given to understanding the "downside" and impact of issues and decisions.	0%	8%	17%	50%	25%	0%
Every BOV member is given the opportunity to participate, and their voice is heard.	0%	0%	0%	17%	75%	8%
Board meetings are appropriately conducted in accordance with the requirements of the Freedom of Information Act (relating to discussion in closed session).	0%	0%	0%	25%	67%	8%
Board meetings include adequate opportunity to visit the campus and to view ongoing projects.	0%	25%	25%	33%	8%	8%
A climate of mutual trust exists between the Board and the University President.	0%	0%	8%	17%	67%	8%
The annual goal setting for the University President is effective, timely, and demonstrates appropriate collaboration.	0%	0%	0%	25%	67%	8%
Additional comments:						

I know it would be a pain for the video, but it would be interesting to hold one meeting per year at an alternate • campus (Mason Square or Prince William)

III. Board Standing Committees

All respondents were happy with the current committee structure of the Board. While most respondents provided positive feedback on measures related to standing committees, some were neutral about time allocation for issues considered, appropriateness of presentations by staff, and time allocation for discussion and Q&A (8% each). (Table 3)

	Percent					
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Not Applicable or Do Not Have Experience
The current committee structure of the Board is appropriate	0%	0%	0%	50%	50%	0%
The amount of time spent in Committee meetings is adequate to the issues considered	0%	0%	8%	67%	25%	0%
Presentations by staff are appropriate, timely, and succinct	0%	0%	8%	42%	50%	0%
Adequate time is given for discussion and Q&A	0%	8%	8%	50%	33%	0%





Figure 1. I serve on the following standing committees: (select all that apply)

I believe the following	Briefings by Provost, Deans and staff are excellent.	
aspects of this committee	 This committee functions well. The set-up for meetings is large 	elv
and its work function	appropriate (new business highlighting current work/changes,	
well:	followed by items in need of action. It is efficient and purposef	,
in chi.		
	 This committee traditionally illuminates many of GMU's acade 	
	strengths - well known and little known, and helps reach into a	
	campus activities and insights into student engagement, satis	
	health and well-being during very demanding and challenging	years
	affected by Covid.	
	 We push through the required actions (e.g., promotion, tenure 	÷,
	appointments, program approvals) really efficiently.	
I believe the following	• It may be good to have some generative discussion about how	<i>N</i> to
aspects of this committee	improve the academic program to better accomplish the newly	у
and its work are in need	published strategic plan. Explaining to the Board the analysis	of how
of improvement:	we are operationalizing actions to get to the strategic plan is d	lifficult,
	but could be useful as a compliment to explaining how well we	e are
	doing in various areas.	
	More informal and unstructured time for discussion among Co	ommittee
	members.	
	• One area of improvement would be adding a "good of the orde	er"
	section at the end, to give board members a chance to raise is	
	section at the end, to give board members a chance to raise is that might not be on the agenda that day. Would allow for add free-flowing discussion.	

Comments about the Academic Programs, Diversity & University Community Committee

Comments about the Finance and Land Use Committee

I believe the following aspects of this committee	٠	Briefings and interaction with VP Finance are excellent. Clear and concise information is always provided. Always open to new ideas
and its work function		and input on matters.
well:	٠	We have consistently had strong fiscal expertise and oversight, which
		we must rely on consistently for effective governance and leadership.
I believe the following	٠	In my six years on the BOV, there is some regret we've had 3 CFOs
aspects of this committee		in service to the leadership. It would be helpful to have a consistent,
and its work are in need		steady and capable hand on this vital function.
of improvement:	٠	More time for discussion of long-term financial issues and endowment
		as well as long term land use strategy.

	Comments about the Research Committee
I believe the following aspects of this committee and its work function well:	 I like the presentations. This committee effectively showcases Mason research, including notable research "wins." This committee has given outstanding dedication to the university's diverse and expansive research leads - instructing the BOV on many of the paths that set GMU apart especially in health sciences, cyber security and advanced engineering projects.
I believe the following aspects of this committee and its work are in need of improvement:	 It would be good to hear more from some of the research teams and scholars at Mason, within Ph.D. programs, on 1) scientific research; 2) scholarly publication output; and 3) faculty research awards and achievements. And as with the APDUC committee, one area of improvement would be adding a "good of the order" section at the end, to give board members a chance to raise issues that might not be on the agenda that day. We now have separate meetings for each committee. I prefer the previous format because the sessions start early in the morning which makes the board of visitor's meetings quite lengthy. Previously, all committee meetings were held at the same time.

Comments about the Audit, Risk, and Compliance Committee

I believe the following aspects of this committee and its work function well :	Competence of leadership is high.The review of audit status and risk is very good.
I believe the following aspects of this committee and its work are in need of improvement:	 Session on compliance design and controls would be helpful. We have had discussions of IT in this committee, but perhaps IT should be specifically assigned to this committee in its charter (it may be, and I may not be aware of it). I think the Board should have an explicit focus on Cyber/IT threats at nearly every meeting and we may want to consider that in this Committee.

Comments about the Development Committee

I believe the following	No additional comments
aspects of this committee	
and its work function	
well:	
I believe the following	No additional comments
aspects of this committee	
and its work are in need	
of improvement:	

IV. Strategic Issues Warranting BOVs' Attention



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

*Note: BOV members could select more than one strategic issue so percentages will not sum to 100.

Additional Comments Regarding Strategic Issues that Warrant the Board of Visitors' Attention

- Branding, growth challenges, Commonwealth funding gap/disparity re GMU
- Developing and promoting a sustainable budget model, including support from Richmond.
- Increased support for mental health of students. Strategic planning around competitive positioning of GMU in region. (Competing with other universities who are entering Northern Virginia.)
- Marketing strategy and growth goals are in tension with some financial metrics and infrastructure.

V. Open-Ended Questions and Responses

How might the effectiveness of the Board be enhanced?

