GEORGE MASON UNIVERSITY
BOARD OF VISITORS MEETING
Thursday, February 25, 2021

AGENDA

7:45 a.m. – 8:15 a.m.	**Executive Committee Meeting**
8:30 a.m. – 9:20 a.m.	**Development Committee Meeting**
9:35 a.m. – 10:35 a.m.	**Academic Programs, Diversity and University Community Committee Meeting**
10:50 a.m. – 11:40 a.m.	**Audit, Risk & Compliance Committee Meeting**
11:55 a.m. – 12:45 p.m.	**Research Committee Meeting**
12:45 p.m. – 1:15 p.m.	***Lunch Break***
1:15 p.m. – 2:05 p.m.	**Finance and Land Use Committee Meeting**

BOARD OF VISITORS MEETING AGENDA

2:20 p.m. **I. Call to Order**

2:20 p.m. **II. Public Comment**

2:30 p.m. **III. Approval of the Minutes (ACTION ITEM)**
A. Full Board Meeting Minutes for December 3, 2020

2:30 p.m. – 2:40 p.m. **IV. Rector's Report**
A. Self-Assessment Survey Results

2:40 p.m. – 3:10 p.m. **V. President's Report**

3:10 p.m. – 3:15 p.m. **VII. Creation of Mason Korea Industry-Academic Cooperation Foundation (Brian Walther) (Information Item Only)**

3:15 p.m. – 3:25 p.m. ***Break***

VIII. Committee Reports

3:25 p.m. – 3:30 p.m. **A. Development Committee**

3:30 p.m. – 3:35 p.m. **B. Academic Programs, Diversity and University Community Committee**
1. New Business **(ACTION ITEM)**
    a. Approval of Proposed Changes to Faculty Handbook
2. Faculty Actions **(ACTION ITEMS)**
    a. Election of New Tenured Faculty

3:35 p.m. – 3:40 p.m. **C. Audit, Risk & Compliance Committee**

3:40 p.m. – 3:45 p.m. **D. Research Committee**

3:45 p.m. – 3:50 p.m. **E. Finance and Land Use Committee**

1. Financial Matters **(ACTION ITEMS)**
    a. Debt Policy Compliance
2. Capital Matters **(ACTION ITEMS)**
    a. Approval of SciTech Roadway and Sewer Easements
    b. Approval of One University Dedication Plat

3:50 p.m. – 5:00 p.m. **VIII. 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)

5:00 p.m. **IX. Adjournment**

GEORGE MASON UNIVERSITY
BOARD OF VISITORS
Executive Committee Meeting
Thursday, February 25, 2021

AGENDA

I. Call to Order

II. Public Comments

III. Approval of Minutes (ACTION ITEM)
- **A.** Executive Committee Meeting Minutes for December 3, 2020

IV. Rector's Comments
- **A.** Self-Assessment Survey Results

V. President's Comments

VI. Creation of Mason Korea Industry-Academic Cooperation Foundation (Brian Walther) (Information Item Only)

VII. 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)

VIII. Adjournment

EXECUTIVE COMMITTEE OF THE BOARD OF VISITORS
GEORGE MASON UNIVERSITY

Meeting of
December 3, 2020
MINUTES

MEETING NOTE: Due to safety concerns associated with the COVID-19 pandemic, and in accordance with provisions in the 2020 Commonwealth Budget Bill General Provisions: § 4-0.01.g.1, the December 3, 2020 meeting of the Executive Committee of the Board of Visitors of George Mason University was held through electronic means. Committee members and university leadership met via Zoom videoconference. The session was streamed live via webcast for public viewing at https://gmutv.gmu.edu/live-broadcast/. An online form was posted on the Board of Visitors webpage (https://bov.gmu.edu/) to accept written public comments and registrations for oral public comments. No submissions were received through the form. The full video recording of the Executive Committee Meeting may be accessed at https://vimeo.com/showcase/bovdec20.

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

ABSENT: Visitor Denise Turner Roth

ALSO, PRESENT: Visitor Edward Rice, Shannon Davis, Faculty Representative; Gregory Washington, President; Ken Walsh, Chief of Staff; Mark Ginsberg, Provost and Executive Vice President; Carol Kissal, Senior Vice President for Administration and Finance; Brian Walther, University Counsel; Julie Zobel, Assistant Vice President, Safety, Emergency and Enterprise Risk Management and Sarah Hanbury, Secretary pro tem.

I. Call to Order

Rector Hazel called the meeting to order at 7:46 a.m.

II. Public Comment

There were no public comments submitted.

III. Approval of Minutes

A. Executive Committee Meeting Minutes for October 1, 2020 **(ATTACHMENT 1)**

Rector Hazel called for any edits to the October 1, 2020 executive committee minutes. There was one update to note Visitor Edward Rice as an attendee.

Rector Hazel **MOVED** that the Executive Committee approve the updated minutes. The motion was **SECONDED** by Visitor Moreno. Rector Hazel opened the floor for discussion. There was none.

MOTION CARRIED UNANIMOUSLY BY ROLL CALL VOTE.

Yes – 3

Absent – 2 – Vice Rector Blackman, Visitor Roth

IV. Rector's Comments

A. Bylaw Revision – Board Staff Representative **(ATTACHMENT 2)**

Rector Hazel referenced an email sent to the Board at his request on December 2, 2020, giving the background on the idea of adding a staff senate liaison to the Board as a non-voting representative. Rector Hazel noted that only full support was given in all his conversations pertaining to the addition of a staff liaison which also included the backing of Dr. Washington. Secretary Bhuller **MOVED** that the Executive Committee recommend adoption of the bylaw revision by the full board. Rector Hazel opened the follow for discussion. There was none.

MOTION CARRIED UNANIMOUSLY BY ROLL CALL VOTE.

Yes – 4

Absent – 1 – Visitor Roth

V. President's Comments

President Washington noted that despite the challenges of the pandemic this semester, the University has fared extraordinarily well and that Mason is amongst the lowest in terms of the total number of cases for a large university in Virginia. He mentioned that Mason processes have remained intact with minimal job losses and furloughs due to COVID-19. Dr. Washington stated the University is moving into post-pandemic planning addressing the question of what was learned and what kind of institution Mason will be going forward. He indicated that the plan for the spring semester is more aggressive than the fall semester, but will remain relative to what happens in the overall community.

Dr. Washington noted that there is a new Dean of the Scalia Law School, Ken Randall, who started a few days ago.

Rector Hazel paid his respects to the passing of Mason faculty member, Dr. Walter Williams. He then noted that the entire men's basketball team had to be quarantined at the Ángel Cabrera Global Center as two student-athletes tested positive for COVID-19 after the Thanksgiving holiday.

VI. Emergency Operations Plan Adoption

Rector Hazel informed the committee that The Code of Virginia requires the emergency operations plan for the University be renewed every four years by the Board of Visitors. The Executive Committee was provided a summary of the Emergency Operations Plan in their meeting materials which outlined the changes to the previous plan along with information related to COVID-19 precautions **(ATTCHMENT 3)**. He noted that Dr. Julie Zobel, the Assistant Vice President for Safety, Emergency, and Enterprise Risk Management, would provide a summary of the plan during the full board meeting.

Rector Hazel open the floor to any questions that Dr. Zobel could address that afternoon. There were no questions.

VII. Closed Session

Rector Hazel **MOVED** that the Executive Committee go into closed session under the provisions of Section 2.2-3711.A.29 to discuss a Public Contract relating to the Institute for Digital InnovAtion; Section 2.2-3711.A.1, for a Personnel Matter, to discuss reimbursement of the President's moving expenses; Section 2.2-3711.A.7, for Consultation with legal counsel pertaining to actual or probable litigation including briefings on:

Kashdan v. GMU
Radfar v. GMU
Langert v. GMU
Agrawal 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 and for discussion of the Kallaco contract. The motion was **SECONDED** by Vice Rector Blackman. Rector Hazel opened the floor to discussion. There was no discussion.
MOTION CARRIED UNANIMOUSLY BY ROLL CALL VOTE.
Yes – 4
Absent – 1 – Visitor Roth

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

ALL PRESENT COMMITTEE MEMBERS RESPONDED IN THE AFFIRMATIVE BY ROLL CALL.
Yes – 4
Absent – 1 – Visitor Roth

VIII. Adjournment

Rector Hazel called for any additional business to come before the Executive Committee. Hearing none, he adjourned the meeting at 8:11 a.m.

Prepared by:

Sarah Hanbury
Secretary pro tem

Attachment 1: Revised Executive Committee Meeting Minutes for October 1, 2020
Attachment 2: Bylaw Revision – Board Staff Representative
Attachment 3: Emergency Operations Plan Summary

EXECUTIVE COMMITTEE OF THE BOARD OF VISITORS
GEORGE MASON UNIVERSITY

Meeting of
October 1, 2020
MINUTES

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

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

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

I. Call to Order

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

II. Public Comment

There were no public comments submitted.

III. President's Comments

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

IV. Board Self-Evaluation

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

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

V. Closed Session

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

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

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

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

ALL COMMITTEE MEMBERS RESPONDED IN THE AFFIRMATIVE BY ROLL CALL.

VI. Adjournment

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

Prepared by:

Sarah Hanbury
Secretary pro tem

Attachment 1: Board Self-Evaluation: Update and Timeline
Attachment 2: George Mason University Board of Visitors Self-Evaluation Survey

BOARD SELF-EVALUATION: UPDATE AND TIMELINE

May 2020 Meeting

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

July 2020 Annual Meeting

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

August 2020

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

October 2020 Meeting

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

November 2020

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

December 2020 Meeting

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

January 2021

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

Late January/Early February 2021

- Survey Data results to analyzed.

February 2021 Meeting

- Full board to discuss survey results in open session

DRAFT

George Mason University Board of Visitors Self-Evaluation Survey

2020-2021

Adapted from and used with permission of the Board of Visitors of The College of William & Mary

* 1. Individual Board Member Role

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

Additional Comments

DRAFT

* 2. Board of Visitors Meetings

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

DRAFT

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Not Applicable or Do Not Have Experience
Every BOV member is given the opportunity to participate, and their voice is heard.	○	○	○	○	○	○
Board meetings are appropriately conducted in accordance with the requirements of the Freedom of Information Act (relating to discussion in closed session).	○	○	○	○	○	○
Board meetings include adequate opportunity to visit the campus and to view ongoing projects.	○	○	○	○	○	○
A climate of mutual trust exists between the Board and the University President.	○	○	○	○	○	○
The annual goal setting for the University President is effective, timely, and demonstrates appropriate collaboration.	○	○	○	○	○	○

Additional Comments

DRAFT

* 3. Board Standing Committees

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

DRAFT

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

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

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

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

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

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

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

Other (please specify)

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

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

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

DRAFT

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

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

10. Any additional comments or suggestions?

DRAFT

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

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

NOW, THEREFORE, be it resolved:

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

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

2. This resolution shall take effect immediately.

Adopted: December 3, 2020

James W. Hazel
Rector
Board of Visitors
George Mason University

Emergency Operations Plan - Review & Adoption

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

Emergency Operations Plan Framework and Update

- Framework has been used for pandemic response
  - Inclusive of new roles and responsibilities
  - Point of contact in coordinating all response to potential emergencies
  - Documented procedures for event/function response

- Update to include new membership and expansion of groups
  - New executive council members
  - Emergency Management Executive Committee (augmented with pandemic-related expertise)
  - Emergency Operations Group (additional members/units added for depth per unit and units that have a role in pandemic-related work)

2021 Board of Visitors Self-Evaluation Survey – Summary Results

The Board of Visitors Self-Evaluation Survey was administered to 16 Board members January 3 -17, 2021. Thirteen members responded to the survey, yielding a response rate of 81%. The following summarizes the survey results.

Board Member Roles and Board Meetings

- All respondents reported positive experiences/perceptions on five of the six items measuring individual board member roles, especially in terms of understanding their responsibility as a board member (92% for Strongly Agreed). (Table 1)

- The major of the respondents strongly agreed that the Board's time is well spent in meetings, the members' voice is heard (both at 69%), the meetings were conducted in accordance with the Freedom of Information Act (95%), and there was a climate of mutual trust between the Board and the University President (85%). On the other hand, only 23% strongly agreed that Board meetings include opportunities to visit campus and review ongoing projects. (Table 2)

Table 1. Individual Board Member Role

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Not Applicable or Do Not Have Experience
I have a clear sense of my responsibilities as a Board of Visitors (BOV) member.	0%	0%	0%	8%	92%	0%
The orientation I received provided the right level of information and helped me understand the BOV's processes.	0%	0%	0%	38%	62%	0%
I ensure appropriate time is spent preparing for each BOV meeting, including reviewing BOV materials in advance.	0%	0%	0%	38%	62%	0%
I actively participate at BOV meetings and feel there are appropriate opportunities to express my views.	0%	0%	0%	23%	77%	0%
I believe that the tools used for accessing materials for board meetings are user-friendly, efficient, and appropriate.	0%	0%	8%	31%	62%	0%
I participate in fundraising activities, including personally contributing and supporting soliciting activities.	0%	0%	0%	38%	62%	0%

Additional comments:

- Happy with the composition with the board.
- There are a couple of areas I need to work on, yes.

Table 2. Board of Visitors Meetings

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Not Applicable or Do Not Have Experience
In general, the Board's time is well spent in meetings.	0%	0%	0%	31%	69%	0%
Our time is appropriately spent on governance and not management.	0%	0%	0%	46%	54%	0%
The Board gets the information it needs to make decisions.	0%	0%	0%	46%	54%	0%
Board meetings have the appropriate balance of information-sharing, discussion, and decision making.	0%	0%	8%	38%	54%	0%
The BOV is appropriately involved in strategic planning and decision-making.	0%	0%	8%	54%	38%	0%
Adequate time is given to understanding the "downside" and impact of issues and decisions.	0%	0%	15%	38%	46%	0%
Every BOV member is given the opportunity to participate, and their voice is heard.	0%	0%	0%	31%	69%	0%
Board meetings are appropriately conducted in accordance with the requirements of the Freedom of Information Act (relating to discussion in closed session).	0%	0%	0%	8%	92%	0%
Board meetings include adequate opportunity to visit the campus and to view ongoing projects.	0%	8%	46%	15%	23%	8%
A climate of mutual trust exists between the Board and the University President.	0%	0%	0%	15%	85%	0%
The annual goal setting for the University President is effective, timely, and demonstrates appropriate collaboration.	0%	0%	0%	31%	62%	8%

Additional Comments:

- Too much of briefing-time is on management-oriented, not governance-oriented, data. Strategy seems to be largely decided by the Executive Committee and presented to the full Board just to approve. Alternatives are often decided-against before the full Board hears arguments.

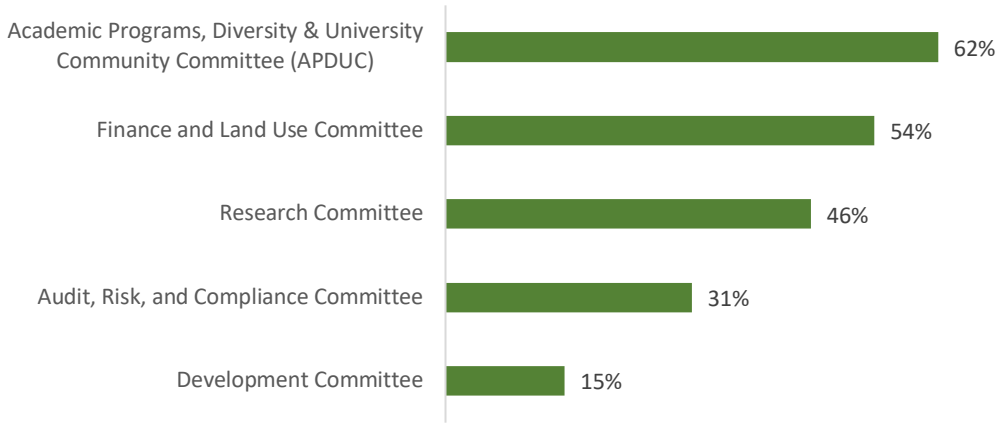
Board Standing Committees

- 92% of the respondents were happy with the current committee structure of the Board.
- While the majority of the respondents also provided positive feedback on other measures related to Board standing committees, some were neutral about time allocation for issues considered and for discussion and Q&A (23% and 15%, respectively). (Table 3)

Table 3. Board Standing Committees

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Not Applicable or Do Not Have Experience
The current committee structure of the Board is appropriate	0%	0%	0%	38%	54%	8%
The amount of time spent in Committee meetings is adequate to the issues considered	0%	0%	23%	38%	31%	8%
Presentations by staff are appropriate, timely, and succinct	0%	0%	8%	31%	54%	8%
Adequate time is given for discussion and Q&A	0%	0%	15%	31%	46%	8%

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



Comments About Academic Programs, Diversity & University Community Committee

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

- Program offerings Diversity training
- The committee works exceptional well and is focused on the right things.
- This committee, more than any others, engages directly with student life and our faculty and staff, and therefore has a comprehensive overview of GMU's internal stakeholders. It depends on close and trusting relationships with our Provost and our VP for Student Life, and in both instances, these have grown to be excellent bonds that provide true governance collaboration.
- Well run and focused on the three core pillars

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

- GMU, like almost every higher education institution at this time, is under significant stress tests given the Covid pandemic and the economic challenges it poses to us. It is simply harder to truly identify and assess all the stresses to our university that require acknowledgement and understanding. From a virtual "distance," this gives us somewhat lower degree of confidence we understand and are dealing with all of the stresses. This is a historic moment, so this situation will improve over time we trust.
- I believe there is a need for better communication and input from the board with respect to understanding the students who are at risk or struggling with academics. Many of these students are like to be DACA or minorities. This Committee should be given an opportunity to provide input. to
- None
- Quarterly written updates would be helpful
- We need to figure out a way to allow more time for the meeting of this committee. Because of the scope of this committee we sometimes fall short of time to have a complete discussion of all issues.

Comments About Finance and Land Use Committee

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

- Committee work exceptional well
- Excellent interaction with leadership.
- great data and management actions
- I think decisions are, overall, good ones and have the full consideration of the members.
- The level of detail the staff is able to provide regarding decisions and recommendations.
- Works well

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

- Also needs additional time to discuss all issues the committee is responsible for.
- I don't think the material presented to the committee allows for broad discussion of alternatives. Data presented supports a specific decision, and discussion leans largely toward developing support for that decision. This doesn't take full advantage of the skills and experience of the members of the FLUC.
- I would like to have more strategic discussions as a group. The meetings are mostly resort out by the staff but not working sessions that provide time for strategic discussions by the board.
- Only a suggestion, could University leadership better use Board Committee contacts to facilitate goals? e contcts
- Quarterly written updates would be helpful, along with sharing info re GMU-Foundation
- We could use a bit more focus on long-term planning.

Comments About Research Committee

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

- Briefings in committee meetings are excellent and broad-ranging. Decision-making seems to lean toward the administration and staff, with less action taken by the Committee.
- GMU is making historic leaps and bounds as a Research Tier One institution, and is leveraging all of its academic prowess to grow its research opportunities especially in advanced computing, cybersecurity and health care. The committee performs its oversight function reasonably well and is given the broad brush strokes and metrics that reflect our successes as well as our future challenges. We are very well informed.
- The committee has been well run and is extremely focused on the Research Enterprise.
- The time given to discussion of issues for the committee and level of discussion is sufficient.

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

- I cannot immediately think of any specific areas that demand improvement, though I have a strong personal interest in the expansion and sophistication of our Arlington GMU campus, and its dedication to innovation through the IDIA foundation.
- Try to tie the Committee members into more of the strategic and even short-term decisions, both to help their awareness of the research areas of the University and also to use their experience and expertise better.

Comments About Audit, Risk, and Compliance Committee

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

- *All matters.*
- *The committee and its members are comfortable working and speaking with the University administration Audit Office and others, and there is good trust going both ways. I think the Office of University ARC is run effectively and efficiently.*
- *Works exceptionally well*
- *Yes, the time given this committee is sufficient.*

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

- *Nothing to report.*
- *Occasional longer meetings, or occasional additional meetings, would help in bonding the members as a coordinated group. I don't see this as a lack today, but I think it would help the Committee to do its best work if this was planned out and done.*

Comments About Development Committee

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

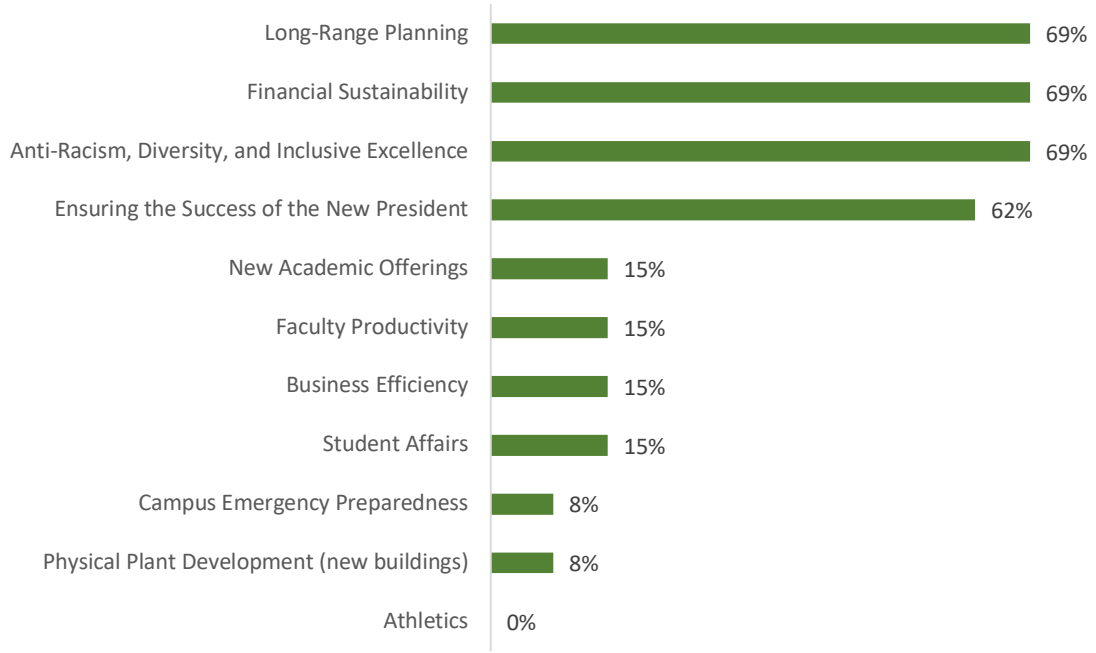
- Yes, the time and attention for this committee is sufficient.

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

- Understanding of what the staff's roles and responsibilities are on a day by day basis

Strategic Issues Warranting BOVs' Attention

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



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

- Campus emergency preparedness; anti-racism, diversity, and inclusive excellence
- Full use of the board's contacts in developing outreach to the business community for soliciting financial support and academic interface.
- I feel we are making authentic headway growing our stature, respect and commitment from Virginia's elected leaders -- however, this is an area that requires consistent, personal and confident commitment and two-way communication.
- none
- Of the above list, especially these: success of the new president, business efficiency, and physical plant development.
- The School of Medicine and anchoring GMU as regional Thought-leader, top employer and talent producer, and regional powerhouse
- Willingness to discontinue certain academic degrees

Open-Ended Questions and Responses

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

- Adding an additional strategic session in the year.
- Better engagement of Board members in areas of the University that do not get discussed at BOV meetings but are important parts of the university community such as performing arts, undergraduate research and athletics to name a few. Create opportunities for Board members to have a discussion with program leaders without an agenda or need to vote on a specific issue.
- I believe the board is quite effective.

- I can think of two tactical suggestions, especially once the pandemic relieves us of our forced, social isolation. First, I hope and imagine we can have greater, personal interaction among Board members - so that we really get to know one another, either in small group engagement or tackling specific, special assignments. During our historic Presidential leadership search, I felt there was a deeper bond forged among Board members which has proved invaluable. Second, I would like to consider hosting BOV meetings or other presentations on different parts of the GMU campus, so we familiarize ourselves a bit more with the Arlington, Prince William academic settings and at the School for Conflict Resolution's Point of View.
- Once Covid is behind us, more onsite interface with various projects and University schools. How can the board be used to better assist the President in achieving his goals/objectives?
- Once we no longer have to deal with pandemic isolation and electronic meetings, more meetings in person would help develop the Board in decision-making, being aware of University issues, physically being on campus more, and working as a team. I don't think the Board is being worked very hard right now.
- Rotate locations of Board Meetings. Monthly Summary from President & Rector. Board Retreat (48 hours)
- Share trends that are occurring inside the University, both academically and socially.
- The board works exceptionally well.
- The BOV is a tremendous asset. The Visitors are outstanding. The effectiveness of the Board could be enhanced through more engaged participation by Visitors who either do not attend meetings on a regular basis and/or who rarely share their views on key issues.

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

- All discussion is valuable. However, the meeting materials range in the hundreds of pages, which are often provided close in time to the BOV meeting. The materials could be sent to the BOV on a rolling basis and/or focused, so that the review of the materials is less burdensome. While the discussion in the committee meetings is extremely valuable, it is often not fully captured in the short summaries presented at the joint public sessions. I am a member of the Executive Committee and find those meetings to be especially focused and helpful.
- All the areas discussed are important.
- faculty productiveness is an area that could get off.
- I am not aware of any that are superfluous or redundant. Sheer masses of raw financial data don't really need to occupy Board meeting time (that could be handled in required reading or perhaps in separate meetings), but I think the rest of the content is well worth the time the Board spends on each committee area.
- None
- None at the present
- None come immediately to mind.
- The issues covered in the Board's current meeting structure are all important and appropriate for the Board's attention and action when necessary. But, not every issue needs the same time for consideration or discussion at every meeting.

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

- A semi-recurring focus on long-term planning.
- Board governance itself should become part of the workload of Board members. This is already touched on in the annual planning session, but those meetings are so full of material and activity that they tend to overwhelm. Smaller meetings, of just the Board members, without a rigid agenda to fit into a specific time, would help to bring out new ideas and some creativity; right now the Board is mostly implementation-oriented.
- I think the current meetings are very thorough.
- I think we give little consideration or evaluation to GMU's Korean campus, but think that may be overdue - not as a one-off but instead by way of envisioning GMU's global reach and opportunities beyond Korea.
- Long-range planning of all three campuses
- More information on struggling students and student needs. More information on how the University is working with the business community to pursue mutual goals. More informal information driven meetings where board members can interact with various departments to increase knowledge of projects and challenges.
- None that I can think of at this time.
- Programs and academic offerings that should be revamped or eliminated Enhanced transit interconnectivity of main campus GMU's pro active role in DMV planning/advocacy
- The financial condition of the institution, it's accreditation, level of educational excellence and governance are the primary issues for the Board's involvement and are part of every Board meeting. I think we are meeting the requirements in our current Board structure.
- The University needs to develop a much stronger regional/state/national marketing platform.

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

- Can't think of any at this time.
- I believe that I am well informed on the issues we discuss at Board meetings, but there are many parts of the University that I have little to no knowledge of. How to best learn about these programs or departments is a challenge but one worth taking on.
- I think it may be very helpful to recap the status of GMU's donor agreements resolution - reviewing internally how our updated policies and practices are performing in order to avoid the perception of conflict that university donors may present with GMU's academic independence. While this resolution occurred on then President Cabrera's watch, it begs the question whether under President Washington's leadership we might anticipate any concerns or controversies that require oversight and attention.
- I'm pretty comfortable asking when specifics come up that I would like to hear more about. If having each member do this is a possible problem, we could set up some mechanism through the Board Secretary (as yet an unfilled position) to collect questions and requests and have them handled and the results sent back to the full Board or to the requesting member(s). But I don't personally feel a need to operate this way, as I note above.
- None at the moment.
- None that I can think of at this time.
- Strategic plans/vision post 2025 Plans for definitive resolution of funding gap / Richmond, GMU's place at bottom of $$ per/student.
- We should continue to explore what the president needs to be successful.
- What are the Universities weaknesses and limitations.

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

- Asking questions is always a good thing; the more we ask the more we learn. The Board is always more effective when it knows more about the University so we need to continue to ask questions. As I said earlier in the survey if we can create a way for Board members to have conversations with University leadership in an informal and informational manner we could be more effective.
- Continue to encourage more open dialogue in meetings.
- Has any thought be given to providing annual board of visitor goals? These would be goals that are specific to the BOV. How can the BOV better serve the President and university faculty as well as students?
- I am happy with the support I receive.
- I believe this is a personal initiative that each BOV member must make to invest time, attention and expertise to developing. Again, I think we work most effectively by knowing each other well and building bonds of trust and experience. I am truly grateful to know a number of my colleagues fairly well and to regard them very highly as leaders and friends.
- I would welcome the opportunity to have the GMU Deans present directly to the BOV on issues of significance to them.
- Including a representative from the staff — being done.
- Interactions and knowledge-sharing from Mason's OWN resident experts (e.g., R&D dynamics/shortcomings, regional economics, labor economics, legal novel issues, emerging threats/opportunities).
- Perhaps a semi annual retreat

6. Any additional comments or suggestions?

- Evaluation of GMU's potential for attracting more international students, along with exchange programs and collaborations (aside from Korea campus). A tracking special project of the American Recovery this decade 2021-2030 (Build Back Better, federal-state-local initiatives and programs and their impact, measured results and efficiencies)
- I cannot think of any.
- I did discuss the idea of bidding on Federal Government Projects, especially Cyber Programs, as we have the faculty expertise, infrastructure availability, and student assistance. In fact, these projects could provide real-time experience and financial assistance to students. I can take a lead on this.
- I love serving on the GMU BOV. The President and staff are tremendous, as are my fellow Visitors.
- I think the Board overall could be graded at about A-, possibly A. It could do better, but there's no failing that needs to be addressed to operate pretty well. I would like to see an A+ grade, with more interaction between committee members, the administration and staff, and with less "Well, our meeting is now over, see you all in three months." It's not easy to tune an organization to operate well outside of formal channels.
- no
- None
- None

Mason Korea Industry-Academic Cooperation Foundation: Purpose

- In order to offer executive education classes in Korea, and to qualify for certain Korean research grants, Korean law requires Universities operating in Korea to form an "Industry-Academic Cooperation Foundation" ("IACF")
- An IACF is a separate entity with its own board, and operates independently of the University and Mason Korea, LLC, much like the GMU Foundation
- Although called a "foundation", an IACF is simply a not-for-profit entity
- While we are still analyzing possible structures, this new not-for-profit entity will likely be a subsidiary of Mason Korea, LLC

Mason Korea Industry-Academic Cooperation Foundation: Purpose

- In order to comply with Korean law and to facilitate commercialization of intellectual property in Korea, Korean law may also require creation of “industry-academia-research cooperation-based technology holding company”
- If required, this would be a subsidiary of the new IACF

Mason Korea Industry-Academic Cooperation Foundation: Process

- Creation of an IACF requires approval by the Board of Visitors, under Article VII of the BOV bylaws
- Timeline: To be presented at the May 6th BOV meeting for approval

George Mason University
Board of Visitors

Development Committee Meeting
February 25, 2021
Zoom Videoconference Meeting

A G E N D A

I. Call to Order

II. Public Comment

III. Approval of Development Committee Meeting Minutes from December 3, 2020 (ACTION ITEM)

IV. New Business

A. GMUF Chair Update – Terri Cofer Beirne
B. University Advancement and Alumni Relations Update – Trishana Bowden
C. Alumni Activities – Jenn Robinson

V. Old Business

VI. Adjournment

George Mason University
Board of Visitors

Development Committee Meeting
December 3, 2020
8:30 am – 9:20 am
Zoom Videoconference Meeting

Meeting Minutes Draft

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

Absent: None

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

I. Call to Order

The meeting was called to order by Chairman Jon Peterson at 8:30 a.m.

Chairman Peterson made brief opening remarks.

II. Public Comment

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

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

Chairman Peterson called for a motion to approve the meeting minutes from the October 1, 2020 meeting. A **MOTION** was made, **SECONDED**, and the **MOTION CARRIED UNANIMOUSLY BY VOICE VOTE**.

Chairman Peterson requested a roll call. Roll call was taken with all present members responding in the affirmative. The motion was passed.

IV. New Business

Trishana Bowden, Vice President of University Advancement and Alumni Relations, provided a brief introduction to the Development Report, a continuation of the presentation delivered at the October 1, 2020 meeting. Trishana recapped the October presentation and turned the floor over to Katie Turcotte, Deputy Vice President of University Advancement and Alumni Relations.

DRAFT

A. Continued Discussion: Development Report – Katie Turcotte, GMU, and David Cooper, The Compass Group

In follow-up to their presentation at the October meeting, Katie Turcotte delivered a report on the strategic fundraising plan for the Office of Advancement and Alumni Relations. The report was delivered in tandem with David Cooper, Vice President of The Compass Group, who reported on high-level strategy and fundraising engagement activities on behalf of the Arlington Innovation District ($125 million), the Carter School for Peace and Conflict Resolution ($10 million), and the School of Business ($40 million) campaigns.

David Cooper stated a feasibility study was conducted last spring with stakeholders in the Arlington Innovation District project. They were polled to see if they thought the community could raise the $125 million needed for the project. Participants felt that it could and offered particular insights into what they thought was needed for success. They stressed that the goal could only be accomplished if it was a top priority at the university, but that it was essential that Mason continue to balance it with other ongoing fundraising efforts (i.e., other priorities and scholarships). Language is needed that can talk about both as an investment across Mason. Highly coordinated prospect engagement work with strategic assignments among the advancement team members will also be required.

Stakeholders were excited about the project, particularly corporations, but wanted more information and more details with which to further evaluate the project. There needs to be discussion and strong integration between the advancement teams and the program development teams. Stakeholders believe that Mason and the Northern Virginia business community can raise the money by working closely together, but stakeholders were unable to name any potential prospects. The Arlington Innovation District will be a boon to Mason and the region, but will require elevating all combined resources and relationships to the next level in order to achieve the goal.

Dean Alpaslan Özerdem of the Carter School for Peace and Conflict Resolution has a wonderful, clear vision for the school and is focused on the funds needed to create it as an international presence. To date $5 million towards the $10 million campaign goal has been raised and Mason is able to capitalize on a Commonwealth of Virginia matching grant of $2 million for the Point of View facility project. A new donor society will be created to serve as a foundation of renewable support, the basis of a national network of intellectual and business advocates and supporters, and to develop an international presence for the school.

The School of Business campaign already exists as an important university priority. With a tremendous response by their steering committee, they have already raised $6.4 million towards their goal of $40 million. Pride in the school is very high and the next ring of prospects are being drawn from their alumni.

The key to Mason's success will be to find a unified way to talk about all three of these high priority projects together. Combined, they will require Mason to identify and build new relationships at the highest levels. The university is at a pivotal moment with the ability and the necessity to transform how it raises funds. It needs to reach for six and seven-figure gifts, which will require concerted strategic efforts across the university.

Katie Turcotte addressed the committee in regards to the activities and progress on prospect identification for the projects. At the moment, Mason's real challenge with the Arlington Innovation District project is to meet the philanthropic match grant by raising $125 million by June 30, 2029. Advancement is working with two key dates in mind. Mason needs to raise $84 million for the building and $5 million in program support by June 30 2025. Additionally, we need to have all building pledges secured, and a further $36 million in pledges earmarked for programs, complete by June 30, 2029. This will require a lot of work.

The crucial element will be securing corporate philanthropic support. The drivers of corporate philanthropic giving are often tied to the depth of their engagement in areas covering research, workforce/talent development and brand development. Our ability to maximize corporate gifts will depend upon the creation of a strong partnership between Advancement and the academic team in the provost's office. To nurture these efforts, Mason started hosting president's roundtables last year with former interim president, Anne Holton, who engaged seventeen individuals. Building upon the roundtables, we made 98 web-based visits and recruited 10 volunteer leaders for the president's advisory council. These individuals are capable of making connections and creating connectivity in the community. We have already convened a meeting with the first volunteer leadership group. Board of Visitors members are invited and encouraged to join the leadership group meetings in order to learn more about the program.

In 2021, we plan to triple the number of roundtables and visits, ideally yielding 15 more volunteer leaders. We have already outpaced our goal for prospect identification this current fiscal year, but have a lot of work ahead to stay on pace for our Fiscal Year (FY) 2021 goal, which includes the challenge of eight planned asks. Katie Turcotte shared an illustration of the detailed solicitation breakdown gift pyramid planned for FY 2021-FY 2029 with the committee. Advancement will continue to inform Board of Visitors members on the project's fundraising progress over the course of next year's meetings. Visitors are encouraged to speak with Advancement staff members if they have an interest in the project so they can be connected with core volunteer resources.

Trishana Bowden resumed the floor and invited the visitors to discuss and ask questions regarding the Arlington Innovation District project. Chairman Peterson shared that he was part of the Arlington Innovation District council and attested to the level of excitement and positive involvement of participants. There is a great sharing of ideas and engagement with a real "can do" attitude. Trishana contributed that Advancement was excited by the overall reception received from leaders and alumni alike.

Rector Hazel added that the Commonwealth of Virginia pledge is part of that excitement. Chairman Peterson stated that he believed it was the largest-ever state commitment, in recognition of the area, and revolved around Amazon corporate headquarters coming to the area and making a difference. The state's monetary incentive has also made a real difference. Trishana shared that donors are excited that the match effectively doubles their gift to the university project. Advancement is partnering with Mason's Office of Communications and Marketing, working to get the details of the project's facts and story-telling out to the community.

Chairman Peterson brought up the Carter School Campaign and clarified that the school had already raised $5 million. David Cooper confirmed the school had as part of their end of fiscal year goal. Katie stated that donors for the matching gift for the Point of View facility project

have been identified and Dean Özerdem is strategizing on how to capitalize on the Carter naming to garner more funds.

Visitor Paul Reagan asked what Virginia Tech was doing in relation to the Amazon project. He inquired if they were "fishing in the same pond" with Mason in search of donors. Trishana stated that there is some crossover, but Virginia Tech needs to establish their presence in the area, whereas Mason has benefitted by already being in Northern Virginia. Additionally, their goal is twice that of Mason's. We have better existing partnerships and collaborations in place. While their presence is a challenge, we have the advantage of proximity. David Cooper interjected that participants in the feasibility study had the same concern, but believe both Mason and Virginia Tech's projects are important to the region and the local community can handle both. Also, the two university's projects are very distinct from one another and Mason's contribution will be unique.

Faculty representative Alan Abramson asked how the Arlington Innovation District project has affected the Schar School for Policy and Government, also housed on Mason's Arlington Campus. The school enjoys a lot of good visibility and favorable media coverage. Trishana explained that Advancement supports all of the schools and units across the university. While today's meeting focused on the top three fundraising priorities of the moment, it doesn't change our ongoing efforts and commitments elsewhere. The Antonin Scalia Law School is also in Arlington and we emphasize a broad interdisciplinary approach to education. Katie Turcotte added that there is great excitement within the digital innovation program to move to Arlington and be near the Carter and Schar schools. It will create an exciting exploration in the cross-disciplinary field of digital innovation, law and policy that is utterly unique.

B. GMUF Chair Update – Terri Cofer Beirne

Terri Cofer Beirne, Chair of the George Mason University Foundation, Inc., delivered an update regarding recent Foundation and Board of Trustees activities.

<u>Fall Board Cycle</u>

- Audit Committee – The foundation's audit firm, Cherry Bekaert, expressed a clean, unmodified opinion on the foundation's June 30, 2020, audited financial statements. Results for the first quarter of FY 2021 are on track with budget expectations.

- Finance Committee – The committee reviewed the FY 2020 year-end results compared to budget and the foundation's reserves framework. Income from investments and fees were higher than expected and expenses overall were under budget. A gift of $10.5 million was provided to the university in support of the Tech Talent Investment Program.

- Investment Committee – The endowment fund, valued at just less than $160 million, provided a 4.48 percent return during the first quarter of FY 2021, slightly below the benchmark of 4.7 percent. The Investment Committee is embarking on an Outsourced Chief Investment Officer (OCIO) evaluation and search process with the assistance of an OCIO search consultant, the Kidderbrook Group. The current OCIO consultant will also be invited to respond.

- Nominating and Governance Committee – The committee is working on recruitment for FY 2022. Recruiting goals include an increase in alumni representation, broader trustee representation from Mason's colleges and schools, and aligning trustee gender and diversity more closely with Mason's student body.

- Real Estate Committee - The second phase of the Loudoun County land sale is scheduled to close December 4. Upon settlement, the foundation will be able to provide the university a second, match-eligible, $10.5 million gift in support of the Tech Talent Investment Program. The foundation closed on the sale of two gift parcels located in Wyoming (received from the Gerald Halpin Trust). Net proceeds from the sales, approximately $2.2 million, established an endowment in support of the Smithsonian Mason School of Conservation.

  Chairman Peterson asked the visitors if they had any questions. There were none. Rector Hazel thanked Trishana and the Advancement staff. Chairman Peterson asked when the OCIO would be in place. Trishana stated the selection would be made later in the spring by a committee of trustees. Visitor Edward Rice suggested the Rockefeller Group, who has free consulting services. Trishana thanked Visitor Rice and asked him to send her their contact information.

  Trishana stated that the GMUF Board of Trustees development partnership is important to Mason Advancement. The staff of the GMUF is small but mighty and has done well during the pandemic, moving to a paperless system. She thanked the staff for their hard work. Trishana asked for any additional questions for the GMUF report; hearing none she delivered the Advancement and Alumni Relations report.

C. University Advancement and Alumni Relations Update – Trishana Bowden

  Trishana Bowden, Vice President of University Advancement and Alumni Relations, provided an update on the recent activities of the Office of Advancement and Alumni Relations, sharing several highlights from the past few months. Trishana first expressed her gratitude to President Washington for his commitment of time from his very busy calendar to dedicate himself to Advancement activities. His first day in office was spent with alumni and he has shown a consistent level of commitment. He has made great strides meeting the community, who in turn excitedly look forward to the partnership with his administration.

  Trishana emphasized to visitors that Mason's priorities are numerous and cover all schools, colleges and units. Advancement has worked with the president, provost and deans, all of whom have been incredibly helpful. Trishana acknowledged the hard work of the Advancement and Alumni Relations staff for their fundraising achievements.

- At the end of November, we are at 54 percent of our fundraising goal, with $32.1 million attained. We are expecting a big December close. Research and Student support continue to be the largest areas of support with $22.3 million (70 percent) towards research and $4.6 million (14 percent) towards student support. We would like to remind all visitors to please make a gift before the end of the calendar year.

- We celebrated the 50-year anniversary of the George Mason University Class of 1970 with a virtual reunion on October 15, 2020. President Washington joined us for a fun walk down

"memory lane" in a virtual celebration. When polled, the alumni cited Mason's faculty as their biggest support and influence during their time at Mason. They were the third class to be recognized by this new tradition and the third graduating class to enter the George Mason University Alumni Association, which is now a thriving community of more than 210,000 alumni.

- We held our fifth consecutive National Leadership Council weekend (NLC) November 6 -7, 2020, via a virtual format.

- Ms. Jenn Robinson was named the Associate Vice President of Alumni Engagement on October 25, 2020. She earned her CFRE credential in March 2019, is a graduate of the CASE Minority Advancement Institute, the George Mason University Leadership Legacy Program, and is a proud Mason alumna.

Trishana turned the floor over to Chairman Peterson who asked to clarify that the $32 million raised was towards FY 2020. Chairman Peterson expressed his pleasure with the awesome news and shared his excitement for FY 2021, as we move out into the world again. He believes this will inspire individuals with the desire to engage with Mason.

Chairman Peterson recognized Faculty Senate Chair Shannon Davis. Ms. Davis thanked the Office of Advancement and Alumni Relations for their supportive partnership with the Office of University Life, in hosting a 5K run in support of the student emergency fund, the student food pantry and physical and mental well-being. It created great excitement among the faculty. It demonstrates Advancement's concern with local needs, as well as the larger university needs with a holistic approach to Mason's well-being.

Chairman Peterson stated it was amazing to look at the number of attendees participating in today's meeting.

V. Old Business

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

VI. Adjournment

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

The meeting was adjourned at 9:22 a.m.

Respectfully submitted,

Naomi Arlund-Roberts
Secretary pro tem

DRAFT

Alumni Engagement at George Mason University

BOARD OF VISITORS
DEVELOPMENT COMMITTEE

JENN ROBINSON
ASSOCIATE VICE PRESIDENT,
ALUMNI RELATIONS

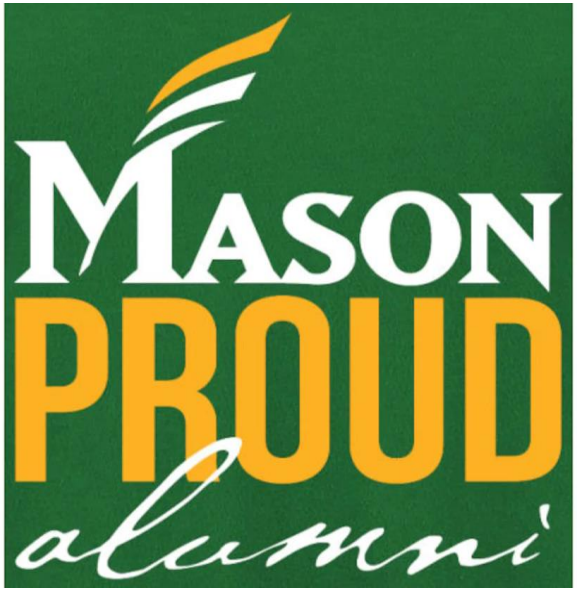
FEBRUARY 2021

TOGETHER ENGAGING ALUMNI @ MASON

TOGETHER

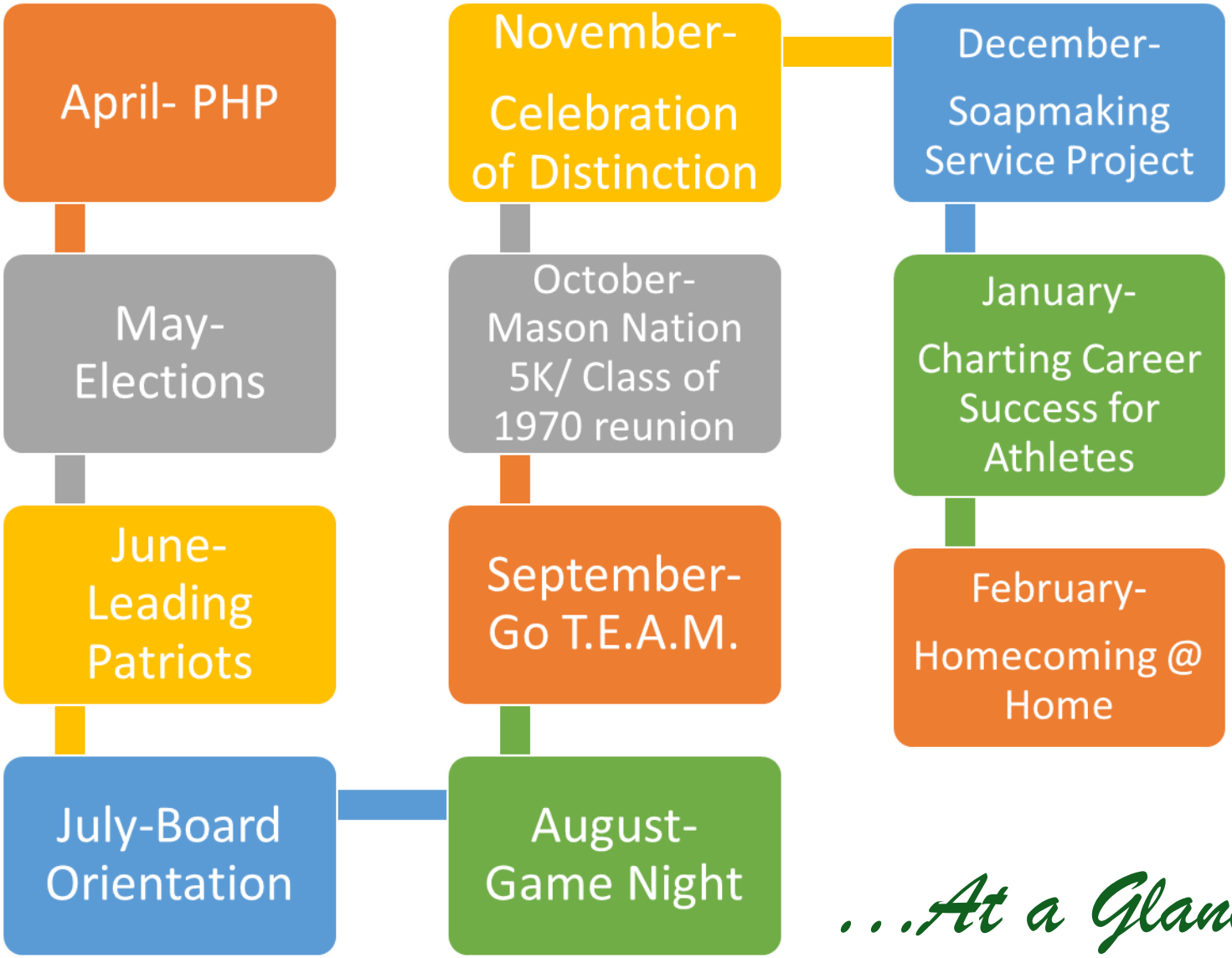
We Are All Alumni Engagement Officers

- Our goal is to engage alumni where they live, work, and play
- Collaboration on best demonstrated practices around alumni engagement and giving
- Create a culture of philanthropy
- Enhanced partnerships with Alumni Board, chapters, and university partners



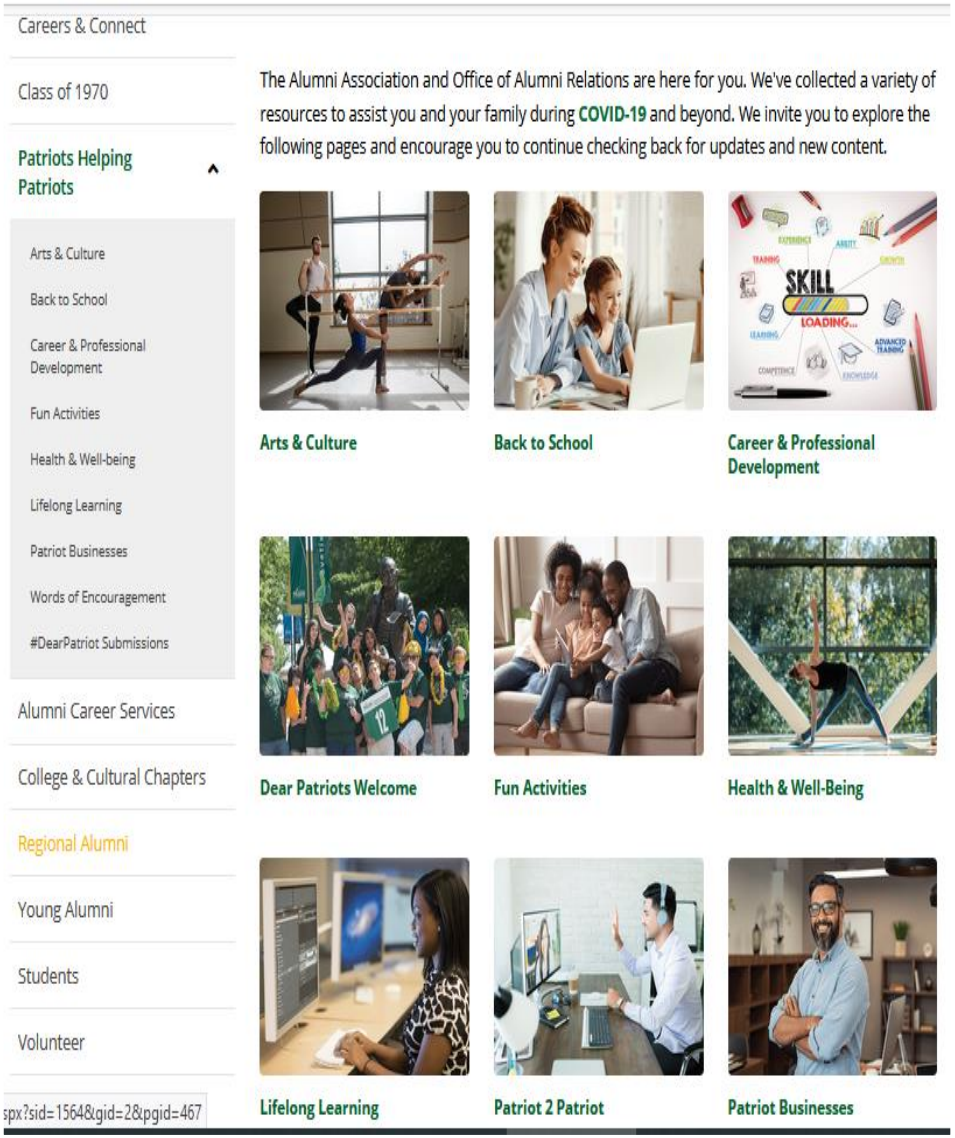
ENGAGING

April 2020-February 2021



…At a Glance

LAUNCHED PATRIOTS HELPING PATRIOTS RESOURCE PAGE



alumni.gmu.edu/phpresources

Alumni- Owned Business Directory

- 64 businesses
- Small businesses, restaurants, Gov Con, to staffing firms and so much more!

Fun Activities

- Coloring Pages/Arts and Crafts
- The Mason Munchy
- Zoom Backgrounds

Career & Professional Development

- Career Consultation
- Executive and Leadership Development links
- Career Change Fellowship
- Patriot Page Turners Book Club

Enhanced Social Media/Digital Presence

Growth +10.15%
Monthly average reach: 4,751
Monthly average impressions: 15,037

Page follower growth: +5.60%
Alumni group growth: + 3.90%

Growth: +0.74%
Monthly average impressions: 31.7K

Follower Growth: -0.11%
Page Like Growth: -0.42%

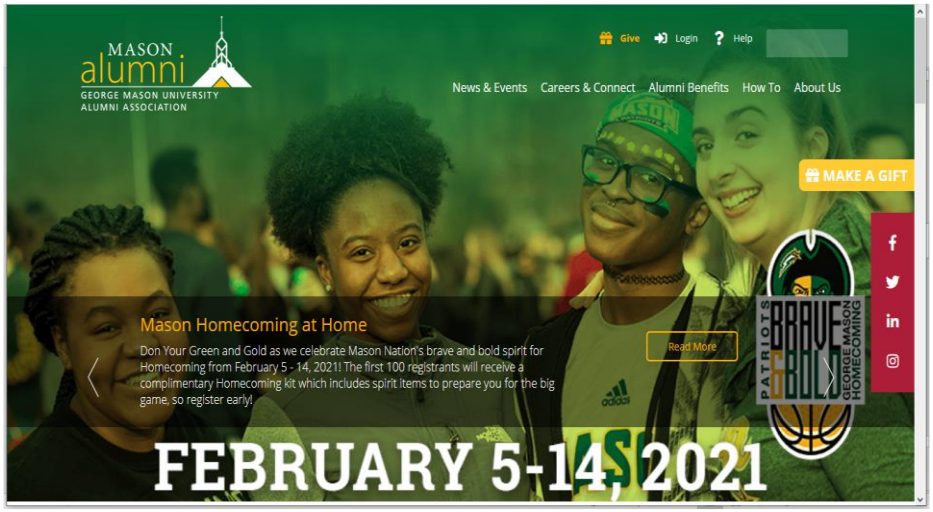
64 registered businesses

Unique Page Views: 1718

STRATEGIC COMMUNICATIONS

Relaunched the Scroll

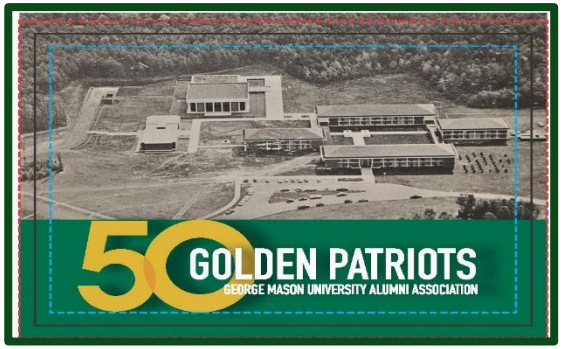
Launched a monthly Career newsletter

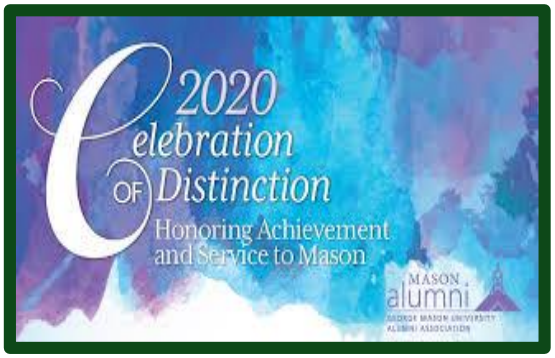


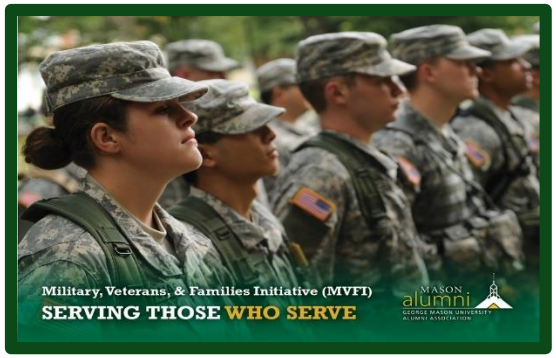
Coming soon….
Website review and relaunch

Digital Engagement/New Partnerships

Leading Patriots

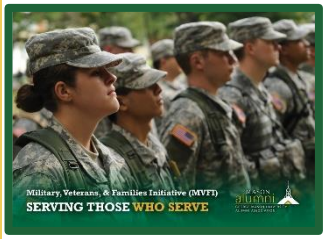






Partnership Spotlights

- Partnered with CAWB, UL, Kinesiology Club, Exercise is Medicine
- 483 participants (including alumni from India and Germany)
- Raised more than $19k for Student Emergency fund & Patriot Pantry



- Partnering with The Military, Veterans and Family Initiative to launch "Military Mondays"
- Bi-monthly series focused on resources for alumni & community veterans/active duty/military families

- Launched Mason's 1st virtual alumni homecoming
- More than 25 activities offered throughout the course of one week
- Family friendly, student-alumni collaborations, service opportunities

- Will collect alumni stories and create a hardbound book in time for 50th anniversary
- Alumni can purchase books

Student Engagement

- Create a robust student engagement program
- Focus groups with students during Fall semester
- Goal is to launch Fall 2021

Expansion of the outreach program

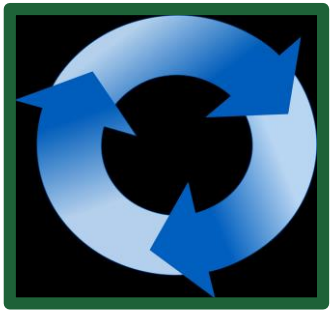
- Warm leads (survey prizes, spirit boxes, alumni employee recognition)
- New fundraising goals
- Helping to staff unit boards and volunteer needs

Develop a robust regional engagement program

- Create a “playbook” for establishing a regional alumni network
- Encourage alumni to host events
- Cultivate ways to digitally engage alums outside of the DMV

Increase Diverse Programming Options

- 1st Gen alumni programming
- Legacy Alumni Recognition
- Continue celebrating Mason traditions



View Alumni Through a Life Cycle Lens

- Student/Young Alumni/Mason Middle/Golden Patriots

Young Alumni Program

- Balance social programming with career/life cycle needs
- #Adulting series
- Theme oriented meet ups

@MASON

INCREASE PATRIOT PRIDE

- Ingrain alumni in the Mason ecosystem
- Highlight the value of a Mason degree
- Alumni/student/admissions/donor/community/relationships
- Showcase the impact of Mason alumni in the region/US

Thank You
Vinaka
köszönöm
Kiitos
Maake
Asante
Shukria
Dhanyavadagalu
감사합니다
Dankscheen
спасибо
Kam Sah Hammida
ارکش
Manana
Dankon
Diolch i Chi
Terima Kasih
Matondo
Dank Je
Mauruuru
Biyan
Taiku
Blagodaram
Ngiyabonga
Dziekuje
Chokrane
Tack
Grazie
Juspaxar
Arigato
Mochchakkeram
Gracias
Tingki
நன்றி
Bedankt
D'akujem
धन्यवाद
cảm ơn bạn
Paldies
Gratias Tibi
Ua Tsaug Rau Koj
Grazas
Di Ou Mèsi
Kia Ora
Kop Khun Khap
Obrigado
Děkuji
Nirringrazzjak
ありがとう
Suksama
Rahmat
Nuwun
Hvala
Welalin
Djiere Dieuf
谢谢
хвала
Danke
Merci
Go Raibh Maith Agat
Eskerrik Asko
Misaotra
Matur
Salamat
ขอขอบคุณคุณ
Najis Tuke

GEORGE MASON UNIVERSITY

BOARD OF VISITORS

Academic Programs, Diversity, and University Community Committee Meeting

Thursday, February 25, 2021

AGENDA

I. Call to Order

A. Public Comment

II. Approval of Academic Programs, Diversity and University Community Committee Minutes from December 3, 2020 (Action Item)

III. New Business

A. Provost's Update (M. Ginsberg)

B. Anti-Racism and Inclusive Excellence (ARIE) Taskforce (D. Trent)

C. College Spotlight: Carter School for Peace and Conflict Resolution (A. Özerdem)

D. Approval of Proposed Changes to Faculty Handbook (S. Davis) (**Action Item**)

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

1. Election of New Tenured Faculty

F. Announcements

1. Appointment of Faculty
2. Appointment of Administrative and Professional Faculty
3. Appointments/Reappointments of Deans/Directors and Department Chairs/School Directors
4. Renewals and Reappointments
5. Separations
6. Other Announcements
7. Summary of Faculty Actions and Announcements

G. Reports

1. Faculty Diversity, Fall 2020
2. Faculty Retention, Fall 2019 to Fall 2020
3. Undergraduate Student Retention and Graduation Report

IV. Adjournment

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

Thursday, February 25, 2021

AGENDA

I. Call to Order
   A. Public Comment
II. Approval of Minutes (Action Item)
III. New Business
   A. Provost's Update
   B. Anti-Racism and Inclusive Excellence (ARIE) Taskforce
   C. College Spotlight: Carter School for Peace and Conflict Resolution
   D. Approval of Proposed Changes to Faculty Handbook (Action Item)
   E. Faculty Actions (Action Item)
   F. Announcements
   G. Reports
IV. Adjournment

Approval of Minutes

(Action Item)

December 3, 2020

Provost's Update

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

Mission-Driven
&
Values Led

Our Values

Our students come first.
Diversity is our strength.
Innovation is our tradition.
We honor freedom of thought and expression.
We are careful stewards.
We act with integrity.
We thrive together.

