GEORGE MASON UNIVERSITY BOARD OF VISITORS MEETING Thursday, May 6, 2021

AGENDA

8:00 a.m. – 9:10 a.m.		Academic Programs, Diversity and University Community Committee Meeting
9:25 a.m. – 10:10 a.m.		Finance and Land Use Committee Meeting
10:25 a.m. – 11:20 a.m.		Research Committee Meeting
11:35 a.m. – 12:15 p.m.		Audit, Risk & Compliance Committee Meeting
12:15 p.m. – 12:45 p.m.		Lunch Break
12:45 p.m. – 1:40 p.m.		Development Committee Meeting
BOARD OF VISITORS MEETING AGENDA		
1:55 p.m.	I.	Call to Order
1:55 p.m. – 2:05 p.m.	II.	Public Comment
2:05 p.m. – 2:30 p.m.	III.	 Recognitions A. Appreciation Plaque Presentation to Outgoing Student Representatives B. Appreciation Plaque Presentation to Outgoing Faculty Representative C. Appreciation Plaque Presentation to Outgoing Staff Liaison D. Recognition of Truman, Udall, and Goldwater Scholars E. Recognition of Early Identification (EIP) Graduating Students F. Jack Wood Awards Presentation
2:30 p.m.	IV.	 Approval of the Minutes (ACTION ITEMS) A. Full Board Meeting Minutes for February 25, 2021 B. Full Board Meeting Minutes for April 1, 2021
2:30 p.m. – 2:40 p.m.	V.	Rector's Report A. Board of Visitors Meeting Schedule for 2021-2022 (ACTION ITEM)
2:40 p.m. – 3:00 p.m.	VI.	President's Report
3:00 p.m. – 3:05 p.m.	VII.	Proposed Revisions to the Faculty Senate Charter (ACTION ITEM)
	VIII	I. Committee Reports
3:05 p.m. – 3:20 p.m.		A. Academic Programs, Diversity and University Community Committee 1. New Business (ACTION ITEMS) a. Mason Korea Industry-Academic Cooperation Foundation b. Proposed Revisions to the Faculty Handbook c. Proposed Revisions to the Administrative/Professional Faculty Handbook 2. Program Actions (ACTION ITEMS)

a. New Programs

i. BA International Security and Lawii. MS Business Analytics

iii. MS Marketing

- b. Program Closure
 - i. MA in Transportation Policy, Operations and Logistics
- 3. Faculty Actions (ACTION ITEMS)
 - a. Promotion and/or Tenure
 - b. Conferral of Emeritus/Emerita Status
 - c. Election of New Tenured Faculty

- 3:20 p.m. 3:25 p.m.
- B. Finance and Land Use Committee
 - 1. Financial Matters (ACTION ITEM)
 - a. FY 2022 University Operating Budget, Tuition and Fees
 - 2. Capital Matters (ACTION ITEMS)
 - a. Two-Year Capital Plan Approval
 - b. Approval of Fairfax Washington Gas Easement

- 3:25 p.m. 3:30 p.m.
- C. Research Committee
- 3:30 p.m. 3:35 p.m.
- D. Audit, Compliance, & Risk Committee
- 3:35 p.m. 3:40 p.m.
- E. Development Committee
- 3:40 p.m. 5:00 p.m.
- IX. Closed Session
 - A. Consultation with Legal Counsel pertaining to actual or probable litigation (Code of VA: §2.2-3711.A.7)
 - B. Consultation with Legal Counsel regarding specific legal matters requiring the provision of legal advice (Code of VA: §2.2-3711.A.8)

- 5:00 p.m.
- X. Adjournment

GEORGE MASON UNIVERSITY

BOARD OF VISITORS

Academic Programs, Diversity, and University Community Committee Meeting

Thursday, May 6, 2021

AGENDA

- I. Call to Order
 - A. Public Comment
- II. Approval of Academic Programs, Diversity and University Community Committee Minutes from February 25, 2021 (Action Item)
- III. New Business
 - A. Provost's Update (M. Ginsberg)
 - B. Mason Korea Industry-Academic Cooperation Foundation (B. Walther) (Action Item)
 - C. Proposed Revisions to the Faculty Senate Charter (S. Davis) (Action Item)
 - D. Proposed Revisions to the Faculty Handbook (S. Davis) (Action Item)
 - E. Proposed Revisions to the Administrative/Professional Faculty Handbook (D. Gilson) (Action Item)
 - F. Program Actions (Action Item)
 - 1. New Programs
 - a. BA International Security and Law
 - b. MS Business Analytics
 - c. MS Marketing
 - 2. Program Closures
 - a. MA in Transportation Policy, Operations and Logistics
 - G. College Spotlight: College of Health and Human Services (G. Louis)
 - H. Faculty Actions (Action Item)
 - 1. Promotion and/or Tenure
 - 2. Conferral of Emeritus/Emerita Status
 - 3. Election of New Tenured Faculty
 - I. 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
- 8. Annual Summary Sheet, July 2020 May 2021

J. Reports

1. Joint Resolution- Dependent Tuition Waiver

IV. Adjournment

GEORGE MASON UNIVERSITY BOARD OF VISITORS

Academic Programs, Diversity & University Community Committee

MINUTES

Thursday, February 25, 2020 9:35 AM – 10:35 AM Virtual Meeting via Zoom

PRESENT: Chair: Bob Witeck; Vice Chair: Simmi Bhuller; Visitors: Horace Blackman, Anjan Chimaladinne, Carolyn Moss and Nancy Prowitt, Paul Reagan; Faculty Senate Chair: Shannon Davis; Faculty Representative: Christy Pichichero, Keith Renshaw; Student Representatives: Shelby Adams; Staff Representatives: Provost Mark Ginsberg, Rose Pascarell.

ABSENT: Visitors: Juan Carlos Iturregui, Wendy Marquez; Student Representatives: Lilianna Deveneau

I. The meeting was called to order by Chair Witeck at 9:35 AM.

A. Public Comment

No public comments were submitted

II. Approval of Minutes (Action Item)

It was **MOVED** by Visitor Bhuller and **SECONDED** by Visitor Prowitt that the minutes from the December 3, 2020 meeting be approved. **MOTION CARRIED UNANIMOUSLY**.

III. New Business

A. Provost's Update

Mark R. Ginsberg – Provost and Executive Vice President

Provost Mark Ginsberg provided an update on the spring semester, shared data on student enrollment (both domestic and international), highlighted ongoing and future campus activities, and gave an overview of fall planning. He announced the appointment of a new associate dean at Mason Korea, shared details on the renewed Mason Vision Series and the Visiting Robinson Professor program, as well as spotlighted several high-profile faculty honors and recent awards.

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

Dietra Trent – Interim Vice President, Compliance, Diversity and Ethics

Dietra Trent, Interim Vice President, Compliance, Diversity and Ethics, provided an overview of the new Anti-Racism Inclusive Excellence Initiative (ARIE) and state that Mason's goal is for the University to become a national exemplar of anti-racism and inclusive excellence. She explained ARIE's organizational structure and the group's progress since it was established in September.

C. College Spotlight: Carter School for Peace and Conflict Resolution

Alp Özerdem – Dean, Carter School for Peace and Conflict Resolution

Alp Özerdem, Dean of the Jimmy and Rosalynn Carter School for Peace and Conflict Resolution, provided a presentation that describes the programs and activities of the School, highlighting the Peacebuilding Project, Peace Labs, Political Leadership Academy, and U.S. Truth, Racial Healing, and Transformation Commission.

D. Approval of Proposed Changes to the Faculty Handbook

Shannon Davis, Faculty Senate Chair

Shannon Davis, Faculty Senate chair outlined the proposed changes to the faculty handbook approved by the Faculty Senate including a detetion of language for Academic Institutes, which no longer exist substituting language for academic schools, 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.

Chair Witeck called for a **MOTION** to approve the proposed changes to the Faculty Handbook. It was **MOVED** by Visitor Blackman and **SECONDED** by Visitor Prowitt. The **MOTION CARRIED UNANIMOUSLY**.

E. Faculty Actions (Action Item)

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

1. Elections of New Tenured Faculty

The MOTION CARRIED UNANIMOUSLY.

F. Faculty Announcements

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

IV. Adjournment

Chair Witeck adjourned the meeting at 10:36 AM.

Respectfully submitted,

Sarah Parnell Secretary Pro Tem



AGENDA

- I. Call to Order
 - A. Public Comment
- II. Approval of Minutes (Action Item)
- III. New Business
 - A. Provost's Update
 - B. Mason Korea Industry-Academic Cooperation Foundation (Action Item)
 - C. Proposed Revisions to the Faculty Senate Charter (Action Item)
 - D. Proposed Revisions to the Faculty Handbook (Action Item)
 - E. Proposed Revisions to the Administrative/Professional Faculty Handbook (Action Item)
 - F. Program Actions (Action Item)
 - G. College Spotlight: College of Health and Human Services
 - H. Faculty Actions (Action Item)
 - I. Announcements
- IV. Adjournment

Approval of Minutes

(Action Item)

February 25, 2021

Provost's Update

Mark R. Ginsberg, Ph.D.

Provost and Executive Vice President

Spring 2021 Commencement

- Virtual University Commencement: 2PM, Friday, May 14
- In-Person Doctoral Ceremony: 10AM, Friday, May 14

- Student Options
 - Patriot Procession: Ongoing during week of May 10
 - 2021 College Ceremonies: Ongoing during week of May 10
 - 2020 Ceremony: Friday, May 14





In-country / in-person Summer Study Abroad is

limited to the Mason Korea campus

 Students also have the option of participating in a variety of <u>virtual programs</u>

Decision on Fall 2021 coming soon



Vaccination Plan

Vaccination Clinics @ Mason

Mason has vaccinated approximately 60,000+ people

Current Faculty, Staff & Contractors

- Vaccination clinics held since mid April
- Every member of Mason community could be vaccinated by late April

Students

- Vaccination clinics held late April
- All Mason students offered a vaccine

the new nermal

5 "R's"

Review Restore Refresh Reinvent Reset

Leverage Lift Integrate Sustain

Planning and Modifications for Fall 2021

- Classrooms will return close to original room capacity
 - Most classes and instruction will return to be on campus
- Class schedules will support choice of instruction for students
 - Hybrid and online classes also will be integrated within academic program curricula
- · Residence halls will open to near full capacity

HOUSING & RESIDENCE

Student Support



Fall 2021 Admissions Update





SCHEV Approval

- Approved Mason's proposal for a reorganization of the Volgenau School of Engineering
- Newly-formed College of Engineering and Computing (Approved by SCHEV) is comprised of:
 - School of Computing (Approved by SCHEV in April)
 - Volgenau School of Engineering
- Approved College of Engineering and Computing will be led by Dean Ken Ball

Joint Faculty and Staff Resolution

Request for a study "to evaluate the feasibility, costs and steps needed to offer a dependent tuition waiver as a benefit to Mason Employees."

Graduate Rankings

U.S. News & World Report Ranks 8 Mason Graduate Programs Among Top 25 Nationally

Antonin Scalia Law School

• Part-time law program: Ist of public institutions; 4th overall

Schar School of Policy and Government

- Homeland Security: 4th of public institutions (Best in Virginia); 7th overall
- International Policy: 5th of public institutions (Best in Virginia); 14th overall
- Local Government Management: 18th of public institutions (Best in Virginia); 22nd overall
- Public Policy Analysis: 11th of public institutions; 23rd overall

College of Humanities and Social Sciences

• Criminology: 10th of public institutions (Best in Virginia); 10th Overall

College of Education and Human Development

- Elementary Education: 17th of public institutions; 20th overall
- **Special Education**: 15th of public institutions; 16th overall



New Vice President

Andre Marshall

Vice President for Research, Innovation and Economic Development



Faculty Honors



Andrew Light

Assistant Secretary of International Affairs at U.S. Energy Department



Thomas Lovejoy

National Academy of Sciences

Faculty Honors



Justin Sutters

2021 Southeastern Region
Higher Education Art
Educator Award
National Art Education
Association



Guadalupe Correa-Cabrera

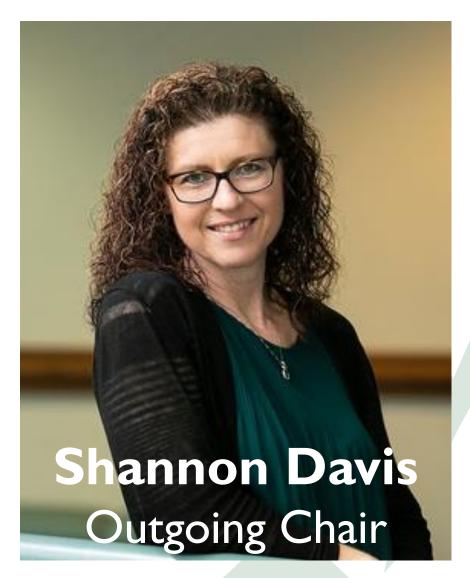
Small Wars Journal El Centro Fellow



J.P. Singh

Richard von Weizsäcker Fellow by the board of the Robert Bosch Academy in Berlin

Faculty Senate





Mason Korea IndustryAcademic Cooperation Foundation (Action Item)

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

IACF: Examples of Activities

Examples of activities the new IACF may engage in include:

- Apply for research funding from Korean Government
- Offer training/certificate workshops in Conflict Analysis Resolution, International Relations
- Certificate programs in Executive Education
- Korean Language / English language programs

Existing Mason Korea Structure

- George Mason University operates in Korea as a Foreign Educational Institution, with the approval of the Ministry of Education
- Virginia law authorizes the University to create a legal entity for the purposes of operating the Korean campus
- The University created and is the sole member of Mason Korea, LLC ("MK"), a Virginia Limited Liability Company, for this purpose
- The MK Board has 7 members, 6 of whom are University employees
- MK performs functions for the University that make doing business in Korea easier
- IACF will be a new entity in addition to MK

IACF: Structure

- New Entity will be created under Korean law, and will not be a Virginia entity
- IACF Board: for continuity of operations, board members anticipated to be same persons appointed to MK Board of Managers (unless directed otherwise by the Board of Visitors):
 - Provost
 - Chief of Staff
 - Representative from GMU Fiscal Services
 - Dean of the School of Management
 - Dean of Carter School
 - Associate Provost of Academic Initiatives and Services
 - Additional member who is resident of Korea GEORGE MASON UNIVERSIT

IACF: Structure

- University and Mason Korea, LLC, will enter into operating/ affiliation agreements with IACF
 - Include reporting obligations
 - Manage flow of funds

Creation

 Under the Board of Visitors' bylaws, creation of an IACF to provide services to the University requires approval by the Board

Proposed Revisions to the Faculty Senate Charter

- I. Designated administrators as non-voting members, as previously approved by the Faculty Senate.
- 2. Included the Chair of the Faculty at any Non-U.S. Mason Campus as a new non-voting ex officio member in order to accommodate faculty at the Korea campus and any future non-U.S. campus.
- 3. Simplified the method of specifying the number of Senators by requiring only a change in Faculty Senate by-laws rather than a change in the Charter.
- 4. Refined the designation of units represented in the Senate as collegiate and "independent academic units". The IAU will include instructional faculty who do not have a collegiate primary affiliation, but who otherwise are members of the General Faculty and should be represented in the Senate.
- 5. Redefined the method of calculating Senate seat apportionment now that there are no longer small institutes or other entities that were previously pooled and represented by one Senator.
- 6. Refined the language describing the conduct of General Faculty meetings, balloting, and resolution of disputes.
- 7. Several instances of outdated language were deleted.



Proposed Revisions to the Faculty Handbook (Action Item)

Proposed Revisions to the Faculty Handbook

Chapter I University Organization

I.3.3 Colleges and Schools and I.3.6 Local Academic Units (LAU) and Primary Affiliation state
that voting rights are extended to all full-time faculty. Voting rights may be extended to other faculty in the
LAU who are not full time.

Chapter II Faculty Personnel Matters

- 2.1 Faculty Appointments New introductory text replaces language that stated the maximum percentage of faculty with term appointments (25%) and the maximum percentage of term faculty who are on multi-year contracts (35%).
- 2.1.1 Tenured Appointment New rank-titles for tenured appointments include "without term".
- 2.1.3 Term Appointment New rank-titles for some term appointments: "Instructional" replaces "Term". "Research" and "Clinical" remain. All term appointment rank-titles now include descriptors of the primary focus. All language pertaining to term appointments has been moved to this section, which is intended to parallel language in 2.1.1 and 2.1.2 on tenure-line appointments.

Proposed Revisions to the Faculty Handbook (cont.)

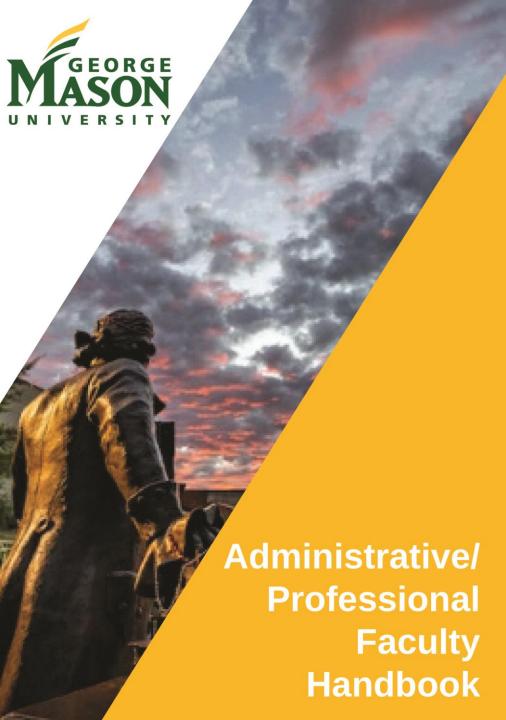
- 2.2.1 Instructor and Professor of Practice The rank of Professor of Practice is introduced as a subset of Instructors. Instructors and Professors of Practice do not have the terminal degree.
- 2.3.3 Criteria and Procedures for Appointment, Reappointment, and Promotion of Term
 Faculty All content in section 2.3.3 has been distributed to other sections and this subsection title is
 deleted.
- 2.4 Criteria for Evaluation of Tenured, Tenure-track, and Term Faculty Term faculty are included; the
 criteria for term faculty promotion to associate or full professor are specified. For all cases of promotion in
 rank, regardless of contract appointment type, there is emphasis on meeting the standards developed by the
 LAU.
- 2.4.3 Service is expanded to include Leadership. The section title is now "Service".
- 2.4.4 Administrative Responsibilities is a new subsection that addresses faculty with significant administrative responsibilities, who may be of any contract appointment type.

Proposed Revisions to the Faculty Handbook (cont.)

- 2.7.3.1 Procedures for Promotion of Term Faculty is a newly numbered subsection specifically for promotion of term faculty. Much of the content comes from the now-deleted 2.3.3.2. The section requires that promotion will be considered by an LAU faculty committee and the procedures be included in the LAU bylaws or standing rules.
- 2.7.3.2 Procedures for Promotion and Tenure of Tenured/Tenure-track Faculty is a newly renumbered subsection (originally 2.7.3) specifically for tenured and tenure-track faculty promotion.
- 2.12 Department Chairs Search Committees for department chairs must include representatives from among tenured, tenure-track, and instructional term faculty. Petitions to the Dean for removal of a department chair require 2/3^{rds} of all the department's full-time faculty.

Chapter III Faculty Compensation and Benefits

• 3.6.1 Study Leave for Tenure-Track Faculty and 3.6.2 Leave Program for Instructional Faculty have been rewritten to delete involvement by the Provost's office. The section on study leaves administered by the LAU is deleted because it is now redundant. Term faculty on multi-year contracts are now eligible for Study Leave.



Proposed Revisions to the Administrative/Professional Faculty Handbook

(Action Item)

Proposed Revisions to the Administrative/Professional Faculty Handbook

I.Application

- A. Administrative Organization
 - I. Rector and Board of Visitors
 - 2. Executive Council
 - 3. President's Council
- B. Commitment to Diversity, Equity and Inclusion

II. Definitions

A. Faculty Rank

III. Appointments

- A. Offer Letter
- B. A/P Faculty Who Also Hold Tenured Faculty Appointments
- C. Favoritism in Personnel Decisions

Proposed Revisions to the Administrative/Professional Faculty Handbook (cont.)

IV. Compensation Policies

- A. Other Compensation
 - I) Administrative/Professional Faculty Not Holding Academic Tenure
- B. Employment Outside of the University
- C. Political Activity and Candidacy

V. Leave

- VI. Performance Management
- XI. Revisions and Amendments
- Appendix A
- Appendix B
- Appendix C
- Appendix D

Program Actions

(Action Item)

New Programs

BA International Security and Law (Schar School of

Policy and Government)

MS Business Analytics (School of Business)

MS Marketing (School of Business)

Program Closures

MA in Transportation Policy, Operations and Logistics (Schar School of Policy and Government)

GEORGE MASON UNIVER

MAKING HEALTH VISIBLE



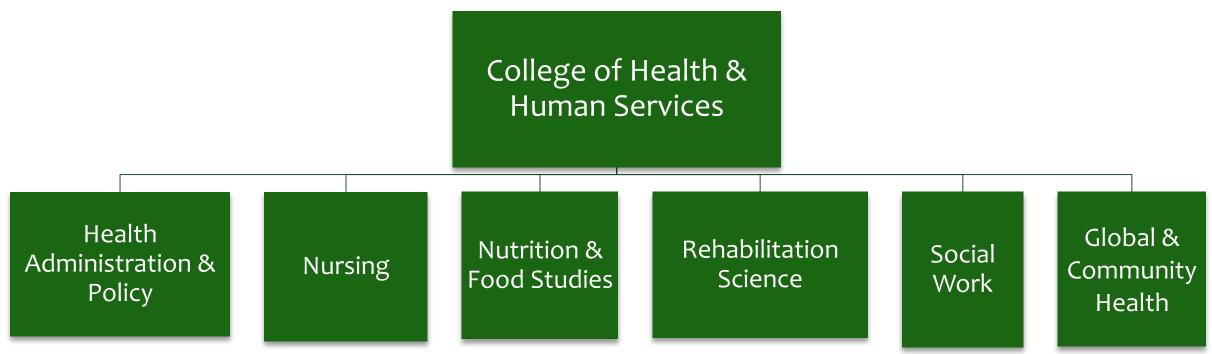
College of Health and Human Services George Mason University

Academic Programs, Diversity and University Committee

May 6, 2021







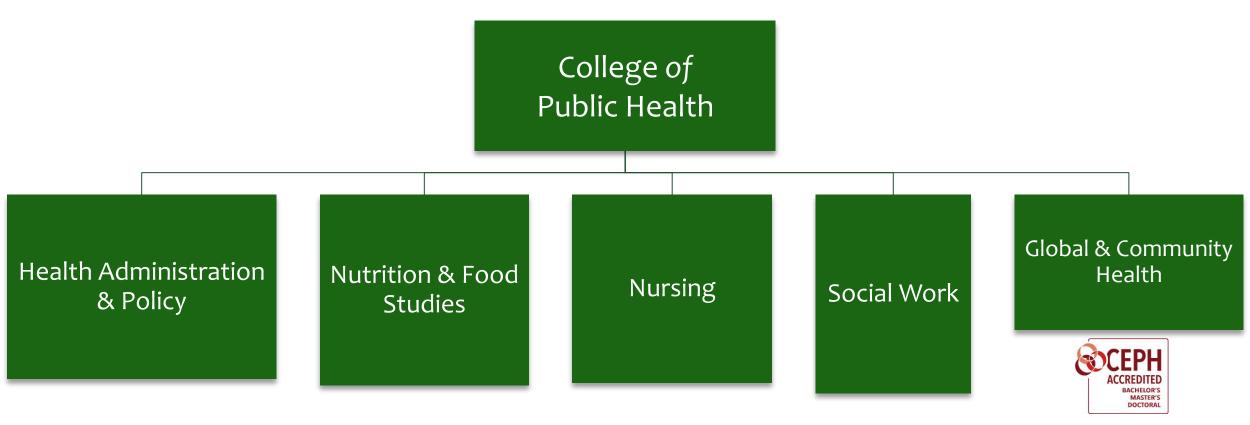
Mission: to promote the health of populations while eliminating disparities.

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

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



Transitioning to a College of Public Health



March 8, 2021



Timeline to an Accredited College of Public Health





Council on Education for Public Health









GEORGE MASON UNIVERSITY |43|



Why Virginia Needs an Accredited College of Public Health

- Discover, deliver & promote health for all (health equity is public health)
 - Ranks 22nd in life expectancy
 - Ranks 26th in age-standardized death rates
 - Ranks 22nd in # years of life lost to premature mortality
 - Ranks 27th for age-standardized years live with disability
- Build a contemporary infrastructure & workforce
 - Virginia residents will have instate option (tuition); minimize brain drain
 - Employers can recruit from within Virginia
 - Timely adoption of evidence-based health campaigns, practices & policies
- Research and development opportunities
 - Public health initiatives have high ROIs
 - Ability to compete for restricted public health grant funding discoveries to implementation

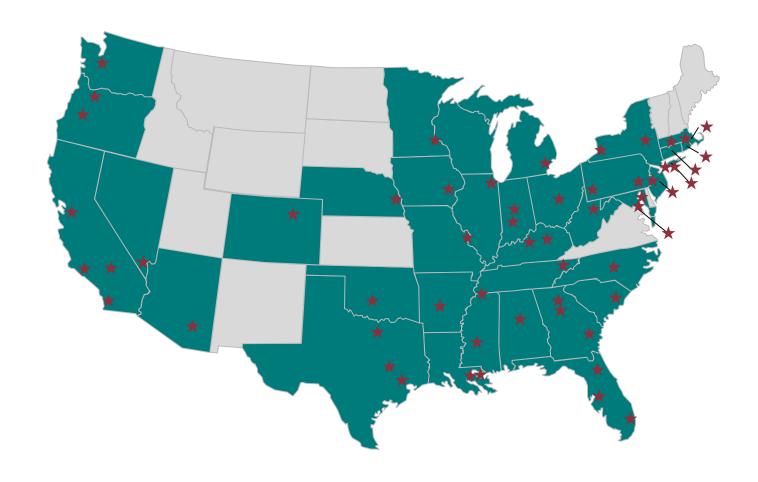


Comparison of Federal Funding for Virginia & Maryland, FY 2019

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

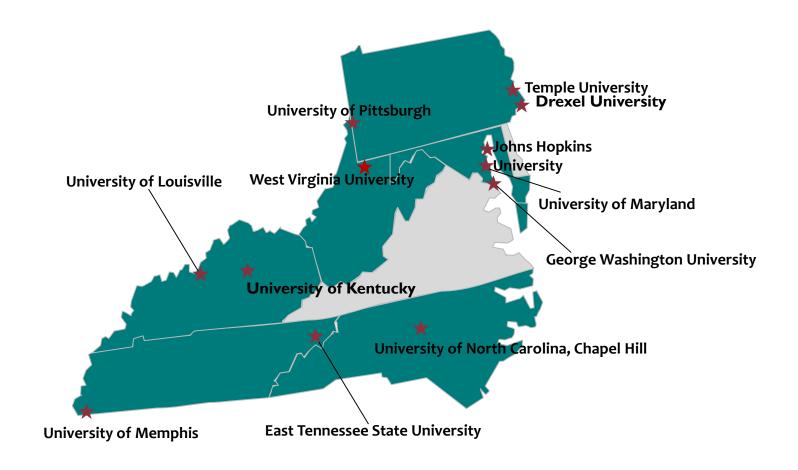
NOTE: Populations of VA and MD are 8,535,519 and 6,042,718, respectively.

U.S. Accredited Schools & Colleges of Public Health





Regional Accredited Schools & Colleges of Public Health





Inaugural Cohort of Ph.D. in Public Health Doctoral Students, 2021



(Con in Epidemiology & Social and Behavioral Science)



Rachel Morrison



Jessica Reilly



Grace Nyambura



Kimberly McNally



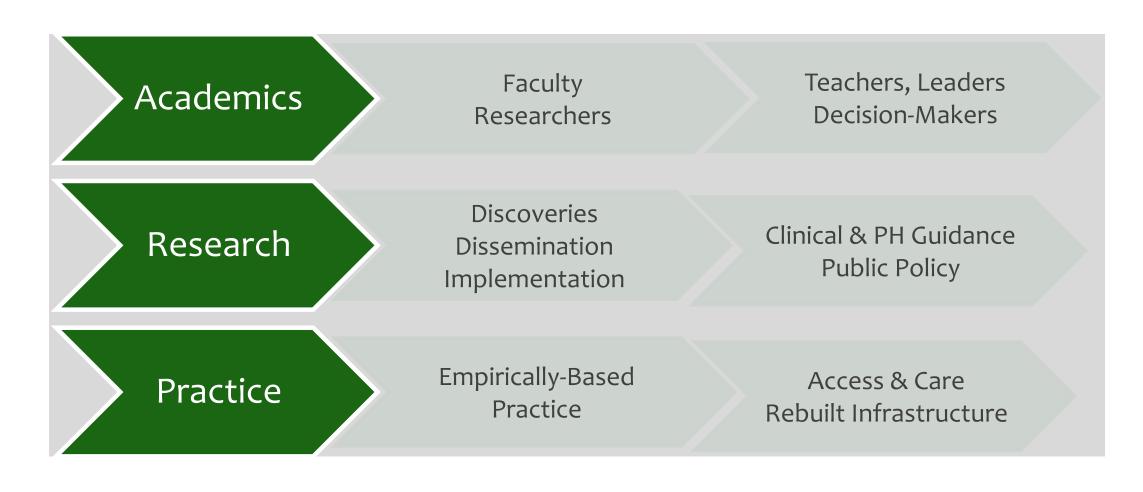
Kevin Cevasco



Amara Orji

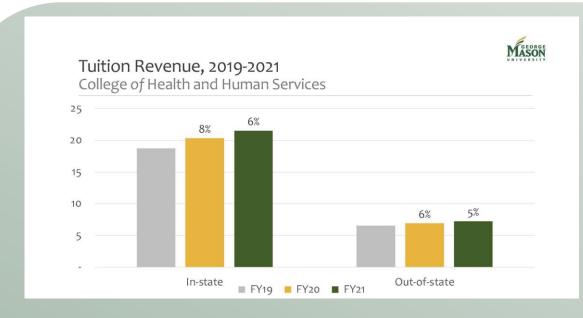


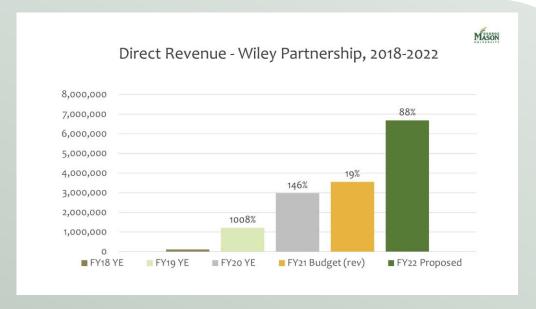
College of Public Health – Planned 'Deliverables'



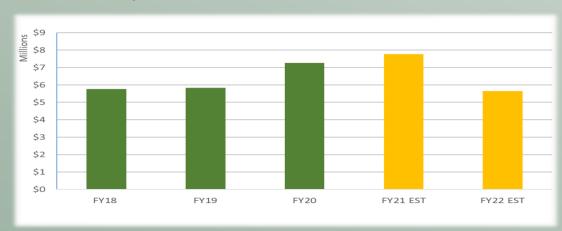
Growth College, by the numbers...

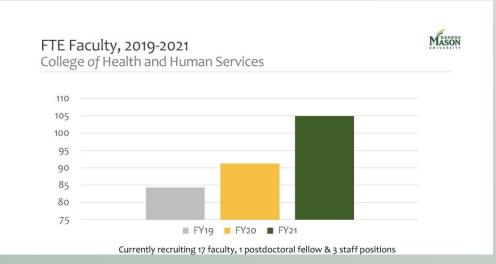












Philanthropy (≈\$2.1 million) more than tripled since 2017



Academic Initiatives

College of Health and Human Services

Virtual Reality/Simulation Laboratory

Planned opening August 2021

Expanding Clinical Services

• Behavioral health, nutritional guidance, chronic disease management

New Degree Programs

- BS health informatics; accelerated bachelor to master (MPH, MS Nutrition, Health Informatics)
- Master's RD/MS nutrition; MPH Health Equity & Social Justice concentration; Wiley online MPH, MSW/MPH

Research & Policy Partnerships

ASTHO-Mason Collaboration; Johns Hopkins Clinical Research Network



College of Health and Human Services

Academics and Instruction

- 2,880 virtual advising appointments
- 233 sections transitioned online Spring 2020
- COVID response internship/practicum

University Response and Service

- COVID surveillance, testing & vaccination
- Committees & working groups

Community Response and Practice

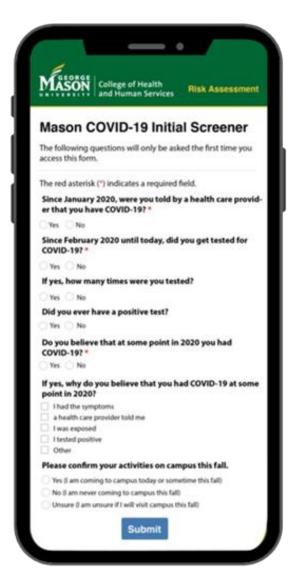
- Webinar Series (1,000+ attendees)
- ~2,000 tests & 7,600+ vaccinations

COVID-related Research

• 12 grants; 10+ publications





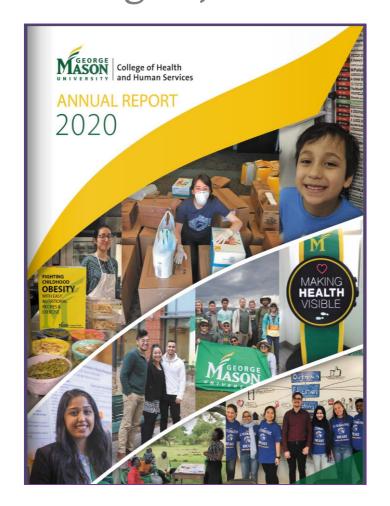


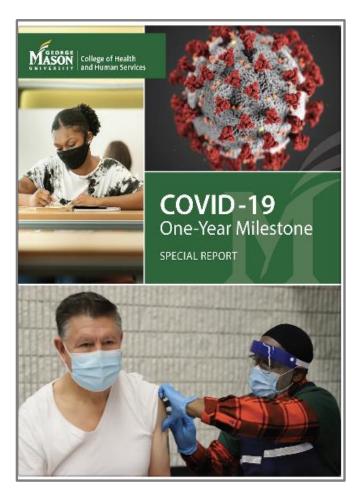




2020 Highlights

College of Health and Human Services





Click Here for COVID Special Report



Click Here for 2020 Year in Photos

Click Here for Annual Report



Faculty Actions (Action Item)

- Promotion and/or Tenure
- Conferral of Emeritus/Emerita Status
- 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
- Annual Summary Sheet, July 2020 May 2021

Adjournment



RESOLUTION OF THE BOARD OF VISITORS OF GEORGE MASON UNIVERSITY REGARDING CREATION OF AN INDUSTRY-ACADEMIC COOPERATION FOUNDATION

WHEREAS, the Republic of Korea Ministry of Education has authorized George Mason University to operate a campus in Korea as a foreign educational Institution; and

WHEREAS, the University operates the Mason Korea campus in the city of Incheon, Korea; and

WHEREAS, the Korean Industrial Education Enhancement and Industry-Academia Research Cooperation Promotion Act permits the creation of an Industry-Academic Cooperation Foundation ("IACF"); and

WHEREAS, the creation of an IACF will facilitate certain research and teaching activites at the Mason Korea campus; and

WHEREAS, Article VII, section 3 of the bylaws of the Board of Visitors provides that prior approval of the Board shall be required before any related private business entity that performs services of special interest to the University may be established or chartered;

NOW, THEREFORE, BE IT RESOLVED:

- 1. The Board hereby approves the establishment of an Industry-Academic Cooperation Foundation; and
- 2. This resolution shall take effect immediately upon its adoption.

Adopted: May 6, 2021

James W. Hazel Rector Board of Visitors of George Mason University

Proposed Changes to the Faculty Senate Charter March 2021

The proposed changes to the Faculty Senate Charter are summarized below in two ways: (1) a general overview of the changes, and (2) a summary of the changes by Charter section. Following this summary are two versions of the Charter. The first is the draft of the Charter should the proposed amendments be accepted. The second is the track-changes version of the current Charter, where new text is in RED and deletions are in RED STRIKETHROUGH (to

General Overview

- 1. Designated administrators as non-voting members, as previously approved by the Faculty Senate.
- 2. Included the Chair of the Faculty at any Non-U.S. Mason Campus as a new non-voting ex officio member in order to accommodate faculty at the Korea campus and any future non-U.S. campus.
- 3. Simplified the method of specifying the number of Senators by requiring only a change in Faculty Senate by-laws rather than a change in the Charter.
- 4. Refined the designation of units represented in the Senate as collegiate and "independent academic units". The IAU will include instructional faculty who do not have a collegiate primary affiliation, but who otherwise are members of the General Faculty and should be represented in the Senate.
- 5. Redefined the method of calculating Senate seat apportionment now that there are no longer small institutes or other entities that were previously pooled and represented by one Senator.
- 6. Refined the language describing the conduct of General Faculty meetings, balloting, and resolution of disputes.
- 7. Several instances of outdated language were deleted.

include text moved from other locations in the document).

Summary of Faculty Senate Charter Changes by Section

I. Membership of the Faculty Senate

A. Updating non-voting ex officio members to current titles held at the university and adding the Chair of the faculty at any non-U.S. Mason Campus. Redefines designation of units to include "independent academic units". The IAU will include instructional faculty who do not have a collegiate primary affiliation but are members of the General Faculty and should be represented in the Senate.

B. Apportionment

Number of Senators elected will be specified in the bylaws of the Senate at 51 seats. The current charter states any changes made to apportionment must be approved by a meeting of 10% of the full faculty. The number of Senate seats (51) is modeled from our current seats plus the one seat added in Fall of 2021. Allocations are determined by full and part-time FTE divided by the number of seats.

C. Qualifications of Elected Senators

Listing eligible faculty in our current university language as full-time status as instructional tenured, tenure track or term appointment.

II. Responsibilities of the Faculty Senate

- A.3. Specifics for the regular and special meetings of the faculty may be called by the President as the presiding officer. The use of Robert's Rules of Order during General Faculty meetings has been added to the charter.
- 3. The Special meeting language has been clarified to include public posting of minutes as previously this had been mailing information.
- 4. Charter Changes: Notice of the special meeting shall be accompanied by a copy of the proposed changes 5 instructional (rather than working) days before the called meeting.
 - c. Amendments to the Senate Charter shall take effect upon approval by the Board of Visitors unless a later effective date is contained therein.
- III. This section has been deleted from the current document and the changes have been added to section II regarding when changes to the Charter will be implemented, and the deletion of reporting of Senate election results as changes will now be made through the Faculty Senate Bylaws, should all changes be approved at the General Faculty Meeting March 17, 2021.

CHARTER OF THE FACULTY SENATE

Adopted by the General Faculty of George Mason University on April 3, 1974 amended September 28, 2000, XXX XX, 2021 and as it may be subsequently amended by the General Faculty.

I. Membership of the Faculty Senate

A. Members

Non-voting ex officio members:

President of the University

Provost of the University

The Deans of the Colleges and Schools

Dean of the University Libraries

Chair of the Faculty at any Non-U.S. Mason Campus

Voting members:

Faculty Members Elected from the Collegiate and Independent Academic Units

B. Apportionment of Elected Senators

The number of elected Senators will be specified in the bylaws of the Faculty Senate. Until and unless the Faculty Senate bylaws are amended, the number of elected Senators will be 51. Elected Senator seats shall be apportioned according to the principle of proportionality, based on the full-time equivalent size of the instructional faculty of each collegiate and independent academic unit. Instructional faculty refers to full time and part time faculty with support from appropriated funds.

l. The threshold size for any unit to be allocated a Senate seat according to proportionality is set at the total University instructional FTE divided by the maximum number of elected Senators as stated in the Faculty Senate bylaws. In the instance that this ratio is not an integer it will be rounded up to obtain the threshold size. If all units meet or exceed the threshold size, then Senate seats are apportioned based on the total University instructional FTE. If any unit does not equal or exceed the threshold size, it will be allocated one Senate seat. The remaining Senate seats will be allocated based on the total instructional FTE of those units that equal or exceed the threshold size.

- 2. No collegiate or independent academic unit will hold more than half of the elected Senate seats. In the event that one unit exceeds 50% of the total University instructional FTE, then Senate seats will be allocated to that unit so as not to exceed one half of the total seats. The threshold size will be calculated using the total FTE of the other units divided by the number of remaining unallocated seats.
- 3. Should the number of allocated seats exceed the number of elected seats by 1 because of rounding in the calculations, then the number of elected Senate seats shall increase by one for that year's allocation.

By March 1st of each academic year, the Senate Committee on Organization and Operations shall establish the representation from each unit on the basis of data provided by the Administration. The data should be the latest and most complete available at that time. Elections shall follow within each unit as soon as possible, to conclude before the end of the academic year.

C. Qualifications of Elected Senators

Elected Senators shall be members of the constituent Faculties they represent. A faculty member is eligible to serve on the Faculty Senate if the faculty member holds

- 1. A full-time instructional tenured, tenure-track, or term appointment with at least one year's full-time service at George Mason University; or
- 2. A part-time instructional appointment with at least one academic year of continuous service, and completion of at least two Full Time Equivalents in appointments at George Mason University.

D. <u>Election of Senators</u>

Each collegiate or independent academic unit shall decide upon the method of electing its representatives, with the stipulation that they be elected for staggered terms, the maximum to be three years.

II. Responsibilities of the Faculty Senate

A. As Representative of the General Faculty

- l. The Senate shall have the fundamental general responsibility to speak and act for the General Faculty on matters affecting the University as a whole.
- 2. The Senate, on behalf of the General Faculty, shall have the particular responsibility to formulate proposals on those matters affecting the welfare of the University as a whole. In the best traditions of American universities, these recommendations constitute the primary advice to the administration.

- 3. Regular and special meetings of the General Faculty may be called by the President, who serves as the presiding officer. 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. General Faculty meetings shall be conducted according to the current edition of "Robert's Rules of Order Newly Revised" except as the rules and procedures prescribed therein have been modified by adoption of bylaws or standing rules. 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.
- 3. In extraordinary circumstances, the General Faculty may, by the following procedure, reverse specific decisions of the Senate:
- a. The President shall call a special meeting of the General Faculty to consider reversal of a specific decision of the Senate within ten working days of receiving a petition to do so signed by at least 10% of the voting members of the General Faculty, as specified in the Faculty Handbook. To be valid, a petition to reverse a specific decision must be submitted no later than two weeks after the public posting of minutes reporting the Senate action.
- b. No vote on the issue shall occur at the meeting. Rather, the meeting shall determine whether or not the General Faculty should subsequently vote on the issue by mail ballot (which may be electronic).
- c. If the meeting approves a mail ballot, it shall be distributed within five instructional days of the meeting.
- d. The ballots shall be tallied and the results shared with the General Faculty within five instructional days after their distribution. To pass, the motion to reverse a decision of the Senate must be approved by a majority of those eligible to vote.
- 4. The General Faculty may amend the Senate Charter during either a General Faculty meeting or a special meeting of the General Faculty convened for the purpose of amending the Senate Charter.
- a. The President shall call a special meeting of the General Faculty to consider amendments to the Senate Charter within ten instructional days of receiving a petition to do so signed by at least 10% of the voting members of the faculty or after receiving proposals approved by the Senate or the Provost.
- i. Notice of the special meeting shall be accompanied by a copy of the proposed changes. Both should be received at least 5 instructional days before the called meeting.
- ii. A quorum for the called meeting shall be 10% of the voting faculty. Debate at the meeting shall be on the proposed changes. To pass, the proposed changes must be approved by a majority of the voting faculty who are present and voting.

- b. Amendments to the Senate Charter that have been approved by the General Faculty must be presented by the President to the Board of Visitors for their approval.
- c. Amendments to the Senate Charter shall take effect upon approval by the Board of Visitors unless a later effective date is contained therein.
- 5. The authority of the Senate to make recommendations to the administration on behalf of the General Faculty shall not extend over the internal affairs of any single collegiate or independent academic unit except as they affect the interest of the University as a whole or the interest of other units.
- a. If a disagreement arises between the Senate, acting for the General Faculty, and the faculty governance bodies of one or more collegiate units over the question of which body properly exercises authority on a specific issue, the President shall decide by assigning the contested issue to one or another body.
- b. If the Senate, acting for the General Faculty, takes an action which a collegiate faculty governance body believes violates the legitimate interests of that collegiate unit, the President shall decide whether or not such a violation has occurred.

B. As Advisor to the President

On matters affecting the entire faculty and transcending collegiate unit boundaries, the Senate shall be the primary faculty representative in consultation with the central administration and the President. The Senate and the administration recognize that consultation in such matters implies an obligation on the part of each to engage in regular communication. After due consideration of the Senate's advice, the President will reach a final decision and communicate it to the Senate. If the decision differs from the Senate recommendation an explanation will be included in this communication.

CHARTER OF THE FACULTY SENATE

Adopted by the General Faculty of George Mason University on April 3, 1974

last-amended on-September 28, 2000, XXX XX, 2021

and as it may be subsequently amended by the General Faculty.

I. Membership of the Faculty Senate

A. Members

Non-voting ex officio members:

President of the University

Provost and Vice President for Academic Affairs of the University

The Deans of the Colleges and Independent Schools
One Independent Institute Director designated by the

Directors of the Independent Institutes

Director

Dean of the University Libraries

Fifty

Chair of the Faculty at any Non-U.S. Mason Campus

Voting members:

Faculty Members Elected from the Collegiate and Independent Academic Units

B. Apportionment of Elected Senators

The number of elected Senators representing each collegiate unit (College, Independent Unit or Unit Pool) will be specified in the bylaws of the Faculty Senate. Until and unless the Faculty Senate bylaws are amended, the number of elected Senators will be 51. Elected Senator seats shall be determined apportioned according to the principle of proportionality, based on the full-time equivalent size of the instructional faculty of each collegiate and independent academic unit. Instructional faculty refers to full time and part time faculty with support from appropriated funds. Instructional Faculty of each Collegiate Unit or Institute Pool on February 1st of each year, with the following restrictions:

- 1. The threshold size for any collegiate unit to receive its own individual allocation of be allocated a Senate seats seat according to proportionality is set at the total University Instructional instructional FTE divided by 50-the maximum number of elected Senators as stated in the Faculty Senate bylaws. In the instance that this ratio is not an integer it will be rounded up to obtain the threshold size. If all units meet or exceed the threshold size, then Senate seats are apportioned based on the total University instructional FTE. If any unit does Instructional faculty refers to full time and part time faculty with support from appropriated funds. All independent Collegiate Units, Institutes, or Academic Units which do not individually equal or exceed the threshold size will be pooled into a single collegiate unit for the purposes of allocating Senate seats, it will be allocated one Senate seat. The remaining Senate seats will be allocated based on the total instructional FTE of those units that equal or exceed the threshold size.
- 2. No collegiate or independent academic unit will havehold more than 25half of the elected Senate seats. In the event that one collegiate unit exceeds 50% of the total FTE, then the University instructional FTE, then Senate seats will be allocated to that unit so as not to exceed one half of the total seats. The threshold size will be calculated on using the total FTE of the reminding collegiate other units divided by 25the number of remaining unallocated seats.
- 3. Should the number of allocated seats exceed the number of elected seats by 1 because of rounding in the calculations, then the number of elected Senate seats shall increase by one for that year's allocation.

By March 1st of each academic year, the Senate Committee on Organization and Operations shall establish the representation from each unit on the basis of the figures data provided by the Administration. The data should be the latest and most complete available at that time. Elections shall follow by May 1st within each unit as soon as possible, to conclude before the end of the academic year.

The Directors of the Independent Institutes shall designate one of their number annually to serve on the Senate.

C. Qualifications of Elected Senators

Elected Senators shall be members of the constituent Faculties they represent. A faculty member is eligible to serve on the Faculty Senate if the faculty member holds

 A full-time <u>instructional</u> tenured, <u>tenure-track</u>, or <u>probationaryterm</u> appointment—in the rank of <u>Instructor or above</u> with at least one year's fulltime service at George Mason University; or

- 2. A restricted term full time instructional appointment in the rank of Instructor or above with at least one academic year of continuous full-time service at George Mason University; or
- 3.2. A part-time instructional appointment in the rank of Adjunct Instructor or above, with at least one academic year of continuous service, and if the faculty member has completed ascompletion of at least two (2.0) Full Time Equivalents in appointments at George Mason University.

The minimal service qualifications may be waived for emerging collegiate units so that the full Faculty Senate membership quota may be met. Faculty members studying for a degree at the University are ineligible to serve on the Faculty Senate.

D. Election of Senators

Each collegiate or independent academic unit shall decide upon the method of electing its representatives, with the stipulation that they be elected for staggered terms, the maximum to be three years.

II. Responsibilities of the Faculty Senate

A. As Representative of the General Faculty

- The Senate shall have the fundamental general responsibility to speak and act for the General Faculty on matters affecting the University as a whole.
- 2. The Senate, on behalf of the general faculty General Faculty, shall have the particular responsibility to formulate proposals on those matters affecting the welfare of the university University as a whole. In the best traditions of American Universities universities, these recommendations constitute the primary advice to the administration.
- 3. Regular and special meetings of the General Faculty may be called by the President, who serves as the presiding officer. 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. General Faculty meetings shall be conducted according to the current edition of "Robert's Rules of Order Newly Revised" except as the rules and procedures prescribed therein have been modified by adoption of bylaws or standing rules. 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.

- 3. In extraordinary circumstances, the General Faculty may, by the following procedure, reverse specific decisions of the Senate:
 - a. The President shall call a <u>special</u> meeting of the General Faculty to consider reversal of a specific decision of the Senate within ten working days of receiving a petition to do so signed by at least 10% of the voting members of the <u>faculty-General Faculty</u>, as specified in the <u>Faculty Handbook</u>. To be valid, a petition to reverse a specific decision must be submitted no later than two weeks after the <u>distributionpublic posting</u> of minutes reporting the Senate action.
 - b. No vote on the issue shall occur at the meeting. Rather, the meeting shall determine whether or not a mail ballot of all voting members of the General Faculty should be conducted subsequently vote on the issue. The meeting shall be subject to ordinary regulations governing a quorum at meetings of the General Faculty, by mail ballot (which may be electronic).
 - c. If the meeting approves a mail ballot, it shall be distributed within five workinginstructional days of the meeting.
 - d. The ballots shall be counted tallied and the results shared with the General Faculty within five working instructional days after their distribution. To pass, the motion to reverse a decision of the Senate must be approved by a majority of those eligible to vote.
- The General Faculty may amend the Senate Charter by the following procedure:

during either a General Faculty meeting or a special meeting of the General Faculty convened for the purpose of amending the Senate Charter.

a. The President shall call a <u>special</u> meeting of the General Faculty to consider <u>such actionamendments</u> to the <u>Senate Charter</u> within ten <u>working instructional</u> days of receiving a petition to do so signed by at least 10% of the voting members of the faculty or after receiving proposals approved by the Senate or the Provost. <u>Notice of the meeting shall be accompanied by copy of the proposed changes. Both should be received at least 5 working days before the called meeting.</u>

bi. Notice of the special meeting shall be accompanied by a copy of the proposed changes. Both should be received at least 5 instructional days before the called meeting.

- ii. A quorum for the called meeting shall be 10% of the voting faculty. Debate at the meeting shall be on the proposed changes. To pass, the proposed changes must be approved by a majority of the voting faculty who are present and voting.
- eb. Amendments which to the Senate Charter that have been passed approved by the General Faculty must be presented by the President to the Board of Visitors for their approval.
- c. Amendments to the Senate Charter shall take effect upon approval by the Board of Visitors unless a later effective date is contained therein.
- 5. The authority of the Senate to make recommendations to the administration on behalf of the General Faculty shall not extend over the internal affairs of any single collegiate or independent academic unit except as they affect the interest of the University as a whole or the interest of other units.
 - a. If a disagreement arises between the Senate, acting for the General Faculty, and the <u>governingfaculty governance</u> bodies of one or more <u>single</u> collegiate units over the question of which body properly exercises authority on a specific issue, the President shall decide by assigning the contested issue to one or another body.
 - b. If the Senate, acting for the General Faculty, takes an action which a Senator collegiate faculty governance body believes violates the legitimate interests of the collegiate unit he represents, that Senator shall have the right to demand a second vote on the issue at the same meeting. The vote shall be taken immediately by secret ballot, except that means shall be used to discriminate among ballots east by representatives of the various units. If two thirds of the total number of Senators elected to represent any collegiate unit oppose, the action, it President shall be reversed decide whether or not such a violation has occurred.

B. As Advisor to the President

On matters affecting the entire faculty and transcending collegiate unit boundaries, the Senate shall be the primary faculty representative in consultation with the central administration and the President. The Senate and the administration recognize that consultation in such matters implies an obligation on the part of each to engage in regular communication. After due consideration of the Senate's advice, the President will reach a final decision and communicate it to the Senate. If the decision differs from the Senate recommendation an explanation will be included in this communication.

A. This Charter shall take effect and replace the previous charter on its approval by the General Faculty in a regular or special meeting following the guidelines in section II. A. 4.

B. Section I

- 1. This Charter shall be implemented according to the normal procedure described in Section I. B., using appropriate figures as of April 1, 1989.
- 2. Within ten working days after the Committee on Organization and Operations reports the representations from the several colleges, the colleges shall conduct elections in accordance with Sections I. C. and I. D.
- 3. When these elections have been completed, the newly elected Senators shall take office.

C. Section II

Section II shall take effect on the approval of this report by the General Faculty.

Summary of proposed revisions to the Faculty Handbook

April 7, 2021

The main purpose for these proposed revisions is to fully incorporate the conditions of employment of term faculty into the Faculty Handbook. The objective was to integrate, as much as possible, the language for both term and tenure-line faculty rather than creating separate sections.

Some of the current Handbook content regarding term faculty was redistributed into other sections containing similar content pertaining to tenure-line faculty. Additional language was added, taking into consideration the recommendations from the Term Faculty Committee. In some instances, this integration resulted in clarification and improvement of the language regarding tenure-line faculty. Most of the changes are to Chapter II Faculty Personnel Matters.

This summary shows some of the major changes proposed. Within the revision document, there are brief Notes explaining individual changes.

In the summary below, the new proposed section titles are used.

Chapter I University Organization

1.3.3 Colleges and Schools and **1.3.6 Local Academic Units (LAU) and Primary Affiliation** state that voting rights are extended to all full-time faculty. Voting rights may be extended to other faculty in the LAU who are not full time.

Chapter II Faculty Personnel Matters

- **2.1 Faculty Appointments** New introductory text replaces language that stated the maximum percentage of faculty with term appointments (25%) and the maximum percentage of term faculty who are on multi-year contracts (35%).
- **2.1.1 Tenured Appointment** New rank-titles for tenured appointments include "without term".
- **2.1.3 Term Appointment** New rank-titles for some term appointments: "Instructional" replaces "Term". "Research" and "Clinical" remain. All term appointment rank-titles now include descriptors of the primary focus. All language pertaining to term appointments has been moved to this section, which is intended to parallel language in 2.1.1 and 2.1.2 on tenure-line appointments.

- **2.2.1 Instructor and Professor of Practice** The rank of Professor of Practice is introduced as a subset of Instructors. Instructors and Professors of Practice do not have the terminal degree.
- **2.3.3** Criteria and Procedures for Appointment, Reappointment, and Promotion of Term Faculty All content in section 2.3.3 has been distributed to other sections and this subsection title is deleted.
- **2.4 Criteria for Evaluation of Tenured, Tenure-track, and Term Faculty** Term faculty are included; the criteria for term faculty promotion to associate or full professor are specified. For all cases of promotion in rank, regardless of contract appointment type, there is emphasis on meeting the standards developed by the LAU.
- **2.4.3 Service** is expanded to include Leadership. The section title is now "Service".
- **2.4.4 Administrative Responsibilities** is a new subsection that addresses faculty with significant administrative responsibilities, who may be of any contract appointment type.
- **2.7.3.1 Procedures for Promotion of Term Faculty** is a newly numbered subsection specifically for promotion of term faculty. Much of the content comes from the now-deleted **2.3.3.2**. The section requires that promotion will be considered by an LAU faculty committee and the procedures be included in the LAU bylaws or standing rules.
- **2.7.3.2** Procedures for Promotion and Tenure of Tenured/Tenure-track Faculty is a newly renumbered subsection (originally **2.7.3**) specifically for tenured and tenure-track faculty promotion.
- **2.12 Department Chairs** Search Committees for department chairs must include representatives from among tenured, tenure-track, and instructional term faculty. Petitions to the Dean for removal of a department chair require 2/3^{rds} of all the department's full-time faculty.

Chapter III Faculty Compensation and Benefits

3.6.1 Study Leave for Tenure-Track Faculty and **3.6.2 Leave Program for Instructional Faculty** have been rewritten to delete involvement by the Provost's office. The section on study leaves administered by the LAU is deleted because it is now redundant. Term faculty on multi-year contracts are now eligible for Study Leave.

Proposed Revisions to the 2020 Faculty Handbook

April 7, 2021

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Revision notes: New, or substantially new, language is shown in <u>green solid underline</u>. Content that has been moved is shown in <u>blue dotted underline</u>. Deleted language is shown in <u>red strike through</u>. This is not a completely tracked changes document. For comparison, please read the 2020 Faculty Handbook for the original language. https://mymasonportal.gmu.edu/bbcswebdav/xid-117354535 1

CHAPTER I. UNIVERSITY ORGANIZATION

1.3.3 Colleges and Schools

[Note: Some parts of this section were revised and approved by the BOV in March, 2021. The approved language is incorporated here.]

[Note: no changes to the first two paragraphs. The revision to b. incorporates content from 2.1.9 Faculty with Governance Responsibilities, which is recommended to be deleted.]

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 any extensions of voting membership and governance responsibilities for faculty who are not full-time;
- 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.

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

[Note: Some parts of this section were revised and approved by the BOV in March, 2021. The approved language is incorporated here.]

[Note: the sentence in blue font has been moved here from Section 2.1.9 Faculty with Governance Responsibilities, which is recommended to be deleted.]

[Note: All full-time faculty possess...voting rights". This is similar to saying "all adults over 21 have voting rights in this state", but that does not mean you can vote in the Independent's primary election if you are not a registered member of the Independent's party.]

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

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, term, tenure-track and tenured faculty are 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.

All full-time fFaculty possess governance responsibilities and voting rights in local academic units in which they hold primary affiliation and in the larger units of which their local academic units are a part. 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 case of academic departments or schools, the selection of the department chair or school director, respectively.

CHAPTER II. FACULTY PERSONNEL MATTERS

2.1 Faculty Appointments

The university's strategic goals are met by appointing faculty with varying contributions to the research, scholarship, teaching and service missions. The number of tenure-line and term faculty appointments will be based on the needs of the academic units and/or the university, while assuring that accreditation standards are met and that our position as a Research I:Doctoral University is strengthened. This section defines the various types of faculty appointment at George Mason University. [Note: All except the last sentence is new text.]

2.1.1 Tenured Appointment

Although the word "tenure" does not appear in the Code of Virginia, the University grants "election without term.".... Faculty on instructional tenured appointments normally hold the rank of Associate Professor without Term or Professor without Term (Section 2.2). [Note: slight change in rank-title. See below for slight change in term faculty rank-title.]

There is no specified time of service in the rank of associate professor without term. A request for consideration for promotion from associate professor without term to professor without term may be made by the faculty member at any time.

[Note: this statement is new. It has been noted many times that such a statement is desirable because there has never been a time limit imposed.]

[Note: no other changes to Sec. 2.1.1]

2.1.2 Tenure-Track Appointment

This is an instructional faculty appointment for a fixed term which allows faculty the opportunity to meet the requirements for tenure.... Faculty on tenure-track appointments may hold the rank of Assistant Professor, Associate Professor, or Professor.

A decision on tenure may be made in any year that the candidate is appointed to the tenure-track unless a specific time is required by the appointment contract. Faculty in their sixth year on the tenure-track at George

Mason University <u>must</u> stand for tenure at that time if they wish to retain their position beyond the seventh year. Earlier consideration for a tenured appointment is possible under certain conditions. For example, experienced faculty hired on tenure-track appointments from other institutions will not normally be expected to serve a six-year tenure-track period, although there is no requirement that they stand for tenure prior to their sixth year of tenure-track service at George Mason University. Exceptionally, faculty may apply for early consideration based on unusually strong performance <u>at George Mason University</u>. An unsuccessful tenure decision prior to the final year on the tenure-track does not reduce the tenure-track period.

[Note: This paragraph is a consolidation of language from this section and Sec. 2.7.3. "At GMU" and "must" are added to this section.]

Tenure-track faculty cannot move to a term position, either as a direct appointment or as a result of a search, without prior approval of the Provost. (See Section 2.3.2.) This procedure will only be considered in exceptional circumstances.

[Note: The paragraph above was moved from Sec. 2.3.3 as it pertains to tenure-track appointment and belongs here.]

2.1.3 Term Appointment

[Note: Some language in this section was adjusted to parallel Secs. 2.1.1/2.1.2 (Tenured/Tenure-track Appointments).]

Full-time faculty on fixed-term, non-tenure-track appointments are known as term faculty. Faculty whose assignments focus primarily on teaching are appointed as instructional faculty. Faculty whose assignments focus primarily on research are appointed as research faculty. Faculty whose assignments focus primarily on clinical practice are appointed as clinical faculty. While term faculty may identify with a primary focus, their assignments may include a blend of teaching, research, service, clinical practice, administrative program development and leadership, or instructional responsibilities that go beyond the boundaries of their primary focus. The faculty member's specific responsibilities will be stipulated in the appointment contract or assignment letter.

Instructional term faculty with the terminal degree may hold one of the following ranks: Instructional Assistant Professor, Instructional Associate Professor, or Instructional Professor. Research-oriented term faculty may hold one of the following ranks: Research Instructor, Research Assistant Professor, Research Associate Professor, or Research Professor. Clinical-oriented term faculty may hold one of the following ranks: Clinical Instructor, Clinical Assistant Professor, Clinical Associate Professor, or Clinical Professor.

[Note: The word "Term" is no longer used in instructional term appointments rank-titles. The replacement "Instructional" is parallel to the existing "Research" and "Clinical", all of which describe the focus of the primary assignment.]

Instructional term faculty without the terminal degree may hold one of the following ranks: Instructor, <u>Senior Instructor</u>, <u>Master Instructor</u>; or <u>Professor of Practice</u>.

Term faculty on single-year appointments whose permanent employment is with another organization hold title with the prefix "Visiting."

Term faculty appointment contracts are issued for a single-year or for multiple years, up to a maximum of 5 years. For initial appointments, the maximum contract length for assistant professors is three years and for associate and full professors it is five years. If a multi-year appointment is offered to a faculty member whose position relies entirely or partially on non-state appropriated funding, then a multi-year contract may be established subject to the continuing availability of funding throughout the contract period. Faculty on multi-year contracts normally hold a terminal degree, as defined by standards in the discipline. Exceptions to either contract

length or terminal degree requirements must be approved by the Provost. [Note: The BOV limits the contracts to 5 years.]

Contracts automatically expire at the end of the contract period, and although a faculty member may be reappointed, there is no guarantee or right to reappointment from one contract to the next, whether single-year or multi-year. Both the university and the faculty member retain the option to request a change from a multi-year contract to a single-year contract. This action must be approved by the respective Dean and the Provost. [Note: Above two paragraphs were moved from Sec. 2.3.3 with some slight reorganization.]

With the prior approval of the Provost, term faculty with the terminal degree may be considered for a tenure-track or tenured appointment as a result of a search (Section 2.3.2.1) or, rarely, by a direct appointment (Section 2.3.2.2). Service on a term appointment, whether or not externally-funded, may be applied to tenure consideration only if specified in the initial tenure-track letter of appointment.

[Note: Paragraph rewritten and consolidated from Secs. 2.1.3 and 2.3.3.]

[Note: Other language originally in this section has been moved to later, more relevant sections.]

Term faculty are eligible to be considered for promotion in rank, normally after five years of service. [Note: Moved from 2.3.3.2]

2.1.4 Part-Time Appointment

Term faculty who are appointed to less than full-time positions are called part-time <u>term</u> faculty. Their assignments may include research, service, clinical practice, administrative program development, or instructional responsibilities that go beyond the boundaries of specific courses. Part-time term faculty positions are governed by the same appointment, rank, and title requirements as full-time term faculty positions. The <u>Dean Provost</u> is the final approval level for part-time faculty appointments., and the maximum length of a part-time term faculty position is one year. <u>Exceptions require the approval of the Provost</u>. Part-time faculty are not voting members of the General Faculty.

[Note: The final approval level was changed from the Dean to the Provost. Part-time term appointments are not limited to one year, as formerly stated.]

2.1.5-2.1.8 [No changes to these sections.]

2.1.9 Faculty with Governance Responsibilities

Faculty possess governance responsibilities in local academic units in which they hold primary affiliation and in the larger units of which their local academic units are a part. Local academic units and collegiate units may also choose to extend voting rights to other faculty who are employed in those units. For purposes of participation in governance beyond the local and collegiate levels, the General Faculty is defined in Section 1.3.1. [Note: this section's content is distributed in Sections 1.3.3 Colleges and Schools and 1.3.6 LAU's and Primary Affiliation.]

2.2 Description of Faculty Ranks

Faculty are either appointed or are promoted to an academic faculty rank. Appointments should be made at the appropriate rank and account for years of professional, teaching, or other experience as judged by the appointing local academic unit and subject to the approval of the Dean and Provost. Faculty are promoted in rank according to the procedures in Section 2.7.

[Note: this paragraph is new text.]

2.2.1 Instructor and Professor of Practice

Term faculty without the terminal degree in the field are appointed as Instructor or Professor of Practice. An instructor holds the master's degree or equivalent academic and/or professional qualifications and gives promise for making contributions in the area of their primary assignment focus. An instructor may be appointed or promoted in rank by meeting local academic unit criteria for the rank. Professors of Practice are faculty who possess the expertise, achievements and experience to provide professional instruction in a manner that brings relevance and distinction to the local academic unit and the University.

[Note: Language regarding term instructors is expanded, and the description of term Professors of Practice is included.]

[Note: The brief descriptions below are written generally to apply to both term and tenure-line professors. Language has been updated.]

2.2.2 Assistant Professor

An assistant professor normally holds the terminal degree in the discipline or field and gives promise for making significant contributions to teaching, research, scholarship, creative work, and/or clinical work.

2.2.3 Associate Professor

A faculty member must meet the University's established criteria for advancement to the rank of associate professor as specified in Section 2.7.3 Promotion and Tenure and in Section 2.4 Criteria for Evaluation of Tenured, Tenure-Track, and Term Faculty. New faculty who are appointed to the rank of associate professor must have demonstrated equivalent qualifications that meet local academic unit and Faculty Handbook criteria for the rank.

2.2.4 Professor

A faculty member must meet the University's established criteria for advancement to the rank of professor as specified in <u>Section 2.7.3</u> Promotion and Tenure and in <u>Section 2.4</u> Criteria for Evaluation of Tenured, Track, and Term Faculty. New faculty who are appointed to the rank of professor must have demonstrated equivalent qualifications that meet local academic unit and Faculty Handbook criteria for the rank.

- 2.2.5 University Professor
- 2.2.6 Distinguished Service Professor
- 2.2.7 Emeritus Faculty
- 2.2.8 Administrators Holding Faculty Rank

[No changes to these sections.]

- 2.3 Recruitment and Appointment of Faculty
- 2.3.1 Policies on Recruitment and Appointment of Faculty
- 2.3.1.1 Favoritism in Personnel Decisions

[No changes to these sections.]

2.3.2 Procedures for Recruitment and Appointment of Tenured, Tenure-Track, and Term Faculty

[Note: this section is common to all faculty. No changes to the first two paragraphs. The last two paragraphs have been rewritten with substantially the same content.]

...

All full-time faculty receive letters of appointment that must include the type and rank of faculty appointment (Sections 2.1-2.2); the terms of employment; and the start and end dates of the appointment (unless the appointment is without term). If a faculty appointment includes administrative or leadership assignments, these should be specified in the appointment letter. Also included is the statement that such employment is governed by the administrative policies and regulations of the University (currently in force and as amended in the future).

Appointment letter templates are located on the Provost's website. Acceptance in writing of this letter constitutes a contract between the University and the individual faculty member.

2.3.2.1 Competitive Appointments

2.3.2.2 Non-competitive Appointments

2.3.2.3 Awarding of Tenure at the Time of Appointment

[No changes to these sections]

2.3.3 Criteria and Procedures for Appointment, Reappointment, and Promotion of Term Faculty

[Note: All content in section 2.3.3 has been distributed to other sections and this section title is deleted.]

[Notes: The Reappointment definition is moved to a new subsection within 2.7. The remainder of section 2.3.3.1 Reappointment is moved to 2.7.1. Section 2.3.3.2 Promotion is moved to a new section 2.7.3.1 Procedures for Promotion of Term Faculty.]

2.4 Criteria for Evaluation of Tenured, Tenure-Track, and Term Faculty

[Note: The section title is changed to include term faculty.]

[Note: there are two categories of criteria in this section: criteria for evaluating teaching/scholarship/service as described in the subsections and criteria for a achieving a specific change in status in the paragraphs below. Language explicitly says that criteria are developed by the local academic unit and approved by the Provost.]

[Note: the original 2nd paragraph in this section has been moved to Section 2.7 Procedures for Reappointment, Renewal, Promotion, and Tenure.]

Recommendations on changes of faculty status are in large measure a faculty responsibility. The faculty's role in these personnel actions is based upon the essentiality of its judgment to sound educational policy, and upon the fact that scholars in a particular field have the chief competence for judging the work of their colleagues. An additional reason for the faculty's role in these matters is the general competence of experienced faculty personnel committees with a broader charge that encompasses the evaluation of teaching and service. Implicit in such competence is the acknowledgment that responsibility exists for both adverse and favorable judgments.

Faculty are evaluated when they are candidates for a change in faculty status: reappointment, renewal, promotion, or conferral of tenure (Section 2.7). Candidates will be evaluated in light of the missions of the University which are teaching; research and scholarship, both theoretical and applied; and service (as defined in Sections 2.4.1-2.4.3). Only these criteria, as further developed and published by the local academic unit, and approved by the Provost, may be used in evaluations of faculty. Peer review plays a central role in the evaluation of individual achievement in each of these areas. The primary consideration in the evaluation of faculty achievements will be the extent to which these continue to improve the academic quality of the University.

Faculty are not expected to have equal commitment or equal responsibilities in each of these areas. Levels of expectation will vary with the type of decision.

Initial tenure-track and <u>term</u> appointments will, to some extent, recognize perceived potential rather than achievement. Reappointment, renewal, appointment without term or promotion in rank will be based on achievement rather than potential.

Term faculty candidates for promotion to associate professor <u>or to senior instructor</u> must demonstrate at least high competence in the primary area (instructional, research, or clinical). <u>They must also show evidence of service</u>. The standards that must be met in the primary area and in service are developed by the LAU and approved by the Provost.

Term faculty candidates for promotion to professor <u>or to master instructor</u> must demonstrate genuine excellence in the primary area (instructional, research, or clinical). <u>They must also show evidence of continuing service</u>. The standards that must be met in the primary area and in service are developed by the LAU and approved by the Provost.

Tenure-track candidates for tenure and promotion to the rank of associate professor without term must exhibit genuine excellence either in teaching or in research/scholarship. High competence must be exhibited in both areas. Furthermore, candidates must provide evidence that their contributions in their area(s) of genuine excellence have had some significant impact beyond the boundaries of this University. If the primary strength is teaching, there should be evidence that the candidate's contributions have influence beyond the immediate classroom; if in research/scholarship, there should be evidence that the candidate's contributions have significant influence on colleagues at other institutions in this country, and where applicable, abroad. They must also show evidence of service. The standards that must be met in teaching, research/scholarship, and service are developed by the LAU and approved by the Provost. Appointment without term should leave no doubt about the candidate's value to the University over an extended period. [Note: Service (as broadly defined in Sec. 2.4.3) and standards are now explicitly included in the description of tenure-track promotion criteria.]

Tenured candidates seeking promotion to the rank of professor without term must maintain high competence in teaching, research/scholarship, and service while also maintaining genuine excellence in teaching or research/scholarship. In addition, evidence of significant impact beyond the boundaries of the University must be much more substantial than in cases involving tenure or promotion to the rank of associate professor without term. Clear and convincing evidence must be provided of an established external reputation in the primary field, based on consequential achievements in teaching, research and scholarship, or professional activities directly related to teaching and research and scholarship. The standards that must be met in teaching, research/scholarship, and service are developed by the LAU and approved by the Provost.

All evaluations should consider the candidate's adherence to professional ethics (see Section 2.10.2).

2.4.1 Teaching

Effective teaching is demonstrated through a combination of course and curricular materials, learning outcomes, assignments, and assessments designed to promote student learning; through review of those materials, outcomes, assignments, and assessments by knowledgeable peers and colleagues; through student evaluations of their learning experiences; and through engaging in professional/teaching development activities. [Note: this paragraph has been rewritten.]

[Note: Examples of teaching activities are now included.]

Examples of contributions to teaching include:

- Development and implementation of new courses, curricula, and programs (face-to-face, online, or hybrid)
- Use of research-based, innovative, inclusive, and/or high-impact teaching and assessment practices
- Development of instructional materials, including appropriate use of emerging and digital technologies
- Training and supervision of teaching (graduate) and/or learning (undergraduate) assistants
- Course coordination for courses with multiple sections
- Mentoring students, both undergraduate and graduate
- Clinical and field supervision of students
- Student academic advising
- Mentoring faculty colleagues
- Participating in educational development activities to strengthen knowledge, skills, and/or abilities

2.4.2 Research and Scholarship

Scholarly achievement is demonstrated by original contributions to the advancement of the discipline/field of study, or to the integration of the discipline with other fields, or by the application of discipline- or field-based knowledge to the practice of a profession. [Note: this paragraph has been slightly rewritten.]

[Note: Examples of research/scholarship activities are now included.]

Examples of evidence for research and scholarship include:

- Publications (peer and non-peer reviewed), including journal articles, books, book chapters, monographs, etc.
- Sponsored research activity and grant and contract awards.
- Conference and other scholarly presentations (peer-reviewed and invited).
- Original artistic work, software and media, exhibitions, and professional performances.
- Intellectual property, patents, and evidence of relevant entrepreneurial activities.
- Other evidence indicating scholarly recognition and reputation.

2.4.3 University and Professional Service

[Note: The section is retitled to simply "Service", which now includes Leadership.]

Service, which may include leadership responsibilities, is demonstrated by faculty participation in governance, and operational or development activities in the local academic unit, the University, or the profession. Required service in the local academic unit includes, but is not limited to, such activity as attendance at faculty meetings and participation in faculty personnel matters and curriculum development. Other examples of service to the LAU include student advising, developing or supporting co-curricular experiences for students, and mentoring colleagues.

Professional service is demonstrated by contributions to recognized societies and associations that promote research and scholarship and by consultancies and cooperative projects that make the faculty member's discipline or field-based knowledge and skills available to individuals, groups or agencies outside the University.

Leadership is demonstrated by making significant and consequential contributions to the local academic unit, the University, professional societies and associations, and local/regional/national/international communities. Examples include, but are not limited to, chairing or co-chairing committees for the local academic unit; leading and/or actively contributing to university-wide initiatives; serving in leadership roles for professional societies and organizations; serving in significant editorial roles; leading invited or peer-reviewed workshops; leading community-based activities related in some way to expertise; and mentoring faculty colleagues in formal programs.

<u>Each local academic unit must develop standards to evaluate its expectations for institutional and professional leadership and engagement.</u>

2.4.4. Administrative Responsibilities

[Note: this is a new section that takes into account the contributions from faculty with significant administrative responsibilities.]

Many faculty assume administrative responsibilities as part of their terms of employment. Evaluation of faculty performance of these responsibilities must be included in the annual review and any consideration of change of faculty status. The criteria for successful performance must be given to the faculty member in writing.

2.5 Procedures for Evaluation of Tenured, Tenure-Track, and Term Faculty

[Note: Term faculty are now included. Changes include replacing "candidate" with "faculty" in order that these procedures apply broadly to faculty other than those undergoing evaluation for promotion.]

2.5.1 Teaching

Local academic units <u>must</u> regularly evaluate the teaching effectiveness of their faculty. In doing so, they are expected to incorporate data from both peers and students....

[Note: no further changes in this section.]

2.5.2 Research and Scholarship

The systematic evaluation of a faculty's theoretical or applied research, scholarship, and creative work begins in the local academic unit with an independent peer review of the faculty's work. For cases of tenure or promotion of tenured faculty, the LAU will also seek and give consideration to external evaluations from qualified referees who are not associated with the University. For cases of promotion of term faculty, the LAU may choose to consider external evaluations of the faculty member's work. Each local academic unit will develop its own specific guidelines with respect to the selection and use of external referees within the institutional guidance provided on the Provost's website. These guidelines must be fair to all parties concerned and be publicized among the faculty in a timely manner. The local unit administrator has a specific responsibility to review annually the research and scholarly activities of tenure-track faculty and to discuss both the strengths and weaknesses with them on an individual basis.

[Note: LAU's may choose to use external referees for term faculty evaluation. The last sentence is moved to Sec. 2.6.1 Annual Review of Faculty.]

