

**GEORGE MASON UNIVERSITY
BOARD OF VISITORS MEETING
Thursday, September 29, 2022**

**Hazel Conference Room
Merten Hall 1201**

AGENDA

7:30 a.m. – 8:00 a.m.	<i>Continental Breakfast</i>
8:00 a.m. – 8:15 a.m.	Executive Committee Meeting
8:30 a.m. – 9:20 a.m.	Academic Programs, Diversity and University Community Committee
9:35 a.m. – 10:45 a.m.	Finance and Land Use Committee Meeting
11:00 a.m. – 11:50 a.m.	Development Committee Meeting
12:05 p.m. – 12:50 p.m.	Research Committee Meeting
12:50 p.m. – 1:20 p.m.	<i>Lunch Break</i>
1:20 p.m. – 2:10 p.m.	Audit, Risk, and Compliance Committee Meeting

BOARD OF VISITORS MEETING AGENDA

2:25 p.m.	I.	Call to Order
2:25 p.m. – 2:30 p.m.	II.	Approval of the Minutes A. Planning Conference Minutes for July 28, 2022 (ACTION ITEM) B. Annual Meeting Minutes for July 29, 2022 (ACTION ITEM)
2:30 p.m. – 2:40 p.m.	III.	Rector's Report A. Electronic Participation Policy (ACTION ITEM)
2:40 p.m. – 3:00 p.m.	IV.	President's Report A. FY 2023 Goals Metrics (ACTION ITEM)
3:00 p.m. – 3:05 p.m.	V.	Strategic Plan Update (Ken Walsh)
3:05 p.m. – 3:10 p.m.	VI.	SACSCOC BOV Self-Evaluation Survey (Matt Smith)
3:10 p.m. – 3:30 p.m.	VII.	Special Tuition Committee September 9, 2022 Report
	VIII.	Committee Reports
3:30 p.m. – 3:35 p.m.	A.	Academic Programs, Diversity and University Community Committee 1. Program Actions a. New Degree Program i. School Psychology EdS (ACTION ITEM) b. Closed Degree Program i. Biomedical Science MS (ACTION ITEM)

- ii. Executive Master's in Public Policy EMPP (**ACTION ITEM**)
 - iii. Information Technology ENGINEER (**ACTION ITEM**)
 - iv. New Professional Studies MA/MS (**ACTION ITEM**)
 - v. Telecommunications Policy MA (**ACTION ITEM**)
 - vi. Urban Systems Engineering BS (**ACTION ITEM**)
 - 2. Faculty Actions
 - a. Elections of New Tenured Faculty (**ACTION ITEM**)
- 3:35 p.m. – 3:40 p.m. **B. Finance and Land Use Committee**
 - 1. Financial Matters
 - a. FY 2023 Amended Budget (**ACTION ITEM**)
 - b. State Six-Year Operating Plan Update (**ACTION ITEM**)
 - 2. Operational Matters
 - a. Joint Legislative Audit and Review Commission Span of Control (**ACTION ITEM**)
 - 3. Capital Matters
 - a. Land Use Certification (**ACTION ITEM**)
- 3:40 p.m. – 3:45 p.m. **C. Development Committee**
- 3:45 p.m. – 3:50 p.m. **D. Research Committee**
- 3:50 p.m. – 3:55 p.m. **E. Audit, Risk, and Compliance Committee**
- 3:55 p.m. – 4:45 p.m. **IX. Closed Session**
 - A. Personnel Matter (Code of VA: §2.2-3711.A.1)
 - B. Consultation with Legal Counsel pertaining to actual or probable litigation (Code of VA: §2.2-3711.A.7)
 - C. Consultation with Legal Counsel regarding specific legal matters requiring the provision of legal advice (Code of VA: §2.2-3711.A.8)
- 4:45 p.m. **X. Adjournment**
- 5:00 p.m. – 6:00 p.m. **X1. Special Tuition Committee Meeting**

The September 29, 2022 full board and committee meetings of the Board of Visitors will be in-person. Members of the public are welcome to observe in-person or may view the meeting live at the following link: <https://bov.gmu.edu/live/>.

No public comment will be taken at this meeting

**GEORGE MASON UNIVERSITY
BOARD OF VISITORS**

**Executive Committee Meeting
Thursday, September 29, 2022**

AGENDA

- I. Call to Order**
- II. Approval of Minutes**
 - A. Executive Committee Meeting Minutes for July 29, 2022 (ACTION ITEM)**
- III. Board Self Evaluation (Matt Smith) (ACTION ITEM)**
- IV. Adjournment**

**EXECUTIVE COMMITTEE OF THE BOARD OF VISITORS
GEORGE MASON UNIVERSITY**

**Meeting of
Friday, July 29, 2022
Merten Hall, Hazel Conference Room (1201)**

MINUTES

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

ABSENT: None

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

I. Call to Order

Rector Hazel called the meeting to order at 8:30 a.m.

II. Approval of Minutes

- A. Executive Committee Meeting Minutes for February 24, 2022 (**ACTION ITEM**)
- B. Executive Committee Meeting Minutes for March 24, 2022 (**ACTION ITEM**)

Vice Rector Blackman **MOVED** that the committee approve the Executive Committee Meeting Minutes for February 24, 2022 and March 24, 2022. The motion was **SECONDED** by Secretary Bhuller. Rector Hazel called for any corrections to the minutes. Seeing none, the **MINUTES STOOD APPROVED AS WRITTEN**.

III. Rectors Comments

Rector Hazel reserved his comments for the full board meeting following this session.

IV. President's Comments

Dr. Washington also reserved his comments for the full board meeting.

V. Closed Session

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

Vice Rector Blackman **MOVED** that the committee go into Closed Session under the provisions of Section 2.2-3711.A.1, for a Personnel Matter, to discuss President Washington's evaluation; Section 2.2-3711.A.7, for Consultation with legal counsel pertaining to actual or probable litigation including briefings on:

Agrawal v. GMU
Amison v. GMU
Ganley and Surber v. GMU et al.
Jeong v. GMU
Inko-Tariah v. GMU
Kashdan v. GMU
Kinuani v. GMU
Mahmud v GMU
Morris v. GMU
Morrison v. GMU
Morrison v. GMU et al.

and Section 2.2-3711.A.8 for Consultation with Legal Counsel regarding specific legal matters requiring the provision of legal advice concerning the aforementioned items.

The motion was **SECONDED** by Secretary Bhuller. Rector Hazel called for discussion. Hearing none, the **MOTION CARRIED UNANIMOUSLY.**

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

ALL COMMITTEE MEMBERS RESPONDED IN THE AFFIRMATIVE BY ROLL CALL.

VI. Adjournment

Rector Hazel adjourned the meeting at 8:37 a.m.

Prepared by:

Sarah Hanbury
Secretary pro tem

September 2022 Meeting

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

December 2022 Meeting

- Rector to advise the Board that the evaluation will be conducted in January 2023

January 2023

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

Late January/Early February 2023

- Survey Data results to analyzed.

February 2023 Meeting

- Full board to discuss survey results in open session



George Mason University Board of Visitors Self-Evaluation Survey

2022-2023

DRAFT FOR REVIEW by the Rector and the Executive Committee of the Board on September 29, 2022

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

* 1. Individual Board Member Role

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

Additional Comments

* 2. Board of Visitors Meetings

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

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

Additional Comments

* 3. Board Standing Committees

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

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

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

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

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

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

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

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

Other (please specify)

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

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

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

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

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

10. Any additional comments or suggestions?

GEORGE MASON UNIVERSITY

BOARD OF VISITORS

Academic Programs, Diversity, and University Community Committee Meeting

Thursday, September 29, 2022

AGENDA

I. Call to Order

II. Approval of Academic Programs, Diversity and University Community Committee Minutes from May 5, 2022 (Action Item)

III. New Business

A. Provost's Update (M. Ginsberg)

B. Enrollment Update (A. Byrd)

C. Meet Mason's Newest Deans (A. Vinzé, I. Guerra Lopez, M. Perry)

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

1. New Degree Program

a. School Psychology EdS

2. Closed Degree Programs

a. Biomedical Science MS

b. Executive Master's in Public Policy EMPP

c. Information Technology ENGINEER

d. New Professional Studies MA/MS

e. Telecommunications Policy MA

f. Urban Systems Engineering BS

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

1. Elections of New Tenured Faculty

F. Announcements

1. Appointment of Faculty

2. Appointment of Administrative and Professional Faculty

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

4. Renewals and Reappointments

5. Separations

6. Other Announcements

7. BOV Summary Sheet

G. Reports

1. Degrees Awarded

2. Admissions & Student Profile

IV. Adjournment

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

MINUTES
Thursday, May 5, 2022
9:00-10:00AM

PRESENT: Chair: Simmi Bhuller Vice Chair: Carolyn Moss; Visitors: Horace Blackman, Nancy Prowitt, Paul Reagan and Faculty Senate Chair Melissa Brockelman-Post; Staff Senate Chair Erin Iacangelo Rogers; Staff Representatives: Provost Mark Ginsberg, Rose Pascarell; Student Representatives: Natalia Kanos, Steven Zhou

ABSENT: Visitors Juan Carlos Iturregui, Anjan Chimaladinne; Bob Witeck; and Wendy Marquez; Faculty Representatives Christy Pichichero, Ali Weinstein

I. The meeting was called to order by Chair Simmi Bhuller at 9:00 AM.

II. Approval of Minutes (Action Item)

It was **MOVED** by Visitor Bhuller and **SECONDED** by Visitor Moss that the minutes from the February 24, 2022 meeting be approved. **MOTION CARRIED UNANIMOUSLY.**

III. New Business

A. Provost's Update

Mark R. Ginsberg – Provost and Executive Vice President

Provost Ginsberg addressed past, present and future semesters at Mason starting with a recap of the Spring 2022 semester, a preview of Spring 2022 Commencement, an overview of summer enrollment numbers, and modalities for Fall 2022. He then provided an overview of the recent and successful visit from the Southern Association of Colleges and Schools Commission on Colleges. The Provost also shared a follow-up to the new Graduate Division, outlining how it will achieve its goals of recruitment strategies; academic excellence; academic success; and partnerships and external relations. In addition, the Provost reviewed Mason's recent online rankings by *U.S. News and World Report*, highlighted several noteworthy and impressive faculty and student honors, and introduced two new college deans. He shared the number of faculty getting promotion and tenure, introduced those named emerita and emeritus faculty, and the 2 recommendations for University Professors. He also reported on the recent passing of Dr. Michael Buschmann, a well-respected member of the Mason faculty.

B. Report and Proposed Revisions to the Faculty Handbook

Melissa Broeckelman-Post – Faculty Senate Chair

Melissa Broeckelman-Post, Chair of Mason's Faculty Senate, presented a report on the Faculty Senate which included: the Task Force on Reimagining faculty roles and rewards; Updated academic policies; Approved new course evaluation form; and Mason Core Enhancements; and the proposed Faculty Handbook revisions.

Chairperson Bhuller called for a **MOTION** to approve the proposed revisions to the Faculty Handbook, Visitor Moss **MOVED**; Visitor Prowitt **SECONDED**. The motion **PASSED**.

C. Prospective College of Public Health Update and Report

Germaine Buck-Louis – Dean, College of Health and Human Services

Germaine Louis, Dean of the College of Health and Human Services, provided an update and report on finalizing the prospective College of Public Health including the planned timeline and the national and regional impact. The proposed change of the name of the College of Health and Human Services to the College of Public Health is conditional on two external approvals from the Council on Education for Public Health (CEPH) and SCHEV.

Chairperson Bhuller called for a **MOTION** to approve the Resolution renaming the College of Health and Human Services to the College of Public Health, Visitor Moss **MOVED**; Visitor Regan **SECONDED**. The motion **PASSED**.

D. Program Actions

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

1. New Degree Programs
 - a. PhD Geology/Earth Sciences
 - b. PhD Social Work

The motion **PASSED**.

E. Faculty Actions

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

1. Promotion and/or Tenure
2. Conferral of Emeritus/Emerita Status
3. Special Rank Change

The motion **PASSED**.

F. Faculty Announcements

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

IV. Adjournment

Chairperson Bhuller adjourned the meeting at 9:42 AM.

Respectfully submitted,

Sarah Parnell
Secretary Pro Tem

**Board of Visitors:
Academic Programs,
Diversity and University
Community Committee**



Thursday, September 29, 2022

Agenda

- I. Call to Order
- II. Approval of Minutes (Action Item)
- III. New Business
 - A. Provost's Update
 - B. Enrollment Update
 - C. Meet Mason's Newest Deans
 - D. Program Actions (Action Item)
 - E. Faculty Actions (Action Item)
 - F. Announcements
 - G. Reports
- IV. Adjournment

II. Approval of Minutes

Approval of Minutes

(Action Item)

May 5, 2022

III. New Business

Provost's Update

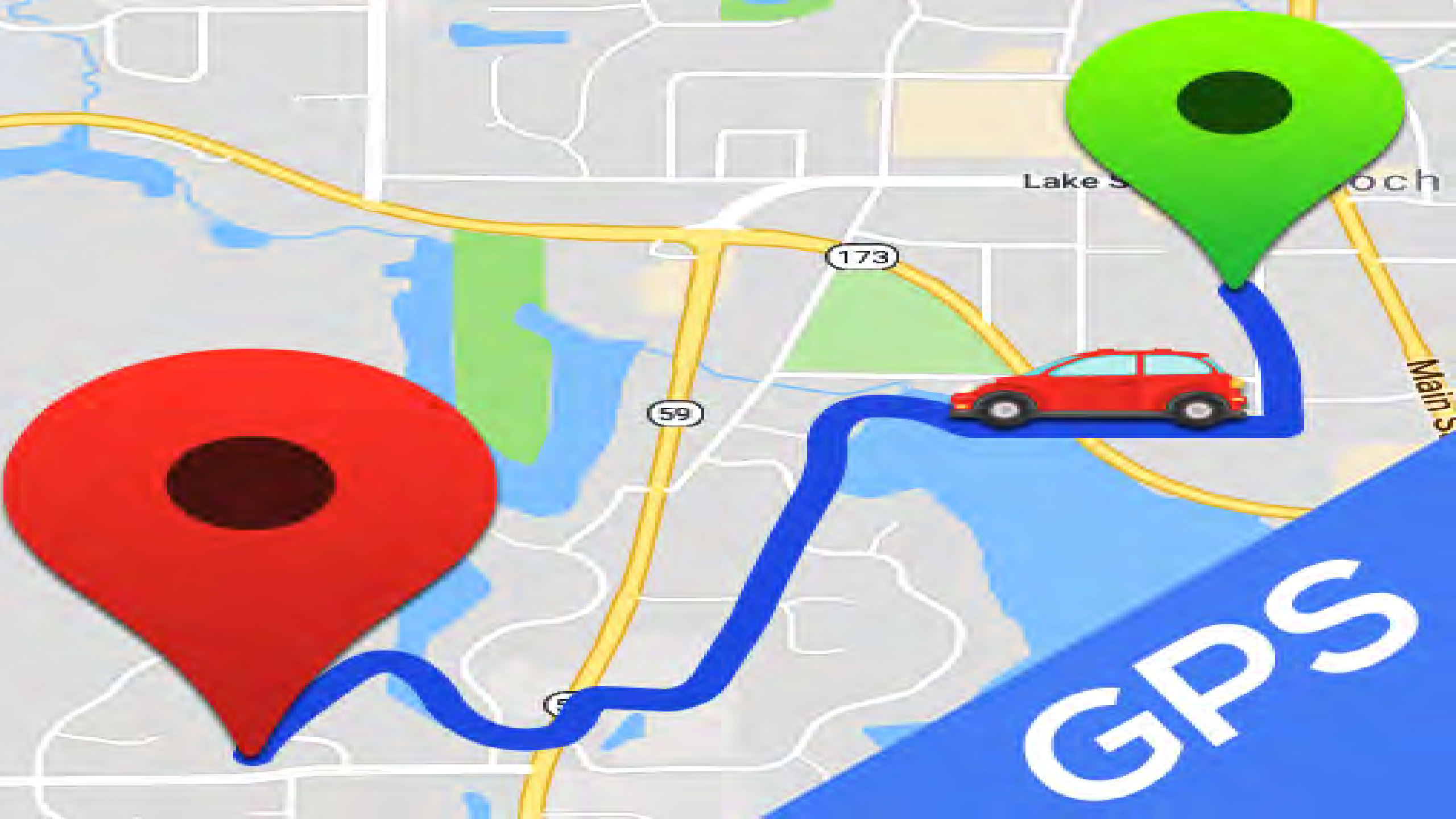
Mark R. Ginsberg, Ph.D.

