GEORGE MASON UNIVERSITY
BOARD OF VISITORS MEETING
Thursday, February 24, 2022

Hazel Conference Room
Merten Hall 1201

AGENDA

7:30 a.m. – 8:00 a.m.	*Continental Breakfast*
8:00 a.m. – 8:30 a.m.	**Executive Committee Meeting**
8:45 a.m. – 9:35 a.m.	**Research Committee Meeting**
9:50 a.m. – 10:50 a.m.	**Development Committee Meeting**
11:05 a.m. – 12:00 p.m.	**Academic Programs, Diversity and University Community Committee Meeting**
12:00 p.m. – 12:40 p.m.	*Lunch Break*
12:40 p.m. – 1:30 p.m.	**Finance and Land Use Committee Meeting**
1:45 p.m. – 2:10 p.m.	**Audit, Risk & Compliance Committee Meeting**

BOARD OF VISITORS MEETING AGENDA

2:25 p.m.	I.	**Call to Order**
2:25 p.m. – 2:30 p.m.	II.	**Approval of the Minutes** A. Full Board Meeting on December 2, 2021 **(ACTION ITEM)**
2:30 p.m. – 2:40 p.m.	III.	**Rector's Report**
2:40 p.m. – 3:00 p.m.	IV.	**President's Report**
	V.	**Committee Reports**

3:05 p.m. – 3:10 p.m.		A. **Finance and Land Use Committee**
		   1. Revised Debt Policy **(ACTION ITEM)**
		   2. Delegation of Reimbursement Declarations **(ACTION ITEM)**
		   3. Adoption of University Master Plan **(ACTION ITEM)**

3:10 p.m. – 3:15 p.m.		B. **Research Committee**
3:15 p.m. – 3:20 p.m.		C. **Development Committee**

3:20 p.m. – 3:25 p.m.		**D. Academic Programs, Diversity and University Community Committee**

3:20 p.m. – 3:25 p.m. **D. Academic Programs, Diversity and University Community Committee**
1. Program Actions **(ACTION ITEM)**
    a. New Program
        i. PhD Mechatronics, Robotics, and Automation Engineering
2. Faculty Actions **(ACTION ITEM)**
    a. Conferral of Emeritus/Emerita Status

3:25 p.m. – 3:30 p.m. **E. Audit, Risk & Compliance Committee**

3:30 p.m. – 4:15 p.m. **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)

4:15 p.m. **VII.** **Adjournment**

The February 24, 2022 full board and committee meetings of the Board of Visitors will be in-person. Members of the public are welcome to join in-person or may view the meeting live at the following link:
https://bov.gmu.edu/live/.

No public comment will be taken at this meeting.

GEORGE MASON UNIVERSITY
BOARD OF VISITORS
Executive Committee Meeting
Thursday, February 24, 2022
Merten Hall, Hazel Conference Room (1201)

AGENDA

I.   **Call to Order**

II.   **Approval of Minutes**
  A. Executive Committee Meeting Minutes for December 2, 2021
  (ACTION ITEM)

III.   **Rector's Comments**

IV.   **President's Comments**

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)

VI.   **Adjournment**

EXECUTIVE COMMITTEE OF THE BOARD OF VISITORS
GEORGE MASON UNIVERSITY

Meeting of
December 2, 2021
Merten Hall, Hazel Conference Room (1201)

MINUTES

PRESENT: Rector James Hazel, Secretary Simmi Bhuller, Visitor Ignacia Moreno, and Visitor Carolyn Moss.

ABSENT: Vice Rector Horace Blackman

ALSO, PRESENT: Visitor Edward Rice; Erin Rogers, Staff Representative; Melissa Broeckelman-Post, Faculty Representative; Steven Zhou, Graduate Student Representative; Natalia Kanos, Undergraduate Student Representative; Gregory Washington, President; Ken Walsh, Vice President for Strategic Initiatives and Chief of Staff; Mark Ginsberg, Provost and Executive Vice President; Carol Kissal, Senior Vice President for Administration and Finance; Brian Walther, University Counsel; and Scott Nichols, Secretary pro tem.

>   **I. Call to Order**

Rector Hazel called the meeting to order at 8:00 a.m.

>   **II. Approval of Minutes (Action Items)**
>   A. Executive Committee Meeting Minutes for September 30, 2021
>   B. Executive Committee Meeting Minutes for November 19, 2021

Rector Hazel called for any corrections to the minutes for the Executive Committee meetings of September 30, 2021 and November 19, 2021. Hearing none, the **MINUTES STOOD APPROVED AS WRITTEN**.

>   **III. Rector's Comments**
>   A. Executive Committee; Duties (Code of VA: §23.1-1306)

Rector Hazel stated that he enjoyed meeting with the Faculty Senate and with the Graduate and Professional Student Association (GAPSA), and thanked Melissa Broeckelman-Post and Steven Zhou (respectively) for the opportunity to speak with those groups. He reserved the remainder of his remarks for the full board meeting later in the day.

>   **IV. President's Comments**

Dr. Washington noted he would reserve the majority of his comments for the full board session, but took a moment to highlight the recent victory of the women's basketball team over University of Florida.

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

Secretary Bhuller **MOVED** that the Executive Committee go into closed session under the provisions of Section 2.2-3711.A.29, for a public contract relating to the Arlington initiative; Section 2.2-3711.A.7, for consultation with legal counsel pertaining to actual or probable litigation including briefings on:

Kashdan v. GMU
Agrawal v. GMU
Ganley and Surber v. GMU et al.
Morrison v. GMU
Morrison v. GMU et al.
Morris v. GMU
Inko-Tariah v. GMU
Alemu v. GMU;

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 Moreno. **MOTION CARRIED UNANIMOUSLY BY VOICE VOTE.**

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

ALL COMMITTEE MEMBERS PRESENT RESPONDED IN THE AFFIRMATIVE BY ROLL CALL.

VI. Adjournment

Rector Hazel called for any additional business to come before the Executive Committee. Hearing none, he adjourned the meeting at 8:09 a.m.

Prepared by:

Scott Nichols
Secretary pro tem

GEORGE MASON UNIVERSITY
BOARD OF VISITORS

Research Committee Meeting
February 24, 2022

AGENDA

I.   Call to Order

II.   Approval of Minutes **(ACTION ITEM)**

       A.   Meeting minutes for December 2, 2021

III.   Office of Research, Innovation, and Economic Impact Update, Andre Marshall

IV.   Institute Evolution, Andre Marshall

V.   Institute for Biohealth Innovations (IBI) Overview, Amy Adams

VI.   Adjournment

GEORGE MASON UNIVERSITY
BOARD OF VISITORS
Research Committee Meeting

MINUTES
Thursday, December 2, 2021
Virtual

Present: Visitors: Nancy Prowitt (Chairwoman), Anjan Chimaladinne, and Edward Rice; Vice President for Research, Innovation, and Economic Impact: Andre Marshall; Staff Senate Chair: Erin Rogers; Faculty Senate Chair: Melissa Broeckelman-Post; Student Representatives: Natalia Kanos and Steven Zhou; Faculty Representative: June Tangney;

Absent: Visitors: Wendy Marquez, Vice Rector Horace Blackman, and Bob Witeck; Faculty Representative: Amy Hutchison

Also Present: Rector James Hazel; President Gregory Washington; Provost Mark Ginsberg; Senior Vice President for Administration and Finance: Carol Kissal; Chief of Staff: Ken Walsh

   I.   Meeting was called to order by Chairwoman Nancy Prowitt at 8:49 am.

   II. Approval of Minutes (ACTION ITEM)
   Approval of the September 30, 2021 meeting minutes was unanimously approved with no changes or discussion. This occurred toward the end of the meeting due to lack of quorum at the start of the agenda.

   III. New Business

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

        Dr. Andre Marshall provided an update from the Office of Research, Innovation, and Economic Impact, highlighting recent key initiatives and events, such as Accelerate 2022 and the screening of Picture A Scientist that was done in collaboration with the Visiting Filmmakers series.

   b.   Lab to Market at Mason Presentation
        Dr. Andre Marshall – Vice President for Research, Innovation, and Economic Impact

        Presentation by Dr. Marshall that reviewed Mason's process and success in our Office of Technology Transfer. Dr. Marshall explained how Mason compares to peer institutions with similar research expenditures, the reasons that technology transfer is necessary as an R1 institution, and the assets Mason has to achieve greater growth in this area to support

our local economy and entrepreneurs.

c. A GMU Spinout: AexeRNA Therapeutics Presentation Presentation
Dr. Michael Daro Buschmann – Department Chair, Eminent Scholar, Professor and Beck Foundation Faculty Fellow, Bioengineering

Dr. Michael Daro Buschmann presented on his startup called AexeRNA Therapeutics, Inc. He shared about his research regarding mRNA, future projects for the company, collaborators who have assisted in this work, the process he underwent at Mason to see this come to life, and how his department is ensuring there is awareness about entrepreneurship and the resources available at Mason.

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 9:37 am.

Respectfully submitted,

Natalie Davis
Research Committee Secretary Pro Tem

Overview

- **North Star**

- **Goals**

- **Institute Evolution**

Goals

Scale
Research (1.5X) 2027

Scale
Startups (2X) 2027

GEORGE MASON UNIVERSITY

Goals

Scale
Research (1.5X) 2027

Promote Scholarship
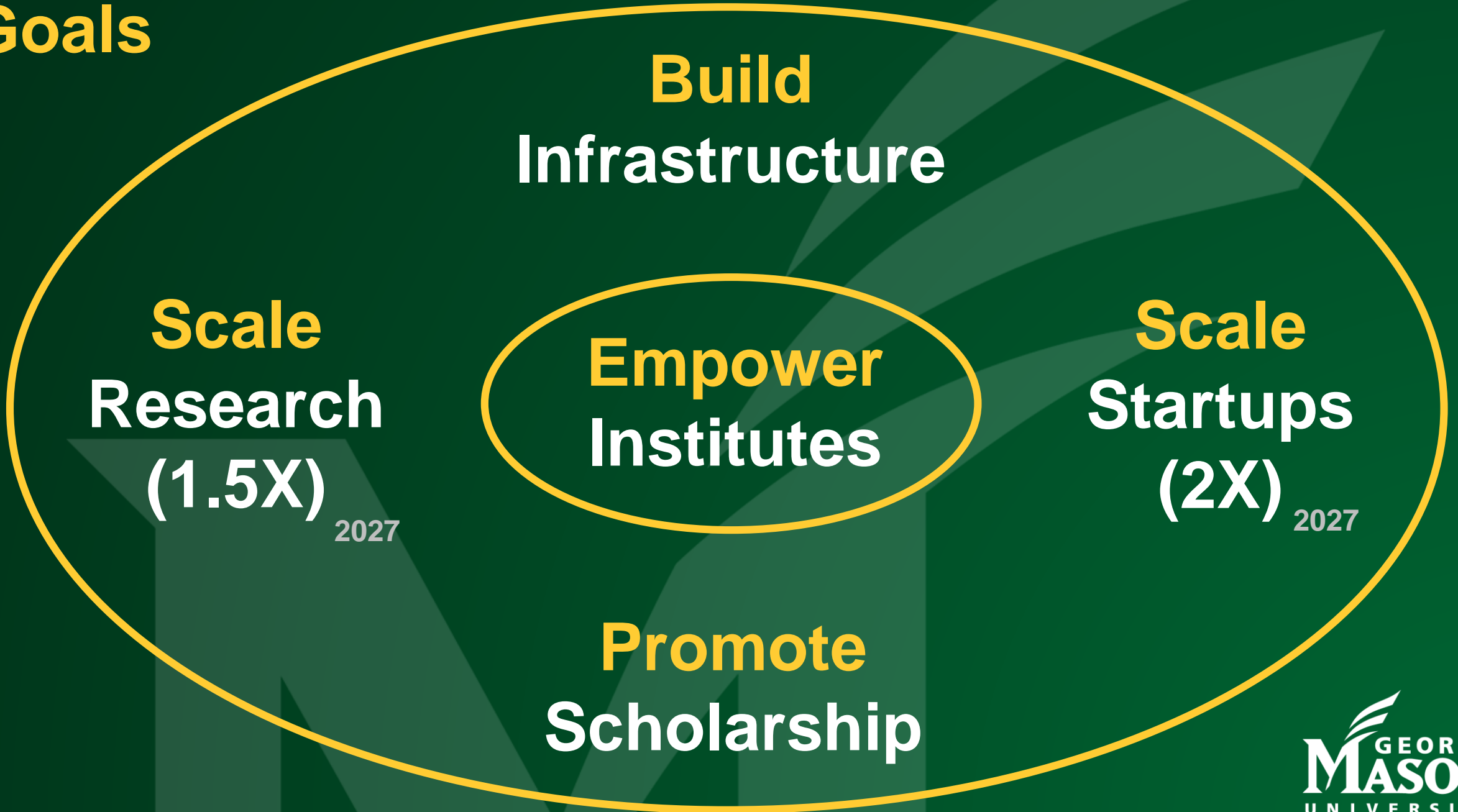
Scale
Startups (2X) 2027

GEORGE MASON UNIVERSITY
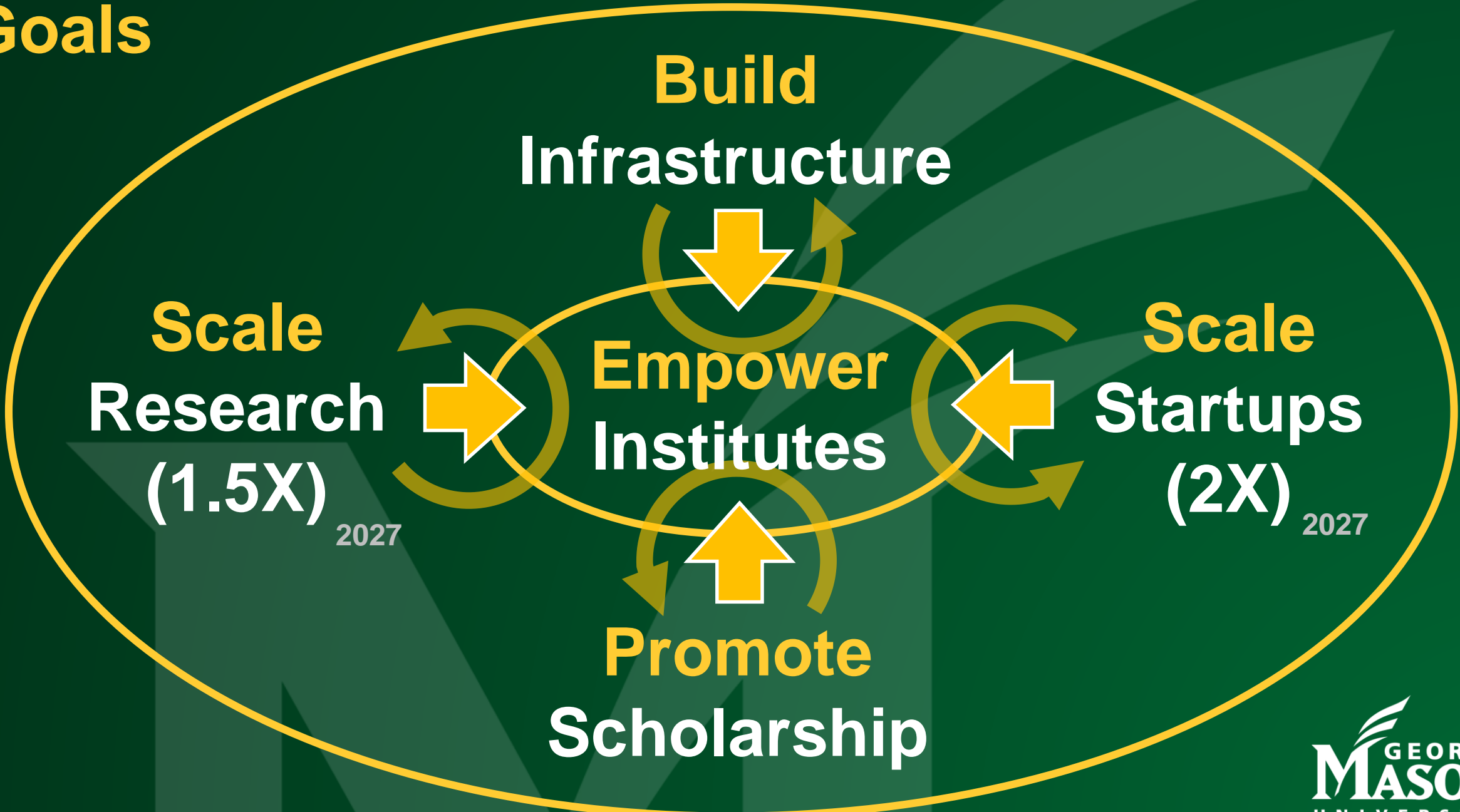
Mason Research Frameworks (Institute Evolution)

Research, Innovation, Economic Impact

Mason

Talent Pool

Mason Research Frameworks (Institute Evolution)
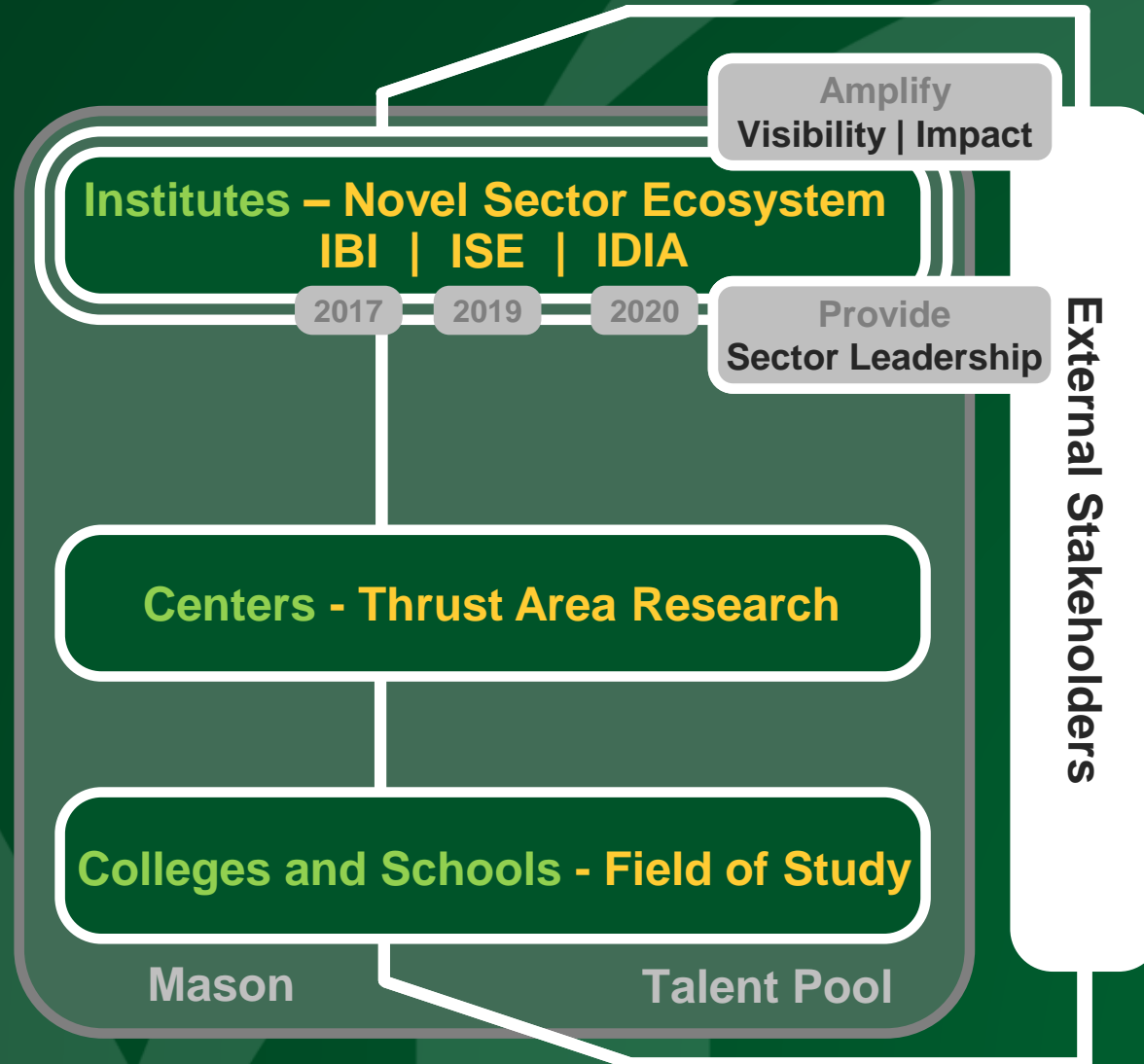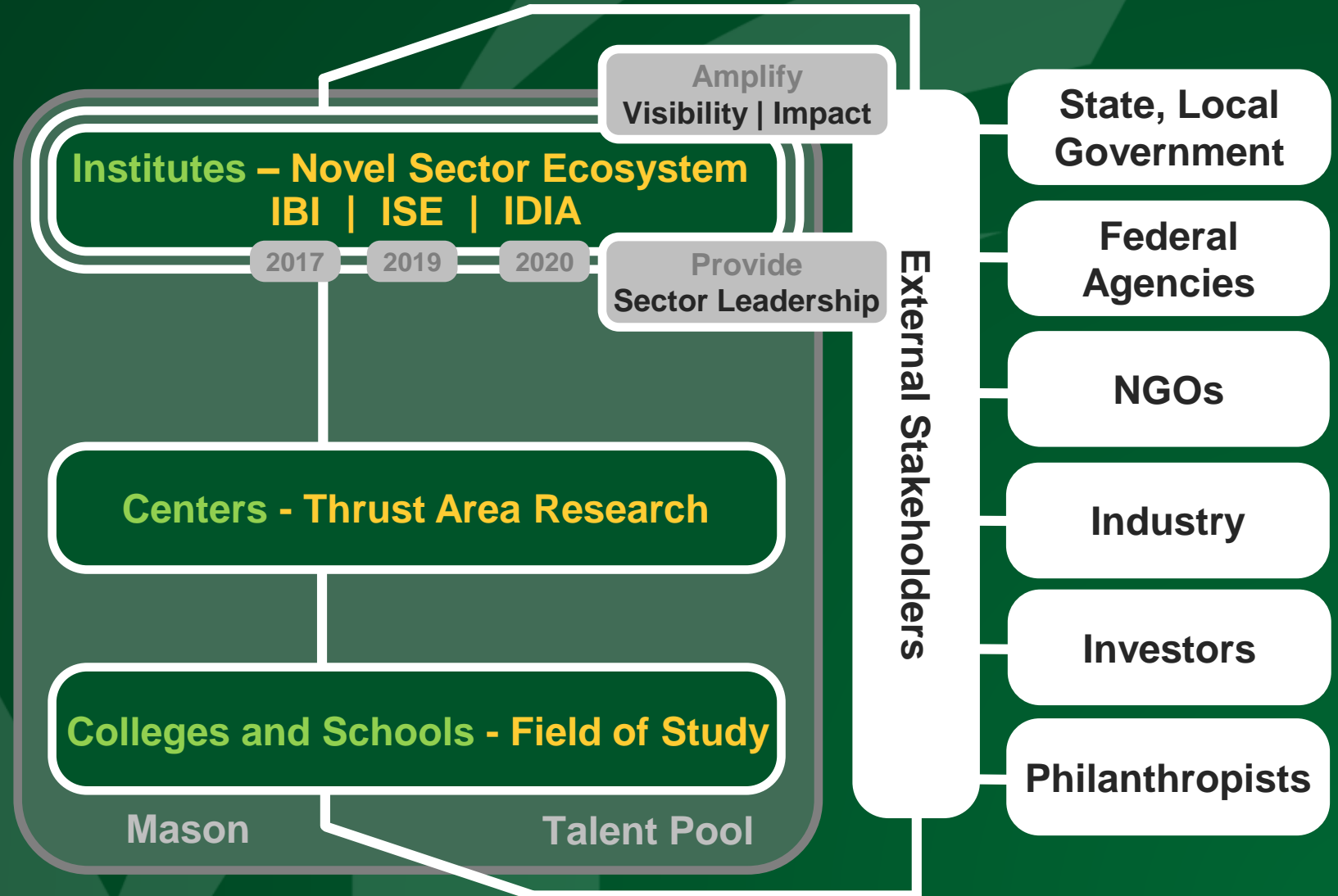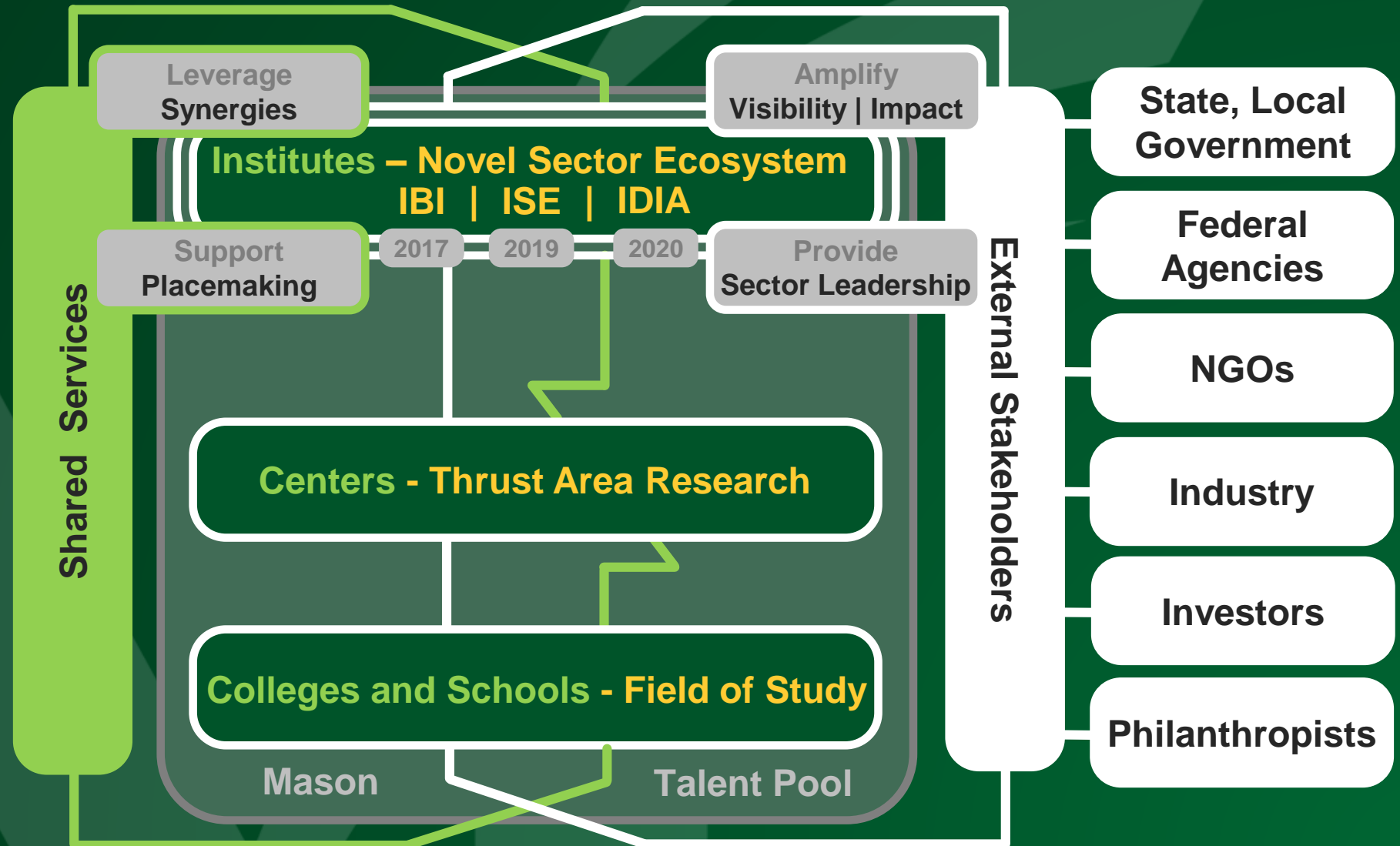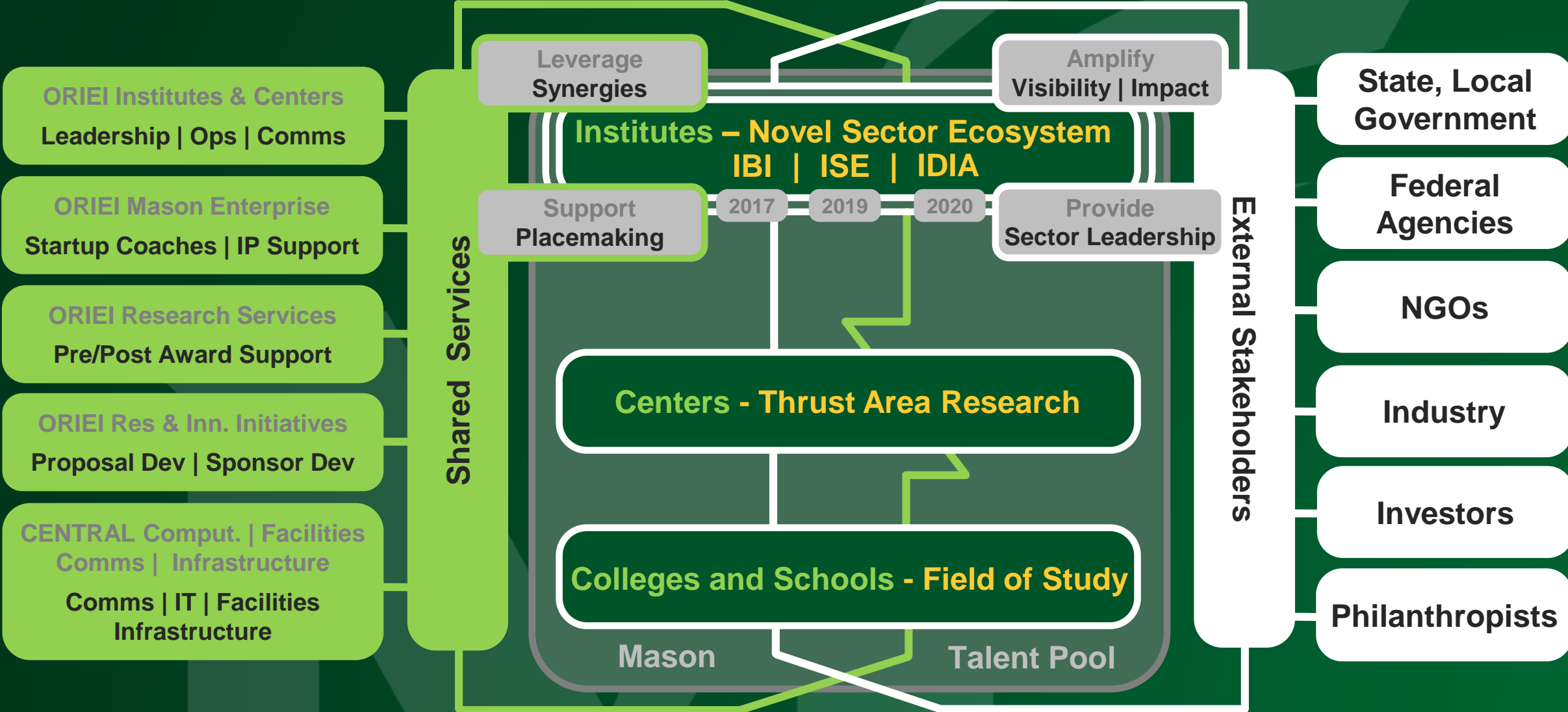
Research, Innovation, Economic Impact

Amplify
Visibility | Impact

Institutes – Novel Sector Ecosystem
IBI | ISE | IDIA

2017 — 2019 — 2020

Provide
Sector Leadership

Centers - Thrust Area Research

Colleges and Schools - Field of Study

External Stakeholders

Mason

Talent Pool

GEORGE MASON UNIVERSITY

Questions?
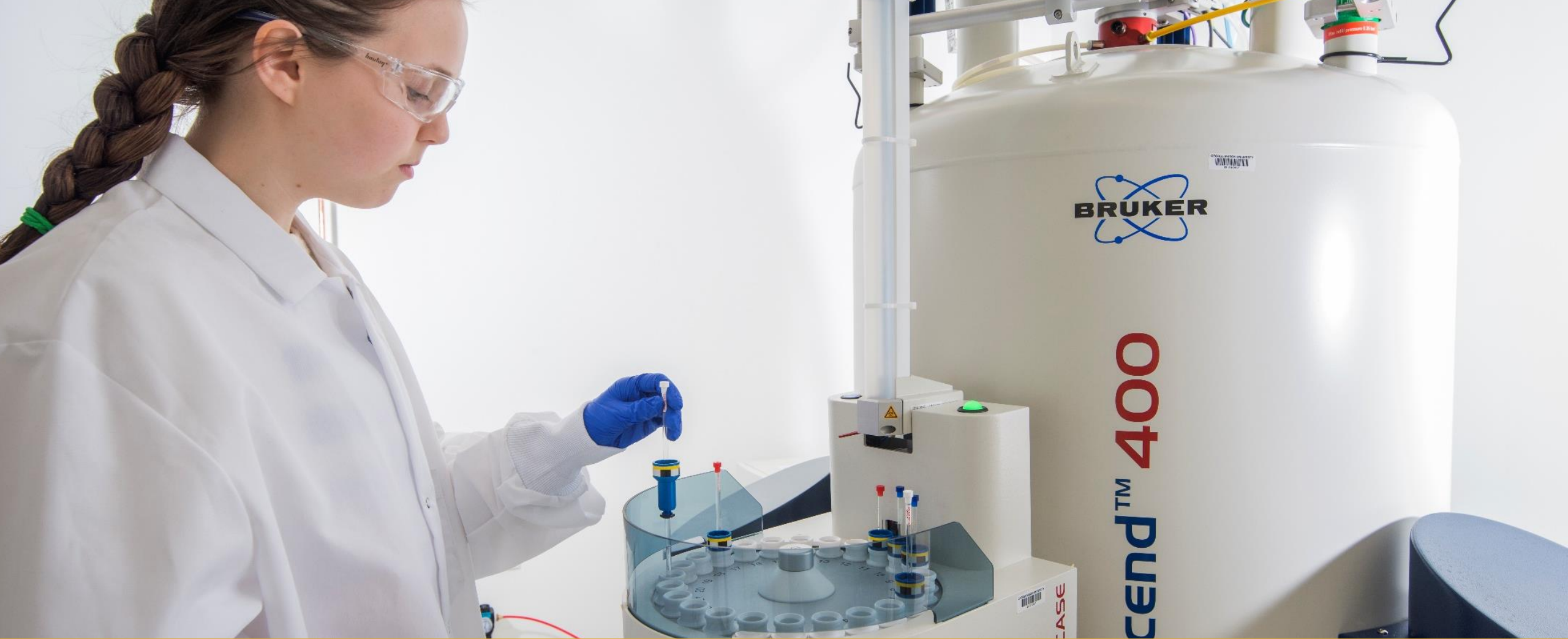
Powering Partnerships

BOV

February 24, 2022

IBI: Vision & Mission

Vision Statement

For George Mason University to be a preeminent leader in biohealth translational research

Mission

Deliver growth in innovative biohealth research and the regional bioeconomy by driving collaboration (both internal and external), strengthening research infrastructure, and increasing interaction with students and funders, to enable the development of new technologies, approaches and interventions to: predict, prevent, treat and eradicate disease, improve care, and enhance well being.

Institutional Priorities
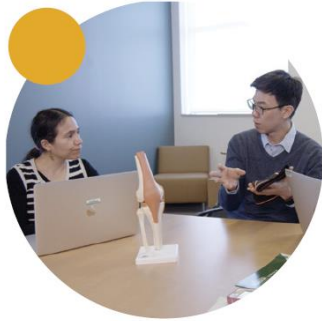
Foster Partnerships

Elevate Research

Engage Students

Grow the Regional Bioeconomy

It Takes a Village.....
Institute for Biohealth Innovation—Extended Team

Core Facilities/Multidisciplinary Research Service

IBI Leadership

?

Partner Univ. Research Institutes

Undergrad/Grad Ed

Innovation/Tech Transfer

Associate Deans of Research

Research Development

Mason's Biohealth Research Community

300 Faculty

34 Departments

1000s Students

Center for Adaptive Systems of Brain Body Interactions

University Level Centers

New: University Level Infectious Disease Center

Departments and College Level Centers

College of Education & Human Development

College of Engineering and Computing

College of Health and Human Services

College of Humanities and Social Sciences

College of Science

College of Visual and Performing Arts

SCHAR School of Policy

School of Business
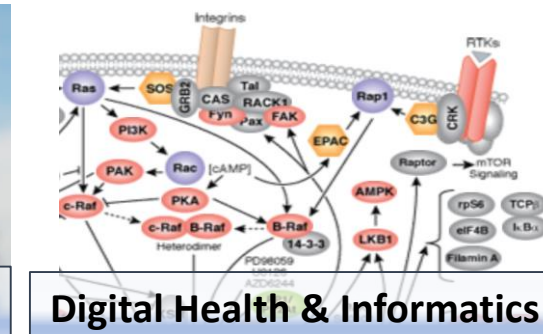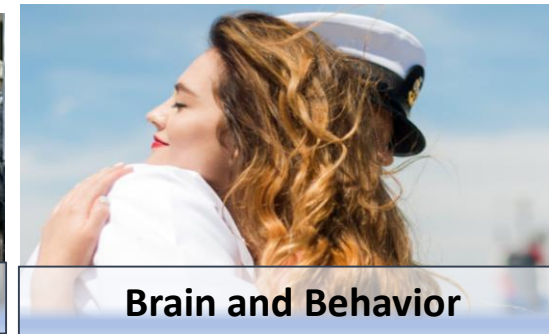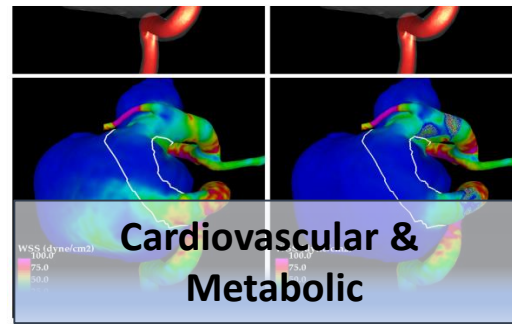
Biohealth Research Expenditures

Bar chart of expenditures by fiscal year:
- FY16: $24,028,665
- FY17: $23,434,683
- FY18: $28,316,485
- FY19: $29,557,945
- FY20: $31,431,286
- FY21: $36,600,065

FY2021 pie chart:
- DHHS 18M 50%
- DOD $15.8M 16%
- Foundations $5M 14%
- Other 13%
- NSF 7%

Biohealth Intellectual Property
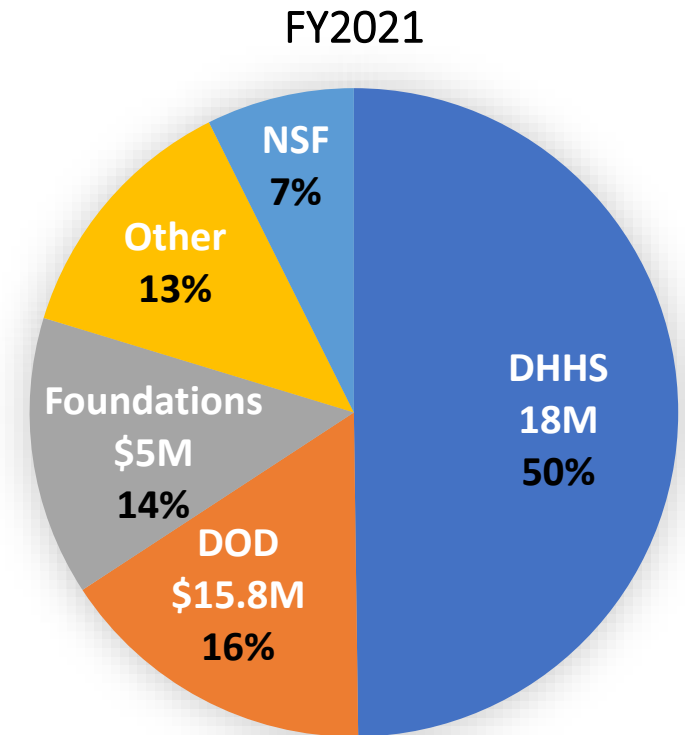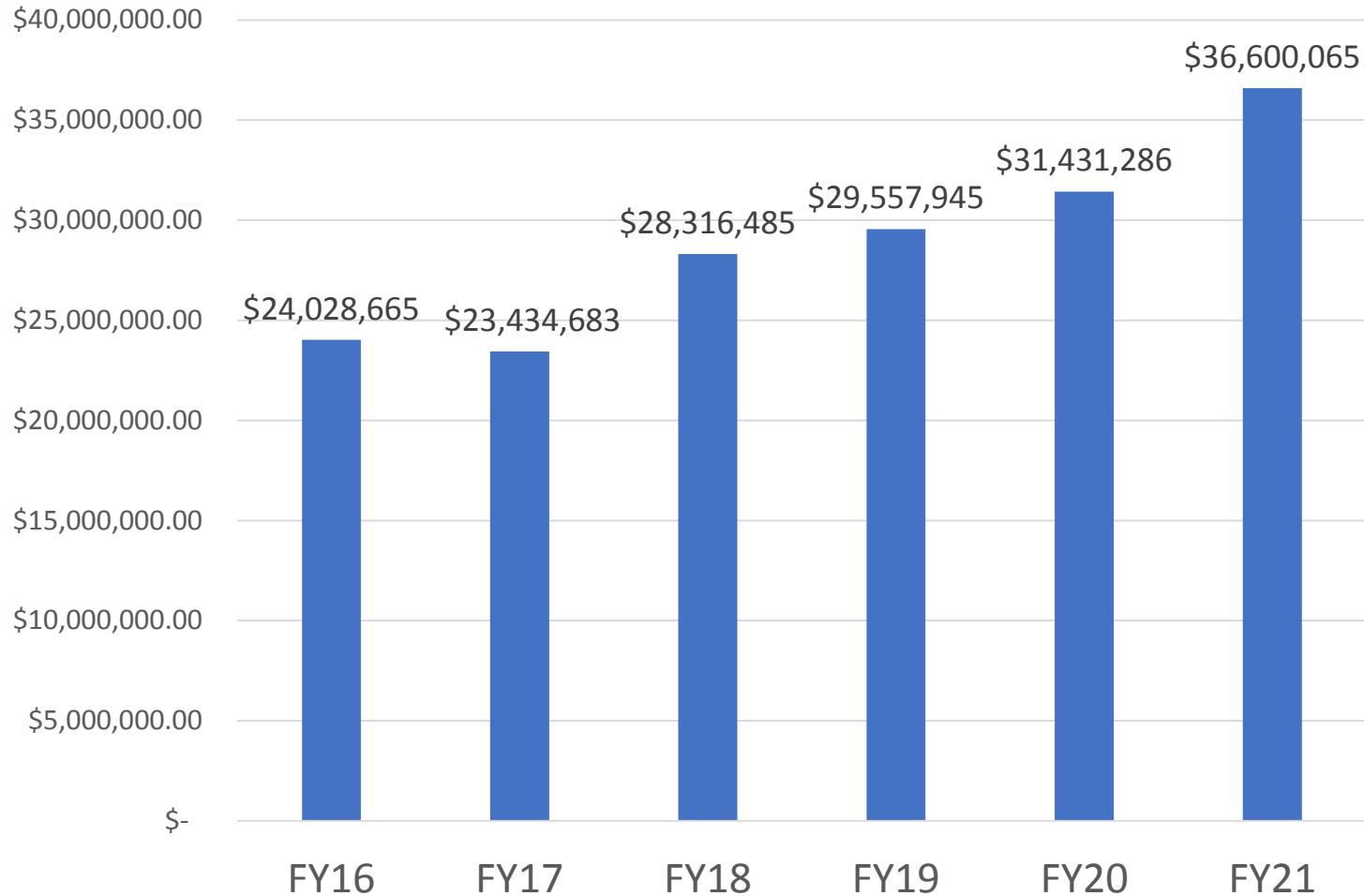
IP at a Glance

- BioHealth Total Patents: 144
- Licensed Patents: 84
- Available for License: 60
- 2021: 58% increase in disclosures
- 2021: 11% increase in patents filed
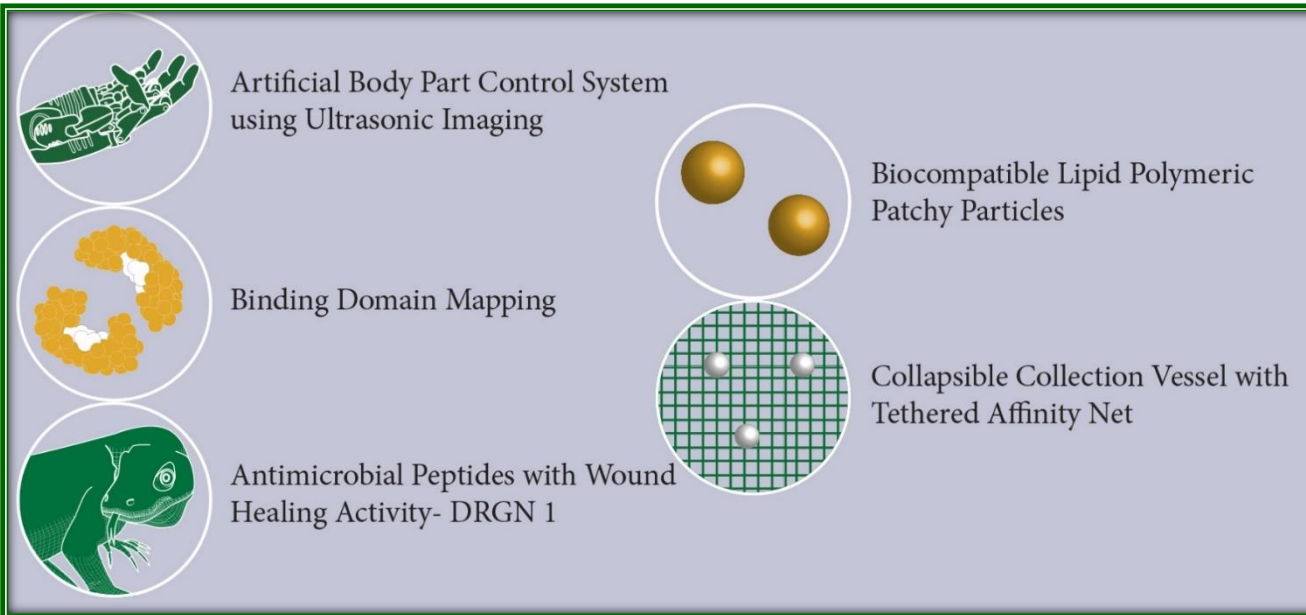
Startup Companies:

- Monet Pharmaceuticals
- Viropeutics LLC
- Teahorse Inc
- TriState Proteomics

Artificial Body Part Control System using Ultrasonic Imaging

Binding Domain Mapping

Antimicrobial Peptides with Wound Healing Activity- DRGN 1

Biocompatible Lipid Polymeric Patchy Particles

Collapsible Collection Vessel with Tethered Affinity Net

Targeted Biosciences, Inc. merged with FLUIDIGM

Featured Life Science Labs

CAP/CLIA Lab

Center for Applied Proteomics and Molecular Medicine

- Evaluate new proteomic technologies
- Accelerate verification and evaluation of candidate biomarkers
- Implement unique clinical trials, and diagnostic tests
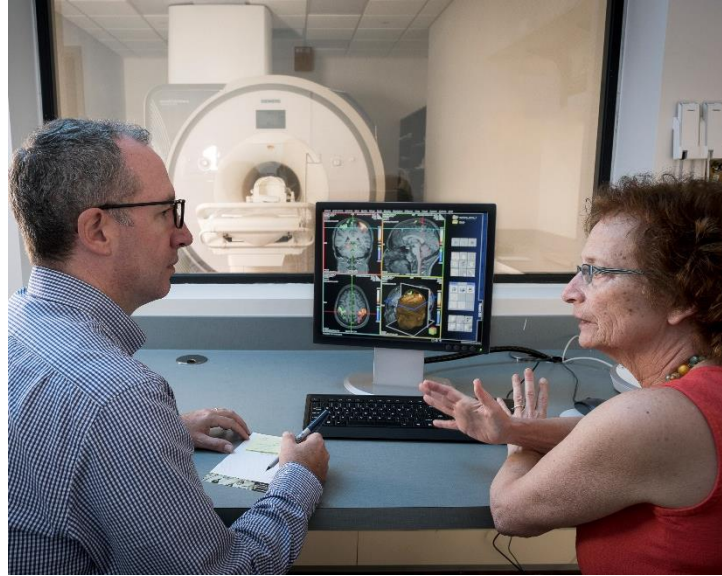
3T MRI

- 3 Tesla Siemens MAGNETOM Prisma MRI scanner for human brain and whole body imaging
- Compatible with EEG
- Functional imaging

Nanofabrication Lab

- 2,785 sq. ft. Cleanroom Suite
- Class 1000 clean room
- Characterization Lab
- $3M+ University Investment

Biomedical Research Lab (BRL)

One of twelve NIAID funded Regional Biocontainment Labs

- 52,000 sq. ft. high security facility at Mason's SciTech Campus
- ABSL-2 &3, BLS-2 & 3 labs
- Capable of housing multiple species
- Established mouse models
- Organoid platform
- Emphasis on aerosolized exposures

Opportunity to Realize the BRL's Full Potential

The Why: Innovative, basic, and translational research on biodefense and other infectious diseases must be conducted at universities and government labs so that society is equipped and ready to face future public health emergencies

- George Mason University has the most strategically located NIAID funded biocontainment lab in the country. This is an ideal location for growth due to access to the government and position in a healthy biopharma cluster (ranked #4 in the nation).

- Multidisciplinary infectious disease expertise and unique assets

Building Strategy, Example

Creating Awareness
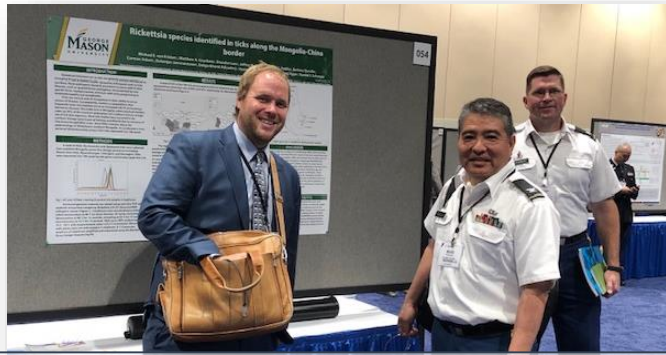
Military Health System Research Symposium 2019

MHSRS 2019, Sponsor 2022

Relationship Building

Military Operational Medicine Research Program (MOMRP)

Military Infectious Disease Research Program (MIDRP)

The Conafay Group
GOVERNMENT RELATIONS · SCIENTIFIC PERSPECTIVES

Relationship & Partnership Building

Creating Opportunities, Leading to funding

Grant Review Support

MTEC
Medical Technology Enterprise Consortium

MEDICAL CBRN DEFENSE CONSORTIUM
Prevent · Diagnose · Treat
MCDC

Unique Funding Mechanisms

Life Science Business Mentor Support
Building strong commercialization plan

AMERICA'S SBDC VIRGINIA
MASON

Researcher Win: Visibility, Funding with Plan to Scale

Driving Innovation with Industry Partners

VA Bio-Connect: 3 Areas of Priority
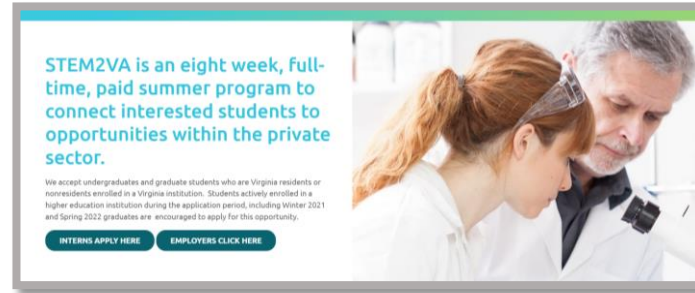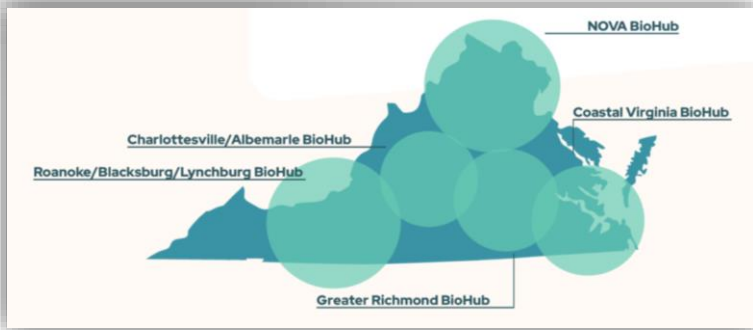
Stitching Together Clusters of Existing strength:

Creating density by stitching together geographically dispersed regional life science hubs

On-stop shop for finding Virginia's Life Science Assets

National and global visibility

Preparing a Diverse Workforce

STEM2VA: Paid, Statewide Life Science Internship to connect diverse student talent with life science industry in Virginia

Young Professionals Networks

Accelerating Commercialization

Life science business mentors assisting companies through the commercialization and regulatory path

Partnership with SBDC, ICAP

How does VA Bio-Connect benefit Mason researchers?

Form deeper connections with industry and academia- new partnerships

Visible biohealth workforce opportunities in Virginia for Mason students and graduates

Support to develop commercialization plans and strategy to successfully start-up companies with Mason developed IP

Virginia Commonwealth Clinical Research Network

Appropriations Language: Serve as a ==network of institutions== to ==conduct significant clinical trials== in areas that include oncology, mental health and substance abuse. The Virginia Commonwealth Clinical Research Network would facilitate ==identifying and recruiting patients== and ==expand access for researchers== to a clinical base thereby creating greater opportunities for ==grant funding and the development commercialization== of breakthrough products and services.

Funded Pilot Project:
Virginia CLIA Laboratory Collaborative to Support Clinical and Translational Research (Mason, EVMS, VT)

VCCRN Model: Development of model that can scale with additional funding

COME INNOVATE WITH US

Twitter: @MasonBiohealth
Linked In: The Institute for Biohealth Innovation

Amy Adams, avanmete@gmu.edu

George Mason University
Board of Visitors

Development Committee Meeting
February 24, 2022
Merten Hall, Room 1201, Hazel Room

M E E T I N G   A G E N D A

I. **Call to Order**

II. **Approval of Development Committee Meeting Minutes from December 2, 2021 (ACTION ITEM)**

III. **New Business**
    A. GMUF Chair Update – Terri Cofer Beirne
    B. University Advancement and Alumni Relations Update – Trishana Bowden
        i. Mason Vision Day – Eileen Kennedy
    C. "Public Health to Mason" Initiative Update – Germaine Buck Louis
    D. Faculty Partnership Spotlight – Dr. P.J. Maddox, Chair/Professor, Health Administration and Policy, College of Health and Human Services

IV. **Old Business**

V. **Adjournment**

George Mason University
Board of Visitors

Development Committee Meeting
December 2, 2021
Merten Hall
10:55 a.m. – 11:45 a.m.

<mark>**M e e t i n g   N o t e s -   M i n u t e s   D R A F T**</mark>

Attendees: Chairman Anjan Chimaladinne, Vice-Chair Simmi Bhuller, Visitor Mehmood Kazmi, Visitor Paul Reagan, Visitor Jon Peterson

Absent: 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, Student Representative Steven Zhou, Anne Gentry (Legal Counsel), and guest speakers Terri Cofer Beirne, Chair of the George Mason University Foundation; Dr. Liza Wilson Durant, Associate Provost of Strategic Initiatives and Community Engagement; and Dr. Duminda Wijesekera, Professor of Computing Science.

I. **Call to Order**

The meeting was called to order by Chairman Anjan Chimaladinne at 10:55 a.m.
The Chairman read out instructions and procedures for conducting the meeting.

II. **Approval of Development Committee Meeting Minutes from September 30, 2021 (ACTION ITEM)**

Chairman Chimaladinne confirmed the committee meeting had reached quorum. The Chairman called for any changes or edits to the meeting minutes from September 30, 2021. There were none. There being none, the minutes from September 30, 2021 were **APPROVED AS WRITTEN.**

Chairman Chimaladinne called for new business. There were four topics of new business to discuss.

Chairman Chimaladinne introduced Terri Cofer Beirne, Chair of the George Mason University Foundation, who delivered an update regarding recent foundation and Board of Trustees activities over the past two months.

III. New Business

    A. GMUF Chair Update – Terri Cofer Beirne

Chair Terri Cofer Beirne stated the George Mason University Foundation Board of Trustees made a recent gift to the university. The Executive Committee approved a resolution to provide a gift of $50,000 to George Mason University in support of the Enslaved Peoples of George Mason Project. The foundation champions the efforts of the university to create an atmosphere of inclusiveness.

The Foundation's Audit Committee had a clean unmodified opinion on the financial statements from Cherry Beckert and they will have $512,000,000 in assets and $175,000,000 in liabilities for a net-for-net assets of $377,000,000.

The Investment Committee has been busy over the last year, retaining a new outsourced chief investment officer, CornerStone Partners, who have developed a robust investment policy statement and targets for the foundation. By 2026, the foundation's endowment will align with the NACUBO category of similarly situated universities at the $500,000,000 to $1,000,000,000 range. In the meanwhile, the foundation is going to spend some significant time building out their private investments.

The Foundation's Nominating and Governance Committee has had an abundance of riches. The Board of Trustees currently has a full board and is accepting more nominations for next year, especially seeking candidates with an expertise in banking, real estate and technology.

The Real Estate Committee met on the Arlington campus recently and toured the new IDIA space. Committee members were introduced to Mason innovation industry partners, and the new P3 development partner for the building.

The Board of Trustees fall board cycle concluded on October 29th with the full Board of Trustees in attendance. Andre Marshall, Vice President for Research, Innovation and Economic Impact; and Sharnnia Artis, Vice President and Chief Diversity Officer, joined the meeting to share their visions for Mason's future in their respective areas. Paul Allvin, Vice President and Chief Brand Officer for the university, provided an overview of the university branding campaign. Vanessa Blair-Lewis and Kim English, head coaches for women's and men's basketball, discussed the culture of their basketball programs and their focus on the whole student, their academics, maturity and growth as well as athletic performance.

Lastly, the foundation engaged a consultant, the Compass Group, to conduct a comprehensive board assessment for the Board of Trustees. Robert Bull, president of the Compass Group, joined the full board meeting to outline the objectives,

process, methodology, and timeline, with an overarching goal to enhance and build the capacity of our board to best support the strategic missions of the foundation and the university. There will be an assessment survey, interviews, focus groups, and board training, which may include workshops and/or a retreat. The foundation is looking forward to the culmination of Mason's strategic plan.

Chairman Chimaladinne asked the Visitors if there were any questions for Chair Cofer Beirne.

Rector Jimmy Hazel stated the Mason women's basketball team had a pretty rough season last year. But this season, they have just won three games in a row. Rector Hazel had a chance to meet with the new women's and men's basketball coaches and found them both tremendously impressive. He encouraged fellow Visitors to find an opportunity to meet with them as well. Rector Hazel wanted to take the opportunity to thank Chair Terri Cofer Beirne for her leadership and work with the foundation. He had recently looked over the foundation's fiscal report for 2021. Their five-year growth of assets is impressive. But even more impressive is that we no longer have any accounts underwater, as we did three to five years ago. The Rector thanked the board for paying attention to those important details. He praised Chair Cofer Beirne's leadership and the performance of the entire board.

In turn, Chair Cofer Beirne thanked Ms. Trishana Bowden and Ms. Susan Van Leunen for their teamwork and leadership of the Office of University Advancement and the foundation.

Chairman Chimaladinne asked the committee if there were any more questions. There were none.

Chairman Chimaladinne introduced Trishana Bowden, Vice President of University Advancement and Alumni Relations. Ms. Bowden provided an update on the recent activities of the Office of University Advancement and Alumni Relations, and shared several highlights from the past two month's activities.

B. University Advancement and Alumni Relations Update – Vice President Trishana Bowden

Ms. Bowden stated that University Advancement has appointed Ms. Eileen Kennedy as the new Associate Vice President of Development, overseeing Central and Unit operations, effective November 29th. Picked from a national search, Ms. Kennedy for the last nine years has led the successful fundraising team at the Hylton Performing Arts Center, with a roster of notable achievements, including securing several named gifts.

In collaboration with Paula Sorrell, Associate Vice President for Innovation and Economic Development, Mason successfully launched the Accelerate 2022 event.

Over 300 attendees participated in the event competition. Seventy companies applied for the pitch competition with 26 companies advancing to on-site pitches. A total of 22 student teams applied for the competition with 14 students advancing to on-site pitches, and 50 volunteer judges assisted in the pre-screening and evaluation of companies. Five cash prizes were given out to company pitch winners, thanks to generous donors. Accelerate 2022 has raised $330,000 in cash, with an additional $25,000 in prizes, and approximately $45,000 in in-kind support from 24 sponsors.

We have been supporting the establishment of a new Advisory Council for the Smithsonian Mason School of Conservation. They will have their first meeting in March 2022. Rector Jamie Hazel has agreed to be on the advisory board along with Visitor Ignacia Moreno. Visitor Moreno has been integral in helping us to grow that advisory board and making recommendations; Ms. Bowden thanked her for her involvement and leadership.

A working committee led by Alumni Relations and University Events is pulling together a plan to celebrate Mason's 50th anniversary as an independent university. Celebrations will peak in April and last throughout 2022.