2.5.3 University and Professional Service

The evaluation of university service is based on a peer review of the faculty's contributions through engagement and leadership to the life and governance of the local academic unit and the larger organizational units of which it is a part. Procedures for the evaluation of external professional service and leadership are similar to those employed in the evaluation of research and scholarship.

[Note: the title of this section is changed to "Service" from "University and Professional Service" and now includes Leadership.]

2.6 Annual Evaluations of Faculty and Administrators

2.6.1 Annual Review of Faculty

All faculty are evaluated annually in their local academic units (LAU). The evaluation is based upon the contributions of the preceding academic year and, where applicable, the following summer. Normally, evaluations are completed by the LAU during the Fall semester.

... [No changes to this paragraph.]

The criteria for the annual faculty review are the same as those listed in <u>Section 2.4</u>. Faculty are evaluated on the quality of their performance over the entire scope of their contributions during the year and in the context of their goals, assignments, and other responsibilities. Performance expectations should recognize differences in faculty assignments within the same LAU. <u>The local unit administrator has a specific responsibility to review annually the research and scholarly activities of tenure-track faculty and to discuss both the strengths and weaknesses with them on an individual basis. The local unit administrator also has the specific responsibility to advise term faculty individually regarding their progress toward achieving reappointment or promotion. [Note: Addition of "specific responsibilities to the local academic unit administrator" for term faculty. The responsibility for tenure-track faculty was moved from 2.5.2 Research and Scholarship.]</u>

[No further changes in this section]

2.6.2 Post Tenure Review Policies and Procedures2.6.3 Faculty Role in the Evaluation of Academic Administrators

[No changes to these sections.]

2.7 Procedures for Reappointment, Renewal, Promotion, and Tenure

[Note: This section is retitled to include "Reappointment". Text from the original 2.7.1 (General Procedures, 2nd paragraph below) was moved here. Sec. 2.7.1 was retitled "Procedures for Reappointment".]

Recommendations in these matters originate through faculty action in accordance with established procedures; are reviewed by senior academic administrators; and presented to the Board of Visitors. The administration should overturn faculty personnel recommendations rarely, and only when it is clear that peer faculty have not applied appropriate standards, or when the University's long- term programmatic needs are an overriding consideration. Only in extraordinary circumstances and for clearly stated reasons should administrators substitute their own judgment of the value of scholarly or educational accomplishments for judgments made by faculty.

[Note: The paragraph above was moved with no change from Section 2.4 Criteria for Evaluation of Tenured, Tenure-Track, and Term Faculty, since it seems more relevant to procedures rather than evaluation criteria.]

Reappointment, renewal, promotion, and tenure recommendations are based upon an evaluation of performance over the faculty member's total period of service at George Mason University (Sections 2.4 and 2.5). Scholarly achievements prior to joining the George Mason University faculty weigh less heavily in these evaluations, but are also considered. These evaluations differ from the annual review (Section 2.6.1) in their emphasis on lasting contributions, consistency of performance, and flexibility.

The terms "reappoint" or "reappointment" in this Handbook mean offering a term faculty member a contract for an additional term, which may include the same or different duties and responsibilities.

"Renew" or "renewal" in this Handbook means offering a tenure-track faculty member a contract for an additional term on the tenure track, which may include the same or different duties and responsibilities.

Faculty member duties and responsibilities that will be evaluated must be included in the appointment contract. If subsequent contracts or assignment letters are issued, the duties and responsibilities may be changed in consultation with the faculty member. [Note: New text.]

All faculty who are candidates for a change in appointment status are evaluated by faculty in the local academic unit. The processes and procedures by which they are evaluated are established by the bylaws or standing rules of the LAU and must be consistent with the procedures in this Handbook. [Note: New text.]

Local academic unit bylaws or standing rules may provide for faculty to participate in evaluation committee meetings electronically, provided the technology used allows all members to hear each other simultaneously. For all voting that pertains to changes in appointment status, provision must be made for anonymous submission by a written or secure electronic ballot. [Note: New text here. This also appears in Sec. 2.7.3.2, where there are no changes. The provision for electronic meetings pertains to all personnel committees.]

A faculty member may not participate in a review of a candidate with whom he or she has, or has had, a family or close personal relationship or other conflict of interest (see Section 2.3.1.1).

2.7.1 Procedures for Reappointment

[Note: Moved from Section 2.3.3.1 with some rearrangement.]

Term faculty on a single-year contract will be evaluated annually for reappointment by either the local unit administrator or a local academic unit faculty committee. Term faculty who are being considered for reappointment to a multi-year contract will be evaluated by a local academic unit faculty committee. Evaluation of a faculty member on a multi-year contract occurs during the final year of the contract appointment. Both the method of evaluating faculty on single-year contracts, and the composition and procedures for the faculty evaluation committee, which must include term faculty, are to be specified in the LAU bylaws or standing rules.

Assistant professors may receive a one, two or three-year reappointment. After three single-year appointments, term faculty who meet satisfactory annual performance standards will normally be recommended for a multi-year appointment. Continuing to issue one-year contracts for a faculty member over many years is discouraged. Associate and full professors may be reappointed to contracts of up to five years. [Note: the BOV limits contracts to 5 years.]

Term faculty on single-year appointments are evaluated according to the criteria in Section 2.4 and the procedures in Section 2.5. Criteria for reappointment will focus on demonstrated performance in those areas designated in the initial and any subsequent contract letters. The local academic unit recommendation is sent to the Dean. Based on that recommendation and programmatic needs, the Dean will make the decision to reappoint, usually no later than 3 months prior to the last day of the initial contract, or usually no later than 5 months prior to the last day of the term of subsequent contracts.

Term faculty who are being recommended for multi-year reappointments are evaluated according to the criteria in <u>Section 2.4</u> and the procedures in <u>Section 2.5</u>. Criteria for reappointment will <u>focus on demonstrated</u> <u>performance</u> in those areas designated in the initial and any subsequent contract letters. <u>The local academic unit recommendation is sent to the Dean.</u> Based on that recommendation and programmatic needs, the Dean will make a recommendation to the Provost whether to reappoint.

The Provost will make the final determination on multi-year appointments and notify term instructional faculty members, in writing, usually no later than 3 months prior to the last day of the term of their initial contracts, and usually no later than 5 months prior to the last day of the term of subsequent contracts. The Provost will make the final determination and notify research and term clinical faculty members, in writing, usually no later than 3 months prior to the last day of the term of their contracts. The President will make the final decision for reappointment to a contract longer than 3 years.

2.7.2 Procedures for Renewal

Faculty appointed to a tenure-track position receive an initial three-year term. (See <u>Section 2.1.2</u>.) Tenure-track faculty will be evaluated for renewal during the third year of their initial appointment using the following procedure:

1. Tenure-track faculty are evaluated by either the first-level or second-level promotion and tenure committee (see <u>Section 2.7.3.2</u>) according to <u>the criteria in Section 2.4 and the procedures in Section 2.5.</u>

[No further change to this Section.]

2.7.3 Promotion and Tenure

The processes for <u>promotion of term and tenured faculty</u>, and <u>tenure for tenure-track faculty</u>, are initiated by the local academic unit with the faculty member's concurrence. Self-nomination is also permitted. [Note: the remaining language that appeared in this section was moved to new section 2.7.3.2.]

2.7.3.1 Procedures for Promotion of Term Faculty

[Note: this is a new subsection specifically for term faculty promotion. This language was moved from Sec. 2.3.3.2. There is some proposed new wording.]

A term faculty member may be considered for promotion, normally after five years of service in the current rank. Term faculty who meet the LAU criteria for promotion may be considered early; however, typical candidates for promotion have a minimum of three years teaching at George Mason University. Promotion may occur within the period of a multi-year contract. Upon promotion, a new contract of up to five years will be issued.

Term faculty members will be considered for promotion by a local academic unit committee according to the criteria for evaluation in Section 2.4 and the procedures for evaluation in Section 2.5. Members of the committee are those faculty who are eligible to vote on promotion of term faculty, normally tenured and term faculty above the rank of assistant professor. Term faculty from other substantively related areas may also serve on the evaluation committee if there is an insufficient number of eligible or qualified term faculty in the local academic unit. Colleges and schools may elect to include a second level review. The composition of the promotion committee and the procedures used are to be specified in the LAU bylaws or standing rules.

The recommendation for promotion is sent from the committee to the Dean. The Dean's recommendation for promotion is due to the Provost by November 1st. By the end of fall semester (no later than December 15th), the Provost will notify the faculty member, in writing, of a decision with accompanying justification, whether or not to recommend promotion.

Term faculty who are promoted will be announced to the Board of Visitors.

Term faculty who are denied promotion are eligible to be considered for promotion in subsequent promotion cycles.

2.7.3.2 Procedures for Promotion and Tenure of Tenured/Tenure-track Faculty

[Note: this is a newly renumbered subsection (originally 2.7.3) specifically for tenured and tenure-track faculty promotion.]

A decision on tenure may be made in any year that the candidate is appointed to the tenure-track unless a specific time is required by the appointment contract. A candidate must be considered no later than the final year of appointment to the tenure-track. An unsuccessful tenure decision prior to the final year on the tenure-track does not reduce the tenure-track period. [Note: This paragraph is moved to Sec. 2.1.2, Tenure-track Appointment.]

[No further changes to this section.]

2.7.4 Tenure-Track Contract Extension

[No changes to this section.]

- 2.8 Appeal of Negative Decisions in Renewal, Tenure and Promotion Cases.
- 2.9 Policies and Procedures Relating to Termination
- 2.10 Faculty Duties and Responsibilities
- 2.11 Faculty Rights and Privileges

[No changes to these sections.]

2.12 Department Chairs

2.12.3 Procedures for Appointment and Renewal

2.12.3.1 Search Procedures

Search procedures are initiated after the incumbent chair has declined to seek reappointment, or after the Provost has notified the incumbent chair that he/she will not be reappointed, or when the position is vacant. A search committee is constituted no later than December 10th. This committee consists of five faculty, all of whom must be tenured or tenure track and will have held a full-time instructional appointment for at least one year: (i) a chair, appointed by the Dean, from among the faculty of the college/school but not of the department; (ii) two faculty, of whom one may be on tenure-track appointment, appointed by the Dean from among the faculty of the department; and (iii) two faculty, of whom one may be on tenure-track appointment, elected from among and by the faculty of the department-from among its own ranks. The department elects its members of the committee after the appointments by the Dean have been made known. The four department faculty members must include at least one representative from each of the faculty groups (tenured, tenure-track, instructional term) who have appointments in the department. If the qualifications for faculty membership cannot be met, the Dean will consult with the department faculty before will appointing another appropriate faculty member. [Note: no further changes to this section.]

2.12.4 Removal

The faculty of a department, under extraordinary circumstances, may petition the Dean to remove a chair who no longer enjoys the trust and confidence of the faculty. A petition of this type will be conveyed to the Dean only if supported by at least https://document.com/three-fourthstwo-thirds of the tenure-track and tenuredfull-time instructional faculty of the department. Upon receipt of such a petition, the Dean, after having inquired into the circumstances which have resulted in the petition, will make a recommendation to the Provost whether or not the removal of the chair is in the best interests of the department and/or the University. The Provost will make the final determination.

The Provost, under extraordinary circumstances, and in consultation with the Dean and the faculty, may remove a chair who is failing to perform at an acceptable level, even when the chair is covered by a multi-year contract. The Provost will give the chair at least thirty days notice.

2.13 Directors of Academic Programs Spanning More Than a Single Academic Unit [No changes to this section.]

Chapter III FACULTY COMPENSATION AND BENEFITS

[Note: The Provost's office no longer administers the Study leave programs.]

3.6.1 Study Leave for Tenure-Track Faculty

All tenure-track assistant and associate professors will be granted a <u>release from teaching responsibilities in the form of a</u> one-semester study leave at some point during the first five years of their tenure-track appointment. The leave is at full pay and benefits. This leave is designed to assist a tenure-track faculty member in advancing his or her research, scholarly, or creative activities. The timing of this leave will be subject to approval by both the respective local academic unit head and the appropriate Dean. The Office of the Provost will provide one-course matrix replacement funding per granted leave request. This leave policy is not intended to conflict with an existing local academic unit practice; rather than reducing a local academic unit's flexibility, its intent is to enhance and supplement existing practices. During the semester either prior to or succeeding the faculty member's leave, the local academic unit may need to ask the recipient to teach one additional course in order to accommodate this leave. Full details and application procedures are available from the Provost Office's web site (http://provost.gmu.edu/). The timing of a leave may be delayed if in the judgment of the LAU administrator, the faculty member's services are needed for a particular semester.

<u>Colleges and schools will notify the Provost of those faculty who have been approved for a study leave. A faculty member who receives a tenure-track study leave must agree to remain a full-time employee of the University for at least one academic year after the conclusion of the leave.</u>

[Note: Term faculty on a multi-year contract are now eligible for Instructional Faculty Study Leave.] 3.6.2 Leave Programs for Tenured-Instructional Faculty

There are two leave programs for tenured faculty. One is administered by the Provost's Office. The other is administered at the local academic unit level. The purpose of these this leave programs is to support professional development initiatives designed to advance scholarly research, teaching, and/or creative activity, including the development of innovative teaching approaches and methods. Leaves are for one semester at full pay and full benefits or an academic year at half pay with full benefits (based on 50% of their base salary). Full details and application procedures for each of these programs are available on the Provost Office's web site (http://provost.gmu.edu/).

Eligibility for the Provost Office Study Leave Program for Tenured Instructional Faculty:

Faculty must be tenured <u>or on a term multi-year contract</u>, with six years of service at Mason, and have completed six years of such service since a previous study leave. This six-year period includes time spent on leave of absence, unless such leave includes time worked at another agency or institution, in which case an exception must be approved and granted by the Vice President for Research.

Colleges and schools establish the procedures, criteria and deadlines for submission and review of leave proposals. The timing of a leave may be delayed if in the judgment of the LAU administrator, the faculty member's services are needed for a particular semester. Colleges and schools will notify the Provost of those faculty who have been approved for a study leave.

A faculty member who receives a study leave must agree to remain a full-time employee of the University for at least one academic year after the conclusion of the leave.

A faculty member who accepts a study leave must agree to serve as a reviewer of future applications at least once.

Eligibility for LAU Professional Development Leaves:

Faculty must be tenured, with six years of service at Mason, and have completed six years of service since a previous study leave. This six-year period includes time spent on leave of absence, unless such leave includes time worked at another agency or institution, in which case an exception must be approved and granted by the Vice President for Research.

A faculty member who receives a professional development leave must agree to remain a full–time employee of the University for at least one academic year after the conclusion of the leave.

Local academic units are responsible for establishing the procedures, criteria and deadlines for submission and review of leave proposals. Local academic units are also responsible for obtaining approval of leave proposals by their Dean and the Provost. The timing of a leave may be delayed if in the judgment of the LAU administrator, the faculty member's services are needed for a particular semester.

Summary of Proposed Revisions to the

Administrative/Professional Faculty Handbook

April 23, 2021

The Administrative/Professional Faculty Handbook is due for revision. In the interest of efficiency and expediency, revisions will be presented twice. The first set of revisions, submitted today, represent the substantive review of Sections I-V, XI and Appendices A, B and D. The second set of revisions representing Sections VI-X and the Librarian's Handbook (formerly Appendix C, now Appendix A) will be presented in Fall 2021. The main purpose for these proposed revisions is to update the Administrative/Professional Handbook, streamline the language, and create more clarity where required.

This summary shows some of the major changes proposed. The proposed revision document is submitted with tracked changes and includes brief comments explaining individual revisions that are not immediately apparent.

In the summary below, the new proposed section titles are used.

I. Application

New text clarifies that the A/P Faculty Handbook applies only to the performance of A/P faculty duties, as some A/P Faculty members have underlying Instructional/Research faculty positions and may have some Instructional/Research faculty duties. When an A/P faculty member performs Instructional/Research faculty duties, the Faculty Handbook controls.

A. Administrative Organization

Rector and Board of Visitors

New section defining the Rector and Board of Visitors. The language used is derived from the Faculty Handbook.

Executive Council

References to specific member positions were removed in favor of redirection to the Leadership website. This allows for more fluidity as the membership of the Executive Council may change.

President's Council

Membership clarified and included reference to Leadership website.

B. Commitment to Diversity, Equity and Inclusion

Heading name changed to include equity and inclusion. Language updated to more accurately reflect Mason's core values as it relates to diversity, equity, and inclusion as well as the expectation that all federal and state equal employment opportunity laws are followed.

II. Definitions

A. Faculty Rank

Removes outdated reference to The Commonwealth of Virginia Consolidated Salary Authorization for Faculty Positions in Institutions of Higher Education, 2001-2002.

Clarification regarding what happens to underlying tenure or tenure track positions when instructional or research faculty appointed to A/P faculty positions.

III. Appointments

A. Offer Letter

Minor changes to indicate that the offer letter establishes the complete terms of the employment relationship.

B. A/P Faculty Who Also Hold Tenured Faculty Appointments

Redundant language removed. Clearer reference to what a tenured faculty member would expect if they no longer hold an A/P faculty position, including reference to the conversion rate if the change involves moving from a 12-month to a 9-month appointment.

C. Favoritism in Personnel Decisions

Instead of including a cross-reference to the Faculty Handbook language on Favoritism in Personnel Decisions, the language from the Faculty Handbook is inserted here.

IV. Compensation Policies

B. Other Compensation

1. Administrative/Professional Faculty Not Holding Academic Tenure

Adds language requiring faculty who wish to teach one course per semester receive approval two weeks in advance, and clarifies that teaching must occur outside the work day, unless there is a flexible work arrangement in place.

D. Employment Outside of the University

Under this revision, it is explicitly stated that outside employment requires supervisor approval, which is consistent with Policy 2227.

E. Political Activity and Candidacy

Proposed revision regarding the expectations for individuals who intend to seek public office and a reminder of Policy 1126 which prohibits employees from using university time or resources for political activities.

V. Leave

Revised to direct to the HR website that houses the most up-to-date information on leave.

VI. Performance Management

This section will be reviewed and revised in Fall 2021. However, the reference to the sample performance evaluation template, Appendix A, has been removed as that template is no longer in use and Appendix A has been deleted.

XI. Revisions and Amendments

Revised to reflect review and revision, if necessary, annually by committee.

Appendix A

This performance appraisal template is no longer in use, so Appendix A should be deleted.

Appendix B

This grievance form is not used and is inconsistent with the current language in the Grievance Procedure Section which requires a written letter or memorandum. This form should be deleted.

Appendix C

The Librarian's Handbook will be reviewed in revised in Fall 2021. However, it will be the new Appendix A.

Appendix D

Information related to leave is available on the HR website, where is it easy to update. Recommendation to remove Appendix D in favor of a reference to the website.

George Mason University

ADMINISTRATIVE/PROFESSIONAL

FACULTY HANDBOOK

March 21, 2012 April 23, 2021

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INTRODUCTION

The Board of Visitors originally approved the Administrative/Professional Faculty Handbook in January 2001.

This handbook outlines the policies and procedures that govern the terms and conditions of appointments of Administrative/Professional Faculty (A/P faculty) of George Mason University (university). The revised policies and procedures contained herein supersede all previous editions of this handbook and apply to all A/P faculty. This handbook does not create any vested rights or benefits. It is not a contract of employment and does not confer contractual rights, either expressed or implied, upon any employee, and the handbook does not guarantee employment for any period of time. All A/P faculty are employed at-will and either the employee or the university may terminate the employment relationship at any time, with or without cause. In cases where there is a conflict between this handbook and federal and state laws, such laws will prevail.

The Human Resources & Payroll Department maintains the Administrative/Professional Faculty Handbook and administers the policies and procedures outlined herein, unless otherwise noted. Any questions or comments regarding the handbook should be directed to the Chief Human Resources Officer (CHRO).

I. APPLICATION

This handbook applies only to A/P faculty in their performance of A/P faculty duties. University Librarians are subject to all sections of this handbook except for Section III (Appointments), certain sections of Section VII (Discipline), and certain sections of Section X (Grievance Procedure), and also are subject to the Librarians' Handbook located in Appendix C-A of this handbook. For Eemployees of the Department of Intercollegiate Athletics who have an Employment Contract, the terms of that Employment Contract take precedence over this handbook and this handbook will only apply to matters not covered superseded by their Employment Contract, are not covered by this handbook.

This handbook sets university level policy. Individual units may implement additional standards which affect A/P faculty in that unit, and must consult with the Human Resources & Payroll Department prior to implementation. In addition to this handbook, A/P faculty are subject to all other applicable administrative policies of the university <u>as well-as policies of and the Virginia Department of Human Resource Management (DHRM)</u>, unless specifically excluded.

A. Administrative Organization

The Rector and Board of Visitors

Responsibility for the governance of George Mason University is vested by the laws of the Commonwealth of Virginia in the Rector and Board of Visitors. Members of the Board of Visitors are appointed by the Governor of the Commonwealth to serve fixed terms of four years. The Rector is a member of the Board, elected by the Board to serve as its chair.

Without limiting the generality of its powers, the Board of Visitors exercises its authority principally in policy making and oversight. With the exception of meetings convened in executive session, meetings of the Board of Visitors and its committees are open to the public.

The President

The Board of Visitors appoints the President of the university, who serves at its pleasure. The President is the Chief Executive Officer of the university and reports to the Rector and Board of Visitors. As Chief Executive Officer, the President is charged with carrying out the policies of the Board of Visitors and providing leadership to the university's faculty, staff, and students in achieving major objectives. Within guidelines established by the laws of the Commonwealth of Virginia and the Board of Visitors, the President

is in charge of the day-to-day administration and the operation of the university.

The Provost

The Provost and Executive Vice President for Academic Affairs and Provost. (hereafter referred to as Provost) is the chief academic officer of the university and is responsible for all educational matters. The Provost is appointed by the President and serves at the President's pleasure.

The Executive Council

The Executive Council is the President's advisory group. Members of the Executive Council have overall responsibility for monitoring university projects and for sharing information about major developments. The current members of the Executive Council can be found at: https://www2.gmu.edu/about-mason/university-leadership.

The Executive Council of the university includes the President, the Provost, the Senior Vice President, the Chief of Staff, the Vice President for University Relations, the Vice President for University Development

Commented [DG4]: Reference to website instead of static list allows this to be more dynamic as membership and/or titles of individuals on the Executive Council may change.

and Alumni Affairs, the Vice President for University Life, the Vice President for Information Technology, and the Assistant to the President/Director for Equity and Diversity Services. The members are appointed by and serve at the pleasure of the President. The members are appointed by and serve at the pleasure of the President.

President's Council

The function of the President's Council is to keep members informed about initiatives and activities, and to participate in discussions of basic policy.

The President's Council consists of college and school deans and directors who are appointed by the President, <u>individuals who</u> serve at the President's pleasure, and <u>individuals who</u> report to the Provost. The President's Council also includes other senior nonacademic administrators who report to their respective—Executive Council Officers.eCurrent members of the President's Council can be found at: https://www2.gmu.edu/about-mason/university-leadership.

B. Commitment to Diversity, Equity and Inclusion

George Mason University strongly believes that diversity enriches the educational and scholarly environment by bringing varied interests, perspectives and experiences to the learning, teaching, research and creative activities that make up our core mission. The university is dedicated to fostering an inclusive environment that ensures access, fairness and equity for the entire Mason community (as covered by law) in its educational programs, related activities and employment.

The university shall adhere to all applicable state and federal equal opportunity statutes and regulations and continue to take affirmative steps to identify and eliminate discriminatory practices in every phase of university operations. Retaliation against an individual who has raised claims of illegal discrimination or has cooperated with an investigation of such claims is prohibited.

The university shall adhere to all applicable state and federal equal opportunity statutes and regulations. George Mason University is dedicated to ensuring access, fairness and equity for the entire Mason-community (as covered by law) in its educational programs, related activities and employment. The-university shall continue to take affirmative steps to identify and eliminate discriminatory practices in every phase of university operations. Retaliation against an individual who has raised claims of illegal-discrimination or has cooperated with an investigation of such claims is prohibited.

II. DEFINITIONS

A. Administrative and Professional Faculty (A/P faculty)

Administrative faculty and professional faculty are normally referred to collectively, as both require advanced learning acquired by prolonged formal instruction and/or specialized training and work experience. However, the university recognizes administrative faculty and professional faculty as distinct position types.

Administrative Faculty positions are generally senior administrators who perform work related to the management of the educational and general activities of the university, for at least fifty percent (50%) of their work. Typically, administrative faculty serve in executive leadership roles such as vice president, provost, dean, assistant or associate vice president or dean, assistant or associate vice provost. Other administrative faculty roles can include (1) those responsible for the administrative direction of separately designated divisions or departments of institutional activity; (2) positions whose primary responsibility is to attract external funds; or (3) positions that are characterized by active, continuing involvement in formulating, interpreting and implementing institutional policy, and exercise substantial independence, authority and discretion in areas such as program planning, design and allocation of resources. The

Commented [DG5]: New language to reflect Mason's values of diversity, equity and inclusion, as well as the expectation that all federal and state EEO laws are followed.

organizational reporting relationship for administrative faculty is normally not lower than three levels below Executive Council positions.

Typical Perofessional Faculty positions are librarians, counselors, coaches, physicians, lawyers, engineers and architects. Other Perofessional Faculty positions may support education, research, University Life and other such similar activities. Professional Faculty positions must require the incumbent to regularly exercise professional discretion and judgment and to produce work that is intellectual and varied and is not standardized.

B. Faculty Rank

Each person appointed to an A/P faculty position is assigned an academic rank. Initial appointment will normally be at the rank of Instructor. Individuals holding a terminal degree may be appointed at the rank of Assistant Professor. A/P faculty may be assigned another initial rank but only with the concurrence of the local academic unit and the Provost.

Assignment of rank must be in accordance with The Commonwealth of Virginia's Consolidated Salary-Authorization for Faculty Positions in Institutions of Higher Education, 2001-2002.

Commented [DG6]: Outdated reference removed.

Professional development and achievement can be recognized by salary adjustment and/or functional title advancement rather than promotion in faculty rank. A/P faculty requesting a promotion in rank must follow the multi-year term contract promotion process <u>defined</u> in the Faculty Handbook. The assignment of, or change in, a standard faculty rank confers no aspect of tenure.

Instructional or research faculty who are appointed to an_A/P faculty positions, if tenured, retain their tenure in antheir underlying_efaculty positions while so serving, iin structional or research faculty on_a_tenure_track appointment, who are appointed to an_A/P faculty positions, if on a tenure track appointment, may continue in that tenure_track status while so serving, subject to the Faculty Handbook provisions regarding stopping the tenure clock.

Librarians follow the professional levels outlined in the <u>Librarians' Handbook</u> located in Appendix CAA, Section II.

III. APPOINTMENTS

A. Offer Letter

Initial aAppointment of A/P faculty at the university is made by means of an employment offer letter. The offer letter establishes the complete terms of the relationship between the employee and the university.

B. Reassignment

The university retains the right to reassign an A/P faculty member at any time. Reassignments should take into consideration the individual's skills and experience. In addition, the faculty member's duties may be changed due to the changing needs of the department, school or university. If an A/P faculty member is reassigned, the individual retains her/his salary and benefits.

C. A/P Faculty Who Also Hold Instructional Tenured Faculty Appointments D.C.

The A/P faculty position is considered to be an "at-will" position. As a result, A/P faculty members are free to resign from the appointment at any time for any reason with at least 30 days of advanced notice inwriting. Similarly, the University is free to release an A/P faculty member from hor/his their appointment at any time, for any reason. If a tenured faculty member resigns from, or is relieved of, their er-his-A/P faculty responsibilities, she or he they will convert back to an instructional their tenured position. If the conversion to their tenured position includes a conversion to a 9-month appointment, then -and-the standard conversion factor of .81818181818 will be used to establish the new base salary effective the start of the next semester.

When an A/P faculty holds an underlying

E.D. Favoritism in Personnel Decisions

The provisions in the Faculty Handbook pertaining to Favoritism in Personnel Decisions apply equally to A/P faculty members.

Favoritism, or the appearance of it, can undermine the trust that members of the university community place in personnel decisions as well as the public interest which the university serves. A personnel decision involving a family member or close personal relationship of an A/P faculty member or Instructional/Research faculty member requires particular scrutiny and safeguards.

No A/P faculty member or Instructional/Research faculty member who has reasonably questionable objectivity in the employment status of another employee may participate in the hiring, supervision, promotion, or evaluation of such employee. Every employee of the university has a continuing

Commented [DG7]: Appendices A, B, and D have been deleted. The Librarian's Handbook (which will be reviewed and revised in Fall 2021) is now Appendix A.

Commented [DG8]: This language exists elsewhere in the Handbook.

Commented [DG9]: Rather than referring the A/P faculty member to a different handbook, the language from the Faculty Handbook was included here.

affirmative obligation to disclose to his or her supervisor(s) any relationship that may reasonably affect their objectivity in such matters.

If an A/P faculty member or Instructional/Research faculty member might exercise or appear to exercise control over any personnel action associated with a person with whom he or she has a family or close personal relationship, the supervisor of the A/P faculty member or Instructional/Research faculty member must designate a disinterested person to substitute for the individual who might have a personal interest. Additional safeguards may also be required if colleagues or subordinates of the individual with a personal interest are involved in those personnel actions. "Appearance of exercising control" includes but is not limited to assigning responsibility for personnel actions or supervision to a colleague or subordinate. If the personnel action involves a faculty member or administrator in a local academic unit, the faculty in that unit and all other interested parties must be fully apprised of the relationship and the safeguards that have been taken to ensure that the individual with a relationship is not involved in the personnel decision.

Relationships constituting a personal interest under the Conflict of Interest Act (S2.2-3100, et seq.), of the Code of Virginia will be handled by the Board of Visitors in accordance with the Act. Family or other relationships reasonably suggesting favoritism under this provision will be fully disclosed to the Board of Visitors incident to promotion, tenure, and hiring decisions. Prior to consideration of a personnel action involving a family member or other relationship reasonably suggesting favoritism, the Provost, or his or her designee, will fully apprise the Board of Visitors of the relationship and the safeguards taken to ensure that the individual with a personal interest was not involved in the action. Only after the Board is satisfied that the present policy was implemented and that safeguards were adequate should the personnel action be approved.

IV. COMPENSATION POLICIES

A. Regular Compensation

In general, A/P faculty are paid semi-monthly. There are some A/P faculty who are paid bi-weekly.

A/P faculty are expected and encouraged to regularly support academic and student programs under their supervisor's direction with no additional compensation.

B. Other Compensation

1. Administrative/Professional Faculty Not Holding Academic Tenure

(i) Occasional Teaching

A/P faculty are permitted to teach no more than one (1) course per semester with approval. All faculty assignments must be approved two weeks in advance of the course start date by the individual's supervisor, Executive Council member, and the Office of the Provost at least two weeks in advance of the course start date. The one (1) course limit may be waived if a justification has been submitted to and approved by the individual's supervisor, Executive Council member, and the Office of the Provost. Absent a flexible work arrangement that is mutually agreed to by the A/P faculty and their supervisor, tThe course assignment course—must occur outside an individual's working hours, and the course work may not be considered a part of the normal tasks/duties. A/P faculty may receive additional compensation for teaching, if there is no adjustment in the regular administrative responsibilities of the position. The compensation shall be based upon the adjunct salary matrix in effect at the time.

(ii) Expectation of Teaching

A/P faculty who are expected to and/or regularly teach up to one course per semester as part of their full-time A/P faculty position will normally have this teaching effort reflected in their base salary. This expectation of teaching responsibilities must be specified in the offer letter/contract.

2. A/P Faculty Holding Academic Tenure

These individuals will not be additionally compensated for teaching a course. However, they may be eligible for overload compensation in an emergency, or one_time only circumstance. This teaching assignment must be approved at least 2 weeks prior to the start of the semester by the individual's supervisor, appropriate Executive Council member, and the Provost's Office. Contractual obligations may preclude an individual's eligibility and participation.

3.—Acting Pay/Stipends/Honoraria

4-3

Additional compensation for temporary additional duties may be approved on an ad hoc basis, subject to budgetary limitations and internal equity-situations. The appropriate Executive Council member must approve such requests. Such additional compensation must be for a fixed term, usually no more than 6 to 12 months, as described in writing in an additional assignment letter, and reviewed annually by the appointing official. Honoraria are single payments. Additional compensation must be approved prior to start of the assignment, absent exigent circumstances.

C. Other Compensation Issues

1. Annual Salary Raise Process

Subject to annual appropriations, A/P faculty may be eligible to receive a salary increase. The specific process and eligibility criteria are established by the Executive Council when funds are appropriated each year.

2. Conversion Factors

Instructional faculty who convert from a 9-month contract to a 12-month administrative contract will be converted at a rate of 1.2222222222. Additionally, an administrative stipend may be given and will remain in effect for the duration of the appointment. When the faculty member returns to a 9-month instructional

contract, the new salary will be calculated at a conversion rate of $\underline{0}.8181818181818$ and the administrative stipend will be removed.

D. Employment Outside of the University

An A/P faculty member may engage in certain employment outside the university, only with prior approval of their supervisor and as permitted by University Policy 2227, Outside Employment. An example includes providing consulting services on an individual basis to other individuals or institutions provided that the A/P faculty member does not engage in full-time outside employment and has obtained prior written approval of his or her supervisor.

A/P faculty members who hold tenure may engage in outside employment only in accordance with the provisions of the Faculty Handbook, and University Policy 2227.

E. Political Candidacy Activity and Candidacy?

A/P faculty who intend to seek public office must inform their supervisor and the President of the University in advance. Furthermore, A/P faculty and must comply with University Policy 1126, university policiesy regarding conflicts of interest, leave, and any other applicable laws and university policies.

V. LEAVE

A/P faculty earn or may be eligible for <u>various types of</u> leave. Refer to the leave chart found at <u>information located at https://hr.gmu.edu/benefits/leave/</u>

http://hr.gmu.edu/forms/benefits/LeaveTypes.pdf and to the University Policy- 2205 regarding recording and submitting hours worked and/or leave taken for more detailed information.

VI. PERFORMANCE MANAGEMENT

Performance Management is the process of defining performance expectations, linking them to organizational needs, maintaining open communication between the supervisor and employee, and evaluating performance. This process is carried out by the A/P faculty member, the supervisor, the reviewer and as appropriate, a Human Resources & Payroll Department representative.

A. Self-Evaluation

All A/P faculty are encouraged to complete a self-evaluation form to assist the supervisor with the evaluation process. The supervisor may require the A/P faculty to complete a self-evaluation form, available on the Human Resources & Payroll Department website or other form approved by the Human Resources & Payroll Department.

B. Performance Evaluation

The annual performance cycle evaluation period is July 1 st through June 30th. After the supervisor has received the employee's self-evaluation, if one has been completed, the supervisor proceeds to evaluate the employee's performance using the performance evaluation form, available on the Human Resources & Payroll Department website or other form approved by the Human Resources & Payroll Department. After the supervisor has completed, signed and dated the Performance Evaluation, it is forwarded to the reviewer, who is usually the supervisor's supervisor. The reviewer may add comments, or may require changes. Once the reviewer has approved and signed the performance evaluation, the supervisor conducts a meeting with the staff member to discuss the final performance evaluation. The employee then signs the performance evaluation to acknowledge receipt, and may add comments. A sample template is included in Appendix A.

C. Unsatisfactory Performance

Commented [DG10]: To be reviewed and revised in Fall 2021.

Prior to issuing an unsatisfactory performance evaluation, the supervisor must consult with the Human Resources & Payroll Department. If an employee receives an unsatisfactory performance evaluation, he or she may not receive salary increases. An unsatisfactory performance evaluation is sufficient cause for termination.

D. Performance Evaluation Appeal

An A/P faculty member may appeal a performance evaluation to the reviewer in writing within ten (10) work days of receiving the evaluation. The reviewer has ten (10) work days to review the appeal, meet with the employee and provide a written response. Response options include: (a) evaluation stands as is, or (b) evaluation is revised as the reviewer, in his or her sole discretion, determines to be appropriate. The Performance Evaluation cannot be the subject of a grievance.

VII. DISCIPLINE

Disciplinary action is a formal process for dealing with behavior that does not meet performance standards. The process may occur at two levels: non-termination and termination for cause. Non-termination actions may include, but are not limited to, suspension with or without pay, formal written reprimand, or demotion (which may result in a reduction of salary). Employees may be subject to one or more such actions.

A. Non-termination Discipline

The procedure for non-termination discipline is as follows:

1. Disciplinary Action

- (i) Prior to taking any non-termination disciplinary action, the A/P faculty member's supervisor must receive approval from both (1) his or her direct supervisor and/or senior level administrator, and (2) the Human Resources & Payroll Department, to provide the A/P faculty member with written notice of the intended disciplinary action.
- (ii) The supervisor must meet with the A/P faculty member and provide written notice of the intended action(s) and the university's justification for the action(s).
- (iii) If the A/P faculty member objects to the intended action(s), the A/P faculty member must respond in writing to her or his supervisor within five (5) work days of the written notice of intended action(s), stating any and all objections to the proposed discipline and the basis for each objection. All information and documentation in support of each objection must be included in the written response.
- (iv) If the A/P faculty member does not respond by such five (5) day deadline, the disciplinary action(s) become(s) final without further action and there shall be no further review.
- (v) If the A/P faculty member provides a timely written response, the supervisor will review the A/P faculty member's objections, and supporting information and documentation. She or he will then provide the A/P faculty member with written notification of what, if any, disciplinary action is being taken.
- (vi) If the discipline being taken is solely a written reprimand, the decision is final and there shall be no second level review. If the disciplinary action being taken involves suspension or demotion, the A/P faculty member may request a second level review.
- (vii) For A/P faculty members who report directly to the President: (1) only Human Resources & Payroll Department approval is required prior to taking disciplinary action; and (2) there is no second level review. The decision of the President is final, regardless of the type of discipline (written reprimand or other).

Commented [DG11]: To be reviewed and revised in Fall 2021

2. Second Level Review

- (i) If a second level review is permitted, the A/P faculty member may request a second level review within five (5) work days of receiving the supervisor's written notification of the disciplinary action being taken. Such request must be made in writing to the A/P faculty member's supervisor.
- (ii) If the A/P faculty member does not request a second level review within such five (5) work day period, the disciplinary action becomes final without further action and there shall be no further review.
- (iii) If a second level review is requested, the supervisor, the supervisor's supervisor (or designee), and a representative from the Human Resources & Payroll Department will meet to review the A/P faculty member's objections, supporting information and documentation previously submitted. The meeting date and time shall be determined by the supervisor's supervisor (or designee).
- (iv) The A/P faculty member may request to be present during and participate in the meeting to present her or his objections, and all information and documentation supporting such objections. The request to be present must be made prior to five (5) work days in advance of the meeting. If the A/P faculty member attends the meeting, the A/P faculty member may be accompanied by an attorney, but the attorney may not participate in the meeting. If the A/P faculty member chooses to bring an attorney, he or she must advise the university no fewer than five (5) work days in advance of the meeting.
- (v) Following the meeting, the supervisor shall provide the A/P faculty member with written notice of the final decision regarding the disciplinary action. The final decision is not subject to any review or appeal.

B. Termination for Cause

1. Cause

The terms "termination", "terminated", "dismissal" or "dismissed" in this handbook mean termination for cause. A/P faculty may be terminated for cause at any time, regardless of whether the Employment Contract of the A/P faculty member is for a defined term. Termination for cause may take place without any prior discipline. **By way of example, but not limitation**, adequate cause for termination includes:

- Conviction of a felony or a crime involving moral turpitude since commencing employment at the university or the willful concealment of such crime in making an application for employment;
- Inability to perform assigned duties because of incarceration;
- Abusive or violent conduct towards members of the university community or visitors;
- Unethical exploitation of students, employees, or campus visitors;
- Failure to carry out professional obligations or assigned responsibilities;
- Falsification of information relating to professional qualifications;
- Violation of university policies and procedures;
- Gross insubordination;
- Unethical conduct;
- Unsatisfactory attendance;
- Unsatisfactory performance;
- Falsifying of records;

- Job abandonment; or
- Unauthorized removal of or damage to university property or another employee's property.

2. Termination For Cause Procedure

- (i) For A/P faculty members who do not report directly to the President, the termination for cause procedure is as follows:
 - (1) Prior to termination for cause, the A/P faculty member's supervisor must receive approval from both (1) the CHRO (or designee), and (2) the supervisor's supervisor or a senior level departmental administrator (or designee), to proceed with the notice of intended action. The appropriate Executive Council member must also be informed of the intended action.
 - (2) The supervisor must meet with the A/P faculty member, and provide written notice of the intended action and the university's justification for the action.
 - (3) If the A/P faculty member objects to the intended action, the A/P faculty member must respond in writing to her or his supervisor within ten (10) work days of receipt of the written notice of intended action, stating any and all objections to the proposed discipline and the basis for each objection. All information and documentation in support of each objection must be included in the written response.
 - (4) If the A/P faculty member does not respond by such ten (10)_work day deadline, the termination becomes final without further action and there shall be no further review.
 - (5) If the A/P faculty member provides a timely written response, the A/P faculty member shall meet with the supervisor, the supervisor's supervisor (or, at the university's discretion, a higher level supervisor), and a representative from the Human Resources& Payroll Department. The meeting date and time shall be determined by the supervisor's supervisor. If the A/P faculty member does not attend such meeting, the decision to terminate becomes final without further action and there shall be no further review. If the A/P faculty member does attend the meeting, she or he must be prepared to discuss her or his objections, and all information and all documentation supporting such objections. The A/P faculty member may be accompanied by an attorney at the meeting, but the attorney may not participate in the meeting. If the A/P faculty member chooses to bring an attorney, he or she must advise the university no fewer than five (5) work days in advance of such meeting.
 - (6) Following such meeting, the supervisor shall provide the A/P faculty member with written notice of the final decision. The final decision to terminate for cause must be approved by the supervisors' supervisor (or, at the university's discretion, a higher level supervisor) and by the CHRO (or designee). The final decision may be to terminate or to take alternate action. In either case, the final decision is not subject to any review or appeal.
- (ii) For A/P faculty members who report directly to the President, the termination for cause procedure is as follows:
 - (1) The President must meet with the A/P faculty member, and provide written notice of the intended action and the university's justification for the action.
 - (2) If the A/P faculty member objects to the intended action, she or he must respond in writing to the President within ten (10) work days of receipt of the written notice of intended action, stating any and all objections to the proposed discipline and the basis for

- each objection. All information and documentation in support of each objection must be included in the written response.
- (3) If the A/P faculty member does not respond by such ten (10) work day deadline, the termination becomes final without further action and there shall be no further review.
- (4) If the A/P faculty member provides a timely written response, the A/P faculty member shall meet with the President and a representative from the Human Resources& Payroll Department to discuss her or his objections, and all information and all documentation supporting such objections. The meeting date and time shall be determined by the President. If the A/P faculty member does attend the meeting, she or he must be prepared to discuss her or his objections, and all information and all documentation supporting such objections. The A/P faculty member may be accompanied by an attorney at the meeting, but the attorney may not participate. If the A/P faculty member chooses to bring an attorney, he or she must advise the university no fewer than five (5) work days in advance of such meeting.
- (5) Following such meeting, the President shall provide the A/P faculty member with written notice of the final decision. The final decision is not subject to any review or appeal.

VIII. TERMINATION WITHOUT CAUSE

A. Resignation

A/P faculty members who resign their positions are expected to provide at least one month's notice.

B. Separation

The terms "separation" or "separated" means termination without cause. A/P faculty members may be separated from the university at any time. Separation from the university implies no fault or cause for the ending of an appointment, but can only occur after the required notification period, except as otherwise provided in this handbook. The decision to separate an A/P faculty member is not appealable or grievable.

1. Notification Period

In calculating the required notification period, all years of continuous full-time service at the university in the current position, as well as in previous full-time positions at the university must be included (see chart below). The notification period can commence at any time and is independent of either the calendar or fiscal year. During this notification period, the supervisor may reassign duties or assign work on special projects. Supervisors must consult with a representative from the Human Resources & Payroll Department, a senior-level departmental administrator, and the appropriate Executive Council member prior to initiating notification of separation. A/P faculty may be separated from the university following the required notification period specified in the following chart, except as otherwise provided in this handbook:

Notification of Separation for A/P faculty

Years of continuous university service: Up to 1 Year More than 1 and up to 4 Years More than 4 and up to 10 Years More than 10 Years Required notification period:

1 month 3 months 6 months 9 months

2. Abolishment of State Funded Position

Commented [DG12]: To be reviewed and revised in Fall 2021.

If an Educational & General (E&G) funded position is abolished, the A/P faculty member may be separated following the required notification period. If the A/P faculty member chooses the enhanced retirement benefit option under the Virginia Retirement System, as provided in the Workforce Transition Act, no notification period shall be required.

3. Abolishment of Sponsored Program Funded Position

If loss of funding or restructuring is the reason for the abolishment of an A/P faculty position that is funded by sponsored program funds, notification of the end of an appointment may be less than the required notification period specified in section VIII.B.1 of this handbook. Notification of loss of funding should be given to the A/P faculty member as soon as the information is received from the sponsor. Positions funded from sponsored program funding *are not* eligible for severance pay.

Unless otherwise specified in the A/P faculty member's contract, if a position's funding changes from E&G funding to sponsored program funding, the A/P faculty member is not eligible for severance.

IX. SUSPENSIONS AND CRIMINAL DISCLOSURES

A. Immediate Suspension

In the university's sole discretion, an A/P faculty member may be reassigned away from the work area or placed on administrative leave under certain circumstances, with or without pay. These circumstances include, but are not limited to, situations where that person's continued presence (1) may be harmful to self or other employees, or (2) makes it difficult for the university to execute its functions. In such cases, the A/P faculty member shall be given notice of the charges and an explanation of the university's evidence as soon as possible thereafter. Supervisors must consult with the Human Resources & Payroll Department prior to taking this action.

B. Disclosure of Convictions or Arrest

Each A/P faculty member is required to disclose to his or her supervisor any convictions or arrests for all offenses, other than non moving traffic violations, while employed. Failure to disclose convictions or arrests, or the nature of the offense, may result in disciplinary actions.

X. GRIEVANCE PROCEDURE

A. Definition

The term "Grievance" means a complaint by an A/P faculty member, which alleges: (1) that an action or inaction of the university against the A/P faculty member is a violation, misinterpretation, or incorrect application of a policy, procedure or practice of the university directly affecting that A/P faculty member, or (2) retaliation by a supervisor against the A/P faculty member for engaging in the Grievance procedure. The A/P faculty member filing the Grievance is referred to as the "Grievant".

A/P faculty who allege violations of the university's Non-Discrimination Policy (Administrative Policy 1201), Sexual Harassment Policy (Administrative Policy 1202), or Non-Discrimination and Reasonable Accommodations on the Basis of Disability Policy (University Policy 1203), must submit such complaints to the Office of Equity and Diversity Services, in accordance with its procedures. Such allegations are not subject to this Grievance procedure.

B. Administration

All questions regarding the administration of this grievance procedure must be referred to the CHRO. The

Commented [DG13]: To be reviewed and revised in Fall 2021.

decisions of the CHRO with respect to the administration of this Grievance procedure are final.

C. Non-grievable Issues

Complaints about the following topics cannot be the subject of a Grievance:

- the contents of any university policies, procedures, rules, regulations, ordinances, and statutes:
- the contents of any employment contract;
- the routine assignment of university resources (for example, space, parking, operating funds);
- termination, separation, or termination or non-renewal of employment contract;
- disciplinary action;
- layoff or suspension from duties due to university staffing needs, reduction in work force, or abolishment of position;
- compensation, reassignment, title, or performance evaluation.

D. Grievance Procedure

1. Initiating Grievance

To initiate a Grievance, the Grievant must submit a request in the form of a written letter or memorandum to the CHRO, or her or his designee. A blank grievance form is provided in Appendix B.

2. Panel

If it is determined that the alleged offense is grievable, a three member panel shall be selected from a standing group of A/P faculty members who have all been appointed by the CHRO to constitute a Standing Committee for this purpose. The first member shall be selected by the Grievant; the second by the supervisor of the Grievant, and the third, who shall serve as chair, shall be selected by agreement of the first and second members. If the first and second members cannot agree on a third panel member, the third member shall be chosen by the CHRO. This panel shall consult with the Human Resources & Payroll Department regarding appropriate procedures for conducting a hearing.

The following individuals are ineligible to serve on the panel: individuals who have been involved in the alleged actions; relatives of the Grievant or supervisor (if applicable); staff members of the Human Resources & Payroll Department, the Office of Equity and Diversity Services, the Office of University Counsel, or the President's Office; and A/P faculty members within the Grievant's direct line of supervision.

- (i) Hearing. The panel shall conduct a hearing, as provided in this section, within fifteen (15) work days of being formed. The panel shall review all relevant documentation, and hear all relevant evidence presented by the Grievant and any other relevant person, as determined by the panel members. Both the university and the Grievant have the right to have legal counsel present, but counsel may not participate directly in the hearing. In order to preserve confidentiality to the greatest extent possible, only panel members, the Grievant, the supervisor, and legal counsel may attend the hearing. Witnesses may be called to present testimony but may not attend the entire hearing. An audio recording of the hearing may be made by the Grievant, university representatives, or both.
- (ii) <u>Recommendation</u>. The panel shall make a recommendation to the Senior Vice President or Provost, depending on reporting structure of the Grievant, or if the Grievant reports to the Senior Vice President or Provost, to the President. The panel shall provide its recommendation in writing within fifteen (15) workdays of the hearing to the Grievant and the Senior Vice President, Provost, or President.

- (iii) <u>Decision</u>. The Senior Vice President, Provost, or, if the A/P faculty member reports to the Senior Vice President or Provost, the President shall decide whether or not to grant the Grievant's request. The Senior Vice President, Provost, or President may decide to take alternative action. The decision of the Senior Vice President, Provost or President is final and may not be appealed. The decision shall be provided to the Grievant in writing within fifteen (15) work days of receiving the panel's recommendations.
- (iv) <u>Timelines</u>. If a grievant does not meet the time limits specified in this Grievance procedure, she or he will be deemed to have accepted the decision of his or her supervisor. The CHRO may, in her or his sole discretion, extend deadlines provided in this section, or stay the Grievance proceedings in order to allow other processes or investigations to be resolved.

XI. REVISIONS AND AMENDMENTS

The A/P faculty handbook will be reviewed <u>and revised</u>, <u>if necessary</u>, annually <u>by the Human Resources & Payroll Office and updated every five (5) years</u> by the handbook committee. Any revisions or amendments will be submitted to the Board of Visitors for approval, except that the Board of Visitors may delegate authority for such approval to a senior administrator of the university.



Appendix A

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Human Resources and Payroll

4087 University Drive, MS 3C3, Fairfax, Virginia 22030 Phone: 703-993-2600; Fax: 703-993-2601

Performance Appraisal Administrative/Professional Faculty

Name	GNumber
	Start Date in current position (MM/DD/YYYY)
Job Title	Department
Supervisor's Name	Phone #_Email
Supervisor's G Number	Pnone #_Email
. Overall summary of the past	cycle's performance:
. Brief description of work str	engths and weaknesses:
B. Performance goals/plan, inc	luding training and professional development for next cycle:
. Performance Level	
	perior and frequently exceeds expectation.
Performance generally sur	perior and frequently exceeds expectation. tandards and makes a positive contribution.
Performance generally sur	

Performance Appraisal

Administrative/Professional Faculty

Essential Factors	Superior	Satisfactory	Needs Work	Comments
Leadership				
Change Orientation				
Disarias				
Planning				
Communication				
Management	Superior	Satisfactory	Needs Work	Comments
Task/Project Management				
Diversity Management				
Conflict Management				
Performance Management of direct				
reports				
Teamwork & Cooperation				
Privacy & Computer Security				
Management (Confidentiality)				
Manage Work/Life Issues				
wanage work/Ene issues				
Customer Service				
Supervisor's Signature			Date /MI	M/DD/YYYY)
· · · · · · · · · · · · · · · · · · ·				·
Reviewer's Signature				·———
Faculty Signature			Date (MI	M/DD/YYYY)

(This form is a template. For more up-to-date forms, please visit http://hr.gmu.edu/class-n-comp.)



(This form is a template)

Appendix B

Human Resources and Payroll

4087 University Drive, MS 3C3, Fairfax, Virginia 22030 Phone: 703-993-2600; Fax: 703-993-2601

GRIEVANCE FORM FOR ADMINISTRATIVE/PROFESSIONAL FACULTY

Name:	Job Title:		
Department:		Date:	
Phone:	E-mail:		
Date Grievance Occurred:	_		
The issues are (attach all relevant documents):			
The facts supporting this are (attach all relevant docum	ents):		
The relief I want is (attach all relevant documents):			
Date: Employee's	Signature		
	olynature.		

Commented [DG15]: This form is not used and is inconsistent with the current language in the Grievance Procedure Section which requires a written letter or memorandum.

Appendix CA

Commented [DG16]: The Librarians' Handbook is now Appendix A. This will be reviewed and revised in Fall 2021. The Table of Contents has been updated to reflect new pagination.

Librarians' Handbook

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 $^{^{\}dagger}\text{Approved}$ by the Board of Visitors on March 21st, 2012

I. INTRODUCTION

The Librarians' Handbook supplements the Administrative/Professional (A/P) Faculty Handbook of George Mason University [the University]. The provisions of the Librarians' Handbook, in so far as applicable, are incorporated by reference in all employment contracts for University Librarians with_professional faculty appointments in the University Libraries.

For the purposes of the *Librarians' Handbook*, a "librarian" is defined as an employee who:

- Holds a graduate degree in library or information science including, but not limited to the MLS, MLIS, MS, etc., from an American Library Association (ALA) accredited program OR a foreign degree that is a certified equivalent; and
- · Holds a professional faculty appointment.

Librarians are bound by the *A/P Faculty Handbook* except as specifically superseded by the *Librarians' Handbook*. Librarians have a professional ranking system and undergo peer review processes consistent with the Association of College and Research Libraries' "Guidelines for Academic Status for College and Research Librarians."

A. Role and Function of Librarians

As academic personnel, librarians are at the core of the University's teaching, learning, research and service mission. As such, librarians at the University are responsible for acquiring, organizing, managing, and providing access to a multitude of scholarly resources. In addition, librarians may fulfill research consultation and instruction responsibilities in the University. The multiplicity of functions performed and the varied specialties possessed by librarians at the University reflect the diversity of the Libraries' programs, collections, and related service obligations. All_librarians share a responsibility to perform at the highest level of professional competence, provide consistently high quality service to students and faculty, and to engage actively with and meaningfully contribute to the academic and research enterprise of the University.

B. Academic Freedom and Civil Liberties

Librarians enjoy privileges and obligations of academic freedom as generally recognized by the University and derived from the foundational "Statement of Principles on Academic Freedom and Tenure" of the American Association of University Professors and American Association of Colleges and Universities.

Further, the American Library Association and its members aim to safeguard the free flow of information and ideas, as set forth in such guiding documents as the "Library Bill of Rights" and the "Code of Ethics." These documents state that, in addition to the generally accepted legal and ethical principles and the respect for intellectual freedom of every citizen, membership in the library profession carries with it special obligations and responsibilities.

Libraries should not engage in censorship in the fulfillment of their responsibility to provide information. It is in the interest of the University community for librarians to make available the widest possible diversity of views and expressions. It is also essential that librarians have the right to express their views responsibly without fear of censorship, retaliation, or other penalty.

For librarians, academic freedom is defined as:

- The right to conduct, to publish, and to present scholarly research in a professional, responsible manner, within the limits imposed by the resources of the institution.
- The right to unrestricted provision of information on subjects (including controversial questions), subject to the provisions of State law and within one's professional expertise in a professional, and responsible manner, both on and off campus.

In addition to academic freedom, the University is fully cognizant that librarians enjoy the same civil liberties as other citizens. In the exercise of these civil liberties, librarians have an obligation to make explicit that they are not representing the University, its governing Board, or the Commonwealth of Virginia. All librarians have an obligation to avoid any action that appears or purports to commit the institution to a position on any issue without appropriate approval.

C. Questions of Handbook Interpretation

Any question of interpretation relating to the provisions of the *Librarians' Handbook* shall be resolved by the designated University officer to whom the University Libraries report, after consulting with the University Librarian, the Librarians' Council officers, and other individuals as appropriate.

D. Procedure to Review or Amend Handbook

The Librarians' Council Committee on Committees shall review the *Librarians' Handbook* every five years or as needed. If needed, the Librarians' Council may make changes to reflect the current policies and procedures of the University or the Commonwealth of Virginia. If the Librarians' Council wishes to amend the Handbook, they can request that an ad-hoc committee for this purpose be appointed by the designated University officer to whom the University Libraries report. All substantive changes to the *Librarians' Handbook* must be approved by the Board of Visitors.

II. TERMS OF APPOINTMENT

A. Initial Appointment as Librarian and Contract

Librarians at the University typically receive an initial appointment contract of two years. However, depending on the timing of the appointment in a fiscal year, the initial appointment may be of shorter or longer contract duration, but no less than eighteen (18) months and no more than thirty (30) months. The initial appointment as librarian in the University is irrespective of rank. Subsequent contract renewals are based on the librarian's rank with corresponding appointment lengths, as stipulated below.

B. Librarian Ranks and Duration of Appointment

1. Professional Ranks for Librarians

Librarians at the University are designated by professional ranks that reflect professional competence, scholarship, service, and experience. These ranks are used in the initial appointment, reappointment, and promotion processes to recognize professional accomplishments and to provide incentives for further professional achievement.

Librarians may advance through the professional ranks provided they meet the criteria at each rank as stipulated below. Librarians should address questions concerning appropriate activities that meet these criteria to the Librarians' Council Professional Review Committee (PRC). After the initial appointment, a librarian may advance from one rank to the next in order. Librarians who wish to be considered for promotion to the next professional rank may do so by application to the PRC of the Librarians' Council. A librarian may not progress two ranks in one review cycle.

a) Librarian I

(1) Definition

"Librarian I" is the beginning professional rank. Librarians at this rank possess appropriate disciplinary and professional knowledge, but their professional experience is at a beginning or basic level.

(2) Criteria for initial appointment or reappointment at this rank:

A librarian at this rank is expected to have met most of the following criteria:

- a. an ALA-accredited library degree or certified foreign equivalent, and any certification that may be required by the University;
- b. up to three years of successful appropriate professional experience or equivalent, preferably with a significant portion in an academic library;
- c. evidence of potential for a successful career in academic librarianship; and
- evidence of knowledge and use of appropriate information resources and related technologies.

(3) Length of appointment

A librarian appointed at this rank, not on an initial appointment, shall receive a two-year appointment. The librarian shall be considered for contract renewal at the end of the first year of the two-year appointment.

b) Librarian II

(1) Definition

"Librarian II" shall be the rank for those librarians with a specialization in a technical, linguistic, disciplinary, or functional area. A librarian at this rank may participate in the development and implementation of new policies, programs, or services. At this rank, the librarian should have made contributions to the mission, goals, and objectives of the University Libraries or to a previous library organization, or to the academic library profession.

(2) Criteria for initial appointment, reappointment, or promotion:

A librarian at this rank is expected to have met most of the following criteria:

- completed from three to seven years of successful appropriate professional experience or equivalent;
- b. demonstrated professional competence, preferably in an academic library;
- demonstrated professional growth, and contributions to scholarship and/or professional organizations; and
- d. demonstrated service to the Libraries, University, and/or community.

(3) Length of Appointment

A librarian appointed at this rank, not on an initial appointment, shall receive a three-year appointment. The librarian shall be considered for contract renewal in the second year of the three-year appointment.

c) Librarian III

(1) Definition

"Librarian III" shall be the rank for those librarians who have achieved professional standing through their scholarly and professional service contributions. The criteria for appointment and promotion to this rank include broad and substantial professional competence and noteworthy scholarly or creative accomplishments. Librarians at this rank have made creative contributions to the programs and services of the University Libraries, and have consistently rendered a high caliber of service to patrons and to the University community or have had a similar record of achievement at previous professional positions.

(2) Criteria for initial appointment, reappointment, or promotion:

A librarian at this rank is expected to have met most of the following criteria:

- a. completed from seven to twelve years of successful appropriate professional service or equivalent, preferably in an academic library;
- b. demonstrated both substantial and broad-based competence within one's professional scope and specialization;
- achieved professional recognition through noteworthy contributions to scholarship and professional and/or scholarly organizations;
- d. demonstrated substantial service to the University Libraries, University, and/or the community; and
- demonstrated creativity or problem solving skills as shown by the initiation and implementation of a new program or service, or substantial improvement of an existing program or service within the organization.

(3) Length of Appointment

A librarian appointed at this rank, not on an initial appointment, shall receive a four-year appointment. The librarian shall be considered for renewal of appointment in the third year of the four-year appointment.

d) Librarian IV

(1) Definition

"Librarian IV" shall be the rank for those librarians whose professional stature is substantive, and consequential. Librarians at this rank are characterized by an ongoing record of professional accomplishments, and have distinguished themselves in statewide, regional and national levels for their expertise and contributions. Librarians at this rank have also established sustained leadership in library or scholarly organizations. They have consistently provided high caliber service to the University Libraries and/or University community, and have a substantial record of scholarly pursuits.

(2) Criteria for initial appointment, reappointment, or promotion:

A librarian at this rank is expected to have met most of the following criteria:

- a. completed more than twelve years of successful appropriate professional experience or equivalent, preferably with a significant portion in an academic library;
- b. achieved superior professional accomplishments in assigned areas of responsibility; c.has an established record of progressively significant publications and presentations;
- d. held progressively important appointed or elected positions in state-wide, regional and national professional or scholarly organizations;

- e. demonstrated significant and sustained service to the University Libraries, University, and/or the community; and
- f. earned an advanced degree(s) from an accredited institution, and/or achieved specialized professional certification(s) beyond the required academic credentials for librarians at the University.

(3) Length of Appointment

A librarian appointed at this rank, not on an initial appointment, shall receive a five-year appointment. The librarian shall be considered for renewal of appointment in the fourth year of the five-year appointment.

C. Performance Expectations

The high standards for service and performance evident in the University Libraries reflect the overall high standards set by and expected at the University. Librarians, through their commitment to providing the highest quality of service, must acquire the requisite knowledge and develop the necessary skills to uphold and further these standards of institutional excellence, as outlined in this document.

The success of this common professional endeavor depends on performance standards for librarians. These performance standards provide the framework for professional review and promotion in rank and create an environment that both challenges and motivates the individual librarian. There are three general areas of performance considered in the professional review process: (1) Professional Competence, (2) Scholarship, and (3) Service. Professional competence is the most important in that superlative performance in either of the last two areas does not compensate for weak performance in the first. It is recognized, however, that worthwhile activity in the second and third areas can, in fact, have a beneficial impact on the first. It is important, therefore, to note that all three areas, in proper balance, do distinguish the excellent librarian from the good one. Representative criteria within these three general areas of performance (listed below) shall be applied in the contract renewal and promotion system.

Assessment of the first area, Professional Competence, is the responsibility of each individual librarian's supervisor. Assessment of the second two areas, Scholarship and Professional Service and University and Community Service, are the responsibility of the Librarians' Council Professional Review Committee (PRC). The PRC assesses professional librarians at all ranks for contract renewal purposes as well as promotion in rank. The University Librarian reviews the recommendations of both the librarian's supervisor and the PRC, and makes a recommendation for renewal and/or promotion. This recommendation shall be forwarded to the University's Administration for final decision through the reporting hierarchy designated by the University.

The following criteria are not inclusive, nor are they presented in order of priority. The applicability and relative importance of these criteria to any specific librarian position will vary, depending upon the individual's rank and the nature of his/her responsibilities.

1. Professional Competence

Competence in a librarian's assigned area of responsibility is basic to overall professional performance and is evaluated annually by the supervisor and reviewed by the supervisor's supervisor. Librarians at the University are accountable for:

- satisfactory execution of assigned duties and responsibilities;
- demonstrated ability to assess needs, analyze problems and provide solutions;
- · mastery of subject areas as appropriate;
- evidence of knowledge of relevant advances in librarianship, especially academic research librarianship, and implementation/use of appropriate technologies;
- · contributions that stimulate achievement, commitment, and promote collegiality;

- supporting and shaping the University's and Libraries' goals in ways appropriate to the individual's position;
- exercising independent and sound professional judgment; and
- effective communication (written and oral) and interpersonal skills.

2. Scholarship and Professional Service

Librarians have privileges and responsibilities commensurate with their academic role as professional faculty at the University. As members of a profession, librarians are expected to keep current with and contribute to the advancement of the profession. A commitment to continuing growth and development is central to the definition of librarianship in an academic environment. Some representative activities that demonstrate professional growth and contributions are:

- professional presentations and scholarly publications, including critical reviews of scholarly works and assessment of information resources or services;
- active participation in scholarly or professional associations which may include speaking at a workshop or conference, presenting papers, and participating in panel discussions;
- consulting for the University community, professional or scholarly organizations, business, industry, government, educational institutions, or libraries;
- professional achievement through contributions to the field of academic librarianship, or through recognized leadership positions within the field of librarianship outside the institution;
- · grant proposal writing;
- mastery of subject matter as demonstrated through advanced degrees, certifications, licenses, honors, fellowships, scholarships or awards in the field of librarianship and/or other relevant academic disciplines;
- serving on student projects or university degree committees;
- teaching courses or giving lectures beyond the library's instruction program; and
- service to the profession as evidenced by active participation in professional, scholarly or service activities at the local, state, regional, or national levels, such as committee work, holding an office, or organizing/facilitating programs.

3. University and Community Service

Librarians are an integral part of the University and professional community and are representatives, official or unofficial, of both the University Libraries and the University. Each librarian should share the vision of the Libraries and play a role in implementing its mission by representing the University Libraries in the academic and professional communities. Some representative ways in which a librarian may participate beyond his/her immediate assigned duties are:

- service to the University and/or the University Libraries through participation in the work of committees, task forces and special projects at the University, Libraries, or departmental level;
- participation in shaping the University's educational initiatives and materially supporting and contributing to the University's research goals;
- service to the community through participation in educational service activities external to the University community such as library boards, literacy programs, or other appropriate volunteer work.

D. Professional Review for Librarians

1. Overview

Professional Review is a required process for librarians that is in addition to the University's Employee Evaluation Procedure provided in the *A/P Faculty Handbook Section VI Performance Management*. The professional review process is managed by the Librarians' Council through its PRC.

The criteria outlined in "Performance Expectations for Librarians' (Librarians' Handbook Section II.C) and "Professional Ranks for Librarians" (Librarians' Handbook Section II.B) shall be used by the PRC to develop and maintain consistent guidelines to identify and encourage areas of professional growth and expertise. The PRC is charged, and held accountable by the Librarians' Council with developing the forms used in this process and defining the documentation requirements. The PRC shall use the guidelines herein to assess the scholarship and professional service of University librarians for contract renewal purposes as well as promotion in rank.

2. Renewal/Promotion Professional Review Schedule

The professional review process for librarians begins during the fall semester.

The following schedule is only an approximate sequence of events and may vary from year to year depending on circumstances. More specific timetables are determined by the PRC and the University Librarian's Office every year.

Librarian Professional F	Review Process Timetable
August/September	PRC Chair contacts the University Libraries Office for the names of review candidates and notifies Librarians' Council of upcoming reviews. PRC Chair sets the dates for the current review cycle.
September/October	PRC Chair calls for applications for promotion and stipulates deadline for submission of such requests.
November/December	University Librarian, in consultation with the PRC Chair, appoints Professional Review subcommittees for individual librarians. Librarians are notified of their review subcommittee.
December/January	Librarians submit Professional Review documentation to PRC.
January/February	Professional Review subcommittees review candidate dossiers and CVs as they are received. Immediate supervisors submit professional competence and performance evaluations of candidate, with recommendations to renew or not to renew appointment.
March	University Librarian reviews candidate Professional Review documentation, and submits recommendations to University administration. The University Provost makes final reappointment and/or promotion in rank decisions and notifies librarians of these decisions in writing. Non-renewal of appointments will be communicated, in writing by the University Librarian, no later than March 31 st .
May	University Librarian will execute a new employment contract to each reappointed or promoted in rank librarian for the specific period no later than May 31 st for the specified period. The contract will be counter-signed by the Librarian and filed accordingly.

The effective date of all promotions in rank and renewed contracts at the end of the initial appointment shall be the first day of the fiscal year that begins immediately following the review. The effective date for all other renewed contracts shall be the first day of the fiscal year following the end of the original contract.

3. Composition of Professional Review Subcommittees

The Review Subcommittee is charged with reviewing the scholarship and service credentials of individual librarians and making a recommendation to the University Librarian regarding contract renewal or application for promotion in rank.

For each librarian reviewed, the University Librarian, in consultation with the Chair of the PRC,

designates the members for the librarian's review committee, taking into account possible conflicts of interest. The Chair of the individual review subcommittee must be a member of the PRC. Other review subcommittee members shall be drawn from the current PRC or, if necessary, may be drawn from eligible members of the Librarians' Council. A librarian is eligible to serve on a review subcommittee if he/she has already gone through the full professional review process. Prior to the commencement of the review process, review candidates and review subcommittee members have the option to appeal the composition of their PRC committee to the University Librarian within five (5) business days of notification.

4. Review of Initial Appointment

The review of librarians on initial appointment, regardless of rank, shall occur no less than six months before the expiration of the initial appointment. The type of review that shall be conducted is dependent on a librarian's rank as outlined herein. The librarian shall be notified of the decision no less than two months prior to the end of the initial appointment.

Renewed appointments are fiscal year appointments and shall begin at the start of the fiscal year immediately following the review. The contract length shall be for a set term based on the rank at which the librarian is reappointed.

a) Librarian I Rank

Librarians at the Librarian I rank shall only be reviewed on professional competence. This review shall be conducted by their immediate supervisor, who shall write a letter to the University Librarian assessing the librarian's professional competence and making a recommendation concerning continuing appointment. Upon review of this information and recommendation, the University Librarian shall make a determination to reappoint, or not reappoint.

b) Librarian II Rank and higher

Librarians at the Librarian II rank and higher shall submit to the PRC a dossier documenting his/her professional scholarship and service. The librarian's professional review subcommittee shall review this documentation and submit a recommendation regarding continuing appointment to the University Librarian. The immediate supervisor shall write a letter to the University Librarian assessing the librarian's professional competence and making a recommendation concerning continuing appointment. Upon review of this information and recommendation, the University Librarian shall make a determination to reappoint, or not reappoint. This recommendation shall be forwarded for final approval to the reporting hierarchy designated by the University.

5. Review of Subsequent Appointments

Approximately eighteen (18) months prior to the expiration of the subsequent appointment, the librarian shall provide the PRC with an annotated CV or complete dossier that details his/her professional scholarship and service activities during the review period. For the first full professional review, a Librarian I shall be required to submit the full dossier. The librarian's Review Subcommittee shall review this documentation and submit a recommendation regarding reappointment to the University Librarian. The immediate supervisor shall write a letter to the University Librarian assessing the librarian's professional competence and making a recommendation concerning appointment. Upon review of this information and recommendation, the University Librarian shall make a determination to reappoint, or not reappoint. This recommendation shall be forwarded for final approval to the reporting hierarchy designated by the University.

The librarian shall be notified of the decision no later than two months prior to the end of the current fiscal year.

Renewed appointments begin on the first day of the fiscal year following the completion of the current contract. They shall be for a set term based on the level at which the librarian is appointed.

6. Non-renewal of Appointment

If the decision is made to not renew the librarian's contact, the University Librarian shall notify the librarian and his/her immediate supervisor in writing of the decision. In this letter, the University Librarian must present adequate reasons for the non-renewal of appointment. The reasons for a decision not to renew must be documented and based on one or more of the following:

- unsatisfactory job performance as evidenced by the written annual performance evaluations, the librarian's immediate supervisor's letter, and other pertinent documentation;
- failure to meet the criteria outlined in "Performance Expectations" (Librarians' Handbook Section II.B) and "Librarian Ranks and Length of Appointment" (Librarians' Handbook Section II.A.1.) for the rank at which the librarian is appointed.

The librarian may appeal this decision if he/she disagrees with it or if he/she believes that the professional review process as stated herein was not followed. See *Librarians' Handbook Section II.E Appeals* for further information. The burden of proof on appeal rests with the librarian.

7. Review of Promotion Requests

Librarians may apply for promotion during any professional review cycle whether or not they are up for contract renewal. Promotion is based upon the criteria listed in "Professional Ranks for Librarians," Librarians' *Handbook Section II.B.1*. A librarian seeking promotion must meet the requirements stipulated for a given rank (Section II.B.1 Professional Ranks for Librarians) in order to be promoted to that rank. The PRC shall announce due dates by which librarians must indicate their intent to apply for promotion.

A librarian applying for promotion shall provide the PRC with a complete dossier documenting his/her professional scholarship and service activities since his/her last promotion. The librarian's review subcommittee shall review this documentation and submit a recommendation regarding promotion to the University Librarian.

The immediate supervisor shall write a letter to the University Librarian assessing the librarian's professional competence and making a recommendation concerning promotion. Upon review of this information and recommendation, the University Librarian shall make a determination to promote, or not promote. This recommendation shall be forwarded for final approval to the reporting hierarchy designated by the University.

The librarian shall be notified of a decision no less than two months before the end of the current fiscal year. If the librarian is promoted, a new appointment shall begin the first day of the fiscal year immediately following the decision to promote. The term of the new appointment shall be dependent on rank to which the librarian is promoted.

In the case of non-promotion, the University Librarian shall notify the candidate in writing no less than two months prior to the end of the current fiscal year and provide reasons for promotion denial. The reasons for a decision not to promote must be documented and based on one or more of the following:

- unsatisfactory job performance as evidenced by the written annual performance evaluations, the librarian's immediate supervisor's letter, and other pertinent documentation;
- failure to meet the criteria outlined in "Performance Expectations" (Librarians' Handbook Section II.C) and "Librarian Ranks and Length of Appointment" (Librarians' HandbookSectionII.B.1.) for the rank at which the librarian is appointed.

The librarian may appeal this decision if he/she disagrees with it or if he/she believes that the professional review process as stated herein was not followed. See *Librarians' Handbook Section II.D Appeals* for further information. The burden of proof on appeal rests with the librarian.

E. Review Appeal Procedure

The intent of the appeal procedure is to provide a fair and competent review.

1. Definitions

An "appeal" is a request to the University Librarian for the review of a disputed decision.

A "business day" is defined as any weekday, Monday through Friday, when the petitioner is normally at work.

Librarians can appeal the following two actions:

- · non-renewal of appointment
- non-promotion.

Time limits in the process may be extended by mutual written agreement of the affected parties.

2. Appeals Procedure

At any point in the appeal process prior to the time that the panel renders a decision, the librarian may withdraw his/her appeal. No reprisals of any kind shall be taken by the University or any employee against any party of interest, any witness, or any other participant in the appeal procedure by reason of such participation.

3. Filing Appeal

The petition for an appeal must be filed with the University Librarian within ten (10) business days of the receipt by the appointee of the decision not to renew or not to promote.

4. Formation of Appeals Panel and Hearing

An appeal panel is to be formed within ten (10) business days of the request filing. This panel shall consist of three members of the instructional/research or administrative/professional faculty, none of whom are on initial appointments. The panel members may not have participated in the original decision not to renew or not to promote the appointee. The petitioner shall select one member of the panel. The University Librarian shall select the second member of the panel. The two members shall then select the third member of the panel, who serves as chair. The names of the panel members shall not be publicly released.

The Chair of the panel shall request that the librarian and supervisor submit all relevant documents to the panel. The panel shall hold a hearing in the presence of both parties within ten (10) days of receipt of the required documentation. It is the responsibility of the Chair of the panel to set dates for the hearing, to notify University Counsel and HR, answer questions regarding procedure and determine a reasonable time limit for the conduct of the hearing and adjournment.

Witnesses may be called to appear on behalf of either party. The University shall make every effort to ensure that documents and individuals deemed essential for a fair and impartial decision are available. The librarian may be accompanied by an attorney at the hearing, but the attorney may not participate. If the librarian chooses to bring an attorney, he or she must advise the University no fewer than five (5)

business days in advance of such hearing.

The hearing shall not be open to the public and will not be recorded in any manner. Witnesses shall attend the hearing to give testimony and shall leave the hearing immediately thereafter.

5. Decision of the Panel

The decision of the panel shall be by majority vote. The Chair of the panel is responsible for writing the panel decision and submitting it to the President, or his/her designee, the librarian, the supervisor, and the University Librarian within three (3) business days of the end of the hearing. The President, or his/her designee, shall submit to the librarian, the supervisor, and the University Librarian a final and binding decision within five (5) business days of receipt of the panel's recommendation.

The panel's decision shall consist of one of the following recommendations:

- It is recommended that the librarian shall be renewed/promoted.
- It is recommended that the librarian's appointment shall not be renewed.
- It is recommended that the librarian shall not be promoted.

6. Procedural Deficiencies

If the President, or his/her designee, determines that the appeal procedures were not followed correctly by the panel, then the case shall be sent back to the panel to correct the deficiencies in the process.

7. Records Retention

After the appeal has been decided, the records of the case shall be given to the Office of the University Librarian for filing and maintenance in the librarian's personnel file per the University's Records Retention Policy.

III. PROFESSIONAL DEVELOPMENT LEAVE

Several types of professional development leave are available to librarians through University's and University Libraries' programs in addition to other types of leave available to A/P faculty. For more information about other leave types, refer to the Leave Options Chart in Appendix D of the A/P Faculty Handbook. Professional development leave available to librarians includes:

A. Research Leave

Librarians may apply to the Professional Development Committee (PDC) of the Librarians' Council for short-term Research Leave. This competitive Research Leave provide up to two (2) weeks of paid leave. Librarians who wish to apply for Research Leave should consult either the "Research Leave Policy and Application" available on the Librarians' Council page of the University Libraries' intranet or contact the Chair of the Professional Development Committee.