- Additional time to discuss the biggest issues. Maybe have a Board committee meeting on a day in advance of the full BOV meeting so there is more time for presentation and discussion. Then, Have the vote on the issue at the full BOV meeting.
- Continuing to keep information flowing, but if the President and other senior leaders want more attention on a particular issue, please highlight that to us (e.g. "we posted 411 pages on Board Effect and will be briefing you on all of that, but we really would like the APDUC committee to provide thoughts on the issues described on pages 145-150 because that is what President Washington needs help on"....or something like that)
- I do not have any immediate or urgent recommendations though I hope in the next year or two, we can meld and become better acquainted with each other's talents, interests and priorities. In my first six years on the Board, I feel there was unique cohesion and a truly engaged and respected team of equals in place with solid Board leadership from our Rectors.
- More opportunities for interface with Deans to better understand how the various colleges solicit funds, interact with business and the broader community.
- More opportunity for good-of-the-order discussion during full board meetings would enhance the effectiveness of the board by giving all members the opportunity to bring up issues not included on the agenda.
- Provide an opportunity for board members to join meetings online (via zoom, google, teams, etc.)
- Update status on items discussed at previous Board Meetings to ensure progress has been made.
- Virtual Committee Meetings; Brainstorming open access sessions; Rotate locations around GMU facilities, for Board Mtgs

What issues or areas of discussion should be eliminated?

- I am happy with the areas that are discussed.
- I don't think anything should be eliminated. All issues and areas of discussion currently covered are useful and timely.
- I do not think we need to use time on the day of a full BOV meeting to have an Executive Committee meeting at 8AM which usually previews closed session issues that we will discuss later in the day.
- Some of the "happy talk" in research sometimes seems like they are just filling the time because they have to.
- I find the long oral reports that track written materials to be unnecessary.

What issues or areas of discussion should be added?

- I am happy with the areas that are discussed.
- Broader "good of the order" discussion opportunity.
- Perhaps ensuring that we maintain academic standards. The Board has responsibilities to ensure that our degrees mean something. I think that they are and do, but that is more a matter of faith than actual knowledge that the standards are being maintained.
- More information on how university ensures success of students.

On what issues or areas do you require more information?

- I am pleased with the information I receive
- Tenure review process/metrics; Any public policy changes that may be affecting the university; Scholarly/research impact of faculty and graduate students; What students and faculty learn during orientation; Increases in faculty to non-faculty ratios over time
- Ongoing dialog with Richmond. This has been covered, but it continues to be very important.

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

- Please shorten the day or given an option to board members to join the meeting online.
- Board members should have an opportunity to present items for potential agenda inclusion before meetings. Could be worthwhile for board members to attend a class or two from time to time (undergraduate and graduate-level).
- Attendance by Board members at as many meetings and events as possible is the most important part of being an effective Board.
- We might invest in more collegial engagement, unrestricted dialogue with each other, and perhaps by visiting other less familiar parts of the campus in Northern Virginia.

Any additional comments or suggestions?

- Thanks for all the hard work and due diligence.
- It's a pleasure and an honor serving on the Mason board.



2022 BOARD OF VISITORS SELF-EVALUATION SURVEY



BOV Self Evaluation Survey Overview

- Open from January 3 through 17
- 12 of 16 members responded / 75% response rate
- Questions included:
- Board Member Roles
- Standing Committees
- Strategic Issues
- Open-ended Comments by topic



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Individual Board Member Role

- 100% of respondents "agreed" or "strongly agreed" with the following statements
 - I have a clear sense of responsibilities as a BOV member
 - The orientation I received provided the right level of information
 - I ensure appropriate time is spent preparing for each BOV meeting
 - I actively participate at BOV meetings
 - I believe that the tools for accessing materials for meetings are user-friendly
 - I participating in fundraising activities
- Comments from section
 - Fundraising and donation expectations have not been articulated

Board of Visitor Meetings

- At least 92% of respondents agreed that BOV meetings were appropriately focused and provides the information needed for the board to make decisions
- 25% of respondents did not agree that adequate time is given to understanding the "downside" and impact of issues and decisions
- 50% of respondents did not agree that board meetings include adequate opportunities to visit the campus and to view ongoing projects

Board Standing Committees

 At least 88% of respondents agreed that standing committees were structured appropriately, contained valuable presentations, and provided ample opportunity for discussion

Areas that function well	Areas that need improvement
 Briefings are excellent and informative Highly competent leadership Information provided allows for committees to make the correct decisions Committees provide a showcase for notable research and student success achievements 	 More unstructured time for discussion Adding a "good of the order" section for board members to raise issues not on agenda Consistent leadership in CFO roll More discussion on long-term financial issues More focus on Cyber/IT threats

Strategic Issues

- Top three strategic issues warranting the attention of the BOV for next year
 - 1. Financial Sustainability (83%)
 - 2. Long-Range Planning (58%)
 - 3. Ensuring success of President Washington (42%)
- Other items receiving strategic consideration
 - 1. Anti-Racism, Diversity, and Inclusive Excellence (25%)
 - 2. Faculty Productivity (25%)
 - 3. Student Affairs (25%)
 - 4. New Academic Offerings (25%)
Suggestions for Enhancement of BOV Meetings

- Additional time devoted to discussing the biggest issues
- President and senior leadership should highlight issues that may require more of the Board's attention
- More opportunities to become better acquainted with each other
- Executive Committee meetings that preview topics that will be discussed later in closed session may be redundant
- Oral reports that mirror written materials may be unnecessary
- Mixed feedback on shortening or lengthening the duration of meetings
- Online attendance and virtual committee meetings could boost effectiveness

Topics for which more information is desired

- How the university ensures student success
- The tenure review process and metrics associated with awarding tenure
- Scholarly/research impact of faculty and graduate students
- Fluctuations to faculty/staff ratios over time
- Ongoing dialog with the commonwealth agencies and elected officials

Summary Comments

- BOV members report a good understanding of their role and responsibilities on the Board.
- BOV members overwhelmingly view the meetings as productive, efficient, and informative.
- Presentations given during committee meetings are viewed positively and found to be informative across all committees.
- Long-term planning and financial sustainability are the most significant upcoming issues for the Board's attention

BOARD OF VISITORS

George Mason University

Pending Board Approval

Meeting Schedule for 2023-2024

Thursday, September 28, 2023	Full Board Meeting
Thursday, November 30, 2023	Full Board Meeting
Thursday, February 22, 2024	Full Board Meeting
Tuesday, April 2, 2024	Board Public Comment Session
Thursday, May 2, 2024	Full Board Meeting
Thursday, July 25, 2024	Annual Planning Conference

Friday, July 26, 2024

Annual Meeting

Special Full Board or Committee meetings to be scheduled if needed.