Ms. Bowden stated that Alumni Relations and the GMU Foundation have been very busy with no plans for slowing down. The focus will be to prepare for the $1,000,000,000 campaign Chairman Chimaladinne mentioned earlier in the meeting. President Washington believes the time is right for Mason and has asked all of the schools and colleges to complete a campaign readiness form. Advancement is in the planning stages with big ideas for collaboration. We will need to increase engagement. Both staff and students need more to meet the educational challenges of the changing workplace. We need the involvement of all of our Board of Visitors members. Ms. Bowden quoted a passage by Booker T. Washington, "The most useful, influential people in America are those who take the deepest interest in institutions that exist for the purpose of making the world better." All the Visitors in the room embody this commitment to Mason. As Mason considers the campaign, we will ask the Visitors to participate, volunteer, engage and connect with the community. We are in the final stages of the selection of campaign counsel and will work with a new firm in 2022.

Last October we held a retreat with the Vice Presidents, Deans, and Directors of Development. It was a great day of ideas and collaboration, impactful discussions on how we can work together and innovate. We are going to ask our donors to invest in these ideas. We are collecting the schools and units campaign readiness forms to help us focus on the fundraising process. Ms. Bowden expressed gratitude to the Deans and the development officers who have taken the time to complete the information form, and thanked the Provost and the President for their support of the project.

We have been working hard and are at $21,400,000 towards our fiscal year-end goal of $75,000,000. Ms. Bowden reminded the board to please remember to make your donation by the end of year.

The annual National Leadership Council was held in early November. We would like to thank Rector Hazel and Vice Rector Horace Blackman for attending. The event had its largest number of attendees to date, including a waiting list. There were tremendous presentations by members of the Mason Executive Council and senior leadership.

Mason hosted a virtual 50th anniversary year class reunion for alumni of the class of 1971. We welcomed the "Golden Patriots," enjoyed many of their stories, and engaged and encouraged the alumni to return to Mason and get more involved.

The Office of Alumni Relations also welcomed newly graduating students to the Mason alumni community, with more than 400 winter graduates participate in our three-day semi-annual Grad Fair in November.

As we approach the 80th anniversary of the attack on Pearl Harbor, we want to highlight the efforts we have been able to undertake to support the military community here at Mason. Amazon recently donated $25,000 to help add a third attorney to expand the veterans' pro bono clinic in Arlington. Through the generosity of an alumnus and the AFCEA of Fairfax, we will also be able to endow a fund that will support ROTC cadets at Mason.

We are in the final stages of our CRM (constituent relationship management) conversion. We had a mock live release yesterday, and will finally go live in April 2022. This will be an integral tool as we move forward to connect with people and to manage our campaign.

Lastly, we would like to take an opportunity to thank the development officers in all of the schools, colleges and units for their hard work in the first half of the fiscal year. Ms. Bowden expressed deep appreciation to her team for their dedication and commitment, especially while there have been several unfilled positions open. Ms. Bowden opened the floor for questions from the Visitors and committee members. There were none. Chairman Chimaladinne also asked the Visitors if they had any questions. There were none.

Chairman Chimaladinne called on Dr. Liza Wilson Durant, Associate Provost of Strategic Initiatives and Community Engagement in the College of Engineering and Computing, to speak about the Mason Square initiative on the Arlington Campus, and provide a virtual tour of their pilot space.

C. Arlington Campus - Mason Square Initiative Update – Dr. Liza Wilson Durant

Dr. Wilson Durant delivered an update on the plans and progress of the Arlington innovation initiative, highlighting the development of Mason Square, sharing renderings of the exterior and interior of the newly envisioned digital innovation pilot space in Vernon Smith Hall, housing the future School of Computing.

Dr. Wilson Durant was joined by her colleague, Professor Duminda Wijesekera, to share how they are attracting industry and government to Mason, their engagement in research, and also contributions to the research enterprise. Dr. Wilson Durant noted the following key points:

- Mason is conducting research on the security of autonomous vehicles in the context of coming 5G communications technologies.

- We are working hard on the design of a new 360,000 square foot building focused on innovation, computing, and research on the former site of Mason's first law school, located directly across from the Virginia Square Metro station. We are in the middle of the design phase and we break ground in the spring.

- The building will be a place where students, faculty, and partners from industry, universities, and government interact and work together. The building's design intentionally supports the kind of informal "collisions" that spur creativity and innovation.

- We have taken an 11,000 square foot space in nearby Vernon Smith Hall and used it to establish the digital innovation pilot space. It has been renovated to be a microcosm of the building that we will complete in 2025, and represents each facet of that future building. There is space for our Office of Technology Transfer and Entrepreneurship, where we also have located our pro bono law clinic, where clients, entrepreneurs, and tech companies can seek advice from us on how to develop their own incubator companies. It has a classroom where we can offer graduate courses in data analytics and engineering, and we can also provide training capabilities to our industry partners in this space.

- Many Board of Visitors members have already come to the space and participated in our VIP lunches, which were held in the fall for October's Accelerate 2022 event.

- The coming Cybersecurity Research space will be 4,000 square feet. This has been made possible by a $750,000 grant to renovate the space to serve as the Northern Virginia headquarters for the Commonwealth Cyber Initiative. The initiative is led by George Mason and includes about 80 partners. It is critical that we engage with other universities in the region, such as Marymount, George Washington University, UVA, James Madison, and Mary Washington. These universities are farther away, but

want to work with us here in Northern Virginia. All of Virginia's community colleges are also welcome.

- Our industry partners include the likes of Amazon Web Services, ManTech, and SAIC, in addition to smaller partners like Fidelity. The focus of the research that draws these companies is the issue of 5G security. We don't really understand yet what the security implications are with the rollout of 5G in the context of autonomous vehicles, building automation systems, the security of the power grids, etc. These are just a few examples of the work that we're currently conducting in the lab.

- Research is also underway in the pilot space lab on the security vulnerability of Amazon and Walmart fulfillment systems. Some partners involved in the project include Siemens, MITRE, Oak Ridge National Laboratory, and the U.S. Department of Energy. We've received significant donations of equipment from a number of companies, who are working side-by-side with us on in the lab trying to advance the new technologies.

- Several events have been held in the pilot space recently; some of those our Visitors have attended. The Schar School recently had a couple of bistro events, with former U.S. Chief Technology Officer Aneesh Chopra speaking at one of them.

- Lastly, the industry partner space will also be the location of our cybersecurity incubator. We will be offering seed grants of $50,000, thanks to the Commonwealth Cyber Initiative funds in the coming year, hoping to attract six start-up companies.

- Dr. Wilson Durant shared with the Visitors a list of the building's equipment needs and stated that many items have already been obtained, garnered for us from our industry partners. They have done this because they really believe in Mason and want to work with us in the development of new technology.

D. Faculty Partnership Spotlight – Dr. Duminda Wijesekera

Dr. Duminda Wijesekera, Acting Chair of Cyber Security Engineering in the Volgenau School of Engineering, in the College of Engineering and Computing, spoke about his work regarding autonomous vehicle research. Dr. Wijesekera spoke to the enriching and fruitful partnership experience he has with development officers from the Office of University Advancement, and its impact on his students and fellow faculty, enhancing their ability to perform pioneering research on NextG-based edge services for smart transportations, buildings and cities.

Dr. Wijesekera briefly described the 5G technology of how a connected relay system would work in an environment were traffic signals, vehicles and personal devices all communicated seamlessly, to safely guide and manage pedestrian and vehicle traffic. To ensure personal privacy, devices will be able to say where they are, and where they are going, but not who you are.

Chairman Chimaladinne asked the Visitors if they had any questions. Graduate Student Representative Steven Zhou asked if the digital innovation pilot space was open to all Arlington students or if it was reserved only for students who are employed or studying in that particular lab. Dr. Wijesekera confirmed that the lab is open to everyone. He requested that they simply call his unit and they can find a space for their researchers to drop in.

There being no further new business, Chairman Chimaladinne called to the Visitors for old business to discuss.

IV. Old Business

Chairman Chimaladinne called for old business. No old business was discussed.

V. Adjournment

There being no further business, the meeting was adjourned by Chairman Chimaladinne at 11:45 a.m.

EILEEN KENNEDY

ASSOCIATE VICE PRESIDENT OF DEVELOPMENT, CENTRAL AND UNITS

OFFICE OF DEVELOPMENT & ALUMNI RELATIONS

Mason Vision Day

▶ Mason Vision Day is an opportunity for our community to come together each year to identify and support a deserving initiative on campus.

Choosing the Initiative

▶ Submission process closed 11/30/2021

▶ University Community Committee:

  ▶ Alumni

  ▶ Staff

  ▶ Students

  ▶ Friends

▶ Received 47 submission in total

▶ University Leadership made final decision

MASON VISION DAY
BELIEVE • CARE • GIVE

Green Machine

MASON VISION DAY

BELIEVE • CARE • GIVE

Mason Vision Day
is a team effort across the University

▶ Engagement

  ▶ Word of Mouth

  ▶ No donation too small

  ▶ Great visibility

  ▶ Everybody together

Mason Vision Day
Day of Event

▶ All Mason Campuses:

  ▶ Sci Tech

  ▶ Arlington

  ▶ Korea

  ▶ Fairfax

▶ Regional Alumni Events:

NY to CA

MASON VISION DAY
BELIEVE • CARE • GIVE

Get Involved!
"ALL TOGETHER NOW..."

ALL TOGETHER NOW ...
MASON VISION DAY | APRIL 7, 2022

BELIEVE • CARE • GIVE

Give Online: **MasonVisionDay.gmu.edu**
Give by Phone: **703-993-8850**

Text **"VISION"** to **703-991-4696**

MAKING **HEALTH** VISIBLE

Investing in Public Health – An Opportunity in Virginia

Virginia is often recognized as having some of the wealthiest counties in the country, while being home to world-class public-school systems, colleges, universities, and health care systems. Despite these advantages, Virginia ranks 22nd in the U.S. for life expectancy, 26th for age-adjusted death rates, and 27th for age-adjusted years living with disabilities. Currently, Virginia is among the 15 states without an accredited college/school of public health, as the figure illustrates.

Without an accredited college of public health, health disparities are likely to remain along with gaps in a comprehensively prepared public health workforce and missed opportunities for research funding leading to innovation and discovery. Also, Virginia residents seeking a comprehensive public health education must leave the state to pursue such training resulting in higher (out-of-state, private) tuition costs. Many graduates will not return home to Virginia for employment leaving employers to compete with other states for a qualified workforce. Public health investments return on average $34 per $1 invested. The costs associated with not having a comprehensive college of public health in Virginia are the impetus for our commitment to build one in Virginia.

Accredited Schools & College of Public Health in the U.S.
The 15 states in grey, including Virginia, do not have a school/college of public health. (Source: Council on Education for Public Health)
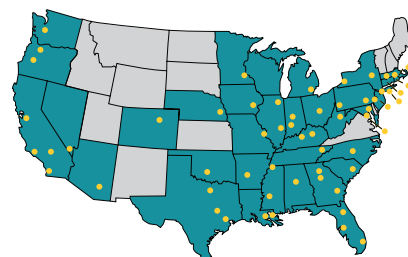
Bringing a College of Public Health to George Mason University

The College of Health and Human Services is in the final phase of becoming a College of Public Health with the mission to promote and deliver health equity, which is an underlying principle of public health. This would be the first accredited college of public health in Virginia and represent Virginia's investment in academic public health. George Mason is the fastest growing research intensive university (R1) in the country. Working with community partners, we will deliver strong academics to prepare the next generation of diverse public health leaders, decision-makers, researchers, and practitioners to deliver and support the public's health.

Mason's unique qualifications to bring comprehensive public health education to Virginia and the region:

Nursing, social work, and health administration students gain practical experience working with Mason faculty at rural clinics.

- We are the only College in Virginia to offer CEPH-accredited public health degrees at the bachelor, master, and doctoral level, and we are positioned to become the first College of Public Health in Virginia. With additional health degree programs in health administration and policy, nursing, nutrition, and social work to complement those in public health, our interprofessional academic programs prepare students for careers across employment sectors and with a strong grounding in public health.

- We bring a unique focus that addresses the biological <u>and</u> social determinants of health with the overarching goal of eliminating zip code at birth as the strongest predictor of life expectancy, while improving health.

- Our student body in Virginia reflects the diverse resilient workforce required for delivering public health and health equity. Our programs offer employers career-ready graduates with strong analytic, communication and decision-making skills who can lead and be members of diverse health teams.

Global and community health students get hands-on experience in public health outreach to reduce HIV stigma.

- Our innovative research promotes health across the lifespan and eliminates health and social disparities to benefit Virginia residents and beyond.

To discuss community and partner engagement and philanthropy opportunities please contact:

Germaine M. Louis, Dean
College of Health and Human Services
703-993-1918 | chhsdean@gmu.edu

Laura P. Walsh, Director of Development
College of Health and Human Services
703-993-8640 | Lwalsh9@gmu.edu

MAKING **HEALTH** VISIBLE

Join Us In Building a Public Health Infrastructure for Virginia and Beyond

Help Make Public Health an Enduring Priority in Virginia
Mason's College of Health and Human Services is in the final phase of becoming Virginia's first College of Public Health. When working well, public health supports **everyone's** health through a relatively invisible infrastructure and workforce dedicated to ensuring safe water, food, and air and equitable access to health care.

Public health saves lives. It deserves support and resources for its multi-faceted mission such as preventing, tracking, and controlling disease; reducing the incidence, prevalence, and severity of chronic diseases; offering emergency preparedness and response; and working to remove deeply entrenched inequities that generate significant health and social disparities.

> **The College is uniquely positioned to bring public health front and center, where it is a visible, enduring priority. We see a future in which public health serves all people.**

The invisible nature of public health is a key reason why our nation's infrastructure has failed to keep pace with need and opportunity. Insufficient funding, a fragmented public health system and unmet workforce needs have eroded our ability to respond to emerging and existing public health challenges made visible by the COVID-19 pandemic and recent natural disasters. Substance misuse, the opioid crisis, and rising behavioral health needs as well as increasing incidence of chronic diseases such as asthma, diabetes, and obesity are just a few of the challenges we face right here in Virginia. Inequitable access to health care and health disparities remain, as recently revealed by the COVID-19 pandemic that disproportionately impacts the elderly, individuals with chronic diseases, and communities
of color.

Our Deep Commitment to Overcoming Health and Social Disparities
The College of Health and Human Services at George Mason University is uniquely positioned to bring public health front and center, where it is a visible, enduring priority. We see a future in which public health serves **all** people, empowering longer and healthier lives and reducing the economic burden on families, health care systems, and the state. Our diverse array

of undergraduate and graduate health degree programs prepare students from all backgrounds and interests with a comprehensive understanding of the biological and social determinants of health. Our graduates are ready to meet challenges in pursuit of health equity so that everyone has a fair and just opportunity to live a healthy life. Decades of research has shown the importance of the social determinants of health, including access to health care. We can, we must, and we will do more to end existing inequities.

Creating the 1st Accredited College of Public Health in Virginia – Preparing the Next Generation of Leaders
Mason is in the final stages of launching the first accredited College of Public Health in Virginia. Working with community partners, we will deliver strong academics – coupled with hands-on learning experiences – to prepare the next generation of public health leaders, decision-makers, researchers, and practitioners. Our faculty and students are dedicated to partnering with and assisting communities within and outside of Virginia to address daunting public health challenges and to design innovative strategies to promote and deliver the public's health. To accomplish this overarching goal, we seek support from individuals, foundations, and other organizations committed to life-saving public health initiatives that will improve social mobility and quality of life for all.


Health equity is the foundation of our College and we strive to eliminate zip code at birth as the #1 predictor of life expectancy. We seek to make health visible for all.

Why Public Health and Why George Mason University?
Virginia has some of the most prosperous counties in the country and is home to world-class public schools, public health leaders, universities, and health care systems. Despite these advantages, Virginia ranks 22nd in the U.S. for life expectancy, 26th for age-adjusted death rates, and 27th for age-adjusted years living with disabilities. Currently, Virginia is 1 of only 15 states **without** an accredited college/school of public health (see figure).

Accredited Schools & College of Public Health in the U.S.
The 15 states in grey, including Virginia, do not have a school/college of public health. (Source: Council on Education for Public Health)
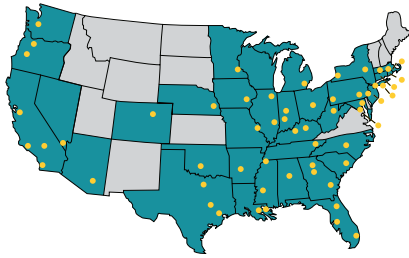
As Mason's College of Health and Human Services advances to the final phase of becoming Virginia's first accredited college of public health, we are committed to improving public health in our state, across the nation, and globe. The College is a critical pipeline for the future public health workforce and a rapidly growing research and innovation hub that attracts federal, state, and local research funding. Currently, Virginia residents seeking a comprehensive public health education must leave the state to pursue such training, resulting in higher out-of-state tuition. Furthermore, many graduates will not return home to Virginia for employment after graduation, leaving employers to compete with other states for a qualified workforce. The missed opportunities and unmet needs associated with not having a college of public health in Virginia are many, and motivate us to build one.

Public Health Investment Translates to Health and Economic Prosperity
In addition to improving health for all Virginians, public health is a formidable economic driver. It fosters social mobility through education and a prepared health workforce. Innovative public health interventions typically produce high returns on investments, by promoting health rather than treating disease. With double-digit labor projections reported by the U.S. Bureau of Labor Statistics for most of our degree programs, Mason is committed to building a public health workforce that is career-ready across employment sectors.

Prepare and Retain the Health Care Workforce in Virginia
All states surrounding Virginia have at least one college/school of public health. Virginia residents seeking a comprehensive public health education should be able to pursue their educational goals and seek employment without leaving the Commonwealth. Mason is Virginia's largest and most diverse public university with over 39,000 students. As a research-intensive (R1) nationally recognized university, Mason has the degree programs and research needed to complete its transition to a college of public health. We have recruited the first two cohorts of doctoral students in public health who are supported by strong faculty. Also we offer additional health degree programs in health administration, policy, informatics, nursing, nutrition, and social work to complement those in public health, and our inter-professional academic programs prepare students for careers across employment sectors with a strong grounding in public health. Our students engage with 450+ community partners to further develop and contribute to local public health initiatives to ensure they are career-ready.

Our College, located in the Peterson Family Health Sciences Hall on the Fairfax campus, utilizes state-of-the-art technology to support experiential learning for our diverse 3,200-student body. The adjacent Population Health Center provides students with the ability to work side-by-side with faculty in providing behavioral and clinical care, seeking discoveries through research of consequence, and serving as a trusted source of information for our community. Our strong academics, coupled with the lowest tuition structure for public doctoral institutions in Virginia and nationally, position students for high returns on investment as they begin their careers.

The diversity of our students reflects the many communities we serve.

Make Health Visible for All

The forthcoming College of Public Health at Mason has health equity as its foundation and strives to eliminate zip code at birth as the #1 predictor of life expectancy. We seek to make health visible for all by working with partners to:

- Recruit and graduate a diverse workforce.
- Deliver innovative academics that address health and social equity.
- Ensure career-ready graduates with strong analytic, communication and leadership skills.
- Design and implement innovative research with discoveries aimed at improving health equity.
- Create a Center for Health Equity to drive academics, collaboration, practice, and research.

The College's curricula include virtual and augmented reality and simulations to enhance learning.

Please join our efforts to strengthen public health in Virginia and create a future in which all can live longer, healthier lives today, tomorrow, and for generations to come.

Ways to Support the College of Public Health

It is time to invest in a College of Public Health at George Mason University – one built from the existing College of Health and Human Services. Establishing a college of public health today will help build a strong public health infrastructure that will improve lives, strengthen the economy, and graduate a skilled workforce. With a state-of-the-art facility in place, your financial support is needed for priorities that will position the college as a leader and convener of public health, across the state and nationally.

In considering an investment in Mason's College of Public Health, you may wish to make a one-time gift or a multiple-year pledge. You may also provide support as an individual, organization, foundation, or business. Collective giving among like-minded family, friends, and colleagues who pool financial resources is another avenue for ensuring the greatest impact. Transformative gifts may honor a loved one or esteemed person in your life by preserving their legacy through a naming opportunity. There are multiple opportunities to give and ways to support this important transition.

Here are our philanthropic priorities to inspire ideas and make your impact:

- **Endowed Chair and Professorships** to recruit esteemed faculty, researchers, and practitioners that will inspire academics, research, and practice in advancing public health.
- **Research** to support discovery and the design of interventions to improve health for all people.
- **Center for Health Equity** where innovative research, academics, and community partnerships deliver health from research to practice to implementation.
- **Virtual Reality and Simulation Lab** for innovative interdisciplinary learning and retention of knowledge.
- **Student Scholarships and Fellowships** established in perpetuity to improve student access to higher education, including support for community-based internships, preceptorships, and clinicals.

To further position our new College of Public Health for sustained impact in Virginia and beyond, premier naming and legacy opportunities exist for a donor(s) who shares our commitment to the importance of public health education, research, and health equity. We look forward to discussing these philanthropic priorities, and we welcome the opportunity to discuss additional ways you may wish to have a lasting impact and help us carry out our mission.

To discuss community and partner engagement and philanthropy opportunities please contact:

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Delivering Public Health

College *of* Health and Human Services
George Mason University

February 24, 2022

Public Health – invisible when working well

Public health is what we do **together as a society** to ensure the conditions in which everyone can be healthy

- Public Health 3.0: A Call to Action for Public Health to Meet the Challenges of the 21st Century (NAM, 2017)

Why Virginia Needs an Accredited College of Public Health

- Discover, deliver & promote health for all (health equity is public health)
  - Ranks 22nd in life expectancy
  - Ranks 26th in age-standardized death rates
  - Ranks 22nd in # years of life lost to premature mortality
  - Ranks 27th for age-standardized years live with disability

- Build a contemporary infrastructure & workforce
  - Virginia residents will have instate option (tuition); minimize brain drain
  - Employers can recruit from within Virginia
  - Timely adoption of evidence-based health campaigns, practices & policies

- Research and development opportunities
  - Public health initiatives have high ROIs
  - Ability to compete for restricted public health grant funding – discoveries to implementation

… health is an economic driver … health is wealth

Comparison of Federal Funding for Virginia & Maryland, FY2019

Funding Agency	Virginia ($ in thousands)	Virginia Rank	Maryland ($ in thousands)	Maryland Rank
National Institutes of Health	509,308	18	1,903,410	4
Centers for Disease Control and Prevention	3,587	22	21,137	2
Agency for Healthcare Research and Quality	1,557	25	7,738	9
Total	638,278	18	2,276,701	5

NOTE: Populations of VA and MD are 8,535,519 and 6,042,718, respectively.

U.S. Accredited Schools & Colleges of Public Health
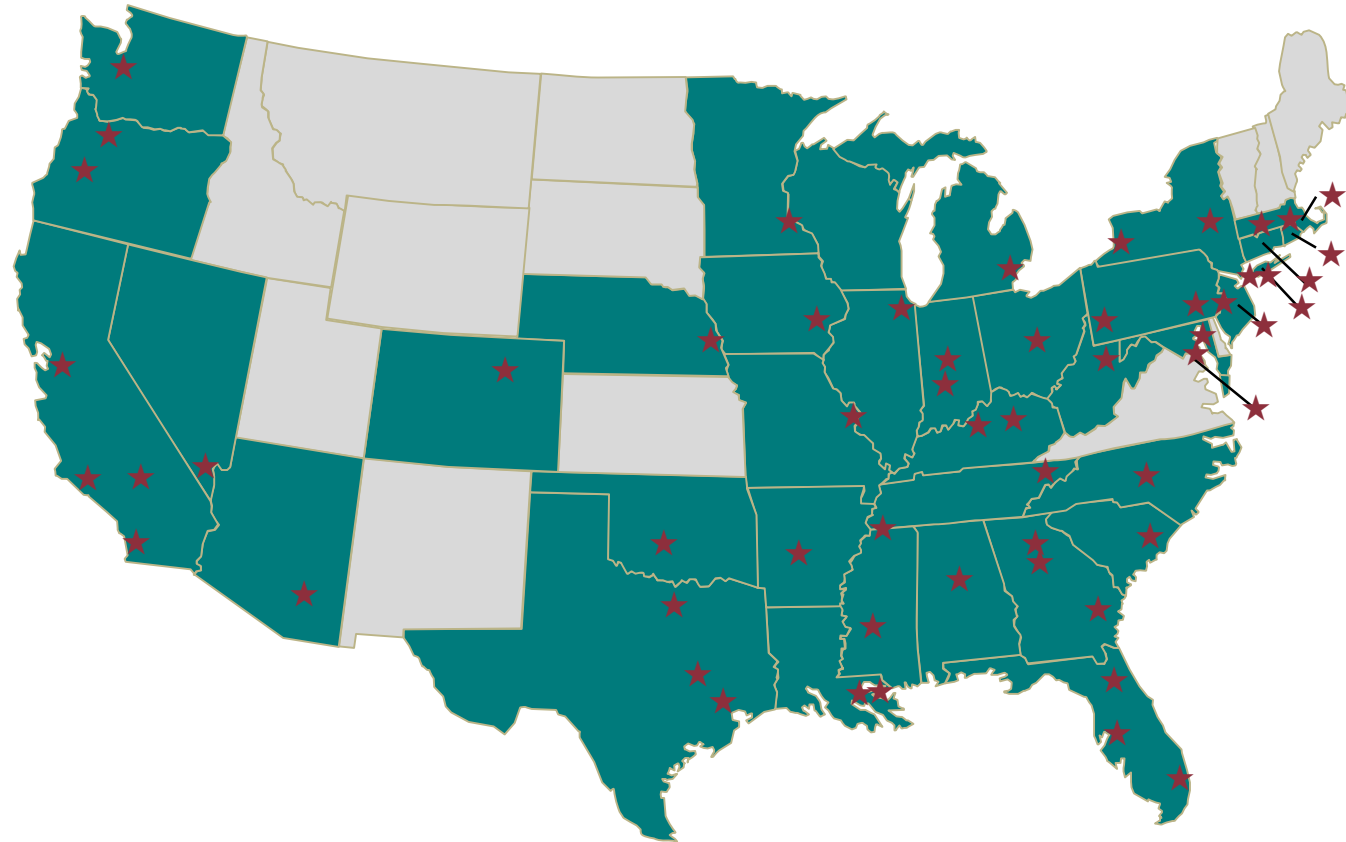
15 states including AK & HI without schools/colleges of public health

CEPH
Council *on* Education *for* Public Health

Regional Accredited Schools & Colleges of Public Health

Evolution of Public Health 3.0

Public Health 1.0
- Tremendous growth of knowledge and tools for both medicine and public health
- Uneven access to care and public health

Public Health 2.0
- Systematic development of public health governmental agency capacity across the United States
- Focus limited to traditional public health agency programs

Public Health 3.0
- Engage multiple sectors and community partners to generate collective impact
- Improve social determinants of health

Influenza pandemic

AIDS pandemic

COVID-19 pandemic

Late 1800s

1988 IOM *The Future of Public Health* report

Recession

Affordable Care Act

2012 IOM *For the Public's Health* reports

Notable erosion of funding & investment across Nation

Public Health 1.0 (late 19th to mid-20th century)	Public Health 2.0 (1988 IOM – 2016)	Public Health 3.0 (2016 USDHS)
Public health as **essential government function** with federal, state, local & tribal public health agencies	Expansion of public health services to meet safety net & **chronic disease** clinical care	Further expansion of public health practice to **nonmedical & social determinants** of health
Focus on sanitation, safety & control infectious agents	Chronic disease prevention & management	Cross-sector collaborations and systems level actions – communities leading change
Recognizing importance of prevention & treatment	Recognizing importance of prevention & treatment	Recognizing & alleviating upstream causes & interventions
Managing & controlling **influenza pandemic**	Managing & controlling **AIDS pandemic**	Managing & controlling **COVID-19 pandemic**
Prevention initiatives (antibiotics, vaccine, Rx)	Greater screening, Dx, Rx	?

Mason - Meeting the National Call for Public Health 3.0

National call*

- Strong leadership & workforce
- Strategic partnerships
- Flexible & sustainable funding
- Timely & relevant data, metrics & analytics
- Foundational infrastructure

Mason's response

- Academics & career ready graduates
- Forging partnerships to transforming PH
- Advocacy for & innovative solutions
- Designing data platforms & collection tools (mHEALTH), health informatics
- Connecting people with tools & communities

*DeSalvo et al., Public Health 3.0:   Call to Action for Public Health to Meet the Challenges off the 21st Century, 2017

Virginia's Transformation Strategy, 2022

The four transformation strategies with corresponding initiatives and projects*

Obtain Sustainable Funding Sources & Embed Equity Across all Strategies

1. Develop Shared & Holistic Foundation of Knowledge

1.1 Digitalize Public Health Services & Operations
- 1.1.1 Develop Digital Design Requirements
- 1.1.2 Design Technology Use Cases
- 1.1.3 Implement & Deploy Resident Solutions
- 1.1.4 Implement & Deploy Employee Solutions

1.2 Implement a Public Health Data Exchange Platform
- 1.2.1 Define the Minimum Public Health Dataset
- 1.2.2 Assess & Develop Data Governance Model
- 1.2.3 Lead Adoption of Data Definitions & Standards
- 1.2.4 Define Data Augmentation & Data Access Protocols
- 1.2.5 Develop & Deploy Public Health Data Platform
- 1.2.6 Refine Advanced Public Health Analytics Capabilities

2. Expand Community Reach by Investing in Diversified Talent

2.1 Develop Sustainable Public Health Workforce Pathways
- 2.1.1 Expand K-12 Public Health Education & Health Services
- 2.1.2 Advance Higher Education Public Health Pathways
- 2.1.3 Develop Schools & Colleges of Public Health

2.2 Cultivate a Supportive Work Environment
- 2.2.1 Boost Support for COVID-19 Response
- 2.2.2 Build Safety & Wellness Infrastructure
- 2.2.3 Expedite Talent Acquisition & Deployment
- 2.2.4 Optimize VDH Career Paths

2.3 Build Capabilities for the Future
- 2.3.1 Enable Workforce Resilience & Adaptability
- 2.3.2 Design & Deliver Programming to Build Cross-Cutting Competencies
- 2.3.3 Establish a Statewide Public Health Research & Innovation Center

3. Address Systemic Challenges through a Unified Approach

3.1 Develop an Ecosystem-Wide Collaboration Model & Change Management Structure
- 3.1.1 Stand up Transformation Unit & Coordinate Ecosystem Change Management
- 3.1.2 Develop Standards & Models for Collaboration
- 3.1.3 Formalize Transformation Steering Committee
- 3.1.4 Establish Memorandums of Understanding

3.2 Launch Virginia Public Health Transformation Programs
- 3.2.1 Develop Public-Private Partnerships
- 3.2.2 Bolster Inter-Governmental Partnerships to Drive Health
- 3.2.3 Proactively Prepare for the Health Impacts of Climate Change

3.3 Invest in Social Determinants of Health
- 3.3.1 Evaluate Social Programs to Promote Health
- 3.3.2 Bolster Social Services Funding

4. Build Trust with Communities through Tailored Messaging

4.1 Enhance the Brand of Public Health
- 4.1.1 Embed & Utilize Listening Mechanisms
- 4.1.2 Conduct a Resident Study
- 4.1.3 Establish Personalized Outreach Solutions
- 4.1.4 Expand Breadth of Messaging Channels

4.2 Reinvigorate Methods of Community Engagement
- 4.2.1 Continue Coordination of Community Outreach Teams
- 4.2.2 Connect Community Health Intervention to Transformation Capabilities

NoVA Public Health Strategic Priorities*

Priorities	%
Public health workforce (recruitment, retention, diversity, professional development)	86
Health equity	71
Data platforms, analytics & technology	43
Novel innovations for access to & delivery of health care services	29
Funding sustainability	29
Communication, public engagement, facilitating public trust	29
Systems thinking & approaches	14
Modernizing laws, polices, practices to support public health practice	--

*NoVA Health Directors' survey responses. Workshop planned for March 10, 2022 at Mason.

Update on the Status of becoming a College *of* Public Health

Vision: To improve the public's health & well-being across the lifespan.

College of Health & Human Services

Global & Community Health — Health Administration & Policy — Nutrition & Food Studies — Nursing — Rehabilitation Sciences — Social Work

BS, MPH, MS & Ph.D. in Public Health

Ph.D. Health Services Research
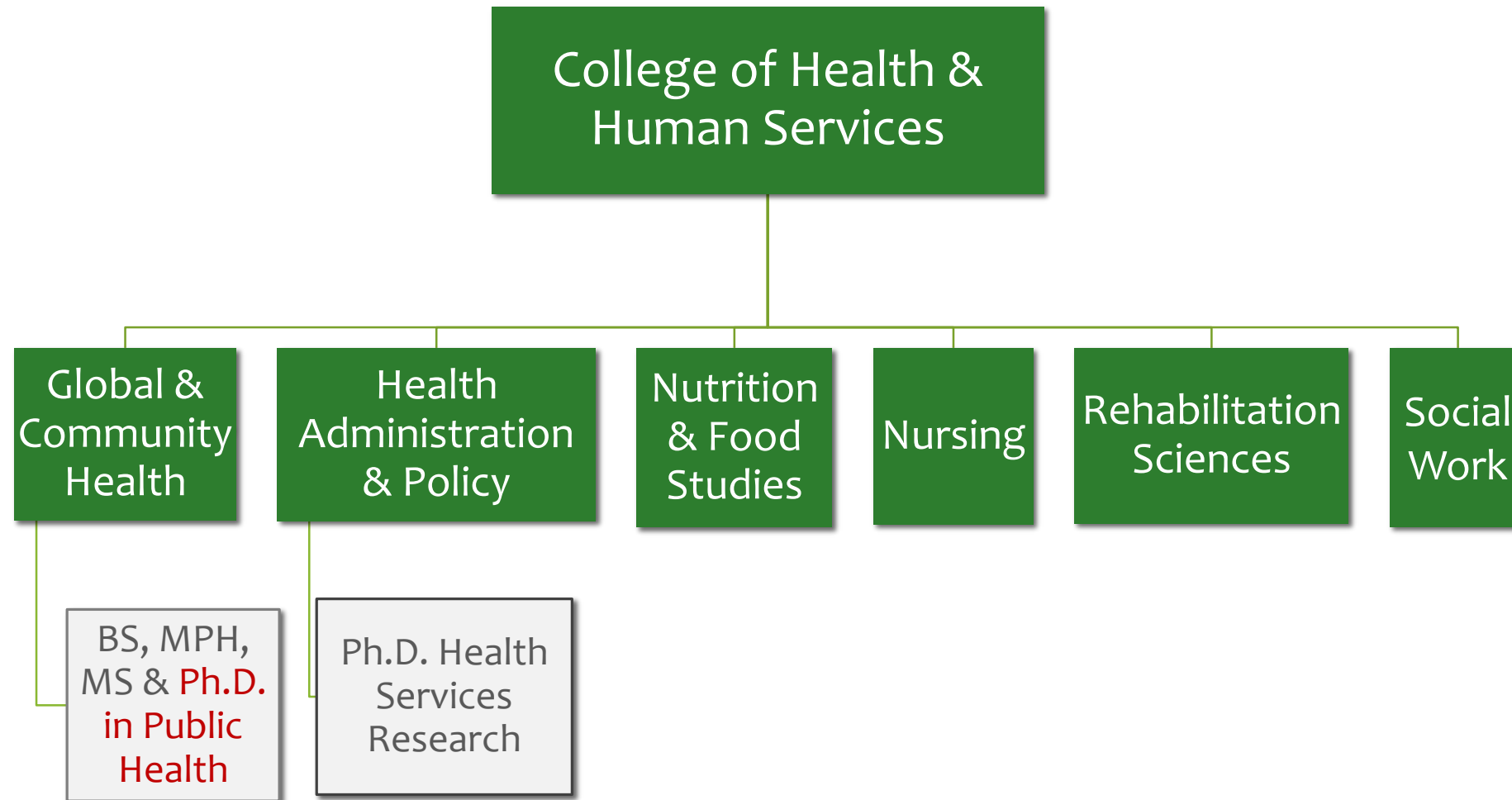
PhD in public health newly built and SCHEV approved 8-24-20. First doctoral cohort enrolled in January 2021 now in 2nd year.
Only VA institution with accredited BS, MPH/MS & PhD public health degrees.

College of Public Health - remaining milestones

College *of* Public Health – possible timeline

Final Steps in Becoming a College of Public Health

- Submit revised PhD degree program to Council on Education for Public Health (CEPH) for accreditation & approval by March 1, 2022
- Submit Initial Application Submission to CEPH by April 1, 2022
- BOV request to approve college of public health name change at May 5, 2022 meeting conditional on CEPH approval (decision expected by 6-30-22)
- Submit formal name change request to SCHEV by July 1, 2022
- Expect SCHEV approval between August 15, 2022 and September 12, 2022

Public Health Philanthropy Case Statement

2021 Annual Report

Essential Public Health Services

1. **Assess** health status, determinants and needs

2. **Investigate**, diagnose & address health problems & hazards

3. **Communicat**e & educate people in achieving health

4. **Build** & strengthen community partnerships to improve health

5. Public & clinical **policie**s to protect health

6. Utilize legal & **regulatory actions** to improve & protect public health

7. Equitable **access** to individual health services

8. Ensure diverse & skilled **workforce**

9. Improve & innovate public health functions through **evaluation, research** & improvement

10. Build & maintain strong public health organizational **infrastructure**

PHNCI 2020
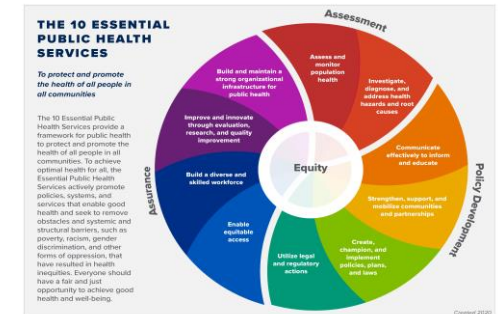
How Business Benefits from Public Health

- Increased consumer & employee loyalty

- Attraction & retention of top workforce talent

- Healthier workforce poll from which to select new hires; preparation of the future workforce

- Enhanced employee morale, job satisfaction, productivity, and engagement

- Potential reductions in direct (health care) & indirect (absenteeism, disability, presenteeism) costs

- Enhanced corporate image & improved community relations

- Data-driven evidence to inform business strategy

College of Health & Human Services

- Health Administration & Policy
- Nursing
- Nutrition & Food Studies
- Rehabilitation Science
- Social Work
- Global & Community Health
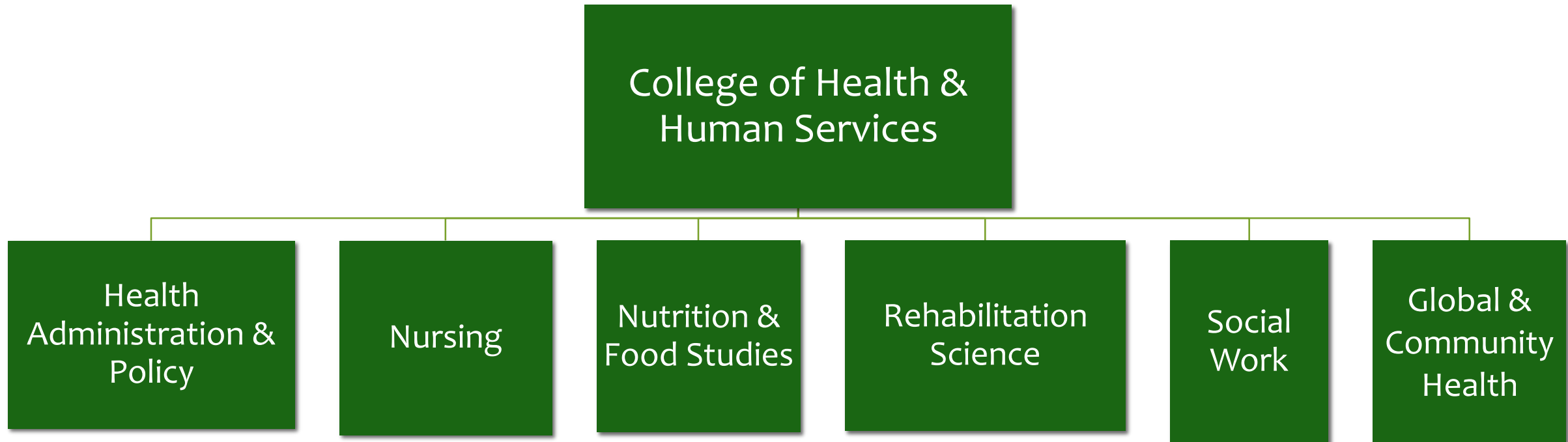
Mission: to promote the health of populations while eliminating disparities.

Vision: to improve the public's health & well-being across the lifespan.

- 5 undergraduate, 12 graduate & 11 certificate programs
- 5 nationally ranked degree programs: MHA (#33), MSN (#37), DNP (#51), MPH (#60), MSW (#96)

CHHS Development, Mason Foundation: Supporting Academic Programs and Student Career Development

Dr. PJ Maddox

February 24, 2022

Dir. CHHS Development, Working w/ Mason Foundation

- Cultivated communications with Leslie Pembrook, Founder and President of The Medical Team, Inc. to establish a fund to support student career development and student experience BS in Health Administration, BS in Health Informatics and Masters in Health Administration program

- Obtained funding for the Department of Health Administration and Policy to support:
  - Participation of MHA student in national case competitions annually
  - Expanded field practicum experiences for graduate and undergraduate health administration and health informatics programs
  - Enhanced student preparation for post graduation employment

The Medical Team, Inc. Grant and Engagement with HAP

- The Medical Team, Inc. seed grant of $20,000
- Medical Team supports 2-3 field practicum opportunities every semester for students from BS degrees in Health Administration and Health Informatics and the MHA in Health Systems Management
  - To date, more than 20 students have completed practica at Medical Team, Inc.
  - Medical Team leaders have participated in the department's preparation of MHA student case competition teams and have been included in Mason MHA Team post competition presentations reflecting on the experience and to present their team's competition solution.
  - To date, 4 teams have participated in the UAB National Case Competition

Mason's MHA Case Competition Teams

- Increased MHA program visibility nationally
- Have the youngest MHA program in the US in the top 50 (ranked 33)
- All Mason MHA teams made it to at least the semi-final round of competition among ~80 teams
    - One team placed 3rd in national competition
    - One team placed 4th , also winning the Best Team Presentation Overall (for presentation effectiveness, style and creativity)
    - Two teams were semi-finalists
- Medical Team, Inc. grant has seeded other (additional) contributions to support student enrichment and career development (ongoing).

Direct Comments or Questions to:

Dr. P.J. Maddox

Professor and Chair, Department of Health Administration & Policy, CHHS

pmaddox@gmu.edu

GEORGE MASON UNIVERSITY
BOARD OF VISITORS
Academic Programs, Diversity, and University Community Committee Meeting
Thursday, February 24, 2022
AGENDA

I. **Call to Order**

II. **Approval of Academic Programs, Diversity and University Community Committee Minutes from December 2, 2021 (Action Item)**

III. **New Business**

    A. Provost's Update (M. Ginsberg)

    B. College Spotlight: College of Humanities and Social Sciences (A. Ardis)

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

        1. New Program

            a. PhD Mechatronics, Robotics, and Automation Engineering

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

        1. Conferral of Emeritus/Emerita Status

    E. Announcements

        1. Appointment of Faculty

        2. Appointment of Administrative and Professional Faculty

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

        4. Renewals and Reappointments

        5. Separations

        6. Other Announcements

        7. Summary of Faculty Actions and Announcements

    F. Reports

        1. Faculty Diversity, Fall 2021

        2. Faculty Retention, Fall 2000 to Fall 2021

        3. Undergraduate Student Retention and Graduation Report

IV. **Adjournment**

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

MINUTES
Thursday, December 2, 2021
12:15– 1:05 PM

PRESENT: Chair: Simmi Bhuller Vice Chair: Carolyn Moss; Visitors:, Anjan Chimaladinne, Wendy Martinez, Nancy Prowitt, Paul Reagan and Bob Witeck; Faculty Senate Chair: Melissa Brockelman-Post; Staff Senate Chair, Erin Iacangelo Rogers; Faculty Representatives: Christy Pichichero, Ali Weinstein; Staff Representatives: Provost Mark Ginsberg, Rose Pascarell and Sharnnia Artis; Student Representative: Natalia Kanos

ABSENT: Visitor: Horace Blackman, Juan Carlos Iturregui; Student Representative: Steven Zhou

I.   **The meeting was called to order by Chair Simmi Bhuller at 12:17 PM.**

II. **Approval of Minutes (Action Item)**
     It was **MOVED** by Visitor Bhuller and **SECONDED** by Visitor Moss that the minutes from the September 30, 2021, meeting be approved. **MOTION CARRIED UNANIMOUSLY**.

III. **New Business**
   A. **Provost's Update**
      Mark R. Ginsberg – Provost and Executive Vice President
      Provost Ginsberg provided an overview of the Fall semester, including COVID testing guidance for Thanksgiving and Winter Break, as well as Winter Graduation options for students. He provided a preview of the Spring Semester including course modalities, student registrations, a study abroad update, and Leadership transitions in the Schools and Colleges.

   B. **College Spotlight: Schar School of Policy and Government**
      Mark Rozell – Dean, Schar School of Policy and Government
      Mark Rozell, Dean of the Schar School of Policy and Government, provided an overview of the work being done at the School including three Undergraduate Learning Communities, recently-awarded grants and highlighted faculty who have been cited by the press, appeared in the media and are distinguished pubic servants**.**

   C. **Tech Talent Investment Program**
      Kenneth Ball – Dean, College of Engineering and Computing
      Liza Durant – Associate Provost, Strategic Initiatives and Community Engagement
      Ken Ball, Dean of the College of Engineering and Computing and Liza Durant, Associate Provost of Strategic Initiatives and Community Engagement provided an update on the Tech Talent Investment Program (TTIP) including its vision and a report on current programs, enrollment, recruitment of faculty and student retention.

D. Program Actions

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

1. New Degree Program
   a. Master of Computing
2. Degree Program Name Change
   a. "BS Community Health" to "BS Public Health"

E. Faculty Actions

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

1. Elections of New Tenured Faculty

F. Faculty Announcements

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

IV. Adjournment

Chairperson Bhuller adjourned the meeting at 12:54 PM.

Respectfully submitted,

Sarah Parnell
Secretary Pro Tem

Agenda

I. Call to Order
II. Approval of Minutes (Action Item)
III. Information Updates and New Business
   A. Provost's Update
   B. College Spotlight: College of Humanities and Social Sciences
   C. Program Actions (Action Item)
   D. Faculty Actions (Action Item)
   E. Announcements
   F. Reports
IV. Adjournment

Approval of Minutes
(Action Item)

December 2, 2021

Provost's Update

Mark R. Ginsberg, Ph.D.
Provost, Executive Vice President
And Professor

Winter Graduation
3,010 Degrees: UG = 1,858 & Grad = 1,152

COVID Update

Strongly encourage employees and students to receive **COVID-19** vaccinations and boosters and share their vaccination status with **Mason.**

Strongly encourage unvaccinated or high-contact role employees to be tested.

Students who live in residence halls, participate athletic programs, and the unvaccinated are required to be tested.

Continue **COVID** surveillance testing screening protocols and indoor mask requirements. Encourage the wearing of **N95** and **KN95** masks.
- Mask requirements will be reviewed in early **March.**

Mason now offers free drive-through diagnostic testing for employees showing symptoms at Peterson Hall.

Provost's Newsletter

Office of the Provost

Provost's Newsletter: REVAMPED

Today the Provost's Office launched its revamped newsletter, making it easier for readers to locate information and stay involved with what's happening on campus.

Message from the Provost
Happy New Year and welcome back to campus as we begin the Spring 2022 semester! I am enthusiastic and energized as we begin the spring semester, and hope you are as well.

University News
Mason Provides N95 Masks For Spring Semester

In Memoriam
Mason Mourns the Passing of Prof. Thomas Lovejoy

Spotlight
Angela Detlev Retires

Faculty Affairs
Mason Among Recipients of SCHEV's 2022 Outstanding Faculty; Spring 2022 Syllabus Guidance; and Mason Begins Afghan Visiting Scholar Program

Graduate Education
Graduate Education Launches New Website; and Faculty Fellow Needed

Undergraduate Education
Virtual Town Hall to Focus on Enhancing Mason Core

University Life
Help Available to Ensure Websites Are Accessible to Those with Disabilities

Libraries
George Oberle Receives National Public Service Honor

Find past newsletters in the archive located at
https://provost.gmu.edu/news/provosts-newsletter

- **GOAL:** Be the source for information about university initiatives, projects, news, events, etc. (AKA: THE place to find important information)

- Issued Wednesdays to 9,300+ faculty and staff

- Easy-to-locate information and help readers stay informed with what's happening on campus

- Increases faculty/staff recognition by sharing their achievements

- Improves communication between the Provost's Office and the Mason community by increasing transparency

- *To be added to the distribution list, email* **pshephe@gmu.edu**

Graduate Division

MISSION: To elevate Mason graduate education by increasing the impact of graduate students and programs, by fostering a collaborative culture of academic excellence, and by contributing to the research productivity and the workforce development appropriate to an R1 institution

- Support the mission and strategic goals of the graduate academic units and the institution in a more effective manner
- Design a more efficient, well-resourced, and sustainable structure to facilitate and augment the work of the graduate academic units
- Create a supportive graduate environment where all graduate students can succeed and thrive at Mason and throughout their career

Graduate Division:
Elevating Mason as an R1Institution

An enhanced and more robust administration of graduate education is essential to the success of any R1 institution.

- Mason's new graduate division will:
  - Raise the profile of graduate programs and increase visibility to prospective students, the community, employers, and funders
  - Support student success, retention, and well-being across all graduate programs
  - Foster collaborations among individual graduate programs and disciplines and facilitate inter- and trans-disciplinary work
  - Provide consistency of academic standards and procedures across all graduate programs
  - Create economies of scale through the administration and delivery of graduate degree programs, especially as related to support services, systems, and technology

Mason Virginia Promise

Building Partnership Pathways for Student Success

The Mason Virginia Promise is a guaranteed pathway to a bachelor's degree or help starting a business for every Virginian who wants one.

- Extends the university's ADVANCE Partnership with Northern Virginia Community College (NOVA) to other community colleges around Virginia – called the **Mason Academies**. Students who earn their associate's degree and meet the milestones are guaranteed admission to Mason to pursue a bachelor's degree.

- Provides the opportunity for Virginia residents who seek to acquire the prerequisite knowledge and skills to start and succeed in a business can access assistance from one of 27 **Small Business Development Centers** around the state, all run by Mason.

The Mason Academy Value Proposition

Personalized contact and targeted support to help navigate the full college experience and complete a bachelor's degree in a timely manner

Specialized, aligned curricula to ensure credit transfer to Mason, across modalities

Students take advantage of lower cost courses at community college and avoid excess credits in the transfer process

A smooth administrative process in moving from the community college to Mason

Success Coaching/ Advising

Defined Pathways to BA Degree

Significant Cost Savings & new need-based grants

Streamlined Admissions & Financial Aid

Building the Mason Academies

Identify Community College Partnerships

Germanna is first in line. Outreach to other schools in progress.

Refine Academic Pathways

Well functioning ADVANCE pathways that align with specific community colleges and can be delivered virtually.

Create Student Support Model

Preliminary identification of coaching/advising resources for each college partnership

Launch Marketing & Recruitment Plans

Early launch plans for Fall 2022, with students to begin enrolling by Spring 2023.

Nursing School Simulation & Virtual Reality Lab

Law School Growth

Credit Hour/Student Growth

	Spring 2021	Spring 2022
Credit Hours	7,059	9,354
Enrolled Students	595	765

Results of Flex JD Program Initiative

Number of part-time students increased from 15 to 42 or 180%

Growth in Non-Traditional Programs

Program	Spring 2021	Spring 2022
Juris Masters	29	39
Residential LLMs	29	50
Online LLMs	79	99
Total	137	188 (37% growth)

15

We Thrive Together
(Advanced Organizer)

Important Issues/Topics on the Near-Term Horizon

- Accreditation – SASCOC Site Visit in April 2022
- Dean Searches Underway – Finalist Candidates Identified
- Continuing and Professional Education
- Proposed Revisions/Refreshing of the Mason CORE Program
- Mason International Collaborative and International Engagement
- Continued Consideration of Medical Education @ Mason
- Multi and Inter-Disciplinary Faculty Initiatives
- Enhanced Support for Teaching and Virtual Instruction Modalities
- Maximizing the Student Experience

Online Rankings

PROGRAM	OVERALL	AMONG PUBLICS
MBA (business analytics)	17	11
MBA (general management)	19	11
Education for Veterans	13 Best in the DMV	13
Education (educational administration and supervision)	20	19
Special education	7	7
Engineering (industrial)	19	15

Faculty Honors

Leah Adams

SCHEV Outstanding Faculty

David Weisburd

2022 Israeli Rothschild Prize in Social Sciences

Amarda Shehu

SCHEV Outstanding Faculty & College of Fellows, American Institute for Medical and Biological Engineering

In Memoriam

Thomas Lovejoy

Anna Wyczalkowski

Gerald Hanweck

Enrollment & Admissions

Preliminary Data for the Spring and Fall 2022 Semesters

National Student Clearinghouse: Fall 2021 Comparison

Table 1. Estimated National Enrollment by Institutional Sector

Sector	Fall 2019		Fall 2020		Fall 2021	
	Enrollment	% Change from Previous Year	Enrollment	% Change from Previous Year	Enrollment	% Change from Previous Year
Total Enrollment (All Sectors)	18,239,874	-1.3%	17,778,484	-2.5%	17,302,364	-2.7%
Public 4-year	7,989,984	-1.2%	8,004,360	0.2%	7,767,617	-3.0%
GMU	38,834	2.0%	39,028	0.5%	39,120	0.2%
Private nonprofit 4-year	3,842,930	-0.6%	3,839,485	-0.1%	3,776,285	-1.6%
Private for-profit 4-year	749,885	-2.1%	789,888	5.3%	716,472	-9.3%
Public 2-year	5,368,470	-1.4%	4,824,204	-10.1%	4,662,364	-3.4%
Unduplicated Student Headcount (All Sectors)	17,965,287	-1.3%	17,491,813	-2.6%	17,054,375	-2.5%

Higher Education lost almost one million students since the start of the pandemic

Mason has added 286

Spring 2022 Beginning of Term (BoT): Overall Registration Numbers

Overall	Headcount			FTE			Credit Hours		
	2020	**2021**	**2022**	**2020**	**2021**	**2022**	**2020**	**2021**	**2022**
Total	36,818	37,345	37,306	28,147.7	28,173.6	28,094.9	406,155	405,679.5	404,406.5
VA	29,398	30,021	29,409	22,367.8	22,667.3	22,142.2	325,108	328,799.5	321,835
OOS	7,420	7,324	7,897	5,779.8	5,506.3	5,952.7	81,047	76,880	82,571.5

Functionally flat but ahead of Spring 2020

Continued decline of overall credit hours

Large gains in non-resident enrollment

Non-Resident credit hours now 20.4% of total
Last Spring, 18.9%

INTERNATIONAL STUDENT REBOUND			
	Spring 2020	**Spring 2021**	**Spring 2022**
UG	1,645	1,429	1,374
Grad*	1,499	1,390	1,743
Total	3,144	2,819	3,117

Spring 2022 Beginning of Term (BoT): Undergraduate and Graduate

Undergraduate	Headcount			FTE			Credit Hours		
	2020	2021	2022	2020	2021	2022	2020	2021	2022
Total	25,976	25,968	25,889	22,327.6	22,057	21,802.1	334,914	330,854.5	327,031.5
VA	22,165	22,435	22,284	18,724.4	18,751.1	18,478	280,865.5	281,267	277,170
OOS	3,811	3,533	3,605	3,603.2	3,305.8	3,324.1	54,048.5	49,587.5	49,861.5

Undergraduates taking fewer credits

Significant gain in **graduate** non-resident students

And return to pre-pandemic levels for Virginia

Graduate	Headcount			FTE			Credit Hours		
	2020	2021	2022	2020	2021	2022	2020	2021	2022
Total	10,256	10,781	10,656	5,353.2	5,641.3	5,671.9	64,239	67,696	68,063
VA	7,003	7,352	6,840	3,469.9	3,736.5	3,432.5	41,638.5	44,838.5	41,190
OOS	3,253	3,429	3,816	1,883.4	1,904.8	2,239.4	22,600.5	22,857.5	26,873

Fall 2022: Freshmen

Freshmen	Applications				Admits			
	Fall 2019	**Fall 2020**	**Fall 2021**	**Fall 2022**	**Fall 2019**	**Fall 2020**	**Fall 2021**	**Fall 2022**
VA	12,997	13,378	13,094	13,619	8,629	7,884	8,529	8,574
OOS	7,934	8,705	8,447	7,528	5,585	6,075	5,453	5,110
Total	20,931	22,083	21,541	21,147	14,214	13,959	13,982	13,684

Virginia is at an all-time high

Non-Resident Application volume down 10.9%

Lots of late application activity means less time for yield

College Spotlight

College of Humanities and Social Sciences

Ann Ardis. Ph.D.
Dean

Melissa A. Broeckelman-Post. Ph.D.
Associate Professor

Program Actions
(Action Item)

Motion: To approve the following proposed program actions as outlined in the meeting materials.

- New Degree Program
  - PhD Mechatronics, Robotics, and Automation Engineering

Faculty Actions
(Action Item)

Motion: To approve, the proposed faculty actions as outlined in the meeting materials.

- Conferral of Emeritus/Emerita Status

Information Items

Announcements

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

Information Items

Reports

- Faculty Diversity, Fall 2021
- Faculty Retention, Fall 2000 to Fall 2021
- Undergraduate Student Retention and Graduation Report

Adjournment

College of Humanities and Social Sciences
Expanding Horizons

50
1972-2022

Teach, Connect, Transform

CHSS is at the very center of the university's mission to serve as a hub of intellectual dynamism and disciplinary diversity, a locus of local and global civic engagement, and an access point to excellence for individuals of all backgrounds. Through the university's general education curriculum, known as the Mason Core, CHSS is proud to be part of every undergraduate student's experience.

Our faculty's teaching and research tackle the significant problems identified in President Washington's Grand Challenges/Grander Vision: our healthy planet, healthy people, healthy economy, and healthy society. The skills in oral, written, and cross-cultural communication, critical analysis, and ethical thinking that students develop through education and research training in the humanities and social sciences are of high value throughout the lifetime of career/re-careering opportunities for Mason graduates as they pursue meaningful human work and civic engagement in an age of smart machines.

CHSS Degree Offerings, Rankings, and Curricular Innovations

The college conferred **1,805 bachelor's degrees** and **494 graduate degrees** in academic year 2020-21.*

CHSS offered 9 doctoral degrees, 18 master's degrees, 13 graduate certificates, 19 undergraduate majors, and 69 minors to more than 7,500 enrolled students in fall 2021. Many of our doctoral programs were ranked in the top 100 by *U.S. News and World Report* in 2022 in every surveyed area of humanities and social sciences.

- The criminology, law, and society graduate program is ranked #10 in the nation and #1 in Virginia
- Five additional graduate programs are ranked in the top 100 in the *U.S. News and World Report* 2022 rankings: economics (#78), English (#99), history (#73), psychology (#90), and sociology (#84)
- The psychology department is ranked #1 for veterans in general psychology
- The communication department is #35 on the PRNews' 2021 Education A-List

*Source: IRR Data pulled October 5, 2021, for Degrees Conferred by College Year 2020-21, All Terms

The new **Lab for Writing and Communication** welcomed its first students in fall 2021, and has already completed over 3,500 virtual and in-person sessions—both for writing consultations and communication-related sessions. Because of innovative programs like this in the college, Mason graduates communicate well, a fact noted by their employers.

> " Our students are good writers, they're good speakers, and that's what makes them good employees. And helps them do so well in the early stages of their careers. So, it's for all of Mason and really, all of Virginia, and anywhere else that our students are going.
>
> —Melissa Broeckelman-Post, basic course director and associate professor, Department of Communication

GEORGE MASON UNIVERSITY | College of Humanities and Social Sciences

chss.gmu.edu

Faculty and Staff Leadership in CHSS

Diversity, Equity, and Inclusion

Members of the CHSS community have played a significant role serving on and leading Mason's Anti-Racism and Inclusive Excellence (ARIE) task force and its committees; 40 CHSS affiliates serve on the task force. The college has taken a comprehensive review of its own practices: creating a college-level inclusive excellence plan; forming an advisory council of CHSS faculty, staff, students, and alumni; implementing inclusive excellence faculty hiring strategies; and creating goals for each department. At the heart of the college's plan is a goal that parallels the university's—to make Mason an exemplar of inclusive excellence where everyone can thrive.

Meet Our New CHSS Faculty

CHSS is delighted to bring a cohort of experienced faculty into the college in fall 2021. These new members of our CHSS community bring a diversity of expertise and research interests, including modern and classical Arabic literature; law enforcement competencies and perceptions of online crime; computer hacking and the role of the internet in facilitating crime and deviance; critical health communication and community-based health intervention; and structures of opportunity and inequity impacting the trajectories of racially minoritized students into and through college.

Anu Aneja is CHSS's new director of the Women and Gender Studies Program and an associate professor. Her research has been in areas of transnational feminist theory and aesthetics, in particular their intersections across South Asia and the west.

Mohammad Salama has joined CHSS as our new chair of the Department of Modern and Classical Languages and a full professor. His research centers on modern and classical Arabic literature, Quranic Studies, comparative literary trends in colonial and post-colonial Europe and the Arab world, as well as French and Egyptian cinema.