The University Librarian makes final determination and awards Research Leave upon consideration of the PDC recommendation. Librarians shall use Research Leave within a reasonable period. Librarians shall consult with their supervisor when planning and scheduling Research Leave.

B. Professional Leave without Pay

Professional leave of absence without pay provides librarians with an opportunity for continued achievement through special study, research, or writing. Leave is also provided for projects that directly

benefit the institution and for public or private service outside of the institution. Requests for these types of projects shall be considered on a case-by-case basis. Within three months following completion of leave, the librarian shall submit to the University Librarian a summary of professional activities undertaken while on leave. The decision to award professional leave without pay is made solely at the discretion of the University.

To apply for professional leave without pay, a librarian must submit a written application to the University Librarian at least three (3) months prior to commencement of the leave. Exceptions to this timetable will be considered only in unusual circumstances. The timetable applies with the understanding that pending reappointment decisions have precedence over, and should precede, a University decision on granting a librarian professional leave without pay. The application should clearly specify the applicant's intention to return to the University following leave.

A librarian's application should outline how the proposed leave meets the above criteria. If the recommendation of the University Librarian is to approve the leave, then the leave request shall be forwarded for final approval to the reporting hierarchy designated by the University.

The University Librarian shall inform the applicant in writing of the final decision regarding his/her request for professional leave without pay. Leaves are ordinarily one (1) month to a year in length, with a maximum of two (2) years. The University shall reserve a position for the librarian, with the understanding that the position reserved is not necessarily the original position held by the librarian awarded professional leave without pay. When a librarian returns from leave, their professional rank and salary shall be the same as when their leave started. A librarian on leave wishing to change the agreement should inform the institution as early as possible, but no later than thirty (30) days prior to the stated end of the leave.

During leave, a librarian is free to engage in activities for pay if the activities undertaken are consistent with the purpose for which the leave was granted. A librarian on leave receives some consideration for salary increases, but not necessarily the same as those in active service to the institution.

Once professional leave without pay has been granted, the timetable for reappointment and/or promotion may be extended. Librarians may apply for extension of the Review Calendar to their supervisor. The University Librarian makes the final determination as to the extension of the Review Calendar for the affected librarian and informs the PRC of the decision.

During leave, continuous coverage under the librarian's established insurance programs can usually be provided by the University; however, specific inquiries should be directed to the Human Resources Department. All leaves of absence require submission of appropriate forms available from the Human Resources Department.

IV. Grievance Procedure

Librarians wishing to file a grievance must do so in accordance with the A/P Faculty Handbook Section X Grievance Procedure. All parts of Section X shall apply with the following additions and exceptions noted below

A. Definition

The following exceptions apply for librarians:

A "grievance" shall mean any complaint or dispute by any librarian, or group of librarians, with regard to the application of a University policy, procedure, or practice.

A "grievance" is also defined as a complaint alleging retaliation for use of the Grievance Procedure. A "grievant" is the person or persons making the claim.

B. Administration

There are no additions or exceptions to this subsection for librarians.

C. Non-Grievable Issues

The following exception applies for librarians:

Librarians may also grieve the following issues:

- 1. Infringement of academic freedom;
- 2. assignments or duties;
- 3. working conditions; or
- 4. salary.

D. Procedure

The following addition applies to librarians:

1. Initiating a Grievance

Before initiating any grievance proceeding, the grievant must seek to resolve the dispute through discussion with the grievant's immediate supervisor. Parties should exhaust all reasonable efforts to achieve a resolution of the situation. If the grievance is with their immediate supervisor, then the grievant should discuss the grievance with the grievant's supervisor's supervisor.

If informal consultation fails to resolve the matter, the grievant may initiate a written grievance following the procedure in the *A/P Faculty Handbook, Section X.D Grievance Procedure*. This action must be taken within fifteen (15) business days following the cessation of discussions. The written grievance shall detail with particularity the nature of the dispute, the remedy sought, and the justification for the remedy sought.

2. Panel

Members of the grievance review panel shall been selected in accordance with the *A/P Faculty Handbook Section X.D.2*. One member of the panel reviewing a librarian's grievance must also be a librarian and shall be selected from the membership of the Librarians' Council.

The following individuals are ineligible to serve as members of the ad hoc panel:

- Relatives of the grievant or supervisor;
- Staff members of the University's Human Resources Department;
- Staff members of the Office of Equity and Diversity Services;
- Staff members of the President's Office; or
- Administrative/Professional Faculty members within the grievant's reporting structure.

After the grievance has been decided, the records of the case shall be given to the Office of the University Librarian for filing and maintenance in the grievance file as per the University's Records Retention Policy.

V. DISCIPLINE AND TERMINATION

Discipline and termination of librarians shall be done in accordance with The A/P Faculty Handbook Sections VII. Discipline and VIII. Termination without Cause. These sections apply to all George Mason University librarians with the following exceptions/additions:

A. Termination without Cause

1. Resignation

A librarian who resigns before the end of his/her appointment is expected to give at least one (1) month's written notice to the University Librarian with a copy given to the supervisor.

B. Interruption of Appointment for Bona-Fide Financial Exigency

In all cases of dismissal due to financial exigency, the position of the dismissed librarian shall not be filled by a replacement within a period of two years, unless the released librarian has been offered reinstatement. Should termination of a librarian for reasons of bona-fide financial exigency become necessary during the term of his/her appointment, the University shall give him/her as much notice as possible in accordance with the A/P Faculty Handbook Section VIII.B.1, but no less than thirty (30) days.

C. Terminations

1. Termination for Cause

"Termination for cause" means the involuntary termination of a librarian's appointment prior to the expiration of his/her term of appointment. Termination for cause cannot be used to restrain a librarian in his/her exercise of academic freedom or other rights of American citizens. Termination for cause may occur at any time.

The reasons for termination for cause as outlined in the A/P Faculty Handbook Section VII.B.1 apply to librarians in addition to the following:

• Retaliation for exercise of academic freedom, free speech and association.

2. Termination for Cause Procedure

Dismissal of a librarian before the end of his/her appointment shall be done in accordance with the procedure for termination with cause set forth in the A/P Faculty Handbook Section VII.B.2 with the following exception:

Dismissal of a librarian before the end of his/her appointment shall be preceded by a meeting of the librarian, the immediate supervisor, and the University Librarian in an effort to resolve the problem. If the matter is not resolved during this meeting, the University Librarian shall notify the librarian in writing within two (2) business days of the decision to dismiss and shall provide reasons for the dismissal. Once the librarian has been notified of the decision to dismiss, the Termination for Cause procedure in the A/P Faculty Handbook Section VII.B.2 shall be followed.

Appendix D

LEAVE OPTIONS @ MASON

TYPE OF LEAVE WITH PAY	AMOUNT OF PAID LEAVE	ADDITIONAL LEAVE DEFINITIONS/ INFORMATION
Annual- Leave	Individuals accrue 8 hrs (bi-weekly, 7.39hrs) each pay period, for a total of 192 hours or 24 days of annual leave per fiscal year.	All new hires will be awarded 40 hours of initial annual leave that expires within 1 year. Roll-over of up to a maximum of 168 hours happens on June 25th each year.
Traditional Sick Leave (non VSDP)	Individuals accrue 6.67 hrs (bi-weekly, 6.16hrs) each pay period, for a total of 160 hours (20 days) of sick leave per fiscal year.	Sick leave is intended for use when an individual is unable to work due to illness, injury, or disability due to medical treatment, pregnancy, or childbirth.
	(Traditional vs. Virginia Sickness and Disability Program depends upon the retirement option you select when hired.)	Up to 960 hours (120 days) of unused sick- leave may be carried forward to the next fiscal- year (each June 25th).
		All new hires will be awarded 40 hours of initial sick leave that must be used in 1 year.
VSDP Sick Leave	Less than 60 months of state service=64hrs (8-days)	Sick leave refers to leave due to personal illness and is given annually on January 10.
	*60-119 months of state service=72hrs (9 days) 120+months of state service=80hrs (10 days)	
VSDP Family/ Personal Leave	Fewer than 119 months of state service=32hrs (4 days) 120+ months of state service=40hrs (5 days)	Family and personal leave refers to leave taken for the care of an ill or injured family member or unspecified personal reasons and is given annually on January 10th.

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VSDP- Short- Term/Long- Term- Disability	Short-term disability benefits provide an income replacement of 60-100% of your pay for a maximum of 125 workdays. Long-term disability benefits provide an income replacement of 60% of your pay.	Short-term disability begins after satisfying a 7 calendar day waiting period and is payable during periods of total disability, partial disability, maternity leave, or periodic absences due to a major chronic condition Long-term disability begins after you have been on short-term disability for 125 workdays (6 months) Recipients must have been employed for atleast one year to be eligible for short term disability benefits.
Holiday Leave	The University observes 12 paid annual holidays including: New Year's Day Martin Luther King, Jr. Day Memorial Day Labor Day Independence Day Thanksgiving (2 days) (The remaining days are during the winter holiday period.)	Individuals will earn their scheduled holiday leave by either working or having paid leave to cover the scheduled work shift on the work day before and the work day after the holiday. Go to http://hr.gmu.edu/benefits/leave/holiday_sched

*Approved by the Board of Visitors on March 21st, 2012

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Bereavemen t Leave	Up to 3 consecutive workdays of leave with pay in the event of the death of an immediate family member.	Sick leave may be used if the employee is in the traditional sick leave program. Family and personal leave can be used if the employee is in VSDP.
Civil & Work Related Leave	Amount of leave is based upon court documentation	Leave taken to serve on a jury, to appear as a witness in a court proceeding or deposition, as compelled by a subpoena or summons, or to accompany a minor child to court when the child is legally required to be present.
Military Leave	Individuals are entitled to 15 workdays of leave with pay per federal fiscal year for annual active duty training.	*A request for leave and a copy of the official orders must be submitted in advance of the absence. If feasible, training leave should be scheduled at a time which least interferes with assigned duties.
Study Leave	After seven years of eligible university service, faculty members may be eligible for up to three months of full salary	taculty is eligible. Leave may be used to develop new- competencies and skills or to research and develop services, programs or other initiatives- to benefit the University.
School- Assistance and- Volunteer Service Leave	16 hours of paid leave per calendar year to provide volunteer services through eligible non-profit organizations	Only administrative and professional faculty is eligible. For more information go to http://www.dhrm.state.va.us/hrpolicy/policy/pol4_40.pdf
Transitional Leave	After five years of service, faculty members may be eligible for one semester of paid leave at his/her converted 9-month salary.	Paid leave that occurs when converting to a 9-month instructional or research faculty position. Leave may be used for study, research, etc., but no outside employment may be undertaken during this period.

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TYPE OF LEAVE WITHOUT PAY	AMOUNT OF UNPAID LEAVE	ADDITIONAL LEAVE DEFINITIONS/INFORMATION
Personal Leave	*Eligible for up to 24 months of unpaid leave.	*This leave may be granted on a contractual basis with annual approval and renewal by the dean or director.
Illness Leave	*Eligible for up to 24 months of unpaid leave.	
Educational Leave	*Eligible for up to 24 months of unpaid leave.	*This leave is available to tenured and non-tenured faculty for educational pursuits, subject to approval by the department chair, school/college dean- & Provost.
Military Leave	*If called to active duty due to declaration of war, faculty is placed on leave without pay from the University.	Twelve-month faculty may use accrued annual or holiday leave to continue pay for active military duty. Leave accruals stop after 90 calendar days if faculty use paid leave to cover this absonce.
Agency- Convenience Leave		•This leave is granted to full time 12-month faculty who change to 9-month status.

TYPE OF LEAVE WITH PARTIAL PAY	AMOUNT OF PARTIAL PAY LEAVE	ADDITIONAL LEAVE DEFINITIONS/ INFORMATION
Educational Leave	*Eligible for up to 24 months at partial pay	*This leave is available to tenured and non-tenured faculty for educational pursuits, subject to approval by the department chair, school/collegedean, and Provost. *This leave may also be available to administrative/professional faculty for educational pursuits, subject to approval by the unit /school dean/director & Provost or appropriate Vice President.
Study Leave	*One semester full pay and one semester no pay or two semesters half pay.	*Only instructional and research faculty are eligible. *Awarded upon committee recommendation.

NOTE: For all leave options, part time and less than 12 month appointees (at least .5 FTE) may accrue proportionate amounts of leave based upon their FTE (Full time equivalent).

(This chart is subject to change. For up-to-date leave options, please visit http://hr.gmu.edu/benefits)

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George Mason University

ADMINISTRATIVE/PROFESSIONAL

FACULTY HANDBOOK

April 23, 2021[†]

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INTRODUCTION

The Board of Visitors originally approved the Administrative/Professional Faculty Handbook in January 2001.

This handbook outlines the policies and procedures that govern the terms and conditions of appointments of Administrative/Professional Faculty (A/P faculty) of George Mason University (university). The revised policies and procedures contained herein supersede all previous editions of this handbook and apply to all A/P faculty. This handbook does not create any vested rights or benefits. It is not a contract of employment and does not confer contractual rights, either expressed or implied, upon any employee, and the handbook does not guarantee employment for any period of time. All A/P faculty are employed at-will and either the employee or the university may terminate the employment relationship at any time, with or without cause. In cases where there is a conflict between this handbook and federal and state laws, such laws will prevail.

The Human Resources & Payroll Department maintains the Administrative/Professional Faculty Handbook and administers the policies and procedures outlined herein, unless otherwise noted. Any questions or comments regarding the handbook should be directed to the Chief Human Resources Officer (CHRO).

I. APPLICATION

This handbook applies only to A/P faculty in their performance of A/P faculty duties. University Librarians are subject to all sections of this handbook except for Section III (Appointments), certain sections of Section VII (Discipline), and certain sections of Section X (Grievance Procedure), and also are subject to the Librarians' Handbook located in Appendix A of this handbook. For employees of the Department of Intercollegiate Athletics who have an Employment Contract, the terms of that Employment Contract take precedence over this handbook and this handbook will only apply to matters not superseded by their Employment Contract.

This handbook sets university level policy. Individual units may implement additional standards which affect A/P faculty in that unit, and must consult with the Human Resources & Payroll Department prior to implementation. In addition to this handbook, A/P faculty are subject to all other applicable administrative policies of the university and the Virginia Department of Human Resource Management (DHRM), unless specifically excluded.

A. Administrative Organization

The Rector and Board of Visitors

Responsibility for the governance of George Mason University is vested by the laws of the Commonwealth of Virginia in the Rector and Board of Visitors. Members of the Board of Visitors are appointed by the Governor of the Commonwealth to serve fixed terms of four years. The Rector is a member of the Board, elected by the Board to serve as its chair.

Without limiting the generality of its powers, the Board of Visitors exercises its authority principally in policy making and oversight. With the exception of meetings convened in executive session, meetings of the Board of Visitors and its committees are open to the public.

The President

The Board of Visitors appoints the President of the university, who serves at its pleasure. The President is the Chief Executive Officer of the university and reports to the Rector and Board of Visitors. As Chief Executive Officer, the President is charged with carrying out the policies of the Board of Visitors and providing leadership to the university's faculty, staff, and students in achieving major objectives. Within guidelines established by the laws of the Commonwealth of Virginia and the Board of Visitors, the President is in charge of the day-to-day administration and the operation of the university.

The Provost

The Provost and Executive Vice President (hereafter referred to as Provost) is the chief academic officer of the university and is responsible for all educational matters. The Provost is appointed by the President and serves at the President's pleasure.

The Executive Council

The Executive Council is the President's advisory group. Members of the Executive Council have overall responsibility for monitoring university projects and for sharing information about major developments. The current members of the Executive Council can be found at: https://www2.gmu.edu/about-mason/university-leadership. The members are appointed by and serve at the pleasure of the President.

President's Council

The function of the President's Council is to keep members informed about initiatives and activities, and to participate in discussions of basic policy.

The President's Council consists of college and school deans and directors who are appointed by the President, individuals who serve at the President's pleasure, and individuals who report to the Provost. The Current members of the President's Council can be found at: https://www2.gmu.edu/about-mason/university-leadership.

B. Commitment to Diversity, Equity and Inclusion

George Mason University strongly believes that diversity enriches the educational and scholarly environment by bringing varied interests, perspectives and experiences to the learning, teaching, research and creative activities that make up our core mission. The university is dedicated to fostering an inclusive environment that ensures access, fairness and equity for the entire Mason community (as covered by law) in its educational programs, related activities and employment.

The university shall adhere to all applicable state and federal equal opportunity statutes and regulations and continue to take affirmative steps to identify and eliminate discriminatory practices in every phase of university operations. Retaliation against an individual who has raised claims of illegal discrimination or has cooperated with an investigation of such claims is prohibited.

II. DEFINITIONS

A. Administrative and Professional Faculty (A/P faculty)

Administrative faculty and professional faculty are normally referred to collectively, as both require advanced learning acquired by prolonged formal instruction and/or specialized training and work experience. However, the university recognizes administrative faculty and professional faculty as distinct position types.

Administrative Faculty positions are generally senior administrators who perform work related to the management of the educational and general activities of the university, for at least fifty percent (50%) of their work. Typically, administrative faculty serve in executive leadership roles such as vice president, provost, dean, assistant or associate vice president or dean, assistant or associate vice provost. Other administrative faculty roles can include (1) those responsible for the administrative direction of separately designated divisions or departments of institutional activity; (2) positions whose primary responsibility is to attract external funds; or (3) positions that are characterized by active, continuing involvement in formulating, interpreting and implementing institutional policy, and exercise substantial independence, authority and discretion in areas such as program planning, design and allocation of resources. The organizational reporting relationship for administrative faculty is normally not lower than three levels below Executive Council positions.

Commented [DG4]: Reference to website instead of static list allows this to be more dynamic as membership and/or titles of individuals on the Executive Council may change.

Commented [DG5]: New language to reflect Mason's values of diversity, equity and inclusion, as well as the expectation that all federal and state EEO laws are followed.

Typical Professional Faculty positions are librarians, counselors, coaches, physicians, lawyers, engineers and architects. Other Professional Faculty positions may support education, research, University Life and similar activities. Professional Faculty positions must require the incumbent to regularly exercise professional discretion and judgment and to produce work that is intellectual and varied and is not standardized.

B. Faculty Rank

Each person appointed to an A/P faculty position is assigned an academic rank. Initial appointment will normally be at the rank of Instructor. Individuals holding a terminal degree may be appointed at the rank of Assistant Professor. A/P faculty may be assigned another initial rank but only with the concurrence of the local academic unit and the Provost.

Professional development and achievement can be recognized by salary adjustment and/or functional title advancement rather than promotion in faculty rank. A/P faculty requesting a promotion in rank must follow the multi-year term contract promotion process defined in the Faculty Handbook. The assignment of, or change in, a standard faculty rank confers no aspect of tenure.

Instructional or research faculty who are appointed to an A/P faculty position, if tenured, retain their tenure in their underlying faculty position while so serving. Instructional or research faculty on a tenure track appointment who are appointed to an A/P faculty position may continue in that tenure track status while so serving, subject to the Faculty Handbook provisions regarding stopping the tenure clock.

Librarians follow the professional levels outlined in the <u>Librarians' Handbook</u> located in Appendix A, Section II.

III. APPOINTMENTS

A. Offer Letter

Appointment of A/P faculty at the university is made by means of an employment offer letter. The offer letter establishes the complete terms of the relationship between the employee and the university.

B. Reassignment

The university retains the right to reassign an A/P faculty member at any time. Reassignments should take into consideration the individual's skills and experience. In addition, the faculty member's duties may be changed due to the changing needs of the department, school or university. If an A/P faculty member is reassigned, the individual retains her/his salary and benefits.

C. A/P Faculty Who Also Hold Tenured Faculty Appointments

If a tenured faculty member resigns from, or is relieved of, their A/P faculty responsibilities, they will convert back to their tenured position. If the conversion to their tenured position includes a conversion to a 9-month appointment, then the standard conversion factor of .81818181818 will be used to establish the new base salary effective the start of the next semester.

D. Favoritism in Personnel Decisions

Favoritism, or the appearance of it, can undermine the trust that members of the university community place in personnel decisions as well as the public interest which the university serves. A personnel decision involving a family member or close personal relationship of an A/P faculty member or Instructional/Research faculty member requires particular scrutiny and safeguards.

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Commented [DG8]: This language exists elsewhere in the Handbook.

Commented [DG9]: Rather than referring the A/P faculty member to a different handbook, the language from the Faculty Handbook was included here.

No A/P faculty member or Instructional/Research faculty member who has reasonably questionable objectivity in the employment status of another employee may participate in the hiring, supervision, promotion, or evaluation of such employee. Every employee of the university has a continuing affirmative obligation to disclose to his or her supervisor(s) any relationship that may reasonably affect their objectivity in such matters.

If an A/P faculty member or Instructional/Research faculty member might exercise or appear to exercise control over any personnel action associated with a person with whom he or she has a family or close personal relationship, the supervisor of the A/P faculty member or Instructional/Research faculty member must designate a disinterested person to substitute for the individual who might have a personal interest. Additional safeguards may also be required if colleagues or subordinates of the individual with a personal interest are involved in those personnel actions. "Appearance of exercising control" includes but is not limited to assigning responsibility for personnel actions or supervision to a colleague or subordinate. If the personnel action involves a faculty member or administrator in a local academic unit, the faculty in that unit and all other interested parties must be fully apprised of the relationship and the safeguards that have been taken to ensure that the individual with a relationship is not involved in the personnel decision.

Relationships constituting a personal interest under the Conflict of Interest Act (S2.2-3100, et seq.), of the Code of Virginia will be handled by the Board of Visitors in accordance with the Act. Family or other relationships reasonably suggesting favoritism under this provision will be fully disclosed to the Board of Visitors incident to promotion, tenure, and hiring decisions. Prior to consideration of a personnel action involving a family member or other relationship reasonably suggesting favoritism, the Provost, or his or her designee, will fully apprise the Board of Visitors of the relationship and the safeguards taken to ensure that the individual with a personal interest was not involved in the action. Only after the Board is satisfied that the present policy was implemented and that safeguards were adequate should the personnel action be approved.

IV. COMPENSATION POLICIES

A. Regular Compensation

In general, A/P faculty are paid semi-monthly. There are some A/P faculty who are paid bi-weekly. A/P faculty are expected and encouraged to regularly support academic and student programs under their supervisor's direction with no additional compensation.

B. Other Compensation

1. Administrative/Professional Faculty Not Holding Academic Tenure

(i) Occasional Teaching

A/P faculty are permitted to teach no more than one (1) course per semester with approval. All faculty assignments must be approved by the individual's supervisor, and the Office of the Provost at least two weeks in advance of the course start date. The one (1) course limit may be waived if a justification has been submitted to and approved by the individual's supervisorand the Office of the Provost. Absent a flexible work arrangement that is mutually agreed to by the A/P faculty and their supervisor, the course assignment must occur outside an individual's working hours, and the course work may not be considered a part of the normal tasks/duties. A/P faculty may receive additional compensation for teaching, if there is no adjustment in the regular administrative responsibilities of the position. The compensation shall be based upon the adjunct salary matrix in effect at the time.

(ii) Expectation of Teaching

A/P faculty who are expected to and/or regularly teach up to one course per semester as part of their full-time A/P faculty position will normally have this teaching effort reflected in their base salary. This expectation of teaching responsibilities must be specified in the offer letter/contract.

2. A/P Faculty Holding Academic Tenure

These individuals will not be additionally compensated for teaching a course. However, they may be eligible for overload compensation in an emergency, or one-time only circumstance. This teaching assignment must be approved at least 2 weeks prior to the start of the semester by the individual's supervisor and the Provost's Office. Contractual obligations may preclude an individual's eligibility and participation.

3. Acting Pay/Stipends

Additional compensation for temporary additional duties may be approved on an ad hoc basis, subject to budgetary limitations and internal equity. The appropriate Executive Council member must approve such requests. Such additional compensation must be for a fixed term, usually no more than 6 to 12 months, as described in writing in an additional assignment letter and reviewed annually by the appointing official. Additional compensation must be approved prior to start of the assignment, absent exigent circumstances.

C. Other Compensation Issues

1. Annual Salary Raise Process

Subject to annual appropriations, A/P faculty may be eligible to receive a salary increase. The specific process and eligibility criteria are established by the Executive Council when funds are appropriated.

2. Conversion Factors

Instructional faculty who convert from a 9-month contract to a 12-month administrative contract will be converted at a rate of 1.2222222222. Additionally, an administrative stipend may be given and will remain in effect for the duration of the appointment. When the faculty member returns to a 9-month instructional contract, the new salary will be calculated at a conversion rate of 0.8181818181 and the administrative stipend will be removed.

D. Employment Outside of the University

An A/P faculty member may engage in certain employment outside the university, only with prior approval of their supervisor and as permitted by University Policy 2227, Outside Employment. An example includes providing consulting services on an individual basis to other individuals or institutions provided that the A/P faculty member does not engage in full-time outside employment and has obtained prior written approval of his or her supervisor.

A/P faculty members who hold tenure may engage in outside employment only in accordance with the provisions of the Faculty Handbook, and University Policy 2227.

E. Political Activity and Candidacy

A/P faculty who intend to seek public office must inform their supervisor and the President of the University in advance. Furthermore, A/P faculty must comply with University Policy 1126, university policies regarding conflicts of interest, leave, and any other applicable laws and university policies.

V. LEAVE

A/P faculty earn or may be eligible for various types of leave. Refer to the leave information located at https://hr.gmu.edu/benefits/leave/ and to the University Policy 2205 regarding recording and submitting hours worked and/or leave taken for more detailed information.

VI. PERFORMANCE MANAGEMENT

Performance Management is the process of defining performance expectations, linking them to organizational needs, maintaining open communication between the supervisor and employee, and evaluating performance. This process is carried out by the A/P faculty member, the supervisor, the reviewer and as appropriate, a Human Resources & Payroll Department representative.

A. Self-Evaluation

All A/P faculty are encouraged to complete a self-evaluation form to assist the supervisor with the evaluation process. The supervisor may require the A/P faculty to complete a self-evaluation form, available on the Human Resources & Payroll Department website or other form approved by the Human Resources & Payroll Department.

B. Performance Evaluation

The annual performance cycle evaluation period is July 1st through June 30th. After the supervisor has received the employee's self-evaluation, if one has been completed, the supervisor proceeds to evaluate the employee's performance using the performance evaluation form, available on the Human Resources & Payroll Department website or other form approved by the Human Resources & Payroll Department. After the supervisor has completed, signed and dated the Performance Evaluation, it is forwarded to the reviewer, who is usually the supervisor's supervisor. The reviewer may add comments, or may require changes. Once the reviewer has approved and signed the performance evaluation, the supervisor conducts a meeting with the staff member to discuss the final performance evaluation. The employee then signs the performance evaluation to acknowledge receipt, and may add comments.

C. Unsatisfactory Performance

Prior to issuing an unsatisfactory performance evaluation, the supervisor must consult with the Human Resources & Payroll Department. If an employee receives an unsatisfactory performance evaluation, he or she may not receive salary increases. An unsatisfactory performance evaluation is sufficient cause for termination.

D. Performance Evaluation Appeal

An A/P faculty member may appeal a performance evaluation to the reviewer in writing within ten (10) work days of receiving the evaluation. The reviewer has ten (10) work days to review the appeal, meet with the employee and provide a written response. Response options include: (a) evaluation stands as is, or (b) evaluation is revised as the reviewer, in his or her sole discretion, determines to be appropriate. The Performance Evaluation cannot be the subject of a grievance.

VII. DISCIPLINE

Disciplinary action is a formal process for dealing with behavior that does not meet performance standards. The process may occur at two levels: non-termination and termination for cause. Non-termination actions may include, but are not limited to, suspension with or without pay, formal written reprimand, or demotion (which may result in a reduction of salary). Employees may be subject to one or more such actions.

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A. Non-termination Discipline

The procedure for non-termination discipline is as follows:

1. Disciplinary Action

- (i) Prior to taking any non-termination disciplinary action, the A/P faculty member's supervisor must receive approval from both (1) his or her direct supervisor and/or senior level administrator, and (2) the Human Resources & Payroll Department, to provide the A/P faculty member with written notice of the intended disciplinary action.
- (ii) The supervisor must meet with the A/P faculty member and provide written notice of the intended action(s) and the university's justification for the action(s).
- (iii) If the A/P faculty member objects to the intended action(s), the A/P faculty member must respond in writing to her or his supervisor within five (5) work days of the written notice of intended action(s), stating any and all objections to the proposed discipline and the basis for each objection. All information and documentation in support of each objection must be included in the written response.
- (iv) If the A/P faculty member does not respond by such five (5) day deadline, the disciplinary action(s) become(s) final without further action and there shall be no further review.
- (v) If the A/P faculty member provides a timely written response, the supervisor will review the A/P faculty member's objections, and supporting information and documentation. She or he will then provide the A/P faculty member with written notification of what, if any, disciplinary action is being taken.
- (vi) If the discipline being taken is solely a written reprimand, the decision is final and there shall be no second level review. If the disciplinary action being taken involves suspension or demotion, the A/P faculty member may request a second level review.
- (vii) For A/P faculty members who report directly to the President: (1) only Human Resources & Payroll Department approval is required prior to taking disciplinary action; and (2) there is no second level review. The decision of the President is final, regardless of the type of discipline (written reprimand or other).

2. Second Level Review

- (i) If a second level review is permitted, the A/P faculty member may request a second level review within five (5) work days of receiving the supervisor's written notification of the disciplinary action being taken. Such request must be made in writing to the A/P faculty member's supervisor.
- (ii) If the A/P faculty member does not request a second level review within such five (5) work day period, the disciplinary action becomes final without further action and there shall be no further review.
- (iii) If a second level review is requested, the supervisor, the supervisor's supervisor (or designee), and a representative from the Human Resources & Payroll Department will meet to review the A/P faculty member's objections, supporting information and documentation previously submitted. The meeting date and time shall be determined by the supervisor's supervisor (or designee).

- (iv) The A/P faculty member may request to be present during and participate in the meeting to present her or his objections, and all information and documentation supporting such objections. The request to be present must be made prior to five (5) work days in advance of the meeting. If the A/P faculty member attends the meeting, the A/P faculty member may be accompanied by an attorney, but the attorney may not participate in the meeting. If the A/P faculty member chooses to bring an attorney, he or she must advise the university no fewer than five (5) work days in advance of the meeting.
- (v) Following the meeting, the supervisor shall provide the A/P faculty member with written notice of the final decision regarding the disciplinary action. The final decision is not subject to any review or appeal.

B. Termination for Cause

1. Cause

The terms "termination", "terminated", "dismissal" or "dismissed" in this handbook mean termination for cause. A/P faculty may be terminated for cause at any time, regardless of whether the Employment Contract of the A/P faculty member is for a defined term. Termination for cause may take place without any prior discipline. **By way of example, but not limitation**, adequate cause for termination includes:

- Conviction of a felony or a crime involving moral turpitude since commencing employment at the university or the willful concealment of such crime in making an application for employment;
- Inability to perform assigned duties because of incarceration;
- Abusive or violent conduct towards members of the university community or visitors;
- Unethical exploitation of students, employees, or campus visitors;
- Failure to carry out professional obligations or assigned responsibilities;
- Falsification of information relating to professional qualifications;
- Violation of university policies and procedures;
- Gross insubordination;
- Unethical conduct;
- Unsatisfactory attendance;
- Unsatisfactory performance;
- Falsifying of records;
- Job abandonment; or
- Unauthorized removal of or damage to university property or another employee's property.

2. Termination For Cause Procedure

- (i) For A/P faculty members who do not report directly to the President, the termination for cause procedure is as follows:
 - (1) Prior to termination for cause, the A/P faculty member's supervisor must receive approval from both (1) the CHRO (or designee), and (2) the supervisor's supervisor or a senior level departmental administrator (or designee), to proceed with the notice of intended action. The appropriate Executive Council member must also be informed of the intended action.
 - (2) The supervisor must meet with the A/P faculty member, and provide written notice of the intended action and the university's justification for the action.

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- (3) If the A/P faculty member objects to the intended action, the A/P faculty member must respond in writing to her or his supervisor within ten (10) work days of receipt of the written notice of intended action, stating any and all objections to the proposed discipline and the basis for each objection. All information and documentation in support of each objection must be included in the written response.
- (4) If the A/P faculty member does not respond by such ten (10) work day deadline, the termination becomes final without further action and there shall be no further review.
- (5) If the A/P faculty member provides a timely written response, the A/P faculty member shall meet with the supervisor, the supervisor's supervisor (or, at the university's discretion, a higher level supervisor), and a representative from the Human Resources& Payroll Department. The meeting date and time shall be determined by the supervisor's supervisor. If the A/P faculty member does not attend such meeting, the decision to terminate becomes final without further action and there shall be no further review. If the A/P faculty member does attend the meeting, she or he must be prepared to discuss her or his objections, and all information and all documentation supporting such objections. The A/P faculty member may be accompanied by an attorney at the meeting, but the attorney may not participate in the meeting. If the A/P faculty member chooses to bring an attorney, he or she must advise the university no fewer than five (5) work days in advance of such meeting.
- (6) Following such meeting, the supervisor shall provide the A/P faculty member with written notice of the final decision. The final decision to terminate for cause must be approved by the supervisors' supervisor (or, at the university's discretion, a higher level supervisor) and by the CHRO (or designee). The final decision may be to terminate or to take alternate action. In either case, the final decision is not subject to any review or appeal.
- (ii) For A/P faculty members who report directly to the President, the termination for cause procedure is as follows:
 - (1) The President must meet with the A/P faculty member, and provide written notice of the intended action and the university's justification for the action.
 - (2) If the A/P faculty member objects to the intended action, she or he must respond in writing to the President within ten (10) work days of receipt of the written notice of intended action, stating any and all objections to the proposed discipline and the basis for each objection. All information and documentation in support of each objection must be included in the written response.
 - (3) If the A/P faculty member does not respond by such ten (10) work day deadline, the termination becomes final without further action and there shall be no further review.
 - (4) If the A/P faculty member provides a timely written response, the A/P faculty member shall meet with the President and a representative from the Human Resources& Payroll Department to discuss her or his objections, and all information and all documentation supporting such objections. The meeting date and time shall be determined by the President. If the A/P faculty member does attend the meeting, she or he must be prepared to discuss her or his objections, and all information and all documentation supporting such objections. The A/P faculty member may be accompanied by an attorney at the meeting, but the attorney may not participate. If the A/P faculty member chooses to bring an attorney, he or she must advise the university no fewer than five (5) work days in advance of such meeting.

(5) Following such meeting, the President shall provide the A/P faculty member with written notice of the final decision. The final decision is not subject to any review or appeal.

VIII. TERMINATION WITHOUT CAUSE

A. Resignation

A/P faculty members who resign their positions are expected to provide at least one month's notice.

B. Separation

The terms "separation" or "separated" means termination without cause. A/P faculty members may be separated from the university at any time. Separation from the university implies no fault or cause for the ending of an appointment, but can only occur after the required notification period, except as otherwise provided in this handbook. The decision to separate an A/P faculty member is not appealable or grievable.

1. Notification Period

In calculating the required notification period, all years of continuous full-time service at the university in the current position, as well as in previous full-time positions at the university must be included (see chart below). The notification period can commence at any time and is independent of either the calendar or fiscal year. During this notification period, the supervisor may reassign duties or assign work on special projects. Supervisors must consult with a representative from the Human Resources & Payroll Department, a senior-level departmental administrator, and the appropriate Executive Council member prior to initiating notification of separation. A/P faculty may be separated from the university following the required notification period specified in the following chart, except as otherwise provided in this handbook:

Notification of Separation for A/P faculty

Years of continuous university service:Required notification period:Up to 1 Year1 monthMore than 1 and up to 4 Years3 monthsMore than 4 and up to 10 Years6 monthsMore than 10 Years9 months

2. Abolishment of State Funded Position

If an Educational & General (E&G) funded position is abolished, the A/P faculty member may be separated following the required notification period. If the A/P faculty member chooses the enhanced retirement benefit option under the Virginia Retirement System, as provided in the Workforce Transition Act, no notification period shall be required.

3. Abolishment of Sponsored Program Funded Position

If loss of funding or restructuring is the reason for the abolishment of an A/P faculty position that is funded by sponsored program funds, notification of the end of an appointment may be less than the required notification period specified in section VIII.B.1 of this handbook. Notification of loss of funding should be given to the A/P faculty member as soon as the information is received from the sponsor. Positions funded from sponsored program funding *are not* eligible for severance pay.

Unless otherwise specified in the A/P faculty member's contract, if a position's funding changes from E&G funding to sponsored program funding, the A/P faculty member is not eligible for severance.

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IX. SUSPENSIONS AND CRIMINAL DISCLOSURES

A. Immediate Suspension

In the university's sole discretion, an A/P faculty member may be reassigned away from the work area or placed on administrative leave under certain circumstances, with or without pay. These circumstances include, but are not limited to, situations where that person's continued presence (1) may be harmful to self or other employees, or (2) makes it difficult for the university to execute its functions. In such cases, the A/P faculty member shall be given notice of the charges and an explanation of the university's evidence as soon as possible thereafter. Supervisors must consult with the Human Resources & Payroll Department prior to taking this action.

B. Disclosure of Convictions or Arrest

Each A/P faculty member is required to disclose to his or her supervisor any convictions or arrests for all offenses, other than non moving traffic violations, while employed. Failure to disclose convictions or arrests, or the nature of the offense, may result in disciplinary actions.

X. GRIEVANCE PROCEDURE

A. Definition

The term "Grievance" means a complaint by an A/P faculty member, which alleges: (1) that an action or inaction of the university against the A/P faculty member is a violation, misinterpretation, or incorrect application of a policy, procedure or practice of the university directly affecting that A/P faculty member, or (2) retaliation by a supervisor against the A/P faculty member for engaging in the Grievance procedure. The A/P faculty member filing the Grievance is referred to as the "Grievant".

A/P faculty who allege violations of the university's Non-Discrimination Policy (Administrative Policy 1201), Sexual Harassment Policy (Administrative Policy 1202), or Non-Discrimination and Reasonable Accommodations on the Basis of Disability Policy (University Policy 1203), must submit such complaints to the Office of Equity and Diversity Services, in accordance with its procedures. Such allegations are not subject to this Grievance procedure.

B. Administration

All questions regarding the administration of this grievance procedure must be referred to the CHRO. The decisions of the CHRO with respect to the administration of this Grievance procedure are final.

C. Non-grievable Issues

Complaints about the following topics cannot be the subject of a Grievance:

- the contents of any university policies, procedures, rules, regulations, ordinances, and statutes;
- the contents of any employment contract;
- the routine assignment of university resources (for example, space, parking, operating funds);
- termination, separation, or termination or non-renewal of employment contract;
- disciplinary action;
- layoff or suspension from duties due to university staffing needs, reduction in work force, or abolishment of position;
- compensation, reassignment, title, or performance evaluation.

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D. Grievance Procedure

1. Initiating Grievance

To initiate a Grievance, the Grievant must submit a request in the form of a written letter or memorandum to the CHRO, or her or his designee.

2. Panel

If it is determined that the alleged offense is grievable, a three member panel shall be selected from a standing group of A/P faculty members who have all been appointed by the CHRO to constitute a Standing Committee for this purpose. The first member shall be selected by the Grievant; the second by the supervisor of the Grievant, and the third, who shall serve as chair, shall be selected by agreement of the first and second members. If the first and second members cannot agree on a third panel member, the third member shall be chosen by the CHRO. This panel shall consult with the Human Resources & Payroll Department regarding appropriate procedures for conducting a hearing.

The following individuals are ineligible to serve on the panel: individuals who have been involved in the alleged actions; relatives of the Grievant or supervisor (if applicable); staff members of the Human Resources & Payroll Department, the Office of Equity and Diversity Services, the Office of University Counsel, or the President's Office; and A/P faculty members within the Grievant's direct line of supervision.

- (i) Hearing. The panel shall conduct a hearing, as provided in this section, within fifteen (15) work days of being formed. The panel shall review all relevant documentation, and hear all relevant evidence presented by the Grievant and any other relevant person, as determined by the panel members. Both the university and the Grievant have the right to have legal counsel present, but counsel may not participate directly in the hearing. In order to preserve confidentiality to the greatest extent possible, only panel members, the Grievant, the supervisor, and legal counsel may attend the hearing. Witnesses may be called to present testimony but may not attend the entire hearing. An audio recording of the hearing may be made by the Grievant, university representatives, or both.
- (ii) Recommendation. The panel shall make a recommendation to the Senior Vice President or Provost, depending on reporting structure of the Grievant, or if the Grievant reports to the Senior Vice President or Provost, to the President. The panel shall provide its recommendation in writing within fifteen (15) workdays of the hearing to the Grievant and the Senior Vice President, Provost, or President.
- (iii) <u>Decision</u>. The Senior Vice President, Provost, or, if the A/P faculty member reports to the Senior Vice President or Provost, the President shall decide whether or not to grant the Grievant's request. The Senior Vice President, Provost, or President may decide to take alternative action. The decision of the Senior Vice President, Provost or President is final and may not be appealed. The decision shall be provided to the Grievant in writing within fifteen (15) work days of receiving the panel's recommendations.
- (iv) <u>Timelines</u>. If a grievant does not meet the time limits specified in this Grievance procedure, she or he will be deemed to have accepted the decision of his or her supervisor. The CHRO may, in her or his sole discretion, extend deadlines provided in this section, or stay the Grievance proceedings in order to allow other processes or investigations to be resolved.

XI. REVISIONS AND AMENDMENTS

The A/P faculty handbook will be reviewed and revised, if necessary, annually by the handbook committee. Any revisions or amendments will be submitted to the Board of Visitors for approval, except that the Board of Visitors may delegate authority for such approval to a senior administrator of the university.

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Appendix A

Librarians' Handbook

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I. INTRODUCTION

The Librarians' Handbook supplements the Administrative/Professional (A/P) Faculty Handbook of George Mason University [the University]. The provisions of the Librarians' Handbook, in so far as applicable, are incorporated by reference in all employment contracts for University Librarians with professional faculty appointments in the University Libraries.

For the purposes of the *Librarians' Handbook*, a "librarian" is defined as an employee who:

- Holds a graduate degree in library or information science including, but not limited to the MLS, MLIS, MS, etc., from an American Library Association (ALA) accredited program OR a foreign degree that is a certified equivalent; and
- Holds a professional faculty appointment.

Librarians are bound by the *A/P Faculty Handbook* except as specifically superseded by the *Librarians' Handbook*. Librarians have a professional ranking system and undergo peer review processes consistent with the Association of College and Research Libraries' "Guidelines for Academic Status for College and Research Librarians."

A. Role and Function of Librarians

As academic personnel, librarians are at the core of the University's teaching, learning, research and service mission. As such, librarians at the University are responsible for acquiring, organizing, managing, and providing access to a multitude of scholarly resources. In addition, librarians may fulfill research consultation and instruction responsibilities in the University. The multiplicity of functions performed and the varied specialties possessed by librarians at the University reflect the diversity of the Libraries' programs, collections, and related service obligations. All librarians share a responsibility to perform at the highest level of professional competence, provide consistently high quality service to students and faculty, and to engage actively with and meaningfully contribute to the academic and research enterprise of the University.

B. Academic Freedom and Civil Liberties

Librarians enjoy privileges and obligations of academic freedom as generally recognized by the University and derived from the foundational "Statement of Principles on Academic Freedom and Tenure" of the American Association of University Professors and American Association of Colleges and Universities.

Further, the American Library Association and its members aim to safeguard the free flow of information and ideas, as set forth in such guiding documents as the "Library Bill of Rights" and the "Code of Ethics." These documents state that, in addition to the generally accepted legal and ethical principles and the respect for intellectual freedom of every citizen, membership in the library profession carries with it special obligations and responsibilities.

Libraries should not engage in censorship in the fulfillment of their responsibility to provide information. It is in the interest of the University community for librarians to make available the widest possible diversity of views and expressions. It is also essential that librarians have the right to express their views responsibly without fear of censorship, retaliation, or other penalty.

For librarians, academic freedom is defined as:

- The right to conduct, to publish, and to present scholarly research in a professional, responsible manner, within the limits imposed by the resources of the institution.
- The right to unrestricted provision of information on subjects (including controversial questions), subject to the provisions of State law and within one's professional expertise in a professional, and responsible manner, both on and off campus.

In addition to academic freedom, the University is fully cognizant that librarians enjoy the same civil liberties as other citizens. In the exercise of these civil liberties, librarians have an obligation to make explicit that they are not representing the University, its governing Board, or the Commonwealth of Virginia. All librarians have an obligation to avoid any action that appears or purports to commit the institution to a position on any issue without appropriate approval.

C. Questions of Handbook Interpretation

Any question of interpretation relating to the provisions of the *Librarians' Handbook* shall be resolved by the designated University officer to whom the University Libraries report, after consulting with the University Librarian, the Librarians' Council officers, and other individuals as appropriate.

D. Procedure to Review or Amend Handbook

The Librarians' Council Committee on Committees shall review the *Librarians' Handbook* every five years or as needed. If needed, the Librarians' Council may make changes to reflect the current policies and procedures of the University or the Commonwealth of Virginia. If the Librarians' Council wishes to amend the Handbook, they can request that an ad-hoc committee for this purpose be appointed by the designated University officer to whom the University Libraries report. All substantive changes to the *Librarians' Handbook* must be approved by the Board of Visitors.

II. TERMS OF APPOINTMENT

A. Initial Appointment as Librarian and Contract

Librarians at the University typically receive an initial appointment contract of two years. However, depending on the timing of the appointment in a fiscal year, the initial appointment may be of shorter or longer contract duration, but no less than eighteen (18) months and no more than thirty (30) months. The initial appointment as librarian in the University is irrespective of rank. Subsequent contract renewals are based on the librarian's rank with corresponding appointment lengths, as stipulated below.

B. Librarian Ranks and Duration of Appointment

1. Professional Ranks for Librarians

Librarians at the University are designated by professional ranks that reflect professional competence, scholarship, service, and experience. These ranks are used in the initial appointment, reappointment, and promotion processes to recognize professional accomplishments and to provide incentives for further professional achievement.

Librarians may advance through the professional ranks provided they meet the criteria at each rank as stipulated below. Librarians should address questions concerning appropriate activities that meet these criteria to the Librarians' Council Professional Review Committee (PRC). After the initial appointment, a librarian may advance from one rank to the next in order. Librarians who wish to be considered for promotion to the next professional rank may do so by application to the PRC of the Librarians' Council. A librarian may not progress two ranks in one review cycle.

a) Librarian I

(1) Definition

"Librarian I" is the beginning professional rank. Librarians at this rank possess appropriate disciplinary and professional knowledge, but their professional experience is at a beginning or basic level.

(2) Criteria for initial appointment or reappointment at this rank:

A librarian at this rank is expected to have met most of the following criteria:

- a. an ALA-accredited library degree or certified foreign equivalent, and any certification that may be required by the University;
- b. up to three years of successful appropriate professional experience or equivalent, preferably with a significant portion in an academic library;
- c. evidence of potential for a successful career in academic librarianship; and
- evidence of knowledge and use of appropriate information resources and related technologies.

(3) Length of appointment

A librarian appointed at this rank, not on an initial appointment, shall receive a two-year appointment. The librarian shall be considered for contract renewal at the end of the first year of the two-year appointment.

b) Librarian II

(1) Definition

"Librarian II" shall be the rank for those librarians with a specialization in a technical, linguistic, disciplinary, or functional area. A librarian at this rank may participate in the development and implementation of new policies, programs, or services. At this rank, the librarian should have made contributions to the mission, goals, and objectives of the University Libraries or to a previous library organization, or to the academic library profession.

(2) Criteria for initial appointment, reappointment, or promotion:

A librarian at this rank is expected to have met most of the following criteria:

- a. completed from three to seven years of successful appropriate professional experience or equivalent;
- b. demonstrated professional competence, preferably in an academic library;
- demonstrated professional growth, and contributions to scholarship and/or professional organizations; and
- d. demonstrated service to the Libraries, University, and/or community.

(3) Length of Appointment

A librarian appointed at this rank, not on an initial appointment, shall receive a three-year appointment. The librarian shall be considered for contract renewal in the second year of the three-year appointment.

c) Librarian III

(1) Definition

"Librarian III" shall be the rank for those librarians who have achieved professional standing through their scholarly and professional service contributions. The criteria for appointment and promotion to this rank include broad and substantial professional competence and noteworthy scholarly or creative accomplishments. Librarians at this rank have made creative contributions to the programs and services of the University Libraries, and have consistently rendered a high caliber of service to patrons and to the University community or have had a similar record of achievement at previous professional positions.

(2) Criteria for initial appointment, reappointment, or promotion:

A librarian at this rank is expected to have met most of the following criteria:

- a. completed from seven to twelve years of successful appropriate professional service or equivalent, preferably in an academic library;
- demonstrated both substantial and broad-based competence within one's professional scope and specialization;
- achieved professional recognition through noteworthy contributions to scholarship and professional and/or scholarly organizations;
- d. demonstrated substantial service to the University Libraries, University, and/or the community; and
- demonstrated creativity or problem solving skills as shown by the initiation and implementation of a new program or service, or substantial improvement of an existing program or service within the organization.

(3) Length of Appointment

A librarian appointed at this rank, not on an initial appointment, shall receive a four-year appointment. The librarian shall be considered for renewal of appointment in the third year of the four-year appointment.

d) Librarian IV

(1) Definition

"Librarian IV" shall be the rank for those librarians whose professional stature is substantive, and consequential. Librarians at this rank are characterized by an ongoing record of professional accomplishments, and have distinguished themselves in statewide, regional and national levels for their expertise and contributions. Librarians at this rank have also established sustained leadership in library or scholarly organizations. They have consistently provided high caliber service to the University Libraries and/or University community, and have a substantial record of scholarly pursuits.

(2) Criteria for initial appointment, reappointment, or promotion:

A librarian at this rank is expected to have met most of the following criteria:

- a. completed more than twelve years of successful appropriate professional experience or equivalent, preferably with a significant portion in an academic library;
- b. achieved superior professional accomplishments in assigned areas of responsibility; c.has an established record of progressively significant publications and presentations;
- d. held progressively important appointed or elected positions in state-wide, regional and national professional or scholarly organizations;

- e. demonstrated significant and sustained service to the University Libraries, University, and/or the community; and
- f. earned an advanced degree(s) from an accredited institution, and/or achieved specialized professional certification(s) beyond the required academic credentials for librarians at the University.

(3) Length of Appointment

A librarian appointed at this rank, not on an initial appointment, shall receive a five-year appointment. The librarian shall be considered for renewal of appointment in the fourth year of the five-year appointment.

C. Performance Expectations

The high standards for service and performance evident in the University Libraries reflect the overall high standards set by and expected at the University. Librarians, through their commitment to providing the highest quality of service, must acquire the requisite knowledge and develop the necessary skills to uphold and further these standards of institutional excellence, as outlined in this document.

The success of this common professional endeavor depends on performance standards for librarians. These performance standards provide the framework for professional review and promotion in rank and create an environment that both challenges and motivates the individual librarian. There are three general areas of performance considered in the professional review process: (1) Professional Competence, (2) Scholarship, and (3) Service. Professional competence is the most important in that superlative performance in either of the last two areas does not compensate for weak performance in the first. It is recognized, however, that worthwhile activity in the second and third areas can, in fact, have a beneficial impact on the first. It is important, therefore, to note that all three areas, in proper balance, do distinguish the excellent librarian from the good one. Representative criteria within these three general areas of performance (listed below) shall be applied in the contract renewal and promotion system.

Assessment of the first area, Professional Competence, is the responsibility of each individual librarian's supervisor. Assessment of the second two areas, Scholarship and Professional Service and University and Community Service, are the responsibility of the Librarians' Council Professional Review Committee (PRC). The PRC assesses professional librarians at all ranks for contract renewal purposes as well as promotion in rank. The University Librarian reviews the recommendations of both the librarian's supervisor and the PRC, and makes a recommendation for renewal and/or promotion. This recommendation shall be forwarded to the University's Administration for final decision through the reporting hierarchy designated by the University.

The following criteria are not inclusive, nor are they presented in order of priority. The applicability and relative importance of these criteria to any specific librarian position will vary, depending upon the individual's rank and the nature of his/her responsibilities.

1. Professional Competence

Competence in a librarian's assigned area of responsibility is basic to overall professional performance and is evaluated annually by the supervisor and reviewed by the supervisor's supervisor. Librarians at the University are accountable for:

- satisfactory execution of assigned duties and responsibilities;
- demonstrated ability to assess needs, analyze problems and provide solutions;
- · mastery of subject areas as appropriate;
- evidence of knowledge of relevant advances in librarianship, especially academic research librarianship, and implementation/use of appropriate technologies;
- · contributions that stimulate achievement, commitment, and promote collegiality;

- supporting and shaping the University's and Libraries' goals in ways appropriate to the individual's position;
- · exercising independent and sound professional judgment; and
- effective communication (written and oral) and interpersonal skills.

2. Scholarship and Professional Service

Librarians have privileges and responsibilities commensurate with their academic role as professional faculty at the University. As members of a profession, librarians are expected to keep current with and contribute to the advancement of the profession. A commitment to continuing growth and development is central to the definition of librarianship in an academic environment. Some representative activities that demonstrate professional growth and contributions are:

- professional presentations and scholarly publications, including critical reviews of scholarly works and assessment of information resources or services;
- active participation in scholarly or professional associations which may include speaking at a workshop or conference, presenting papers, and participating in panel discussions;
- consulting for the University community, professional or scholarly organizations, business, industry, government, educational institutions, or libraries;
- professional achievement through contributions to the field of academic librarianship, or through recognized leadership positions within the field of librarianship outside the institution;
- · grant proposal writing;
- mastery of subject matter as demonstrated through advanced degrees, certifications, licenses, honors, fellowships, scholarships or awards in the field of librarianship and/or other relevant academic disciplines;
- serving on student projects or university degree committees;
- teaching courses or giving lectures beyond the library's instruction program; and
- service to the profession as evidenced by active participation in professional, scholarly or service activities at the local, state, regional, or national levels, such as committee work, holding an office, or organizing/facilitating programs.

3. University and Community Service

Librarians are an integral part of the University and professional community and are representatives, official or unofficial, of both the University Libraries and the University. Each librarian should share the vision of the Libraries and play a role in implementing its mission by representing the University Libraries in the academic and professional communities. Some representative ways in which a librarian may participate beyond his/her immediate assigned duties are:

- service to the University and/or the University Libraries through participation in the work of committees, task forces and special projects at the University, Libraries, or departmental level;
- participation in shaping the University's educational initiatives and materially supporting and contributing to the University's research goals;
- service to the community through participation in educational service activities external to the University community such as library boards, literacy programs, or other appropriate volunteer work.

D. Professional Review for Librarians

1. Overview

Professional Review is a required process for librarians that is in addition to the University's Employee Evaluation Procedure provided in the *A/P Faculty Handbook Section VI Performance Management*. The professional review process is managed by the Librarians' Council through its PRC.

The criteria outlined in "Performance Expectations for Librarians' (Librarians' Handbook Section II.C) and "Professional Ranks for Librarians" (Librarians' Handbook Section II.B) shall be used by the PRC to develop and maintain consistent guidelines to identify and encourage areas of professional growth and expertise. The PRC is charged, and held accountable by the Librarians' Council with developing the forms used in this process and defining the documentation requirements. The PRC shall use the guidelines herein to assess the scholarship and professional service of University librarians for contract renewal purposes as well as promotion in rank.

2. Renewal/Promotion Professional Review Schedule

The professional review process for librarians begins during the fall semester.

The following schedule is only an approximate sequence of events and may vary from year to year depending on circumstances. More specific timetables are determined by the PRC and the University Librarian's Office every year.

Librarian Professional Review Process Timetable			
August/September	C Chair contacts the University Libraries Office for the names of review didates and notifies Librarians' Council of upcoming reviews. C Chair sets the dates for the current review cycle.		
September/October	PRC Chair calls for applications for promotion and stipulates deadline for submission of such requests.		
November/December	University Librarian, in consultation with the PRC Chair, appoints Professional Review subcommittees for individual librarians. Librarians are notified of their review subcommittee.		
December/January	Librarians submit Professional Review documentation to PRC.		
January/February	Professional Review subcommittees review candidate dossiers and CVs as they are received. Immediate supervisors submit professional competence and performance evaluations of candidate, with recommendations to renew or not to renew appointment.		
March	University Librarian reviews candidate Professional Review documentation, and submits recommendations to University administration. The University Provost makes final reappointment and/or promotion in rank decisions and notifies librarians of these decisions in writing. Non-renewal of appointments will be communicated, in writing by the University Librarian, no later than March 31st.		
May	University Librarian will execute a new employment contract to each reappointed or promoted in rank librarian for the specific period no later than May 31 st for the specified period. The contract will be counter-signed by the Librarian and filed accordingly.		

The effective date of all promotions in rank and renewed contracts at the end of the initial appointment shall be the first day of the fiscal year that begins immediately following the review. The effective date for all other renewed contracts shall be the first day of the fiscal year following the end of the original contract.

3. Composition of Professional Review Subcommittees

The Review Subcommittee is charged with reviewing the scholarship and service credentials of individual librarians and making a recommendation to the University Librarian regarding contract renewal or application for promotion in rank.

For each librarian reviewed, the University Librarian, in consultation with the Chair of the PRC,

designates the members for the librarian's review committee, taking into account possible conflicts of interest. The Chair of the individual review subcommittee must be a member of the PRC. Other review subcommittee members shall be drawn from the current PRC or, if necessary, may be drawn from eligible members of the Librarians' Council. A librarian is eligible to serve on a review subcommittee if he/she has already gone through the full professional review process. Prior to the commencement of the review process, review candidates and review subcommittee members have the option to appeal the composition of their PRC committee to the University Librarian within five (5) business days of notification.

4. Review of Initial Appointment

The review of librarians on initial appointment, regardless of rank, shall occur no less than six months before the expiration of the initial appointment. The type of review that shall be conducted is dependent on a librarian's rank as outlined herein. The librarian shall be notified of the decision no less than two months prior to the end of the initial appointment.

Renewed appointments are fiscal year appointments and shall begin at the start of the fiscal year immediately following the review. The contract length shall be for a set term based on the rank at which the librarian is reappointed.

a) Librarian I Rank

Librarians at the Librarian I rank shall only be reviewed on professional competence. This review shall be conducted by their immediate supervisor, who shall write a letter to the University Librarian assessing the librarian's professional competence and making a recommendation concerning continuing appointment. Upon review of this information and recommendation, the University Librarian shall make a determination to reappoint, or not reappoint.

b) Librarian II Rank and higher

Librarians at the Librarian II rank and higher shall submit to the PRC a dossier documenting his/her professional scholarship and service. The librarian's professional review subcommittee shall review this documentation and submit a recommendation regarding continuing appointment to the University Librarian. The immediate supervisor shall write a letter to the University Librarian assessing the librarian's professional competence and making a recommendation concerning continuing appointment. Upon review of this information and recommendation, the University Librarian shall make a determination to reappoint, or not reappoint. This recommendation shall be forwarded for final approval to the reporting hierarchy designated by the University.

5. Review of Subsequent Appointments

Approximately eighteen (18) months prior to the expiration of the subsequent appointment, the librarian shall provide the PRC with an annotated CV or complete dossier that details his/her professional scholarship and service activities during the review period. For the first full professional review, a Librarian I shall be required to submit the full dossier. The librarian's Review Subcommittee shall review this documentation and submit a recommendation regarding reappointment to the University Librarian. The immediate supervisor shall write a letter to the University Librarian assessing the librarian's professional competence and making a recommendation concerning appointment. Upon review of this information and recommendation, the University Librarian shall make a determination to reappoint, or not reappoint. This recommendation shall be forwarded for final approval to the reporting hierarchy designated by the University.

The librarian shall be notified of the decision no later than two months prior to the end of the current fiscal year.

Renewed appointments begin on the first day of the fiscal year following the completion of the current contract. They shall be for a set term based on the level at which the librarian is appointed.

6. Non-renewal of Appointment

If the decision is made to not renew the librarian's contact, the University Librarian shall notify the librarian and his/her immediate supervisor in writing of the decision. In this letter, the University Librarian must present adequate reasons for the non-renewal of appointment. The reasons for a decision not to renew must be documented and based on one or more of the following:

- unsatisfactory job performance as evidenced by the written annual performance evaluations, the librarian's immediate supervisor's letter, and other pertinent documentation;
- failure to meet the criteria outlined in "Performance Expectations" (Librarians' Handbook Section II.B) and "Librarian Ranks and Length of Appointment" (Librarians' Handbook Section II.A.1.) for the rank at which the librarian is appointed.

The librarian may appeal this decision if he/she disagrees with it or if he/she believes that the professional review process as stated herein was not followed. See *Librarians' Handbook Section II.E Appeals* for further information. The burden of proof on appeal rests with the librarian.

7. Review of Promotion Requests

Librarians may apply for promotion during any professional review cycle whether or not they are up for contract renewal. Promotion is based upon the criteria listed in "Professional Ranks for Librarians," Librarians' *Handbook Section II.B.1*. A librarian seeking promotion must meet the requirements stipulated for a given rank (Section II.B.1 Professional Ranks for Librarians) in order to be promoted to that rank. The PRC shall announce due dates by which librarians must indicate their intent to apply for promotion.

A librarian applying for promotion shall provide the PRC with a complete dossier documenting his/her professional scholarship and service activities since his/her last promotion. The librarian's review subcommittee shall review this documentation and submit a recommendation regarding promotion to the University Librarian.

The immediate supervisor shall write a letter to the University Librarian assessing the librarian's professional competence and making a recommendation concerning promotion. Upon review of this information and recommendation, the University Librarian shall make a determination to promote, or not promote. This recommendation shall be forwarded for final approval to the reporting hierarchy designated by the University.

The librarian shall be notified of a decision no less than two months before the end of the current fiscal year. If the librarian is promoted, a new appointment shall begin the first day of the fiscal year immediately following the decision to promote. The term of the new appointment shall be dependent on rank to which the librarian is promoted.

In the case of non-promotion, the University Librarian shall notify the candidate in writing no less than two months prior to the end of the current fiscal year and provide reasons for promotion denial. The reasons for a decision not to promote must be documented and based on one or more of the following:

- unsatisfactory job performance as evidenced by the written annual performance evaluations, the librarian's immediate supervisor's letter, and other pertinent documentation;
- failure to meet the criteria outlined in "Performance Expectations" (*Librarians' Handbook Section II.C*) and "Librarian Ranks and Length of Appointment" (*Librarians' HandbookSectionII.B.1.*) for the rank at which the librarian is appointed.

The librarian may appeal this decision if he/she disagrees with it or if he/she believes that the professional review process as stated herein was not followed. See *Librarians' Handbook Section II.D Appeals* for further information. The burden of proof on appeal rests with the librarian.

E. Review Appeal Procedure

The intent of the appeal procedure is to provide a fair and competent review.

1. Definitions

An "appeal" is a request to the University Librarian for the review of a disputed decision.

A "business day" is defined as any weekday, Monday through Friday, when the petitioner is normally at work.

Librarians can appeal the following two actions:

- non-renewal of appointment
- non-promotion.

Time limits in the process may be extended by mutual written agreement of the affected parties.

2. Appeals Procedure

At any point in the appeal process prior to the time that the panel renders a decision, the librarian may withdraw his/her appeal. No reprisals of any kind shall be taken by the University or any employee against any party of interest, any witness, or any other participant in the appeal procedure by reason of such participation.

3. Filing Appeal

The petition for an appeal must be filed with the University Librarian within ten (10) business days of the receipt by the appointee of the decision not to renew or not to promote.

4. Formation of Appeals Panel and Hearing

An appeal panel is to be formed within ten (10) business days of the request filing. This panel shall consist of three members of the instructional/research or administrative/professional faculty, none of whom are on initial appointments. The panel members may not have participated in the original decision not to renew or not to promote the appointee. The petitioner shall select one member of the panel. The University Librarian shall select the second member of the panel. The two members shall then select the third member of the panel, who serves as chair. The names of the panel members shall not be publicly released.

The Chair of the panel shall request that the librarian and supervisor submit all relevant documents to the panel. The panel shall hold a hearing in the presence of both parties within ten (10) days of receipt of the required documentation. It is the responsibility of the Chair of the panel to set dates for the hearing, to notify University Counsel and HR, answer questions regarding procedure and determine a reasonable time limit for the conduct of the hearing and adjournment.

Witnesses may be called to appear on behalf of either party. The University shall make every effort to ensure that documents and individuals deemed essential for a fair and impartial decision are available. The librarian may be accompanied by an attorney at the hearing, but the attorney may not participate. If the librarian chooses to bring an attorney, he or she must advise the University no fewer than five (5)

business days in advance of such hearing.

The hearing shall not be open to the public and will not be recorded in any manner. Witnesses shall attend the hearing to give testimony and shall leave the hearing immediately thereafter.

5. Decision of the Panel

The decision of the panel shall be by majority vote. The Chair of the panel is responsible for writing the panel decision and submitting it to the President, or his/her designee, the librarian, the supervisor, and the University Librarian within three (3) business days of the end of the hearing. The President, or his/her designee, shall submit to the librarian, the supervisor, and the University Librarian a final and binding decision within five (5) business days of receipt of the panel's recommendation.

The panel's decision shall consist of one of the following recommendations:

- It is recommended that the librarian shall be renewed/promoted.
- It is recommended that the librarian's appointment shall not be renewed.
- It is recommended that the librarian shall not be promoted.

6. Procedural Deficiencies

If the President, or his/her designee, determines that the appeal procedures were not followed correctly by the panel, then the case shall be sent back to the panel to correct the deficiencies in the process.

7. Records Retention

After the appeal has been decided, the records of the case shall be given to the Office of the University Librarian for filing and maintenance in the librarian's personnel file per the University's Records Retention Policy.

III. PROFESSIONAL DEVELOPMENT LEAVE

Several types of professional development leave are available to librarians through University's and University Libraries' programs in addition to other types of leave available to A/P faculty. For more information about other leave types, refer to the Leave Options Chart in Appendix D of the A/P Faculty Handbook. Professional development leave available to librarians includes:

A. Research Leave

Librarians may apply to the Professional Development Committee (PDC) of the Librarians' Council for short-term Research Leave. This competitive Research Leave provide up to two (2) weeks of paid leave. Librarians who wish to apply for Research Leave should consult either the "Research Leave Policy and Application" available on the Librarians' Council page of the University Libraries' intranet or contact the Chair of the Professional Development Committee.

The University Librarian makes final determination and awards Research Leave upon consideration of the PDC recommendation. Librarians shall use Research Leave within a reasonable period. Librarians shall consult with their supervisor when planning and scheduling Research Leave.

B. Professional Leave without Pay

Professional leave of absence without pay provides librarians with an opportunity for continued achievement through special study, research, or writing. Leave is also provided for projects that directly

benefit the institution and for public or private service outside of the institution. Requests for these types of projects shall be considered on a case-by-case basis. Within three months following completion of leave, the librarian shall submit to the University Librarian a summary of professional activities undertaken while on leave. The decision to award professional leave without pay is made solely at the discretion of the University.

To apply for professional leave without pay, a librarian must submit a written application to the University Librarian at least three (3) months prior to commencement of the leave. Exceptions to this timetable will be considered only in unusual circumstances. The timetable applies with the understanding that pending reappointment decisions have precedence over, and should precede, a University decision on granting a librarian professional leave without pay. The application should clearly specify the applicant's intention to return to the University following leave.

A librarian's application should outline how the proposed leave meets the above criteria. If the recommendation of the University Librarian is to approve the leave, then the leave request shall be forwarded for final approval to the reporting hierarchy designated by the University.

The University Librarian shall inform the applicant in writing of the final decision regarding his/her request for professional leave without pay. Leaves are ordinarily one (1) month to a year in length, with a maximum of two (2) years. The University shall reserve a position for the librarian, with the understanding that the position reserved is not necessarily the original position held by the librarian awarded professional leave without pay. When a librarian returns from leave, their professional rank and salary shall be the same as when their leave started. A librarian on leave wishing to change the agreement should inform the institution as early as possible, but no later than thirty (30) days prior to the stated end of the leave.

During leave, a librarian is free to engage in activities for pay if the activities undertaken are consistent with the purpose for which the leave was granted. A librarian on leave receives some consideration for salary increases, but not necessarily the same as those in active service to the institution.

Once professional leave without pay has been granted, the timetable for reappointment and/or promotion may be extended. Librarians may apply for extension of the Review Calendar to their supervisor. The University Librarian makes the final determination as to the extension of the Review Calendar for the affected librarian and informs the PRC of the decision.

During leave, continuous coverage under the librarian's established insurance programs can usually be provided by the University; however, specific inquiries should be directed to the Human Resources Department. All leaves of absence require submission of appropriate forms available from the Human Resources Department.

IV. Grievance Procedure

Librarians wishing to file a grievance must do so in accordance with the A/P Faculty Handbook Section X Grievance Procedure. All parts of Section X shall apply with the following additions and exceptions noted below

A. Definition

The following exceptions apply for librarians:

A "grievance" shall mean any complaint or dispute by any librarian, or group of librarians, with regard to the application of a University policy, procedure, or practice.

A "grievance" is also defined as a complaint alleging retaliation for use of the Grievance Procedure. A "grievant" is the person or persons making the claim.

B. Administration

There are no additions or exceptions to this subsection for librarians.

C. Non-Grievable Issues

The following exception applies for librarians:

Librarians may also grieve the following issues:

- 1. Infringement of academic freedom;
- 2. assignments or duties;
- 3. working conditions; or
- 4. salary.

D. Procedure

The following addition applies to librarians:

1. Initiating a Grievance

Before initiating any grievance proceeding, the grievant must seek to resolve the dispute through discussion with the grievant's immediate supervisor. Parties should exhaust all reasonable efforts to achieve a resolution of the situation. If the grievance is with their immediate supervisor, then the grievant should discuss the grievance with the grievant's supervisor's supervisor.

If informal consultation fails to resolve the matter, the grievant may initiate a written grievance following the procedure in the *A/P Faculty Handbook, Section X.D Grievance Procedure*. This action must be taken within fifteen (15) business days following the cessation of discussions. The written grievance shall detail with particularity the nature of the dispute, the remedy sought, and the justification for the remedy sought.

2. Panel

Members of the grievance review panel shall been selected in accordance with the *A/P Faculty Handbook Section X.D.2*. One member of the panel reviewing a librarian's grievance must also be a librarian and shall be selected from the membership of the Librarians' Council.

The following individuals are ineligible to serve as members of the ad hoc panel:

- Relatives of the grievant or supervisor;
- Staff members of the University's Human Resources Department;
- Staff members of the Office of Equity and Diversity Services;
- Staff members of the President's Office; or
- Administrative/Professional Faculty members within the grievant's reporting structure.

After the grievance has been decided, the records of the case shall be given to the Office of the University Librarian for filing and maintenance in the grievance file as per the University's Records Retention Policy.

V. DISCIPLINE AND TERMINATION

Discipline and termination of librarians shall be done in accordance with The A/P Faculty Handbook Sections VII. Discipline and VIII. Termination without Cause. These sections apply to all George Mason University librarians with the following exceptions/additions:

A. Termination without Cause

1. Resignation

A librarian who resigns before the end of his/her appointment is expected to give at least one (1) month's written notice to the University Librarian with a copy given to the supervisor.

B. Interruption of Appointment for Bona-Fide Financial Exigency

In all cases of dismissal due to financial exigency, the position of the dismissed librarian shall not be filled by a replacement within a period of two years, unless the released librarian has been offered reinstatement. Should termination of a librarian for reasons of bona-fide financial exigency become necessary during the term of his/her appointment, the University shall give him/her as much notice as possible in accordance with the A/P Faculty Handbook Section VIII.B.1, but no less than thirty (30) days.

C. Terminations

1. Termination for Cause

"Termination for cause" means the involuntary termination of a librarian's appointment prior to the expiration of his/her term of appointment. Termination for cause cannot be used to restrain a librarian in his/her exercise of academic freedom or other rights of American citizens. Termination for cause may occur at any time.

The reasons for termination for cause as outlined in the A/P Faculty Handbook Section VII.B.1 apply to librarians in addition to the following:

• Retaliation for exercise of academic freedom, free speech and association.

2. Termination for Cause Procedure

Dismissal of a librarian before the end of his/her appointment shall be done in accordance with the procedure for termination with cause set forth in the A/P Faculty Handbook Section VII.B.2 with the following exception:

Dismissal of a librarian before the end of his/her appointment shall be preceded by a meeting of the librarian, the immediate supervisor, and the University Librarian in an effort to resolve the problem. If the matter is not resolved during this meeting, the University Librarian shall notify the librarian in writing within two (2) business days of the decision to dismiss and shall provide reasons for the dismissal. Once the librarian has been notified of the decision to dismiss, the Termination for Cause procedure in the A/P Faculty Handbook Section VII.B.2 shall be followed.

ITEM NUMBER:

BA in International Security and Law Degree Proposal

PURPOSE OF ITEM:

The BA in International Security and Law Degree Proposal is in development for submission to the State Council of Higher Education for Virginia (SCHEV) for Fall 2022. Prior to SCHEV submission, Board action is required.

APPROPRIATE COMMITTEE:

Academic Programs, Diversity and University Community Committee

BRIEF NARRATIVE:

The proposed BS degree program in International Security and Law will prepare students to recognize enduring and new security challenges (e.g., military, economic, demographic, environmental and technological change; sustainable development; forced migration, humanitarian emergencies). The proposed program would be the first undergraduate degree in the country to combine the study of security with law. Graduates of the program will understand the effects of the international system on defense policies of states, particularly the tension between national demands and international interdependence. Security professionals need to understand the legal regulation of international security, such as collective action under the United Nations Charter, and the laws governing the use of force, sanctions, humanitarian interventions, terrorism, and peacekeeping operations. Graduates of this program will gain an understanding of how state legal systems can be used in pursuit (or at the expense) of national security goals. The program pairs this foundation in international security with rigorous methodological training, designed to give graduates the quantitative skills needed for a variety of positions in government, industry, and international organizations.

REVENUE IMPLICATIONS:

The program at launch will be revenue-neutral. Four new courses were developed for the core curriculum which incorporates existing courses from existing degrees. The curriculum draws on Mason's strengths in global affairs, peace and conflict studies, criminology, programming and data analysis. The program does not require new laboratory or other facilities. It is anticipated that the program to be revenue enhancing as it reaches maturity.

STAFF RECOMMENDATION:

Staff recommends Board approval.

STATE COUNCIL OF HIGHER EDUCATION FOR VIRGINIA Program Announcement Form

I. Basic Program Information

Institution (official name)	George Mason University	
Degree Program Designation	Bachelor of Arts (BA)	
Degree Program Name	International Security and Law	
CIP code	45.0999	
Anticipated Initiation Date	Fall 2022	
Governing Board Approval	Anticipated May 6, 2021	
Date (actual or anticipated)		

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

Mason Core (General Education) Requirements: 41 credits

Written Communication: Lower and Upper Divisions (6 credits)

Oral Communication (3 credits)

Literature (3 credits)

Quantitative Reasoning (3 credits)

Arts (3 credits)

Western Civilization/World History (3 credits)

Natural Science (7 credits)

Global Understanding (3 credits): GOVT 132: Introduction to International Politics (3 credits) is required.

Information Technology and Computing (3 credits): GOVT 300: Research Methods and Analysis (4 credits) is required.

Social and Behavioral Science, (3 credits): GOVT 103: Introduction to American Government (3 credits) is required.

Mason Core Writing-Intensive and Synthesis/Capstone: GOVT 490: Senior Seminar International Law, Security and Policy (3 credits) is required.

Core Courses: 27 credits

GOVT 133: Introduction to Comparative Politics (3 credits)

GOVT 134: Grand Challenges to Human Security (3 credits)*

Or GLOA 101: Introduction to Global Affairs (3 credits)

GLOA 450: Topics in Global Affairs: Human Security and Development (3 credits)

GOVT 441: Grand Strategy (3 credits)*

GOVT 342: Diplomacy (3 credits)

GOVT 346: American Security Policy (3 credits)

GOVT 347: International Security (3 credits)

GOVT 443: Law and Ethics of War (3 credits)

GOVT 446: International Law and Organization (3 credits)

Professional Skills Requirement: 6-7 credits

All students take the following course.

GOVT 435: Data Analysis for Comparative and International Relations (3 credits)*

Students select 3-4 credits from the following courses.

GOVT 400: Issues in Political Analysis (1-3 credits) Topic sections must be approved by the program director.

CDS 101: Introduction to Computational and Data Sciences (3 credits)

And CDS 102: Introduction to Computational and Data Sciences Lab (1 credit)

CDS 230: Modeling and Simulation I (3 credits)

CDS 292: Introduction to Social Network Analysis (3 credits)

CDS 301: Scientific Information and Data Visualization (3 credits)

CDS 302: Scientific Data and Databases (3 credits)

CDS 303: Scientific Data Mining (3 credits)

COMM 204: Introduction to Public Relations (3 credits)

COMM 350: Mass Communication and Public Policy (3 credits)

COMM 362: Argument and Public Policy (3 credits)

STAT 350: Introductory Statistics II (3 credits)

STAT 463: Introduction to Exploratory Data Analysis (3 credits)

Restricted Electives (12 credits)

Students select at least six credits from Government (GOVT) courses.