Spring Semester Update

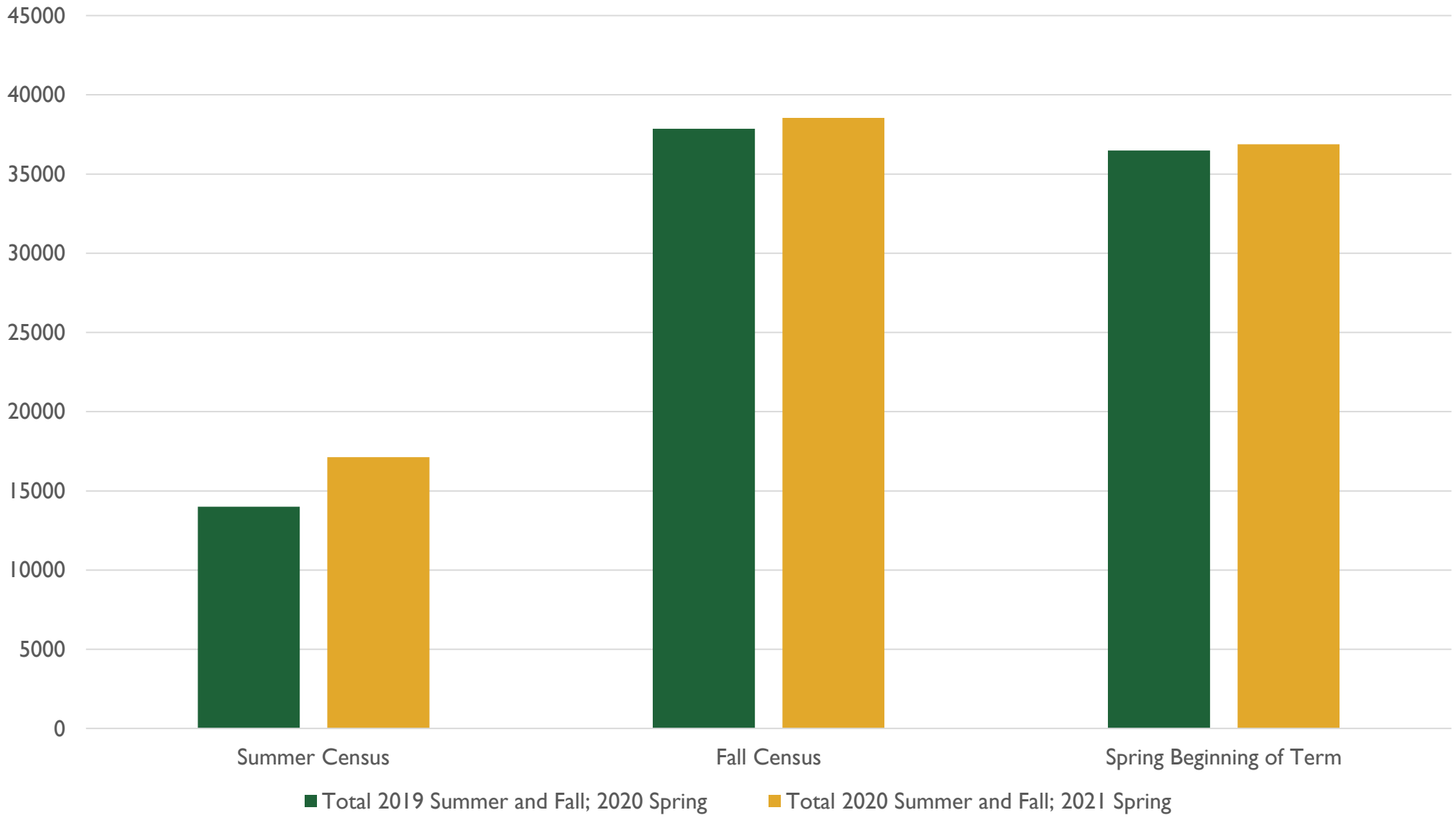
Course Modalities

		Course Sections	Student Registrations
F2F/Hybrid	Graduate Students	60%	28%
	Undergraduates	27%	17%
Online	Graduate Students	40%	72%
	Undergraduates	73%	83%
TOTALS	F2F/Hybrid	42%	19%
	Online	58%	81%

Total Applications

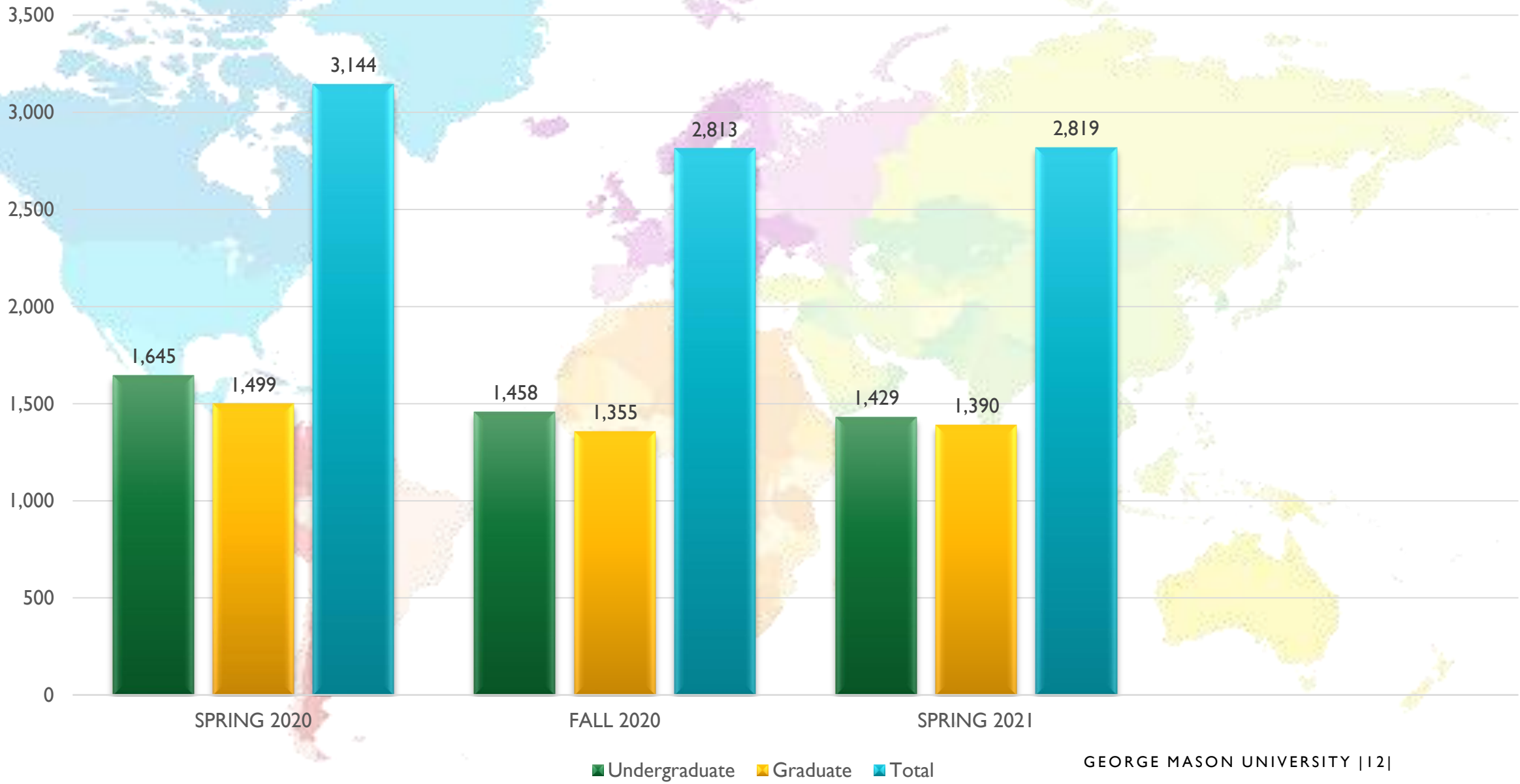
	# Applications				
	Fall 2017	Fall 2018	Fall 2019	Fall 2020	Fall 2021
Freshmen	20,280	21,387	20,945	22,102	21,540
Transfer	1,416	1,270	1,177	1,150	1,231
Master	3,426	3,274	2,732	2,924	3,454
Ph.D.	1,934	1,735	1,679	1,796	2,044
Total	27,059	27,666	26,533	27,972	28,269

Enrollment


45000
40000
35000
30000
25000
20000
15000
10000
5000
0
Summer Census
Fall Census
Spring Beginning of Term
Total 2019 Summer and Fall; 2020 Spring
Total 2020 Summer and Fall; 2021 Spring

CENTRAL AMERICA
SOUTH AMERICA
Atlantic Ocean
Caribbean Sea
Sargasso Sea
ECUADOR
COLOMBIA
BOLIVIA
CHILE
ARGENTINA
LEGEND

International Enrollments



Study Abroad - Virtual and Travel

WINTER AND SPRING 2021

January 2021

31

Virtual
Programs

1

Taiwan
External

Data as of **February 1, 2021**

Spring 2021

1

England
U of Oxford
Virtual

31

Virtual
Programs

2

Virtual
Internships

52

Korea
Gateway (35)
MK (16)
Yonsei (1)

Student Activities

In-Person | Virtual | Hybrid

230+ events currently planned

More in-person events by April

Events on FFX, ARL & SciTech Campuses

Virtual Learning Communities: 1,000 first-year students & 400 upper level undergraduate students participate

Campus Engagement Committee: Created to help coordinate events, advertise opportunities, and help students to get involved on campus (both in-person and virtually)

University Life Offices: Offered in-person hours in Fall 2020 and steadily increasing in-person presence

Special focus on maintaining traditional programming

COVID-19 Testing

Quarantine & Isolation Capacity:
Doubled

Testing Protocol:
Saliva-Based

Student Resident Testing:
1x per week

Testing Centers:
8 across all Mason campuses

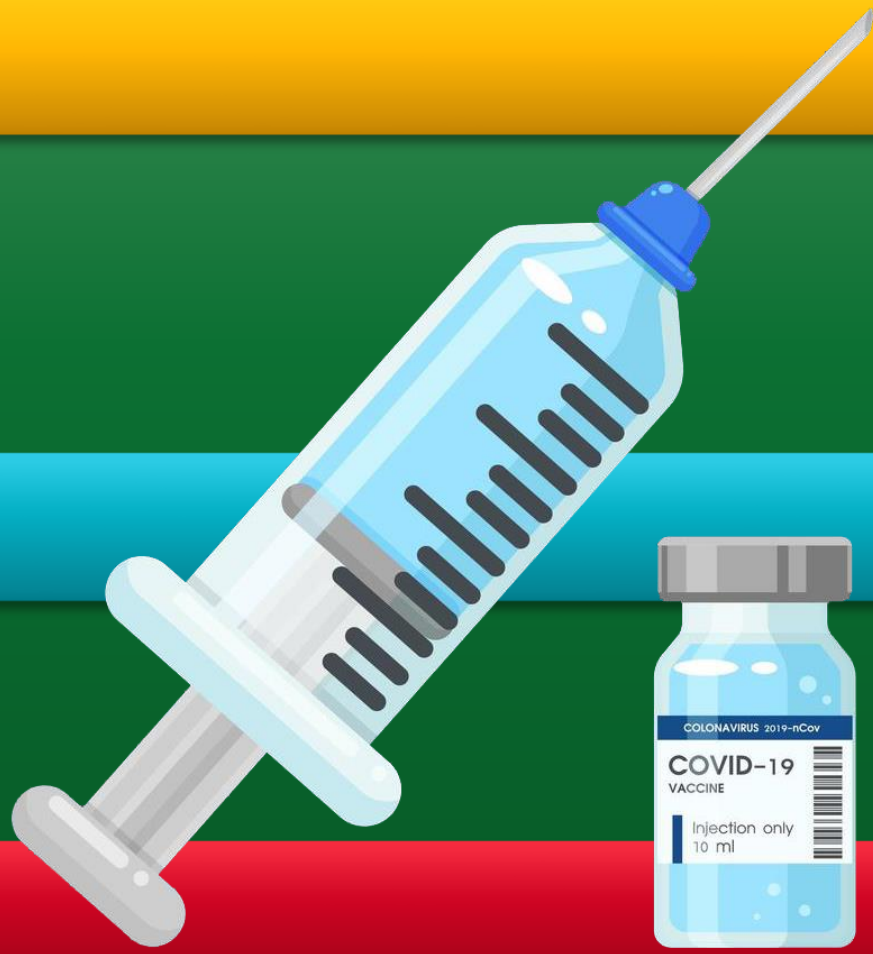
Campus Vaccination

Vaccinated Mason Employees

- Front-line healthcare providers
- Testing staff
- Faculty and lab employees who support testing
- Mental health practitioners

Mason Employees Eligible for Vaccine

- Mason child care workers
- Police and other first responders
- Those aged 65+



Who Is Still Waiting?

- Higher education faculty and staff are classified as group 1c – the last to be vaccinated
- Employees are encouraged to register for the vaccine with their local health department

5 “R’s”

Review

Restore

Refresh

Reinvent

Reset

Leverage

Lift

Integrate

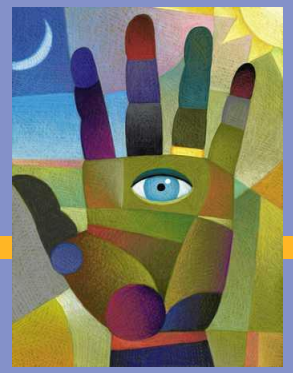
Sustain

Fall 2021 Planning

GEORGE MASON UNIVERSITY | Korea

Shannon Davis

Associate Dean, Faculty and Academic Affairs



Mason Vision Series

MARCH 2021

AMIRA ROESS

Professor of Global Health and Epidemiology
College of Health and Human Services

APRIL 2021

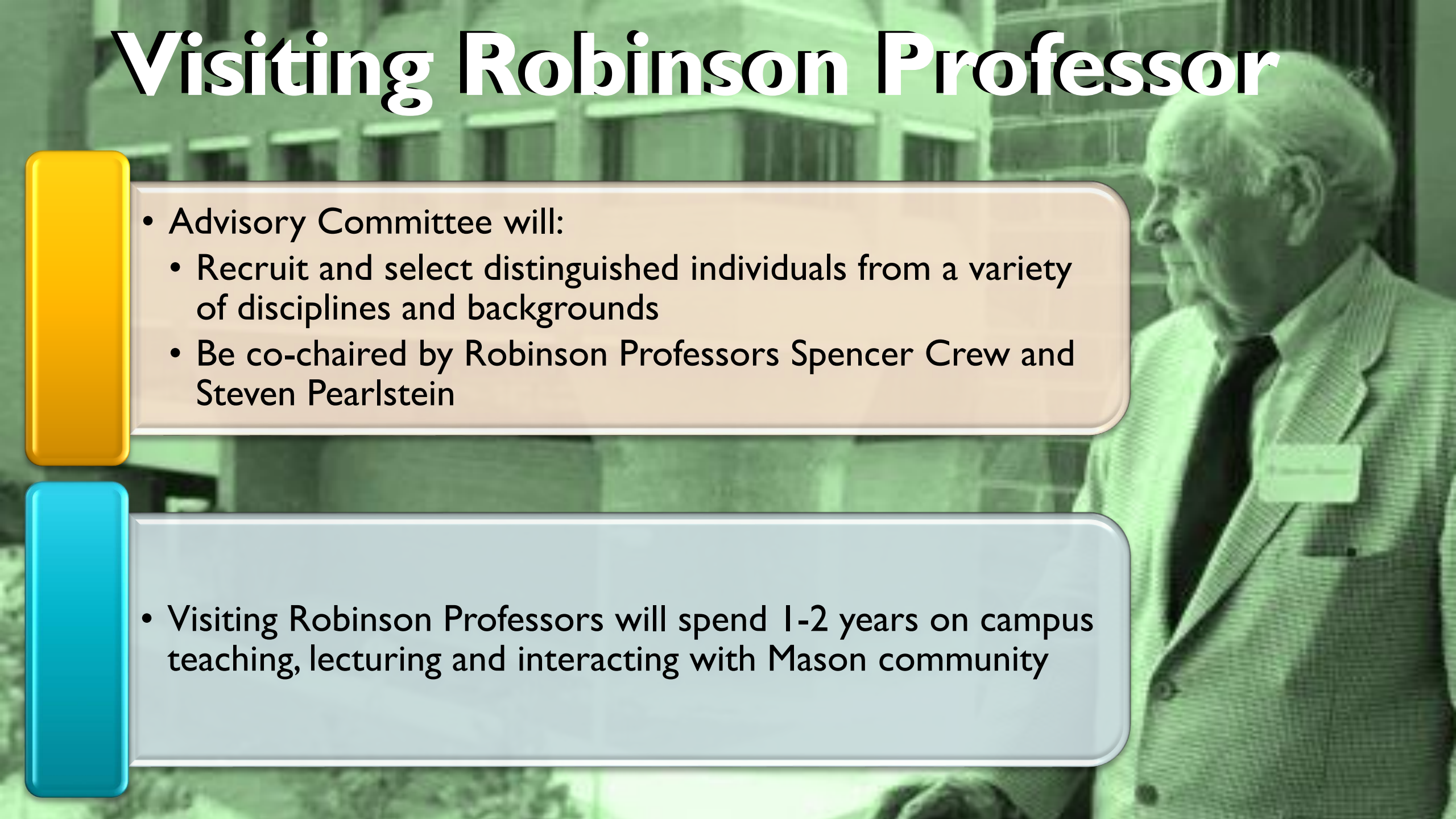
PETER MANDAVILLE

Professor of Government and Politics
Schar School of Policy and Government

Visiting Robinson Professor

- Advisory Committee will:
  - Recruit and select distinguished individuals from a variety of disciplines and backgrounds
  - Be co-chaired by Robinson Professors Spencer Crew and Steven Pearlstein

- Visiting Robinson Professors will spend 1-2 years on campus teaching, lecturing and interacting with Mason community



Faculty Honors

ANDREW LIGHT

Principal Deputy Assistant Secretary of Energy
International Affairs Office
U.S. Department of Energy

JOAN KANG SHIN

Top English Language Specialist
U.S. State Department

PADMANABHAN SESHAIYER

Vice Chair
National Commission on Mathematics Instruction

Online Rankings

U.S. News & World Report Ranks Three Mason Online Master's Programs Best in Virginia

- **Master's in Special Education**
  1st in Virginia and 5th in the country
- **Curriculum and Instruction Program**
  1st in Virginia, 17th among public, and 19th overall
- **Master's of Science in Accounting**
  1st in Virginia, 26th among public universities, and 38th overall

George Mason University's Anti-Racism Inclusive Excellence (ARIE) Initiative

Board of Visitors
February 25, 2021

Dietra Y. Trent, PhD
Interim Vice President for Compliance, Diversity, and Ethics

What Does It Mean to Be a PATRIOT?

“If we ever forget that we are one nation under God, then we will be a nation gone under.”

Ronald Reagan

George Mason University will become a National Exemplar of Anti-Racism and Inclusive Excellence

Almost always, the creative dedicated minority has made the world better.

“I criticize America because I love her. I want her to stand as a moral example to the world.”

Dr. Martin Luther King Jr.

“We, the people, recognize that we have responsibilities as well as rights; that our destinies are bound together; that a freedom which only asks what's in it for me, a freedom without a commitment to others, a freedom without love or charity or duty or **patriotism**, is unworthy of our founding ideals, and those who died in their defense.”

Barack Obama

Tenets

- Mason will be deliberate in establishing an inclusive environment in which all members of the campus community are welcomed and supported, experience a sense of belonging, and find that differing perspectives are valued and encouraged.
- Mason is committed to equal opportunity across the board and will aggressively challenge and respond to bias, discrimination, and harassment.
- Anti-racism and inclusive excellence will be foundational in every program, process, policy, and procedure at Mason.

Who We Are

University Community
Six Committees

- Student Voice
- Campus and Community Engagement
- Training and Development
- Policies and Procedures
- Curriculum and Pedagogy
- Research

130+ Faculty, Students, and Staff

Task Force (31)

Executive Steering Committee (12)

“You are not supposed to be so blind to **patriotism** that you can’t face reality. Wrong is wrong no matter who says it.”

Malcom X

Progress and Engagement

- **September:** Kick-Off
- **October:** First Reports
- **November:** Freedom & Learning Forum on Anti-Racism
- **December:** Peer Review Process
- **January:** Preparation for Campus Engagement
- **February/March:** Launch Website and Townhalls

Recommendations

DRAFT

“True **patriotism** springs from a belief in the dignity of the individual, freedom and equality not only for Americans but for all people on Earth, universal brotherhood and good will, and a constant striving toward the principles and ideals on which this country was founded.”

Eleanor Roosevelt

Recommendations

DRAFT

Training and Development	Curriculum and Pedagogy	Campus and Community Engagement	University Policies and Practices	Research
Develop Competencies	Foundational Course	Campus Police	Build Infrastructure	Seed Research
Foundational Course	Evaluate and Revise Existing Courses	Honorific Naming Practices	Recruiting and Retaining	Broaden Participation
Certificate Program	Ongoing Support and Incentives	Truth, Racial Healing, and Transformation Center	Student Services Practices	Celebrate and Elevate

Student Voices

Training & Development Committee

DRAFT **RECOMMENDATIONS**

Competencies

Provide opportunities for faculty and staff to build competencies in diversity, equity, and inclusion (DEI) and create a culture of inclusive excellence across Mason.

Introduction to ARIE

Pilot foundational "Introduction to ARIE" session to offer a shared definition of anti-racism and inclusive excellence and the behaviors encouraged to move us from theory to practice.

Certificate Program

Create an anti-racism inclusive excellence certificate program to be offered to all Mason faculty and staff.

Curriculum & Pedagogy

DRAFT **RECOMMENDATIONS**

Foundational Course

Implement a student-requested foundational course on diversity and inclusion titled Foundations for Building a Just Society.

Expand Anti-Racism and Inclusive Excellence Curriculum and Pedagogy

Pilot a faculty development program to support instructional faculty (all ranks and statuses, including GTAs) in conducting course reviews and curriculum revisions aligned with ARIE principles.

Establish Ongoing Support and Incentives

Establish faculty incentives, unit-based recognition, and pathways for promotion and tenure that support faculty accomplishments in curriculum and pedagogy related to anti-racism, equity, and justice. Seek accomplishments across all disciplines, with science, technology, engineering, and mathematics (STEM) capstone courses providing a non-traditional opportunity.

Campus & Community Engagement

DRAFT **RECOMMENDATIONS**

Campus Police

Improve relations between Mason Police and our campus community through the establishment of a new police advisory board.

Honorific Naming Practices

Charge the University Naming Committee with reviewing honorary naming policies, and recommend updates aligned with the university's justice-oriented goals and values.

Truth, Racial Healing, and Transformation Center (TRHT)

Strengthen and expand the TRHT to include an anti-racism and inclusive excellence lecture series, K-12 and community partnerships centered on inclusive excellence and anti-racism, and alumni engagement opportunities.

University Policies & Practices

DRAFT **RECOMMENDATIONS**

Build Infrastructure

Partner across the institution to promote, enhance, and build an infrastructure that embraces anti-racism, diversity, equity, and inclusion.

Recruit and Retain

Recruit, hire, and retain diverse faculty, administrative and professional faculty, and staff to reflect our student population.

Student Services Practices

Elevate student services to support inclusive excellence, diversity, and anti-racism.

Research

DRAFT **RECOMMENDATIONS**

Seed Research

Develop a research seed funding initiative focused on anti-racism and inclusive excellence to promote and support diversity and inclusion through multidisciplinary research and scholarly and creative projects.

Broaden Participation

Develop a graduate-level mentored research, scholarship, creative, and commercialization program to provide more funded opportunities for students from underrepresented groups.

Celebrate and Elevate

Host a nationwide event to highlight multidisciplinary academic research and practices around anti-racism, diversity, and inclusive excellence.

What Does It Mean to Be a PATRIOT?

“

It is the act of a patriot not to deny the contradictions in our history and culture, but to embrace them—in fact, to lean in on them and grow honestly through them.”

Gregory Washington
President
George Mason University

Thank You!

president.gmu.edu/anti-racism-task-force

“

One day our descendants will think it incredible that we paid so much attention to things like the amount of melanin in our skin or the shape of our eyes or our gender instead of the unique identities of each of us as complex human beings.”

Franklin Thomas
philanthropist and former CEO of the Ford Foundation

GEORGE MASON UNIVERSITY

GMU.EDU

George Mason University
4400 University Drive
Fairfax, Virginia 22030
Tel: (703)993-1000

Jimmy and Rosalynn
CARTER SCHOOL
for Peace and Conflict Resolution
GEORGE MASON UNIVERSITY

Presentation for Academic Programs, Diversity and University Community (APDUC) Committee

Jimmy and Rosalynn Carter School for Peace and Conflict Resolution
(formerly S-CAR)

Alpaslan Özerdem
Dean

Jimmy and Rosalynn
CARTER SCHOOL
for Peace and Conflict Resolution

GEORGE MASON UNIVERSITY

Who we are?

- The first peace and conflict studies program in the nation
- Number 1 School in the US for conflict resolution and mediation
- With 500+ students, we are the largest in the world
- Our student body represents more than 130 nations and 80 languages spoken
- 100% of students participating in experiential learning
- We are 7th in the nation in placing graduates in the US State Department's Foreign Service
- 2000+ members of alumni network across diverse industries

Academic Programs

BACHELORS

- Conflict Analysis and Resolution, BA
- Conflict Analysis and Resolution, BS
- Conflict Analysis and Resolution, Minor
- Sport and Conflict Resolution, Minor
- Organizational Conflict Resolution, Minor
- Climate Change and Conflict, Minor

MASTER'S

- Master of Science in Conflict Analysis and Resolution (also available online)

Dual Master's

- Dual master's degree in Conflict Analysis and Resolution and Social Work

Malta Program

- Master of Arts in Conflict Resolution and Mediterranean Security

Charles E. Scheidt Fellowship

- Charles E. Scheidt Master's Fellowship for Genocide and Mass Atrocity Prevention

PHD

Doctorate of Philosophy

GRADUATE CERTIFICATE

- Conflict Analysis and Resolution Graduate Certificate
- Mass Atrocity and Genocide Prevention Graduate Certificate
- Contemporary Dispute Resolution Graduate Certificate

What's new at the Carter School

NEW: Better Evidence for Peacebuilding Project

- To improve the evidence available to donors, policy makers, practitioners, and scholars in the peacebuilding community
- How to produce such evidence?
- Indicators of change that reflect success in conflict resolution efforts
- Learning from local peacebuilding successes
- Funded by Milt Lauenstein

NEW: Carter School Peace Labs

An enabling home for research devoted to design and implement innovative research programs, i.e. peace engineering!

Faculty and students – UG, masters, and PhD

Based on partnerships

Incubation support

NEW: Carter School Political Leadership Academy

To equip American political leaders and those who aspire to such positions with conflict analysis and resolution skills

Conflict Resolution for the Political Leader – a 12 hour online course over 3 Saturdays that will be held 3-4 times a year

Future programs including a 10 week bi-partisan leadership program

NEW: US Truth, Racial Healing, and Transformation (TRHT) Commission

Resolutions by Congresswoman Barbara Lee and Senator Cory Booker

Dr Gail Christopher (Health Equity), Dr Marcus Hunter (UCLA), Carter School: Dr Charles Chavis, Antti Pentikainen

The Biden administration is likely to approve the establishment of the USTRHT Commission

The Commission aims for historical truth, comprehensive justice, recognition of historical and present trauma, identification of ways to repair harm and advancement of individual and collective healing and transformation.

Thank You!

Jimmy and Rosalynn
CARTER SCHOOL
for Peace and Conflict Resolution
GEORGE MASON UNIVERSITY

Approval of Proposed Changes to Faculty Handbook

(Action Item)

Faculty Actions
(Action Item)

- Election of New Tenured Faculty

Announcements

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

Adjournment

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

Thursday, February 25, 2021

AGENDA

I. Call to Order
   A. Public Comment
II. Approval of Minutes (Action Item)
III. New Business
   A. Provost's Update
   B. Anti-Racism and Inclusive Excellence (ARIE) Taskforce
   C. College Spotlight: Carter School for Peace and Conflict Resolution
   D. Approval of Proposed Changes to Faculty Handbook (Action Item)
   E. Faculty Actions (Action Item)
   F. Announcements
   G. Reports
IV. Adjournment

Approval of Minutes

(Action Item)

December 3, 2020

Provost's Update

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

Mission-Driven
&
Values Led

Our Values

Our students come first.
Diversity is our strength.
Innovation is our tradition.
We honor freedom of thought and expression.
We are careful stewards.
We act with integrity.
We thrive together.

Spring Semester Update

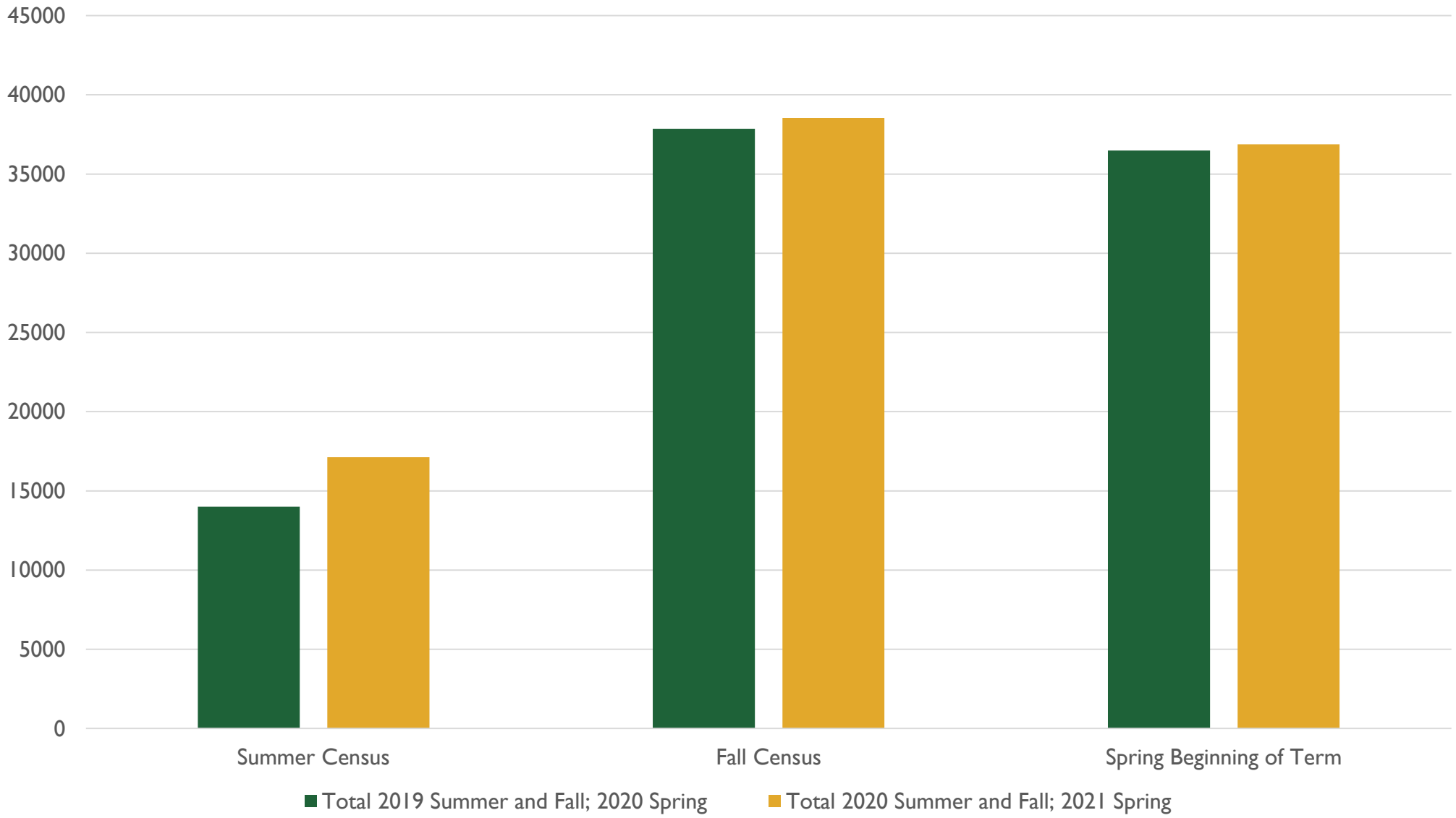
Course Modalities

		Course Sections	Student Registrations
F2F/Hybrid	Graduate Students	60%	28%
	Undergraduates	27%	17%
Online	Graduate Students	40%	72%
	Undergraduates	73%	83%
TOTALS	F2F/Hybrid	42%	19%
	Online	58%	81%

Total Applications

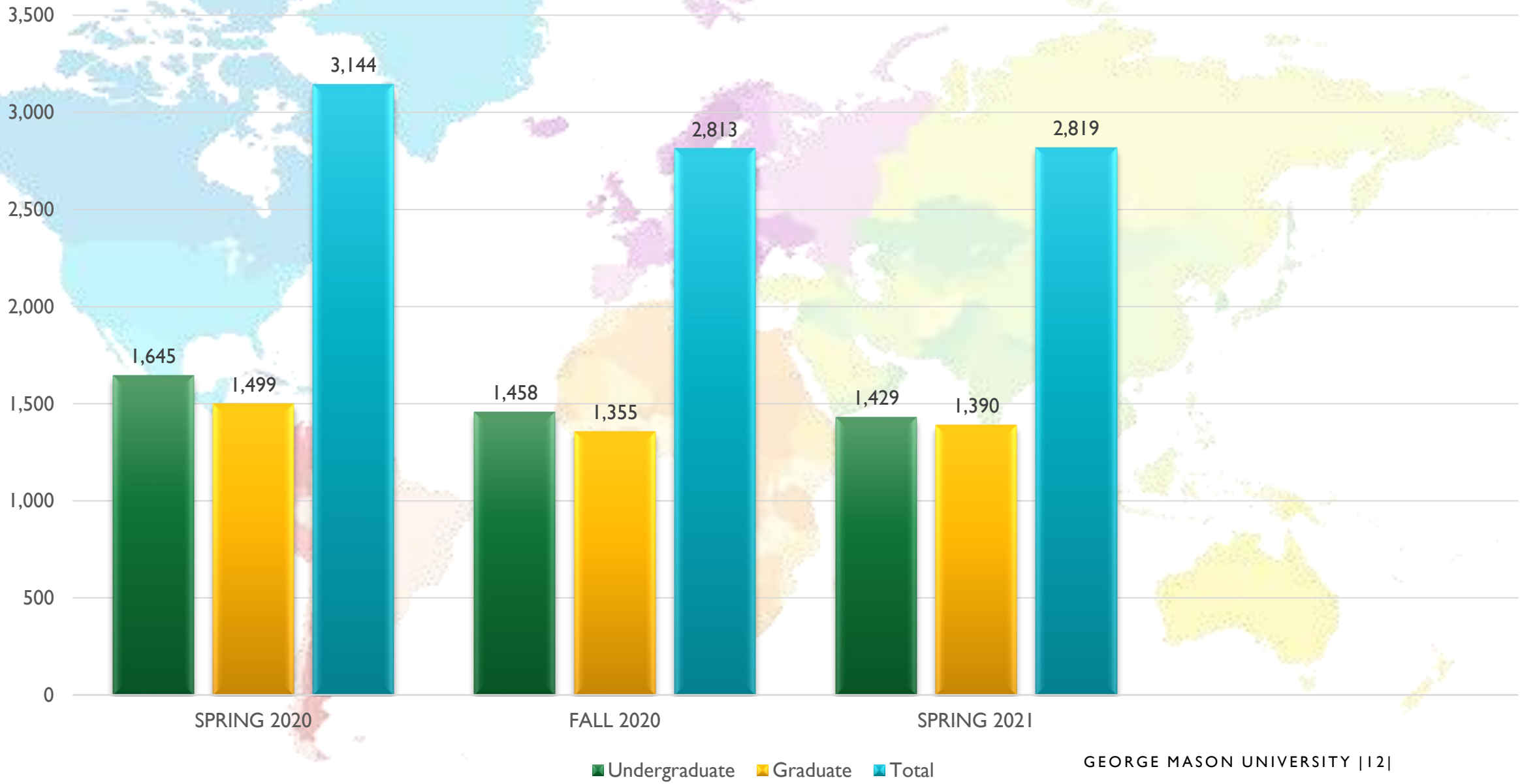
	# Applications				
	Fall 2017	Fall 2018	Fall 2019	Fall 2020	Fall 2021
Freshmen	20,280	21,387	20,945	22,102	21,540
Transfer	1,416	1,270	1,177	1,150	1,231
Master	3,426	3,274	2,732	2,924	3,454
Ph.D.	1,934	1,735	1,679	1,796	2,044
Total	27,059	27,666	26,533	27,972	28,269

Enrollment


45000
40000
35000
30000
25000
20000
15000
10000
5000
0
Summer Census
Fall Census
Spring Beginning of Term
Total 2019 Summer and Fall; 2020 Spring
Total 2020 Summer and Fall; 2021 Spring

CENTRAL AMERICA
SOUTH AMERICA
Atlantic Ocean
Caribbean Sea
Sargasso Sea
ECUADOR
COLOMBIA
BOLIVIA
CHILE
ARGENTINA
LEGEND

International Enrollments



Study Abroad - Virtual and Travel

WINTER AND SPRING 2021

January 2021

31

Virtual
Programs

1

Taiwan
External

Data as of **February 1, 2021**

Spring 2021

1

England
U of Oxford
Virtual

31

Virtual
Programs

2

Virtual
Internships

52

Korea
Gateway (35)
MK (16)
Yonsei (1)

Student Activities

In-Person | Virtual | Hybrid

230+ events currently planned

More in-person events by April

Events on FFX, ARL & SciTech Campuses

Virtual Learning Communities: 1,000 first-year students & 400 upper level undergraduate students participate

Campus Engagement Committee: Created to help coordinate events, advertise opportunities, and help students to get involved on campus (both in-person and virtually)

University Life Offices: Offered in-person hours in Fall 2020 and steadily increasing in-person presence

Special focus on maintaining traditional programming

COVID-19 Testing

Quarantine & Isolation Capacity:
Doubled

Testing Protocol:
Saliva-Based

Student Resident Testing:
1x per week

Testing Centers:
8 across all Mason campuses

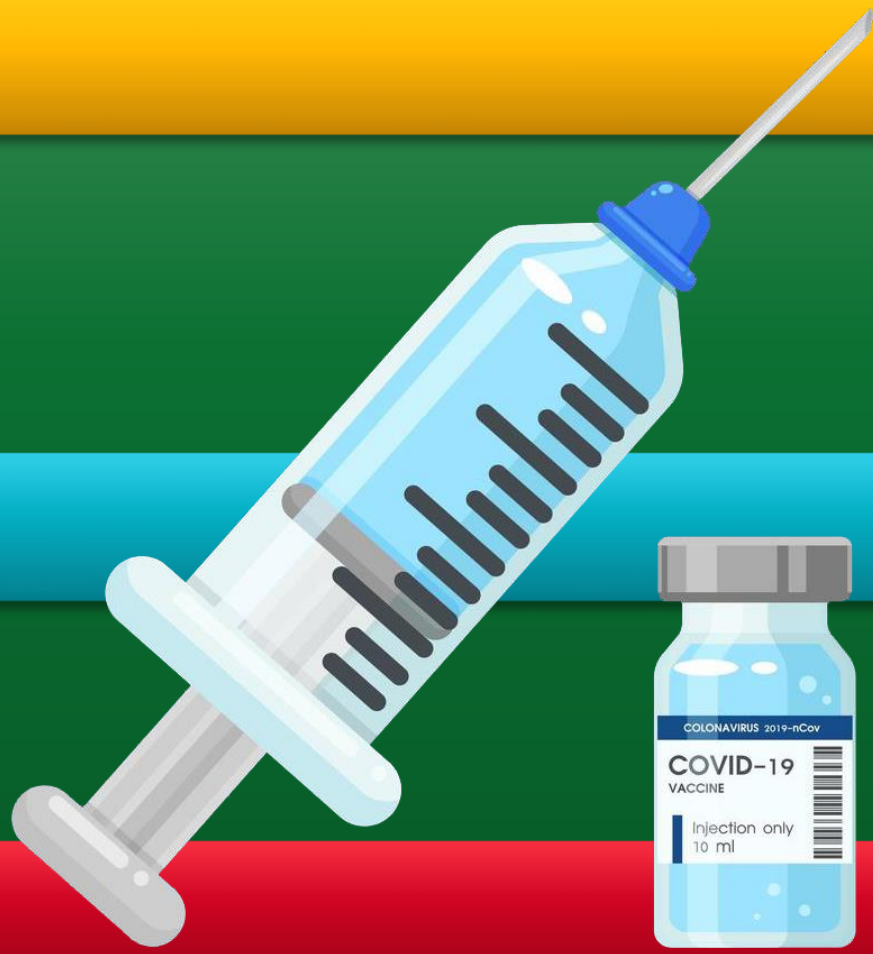
Campus Vaccination

Vaccinated Mason Employees

- Front-line healthcare providers
- Testing staff
- Faculty and lab employees who support testing
- Mental health practitioners

Mason Employees Eligible for Vaccine

- Mason child care workers
- Police and other first responders
- Those aged 65+



Who Is Still Waiting?

- Higher education faculty and staff are classified as group 1c – the last to be vaccinated
- Employees are encouraged to register for the vaccine with their local health department

5 “R’s”

Review

Restore

Refresh

Reinvent

Reset

Leverage

Lift

Integrate

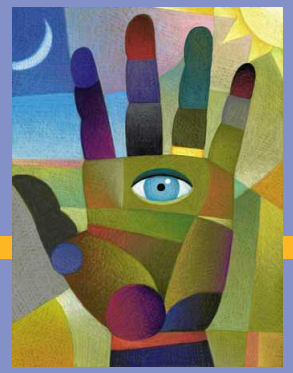
Sustain

Fall 2021 Planning

GEORGE MASON UNIVERSITY | Korea

Shannon Davis

Associate Dean, Faculty and Academic Affairs



Mason Vision Series

MARCH 2021

AMIRA ROESS

Professor of Global Health and Epidemiology
College of Health and Human Services

APRIL 2021

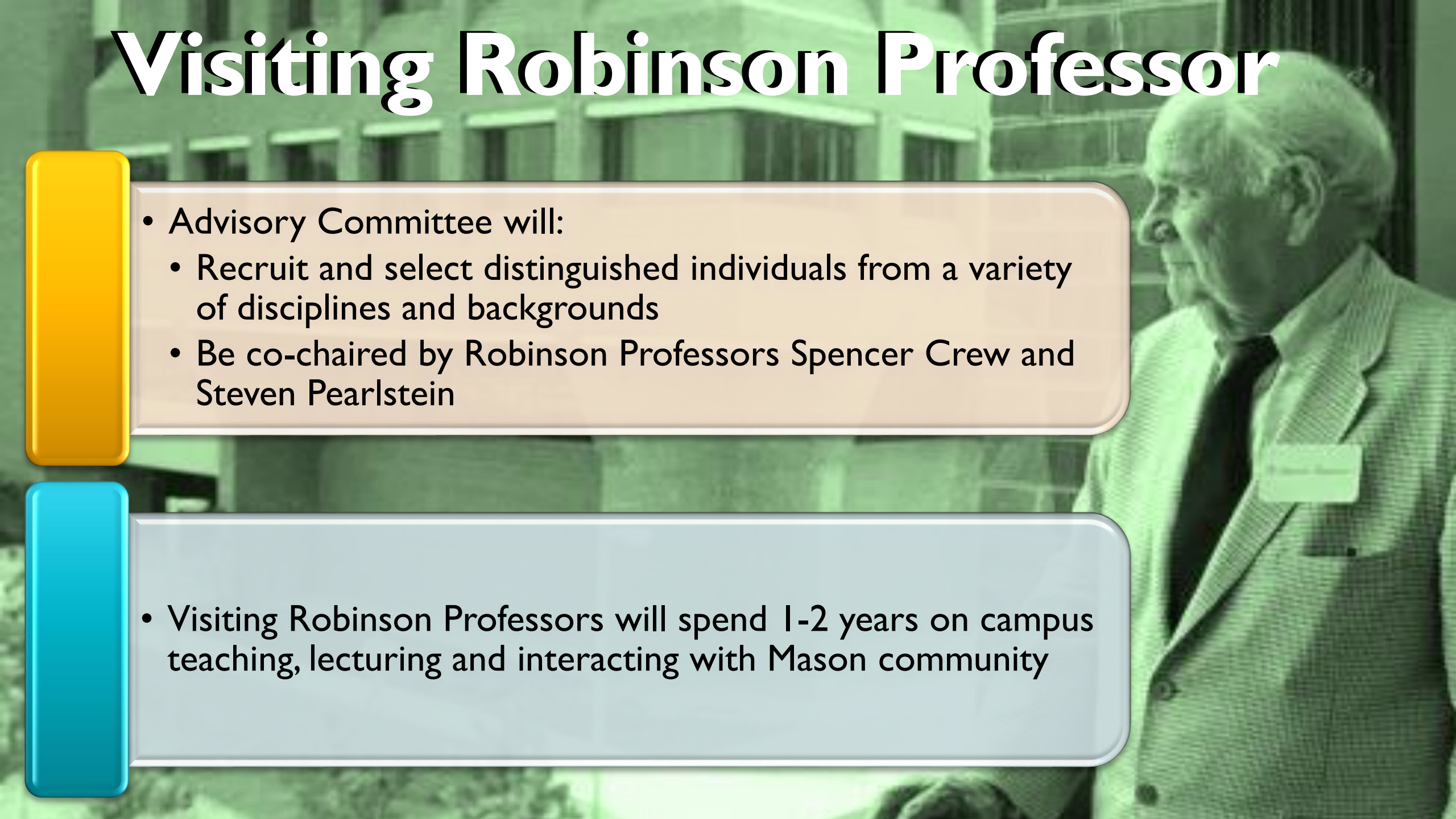
PETER MANDAVILLE

Professor of Government and Politics
Schar School of Policy and Government

Visiting Robinson Professor

- Advisory Committee will:
  - Recruit and select distinguished individuals from a variety of disciplines and backgrounds
  - Be co-chaired by Robinson Professors Spencer Crew and Steven Pearlstein

- Visiting Robinson Professors will spend 1-2 years on campus teaching, lecturing and interacting with Mason community



Faculty Honors

ANDREW LIGHT

Principal Deputy Assistant Secretary of Energy
International Affairs Office
U.S. Department of Energy

JOAN KANG SHIN

Top English Language Specialist
U.S. State Department

PADMANABHAN SESHAIYER

Vice Chair
National Commission on Mathematics Instruction

Online Rankings

U.S. News & World Report Ranks Two Mason Online Master's Programs Best in Virginia

- **Curriculum and Instruction Program**
  1st in Virginia, 17th among public, and 19th overall
- **Master's of Science in Accounting**
  1st in Virginia, 26th among public universities, and 38th overall

George Mason University's Anti-Racism Inclusive Excellence (ARIE) Initiative

Board of Visitors
February 25, 2021

Dietra Y. Trent, PhD
Interim Vice President for Compliance, Diversity, and Ethics

What Does It Mean to Be a PATRIOT?

“If we ever forget that we are one nation under God, then we will be a nation gone under.”

Ronald Reagan

George Mason University Will Become a National Exemplar of Anti-Racism and Inclusive Excellence

Almost always, the creative dedicated minority has made the world better.

“I criticize America because I love her. I want her to stand as a moral example to the world.”

Dr. Martin Luther King, Jr.

“We, the people, recognize that we have responsibilities as well as rights; that our destinies are bound together; that a freedom which only asks what's in it for me, a freedom without a commitment to others, a freedom without love or charity or duty or **patriotism**, is unworthy of our founding ideals, and those who died in their defense.”

Barack Obama

Tenets

- Mason will be deliberate in establishing an inclusive environment in which all members of the campus community are welcomed and supported, experience a sense of belonging, and find that differing perspectives are valued and encouraged.
- Mason is committed to equal opportunity across the board and will aggressively challenge and respond to bias, discrimination, and harassment.
- Anti-racism and inclusive excellence will be foundational in every program, process, policy, and procedure at Mason.

Who We Are

Community-Wide Effort

6 Committees

- Student Voice
- Campus and Community Engagement
- Training and Development
- Policies and Procedures
- Curriculum and Pedagogy
- Research

130+ Faculty, Students, and Staff

Task Force (31)

Executive Steering Committee (12)

> “You are not supposed to be so blind to **patriotism** that you can’t face reality. Wrong is wrong no matter who says it.”
>
> **Malcolm X**

Progress and Engagement

- **September:** Kick-Off
- **October:** First Reports
- **November:** Freedom & Learning Forum on Anti-Racism
- **December:** Peer Review Process
- **January:** Preparation for Campus Engagement
- **February/March:** Launch Website and Townhalls

Recommendations

DRAFT

“True **patriotism** springs from a belief in the dignity of the individual, freedom and equality not only for Americans but for all people on Earth, universal brotherhood and good will, and a constant striving toward the principles and ideals on which this country was founded.”

Eleanor Roosevelt

Student Voices

Recommendations

DRAFT

Training and Development	Curriculum and Pedagogy	Campus and Community Engagement	University Policies and Practices	Research
Develop Competencies	Student Foundational Course	Campus Police	Build Infrastructure	Seed Research
Faculty and Staff Foundational Course	Evaluate and Revise Existing Courses	Honorific Naming Practices	Recruiting and Retaining	Broaden Participation
Certificate Program	Ongoing Support and Incentives	Truth, Racial Healing, and Transformation Center	Student Services Practices	Celebrate and Elevate

Training & Development Committee

DRAFT **RECOMMENDATIONS**

Competencies

Provide opportunities for faculty and staff to build competencies in diversity, equity, and inclusion (DEI) and create a culture of inclusive excellence across Mason.

Introduction to ARIE

Pilot foundational "Introduction to ARIE" session to offer a shared definition of anti-racism and inclusive excellence and the behaviors encouraged to move us from theory to practice.

Certificate Program

Create an anti-racism inclusive excellence certificate program to be offered to all Mason faculty and staff.

Curriculum & Pedagogy

DRAFT **RECOMMENDATIONS**

Foundational Course

Implement a student-requested foundational course on diversity and inclusion titled Foundations for Building a Just Society.

Expand Anti-Racism and Inclusive Excellence Curriculum and Pedagogy

Pilot a faculty development program to support instructional faculty (all ranks and statuses, including GTAs) in conducting course reviews and curriculum revisions aligned with ARIE principles.

Establish Ongoing Support and Incentives

Establish faculty incentives, unit-based recognition, and pathways for promotion and tenure that support faculty accomplishments in curriculum and pedagogy related to anti-racism, equity, and justice. Seek accomplishments across all disciplines, with science, technology, engineering, and mathematics (STEM) capstone courses providing a non-traditional opportunity.

Campus & Community Engagement

DRAFT **RECOMMENDATIONS**

Campus Police

Improve relations between Mason Police and our campus community through the establishment of a new police advisory board.

Honorific Naming Practices

Charge the University Naming Committee with reviewing honorary naming policies, and recommend updates aligned with the university's justice-oriented goals and values.

Truth, Racial Healing, and Transformation Center (TRHT)

Strengthen and expand the TRHT to include an anti-racism and inclusive excellence lecture series, K-12 and community partnerships centered on inclusive excellence and anti-racism, and alumni engagement opportunities.

University Policies & Practices

DRAFT **RECOMMENDATIONS**

Build Infrastructure

Partner across the institution to promote, enhance, and build an infrastructure that embraces anti-racism, diversity, equity, and inclusion.

Recruit and Retain

Recruit, hire, and retain diverse faculty, administrative and professional faculty, and staff to reflect our student population.

Student Services Practices

Elevate student services to support inclusive excellence, diversity, and anti-racism.

Research

DRAFT **RECOMMENDATIONS**

Seed Research

Develop a research seed funding initiative focused on anti-racism and inclusive excellence to promote and support diversity and inclusion through multidisciplinary research and scholarly and creative projects.

Broaden Participation

Develop a graduate-level mentored research, scholarship, creative, and commercialization program to provide more funded opportunities for students from underrepresented groups.

Celebrate and Elevate

Host a nationwide event to highlight multidisciplinary academic research and practices around anti-racism, diversity, and inclusive excellence.

What Does It Mean to Be a PATRIOT?

“

It is the act of a patriot not to deny the contradictions in our history and culture, but to embrace them—in fact, to lean in on them and grow honestly through them.”

Gregory Washington
President
George Mason University

Thank You!

president.gmu.edu/anti-racism-task-force

“

One day our descendants will think it incredible that we paid so much attention to things like the amount of melanin in our skin or the shape of our eyes or our gender instead of the unique identities of each of us as complex human beings.”

Franklin Thomas
philanthropist and former CEO of the Ford Foundation

GEORGE MASON UNIVERSITY

GMU.EDU

George Mason University
4400 University Drive
Fairfax, Virginia 22030
Tel: (703)993-1000

Jimmy and Rosalynn
CARTER SCHOOL
for Peace and Conflict Resolution
GEORGE MASON UNIVERSITY

Presentation for Academic Programs, Diversity and University Community (APDUC) Committee

Jimmy and Rosalynn Carter School for Peace and Conflict Resolution
(formerly S-CAR)

Alpaslan Özerdem
Dean

Jimmy and Rosalynn
CARTER SCHOOL
for Peace and Conflict Resolution

GEORGE MASON UNIVERSITY

Who we are?

- The first peace and conflict studies program in the nation
- Number 1 School in the US for conflict resolution and mediation
- With 500+ students, we are the largest in the world
- Our student body represents more than 130 nations and 80 languages spoken
- 100% of students participating in experiential learning
- We are 7th in the nation in placing graduates in the US State Department's Foreign Service
- 2000+ members of alumni network across diverse industries

Academic Programs

BACHELORS

- Conflict Analysis and Resolution, BA
- Conflict Analysis and Resolution, BS
- Conflict Analysis and Resolution, Minor
- Sport and Conflict Resolution, Minor
- Organizational Conflict Resolution, Minor
- Climate Change and Conflict, Minor

MASTER'S

- Master of Science in Conflict Analysis and Resolution (also available online)

Dual Master's

- Dual master's degree in Conflict Analysis and Resolution and Social Work

Malta Program

- Master of Arts in Conflict Resolution and Mediterranean Security

Charles E. Scheidt Fellowship

- Charles E. Scheidt Master's Fellowship for Genocide and Mass Atrocity Prevention

PHD

Doctorate of Philosophy

GRADUATE CERTIFICATE

- Conflict Analysis and Resolution Graduate Certificate
- Mass Atrocity and Genocide Prevention Graduate Certificate
- Contemporary Dispute Resolution Graduate Certificate

What's new at the Carter School

NEW: Better Evidence for Peacebuilding Project

- To improve the evidence available to donors, policy makers, practitioners, and scholars in the peacebuilding community
- How to produce such evidence?
- Indicators of change that reflect success in conflict resolution efforts
- Learning from local peacebuilding successes
- Funded by Milt Lauenstein

NEW: Carter School Peace Labs

An enabling home for research devoted to design and implement innovative research programs, i.e. peace engineering!

Faculty and students – UG, masters, and PhD

Based on partnerships

Incubation support

NEW: Carter School Political Leadership Academy

To equip American political leaders and those who aspire to such positions with conflict analysis and resolution skills

Conflict Resolution for the Political Leader – a 12 hour online course over 3 Saturdays that will be held 3-4 times a year

Future programs including a 10 week bi-partisan leadership program

NEW: US Truth, Racial Healing, and Transformation (TRHT) Commission

Resolutions by Congresswoman Barbara Lee and Senator Cory Booker

Dr Gail Christopher (Health Equity), Dr Marcus Hunter (UCLA), Carter School: Dr Charles Chavis, Antti Pentikainen

The Biden administration is likely to approve the establishment of the USTRHT Commission

The Commission aims for historical truth, comprehensive justice, recognition of historical and present trauma, identification of ways to repair harm and advancement of individual and collective healing and transformation.

Thank You!

Jimmy and Rosalynn
CARTER SCHOOL
for Peace and Conflict Resolution
GEORGE MASON UNIVERSITY

Approval of Proposed Changes to Faculty Handbook

(Action Item)

Faculty Actions
(Action Item)

- Election of New Tenured Faculty

Announcements

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

Adjournment

Faculty Handbook Revisions Approved by Faculty Senate (February 3, 2021)

The proposed revisions on the following pages are primarily to Chapter 1 of the Faculty Handbook. The main purpose of the revisions in Chapter 1 is to delete language for Academic Institutes, which no longer exist, and substitute language for academic schools, which are subdivisions of colleges. There are several such subdivisions at the University, but the Faculty Handbook has not been updated to include them. Also, there is new language that allows the faculty who are hired through Mason Korea LLC to be members of the General Faculty and so stand for election as well as to participate in elections by the General Faculty. Faculty who are not assigned to Colleges/Schools, but rather report to the Provost's office, are designated as an "independent academic unit", and are entitled to representation in the Faculty Senate by pending amendment to the Faculty Senate Charter.

Additionally, the revisions to the Preface are to bring up to date the Handbook revision procedure that has operated for many years. The change to the grievance policy includes reference to the new HR procedures for allegations of violation of workplace policy.

The document appears as tracked-changes to the Faculty Handbook. Deletions appear in strikethrough red font and additions appear in underlined green font.

Proposed revisions to the Faculty Handbook **Feb. 3, 2021**

Preface to the Handbook

The *George Mason University Faculty Handbook* defines and describes the conditions of full-time instructional, research, and clinical faculty employment; the structures and processes through which the faculty participates in institutional decision-making and governance; and the academic policies of the University as established by its Board of Visitors. As an institution of higher education of the Commonwealth of Virginia, George Mason University is governed by the Code of Virginia. Nothing in this Handbook shall be interpreted as creating any right or benefit not duly authorized by law, or which is contrary to any law, policy, rule or regulation of the Commonwealth of Virginia.

The provisions of the *Faculty Handbook*, as amended from time to time, are incorporated by reference in all full-time instructional, research, and clinical faculty employment contracts. These provisions are binding on the University and on individual faculty members. The *Faculty Handbook* governs the employment relationship of individual faculty members, and sets forth the rights, privileges, and responsibilities of faculty members and of the University. Faculty and academic administrators are expected to read the *Faculty Handbook* and to be familiar with its contents.

Except as noted below, revisions to the *Handbook* may be proposed by any of the parties who have participated in its adoption: the Board of Visitors; the Faculty Senate, acting on behalf of the General Faculty; and the central administration.

Proposals to revise the Handbook ~~originating from the Faculty Senate or University administrators~~ will be considered by the Faculty Handbook Revision Committee (a University Standing Committee composed of three faculty members elected by the Faculty Senate) ~~a joint committee of the faculty and~~ which meets jointly with representatives from Human Resources and Payroll and the Provost's office. The proposed revisions that are approved by that body will be presented to the Faculty Senate for approval. ~~the central administration consisting of three faculty elected by the Faculty Senate, at least one of whom must be a Faculty Senator, and two administrators appointed by the Provost. The chair of the Faculty Senate appoints one of the elected faculty members as the committee chair. Arrangements must assure an expeditious meeting in cases of urgency. It is not necessary to convene a committee for the following cases:~~

~~Revisions proposed and approved by the Faculty Senate, and approved by the Provost;~~

~~Revisions proposed by the central administration, and submitted to and approved by the Faculty Senate.~~

[Rationale: This proposed revision corresponds to the way revisions have been prepared and presented to the BOV for the last several years.]