Supporting Success Outcomes for *All* of Mason's Students

- Exemplary CHSS 6-year graduation rates for historically underrepresented students
- 211 CHSS faculty were outstanding Mason Core instructors, Spring 2021
- Creating increased access through modality: psychology offering both BA and MPS degrees available entirely online, serving over 100 undergraduates and 180 master's students, exceeding 10-year projected graduate enrollments in year two

Cross-College and Cross-Campus Collaborations

CHSS faculty can be found at every Mason campus and in our research centers and institutes working across disciplines, as well as throughout the Northern VA community, to form, shape, and lead partnerships.

The Arlington Fellows is an undergraduate cohort-based experiential learning program based on immersive coursework and DC-area internships. CHSS, Schar, and the Carter School have built five Fellows programs that significantly increase the presence of undergraduate students at the Arlington campus in the daytime, in anticipation of Institute for Digital InnovAtion buildout.

CHSS is engaged with the College of Engineering and Computing in "CS + X" curriculum development for three interdisciplinary concentrations representing a host of CHSS fields in the Applied Computer Science degree:

- Critical Language and Cultural Analysis
- Mind and Machines
- Media, Technology and Society

CHSS courses and programs are central to the life and growth of the Mason Korea campus. CHSS faculty have co-taught courses connecting students at the Fairfax and Korea campuses, and the Korea campus hosts a graduate student teaching opportunity for a CHSS doctoral student each year.

Psychology: A Case Study of CHSS Cross-University Collaboration and Impact

The Department of Psychology provides an excellent example of the far-reaching impact of our faculty's collaborative work. Our partnerships with the Center for Adaptive Systems of Brain-Body Interactions (CASBBI) and the Center for Advancing Human-Machine Partnership (CAHMP) bring our disciplines into dialogue with other colleges to solve real world problems. CASBBI brings together scientists, engineers, health care professionals, and community stakeholders to research and create translational innovations aimed at challenges related to disability. CAHMP is part of a new and transdisciplinary research field that seeks to optimize reciprocal relationships between humans and assistive computing systems and foster business ideas involving humans, machines, and artificial intelligence (AI).

Psychology faculty represent 25% of the leadership team/core faculty of CASBBI. CHSS professor James Thompson serves as the co-director of CASBBI as well as director of the Mason MRI Facility. Tara Chaplin, Sarah Fischer, and Martin Wiener are also core faculty members. These collaborations have resulted in additional opportunities for doctoral student research, and our psychology department currently has one NIH F31 Fellow (Stefanie Gonçalves), one NSF Graduate Research Fellow (Maggie Webb), and six NSF research training program recipients through CASBBI.

Psychology professors Matthew Peterson and Tyler Shaw are both core faculty members in CAHMP (as are CHSS faculty in the Department of Philosophy and the Higher Education program). Faculty members of CAHMP span six colleges to bring together their expertise in areas like AI, active machine learning, data mining, ethics, big data informatics, cybersecurity, disaster and health informatics, robotics, structural engineering, computational design, and cognitive science.

CHSS cross-college collaborations impact the Commonwealth as well. For the next 12 months, a CHSS faculty researcher funded by the Commonwealth Cyber Initiative's Northern Virginia Node will be exploring the impact of human behavior on cybersecurity systems. Six teams of researchers from four different Mason colleges will work on solutions that positively impact the welfare of Virginians. Gerald Matthews (faculty member in Human Factors/Applied Cognition) will serve as primary investigator with faculty from the College of Engineering and Computing on a project to counter "user fatigue" related to security and password protections. Colleagues Nupoor Ranade, Department of English, and Matt Canham, Department of Psychology, will join multidisciplinary teams on autonomous vehicle research and cryptography, respectively.

CHSS Research Centers

New CHSS Research Centers

Center for Mason Legacies, *in collaboration with University Libraries*

Institute for Immigration Research

Watershed Lit: Center for Literary Engagement and Publishing Practice

   Alan Cheuse International Writers Center
   Fall for the Book
   Northern Virginia Writing Project
   Poetry Daily
   Stillhouse Press

CHSS Research Centers

Ali Vural Ak Center for Global Islamic Studies

Center for Climate Change Communication

Center for Evidence-Based Crime Policy

Center for Social Science Research

Interdisciplinary Center for Economic Science

Institute for Philosophy and Public Policy

Roy Rosenzweig Center for History and New Media

Learn more about CHSS research centers: **to.gmu.edu/research**

chss.gmu.edu

Faculty Leadership

Rising Stars:

Leah Adams, Department of Psychology and the Women and Gender Studies program, recipient of the Rising Star Outstanding Faculty Award from the State Council of Higher Education for Virginia in 2022. She is the third CHSS recipient of this award since 2019.

Andrew Peterson, Department of Philosophy, recipient of the Rising Star Outstanding Faculty Award from the State Council of Higher Education for Virginia in 2021.

Christy Pichichero, Departments of Modern and Classical Languages and History and Art History, and the college's director of faculty diversity, the 2021 recipient of the United Bank Presidential Medal for Faculty Excellence in Diversity and Inclusion.

Charlotte Gill, associate professor in the Department of Criminology, Law and Society and deputy director of the Center for Evidence-Based Crime Policy, won the State Council of Higher Education in Virginia Rising Star Outstanding Faculty Award in 2019, and was a 2017-19 Andrew Carnegie Fellow.

Faculty Awards & Recognition

Edward Maibach, Department of Communication, was named the 7th most influential climate change scientist in the world by Reuters.

David L. Weisburd, Department of Criminology, Law and Society, was awarded the prestigious Israeli Rothschild Prize in social sciences for 2022. This is the first time since the prize was established in 1959 that it has been received by a criminologist.

Reeshad Dalal, Seth Kaplan, Department of Psychology, **Jessica Otis,** Department of History and Art History, and **Allison Redlich,** Department of Criminology, Law and Society, were recipients of 2021 National Science Foundation Awards for their ongoing research.

Cynthia Lum and **David B. Wilson,** Department of Criminiology, Law and Society, were named fellows by the American Society of Criminology. Cynthia Lum, named a University Professor this year, was a 2020 recipient of the State Council of Higher Education Outstanding Faculty Award.

George Mason University received a $1 million grant from The Andrew W. Mellon Foundation to support **The Roy Rosenzweig Center for History and New Media's** work to develop a new business model through change-capital funding.

CHSS's Expanding Horizons

Focusing Effort and Investments

Sustain IE planning and investments that center equity, civility, and a growth mindset for faculty, students, and staff

Build back from Covid disruptions to faculty and PhD students' research

Accelerate transdisciplinary innovations

Accelerate our "silver lining" successes during Covid: delivering high-impact courses, co-curricular programming, student services, and special events in 100% virtual as well as hybrid and F2F modalities

Achieve national recognition for excellence in doctoral education while also pursuing enrollment growth markets in master's level education

Expand portfolio of "Virginia Promise" upskilling, micro-credentialing, and cross-college and external partnerships supporting career-ready graduates

College to Career

Meet a College of Humanities and Social Sciences Graduate

The College of Humanities and Social Sciences boasts more than 67,000 incredible alumni who work and serve their communities in all 50 states and around the world. Meet 16 alumni whose diverse career paths illustrate the remarkable opportunities created by CHSS graduates.

50

1972-2022

Deborah Willis, PhD Cultural Studies '03, is the first Mason PhD to be elected to the National Academy of Arts and Sciences. Willis is a university professor and chair of the Department of Photography and Imaging at the New York University Tisch School of the Arts, where she also serves as director of the NYU Institute for African American Affairs and the Center for Black Visual Culture. Her latest book, *The Black Civil War Soldier: A Visual History of Conflict and Citizenship*, was published in January 2021 by NYU Press.

Mounir Alafrangy, BA History '10, completed a Human Exploration Research Analog (HERA) mission as an analog astronaut, a space mission simulation to the Martian moon Phobos, which required a 45-day confined stay inside the HERA habitat. He is currently a commercial innovation manager for the international space station U.S. laboratory.

Kathy E. Hollinger, MAIS '96, is president and CEO of the Restaurant Association Metropolitan Washington (RAMW). Her visionary leadership led the regional trade organization representing restaurants and the food service industry in one of the nation's largest and most visible markets through its most dramatic period of sustained growth and innovation.

Marisa Krafsig, BA Psychology '00, vice president and chief human resource officer for IntelliDyne LLC, an information technology consulting firm. Krafsig's expertise in diversity, reward and recognition, talent acquisition management, and organizational and professional development has helped develop the company into a recognized employer of choice.

Virgil Storr, MA Economics '00, PhD '03, is an associate professor of economics at Mason. He is also the vice president for academic and student programs at Mercatus. Storr is author of several books and academic articles on community recovery after disaster, the sociality and morality of markets, and the relationship between culture and entrepreneurship.

Arwa Sawan, Bachelor of Individualized Study '17, is an award-winning film producer and director. She has extensive experience delivering communication, education, and media for global organizations such as Sky News, IMF, Yale University Press, University of Maryland, and Trinity Washington University.
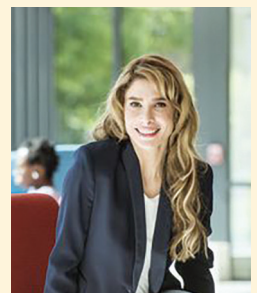
Gregory Fowler, MA English '95, President, University of Maryland Global Campus. His 25-year career in higher education has focused on online, competency-based, and hybrid learning, and he is considered a leader in online education.

Dr. Alexandra Sims, BA Anthropology '09, attending physician at Cincinnati Children's Hospital and assistant professor of pediatrics. She completed a pediatrics residency in community/urban health at Children's National Health System in Washington, D.C. and served as chief resident for the 2016-17 academic year.

GEORGE MASON UNIVERSITY | College of Humanities and Social Sciences

Dave Alpern, BA Communication '91, is one of the longest tenured sports executives in NASCAR. Alpern is currently the president of Joe Gibbs Racing, an American professional stock car racing organization in North Carolina.

Liz Andrews, PhD Cultural Studies '19, is executive director of the Spelman College Museum of Fine Art. Specializing in the intersections of art and politics, her work aims to center forms of social justice "in a moment of great changes for museums, arts, and culture."

Shaza Andersen, BA Area Studies '89, is the founder and chief executive officer of Trustar Bank, the first Virginia-based bank to be chartered in more than a decade. Anderson was the featured speaker at Mason's 2021 Winter Graduation ceremony.

The Honorable Roderick C. Young, BA Speech Communication '89, MA English '94, is a U.S. District Court judge for the Eastern District of Virginia. He has a distinguished legal career marked by public service. Former president Donald Trump nominated him for his current position on the recommendation of Virginia senators Tim Kaine and Mark Warner. In a rare display of nonpartisanship, the U.S. Senate confirmed his nomination on a 93-2 vote in September 2020.

Sean Sweeney, BA History '00, is head of field chief information security officers (CISOs) at Oracle and is responsible for reshaping and scaling a team of highly-skilled former CISOs and senior security practitioners focused on advising customer CISOs on security and compliance issues related to cloud. Previously, he was the chief security advisor for the Americas in Microsoft's Cybersecurity Solutions Group.

Rima Nasser, BA Integrative Studies '08, is founder and lead designer of TEW Design Studio, a boutique and full-service interior design firm in Raleigh, North Carolina. Nasser wears many hats to help her business run smoothly and takes the lead in her studio's marketing strategy, client relations, accounting, and in directing her team.

Jennifer Levasseur, PhD History '14, is a curator at the Smithsonian Institution's National Air and Space Museum in Washington, D.C. Her collection responsibilities include the museum's astronaut cameras, chronographs, and material focusing on the Space Shuttle *Discovery* and the International Space Station Program.

Torey Carter-Conneen, BA Economics '06, is the chief executive officer of the American Society of Landscape Architects (ASLA), a community of nearly 15,000 members whose mission is to advance landscape architecture through advocacy, communication, education, and fellowship. Carter-Conneen's goal in leading ASLA is to expand the profession to underrepresented groups and diverse communities.

chss.gmu.edu

ITEM NUMBER:
PhD in Mechatronics, Robotics, and Automation Engineering Degree Proposal

PURPOSE OF ITEM:
The PhD in Mechatronics, Robotics, and Automation Engineering Degree Proposal is in development for submission to the State Council of Higher Education for Virginia (SCHEV) for Fall 2023. Prior to SCHEV submission, Board action is required.

APPROPRIATE COMMITTEE:
Academic Programs, Diversity and University Community Committee

BRIEF NARRATIVE:
The proposed PhD in Mechatronics, Robotics, and Automation Engineering is a direct response to the demand for professionals, researchers, and faculty working in this multi-disciplinary field. Through a curriculum at the intersection of mechanical engineering, electrical and computer engineering, computer science, and cyber security engineering, coupled with research experience and a required teaching experience, the proposed PhD program prepares students to be researchers and educators in the field. This would be the first PhD program in Mechatronics, Robotics and Automation Engineering offered in Virginia.

The proposed PhD program in Mechatronics, Robotics, and Automation Engineering is designed to produce graduates capable of performing original research and teach in this multidisciplinary field which combines knowledge of mechanical engineering, electrical and computer engineering, computer science, and cyber security engineering. Graduates will be prepared for positions responsible for developing new autonomous systems for defense applications, designing human-computer teaming solutions for the supply chain of the present and future, and creating robotic interventions for the medical industry.

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 mechatronics, robotics, and automation 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.

I. Basic Program Information

Institution (official name)	George Mason University
Degree Program Designation	Doctor of Philosophy (PhD)
Degree Program Name	Mechatronics, Robotics, and Automation Engineering
CIP code	14.4201
Anticipated Initiation Date	Fall 2023
Governing Board Approval Date (actual or anticipated)	Anticipated February 24, 2022

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 631: Advanced Dynamics of Mechanical Systems (3 credits)
ECE 521: Linear Systems and Control (3 credits)
CS 580: Introduction to Artificial Intelligence (3 credits)
CYSE 550: Cyber Security Engineering Fundamentals (3 credits)

Restricted Electives: 6 credits
Students select at least six (6) credits from two (2) of the following course categories:
Computer Science and Cyber Security, Electrical and Computer Engineering, and Mechanical Engineering courses.

Computer Science and Cyber Security
AIT 660: Cyber Security Fundamentals (3 credits)
CS 555: Computer Communications and Networking (3 credits)
CS 583: Analysis of Algorithms (3 credits)
CS 682: Computer Vision (3 credits)
CS 685: Autonomous Robotics (3 credits)
CS 689: Planning Motions of Robots and Molecules (3 credits)
CYSE 587/SYST 587: Cyber Security Systems Engineering (3 credits)
CYSE 670: Secure Design of Connected and Automated Vehicles (3 credits)
CYSE 680: Advanced Manufacturing Automation Security (3 credits)

Electrical and Computer Engineering
ECE 510: Real-Time Concepts (3 credits)
ECE 619: Nonlinear Systems and Control (3 credits)
ECE 620: Optimal Control Theory (3 credits)
ECE 621: Systems Identification (3 credits)

ECE 622: Kalman Filtering with Applications (3 credits)
ECE 627: Adaptive Control (3 credits)

Mechanical Engineering
ME 541: Power Generation (3 credits)
ME 620: Mechanical Engineering Decision Making (3 credits)
ME 621: Foundations of Fluid Mechanics (3 credits)
ME 715: Impact Dynamics (3 credits)
ME 742: Finite Element Analysis for Solids (3 credits)
ME 745: Mechanics and Properties of Materials (3 credits)
ME 753: Tribology (3 credits)
ME 754: Introduction to Nano-Materials (3 credits)
ME 762: Biosensors (3 credits)

Electives: 30 credits
Students select 30 additional credits from the Restricted Electives or other relevant coursework. All elective course selections must be approved by a faculty advisor. Students may select no more than nine (9) credits of 500-level coursework.

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 (1-11 credits)
ME 999: Doctoral Dissertation (1-12 credits)

Seminar
Full-time students must enroll in the Department of Mechanical Engineering seminar course, ME 500: Special Topics, no less than once per academic year. With permission of a faculty advisor, students may substitute ME 500 with a seminar course from Electrical and Computer Engineering, Computer Science, or Cyber Security Engineering.

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 mechatronics, robotics, and automation engineers.
- Conduct a comprehensive and critical literature survey of a contemporary topic at the intersection of mechanical, electrical, computer, and cyber engineering.
- Advance the state of the art of mechatronics, robotics, and automation engineering through publication of technical manuscripts and reports.
- Educate students in the areas of mechatronics, robotics, and automation 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 mechatronics, robotics, and automation engineering and their supporting disciplines, including mechanical, electrical, cyber, and computer engineering.
- Provide subject matter expertise in the design and development of robotics and automation solutions.
- Lead multi-disciplinary teams of engineers and scientists working in mechatronics, robotics, and automation engineering.
- Plan, develop, and teach undergraduate and graduate courses in the fields of mechatronics, robotics, and automation 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 Polytechnic Institute and State University	PhD, Mechanical Engineering, CIP code: 14.1901	32
Virginia Polytechnic Institute and State University	PhD, Electrical Engineering, CIP code: 14.1001	39
University of Virginia	PhD, Mechanical and Aerospace Engineering, CIP code: 14.9999	10
University of Virginia	PhD, Electrical Engineering, CIP code: 14.1001	14

Institution	Program degree designation, name, and CIP code	Degrees granted (most recent 5-yr average)
Old Dominion University	PhD, Engineering, CIP code: 14.0101	33
Virginia Commonwealth University	PhD, Mechanical and Nuclear Engineering, CIP code: 14.9999	8
Virginia Commonwealth University	PhD, Engineering, CIP code: 14.0101	13
George Mason University	PhD, Electrical and Computer Engineering, 14.1001	8

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

Labor Market Information: Bureau of Labor Statistics, 2020 -2030 (10-Yr)

Occupation	Base Year Employment	Projected Employment	Total % Change and #s	Typical Entry Level Education
Mechanical Engineers	299,200	320,100	7%, 20,900	Bachelor's degree
Electrical and Electronics Engineers	313,200	333,600	7%, 12,700	Bachelor's degree
Engineering teachers, postsecondary	46,300	52,100	13%, 5,800	Doctoral degree

Labor Market Information: Virginia Employment Commission, 2018 -2028 (10-Yr)

Occupation	Base Year Employment	Projected Employment	Total % Change and #s	Annual Change #	Education
Mechanical Engineers	7,873	8,273	5.1%, 400	40	Bachelor's degree
Electrical Engineers	7,116	7,786	9.4%, 670	67	Bachelor's degree
Engineering teachers, postsecondary	828	916	10.6%, 88	9	Not applicable

VII. Projected Resource Needs

	Cost and Funding Sources to Initiate and Operate the Program		
	Informational Category	**Program Initiation Year 2023 - 2024**	**Program Full Enrollment Year[1] 2026 - 2027**
1	Projected Enrollment (Headcount)	7	23
2	Projected Enrollment (FTE)	3	10
3	Estimated Tuition and E&G Fees	In state: $15,500 Out of state: $30,200	In state: $16,990 Out of state: $33,000
4	Projected Revenue from Tuition and E&G Fees	$67,250	$242,700
5	Other Funding Sources Dedicated to the Proposed Program (e.g., grant, business entity, private sources)	$500,000	$2,500,000

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

State Needs. Mason's Northern Virginia location provides the unique opportunity to serve the state's workforce needs for advanced degrees in mechatronics, robotics, and automation engineering, which opens the door to a broad range of career fields from defense to supply chain to health services. Addition of this PhD degree will capitalize upon existing infrastructure to meet a state need in the technical corridor of the Northern Virginia region, with minimal new expenditure.

Employer Needs. The World Economic Forum's "The Future of Jobs Report 2020" provides a comprehensive study into current and projected workforce needs, with robotics engineers as one of the leading growing demand roles. Numerous articles and reports document the increasing demand for a technically trained workforce in robotics and automation to meet industry need.

Student Needs. At present, there is no degree offering in Virginia at any level associated with the Mechatronics, Robotics, and Automation Engineering CIP code 14.4201. This program is designed to serve both full-time and part-time learners in Northern Virginia for whom this is a pathway to opportunities in academia, industry and government, with an advanced degree that develops the technical expertise needed to lead cross-disciplinary teams for this high-demand field.

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[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.

ACTION ITEMS

Academic Programs, Diversity, and University Community Committee

February 24, 2022

CONFERRAL OF EMERITUS/EMERITA STATUS

LAST NAME	FIRST NAME	EFFECTIVE DATE
Bruno	**Irene E.**	2/24/2022

Title: Professor Emerita of Information Science and Technology
Local Academic Unit: Information Sciences and Technology (CEC)

Chrosniak	**Linda D.**	2/24/2022

Title: Professor Emerita
Local Academic Unit: Psychology (CHSS)

Crate	**Susan A.**	6/2/2022

Title: Professor Emerita
Local Academic Unit: Environmental Science and Policy (COS)

Riskind	**John H.**	2/24/2022

Title: Professor Emeritus
Local Academic Unit: Psychology (CHSS)

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

To: Mark R. Ginsberg, Ph.D, Provost and Executive Vice President
         Gregory Washington, President

From: Kenneth S. Ball, P.E., Dean
         Volgenau School of Engineering

Subject: Emerita Designation for Dr. Irene Bruno

Date: January 7, 2022

I am writing to request that Dr. Irene Bruno be awarded the title **Professor Emerita of Information Sciences and Technology** effective February 24, 2022. Prof. Bruno has been a faculty member in the Information Science and Technology (IST) department since January 2004.
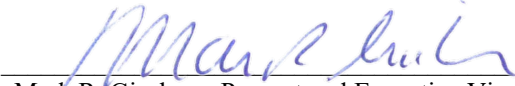
In the course of her career at Mason, she created curriculum for seven courses, six of which were also offered as online; she authored the textbook used for IT102. She led departmental assessment and accreditation activities for eight years and was essential in getting the departmental programs successfully accredited by ABET twice, one in 2009 and the next in 2015. Outside of IST, she coordinated ABET activities for five other Volgenau School of Engineering programs for the 2012 ABET evaluation.

Dr. Bruno served as the coordinator for discussions regarding articulated courses with the Northern Virginia Community College (NOVA) for about 10 years. This began with an annual meeting of faculty from NOVA and Mason to review and share curriculum. She served as consultant and co-PI on several grants from the National Science Foundation (NSF) in support of a pathway for community college students to four-year programs in Information Technology.
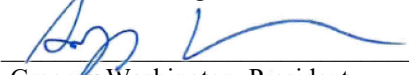
Dr. Bruno was the Associate Chair for Undergraduate Studies for the IST department for two years. During this time, she worked with the Provost's office and NOVA to begin the Bachelor of Applied Science in Cybersecurity program. This is a program with a very clear pathway for transfer from NOVA for those students with military training. Dr. Bruno also successfully submitted the IT program with the Information Security concentration, for the National Center of Academic Excellence in Information Assurance/Cyber Defense Research and Education. She worked with the Systems Engineering and Operations Research department to join the Private-Public Partnership with the Army Reserves to support soldiers in their educational journeys.

Outside of these major accomplishments, Dr. Bruno's service contributions to the College and to Mason are numerous: She served on many committees, including the university committees for Term Faculty, and Writing Across the Curriculum and Mason Topics. In recognition of the many contributions that Dr. Bruno has made to the College of Engineering and Computing, I recommend that she be granted the status of Professor Emerita.

Approval ✓ Disapproval __
                         Mark R. Ginsberg, Provost and Executive Vice President

Approval ✓ Disapproval __
                         Gregory 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

GEORGE MASON UNIVERSITY

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

To: Mark R. Ginsberg, Provost and Executive Vice President
           Gregory Washington, President

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

Subject: Emerita Designation for Linda Chrosniak

Date: December 14, 2021

On the recommendation of the Department of Psychology, I am pleased to recommend Linda Chrosniak for appointment as Term Professor Emerita effective upon approval of the BOV.

Dr. Chrosniak received her Ph.D. in psychology in 1992, and she began teaching at George Mason University that fall as a Visiting Assistant Professor. She was promoted to the rank of Associate Professor in 1997, and then promoted to the rank of Professor in 2019. She also held the role of Director of the Honors Program in the Department of Psychology for nearly 20 years, from 2003-2021. She retired after Spring 2021 at the rank of Professor.

As a term faculty member, Dr. Chrosniak's area of focus was instruction. In her time at Mason, she taught well over 100 sections of at least 16 different courses, spanning both undergraduate and graduate levels. In the evaluation of her promotion to Professor in 2018, it was noted that 85% of her more than 100 courses taught since her promotion to Associate Professor had an average evaluation of overall teaching at 4.5 or higher. Her teaching excellence was recognized with the University's Teaching Excellence Award in 2000.

More specifically, Dr. Chrosniak built the Honors Program in Psychology to a point of excellence. Her recent review of the program's success indicated that nearly 2/3 of honors students (65%) went onto graduate school, with several now in faculty positions. These statistics support the incredible foundation of the program she has grown.

Dr. Chrosniak achieved remarkable success in her long tenure at George Mason, and she leaves a strong legacy in the Honors Program. The Department of Psychology faculty were unanimous and enthusiastic in their support of recommending her for emerita status.

Approve ✓   Disapprove ____   _____   1/5/2022
                              Mark R. Ginsberg, Provost and   Date
                              Executive Vice President

Approve ✓   Disapprove ____   _____   1/7/2022
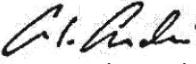   Gregory Washington, President   Date

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

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

To: Mark Ginsberg, Provost
            Gregory Washington, President
From: Fernando R. Miralles-Wilhelm, Dean, College of Science
Subject: Emerita Designation for Dr. Susan Crate, Ph.D.
Date: December 12, 2021

Dr. Crate joined Mason in the Department of Environmental Science and Policy in 2004 as an Assistant Professor of Anthropology and will retire in May 2022, after 18 years of service. In 2010 she was promoted to Associate Professor without Term and then became a Full Professor in 2016. Throughout her tenure at Mason, Dr. Crate has made many significant contributions to the department in the areas of teaching, research and scholarship, and leadership activities. She has been a very active researcher and has continued a 30 year-long project in Siberia. She also received numerous awards and support for global research, including in Canada, Wales, Mongolia and the Peruvian Andes.

Within the department, she developed a wide range of undergraduate and graduate courses and has served on multiple departmental committees. Her service at Mason resulted in Mason's first Sustainability Coordinator position, which has since evolved into the Mason Sustainability Office. Dr. Crate is affiliated with several prestigious associations, both nationally and internationally, and is currently a Fulbright Arctic Initiative Fellow.

I am pleased to support the nomination of Dr. Crate for the rank of Emeritus Professor as recommended by the Department Chair, Dr. Alonso Aguirre. Given her significant contributions and reputation at Mason, it seems fitting that we confer this honor effective upon approval by the Board of Visitors.

Approved ✓   Disapproved ___   _____   1/5/2022
                                     Mark Ginsberg , Provost   Date

Approved ✓   Disapproved ___   _____   1/7/2022
                                     Gregory Washington, President   Date

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

GEORGE MASON UNIVERSITY

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

To: Mark R. Ginsberg, Provost and Executive Vice President
           Gregory Washington, President

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

Subject: Emeritus Designation for John Riskind

Date: December 14, 2021

On the recommendation of the Department of Psychology, I am pleased to recommend John Riskind for appointment as Professor Emeritus effective upon approval of the BOV.

Dr. Riskind received his Ph.D. in psychology in 1977 from Yale University. He began at George Mason University in 1985 as an Associate Professor, before later being promoted to Professor. He retired in Spring 2021 at the rank of Professor, after 36 years of employment at Mason.

Dr. Riskind's research focuses generally on cognitive-behavioral theory and treatment of psychopathology. He is widely renowned for his looming vulnerability model of anxiety, with numerous articles on the topic and a recent publication of the seminal volume on this model, Looming Vulnerability: Theory, Research, and Practice in Anxiety. With three published books, nearly 150 published journal articles, and numerous conference presentations, he has had a prolific research career. He is also a Fellow in the Association for Psychological Science and in the Association for Behavioral and Cognitive Therapies, as well as a Founding Fellow of the Academy of Cognitive Therapy.

Dr. Riskind taught numerous courses at both the undergraduate and graduate level at Mason and graduated several doctoral students, some of whom are now tenured/tenure track faculty at other institutions. He routinely engaged in service both internally at Mason and externally within the discipline, including several years as the Editor-in-Chief of the International Journal of Cognitive Therapy, and additional service as Editor of the Journal of Cognitive Psychotherapy: An International Quarterly and Associate Editor of Cognitive Therapy and Research.

Dr. Riskind has achieved success in every domain in his long tenure at George Mason, and his record is clearly worthy of emeritus status. The Psychology Department faculty were unanimous and enthusiastic in their support of a motion recommending him for emeritus status.

Approve __✓__ Disapprove ____ _____ 1/5/2022____
                                Mark R. Ginsberg, Provost and   Date
                                Executive Vice President

Approve __✓__ Disapprove ____ _____ 1/7/2022____
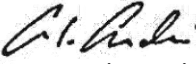   Gregory Washington, President   Date

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

Academic Programs, Diversity, and University Community Committee

February 24, 2022

APPOINTMENT OF FACULTY

LAST NAME	FIRST NAME	EFFECTIVE DATE	APPT LENGTH
Baume	**Michael J.**	1/10/2022	3.5 years

Title: Assistant Professor
Classification: Tenure Track - Instructional
Local Academic Unit: Mathematical Science (COS)

Note(s):
This is a joint appointment with the Department of Computer Science in the College of Engineering and Computing.

Kimbrell	**Sara C.**	12/10/2021	1 year

Title: Research Professor
Classification: Term - Research
Local Academic Unit: Criminology, Law and Society (CHSS)

Note(s): Additional Title: Senior Research Associate

Mackey	**Benjamin J.**	11/29/2021	1 year

Title: Research Associate (Instructor)
Classification: Term - Research
Local Academic Unit: Schar School of Policy and Government

Sanders	**Quentin**	1/10/2022	3.5 years

Title: Assistant Professor
Classification: Tenure Track - Instructional
Local Academic Unit: Bioengineering (CEC)

Sklarew	**Jennifer F.**	8/25/2021	1 year

Title: Assistant Professor
Classification: Term - Instructional
Local Academic Unit: Environmental Science and Policy (COS)

<u>**ANNOUNCEMENT**</u>

Academic Programs, Diversity, and University Community Committee

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APPOINTMENT OF FACULTY

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
Thomas	**Marie M.**	1/10/2022	1.5 years

Title: Associate Professor
Classification: Term - Instructional
Local Academic Unit: Criminology, Law and Society (CHSS)

Yan	**Jingya**	1/10/2022	3 years

Title: Instructor
Classification: Term - Instructional
Local Academic Unit: Mathematical Science (COS)

<u>**ANNOUNCEMENT**</u>

Academic Programs, Diversity, and University Community Committee

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APPOINTMENT OF ADMINSTRATIVE AND PROFESSIONAL FACULTY

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>
Aaronson	**Stephanie J**	1/31/2022

Title: Deputy VP, Communications and Mason Media
Classification: At will - Admin/Professional
Local Academic Unit: Office of the Senior Vice President

Beck-Wilson	**Jennifer**	9/20/2021

Title: Organizational Development Specialist and Program Manager
Classification: At will - Admin/Professional
Local Academic Unit: Human Resources and Payroll

Butler	**Paige V.**	11/8/2021

Title: Deputy Director
Classification: At will - Admin/Professional
Local Academic Unit: Antonin Scalia Law School

Champion	**Robbie**	12/6/2021

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

Creft	**Calena K.**	12/25/2021

Title: Coordinator, Multicultural Outreach and Prevention
Classification: At will - Admin/Professional
Local Academic Unit: Counseling and Psychological Services (UL)

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Academic Programs, Diversity, and University Community Committee

February 24, 2022

APPOINTMENT OF ADMINSTRATIVE AND PROFESSIONAL FACULTY

LAST NAME	FIRST NAME	EFFECTIVE DATE
Crouch	**Walter E.**	1/24/2022

Title: Assistant Vice President and Treasurer
Classification: At will - Admin/Professional
Local Academic Unit: Fiscal Services (SVP)

Dains	**Krystal**	11/25/2021

Title: Director, Bachelor of Applied Science
Classification: At will - Admin/Professional
Local Academic Unit: Office of the Provost

Dao	**Dang**	10/25/2021

Title: Access Consultant
Classification: At will - Admin/Professional
Local Academic Unit: Disability Services (UL)

Delgado Garcia	**Yolanda E.**	1/10/2022

Title: Strategic Modeling and Data Analyst
Classification: At will - Admin/Professional
Local Academic Unit: College of Engineering and Computing (CEC)

Donohue	**Shannon C.**	1/10/2022

Title: Associate Director of Development
Classification: At will - Admin/Professional
Local Academic Unit: College of Humanities and Social Sciences

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APPOINTMENT OF ADMINSTRATIVE AND PROFESSIONAL FACULTY

LAST NAME	FIRST NAME	EFFECTIVE DATE
Eaton	**Rachel**	11/15/2021

Title: Assistant Director, Fan Engagement
Classification: At will - Admin/Professional
Local Academic Unit: Intercollegiate Athletics

English	**Kim D.**	3/23/2021

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

Faber	**Robert B.**	1/10/2022

Title: Fiscal Services Program Director
Classification: At will - Admin/Professional
Local Academic Unit: Fiscal Services (SVP)

Felton	**Dennis**	4/1/2021

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

Frank	**Demetria L.**	4/10/2021

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

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APPOINTMENT OF ADMINSTRATIVE AND PROFESSIONAL FACULTY

LAST NAME	FIRST NAME	EFFECTIVE DATE
Grams	**Tyler J.**	4/13/2021

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

Harrison	**Alexander P.**	12/25/2021

Title: Associate Director, Clinical Services
Classification: At will - Admin/Professional
Local Academic Unit: Counseling and Psychological Services (UL)

Jackson Davidson	**Kimberly R.**	2/15/2022

Title: University Ombudsperson
Classification: At will - Admin/Professional
Local Academic Unit: Office of the President

Joseph	**Sylvie C.**	11/8/2021

Title: Director of Business Development for Continuing and Professional Education
Classification: At will - Admin/Professional
Local Academic Unit: Office of the Provost

Kaszubowski	**Martin**	1/3/2022

Title: Technology Mentor
Classification: At will - Admin/Professional
Local Academic Unit: Office of Research, Innovation and Economic Impact

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APPOINTMENT OF ADMINSTRATIVE AND PROFESSIONAL FACULTY

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>
Kennedy	**Eileen**	11/25/2021

Title: Associate Vice President of Development - Central & Unites
Classification: At will - Admin/Professional
Local Academic Unit: Advancement and Alumni Relations

Khan	**Mariya**	11/11/2021

Title: Instructional Designer
Classification: At will - Admin/Professional
Local Academic Unit: Office of the Provost

Kramer	**Autumn M.**	11/29/2021

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

Laures	**Megan A.**	6/6/2021

Title: Assistant Vice President, Business Services
Classification: At will - Admin/Professional
Local Academic Unit: Facilities

Lewis	**Vanessa M.**	4/7/2021

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

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APPOINTMENT OF ADMINSTRATIVE AND PROFESSIONAL FACULTY

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>
Master	**Teshter J.**	1/3/2022

Title: Technology Mentor
Classification: At will - Admin/Professional
Local Academic Unit: Office of Research, Innovation and Economic Impact

McCabe	**Chandler**	4/10/2021

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

McCotter	**Richard T.**	10/25/2021

Title: Director of Academic & Clinical Programs: Seperation of Powers Clinic Director
Classification: At will - Admin/Professional
Local Academic Unit: Antonin Scalia Law School

McKnight	**Jason**	12/13/2021

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

McPheat	**William**	12/1/2021

Title: Life Science Business Mentor
Classification: At will - Admin/Professional
Local Academic Unit: Office of Research, Innovation and Economic Impact

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APPOINTMENT OF ADMINSTRATIVE AND PROFESSIONAL FACULTY

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>
Miller	**Anne E.**	11/10/2021

Title: Career Counselor
Classification: At will - Admin/Professional
Local Academic Unit: Antonin Scalia Law School

Morgan	**Patricia U.**	8/2/2021

Title: TTAC Coordinator
Classification: At will - Admin/Professional
Local Academic Unit: College of Education and Human Development

Morris	**Alexandra K.**	9/25/2021

Title: Early Childhood Special Education Coordinator
Classification: At will - Admin/Professional
Local Academic Unit: College of Education and Human Development

Napiecek	**Julianna W.**	6/28/2021

Title: Coordinator of Residential Student Development Initiatives
Classification: At will - Admin/Professional
Local Academic Unit: Housing and Residence Life (UL)

Poole	**Ira**	4/1/2021

Title: Director of Digital Content
Classification: At will - Admin/Professional
Local Academic Unit: Intercollegiate Athletics

Academic Programs, Diversity, and University Community Committee

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APPOINTMENT OF ADMINSTRATIVE AND PROFESSIONAL FACULTY

LAST NAME	FIRST NAME	EFFECTIVE DATE
Puppione	**Manya**	7/12/2021

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

Pyle	**Elizabeth**	11/9/2021

Title: Life Science Business Mentor
Classification: At will - Admin/Professional
Local Academic Unit: Office of Research, Innovation and Economic Impact

Reed	**Daniel**	4/19/2021

Title: Associate Director for Climate Change Communication
Classification: At will - Admin/Professional
Local Academic Unit: Communication (CHSS)

Schenkman	**Yasmin**	11/29/2021

Title: Career Counselor
Classification: At will - Admin/Professional
Local Academic Unit: Antonin Scalia Law School

Sirotin	**Katherine E.**	10/10/2021

Title: Director, Purchasing and Fiscal Services
Classification: At will - Admin/Professional
Local Academic Unit: Facilities

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APPOINTMENT OF ADMINSTRATIVE AND PROFESSIONAL FACULTY

LAST NAME	FIRST NAME	EFFECTIVE DATE
St. George	**Meghan**	12/6/2021

Title: Chief Business Officer
Classification: At will - Admin/Professional
Local Academic Unit: College of Science

St. Peter	**Kyle A.**	9/20/2021

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

Terwilliger	**Brittany L.**	11/15/2021

Title: Senior Marketing Associate
Classification: At will - Admin/Professional
Local Academic Unit: College of Education and Human Development

Tieszen	**John**	11/8/2021

Title: Geospatial Resources Librarian
Classification: At will - Admin/Professional
Local Academic Unit: University Libraries

Tomlinson	**Nate**	4/1/2021

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

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APPOINTMENT OF ADMINSTRATIVE AND PROFESSIONAL FACULTY

<u>LAST NAME</u>   <u>FIRST NAME</u>   <u>EFFECTIVE DATE</u>
Toothman   **Charles A.**   11/29/2021

Title: Executive Director of Budget Planning and Strategic Analysis
Classification: At will - Admin/Professional
Local Academic Unit: Office of Budgeting and Planning

Washington   **Tamara M.**   1/25/2022

Title: Associate Director for Student Engagement for Racial Justice-Generation Student Support
Classification: At will - Admin/Professional
Local Academic Unit: University Life

Wu   **Stephen**   11/1/2021

Title: Information Systems Security Manager
Classification: At will - Admin/Professional
Local Academic Unit: Rapid Prototyping Research Center (CEC)

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

LAST NAME	FIRST NAME	EFFECTIVE DATE	APPT LENGTH
Fuchs	**Cynthia J.**	8/25/2021	1 year

Title: Interim Director
Local Academic Unit: Film & Video Studies (CVPA)

Rosenblum	**David**	8/25/2021	3 years

Title: Department Chair
Local Academic Unit: Computer Science (CEC)

Uzuner	**Ozlem**	8/25/2021	1 year

Title: Interim Chair
Local Academic Unit: Information Sciences and Technology (CEC)

Academic Programs, Diversity, and University Community Committee

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RENEWALS AND REAPPOINTMENTS

LAST NAME	FIRST NAME	EFFECTIVE DATE	APPT LENGTH
Auld	**Eric K.**	8/25/2021	1 year

Title: Instructor
Classification: Instructional
Local Academic Unit: English (CHSS)

Azar	**Tawnya C.**	8/25/2021	1 year

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

Baldelli	**Elisa F.**	12/10/2021	1 year

Title: Research Associate (Instructor)
Classification: Research
Local Academic Unit: Center for Applied Proteomics and Molecular Medicine (COS)

Note(s): Additional Title: Molecular Biologist

Berg	**Scott W.**	8/25/2021	1 year

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

Bilitza	**Dieter**	11/10/2021	1 year

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

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RENEWALS AND REAPPOINTMENTS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
Chism	**Carlos**	8/25/2021	1 year

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

Corwin	**David P.**	6/25/2021	1 year

Title: Instructor
Classification: Instructional
Local Academic Unit: Women and Gender Studies (CHSS)

Davis	**Matthew**	8/25/2021	1 year

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

Note(s): Additional Title: Director of the Alan Cheuse International Writers Center

Dolci	**Stefano**	11/10/2021	1 year

Title: Research Assistant Professor
Classification: Research
Local Academic Unit: Collision Safety and Analysis (COS)

Note(s): Previous Title: Research Associate (Instructor)

Don	**Michael**	8/25/2021	1 year

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

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RENEWALS AND REAPPOINTMENTS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
Ferguson	**Elizabeth D.**	8/25/2021	1 year

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

Fernandez	**Lourdes**	8/25/2021	1 year

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

Note(s): Additional Title: Assistant Director of Composition

Flanagan	**Kevin**	8/25/2021	1 year

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

Foltz	**Karen**	8/25/2021	1 year

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

Garrettson	**Charles**	8/25/2021	1 year

Title: Assistant Professor
Classification: Instructional
Local Academic Unit: Religious Studies (CHSS)

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Academic Programs, Diversity, and University Community Committee

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RENEWALS AND REAPPOINTMENTS

LAST NAME	FIRST NAME	EFFECTIVE DATE	APPT LENGTH
Goetsch	**Leslie**	6/25/2021	1 year

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

Note(s): Additional Title: Director, Northern Virginia Writing Project

Ha Poirot	**Janet**	6/25/2021	1 year

Title: Assistant Professor
Classification: Instructional
Local Academic Unit: Integrative Studies (CHSS)

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

Hieb	**Michael R.**	8/25/2019	5 years

Title: Research Professor
Classification: Research
Local Academic Unit: Center for Excellence in Command, Control, Communications, Computing, Intelligence and Cyber (CEC)

Hoy	**Virginia A.**	8/25/2021	1 year

Title: Instructor
Classification: Instructional
Local Academic Unit: English (CHSS)

Kanesaka	**Kirk**	8/25/2021	1 year

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

Academic Programs, Diversity, and University Community Committee

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RENEWALS AND REAPPOINTMENTS

LAST NAME	FIRST NAME	EFFECTIVE DATE	APPT LENGTH
Killiany	**Joseph W.**	8/25/2021	1 year

Title: Instructor
Classification: Instructional
Local Academic Unit: English (CHSS)

Knudson	**Erik**	8/25/2021	3 years

Title: Associate Professor
Classification: Instructional
Local Academic Unit: Mechanical Engineering (CEC)

Note(s): Previous title: Assistant Professor

Krell	**Misty**	6/25/2021	1 year

Title: Instructor
Classification: Instructional
Local Academic Unit: Integrative Studies (CHSS)

Note(s): Additional Title: Director of Academic Affairs

Lazaroff	**Kurt C.**	6/25/2021	1 year

Title: Assistant Professor
Classification: Instructional
Local Academic Unit: Integrative Studies (CHSS)

Note(s): Additional Title: BIS Academic Services Director

Ljungquist	**Bengt Roland**	1/10/2022	1 year

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

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RENEWALS AND REAPPOINTMENTS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
Lowry	**Dawn M.**	8/25/2021	1 year

Title: Instructor
Classification: Instructional
Local Academic Unit: Communication (CHSS)

Note(s): Additional Title: Director of Forensics

Manski	**Benjamin**	8/25/2021	1 year

Title: Assistant Professor
Classification: Instructional
Local Academic Unit: Sociology and Anthropology (CHSS)

McCord	**Theodore B.**	8/25/2021	1 year

Title: Associate Professor
Classification: Instructional
Local Academic Unit: History and Art History (CHSS)

Meier	**Robert R.**	4/10/2021	1 year

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

Melley	**Alison H.**	8/25/2021	1 year

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

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RENEWALS AND REAPPOINTMENTS

LAST NAME	FIRST NAME	EFFECTIVE DATE	APPT LENGTH
Miscavige	**Katherine M.**	8/25/2021	1 year

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

Mitcho	**Sara**	6/25/2021	1 year

Title: Assistant Professor
Classification: Instructional
Local Academic Unit: Global Affairs Program (CHSS)

Note(s): Additional Title: Assistant Director of Global Affairs Program

Moon	**Jihye**	8/25/2021	1 year

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

O'Connor	**Parker S.**	8/25/2021	1 year

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

Orlando	**Benjamin David**	8/25/2021	1 year

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

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RENEWALS AND REAPPOINTMENTS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
Paul	**Elizabeth**	8/25/2021	1 year

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

Photos	**Lisa E.**	8/25/2021	1 year

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

Rickless	**Sarah**	8/25/2021	1 year

Title: Instructor
Classification: Instructional
Local Academic Unit: English (CHSS)

Russo	**Paul**	12/1/2021	1 year

Title: Research Assistant Professor
Classification: Research
Local Academic Unit: Center for Applied Proteomics and Molecular Medicine (COS)

Saleson	**Mallory L.**	8/25/2021	1 year

Title: Instructor
Classification: Instructional
Local Academic Unit: Communication (CHSS)

Note(s): Additional Title: Journalism and PR Instructor

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RENEWALS AND REAPPOINTMENTS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
Schnur	**Joel M.**	1/10/2022	1 year

Title: Research Professor
Classification: Research
Local Academic Unit: College of Science

Scolaro	**Margaret J.**	8/25/2021	1 year

Title: Instructor
Classification: Instructional
Local Academic Unit: English (CHSS)

Sleeter	**Nathan M.**	1/10/2021	1 year

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

Smith-Gray	**Sybil K.**	8/24/2021	1 year

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

Sorvillo	**Sheri N.**	8/25/2021	1 year

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

Academic Programs, Diversity, and University Community Committee

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RENEWALS AND REAPPOINTMENTS

LAST NAME	FIRST NAME	EFFECTIVE DATE	APPT LENGTH
Spradling	**Sharon**	6/25/2021	1 year

Title: Instructor
Classification: Instructional
Local Academic Unit: Integrative Studies (CHSS)

Note(s): Additional Title: EVSS Program Coordinator

Stagl	**Kevin C.**	6/25/2021	1 year

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

Note(s): Additional Title: Assistant Director of the MPS Program

Vikis	**Alexia D.**	8/25/2021	1 year

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

Villanueva	**Hollie N.**	8/25/2021	1 year

Title: Instructor
Classification: Instructional
Local Academic Unit: English (CHSS)

Wilhelm	**Gregg**	6/25/2021	1 year

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

Note(s): Additional Title: Director of Creative Writing

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RENEWALS AND REAPPOINTMENTS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
Zach	**Andrea K.**	8/25/2021	1 year

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

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SEPARATIONS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
Brown-Rolle	**Tomeka S.**	Resignation	01/09/2022

Title: Director of Clinical Operations
Classification: At will - Admin/Professional
Local Academic Unit: Nursing (CHHS)

Note(s): Ms. Brown-Rolle has accepted a position with Inova Fairfax Hospital.

Bus Morgan	**Ashley M.**	Resignation	12/10/2021

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

Chalk	**Vita M.**	Contract expiration	06/15/2021

Title: Senior Assistant Dean
Classification: At will - Admin/Professional
Local Academic Unit: College of Humanities and Social Sciences

Crate	**Susan A.**	Retirement	05/24/2022

Title: Professor without Term
Classification: Tenured (without term) - Instructional
Local Academic Unit: Environmental Science and Policy (COS)

Holmes	**David I.**	Retirement	01/09/2022

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

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SEPARATIONS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
Kahn	**Brooke T.**	Resignation	01/07/2022

Title: Senior Psychologist
Classification: At will - Admin/Professional
Local Academic Unit: Counseling and Psychological Services (UL)

Kierig	**Andrew A.**	Resignation	11/24/2021

Title: Digital Publishing Lead
Classification: At will - Admin/Professional
Local Academic Unit: University Libraries

Note(s): Mr. Kierig has accepted a position with the University of Minnesota Libraries.

Kozlowski	**James**	Retirement	05/24/2022

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

Manno	**Laura K.**	Resignation	12/02/2021

Title: Director of Strategic Academic and Research Space Planning
Classification: At will - Admin/Professional
Local Academic Unit: Office of the Provost

Manojlovic	**Borislava**	Resignation	03/09/2021

Title: Assistant Professor
Classification: Term - Instructional
Local Academic Unit: Jimmy and Rosalynn Carter School for Peace and Conflict Resolution

Academic Programs, Diversity, and University Community Committee

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SEPARATIONS

LAST NAME	FIRST NAME	TYPE	EFFECTIVE DATE
Okuda	**Kanako**	Resignation	02/09/2022

Title: Director of Field Education
Classification: At will - Admin/Professional
Local Academic Unit: Social Work (CHHS)

Schmitt	**Kaitlyn**	Resignation	11/02/2021

Title: Assistant Director, Student Involvement for Programming
Classification: At will - Admin/Professional
Local Academic Unit: Student Involvement (UL)

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

Sirleaf	**Hammed V.**	Resignation	11/19/2021

Title: Assistant Director of Student Involvement for Fraternity & Sorority Life
Classification: At will - Admin/Professional
Local Academic Unit: Student Involvement (UL)

Note(s): Mr. Sirleaf has accepted a position with University of Maryland, College Park.

Stone	**Samuel**	Resignation	11/30/2021

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

Note(s): This record supersedes previous separation reported in September 2021 Board Book.

Trainor	**Craig**	Resignation	11/09/2021

Title: Judicial Education Program Director
Classification: At will - Admin/Professional
Local Academic Unit: Antonin Scalia Law School

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February 24, 2022

OTHER ANNOUNCEMENTS

LAST NAME	FIRST NAME	TYPE
Aguirre	**A. Alonso**	Title Change

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

Note(s): Retained Title-Professor without Term

Andalibi	**Ali**	Title Change

Title: Senior Associate Dean for Research and Scholarship
Local Academic Unit: College of Science

Note(s): Previous Title:Associate Dean for Research
Retained Title-Professor without Term

Austin	**Marc T.**	Title Change

Title: Executive Director for Continuing Education and Workforce Development
Local Academic Unit: Office of the Provost

Note(s): Previous Title:Executive Director, Professional Education Academic Ventures

Bagheri	**Zahra Shaghayegh**	Tenure Track Contract Extension

Title: Assistant Professor
Local Academic Unit: Mechanical Engineering (CEC)

Brown	**Jacquelyn D.**	Title Change

Title: Area Chair, Business Foundations
Local Academic Unit: School of Business

Note(s): Retained Title-Instructor

<u>**ANNOUNCEMENT**</u>

Academic Programs, Diversity, and University Community Committee

February 24, 2022

OTHER ANNOUNCEMENTS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>
Carr	**Christopher A.**	Title Change

Title: Associate Dean for Inclusive Excellence and Chief Diversity Officer
Local Academic Unit: College of Engineering and Computing (CEC)

Note(s): Previous Title:Chief Diversity Officer

Christophe	**Stephen E.**	Leave with Pay

Title: Professor without Term
Local Academic Unit: School of Business

Note(s): Professor Christophe has been awarded a Faculty Study Leave for Spring Semester 2022.

Dight	**Kimberly S.**	Title Change

Title: Chief Business Officer - Level 3
Local Academic Unit: College of Humanities and Social Sciences

Note(s): Previous Title:Executive Director, CHSS Finance and HR

Doetsch-Kidder	**Sharon P.**	Title Change

Title: Assistant Coordinator, Pathways Program
Local Academic Unit: INTO Mason (Provost)

Note(s): Retained Title-Assistant Professor

Edwards	**Cody W.**	Title Change

Title: Interim Associate Dean of Faculty and Academic Affairs
Local Academic Unit: College of Science

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

Academic Programs, Diversity, and University Community Committee

February 24, 2022

OTHER ANNOUNCEMENTS

LAST NAME	FIRST NAME	TYPE
Escobar Mejia	**Claudia L.**	Title Change

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

Note(s): Previous Title:Visiting Research Professor

Freeman	**Elizabeth W.**	Leave with Pay

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

Note(s): Professor Freeman has been awarded a Faculty Study Leave for Spring Semester 2022.

Gill	**Charlotte E.**	Leave with Pay

Title: Associate Professor without Term
Local Academic Unit: Criminology, Law and Society (CHSS)

Note(s): Professor Gill has been awarded a Faculty Study Leave for Spring Semester 2022.

Goodwin-Slater	**Kimberly A.**	Title Change

Title: Chief Business Officer
Local Academic Unit: College of Engineering and Computing (CEC)

Note(s): Previous Title:Director of Finance

Guo	**Liying**	Title Change

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

Note(s): Retained Title-Research Associate Professor

Academic Programs, Diversity, and University Community Committee

February 24, 2022

OTHER ANNOUNCEMENTS

LAST NAME	FIRST NAME	TYPE
Guzzo	**Jessica**	Title Change

Title: Senior Director of Research Administration
Local Academic Unit: College of Education and Human Development

Note(s): Previous Title:Director of Research Administration

Harris	**Cameron J.**	Title Change

Title: Assistant Area Chair of Business Foundations
Local Academic Unit: School of Business

Note(s): Retained Title-Associate Professor

Johnson	**Devon V.**	Leave with Pay

Title: Associate Professor without Term
Local Academic Unit: Criminology, Law and Society (CHSS)

Note(s): Professor Johnson has been awarded a Faculty Study Leave for Spring Semester 2022. This record supersedes prior entry reported in the December 2019 BOV.

Langfred	**Claus W.**	Title Change

Title: Area Chair, Management
Local Academic Unit: School of Business

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

Lattanzi	**David**	Leave with Pay

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

Note(s): Professor Lattanzi has been awarded a Faculty Study Leave for Spring Semester 2022.

Academic Programs, Diversity, and University Community Committee

February 24, 2022

OTHER ANNOUNCEMENTS

LAST NAME	FIRST NAME	TYPE
Leider	**Robert**	Leave with Pay

Title: Assistant Professor
Local Academic Unit: Antonin Scalia Law School

Note(s):
 Professor Leider will be on Leave with Pay for Academic Year 2022 - 2023 to be a Residential Visiting Scholar at the Georgetown Center for the Constitution.

Lin	**Jessica**	Leave with Pay

Title: Associate Professor without Term
Local Academic Unit: Computer Science (CEC)

Note(s): Professor Lin has been awarded a Faculty Study Leave for Spring Semester 2022.

Machuga	**Cassandra D.**	Title Change

Title: Assistant Director of Student Success Technologies
Local Academic Unit: University Life

Note(s): Previous Title:Assistant Director, Off-Campus Student Services

Maggioni	**Viviana**	Title Change

Title: Associate Chair for Research
Local Academic Unit: Civil, Environmental and Infrastructure Engineering (CEC)

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

Melchior	**Shekila S.**	Title Change

Title: Director of the Office of Diversity and Inclusion
Local Academic Unit: College of Education and Human Development

Note(s): Retained Title-Assistant Professor

Academic Programs, Diversity, and University Community Committee

February 24, 2022

OTHER ANNOUNCEMENTS

LAST NAME	FIRST NAME	TYPE
Mullen	**Lincoln A.**	Title Change

Title: Director of Computational History at the Roy Rosenzweig Center for History and New Media

Local Academic Unit: History and Art History (CHSS)

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

Mullen	**Lincoln A.**	Leave with Pay

Title: Associate Professor without Term

Local Academic Unit: History and Art History (CHSS)

Note(s): Professor Mullen has been awarded a Faculty Study Leave for Spring Semester 2022.

Nowzari	**Cameron**	Title Change

Title: Director, CREATE Lab

Local Academic Unit: Electrical and Computer Engineering (CEC)

Note(s): Retained Title-Assistant Professor

Park	**Chong**	Title Change

Title: Director of Research

Local Academic Unit: College of Health and Human Services

Note(s): Previous Title:Assistant Director of Post Award Services

Philpov	**Alexander Z.**	Title Change

Title: Area Chair, Finance

Local Academic Unit: School of Business

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

<u>**ANNOUNCEMENT**</u>

Academic Programs, Diversity, and University Community Committee

February 24, 2022

OTHER ANNOUNCEMENTS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>
Richards	**Dana S.**	Leave with Pay

Title: Associate Professor without Term
Local Academic Unit: Computer Science (CEC)

Note(s): Professor Richards has been awarded a Faculty Study Leave for Spring Semester 2022.

Rosenberger	**William F.**	Leave with Pay

Title: University Professor
Local Academic Unit: Statistics (CEC)

Note(s): Professor Rosenberger has been awarded a Faculty Study Leave for Spring Semester 2022.

Salerno	**Jennifer L.**	Tenure Track Contract Extension

Title: Assistant Professor
Local Academic Unit: Environmental Science and Policy (COS)

Shishika	**Daigo**	Tenure Track Contract Extension

Title: Assistant Professor
Local Academic Unit: Mechanical Engineering (CEC)

Smith	**Suzanne E.**	Leave with Pay

Title: Associate Professor without Term
Local Academic Unit: History and Art History (CHSS)

Note(s): Professor Smith has been awarded a Faculty Study Leave for Spring Semester 2022.

<u>**ANNOUNCEMENT**</u>

Academic Programs, Diversity, and University Community Committee

February 24, 2022

OTHER ANNOUNCEMENTS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>
Smith	**Jeffrey T.**	Title Change

Title: Associated Director, Henry G Manne Programs
Local Academic Unit: Antonin Scalia Law School

Note(s): Previous Title:Associate Director, Development

Spence	**Diane A.**	Title Change

Title: Executive Director & Chief Business Officer - Level 3
Local Academic Unit: School of Business

Note(s): Previous Title:Executive Director, Finance and Administration

Tompkins	**Catherine J.**	Title Change

Title: Associate Dean for Faculty and Staff Affairs
Local Academic Unit: College of Health and Human Services

Note(s): Retained Title-Professor without Term

Trent	**Dietra Y.**	Title Change

Title: Special Advisor to the President
Local Academic Unit: Office of the President

Note(s): Previous Title:Interim Vice President

Weinstein	**Aimee L.**	Title Change

Title: Course Coordinator
Local Academic Unit: INTO Mason (Provost)

Note(s): Retained Title-Assistant Professor, Humanities

Academic Programs, Diversity, and University Community Committee

February 24, 2022

OTHER ANNOUNCEMENTS

LAST NAME	FIRST NAME	TYPE
Weisburd	**David L.**	Title Change

Title: Distinguished Professor without Term
Local Academic Unit: Criminology, Law and Society (CHSS)

Note(s): Professor Weisburd has been awarded a Faculty Study Leave for Spring Semester 2022.

Wingfield	**Andrew F.**	Title Change

Title: Director, Environmental and Sustainable Studies (ESS), B.A and CHSS Liaison for Sustainability Studies
Local Academic Unit: Integrative Studies (CHSS)

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

Witte	**James C.**	Title Change

Title: Director, Institute for Immigration Research
Local Academic Unit: Sociology and Anthropology (CHSS)

Note(s): Retained Title-Professor without Term

Wright	**Kevin B.**	Leave with Pay

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

Note(s): Professor Wright has been awarded a Faculty Study Leave for Spring Semester 2022.

Yang	**Chi**	Title Change

Title: Distinguished Faculty Mentor for Faculty Mentor for Faculty Affairs and Development
Local Academic Unit: Office of the Provost

Note(s): Retained Title-Professor without Term

<u>**ANNOUNCEMENT**</u>

Academic Programs, Diversity, and University Community Committee

February 24, 2022

OTHER ANNOUNCEMENTS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>
Ye	**Shun**	Leave with Pay

Title: Associate Professor without Term
Local Academic Unit: School of Business

Note(s): Professor Ye has been awarded a Faculty Study Leave for Spring Semester 2022.

Yu	**Eugene G.**	Title Change

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

Note(s): Retained Title-Research Professor

Zhang	**Jie**	Leave with Pay

Title: Professor without Term
Local Academic Unit: Physics, Astronomy and Computational Science

Note(s):
Professor Zhang has been awarded a Faculty Study Leave for Academic Year 2021-2022.