GOVT 319: Issues in Government and Politics (1-3 credits) with program director approval

GOVT 331: Government and Politics of Latin America (3 credits)

GOVT 332: Government and Politics of the Middle East and North Africa (3 credits)

GOVT 333: Government and Politics of Asia (3 credits)

GOVT 334: Government and Politics of Europe (3 credits)

GOVT 338: Government and Politics of Russia (3 credits)

GOVT 340: Central Asian Politics (3 credits)

GOVT 341: Chinese Foreign Policy (3 credits)

GOVT 344: American Foreign Policy (3 credits)

GOVT 345: Islam and Politics (3 credits)

GOVT 348: Political Violence and Civil War*

GOVT 361/EVPP 361: Introduction to Environmental Policy (3 credits)

GOVT 362/EVPP 362: Intermediate Environmental Policy (3 credits)

GOVT 444: Issues in International Studies (1-3 credits) with program director approval

GOVT 445: Human Rights (3 credits)

GOVT 447: Revolution and International Politics (3 credits)

GOVT 448: Ethics and International Politics

Students may select six credits from the following courses.

CONF 335: Justice and Reconciliation (3 credits)

CONF 394: Human Rights and Inequality (3 credits)

CONF 340: Global Conflict Analysis and Resolution (3 credits)

CONF 345: Social Dynamics of Terrorism, Security, and Justice (3 credits)

CRIM 230: Intro to Homeland Security (3 credits)

CRIM 309: Human Rights and Justice (3 credits)

CRIM 310: Introduction to the Intelligence Community (3 credits)

CRIM 350: Counterintelligence (3 credits)

CRIM 405: Law and Justice Around the World (3 credits)

CRIM 475: Theory and Politics of Terrorism (3 credits)

GCH 205: Global Health (3 credits)

GLOA 101: Introduction to Global Affairs (3 credits)

GLOA 450: Topics in Global Affairs (1-3 credits)

INTS 210: Sustainable World (4 credits)

INTS 314: Conflict, Trauma and Healing (6 credits)

INTS 362: Social Justice and Human Rights (3 credits)

INTS 417 Human Trafficking and Smuggling (3 credits)

PHIL 112: Ethics and the Cybersociety (1 credit)

PHIL 243: Global Environmental Ethics (3 credits)

Foreign Language Requirement

Students must demonstrate intermediate-level proficiency in one foreign language.

Applied Skills Requirement: 6 credits

Students must complete 6 credits of competence-based coursework, chosen in consultation with the program director. Coursework may be any combination of the following.

Advanced level language courses

GOVT 480 Internship

Study abroad coursework

Electives: 27-28 credits

Total: 120 credit hours

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

Students will be able to:

- Recognize enduring and developing security problems (e.g., military, economic, demographic, humanitarian, environmental and technological change; sustainable development; and forced migration), and the effects of the international system on defense policies of states, particularly the tension between national demands and international interdependence;
- Appraise the policy tools available to address security challenges, and the likely costs and consequences of these tools;
- Identify and assess the relationship between war, peacetime settlements, politics, and strategy, particularly the issues of morality in armed conflict, and implications of such ideas for international relations;
- Explain the relationship between law, diplomacy, and security and how law and diplomacy can be used to pursue international security and foreign policy;
- Synthesize contextual theories of politics and government relevant for security professionals operating domestically and/or in multilateral settings;
- Apply statistical inference and causal reasoning to analyze social scientific and policy issues; and
- Critically apply the fundamentals and theories of international security to evaluate the quality, credibility, and limitations of an international security policy solution.

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

Graduates will be able to:

- Research and synthesize information regarding issues and threats related to intelligence, international relations, terrorism, national security, migration and human security to analyze problems, evaluate policies, and brief others.
- Research, analyze, and communicate regulatory information related to international law, treaties, and domestic legislation relating to national security and personal privacy.
- Collect, analyze, and evaluate data from a variety of resources.
- Interpret and communicate quantitative and qualitative data clearly using visualization and analysis tools such as Tableau, Python, and R.
- Apply contextual theories of politics and government to identify problems, assess their impact, and evaluate options.
- Present information clearly and concisely in both written and verbal form.

V. Duplication. Provide information for each existing degree program at a Virginia public institution at the same degree level. Use SCHEV's degree/certificate inventory and institutions' websites.

Institution	Program degree designation, name, and CIP code	Degrees granted (most recent 5-yr average)
James Madison University	BS, Intelligence Analysis, 30.0601	54
Virginia Commonwealth University	BA, Political Science, 45.1001 (program's concentration in Human Security is related to the proposed program)	172 (for all graduates, not only Human Security concentration)
Virginia Tech	BA, International Studies, 45.0901 (program's major in National Security and Foreign Affairs is related to the proposed program)	109 (for all graduates, not only National Security major)

VI. Labor Market Information.

Labor Market Information: Bureau of Labor Statistics, 2019 -2029 (10-Yr)

Occupation	Base Year	Base Year Projected		Typical Entry
_	Employment	Employment	Change	Level Education
Operations Research	105,000	131,000	25%	Bachelor's Degree
Analysts				
Management Analysts	876,000	970,000	11%	Bachelor's Degree
Market Research	738,000	868,000	18%	Bachelor's Degree
Analysts and				_
Marketing Specialists				

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

Occupation	Base Year	Projected	Total %	Annual	Education
	Employment	Employment	change	Change	
Operations Research	9,324	12,036	29%	271	Bachelor's
Analysts					Degree
Management	61,910	70,811	14%	890	Bachelor's
Analysts					Degree
Market Research	20,924	25,487	22%	456	Bachelor's
Analysts and					Degree
Marketing Specialists					

VII. Projected Resource Needs

	ojected resource recas					
	Cost and Funding Sources to Initiate and Operate the Program					
	Informational Category	Program Initiation Year 2023 - 2024	Program Full Enrollment Year ¹ 2026 - 2027			
1	Projected Enrollment (Headcount)	75	225			
2	Projected Enrollment (FTE)	70	209			
3	Estimated Tuition and E&G Fees	\$13,014 (in-state); \$36,474 (out-state)	\$13,014 (in-state); \$36,474 (out-state)			
4	Projected Revenue from Tuition and E&G Fees	\$1,398,627	\$5,645,996			
5	Other Funding Sources Dedicated to the Proposed Program (e.g., grant, business entity, private sources)	0	0			

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

This program builds on existing instructional strengths in international security and addresses student demand as evidenced by both the six-fold growth in graduate-level security studies enrollment and consistent and growing interest in both the international security minor and the courses included in the core curriculum. This program can be launched without additional resources, capitalizes efficiently on Mason's current strengths to educate students in an area of employment demand in northern Virginia, and will provide graduates the quantitative and data management training essential for analyst positions in government and industry.

The Bureau of Labor Statistics (BLS) and the Virginia Employment Commission (VEC) do not track job counts for the occupation "intelligence analyst," the most relevant single occupation description for graduates of the proposed program. While recognized in the O*Net database, intelligence analysts are typically government workers and these occupational definitions are updated infrequently. The best match of knowledge and skills taught in the proposed program including public and private sector employment opportunities is "operations"

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

research analysts." Other relevant occupation categories are "market research analysts" and "management analysts," both which emphasize data analytics as required workplace skills.

Beyond BLS and VEC projections, data from Chmura Economic's JobsEQ®, indicate strong demand for operation research analysts in Virginia with 1,660 net job growth through 2030 and total demand for 6,232 new workers including retirements and other exits.

ITEM NUMBER:

MS in Business Analytics Degree Proposal

PURPOSE OF ITEM:

The MS in Business Analytics Degree Proposal is in development for submission to the State Council of Higher Education for Virginia (SCHEV). Prior to SCHEV submission, Board action is required.

APPROPRIATE COMMITTEE:

Academic Programs, Diversity and University Community Committee

BRIEF NARRATIVE:

The School of Business at George Mason University proposes to offer a Master of Science in Business Analytics (MSBA) in the fall 2022 semester. The purpose of the proposed program is to prepare students for successful careers in business analytics, across a variety of functional areas and industries, by equipping them with the analytical skills to address complex business problems. Over the years, interest in graduate coursework on business analytics has increased, and recent employment reports indicate strong demand for MSBA graduates. The objective of the proposed degree is to offer a 12-month master's program that helps students develop the business analytical skills necessary to fill the projected market demand.

The MSBA program provides students with an intensive and tailored educational experience. The curriculum is structured around a common set of core courses focused on the fundamental business analytics skills (e.g., descriptive, predictive, and prescriptive analytics) and a set of elective courses to designed to deepen these their business analytics skills within a specific business domain. One experiential element of the program is an applied business analytic capstone with a client organization. The MSBA program enables both students with limited work experience (i.e., recent undergraduates) to advance their education with a business analytics-focused curriculum and working professionals to enhance their business analytics qualifications through a master's degree in a shorter period of time.

REVENUE IMPLICATIONS:

The program at launch will be revenue-neutral to profitable. The program does not require new laboratory or other facilities. It is expected that the program will be revenue enhancing as it reaches maturity.

STAFF RECOMMENDATION:

Staff recommends Board approval.

STATE COUNCIL OF HIGHER EDUCATION FOR VIRGINIA Program Announcement Form

I. Basic Program Information

Institution (official name)	George Mason University
Degree Program Designation	Master of Science (MS)
Degree Program Name	Business Analytics
CIP code	30.7102
Anticipated Initiation Date	Fall 2022
Governing Board Approval	Anticipated May 6, 2021
Date (actual or anticipated)	Anticipated May 6, 2021

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

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

Core Courses (21 credits)

MSBA 601: Statistics and Software for Business Analytics Bootcamp (0 credits) *

MSBA 610: Essentials for Business Analytics: From Data Ethics to Data Driven Decision-making (3 credits) *

MSBA 615: Databases and Database Management for Business Analytics (3 credits) *

MSBA 618: Programming for Business Analytics (3 credits) *

MSBA 625: Exploratory Data Analysis and Visualization (3 credits) *

MSBA 738: Data Mining for Business Analytics (3 credits) *

MSBA 757: Prescriptive Analytics (3 credits) *

MSBA 795: Business Analytics Applied Capstone (3 credits) *

Restricted Elective Courses (9 Credits)

Students select from the following analytics courses. With approval from the Program Director, students may select other analytics coursework offered in other academic units (e.g., engineering analytics courses).

ACCT 665: Advanced Accounting Analytics (3 credits)

ACCT 771: Audit Analytics (3 credits)

ACCT 781: Tax Analytics (3 credits)

GBUS 720: Marketing Research (3 credits)

GBUS 721: Marketing Analytics (3 credits)

GBUS 739: Advanced Data Mining for Business Analytics (3 credits)

GBUS 740: People Analytics (3 credits)

MKTG 652: Customer Analytics (3 credits)

MSBA 639: Operations and Supply Chain Analytics (3 credits)*

MSBA 655: Retailing Analytics (3 credits) *

MSBA 663: Pricing Analytics (3 credits) *

MSBA 697: Special Topics in Business Analytics (3 credits) *

MSBA 692: Practicum in Business Analytics (3 credits) *

MSBA 743: Business Forecasting (3 credits) *

Total Credit Hours: 30 credit hours

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

Students will be able to:

- Demonstrate ethical accountabilities to ensure ethical professional practices in collecting and analyzing data and in executing business strategies.
- Diagnose the essential relationships between analytics and the functional areas of business when making business decisions.
- Analyze ambiguous, complex business issues using analytic methods and techniques with sound theoretical foundations.
- Evaluate and present appropriate data and information necessary for problem solving through various communication tools.
- Apply interpersonal and leadership skills needed to work effectively with diverse organizational teams.
- Effectively interact with clients and respond to feedback when developing solutions to business problems.

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

Graduates of the proposed program will be able to:

- Evaluate the legal, ethical, moral, and social issues surrounding data privacy and ethics.
- Design and utilize practical databases to organize company, operational, and customer data (business data).
- Demonstrate proficiency in programming languages for data management and data analysis (e.g., SQL, Python)
- Connect the business analytics techniques to fundamental business problems to diagnose when to apply exploratory, descriptive, predictive, and prescriptive business analytic techniques for business problems.
- Develop data visualizations using a variety of business data.
- Apply supervised and unsupervised learning methods in data mining to business data.
- Apply optimization tools and techniques to develop models for tactical and strategic business decisions.
- Apply machine learning techniques to analyze business data.
- Demonstrate proficiency in a variety of software and technology used for business analytics (e.g., Tableau, Excel, R, Stata, SAS, SPSS).
- Design and present an actionable plan based on business analytics to the top management team.
- **V. Duplication.** Provide information for each existing degree program at a Virginia public institution at the same degree level. Use SCHEV's degree/certificate inventory and institutions' websites.

Institution	Program degree designation, name, and	Degrees granted (most
	CIP code	recent 5-yr average)
College of William	MS, Business Analytics, CIP code: 52.1301	74 (4-yr average)
& Mary		
Virginia	MDA, Decision Analytics, CIP code:	48.5 (4-yr average)
Commonwealth	52.1301	
University		
University of	MS, Business Analytics, CIP Code: 52.1301	39 (1-yr average)
Virginia	-	

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

Labor Market Information: Bureau of Labor Statistics, 2019 -2029 (10-Yr)

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Occupation	Base Year	Projected	Total %	Typical Entry
	Employment	Employment	Change	Level Education
Operations Research	105,100	131,300	25	Bachelor's degree
Analysts				
Market Research	738,100	868,400	18	Bachelor's degree
Analysts and				_
Marketing Specialists				
Management Analysts	876,300	970,200	11	Bachelor's degree
Database	132,500	145,300	10	Bachelor's degree
Administrators				
Statisticians	42,700	57,500	35	Master's degree

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

Occupation	Base Year	Projected	Total %	Annual	Education
	Employment	Employment	change	Change	
Operations Research	9,324	12,036	29.09	271	Bachelor's
Analysts					degree
Market Research	20,924	25.487	21.81	456	Bachelor's
Analysts and					degree
Marketing Specialists					
Management	61,910	70,811	14.38	890	Bachelor's
Analysts					degree
Database	5,632	6,481	15.07	85	Bachelor's
Administrators					degree
Statisticians	1,256	1,663	32.40	41	Master's
					degree

VII. Projected Resource Needs

	Cost and Funding Sources to Initiate and Operate the Program				
	Informational Category	Program Initiation Year 2022 - 2023	Program Full Enrollment Year ¹ 2024 - 2025		
1	Projected Enrollment (Headcount)	20	25		
2	Projected Enrollment (FTE)	15	18		
3	Estimated Tuition and E&G Fees	\$1,050 (in-state) \$1,600 (out-of- state)	\$1,071 (in-state) \$1,632 (out-of- state)		
4	Projected Revenue from Tuition and E&G Fees	\$555,000	\$842,250		
5	Other Funding Sources Dedicated to the Proposed Program (e.g., grant, business entity, private sources)	\$0	\$0		

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

Virginia needs this program due to the increased student interest in graduate coursework in business analytics, the growth of business analytics-related jobs, and the limited number of graduate business analytics programs in the Commonwealth to meet demand.

- Student Needs: To keep up with data-driven changes in business, there has been an increased interest and demand from students for graduate-level coursework in business analytics. Although a relatively new degree, an MS in Business Analytics was the second most considered specialized business master's programs by prospective graduate business students according to a survey by the Graduate Management Admission Council.¹
- Employer Needs: According to a 2018 Forbes report, a majority of executives at large enterprises in the U.S. and Europe said that "analytics will only continue to grow in importance for maintaining and growing market share," leading their companies to invest in analytics professionals. A study identified 21,041 regional job postings for business analytics related occupations over a period of 180 days in 2020. Due to the growing use of customer and operations data and analytics, business analytics graduates are attractive employees to major businesses and will be equipped with marketable skills.
- **State Needs:** Employment growth for business analytics professionals is projected to be particularly strong in Virginia, with a projected increase of 13.4%, higher than the 10.2% forecast for all other jobs in the state. Given the fast growth trends in business analytics careers, these needs have not fully been met by educational institutions in Virginia.

¹ GMAC: "Demand for MBA and Business Master's Programs": https://www.gmac.com/-/media/files/gmac/research/prospective-students-data/2018-mbacom-prospective-students-survey-mba-and-business-masters-demand-may-2018.pdf

² https://www.forbes.com/sites/insights-cisco/2018/08/15/6-reasons-why-investment-in-analytics-is-essential/?sh=3d6e6ba85eff</sup>

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

ITEM NUMBER:

MS in Marketing Degree Proposal

PURPOSE OF ITEM:

The MS in Marketing Degree Proposal is in development for submission to the State Council of Higher Education for Virginia (SCHEV). Prior to SCHEV submission, Board action is required.

APPROPRIATE COMMITTEE:

Academic Programs, Diversity and University Community Committee

BRIEF NARRATIVE:

The School of Business at George Mason University proposes to offer a Master of Science in Marketing in the fall 2022 semester. The purpose of the proposed program is to prepare students for successful careers in marketing, across a variety of roles and industries, by equipping them with the skills to address complex marketing problems. Over the years, interest in graduate coursework in marketing has increased, and recent employment reports indicate strong demand for graduates with an MS in Marketing. The objective of the proposed degree is to offer a 12-month master's program that helps students develop the marketing skills necessary to fill the projected market demand.

The MS in Marketing program offers students an intensive and tailored educational experience, providing them the skills to uncover customer insights and develop markets in a sustainable and ethical manner. The curriculum consists of a common core of marketing courses, a set of elective courses, and an applied client-based capstone course. With their choice of electives, students have the ability to specialize in digital marketing, marketing strategy, and/or marketing research, with a deep understanding of sustainability and ethics throughout the coursework. A central experiential element of the program is the applied marketing capstone that students will conduct for a client organization. The MS Marketing program enables both working professionals and students with limited work experience (i.e., recent undergraduates) to advance their marketing qualifications through a master's degree in a shorter period of time.

REVENUE IMPLICATIONS:

The program at launch will be revenue-neutral to profitable. The program does not require new laboratory or other facilities. We expect that the program will be revenue enhancing as it reaches maturity.

STAFF RECOMMENDATION:

Staff recommends Board approval.

STATE COUNCIL OF HIGHER EDUCATION FOR VIRGINIA Program Announcement Form

I. Basic Program Information

Institution (official name)	George Mason University
Degree Program Designation	Master of Science (MS)
Degree Program Name	Marketing
CIP code	52.1401
Anticipated Initiation Date	Fall 2022
Governing Board Approval	Anticipated May 6, 2021
Date (actual or anticipated)	Anticipated May 6, 2021

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

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

All courses are new.

Primer Courses (0 credits)

Students entering the MS in Marketing degree program with no prior exposure to marketing and/or basic statistics coursework will be required to take zero-credit primer course(s) in these area(s). These primer courses will be self-guided online courses that students will take prior to program initiation.

MKTG 601: Marketing Essentials (0 credits)

MKTG 602: Basic Statistics for Marketing (0 credits)

Core Courses (12 credits)

MKTG 612: Consumer Behavior (3 credits)

MKTG 623: Marketing Strategy (3 credits)

MKTG 637: Marketing for a Better World (3 credits)

MKTG 651: Marketing Research (3 credits)

Restricted Elective Courses (12 credits)

Students choose from the following courses.

MKTG 610: Consultative Sales (3 credits)

MKTG 615: Digital Marketing Strategy (3 credits)

MKTG 625: Marketing Data Visualization & Analysis (3 credits)

MKTG 633: Business-to-Business Marketing (3 credits)

MKTG 652: Customer Analytics (3 credits)

MKTG 653: Retailing & Pricing Analytics (3 credits)

Capstone Course (6 credits)

MKTG 690: MS in Marketing Capstone: Applied Client Project (6 credits)

Total Credit Hours: 30 credit hours

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

Students will be able to:

- Employ ethical professional practices in collecting and analyzing marketing information and in formulating marketing strategies.
- Analyze complex marketing issues using quantitative and qualitative methods, sound theoretical foundations, and an understanding of relationships between marketing and other functional areas of organizations.
- Apply interpersonal and leadership skills needed to form, lead, and work effectively with diverse teams to formulate and communicate marketing strategies.
- Distinguish between characteristics of different international markets, appraise diversity of consumers and organizational stakeholders across the globe, and utilize a variety of marketing tactics and strategies to solve current and emerging issues in the global economy.
- Diagnose client marketing problems and break these down into meaningful questions. Construct and present an actionable marketing plan to the client top management team.

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

Graduates will be able to:

- Execute marketing strategies for both Business-to-Consumer (B2B) and Business to Business (B2B) organizations, which drive growth in national and international markets.
- Apply frameworks to understand how external trends and psychological factors affect consumer behavior, well-being, and societal welfare.
- Diagnose the information needs of marketing managers and theorize questions that can be addressed through research.
- Analyze relationships in data, predict outcomes, and prescribe marketing actions with the help of visualization and statistical analysis.
- Test data science solutions to common customer insight and retail problems and sketch effective pricing strategies.
- Apply the concepts, theories, and issues in digital marketing and effectively use digital marketing channels.
- Employ consultative sales communication skills and follow-on, and execute prospecting methods and client dialogue.
- Perform complicated research and consulting exercises in teams and present findings to a managerial audience in the form of research reports and marketing plans.
- Demonstrate how marketing can be used to create a better world.

V. Duplication. Provide information for each existing degree program at a Virginia public institution at the same degree level. Use SCHEV's degree/certificate inventory and institutions' websites.

Institution	Program degree designation, name, and CIP code	Degrees granted (most recent 5-yr average)
College of William	MS, Marketing, CIP Code: 52.1401	Program Approved to
& Mary	-	Confer Degrees
		Summer 2021-22

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

Labor Market Information: Bureau of Labor Statistics, 2019 -2029 (10-Yr)

oor whither importantion. Bureau of Europ Statistics, 2015 2025 (10 11)					
Occupation	Base Year	Projected	Total %	Typical Entry	
	Employment	Employment	Change and #s	Level Education	
Marketing managers	286,300	305,400	7%, 19,100	Bachelor's Degree	
Market Research	738,100	868,400	18%, 130,300	Bachelor's Degree	
Analysts And				_	
Marketing Specialists					

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

Occupation	Base Year	Projected	Total %	Annual	Education
	Employment	Employment	Change and	Change #	
			#s		
Marketing	5,259	5,798	10.25%, 539	54	Bachelor's
Managers					Degree
Marketing Research	20,924	25,487	21.81%,	456	Bachelor's
Analysts and			4,563		Degree
Marketing					
Specialists					

VII. Projected Resource Needs

	Cost and Funding Sources to Initiate and Operate the Program			
	Informational Category	Program Initiation Year 2022 - 2023	Program Full Enrollment Year ¹ 2024 - 2025	
1	Projected Enrollment (Headcount)	20	40	
2	Projected Enrollment (FTE)	15	30	

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

	Cost and Funding Sources to Initiate and Operate the Program					
3	Estimated Tuition and E&G Fees	\$33,000 (in-state);	\$34,500 (in-state);			
3	Estimated Tutton and E&O Fees	\$33,000 (out-state)	\$34,500 (out-state)			
4	Projected Revenue from Tuition and E&G Fees	\$ 495,000	\$ 1,035,000			
	Other Funding Sources Dedicated to the					
5	Proposed Program (e.g., grant, business entity,	0	0			
	private sources)					

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

The proposed MS in Marketing degree program is needed due to the increased interest in graduate coursework in marketing, the growth of marketing-related jobs, and the limited number of graduate marketing focused program in Virginia to meet the demand.

Student Needs. With the growing importance of customer data and marketing research, increased customer interactions with digital technologies, and heightened interest in sustainability, there has been an increased interest and demand from students for graduate-level coursework in marketing. Although a relatively new degree, a Masters in Marketing was considered by 12% of prospective students indicating their preferences for a specialized business master's programs according to a survey by the Graduate Management Admission Council (GMAC) in 2019.¹

Employer Needs. A survey of corporate recruiters in 2018 indicated 30% of respondents plan to recruit from specialized programs in marketing.² Another survey of global employers by GMAC in 2019 revealed 21% of respondents planning to hire a MS in Marketing.³ These statistics along with reports from BLS showing the premium master's degrees in marketing provide over bachelor's degrees indicate strong demand from employers for students with advanced skills in marketing.

State Needs. Employment growth for marketing professionals is projected to be strong in Virginia, with a projected increase of 13% for Marketing Managers and 27% increase of Marketing Research Analysts and Marketing Specialists, higher than the forecast for all other jobs in the state. Given the fast growth trends in marketing careers, these needs have not fully been met by educational institutions in Virginia.

 $^{^1\,}https://www.gmac.com/-/media/files/gmac/research/admissions-and-application-trends/demand-for-mba-and-business-masters-programsinsights-on-candidate-decision-making-summary-reportmbac.pdf$

 $^{^2} https://www.mbacsea.org/Files/MBA\%20CSEA\%20Fall\%202018\%20Recruiter\%20Benchmarking\%20Report\%20-\%20Executive\%20Summary.pdf$

³https://www.gmac.com/-/media/files/gmac/research/employment-outlook/business-school-hiring-report_corporate-recruiters-survey-2019 may-2019.pdf

ITEM NUMBER:

MA in Transportation Policy, Operations and Logistics Degree Program Discontinuance

PURPOSE OF THE ITEM:

A proposal to close the MA in Transportation Policy, Operations and Logistics has been prepared for submission to the State Council of Higher Education for Virginia (SCHEV). Prior to SCHEV submission, Board action is required.

APPROPRIATE COMMITTEE:

Academic Programs, Diversity, and University Community Committee

BRIEF NARRATIVE:

The recommendation to close the MA in Transportation Policy, Operations and Logistics degree program is based upon consistent low enrollment. The program launched with healthy enrollments, but they have decreased over the past ten years from 42 headcount (21.6 FTE) to the current 18 students (9.1 FTE). Fully two-thirds of these students are more than halfway through the program.

Full-time faculty associated with the program have also decreased in number as several key faculty members with research specialties in this area either have retired or are planning to retire in the near future. In this context it is not cost effective to continue the standalone program given the school's current direction and focus. The Schar School of Policy and Government will continue to offer transportation-related courses as demand warrants, given the existing area of emphasis in Transportation Policy in the Master of Public Policy program.

A teach-out plan has been developed to ensure students remaining in the program can complete the degree program. Full-time faculty teaching in the program and remaining in the school will not be affected because they are already teaching across programs, both at the graduate and undergraduate level. Staff are similarly unaffected as master's academic advising is done across Schar School programs. The Dean of the Schar School supports the proposal to terminate the MA in Transportation Policy, Operations and Logistics degree program.

REVENUE IMPLICATIONS:

The closure of the MA in Transportation Policy, Operations and Logistics is expected to be budget neutral for Mason.

STAFF RECOMMENDATION:

Staff recommend closure of this program.

Academic Programs, Diversity, and University Community Committee

May 6, 2021

PROMOTION AND/OR TENURE

LAST NAME FIRST NAME EFFECTIVE DATE PROMOTION/TENURE Anacker Katrin B. 8/25/2021 Y/N Title: Professor without Term Local Academic Unit: Schar School of Policy and Government Y/N 8/25/2021 Antil Harbir Title: Professor without Term Local Academic Unit: Mathematical Science (COS) Y/N 8/25/2021 **Baily** Supriya Title: Professor without Term Local Academic Unit: College of Education and Human Development Bannan Brenda 8/25/2021 Y/N Title: Professor without Term Local Academic Unit: College of Education and Human Development 8/25/2021 Y/N **Britt Thomas** Title: Professor without Term Local Academic Unit: Film and Video Studies Program Y/Y Carchedi **David** 8/25/2021 Title: Associate Professor without Term Local Academic Unit: Mathematical Science (COS)

LAST NAME

Academic Programs, Diversity, and University Community Committee

May 6, 2021

PROMOTION AND/OR TENURE

EFFECTIVE DATE

8/25/2021

PROMOTION/TENURE

Y/N

FIRST NAME

8/25/2021 Charles Hans Y/Y **Title:** Associate Professor without Term Local Academic Unit: Film & Video Studies (CVPA) Y/N 8/25/2021 Croitoru Arie Title: Professor without Term Local Academic Unit: Geography and Geoinformation Science (COS) **Cronin** 8/25/2021 Y/N Matthew A. **Title:** Professor without Term Local Academic Unit: School of Business Denevi **Timothy** 8/25/2021 Y/Y Title: Associate Professor without Term **Local Academic Unit:** English (CHSS) 8/25/2021 Y/N **Endress** Edgar **Title:** Professor without Term

Title: Professor without Term

Evmenova

Local Academic Unit: Art (CVPA)

Local Academic Unit: College of Education and Human Development

Anna

Title: Associate Professor without Term

Local Academic Unit: Computer Science (CEC)

Academic Programs, Diversity, and University Community Committee

May 6, 2021

PROMOTION AND/OR TENURE

LAST NAME FIRST NAME **EFFECTIVE DATE** PROMOTION/TENURE 8/25/2021 Francis Grace L. Y/Y **Title:** Associate Professor without Term Local Academic Unit: College of Education and Human Development 8/25/2021 Y/N Gero Edward Title: Professor without Term Local Academic Unit: Theater (CVPA) N/Y 8/25/2021 Gilbert **Andrew Title:** Associate Professor without Term Local Academic Unit: College of Education and Human Development Goldberg Debora G. 8/25/2021 N/Y Title: Associate Professor without Term Local Academic Unit: Health Administration and Policy (CHHS) Goldstein 8/25/2021 Y/Y Thalia R. **Title:** Associate Professor without Term Local Academic Unit: Psychology (CHSS) Gordon Samuel D. 8/25/2021 Y/Y

Academic Programs, Diversity, and University Community Committee

May 6, 2021

PROMOTION AND/OR TENURE

 LAST NAME
 FIRST NAME
 EFFECTIVE DATE
 PROMOTION/TENURE

 Hutchison
 Amy C.
 8/25/2021
 Y/ N

 Title: Professor without Term
 Local Academic Unit: College of Education and Human Development

8/25/2021

N/Y

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

Tania

Krueger Frank 8/25/2021 Y/ N

Title: Professor without Term

James

Local Academic Unit: Systems Biology (COS)

Kuykendall Lauren 8/25/2021 Y/ Y

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

LaToza Thomas 8/25/2021 Y/ Y

Title: Associate Professor without Term

Local Academic Unit: Computer Science (CEC)

Lopez Bunyasi Tehama 8/25/2021 Y/ Y

Title: Associate Professor without Term

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

Academic Programs, Diversity, and University Community Committee

May 6, 2021

PROMOTION AND/OR TENURE

LAST NAME FIRST NAME **EFFECTIVE DATE** PROMOTION/TENURE 6/25/2021 Luchini Alessandra Y/NTitle: Professor without Term **Local Academic Unit:** Systems Biology (COS) Y/N 8/25/2021 Lyons Terrence Title: Professor without Term Local Academic Unit: Jimmy and Rosalynn Carter School for Peace and Conflict Resolution Y/Y Marttinen 8/25/2021 Risto H. **Title:** Associate Professor without Term Local Academic Unit: College of Education and Human Development Mishra Saurabh 6/25/2021 Y/N Title: Professor without Term **Local Academic Unit:** School of Business 8/25/2021 Y/Y Nagro Sarah **Title:** Associate Professor without Term Local Academic Unit: College of Education and Human Development **Neves Cortes** 8/25/2021 Y/N Nelson Title: Professor without Term Local Academic Unit: College of Education and Human Development

Academic Programs, Diversity, and University Community Committee

May 6, 2021

PROMOTION AND/OR TENURE

LAST NAME FIRST NAME EFFECTIVE DATE PROMOTION/TENURE 8/25/2021 **Purohit** Hemant Y/Y **Title:** Associate Professor without Term Local Academic Unit: Information Sciences and Technology (CEC) 8/25/2021 Y/N Rosenstein Carole Title: Professor without Term Local Academic Unit: Arts Management (CVPA) Y/Y Rossheim 8/25/2021 Matthew E. **Title:** Associate Professor without Term Local Academic Unit: Global and Community Health (CHHS) **Pallab** 6/25/2021 Y/N Sanyal Title: Professor without Term **Local Academic Unit:** School of Business 8/25/2021 Y/Y Satsangi **Rajiv Title:** Associate Professor without Term Local Academic Unit: College of Education and Human Development Cristiana 8/25/2021 Y/N Stan Title: Professor without Term

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

Academic Programs, Diversity, and University Community Committee

May 6, 2021

PROMOTION AND/OR TENURE

EFFECTIVE DATE **LAST NAME** FIRST NAME PROMOTION/TENURE 6/25/2021 N/Y **Steinberg** Matthew **Title:** Associate Professor without Term Local Academic Unit: College of Education and Human Development 8/25/2021 Y/Y Vadakkepatt **Gautham Gopal Title:** Associate Professor without Term Local Academic Unit: School of Business 8/25/2021 Y/N Weigel Robert **Title:** Professor without Term **Local Academic Unit:** Physics and Astronomy (COS) Wessels Konrad 8/25/2021 Y/Y Title: Associate Professor without Term Local Academic Unit: Geography and Geoinformation Science (COS) Wrbican 8/25/2021 Y/N Sue **Title:** Professor without Term Local Academic Unit: Art (CVPA) 8/25/2021 Y/Y Yu Lap Fai **Title:** Associate Professor without Term **Local Academic Unit:** Computer Science (CEC)

Academic Programs, Diversity, and University Community Committee

May 6, 2021

PROMOTION AND/OR TENURE

<u>LAST NAME</u> <u>FIRST NAME</u> <u>EFFECTIVE DATE</u> <u>PROMOTION/TENURE</u>

Zhao Erhai 8/25/2021 Y/ N

Title: Professor without Term

Local Academic Unit: Physics and Astronomy (COS)

Zuefle Andreas 8/25/2021 Y/ Y

Title: Associate Professor without Term

Local Academic Unit: Geography and Geoinformation Science (COS)

Academic Programs, Diversity, and University Community Committee

May 6, 2021

CONFERRAL OF EMERITUS/EMERITA STATUS

LAST NAME FIRST NAME EFFECTIVE DATE Botan Carl H. 6/2/2021 **Title:** Professor Emeritus Local Academic Unit: Communication (CHSS) 6/2/2021 **Brayley** Russell E. Title: Professor Emeritus of Tourism and Events Management Local Academic Unit: College of Education and Human Development 6/2/2021 Carr Daniel B. Title: Professor Emeritus of Statistics **Local Academic Unit: Statistics (CEC)** Chiu Long S. 5/6/2021 Title: Associate Professor Emeritus Local Academic Unit: Atmospheric, Oceanic and Earth Sciences (COS) 5/6/2021 Clark Kevin A. Title: Professor Emeritus of Education Local Academic Unit: College of Education and Human Development Gerber Naomi Lynn 6/2/2021 Title: University Professor Emerita Local Academic Unit: Health Administration and Policy (CHHS)

Local Academic Unit: Psychology (CHSS)

Academic Programs, Diversity, and University Community Committee

May 6, 2021

CONFERRAL OF EMERITUS/EMERITA STATUS

LAST NAME FIRST NAME EFFECTIVE DATE 6/2/2021 Kerschberg Larry Title: Professor Emeritus of Computer Science **Local Academic Unit:** Computer Science (CEC) 6/2/2021 Motro Amihai Title: Professor Emeritus of Computer Science **Local Academic Unit:** Computer Science (CEC) Parker 5/6/2021 Jeffrey S. **Title:** Professor Emeritus Local Academic Unit: Antonin Scalia Law School **Robinson** Laurel O. 6/2/2021 Title: Clarence J. Robinson Professor Emerita of Criminology, Law and Society Local Academic Unit: Clarence J. Robinson Professors 6/2/2021 Schneider William Title: Professor Emeritus of Policy and Government Local Academic Unit: Schar School of Policy and Government Tetrick Lois E. 5/6/2021 Title: University Professor Emerita

Academic Programs, Diversity, and University Community Committee

May 6, 2021

CONFERRAL OF EMERITUS/EMERITA STATUS

LAST NAMEFIRST NAMEEFFECTIVE DATEWongShelley D.6/2/2021

Title: Associate Professor Emerita of Education

Local Academic Unit: College of Education and Human Development



College of Humanities and Social Sciences

4400 University Drive, MS 3A3, Fairfax, Virginia 22030

Phone: 703-993-8720

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

Gregory Washington, President

From: Ann Ardis, Dean Cl. R.L.

College of Humanities and Social Sciences

Subject: Emeritus Designation for Carl Botan

Date: March 15, 2021

On the recommendation of the Department of Communication, I am pleased to recommend Carl Botan for appointment as Professor Emeritus effective upon approval of the BOV.

Dr. Botan will retire from George Mason University in June 2021 after an exemplary academic career as a Professor of Communication. He has served George Mason University with distinction and dedication for 17-years. He has served in numerous Mason leadership roles for the Department of Communication, the College of Humanities and Social Science, and the University, and mentored numerous students and faculty. His professional service to associations and other disciplinary and professional organizations is exemplary. Dr. Botan has established himself as one of the leading international experts in strategic communication, publishing books and articles on this topic.

Dr. Botan is a consistently supportive colleague. He is always available to educate colleagues on departmental and institutional history, and is invaluable in the production of policy and procedural documents. Dr. Botan has worked tirelessly, and has cared deeply, for George Mason University for years. He is well-deserving of the honors that accompany the title Emeritus Professor.

In addition to recognizing Dr. Botan's performance and dedication to the university, this appointment will allow him to continue valuable work on research projects, consult with the Department of Communication on curricular and other matters, and potentially return to the university in adjunct status to teach occasional courses. His continued contributions in these areas are highly desirable.

Approve Disapprove Mark R. Ginsberg, Provost and Executive Vice President

Approve Disapprove Gregory Washington, President

3/26/2021

Date

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



Office of the Dean

College of Education and Human Development 4400 University Drive, MS 2F1, Fairfax, Virginia 22030 Phone: 703-993-2004; Fax: 703-993-2001

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

Gregory Washington, President

From: Robert E. Baker, Interim Dean

College of Education and Human Development (CEHD)

Subject: Emeritus Designation for Russell Brayley

Date: March 17, 2021

I am pleased to write in support of the appointment of Dr. Russell Brayley to the position of Professor Emeritus of Tourism and Events Management, effective June 2, 2021. Dr. Brayley has been a professor in the School of Sport, Recreation, and Tourism Management (SRTM) in the College of Education and Human Development (CEHD) since 2001. He played a key role as a founding professor and also served as coordinator of the undergraduate Tourism and Events Management (TEM) program. I will address his teaching, research and scholarship, and leadership in the field.

Dr. Brayley is known for his contributions in the area of socio-cultural impacts of tourism, specifically the reciprocal impacts between tourism and sacred sites. A substantive contribution of Dr. Brayley is found in his development of an intricate model reflecting the interrelation of core aspects of sacred site tourism management and marketing. While at Mason, he published 10 refereed journal articles, four book chapters, three books (each in multiple editions), 11 conference papers, and 17 technical reports. Dr. Brayley has disseminated his research via 21 refereed international and national presentations and nine state, regional, and local presentations. He also produced a documentary film that earned an Honorable Mention at an international film festival. In addition, he has attracted \$826,243 in grants and contracts.

Dr. Brayley integrates his research and teaching with effective practice and communication to industry and did so while also building the TEM program. He not only developed the TEM curriculum, but he was also instrumental in establishing the BS in TEM. He taught 16 courses, and multiple independent studies and special topics, via online and face-to-face instruction. He developed innovative teaching tools and simulations that are used by students throughout the world. In addition to his service to the program, Dr. Brayley provided extensive service to the university, college, and school/division. He served in numerous leadership roles, including as coordinator for the TEM program and as director of the Division of Sport, Recreation, and Tourism. He served on numerous committees for the university, for CEHD, and externally with the local travel and tourism community.

Not only has Dr. Brayley provided noteworthy contributions to research, service, and teaching in tourism management, he has also been an active mentor to junior colleagues. His accomplishments over his past 20 years at Mason warrant appointment as an Emeritus Professor.

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

Approval Disapproval ___

Gregory Washington, President

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



Volgenau School of Engineering

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

Einneth & Ball

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

Gregory Washington, President

From: Kenneth S. Ball, P.E., Dean

Volgenau School of Engineering

Subject: Emeritus Designation for Dr. Daniel B. Carr

Date: 16 March 2021

I am writing to request that Dr. Daniel B. Carr be awarded the title **Professor Emeritus of Statistics effective June 2, 2021**. Dr. Carr, a Professor of Statistics, joined George Mason University in 1990. In the course of his career Dr. Carr made notable contributions to Mason. He developed a number of courses in the areas of statistical graphics and visualization, both at the undergraduate and graduate level. He was an excellent teacher and mentor. He was the dissertation advisor of eleven completed Ph.D. students (of which five are female) and he served on about 80 other dissertation committees at GMU.

Dr. Carr is recognized worldwide for his contributions to visualization. His research has addressed statistical graphics design challenges, especially those arising in the fields of human health and the environment. He has collaborated with visionary researchers, including those in genomics, proteomics, and global multivariate multi-altitude atmospheric studies, and he has produced interactive and dynamic visualization software. He has interacted with and advised numerous federal agencies on the subject of visual analytics. One of his funded research proposals received endorsements from seven federal organizations. Following a study leave that he took at the National Cancer Institute, he received an Award of Merit from the National Institutes of Health for "exceptional scientific leadership in the conceptualization and development of a web-based cancer control planning tool." He was elected as a Fellow of the American Statistical Association (ASA) in 1992 and chosen as the founding chair-elect of the ASA's Statistical Graphics Section in 1986.

Dr. Carr's nomination has the unanimous support of the faculty of the Department of Statistics and its Chair. In recognition of the many contributions that Dr. Carr has made to the Volgenau School of Engineering, I recommend that he be granted the status of University Professor Emeritus of Statistics.

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

Approval Disapproval Gregory Washington, President

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



College of Science

4400 University Drive, MSN: 5C3

Fairfax, Virginia 22030

Phone: (703) 993-3622; Fax: (703) 993-1993

To: Mark R. Ginsberg, Provost

Gregory Washington, President

From: Fernando Miralles-Wilhelm, Dean, College of Science

Subject: Emeritus Designation for Dr. Long Chiu

Date: March 16, 2021

Dr. Long Chiu joined the Mason faculty in 1998 and retired February 1, 2021 with an exemplary record of teaching, research and service to the Mason community.

I am pleased to support the nomination of Dr. Chiu for the rank of Associate Professor Emeritus, as recommended by Dr. James Kinter III, Chair of his former department. Given Dr. Chiu's contributions and impact at Mason, it seems fitting that we confer this honor effective upon approval by the Board of Visitors.

Approval <u></u>	Disapproval	Mars but	3/18/2021
		Mark R. Ginsberg, Provost	Date
Approval 🗸	Disapproval	An	3/26/2021
· · · ———		Gregory Washington, President	Date

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



Office of the Dean

College of Education and Human Development 4400 University Drive, MS 2F1, Fairfax, Virginia 22030 Phone: 703-993-2004; Fax: 703-993-2001

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

Gregory Washington, President

From: Robert E. Baker, Interim Dean

College of Education and Human Development (CEHD)

Subject: Emeritus Designation for Kevin Clark

Date: March 19, 2021

I am writing to request that Dr. Kevin Clark be awarded the title of Professor Emeritus of Education, effective May 6, 2021. Dr. Clark retired on February 1 after serving as a full professor in the Division of Learning Technologies in the College of Education and Human Development (CEHD). He joined the faculty of CEHD in 2000 and completed over 20 years of service. Dr. Clark is known for his contributions in the areas of STEM education, specifically the use of technology among students from diverse backgrounds. He was named a White House Champion of Change for STEM Opportunities for African American Students in 2014. Dr. Clark received the Alcalde Family Presidential Medal for Faculty Excellence in Diversity and Inclusion in 2017 and has been nominated by SCHEV for the Teaching with Technology Outstanding Faculty award five times. He has had a far-reaching impact within Mason and nationally through his teaching, research and scholarship, and leadership in the field. At Mason, Dr. Clark taught 11 graduate-level courses and served on 31 dissertation committees, five as chair.

Dr. Clark is a nationally known scholar who has made significant contributions to the field. He has published 21 refereed journal articles, 10 invited publications, and four edited publications. He has also contributed to 44 refereed international and national presentations and 62 invited international and national presentations, and he made 29 invited state, regional, and local presentations. He has consulted with and, participated in, numerous local and national media events and publications, including for the *Washingtonian Magazine*, *Black Enterprise Magazine*, Arlington Education Television, Netflix, YouTube, and Mattel. In his time at Mason, Dr. Clark secured more than \$3.6 million in grant funding from a variety of sources, including the National Science Foundation, George Mason University, Dell Giving, and the Bill and Melinda Gates Foundation.

Dr. Clark has provided service to the profession as a board member, advisor, and participant in diverse groups, such as Fred Rogers Productions, Children's Advertising Review Unit, Facebook Youth Advisory Group, and Corporation for Public Broadcasting. He also served on leadership panels and search committees for George Mason University, Arlington Public Schools, and Boys and Girls Club of Greater Washington. He served the college as a member of multiple committees, as co-academic program coordinator of the Division of Learning Technologies, and as chair of the Donna R. and David E. Sterling Endowed Chair in Science Education search committee. I agree with the unanimous decision of the CEHD P&T Committee that Dr. Clark's accomplishments warrant appointment to Emeritus Professor.

Approval Disapproval Disapproval Disapproval Disapproval

Mark R. Ginsberg, Provost and Executive Vice President

Approval Disapproval Disapproval

Gregory Washington, President

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



College of Health and Human Services

Office of the Dean 4400 University Drive – MSN 2G7 Fairfax, Virginia 22030

Phone: 703-993-1918; Fax: 703-993-1943; Web: chhs.gmu.edu

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

Gregory N. Washington, President

From: Germaine M. Louis Junami M. Sout You

Dean, College of Health and Human Services

Subject: Emerita Designation for Naomi Lynn Gerber

Date: March 10, 2021

This memo affirms my support for Professor Naomi (Lynn) Gerber's candidacy for Faculty Emerita as nominated by the Department of Health Administration and Policy. Professor Gerber joined Mason in 2006 as a tenured professor in the Department of Global and Community Health later moving to the Department of Rehabilitation Science and then to Health Administration and Policy in 2011 and 2013, respectively. Dr. Gerber was recruited from the National Institute of Health's Clinical Center where she was a staff clinician and later appointed the Chief of Rehabilitation Medicine. At Mason, Dr. Gerber established collaborations with Inova becoming the Director of Research for the Department of Medicine in 2013 in addition to her academic position. Specifically, Dr. Gerber created clinical research opportunities for Mason faculty and undergraduates whose research has been presented at juried scientific meetings or published in refereed journals. Dr. Gerber was elected to the Institute of Medicine in 2008 and later appointed a Mason University Professor in 2008 in recognition of her research and teaching excellence. A lifelong researcher, Dr. Gerber has authored 187 refereed publications with a positive extramural grant funding trajectory that included student support. She has been generous with her time supporting the College and University's mission. Other metrics of her national professional stature include her selection for two recent awards, viz., American Congress of Rehabilitation Medicine's Distinguished Lecturer in Cancer Survivorship Care Award and the Society for Physical and Rehabilitation Medicine's Sidney Licht Lectureship Award.

In light of Professor Gerber's sustained commitment to the University and demonstrated academic excellence, I fully support a Faculty Emeritus appointment for her effective June 2, 2021.

Approval VDisapproval	Mand line
	Mark R. Ginsberg, Provost and Executive Vice President
Approval VDisapproval	$\Delta p \sim$
	Gregor N. Washington, President

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



Volgenau School of Engineering

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

GinntHAS Ball

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

Gregory Washington, President

From: Kenneth S. Ball, P.E., Dean

Volgenau School of Engineering

Subject: Emeritus Designation for Dr. Larry Kerschberg

Date: 16 March 2021

I am writing to request that Dr. Larry B. Kerschberg be awarded the title **Professor Emeritus of Computer Science effective June 2, 2021**. Dr. Kerschberg, a Professor of Computer Science, joined George Mason University in 1986. In the course of his career Dr. Kerschberg made notable contributions to Mason. He was Chair of the Department of Information and Software Engineering (which later merged with the Department of Computer Science) from 1989-1997. He was also a founding faculty of CSI, now the College of Science. He was Associate Chair for Graduate Studies of the Computer Science Department from 2008 to 2009 and has been a member of the Faculty Senate for the last 6 years.

Dr. Kerschberg was one of the founders of the MS in Information Systems program, which in its heyday graduated more than 120 students per year. He taught a variety of courses at the undergraduate and graduate levels over the years covering many subjects, including database systems, World Wide Web, ecommerce, knowledge management, intelligent agents, semantic web, scientific and statistical databases, expert database systems, and more. Prof. Kerschberg graduated 16 PhD students at Mason.

Dr. Kerschberg is the principal inventor on two patents assigned to Mason. He obtained over five million dollars in research funding as PI or co-PI from a variety of federal and business organizations. His publication record includes 7 edited or authored books, 18 book chapters, over 100 peer-reviewed journal and conference proceeding papers, and 7 invited papers. He was a Fellow of the Japan Society for the Promotion of Science and spent 10 weeks at Kyoto University and gave lectures throughout Japan.

Dr. Kerschberg's nomination has the nearly unanimous support of the faculty of the Department of Computer Science and its Chair. In recognition of the many contributions that Dr. Kerschberg has made to the Volgenau School of Engineering, I recommend that he be granted the status of University Professor Emeritus of Computer Science.

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

Approval Disapproval Gregory Vashington, President

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



Volgenau School of Engineering

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

KinnthASBall

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

Gregory Washington, President

From: Kenneth S. Ball, P.E., Dean

Volgenau School of Engineering

Subject: Emeritus Designation for Dr. Amihai Motro

Date: 16 March 2021

I am writing to request that Dr. Amihai Motro be awarded the title **Professor Emeritus of Computer Science effective June 2, 2021**. Dr. Motro, a Professor of Computer Science, joined the Department of Information and Software Engineering (ISE) at George Mason University in 1990 and became a Professor in the Computer Science Department when the two departments merged in 2008.

In the course of his career, Dr. Motro made notable contributions to Mason. He was one of the leading participants in developing the MS in Information Systems program. He was also Director of the PhD in CS program before the CS-ISE merger and made significant contribution to the program. He taught a variety of courses at the undergraduate and graduate levels over the years and graduated 6 PhD students. mot

Dr. Motro's main areas of research are database management, information systems, information retrieval, collaborative enterprises, and service-oriented programming. In these areas, he designed and implemented several innovative systems for integrating multiple, heterogeneous and inconsistent information sources and he implemented novel methods for accessing information in databases. He obtained around \$2.4 million dollars in research funding as PI or co-PI from a variety of organizations including federal funding agencies, industry and the Italian Research Council. He published over 110 papers in journals and peer-reviewed conferences, edited several books and journal issues, and was a frequent speaker nationally and internationally. Dr. Motro was a member of the editorial board of the Journal of Intelligent Information Systems and of the Journal of Knowledge Discovery and Data Mining.

Dr. Motro's nomination has the nearly unanimous support of the faculty of the Department of Computer Science and its Chair. In recognition of the many contributions that Dr. Motro has made to the Volgenau School of Engineering, I recommend that he be granted the status of University Professor Emeritus of Computer Science.

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

Approval Disapproval Gregory Vashington, President

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



Office of the Dean

Antonin Scalia Law School 3301 Fairfax Drive, MS 163, Arlington, Virginia, 22201 Phone: 703-993-8085; Fax: 703-993-8088

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

Gregory Washington, President

FROM: Henry N. Butler, Dean and Professor of Law, Antonin Scalia Law School \mathcal{HNB}

DATE: November 30, 2020

SUBJECT: Emeritus Designation for Professor Jeffrey S. Parker

I am writing to recommend that Professor Jeffrey S. Parker be given Emeritus status upon his retirement at the end of the Fall 2020 semester. Professor Parker has served George Mason since 1990. His teaching has focused on the core courses of Civil Procedure, Criminal Law, and Evidence. I have met with literally hundreds of Scalia Law alums over the past five years. I always ask the students about their favorite professor. Professor Parker, who has a reputation as a demanding professor, is regularly mentioned as the professor who taught them how to be a lawyer. He does not win the classroom popularity contests; he does win the prize for shaping careers. He is one of our few full-time law professors who regularly appears in the courtroom, arguing cases in both trial and appellate courts. In almost every such case, he uses the assistance of one or more of our students to provide them with a unique training opportunity. Professor Parker served as Associate Dean for Academic Affairs from 1994-1996. He also served on (and in most cases chaired) every major law school committee.

Professor Parker has written book chapters and published dozens of law review articles. His research parallels his teaching interests and includes: (a) criminal law theory and punishment policy; (b) fundamental studies in civil procedure, which includes making use of the methods of economics and experimental research; and (c) the economic analysis of evidence.

It is on the basis of Professor Parker's outstanding record of teaching, student mentorship, faculty service, pro bono service, and scholarship that I recommend his appointment to the position of Professor Emeritus, effective May 6, 2021.

Approval <u></u>	Disapproval	Mand but	3/26/2021
	11	Mark R. Ginsberg, Ph.D	Date
		Provost and Executive Vice President	
Approval <u></u>	Disapproval	Apr	4/8/2021
		Gregory Washington, President	Date

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



College of Humanities and Social Sciences

400 University Drive, MS 3A3, Fairfax, Virginia 22030 Phone: 703-993-8720 Fax: 703-993-8714

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

Gregory Washington, President

From: Ann Ardis, Dean Gl. A.L.

College of Humanities and Social Sciences

Subject: Emerita Designation for Laurie O. Robinson

Date: March 8, 2021

On the recommendation of the Department of Criminology Law and Society, I am pleased to recommend Laurie O. Robinson for appointment as Clarence J. Robinson Professor Emerita of Criminology, Law and Society, effective upon approval of the BOV. Professor Robinson is retiring in June 2021, which is one year less than the required ten or more years of continuous academic service, per the Faculty Handbook. The CLS faculty voted unanimously in favor of this status and Robinson Professors are enthusiastically and unanimously in favor of this as well. A request for an exception to the Faculty Handbook was brought before the Faculty Senate on March 31, 2021 and the Faculty Senate endorsed the request for an exception.

Following a distinguished career in public service, Professor Robinson joined the Department of Criminology, Law and Society in 2012. Since then she has made invaluable contributions to Mason's visibility and reputation as a world class university, and to the growth and success of CLS.

During her time at Mason, Professor Robinson served as Co-Chair on President Obama's White House Task Force on 21st Century Policing, and as a member on the distinguished Charles Colson Task Force on Federal Corrections. Within CLS, she has played a key role in the creation of the new Masters of Science (MS) Program in Criminal Justice and in teaching its signature capstone course. Implemented in 2018, the MS program has been a great success (already growing to some 70 students). She has also taught a very popular course in the Honors College modeled on the 1967 President's Commission on Law Enforcement and Administration of Justice, and is a Senior Fellow at Mason's internationally-recognized Center for Evidence-Based Crime Policy. In addition to her service and teaching, Professor Robinson has been an active scholar, writing and publishing on a wide variety of issues, often in outlets designed to influence policymakers and practitioners directly.

Professor Robinson has been one of the most significant persons to have advanced criminal justice reform in the United States, especially in policing reform. Her continued affiliation with Mason will only strengthen Mason's efforts to work toward social justice for all.

Approve <	Disapprove _.	Marchil	3/31/2021
		Mark R. Ginsberg, Provost and	Date
		Executive Vice President	
		1	
Approve 🗸	Disapprove	Δn	4/8/2021
		Gregory Washington, President	Date



To: Mark R. Ginbserg, PhD, Provost and Executive Vice President

Gregory Washington, President

From: Mark J. Rozell, Dean

Schar School of Policy and Government

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Subject: Emeritus Designation for Professor William Schneider

Date: March 19, 2021

This memo nominates Dr. William Schneider as Professor of Policy and Government Emeritus. Dr. Schneider joined the Mason faculty in 2009 with the School of Public Policy as Professor of Public Policy. He has regularly taught the School's courses on elections, public opinion, and public policy issues and problems, both at the graduate and undergraduate levels.

As a leading public intellectual, Dr. Schneider has been one of the most visible faculty in the School and university. He writes a weekly column for *The Hill*, has been a frequent speaker at public events, and lectured at numerous colleges and universities. He is author most recently of the book *Standoff: How America Became Ungovernable*, published by Simon & Schuster in May 2018. Schneider is co-author, with Seymour Martin Lipset, of *The Confidence Gap: Business, Labor and Government in the Public Mind*.

He has also written extensively on politics and public opinion for The Los Angeles Times, The New Republic, The Atlantic, The Washington Post, Politico, Reuters, National Journal, the Huffington Post and NBC News "*Think*." Immediately prior to joining the full-time Mason faculty, Schneider was Cable News Network's senior political analyst from 1990 to 2009, where he was awarded both an Emmy and a Peabody. Schneider received his B.A. from Brandeis University and his Ph.D. in political science from Harvard University.

It gives me great pleasure to nominate Dr. William Schneider for consideration as Professor Emeritus of Policy and Government, effective June 2, 2021.

Approval Disapproval Mark R. Ginbserg, PhD, Provost and Executive Vice President

Approval ____ Disapproval ____ Creany Vishington President

Gregory/Washington, President

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



College of Humanities and Social Sciences

4400 University Drive, MS 3A3, Fairfax, Virginia 22030

Phone: 703-993-8720

To:	NackD	Cinchara	Dravact and	Evacutiva	Vice President	
10.	IVIALK N.	GIIISDEIE.	Provost and	Executive	vice President	

Gregory Washington, President

From: Ann Ardis, Dean Clal.

College of Humanities and Social Sciences

Subject: Emerita Designation for Lois Tetrick

Date: March 15, 2021

On the recommendation of the Department of Psychology, I am pleased to recommend Lois Tetrick for appointment as University Professor Emerita effective upon approval of the BOV.

Dr. Tetrick received her Ph.D. in 1983 from Georgia Institute of Technology. She began teaching at George Mason University in 2003, and held the rank of Professor (2003-2009) and University Professor (2009-2020). She retired in June 2020 as a University Professor.

Dr. Tetrick's research encompassed many domains, but most notably occupational health. She has published 11 books, 50 book chapters, and 72 articles. She is a Fellow of the American Psychological Association, Society of Industrial-Organizational Psychology, the American Psychological Society, and the European Academy of Occupational Health Psychology. Fellow status denotes exceptional contributions to the field.

Dr. Tetrick also taught numerous basic and advanced courses at both the undergraduate and graduate level. Furthermore, she directed over 10 doctoral theses while at George Mason University.

Finally, Dr. Tetrick served as the director of the Industrial-Organizational Program at Mason from 2003-2014, and was also the director of Mason's Center for Consciousness and Transformation from 2009-2011. She served as editor or associate editor of top journals in her field, including the *Journal of Applied Psychology* and the *Journal of Occupational Health Psychology*.

Dr. Tetrick achieved success in every domain during her tenure at George Mason, and her record is clearly worthy of emerita status. Of note, the Psychology Department faculty were unanimous in their support of a motion recommending her for emeritus status.

Approve _	Disapprove _	Mar R luch	3/26/2021
		Mark R. Ginsberg, Provost and	Date
		Executive Vice President	
Approve _	Disapprove _	An	4/8/2021
	_	Gregory Washington, President	Date

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



Office of the Dean

College of Education and Human Development 4400 University Drive, MS 2F1, Fairfax, Virginia 22030

Phone: 703-993-2004; Fax: 703-993-2001

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

Gregory Washington, President

From: Robert E. Baker, Interim Dean Robert & Robert

College of Education and Human Development (CEHD)

Subject: Emerita Designation for Shelley Wong

Date: March 19, 2021

I am writing to request that Dr. Shelley Wong be awarded the title of Associate Professor Emerita of Education, effective June 2, 2021. Dr. Wong is an associate professor in the Division of Advanced Professional Teacher Development and International Education in the College of Education and Human Development (CEHD). She joined the CEHD faculty in 2004 and upon retirement will have completed 16 years of service. Dr. Wong is well known for her contributions investigating the impact of language, culture, and power on equitable educational practices pedagogy in the U.S. and abroad. She has taught students in the Teaching Culturally and Linguistically Diverse and Exceptional Learners program and PhD students across all specializations in CEHD. She has served on 16 dissertation committees, five as chair. Dr. Wong received Mason's Spirit of Martin Luther King Award in 2014 and has been nominated for the Stearns Center Teaching Excellence Award. She has been awarded fellowships with the Social Justice Faculty Learning Community and the Center for International Student Access at Mason and was selected as an English Language Specialist by the U.S. State Department Bureau of Educational and Cultural Affairs.

Dr. Wong is a nationally known scholar and has made significant contributions to the field. She has published 14 refereed journal articles, 18 book chapters, and three books (one edited). She has also contributed to 99 refereed international and national presentations and 48 state, regional, and local presentations. She received a Fulbright Scholar Award in 2018 and was nominated for a Lifetime Achievement Award in the American Educational Research Association's Division G, Social Contexts of Learning. In her time at Mason, Dr. Wong secured over 20 grants from intramural and extramural sources, including the U.S. Department of Education and the International Institute for Islamic Thought.

She has been a fierce advocate for social justice, having been active in social responsibility and social justice committees for numerous organizations, and she has served in leadership positions in AERA's Peace Education SIG. She has provided service to the profession as an editorial board member and workshop and meeting organizer. Dr. Wong has provided extensive and impactful service to the university and college, including serving on the Social Justice, Women and Gender Studies, Faculty Salary Equity, and Mason Dreamers committees. The CEHD Promotion and Tenure Committee unanimously (5 yes, 0 no) recommends Dr. Wong for an emerita faculty appointment. I concur with their recommendation.

Approval 🗹 Disapproval	100000
	Mark R. Ginsberg, Provost and Executive Vice Presiden
Approval ✓ Disapproval	Gregory Washington, President

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

Academic Programs, Diversity, and University Community Committee

May 6, 2021

ELECTIONS OF NEW TENURED FACULTY

LAST NAME FIRST NAME EFFECTIVE DATE

Andalibi Ali 6/25/2021

Title: Professor without Term

Classification: Tenured (without term) - Admin/Professional

Local Academic Unit: College of Science

Basnyat Iccha 8/25/2021

Title: Associate Professor without Term

Classification: Tenured (without term) - Instructional Local Academic Unit: Global Affairs Program (CHSS)

Fauntroy Michael K. 8/25/2021

Title: Associate Professor without Term

Classification: Tenured (without term) - Instructional

Local Academic Unit: Schar School of Policy and Government

Note(s): BOV Approved in February 2021; request for a revised start/tenure date.

George Mwangi Chrystal 8/25/2021

Title: Associate Professor without Term

Classification: Tenured (without term) - Instructional Local Academic Unit: Higher Education Program (CHSS)

Miller Toyah L. 8/25/2021

Title: Professor without Term

Classification: Tenured (without term) - Instructional

Local Academic Unit: School of Business



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.

Dr. Ali Andalibi, Full Professor	
Faculty Member's Name and Title	
School of Systems Biology	
Local Academic Unit	
Reference checks have been conducted.	
Sexual harassment prevention training has been scheduled for	8/30/2020
· · · · · · · · · · · · · · · · · · ·	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.

I am pleased to strongly support the appointment of Dr. Ali Andalibi as Full Professor with tenure. He was originally hired at Mason in February 2015 as the COS Associate Dean of Research, served as Interim Dean for one year, and currently serves as the COS Senior Associate Dean. I am positive that he will continue to provide substantial contributions to Mason's research, education, and service missions both as our Senior Associate Dean and as a Full Professor in the School of Systems Biology.

4/5/21

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.

Iccha Basnyat, Associate Professor

Faculty Member's Name and Title

Global Affairs (p	orimary), Dept.	of Communication ((secondary)
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Local Academic Unit

Reference checks have been conducted.	
Sexual harassment prevention training has been sch	eduled for Fall 2021
<u> </u>	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.

The position of Associate Professor of global health communication benefits GLOA because it helps fulfill teaching needs at the graduate and undergraduate levels, diversify the program's research portfolio and methodologies, and enables us to further GLOA and CHSS students' interests in the interdisciplinary studies of disease and illness and in global health. Dr. Iccha Basnyat was selected for this position over other candidates because she met all of the required qualifications listed in the position description and she met all of the preferred qualifications. Moreover, Dr. Basnyat had a strong record of research and scholarship in the relevant area, clearly articulated innovative teaching strategies that encouraged critical thinking about global issues, and participated in various levels of service at her institution and in the discipline.

Ann Ardis

03/03/2021

Dean/Director Date



Dean/Director

Office of the Provost

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

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

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

Faculty Member's Name and Title
Local Academic Unit
Reference checks have been conducted. earliest availability, online; 418: Bridges: Sexual harassment prevention training has been scheduled for Building a Supportive Community
Date
One-half page justification for appointment, to include a description of the benefit of this hire for the department, school, etc., as well as the rationale for selecting this candidate over others.
M 1. Nogelle

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.

Chrystal A. George Mwangi, Associate Professor Faculty Member's Name and Title

Faculty Member's Name and Title	
Higher Education Program	
Local Academic Unit	
Reference checks have been conducted.	
Sexual harassment prevention training has been scheduled for TBD	
	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.

Dr. George Mwangi is currently an associate professor at University of Massachusetts, Amherst, and she is a rising star in the field of higher education. Both the quality and quantity of her scholarly works are exceptional. Her research expertise in social justice issues and international higher education align with the Mason Idea of innovative, diverse, entrepreneurial, and accessible and complement our current program faculty's expertise. As a scholar of racial minority, Dr. George Mwangi will attract students of diverse backgrounds to apply and enroll in the Higher Education Program. Her scholarly interests will also create interdisciplinary collaborations and sponsored research opportunities.

C.l. a.l.	3/9/2021
Dean/Director	Date



Office of the Provost

4400 University Drive, MSN 3A2
Fairfax, Virginia 22030
Phono: 703,003,8770, Fay: 703,00

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.

Toyah Miller - Professor
Faculty Member's Name and Title
School of Business
Local Academic Unit
Reference checks have been conducted.
\checkmark Sexual harassment prevention training has been scheduled for $3/29/2021$.
Date One-half page justification for appointment, to include a description of the benefit of this hire

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

Dr. Miller is currently an Associate Professor at Naveen Jindal School of Management, University of Texas at Dallas. She received her PhD in Management from Mays School of Business, Texas A&M in 2008. Dr. Miller's research interests range from entrepreneurship, both social and traditional, to strategy and corporate governance. She is recognized as a strong researcher with a growing reputation, and her work has been cited over 5,600 times. Dr. Miller has published 18 research articles, with 10 in premier journals and four in superior journals. Her 2009 paper on diversity in the boardroom has received almost 1000 citations to date. She has won three best paper awards, including *Journal of Management* Best Paper of the Year in 2006. She is currently an Associate Editor at *Journal of Management*, a premier journal. She has been nominated three times for university wide teaching awards at UT Dallas and has taught courses in strategy and entrepreneurship, as well as doctoral seminars. She is interdisciplinary and boundary spanning. Her research and teaching interests align with the School's strategic areas of Innovation and Entrepreneurship and Ensuring Global Futures, and enable her to collaborate with both the Center for Innovation and Entrepreneurship, aligning with our vision of business as a positive force in the world.