President's Report Prepared for the Feb. 23, 2023 Board of Visitors Meeting

Selected Highlights:

Student and Alumni Highlights:

- Lingquan Li, a postdoctoral research fellow specializing in computational fluid dynamics and mathematics, and PhD student Facundo Airaudo, Institute for Digital Innovation Predoctoral Fellow, are working alongside faculty Girum Urgessa of the College of Engineering and Computing and Rainald Löhner of the College of Science studying underwater explosions and their effects on civil engineering infrastructure with the support of a \$1.5 million grant from the Defense Threat Reduction Agency.
- Graduate students and faculty from the College of Education and Human Development who are members of the PROPEL (Promoting Research On Practices to Empower Learners) Lab, led by Christan G. Coogle and Heather L. Walter in the Early Childhood Education program, are collaborating with a nonprofit group known as Saxons for Others on an initiative called the Ukraine Project, which addresses the educational disruption experienced by school-age children who were forced to flee their homes in war-ravaged eastern Ukraine.
- Eighteen undergraduates from the Smithsonian-Mason School of Conservation (SMSC) Wildlife Ecology and Conservation program tagged monarch butterflies amid the insects' journeys to their winter home in Central Mexico to help researchers better understand their grand migration.
- Dominique Calder, a PhD candidate in computer science, and a business partner won \$50,000 in the Black Ambition Prize contest to develop an app to detect potential Web3 phishing scams.
- Shawn Lenore, a retired Army senior noncommissioned officer earning his Master of Public Administration degree at the Schar School, is director of the Federal Emergency Management Agency's National Exercise Division. He leads the National Exercise Program, a two-year cycle of exercises across the nation that assesses, examines, and validates the nation's core capabilities and preparedness in regard to natural and terroristic disasters.
- Senior communication major Jalen Stubbs was one of three students chosen to participate in a live "Future U" podcast at the Chronicle of Higher Education's Ideas Festival.

Faculty Highlights:

- As part of the White House Cancer Moonshot Initiative, researchers from the Center for Applied Proteomics and Molecular Medicine (CAPMM) within Mason's College of Science, including CAPMM co-founder and co-director Emanuel "Chip" Petricoin, are working on a molecular profiling technology that would better identify the most effective drugs in the fight against specific cancers.
- Schar School professor David M. Hart was named Lifetime Fellow of the American Association for the Advancement of Science, one of the highest distinctions in the scientific community.
- Mason Professor Gregory Washington was elected to the National Academy of Engineering, the highest honor for an engineer.
- Alessandra Luchini, a professor in CAPMM, is among the 12 educators statewide recognized by the State Council of Higher Education for Virginia with a 2023 Outstanding Faculty Award. An awards ceremony is scheduled for March 7 in Richmond.
- A Mason team led by Luchini and Lance Liotta has been named one of 10 Phase 1 winners of the LymeX Diagnostics Prize by the U.S. Department of Health and Human Services and the Steven and Alexandra Cohen Foundation.
- Twenty-four Scalia Law students traveled to Padua, Italy, last summer to delve into issues of constitutional law, separation of powers and national security. The two-week trip was co-taught by U.S. Supreme Court Associate Justice Neil Gorsuch and Mason National Security Institute founder and executive director Jamil Jaffer.
- The research team of Jeffrey Moran (mechanical engineering), Monique van Hoek (systems biology), and Rémi Veneziano (bioengineering) received an R21 Trailblazer award from the National Institute of Biomedical Imaging and Bioengineering to support their work in using technology to develop a safe and effective method to remove topical biofilms without adversely affecting the body's natural healing process.
- Schar School researcher Johanna Catherine Maclean is coauthor of a study published in *Health Economics*, which finds a significant reduction in pharmacy-based codeine distribution in states that have legalized recreational cannabis use.
- With the support of a \$3.2 million grant from the Department of Defense, infectious disease researcher Aarthi Narayanan has partnered with the U.S. Army Medical Research Institute of Infectious Diseases and the biotech company Cyclica to identify potential broad-spectrum therapeutics for illnesses caused by hemorrhagic fever viruses and similar pathogens.

- Mason law professor Ilya Somin has been named the B. Kenneth Simon Chair in Constitutional Studies at the Cato Institute.
- Yevette Richards Jordan, a professor in the Department of History and Art History in the College of Humanities and Social Sciences, received a \$60,000 grant from the National Endowment for the Humanities to continue her project tracing the history of racist violence in Northern Louisiana, violence that struck her own family.
- Mason education professors Joan K. Shin and Rebecca K. Fox are developing training and resource materials to help educators in Uzbekistan strengthen their ability to provide English language instruction using English in the classroom.
- Researchers in the College of Engineering and Computing, including electrical and computer engineering professors Brian Mark and Kai Zeng, are partnering with Ericsson, AT&T, Michigan State University, and Morgan State University on Windtexter, which thwarts text thievery by making important texts look like mundane messages.
- Mason's men's basketball coach Kim English was inducted into the Missouri Sports Hall of Fame in December. English was a four-year letterman at the University of Missouri from 2008-2012, scoring more than 1,500 points.

Rankings/Accolades Highlights:

- Five programs in education and engineering ranked in the top 20 among public universities in the 2023 U.S. News & World Report Best Online Programs rankings.
- Bestworkplaces.org named Mason as one of the nation's Best Workplaces for Commuters for offering exceptional commuter benefits.

Deliver a distinctive and inclusive student experience that fosters lifelong engagement.