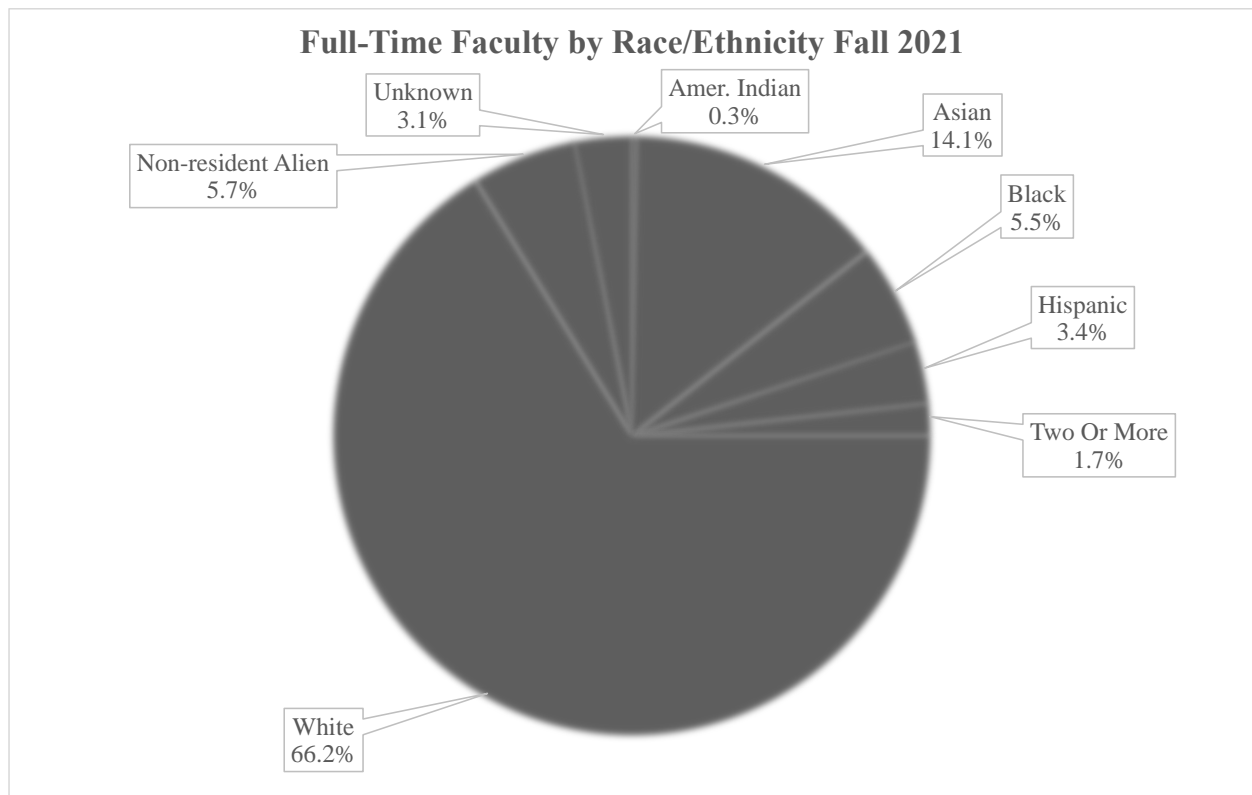| Faculty and Academic Standards Committee					
February 24, 2022					
SUMMARY OF FACULTY ACTIONS AND ANNOUNCEMENTS					
APPOINTMENT OF FACULTY					
	Term		**Tenure Track**			
	9-month	**12-month**	**9-month**	**12-month**	**Research**	**Grant Funded**
Instructor	1	1	0	0	1	1
Assistant Professor	1	0	2	0	0	0
Associate Professor	1	0	0	0	0	0
Professor	0	1	0	0	1	1
Administrative/Professional	0	48	0	0	0	7
Totals	3	50	2	0	2	9
RENEWALS/REAPPOINTMENTS					
	Term		**Tenure Track**			
	9-month	**12-month**	**9-month**	**12-month**		**Total**
Instructor	8	4	0	0		12
Assistant Professor	21	11	0	0		32
Associate Professor	3	0	0	0		3
Professor	0	4	0	0		4
Administrative/Professional	0	0	0	0		0
Totals	32	19	0	0		51
SEPARATIONS					
	Resignation	**Retirement**	**Contract Expiration**	**Deceased**		**Total**
	11	3	1	0		15
OTHER ANNOUNCEMENTS					
	Leave with pay and Partial pay	**Leave w/o pay**	**Title Change**	**Conversion**	**Tenure Track Contract Extension**	**Total**
	14	0	31	0	3	48

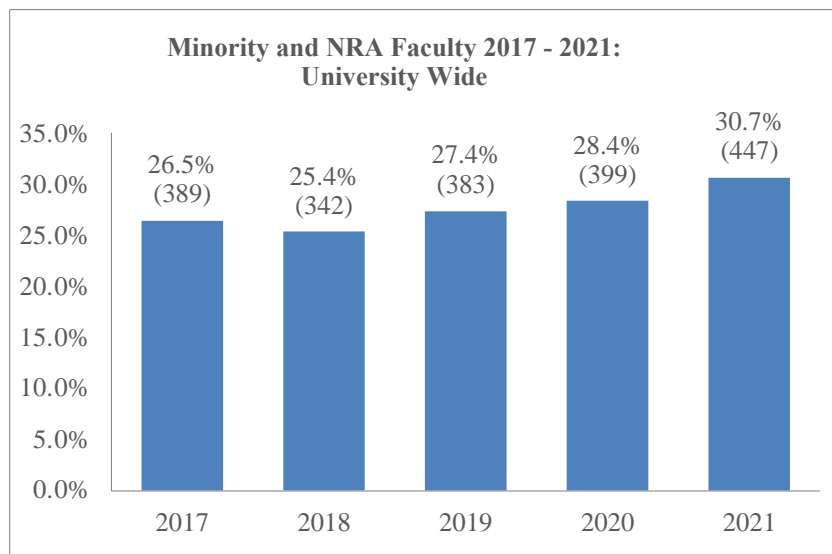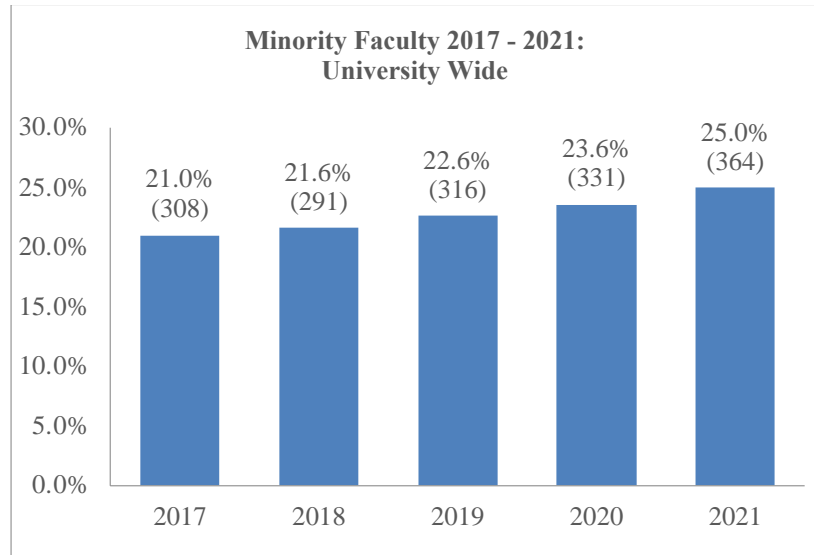*Summary Excludes Postdoctoral Research Fellows and Research Staff

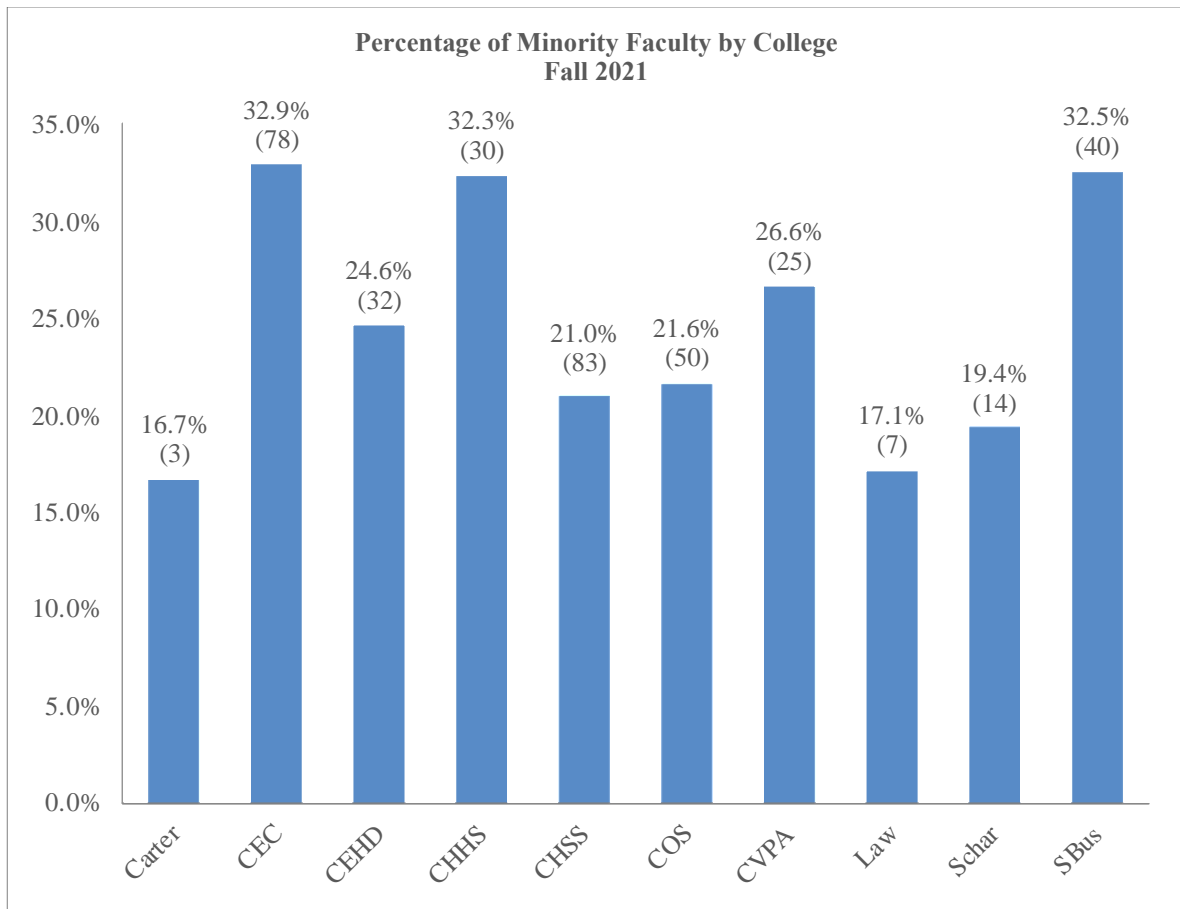# The Diversity of Mason's Full-Time Faculty
Fall 2021

In Fall 2021, 30.7% of Mason's full-time faculty were a member of a racial/ethnic minority group or a non-resident alien. This compares to 56.5% of students who identify as a racial/ethnic minority or non-resident alien. One of the goals of Mason's strategic plan is to increase faculty diversity. The percentage of faculty identifying as minority has increased between 2020 and 2021.

Race and Ethnicity

- Minority faculty members make up 25.0% (364) of the 1,456 full-time faculty members, an increase of 1.4% over Fall 2020.

- 43.4% of new faculty identified themselves as White, 34.1% identified themselves as minorities, and 21.7% were classified as non-resident aliens.

- The percentage of minority full-time faculty within each college or school ranges from 16.7% to 32.9%.

Full-Time Faculty by Race/Ethnicity Fall 2021

Unknown 3.1%
Amer. Indian 0.3%
Asian 14.1%
Non-resident Alien 5.7%
Black 5.5%
Hispanic 3.4%
Two Or More 1.7%
White 66.2%

Minority Faculty 2017 - 2021:
University Wide

Year	Percentage	Count
2017	21.0%	(308)
2018	21.6%	(291)
2019	22.6%	(316)
2020	23.6%	(331)
2021	25.0%	(364)

Minority and NRA Faculty 2017 - 2021:
University Wide

Year	Percentage	Count
2017	26.5%	(389)
2018	25.4%	(342)
2019	27.4%	(383)
2020	28.4%	(399)
2021	30.7%	(447)

Percentage of Minority Faculty by College
Fall 2021

College	Percentage	(Count)
Carter	16.7%	(3)
CEC	32.9%	(78)
CEHD	24.6%	(32)
CHHS	32.3%	(30)
CHSS	21.0%	(83)
COS	21.6%	(50)
CVPA	26.6%	(25)
Law	17.1%	(7)
Schar	19.4%	(14)
SBus	32.5%	(40)

Gender

- Women represented 43.4% of the new full-time faculty hires this year, which is a smaller proportion than the 45.8% of the total full-time faculty who are female.

- For the five-year period from 2017 to 2021, the proportion of full-time female faculty members increased by 1.9 percentage points.

- Women represent 37.4% of the tenured positions, 45.4% of the tenure-track positions, and 57.3% of term faculty positions. For new hires, women represent 50.0% of the tenured positions, 40.5% of the tenure-track positions, and 43.5% of the term positions.

The Retention of Full-Time Instructional Faculty
Fall 2020 to Fall 2021

Fall 2020 Faculty Retention

In the Fall 2020 semester, Mason employed 1,403 full-time instructional faculty members. Of these, 96% (1,344) continued to be employed at Mason in Fall 2021. The attrition rate for instructional faculty was 4%, which is less than previous years (6% in 2016, 6% in 2017, 6% in 2018, and 6% in 2019). Once retirees and deceased faculty are removed from the analysis, the attrition rate drops to 2%. The most frequent reason for faculty departure was resignation, followed by retirement, and completion of contract. Twenty-two full-time faculty retired in FY 2021, compared to 33 in FY 2020 and 22 in FY 2019.

Of the 1,344 faculty members continuing at Mason:
- 1,325 (99%) continued as full-time instructional faculty
- 12 (<1%) moved into full-time administrative or part-time faculty positions
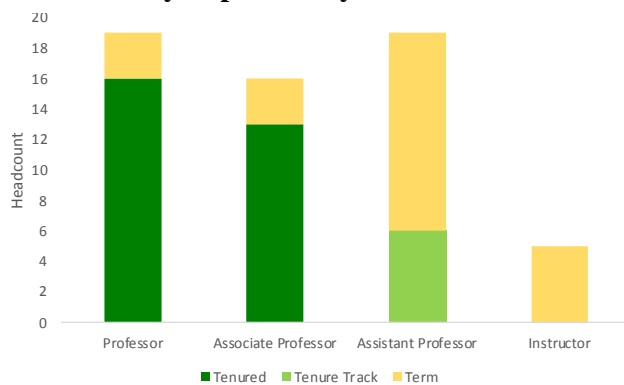- 7 (<1%) were on leave without pay

Reasons for leaving include:
- 24 retired (2 deceased)
- 25 resigned
- 10 completed their contract

Reasons for Faculty Departure FY 2021
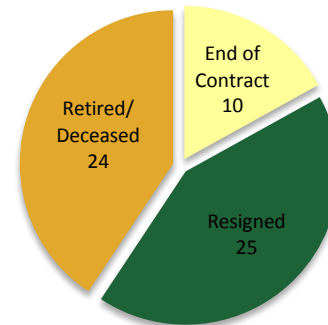
Faculty Departure by Rank and Tenure

Twenty-nine tenured faculty departed Mason in FY21: 21 retired, and 8 resigned due to a new job offer. Six tenure-track faculty departed: 4 resigned due to a new job offer, 1 resigned to leave the area, and 1 completed their contract. Twenty-four term faculty departed: 9 completed contracts, 5 resigned due to a new job offer, 4 resigned without a reason given, 3 retired, 1 resigned due to a school/career change, 1 resigned due to being dissatisfied, and 1 resigned to transfer to a new state agency.

Fall 2021 Faculty

In the Fall 2021 semester, Mason employed 1,456 full-time instructional faculty members: 1,327* (91%) continuing faculty members and 129 (9%) new faculty members. Five percent of returning faculty received promotions, a similar rate to the proportion of promotions in the recent past (5% in Fall 2020; 6% in Fall 2019; 5% in Fall 2018). Below is the faculty distribution across ranks.

Continuing Faculty
- 379 professors, 25 promotions
- 488 associate professors, 39 promotions
- 383 assistant professors, 5 promotions
- 77 instructors

New Faculty
- 13 professors
- 18 associate professors
- 86 assistant professors
- 12 instructors

*1,327 continuing faculty represent the 1,325 instructional faculty in both the Fall 2020 and Fall 2021 census files, plus two faculty who were on LWOP in Fall 2020 (and not in census file) who have returned from LWOP and are present in Fall 2021 census file.

Undergraduate Student Retention and Graduation
Fall 2021
George Mason University
Office of Institutional Effectiveness & Planning

Reaching Mason's ambitious degree completion goals as outlined in the Strategic Plan requires meeting enrollment targets, improving retention and graduation rates, and promoting timely degree completion. Student success is a combination of many factors, not the least of which is student motivation and academic preparation. Within a student-centered institutional culture, Mason strategically focuses on academic success, informed by research and best practices in higher education, which allows us to affect the greatest number of students. In doing so, Mason has both raised the profile of its entering freshmen cohorts and deployed retention initiatives such as the Student Experience Redesign and Mason Impact to increase retention and graduation rates as they mature in effectiveness.

Defining Freshmen Cohorts, First-Year Retention, Four-Year and Six-Year Graduation Rates
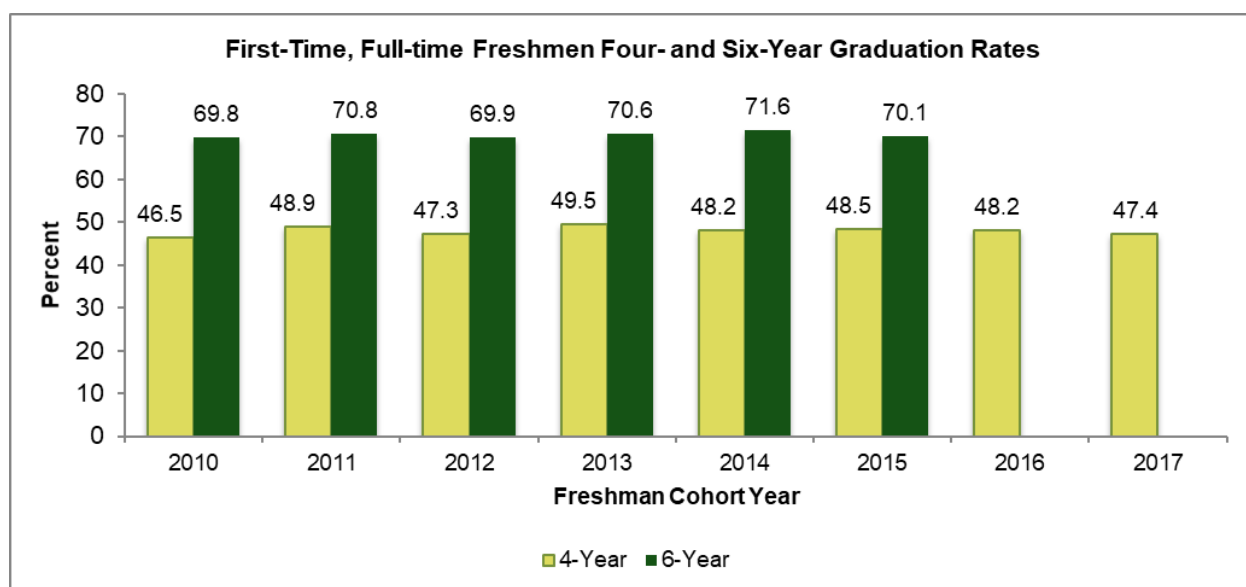The Department of Education's standardized measures for retention and graduation rates focus on entering first-time, full-time, degree-seeking freshmen. In Fall 2021, 96.4% of Mason's freshman cohort met that definition. The first-year retention rate is the percentage of first-time, full-time, bachelor's degree-seeking students enrolled in fall who returned the following fall term. The standard for graduation rates has long been based on 150% of program length, i.e. six years. Increasingly the four-year graduation rate (100% of program length) is also discussed in the media. Table 1 details these standard measures.

Table 1	1 Year Retention		4 Year Graduation Rate	6 Year Graduation Rate
Cohort	Fall 2020		Fall 2017	Fall 2015
Overall	83.6%		47.4%	70.1%
By Residency	In-State	85.2%	46.8%	71.6%
	Out-of-State	76.0%	49.5%	65.1%
By Gender	Female	84.1%	55.8%	74.4%
	Male	81.8%	37.7%	65.0%
By Race/Ethnicity	Asian	90.2%	48.3%	72.9%
	White	79.8%	50.5%	70.9%
	Hispanic	83.4%	40.8%	70.3%
	Other*	86.1%	45.1%	69.6%
	Two or more (multi-ethnic)	82.4%	37.7%	64.3%
	Black	77.1%	43.1%	65.1%

Other includes Hawaiian/Pacific Islander, Native Americans, Non-resident Aliens, and Unknown/Not Reported

The Fall 2020 cohort first-year retention rate overall is 83.6%, slightly lower than the 2019 cohort (down 2.4 percentage points). Looking at various demographic traits reveals opportunities for focused interventions. For example, in-state students are retained at a higher rate than out of state students, females are more likely to re-enroll compared to males. The need to close the achievement gap in the first year is readily seen when looking at retention by race/ethnicity.

For Mason, the four-year rate for the Fall 2017 cohort, the most recent cohort for which data is available, is 47.4%. Compared to the rate for the Fall 2007 cohort of 42.8%, over 10 years, Mason's rate has improved 10.7%. Mason's six-year graduation rate (150% of program length) has risen from 63.7% in 2005 to 70.1% for the 2015 cohort. Again, over a 10-year period, rates have improved, in this case by 10%. As with retention rates, six-year graduation rates vary by demographic characteristics. Again, in-state students graduate at a higher rate than out-of-state students. Females graduate at a higher rate than males. But the pattern of gaps by race/ethnicity is different than that seen at the 1-year retention mark, suggesting a fruitful area to explore.

First-Time, Full-time Freshmen Four- and Six-Year Graduation Rates

Freshman Cohort Year	4-Year	6-Year
2010	46.5	69.8
2011	48.9	70.8
2012	47.3	69.9
2013	49.5	70.6
2014	48.2	71.6
2015	48.5	70.1
2016	48.2	
2017	47.4	

Graduation Rates and Student Financial Need
Financial need is often noted as a significant barrier to college completion. At Mason, the six-year graduation rates for the 2015 cohort of students by type of aid received are:
- Pell Grants 65.3%
- Subsidized Stafford Loans 69.4%
- Other 74.1%
- No aid 72.2%.

First-Generation
First-generation students are also a vulnerable population for which Mason develops focused initiatives. In the 2015 cohort, 68.4% of students who identified themselves as first-generation students graduated in six years compared to 71.3% of students who were not first-generation. Similar to Pell students, the 2017 Cohort four-year graduation rate for first-generation students of 44.0% is lower than the university average, but the gap between the two groups diminishes by the time of the six-year rate.

Part-time Freshmen
As noted previously, the vast majority of first-time freshmen at Mason enroll full time. In Fall 2015, only 27 of Mason's 3,181 freshmen began as part-time students. Of those, 44.4% graduated in six years.
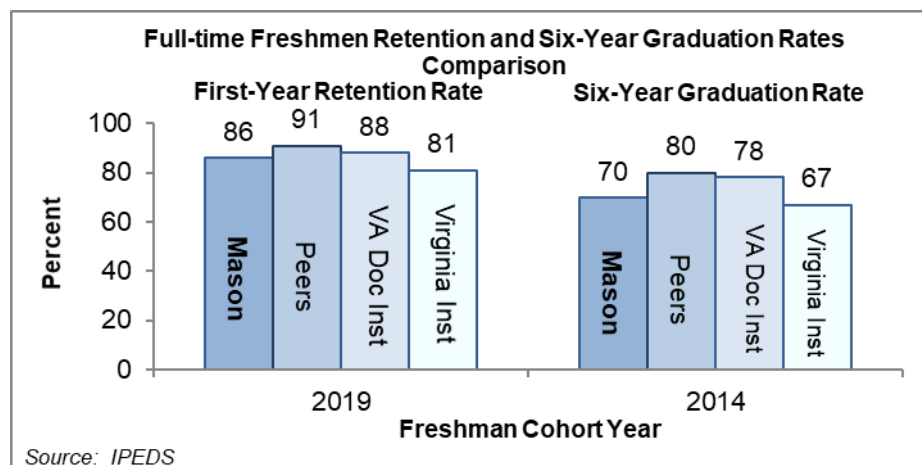
Peer and Regional Comparisons

George Mason's student population differs from that of its peers and regional institutions in a number of ways. For example:

- In Fall 2019, 32% of first-time, full-time freshmen at Mason identified themselves as being a racial/ethnic underrepresented minority (Black/African American, American Indian/Alaska Native, Hispanic, Native Hawaiian/Pacific Islander, and Two or More). The average for other Commonwealth institutions was 36%, 31% at the Virginia research institutions, and 24% for the average of Mason's peer institutions.
- George Mason has a higher percentage of Pell Grant recipients (29%) in its 2019 cohort than the average across both the Virginia research institutions (23%) and its peer group (22%). The average for all Virginia 4-year institutions was 31%.
- The academic measures for students at George Mason's peer institutions are considerably higher. For the 2019 cohort, Mason's SAT scores for the 25th percentile and 75th percentile were 1110 and 1320, respectively, while the comparable average scores for its peers were 1231 and 1430, respectively.

Given our diversity of students across several factors, Mason has been particularly successful in retaining and graduating its under-represented student populations, a distinction that has been recognized in various national publications (e.g., *U.S. News*, *Education Trust, Change Magazine*).

The chart below details comparison data for the most recent years available, i.e. Fall 2019 for the first-year retention rate and 2014 for the six-year graduation rate. At 86%, Mason's first-year retention rate is higher than the average for Commonwealth institutions. However, it is slightly lower than both peer institutions[1] and the other Virginia research institutions. Regarding graduation rates, the pattern repeats with Mason's rate lower than the peer group average and the other Virginia research institutions average but higher than the Commonwealth institutions average.

Chart: Full-time Freshmen Retention and Six-Year Graduation Rates Comparison. First-Year Retention Rate (2019): Mason 86, Peers 91, VA Doc Inst 88, Virginia Inst 81. Six-Year Graduation Rate (2014): Mason 70, Peers 80, VA Doc Inst 78, Virginia Inst 67. Source: IPEDS

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[1] The list of 25 peer institutions is approved and maintained as a benchmark for targeting comparative salary data by the State Council of Higher Education for Virginia (SCHEV). The current peer group was approved in July, 2011, and includes Arizona State University, Boston University, Florida State University, George Washington University, Michigan State University, New York University, North Carolina State University at Raleigh, Northeastern University, Rutgers University-New Brunswick, Stony Brook University, SUNY at Albany, Syracuse University, Temple University, University of Arizona, University of Connecticut, University of Florida, University of Illinois at Urbana-Champaign, University of Kansas, University of Maryland-College Park, University of Massachusetts Amherst, University of Minnesota-Twin Cities, University of Nebraska-Lincoln, University of North Carolina at Chapel Hill, University of Southern California, and University of Washington-Seattle Campus.

Transfer Students

Given our focus on access and transfer student success, Mason intently monitors the performance and success of this population. For Fall 2020, the overall one-year retention rate for transfer student was 84.8%. Students who transfer to Mason and enroll full-time are retained at a higher rate than those who enroll part-time, 87.3% v 75.1%. The four-year graduation rate for the transfer cohort that entered in Fall 2017 was 75.4% for the full-time students and 47.9% for the part-time students. This results in an overall transfer four-year graduation rate of 69.8%.

The majority of Mason transfer students come from the Virginia Community College System (VCCS). Of all the VCCS transfers that entered in Fall 2020, 86.0% returned the subsequent Fall, while 88.5% of the full-time VCCS transfers were retained to their second year. The four-year graduation rates for all Fall 2017 VCCS transfers is 70.8%, while the full-time VCCS transfers have a four-year rate of 76.5%. The six-year graduation rate for Fall 2015 VCCS transfers is 78.4%, and the full-time VCCS transfers have a six-year graduation rate of 85.0%. The Mason-NOVA ADVANCE program is aimed at strengthening these statistics and increasing the students who complete a Bachelor's.

For additional information on retention and graduation rates, visit the OIEP website at:

https://oiep.gmu.edu/data-analytics-research/retention-and-graduation-rates/persistence-and-graduation-rates/

College of Humanities and Social Sciences – Inaugural Showcase:

Learn about the research, teaching, and students in the College of Humanities and Social Sciences (CHSS) through examples that embody passion and commitment to making a difference in the world. CHSS students, faculty, staff, and alumni are change-agents and catalysts for the creation of a better world for everyone who comes after them. YouTube Video Link: https://youtu.be/9Pcs4opTGJc

GEORGE MASON UNIVERSITY
BOARD OF VISITORS

Finance and Land Use Committee Meeting
February 24, 2022

AGENDA

I. Call to Order

II. Approval of Minutes for December 2, 2021 (**ACTION**)

III. Financial Matters
   A. FY 2022 Q2 Financial Report & Forecast
   B. FY 2023 Budget Update
      i. FY 2023 Tuition and Fees
      ii. FY 2023 Room & Board Rates
      iii. Workforce Update
   C. Revised Debt Policy (**ACTION**)
   D. Delegation of Reimbursement Declarations (**ACTION**)

IV. Capital Matters
   A. Adoption of University Master Plan (**ACTION**)

V. Adjournment

APPENDIX Capital Projects Review (Stoplight)

GEORGE MASON UNIVERSITY
FINANCE & LAND USE COMMITTEE
BOARD OF VISITORS

MINUTES
December 2, 2021
1:20 p.m. – 2:10 a.m.

PRESENT: Rector Hazel; Committee Vice Chairman Reagan; Visitors Moss, Peterson and Rice; President Washington; Senior Vice President Kissal; Faculty Chair Broeckelman-Post; Faculty Representatives Cuellar and Venigalla; Secretary *pro tem* Kelly.

ABSENT: Vice Rector Blackman; Committee Chair Roth; Visitor Iturregui

I. **Call to Order**
    Committee Vice Chair Reagan convened the meeting at 1:20 p.m.

II. **Approval of Minutes (ACTION)**
    Committee Vice Chair Reagan called for any corrections to the minutes for the December 2, 2021, 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 Vice Chair Reagan turned the meeting over to Carol Kissal, Senior Vice President for Administration and Finance, who provided an overview of the agenda.

    A. FY 2021 Unaudited Financial Statements

    Deb Dickenson, Vice President for Finance, provided a brief recap of the University's unaudited financial statements for FY 21, which had been presented in detail at the Audit Committee meeting that morning. The financial statements have been submitted to the Commonwealth's Auditor of Public Accounts and are posted online. For FY 21, Mason had a strong positive margin of $147 million, which is an $41 million increase over the prior year, which was driven primarily by COVID relief funding. There was increase of approximately $45 million in nonoperating revenue over FY 20. The pandemic has disrupted our financial operations, but that is improving, which we expect to continue as we see operations continue to normalize and as our density on campus improves. Additional financial highlights include a $29 million increase in compensation primarily associated with COVID response operations, as well as an increase in student financial aid

of $18.8 million in emergency student awards to over 15,000 students awarded during FY 21.

The annual disclosure of accounts receivable write-offs reported an anticipated increase due to economic factors, as well as the resumption of certain collections that had been delayed from the prior year in response to the pandemic. Outstanding student receivables have decreased $8.3 million from the prior year. We are continuing to invest in infrastructure and move forward on business transformation to enhance our student services, enhancing our ability to resolve issues without escalation and provide more flexible payment options, student financial education, and proactive outreach prior to collections.

B. FY2022 Q1 Financial Report & Forecast

Rene Stewart O'Neal, Associate Vice President for Strategic Planning & Budgeting, continued with the first quarter financial report and forecast. The overall forecast is favorable to the budget by $41 million, with revenue improved by approximately $9.4 million with total predicted revenues of $1.31 billion. Net tuition revenues are up $9.4 million driven by a gross tuition revenue increase of $3.2 million due to higher prior year payments. Institutional aid has increased by $6.2 million.

The expense forecast is favorable by $31.5 million with total expenses of $1.268 billion. The most significant driver is lapsed compensation of approximately $24 million largely from vacant position savings due to increased competition in hiring, consistent with the broader economic environment. We are working on recruitment and retention strategies to address these challenges, as well as measures to provide more competitive compensation. Our contractual services spending is projected to be down by about $4 million due to decreased COVID operations costs, supplies and lower overall unit spending. These expenditures are offset by higher spending in equipment increases of $8 million, primarily due to the timing of some major purchases in the high-performance computing clusters, Tech Talent Investment Program, and Computer Science labs. Capital outlay and scholarships are also trending towards an $11 million increase. The first-quarter forecast projects a "true" margin estimate of $40.9 million or about 3% of our projected FY 22 expenses, which is consistent with Mason's historic margin of 3%-4%.

Ms. Kissal pointed out that Mason's budget currently assumes a zero-vacancy rate, which contributes to the forecast margin. For future year budget, we are looking at assuming a more reasonable vacancy rate that will better align with the forecast.

C. FY 2023 Planning Assumptions

Ms. Kissal gave an overview of the FY 23 planning assumptions. In advance of the new legislative session, both the State Council of Higher Education for Virginia (SCHEV) and Virginia Business Higher Education Center (VBHEC) submitted additional funding recommendations. The Council of State Senior Business Officers (CSSBO), which Ms. Kissal currently chairs, is compiling and categorizing the Commonwealth institutions' individual requests to create a unified amendment for legislative consideration. SCHEV is also working to revise the Commonwealth funding model to establish a new funding model that better aligns with the State institutions' needs; Mason is participating in this process. Although a new model will not be in place for the spring session, it should have a positive impact on funding, along with the other advocacy and recommendations. This information will also influence our FY 23 planning, including our forthcoming tuition and fee recommendation.

Visitor Peterson asked when the new guidelines would be finished, which is expected next summer, to impact FY 24, although select aspects may be included in this year's budget. Visitor Moreno asked how the categories used in VBHEC and SCHEV recommendations align with the categories in Mason's Six-Year Plan. Ms. Kissal explained that Mason's strategic initiatives were encompassed within those broader categories.

IV.   Operational Matters

Ms. Kissal introduced Cliff Shore, Mason's Chief Procurement Officer, and highlighted some of the way Mason supports Small, Women and Minority Owned businesses (SWaM) in the region through the Mason Enterprise Center, and through programs like Virginia Small Business Development Center Network, Community Business Partnership, and the Procurement Technical Assistance Program. These efforts engage and support more than 10,000 Virginia businesses and have an economic impact of hundreds of millions of dollars.

A. SWaM Contracting Update

Mr. Shore gave an overview of Mason's SWaM performance relative to Commonwealth and internal targets, as well as in the context of peer institutions. Mason exceeds our minimum target, but like many other peer institutions does not currently meet the Commonwealth goal. Our SWaM performance aligns with our values, in that Mason ranks either number one or number two in the percentage of dollars that goes to these our spend with minority women and micro-businesses relative to our peer institutions.

Mr. Shore outlined some of the challenges and opportunities to increasing Mason's overall SWaM spending, which include broadening Virginia's reciprocity, making vendors from additional states eligible for our SWaM program, including Washington, DC and three of the largest states, California, Florida and Texas. A lack of certified vendors and complicated enrollment processes are also impediments to increasing our SWaM spending. To address these challenges, Mason is working to educate vendors, hiring a Director of Supplier Diversity, and continuing to advocate for beneficial changes with the Commonwealth.

Rector Hazel, along with Vistors Moss, Rice, Reagan, Moreno, and Peterson discussed reciprocity, how it impacts Mason and other institutions, as well as how we are working to advocate for changes with the Commonwealth.

B. Succession Planning Update

Lester Arnold, Vice President of Human Resources, provided the annual update on Mason's succession planning. This included an overview of our current workforce and key metrics such as retention, turnover rates and retirement eligibility, in order to monitor and mitigate risk to our operations. Looking at the retirement eligibility of 47 essential employees, 36% are not currently eligible, 26% could retire within the next five years, 32% are currently eligible. For Masons overall benefited population, 24% are eligible to retire in the next five years. Mason is currently recruiting a new leader for performance management and succession planning in that person will be responsible for developing an enterprise succession planning model. In the next year, we will also begin implementing a new performance management model in our personnel management system.

C. Retirement Plan Investment Policy Update (ACTION)

Mr. Arnold updated the Committee on the Retirement Investment Policy Statement (IPS). The IPS includes the Defined Contribution Retirement (ORP), the Cash Match Plan, and the Supplemental Defined Contribution Plan. Since last year's update, total assets increased from $580 million to $734 million. For the ORP and Cash Match plans, there was a fee renegotiation and migration to a more transparent fee structure.

The IPS was reviewed by internal and external counsel. This review resulted in recommendations to add the 403(b) to the IPS, to create an Investment Policy Committee charter, and finally to delegate plan authority to senior university official in order to provide increased accountability and streamline plan processes. This delegation of authority requires approval by the Board.

Vistor Moss asked about any differences between Mason and Commonwealth investment policies; Ms. Kissal clarified that they are aligned. Faculty Representative Venigalla requested an update on how Tier 3 will impact Faculty benefits, which will be provided at a forthcoming Faculty Senate meeting.

V.   Capital Matters

A. Schematic Design for LSEB (ACTION)

Virginia Steele, Director of Program Management, presented the schematic design for Board approval, for the Life Science and Engineering Building, which have been revised in order to better align with the master plan. The previous designs were approved in 2020. The project subsequently received Commonwealth funding to add an additional floor, or additional 33,000 gross square feet, which is included in this revised four-story plan. Another difference in the design is that the building has been rotated 90 degrees from its original orientation, which allows for a longer elevation along the road and helps emphasize that master plan's vision of a promenade along the road. The facility remains all instructional labs and classrooms for multidisciplinary instruction, but the focus is switched to the graduate level, consistent with master plan vision of the campus as primarily a graduate-level campus. The project also redistributed the backfill from only Katherine Johnson Hall to include Discovery Hall as well and increased the backfill by 13.8%. Construction is scheduled to start in spring 2022, with occupancy in fall 2024, and a total targeted budget of $98.6 million.

Committee Vice Chair Reagan **MOVED** that the Board of Visitors approve the following two action items as detailed in the Board Book: 1) Retirement Plan Investment Policy Update and 2) Schematic Design for Life Science and Engineering Building

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

VI.   Adjournment
There being no further business, Committee Vice Chair Reagan declared the meeting adjourned at 2:20 p.m.

Prepared by:

Matt Kelly
Secretary *pro tem*

ITEM NUMBER III.C.: **REVISED DEBT POLICY (ACTION)**

PURPOSE OF ITEM: Board of Visitors approval of Tier 3 authority revisions to Debt Policy #2111, originally approved by the Board in February 2014 with revisions approved by the Board on March 1, 2018.

APPROPRIATE COMMITTEE: FINANCE AND LAND USE

BRIEF NARRATIVE: The Debt Policy applies to all debt financing activities of the University. The use of debt is an important funding mechanism for the University's capital plan. The Debt Policy links the use of debt to the University's mission and strategic goals during this continued period of growth. The Policy incorporates a portfolio approach to managing the University's debt level, debt composition and risk profile. The portfolio risk is viewed in the context of the University's assets, liabilities and operations. As outlined in the University's Management Agreement as a Tier 3 Institution, the revised Debt Policy has established guidelines relating to the total amount of outstanding debt by monitoring University wide ratios that measure debt compared to University balance sheet resources and annual debt service burden. The Debt Policy revisions include:

1) **Rating "Policy Goal" Changed**
   - From "A category" to "minimum of AA-/Aa3"

2) **Debt Burden Ratio Limit Added**
   - Debt Service / Operating Expenses
   - (New) Limit = 10%

3) **Sections Streamlined**
   - Removed Tier 2 annual compliance

STAFF RECOMMENDATION: The staff recommends BOV approval of the attached resolution for the revised Debt Policy.

Debt Management Policy

Responsible Office:

Senior Vice President for Administration and Finance

Related Law, Policy & Guidelines:

University Policy 2115: Private Business Use

University Policy 2109: Asset Capitalization

University Interest Rate Swap Guidelines

University Post Issuance Compliance Guidelines for Tax-Exempt Qualified Obligations

Virginia College Building Authority Post Issuance Compliance Policy for Tax-Exempt Qualified Obligations

Treasury Board of the Commonwealth of Virginia Post Issuance Compliance Policy for Tax-Exempt Qualified Obligations Restructured Higher Education Financial and Administrative Operations Act (Virginia Code §23.1-1000 et seq.

Management Agreement By and Between the Commonwealth of Virginia and George Mason University, Chapter 76, Virginia Acts of Assembly (2021 Special Session I)

I.   Scope

This policy applies to all debt financing activities of the University.

II.   Policy Statement

George Mason University's mission as a public, comprehensive, research university in the National Capital Region in the Commonwealth of Virginia is to create an innovative and inclusive academic community committed to creating a more just, free, and prosperous world.

The use of debt is an important funding mechanism for the University's capital plan. This policy links the use of debt to the University's mission and strategic goals.

The objectives of the debt policy are to provide:
1) guidelines for debt issuance and debt policy, oversight and reporting;

2) framework for debt capacity and debt affordability to maintain the long-term financial health of the University; and
3) considerations for debt management and risk management.

Debt Issuance and Debt Policy: Oversight and Reporting

The debt policy and any subsequent, material changes to the debt policy shall be submitted to the State Treasurer for review and comment prior to its adoption by the University's Board of Visitors. The Board of Visitors is to periodically review and approve policy guidelines. The Board of Visitors shall authorize the issuance of debt and execution of financing agreements giving consideration to policy guideline compliance. Additionally, federal tax law requires that the Board of Visitors pass a Reimbursement Resolution when required.

The Senior Vice President for Administration and Finance ("Senior Vice President") is responsible for implementing this policy, all debt financing activities of the University and regular reporting to the Board of Visitors on the University's debt plans and position.

Goals

The University seeks to manage its debt and overall financial profile as follows:
1) Align the financial position of the University consistent with a minimum rating of AA-/Aa3.
2) Optimize the University's debt composition within its desired risk management profile.

Debt Capacity and Debt Affordability

In evaluating its debt capacity and debt affordability, the University will consider its current debt levels, future debt financings, and overall financial health of the University. Debt capacity is the University's ability to leverage its financial resources to finance certain capital projects within a debt burden ratio limit of 10%. Debt affordability considers the University's ability to pay the debt service on an annual basis through its operating budget and identified revenue streams. The University will benchmark financial indicators to the public higher education institution medians for the "Aa3/AA-"rating category published by nationally recognized rating agencies (such as Moody's Investor Service, Fitch Ratings or S&P Global Ratings).

Debt Management and Risk Management

The University will manage its debt level, debt composition, and risk profile with an enterprise portfolio view. The University may actively manage its debt portfolio to take advantage of current market conditions, either to generate savings or utilize financing structures that would optimize its debt portfolio. The financing structures are reviewed within the context of the goals of this policy. The University recognizes there is a correlation between risk and cost, and there are risks it may assume in order to optimize its debt portfolio. The University recognizes the value and flexibility that short-term debt or variable rate financing may contribute to its debt portfolio. While interest rate risks associated with variable rate debt can be mitigated through asset/liability management, the University may consider the use of derivative products in order to achieve the goals outlined in this policy. Derivatives may be undertaken by the University only upon quantification and evaluation of their risks and in accordance with the University's Interest Rate Swap Guidelines.

Post Issuance Compliance

The University's Tax-Exempt Debt Post Issuance Compliance Guidelines will define compliance practices including compliance actions, records management, and process continuity. The University established a Private Business Use Policy 2115 for the ongoing use of facilities in order to ensure it meets federal tax law requirements for the use of tax-exempt debt financed facilities. The University adheres to the post issuance compliance procedures established through the Treasury Board and the Virginia College Building Authority for their pool program debt issuances.

Definitions

1) <u>Reimbursement Resolution</u> - Board approved resolution declaring its intent to issue tax-exempt debt in order to reimburse the University for expenditures incurred more than sixty (60) days prior. The resolution does not obligate or authorize the University to issue tax-exempt debt for the identified projects. In accordance with federal tax law, the University may issue debt to reimburse itself up to three years after the adoption of a Reimbursement Resolution.

2) <u>Debt Composition</u> - different types of financing structures that comprise the University's outstanding debt obligations. The financing structures include but are not limited to fixed rate, variable rate, short-term, long-term, direct debt, indirect debt, public debt, private debt, and capital leases.

3) <u>Debt Service Burden Ratio [Debt Service to Operations]</u> -This ratio measures the percentage of operating expenses that support debt service and is a determinant of the University's operating flexibility to finance existing obligations and new initiatives. Total operating expense calculation includes interest expenses less student aid. Ratio limit is 10%.

<u>Annual Debt Service</u>
Total Operating Expense Times 100

III.   Dates:

A.   **Effective Date:**

This policy will become effective upon the date of approval by the Board of Visitors.

B.   **Time Table for Review:**

This policy shall be reviewed by the Board of Visitors periodically but not less than every three years.

Date Approved: February 5, 2014
Revision Approved: March 1, 2018
Revision Approved: February 24, 2022 (pending)

RESOLUTION
OF THE
BOARD OF VISITORS OF GEORGE MASON UNIVERSITY

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

NOW, THEREFORE, BE IT RESOLVED that the University hereby adopts the attached 2022 Debt Management Policy to supersede the 2018 Policy in its entirety, effective immediately.

Adopted: February 24, 2022

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Simmi Bhuller
Secretary
Board of Visitors
George Mason University

ITEM NUMBER III.D.:   **DELEGATION OF REIMBURSEMENT DECLARATIONS (ACTION)**

PURPOSE OF ITEM: Delegating the responsibility for making reimbursement declarations of official intent related to tax-exempt financings without additional Board approval. The University may elect to spend its own cash to pay for all or a portion of the costs of a capital project and that it may eventually reimburse itself with tax-exempt financing.

APPROPRIATE COMMITTEE: FINANCE AND LAND USE

BRIEF NARRATIVE: The Treasury Regulations Section 1.150-2 (the "Reimbursement Regulations") provides generally that if an issuer of a tax-exempt financing wants to reimburse itself for expenses incurred before the closing of the financing, that issuer must make a **declaration of official intent -** that it intends to use some or all of the proceeds of the tax-exempt financing to reimburse itself for the previously incurred expenses that were paid with its own funds. The Reimbursement Regulations provide that any person properly designated may make **declarations of official intent** on behalf of an organization.

This Reimbursement Delegation Resolution designates the Senior Vice President for Administration and Finance ("Senior Vice President") to declare official intent on behalf of the University in accordance with the Reimbursement Regulations. The Senior Vice President would inform the Board of any such declaration of official intent at a subsequent Board meeting.

STAFF RECOMMENDATION: The staff recommends BOV approval of this Reimbursement Delegation Resolution. This recommendation is to allow for efficiencies going forward.

RESOLUTION OF THE BOARD OF VISITORS OF GEORGE MASON UNIVERSITY

**Delegating Responsibility for Making Reimbursement Declarations Related
to Tax-Exempt Financing**

WHEREAS, as part of paying the costs of its capital projects, George Mason University (the "University") may elect to advance its own funds to pay all or a portion of the costs of a capital project that may eventually be financed with tax-exempt financing;

WHEREAS, Treasury Regulations Section 1.150-2 (the "Reimbursement Regulations") provides certain limits on the ability of an organization to reimburse itself for previously-incurred expenses from the proceeds of a tax-exempt financing;

WHEREAS, the Reimbursement Regulations provide generally that if an issuer or beneficiary of a tax-exempt financing wants to reimburse itself for expenses incurred before the closing of the financing, that issuer or beneficiary must make a declaration of official intent that it intends to use some or all of the proceeds of the tax-exempt financing to reimburse itself for the previously-incurred expenses that were paid with its own funds;

WHEREAS, the Reimbursement Regulations provide that any person properly designated may make declarations of official intent on behalf of an organization;

NOW, THEREFORE BE IT RESOLVED BY THE BOARD OF VISITORS OF GEORGE MASON UNIVERSITY:

RESOLVED, that the Board of Visitors hereby designates the Senior Vice President for Administration and Finance authorized to declare official intent on behalf of the University in accordance with the Reimbursement Regulations; and

RESOLVED FURTHER, that the Senior Vice President for Administration and Finance is hereby directed to inform the Board of Visitors of any such declaration of official intent at a subsequent meeting of the Board of Visitors; and

RESOLVED FURTHER, that this Resolution shall take effect immediately upon its adoption.

Adopted: February 24, 2022

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Simmi Bhuller
Secretary
Board of Visitors
George Mason University

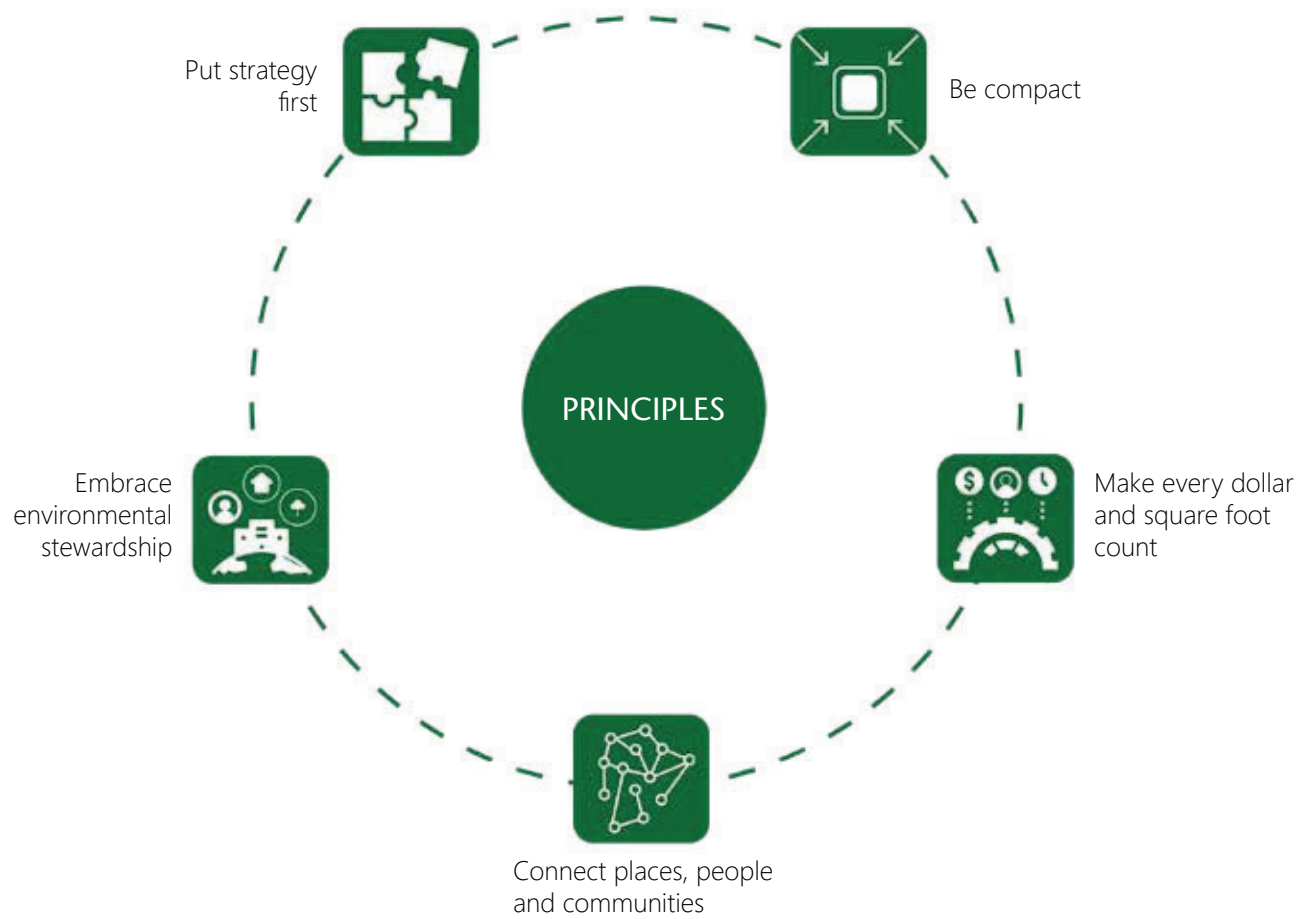|	
ITEM NUMBER IV.A.:	**ADOPTION OF UNIVERSITY MASTER PLAN (ACTION)**
PURPOSE OF ITEM:	This item provides the University's Master Plan for adoption by the Board.
APPROPRIATE COMMITTEE:	FINANCE AND LAND USE
BRIEF NARRATIVE:	The George Mason University Master Plan is a framework to guide ongoing decision-making around the physical environment and capital investment. the plan's primary focus is on the Arlington, Fairfax, and SciTech campuses, but its general principles can apply to all Mason facilities. It was created collaboratively by the Mason community, with about 5,000 people participating in an online interactive mapping survey, about 2,000 people participating in eight town halls, and over 100 stakeholder meetings with both internal and external constituencies.
	Phase 1 of the Master Plan ran from January 2020 through December 2020 and focused on data gathering and analysis leading to the development of programmatic identities for the three primary campuses. Phase 2 began in January 2021 and concluded in January 2022. Phase 2 builds on the analytics and strategy of Phase 1 to synthesize specific physical responses for Arlington, Fairfax, and SciTech, and more broadly to define substantive principles that can be used to evaluate future opportunities across all of mason's land holdings. In total, the framework consists of principles; policy guidance; data sets and tools; physical plans describing land use, open space, and potential building footprints; ecological planning, infrastructure planning; and transportation and mobility planning.
	Final reports for Phase 1 and 2 Master Planning studies are included on Mason's Master Planning Website, and the Executive Summary of the Phase 2 report is included below.
STAFF RECOMMENDATION:	Adoption of the University Master Plan.

EXECUTIVE SUMMARY

The George Mason University master plan is a framework to guide ongoing decision making around the physical environment and capital investment. The plan's primary focus is on the Arlington, Fairfax, and SciTech campuses, but its general principles can apply to all Mason facilities. It was created collaboratively by the Mason community, with about 5,000 people participating in an online interactive mapping survey, about 2,000 people participating in eight town halls, and over 100 stakeholder meetings with both internal and external constituencies.

Phase One of the master plan ran from January 2020 through December 2020 and focused on data gathering and analysis leading to the development of programmatic identities for the three primary campuses. Phase Two began in January 2021 and now concludes with the publication of this report. Phase Two builds on the analytics and strategy of Phase One to synthesize specific physical responses for Arlington, Fairfax, and SciTech, and more broadly to define substantive principles that can be used to evaluate future opportunities across all of Mason's land holdings. In total, the framework consists of principles; policy guidance; data sets and tools; physical plans describing land use, open space, and potential building footprints; ecological planning, infrastructure planning; and transportation and mobility planning.

PRINCIPLES

A key difference between a framework and a traditional master plan is the delineation of substantive principles that can be applied to future opportunities not anticipated when the plan was created. These principles transcend a specific campus. Instead, they provide a philosophy to guide Mason's capital investment across all its landholdings. The principles are the end result of a highly collaborative two-year process that relied on extensive analysis. They are a distillation of lessons learned and key planning ideas, and as such represent a summary of the framework study and the broad input from the Mason community.

Put strategy first

Be compact

PRINCIPLES

Embrace environmental stewardship

Make every dollar and square foot count

Connect places, people and communities

1. **Put strategy first**. Mason is a large innovative university. This is the secret to its success, but it has also, from time to time, led the university to make decisions reactively and opportunistically, without reference to a broader vision. A key success of the master plan has been to establish programmatic identities for each of Mason's three primary campuses. It is crucial these programmatic identities, and the university strategy from which they result, drive capital investment.

2. **Be compact**. Academic activity should be concentrated within a compact core so as to maximize opportunities for collaboration and efficiency. This compact academic core should be surrounded by student life and other active uses to create vitality and a 24/7 sense of place. A compact campus also supports Mason's equity goals: by definition, a compact campus is a more accessible campus where every student can take advantage of university programs and opportunities.

3. **Make every dollar and every square foot count**. Mason must prioritize the efficient use of existing resources. This requires good information on how its space is used, and how space allocations generate positive outcomes. Mason must reinvest in existing facilities, and control its deferred maintenance backlog. No single capital investment should be made independently, but instead must connect to a larger idea or sequence that maximizes the suitability of the university's entire facilities portfolio. Similarly, the university must invest in exterior spaces and infrastructure. Buildings and open space should work seamlessly to achieve framework implementation.

4. **Connect places, people, and communities**. Mason's physical identity must prioritize good experiences and respond to the importance of aesthetics in the built and natural environment. This means creating physical connections between places, buildings, and districts; providing clarity so people can easily navigate the environment; and opening its campuses to their host communities, welcoming not only internal, but also external, connections. In particular, the university must be a good partner to Arlington County, Fairfax City, Fairfax County, and Prince William County.

5. **Embrace environmental stewardship**. Mason should embrace the natural world, the objects, buildings, and systems placed in this world, and the people who inhabit its places and spaces, so the system as a whole can achieve balance. Mason is blessed with significant natural ecological resources. It has also committed to achieving carbon neutrality. For these reasons, Mason must act as a good steward, using its capital resources to preserve and enhance its natural ecology wherever possible, and more broadly, to act sustainably and address climate change. When considering private-public partnerships for remote parcels, particularly undisturbed areas, Mason should consider ecological and environmental impacts as part of any related planning studies.

SPACE POLICY GUIDANCE

Given the principle of maximizing every square foot on campus, the master plan makes several space management policy recommendations. These recommendations focus on the need to gather and analyze data to understand how space is assigned and used, and to base on-going and future space assignments on this productivity and utilization data, not legacy space assignments. No space assignment should be considered permanent. Specific commentary is provided for instructional space, research laboratories, workspace and offices, and collaboration space.
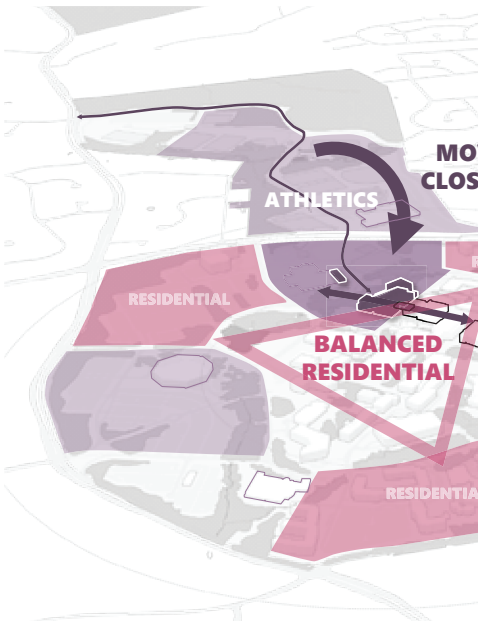
KEY PHYSICAL PLANNING IDEAS

The principles outlined above summarise the framework's philosophy. They should be regarded as a top-level summary of the master plan's intentions. Of course, the master plan also includes physical planning and design ideas that reflect these principles. The key physical planning ideas are:

1. For Arlington, future development of the existing campus should focus on enhancing connections between buildings and on an improved plaza experience that makes the campus more welcoming.

2. For SciTech, the master plan emphasizes connections with the planned Innovation Town Center, inviting the community onto campus, and establishing a new "main street" where academic initiatives and private sector partnerships can intersect.

3. The Fairfax campus must maintain its compact academic core. This core should be structured around three linked quadrangles: a new northern gateway quad that could potentially be a future home for the School of Business, a central quad adjacent to the Johnson Center with renewed facilities for the interdisciplinary science, engineering, and other programs, and the existing southern quad. Crucially, the existing compact academic core can likely contain all future academic development envisioned by the plan, and so the university should not disperse academic activity.

4. The compact academic core should be surrounded, and enhanced, by a reinforced student experience. In particular, residential life should no longer be concentrated to the east, but should be rebalanced, with significantly reinforced communities north and west. Recreation and well-being should also be an important component of this reinforced student experience, located close to student residential populations. The idea is to surround the academic core with a 24/7 sense of vitality and activity.