Maury Peiperl

3/30/2021

Dean/Director Date

Academic Programs, Diversity, and University Community Committee

May 6, 2021

APPOINTMENT OF FACULTY

LAST NAME FIRST NAME EFFECTIVE DATE APPT LENGTH

Balazs Emma 6/25/2021 2 years

Title: Term Assistant Professor **Classification:** Term - Instructional

Local Academic Unit: Arts Management (CVPA)

Bramburger Jason 8/25/2021 3 years

Title: Assistant Professor

Classification: Tenure Track - Instructional

Local Academic Unit: Mathematical Science (COS)

Bryan Timothee W. 8/25/2021 1 year

Title: Term Assistant Professor **Classification:** Term - Instructional

Local Academic Unit: Mathematical Science (COS)

Buckwalter Jon Wesley 1/10/2021 3.5 years

Title: Assistant Professor

Classification: Tenure Track - Instructional Local Academic Unit: Philosophy (CHSS)

Dannenberg Holger 8/25/2021 3 years

Title: Assistant Professor

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

Academic Programs, Diversity, and University Community Committee

May 6, 2021

APPOINTMENT OF FACULTY

LAST NAMEFIRST NAMEEFFECTIVE DATEAPPT LENGTHGoldspielJules M.8/25/20211 year

Title: Term Assistant Professor **Classification:** Term - Instructional

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

Green McKinley 8/25/2021 3 years

Title: Assistant Professor

Classification: Tenure Track - Instructional Local Academic Unit: English (CHSS)

Hong Sungsoo 1/10/2021 2.5 years

Title: Assistant Professor

Classification: Tenure Track - Instructional

Local Academic Unit: Information Sciences and Technology (CEC)

Jiang Weiwen 8/25/2021 3 years

Title: Assistant Professor

Classification: Tenure Track - Instructional

Local Academic Unit: Electrical and Computer Engineering (CEC)

Kepplinger David 2/1/2021 3.5 years

Title: Assistant Professor

Classification: Tenure Track - Instructional Local Academic Unit: Statistics (CEC)

Academic Programs, Diversity, and University Community Committee

May 6, 2021

APPOINTMENT OF FACULTY

LAST NAMEFIRST NAMEEFFECTIVE DATEAPPT LENGTHKoEunae1/10/20211.5 years

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

Koo Seung Hyun 8/25/2021 3 years

Title: Assistant Professor

Classification: Tenure Track - Instructional Local Academic Unit: School of Business

Lee Jin Ree 8/25/2021 3 years

Title: Assistant Professor

Classification: Tenure Track - Instructional

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

Lewis Scott E. 1/10/2021 2.5 years

Title: Term Instructor

Classification: Term - Instructional

Local Academic Unit: Information Sciences and Technology (CEC)

Marks Ronald 1/10/2021 1 year

Title: Term Visiting Professor **Classification:** Term - Instructional

Local Academic Unit: Schar School of Policy and Government

Academic Programs, Diversity, and University Community Committee

May 6, 2021

APPOINTMENT OF FACULTY

LAST NAMEFIRST NAMEEFFECTIVE DATEAPPT LENGTHMcCabeAndrew G.8/25/20201 year

Title: Distinguished Visiting Professor **Classification:** Term - Research

Local Academic Unit: Schar School of Policy and Government

McLaughlin John F. 1/10/2021 2.5 years

Title: Term Instructor

Classification: Term - Instructional

Local Academic Unit: Information Sciences and Technology (CEC)

Nicholson Daniel J. 1/10/2021 3.5 years

Title: Assistant Professor

Classification: Tenure Track - Instructional Local Academic Unit: Philosophy (CHSS)

Oakleaf Kara M. 2/25/2021 1 year

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

Note(s): Additional Title: Fall for the Book Festival Director

Patzak Alexandra M. 1/25/2021 3.5 years

Title: Assistant Professor

Classification: Tenure Track - Instructional

Local Academic Unit: College of Education and Human Development

Academic Programs, Diversity, and University Community Committee

May 6, 2021

APPOINTMENT OF FACULTY

LAST NAMEFIRST NAMEEFFECTIVE DATEAPPT LENGTHPriessDavid1/10/20211 year

Title: Term Visiting Professor **Classification:** Term - Instructional

Local Academic Unit: Schar School of Policy and Government

Note(s): Additional Title: Senior Fellow, Michael V. Hayden Center for Intelligence, Policy, and

International Security

Rigdon Suzanne V. 2/25/2021 1 year

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

Note(s): Additional Title: Fall for the Book Festival Manager

Samoylenko Sergey A. 8/25/2021 3 years

Title: Assistant Professor

Classification: Tenure Track - Instructional Local Academic Unit: Communication (CHSS)

Soyata Tolga 8/25/2021 3 years

Title: Term Associate Professor **Classification:** Term - Instructional

Local Academic Unit: Electrical and Computer Engineering (CEC)

Note(s): Additional Title: BS/MS CpE Coordinator

Stanley Thomas T. 1/10/2021 1.5 years

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

Academic Programs, Diversity, and University Community Committee

May 6, 2021

APPOINTMENT OF FACULTY

LAST NAMEFIRST NAMEEFFECTIVE DATEAPPT LENGTHSultanaSharmin1/10/20212.5 years

Title: Term Assistant Professor **Classification:** Term - Instructional

Local Academic Unit: Information Sciences and Technology (CEC)

Tatum Nicholas 1/10/2021 1.5 years

Title: Term Assistant Professor **Classification:** Term - Instructional

Local Academic Unit: Communication (CHSS)

Note(s): Additional Title: Communication Center Director

Wei Mingkui 1/10/2021 2.5 years

Title: Term Assistant Professor **Classification:** Term - Instructional

Local Academic Unit: Cyber Security Engineering (CEC)

Academic Programs, Diversity, and University Community Committee

May 6, 2021

APPOINTMENT OF ADMINSTRATIVE AND PROFESSIONAL FACULTY

LAST NAME FIRST NAME EFFECTIVE DATE **Ayoubi** Shereen R. 7/20/2021

Title: Psychology Intern

Classification: At will - Admin/Professional

Local Academic Unit: Counseling and Psychological Services (UL)

Cabrera Alfonso 1/6/2021

Title: Associate Director, Mechanical and Energy Systems

Classification: At will - Admin/Professional

Local Academic Unit: Facilities

Camargo De Luca Carolina 4/12/2021

Title: Major Gifts Officer

Classification: At will - Admin/Professional Local Academic Unit: School of Business

Chism Jennifer 1/25/2021

Title: Director of Operations

Classification: At will - Admin/Professional Local Academic Unit: Office of Admissions

Cooke Jennifer M. 1/18/2021

Title: Athletic Trainer Resident

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

Academic Programs, Diversity, and University Community Committee

May 6, 2021

APPOINTMENT OF ADMINSTRATIVE AND PROFESSIONAL FACULTY

LAST NAMEFIRST NAMEEFFECTIVE DATEDanaherJeffrey3/1/2021

Title: Associate Director of University Priorities **Classification:** At will - Admin/Professional

Local Academic Unit: Advancement and Alumni Relations

Early Jennifer R. 2/10/2021

Title: Associate Director Mason Autism Support Initiative

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

Geary Brittney 3/1/2021

Title: Instructional Designer

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

Lacovara Vincent 2/1/2021

Title: Associate Vice President and Institutional Compliance Leader

Classification: At will - Admin/Professional Local Academic Unit: Office of University Audit

Lambert Gillian 3/1/2021

Title: Director of Finance and Human Resources **Classification:** At will - Admin/Professional

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

Academic Programs, Diversity, and University Community Committee

May 6, 2021

APPOINTMENT OF ADMINSTRATIVE AND PROFESSIONAL FACULTY

LAST NAMEFIRST NAMEEFFECTIVE DATELynchCreston2/10/2021

Title: Assistant Vice President

Classification: At will - Admin/Professional Local Academic Unit: University Life

Maguire Gerard 1/5/2021

Title: Director of Finance and Human Resources **Classification:** At will - Admin/Professional **Local Academic Unit:** Antonin Scalia Law School

Olien Catherine 3/10/2021

Title: Associate Director, Center for Humanities Research

Classification: At will - Admin/Professional

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

Orlick Daylen 1/19/2021

Title: Assistant Director of Family Programs **Classification:** At will - Admin/Professional

Local Academic Unit: New Student and Family Programs (UL)

Spring Christina 2/10/2021

Title: Director of Advancement, Business
Classification: At will - Admin/Professional
Local Academic Unit: School of Business

Academic Programs, Diversity, and University Community Committee

May 6, 2021

APPOINTMENT OF ADMINSTRATIVE AND PROFESSIONAL FACULTY

LAST NAMEFIRST NAMEEFFECTIVE DATESutherellShaun3/1/2021

Title: Associate Dean for Strategic Initiatives **Classification:** At will - Admin/Professional

Local Academic Unit: Antonin Scalia Law School

Todd Laura J. 4/10/2020

Title: Instructional Designer

Classification: At will - Admin/Professional **Local Academic Unit:** Office of the Provost

Academic Programs, Diversity, and University Community Committee

May 6, 2021

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

LAST NAMEFIRST NAMEEFFECTIVE DATEAPPT LENGTHHarveyTamara M.8/25/20214 years

Title: Department Chair

Local Academic Unit: English (CHSS)

Monson Linda A. 5/25/2020 > 4 years

Title: Director

Local Academic Unit: Music (CVPA)

Turner John G. 8/25/2021 4 years

Title: Department Chair

Local Academic Unit: Religious Studies (CHSS)

Uzuner Ozlem 8/25/2020 1 year

Title: Interim Chair

Local Academic Unit: Information Sciences and Technology (CEC)

Academic Programs, Diversity, and University Community Committee

May 6, 2021

RENEWALS AND REAPPOINTMENTS

LAST NAMEFIRST NAMEEFFECTIVE DATEAPPT LENGTHAinsworthMelissa8/25/20211 year

Title: Term Assistant Professor **Classification:** Instructional

Local Academic Unit: College of Education and Human Development

Alkassim Samirah 8/25/2021 1 year

Title: Term Assistant Professor **Classification:** Instructional

Local Academic Unit: Film & Video Studies (CVPA)

Anand Priyanka 8/25/2021 3 years

Title: Associate Professor **Classification:** Instructional

Local Academic Unit: Health Administration and Policy (CHHS)

Andreani III Frank 8/25/2021 1 year

Title: Term Instructor

Classification: Instructional

Local Academic Unit: Mathematical Science (COS)

Arans Olga R. 8/25/2021 3 years

Title: Term Assistant Professor **Classification:** Instructional

Local Academic Unit: Modern and Classical Languages (CHSS)

Academic Programs, Diversity, and University Community Committee

May 6, 2021

RENEWALS AND REAPPOINTMENTS

LAST NAMEFIRST NAMEEFFECTIVE DATEAPPT LENGTHAvilaKimberly8/25/20211 year

Title: Term Assistant Professor **Classification:** Instructional

Local Academic Unit: College of Education and Human Development

Aylsworth Julie H. 8/25/2021 1 year

Title: Term Assistant Professor Classification: Instructional

Local Academic Unit: College of Education and Human Development

Balmaceda Laura A. 1/25/2021 1 year

Title: Research Assistant Professor

Classification: Research

Local Academic Unit: Physics and Astronomy (COS)

Barthold Christine 8/25/2021 3 years

Title: Term Associate Professor **Classification:** Instructional

Local Academic Unit: College of Education and Human Development

Note(s): Previous title: Term Assistant Professor

Beadles Nicole 8/25/2021 1 year

Title: Term Assistant Professor **Classification:** Instructional

Local Academic Unit: College of Education and Human Development

Academic Programs, Diversity, and University Community Committee

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RENEWALS AND REAPPOINTMENTS

LAST NAMEFIRST NAMEEFFECTIVE DATEAPPT LENGTHBeanAmanda K.8/25/20213 years

Title: Term Associate Professor **Classification:** Instructional

Local Academic Unit: College of Education and Human Development

Note(s): Previous title: Term Assistant Professor

Beheshti Ali 8/25/2021 3 years

Title: Assistant Professor **Classification:** Instructional

Local Academic Unit: Mechanical Engineering (CEC)

Bell Tina 6/25/2021 1 year

Title: Term Assistant Professor **Classification:** Instructional

Local Academic Unit: Biology (COS)

Berea Anamaria 8/25/2021 1 year

Title: Term Associate Professor **Classification:** Instructional

Local Academic Unit: Computational and Data Sciences (COS)

Bray Harrison Dorsey 8/25/2021 1 year

Title: Term Assistant Professor **Classification:** Instructional

Local Academic Unit: Mathematical Science (COS)

Academic Programs, Diversity, and University Community Committee

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RENEWALS AND REAPPOINTMENTS

LAST NAMEFIRST NAMEEFFECTIVE DATEAPPT LENGTHBurroughsJames8/25/20213 years

Title: Term Associate Professor **Classification:** Instructional

Local Academic Unit: Schar School of Policy and Government

Caswell Amanda 6/25/2021 3 years

Title: Term Professor

Classification: Instructional

Local Academic Unit: College of Education and Human Development

Note(s): Previous title: Term Associate Professor

Cengiz Mahmut 1/25/2021 1 year

Title: Research Assistant Professor

Classification: Research

Local Academic Unit: Schar School of Policy and Government

Coleson Michael D. 8/25/2021 1 year

Title: Term Instructor

Classification: Instructional

Local Academic Unit: Mathematical Science (COS)

Note(s): Additional Title: INTO Mason Course Coordinator, Mathematics

De La Pena Gary Lee Antonio 8/25/2021 1 year

Title: Term Assistant Professor **Classification:** Instructional

Local Academic Unit: Mathematical Science (COS)

Academic Programs, Diversity, and University Community Committee

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RENEWALS AND REAPPOINTMENTS

LAST NAMEFIRST NAMEEFFECTIVE DATEAPPT LENGTHDioufFatou8/25/20211 year

Title: Term Assistant Professor **Classification:** Instructional

Local Academic Unit: School of Business

Djordjevic Branislav R. 8/25/2021 1 year

Title: Term Associate Professor **Classification:** Instructional

Local Academic Unit: Physics and Astronomy (COS)

Dobson Catherine M. 8/25/2021 3 years

Title: Term Assistant Professor **Classification:** Instructional

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

Note(s): Additional Title: Internship Director

Drissi Messouak Boubker 8/25/2021 1 year

Title: Term Assistant Professor **Classification:** Instructional

Local Academic Unit: School of Business

Duke Jodi 8/25/2021 1 year

Title: Term Associate Professor **Classification:** Instructional

Local Academic Unit: College of Education and Human Development

Academic Programs, Diversity, and University Community Committee

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RENEWALS AND REAPPOINTMENTS

LAST NAMEFIRST NAMEEFFECTIVE DATEAPPT LENGTHDummettRoxanne E.8/25/20211 year

Title: Term Instructor

Classification: Instructional

Local Academic Unit: College of Education and Human Development

Eckley Douglas A. 8/25/2021 1 year

Title: Term Assistant Professor **Classification:** Instructional

Local Academic Unit: Mathematical Science (COS)

Edner Sheldon M. 8/25/2021 1 year

Title: Term Professor

Classification: Instructional

Local Academic Unit: Schar School of Policy and Government

Einhorn Peggy 4/25/2021 1 year

Title: Term Instructor

Classification: Instructional

Local Academic Unit: Biology (COS)

El-Shazli Heba F. 8/25/2021 3 years

Title: Term Assistant Professor **Classification:** Instructional

Local Academic Unit: Schar School of Policy and Government

Academic Programs, Diversity, and University Community Committee

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RENEWALS AND REAPPOINTMENTS

LAST NAMEFIRST NAMEEFFECTIVE DATEAPPT LENGTHEnfieldJacob8/25/20211 year

Title: Research Associate Professor

Classification: Research

Local Academic Unit: Computer Game Design (CVPA)

Epstein Elisabeth 8/25/2021 1 year

Title: Term Assistant Professor **Classification:** Instructional

Local Academic Unit: Biology (COS)

Ericson Rebecca 8/25/2021 1 year

Title: Term Assistant Professor **Classification:** Instructional

Local Academic Unit: Physics and Astronomy (COS)

Fayissa Mosissa 8/25/2021 3 years

Title: Term Associate Professor **Classification:** Instructional

Local Academic Unit: Chemistry and Biochemistry (COS)

Note(s): Previous title: Term Assistant Professor

Fedri Melanie 8/25/2021 1 year

Title: Term Assistant Professor **Classification:** Instructional

Local Academic Unit: Honors College

Note(s): Additional Title: Experiential Learning Coordinator

Academic Programs, Diversity, and University Community Committee

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RENEWALS AND REAPPOINTMENTS

LAST NAMEFIRST NAMEEFFECTIVE DATEAPPT LENGTHFisher-MalteseCarley8/25/20211 year

Title: Term Assistant Professor **Classification:** Instructional

Local Academic Unit: College of Education and Human Development

Fitzpatrick Brian J. 8/25/2021 3 years

Title: Term Associate Professor **Classification:** Instructional

Local Academic Unit: English (CHSS)

Note(s): Previous title: Term Assistant Professor

Fondufe Gwendolyn Y. 8/25/2021 1 year

Title: Term Assistant Professor **Classification:** Instructional

Local Academic Unit: Biology (COS)

Frye Samuel 8/25/2021 3 years

Title: Term Assistant Professor **Classification:** Instructional

Local Academic Unit: Integrative Studies (CHSS)

Fujiwara Manako 8/25/2021 3 years

Title: Term Associate Professor **Classification:** Instructional

Local Academic Unit: Modern and Classical Languages (CHSS)

Note(s): Previous title: Term Assistant Professor

Academic Programs, Diversity, and University Community Committee

May 6, 2021

RENEWALS AND REAPPOINTMENTS

LAST NAME FIRST NAME EFFECTIVE DATE APPT LENGTH **Fyfe** Shannon E. 8/25/2021 3 years

Title: Assistant Professor **Classification:** Instructional

Local Academic Unit: Philosophy (CHSS)

Fyock Marcie 8/25/2021 3 years

Title: Term Associate Professor **Classification:** Instructional

Local Academic Unit: College of Education and Human Development

Note(s): Previous title: Term Assistant Professor

Ganjalizadeh Saiid 8/25/2021 1 year

Title: Term Assistant Professor **Classification:** Instructional

Local Academic Unit: School of Business

Gardiner Erin 8/25/2021 1 year

Title: Term Assistant Professor **Classification:** Instructional

Local Academic Unit: Theater (CVPA)

Ghimire Nirmal J. 8/25/2021 3 years

Title: Assistant Professor **Classification:** Instructional

Local Academic Unit: Physics and Astronomy (COS)

Academic Programs, Diversity, and University Community Committee

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RENEWALS AND REAPPOINTMENTS

LAST NAMEFIRST NAMEEFFECTIVE DATEAPPT LENGTHGilleaudeauGeoffrey8/25/20213 years

Title: Assistant Professor **Classification:** Instructional

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

Gudaitis Teresa 8/25/2021 3 years

Title: Term Assistant Professor **Classification:** Instructional

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

Note(s): Additional Title: Intelligence Analysis Director

Hao Xianjun 2/10/2021 1 year

Title: Research Professor **Classification:** Research

Local Academic Unit: Geography and Geoinformation Science (COS)

Hathaway Jennifer I. 8/25/2021 3 years

Title: Term Associate Professor **Classification:** Instructional

Local Academic Unit: College of Education and Human Development

Note(s): Previous title: Term Assistant Professor

Hendricks Gretchen T. 8/25/2021 1 year

Title: Term Instructor

Classification: Instructional

Local Academic Unit: School of Business

Academic Programs, Diversity, and University Community Committee

May 6, 2021

RENEWALS AND REAPPOINTMENTS

LAST NAME FIRST NAME EFFECTIVE DATE APPT LENGTH

Hermoso Vincent A. 6/25/2021 1 year

Title: Term Assistant Professor **Classification:** Instructional

Local Academic Unit: College of Science

Hoch Theodore 8/25/2021 3 years

Title: Term Associate Professor **Classification:** Instructional

Local Academic Unit: College of Education and Human Development

Horstmeyer Derek M. 8/25/2021 5 years

Title: Term Professor **Classification:** Instructional

Local Academic Unit: School of Business

Note(s): Previous title: Term Associate Professor

Howard Susan 8/25/2021 3 years

Title: Term Assistant Professor **Classification:** Instructional

Local Academic Unit: Integrative Studies (CHSS)

Howell William R. 8/25/2021 3 years

Title: Term Associate Professor **Classification:** Instructional

Local Academic Unit: English (CHSS)

Note(s): Previous title: Term Assistant Professor

Academic Programs, Diversity, and University Community Committee

May 6, 2021

RENEWALS AND REAPPOINTMENTS

LAST NAMEFIRST NAMEEFFECTIVE DATEAPPT LENGTHHuddlestonKathi8/25/20201 year

Title: Research Associate Professor

Classification: Research

Local Academic Unit: Nursing (CHHS)

Ingram Mark 8/25/2021 1 year

Title: Term Instructor

Classification: Instructional

Local Academic Unit: School of Business

Janis Mimsi S. 8/25/2021 3 years

Title: Assistant Professor **Classification:** Instructional

Local Academic Unit: Theater (CVPA)

Jeffery Roger C. 8/25/2021 1 year

Title: Term Assistant Professor **Classification:** Instructional

Local Academic Unit: Dance (CVPA)

Note(s): Additional Title: Coordinator of Advocacy and Inclusion, School of Dance

Jerome Marci B. 8/25/2021 1 year

Title: Term Associate Professor **Classification:** Instructional

Local Academic Unit: College of Education and Human Development

Academic Programs, Diversity, and University Community Committee

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RENEWALS AND REAPPOINTMENTS

LAST NAMEFIRST NAMEEFFECTIVE DATEAPPT LENGTHJusuNikyatu8/25/20213 years

Title: Assistant Professor **Classification:** Instructional

Local Academic Unit: Film & Video Studies (CVPA)

Kauzlarich Richard 8/25/2020 1 year

Title: Distinguished Visiting Professor

Classification: Instructional

Local Academic Unit: Schar School of Policy and Government

Note(s): Additional Title: Co-Director of the Center for Energy Science and Policy and

Director, Peace Operations

Kennedy William G. 8/25/2021 1 year

Title: Term Associate Professor **Classification:** Instructional

Local Academic Unit: Computational and Data Sciences (COS)

Khankan Sarah 8/25/2021 1 year

Title: Term Assistant Professor **Classification:** Instructional

Local Academic Unit: Mathematical Science (COS)

Kim Sujin 8/25/2021 3 years

Title: Assistant Professor **Classification:** Instructional

Local Academic Unit: College of Education and Human Development

Academic Programs, Diversity, and University Community Committee

May 6, 2021

RENEWALS AND REAPPOINTMENTS

LAST NAMEFIRST NAMEEFFECTIVE DATEAPPT LENGTHKingKaren M.8/25/20213 years

Title: Term Assistant Professor **Classification:** Instructional

Local Academic Unit: School of Business

King Michael A. 8/25/2021 3 years

Title: Term Assistant Professor **Classification:** Instructional

Local Academic Unit: School of Business

Kocur John 8/25/2021 1 year

Title: Term Assistant Professor **Classification:** Instructional

Local Academic Unit: Music (CVPA)

Kuykendall Davis 8/25/2021 3 years

Title: Term Assistant Professor **Classification:** Instructional

Local Academic Unit: Philosophy (CHSS)

Kwon Harim 8/25/2021 3 years

Title: Assistant Professor **Classification:** Instructional

Local Academic Unit: English (CHSS)

Academic Programs, Diversity, and University Community Committee

May 6, 2021

RENEWALS AND REAPPOINTMENTS

LAST NAMEFIRST NAMEEFFECTIVE DATEAPPT LENGTHLacayoCandace P.5/25/20211 year

Title: Term Assistant Professor **Classification:** Instructional

Local Academic Unit: College of Education and Human Development

Laemmerzahl Arndt F. 8/25/2021 1 year

Title: Term Associate Professor **Classification:** Instructional

Local Academic Unit: Biology (COS)

Landoll Christine 6/25/2021 1 year

Title: Term Instructor **Classification:** Instructional

Local Academic Unit: School of Business

Note(s): Additional Title: Professor of Practice and Director of Business Engagement

Largen Kim 8/25/2021 1 year

Title: Term Associate Professor **Classification:** Instructional

Local Academic Unit: Environmental Science and Policy (COS)

Lauer Anne E. 8/25/2021 3 years

Title: Term Instructor **Classification:** Instructional

Local Academic Unit: School of Business

Academic Programs, Diversity, and University Community Committee

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RENEWALS AND REAPPOINTMENTS

LAST NAMEFIRST NAMEEFFECTIVE DATEAPPT LENGTHLeiderRobert8/25/20213 years

Title: Assistant Professor **Classification:** Instructional

Local Academic Unit: Antonin Scalia Law School

Lukyanenko Cynthia 8/25/2021 3 years

Title: Term Assistant Professor Classification: Instructional

Local Academic Unit: English (CHSS)

Macrina Amy P. 8/25/2021 1 year

Title: Term Assistant Professor **Classification:** Instructional

Local Academic Unit: Mathematical Science (COS)

Mahabir Ron 8/25/2021 1 year

Title: Term Assistant Professor **Classification:** Instructional

Local Academic Unit: Computational and Data Sciences (COS)

Mainkar Avinash V. 8/25/2021 3 years

Title: Term Assistant Professor **Classification:** Instructional

Local Academic Unit: School of Business

Academic Programs, Diversity, and University Community Committee

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RENEWALS AND REAPPOINTMENTS

LAST NAMEFIRST NAMEEFFECTIVE DATEAPPT LENGTHMakhloufNadeen8/25/20211 year

Title: Term Assistant Professor **Classification:** Instructional

Local Academic Unit: Honors College

Malur Michal J. 6/25/2021 1 year

Title: Research Associate (Instructor)

Classification: Research

Local Academic Unit: Schar School of Policy and Government

Note(s): Additional Title: Director of External Programs

Marshall Sophia 8/25/2021 1 year

Title: Term Instructor **Classification:** Instructional

Local Academic Unit: School of Business

Maskell Shayna L. 8/25/2021 3 years

Title: Term Assistant Professor **Classification:** Instructional

Local Academic Unit: Integrative Studies (CHSS)

Masters Patricia A. 8/25/2021 3 years

Title: Term Professor **Classification:** Instructional

Local Academic Unit: Sociology and Anthropology (CHSS)

Note(s): Previous title: Term Associate Professor

Academic Programs, Diversity, and University Community Committee

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RENEWALS AND REAPPOINTMENTS

LAST NAME FIRST NAME EFFECTIVE DATE APPT LENGTH

Mathis Sara M. 6/25/2021 3 years

Title: Term Assistant Professor **Classification:** Instructional

Local Academic Unit: Communication (CHSS)

Note(s): Additional Title: Basic Course Coordinator

Mathur Divita 4/15/2021 1 year

Title: Research Assistant Professor

Classification: Research

Local Academic Unit: College of Science

Matthews Kevin 8/25/2021 1 year

Title: Term Instructor

Classification: Instructional

Local Academic Unit: School of Business

McCabe Andrew G. 8/25/2021 1 year

Title: Distinguished Visiting Professor

Classification: Research

Local Academic Unit: Schar School of Policy and Government

McGuire Heather M. 8/25/2021 3 years

Title: Term Assistant Professor **Classification:** Instructional

Local Academic Unit: History and Art History (CHSS)

Academic Programs, Diversity, and University Community Committee

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RENEWALS AND REAPPOINTMENTS

LAST NAMEFIRST NAMEEFFECTIVE DATEAPPT LENGTHMelchiorShekila8/25/20211 year

Title: Term Assistant Professor **Classification:** Instructional

Local Academic Unit: College of Education and Human Development

Moran Jeffrey 8/25/2021 3 years

Title: Assistant Professor **Classification:** Instructional

Local Academic Unit: Mechanical Engineering (CEC)

Morell Michael 8/25/2021 1 year

Title: Distinguished Visiting Professor

Classification: Research

Local Academic Unit: Schar School of Policy and Government

Mueller Claudius 1/10/2021 3 years

Title: Research Associate Professor

Classification: Research

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

Note(s): Previous title: Research Assistant Professor

Nanian Richard 8/25/2021 3 years

Title: Term Professor **Classification:** Instructional

Local Academic Unit: English (CHSS)

Note(s): Previous title: Term Associate Professor

Academic Programs, Diversity, and University Community Committee

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RENEWALS AND REAPPOINTMENTS

LAST NAMEFIRST NAMEEFFECTIVE DATEAPPT LENGTHNgacBrian8/25/20211 year

Title: Term Instructor

Classification: Instructional

Local Academic Unit: School of Business

Nord Julia Ann 6/25/2021 5 Years

Title: Term Professor

Classification: Instructional

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

Norris Robert 8/25/2021 3 years

Title: Assistant Professor **Classification:** Instructional

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

Nuñez Lucas 8/25/2021 3 years

Title: Assistant Professor **Classification:** Instructional

Local Academic Unit: Schar School of Policy and Government

O'Brien Ellen E. 8/25/2021 1 year

Title: Term Instructor

Classification: Instructional

Local Academic Unit: Mathematical Science (COS)

Academic Programs, Diversity, and University Community Committee

May 6, 2021

RENEWALS AND REAPPOINTMENTS

LAST NAMEFIRST NAMEEFFECTIVE DATEAPPT LENGTHOdstrcilDusan1/10/20211 year

Title: Research Professor **Classification:** Research

Local Academic Unit: Physics and Astronomy (COS)

Orens John R. 8/25/2021 3 years

Title: Term Professor

Classification: Instructional

Local Academic Unit: History and Art History (CHSS)

Otis Jessica M. 8/25/2021 3 years

Title: Assistant Professor **Classification:** Instructional

Local Academic Unit: History and Art History (CHSS)

Park Kristy Lee 8/25/2021 3 years

Title: Term Associate Professor **Classification:** Instructional

Local Academic Unit: College of Education and Human Development

Parks James R. 8/25/2021 1 year

Title: Term Assistant Professor **Classification:** Instructional

Local Academic Unit: Physics and Astronomy (COS)

Note(s): Additional Title: Deputy Director of the George Mason University Observatory

Academic Programs, Diversity, and University Community Committee

May 6, 2021

RENEWALS AND REAPPOINTMENTS

LAST NAMEFIRST NAMEEFFECTIVE DATEAPPT LENGTHPerryGeorge8/25/20211 year

Title: Term Instructor

Classification: Instructional

Local Academic Unit: School of Business

Pierce Robert A. 8/25/2021 3 years

Title: Term Associate Professor **Classification:** Instructional

Local Academic Unit: School of Business

Note(s): Previous title: Term Assistant Professor

Plotnick Jeremy 8/25/2021 1 year

Title: Term Assistant Professor **Classification:** Instructional

Local Academic Unit: School of Business

Porter Timothy 8/25/2021 3 years

Title: Term Assistant Professor **Classification:** Instructional

Local Academic Unit: School of Business

Prawat Theodore R. 8/25/2021 1 year

Title: Term Assistant Professor **Classification:** Instructional

Local Academic Unit: Computer Game Design (CVPA)

Academic Programs, Diversity, and University Community Committee

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RENEWALS AND REAPPOINTMENTS

LAST NAMEFIRST NAMEEFFECTIVE DATEAPPT LENGTHPyleMurray James8/25/20211 year

Title: Term Assistant Professor **Classification:** Instructional

Local Academic Unit: School of Business

Ramsdell Justin 8/25/2021 3 years

Title: Term Associate Professor **Classification:** Instructional

Local Academic Unit: Psychology (CHSS)

Note(s): Previous title: Term Assistant Professor

Rankin Kathleen 8/25/2021 1 year

Title: Term Instructor **Classification:** Instructional

Local Academic Unit: School of Business

Ray Sharon 8/25/2021 1 year

Title: Term Assistant Professor **Classification:** Instructional

Local Academic Unit: College of Education and Human Development

Rebhuhn-Glanz Rebecca 8/25/2021 3 years

Title: Assistant Professor **Classification:** Instructional

Local Academic Unit: Mathematical Science (COS)

Academic Programs, Diversity, and University Community Committee

May 6, 2021

RENEWALS AND REAPPOINTMENTS

LAST NAMEFIRST NAMEEFFECTIVE DATEAPPT LENGTHRehrDavid K.8/25/20211 year

Title: Research Professor **Classification:** Research

Local Academic Unit: Schar School of Policy and Government

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

Ren Hang 8/25/2021 3 years

Title: Assistant Professor **Classification:** Instructional

Local Academic Unit: School of Business

Requeijo Tiago 8/25/2021 1 year

Title: Term Assistant Professor **Classification:** Instructional

Local Academic Unit: School of Business

Roberts Kathleen R. 8/25/2021 3 years

Title: Term Instructor

Classification: Instructional

Local Academic Unit: School of Business

Rodgers R V Pierre 8/25/2021 3 years

Title: Term Associate Professor **Classification:** Instructional

Local Academic Unit: College of Education and Human Development

Academic Programs, Diversity, and University Community Committee

May 6, 2021

RENEWALS AND REAPPOINTMENTS

LAST NAMEFIRST NAMEEFFECTIVE DATEAPPT LENGTHRosenfeldChristine8/25/20213 years

Title: Term Assistant Professor **Classification:** Instructional

Local Academic Unit: Geography and Geoinformation Science (COS)

Rothman Dale 8/25/2021 1 year

Title: Term Associate Professor **Classification:** Instructional

Local Academic Unit: Computational and Data Sciences (COS)

Salerno Jennifer L. 8/25/2021 3 years

Title: Assistant Professor **Classification:** Instructional

Local Academic Unit: Environmental Science and Policy (COS)

Savage James E. 8/25/2021 3 years

Title: Term Associate Professor **Classification:** Instructional

Local Academic Unit: English (CHSS)

Note(s): Previous title: Term Assistant Professor

Shadur Julia M. 8/25/2021 3 years

Title: Assistant Professor **Classification:** Instructional

Local Academic Unit: Integrative Studies (CHSS)

Academic Programs, Diversity, and University Community Committee

May 6, 2021

RENEWALS AND REAPPOINTMENTS

LAST NAMEFIRST NAMEEFFECTIVE DATEAPPT LENGTHSharkAlan8/25/20211 year

Title: Term Associate Professor **Classification:** Instructional

Local Academic Unit: Schar School of Policy and Government

Silver Blake R. 8/25/2021 3 years

Title: Assistant Professor

Classification: Admin/Professional

Local Academic Unit: Sociology and Anthropology (CHSS)

Note(s): Additional Title: Director of Data Analytics and Assessment, Honors College

Sivigny Debra K. 8/25/2021 3 years

Title: Assistant Professor **Classification:** Instructional

Local Academic Unit: Theater (CVPA)

Srikantia Jessica 8/25/2021 3 years

Title: Term Associate Professor **Classification:** Instructional

Local Academic Unit: Schar School of Policy and Government

Staklo Vadim 8/25/2021 3 years

Title: Term Associate Professor **Classification:** Instructional

Local Academic Unit: History and Art History (CHSS)

Academic Programs, Diversity, and University Community Committee

May 6, 2021

RENEWALS AND REAPPOINTMENTS

LAST NAMEFIRST NAMEEFFECTIVE DATEAPPT LENGTHSteenBweikia T.8/25/20213 years

Title: Term Associate Professor **Classification:** Instructional

Local Academic Unit: College of Education and Human Development

Stone Victoria J. 8/25/2021 1 year

Title: Term Assistant Professor **Classification:** Instructional

Local Academic Unit: College of Education and Human Development

Strangio Matthew 8/25/2021 1 year

Title: Term Assistant Professor **Classification:** Instructional

Local Academic Unit: Computer Game Design (CVPA)

Stroiney Debra 8/25/2021 3 years

Title: Term Associate Professor **Classification:** Instructional

Local Academic Unit: College of Education and Human Development

Note(s): Previous title: Term Assistant Professor

Stubing David 8/25/2021 1 year

Title: Term Assistant Professor **Classification:** Instructional

Local Academic Unit: School of Business

Academic Programs, Diversity, and University Community Committee

May 6, 2021

RENEWALS AND REAPPOINTMENTS

LAST NAMEFIRST NAMEEFFECTIVE DATEAPPT LENGTHSweeneyAmykate8/25/20213 years

Title: Term Instructor

Classification: Instructional

Local Academic Unit: Communication (CHSS)

Note(s): Additional Title: Coordinator for the Journalism concentration, Journalism minor and

Sport Communication minor

Tan Xiaoyan 8/25/2021 3 years

Title: Assistant Professor **Classification:** Instructional

Local Academic Unit: Chemistry and Biochemistry (COS)

Tomson Allison H. 8/25/2021 1 year

Title: Term Instructor

Classification: Instructional

Local Academic Unit: Biology (COS)

Tondi Brenda A. 8/25/2021 1 year

Title: Term Associate Professor **Classification:** Instructional

Local Academic Unit: Biology (COS)

Trenary Laurie L. 4/10/2021 1 year

Title: Research Assistant Professor

Classification: Research

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

Academic Programs, Diversity, and University Community Committee

May 6, 2021

RENEWALS AND REAPPOINTMENTS

LAST NAMEFIRST NAMEEFFECTIVE DATEAPPT LENGTHTsirigotisEugenia8/25/20211 year

Title: Term Instructor

Classification: Instructional

Local Academic Unit: School of Business

Valderrama Diego 8/25/2021 1 year

Title: Term Assistant Professor **Classification:** Instructional

Local Academic Unit: Environmental Science and Policy (COS)

Veneziano Remi 8/25/2021 3 years

Title: Assistant Professor **Classification:** Instructional

Local Academic Unit: Bioengineering (CEC)

Verhoeven Anne Brooks 8/25/2021 1 year

Title: Term Associate Professor **Classification:** Instructional

Local Academic Unit: Biology (COS)

Vlastara Niki Maria 8/25/2021 1 year

Title: Term Assistant Professor **Classification:** Instructional

Local Academic Unit: School of Business

Academic Programs, Diversity, and University Community Committee

May 6, 2021

RENEWALS AND REAPPOINTMENTS

LAST NAME FIRST NAME EFFECTIVE DATE APPT LENGTH
Walker Laura M. 8/25/2021 3 years

Title: Term Associate Professor **Classification:** Instructional

Local Academic Unit: Schar School of Policy and Government

West Caroline 8/25/2021 1 year

Title: Term Assistant Professor **Classification:** Instructional

Local Academic Unit: Honors College

White Dominic E. 8/25/2021 1 year

Title: Term Assistant Professor **Classification:** Instructional

Local Academic Unit: Computational and Data Sciences (COS)

Wiggins Brenda 6/25/2021 1 year

Title: Term Associate Professor **Classification:** Instructional

Local Academic Unit: College of Education and Human Development

Wilde Judith 1/10/2021 1 year

Title: Research Professor **Classification:** Research

Local Academic Unit: Schar School of Policy and Government

Academic Programs, Diversity, and University Community Committee

May 6, 2021

RENEWALS AND REAPPOINTMENTS

LAST NAMEFIRST NAMEEFFECTIVE DATEAPPT LENGTHWillsTheresa E.8/25/20211 year

Title: Term Assistant Professor **Classification:** Instructional

Local Academic Unit: College of Education and Human Development

Wright Catherine 8/25/2021 3 years

Title: Research Associate Professor

Classification: Instructional

Local Academic Unit: Communication (CHSS)

Note(s): Additional Title: Undergraduate Program Director

Yamanaka Aoi 8/25/2021 3 years

Title: Term Assistant Professor **Classification:** Instructional

Local Academic Unit: Integrative Studies (CHSS)

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

Yang Jingyuan 8/25/2021 3 years

Title: Assistant Professor **Classification:** Instructional

Local Academic Unit: School of Business

Yao Andy 8/25/2021 3 years

Title: Term Assistant Professor **Classification:** Instructional

Local Academic Unit: School of Business

Academic Programs, Diversity, and University Community Committee

May 6, 2021

RENEWALS AND REAPPOINTMENTS

LAST NAMEFIRST NAMEEFFECTIVE DATEAPPT LENGTHYuEugene G.5/10/2021> 3 years

Title: Research Professor **Classification:** Research

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

Note(s): Previous title: Research Associate Professor

Academic Programs, Diversity, and University Community Committee

May 6, 2021

SEPARATIONS

LAST NAMEFIRST NAMETYPEEFFECTIVE DATEBaileyVanidyResignation02/05/2021

Title: Assistant Dean/Director, Diversity and Inclusion

Classification: At will - Admin/Professional

Local Academic Unit: Diversity, Inclusion and Multicultural Education (UL)

Note(s): Dr. Bailey has accepted a position with the University of Maryland - College Park.

Botan Carl H. Retirement 05/24/2021

Title: Professor without Term

Classification: Tenured (without term) - Instructional **Local Academic Unit:** Communication (CHSS)

Brayley Russell E. Retirement 05/24/2021

Title: Professor without Term

Classification: Tenured (without term) - Instructional

Local Academic Unit: College of Education and Human Development

Carr Daniel B. Retirement 05/24/2021

Title: Professor without Term

Classification: Tenured (without term) - Instructional

Local Academic Unit: Statistics (CEC)

Cook John Frederick O. Resignation 02/19/2021

Title: Research Assistant Professor **Classification:** Term - Research

Local Academic Unit: Communication (CHSS)

Academic Programs, Diversity, and University Community Committee

May 6, 2021

SEPARATIONS

LAST NAMEFIRST NAMETYPEEFFECTIVE DATEDe Barros BarretoAlexandreResignation01/15/2021

Title: Research Assistant Professor **Classification:** Term - Research

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

Frankenfeld Cara Resignation 02/09/2021

Title: Associate Professor without Term

Classification: Tenured (without term) - Instructional

Local Academic Unit: College of Health and Human Services

Gerber Naomi Lynn Retirement 05/24/2021

Title: University Professor

Classification: Tenured (without term) - Instructional

Local Academic Unit: Health Administration and Policy (CHHS)

Houston II Stacey L. Resignation 01/23/2021

Title: Assistant Professor

Classification: Tenure track - Instructional

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

Kerschberg Larry Retirement 05/24/2021

Title: Professor without Term

Classification: Tenured (without term) - Instructional Local Academic Unit: Computer Science (CEC)

Academic Programs, Diversity, and University Community Committee

May 6, 2021

SEPARATIONS

LAST NAMEFIRST NAMETYPEEFFECTIVE DATELeenCraigResignation04/30/2021

Title: Judicial Education Program Director **Classification:** At will - Admin/Professional

Local Academic Unit: Law and Economics Center (ASLS)

Motro Amihai Retirement 05/24/2021

Title: Professor without Term

Classification: Tenured (without term) - Instructional Local Academic Unit: Computer Science (CEC)

Mroz Dorian Resignation 01/09/2021

Title: Associate Budget Director

Classification: At will - Admin/Professional

Local Academic Unit: Office of Budgeting and Planning

Note(s): Mr. Mroz has accepted a position with Fairfax County Public Schools.

Philpott Lin Resignation 02/05/2021

Title: Assistant Director for Student Support and Alcohol, Tobacco and Other Drug Education

Classification: At will - Admin/Professional Local Academic Unit: University Life

Schneider William Retirement 05/24/2021

Title: Term Professor

Classification: Term - Instructional

Local Academic Unit: Schar School of Policy and Government

Academic Programs, Diversity, and University Community Committee

May 6, 2021

SEPARATIONS

LAST NAMEFIRST NAMETYPEEFFECTIVE DATEVan der HamJorisResignation01/09/2021

Title: Term Assistant Professor **Classification:** Term - Instructional

Local Academic Unit: Environmental Science and Policy (COS)

Wiese Eva Resignation 01/24/2021

Title: Assistant Professor

Classification: Tenured (without term) - Instructional

Local Academic Unit: Psychology (CHSS)

Note(s): Dr. Wiese has accepted a position with the Berlin Institute of Technology.

Wong Shelley D. Retirement 05/24/2021

Title: Associate Professor without Term

Classification: Tenured (without term) - Instructional

Local Academic Unit: College of Education and Human Development

Academic Programs, Diversity, and University Community Committee

May 6, 2021

OTHER ANNOUNCEMENTS

<u>LAST NAME</u> <u>FIRST NAME</u> <u>TYPE</u>

Adams

Leah M.

Tenure Track Contract
Extension

Title: Assistant Professor

Local Academic Unit: Psychology (CHSS)

Aguirre A. Alonso Title Change

Title: IACUC Chair

Local Academic Unit: Environmental Science and Policy (COS)

Note(s): Retained Title-Professor without Term

Banville Dominique Leave with Pay

Title: Associate Professor without Term

Local Academic Unit: College of Education and Human Development

Note(s): Professor Banville has been awarded a Faculty Study Leave for Spring Semester 2021.

Barbara Daniel Leave with Pay

Title: Professor without Term

Local Academic Unit: Computer Science (CEC)

Note(s): Professor Barbara has been awarded a Faculty Study Leave for Spring Semester 2021.

Brett Crystal Title Change

Title: Senior Associate Director of Graduate Operations

Local Academic Unit: Office of Admissions

Note(s): Previous Title: Associate Director of Graduate Operations

Academic Programs, Diversity, and University Community Committee

May 6, 2021

OTHER ANNOUNCEMENTS

LAST NAME FIRST NAME TYPE

Butt Ahsan I. Leave with Pay

Title: Associate Professor without Term

Local Academic Unit: Schar School of Policy and Government

Note(s): Professor Butt has been awarded a Faculty Study Leave for Spring Semester 2021.

Button Kenneth J. Leave with Pay

Title: University Professor

Local Academic Unit: Schar School of Policy and Government

Note(s): Professor Button was awarded a Faculty Study Leave for Fall Semester 2020.

Dufresne Danielle Title Change

Title: Assessment Associate Director **Local Academic Unit:** Psychology (CHSS)

Note(s): Previous Title: Assessment Supervisor

Duric Zoran Leave with Pay

Title: Associate Professor without Term

Local Academic Unit: Computer Science (CEC)

Note(s): Professor Duric has been awarded a Faculty Study Leave for Spring Semester 2021.

Ephraim Yariv Leave with Pay

Title: Professor without Term

Local Academic Unit: Electrical and Computer Engineering (CEC)

Note(s): Professor Ephraim was awarded a Faculty Study Leave for Fall Semester 2020.

Academic Programs, Diversity, and University Community Committee

May 6, 2021

OTHER ANNOUNCEMENTS

<u>LAST NAME</u> <u>FIRST NAME</u> <u>TYPE</u>

Ghahari Kermani Fereshte Tenure Track Contract
Extension

Title: Assistant Professor

Local Academic Unit: Physics and Astronomy (COS)

Gifford Jonathan Leave with Partial Pay

Title: Professor without Term

Local Academic Unit: Schar School of Policy and Government

Note(s): Professor Gifford was awarded a Faculty Study Leave for Academic Year 2020-2021.

Gocala Maxwell Title Change

Title: Director of Undergraduate Recruiting and Engagement

Local Academic Unit: School of Business

Note(s): Previous Title: Associate Director of Undergraduate Recruiting and Engagement

Guessford Jesse Title Change

Title: Director of Curriculum and Initiatives, Undergraduate Education

Local Academic Unit: Office of the Provost

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

Gupta Jhumka Leave with Pay

Title: Associate Professor without Term

Local Academic Unit: Global and Community Health (CHHS)

Note(s): Professor Gupta was awarded a Faculty Study Leave for Fall Semester 2020.

Academic Programs, Diversity, and University Community Committee

May 6, 2021

OTHER ANNOUNCEMENTS

LAST NAMEFIRST NAMETYPEHarrisonAlexander P.Title Change

Title: Assistant Director, Clinical Services

Local Academic Unit: Counseling and Psychological Services (UL)

Note(s): Previous Title: Coordinator, Clinical Services

Hart Einav Tenure Track Contract Extension

Title: Assistant Professor

Local Academic Unit: School of Business

Jack Allison E. Tenure Track Contract Extension

Title: Assistant Professor

Local Academic Unit: Psychology (CHSS)

Josephson Brett W. Title Change

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

Note(s): Additional Title: Associate Dean for Executive Development

Kaufmann David Leave with Pay

Title: Professor without Term

Local Academic Unit: English (CHSS)

Note(s):

Professor Kaufmann's previously approved Faculty Study Leave has been deferred to Spring

2022 due COVID 19.

Academic Programs, Diversity, and University Community Committee

May 6, 2021

OTHER ANNOUNCEMENTS

LAST NAMEFIRST NAMETYPEKhankanSarahTitle Change

Title: Director of Testing Center

Local Academic Unit: Mathematical Science (COS)

Note(s): Retained Title-Term Assistant Professor

King-Sears Margaret E. Leave with Pay

Title: Professor without Term

Local Academic Unit: College of Education and Human Development

Note(s): Professor King-Sears has been awarded a Faculty Study Leave for Spring Semester 2021.

Kitsantas Anastasia Leave with Pay

Title: Professor without Term

Local Academic Unit: College of Education and Human Development

 $\textbf{Note(s):} \ \textbf{Professor} \ \textbf{Kitsantas} \ \textbf{has} \ \textbf{been} \ \textbf{awarded} \ \textbf{a} \ \textbf{Faculty} \ \textbf{Study} \ \textbf{Leave} \ \textbf{for} \ \textbf{Spring} \ \textbf{Semester}$

2021.

Lee Andrew Title Change

Title: Social Sciences Librarian

Local Academic Unit: University Libraries

Note(s): Previous Title: Humanities and Social Sciences Librarian

Letiecq Bethany Leave with Pay

Title: Associate Professor without Term

Local Academic Unit: College of Education and Human Development

Note(s): Professor Letiecq has been awarded a Faculty Study Leave for Spring Semester 2021.

Academic Programs, Diversity, and University Community Committee

May 6, 2021

OTHER ANNOUNCEMENTS

LAST NAME FIRST NAME TYPE
Lewis Amy L. Title Change

Title: Project Manager, Mason International Collaborative

Local Academic Unit: INTO Mason (Provost)

Note(s): Retained Title-Term Assistant Professor

Light Andrew Leave without Pay

Title: University Professor

Local Academic Unit: Philosophy (CHSS)

Note(s):

Professor Light will be on Leave without Pay from January 2021 through January 2023 to lead the Office of International Affairs at the US Department of Energy.

Lum Cynthia M. Leave with Pay

Title: Professor without Term

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

Note(s): Professor Lum was awarded a Faculty Study Leave for Fall Semester 2020.

Mackenzie Tricia Title Change

Title: Head, Metadata Services

Local Academic Unit: University Libraries

Note(s): Previous Title: Head, Resource Description and Metadata Services

McSherry Erin Title Change

Title: Assistant Dean for Student Success

Local Academic Unit: College of Humanities and Social Sciences

Note(s): Previous Title: Director of Advising and Retention

Academic Programs, Diversity, and University Community Committee

May 6, 2021

OTHER ANNOUNCEMENTS

LAST NAMEFIRST NAMETYPEMenasceDanielLeave with Pay

Title: University Professor

Local Academic Unit: Computer Science (CEC)

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

2021.

Nam Sang Title Change

Title: Director, Computer Game Design Program

Local Academic Unit: Computer Game Design (CVPA)

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

Ray Abhishek Tenure Track Contract
Extension

Title: Assistant Professor

Local Academic Unit: School of Business

Reinert Kenneth Leave with Pay

Title: Professor without Term

Local Academic Unit: Schar School of Policy and Government

Note(s): Professor Reinert was awarded a Faculty Study Leave for Fall Semester 2020.

Reybold Lucy E. Leave with Pay

Title: Professor without Term

Local Academic Unit: College of Education and Human Development

Note(s): Professor Reybold has been awarded a Faculty Study Leave for Spring Semester 2021.

Academic Programs, Diversity, and University Community Committee

May 6, 2021

OTHER ANNOUNCEMENTS

LAST NAMEFIRST NAMETYPERosensteinCaroleLeave with Pay

Title: Associate Professor without Term

Local Academic Unit: Arts Management (CVPA)

Note(s): Professor Rosenstein has been awarded a Faculty Study Leave for Fall Semester 2021.

Sadana Rashmi Leave with Pay

Title: Associate Professor without Term

Local Academic Unit: Sociology and Anthropology (CHSS)

Note(s): Professor Sadana was awarded a Faculty Study Leave for Fall Semester 2020.

Schiller Anne L. Leave with Partial Pay

Title: Professor without Term

Local Academic Unit: Sociology and Anthropology (CHSS)

Note(s):

Professor Schiller has been awarded a Faculty Study Leave for Academic Year 2021-2022.

Sun Hongmei Leave with Pay

Title: Associate Professor without Term

Local Academic Unit: Modern and Classical Languages (CHSS)

Note(s): Professor Sun has been awarded a Faculty Study Leave for Spring Semester 2021.

Tecuci Gheorghe D. Leave with Pay

Title: Professor without Term

Local Academic Unit: Computer Science (CEC)

Note(s): Professor Tecuci was awarded a Faculty Study Leave for Fall Semester 2020.

Academic Programs, Diversity, and University Community Committee

May 6, 2021

OTHER ANNOUNCEMENTS

LAST NAME FIRST NAME TYPE John G. Turner

Leave with Pay

Title: Professor without Term

Local Academic Unit: Religious Studies (CHSS)

Note(s): Professor Turner has been awarded a Faculty Study Leave for Spring Semester 2021.

Vidyashankar Anand Leave with Pay

Title: Professor without Term

Local Academic Unit: Statistics (VSE)

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

2021.

Walnut David Leave with Pay

Title: Professor without Term

Local Academic Unit: Mathematical Science (COS)

Note(s): Professor Walnut has been awarded a Faculty Study Leave for Fall Semester 2021.

Wei Leave with Pay Qi

Title: Associate Professor without Term Local Academic Unit: Bioengineering (VSE)

Note(s): Professor Wei was awarded a Faculty Study Leave for Fall Semester 2020.

	Fa	culty and Acaden	nic Standards Cor	nmittee		
		May	y 6, 2021	1		
	SUMMARY	OF FACULTY A	CTIONS AND AN	NOUNCEMEN'	ΓS	I
A DDOINTMENT OF FACIL	I TX					
APPOINTMENT OF FACULTY			Топин	Tuank		
	Term		Tenure Track			
	9-month	12-month	9-month	12-month	Research	Grant Funded
Instructor	2	0	0	0	0	0
Assistant Professor	7	3	12	0	0	0
Associate Professor	1	0	0	0	0	0
Professor	3	0	0	0	1	0
Administrative/Professional	0	17	0	0	0	1
Totals	13	20	12	0	1	1
RENEWALS/REAPPOINT	MENTS					
RENEWALS/REAPPOINTS		rm	Топин	Track		
	9-month	rm 12-month	9-month	12-month		Total
Instructor	16	3	0	0		19
Assistant Professor	51	12	21	1		85
Associate Professor	33	3	1	0		37
Professor	9	6	0	0		15
Administrative/Professional	0	0	0	0		0
Totals	109	24	22	1		156
104113	100	2-7		'		100
SEPARATIONS						
			Contract			
	Resignation	Retirement	Expiration	Deceased		Total
	10	8	0	0		18
OTHER ANNOUNCEMEN	ΓS					
	Leave with pay and Partial pay	Leave w/o pay	Title Change	Conversion	Tenure Track Contract Extension	Total
	25	1	14	0	5	45
				-		

^{*}Summary Excludes Postdoctoral Research Fellows and Research Staff

	Facul	ty and Academic	c Standards Con	nmittee			
	1						
ANN	UAL SUMMAR	Y OF FACULTY	ACTIONS AN	D ANNOUNCE	MENTS		
			-	T	1	T	
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PROMOTION AND TENURE							
Promotion Only				Promoted to Professor			
Tenure Only				Promoted to Professor Promoted to Associate Professor			
Promotion and Tenure				Tomoted to Associate Totessor			
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EMERITUS/EMERITA				ELECTIONS			
ENERT CO/ENERTH				EEECTIONS			
Professor				Professor			
Associate Professor				Associate Professor			
Assistant Professor							
Total				Total			
APPOINTMENT OF FACULT	Ϋ́						
	Te	rm	Tenure Track				
	9-month	12-month	9-month	12-month	Research	Grant Funded	
Instructor							
Assistant Professor							
Associate Professor							
Professor							
Administrative/Professional							
Totals							
RENEWALS/REAPPOINTME							
	Term		Tenure Track			m	
_	9-month	12-month	9-month	12-month		Total	
Instructor							
Assistant Professor							
Associate Professor							
Professor							
Administrative/Professional							
Totals							
CEDADATIONS							
SEPARATIONS			Contract				
	Designation	Retirement	Expiration	Deceased		Total	
	Resignation	Kem ement	Expiration	Deceased		างเลา	
				-			
OTHER ANNOUNCEMENTS				+			
OTHER AMMOUNCEMENTS				-	Tenure Track		
	Leave with pay				Contract		
	and Partial pay	Leave w/o pav	Title Change	Conversion	Extension	Total	
	and I al dai pay	==== mo paj		COLL: CI DIOII	PACHSION	2 3 6 6 1	
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^{*}Summary Excludes Postdoctoral Research Fellows and Research Staff

Joint Resolution of George Mason University Faculty Senate and Staff Senate to be Delivered to Administration and Board of Visitors April 2021

WHEREAS Mason faculty are compensated at the 37th percentile relative to our peer institutions; and

WHEREAS Mason staff have reported increasing concern with compensation levels when asked in the Quality of Work-Life survey; and

WHEREAS the regional high cost of living affects all Mason employees and their families; and

WHEREAS dependent tuition waivers are an important recruitment and retention benefit that can help to keep employees at Mason, and is currently a benefit that often draws faculty and staff to other institutions,

NOW THEREFORE BE IT RESOLVED that the Faculty Senate and Staff Senate call upon the Administration and Board of Visitors to authorize a study to evaluate the feasibility, costs, and steps needed to offer a dependent tuition waiver as a benefit to Mason employees; and

BE IT FURTHER RESOLVED that this study should include the possibility of a reciprocal agreement among all Commonwealth state university employees; and

BE IT FURTHER RESOLVED that the results of this feasibility study should be shared with the Faculty Senate and Staff Senate by April 1, 2022.

This resolution is adopted on April 7, 2021.

Shannon N. Davis

Chair, Faculty Senate

Shannon N. Cos

Lauren C. Reuscher

Lauren C. Reuscher

Chair, Staff Senate



Office of the Provost

4400 University Drive, MS 3A2, Fairfax, Virginia 22030 Phone: 703-993-8770; Fax: 703-993-8871

April 15, 2021

TO: Shannon Davis, Ph.D.

Chair, Faculty Senate

Lauren Reuscher Chair, Staff Senate

FROM: Mark R. Ginsberg, Ph.D.

Provost and Executive Vice President

RE.: Joint Resolution of the George Mason University Faculty

Senate and Staff Senate, April 2021

I am in receipt of, and carefully have reviewed, the Joint Resolution of the George Mason University Faculty Senate and Staff Senate (April 2021) requesting that "...the Administration and Board of Visitors authorize a study to evaluate the feasibility, costs and steps needed to offer a dependent tuition waiver as a benefit to Mason Employees."

On behalf of the university's administration, and after consultation with and the concurrence of the Rector of the Board of Visitors, we are pleased, consistent with your request, to sponsor a review of the issues raised in your resolution and conduct the associated feasibility study requested. This decision of our administration will be conveyed to the Board of Visitors at their upcoming May 2021 meeting.

As a means to begin this important project, I invite you to participate in an organizational meeting with me, Chief of Staff, Ken Walsh, Vice President for Human Resources, Lester Arnold and Associate Provost, Renate Guilford. The agenda for this meeting will be to discuss the charge for, associated work plan and the consideration of the appointment of a focused Task Group to participate in the review and feasibility study. I would like to schedule this meeting soon after the upcoming Board of Visitors Meeting, which is scheduled for May 6. I am copying Sarah Parnell so that she can assist with scheduling.

I look forward to participating in and supporting this important initiative.

All the best.

cc: Ken Walsh, Chief of Staff

Lester Arnold, Vice President for Human Resources

Renate Guilford, Associate Provost Sarah Parnell, Office of the Provost

GEORGE MASON UNIVERSITY BOARD OF VISITORS

Finance and Land Use Committee Meeting May 6, 2021

AGENDA

- **I.** Call to Order
- II. Public Comment
- **III.** Approval of Minutes for February 25, 2021 (**ACTION**)
- **IV.** Financial Matters
 - A. FY 2021 Q3 Financial Report & Yearend Forecast
 - B. FY 2022 University Operating Budget Approval (ACTION)
- V. Capital Matters
 - A. Two-Year Capital Plan Approval (ACTION)
 - B. Approval of Fairfax Washington Gas Easement (ACTION)
- VI. Adjournment

APPENDIX A Capital Projects Review (Stoplight)
APPENDIX B Audited FY 2020 Financial Statements

GEORGE MASON UNIVERSITY FINANCE & LAND USE COMMITTEE BOARD OF VISITORS

MINUTES February 25, 2021 1:15 – 2:05 p.m.

MEETING NOTE: Due to safety concerns associated with the COVID-19 pandemic, and in accordance with provisions in the 2020 Commonwealth Budget Bill General Provisions: § 4-0.01.g.1, the February 25, 2021 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 Chair Roth; Vice Rector Blackman; Visitors Moss, Reagan and Rice; President Washington; Senior Vice President Kissal; Faculty Chair Davis; Faculty Representative Venigalla; Secretary *pro tem* Lagos ABSENT: Visitor Iturregui

I. Call to Order

Committee Chair Roth convened the meeting at 1:15 pm.

II. Public Comment

III. Approval of Minutes (ACTION)

Committee Chair Roth requested a **MOTION** to approve the minutes of the December 3, 2020 Finance and Land Use Committee as presented. It was so **MOVED** by Vice Rector Blackman. **MOTION CARRIED UNANIMOUSLY**.

IV. Financial Matters

Committee Chair Roth welcomed everyone and turned the meeting over to Carol Kissal, Senior Vice President for Administration and Finance. Ms. Kissal discussed the financial risks and challenges facing Mason as a result of the Covid-19 pandemic and outlined the mitigation plans. Four sources of revenue risk were considered: state funding, tuition, A&E (Auxiliary revenue) and research grants. The mitigation plans focused on open access, providing additional financial aid to the needlest students, enhanced academic and student support, communicating the effectiveness of Mason's Safe Return to Campus implementation as well as other protocols that have made the difference in stabilizing

enrollments above initial projections. Mason's financial forecast is showing very positive news in this current year.

In terms of short-to-medium term risks, the following key factors were highlighted: potential state revenue reductions, continued enrollment fluidity, unit level budget pressures and the ongoing pandemic. The restoration of state appropriation of \$10M, which was originally reduced before the pandemic, has been very beneficial. Unit level budget pressures involved budget reductions of 5.5% and AE budget reductions of 20%. The reductions did not impact our mission or result in any furloughs or lay-offs. Additional tuition revenues from improved enrollments offset reserve use. In terms of the continued pandemic, the federal stimulus bill is providing much-needed assistance and this includes Covid-19 relief funding for student aid, incremental expenses and lost revenue.

The long-term risks that were highlighted include a longer-term economic recession, capital infrastructure deferral and cost escalation and a potential risk to our issuer rating. Regular monitoring of financial indicators and ratios will continue along with quarterly forecasts and scenario planning focused on operational effectiveness. The pressures of a potential longer-term economic recession could impact enrollment growth in the future. The primary mitigation plan in place involves developing a multi-year adaptive fiscal management plan, exploring new business models and operational strategies, realigning resources and identifying post-Covid-19 priorities and focusing on an integrated financial framework. The mitigation plans have been successful and have helped mitigate the pressures Mason experienced and are helping with a good forecast.

Two additional updates were given: 1) Mason received unanimous votes in each legislative step thus far regarding its Tier 3 application; and, 2) Mason's restructuring of 9(d) debt that was approved at the December BOV meeting resulted in a positive \$73k in savings over the life of the debt, better than the prior estimate of a \$1.8M dissavings. The net present value cost to restructure \$245M of debt through the Debt Restructuring Program with the Virginia College Building Authority improved due to lower rates which resulted in higher savings for bonds refunded for economic savings.

A. FY 2021 Q2 Financial Report

Deb Dickenson, Vice President for Finance, provided an update on the FY21 Second Quarter forecast. Two changes were noted: 1) the inclusion of a line showing the Surplus/(Reserve Use) and 2) identifying a sub-total for the Supplemental Relief Fund Revenue (as shown on Slide 7). Ms. Dickenson reported that the Q2 forecast is favorable. We are now showing effectively that we will break even prior to Supplemental Relief Fund revenue. Q1 forecast projections reflected \$20M use of Reserves – and that is

compared with the \$38M originally budgeted – and now we are in a much more favorable position. Factors driving that favorable variance include the additional \$10M of state appropriation and a lower expense forecast due to slower spending and intentional reductions in Auxiliary spending in several categories (contract services and travel).

Offsetting factors: Tuition and Fees still running below budget although spring enrollment has improved slightly from the Q1 forecast. The Q2 forecast shows a slow in collections from tuition receivables from students – a reflection of the increased economic challenges Mason students and their families are facing. Auxiliary Enterprises (AE) projecting \$12M decreased revenues (and related expenses) compared to budget, which is \$8M greater than the Q1 forecast. The Non-financial aid supplemental relief funding provides additional support: \$24.2M of HEERF II funding and \$7.5M of CRF funding and it was noted by Ms. Dickenson that we are still evaluating the best use of the HEERF II funding as we await additional guidance from the Department of Education on allowable uses. The first round of student awards for Spring 2021 were made available to 4,923 students on Friday, February 19th totaling \$5.2M.

B. FY 2022 Budget Update

Rene Stewart O'Neal, Associate Vice President for Strategic Planning & Budgeting, provided an update on the planning areas (Slide 9) and highlighted how critical the planning considerations are as new operating and service models are developed for decision-making in the post-Covid-19 environment.

Major drivers of our financial plan will be most importantly, availability of a vaccine with full inoculation by the fall. This will have an impact on many variables. This will have positive implications for all of the operational factors particularly campus density – faculty/staff on-campus presence, face-to-face instruction and increased student enrollment (especially international and out-of-state enrollments). Although the focus is on optimizing on-campus density with a major increase in in-person instruction and inperson return-to-work for faculty and staff, there is an awareness that this is an optimistic scenario given the uncertainty about summer and fall vaccination levels and changing public health protocols. For prudent financial planning the fall target is a 75% on-campus density, student experience and activity.

Ms. O'Neal highlighted the major revenue and expense Target assumptions that are being incorporated into the FY22 budget, which includes rebound in our growth assumptions. The 3% Enrollment assumption equates to an increase of ~1,000 students per year. No increase to undergraduate tuition in FY22 and an increase of \$441 for graduate and professional rate increases with a 3% mandatory student fee increase. These increases will be offset by strategic use of financial aid. In terms of Room & Board the recommendation

is for a blended increase of 4.5% for FY22. In terms of state appropriations, the budget incorporates \$22M in addition to state General Fund base including the \$10M we received in FY21 and the \$12M we anticipate receiving in FY22 based on the Governor's recommendation and the General Assembly recommendations as well as a \$7M increase in state financial assistance. Key expense assumptions include a salary increase of 3% to be consistent with Mason's commitment to competitive compensation and consistent with the House recommendation as well as investments in faculty and staff equity and market adjustments. The budget also includes commensurate increases in faculty and staff to keep pace with enrollment. Projections include a net increase of about 30 new faculty positions each year and another 15 critical staff positions. AE plans are modeled at 75% on-campus density. Strategic initiatives expense funding was incorporated at 5% of E&G revenue.

i. FY 2022 Tuition and Fees

Ms. O'Neal presented the FY22 Tuition and Fee increase recommendations. Due to economic challenges, undergraduate in-state and out-of-state enrollments have been impacted and as a result undergraduate tuition rates will not increase. Due to the increased demand for graduate programs, tuition is increasing at a modest rate of \$441. This increase will assist with providing additional graduate stipends and post-doctoral scholarships which is an important accelerator for research. The proposed \$441 increase would result in incremental tuition revenues of ~\$3.6M.

The recommendation of a mandatory student fee increase is 3% or \$105 per full-time student, and \$77 per full-time law student. It will support student health services, intercollegiate athletics programs and scholarships, recreational programs, the maintenance, operations and debt service of student centers, recreational facilities and arts venues, and students' transportation needs such as the campus shuttle. It is a flat per credit hour charge for all students. The proposed 3% increase would generate ~\$3.3M in new mandatory student fee revenues which would be used to create and support a more technology-enabled student experience and would help Mason develop a hybrid campus model as a component of its new operating instructional and service delivery models.

ii. FY 2022 Room & Board Rates

Ms. Kissal highlighted important Covid-19-related operational adjustments made to Dining and Housing. Over the past year dining hall operations were adjusted to comply with safety protocols which resulted in limited seating, reservations, robust "grab-n-go" meals and frequent cleaning. Dining operations, hours, staffing and services were realigned to best meet student needs. The Sodexo 2020 contract was renegotiated and staffing levels were reduced to match the needs while continuing to provide high-level service and offerings for our students. On the Housing side nearly 50% of beds were

occupied with single bedrooms maximized. A multi-day move-in process, frequent common area cleaning and residential quarantine and isolation housing were implemented. In order to accommodate for the adjustments, select capital and renewal projects were deferred. Regarding FY21 Room and Board rates comparison, it was noted that Mason is in the middle of Virginia universities and the bottom end of regional universities in terms of total cost of room and board. However, adjusting Commonwealth universities rates based on regional cost-of-living shows that Mason is relatively less expensive than other schools. The proposed room and board increase for FY22, while not requiring a vote until the full budget is brought to the Board in May, is \$540 (5% for housing and 3.7% for dining meal plans).

C. Debt Policy Compliance (ACTION)

Ms. Kissal provided a summary of the University's Debt Policy. On an annual basis the Board of Visitors is required to ensure that Mason is adhering to its debt policy. Mason's debt policy is associated with Mason debt only (excluding Foundation debt) which totals \$488M. The financial ratios as shown on Slide 25 are very strong indicators that Mason is in full compliance with its Debt Policy. The five debt policy ratios and the one additional operating margin ratio provide a comprehensive look at Mason's financial health. These ratios provide a window into evaluating Mason's debt affordability, debt capacity, and liquidity in context of the balance sheet and operating performance. The ratios show that we are overachieving the median in terms of benchmarking against our credit rating of Moody's Aa3.

V. Capital Matters

A. Approval of SciTech Sewer Easement (ACTION)

Ms. Kissal directed the Committee to two Capital projects that require Board approval. The developer Castle Rock Partners has requested an easement required to extend existing Prince William County Service Authority sewer to adjacent Innovation Town Center & University Village developments. She noted there would be no adverse effects to Mason's sanitary capacity for our future development and that the Town Center developer will compensate for the appraised value (\$21,900) plus cost of appraisal services. The developer will use right-of-entry permits to connect hiking and biking trails and roadways between Mason and Innovation Town Center which will be a great benefit to the campus.

B. Approval of One University Dedication Plat (ACTION)

The second capital project that required Board approval is the One University Dedication Plat. The developer of One University project initially requested from Mason a number of easements. In reviewing this request, it was learned that University Drive was not built in accordance with the original street dedication and was not conveyed at the end of

construction to the county. Mason is still the owner of the road and the small sliver of land on the north side of University Drive between the road and the property line. The parties have agreed that the best way to handle this, instead of granting easements, is to dedicate the width of the roadway and the sliver of land for public street purposes to the county. The land has no value to the University. The dedication will lessen Mason's maintenance and other potential liability while correcting the original dedication.

Committee Chair Roth 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 of the resolution stating the University is in compliance with the Debt Policy; 2) Approval of the Innovation Town Center Developer's sanitary sewer easement request; and 3) Approval of the One University Dedication Plat.

It was so MOVED by Visitor Rice. MOTION CARRIED UNANIMOUSLY.

VI. Adjournment

There being no further business, Committee Chair Roth declared the meeting adjourned. Meeting adjourned at 2:00 p.m.

Respectfully submitted,

Jeanmerie Lagos Jeanmerie Lagos Secretary pro tem ITEM IV.B.: FY 2022 UNIVERSITY OPERATING BUDGET (ACTION)

PURPOSE OF ITEM: The University's budget proposal reflects revenue and

expense plans for the 2021-2022 academic year, including

tuition, room and board rates, and fee rates.

APPROPRIATE COMMITTEE: FINANCE AND LAND USE

BRIEF NARRATIVE: A budget for July 1, 2021 through June 30, 2022 (FY 2022)

is being recommended at this time. This budget is being presented as an All-Funds budget, and includes all University funding sources: E & G; Auxiliary Enterprises; Sponsored Research/Contract & Grants; and Indirect funds.

This budget represents an expense increase of 10.4% over the 3Q FY21 budget forecast, from \$1.131 billion to \$1.249

billion in FY22.

The total price for an undergraduate student living oncampus (including tuition, fees, room, and board) is proposed at \$25,749 for in-state and \$49,209 for out-of-state, an increase over the previous year of \$0 in tuition, \$105 in fees, and \$540 in average room and board costs for each.

STAFF RECOMMENDATION: Staff recommends Board of Visitors approval of the 2021-

2022 budget, including tuition, room and board rates, and

fee rates.

ITEM NUMBER V.A: TWO-YEAR CAPITAL PLAN (ACTION)

PURPOSE OF ITEM: This item provides information on the upcoming annual

submission of University's Two Year Capital Plan for

Board approval.

APPROPRIATE COMMITTEE: FINANCE AND LAND USE

BRIEF NARRATIVE:

George Mason has historically submitted a six-year capital plan to the Virginia Department of Planning and Budget (DPB) annually in late-June or early July. However, Mason is presently nearing completion of a 20-year Master Planning study which includes development of a six-year Capital Plan. Consequently, Mason will present a two-year plan of near-term emerging from the developing Master Planning study, and will return this Fall, upon completion of the Master Plan, to present the full six-year Capital Plan to the Board.

Table 1 includes near-term priority projects identified during Master Planning studies, with project proposed for DPB Capital Budget Request (CBR) funding submission indicated in the FY22 CBR column. Table 2 includes near-term campus priority projects pending philanthropic funding or further project definition, which will not be included in the annual CBR funding request. Projects proposed for funding submission include the following:

<u>Improve Telecom/Network Infrastructure Phase 3</u> Final phase of an ongoing project to improve network resilience and increase network data serviceability.

Engineering and Science Sector Study

Multi-year planning study for the College of Engineering and Computing (CEC) and the College of Science (COS) in order to implement the aspirational campus corridor in the developing Master Plan. The study will include phasing strategies to address the following:

- Relocation of undergraduate programs from SciTech to Fairfax.
- Replacement of David King and Planetary Halls.
- Current and future CEC and COS space needs as determined by the Master Plan.

Student Innovation Factory Building

Industrial building to house student project space as required by CEC and COS for capstone coursework and student competition project work (e.g., concrete canoe, bridge, robotics, solar car, baja car), and other large format student design and innovation projects.

Implements Phase 1 of the Engineering and Science Sector study as part of planned relocation of undergraduate project spaces from SciTech Life Sciences & Engineering Building (LSEB) to Fairfax per the 20-year Master Plan.

Engineering and Science Building

Implements Phase 2 of the Engineering and Science Sector study as part of planned relocation of undergraduate academic spaces from SciTech LSEB to Fairfax per the 20-year Master Plan.

STAFF RECOMMENDATION:

Approval of the capital projects listed on the following page.

George Mason University 2022-2024 Capital Plan

Table 1: George Mason University Phasing for Capital Budget Requests (CBR) (\$000s)

	Campus	Туре	FY22 CBR	FY23 CBR	CBR TBD	Total	Committed Philanthropy	Projected Philanthropy	General Fund Capital	Operations/ Reserves	Committed Debt	Unplanned Debt	State Eligible
E & G PROJECTS													
Improve Telecom/ Network Infrastructure	Fairfax	New	14,250 GF			24.000	0	0	14.250	0	9,750	0	59%
Phase 3 ⁽¹⁾	Гаптах	New	9,750 NGF		24,000	U	0	14,230	<u> </u>	9,730	U	59%	
Engineering and Science Sector Study &	Fairfax	New	30,000 GF			30,000	0	0	30,000	0	0	Λ	100%
Student Innovation Factory Building (Ph 1)	1 all lax	INCW	30,000 GI			30,000	U	<u> </u>	30,000	0	U	0	10076
Engineering and Science Building (Ph 2)	Fairfax	New	150,000 GF			150,000	0	0	150,000	0	0	0	100%
Academic VIII - Phase 1 (2)	SciTech	New	1	100,000 GF		100,000	0	0	100,000	0	0	0	100%
					Total E & G	304,000	0	0	294,250	0	9,750	0	
AUXILIARY PROJECTS													
					Total Auxiliary	0	0	0	0	0	0	0	
Total Capital Need with Funding			194,250 GF 9,750 NGF	100,000 GF		304,000	0	0	294,250	0	9,750	0	

Notes & Prior Approvals:

- 1) Telecom FY08 Phase 1 first requested; FY18 \$11.4M TPC requested. \$673K planning approved NGF (cash); FY18 Phase 2 first requested; FY21 \$23.25M TPC approved. \$12.25M GF and \$11M NGF
- 2) Academic VIII FY20 \$200K NGF pre-planning approved, not initiated, and no longer available; FY21 \$7.5M NGF planning approved, not initiated.
- 3) Abbreviations
 - CBR = Capital Budget Request. Annual submission to the Department of Planning & Budget for Virginia Commonwealth funding.
 - GF = General Funds -provided by the Commonwealth of Virginia. For public higher education institutions the State issues debt through the Virginia College Building Authority's 21st Century Bond In the past, the State has also provided funding to Institutions by issuing debt (General Obligation Bonds) that has been approved by voter referendum.
 - NGF = Non-General Funds provided by George Mason University. NGF funding can include cash, gifts and/or institution debt

Table 2: George Mason University Capital Need with Funding Thresholds Not Met (\$000s)

	Campus	Туре	FY22 CBR	FY23 CBR	CBR TBD	Total	Committed Philanthropy	Projected Philanthropy	General Fund Capital	Operations/ Reserves	Committed Debt	Unplanned Debt ⁽¹⁾	State Eligible
E & G PROJECTS													
Business School (2)	Fairfax	New			82,500 GF 82,500 NGF	165,000	5,931	34,069	82,500	15,000	0	27,500	50%
					Total E & G	165,000	5,931	34,069	82,500	15,000	0	27,500	
AUXILIARY PROJECTS													
Point of View Cottages (3)	Point of View	New			4,000 GF (prior) 4,000 NGF	8,000	0	4,000	4,000	0	0	0	50%
Center for the Arts Concert Hall Renovation (4)	Fairfax	Reno			25,000 GF 25,000 NGF	50,000	25	28,275	0	0	0	21,700	0%
Recreation & Well-Being Renovation (SUB-1)	Fairfax	Reno			100,000 NGF	100,000	0	0	0	0	0	100,000	0%
Recreation & Well-Being Addition (Ph 1)	Fairfax	New			100,000 NGF	100,000	0	0	0	0	0	100,000	0%
Eagle Bank Arena Renovation	Fairfax	Reno			75,000 NGF	75,000	0	75,000	0	0	0	0	0%
Eagle Bank Arena Addition	Fairfax	New			75,000 GF	75,000	0	0	75,000	0	0	0	100%
					Total Auxiliary	408,000	25	107,275	79,000	0	0	221,700	
Total Capital Need with Funding Thresholds No	t Met				182,500 GF 4,000 GF (prior) 386,500 NGF	573,000	5,956	141,344	161,500	15,000	0	249,200	
Total Capital Need			194,250 GF 9,750 NGF	100,000 GF	182,500 GF 4,000 GF (prior) 386,500 NGF	877,000	5,956	141,344	455,750	15,000	9,750	249,200	

Notes & Prior Approvals:

- 1) Mason does not currently have philanthropy plans or the debt capacity available to fund all Unplanned Debt projects above; funding strategies will be revised in future capital project planning updates.
- 2) Business School FY18 \$70M -\$80M NGF (gifts/cash) TPC approved by BOV; FY18 \$171K NGF pre-planning approved (gifts/cash); FY20 \$15M NGF TPC approved by BOV (gifts/cash).
- 3) POV Cottages FY19 \$4M approved for GF, \$4M for NGF (gifts/cash).
- 4) Concert Hall FY19 \$25M approved for NGF (gifts/cash).
- 5) Abbreviations
 - CBR = Capital Budget Request. Annual submission to the Department of Planning & Budget for Virginia Commonwealth funding.
 - GF = General Funds -provided by the Commonwealth of Virginia. For public higher education institutions the State issues debt through the Virginia College Building Authority's 21st Century Bond In the past, the State has also provided funding to Institutions by issuing debt (General Obligation Bonds) that has been approved by voter referendum.
 - NGF = Non-General Funds provided by George Mason University. NGF funding can include cash, gifts and/or institution debt

ITEM NUMBER V.B.: EASEMENT BETWEEN GEORGE MASON

UNIVERSITY AND WASHINGTON GAS AT THE

FAIRFAX CAMPUS (ACTION)

PURPOSE OF ITEM: Review of requested easement from Washington Gas through

The Peterson Companies to access main gas line adjacent to

Roberts Road to serve new housing development.

APPROPRIATE COMMITTEE: FINANCE AND LAND USE

BRIEF NARRATIVE: Washington Gas by way of The Peterson Companies has

requested a 5 foot by 15-foot (75 square feet) easement to attach to a main gas line running adjacent to Roberts Road. This easement will allow for the connection of the housing development to the existing gas infrastructure. Facilities and Real Estate departments have reviewed the easement and

have determined that it is not intrusive.

The easement does not provide benefit to the Commonwealth of Virginia and we are required to receive remuneration for the land use. Given the very small amount of land being discussed and that the cost of an appraisal would exceed the value of the land, an internal valuation of the easement was completed using recent easement appraisals and the value of the recently purchased land for the housing development. It was determined that \$2,000 would fully compensate Mason for this land use and the developer has agreed to this amount.

STAFF RECOMMENDATION: The staff recommends BOV approval of this easement

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 February 2021 report include:

- Horizon Hall Construct/Renovate Robinson Hall, New Academic and Research Facility and Harris Theater Phase 2 Horizon Hall received a final occupancy permit for the full building on April 14, 2021 and all units planned have moved into the building. Phase 3, which includes demolition of Robinson B, site work and renovation of Harris Theater started on January 4, 2021. Renovations are currently occurring in all areas of Harris Theater as structural demolition is continuing at Robinson B. 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. Work in this final phase is planned to be complete by January 1, 2022.
- Improve Utility Distribution Infrastructure Fairfax Phase 8 (Aquia Creek Lane north to SUB1 tie in) pipe installation is now fully complete with the exception of the final tie in to SUBI which will be taking place in May. This work was slightly delayed from last report due to existing underground conditions that were unforeseen. Work is continuing to restore Wilkins Plaza; the new fountain is in final steps of installation and commissioning. The bronze panels which are a part of the Memorial to the Enslaved People of George Mason are in fabrication and will be delivered to site for installation in late June 2021. Several other parts of the memorial will be installed by the end of April. The George Mason statue will return to a new masonry and granite base in May of 2021. Paver and smart pole installation in process and will continue over the next 2 to 3 weeks. The new event plaza in front of de Laski will start under construction in May and be complete by the end of the summer. 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 substantially complete and awaiting final inspection by DEB scheduled for 05/05/21 after which the space can be occupied. Pricing has been received for installation of initial clean room tools and the associated utility modifications which can proceed upon authorization from the units funding the work.
- <u>Hylton Performing Arts Center HVAC Repairs</u> Construction is nearly completed. The facility has been occupied as needed and opened for limited virtual performances since mid-December. Final testing and balancing under way.
- <u>Telecom Infrastructure Phase 1</u> The code and funding review of Schematic design by DEB is

- complete. Current estimates exceed target budget. Preliminary design documents were submitted to DEB on 3-29-2021. The overall schedule has been delayed due to scope and budget review.
- <u>Life Sciences Bull Run Hall IIIB</u> Programming, Schematic, and Preliminary Design were completed in fall 2020. Preliminary documents were 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 was scheduled to start June 2021. New building substantial completion was 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. In February 2021, Mason received notice that approval from the Commonwealth to add \$30M for an additional floor to the three-story building design, and make programmatic changes that better align the new building with the current campus master plan vision for SciTech is forthcoming. Based on the notice, Mason has started the building reprogramming. The revised construction start date is June 2022 with the new building substantial completion date scheduled for August 2024, and the backfill substantial completion scheduled for December 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 approved by DEB and AARB. Decommissioning of the existing building and demolition have begun and are scheduled to be completed August 2021.
- <u>Johnson Center HVAC Repairs</u> —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.
- <u>IDIA HQ</u> In February the BOV approved moving into negotiations with a selected developer, MIP, which is a partnership between Edgemoor and Harrison Street with EYP as A/E and Clark Construction as construction manager. Currently the project team is engaged with MIP on furthering the design of the proposed facility as well as working on negotiations related to all the legal documents. It is anticipated that schematic design and negotiation of the agreements will be substantially complete by late June 2021. Once schematic design is complete it will be submitted to DEB for review and approval and design will move on to the preliminary phase. Projected timeline for executing agreements and financial close January 2022.
- <u>Central Heating and Cooling Plant Capacity Expansion</u> RFP has been sent out for A/E services and RMF Engineering was selected. Design kick off meeting was 4-8-2021.
- <u>Telecom Infrastructure Phase 2</u> Meeting with ITS to complete scope requirements and will send out RFP for A/E services this Spring.
- <u>Virtual Online Campus</u> Project approved for planning only and contingent upon Mason providing seed funding. Project will be coordinated with Master Planning efforts.

- <u>Academic VIII</u> Project approved for planning only and contingent upon Mason providing seed funding. Project awaiting internal authorization and Master Plan completion to proceed.
- <u>Point of View Cottages</u> Commonwealth has approved \$4M of funding for this project to match a target of \$4M of fundraising. Project awaiting internal authorization and Master Plan completion to proceed.
- <u>Construct Student Housing Fairfax PPEA</u> Commonwealth has approved project for PPEA solicitation. Project awaiting internal authorization and Master Plan completion to proceed.
- <u>Construct Fairfax Mixed Use Development PPEA</u> Commonwealth has approved project for PPEA solicitation. Project awaiting internal authorization and Master Plan completion to proceed.
- <u>Construct Basketball Training, Wrestling, and Athlete Academic Support (RAC Addition)</u> 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.
- <u>Business School Building</u> HECO authority approved to proceed on a \$165M and 200K GSF building for the School of Business on the Fairfax Campus. The funding is based upon donations. Project is awaiting funding and 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	92.0%
2	18208-000	Improve Utility Distribution Infrastructure Fairfax - Core Campus*	0	0	\$ 51,539,000				8/1/2018	12/31/2021	93.0%
3	17848-000	PPEA Discovery Hall Ph II & Fitout/Clean Room	0	18,000	\$ 6,561,287	<u> </u>	•		6/17/2019	5/7/2021	99.0%
4	A8247-024	Hylton Center HVAC Repairs	0	112,352	\$ 3,820,598				5/18/2020	12/31/2020	99.0%
5	18423-000	Arlington Original Building Demolition and Culvert Relocation	0	0	\$ 4,300,000		•		11/9/2020	8/25/2021	64.0%
		Design									
6	18339-000	Telecom Infrastructure Phase 1*	576			<u> </u>			11/1/2021	1/31/2023	N/A
7	18000-000	Life Sciences & Engineering Building - Bull Run Add*	133,300	5,500	\$ 98,993,000		<u> </u>		10/1/2021	8/15/2024	N/A
8	A8247-027	Johnson Center HVAC Repairs	0	348,447	\$ 3,049,500	0	•	•	TBD	TBD	N/A
		Design Procurement									
9	18482-000	Institute for Digital InnovAtion (IDIA HQ)	505,520	0	\$ 245,700,000				9/15/2022	12/16/2025	N/A
10	18509-000	Central Heating & Cooling Plant Boiler & Chiller Addition*	0	0	\$ 5,000,000		<u> </u>		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	1,272,122	673,210	985,557,385						

Data as of April 2021

Page 1 of 1

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

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

APPENDIX B: Audited FY 2020 Financial Statements

The Auditor of Public Accounts (APA) presented results of the FY 2020 audit of University financial statements to the Audit, Risk, and Compliance Committee on April 1, 2021. Financial Statements can be accessed at:

https://fiscal.gmu.edu/wp-content/uploads/George-Mason-University-Audited-Financial-Statements-06.30.2020.pdf



Agenda

- I. Call to Order
- II. Public Comment
- III. Approval of Minutes for February 25, 2021
- IV. Financial Matters
 - A. FY 2021 Q3 Financial Report & Yearend Forecast
 - B. FY 2022 University Operating Budget Approval (ACTION)
- V. Capital Matters
 - A. Two-Year Capital Plan Approval (ACTION)
 - B. Approval of Fairfax Washington Gas Easement (ACTION)
- VI. Adjournment

Appendix A – Capital Projects Review (Stoplight)

Appendix B – Audited FY 2020 Financial Statements



FY 2021 Q3 Financial Report & Forecast

Financial Matters

FY 2021 Q3 Actual, Budget & Forecast

Cash basis, in 000's	FY 2020 Actual	Q3 FY2021 YTD Actual	FY 2021 Budget*	FY 2021 3Q Forecast
Net Tuition and Fees	\$441,851	\$435,142	\$464,179	\$450,031
State Appropriations	190,136	160,669	189,000	196,542
Grants & Contracts	210,068	188,262	219,413	236,093
Auxiliary Enterprises	227,039	170,690	187,938	178,438
Other Operating Revenue	24,793	28,729	17,086	18,277
Capital Grants	45,764	51,646	65,000	60,000
Total Revenue	\$1,139,650	\$1,035,138	\$1,142,616	\$1,139,380
Salaries and Wages	\$462,058	\$372,730	\$473,172	\$473,282
Fringe Benefits	128,544	104,481	132,530	132,519
Contractual Services	171,348	104,836	182,309	163,225
Travel	20,157	3,489	21,892	7,196
Supplies	21,105	17,754	28,199	22,858
Equipment	21,098	13,749	23,163	22,611
Capital Outlay	130,396	94,528	138,644	125,884
Scholarships & Fellowships	118,520	129,288	126,863	141,785
Occupancy	47,937	30,484	53,798	41,860
Other	60	16,443	91	91
Total Expenses	\$1,121,223	\$887,780	\$1,180,661	\$1,131,311
Surplus / (Reserve Use)	\$18,426	\$147,357	(\$38,045)	\$8,069
Supplemental Relief Revenue & Debt Relief	\$12,753	\$8,345	\$0	\$42,300

FY 2021 Key Highlights

- Revenue variance to budget includes:
 - \$10M incremental state appropriation, offset by partial reversion
 - \$16M incremental HEERF I/II financial aid funding
 - Offset by:
 - \$14M decrease in net tuition & fees due to slow down in collection and lower spring enrollment
 - \$9.5M 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
- Scholarships & Fellowships reflects HEERF awards
- Non-financial aid supplemental relief provided by:
 - \$24.2M of HEERF II Funding
 - \$7.5M of CRF funding
 - \$9M 9(c) Debt Restructure principal deferment

*FY2021 expense budget reflects reallocations between compensation and direct expenditures as units operationalized 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.