All revisions require the formal approval of the Board of Visitors. Each revision shall be incorporated, as of the effective date fixed by the Board, in all existing and future faculty employment contracts; however, no revision shall operate retroactively to change materially the substantive rights of any faculty member or the conditions of award of tenure for faculty members already granted tenure, or who have filed a written request with his or her Dean to be evaluated for the award of tenure. For example,

the conditions of employment governed by the Handbook may be changed prospectively and criteria for tenure may be changed for faculty who have not been awarded tenure, but may not be changed for faculty already tenured. Where no effective date is fixed for a revision, it shall become effective on July 1st following its approval by the BOV.

When a policy or procedure described in this Handbook is subject to alternative interpretations, then the Provost and the Faculty Senate Executive Committee will be the designated body to resolve the disagreement.

As of the date of the adoption of this edition of the Handbook, all prior policies with respect to matters covered therein are superseded. With the exception of the bylaws governing the University's Board of Visitors, the provisions of this Handbook supersede all inconsistent bylaws, policies and procedures in effect at the time of its adoption by the Board of Visitors (including, if applicable, custom and usage) of any officer, person, body, or unit of the University, including but not limited to the President or other officer of the University and any college, school, academic department, academic school, or other faculty organization.

[Rationale: The small revisions above are consistent with other revisions that define and differentiate departments and schools as subdivisions of larger collegiate units in Chapter.]

[No further changes to this section.]

CHAPTER I. UNIVERSITY ORGANIZATION

1.1-1.2 *No changes*

1.3 Faculty Organization

The faculty conducts its work and participates in institutional governance at the University level, the college/school level, and the level of the local academic unit (defined in Section 1.3.6). The faculty is organized accordingly, to provide for the exercise of its responsibilities at all three levels, as described in Sections 1.3.1- ~~through~~ 1.3.6 below. Faculty who are assigned to the Provost's office, and do not have a primary affiliation in a college/school (Section 1.3.6), participate in University level governance as members of the General Faculty (Section 1.3.1) and are considered to belong to an independent academic unit.

[Rationale: There are many faculty, such as those who teach in INTO, who do not have primary affiliation with a college/school. In order to insure that they are recognized to the extent possible as being covered by the Faculty Handbook and deserve to be represented in various roles within the University, this language is added. The Charter of the Faculty Senate uses the term collegiate "Independent Unit" which may be represented by a Faculty Senator. Pending amendments to the Charter will include "independent academic unit" in addition to "collegiate unit" as having representation in the Faculty Senate.]

In accordance with the best traditions of American universities, the faculty plays a primary role in two types of determinations: the University's academic offerings and faculty personnel actions. The faculty also plays a vital role in academic organization and institutional change.

1.3.1 The General Faculty

The General Faculty consists of all faculty who have full-time instructional, research, or clinical appointments at any George Mason University campus. The General Faculty participates in governance at the university level.

[Rationale: This language now includes the faculty hired through Mason Korea LLC and who have their primary affiliation at that campus. By being members of the General Faculty, they are able to stand for election to committee membership and to vote as General Faculty in elections.]

Meetings of the General Faculty are scheduled by the President of the University, who serves as presiding officer. If at least 10% of the voting membership petitions for a called meeting of the General Faculty, the President is obliged to schedule it within thirty days, or within ten days if the purpose of the call is to consider modification of the authority the General Faculty has granted the Faculty Senate; or reversal of specific decisions of the Senate; or amending the Senate charter. All members of the General Faculty have voting rights on matters that pertain to the General Faculty. All members of the University community may attend meetings of the General Faculty and participate in the debate of matters that come before it. The General Faculty may meet electronically, provided the technology used allows all members to hear each other simultaneously, seek recognition, vote, and exercise other rights.

Without relinquishing the generality of its powers, The General Faculty delegates by Charter to the Faculty Senate the responsibility for shared academic governance at the university level. Only those faculty who have instructional appointments – tenured, tenure-track, term, or adjunct – may be elected to the Faculty Senate.

[The remainder of this document (except for the last page) are proposed revisions to make the Faculty Handbook language regarding collegiate units and their subdivisions correspond to actual practice.]

1.3.3 Colleges and Schools

The colleges and schools of the University are communities of teaching, learning, research and scholarship, and service established by the faculty and administration and approved by the Board of Visitors. They house faculties and programs representing shared educational interests~~, and may or may not be sub-divided into departments~~. Colleges and schools may ~~also~~ be subdivided into ~~schools~~academic departments. Colleges may be also subdivided into one or more academic schools.
[Rationale: Schools that are subdivisions of colleges are properly named here as "academic schools" to differentiate them from schools that are the functional equivalent of a college.]

As an organizational unit, the college/school meets four functional criteria: (i) it has a tenured and tenure-track faculty directly and specifically appointed to it or to its ~~departments~~ academic subdivisions by the Board of Visitors; (ii) its faculty establishes degree requirements; authorizes the conferral of degrees; proposes, reviews and approves courses and programs; actively participates in decisions

concerning the creation, reorganization and dissolution of units within the college/school; and plays a key role in faculty personnel actions such as appointments, promotion, and granting tenure; (iii) it has an instructional budget that includes FTE funds for the payment of its faculty's salaries as well as funds for goods and services in support of its academic programs and other activities; and (iv) its chief administrative officer is a Dean who reports directly to the Provost.

The faculties of colleges/schools, together with their Deans, determine the processes and procedures of governance they will employ, consistent~~,~~ with the provisions of the Faculty Handbook. All colleges/schools, and if so sub-divided, each of their ~~departments~~academic subdivisions, must act in accordance with the best traditions of the academic profession and within the following guidelines, which prescribe that they

a. operate in an open and democratic manner;
b. define their own voting membership;
c. adopt bylaws or standing rules that are published and made available to all members and that undergo periodic review and that include procedures and define eligibility for faculty participation in the activities specified in this Handbook;
d. meet often enough to ensure good communication and the timely conduct of business;
e. hold meetings that follow an agenda distributed in advance;
f. record the proceedings of the meetings in minutes that are distributed to and approved by the faculty.

1.3.4 Academic ~~Institutes~~ Schools

[Note: Academic Institutes no longer exist. The new language is for academic schools that parallels that of academic departments in the following Section 1.3.5. Although academic schools have existed for a number of years, they have not been acknowledged in the Faculty Handbook.]

Colleges may be subdivided administratively into one or more academic schools. Academic schools may be further subdivided into academic departments. The lowest unit subdivision within the college is the local academic unit (LAU). Schools that are not subdivided are administered by a director. Schools that are subdivided into departments are administered by a divisional dean.

Academic school faculties determine their own voting membership. Together with their administrators, they determine the processes and procedures of governance they will employ, but all schools must follow the guidelines applicable to colleges/schools set forth in Section 1.3.3.

~~An academic institute is an organizational unit of the University that fosters interdisciplinary activities that transcend the disciplines based in any single college/school. In addition to research and scholarship and service activities, institutes offer interdisciplinary academic programs that do not duplicate those of other academic units. Academic institutes are also analogous to schools or colleges in that they have a nucleus of full-time faculty appointed directly and specifically to primary affiliation in them.~~

~~In addition, academic institutes may have (i) faculty who are assigned to work in them (full- or part-time) but who are affiliated primarily with other local academic units; and (ii) part-time faculty whose work in the University is solely in the institute. Of sufficient size to ensure a sense of community and responsible faculty governance, the faculty of an institute establishes degree requirements; authorizes~~

~~the conferral of degrees; proposes, reviews, and approves courses and programs; and plays a primary role in faculty personnel actions.~~

~~Administratively, the director of an institute is regarded as the equivalent of a Dean, and is therefore expected to possess appropriate academic credentials or their equivalent. Institute directors report directly to the Provost.~~

~~An institute has an instructional budget that includes FTE funds for the payment of its faculty's salaries as well as funds for goods and services in support of its academic programs and other activities.~~

~~The faculties of academic institutes define their own voting membership. Together with their directors, they determine the processes and procedures of governance they will employ, but all institutes must follow the guidelines applicable to schools and colleges set forth in Section 1.3.3.~~

~~For a description of non-academic "Research Institutes," see Section 1.3.11.~~

1.3.5 Academic Departments

In ~~such~~ colleges/schools or academic schools ~~as~~ that ~~may be~~are subdivided administratively into academic departments, ~~to reflect disciplinary differences and intellectual traditions,~~ the ~~academic~~ department is the local unit of faculty organization. Each academic department is administered by a chair. ~~Departments are established to carry out programs of instruction, research and scholarship, and public service in particular fields of knowledge. Accordingly, they are organized on the basis of disciplines or fields of study.~~

~~Departmental~~ Academic department faculties determine their own voting membership. Together with their chairs, they determine the processes and procedures of governance they will employ, but all departments must follow the guidelines applicable to colleges/schools set forth in Section 1.3.3.

1.3.6 Definition of Local Academic Units (LAU) and Primary Affiliation

The term "local academic unit" (LAU) refers to an academic department, an academic school without subdivision, or to a college/school without ~~departments~~subdivision. In this *Handbook* the chief administrative officers of local academic units are generically called "local unit administrators~~.~~" (LUA) .

Although a faculty member's tenure resides in the University as a whole (see Section 2.1.1), in recognition of disciplinary qualifications and for purposes of governance, tenure-track and tenured faculty are appointed directly and specifically to one or more local academic units. Term faculty are also appointed directly and specifically to one or more local academic units. The status established by such an appointment to a local academic unit is called "primary affiliation." Primary affiliation in one local academic unit does not preclude the possibility of additional part-time or full-time assignments to other local academic units. An appointment to primary affiliation requires the concurrence of the faculty of the local academic unit to which the appointment is to be made and may not be transferred from one local academic unit to another except with the concurrence of the faculty of the unit to which a transfer is proposed.

The local level of governance is the most important in the University for the faculty's direct exercise of professional and peer judgment. Faculties of local academic units actively participate in decision-

making about academic matters, matters of faculty status, and organizational and institutional change. They have primary responsibility for such academic matters as unit reorganization, the design of programs, development and alteration of the curriculum, standards for admission to programs, and requirements in the major. They play a primary role in such matters of faculty status as the recruitment and initial appointment of new faculty; the reappointment/renewal, promotion, and tenure, ~~and post-tenure review~~ of members; and in the ~~case of departments, the~~ selection of the ~~department chair~~local unit administrator.

1.3.7 Colleges and Schools without ~~Departments~~ Subdivision

Colleges and schools without ~~departments~~ subdivision, provide simultaneously for faculty governance at the collegiate level (as described in Section 1.3.3) and at the local level. In carrying out their function as local academic units, such colleges/schools will operate analogously to academic departments and academic schools (as described in Sections 1.3.4 and 1.3.5).

1.3.8 The Graduate Council

The Graduate Council, established by the General Faculty, oversees the conduct of graduate education. It establishes the general norms within which local academic units offer graduate degree programs; reviews and acts upon new graduate degree proposals; authorizes the conferral of graduate degrees; participates in the periodic evaluation of graduate programs and the periodic review of academic policy and admissions policies and procedures; and performs other functions as requested by the office of the Provost.

The Graduate Council establishes the specific means of conducting its own business. Like ~~colleges/schools and departments~~all local units, however, it must act within the guidelines set forth in Section 1.3.3.

1.3.9 Multidisciplinary or Interdisciplinary Programs

Most academic programs are offered by local academic units and are therefore administered and governed by the faculties of such units.

Some multidisciplinary or interdisciplinary programs are offered by faculties drawn from more than a single local academic unit. These faculty members do not hold primary affiliation in those programs but rather, in one or more local academic units (see Section 1.3.6). For purposes of personnel decisions regarding appointment, promotion and tenure, these faculty members are evaluated primarily by their peers in the local units of which they are a part, but with the requirement that recommendations from the multidisciplinary or interdisciplinary program faculty with which they are associated will be given due consideration.

Academic programs which are not internal to a single local academic unit are administered by a program director. This director is regarded as the equivalent of a department chair/school director and is therefore expected to possess equivalent academic credentials. Such program directors normally report to a Dean. If the program transcends the boundaries of a single college/school, normally the program director reports to the Provost.

Program faculty define their own voting membership. Together with their directors, they determine the procedures of governance they will employ, but all program faculties must act within the guidelines set forth in Section 1.3.3.

1.3.10 Centers

A center is a unit of the University intended to advance the University's mission of research and/or public service. Normally housed within a ~~department or~~ college/school or one of its subdivisions, a center does not develop or administer academic degree programs, nor does it possess instructional faculty appointed to primary affiliation with it. Centers may require the presence of research, clinical, and/or professional faculty whose affiliation with the center is subject to the availability of research funds. Faculty appointed to a center under externally funded grants or contracts may not receive tenure-track or tenured appointments through the center. A center is chartered for a specific period of time by a Dean or the Provost on the recommendation of appropriate faculty ~~and Dean(s)~~. Renewal of a center's charter, when called for, is subject to favorable review of a center's performance and accomplishments A center is administered by a director who serves at will and who is appointed by the local unit administrator of the unit within which the center is housed. Whenever possible, centers are expected to derive most of their operating budgets from a source or sources other than state appropriations.

2.11.2 Grievances

2.11.2.1 Policies Concerning Grievances

This section does not apply to the resolution of (1) research and scholarship misconduct allegations, which are governed by University Policy 4007 –Misconduct in Research and Scholarship; (2) allegations of discrimination, which are ~~investigated~~ governed by procedures published by the Office of Compliance, Diversity and Ethics; (3) allegations of violation of University or Commonwealth workplace policy, which are governed by the procedures published by Human Resources and Payroll; or (~~3~~4) alleged violations of academic freedom related to reappointment, promotion or tenure, for which Section 2.8 applies.

[Note: this revision is proposed to take into account the new procedures for Human Resources investigation into allegations of faculty violation of Commonwealth or University workplace policy.]

Proposed revisions to the Faculty Handbook Feb. 3, 2021

Preface to the Handbook

The *George Mason University Faculty Handbook* defines and describes the conditions of full-time instructional, research, and clinical faculty employment; the structures and processes through which the faculty participates in institutional decision-making and governance; and the academic policies of the University as established by its Board of Visitors. As an institution of higher education of the Commonwealth of Virginia, George Mason University is governed by the Code of Virginia. Nothing in this Handbook shall be interpreted as creating any right or benefit not duly authorized by law, or which is contrary to any law, policy, rule or regulation of the Commonwealth of Virginia.

The provisions of the *Faculty Handbook*, as amended from time to time, are incorporated by reference in all full-time instructional, research, and clinical faculty employment contracts. These provisions are binding on the University and on individual faculty members. The *Faculty Handbook* governs the employment relationship of individual faculty members, and sets forth the rights, privileges, and responsibilities of faculty members and of the University. Faculty and academic administrators are expected to read the *Faculty Handbook* and to be familiar with its contents.

Except as noted below, revisions to the *Handbook* may be proposed by any of the parties who have participated in its adoption: the Board of Visitors; the Faculty Senate, acting on behalf of the General Faculty; and the central administration.

Proposals to revise the Handbook will be considered by the Faculty Handbook Revision Committee (a University Standing Committee composed of three faculty members elected by the Faculty Senate) which meets jointly with representatives from Human Resources and Payroll and the Provost's office. The proposed revisions that are approved by that body will be presented to the Faculty Senate for approval.

[Rationale: This proposed revision corresponds to the way revisions have been prepared and presented to the BOV for the last several years.]

All revisions require the formal approval of the Board of Visitors. Each revision shall be incorporated, as of the effective date fixed by the Board, in all existing and future faculty employment contracts; however, no revision shall operate retroactively to change materially the substantive rights of any faculty member or the conditions of award of tenure for faculty members already granted tenure, or who have filed a written request with his or her Dean to be evaluated for the award of tenure. For example, the conditions of employment governed by the Handbook may be changed prospectively and criteria for tenure may be changed for faculty who have not been awarded tenure, but may not be changed for faculty already tenured. Where no effective date is fixed for a revision, it shall become effective on July 1st following its approval by the BOV.

When a policy or procedure described in this Handbook is subject to alternative interpretations, then the Provost and the Faculty Senate Executive Committee will be the designated body to resolve the disagreement.

As of the date of the adoption of this edition of the Handbook, all prior policies with respect to matters covered therein are superseded. With the exception of the bylaws governing the University's Board of Visitors, the provisions of this Handbook supersede all inconsistent bylaws, policies and procedures in effect at the time of its adoption by the Board of Visitors (including, if applicable, custom and usage) of any officer, person, body, or unit of the University, including but not limited to the President or other officer of the University and any college, school, academic department, academic school, or other faculty organization.

[Rationale: The small revisions above are consistent with other revisions that define and differentiate departments and schools as subdivisions of larger collegiate units in Chapter.]

[No further changes to this section.]

CHAPTER I. UNIVERSITY ORGANIZATION

1.1-1.2 *No changes*

1.3 Faculty Organization

The faculty conducts its work and participates in institutional governance at the University level, the college/school level, and the level of the local academic unit (defined in Section 1.3.6). The faculty is organized accordingly, to provide for the exercise of its responsibilities at all three levels, as described in Sections 1.3.1- 1.3.6 below. Faculty who are assigned to the Provost's office, and do not have a primary affiliation in a college/school (Section 1.3.6), participate in University level governance as members of the General Faculty (Section 1.3.1) and are considered to belong to an independent academic unit.

[Rationale: There are many faculty, such as those who teach in INTO, who do not have primary affiliation with a college/school. In order to insure that they are recognized to the extent possible as being covered by the Faculty Handbook and deserve to be represented in various roles within the University, this language is added. The Charter of the Faculty Senate uses the term collegiate "Independent Unit" which may be represented by a Faculty Senator. Pending amendments to the Charter will include "independent academic unit" in addition to "collegiate unit" as having representation in the Faculty Senate.]

In accordance with the best traditions of American universities, the faculty plays a primary role in two types of determinations: the University's academic offerings and faculty personnel actions. The faculty also plays a vital role in academic organization and institutional change.

1.3.1 The General Faculty

The General Faculty consists of all faculty who have full-time instructional, research, or clinical appointments at any George Mason University campus. The General Faculty participates in governance at the university level.

[Rationale: This language now includes the faculty hired through Mason Korea LLC and who have their primary affiliation at that campus. By being members of the General Faculty, they are able to stand for election to committee membership and to vote as General Faculty in elections.]

Meetings of the General Faculty are scheduled by the President of the University, who serves as presiding officer. If at least 10% of the voting membership petitions for a called meeting of the General Faculty, the President is obliged to schedule it within thirty days, or within ten days if the purpose of the call is to consider modification of the authority the General Faculty has granted the Faculty Senate; or reversal of specific decisions of the Senate; or amending the Senate charter. All members of the General Faculty have voting rights on matters that pertain to the General Faculty. All members of the University community may attend meetings of the General Faculty and participate in the debate of matters that come before it. The General Faculty may meet electronically, provided the technology used allows all members to hear each other simultaneously, seek recognition, vote, and exercise other rights.

Without relinquishing the generality of its powers, The General Faculty delegates by Charter to the Faculty Senate the responsibility for shared academic governance at the university level. Only those faculty who have instructional appointments – tenured, tenure-track, term, or adjunct – may be elected to the Faculty Senate.

[The remainder of this document (except for the last page) are proposed revisions to make the Faculty Handbook language regarding collegiate units and their subdivisions correspond to actual practice.]

1.3.3 Colleges and Schools

The colleges and schools of the University are communities of teaching, learning, research and scholarship, and service established by the faculty and administration and approved by the Board of Visitors. They house faculties and programs representing shared educational interests. Colleges and schools may be subdivided into academic departments. Colleges may be also subdivided into one or more academic schools.

[Rationale: Schools that are subdivisions of colleges are properly named here as “academic schools” to differentiate them from schools that are the functional equivalent of a college.]

As an organizational unit, the college/school meets four functional criteria: (i) it has a tenured and tenure-track faculty directly and specifically appointed to it or to its academic subdivisions by the Board of Visitors; (ii) its faculty establishes degree requirements; authorizes the conferral of degrees; proposes, reviews and approves courses and programs; actively participates in decisions concerning the creation, reorganization and dissolution of units within the college/school; and plays a key role in faculty personnel actions such as appointments, promotion, and granting tenure; (iii) it has an instructional budget that includes FTE funds for the payment of its faculty's salaries as well as funds for goods and services in support of its academic programs and other activities; and (iv) its chief administrative officer is a Dean who reports directly to the Provost.

The faculties of colleges/schools, together with their Deans, determine the processes and procedures of governance they will employ, consistent with the provisions of the Faculty Handbook. All colleges/schools, and if so sub-divided, each of their academic subdivisions, must act in accordance with

the best traditions of the academic profession and within the following guidelines, which prescribe that they

a. operate in an open and democratic manner;
b. define their own voting membership;
c. adopt bylaws or standing rules that are published and made available to all members and that undergo periodic review and that include procedures and define eligibility for faculty participation in the activities specified in this Handbook;
d. meet often enough to ensure good communication and the timely conduct of business;
e. hold meetings that follow an agenda distributed in advance;
f. record the proceedings of the meetings in minutes that are distributed to and approved by the faculty.

1.3.4 Academic Schools

[Note: Academic Institutes no longer exist. The new language is for academic schools that parallels that of academic departments in the following Section 1.3.5. Although academic schools have existed for a number of years, they have not been acknowledged in the Faculty Handbook.]

Colleges may be subdivided administratively into one or more academic schools. Academic schools may be further subdivided into academic departments. The lowest unit subdivision within the college is the local academic unit (LAU). Schools that are not subdivided are administered by a director. Schools that are subdivided into departments are administered by a divisional dean.

Academic school faculties determine their own voting membership. Together with their administrators, they determine the processes and procedures of governance they will employ, but all schools must follow the guidelines applicable to colleges/schools set forth in Section 1.3.3.

1.3.5 Academic Departments

In colleges/schools or academic schools that are subdivided administratively into academic departments, the department is the local unit of faculty organization. Each academic department is administered by a chair.

Academic department faculties determine their own voting membership. Together with their chairs, they determine the processes and procedures of governance they will employ, but all departments must follow the guidelines applicable to colleges/schools set forth in Section 1.3.3.

1.3.6 Definition of Local Academic Units (LAU) and Primary Affiliation

The term "local academic unit" (LAU) refers to an academic department, an academic school without subdivision, or to a college/school without subdivision. In this *Handbook* the chief administrative officers of local academic units are generically called "local unit administrators" (LUA) .

Although a faculty member's tenure resides in the University as a whole (see Section 2.1.1), in recognition of disciplinary qualifications and for purposes of governance, tenure-track and tenured faculty are appointed directly and specifically to one or more local academic units. Term faculty are also appointed directly and specifically to one or more local academic units. The status established by such

an appointment to a local academic unit is called "primary affiliation." Primary affiliation in one local academic unit does not preclude the possibility of additional part-time or full-time assignments to other local academic units. An appointment to primary affiliation requires the concurrence of the faculty of the local academic unit to which the appointment is to be made and may not be transferred from one local academic unit to another except with the concurrence of the faculty of the unit to which a transfer is proposed.

The local level of governance is the most important in the University for the faculty's direct exercise of professional and peer judgment. Faculties of local academic units actively participate in decision-making about academic matters, matters of faculty status, and organizational and institutional change. They have primary responsibility for such academic matters as unit reorganization, the design of programs, development and alteration of the curriculum, standards for admission to programs, and requirements in the major. They play a primary role in such matters of faculty status as the recruitment and initial appointment of new faculty; the reappointment/renewal, promotion, and tenure, of members; and in the selection of the local unit administrator.

1.3.7 Colleges and Schools without Subdivision

Colleges and schools without subdivision, provide simultaneously for faculty governance at the collegiate level (as described in Section 1.3.3) and at the local level. In carrying out their

function as local academic units, such colleges/schools will operate analogously to academic departments and academic schools (as described in Sections 1.3.4 and 1.3.5).

1.3.8 The Graduate Council

The Graduate Council, established by the General Faculty, oversees the conduct of graduate education. It establishes the general norms within which local academic units offer graduate degree programs; reviews and acts upon new graduate degree proposals; authorizes the conferral of graduate degrees; participates in the periodic evaluation of graduate programs and the periodic review of academic policy and admissions policies and procedures; and performs other functions as requested by the office of the Provost.

The Graduate Council establishes the specific means of conducting its own business. Like all local units, however, it must act within the guidelines set forth in Section 1.3.3.

1.3.9 Multidisciplinary or Interdisciplinary Programs

Most academic programs are offered by local academic units and are therefore administered and governed by the faculties of such units.

Some multidisciplinary or interdisciplinary programs are offered by faculties drawn from more than a single local academic unit. These faculty members do not hold primary affiliation in those programs but rather, in one or more local academic units (see Section 1.3.6). For purposes of personnel decisions regarding appointment, promotion and tenure, these faculty members are evaluated primarily by their peers in the local units of which they are a part, but with the requirement that recommendations from the multidisciplinary or interdisciplinary program faculty with which they are associated will be given due consideration.

Academic programs which are not internal to a single local academic unit are administered by a program director. This director is regarded as the equivalent of a department chair/school director and is therefore expected to possess equivalent academic credentials. Such program directors normally report to a Dean. If the program transcends the boundaries of a single college/school, normally the program director reports to the Provost.

Program faculty define their own voting membership. Together with their directors, they determine the procedures of governance they will employ, but all program faculties must act within the guidelines set forth in Section 1.3.3.

1.3.10 Centers

A center is a unit of the University intended to advance the University's mission of research and/or public service. Normally housed within a college/school or one of its subdivisions, a center does not develop or administer academic degree programs, nor does it possess instructional faculty appointed to primary affiliation with it. Centers may require the presence of research, clinical, and/or professional faculty whose affiliation with the center is subject to the availability of research funds. Faculty appointed to a center under externally funded grants or contracts may not receive tenure-track or tenured appointments through the center. A center is

chartered for a specific period of time by a Dean or the Provost on the recommendation of appropriate faculty. Renewal of a center's charter, when called for, is subject to favorable review of a center's performance and accomplishments.

A center is administered by a director who serves at will and who is appointed by the local unit administrator of the unit within which the center is housed. Whenever possible, centers are expected to derive most of their operating budgets from a source or sources other than state appropriations.

2.11.2 Grievances

2.11.2.1 Policies Concerning Grievances

This section does not apply to the resolution of (1) research and scholarship misconduct allegations, which are governed by University Policy 4007 –Misconduct in Research and Scholarship; (2) allegations of discrimination, which are governed by procedures published by the Office of Compliance, Diversity and Ethics; (3) allegations of violation of University or Commonwealth workplace policy, which are governed by the procedures published by Human Resources and Payroll; or (4) alleged violations of academic freedom related to reappointment, promotion or tenure, for which Section 2.8 applies.

[Note: this revision is proposed to take into account the new procedures for Human Resources investigation into allegations of faculty violation of Commonwealth or University workplace policy.]

ACTION ITEMS

Academic Programs, Diversity, and University Community Committee

February 25, 2021

ELECTIONS OF NEW TENURED FACULTY

LAST NAME	FIRST NAME	EFFECTIVE DATE
Fauntroy	**Michael K.**	1/10/2022

Title: Associate Professor without Term
Classification: Tenured (without term) - Instructional
Local Academic Unit: Schar School of Policy and Government

Note(s): BOV Approved in December 2020; request for a revised start/tenure date.

Rippy	**Marguerite**	2/25/2021

Title: Associate Professor without Term
Classification: Tenured (without term) - Admin/Professional
Local Academic Unit: English (CHSS)

Note(s): Additional Title: Associate Dean of Graduate Academic Affairs

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

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

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

Michael Fauntroy, Associate Professor

Faculty Member's Name and Title

Schar School of Policy and Government

Local Academic Unit

☑ Reference checks have been conducted.

☑ Sexual harassment prevention training has been scheduled for earliest availability, online; 418: Bridges: Building a Supportive Community.

Date

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

Professor Fauntroy was tenured and promoted in what is now the Schar School, having served eleven years full time as tenure-line faculty here. He left to join the faculty of Howard University and now would like to return to Mason in his previous rank with tenure. Professor Fauntroy fills a number of needs in the School, including undergraduate courses on the presidency, urban politics, DC politics, and African-American politics. His scholarship and large media analysis profile will enhance the prestige and reputation of the school and university.

11/12/2020

Dean/Director

Date

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

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

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

Marguerite Rippy, Associate Dean for Graduate Academic Affairs

Faculty Member's Name and Title

English, College of Humanities and Social Sciences

Local Academic Unit

☑ Reference checks have been conducted.

☑ Sexual harassment prevention training has been scheduled for 8/28/2020.
Date

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

Marguerite Rippy emerged as the top candidate on the basis of her breadth and depth of relevant administrative experience (department chair and graduate program director) and capacity to facilitate data-informed decision-making in graduate academic affairs. Her experience in the development of graduate programs, including market analysis and partnering with other institutions for joint programs will serve our students well.

Her prior position at Marymount University gives her a distinctive advantage in knowing the academic and professional environment in our region. Her commitment to diversity and inclusive excellence in graduate education, and interest in developing ways to target these as growth areas, was yet another distinctive strength in this search pool.

Ann Ardis 1/27/2021

Dean/Director Date

ANNOUNCEMENT

Academic Programs, Diversity, and University Community Committee

February 25, 2021

APPOINTMENT OF FACULTY

LAST NAME	FIRST NAME	EFFECTIVE DATE	APPT LENGTH
Lenzy	**Cherjanét**	1/10/2021	1 year

Title: Term Assistant Professor
Classification: Term - Instructional
Local Academic Unit: Higher Education Program (CHSS)

ANNOUNCEMENT

Academic Programs, Diversity, and University Community Committee

February 25, 2021

APPOINTMENT OF ADMINSTRATIVE AND PROFESSIONAL FACULTY

LAST NAME	FIRST NAME	EFFECTIVE DATE
Austin	**Deanna S.**	11/30/2020

Title: CINA Workforce Development Lead
Classification: At will - Admin/Professional
Local Academic Unit: CINA Center for Excellence (Provost)

Bush	**Renee C.**	1/1/2021

Title: Assistant Dean of Development and Alumni Relations
Classification: At will - Admin/Professional
Local Academic Unit: Antonin Scalia Law School

Hairston	**Cheryl D.**	12/3/2020

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

Hasan	**Mohammad R.**	1/21/2020

Title: Executive in Residence, Business for a Better World Center
Classification: At will - Admin/Professional
Local Academic Unit: School of Business

Hunt	**Julie C.**	11/1/2020

Title: Director of Classification and Compensation
Classification: At will - Admin/Professional
Local Academic Unit: Human Resources and Payroll

ANNOUNCEMENT

Academic Programs, Diversity, and University Community Committee

February 25, 2021

APPOINTMENT OF ADMINSTRATIVE AND PROFESSIONAL FACULTY

LAST NAME	FIRST NAME	EFFECTIVE DATE
Jajodia	**Sushil**	8/25/2020

Title: Director of the Center for Secure Information Systems
Classification: At will - Admin/Professional
Local Academic Unit: Volgenau School of Engineering

Note(s): Retained Title: Professor without Term

Kiernan	**Alexandra M.**	10/25/2020

Title: Associate Director of Alumni Engagement
Classification: At will - Admin/Professional
Local Academic Unit: Advancement and Alumni Relations

Martin	**Catherine C.**	1/4/2021

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

---

Nguyen	**Lisa Anh N.**	1/11/2021

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

Rees	**Traci L.**	11/30/2020

Title: Business Analyst for Business Operations and Continuity
Classification: At will - Admin/Professional
Local Academic Unit: Office of the Registrar

ANNOUNCEMENT

Academic Programs, Diversity, and University Community Committee

February 25, 2021

APPOINTMENT OF ADMINSTRATIVE AND PROFESSIONAL FACULTY

LAST NAME	FIRST NAME	EFFECTIVE DATE
Rodriguez	**Leslie J.**	11/2/2020

Title: Financial Aid Counselor
Classification: At will - Admin/Professional
Local Academic Unit: Office of Student Financial Aid

Shaw	**Ute C.**	12/10/2020

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

Stapleford	**Hannah C.**	11/16/2020

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

Vaswani	**Vijay**	11/20/2020

Title: Director, Small Business Development Center
Classification: At will - Admin/Professional
Local Academic Unit: Office of the Provost

ANNOUNCEMENT

Academic Programs, Diversity, and University Community Committee

February 25, 2021

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

LAST NAME	FIRST NAME	EFFECTIVE DATE	APPT LENGTH
Aguirre	**A. Alonso**	8/25/2020	1 year

Title: Department Chair
Local Academic Unit: Environmental Science and Policy (COS)

Maddox	**Peggy J.**	6/25/2021	4 years

Title: Department Chair
Local Academic Unit: Health Administration and Policy (CHHS)

So	**Paul**	8/25/2020	4 years

Title: Department Chair
Local Academic Unit: Physics and Astronomy (COS)

Weatherspoon	**Gerald**	8/25/2020	4 years

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

ANNOUNCEMENT

Academic Programs, Diversity, and University Community Committee

February 25, 2021

RENEWALS AND REAPPOINTMENTS

LAST NAME	FIRST NAME	EFFECTIVE DATE	APPT LENGTH
Belle	**Gabriele B.**	8/25/2021	3 years

Title: Term Assistant Professor
Classification: Instructional
Local Academic Unit: Physics and Astronomy (COS)

Bolling	**William**	1/10/2021	1 year

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

Brouse	**Peggy**	8/25/2020	5 years

Title: Term Professor
Classification: Instructional
Local Academic Unit: Systems Engineering and Operations Research (VSE)

Burroughs	**James**	8/25/2020	1 year

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

Burtch	**Nathan R.**	8/25/2021	3 years

Title: Term Assistant Professor
Classification: Instructional
Local Academic Unit: Geography and Geoinformation Science (COS)

ANNOUNCEMENT

Academic Programs, Diversity, and University Community Committee

February 25, 2021

RENEWALS AND REAPPOINTMENTS

LAST NAME	FIRST NAME	EFFECTIVE DATE	APPT LENGTH
Calvert	**Valerie**	5/25/2021	3 years

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

Carmack	**Suzanne**	8/25/2020	1 year

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

Herin	**Greta Ann**	8/25/2021	3 years

Title: Term Associate Professor
Classification: Instructional
Local Academic Unit: Neuroscience Program (COS)

Note(s): Previous title: Term Assistant Professor

Huang	**June**	8/25/2020	1 year

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

Note(s): Additional Title: Director of Strings

Komwa	**Maction K.**	8/25/2021	3 years

Title: Term Assistant Professor
Classification: Instructional
Local Academic Unit: Geography and Geoinformation Science (COS)

ANNOUNCEMENT

Academic Programs, Diversity, and University Community Committee

February 25, 2021

RENEWALS AND REAPPOINTMENTS

LAST NAME	FIRST NAME	EFFECTIVE DATE	APPT LENGTH
Krishnamurthy	**Venkataram**	12/25/2020	< 1 year

Title: Research Professor
Classification: Research
Local Academic Unit: Center for Ocean-Land-Atmosphere Studies (COS)

Kurtay	**Pelin A.**	8/25/2020	5 years

Title: Term Associate Professor
Classification: Instructional
Local Academic Unit: Electrical and Computer Engineering (VSE)

Lawless	**Teresa A.**	6/25/2020	1 year

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

Masterson	**Alexandra**	8/25/2021	3 years

Title: Term Associate Professor
Classification: Instructional
Local Academic Unit: Biology (COS)

Note(s): Previous title: Term Assistant Professor

May	**John**	1/10/2021	1 year

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

ANNOUNCEMENT

Academic Programs, Diversity, and University Community Committee

February 25, 2021

RENEWALS AND REAPPOINTMENTS

LAST NAME	FIRST NAME	EFFECTIVE DATE	APPT LENGTH
O'Toole	**Mary Ellen**	1/10/2021	> 1 year

Title: Term Professor
Classification: Instructional
Local Academic Unit: Forensic Science Program (COS)

Note(s): Additional Title: Director, Forensic Science Program

---

Schnur	**Joel**	1/10/2021	1 year

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

Shiver	**John**	8/25/2020	3 years

Title: Term Assistant Professor
Classification: Instructional
Local Academic Unit: Health Administration and Policy (CHHS)

Sweeney	**Amykate**	8/25/2020	1 year

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

Wulfkuhle	**Julia**	5/25/2021	3 years

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

ANNOUNCEMENT

Academic Programs, Diversity, and University Community Committee

February 25, 2021

RENEWALS AND REAPPOINTMENTS

LAST NAME	FIRST NAME	EFFECTIVE DATE	APPT LENGTH
Zhao	**Peisheng**	11/10/2020	1 year

Title: Research Associate Professor
Classification: Research
Local Academic Unit: Center for Spatial Information Science and Systems (COS)

ANNOUNCEMENT

Academic Programs, Diversity, and University Community Committee

February 25, 2021

SEPARATIONS

LAST NAME	FIRST NAME	TYPE	EFFECTIVE DATE
Agoston	**Kathryn**	Resignation	12/15/2020

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

Note(s):
This record supersedes previous separation reported in the December 2020 Board Book.

Aromas Janosik	**Justin**	Contract expiration	03/24/2021

Title: Director, Recruiting and Marketing
Classification: At will - Admin/Professional
Local Academic Unit: Antonin Scalia Law School

Baird	**Margaret**	Resignation	01/05/2021

Title: Director of Donor Relations and Stewardship
Classification: At will - Admin/Professional
Local Academic Unit: Advancement and Alumni Relations

Batarseh	**Feras**	Resignation	11/24/2020

Title: Research Assistant Professor
Classification: Term - Research
Local Academic Unit: Geography and Geoinformation Science (COS)

Note(s): Dr. Batarseh has accepted a position with Virginia Tech.

Chiu	**Long**	Retirement	01/09/2021

Title: Associate Professor without Term
Classification: Tenured (without term) - Instructional
Local Academic Unit: Atmospheric, Oceanic and Earth Sciences (COS)

ANNOUNCEMENT

Academic Programs, Diversity, and University Community Committee

February 25, 2021

SEPARATIONS

LAST NAME	FIRST NAME	TYPE	EFFECTIVE DATE
Clark	**Kevin**	Retirement	01/09/2021

Title: Professor without Term
Classification: Tenured (without term) - Instructional
Local Academic Unit: College of Education and Human Development

---

Crockett	**Kathryn**	Resignation	12/18/2020

Title: Assistant Director of Enterprise Risk Management
Classification: At will - Admin/Professional
Local Academic Unit: Office of the Senior Vice President

De Mutsert	**Kim**	Resignation	01/09/2021

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

Note(s): Dr. De Mutsert has accepted a position with the University of Southern Mississippi.

Harrison	**Martin Leigh**	Resignation	11/09/2020

Title: Associate Director, Corporate and Foundation Relations
Classification: At will - Admin/Professional
Local Academic Unit: Advancement and Alumni Relations

Hartline	**John D**	Contract expiration	05/24/2021

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

ANNOUNCEMENT

Academic Programs, Diversity, and University Community Committee

February 25, 2021

SEPARATIONS

LAST NAME	FIRST NAME	TYPE	EFFECTIVE DATE
Igwe	**Melitta**	Resignation	01/04/2021

Title: Associate Director University Course Programs
Classification: At will - Admin/Professional
Local Academic Unit: Office of the Provost

Ledig	**Robert H.**	Contract expiration	05/24/2021

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

Lee	**Garrett**	Contract expiration	12/05/2020

Title: Research Associate (Instructor)
Classification: Term - Research
Local Academic Unit: Physics and Astronomy (COS)

Lerch	**Jennifer**	Resignation	01/09/2021

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

Lin	**MingKuan**	Resignation	10/31/2020

Title: Research Assistant Professor
Classification: Term - Research
Local Academic Unit: Systems Biology (COS)

ANNOUNCEMENT

Academic Programs, Diversity, and University Community Committee

February 25, 2021

SEPARATIONS

LAST NAME	FIRST NAME	TYPE	EFFECTIVE DATE
Mallinson	**R. Kevin**	Retirement	05/24/2021

Title: Associate Professor without Term
Classification: Term - Instructional
Local Academic Unit: Nursing (CHHS)

Manwill	**Kristi**	Resignation	01/04/2021

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

McAuliffe	**Terence R.**	Resignation	12/09/2020

Title: Distinguished Visiting Professor
Classification: At will - Admin/Professional
Local Academic Unit: Schar School of Policy and Government

Neary	**Michael P.**	Contract expiration	01/09/2021

Title: Term Instructor
Classification: Term - Instructional
Local Academic Unit: Computer Science (VSE)

Petersen	**Jackie**	Retirement	01/10/2021

Title: Librarian
Classification: At will - Admin/Professional
Local Academic Unit: Helen A. Kellar Institute for Human Disabilities (CEHD)

ANNOUNCEMENT

Academic Programs, Diversity, and University Community Committee

February 25, 2021

SEPARATIONS

LAST NAME	FIRST NAME	TYPE	EFFECTIVE DATE
Purja Pun	**Ganga**	Resignation	01/04/2021

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

Quiles	**Brandon**	Resignation	11/24/2020

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

Rafatirad	**Setareh**	Resignation	01/09/2021

Title: Term Associate Professor
Classification: Term - Instructional
Local Academic Unit: Information Sciences and Technology (VSE)

Rynex	**Donna**	Resignation	01/05/2021

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

Note(s): This record supersedes previous separation reported in the May 2020 Board Book.

Scully	**Cathleen**	Resignation	01/09/2021

Title: Term Assistant Professor
Classification: Term - Instructional
Local Academic Unit: Nursing (CHHS)

ANNOUNCEMENT

Academic Programs, Diversity, and University Community Committee

February 25, 2021

SEPARATIONS

LAST NAME	FIRST NAME	TYPE	EFFECTIVE DATE
Stacks	**Helen**	Resignation	02/12/2021

Title: Simulation Center Coordinator
Classification: At will - Admin/Professional
Local Academic Unit: Nursing (CHHS)

Vartanian	**Thomas P.**	Contract expiration	05/24/2021

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

Watkins	**Robert L.**	Resignation	11/09/2020

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

Williams	**Aiyana**	Resignation	11/20/2020

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

Williams	**Walter**	Deceased	12/02/2020

Title: Professor without Term
Classification: Tenured (without term) - Instructional
Local Academic Unit: Economics (CHSS)

ANNOUNCEMENT

Academic Programs, Diversity, and University Community Committee

February 25, 2021

SEPARATIONS

LAST NAME	FIRST NAME	TYPE	EFFECTIVE DATE
Witt	**Paula J.**	Resignation	02/12/2021

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

ANNOUNCEMENT

Academic Programs, Diversity, and University Community Committee

February 25, 2021

OTHER ANNOUNCEMENTS

LAST NAME	FIRST NAME	TYPE
Ahn	**Changwoo**	Title Change

Title: University Life Faculty Fellow
Local Academic Unit: University Life

Note(s): Retained Title-Professor without Term

Bagchi	**Pramita**	Tenure Track Contract Extension

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

Berger	**LaNitra**	Title Change

Title: Senior Director, Office of Fellowships
Local Academic Unit: Honors College

Note(s): Previous Title:Director, Fellowship and Undergraduate Apprenticeship Program

---

Blake	**Brandi J.**	Title Change

Title: Truth Racial Healing and Transformation Campus Center Fellowship
Local Academic Unit: University Life

Note(s): Retained Title-Associate Director

Booth	**Jeanne**	Title Change

Title: Program Manager
Local Academic Unit: Social Work (CHHS)

Note(s): Retained Title-Term Assistant Professor

ANNOUNCEMENT

Academic Programs, Diversity, and University Community Committee

February 25, 2021

OTHER ANNOUNCEMENTS

LAST NAME	FIRST NAME	TYPE
Bruce	**Scott A.**	Tenure Track Contract Extension

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

Bushallow	**Lara**	Title Change

Title: Director, Digital Technologies and Services
Local Academic Unit: University Libraries

Note(s): Previous Title:Director, Digital Technologies

Butler	**Kathleen**	Title Change

Title: Health Sciences Librarian
Local Academic Unit: University Libraries

Note(s): Previous Title:Science and Psychology Liaison Librarian

---

Butler	**Henry**	Title Change

Title: Executive Director, Law and Economics Center
Local Academic Unit: Antonin Scalia Law School

Note(s): Retained Title-Professor without Term

Calcagno	**Theresa**	Title Change

Title: Engineering and Computing Librarian
Local Academic Unit: University Libraries

Note(s): Previous Title:Engineering Librarian

ANNOUNCEMENT

Academic Programs, Diversity, and University Community Committee

February 25, 2021

OTHER ANNOUNCEMENTS

LAST NAME	FIRST NAME	TYPE
Carter	**Samara**	Title Change

Title: University Records Officer
Local Academic Unit: University Libraries

Note(s): Previous Title:University Records Manager

Chen	**Xiang**	Tenure Track Contract Extension

Title: Assistant Professor
Local Academic Unit: Electrical and Computer Engineering (VSE)

Coniglio	**Jamie W.**	Title Change

Title: Marketing and Public Programs Officer
Local Academic Unit: University Libraries

Note(s): Previous Title:Engagement and Organizational Development Officer

---

Dooris	**John**	Title Change

Title: Director, Research and Analysis
Local Academic Unit: Institutional Effectiveness and Planning (Provost)

Note(s): Previous Title:Assistant Director, Institutional Research & Assessment

---

El-Amine	**Hadi**	Tenure Track Contract Extension

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

ANNOUNCEMENT

Academic Programs, Diversity, and University Community Committee

February 25, 2021

OTHER ANNOUNCEMENTS

LAST NAME	FIRST NAME	TYPE
Esmaeili	**Behzad**	Tenure Track Contract Extension

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

Fehsenfeld	**Jennifer**	Title Change

Title: Lead, Arts and Humanities Team
Local Academic Unit: University Libraries

Note(s): Previous Title:Humanities Liaison Librarian

Ferguson	**Daniel E.**	Tenure Track Contract Extension

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

---

Garcia	**Toni C.**	Title Change

Title: Concentration Director, Business Analytics
Local Academic Unit: School of Business

Note(s): Retained Title-Term Instructor

Ghahari Kermani	**Fereshte**	Tenure Track Contract Extension

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

ANNOUNCEMENT

Academic Programs, Diversity, and University Community Committee

February 25, 2021

OTHER ANNOUNCEMENTS

LAST NAME	FIRST NAME	TYPE
Grimm	**Stephanie H.**	Title Change

Title: Art and Art History Librarian and Fenwick Gallery Manager
Local Academic Unit: University Libraries

Note(s): Previous Title:Art and Art History Librarian

Handler	**Robert A.**	Tenure Track Contract Extension

Title: Professor
Local Academic Unit: Mechanical Engineering (VSE)

Harris	**Cameron**	Title Change

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

Note(s): Retained Title-Term Instructor

Horstmeyer	**Derek M.**	Title Change

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

Note(s): Retained Title-Term Associate Professor

Hudson	**Seth Andrew**	Title Change

Title: WAC-Stearns Center Faculty Fellow for Faculty Writing Support
Local Academic Unit: Office of the Provost

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

ANNOUNCEMENT

Academic Programs, Diversity, and University Community Committee

February 25, 2021

OTHER ANNOUNCEMENTS

LAST NAME	FIRST NAME	TYPE
Huffman	**Sabrina A.**	Title Change

Title: Interim Assistant Dean for Admission
Local Academic Unit: Antonin Scalia Law School

Note(s): Retained Title-Director of Admissions

Ji	**Ran**	Tenure Track Contract Extension

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

Ji	**Wenying**	Tenure Track Contract Extension

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

Jorgenson	**Linn**	Title Change

Title: Interim Director, LIFE
Local Academic Unit: College of Education and Human Development

Note(s): Retained Title-Term Associate Professor

Kang	**Pilgyu**	Tenure Track Contract Extension

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

ANNOUNCEMENT

Academic Programs, Diversity, and University Community Committee

February 25, 2021

OTHER ANNOUNCEMENTS

LAST NAME	FIRST NAME	TYPE
King	**Michael A.**	Title Change

Title: Assistant Area Chair of Information Systems and Operations Management (Business Analytics)
Local Academic Unit: School of Business

Note(s): Retained Title-Term Assistant Professor

Kwon	**Harim**	Tenure Track Contract Extension

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

Landsberg	**Alison**	Title Change

Title: Director of the Center for Humanities Research
Local Academic Unit: College of Humanities and Social Sciences

Note(s): Retained Title-Professor without Term

Mainkar	**Avinash V.**	Title Change

Title: BUS 498 Coordinator
Local Academic Unit: School of Business

Note(s): Retained Title-Term Assistant Professor

Martin	**Philip A.**	Conversion

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

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

ANNOUNCEMENT

Academic Programs, Diversity, and University Community Committee

February 25, 2021

OTHER ANNOUNCEMENTS

LAST NAME	FIRST NAME	TYPE
McGrath	**Robert J**	Title Change

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

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

Meamber	**Laurie A.**	Title Change

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

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

Money	**Francis P.**	Title Change

Title: Senior Associate Director of Undergraduate Admissions
Local Academic Unit: Office of Admissions

Note(s): Previous Title:Associate Director of Undergraduate Admissions

---

Nam	**Sang**	Title Change

Title: Interim Director of the Computer Game Design Program
Local Academic Unit: Computer Game Design (CVPA)

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

Neves Cortes	**Nelson**	Title Change

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

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

ANNOUNCEMENT

Academic Programs, Diversity, and University Community Committee

February 25, 2021

OTHER ANNOUNCEMENTS

LAST NAME	FIRST NAME	TYPE
Nowzari	**Cameron**	Tenure Track Contract Extension

Title: Assistant Professor
Local Academic Unit: Electrical and Computer Engineering (VSE)

O'Hara	**Lisa C.**	Title Change

Title: Academic Program Manager, IEP
Local Academic Unit: Office of the Provost

Note(s): Previous Title:China 121 Program Manager

Osterweil	**Eric**	Tenure Track Contract Extension

Title: Assistant Professor
Local Academic Unit: Computer Science (VSE)

Phillips	**Elizabeth**	Tenure Track Contract Extension

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

Plotnick	**Jeremy**	Title Change

Title: Director of Minor Programs
Local Academic Unit: School of Business

Note(s): Retained Title-Term Assistant Professor

ANNOUNCEMENT

Academic Programs, Diversity, and University Community Committee

February 25, 2021

OTHER ANNOUNCEMENTS

LAST NAME	FIRST NAME	TYPE
Qiao	**Wanli**	Tenure Track Contract Extension

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

Roszkowski	**Beth**	Title Change

Title: Lead, Social Sciences Team and Arlington Campus Library
Local Academic Unit: University Libraries

Note(s): Previous Title:Head Arlington Campus Library

Serigos	**Jacqueline**	Tenure Track Contract Extension

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

Setia	**Sanjeev**	Title Change

Title: Interim Divisional Dean for Computing
Local Academic Unit: Volgenau School of Engineering

Note(s): Retained Title-Professor without Term

Slawski	**Martin P.**	Tenure Track Contract Extension

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

ANNOUNCEMENT

Academic Programs, Diversity, and University Community Committee

February 25, 2021

OTHER ANNOUNCEMENTS

LAST NAME	FIRST NAME	TYPE
Smith	**Zavin R.**	Title Change

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

Note(s): Previous Title:Director, Development and Alumni Relations

---

Sofer	**Ariela**	Title Change

Title: Interim Divisional Dean for Engineering
Local Academic Unit: Volgenau School of Engineering

Note(s): Retained Title-Professor without Term

Stanford	**Jennifer**	Title Change

Title: Special Assistant to the Interim Assistant Dean
Local Academic Unit: Antonin Scalia Law School

Note(s): Previous Title:Assistant Dean for Admissions and Enrollment Manager

---

Sullivan	**Amy**	Title Change

Title: Head, Preservation Services
Local Academic Unit: University Libraries

Note(s): Previous Title:Preservation Librarian

Tian	**Kuo**	Tenure Track Contract Extension

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

ANNOUNCEMENT

Academic Programs, Diversity, and University Community Committee

February 25, 2021

OTHER ANNOUNCEMENTS

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

Title: Area Programs Coordinator, Accounting
Local Academic Unit: School of Business

Note(s): Retained Title-Term Instructor

Vadakkepatt	**Gautham Gopal**	Title Change

Title: Director, Retail Center
Local Academic Unit: School of Business

Note(s): Retained Title-Assistant Professor

Van Sant	**Claude**	Tenure Track Contract Extension

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

Vay	**Robert**	Title Change

Title: Technology and Exhibitions Archivist
Local Academic Unit: University Libraries

Note(s): Previous Title:Digital Collections Archivist

Wright	**Catherine**	Title Change

Title: Undergraduate Program Director
Local Academic Unit: Communication (CHSS)

Note(s): Retained Title-Term Associate Professor

ANNOUNCEMENT

Academic Programs, Diversity, and University Community Committee

February 25, 2021

OTHER ANNOUNCEMENTS

LAST NAME	FIRST NAME	TYPE
Yuckenberg	**Ashley**	Title Change

Title: Writing Intensive Coordinator
Local Academic Unit: School of Business

Note(s): Retained Title-Term Instructor

Zhang	**Feitian**	Tenure Track Contract Extension

Title: Assistant Professor
Local Academic Unit: Electrical and Computer Engineering (VSE)

Faculty and Academic Standards Committee

February 25, 2021

SUMMARY OF FACULTY ACTIONS AND ANNOUNCEMENTS

APPOINTMENT OF FACULTY

	Term		Tenure Track			
	9-month	**12-month**	**9-month**	**12-month**	**Research**	**Grant Funded**
Instructor	0	0	0	0	0	0
Assistant Professor	1	0	0	0	0	0
Associate Professor	0	0	0	0	0	0
Professor	0	0	0	0	0	0
Administrative/Professional	0	14	0	0	0	3
Totals	1	14	0	0	0	3

RENEWALS/REAPPOINTMENTS

	Term		Tenure Track			
	9-month	**12-month**	**9-month**	**12-month**		**Total**
Instructor	1	1	0	0		2
Assistant Professor	6	2	0	0		8
Associate Professor	4	0	0	0		4
Professor	3	4	0	0		7
Administrative/Professional	0	0	0	0		0
Totals	14	7	0	0		21

SEPARATIONS

Resignation	**Retirement**	**Contract Expiration**	**Deceased**		**Total**
20	4	6	1		31

OTHER ANNOUNCEMENTS

Leave with pay and Partial pay	**Leave w/o pay**	**Title Change**	**Conversion**	**Tenure Track Contract Extension**	**Total**
0	0	40	1	21	62

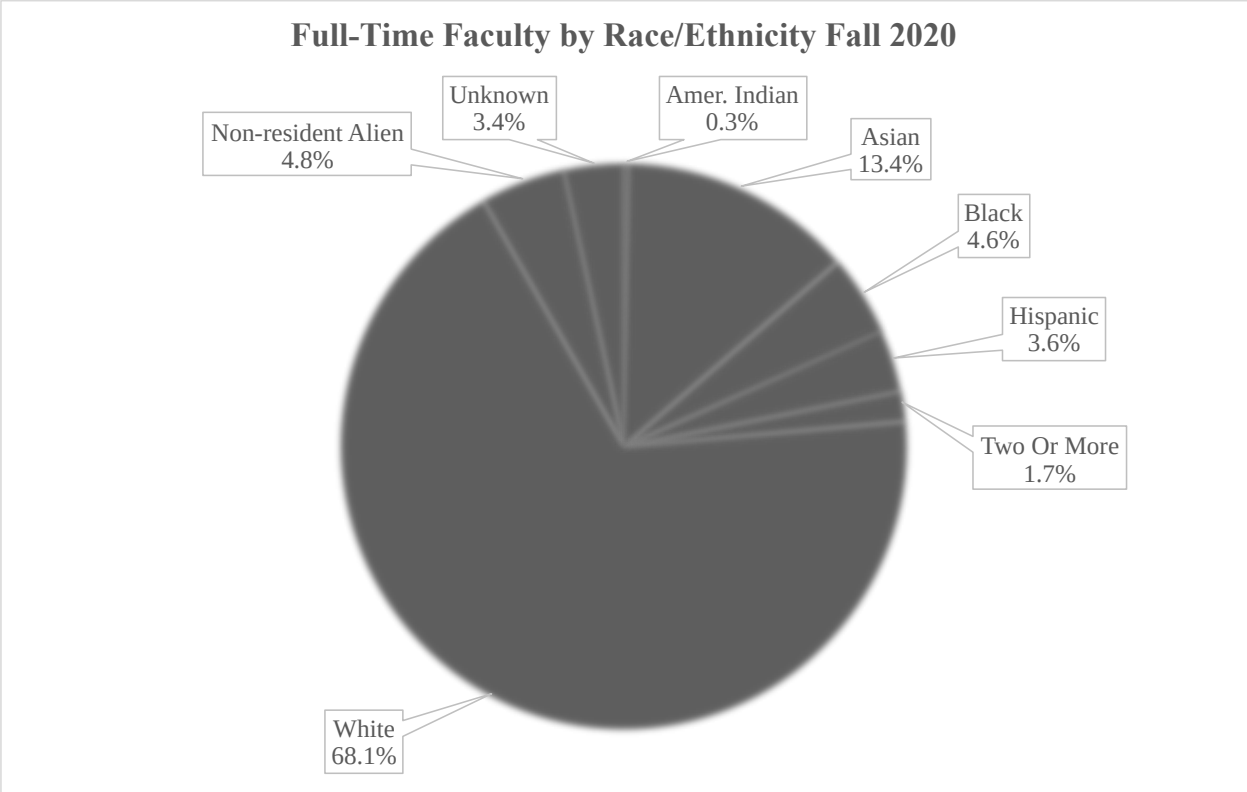
*Summary Excludes Postdoctoral Research Fellows and Research Staff

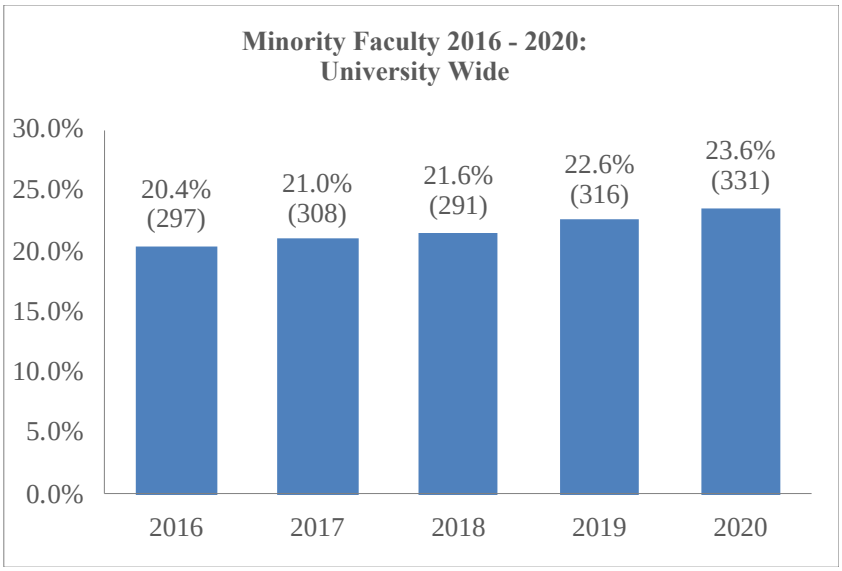
The Diversity of Mason's Full-Time Faculty
Fall 2020

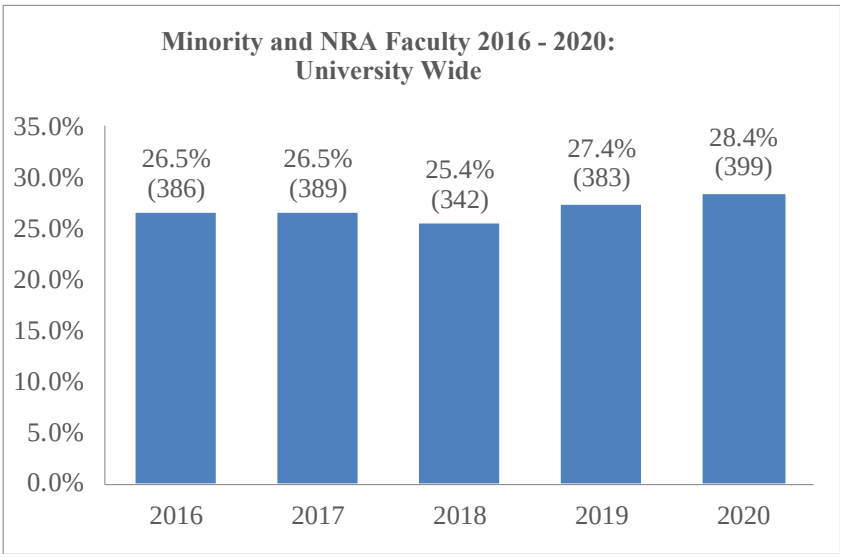
In Fall 2020, 28.4% of Mason's full-time faculty were a member of a racial/ethnic minority group or a non-resident alien. This compares to 55.0% of students who identify as a racial/ethnic minority or non-resident alien. One of the goals of Mason's strategic plan is to increase faculty diversity. The percentage of faculty identifying as minority has increased between 2019 and 2020.