Provost and Executive Vice President

welcome
HOME

Mason

Together As One



Fall 2022: Life Returns to Campus



Residence Life: Move-In

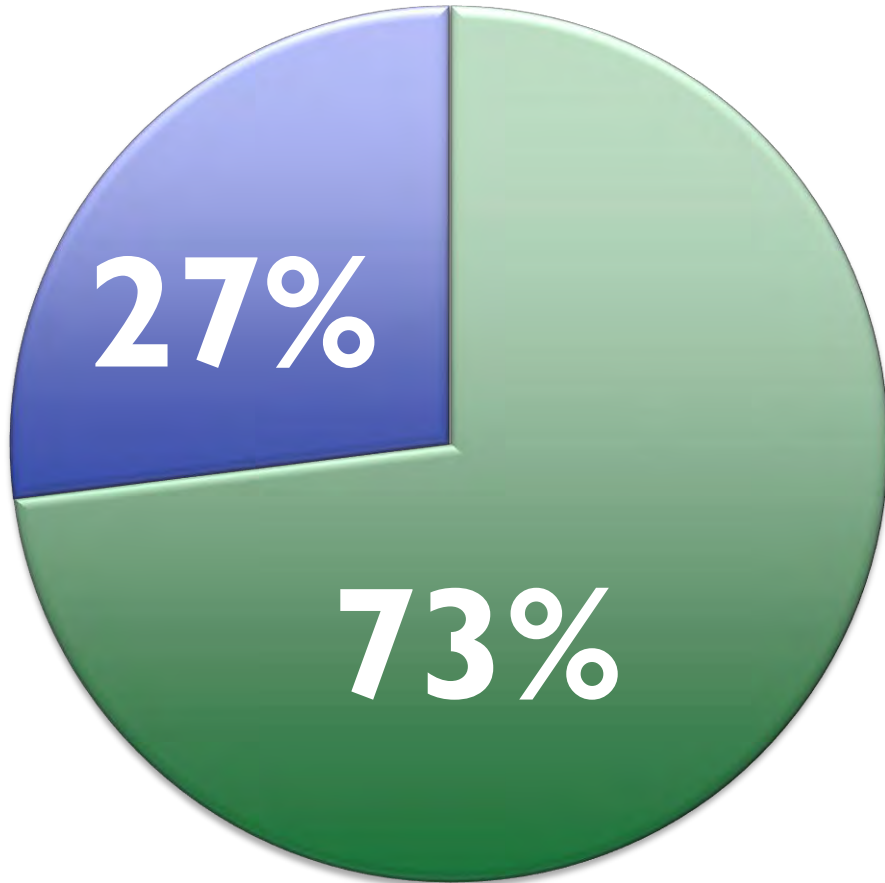


Convocation



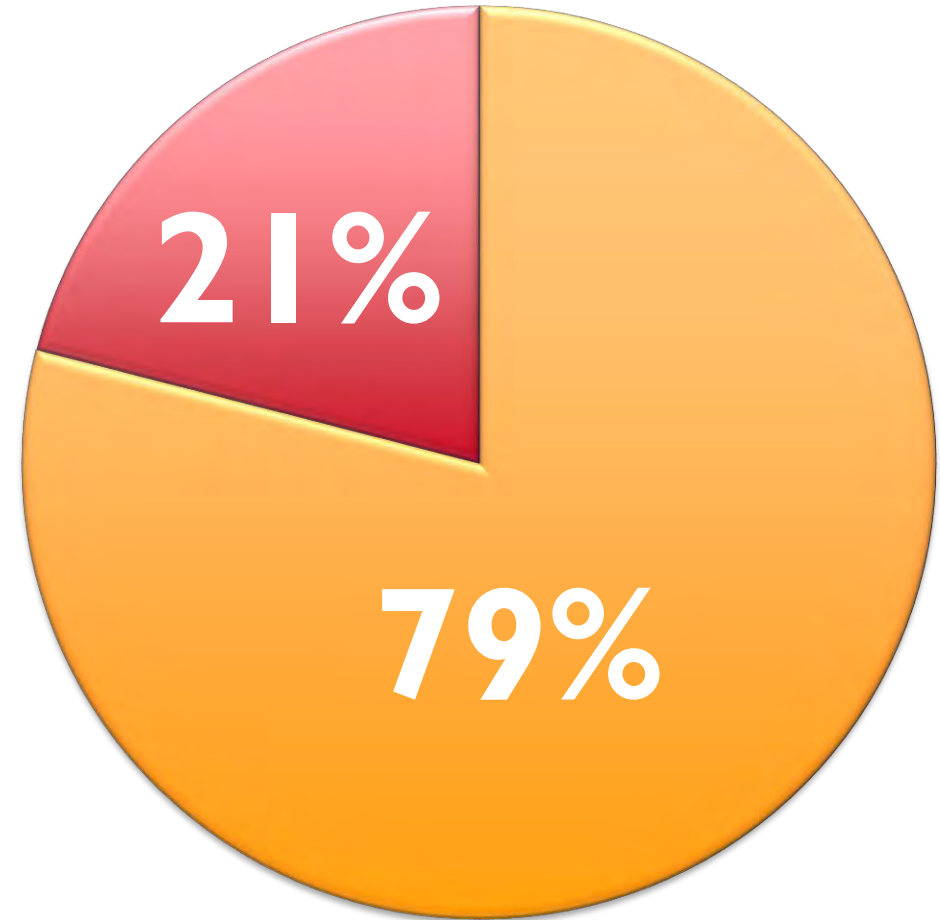
Fall 2022: Modality of Class Sections

Undergraduate Total = 5,358



 F2F/Hybrid  100% Online

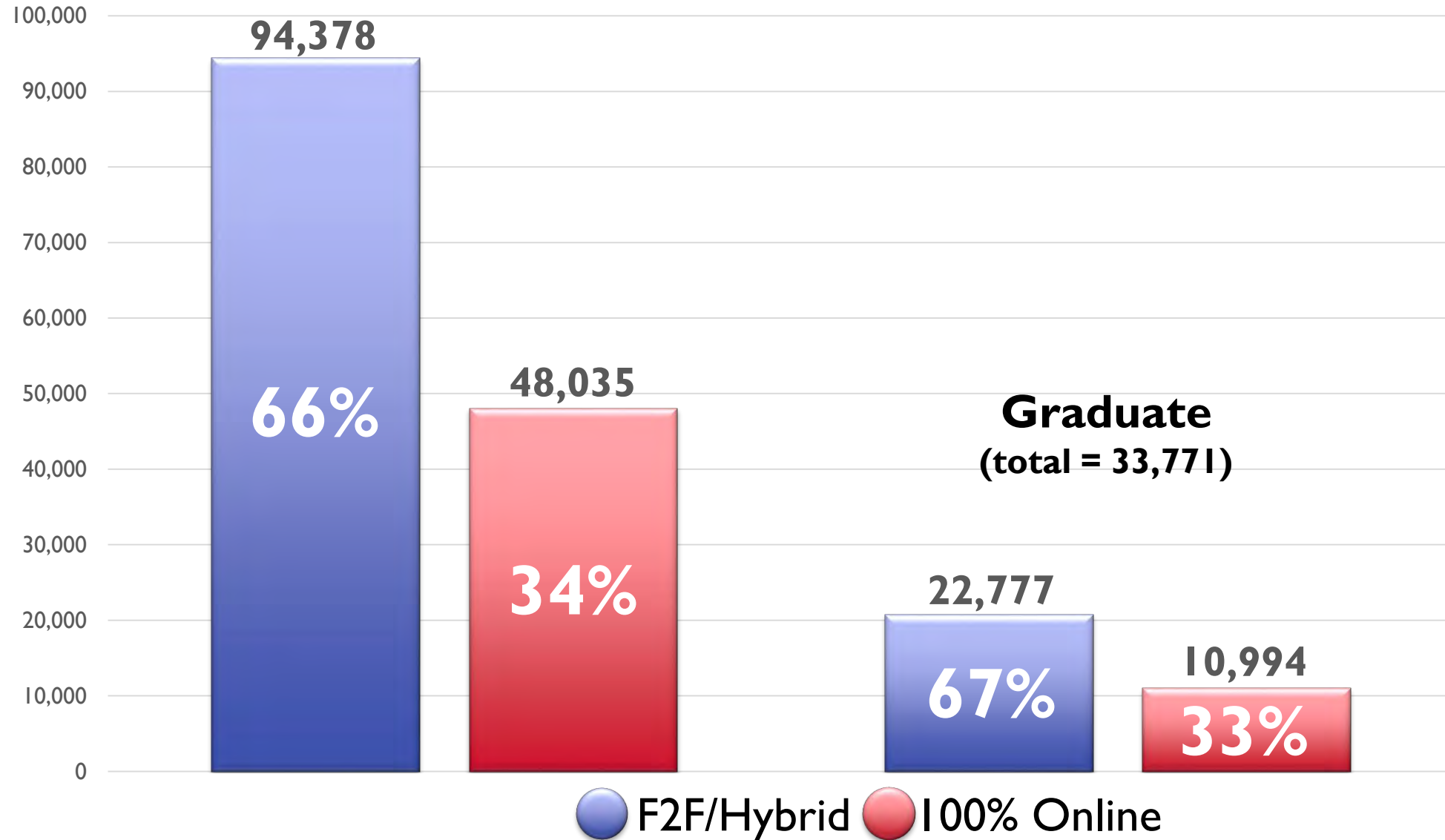
Graduate Total = 4,193



 F2F/Hybrid  100% Online

Fall 2022: Student Enrollment by Modality

Undergraduate (total = 142,413)



Events & Activities



Office of the Provost Goals

Defining Our NEXT Normal

Student, Staff & Faculty Success

Resource Allocation and Program Portfolio

Compensation & Benefits

Enrollment & Graduation

Experiential Learning, Internships & Service Learning

Undergraduate Education

University Libraries

SCHEV

Global Affairs & Study Abroad

Shared People, Programs & Services

Behavioral Health

Division of Graduate Education

Faculty Evaluation Model

MVP and EIP

Medical Education at Mason

Mason Korea

Research

Continuing and Professional Education

Inclusive Excellence

2021 – 2022 Degree Awards



TOP DEGREE AREAS

George Mason continues to serve the Commonwealth by preparing graduates in areas of critical need. Mason also awarded an **increased number of degrees in the STEM (3,115) and Health Science (798) fields**, credentials the Governor hopes to increase as state institutions award more degrees. Teacher preparation programs are among the most productive master's degree programs at Mason, with 912 M.Ed. degrees awarded in FY22.

The top five undergraduate degree areas were



These programs accounted for 30% of bachelor's degrees.

The top five master degree areas were



These programs accounted for 34% of the master's degrees awarded.

The doctoral programs with the most graduates were



These programs accounted for 38% of the doctoral degrees awarded.

Rankings



2022 Rankings	A+ School for B Students
Undergraduate Cybersecurity	Among Publics: 10 (up from 15) Nationally: 19 (up from 28)
Undergraduate Computer Science	Among Publics: 40 (up from 45) Nationally: 72 (up from 82)
Undergraduate Business	Among Publics: 53 Nationally: 86
Undergraduate Engineering	Among Publics: 57 Nationally: 94
Undergraduate Nursing	Among Publics: 70 (up from 71) Nationally: 93 (up from 96)
Best for Veterans	Among Publics: 58 (up from 62) Nationally: 89

2022 Rankings	Most Diverse & Innovative Institution in Virginia
Diversity	Among Publics: 7 (up from 12) Nationally: 7 (up from 21)
Innovation	Among Publics: 8 (up from 9) Nationally: 35
Overall	Among Publics: 64 (up from 67) Nationally: 137 (up from 148)

Challenges and Constraints



Cross Collaboration



III. New Business

Enrollment Update

Dr. Alan Byrd
Dean of Admissions

Enrollment Update – Summary

Record Enrollment

39,512 Headcount

**27,525 Undergraduate
(+.7%)**

11,109 Graduate (+1.1%)

826 Law (+8.5%)

**433,000 Credit Hours
(+2%)**

International Growth

<u>2019</u>	<u>2020</u>	<u>2022</u>
3,620	3,267	3,917

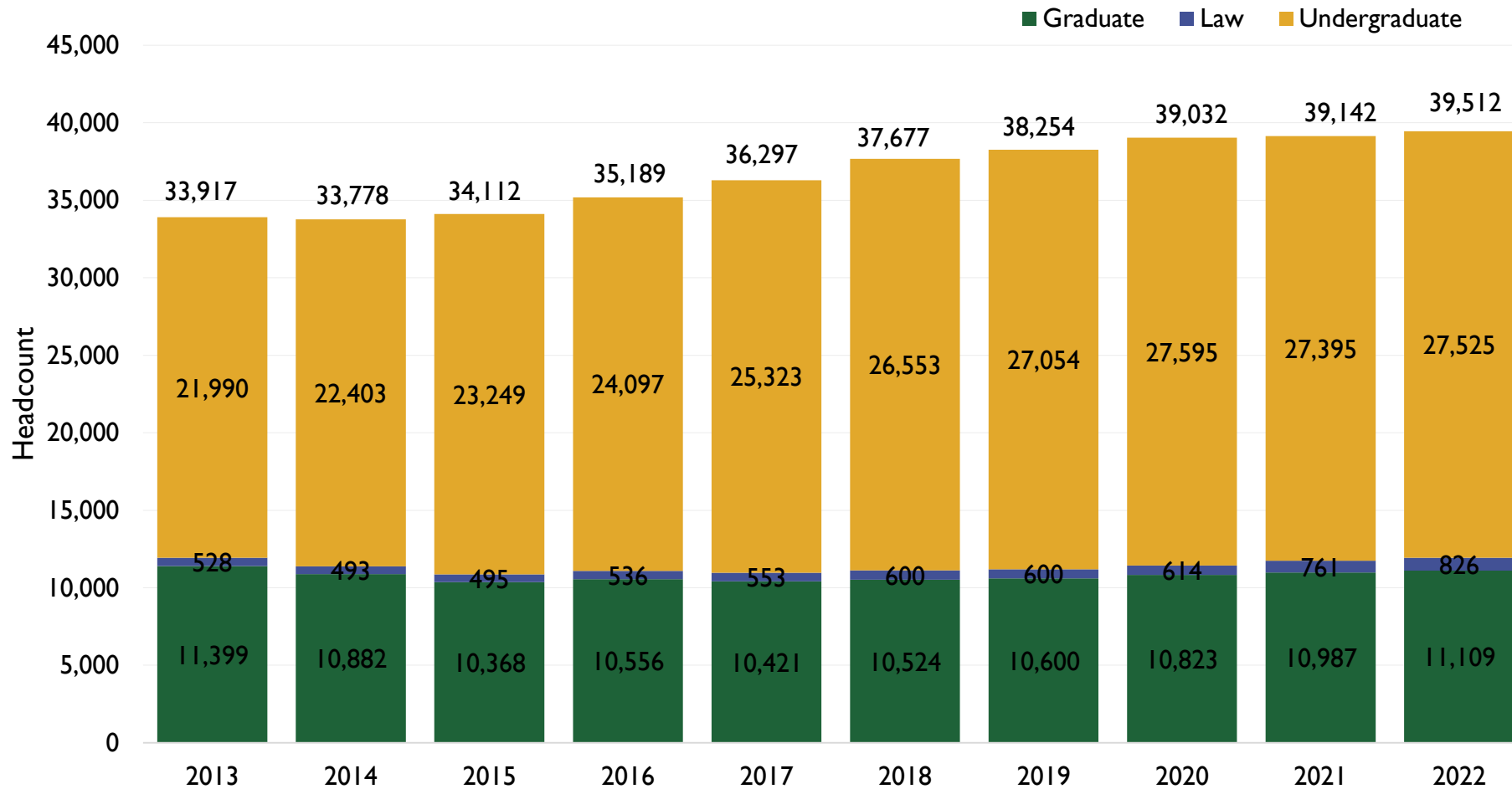
**+10.7% in Applications
Record yield**

Enrollment Stress

NEW Transfers declined

**2nd year of declines in
NEW Virginia Masters**

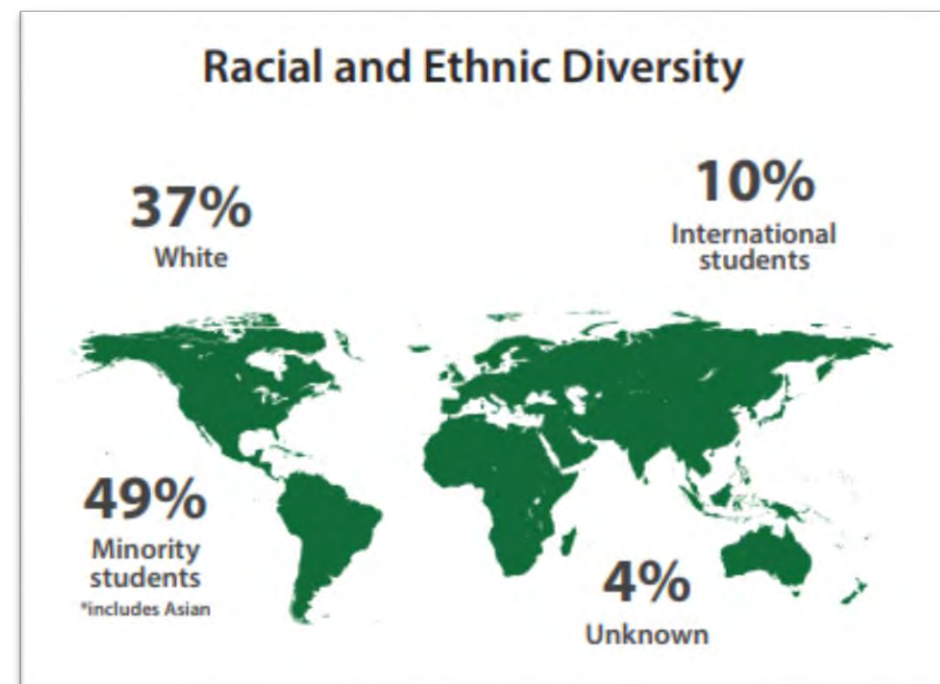
Enrollment Update - Overall



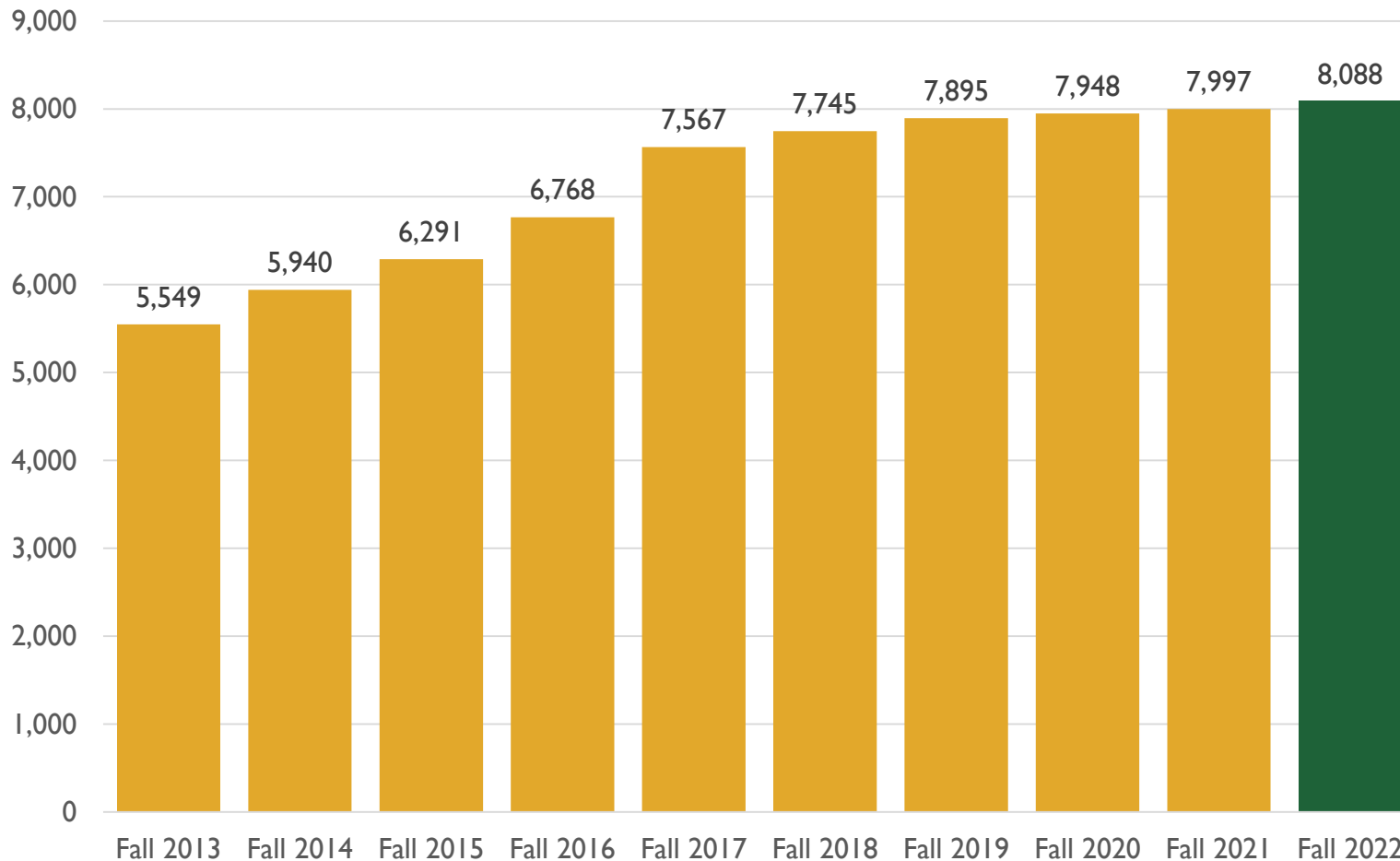
Enrollment Update – Composition

Race/Ethnicity

	Number		Percentage	
	2021	2022	2021	2022
Asian	7,335	7,437	18.66%	18.70%
Black	4,263	4,439	10.84%	11.16%
Hispanic	5,441	5,584	13.84%	14.04%
Native American	60	52	0.15%	0.13%
Pacific Islander	41	41	0.10%	0.10%
NRA	3,643	4,548	9.27%	11.44%
Multiple	1,575	1,563	4.01%	3.93%
Unknown	1,772	1,612	4.51%	4.05%
White	15,179	14,486	38.61%	36.43%



Enrollment Update – Composition Pell



**Virginia
FAFSA Filers**
-6.7%
**Compared
to 2021**

Enrollment Update – Composition

Mason Colleges

	2019	2020	2021	2022	One year Change
Antonin Scalia Law School	7,461	7,550	9,558	10,109	5.8%
Carter Peace & Conflict Res	3,717	3,543	3,281	3,247	-1.1%
Coll Visual & Performing Arts	25,852	23,513	25,592	25,800	0.8%
College of Science	72,902	78,763	72,904	73,427	0.7%
Education and Human Development	29,819	29,096	27,478	26,648	-3.0%
Engineering and Computing	65,892	67,473	70,690	78,753	11.4%
Health & Human Services	26,445	28,253	27,180	27,922	2.7%
Humanities and Social Science	123,084	120,352	118,850	117,180	-1.4%
Schar School of Public Policy	14,780	15,362	14,837	13,741	-7.4%
School of Business	50,589	53,170	51,300	50,862	-0.9%
University (Provost)	7,718	7,782	8,573	8,735	1.9%



Enrollment Update – New Students Undergraduates

New Undergraduate Student Enrollment by Level and Residency



Enrollment Update – Class of 2022 Attitudes

Diversity remained the most important community factor to the Class of 2022.