9(c) Bonds Restructuring

Overview:

- § Commonwealth of Virginia's General Obligation Bonds 9(c) restructuring defer \$18.5M in principal payments from FY21 (\$9.1M) and FY22 (\$9.4M) to later years
- § The 9c bonds fund housing projects; restructuring alleviates reserve use in FY21 and FY22
- § The bonds priced on 4/14/21 and close 5/5/21

Key Takeaways:

- § NPV dissavings of (\$564k) or (3.1%)
 - ✓ The NPV savings improved due to lower rates
- § All-in True Interest Cost of 1.76%
 - ✓ The bonds are rated AAA, Aaa, AAA (by Fitch, Moody's and S&P's)
 - ✓ Due to historically low interest rates
- § Average life of bonds after restructuring 7.9 years prior to restructuring 6.6 years
 - ✓ Refunding principal amortizes two years after the final maturity of each project w
 ithin a series



FY 2022 University Operating Budget

Financial Matters

FY 2022 Commonwealth & Federal Update



Financial Aid

- \$6.95M increase in State Financial Aid for In-State Students
- \$31.5M one-time Federal Stimulus



Faculty and Staff Compensation Increases

- 5% salary increase for all state employees, including adjunct faculty
- Up to 5% increase for all wage employees
- \$9.5M State salary increase cost-share



Operating Fund Increase: \$31M

- Re-secured \$22M in operating funds for biennium that was approved last year but frozen due to COVID-19 (FY21-\$10M; FY22-\$12M)
- Additional \$9M of base operating fund Unified Budget Amendment



COVID-19 Funding (One-Time): \$7.5M

- COVID Testing reimbursement \$3.4M
- COVID-related escalations \$4.1M
- Federal Stimulus \$31.5M



Capital: \$30M

• \$30M in pooled funds for additional floor (33K square feet) on Life Sciences/Engineering Building on SciTech Campus

FY 2022 Strategic Investment Framework



Strengthening faculty and staff compensation



Increasing diversity, equity and inclusive excellence



Restoring
support for
basic
infrastructure



Promoting student success and well-being



Expanding Research

Priority Funding

FY 2022 Strategic Investment Framework



Strengthening Faculty & Staff Compensation: \$31.5M

5% salary increase -

2% additional merit/market adjustments



Increasing Diversity, Equity & Inclusive Excellence: \$5M

ARIE initiative- final recommendations from Task Force in May/June School & Administrative Unit Diversity & Inclusive Excellence Plans



Restoring Basic Infrastructure: \$10M one-time over 3 years; \$10M base

Enterprise-wide projects for improved efficiency & new operating models Core business & operating needs (IT, HR, Provost, etc.)

FY 2022 Strategic Investment Framework



Promoting Student Success & Wellbeing: \$10M

University Life Initiatives: Mental health & well being, career readiness, increased engagement

Provost Initiatives: Success Coaches, ADVANCE, UG & Grad Education

Access & Affordability: Increased Institutional Aid



Expanding Research: \$2.3M base + \$5M one-time

Enhance research infrastructure

Research technology and database support

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.



Academic Targets

90% student satisfaction with educational experience

Equal graduation outcomes for <u>all</u> students

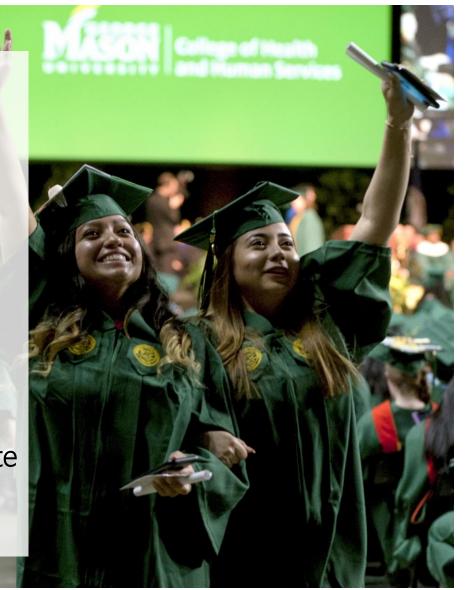
90% freshman/sophomore retention

80% positive career outcome for graduates

75% undergraduate six-year graduation rate

75% community college transfer four-year graduation rate

Increased student access to well-being programs



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⁾	\$ 12,594	\$441	\$13,035
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:

- Creating a more tech-enabled student experience (i.e. advising, career services, wellness, etc.)
- Designing new student experiential learning opportunities
- Growing deeper and broader student activities, programs and support due to changes in student population
- 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	\$2,653	\$80	\$2,733

Planning Scenarios

	Farallagent	Target FY22	Target FY23	Target FY24 3%	Target FY25
	Enrollment	3%		3 % 	3%
4)	*Tuition: UG Grad & Law	Flat \$441	\$361 \$482	\$375 \$500	\$389 \$519
Revenue	Mandatory Student Fees	3%	3%	3%	3%
Rev	Room & Board	4.5%	4.5%	4.5%	4.5%
	Institutional Aid	10%	12%	14%	15%
	State Appr: General Fin. Aid	25.5% 23%	3% 10%	3% 10%	3% 10%
	Sponsored Research	10%	10%	10%	10%
	Salaries & Fringe**	5%	3%	3%	3%
Expense	Faculty Growth	46	46	46	46
Expe	Direct Expenditures***	13.9%	3%	3%	3%
	Strategic Initiatives	4.3%	5%	5%	5%

^{*}Tuition increase equity based in \$ not % regardless of domicile. **Additional 2% adjustment after January 2022 ***Includes strategic initiatives and post COVID Adjustments

FY22 Projected Enrollments (FTE)

FTE			
Category	FY21 3Q Forecast	FY22 Plan	var
Ugrad I/S	19,890	20,351	461
Ugrad O/S	3,968	4,083	115
Ugrad Total	23,858	24,435	577
Grad I/S	4,878	4,997	119
Grad O/S	2,563	2,624	61
Grad Total	7,442	7,621	180
Law I/S	176	180	4
Law O/S	306	314	7
Grad Total	483	494	12
Total FTEs	31,782	32,550	768

FY22 Proposed Operating Budget

Cash basis, in 000's	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 3Q Forecast	FY 2022 Plan	Var to 3Q
Net Tuition and Fees	\$435,284	\$441,851	\$464,179	\$450,031	\$472,994	\$22,964
State Appropriations	166,037	190,136	189,000	196,542	235,733	39,191
Grants & Contracts	222,616	210,068	219,413	236,093	244,196	8,103
Auxiliary Enterprises	264,980	227,039	187,938	178,438	229,497	51,060
Other Operating Revenue	20,566	24,793	17,086	18,277	20,112	1,835
Capital Grants	22,522	45,764	65,000	60,000	46,000	(14,000)
Total Revenue	\$1,132,005	\$1,139,650	\$1,142,616	\$1,139,380	\$1,248,533	\$109,153
Salaries and Wages	\$432,439	\$462,058	\$473,172	\$473,282	\$507,937	(\$34,655)
Fringe Benefits	122,601	128,544	132,530	132,519	142,269	(9,750)
Contractual Services	161,658	171,348	182,309	163,225	179,055	(15,830)
Travel	20,370	20,157	21,892	7,196	10,551	(3,355)
Supplies	20,217	21,105	28,199	22,858	24,000	(1,142)
Equipment	19,672	21,098	23,163	22,611	22,917	(306)
Capital Outlay	110,885	130,396	138,644	125,884	116,027	9,857
Scholarships & Fellowships	126,486	118,520	126,863	141,785	136,632	5,153
Occupancy	65,640	47,937	53,798	41,860	47,018	(5,158)
Other	0	60	91	91	62,126	(62,035)
Total Expenses	\$1,079,969	\$1,121,223	\$1,180,661	\$1,131,311	\$1,248,533	(\$117,222)
Surplus / (Reserve Use)	\$52,036	\$18,426	(\$38,045)	\$8,069	\$0	(\$8,069)
Supplemental Relief Revenue and Debt Savings	\$0	\$12,753	\$0	\$42,300	\$90,846	\$48,546

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:

- o 5.0% for housing
- o 3.7% for dining meal plans

























Next Steps

Short Term: Nov 2020-June 2021

Nov/December

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

March

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

January

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

April

- ✓ April 1 BOV Information & Public Comment Session
- ✓ Tuition & Fee and Room & Board Recommendations
- ✓ Integrate comments into scenario modeling and planning

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.

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
- ➤ Updated 5 Year Financial Framework
- July 30 BOV Meeting
 - Readout on Capital Planning integration into Budget process
 - Publishing of FY22 Budget Book

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)

Board Recommendation

Recommend approval by the Board of Visitors of the FY 2022 Proposed Operating Budget, FY 2022 Room and Board Rates, and Proposed FY 2022 Tuition and Fee Rates.

MOTION: _____

SECOND: _____



FY 2022 Detailed Rates

Financial Matters

FY 2022 Proposed Tuition & Fees: Annual Rates

ACADEMI TUITION & FEE	C YEAR, 202 RATES - AN								
	FY 2021	FY 2022*	ANNUAL CHANGE	% CHANGE					
IN-STATE, UNDERGRADUATE									
Tuition	\$9,510	\$9,510	\$0						
Fees	\$3,504	\$3,609	\$105						
Total	\$13,014	\$13,119	\$105	0.8%					
IN-STATE, GRADUATE									
Tuition	\$12,594	\$13,035	\$441						
Fees	\$3,504	\$3,609	\$105						
Total	\$16,098	\$16,644	\$546	3.4%					
OUT-OF-STATE, UNDERGRADUATE									
Tuition	\$32,970	\$32,970	\$0						
Fees	\$3,504	\$3,609	\$105						
Total	\$36,474	\$36,579	\$105	0.3%					
OUT-OF-STATE, GRADUATE									
Tuition	\$33,906	\$34,347	\$441						
Fees	\$3,504	\$3,609	\$105						
Total	\$37,410	\$37,956	\$546	1.5%					
LAW, IN-STATE**									
Tuition	\$22,701	\$23,142	\$441						
Fees	\$2,653	\$2,733	\$80						
Total	\$25,354	\$25,875	\$521	2.1%					
LAW, OUT-OF-STATE**									
Tuition	\$38,087	\$38,528	\$441						
Fees	\$2,653	\$2,733	\$80						
Total	\$40,740	\$41,261	\$521	1.3%					

FY 2022 Proposed Tuition & Fees: Hourly Rates

GEORGE MASON UNIVERSITY ACADEMIC YEAR, 2022-2022 TUITION & FEE RATES - HOURLY RATE									
	FY 2020-21	FY 2021-22	HOURLY CHANGE	% CHANGE					
IN-STATE, UNDERGRADUATE									
Tuition	\$396.25	\$396.25	\$0.00						
Fees	\$146.00	\$150.25	\$4.25						
Total	\$542.25	\$546.50	\$4.25	0.8%					
IN-STATE, GRADUATE									
Tuition	\$524.75	\$543.00	\$18.25						
Fees	\$146.00	\$150.25	\$4.25						
Total	\$670.75	\$693.25	\$22.50	3.4%					
OUT-OF-STATE, UNDERGRADUATE									
Tuition	\$1,373.75	\$1,373.75	\$0.00						
Fees	\$146.00	\$150.25	\$4.25						
Total	\$1,519.75	\$1,524.00	\$4.25	0.3%					
OUT-OF-STATE, GRADUATE									
Tuition	\$1,412.75	\$1,431.00	\$18.25						
Fees	\$146.00	\$150.25	\$4.25						
Total	\$1,558.75	\$1,581.25	\$22.50	1.4%					
LAW, IN-STATE*									
Tuition	\$810.75	\$826.50	\$15.75						
Fees	\$94.75	\$97.50	\$2.75						
Total	\$905.50	\$924.00	\$18.50	2.0%					
LAW, OUT-OF-STATE*									
Tuition	\$1,360.25	\$1,376.00	\$15.75						
Fees	\$94.75	\$97.50	\$2.75						
Total	\$1,455.00	\$1,473.50	\$18.50	1.3%					

FY 2022 Proposed Premium Pricing

Premium pricing for select gra per credit hour rate above/(discounted)			FFF R	ATES		
TEN CHEDIT TOOK WITE ABOVE, (DISCOUNTED)	INEGO			Out-of-state		
		In state		out or state	regione	A1
Antonin Scalia School o	of Law					
All Professional programs	\$	89.00	\$	97.00		
Extending in-state tuition to public sector employees with part-time status:	. '	33.00			\$ (549	9.50
					, (
Carter School						
Regional discount for D.C and Maryland residents*					\$ (23	1.13
College of Education & Human	Deve	lopment				
All Graduate Programs*			\$	(688.00)		
-						
College of Health & Huma	_		d.	56.75		
All Graduate Programs	\$	56.62	\$	56.75		
College of Humanities & Soc	ial Sci	ences				
Masters Criminal Justice	\$	200.00	\$	200.00		
Callege of Coinne						
College of Science Advanced Biomedical Sciences Certificate**	_	972.00	ď	84.00		
	\$	100.00	\$	100.00		_
Forensics Programs Geographic Information Sciences Certificate	\$	200.00	\$	200.00		
Geospatial Intelligence & Remote Sensing Certificates	\$	200.00	\$	200.00		
Nano Certificate	\$	100.00	\$	100.00		
Personalized Medicine Certificate	\$	100.00	\$	100.00		_
Bioinformatics Certificates	\$	100.00	\$	100.00		
biolinormatics Certificates	Ψ	100.00)	100.00		
Schar School of Policy & Go	overni	ment				
All Graduate programs, except Political Science	\$	200.00	\$	100.00		
School of Busines	c					
Masters Finance	\$	506.50	\$	18.50		
EMBA Program	\$	870.92	\$	-		_
MSA Program and Related Certificates	\$	304.25	\$	41.25		
MBA Program, Business Analytics & Business Fundamentals Certificates	\$	346.00	\$	338.00		
MSIS Program	\$	550.50	\$	-		
MSM Program	\$	304.25	\$	41.25		
MSRED	\$	306.25	\$	(454.40)		
MSTM Program	\$	550.50	\$	(337.50)		
Regional discount for D.C and Maryland residents***				. ,	\$(110.60	-
·					\$888.00))
College of Engineering & C	ompu	ıting				
All Graduate Programs	\$	120.00	\$	-		

^{*} discount of regular GR OS tuition

^{**} MOU with Georgetown University

^{***} discount of regular GR OS tuition offered on various premium-priced programs

FY 2022 Proposed Online Rates

ed Offille Rules			
tuition pricing for select graduate programs — online			
PER CREDIT HOUR RATE (SAME FOR IN- AND OUT-OF-STATE)			
Antonin Scalia School of Law			
LL.M. in Global Antitrust Law & Economics (Wiley Partnership)	\$	1,000.00	
LL.M. in US Law (Wiley Partnership)	\$	1,000.00	
Carter School			
Masters of Science in Conflict Analysis and Resolution			
	1	OS \$750	
College of Education & Human Development			
Certificate in Applied Behavior Analysis (Wiley Partnership)	\$	805.00	
Certificate in Autism Spectrum Disorders (Wiley Partnership)	\$	805.00	
Graduate Certificate in Learning Technology - eLearning (Wiley Partnership)	\$	805.00	
M.Ed. in Curriculum & Instruction; concentration in Teaching English as a Second Language (Wiley Partner	\$	805.00	
Masters in Learning Design & Technology (Wiley Partnership)	\$	805.00	
Masters of Special Education w/ ABA or Autism Spectrum Certification (Wiley Partnership)	\$	805.00	
College of Health & Human Services			
Masters Social Work (Wiley Partnership)	\$	795.00	
Masters Science Public Health	\$	547.75	
Certificate in Health Informatics & Data Analytics (Wiley Partnership)	\$	800.00	
Master of Science in Nursing: Family Nurse Practitioner (FNP) (Wiley Partnership)	\$	850.00	
Masters of Science in Health Administration (MHA) (Wiley Partnership)	\$	895.00	
Masters of Science in Health Informatics (MSHI) (Wiley Partnership)	\$	800.00	
intesters of selective in Fredition intermitted (visiting (viney Fundlership)	*	300.00	
College of Humanities & Social Sciences			
Masters of Professional Studies in Applied Industrial and Organizational Psychology (Wiley Partnership)	\$	815.00	
Masters in Economics (Wiley Partnership)	\$	900.00	
College of Visual and Performing Arts			
Online Master of Music; Music Education Concentration	\$	820.00	
Offine Music of Music, Music Education Concentration	4	020.00	
School of Business			
Online Masters Finance	\$	1,049.62	
Certificate of Business Analytics (Wiley Partnership)	\$	1,016.75	
Masters of Business Administration (Wiley Partnership)	\$	1,016.75	
Online MS Accounting & Related Graduate Certificates	\$	847.00	
College of Engineering & Computing			
Masters Computer Science (Wiley Partnership)	\$	950.00	
Masters of Science in Data Analytics (Wiley Partnership)	\$	930.00	
Certificate in Data Analytics (Wiley Partnership)	\$	930.00	
Masters of Applied Information Technology (Wiley Partnership)	\$	950.00	



Two-Year Capital Plan

Capital Matters

Two-Year Capital Plan

Table 1: George Mason University Phasing for Capital Budget Requests (CBR) (\$000s)

	Campus	Туре	FY22 CBR	FY23 CBR	CBR TBD	Total	Committed Philanthropy	Projected Philanthropy	General Fund Capital	Operations/ Reserves	Committed Debt	Unplanned Debt	State Eligible
E & G PROJECTS													
Improve Telecom/ Network Infrastructure Phase 3 (1)	Fairfax	New	14,250 GF 9,750 NGF			24,000	0	0	14,250	9,750	0	0	59%
Engineering and Science Sector Study & Student Innovation Factory Building (Ph 1)	Fairfax	New	30,000 GF			30,000	0	0	30,000	0	0	0	100%
Engineering and Science Building (Ph 2)	Fairfax	New	150,000 GF			150,000	0	0	150,000	0	0	0	100%
Academic VIII - Phase 1 (2)	SciTech	New		100,000 GF		100,000	0	0	100,000	0	0	0	100%
					Total E & G	304,000	0	0	294,250	9,750	0	0	
AUXILIARY PROJECTS													
				Т	otal Auxiliary	0	0	0	0	0	0	0	
Total Capital Need with Funding			194,250 GF 9,750 NGF	100,000 GF		304,000	0	0	294,250	9,750	0	0	

Notes & Prior Approvals:

- 1) Telecom FY08 Phase 1 first requested; FY18 \$11.4M TPC requested. \$673K planning approved NGF (cash); FY18 Phase 2 first requested; FY21 \$23.25M TPC approved. \$12.25M GF and \$11M NGF
- 2) Academic VIII FY20 \$200K NGF pre-planning approved, not initiated, and no longer available; FY21 \$7.5M NGF planning approved, not initiated.
- 3) Abbreviations
 - CBR = Capital Budget Request. Annual submission to the Department of Planning & Budget for Virginia Commonwealth funding.
 - GF = General Funds -provided by the Commonwealth of Virginia. For public higher education institutions the State issues debt through the Virginia College Building Authority's 21st Century Bond In the past, the State has also provided funding to Institutions by issuing debt (General Obligation Bonds) that has been approved by voter referendum.
 - NGF = Non-General Funds provided by George Mason University. NGF funding can include cash, gifts and/or institution debt

Two-Year Capital Plan

Table 2: George Mason University Capital Need with Funding Thresholds Not Met (\$000s)

	Campus	Туре	FY22 CBR	FY23 CBR	CBR TBD	Total	Committed Philanthropy	Projected Philanthropy	General Fund Capital	Operations/ Reserves	Committed Debt	Unplanned Debt ⁽¹⁾	State Eligible
E & G PROJECTS													
Business School (2)	Fairfax / Arlington	New			82,500 GF 82,500 NGF	165,000	5,931	34,069	82,500	15,000	0	27,500	50%
					Total E & G	165,000	5,931	34,069	82,500	15,000	0	27,500	
AUXILIARY PROJECTS													
Point of View Cottages (3)	Point of View	New			4,000 GF (prior) 4,000 NGF	8,000	0	4,000	4,000	0	0	0	50%
Center for the Arts Concert Hall Renovation (4)	Fairfax	Reno			25,000 GF 25,000 NGF	50,000	25	28,275	0	0	0	21,700	0%
Recreation & Well-Being Renovation (SUB-1)	Fairfax	Reno			100,000 NGF	100,000	0	0	0	0	0	100,000	0%
Recreation & Well-Being Addition (Ph 1)	Fairfax	New			100,000 NGF	100,000	0	0	0	0	0	100,000	0%
Eagle Bank Arena Renovation	Fairfax	Reno			75,000 NGF	75,000	0	75,000	0	0	0	0	0%
Eagle Bank Arena Addition	Fairfax	New			75,000 GF	75,000	0	0	75,000	0	0	0	100%
					Total Auxiliary	408,000	25	107,275	79,000	0	0	221,700	
Total Capital Need with Funding Thresholds No	t Met				182,500 GF 4,000 GF (prior) 386,500 NGF	573,000	5,956	141,344	161,500	15,000	0	249,200	
Total Capital Need			194,250 GF 9,750 NGF	100,000 GF	182,500 GF 4,000 GF (prior) 386,500 NGF	877,000	5,956	141,344	455,750	24,750	0	249,200	

Notes & Prior Approvals:

- 1) Mason does not currently have philanthropy plans or the debt capacity available to fund all Unplanned Debt projects above; funding strategies will be revised in future capital project planning updates.
- 2) Business School FY18 \$70M -\$80M NGF (gifts/cash) TPC approved by BOV; FY18 \$171K NGF pre-planning approved (gfits/cash); FY20 \$15M NGF TPC approved by BOV (gifts/cash).
- 3) POV Cottages FY19 \$4M approved for GF, \$4M for NGF (gifts/cash).
- 4) Concert Hall FY19 \$25M approved for NGF (gifts/cash).
- 5) Abbreviations
 - CBR = Capital Budget Request. Annual submission to the Department of Planning & Budget for Virginia Commonwealth funding.
 - GF = General Funds -provided by the Commonwealth of Virginia. For public higher education institutions the State issues debt through the Virginia College Building Authority's 21st Century Bond In the past, the State has also provided funding to Institutions by issuing debt (General Obligation Bonds) that has been approved by voter referendum.
 - NGF = Non-General Funds provided by George Mason University. NGF funding can include cash, gifts and/or institution debt

Board Recommendation

The Finance & Land Use Committee recommends approval by the Board of Visitors of the Two-Year Capital Plan as detailed in the Board Book.

SECOND: _____

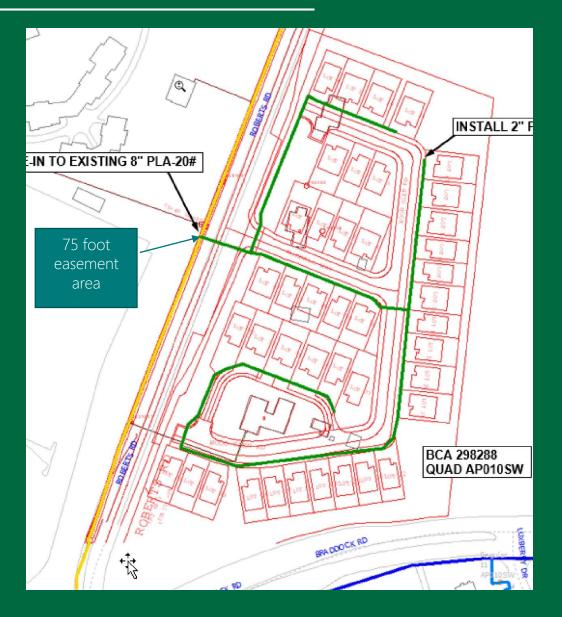


Approval of Fairfax Washington Gas Easement

Capital Matters

Fairfax Washington Gas Easement

- Washington Gas is requesting
 ~75 square foot easement to
 connect to existing main gas line
 for Peterson Company housing
 development on Roberts Road
- o No apparent adverse effects to Mason's land now or in future
- o Given the very small plot of land, an internal valuation was performed and developer will pay Mason \$2,000



Board Recommendation

The Finance & Land Use Committee recommends approval by the Board of Visitors of the Fairfax Washington Gas easement request as detailed in the Board Book.

MOTION:		
-	_	

SECOND: _____



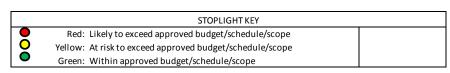
Appendix

Capital Projects Stoplight Chart

	Project #	Project Name	Scope(sf) New	Scope(sf) Reno	Total Budget	Budget Status	Schedule	Scope	Construction Start Date	Occupancy Date	Construction % Complete
		Construction									
1	18207-000	Horizon Hall - Core Campus (Renovate Robinson Hall and Harris Theater)	217,726	23,161	\$ 119,631,000				7/1/18	12/31/21	92.0%
2	18208-000	Improve Utility Distribution Infrastructure Fairfax - Core Campus*	0	0	\$ 51,539,000			O	8/1/18	12/31/21	93.0%
3	17848-000	PPEA Discovery Hall Ph II & Fitout/Clean Room	0	18,000	\$ 6,561,287	0			6/17/19	5/7/21	99.0%
4	A8247-024	Hylton Center HVAC Repairs	0	112,352	\$ 3,820,598				5/18/20	12/31/20	99.0%
5	18423-000	Arlington Original Building Demolition and Culvert Relocation	0	0	\$ 4,300,000	•		<u> </u>	11/9/20	8/25/21	64.0%
		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*	133,300	5,500	\$ 98,993,000		0		10/1/21	8/15/24	N/A
8	A8247-027	Johnson Center HVAC Repairs	0	348,447	\$ 3,049,500	Ō		Ō	TBD	TBD	N/A
					,						
		Design Procurement									
9	18482-000	Institute for Digital InnovAtion (IDIA HQ)	505,520	0	\$ 245,700,000				9/15/22	12/16/25	N/A
10	18509-000	Central Heating & Cooling Plant Boiler & Chiller Addition*	0	0	\$ 5,000,000			0	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
*********	17955-000	Construct Student Housing Fairfax PPEA	TBD	0	TBD				TBD	TBD	N/A
16	18117-000	Construct Fairfax Mixed Use Development PPEA	TBD	0	TBD				TBD	TBD	N/A
17	18253-000	Construct Basketball Training, Wrestling, and Athlete Academic Support (RAC Addition)	TBD	TBD	\$ 15,500,000				TBD	TBD	N/A
18	TBD	Renovations Concert Hall	0	120,750	\$ 25,000,000				TBD	TBD	N/A
19	TBD	Business School Building	200,000	0	\$ 165,000,000				TBD	TBD	N/A
20	TBD	Activities Building	15,000	0	\$ 3,750,000				TBD	TBD	N/A
		Grand Total This Report	1,272,122	673,210	985,557,385						

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

Data as of April 2021



Audited FY2020 Financial Statements

- o Auditor of Public Accounts (APA) presented results of FY2020 audit of University financial statements to the Audit, Risk, and Compliance Committee on April 1, 2021
 - Received an unmodified (i.e., 'clean') opinion

o Highlights

- Operating revenues decreased due to COVID-19 impact in Spring 2020
- Net non-operating revenue increased due to appropriations and federal COVID relief
- Income before capital/other items remained positive
- Unrestricted net position increased \$49M from FY2020 operations and capital
- o Financial Statements can be accessed at:

https://fiscal.gmu.edu/wp-content/uploads/George-Mason-University-Audited-Financial-Statements-06.30.2020.pdf

GEORGE MASON UNIVERSITY BOARD OF VISITORS

Research Committee Meeting May 6, 2021 Virtual

AGENDA

_	~ 11		<u> </u>
1	Call	+0	()rdar
I.	Can	w	Order

- II. Public Comments
- III. Approval of Minutes (ACTION ITEM)
 - A. Meeting minutes for February 25, 2021
- IV. Research Progress for Academic Year 2020-2021, Dr. Aurali Dade
- V. Arlington Research and Innovation Demonstration Space, Dr. Liza Wilson Durant
- VI. COVID-19 Vaccination Research and Mason's Vaccination Efforts, Dr. Julie Zobel, Dr. Caroline Sutter, and Dr. Rebecca Sutter
- VII. Adjournment

GEORGE MASON UNIVERSITY BOARD OF VISITORS

Research Committee Meeting

MINUTES Thursday, February 25, 2021 Virtual

<u>Present:</u> 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; Staff Senate Chair: Lauren Reuscher

Absent: Visitor Wendy Marquez; Student Representative Shelby Adams; University Counsel: David Drummey

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

I. Meeting was called to order by Chairman Horace Blackman at 11:55 am.

II. Approval of Minutes (ACTION ITEM)

Approval of the December 3, 2020 meeting minutes was motioned by Vistor Witeck; seconded by Visitor Prowitt, unanimously approved.

III. Public Comments

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

IV. New Business

a. Vice President's Update

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

Dr. Aurali Dade provided a brief update of Research at Mason. This included an overview of the FY19 Higher Education Research and Development (HERD) Survey Performance, which ranked Mason as #122 overall, #12 in Computer and Information Science, and #9 in Social Sciences.

b. Cybersecurity Manufacturing Institute (CyManII) Presentation Dr. Art Pyster – Associate Dean for Research/Professor, VSE Dr. Paolo Cesar Costa – Associate Professor and Director of the Center for Excellence in C4I and Cyber

Presentation by Dr. Art Pyster and Dr. Paolo Cesar Costa about the Cybersecurity Manufacturing Institute (CyManII). As noted in the PowerPoint presentation, "our vision results in energy efficient manufacturing through secure intelligent efficiency." The presentation provided an overview of the vision, goals, partners, facilities, and location of CyManII, including Mason's primary role. Mason is one of two CyManII Headquarters; we are the East Coast HQ and there is one at the University of Texas at San Antonio. Mason was asked to be the East Coast HQ due to our national recognition in Cybersecurity.

c. Institute for Biohealth Innovation (IBI) Presentation Dr. Amy Adams, Executive Director for IBI

Presentation by Dr. Amy Adams, Executive Director for the Institute for Biohealth Innovation (IBI), that provided an overview of IBI and its current initiatives and recent accomplishments. Dr. Adams shared about IBI's vision and mission, areas of research, institutional priorities (foster partnerships, elevate research, engage students, and grow the regional bioeconomy), and VA Bio-Connect. Of note is that Virginia is part of the Biohealth Capital Region and Mason is able to greatly contribute to this.

Comments:

- Dr. Lance Liotta shared that he and the faculty have greatly benefitted from Dr. Adams' leadership and the initiatives and collaborative opportunities at IBI.
- Rector Hazel shared that he is happy to see the connection with Go Virginia and overall how the state and Mason have collaborated and the positive outcomes of it.

d. Research Presentation

Dr. Lance Liotta – Professor in the College of Science; Co-Director and Co-Founder of the Center for Applied Proteomics and Molecular Medicine (CAPMM)

Presentation by Dr. Lance Liotta, Professor in the College of Science and Co-Director and Co-Founder of the Center for Applied Proteomics and Molecular Medicine (CAPMM), regarding the research that he and his colleagues are working on, primarily in regards to Covid-19. Shared were some of the staff invented technologies created by CAPMM staff, recent research endeavors and initiatives, and the research and work accomplished related to Covid-19. This included a review of the Covid-19 tests that were developed in our labs to test both antibodies and if someone is infected with the virus. Of note is the saliva test that was created and is now used to continue our surveillance testing and monitoring of the transmission of Covid-19 at Mason. Dr. Liotta shared about the future of Covid-19 testing and the research being worked on currently to continue our

monitoring efforts, as well as better understand treatment options. Dr. Liotta also highlighted many of the faculty and staff who have and are contributing to these accomplishments, and how Mason has been far ahead of many other universities in our capacity and ability to prevent the spread of and monitor transmission of the virus.

Comments:

- Visitor Rice, Visitor Witeck, Visitor Prowitt, and Vice Rector Blackman commended Dr. Liotta and his colleagues for the amazing work they are doing.
- Rector Hazel thanked Dr. Liotta for this great work, and also for highlighting so many of his colleagues who are also largely contributing.

e. Full Board Motions

Chairman Blackman motioned one action item: "I move that the Board approve the approval of meeting minutes from the December 3, 2020 committee meeting, as provided in the Board materials."

V. Adjournment

Chairman Blackman asked if there was any additional business to be discussed, as well as how the Board of Visitors might assist our staff and faculty. One item of note below:

a. Dr. Liotta noted how wonderful the administration has been in supporting the research efforts of him and his colleagues. One item of note is finding a way to recognize those who have worked tirelessly and made sacrifices during this pandemic.

With no further comments or items of discussion and having reached the end of the agenda, the meeting was adjourned by Chairman Blackman at 12:44 pm.

Respectfully submitted,

Natalie Davis Research Committee Secretary Pro Tem



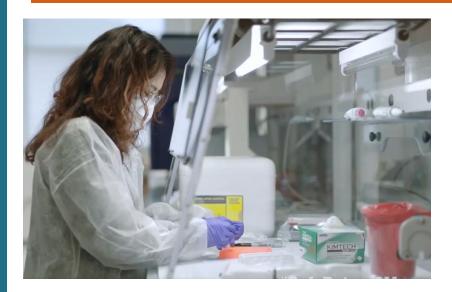
Research Progress for Academic Year 20-21

Aurali Dade, PhD

Interim Vice President for Research, Innovation, and Economic Impact



FIGHT AGAINST COVID 19









STRONG RESEARCH PERFORMANCE













RECRUITED VICE PRESIDENT FOR RESEARCH, INNOVATION, AND ECONOMIC IMPACT

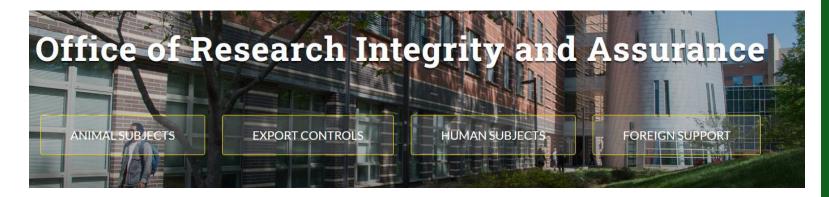


SUPPORT FOR MASON'S RESEARCH COMMUNITY





Office of Sponsored Programs



SUPPORT FOR MASON'S RESEARCH COMMUNITY









Mason Enterprise

University research and partnerships

Provide wrap-around services to researchers to enhance societal impact of translational research

- Faculty incentives
- Faculty education & mentorship
- Simplify & communicate IP agreements & processes

Connect a suite of World Class programs and services that supports entrepreneurs at any stage

- Broad tech counseling, mentorship & advisory services
- Expand exciting, programmed spaces
- Coordinate entrepreneur programs

Establish Mason's role as a university leader in the knowledge-intensive economy regionally and nationally through awareness and access to resources

- Foster relationships with investor groups
- Introduce Mason Enterprise brand
- Develop deeper industry relationships

Public and Private Partnerships

High-Functioning, Inclusive, and Connected entrepreneurial support ecosystem

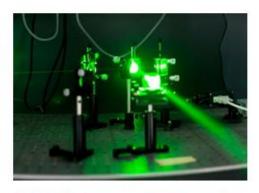
CONTINUED EXCELLENCE IN MULTIDISCIPLINARY RESEARCH



<u>Center for Adaptive Systems of Brain-</u> <u>Body Interaction</u>



<u>Criminal Investigations and Network</u> <u>Analysis</u>



Quantum Science and Engineering Center



<u>Center for Advancing Human-Machine</u> <u>Partnership</u>



Center for Resilient and Sustainable
Communities

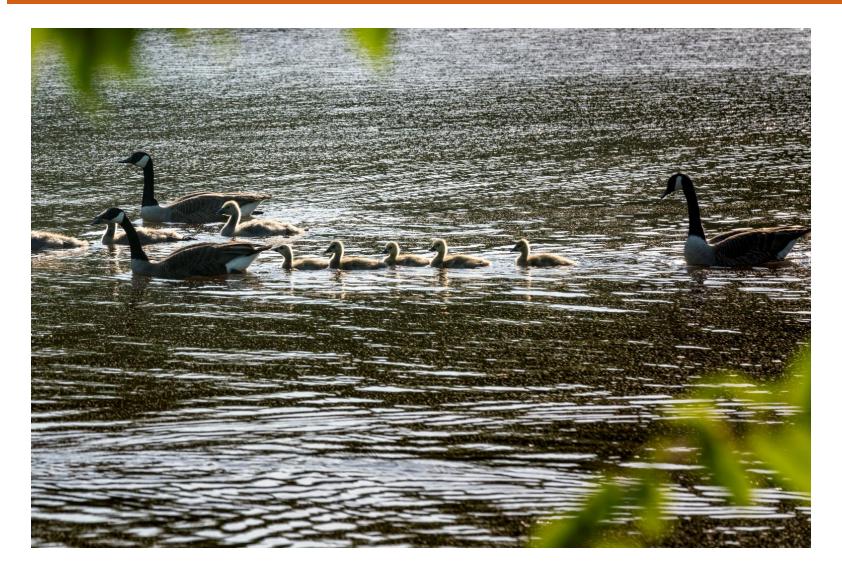


Center for Humanities Research

TECH TALENT INVESTMENT PROGRAM MAJOR PROGRESS



THANK YOU!



Mason Pond in the Spring





Arlington Innovation Initiative



Vernon Smith Hall 1st Floor Innovation Pilot Occupancy/Use Plan



School of Law Pro Bono Entrepreneurship Clinic

 Sean O'Connor (law faculty) office; office for rotating Law students assisting with clinic activities; storage room for files

Drop-in Offices – Office of Tech Transfer

- Hina Mehta (Office of Technology Transfer)
- School of Business graduate students assisting with Entrepreneurship clinic
- Small Business Development Center staff offering drop-in services
- Paula Sorrell, Assoc VP Innovation & Econ Development (Room 105)

CYMANII (Cyber & Manufacturing) Research Lab

- Lab will be occupied by graduate students working on DOE research award
- Art Pyster, Paulo Costa, other faculty oversee research and drop in for collaborative work

CCI (Commonwealth Cyber Initiative) Living Innovation Lab (LIL)

- Lab will be occupied by (8) graduate students working on 5G testbed for autonomous vehicles, energy grid security, manufacturing security
- Duminda Wijesekera is primary faculty overseeing lab research
- Other faculty will use lab for drop-in research needs Steve Kan, Paulo Costa, Liling Huang, Yi-Ching Lee, Zoran Duric
- Other university partners (VA Tech, Marymount, NVCC, JMU, UMW) and corporate partners (Verizon, Siemens, etc.) will come in/out of lab to share data/work on research collaboration

Classroom – Data Analytics Eng. and Cyber Security classes

- Classes scheduled during evening time blocks, but open to other sections as needed
- Shared Drop-in Office Liza Wilson Durant, Director CCI /other CCI faculty
- Shared Drop-in Office Art Pyster, Director Cymanii/other Cymanii faculty
- **Workstation** Reception station (new hire-TBD)
- Shared Common Areas Meeting rooms, collaboration areas, lounge
- Private Industry Partner Space



Innovation Pilot Space Opens April 2021

FOCUS AREAS:

- 5G + Secure MEC Testbed
- CV2X
- Building Automation
- mmWave Applications
- Wireless Security
- Manufacturing and IIOT Testbed



Pro-bono Innovation Law Clinic

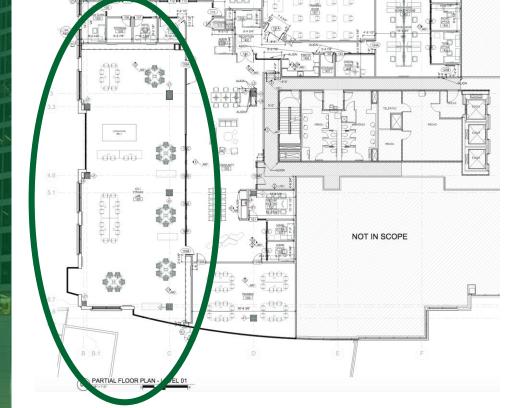


Office of Tech Transfer



+ Industry Partners







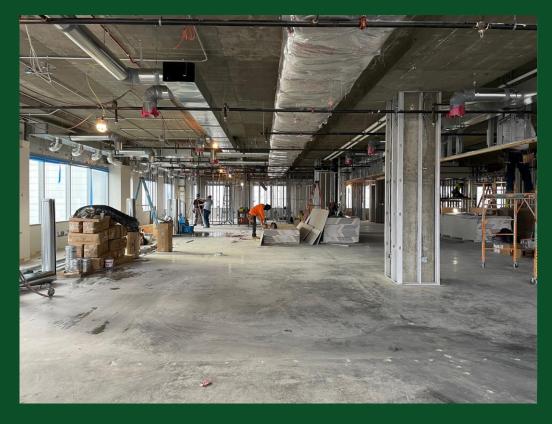


Professor Duminda Wijesekera (center) and his team have installed cameras and sensors on two cars to test their capabilities. Photo by Creative Services.

Vernon Smith Hall — Pilot Project

FIRST FLOOR VIEWS





CANVONDESIGN

Vernon Smith Hall – Pilot Project

FIRST FLOOR VIEWS:





Vernon Smith Hall — Pilot Project



View from Entrance with Lab Beyond



Main Entrance Doorway

CANVONDESIGN

Vernon Smith Hall – Pilot Project



George Mason University PROPRIETARY AND CONFIDENTIAL 1

Vernon Smith Hall — Pilot Project



View Looking North



View Looking North from Kitchenette



Vernon Smith Hall – Pilot Project



George Mason University PROPRIETARY AND CONFIDENTIAL 12

Vernon Smith Hall – Pilot Project





Mason Making a Difference-One Vaccine at a Time

Caroline Sutter, DNP Rebecca Sutter, DNP Julie Zobel, PhD

BOV Research Committee Meeting May 6, 2021



Mason's COVID-19 Vaccination Clinics

EagleBank Arena Vaccination Clinic

- Strategy:
 - Mass Vaccination for the Northern Virginia Region
- Partners:
 - Safety, Emergency, & Enterprise Risk Management; Eagle Bank Arena/University Business Services, College of Health & Human Services; Virginia Department of Health; Fairfax County Health Department; Prince William Health District

Mobile Vaccination Clinics

- o Strategy:
 - Equity clinics for underserved populations, vaccine education/promotion
- o Partners:
 - Safety, Emergency, & Enterprise Risk Management; College of Health & Human Services; University Life,
 Virginia Department of Health; Fairfax County Health Department; Prince William Health District

MAP Vaccination Clinics

- Strategy:
 - Equity clinics for underserved populations, vaccine education/promotion
- o Partners:
 - College of Health & Human Services; Virginia Department of Health; Prince
 William Health District, Manassas Park Police and Fire and Rescue, Manassas
 Park City Government, Manassas City, Prince William Dept. Social Services





EagleBank Arena Mass COVID-19 Vaccination Clinic

• Launch: January 29, 2021

• Vaccinations Administered: ~38,000 (as of 4/23/21)

• Capacity: 3,000 per day, 4 days per week

Population Vaccinated:

Mason Faculty, Staff, Students, Contractors, Alumni

Fairfax County Residents, Prince William County Residents

Workforce:

- ~400 ; ~70-90 per day ; 1:29 ratio
- Faculty, Staff, Students, Contractors, Alumni, and Volunteers
- Clinic Operations and Planning, Vaccine Management, Vaccination, Traffic Control, Check-in, Patient Observation











Mobile COVID-19 Vaccination Clinics

• Launch: Sunday, April 4, 2021

• Vaccinations Administered: ~1,000 (as of 4/23/21)

• Capacity: 300-400 per event, 2 days per week

Population Vaccinated:

• Fairfax County Residents, Prince William County Residents

 Transportation/Technology Challenges, Language Barriers, Vaccine Hesitancy

Workforce:

• ~40; ~18 per event; 1:19 ratio

Faculty, Staff, Students, Contractors, Alumni, and Volunteers

 Clinic Operations and Planning, Vaccine Management, Vaccination, Translation, Traffic Control, Check-in, Patient Observation









MAP COVID-19 Vaccination Clinics

• Launch: Early January, 2021

• Vaccinations Administered: ~19,000 (as of 4/23/21)

• Capacity: 1,000 per day, 2-3 days per week

Population Vaccinated:

Underserved Priority Residents

Workforce:

• ~200+; ~20-30 per day

• CHHS Faculty, Staff, Students, Alumni- largely volunteers

• Clinic Operations and Planning, Vaccine Management, Vaccination, Traffic Control, Check-in, Patient Observation



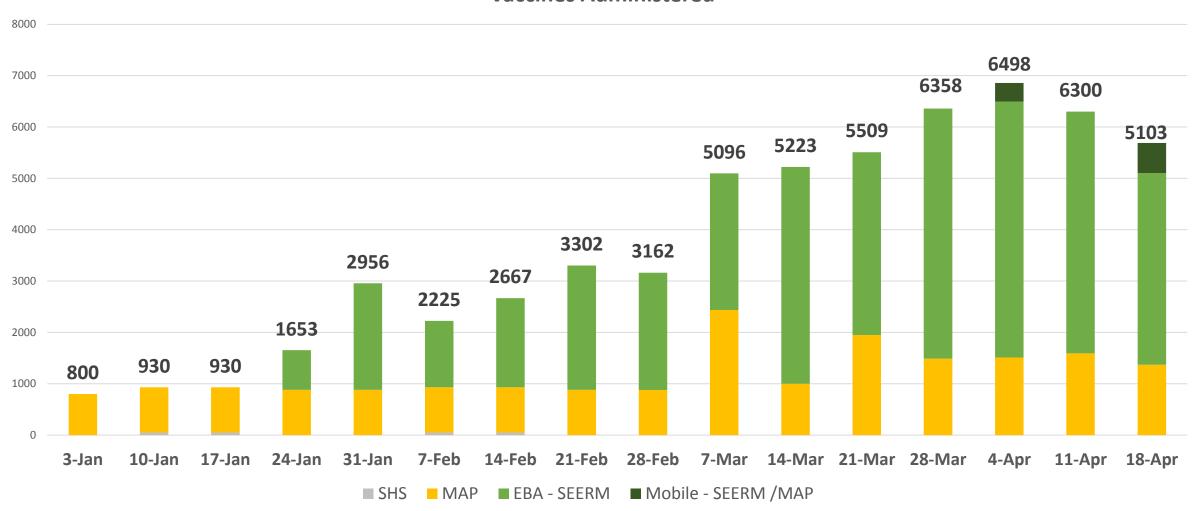






COVID Management *Vaccine Administration*

Vaccines Administered



Total vaccines administered through April 23rd: 58,712

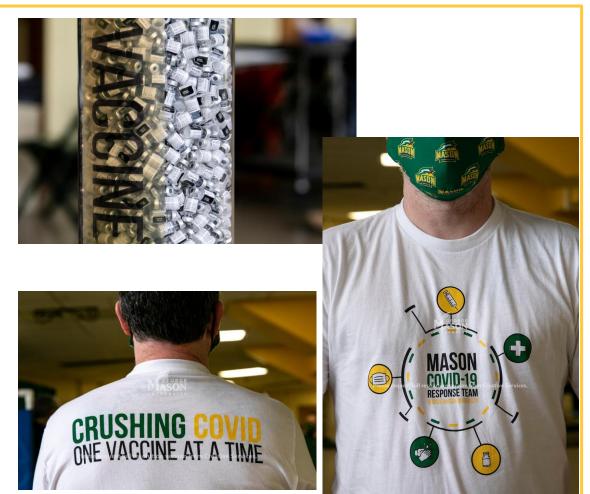
Mason's COVID-19 Vaccination Clinics— What's Next?

Mass Vaccination Clinics

- Continue Until Supply Outweighs Demand
- Partner with VA IHE for Students 2nd Dose Clinics

Equity Clinics

- Ramp Up Mobile Vaccination Clinics
 - 4-5 days per week
- Continue MAP Clinics
 - Partner with local Emergency Medical Services
 - Enhance community trust
 - Continue with hesitancy program
 - Provide pathway for EMS participation
- Increase Vaccination Promotion Efforts
- Monitor J&J Vaccination Community Acceptance





Rebecca Sutter, DNP, APRN, BC-FNP Co-director, Mason and Partners (MAP) Clinics College of Health and Human Services rsutter2@gmu.edu



Caroline Sutter, DNP, APRN, BC-FNP
Co-director, Mason and Partners (MAP) Clinics
College of Health and Human Services
csutter@gmu.edu



Julie Zobel, PhD
Associate Vice President
Safety, Emergency, & Enterprise Risk Management
jzobel@gmu.edu



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

May 6, 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 February 25, 2021 Meeting (ACTION)
 - B. Approval of Committee Minutes for April 1, 2021 Meeting (ACTION)
- **IV.** New Business
 - A. Research Update
- V. Reports
 - A. Office of University Audit Summary Report
 - B. Office of Institutional Compliance Report
- VI. Adjournment

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

February 25, 2021 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 February 25, 2021 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/8185717/video/517296799.

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

Rector Hazel; Vice President and Chief Information Officer Borek; Faculty Senate Chair Davis; Associate Vice President and Controller Heinle; Senior Vice President Kissal; Staff Senate Chair Reuscher; Associate University Counsel Schlam; Chief Audit, Risk, and Compliance Officer Dittmeier; Associate Vice President for Institutional Compliance Lacovara; and Associate University Auditor Watkins.

- **I.** Chair Rice called the meeting to order at 10:50 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.

AUDIT, RISK, AND COMPLIANCE COMMITTEE

February 25, 2021 Page 2

III. Approval of Minutes

Chair Rice called for a motion to approve the minutes of the December 3, 2020 Audit Committee meeting. The motion was **MOVED** by Vice Chair Moreno and **SECONDED** by Visitor Blackman.

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

IV. Old Business

A. Auditor of Public Accounts Examination Update

Ms. Heinle updated the Committee on the status of three examinations by the Auditor of Public Accounts.

- The Intercollegiate Athletics Programs (NCAA) Agreed-Upon Procedures report was issued in January 2021 and communicated no findings.
- The Statewide Single Audit report covering the Commonwealth's expenditure of federal funds was issued in February 2021. This examination tested grants for two major programs at Mason research and development, and CARES Act aid and reported no findings or questioned costs for Mason.
- The annual audit of the financial statements for the year ended June 30, 2020 is underway and on track to be completed by the Committee's meeting in April 2021. As part of this audit, the auditors are also testing transactions subsequent to June 30, 2020 to facilitate earlier completion of their 2021 audit in support of Mason's re-accreditation review by SACSCOC. Although the work remains underway, the auditors have not communicated to management any potential findings.

IV. New Business

A. Introduction of Institutional Compliance Leader

Chair Rice introduced Mr. Lacovara as Mason's new Institutional Compliance Leader. Mr. Lacovara provided an overview of his professional experience. The Committee welcomed him to Mason.

B. Information Technology Update

Mr. Borek provided an update on the actions being taken to strengthen the governance framework to support the delivery of technology projects throughout the university. He described the increasing complexity and interrelatedness of technology projects and the challenges of aligning investments in a fragmented, decentralized operating environment. He described the quality management governance framework that is designed to oversee key activities, including the induction, management, and retirement of technology, and Mr. Borek also described the challenges of deployment and oversight across central Information Technology Services (ITS) and 28 distributed IT

AUDIT, RISK, AND COMPLIANCE COMMITTEE

February 25, 2021 Page 3

teams. In the last year, the project portfolio has been analyzed, costed, reorganized, and sequenced, and the Project Management Office has been reorganized and is expected to be supplemented with additional resources and support to deploy the framework effectively.

The Committee discussed with Mr. Borek several areas, including: the impact of the increased volume of projects in the last year to respond to pandemic-specific needs on overall ITS performance capabilities and resources and its ability to design and deploy enhanced governance processes as well as deliver additional projects and services; the shared responsibilities of functional areas and ITS to anticipate opportunities to leverage technology developed and used in other industries for Mason's benefit; and the capability to protect research data in line with federal grant expectations, among others.

V. Reports

Ms. Watkins reported on the status of audit operations described in the Office of University Audit Summary Report. Among other things, she described two memos issued since the last meeting related to the distribution of emergency financial aid grants to students and institutional monies received via the CARES Act Higher Education Emergency Relief Funds and the Governor's Emergency Education Relief Funds. She also stated that recruitment activities to fill a vacant Assistant University Auditor position are expected to be nearing completion.

Ms. Watkins reviewed with the Committee University Audit's risk-based process for determining audit priorities. The process combines enterprise-level risk analyses and auditable unit risk assessments with an ongoing program of monitoring university activities; it has been endorsed by the Committee since 2016.

VI. Adjournment

Chair Rice called for any additional business to come before the Committee. Hearing none, he declared the meeting adjourned at 11:31 a.m.

Respectfully submitted,

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

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

April 1, 2021 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 April 1, 2021 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/8317364/video/531924254.

PRESENT: Chair Rice; Vice Chair Moreno; and Visitor Kazmi.

Rector Hazel; President Washington; Faculty Senate Chair Davis; Faculty Liaison Douthett; Associate Vice President and Controller Heinle; Senior Vice President Kissal; Staff Senate Chair Reuscher; Associate University Counsel Walther; Auditor of Public Accounts Representatives Finke and Raznic; Chief Audit, Risk, and Compliance Officer Dittmeier; and Associate University Auditor Watkins.

- I. Chair Rice called the meeting to order at 9:00 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.

AUDIT, RISK, AND COMPLIANCE COMMITTEE

April 1, 2021 Page 2

III. Old Business

A. Auditor of Public Accounts Examination Report

Mr. Rasnic introduced Mr. Finke to the Committee. Mr. Finke discussed with the Committee the examination of the financial statements for the year ended June 30, 2020. He stated the Auditor of Public Accounts had determined an unmodified opinion will be issued on the financial statements.

Mr. Finke stated that a separate Internal Controls and Compliance Report will also be issued; the audit's procedures did not identify any material weaknesses in internal control over financial reporting. These procedures also included testing to support Single Audits of the Commonwealth's compliance with requirements applicable to programs related to federal research and development grants, federal CARES Act Higher Education Emergency Relief Funds, and student financial aid. The Committee discussed with Mr. Finke and Mr. Rasnic the potential impact of the university's response to the COVID-19 pandemic on the findings included in the report.

Mr. Finke also discussed with the Committee the scope and conduct of the financial statement examination, including the auditor's concurrence with management's application of accounting principles; the basis and reasonableness of accounting estimates; the adequacy of disclosures made in Management's Discussion and Analysis; and the recording of all audit adjustments in the audited financial statements. He also stated that the audit's procedures found no indications of fraudulent transactions or illegal acts; and that there were no disagreements with management about auditing, accounting, or disclosure matters.

IV. Adjournment

Chair Rice called for any additional business to come before the Committee. Hearing none, he declared the meeting adjourned at 9:16 a.m.

Respectfully submitted,

Edward R. Dittmeier Secretary pro tem

ITEM NUMBER: IV.A. Research Update

PURPOSE OF ITEM: Brief the Audit, Risk, and Compliance Committee on the

status of the university's research enterprise, key risk areas,

and management's strategies for managing such risks.

NARRATIVE: Aurali Dade, Interim Vice President for Research, Innovation,

and Economic Impact, will brief the Committee.

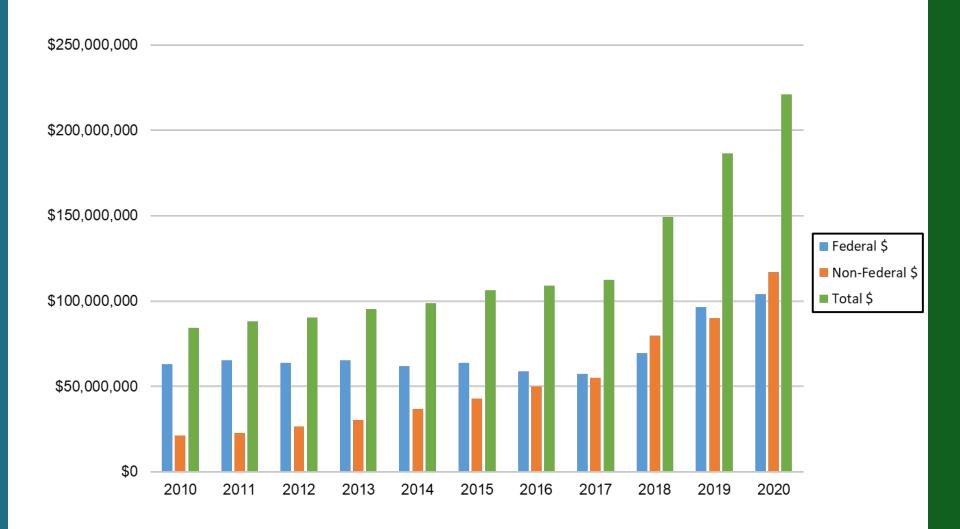
ACTION: Receive briefing and discuss.



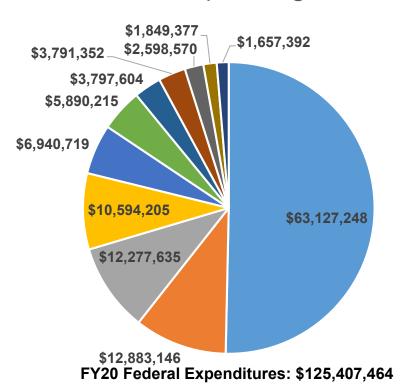
Research Update BOV Audit, Risk and Compliance Committee May 6, 2021



RESEARCH GROWTH



FY20 Sponsored Expenditures by Federal Agency (including Federal Pass-Thru)



- Department of Defense
- Department of Health and Human Services
- National Science Foundation
- Other Federal Agencies
- National Aeronautics & Space Administration
- Department of Education
- Small Business Administration
- Department of Transportation
- Department of Commerce
- Department of Justice
- Department of State

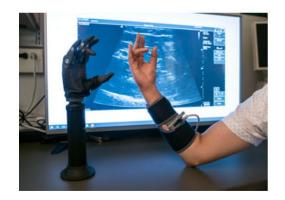
MASON'S MULTIDISCIPLINARY RESEARCH INSTITUTES







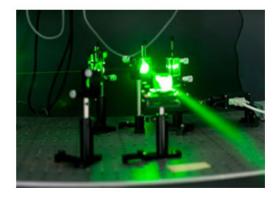
MASON'S UNIVERSITY CENTERS



Center for Adaptive Systems of Brain-Body Interaction



Criminal Investigations and Network Analysis



Quantum Science and Engineering Center



Center for Advancing Human-Machine Partnership



Center for Resilient and Sustainable Communities

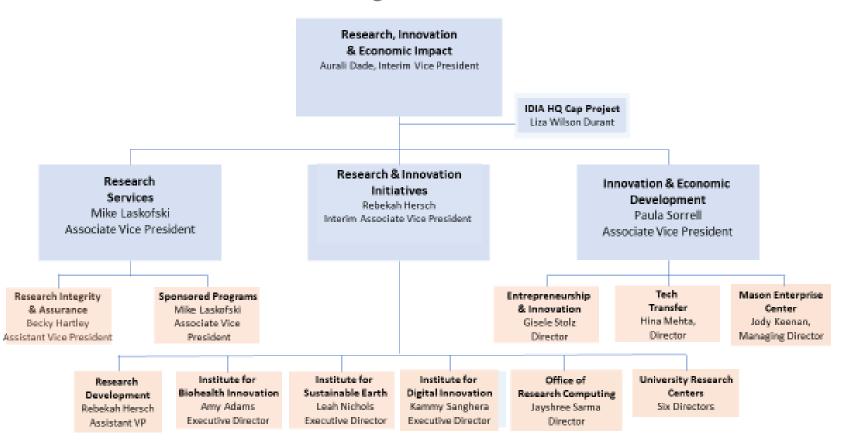


Center for Humanities Research

RESEARCH WITHIN MASON'S RISK MANAGEMENT FRAMEWORK

- Research, Innovation, and Economic Impact are integral to the mission of the University
- Like the other university mission function (e.g. learning), they are reflected within the ERM process and part of most enterprise risks identified by the ERM Council
- The Office of Research, Innovation, and Economic Impact dedicates much time to addressing both upside and downside risks
- Many other units of the university actively manage risks that include research risks (e.g. SEERM, fiscal services, graduate education)

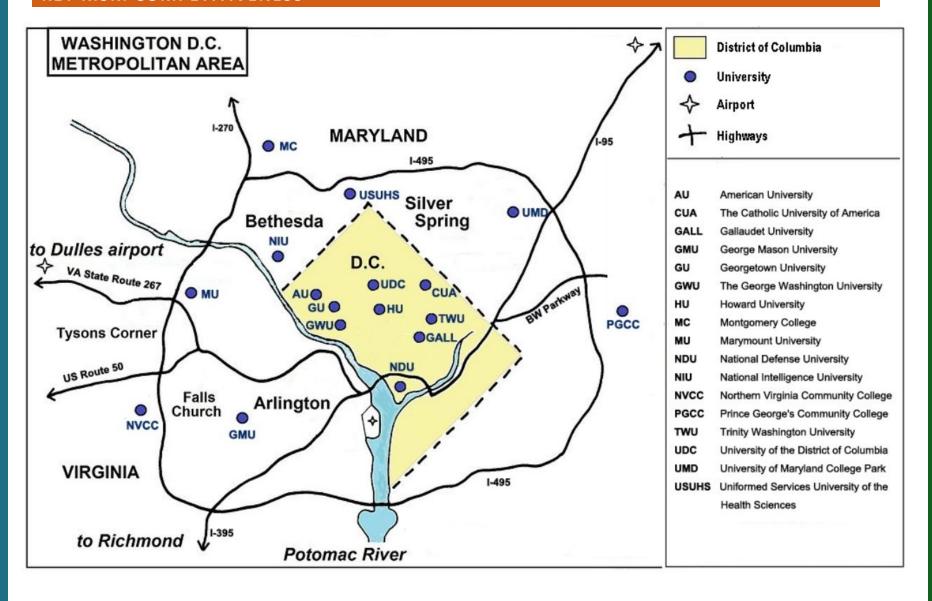
ORIEI Organization Chart



KEY RISKS

- Competitiveness
- Interdependencies
- Compliance

KEY RISK: COMPETITIVENESS



ACTIVITIES TO ADDRESS THIS RISK

- Compensation studies and increases
- Additional student support
- Research Administration study
- Mason Enterprise
- Major work to ensure a supportive environment
 - Space
 - Equipment/Technology
 - Training
- Partnerships and Consortiums
- Research Development Support
 - Seed Funding
 - Centers
 - Institutes

- If other parts of the institution lag, the research mission is impacted, some key interdependencies include:
 - Student recruitment, retention, and disciplinary demand
 - Physical Infrastructure maintenance, upgrades, and new construction
 - Success in fundraising
 - Positive and active government relations
- All of the same units are under demand from the research enterprise as from other university mission areas, for instance:
 - Budget and Finance
 - Information Technology Services
 - College level administration

ACTIVITIES TO ADDRESS THIS RISK

- Regular ongoing conversations with leaders of units with interdependencies
- Strategic planning activities that span multiple mission areas (e.g. Research Administration Study, Advanced Computational Infrastructure Strategic Planning)
- Regular communication/risk management when a lack of coordination or understanding leads to research risks

- Research Compliance Requirements from Sponsors have increasingly become more complex, burdensome, and varied including:
 - Financial
 - Human Subjects
 - Animal Care and Use
 - Export Controls
 - Conflicts of Interest and Commitment
 - Laboratory Safety
 - Information Privacy and Security
 - ➤ Responsible Conduct of Research
 - > Research Misconduct Policies, Procedures, and Response
 - > and more...
- Mason continues to move into new areas of highly regulated research
- Size and type of certain programs lead to higher levels of external scrutiny

ACTIVITIES TO ADDRESS THIS RISK

- Institutional Entities Dedicated to Addressing this Risk:
 - University Enterprise Risk Management and Compliance Functions
 - Office of Sponsored Programs
 - Office of Research Integrity and Assurance
 - Safety, Emergency, and Enterprise Risk Management
 - Fiscal Services
 - Etc.
- Regular ongoing required education, outreach, and communication.
- Post approval monitoring, internal audits, and external evaluations.





UNIVERSITY Office of University Audit

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

May 6, 2021

EXECUTIVE SUMMARY

- No <u>audit reports</u> were issued since the last meeting.
- Remediation of 17 <u>audit issues</u> is in progress as of April 15, 2021
- Audit Plan status:
 - Substantially on track with 3+6 Audit Plan reviewed at the prior meeting.
- Status of fraud, waste, and abuse <u>investigations</u>:
 - There is one investigation in progress.
- Audit staffing:
 - The recruiting process is underway to replace an Assistant University Auditor who separated from Mason in April 2020. An original search failed in March 2021 when the only viable candidate withdrew due to changes in their personal situation.
 - The remainder of the 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

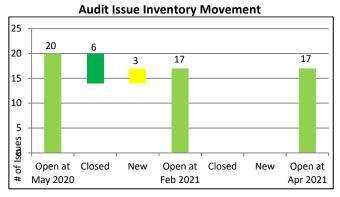
- 1 SUMMARY OF AUDIT REPORTS
 - No audit reports were issued since the last meeting.
- 2 SUMMARY STATUS OF AUDIT ISSUES
- 3 STATUS OF AUDIT PLAN
- 4 STATUS OF INVESTIGATIONS
- 5 STAFFING
- 6 APPENDIX:
 - Audit Issue Details

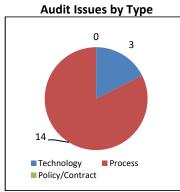
SUMMARY OF AUDIT REPORTS

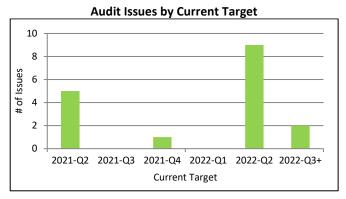
•	No audit	t reports	were is	ssued s	since	the 1	last meeting.	
	1 10 000000	p						

SUMMARY STATUS OF AUDIT ISSUES AS OF APRIL 15, 2021

There were 17 open audit issues as of April 15, 2021. Target dates for several issues were extended through the end of the Spring semester.







Audit Report	Report Date	Open at May 2020	New	Closed	Open at Feb 2021	New	Closed	Open at Apr 2021
Online Graduate Learning Arrangements (Wiley)	8/26/20	-	1	(1)	-	-	-	-
Gift Acceptance Policy Implementation		-	2	-	2	-	-	2
Intercollegiate Athletics	2/10/20	2	-	(2)	-	-	-	-
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		3	-	-	3	-	-	3
Spending of Funding Budgeted for Institutional Reserves and Strategic Initiatives		1	-	(1)	-	-	-	-
Office of the University Registrar		2	-	-	2	-	-	2
Administrative Management of Sponsored Programs		1	-	-	1	-	-	1
IT Governance and Project Prioritization		1	-	-	1	-	-	1
Information Security Management: Boundary Protection		1	-	-	1	-	-	1
Enterprise Project Management Framework and System		1	-	(1)	-	-	-	-
		20	3	(6)	17	0	0	17

STATUS OF AUDIT PLAN AS OF APRIL 15, 2021

The 3+6 Audit Plan as of April 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	Topic Description					
		1231	3 31	63	50 9	30
Aligned with University-Level Risk A	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. 		Ť	_		
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.				_	
Cash Accounts	 Assess processes for managing bank accounts, including reconciliations. 					
Suspense and Clearing Accounts	 Assess processes for managing suspense and clearing accounts, including resolving items timely. 					
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 Stat Inspector General. 	te				

STATUS OF INVESTIGATIONS AS OF APRIL 15, 2021

There is one investigation in progress.

Nature of Allegation	Type	Status	Remarks
Alleged conflict of personal interests	Abuse	In Progress	

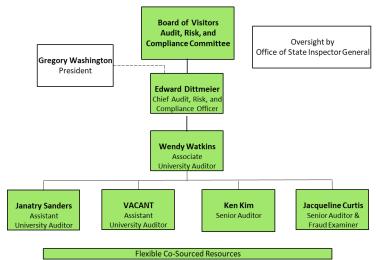
Summary of Types:

- <u>Fraud</u> = Intentional deception which could result in a benefit to the perpetrator, others, or the Commonwealth or could cause detriment to others or the Commonwealth. Fraud includes a false representation of a matter of fact, whether by words or by conduct, by false or misleading statements, or by concealment of that which should have been disclosed, which deceives or is intended to deceive. E.g., falsifying financial records to cover up theft.
- 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.
- <u>Abuse</u> = Excessive or improper use of something contrary to natural or legal rules for its use. Intentional destruction, diversion, manipulation, misapplication, mistreatment, or misuse of Commonwealth resources. Excessive use as to abuse one's position or authority. E.g., use of state assets for non-state business.

STAFFING

An Assistant University Auditor separated from Mason in April 2020; recruiting to replace this position is underway. An original search failed in March 2021 when the only viable candidate withdrew due to changes in their personal situation. 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



		Actu	al	
		a/o July	Avg to	
Core Audit Team	Plan	2020	Apr 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		0.4	
Total Audit Professionals Supported by Permanent				
Budget	5.8	5.0	5.4	

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 APRIL 15, 2021

#	Audit Report	Audit Issue	Status of Management Action	Original	
				Target	Target 1
1	Report Name: Drug	Review Approach to Informing Employees and	University Life will review all options for	3/31/20	5/31/21
	and Alcohol Abuse	Students Regarding Alcohol and Other Drug	informing students of DFSCA requirements		
	Prevention Program	Programs:	which will be included as action items of the		
	B + B + 12/16/10	Distribute the annual notification directly to employees	Alcohol and Other Drug Working Group.		
	Report Date: 12/16/19	and students via email. Directly emailing the notification	University Life will draft an updated student		
	3.5	ensures that each employee and student receives the	disclosure communication for use going forward.		
	Management: Rose	notification in writing.	Given employee communications are the		
	Pascarell, Vice		responsibility of Human Resources (HR),		
	President, University		University Life will hold discussions with HR to		
	Life		determine if employee disclosure		
			communications can be handled in the same		
			manner. Any modified employee		
			communications will require HR review,		
	Daniel Manage Dan	Follow Mondaton American Today and	approval, and implementation.	6/30/20	5/31/21
2	Report Name: Drug and Alcohol Abuse	Evaluate Mandatory Awareness Training and	University Life, along with other university peer	6/30/20	5/31/21
		Parental Notifications:	groups, is assessing the impact of implementing		
	Prevention Program	Consider policy revisions regarding mandatory	mandatory awareness training and parental notifications on students to determine if these		
	Dan ant Data: 12/16/10	awareness training and parental notifications related to			
	Report Date: 12/16/19	alcohol violations and illegal drug use by underage students (under twenty-one).	changes should be made and how best to implement them. Recommendations surrounding		
	Management: Rose	students (under twenty-one).	parental notification for students found		
	Pascarell, Vice		responsible for violations and that AlcoholEdu be		
	President, University		required for all incoming students will be		
	Life		submitted to the Office of Student Conduct and		
	Life		University Life by May. University Life will then		
			develop a plan to implement recommendations.		
3	Report Name: Office	Evaluate and Implement Process and Oversight	OUR is using Ellucian Workflow to develop	8/31/18	6/30/21
	of the University	Efficiency and Effectiveness Enhancements:	improved forms oversight. There are two forms	0,51/10	0/30/21
	Registrar	Registration transactions that require OUR action (e.g.,	being piloted within Ellucian Workflow: Change		
	8	enrollment adjustments, selective withdrawals, and	of Grade request form and the Veterans		
	Report Date: 3/7/18	program and domicile changes) are manual in nature	Registration Reporting form. Working in		
	F	with no secondary review prior to entry in Banner. OUR	collaboration with ITS, both forms are in User		
	Management: Janette	processes several thousand manual transactions each	Acceptance Testing (UAT) and should be		
	Muir, Associate Provost,	semester which require faculty and staff approval prior	deployed for use in Summer 2021.		
	Academic Initiatives	to processing. These transactions included, but were not			
	and Services, Office of	limited to: course enrollment adjustments; selective			
	the Provost	withdrawals; domicile appeal changes; and numerous			

#	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.		Target	Target
4	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, Tobacco and Other Drug Coordinating Committee to oversee alcohol, tobacco and drug related activities on an ongoing basis. Among other things, the Committee will regularly coordinate programmatic efforts and identify program objectives, determine appropriate ways to monitoring performance against established objectives, and establish regimens for oversight. Committee 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 these 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	of the University reflecting all gifts of \$25,000 or	Target	Target
		documented.	more received. Beginning in August 2020, the Gift Acceptance		
			Committee has reviewed and formally approved minutes from the previous meeting.		
			In March 2021, a Gift Acceptance Policy Task Force was convened. The Task Force will review the content of the policy and the composition of the Gift Acceptance Committee. Final review and recommendations are expected to be completed in May. Office of Advancement procedures will be drafted and implemented in alignment with the rollout of the revised Gift		
6	Report Name:	Plan for Scalable Research Administration to Enable	Acceptance Policy. There are three major initiatives underway to	7/1/18	10/31/21
0	Administrative	Future Growth in Research:	strengthen and scale the processes for research	//1/10	10/31/21
	Management of	In our view, Mason's current research administrative	administration.		
	Sponsored Programs	processes are not adequate nor scalable to support the	administration.		
	Sponsored Programs	nature and extent of research administrative and	Management has an effort underway to automate		
	Report Date: 10/11/17	compliance obligations likely to result from substantial	certain processing and control of research		
	Treport 2 acet 10/11/1/	future growth in the volume and value of research	administration activities and to redesign related		
	Management: Aurali	awards. A 50% growth of the overall research portfolio,	processes to ensure effectiveness and achieve		
	Dade, Interim	to ~\$150 million, might require an additional \$2.4	efficiencies. This is likely to be a multi-year		
	Vice President for	million of expenditures (determined on a straight-line	effort. A third-party technology suite has been		
	Research,	basis) to support research administration and compliance	acquired and a 3-month planning and assessment		
	Innovation, and	activities. As management plans for such growth and	phase was completed in March 2021 with a year-		
	Economic	sustaining its R1-Highest Research Activity	long implementation of the first module – grants		
	Impact	classification, we believe there should be concurrent,	and agreements – beginning in May 2021. The		
		comprehensive planning for the appropriate mix of	entire project is expected to have an approximate		
		people, process, and technology resources to effectively	3-year duration through December 2023.		
		satisfy the current and future nature and extent of	D 1 15: 16 :		
		research administrative and compliance obligations	Research and Fiscal Services are working		
		while enabling faculty and researchers to remain focused	together on an effort to compare post award		
		on conducting research. In conducting such planning,	management processes with identified best practices so as to develop recommendations for		
		 management should consider multiple areas, including: Alignment, including ensuring that academic unit plans 	more consistent processes across all academic		
		for growing research (and providing appropriate	units, including defining clearer roles and		
		administrative support) are fully aligned with Mason's	responsibilities; more standardized, improved		
		administrative support) are runy anglied with Mason s	responsionnes, more standardized, improved	<u> </u>	1

#	Audit Report	Audit Issue	Status of Management Action	69	Current
		 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. 	financial controls; and improved integration between research and finance. A consultant with expertise in this area has been engaged to support this effort though September 2021, at which time roles and responsibilities, process flows, and training materials are expected to be completed. In December 2020, a well-known consulting firm engaged by management completed their assessment of Mason's business model and investment plan for certain large complex applied research awards, including the business structures and capabilities to administer growth of such awards and the related programmatic, financial, intellectual property, legal, and reputational risks. Recommendations, and improvement planning, to support and grow the portfolio and enhance infrastructure are being reviewed by relevant management and are expected to be reviewed with senior leaders. Some actions have been taken and further implementation plans are expected to be developed. Because of the extended duration of these projects, University Audit set the current target date at October 2021 when the completion of a major milestone is expected.	Target	Target
7	Report Name: Faculty Study Leave Programs Report Date: 4/18/19	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	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	3/31/20	5/31/22
	Management: Renate Guilford, Associate Provost, Academic Administration, Office of the Provost	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,	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.		