5. The identity of the Fairfax campus, and its sense of connection, could be radically improved by reinforcing its ecological and transportation systems. The two key ideas are the creation of the Necklace, a new linear park along the campus' restored stream corridors, and the disaggregation of Patriot Circle through a reimagination and reinforcement of north-south vehicular traffic flows, and the introduction of managed east-west streets.
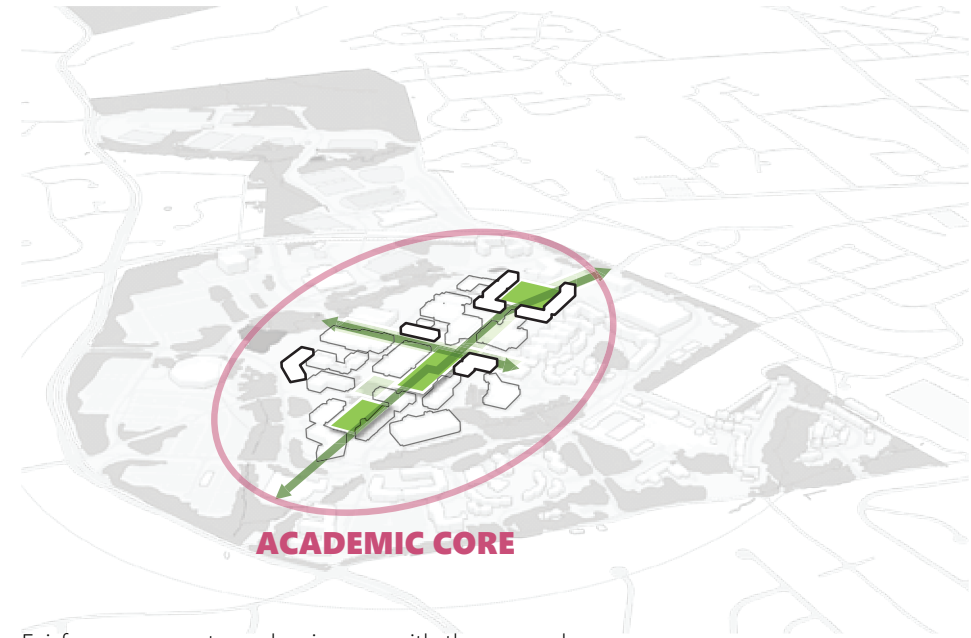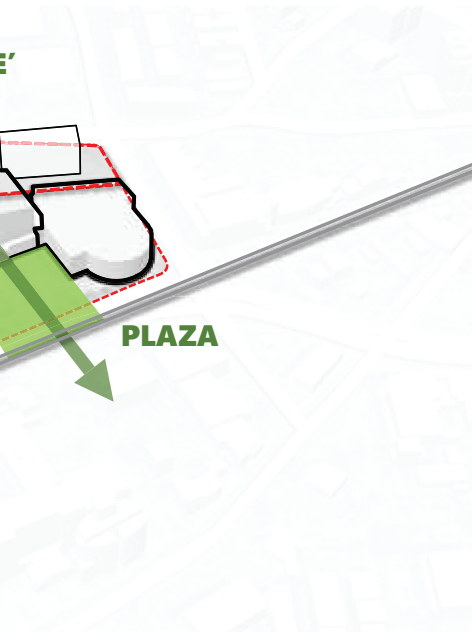
KEY PHYSICAL PLANNING IDEAS
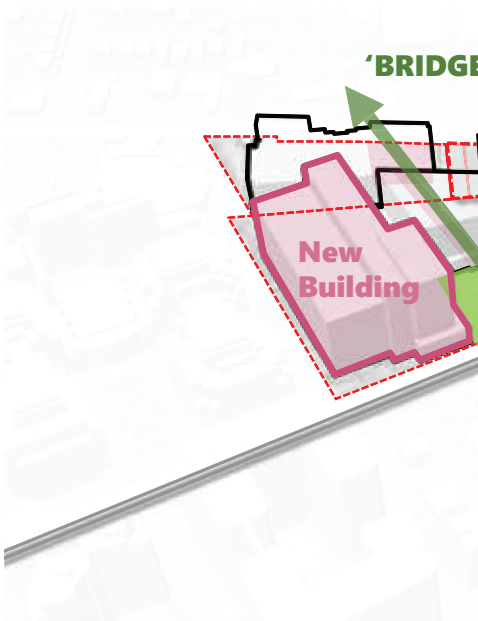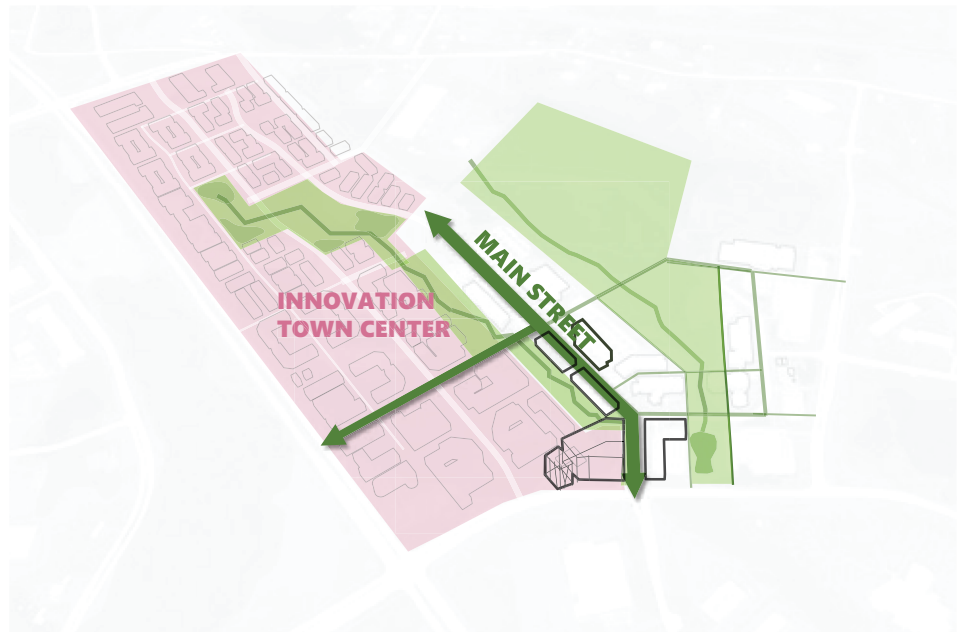

Arlington—improve connections and make
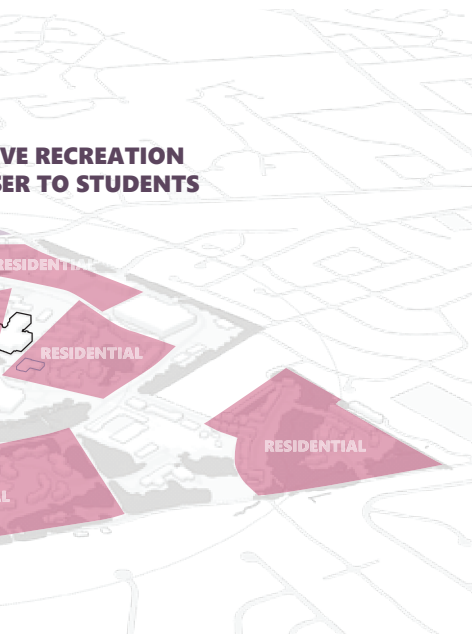

Fairfax—compact academic core with three quads

Fairfax—surround academic core with reinf

PLAZA

welcoming

INNOVATION
TOWN CENTER

MAIN STREET

SciTech—critical to connect to Town Center

VE RECREATION
ER TO STUDENTS

RESIDENTIAL

RESIDENTIAL

RESIDENTIAL

forced student experience

PEDESTRIAN-
FRIENDLY CORE

THE NECKLACE
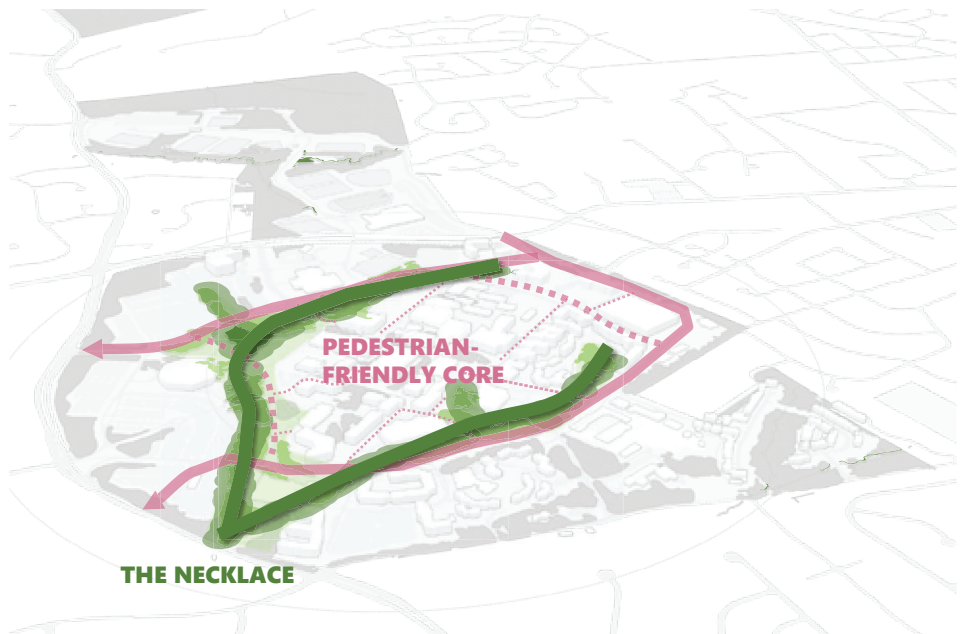
Fairfax—identity and connection reinforced by ecological and transportation system

Vernon Smith Hall

Founders Way N

Van Metre Hall

Hazel Hall

New Building

Fairfax Dr

Arlington

ARLINGTON

Once the New Building at Mason Square (formerly known as the IDIA Building) is completed, Mason will essentially have built-out its land holdings in Arlington. The master plan therefore focuses on improved connections between buildings, and on reimagining the front plaza as a welcoming community resource. The intent is to create "Mason Square"—a major address on the Rosslyn-Ballston Corridor.

The existing plaza should be reimagined to create a great civic space that provides a benefit for both Mason and its broader host community. Since the plaza is built above the garage, raised planters are needed so trees can provide shade and improved urban ecology. The plaza should be active, with appropriate surrounding ground floor uses like retail and food options. The New Building project will begin this transformation. The master plan suggests a café or activity space could be introduced in a glass pavilion on the street edge at a later date to further activate and energize the space and the street.

We also suggest the introduction of a programmable sky bridge between Vernon Smith Hall and Van Metre Hall. The exact size of the bridge, and how many floors it physically connects, will depend on available funding, but the idea is to provide meeting and collision space where occupants of either building can converge and collaborate.

Finally, Mason should work with Arlington County to explore the possibility of a mid-block crossing for Fairfax Drive.

Fairfax

FAIRFAX

The key physical planning ideas provide a clear direction for the Fairfax campus: a compact academic core structured around three linked quads, surrounded by three balanced residential life neighborhoods, with good proximity to recreation, and with the identity and navigability of the campus enhanced through the creation of the linear park Necklace, and the disaggregation of Patriot Circle. Within this broad structure, the plan focuses on potential building sites, street alignments, and other important details.

After careful discussion, including extensive debate with Mason alumni, the master plan recommends the demolition of the four historic buildings and the old Lecture Hall in the northern part of campus to allow for the creation of the northern quad. This recommendation, while not unanimous, was supported by a significant majority of participants in the process, who recognized the importance of meeting the needs of a modern research building and creating healthier buildings. All participants supported memorializing the historic buildings through both virtual and/or physical exhibits.

The master plan also recommends the demolition of David King and Planetary Halls to allow for the creation of the central quad. These facilities could be replaced in part by a new Interdisciplinary Science and Engineering Building. The master plan recommends the creation of a Science and Engineering sector plan that covers all relevant facilities on each of Mason's campuses to outline a careful phased approach for building renovation, demolition, and new construction. This recommendation has been incorporated in the six-year capital plan.

Mason's compact academic core should be surrounded by residential life and recreation and well-being facilities. In particular, the northern and western residential communities should be significantly increased so each can achieve critical mass and thereby balance residential life across the campus. Outdoor recreation fields should move on to the core campus, closer to the residential population, and outdoor athletic fields should be concentrated on west campus. A new recreation and well-being building could be built connected to SUB-I, allowing for the integration of health, well-being, and recreation in a location that provides the best achievable proximity to all existing and planned student residential neighborhoods.

Fairfax- Long-term Vision

The southwest quadrant of campus should be reserved for appropriate student housing and retail partnerships.

Faculty and staff housing is a near-term priority for Mason, and the plan suggests the Tallwood property is suited for this use (assuming the Osher Institute for Lifelong Learning is first relocated). The plan also shows options for faculty and staff housing on west campus.

These program developments should be supported by ecological and transportation connections. In particular, the new linear park Necklace will form a "Green Belt" and become a crucial part of Mason's identity, providing important multi-modal connections, while also supporting art and cultural exhibits, and the creation of an Arts District that includes the new pond amphitheater, Holton Plaza, Concert Hall, Buchanan Hall Gallery, Harris Theatre, Music-Theater Building, and Art & Design Building. This could be further enhanced by the introduction of a Contemplation Center and an amphitheater on the Necklace, next to the pond. The master plan further establishes a typology of ecological zones with recommendations for plantings, maintenance, and design approaches. The existing forests on west campus and Shirley Gate are preserved.

Transportation ideas hinge on the reconfiguration of Patriot Circle, with primacy given to the north-south streets, while the east-west portions are converted to managed streets. To accommodate development, some parking may need to gradually migrate to west campus with an enhanced shuttle service. Significant parking resources, including accessible parking, remain within the core campus.

The master plan also looks at longer-term considerations. While academic needs during the life of the plan can likely be accommodated within the existing compact academic core, if many years from now, additional land is needed, the master plan suggests the enlargement of the academic zone to the current arena district, with the arena (eventually) migrating to west campus as part of a consolidated athletics district.

SciTech

SCITECH

Connections to the planned Innovation Town Center are critical to SciTech's future success. The master plan therefore proposes the creation of a "main street" where Town Center and academic activities can intersect. Mason should invite the Town Center onto campus through a series of new P3 partnership buildings on the southeast side of the new main street. These buildings should include active ground-floor retail uses like restaurants and coffee shops with appropriate innovation and research partnerships or student life facilities above. The campus side of the new main street will host a new Life Science and Engineering Building, positioned to further activate and engage the main street, along with important existing facilities like the Hylton Performing Arts Center. The master plan further envisions a major new gateway to the campus on the main street with a new building, envisioned, for example, as a home for a potential new School of Medicine.

To accommodate this development, parking shifts eastward (with no loss to the overall number of parking spaces available), and several other roadways and pedestrian paths are realigned to promote connection and efficiency. Natural areas on the campus are preserved as a significant resource for learning, research, and sustainability.

HERITAGE EVALUATION

The heritage evaluation identified and catalogued places of historic and cultural value across the Fairfax campus. It analyzed some of the oldest buildings on the Fairfax campus to determine their historic architectural value, and the likely ease of their conversion for modern uses. This analysis centered on the six buildings surrounding the original academic quad – East, Fenwick A, Finley, Krug, the Lecture hall, and West buildings. We recognize this is a sensitive topic, particularly as these historic buildings were the first on campus, and represent the totality of the Mason experience for many alumni. At the same time, the buildings must also be looked at through a lens of practicality. Our aim was to identify nostalgic value, historic value, and the likely return on reinvestment. The analysis determined Fenwick A should be preserved, but the original four historic buildings and the Lecture Hall should be replaced with buildings that can support modern pedagogy and research. Once removed, the historic buildings should be memorialized through appropriate virtual and/or physical exhibits.

SUSTAINABILITY

Mason embraces all aspects of sustainability and the United Nation's sustainable development goals. The master plan indirectly supports many of these goals, but its specific focus is on environmental planning and on infrastructure planning. Mason is currently working on a companion climate action plan which will address the university's carbon neutrality goals, and the Mason Sustainability Council is developing an overall Sustainability Action Plan for sustainability writ large. The master plan should therefore be read as a component of these coordinated efforts, which it fully supports.

TRANSPORTATION

The plan's primary transportation goals are to:

- Improve connectivity within the campuses and between the campuses and their surrounding areas
- Advance the university's sustainability agenda by investing in, and encouraging the use of, low-carbon modes of transportation
- Increase safety for all by reducing conflicts between transportation modes
- Reduce the university's financial burden by generally avoiding the construction of new parking decks and surface lots
- Accommodate the university's growth and need for new facilities
- Maintain appropriate levels of access for users with accessibility needs

The primary strategies to accomplish these goals include: continuing Mason's evolution from a car-oriented commuter campus into a multimodal campus; the removal of mobility barriers from campus edges; and continued decrease of per capita parking demand through enhanced transportation demand management within the constraints imposed by limited public mass transit options, particularly in Prince William county.

ENVIRONMENT

George Mason's campuses are inextricably linked to their natural settings, and offer rich biodiversity, from oak-hickory forests to stream corridors and wetlands. Protecting and celebrating Mason's natural setting must be an enduring ecological planning principle that sustains a strong relationship to nature and engagement through a range of programming and conservation. The master plan therefore continues a tradition of stewardship to engage campus buildings and open spaces with the natural landscape,

and encourages its inclusion in the academic curriculum. It defines a series of landscape typologies with suggested plantings and maintenance levels. Mason's core framework principles as described above are therefore further supported by several key ecological planning ideas centered on: protecting and strengthening ecological corridors and connectivity; recognizing and celebrating natural features; and activating outdoor learning and research.

INFRASTRUCTURE

The master plan examined existing utility infrastructure at Arlington, Fairfax, and SciTech, and the impacts of proposed development on these utilities. In particular, the plan considered requirements for heating and cooling, power, natural gas, potable water, sanitary sewer, and telecommunications for new facilities.

The plan recommends two ground source heat pump central plants and borehole fields with new low-temperature hot water and chilled water piping distribution to all new buildings for the Fairfax campus. At SciTech, we recommend a different approach, with a distributed model of air source heat pumps. We advise potable water network expansion and reconfiguration at both the Fairfax and SciTech campuses to add service to new buildings, realign existing mains beyond the footprint of the proposed development, and to add network resilience. Sanitary sewer network expansion and reconfiguration is similarly advised at both the Fairfax and SciTech campuses. Once the new building is completed on the Arlington campus, the university's landholdings will be built out, and so future infrastructure investments in Arlington should focus on appropriate maintenance needs, and any action items emerging from the climate action plan.

The master plan supports the university's goal of carbon neutrality, and ideas begun in the master plan are being advanced as an immediate priority through the creation of a climate action plan.

SUMMARY

Mason's physical spaces should exemplify what it means to be an educational and research institution. The university's devotion to the creation and distribution of knowledge and creative works is central to its mission and should be displayed throughout its physical environments.

The university's new master plan therefore seeks to instill an appropriate culture and mindset--an approach developed collaboratively by the Mason community--which will allow it to act in a strategic and planful manner to ensure its physical campuses support and enhance its strategy and mission.

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 April 2021 report include:

- Horizon Hall - Construct/Renovate Robinson Hall, New Academic and Research Facility and Harris Theater - Phase 3, which includes demolition of Robinson B, site work and renovation of Harris Theater started on January 4, 2021. New occupancy permit for Harris Theater is anticipated by early February with only punch list activities remaining. It is anticipated all punch list activities and supply chain delayed technology installations will be closed out by late February or early April.

- Improve Utility Distribution Infrastructure Fairfax - Currently this project is in a closeout phase with some minor punch list items remaining to be completed. The restoration of the laydown area on Aquia Creek Lane is a bit delayed due to the winter conditions but this work is nearing completion until planting season resumes in mid-March. All items to complete are underway and should be closed out in the next couple of weeks. Final items on the plaza include traffic control signs and adjustments to the smart light poles that have some issues around the connectivity and security cameras. A scope of work to provide new lighting on Aquia Creek Lane was also added to the project and this work will be completed by the end of spring semester.

- PPEA Discovery Hall Ph. II & Fit-out/Clean Room – The Certificate of Occupancy for the Fit-out project was received May 2018. Construction on the Clean Room is substantially complete and approved for occupancy in September 2021. Pricing has been received for installation of initial clean room tools and the associated utility modifications which can proceed upon funding authorization.

- Hylton Performing Arts Center HVAC Repairs – Construction is nearly completed. The facility is occupied and opened for performances as COVID requirements allow. Final testing and balancing under way.

- Arlington Original Building Demolition and Culvert Relocation – Removed in this session as the project is completed.

- IDIA HQ – In December 2021 Dept of Engineering and Buildings (DEB) fully approved the preliminary design (PD) for IDIA HQ which was about 2 months ahead of previous anticipated schedule. BOV approved SD and an Interim Agreement to complete all design work and begin construction with support of excavation and box culvert relocation in a special November 2021

meeting. The project also received Art and Architecture Review Board final design approval in December of 2021. The design team has moved on to the Working Drawing phase and plans to submit for early package construction approval by Mason in the next 10 days.   At the December 2021 Board Meeting, Arlington County has agreed to vacation of 3 easements on Mason land that currently contain abandoned infrastructure. We are currently working on finalizing the project's Comprehensive Agreement so that work can begin on the full building construction by summer of 2022. The goal for execution of the Comprehensive Agreement is late March. The schedule to finish the building and have beneficial occupancy remains on target for Summer of 2025

- Telecom Infrastructure Phase 1 – Working Drawing Submission #1 returned by DEB on 12/17/21. Working Drawings #2 to be sent to DEB and DEQ by 2/11/22.   Start of work targeted for May 2022 with completion March 2023.

- Life Sciences 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. Based on the notice, the building reprogramming, the revised schematic design, AARB approval and the revised preliminary design have been completed. The preliminary design was approved by DEB in December, 2021. The design team is currently working on the full working drawing package as well as early release packages to ensure that construction starts by the revised construction start date in April 2022. The new building substantial completion date remains August 2024, and the backfill substantial completion, December 2024. A New Preliminary Funding report has been issued and the new project budget has been increased to $102,453,000.

- Johnson Center HVAC Repairs – Design is complete and permit drawings have been submitted to DEB. Funding constraints due to COVID postponed design completion and construction award. The bidding process will begin once the funding is in place.

- Central Heating and Cooling Plant Capacity Expansion – RMF Engineering was selected for A/E services. The design is currently in the preliminary design phase. Initial Budget estimates currently exceed the target budget amount for construction. We are reconciling these issues and working through the funding document process with DEB.

- Telecom Infrastructure Phase 2 – A/E team has been selected and contract award in process.

- Aquatic & Fitness Center Capital Renewal – Funding approved by DEB in December 2021. A/E team has been selected and contract award in process.

- Academic VIII – Project approved for planning only and contingent upon Mason providing seed funding. Project awaiting internal authorization and Master Plan completion to proceed.

- Virtual Online Campus – Project approved for planning only and contingent upon Mason providing seed funding. Project will be coordinated with Master Planning efforts.

- Point of View Cottages – Commonwealth has approved $4M of funding for this project to match

a target of $4M of fundraising. Project awaiting internal authorization and Master Plan completion to proceed.

- Construct Student Housing Fairfax PPEA – Commonwealth has approved project for PPEA solicitation. Project awaiting internal authorization and Master Plan completion to proceed.

- Construct Fairfax Mixed Use Development PPEA – Commonwealth has approved project for PPEA solicitation. Project awaiting internal authorization and Master Plan completion to proceed.

- Construct Basketball Training, Wrestling, and Athlete Academic Support (RAC Addition) – Commonwealth has approved project for $15.5M of fundraising. Project awaiting internal authorization and Master Plan completion to proceed.

- Renovations Concert Hall – Higher Education Capital Outlay (HECO) authority approved to proceed on a $25M renovation to the Concert Hall on the Fairfax Campus. The funding is based upon donations. Project is awaiting funding to proceed.

- Business School Building – HECO authority approved to proceed on a $165M and 200K GSF building for the School of Business on the Fairfax Campus. The funding is based upon donations. Project is awaiting funding and Master Plan completion to proceed.

- Activities Building – HECO authority approved to proceed on a $3.75M and 15K GSF building for activities on the Fairfax Campus. Project is awaiting funding and Master Plan completion to proceed.

STAFF RECOMMENDATION: For Board Information Only

Facilities Projects Listing

#	Project #	Project Name	Scope(sf) New	Scope(sf) Reno	Total Budget	Budget Status	Schedule	Scope	Construction Start Date	Occupancy Date	Construction % Complete
		Construction									
1	18207-000	Horizon Hall - Core Campus (Renovate Robinson Hall and Harris Theater)	217,726	23,161	$ 119,631,000	🟢	🟢	🟢	7/1/2018	12/31/2021	99.0%
2	18208-000	Improve Utility Distribution Infrastructure Fairfax - Core Campus*	0	0	$ 51,539,000	🟢	🟢	🟢	8/1/2018	12/31/2021	98.0%
3	17848-000	PPEA Discovery Hall Ph II & Fitout/Clean Room	0	18,000	$ 6,561,287	🔴	🔴	🟢	6/17/2019	5/7/2021	99.0%
4	A8247-024	Hylton Center HVAC Repairs	0	112,352	$ 3,820,598	🟢	🟢	🟢	5/18/2020	12/31/2020	99.0%
5	18482-000	Institute for Digital InnovAtion (IDIA HQ)	505,520	0	$ 245,700,000	🟢	🟢	🟢	1/3/2022	12/16/2025	0.0%
		Design									
6	18339-000	Telecom Infrastructure Phase 1*	576	0	$ 10,525,000	🟡	🔴	🟢	5/1/2022	3/31/2023	N/A
7	18000-000	Life Sciences & Engineering Building - Bull Run Add*	133,300	5,000	$ 102,453,000	🟢	🟡	🟢	4/1/2022	8/15/2024	N/A
8	A8247-027	Johnson Center HVAC Repairs	0	348,447	$ 5,343,837	🟡	🔴	🟢	TBD	TBD	N/A
9	18509-000	Central Heating & Cooling Plant Boiler & Chiller Addition*	0	0	$ 5,000,000	🟡	🟢	🟢	10/3/2022	10/2/2023	N/A
		Design Procurement									
10	18487-000	Telecom Infrastructure Phase 2	0	0	$ 23,250,000	🟢	🟢	🟢	3/1/2023	9/1/2023	N/A
11	18529-000	Aquatic & Fitness Center Capital Renewal	0	90,736	$ 10,000,000	🟢	🟢	🟢	3/1/2023	9/1/2023	N/A
		Pending Master Plan Alignment									
12	18498-000	Academic VIII*	200,000	0	$ 185,675,000				TBD	TBD	N/A
13	18471-000	Virtual Online Campus*	0	45,000	$ 11,000,000				TBD	TBD	N/A
14	18497-000	SCAR Point of View Cottages	TBD	0	$ 8,000,000				TBD	TBD	N/A
15	17955-000	Construct Student Housing Fairfax PPEA	TBD	0	TBD				TBD	TBD	N/A
16	18117-000	Construct Fairfax Mixed Use Development PPEA	TBD	0	TBD				TBD	TBD	N/A
17	18253-000	Construct Basketball Training, Wrestling, and Athlete Academic Support (RAC Addition)	TBD	TBD	$ 15,500,000				TBD	TBD	N/A
18	TBD	Renovations Concert Hall	0	120,750	$ 25,000,000				TBD	TBD	N/A
19	TBD	Business School Building	200,000	0	$ 165,000,000				TBD	TBD	N/A
20	TBD	Activities Building	15,000	0	$ 3,750,000				TBD	TBD	N/A
		Grand Total This Report	**1,272,122**	**763,446**	**997,748,722**						

Data as of February 2022

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

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

BOARD OF VISITORS
Finance & Land Use Committee

Office of the Senior Vice President | February 24, 2022

Agenda

Financial Matters

    A. FY 2022 Q2 Financial Report & Forecast

    B. FY 2023 Budget Update

        i.   FY2023 Tuition and Fees

        ii.   FY 2023 Room & Board Rates

        iii. Workforce Update

    C. Revised Debt Policy (ACTION)

    D. Delegation of Reimbursement Declarations (ACTION)

Capital Matters

    A. Adoption of University Master Plan (ACTION)

Appendix – Capital Projects Review (Stoplight)

Achievements

6 Undergrad Programs in **Top 100**

6 Graduate Programs in **Top 20**

6 Online Masters in **Top 20**

1 in 3 undergrads is a first-generation student

71% graduation rate, **above** US average

Enrollment growth **above** US trends

Physical Campus

Master Plan
Core Campus / Horizon Hall
Life Sciences & Engineering
Arlington Expansion

Research & Innovation

$218M+ Research Funding

Tech Talent Investment Program

Small Business & Entrepreneur support - **$2B** impact in 2021

Vision & Mission

MOST innovative
TOP tech talent
MOST diverse

...in **Virginia**

Student Success

$6M+ Investment in student support & success

1,900+ Early Identification Program graduates

Strategic Plan

Coordinated with Master Plan, Branding Initiative, & Climate Action Plan

On track for summer completion

$1.3B Budget

39,120 Fall Enrollment

$265M Financial Aid

$80M Philanthropy

$641M Debt

FY 2022 Q2 Financial Report & Forecast

Financial Matters

FY 2022 Q2 Financial Report & Forecast

| Cash basis, in 000's	FY 2021 Actual	FY 2022 Budget	FY 2022 1Q Forecast	FY 2022 2Q Forecast	var to 1Q Forecast
Net Tuition and Fees	$459,289	$457,609	$466,990	$466,990	$0
State Appropriations	185,059	234,068	234,068	234,068	0
Grants & Contracts	210,682	235,660	235,660	235,660	(0)
Auxiliary Enterprises	180,805	236,112	236,112	237,017	905
Other Operating Revenue	17,984	14,988	14,988	17,988	3,000
Non-Operating Revenue:					
Relief Funding	49,499	71,520	71,520	71,520	0
Capital Grants	71,895	50,000	50,000	47,500	(2,500)
Total Revenue	**$1,175,215**	**$1,299,957**	**$1,309,338**	**$1,310,743**	**$1,405**
Salaries and Wages	$477,833	$540,419	$521,486	$521,486	$0
Fringe Benefits	134,768	152,254	147,029	147,029	0
Contractual Services	147,307	206,325	202,303	196,000	6,303
Travel	5,128	7,634	9,260	9,260	0
Supplies	23,158	24,000	21,098	21,098	0
Equipment	17,779	20,355	28,238	28,238	0
Capital Outlay	72,893	100,280	108,011	89,114	18,897
Debt Service	35,728	14,118	14,118	14,118	0
Scholarships & Fellowships	139,981	167,562	170,575	170,575	0
Occupancy	37,523	46,223	46,365	44,619	1,746
Other	179	(0)	0	0	0
Strategic Initiatives/Contingency	0	20,785	0	0	0
Total Expenses	**$1,092,276**	**$1,299,957**	**$1,268,485**	**$1,241,538**	**$26,946**
Margin	**$82,939**	**$0**	**$40,853**	**$69,204**	**$28,351**

FY23 Tuition, Fees, and Financial Aid

FY 2023 Budget Update

Background

Tuition:
- Mason values accessibility and affordability
- Historically among the lowest tuition in Virginia
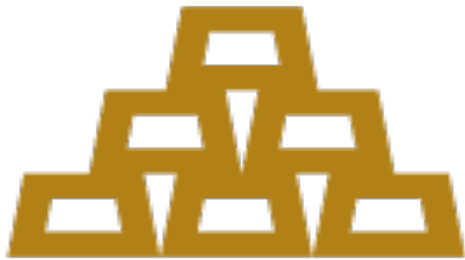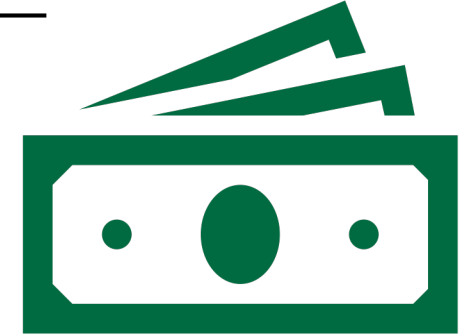
Financial Aid:
- Since 2015, institutional grant aid has increased almost twice as much as Commonwealth
- We moderate the impact of a tuition increase with an increase in institutional aid for our students based on need.
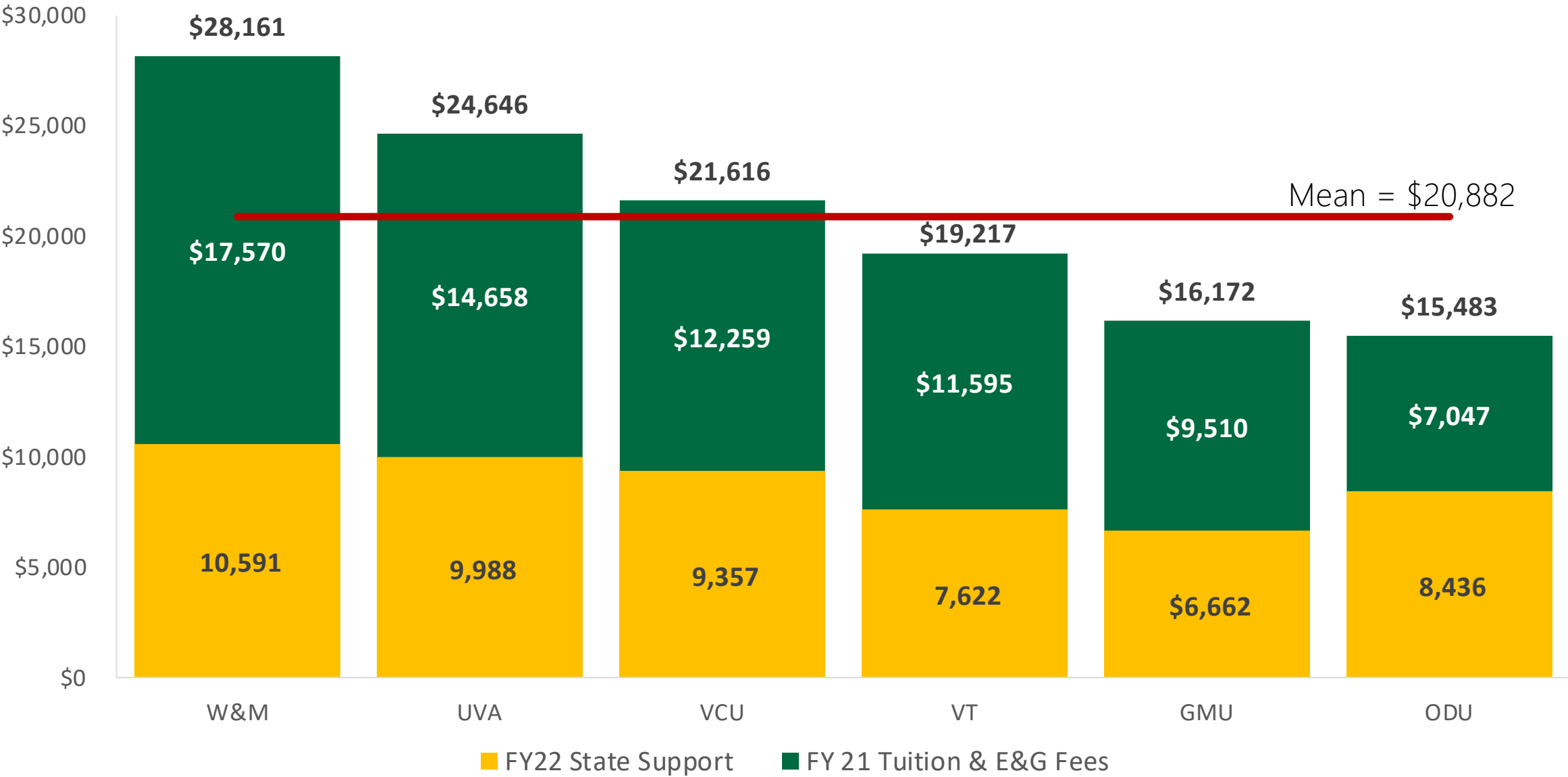
Enrollment:
Moderated enrollment growth projections reflect recent trends & pressures:
- Pressures on in-state continuing student enrollments, somewhat offset by first-time freshman enrollment increases.
- Decline in overall credit hours per student.
- Beginning phase of demographic shift.

All Undergraduate Financial Aid By Source

$$$ in millions

	2017	2018	2019	2020	2021
FEDERAL	$135.1	$146.6	$148.5	$151.4	$146.0
STATE **	$21.6	$21.7	$26.0	$30.2	$34.3
INSTITUTIONAL	$27.2	$32.2	$39.8	$46.9	$47.9
PRIVATE	$31.2	$33.2	$36.0	$36.1	$29.9
Total Aid	$215.1	$233.7	$250.3	$264.6	$258.2
Number of Students	15,869	16,911	17,811	19,279	18,856
Avg Aid per Student	$13,555	$13,821	$14,052	$13,274	$13,690*
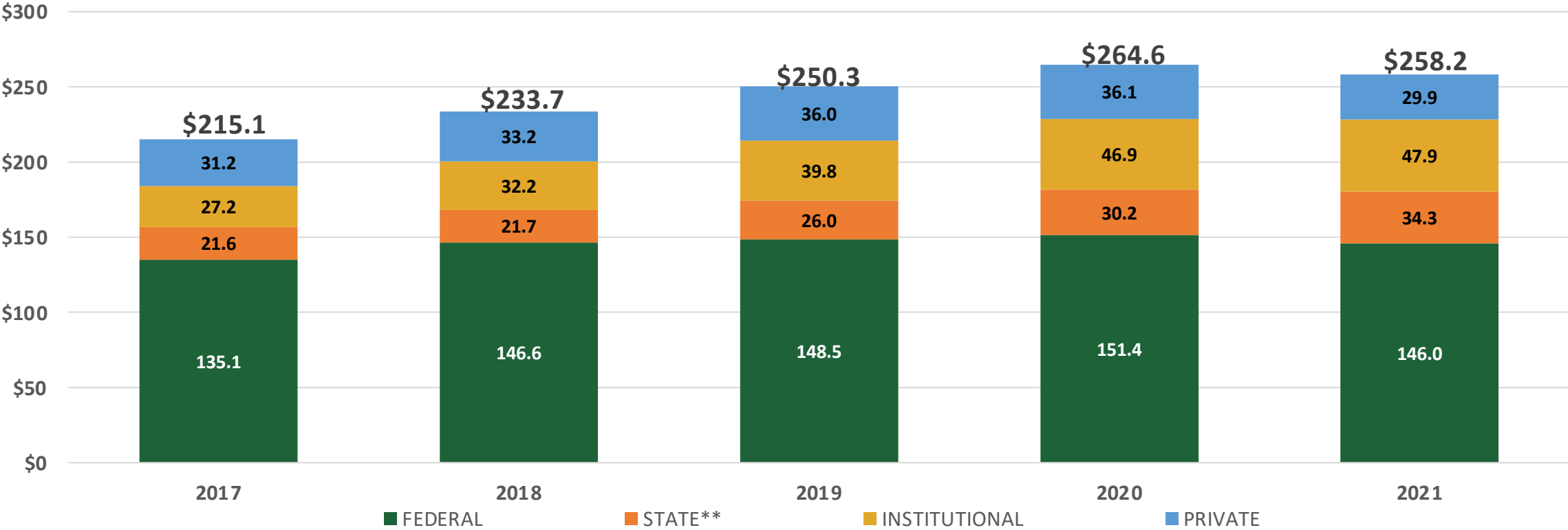
20-21 large drop in borrowing reduced average aid; Borrowing dropped by ~$17M

**State Aid includes undergraduate, graduate, and restricted aid for specific programs*

Office of the Senior Vice President | Slide 9

Strategy

Objective: Align proposed tuition & fee increases with enhanced financial aid strategy that reduces reliance on loan & awards gift aid equal to the cost of tuition and fees for Mason's neediest students
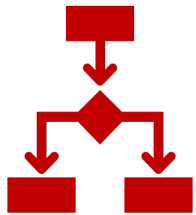
Outcomes:
- Any tuition increase will benefit neediest VA students over time
- Declining debt levels for low income students
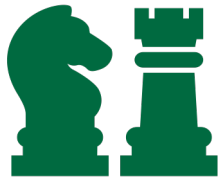
Strategies:
- Increase total institutional aid to protect neediest VA undergraduate students.
- Improve students' financial literacy & expand efforts to provide guidance on debt & financing
- Develop a "student employee guarantee" for qualifying students

Differential Tuition Proposal:
- Task force working on proposing differential tuition for FY24
- Task force in the data-gathering, benchmarking, & analysis phase.

FY23 recommendations will depend on State appropriation allocations in March 2022

FY23 Planning Scenarios

			#1	#2
Revenue	Enrollment		1.5%	3.0%
	Tuition:	UG	3.0%	3.0%
		UG I/S Tuition	$9,795	$9,795
		Grad & Law	3.0%	3.0%
	Mandatory Student Fee		0.0%	0.0%
			$3,609	$3,609
	Room		2.5%	2.5%
	Board		5.6%	5.6%
	Other Auxiliary		2.5%	2.5%
	Institutional Aid		14.3%	19.3%
	State Appr: General		12.1%	12.1%
		Fin Aid	12.4%	12.4%
	Sponsored Research		10.0%	10.0%
Expense	[1] Salary and Fringe		5.0%	5.0%
	Faculty Growth		22	35
	Staff Growth		5	10

(1) *Pending Governor's decision regarding 5% increase.*

FY23 Mandatory Student Fee Recommendation

Recommend NO increase to Mandatory Student Fee in FY23

Proposed FY23 Mandatory Student Fee: $3,609

- Mandatory Student Fee (MSF) is paid by all students to support & enrich student educational, institutional, and extracurricular experiences:
  - Student activities
  - Student support services
  - Student health services
  - Recreational & athletics programs
  - Student transportation
  - Maintenance & operation of student facilities
  - Auxiliary services

- MSF Subcommittee will establish more transparent & student-centric allocation categories that will standardize MSF to ensure equity

- FY23 savings from 9(d) debt restructuring will be used to:
  - Relieve burden on students by not increasing the MSF rate
  - Fund one-time strategic initiatives to enhance student life

FY2023 Proposed Room & Board Rates

FY 2023 Budget Update

FY2022 Rates and FY2023 Proposed Room and Board Rates

Freshmen Traditional Double & Board	FY22	FY23	$ Change	% Change
Traditional Double Room Rate	$ 7,620	$ 7,810	$ 190	2.5%
Independence Meal Plan Board Rate	$ 5,010	$ 5,290	$ 280	5.6%
Total Room & Board	**$ 12,630**	**$ 13,100**	**$ 470**	**3.7%**

Housing Methodology to Rate Changes:

- Benchmark Commonwealth and regional universities and local rates

- Adjust room rates when possible to meet student demand

- Determine upcoming HRL financial needs; higher debt service in FY23

- Determine room rates: tiered to room offerings, affordable, and competitively priced

- Overarching mission to maintain an affordable cost of living on-campus

Board Methodology to Rate Changes:

Board rate increase is driven by three elements:

- CPI, based on BLS Food-Away-From Home (5.6%), a contractual obligation

- Contractual increase for third year of initial Union wage increases ($10), and

- Inflationary increase for Override funds covering bad debt, card technology, and additional labor costs ($20).

Note: daily increase per student per semester: $1.25

On-Campus Housing Planning Considerations

- Total beds for FY23 = Fairfax 6,162 + Beacon Hall 149 + SMSC 108 = **6,419 Total**

- In response to graduate students' demand to live on the Fairfax campus, we are planning for **communities of graduate students** at both the **Global Center** and at the **Townhouses**. Beacon Hall on the SciTech campus will continue to house graduate students as well.

- The **ACGC** will not only house graduate students, but will continue to be home for the **INTO program**. **Mason Korea** students and also **globally themed living-learning communities** will also be placed in this building.

- Due to student feedback, we are **reducing our number of triple room offerings**, converting some to double rooms.

- In response to *The Flats* development, Housing is **increasing its marketing to students** citing the **benefits of living on campus** including:
    - proximity to classes and events,
    - Inclusion of all utilities and furnishings,
    - staff availability 24/7, and
    - **residence life programming,** engaging and connecting students to each other and the university.

Dining Growth and Improvement Efforts

SciTech Campus

- ✓ *Wellfound Foods'* Fresh / Healthy Vending
- ✓ Connection to pending retail offerings
- ✓ Adjustment of *Randall's* dining hours
- ✓ Integration of essential bookstore items into *Randall's* offerings
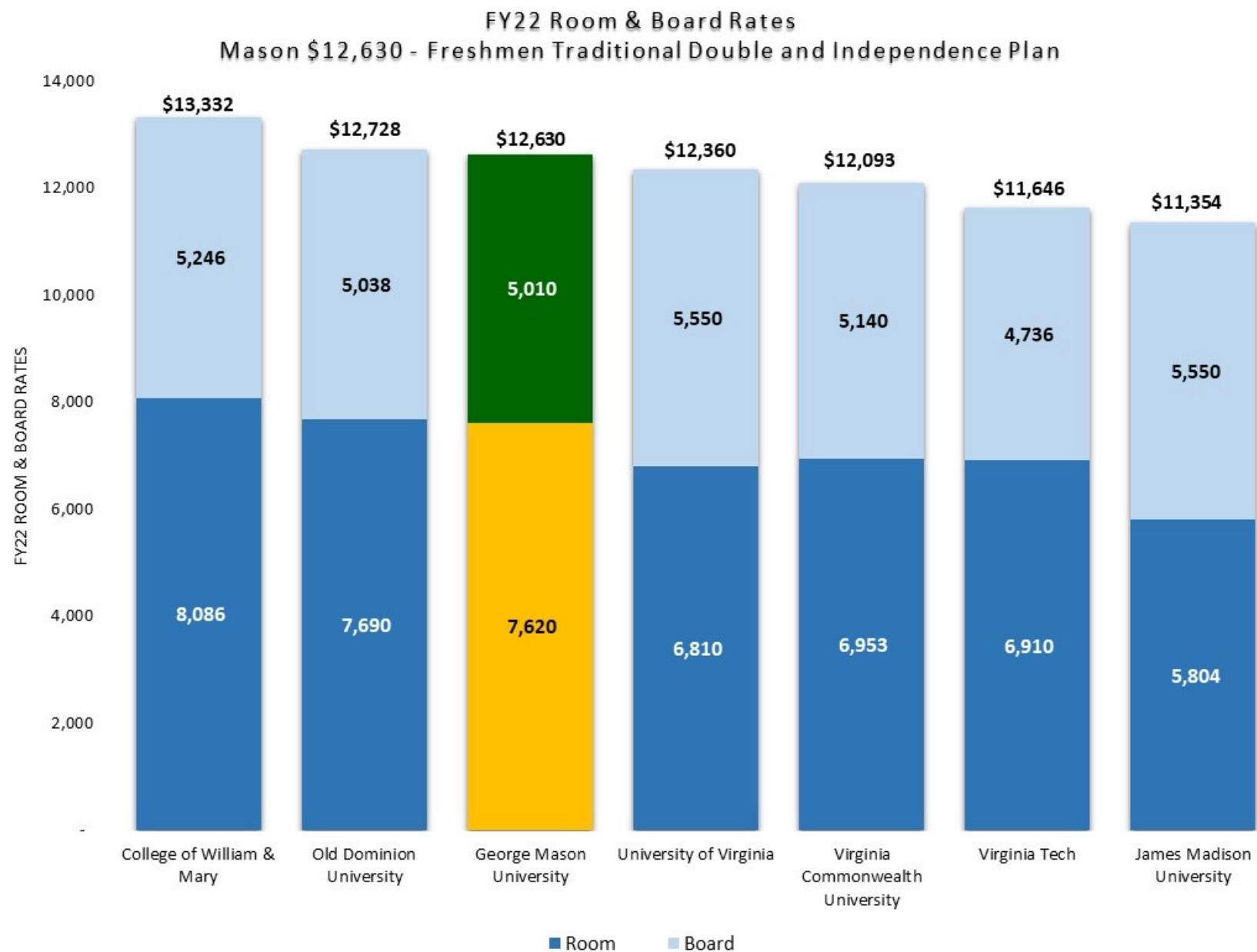
Fairfax Campus

- ✓ New student diner, *The Spot*
- ✓ Food Trucks (Spring 2022)
- ✓ Introduction of EV cart concepts
- ✓ New JC food offerings
- ✓ *Mason Club* reopened at Southside
- ✓ Rogers Hall retail store (i.e.: *Wawa*)
- ✓ Relaunch of Sodexo's catering program

Arlington Campus

- ✓ Review of *Au Bon Pan* (*ABP*) offerings
- ✓ Evaluating new food concept for *ABP* space
- ✓ Investigating adding grill hood to *ABP* location
- ✓ Partnership with developer on IDIA retail location and offerings

FY22 Rates for Virginia Universities, unadjusted.

FY22 Room & Board Rates
Mason $12,630 - Freshmen Traditional Double and Independence Plan

Chart data:

University	Room	Board	Total
College of William & Mary	8,086	5,246	$13,332
Old Dominion University	7,690	5,038	$12,728
George Mason University	7,620	5,010	$12,630
University of Virginia	6,810	5,550	$12,360
Virginia Commonwealth University	6,953	5,140	$12,093
Virginia Tech	6,910	4,736	$11,646
James Madison University	5,804	5,550	$11,354

Legend: Room, Board

- Combined Room and Board rates in FY2022 puts Mason in the upper third of Commonwealth doctoral universities.

- Compared with all Virginia public universities, Mason's unadjusted Room & Board rate is 106% of average.

- Compared with regional universities, Mason's Room & Board rate is 85% of average.

FY22 Rates for Virginia Universities, adjusted.

COLA Adjusted FY22 Room & Board Rates
Mason $12,630 - Freshmen Traditional Double and Independence Plan
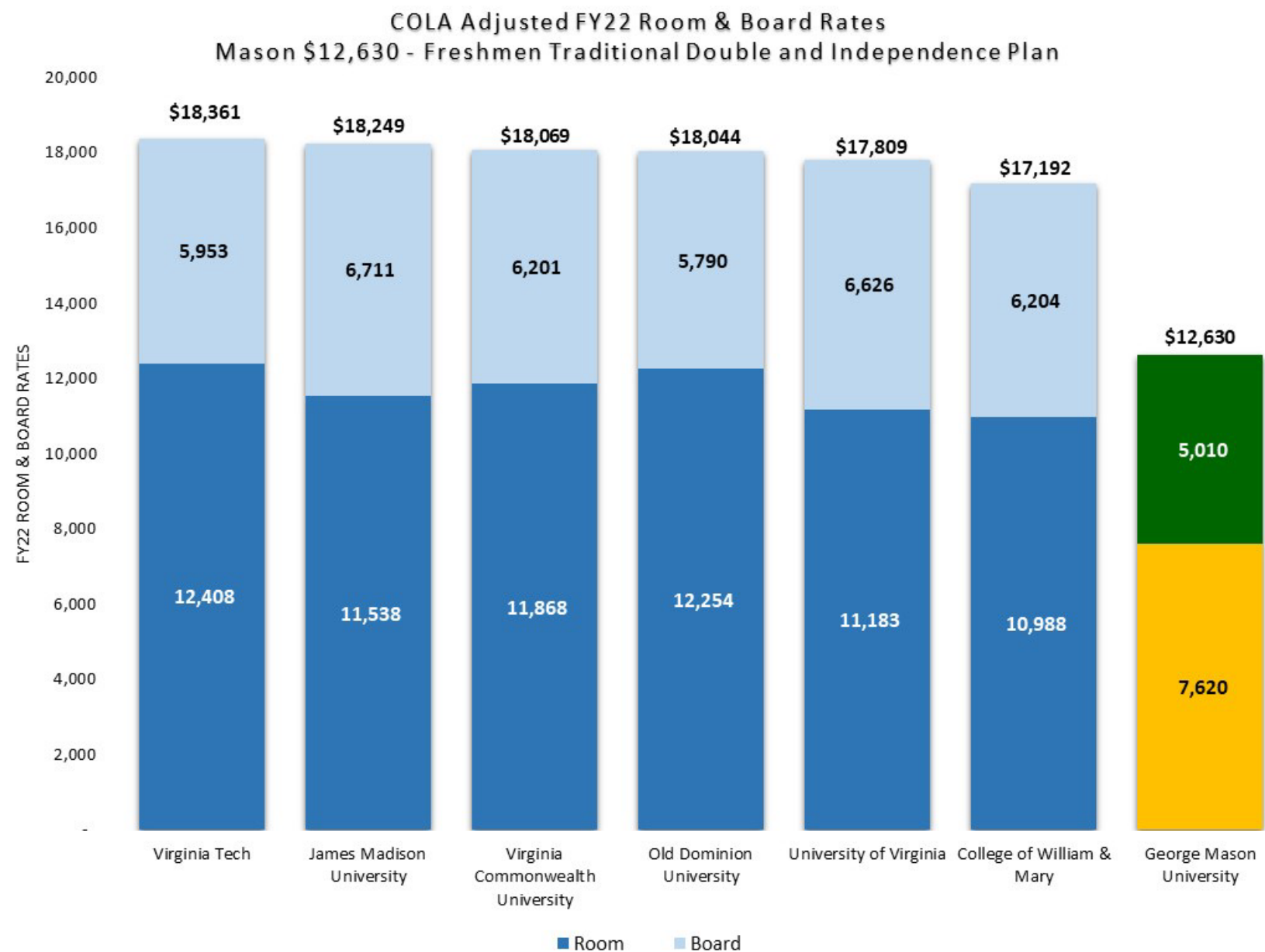
Adjusting Room and Board rates for local cost of living for housing and restaurants puts Mason significantly below other Commonwealth universities.

**Workforce Planning Update**

FY 2023 Budget Update

Macro & Micro Workforce Trends

National & Regional Workforce

- Great Resignation: largest voluntary workforce departure in more than a decade

- Overall turnover rate has risen to 57% in 2021; 25% voluntary

- Unemployment in DMV area 3.3%

- More than 85% of companies surveyed reported issues filling vacancies

- Increased employment of remote and telework as a benefit

- Companies increasingly offering salary increases & retention bonuses
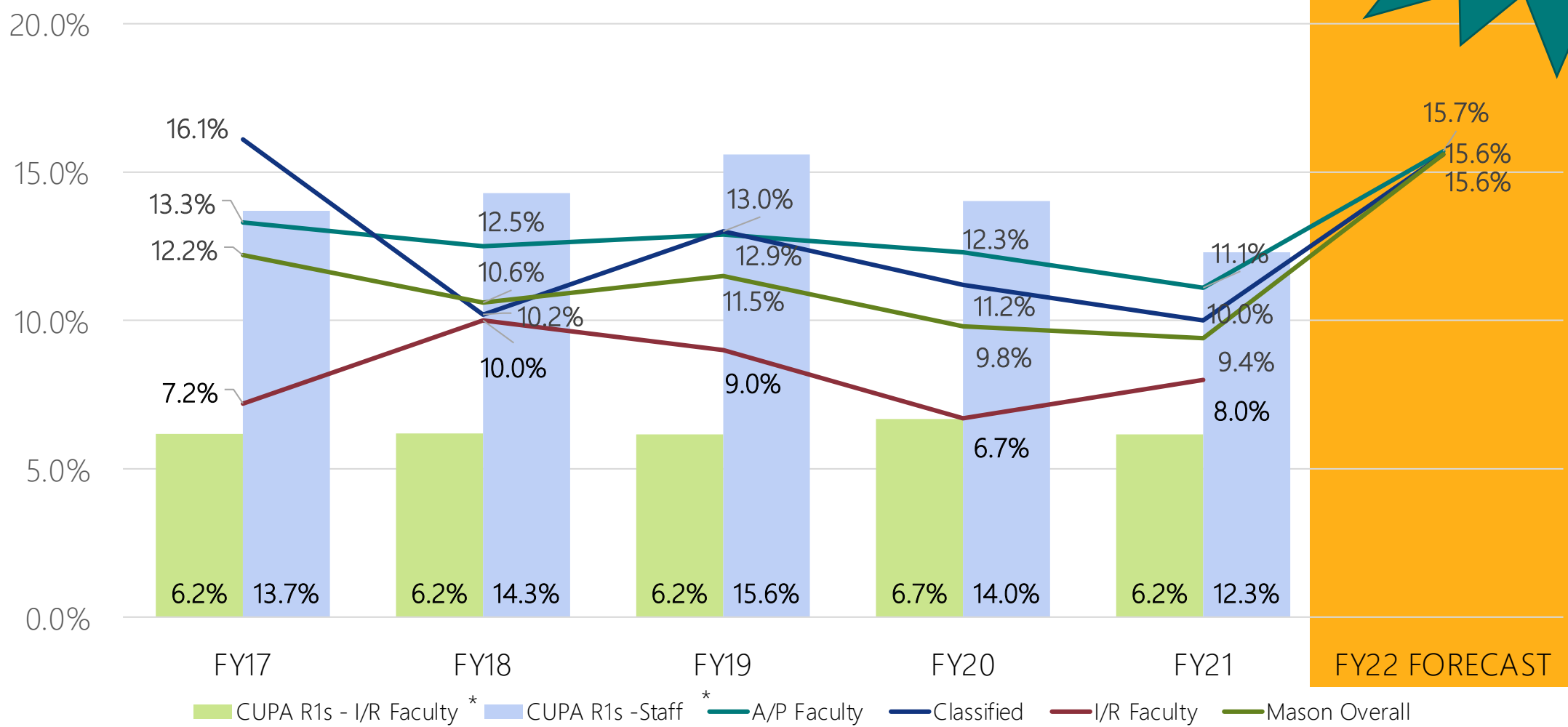
Number of Applicants & Job Positions

o Prior to the pandemic Mason averaged above 46 applicants per job posting

o FY22 averaging 22.8 applicants per job posting – 50% decrease
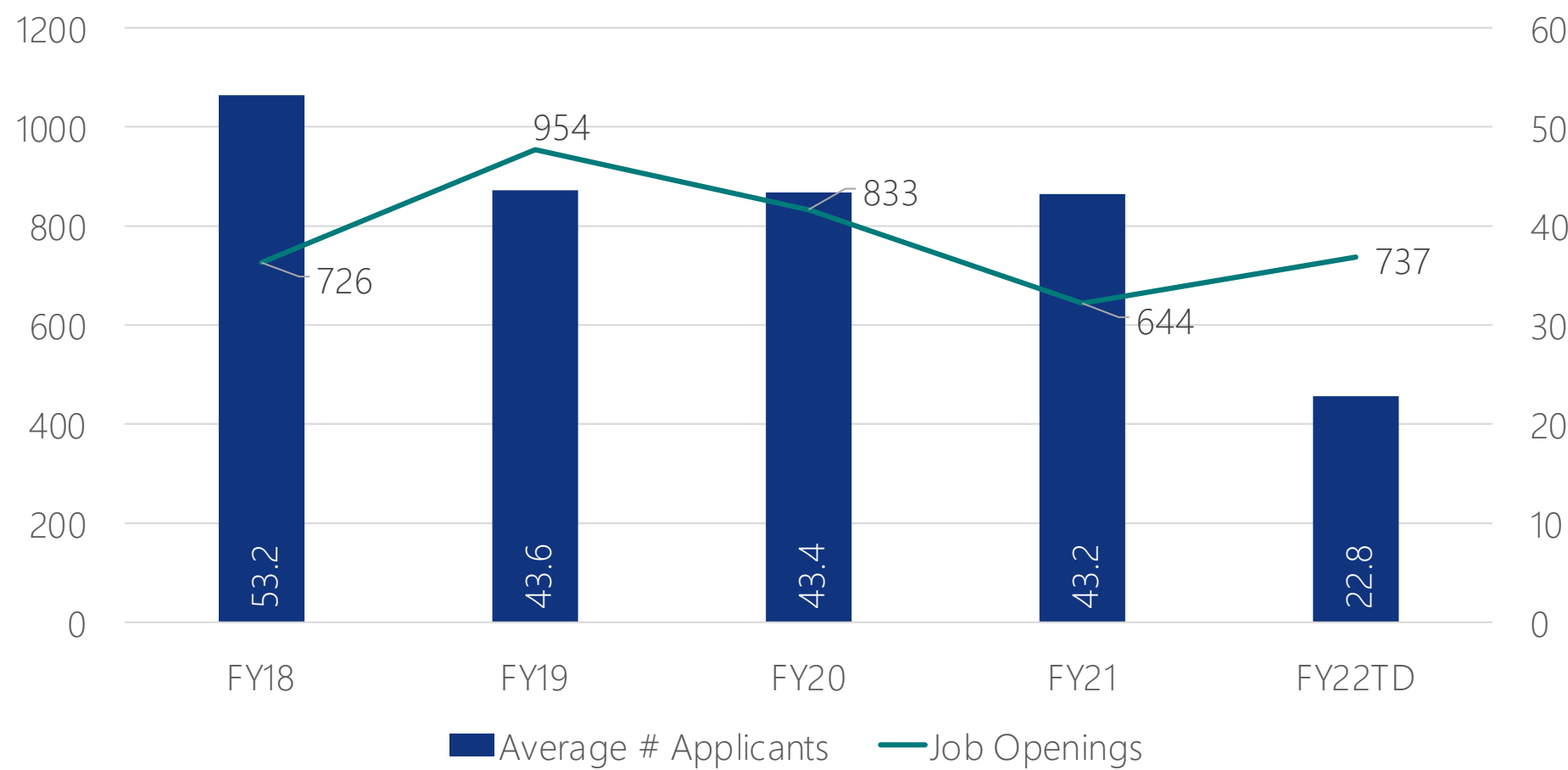
Retention Actions Mason Is Taking

- I/R Faculty market analysis completed
  - Implementing findings to improve salary competitiveness
  - Request for increased compensation investment submitted in 6 year plan
  - Previous administration's Budget Plan allocated 5% annual pay adjustments over next 2 years

- A/P Faculty & Classified market study will kick-off March 2022
  - Study will improve market competitiveness
  - Expected completion in July 2023
  - Immediate needs being addressed throughout this project

Recruitment Improvements Mason Is Making

o New applicant tracking system
- Automate and streamline current manual processes aimed at shortening time-to-fill
- Tracking and reporting capabilities to better determine effective applicant capture strategies
- Centralized advertising hub that will replace the current manual, 3rd-party advertising process

o Reviewing hiring policies & practices to streamline & provide flexibility
- Reducing current minimum posting duration for Faculty searches
- Removal of requirement for search committee use for all Classified searches
- Reviewing current procedural relationship regarding Hiring Authority during search process
- Recalibrate expectations for applicant pool size & qualifications

o Offering more centralized support to address staffing difficulties
- All jobs posted to our Mason job board will now also be hosted by the industry leading DiversityJobs.com and its network of affiliated sites
- Offering direct recruitment sourcing support of passive candidates through central TA recruiters

Revised Debt Policy

Financial Matters

Enterprise Debt as of 6/30/21

Enterprise Debt by Entity ($ in millions)	Principal (as of 6/30/21)
GMU	**$466**
GMU Foundation (GMUF)	$136
Mason Housing Inc. LLC (MHI)	$38
GMU Instructional Foundation (GMUIF)	$1
Subtotal	$641
(Remove GMU Capital Leases)	($84)
Total	**$557**
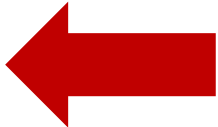
Debt Policy for GMU Debt

GMU Debt by Type ($ in millions)	Principal (as of 6/30/21)
9c bonds (treasury pool / issuer)	$151
9d bonds (VCBA pool / issuer)	$229
Capital leases with GMUF	$84
Installment leases	$2
Total	**$466**

Debt Policy Revisions

Recommendations for Debt Policy revisions as Tier 3 institution:

Revise Rating Goal in Policy
Rating changed from A category to minimum Aa3/AA-

Add Debt Burden Ratio Limit
Debt Service / Operating Expenses Limit[1] = 10%

Streamline Sections
Tier 2 annual compliance removed

[1] **Limit does not equate to debt capacity.**

	Tier 3 - Debt Management	
	Higher Ed Restructuring Act - Institutional Performance Standards Annual Reporting (Tier 3 institutions provide annual report on all of the measures listed in 4-9.01 e.)	
1	BOV Resolution for Debt Policy Compliance (As Tier 2 & 2.5)	**No**
2	Maintain bond rating of AA- or higher	Yes
3	Maintain annual debt burden ratio (*) that is equal or less than level approved by BOV in its debt management policy	Yes
4	Maintain annual debt burden ratio (*) that is equal or less than level approved by BOV in its debt management policy	Yes
	Debt Issuance Requirements (Tier 3 Management Agreement)	
5	BOV Resolution for debt issuance	Yes
6	GMU can issue debt consistent with debt capacity & management policies guidelines established by BOV without legislative authorization	Yes
7	Legislative Authorization would be needed to issue debt through VCBA (9d) or Treasury (9c) pools	Yes
8	Notification to State Treasurer of GMU's intention to issue debt (at time it adopts bond planning schedule)	Yes
	Debt Capacity & Management Policy / Guideline Requirements (Tier 3 Management	
9	BOV - (Periodically) Review & Approve - Debt Capacity and Debt Management	Yes
10	Submit to State Treasurer any new or revised debt capacity and management policy for review and comment prior to adoption by GMU	Yes
11	Submit any change to current guidelines (*) to Treasury for review and comment prior to adoption	Yes

Moody's Scorecard

Moody's Scorecard Rubric					George Mason University			
Scale								
	Aaa	Aa	A	Weight	FY21	+ $100MM	+ $150MM	+ $200MM
Adjusted Operating Revenue ($000)	≥ $2,500,000	$2,500,000 > n ≥ $500,000	$500,000 > n ≥ $100,000	15%	$1,024,740	$1,024,740	$1,024,740	$1,024,740
Market Profile								
	Aaa	Aa	A	Weight	FY21	+ $100MM	+ $150MM	+ $200MM
Brand and Strategic Positioning	Exceptional	Excellent	Very Good	10%	Excellent	Excellent	Excellent	Excellent
Operating Environment	Exceptional	Excellent	Very Good	10%	Excellent	Excellent	Excellent	Excellent
Operating Performance								
	Aaa	Aa	A	Weight	FY21	+ $100MM	+ $150MM	+ $200MM
EBIDA Margin (%)	≥ 22.5%	22.5% > n ≥ 15.0%	15.0% > n ≥ 8.0%	10%	16.5%	17.0%	17.3%	17.5%
Financial Resources & Liquidity								
	Aaa	Aa	A	Weight	FY21	+ $100MM	+ $150MM	+ $200MM
Total Cash and Investments ($000)	≥ $2,500,000	$2,500,000 > n ≥ $100,000	$100,000 > n ≥ $25,000	10%	$1,052,336	$1,052,336	$1,052,336	$1,052,336
Total Cash & Investments to Operating Expenses	≥ 1.250x	1.250x > n ≥ 0.750x	0.750x > n ≥ 0.500x	15%	1.12x	1.12x	1.12x	1.12x
Leverage & Coverage								
	Aaa	Aa	A	Weight	FY21	+ $100MM	+ $150MM	+ $200MM
Total Cash & Investments to Total Adjusted Debt	≥ 3.0x	3.0x > n ≥ 1.0x	1.0x > n ≥ 0.2x	10%	0.93x	0.85x	0.82x	0.79x
Annual Debt Service Coverage**	≥ 4.0x	4.0x < n ≤ 2.0x	2.0x < n ≤ 1.5x	10%	4.04x	3.60x	3.42x	3.26x
Financial Policy & Strategy								
	Aaa	Aa	A	Weight	FY21	+ $100MM	+ $150MM	+ $200MM
Financial Policy and Strategy	Exceptional	Excellent	Very Good	10%	Very Good	Very Good	Very Good	Very Good
				100%	**Aa2/3.44**	**Aa3/3.51**	**Aa3/3.54**	**Aa3/3.57**

*PFM calculations use numbers from the unaudited FY2021 financial statements
**Annual Debt Service Coverage ratio is affected by the debt restructuring for FY2021

FY21	+ $100MM	+ $150MM	+ $200MM
3.12x	3.06x	3.03x	3.00x

MADS is $47.6 MM in FY21 and excludes capital lease payments. Using MADS, Annual DSCR drops to 3.12x – however, Mason still stays within the Aa3 category for the overall scorecard.