84%

of respondents said that a diverse student body is appealing

46%

of those said it was a must-have

Influencers in the Search Process

3/4

of respondents reported that family was influential in the enrollment decision.

Admission counselors were not the most desired people on campus students wanted to talk to

it was financial aid staff—84% to 75%.

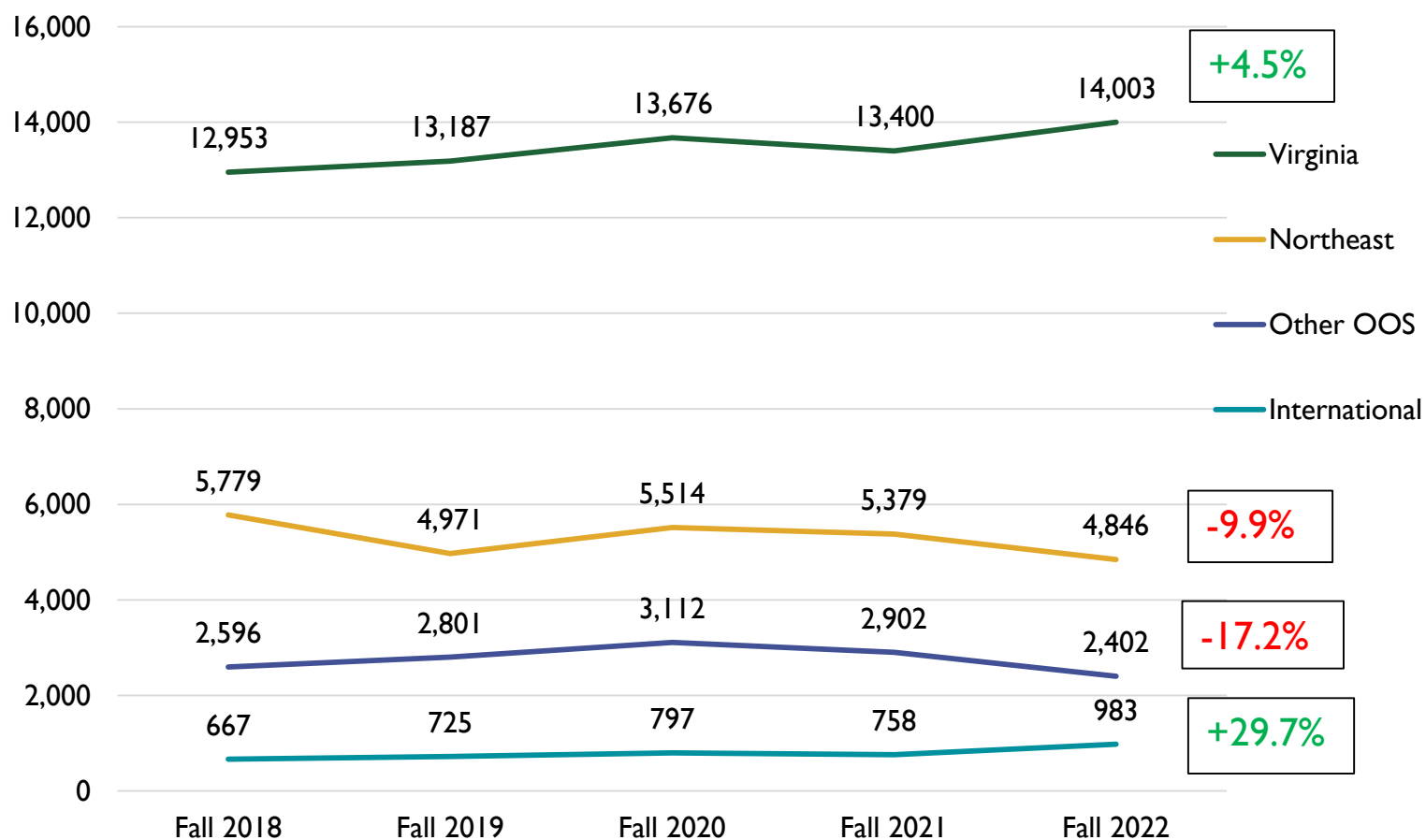
Forbes

NICHE® 

The share of students reporting confidence in their academic preparation increased this year from

78% to 85%.

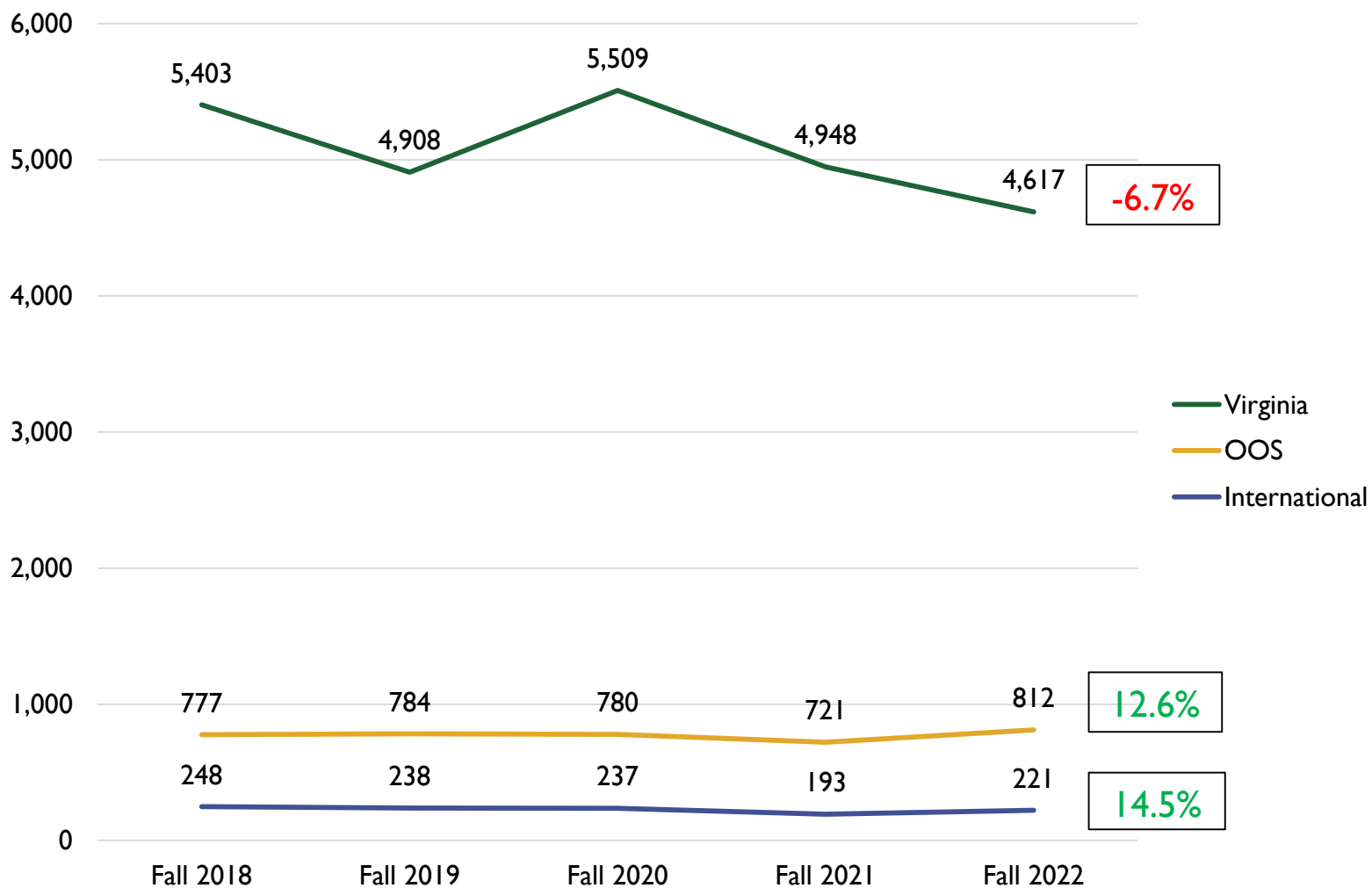
Enrollment Update – Undergraduate Freshmen Application and Yield Trends



Enrollment Yield by Region

	Fall 2021	Fall 2022
Virginia	27.6%	28.1%
Out-of-State	10.5%	13.5%
International	17.0%	16.8%
Total Yield	21.1%	22.9%

Enrollment Update – Undergraduate Transfer Application and Yield Trends



Enrollment Yield by Region

	Fall 2021	Fall 2022
Virginia	71.3%	72.9%
Out-of-State	39.6%	37.8%
International	48.6%	57.9%
Total Yield	67.5%	68.6%

Enrollment Update – New Students

Masters/PhD Student Enrollment Trends

		Fall 2018	Fall 2019	Fall 2020	Fall 2021	Fall 2022
Post Baccalaureate Cert	VA	202	215	251	242	207
	OOS	108	122	93	104	82
	Total	310	337	344	346	289
Master	VA	1,740	1,824	2,048	1,656	1,342
	OOS	661	718	753	1,062	1,176
	Total	2,401	2,542	2,801	2,718	2,518
Doctorate	VA	149	173	183	144	152
	OOS	199	210	209	225	270
	Total	348	383	392	369	422
Total		3,059	3,262	3,537	3,433	3,229

III. New Business

New Deans: Visions for Their Colleges

Dr. Ajay Vinzé

Dean, College of Business

Dr. Ingrid Guerra-López

Dean, College of Education & Human Development

Dr. Melissa Perry

Dean, College of Health & Human Services

III. New Business

Dean's Update

Ajay Vinzé, Ph.D.
Dean, School of Business

Quick Introduction

Prior Affiliations



Professional Drivers

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

Research Interest

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

Teaching Interests

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

Global Inclination

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

Plans for Leading the Way



- **Student Experience and Career Readiness**
- **Impactful Research**
- **Modular Education, Lifelong Learning, and Global Engagement**
- **Innovative Business Collaboration**
- **Inclusive Excellence and Cohesive Culture**

Must Do's



Talent Pipeline

Building upon a strong tradition of dynamic partnerships, leading faculty, and creative curriculum will ensure we continue to help fuel our regional economy and remain a place that corporate leaders come to find talent.



Access to Excellence

We cannot waiver from our commitment to meet learners where they are and provide excellent educational opportunities that result in positive outcomes for all.



Career Ready

An educational experience that combines academic excellence, experiential learning, and innovative technology will develop graduates ready to compete in the global marketplace.

Innovations

Modular Education

The future of higher education will require increased flexibility and customization. Lego-like credentials that allow non-linear educational pathways do that.

Lifelong Learning

Education doesn't begin, or end, with a four-year degree. We must offer opportunities that allow individuals to continually learn, refresh, and update their skillset.

Pedagogy

We must provide our faculty with the tools and professional development opportunities necessary to ensure they thrive in this new environment and meet the needs of our students.

Thank You



**George Mason University
– School of Business**



@georgemasonbusiness



@georgemasonbiz



@georgemasonbiz



School of Business

III. New Business

Dean's Update

Ingrid Guerra-López, Ph.D.

Dean, College of Education and Human Development

About Me

- Learning and Human Performance Systems Design
 - Performance Improvement Methodologies
 - Strategic Alignment of Talent Development Initiatives
 - Needs Assessment and Planning
 - Monitoring Evaluation Systems
- International Development
 - USAID; World Bank, and others
- Interdisciplinary/Transdisciplinary Collaborations
 - Transformative Research in Urban Sustainability Training (NSF)
 - Center for Leadership in Environment Awareness and Research (NIEHS)

College of Education and Human Development

School of Education

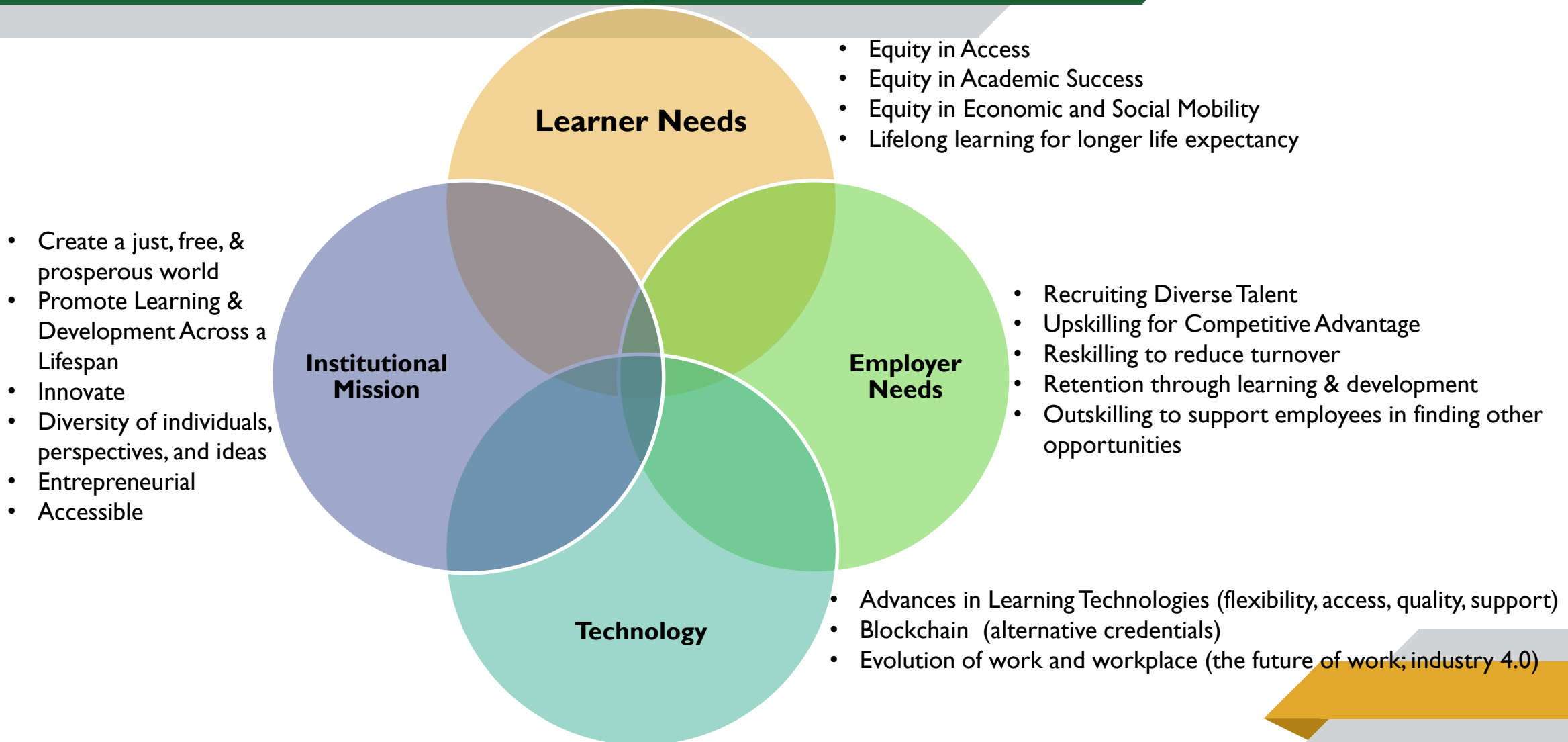
School of Sports,
Recreation & Tourism
Management

School Kinesiology

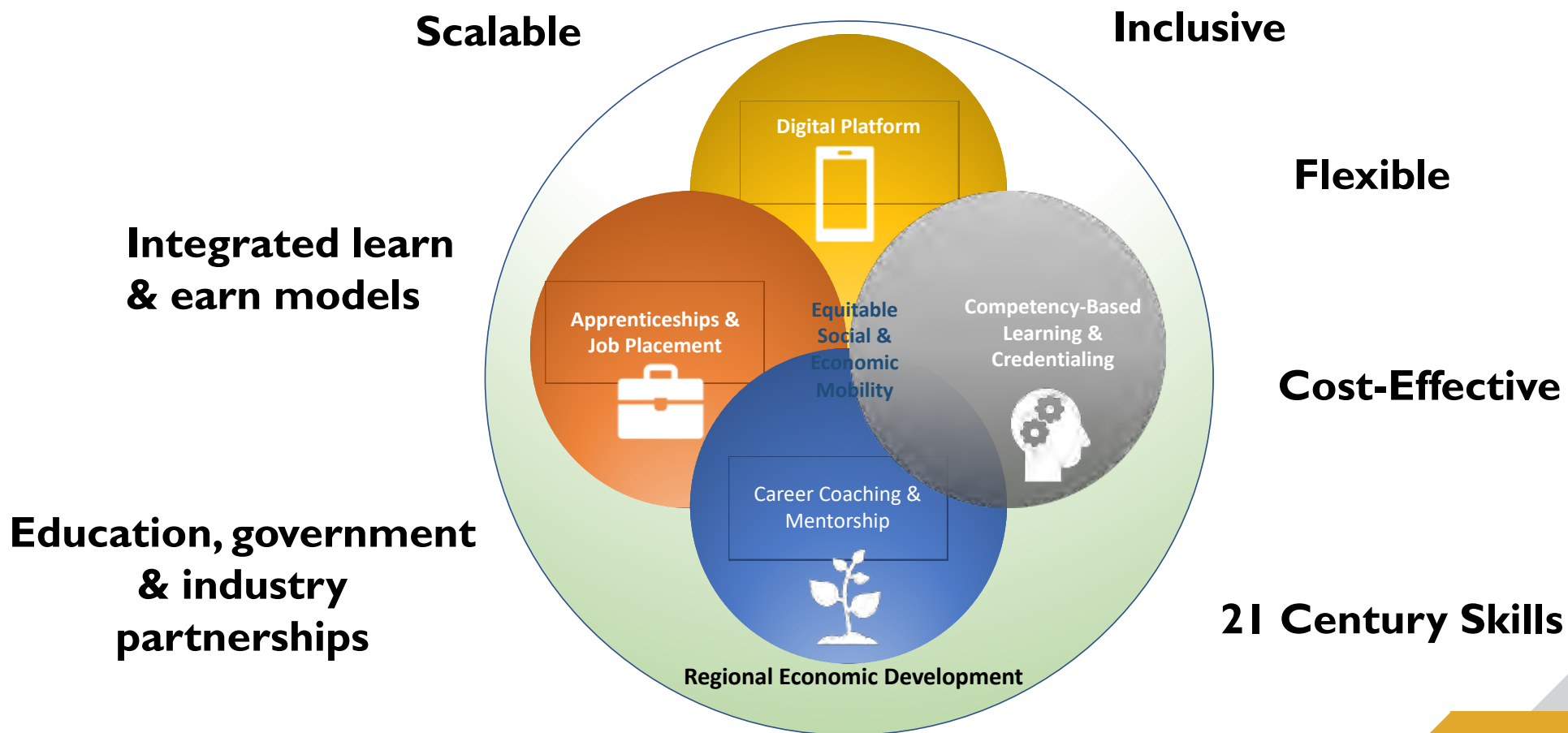
Promoting Learning and Development Across the Lifespan