ADVANCE:

- The ADVANCE program is a finalist for the American Association of Community College's 2023 Awards of Excellence Student Success award. The winner will be announced at AACC's annual convention in April.
- ADVANCE recently received notice that the program is a recipient of SCHEV's Fund for Excellence & Innovation Collaborative Equitable-Attainment Grant. This \$100,000 grant will fund research on the ADVANCE program that will inform what elements of the model have the largest impact on student success.

- ADVANCE continues to have record program enrollment, welcoming 480 new students this spring the largest spring class. In addition, Mason welcomed the largest spring matriculating class, with over 150 students.
- ADVANCE staff will travel to Portland, Oregon, to present at the National Institute for the Study of Transfer Students annual conference. ADVANCE Assistant Director of Operations Rita Snyder-Furr will receive a NISTS Transfer Champion Catalyst Award.

Spring										
Enrollment	Headcount				Credit Hours					
Figures	2019	2020	2021	2022	2023	2019	2020	2021	2022	2023
Total	36,096	36,713	37,227	37,195	37,536	399,906.00	404,350.50	404,407.50	402,577.00	408,848.00
VA	28,794	29,314	29,940	29,320	28,695	319,837.00	323,815.50	327,995.00	320,463.50	317,423.00
OOS	7,302	7,399	7,287	7,875	8,841	80,069.00	80,535.00	76,412.50	82,113.50	91,425.00
Spring Enrollment	Headcount				Credit Hours					
Figures	2019	2020	2021	2022	2023	2019	2020	2021	2022	2023
Undergrad	25,334	25,923	25,883	25,799	26,015	328,199.00	333,433.50	329,735.50	325,283.50	329,481.00
VA	21,551	22,120	22,371	22,212	22,220	274,761.00	279,806.50	280,491.00	275,892.00	276,794.50
OOS	3,783	3,803	3,512	3,587	3,795	53,438.00	53,627.00	49,244.50	49,391.50	52,686.50
Spring	Handenwet			Credit Hours						
Enrollment	Headcount			Credit Hours						
Figures	2019	2020	2021	2022	2023	2019	2020	2021	2022	2023
Grad	10,174	10,204	10,750	10,633	10,672	5358.2	63,914.00	67,573.00	67,941.50	69,324.00
VA	6,992	6,965	7,336	6,823	6,168	42,055.00	41,413.00	44,824.00	41,089.50	37,096.50
OOS	3,182	3,239	3,414	3,810	4,504	22,244.00	22,501.00	22,749.00	26,852.00	32,227.50
Spring										
Enrollment	Headcount			Credit Hours						
Figures	2019	2020	2021	2022	2023	2019	2020	2021	2022	2023
Law	588	586	594	761	847	7,408.00	7,003.00	7,099.00	9,346.00	10,036.00
VA	251	229	233	285	307	3,021.00	2,596.00	2,680.00	3,482.00	3,532.00
OOS	337	357	361	476	540	4,387.00	4,407.00	4,419.00	5,864.00	6,504.00

Enrollment:

Expand the impact of Mason's research, scholarship, and creative enterprise.

Research Services

Mason's research expenditures for FY22 totaled more than \$230M up from \$214M in FY21 representing a year-over-year increase of 7.5%.

<u>Highlights</u>

- Distinguished University Professor and Omer L. and Nancy Hirst Endowed Chair, Louise Shelley, received a \$9.9M Award from the U.S. Department of State to establish the Anti-Corruption Defenders Fellowship Program as part of the Terrorism, Transnational Crime and Corruption Center (TraCCC). This program will train and enhance the ability of fellows to combat corruption and crime in their home countries and across Northern Central America.
- Prof. Mary (Missy) Cummings joined Mason from her role as Senior Safety Advisor to the National Highway Traffic Safety Administration (NTSA). Prof. Cummings served as one of the Navy's first female fighter pilots and now founder and director of Mason's Autonomy and Robotic Center (MARC) in the College of Engineering and Computing.
- The Office of Research Services, in collaboration with Fiscal Services, ITS, the Provost Office and the academic units, continues to lead a transformation of research administration at Mason. Significant milestones have been reached over the past few months.
- The Grants and Agreements modules of the Research Administration Management Portal (RAMP) went live on July 11, 2022. This system is used by over half of the R1 universities. We are currently in the implementation phase of the Conflict of Interest module with a targeted go live of May 2023. From there we will implement Safety, IRB, IACUC and Export Controls resulting in an integrated one-stop shop for Research Administration and Research Compliance technology at Mason when fully implemented.

Research Development Services

• The Office of Research, Innovation, and Economic Impact (ORIEI), working with the Office of Federal Government Relations, submitted 16 Congressionally Directed Spending/Community Projects to the House and Senate offices, 10 of which were

submitted to the Appropriations Committee. Five projects (the most for any Virginia university), totaling \$5.8M, were approved and included in the spending bill.

Institutes

- Under the leadership of Leah Nichols and Paula Sorrell, we submitted an NSF Regional Innovation Engines proposal worth, if funded, up to \$160 million over 10 years. The NSF Engines Program is the flagship initiative of the new Technology Innovation and Partnerships (TIP) Directorate. The proposal, entitled, *The DMV Resilience Engine: Digital and Enabling Technologies for All-Hazards Resilience to Systemscale Shocks*, capped six months of preparation and included five regional Core partners, over 30 additional partners who submitted letters of support, and meetings with dozens of stakeholders.
- The IBI, in collaboration with partners across the Commonwealth, is building new statewide programs to support advanced clinical research, economic growth, and workforce readiness. This includes the 1) Virginia Coordinated Clinical Research Network to support connectivity between academia, industry, and healthcare to increase clinical research opportunities and diversity of participants; and 2) VA Bio-Connect, a \$3.2M GO Virginia-funded program led by Virginia Bio to a) strengthen Virginia's Life Science Industry Sector, b) develop and attract the diverse workforce, and c) accelerate life science commercialization. As part of the Virginia Bio-Connect program, Amy Adams from IBI and Helena Kondow from the Prince William Department of Economic Development established and co-direct the Northern Virginia BioHub. The hub has convened a robust life science community from government, academia, industry and healthcare at monthly events.
- The IBI and Center for Health Workforce were awarded a \$100K GO Virginia planning grant in January 2023 to conduct a gap analysis by assessing life science employer needs, employment trends, workforce supply, and demand projections. Findings will support the design of a workforce pipeline program that will enable Northern Virginia to augment and strengthen life science workforce development using an "employer-led" workforce-preparedness model.
- The IBI is preparing an application for an upcoming NIAID cooperative agreement program, RFA-AI-22-075, "Limited Competition: Resources and Workforce Development for the Regional Biocontainment Laboratories (UC7 Clinical Trial Not Allowed)." Mason is one of only 12 universities with Regional Biocontainment Laboratories (RBLs) eligible to submit to this opportunity. Mason will request \$2.5 million a year for five years (\$12.5 million total) through the UC7 to enhance the facilities, safe practices and services of the BSL-3 space of Mason's Biomedical