Source: PFM

Capital Projects with Debt Funding

Capital Projects with anticipated debt funding (FY23 – FY24)

Capital Project	FY23	FY24
(Project amounts, $000)		
IDIA	$64,000	
Aquatic Fitness Center	$10,000	
Telecom Phase 2	$11,000	
Telecom Phase 3		$10,000
Total	**$85,000**	**$10,000**

Staff Recommendation to Board

The Finance & Land Use Committee recommends approval of the revised Debt Policy by the Board of Visitors.

Delegation of Reimbursement Declarations

Financial Matters

Delegation of Reimbursement Declarations

o   Reimbursement Declarations allow Mason to spend cash on capital projects & reimburse with tax-exempt debt in the future

o   Declarations are an IRS requirement for tax-exempt debt

o   Delegation of responsibility for making reimbursement declarations to the Senior Vice President would expedite funding plans going forward

o   This is consistent with management authority of other Commonwealth Tier 3 universities

Staff Recommendation to Board

The Finance & Land Use Committee recommends approval by the Board of Visitors to delegate authority to make reimbursement declarations for tax-exempt debt financings to the Senior Vice President.

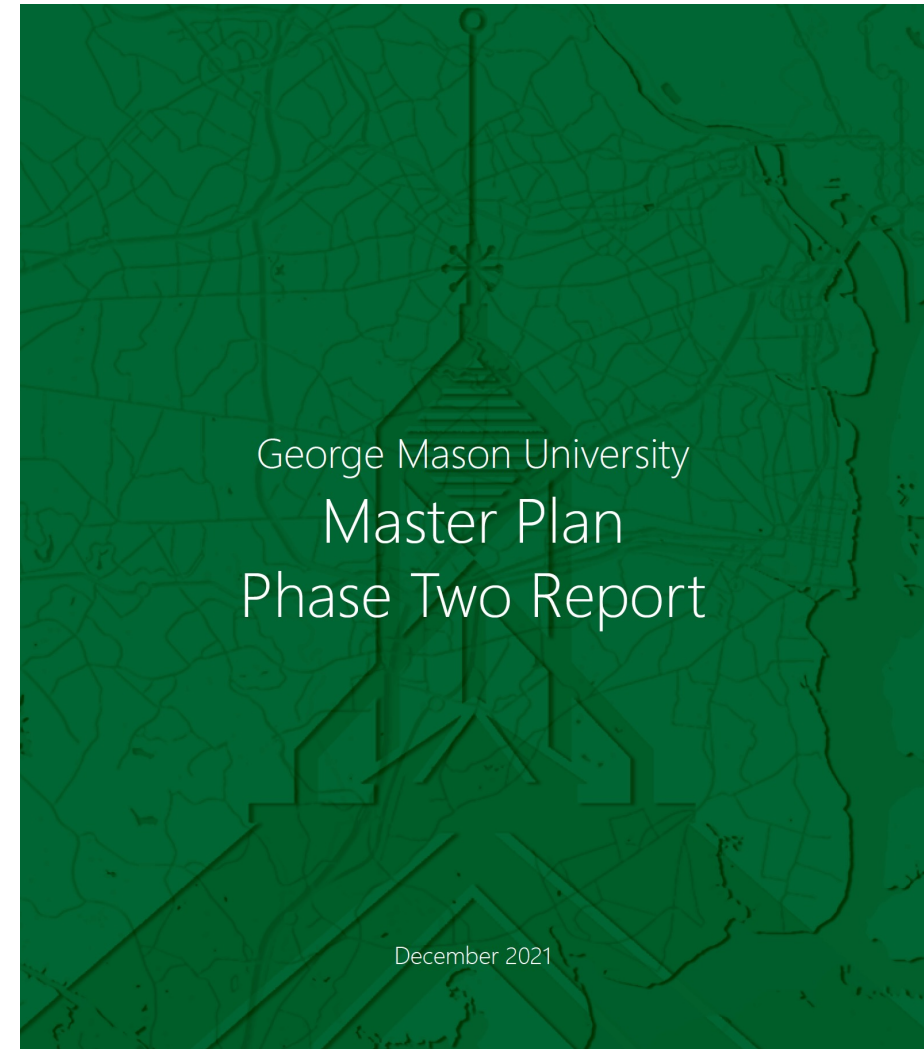# Adoption of University Master Plan
Capital Matters

Master Plan

The master plan is a framework to guide ongoing decision making around the physical environment and capital investment
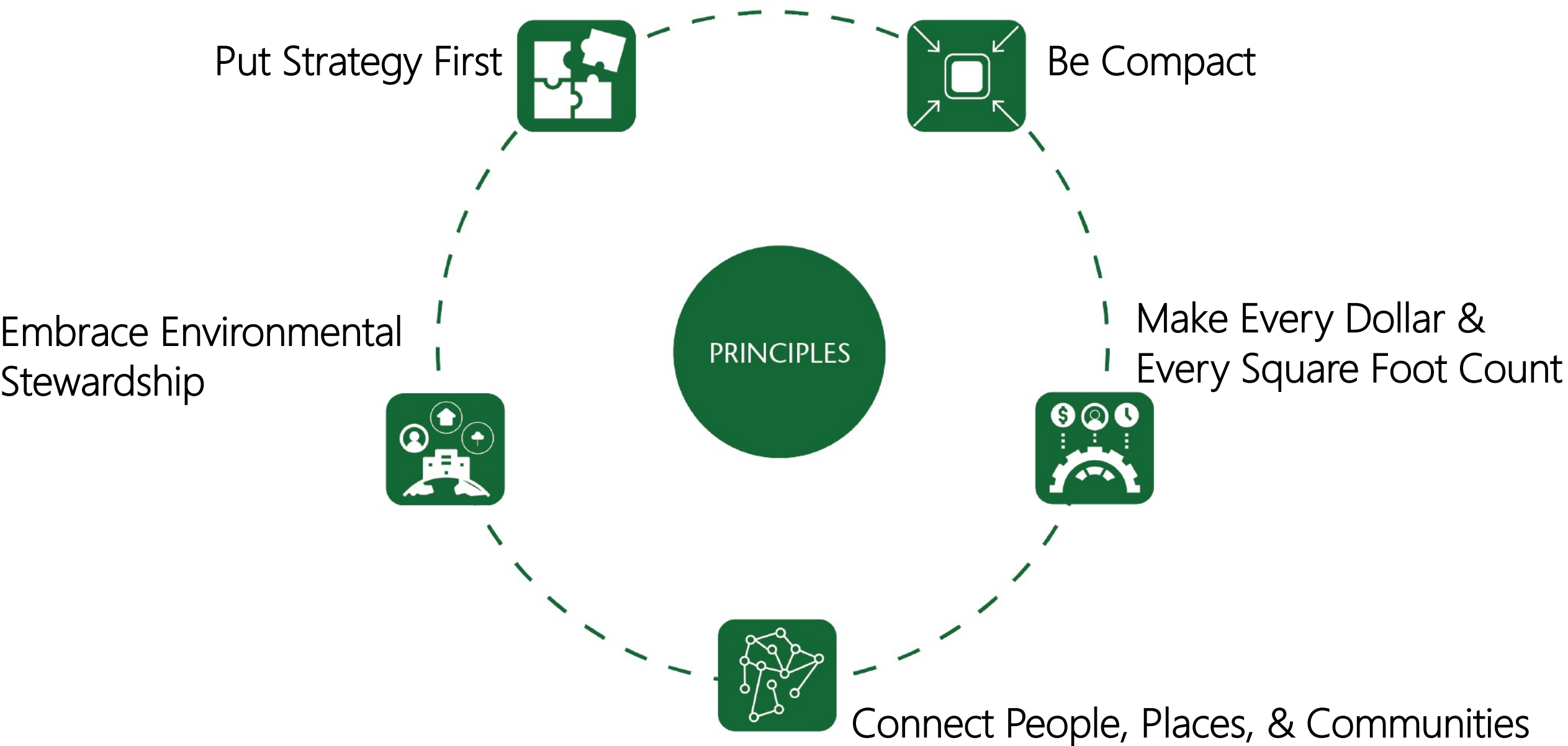
Engagement & Analysis

o Leadership
- Senior Leadership Direction
- Master Plan Steering Committee
- BOV Updates

o Engagement
- Online survey with 5,000 participants
- Eight town halls with 2,000 participants
- More than 100 internal & external stakeholder meetings

o Analysis
- Campus & Space Use
- Facility & Land Index
- Demographic & Program Analysis
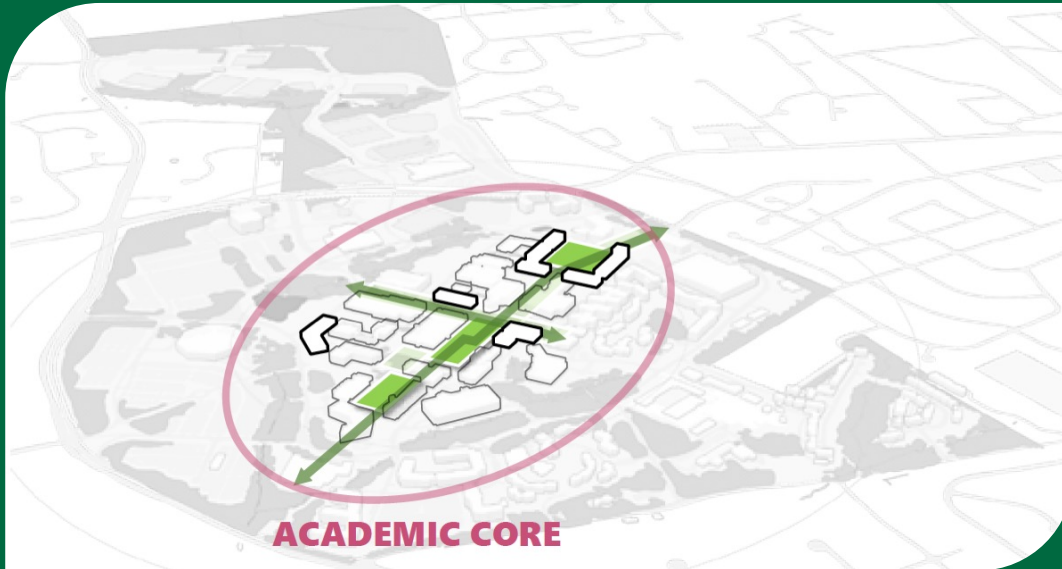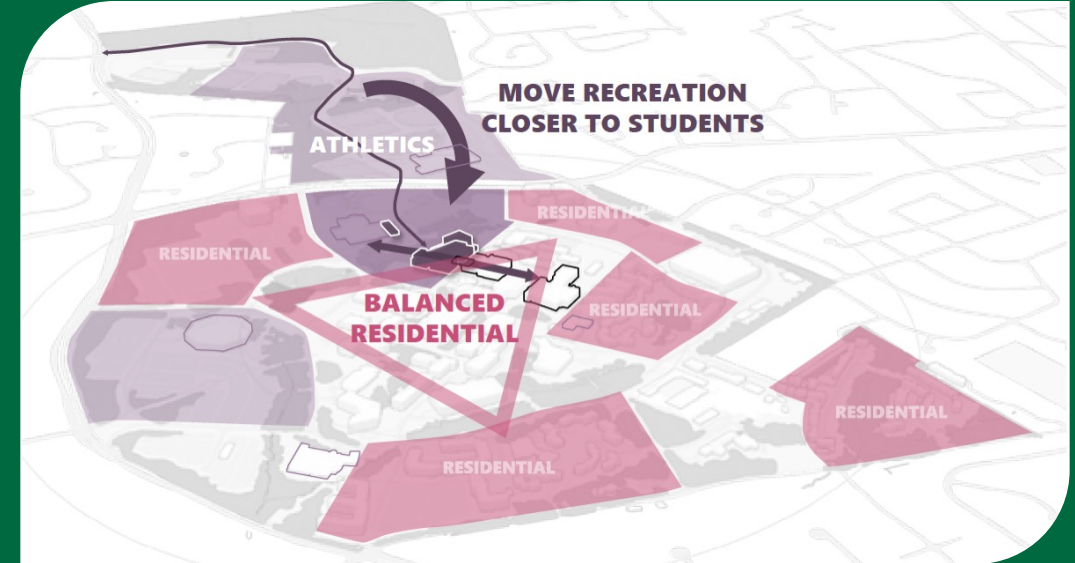- Planning & Projection

George Mason University
Master Plan
Phase Two Report

December 2021

Available at: https://www2.gmu.edu/masterplan

Guiding Principles

Put Strategy First

Be Compact

Embrace Environmental Stewardship

PRINCIPLES

Make Every Dollar & Every Square Foot Count
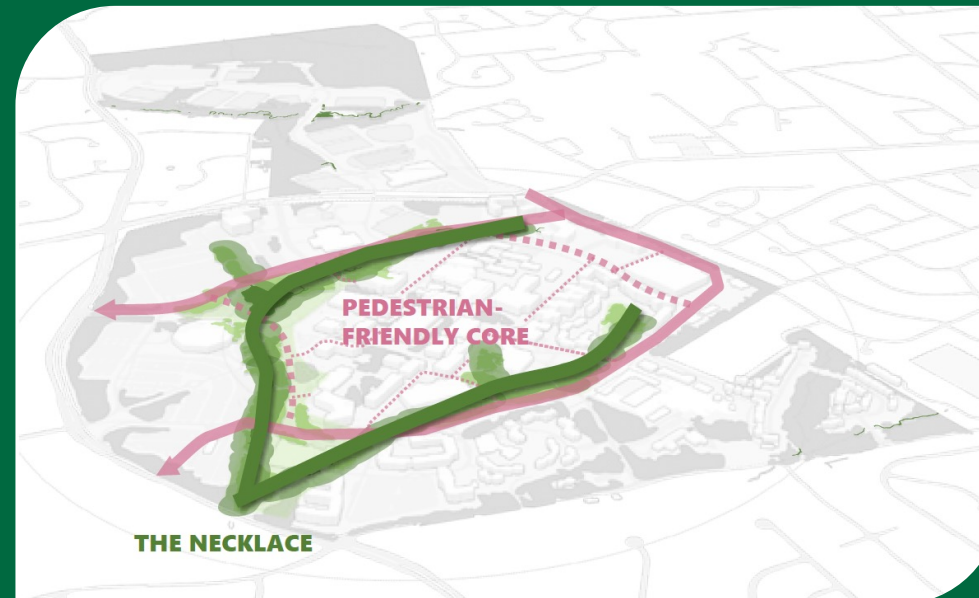
Connect People, Places, & Communities

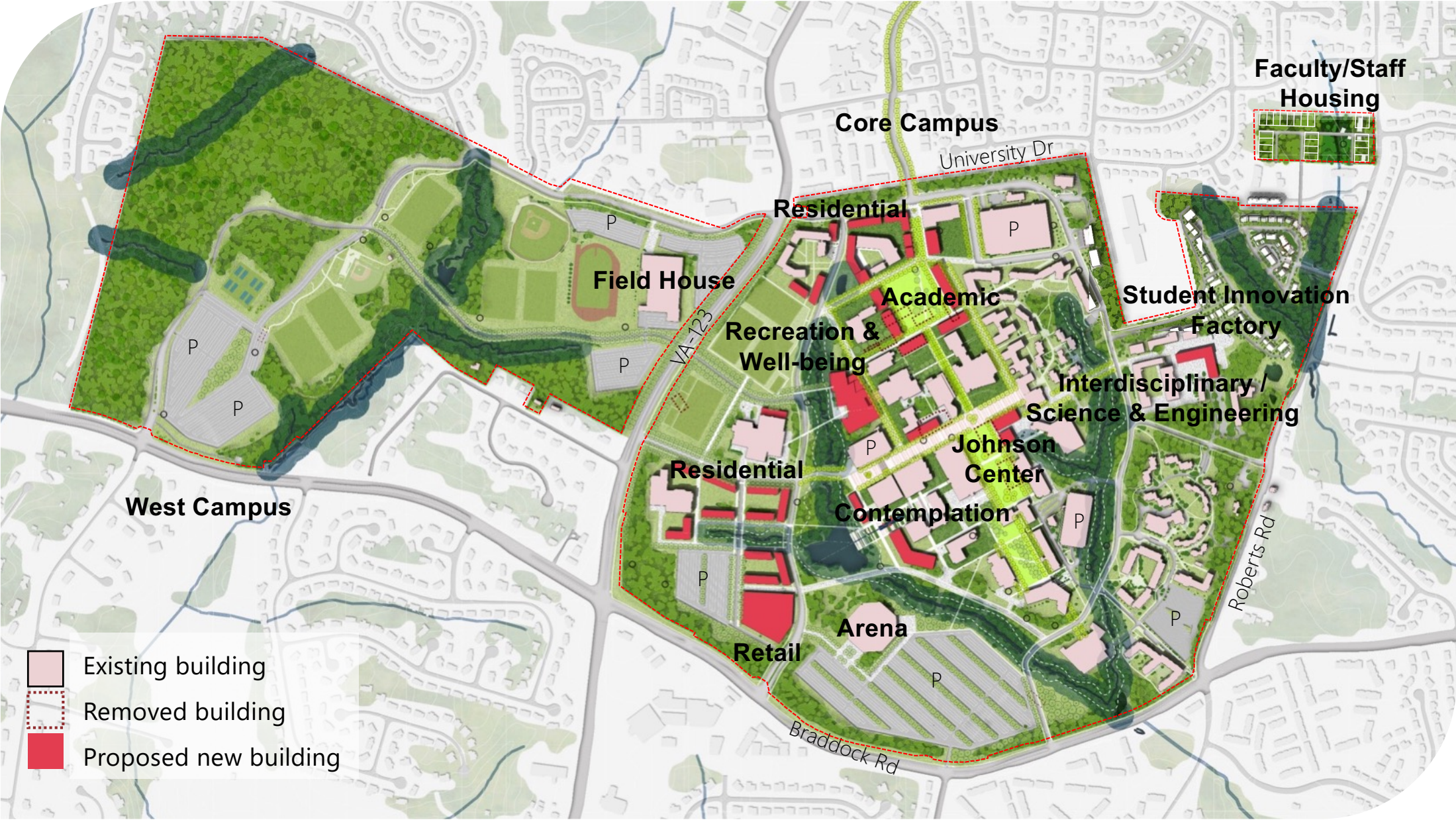# Fairfax Vision

Compact Academic Core With Three Quads

Surround Core With Reinforced Student Experience

Identity & Connection Reinforced By Ecological & Transportation System

Fairfax Reimagined

Legend:
- Existing building
- Removed building
- Proposed new building

Labels on map: Core Campus, Faculty/Staff Housing, University Dr, Residential, Field House, Academic, Student Innovation Factory, Recreation & Well-being, Interdisciplinary / Science & Engineering, VA-123, Johnson Center, Residential, Contemplation, West Campus, Arena, Retail, Braddock Rd, Roberts Rd

Fairfax Reimagined
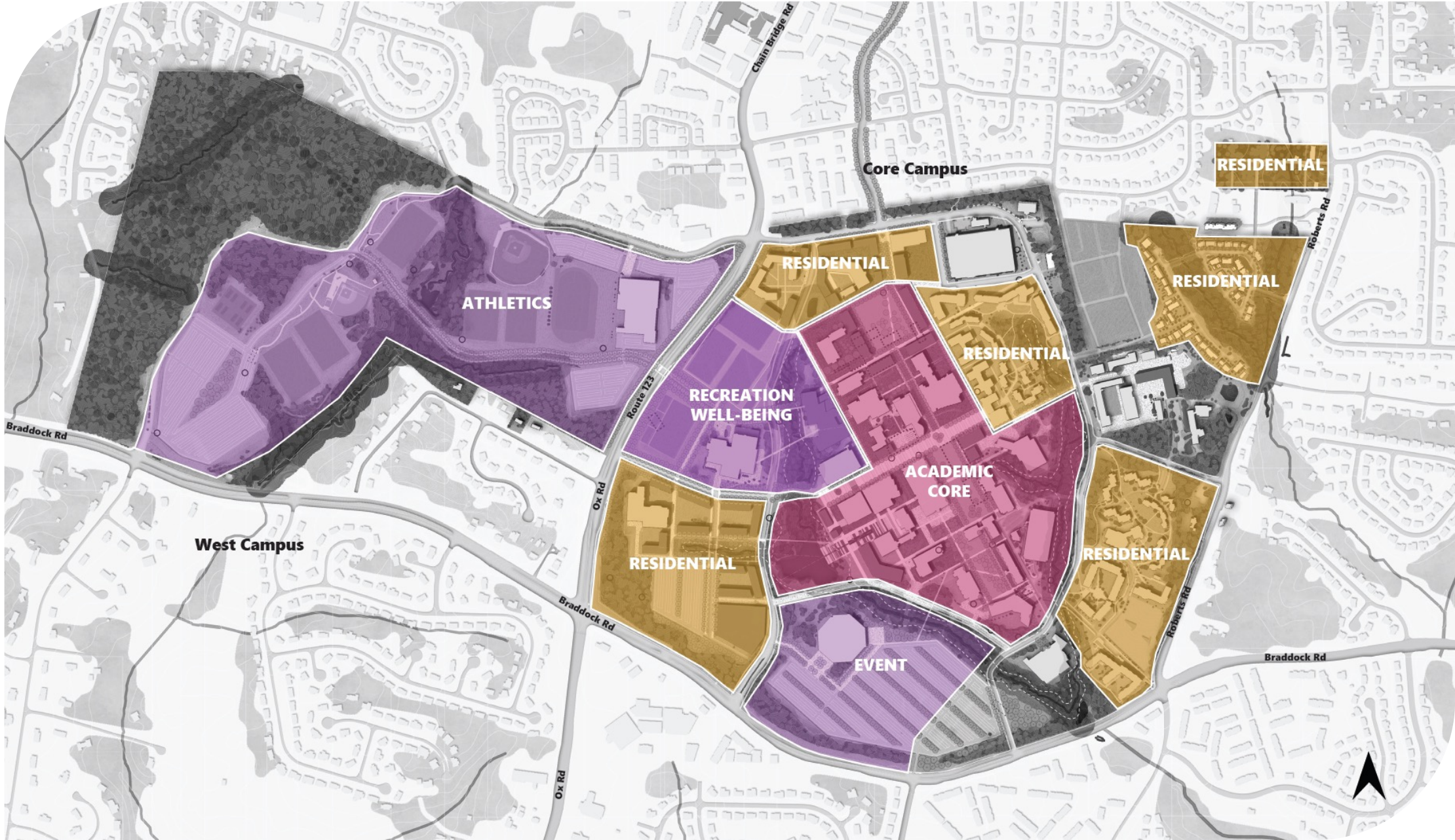
Fairfax Reimagined

THE NECKLACE AND THE ECOLOGICAL COMPOSITION

3 West Campus
Near-term preservation of the forest, research, faculty/staff housing and athletics fields.

4 Connection
Intentionally plant trees, native understory, and open meadow as connections between spaces to enhance ecological connectivity.

5 Meadow spaces
Outside of central core convert turf areas to meadow to further enhance ecological productivity and native pollinator habitat potential.

Core Campus

1 The necklace
Forest, pond, stream with riparian buffer, walking paths, etc.

2 The 'buffer'
Connect forest patches at the edge of the campus to create a buffer zone from the context major roads

Arlington & SciTech Visions

'BRIDGE'
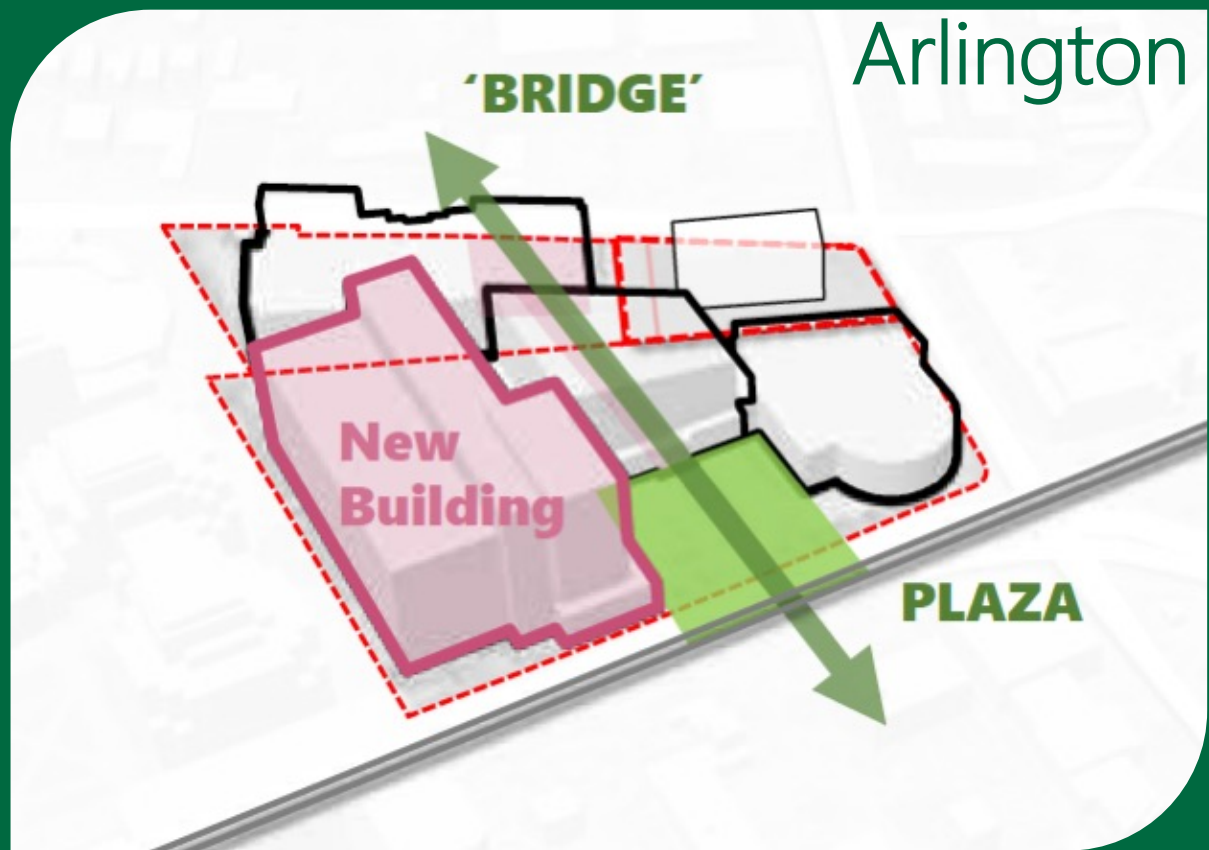
Arlington Improve Connections & Make Welcoming

New Building

PLAZA

INNOVATION TOWN CENTER

MAIN STREET

Connect to Town Center **SciTech**
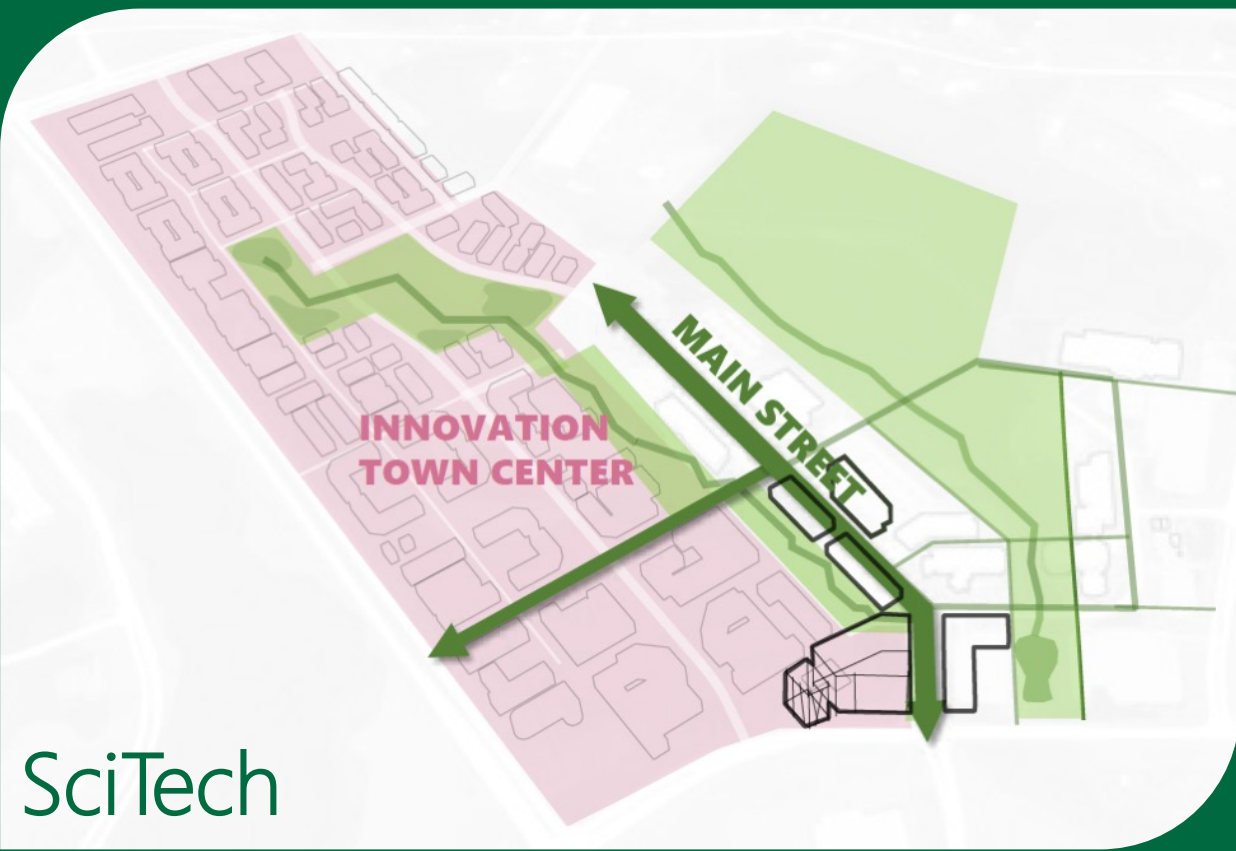
Arlington Campus
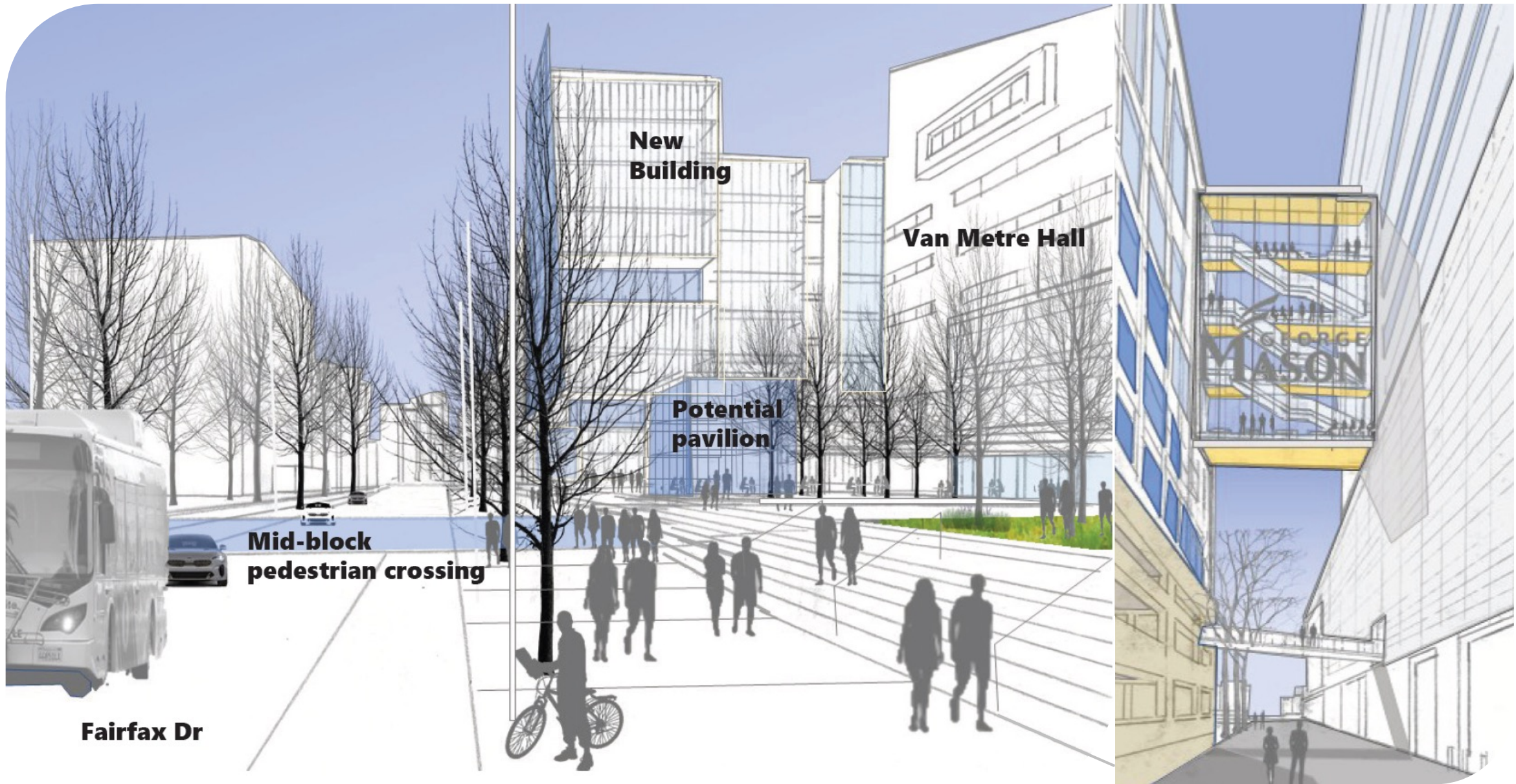
New Building

Van Metre Hall

Potential pavilion

Mid-block pedestrian crossing

Fairfax Dr

SciTech Campus

Total:
New additional academic: 246K GSF
New additional residential: 420 beds

Parking today: 2,079
Proposed parking: 2,087

Pavilion for common space
40K GSF

New academic
80K GSF

SEB

Realign road

New residential/student
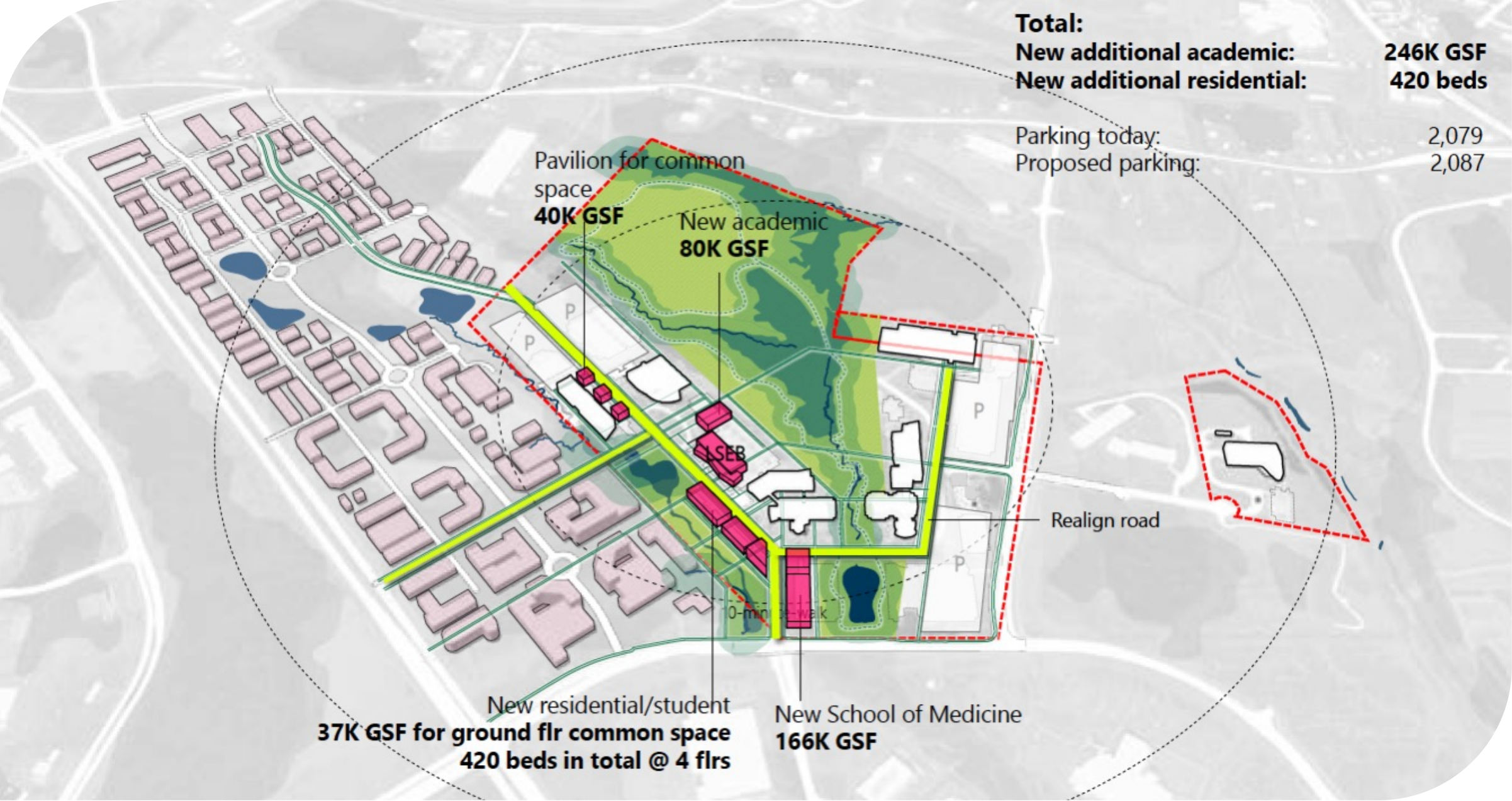**37K GSF for ground flr common space
420 beds in total @ 4 flrs**

New School of Medicine
166K GSF

Staff Recommendation to Board

The Finance & Land Use Committee recommends adoption of the University Master Plan by the Board of Visitors.

Action Items

Motion: I move to approve the following items, en bloc, as they are outlined in the meeting materials:

- Revised Debt Policy
- Delegation of Reimbursement Declarations
- Adoption of University Master Plan

Appendix

Capital Projects Stoplight Chart

	Project #	Project Name	Scope(sf) New	Scope(sf) Reno	Total Budget	Budget Status	Schedule	Scope	Construction Start Date	Occupancy Date	Construction % Complete
		Construction									
1	18207-000	Horizon Hall - Core Campus (Renovate Robinson Hall and Harris Theater)	217,726	23,161	$ 119,631,000	Green	Green	Green	7/1/18	12/31/21	99.0%
2	18208-000	Improve Utility Distribution Infrastructure Fairfax - Core Campus*	0	0	$ 51,539,000	Green	Green	Green	8/1/18	12/31/21	98.0%
3	17848-000	PPEA Discovery Hall Ph II & Fitout/Clean Room	0	18,000	$ 6,561,287	Red	Red	Green	6/17/19	5/7/21	99.0%
4	A8247-024	Hylton Center HVAC Repairs	0	112,352	$ 3,820,598	Green	Green	Green	5/18/20	12/31/20	99.0%
5	18482-000	Institute for Digital InnovAtion (IDIA HQ)	505,520	0	$ 245,700,000	Green	Green	Green	1/3/22	12/16/25	0.0%
		Design									
6	18339-000	Telecom Infrastructure Phase 1*	576	0	$ 10,525,000	Yellow	Red	Green	5/1/22	3/31/23	N/A
7	18000-000	Life Sciences & Engineering Building - Bull Run Add*	133,300	5,000	$ 102,453,000	Green	Yellow	Green	4/1/22	8/15/24	N/A
8	A8247-027	Johnson Center HVAC Repairs	0	348,447	$ 5,343,837	Yellow	Red	Green	TBD	TBD	N/A
9	18509-000	Central Heating & Cooling Plant Boiler & Chiller Addition*	0	0	$ 5,000,000	Yellow	Green	Green	10/3/22	10/2/23	N/A
		Design Procurement									
10	18487-000	Telecom Infrastructure Phase 2	0	0	$ 23,250,000	Green	Green	Green	3/1/23	9/1/23	N/A
11	18529-000	Aquatic & Fitness Center Capital Renewal	0	90,736	$ 10,000,000	Green	Green	Green	3/1/23	9/1/23	N/A
		Pending Master Plan Alignment									
12	18498-000	Academic VIII*	200,000	0	$ 185,675,000				TBD	TBD	N/A
13	18471-000	Virtual Online Campus*	0	45,000	$ 11,000,000				TBD	TBD	N/A
14	18497-000	SCAR Point of View Cottages	TBD	0	$ 8,000,000				TBD	TBD	N/A
15	17955-000	Construct Student Housing Fairfax PPEA	TBD	0	TBD				TBD	TBD	N/A
16	18117-000	Construct Fairfax Mixed Use Development PPEA	TBD	0	TBD				TBD	TBD	N/A
17	18253-000	Construct Basketball Training, Wrestling, and Athlete Academic Support (RAC Addition)	TBD	TBD	$ 15,500,000				TBD	TBD	N/A
18	TBD	Renovations Concert Hall	0	120,750	$ 25,000,000				TBD	TBD	N/A
19	TBD	Business School Building	200,000	0	$ 165,000,000				TBD	TBD	N/A
20	TBD	Activities Building	15,000	0	$ 3,750,000				TBD	TBD	N/A
		Grand Total This Report	1,272,122	763,446	997,748,722						

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

Data as of February 2022

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

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

February 24, 2022
AGENDA

  I. **Call to Order**

  II. **Approval of Audit, Risk, and Compliance Committee Minutes**
      A. Approval of Committee Minutes for December 2, 2021 Meeting **(ACTION)**

III. **Old Business**
      A. Auditor of Public Accounts Examination Report

IV. **Reports**
      A. Office of University Audit Summary Report

      B. Office of Institutional Compliance Summary Report

      C. Information Technology Risk and Control Infrastructure Program Update

  V. **Adjournment**

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

**December 2, 2021
MINUTES**

PRESENT: Chair Rice; Vice Chair Moreno; Visitor Kazmi.

ABSENT: Visitors Blackman and Oberoi

ALSO PRESENT: Rector Hazel; Visitors Bhuller, Chimaladinne, Moss, and Peterson; President Washington; Vice President and Chief Diversity Officer Artis; Vice President and Chief Information Officer Borek; Faculty Senate Chair Broeckelman-Post; Vice President for Finance Dickenson; Faculty Committee Liaison Douthett; Provost and Executive Vice President Ginsberg; Associate Vice President and Controller Heinle; Undergraduate Student Representation Kanos; Senior Vice President for Administration and Finance Kissal; Vice President for Research Marshall; Director for IT Security McNay; Staff Senate Chair Rogers; Associate University Counsel Schlam; Vice President for Facilities Strike; Vice President for Strategic Initiatives and Chief of Staff Walsh; Graduate Student Representative Zhou; Chief Audit, Risk, and Compliance Officer Dittmeier; Associate Vice President for Institutional Compliance Lacovara; Associate University Auditor Watkins; and University Ethics Officer Woodley.

I.   Chair Rice called the meeting to order at 9:50 a.m.

II.   **New Business**

   A. Auditor of Public Accounts Examination Update
   Ms. Heinle briefed the Committee on the status of three examinations by the Auditor of Public Accounts.
   - The annual audit of the financial statements for the year ended June 30, 2021 is underway; work is expected to be completed by the Committee's meeting in February 2022. The timing of this work is earlier than in prior years to support of Mason's re-accreditation review by SACSCOC.
   - The Intercollegiate Athletics Programs (NCAA) Agreed-Upon Procedures engagement is underway and is expected to be completed in January 2022.
   - Procedures are underway in support of the Statewide Single Audit covering the Commonwealth's expenditure of federal Education Stabilization Funds. This report is expected to be completed in February 2022.

Ms. Heinle stated that the Auditors had not communicated any potential findings to management.

B. Information Technology Update

Mr. Borek discussed the actions being taken to establish an enterprise approach to IT governance and strengthen important processes for managing IT service delivery and related risks. He reviewed with the Committee the framework designed for governing IT service delivery that has been previously discussed with the Committee and is being implemented at the university. He described the proactive alignment of audit activities with management's goals to address the structural roots in certain underlying business processes which are areas of focus for near- and intermediate-term strengthening actions, including portfolio and project management; the information security compliance program; monitoring and risk remediation; configuration and change management; and identity management and access control.

He discussed risks associated with elevating and transitioning IT service delivery. including sustained senior leadership support for changes in the management of IT service delivery, related processes, and the accompanying culture; the appropriate investment, organizational skills, and experience to manage against the expectations for technology objectives; and the viability of the technology vendor base focused on higher education; among others.

During the update, the Committee discussed with Mr. Borek the approach to monitoring and risk mitigation and remediation activities; and the perspective of applying a risk management and tolerance lens to business process controls. Chair Rice asked Mr. Borek provide the Committee with regular written reports of the status of the work associated with the areas of focus for strengthening the management of IT service delivery including any potential areas of concern.

III.   **Reports**

Ms. Woodley reviewed with the Committee the Report of Approved Waivers of Contractual Conflicts of Interest for the year ending October 31, 2021. 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 property or for another purpose. The Committee discussed with Ms. Woodley the volume and process for handling situations where approval was not provided.

Ms. Watkins reported on the status of audit operations described in the Office of University Audit Summary Report. She updated the Committee on the status of University Audit's staffing: the Assistant University IT Auditor and

a senior auditor left the university since the prior meeting. University Audit is beginning to use co-sourced resources more aggressively to accomplish audit work while continuing to work with Human Resources to develop additional sourcing strategies to attract qualified applicants, particularly for IT-related positions. Ms. Watkins also reported that two internal audit reports were issued since the prior meeting and that planned work remains consistent with the previously reported status although the timing of the work is being re-evaluated. She reviewed University Audit's process for determining audit priorities and key university-level risk areas with the Committee.

Mr. Lacovara reported on the status of institutional compliance activities since the prior meeting. He described the progress being made to build-out the program primarily related to facilitating self-assessments of certain compliance program areas.
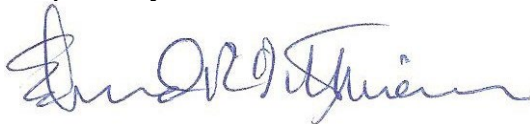
IV.   **Approval of Minutes**

Chair Rice called for any corrections to the minutes of the September 30, 2021 Audit, Risk, and Compliance Committee meeting. Hearing none, the **MINUTES STOOD APPROVED AS WRITTEN.**

V.   **Adjournment**

Chair Rice called for any additional business to come before the Committee. Hearing none, he declared the meeting adjourned at 10:30 a.m.

Respectfully submitted,

Edward R. Dittmeier
Secretary pro tem

ITEM NUMBER: III.   Auditor of Public Accounts Examination Report

PURPOSE OF ITEM: Brief the Audit, Risk, and Compliance Committee regarding the examination of Mason's financial statements for the year ended June 30, 2021.

NARRATIVE: The Commonwealth's Auditor of Public Accounts is responsible for auditing the accounts of every state department, officer, board, commission, institution, or other agency handling any state funds.

David Rasnic and Sarah Lambert are representing the Auditor of Public Accounts. They will report on the results of the Auditor of Public Accounts' examination.

ACTION: Receive briefing and discuss.

George Mason University Audit Results

Presentation to the Board of Visitors
George Mason University

February 24, 2022

Audit Opinions

- Unmodified opinion for business-type activities and aggregate discretely presented component units of George Mason University.

- Opinion references the work of other auditors for most University-associated organizations that meet the definition of a component unit.

- No audit adjustments identified.

Internal Control & Compliance

- Obtained a sufficient understanding of internal control to determine nature, timing, and extent of test work to perform.

- Issued a separate report on internal control and compliance.

  - No material weaknesses but two significant deficiencies in Information Technology

Findings & Recommendations

Finding Title	Responsible Department	Included in Prior year?	Compliance Finding?
Continue Improving Security Awareness Training	Information Technology	Yes	Yes
Improve Database Security	Information Technology	No	Yes

Other Required Communications

- No indications of fraudulent transactions or illegal acts.

- Concur with management's application of accounting principles.

- Reviewed the basis for accounting estimates, and any necessary adjustments, and determined estimates appear reasonable based on available information and consistent with prior periods.

Other Required Communications

- No material changes to accounting and reporting policies and standards during the year.

- No material alternative accounting treatments identified.

- No unusual transactions or significant accounting policies in controversial or emerging issues.

Other Required Communications

- No significant difficulties encountered.

- No disagreements with management regarding auditing, accounting, or disclosure matters.

Statewide Single Audit

- Our audit also included testing over the major federal programs of the Student Financial Assistance Programs Cluster (SFA) and Education Stabilization Fund (ESF) for the Commonwealth's Single Audit.

- SFA – GLBA Finding
  – Corrective action completed
- ESF – no findings

NCAA Agreed Upon Procedures

- We also performed an agreed-upon engagement to assist the University in complying with NCAA Bylaw 3.2.4.17.1. All adjustments that we identified were properly corrected in the Schedule.

- Our separate report on this Agreed-upon Procedures engagement was issued on February 18, 2022

Upcoming/Ongoing Audit Considerations

- HEERF and federal funding audit requirements

- GASBS 87, Leases

Office of University Audit

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

February 24, 2022

EXECUTIVE SUMMARY

- Audit staffing:
  - The previously reported open Assistant University IT Auditor, Assistant University Auditor and Senior Auditor positions remain open after multiple failed searches. Since the last meeting, no viable candidates have applied and the recruiting firm engaged to source viable applicants has withdrawn from the engagement.
  - Continuing to work with HR to develop recruiting strategies for all three positions:
    - Identify and engage additional recruiting firms.
    - Adjusting descriptions in job postings to seek a wider applicant pool.
  - Co-sourced resources being utilized (approximately 0.5 FTE through February 10, 2022):
    - Research administration monitoring.
    - Information technology process infrastructure monitoring.
    - Academic Integrity (online learning).
    - Additional projects planned for 2022.

- No audit reports were issued since the last meeting.

- Remediation of 25 audit issues is in progress as of February 10, 2022.

- Audit Plan status:
  - 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 staffing departures and onboarding of co-sourced audit resources.

- Status of fraud, waste, and abuse investigations:
 - There are three investigations in progress.

TABLE OF CONTENTS

Topic

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

2 SUMMARY STATUS OF AUDIT ISSUES

3 STATUS OF AUDIT PLAN

4 STATUS OF INVESTIGATIONS

5 STAFFING

6 APPENDIX:
   - Audit Issue Details

SUMMARY OF AUDIT REPORTS

- No audit reports were issued since the last meeting.

SUMMARY STATUS OF AUDIT ISSUES AS OF FEBRUARY 10, 2022

There were 25 open audit issues as of February 10, 2022. Target dates for several issues were extended.

Audit Issue Inventory Movement

Audit Issues by Type

Audit Issues by Current Target
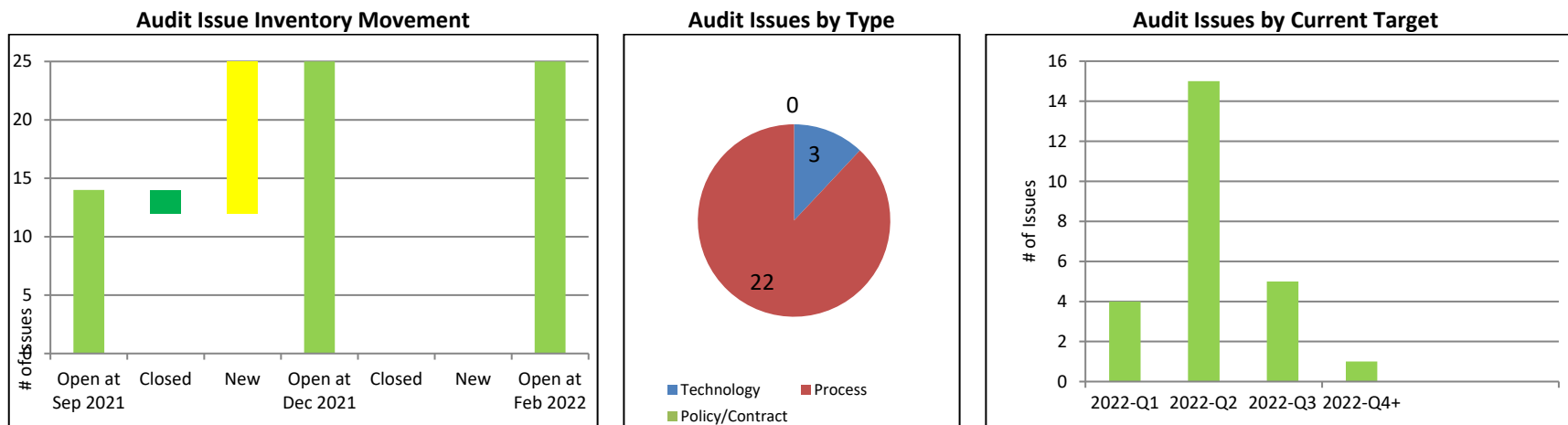
Audit Report	Report Date	Open at Sep 2021	New	Closed	Open at Dec 2021	New	Closed	Open at Feb 2022
Student Financial Aid	11/10/21	-	8	(1)	7	-	-	7
Office of Admissions	11/4/21	-	5	(1)	4	-	-	4
Clearing Accounts	9/3/21	-	-	-	1	-	-	1
Bank Accounts	6/17/21	-	-	-	-	-	-	-
Gift Acceptance Policy Implementation	6/22/20	2	-	-	2	-	-	2
Drug and Alcohol Abuse Prevention Program	12/16/19	3	-	-	2	-	-	2
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	-	-	1
		14	13	(2)	25	0	0	25

The 3+6 Audit Plan as of February 10, 2022 (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)

Topic	Description	9|30	12|31	3|31	6|30
Aligned with University-Level Risk Areas					
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 Administration Enhancements	• Evaluate design of future state research administration process controls.				
Construction Payments and Change Orders	• Monitor and assess payments related to in-progress Core Campus and planned SciTech campus construction projects.				
Additional Areas					
Online Academic Integrity	• Assess processes for preventing and detecting online academic integtity issues.				
University Registrar	• Assess processes implementing academic policy, including processing completeness and accuracy.				
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 10, 2022

There are three investigations in progress.

| Nature of Allegation	Type	Status	Remarks
Alleged personal use of state vehicle	Abuse	In Process	
Alleged personal use of state vehicle	Abuse	In Process	
Non-compliance with agency policy	Abuse	In Process	

Summary of Types:

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

STAFFING

An Assistant University Auditor, Assistant University IT Auditor and Senior Auditor separated from Mason between April 2020 and October 2021. Searches for all three positions have failed. Continuing to work with Human Resources to determine recruitment strategies. Co-sourced resources remain available and are being utilized to provide supplemental skilled expertise when needed.