- Among the top graduate schools of education in the U.S. (#59 *U.S. News & World Report*)
- Among the largest colleges of education in Virginia
 - More than 4,000 students
 - 130+ full time instructional faculty
 - 17 nationally recognized programs
- Approximately 100% placement post-graduation
 - More than 1/3 of all Northern Virginia Public School teachers and 50% of school leaders are CEHD graduates
- \$9+Million in research expenditures

Convergence of Core Social Factors & GMU's Mission



Lifelong Learning, Development, Employability and Well-being



III. New Business

Dean's Update

Melissa J. Perry, ScD MHS

Dean, College of Health and Human Services

College of Health and Human Services at a Glance

110

**Full-Time Faculty
and Research Staff**



18 PROGRAMS

68

**Administrative
Faculty and
Full-Time Staff**



3,082 CURRENT STUDENTS

136

Adjunct Faculty



831 INCOMING STUDENTS



23 STATES / 4 COUNTRIES

Major Initiatives This Year

- **VA's First CEPH Accredited College of Public Health**
- **Mason and Partners Health Clinics**
- **Population Health Center**
- **New Online Educational Programs**



ACTION ITEM

Motion: I move to approve the following items, en bloc, as they are outlined in the meeting materials

- **New Degree Program**
 - School Psychology EdS
- **Closed Degree Programs**
 - Biomedical Science MS
 - Executive Master's in Public Policy EMPP
 - Information Technology ENGINEER
 - New Professional Studies MA/MS
 - Telecommunications Policy MA
 - Urban Systems Engineering BS

ACTION ITEM

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

- Election of New Tenured Faculty

III. New Business

Announcements & Reports

- 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
- BOV Summary Sheet
- 2021-2022 Degree Awards
- Fall 2022 Admission & Enrollment Data

IV. Adjournment

Adjournment

STATE COUNCIL OF HIGHER EDUCATION FOR VIRGINIA
Program Announcement Form

I. Basic Program Information

Institution (official name)	George Mason University
Degree Program Designation	Education Specialist (EdS)
Degree Program Name	School Psychology
CIP code	42.2805
Anticipated Initiation Date	Fall 2023
Governing Board Approval Date (actual or anticipated)	December 1, 2022

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

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

Core Courses: 45-46 credits

EDRD 629: Literacy Foundations and Instruction (3 credits)

EDCD 603: Counseling Theories and Practice (3 credits)

EDCD 525: Advanced Human Growth and Development (3 credits)

EDRS 590: Education Research (3 credits)

EDCD 608: Counseling Group Processes and Analysis (4 credits)

or EDCD 606: Counseling Children and Adolescents (3 credits)

or SPSY 692: Counseling in the Schools (3 credits)

EDRS 620: Quantitative Inquiry in Education (3 credits)

SPSY 617: Child Psychopathology (3 credits)

SPSY 619: Consultation and Applied Behavioral Analysis (3 credits)

SPSY 671: Role and Function of the School Psychologist (3 credits)

SPSY 709: Cognitive Assessment (4 credits)

SPSY 710: Social, Emotional and Behavioral Assessment (4 credits)

SPSY 722: Advanced Assessment (4 credits)

SPSY 753: Multiculturalism in Schools (3 credits)

SPSY 773: Prevention, Intervention and Consultation (3 credits)

Experiential Learning: 21-25 credits

The Experiential Learning requirement allows students to integrate course work, theories and research, and application in a practical setting.

SPSY 672: Schools as Systems Practicum (3 credits)

SPSY 750: Cognitive Assessment Practicum (3 credits)

SPSY 751: Advanced Assessment Practicum I (3 credits)

SPSY 752: Advanced Assessment Practicum II (3 credits)

SPSY 775: Prevention, Intervention, Consultation Practicum (3 credits)

SPSY 790: School Psychology Internship, taken for two semesters (6-10 credits)

Total: 66-71 credit hours

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

Students will be able to:

- Utilize assessment methods for identifying students' strengths and needs; for developing effective interventions, services, and programs; and for measuring progress and outcomes.
- Utilize varied models and strategies of consultation and collaboration, as well as methods to promote effective implementation of services.
- Develop and implement interventions that support academic skills, support mental and behavioral health.
- Utilize assessment and data collection methods to implement and evaluate services that support academic skill development in children.
- Use data and assessment to facilitate the design and delivery of curricula and interventions to help students develop effective social-emotional skills.
- Develop knowledge of, and inherent respect for, individual differences, abilities, disabilities, and other diverse characteristics and the effects they have on development and learning.
- Develop knowledge of research design, statistics, measurement, and varied data collection and analysis techniques sufficient for understanding research, interpreting data, and evaluating programs in applied settings.
- Learn and demonstrate ethical, legal, and professional standards; engage in responsive ethical and professional decision making; collaborate with other professionals; and apply professional work characteristics needed for effective practice as school psychologists.

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

Graduates will be able to:

- Use psychological and educational assessment, data collection strategies, and technology resources and apply results to design, implement, and evaluate response to services and programs.
- Consult, collaborate, and communicate with others during design, implementation, and evaluation of services and programs.
- Use assessment and data-collection methods, and implement and evaluate services that support academic skills, socialization, adaptive skills, and mental health.
- Develop and implement practices and strategies to create and maintain safe, effective, and supportive learning environments for children and others.
- Promote services that enhance learning, mental health, safety, and physical well-being through protective and adaptive factors and to implement effective crisis preparation, response, and recovery.
- Provide professional services that promote effective functioning for individuals,

families, and schools with diverse characteristics, cultures, and backgrounds and across multiple contexts, with recognition that an understanding and respect for diversity in development and learning and advocacy for social justice are foundations of all aspects of service delivery.

- Provide services consistent with ethical, legal, and professional standards; collaborate with other professionals; and apply professional work characteristics needed for effective practice as school psychologists.

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)
The College of William & Mary in Virginia	EdS, School Psychology, CIP code: 42.2806	6
James Madison University	MA, School Psychology, CIP code: 42.2805	9
Radford University	EdS, School Psychology, CIP code: 42.2805	7

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, 2020-2030 (10-Yr)

Occupation	Base Year Employment	Projected Employment	Total % Change and #s	Typical Entry Level Education
Clinical, counseling, and school psychologists	118,800	131,100	10%, 12,300	Advanced degree

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

Occupation	Base Year Employment	Projected Employment	Total % Change and #s	Annual Change #	Education
Clinical Counseling, and School Psychologists	3,831	4,549	18.74%, 718	72	Doctoral or professional 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)	13	38
2	Projected Enrollment (FTE)	13	37
3	Estimated Tuition and E&G Fees	\$13,032 for I/S, \$17,832 for O/S	\$13,032 for I/S, \$17,832 for O/S
4	Projected Revenue from Tuition and E&G Fees	\$335,511	\$531,701
5	Other Funding Sources Dedicated to the Proposed Program (e.g., grant, business entity, private sources)		

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

There is a shortage of school psychologists in the commonwealth, mirroring a national trend. The Virginia General Assembly and Board of Education are committed to addressing this shortage, as they recently changed the Standards of Quality and set a specific ratio of three specialized student support positions (to include school psychologists) to 1000 students. This would directly increase staffing for mental health practitioners in school buildings.

There is an increasing need for school psychologists in the Commonwealth. The employment of school, clinical and counseling psychologists is projected to increase by 18% in Virginia by the year 2028. Nationally, there is a 10% projected increase by 2030. The required degree for these professions is a doctorate or professional degree (i.e., the EdS).

George Mason University has offered a school psychology program since 1978 through the MA in Psychology degree program's concentration in School Psychology. In addition to the MA degree, students must earn the Graduate Certificate in School Psychology for professional practice. George Mason University receives between 50-70 applications per year for the school psychology program, indicating robust student demand. The Education Specialist (EdS) degree has become the standard degree for School Psychology. The proposed degree program would allow students to enter the profession with the appropriate credentials standard to the profession.

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:

Education Specialist (EdS) in School Psychology Degree Proposal

PURPOSE OF ITEM:

The EdS in School Psychology Degree Proposal is in development for submission to the State Council of Higher Education for Virginia (SCHEV) for Fall 2023. Prior to SCHEV submission, Board action is required.

APPROPRIATE COMMITTEE:

Academic Programs, Diversity and University Community Committee

BRIEF NARRATIVE:

The role of school psychologists is to promote the academic, behavioral, and mental well-being of all children in K-12 schools. The proposed EdS degree incorporates the foundations of information necessary for a school psychologist as well as three semester-long practica in the schools, and a year-long, 1,200-hour internship. In these classes, students gain knowledge, practice, experience, and skills in the delivery of psychological services in school settings.

Graduate training in school psychology has existed at George Mason University since 1978 through the MA in Psychology degree program's concentration in School Psychology. In addition to the MA degree, students must earn the Graduate Certificate in School Psychology for professional practice.

The Education Specialist (EdS) degree has become the standard degree for School Psychology. The EdS degree is recognized by the National Association of School Psychologists (NASP). Of the 39 peer institutions of George Mason University, 19 offer a degree in school psychology. Eight (8) of the peer institutions offer a doctoral degree. For the remaining 11 peer institutions, the final degree is an EdS. The School Psychology training programs in Virginia (James Madison University, The College of William and Mary in Virginia, and Radford University) all grant EdS degrees.

The proposed EdS will award the degree that employers identify and recognize for school psychologists. The proposed degree program would allow students to enter the profession with the appropriate credentials standard to the profession.

REVENUE IMPLICATIONS:

The EdS in School Psychology Program will be revenue neutral. All courses required for the degree currently exist as part of the MA in Psychology, School Psychology concentration and the Graduate Certificate in School Psychology.

STAFF RECOMMENDATION:

Staff recommends Board approval.

ITEM NUMBER:

MS Biomedical Science Degree Program Discontinuance

PURPOSE OF THE ITEM:

A proposal to close the MS Biomedical Science 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 College of Science is requesting permission to close the MS Biomedical Science and to officially cease admissions as of Spring 2023. The degree program was initiated in Fall 2011 as a one-year program offered jointly by George Mason University and Georgetown University. The Biomedical Sciences MS degree was intended for students planning for medical school, or for careers in biomedical research.

The MS in Biomedical Science degree program ceased enrollment in Fall 2015. Closing the degree program officially is necessary to remove it from the SCHEV degree inventory and therefore accurately reflect George Mason University's graduate program offerings.

REVENUE IMPLICATIONS:

The closure is expected to be budget neutral.

STAFF RECOMMENDATION:

Staff recommend closure of this program.

ITEM NUMBER:

Executive Master's in Public Policy Degree Program Discontinuance

PURPOSE OF THE ITEM:

A proposal to discontinue the EMPP in Public Policy degree program 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 Schar School of Policy and Government is requesting permission to close the Executive Master's in Public Policy (EMPP) degree program and to officially cease admissions as of Spring 2023. The degree program was initiated in 2009. The EMPP was established for mid-career persons with a significant level of experience and professional promise in the field of public policy.

The decision to discontinue the EMPP was made due to lack of enrollment. While the Schar School's Master of Public Policy (MPP) degree program has maintained enrollment, no students have been enrolled in the EMPP degree program since 2009. As a result, faculty and administration believe it is in the best interest of the university to discontinue the Executive Master's in Public Policy degree program.

REVENUE IMPLICATIONS:

The closure is expected to be budget neutral.

STAFF RECOMMENDATION:

Staff recommend closure of this program.

ITEM NUMBER:

Engineer in Information Technology Degree Program Discontinuance

PURPOSE OF THE ITEM:

A proposal to discontinue the Engineer in Information Technology degree program 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 College of Engineering and Computing's Volgenau School of Engineering is requesting permission to close the Engineer in Information Technology degree program and to officially cease admissions as of Spring 2023. The degree program was initiated in 2002. The Engineer in Information Technology degree program was intended to provide doctoral-level training combined with an applied project in lieu of a doctoral dissertation.

The decision to discontinue the Engineer in Information Technology degree program was made due to lack of enrollment. While the College of Engineering and Computing's PhD degree program in Information Technology, has maintained enrollment, no students have been enrolled in the Engineer in Information Technology degree program since 2015. As a result, faculty and administration believe it is in the best interest of the university to discontinue the Engineer in Information Technology degree program.

REVENUE IMPLICATIONS:

The closure is expected to be budget neutral, given enrollment shifts to other programs.

STAFF RECOMMENDATION:

Staff recommend closure of this program.

ITEM NUMBER:

Master of Arts/Master of Science (MA/MS) in New Professional Studies Degree Program
Discontinuance

PURPOSE OF THE ITEM:

A proposal to discontinue the MA/MS in New Professional Studies degree program 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:

George Mason University is requesting permission to close the MA/MS degree program in New Professional Studies and to officially cease admissions as of Spring 2023. The MA/MS in New Professional Studies was initiated in 1996 as an interdisciplinary umbrella degree program to provide graduate education for working professionals in four areas: knowledge management, organization development and knowledge management, peace operations, and teaching. Since that time, stand-alone degree programs have been established at the university to provide coursework in these areas.

The MA/MS in New Professional Studies ceased enrollment in Fall 2013. Closing the degree program officially is necessary to remove it from the SCHEV degree inventory and therefore accurately reflect George Mason University's graduate program offerings.

REVENUE IMPLICATIONS:

The closure is expected to be budget neutral.

STAFF RECOMMENDATION:

Staff recommend closure of this program.

ITEM NUMBER:

Master of Arts (MA) in Telecommunications Policy Degree Program Discontinuance

PURPOSE OF THE ITEM:

A proposal to discontinue the MA in Telecommunications Policy degree program 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 Schar School of Policy and Government is requesting permission to close the MA in Telecommunications Policy degree program and to officially cease admissions as of Spring 2023. The MA in Telecommunications Policy was initiated in 2009 as a spin-off from the MS Telecommunications degree program which is housed in the College of Engineering and Computing.

The MA in Telecommunications Policy ceased enrollment in Fall 2015. Closing the degree program officially is necessary to remove it from the SCHEV degree inventory and therefore accurately reflect George Mason University's graduate program offerings.

REVENUE IMPLICATIONS:

The closure is expected to be budget neutral.

STAFF RECOMMENDATION:

Staff recommend closure of this program.

ITEM NUMBER:

Bachelor of Science (BS) in Urban Systems Engineering Degree Program Discontinuance

PURPOSE OF THE ITEM:

A proposal to discontinue the BS in Urban Systems Engineering degree program 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:

George Mason University is requesting permission to close the BS degree program in Urban Systems Engineering and to officially cease admissions as of Spring 2023. The BS in Urban Systems Engineering was initiated in 1992. The degree program focused on the study of land, transportation, water, energy, and telecommunications systems from an engineering perspective.

Institutional records indicate that the BS degree program in Urban Systems Engineering was renamed the BS in Civil and Infrastructure Engineering in March 2000. Both the BS in Urban Systems Engineering and the BS in Civil and Infrastructure Engineering degree programs are included on the SCHEV degree program inventory, however no students have been enrolled in the BS in Urban Systems Engineering since 2005. Closing the degree program officially is necessary to remove it from the SCHEV degree inventory and therefore accurately reflect George Mason University's undergraduate program offerings.

REVENUE IMPLICATIONS:

The closure is expected to be budget neutral.

STAFF RECOMMENDATION:

Staff recommend closure of this program.

ACTION ITEMS

Academic Programs, Diversity, and University Community Committee

September 29, 2022

ELECTIONS OF NEW TENURED FACULTY

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>
Berger	LaNitra M.	9/29/2022

Title: Associate Professor without Term

Classification: Tenured (without term) - Instructional

Local Academic Unit: History and Art History (CHSS)

Note(s): Additional Title: Director, African and African American Studies

Clemens	Michael A.	1/10/2023
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Title: Professor without Term

Classification: Tenured (without term) - Instructional

Local Academic Unit: Economics (CHSS)



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

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

This form must be submitted in Interfolio as part of the Tenured upon Hire case at the Dean's recommendation step.

LaNitra Berger, Associate Professor

Faculty Member's Name and Title

History & Art History

Local Academic Unit



Verification of Hiring and Trainings:

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

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

LaNitra Berger, a long-time employee at GMU, will be a fabulous addition to the full-time art history faculty. As her external review letters attest, she is an accomplished scholar with a vital and important research agenda moving forward. In addition to improving the scholarly profile of the department, she will also make a major pedagogical contribution. She is an experienced and talented teacher who will teach classes on African art history, African American art history, and Black-Jewish relations, all important topics for our curriculum. Dr. Berger has a long-track record of working effectively with students from under-represented groups and will undoubtedly help the department achieve its long-standing DEI goals. In my view, it is extremely unlikely that we could have found another scholar who combines these skills.

Dean

9/7/2022

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

Michael Clemens, Professor

Faculty Member's Name and Title

Economics

Local Academic Unit



Verification of Hiring and Trainings:

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

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

Michael Clemens is arguably the world's leading immigration economist, and definitely one of the world's top-five such economists. He has written many pathbreaking papers on economic development in general and immigration in particular, including his "Economics and Emigration: Trillion Dollar Bills on the Sidewalk?," and "Do Visas Kill" on the health effects of brain drain. Furthermore, he is still on an upward trajectory, with a major new book, *The Walls of Nations*, forthcoming with Columbia University Press. Hiring Clemens will immediately make George Mason Economics a world leader for immigration scholarship and immigration policy. He is likely to be active not only in the Economics Department, but interdisciplinary scholarship, including GMU's Institute for Immigration Research. The committee and faculty selected Clemens because he was by far the most qualified candidate.