#	Audit Report	Audit Issue	Status of Management Action	Original Target	Current Target
		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.			
8	Report Name: Faculty Study Leave Programs Report Date: 4/18/19	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	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	7/15/20	5/31/22
	Management: Renate Guilford, Associate Provost, Academic Administration, Office of the Provost	transactions have been processed timely. This process could be strengthened through automation and use of Banner workflows.	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.		
9	Report Name: Faculty Study Leave Programs Report Date: 4/18/19 Management: Renate Guilford, Associate Provost, Academic Administration, Office of the Provost	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	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	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

#	Audit Report	Audit Issue	Status of Management Action	Original Target	Current Target
	and Services, Office of the Provost	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.		Target	Target
11	Report Name: Employee Disclosures and Evaluation of Personal Interests Report Date: 12/13/19 Management: Dietra Trent, Interim Vice	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	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.	11/30/20	6/30/22
	President of Compliance, Diversity and Ethics (CDE)	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.	CDE will update ethics training to reflect policy changes and will work with Communications and Marketing to communicate them to employees.		
12	Report Name: Employee Disclosures and Evaluation of Personal Interests	Evaluate Governance and Reporting Design Improvements for COI and COC: Management (i.e., deans, center directors, and administrative unit leaders) should utilize a single system to obtain and disseminate for review and	CDE has evaluated potential strategies, including system solutions that will allow management a clear picture of each employee's financial interests and outside commitments. Acquisition of a system solution is moving forward with full implementation projected in 2022	11/30/20	6/30/22
	Report Date: 12/13/19 Management: Dietra Trent, Interim Vice President of Compliance, Diversity and Ethics (CDE)	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.	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	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,	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	11/30/21	6/30/22

#	Audit Report	Audit Issue	Status of Management Action	Original Target	Current Target
	Report Date: 12/13/19 Management: Dietra Trent, Interim Vice President of Compliance, Diversity and Ethics (CDE)	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.	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.	9	d
14	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)	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
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	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	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	1/31/14	7/31/22

#	Audit Report	Audit Issue	Status of Management Action	Original Target	Current Target
	Report Date: 9/09/13 Management: Kevin Borek, Vice President/Chief Information Officer, Information Technology Services	configurations, the university cannot ensure that rule bases are adequate and/or still required.	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.	Turget	- m get
17	Report Name: IT Governance and Project Prioritization Report Date: 8/7/17 Management: Kevin Borek, Vice President/Chief Information Officer, Information Technology Services	 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. 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. 	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 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.	6/30/19	1/15/23



Office of Institutional Compliance

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

May 6, 2021

EXECUTIVE SUMMARY

- The role of Institutional Compliance is being communicated to leaders:
 - The Institutional Compliance Leader is meeting with senior and other leaders, and Distributed Compliance Program leads to describe the role of Institutional Compliance.
 - Providing oversight through assessments of compliance risks and ensuring management ownership for monitoring and managing compliance risks.
 - Advising risk-based Distributed Compliance Programs and evaluating the effectiveness of those programs.
 - Communicating to senior leaders and the Committee of the Board regarding the effectiveness of the Institutional Compliance Program, as well as significant compliance risks or exposures facing Mason, and the steps management and Distributed Compliance Programs are taking to monitor and control such compliance risks.

• Planning for Institutional Compliance is underway:

- Workstreams to build-out Institutional Compliance are in varying stages of planning and implementation. Among others, these workstreams include:
 - Inventorying compliance areas, related laws and regulations, and ownership responsibilities.
 - Initiating relationships and collaboration opportunities.
 - Developing a program maturity assessment framework.
 - Initiating steps to evaluate and strengthen conflict of interest-related processes.
 - Initiating tracking of reviews by regulatory agencies and external entities with responsibility to supervise or oversee Mason.
 - Assimilating the new Institutional Compliance Leader and the transitioned Ethics Officer.

• Institutional Compliance staffing:

- The Institutional Compliance Leader joined Mason in February 2021.
- The Ethics Officer transitioned from Compliance, Diversity, and Ethics in March 2021.
- Assimilation and relationship building activities are underway.
- It is expected that organizational resource needs will evolve as the Institutional Compliance Program develops and matures.

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- 1 ROLE OF INSTITUTIONAL COMPLIANCE
- 2 INSTITUTIONAL COMPLIANCE FRAMEWORK AND APPROACH
- 3 PLANNING FOR INSTITUTIONAL COMPLIANCE
- 4 APPENDIX:
 - a. U.S. Sentencing Guidelines Elements for an Effective Compliance Program
 - b. Organizational Chart

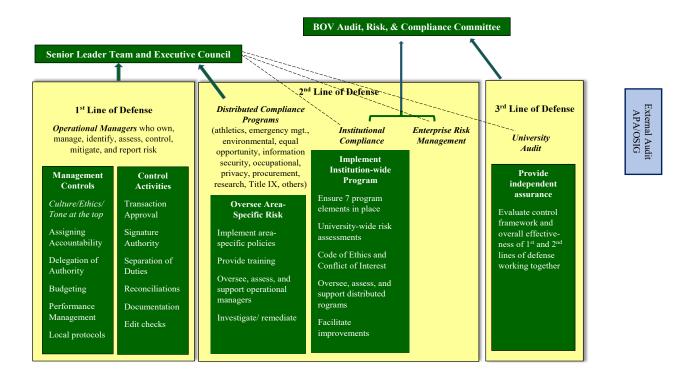
ROLE OF INSTITUTIONAL COMPLIANCE

When fully built, the Office of Institutional Compliance will provide oversight of the university's Institutional Compliance Program and the distributed processes that support compliance throughout the university. Together, the Institutional Compliance Program and the Distributed Compliance Programs focused on specific compliance areas will provide risk-based assurance to senior leaders and the Audit, Risk, and Compliance Committee (Committee) regarding management's processes for monitoring and controlling compliance-related risks. This is designed to enable the Committee and Board of Visitors to fulfill their oversight responsibility for institutional compliance processes that monitor compliance with laws and regulations.

Institutional Compliance's charter, approved by the Committee, outlines three roles for the function in providing oversight:

- <u>Compliance Risk Assessment and Ownership:</u> Institutional Compliance will plan, facilitate, and oversee regular university-wide assessments of compliance risks. In doing so, Institutional Compliance will ensure management ownership for monitoring and managing compliance risks.
- <u>Distributed Compliance Program Advice and Evaluation:</u> Institutional Compliance will advise risk owners in their design and implementation of risk-based Distributed Compliance Programs focused on specific compliance risks. Institutional Compliance also will evaluate the effectiveness of such distributed programs to monitor and manage compliance risks in consideration of legal and regulatory effectiveness requirements.
- <u>Communication:</u> Institutional Compliance will ensure communication to senior leaders and the Committee regarding the effectiveness of the Institutional Compliance Program, as well as significant compliance risks or exposures facing Mason, and the steps management and Distributed Compliance Programs are taking to monitor and control such compliance risks.

Institutional Compliance's positioning within Mason's three lines of risk management defense is depicted in the diagram below:



Institutional Compliance will assess the maturity of the Institutional Compliance Program elements using the seven elements of effective compliance programs set forth in the U.S. Sentencing Guidelines for Organizations (summarized in the Appendix). Among other things, this will include:

- 1. Conducting an Institutional Compliance Program Maturity Assessment to determine the existence and level of development of each of the seven elements for an effective Institutional Compliance Program per the Sentencing Guidelines, and implementing additional or improved compliance program elements to meet these standards;
- 2. Overseeing and assessing institution-level processes that promote an ethical climate, (e.g. codes of ethics, conflicts of interest-related processes, whistleblower capabilities, actions to control significant institution-level risks, and trends across campus, and the distributed programs), and facilitating additional or improved compliance processes;
- 3. Overseeing and facilitating university-wide Compliance Risk Assessments focusing on applicable laws and regulations, ensuring management ownership of compliance risk monitoring and management, and facilitating risk management plans specific to high-level risks; and
- 4. Overseeing or conducting investigations of allegations of potential ethical misconduct.

Numerous compliance processes at Mason exist and generally are managed in a distributed manner. Such Distributed Compliance Programs generally are responsible for specific areas of compliance risk (e.g. athletics, employment, equal opportunity, information security,

occupational safety, research, and others). The role of Institutional Compliance with respect to Distributed Compliance Programs will be to advise, support, and assess programs; and ensure significant compliance risks or exposures are communicated to senior leaders and the Committee. Among other things, this will include:

- 1. Conducting Distributed Compliance Program Maturity Assessments to determine the existence and level of development, within each program, of each of the seven elements for effective compliance programs per the U.S. Sentencing Guidelines, and facilitating and supporting new or improved program elements;
- 2. Facilitating distributed program and area-specific compliance risk assessments, advising risk owners in their design and implementation of risk-based compliance management plans, and facilitating and supporting improvements in risk planning specific to the program and risk area;
- 3. Providing guidance and support for area-specific compliance investigations; and
- 4. Promoting coordination and collaboration between and among distributed programs so that risk management plans and actions are coordinated, consistent, and optimized across campus.

INSTITUTIONAL COMPLIANCE FRAMEWORK AND APPROACH

The framework for assessing compliance processes focuses on both the institutional and the distributed levels, and uses the U.S. Sentencing Guidelines as the basis for assessment. This includes, among others, the inquiries in the table below:

Institutional Compliance Program Distributed Compliance Programs • Does Mason have **awareness** of all seven • Does Mason have all the necessary distributed, area-specific compliance compliance elements necessary for an effective program from the U.S. **programs** for its operations? Sentencing Guidelines, do those elements exist on an institutional level, and are the • Is each distributed program aware of all elements tailored to Mason's unique seven compliance elements necessary for risks? an effective program from the U.S. Sentencing Guidelines, does each element • What's missing and what needs to be exist for each program, and are the elements tailored to that program's risks? improved? • What is the level of development, or • Are distributed programs coordinated and "maturity" of the Institutional connected with Institutional Compliance, Compliance Program? and with one another where they have common or overlapping responsibilities? • Do senior leaders and the Committee have "line of sight" into risks and mitigation • What's missing, what needs to be activities at the institutional level? improved, and what support is needed by **Institutional Compliance?** • What is the level of development, or "maturity" of each Distributed Compliance Program? • Do senior leaders and the Committee have "line of sight" into the significant risks and

Mason's approach to implementing and managing an effective Institutional Compliance Program is collaborative, coordinated, and relationship based. This includes socializing necessary compliance program elements and goals with senior leaders, Distributed Compliance Program leads, and risk owners, and establishing Institutional Compliance as a resource and partner for compliance improvements. This includes:

mitigation activities at the distributed level?

- Assessing, monitoring, and identifying improvements to institutional and distributed program elements and risk plans in a proactive manner, and partnering with distributed programs and risk owners;
- Facilitating necessary improvements to institutional and distributed program elements and risk plans in a co-developed and supportive manner; and
- Communicating with senior leaders, the Committee, and the Mason community that Institutional Compliance is:
 - A resource for information about regulatory requirements and ethical conduct;
 - A strategic guide and coordinating point for harmonizing business processes with compliance and ethics; and
 - A safety valve for raising concerns.

PLANNING FOR INSTITUTIONAL COMPLIANCE AS OF APRIL 15, 2021

The tables below describe the status of the initial actions planned or underway for building out Mason's Institutional Compliance Program.

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

AREA: Socialize Institutional Compliance Program.

Workstream	Planned Actions	Status
collaboration opportunities.	 Initiate relationships with senior and other leaders. Initiate relationships with distributed program leads. Initiate relationships with specific risk owners. Identify and plan for potential collaboration opportunities. 	IP IP NS NS

AREA: Review effectiveness of institutional compliance processes.

Workstream	Planned Actions	Status
Inventory compliance areas, related laws and regulations, and	Update inventory of laws and regulations and seek input from Counsel.	IP
ownership responsibilities.	• Identify Distributed Compliance Programs, program leads, and specific risk owners.	IP
	• Socialize and seek input from Distributed Compliance Programs and specific risk owners regarding inventory completeness and potential risk impacts.	NS
	• Develop preliminary prioritization assessments based on current, perceived level of risk.	NS
	• Socialize and seek input from senior leaders. Evaluate and incorporate.	NS
Develop program maturity framework for identifying potential improvements.	Develop framework for assessing maturity of Institutional Compliance Program and Distributed Compliance Programs based on U.S. Sentencing Guidelines elements and Department of Justice criteria for evaluating effectiveness of compliance programs.	IP
	• Pilot framework with Ethics Officer, seek input, and evaluate and incorporate.	IP
	 Pilot framework with Research Distributed Compliance Program, seek input, and evaluate and incorporate. 	NS
	• Plan maturity assessments for Human Resources, Title IX, and Student Services.	NS
Strengthen conflict of interest-related programs.	Evaluate current policy for clarity and completeness. Develop potential revisions as necessary.	NS

	Evaluate assessment and management process against comparable institutions and best practices. Develop potential revisions as pecessary.	NS
	 potential revisions as necessary. Benchmark Mason's questionnaire against comparable institutions and best practices. Develop revisions as necessary. 	NS
	Evaluate and benchmark conflict of commitment policies and questionnaires against comparable institutions and best practices, and implement policy provisions.	NS
	• Identify potential methods for improved automation, central tracking and monitoring, and communication with managers.	NS
Evaluate key institutional policies.	• Analyze policies on University Policy website for existence and sufficiency of key compliance standards (e.g. codes of ethics and conduct, conflicts of interest, reporting fraud and other misconduct, non-retaliation, etc.) Identify potential improvements. Develop potential revisions as necessary.	NS
Evaluate university-wide communication protocols and cadence.	• Develop an Institutional Compliance Program website that: identifies program role and framework; includes resources and information for the campus community (e.g. links to reporting mechanisms, policies, and training); links to distributed program information; and includes a university-wide compliance accountability matrix.	IP
	 Develop a brief compliance overview for use at orientation and onboarding sessions for staff, faculty, and third parties. 	NS
	• Evaluate processes for regular communication of new and revised policies, and for periodic reminders about compliance in areas with significant compliance risk (e.g. ethics and conflicts of interest, non-discrimination, reporting and non-retaliation, safety and security, Title IX, others). Coordinate communication improvements as necessary.	NS
	• Evaluate current methods for communicating existence of mechanisms for reporting compliance or ethical concerns (e.g. brochures, posters, flyers, other methods). Coordinate potential improvements.	NS
	• Identify mechanisms for measuring campus awareness of compliance risks and requirements, culture of ethics, and willingness to report suspected misconduct. Evaluate and revise communication plans and program materials as necessary.	NS

AREA: Review status of actions to monitor and control significant compliance risks.

Workstream	Planned Actions	Status
Develop process for tracking compliance matters.	 Establish framework for defining compliance risks that are "significant," and evaluating such risks based on Mason's specific operations and strategic goals. Seek input from senior and other leaders, and from program leads, regarding framework. Evaluate and 	NS NS
	revise. • Establish a schedule for regular and coordinated assessment and reassessment of risks at the institutional and distributed program levels.	NS
	• Evaluate and harmonize, as much as practical, assessment and review frameworks with University Audit and Enterprise Risk Management functions.	NS
	 Evaluate processes for general, university-wide communication of compliance risks, mitigation resources, and sources for reporting and guidance. 	NS
	 Evaluate the existence of, and potential need for, further automated compliance systems (e.g. training reminders; investigative workflow, tracking, and metrics; case management; monitoring for debarred/sanctioned individuals and export control restrictions; and others.) 	NS
protocols and cadence with senior leaders and Board.	Develop a framework for regular communication and reporting to senior leaders and the Committee regarding institutional compliance risks, mitigation plans, and program status.	IP
	 Develop a process for escalation of significant compliance matters to the senior leaders and, as necessary, the Committee. 	NS

AREA: Review results of external reviews.

Workstream	Planned Actions	Status
Initiate tracking of reviews (audits, investigations, etc.) by regulatory agencies or other external entities with responsibility to supervise or oversee Mason.	 Define and describe external reviews subject to tracking. 	IP
	 Design for a process for tracking reviews, including potential policy. 	IP
	 Socialize and seek input from individuals likely to interact with regulatory agencies or external entities, and evaluate and incorporate input. 	NS
	Implement tracking process supported by policy.	NS

Communicate with individuals likely to interact with regulatory agencies or external entities, and broader audience, about policy requirements and tracking mechanism.	NS
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AREA: Build Institutional Compliance organization.

Workstream	Planned Actions	Status
Assimilate Institutional Compliance Leader and Ethics Officer.	• Institutional Compliance Leader started February 1, 2021.	DONE
	• Ethics Officer transitioned effective March 10, 2021.	DONE
	 Ongoing orientation activities and relationship building. 	IP
Secure FY22 permanent budget.	• Submit FY22 permanent budget to fund two existing positions.	DONE
	• Evaluate resource adequacy during build-out of program for FY23 budget submission process.	NS
Develop internal processes and procedures.	• Develop a process to prioritize areas within the Regulatory Risk Assessment process (e.g. employment, environmental financial, information security, occupational, research, others), and establish regular assessment schedule.	IP
	• Develop a regular schedule for distributed program maturity assessments.	IP
	• Develop process and protocol for conducting targeted compliance reviews for specific, high risk areas and coordinate process and framework with University Audit, Enterprise Risk, and Counsel.	NS
	• Establish protocols and guidelines for promptly and consistently investigating reports of non-compliance and ethical misconduct, and for oversight of and support for investigations by distributed programs.	NS
	• Establish tracking mechanism for reports of non-compliance or ethical misconduct, and for inquiries or requests for guidance.	IP
	• Identify potential Institutional Compliance Program metrics to measure program effectiveness (e.g. reported compliance concerns, requests for guidance, policy usage, trends across distributed programs, required training completion, and others.)	NS
Plan future workstreams.	TBD	

APPENDIX: ELEMENTS OF AN EFFECTIVE COMPLIANCE PROGRAM

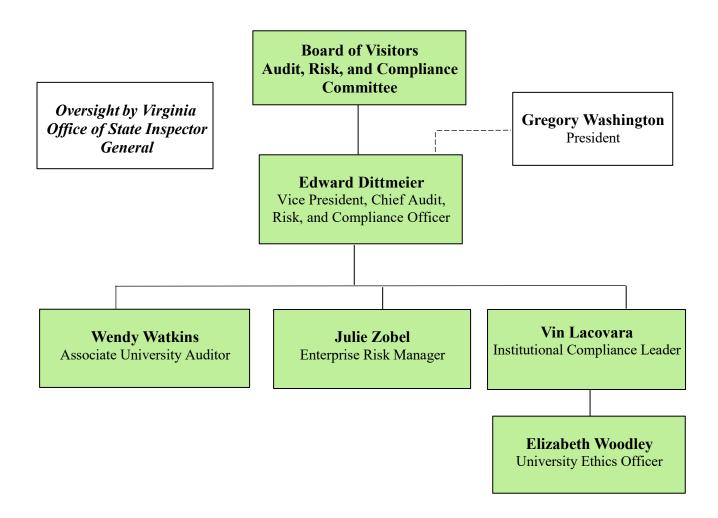
The U.S. Sentencing Guidelines for Organizations¹ describe the elements of effective compliance programs:

- 1. Standards, Procedures and Controls to prevent and detect unethical conduct.
- 2. **Organizational Leadership and Culture** demonstrated by multiple levels of oversight by accountable and knowledgeable governing bodies and specific individuals to ensure standards, procedures, and controls are implemented effectively.
- 3. **Training and Communication** that is practical and effective for training individuals appropriate to their roles and responsibilities.
- 4. **Monitoring, Auditing, Risk Assessment, and Program Evaluation** through reasonable and effective steps that ensure standards, procedures, and controls are followed, unethical conduct is detected, and the overall compliance program is effective.
- 5. **Performance Incentives and Disciplinary Measures** to enforce compliance and ethics standards and to deter future misconduct.
- 6. **Anonymous Reporting Mechanisms** and **Appropriate Remedial Measures** that respond promptly to detected misconduct and implement preventive measures.
- 7. Reasonable Efforts to Exclude Bad Actors from Managerial Ranks or Positions of Trust.

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¹ U.S. Sentencing Guidelines for Organizations, §8B2.1, <u>Effective Compliance and Ethics Program</u>

APPENDIX: ORGANIZATION CHART



George Mason University Board of Visitors

Development Committee Meeting May 6, 2021 12:45 pm – 1:40 pm Zoom Videoconference Meeting

AGENDA

- I. Call to Order
- **II. Public Comment**
- III. Approval of Development Committee Meeting Minutes from February 25, 2021 (ACTION ITEM)
- **IV.** New Business
 - A. Military, Veterans, and Families Initiative (MVFI) Keith Renshaw and Philippa Moore
 - B. Accelerate 2022 Paula Sorrell
 - C. GMUF Chair Update Trishana Bowden
 - D. University Advancement and Alumni Relations Update Trishana Bowden
- V. Old Business
- VI. Adjournment

George Mason University Board of Visitors

Development Committee Meeting February 25, 2021 8:30 a.m. – 9:20 a.m. 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), George Mason University Foundation (GMUF) Chair Terri Cofer Beirne and guest speaker Associate Vice President of Alumni Relations Jenn Robinson

I. Call to Order

The meeting was called to order by Chairman Jon Peterson at 8:30 a.m. The chairman thanked attending guests and read the instructions and procedures for conducing virtual meetings.

II. Public Comment

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

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

Chairman Peterson called for a motion to approve the meeting minutes from the December 3, 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

Chairman Peterson introduced guest speaker Terri Cofer Beirne, Chair of the George Mason University Foundation Board of Trustees. Ms. Beirne delivered an update regarding recent Foundation and Board of Trustees activities.

A. GMUF Chair Update – Terri Cofer Beirne

• The Foundation Board of Trustees is just finishing its winter board cycle which will conclude on March 5, with the Full Board meeting. At that

time, the trustees will approve a resolution to provide a second gift of \$10.5 million to the university in support of the Tech Talent Investment Program (TTIP). The gift is eligible for matching funds from the commonwealth in support of TTIP.

- The <u>Investment Committee</u> reviewed the mid-year investment portfolio results. The endowment returned 13.88 percent through December 31, compared to the benchmark of 16.3 percent. Endowment results through last week narrowed the gap with a fiscal-year return of 18 percent versus the benchmark of 19.9 percent. While we are disappointed with this result, we understand the portfolio's underperformance is primarily due to low volatility strategies in place to minimize risk.
- The NACUBO (National Association of College and University Business Officers) Fiscal Year (FY) 2020 Survey Report was released last week. The average return for endowments of our size (\$100 million \$250 million) was 1.6 percent, while our return for FY 2020 was .73 percent. Through December we have seen a rebound in the endowment portfolio, though continuing to lag behind the benchmark. The endowment grew significantly through the first half of the year and totaled \$176.7 million as of December 31, with 100 percent of all endowment accounts above water.
- The restricted portfolio returned 2.2 percent through December 31, compared to the benchmark of 2.7 percent, and provided a yield of 1.7 percent, which is above budget expectations (\$1.4 million to date vs. annual budget \$2.1 million). Returns through last week are in-line with the benchmark, generating a yield-to-date of 1.9 percent, above budget expectations.
- The Investment Committee has begun an Outsourced Chief Investment Officer (OCIO) evaluation and search process with the assistance of an OCIO search consultant, the Kidderbrook Group. The committee is exploring options given the increase in size of our endowment and elevation to the next NACUBO peer group. The search committee received nine top quality responses to the RFP and narrowed the finalists to four firms. Finalist presentations will be considered by the full committee in March.
- The Real Estate Committee, along with the Finance Committee, annually reviews the foundation's long-term debt report, as required by the foundation's debt management policy. With the last advance refunding of the Beacon Hall bonds in January of 2020, all foundation debt has been refunded or refinanced to take advantage of low interest rates, reduce risk, and provide flexibility to the university. All debt issuances are fully amortizing with fixed interest rates; debt covenant requirements were met, and all required financial disclosures to banks and the public markets were made on time.
- Vernon Smith Hall, adjacent to the Arlington campus, is operating well and meeting budget expectations. Only the restaurant tenant is struggling, and we are working with him on repayment terms. All major tenants in the building are current. The building will be fully occupied once the university moves in to the former bank space.

- The <u>Finance Committee</u> reviewed the mid-year financial results compared to budget. Revenue exceeded budget expectations due to positive investment results, while expenses were under budget due to restrictions on in-person events because of COVID-19.
- Committee members discussed the potential risks and the impact of COVID-19 on foundation finances. To date, revenue sources have exceeded budget expectations, while potential real estate risks have not occurred. Foundation staff continue to monitor these risks and keep the board informed.
- The <u>Audit Committee</u> reviewed the foundation's FY 2020 tax filings: the IRS Form 990 and Form 990-T. These comprehensive filings reflect well on the foundation, its governance, and fiscal stewardship.
- In addition, the committee reviewed an updated risk evaluation matrix, including an Enterprise Risk Management (ERM) COVID-19 update. Concerning COVID-19, foundation staff is monitoring key revenue sources to assess the impact of the pandemic on foundation finances. To date, revenue sources have exceeded budget expectations.
- The Nominating and Governance Committee reviewed 14 nominations for new trustees. The committee advanced six candidates for approval by the Full Board, pending interviews and the candidates' acceptance of the nomination. The anticipated pool will likely result in four to five engaged, excited and well-qualified trustees. The foundation continues to work towards its goals to increase diversity, skill sets, and alumni members, as well as broaden representation across Mason's colleges and schools.
- Special recognition is due to the foundation staff who continued to provide excellent service to our entire community and get critical funds to our students during the challenging times of the pandemic. Some of the changes implemented will continue in the post COVID-19 environment.

Chairman Peterson asked Ms. Beirne what the typical length of service was for a trustee, noting that it is always good to have turn over and circulate new members with new ideas and relationships. Ms. Beirne did not know the average length of service, but there is a healthy amount of turnover on the board. She illustrated that a candidate for the board that was put forward this year is associated with MITRE Corporation. MITRE employs approximately 14 percent of its workforce from among Mason graduates; there are many employees that have a Mason connection. MITRE is a key supporter of Mason, our current representative on the board from MITRE was retiring, but we were able to find another person to take his place. We are likely putting forward four new candidates for the board. The caliber and accomplishments of these individuals is impressive. It is exciting and we have no trouble finding qualified candidates.

Chairman Peterson asked for questions from the visitors. There were none. Chairman Peterson stated that the visitors need to keep in mind the environment we are in, there is so much turmoil in the stock market. We need to keep in mind our goals, such as endowments. We can look forward to better times coming in the future. The visitors appreciate the hard work of the Foundation, and appreciate

Ms. Beirne's work of steering it in the right direction. Ms. Beirne indicated that the Foundation is "growing up" and Vice President Bowden has been doing a fabulous job of guiding them.

Chairman Peterson asked for any additional questions, there being none the meeting continued.

B. University Advancement and Alumni Relations Update – Trishana Bowden

Trishana Bowden, Vice President of University Advancement and Alumni Relations, provided an update on the recent activities of the Office of Advancement and Alumni Relations, sharing several highlights from the past few months.

Trishana was please to share great news and encouraging numbers from FY 2020. As of December 31, 2020, we have received gifts totaling more than \$61.9 million, with increases in alumni giving and across all categories. Recognizing the challenges Mason faced last year, this is tremendous news. The Education Advisory Board advises that more than half of institutions saw a decline in dollars raised in the first half of FY 2020. We saw a 14 percent increase in new commitments and outright gifts.

This was accomplished through a team effort with Mason deans involved in messaging. We remained connected with donors, and tried various collaborative events and virtual events. Our work continues. We hosted a Deans Retreat this winter, at which several goals were identified. We are conducting a survey with the deans and look forward to their responses.

Plans are underway for Giving Day which will be an interactive week-long event in April. Last year it was necessary to change all of the plans at the last minute to focus on a student emergency fund, Patriots Helping Patriots. This year's Giving Day choices will be broader, encouraging donations in other areas at Mason. Please encourage your friends and colleagues to donate to any area that they desire.

We continued with our successful President's Roundtable series from last year and will schedule more in FY 2021. They have generated an ideal opportunity to identify members and create a new council for Dr. Washington.

The Innovation Advisory Council is an inclusive body of 29 diverse industry and community leaders who advise on technology and business. The second council meeting held covered a range of topics including research in the future IDIA Pilot Space in Vernon Smith Hall, Upskilling and Reskilling, and Entrepreneurships and Start Ups. At this meeting we were able to announce Aneesh Chopra, President of CareJourney, as the chair of the council. Aneesh formerly served as the Obama administration's Chief Technology Officer and we are thrilled to have him working with us on this important initiative. We are beginning with internal stakeholders to explore subcommittees around the research community, the impact of philanthropy and entrepreneurship. We are also identifying partnership opportunities and hosting additional roundtable discussions.

Vice President Bowden introduced Jenn Robinson, alumna, and newly appointed Associate Vice President of Alumni Engagement, to deliver a report on the strategic plan for future Alumni Engagement at Mason.

C. Alumni Activities – Jenn Robinson

Chairman Peterson complimented Ms. Robinson on her successful management of the Alumni Relations programs and staff during the interim period of her appointment, as well as having achieved this while in the midst of a pandemic.

Ms. Robinson walked the visitors through the Alumni Relations department changes since April 2021. These changes were made to better and more effectively engage alumni and the large-scale transition to virtual platforms. Rather than being a short-term emergency measure, from here on out virtual engagement, to some extent, is here to stay.

The department's new mantra is "Go Team" (<u>Together Engaging Alumni at Mason</u>) We are all Alumni Relations officers; alumni engagement is everyone's job. Our goal is to engage alumni where they live, work, and play. We do this by collaborating on best demonstrated practices around alumni engagement and giving. We will create a culture of philanthropy and nurture enhanced partnerships with Alumni Boards, chapters, and university partners.

Ms. Robinson briefly reviewed the department's accomplishments during the past ten months. Highlights include the following.

- Launched Patriots Helping Patriots Resources webpage.
- Established an alumni-owned business registry. We have 64 registrants to date offering discount promotional codes.
- Relaunched the *Mason Scroll*, the monthly alumni newsletter, and revamped its banner and design. We've expanded the content of the "Alumni in Action" column. We are also offering a monthly career newsletter, encouraging alumni to join the official GMU Alumni Association LinkedIn Group.
- Enhanced our social media presence, across the board, with the exception of Facebook. In the early stages of a refresh of the alumni website; it is currently about four years old. Exploring digital engagement with new partnerships.
- Conducted an alumni attitude survey; polling how alumni feel about Alumni Relations. The intent is to help us better understand our alumni population. The survey was conducted in October 2020 and the results will be ready by April 2021.
- Expanding career and professional development services. Offering career boot camps, a Patriot book club, homeschool help and resources, which have received 700 unique page views.

- First virtual alumni homecoming with a wide range of opportunities. Launched Mason's virtual 5k. Partnering with The Military, Veterans and Family Initiative to launch "Military Mondays"; a bi-monthly series focused on resources for alumni and community veterans/active duty/military families.
- Oral history project launch in April 2021, just in time to celebrate the 50th anniversary at Mason.
- Expanded outreach program. We are reaching out to alumni that are least engaged and reconnecting them with Mason. We offered prizes and giveaways; when hand-delivered to alumni by our outreach officers we make a soft lead. We are helping to staff unit boards and volunteer needs.
- We've developed a robust regional engagement program. Identifying alumni who can create regional chapters and alumni networks in their area. We are encouraging alumni to host regional events themselves via virtual platforms. We have found fun ways to engage with bingo and trivia nights across the country, and have had great turnout. We will maintain virtual engagement activities in the future, post COVID-19.
- We have increased diverse program options for alumni; viewing them through their life cycle with Mason. Offering First Gen and Legacy Recognition programs, while continuing to celebrate Mason traditions. We have enhanced young alumni programs with a balance of social programing meeting their career and life cycle needs. We have created an "#Adulting" series and theme-oriented meet-ups.
- Increase Patriot Pride at MASON. Alumni are an important constituency at the Mason table and part of the university ecosystem. We are showcasing Mason alumni from across the country featuring their impact in their region and throughout the United States.
- Student engagement programs created with focus groups are due to launch this fall. The intent is to reach them when they are incoming freshman.

Associate Vice President Robinson opened the floor for questions from the visitors. There were none.

Chairman Peterson stated it was great to see so many new exciting ideas; employing thinking outside of the box. He planned to borrow the virtual bingo concept for his own office.

Chairman Peterson asked the visitors if they had any remaining for questions. There were none.

Chairman Peterson touched briefly on the Van Metre Companies land gift and its history. When Van Metre originally gave Mason the gift of land in Loudoun County, now valued at over \$20 million, we found we couldn't use it. They offered to buy it back from Mason and split the profit. The property took five years to sell and eventually sold in two stages. It included petitioning the county to rezone the property so a school could be established on it. This illustrates an incredible philanthropic project and how it came about. It provided an interesting and inventive opportunity for Mason with a donor. Chairman Peterson thanked Van Metre Companies for their investment.

Chairman Peterson asked Ms. Beirne if she had any additional details she wanted to add to the account of the story. Ms. Beirne stated it had been a long, but amazingly wonderful story and it was incredible what the gift evolved into. Chairman Peterson asked for any additional questions from the visitors. There were none. Rector Hazel thanked Ms. Beirne, Vice President Bowden and Associate Vice President Robinson for their excellent and informative presentations.

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 9:17 a.m.

Respectfully submitted, Naomi Arlund-Roberts (Secretary pro tem)



Military, Veterans, & Families Initiative (MVFI)

SERVING THOSE WHO SERVE

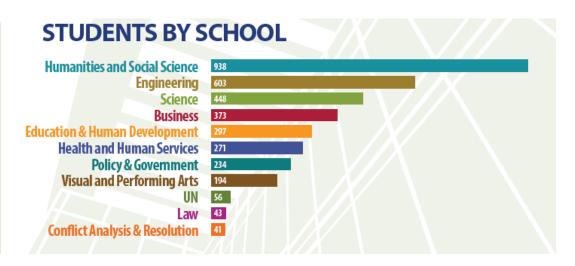


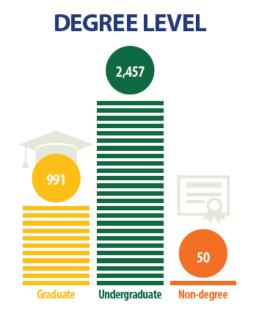
MISSION

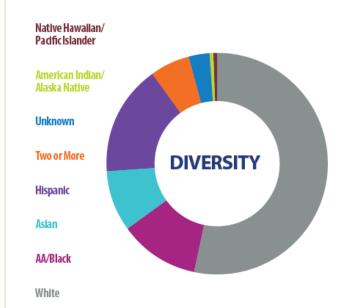
To leverage Mason's strengths as the largest, most diverse public research university in the region in supporting service members, veterans, and their families at Mason, in the broader National Capital Region, and beyond.

FACTS & FIGURES











PARTNERS









ServingTogether. Connecting Veterans.



Virginia Department of Veterans Services









EDUCATION

- Scholarships
 - SBUS: Cornell Wells
 - Schar: ERPi Patriot Scholars
- Pathways
 - CHHS: LPN → BSN
 - CHSS: BIS
- Programs
 - VSE: Naval Ship Design Certificate
- Resources/Support
 - Office of Military Services



DIRECT SERVICES

- ASLS: M-VETS
 - Mason Veterans and Servicemembers Legal Clinic
- CHSS: Center for Psychological Services
 - Jennifer DiMauro Honor Fund for Veterans
- CVPA: Veterans and the Arts Initiative
- Virtual Programming
 - Military Mondays
 - Veterans Lived Experience



WORKFORCE DEVELOPMENT

- CEHD: Educate the Educators
 - Embedded into curriculum for students
 - Now available as professional development in VA
- VSE: Naval Ship Design Certificate
- Internships
 - 9/11 Service Fair
 - CHHS (Social Work): Hope for the Warriors)
 - CHSS (Communication): Veterans Business Outreach Center



RESEARCH

- Stretches across university
 - CHSS, CHSS, COS, CEC, CVPA, SBUS, Schar, Carter
- Wide range of topics
 - Health of Service Members, Veterans, Families
 - Defense/Warfighter Readiness
 - Cybersecurity
- Multiple partnerships
 - Service branches
 - Funding agencies

BROAD GOALS

- ↑ connections
 - Internal (students, faculty, staff, programs)
 - External (research collaborators, student placements, etc.)
- 个 visibility
 - Internal
 - External military population, broader community
- † funding
 - Education support student SMVs/dependents
 - Services meet needs of SMVs/dependents
 - Workforce train professionals to meet needs of SMVs/dependents

HOW CAN I GET INVOLVED?

- Introduce us to contacts/potential partners
- Help Build the Veterans Alumni Chapter
- Promote/Support Efforts:
 - Student support
 - † support for Office of Military Services
 - Scholarship Programs (including military spouses)
 - Veterans Emergency Fund
 - Services
 - M-VETS Additional Staff Attorney
 - Jennifer DiMauro Honor Fund
 - Behavioral health Arlington Partnership for Affordable Housing
 - Entrepreneurship Fellowship Program
 - Financial Wellness Workshops
 - Training/Workforce Development
 - Healthcare curriculum modules

CONTACT INFORMATION

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Keith Renshaw

Professor & Chair, Department of Psychology

Director, Military, Veterans, & Families Initiative

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*CCELERATE

October 18-20, 2021

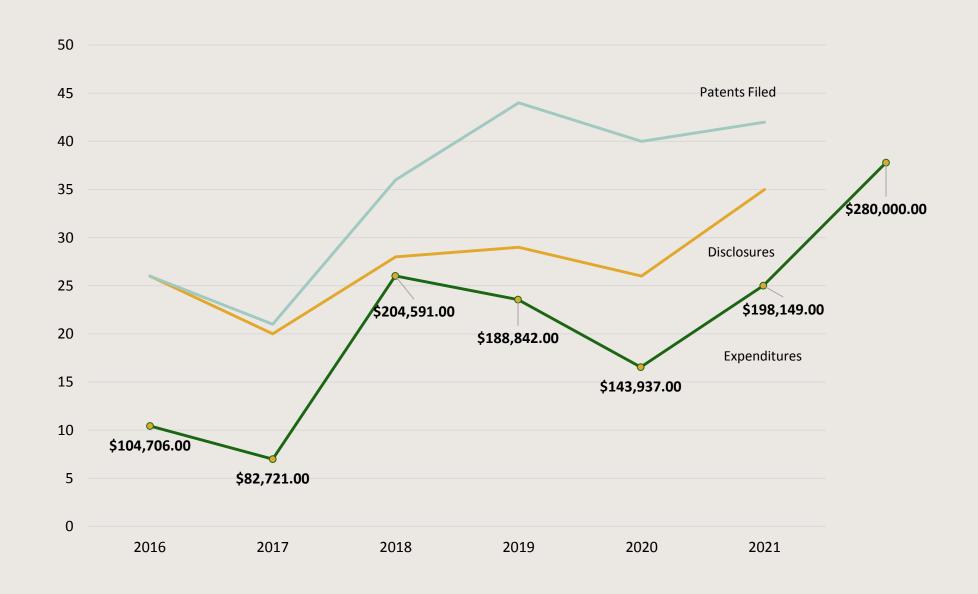
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Positioning Virginia and DC Metro as a Destination for Innovation & Investment



•INVENTION DISCLOSURES FOLLOW RESEARCH FUNDING GROWTH



100 Invention Disclosures

30 patents

10 licenses

3 products

Lab to Market Gaps

Market Exploration ● Team Building ● Prototype Testing ● Business Model Development ● Finance Development Federal Research – Basic \$ CURRENT FUNDING Federal Research – Applied \$ Licensing & Spinouts \$ Industry Research \$ Consistent **Proof of** Market **Business** Concept Ready **Funding** Manufacturing Customer Mentorship Funding Sourcing Scale-Up Protection Product Introductions

De-Risk Technology and Increase Survival Rate

Necessary activities that require funding

Mason Enterprise

University research and partnerships

Provide wraparound services to researchers to enhance societal impact of translational research

- Faculty incentives
- Faculty education & mentorship
- Simplify & communicate IP agreements & processes

Connect a suite of World Class programs and services that supports entrepreneurs at any stage

- Broad tech counseling, & mentorship
- Expand exciting, programmed spaces
- Coordinate entrepreneur programs

Establish
Mason's role as
a university
leader in the
knowledgeintensive
economy
regionally and
nationally

- Develop deeper industry relationships
- Introduce Mason Enterprise brand
- Foster relationships with investor groups

Public and Private Partnerships

High-Functioning, Inclusive, and Connected entrepreneurial support ecosystem





 Designed to elevate Mason as a convener and leader in Arlington

 Develops excitement and builds on important relationships to the new building & campus expansion

 Built on a 15 year-old international model for attracting investors, capital, and building tech companies



Who Attends?

The audience for this year's event includes:

- Early to mid stage venture capital
- Angel investors / Angel groups
- Pre-Seed and Seed Funds
- Tech entrepreneurs
- Business innovators
- Entrepreneurial students
- Ecosystem service providers

Agenda

Timing			Guest List	
		Monday October 18		
5:00 6:00	5:30 - 7:00pm C	pening Reception	VIPs, Investors, Speakers, DC Community Leaders, GMU	
7:00 8:00	7:00 - 9:00pm VIP Dinner, Hosted by President Washington		luminaries	
7:30 8:00	7:30 - 9am Registration & Breakfast		Event attendees, investors, companies, students	
9:00 10:00 11:00	9 - 11am Company judging	Partner Meetings Student, startup meetings	Investors, Companies, Attendees	
12:00 1:00	Lunch, Tech Poster Sessions	1:15 - 2pm Keynote	All attendees	
2:00 3:00 4:00	2 - 4:30pm Company judging	Partner Meetings Student, startup meetings	Investors, Companies, Attendees	
5:00	4:45 - 5:30 Tech	All attendees		
6:00	5:30 - 7:00 Innov			
7:00 8:00 9:00	7:00 - 9:00pm VIP Dinner Wilson Hardware		VIP, Investors, Speakers, GMU Iuminaries	
7:30 8:00	Wednesday October 20 Registration & Breakfast with 8am Tech Futures Panel		All attendees	
9:00 10:00	9 - 10:30am Student 5x5	Company/Investor speed networking	Angels, Students, Attendees	
11:00 12:00	11-12:30pm Company Judging		Investors, Companies, Attendees	
1:00 2:00	Lunch, Tech Poster Sessions	Student Final Presentations (10)	All attendees	
3:00	3:00 Company Top 10 Finalist announcement			
4:00				
5:00	5:00 - 9:00pm Gala		All attendance	
6:00 7:00	5-6:00 Reception with Student Awards 6-7:00 Finalist Presentations (10)		All attendees Opportunity for private dinner break-	
8:00	7-8:15 Strolling Supper		outs	
9:00	8:15-9 Company Awards			
			•	



Benefits

Attendees and participants immediately generate a positive impact on Virginia and the Metro DC area's economy, will:

- Preview the next generation of cutting-edge
 innovations, startups, and entrepreneurs
- Tap into talent
- Give back to your community invest locally
- Support Virginia's best and brightest students

- Fills an important gap in the ecosystem
- Network with the movers and shakers
- 10% of sponsorship goes to George Mason University Foundation
- Support for event helps Mason meet TTIP match obligations

Event Overview

Sectors and Participants

Companies submit entries that align with one of eight competition sectors:

- Advanced Manufacturing
- Bio/Health
- Defense/Security
- Digital Innovation
- Energy/Sustainability
- FinTech
- Mobility
- Products and Services

Judges, speakers, and attendees include

- Top regional startups
- National venture capital firms
- Serial tech entrepreneurs
- Policy influencers
- Economic developers
- Innovation thought leaders
- Leading corporations
- Angel investors and high nets
- Entrepreneurial students
- Tech futurists



Sponsorship Options

Accelerate 2022 sponsorship packages are robust, ensuring that your presence and role in this fast-growing tech economy is known.



















Established in 1987, Early Identification Program (EIP) serves as the college preparatory program for George Mason University. With over 2,000 students who have graduated from the program, EIP provides access to educational resources for middle and high school students who will be the first in their families to attend a college or university. In partnership with seven local public-school systems throughout Northern Virginia, which includes Fairfax County, Prince William County, Alexandria City, Arlington County, Falls Church City, Manassas City, and Manassas Park City, EIP currently serves more than 690 middle and high school students who are actively pursuing higher education. EIP collaborates with school partners to nominate, select, support, retain, and graduate students each year. EIP receives financial support from Mason, our public school and corporate partners, as well as individual donors.

The criteria for nomination includes being the first in the family to graduate from a college or university and having the academic potential to enroll in a pre-college curriculum in high school. Additional considerations are also given to students who have a strong academic record but are facing special family circumstances, may be in foster care, are eligible for free or reduced lunches, are from a single parent family, and have a limited or non-English speaking family.

After their nomination and selection in 7th grade, EIP participants begin a five-year program of college preparation. By providing year-round academic enrichment, personal and social development, civic engagement, and leadership development opportunities, EIP ensures that students are equipped with the knowledge, skills, and intellect to become lifelong learners, leaders, and responsible global citizens. One hundred percent (100%) of EIP's 2020 class graduated from high school and 96% of the students were accepted into college. Thirty-four (34) of those students are currently enrolled at George Mason University, and 17 were awarded scholarships. There are currently 184 EIP Alumni enrolled at Mason. EIP Mason students continue their post-secondary education to accomplish their goal of being the first in their family to obtain a college degree.

This program has received numerous awards and recognitions over the years, including the Arlington County Public Schools Volunteer & Partnership Program (2013), the Alexandria City Public Schools Partner in Education recognition (2010), and being present at the White House for the signing of the *High Hopes for College legislation* in 1998. In addition, George Mason University's Early Identification Program has been selected as the Virginia Career Preparedness Award recipient for the ACT College and Career Readiness Campaign for outstanding achievement in College and Career Readiness for 2016-2017. The Early Identification Program was also recently featured on Spotlight for Education on ABC Channel 7 news.

Sarly Identification Program GRADUATES

Class of 2021

BOARD OF VISITORS MEETING

Rhina Alvarado	M.A. Higher Education and Student Development	Fabian Montenegro-Andrade	B.S. Bioengineering
Carlos Alvarez-Ayon	B.S. Computer Science	Andrea Moye	B.A. History
Isabella Bah	B.S. Accounting	Gabriela Paz Rodriguez	B.S.N Nursing
Arturo Barrera	B.S. Conflict Analysis and Resolution	Jessica Rodas	B.S. Information Technology
Erika Carranza	MEd Special Education	Amanda Sanchez	B.S. Community Health
Ada Cruz-Baz	B.A. Global Affairs	Eric Paz	B.A. Psychology
Angelica Felder	B.S. Community Health	Travis Snider	B.S. Information Technology
Georgina Gudino	MEd Curriculum and Instruction Early Childhood	Anthony Torrelio Gonzalez	B.S. Accounting
Sasha Hernandez	B.S. Bioengineering	Aimee Tan	B.S. Marketing
Kelly Lazarte	B.A. Elementary Education	Allison Yee	B.S. Information Systems and Operations Management
Dan Molina	B.S.W Social Work	Feiven Zigita	MEd Curriculum and Instruction



The John C. "Jack" Wood Award for Town-Gown Relations 2021 HISTORY

The Jack Wood Award for Town-Gown Relations is a university and community-wide annual award program to recognize both Mason and community individuals and groups, as well as government, businesses, and not-for profits who demonstrate leadership in fostering mutually beneficial relationships between the university and the community during the past year. This year there is an additional specialty award – The Innovation Award. This award acknowledges a town-gown program that was created to meet a timely need.

The Award is named for John C. "Jack" Wood, Mayor of the Town of Fairfax from 1953-1964. Mayor Wood was the driving force for arranging a campus to be located on land adjacent to the town and deeding it to the Commonwealth of Virginia for the university, thus beginning a Town-Gown relationship.



The design of the award itself was chosen for very specific reasons. It is clear glass, representing the transparency between the university and the surrounding community. Inside are four intertwining color strands representing the interconnection of the university and its communities – residential, business, and government.



RECIPIENTS

Faculty/Staff Category

Nominated by Keith Renshaw, Department Chair/Professor, Psychology, the faculty recipient, **Dr. Robyn Mehlenbeck**, Director for George Mason University's Center for Psychological Services, is being recognized for her numerous partnerships with community organizations to facilitate mental health. Partnerships include Inova Healthcare System, Pediatric Services of Virginia, Virginia Department of Veterans Services, and Fairfax County Public Schools. Most recently, she also launched a COVID-19 support line for essential workers, allowing any essential worker in Virginia to access FREE support care and, if needed, more in-depth mental health care. Through all of these partnerships, organizations and community members receive top-notch, evidence-based mental health care, and Mason students receive training in delivering mental health care under the supervision of licensed providers on faculty. This includes Mason undergraduate students (in limited capacity as legally permitted), and graduate students in Mason's Counseling program (CEHD), clinical psychology program (CHSS), and social work program (CHHS).

Thank you, Dr. Mehlenbeck, for your ongoing efforts in town-gown relations.

Business/Non-Profit Category

Jazz4Justice raises public awareness and funds through their concerts for Legal Aid and music scholarships by forming collaborative partnerships between Mason Jazz and the legal community. Jazz4Justice is the brainchild of local attorney Edward L. Weiner, conceived in 2000 while he attended a Jazz recital by the George Mason University School of Music. As a Past President of the Fairfax Law Foundation, he saw an opportunity for these two organizations to work together on a mutually beneficial project that would also strengthen connections with the local community. Eighty-six percent (86%) of low-income Americans who have civil legal problems receive inadequate or no legal help. Seventy-one percent (71%) of low-income households experienced at least one civil or legal problem in the last year. (Source: 2017 Justice Gap Report). This discrepancy between legal representation for civil cases and the need for legal services for low-income individuals is known as the "Justice Gap." Professor Jim Carroll, Founder of Jazz Studies at Mason, partnered with Attorney Weiner, and the first Jazz4Justice concert was held in 2002. Jazz4Justice will be presenting the 20th anniversary concert in the Center for the Arts on November 20 this year. To learn more about Jazz4Justice, visit https://www.jazz4justice.com/.

Congratulations to Jazz4Justice, represented by Jim Carroll, on your leadership and initiative in supporting town-gown relations.

Government Category (Office/Agency, Elected Official/Staff)

Nominated by Paul Liberty, Vice President for Government and Community Relations, the Government Category includes co-recipients from the Virginia General Assembly, **Senator George Barker and Delegate David Bulova**. Senator Barker and Delegate Bulova introduced critical new legislation to give George Mason University greater autonomy, similar to the governing flexibility that has been granted to other top research universities in Virginia. Senator Barker and Delegate Bulova successfully won Tier 3 status for Mason with unanimous support from the General Assembly.

The work these two civic-minded leaders performed will not just benefit the university, but they have built and strengthened the bridge between Mason and the communities it serves for many years to come. Thank you Senator Barker and Delegate Bulova.

<u>Partnership Category (an initiative created between a Mason entity and an external organization(s)</u> to benefit both entities)</u>

This year we recognize the partnership initiative, **Connecting Fairfax City for All**, between the City of Fairfax and George Mason University's Jimmy and Rosalynn Carter School for Peace and Conflict Resolution.

The City of Fairfax recognized the need for a broader community conversation around the issues of racial and social equity, systemic racism, symbolism, and identity. Evolving views about who and what should be memorialized in public spaces and on public land presented an opportunity for the City of Fairfax to examine its nomenclature.

By partnering with the Carter School, city residents are participating in thought-provoking conversations that connect current realities with the city's historical past. Confederate-related street and place names, historical markers and monuments, and elements in the city seal will be discussed in the context of how these symbols reflect the City Council's goals of inclusivity and building community. The City Council will consider the recommendations in 2021 before making decisions regarding the city's nomenclature.

Carter School graduate students from the fall 2020 and spring 2021 classes have been involved in the project through supervised and mentored opportunities to build their own skills and marketable experience. This partnership benefits city residents and Mason Carter School students, and has them working side by side on these important issues.

Congratulations to Connecting Fairfax City for All on this initiative to enhance town-gown relations between Mason and the City of Fairfax!

SPECIALTY AWARDS

Innovation Category (a town-gown program that is created to meet a timely need)
Only the second time this category has been awarded, George Mason University recognizes **EduTutorVA**. The massive education disruption, caused as a result of the COVID-19 pandemic, has widened the already alarming gaps for K-12 underserved students. EduTutorVA was created to provide free individual or small-group tutoring by trained college students and alumni, including those from Mason and Northern Virginia Community College. The students receive targeted support in core academic areas, and the tutors receive a positive introduction to the teaching profession. To learn more about EduTutorVA, visit https://www.edututorva.org/.

Congratulations EduTutorVA, represented by co-directors Elizabeth Lodal and Margie Vanderhye, on your innovative and timely leadership in town-gown relations.

Congratulations to all our 2021 award recipients. We greatly appreciate your leadership in strengthening the relationships between the university and the communities we serve!

BOARD OF VISITORS GEORGE MASON UNIVERSITY

Meeting of February 25, 2021 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 February 25, 2021 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 oral public comments. No submissions were received through the form. The full video recording of the meeting may be accessed at https://vimeo.com/showcase/bovfeb.

PRESENT: Rector James Hazel, Vice Rector Horace Blackman; Secretary Simmi Bhuller; Visitors Anjan Chimaladinne, Tom Davis, Mehmood Kazmi, Wendy Marquez, Ignacia Moreno, Carolyn Moss, Jon Peterson, Nancy Prowitt, Paul Reagan, Edward Rice, Denise Turner Roth, and Robert Witeck.

ABSENT: Visitor Juan Carlos Iturregui

ALSO PRESENT: Lauren Reuscher, Staff Liaison; Shannon Davis, Faculty Representative; Shelby Adams and Lilianna Deveneau, Student Representatives; Gregory Washington, President; Ken Walsh, Vice President for Strategic Initiatives and Chief of Staff; Carol Kissal, Senior Vice President for Administration and Finance; Brian Walther, University Counsel; Matt Smith, Director of Accreditation; Janette Muir, Associate Provost, Academic Initiatives and Services; Sarah Hanbury, Secretary pro tem.

I. Call to Order

Rector Hazel called the meeting to order at 2:20 p.m.

II. Public Comment

There were no public comments submitted.

III. Approval of the Minutes (ACTION ITEMS)

A. Full Board Meeting Minutes for December 3, 2020

Rector Hazel noted the December 3, 2020 Executive Committee minutes were approved at their committee meeting that morning and called for any edits to the December 3, 2020 full board minutes. There were no edits.

Rector Hazel **MOVED** to approve the full board meeting minutes. The motion was **SECONDED** by Visitor Rice. Rector Hazel opened the floor for discussion. There was none.

MOTION CARRIED UNANIMOUSLY BY ROLL CALL VOTE.

Yes - 15

Absent – 1 – Visitor Iturregui

IV. Rector's Report (ACTION ITEMS)

Rector Hazel congratulated Shannon Davis, Faculty Representative, on her appointment as Associate Dean for Faculty and Academic Affairs at George Mason University's Korea campus. Rector Hazel then noted that he had toured Horizon Hall and was impressed by the building and recommended that board members schedule a tour.

A. Self-Assessment Survey Results

Rector Hazel shared that in fall 2020, the Partners for College Affordability and Public Trust (Partners) conducted the College Governing Board Accountability Assessments which evaluated the governing boards of Virginia's public institutions of higher education. He noted that the project's objective was to provide insight into the policies and practices of these governing boards to assess the degree to which their members are transparent, accessible, and receptive to students and the public. He further noted that out of the 15 Virginia public colleges five (5) schools received an F, one (1) school received a B, which was the University of Virginia and Mason received a B+ which was the highest grade of all the colleges evaluated. Rector Hazel said he believes this grade accurately represents Mason and noted members of other boards contacted him to inquire how Mason received such a high score. Rector Hazel mentioned the non-profit outside assessment as it aligns with the results of the board's internal self-assessment.

Rector Hazel's noted that the self-assessment survey results were positive with some room for improvement. He continued that the board agreed or strongly agreed with the current operation of the Board of Visitors. He added that in addition to board meetings, the Visitors would appreciate more opportunities to visit campus to learn about different aspects of the University. Rector Hazel stated that the survey results document is satisfactory for accreditation purposes.

Rector Hazel called on Matt Smith, Director of Accreditation, to share his thoughts on the self-evaluation process and map where the board goes from here. Dr. Smith thanked the board for its commitment to this process and for continuous improvements which started with the bylaws revision last year. The expectation is that the survey will be a reoccurring task which will be reported to SACS as part of Mason's on-going self study. He thanked Mason's Office of Institutional Effectiveness and Planning (OIEP) for their assistance in analyzing the survey data and for creating a thorough summary report. Dr. Smith specifically thanked Zhicheng Zhang, Associate Director for OIEP as she was the primary individual responsible for analyzing the data.

Rector Hazel opened the floor for comments. Visitor Moss encouraged everyone to review the survey comments, stating that the comments are often more valuable than the overall numbers. Hearing no further comments, the Rector inquired if anyone wanted to make any edits to the report. There were none.

Visitor Moss **MOVED** that the self-assessment survey report be accepted as a part of the official minutes of the February 25, 2021 board meeting. The motion was **SECONDED** by Visitor Rice. **MOTION CARRIED UNANIMOUSLY BY ROLL CALL VOTE.** (ATTACHMENT 1)

Yes - 15

Absent – 1 – Visitor Iturregui

In concluding his report, Rector Hazel invited the board to two virtual events, the Master Plan Engagement Session on Tuesday, March 2, 2021 at 10:30 a.m. and the second ARIE Townhall on March 4 at 2:30 p.m. Rector Hazel then thanked Visitor Moreno for her work with the ARIE Task Force and announced that Visitor Prowitt would serve as a board liaison on this task force.

V. President's Report

Dr. Washington began his report by noting that despite the one-year disruption of campus operations due to the pandemic things are going reasonably well for Mason. Dr. Washington reported that Mason has dealt with a pandemic, a fiscal crisis, and racial inequity crisis. He continued that the university has handled these crises well, but there is still work to be done in all three areas.

Dr. Washington presented slides which outlined the progress of his 15 presidential goals. He highlighted that his top three goals are the continued development and execution of the COVID-19 safe return to campus plan, the development and implementation of the fiscal management plan, and the launch of the President's ARIE Task Force. He continued that the first two goals are on target and the third goal is complete. He noted that two goals have a minor variance (restructure VP academic innovation and launch two additional online graduate programs) and that none of his goals have a major variance.

Dr. Washington expressed that Mason has a tremendous Provost in place and congratulated Mark Ginsberg, Provost and Executive Vice President, on a job well done. He shared that a finalist has a been identified for the position of Vice President for Research, and that the search for a Vice President of Diversity and Equity position has begun with hopes of completing the search by the end of the current academic year.

Dr. Washington provided an update on COVID at Mason. He reported that there have been a total of 677 positive cases since bringing some students back to campus last August. He noted that compared to other Virginia institutions that Mason has a significantly lower rate of positive cases. He further noted that out of Mason's positive cases, 195 of them were from the residence halls, 116 were from faculty/staff and 46 were from contractors. Dr. Washington stated that COVID testing has increased by a factor of two and will be increased by a factor of five by the end of the spring semester. He further stated that the maximum quarantine/isolation capacity at the Ángel Cabrera Global Center was 19% in the fall and is currently at 34%.

Dr. Washington noted the following aggressive, multilayered approach has assisted in keeping Mason safe: the performing of pre-arrival testing and surveillance testing; dedensifying the campus by teleworking; on-campus social distancing; reduction of the residence hall population from 6,200 to 3,000; use of the Mason Daily Health Check application; the rapid innovation of classrooms and instruction to be on-campus, online and hybrid; buildings have been transformed with hygiene stations campus-wide and with upgraded HVAC systems. He further noted that the COVID communications campaign has been extensive, including mediums such as the web, campus signage, videos, email, and social media. He further noted that Mason has delivered more than 8,900 vaccines in the last three weeks, and that Mason is delivering about a third of all vaccine doses to Prince William County at no additional cost to the state, thanks to the tremendous volunteer effort on the part of students, faculty, and staff.

Dr. Washington highlighted the effort to compare Mason's performance against the other 131 R1 research institutions in the country:

- Mason produces more master's graduates and slightly fewer doctorate graduates.
- Mason has a higher student to faculty ratio, which needs improvement.
- Mason is among the best in female graduate enrollment.
- Minority graduate enrollment rates need improvement.
- Tenure track salaries are lower than other institutions.
- Retention and graduation rates are lower than other institutions.

Dr. Washington then noted the plans for Mason over the next 10 years, by growing student enrollments by about 10,000, growing the number of faculty by 400, growing the staff by 150, and adding at least four new buildings.

Dr. Washington presented some of the core themes based on the collected data. He noted there is going to be a focus on collaborative partnerships with a centerpiece called the New Virginia Promise. He explained that the New Virginia Promise provides a pathway towards an advanced degree or a pathway to owning a business for every Virginian who wants it. He continued that Mason's research will focus on global grand challenges and that Mason will have the most diverse and inclusive campus. Dr. Washington stated that if the ARIE Task Force is successful, it will improve Mason's impact-focused, experiential learning for undergraduate and graduate students. He stated that it is his hope this will make a global impact with high-tech companies and talent.

Dr. Washington reported that George Mason University manages all the small business community development centers for the state of Virginia. He explained that these centers help Virginians establish businesses. He noted that he will lead a team and visit each one of these centers over the next couple of years and they will visit each county to share the great opportunities that Mason can offer.

Dr. Washington shared that a process has begun to look for faculty housing opportunities on the west campus. He continued that if the faculty is going to grow by 400 a place to house them will be needed. He will provide more data later when it is available.

Dr. Washington reported that the upskilling initiative and Mason's talent exchange have started. Training through short courses and workforce certificates has begun. He further noted that companies are interviewing these students as they complete these programs.

Lastly, President Washington stated that Mason will undergo a major rebranding effort. President Washington opened the floor for feedback.

Secretary Bhuller inquired about Mason's graduation rates. She stated that there is room to grow regarding graduation rates and wanted to hear Dr. Washington's thoughts on how to increase graduations rates. Dr. Washington stated that following an in-depth discussion on this topic that the provost and vice president for student life will take ownership of this area.

Vice Rector Blackman commented that being an R1 institution is a great achievement and that holding onto it is tougher. He inquired of Dr. Washington of where the "big needle-moving gaps exist"? Dr. Washington replied that there are two gaps: the first is faculty compensation and the second is the graduation rate.

VI. Creation of Mason Korea Industry-Academic Cooperation Foundation

Brian Walther, University Legal Counsel and Janette Muir, Associate Provost, Academic Initiatives and Services presented the topic of creating the Mason Korea Industry-Academic Cooperation Foundation. Dr. Muir advised that the Korean government is allowing foreign entities, including universities, to engage in workforce management. She continued that in order to do that a foundation is needed as a way to be competitive. Mr. Walther then provided further details on the need to create the Mason Korea Industry-Academic Cooperation Foundation (IACF) as it pertains to Korean law, qualifying for Korean research grants and offering executive education classes. He explained that 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 and while called a foundation, an IACF is simply a not-for profit entity. He noted that this new not-for-profit entity will likely be a subsidiary of Mason Korea, LLC. He concluded that the creation of an IACF requires approval by the Board of Visitors (BOV), under Article VII of the BOV bylaws and will be presented for approval at the May 6, 2021 BOV meeting.

VII. Committee Reports

A. Development Committee

Visitor Peterson delivered the Development Committee report which did not have any action items. He noted that the highlights included a presentation by GMUF Chair, Terri Cofer Beirne, including an update on endowment earnings; funds for the tech investment program; and nominations committee activity. Visitor Peterson then noted

that the committee heard from Trishana Bowden, Vice President of Advancement and Alumni Relations and President of the George Mason University Foundation who provided an update on philanthropic activity and the creation of the president's advisory council, which will be chaired by Aneesh Chopra. Visitor Peterson reported that the committee heard a report from Jennifer Robinson, Associate Vice President for Alumni Relations on alumni engagement.

B. Academic Programs, Diversity and University Community Committee

Visitor Witeck began his report by noting that Provost and Executive Vice President, Mark Ginsberg, gave an update on the spring semester, where he highlighted the ongoing and future campus activities and gave an overview of the fall semester planning. He shared the appointment of Shannon Davis as the Associate Dean of Mason Korea. Provost Ginsberg spotlighted several high-profile faculty honors and awards.

Visitor Witeck noted that Dietra Trent, the Interim Vice President, Compliance, Diversity and Ethics provided an overview of the Anti-Racism and Inclusive Excellence Task Force which included leading recommendations for the task force.

Visitor Witeck reported that Alpaslan Özerdem, Dean of the Jimmy and Rosalynn Carter School for Peace and Conflict Resolution gave an update on current activities at the school.

Visitor Witeck stated that proposed changes to the faculty handbook were outlined by the Faculty Senate Chair, Shannon Davis (ATTACHMENT 2).

- 1. Approval of Proposed Changes to Faculty Handbook
- 2. Elections of New Tenured Faculty

C. Audit, Risk & Compliance Committee

Visitor Rice delivered the Audit, Risk & Compliance Committee report and noted they met with Mason's Controller, Sharon Heinle, to discuss the status of the annual audit of the university's financial statements by the auditor of public accounts. He further noted that Kevin Borek, Mason's Chief Information Officer, briefed the committee on actions being taken to strengthen shared governance for management of technology projects. Visitor Rice concluded by sharing that the committee reviewed the audit status report and audit planning process included in the meeting materials.

D. Research Committee

Vice Rector Blackman delivered the Research Committee report, which did not have any action items. He briefed the board on three presentations that came before the committee:

- 1. <u>Cybersecurity Manufacturing Institute (CyManII) Presentations, Dr. Art</u> Pyster and Dr. Paolo C. G. Costa
 - This presentation centered around the intersection of Cybersecurity and manufacturing.
- 2. <u>Institute for Biohealth Innovation (IBI) Presentation, Dr. Amy Adams</u> An overview was given of the work of this institute, including COVID research.
- 3. <u>COVID-19 Research Presentation, Dr. Lance Liotta</u>
 This presentation revolved around COVID management, testing, and predictive analytics.

E. Finance and Land Use

Visitor Roth noted that the Finance and Land Use Committee was briefed on the fiscal year 2021 Q2 finance report. She reported that Senior Vice President of Administration and Finance, Carol Kissal, provided updates on the fiscal year 2022 budget, tuition, fees, and board rates. Visitor Roth explained that tuition, fees and board rates will be discussed further in the May board meeting. She continued that the committee was updated on the status of the tier three application and Mason is on target to receive tier three authority effective July 1, 2021. Lastly, Visitor Roth noted the following **ACTION ITEMS** to be voted on:

- 1. Debt Policy Compliance (ATTACHMENT 3)
- 2. Approval of SciTech Sewer Easement
- 3. Approval of One University Dedication Plat

Rector Hazel opened the floor for questions and asked if Ms. Kissal spoke about any budget issues related to Mason's tier three status and the General Assembly. Ms. Kissal noted the legislature restored the \$10 million for fiscal year 2021 that they had reserved when COVID hit.

Vice Rector Blackman **MOVED** to approve the following five (5) **ACTION ITEMS** en bloc, as they are provided in the meeting materials:

- Approval of Proposed Changes to Faculty Handbook (APDUC)
- Election of New Tenured Faculty (APDUC)
- Debt Policy Compliance (Finance & Land Use Committee)
- Approval of SciTech Roadway and Sewer Easements (Finance & Land Use Committee)
- Approval of One University Dedication Plat (Finance & Land Use Committee)

The motion was **SECONDED** by Secretary Bhuller. Rector Hazel opened the floor for discussion. Shannon Davis, the Faculty Representative noted that Mason is a special place with faculty doing great work and commended the work of the board.

MOTION CARRIED UNANIMOUSLY BY ROLL CALL VOTE.

Yes - 15

Absent – 1 – Visitor Iturregui

VIII. Closed Session

Rector Hazel invited the student, faculty and staff representatives to join closed session for the first topic. Vice Rector Blackman **MOVED** that the Board go into closed session under the provisions of Section 2.2-3711.A.11 to discuss honorary degrees and special awards to discuss the potential awarding of honorary degrees and the Mason Medal, Section 2.2-3711.A.29 to discuss a public contract relating to the Institute for Digital InnovAtion; 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 Habtamu Alemu v. GMU Tran v. GMU Nils Kinuani v. GMU

and Section 2.2-3711.A.8 for consultation with legal counsel regarding specific legal matters requiring the provision of legal advice concerning the aforementioned items. The motion was **SECONDED** by Visitor Rice.

MOTION CARRIED UNANIMOUSLY BY ROLL CALL VOTE.

Yes - 14

Abstention -1 – Visitor Roth, from the public contract discussion.

Absent – 1 – Visitor Iturregui

Following closed session, Secretary Bhuller **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 - 13

Absent – 3 – Vice Rector Blackman, Visitor Iturregui and Visitor Roth

Rector Hazel **MOVED** that the Board of Visitors approve the awarding of Honorary Degrees at a future date to the individuals discussed in closed session for that purpose.

He **FURTHER MOVED** that the Board of Visitors approves the University entering into negotiations for a comprehensive agreement for the Institute for Digital InnovAtion project with proposer, Mason Innovation Partners. The motion was **SECONDED** by Visitor Davis. Rector Hazel opened the floor for discussion. There was none.

MOTION CARRIED UNANIMOUSLY BY ROLL CALL VOTE.

Yes - 13

Absent – 3 – Vice Rector Blackman, Visitor Iturregui and Visitor Roth

Adjournment

Rector Hazel thanked the board for a productive day and called for any additional business to come before the Board. Hearing none, he adjourned the meeting at 4:48 p.m.

Prepared by:

Sarah Hanbury

Secretary pro tem

Attachment 1: 2021 Board of Visitors Self Evaluation Survey Report (9 pages)

Attachment 2: Faculty Handbook Changes (15 pages)

Attachment 3: Resolution: Debt Policy Management (2 pages)

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

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.

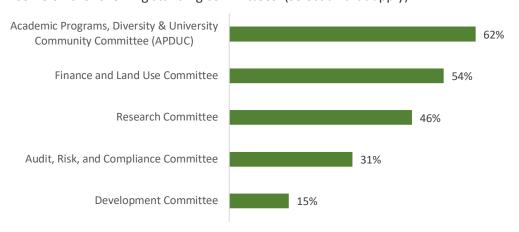
Board Standing Committees

- 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	Committe	عود
Table 3.	Doard	Juliung	COILLIILL	

	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:

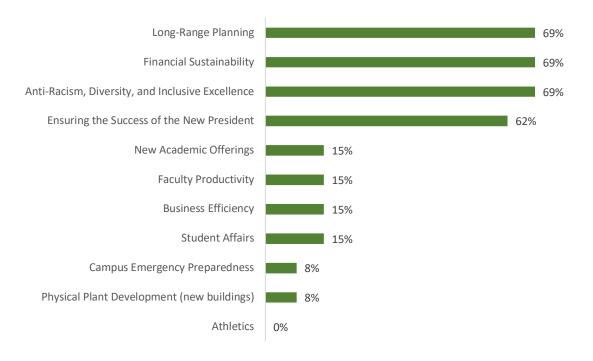
• Yes, the time and attention for this committee is sufficient.

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

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, <u>academic department, academic school</u>, 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;
- 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;
- 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 <u>Section 1.3.3</u>.

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 posttenure review of members; and in the case of departments, the selection of the department chairlocal unit administrator.

1.3.7 Colleges and Schools without **Departments**-Subdivision

Colleges and schools without <u>departments subdivision</u>, provide simultaneously for faculty governance at the collegiate level (as described in <u>Section 1.3.3</u>) and at the local level. In carrying out their function as local academic units, such colleges/schools will operate analogously to <u>academic departments and academic schools</u> (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 <u>University Policy 4007</u>—Misconduct in Research and Scholarship; (2) allegations of discrimination, which are <u>investigated governed</u> by <u>procedures published by</u> the Office of Compliance, Diversity and Ethics; (3) allegations of violation of <u>University or Commonwealth workplace policy</u>, which are governed by the procedures published by <u>Human Resources and Payroll;</u> or (34) 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.]

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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.

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[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 <u>Section 1.3.6</u>). The faculty is organized accordingly, to provide for the exercise of its responsibilities at all three levels, as described in <u>Sections 1.3.1- 1.3.6</u> below. Faculty who are assigned to the Provost's office, and do not have a primary affiliation in a college/school (<u>Section 1.3.6</u>), participate in University level governance as members of the General Faculty (<u>Section 1.3.1</u>) 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.]

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[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.]

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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 <u>Section 1.3.3</u>) 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 <u>Sections 1.3.4</u> and <u>1.3.5</u>).

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 <u>University Policy 4007 – Misconduct in Research and Scholarship</u>; (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 <u>Section 2.8</u> 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.]

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

EXECUTIVE COMMITTEE OF THE BOARD OF VISITORS GEORGE MASON UNIVERSITY

Meeting of February 25, 2021 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 February 25, 2021 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/bovfeb.

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

ABSENT: None

ALSO, PRESENT: Lauren Reuscher, Staff Representative; Shannon Davis, Faculty Representative; Lilianna Deveneau, Student Representative; Gregory Washington, President; Ken Walsh, Vice President for Strategic Initiatives and Chief of Staff; Mark Ginsberg, Provost and Executive Vice President; Carol Kissal, Senior Vice President for Administration and Finance; Brian Walther, University Counsel; Matt Smith, Director of Accreditation; Janette Muir, Associate Provost, Academic Initiatives and Services; and Sarah Hanbury, Secretary pro tem.

I. Call to Order

Rector Hazel called the meeting to order at 7:45 a.m.

II. Public Comment

There were no public comments submitted.

III. Approval of Minutes

A. Executive Committee Meeting Minutes for December 3, 2020 (ATTACHMENT 1)

Rector Hazel called for any edits to the December 3, 2020 executive committee minutes. There were no edits.

Rector Hazel **MOVED** that the Executive Committee approve the 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. Self-Assessment Survey Results

Rector Hazel briefly discussed the self-assessment survey results noting he would go into greater detail about this topic during the afternoon full board meeting and comments from the Board would be taken at that time.

Rector Hazel's view of the survey results were positive but with some room for improvement. The Board agreed or strongly agreed with the current operation of the Board of Visitors. The Board would appreciate opportunities to visit campus to learn about different aspects of the University than just through board meetings. Overall, the Rector was pleased with the survey results and did not think any edits or corrections were needed.

Rector Hazel gave Dr. Smith the floor. Dr. Smith stated he would save his comments for the full board meeting but did want to thank the executive committee for its commitment to this process and ensuring Mason's compliance with the requirements from SACS COC.

V. President's Comments

President Washington noted that the University is still in a state of disruption but that Mason continues to manage the situation quite well. Dr. Washington continued that the level of success that Mason has had during this time is uplifting. He further noted that in many areas, Mason has continued to thrive, not just survive, which brings hope and optimism for Mason's future.

President Washington stated he would report to the full board how well Mason has managed the challenges related to COVID-19. President Washington said he will discuss some of the initiatives such as the Anti-Racism and Inclusion Excellence Task Force and the vision for Mason's future. He concluded that his report is not just good but great and that he is looking forward to great things to come from the campus.

VI. Creation of Mason Korea Industry-Academic Cooperation Foundation

Brian Walther, University Legal Counsel and Janette Muir, Associate Provost, Academic Initiatives and Services presented the purpose of creating the Mason Korea Industry-Academic Cooperation Foundation. Dr. Muir began this topic and noted that 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). Mr. Walther continued that 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. He further noted that, although called a foundation, an IACF is simply a not-for-profit entity. This new not-for-profit entity will likely be a subsidiary of Mason Korea, LLC. However, possible structures are still being analyzed. In order to comply with Korean law and to facilitate commercialization of intellectual

property in Korea, Korean law may also require creation of an industry-academiaresearch cooperation-based technology holding company. If required, this would be a subsidiary of the new IACF. The creation of an IACF requires approval by the Board of Visitors (BOV), under Article VII of the BOV bylaws. Mr. Walther concluded that the creation of the IACF will be presented for approval at the May 6, 2021 BOV meeting.

VII. Closed Session

Secretary Bhuller **MOVED** that the Executive Committee go into closed session under the provisions of Section 2.2-3711.A.11 to discuss Honorary Degrees and Special Awards to discuss the potential awarding of honorary degrees and the Mason Medal; Section 2.2-3711.A.29 to discuss a Public Contract relating to the Institute for Digital InnovAtion; 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. 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 public contract item in closed session.

MOTION CARRIED UNANIMOUSLY BY ROLL CALL VOTE.

Yes - 3

Absent – 1 – Vice Rector Blackman

Abstention − 1 − Visitor Roth

Following closed session, Secretary Bhuller **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

Abstention -1 – Visitor Roth

Executive Committee February 25, 2021 Page 4

VIII. Adjournment

Rector Hazel called for any additional business to come before the Executive Committee. Hearing none, he adjourned the meeting at 8:12 a.m.