Staffing
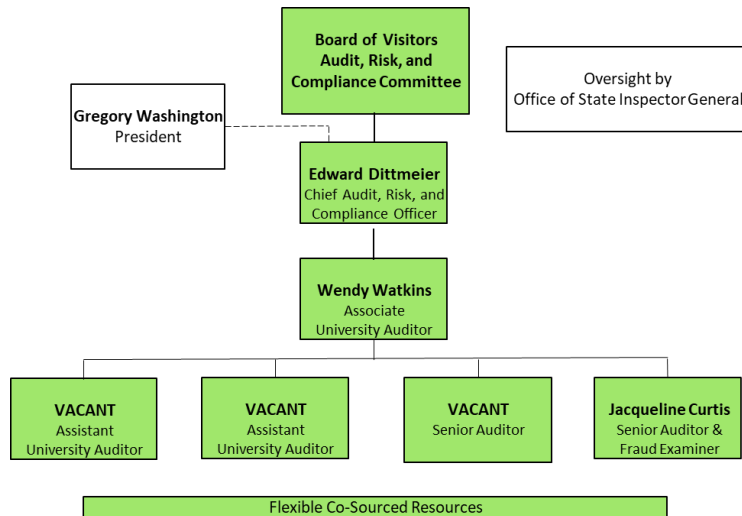
Core Audit Team	Plan	Actual a/o July 2021	Avg to Jan 2022
Audit Leadership	2	2	2.0
Auditors by Expertise:			
Operational Audit	1.5	1	0.4
IT Audit	1	1	0.6
Fraud Audit	1	1	1.0
Total Audit Professional Employees	5.5	5	4.0
Cosourced FTE* Supported by Permanent Budget	0.3		0.5
Total Audit Professionals Supported by Permanent Budget	5.8	5.0	4.5

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

APPENDIX: AUDIT ISSUE DETAILS AS OF FEBRUARY 10, 2022

#	Audit Report	Audit Issue	Status of Management Action	Original Target	Current Target
1	**Report Name:** Office of Admissions **Report Date:** 11/4/21 **Management:** Laurence Bray, Associate Provost for Graduate Education, Office of the Provost	**Consistently Implement Key Controls for all Graduate Admissions:** Management should determine minimum control expectations to ensure graduate admission processes are designed to operate in accordance with University objectives and establish an oversight mechanism to ensure that each academic unit's graduate admissions policies and processes are designed and operated to meet these expectations.	The University President established a task force/working group to explore the possibility of having a more robust central presence and enhance support for graduate programs and students at Mason. Prior to this effort, the Associate Provost for Graduate Education and the Director of Admissions Operations reviewed and refined all graduate admission policies by aligning language with other university-wide policies and separating procedures from policies to add clarity and consistency. Guidance surrounding exceptions to the graduate admissions process is being formalized. A new waiver request system, which will allow the tracking of all exceptions to graduate admission policies, is being piloted. In parallel, work continues on consistently having at least two reviewers per graduate application across all graduate programs. Regular training for application reviewers will be provided to enhance graduate admission programs by partnering with the appropriate program representatives. Additionally, general guidance for reviewing applications will be provided to academic units while encouraging documentation of unit-specific guidelines as needed, and requiring at least two individuals to review each application.	12/31/21	3/31/22
2	**Report Name:** Drug and Alcohol Abuse Prevention Program **Report Date:** 12/16/19 **Management:** Rose Pascarell, Vice President, University Life	**Review Approach to Informing Employees and Students Regarding Alcohol and Other Drug Programs:** Distribute the annual notification directly to employees and students via email. Directly emailing the notification ensures that each employee and student receives the notification in writing.	University Life will review all options for informing students of DFSCA requirements which will be included as action items of the Alcohol and Other Drug Working Group. University Life will draft an updated student disclosure communication for use going forward. Given employee communications are the responsibility of Human Resources (HR), University Life will hold discussions with HR to determine if employee disclosure	3/31/20	3/31/22

#	Audit Report	Audit Issue	Status of Management Action	Original Target	Current Target
			communications can be handled in the same manner. Any modified employee communications will require HR review, approval, and implementation.		
3	**Report Name:** Drug and Alcohol Abuse Prevention Program **Report Date:** 12/16/19 **Management:** Rose Pascarell, Vice President, University Life	**Evaluate Mandatory Awareness Training and Parental Notifications:** Consider policy revisions regarding mandatory awareness training and parental notifications related to alcohol violations and illegal drug use by underage students (under twenty-one).	University Life, along with other university peer groups, is assessing the impact of implementing mandatory awareness training and parental notifications on students to determine if these changes should be made and how best to implement them. Recommendations surrounding parental notification for students found responsible for violations and that AlcoholEdu be required for all incoming students will be submitted to the Office of Student Conduct and University Life. University Life will then develop a plan to implement recommendations.	6/30/20	3/31/22
4	**Report Name:** Gift Acceptance Policy Implementation **Report Date:** 6/22/20 **Management:** Trishana Bowden, Vice President, Office of University Advancement and Alumni Relations	**Ensure University Employees Provide Appropriate Oversight of Gift Processing** University Policy (UP) 1123, Gift Acceptance Policy, omits opportunities for university oversight or, where university oversight expectations are identified, university employees are not currently executing these functions. These include: •Policy does not identify a university officer or delegate(s) responsible for making the determination as to whether a gift meets criteria requiring Gift Acceptance Committee (GAC) approval. •Policy does not provide for post-fact reporting to the GAC of gifts that are accepted but do not meet the defined criteria for GAC approval. •Policy and practice do not require GAC meeting minutes, which are used as evidence of approval, to be formally approved at a subsequent GAC meeting. Expectations for preservation of meeting minutes are not documented.	The Office of Advancement and Alumni Relations will develop and implement Gift Escalation Procedures, which will outline the process for determining escalation to the Gift Acceptance Committee. Procedures will also identify university personnel, by position, and their responsibilities concerning the escalation process, and will define relevant escalation criteria terms such as new program, significant public attention, conflict of interest, and international entities not already known to the university. A quarterly, post-fact gift report was provided to the President and the Gift Acceptance Committee of the University reflecting all gifts of $25,000 or more received. Beginning in August 2020, the Gift Acceptance Committee has reviewed and formally approved minutes from the previous meeting. In March 2021, a Gift Acceptance Policy Task Force was convened. The Task Force held	12/30/20	3/31/22

#	Audit Report	Audit Issue	Status of Management Action	Original Target	Current Target
			multiple meetings and submitted proposed policy changes to the University President in May 2021. Proposed changes were shared with University Counsel in November. The university's Policy Manager/FOIA Officer and the Provost are also required to review the proposed changes. The changes will be shared with the Faculty Senate prior to implementation. Related procedures will be implemented when appropriate reviews have been completed.		
5	**Report Name:** Office of the University Registrar (OUR) **Report Date:** 3/7/18 **Management:** Janette Muir, Associate Provost, Academic Initiatives and Services, Office of the Provost	**Evaluate and Implement Process and Oversight Efficiency and Effectiveness Enhancements:** Registration transactions that require OUR action (e.g., enrollment adjustments, selective withdrawals, and program and domicile changes) are manual in nature with no secondary review prior to entry in Banner. OUR processes several thousand manual transactions each semester which require faculty and staff approval prior to processing. These transactions included, but were not limited to: course enrollment adjustments; selective withdrawals; domicile appeal changes; and numerous program changes. The established Banner workflow does not provide for a secondary review to ensure data accuracy and appropriate approval. Furthermore, the ability for post-entry quality assurance is limited since underlying Banner data is often limited.	Development of Ellucian Workflow to automate registration forms has moved extremely slow (e.g., one of approximately 75 forms has been automated in the last 18 months). The OUR is requesting approval to utilize Kuali Build to automate the forms at a quicker pace. If no approval is received, the office will continue working with ITS to develop these forms in Ellucian Workflow.	8/31/18	5/31/22
6	**Report Name:** Faculty Study Leave Programs **Report Date:** 4/18/19 **Management:** Renate Guilford, Associate Provost, Academic Administration, Office of the Provost	**Re-evaluate the Roles and Responsibilities of the Provost's Office and the Academic Units in the Leave Process:** The Provost's Office should work with the academic units to re-evaluate the efficiency and effectiveness of the current process, including the related roles and responsibilities. Management should consider distributing more fully the administrative and transaction processing responsibilities to the Academic Units, Human Resources, and Fiscal Services; while reserving oversight responsibilities, including procedures to 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, with support of the Vice President of Research, will evaluate the funding model for study leaves in conjunction with the budget model for Indirects and determine if central support of awards is appropriate going forward. The Associate Provost for Academic Administration, Vice President of Research and a Budget Office representative will discuss proposed options with the Academic Unit representatives. This effort has been incorporated into the chart of accounts initiative.	3/31/20	5/31/22

#	Audit Report	Audit Issue	Status of Management Action	Original Target	Current Target
		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.			
7	**Report Name:** Faculty Study Leave Programs **Report Date:** 4/18/19 **Management:** Renate Guilford, Associate Provost, Academic Administration, Office of the Provost	**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 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.	The Provost's Office will work with Human Resources and Information Technology Services to develop a workflow process to enter and track both types of faculty study leaves and explore the potential to integrate with Banner to ease manual entry. The system will produce a report Fiscal Services can generate for their annual fringe calculation to ensure they are pulling in all types of study leaves the University is awarding. The Provost Office will produce an annual communication to the academic units about time and importance of ensuring study leaves are properly recorded in Banner. This effort has been incorporated into the chart of account initiative.	7/15/20	5/31/22
8	**Report Name:** Faculty Study Leave Programs **Report Date:** 4/18/19 **Management:** Renate Guilford, Associate Provost, Academic Administration, Office of the Provost	**Enhance Faculty Study Leave Processes and Procedures:** Procedures for tenured and tenure-track faculty study leave processes should be enhanced to clearly define the roles and responsibilities of the Provost's Office as well as expectations and interactions with the various functions (academic units, Vice President of Research, Human Resources, and Fiscal Services) involved with the administration of the faculty study leave process.	The Provost's Office will have each academic unit document their internal selection process for tenured faculty study leave ensuring it meets Faculty Handbook requirements. The Associate Provost for Academic Administration will work with the Budget Office, Fiscal Services, Human Resources, and the Academic Unit representatives to prepare and document faculty study leave processes. This effort has been incorporated into the chart of account initiative.	7/15/20	5/31/22
9	**Report Name:** Employee Disclosures and Evaluation of Personal Interests **Report Date:** 12/13/19 **Management:** Vincent Lacovara, Associate	**Clarify Scenarios and Expectations for Conflict of Interests (COI) and Commitment (COC) Disclosure Reporting not Required by Federal or Commonwealth Regulations:** Management (i.e., deans, center directors, and administrative unit leaders) should clarify disclosure expectations for common scenarios that may create potential COI or COC outside of those specifically required by federal or commonwealth regulations and should require formal, documented disclosure of all	Institutional Compliance will work 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	6/30/22

#	Audit Report	Audit Issue	Status of Management Action	Original Target	Current Target
	Vice President for Institutional Compliance	outside employment and consulting arrangements by employees. Management should supplement policy and procedural requirements with a formal COI/COC training or communication program.	Institutional Compliance will update ethics training to reflect policy changes and will work with Communications and Marketing to communicate them to employees.		
10	**Report Name:** Employee Disclosures and Evaluation of Personal Interests **Report Date:** 12/13/19 **Management:** Vincent Lacovara, Associate Vice President for Institutional Compliance	**Evaluate Governance and Reporting Design Improvements for COI and COC:** Management (i.e., deans, center directors, and administrative unit leaders) should utilize a single system to obtain and disseminate for review and approval, all employee financial interests and outside commitments. We believe management, not employees, should determine whether a financial interest or outside commitment relates to an individual's institutional responsibilities, and if so, whether it presents a conflict. The single system solution should be robust enough to function as a system of record with capabilities to document management review and determinations for disclosures and allow supporting documentation (e.g., waivers and management plans) to be associated with employee records; data security and privacy concerns should be evaluated with any system solution.	Institutional Compliance has evaluated potential strategies, including system solutions that will allow management a clear picture of each employee's financial interests and outside commitments. Acquisition of a system solution is moving forward with full implementation projected in 2022. Review and monitoring processes will be established in line with overall disclosure processes.	11/30/20	6/30/22
11	**Report Name:** Employee Disclosures and Evaluation of Personal Interests **Report Date:** 12/13/19 **Management:** Vincent Lacovara, Associate Vice President for Institutional Compliance	**Implement a Monitoring Program for Employee Disclosures:** Monitoring and oversight programs provide assurance that policy expectations are being met and procedures are functioning as intended. Once policy, governance, and reporting adjustments have been considered and implemented, management should develop monitoring programs to evaluate the completeness and accuracy of employee submissions. Where possible, separately (e.g., employee evaluation data or VA Statements of Economic Interests) and/or publicly available (e.g., IRS data) documents should be compared to self-reported employee disclosures to further support the completeness and accuracy of data provided.	Institutional Compliance, with assistance from individual units, will continue to monitor employee disclosure completion (i.e., that they are submitted) and review the substance of submissions when circumstances warrant. Once policy and other changes have been implemented, a more robust monitoring program to evaluate the completeness and accuracy of employee submissions, including both reviews of internal and publicly available information, will be developed and implemented.	11/30/21	6/30/22

#	Audit Report	Audit Issue	Status of Management Action	Original Target	Current Target
12	**Report Name:** Employee Disclosures and Evaluation of Personal Interests **Report Date:** 12/13/19 **Management:** Vincent Lacovara, Associate Vice President for Institutional Compliance	**Evaluate Requiring New Hires to Disclose Interests and Commitments as Part of the Onboarding Process:** Management (i.e., deans, center directors, and administrative unit leaders) should evaluate requiring new hires to disclose financial interests and outside commitments as a part of the onboarding process. Management should consider providing training to new hires on the subject during the onboarding process.	Institutional Compliance and Office of Research Integrity and Assurance (ORIA) will consult with Human Resources (HR) and evaluate requiring disclosure and training for new hires to the university as part of the onboarding process.	11/30/21	6/30/22
13	**Report Name:** Gift Acceptance Policy Implementation **Report Date:** 6/22/20 **Management:** Trishana Bowden, Vice President, Office of University Advancement and Alumni Relations	**Clarify Gift Acceptance Policy to Allow for Consistent Treatment and Transparency:** University Policy (UP) 1123, Gift Acceptance Policy, describes the types of gifts which may only be accepted by Mason after approval by the University's Gift Acceptance Committee (GAC). Certain of these criteria are unclear or overly broad, and would benefit from greater definition.	Due to the transition of both the President and the Provost of the university, evaluation of the Gift Acceptance Policy will occur after new leadership is in place and has sufficient time to consider the gift acceptance environment of the university. This timing will align with the internal review committee's expectation for such an evaluation within three years of policy revisions being implemented. At such time, the Provost, the Vice President of University Advancement and Alumni Relations, and members of the Gift Acceptance Committee will evaluate the need for clarifications and revisions of the Gift Acceptance Policy.	6/30/22	6/30/22
14	**Report Name:** Student Financial Aid **Report Date:** 11/10/21 **Management:** David Burge, Vice President for Enrollment Management, Office of the Provost	**Evaluate Staffing Needs and Opportunities to Increase Efficiencies in Award Processing and Monitoring:** The Office of Student Financial Aid (OSFA) and Enrollment Management Leadership should determine the critical financial aid activities that could benefit from additional staff. Additionally, evaluate opportunities to automate manual processes to provide current staff the capacity to take on other critical tasks.	The Office has automated several processes over the years, however, there will always be a need for human effort to review and perform oversight. The Office is in process of implementing TD Client which will automate the movement of files to and from the Department of Education, and Campus Logic Student Forms to help automate and streamline the verification process. As of August 2021, senior level administration has agreed to add four new positions to the financial aid office.	6/30/22	6/30/22
15	**Report Name:** Student Financial Aid	**Coordinate with Academic and Functional Areas to Confirm Eligibility of Awards:**	The OSFA will take the following actions to confirm scholarships and award eligibility:	6/30/22	6/30/22

#	Audit Report	Audit Issue	Status of Management Action	Original Target	Current Target
	Report Date: 11/10/21 **Management:** David Burge, Vice President for Enrollment Management, Office of the Provost	Functional areas who award scholarships should consistently provide award description and eligibility criteria to allow the OSFA to spot check the student's eligibility to receive the scholarship and address any questions. Further, the OSFA should conduct a cost-benefit analysis to determine the feasibility of consolidating award descriptions and eligibility information within a centralized system (e.g., Blackbaud).	• Improve documentation of Foundation awards in Banner. • Coordinate with the Athletic Department when posting athletic awards. • Create a separate file to easily identify and store information related to Admission awards. • Work with appropriate staff for workflow awards to incorporate a statement that by submitting the award to the OSFA for processing, the department is certifying that the recipient meets all criteria for the awards. • Spot check selected awards each year to confirm eligibility. • Create a shared folder on MESA to store all awards (including descriptions and criteria).		
16	**Report Name:** Student Financial Aid **Report Date:** 11/10/21 **Management:** David Burge, Vice President for Enrollment Management, Office of the Provost	**Coordinate with Academic and Functional Areas to Reconcile Awards.** The OSFA should provide departments with a confirmation listing of all award postings that originated from that department. The department should then be responsible for reconciling the confirmation listing with their original listing, and following up on any discrepancies. Management should consider leveraging a centralized system to facilitate this process.	OSFA will develop a process to reconcile department awards and confirm with academic units and functional areas after posting the aid to student accounts. Current reports used for reconciliation will be reviewed for updates as needed and sent to units.	6/30/22	6/30/22
17	**Report Name:** Student Financial Aid **Report Date:** 11/10/21 **Management:** David Burge, Vice President for Enrollment Management, Office of the Provost	**Document All Financial Aid Policies, Processes and Procedures:** The OSFA should document all key processes and procedures. The documents should define the roles and responsibilities of each employee and detail the procedures and processes performed. The OSFA should prioritize creating the following policies and procedures: •Return to Title IV calculations •Applicant information verification •Exception reporting The documents should be reviewed periodically to keep the documentation current	OSFA is updating the Policy and Procedures Manual to include: definition of roles and responsibilities and procedures and processes to be performed; the source of information, changes to data needed to perform the review, significant items to review, and critical exceptions to monitor. The Policy and Procedures Manual will be reviewed annually. One of four new staff to be hired this fiscal year will be a Business Analyst position whose responsibility will include documenting each role in the financial aid staff.	6/30/22	6/30/22
18	**Report Name:** Student Financial Aid	**Identify Opportunities to Better Utilize Technology and Automate Processes:**	OSFA will work to identify the exact data needed to create the optimal data set that provides the reports needed to minimize manual manipulation.	6/30/22	6/30/22

#	Audit Report	Audit Issue	Status of Management Action	Original Target	Current Target
	Report Date: 11/10/21 **Management:** David Burge, Vice President for Enrollment Management, Office of the Provost	The OSFA should assess opportunities to modify SQL scripts to create reports that minimize manual manipulation in order to obtain the desired datasets needed for review. SQL scripts should be reviewed periodically (e.g., semi-annually or when regulations change) to ensure they are accurate, and that reporting remains automated. Individuals who regularly run reports should work with the Associate Director, IT and Scholarships, to identify the exact data needed in order to create the optimal data set to minimize manual manipulation. The OSFA should also create a schedule that outlines the frequency and timeline for running reports. Reports that are run on set frequencies should be automatically pushed to individuals based on the timeline, as opposed to having to run the reports manually.	The OSFA has set up a series of bimonthly meetings for Fall 2021 to review complicated scripts for accuracy, ease of use and to determine the optimal schedule for running and reviewing the scripts.		
19	**Report Name:** Student Financial Aid **Report Date:** 11/10/21 **Management:** David Burge, Vice President for Enrollment Management, Office of the Provost	**Identify Gramm-Leach-Bliley Act (GLBA) Process Owner within the OSFA:** The OSFA should formally identify a member of their team to be responsible for GLBA compliance. The individual should have the appropriate skills, knowledge and expertise to identify the risks relevant to consumer nonpublic personal information (e.g., banking and financial data from students/parents/guardians applying for financial aid). The individual should also be able to coordinate with ITS for the implementation of the appropriate technical, administrative, and physical safeguards to address the identified risks. Further, this individual should provide training to the OSFA team so that all OSFA staff are aware of and can be held accountable for GLBA compliance.	The Director of Financial Aid has charged the OSFA Associate Director of IT and the Information Systems Coordinator as the individuals responsible for GLBA compliance. They will work with the Director of ITS Security to ensure compliance with GLBA requirements.	6/30/22	6/30/22
20	**Report Name:** Clearing Accounts **Report Date:** 9/3/21 **Management:** Sharon Heinle, Associate Vice President and	**Establish Centralized Oversight, Guidance and Monitoring Over Clearing Accounts:** The Controller's Office should assume oversight and develop guidance for clearing accounts to include roles and responsibilities, reconciliation frequency (which can vary depending on the account), and aging reports for clearing account items. The Controller's Office should also provide training and monitor compliance.	The criteria for the establishment and use of clearing accounts will be reviewed as part of the COA Redesign project. To prepare for the conversion to the new COA in FY23 and provide improved oversight to clearing accounts in the interim, Financial Reporting will be taking the following actions to address the issues identified: • Review the activity in the current population of clearing accounts to determine which can be	7/1/22	7/1/22

#	Audit Report	Audit Issue	Status of Management Action	Original Target	Current Target
	Controller, Fiscal Services	As part of its Chart of Accounts (COA) Redesign project, the Controller's Office should inventory clearing accounts and evaluate them for continued use; identify departments responsible for account management and reconciliation; and consider standardizing the naming convention for better account identification.	closed due to inactivity, which can be eliminated with the implementation of the new COA, and which will continue in the new COA. For those that continue into the new COA, a standard naming convention or some other indicator will be considered to facilitate future monitoring. • Identify the most appropriate person/department to reconcile these accounts and provide any necessary training for the clearing accounts that do not have a responsible person/department assigned. • Establish written procedures on reconciling clearing accounts and make it available on the Fiscal Services website. The procedures will provide guidance for reconciling clearing accounts and include roles, responsibilities and reconciliation frequency. • Monitor clearing accounts to ensure that the reconciliations are prepared, reviewed and any reconciling items clear		
21	**Report Name:** Office of Admissions **Report Date:** 11/4/21 **Management:** David Burge, Vice President for Enrollment Management, Office of the Provost	**Evaluate the Undergraduate Transfer Admissions Review Process and Structure:** Management should consider the efficacy of the following potential enhancements: •Assigning case load for each transfer application reader based on the applicant's prior institution rather than the applicant's last name. Such assignment might generate more familiarity with the programs of the prior institution (such as Northern Virginia Community College, other Virginia institutions, etc.) and provide for greater efficiency. Case volumes could be monitored and redistributed among application readers as needed. •Admitting applicants meeting certain criteria (e.g., certain GPA, credit load, etc.) without a holistic review. Technology, such as artificial intelligence routines, could be leveraged to speed decision-making and free reviewers for evaluating other applicants.	The Office of Admissions restructured its staff to better support transfer recruitment operations and application processing effective October 1, 2021. All of the staff in the Office of Transfer Services (OTS) and ADVANCE reports directly to the Chief Transfer Officer. The Office of Admissions is expanding the OTS by two positions to enhance outreach and engagement for prospective transfer students; this will also increase the number of admission staff trained to review and evaluate transfer applications. The Chief Transfer Officer (in conjunction with the Director of Undergraduate Admissions) is charged with implementing an effective recruitment strategy to generate transfer inquiries and applications as well as maximize enrollment yield. The transfer processing and credit evaluation teams will continue to report to the Director of Operations, who is charged with	7/1/22	7/1/22

#	Audit Report	Audit Issue	Status of Management Action	Original Target	Current Target
		•Cross-training other admissions team members to supplement the transfer application readers during peak times.	leading efforts to streamline the transfer application review process and to make the process more efficient with the implementation of the Application Review Tool (ART). Phase 1 of the ART is expected to be fully implemented in summer 2022. The enhancement of this process will also include identifying transfer populations that can be admitted automatically without a holistic review. Management is also exploring the implementation of caseload assignments for transfer application readers to increase efficiencies.		
22	**Report Name:** Office of Admissions **Report Date:** 11/4/21 **Management:** David Burge, Vice President for Enrollment Management, Office of the Provost	**Evaluate and Leverage Salesforce Functionalities:** The Office of Admissions should work with Integrated Enrollment Marketing (IEM) to understand data available for monitoring prospective student engagement (e.g., email open rate, event attendance), and determine if it would be advantageous to further design and target communications to specific groups of students. All individuals who communicate with applicants via email should be required to participate in Salesforce onboarding and training, to understand use and functionality of the system.	The Office of Admissions will work closer with Integrated Enrollment Management to make better use of data analytics and student engagement metrics to inform our recruitment strategy and communication efforts. The Enrollment Management Salesforce Team will be engaged to route all general email accounts in Admissions through the Salesforce case management system to enhance tracking and data analytic capabilities. This will enable better monitoring and tracking of response times and diversify our communication flow for different student populations. These efforts will also include additional training to improve our understanding and usage of Salesforce. Salesforce training will be included on the professional development agenda for Summer 2022.	7/1/22	7/1/22
23	**Report Name:** Administrative Management of Sponsored Programs **Report Date:** 10/11/17 **Management:** Andre Marshall, Vice President for Research,	**Plan for Scalable Research Administration to Enable Future Growth in Research:** In our view, Mason's current research administrative processes are not adequate nor scalable to support the nature and extent of research administrative and compliance obligations likely to result from substantial future growth in the volume and value of research awards. A 50% growth of the overall research portfolio, to ~$150 million, might require an additional $2.4 million of expenditures (determined on a straight-line	There are three major initiatives underway to strengthen and scale the processes for research administration. Management has an effort underway to automate certain processing and control of research administration activities and to redesign related processes to ensure effectiveness and achieve efficiencies. This is likely to be a multi-year effort. A third-party technology suite has been	7/1/18	7/31/22

#	Audit Report	Audit Issue	Status of Management Action	Original Target	Current Target
	Innovation, and Economic Impact	basis) to support research administration and compliance activities. As management plans for such growth and sustaining its R1-Highest Research Activity classification, we believe there should be concurrent, comprehensive planning for the appropriate mix of people, process, and technology resources to effectively satisfy the current and future nature and extent of research administrative and compliance obligations while enabling faculty and researchers to remain focused on conducting research. In conducting such planning, management should consider multiple areas, including: • Alignment, including ensuring that academic unit plans for growing research (and providing appropriate administrative support) are fully aligned with Mason's strategic plans and goals. • Information technology, including systems, reporting capabilities, and interface automation which impact work process effectiveness and efficiency. • Organizational structures, including the appropriate mix of academic unit and centralized employees, job roles, workloads, time dedicated to research administration activities, and reporting relationships for academic unit research administrators. • Resourcing, including the appropriate level and mix of automation as well as academic unit and centralized employees.	acquired and a 3-month planning and assessment phase was completed in March 2021 with implementation of the first module – grants and agreements – beginning in July 2022. The entire project is expected to have an approximate 3-year duration through December 2023. Research and Fiscal Services are working together on an effort to compare post award management processes with identified best practices so as to develop recommendations for more consistent processes across all academic units, including defining clearer roles and responsibilities; more standardized, improved financial controls; and improved integration between research and finance. A consultant with expertise in this area has been engaged to support this effort though September 2021, at which time roles and responsibilities, process flows, and training materials are expected to be completed. In December 2020, a well-known consulting firm engaged by management completed their assessment of Mason's business model and investment plan for certain large complex applied research awards, including the business structures and capabilities to administer growth of such awards and the related programmatic, financial, intellectual property, legal, and reputational risks. Recommendations, and improvement planning, to support and grow the portfolio and enhance infrastructure are being reviewed by relevant management and are expected to be reviewed with senior leaders. Some actions have been taken and further implementation plans are expected to be developed. Because of the extended duration of these projects, University Audit set the current target		

#	Audit Report	Audit Issue	Status of Management Action	Original Target	Current Target
			date at July 2022 when the completion of a major milestone is expected.		
24	**Report Name:** Office of Admissions **Report Date:** 11/4/21 **Management:** David Burge, Vice President for Enrollment Management, Office of the Provost	**Require and Enforce Conflict of Interest Disclosure:** The Office of Admissions should require all individuals involved in making admissions decisions to complete the conflict of interest disclosure annually, prior to the start of the admissions cycle.	The Office of Undergraduate Admissions staff completes the conflict of interest disclosure annually as part of the summer training program. Graduate Admissions and Mason Korea are onboard to add the conflict of interest disclosure to their summer training in 2022. A working group has been formed to set up the disclosure process in Mason Leaps with an objective of having everyone in the colleges involved in the application review process complete training and sign the disclosure form.	1/15/22	9/30/22
25	**Report Name:** Student Financial Aid **Report Date:** 11/10/21 **Management:** David Burge, Vice President for Enrollment Management, Office of the Provost	**Expand Training and Communications to Increase the Awareness of and Use of Blackbaud:** OSFA should provide training on Blackbaud to the academic units and enhance communications. All academic units should be encouraged to attend training, as the training is designed to promote consistent use of the Blackbaud application as a designated, secure location to maintain scholarship and award data. OSFA should make training materials (e.g., presentation, webinar recording) available to reference as needed.	The Financial Aid Director presented the need to start using Blackbaud to the Academic Enrollment Planning Team (AEPT) in mid-July 2021. The Financial Aid Director will continue to advocate for the use of this product, and to get support from the Provost's Office as the ultimate oversight over academic departments. Negotiations are underway with the Law School and Alumni Relations to bring them on board by the end of FY22. In cases where departmental scholarships are not suited for the Blackbaud application, departments must justify the reason for not using the application	6/30/23	6/30/23

Office of Institutional Compliance

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

February 24, 2022

EXECUTIVE SUMMARY

- Compliance assessment activity:
  - The inventory of laws and regulations applicable to Mason was completed.
    - 418 laws and regulations are being tracked.
    - Risk-owners were identified for an additional nine of the 418 laws and regulations for a total of 367 identified, up from 358.
    - Risk ownership was confirmed for an additional 52 laws and regulations for a total of 314 confirmed, up from 262.
    - Identification and confirmation work continues.
  - A preliminary assessment of regulatory risks facing large, public research universities, compiled as of the last report, was reported to senior leadership. Planning of further assessments based on senior leader input is underway.
  - Guided self-assessments of distributed, risk-specific compliance programs are underway:
    - Conflict of Interest program – pending report.
    - Export Control program – pending report.
    - Equal Opportunity and Title IX program – in progress.
    - HR Equal Opportunity and Non-Discrimination program – planning.

- Status of external reviews:
  - Since the last report, one external review was completed; results did not appear significant to Mason. Two reviews were announced after the last report, and both are in progress. Two reviews that were in progress as of the last report remain in progress.

- Status of reported compliance matters:
  - Whistleblower reporting capabilities were identified, and the potential need for additional whistleblower capabilities is being evaluated.
  - Four investigations of reported compliance matters were completed since the last report; none were significant to Mason. Two investigations by Institutional Compliance are in progress, and do not appear to be significant to Mason.

- Program build-out and planning continues.
  - Frameworks and tools for completing guided regulatory risk assessments and self-assessments of the maturity of distributed, risk-specific compliance programs were successfully piloted and are now being used for assessments.
  - Conflict of interest management process and procedure enhancements are being developed. The conflict of interest policy is being revised for greater consistency with applicable regulations, and for clarity and ease of use. Training content is also being improved.
  - Coordination of investigations and investigative protocols is occurring with units such as the Office of Research Integrity and Assurance; Diversity, Equity, and Inclusion; and the Office of Human Resources.

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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 designed and piloted processes to inventory the regulatory requirements applicable to Mason; identify management ownership for monitoring and managing compliance risks; and evaluate distributed, risk-owner programs. These processes, which will evolve over time to be better tailored to Mason's obligations, activities, and environment, are depicted in the chart below:
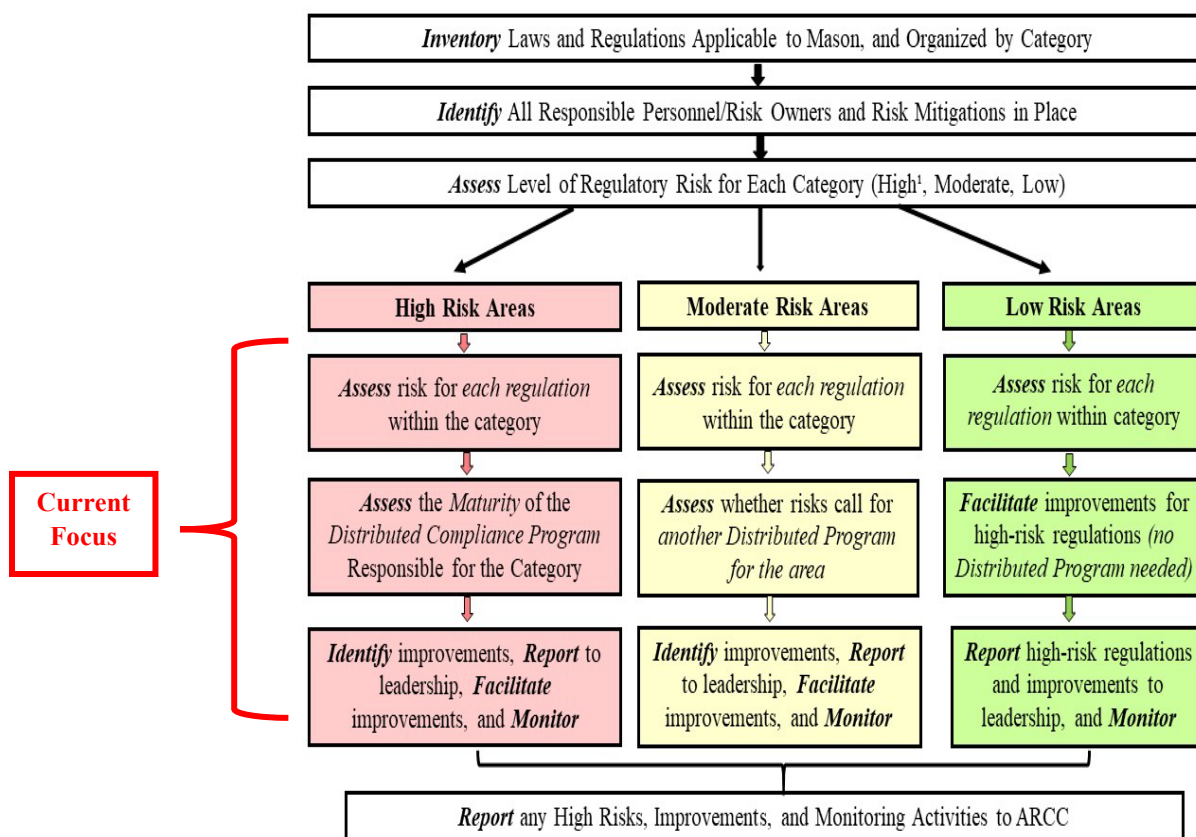
[1] Factors considered in assessing the level of regulatory risk include the potential for adverse regulatory action or critical interest by legislative or investigative entities which could result in governmental penalties, disruption or suspension of operations, programs, accreditation, or licensure, loss or reduction of funding, or sustained adverse public attention.

The assessment of the level of regulatory risk 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 11/15/21	As of 2/8/22
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
Preliminary Assessment of Regulatory Risks Facing Large, Public Research Universities	DONE	DONE
Preliminary Assessment for Institutional Compliance Planning	DONE	DONE
Preliminary Conflict of Interest and Commitment Program Maturity Self-Assessment	DONE	DONE
Research-Export Control Program Maturity Guided Self-Assessment	DONE	DONE
Diversity, Equity, and Inclusion – Equal Opportunity and Title IX Program Maturity Guided Self-Assessment	IP	IP
Human Resources – Equal Opportunity and Non-Discrimination Program Maturity Guided Self-Assessment	NS	NS

Inventory of Laws and Regulations and Accountable Personnel

As of February 8, 2022, an inventory of 418 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 an additional 9 of the 418 laws and regulations for a total of 367, up from 358. Risk ownership has been confirmed for an

Regulatory Risk Ownership

■ Identified   ■ Confirmed
■ Not Identified
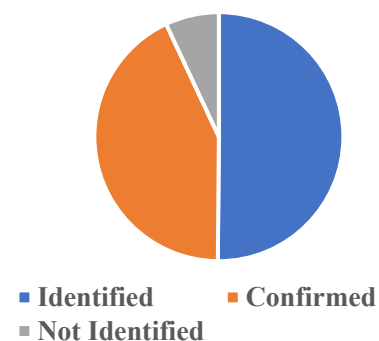
additional 52 laws and regulations for a total of 314, up from 262. Risk ownership confirmations are summarized below:

	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	94	94
4	Environmental Health and Safety	22	22
5	Facilities, Construction, and Renovation	4	1
6	Finance and Tax	41	39
7	Information Management and Security	34	27
8	Occupational Health and Safety	30	30
9	Privacy	12	10
10	Procurement and Contracting	21	18
11	Research	57	57
12	Students and Academic Policy	90	14
13	Miscellaneous	2	–
	Totals	**418**	**314**

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.

Preliminary Assessment of Regulatory Risks Facing Large, Public Research Universities

Institutional Compliance, in coordination with University Counsel, compiled a preliminary assessment of regulatory risks facing large, public research universities that are similar to Mason. The assessment was completed using the inventory of 418 laws and regulations by category and subcategory. It 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 assessment activities. The preliminary assessment, summarized below, was shared with senior leaders and their input is being used to prioritize further assessment work.

EMPLOYEE	Risk Ranking	# Regs
Equal Opportunity & Non-Discrimination	High	21
Hiring, Administration, & Termination	Moderate	46
Benefits	Low	21
Reporting, Notices/Disclosures	Low	6

HEALTH & SAFETY	Risk Ranking	# Regs
Hazards/Hazardous Substances	High	14
Occupational Health & Safety	High	23
Emergency Planning	Low	7
Pollution Control & Sustainability	Low	8

RESEARCH	Risk Ranking	# Regs
Award Management & Costing	High	18
Conducting Research	High	9
Export Control	High	4
Ethics & Integrity	Mod-High	6
FAR/DFARS	Mod-High	15
Reporting, Notices, & Disclosures	Low	5

BUSINESS PRACTICES	Risk Ranking	# Regs
Anti-Corruption	High	9
Procurement: Equal Opportunity	Mod-High	3
Procurement: Ethics & Integrity	Mod-High	6
Compliance and Ethics Program	Moderate	2
Financial Accounting/Management	Moderate	16
Procurement: Contracting	Low-Mod	6
Facilities, Construction, Renovation	Low	4
Procurement: Purchasing	Low	6
Financial Reporting/Notices/Disclosures	Low	9
Tax	Low	7

INFORMATION & PRIVACY	Risk Ranking	# Regs
Information Security	High	17
Privacy Reporting/Notices/Disclosures	Moderate	10
Information Management Practices	Low-Mod	10
Copyright, Patent, & Trademark	Low	9
Electronic Communication Privacy	Low	2
Telecomm	Low	7

STUDENTS	Risk Ranking	# Regs
Equal Opportunity & Non-Discrimination	High	5
Health & Safety	High	13
Visiting Students & Scholars	Low-Mod	2
Education Policy	Low	15
Grants, Aid, & HEA	Low	31
Reporting, Notices, & Disclosures	Low	18
Veterans & Servicemembers	Low	6

	Risk Ranking	# Regs
MISC.	Low	2

Preliminary Program Maturity Assessments at Mason

Institutional Compliance plans and guides granular risk assessments of each law and regulation in each category and subcategory of the inventory of 418 laws, and then plans and guides self-assessments of the maturity of distributed compliance programs responsible for each category and subcategory. Assessments are designed to identify and prioritize potential risk mitigations and enhancements to programs. The maturity self-assessments are grounded in the 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.

Guided program maturity self-assessments were piloted for two areas: conflict of interest management and export control compliance. A preliminary institutional compliance maturity self-assessment for planning purposes also was completed. We have shared all three assessments with the Office of University Counsel, and shortly will report to the senior leaders.

A guided regulatory risk assessment of each of the laws and regulations pertaining to equal opportunity and Title IX was completed with the Office of Diversity, Equity, and Inclusion (DEI). With that first assessment completed, a guided self-assessment of the maturity of the overall Equal Opportunity and Title IX Program is in progress.

Guided regulatory risk assessments have been scheduled for the following areas administered by Human Resources:

1. Equal opportunity and non-discrimination
2. Benefits
3. Hiring and administration
4. Reporting, notices, and disclosures

Assessments of the overall maturity of each area will follow the regulatory risk assessments.

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."

In July 2021, Mason established a new university policy requiring that all notices of any external review be reported to the Institutional Compliance Leader for tracking, reporting, and follow-up.

One external review was completed since the Committee meeting. Institutional Compliance received notice two additional external reviews since the last Committee meeting, both of which are in progress. The table below shows the status of the reviews reported at the last meeting, which are summarized in the Appendix:

External Review Status	#
Completed	1
In Progress	4
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 14 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	As of 11/15/21	As of 2/8/22	Total
Matters Reported to Institutional Compliance	13	14	27
Matters Referred to Other Units for Handling	9	11	20
Matters Handled by Institutional Compliance or University Audit	4	3	7
In Progress	1	1	2
Closed – Not Substantiated	3	1	4
Closed – Substantiated Non-Compliance	-	1	1
Significant Non-Compliance	-	-	-

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

Topic Area	#
Academic - Other	1
Conflict of Interest	6
Discrimination or Harassment	18
Employment – Other	1
Retaliation	1

Total   27

INSTITUTIONAL COMPLIANCE PROGRAM PLANNING

The tables below describe the status of the actions planned or underway for building out Mason's Institutional Compliance Program. Actions highlighted in yellow are additional action planned since the last Committee meeting.

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

AREA: Socialize Institutional Compliance Program.

Workstream	Planned Actions	As of 11/15/21	As of 2/8/22
Initiate relationships and collaboration opportunities.	• Initiate relationships with senior and other leaders.	IP	IP
	• Initiate relationships with distributed program leads.	IP	IP
	• Initiate relationships with specific risk owners.	IP	IP
	• Identify and plan for potential collaboration opportunities, including committees or networks.	NS	IP
	• Support senior leaders in developing more formalized processes for promoting ethics and integrity.	NS	NS

AREA: Review effectiveness of institutional compliance processes.

Workstream	Planned Actions	As of 11/5/21	As of 2/8/22
Inventory compliance areas, related laws and regulations, and ownership responsibilities.	• Update inventory of laws and regulations and seek input from Counsel.	DONE	DONE
	• Identify Distributed Compliance Programs, program leads, and specific risk owners.	IP	IP
	• Socialize and seek input from Distributed Compliance Programs and specific risk owners regarding inventory completeness and potential risk impacts.	IP	IP
	• Develop preliminary prioritization assessment based on current, perceived level of risk.	IP	DONE
	• Socialize and seek input from senior leaders. Evaluate and incorporate.	NS	IP
	• Update existing, public-facing inventory of laws and regulations, and risk-owners.	IP	IP
Develop program maturity framework for identifying potential improvements.	• Develop framework for assessing maturity of Institutional Compliance Program and Distributed Compliance Programs based on U.S. Sentencing Guidelines elements and Department of Justice	DONE	DONE

	criteria for evaluating effectiveness of compliance programs.		
	• Pilot framework with Ethics Officer, seek input, and evaluate and incorporate.	IP	DONE
	• Pilot framework with Research Distributed Compliance Program, seek input, and evaluate and incorporate.	IP	IP
	• Facilitate program maturity self-assessments for Human Resources-Equal Opportunity, and Diversity, Equity, and Inclusion – Equal Opportunity and Title IX.	IP	IP
	• Identify and facilitate 3 additional program maturity self-assessments in coordination with University Counsel and senior leaders.	NS	IP
Strengthen conflict of interest-related programs.	• Evaluate current policy for clarity and completeness. Develop potential revisions as necessary.	DONE	DONE
	• Evaluate assessment and management process against comparable institutions and best practices. Develop potential revisions as necessary.	DONE	DONE
	• Benchmark Mason's questionnaire against comparable institutions and best practices. Develop revisions as necessary.	DONE	DONE
	• Evaluate and benchmark conflict of commitment policies and questionnaires against comparable institutions and best practices, and implement policy provisions.	DONE	DONE
	• Identify potential methods for improved automation, central tracking and monitoring, and communication with managers.	NS	NS
Evaluate key institutional policies.	• Analyze policies on University Policy website for existence and sufficiency of key compliance standards (e.g. codes of ethics and conduct, conflicts of interest, reporting fraud and other misconduct, non-retaliation, etc.) Identify potential improvements. Develop potential revisions as necessary.	IP	IP
	• Socialize and seek support for stand-alone Reporting Misconduct and Non-Retaliation Policy.	IP	IP
	• Benchmark Institutional Compliance Policies to communicate to campus community roles and expectations.	IP	DONE
	• Review Code of Ethics and identify potential improvements; socialize and seek support for revisions if needed.	NS	IP
	• Support Policy Manager in implementing more formal process for regular review of university policies.	NS	NS

Evaluate university-wide communication protocols and cadence.	• Develop an Institutional Compliance Program website that: identifies program role and framework; includes resources and information for the campus community (e.g. links to reporting mechanisms, policies, and training); links to distributed program information; and includes a university-wide compliance accountability matrix.	IP	DONE
	• Develop a brief compliance overview for use at orientation and onboarding sessions for staff, faculty, and third parties.	NS	IP
	• Evaluate the processes for regular communication of new and revised policies, and for periodic reminders about compliance in areas with significant compliance risk (e.g. ethics and conflicts of interest, non-discrimination, reporting and non-retaliation, safety and security, Title IX, others). Coordinate communication improvements as necessary.	NS	IP
	• Evaluate current methods for communicating existence of mechanisms for reporting compliance or ethical concerns (e.g. brochures, posters, flyers, other methods). Coordinate improvements as necessary.	IP	IP
	• Identify mechanisms for measuring campus awareness of compliance risks and requirements, culture of ethics, and willingness to report suspected misconduct. Evaluate and revise communication plans and program materials as necessary.	NS	IP
	• Implement regular communication cadence to the senior leadership and the Committee.	NS	IP
	• Implement regular communication cadence to campus community about Compliance and Ethics Program	NS	NS
	• Review existing ethics and conflict of interest training modules, and identify potential improvements and more Mason-specific content.	NS	DONE

AREA: Review status of actions to monitor and control significant compliance risks.

Workstream	Planned Actions	As of 11/15/21	As of 2/8/22
Develop process for tracking compliance matters.	• Establish framework for defining compliance risks that are "significant," and evaluating such risks based on Mason's specific operations and strategic goals.	DONE	DONE
	• Seek input from senior and other leaders, and from program leads, regarding framework. Evaluate and revise.	NS	IP

		As of 11/15/21	As of 2/8/22
	• Establish a schedule for regular and coordinated assessment and reassessment of risks at the institutional and distributed program levels.	NS	NS
	• Evaluate and harmonize, as much as practical, assessment and review frameworks with University Audit and Enterprise Risk Management functions.	IP	IP
	• Evaluate processes for general, university-wide communication of compliance risks, mitigation resources, and sources for reporting and guidance.	NS	NS
	• Establish process for monitoring disposition of significant compliance matters handled by other units.	NS	NS
	• Evaluate the existence of, and potential need for, further automated compliance systems (e.g. training reminders; investigative workflow, tracking, and metrics; case management; monitoring for debarred/sanctioned individuals and export control restrictions; and others.)	NS	NS
Establish communication protocols and cadence with senior leaders and Board.	• Develop a framework for regular communication and reporting to senior leaders and the Committee regarding institutional compliance risks, mitigation plans, and program status.	IP	DONE
	• Plan support, collaboration, and reporting via executive-level network and/or communication.	NS	NS
	• Develop a process for escalation of significant compliance matters to the senior leaders and, as necessary, the Committee.	IP	IP

AREA: Review results of external reviews.

Workstream	Planned Actions	As of 11/15/21	As of 2/8/22
Initiate tracking of reviews (audits, investigations, etc.) by regulatory agencies or other external entities with responsibility to supervise or oversee Mason.	• Define and describe external reviews subject to tracking.	DONE	DONE
	• Design a process for tracking reviews, including potential policy.	DONE	DONE
	• Socialize and seek input from individuals likely to interact with regulatory agencies or external entities, and evaluate and incorporate input.	DONE	DONE
	• Implement tracking process supported by policy.	DONE	DONE
	• Communicate to broader audience about policy requirements and tracking mechanism.	NS	NS

AREA: Build Institutional Compliance organization.

Workstream	Planned Actions	Status	
Assimilate Institutional Compliance Leader and Ethics Officer.	• Institutional Compliance Leader started February 1, 2021.	DONE	DONE
	• Ethics Officer transitioned effective March 10, 2021.	DONE	DONE
	• Ongoing orientation activities and relationship building.	IP	IP
Plan for FY23 budget.	• Evaluate resource adequacy during build-out of program for FY23 budget submission process.	IP	IP
Develop internal processes and procedures.	• Develop a process to prioritize areas within the Regulatory Risk Assessment process (e.g. employment, environmental financial, information security, occupational, research, others), and establish regular assessment schedule.	IP	IP
	• Develop a regular schedule for distributed program maturity assessments.	IP	IP
	• Develop process and protocol for conducting targeted compliance reviews for specific, high risk areas and coordinate process and framework with University Audit, Enterprise Risk, and Counsel.	NS	IP
	• Establish protocols and guidelines for promptly and consistently investigating reports of non-compliance and ethical misconduct, and for oversight of and support for investigations by distributed programs.	DONE	DONE
	• Establish tracking mechanism for reports of non-compliance or ethical misconduct, and for inquiries or requests for guidance.	IP	DONE
	• Identify potential Institutional Compliance Program metrics to measure program effectiveness (e.g. reported compliance concerns, requests for guidance, policy usage, trends across distributed programs, required training completion, and others.)	IP	IP
Plan future workstreams.	To be determined.		

INSTITUTIONAL COMPLIANCE STAFFING

There have been no changes to Institutional Compliance staffing since the last Committee report. Staff members are listed below:

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.
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 11/15/21	As of 2/8/22	Remarks
U.S. Small Business Administration (SBA), Office of Entrepreneurial Development, Financial Examination Unit	In Progress	Completed	Desk financial examination of Mason's Virginia Small Business Development Center Network, focused on reviewing the SBDC's federal Financial Report package and SBDC Network's CORE PY 2020 funds. Requested documentation provided and no further response from SBA.
Commonwealth of Virginia Office of the State Inspector General (OSIG)	In Progress	In Progress	Performance audit of processes and procedures related to the Clery Act for calendar years 2017-2019. Note that OSIG suspended fieldwork on 2/1/22 due to other work priorities.
Auditor of Public Accounts (APA)	In Progress	In Progress	Four components to the audit: 1. Examination of Mason's financial statements for year ended 6/30/21; 2. NCAA revenue and expense schedule procedures; 3. procedures for single audit of Education Stabilization Funding; and 4. procedures for single audit of Student Financial Aid Funding. Component 3) was completed with no findings. The remaining components are in progress
Internal Revenue Service (IRS)	Not Yet Announced	Announced and in Progress	Examination of GMU employment tax return (Form 941) for Calendar Year 2020. Opening interview held and information gathering in process.
Defense Contract Audit Agency (DCAA)	Not Yet Announced	Announced and in Progress	Annual Audit: FY23 fringe benefit rate. Opening interview held and information gathering in process. Testing expected February 2022.

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

February 2022

Prepared by
       Kevin Borek, Vice President and CIO
       Curtis McNay, Director, Information Technology Security
       Charlie Spann, Assistant Vice President and Deputy CIO

Executive Summary

As presented in the December 2021 Board of Visitors Audit, Risk, and Compliance Committee Meeting, Information Technology Services (ITS), with the input of the Office of University Audit (OUA), has established a program to strengthen the risk and control infrastructure at Mason and improve the quality of technology service delivery for the enterprise. This report outlines a plan of activity which will span multiple years of investment at Mason. It provides background/context and also outlines work which has already been completed in the subject areas. This report is intended to provide a framework for future updates to the Committee, as the planned improvement activities are undertaken.

Universities, including Mason, are federated organizations, with varying degrees of decentralization, both from a business management and a technology management perspective and this poses unique challenges in managing the delivery of IT services. IT Quality Management Systems (QMS) and Information Management Security Programs (INFOSEC) are the mechanisms used to ensure the quality, reliability and security of IT services and it is the intention of Mason to build greater fidelity into the existing QMS and INFOSEC programs, in order to improve service reliability.

Most institutions model their QMS and INFOSEC programs on an industry-accepted framework and tailor the adoption of the framework to meet their unique needs and risk tolerance. Mason's QMS and INFOSEC programs are intended to align with guidance provided by the National Institute of Standards and Technology (NIST) Special Publication 800-53 moderate, which provides recommended guidance around controls to assure the service quality and security of our information technology environments. There are over 300 controls grouped in 18 control families proposed within the Standard and the acceptance, adoption and implementation of those controls needs to be tailored to Mason's unique mission, environment, capabilities and risk profile. The adopted controls are ultimately reflected in university policies, standards, processes and procedures in order to support the operations of the entire university.

This program is comprised of six areas of focus, beginning with tailoring the NIST 800-53 moderate control framework to Mason's environment. The remaining five areas of focus are associated with strengthening policies, standards, processes, and procedures related to Mason's QMS and INFOSEC programs. Each area is comprised of projects and activities that have been created and prioritized to improve the efficiency and effectiveness of information technology service delivery at the University.

This report is the first of a series of updates that will be provided to the Committee at each of its regular meetings. ITS will work closely with the Office of University Audit (OUA) to track and report the status of each area of focus and the related initiatives to senior leaders and the Committee.

The overall program is comprised of the following areas of focus:

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

There are multiple projects associated with these focus areas, but they are only a subset the technology investments that are currently being made at the University. All ITS managed/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/

Mason-Tailored NIST 800-53-Based Framework Compliance

Focus Area Objective

NIST 800-53 (moderate) is the standard governing Mason's QMS and INFOSEC programs. Although the standard was adopted several years ago as a replacement for ISO 27001, only a subset of the standard (NIST 800-171) was put into operation to conform with Federal regulations regarding the control of unclassified information (CUI). Mason has not yet completed the necessary crosswalk and analysis to adopt the framework across the institution. Therefore, the first level of activity which needs to be completed is to determine and document the aspects of the NIST 800-53 moderate control framework to be adopted (tailored) to our unique environment and those aspects that will not be included, along with a justification.

The second level of activity is to develop the necessary documentation to support that adoption across the landscape of business processes and technology environments, both within ITS and the distributed technology organizations at the University. From both a risk management and resource management perspective, this is a multi-year, prioritized activity, targeting the areas of highest risk and value to the institution.

The third level of activity is "operationalizing" the control framework within the prioritized areas once they are identified – developing or enhancing processes, establishing metrics/measurements/reports and audit capability. Representative processes include identity management, access control, and configuration management/change management/control. All projects in the six areas of focus referenced in this document are related to controls and requirements of the NIST 800-53 moderate framework.

In parallel, a quality assurance program is required to ensure that all internal documentation aligns with the stated policy/controls and that all university IT staff, in ITS and distributed IT, are aware of the requirements, trained and adhere to policies, standards, processes and procedures.

Accomplishments to Date

ITS has developed a revised IT Security Policy based on a subset of controls from NIST 800-53 moderate. These controls were selected based on prioritized compliance requirements including Controlled Unclassified Information (CUI). OUA has identified additional control requirements which management might utilize to address the overarching IT Quality Management System (QMS) and Information Management Security Program (INFOSEC) programs.

Planned Activities

Crosswalk the NIST 800-53 moderate control families to Mason service enterprises, both horizontally (across university domains) and vertically (within the service stack).

Update IT Security Standard to include all relevant sections of NIST 800-53 moderate and identify critical areas of the business in which controls need to be applied.

Explicitly document which controls are applicable in each area, and which are not, including the explanation for inclusion and the relative status in a compliance matrix.

Begin conversations with senior management about conformance, where required, and general risk management/tolerance. Continue to advocate for centralization of relevant IT processes and conformance with NIST 800-53 moderate control objectives. Align and amend university Policy around conformance to stakeholder obligations and service expectations.

As additional policies and standards are established for applicable NIST 800-53 moderate controls, the corresponding process and procedure documentation must be completed to reflect controls framework.

Establish a project, with consultative assistance, to form a Quality Assurance Program based on the NIST 800-53 moderate control framework.

Create training program to address policies, standards, and procedures for IT staff.

Portfolio and Project Management

Focus Area Objective

It is important to align the technology investments at the university with strategic business intent to maximize the value of those initiatives, especially in an environment resource scarcity.   A well-managed portfolio of technology projects also helps to ensure conformance with university policy/procedures and industry best practices. The intention of centralizing a Portfolio and Project Management Office (PPMO) for technology project management is to ensure that the university is using a common lexicon and common business processes/methodologies to both prioritize technology investment as well as manage it within the context of a portfolio. This program involves the update of PPMO Practices to align to organizational business needs and ensure properly scoped and prioritized projects and initiatives throughout the university. The initiative provides revised project templates and tools, strategic governance processes, and improved forecasting and project portfolio reporting processes.

Accomplishments to Date

VP and CIO presented the need for a new governance framework to the Senior Leadership Team and Executive Council via multiple engagements. Agreement was reached on establishing an improved governance model which includes a project induction framework, standards-based cost estimation/management practices, mechanisms for prioritization and assessment of critical path dependencies.

The collection of artifacts created during the project management methodology has been reviewed and updated to capture more information and improve project management. A Project Portfolio Dashboard has been created to communicate project status for all projects within the IT portfolio. The dashboard is published at https://its.gmu.edu/working-with-its/ppmo/projects-dashboard/

The PMO staff has been increased by four FTE; two permanent staff and two contractors. An additional full-time position has been created and is being actively recruited. A new role, PPMO director, has been created and is being actively recruited. An Investment Review Committee has been established. This committee has representatives nominated from the faculty, Research, the Office of the Provost, and the SVP.

Planned Activities

Monthly meetings are scheduled with the Investment Review Committee. Business cases for the first wave of investments have been completed for review in March 2022.

The governance program will result in additional subcommittees requiring explicit responsibilities, membership and meeting cadence around policy and expectations.

Complete hiring process for PPMO Director and additional project manager as part of the development of the Portfolio and Project Management Office.

Continue development of training and guidance around the new Investment Review process and revised project management framework.

Continue to mature IT Governance procedures leveraging committee structure and communication with senior leadership.

Information Security Program Management

Focus Area Objective

Institutional QMS and INFOSEC program are intimately related to one another, as the manner in which stakeholders engage with technology (the QMS) needs to satisfy the control framework from a Cyber security perspective. However, the control framework also needs to be tailored to the needs of the institution from a business operations perspective. There needs to be a balance struck between managing with fewer controls (and potentially higher cyber risk) or managing with many controls, but with potentially poorer institutional outcomes. This, of course, assumes that specific controls substantially impede those operations or increase cost, etc. which isn't always the case. This is a complex balance, especially in Higher Education, which values openness, freedom of information exchange and by design, has a highly decentralized management framework and high degrees of technology management delegation. This was the reason the Federal Government imposed the NIST 800-171 controls framework on non-classified partners like universities. There was an intention to protect/control unclassified information to a minimally acceptable standard on behalf of the Federal Government, recognizing the QMS and INFOSEC challenges at these highly decentralized institutions.

It is necessary to establish INFOSEC controls based upon the criticality of the systems and the service enterprises, based upon many factors. For example, a social networking application used by students in clubs would be potentially held to a different standard than the University's financial accounting system or one related to intellectual property management. To align to and mature Mason's Information Security Program around the NIST 800-53 moderate framework, Mason is simultaneously investing in foundational business process assessment and improvement (the QMS) and in defensive mechanisms to improve cyber resilience.

Accomplishments to Date

Process and Procedure Framework: Existing standards, processes and procedures have been published in the ITS repository. A periodic review program has been established.

Third Party Vendor Assessment Standard, Process and Procedure: Following an assessment of the IT Security program in 2019 by Gartner, ITS has made investments in staff to address third-party vendor management. The third-party vendor assessment standard, process and procedure are operational with a completed 2021 assessment cycle.

Patch and Vulnerability management framework with process and procedure is complete with threat and patch review and vulnerability detection, notification, and remediation program operational for central IT. Vulnerability detections and notification is operational for distributed IT.

Implement IT Security Awareness Training utilizing Cornerstone LMS (Learning Management System), and SANS Institute security training have been improved with complete 2020 and 2021 cycles. The 2021 cycle included additional role-based training for staff with elevated privileges.

Planned Activities

Revise the IT Security standard to align with NIST 800-53 moderate. Identify gaps in process and procedures and develop where needed. Publish processes and procedures with supporting guides for the Mason community in a manner that provides visibility and clarity for compliance requirements.

Mature vulnerability and control gap management program. Improve governance over the distributed IT to include compliance with security standards processes and procedures. Expansion of enhanced scanning and deployment of Endpoint Detection and Response services to at-risk, high-risk systems. (Aug.'22)

Develop a more robust cyber security awareness program to socialize roles, responsibilities and process procedures and control requirements and to build awareness of specific threats and risks. (June'22)

Improve IT Security Awareness Training Program to identify and develop additional role-based training to address areas of risk specific to the University. Based upon risk, identify user population where training is required or where training is recommended. Make IT Security Awareness Training mandatory through account lockout for non-compliance for the at-risk population where training is required. (Oct. 22)

Improve governance over the distributed space to include compliance with security standards processes and procedures. Expansion of enhanced scanning and deployment of Endpoint Detection and Response services to at-risk, high-risk systems. Develop a more robust communications program to socialize roles, responsibilities, and control requirements.

Risk Assessment and Remediation

Focus Area Objective

The NIST 800-53 moderate framework describes the need for a robust Risk Assessment and Remediation program. Requirements include risk assessments for systems where the impact of loss for Confidentiality, Integrity and/or Availability (CIA) is high. Our IT Security Standard currently requires risk assessments for systems classified as high. These assessments are required to result in System Security Plans (SSP) and a Plan of Action and Milestones (PoA&M) where control gaps are identified. Additionally, our current Security Standard requires a risk assessment of third-party vendors and associated controls that the application owner is responsible for where the Vendor is classified as high for CIA. Where Mason application management presents risk, for instance in role-based access control administration, complementary user entity controls (CUECs) must also be assessed.

Accomplishments to Date

Risk Assessments are required for all third-party vendors classified as high. ITS has established a process to conduct initial and periodic assessments of third-party vendors who we have classified as high due potential University impact to Confidentiality Integrity and/or Availability (CIA). Initial and annual assessments have been completed for all vendors classified as high for the year 2021 including Complementary User Entity Controls. Vendors who are classified as high are required to annually undergo industry standard independent audits. Examples including SOC II type 2 reports and Complementary User Entity Controls, PCI-DSS assessment, ISO 27001 compliance with annual independent review.

Risk Assessments are required for systems classified as high. All IT server assets have been inventoried, classified, and associated with a System for the purpose of assessment. Systems have been inventoried for regulated data including GLBA (Gramm Leach Bliley Act) data have assessments with accompanying System Security Plans. The current system inventory includes "Banner Core" as a sensitive system that stores or operates on GLBA data. This also includes our NIST 800-171 "CUI" compliant research environment.

Planned Activities

Mature the third-party risk management program by leveraging Archer governance risk and compliance system to standardize and automate for lifecycle risk management and reporting. (June '22)

Mature Risk Assessment Process for University IT systems classified as high leveraging the Archer Governance Risk and compliance system. The automation and standardization of assessments will result in consistent System Security Plans (SSPs) reports and managed activity to remediate gaps with a Plan of Action and Milestones (PoA&Ms). (June '22)

Implement IT Risk Measurement Program to assess and measure IT risk at the system, unit, department, and university levels with a formal risk register for reporting. A risk impact score will be derived by measuring the risk presented by systems, third party applications, business processes, and their

associated threat, vulnerability, control gap. Reporting will be provided to units rolling up to the SVP and Provost offices (Dec.'22)

Expand Risk Assessment Program to include systems in the distributed space based upon risk.

Change and Configuration Management

Focus Area Objective

Mason's Change and Configuration Management policies, standards and procedures are designed to improve the efficiency and security of IT service delivery at Mason. Without proper configuration management, changes made to IT systems can have unintended consequences, leading to systems disruptions, exposure of controlled information and degradation of data authority. A lack of proper configuration management also makes it more difficult to respond to incidents and take corrective actions to secure Mason's assets. All production systems, inclusive of hardware, software and third-party applications are in-scope with respect to these requirements. The requirements apply to all services/processes within a vertical (physical layer, network layer, data layer, application layer, integration layer, etc.) as well as horizontally (across Mason's business enterprises, both central and distributed) and between internal enterprises and third parties. Hardware is inclusive of servers, network equipment and endpoints.