Research Laboratory (BRL). Notably, the grant will support BSL-3 facility operations and maintenance, enhanced high containment and select agent training and mentorship and provide two new research core functionalities. The Microphysiological Systems core will enable Mason and external researchers to study dangerous pathogens, therapeutics and counter-measures in BSL-3 through organ-on-a-chip and organoid models. The Advanced Animal Research Core will enable live in-vivo imaging and histological analyses of small animal models of BSL-3 pathogens infection. This effort is led by Farhang Alem, interim director of the BRL, and supported by IBI faculty and staff. UC7 support will enable the Mason BRL to enhance safety while expediting the research of Mason faculty and external government, academic, and industry partners to ensure that the nation is prepared for future pandemics.

- On Feb. 3, IDIA organized the IDIA AI Innovation Symposium. We created the space for faculty to come around in special interest groups (SIGs) and align themselves with major AI-centric research themes (e.g. AI4Health, AI4Science, AI4Sustainability, AI4Policy, AI4Equity, Ethical AI, AI4Work, and AI4Manufacturing).
- There are two new annual IDIA programs that catalyze research activities in digital innovation. These programs are especially valuable as we ramp up Fuse activities at Mason Square.
 - The first one, new for 2023, is the IDIA Public-Private-Partnership Faculty Fellowship Program. The program incentivizes faculty through unrestricted fellowships to partner with a company and work on a problem of interest to the company that has broad societal impact and catalyzes an R&D activity with high intellectual merit.
 - The second, a continuation of our IDIA Predoctoral Fellowship Program, provides full packages (stipend, tuition, and health care) to PhD students to work on ambitious problems and propose an ambitious, interdisciplinary, convergent research agenda that aligns with IDIA's mission and thematic focus around digital innovation for good.

Expand partnerships for economic and social impact.

Mason Enterprise:

• Mason's Commonwealth Cyber Initiative Accelerator (CCI+A) for cyber security startups at the Fuse Pilot on Mason Square is evolving in partnership with CEC and

the Scalia Law School. Local entrepreneurs and the Schar School of Policy and Government are developing programming for the second CCI+A Cohort.

• The recently awarded \$15M Mid-South NSF I-Corps Hub in partnership with Mason and 7 other universities (including UVA and 3 HBCUs) and led by Vanderbilt University had its kickoff meeting on February 9 in Nashville. The NSF I-Corps Program trains entrepreneurial researchers, helps bring disruptive technologies to market, and nurtures an entrepreneurial ecosystem. Building on this partnership, Mason and partners recently submitted a proposal to the NIH REACH program in January focused on academic product development and entrepreneurship in the life sciences.

Development:

- Revenue YTD as of February 16, 2023, reached \$38.6M.
- Mason Vision Day is Thursday, April 6. Mason Vision Day is an opportunity for our community to come together each year to identify and support a deserving initiative on campus. The Mason Vision Day Fund reflects what we value as a university. This year, the Mason Vision Day fund will address food insecurity.
- The Hylton Center Gala event in late April will honor steadfast Mason supporter The Jacquemin Family Foundation and Carlos Castro, a Prince William County business community pioneer. Funds from the Hylton Center Gala support the performances and programs of the Hylton Center, including the Veterans and the Arts Initiative. This year's event will also feature a live auction package with the Green Machine, including dinner with Doc Nix and courtside tickets. We would invite all BOV members to consider supporting this year's event by purchasing a table or tickets, especially in honor of former BOV member John Jacquemin.
- We are refining the Fuse Initiative Strategy Plan in partnership with CEC
 - Identifying programmatic TTIP funding opportunities within the School of Computing
 - Identifying alumni prospects for Fuse naming opportunities and programmatic support
 - Created the Dean's Innovation Technology Fund
- Corporate and Foundation Relations is partnering with Alumni Relations to plan and execute two Mason events this spring
 - Companies on the shortlist: Micron, CGI, Northrop Grumman, and Accenture
- We are working with schools and units to develop their big ideas and transformational gift opportunities to be the cornerstones of fundraising for their

areas. We look forward to testing those big ideas and working with this board to find funders and partners to advance this work.

- In partnership with The Compass Group, idfive, and the Advancement team, we've been conducting workshops focused on campaign readiness presentations to volunteer leadership and staff/faculty leadership activating them and preparing them for their role in the campaign.
- Constituent data, including new wealth screening information, has been sent to Marts and Lundy campaign consultants to perform a campaign capacity analysis of the data to inform the identification of top university and college and school prospects to facilitate campaign planning and analysis.
- The Research team is working diligently to identify and push out alumni prospect leads across all areas of Advancement to facilitate increased alumni giving and engagement. The Next 500 Project highlights existing top prospects and new proactively identified prospects that require strategy formulation and timely outreach from Advancement teams. The project's name stems from the idea that these names are among the next 500 top prospects beyond the top 100 for the campaign. The initial focus is on contacts for which recent outreach and engagement have been lacking.

Exemplify a university culture of diversity, equity and inclusion.