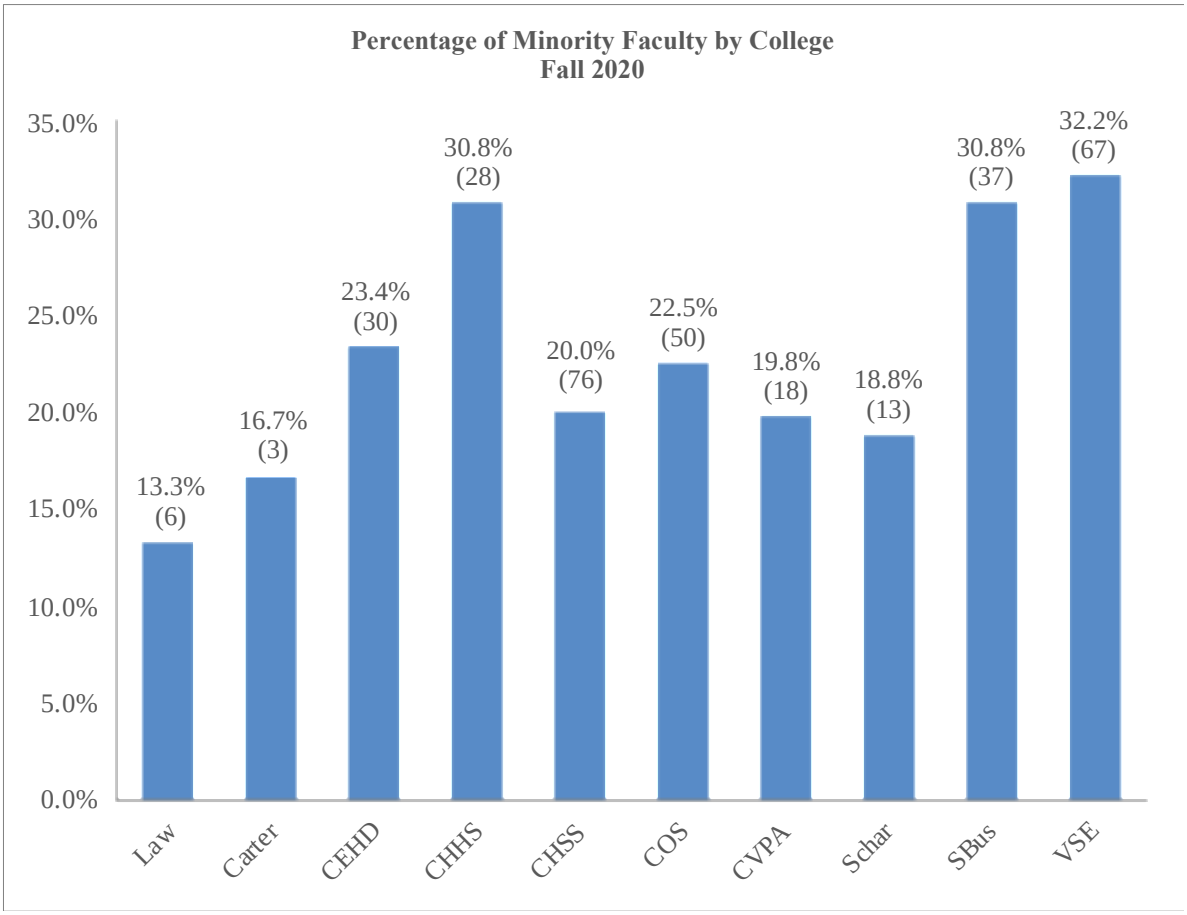
Race and Ethnicity

- Minority faculty members make up 23.6% (331) of the 1,403 full-time faculty members, an increase of 1.0% over Fall 2019.
- 53.5% of new faculty identified themselves as White, 30.3% identified themselves as minorities, and 15.2% were classified as non-resident aliens.
- The percentage of minority full-time faculty within each college or school ranges from 13.3% to 32.2%.




Minority Faculty 2016 - 2020:
University Wide
30.0%
25.0%
20.0%
15.0%
10.0%
5.0%
0.0%
20.4% (297)
21.0% (308)
21.6% (291)
22.6% (316)
23.6% (331)
2016
2017
2018
2019
2020


Minority and NRA Faculty 2016 - 2020:
University Wide
35.0%
30.0%
25.0%
20.0%
15.0%
10.0%
5.0%
0.0%
26.5% (386)
26.5% (389)
25.4% (342)
27.4% (383)
28.4% (399)
2016
2017
2018
2019
2020



Gender

- Women represented 46.5% of the new full-time faculty hires this year, which is a greater proportion than the 45.3% of the total full-time faculty who are female.

- For the five-year period from 2016 to 2020, the proportion of full-time female faculty members increased by 2.2 percentage points.

- Women represent 36.8% of the tenured positions, 44.1% of the tenure-track positions, and 57.8% of term faculty positions. For new hires, women represent 35.7% of the tenured positions, 47.4% of the tenure-track positions, and 48.9% of the term positions.

The Retention of Full-Time Instructional Faculty
Fall 2019 to Fall 2020

Fall 2019 Faculty Retention

In the Fall 2019 semester, Mason employed 1,399 full-time instructional faculty members. Of these, 94% (1,321) continued to be employed at Mason in Fall 2020. The attrition rate for instructional faculty was 6%, which is comparable to previous years (7% in 2015, 6% in 2016, 6% in 2017, and 6% in 2018). Once retirees are removed from the analysis, the attrition rate drops to 3%. The most frequent reason for faculty departure was retirement, followed by resignation, and completion of contract. Thirty-three full-time faculty retired in FY 2020, compared to 22 in FY 2019 and 39 in FY 2018.

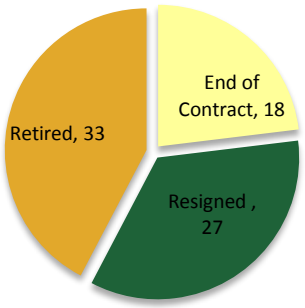
Of the 1,321 faculty members continuing at Mason:

- 1,301 (98%) continued as full-time instructional faculty
- 16 (<2%) moved into full-time administrative or part-time faculty positions
- 4 (<1%) were on leave without pay

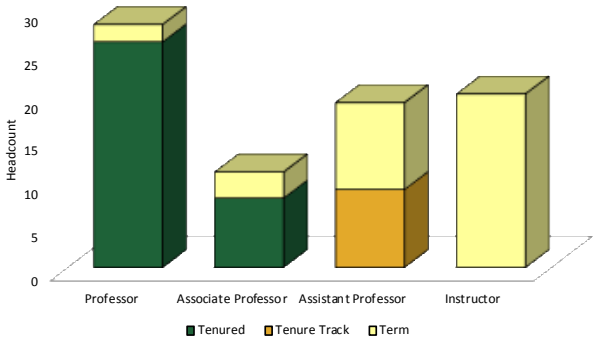
Reasons for leaving include:

- 33 retired
- 27 resigned
- 18 completed their contract

Reasons for Faculty Departure FY 2020



Faculty Departure by Rank and Tenure



Thirty-four tenured faculty departed Mason in FY20: 27 retired, 6 resigned due to a new job offer, and 1 resigned without a reason given. Nine tenure-track faculty departed: 6 resigned due to a new job offer and 3 completed contracts. Thirty-five term faculty departed: 15 completed contracts, 6 retired, 6 resigned without a reason given, 4 resigned due to a school/career change, 2 resigned due to a new job offer, and 2 resigned to leave the area.

Fall 2020 Faculty

In the Fall 2020 semester, Mason employed 1,403 full-time instructional faculty members: 1,304* (93%) continuing faculty members and 99 (7%) new faculty members. Five percent of returning faculty received promotions, a similar rate to the proportion of promotions in the recent past (6% in Fall 2019; 5% in Fall 2018; 3% in Fall 2017). Below is the faculty distribution across ranks.

Continuing Faculty

- 368 professors, 14 promotions
- 479 associate professors, 51 promotions
- 378 assistant professors, 5 promotions
- 79 instructors

New Faculty

- 9 professors
- 18 associate professors
- 62 assistant professors
- 10 instructors

**1,304 continuing faculty represent the 1,301 instructional faculty in both the Fall 2019 and Fall 2020 census files, plus three faculty who were on LWOP in Fall 2019 (and not in census file) who have returned from LWOP and are present in Fall 2020 census file.*

Undergraduate Student Retention and Graduation

Fall 2020

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

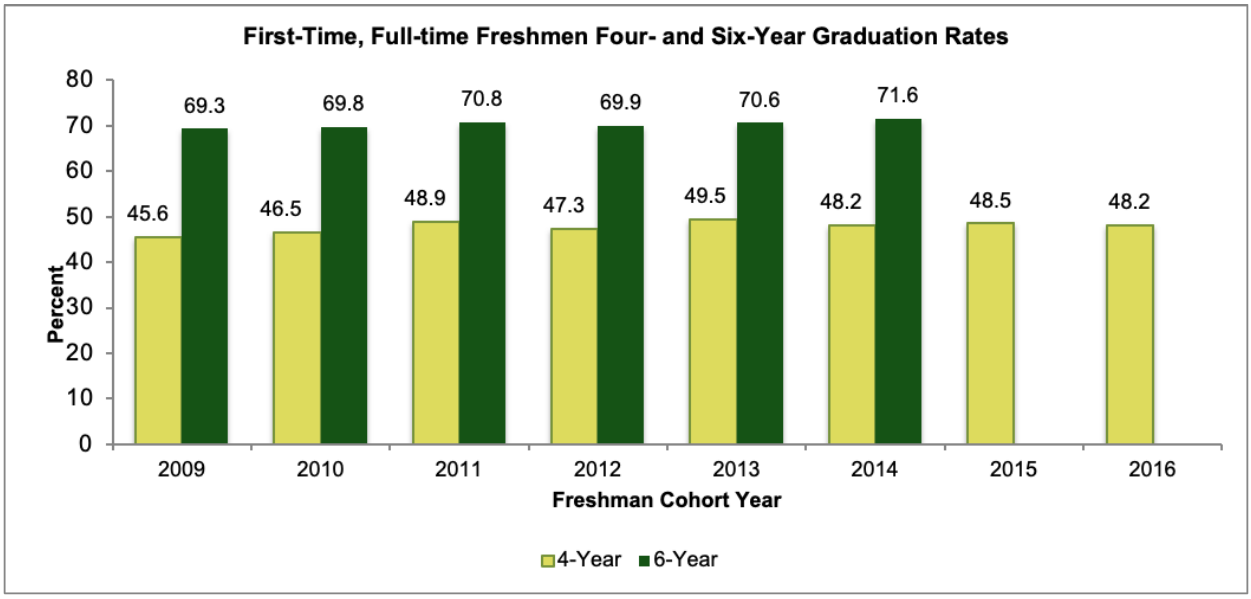
The Department of Education's standardized measures for retention and graduation rates focus on entering first-time, full-time, degree-seeking freshmen. In Fall 2020, 96.3% of Mason's freshman cohort met that definition. The first-year retention rate is the percentage of first-time, full-time, bachelor's 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 2019**		**Fall 2016**	**Fall 2014**
Overall	86.0%		48.2%	71.6%
By Residency	In-State	88.3%	48.0%	73.9%
	Out-of-State	77.4%	49.2%	63.3%
By Gender	Female	88.0%	55.6%	76.7%
	Male	84.0%	40.3%	66.0%
By Race/Ethnicity	Asian	91.1%	49.3%	76.4%
	White	85.1%	50.5%	71.0%
	Hispanic	85.7%	45.2%	72.1%
	Other*	82.1%	42.4%	72.4%
	Two or more (multi-ethnic)	80.0%	39.1%	64.5%
	Black	85.1%	46.8%	68.6%

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

The Fall 2019 cohort first-year retention rate overall is 86.0%, slightly lower than the 2018 cohort (down 0.4%). 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 2016 cohort, the most recent cohort for which data is available, is 48.2%. Compared to the rate for the Fall 2000 cohort of 30.9%, over 15 years, Mason's rate has improved 56%. Mason's six-year graduation rate (150% of program length) has risen from 52.8% in 1998 to 71.6% for the 2013 cohort. Again, over a 15-year period, rates have improved, in this case by 36%. 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.



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 2014 cohort of students by type of aid received are:

- Pell Grants 71.5%
- Subsidized Stafford Loans 68.8%
- Other 76.6%
- No aid 69.9%.

First-Generation

First-generation students are also a vulnerable population for which Mason develops focused initiatives. In the 2014 cohort, 70.6% of students who identified themselves as first-generation students graduated in six years compared to 72.2% of students who were not first-generation. Similar to Pell students, the 2016 Cohort four-year graduation rate for first-generation students of 43.3% 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 2014, only 33 of Mason's 3,078 freshmen began as part-time students. Of those, 33.3% graduated in six years.

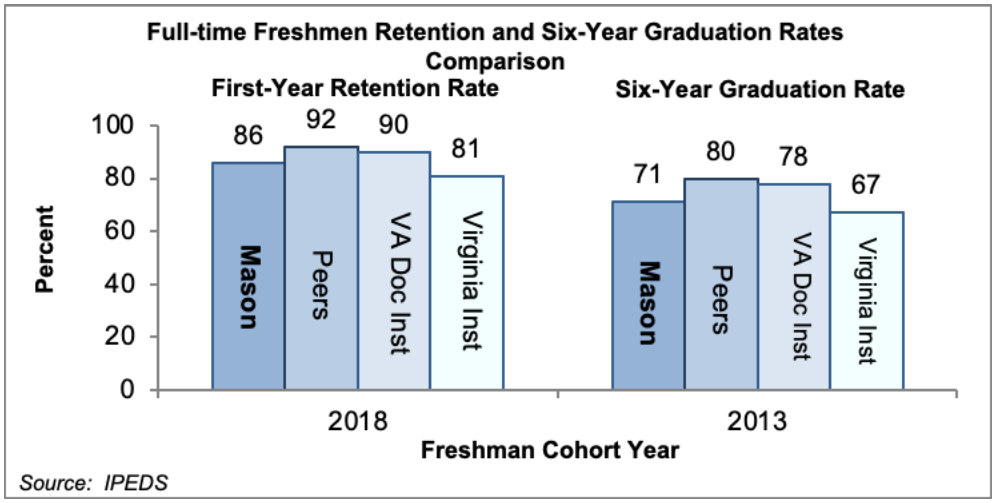
Peer and Regional Comparisons

George Mason's student population differs from that of its peers and regional institutions in a number of ways. For example:

- In Fall 2018, 31% 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 29%, 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 (27%) in its 2018 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 32%.
- The academic measures for students at George Mason's peer institutions are considerably higher. For the 2018 cohort, Mason's SAT scores for the 25th percentile and 75th percentile were 1120 and 1320, respectively, while the comparable average scores for its peers were 1224 and 1421, 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 2018 for the first-year retention rate and 2013 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.



[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 2019, the overall one-year retention rate for transfer student was 88.0%. Students who transfer to Mason and enroll full-time are retained at a higher rate than those who enroll part-time, 90.4% v 78.3%. The four-year graduation rate for the transfer cohort that entered in Fall 2016 was 78.4% for the full-time students and 50.3% for the part-time students. This results in an overall transfer four-year graduation rate of 72.5%.

The majority of Mason transfer students come from the Virginia Community College System (VCCS). Of all the VCCS transfers that entered in Fall 2019, 89.1% returned the subsequent Fall, while 91.3% of the full-time VCCS transfers were retained to their second year. The four-year graduation rates for all Fall 2016 VCCS transfers is 73.5%, while the full-time VCCS transfers have a four-year rate of 79.9%. The six-year graduation rate for Fall 2014 VCCS transfers is 78.6%, and the full-time VCCS transfers have a six-year graduation rate of 83.6%. 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/

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

February 25, 2021
AGENDA

I. Call to Order

A. Introductory Remarks

II. Public Comments

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

A. Approval of Committee Minutes for December 3, 2020 Meeting **(ACTION)**

IV. Old Business

A. Auditor of Public Accounts Examination Update

V. New Business

A. Introduction of Institutional Compliance Leader

B. Information Technology Update

VI. Reports

A. Office of University Audit Summary Report

B. Review of Office of University Audit Planning

VII. Adjournment

DRAFT – Subject to Revision

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

December 3, 2020
MINUTES

MEETING NOTE: Due to safety concerns associated with the COVID-19 pandemic, and in accordance with provisions in the 2020 Commonwealth Budget Bill General Provisions: § 4-0.01.g.1, the December 3, 2020 meeting of the Audit, Risk, and Compliance Committee of the Board of Visitors of George Mason University was held through electronic means. Committee members and university leadership met via Zoom videoconference. The session was streamed live via webcast for public viewing at https://gmutv.gmu.edu/live-broadcast/. Public comments for this meeting were received via an online form posted on the Board of Visitors webpage (https://bov.gmu.edu/). No public comment submissions were received through the form for this committee. The full video recording of the meeting may be accessed at https://vimeo.com/showcase/7866020/video/487393560.

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

Rector Hazel; President Washington; Vice President and Chief Information Officer Borek; Faculty Senate Chair Davis; Student Representative Deveneau; Faculty Liaison Douthett; Senior Vice President Kissal; Associate University Counsel Schlam; Chief Ethics Officer Woodley; Auditor of Public Accounts Representatives Finke and Rasnic; Chief Audit, Risk, and Compliance Officer Dittmeier; Assistant University Auditor Sanders; and Associate University Auditor Watkins.

I. Chair Rice called the meeting to order at 10:40 a.m.

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

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

III. Approval of Minutes

Chair Rice called for a motion to approve the minutes of the October 1, 2020 Audit Committee meeting. The motion was **MOVED** by Visitor Blackman and **SECONDED** by Visitor Kazmi.

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

IV. New Business

A. Auditor of Public Accounts Discussion

Mr. Rasnic provided an overview of the Auditor of Public Accounts, including their reporting relationship to the Joint Legislative Audit and Review Commission of the Virginia General Assembly. He described the size and scope of their overall work plans and audit approaches, particularly in relation to the Commonwealth's consolidated financial statements. Mr. Rasnic described their planned FY20 audit, which is designed to provide an opinion that the university's financial statements are fairly presented in all material respects. A report on the university's internal control and compliance as it relates to financial reporting will also be provided. The work will also provide an agreed upon procedures report related to revenues and expenses of Mason's intercollegiate athletics programs and will follow-up on any matters from the Auditor's previous testing of student financial aid procedures. Mr. Rasnic confirmed that results would be reported at the Committee's April 2021 meeting.

The Committee invited Mr. Raznic to inform the Committee of any issues surfaced during the audit, including any difficulties or disputes with management.

B. Closed Session

Visitor Kazmi **MOVED** and Vice Chair Moreno **SECONDED** that the Committee go into Closed Session under the provisions of Section 2.2-3711.A.19 to discuss security controls regarding access to or use of any automated data processing or telecommunications systems. There was no discussion.

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

Visitor Kazmi **MOVED** and Visitor Blackman **SECONDED** that the committee go back into public session and it was further moved that by **ROLL CALL VOTE** certify 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 Session, and that only such public business matters that were identified in the motion by which the Closed Session was convened were heard, discussed, or considered in the Closed Session.

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

V. Reports

The Committee reviewed the Report of Approved Waivers of Contractual Conflicts of Interest for the year ending November 20, 2020. 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.

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

VI. Adjournment

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

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

Chair Rice declared the meeting adjourned at 11:30 a.m.

Respectfully submitted,

Edward R. Dittmeier
Secretary pro tem

ITEM NUMBER: IV.A. Auditor of Public Accounts Examination Update

PURPOSE OF ITEM: Brief the Audit, Risk, and Compliance Committee regarding the status of the Auditor of Public Accounts' examination of Mason's financial statements for the year ended June 30, 2020.

NARRATIVE: Sharon Heinle, Associate Vice President and Controller, will brief the Committee on the current status of the Auditor of Public Accounts' examination of Mason's financial statements for the year ended June 30, 2020.

ACTION: Receive briefing and discuss.

ITEM NUMBER: V.A. Introduction of Institutional Compliance Leader

PURPOSE OF ITEM: Introduce Vincent Lacovara, Mason's Associate Vice President for Institutional Compliance, to the Committee.

NARRATIVE: Biographical Information:

Vin Lacovara joined Mason in February 2021 to lead the newly established Institutional Compliance Program. He was previously the Chief Compliance, Ethics, and Privacy Officer at Catholic University for ten years where he established and managed the institutional compliance and ethics program. At Catholic University, Vin implemented and conducted entity-wide regulatory risk assessments and targeted reviews of high compliance risks, developed and administered a more robust conflict of interest reporting and management process, developed and delivered in-person and online compliance awareness and privacy training, and implemented a formal compliance communication and reporting system. Prior to Catholic University, Vin was an institutional compliance investigator at George Washington University for seven years and practiced law for seven years in the areas of general civil practice, criminal defense, domestic law, and torts.

Vin is an attorney licensed in Maryland, a Certified Compliance and Ethics Professional, and a member of the national University Compliance Leadership Group. He has spoken at numerous national conferences on compliance matters. Vin holds his undergraduate degree from Duke University and his law degree from Catholic University.

Summary Resume:

Catholic University of America, Washington, DC
- Chief Compliance, Ethics, and Privacy Officer (2011-2021)

George Washington University, Washington, DC
- Compliance Investigator (2004-2011)

Karp, Frosh, Lapidus, Wigodsky, & Norwind (Law Firm)
- Associate Attorney (1999-2004)

Stephen A, Shechtel, P.A. (Law Firm)
- Associate Attorney (1997-1999)

ACTION: Welcome Mr. Lacovara to Mason.

ITEM NUMBER: V.B. Information Technology Update

PURPOSE OF ITEM: Brief the Audit, Risk, and Compliance Committee on the status of the university's information technology and associated processes for managing such technology.

NARRATIVE: Kevin Borek, Vice President and Chief Information Officer, will brief the Committee.

ACTION: Receive briefing and discuss.

Information Technology Governance Update

IT Project/Portfolio Management

February 25th, 2021

GEORGE MASON UNIVERSITY | Information Technology Services

IT Priority: Deploy Active Shared Governance Project Management for Technology Projects

Why are we doing this?

- An increased dependence on IT technology in the delivery of both academic and administrative services, which is increasing the number, complexity and inter-relatedness of projects

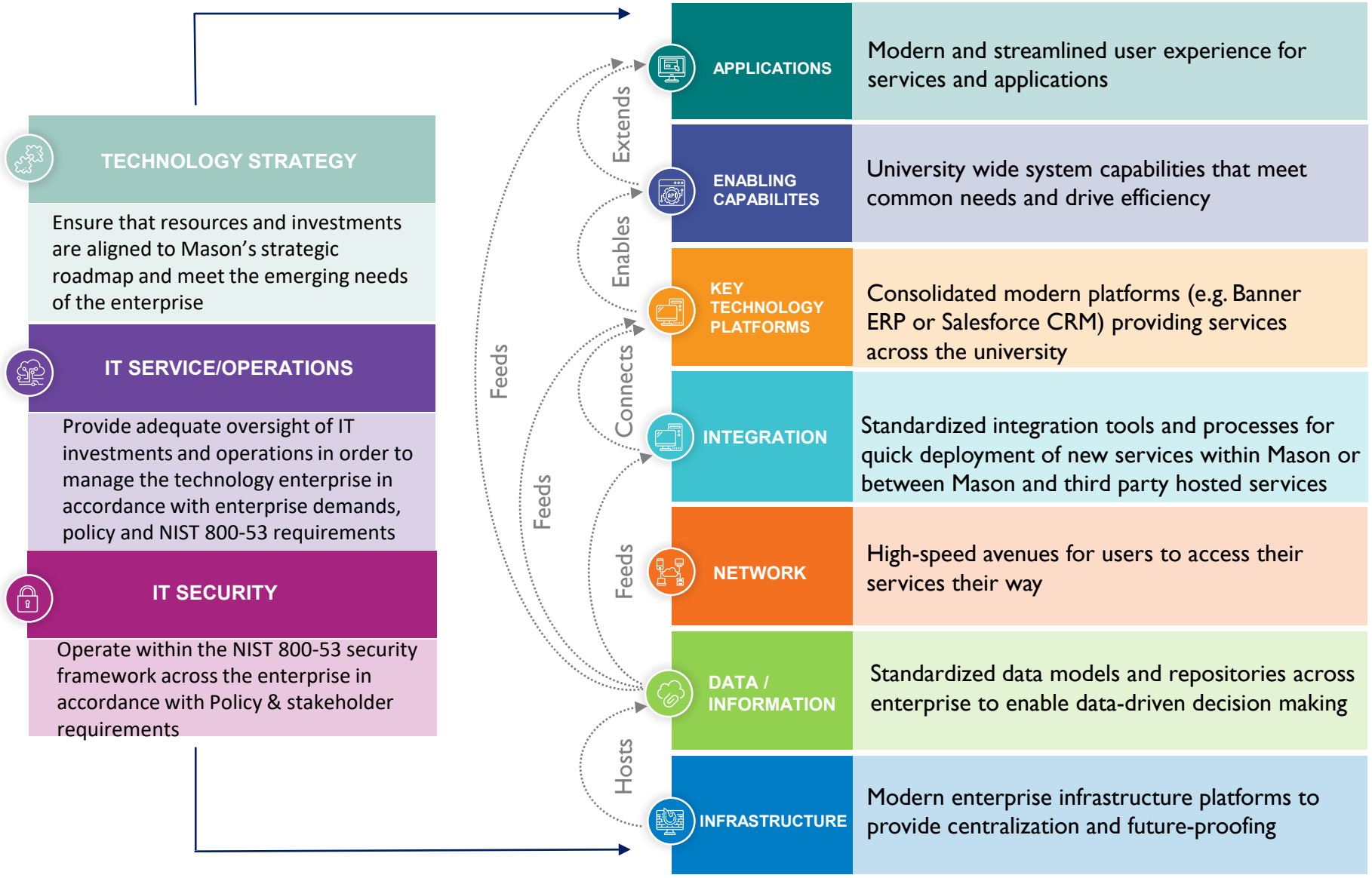
Cost of not having a well defined Central PMO:

- Stranded technology assets
- Technology not utilized to capacity/capability (Data-driven decision making)
- Fragmented decision-making

Benefit of a PMO

- Aligns technology investments with broader institutional strategy/goals
- Greater deployment efficiency and support
- Improves system and data integrity

Multi-Year Goal: An Enterprise Approach To IT Governance, including Project Management



Examples of "governed" activities:

- Technology induction and retirement
- 3rd Party Technology Management
- Endpoint/Asset management
- Architecture/Standards
  - Data models
  - Integration models
  - Access Control/Provisioning
- Change management & control
- Project/Portfolio management
- Security Management

The Shared Governance Challenge: Mason IT Ecosystem

TECHNOLOGY STRATEGY

Ensure that resources and investments are aligned to Mason's strategic roadmap and meet the emerging needs of the enterprise

IT SERVICE/OPERATIONS

Provide adequate oversight of IT investments and operations in order to manage the technology enterprise in accordance with enterprise demands, policy and NIST 800-53 requirements

IT SECURITY

Operate within the NIST 800-53 security framework across the enterprise in accordance with Policy & stakeholder requirements

ITS & 28 Distributed IT Teams:

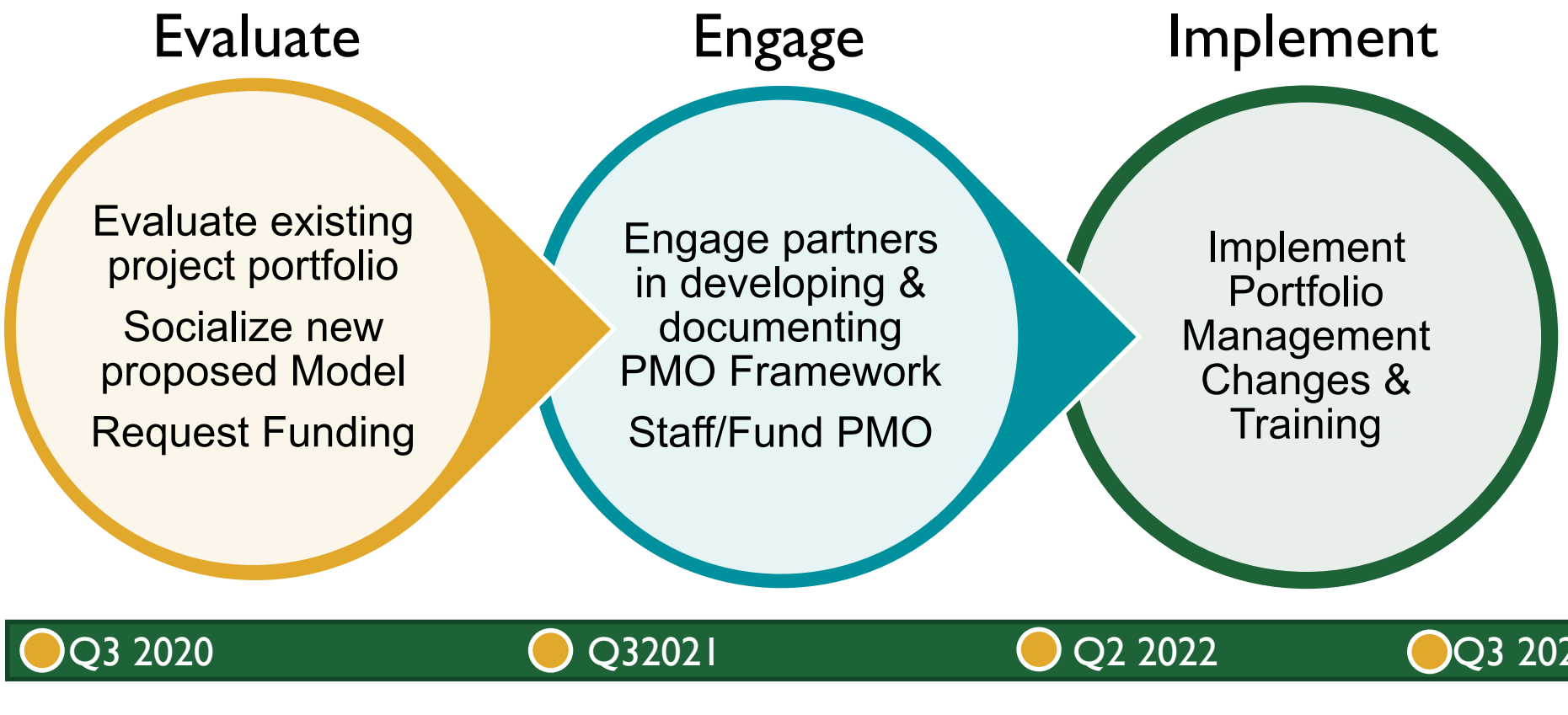
- 10 Colleges: Varying from medium level support teams to one person and a few students per school
- SVP: 6 medium level IT support teams
- Provost: 8 medium level IT support teams
- Presidential Units: 4 small to medium level support IT teams

All groups undertake IT projects of varying complexity with unique goals and competing demands on shared resources

Examples of required "governed" activities:

- Technology induction and retirement
- 3rd Party Technology Management
- Endpoint/Asset management
- Architecture/Standards
  - Data models
  - Integration models
  - Access Control/Provisioning
- Change management & control
- Project/Portfolio management
- Security Management

ITS PMO Timeline / Next Steps



Recasting the PMO is a Project of Record:

- Portfolio analysis, costing and reorganization
- Evaluation of existing business processes and areas of improvement
- Deployment within an IT Governance Framework

QUESTIONS

Office of University Audit

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

February 25, 2021

EXECUTIVE SUMMARY

- Temporary auditor support to management (by Memorandum) has ceased:
  - In consideration of the University's campus operations during the Fall 2020, University Audit ceased the temporary redeployment of certain audit employees to support management that had been implemented under the April 1, 2020 Memorandum.
  - The audit team has fully resumed regular audit operations.

- No audit reports were issued since the last meeting.
  - Two additional memos addressed the distribution of emergency financial aid grants to students and the use of institutional funds received under the CARES Act and the Governor's Emergency Education Relief Fund.

- Remediation of 17 audit issues is in progress as of February 15, 2021:
  - Management completed remediation of one audit issue since December 2020.

- Audit Plan status:
  - Substantially on track with 3+6 Audit Plan reviewed at the prior meeting.

- Status of fraud, waste, and abuse investigations:
  - One investigation was completed since the prior meeting; it was isolated in nature with negligible impact to the University.
  - There are no investigations in progress.

- Audit staffing:
  - The recruiting process is underway to replace an Assistant University Auditor who separated from Mason in April 2020.
  - The remainder of audit team remains stable with no further changes since the prior Committee meeting.
  - Co-sourced resources remain available and are being utilized to provide supplemental skilled expertise when needed.

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.

- Audit Memos:
  - Use and Distribution of CARES Act Related Funding.
  - Use and Distribution of the Governor's Emergency Education Relief Fund (GEERF).

SUMMARY OF AUDIT MEMOS:

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

Use and Distribution of CARES Act Related Funding dated December 18, 2020.

- Validated that the distribution of emergency financial aid grants to students (~$10.4 million) and the use of the Institutional Portion of funds (~$10.4 million) conformed to the relevant Recipient's Funding Certification and Agreements and Section 18004 of the CARES Act.
- Validated that the relevant public reports by Mason conformed to the US Department of Education's instructions for such reports.

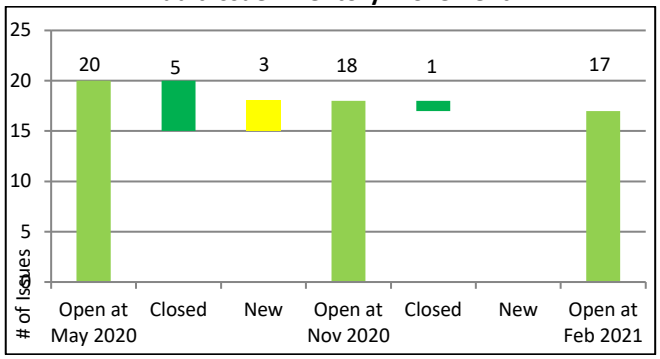
Use and Distribution of the Governor's Emergency Education Relief Fund (GEERF) dated January 25, 2021.

- Validated that the distribution of emergency financial aid grants (~$1.6 million of the $3.5 million allocation) conformed to the Funding Certification and Agreements authorized by Section 18002 of the CARES Act.

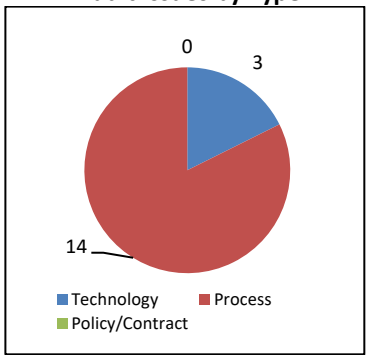
SUMMARY STATUS OF AUDIT ISSUES AS OF FEBRUARY 15, 2021

There were 17 open audit issues as of February 15, 2021. Management completed remediation of one audit issue since December 2020. Target dates for several issues were extended to through Spring semester due to the COVID-19 pandemic.

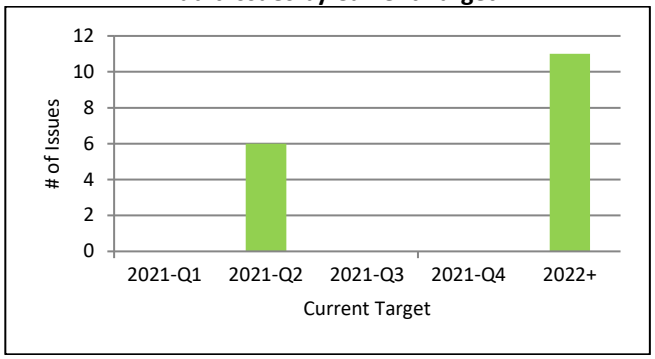
Audit Issue Inventory Movement



Audit Issues by Type



Audit Issues by Current Target



Audit Report	Report Date	Open at May 2020	New	Closed	Open at Nov 2020	New	Closed	Open at Feb 2021
Online Graduate Learning Arrangements (Wiley)	8/26/20	-	1	-	1	-	(1)	0
Gift Acceptance Policy Implementation	6/22/20	-	2	-	2	-	-	2
Intercollegiate Athletics	2/10/20	2	-	(2)	0	-	-	0
Drug and Alcohol Abuse Prevention Program	12/16/19	4	-	(1)	3	-	-	3
Employee Disclosures and Evaluation of Personal Interests	12/13/19	4	-	-	4	-	-	4
Faculty Study Leave Programs	4/18/19	3	-	-	3	-	-	3
Spending of Funding Budgeted for Institutional Reserves and Strategic Initiatives	4/15/19	1	-	(1)	0	-	-	0
Office of the University Registrar	3/7/18	2	-	-	2	-	-	2
Administrative Management of Sponsored Programs	10/11/17	1	-	-	1	-	-	1
IT Governance and Project Prioritization	8/7/17	1	-	-	1	-	-	1
Information Security Management: Boundary Protection	9/9/13	1	-	-	1	-	-	1
Enterprise Project Management Framework and System	3/28/13	1	-	(1)	0	-	-	0
		20	3	(5)	18	0	(1)	17

STATUS OF AUDIT PLAN AS OF FEBRUARY 15, 2021

The 3+6 Audit Plan as of February 15, 2021 (bottom bars) is compared with the status as of the prior report to the Committee (top bars). (Note: The status of work is shown as follows: completed = orange bars, in progress = green bars, deferred in line with Memorandum = red 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; assess security over highly privileged accounts.	
Identity and Access Management Processes	• Assess processes for establishing identities and providing access to Mason systems.	
Construction Payments and Change Orders	• Monitor and assess payments related to in-progress Core Campus and planned SciTech campus construction projects.	
Additional Areas		
Student Financial Aid	• Assess processes for awarding and administering financial aid for students.	
Admissions and Enrollment Management	• Assess processes for managing enrollment levels and admitting students to Mason.	
Processes for Handling Complaints of Discrimination	• Assess processes for handling complaints of discrimination.	
Use and Distribution of CARES Act and GEERF Funds	• Validate the use and distribution of emergency financial aid to students and institutional funding conformed to the relevant CARES Act requirements and agreements.	
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 15, 2021

One investigation was completed since the prior Committee meeting; it was isolated in nature with negligible impact to the University. There are no investigations in progress.

Nature of Allegation	Type	Status	Remarks
Alleged time misreporting	Abuse	Completed	

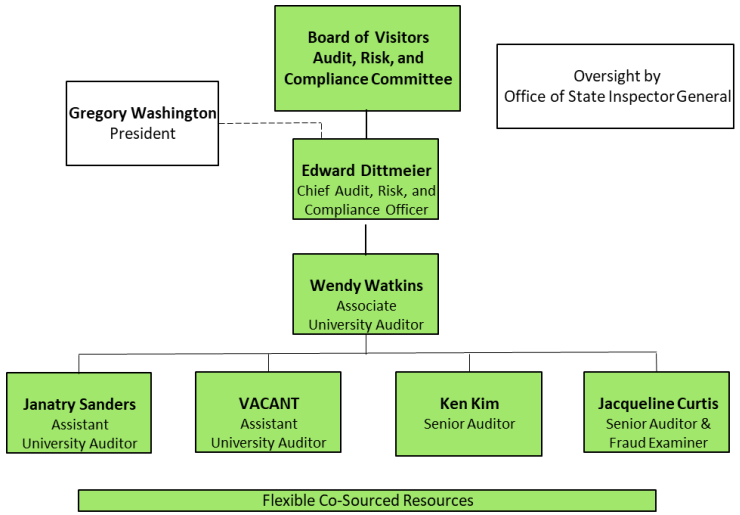
Summary of Types:

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

STAFFING

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

Organization



Staffing

Core Audit Team	Plan	Actual a/o July 2020	Actual Avg to Feb 2021
Audit Leadership	2	2	2.0
Auditors by Expertise:			
Operational Audit	1.5	1	1.0
IT Audit	1	1	1.0
Fraud Audit	1	1	1.0
Total Audit Professional Employees	5.5	5	5.0
Cosourced FTE* Supported by Permanent Budget	0.3		0.0
Total Audit Professionals Supported by Permanent Budget	5.8	5.0	5.0

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

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

APPENDIX: AUDIT ISSUE DETAILS AS OF FEBRUARY 15, 2021

#	Audit Report	Audit Issue	Status of Management Action	Original Target	Current Target
1	**Report Name:** Administrative Management of Sponsored Programs **Report Date:** 10/11/17 **Management:** Aurali Dade, Interim Vice President for Research, Innovation, and Economic Impact	**Plan for Scalable Research Administration to Enable Future Growth in Research:** In our view, Mason's current research administrative processes are not adequate nor scalable to support the nature and extent of research administrative and compliance obligations likely to result from substantial future growth in the volume and value of research awards. A 50% growth of the overall research portfolio, to ~$150 million, might require an additional $2.4 million of expenditures (determined on a straight-line basis) to support research administration and compliance activities. As management plans for such growth and sustaining its R1-Highest Research Activity classification, we believe there should be concurrent, comprehensive planning for the appropriate mix of people, process, and technology resources to effectively satisfy the current and future nature and extent of research administrative and compliance obligations while enabling faculty and researchers to remain focused on conducting research. In conducting such planning, management should consider multiple areas, including: • 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.	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 acquired and a 3-month planning and assessment phase for the project is underway; the entire project is expected to have an approximate 3-year duration. 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 in February 2021. Implementation plans will be developed thereafter. 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	7/1/18	4/15/21

#	Audit Report	Audit Issue	Status of Management Action	Original Target	Current Target
			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 June 2021.		
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 communications can be handled in the same manner. Any modified employee communications will require HR review, approval, and implementation.	3/31/20	4/30/21
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. Based on determinations made by broader university management, University Life will develop a plan to implement recommendations.	6/30/20	4/30/21
4	**Report Name:** Office of the University Registrar **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	OUR is using Ellucian Workflow to develop improved forms oversight. There are two forms being piloted within Ellucian Workflow: Change of Grade request form and the Veterans Registration Reporting form. Working in collaboration with ITS, both forms are in User Acceptance Testing (UAT) and should be deployed for use in Summer 2021.	8/31/18	6/30/21

#	Audit Report	Audit Issue	Status of Management Action	Original Target	Current Target
		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.			
5	**Report Name:** Drug and Alcohol Abuse Prevention Program **Report Date:** 12/16/19 **Management:** Rose Pascarell, Vice President, University Life	**Establish a Governance Body and Program Objectives for Alcohol and Other Drug Prevention Activities:** Establish a governance body for all alcohol and other drug related activities to provide unified program alignment and oversight, and establish strategic and operational goals for the program and ways to monitor progress against identified goals (e.g., key performance indicators, management reporting, etc.). Once program governance, objectives, oversight, and methods of evaluating program effectiveness are adopted, these should be incorporated into biennial reporting efforts.	University Life has established an Alcohol and Other Drug Working Group to oversee alcohol and drug related activities on an ongoing basis. Among other things, the working group will regularly coordinate programmatic efforts and identify program objectives, determine appropriate ways to monitoring performance against established objectives, and establish regimens for oversight. Working Group meetings began in October 2020, and the group will meet twice per month. Objectives, policy/procedure review, oversight details, and performance and program reviews (including potential adjustments to policies or procedures, etc.) will be formally evaluated at the completion of the Spring 2021 semester. The biennial report will be updated to include the aforementioned program changes.	6/30/20	6/30/21
5	**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.	The Office of Advancement and Alumni Relations will develop and implement Gift Escalation Procedures, which will outline the process for determining escalation to the Gift Acceptance Committee. Procedures will also identify university personnel, by position, and their responsibilities concerning the escalation process, and will define relevant escalation criteria terms such as new program, significant public attention, conflict of interest, and international entities not already known to the university. These procedures are expected to be presented to the Gift Acceptance Committee for approval by June 30, 2021. A quarterly, post-fact gift report was provided to the President and the Gift Acceptance Committee	12/30/20	6/30/21

#	Audit Report	Audit Issue	Status of Management Action	Original Target	Current Target
		Expectations for preservation of meeting minutes are not documented.	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.		
7	**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 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.	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
8	**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

#	Audit Report	Audit Issue	Status of Management Action	Original Target	Current Target
9	**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
10	**Report Name:** Office of the University Registrar **Report Date:** 3/7/18 **Management:** Janette Muir, Associate Provost, Academic Initiatives and Services, Office of the Provost	**Implement Banner Transactional and Activity Logging:** Mason's ability to monitor transactional data and log activity of staff and third party vendors at various levels within Banner is limited. OUR management identified areas where limited or no monitoring exists due to a lack of transactional and activity history, including: student attributes; registration permits and overrides; student holds; academic standing; visa status; segregation of duties or unauthorized transactions; grading activity; and the Banner tables that control the majority of student data where an erroneous or unapproved change can have a significant impact.	The OUR monitors select transactions captured in Banner (e.g., consortium grades, grade changes and substitution/waivers. ITS has established a project to address this issue. Management is assessing the level of effort required and technical feasibility.	10/31/18	6/30/22
11	**Report Name:** Employee Disclosures and Evaluation of Personal Interests **Report Date:** 12/13/19 **Management:** Dietra Trent, Interim Vice President of Compliance, Diversity and Ethics (CDE)	**Clarify Scenarios and Expectations for Conflict of Interests (COI) and Commitment (COC) Disclosure Reporting not Required by Federal or Commonwealth Regulations:** Management (i.e., deans, center directors, and administrative unit leaders) should clarify disclosure expectations for common scenarios that may create potential COI or COC outside of those specifically required by federal or commonwealth regulations and should require formal, documented disclosure of all outside employment and consulting arrangements by employees. Management should supplement policy and procedural requirements with a formal COI/COC training or communication program.	Compliance, Diversity, and Ethics (CDE) will work with stakeholders to update University Policy 4001, Conflict of Interests, so as to incorporate acceptable policy language addressing these concerns. Policy development is dependent on implementation of the COI module of the newly acquired research administration technology suite and modifications to the Faculty Handbook. CDE will update ethics training to reflect policy changes and will work with Communications and Marketing to communicate them to employees.	11/30/20	6/30/22
12	**Report Name:** Employee Disclosures	**Evaluate Governance and Reporting Design Improvements for COI and COC:**	CDE has evaluated potential strategies, including system solutions that will allow management a clear picture of each employee's financial	11/30/20	6/30/22

#	Audit Report	Audit Issue	Status of Management Action	Original Target	Current Target
	and Evaluation of Personal Interests **Report Date:** 12/13/19 **Management:** Dietra Trent, Interim Vice President of Compliance, Diversity and Ethics (CDE)	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.	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.		
13	**Report Name:** Employee Disclosures and Evaluation of Personal Interests **Report Date:** 12/13/19 **Management:** Dietra Trent, Interim Vice President of Compliance, Diversity and Ethics (CDE)	**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.	CDE, with assistance from individual units, will continue to monitor employee disclosure completion (i.e., that they are submitted) and review the substance of submissions when circumstances warrant. Once policy and other changes have been implemented, a more robust monitoring program to evaluate the completeness and accuracy of employee submissions, including both reviews of internal and publicly available information, will be developed and implemented.	11/30/21	6/30/22
14	**Report Name:** Employee Disclosures and Evaluation of Personal Interests **Report Date:** 12/13/19 **Management:** Dietra Trent, Interim Vice President of	**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.	CDE and Office of Research Integrity and Assurance (ORIA) will consult with Human Resources (HR) and evaluate requiring disclosure and training for new hires to the university as part of the onboarding process. Requiring COI disclosures during the onboarding process is on target to be completed by November 2021; while conflict of commitment (COC) disclosures is dependent on the system solution scheduled for implementation in 2022.	11/30/21	6/30/22

#	Audit Report	Audit Issue	Status of Management Action	Original Target	Current Target
	Compliance, Diversity and Ethics (CDE)				
15	**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
16	**Report Name:** Information Security Management: Boundary Protection **Report Date:** 9/09/13 **Management:** Kevin Borek, Vice President/Chief Information Officer, Information Technology Services	**Review Firewall Configurations:** Firewall configurations are currently not being reviewed and re-authorized on a cyclic basis. Without a formal process to periodically review and re-authorize firewall configurations, the university cannot ensure that rule bases are adequate and/or still required.	After several attempts to appropriately structure and remediate firewall configuration management processes, a plan to implement and manage the firewall policies was established in December 2018; implementation of the first phase to move Banner behind the new firewalls was completed in September 2019. This first phase was used to plan migration of all remaining university servers; this is an ongoing effort that is projected to be completed by July 2022.	1/31/14	7/31/22
17	**Report Name:** IT Governance and Project Prioritization **Report Date:** 8/7/17 **Management:** Kevin Borek, Vice President/Chief Information Officer,	**Improve Governance of University IT Projects:** The university has several processes for evaluating and prioritizing IT projects for development. • Prioritization of Strategic and Capital projects that support strategic objectives, improve service capabilities, enhance customer satisfaction, or support new building construction or renovations should consider the capacity of development resources to support the timing and scheduling of the work effort in addition to the already-considered project impact and effort levels.	As part of ITS continuing to enhance, and strengthen compliance with, the Project Management Framework and the IT governance process, standard methods for ITS to track project resource usage will be implemented. Formal procedures to document Maintenance and Mandate prioritization efforts were implemented in March 2018. The university's current IT governance structure is under review. While IT governance processes	6/30/19	1/15/23

#	Audit Report	Audit Issue	Status of Management Action	Original Target	Current Target
	Information Technology Services	• Prioritization of Maintenance and Mandate projects which are required by federal, state, or local governments, or university management, or are needed to continue daily operations should be formally documented. Portfolio Owners prioritize these projects within their respective portfolios and do not always document their prioritization decisions. • Management should evaluate the process for prioritizing IT projects that do not impact or involve ITS (i.e., Distributed IT projects); these are prioritized by individual departments. These gaps may result in a scarcity of resources that do not fully consider personnel and scheduling requirements, or the alignment of project resources with university strategic goals. Decentralized IT project spending and activities may not be approved, governed, and appropriately implemented by university management.	have been developed with an initial focus on projects that directly involve ITS, the processes can be broadly applied to other administrative and academic groups while also acknowledging that project control needs may vary depending on category and scale, and educating the university community will all be critical factors in the success of this effort. The CIO continues to communicate the need for university wide IT governance.		

GEORGE MASON UNIVERSITY Office of University Audit

Office of University Audit:
Risk Assessment and 3+6 Audit Plan

Report to Audit Committee
February 25, 2021

Internal Audit Planning Process

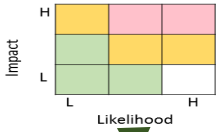
Audit priorities are determined in a dynamic, flexible, risk-based manner using a frequently re-freshed audit risk assessment. Planning is governed by an Audit Policy originally endorsed by the Committee in 2016; essential elements are:

Top-Down Analysis

- University-level risk brainstorming and monitoring
- Cross-cutting / programmatic risks
- Governance focused
- Environmental scanning basis
- Collaborative, yet independent and objective

Bottom-Up Analysis

- Audit Universe
- Assess risk to determine frequency
  - Impact/Likelihood
  - Factors aligned w/ERM
    - Strategic
    - Regulatory compliance
    - Financial and Financial Reporting
    - Operations
    - Hazards



Monitoring

- Environmental Scanning
- Relationships; Management Call Program
- Benchmarking
- Adjust risk assessments and audit plans based on changes in risk

Key Stakeholder Input

- Executives
- University risk leaders
- Audit, Risk and Compliance Committee

Proposed 3+6 Audit Plan

- Engagement risk assessment determines depth (nature, extent and timing) at time of audit
- Use work of others (2LOD) where relevant and appropriate
- Hour budgets are estimates; adjust at time of audit based on engagement risk assessment
- Seek to design audit work across organizations where possible to increase value

Evaluate Resources

- Resource levels
- Skill needs

Seek Review

- Chairman review
- Committee review

Successful mitigation of the public health and financial impacts resulting from the COVID-19 pandemic are paramount to achievement of Mason's instructional, research, and public missions. Additional university-level risk areas include:

SENIOR LEVEL TALENT ACQUISITION: Since 2018, Mason has experienced substantial turnover in senior leadership, including the President, Provost, SVP, Chief of Staff, and 24 of their 42 direct reports. Filling and acclimating these positions with strong individuals is critical to sustaining strategic momentum and enhancing Mason's future.

- **Monitor senior-level recruitment searches, on-boarding, and assimilation.** Continue.
- Monitor development of succession planning process, and results.

ENROLLMENT CHANGES: Student enrollment processes drive the quality and diversity of the university community while sourcing > 50% of revenues through tuition, fee, room, and board revenues. Success is dependent on achieving an appropriate student size, mix, diversity, and financial capability while managing to limit the impacts of potential (gradual or sharp) changes in enrollment due to competitiveness, relevance, demographics, economics, or other reasons.

- **Evaluate student enrollment management processes, including admissions and tuition discounting.**
- Monitor ADVANCE program with NOVA.

OPERATING INFRASTRUCTURE ROBUSTNESS: Important core processes, and supporting technology and facilities, are aged and are likely to require improvement to appropriately support scalable growth and innovation while ensuring core processing is effective and efficient.

- **Monitor actions to improve IT governance and project prioritization.**
- **Evaluate identity and access management processes.**
- **Monitor project to strengthen research administration.**
- **Monitor Master Plan development.**
- **Audit Construction Payment Processes – Robinson Hall Renovation**
- **Audit Pre-Construction Processes – Bull Run Project**

FINANCIAL STEWARDSHIP: Mason is strengthening its financial planning, analysis, reporting, and governance processes to better align resource and investment allocation with achieving strategic goals and the university's instructional and research mission of access to excellence while protecting the university's creditworthiness and restoring reserves depleted during the pandemic. Significant changes in related processes and technology are likely to enhance financial decision-making.

- **Monitor actions to obtain Tier 3 authority and plans for implementation once approved.**
- **Monitor actions to implement University Budgeting and Planning Advisory Group recommendations.**
- **Monitor project to align chart of accounts.**

INSTRUCTIONAL AND WORKFORCE MODALITIES: The pandemic has accelerated Mason's expansion of online instruction and employee telework. While alternative methods of delivering instruction may increase accessibility and meet the needs of non-traditional students, significant post-pandemic growth could have potentially large impacts, including on traditional, largely in-person instruction and the university's finances.

- **Evaluate online graduate learning arrangement.**
- Monitor development of upskilling initiatives.
- Monitor academic integrity in online environments.
- **Monitor performance of IT environment supporting online instruction and teleworking employees.**
- Monitor modality strategies for future instruction delivery.

INFORMATION PROTECTION (CYBER THREATS): The university holds large volumes of protected (personally identifiable, classified, and controlled unclassified) information in a globally connected, decentralized technology environment.

- **Evaluate security of highly privileged Banner accounts.**
- **Evaluate identity and access management processes.**
- **Evaluate Mason's Information Security Program.**
- **Monitor IT vulnerability and patch management processes**

RESEARCH ENTERPRISE GROWTH: The university plans to continue growing research substantially to sustain a Carnegie Very High Research Activity (R1) classification. Growth in research faculty and scalable support, including infrastructure capabilities (people, facilities, funding, and processes), need to support planned growth.

- Evaluate processes for managing research data.
- **Monitor project to strengthen research administration.**
- **Monitor project to strengthen applied research centers.**
- **Monitor Master Plan development and plans for research spaces.**
- Monitor planning for research infrastructure (e.g., facilities, equipment, computing, people) investment to support growth.

EXTERNAL SCRUTINY OF FOREIGN ENTITIES: US governmental bodies have increased scrutiny of the potential national security and other threats posed by certain foreign entities who might interact with US universities. Mason has numerous routine relationships with foreign students, faculty, donors, organizations, and others; and has certain obligations, including federal reporting requirements.

- **Evaluate foreign gift and contract reporting processes.**
- Evaluate visa processing.
- Evaluate export controls compliance.

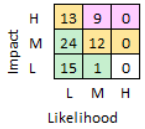
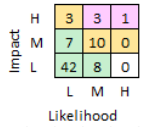
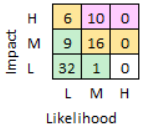
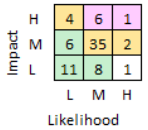
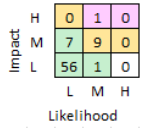
ARLINGTON INNOVATION DEVELOPMENT: Redevelopment of the Arlington campus (in terms of services, programming, and facilities) is central to the Commonwealth delivering on contracted economic development commitments. Planning and execution involves heightened levels of complexity, large financial resources, and strong management of risks.

- **Monitor Master Plan development and plans to develop Arlington campus area.**
- **Monitor compliance with Tech Talent Investment Program agreements**
- Monitor actions to restructure College of Engineering and Computing and to establish School of Computing.

Potential indicative Work: **Bold** = recently completed; Red = included in 3+6 audit plan

Summary Bottom-Up Risk Assessment Results

Risk assessment results highlight areas with potentially high impact.

RISK FACTOR	DESCRIPTION	DISTRIBUTION OF AUDITABLE UNITS
STRATEGIC	The risk of this auditable unit to GMU's people, reputation, or financial position, and to the achievement of GMU's Mission, Values, and Strategic Plan objectives arising from ineffective business strategies and tactics; adverse business decisions; insufficient resources, funding, or management focus; ineffective implementation of decisions; or lack of responsiveness to changes in business environment.	
FINANCIAL and FINANCIAL REPORTING	The risk of this auditable unit to GMU's people, reputation, or financial position arising from inadequate or ineffective management of financial-related processes and reporting or external events, including processes upstream from those normally associated with financial aspects of the university. Among other things, this includes risks associated with credit, investments, financings, currencies, financial models, markets, and related transaction processing, accounting, and reporting activities.	
REGULATORY COMPLIANCE	The risk of this auditable unit to GMU's people, reputation, or financial position arising from violations of, or non-compliance with, current and changing laws, regulations, supervisory guidance, or regulatory expectations.	
OPERATIONS	The risk of this auditable unit to GMU's people, reputation, or financial position arising from inadequate or failed internal processes, people, and systems or from external events. This includes the following types of risk: technology-related risk, which is the risk arising from the University's overall use of technology (whether centralized or decentralized) and includes, among other things, its governance, processes, infrastructure, applications, security, and reliability; and legal risk, which is the risk arising from defective transactions, litigation or claims made, or the failure to protect university assets.	
HAZARD	The risk of this auditable unit to GMU's people, reputation, or financial position arising from inadequate or failed internal processes, people, and systems or from external events. This includes the following types of risk: (i) health, safety, and environmental risks, which is the risk arising from processes or events that potentially cause damage, harm, or adverse effects to someone (e.g., health) or something (e.g., property).	