Dean

9/7/2022

Date

ANNOUNCEMENT

Academic Programs, Diversity, and University Community Committee

September 29, 2022

APPOINTMENT OF FACULTY

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
Agada	Omoche C.	8/25/2022	3 years

Title: Assistant Professor

Classification: Term - Instructional

Local Academic Unit: Information Sciences and Technology (CEC)

Ahmed	Miriam	8/25/2022	1 year
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Title: Assistant Professor

Classification: Term - Instructional

Local Academic Unit: Art (CVPA)

Arafin	Md Tanvir	8/25/2022	3 years
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Title: Assistant Professor

Classification: Tenure Track - Instructional

Local Academic Unit: Cyber Security Engineering (CEC)

Berg	Colleen F.	8/25/2022	3 years
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Title: Instructor

Classification: Term - Instructional

Local Academic Unit: Mechanical Engineering (CEC)

Bidkhor	Hoda	8/25/2022	3 years
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Title: Assistant Professor

Classification: Tenure Track - Instructional

Local Academic Unit: Computational and Data Sciences (COS)

ANNOUNCEMENT

Academic Programs, Diversity, and University Community Committee

September 29, 2022

APPOINTMENT OF FACULTY

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
Boone	Worth H.	8/25/2022	1 year

Title: Assistant Professor

Classification: Term - Instructional

Local Academic Unit: Neuroscience Program (COS)

Bowins	Pierre	8/25/2022	3 years
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Title: Assistant Professor

Classification: Tenure Track - Instructional

Local Academic Unit: Art (CVPA)

Broberg	Shelby	8/25/2022	1 year
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Title: Instructor

Classification: Term - Instructional

Local Academic Unit: Communication (CHSS)

Note(s): Additional Title: Communication Center Director

Carson	Scott	8/25/2022	1 year
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Title: Instructional Assistant Professor

Classification: Term - Instructional

Local Academic Unit: Mathematical Science (COS)

Chen	Ted Hsuan Yun	8/25/2022	3 years
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Title: Assistant Professor, Environmental Science & Policy

Classification: Tenure Track - Instructional

Local Academic Unit: Environmental Science and Policy (COS)

ANNOUNCEMENT

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APPOINTMENT OF FACULTY

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
Ciftci	Olcay	8/25/2022	3 years

Title: Assistant Professor

Classification: Term - Instructional

Local Academic Unit: Information Sciences and Technology (CEC)

Cohen	Alisa J.	8/25/2022	1 year
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Title: Instructional Assistant Professor

Classification: Term - Instructional

Local Academic Unit: Music (CVPA)

Note(s): Additional Title: Visiting Artist Faculty in Voice

Coll	Alexandra	8/25/2022	3 years
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Title: Instructional Assistant Professor

Classification: Term - Instructional

Local Academic Unit: Schar School of Policy and Government

Note(s): Additional Title: Director, Law and Policy Learning Community

DuBois	Megan L.	8/25/2022	1 year
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Title: Instructional Assistant Professor

Classification: Term - Instructional

Local Academic Unit: Global and Community Health (CHHS)

Ehsan	Mohammad M.	7/10/2022	1 year
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Title: Research Assistant Professor

Classification: Term - Research

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

Note(s): Additional Title: Scholar in Residence

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APPOINTMENT OF FACULTY

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
Elashkar	Eman I.	8/25/2022	1 year

Title: Instructional Assistant Professor

Classification: Term - Instructional

Local Academic Unit: Health Administration and Policy (CHHS)

Ermagun	Alireza	8/25/2022	3 years
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Title: Assistant Professor of Transportation Geography

Classification: Tenure Track - Instructional

Local Academic Unit: Geography and Geoinformation Science (COS)

Eshete	Zelalem	8/25/2022	3 years
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Title: Assistant Professor

Classification: Term - Instructional

Local Academic Unit: Mechanical Engineering (CEC)

Fairchild	Samuel E.	8/25/2022	1 year
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Title: Instructional Assistant Professor

Classification: Term - Instructional

Local Academic Unit: Mathematical Science (COS)

Fernandes Veiga	Filipe	8/25/2022	3 years
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Title: Assistant Professor

Classification: Tenure Track - Instructional

Local Academic Unit: Electrical and Computer Engineering (CEC)

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APPOINTMENT OF FACULTY

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
Gantar	Suzanne M.	8/25/2022	1 year

Title: Assistant Professor of Genetics

Classification: Term - Instructional

Local Academic Unit: Biology (COS)

Gopalkrishna	Sara-Lynn	8/25/2022	3 years
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Title: Assistant Professor

Classification: Term - Instructional

Local Academic Unit: Computer Science (CEC)

Gordon	John	8/25/2022	1 year
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Title: Associate Professor

Classification: Term - Instructional

Local Academic Unit: Schar School of Policy and Government

Gorman	Bartle	8/25/2022	1 year
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Title: Visiting Instructional Professor

Classification: Term - Instructional

Local Academic Unit: Schar School of Policy and Government

Guo	Xiaonan	8/25/2022	3 years
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Title: Assistant Professor

Classification: Tenure Track - Instructional

Local Academic Unit: Information Sciences and Technology (CEC)

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<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
Hashemi	Mahdi	8/25/2022	3 years

Title: Assistant Professor

Classification: Term - Instructional

Local Academic Unit: Information Sciences and Technology (CEC)

Hassan	Hoda M.	8/25/2022	3 years
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Title: Associate Professor

Classification: Term - Instructional

Local Academic Unit: Information Sciences and Technology (CEC)

Heffner	Richard L.	8/25/2022	1 year
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Title: Assistant Professor

Classification: Term - Instructional

Local Academic Unit: Art (CVPA)

Holland	Michael E.	8/25/2022	3 years
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Title: Instructor

Classification: Term - Instructional

Local Academic Unit: Statistics (CEC)

Hong	Jiyeon	8/25/2022	3 years
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Title: Assistant Professor

Classification: Tenure Track - Instructional

Local Academic Unit: School of Business

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APPOINTMENT OF FACULTY

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
Hossain	Moinul	8/25/2022	3 years

Title: Assistant Professor

Classification: Tenure Track - Instructional

Local Academic Unit: Cyber Security Engineering (CEC)

Hupp	Brittany	8/25/2022	3 years
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Title: Assistant Professor Geochemistry

Classification: Tenure Track - Instructional

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

Jackson	Lawrence M.	8/25/2022	3 years
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Title: Associate Professor

Classification: Tenure Track - Instructional

Local Academic Unit: Dance (CVPA)

Jannery	Beth A.	8/25/2022	1 year
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Title: Visiting Instructor

Classification: Term - Instructional

Local Academic Unit: Communication (CHSS)

Note(s): Additional Title: Director of the Journalism, Sport Communication, and Photojournalism
Minors and Concentration Coordinator for Journalism

Jiang	Weiwen	1/10/2022	3 years
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Title: Assistant Professor

Classification: Tenure Track - Instructional

Local Academic Unit: Electrical and Computer Engineering (CEC)

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

Title: Instructor

Classification: Term - Instructional

Local Academic Unit: Mathematical Science (COS)

Kinory	Ethan	8/25/2022	3 years
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Title: Instructional Assistant Professor

Classification: Term - Instructional

Local Academic Unit: School of Business

Ko	Hansoo	8/25/2022	3 years
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Title: Assistant Professor

Classification: Tenure Track - Instructional

Local Academic Unit: Health Administration and Policy (CHHS)

Lake	William L.	8/25/2022	3 years
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Title: Director of Concert Bands

Classification: Tenure Track - Instructional

Local Academic Unit: Music (CVPA)

Note(s): Additional Title: Director of Concert Bands

Liang	YiJue	8/25/2022	3 years
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Title: Assistant Professor of Psychology

Classification: Tenure Track - Instructional

Local Academic Unit: Psychology (CHSS)

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<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
Lin	Li	5/25/2022	1 year

Title: Research Assistant Professor, Agro-Geoinformation Sciences

Classification: Term - Research

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

Liu	Hung-Ling	8/25/2022	3 years
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Title: Associate Professor of Recreation Management

Classification: Tenure Track - Instructional

Local Academic Unit: College of Education and Human Development

Loizides	Yiannis	8/25/2022	3 years
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Title: Assistant Professor

Classification: Tenure Track - Instructional

Local Academic Unit: Mathematical Science (COS)

Luo	Lannan	8/25/2022	3 years
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Title: Assistant Professor

Classification: Tenure Track - Instructional

Local Academic Unit: Computer Science (CEC)

Lybarger	Kevin J.	8/25/2022	3 years
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Title: Assistant Professor

Classification: Tenure Track - Instructional

Local Academic Unit: Information Sciences and Technology (CEC)

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<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
Maex	Steven A.	8/25/2022	3 years

Title: Assistant Professor

Classification: Tenure Track - Instructional

Local Academic Unit: School of Business

Mandable	Lori A.	8/25/2022	1 year
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Title: Instructor, Geography

Classification: Term - Instructional

Local Academic Unit: Geography and Geoinformation Science (COS)

Manski	Benjamin R.	8/25/2022	3 years
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Title: Assistant Professor

Classification: Tenure Track - Instructional

Local Academic Unit: Sociology and Anthropology (CHSS)

Martin	Joel	8/25/2022	3 years
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Title: Associate Professor of Kinesiology

Classification: Tenure Track - Instructional

Local Academic Unit: College of Education and Human Development

Mazzini Bruschi	Simone	8/25/2022	3 years
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Title: Instructional Assistant Professor

Classification: Term - Instructional

Local Academic Unit: Mathematical Science (COS)

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<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
McDonald	Nora	8/25/2022	3 years

Title: Assistant Professor

Classification: Tenure Track - Instructional

Local Academic Unit: Information Sciences and Technology (CEC)

Mitcham	Marybeth	7/10/2022	1 year
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Title: Instructional Assistant Professor

Classification: Term - Instructional

Local Academic Unit: Global and Community Health (CHHS)

Note(s): Additional Title: Director, MPH Online Program

Mughal	Hamza	8/25/2022	3 years
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Title: Instructor

Classification: Term - Instructional

Local Academic Unit: Computer Science (CEC)

Munshi	Ferah	8/25/2022	3 years
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Title: Assistant Professor

Classification: Tenure Track - Instructional

Local Academic Unit: Physics and Astronomy (COS)

Ortiz Uriarte	Luis E.	8/25/2022	3 years
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Title: Assistant Professor, Climate Applications

Classification: Tenure Track - Instructional

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

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<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
Poapst	Jacquelyn A.	8/25/2022	1 year

Title: Instructional Assistant Professor

Classification: Term - Instructional

Local Academic Unit: Communication (CHSS)

Note(s): Additional Title: Director of Debate

Powers	Samantha	8/25/2022	3 years
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Title: Assistant Professor of Recreation Management

Classification: Tenure Track - Instructional

Local Academic Unit: College of Education and Human Development

Raffegau	Tiphannie E.	8/25/2022	3 years
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Title: Assistant Professor of Kinesiology

Classification: Tenure Track - Instructional

Local Academic Unit: College of Education and Human Development

Rambo	Stephanie	8/25/2022	3 years
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Title: Assistant Professor

Classification: Tenure Track - Instructional

Local Academic Unit: English (CHSS)

Richter	Kelly K.	8/25/2022	1 year
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Title: Instructional Assistant Professor

Classification: Term - Instructional

Local Academic Unit: Schar School of Policy and Government

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<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
Rios	Nicholas A.	8/25/2022	3 years

Title: Assistant Professor

Classification: Tenure Track - Instructional

Local Academic Unit: Statistics (CEC)

Robson	Christina J.	8/25/2022	3 years
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Title: Assistant Professor

Classification: Tenure Track - Instructional

Local Academic Unit: Dance (CVPA)

Safikhani	Abolfazl	8/25/2022	3 years
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Title: Assistant Professor

Classification: Tenure Track - Instructional

Local Academic Unit: Statistics (CEC)

Sanchez	Amanda L.	8/25/2022	3 years
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Title: Assistant Professor of Psychology, Clinical

Classification: Tenure Track - Instructional

Local Academic Unit: Psychology (CHSS)

Sauls	Laura A.	8/25/2022	3 years
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Title: Tenure-Track Assistant Professor of Global Environment

Classification: Tenure Track - Instructional

Local Academic Unit: Global Affairs Program (CHSS)

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<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
Sutherland	Brittany L.	8/25/2022	3 years

Title: Assistant Professor of Genetics

Classification: Tenure Track - Instructional

Local Academic Unit: Biology (COS)

Tobin	Ana	8/25/2022	3 years
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Title: Assistant Professor

Classification: Tenure Track - Instructional

Local Academic Unit: Art (CVPA)

Tonge	Natasha	8/25/2022	3 years
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Title: Assistant Professor of Psychology

Classification: Tenure Track - Instructional

Local Academic Unit: Psychology (CHSS)

Torabi	Sadegh	8/8/2022	3 years
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Title: Assistant Professor

Classification: Term - Instructional

Local Academic Unit: Information Sciences and Technology (CEC)

Turpin	Rodman	8/25/2022	3 years
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Title: Assistant Professor

Classification: Tenure Track - Instructional

Local Academic Unit: Global and Community Health (CHHS)

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<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
Villodas	Melissa L.	8/25/2022	3 years

Title: Assistant Professor

Classification: Tenure Track - Instructional

Local Academic Unit: Social Work (CHHS)

Wang	Dongqing	8/25/2022	3 years
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Title: Assistant Professor

Classification: Tenure Track - Instructional

Local Academic Unit: Global and Community Health (CHHS)

Wang	Fei	8/25/2022	3 years
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Title: Assistant Professor

Classification: Tenure Track - Instructional

Local Academic Unit: Chemistry and Biochemistry (COS)

White	Charles S.	8/25/2022	3 years
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Title: Assistant Professor

Classification: Term - Instructional

Local Academic Unit: Mechanical Engineering (CEC)

Wood	Jennifer L.	8/25/2022	1 year
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Title: Instructional Assistant Professor

Classification: Term - Instructional

Local Academic Unit: English (CHSS)

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<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
Xiao	Xuesu	8/25/2022	3 years

Title: Assistant Professor

Classification: Tenure Track - Instructional

Local Academic Unit: Computer Science (CEC)

Yang	Lei	8/25/2022	3 years
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Title: Assistant Professor

Classification: Tenure Track - Instructional

Local Academic Unit: Information Sciences and Technology (CEC)

Yang	Lishan	8/25/2022	3 years
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Title: Assistant Professor

Classification: Tenure Track - Instructional

Local Academic Unit: Computer Science (CEC)

Yu	Fang-Yi	8/25/2022	3 years
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Title: Assistant Professor

Classification: Tenure Track - Instructional

Local Academic Unit: Computer Science (CEC)

Yu	Yun	8/25/2022	3 years
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Title: Assistant Professor of Analytical & Materials Chemistry

Classification: Tenure Track - Instructional

Local Academic Unit: Chemistry and Biochemistry (COS)

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<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
Zampieri de Marco	Marcos Eduardo	8/25/2022	3 years

Title: Assistant Professor

Classification: Tenure Track - Instructional

Local Academic Unit: Information Sciences and Technology (CEC)

Zhang	Xiaokuan	8/25/2022	3 years
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Title: Assistant Professor

Classification: Tenure Track - Instructional

Local Academic Unit: Computer Science (VSE)

Zhu	Ziwei	8/25/2022	3 years
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Title: Assistant Professor

Classification: Tenure Track - Instructional

Local Academic Unit: Computer Science (CEC)

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APPOINTMENT OF ADMINSTRATIVE AND PROFESSIONAL FACULTY

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>
Aguilar Cardenas	Rommel J.	7/25/2022

Title: Assistant Director for First Gen Undocumented and Immigrant Student Support

Classification: At will - Admin/Professional

Local Academic Unit: First Gen+ Center (UL)

Ash	Alexis	7/18/2022
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Title: Community Director

Classification: At will - Admin/Professional

Local Academic Unit: Housing and Residence Life (UL)

Bachmann	Megan S.	7/11/2022
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Title: Head Coach, Women's Volleyball

Classification: At will - Admin/Professional

Local Academic Unit: Intercollegiate Athletics

Bayraktar	Breana L.	8/1/2022
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Title: Educational Developer, Stearns Center for Teaching and Learning

Classification: At will - Admin/Professional

Local Academic Unit: Office of the Provost

Bluestein	Thomas	8/15/2022
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Title: Senior Deputy Title IX Coordinator

Classification: At will - Admin/Professional

Local Academic Unit: Diversity, Equity, and Inclusion

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APPOINTMENT OF ADMINISTRATIVE AND PROFESSIONAL FACULTY

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>
Bluth	Stephanie J.	8/10/2022

Title: Associate Director for Graduate Professional and Career Development

Classification: At will - Admin/Professional

Local Academic Unit: Office of the Provost

Bonfiglio	Kristina	4/25/2022
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Title: Director of Graduate Recruitment and Admissions

Classification: At will - Admin/Professional

Local Academic Unit: Schar School of Policy and Government

Brown	Lynn W.	8/29/2022
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Title: Chief Business Officer

Classification: At will - Admin/Professional

Local Academic Unit: College of Visual and Performing Arts

Callahan	Michael	7/22/2022
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Title: Assistant Coach, Men's Soccer

Classification: At will - Admin/Professional

Local Academic Unit: Intercollegiate Athletics

Camp	Shawn A.	8/10/2022
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Title: Head Coach, Baseball

Classification: At will - Admin/Professional

Local Academic Unit: Intercollegiate Athletics

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APPOINTMENT OF ADMINISTRATIVE AND PROFESSIONAL FACULTY

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>
Cherry	Michael D.	7/19/2022

Title: Associate Director of Residence Life

Classification: At will - Admin/Professional

Local Academic Unit: Housing and Residence Life (UL)

Clark	Sarah K.	5/23/2022
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Title: Director, Human Research Protection Program

Classification: At will - Admin/Professional

Local Academic Unit: Office of the Provost

Climer	Lisa C.	5/10/2022
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Title: Assistant Director, Field Education

Classification: At will - Admin/Professional

Local Academic Unit: Social Work (CHHS)

Cogan	Brian S.	7/11/2022
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Title: Behavioral Health Clinician

Classification: At will - Admin/Professional

Local Academic Unit: Student Health Services (UL)

Costanzo	Richard	5/10/2022
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Title: Head Coach, Men's Soccer

Classification: At will - Admin/Professional

Local Academic Unit: Intercollegiate Athletics

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<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>
Crews	Bonnie	6/10/2022

Title: Senior Director of Advancement

Classification: At will - Admin/Professional

Local Academic Unit: College of Engineering and Computing (CEC)

Cunningham	William T.	3/25/2022
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Title: Director, Student Accounts

Classification: At will - Admin/Professional

Local Academic Unit: Fiscal Services (SVP)

D'Angelo	Jessica L.	8/25/2022
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Title: Director of Event Production

Classification: At will - Admin/Professional

Local Academic Unit: Office of the Senior Vice President

Daniel	Alethia S.	5/16/2022
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Title: Associate Director of Financial Aid

Classification: At will - Admin/Professional

Local Academic Unit: Office of Student Financial Aid

Davis	Diana L.	7/11/2022
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Title: Senior Psychologist

Classification: At will - Admin/Professional

Local Academic Unit: Counseling and Psychological Services (UL)

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<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>
Deray	Austin A.	6/25/2022

Title: Assistant Director of Graduate Student Life

Classification: At will - Admin/Professional

Local Academic Unit: Graduate Student Life (UL)

Deters	Matthew J.	6/25/2022
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Title: Assistant Director of Funds Management

Classification: At will - Admin/Professional

Local Academic Unit: Office of Student Financial Aid

Dievendorf	Matthew M.	8/10/2022
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Title: Assistant Director of Academics, Research, and Audio Production

Classification: At will - Admin/Professional

Local Academic Unit: College of Visual and Performing Arts

Eaton	Rachel	6/25/2022
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Title: Director of Marketing

Classification: At will - Admin/Professional

Local Academic Unit: Intercollegiate Athletics

Eiseman	Phil D.	6/10/2022
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Title: Clinician, Diversity and Inclusion Focus

Classification: At will - Admin/Professional

Local Academic Unit: Counseling and Psychological Services (UL)

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<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>
Evano	Ashley D.	8/10/2022

Title: Associate Director, Judicial Education Programs

Classification: At will - Admin/Professional

Local Academic Unit: Law and Economics Center (ASLS)

Fede	Bryan	6/21/2022
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Title: Instructional Designer

Classification: At will - Admin/Professional

Local Academic Unit: Office of the Provost

Finn	Teresa M.	3/10/2022
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Title: Associate Director of Strategic Engagement and Communication

Classification: At will - Admin/Professional

Local Academic Unit: Office of the Provost

Funk	Allison N.	8/10/2022
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Title: Staff Clinician

Classification: At will - Admin/Professional

Local Academic Unit: Counseling and Psychological Services (UL)

Goodman	Colton	7/18/2022
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Title: Assistant Director of Residence Life for Residential Academic Engagement

Classification: At will - Admin/Professional

Local Academic Unit: Housing and Residence Life (UL)

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<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>
Gorshenin	Sophie E.	4/10/2022

Title: Assistant Director for Regional Campuses

Classification: At will - Admin/Professional

Local Academic Unit: University Life

Gourlay	Kayla M.	5/10/2022
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Title: Business and Economics Librarian

Classification: At will - Admin/Professional

Local Academic Unit: University Libraries

Green	Arletrice	5/10/2022
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Title: Senior Space Manager

Classification: At will - Admin/Professional

Local Academic Unit: Office of the Senior Vice President

Gyawali	Bimala	4/18/2022
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Title: Lead Teacher- PreK Classroom

Classification: At will - Admin/Professional

Local Academic Unit: Office of the Senior Vice President

Hamayoun	Iqra	4/24/2022
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Title: Health Information Systems Support Coordinator