- The Office of Research Innovation and Economic Impact and the Office for Diversity, Equity, and Inclusion awarded Mason's Anti-Racism and Inclusive Excellence (ARIE) Seed Funding to support research, scholarship and creative activities addressing the myriad issues on the theme of anti-racism and inclusive excellence. We received 29 applications which were externally reviewed by over 20 reviewers. Over \$335,000 was awarded to seven projects, including 23 faculty members across five academic units.
- On Saturday, March 4, the Center for Culture, Equity, and Empowerment and the Leadership Education and Development Office will host our first ever Diversity Leadership Summit. The Diversity Leadership Summit positions the campus community to come together in various ways to learn, collaborate, and teach about social justice issues that impact our campus, our local communities and beyond. This summit will help to build capacity to have critical dialogue, expand consciousness of self and others, and create liberating and equitable practices, all of which increases student leadership development.
- Held group meetings with faculty and staff from the following affinity groups: AAPI (Asian, Asian American and Pacific Islander); MAHILA (Mason

Hispanic/Latinx Alliance); and MAABAL (Mason African American/Black Alliance). The goal of these meetings was to encourage collaboration and engagement of these groups across college/school and departmental lines.

Invest in faculty and staff success.

- Invested \$14M on additional compensation for high performing faculty and staff to reflect current marketplace.
- Replacing an outdated job applicant tracking system with new system, PageUp.
- Utilized specialized recruitment/advertising tools and participated in career and job fairs targeted to diverse populations, while expanding presence via social media. In the past six months, 164 positions were filled, with a total of 610 positions posted from 8/1/22 to 2/21/23; a filled percentage of 26.89%.
- Revised the performance evaluation timeline to create alignment for faculty and staff evaluations using an updated form and new 4-point rating system.
- Continued compensation study to identify and address issues of equity and compression.
- Redesigned Workplace Coaching Program to increase ability to support faculty and staff development, along with enhanced professional development opportunities to cultivate and retain talent.
- The Office of the Provost is working with the Faculty Senate on innovative models for faculty evaluations, as well as considering review processes for reappointment, promotion, and tenure.

Federal Government Relations Update:

• In coordination with Congressman Gerry Connolly, wrote a letter to the Administrator of the General Services Administration, Robin Carnahan, in support of relocating the Federal Bureau of Investigation Consolidated Headquarters to Springfield, Virginia. Made the point that Mason would prove an essential partner in helping the Federal Bureau of Investigation achieve one of its top goals to diversify its workforce and build the human capital necessary to meet the law enforcement challenges ahead. Also explained that Mason has programs that directly relate to the Bureau's mission, including the largest Forensics Science Program in the region and the #1 ranked Criminology Law and Society program in the Commonwealth (also one of the best in the country). By locating in Springfield, the FBI could work much closer with Mason in accomplishing its mission and diversification goals.

- In late December, Congress passed the FY23 Omnibus Appropriations bill that included five Mason earmarks. Four Mason earmark proposals, referred to as Community Projects, were included in the House-passed appropriations bills. Congressman Connolly sponsored two of them, including \$943,983 for a youth suicide prevention project, and \$1,000,000 for a cybersecurity and information technology executive education program. Congresswoman Wexton also sponsored two proposals, including \$820,000 for a tick-borne testing initiative, and \$1,037,519 for a substance abuse disorder program. In the Senate, earmarks are referred to as Congressionally-Directed Spending projects. Senators Kaine and Warner supported \$1,950,000 for a tutors to teachers program. The Federal agencies involved in dispensing the funds are already reaching out to the proposal writers. The expectation is that Congress will advance an earmark process for FY24.
- Staff from Senator Tim Kaine's Office conducted two virtual meetings to learn about important Mason programs. One was with the College of Public Health and specifically its Health Workforce Center. The co-directors of the Center explained that the Mason Center is unique and the data it collects and analysis it provides can help pinpoint areas of need in the Commonwealth. The second meeting was with the College of Education and Human Development Dean Ingrid Guerra-Lopez and her team to learn about Mason's teacher training programs. Senator Kaine sits on the Senate Health, Education, Labor and Pensions Committee and the health and education programs at Mason provide important information for the Senator's legislative responsibilities.

State Government Relations Update:

• Governor Youngkin's FY24 Budget Release: In late December, Governor Youngkin released his proposed budget for FY2024. This is the second year of the biennium budget that was inherited from his predecessor, former Governor Northam. George Mason University retained previous funding levels and welcomed proposed increases to salaries, financial aid, and funding for inflationary impacts on current capital projects. New funding proposed in the Governor's budget would allow full-time state employees to receive a \$1,500 bonus effective 12/1/23. Additional bonus for State employees who achieve high ratings on the most recent performance evaluation would receive up to 10% merit increases effective 12/1/23. The Mason State Government Relations team will continue to engage with the Administration and the General Assembly to ensure Mason's priorities are supported.

- 2023 General Assembly Convenes: On Wednesday, January 11, the 2023 Regular Session of the General Assembly convened in Richmond. Legislators will face a daunting policy agenda in a short session, slated to adjourn on February 25. 2023 is an election year for the entire state legislature, adding additional focus to the fastpaced work of the General Assembly. Mason's legislative priorities include ensuring financial aid to maintain FY24 funding levels, seeking increases for employee salaries, addressing rising costs of living and working in the DC metro region, closing state funding disparities between Mason and peer institutions, investments in capital projects, and deferred maintenance for existing buildings on campus. Mason is monitoring a broad range of additional issues impacting the university, including student support and mental health services, campus safety, academic freedom, partnerships with community colleges, and ensuring employment opportunities for our graduates.
- Hosted Northern Virginia Delegation in Richmond: On January 13, hosted the annual breakfast honoring the Northern Virginia Delegation of the Virginia General Assembly. Fifteen legislators attended the breakfast along with several members of the Administration and agency staff. President Washington highlighted Mason's outstanding programs and partnerships along with diversity and growth in cutting edge fields that support Virginia's economy and global competitiveness.
- Mason Hosts Alumni and Legislative Reception: The Office of Government and Community Relations partnered with the Office of Alumni Relations to host a reception bringing together Richmond area alumni, university leadership, and members of the General Assembly. The event welcomed 25 legislators, Mason alumni, and other Mason supporters. President Gregory Washington, George Mason University Alumni Association President Christine Landoll, and Vice President for Alumni Relations Jenn Robinson provided remarks, thanking legislators for past support, and encouraging continued collaboration to achieve Mason's policy agenda.
- 2023 Mason Lobbies: Mason's Government and Community Relations team hosted over 75 students and staff in Richmond for the annual Mason Lobbies advocacy day on January 26. While the students crafted their own policy agenda and meeting schedule, Mason staff organized a welcome panel in Governor Youngkin's office, with remarks from Secretary of Education Aimee Guidera and two Mason alumni legislators: Senator Jeremy McPike and Delegate Charniele Herring. Facilitated the breakfast panel, and Executive Vice President for Finance and Administration Deb Dickenson, Vice President of University Life Rose Pascarell, and other senior leadership from Mason joined students as they met with members of the General