The risk-assessed Audit Universe, sorted by Executive:

#	Executive	Group	Area	Str	Fin	Comp	Opns	Haz	Audit Work: FY2016 to Present
1	Provost	Antonin Scalia School of Law		High	Low	Mod	Mod	Low	6/26/19 – Law School Matters; 5/17/18 - Data and IT Security Risk Self-Assessment – Academic Units
2	Provost	College of Education & Human Development		Mod	Low	Mod	Mod	Low	10/1/20 – Confucius Institute Financial Review; 02/12/19 – Validation of IT Security Self-Assessment CEHD Results; 11/19/18 – CEHD Selected Processes; 5/17/18 - Data and IT Security Risk Self-Assessment – Academic Units; 3/30/17 – Confucius Institute; 8/28/15 - VISTA Grant
3	Provost	College of Health & Human Services		Mod	Low	Mod	Mod	Low	5/17/18 - Data and IT Security Risk Self-Assessment – Academic Units; 5/11/17 – College of Health and Human Services
4	Provost	College of Humanities & Social Sciences		High	Low	Mod	Mod	Low	5/17/18 - Data and IT Security Risk Self-Assessment – Academic Units
5	Provost	College of Science		High	Low	High	Mod	High	12/16/19 – Validation of IT Security Self-Assessment Results; 10/30/18 – DHS CINA Cooperative Agreement; 5/17/18 - Data and IT Security Risk Self-Assessment – Academic Units
6	Provost	College of Visual & Performing Arts		Mod	Low	Mod	Mod	Low	8/7/19 – Validation of IT Security Self-Assessment Results; 5/17/18 - Data and IT Security Risk Self-Assessment – Academic Units; 4/11/16 - Hylton Performing Arts Center
7	Provost	Honors College		Low	Low	Mod	Low	Low	5/17/18 - Data and IT Security Risk Self-Assessment – Academic Units
8	Provost	Schar School of Policy & Government		Mod	Low	Mod	Mod	Low	5/17/18 - Data and IT Security Risk Self-Assessment – Academic Units
9	Provost	Jimmy and Rosalynn Carter School of Peace and Conflict Resolution		Low	Low	Mod	Low	Low	5/17/18 - Data and IT Security Risk Self-Assessment – Academic Units
10	Provost	School of Business		Mod	Low	Mod	Mod	Low	5/17/18 - Data and IT Security Risk Self-Assessment – Academic Units

Appendix: Risk Assessment Details

#	Executive	Group	Area	Str	Fin	Comp	Opns	Haz	Audit Work: FY2016 to Present
11	Provost	Volgenau School of Engineering		High	Low	High	Mod	Low	2/11/19 – VSE Selected Processes; 1/23/19 - Validation of IT Security Self-Assessment Results; 5/17/18 - Data and IT Security Risk Self-Assessment – Academic Units
12	Provost	Academic Administration	Research - Economic Development	Mod	Low	Low	Low	Low	
13	Provost	Academic Administration	Research - Integrity & Assurance	Mod	Low	High	Mod	Low	4/9/18 – Conflict of Interests in Research Process
14	Provost	Academic Administration	Research - Sponsored Programs Administration	Mod	High	Mod	High	Low	5/1/20 - Federally Sponsored Fund Reconciliations; 10/30/18 - DHS CINA Cooperative Agreement; 7/12/18 - Federally Sponsored Reconciliations; 10/11/17 - Administrative Management of Sponsored Programs; 5/24/16 - Federally Sponsored Reconciliations
15	Provost	Academic Administration	University Libraries	Low	Low	Low	Low	Low	8/7/19 – Validation of IT Security Self-Assessment Results; 5/17/18 - Data and IT Security Risk Self-Assessment – Academic Units
16	Provost	Enrollment Services	Admissions & Enrollment Planning	High	Low	Low	Mod	Low	11/6/15 - Decentralized IT Management
17	Provost	Enrollment Services	Registrar	Low	Low	High	Mod	Low	3/7/18 - Office of the University Registrar; 10/16/17 – Use of Third Party Employees to Process Registration Transactions
18	Provost	Enrollment Services	Student Academic Affairs & Advising	Low	Low	Low	Mod	Low	
19	Provost	Enrollment Services	Student Financial Aid	Low	Mod	Mod	Low	Low	12/18/20 - Use and Distribution of CARES Act Funding; 11/6/15 - Decentralized IT Management;
20	Provost	Office of Institutional Effectiveness and Planning		Mod	Low	Low	Mod	Low	
21	Provost	Office of Accreditation and Program Integrity		Mod	Low	High	Mod	Low	
22	Provost	Academic Administration	Global Education Office	Low	Low	Low	Low	Mod	
23	Provost	Faculty Affairs and Development		Low	Low	Low	Low	Low	
24	Provost	INTO Mason		Low	Low	Low	Low	Low	
25	Provost	Mason Korea		Mod	Low	Low	Low	Low	
26	Provost	Mason Learning Solutions (Executive & Professional Education)		Low	Low	Low	Low	Low	
27	Provost	Smithsonian Mason School of Conservation		Low	Low	Low	Low	Low	
28	Provost	University Life	Health & Wellness	Low	Low	Mod	Mod	Mod	12/18/20 - Use and Distribution of CARES Act Funding; 12/16/19 – Drug and Alcohol Abuse Prevention Program
29	Provost	University Life	Housing and Residential Life	Mod	Low	Low	Mod	Mod	7/20/16 - Housing Facilities Housekeeping and Operations Unit
30	Provost	University Life	Recreations	Low	Low	Low	Low	Low	2/10/17 - Freedom Aquatic and Fitness Center Membership Dues

Appendix: Risk Assessment Details

#	Executive	Group	Area	Str	Fin	Comp	Opns	Haz	Audit Work: FY2016 to Present
31	Provost	University Life	Student Organizations	Low	Low	Low	Low	Mod	
32	Provost	Academic Administration	Provost Activities (Including Mercatus Center)	Mod	Low	Low	Mod	Low	8/26/2020 - Online Graduate Learning Arrangement Wiley; 4/18/19 – Faculty Study Leave Programs; 10/23/15 - Decentralized IT Management
33	Administration	Budget and Planning	Budgeting and (Financial) Planning	High	Mod	High	Mod	Low	
34	Administration	Fiscal Services	Accounts Payable	Low	Mod	Mod	Mod	Low	
35	Administration	Fiscal Services	Financial Administrative Systems	Low	Low	Low	Mod	Low	
36	Administration	Fiscal Services	General Accounting (and Financial Reporting)	Low	High	Mod	Mod	Low	3/11/17 – Internal Control Certification and ARMICS Related Supporting Activities
37	Administration	Fiscal Services	Purchasing and Central Receiving	Low	Mod	Mod	Low	Low	
38	Administration	Fiscal Services	Student Fiscal Services	Low	Mod	Mod	Mod	Low	7/19/19 – Student Fiscal Services
39	Administration	Human Resources and Payroll	Human Resources	Mod	Low	Mod	Mod	Low	7/23/19 – Recruiting Processes
40	Administration	Human Resources and Payroll	Payroll & Benefits	Mod	Mod	Mod	Mod	Low	4/23/20- Wage Employee Time Entry and Annual Leave Usage for Administrative Faculty; 10/23/15 - Employee Benefits
41	Administration	Information Technology Services	Enterprise Applications / Banner Support	Low	Mod	Low	High	Low	10/5/20 - Security Over Highly Privileged Banner Accounts; 7/22/19 - Assessment of the Banner 9 Upgrade System Testing
42	Administration	Information Technology Services	Enterprise Applications / Banner Development, Change Management, and Operations (SDLC)	Low	Low	Low	Mod	Low	
43	Administration	Information Technology Services	Enterprise Applications / Database, Middleware, and ERP Support	Low	Mod	Low	High	Low	
44	Administration	Information Technology Services	Cloud Computing and Storage	Low	Mod	Low	High	Low	10/30/18 – Monitoring Server Configuration Benchmarks and Implementations; 2/2/16 - Enterprise Servers and Messaging: Operating Systems Security; 9/10/15 - MESA Technical Point of Contact and Share Administrator Account Management
45	Administration	Information Technology Services	Enterprise Service Delivery / Technology Support Services	Low	Low	Low	Low	Low	
46	Administration	Information Technology Services	IT Security	Mod	Low	Mod	High	Low	3/25/20 - Validation of Management's Remediation of APA's Firewall Security Issues; 12/16/19 – Enterprise CUI Environment Assessment of Certain Control Requirements & CUI Project Intake Process Design; 12/18/18 – IT Vulnerability and Patch Management; 7/30/18 – Draft IT Security Roadmap; 7/10/18 – Proposed CUI Business Process Plans; 6/27/18 – Proposed Mapping of NIST 800-53 to NIST 800-171 Alignment of Controls; 6/26/18 – Proposed CUI Umbrella Policy; 2/15/18 – Proposed Policies for CUI Environment; 2/8/17 - Information Security Program

Appendix: Risk Assessment Details

#	Executive	Group	Area	Str	Fin	Comp	Opns	Haz	Audit Work: FY2016 to Present
47	Administration	Information Technology Services	Learning Support Services / Online Learning Resources	Mod	Low	Low	Mod	Low	
48	Administration	Information Technology Services	Network IT Infrastructure	Mod	Mod	Low	High	Low	
49	Administration	Information Technology Services	Physical IT Infrastructure (+ physical server management)	Low	High	Low	Low	Low	
50	Administration	Information Technology Services	Enterprise Service Delivery / Business Continuity & Recovery	Mod	Low	Low	Mod	Low	
51	Administration	Information Technology Services	Strategic Business Operations / Process and Planning	Mod	Low	Low	High	Low	9/17/20 - IT Portfolio Management; 8/7/17 - IT Governance and Project Prioritization
52	Administration	Facilities	Campus Master Planning	High	Low	Low	Low	Low	
53	Administration	Facilities	Construction Planning and Project Management	High	High	High	Mod	Mod	5/8/20 - Construction Contract Payment Processing - Robinson Hall Replacement Project; 7/2/19 - Construction Contract Payment Processing - Core Campus Project; 6/20/17 - Construction Payments - Academic VII / Health & Human Services Building; 7/22/16 - Construction Procurement Process - Robinson Hall Demolition / Construction and Utility Distribution Infrastructure Project; 5/17/16 - Construction Procurement and Change Order Processing - Academic VII / Health & Human Services Building
54	Administration	Facilities	Utilities and Facilities Maintenance	Low	Low	Low	Mod	Low	
55	Administration	Operations	Campus Police	Low	Low	Low	Mod	Mod	9/19/19 - Separation of Purchasing and Inventory Responsibilities
56	Administration	Operations	Parking, Shuttles, and Transportation	Low	Low	Low	Mod	Low	
57	Administration	Audit, Risk, and Compliance	Enterprise Risk Management	High	Low	Low	Mod	Low	
58	Administration	Audit, Risk, and Compliance	Institutional Compliance Program	Low	Low	Mod	Mod	Low	
59	Administration	Safety, Emergency, and Enterprise Risk Management	Environmental Health and Safety	Low	Low	Mod	Low	Mod	12/17/15 - Laboratory Safety
60	Administration	Safety, Emergency, and Enterprise Risk Management	Risk Management (Insurance)	Low	Low	Low	Low	Low	
61	Administration	Business Services	Eagle Bank Center	Low	Low	Low	Mod	Low	
62	Administration	Business Services	Food-Related Services; including related facilities and maintenance (& Independent Food)	Low	Low	Low	Mod	Mod	
63	Administration	Business Services	Mason Card	Low	Low	Low	Low	Low	
64	Administration	Business Services	Print and Mail Services	Low	Low	Low	Low	Low	
65	Administration	Business Services	Real Estate (Lease) Administration	Low	Mod	Low	Low	Low	

Appendix: Risk Assessment Details

#	Executive	Group	Area	Str	Fin	Comp	Opns	Haz	Audit Work: FY2016 to Present
66	Administration	Business Services	Retail-Related Services (& Independent Retail)	Low	Low	Low	Mod	Low	
67	Athletics	Intercollegiate Athletics	External Affairs, Fund Raising and Funds Management	Low	Mod	Low	Mod	Low	11/14/18 - Intercollegiate Athletics
68	Athletics	Intercollegiate Athletics	Student-Athlete Processes	Low	Mod	High	Mod	Mod	11/14/18 - Intercollegiate Athletics
69	Comm & Market	Communications and Marketing	Communications and Marketing	Mod	Low	Low	Mod	Low	
70	Compliance	Compliance, Diversity and Ethics	University Advancement	Mod	Low	High	Mod	Low	12/14/20 - Handling Investigations of Allegations of Discrimination; 12/18/15 - Analysis of Mason's Sexual Harassment and Misconduct Policy and Procedures
71	Development	University Advancement and Alumni Relations	Alumni Relations & Development	Mod	Low	Low	Low	Low	6/22/20 - Gift Acceptance Policy Implementation
72	Govt & Comm Relations	Government and Community Relations		Mod	Low	Mod	Low	Low	
73	President	Legal Services	Legal Services	Low	Low	High	Mod	Low	
74	President	President's Office		Mod	Low	Low	Low	Low	1/21/20 - Noticing of December 2019 Presidential Search Committee Meeting

GEORGE MASON UNIVERSITY
BOARD OF VISITORS

Research Committee Meeting
February 25, 2021
Virtual

AGENDA

I. Call to Order

II. Public Comments

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

A. Meeting minutes for December 3, 2020

IV. General Office of Research, Innovation, and Economic Impact Updates, Dr. Aurali Dade

V. Cybersecurity Manufacturing Institute (CyManII) Presentation, Dr. Art Pyster and Dr. Paolo C. G. Costa

VI. Institute for Biohealth Innovation (IBI) Presentation, Dr. Amy Adams

VII. COVID-19 Research Presentation, Dr. Lance Liotta

VIII. Adjournment

GEORGE MASON UNIVERSITY
BOARD OF VISITORS
Research Committee Meeting

MINUTES
Thursday, December 3, 2020
Virtual

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

Absent: Visitor Wendy Marquez; Student Representative Shelby Adams

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; University Counsel: David Drummey

I. Meeting was called to order by Chairman Horace Blackman at 11:45 am.

II. Approval of Minutes (ACTION ITEM)
Approval of the October 1, 2020 meeting minutes was motioned by Vistor Prowitt; seconded by Visitor Chimaladinne, unanimously approved.

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

IV. New Business

a. **Vice President's Update**
Dr. Aurali Dade – Interim Vice President for Research, Innovation & Economic Impact

Presentation by Dr. Aurali Dade, Interim Vice President for Research, Innovation, and Economic Impact, regarding Research Growth at Mason. Would like to draw attention to the growth of Mason's research, centrally and throughout the colleges and units, with hard work from so many dedicated staff and faculty. Noted was the FY20 Mason NSF Herd Performance increase in federal and non-federal funding, FY20 expenditure increases for our institutes, an overview of Research Development activities, and an overview of our scaffolding support structure and the successes of our Institute for

Digital Innovation, Institute for Biohealth Innovation, and Institute for a Sustainable Earth.

b. **Opportunities for Mason in Entrepreneurship and Economic Development Presentation**
Paula Sorrell – Associate Vice President for Innovation and Economic Development

Presentation by Paula Sorrell, Associate Vice President for Innovation and Economic Development, that touched on Mason's opportunities in entrepreneurship, innovation, and economic development, and the most recent strategic goals and accomplishments. Two primary goals are to combine the many areas under Innovation and Economic Development into one cohesive organization - the Mason Enterprise, and to be a leader in innovation and economic development for this region. Mason is and will continue to be a model for others across the nation as based on our guiding principles, role in the regional economy, increase in funding expenditures, invention disclosures, and interest in translating research.

c. Research Presentation
Dr. Amira Roess – Professor of Global Health and Epidemiology

Presentation by Dr. Amira Roess, Professor of Global Health and Epidemiology, regarding her Covid-19 Research. She included an overview of her area of expertise (primarily zoonotic diseases), her research portfolio and currently funded studies, and the work she and her colleagues are doing around Covid-19. This includes the Mason Covid Health Check, a tool that has been nationally recognized and many have hoped to adopt, antibody surveys to evaluate recent or past infection of frontline workers, and a study focused on infants and mothers through the first year of life to study antibodies and "forever pollutants," which can lend insight into how viruses like Covid-19 impact some worse than others.

d. **Full Board Motions**

Chairman Blackman motioned one action item: "I move that the Board approve the **approval of meeting minutes from the October 1, 2020 committee meeting,** as provided in the Board materials."

V. Adjournment

Chairman Blackman asked if there was any additional business to be discussed. Several items were noted as below:

a. Rector Hazel recognized and congratulated Paula Sorrell for her appointment to serve on the Virginia Innovation Partnership Authority.
b. Shannon Davis spoke for a moment to show appreciation to the wonderful faculty at Mason and to Dr. Aurali Dade for all the great work being done in support of research at Mason.
c. Following no further items, motion for adjournment was made by Visitor Rice, seconded by Visitor Witeck, and with no objections, the meeting was adjourned at 12:25 pm.

Respectfully submitted,

Natalie Davis
Research Committee Secretary Pro Tem

A Quick Update on Research at Mason

Aurali Dade, PhD

Interim Vice President for Research, Innovation, and Economic Impact

GEORGE MASON UNIVERSITY

FY19 HERD PERFORMANCE

#122 Overall

#12 Computer and Information Science

#9 Social Sciences

CyManII

Cybersecurity Manufacturing Innovation Institute

Art Pyster, Associate Dean of Research
Volgenau School of Engineering

CYMANII

the cybersecurity manufacturing innovation institute

The CyManII Vision

Introduces a cybersecure energy-ROI for energy efficient manufacturing and supply chains that secures and sustains American leadership in global manufacturing competitiveness for decades

ε-PURE

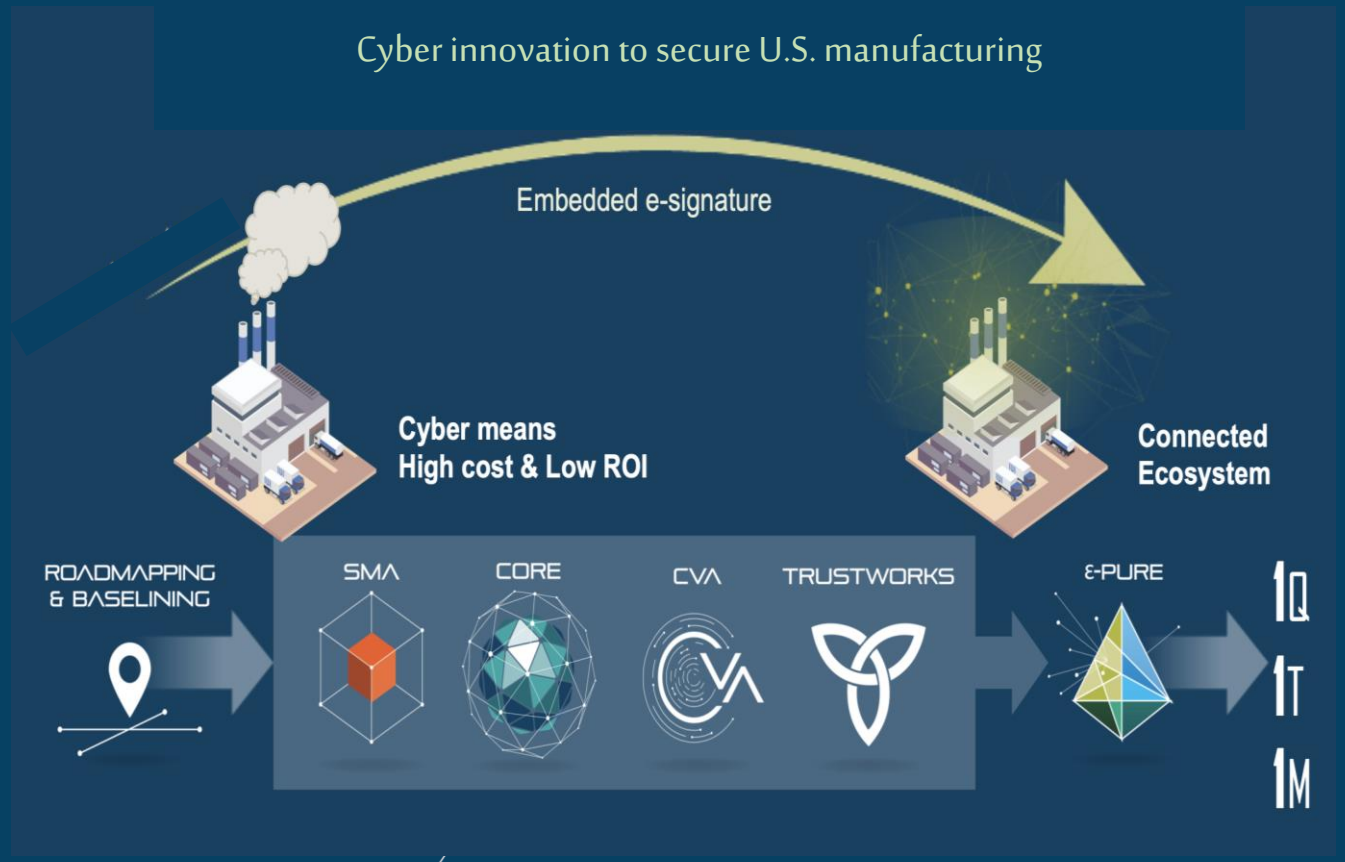
- Pervasive
- Unobtrusive
- Resilient
- Economical

Our vision results in energy efficient manufacturing through secure intelligent efficiency

CYMANII

Slide courtesy of CyManII

CyManII: Cybersecurity Manufacturing Innovation Institute



CyManII innovates a cybersecure energy-ROI for energy efficient manufacturing and supply chains propelling U.S. manufacturers to global leadership.

Prime Goals:

- 5 Years, $111M funded, DOE AMO
- Achieve energy efficient and cyber secured, connected ecosystems for U.S. manufacturers.

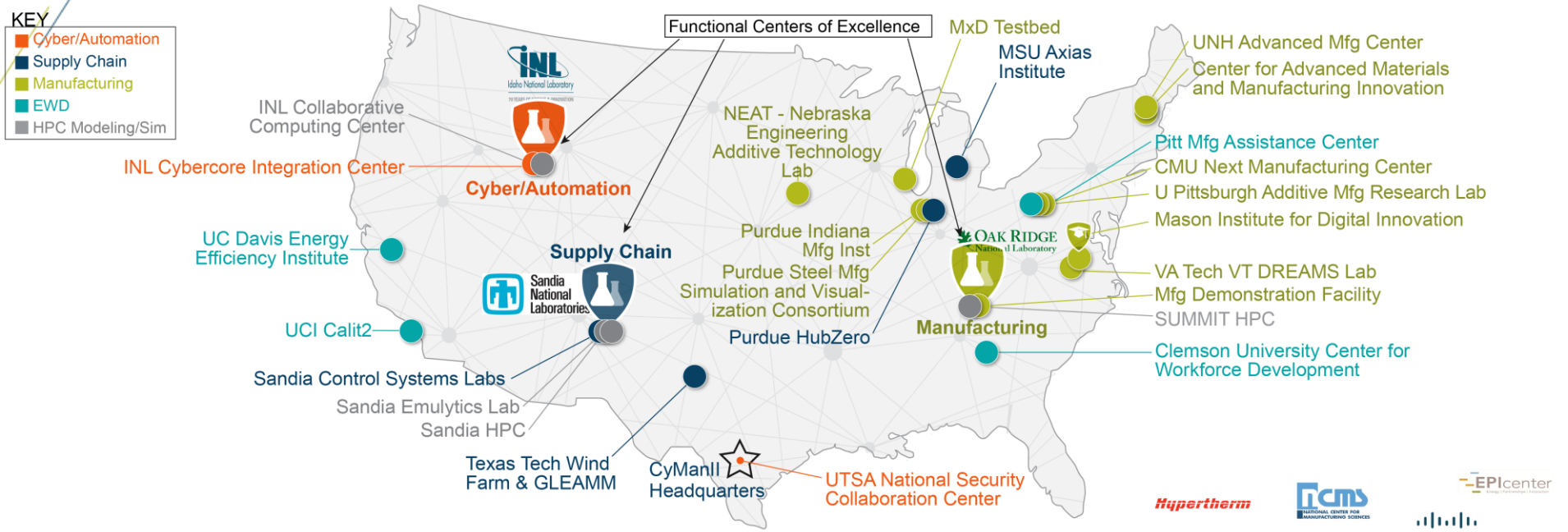
National members include:

- 3 national labs (Oak Ridge National Laboratory, Idaho National Laboratory and Sandia National Laboratories)
- 22 universities
- 36 industry organizations (small, medium, large)
- Over other 2 MII (Manufacturing Innovation Institutes)

CYMANII
the cybersecurity manufacturing innovation institute

Slide courtesy of CyManII

CyManII Partners, Facilities & Testbeds



114

Specialized Cyber R&D Facilities

60

Manufacturing Testbeds

CYMANII

the cybersecurity manufacturing innovation institute

Slide courtesy of CyManII

Slide courtesy of CyManII

Mason's Role

- CyManII East Coast Headquarters
- Permanent Member of the Governing Board
- Living Innovation Lab (CCI Funded)
  - Entrepreneurs' Ecosystem
  - Training
  - Innovation Programming
  - Industry Partners

Mason Faculty in CyManII Leadership Roles

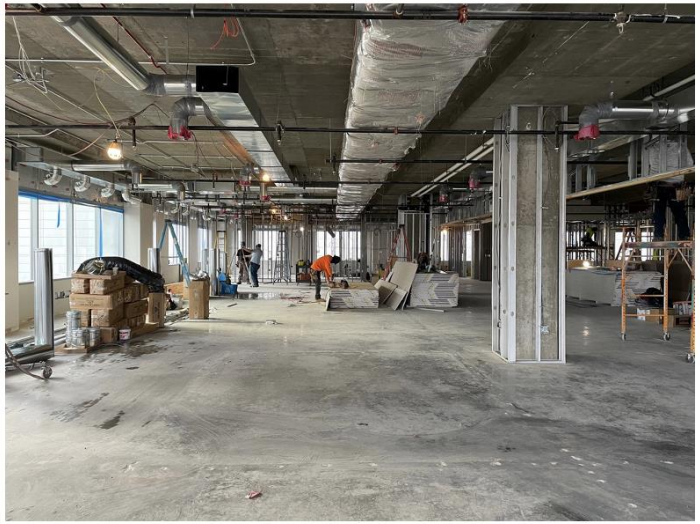
Dr. Paulo Cesar Costa
Vice President for Securing Automation and Supply Chain Security

Dr. Duminda Wijesekera
Coordinated Vulnerability Awareness Lead

CYMANII
the cybersecurity manufacturing innovation institute

IDIA Pilot Facility – April 2021

View Looking North Inside Lab



View Looking North Inside Lab

View from Entrance with Lab Beyond

Main Entrance Doorway

Commonwealth Cyber Initiative

CCI Nova Node

CYMANII

the cybersecurity manufacturing innovation institute

Come Innovate with Us.

GEORGE MASON UNIVERSITY | Institute for Biohealth Innovation

IBI: Vision & Mission

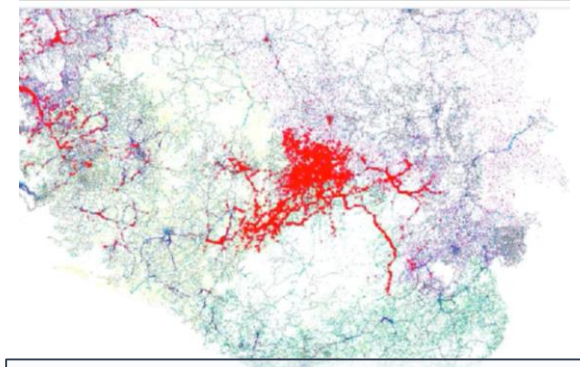
Vision Statement

To realize George Mason University's full potential as a leader in translational biohealth research

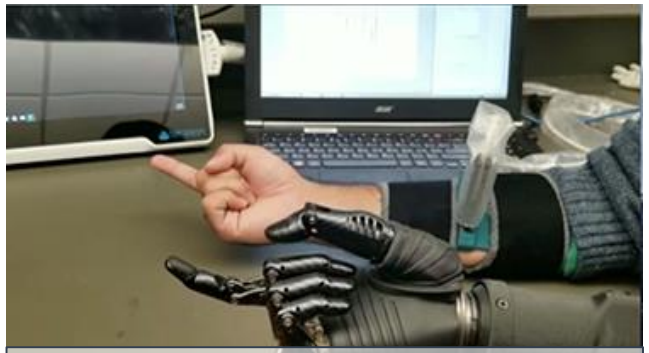
Mission

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.

IBI Areas of Research

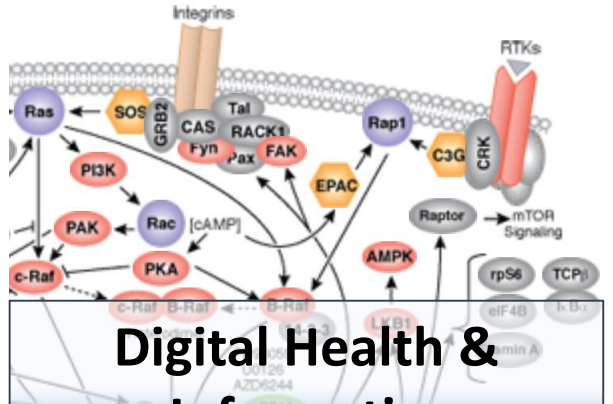


Infectious Diseases



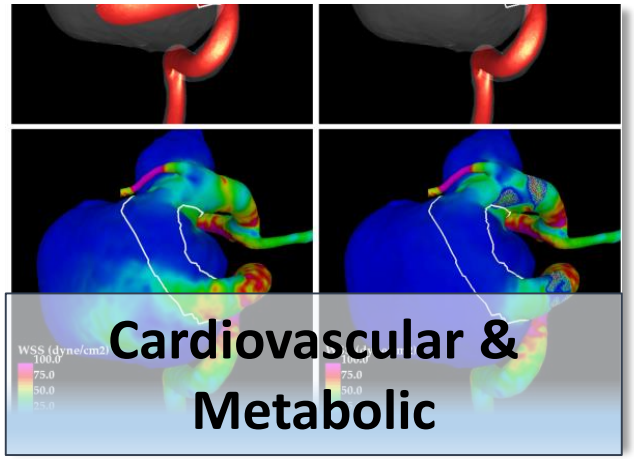
Injury & Performance

Brain and Behavior



Digital Health & Informatics

Cancer

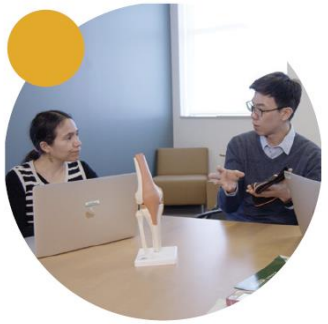


Cardiovascular & Metabolic

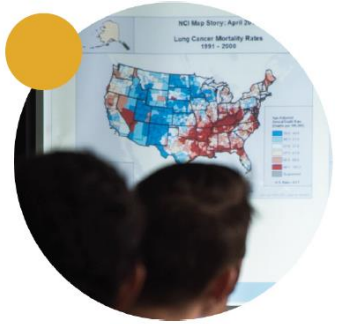
Reproductive & Family Health

Policy & Economics

Institutional Priorities

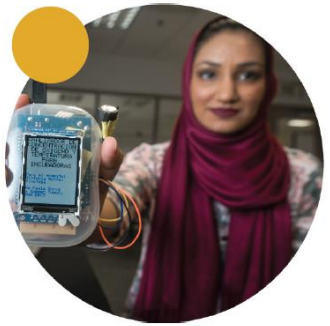


Foster Partnerships



Elevate Research

Engage Students



Grow the Regional Bioeconomy

Foster Partnerships

Desired Outcomes 5 year goals (by 2026)	Tasks To Deliver	Delivered (Examples)
MOUs with local, national, and global external partners *Goal: 25 MOUs*	Host Networking Events; Publish/Promote News Stories; *Goal: 15 events per year, 250 total attendees Goal: 200 news stories/year*	Two Teaming Agreements with government contractor Vibrent Health MOU
New collaborations formed across disciplines *Goal: 100 collaborations*	Facilitate Introductions *Goal: 150 introductions made/year*	COVIDsmart (Amira Roess, Keith Renshaw, Becky Sutter, Brian Levy, EVMS, Vibrent Health)
Grant submissions and publications with multidisciplinary teams *Goal: 100 grant submissions and 100 publications*	Facilitate Introductions *Goal: 100 introductions made/year*	Narayanan (PI) Artificial intelligence based predictive modeling of the host microbiome to improve vaccine effectiveness, DTRA, IU Co-PI; MIDRP Round Table; Industry Roundtable
Broader awareness GMU Biohealth Portfolio *Goal: 5,000 social media followers and 500 conference exhibit visitors*	Sponsor Conferences *Goal: 5 conferences/year*	MHSRS Conference Sponsorship: Supported 9 faculty & post doc; Researcher presentations and posters; IBI conference exhibit; Scheduled meetings w/ funders/collaborators

Mason/Vibrent Health/EVMS Partnership

- Statewide Digital COVID-19 study
- Launching February 2021

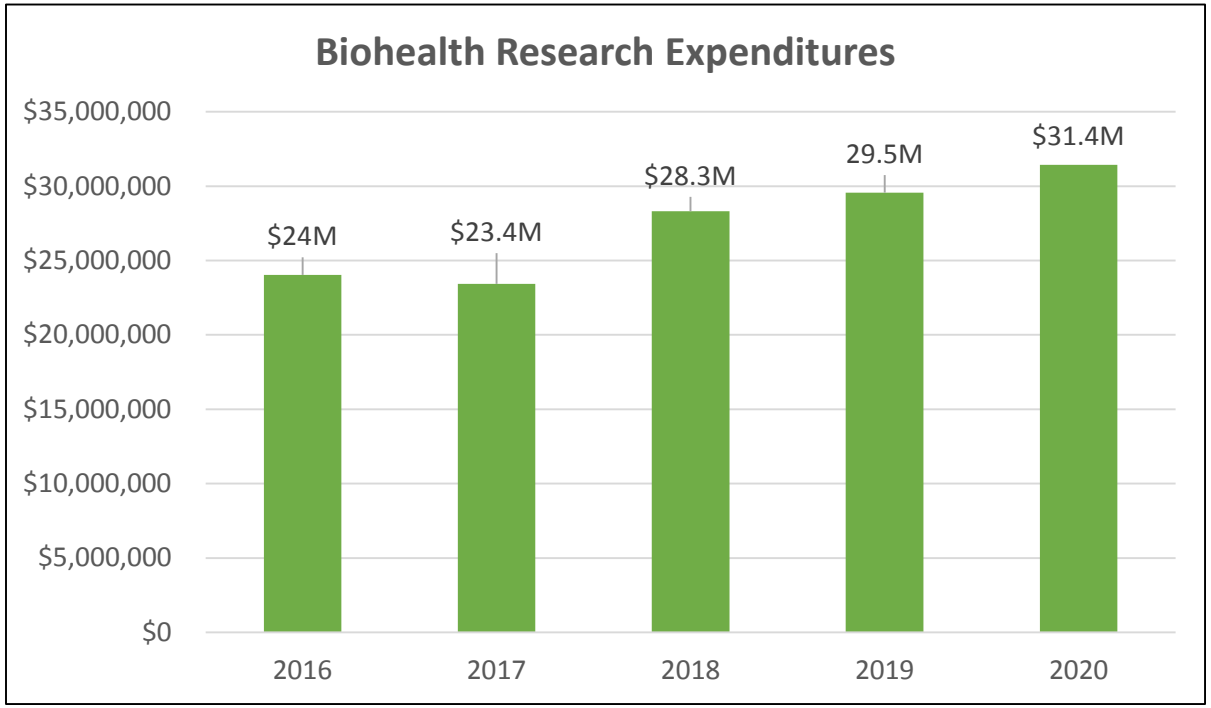
Study PIs

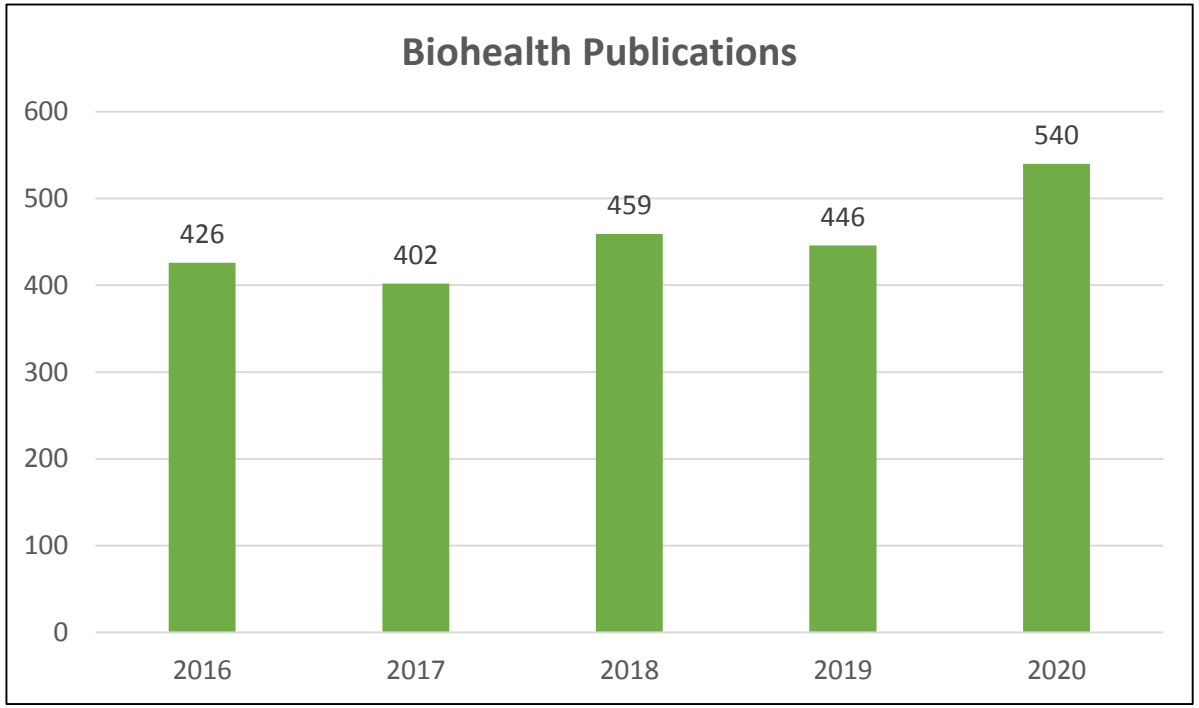
Additional Mason Faculty

Elevate Research

Desired Outcomes 5 year goals (by 2026)	Tasks To Deliver	Delivered (Examples)
Increased annual sponsored research expenditures comprised of funding from diverse sources and increased number of publications *Goal: $80M Research Expenditures; 1,000 publications/year*	Provide access to research development support to assist individual faculty and multidisciplinary teams *Goal: 45 faculty supported/year*	2020: The Conafay Group: Assisted investigators with the submission of 18 full proposals ($3.25M awarded to date); Supported 46 IBI faculty members and teams, Hosted 4 Funding workshops
Creation of initiatives that coalesce large teams of researchers and other professionals with focused interests *Goal: 3 initiatives*	Provide admin and operational support for faculty to develop initiatives that align with IBI mission	Military, Veterans, and Family Initiative established in 2020, led by Keith Renshaw
Publications and proposals submitted with pilot data from seed funding *(Goal: 70 publications and 40 publications)*	Provide seed funding to pilot new innovative ideas *Goal: $250k/year*	Mason Cohort Study ($500k, 5 year total); Organoid Platform ($150k, 3 year), MRI Pilot funds ($105,780)
Increased usage of equipment and facilities	Provide administrative and management support for core facilities accessed by multiple academic disciplines *Goal: Support 85 faculty/year*	IBI provides operational support in IABR, Discovery Hall, Krasnow Hall, 3T MRI Lab, and purchasing for Clean Room

IBI Affiliated Faculty Research Expenditures and Publications





Engage Students

Desired Outcomes 5 year goals (by 2026)	Tasks To Deliver	Delivered (Examples)
Engagement of students in biohealth research and other professional events *Goal: 2,500 students*	Develop programs and events targeted to engage a diverse population of students *Goal: 12 events per year*	Students participated in Women Building Bio 2017-2020 Young Professionals Networks, Launching Fall 2021
Students successfully placed in internship programs *Goal: 150 students*	Create internship program to connect university students with industry and disseminate information about other internship opportunities *Goal: Develop 1 statewide program*	VA Bio-Connect Grant Awarded with STEM2VA application launching Fall 2021 for 2022 program (statewide internship program)
Connect the future workforce with industry, healthcare, and government agencies *Goal: Connect 300 students*	Disseminate job and research opportunities and create awareness of life science ecosystem in the Biohealth Capital Region	Dissemination of job opportunities to students/post docs through IBI Newsletter

Grow the State and Regional Bioeconomy

Desired Outcomes 5 year goals (by 2026)	Tasks To Deliver	Delivered (Examples)
Coordinate with leaders across Virginia and the Biohealth Capital Region to facilitate statewide and regional growth *Goal: Biohealth Capital Region designated top 3 biopharma cluster*	Creation of Local, state, and regional initiatives to grow the bioeconomy *Goal: 2 new large initiatives/year*	VA Bio-Connect (1.6M/1.6M match Go VA grant) awarded Dec 2020; Virginia Clinical Trials Research Network ($275k funded FY21 and FY222 by Commonwealth)
Support new start-up companies emerging from Mason IP *Goal: 10 new biohealth start-ups*	Showcase entrepreneurs and Mason's biohealth intellectual property Connect startups with assets across the state/region *Goal: 50 new connections/year*	Shared Mason IP at MHSRS, VA Bio, Biohealth Capital Region Forum, and VA BioThrive; VERN Network through VA Bio-Connect, launching Summer 2021
Foster partnerships to advance translational research *Goal: 20 MOUs*	Connect researchers with people and resources to translate research findings *Goal:50 new introductions/year*	Chip Petricoin- TruGenomix (met at IBI sponsored Galileo's Science Café) Aarthi Narayanan - Emergex Vaccines sponsored research (Conafay Group)

VA Bio-Connect

Aggregating and Strengthening Virginia's Bioeconomy

$3.2M Go Virginia Grant

VA Bio-Connect Executive Director: John Newby

5 Regional BioHubs:

Northern Virginia

Richmond

Roanoke/Blacksburg/Lynchburg

Coastal Virginia

Charlottesville/Albemarle

Building Workforce: STEM2VA

Connecting the Ecosystem

Accelerating Commercialization: VERN

GEORGE MASON UNIVERSITY | Institute for Biohealth Innovation

@MasonBiohealth

Amy Adams: avanmete@gmu.edu

ibi.gmu.edu

George Mason University Board of Visitors Research Committee Meeting
Feb 25, 2021

Presentation by Lance A. Liotta MD PhD
University Professor, College of Science, School of Systems Biology

Title: How Mason Scientists Pivoted to Meet the Challenge of COVID-19, creating a ground-breaking surveillance infrastructure.

Center for Applied Proteomics and Molecular Medicine

Studying diseases and translating discoveries for patient benefit

Lance A. Liotta, MD, PhD **Co-Director**

- MD, PhD in Bioengineering from Case Western Reserve
- Previously served as Chief of the Laboratory of Pathology, NCI, Deputy Director of NIH, Co-Director of the NCI/FDA Clinical Proteomics Program, and Director of the NIH Anatomic Pathology Residency Program
- 100 + issued or allowed patents and more than 700 publications
- SCHEV awardee 2015, highly cited scientist (23rd in the world: oncology)
- **Medical Director** CAP/CLIA Lab

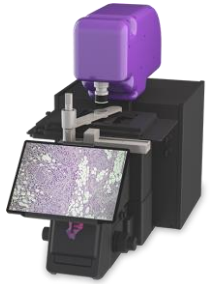
Emanuel (Chip) F. Petricoin III, PhD **Co-Director**

- PhD in Microbiology from the University of Maryland
- Previously served as Co-Director of the FDA-NCI Clinical Proteomics Program and a Senior Investigator within the Center for Biologics Evaluation and Research at the FDA
- Co-founder of 4 life science companies
- 40+ filed and published patents and more than 400 publications
- Highly cited scientist (top 1%)

CAPMM Staff Invented Technologies (examples)

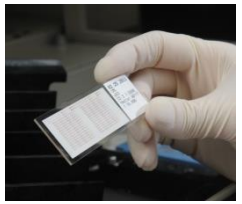
Answering questions that could not be explored previously

Commercial License



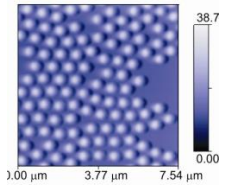
Laser Capture Microdissection: isolate a pure population of cells under direct microscopic visualization for proteomic or genomics analysis.

FLUIDIGM



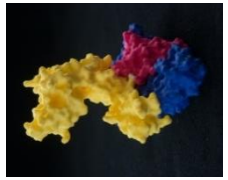
Reverse Phase Protein Array: multiplexed immunoassay that can quantitatively measure hundreds of from limited number of cells: personalized medicine: circuit diagram of tumor cells for personalized medicine.

THERALINK®
Precision Medicine for Life®

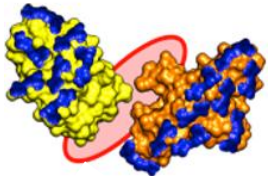


The Nanotrap: concentrates and protects potential rare disease biomarkers directly from blood, urine and saliva samples, in one step.

CERES NANO



Protein Painting: maps the precise location of protein-protein interactions novel drug targets novel drugs.



Monet Pharma

Personalized Cancer Medicine

Breast Cancer Patients

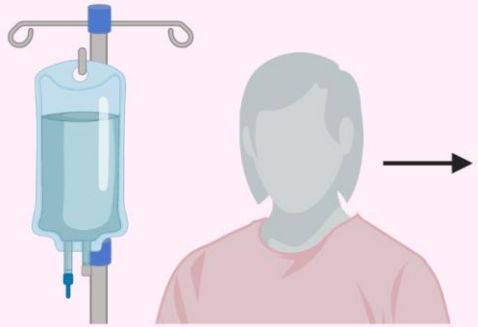
"We recommend that you join an innovative clinical trial!"

If a woman meets eligibility requirements, she could be enrolled in one of **two clinical trials CAPMM is involved in**:

RUTGERS

Primary Breast Tumor
(no previous therapy)

SIDECUT FOUNDATION

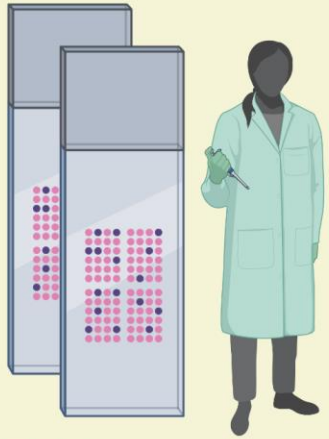


Metastatic Breast Cancer
(Failed Previous Therapy)

GEORGE MASON UNIVERSITY

CAPMM Technologies:

LCM: Genomics and Proteomics

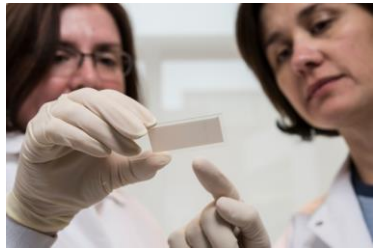


RPPA: Proteomics

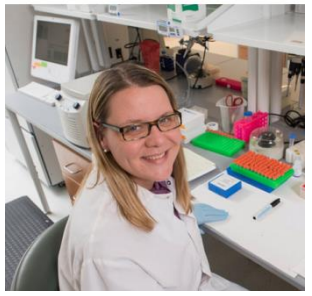
Predicts which women will ***completely respond*** to certain therapies, helping to **ELIMINATE primary timors** and **REDUCE toxicity of treatment.**

Predicts which ***new therapies*** to try for a metastatic patient, helping to **SHRINK metastatic tumors** and **INCREASE survival.**

Chip Petricoin



Julie Wulfkuhle
Isela Gallagher



Mariaelena Pierobon

Rapid Pipeline for discovering new drugs

Novel Drugs Revealed by Protein Painting Technology

Alessandra Luchini

Amanda Haymond

Mikell Paige

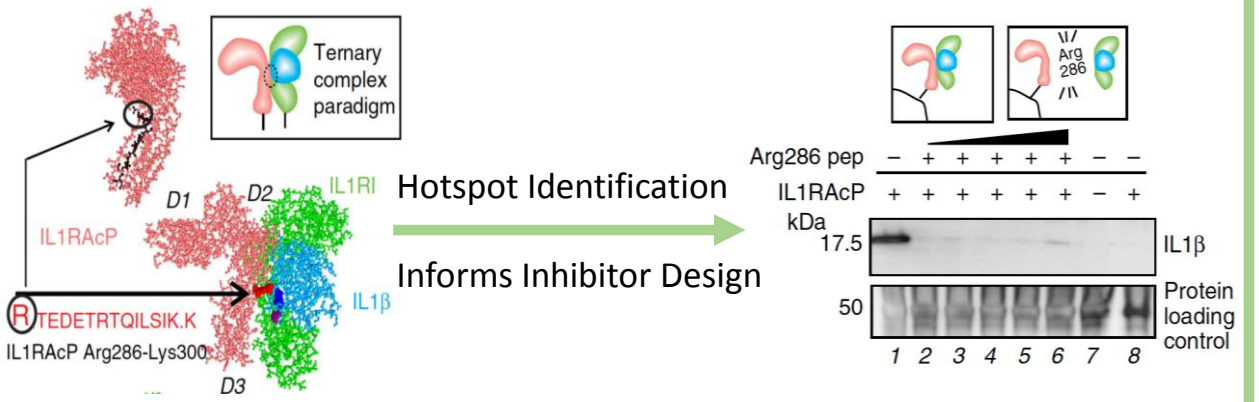
Ginny Espina

Chronic Inflammation

- Arthritis, Psoriasis

Target Complex:

- Interleukin 1 Receptor 1 (IL1R1)
- Interleukin 1 Beta (IL1β)
- Interleukin 1 Receptor Accessory Protein (IL1RAcP)

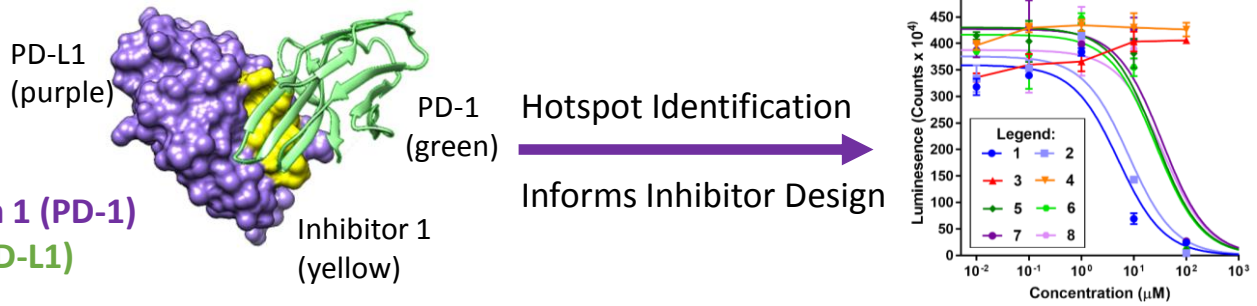


Cancer

- Immunotherapy

Target Complex:

- Programmed Cell Death Protein 1 (PD-1)
- Programmed Death Ligand 1 (PD-L1)

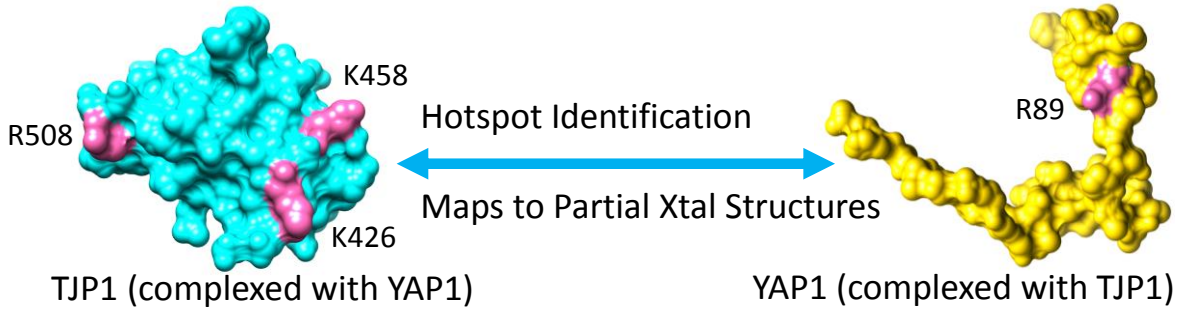


Wound Healing

- Hippo Pathway

Target Complex:

- Yes-associated protein 1 (YAP1)
- Tight junction protein ZO-1 (TJP1)



Novel Nanoparticle Urine Diagnostic Tests

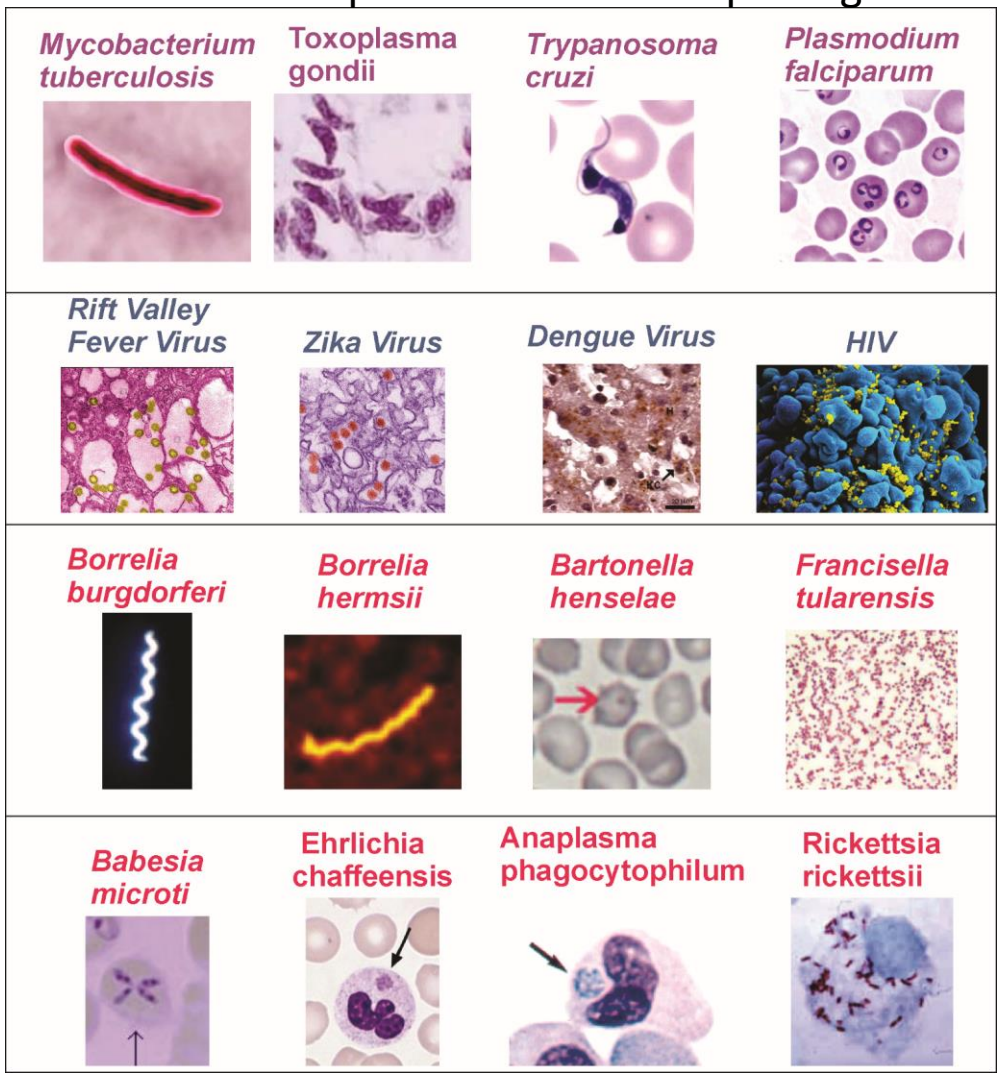
Fully Completed, peer reviewed, blind clinical verification, highly sensitive.

Childhood/Adult Tuberculosis, Congenital Chagas, and Tick borne (Lyme) diseases.

Alessandra Luchini Ruben Magni

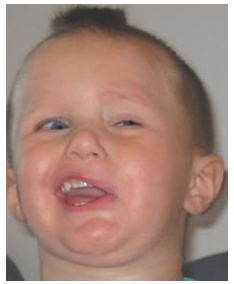
- **Save Lives**
- **Reduce Suffering**
- **Institute the correct therapy**

Tests developed for all of these pathogens

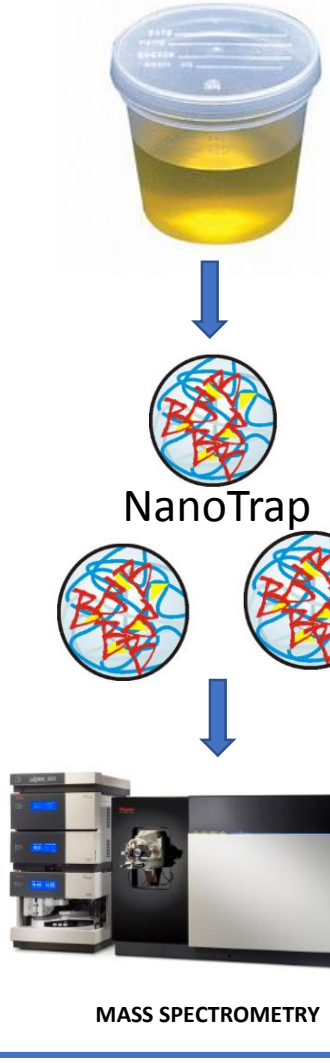


Tuberculosis

Chagas Disease



Lyme disease



CAP/CLIA Clinical Proteomics Lab

Taking our discoveries from ideas through certification and beyond

Virginia (Ginny) Espina PhD
Research Professor

CAP/CLIA Laboratory and Scientific Director

- **Joined Mason in 2005 from NIH**
- **Set up the CAP CLIA Lab from Scratch**

BS Rochester Institute of Technology
MS Johns Hopkins University
PhD George Mason University
Board certification, American Society for Clinical Pathology, Medical Technologist #147578

CLIA certified and **CAP** accredited ensures your test results **meet or exceed** the highest standards for clinical laboratory testing. The College of American Pathologists (**CAP**) requirements supersede **CLIA** '88 regulations.

- Yearly Inspections (self inspections and in person)
- Many hundreds of checklists to follow
- Proficiency Testing
- Training and experience requirements for staff
- Research tests under development can graduate to a Laboratory Developed Test (LDT) that can be offered as a patient diagnostic test to physicians who order the test
- For COVID Testing the LDT stringent requirements exceed the FDA EUA
- FDA submitted data by Pharma or Diagnostic companies must be conducted in a CAP CLIA lab
- Clinical research trials require CAP CLIA compliance

COVID-19 TESTING

Three kinds of information

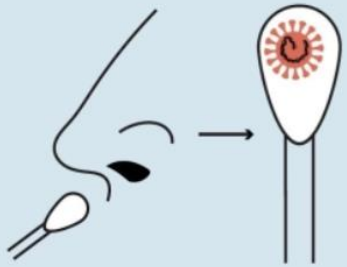
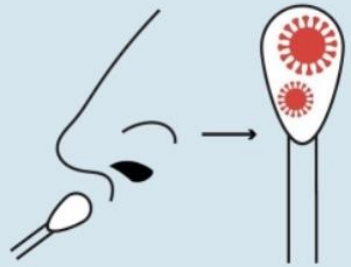
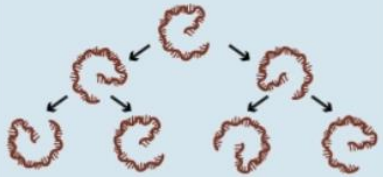
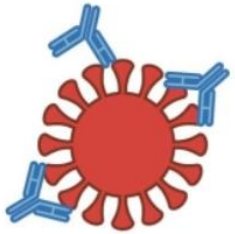
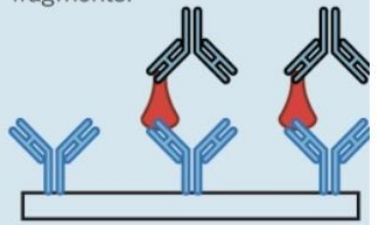
ARE YOU INFECTED NOW AND CAN SHED THE VIRUS TO OTHERS?

WERE YOU INFECTED IN THE PAST AND NOW HAVE ANTIBODIES THAT CAN ATTACK THE VIRUS?

DID THE VACCINE WORK FOR YOU?

Types of coronavirus testing

What they tell you, what they don't and why it matters.

Type of test	Molecular test	Antibody test	Antigen test
	Molecular tests detect genetic material from the virus.	These tests detect antibodies: Y-shaped molecules made by the immune response to disable a virus or mark it for destruction.	This is the newest of the three testing types. These tests detect antigens: pieces of a virus that the immune system recognizes. A single virus has many antigens.
Sample collection	A nasal or throat swab collects infected cells. 	A blood draw collects antibodies produced by immune cells.	A nasal swab collects infected cells. 
Detection	A series of chemical reactions copies viral genetic material. If you're not infected there won't be any viral material to copy. 	The test measures whether these antibodies bind to the novel coronavirus. 	Chemicals fragment the virus, and then antibodies attached to a plate detect these fragments. 
What the test tells you	If you are infected now.	If you were infected in the past.	If you are infected now.

Mason COVID-19 Saliva Testing Infrastructure

GEORGE MASON UNIVERSITY

Saliva Sample Collection

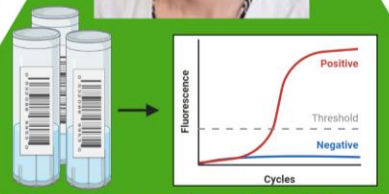
Julie Zobel, Asst. VP

Saliva Samples Are Collected

- Fairfax Campus Collection Site
- SciTech Campus Collection Site
- Field House Collection Site
- Arlington Campus Collection Site

CAP/ CLIA Testing

Virginia Espina, PhD



Saliva Samples Are Tested

Fluidigm Test
-FDA-EUA Approved
-1500 tests / day
-Surveillance Testing

Ali Andalibi, PhD
Director

Alex Hodge
Compliance/ Training

Andrew Kosterman
Lab Manager

FLUIDIGM

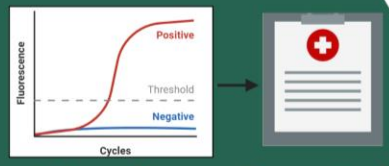
Laboratory Developed Test (LDT)
-LDT under CAP/CLIA
-900 tests / day
-Athlete Testing

Tshaka Cunningham, PhD

TRUGENOMIX

Student Testing Results

Angela Chezem, MD



Test Results are Reported

Electronic Health Reporting System
-HIPAA compliant
-Two-factor authentication log-in
-Informs students of testing results

medicat

Random Surveillence Testing Recruitment
-Complements the Mason COVID Health Check
-Electronically informs students of their selection for testing

REMINDER
Take the Mason COVID Health ☑™

Selected students are sent to collection sites to provide samples for all-campus surveillance

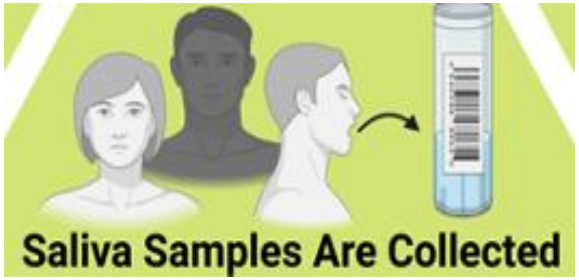
FDA **Emergency Use Authorization (EUA)**
has received the EU CE Mark (**CE-IVD**
In Vitro Diagnostics Directive (IVDD 98/79/EC).