Mason's existing change/configuration management practices have historically been narrowly scoped to core Banner services and are being assessed within the context of NIST 800-53 moderate control requirements. Current practices need to be validated and then extended to all areas of IT service delivery, leading to a prioritized inventory of targeted expansions of scope and improvements.

Accomplishments to Date

ITS has made investments in process changes and technology to improve control over the configuration of endpoints, servers and the university network. These investments improve the overall security of IT systems and protect university data.

Endpoint

ITS has developed standards for the purchase and configuration of endpoints, enforced through the procurement process.
Endpoint management and security has been improved through the upgrade to improved configuration management and endpoint security technologies.

Server

The investment in Microsoft Office 365 provides the opportunity to classify and protect data across the various Microsoft Applications.

Deployed improved security technology for servers that provide detection of internal vulnerability and control deficiencies.

Network

Completed a review of and re-design of the network security architecture.

Planned Activities

Reorganizing the ITS Enterprise Applications Group to align Banner Fiscal and HR resources with QMS and INFOSEC goals/objectives.

Continue work to manage the configuration of servers utilizing configuration management tools.

Complete project 630 – Network Systems Remediation. Review the results of the network resiliency analysis and address all issues related to software version obsolescence and consistency, configuration best practices, and automation of configuration and configuration policy maintenance.

Evaluate cloud desktop backup solutions to replace local endpoint backup systems.

Conduct a physical inventory of university owned endpoints and identify endpoints that are not currently managed with endpoint management tools. Conduct Inventory of ITS Assets to pilot processes. Create Plan to Inventory of SVP Assets

Improve IT Vulnerability Management program for all servers and systems supporting ITS, research, academic areas, and functional units.

Utilize GRC tool to track information and workflow for vulnerability management Establish Metrics to provide vulnerability and control gap analysis with remediation dwell time and history reporting from unit level rolling up to SVP and Provost level.

Manage Mason IT assets in conformance with adopted NIST control requirements and manage risk to an acceptable level.

Establish a policy for personally owned systems to further restrict access to university systems while enabling productivity through a secure virtual system.

Identity Management and Access Control

Focus Area Objective

Identity management and access control are core components of a well-managed information technology program and are also a NIST 800-53 moderate control requirement. An identity management program is required to ensure that access to data and services is efficiently provided to individuals within the enterprise who need it, based upon their roles within the organization. The value of a well-articulated and managed Identity program is that it ensures both the security of Mason's services / data and increases the business efficiency of granting access to services and auditing conformance to requirements. Mason's existing Identity and Access Management (IAM) framework is based on antiquated processes and dated open-source technologies. To meet the strategic needs of the university, ITS must establish common administrative and technical mechanisms to support identity management and service provision. These activities will lead to support automated role-based provisioning and position management.

Accomplishments to Date

Completed multi-factor authentication program enforcing two-factor authentication across all of Mason's central authentication services for all faculty, staff, and students.

Completed Project 777 – Identity and Access Management Assessment, a consulting engagement with CDWG that assessed the existing IAM infrastructure and provided a technology roadmap for improvement.

Completed Project 788 – Identity and Access Management Assessment, a consulting engagement with Deloitte that reviewed IAM policies and procedures and established four IAM tracks to address business processes.

Planned Activities

Establish a single Service and Technology Roadmap for IAM and identify core staff requirements for IAM team.

ITS has partnered with Fiscal Services to create a new chart of accounts, planned for July 2022. The new chart will cleanup associations between identities and university units, which will support identity management and role-based provisioning. This effort is a dependency of IAM.

ITS, in partnership with Human Resources, has started a project to address Position Management. The requirements for Position Management are expected to be documented by July 2022. This project is a dependency of role-based access control.

ITS's investment in Identity and Access Management will support plans for role-based access to Mason systems, central and distributed. Accounts will be provisioned and deprovisioned automatically based on one's role within the university. ITS is working on a plan to manage groups, which will also inform access requirements.

Mason's current Banner Security Model is based on a distributed organization. As ITS continues with centralization efforts and Identity Management matures, the Banner Security Model will need to be revised. This effort will provide more efficient and secure account provisioning.

BOARD OF VISITORS
GEORGE MASON UNIVERSITY

Meeting of
December 2, 2021
Merten Hall, Hazel Conference Room (1201)

MINUTES

PRESENT: Rector James Hazel, Secretary Simmi Bhuller, Visitors Anjan Chimaladinne, Mehmood Kazmi, Ignacia Moreno, Carolyn Moss, Jon Peterson, Nancy Prowitt, Paul Reagan, Edward Rice, and Robert Witeck.

ABSENT: Vice Rector Horace Blackman, Visitors Juan Carlos Iturregui, Wendy Marquez, Dolly Oberoi, Denise Turner Roth

ALSO, PRESENT: Erin Rogers, Staff Representative; Melissa A. Broeckelman-Post, Faculty Representative; Steven Zhou, Graduate Student Representative; Natalia Kanos, Undergraduate Student Representative; Gregory Washington, President; Ken Walsh, Vice President for Strategic Initiatives and Chief of Staff; Mark Ginsberg, Provost and Executive Vice President; Carol Kissal, Senior Vice President for Administration and Finance; Matt Smith, Director of Accreditation; Kristen Wright, Director of Civic Engagement; Brian Walther, University Counsel; Anne Gentry, Associate University Counsel; and Scott Nichols, Secretary pro tem.

I. Call to Order

Rector Hazel called the meeting to order at 2:25 p.m.

II. Approval of the Minutes
      A. Full Board Meeting on September 30, 2021 **(ACTION ITEM)**

Rector Hazel called for any corrections to the meeting minutes for the full board meeting on September 30, 2021 that were provided in the board meeting materials. Hearing no corrections, the **MINUTES STOOD APPROVED AS WRITTEN**.

III. Rector's Report

Rector Hazel stated that on November 19, the Executive Committee of the board met in recess of the full board to move forward with time-sensitive matters relating to the Arlington project. He advised that the committee approved five items on behalf of the board:

- Vacation of Easements with Arlington County
- Granting of Easements to Arlington County
- Agreement and Covenant to Maintain Stormwater Facilities with Arlington County
- Schematic Design for Arlington Expansion Building
- Interim Agreement with Mason Innovation Partners

He then spoke to funding for Mason and the gubernatorial transition, encouraging board members to be active and assist the Government Relations office with supporting Mason's funding requests if asked. He then noted several recent engagements in which he had participated on behalf of Mason. He proceeded to recognize Dr. Broeckelman-Post and Ms. Rogers to provide any comments on behalf of Faculty Senate and Staff Senate, respectively. Dr. Broeckelman-Post noted a recent Faculty Senate meeting with Dr. Washington that went well.

IV. President's Report

Dr. Washington provided an update, noting several highlights:
- Numerous positive outcomes including growth in enrollment and research of consequence.

- Mason's COVID-19 response, including:
    - Low case rate compared to other institutions.
    - A downward trend in cases compared to last year.
    - Low transmission rate within Mason classrooms.
    - Vaccinations administered on Mason's campuses.
- Efforts in improving faculty and staff success including increasing compensation, establishing an ombuds office, exploring dependent tuition coverage, flexible work-from-home schedules, and a campus-wide mental health initiative.

Secretary Bhuller asked if COVID boosters would be required for students and staff to be on campus. Dr. Washington stated that boosters were not required but were being encouraged.

V. SACSCOC Update (Matt Smith and Kristen Wright)
    A. SACSCOC Update
    B. Quality Enhancement Plan Overview **(ACTION ITEM)**

Matt Smith provided an update on Mason's reaffirmation of accreditation process. He noted that eight out of seventy-two standards at Mason were found to be noncompliant, and that most were minor items that were easily addressed, with some being clerical in nature. He noted that these eight standards were outlined in the meeting materials, and that Mason would submit a response for those in February 2022.

Kristen Wright provided an overview of the Quality Enhancement Plan, *Transformative Education through Anti-Racist Community Engagement.* She explained that the Quality Enhancement Plan is a requirement for the reaffirmation of accreditation process. Mason's Quality Enhancement Plan would include the establishment of the Office of Community Learning and Civic Engagement (CECIL), which would facilitate the embedding of community and civic engagement into academic and co-curricular experiences. She noted that the goal of this engagement is to help students understand themselves as agents of change, identify and disrupt racist practices, and work collaboratively towards positive social change.

Secretary Bhuller then **MOVED** that the board affirm its support for the university's Quality Enhancement Plan, *Transformative Education through Anti-Racist Community Engagement*. The motion was **SECONDED** by Visitor Prowitt. Rector Hazel called for any discussion; there was none. **MOTION CARRIED UNANIMOUSLY BY VOICE VOTE.**

VI. Committee Reports
    A. Finance and Land Use Committee

Visitor Reagan outlined the items discussed in the Finance and Land Use committee meeting. He noted two action items to bring from the committee to the full board. He **MOVED** to approve the following items en bloc, as they are outlined in the meeting materials:

1. Resolution delegating authority for the retirement plans to the Senior Vice President **(ACTION ITEM)**
2. Schematic Design for Life Science and Engineering Building **(ACTION ITEM)**

The motion was **SECONDED** by Visitor Moss. Rector Hazel opened the floor for discussion; there was none. **MOTION CARRIED UNANIMOUSLY BY VOICE VOTE**.

    B. Research Committee

Visitor Prowitt highlighted the topics discussed during the Research Committee meeting, which included a presentation by Andre Marshall, Vice President for Research, Innovation, and Economic Impact. This presentation

highlighted the *Accelerate 2022* event, the screening of the film *Picture a Scientist*, and updates on the Office of Technology Transfer. The committee also received a presentation from Dr. Michael Buschmann on AexeRNA Therapeutics. There were no action items from the committee to bring before the full board.

C. Audit, Risk, & Compliance Committee

Visitor Rice briefed the board on the topics presented and discussed during the Audit, Risk, and Compliance Committee meeting, which included:
- An update by Sharon Heinle, Associate Vice President and Controller, regarding the status of the audit of the university's financial statements by the Auditor of Public Accounts.
- A briefing by Kevin Borek, Vice President and Chief Information Officer, on actions being taken to establish an enterprise approach to IT governance and to strengthen important processes for managing IT service delivery and related risks. The committee concurred with University Audit's approach of monitoring the design and implementation of these actions. The committee has requested regular written reporting and further briefings on this matter from Mr. Borek in the future.
- A review of the annual report of approved waivers of contractual conflicts of interest.

Visitor Rice noted that due to several staff vacancies within its office, University Audit is co-sourcing audit work with third party accounting firms while the Human Resources office develops strategies to attract qualified applicants. Visitor Moreno affirmed her concern with staffing, noting the heavy workload and high quality of work accomplished by University Audit during the pandemic. There were no action items from the committee to bring before the full board.

D. Development Committee

Visitor Chimaladinne briefed the board on items discussed during the Development Committee meeting, including:
- An update on George Mason University Foundation (GMUF) activities by Chairperson Terri Cofer Beirne.
- An update on activities by the Office of Advancement and Alumni Relations by Trishana Bowden, Vice President for Advancement and Alumni Relations at Mason, and President of GMUF.
- A presentation on the Arlington campus Mason Square Initiative by Liza Wilson Durant, Associate Dean of Strategic Initiatives and Community Engagement.
- A faculty spotlight presentation by Duminda Wijesekera, Acting Chair of Cyber Security Engineering, highlighting research on automated transportation.

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

E. Academic Programs, Diversity, and University Community Committee

Secretary Bhuller noted items discussed in the Academic Programs, Diversity, and University Community Committee meeting, which included:
- An update on the fall 2021 semester by Provost Mark Ginsberg, including information related to COVID testing guidance for Thanksgiving and winter break, winter graduation options, and leadership transitions at the schools and colleges.
- An overview of current highlights at the Schar School of Policy and Government by Mark Rozell, Dean.
- An update on the Tech Talent Investment Program (TTIP) by Ken Ball, Dean of the College of Engineering and Computing, and Liza Wilson Durant.

Secretary Bhuller then **MOVED** that the board approve the following action items, en bloc, as they are provided in the meeting materials:

1. Program Actions (**ACTION ITEMS**)
   a. New Degree Program: Master of Computing

b. Degree Program Name Change: "BS Community Health" to "BS Public Health"
2. Faculty Actions (**ACTION ITEM**)
a. Election of New Tenured Faculty

The motion was **SECONDED** by Visitor Moss. Rector Hazel opened the floor for discussion; there was none. **MOTION CARRIED UNANIMOUSLY BY VOICE VOTE**.

VII. Closed Session

Secretary Bhuller **MOVED** that the board go into closed session under the provisions of Section 2.2-3711.A.29, for a public contract relating to the Arlington initiative; Section 2.2-3711.A.7, for consultation with legal counsel pertaining to actual or probable litigation including briefings on:

Kashdan v. GMU
Agrawal v. GMU
Ganley and Surber v. GMU et al.
Morrison v. GMU
Morrison v. GMU et al.
Morris v. GMU
Inko-Tariah v. GMU
Alemu v. GMU;

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 Witeck. **MOTION CARRIED UNANIMOUSLY BY VOICE VOTE**

Following closed session, Secretary Bhuller **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 committee 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.**

VIII. Adjournment

Rector Hazel called for any additional business to come before the board. Hearing none, he adjourned the meeting at 3:28 p.m.

Prepared by:

Scott Nichols
Project Coordinator
Office of the President

Selected Highlights

Student and Alumni Highlights:

- Education PhD student Elizabeth Davis received an American Educational Research Association (AERA) dissertation grant for her study on "newcomer" schools – generally smaller public schools or programs within public schools specifically targeted to meet the needs of recent immigrants.
- PhD candidate Benjamin Atsem, whose research focuses on environmental justice and economic equity issues of emerging modes of transportation, for the second time won the Dwight D. Eisenhower Transportation Fellowship Program award.
- 2021 graduate Alexander Hammett won the best director award at the Miami Indie Film Festival for "Tale of Tarot," written by 2021 Mason alum Aaliyah-Janay Williams.
- In her first semester at Mason, Honors College student Molly Izer, a government and international politics major, is interning with U.S. Rep. Earl Blumenauer (D-OR) from her home state of Oregon.
- Emily Sample, a PhD candidate in the Carter School, is conducting a case study examining structural mass atrocity prevention in Uganda through the lens of climate change adaption and gender.
- Senior Eva Noroski, an environmental science major, spent a month last semester assisting Ashley Fortner, 2017 alumna and Elephant Trails keeper at the National Zoo, researching how elephants can optimize what little sleep they get.
- Health informatics graduate student Patricia Tran, an Honors College alumna, pursued her interest in 5G as one of the first summer interns of the Commonwealth Cyber Initiative (CCI).
- Eight Schar School students experienced the nuances of climate change and international diplomacy when they attended the COP26 global climate conference in Scotland as part of a climate policy course.
- PhD computational sciences student Tommy Jones was one of two winners of the 2021 Text Analysis Interest Group presentation competition for a talk he gave at the 2021 Joint Statistical Meetings, the largest gathering of statisticians and data scientists held in North America.
- Communication alum Jorge Andres, a former ESPN "SportsCenter" anchor, called Super Bowl LVI for the American Spanish language network Telemundo.
- Alum Kelli Jo Ford, who earned her master's in creative writing in 2007, received one of this year's National Endowment for the Arts Literature Fellowships in Creative Writing. Ford's

debut novel, "Crooked Hallelujah," was named one of the best books of 2020 by Publishers Weekly and was on the longlist for the 2021 Carnegie Medal for Fiction.

Faculty Highlights:

- Assistant psychology professor Leah Adams and computer science professor Amarda Shehu were among 12 Virginia educators honored by the State Council of Higher Education for Virginia (SCHEV) as 2022 Outstanding Faculty Award recipients.
- Distinguished Professor David L. Weisburd, known for his innovative work in place-based criminology, experimental criminology, and white-collar crime, was awarded the prestigious Israeli Rothschild Prize in social sciences for 2022.
- Nikyatu Jusu, assistant professor of directing and screenwriting, was named by Variety as one of 10 directors to watch for in 2022, citing her debut feature film "Nanny."
- Nirmal Jeevi Ghimire, an assistant professor in the Department of Physics and Astronomy, has been awarded a National Science Foundation CAREER Award for his quantum science research on synthesis and study of magnetic topological materials.
- Sushil Jajodia, a University Professor and the director of the Center for Secure Information Systems within the College of Engineering and Computing, was named an Association for Computing Machinery Fellow for his contributions to cybersecurity, data protection and privacy.
- Kat Grimsley, director of the Masters in Real Estate Development Program within the School of Business and an expert on the affordable housing crisis, was one of six main researchers and co-authors for the United Nations Economic Commission for Europe #Housing2030 Report.
- Mills Kelly, director of Mason's Roy Rosenzweig Center for History and New Media, and Deepthi Murali, a postdoctoral research fellow at the center, were awarded a collaborative grant co-funded by National Endowment for the Humanities (NEH) and the United Kingdom's Arts and Humanities Research Council (AHRC) for the project "Subaltern Histories of Global Textiles: Connecting Collections, Expanding Engagement."
- National Science Foundation-funded research by Naoru Koizumi, associate dean of research at the Schar School of Policy and Government, found that minority patients—particularly black Americans—don't have equal access to kidney transplants. Her research team includes Mason systems engineering and operations research professors Chun-Hung Chen and Hadi El-Amine.
- Philosophy professor Lisa Eckenwiler is one of 24 new fellows elected to the Hastings Center, one of the world's leading bioethics nonprofits. Her research focuses on global health inequities, refugees, migrants and other vulnerable populations, and humanitarian health ethics.
- According to research in the Journal of Law, Economics & Organization by Brad Greenwood, an associate professor of information systems and operations within the School of Business, body camera deployment leads to fewer arrests and citizen complaints.

- With the support of a grant from the U.S. Department of Health and Human Services, researchers Vivian Motti, assistant professor in the College of Engineering and Computing, and Anya Evmenova, professor of special education and disability research in the College of Education and Human Development, have developed a smartwatch application designed to improve the lives of young adults with intellectual and developmental disabilities.
- Researchers Scott Glaberman, assistant professor of environmental science and policy, and Ylenia Chiari, assistant biology professor, are part of a team looking at the giant tortoise's genome and how the duplication of certain genes is protecting them from diseases such as cancer. In a separate study, research by a team including Chiari helped uncover a plant that produces a copycat red nectar that could have wide commercial implications.
- A study by researchers, including Shane Caswell, executive director of Mason's Sports Medicine Assessment, Research and Testing (SMART) Laboratory, reveals that girls' lacrosse players who wear protective gear are far less likely to suffer concussions.
- According to Jeweller Magazine, citing a report in New Scientist, associate physics and astronomy professor Howard Sheng and his team have created a new material called a paracrystalline diamond, which can be as strong as natural diamond while better able to withstand heat.
- Librarian George Oberle, director of the Center for Mason Legacies and an assistant term professor, received the national I Love My Librarian Award from the American Library Association for his work amplifying historically underrepresented voices and uncovering hidden histories.
- Jennifer Connors, a former chief master sergeant in the U.S. Air Force and the founding director of Mason's Office of Military Services, is the first recipient of the Admiral John Harvey Career Achievement in Military Education Excellence Award, presented by the Virginia Department of Veteran Services.

Rankings/Accolades Highlights:
- U.S. News & World Report ranked six Mason online master's programs in their respective Top 20s and 11 in the top 50, led by Special Education (7th overall/7th among public institutions), Education for Veterans (13th/13th), MBA in Business Analytics (17th/11th), MBA in General Management (19th/11th), Industrial Engineering (19th/15th), and Educational Administration and Supervision (20th/19th).
- Mason is one of 15 universities that doubled its research funding within 10 years, the Chronicle of Education reported, growing from $84M in 2010 to $221M in 2020. That 162.7% increase was second-highest in the country during that period.

<u>**Reposition the campus:**</u>

- **Online Education:** An implementation group is now underway to build out the portfolio of choice model for undergraduate students. The group will provide final recommendations to the Provost about areas that need increased resources and course development and the

student service model needed for students who are taking classes mostly through online delivery.

- **ADVANCE:** Current ADVANCE enrollment is at 2,774, with 263 students added for the Spring 2022 semester. This semester Mason now has over 600 matriculants coming through the ADVANCE program. We continue to see very strong retention rates from our matriculants – with an overall average of 93% of ADVANCE matriculants (all cohorts: Spring 2019-Spring 2022) retained at Mason.
- **Mason Virginia Promise:** Mason is moving forward with its commitment to expand transfer pathways in partnership with community colleges around Virginia. Teams from Germanna Community College and Mason are now meeting to discuss the details of this emerging partnership with the goal to begin advertising the Germanna-Mason Academy partnership by Fall 2022.

Enrollment:

Spring BOT Enrollment Figures	Headcount			FTE			Credit Hours		
	2020	2021	2022	2020	2021	2022	2020	2021	2022
Total	36818	37345	37306	28147.7	28173.6	28094.9	406155	405679.5	404406.5
VA	29398	30021	29409	22367.8	22667.3	22142.2	325108	328799.5	321835
OOS	7420	7324	7897	5779.8	5506.3	5952.7	81047	76880	82571.5

Spring BOT Enrollment Figures	Headcount			FTE			Credit Hours		
	2020	2021	2022	2020	2021	2022	2020	2021	2022
Undergrad	25976	25968	25889	22327.6	22057	21802.1	334914	330854.5	327031.5
VA	22165	22435	22284	18724.4	18751.1	18478	280865.5	281267	277170
OOS	3811	3533	3605	3603.2	3305.8	3324.1	54048.5	49587.5	49861.5

Spring BOT Enrollment Figures	Headcount			FTE			Credit Hours		
	2020	2021	2022	2020	2021	2022	2020	2021	2022
Graduate	10256	10781	10656	5353.2	5641.3	5671.9	64239	67696	68063
VA	7003	7352	6840	3469.9	3736.5	3432.5	41638.5	44838.5	41190
OOS	3253	3429	3816	1883.4	1904.8	2239.4	22600.5	22857.5	26873

Spring BOT Enrollment Figures	Headcount			FTE			Credit Hours		
	2020	2021	2022	2020	2021	2022	2020	2021	2022
Law	586	596	759	466.8	475.3	620.4	7002	7129	9306
VA	230	234	285	173.6	179.6	231.7	2604	2694	3475
OOS	356	362	474	293.2	295.7	388.7	4398	4435	5831

Reinvent the campus:

- Research Development Services conducted the second annual Research and Scholarship at Mason Orientation and Refresher. The half-day virtual event featured speakers from across the Office of Research, Innovation, and Economic Impact (ORIEI), Offices of Graduate and Undergraduate Education, Corporate and Foundation Relations, and a faculty panel focused on the "Art of Productive Failure" or how to repurpose unfunded applications.
- Research Development Services has been working collaboratively with the Office of Faculty Affairs to develop and deliver a yearlong series of interactive workshops designed to address key issues central to faculty development and success. Each virtual workshop is mentored by experienced faculty and staff at Mason. The first of four workshops for Spring 2022 was held in January and focused on grant writing.
- ORIEI launched two Seed Funding opportunities:
  - *Building the Foundation – Early Stage Research Seed Funding* to stimulate the development of new research and scholarship initiatives through the support of projects that have a high probability of attracting new external support for sustained scholarly contributions and impact. Applications were due Feb. 21.
  - *Take It to the Next Level – Multidisciplinary Research Seed Funding* to advance *scalable* multidisciplinary projects for research and scholarship **in Sustainability, Biohealth or Digital Innovation**. This seed funding opportunity will drive stakeholder engagement and support planning activities to secure transdisciplinary basic and translational research and scholarship organized around topics that align with one or more of Mason's university-level research institutes, including Institute for Biohealth Innovation, Institute for a Sustainable Earth, and Institute for Digital InnovAtion. Applications are due Feb.28.
- **Tom Lovejoy** passed away on December 25, 2021. Often referred to as the "godfather of biodiversity," Lovejoy enjoyed a career that spanned more than 50 years. The first to use the term "biodiversity," Lovejoy was among the world's foremost experts on biodiversity and prominent leader of conservation biology. Lovejoy joined Mason's College of Science in 2010, serving as a University Professor within the Department of Environmental Science and Policy and the inaugural scientific director for Mason's Institute for a Sustainable Earth. We have convened an ad hoc working group and are working to develop plans to honor Tom's life and preserve his legacy here at Mason.
- In January 2022, the Institute for a Sustainable Earth in partnership with the Office of Graduate Education opened a call for applications for their new **Sustainability Summer Fellowships for Graduate Research Partnerships** program. The Summer Fellowship will connect Mason master's and doctoral students with partner organizations that are making a positive impact on our world and provide a generous stipend. Graduate students will co-develop their research activities with partners such as the Wilson Center, Sierra Club, and Future Earth, and ISE will provide wraparound support to

ensure that partners and fellows realize the benefits of collaboration – including engagement with Mason faculty mentors. Upon completion, participants in the program will be able to leverage their fellowship research and research partnership in their dissertation or master's thesis work.

Development:

- The Gifts and Records team is working diligently to close out the month of January while completing double-entry of gifts (old/new customer relationship management) as we near the final phases of our Affinaquest go-live date of April 1. Our attainment is $47.7M towards a $75M goal inclusive of $3.7M towards our endowment ($5M goal for FY22). We have also received gifts and pledges from 3,576 alums toward our 5,200-alumni participation goal.
- University Priorities team is working to broaden the Arlington prospect pool by hosting "Tech and…" salon events.
    - These events will be hosted in partnership with schools and units across campus and highlight the multidisciplinary focus of the digital innovation initiative.
    - The inaugural event will be in partnership with the Scalia Law School and will highlight the Innovation Law Clinic.
- The Veterans Alumni Chapter was created, with former ERPi President Chris Jones as its first president. Chris has committed $12,500 in matching funds to create the chapter's endowed scholarship, with a challenge to other veteran alumni to match this amount. The chapter has also created a buddy program between veteran alumni and veteran students in partnership with the Office of Military Services.
- The Hylton Center recently announced the naming of the Large Rehearsal Hall in the Education and Rehearsal Wing – now named The Jacquemin Family Foundation Rehearsal Hall. This generous gift was made by John and Tracie Jacquemin with their family. John is a former member of the Board of Visitors and a current member of the Board of Trustees.
- University Life established the Paul and Gwen Patton Memorial Scholarship Endowment in honor of Colonel Paul Patton who strongly believed in the value of giving back to the community and proudly represented CACI on the University Life Advisory Board (ULAB) at Mason since 2013. In his role on the Board, Paul tirelessly advocated for first-generation college students, ensuring that students from all backgrounds have access to higher education. Paul passed away in November 2021 and his wife, Gwen, passed shortly thereafter. CACI, Paul's employer, generously donated $25,000 to endow this scholarship in honor of the Pattons.

Mason Brand Initiatives:

- **Brand refresh initiative:** Significant work is under way with the Virginia Beach creative and branding firm Sunshine & Bourbon to map perceptions, beliefs and emotions of Mason's many stakeholders. Qualitative and quantitative research by our stakeholder communities – students, faculty, staff, alumni, donors, parents, and community supporters – is complete, and the state of Mason's perceptions by our stakeholders, as well as recommendations on how best to position Mason for the future, are under analysis by the Office of University Branding. The project is on track for an early spring internal rollout of an updated Mason brand narrative, to be shared within Mason in preparation for the narrative rollout in conjunction with the April public kickoff of **Mason at 50**, the celebration of Mason's 50 years as a university.

- **"Secret's Out" brand campaign**: The test campaign was an unqualified success, qualitatively and quantitatively speaking. Mason is now scaling its brand campaign advertising in Northern Virginia to include more airport ads in Reagan and Dulles, bus ads in Northern Virginia, on WAMU and with a new test with WTOP. Most extensively, however, are digital ads in The Washington Post and Washington Business Journal. Pride points are being updated to reflect current status, and 50th anniversary branding is being integrated.

- **Mason en español:** The telling of the "best-kept secret in Northern Virginia" is about to happen in two languages, as we initiate basic brand advertising in Spanish in targeted communities in Northern Virginia and the District of Columbia. We are developing test campaigns with two Hispanic marketing firms to offer an initial mix of digital, transit and radio ads, as well as an earned media campaign and a community relations campaign. The initial goal is to build awareness in Latin American communities about Mason's offerings, which already attract the largest Latin American student and graduate communities in Virginia, Maryland and DC. The long-term goal is to build on our leadership status within these communities.

- **50th anniversary:** Plans to celebrate Mason's 50th anniversary as a university are underway. "Mason at 50" activities kicked off during homecoming at the February 12 men's basketball game in EagleBank Arena. A working committee is curating 50th events on the special website 50th.gmu.edu, and a host of special programs is planned for the week of April 4 and beyond.

- **Arlington expansion branding**: Preparations continue for the rebrand of the Arlington campus Mason Square. It will accomplish urban place-making goals for the campus as well as give Mason a competitive advantage for support and tenancy over regional competitors by incorporating all academic units and amenities of the campus into the identity, not just the constituent entities for the planned building. We are partnering with Mason Innovation Partners and the Boston creative specialists Neoscape to frame out the branding essentials that will work for all entities on that campus.

Federal Government Relations Update:

- Submitted comments on behalf of the university in response to the U.S. Department of Homeland Security's proposed rule, Deferred Action for Childhood Arrivals. The proposed rule addresses a number of questions relating to the DACA process and provides a degree of certainty for DACA students. I expressed support for the following key principles: codifying the DACA initiative into regulations; splitting DACA status from employment authorization; removing the prior unlawful immigration status requirement; broadening eligibility; and, reforming adjudication measures and the processing of DACA applications.

- Visited with Congressman Rob Wittman in mid-December and discussed two main issues. One was the Mason Virginia Promise, which is the university's guaranteed pathway to a bachelor's degree, a technical career, or help starting a business for every Virginian who wants one. The program resonated with the Congressman, who has sponsored legislation to improve the nation's workforce skills and has supported the Small Business Development Centers, a core component to the Promise. Second was Mason's work with the National Guard Bureau and Virginia National Guard on technologies essential to maintaining the nation's infrastructure during times of crisis. Mr. Wittman is a senior Member of the House Armed Services Committee, which is considering legislation to protect critical systems.

- Along with Dr. Liza Wilson Durant, participated in a tour and briefing to Congressman Don Beyer of Mason's Digital Innovation Lab. Discussed the Arlington Innovation Building Project and what the Arlington campus expansion means for the region's economic growth. Highlighted the lab's technologies to address cybersecurity. Explained the relationship between these technologies to the Smart Cities concept and reducing carbon emissions, stressing that the building is planned to be net-zero ready and will achieve additional sustainability benchmarks, but funding is still needed to realize these goals.

- Senator Tim Kaine's staff reached out to Mason to learn more about a grant Mason received from a program advocated for by the Senator. The award of interest is a three-year $2.05 million grant to address mental health issues of health care workers exacerbated by COVID. Sen. Kaine earlier announced that $5,652,254 in funding is being awarded to Virginia as a result of provisions the Senator sponsored in the American Rescue Plan.

- Mason provided comments to the Senate Health, Education, Labor and Pensions Committee (HELP) on draft legislation, the PREVENT Pandemics Act, which would strengthen the nation's public health and medical preparedness and response systems in the wake of the COVID-19 pandemic. Mason strongly endorsed the recommendations of the nation's twelve Regional Biocontainment Laboratories (RBLs), since Mason operates an RBL on the Science and Technology Campus. These labs have been on the front lines of developing vaccines and technologies to deal with this and other infectious diseases.

Mason reached out to Sen. Kaine, a HELP Committee Member, and explained that the Mason RBL continues to serve as a magnet for startups and firms related to biotechnology and health sciences. The research focuses on host-pathogen interactions using proteomics and nanotechnology as they are applied to diagnostic, therapeutic, and vaccine development.

- Led a statewide outreach program for Small and Minority-Owned Enterprises (SME) on the bipartisan infrastructure legislation. The event included Congressman Gerry Connolly and Congressman Bobby Scott, and involved the Virginia Department of Transportation and the Small Business Development Centers (SBDCs) and their clients. The purpose of the session was to help Virginia's SMEs become competitive for the projects that are now being rolled out under the infrastructure law. Mason is a natural choice to host this important discussion because supporting small and minority-owned businesses is ingrained in the Mason mission. Mason manages the 27 SBDCs located throughout Virginia, offering no-cost counseling and other services to entrepreneurs around the commonwealth. This is all part of the Mason Virginia Promise, which is the university's guaranteed pathway to a bachelor's degree, a technical carrier, or help starting a business for every Virginian who wants one.

State Legislative Activities Update:

- **December 2021 Budget Release:** The Governor presented his outgoing budget to the joint session of House Appropriations, House Finance, and Senate Finance & Appropriations Committees on December 16. The introduced budget was positive for higher education. The recommendations include:
    - Proposed 5% salary increase for faculty and staff, including adjunct faculty.
    - Provides more than $17M for affordable access/unrestricted GF support.
    - Increases undergraduate financial aid by more than $32M over the biennium. The proposed increase for graduate financial aid is $1.3M.
    - Mason was authorized to move forward with Phase 3 of the telecommunications infrastructure project ($24M). The budget also proposes planning funding for the Interdisciplinary Science and Engineering Building ($7.4M) and the Student Innovation Factory Building ($2M).
- **Legislative Meetings**
    - There have been a significant number of commitments with legislators and Richmond-related activities. This time of the year, most of the meetings are in Richmond. In addition to my 40+ legislative meetings from September to November, I have met with more than 15 House members (including the Speaker, Chair of House Education, and Chair of the Appropriations Higher Ed Subcommittee) and eight Senate members (including the Chair of the Senate Finance Higher Ed Subcommittee) in the past two months.

- Met with many members of the incoming Administration, including the Governor, Lieutenant Governor, Secretary of Education, Secretary of Finance, and the President of the Virginia Economic Development Partnership.
  - During my time in Richmond, have met with the key higher education and capital outlay budget staff on the House Appropriations and Senate Finance & Appropriations Committees.
- **Inauguration:** Represented Mason at the Gubernatorial Inauguration on January 15. The events included a welcome reception, the swearing in ceremony, several receptions, and the Inaugural Ball. Each event allowed for informal engagement with many current and incoming state decision-makers.
- **Center Aisle Presentation:** Joined by Jimmy Hazel and Terri Cofer Beirne participated in the Center Aisle Presentations in the House and Senate on February 3. Center Aisle Presentations provide access to the respective floors for distinguished guests to be recognized. The Mason delegation was received for purposes of presenting the 50th anniversary commending resolutions for Mason – House Joint Resolution 34 (Herring chief patron, Maldonado and Webert as chief co-patrons, plus 49 additional House members) and Senate Joint Resolution 9 (McPike as chief patron plus 25 additional Senate members).
- **Council of Presidents:** The Council of Presidents met numerous times to coordinate our conversations with state decision-makers regarding compensation. In addition, we continued to discuss the higher education response to the COVID-19 pandemic.
- **State Government Relations:** In addition, the state government relations team has been fully engaged with a number of other legislatively related events, to include:
  - Countless legislative committee meetings once the legislative session convened on January 12;
  - Growth4VA meetings;
  - House Appropriations and Senate Finance joint meetings;
  - SCHEV Council meetings;
  - SCHEV Financial Advisory Committee meetings;
  - Freedom of Information Advisory Council meetings;
  - Joint Legislative Audit & Review Commission meetings;
  - Joint Commission on Technology and Science Committee meetings.
- **Looking Forward**
  - January 12: General Assembly convened
  - February 15: Crossover date for legislation
  - February 20: House and Senate budget recommendations released
  - March 12: Adjournment
  - April 11: Governor to complete action on bills that passed General Assembly
  - April 20: Reconvened Session (Veto Session)

President's Other External Activities & Speaking Engagements:

- Participated in the Virginia Council of Presidents meetings, as well as General Professional Advisory Committee SCHEV sessions.
- Continued professional education during sessions of Leadership Greater Washington, as a member of the Class of 2022.
- Engaged in briefings of the Atlantic 10 President's Council.
- At the invitation of the White House, participated in a roundtable discussion about Operation Allies Welcome, the effort to resettle Afghan allies.
- Attended the 30th Anniversary celebration of the Northern Virginia Technology Council, which included honoring Bobbie Kilberg and her leadership of the Council.
- Provided keynote remarks at a session of the Arlington Chamber of Commerce.
- Engaged in the American Talent Initiative's *New Presidents' Community Session*, where crisis management, strategic planning, and advancing equity were discussed.
- Attended a musicale featuring Mason student performers, presented by Dr. Linda Apple Monson, Distinguished Service Professor and Director of the Reva and Sid Dewberry Family School of Music, and hosted by Sid Dewberry.
- Participated in sessions of the Transfer Virginia Presidents Workgroup hosted by the Aspen Institute.
- Accomplished continued engagement as a member of the Northern Virginia Chamber of Commerce Executive Committee.
- Engaged in an interview with Bakhtiyor Isoev, of the Fourstay, on the subject of the post-pandemic economy for the podcast *Education and Empowerment*.
- Participated in an interview with WTOP on the subject of Mason's 50th anniversary.
- Joined other Virginia university presidents for a session regarding the expansion of Virginia's College Partnership Lab School, hosted by Governor Youngkin and Secretary of Education Aimee Guidera.
- Served as a panelist for a session on education and training with the Fairfax County Economic Development Authority Commission.
- As noted in the State Government section:
    - Attended the Inauguration festivities for Virginia's newly-elected governor, Glenn Youngkin.
    - Continued significant engagement with members of the Virginia Legislature, in support of Mason initiatives.
    - Received commendations as part of a joint resolution honoring Mason's 50th anniversary as part of a Center Aisle presentation in the Virginia House of Delegates and the Senate,
- Attended a session of the Fairfax County Board of Supervisors to receive a proclamation in honor of the 50th anniversary.

Select President's Internal/Campus-Related Activities & Speaking Engagements:
- With WGMU Studios, recorded episodes of the podcast *Access to Excellence*:
    - An episode where the topic of foods at risk from climate change was discussed with Dr. Ted Dumas, associate professor of psychology at Mason.

- o An episode of the podcast where the topic of childhood psychological development was discussed with Dr. Thalia Goldstein, associate professor of applied developmental psychology at Mason.
- o An episode where the topic of racial healing and reconciliation was discussed with Dr. Charles Chavis, assistant professor of conflict resolution and history at Mason.
- In collaboration with GMU-TV, filmed a holiday message for members of the university community.
- Joined former Virginia Secretary of Labor, Megan Healy, on a tour of Mason's Arlington campus.
- Provided remarks on the value of athletics at Mason at the Mason Athletics Endowment Reception.
- Welcomed newly-admitted Mason students at a virtual celebration hosted by the Office of Admissions.
- Celebrated Mason's student graduates at the 2021 Winter Graduation ceremonies, where Shaza Andersen, Mason alumna and CEO of Trustar Bank, provided keynote remarks. Participated in the doctoral hooding ceremony.
- Recognized Mason's Employees of the Month for January and February: Donna Tressler and April Grayson, respectively.
- Engaged with faculty and staff at the Virginia Serious Game Institute (VSGI) on Mason's SciTech campus.
- Received a tour and demonstration of the virtual reality and sim lab in the College of Health and Human Services.
- Had meaningful discussions with members of the student body on the topic of policing at Mason.
- Engaged with members of the Arlington campus including Carter School faculty, Mason student leaders, and toured the Latitude Art Space.
- Discussed topics of importance to Mason's students with the President's Student Advisory Group.
- Provided congratulatory remarks at the Honors College *Celebration of Excellence*.
- Cheered on the men's and women's basketball teams at several games.
- Hosted a group of international students for dinner at the Mathy House.
- Began piano lessons with Dr. Linda Apple Monson, director of the Reva & Sid Dewberry Family School of Music to learn the piano and to better foster a partnership with the Visual and Performing Arts.

President's Internal Board Service:

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

President's External Board Service:

- Octane
- HBCU-UP Advisory Board
- S&P Global
- Internet2

Select Upcoming Events:

- Tentative – BOV Executive Committee Special Session – March 24
- BOV Public Comment Session on Tuition & Fees – April 5
- BOV Full Board Meeting – May 5

BOV – Spring 2022 Semester Update
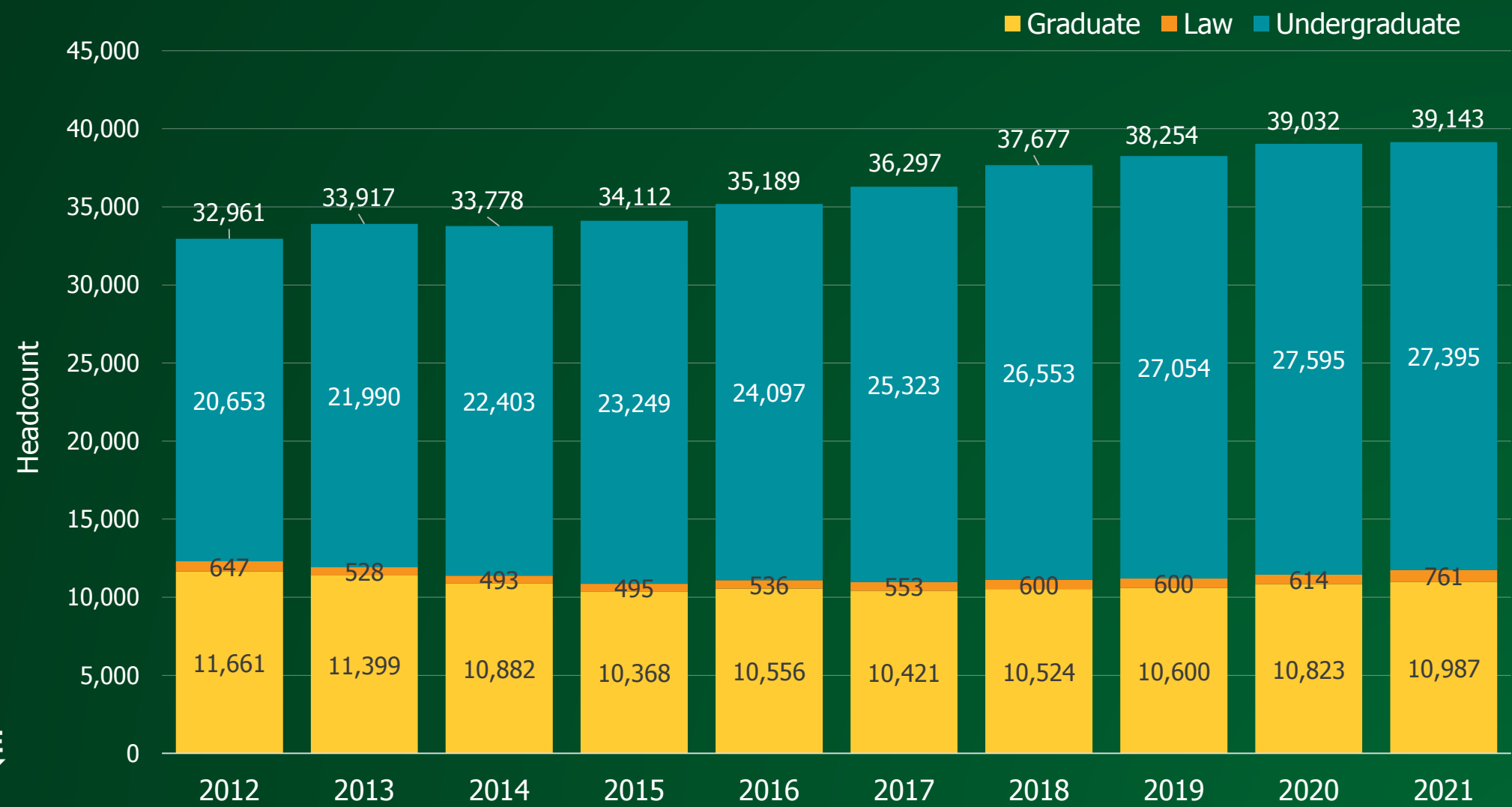
Gregory Washington, PhD
President

GEORGE
MASON
UNIVERSITY
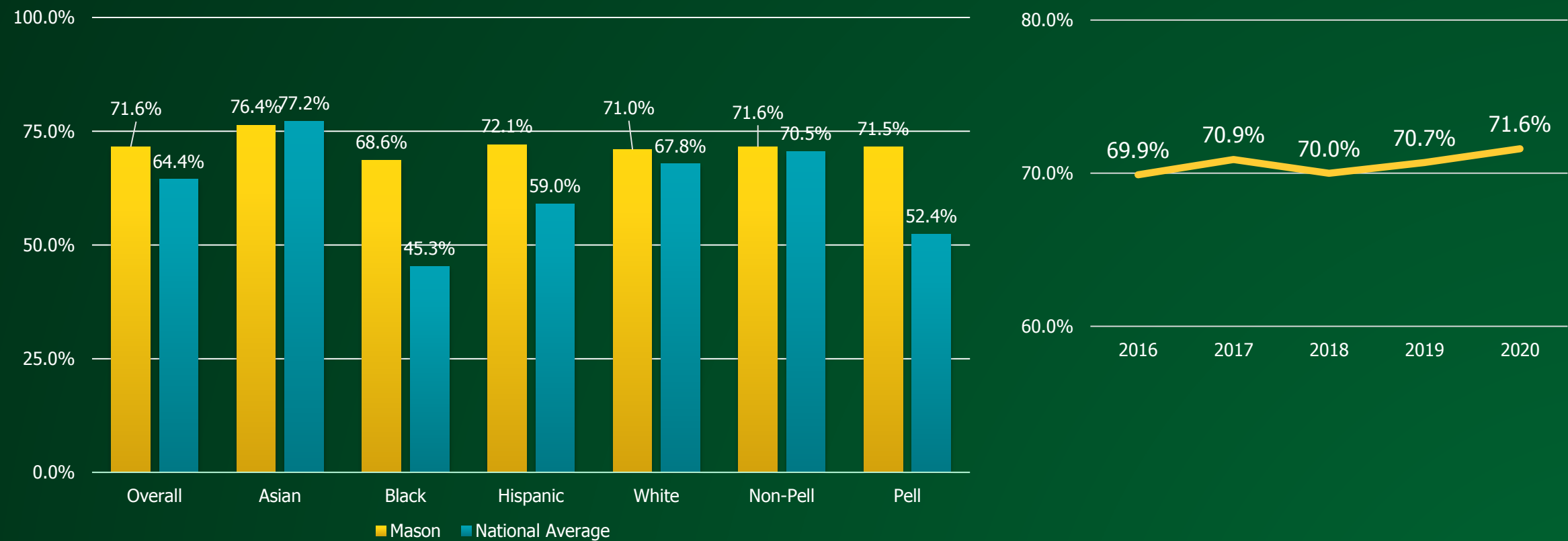
Accomplishments – 2020-2022

- Launched Major Initiatives (Good to Great)
  - **Maintaining Excellent Operations**
  - **Safe Return to Campus**
  - **Mason Virginia Promise**
  - Mason Talent Exchange
  - **Strategic Plan**
  - **Branding Campaign**
  - Reimagining Graduate Education
  - **Legislative Initiative**
  - Capital Campaign

GEORGE MASON UNIVERSITY

Mason and National Graduation Rates

Bar chart (Mason vs National Average):

Category	Mason	National Average
Overall	71.6%	64.4%
Asian	76.4%	77.2%
Black	68.6%	45.3%
Hispanic	72.1%	59.0%
White	71.0%	67.8%
Non-Pell	71.6%	70.5%
Pell	71.5%	52.4%

Legend: Mason, National Average

Line chart (Mason graduation rates by year):

Year	Rate
2016	69.9%
2017	70.9%
2018	70.0%
2019	70.7%
2020	71.6%

NOTE: National average graduation rates were calculated for the 4-year bachelor's cohort at Title IV U.S. institutions. (Data for Cohort Year 2014)
SOURCE: U.S. Department of Education, National Center for Education Statistics, IPEDS, Winter 2020–21, Graduation Rates component (provisional data).

Research Performance

Sponsored Research Expenditures FY 2018–FY 2022

$ in Millions

FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
$115.4	$143.7	$154.5	$158.0	$162.0

FY18 – FY20 are actual expenditures
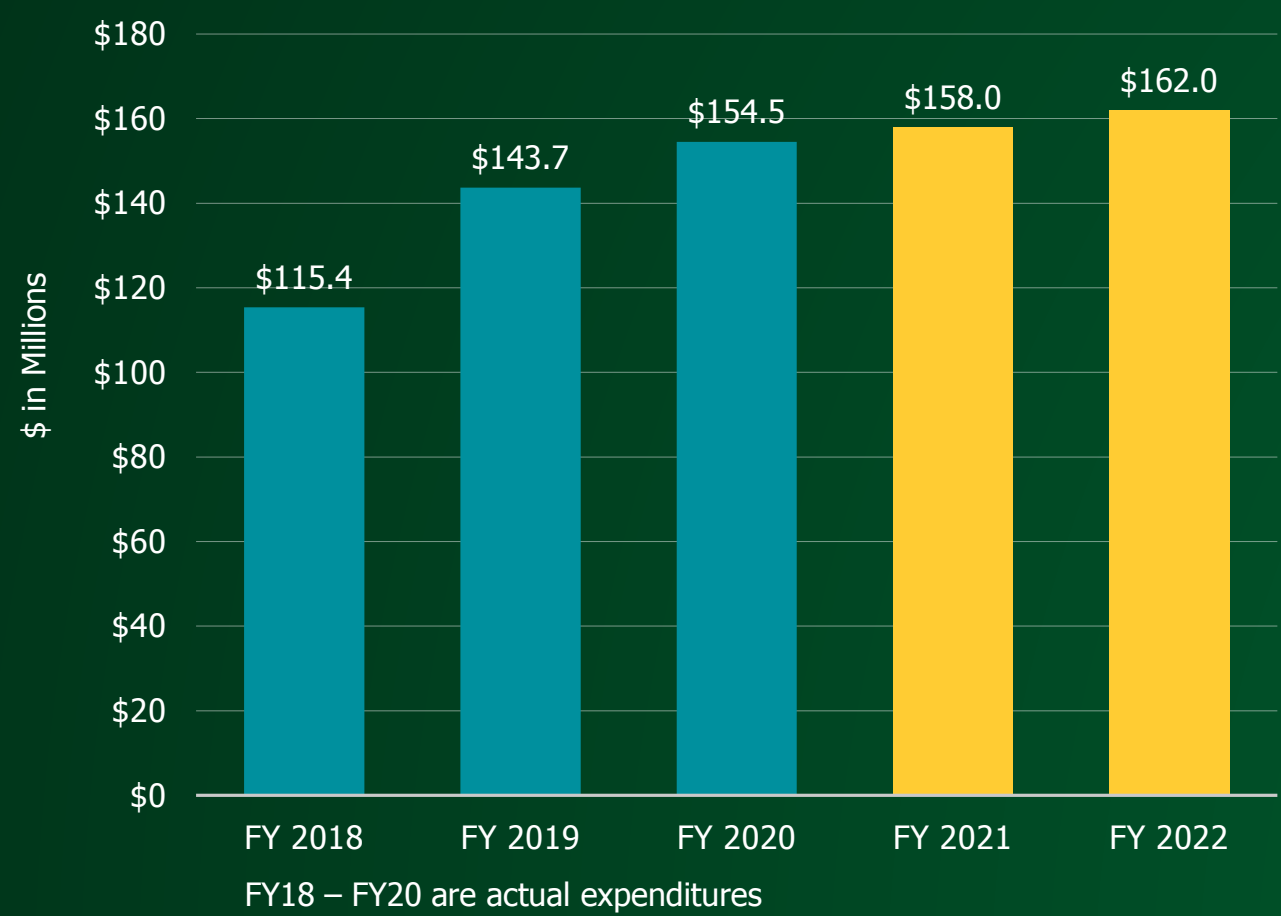
NSF TOTAL RESEARCH EXPENDITURE GROWTH OF LOCAL INSTITUTIONS FY 2010 – FY 2019

INSTITUTION	GROWTH PERCENTAGE
University of Virginia	122.2%
George Mason University	**121.4%**
Georgetown University	51.2%
Johns Hopkins University	45.5%
George Washington University	37.0%
Virginia Tech	36.1%
University of Maryland	32.8%
Virginia Commonwealth University	29.3%
James Madison University	24.0%
College of William & Mary	12.8%
Old Dominion University	-30.6%
ALL INSTITUTIONS	**36.2%**
TOP 100 SCHOOLS	**39.8%**

5

Active Case Time History

21-22 Active Case Counts
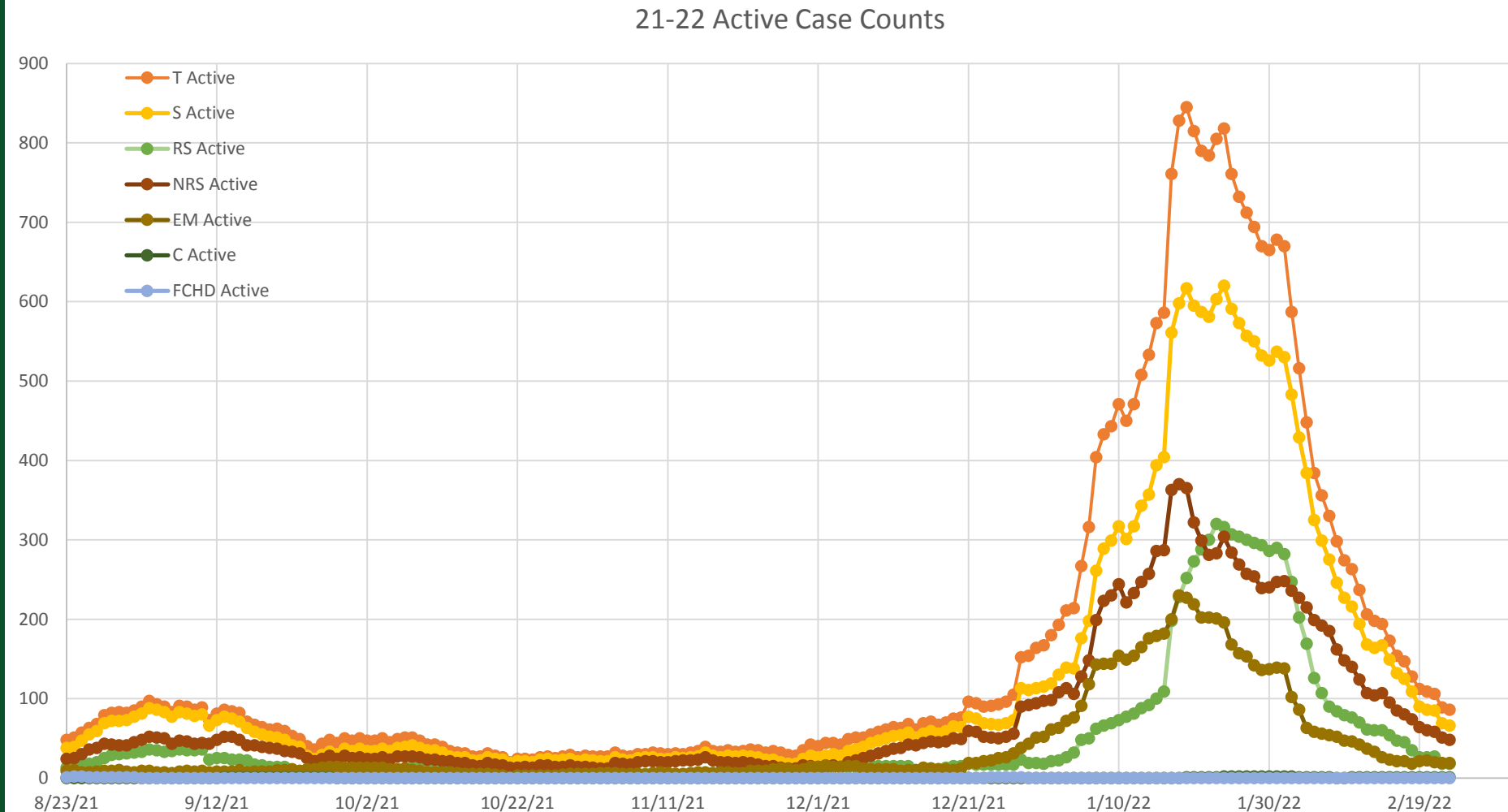
Positivity Rate History

Daily Positivity Rates

Weekly	Positivity
11/27-12/3	0.36%
12/4-12/10	0.40%
12/11-12/17	1.24%
12/18-12/24	6.87%
12/24-12/31	15.48%
1/1-1/7	13.00%
1/8-1/14	6.54%
1/15-1/21	2.27%
1/22-1/28	2.41%
1/29-2/4	1.43%
2/5-2/11	0.88%
2/12-2/18	0.38%
2/19-2/25	0.43%
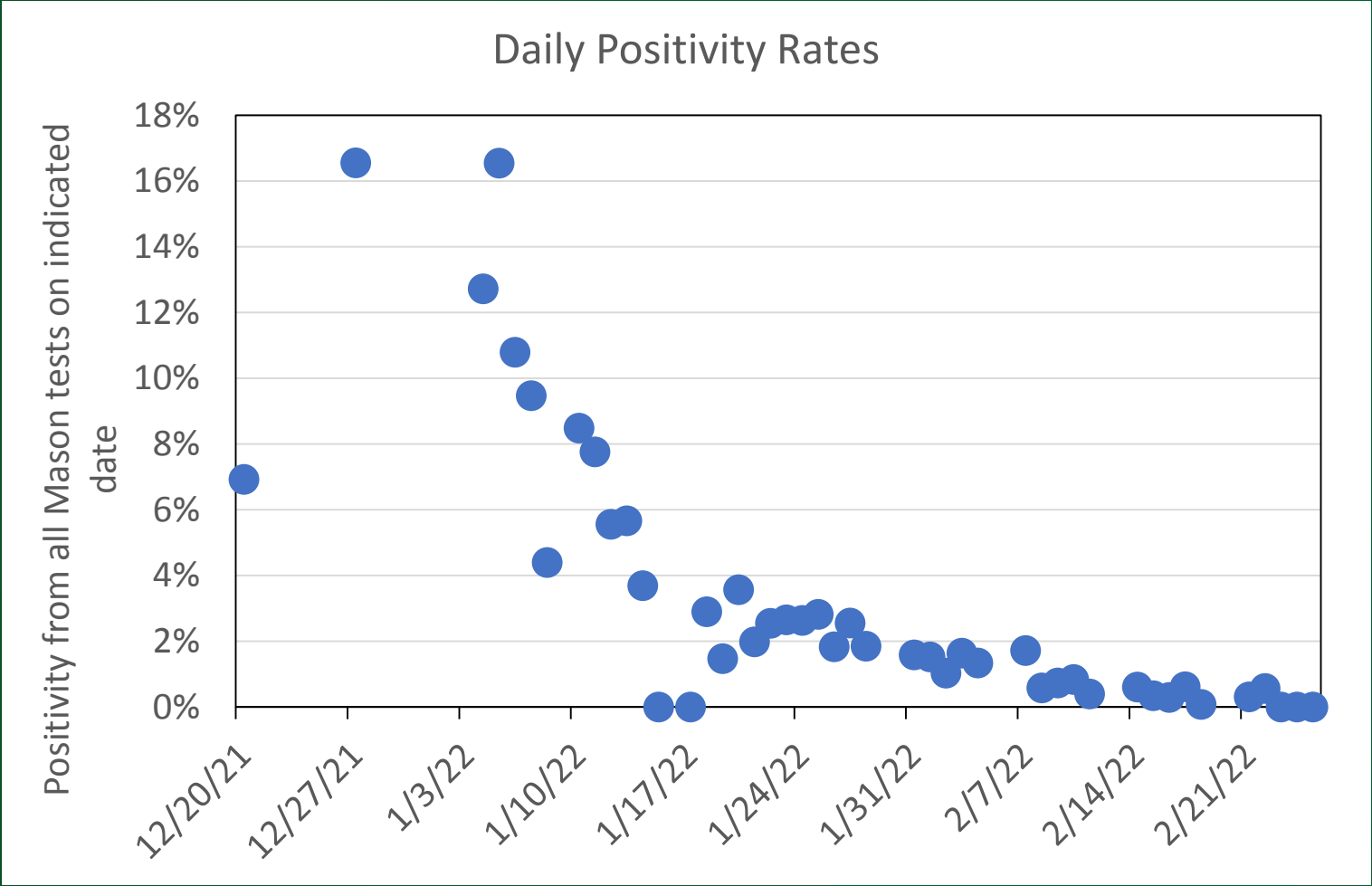
Safe Return – Update

- Governor's Order and Attorney General's opinion changes things relative to requiring vaccines for students, staff and faculty.

- Our cases are expected to remain well below 3% and may remain below 1% including the potential spring break spike.

- Washington DC Metro area is declining rapidly, and **all mandates** are in the process of being removed.

- CDC will issue updated "relaxed" mask guidance imminently.

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Safe Return – Current Thoughts

- Lifted vaccine requirement for all

- Maintain other requirements for now

- Consider moving to mask optional on March 4th
  - Not many vectors left for an outbreak
  - It's about credibility on both lifting and initiating mandates
  - Other large public institutions in our region (UMD and NOVA) have already made masks optional for faculty teaching courses

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Access to Excellence

The Mason Virginia Promise:
A pathway toward a bachelor's degree or your own business for **EVERY** Virginian who wants it.

- **Plan to meet 100% of student need**
- **Expanding into other community colleges**
- Based on expanding ADVANCE and our Early Identification Program (EIP)

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Brand Awareness – Transit

Brand Awareness – Transit

Brand Awareness – Digital – Washington Post

Brand Awareness – Digital – Washington Business Journal

Mason at 50 – Branding

Mason at 50 – Branding