Assembly. After the legislative meetings, Mason Student Government and university leadership were introduced in both the Senate and House galleries during session.



Mason Lobbies students joined by Delegate John Avoli at the Capitol Building



Mason students and staff welcomed in the House Gallery

• House Appropriations and Senate Finance Proposed Amendments to Budget: The House and Senate budget committees introduced their proposed budget bills on Sunday, February 5.

House Bill 1400 recommendations impacting Mason:

- Maintained FY24 financial aid recommendation including \$27m for Mason.
- Increased state employee compensation from 5% to 7%.
- Provided \$75m (\$6m for Mason) to keep tuition increases no higher than 1%.

- Increased FY24 maintenance reserve for Mason by \$895k. Total for FY24 is \$6,176,718.
- General fund increases to each agency/institution to cover retirement health care credit for VRS employees that retire with more than 30 years.

Senate Bill 800 recommendations impacting Mason:

- The Senate proposed approximately \$1 billion more in funding than the House.
- Increase of \$15m for financial aid (on top of the \$27m approved last year for FY24).
- Increase of \$20m for operating costs, aimed at closing funding disparity between Mason and peer institutions.
- Included \$8m for deferred maintenance.
- Increased state employee compensation from 5% to 7%.

The final budget proposal will be ironed out over the coming weeks as the two bodies conference over the discrepancies.

- Black History Month Reception at Governor's Mansion: On February 6, President Washington attended the Governor's Executive Mansion to celebrate Black History Month, and to honor inspiring leaders in the community, including George Mason University Foundation Board of Trustees member, Fred D. Thompson.
- Mason Korea Students and Advisory Board Members Welcomed in General Assembly: On February 13, , President Washington and the State Government Affairs staff joined Mason Korea students and members of the Mason Korea Advisory Board in the Senate gallery with Senator Chap Petersen. The Mason Korea delegation joined the Senator for a breakfast reception ahead of the Senate session to discuss programs and offerings at the Mason Korea campus.
- **Council of Presidents meets with Governor Youngkin:** Governor Youngkin invited members of the Council of Presidents to meet on February 13 to discuss the ongoing efforts to promote and protect free speech on campus. The meeting also outlined upcoming collaborative engagements, including the March 29 student mental health summit at William and Mary and a free speech/expression summit hosted by the University of Virginia in the coming months. Finally, the meeting focused on transparency, cost, and tuition modification and guidance for the six-year planning process.
- Legislative Meetings, February 13-14: Spent two days in Richmond meeting with eight Senators and five Delegates, including leadership from the Senate and House

appropriations and education committees. The meetings mark the start of the final push for Mason's budget and legislative agenda activities for the 2023 general assembly session.

• Looking Forward

- February 25: General Assembly Adjourns Sine Die
- February 27: General Professional Advisory Committee (GPAC)
- February 27: Council of Presidents (COP)
- March 20-21: SCHEV at Radford University
- March 27: Council of Presidents (COP)
- March 27: Last day for Governor's action on legislation
- April 12: Reconvened Session/Veto Session

President's Other External Activities & Speaking Engagements:

- Participated in the Virginia Council of Presidents (COP) meetings, as well as General Professional Advisory Committee (GPAC) SCHEV sessions, including a special COP session with Governor Youngkin.
- Served as a featured panelist at the *Chancellor's Conversations in Higher Education* event at North Carolina State University.
- Recorded an episode of "Rebuilding the American Dream" podcast hosted by Wade Eyerly and Dennis Murashko of Degree Insurance, which focuses on issues in and around higher education today.
- Attended the annual forum and gala hosted by the Council on Competitiveness, where sessions were held on the topics of innovation, research, and economic advancement.
- Held meetings in Richmond with members of Virginia's legislative and executive branches to discuss support for Mason priorities and initiatives.
- With members of Mason's Executive Council, engaged with EAB to discuss Mason enrollment and student experience topics.
- At the invitation of Senator Kaine, attended an event featuring President Biden on economic development in Northern Virginia.
- Provided keynote remarks at a special event hosted by Board of Visitors member Dolly Oberoi and her husband, Curtis Cox.
- While on a trip to Chicago, supported the men's basketball team during their travels to the Loyola away game, engaged with alumni and potential donors to discuss advancement-related initiatives, and attended meetings with stakeholders in the higher education capital and investment services industry.
- Virtually provided the closing keynote remarks for the annual conference of the National Institute for the Study of Transfer Students (NISTS).

- Attended the Governor's Reception in honor of Black History Month at the Executive Mansion.
- Attended an Economic Club of Washington Event featuring The Honorable Jerome H. Powell, Chair of the Board of Governors of the Federal Reserve System.
- At the Conference for Industry and Education Collaboration (CIEC) in Charleston, NC, provided plenary keynote on the topic of the role of grand challenges in the recharging, innovating, and shaping of engineering education.
- Attended the *Black History Month Discussion with Dr. Carla Hayden* hosted by the Ambassador of Switzerland to the United States at the Swiss Embassy.
- Served as a special guest for a webinar hosted by Federal City Council on the topics of higher education in the NOVA region and Mason as a driver of economic development, with former Rector Tom Davis.
- At a congressional delegation press conference, provided remarks in support of the relocation of the FBI consolidated headquarter to Springfield, VA.
- Served as a panelist for a virtual session on the State of Black Education, hosted by Congressman Don Beyer.