100% Sensitivity
98.7% Specificity
CDC Primer Set
1500 samples per day

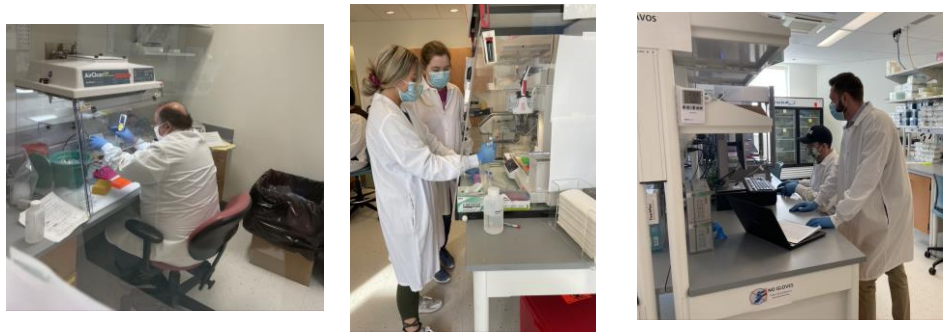
Fluidigm Lab

Pre-processing, Robotic Automation

Andrew Kosterman



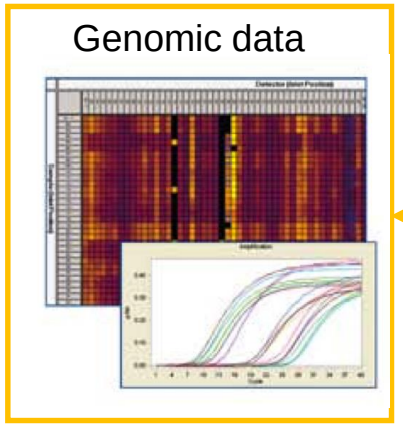
Jamie Klepek



Angie Chezem MD,
Lisa Park MD, Mary Davis,
Stephen Wintermeyer MD

Reporting

Rob Faber

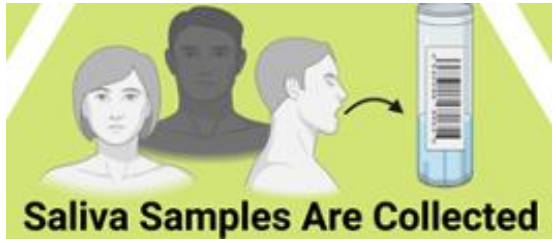


Ali Andalibi

The **Advanta Dx SARS-CoV-2 RT-PCR Assay**

CAP CLIA High Complexity LDT test

Ginny Espina



Jamie Klepek

Tshaka Cunningham

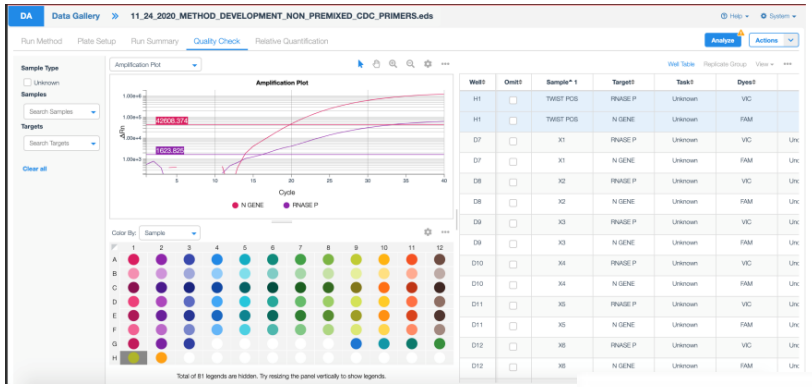
Heat 15 min

Claudius Mueller

Transfer saliva to plate

Sally Rucker

N1 gene	RNAseP gene	Interpretation for SARS-CoV-2 viral nucleic acid
Detected (Cq<36)	Detected (Cq<30)	Detected
Detected (Cq<36)	Not detected (Cq≥30)	Indeterminate
Not detected (Cq≥36)	Detected (Cq<30)	Not-Detected
Not detected (Cq≥36)	Not detected (Cq≥30)	Indeterminate



QuantStudio7 Pro

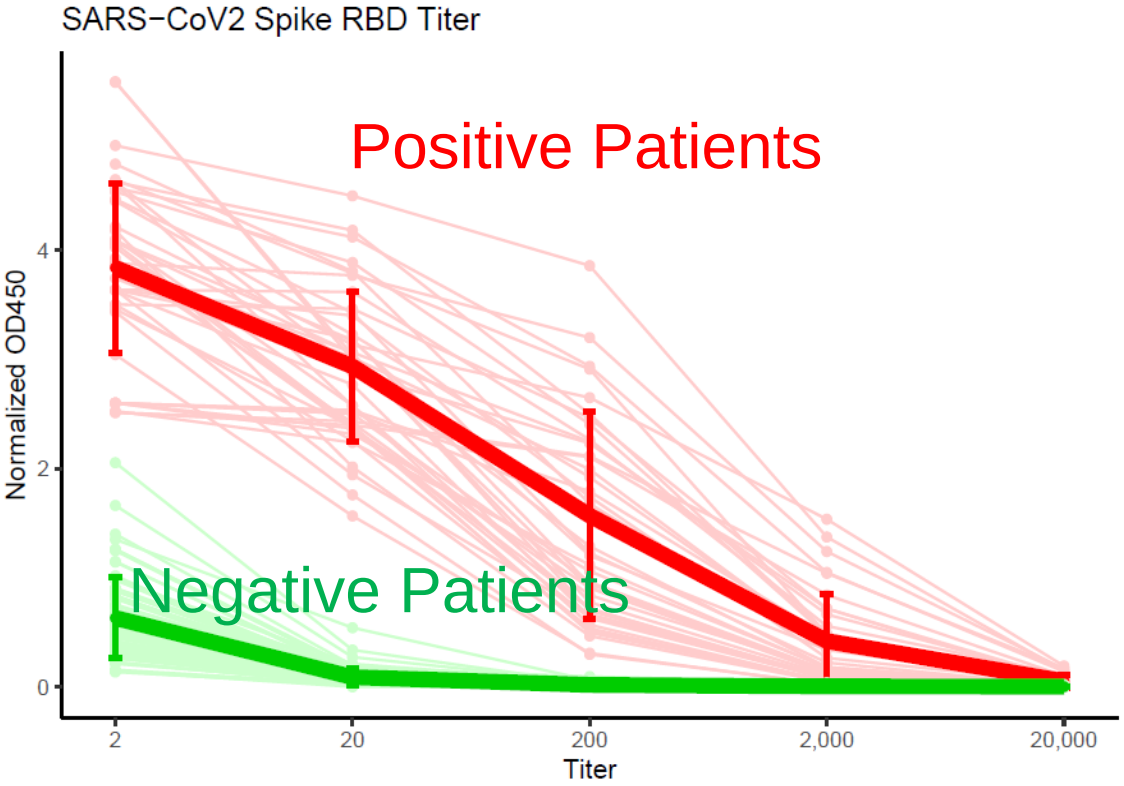
Add PCR reagents to plate

Transfer to PCR plate

GEORGE MASON UNIVERSITY

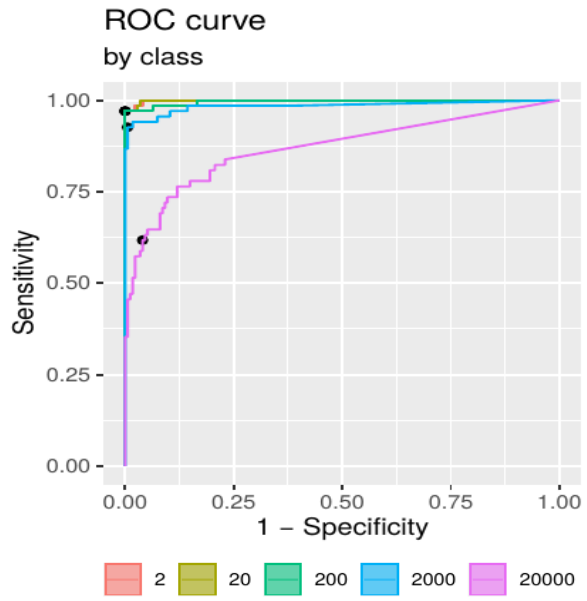
Mason Anti-COVID-19 Antibody Testing

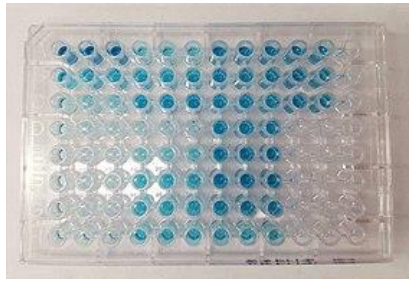
CAP/CLIA certified Lab



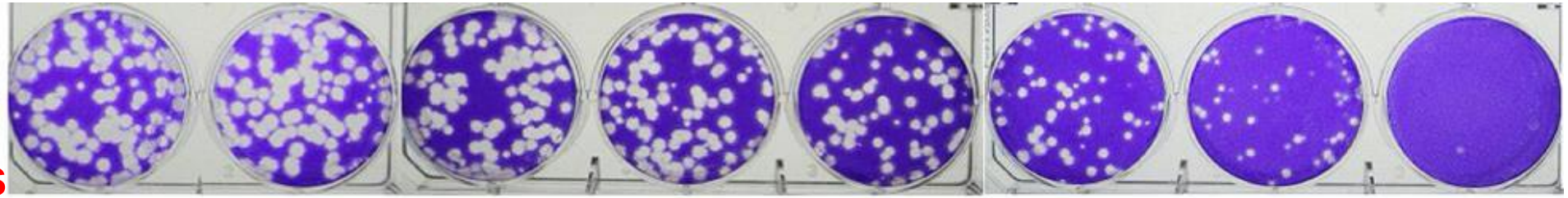
- Claudius Mueller
- Amanda Haymond
- Hannah Steinberg
- Sally Rucker
- Tuong Vi Nguyen
- Alex Hodge
- Virginia Espina
- Alessandra Luchini
- Lance Liotta

Titer	Sensitivity	Specificity
2	97%	100%
20	97%	100%
200	**97%**	**100%**
2000	93%	99%
20000	62%	96%



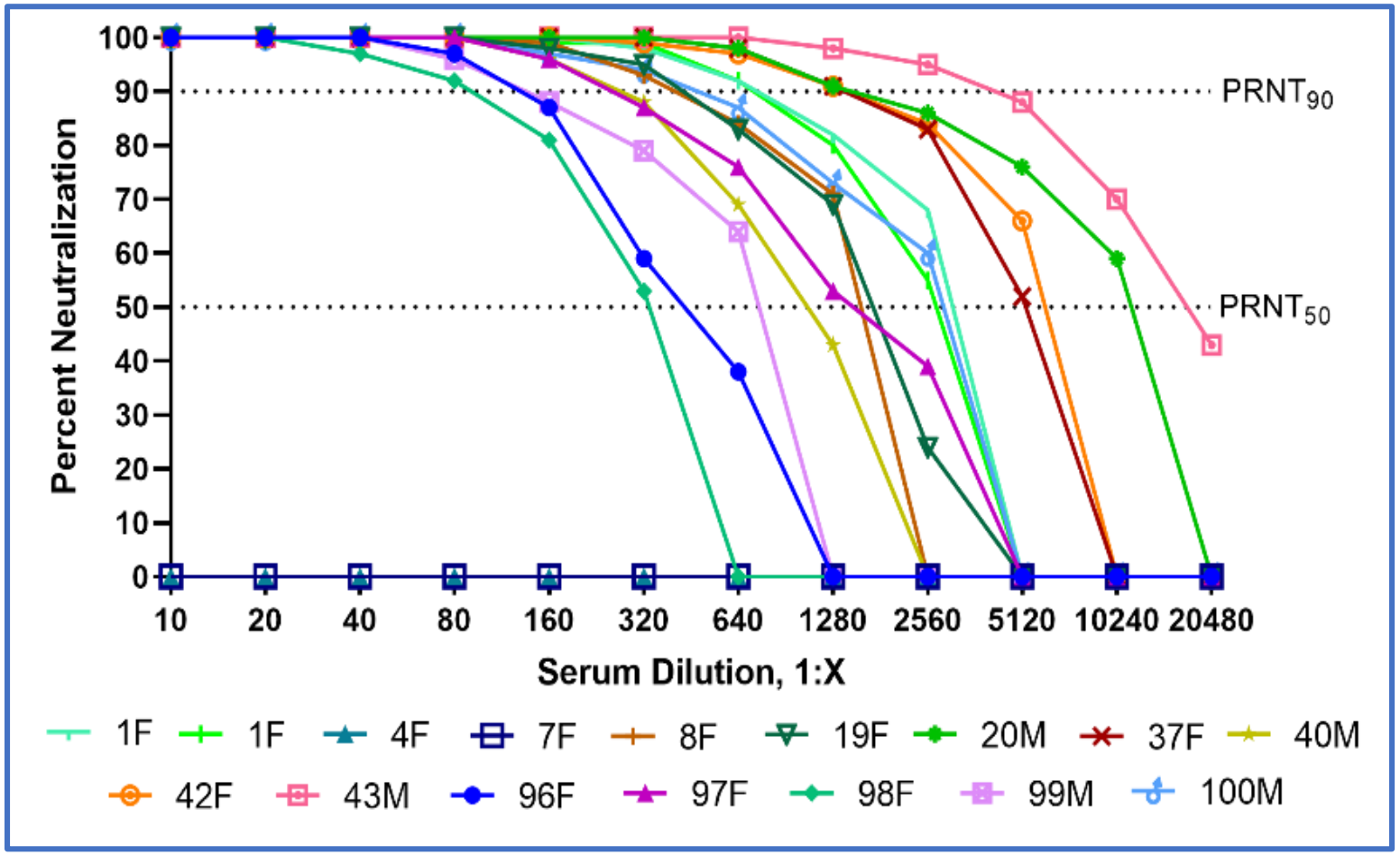


Convalescent Covid-19 patient's sera neutralize the virus at high dilutions !



Super Antibodies Stop the virus even when we dilute them Ten thousand times!!

Aarthi Narayanan

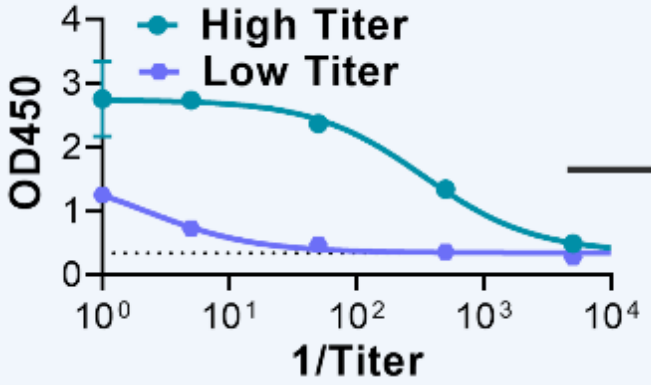


Creating a new test to predict whether an individual convalescent patient has highly potent "super" antibodies and should become a donor for treating newly hospitalized COVID-19 patients

INOVA (n=30)
Hospitalized

MAP Clinic (n=30)
Mild Symptoms

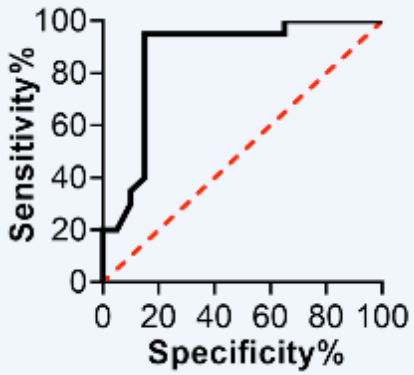
Amanda Haymond



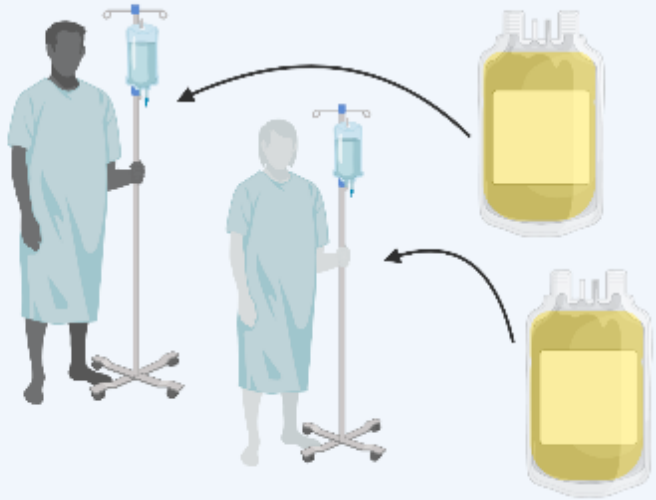
ELISA Analysis: IgG and IgA titers

Aarthi Narayanan

Viral Neutralization
Activity at 1:160
Dilution = Positive



ROC Curve Analysis
Cut-off for neutralization



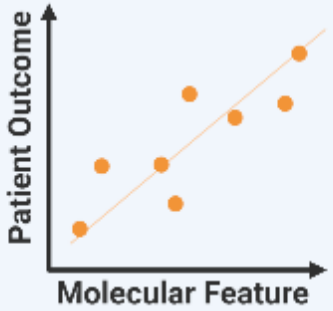
INOVA (n=30)
Hospitalized Cohort

Entire cohort donated convalescent plasma to new patients after recovery

Respiratory Function
Time to Discharge
Viral Titers
Mortality Rate

New Patient Outcomes Following Convalescent Plasma Treatment

Claudius Mueller

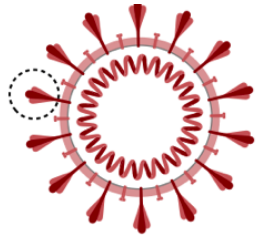


Correlation between Molecular Features and Patient Outcomes

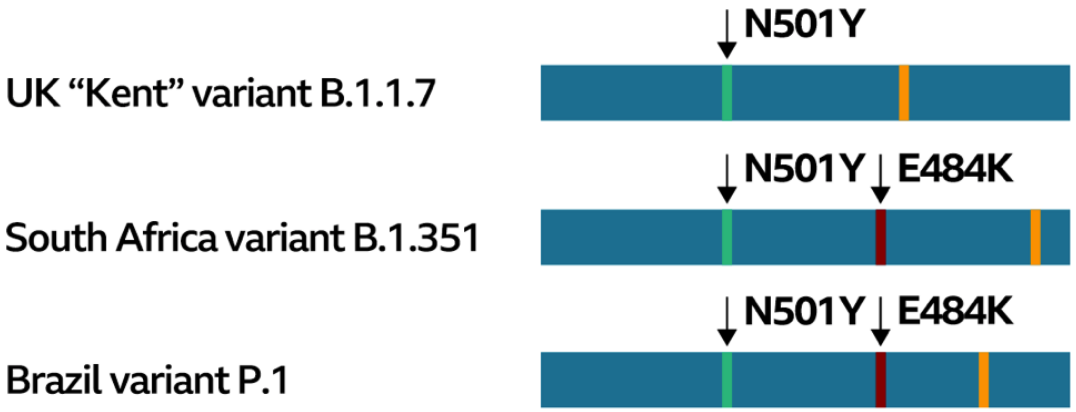
Future of COVID Testing at Mason

COVID Variant Sequencing and Testing

Multiple coronavirus variants are circulating globally.
Experts are concerned about three with changes to the virus's spike protein, the part that helps it enter human cells.



The genetic code for each of these variants is slightly different.

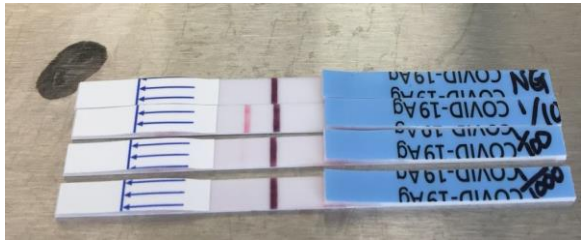


N501Y mutation seen in UK, South Africa and Brazil variants may help the virus spread more easily.

E484K mutation seen in South Africa, Brazil and some UK variants may affect the antibody response.

Rapid home or point of care testing Confirmed by PCR

15 min



Raouf Guirguis

NEGATIVE

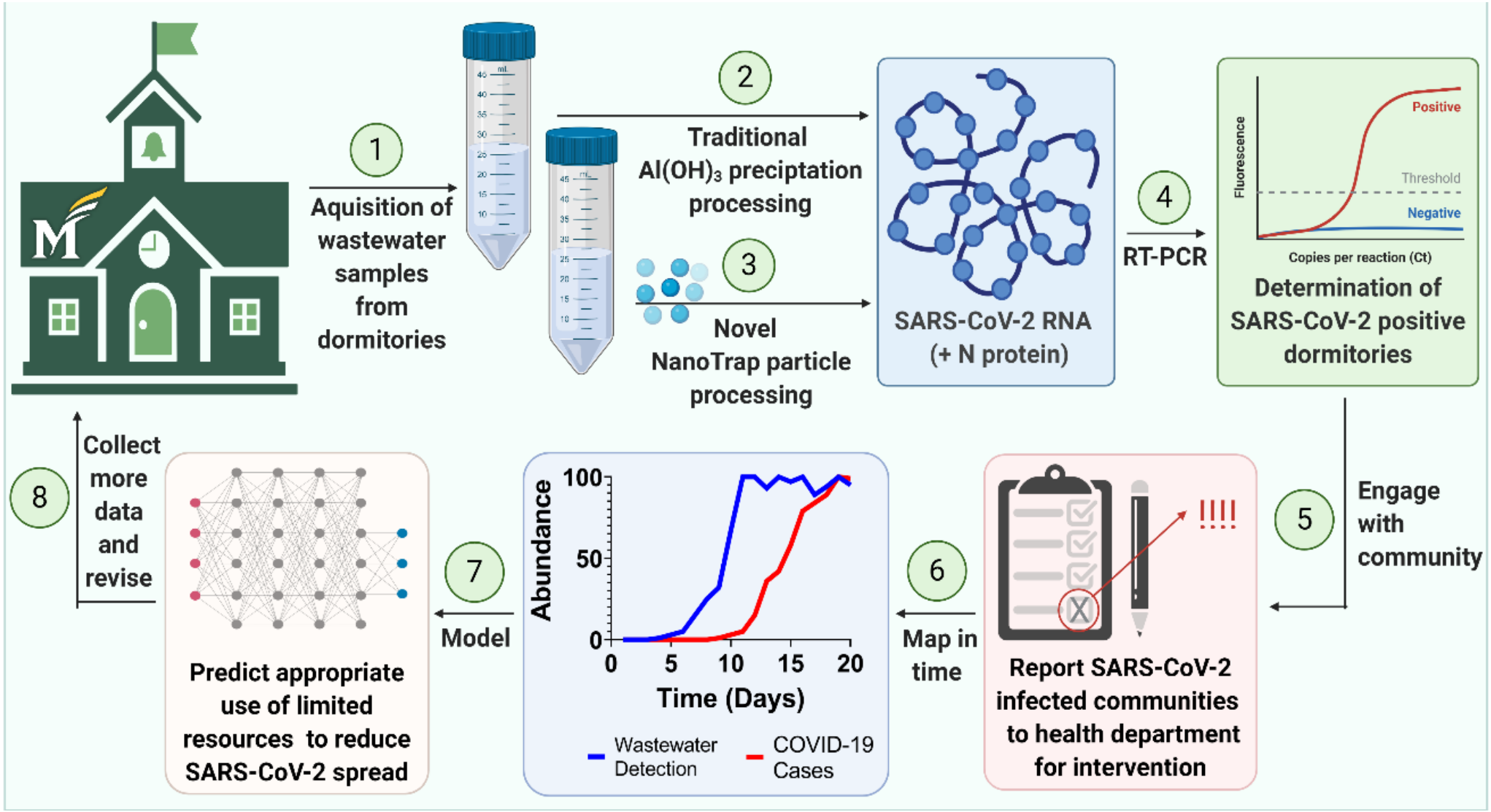
POSITIVE

- Quarantine
- Contact Tracing
- Medical Follow-up

PCR Confirmation

<24 hrs

Translation of COVID-19 wastewater surveillance to the Mason Campus



Mason COS: Fernando Miralles Alessandra Luchini Pat Gillivet

Aspiring Scientists Summer Internship Program (ASSIP) & Aspiring Inventors Club

Mission: Provide hands-on cutting edge research experience to high school and undergraduate students, who have an interest in STEM, within a concentrated 8 wk internship.

40+ Peer reviewed Journal Articles, 1 Book Chapter, 15+ National/International Conference Abstracts, and 5+ Patents

Andrea Cobb PhD
Program Director

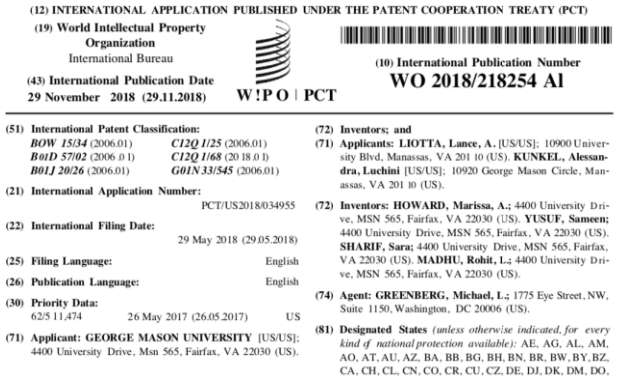
A new test for Lyme disease comes from an unlikely source: a summer intern

By Paula Wolfson | @PWolfsonWTOP
April 8, 2016 1:09 am

Temple Douglas works with former Mason researcher Davide Tamburro during the Aspiring Scientist Summer Internship Program. (Photo by Evan Cantwell/Creative Services/George Mason University)

The ASSIP Inventor's Club teaches students to brainstorm new ideas, assess market need, build a prototype, and draft a patent application in under 7 weeks!

Marissa Howard



(12) INTERNATIONAL APPLICATION PUBLISHED UNDER THE PATENT COOPERATION TREATY (PCT)

(19) World Intellectual Property Organization
International Bureau

(43) International Publication Date
29 November 2018 (29.11.2018)

W!P O | PCT

(10) International Publication Number
WO 2018/218254 Al

(51) International Patent Classification:
B0W 15/34 (2006.01) *C12Q 1/25* (2006.01)
B01D 57/02 (2006.01) *C12Q 1/68* (20 18.0 1)
B01J 20/26 (2006.01) *G01N 33/545* (2006.01)

(21) International Application Number: PCT/US2018/034955

(22) International Filing Date: 29 May 2018 (29.05.2018)

(25) Filing Language: English

(26) Publication Language: English

(30) Priority Data: 62/5 11,474 26 May 2017 (26.05.2017) US

(71) Applicant: GEORGE MASON UNIVERSITY [US/US]; 4400 University Drive, Msn 565, Fairfax, VA 22030 (US).

(72) Inventors; and

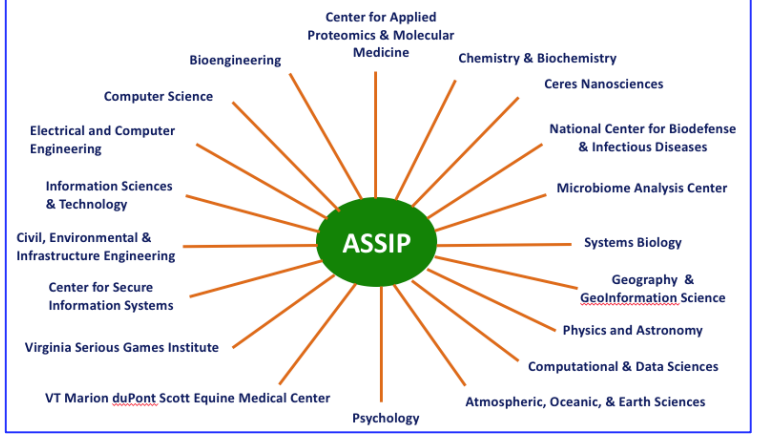
(71) Applicants: LIOTTA, Lance, A. [US/US]; 10900 University Blvd, Manassas, VA 201 10 (US). KUNKEL, Alessandra, Luchini [US/US]; 10920 George Mason Circle, Manassas, VA 201 10 (US).

(72) Inventors: HOWARD, Marissa, A.; 4400 University Drive, MSN 565, Fairfax, VA 22030 (US). YUSUF, Sameen; 4400 University Drive, MSN 565, Fairfax, VA 22030 (US). SHARIF, Sara; 4400 University Drive, MSN 565, Fairfax, VA 22030 (US). MADHU, Rohit, L.; 4400 University Drive, MSN 565, Fairfax, VA 22030 (US).

(74) Agent: GREENBERG, Michael, L.; 1775 Eye Street, NW, Suite 1150, Washington, DC 20006 (US).

(81) Designated States *(unless otherwise indicated, for every kind of national protection available)*: AE, AG, AL, AM, AO, AT, AU, AZ, BA, BB, BG, BH, BN, BR, BW, BY, BZ, CA, CH, CL, CN, CO, CR, CU, CZ, DE, DJ, DK, DM, DO,

Multidisciplinary Research



INVENTOR'S CLUB ACHIEVEMENTS

Example awards and example patents

R33 CA206937
R01AR068436
R21GM085634
R01CA127532
R33CA173359
R21AR061075
R21AI099851
R21CA177535
DE-FC52-04NA25455
Gates Foundation

US Patent No. 7,935,518
US Patent No. 8,382,987
US Patent No. 8,497,137
EP Patent No. 1929299
EP Patent No. 2132256
JP Patent No. 494753

Acknowledgements

National Institute of Arthritis and Musculoskeletal and Skin Diseases

Virginia Legislature

THE CATALYST

Henry M. Jackson Foundation for the Advancement of Military Medicine

National Institutes of Health

National Cancer Institute

Istituto Superiore di Sanità

Beck Foundation

SIDEOUT FOUNDATION

QuantumLeap A Healthcare Collaborative

Susan G. Komen

GATEWAY FOR CANCER RESEARCH

GEORGE MASON UNIVERSITY
BOARD OF VISITORS

Finance and Land Use Committee Meeting
February 25, 2021

AGENDA

I. Call to Order

II. Public Comment

III. Approval of Minutes for December 3, 2020 **(ACTION**)

IV. Financial Matters
- A. FY 2021 Q2 Financial Report
- B. FY 2022 Budget Update
  - i. FY2022 Tuition and Fees
  - ii. FY 2022 Room & Board Rates
- C. Debt Policy Compliance **(ACTION)**

V. Capital Matters
- A. Approval of SciTech Sewer Easement **(ACTION)**
- B. Approval of One University Dedication Plat **(ACTION)**

VI. Adjournment

APPENDIX A Capital Projects Review (Stoplight)

GEORGE MASON UNIVERSITY
FINANCE & LAND USE COMMITTEE
BOARD OF VISITORS

MINUTES
December 3, 2020
1:15 pm – 2:15 pm

MEETING NOTE: Due to safety concerns associated with the COVID-19 pandemic, and in accordance with provisions in the 2020 Commonwealth Budget Bill General Provisions: § 4-0.01.g.1, the December 3, 2020 meeting of the Board of Visitors of George Mason University was held through electronic means. Finance and Land Use Committee members and university leadership met via Zoom videoconference. The session was streamed live via webcast for public viewing at https://gmutv.gmu.edu/live-broadcast/. An online form was posted on the Board of Visitors webpage (https://bov.gmu.edu/) to accept written public comments and registrations for verbal public comments. No written comments were received through the form. The full video recording of the Committee meeting may be accessed at https://vimeo.com/gmutv/bovfin.

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

I. Call to Order

Committee Vice Chairman Reagan convened the meeting at 1:15 pm.

II. Public Comment

III. Approval of Minutes

Committee Vice Chairman Reagan requested a **MOTION** to approve the minutes of the October 1, 2020 Finance and Land Use Committee as presented. It was so **MOVED** by Visitor Moss. **MOTION CARRIED UNANIMOUSLY**.

IV. Financial Matters

Committee Vice Chairman Reagan turned the meeting over to Carol Kissal, Senior Vice President for Administration and Finance, who provided a brief overview of the committee agenda. Deb Dickenson, Vice President of Finance, was introduced and reviewed the FY2020 Unaudited Financial Statements.

A. FY 2020 Unaudited Financial Statements

Ms. Dickenson reported that the Unaudited Financial Statements have been submitted to the Commonwealth's Auditor of Public Accounts (APA). Audit fieldwork is expected to

be completed between January – March 2021. Other ongoing audit activities with APA include the NCAA Agreed Upon Procedures with a report due in January and single audits of major programs at Mason that include Research and Development and the CARES Act relief funding.

Ms. Dickenson provided a review of the University's accrual basis income statement for FY 2020 with comparative information for FY 2019. Our Net Margin for FY20 is at $101M (13%) which is down slightly compared to $114M in FY 2019.
As a result of the COVID impact on our financial results in the latter quarter of FY20 and into FY21, we are seeing the financial impact and variances in revenues and expenses. Of the $101M increase in Net Position, the majority is related to our Net Investment in Capital Assets which includes Horizon Hall funding and our Utility Infrastructure funding. Operating revenues declined $19M (2.5%). Non-operating revenue contributed positively to the bottom line including a $15M increase in state appropriations due to increases for tuition moderation and student aid and $13M of CARES Act relief funding. Operating expenses increased $60M (6.7%) primarily for compensation and student aid, partially offset by a slowdown of spending in the 4th quarter. Statement of Cash Flows reflects $38M net increase in cash for FY 2020, compared to $63M in FY 2019.

Ms. Dickenson provided an update on our collections and write-offs of our Accounts Receivable. Write-offs during FY20 of outstanding FY19 balances were comparable to prior years. This year we have focused on providing our students additional opportunities for payment plans. In order to provide relief to our students we deferred collection activities and did not assess late fees or place registration holds on accounts with open balances. Write-offs during FY20 were $2.48M (~0.41% of FY19 billings).

B. FY 2021 Q1 Financial Report & Forecast

The Q1 Forecast is largely consistent with the Amended FY21 Budget. Ms. Dickenson reported a slight reallocation of expenses (no change to the total) between Compensation and Direct Expenditures (Contractual Services) as units operationalize targeted reductions. The Q1 Forecast reflects an additional $10M in State Appropriations from the Special Session of the General Assembly. Grants & Contracts reflects an additional $7.5M of Coronavirus Relief Funding allocated for FY21 expenses through December 31, 2020. Auxiliary Enterprises revenue is forecasted to be $4M lower than budgeted due to reduced volume of on-campus traffic impacting parking revenue and housing occupancy. This reduction has been offset by corresponding expense reductions. As a result of our cost-cutting and expense management efforts, the net impact of the adjustments improves the projected deficit margin by $17.5M from the budget approved at the October BOV meeting (FY21 Budget shortfall $38M; FY21 Forecast - $20.5M).

C. Approval of Debt Restructuring (ACTION)

Senior Vice President Kissal provided a comprehensive overview on the Debt Restructuring Program. In recognition of the tremendous adverse impact on higher education, including the fiscal health of the Commonwealth's colleges and universities and in response to financial conditions created by the pandemic, Governor Northam proposed a debt restructuring plan for debt-funded capital projects of higher educational institutions which will defer debt service payments on certain indebtedness obtained through or with the assistance of the Commonwealth, including 9(d) debt obtained through the Virginia College Building Authority. By participating in the Debt Restructuring Program in January, the University could defer its principal payments in September of FY22 ($21M) and FY23 ($20M) to the end of each bond term. The University would still make semi-annual interest payments on the 9(d) debt in FY22 and FY23.

The University has $245M in 9(d) debt that was issued through the Virginia College Building Authority's Public Higher Education Financing Program. The 9(d) debt was issued for capital projects. When analyzing the restructuring and its impact on Mason it was determined that the current weighted average cost (WAC) of the debt would remain the same at 2.15% given the low interest rates currently in the market but the maturity of the debt would extend to 8.6 years vs. 7.2 years.

Current options for consideration:

- 1 Year (FY22) – Dissavings over term with negative Net Present Value of ($0.7M)
- 2 Years (FY22 & FY23) – Dissavings over term with negative Net Present Value of ($1.8M).

Senior Vice President Kissal summarized why Mason should consider restructuring. Restructuring the debt provides us with great potential for additional liquidity in FY22 and FY23. It would have no material impact to Mason's credit profile or issuer rating, and it would not substantially increase the average life of our portfolio thus helping with intergenerational equity. Restructuring would also provide cash flow and net present value (NPV) dissavings to Mason, although, we view these dissavings to be modest, relative to the flexibility received in FY22 and FY23. We would be restructuring the debt on the higher Commonwealth credit rating which currently allows us to keep the weighted average cost of the debt at 2.15%. Why might Mason consider not restructuring? Mason has sufficient cash flow to pay debt service. If Mason believes that the projections for FY22 and FY23 are sufficiently conservative and the University will have sufficient cash flow for debt service payments, as well as other operating needs at the University, then perhaps we would not wish to restructure. While modest, the restructuring of the debt does provide cash flow and net present value dissavings to Mason. The strategy on

restructuring the debt is very good in terms of the cash flow relief in FY22 and FY23 (totaling $40M) by allowing us to build up liquidity reserves, manage future debt capacity and make strategic investments now vs. later.

Our financial advisors looked at how restructuring and/or additional debt would impact Mason's credit profile. A Moody's scorecard credit profile analysis was performed. All four scenarios – using Moody's Scorecard Rating – indicate no material impact to the University's profile. The largest impact on the scorecard rating is seen based on the operating results and thinner margins that are expected in light of COVID-19, which is consistent across the higher education sector. The restructuring of the 9(d) bonds helps to alleviate potential debt service coverage and other leverage pressures in FY22 and FY23, where the COVID impacts seem to be estimated at their most strained levels for the University.

D. FY 2022 Planning Assumptions

Rene Stewart O'Neal, Associate Vice President for Strategic Planning & Budgeting, provided an overview of the progress to date toward meeting the University's Integrated Financial Planning Framework objectives. She noted the overarching objective is to have multi-year financial planning that is grounded by our institutional mission and priorities and supported by a capital structure, with targets that drive the operating budget, capital budget and capital asset allocations.

Ms. O'Neal summarized achievements to date, initiatives in process and future milestone activities. In terms of Operational Budgeting, organizational restructuring has been completed. There are new Budget Office leadership roles, role expansion and differentiation and a more strategic mission. The Budget Office is now a strategic partner with senior leadership with more inclusive processes and a service orientation. Standardized financial reports have been developed for units. Ms. O'Neal described the multi-year financial planning process currently being developed and provided a description of key planning areas in FY22 that will drive scenario planning. In terms of Multi-year Financial Planning, a multi-year planning horizon to colleges and administrative units with the Fiscal Year 22 Budget Planning Process is now being introduced. Budget Implementation Planning groups have been established to recommend high impact budget process changes in key planning areas such as workforce planning, research and budget cost allocation. It is anticipated that in the future there will be a full integration of strategic financial planning and capital budgeting through a robust process of analysis, oversight and decision-making for an "All Funds" Budget. Budgeting and Planning will be done on an enterprise-wide basis with the implementation of a central cost allocation model.

Ms. O'Neal explained that Slides 23-25 represent the planning and the modeling that is currently being done. Critical to the modeling is the need to be able to consider multiple scenarios and multivariate assumptions as we develop new operating and service models for decision-making along the planning continuum. Slide 23 includes major environmental operating factors which, when combined with our major revenue and expense assumptions, can be input into our scenario planning tool to enable us to as assess the viability of different outcomes for Mason.

Ms. O'Neal highlighted key operating factors and budget drivers. Vaccine availability and full inoculation by the fall will have a significant impact on many of the variables. Faculty, staff and student on-campus presence and our mode of instructional delivery with a safer campus environment will enable a greater number of in-person instructional offerings and an increase in classroom capacity. It will also lead to improved auxiliary enterprise revenues with additional students in residence. Our campus Master Plan is another critical planning variable. This will guide our major capital investments in both a short-term and a long-term basis. One of the most critical budget drivers is our assumptions about enrollment growth and mix. Consistent with our commitment to the Commonwealth to increase degree production, especially regarding tech talent, we plan for increases in both in-state and out-of-state enrollment with an increase in international enrollment. We project a continued increase in our online percentage of enrollments, growing NOVA Advance enrollments as well as that of non-traditional students as we provide educational upscaling opportunities for displaced workers. Another major assumption that will drive our financial plan is our assumptions about faculty and staff growth. As an R1 institution, we need to increase the number of tenure and tenure-track faculty to meet our enhanced research profile and our enrollment growth. We also need to fill critical staff leadership vacancies.

Referencing Slide 24, Ms. O'Neal previewed a set of budget Planning Scenarios for FY22-FY25 (with an emphasis that they were for planning purposes only): 1) Baseline (which represents no change from FY21); 2) Conservative (if we have limited growth with slower recovery); and 3) Target (our preferred scenario where we reach full recovery with growth assumptions rebounding). They represent a series of possibilities. No decisions are being made. Ms. O'Neal walked through key revenue and expense assumptions. On the Enrollment side the Target Scenario assumes that we are going to grow by ~1200 headcount per year. This is consistent with current SCHEV projections and President Washington's goals. For FY 22 we are assuming no increase in tuition and then in the outyears increases of ~4%. We have assumptions built in about State appropriations (Enrollment General Funds and State Aid) and these assumptions are based upon a historical trend analysis of the usual annual increases each year. On the expense side, it is critical for us to make assumptions about what it would take for us to achieve more

competitive compensation. As our enrollment grows, we need to make assumptions about increases in the number of faculty to support that enrollment growth. We are also making assumptions about Auxiliary Enterprise recovery over time. A new assumption is a commitment to fund our Strategic Initiatives. We have a benchmark of funding it at 5% of E&G revenues every year.

Next steps: In the short-term we want to frame key assumptions, present modeling on demand and risk, evaluate potential financial performance impacts within the five-year model, integrate the State budget recommendations and present a FY22 All Funds Budget for approval in May. Mid-term (July 2021 – Dec 2021) we will be moving towards a capital planning integration into the budget process, launch new budget processes and develop and implement performance management metrics. Longer-term (Jan 2022 – June 2023) involves identifying a budget development and planning tool to support an integrated financial framework that will align with the redesign Chart of Accounts and the implementation of a Central Cost Allocation Model.

V. Capital Matters

A. Approval of Schematic Design for Telecom Network Infrastructure Phase I (ACTION)

Senior Vice President Kissal directed the Committee to two Capital projects that require Board approval. The Telecom Infrastructure Phase I Project is a $9,788,000 capital project that has completed the Schematic Design phase and is funded by 100% Commonwealth supported debt. The project is to be located at the Fairfax Campus. This is Phase 1 of a multi-phased, multi-year capital road map plan to upgrade and improve the network information systems. Upgrades to the Telecom infrastructure in 14 educational buildings include telecommunication room upgrades, Wi-Fi upgrades, second points of entry and upgraded cabling. The design will be split into three separate bid packages: 1) interior plant improvements, 2) outside plant improvements, and 3) new West Campus Core Switch Building. The project will provide a critical network backbone to the West Campus enabling future development. It will also provide five new areas of new duct bank serving existing buildings to create new loops and provide redundancy to the network. The proposed IT Switch Building matches the architectural motif of the West Campus (red brick, gray banding, and single sloped roof) and will be in a location that is not prime for future development, but will fit in with the current adjacent athletic facilities.

B. Approval of Schematic Design and Major Scope Change for Arlington Demolition (ACTION)

Senior Vice President Kissal directed the Committee to the next item requiring Board approval - the Arlington Original Building Demolition. The demolition will make way for

the future development of the IDIA HQ. The building was the original home to the Law School and was converted from the Kann's Department Store. Demolition will start in December with completion by June 2021. The project is funded as part of the total IDIA HQ initiative with a total budget of $3,087,142. Demolition budget is $1,537,295.

VI. Operational Matters

A. Succession Planning Update

Lester Arnold, Chief Human Resources Officer, gave an update on succession planning. We are required to provide a succession plan annually to the DHRM & Board of Visitors however the requirement has been waived this year due to COVID. Mr. Arnold spoke to the committee about key planning observations around our workforce. HR & Payroll must plan for continuous changes in Mason's workforce by tracking specific metrics such as retention, turnover rates and retirement eligibility. We must identify essential employees in key roles and have a strategy for their potential succession. Mason has 43 essential employees in critical positions that impact our mission, operations and student experience. Of these employees 35% are not eligible for retirement, 74% are over 55 years of age, 26% could retire within the next 5 years and 28% are currently eligible to retire. Both Mason's baby boomer population (26%) and significant millennial population are factors to consider as we build a bench of ready talent in anticipation of a high number of potential retirements. Our short-term action plan includes a continued focus on an enterprise-wide initiative in partnership with senior leadership, hiring and onboarding a Performance Management Consultant to oversee and lead the effort and to adopt technological support in identification of high growth potential employees and development of succession plans. Our long-term plan is defining critical positions in the university-wide compensation plan and continued professional development, training support, apprenticeship programs, coaching and mentoring, and cross training to identify and to build the talent pipeline. Ongoing actions focus on recruitment in alignment with the University's overall strategic goals.

B. Retirement Plan Investment Policy Review

Mr. Arnold updated the Committee on the Retirement Investment Policy Statement (IPS). The IPS applies to the University's Defined Contribution Retirement Plan (ORP) for faculty; the Cash Match Plan; and the Supplemental Defined Contribution Plan for Employees. The Investment Policy Committee (IPC) reports to the BOV any IPS changes in investment options that are available to faculty and staff. Mr. Arnold provided an ORP Investment Update. Total assets have increased from $518.1M in 2019 to $576.6M in 2020. Both Active and Hardship loans increased due to the pandemic and current challenges it presents. The active hardship balance increased from $25k to $207k. In order to lower cost share class and underperformance, two funds on the TIAA platform

were replaced and an additional fund was added. On the Fidelity platform one fund was replaced and an additional one was added.

Committee Vice Chairman Reagan requested a **MOTION** to recommend approval by the Board of Visitors of the following three action items as detailed in the Board Book: 1) Approval that the University is authorized to enter into the Debt Restructuring Program with the Virginia College Building Authority; 2) Approval of the Schematic Design for Telecom Network Infrastructure Phase I; and, 3) Approval of the Schematic Design of the Arlington Original Building Demolition and the major modification to decrease the scope and project budget; and authorize the project to proceed through design into demolition.

It was so **MOVED** by Visitor Moss. **MOTION CARRIED UNANIMOUSLY**.

VII. Closed Session

Vice Committee Chair Reagan **MOVED** that the Committee go into Closed Session under the provisions of Section 2.2-3711.A.29 to discuss a public contract relating to the Institute for Digital Innovation. The motion was **SECONDED** by Vice Rector Blackman.

MOTION CARRIED UNANIMOUSLY BY ROLL CALL VOTE.

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

ALL MEMBERS RESPONDED IN THE AFFIRMATIVE BY ROLL CALL.

VIII. Adjournment

There being no further business, Vice Committee Chair Reagan declared the meeting adjourned. Meeting adjourned at 2:20 p.m.

Respectfully submitted,

Jeanmerie Lagos

Jeanmerie Lagos
Secretary *pro tem*

ITEM NUMBER IV.C.: **DEBT POLICY – 2021 ANNUAL REVIEW (ACTION)**

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

APPROPRIATE COMMITTEE: FINANCE AND LAND USE

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

Debt Policy compliance highlights:

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

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

RESOLUTION
OF THE
BOARD OF VISITORS OF GEORGE MASON UNIVERSITY

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

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

Adopted: February 25, 2021

_____

James W. Hazel
Rector
Board of Visitors
George Mason University

ITEM NUMBER V.A.: **EASEMENT BETWEEN GEORGE MASON UNIVERSITY AND PRINCE WILLIAM COUNTY SERVICE AUTHORITY (PWCSA) AT THE SCITECH CAMPUS (ACTION)**

PURPOSE OF ITEM: Review of requested PWCSA easement to install sanitary sewer along the border of the SciTech Campus to serve the new innovation town center immediately to the West of the Campus.

APPROPRIATE COMMITTEE: FINANCE AND LAND USE

BRIEF NARRATIVE: Prince William County Service Authority by way of CastleRock Partners has requested an easement to install Sanitary Sewer along the border of the Campus at the farthest outfall location of our existing system. This easement will allow for the connection of the proposed innovation town center's sanitary system to the existing infrastructure. Facilities and Real Estate departments have reviewed the easement and have determined that it is not intrusive.

Per Commonwealth of Virginia requirements an appraisal of the easement was completed by Jones Lang LaSalle to determine value as the easement does not provide any direct benefit to the university. The appraised value was determined to be $21,904 and CastleRock will compensate the Commonwealth that amount plus the cost of appraisal services.

STAFF RECOMMENDATION: The staff recommends BOV approval of this easement request.

ITEM NUMBER V.B.: **PUBLIC STREET DEDICATION FROM GEORGE MASON UNIVERSITY TO FAIRFAX COUNTY AT THE FAIRFAX CAMPUS (ACTION)**

PURPOSE OF ITEM: Review of requested public street dedication along the border of the Fairfax Campus to support the construction of the One University development immediately to the North of the Campus.

APPROPRIATE COMMITTEE: FINANCE AND LAND USE

BRIEF NARRATIVE: Fairfax County by way of Rise Real Estate has requested a public street dedication the border of the Campus along University Drive from the current dedication north of the field house to the west of the intersection of Route 123 and University Drive to the Fairfax City and Fairfax County line. This dedication is then picked packed up to the west of the City and County boundary to the west to the current boundary of Mason and County property. This dedication will correct any ambiguity of the maintenance responsibility for University Drive and allow for the connection of the proposed utilities to serve the One University Development without the need for multiple easements between the University and the Developer. Facilities and Real Estate departments have reviewed the easement and have determined that it is not intrusive.

Per Commonwealth of Virginia requirements an appraisal of the easement is not necessary as the dedication does provide a direct benefit to the university. There is no proposed exchange for the value of the property.

STAFF RECOMMENDATION: The staff recommends BOV approval of this dedication request.

Capital Projects Review

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

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

Changes/updates since the December 2020 report include:

- Horizon Hall - Construct/Renovate Robinson Hall, New Academic and Research Facility and Harris Theater - Phase 2 Horizon Hall received a temporary occupancy permit for the full building on January 21, 2021 and opened for classes at the start of the spring semester on January 25, 2021. There are several punch list items currently being completed as well as 3 or 4 issues being resolved with DEB so that permanent occupancy certification can be obtained by end of March. Final AV programming will be complete in the next 30 to 45 days and final moves into the building will be completed by late March. Phase 3, which includes demolition of Robinson B, site work and renovation of Harris Theater started on January 4, 2021. Work is currently occurring primarily in Harris Theater as we complete the moves out of Robinson B into Horizon Hall. On Feb 15th, Robinson B was turned over to the contractor for hazardous material abatement and then full building demolition. Demolition will be complete by May 30, 2021, once demolition is complete site work will start as well as the lobby and restroom addition to the Harris Theater.

- Improve Utility Distribution Infrastructure Fairfax - Phase 8 (Aquia Creek Lane north to SUB1 tie in) pipe installation is complete except for the final tie in to SUBI which will be taking place in March. Work is continuing to restore Wilkins Plaza, the new fountain is in process of installation and Memorial to the Enslaved People of George Mason started in fabrication. Paver sub-slab is in process and will continue over the next several weeks. The George Mason Statue will return to a new statue base in the late summer of 2021. Full project completion remains on schedule and is projected for late Fall 2021.

- PPEA Discovery Hall Ph. II & Fit-out/Clean Room – The Certificate of Occupancy for the Fit-out project was received May 2018. Construction on the Clean Room is nearing substantial completion pending modifications requested by the authority having jurisdiction for code compliance. Pricing has been received for installation of initial clean room tools and the associated utility modifications. This installation is being value engineered prior to proceeding with the work. Estimated occupancy is March 2021.

- Hylton Performing Arts Center HVAC Repairs – Construction is nearly completed. The facility has been occupied as needed and opened for limited virtual performances since mid-December. Some ongoing construction finish work, control work and testing and balancing still under way.

- Telecom Infrastructure Phase 1 – The code and funding review of Schematic design by DEB is

complete. Current estimates exceed target budget. Preliminary design documents are currently being revised and we anticipate submitting to DEB by the end of the month. The overall schedule has been delayed due to scope and budget review.

- Life Sciences Bull Run Hall IIIB – Programming, Schematic, and Preliminary Design are complete. Preliminary documents have been approved by DEB. Project received the Preliminary Design Funding Report with a funding approval of $68.9M. Project also received preliminary approval from the Commonwealth's Art and Architecture Review Board (AARB). Construction Manager at Risk selected for the Project is Skanska. Construction is scheduled to start June 2021. New building substantial completion scheduled for July 2023 with backfill substantial completion scheduled for October 2023. Due to the requested program validation related to the campus master planning, the project was placed on temporary hold in December 2020. The new building opening and the backfill substantial completion dates are currently scheduled to be delayed by a semester each. The new construction start date is scheduled for October, 2021 with the new building substantial completion date scheduled for November 2023, and the backfill substantial completion scheduled for April 2024.

- Arlington Original Building Demolition and Culvert Relocation – A/E, Gordon Associates, and CM at Risk, Manhattan Construction, have been selected and are under contract. Relocation of the Storm Water Infrastructure has been moved to the IDIA HQ project. Demolition of the Original Building has submitted to DEB for review and approved by AARB for demolition. Decommissioning of the existing building and demolition have begun and are scheduled to be completed July 2021.

- Johnson Center HVAC Repairs –Working drawings have been submitted to DEB for review. Funding constraints due to COVID postponed design completion and construction award, which is now postponed indefinitely.

- IDIA HQ – During the first half of 2020, Mason, in conjunction with several consultants, has developed a detailed program of requirements for the proposed facility along with a detailed RFP that has been issued to 3 short-listed potential development partners. The proposals were received in October of 2020. The proposal evaluation is ongoing. Project goal is to have comprehensive agreement in place with selected developer by Spring of 2021.

- Central Heating and Cooling Plant Capacity Expansion – RFP has been sent out for A/E services and RMF Engineering was selected. Funding has been released by the state and the Design contracts are being executed.

- Telecom Infrastructure Phase 2 – Meeting with ITS to complete scope requirements and will send out RFP for A/E services this Spring.

- Virtual Online Campus – Project approved for planning only and contingent upon Mason providing seed funding. Project will be coordinated with Master Planning efforts.

- Academic VIII – Project approved for planning only and contingent upon Mason providing seed funding. Project awaiting internal authorization and Master Plan completion to proceed.

- Point of View Cottages – Commonwealth has approved $4M of funding for this project to match a target of $4M of fundraising. Project awaiting internal authorization and Master Plan completion to proceed.

- Construct Student Housing Fairfax PPEA – Commonwealth has approved project for PPEA solicitation. Project awaiting internal authorization and Master Plan completion to proceed.

- Construct Fairfax Mixed Use Development PPEA – Commonwealth has approved project for PPEA solicitation. Project awaiting internal authorization and Master Plan completion to proceed.

- Construct Basketball Training, Wrestling, and Athlete Academic Support (RAC Addition) – Commonwealth has approved project for $15.5M of fundraising. Project awaiting internal authorization and Master Plan completion to proceed.

- Renovations Concert Hall – Higher Education Capital Outlay (HECO) authority approved to proceed on a $25M renovation to the Concert Hall on the Fairfax Campus. The funding is based upon donations. Project is awaiting funding to proceed.

- Business School Building – HECO authority approved to proceed on a $165M and 200K GSF building for the School of Business on the Fairfax Campus. The funding is based upon donations. Project is awaiting funding and Master Plan completion to proceed.

- Activities Building – HECO authority approved to proceed on a $3.75M and 15K GSF building for activities on the Fairfax Campus. Project is awaiting funding and Master Plan completion to proceed.