Prepared by:

Sarah Hanbury Secretary pro tem

Attachment 1: Executive Committee Meeting Minutes for December 3, 2020

Attachment 2: Self-Assessment Survey Results

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.

Executive Committee December 3, 2020 Page 4

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.

Executive Committee October 1, 2020 Page 3

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



George Mason University Board of Visitors Self-Evaluation Survey

2020-2021

* 1. Individual Board Member Role

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Not Applicable or Do Not Have Experience
I have a clear sense of my responsibilities as a Board of Visitors (BOV) member		0	0	0		
The orientation I received provided the right level of information and helped me understand the BOV's processes			0		0	
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			0			
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						

* 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
Our time is appropriately spent on governance and not management.						
The Board gets the information it needs to make decisions.			0			
Board meetings have the appropriate balance of information- sharing, discussion, and decision making.	0		0			
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.						

	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).	<u> </u>					
Board meetings include adequate opportunity to visit the campus and to view ongoing projects.		5)				
A climate of mutual trust exists between the Board and the University President.	0	0		\bigcirc		\bigcirc
The annual goal setting for the University President is effective, timely, and demonstrates appropriate collaboration.						

Additional Comments

* 3. Board Standing Committees

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	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							
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 fo	ollowing aspe	ects of this co	ommittee and	d its work are ir	n need of in	nprovement.	

* 4. What do you believe are the top 2-3 strategic issues that warrant the B	oard of
Visitors' attention over the next 12 months?	
New Academic Offerings	
Athletics	
Physical Plant Development (new buildings) Ensuring	
the Success of the New President Financial	
Sustainability	
Student Affairs	
Business Efficiency	
Faculty Productivity	
Long-Range Planning	
Campus Emergency Preparedness	
Anti-Racism, Diversity, and Inclusive Excellence	
Other (please specify)	
5. How might the effectiveness of the Board be enhanced?	
6. What issues or areas of discussion should be eliminated?	
7. What issues or areas of discussion should be added?	

8. On what issues or areas do you require more information?
9. Is there anything we can do as a Board to make our work more effectiv
10. Any additional comments or suggestions?

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

- o 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

- o 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
- o Update to include new membership and expansion of groups
 - New executive council members
 - Emergency Management Executive Committee (augmented with pandemicrelated 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

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.

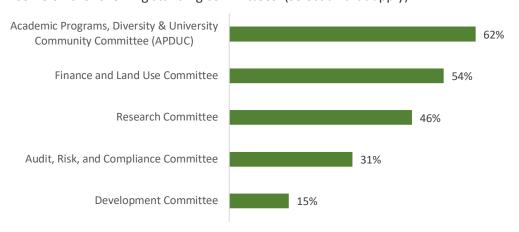
Board Standing Committees

- 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	Committe	عود
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	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:

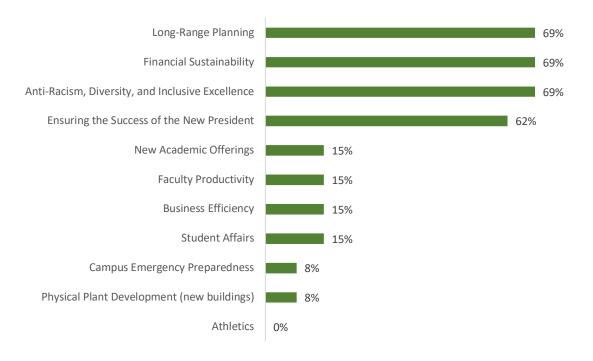
• Yes, the time and attention for this committee is sufficient.

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

OIEP 1.25.2021

BOARD OF VISITORS GEORGE MASON UNIVERSITY

Meeting of April 1, 2021 MINUTES

MEETING NOTE: In accordance with Code of Virginia § 23.1-307.E and the provisions in the 2020 Commonwealth Budget Bill: § 4-0.01.g.1, due to safety concerns associated with the COVID-19 pandemic, the April 1, 2021 meeting of the Board of Visitors of George Mason University was held through electronic means to receive public comment. 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 oral public comments. One written comment submission was received through the form. The full video recording of the meeting may be accessed at https://vimeo.com/showcase/8317364/video/531923703.

PRESENT: Rector James Hazel; Visitors Anjan Chimaladinne, Tom Davis, Juan Carols Iturregui, Mehmood Kazmi, Wendy Marquez, Ignacia Moreno, Carolyn Moss, Jon Peterson, Nancy Prowitt, Paul Reagan, Edward Rice, Denise Turner Roth, and Robert Witeck.

ABSENT: Vice Rector Horace Blackman and Secretary Simmi Bhuller.

ALSO PRESENT: Lauren Reuscher, Staff Liaison; Shannon Davis, Faculty Representative; Lilianna Deveneau, Student Representative; Gregory Washington, President; Ken Walsh, Vice President for Strategic Initiatives and Chief of Staff; Carol Kissal, Senior Vice President for Administration and Finance; Brian Walther, University Counsel; Rene Stewart O'Neal, Associate Vice President for Strategic Planning & Budgeting; Deb Dickenson, Vice President for Finance; Sarah Hanbury, Secretary pro tem.

I. Call to Order

Rector Hazel called the meeting to order at 9:30 a.m.

II. FY 2022 Financial Plan

Carol Kissal, Senior Vice President for Administration and Finance, gave the FY2022 financial plan presentation. Ms. Kissal specifically noted that the recommended tuition and fee changes would be discussed in this presentation as the final FY2022 budget would be voted on during the next meeting of the board on May 6, 2021. Ms. Kissal continued by highlighting the following items:

- Macroeconomic indicators show improvements.
 - o The regional economy is better than the national economy.
- Higher education trends showing change.
 - o Mason still faces challenges but the outlook is cautiously optimistic.
 - o Moody's recently upgraded its outlook to "stable" from what was negative during the pandemic.

- O The national college enrollment had a decline of 2.5%, while Mason's fall 2020 enrollment was up 1.4% with an expected growth of 3% for the fall 2021.
- o Auxiliary revenues were reduced this year. The increased student presence on campus during fall 2021 should help restore that gap.

• Overview of risks & mitigation:

Seven of the macroeconomic factors were presented along with industry-specific risks. Three of the macroeconomic factors are on target and the rest are developing. None of the microeconomic factors are at risk.

• Learning through COVID:

- Mason kept pursing academic excellence by upgrading more than 200 classrooms with cameras and microphones to facilitate hybrid learning.
- o Instructional video uploads increased by more than 220,000 this year.
- O Blackboard collaborative sessions between students and faculty increased by more than 266,000. More than 6.5 million items were graded on blackboard which is an increase of 85% over last year.
- Student hardships were recognized and support was provided through remote services and the Mason Care Network. Distance learning fees were removed.
- \$26 million in financial aid was administered to students and about \$1 million was raised by the Mason community.

• Moving forward through COVID:

- New tools for telework will continue to roll out. Mason is looking at ways for other current technology tools to be more efficient and will eliminate old technologies.
- o Cyber security features were added to protect the workforce and students.
- Appreciation was extended to GMU-TV for the hundreds of virtual events and videos they have produced.
- The campus continued to transform with the completion of Horizon Hall.
 Forward progress was made on the Arlington campus expansion and the master plan which will shape the campus for decades to come.
- The challenges of COVID provided opportunities such as hybrid learning models, leveraging technology in the classroom and commercializing business opportunities that will benefit Mason and its students for years to come.
- FY2022 Commonwealth & federal update:
 - o There was a 23% increase in financial aid from fiscal year 2020.
 - Mason is expected to receive an additional \$63 million in federal funding because of the latest stimulus bill, and half of that will go directly to students who need financial aid.
 - Mason will allocate the state authorized 5% salary increase for all full-time instructional, research, administrative, and professional faculty, and classified staff. Adjunct faculty, GRE, graduate teaching assistants and casual wages will also be increased by 5%.
 - Mason has been allocated \$31 million of new base funding which represents a 20% increase from the prior year.

- Mason is to receive one-time funding to reimburse for COVID-19 testing and unaffordable cost escalation driven by the pandemic. Mason will use the other half of the \$63 million in federal funding to offset increased institutional cost associated with COVID-19.
- An additional capital contribution of \$30 million was received to extend a floor in the life sciences and engineering building on the SciTech Campus.
- FY2022 enrollment update & expectations:
 - o Upcoming undergraduate enrollment for fall 2021 is consistent with the fall 2020 levels and is above the fall enrollment for 2019.
 - o Graduate enrollment applications have increased by 19%.
- FY2022 tuition rate recommendations:
 - Mason recognizes that its students and their families continue to face financial pressures. Given the state commitment to Mason's base funding, Mason's commitment to access and affordability can be seen in the recommendation of a 0% tuition increase for undergraduates.
 - O Due to the increased demand for graduate programs, tuition is increasing at a modest rate of \$441 for both in-state and out-state students. Most of this increase will go toward supporting additional graduate stipends.
- FY2022 mandatory student fee rates recommendation:
 - There was careful consideration before making the recommendation to increase the mandatory student fees by 3%. This fee is a flat charge for all students at an increase of \$105 for full-time students and \$77 for law students.
 - This increase will support many student activities such as student health services, intercollegiate athletics, art venues, student transportation and technology. It will also help with recreational programs and the maintenance and operations of student centers.
- FY2022 proposed room & board rates:
 - The proposed room and board rates reflect a 5% increase in housing and a 3.7% increase in dining. This is consistent with contractual inflation cost that need to be recovered for dining and meal plans as well as deferred maintenance funding for housing.
- To conclude this presentation, the board will see a complete budget in the meeting on May 6, 2021 where the FY2022 Financial Plan will be voted on.

Rector Hazel inquired if the tuition and fee recommendations were publicly available prior to this meeting. Ms. Kissal noted that the materials were posted quite early and have been spoken about at many of Mason's townhalls.

Rector Hazel then recognized President Washington for any comments he might have on the financial plan or other topics at Mason. Dr. Washington stated that Mason is still student-centric with staff and administration helping students achieve their academic goals and pursue them safely. Dr. Washington highlighted that Mason has vaccinated more than 33,000 individuals in the community which was largely a volunteer effort. Mason has funded the cost of the

vaccination clinics which has been done at no additional cost to the state. He concluded by noting Mason is moving from an exclusive framework to an inclusive framework and he is excited to see Mason's future.

Rector Hazel then opened the floor to discussion.

Visitor Iturregui thanked the management team as a whole, including Ms. Kissal and Dr. Washington. He noted that Mason continued to invest throughout the crisis and is astounded by the successful data.

Visitor Peterson commented that Virginia recognizes what Mason is to the state's higher education system which is evident in the support they are beginning to show. Visitor Peterson noted that when you can say no tuition increases and increasing salaries by 5%, that shows Mason is healthy as an institution. Visitor Peterson asked what other universities in the state are doing with tuition and salaries. Ms. Kissal noted that some intuitions are increasing their tuition by 3%. Dr. Washington stated that Virginia Tech is increasing tuition and expects that other Virginia institutions will increase rates. He continued to note Mason's economic situation is such that tuition rates do not have to be raised which is a testament to the support received from the state and this board. Dr. Washington thanked the board for its guidance.

Visitor Davis stated that last year Mason raised the cost of tuition which received criticism. He continued that Mason students are reaping the benefits of that decision this year. Visitor Davis then thanked Dr. Washington for his work engaging with state officials and legislators.

Shannon Davis, Faculty Senate Representative, thanked the board for investing in the faculty with the salary increase, including adjunct professors and graduate teaching assistants.

Lauren Reuscher, Staff Liaison, echoed Dr. Davis' sentiments specific to the staff. Ms. Reuscher noted that she has worked at Mason for 12 years and this is the largest across-the-board raise that she recalls which will make a big difference to Mason staff. Ms. Reuscher relayed that the staff are grateful for this increase.

III. Public Comment

There were no registrations for oral public comments. One written public comment was received prior to the start of the meeting and was directed to the full board. (ATTACHMENT 1).

Rector Hazel called on Visitor Reagan. Visitor Reagan stated that during the February 25, 2021 Board of Visitors meeting that the board unanimously approved going into negotiations for a comprehensive agreement for the Institute for Digital Innovation project with the Prosper Mason Innovations Partners. Visitor Reagan continued to note that he voted in favor of the motion and since learned that other attorneys in his firm may represent a potential participant in the project that could constitute a conflict of interest. Consequently, Visitor Reagan changed his vote to "abstain".

IV. Closed Session

Rector Hazel invited the student, faculty and staff representatives to join closed session. Visitor Moreno **MOVED** that the Board go into closed session under the provisions of Section 2.2-3711.A.11 to discuss special awards and the potential awarding of the Mason Medal. The motion was **SECONDED** by Visitor Witeck.

MOTION CARRIED UNANIMOUSLY BY ROLL CALL VOTE.

Yes - 13

Absent − 3 − Vice Rector Blackman; Secretary Bhuller and Visitor Davis.

Following closed session, Visitor Moreno 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. The motion was **SECONDED** by Visitor Rice.

ALL PRESENT MEMBERS RESPONDED IN THE AFFIRMATIVE BY ROLL CALL.

Yes - 13

Absent – 3 – Vice Rector Blackman; Secretary Bhuller and Visitor Davis.

Visitor Moreno **MOVED** that the Board of Visitors approve the awarding of the Mason Medal to the candidate discussed in closed session for that purpose. The motion was **SECONDED** by Visitor Witeck.

MOTION CARRIED UNANIMOUSLY BY ROLL CALL VOTE.

Yes - 13

Absent – 3 – Vice Rector Blackman; Secretary Bhuller and Visitor Davis.

Adjournment

Rector Hazel thanked the board and called for any additional items to come before the Board. Hearing none, he adjourned the meeting at 10:20 a.m.

Prepared by:

Sarah Hanbury Secretary pro tem

Attachment 1: Public Comment (4 pages)

Board of Visitors Electronic Committee Meetings and Full Board Meeting April 1, 2021 Public Comment Registrations

Firs	st Name	Last Name	Meeting	Mason Affiliation	Comment
Ste	ephen	Beretzky	Full Board Meeting	Alumnus - 2005	My comments were provided in a letter (dated March 5, 2021) to the Board of Visitors sent by email on March 9th to bov@gmu.edu.

March 5, 2021

Subject: GMU President's Task Force on Anti-Racism

To: George Mason University Board of Visitors

Dear Board members,

I was shocked and dismayed to read in the Fall issue of the Mason magazine about the new GMU President, Gregory Washington's comments and plans for an "Anti-Racism Task Force" to eliminate "systemic racism" at GMU.

Washington begins his message stating, "In the days following the murder of George Floyd, I sent you a message that promised action to address racial inequities that persist here at George Mason University." It's clear from his statement that he was motivated to these actions by the social outcry about Floyd's death, especially by groups like Black Lives Matter. However, his statement about systemic racism at Mason rings hollow. What are the racial inequities he speaks of and who is perpetrating them? What specifically is he referring to? He doesn't say. Nor does he refer to any reports of systemic racism at Mason by anyone. I encountered none of the racism he speaks of when I attended GMU in the early 2000's. Racism has generally been steadily declining over the decades in the US (not increasing), as I'm sure it has at Mason. Public institutional systemic racism in the US today is a BLM myth. The alleged systemic racism at Mason didn't prevent Washington from attaining his position as President, did it. Washington is clearly caught up in the leftist rhetoric and fever of the day in social media and not actually motivated by "persisting racial inequities" he claims exist but fails to identify. These are the kinds of dubious claims we constantly hear from radical organizations: generalized accusations with no specifics or evidence.

Washington goes on to say that "... the uncomfortable truth is that not everyone at Mason feels equal, or is treated equally". It is an axiom of life that no matter how many policies are put in place to engender fair and equal treatment, there will always be someone who doesn't "feel" equal or that they've been treated unfairly, but this doesn't mean there is systemic bias. Again, Washington provides no details about what he is talking about nor does anyone else.

One of his Task Force bullets indicates, "We need to know where systems, practices, and traditions of racial bias exist at Mason so that we may eradicate them". This is backwards. You need to have evidence of racial bias before you investigate for racial bias or else it becomes an inquisition and self-fulfilling prophecy. When you task a team to root out some evil (that you somehow feel sure is there, but don't know where it is) they always seem to come up with something no matter how specious. After all that's their raison d'etre. Washington

makes the assumption that there is racial bias and then sets out to attack it. It's very sad to see an illogical fiasco like this occurring at my alma mater.

Another Task Force bullet identifies the "Truth, Racial Healing, and Transformation Campus Center". Any time one encounters the name of an organization that includes the word "truth" in its title, one should be very wary. It smacks of an Orwellian nature. Whose view of the truth are we referring to? Who in the organization will decide what the "truth" is? This unsophisticated view of truth is dangerous. Washington indicates that the Center will be "one of the first of its kind in the nation". Let's hope it will be the last.

It's very clear that Washington identifies with the Black Lives Matter movement, an avowed radical Marxist organization committed to destroying the US economic system and radically changing the US government if not overthrowing it. Patrisse Cullors, one of the founders of BLM, confirms in a 2015 video that "We are trained Marxists". Apparently Washington isn't aware of these facts. BLM was founded in 2013 on a false narrative that Trayvon Martin was "murdered by a white supremacist". The overwhelming evidence, substantiated in a court of law proved that Trayvon Martin was the aggressor and was shot in a self-defense action. I watched the entire Trayvon Martin trial on TV as it occurred, and I know that the verdict was clearly just. BLM merely used the widely inflammatory event as a springboard for their agenda.

I was appalled to see a picture of the BLM logo in the Mason magazine pages of Washington's message to Mason alumni. BLM, a deceptive, anti-American group, promoted and was involved in much of the violence and destruction that took place in various cities around the US in 2020 that also led to numerous deaths. They claim their goal is to eradicate white supremacy, which they insist is rampant throughout American society. This is a great lie, which Washington obviously bought into. Some of BLM's real goals as were posted on their website over a year ago, are to "... engender the destruction ... of the nuclear family structure" and "promote pro-communist resistance to the US Empire". In short, they want to destroy American culture and the American political system, including the concept of private property and free speech. You won't see these statements on their website anymore as they employ the well known communist practice of purging history to hide their true agenda. Those statements along with other material unpalatable to Americans (including the use of the word, "comrade"), were deleted, leaving the highly sanitized website seen today.

To accomplish their ends BLM uses identity politics and race baiting under the guise of "institutional racism" and "white privilege" to prey upon white guilt and upset and divide the country to create chaos. Radical activist trainer Saul Alinsky would be proud. BLM, claiming to be rooting out white racism, sets up conflict in classes of race (instead of the classic Marxist economic classes) utilizing identity politics. In functioning this way, BLM is actually itself a racist organization. Unfortunately Washington guzzled down the pernicious BLM Kool-Aid that will

only serve the BLM goal of dividing the community and creating an atmosphere of conflict at GMU to ultimately indoctrinate the academic community to the BLM philosophy and crush any independent dissenting thought. Washington claims that George Mason will be a leader in the nation with his Anti-racism Task Force, but he isn't leading, he's following - the BLM blueprint.

GMU has built a reputation as a top research university, but Washington's Antiracist Task Force activities don't reflect or live up to that accomplishment. Perhaps Washington should enroll in some basic research courses so he could learn to objectively research organizations like BLM to enlighten himself, instead of imbibing the latest heavily biased talking points from main stream media.

It's unthinkable that a school of Mason's caliber, would be following and promoting BLM's irrational and racist ideas wholesale, without resistance from Mason's faculty and administrators. It will have a chilling effect on the Mason community, including academic freedom of speech and thought and will perpetuate the deleterious cancel culture and mass hysteria that is sweeping the nation. Washington will be wasting valuable GMU resources on a pseudo-intellectual snipe hunt based on unscholarly and unscientific radical narratives like critical race theory, that could otherwise be spent on actually improving academia and the pursuit of knowledge at Mason. GMU should be an academic bulwark against irrational, prejudicial and detrimental trends, not a promoter of them. Washington's misguided Anti-racism Task Force activities should be immediately ended and/or he should be removed as President.

With the folly of Washington's disgraceful engagement of BLM's racist Marxist agenda and their anti-American stance, my pride in Mason is greatly diminished and I will no longer support the University, financially or otherwise.

Stephen Beretzky

Mason Class of 2005, Alpha Chi

BOARD OF VISITORS

George Mason University

Pending Board Approval

Meeting Schedule for 2021-2022

Thursday, September 30, 2021 Ful	l Board Meeting
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Thursday, December 2, 2021 Full Board Meeting

Thursday, February 24, 2022 Full Board Meeting

Tuesday, April 5, 2022 Board Public Comment Session

Thursday, May 5, 2022 Full Board Meeting

Thursday, July 28, 2022 Annual Planning Conference

Friday, July 29, 2022 Annual Meeting

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

President's Report Prepared for the May 6, 2021 Board of Visitors Meeting

Selected Highlights

Student and Alumni Highlights:

- Jackie Luu, environmental science and policy major and Honors College student, was named a Barry M. Goldwater Scholar, considered the premier undergraduate national award in STEM fields.
- Brenda Henriquez of the Honors College was one of 15 students named an Adobe Womenin-Technology Scholar, a national program that recognizes outstanding undergraduate female students studying computer science.
- 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.
- Law students Gabriella Paez, Rachel Elliott, and Rita Regelbrugge won the 2021 Bryant-Moore Invitational Moot Court Contest, which featured 31 teams representing 23 law schools from across the country.
- A team of 14 students seven from electrical and computer engineering, four from systems
 engineering and three from mechanical engineering developed a small satellite that
 launched into space Feb. 20 as part of a collaboration with Northrop Grumman and Virginia
 Space. Professor Peter Pachowicz was their project advisor.
- Emily Sample, a PhD candidate at the Carter School, was named a Phi Kappa Phi 2021 Dissertation Fellowship recipient.
- The National Science Foundation has awarded four Mason graduates its Graduate Research Fellowship for students pursuing research-based master's and doctoral degrees in the natural, social, and engineering sciences at U.S. institutions. The winning graduates are Natasha Maria Latouf (Physics and Astronomy '21), Abbas Idris (Bioengineering '18), Elizabeth A. Ankrah (Bioengineering '19) and Doreen Joseph. (Cyber Security Engineering '19).
- Mason's Forensics Team placed second out of almost 40 schools in the National Speech
 Championships. For the first time in team history, every Mason student advanced past the
 preliminary rounds. Communication major Cheriaca Huntley (Program Oral Interpretation
 and Prose Interpretation) and government majors Emily Williams and Cordelia Tran (Duo
 Interpretation) are national champions.
- Communication major Christian White has a role in the second season of Showtime crime drama "City on a Hill," starring Kevin Bacon and Aldis Hodge.
- Five Mason PhD students in the Department of Environmental Science and Policy are
 tackling critical conservation challenges with grants from the Cosmos Club Foundation –
 Chase LaDue (male Asian elephants in Sri Lanka), Meadhbh Molloy (facial cancers that
 threaten Tasmanian devils), Tovah Siegel (how forest fragmentation in the Brazilian
 Amazon impacts the interactions of species), Betsy Collins (genetics of a particular South
 African plant) and Charles Coddington (nesting behaviors of mix-species flocks of birds).

- A team from Mason won the inaugural Chartered Financial Analyst (CFA) Washington Ethics Challenge, topping a team from Johns Hopkins University and another Mason team. The winning team included Amber Wilkins, Summer Nasir, Valerie Mayer, Katherine Vargas Medina and Ama Obeng.
- Government and international politics major Anna Antonio-Vila formed a club called the Abrahamic Union, in which people of Abrahamic faiths—Judaism, Christianity and Islam—can talk about religion and politics.
- A team of Mason and Smithsonian researchers, including environmental science and policy PhD student J. Hunter VanDoren, is researching juvenile wood turtles, a threatened reptile species native to North America, to better understand and protect their populations.
- Communication major Layth Alwatban won the award for Best Documentary at the Beyond the Curve International Film Festival for a film about a Fairfax County food pantry.
- Three Schar School graduate students Jill Allen, Caroline Gao and Taren Sylvester advanced to the final round of the NASPAA-Batten Student Simulation Competition of 2021. Students from 30 countries competed in a "Pandemic 2.0" simulation.
- Two-time Mason alumnus Joseph Sany (MS Conflict Analysis and Resolution '05 and PhD Public Policy '13) was named a vice president of the U.S. Institute of Peace, where he leads the Africa Center.
- Bernadine Futrell (MEd '06, PhD '09) has been chosen as the new director for the Office of Head Start in the U.S. Department of Health and Human Services.
- Mike Snowden (Kinesiology '15), strength and conditioning coach for the University of Alabama men's basketball team, helped the Crimson Tide win their first regular season SEC championship since 2002, first SEC tournament title since 1991, and reach the Sweet 16 for the first time since 2004.
- Louie Al-Hashimi (MPA '20) used a Presidential Management Fellowship, administered by the U.S. Office of Personnel Management, to gain a management and program analyst position at the Centers for Disease Control and Prevention.
- Katy Crain (Film and Video Studies '18) has worked as a production assistant on "Wonder Woman 1984" and on other TV shows and movies. At Atlas Entertainment in Los Angeles, she recruits interns including two from Mason.
- Three alumni from the Schar School's Master's in Biodefense program Kate Madison Kerr, Anthony Falzarano and Jessica Smrekar – have been selected to help lead the Next Generation Global Health Security Network.
- Amanda Smialek (Integrative Studies '17, MeD Curriculum and Instruction '19), a member
 of the 113th Medical Group with the Washington, D.C., Air National Guard, is pulling
 double duty teaching fourth-graders in Prince William County and protecting the U.S.
 Capitol.

Faculty Highlights:

Mason's College of Science and the Rutgers Cancer Institute of New Jersey received the
 \$1.33 million U.S. Army's Breast Cancer Research Program Breakthrough Award for a study

- of personalized breast cancer treatments. Lance Liotta, co-founder and co-director of Mason's Center for Applied Proteomics and Molecular Medicine, is leading the study.
- Ed Maibach, director of Mason's Center for Climate Change Communication, is ranked seventh in the world, third in the U.S. and first among public universities in a Reuters ranking of the world's most influential climate scientists. Criteria included the frequency of both publication and citation.
- Thomas Lovejoy, University Professor in the Department of Environmental Science and Policy, was among the scientists who helped craft the United Nation's "Making Peace with Nature" report, a possible roadmap to a long-term solution to global environmental challenges.
- Schar School professor Philip Martin is among 15 scholars to receive a 2020 Harry Frank
 Guggenheim Foundation Distinguished Scholar Award for making "significant
 contributions to understanding the causes, manifestations, and control of violence across the
 globe."
- A two-year \$400,000 grant from Mason's Criminal Investigations and Network Analysis
 Center (CINA) will enable Mason professors Maurice Kugler (public policy), Foteini
 Baldmitsi (computer science) and Jiasun Li (business administration) to use groundbreaking
 blockchain technology to trace possible money laundering and financial fraud in
 cryptocurrency markets.
- Thomas Lovejoy, University Professor in the Department of Environmental Science and Policy, was elected as a Member of the National Academy of Sciences. This is among the most prestigious awards that a researcher can achieve; membership is reserved for those with distinguished and continuing contributions of original research. It is among the highest honors that a scientist can achieve.
- Christopher Carr, the chief diversity officer for the Volgenau School of Engineering, received the 2020 Rising Star in Diversity Award from the Collaborative Network for Engineering and Computing Diversity (CoNECD) for his efforts at broadening the field to more women and faces of color.
- Cynthia Lum and Dave Wilson, both Professors of Criminology, Law and Society, have been named Fellows of the Society of Criminology. This is a very prestigious and respected accomplishment as only 3-4 people out of about 3,500 criminologists earn this award any given year.
- Computer science professor Duminda Wijesekera is leading a Commonwealth Cyber
 Initiative project in which researchers from around the state are taking to the streets of
 Northern Virginia and Washington, D.C. to test sensors and cameras they've installed to
 simulate a self-driving car.
- Allison Redlich, a professor in the Department of Criminology, Law and Society, and a colleague at Central Michigan University have received a \$385,000 National Science Foundation grant to study wrongful convictions within the U.S. criminal justice system.

- Senior research scientist Klaus-Peter Koepfli and Smithsonian-Mason School of Conservation students analyzed the cell line of the endangered black-footed ferret in support of conservation organization Revive and Restore in their effort to clone the animal.
- The School of Business's Center for Innovation and Entrepreneurship, led by executive director David Miller, launched the "Build Back, Dream Forward" program to offer mentoring and coaching to small Northern Virginia food and beverage companies owned by people of color.
- A \$50,000 grant from the U.S. Embassy in Ukraine is helping Professor Karina Korostelina and her colleagues at the Carter School teach professors in Ukraine conflict resolution best practices, so they can create a course for their own students.
- The National Art Education Association honored School of Art professor Justin Sutters with the 2021 Southeastern Region Higher Education Art Educator Award.
- The Roy Rosenzweig Center for History and New Media received more than \$100,000 from various groups to examine the impact of COVID-19 on the American Jewish community. History professor Lincoln Mullen, history and religious studies professor John Turner and postdoctoral fellow Jessica Mack are co-directors of the project.
- As part of the Environmental Influences on Child Health Outcomes (ECHO) Program, the
 first national longitudinal childhood study conducted during a pandemic, nursing professor
 Kathi Huddleston and her team have recruited 1,000 children, completed more than 14,000
 surveys, collected more than 1,600 biospecimens, and conducted more than 150 safe face-toface visits with children and families as part of the seven-year NIH-funded initiative.
- Schar School professor Guadalupe Correa-Cabrera has been named a *Small Wars Journal* (SWJ) El Centro Fellow because of her expertise in, and commitment to, transnational issues in Latin America and particular focus on the small wars in the region.
- Schar School professor J.P. Singh has been named a Richard von Weizsäcker Fellow by the board of the Robert Bosch Academy in Berlin. It is the second time he has been chosen for the fellowship, which identifies thought leaders who can contribute to an international conversation regarding German and global policy decisions.
- Reece Quiñones, an adjunct faculty member and mentor to design students in the College of Visual and Performing Arts, was named one of 2021's People to Watch by Graphic Design USA.
- Niyati Dhokai, research assistant professor in the College of Visual and Performing Arts and program director for the Veterans and the Arts Initiative at the Hylton Performing Arts Center, was highlighted in *Productive Business Magazine* for helping female veterans.
- The Fauquier Chamber of Commerce recently recognized Renee Younes, Mason Enterprise Center regional manager, and Christine Kriz, the Lord Fairfax Small Business Development Center director, with 2020 Business Hero of the Year awards for their work with small businesses in the county during the pandemic.
- Dorothy Hayden, manager of industry advising and engineering with University Career Services, was recently selected as a 40 Under 40 Recipient by the Leadership Center for Excellence and Leadership Fairfax for Northern Virginia.

Rankings/Accolades Highlights:

- Eight Mason programs are listed among the top 25 nationally in *U.S. News & World Report*'s 2022 graduate program rankings. Eighteen programs are in the top 50 nationally and 33 are ranked in the top 50 among public universities.
- Mason was recognized as one of 10 universities bucking the downward trend of Black student enrollment and graduation in a recent report from Eduventures Research.
- The Center for First-generation Student Success, an initiative of NASPA, Student Affairs Administrators in Higher Education, included Mason in its 2021-22 First-gen Forward cohort, institutions that have demonstrated a commitment to improving experiences and advancing outcomes of first-generation college students.
- College Consensus ranked Mason ninth nationally for online offerings to veterans, eighth among public universities.
- An American Council on Education (ACE) Task Force of college leaders issued a report citing Mason's collaboration with Northern Virginia Community College as an example of student transfer success.
- Mason is one of 10 schools with a perfect score on the Athletic Equality Index, a measurement of LGBTQ inclusion policies and practices in collegiate athletic spaces.
- Mason was named a "Voter Friendly Campus" as the result of a campus-wide strategy to increase voter turnout. Mason is one of more than 231 colleges and universities across 37 states and the District of Columbia to earn this designation.
- Mason is one of 153 universities and colleges recognized by Exercise Is Medicine for its efforts to create a culture of wellness on campus. Mason earn silver-level designation.
- Mason was named the top Virginia school for diversity in the College Factual rankings.

New Student Pre-Enrollment Tracking – US Campuses Only (Excludes INTO):

- 1. Freshmen admit volume is down by 0.9% (18,226 from 18,384, -158).
 - i. Virginia admit volume is up by 1.5% (11,119 from 10,951, +168).
 - ii. Out-of-State admit volume is down by 4.4% (7,107 from 7,433, -326).
- 2. Transfer Student admit volume is up by 8.7% (1,876 from 1,726, +150).
 - i. Virginia admit volume is up by 7.7% (1,587 from 1,473, +114).
 - ii. Out-of-State admit volume is up by 14.2% (289 from 253, +36).
- 3. Graduate Students
 - i. **Degree-Seeking** admit volume is up by 24.5% (4,830 from 3,878, +952).
 - a) Virginia Degree-Seeking admit volume is up by 1.2% (1,712 from 1,691, +21).
 - b) Out-of-State Degree-Seeking admit volume is up by 42.6% (3,118 from 2,187, +931).
 - ii. **Masters** admit volume is up by 31.4% (3,846 from 2,927, +919).
 - a) Virginia Masters admit volume is up by 1.5% (1,385 from 1,364, +21).
 - b) Out-of-State Masters admit volume is up by 57.5% (2,461 from 1,563, +898).

- iii. **Doctorate** admit volume is up by 5.8% (805 from 761, +44).
 - a) Virginian Doctorate admit volume is down by 1.9% (205 from 209, -4).
 - b) Out-of-State Doctorate admit volume is up by 8.7% (600 from 552, +48).

Reposition the Campus:

- ADVANCE pathways are ready for Fall 2021 and students are now able to enroll for the
 next academic year. Eighty pathways have been approved for students with several of those
 offering direct paths to master's degrees.
- The NOVA-Mason ADVANCE model continues to serve as a model for other institutions.
 This semester, ADVANCE leaders have offered four major presentations about this model, including a webinar with the Texas Association for Community Colleges and most recently Morgan State University.
- Undergraduate online expansion work continues as the Task Force works to provide final recommendations regarding online development. Meanwhile, many departments are moving ahead building out their curricula for online delivery. A future goal is to ensure that the top pathways in ADVANCE are fully available online.

Reinvent the Campus:

- Mason has selected Andre Marshall as Vice President for Research, Innovation and Economic Impact. He will start on July 1 but has already started to meet with university personnel to gain a more thorough understanding of our programs.
- The Office of Research continues to collaborate with Graduate Education to engage more students in research and innovation activities. That includes the High Impact Grants program in which graduate students will be matched with industry and local/regional government to carry out projects supported by Mason's grant. The current list of partners seeking graduate students for projects for 2021 is available here:
 https://provost.gmu.edu/academics-and-external.
- The Mason Enterprise Center, led by Paula Sorrell, has developed a strategic plan for innovation, tech transfer, and entrepreneurship activities based on advice from an advisory panel as Well as Paula and her team's expertise and experience.
- The Tech Talent Investment Program leadership team responsible for program outcomes developed a charter, has a project manager, and has met regularly this year to develop specific goals and targets for advanced computational infrastructure, faculty recruitment and retention, student recruitment and retention, innovation initiatives, and the proposed School of Computing. Each of these groups has a subcommittee, or will have a committee soon, focused on these topics.
- The Office of Research, Research Council and other research representatives have been meeting regularly and intensively focusing on research resources needed for the university to flourish as the more established R1 university that we have become. This includes:

technology (software and hardware); staffing; equipment/instrumentation; policies, practices, and procedures; and physical space needed to carry out Mason's research mission.

Development:

- As of March 31, Development received gifts and commitments totaling \$83.5M, and both alumni donors and overall donors continue to stay ahead of last year's participation rates.
- Mason's Giving Day, which took place on April 8, was the most successful Giving Day (in terms of total fundraising attainment) held by the development team to date, raising over \$540K from over 2,300 donors. (Gifts are still being processed at the time of this writing).
- On Feb. 22, we officially announced the creation of the President's Innovation Advisory Council. The announcement was widely distributed by various news publications including the Washington Business Journal and was met with great enthusiasm by the community. The advisory council is chaired by Aneesh Chopra, president of CareJourney, and has grown to include 33 diverse industry and community leaders. The council will hold its third meeting on May 19.
- We are continuing to host presidential roundtables that focus on the Arlington Initiative and
 provide us with the opportunity to engage with industry leaders throughout the region. We
 plan to shift these roundtables to focus on specific themes that will allow us to narrow the
 conversation and focus on high-priority topics that are supported by the Tech Talent
 Initiative, such as cloud computing, quantum computing, and various sub-topics within
 cyber.
- The development team is continuing to engage in conversations with industry leaders and key Mason alumni to create strategic and innovative funding proposals that support the Arlington Initiative and unlock TTIP funding.
- In partnership with Paula Sorrell, the development team is identifying corporate partners that have a vested interest in providing funding for the Accelerate 2022 pitch competition scheduled for Oct. 18-20. Accelerate 2022 is an international business competition that will showcase Northern Virginia as a powerhouse for innovation and business opportunities. The competition will fuel innovation-based business growth by showcasing the best and brightest new business concepts to potential investors to foster their development within Metro DC.

Federal Government Relations Update:

Proposals for Community Project Funding: Mason submitted five proposals for community project funding in response to the Congressional effort to bring back earmarks in some fashion. Congress is giving its Members a chance to direct funds to areas most needed in their districts and proposals must adhere to strict guidelines on transparency, substantial local support, specific prescribed programs, and use of taxpayer dollars. Mason's proposals centered on the following: enhanced police training to deescalate situations involving mental health incidents; expanded diversity in K-12 Quantum Education; creation of a Virginia climate extension service; improved training for healthcare professionals in Fairfax County as a result of Covid-19; and, a comprehensive literacy solution for school communities in the 11th District.

Appropriations Programmatic Requests: Mason has asked key Members of the Virginia Congressional delegation to support the appropriations requests for the following programs that benefit Mason: \$21 million for the Manned Unmanned Distributed Lethality Airborne Network – MUDLAN; \$30 million for the Army Photonics initiative; \$60 million for Regional Biocontainment Laboratory Network; \$5 million for Superalloy jet engine technology; and, \$140 million for Small Business Development Centers. Outreach to Congressional staff was conducted for each request.

Congressional Outreach in Support of the Small Business Development Centers: Mason has conducted virtual briefings with staff from all 13 Virginia Congressional offices in support of the Small Business Development Centers program. The SBDCs support business advising and training for small businesses and aspiring entrepreneurs. The SBDC Director explained how the program responded to the spike in the needs of the small business community during the COVID pandemic. The program is part of the Small Business Administration and Mason has the grant to run the entire SBDC Virginia network. The \$140 million request is to support the national program, and of that total, Mason would receive approximately \$3.5 million.

Meeting with Rep. Wexton's Staff on Appropriations Request for the BRL: A team from Mason's Office of Research, College of Science and Federal Government Relations met virtually with Rep. Wexton's staff to urge the Congresswoman's support for a \$60 million appropriation request for the 12 Regional Biocontainment Laboratories (Biological Research Labs). Mason would receive approximately \$5 million. Mason's lab is located on the Science and Technology Campus. The Mason team explained that the BRL is playing a critical role in the fight against Covid-19 and other potential infectious disease pandemics.

Advocacy on Covid-19 Relief Legislation: Mason worked in concert with other higher education institutions to ensure that Covid-19 relief legislation included the highest possible funding package for higher education. As a result, Mason has received to date approximately \$120 million in Covid-19 relief, half of which must be allocated to student emergency support.

Letter of Support for Center of Excellence Application: Mason worked with Sen. Kaine's staff for a letter of support for a \$36.5 million Department of Homeland Security's Science and Technology Engineering Secure Environments from Targeted Attacks (ESE) Center of Excellence (COE) for securing public spaces from targeted attacks. This program is focused on securing public spaces through technology and retrofitted solutions to mitigate attacks and subsequent damages to both targeted and impulsive violence. Mason is the lead partner with University of Texas San Antonio.

State Government Relations Update:

2021 General Assembly Regular Session and Special Session:

The General Assembly Regular Session adjourned on February 8, 2021 and then immediately went into Special Session to complete their legislative business. The Special Session adjourned on March 1, 2021. The General Assembly granted Mason Tier 3 management status and provided much-needed budget support for the university during the pandemic. All of the

allocations that were unallotted in March 2020 from last year's budget have been re-allotted. The General Assembly also abolished the death penalty, approved the Voting Rights Act of Virginia, granted financial aid to Deferred Action for Childhood Arrivals (DACA) students, required state agencies to establish a comprehensive diversity and inclusion plan, and added Barbara Rose Johns to represent Virginia in the National Statuary Hall Collection at the United States Capitol.

Budget and Capital Outlay

- \$6.9M increase in the second year for financial aid for Mason students
- \$31M increase in operating funds since October 2020 \$17M increase over the biennium in operating funds restored in October; an additional \$5M added in the Governor's introduced budget in December; and the budget conference report adds an additional \$9M in the second year
- 5% pay raise for faculty and staff
- \$3.4M in the second year for additional COVID-19 relief funding for Mason
- \$4M for Mason from the unified budget amendment for "unavoidable costs"
- \$30M of additional capital construction funding to add an additional floor to the Life Sciences/Engineering Building on the Science and Technology Campus

Tier 3

Governor Northam signed HB1986 (Bulova) and SB1204 (Barker) on March 11, 2021 which will grant Mason Tier 3 management status on July 1, 2021. The Office of State Government Relations is coordinating with the Governor's office to host a ceremonial bill signing either in Richmond or on the Fairfax campus. More information will be shared once available.

Reconvene Session:

The General Assembly met on April 7th for Reconvene (Veto) Session. The General Assembly addressed several issues that may have an impact on Mason including the budget, marijuana reform, and restrictions on the usage of facial recognition technology by campus police.

Marijuana Legalization

Virginia will become the 16th state to legalize marijuana. During the Reconvene Session, the General Assembly passed HB2312 (Herring) and SB1406 (Ebbin/Lucas) which will legalize simple possession of marijuana starting on July 1, 2021, nearly three years earlier than previously planned. Adults will now be able to legally possess up to one ounce of cannabis without the intent to distribute and maintain current public safety measures that prohibit smoking while driving and other common-sense policies that protect children, drivers, pedestrians and others. This new law will allow for expungement and sealing of criminal records on marijuana to begin as soon as state agencies are able to do so as well as simplify the criteria for when records can be sealed. Finally, this law allows households to grow up to four plants beginning July 1, 2021.

Restrictions on Facial Recognition Technology

The General Assembly passed HB 2031 (Aird) which prohibits any local lawenforcement agency or campus police departments at public institutions of higher education from purchasing or deploying facial recognition technology.

During the early spring, I maintained a busy schedule on legislative, budget and new initiatives. I have participated in regular meetings with members of the Council of Presidents to address our continued response to the COVID-19 pandemic. Discussion items included the distribution of funding from the federal COVID-19 bill and mass vaccinations of students, faculty and staff. We have also discussed Spring and Fall 2021 commencement ceremonies as well as in-person or hybrid teaching formats. In addition, I have engaged with Peter Blake and SCHEV regarding the higher education cost study initiative led by SCHEV. This initiative will result in determining the cost of education and may potentially result in a new higher education funding formula.

Looking Forward:

- Potential COVID-19 Special Session in June
- Potential Special General Assembly Session(s) to address redistricting, COVID-19, and judicial appointments
- Planning has begun for upcoming legislative visits this summer and fall across the Commonwealth.

President's Other External Activities & Speaking Engagements:

- Joined the Virginia Council of Presidents virtual meetings (including General Professional Advisory Committee and SCHEV sessions).
- Attended the SCHEV Outstanding Faculty Awards virtual ceremony, where Mason Assistant Professor Andrew Peterson was honored with the Rising Star award.
- Attended the Atlantic 10 Tournament in Richmond and supported the men's basketball team.
- Engaged with Virginia higher education and business leaders in Growth4VA working group sessions.
- Served as a panelist on the topic of affordable housing at the Fairfax County Housing Symposium. Other panelists included Patricia Mathews, President and CEO, Northern Virginia Health Foundation; Victor Hoskins, President and CEO, Fairfax County Economic Development Authority; and Scott Brabrand, Superintendent, Fairfax County Public Schools.
- Attended a signature event of the Economic Club of Washington, D.C. featuring an interview with Mike Roman, Chairman and CEO of 3M.
- Participated in presidential briefings with the Atlantic 10 leadership.
- Served as a panelist for The Role of Higher Education During Times of Upheaval, a panel
 hosted by Ashoka. Other panelists included Pascale Charlot, President, Miami Dade
 College North Campus; and Angelou Ezelio, CEO, Greening Youth Foundation and
 Ashoka Fellow.

- Provided remarks at multiple advancement roundtable discussions with key business leaders throughout Northern Virginia.
- Attended 123 Club session where local, state, and federal legislative topics were discussed.
- In collaboration with Anne Kress, President of NOVA Community College, provided a briefing to the Northern Virginia Regional Commission.
- As a new member of the Economic Club of D.C., joined host, Howard University President Dr. Wayne Frederick, and a cohort of new members in a welcome event.
- Provided a profile interview for Jonathan Capriel with the *Washington Business Journal*.
- Participated in a virtual briefing with Commonwealth agency heads and secretaries to discuss the ONE Virginia Strategic Plan and recently-passed legislation.
- Joined a special virtual session hosted by the Association of Governing Boards and APLU, exploring the changing landscape of higher education.
- Served as the featured speaker and engaged in a Q&A session at the virtual Institute for Defense Analyses Colloquium, where Mason's role in Amazon HQ2, Virginia's Tech Talent Investment Program, and the Institute for Digital InnovAtion was discussed.
- Participated in virtual sessions of the McKinsey & Company Taskforce on Higher Education and Opportunity.
- 4/9 Engaged with other university presidents from across the country at the virtual Innovation Leadership Forum, a roundtable discussion of challenges facing higher education and planning for a post-pandemic future.
- Participated in a roundtable discussion with higher education leaders, hosted by Amazon Web Services, on the topic of health and safety while returning to campus.
 Presenters included Dr. Wayne Frederick, President, Howard University; and Dr. Kenneth Henderson, Chancellor and SVP for Learning, Northwestern University.
- Served as a panelist for *Campus Conversations*, a webinar series hosted by the Consortium
 of Universities of the Washington Metropolitan Area (CUWMA). The session was on the
 topic of COVID-19 vaccinations, and was moderated by Roberta Cordano, President,
 Gallaudet University. Other panelists included Andrea Anderson, George Washington
 University; Wilbur Chen, University of Maryland; and Jesse Goodman, Georgetown
 University.
- Engaged as a panel member in a virtual discussion with the Engineering Deans Institute, hosted by the American Society for Engineering Education. Other panelists included Hesham El-Rewini, Provost, Marymount University; Joe Helble, Provost, Dartmouth College; Liesl Folks, Provost, University of Arizona; and Gary May, Chancellor, UC
- Attended the Virtual Presidential Summit hosted by the American Talent Initiative.
- Celebrated the appointment of Darryll Pines as the president of the University of Maryland at their virtual Inauguration ceremony.
- Provided introductory remarks for a special event hosted by the Judaic Studies Council, featuring guest speaker, Lt. Col. Alexander Vindman.

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

- Discussed topics of importance to Mason's students with the President's Student Advisory Group.
- Served as the inaugural keynote speaker and engaged in a Q&A session at the first virtual *Change Conversations* event hosted by the Schar School.
- Attended the virtual Black Excellence Gala presented by Mason's Student Engagement for Racial Justice.
- Recognized Mason's Employees of the Month for March, April, and May at virtual ceremonies: Jen Barnard, Terri Vanderberg, and Aysha Puhl, respectively.
- Called special virtual meetings of the Faculty Senate for the purpose of considering changes to the Faculty Senate Charter.
- Provided remarks and engaged with Mason community members at the virtual Anti-Racism and Inclusive Excellence Taskforce town hall.
- In collaboration with WGMU Studios, recorded an episode of the podcast *Access to Excellence*, where the topic of the coronavirus was discussed with Dr. Amira Roess, professor of global health and epidemiology at Mason.
- Attended a virtual meeting of the Student Senate and discussed topics of relevance with Mason's student senators.
- Provided welcoming remarks for *Solving the Student Loan Crisis: Beyond Debt Relief*, a virtual panel discussion hosted by the Schar School.
- Joined past Mason employees of the month in celebrating the 30th anniversary of this initiative, recognizing outstanding members of the Mason community.
- In collaboration with WGMU Studios, recorded an episode of the podcast *Access to Excellence*, where the topic of the COVID-19 pandemic was discussed with Saskia Popescu, term assistant professor in biodefense with the Schar School of Policy and Government.
- Greeted Mason's alumni and welcomed them to the *Celebration of Distinction*, hosted by the Office of University Advancement and Alumni Relations.
- Welcomed new Men's Basketball Coach Kim English to Mason at an energetic press conference.
- Honored Mason's faculty and staff at the virtual Outstanding Achievement Awards, hosted by the Office of Human Resources and Payroll.
- Celebrated with members of the Mason LIFE (Learning Into Future Environments) program at their virtual certificate ceremony.
- Elected to the board and provided university report at a meeting of the GMU Instructional Foundation.
- Participated in the Board of Visitors Public Comment session, where Carol Kissal, Senior Vice President for Administration and Finance, provided insight on the proposed FY2022 budget and public comment was received.
- Cheered on the men's baseball team at several games.
- In collaboration with WGMU Studios, recorded an episode of the podcast *Access to Excellence*, where the topic of climate change and its relation to society and policy was discussed with Dr. Ed Maibach, University Professor and director of Mason's Center for Climate Change Communication.

- Provided a university update and engaged in a Q&A session with Mason staff at a virtual meeting of the Staff Senate.
- Welcomed new Women's Basketball Coach Vanessa Blair-Lewis to Mason at her press conference.
- Led in a conversation on leadership at the final virtual session of the 11th cohort of the Leadership Legacy Program.
- Contributed welcome remarks to the annual Outstanding Achievement awards, held virtually this year.
- Received a guided tour of the vaccination clinic at EagleBank Arena with EagleBank CEO
 Susan Riel, led by Julie Zobel, Associate Vice President of Safety, Emergency, and Enterprise
 Risk Management.
- Provided university updates and spoke on topics of relevance with Mason staff during virtual visits to Mason's many administrative offices.
- Engaged in meaningful discussion on a wide array of important topics, including the pandemic, student resources, and systemic racism at a virtual meeting of Mason's Parent & Family Council.
- Provided keynote address and led breakout session for the virtual W.E.B. DuBois College Men's Conference.
- Presented on "Mason's role in innovation and the region" at a virtual meeting of the GMU Research Foundation Board.
- Received student feedback and discussed matters of importance to Mason students at a virtual session of the President's Student Advisory Group.
- In collaboration with WGMU Studios, recorded an episode of the podcast Access to
 Excellence, with guest Tyler Cowen, General Director & Professor of Economics at the Center
 for Study of Public Choice.
- Welcomed students from across the region for the Northern Virginia Elementary and Middle School Science and Engineering Fair, a Broadcom Masters affiliate fair.

President's Internal Board Service:

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

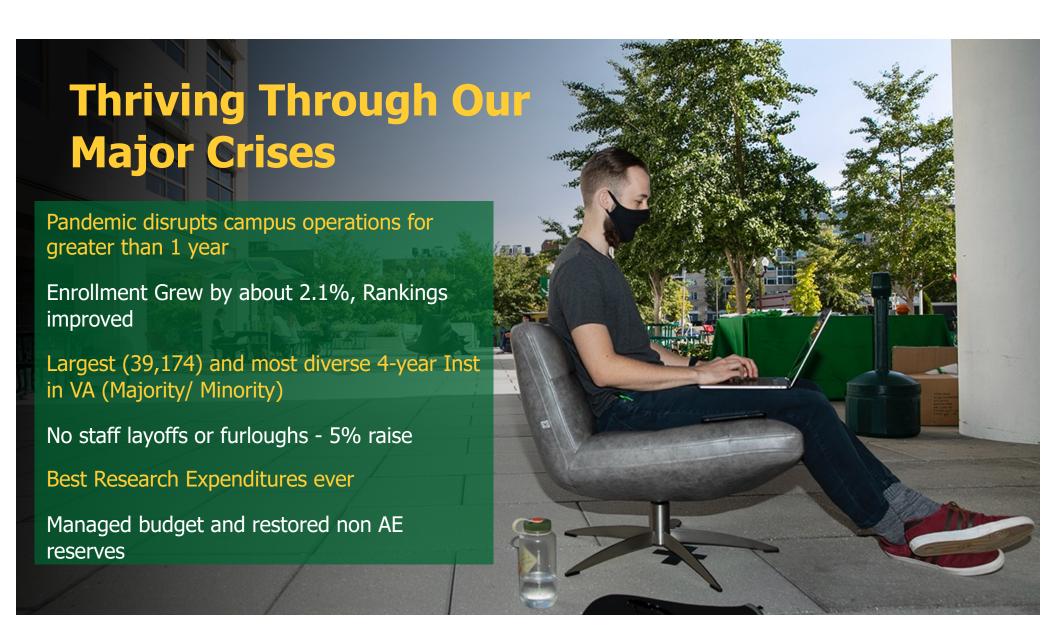
President's External Board Service:

- Octane
- HBCU-UP Advisory Board

Select Upcoming Events:

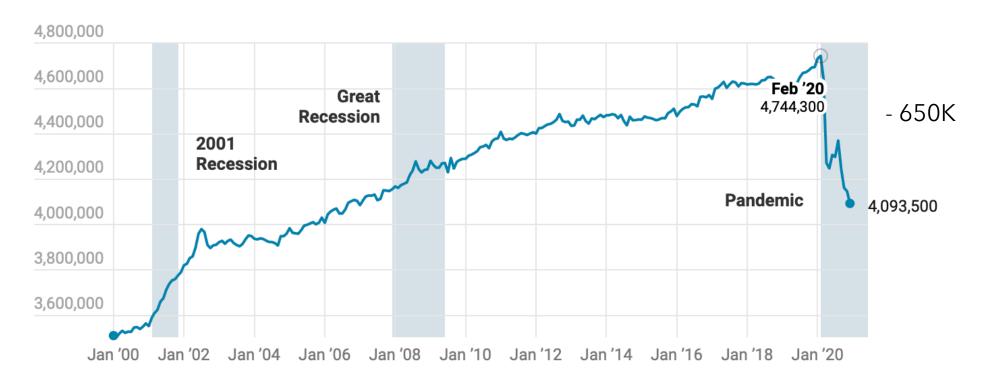
- Virtual and Hybrid Commencement May 14
- Planning Conference July 29
- Annual BOV Meeting July 30





Cumulative higher-education job losses February - December 2020

Estimated number of workers employed by institutions of higher education



A Brutal Tally: Higher Ed Lost 650,000 Jobs Last Year - Chronicle 2/5/2021

2020-21 Presidential Goals

Goal	Status	Notes			
Reposition the Campus					
Develop/execute COVID-19 Safe Return to Campus		Maintained execution through Semester end			
Develop/implement fiscal mgm't plan		Strong fiscal performance under extreme conditions			
Develop/launch President's ARIE Task Force		Task force established and reported initial recommendations, many already underway			



2020-21 Presidential Goals

Goal	Status	Notes			
Restore the Campus					
Extend Provost appointment to 2 years		Complete			
National Search for VP Research		Andre Marshall accepted			
Restructure VP CDE/conduct search		Four Finalist Identified			
Restructure VP Academic Innovation		All projects redistributed - Position on hold			
Establish faculty retention initiative		Completed first round of faculty salary increases			
Consider stand-alone Graduate School		Dialog underway with university stakeholders			
Launch two add'l online grad programs		Planning continuing with launch expected in fall 2021			



2020-21 Presidential Goals (cont'd)

Goal	Status	Notes				
Reinvent the Campus						
Establish Innovation Mason Commission		Launched				
Examine PPP mechanisms for assets		Arlington P3 on pace, other potential assets being considered				
Complete the Master Plan effort		Phase I complete – Phase II in progress				
Establish programs for research growth		In progress				
Examine/expand Advancement effort		In progress, FY21 goals attainable				
Establish reputation as one of best for attaining the American Dream (ADVANCE, outreach, career/adult ed)		The New Virginia Promise				
Position as national leader in public/private partnerships (TTIP targets, innovation ecosystem, online bachelors, Arlington partnership)		Arlington project discussions continue, President's Innovation Advisory Council launched				
Establish financial planning framework		Tier 3 complete. Revenue and cost allocation structures in progress				



Minimal COVID-19 cases

- 380 Total since January reopening
- 126 in residence halls
- **50** faculty/staff, **4** contractors

Vaccine Delivery – More than 70,000 since January



Diversity, Equity and Inclusion

DRAFT

Training and Development	Curriculum and Pedagogy	Campus and Community Engagement	University Policies and Procedures	Research
Develop Competencies	Campus-wide Course on Diversity/Inclusion	Establish Police Advisory Board	Build Infrastructure	Seed-Funding Initiative
Intro to ARIE Session	Evaluate and Revise Existing Courses	Honorific Naming Practices	Recruit and Retain Faculty and Staff	Grad Mentorship Program
Certificate Program	Ongoing Support and Incentives	Truth, Racial Healing, and Transformation Center	Elevate Student Services Support	National Research Conference

Mason Impacting the World

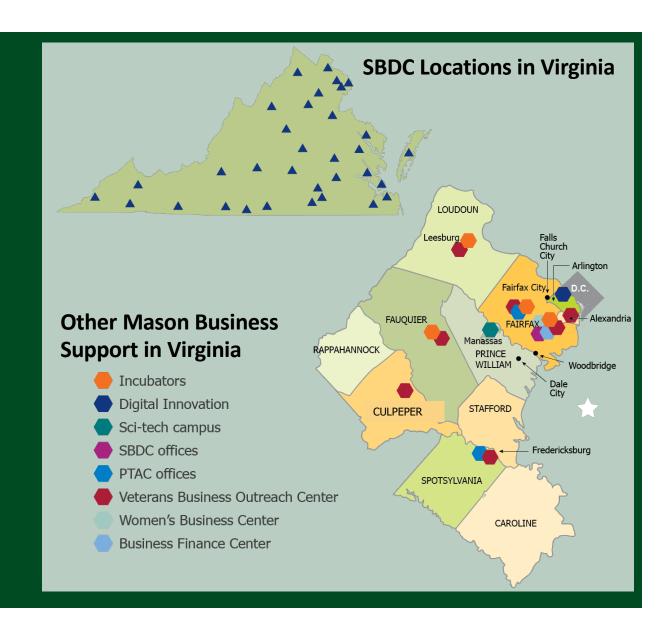
- Tom Lovejoy Mason's First National Academy of Sciences Member
- Ed Maibach ranked number 7 in the world for Climate Science
- Dr. Lance Liotta and his team at Mason's Center for Applied Proteomics and Molecular Medicine shifted their research to fighting COVID-19.
 - Developed nanotrap COVID-19 testing technology used by LabCorp
 - Developed a rapid-result, saliva-based test that has allowed Mason to expand its surveillance testing to greater than 5000 per day
- Mason economist Tyler Cowen launched the Emergent Ventures
 Fast Grants program to incentivize and fund COVID-19 research.
 - -The program has awarded 247 grants totaling \$50 million
 - One success story is the Yale-sponsored COVID-19 test used by the NBA



Collaborative Partnerships

- -The New Virginia Promise: A pathway towards an advanced degree or your own business for **EVERY** Virginian who wants it
- -Opportunity U Opportunity You!

- National leader in collaborative partnerships between faculty, staff, students, senior leadership and our community
 - Visit EVERY county in the state supporting small businesses, community college pathways (ADVANCE), and outreach
 - Low/zero-debt degrees
 - -Success rebates





What's Next?

In Person, Virtual & Hybrid Instruction

Strategic Planning

ARIE Implementation

Retain & Attract Talent

Research Infrastructure & Innovation

Transformational Initiatives

2021/2022 Safe Return to Campus



Thank You!



Proposed Changes to the Faculty Senate Charter March 2021

The proposed changes to the Faculty Senate Charter are summarized below in two ways: (1) a general overview of the changes, and (2) a summary of the changes by Charter section. Following this summary are two versions of the Charter. The first is the draft of the Charter should the proposed amendments be accepted. The second is the track-changes version of the current Charter, where new text is in RED and deletions are in RED STRIKETHROUGH (to

General Overview

- 1. Designated administrators as non-voting members, as previously approved by the Faculty Senate.
- 2. Included the Chair of the Faculty at any Non-U.S. Mason Campus as a new non-voting ex officio member in order to accommodate faculty at the Korea campus and any future non-U.S. campus.
- 3. Simplified the method of specifying the number of Senators by requiring only a change in Faculty Senate by-laws rather than a change in the Charter.
- 4. Refined the designation of units represented in the Senate as collegiate and "independent academic units". The IAU will include instructional faculty who do not have a collegiate primary affiliation, but who otherwise are members of the General Faculty and should be represented in the Senate.
- 5. Redefined the method of calculating Senate seat apportionment now that there are no longer small institutes or other entities that were previously pooled and represented by one Senator.
- 6. Refined the language describing the conduct of General Faculty meetings, balloting, and resolution of disputes.
- 7. Several instances of outdated language were deleted.

include text moved from other locations in the document).

Summary of Faculty Senate Charter Changes by Section

I. Membership of the Faculty Senate

A. Updating non-voting ex officio members to current titles held at the university and adding the Chair of the faculty at any non-U.S. Mason Campus. Redefines designation of units to include "independent academic units". The IAU will include instructional faculty who do not have a collegiate primary affiliation but are members of the General Faculty and should be represented in the Senate.

B. Apportionment

Number of Senators elected will be specified in the bylaws of the Senate at 51 seats. The current charter states any changes made to apportionment must be approved by a meeting of 10% of the full faculty. The number of Senate seats (51) is modeled from our current seats plus the one seat added in Fall of 2021. Allocations are determined by full and part-time FTE divided by the number of seats.

C. Qualifications of Elected Senators

Listing eligible faculty in our current university language as full-time status as instructional tenured, tenure track or term appointment.

II. Responsibilities of the Faculty Senate

- A.3. Specifics for the regular and special meetings of the faculty may be called by the President as the presiding officer. The use of Robert's Rules of Order during General Faculty meetings has been added to the charter.
- 3. The Special meeting language has been clarified to include public posting of minutes as previously this had been mailing information.
- 4. Charter Changes: Notice of the special meeting shall be accompanied by a copy of the proposed changes 5 instructional (rather than working) days before the called meeting.
 - c. Amendments to the Senate Charter shall take effect upon approval by the Board of Visitors unless a later effective date is contained therein.
- III. This section has been deleted from the current document and the changes have been added to section II regarding when changes to the Charter will be implemented, and the deletion of reporting of Senate election results as changes will now be made through the Faculty Senate Bylaws, should all changes be approved at the General Faculty Meeting March 17, 2021.

CHARTER OF THE FACULTY SENATE

Adopted by the General Faculty of George Mason University on April 3, 1974 amended September 28, 2000, XXX XX, 2021 and as it may be subsequently amended by the General Faculty.

I. Membership of the Faculty Senate

A. Members

Non-voting ex officio members:

President of the University

Provost of the University

The Deans of the Colleges and Schools

Dean of the University Libraries

Chair of the Faculty at any Non-U.S. Mason Campus

Voting members:

Faculty Members Elected from the Collegiate and Independent Academic Units

B. Apportionment of Elected Senators

The number of elected Senators will be specified in the bylaws of the Faculty Senate. Until and unless the Faculty Senate bylaws are amended, the number of elected Senators will be 51. Elected Senator seats shall be apportioned according to the principle of proportionality, based on the full-time equivalent size of the instructional faculty of each collegiate and independent academic unit. Instructional faculty refers to full time and part time faculty with support from appropriated funds.

l. The threshold size for any unit to be allocated a Senate seat according to proportionality is set at the total University instructional FTE divided by the maximum number of elected Senators as stated in the Faculty Senate bylaws. In the instance that this ratio is not an integer it will be rounded up to obtain the threshold size. If all units meet or exceed the threshold size, then Senate seats are apportioned based on the total University instructional FTE. If any unit does not equal or exceed the threshold size, it will be allocated one Senate seat. The remaining Senate seats will be allocated based on the total instructional FTE of those units that equal or exceed the threshold size.

- 2. No collegiate or independent academic unit will hold more than half of the elected Senate seats. In the event that one unit exceeds 50% of the total University instructional FTE, then Senate seats will be allocated to that unit so as not to exceed one half of the total seats. The threshold size will be calculated using the total FTE of the other units divided by the number of remaining unallocated seats.
- 3. Should the number of allocated seats exceed the number of elected seats by 1 because of rounding in the calculations, then the number of elected Senate seats shall increase by one for that year's allocation.

By March 1st of each academic year, the Senate Committee on Organization and Operations shall establish the representation from each unit on the basis of data provided by the Administration. The data should be the latest and most complete available at that time. Elections shall follow within each unit as soon as possible, to conclude before the end of the academic year.

C. Qualifications of Elected Senators

Elected Senators shall be members of the constituent Faculties they represent. A faculty member is eligible to serve on the Faculty Senate if the faculty member holds

- 1. A full-time instructional tenured, tenure-track, or term appointment with at least one year's full-time service at George Mason University; or
- 2. A part-time instructional appointment with at least one academic year of continuous service, and completion of at least two Full Time Equivalents in appointments at George Mason University.

D. <u>Election of Senators</u>

Each collegiate or independent academic unit shall decide upon the method of electing its representatives, with the stipulation that they be elected for staggered terms, the maximum to be three years.

II. Responsibilities of the Faculty Senate

A. As Representative of the General Faculty

- l. The Senate shall have the fundamental general responsibility to speak and act for the General Faculty on matters affecting the University as a whole.
- 2. The Senate, on behalf of the General Faculty, shall have the particular responsibility to formulate proposals on those matters affecting the welfare of the University as a whole. In the best traditions of American universities, these recommendations constitute the primary advice to the administration.

- 3. Regular and special meetings of the General Faculty may be called by the President, who serves as the presiding officer. 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. General Faculty meetings shall be conducted according to the current edition of "Robert's Rules of Order Newly Revised" except as the rules and procedures prescribed therein have been modified by adoption of bylaws or standing rules. 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.
- 3. In extraordinary circumstances, the General Faculty may, by the following procedure, reverse specific decisions of the Senate:
- a. The President shall call a special meeting of the General Faculty to consider reversal of a specific decision of the Senate within ten working days of receiving a petition to do so signed by at least 10% of the voting members of the General Faculty, as specified in the Faculty Handbook. To be valid, a petition to reverse a specific decision must be submitted no later than two weeks after the public posting of minutes reporting the Senate action.
- b. No vote on the issue shall occur at the meeting. Rather, the meeting shall determine whether or not the General Faculty should subsequently vote on the issue by mail ballot (which may be electronic).
- c. If the meeting approves a mail ballot, it shall be distributed within five instructional days of the meeting.
- d. The ballots shall be tallied and the results shared with the General Faculty within five instructional days after their distribution. To pass, the motion to reverse a decision of the Senate must be approved by a majority of those eligible to vote.
- 4. The General Faculty may amend the Senate Charter during either a General Faculty meeting or a special meeting of the General Faculty convened for the purpose of amending the Senate Charter.
- a. The President shall call a special meeting of the General Faculty to consider amendments to the Senate Charter within ten instructional days of receiving a petition to do so signed by at least 10% of the voting members of the faculty or after receiving proposals approved by the Senate or the Provost.
- i. Notice of the special meeting shall be accompanied by a copy of the proposed changes. Both should be received at least 5 instructional days before the called meeting.
- ii. A quorum for the called meeting shall be 10% of the voting faculty. Debate at the meeting shall be on the proposed changes. To pass, the proposed changes must be approved by a majority of the voting faculty who are present and voting.

- b. Amendments to the Senate Charter that have been approved by the General Faculty must be presented by the President to the Board of Visitors for their approval.
- c. Amendments to the Senate Charter shall take effect upon approval by the Board of Visitors unless a later effective date is contained therein.
- 5. The authority of the Senate to make recommendations to the administration on behalf of the General Faculty shall not extend over the internal affairs of any single collegiate or independent academic unit except as they affect the interest of the University as a whole or the interest of other units.
- a. If a disagreement arises between the Senate, acting for the General Faculty, and the faculty governance bodies of one or more collegiate units over the question of which body properly exercises authority on a specific issue, the President shall decide by assigning the contested issue to one or another body.
- b. If the Senate, acting for the General Faculty, takes an action which a collegiate faculty governance body believes violates the legitimate interests of that collegiate unit, the President shall decide whether or not such a violation has occurred.

B. As Advisor to the President

On matters affecting the entire faculty and transcending collegiate unit boundaries, the Senate shall be the primary faculty representative in consultation with the central administration and the President. The Senate and the administration recognize that consultation in such matters implies an obligation on the part of each to engage in regular communication. After due consideration of the Senate's advice, the President will reach a final decision and communicate it to the Senate. If the decision differs from the Senate recommendation an explanation will be included in this communication.

CHARTER OF THE FACULTY SENATE

Adopted by the General Faculty of George Mason University on April 3, 1974

last-amended on-September 28, 2000, XXX XX, 2021

and as it may be subsequently amended by the General Faculty.

I. Membership of the Faculty Senate

A. Members

Non-voting ex officio members:

President of the University

Provost and Vice President for Academic Affairs of the University

The Deans of the Colleges and Independent Schools
One Independent Institute Director designated by the

Directors of the Independent Institutes

Director

Dean of the University Libraries

Fifty

Chair of the Faculty at any Non-U.S. Mason Campus

Voting members:

Faculty Members Elected from the Collegiate and Independent Academic Units

B. Apportionment of Elected Senators

The number of elected Senators representing each collegiate unit (College, Independent Unit or Unit Pool) will be specified in the bylaws of the Faculty Senate. Until and unless the Faculty Senate bylaws are amended, the number of elected Senators will be 51. Elected Senator seats shall be determined apportioned according to the principle of proportionality, based on the full-time equivalent size of the instructional faculty of each collegiate and independent academic unit. Instructional faculty refers to full time and part time faculty with support from appropriated funds. Instructional Faculty of each Collegiate Unit or Institute Pool on February 1st of each year, with the following restrictions:

- 1. The threshold size for any collegiate unit to receive its own individual allocation of be allocated a Senate seats seat according to proportionality is set at the total University Instructional instructional FTE divided by 50-the maximum number of elected Senators as stated in the Faculty Senate bylaws. In the instance that this ratio is not an integer it will be rounded up to obtain the threshold size. If all units meet or exceed the threshold size, then Senate seats are apportioned based on the total University instructional FTE. If any unit does Instructional faculty refers to full time and part time faculty with support from appropriated funds. All independent Collegiate Units, Institutes, or Academic Units which do not individually equal or exceed the threshold size will be pooled into a single collegiate unit for the purposes of allocating Senate seats, it will be allocated one Senate seat. The remaining Senate seats will be allocated based on the total instructional FTE of those units that equal or exceed the threshold size.
- 2. No collegiate or independent academic unit will havehold more than 25half of the elected Senate seats. In the event that one collegiate unit exceeds 50% of the total FTE, then the University instructional FTE, then Senate seats will be allocated to that unit so as not to exceed one half of the total seats. The threshold size will be calculated on using the total FTE of the reminding collegiate other units divided by 25the number of remaining unallocated seats.
- 3. Should the number of allocated seats exceed the number of elected seats by 1 because of rounding in the calculations, then the number of elected Senate seats shall increase by one for that year's allocation.

By March 1st of each academic year, the Senate Committee on Organization and Operations shall establish the representation from each unit on the basis of the figures data provided by the Administration. The data should be the latest and most complete available at that time. Elections shall follow by May 1st within each unit as soon as possible, to conclude before the end of the academic year.

The Directors of the Independent Institutes shall designate one of their number annually to serve on the Senate.

C. Qualifications of Elected Senators

Elected Senators shall be members of the constituent Faculties they represent. A faculty member is eligible to serve on the Faculty Senate if the faculty member holds

 A full-time <u>instructional</u> tenured, <u>tenure-track</u>, or <u>probationaryterm</u> appointment—in the rank of <u>Instructor or above</u> with at least one year's fulltime service at George Mason University; or

- 2. A restricted term full time instructional appointment in the rank of Instructor or above with at least one academic year of continuous full-time service at George Mason University; or
- 3.2. A part-time instructional appointment in the rank of Adjunct Instructor or above, with at least one academic year of continuous service, and if the faculty member has completed ascompletion of at least two (2.0) Full Time Equivalents in appointments at George Mason University.

The minimal service qualifications may be waived for emerging collegiate units so that the full Faculty Senate membership quota may be met. Faculty members studying for a degree at the University are ineligible to serve on the Faculty Senate.

D. Election of Senators

Each collegiate or independent academic unit shall decide upon the method of electing its representatives, with the stipulation that they be elected for staggered terms, the maximum to be three years.

II. Responsibilities of the Faculty Senate

A. As Representative of the General Faculty

- The Senate shall have the fundamental general responsibility to speak and act for the General Faculty on matters affecting the University as a whole.
- 2. The Senate, on behalf of the general faculty General Faculty, shall have the particular responsibility to formulate proposals on those matters affecting the welfare of the university University as a whole. In the best traditions of American Universities universities, these recommendations constitute the primary advice to the administration.
- 3. Regular and special meetings of the General Faculty may be called by the President, who serves as the presiding officer. 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. General Faculty meetings shall be conducted according to the current edition of "Robert's Rules of Order Newly Revised" except as the rules and procedures prescribed therein have been modified by adoption of bylaws or standing rules. 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.

- 3. In extraordinary circumstances, the General Faculty may, by the following procedure, reverse specific decisions of the Senate:
 - a. The President shall call a <u>special</u> meeting of the General Faculty to consider reversal of a specific decision of the Senate within ten working days of receiving a petition to do so signed by at least 10% of the voting members of the <u>faculty-General Faculty</u>, as specified in the <u>Faculty Handbook</u>. To be valid, a petition to reverse a specific decision must be submitted no later than two weeks after the <u>distribution public posting</u> of minutes reporting the Senate action.
 - b. No vote on the issue shall occur at the meeting. Rather, the meeting shall determine whether or not a mail ballot of all voting members of the General Faculty should be conducted subsequently vote on the issue. The meeting shall be subject to ordinary regulations governing a quorum at meetings of the General Faculty, by mail ballot (which may be electronic).
 - c. If the meeting approves a mail ballot, it shall be distributed within five workinginstructional days of the meeting.
 - d. The ballots shall be counted tallied and the results shared with the General Faculty within five working instructional days after their distribution. To pass, the motion to reverse a decision of the Senate must be approved by a majority of those eligible to vote.
- The General Faculty may amend the Senate Charter by the following procedure:

during either a General Faculty meeting or a special meeting of the General Faculty convened for the purpose of amending the Senate Charter.

a. The President shall call a <u>special</u> meeting of the General Faculty to consider <u>such actionamendments</u> to the <u>Senate Charter</u> within ten <u>working instructional</u> days of receiving a petition to do so signed by at least 10% of the voting members of the faculty or after receiving proposals approved by the Senate or the Provost. <u>Notice of the meeting shall be accompanied by copy of the proposed changes. Both should be received at least 5 working days before the called meeting.</u>

bi. Notice of the special meeting shall be accompanied by a copy of the proposed changes. Both should be received at least 5 instructional days before the called meeting.

- ii. A quorum for the called meeting shall be 10% of the voting faculty. Debate at the meeting shall be on the proposed changes. To pass, the proposed changes must be approved by a majority of the voting faculty who are present and voting.
- eb. Amendments which to the Senate Charter that have been passed approved by the General Faculty must be presented by the President to the Board of Visitors for their approval.
- c. Amendments to the Senate Charter shall take effect upon approval by the Board of Visitors unless a later effective date is contained therein.
- 5. The authority of the Senate to make recommendations to the administration on behalf of the General Faculty shall not extend over the internal affairs of any single collegiate or independent academic unit except as they affect the interest of the University as a whole or the interest of other units.
 - a. If a disagreement arises between the Senate, acting for the General Faculty, and the <u>governingfaculty governance</u> bodies of one or more <u>single</u> collegiate units over the question of which body properly exercises authority on a specific issue, the President shall decide by assigning the contested issue to one or another body.
 - b. If the Senate, acting for the General Faculty, takes an action which a Senator collegiate faculty governance body believes violates the legitimate interests of the collegiate unit he represents, that Senator shall have the right to demand a second vote on the issue at the same meeting. The vote shall be taken immediately by secret ballot, except that means shall be used to discriminate among ballots east by representatives of the various units. If two thirds of the total number of Senators elected to represent any collegiate unit oppose, the action, it President shall be reversed decide whether or not such a violation has occurred.

B. As Advisor to the President

On matters affecting the entire faculty and transcending collegiate unit boundaries, the Senate shall be the primary faculty representative in consultation with the central administration and the President. The Senate and the administration recognize that consultation in such matters implies an obligation on the part of each to engage in regular communication. After due consideration of the Senate's advice, the President will reach a final decision and communicate it to the Senate. If the decision differs from the Senate recommendation an explanation will be included in this communication.

A. This Charter shall take effect and replace the previous charter on its approval by the General Faculty in a regular or special meeting following the guidelines in section II. A. 4.

B. Section I

- 1. This Charter shall be implemented according to the normal procedure described in Section I. B., using appropriate figures as of April 1, 1989.
- 2. Within ten working days after the Committee on Organization and Operations reports the representations from the several colleges, the colleges shall conduct elections in accordance with Sections I. C. and I. D.
- 3. When these elections have been completed, the newly elected Senators shall take office.

C. Section II

Section II shall take effect on the approval of this report by the General Faculty.