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

- Celebrated with Mason faculty and staff at holiday festivities held on the Fairfax, SciTech, and Fuse campuses.
- With WGMU Studios, recorded episodes of the podcast *Access to Excellence*:
 - An episode where the topic of human trafficking was discussed with Helon Habila, professor of creative writing and fiction in the English department.
 - An episode where the topic of artificial intelligence was discussed with Missy Cummings, professor of mechanical engineering in the College of Engineering and Computing.
 - An episode where the topic of Black and African dance was discussed with Lawrence Jackson, associate professor in the School of Dance.
- Recognized Mason's Employees of the Month for December, January, and February: Jill Deering, Darren Rizzoli, and Jacqueline Connor, respectively.
- Discussed topics of importance to Mason's students with the President's Student Advisory Group.
- Held the final student session of the Fall cohort of the President's Leadership Seminar.
- Celebrated Mason's student graduates at the 2022 Winter Graduation ceremony, where Gregory Fowler, Mason alumnus and president of the University of Maryland Global Campus, provided keynote remarks.
- Cheered on the men's and women's basketball teams at games in EagleBank Arena.

- Alongside Zofia Burr, Dean of the Honors College, co-teaching a class on *The Grand Challenges*.
- Participated in a visit of the SciTech campus, meeting with faculty and staff about ongoing initiatives of note on that campus.
- Served as the interviewer for a student-focused pop-up lecture series.
- Attended a meeting of the Advisory Board for the College of Engineering and Computing.
- Hosted students from the Honors College for a dinner at the Mathy House to discuss topics of importance.
- Provided remarks at the Alumni Homecoming Tailgate at EagleBank Arena prior to the Men's Basketball homecoming game versus La Salle.
- In accordance with Mason's Faculty Handbook, called to order the annual general faculty meeting, provided a state of the university address, and answered faculty members' questions.

President's Mason-Relevant Board Service:

- Northern Virginia Technology Council
- Consortium of Universities of the Washington Metropolitan Area
- NOVA Chamber of Commerce
- Virginia Business Higher Education Council

President's External Board Service:

- Octane
- HBCU-UP Advisory Board
- S&P Global
- Internet2
- Ohio State University Institute for Materials Research External Advisory Board

Select Upcoming Events:

- Next Board of Visitors meeting: April 4 (Public Comment Session & Board Continuing Education)
- Full Board Meeting May 4, 2023
- Spring Commencement May 18, 2023

President's Report

Board of Visitors: 02-23-2023



Gregory Washington, PhD President

BOTTOM LINE UP FRONT (BLUF)



- The university continues to fuel Virginia's enrollment growth in areas of highest need
- Mason continues to be one of the fastest-growing R1s in the country
- Partnerships are expanding with Amazon, small and midsize companies, and the state and federal government
- Five programs in education and engineering ranked in the top 20 among public universities in U.S. News & World Report's 2023 Best Online Programs rankings
- Credit Rating upgraded to AA- by S&P

AWS Public Sector Blog

Amazon and George Mason University collaborate to deliver new innovations in education and research

by AWS Public Sector Blog Team | on 29 NOV 2022 | in Announcements, AWS Training And Certification, Education, Higher Education, Public Sector | Permalink |
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Photo credit: Even Cantwell, Creative Services, George Mason University

George Mason University (Mason) is on a mission to build a more student centric and technologically advanced education institution. Leveraging the breadth and depth of services across Amazon, including technical solutions from Amazon Web Services (AWS), the university will embark on a multi-year collaborative effort. Mason will drive new innovations to better serve students, work with the defense community, advance its commitment to a more sustainable campus environment, and introduce new educational programs in data center engineering.

2022–23 PRESIDENTIAL METRICS



Priority	Proposed	Status	Notes
Deliver a distinctive and inclusive student experience that fosters	Re-calibrate academic unit reserve funds to 10% of anticipated expenditures		Complete
lifelong engagement	Grow undergrad enrollment by 1.5%		F22 SCH up 1.4% over F21 S23* SCH up 1.6% over S22 F23 applications up 13.4% YTD
	Grow graduate and Law School enrollment by 1.5%		Grad SCH F22 up 4.4%, S23 up 2.0% Law SCH F22 up 5.6% S23 up 7.0%
	Grow Mason Korea enrollment by 3%		MK SCH S23 up 13.7% over S22
Expand the impact of Mason's research, scholarship, and creative enterprise	Grow research expenditures by 5% (15% stretch goal) each year		FY 22 up 7.5% over FY21
Accelerate economic and social impact	Grow corporate support by 5% each year		YTD \$7.2M vs. \$9.1M at same point in FY22
	Improve USNWR public ranking to 62 or better		Ranked 64th in 22-23 rankings
	Maintain gifts and fundraising at \$100M		YTD \$38M vs. \$72M at same point in FY22
Invest in faculty and staff success	Implement 2.5% compensation increase		2% adjustment pool 1/23, additional for summer 23
	Reduce unfilled positions by at least 100		YTD 239
Patriot Pantry	5,000 pounds of contributed food		7,000 pounds since start of the challenge

FIVE-YEAR Revenue history

5 YEAR HISTORY





Inflation (CPI-U)
 Mason GF approp/IS FTE

- Tuition and Fees (IS UG)
- GF Approp + IS T&F/IS FTE

FACULTY AND STAFF SUCCESS



Invest in faculty and staff success

- Spent \$14 million on compensation for high-performing faculty and staff to reflect current marketplace
- Replacing an outdated job applicant tracking system with new system, PageUp
- Revised the performance evaluation timeline to create alignment for faculty and staff evaluations using an updated form and new 4-point rating system
- Continued compensation study to identify and address issues of equity and compression
- Redesigned Workplace Coaching Program to increase ability to support faculty and staff development
- The Office of Provost is working with the Faculty Senate on innovative models for faculty evaluations, as well as considering review processes for reappointment, promotion, and tenure.