STAFF RECOMMENDATION: For Board Information Only

Facilities Projects Listing

	Project #	Project Name	Scope(sf) New	Scope(sf) Reno	Total Budget	Budget Status	Schedule	Scope	Construction Start Date	Occupancy Date	Construction % Complete
		Construction									
1	18207-000	Horizon Hall - Core Campus (Renovate Robinson Hall and Harris Theater)	217,726	23,161	$ 119,631,000				7/1/2018	12/31/2021	89.0%
2	18208-000	Improve Utility Distribution Infrastructure Fairfax - Core Campus*	0	0	$ 51,539,000				8/1/2018	12/31/2021	89.0%
3	17848-000	PPEA Discovery Hall Ph II & Fitout/Clean Room	0	18,000	$ 6,561,287				6/17/2019	3/11/2021	99.0%
4	A8247-024	Hylton Center HVAC Repairs	0	112,352	$ 3,820,598				5/18/2020	12/31/2020	90.0%
5	18423-000	Arlington Original Building Demolition and Culvert Relocation	0	0	$ 4,000,000				11/9/2020	7/1/2021	38.0%
		Design									
6	18339-000	Telecom Infrastructure Phase 1*	576	0	$ 9,788,000				11/1/2021	1/31/2023	N/A
7	18000-000	Life Sciences & Engineering Building - Bull Run Add*	98,942	5,543	$ 68,993,000				10/1/2021	1/15/2024	N/A
8	A8247-027	Johnson Center HVAC Repairs	0	348,447	$ 3,049,500				TBD	TBD	N/A
		Design Procurement									
9	18482-000	Institute for Digital InnovAtion (IDIA HQ)	505,520	0	$ 242,500,000				9/15/2022	12/16/2025	N/A
10	18509-000	Central Heating & Cooling Plant Boiler & Chiller Addition*	0	0	$ 5,000,000				10/3/2022	10/2/2023	N/A
		Planning									
11	18487-000	Telecom Infrastructure Phase 2	0	0	$ 23,250,000				TBD	TBD	N/A
		Pending Master Plan Alignment									
12	18498-000	Academic VIII*	200,000	0	$ 185,675,000				TBD	TBD	N/A
13	18471-000	Virtual Online Campus*	0	45,000	$ 11,000,000				TBD	TBD	N/A
14	18497-000	SCAR Point of View Cottages	TBD	0	$ 8,000,000				TBD	TBD	N/A
15	17955-000	Construct Student Housing Fairfax PPEA	TBD	0	TBD				TBD	TBD	N/A
16	18117-000	Construct Fairfax Mixed Use Development PPEA	TBD	0	TBD				TBD	TBD	N/A
17	18253-000	Construct Basketball Training, Wrestling, and Athlete Academic Support (RAC Addition)	TBD	TBD	$ 15,500,000				TBD	TBD	N/A
18	TBD	Renovations Concert Hall	0	120,750	$ 25,000,000				TBD	TBD	N/A
19	TBD	Business School Building	200,000	0	$ 165,000,000				TBD	TBD	N/A
20	TBD	Activities Building	15,000	0	$ 3,750,000				TBD	TBD	N/A
		Grand Total This Report	**1,237,764**	**673,253**	**952,057,385**						

Data as of February 2021

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

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

BOARD OF VISITORS
FINANCE AND LAND USE COMMITEE

Office of the Senior Vice President | February 25, 2021

Agenda

I. Call to Order
II. Public Comment
III. Approval of Minutes for December 3, 2020
IV. Financial Matters
    A. FY 2021 Q2 Financial Report
    B. FY 2022 Budget Update
        i. FY 2022 Tuition and Fees
        ii. FY 2022 Room and Board Rates
    C. Debt Policy Compliance (ACTION)
V. Capital Matters
    A. Approval of SciTech Sewer Easement (ACTION)
    B. Approval of One University Dedication Plat (ACTION)
VI. Adjournment

Appendix – Capital Projects Review (Stoplight)

FY 2021 Q2 Financial Report

Financial Matters

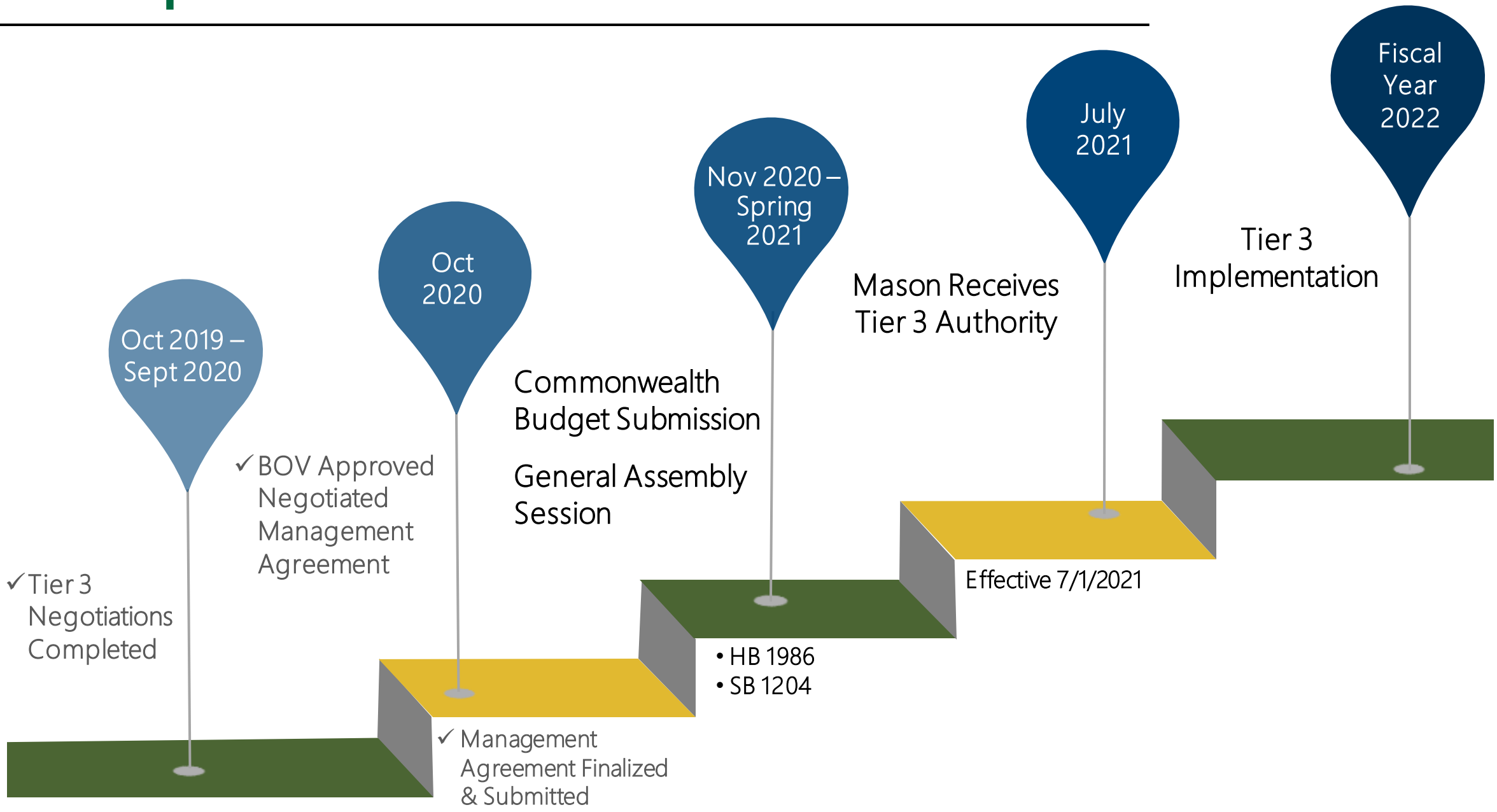
Overview of Risks & Mitigation

Financial Scenario

- *Financial Stabilization*

	Description	Primary Mitigation Plan	Status
Short-to-Medium Term Risks	Potential State revenue reductions	Restoration of enrollment appropriation increase in FY21 & FY22	✓
	Continued enrollment fluidity	Stabilizing enrollments above initial projections Successful Safe Return to Campus implementation Enhanced academic & student support and online investment	✓
	Unit level budget pressures	5.5% unit budget and 20% AE budget reductions Additional tuition revenues from improved enrollments offset reserve use	✓
	Continued pandemic	Robust testing, surveillance, and quarantining protocols Delayed start of Spring semester and no spring break COVID-19 relief funding for student aid, incremental expenses and lost revenue	✓
Long-term Risks	Longer-term economic recession	Develop multi-year adaptive fiscal management plan Explore new business models & operational strategies; Realign resources and identify post-COVID priorities Focus on integrated financial framework.	✓
	Capital infrastructure deferral & cost escalation	Master plan will guide reassessment & reprioritization of projects	✓
	Potential risk to issuer rating	Regular monitoring of financial indicators and ratios Broader utilization of Finance dashboard as institutional performance metric Quarterly forecasts & scenario planning focused on operational effectiveness	✓

Tier 3 Update & Timeline



9(d) Bonds Final Restructuring*

Key takeaways and changes from December BOV:

- **NPV savings is positive $73k** vs. estimate ($1.8m dissavings)
  - ✓ The NPV savings improved due to lower rates which resulted in higher savings for bonds refunded for economic savings
- **True Interest Cost of 1.69%** vs. estimate 2.15%
  - ✓ Due to historically low taxable interest rates
- **Average life of bonds 10.6 years** – prior to restructuring 8.1 years
  - ✓ Refunding principal amortizes two years after the final maturity of each p roject within a series
- **Attractive call feature** for taxable bonds
  - ✓ 10-year par call

**Note: Series 2009A and Series 2010 BABs not included in restructuring*

FY 2021 Q2 Actual, Budget & Forecast

Cash basis, in 000's	FY 2020 Actual	Q2 FY2021 YTD Actual	FY 2021 Budget	FY 2021 2Q Forecast
Net Tuition and Fees	$441,851	$253,478	$464,179	$451,747
State Appropriations	190,136	117,305	189,000	199,542
Grants & Contracts	210,068	111,863	219,413	225,413
Auxiliary Enterprises	227,039	102,757	187,938	175,564
Other Operating Revenue	24,793	9,141	17,086	17,086
Capital Grants	45,764	31,548	65,000	65,000
Total Revenue	$1,139,651	$626,092	$1,142,616	$1,134,352
Salaries and Wages	$462,058	$246,164	$473,172	$475,147
Fringe Benefits	128,544	67,313	132,530	133,041
Contractual Services	171,348	68,623	182,309	165,727
Travel	20,157	2,223	21,892	7,195
Supplies	21,105	9,326	28,199	21,000
Equipment	21,098	9,669	23,163	23,163
Capital Outlay/Debt	130,396	70,017	138,644	130,046
Scholarships & Fellowships	118,520	64,477	126,863	134,239
Occupancy	47,937	22,157	53,798	44,183
Other	60	138	91	91
Total Expenses	$1,121,223	$560,108	$1,180,661	$1,133,834
Surplus / (Reserve Use)	$18,428	$65,984	($38,045)	$518
Supplemental Relief Fund Revenue	$12,753	$8,345	-	$31,700

FY 2021 Key Highlights

- Revenue updates include:
  - $10M incremental state appropriation
  - $6M incremental HEERF financial aid funding
  - Offset by:
    - $12M decrease in net tuition & fees due to slow down in collection and lower spring enrollment
    - $12M decrease in AE due to lower traffic volume and occupancy on campus
- Expense forecast reduced to reflect slower YTD spending and to offset lower AE revenues
- Non-financial aid supplemental relief funding provides additional support
  - $24.2M of HEERF II Funding
  - $7.5M of CRF funding

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

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

FY 2022 Budget Update

Financial Matters

Planning Areas to Consider

Environmental & Operational Factors

- Vaccine availability / full inoculation
- Mode of instructional delivery
- Campus density – Faculty / Staff on-campus presence
- Classroom capacity
- Housing density

Outcome Scenarios

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

Major Assumptions & Drivers

- Enrollment growth and mix
- Level of strategic investment
- Campus master plan
- Faculty/Staff growth
- Auxiliary enterprise revenues

Planning Scenarios

		1: Baseline FY22	2: Conservative FY22	3: Target FY22	3: Target FY23	3: Target FY24	3: Target FY25
Revenue	Enrollment	Flat	2%	3%	3%	3%	3%
	*Tuition: UG	Flat	Flat	Flat	$361	$375	$389
	Grad & Law	Flat	Flat	$441	$482	$500	$519
	Mandatory Student Fees	Flat	Flat	3%	3%	3%	3%
	Room & Board	Flat	4%	4.5%	4.5%	4.5%	4.5%
	Institutional Aid	Flat	5%	10%	12%	14%	15%
	State Appr: General	Flat	5.9%	9.4%	3%	3%	3%
	Fin. Aid	Flat	11%	23%	10%	10%	10%
	Sponsored Research	Flat	5%	15%	10%	10%	10%
Expense	Salaries & Fringe	Flat	3%	3%	3%	3%	3%
	Faculty Growth	Flat	10	20	20	30	30
	**Direct Expenditures	Flat	2%	3.6%	3%	3%	3%
	Strategic Initiatives	Flat	5%	5%	5%	5%	5%

*Tuition increase equity based in $ not % regardless of domicile. **AE direct expenditures are expected to grow to 35.5% over FY21 projected

Next Steps

Short Term: Nov 2020-June 2021

Nov/December

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

January

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

February

- Feb 10 House & Senate General Assembly budget amendments to Governor's FY2022 budget
- **February 25 BOV Meeting**
  - ➢ Present impacts of ongoing analyses
  - ➢ Provide update on risk identification & mitigation activities
  - ➢ Preview of capital planning integration to budget process.

March

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

April

- **April 1 BOV Information & Public Comment Session**
  - ➢ Tuition & Fee and Room & Board Recommendations
- Integrate comments into scenario modeling and planning

May

- **May 6 BOV Meeting**
  - ➢ Present FY2022 All Funds Budget for Approval
  - ➢ Tuition & Fee and Room and Board Recommendations

Mid Term: July 2021-Dec 2021

July

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

September

- Develop & implement performance management metrics

November

- Map implementation timeline
- Launch new budget processes for FY2022

Long Term Jan 2022-June 2023

January 2022

- Budget development & Planning tool decision

January 2023

- Implement Central Cost allocation model (tentative)

FY 2022 Tuition and Fee Rates

Financial Matters

FY 2022 Tuition Rate Recommendations

Undergraduate Tuition Rate Increase – 0%

- Due to economic challenges, undergraduate I/S and O/S enrollments have been impacted. At this time, undergraduate tuition rates will not increase.

- State appropriations of $22M (FY21 & FY22) will be a down payment towards the historic funding disparity and will help to bolster our undergraduate academic and student support services.

Graduates & Professional (Law) Tuition Rate Increase - $441

- Due to the increased demand for graduate programs, tuition is increasing at a modest rate. This increase will assist with providing additional graduate stipends and post-doctoral scholarships, which is an important accelerator for research.

FY 2022 Tuition Rate Recommendations

Tuition	FY 2021	$ Increase	FY 2022
In-State, Undergraduate	$9,510	$0	$9,510
Out-of-State, Undergraduate	$32,970	$0	$32,970
In-State, Graduate (1)	$12,593	$441	$13,034
Out-of-State, Graduate (1)	$33,906	$441	$34,347
In-State, Law	$22,701	$441	$23,142
Out-of-State, Law	$38,087	$441	$38,528

(1) Consistent with our equity principles and the need to keep out-of-state tuition more competitive, we propose the same tuition increase or in-state and out-of-state graduate tuition.

FY 2022 Mandatory Student Fee Rates Recommendation

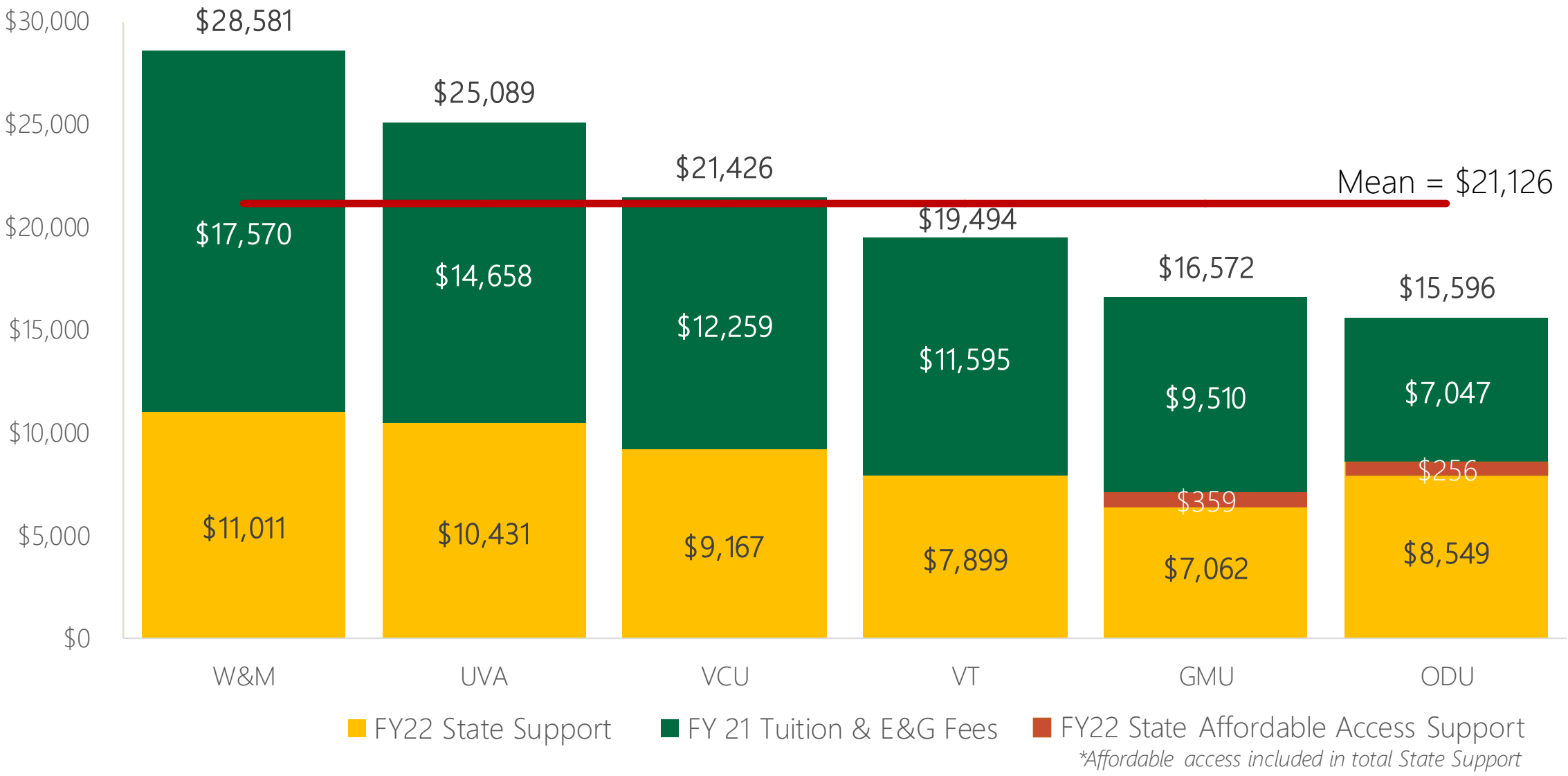
Mandatory Student Fee Increase – 3%

The mandatory student fee rate increase will support:

- Strengthening technology investments to support student-focused service delivery
- Increasing career readiness with expanded student employment opportunities
- Providing increased direct student services focused on mental health and well-being
- Increasing student engagement with greater investment in student organization funding
- Providing more efficient and improved operations

Mandatory Student Fees	FY 2021	$ Increase	FY 2022
Full-Time Student	$3,504	$105	$3,609
Full-Time Student, Law	$2,563	$77	$2,640

Doctoral Institutions Funding Disparities Remain



*Affordable access included in total State Support

FY 2022 Room & Board Rates

Financial Matters

Room & Board Guiding Principles

Affordability

- Create an affordable living environment for students.

Accessibility

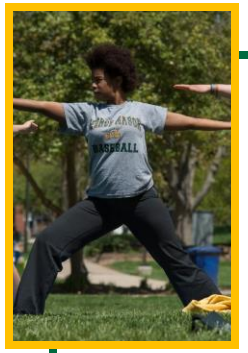
- Provide access to on-campus living and dining options.

Involvement

- Foster activities and support groups to increase student retention and graduation rates.

Sense of Community

- Craft an environment where students feel part of the Mason community.



Well-Being

- Offer healthy meal plans with options for specialized nutrition and access to dieticians.

Financial Stewardship

- Generate sufficient revenue to provide quality services and cover operating costs and capital needs.

COVID-Related Operational Adjustments

Dining and Board:

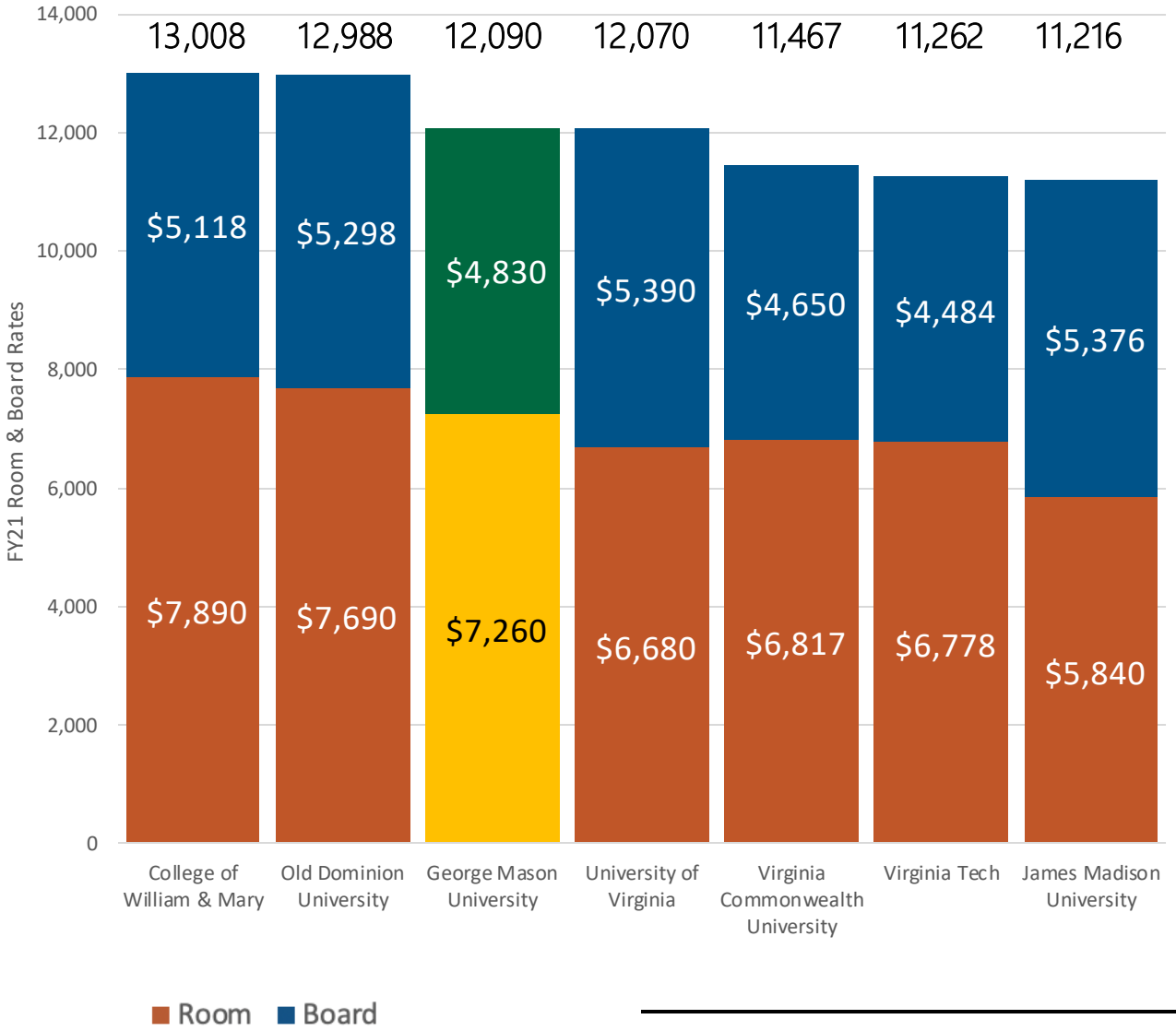
- Maintained dining hall operations
  - Implemented Yelp reservations seating system
  - Developed robust "grab-n-go" meal offerings
  - Expanded cleaning between each use
- Realigned dining operations, hours, staffing and services to best meet student needs
- Renegotiated Sodexo 2020 contract
- Reduced staffing levels to match needs
- Developing Fall 2021 operational scenarios for various possible back to campus levels
- Deferred select capital projects

Housing:

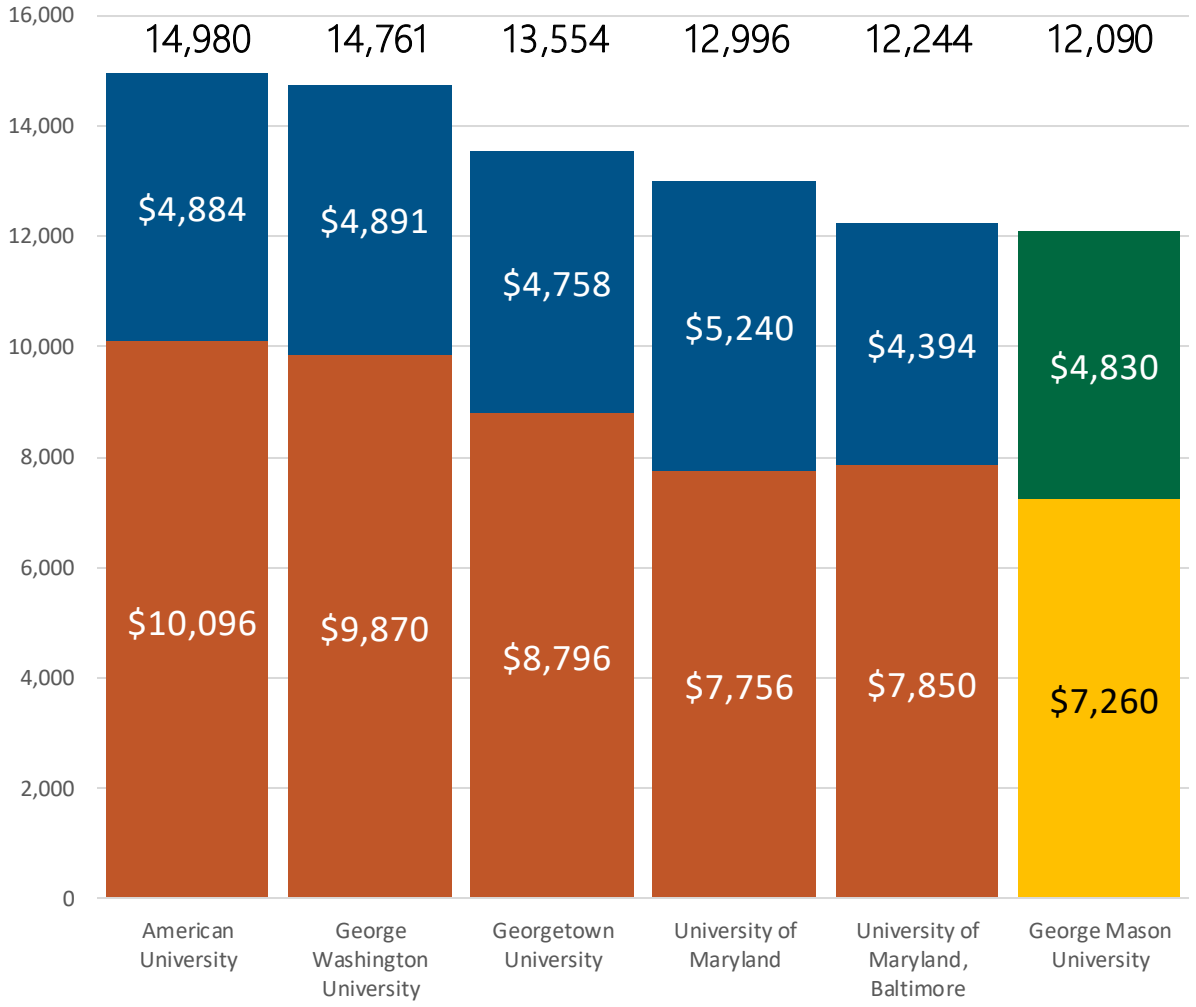
- Reconfigured residential rooms
  - Maximize single bedrooms
  - Eliminated triples & quads with roommate accommodations
- Multi-day move-in with online registration times
- Residential quarantine & isolation housing
  - Angel Cabrera Global Center in Fall 2020; added Commonwealth residence in Spring 2021
- Expanded housekeeping services & cleaning
- Redesigned & reduced student staff to match needs
- Deferred capital and renewal projects

FY 2021 Room & Board Rates Comparison

Commonwealth Universities



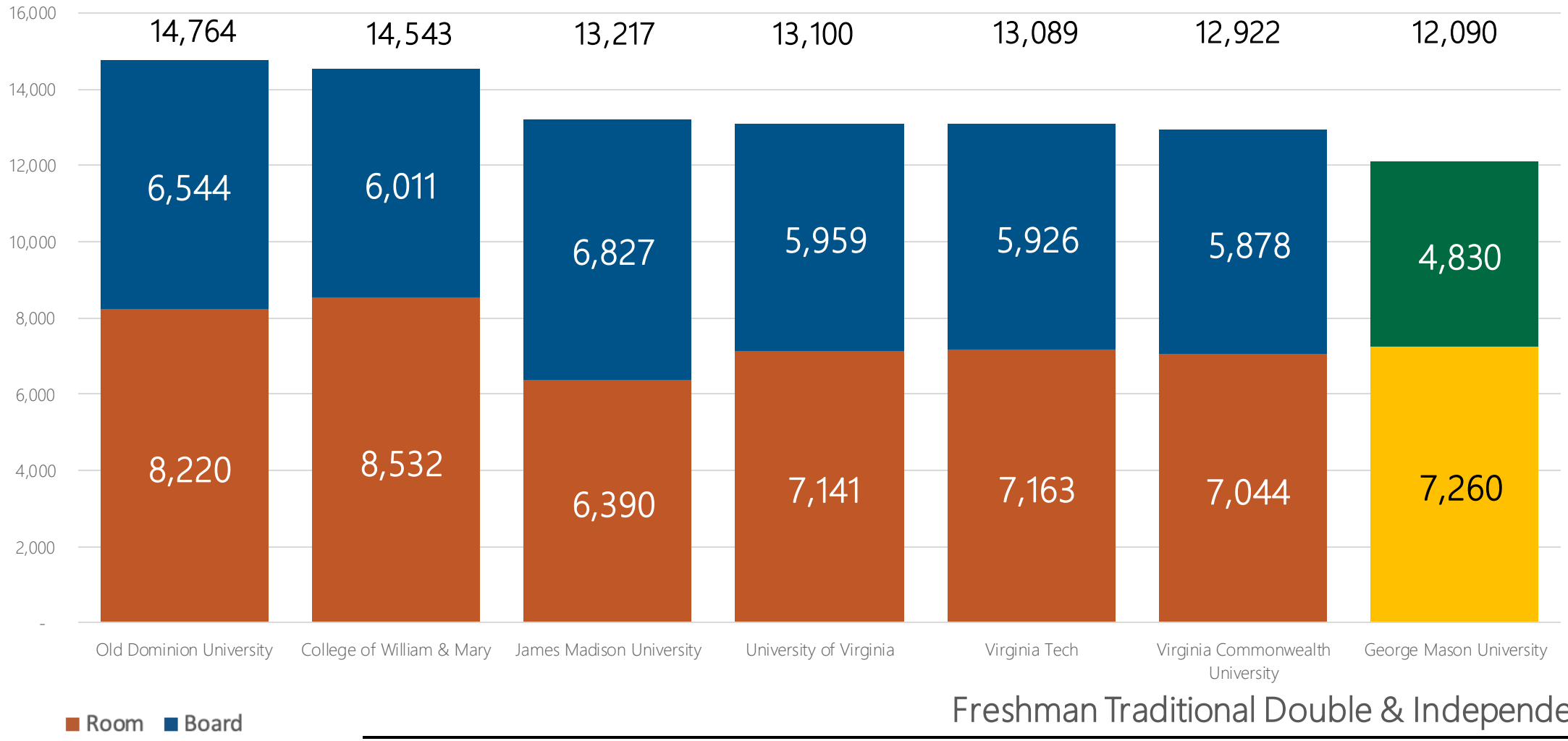
Regional Universities



Freshman Traditional Double & Independence Plan

FY 2021 Room & Board Rates Comparison

Rates Adjusted to Local Cost of Living Compared With Fairfax As Base



Freshman Traditional Double & Independence Plan

FY 2022 Proposed Room & Board Rates

Freshman Traditional Double & Board	FY21	FY22	Change ($)	Change (%)
Total Room & Board	$12,090	$12,630	$540	4.5%

Including Independence Meal Plan with Minimum $100 Points

Proposed room and board increase for FY2022:

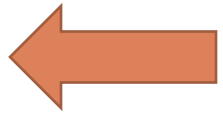
- 5.0% for housing
- 3.7% for dining meal plans

Debt Policy Compliance

Financial Matters

Enterprise Debt

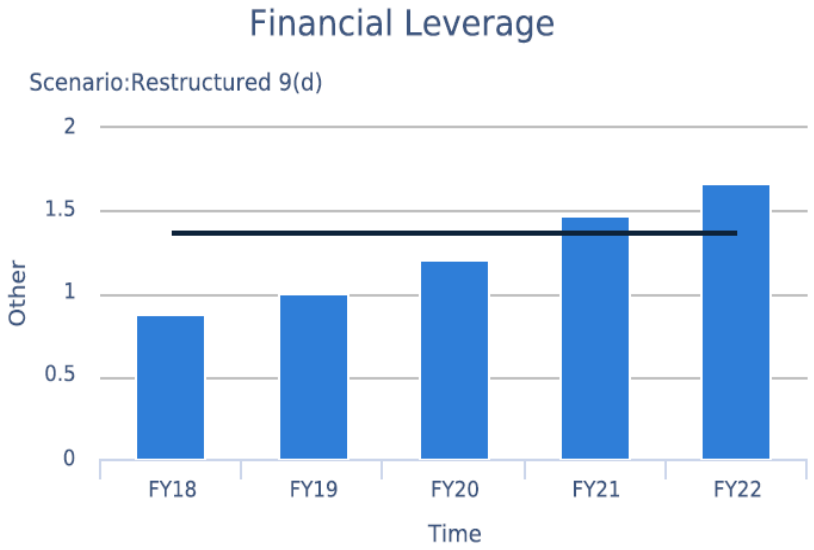
Enterprise Debt by Entity ($ in millions)	Principal (as of 6/30/20)
GMU	**$488**
GMU Foundation (GMUF)	$143
Mason Housing Inc. LLC (MHI)	$38
GMU Instructional Foundation (GMUIF)	$1
Subtotal	$670
Remove GMU Capital Leases	($89)
Total	**$581**

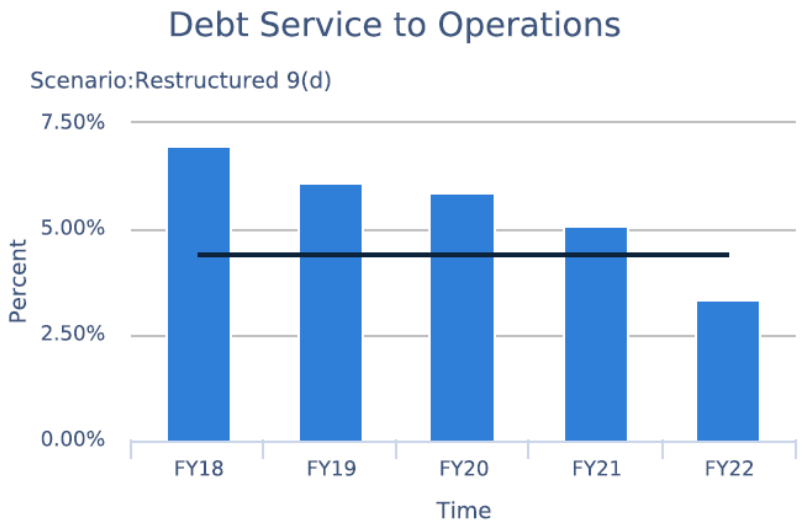


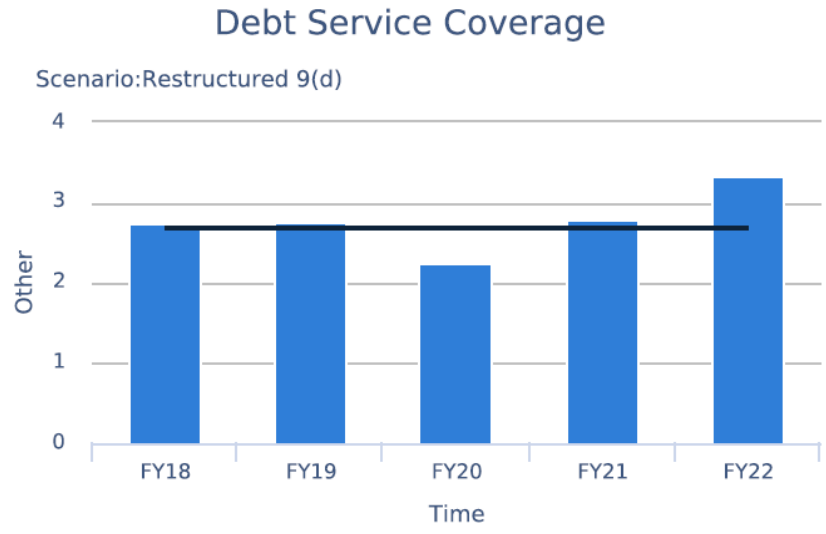
Debt Policy for GMU Debt

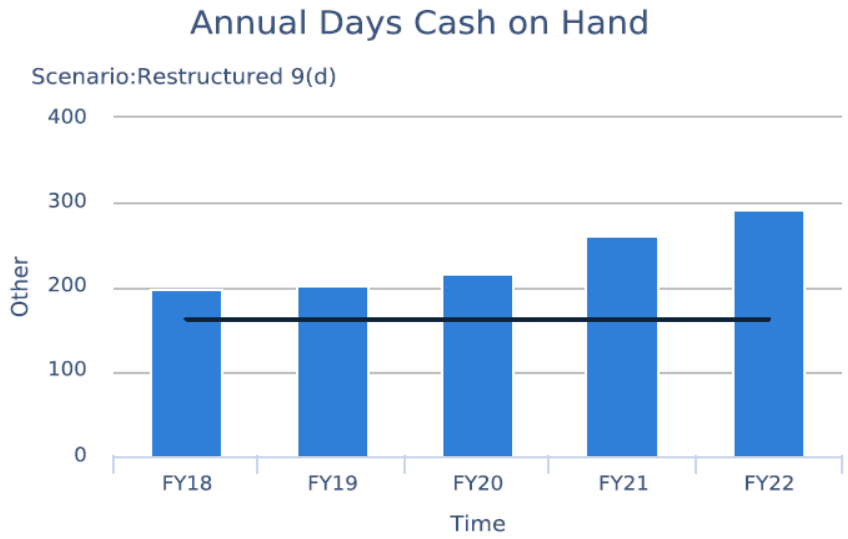
GMU Debt by Type ($ in millions)	Principal (as of 6/30/20)
9c bonds (treasury pool / issuer)	$150
9d bonds (VCBA pool / issuer)	$245
Capital leases with GMUF	$89
Installment leases	$4
Total	**$488**

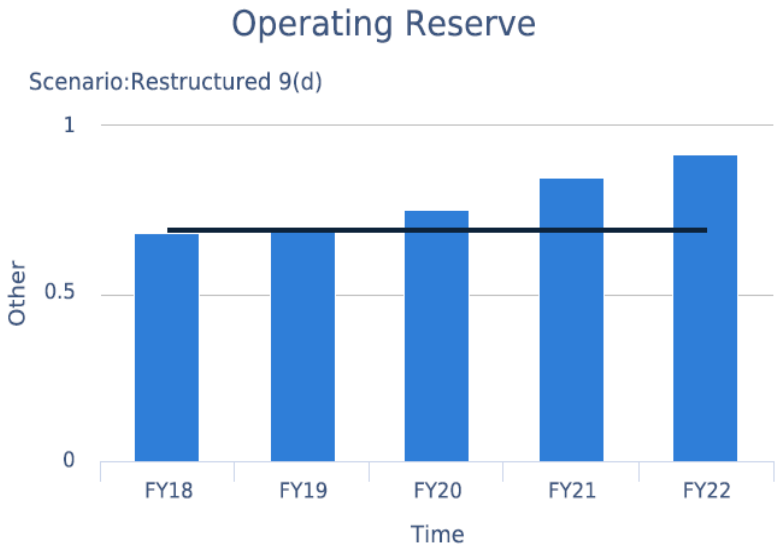
Financial Ratios

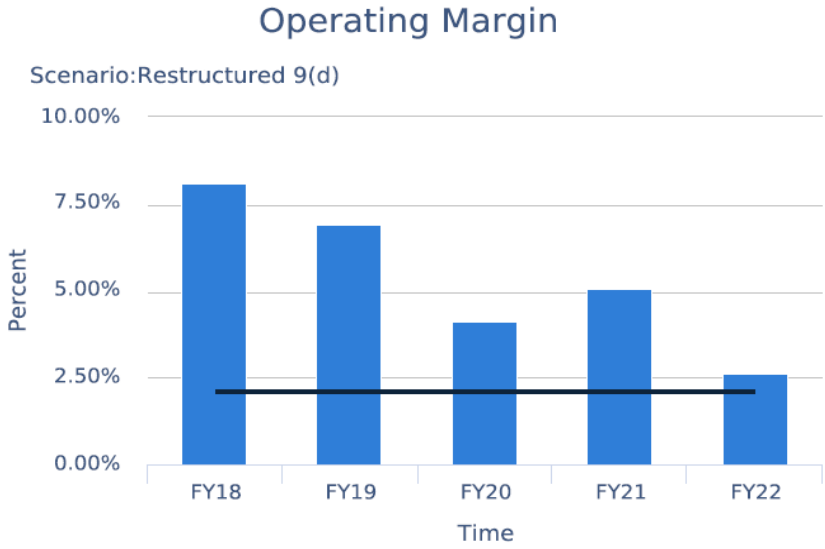












Moody's Aa3 medians

FY2020 unaudited financials

Board Resolution

The Finance & Land Use Committee recommends approval by the Board of Visitors of the resolution stating the University is in compliance with the Debt Policy.

MOTION: _____

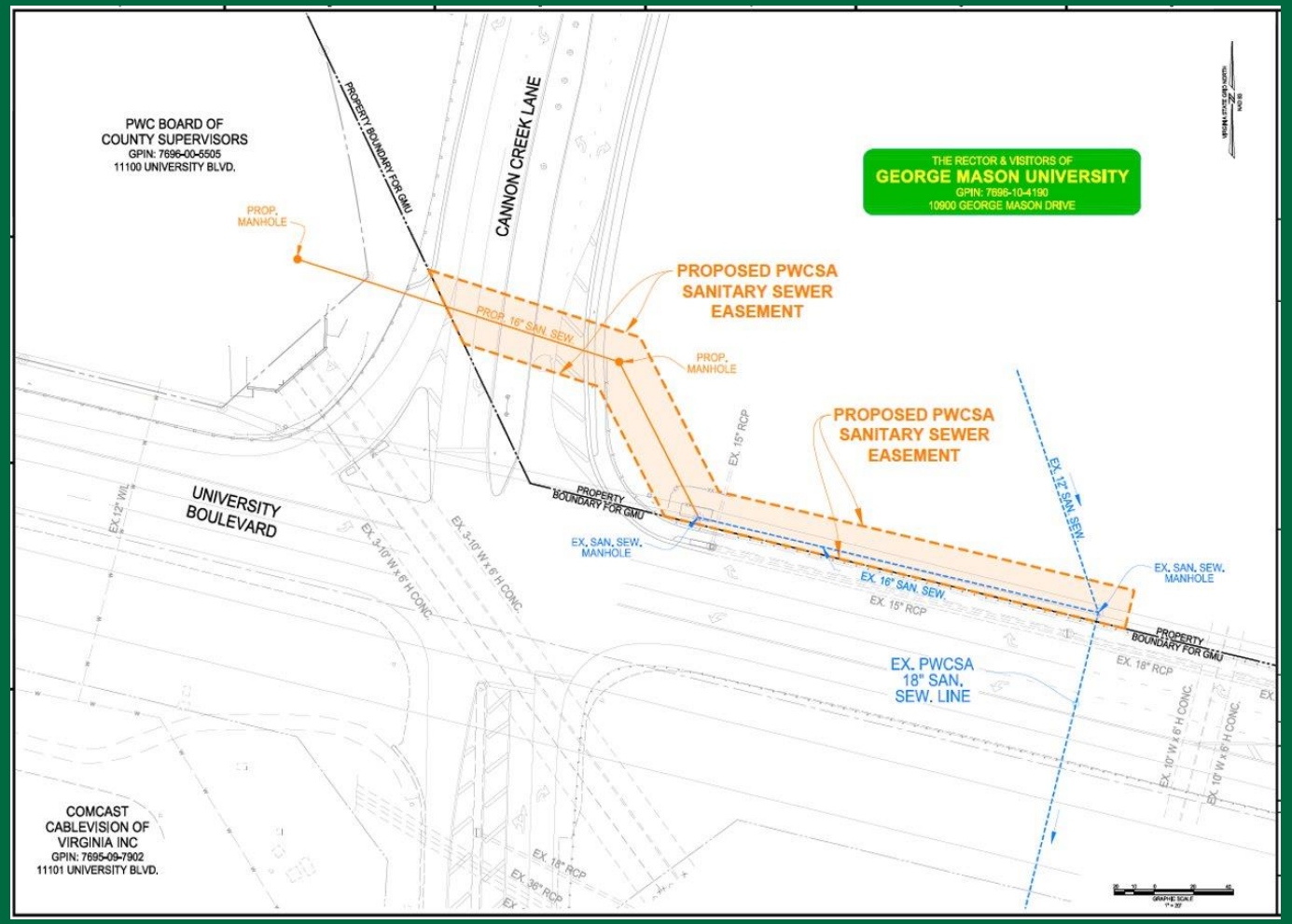
SECOND: _____

Approval of SciTech Sewer Easement

Capital Matters

SciTech Sanitary Sewer Easement

- Required to extend existing PWC Service Authority sewer to adjacent Innovation Town Center & University Village developments.
- No adverse effects to Mason's sanitary capacity for our future development.
- Appraised value is $21,900.
- Town center developer will compensate for appraised value plus cost of appraisal services.



Board Recommendation

The Finance & Land Use Committee recommends approval by the Board of Visitors of the Innovation Town Center Developer's sanitary sewer easement request as detailed in the Board Book.

MOTION: _____

SECOND: _____

Approval of One University Dedication Plat

Capital Matters

One University Dedication Plat

- One University project initially requested a number of easements from Mason.
- Discovered University Drive was not built in accordance with original street dedication and Mason still owns small sliver of land on north side of University Drive
- Parties agreed to dedicate land (2.96 acres) to Fairfax County for public street purposes and address Developer's request instead of granting easements.
- Land has no value to Mason. Dedication will lessen Mason's maintenance and other potential liability while correcting original dedication.

Board Recommendation

The Finance & Land Use Committee recommends approval by the Board of Visitors of the One University Dedication Plat as detailed in the Board Book.

MOTION: _____

SECOND: _____

Appendix

Capital Projects Stoplight Chart

Facilities Projects Listing

	Project #	Project Name	Scope(sf) New	Scope(sf) Reno	Total Budget	Budget Status	Schedule	Scope	Construction Start Date	Occupancy Date	Construction % Complete
		Construction									
1	18207-000	Horizon Hall - Core Campus (Renovate Robinson Hall and Harris Theater)	217,726	23,161	$ 119,631,000				7/1/18	12/31/21	89.0%
2	18208-000	Improve Utility Distribution Infrastructure Fairfax - Core Campus*	0	0	$ 51,539,000				8/1/18	12/31/21	89.0%
3	17848-000	PPEA Discovery Hall Ph II & Fitout/Clean Room	0	18,000	$ 6,561,287				6/17/19	3/11/21	99.0%
4	A8247-024	Hylton Center HVAC Repairs	0	112,352	$ 3,820,598				5/18/20	12/31/20	90.0%
5	18423-000	Arlington Original Building Demolition and Culvert Relocation	0	0	$ 4,000,000				11/9/20	7/1/21	38.0%
		Design									
6	18339-000	Telecom Infrastructure Phase 1*	576	0	$ 9,788,000				11/1/21	1/31/23	N/A
7	18000-000	Life Sciences & Engineering Building - Bull Run Add*	98,942	5,543	$ 68,993,000				10/1/21	1/15/24	N/A
8	A8247-027	Johnson Center HVAC Repairs	0	348,447	$ 3,049,500				TBD	TBD	N/A
		Design Procurement									
9	18482-000	Institute for Digital InnovAtion (IDIA HQ)	505,520	0	$ 242,500,000				9/15/22	12/16/25	N/A
10	18509-000	Central Heating & Cooling Plant Boiler & Chiller Addition*	0	0	$ 5,000,000				10/3/22	10/2/23	N/A
		Planning									
11	18487-000	Telecom Infrastructure Phase 2	0	0	$ 23,250,000				TBD	TBD	N/A
		Pending Master Plan Alignment									
12	18498-000	Academic VIII*	200,000	0	$ 185,675,000				TBD	TBD	N/A
13	18471-000	Virtual Online Campus*	0	45,000	$ 11,000,000				TBD	TBD	N/A
14	18497-000	SCAR Point of View Cottages	TBD	0	$ 8,000,000				TBD	TBD	N/A
15	17955-000	Construct Student Housing Fairfax PPEA	TBD	0	TBD				TBD	TBD	N/A
16	18117-000	Construct Fairfax Mixed Use Development PPEA	TBD	0	TBD				TBD	TBD	N/A
17	18253-000	Construct Basketball Training, Wrestling, and Athlete Academic Support (RAC Addition)	TBD	TBD	$ 15,500,000				TBD	TBD	N/A
18	TBD	Renovations Concert Hall	0	120,750	$ 25,000,000				TBD	TBD	N/A
19	TBD	Business School Building	200,000	0	$ 165,000,000				TBD	TBD	N/A
20	TBD	Activities Building	15,000	0	$ 3,750,000				TBD	TBD	N/A
		Grand Total This Report	**1,237,764**	**673,253**	**952,057,385**						

Data as of February 2021

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

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

BOARD OF VISITORS
GEORGE MASON UNIVERSITY

Meeting of
December 3, 2020
MINUTES

MEETING NOTE: Due to safety concerns associated with the COVID-19 pandemic, and in accordance with provisions in the 2020 Commonwealth Budget Bill General Provisions: § 4-0.01.g.1, the December 3, 2020 meeting of the Board of Visitors of George Mason University was held through electronic means. Board members and university leadership met via Zoom videoconference. The session was streamed live via webcast for public viewing at https://gmutv.gmu.edu/live-broadcast/. An online form was posted on the Board of Visitors webpage (https://bov.gmu.edu/) to accept written public comments and registrations for verbal public comments. Two written comments were received and are included as an attachment to the minutes. The full video recording of the meeting may be accessed at https://vimeo.com/showcase/bovdec20.

PRESENT: Rector James Hazel, Vice Rector Horace Blackman and Secretary Simmi Bhuller; Visitors Tom Davis, Mehmood Kazmi, Ignacia Moreno, Carolyn Moss, Jon Peterson, Nancy Prowitt, Paul Reagan, Edward Rice and Robert Witeck.

ABSENT: Visitors Anjan Chimaladinne, Juan Carlos Iturregui, Wendy Marquez and Denise Turner Roth.

ALSO PRESENT: Lauren Reuscher, Staff Liaison, Shannon Davis, Faculty Representative; Shelby Adams and Lilianna Deveneau, Student Representatives; Gregory Washington, President; Ken Walsh, Chief of Staff; Trishana Bowden, Vice President, Advancement and Alumni Relations; Aurali Dade, Interim Vice President of Research; Carol Kissal, Senior Vice President for Administration and Finance; Mark Ginsberg, Provost; Lester Arnold, Vice President for Human Resources and Payroll; Brian Walther, University Counsel; Anne Gentry, Associate University Counsel; Steve Goldin, Director of Strategic Real Estate Initiatives; Cathy Wolfe-Pinskey, Capital Program Director; Rose Pascarell, Vice President, University Life; Deborah Love, Senior Assistant Attorney General/Chef; Sarah Hanbury, Secretary pro tem.

I. Call to Order

Rector Hazel called the meeting to order at 2:30 p.m.

II. Public Comment

There were no registrations for oral public comments. Two written public comments were received. One of the comments was received prior to the start of the meeting and Rector Hazel provided a summary of this comment which dealt with disparities in salaries at Mason. Rector Hazel mentioned this is a subject that he and Dr. Washington have discussed. The second comment was received while the meeting was in progress. Both comments were directed and emailed to the full board **(ATTACHMENT 1)**.

III. Approval of the Minutes (ACTION ITEMS)

A. Full Board Meeting Minutes for October 1, 2020

IV. Rector's Report (ACTION ITEMS)

A. Bylaw Revision – Board Staff Representative
B. 2020-2021 Presidential Goals Approval

Rector Hazel recommended that the Full Board Meeting Minutes for October 1, 2020 and the 2020-2021 Presidential Goals be voted on en bloc. He explained that the proposal to add a non-voting staff representative to the board was presented to the Board during the October 1, 2020 meeting by the Staff Senate Chair, Lauren Reuscher. He added that the Executive Committee had unanimously voted to recommend adoption of the bylaw revision by the full board.

Vice Rector Blackman **MOVED** to approve the bylaw revision. The motion was **SECONDED** by Visitor Witeck. **MOTION CARRIED UNANIMOUSLY BY ROLL CALL VOTE. (ATTACHMENT 2)**
Yes – 11
Absent – 5 – Visitors Chimaladinne, Iturregui, Marquez, Moreno and Roth

Rector Hazel and Shannon Davis, the Faculty Representative congratulated Lauren Reuscher, the new Staff Liaison. Ms. Reuscher noted she was grateful for the opportunity to represent Mason staff to the University's Board of Visitors and is ready to get to work.

Rector Hazed moved forward with two procedural motions, to take a formal vote on the 2020-2021 Presidential Goals **(ATTACHMENT 3)** as required by SACSCOC and to approve the Full Board Meeting Minutes for October 1, 2020**.**

Vice Rector Blackman **MOVED** to approve the following action items en bloc, as they were provided in the meeting materials;

1. Full Board Meeting Minutes for October 1, 2020
2. 2020-2021 Presidential Goals Approval

The motion was **SECONDED** by Visitor Reagan. **MOTION CARRIED UNANIMOUSLY BY ROLL CALL VOTE.**
Yes – 11
Absent – 5 – Visitors Chimaladinne, Iturregui, Marquez, Moreno and Roth

Rector Hazel welcomed two new deans to Mason. Ken Randall, who is the Allison and Dorothy Rouse Dean of the Antonin Scalia Law School and Fernando Miralles-Wilhelm the Dean of the College of Science.

Rector Hazel reminded the board of the email that was sent to them on December 1, 2020 as a reminder they are required to file an annual financial disclosure through the Virginia Conflict of Interest and Ethics Advisory Council. He recapped that the annual

filing period to submit the financial disclosure through the portal is January 1 through February 1, 2021, covering the reporting cycle of January 1 through December 31, 2020. An email will be generated directly from the Commonwealth on or about January 1, 2021 advising that the online filing system is open. Rector Hazel advised that filings will not be accepted prior to January 1, 2021.

Rector Hazel then commented on the new requirement from SACS COC to develop a board self-evaluation process. The Executive Committee approved the use of a survey to establish the self-evaluation process during their meeting on October 1, 2020. Rector Hazel, Visitor Peterson and Visitor Moss thanked Dr. Matt Smith, Director of Accreditation at Mason for his outstanding work on the survey. Rector Hazel further advised that the board self-evaluation survey will be sent to the Board via email from Dr. Smith on Monday, January 4, 2021; the period for completion will close on Sunday, January 17, 2021 at 11:59 p.m. This email will contain an individual link for each visitor that permits the tracking of completed responses, maintains survey anonymity and allows for one survey submission by each board member. Due to the anonymous nature of the survey, general reminders will be sent frequently to the entire board during this time. Once the survey is closed, Mason's Office of Institutional Effectiveness and Planning (OIEP) will analyze the results and generate a final report. The survey results will be included in the February 2021 board book and will be discussed in open session during the full board meeting on Thursday, February 25, 2021. Rector Hazel ended by thanking Visitors Reagan and Ross for serving on this committee.

V. President's Report

Dr. Washington welcomed Ken Randall, the Allison and Dorothy Rouse Dean of the Antonin Scalia Law School and Fernando Miralles-Wilhelm the Dean of the College of Science to Mason. He then noted the passing of Mason faculty member, Dr. Walter Williams, citing his accomplishments.

Dr. Washington began his report by noting that as of November 30, 2020, Mason had 218 COVID-19 cases since its reopening in August of this year. Out of the 218 cases there have been 46 cases in the residence halls, 37 faculty/staff cases and 13 contractor cases. Dr. Washington put into perspective how well Mason has done with managing COVID by noting another large institution in the state had 300 COVID cases in one weekend in their dorm.

Dr. Washington explained how Mason managed to keep the number of positive COVID-19 cases low, crediting the implementation of Mason's aggressive multi-level approach: testing, de-densifying campus, health check application, innovation of classrooms and instruction, building transformations, robotic food delivery and communication campaigns. Pre-arrival testing and surveillance testing was conducted during this time frame. The campus was de-densified by utilizing telework, on campus social distancing and reduced residential hall population from 6,200 to 3,000. The goal of the Mason Daily Health Check is to detect early signs of outbreaks to rapidly prevent transmission. Classrooms and instruction were on-campus, online and hybrid.

Classrooms were socially distanced, building HVAC systems were checked and hygiene stations were present campus-wide. The COVID communications campaign was provided through the web, campus signage, videos, email and social media.

Dr. Washington noted that due to the aforementioned approach Mason has avoided major virus outbreaks, enrollment declines and forced workforce reductions. He further stated that Mason has experienced a 2% increase in enrollment. In order to keep the trend of virus cases low, there will be another virtual graduation in December. Dr. Washington hopes this will be the last virtual graduation and stated it will be special nonetheless. Also, Mason will gradually reopen in the spring as conditions permit.

Dr. Washington went on to share that Mason has had successful fiscal management, successfully navigating a budget gap of about $100 million. An increase of $17 million was procured for the operating budget to catch Mason up with its peer institutions in Virginia. Funding of $7.5 million was secured from the CARES Act to defray some of the pandemic expenses. Mason was able to secure this support by meeting with Virginia members in the House and Senate and highlighting Mason's story.

Dr. Washington highlighted Mason's new records. Mason had a record enrollment of 38,0000 students. Virginia resident students stayed home instead of going out-of-state. There was an increase in graduate student enrollment and transfer students held steady. A new diversity record was reached as 58% of the fall 2020 freshmen class were students of color. Mason has received over $200 million in research awards this year.

Dr. Washington spoke to the new quality rankings that make Mason a national leader among public university. Currently, Mason is the highest ranked university under 50 years old. Mason is the eighth most diverse institution in the country and the most diverse institution in Virginia. Mason is the 13th most innovative public institution in the country and the most innovative in Virginia. Dr. Washington noted that the performance of Mason's first-generation students tend to exceed the benchmarks of any institution in the state with higher earning performance.

Dr. Washington discussed the post-pandemic university structure and what Mason's focus will be moving forward. The goal is to prepare and position Mason students and graduates of 2020-2023 for career success in the post-pandemic economy. This is a challenge as many students will be graduating over the next three years and the unemployment rate is the highest since the Great Depression. Dr. Washington further noted that currently there are more than 100,000 unallocated jobs in northern Virginia, with more than 70,000 in Fairfax alone. Mason students need to be prepared and ready for those opportunities. A new innovative internship initiative will be launched with the help of a whole host of companies in the NVTC. The idea behind this program is to match Mason students to opportunities that companies allocate early in the process so that they can get the prerequisite experience necessary in order to be qualified for those jobs upon graduation. This process of getting companies to allocate internships, so that Mason students can move into them has already begun. Additionally, Dr. Washington

noted the launching of the entrepreneurship ecosystem. This ecosystem will provide a suite of services with no gaps in assistance. That entrepreneurship ecosystem will not only support Mason students, but will also support the broader community. It is going to include and incorporate the current SBDC, which basically supports the entire state.

Mason is going to back the state of Virginia by supporting the Virginia Plan. The Virginia Plan highlights that they want 57% education attainment by having a degree of some credential beyond graduating high school. If a student cannot get into Mason because their test scores or high school grade point average does not qualify them to do so, Mason will coordinate a pathway for them through the community college network. If you can get to a community college, you can get to Mason. There are three initiatives in place to support Virginia in the post-pandemic economy: President's Upskilling Initiative, Mason Talent Exchange and broadband for all. The Mason Talent exchange offers courses and certificates in key areas that will qualify individuals who are already in the workforce, who have been displaced. They are currently working on ways to lower the cost of entry for students into the upskilling initiative and the talent exchange. Dr. Washington provided an update on the Anti-Racism Taskforce. He noted that Mason has done extraordinarily well in a number of areas relative to race and ethnicity.

Dr. Washington noted that Mason is looking for students that have a depth of knowledge in a single area, but have sufficient breadth in a number of other areas that relate. Mason has committed to the state of Virginia that Mason is going to grow by another 9,000 students. Mason is also going to grow the faculty and hire faculty in areas of challenges. These areas of challenges relate to poverty and climate action.

Dr. Washington concluded by thanking the students, faculty and staff for their dedication and hard work is making the University great.

Rector Hazel thanked Dr. Washington and opened the floor for question. Visitor Peterson asked if any of Mason's COVID cases required hospitalization or if there were any fatalities. To Dr. Washington's knowledge there have not been.

Visitor Moreno thanked Dr. Washington for his leadership during this time of unprecedented crisis.

VI. Emergency Operations Plan Adoption (ACTION ITEM)

Rector Hazel recognized Dr. Julie Zobel, the Assistant Vice President for Safety, Emergency, and Enterprise Risk Management to present the Emergency Operations Plan **(Attachment 4)**. Dr. Zobel informed the Board that The Code of Virginia requires the emergency operations plan for the University be renewed every four years by the Board of Visitors. The plan outlines Mason's framework for emergency management, to include the emergency management organizational structure. The overarching plan identifies the supporting plans and documents that are drawn upon when needed. Changes in the current version of this plan include updating the Executive Council membership and changes in both emergency management executive committee and

emergency operations committee, which have been augmented in recent months to include pandemic related expertise within each representative unit. Dr. Zobel opened the floor for questions relative to the emergency plan. Hearing none the Rector reiterated that voting on this action item would occur en bloc once the committee reports have concluded to streamline and reduce the number of roll call votes.

Rector Hazel noticed that Mason's testing facility at the Ángel Cabrera Global Center was still in operation and inquired how long it will remain open. Dr. Zobel stated that faculty and staff are coming to campus and that there are residential students on campus. Due to this, testing will be maintained up to winter break and in a small, scaled-down version over winter break for residential students. In January there will be a new testing methodology, which will move the testing from the Ángel Cabrera Global Center to multiple sites on campus. There were no further questions. A 10-minute break was taken.

VII. Committee Reports

A. Development Committee

Visitor Peterson delivered the Development Committee report which did not have any action items. He began by stating how proud he is of where Mason is today and the accomplishments made by the faculty and staff due to their hard work.

Visitor Peterson reported that Katie Turcotte, the Deputy Vice President of Advancement and Alumni Relations, provided a report on the fundraising plan. As a part of that, Davide Cooper, a consultant from the Compass Group returned from the October 1, 2020 board meeting to finish a report on the fundraising engagement activities regarding the Arlington Innovation Initiative, the Carter School for Peace and Conflict Resolution and the School of Business.

Visitor Peterson noted that Trishana Bowden, Vice President of Advancement and Alumni Relations, provided an update. Visitor Marquez started a challenge to fundraise $250,000 to support George Mason's Deferred Action for Childhood Arrivals (DACA) in honor of Former Interim President, Anne Holton. To date, 100% of Board Members have participated to bolster this emergency fund for undocumented students. As of Monday, November 30 $267,000 has been raised for this cause and thus exceeding the goal.

At the end of November, 54% of Mason's fundraising goal was met at $32 million. A big portion of that came from research and student support. Between 1970 and now, Mason has 210,000 alumni. There was a 50-year reunion and Visitor Peterson noted that a lot has been accomplished during this time.

Visitor Peterson noted that Jennifer Robinson was named the Associate Vice President for Alumni Relations in October.

Terry Beirne, GMUF Chair gave a report from the Foundation. Ms. Beirne highlighted that the audit committee came out clean, with an un-modified opinion on June 30. The results for the first quarter are on track within the budget expectations. Regarding the finance committee, the year-end results compared to the Foundation framework, there was income on the investments that were a little higher than expected. In that period, $10.5 million from the sale in Loudoun County in support of the Tech Investment Program came in. On the investment committee, the endowment fund which is about $160 million, there was about a 4.5% return on that for the first quarter of the fiscal year, which is a little below the benchmark of 4.7%. The investment committee is looking to outsource and hire someone for the outsource chief investment officer, to ensure that dollars are being invested in the best way possible. On the Nominating and Governance Committee there was recruitment of core members with the hope to get broader trustee representation from all colleges. On the real estate committee, they are about to settle on the second phase of the Loudoun Property. Longtime real estate stalwart, Gerald "Jerry" T. Halpin in his passing, donated land he had owned in Jackson Hole, Wyoming, that was sold for about $2.5 million to establish an endowment for the Smithsonian Mason Conservation Center. There were no action items to come before the full board.