Classification: At will - Admin/Professional

Local Academic Unit: Health Administration and Policy (CHHS)

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APPOINTMENT OF ADMINSTRATIVE AND PROFESSIONAL FACULTY

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>
Harley	Jessica L.	7/11/2022

Title: Health Equity Nurse Practitioner

Classification: At will - Admin/Professional

Local Academic Unit: Student Health Services (UL)

Harris	Paula	8/8/2022
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Title: Community Director

Classification: At will - Admin/Professional

Local Academic Unit: Housing and Residence Life (UL)

Healey	Michelle E.	6/10/2022
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Title: Associate Director for Orientation

Classification: At will - Admin/Professional

Local Academic Unit: New Student and Family Programs (UL)

Henry	Sonya S.	5/31/2022
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Title: Associate Director of Well-Being Programs

Classification: At will - Admin/Professional

Local Academic Unit: Advancement of Well-Being (UL)

Hensley	Melissa	4/25/2022
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Title: Assistant Director, Field Education

Classification: At will - Admin/Professional

Local Academic Unit: Social Work (CHHS)

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Academic Programs, Diversity, and University Community Committee

September 29, 2022

APPOINTMENT OF ADMINSTRATIVE AND PROFESSIONAL FACULTY

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>
Herboth	Benjamin	8/1/2022

Title: Assistant Coach, Swim and Dive

Classification: At will - Admin/Professional

Local Academic Unit: Intercollegiate Athletics

Hillman	Justin W.	7/20/2022
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Title: Psychology Intern

Classification: At will - Admin/Professional

Local Academic Unit: Counseling and Psychological Services (UL)

Hull	David I.	6/27/2022
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Title: Director of Academic Administration

Classification: At will - Admin/Professional

Local Academic Unit: Antonin Scalia Law School

Hutcherson	Campbell	6/20/2022
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Title: Assistant Coach, Softball

Classification: At will - Admin/Professional

Local Academic Unit: Intercollegiate Athletics

Ibrahimi	Abraham Y.	5/31/2022
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Title: Senior IT Auditor

Classification: At will - Admin/Professional

Local Academic Unit: Office of University Audit

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APPOINTMENT OF ADMINSTRATIVE AND PROFESSIONAL FACULTY

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>
Jackson	Timya L.	5/9/2022

Title: Assistant Director for College Success

Classification: At will - Admin/Professional

Local Academic Unit: Early Identification Program (UL)

Jones	Cathy	7/18/2022
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Title: Executive Director of Finance and Operations

Classification: At will - Admin/Professional

Local Academic Unit: Schar School of Policy and Government

Jones	Moira C.	7/11/2022
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Title: Coordinator of Community Standards

Classification: At will - Admin/Professional

Local Academic Unit: Student Conduct (UL)

JosephQuigley	Robin	6/6/2022
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Title: Assistant Director, Clinical Services

Classification: At will - Admin/Professional

Local Academic Unit: Counseling and Psychological Services (UL)

Kayer	Kaithlyn	5/16/2022
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Title: Director, Project Management and Operations

Classification: At will - Admin/Professional

Local Academic Unit: Office of the Provost

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Academic Programs, Diversity, and University Community Committee

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APPOINTMENT OF ADMINISTRATIVE AND PROFESSIONAL FACULTY

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>
Khan	Zareena	8/15/2022

Title: Assistant Director of Student Well-Being Programs

Classification: At will - Admin/Professional

Local Academic Unit: Advancement of Well-Being (UL)

Knapp	Melanie O.	8/10/2022
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Title: Associate Dean, Library & Technology

Classification: At will - Admin/Professional

Local Academic Unit: Antonin Scalia Law School

Koehler	Kristen	8/8/2022
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Title: Assistant Dean, Strategic Communications and Marketing

Classification: At will - Admin/Professional

Local Academic Unit: College of Humanities and Social Sciences

Lane	Andrew	6/21/2022
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Title: Director, Performance Management and Employee Engagement

Classification: At will - Admin/Professional

Local Academic Unit: Human Resources and Payroll

Laster	Elizabeth	6/25/2022
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Title: Assistant Director of Field Education

Classification: At will - Admin/Professional

Local Academic Unit: Social Work (CHHS)

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Academic Programs, Diversity, and University Community Committee

September 29, 2022

APPOINTMENT OF ADMINISTRATIVE AND PROFESSIONAL FACULTY

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>
Lee	Joanna C.	7/5/2022

Title: Digital Publishing Lead

Classification: At will - Admin/Professional

Local Academic Unit: University Libraries

Lee	Sheetal S.	4/10/2022
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Title: International Advisor

Classification: At will - Admin/Professional

Local Academic Unit: International Programs and Services (UL)

Letscher	George J.	5/10/2022
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Title: Senior Licensing Associate - Digital Innovation

Classification: At will - Admin/Professional

Local Academic Unit: Office of the Provost

Lockett	Laina S.	8/1/2022
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Title: Educational Developer, Stearns Center for Teaching and Learning

Classification: At will - Admin/Professional

Local Academic Unit: Office of the Provost

Lowery	Ian T.	8/25/2022
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Title: Assistant Director of Debate

Classification: At will - Admin/Professional

Local Academic Unit: Communication (CHSS)

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Academic Programs, Diversity, and University Community Committee

September 29, 2022

APPOINTMENT OF ADMINSTRATIVE AND PROFESSIONAL FACULTY

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>
Macchia	James M.	7/20/2022

Title: Psychology Intern

Classification: At will - Admin/Professional

Local Academic Unit: Counseling and Psychological Services (UL)

Mason	Holly M.	6/25/2022
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Title: Associate Director, Women and Gender Studies Program

Classification: At will - Admin/Professional

Local Academic Unit: Women and Gender Studies (CHSS)

Mathur	Ankit	4/6/2022
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Title: Technology Mentor

Classification: At will - Admin/Professional

Local Academic Unit: Office of the Provost

Maurizi	Noel S.	7/20/2022
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Title: Psychology Intern

Classification: At will - Admin/Professional

Local Academic Unit: Counseling and Psychological Services (UL)

McLaughlin	Matthew R.	6/1/2022
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Title: Off- Campus Coordinator

Classification: At will - Admin/Professional

Local Academic Unit: Contemporary Student Services (UL)

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Academic Programs, Diversity, and University Community Committee

September 29, 2022

APPOINTMENT OF ADMINSTRATIVE AND PROFESSIONAL FACULTY

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>
Medic	Nathaniel T.	8/3/2022

Title: Assistant Coach, Women's Lacrosse

Classification: At will - Admin/Professional

Local Academic Unit: Intercollegiate Athletics

Minot	Daniel	8/15/2022
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Title: Assistant Dean for Student and Academic Affairs

Classification: At will - Admin/Professional

Local Academic Unit: College of Education and Human Development

Moore	Adam H.	8/1/2022
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Title: Staff Clinician

Classification: At will - Admin/Professional

Local Academic Unit: Counseling and Psychological Services (UL)

Murphy	Una M.	6/10/2022
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Title: Director of Development- Honors College

Classification: At will - Admin/Professional

Local Academic Unit: Advancement and Alumni Relations

Muz	Aaron F.	4/10/2022
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Title: Assistant Director for College Readiness

Classification: At will - Admin/Professional

Local Academic Unit: Early Identification Program (UL)

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Academic Programs, Diversity, and University Community Committee

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APPOINTMENT OF ADMINSTRATIVE AND PROFESSIONAL FACULTY

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>
Myers	Daniel	5/9/2022

Title: Technology Mentor

Classification: At will - Admin/Professional

Local Academic Unit: Office of the Provost

Nelson	Roberta	3/25/2022
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Title: Associate Director of Admissions, Credit Articulation

Classification: At will - Admin/Professional

Local Academic Unit: Office of Admissions

Orozco	Noel	6/21/2022
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Title: Assistant Coach, Men's Soccer

Classification: At will - Admin/Professional

Local Academic Unit: Intercollegiate Athletics

Parker	Robin	9/10/2022
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Title: Assistant Vice President of Communications

Classification: At will - Admin/Professional

Local Academic Unit: Advancement and Alumni Relations

Peterman	Travis L.	8/10/2022
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Title: Indoor Drumline Program Manager

Classification: At will - Admin/Professional

Local Academic Unit: College of Visual and Performing Arts

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Academic Programs, Diversity, and University Community Committee

September 29, 2022

APPOINTMENT OF ADMINISTRATIVE AND PROFESSIONAL FACULTY

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>
Phelps	Peggy	4/25/2022

Title: Director of Business Strategy

Classification: At will - Admin/Professional

Local Academic Unit: University Life

Pyett	Jessica	7/22/2022
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Title: Community Director for Housing and Residence Life

Classification: At will - Admin/Professional

Local Academic Unit: Housing and Residence Life (UL)

Rahman	Tahmina	8/1/2022
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Title: Assistant Director for Transfer and Continuing Student Outreach and Support

Classification: At will - Admin/Professional

Local Academic Unit: Honors College

Ramirez	Melanie	8/1/2022
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Title: Staff Clinician

Classification: At will - Admin/Professional

Local Academic Unit: Counseling and Psychological Services (UL)

Rascoe	Hortense S.	5/25/2022
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Title: DEI Case Coordinator for Community Engagement

Classification: At will - Admin/Professional

Local Academic Unit: Diversity, Equity, and Inclusion

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APPOINTMENT OF ADMINSTRATIVE AND PROFESSIONAL FACULTY

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>
Regan	Holly	8/18/2022

Title: Assistant Director, Athletic Communication

Classification: At will - Admin/Professional

Local Academic Unit: Intercollegiate Athletics

Riddle	Kerry	8/10/2022
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Title: Deputy Director

Classification: At will - Admin/Professional

Local Academic Unit: CINA Center for Excellence (Provost)

Rodgers	Joisanne	8/8/2022
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Title: Director, Contemporary Student Services

Classification: At will - Admin/Professional

Local Academic Unit: Contemporary Student Services (UL)

Sambriski	Ava	7/25/2022
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Title: Assistant Director of Women and Gender Studies

Classification: At will - Admin/Professional

Local Academic Unit: Women and Gender Studies Center (UL)

Schell	David J.	6/20/2022
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Title: Instructional Designer

Classification: At will - Admin/Professional

Local Academic Unit: Office of the Provost

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Academic Programs, Diversity, and University Community Committee

September 29, 2022

APPOINTMENT OF ADMINISTRATIVE AND PROFESSIONAL FACULTY

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>
Sen	Naresh	8/22/2022

Title: Computational Research Specialist

Classification: At will - Admin/Professional

Local Academic Unit: Office of Research Computing

Shehu	Amarda	5/25/2022
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Title: Associate Vice President of Research for IDIA

Classification: At will - Admin/Professional

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

Note(s): Additional Title: Professor without Term

Simpson	Caroline M.	6/10/2022
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Title: Coordinator for Contemporary Student Services

Classification: At will - Admin/Professional

Local Academic Unit: Contemporary Student Services (UL)

Sledge	Rebecca S.	6/27/2022
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Title: Director of Benefits

Classification: At will - Admin/Professional

Local Academic Unit: Human Resources and Payroll

Snider	Cara	5/31/2022
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Title: Program Manager for Engaged Learning

Classification: At will - Admin/Professional

Local Academic Unit: Office of the Provost

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Academic Programs, Diversity, and University Community Committee

September 29, 2022

APPOINTMENT OF ADMINSTRATIVE AND PROFESSIONAL FACULTY

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>
Snow	Tisheika	5/25/2022

Title: Assistant Director of Student Involvement for Campus Events

Classification: At will - Admin/Professional

Local Academic Unit: Student Involvement (UL)

Song	Michele	5/16/2022
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Title: Assistant Director for Student Support and Respondent Services

Classification: At will - Admin/Professional

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

Stine	Amira	8/25/2022
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Title: Senior Research Associate

Classification: At will - Admin/Professional

Local Academic Unit: Institutional Effectiveness and Planning (Provost)

Stitz	Tammy	6/10/2022
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Title: Engineering Librarian

Classification: At will - Admin/Professional

Local Academic Unit: University Libraries

Thacker	Rebecca	6/13/2022
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Title: Associate Director, LEC

Classification: At will - Admin/Professional

Local Academic Unit: Law and Economics Center (ASLS)

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Academic Programs, Diversity, and University Community Committee

September 29, 2022

APPOINTMENT OF ADMINISTRATIVE AND PROFESSIONAL FACULTY

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>
Travers	Dominique H.	8/15/2022

Title: Assistant Coach, Softball

Classification: At will - Admin/Professional

Local Academic Unit: Intercollegiate Athletics

Troiano	Christopher V.	8/10/2022
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Title: Historical Ensembles Program Manager

Classification: At will - Admin/Professional

Local Academic Unit: College of Visual and Performing Arts

Trumbo	Michelle M.	5/10/2022
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Title: Assistant Director, Legal Research, Writing and Analysis Program

Classification: At will - Admin/Professional

Local Academic Unit: Antonin Scalia Law School

Trumpet	Tonya	3/28/2022
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Title: Lead Teacher - Twos Classroom

Classification: At will - Admin/Professional

Local Academic Unit: Office of the Senior Vice President

Turchi	Kenneth L.	6/27/2022
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Title: Assistant Dean for Strategic Communications and Marketing

Classification: At will - Admin/Professional

Local Academic Unit: Antonin Scalia Law School

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Academic Programs, Diversity, and University Community Committee

September 29, 2022

APPOINTMENT OF ADMINSTRATIVE AND PROFESSIONAL FACULTY

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>
Wagner	Lauren E.	7/10/2022

Title: Assistant Dean, Student Academic Affairs

Classification: At will - Admin/Professional

Local Academic Unit: College of Visual and Performing Arts

Walker	Riley	5/13/2022
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Title: Women's Basketball, Director of Basketball Operations

Classification: At will - Admin/Professional

Local Academic Unit: Intercollegiate Athletics

Yoho	Rachel	8/1/2022
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Title: Educational Developer, Stearns Center for Teaching and Learning

Classification: At will - Admin/Professional

Local Academic Unit: Office of the Provost

Zanellato	Christine A.	7/25/2022
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Title: Director, Project and Portfolio Management Office

Classification: At will - Admin/Professional

Local Academic Unit: Information Technology Services

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Academic Programs, Diversity, and University Community Committee

September 29, 2022

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

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
Ball	Kenneth S.	8/10/2022	5 years

Title: Dean

Local Academic Unit: College of Engineering and Computing (CEC)

Starr	Donald H.	3/10/2022	> 1 year
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Title: Acting Director

Local Academic Unit: Art (CVPA)

Temple	Daniel H.	8/25/2022	4 years
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Title: Department Chair

Local Academic Unit: Sociology and Anthropology (CHSS)

ANNOUNCEMENT

Academic Programs, Diversity, and University Community Committee

September 29, 2022

RENEWALS AND REAPPOINTMENTS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
Ahmad	Afra S.	5/25/2022	1 year

Title: Instructional Assistant Professor

Classification: Term - Instructional

Local Academic Unit: Psychology (CHSS)

Note(s): Additional Title: Director of the MPS program

Ahmadi	Pouyan	8/25/2022	5 years
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Title: Instructional Associate Professor

Classification: Term - Instructional

Local Academic Unit: Information Sciences and Technology (CEC)

Note(s): Previous title: Assistant Professor

Ashraf-Hassan	Saima	8/25/2022	3 years
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Title: Senior Instructor

Classification: Term - Instructional

Local Academic Unit: Modern and Classical Languages (CHSS)

Auld	Eric K.	8/25/2022	1 year
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Title: Instructor

Classification: Term - Instructional

Local Academic Unit: English (CHSS)

Aviles Lopez	Carlos Javier	8/25/2022	1 year
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Title: Instructional Assistant Professor of Spanish

Classification: Term - Instructional

Local Academic Unit: Modern and Classical Languages (CHSS)

ANNOUNCEMENT

Academic Programs, Diversity, and University Community Committee

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RENEWALS AND REAPPOINTMENTS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
Azar	Tawnya C.	8/25/2022	3 years

Title: Instructional Assistant Professor

Classification: Term - Instructional

Local Academic Unit: English (CHSS)

Bauman	Lisa P.	8/25/2022	3 years
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Title: Instructional Associate Professor

Classification: Term - Instructional

Local Academic Unit: History and Art History (CHSS)

Bell	Tina M.	6/10/2022	3 years
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Title: Instructional Assistant Professor

Classification: Term - Instructional

Local Academic Unit: Biology (COS)

Berg	Scott W.	8/25/2022	1 year
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Title: Associate Professor

Classification: Term - Instructional

Local Academic Unit: English (CHSS)

Bonilla	Carrie L.	8/25/2022	3 years
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Title: Instructional Associate Professor

Classification: Term - Instructional

Local Academic Unit: Modern and Classical Languages (CHSS)

Note(s): Previous title: Term Assistant Professor

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Academic Programs, Diversity, and University Community Committee

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RENEWALS AND REAPPOINTMENTS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
Bowdoin	Jessica J.	6/25/2023	4 years

Title: Head, Resource Licensing and Delivery

Classification: At will - Admin/Professional

Local Academic Unit: University Libraries

Brandhorst	Kurt A.	8/25/2022	3 years
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Title: Instructional Assistant Professor

Classification: Term - Instructional

Local Academic Unit: Philosophy (CHSS)

Breno	Alex	5/25/2022	1 year
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Title: Research Associate (Instructor)

Classification: Term - Research

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

Brown	Milton L.	4/27/2022	2 years
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Title: Professor of Advanced Studies in Drug Discovery

Classification: Term - Research

Local Academic Unit: College of Science

Bryan	Amanda L.	8/25/2022	1 year
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Title: Instructional Assistant Professor

Classification: Term - Instructional

Local Academic Unit: English (CHSS)

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September 29, 2022

RENEWALS AND REAPPOINTMENTS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
Buckley	Martha	6/10/2022	3 years

Title: Research Associate Professor

Classification: Term - Research

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

Note(s): Previous title: Research Assistant Professor

Burmeister	Steven	8/25/2022	3 years
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Title: Instructional Associate Professor

Classification: Term - Instructional

Local Academic Unit: Forensic Science Program (COS)

Note(s): Previous title: Term Assistant Professor

Burns	Carla F.	8/25/2022	3 years
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Title: Instructional Associate Professor

Classification: Term - Instructional

Local Academic Unit: Modern and Classical Languages (CHSS)

Note(s): Previous title: Term Assistant Professor

Bushallow	Lara	6/25/2023	4 years
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Title: Director, Digital Technologies and Services

Classification: At will - Admin/Professional

Local Academic Unit: University Libraries

Butler	Kathleen	6/25/2023	4 years
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Title: Health Sciences Librarian

Classification: At will - Admin/Professional

Local Academic Unit: University Libraries

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RENEWALS AND REAPPOINTMENTS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
Caballero-Gill	Rocio P.	6/25/2022	1 year

Title: Research Assistant Professor

Classification: Term - Research

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

Campbell	Patrick C.	8/1/2022	1 year
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Title: Research Assistant Professor

Classification: Term - Research

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

Carr	Alan G.	8/25/2022	3 years
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Title: Instructional Assistant Professor

Classification: Term - Instructional

Local Academic Unit: Music (CVPA)

Cash	Benjamin A.	6/10/2022	5 Years
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Title: Research Professor

Classification: Term - Research

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

Note(s): Previous title: Research Associate Professor

Casserly	Charles J.	8/25/2022	1 year
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Title: Executive in Residence/Instructor of Sport Management

Classification: Term - Instructional

Local Academic Unit: College of Education and Human Development

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Academic Programs, Diversity, and University Community Committee

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RENEWALS AND REAPPOINTMENTS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
Cengiz	Mahmut	6/10/2022	3 years

Title: Research Associate Professor

Classification: Term - Research

Local Academic Unit: Schar School of Policy and Government

Note(s): Previous title: Research Assistant Professor

Chen	Xi	6/10/2022	3 years
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Title: Senior Instructor

Classification: Term - Instructional

Local Academic Unit: Modern and Classical Languages (CHSS)

Chism	Carlos A.	8/25/2022	3 years
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Title: Instructional Assistant Professor

Classification: Term - Instructional

Local Academic Unit: English (CHSS)

Chou	Joyce H.	6/10/2022	1 year
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Title: Research Associate (Instructor)

Classification: Term - Research

Local Academic Unit: Earth Observing and Space Research (COS)

Clark	Nicholas K.	5/25/2022	1 year
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Title: Research Associate (Instructor)

Classification: Term - Research

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

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RENEWALS AND REAPPOINTMENTS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
Corwin	David P.	8/25/2022	3 years

Title: Instructional Assistant Professor

Classification: Term - Instructional

Local Academic Unit: Women and Gender Studies (CHSS)

Note(s): Previous title: Instructor

Crerar	Lorelei D.	8/25/2022	3 years
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Title: Instructional Associate Professor

Classification: Term - Instructional

Local Academic Unit: Biology (COS)

Dassanyake	Isuru	8/25/2022	1 year
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Title: Instructional Assistant Professor

Classification: Term - Instructional

Local Academic Unit: Statistics (CEC)

Davis	Joshua C.	6/25/2022	1 year
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Title: Instructional Assistant Professor

Classification: Term - Instructional

Local Academic Unit: Smithsonian-Mason School of Conservation

Davis	Matthew	8/25/2022	1 year
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Title: Instructional Assistant Professor

Classification: Term - Instructional

Local Academic Unit: English (CHSS)

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

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RENEWALS AND REAPPOINTMENTS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
Davis	Molly F.	8/25/2022	1 year

Title: Instructional Associate Professor

Classification: Term - Instructional

Local Academic Unit: Social Work (CHHS)

DeLuycker	Anneke	6/25/2022	1 year
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Title: Instructional Associate Professor

Classification: Term - Instructional

Local Academic Unit: Smithsonian-Mason School of Conservation

Djordjevic	Branislav R.	8/25/2022	3 years
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Title: Instructional Associate Professor

Classification: Term - Instructional

Local Academic Unit: Physics and Astronomy (COS)

Doetsch-Kidder	Sharon P.	8/25/2022	3 years
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Title: Instructional Associate Professor

Classification: Term - Instructional

Local Academic Unit: English (CHSS)

Note(s): Previous title: Term Assistant Professor

Don	Michael	8/25/2022	1 year
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Title: Assistant Professor

Classification: Term - Instructional

Local Academic Unit: English (CHSS)

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Academic Programs, Diversity, and University Community Committee

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RENEWALS AND REAPPOINTMENTS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
Dreyfus	Benjamin	6/10/2022	5 years

Title: Instructional Professor

Classification: Term - Instructional

Local Academic Unit: Physics and Astronomy (COS)

Driscoll	David R.	8/25/2022	1 year
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Title: Senior Instructor

Classification: Term - Instructional

Local Academic Unit: INTO Mason (Provost)

Note(s): Previous title: Instructor

Dunayer	Kevin S.	6/10/2022	3 years
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Title: Instructional Associate Professor

Classification: Term - Instructional

Local Academic Unit: Theater (CVPA)

Note(s): Previous title: Assistant Professor

Dunick	Jason N.	8/25/2022	5 years
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Title: Instructional Associate Professor

Classification: Term - Instructional

Local Academic Unit: Economics (CHSS)

Eaton	Lynn E.	6/25/2022	5 years
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Title: Director, Special Collections Research Center

Classification: At will - Admin/Professional

Local Academic Unit: University Libraries

Note(s): Promotion to Librarian IV

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Academic Programs, Diversity, and University Community Committee

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RENEWALS AND REAPPOINTMENTS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
El-Shazli	Heba F.	8/25/2022	5 years

Title: Instructional Associate Professor

Classification: Term - Instructional

Local Academic Unit: Schar School of Policy and Government

Note(s): Previous title: Term Assistant Professor

Elsisi	Sayed	8/25/2022	1 year
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Title: Assistant Professor of Arabic

Classification: Term - Instructional

Local Academic Unit: Modern and Classical Languages (CHSS)

Enfield	Jacob W.	8/25/2022	1 year
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Title: Research Associate Professor

Classification: Term - Research

Local Academic Unit: Computer Game Design (CVPA)

Erb	Megan S.	8/25/2022	5 years
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Title: Instructional Associate Professor

Classification: Term - Instructional

Local Academic Unit: Chemistry and Biochemistry (COS)

Escobar Mejia	Claudia L.	5/25/2022	< 1 year
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Title: Distinguished Visiting Professor

Classification: Term - Research

Local Academic Unit: Schar School of Policy and Government

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RENEWALS AND REAPPOINTMENTS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
Evans	Sally R.	6/25/2023	3 Years

Title: University Dissertations and Theses Coordinator

Classification: At will - Admin/Professional

Local Academic Unit: University Libraries

Fadahunsi	Adetokunbo I.	8/25/2022	3 years
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Title: Instructional Assistant Professor

Classification: Term - Instructional

Local Academic Unit: Statistics (VSE)

Fahringer	Alyssa T.	6/25/2022	3 years
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Title: Digital Scholarship Consultant

Classification: At will - Admin/Professional

Local Academic Unit: University Libraries

Note(s): Promotion to Librarian II

Ferguson	Yoko	6/25/2022	4 years
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Title: Metadata and Cataloging Librarian

Classification: At will - Admin/Professional

Local Academic Unit: University Libraries

Note(s): Promotion to Librarian III

Fernandez	Lourdes	8/25/2022	1 year
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Title: Assistant Professor

Classification: Term - Instructional

Local Academic Unit: English (CHSS)

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

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<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
Flanagan	Kevin M.	8/25/2022	3 years

Title: Instructional Assistant Professor

Classification: Term - Instructional

Local Academic Unit: English (CHSS)

Foltz	Karen	8/25/2022	1 year
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Title: Assistant Professor

Classification: Term - Instructional

Local Academic Unit: English (CHSS)

Gafurov	Boris S.	12/20/2022	1 year
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Title: Research Assistant Professor

Classification: Term - Research

Local Academic Unit: College of Education and Human Development

Gill	Emmett	6/25/2022	1 year
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Title: Instructional Assistant Professor

Classification: Term - Instructional

Local Academic Unit: Social Work (CHHS)

Gliozzi	Mario	8/25/2022	5 Years
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Title: Instructional Associate Professor

Classification: Term - Instructional

Local Academic Unit: Physics and Astronomy (COS)

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Goetsch	Leslie	6/10/2022	1 year

Title: Instructional Assistant Professor

Classification: Term - Instructional

Local Academic Unit: English (CHSS)

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

Gonzalez Hernandez Ana L.	8/25/2022	3 years
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Title: Instructional Assistant Professor

Classification: Term - Instructional

Local Academic Unit: Computer Science (VSE)

Gregg	Christopher A.	8/25/2022	3 years
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Title: Instructional Associate Professor

Classification: Term - Instructional

Local Academic Unit: History and Art History (CHSS)

Greve	Michael	8/25/2022	3 years
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Title: Professor

Classification: Term - Instructional

Local Academic Unit: Antonin Scalia Law School

Guglielmi	Helen	8/25/2022	1 year
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Title: Senior Instructor

Classification: Term - Instructional

Local Academic Unit: Modern and Classical Languages (CHSS)

Note(s): Previous title: Instructor

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<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
Guo	Liying	6/10/2022	5 years

Title: Research Professor

Classification: Term - Research

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

Note(s): Previous title: Research Associate Professor

Ha Poirot	Janet M.	6/10/2022	1 year
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Title: Instructional Assistant Professor

Classification: Term - Instructional

Local Academic Unit: Integrative Studies (CHSS)

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

Habib	Anna S.	8/25/2022	5 years
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Title: Instructional Professor

Classification: Term - Instructional

Local Academic Unit: English (CHSS)

Note(s): Previous title: Associate Professor

Heilbrun	David W.	6/25/2022	3 years
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Title: Metadata Librarian

Classification: At will - Admin/Professional

Local Academic Unit: University Libraries

Note(s): Promotion to Librarian II

Holton	Anne B.	7/25/2022	1 year
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Title: Instructional Professor

Classification: Term - Instructional

Local Academic Unit: Schar School of Policy and Government

Note(s):

Additional title: Special Advisor to the President; Senior Fellow, EdPolicyForward The Center for Education Policy. This position is split between the Schar School of Policy and Government and the College of Education and Human Development.

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<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
Horak	Anne K.	8/25/2022	1 year

Title: Research Assistant Professor

Classification: Term - Research

Local Academic Unit: College of Education and Human Development

Note(s): Additional Title: Project Director

Hoy	Virginia A.	8/25/2022	1 year
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Title: Instructor

Classification: Term - Instructional

Local Academic Unit: English (CHSS)

Hunter	Michael S.	6/25/2023	2 years
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Title: Resource Sharing Librarian

Classification: At will - Admin/Professional

Local Academic Unit: University Libraries

Hussein	Naglaa F.	8/25/2022	3 years
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Title: Instructional Associate Professor

Classification: Term - Instructional

Local Academic Unit: Modern and Classical Languages (CHSS)

Note(s): Previous title: Term Assistant Professor

Johnson	Tyrel	7/18/2022	1 year
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Title: Research Associate Professor

Classification: Term - Research

Local Academic Unit: Physics and Astronomy (COS)

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Jorgenson	Linn	8/25/2022	1 year

Title: Instructional Associate Professor

Classification: Term - Instructional

Local Academic Unit: College of Education and Human Development

Kanesaka	Kirk	8/25/2022	1 year
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Title: Instructional Assistant Professor

Classification: Term - Instructional

Local Academic Unit: Modern and Classical Languages (CHSS)

Kathir	Nathan	8/25/2022	3 years
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Title: Instructional Associate Professor

Classification: Term - Instructional

Local Academic Unit: Mechanical Engineering (CEC)

Kauzlarich	Richard	8/25/2022	1 year
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Title: Distinguished Visiting Professor

Classification: Term - Instructional

Local Academic Unit: Schar School of Policy and Government

Note(s): Additional Title: Co-Director of the Center for Energy Science and Policy

Kelley	Owen A.	6/10/2022	3 years
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Title: Research Associate Professor

Classification: Term - Research

Local Academic Unit: Earth Observing and Space Research (COS)

Note(s): Previous title: Research Assistant Professor

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<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
Killiany	Joseph W.	8/25/2022	1 year

Title: Instructor

Classification: Term - Instructional

Local Academic Unit: English (CHSS)

Kim	Esther H.	8/25/2022	1 year
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Title: Instructor

Classification: Term - Instructional

Local Academic Unit: INTO Mason (Provost)

King	Sara M.	8/25/2022	5 years
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Title: Instructional Associate Professor

Classification: Term - Instructional

Local Academic Unit: English (CHSS)

Kirkpatrick	Jesse L.	8/25/2022	5 years
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Title: Research Associate Professor

Classification: Term - Instructional

Local Academic Unit: Philosophy (CHSS)

Note(s): Additional Title: Assistant Director, Institute for Philosophy and Public Policy

Koch	Lisa M.	8/25/2022	5 years
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Title: Instructional Professor

Classification: Term - Instructional

Local Academic Unit: English (CHSS)

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Kolbe	Patrick V.	6/10/2022	1 year

Title: Research Assistant Professor

Classification: Term - Research

Local Academic Unit: Earth Observing and Space Research (COS)

Koob	JoAnn	8/25/2022	3 years
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Title: Instructional Assistant Professor

Classification: Term - Instructional

Local Academic Unit: Antonin Scalia Law School

Note(s): Additional Title: Director, Liberty and Law Center

Kotcher	John	8/25/2022	1 year
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Title: Research Assistant Professor

Classification: Term - Research

Local Academic Unit: Communication (CHSS)

Kozumplik	Thomas	8/25/2022	1 year
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Title: Senior Instructor

Classification: Term - Instructional

Local Academic Unit: INTO Mason (Provost)

Note(s): Previous title: Instructor

Kraus	Amanda L.	8/25/2022	5 years
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Title: Instructional Associate Professor

Classification: Term - Instructional

Local Academic Unit: Film & Video Studies (CVPA)

Note(s): Previous title: Term Assistant Professor

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Krell	Misty D.	6/10/2022	1 year

Title: Instructor

Classification: Term - Instructional

Local Academic Unit: Integrative Studies (CHSS)

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

Krout	Linda M.	8/25/2022	1 year
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Title: Instructor of Physical Education and Health

Classification: Term - Instructional

Local Academic Unit: College of Education and Human Development

Kurtay	Pelin A.	8/25/2022	5 years
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Title: Professor

Classification: Term - Instructional

Local Academic Unit: Electrical and Computer Engineering (VSE)

Note(s): Previous title: Associate Professor

Kwiatkowski	John M.	6/10/2022	1 year
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Title: Research Professor

Classification: Term - Research

Local Academic Unit: Earth Observing and Space Research (COS)

Laemmerzahl	Arndt F.	8/25/2022	3 years
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Title: Instructional Professor

Classification: Term - Instructional

Local Academic Unit: Biology (COS)

Note(s): Previous title: Term Associate Professor

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Laipson	Ellen B.	8/25/2022	5 years

Title: Instructional Professor

Classification: Term - Instructional

Local Academic Unit: Schar School of Policy and Government

Note(s): Additional Title: Director, Center for Security Policy Studies

Landoll	Christine A.	6/25/2022	1 year
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Title: Instructor

Classification: Term - Instructional

Local Academic Unit: School of Business

Lazaroff	Kurt C.	6/10/2022	1 year
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Title: Instructional Assistant Professor

Classification: Term - Instructional

Local Academic Unit: Integrative Studies (CHSS)

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

Lessard-Pilon	Stephanie A.	6/25/2022	1 year
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Title: Instructional Associate Professor

Classification: Term - Instructional

Local Academic Unit: Smithsonian-Mason School of Conservation

Lewis	Gwendolyn	8/25/2022	3 years
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Title: Instructional Associate Professor

Classification: Term - Instructional

Local Academic Unit: Neuroscience Program (COS)

Note(s): Previous title: Term Assistant Professor

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Lewis	Amy L.	8/25/2022	1 year

Title: Instructional Associate Professor Humanities

Classification: Term - Instructional

Local Academic Unit: INTO Mason (Provost)

Lilley	Timothy P.	8/25/2022	1 year
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Title: Instructor

Classification: Term - Instructional

Local Academic Unit: INTO Mason (Provost)

Lockhart	Christopher B.	5/10/2022	1 year
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Title: Research Assistant Professor

Classification: Term - Research

Local Academic Unit: Systems Biology (COS)

Lowry	Dawn M.	8/25/2022	3 years
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Title: Instructor

Classification: Term - Instructional

Local Academic Unit: Communication (CHSS)

Note(s): Additional Title: Director of Forensics

Mack	Marissa C.	8/25/2022	3 years
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Title: Instructional Associate Professor

Classification: Term - Instructional

Local Academic Unit: English (CHSS)

Note(s): Previous title: Assistant Professor

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Mackenzie	Tricia W.	6/25/2022	4 years

Title: Head, Metadata Services

Classification: At will - Admin/Professional

Local Academic Unit: University Libraries

Note(s): Promotion to Librarian III

MacVaugh	Kimberly	6/25/2022	< 1 year
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Title: Policy and Government Librarian

Classification: At will - Admin/Professional

Local Academic Unit: University Libraries

Note(s): Promotion to Librarian II

Madden	Charles R.	8/25/2022	5 years
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Title: Instructional Professor

Classification: Term - Instructional

Local Academic Unit: Biology (COS)

Malur	Michal J.	6/25/2022	1 year
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Title: Research Associate (Instructor)

Classification: Term - Research

Local Academic Unit: Schar School of Policy and Government

Note(s): Additional Title: Director of External Programs

Marcu	Dorin M.	5/6/2022	1 year
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Title: Research Associate Professor

Classification: Term - Research

Local Academic Unit: VSE Other

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Marshall	Maureen E.	8/25/2022	1 year

Title: Instructional Assistant Professor

Classification: Term - Instructional

Local Academic Unit: College of Education and Human Development

McCaughey	Patricia A.	6/10/2022	1 year
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Title: Research Assistant Professor

Classification: Term - Research

Local Academic Unit: Earth Observing and Space Research (COS)

McManus	Helen	6/25/2022	4 years
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Title: Head, Collections Strategy

Classification: At will - Admin/Professional

Local Academic Unit: University Libraries

McNeil	James R.	6/25/2022	1 year
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Title: Instructional Associate Professor

Classification: Term - Instructional

Local Academic Unit: Smithsonian-Mason School of Conservation

Melley	Alison H.	8/25/2022	1 year
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Title: Instructional Assistant Professor

Classification: Term - Instructional

Local Academic Unit: Psychology (CHSS)

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<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
Miller	Laura L.	8/25/2022	1 year

Title: Senior Instructor

Classification: Term - Instructional

Local Academic Unit: INTO Mason (Provost)

Miscavige	Katherine M.	8/25/2022	3 years
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Title: Instructional Assistant Professor

Classification: Term - Instructional

Local Academic Unit: English (CHSS)

Mitchell	Jonathan	6/10/2022	1 year
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Title: Research Associate (Instructor)

Classification: Term - Research

Local Academic Unit: Earth Observing and Space Research (COS)

Mize	Jerry L.	8/25/2022	1 year
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Title: Instructor

Classification: Term - Instructional

Local Academic Unit: Psychology (CHSS)

Note(s): Additional Title: Online Undergraduate Program Coordinator

Moon	Jihye	8/25/2022	3 years
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Title: Instructional Assistant Professor

Classification: Term - Instructional

Local Academic Unit: Modern and Classical Languages (CHSS)

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<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
Morell	Michael J.	8/25/2022	1 year

Title: Distinguished Visiting Professor

Classification: Term - Research

Local Academic Unit: Schar School of Policy and Government

Nguyen	Quyen B.	6/10/2022	1 year
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Title: Research Associate (Instructor)

Classification: Term - Research

Local Academic Unit: Earth Observing and Space Research (COS)

Novak	Andrew	8/25/2022	5 years
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Title: Instructional Associate Professor

Classification: Term - Instructional

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

Note(s): Previous title: Term Assistant Professor

Oakleaf	Kara M.	2/25/2022	1 year
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Title: Instructional Assistant Professor

Classification: Term - Instructional

Local Academic Unit: English (CHSS)

Note(s): Additional Title: Fall for the Book Director

O'Brien	Kristen M.	8/25/2022	1 year
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Title: Assistant Professor of Education

Classification: Term - Instructional

Local Academic Unit: College of Education and Human Development

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O'Connor	Parker S.	8/25/2022	1 year

Title: Instructional Assistant Professor

Classification: Term - Instructional

Local Academic Unit: English (CHSS)

Oerter	Robert N.	8/25/2022	5 years
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Title: Instructional Associate Professor

Classification: Term - Instructional

Local Academic Unit: Physics and Astronomy (COS)

O'Toole	Mary E.	6/10/2022	5 years
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Title: Instructional Professor

Classification: Term - Instructional

Local Academic Unit: Forensic Science Program (COS)

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

Paul	Elizabeth	8/25/2022	1 year
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Title: Instructional Assistant Professor

Classification: Term - Instructional

Local Academic Unit: English (CHSS)

Peters	Esther E.	8/25/2022	5 years
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Title: Instructional Professor