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

Secretary Bhuller stated that a comprehensive report was provided on the instructional and research programs that were successfully held during the fall semester. An overview of the University plans for the spring semester was also provided which includes a larger number of in-person and hybrid classes, as well as many classes to be provided in virtual format. As conditions continue to evolve, spring plans will be informed by guidance from medical and public professionals, as well as the Commonwealth. As conditions continue to evolve, spring plans will be informed by guidance from medical and public professionals, as well as the Commonwealth. Provost and Executive Vice President, Mark Ginsberg also updated the committee on recent honors received by members of the University's faculty. Following that, Rose Pascarell provided an update on University Life during the COVID pandemic. Joining her was the President of Student Affairs, Shirley Adams, who also commented on student life affairs. Zofia Burr, Dean of the Honors College provided a presentation that described the programs and activities of the Honors College, in collaboration with all colleges and schools. The Honors College seeks to leverage socioeconomic and cultural diversity to prepare the next generation to meet the challenges of the future. Among the practices that foster inclusive excellence in honors college are a curriculum design that exposes all students to high impact educational practices, beginning their very first year. Secretary Bhuller noted efforts to recruit and retain first-generation students. She further noted that there are action items to come before the Board. Rector Hazel stated that voting action items would occur in block once the committee reports are done.

1. Faculty Actions **(ACTION ITEMS)**
    a. Conferral of Emeritus/Emerita Status
    b. Elections of New Tenured Faculty
2. Program Actions **(ACTION ITEMS)**
    a. Program Name Change
        i. MEd in Leadership and Human Development to MEd in Education Leadership (CEHD)

C. **Audit, Risk & Compliance Committee**

Visitor Rice delivered the Audit, Risk & Compliance Committee report. They meet with David Resnik and Jeff Finke who represented the Auditor of Public Accounts to discuss the initiation of the annual audit of the University's financial statements. Mr. Resnick and Mr. Fink expect to complete their work by April 2021 and report back to the committee then. In a closed session, an update on the status of the University's information security program was received and led by the Vice President and Chief Information Officer Kevin Borek. He presented an extensive discussion regarding how the University is planning to strengthen governance and information technology, including IT security across the distributed organization and several specific projects designed to advance IT security effectiveness. Finally, the committee reviewed the annual report of approved waivers of contractual conflicts of interest.

D. **Research Committee**

Vice Rector Blackman delivered the Research Committee report, which did not have any action items. Three presentations came before the committee:

1. Update on Growth in Annual Research Expenditures, Dr. Aurali Dade
   An overview was given of the University's research activities. This is the key to Mason maintaining its online accreditation status. The big takeaway is that Mason is on track to increase its performance over last year, which was a significant increase over the previous year. A couple of key research areas to note were bio health and the Institute for sustainable earth.
2. Opportunities for Mason in Entrepreneurship and Economic Development Presentation, Paula Sorrell
   There have been a number of strategic goals and accomplishments in areas of innovation and economic development looking at the Mason enterprise, which is a leader in innovation and economic development within the region. Mason is also and will continue to be one of the models for others across the nation in terms of building guiding principles around regional economic building activities and increasing the funding of these expenditures, driving invention disclosures and the like.
3. COVID-19 Research Presentation, Dr. Amira A. Roess

Dr. Roess gave an overview of her area of expertise in epidemiology, which is primarily diseases related to Severe Acute Respiratory Syndrome (SARS) and COVID related viruses. She provided an overview of her areas of research in her portfolio, the current funded studies, and the current research her colleagues are doing related to COVID-19.

E. **Finance and Land Use**

Visitor Reagan noted that the Finance and Land Use Committee was briefed on the fiscal year 2020 unaudited financial statements, the fiscal year 2021 first-quarter financial report and forecast, and the fiscal year 2022 planning assumptions. Visitor Reagan thanked Senior Vice President Carol Kissal and her team on their stewardship of the University. The committee was also updated on Mason's succession planning and retirement investment policy by Lester Arnold. The update provided key planning observations and changes in the retirement plans going forward. There are three action items for full board approval. The financing committee voted for the resolution authorizing the University to participate in the Virginia College Building Authority debt restructuring program **(ATTACHMENT 5)**. By participating in the debt restructuring program, Mason could defer its principal payments of $21 million in fiscal year 2022 and $20 million in fiscal year 2023 to the end of each bond term. Two capital projects were discussed. The first was the infrastructure phase one capital project which is located on the Fairfax campus. The second capital project is a multi-phase and multi-year capital project, that will improve network information systems in 14 educational buildings. Finally, the committee voted for board approval to demolish the original Arlington building. A major modification to decrease the scope and project budget and authorized the project to proceed into demolition. Demolition completion date is scheduled for June 2021. Lastly, the committee went into closed session to discuss public contracts relating to the Institute for Digital InnovAtion (IDIA).

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

Rector Hazel noted that all three finance committee action items would be included in the bloc motion. Rector Hazel opened the floor for questions. Visitor Peterson inquired of Ms. Kissal if there are going to be any security measures in place around the network building. Ms. Kissal stated that there will be a fiber network ring and there will definitely be some structure around it to secure it but that she did not have more specific information with her.

Vice Rector Blackman **MOVED** to approve the following seven (7) action items, en bloc, as they are provided in the meeting materials:

- Emergency Operations Plan
- Election of new tenured faculty (APDUC)
- Conferral of Emeritus/Emerita status (APDUC)
- Name change: "MEd in Leadership and Human Development" to "MEd in Education Leadership" (CEHD) (APDUC)
- Debt Restructuring (Finance & Land Use)
- Schematic Design for Telecom Network Infrastructure Phase I (Finance & Land Use)
- Schematic Design and Major Scope Change for Arlington Demolition (Finance & Land Use)

The motion was **SECONDED** by Visitor Rice. Rector Hazel opened the follow for discussion. There was none.
MOTION CARRIED UNANIMOUSLY BY ROLL CALL VOTE.
Yes – 12
Absent – 4 – Visitors Chimaladinne, Iturregui, Marquez, and Roth

VIII. Closed Session

Rector Hazel MOVED that the Executive Committee go into closed session under the provisions of Section 2.2-3711.A.29 to discuss a Public Contract relating to the Institute for Digital InnovAtion; Section 2.2-3711.A.1, for a Personnel Matter, to discuss reimbursement of the President's moving expenses; Section 2.2-3711.A.7, for Consultation with legal counsel pertaining to actual or probable litigation including briefings on:

Kashdan v. GMU
Radfar v. GMU
Langert v. GMU
Agrawal 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 and for discussion of the Kallaco contract. The motion was **SECONDED** by Visitor Witeck.
MOTION CARRIED UNANIMOUSLY BY ROLL CALL VOTE.
Yes – 12
Absent – 4 – Visitors Chimaladinne, Iturregui, Marquez, and Roth

Following closed session, Vice Rector Blackman **MOVED** that the Board go back into public session and further moved that by roll call vote the Board certify that only public business matters lawfully exempted from open meeting requirements and only such

public business matters as were identified in the motion by which the closed meeting was convened were heard, discussed or considered in the meeting by the Board. Any member of the Board who believes that there was a departure from the requirements as stated above, shall so state prior to the roll call, indicating the substance of the departure that, in his or her judgment, has taken place.

ALL PRESENT MEMBERS RESPONDED IN THE AFFIRMATIVE BY ROLL CALL.
Yes – 12
Absent – 4 – Visitors Chimaladinne, Iturregui, Marquez, and Roth

Vice Rector Blackman **MOVED** that the Board of Visitors provide an additional $15,967.51 to President Gregory Washington for the costs and tax consequences of his moving expenses that were in excess of the amount authorized in his contract. The motion was **SECONDED** by Visitor Witeck.
MOTION CARRIED UNANIMOUSLY BY ROLL CALL VOTE.
Yes – 12
Absent – 4 – Visitors Chimaladinne, Iturregui, Marquez, and Roth

Adjournment

Rector Hazel reminded the Board they are required to file an annual financial disclosure through the Virginia Conflict of Interest and Ethics Advisory Council and to complete the Board Self-Evaluation Survey for SACS COC in January 2021. Rector Hazel called for any additional business to come before the Board. Hearing none, he adjourned the meeting at 4:22 p.m.

Prepared by:

Sarah Hanbury
Secretary pro tem

Attachment 1: Public Comments (1 page)
Attachment 2: Resolution: Bylaw Revision: Appointment of Staff Liaison to the Board (1 page)
Attachment 3: 2020-2021 Presidential Goals (4 pages)
Attachment 4: Emergency Operations Plan (26 pages)
Attachment 5: Resolution: Debt Restructuring with the Virginia College Building Authority (1 page)

Board of Visitors Electronic Committee Meetings and Full Board Meeting
December 3, 2020
Public Comment Registrations

First Name	Last Name	Meeting	Mason Affiliation	Comment
Anonymous		Full Board Meeting	Faculty	I would like to see the University make progress on compensation. Salaries here are grossly under market, and disparities exist across race and gender. I know work has been done in this area but transparency on the process and updates on what actions have been taken would be appreciated.
Anonymous		Full Board Meeting	Faculty	I would like to applaud the board for giving staff voices a seat at the table.

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

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

NOW, THEREFORE, be it resolved:

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

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

2. This resolution shall take effect immediately.

Adopted: December 3, 2020

James W. Hazel
Rector
Board of Visitors
George Mason University

2020-21 Presidential Goals

Overarching Goal

Reposition, Restore and Reinvent the Campus to continue its upward trajectory in light of the three major crises the campus is facing while maintaining campus morale and cohesion.

1. Reposition the Campus

Mason is experiencing three major crises simultaneously: a lingering pandemic, racial inequity, and a fiscal crisis. While most universities across the country are dealing with these same three challenges, George Mason University has also lost six key leaders in mission-critical areas, who were vital to Mason's past successes. Our most pressing challenges are to stabilize and reposition the campus to manage its crises, even as we look to innovate for the future. The following goals are necessary toward achieving those outcomes:

GOAL 1A
Continued development and successful execution of the COVID-19 Safe Return to Campus plan.

All Units

GOAL 1B
Develop and successfully implement a fiscal management plan that supports the campus through this difficult period.

Senior Vice President Admin and Finance • All Units

GOAL 1C
Development and initial implementation of an Anti-Racism Initiative emanating from the President's Task Force on Anti-Racism and Inclusive Excellence.

VP Compliance, Diversity, and Ethics

GEORGE MASON UNIVERSITY

2020-21 Presidential Goals

2. Restore the Campus

Mason is not only dealing with the three crises it faces, but also a leadership challenge, following the departures of a number our colleagues in leadership with important portfolios to manage significant portions of these crises. Restoration involves placing new leadership in these roles (some via national search), redistributing tasks to other individuals on campus, and realigning or restructuring the role among other faculty and staff at Mason. Toward that end, the following goals are necessary:

GOAL 2A
Conduct search for Provost in 2 years. This means changing the current Interim Provost to Provost via a 2-year appointment.

President

GOAL 2B
Establish and complete a national search for the Vice President for Research, Innovation and Economic Development.

Provost

GOAL 2C
Restructure the position of Vice President of Compliance, Diversity and Ethics, and then establish and complete a national search for a leader.

Provost

GOAL 2D
Restructure and redistribute the position and associated responsibilities of the Vice President for Academic Innovation and New Ventures.

Provost

GOAL 2E
Establish a faculty retention initiative aimed at retaining key faculty.

Provost

GOAL 2F
Examine and decide on the possibility of forming a stand-alone Graduate School.

Provost

GOAL 2G
Launch at least two additional online graduate programs.

Provost

2020-21 Presidential Goals

3. Reinvent the Campus

The lingering pandemic will not only create unprecedented stressors for our campus, but also unprecedented opportunities. We are afforded a unique opportunity to reexamine who we are, what we stand for, and what kind of institution we will be in the future. The possibilities for reimagining and recreating ourselves are significant. Mason is an institution known for its drive, innovation and creativity. My goal here is to focus this innovation toward reexamination and reinvention. Toward that end, the following goals are necessary:

GOAL 3A
Establish an Innovation-Mason Commission of the campus' most forward-thinking faculty, staff and administrators. The goal of this committee will be to outline up to 10 paradigm shifts that will make our campus a recognized world leader. No item is off the table (curricula, delivery, structure).

President/Chief of Staff • All Units

GOAL 3B
Examine public/private partnership mechanisms for monetization of key Mason assets (Shirley Gate property, Mathy House property, SciTech Campus, Parking, Power Generation, etc.). Realized funds will be used to drive and support the academic mission of the university.

Senior Vice President Admin and Finance

GOAL 3C
Complete the Master Plan effort and streamline space assignment and planning efforts to make most efficient use of existing and planned capital facilities.

Senior Vice President Admin and Finance

GOAL 3D
Establish programs and initiatives necessary to grow research expenditures by 15% and continue to expand research intensive graduate programs by 10%.

Provost

GOAL 3E
Examine and, if necessary, expand our Advancement effort to grow giving.

VP University Advancement & Alumni Relations

GOAL 3F
Establish Mason's reputation as one of the best-positioned universities nationally to enable people to attain the American Dream.

- Maintain enrollment and continue expansion of ADVANCE pathways.
- Increase campus outreach programs and initiatives by 25%.
- Expand Wiley partnership to support career-long education of working professionals and adult learners.

Provost

GEORGE MASON UNIVERSITY

2020-21 Presidential Goals

3. Reinvent the Campus

The lingering pandemic will not only create unprecedented stressors for our campus, but also unprecedented opportunities. We are afforded a unique opportunity to reexamine who we are, what we stand for, and what kind of institution we will be in the future. The possibilities for reimagining and recreating ourselves are significant. Mason is an institution known for its drive, innovation and creativity. My goal here is to focus this innovation toward reexamination and reinvention. Toward that end, the following goals are necessary:

GOAL 3G

Position Mason as a national leader in establishing and growing public/private partnerships.

- Meet or exceed enrollment and graduation targets established for the Commonwealth's Tech Talent Investment Program.
- Establish an innovation ecosystem for campus and local entrepreneurs with Mason as a hub and convener.
- Form partnerships to launch at least three online bachelor's programs to support degree completion for working adults.
- Expand the Arlington Innovation Campus partnership and establish a corporate-based coalition to support our Arlington Innovation Campus.

VP Research • VP Innovation & Economic Development

GOAL 3H

Establish a financial planning framework for the institution which aligns towards achieving GMU's strategic goals and objectives, aligns operating and capital investment in academic, research and philanthropy and allows the positioning of Mason to continue achieving its mission of access and excellence

Senior Vice President Admin and Finance

ITEM NUMBER IV:	Adoption of the Emergency Operations Plan
PURPOSE OF ITEM:	To formally adopt the university's Emergency Operations Plan (EOP) as required by the Code of Virginia. The EOP outlines the response framework and procedures that will be followed during an emergency or disaster to protect public health, safety, property; and assist institutional recovery.
BRIEF NARRATIVE:	The Code of Virginia requires that each public institution of higher education shall develop, adopt, and keep current a written crisis and emergency management plan; and every four years, each institution shall conduct a comprehensive review and revision of its crisis and emergency management plan to ensure the plan remains current; and the revised plan shall be adopted formally by the Board of Visitors or other governing body.
STAFF RECOMMENDATION:	Staff recommends Board approval.

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

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

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

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

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

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

James W. Hazel
Rector
Board of Visitors
George Mason University

12-3-2020
Date

Emergency Operations Plan

Environmental Health & Safety Office

October 2020

This document contains sensitive and confidential information that is not subject to FOIA under Virginia Code §2.2-3705.2.

Foreword

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

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

11/23/2020
Gregory Washington
President
George Mason University
Date

11/20/2020
Carol Kissal
Senior Vice President for Administration and Finance
George Mason University
Date

Document History

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

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

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

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

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

Table of Contents

Foreword ..... **i**
Document History ..... **ii**
List of Figures and Tables ..... **vi**
Acronyms ..... **vii**
1.0 Purpose **1**
1.1 Scope 1
1.2 Assumptions 1
2.0 Roles and Responsibilities **2**
2.1 Executive Council 2
2.2 Emergency Management Executive Committee 3
2.3 Emergency Operations Group 4
2.4 Incident Commander 5
2.5 Environmental Health and Safety Office 5
2.6 Department of Police and Public Safety 6
2.7 University Emergency Contact List 7
2.8 Emergency Response Personnel 7
2.9 Designated Employees 7
3.0 Emergency Support Functions **7**
4.0 Concept of Operations **10**
4.1 Emergency Operation Plan Activation 10
4.2 Notification/Activation Stage 10
4.3 Mobilization Stage 11
4.4 Emergency Operations and Response Stage 11
4.5 Recovery Stage 12
4.6 Demobilization Stage 12
5.0 After Action **13**
6.0 Incident Command System **13**
7.0 Request for Assistance **13**
7.1 Local Assistance 13
7.2 State Assistance 14

7.3 Federal Assistance 14
8.0 University Community Preparedness and Planning 14
8.1 Emergency Response Plans 15
8.2 EOP Functional Annexes 15
8.3 Unit and Department Plans 16
9.0 Emergency Equipment and Supplies 16
10.0 Plan Development and Maintenance 16

List of Figures and Tables

Figure 1. Emergency Operations Organization Structure 2
Table 1. ESF Coordinating Units 8
Table 2. ICS Training Requirements 12
Table 3. Emergency Operations Plan Review and Submission Requirements 16

Acronyms

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

1.0 Purpose

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

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

1.1 Scope

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

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

1.2 Assumptions

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

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

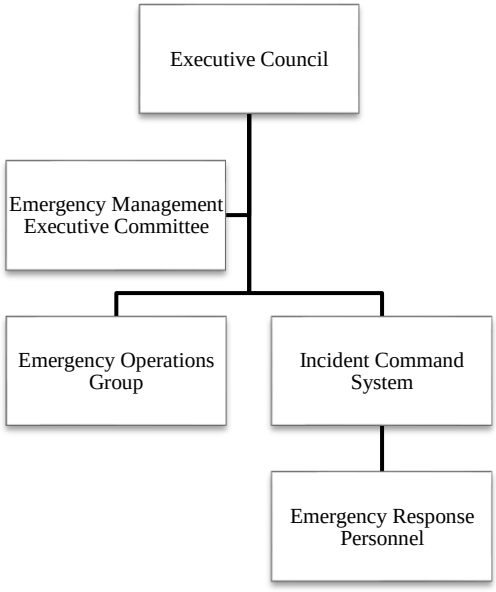
- University units will develop and maintain unit-specific emergency response plans and procedures as necessary or appropriate to support this EOP and associated ESF.
- University leaders and department heads (or their designees) will be available to review and approve response strategies, changes to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

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

2.0 Roles and Responsibilities

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

Figure 1. Emergency Operations Organization Structure



2.1 Executive Council

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

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

2.2 Emergency Management Executive Committee

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

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

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

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

2.3 Emergency Operations Group

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

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

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

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

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

2.4 Incident Commander

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

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

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

2.5 Environmental Health and Safety Office

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

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

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

2.6 Department of Police and Public Safety

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

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

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

2.7 University Emergency Contact List

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

2.8 Emergency Response Personnel

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

2.9 Designated Employees

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

3.0 Emergency Support Functions

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

Table 1. ESF Coordinating Units

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

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

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

4.0 Concept of Operations

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

4.1 Emergency Operation Plan Activation

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

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

4.2 Notification/Activation Stage

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

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

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

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

4.3 Mobilization Stage

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

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

4.4 Emergency Operations and Response Stage

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

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

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

4.5 Recovery Stage

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

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

4.6 Demobilization Stage

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

5.0 After Action

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

6.0 Incident Command System

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

Table 2. ICS Training Requirements

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

7.0 Request for Assistance

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

7.1 Local Assistance

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

7.2 State Assistance

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

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

7.3 Federal Assistance

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

8.0 University Community Preparedness and Planning

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

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

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

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

8.1 Emergency Response Plans

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

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

8.2 EOP Functional Annexes

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

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

- Student and Employee Death Notification Procedures Annex

8.3 Unit and Department Plans

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

9.0 Emergency Equipment and Supplies

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

10.0 Plan Development and Maintenance

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

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

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

Table 3. Emergency Operations Plan Review and Submission Requirements

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

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

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

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

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

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD:

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

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

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

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

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

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

Adopted: DEC. 3, 2020

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

2021 Board of Visitors Self-Evaluation Survey – Summary Results

The Board of Visitors Self-Evaluation Survey was administered to 16 Board members January 3 -17, 2021. Thirteen members responded to the survey, yielding a response rate of 81%. The following summarizes the survey results.

Board Member Roles and Board Meetings

- All respondents reported positive experiences/perceptions on five of the six items measuring individual board member roles, especially in terms of understanding their responsibility as a board member (92% for Strongly Agreed). (Table 1)

- The major of the respondents strongly agreed that the Board's time is well spent in meetings, the members' voice is heard (both at 69%), the meetings were conducted in accordance with the Freedom of Information Act (95%), and there was a climate of mutual trust between the Board and the University President (85%). On the other hand, only 23% strongly agreed that Board meetings include opportunities to visit campus and review ongoing projects. (Table 2)

Table 1. Individual Board Member Role

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Not Applicable or Do Not Have Experience
I have a clear sense of my responsibilities as a Board of Visitors (BOV) member.	0%	0%	0%	8%	92%	0%
The orientation I received provided the right level of information and helped me understand the BOV's processes.	0%	0%	0%	38%	62%	0%
I ensure appropriate time is spent preparing for each BOV meeting, including reviewing BOV materials in advance.	0%	0%	0%	38%	62%	0%
I actively participate at BOV meetings and feel there are appropriate opportunities to express my views.	0%	0%	0%	23%	77%	0%
I believe that the tools used for accessing materials for board meetings are user-friendly, efficient, and appropriate.	0%	0%	8%	31%	62%	0%
I participate in fundraising activities, including personally contributing and supporting soliciting activities.	0%	0%	0%	38%	62%	0%

Additional comments:

- Happy with the composition with the board.
- There are a couple of areas I need to work on, yes.

Table 2. Board of Visitors Meetings

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Not Applicable or Do Not Have Experience
In general, the Board's time is well spent in meetings.	0%	0%	0%	31%	69%	0%
Our time is appropriately spent on governance and not management.	0%	0%	0%	46%	54%	0%
The Board gets the information it needs to make decisions.	0%	0%	0%	46%	54%	0%
Board meetings have the appropriate balance of information-sharing, discussion, and decision making.	0%	0%	8%	38%	54%	0%
The BOV is appropriately involved in strategic planning and decision-making.	0%	0%	8%	54%	38%	0%
Adequate time is given to understanding the "downside" and impact of issues and decisions.	0%	0%	15%	38%	46%	0%
Every BOV member is given the opportunity to participate, and their voice is heard.	0%	0%	0%	31%	69%	0%
Board meetings are appropriately conducted in accordance with the requirements of the Freedom of Information Act (relating to discussion in closed session).	0%	0%	0%	8%	92%	0%
Board meetings include adequate opportunity to visit the campus and to view ongoing projects.	0%	8%	46%	15%	23%	8%
A climate of mutual trust exists between the Board and the University President.	0%	0%	0%	15%	85%	0%
The annual goal setting for the University President is effective, timely, and demonstrates appropriate collaboration.	0%	0%	0%	31%	62%	8%

Additional Comments:

- Too much of briefing-time is on management-oriented, not governance-oriented, data. Strategy seems to be largely decided by the Executive Committee and presented to the full Board just to approve. Alternatives are often decided-against before the full Board hears arguments.

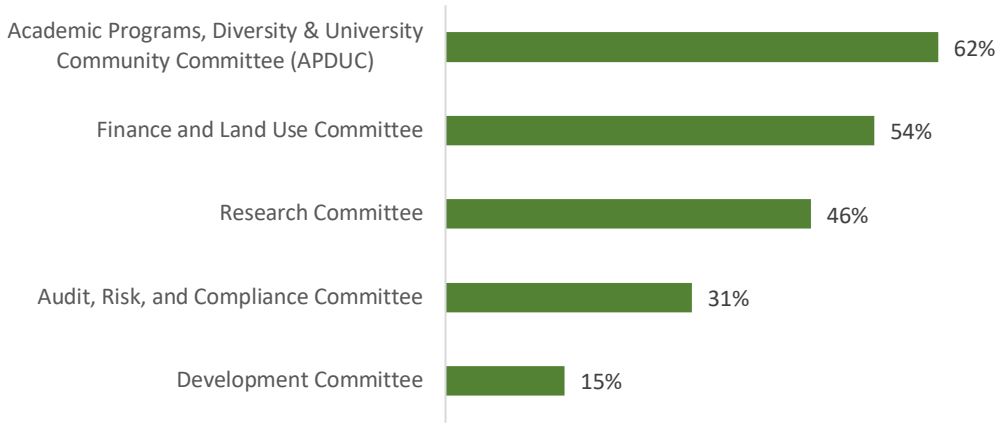
Board Standing Committees

- 92% of the respondents were happy with the current committee structure of the Board.
- While the majority of the respondents also provided positive feedback on other measures related to Board standing committees, some were neutral about time allocation for issues considered and for discussion and Q&A (23% and 15%, respectively). (Table 3)

Table 3. Board Standing Committees

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Not Applicable or Do Not Have Experience
The current committee structure of the Board is appropriate	0%	0%	0%	38%	54%	8%
The amount of time spent in Committee meetings is adequate to the issues considered	0%	0%	23%	38%	31%	8%
Presentations by staff are appropriate, timely, and succinct	0%	0%	8%	31%	54%	8%
Adequate time is given for discussion and Q&A	0%	0%	15%	31%	46%	8%

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



Comments About Academic Programs, Diversity & University Community Committee

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

- Program offerings Diversity training
- The committee works exceptional well and is focused on the right things.
- This committee, more than any others, engages directly with student life and our faculty and staff, and therefore has a comprehensive overview of GMU's internal stakeholders. It depends on close and trusting relationships with our Provost and our VP for Student Life, and in both instances, these have grown to be excellent bonds that provide true governance collaboration.
- Well run and focused on the three core pillars

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

- GMU, like almost every higher education institution at this time, is under significant stress tests given the Covid pandemic and the economic challenges it poses to us. It is simply harder to truly identify and assess all the stresses to our university that require acknowledgement and understanding. From a virtual "distance," this gives us somewhat lower degree of confidence we understand and are dealing with all of the stresses. This is a historic moment, so this situation will improve over time we trust.
- I believe there is a need for better communication and input from the board with respect to understanding the students who are at risk or struggling with academics. Many of these students are like to be DACA or minorities. This Committee should be given an opportunity to provide input. to
- None
- Quarterly written updates would be helpful
- We need to figure out a way to allow more time for the meeting of this committee. Because of the scope of this committee we sometimes fall short of time to have a complete discussion of all issues.

Comments About Finance and Land Use Committee

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

- Committee work exceptional well
- Excellent interaction with leadership.
- great data and management actions
- I think decisions are, overall, good ones and have the full consideration of the members.
- The level of detail the staff is able to provide regarding decisions and recommendations.
- Works well

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

- Also needs additional time to discuss all issues the committee is responsible for.
- I don't think the material presented to the committee allows for broad discussion of alternatives. Data presented supports a specific decision, and discussion leans largely toward developing support for that decision. This doesn't take full advantage of the skills and experience of the members of the FLUC.
- I would like to have more strategic discussions as a group. The meetings are mostly resort out by the staff but not working sessions that provide time for strategic discussions by the board.
- Only a suggestion, could University leadership better use Board Committee contacts to facilitate goals? e contcts
- Quarterly written updates would be helpful, along with sharing info re GMU-Foundation
- We could use a bit more focus on long-term planning.

Comments About Research Committee

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

- Briefings in committee meetings are excellent and broad-ranging. Decision-making seems to lean toward the administration and staff, with less action taken by the Committee.
- GMU is making historic leaps and bounds as a Research Tier One institution, and is leveraging all of its academic prowess to grow its research opportunities especially in advanced computing, cybersecurity and health care. The committee performs its oversight function reasonably well and is given the broad brush strokes and metrics that reflect our successes as well as our future challenges. We are very well informed.
- The committee has been well run and is extremely focused on the Research Enterprise.
- The time given to discussion of issues for the committee and level of discussion is sufficient.

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

- I cannot immediately think of any specific areas that demand improvement, though I have a strong personal interest in the expansion and sophistication of our Arlington GMU campus, and its dedication to innovation through the IDIA foundation.
- Try to tie the Committee members into more of the strategic and even short-term decisions, both to help their awareness of the research areas of the University and also to use their experience and expertise better.

Comments About Audit, Risk, and Compliance Committee

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

- *All matters.*
- *The committee and its members are comfortable working and speaking with the University administration Audit Office and others, and there is good trust going both ways. I think the Office of University ARC is run effectively and efficiently.*
- *Works exceptionally well*
- *Yes, the time given this committee is sufficient.*

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

- *Nothing to report.*
- *Occasional longer meetings, or occasional additional meetings, would help in bonding the members as a coordinated group. I don't see this as a lack today, but I think it would help the Committee to do its best work if this was planned out and done.*

Comments About Development Committee

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

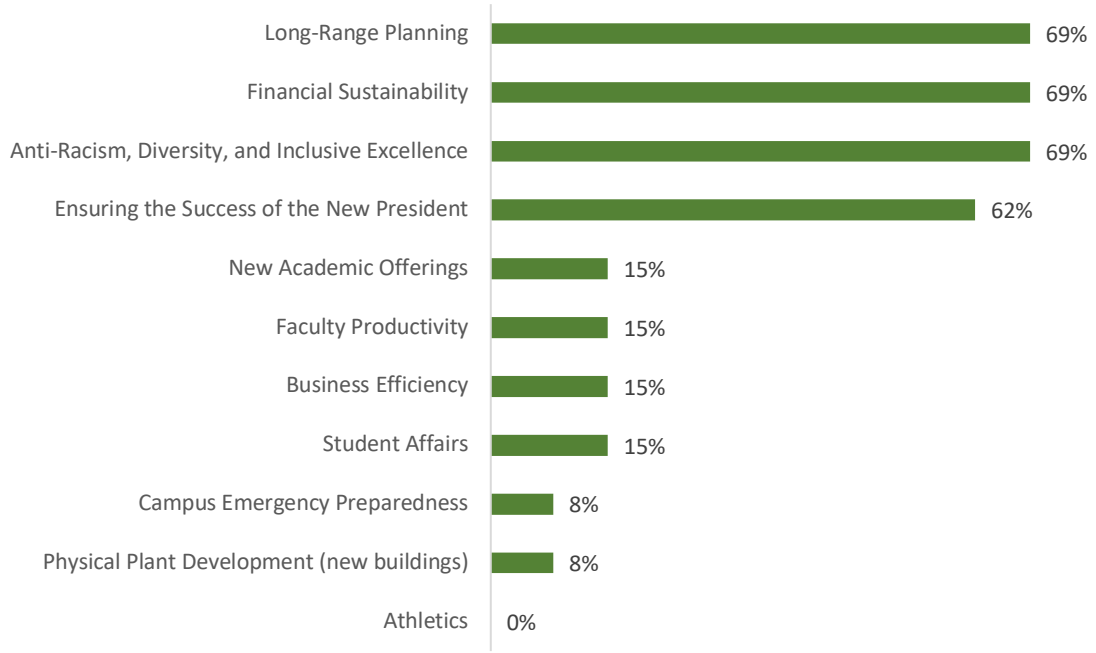
- Yes, the time and attention for this committee is sufficient.

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

- Understanding of what the staff's roles and responsibilities are on a day by day basis

Strategic Issues Warranting BOVs' Attention

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



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

- Campus emergency preparedness; anti-racism, diversity, and inclusive excellence
- Full use of the board's contacts in developing outreach to the business community for soliciting financial support and academic interface.
- I feel we are making authentic headway growing our stature, respect and commitment from Virginia's elected leaders -- however, this is an area that requires consistent, personal and confident commitment and two-way communication.
- none
- Of the above list, especially these: success of the new president, business efficiency, and physical plant development.
- The School of Medicine and anchoring GMU as regional Thought-leader, top employer and talent producer, and regional powerhouse
- Willingness to discontinue certain academic degrees

Open-Ended Questions and Responses

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

- Adding an additional strategic session in the year.
- Better engagement of Board members in areas of the University that do not get discussed at BOV meetings but are important parts of the university community such as performing arts, undergraduate research and athletics to name a few. Create opportunities for Board members to have a discussion with program leaders without an agenda or need to vote on a specific issue.
- I believe the board is quite effective.

- I can think of two tactical suggestions, especially once the pandemic relieves us of our forced, social isolation. First, I hope and imagine we can have greater, personal interaction among Board members - so that we really get to know one another, either in small group engagement or tackling specific, special assignments. During our historic Presidential leadership search, I felt there was a deeper bond forged among Board members which has proved invaluable. Second, I would like to consider hosting BOV meetings or other presentations on different parts of the GMU campus, so we familiarize ourselves a bit more with the Arlington, Prince William academic settings and at the School for Conflict Resolution's Point of View.
- Once Covid is behind us, more onsite interface with various projects and University schools. How can the board be used to better assist the President in achieving his goals/objectives?
- Once we no longer have to deal with pandemic isolation and electronic meetings, more meetings in person would help develop the Board in decision-making, being aware of University issues, physically being on campus more, and working as a team. I don't think the Board is being worked very hard right now.
- Rotate locations of Board Meetings. Monthly Summary from President & Rector. Board Retreat (48 hours)
- Share trends that are occurring inside the University, both academically and socially.
- The board works exceptionally well.
- The BOV is a tremendous asset. The Visitors are outstanding. The effectiveness of the Board could be enhanced through more engaged participation by Visitors who either do not attend meetings on a regular basis and/or who rarely share their views on key issues.

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

- All discussion is valuable. However, the meeting materials range in the hundreds of pages, which are often provided close in time to the BOV meeting. The materials could be sent to the BOV on a rolling basis and/or focused, so that the review of the materials is less burdensome. While the discussion in the committee meetings is extremely valuable, it is often not fully captured in the short summaries presented at the joint public sessions. I am a member of the Executive Committee and find those meetings to be especially focused and helpful.
- All the areas discussed are important.
- faculty productiveness is an area that could get off.
- I am not aware of any that are superfluous or redundant. Sheer masses of raw financial data don't really need to occupy Board meeting time (that could be handled in required reading or perhaps in separate meetings), but I think the rest of the content is well worth the time the Board spends on each committee area.
- None
- None at the present
- None come immediately to mind.
- The issues covered in the Board's current meeting structure are all important and appropriate for the Board's attention and action when necessary. But, not every issue needs the same time for consideration or discussion at every meeting.

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

- A semi-recurring focus on long-term planning.
- Board governance itself should become part of the workload of Board members. This is already touched on in the annual planning session, but those meetings are so full of material and activity that they tend to overwhelm. Smaller meetings, of just the Board members, without a rigid agenda to fit into a specific time, would help to bring out new ideas and some creativity; right now the Board is mostly implementation-oriented.
- I think the current meetings are very thorough.
- I think we give little consideration or evaluation to GMU's Korean campus, but think that may be overdue - not as a one-off but instead by way of envisioning GMU's global reach and opportunities beyond Korea.
- Long-range planning of all three campuses
- More information on struggling students and student needs. More information on how the University is working with the business community to pursue mutual goals. More informal information driven meetings where board members can interact with various departments to increase knowledge of projects and challenges.
- None that I can think of at this time.
- Programs and academic offerings that should be revamped or eliminated Enhanced transit interconnectivity of main campus GMU's pro active role in DMV planning/advocacy
- The financial condition of the institution, it's accreditation, level of educational excellence and governance are the primary issues for the Board's involvement and are part of every Board meeting. I think we are meeting the requirements in our current Board structure.
- The University needs to develop a much stronger regional/state/national marketing platform.

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

- Can't think of any at this time.
- I believe that I am well informed on the issues we discuss at Board meetings, but there are many parts of the University that I have little to no knowledge of. How to best learn about these programs or departments is a challenge but one worth taking on.
- I think it may be very helpful to recap the status of GMU's donor agreements resolution - reviewing internally how our updated policies and practices are performing in order to avoid the perception of conflict that university donors may present with GMU's academic independence. While this resolution occurred on then President Cabrera's watch, it begs the question whether under President Washington's leadership we might anticipate any concerns or controversies that require oversight and attention.
- I'm pretty comfortable asking when specifics come up that I would like to hear more about. If having each member do this is a possible problem, we could set up some mechanism through the Board Secretary (as yet an unfilled position) to collect questions and requests and have them handled and the results sent back to the full Board or to the requesting member(s). But I don't personally feel a need to operate this way, as I note above.
- None at the moment.
- None that I can think of at this time.
- Strategic plans/vision post 2025 Plans for definitive resolution of funding gap / Richmond, GMU's place at bottom of $$ per/student.
- We should continue to explore what the president needs to be successful.
- What are the Universities weaknesses and limitations.

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

- Asking questions is always a good thing; the more we ask the more we learn. The Board is always more effective when it knows more about the University so we need to continue to ask questions. As I said earlier in the survey if we can create a way for Board members to have conversations with University leadership in an informal and informational manner we could be more effective.
- Continue to encourage more open dialogue in meetings.
- Has any thought be given to providing annual board of visitor goals? These would be goals that are specific to the BOV. How can the BOV better serve the President and university faculty as well as students?
- I am happy with the support I receive.
- I believe this is a personal initiative that each BOV member must make to invest time, attention and expertise to developing. Again, I think we work most effectively by knowing each other well and building bonds of trust and experience. I am truly grateful to know a number of my colleagues fairly well and to regard them very highly as leaders and friends.
- I would welcome the opportunity to have the GMU Deans present directly to the BOV on issues of significance to them.
- Including a representative from the staff — being done.
- Interactions and knowledge-sharing from Mason's OWN resident experts (e.g., R&D dynamics/shortcomings, regional economics, labor economics, legal novel issues, emerging threats/opportunities).
- Perhaps a semi annual retreat

6. Any additional comments or suggestions?

- Evaluation of GMU's potential for attracting more international students, along with exchange programs and collaborations (aside from Korea campus). A tracking special project of the American Recovery this decade 2021-2030 (Build Back Better, federal-state-local initiatives and programs and their impact, measured results and efficiencies)
- I cannot think of any.
- I did discuss the idea of bidding on Federal Government Projects, especially Cyber Programs, as we have the faculty expertise, infrastructure availability, and student assistance. In fact, these projects could provide real-time experience and financial assistance to students. I can take a lead on this.
- I love serving on the GMU BOV. The President and staff are tremendous, as are my fellow Visitors.
- I think the Board overall could be graded at about A-, possibly A. It could do better, but there's no failing that needs to be addressed to operate pretty well. I would like to see an A+ grade, with more interaction between committee members, the administration and staff, and with less "Well, our meeting is now over, see you all in three months." It's not easy to tune an organization to operate well outside of formal channels.
- no
- None
- None

President's Report Prepared for the
February 25, 2021 Board of Visitors Meeting

Selected Highlights

Student and Alumni Highlights:

- Mechanical engineering major Sidney Boakye is the first Mason student to be awarded the Matthew Isakowitz Fellowship, a highly selective internship, mentorship, and networking program for students interested in spaceflight.
- When the pandemic caused her internship to be cancelled, Scalia Law student Sally Alghazali started a human rights blog that draws on her experiences growing up under Saddam Hussein's regime in her native Iraq.
- Sociology major Charlotte Woodward, who has fought transplant discrimination faced by people with disabilities, helped inspire the Charlotte Woodward Organ Transplant Discrimination Prevention Act introduced in Congress in December.
- With a grant from the National Institutes of Health, clinical psychology doctoral student Sarah Giff is examining the connection between parents with PTSD and their children's emotional functioning, looking specifically at military families.
- Honors college student Clare Yordy started a Mason chapter of Camp Kesem, a national nonprofit that provides free summer camps for children impacted by a parent's cancer.
- Computer science majors Cameron Smith and Dennis Nayandin, with support from Mason's entrepreneurial community, created a dating and friends app called SpecUdate, featuring games that enhance potentially awkward first conversations.
- Film and video studies major Jada Salter made a short documentary about her grandfather, William Salter, a two-time Grammy winner who co-wrote hits "Just the Two of Us" and "Where Is the Love." She plans to turn the short doc into a feature.
- During his internship with the Fairfax County Park Authority, recreation management: parks and outdoor recreation major Chase Brown created a web page to answer fishing questions.
- Mason law school alumna Melissa A. Long was sworn in as Rhode Island's first Black Supreme Court justice.
- President Biden appointed Camille Calimlim-Touton, who earned her master's in public policy at Mason, deputy commissioner of the U.S. Bureau of Reclamation.
- Gregory Fowler, who earned a master's degree in English from Mason, was named president of University of Maryland Global Campus.
- D.C. National Guard Sgt. Jacob Kohut, an alum with a doctorate degree in music composition, was featured in the Washington Post for continuing to teach virtually for Fairfax County Public Schools while on breaks from guarding the U.S. Capitol.
- Sport management alumna Callie Brownson this season served as chief of staff for the Cleveland Browns, the first female in NFL history with that title. She also became the first woman to coach a position in an NFL regular season game.

- Ariana Freeman, who earned a master's from Mason in sport and recreation studies, covered the presidential inauguration as a broadcast associate for CBS Evening News, spending the day inside the U.S. Capitol Rotunda.

Faculty Highlights:

- University Professor Andrew Light, director of Mason's Institute for Philosophy and Public Policy, has been appointed by the Biden administration to lead the Office of International Affairs at the U.S. Department of Energy.
- Andrew Peterson, an assistant professor in the Department of Philosophy, is among 12 educators from around the commonwealth that SCHEV has honored with a 2021 Outstanding Faculty Award.
- Edward Maibach, director of Mason's Center for Climate Change Communication, received a $250,000 grant from the Kresge Foundation for the Medical Society Consortium on Climate Health to amplify medical warnings on climate change.
- Maibach also is co-recipient of the Stephen H. Schneider Award for Outstanding Climate Science Communication, sharing the honor with a colleague from Yale.
- John Cook, a research assistant professor at Mason's Center for Climate Change Communication, is launching his "Cranky Uncle" smartphone game to combat inaccurate news about climate issues.
- Charles Chavis, founder of the John Mitchell Jr. Program within the Carter School for Peace and Conflict Resolution, is leading an investigation into lynchings that took place in Maryland between 1865 and 1950.
- Peter Plavchan, director of the Mason Observatory, is co-principal investigator for a team running a global network of telescopes dedicated to the confirmation and validation of exoplanets in our galaxy, with an NSF grant of $126,758.
- Virginia Business named Scalia Law School Dean Kenneth Randall, the Schar School's Jeannette Chapman, and myself to its list of the state's top educators to know in 2021.
- The Virginia Economic Developers Association presented its annual President's Award to Virginia SBDC State Director Jody Keenan, citing her "skillful, steadfast and exemplary leadership" in assisting Virginia small businesses.
- Education professor Joan Kang Shin is one of 30 individuals recognized by the U.S. State Department for their lasting impact on its English language specialist program.
- A survey by philosophy professors Andrew Peterson and Wesley Buckwalter found that most Americans prefer fairness in the allocation of resources to fight COVID-19, part of their look at ethical and policy debates over medical resources.
- In a study led by College of Health and Human Services professor Gilbert Gimm, researchers found that adults with disabilities were twice as likely to use e-cigarettes than adults without disabilities, but the prevalence of use varied by disability.
- Five projects led by Mason faculty – Duminda Wijesekera (computer science), J.P. Auffret (business), Kai Zeng (electrical and computer engineering), Michael McDermott (art), and Vivian Motti (information sciences and technology) – received funding from the

Commonwealth Cyber Initiative and will help further the expansion of autonomous systems, 5G applications, and new approaches to security.

- Beidi Dong, assistant professor in the Department of Criminology, Law and Society, was part of a team that examined gun violence in Philadelphia during COVID lockdowns. Their findings were in the Journal of the American Medical Association.

Rankings Highlights:

- Mason has two online graduate programs ranked first in Virginia by U.S. News & World Report, leading the state in curriculum and instruction and accounting. Mason's master's in special education is second in Virginia and fifth in the country among public universities.

- In the new NSF research expenditure rankings, Mason was:
    - #86 overall among public universities
    - #10 among publics in percentage growth over the last decade
    - #8 among publics in computer and information sciences
    - #7 among publics in social sciences

Spring 2021 Enrollment:

1. **University** Total enrollment is up by 1.5% (37,406 from 36,855, +551).
    a. Virginia enrollment is up by 2.2% (30,053 from 29,417, +636).
    b. Out-of-State enrollment is down by 1.1% (7,353 from 7,438, -85).

2. Total **Undergraduate** enrollment is flat (26,004 from 26,005, -1).
    a. Virginia enrollment is up by 1.2% (22,443 from 22,172, +271).
    b. Out-of-State enrollment is down by 7.1% (3,561 from 3,833, -272).
3. Total **Graduate** enrollment is up by 5.3% (10,806 from 10,264, +542).
    a. Virginia enrollment is up by 5.1% (7,376 from 7,015, +361).
    b. Out-of-State enrollment is up by 5.6% (3,430 from 3,249, +181).
    c. **Masters** enrollment is up by 5.6% (7,453 from 7,057, +396).
        i. Virginia Masters enrollment is up by 4.6% (5,445 from 5,206, +239).
        ii. Out-of-State Masters Enrollment is up by 8.5% (2,008 from 1,851, +157).
    d. **Doctorate** enrollment is up by 4% (2,186 from 2,101, +85).
        i. Virginia Doctorate enrollment is up by 3.4% (1,115 from 1,078, +37).
        ii. Out-of-State Doctorate enrollment is up 4.7% (1,071 from 1,023, +48).
    e. **Non-Degree** enrollment is down by 6.3% (510 from 544, -34).
        iii. Virginia Non-Degree enrollment is down by 4.3% (289 from 302, -13).
        iv. Out-of-State Non-Degree enrollment is down by 8.7% (221 from 242, -21).

4. **Law** enrollment is up by 1.7% (596 from 586, +10).
    a. Virginia enrollment is up by 1.7% (234 from 230, +4).
    b. Out-of-State enrollment is up by 1.7% (362 from 356, +6).

Reposition the Campus:

- The first four ADVANCE pathway students graduated from Mason in Fall 2020. More students are anticipated to graduate in May. Additionally, we have reached an incredible milestone of enrolling more than 2,000 total students this semester and have given out more than $100,000 in scholarships between NOVA and Mason. This includes stipends for students pursuing unpaid internships for Spring 2021.
- The Online UG Taskforce has been formally charged under the leadership of Provost Ginsberg and will focus on system requirements, processes, operations, and other details that need to be considered and planned as a prerequisite for more robust initiatives. The committee is represented by a wide range of staff and faculty perspectives from across campus.
- The Office of Digital Learning is currently exploring a myriad of tool adoptions that can support increased student identity verification and expand engagement opportunities among faculty and students. These tools will be piloted over the spring and summer terms in advance of a larger rollout in the fall.
- Continual execution on the Safer Return to Campus Initiative. Developed a plan to dramatically increase testing and monitoring. Towards that end we have more than doubled our monthly testing and are on pace to increase student testing by a factor of 8. In addition, we have administered more than 6500 vaccine doses in Fairfax and Prince William Counties. By all objective measures, Mason continues to lead the DMV in management of the COVID-19 Virus.

Reinvent the Campus:

- The initiative team is continuing efforts to market Tech Talent Investment Program (TTIP)-eligible programs within the branding and marketing efforts for the new School of Computing and the Arlington Campus. The external branding firm will provide a final report in February.
- In support of the TTIP educational and research goals, two cutting-edge computing themes have been selected to support faculty hires across disciplines. These hires will be made over the next three years.
- To expand research-intensive graduate programs, a working group, in partnership with the Office of Graduate Education, is developing strategies to maximize student success, leverage internal and external resources, and increase the number of fully-funded graduate assistants to better support research-intensive programs. Research Council will be discussing this issue in February.
- Mason reported just over $220M to the NSF HERD survey for FY20. A large increase from the $186M reported in FY19 and significant progress toward our goal of $225M by 2024.
- Established the Innovation Mason Commission to provide advice relative to Post Pandemic University Structure

Development:

- In support of the university's plan for reskilling, upskilling and retraining our community, Advancement laid the groundwork for Workforce Development (Upskilling/Reskilling), specific to Corporate Partnership Structures.
- Established the President's Innovation Advisory Council (PIAC) and grew it to more than 29 members. The PIAC is an inclusive body of 29 diverse industry and community leaders who advise on technology and business with a primary focus on Arlington. The second meeting covered a range of topics: research in the future IDIA Pilot Space in Vernon Smith Hall, Upskilling and Reskilling, as well as our Entrepreneurship and Start Ups.
- We conducted a retreat with the deans to enhance the partnerships among Advancement and Alumni Relations and the academic units.
- From February 5-13, the Patriot Activities Council, Mason Athletics, Student Involvement, and the Alumni Association held 30+ events for Homecoming Week.
- Development continued its momentum into the close of 2020. As of December 31, we received gifts and commitments of $61.9M in support of our $60M goal. In addition, we are up in both alumni donors (240) and all donors (13.5%) compared to this time last year. Trishana E. Bowden will announce current numbers in the Development Committee.

Legislative Update - Federal:

- **Hill Meetings on Covid-19 Relief:** Mason, along with several other research universities in Virginia, met virtually with staff from the Virginia Congressional offices, including Representatives Connolly, Cline, Beyer, Wexton and Luria, to explain the costs associated with Covid-19, and to ask that the next Covid-19 relief package include $120 billion in support for colleges and universities. The group also discussed the impacts of Covid-19 on the research infrastructure of Virginia universities, and asked that the staff urge their Members to vote in support of a $26 billion research supplemental.
- **Hill Meetings in Support of FY 22 Funding to Discuss a FY22 Defense Appropriations Request**: Mason is participating in a consortium, led by the National Center for Manufacturing Sciences (NCMS), that is seeking $22 million in FY22 funding for research and develop of advanced processes, tools, and components to enable the Army to utilize GPS technology in contested and hostile environments. Collectively, the consortium is requesting and anticipates receiving support from select Senators and Representatives. Mason is working with staff in the offices of Senators Kaine and Warner, and Representatives Wexton and Connolly.
- **Mason Provides Briefing for Representative Beyer's Staff on the Arlington Project:** A Mason team provided a virtual briefing for Representative Beyer's staff on the status of Mason's Arlington project. Mason shared the size and scope of the project, explained what the Institute for Digital InnovAtion is and then focused on the sustainability goals and gap in funding to achieve them. The point was made that the project is consistent with Arlington's Net Zero goals, and President Biden's Green agenda. Rep. Beyer has been a

champion of legislation to de-carbonize infrastructure and transportation. Another meeting to explore federal funding opportunities is being planned.

- **Mason Joins Senator Warner Weekly Covid-19 Updates:** Senator Warner conducts a weekly regional stakeholder update on Congressional activities related to Covid-19 relief. In addition to Mason, participants included local elected officials and representatives from Northern Virginia schools, transportation authorities, health agencies and others. Some participants give updates in the Covid-19 impacts and their ongoing needs.

Legislative Update - State:

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

During the winter months, a busy schedule of legislative, budget and new initiatives was maintained. Specifically, highlights include:

- Expected to spend 9 of the 46 days of the General Assembly conducting meetings with legislators and administration officials.
- Met with Lieutenant Governor Justin Fairfax, Secretary Atif Qarni (Secretary of Education) and Secretary Kelly Thomasson (Secretary of the Commonwealth) to discuss Mason's initiatives and strategic goals.
- Met with 7 Senators and 27 House of Delegates Members (several on multiple occasions) to discuss Mason's legislative and budget priorities.
- Hosted Mason Lobbies on February 3 where more than 25 Mason students met with 14 legislative offices to discuss their key legislative issues and priorities. The students met with Speaker Eileen Filler-Corn and Majority Leader Charniele Herring (Mason alum) to learn more about their legislative agendas. Mason Lobbies concluded with a question and answer segment with Secretary of Education Atif Qarni (Mason alum).

In addition, the state government relations team has been fully engaged with a number of other legislative-related events, to include:

- The Governor released his introduced budget on December 16, 2020. The Governor was generous to George Mason University and added $5M in operating revenue during fiscal year 2022 for our enrollment growth. He proposed $6.9M in additional funding for financial aid. The Governor included budget language approving Mason to operate as a Level III institution under the management agreement as approved by the Board of Visitors on October 1, 2020. The Governor also proposed $10M in support for improvements to our Aquatic and Fitness Center Capital and $1.15M in planning funds to construct and renovate hybrid learning labs.
- Final details on the State Budget recommendations will be released on or about February 23, 2021. Specific details will be provided orally at the Board of Visitors meeting.

Looking Forward:

- February 27: Adjournment of the Special Session of the General Assembly
- April 14: Reconvened Session (Veto Session)

<u>Other External Activities and Speaking Engagements:</u>

- Joined the Virginia Council of Presidents virtual meetings (including General Professional Advisory Committee and SCHEV sessions).
- Attended the virtual annual meeting of the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC), where topics of importance to university presidents were discussed, including the impact of COVID-19, institutional budgets, and strategic planning for future emergencies.
- Participated in a Consortium of University of the Washington Metropolitan Area (CUWMA) Board meeting.
- Engaged in virtual briefings for university presidents conducted by the Atlantic 10.
- Attended a special Northern Virginia Technology Council (NVTC) Webinar with Governor Ralph Northam and Senators Mark Warner and Tim Kaine.
- Interviewed by Lauren Lumpkin of the Washington Post for an article regarding the January 6 attack on the United States Capitol, and the response from the region's higher education institutions.
- Participated in virtual session of the Virginia Council of Presidents Equity in Action Workgroup, which included a discussion on the Center for the Study of Free Black Men and Women in Virginia.
- Took part in a Northern Virginia Technology Council (NVTC) Board meeting.
- In partnership with Michelle Marks, Chancellor of the University of Colorado at Denver and former Vice President of Academic Innovation and New Ventures here at Mason, co-lead virtual First-Time President's Meetings of the Association of Public and Land-Grant Universities (APLU).
- Provided testimony before the Virginia House of Delegates Post-Secondary & Higher Education Subcommittee for HB 1986, Mason's proposed management agreement with the Commonwealth (Tier 3).
- Served as a panelist for *The Presidential Experience,* part of a virtual professional development series, hosted by The Ohio State University doctoral student, DaVonti' Haynes. Other panelists included Javaune Adams-Gaston, President of Norfolk State University; Chris Howard, President of Robert Morris University; and Sean Decatur, President of Kenyon College.
- Provided remarks for the Association for Talent Development at their virtual *Future of Work* event.
- Provided and interview for the Education Advisory Board, discussing the Anti-Racism and Inclusive Excellence Task Force.
- Engaged with business, education, and political leaders in policy discussions at Growth4VA virtual work sessions.

- Alongside Tim Sands, President of Virginia Tech, served as a featured panelist for the TiE-DC *Future of Education* virtual event, discussing the pandemic and the future of the Northern Virginia information technology workforce.
- Participated in a virtual panel discussion on research and advanced manufacturing, and the role of HBCU's in meeting the industry's needs. Other panelists included Merlin Theodore of Oak Ridge National Laboratory, Charles Kuehmann of SpaceX, Keith Hargrove of Tennessee State University, and Johnny Green Jr. of the National Renewable Energy Laboratory.
- Interviewed by Lauren Lumpkin of the Washington Post for an article regarding the coronavirus variants at other universities.

Select Internal/Campus-Related Activities & Speaking Engagements:

- Toured Arlington and Fairfax campuses with Assistant Vice President of Capital Strategy & Planning, Tobi Walsh.
- Presented at SciTech Advisory Board meeting on diversity, equity, and inclusion; Mason's partnership with NOVA; talent upscaling; and the vision for the SciTech campus and region. Anne Kress, President of Northern Virginia Community College also participated in this presentation.
- Toured the SciTech campus, including the Institute for Biomedical Research.
- Toured a Mason and Partners Clinic (MAP), a partnership between the College of Health and Human Services and community organizations striving to provide interprofessional practice sites for Mason health students to gain field experience, while increasing access to free/low-cost primary healthcare for the community's most vulnerable patients.
- Engaged with corporate partners in virtual roundtable discussions on the Arlington Innovation Initiative and the Institute for Digital InnovAtion.
- Participated in a Mason Korea, LLC virtual board meeting.
- Joined the morning huddle of Student Health Services employees to share appreciation for all of their efforts supporting students during the pandemic.
- At a virtual meeting, engaged with the School of Business Building Campaign steering committee to discuss fundraising efforts to date and the master plan of the project.
- Provided congratulatory remarks at the virtual graduation celebration for graduates of the Mechanical Engineering department.
- Virtually presided over Mason's Winter Graduation ceremony, produced by GMU-TV.
- In collaboration with WGMU Studios, recorded an episode of the podcast *Access to Excellence*, where the topic of climate change was discussed with Andrew Light, University Professor of Philosophy, Public Policy, and Atmospheric Sciences.
- Recognized Mason's Employees of the Month for January and February at virtual ceremonies: Chris Freas and Carlos Sandoval, respectively.
- In collaboration with Mason staff and students, participated in a video production that welcomed students back to campus for the spring semester and reinforced safe practices for being on campus during the pandemic.
- Celebrated Homecoming at Mason in a virtual ceremony featuring The Green Machine and Mason's athletic coaching staff.

- In collaboration with WGMU Studios, recorded an episode of the podcast *Access to Excellence*, where the topic of Mason's successful development of surveillance and antibody testing was discussed with Lance Liotta, medical director of Mason's Clinical Proteomics Lab and co-founder of the Center for Applied Proteomics and Molecular Medicine; and Virginia Espina, a research professor and scientific director of the CAP CLIA certified Clinical Proteomics Laboratory.
- Led a virtual session of the President's Innovation Advisory Council, highlighting research and initiatives specific to the Arlington Innovation Initiative.
- Joined members of the Mason community to provide remarks and participate in a student panel discussion at the *Martin Luther King Jr. Evening of Reflection*. The panel featured discussion on the Anti-Racism and Inclusive Excellence (ARIE) Task Force.
- Conducted a retreat with members of the Executive Council, focusing on group dynamics, diversity, and charting a path forward as an administration.
- Engaged in a virtual Homecoming Cooking Class, hosted by Julia Morelli, M.A., '95, and B.A., '83, President of the George Mason University Instructional Foundation, Inc., as part of the Homecoming festivities.
- With Rector Hazel, received a guided tour of Horizon Hall to view MIX spaces, classrooms, atrium areas, and College of Humanities and Social Sciences faculty neighborhoods.
- Engaged in a discussion with the Faculty Senate to provide updates on Mason's fundraising efforts in support of the Arlington Innovation Initiative.
- Participated in a session of the Anti-Racism and Inclusive Excellence (ARIE) Task Force.
- Took part in the virtual "Febrewary" Homecoming event, a tasting featuring alumni-affiliated wineries and breweries sponsored by Mason's Alumni Association.
- Provided recorded remarks of appreciation for the generous philanthropic efforts made by Mason faculty and staff in support of our students, as well as a message for the Sojourner Truth Lecture Series, bridging Women's History Month and Black Heritage Month
- Discussed topics of importance to Mason's students with the President's Student Advisory Group
- Engaged with the Black Alumni Chapter's Virtual Brunch for Homecoming.
- In collaboration with WGMU Studios, recorded an episode of the podcast *Access to Excellence*, where the topics of anti-racism, children's education and media, and diversity in STEM fields were discussed with Kevin Clark. Dr. Clark is a former professor and Founding Director of the Center for Digital Media, Innovation and Diversity at Mason. He is currently the Director if Original Animation for Preschool Programming at Netflix.
- Engaged with members of Mason's student organizations including the Panhellenic Council, the National Panhellenic Council, the Multicultural Greek Council, and the Interfraternity Council.
- In collaboration with WGMU Studios, recorded an episode of the podcast *Access to Excellence*, featuring Wendi Manuel-Scott, Professor of Integrative Studies and History and Shernita Parker, Assistant Vice President for Human Resources.
- Convened the President's Council for a quarterly meeting to discuss issues pertinent to the university.

- Participated in the kick-off meeting of the Mason Innovation Commission providing the charge to the group.

Internal Board Service:

- Northern Virginia Technology Council
- Consortium of Universities of the Washington Metropolitan Area

External Board Service:

- Orange County Technology Action Network (OCTANE)
- OSU Institute for Materials Research
- Sandia National Laboratory (Engineering Science Research Foundation)
- Oak Ridge Institute

Select Upcoming Events:

- Finance and Land Use Committee, Public Comment Session – April 1, 2021
- Full Board of Visitors Meeting – May 6, 2021
- Commencement (Virtual) – May 14, 2021

Mason Korea Industry-Academic Cooperation Foundation: Purpose

- In order to offer executive education classes in Korea, and to qualify for certain Korean research grants, Korean law requires Universities operating in Korea to form an "Industry-Academic Cooperation Foundation" ("IACF")
- An IACF is a separate entity with its own board, and operates independently of the University and Mason Korea, LLC, much like the GMU Foundation
- Although called a "foundation", an IACF is simply a not-for-profit entity
- While we are still analyzing possible structures, this new not-for-profit entity will likely be a subsidiary of Mason Korea, LLC

Mason Korea Industry-Academic Cooperation Foundation: Purpose

- In order to comply with Korean law and to facilitate commercialization of intellectual property in Korea, Korean law may also require creation of “industry-academia-research cooperation-based technology holding company”
- If required, this would be a subsidiary of the new IACF

Mason Korea Industry-Academic Cooperation Foundation: Process

- Creation of an IACF requires approval by the Board of Visitors, under Article VII of the BOV bylaws
- Timeline: To be presented at the May 6th BOV meeting for approval