Classification: Term - Instructional

Local Academic Unit: Environmental Science and Policy (COS)

Note(s): Previous title: Term Associate Professor

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Photos	Lisa E.	8/25/2022	1 year

Title: Instructional Assistant Professor

Classification: Term - Instructional

Local Academic Unit: English (CHSS)

Pizzino	Christopher	8/25/2022	1 year
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Title: Visiting Associate Professor

Classification: Term - Instructional

Local Academic Unit: English (CHSS)

Reichelt	Megan	6/25/2022	2 years
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Title: Theater and Dance Librarian

Classification: At will - Admin/Professional

Local Academic Unit: University Libraries

Rickless	Sarah E.	8/25/2022	1 year
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Title: Instructor

Classification: Term - Instructional

Local Academic Unit: English (CHSS)

Rigdon	Suzanne V.	2/25/2022	1 year
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Title: Instructional Assistant Professor

Classification: Term - Instructional

Local Academic Unit: English (CHSS)

Note(s): Additional Title: Fall for the Book Festival Manager

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Roy	Pritha G.	8/25/2022	3 years

Title: Instructional Associate Professor

Classification: Term - Instructional

Local Academic Unit: Chemistry and Biochemistry (COS)

Note(s): Previous title: Assistant Professor

Scherer	Anne E.	8/25/2022	3 years
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Title: Instructional Associate Professor

Classification: Term - Instructional

Local Academic Unit: Biology (COS)

Note(s): Previous title: Assistant Professor

Schubel	Dorothee	6/25/2023	2 years
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Title: Metadata and Cataloging Librarian

Classification: At will - Admin/Professional

Local Academic Unit: University Libraries

Shariati	Auzeen	8/25/2022	1 year
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Title: Instructional Assistant Professor

Classification: Term - Instructional

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

Note(s): Additional Title: Undergraduate Director

Sleeter	Nathan M.	1/10/2022	1 year
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Title: Research Assistant Professor

Classification: Term - Research

Local Academic Unit: History and Art History (CHSS)

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Smith	Cynthia	8/25/2022	3 years

Title: Instructional Associate Professor

Classification: Term - Instructional

Local Academic Unit: Environmental Science and Policy (COS)

Smith-Gray	Sybil K.	8/25/2022	1 year
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Title: Instructional Assistant Professor

Classification: Term - Instructional

Local Academic Unit: Psychology (CHSS)

Sorvillo	Sheri N.	8/25/2022	1 year
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Title: Instructional Assistant Professor

Classification: Term - Instructional

Local Academic Unit: English (CHSS)

Spitler	Jasmine	6/25/2022	3 years
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Title: Assessment Librarian

Classification: At will - Admin/Professional

Local Academic Unit: University Libraries

Note(s): Promotion to Librarian II

Spradling	Sharon	6/10/2022	1 year
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Title: Instructor

Classification: Term - Instructional

Local Academic Unit: Integrative Studies (CHSS)

Note(s): Additional Title: Academic Program Coordinator

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Stagl	Kevin C.	6/25/2022	1 year

Title: Instructional Assistant Professor

Classification: Term - Instructional

Local Academic Unit: Psychology (CHSS)

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

Still	Amanda N.	12/10/2022	3 years
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Title: Research Assistant Professor

Classification: Term - Research

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

Sun	Ziheng	10/10/2022	< 1 year
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Title: Research Assistant Professor

Classification: Term - Research

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

Terrell	Anthony S.	8/25/2022	1 year
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Title: Instructional Assistant Professor

Classification: Term - Instructional

Local Academic Unit: College of Education and Human Development

Thompson	Kenneth C.	8/25/2022	1 year
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Title: Instructional Professor

Classification: Term - Instructional

Local Academic Unit: English (CHSS)

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Tomasovic	Susan K.	8/25/2022	1 year

Title: Instructor

Classification: Term - Instructional

Local Academic Unit: Communication (CHSS)

Tomson	Allison H.	8/25/2022	3 years
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Title: Senior Instructor

Classification: Term - Instructional

Local Academic Unit: Biology (COS)

Note(s): Previous title: Instructor

Tullo	Lisa D.	8/25/2022	1 year
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Title: Assistant Professor of Education

Classification: Term - Instructional

Local Academic Unit: College of Education and Human Development

Vikis	Alexia D.	8/25/2022	1 year
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Title: Instructional Assistant Professor

Classification: Term - Instructional

Local Academic Unit: Modern and Classical Languages (CHSS)

Walter	Heather L.	8/25/2022	1 year
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Title: Instructional Assistant Professor

Classification: Term - Instructional

Local Academic Unit: College of Education and Human Development

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RENEWALS AND REAPPOINTMENTS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
White	Dominic E.	8/25/2022	3 years

Title: Instructional Assistant Professor

Classification: Term - Instructional

Local Academic Unit: Computational and Data Sciences (COS)

Wilhelm	Gregg	6/10/2022	1 year
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Title: Instructional Assistant Professor

Classification: Term - Instructional

Local Academic Unit: English (CHSS)

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

Wilson	Douglas	8/25/2022	1 year
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Title: Instructional Assistant Professor

Classification: Term - Instructional

Local Academic Unit: College of Education and Human Development

Wilson	Mark R.	8/25/2022	3 years
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Title: Instructional Associate Professor

Classification: Term - Instructional

Local Academic Unit: Forensic Science Program (COS)

Note(s): Previous title: Assistant Professor

Yang	Peiyu	8/25/2022	1 year
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Title: Assistant Professor of Arabic

Classification: Term - Instructional

Local Academic Unit: Modern and Classical Languages (CHSS)

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RENEWALS AND REAPPOINTMENTS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
Zhao	Peisheng	6/10/2022	5 years

Title: Research Professor

Classification: Term - Research

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

Note(s): Previous title: Research Associate Professor

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SEPARATIONS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
Acs	Zoltan	Retirement	05/24/2022

Title: University Professor

Classification: Tenured (without term) - Instructional

Local Academic Unit: Schar School of Policy and Government

Aguirre	A Alonso	Resignation	05/24/2022
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Title: Professor without Term

Classification: Tenured (without term) - Instructional

Local Academic Unit: Environmental Science and Policy (COS)

Note(s): Dr. Aguirre has accepted a position with Colorado State University.

Alvarado	Rhina L.	Resignation	06/09/2022
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Title: Associate Director EIP

Classification: At will - Admin/Professional

Local Academic Unit: Early Identification Program (UL)

Alvarez	Elissa	Resignation	05/24/2022
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Title: Instructional Assistant Professor

Classification: Term - Instructional

Local Academic Unit: Music (CVPA)

Andre	Matthew J.	Contract expiration	08/24/2022
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Title: Instructional Assistant Professor

Classification: Term - Instructional

Local Academic Unit: College of Education and Human Development

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SEPARATIONS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
Beckman	Elizabeth E.	Resignation	04/29/2022

Title: Manuscripts Archives Librarian

Classification: At will - Admin/Professional

Local Academic Unit: University Libraries

Berger	Nina C.	Resignation	06/03/2022
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Title: Coordinator of Residential Academic Engagement

Classification: At will - Admin/Professional

Local Academic Unit: Housing and Residence Life (UL)

Bolowich	Elmar	Contract expiration	04/01/2022
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Title: Head Coach Men's Soccer

Classification: At will - Admin/Professional

Local Academic Unit: Intercollegiate Athletics

Buck Louis	Germaine M.	Retirement	09/24/2022
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Title: Dean

Classification: Tenured (without term) - Instructional

Local Academic Unit: College of Health and Human Services

Buschmann	Michael D.	Deceased	03/02/2022
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Title: Professor without Term

Classification: Tenured (without term) - Instructional

Local Academic Unit: Bioengineering (VSE)

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SEPARATIONS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
Bush	Renee C.	Resignation	05/31/2022

Title: Assistant Dean of Development and Alumni Relations

Classification: At will - Admin/Professional

Local Academic Unit: Antonin Scalia Law School

Camphouse	Mark D.	Retirement	05/24/2022
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Title: Professor of Music

Classification: Tenured (without term) - Instructional

Local Academic Unit: Music (CVPA)

Carmack	Stephanie	Resignation	04/22/2022
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Title: Assistant Director, Research Operations

Classification: At will - Admin/Professional

Local Academic Unit: Adaptive Systems and Brain Body Interactions (Provost)

Carr	Felicia L.	Retirement	04/15/2022
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Title: Assistant Dean, Strategic Communications and Marketing

Classification: At will - Admin/Professional

Local Academic Unit: College of Humanities and Social Sciences

Champion	Robbie	Resignation	05/27/2022
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Title: Associate Director of Development

Classification: At will - Admin/Professional

Local Academic Unit: Antonin Scalia Law School

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SEPARATIONS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
Chanethom	Vincent	Resignation	05/24/2022

Title: Assistant Professor

Classification: Tenure track - Instructional

Local Academic Unit: Modern and Classical Languages (CHSS)

Note(s): Dr. Chanethom has accepted a position with Princeton University.

Chiles	William	Resignation	05/15/2022
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Title: Assistant Coach, Men's Soccer

Classification: At will - Admin/Professional

Local Academic Unit: Intercollegiate Athletics

Clark	Jessica A.	Resignation	06/24/2022
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Title: Development and Communications Officer

Classification: At will - Admin/Professional

Local Academic Unit: University Libraries

Cobb	Sara	Retirement	05/24/2023
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Title: Full Professor

Classification: Tenured (without term) - Instructional

Local Academic Unit: School for Conflict Analysis and Resolution

Curtis	Elizabeth A.	Retirement	07/24/2022
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Title: MCAA Executive Director

Classification: At will - Admin/Professional

Local Academic Unit: Potomac Arts Academy

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SEPARATIONS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
Dubey	Shri N.	Contract expiration	05/24/2022

Title: Assistant Professor

Classification: Term - Instructional

Local Academic Unit: Mechanical Engineering (VSE)

Earl	Elijah C.	Resignation	05/13/2022
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Title: Assistant Director of Data Management

Classification: At will - Admin/Professional

Local Academic Unit: University Life

Edner	Sheldon M.	Retirement	05/24/2022
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Title: Instructional Professor

Classification: Term - Instructional

Local Academic Unit: Schar School of Policy and Government

Elahi	Hasan	Resignation	07/09/2022
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Title: Professor without Term

Classification: Tenured (without term) - Instructional

Local Academic Unit: Art (CVPA)

Erfani	Yassaman	Resignation	05/24/2022
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Title: Instructor

Classification: Term - Instructional

Local Academic Unit: Biomedical Sciences Program (COS)

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<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
Falsetti	Anthony B.	Resignation	05/24/2022

Title: Instructional Associate Professor

Classification: Term - Instructional

Local Academic Unit: Forensic Science Program (COS)

Note(s): Professor Falsetti has accepted a position with the Office of the Chief Medical Examiner, DC.

Garrettson	Charles	Resignation	04/07/2022
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Title: Instructional Assistant Professor

Classification: Term - Instructional

Local Academic Unit: Religious Studies (CHSS)

Gaskins	David	Resignation	08/01/2022
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Title: Executive Director of Recreation

Classification: At will - Admin/Professional

Local Academic Unit: Mason Recreation (UL)

Goodknight	Adrienne L.	Contract expiration	05/24/2022
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Title: Instructor

Classification: Term - Instructional

Local Academic Unit: Nursing (CHHS)

Gowl	Brooke A.	Contract expiration	06/29/2022
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Title: Associate Director of Research Development

Classification: At will - Admin/Professional

Local Academic Unit: College of Humanities and Social Sciences

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<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
Hartman	Shirley	Resignation	05/09/2022

Title: Director of Advancement

Classification: At will - Admin/Professional

Local Academic Unit: College of Education and Human Development

Note(s): Ms. Hartman has accepted a position with Spirit of America Worldwide.

Hawkley	Zachary	Resignation	06/24/2022
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Title: Assistant Coach, Men's & Women's Diving

Classification: At will - Admin/Professional

Local Academic Unit: Intercollegiate Athletics

Higgins	Rosemary D.	Resignation	06/30/2022
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Title: Senior Associate Dean for Research

Classification: At will - Admin/Professional

Local Academic Unit: Global and Community Health (CHHS)

Hjalmarson	Margret A.	Resignation	05/24/2022
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Title: Professor

Classification: Tenured (without term) - Instructional

Local Academic Unit: College of Education and Human Development

Ilkson	Aylene	Resignation	06/06/2022
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Title: Head Coach, Women's Volleyball

Classification: At will - Admin/Professional

Local Academic Unit: Intercollegiate Athletics

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<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
Jacobs	Mark D.	Retirement	05/24/2022

Title: Professor without Term

Classification: Tenured (without term) - Instructional

Local Academic Unit: Sociology and Anthropology (CHSS)

Joseph	Sylvie C.	Resignation	05/18/2022
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Title: Director of Business Development

Classification: At will - Admin/Professional

Local Academic Unit: Office of the Provost

Kirsch	Jane C.	Retirement	05/24/2022
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Title: Instructor

Classification: Term - Instructional

Local Academic Unit: INTO Mason (Provost)

Knudson	Erik	Resignation	05/24/2022
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Title: Associate Professor

Classification: Term - Instructional

Local Academic Unit: Mechanical Engineering (CEC)

MacVaugh	Kimberly	Resignation	07/08/2022
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Title: Policy and Government Librarian

Classification: At will - Admin/Professional

Local Academic Unit: University Libraries

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<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
Manski	Sarah	Contract expiration	05/24/2022

Title: Term Assistant Professor

Classification: Term - Instructional

Local Academic Unit: Global Affairs Program (CHSS)

Manzo	Gino J.	Resignation	05/24/2022
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Title: Instructor

Classification: Term - Instructional

Local Academic Unit: College of Engineering and Computing (CEC)

Mathur	Ankit	Resignation	05/06/2022
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Title: Technology Mentor

Classification: At will - Admin/Professional

Local Academic Unit: Office of the Provost

Middle	Beverly B.	Retirement	05/24/2022
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Title: Instructional Assistant Professor

Classification: Term - Instructional

Local Academic Unit: Nursing (CHHS)

Mitcho	Sara R.	Contract expiration	06/24/2022
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Title: Instructional Assistant Professor

Classification: Term - Instructional

Local Academic Unit: Global Affairs Program (CHSS)

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<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
Monson	Jennifer A.	Resignation	05/20/2022

Title: Nurse Practitioner

Classification: At will - Admin/Professional

Local Academic Unit: Student Health Services (UL)

Morris	Telliffier A.	Resignation	04/24/2022
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Title: Assistant Director for University Life Project and Process Management

Classification: At will - Admin/Professional

Local Academic Unit: University Life

Mullen	Abigail G.	Resignation	05/24/2022
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Title: Instructional Assistant Professor

Classification: Term - Instructional

Local Academic Unit: History and Art History (CHSS)

Ogden	Jeffrey S.	Contract expiration	07/26/2022
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Title: Assistant Director

Classification: At will - Admin/Professional

Local Academic Unit: Disability Services (UL)

Perilla	German	Retirement	05/06/2022
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Title: Director, Honey Bee Initiative

Classification: At will - Admin/Professional

Local Academic Unit: School of Business

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Qurashi	Margaret	Resignation	04/20/2022

Title: Coordinator, Health Professional Advising

Classification: At will - Admin/Professional

Local Academic Unit: Student Academic Affairs, Advising and Retention

Reeder	William F.	Retirement	05/24/2022
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Title: Professor

Classification: Tenured (without term) - Instructional

Local Academic Unit: College of Visual and Performing Arts

Rubenstein	Richard E.	Retirement	05/24/2023
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Title: University Professor

Classification: Tenured (without term) - Instructional

Local Academic Unit: School for Conflict Analysis and Resolution

Rudes	Danielle S.	Resignation	05/24/2022
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Title: Associate Professor without Term

Classification: Tenured (without term) - Instructional

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

Note(s): Ms. Rudes has accepted a position with Sam Houston University.

Sanders	Anthony B.	Retirement	05/24/2022
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Title: Professor

Classification: Tenured (without term) - Instructional

Local Academic Unit: Center for Real Estate Entrepreneurship

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SEPARATIONS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
Sistek	Mark A.	Retirement	07/09/2022

Title: Director of Advising, BIS Program

Classification: At will - Admin/Professional

Local Academic Unit: Bachelor of Individualized Studies Program

Thorndike	Carmen R.	Retirement	05/24/2022
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Title: Director of Operations

Classification: At will - Admin/Professional

Local Academic Unit: College of Science

Thrall	Aric T.	Resignation	05/24/2022
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Title: Associate Professor without Term

Classification: Tenured (without term) - Instructional

Local Academic Unit: Schar School of Policy and Government

Villanueva	Hollie N.	Resignation	05/24/2022
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Title: Instructor

Classification: Term - Instructional

Local Academic Unit: English (CHSS)

Note(s): Ms. Villanueva has accepted a position with Department of Energy.

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OTHER ANNOUNCEMENTS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>
Adams	Amy J.	Title Change
Title: BRL Transition Lead Local Academic Unit: Office of Research, Innovation and Economic Impact Note(s): Retained Title-Executive Director, IBI		
Aier	Jagadison K.	Title Change
Title: Interim Senior Associate Dean, Academic Affairs and Global Engagement Local Academic Unit: School of Business Note(s): Retained Title-Associate Professor without Term		
Beheshti	Ali	Tenure Track Contract Extension
Title: Assistant Professor Local Academic Unit: Mechanical Engineering (CEC)		
Blank-Godlove	Juliet M.	Title Change
Title: Assistant Vice President and Dean of Students Local Academic Unit: Dean of Students (UL) Note(s): Previous Title:Dean of Students		
Brady	Christina	Title Change
Title: Associate Director, Pathway Programs Local Academic Unit: INTO Mason (Provost) Note(s): Retained Title-Assistant Director, Undergraduate Education Global Partnership		

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TYPE

Brkic Newbold

Courtney

Leave with Pay

Title: Professor without Term

Local Academic Unit: English (CHSS)

Note(s): Professor Brkic Newbold has been awarded a Faculty Study Leave for Fall Semester 2022.

Brown

Jacquelyn D.

Title Change

Title: Area Chair, Business Foundations

Local Academic Unit: School of Business

Note(s): Retained Title-Instructor

Brown

Milton L.

Conversion

Title: Professor of Advanced Studies in Drug Discovery

Local Academic Unit: College of Science

Note(s): Previous Title: Professor of Practice

Professor Brown is converting from a Research staff to Research Faculty position.

Cooper

James C.

Title Change

Title: Director, Program on Economics & Privacy, LEC

Local Academic Unit: Law and Economics Center (ASLS)

Note(s): Retained Title-Professor without Term

Cummings

Mary L.

Title Change

Title: Director Center for Robotics, Autonomous Systems and Translational AI

Local Academic Unit: Mechanical Engineering (CEC)

Note(s): Retained Title-Professor

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TYPE

DiZinno

Joseph A.

Title Change

Title: Associate Director of Research

Local Academic Unit: Forensic Science Program (COS)

Note(s): Retained Title-Instructional Associate Professor

Durant

Liza P.

Title Change

Title: Associate Provost for Strategic Initiatives and Community Engagement

Local Academic Unit: Office of the Provost

Note(s): Retained Title-Associate Dean for Strategic Initiatives and Community Engagement

Eagle

Michael

Tenure Track Contract
Extension

Title: Assistant Professor

Local Academic Unit: Information Sciences and Technology (CEC)

Edwards

Cody W.

Title Change

Title: Senior Associate Dean of Faculty and Academic Affairs

Local Academic Unit: College of Science

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

Edwards

Cody W.

Title Change

Title: Executive Director, Smithsonian-Mason School of Conservation

Local Academic Unit: Office of the Provost

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

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TYPE

Edwards

Cody W.

Title Change

Title: Associate Provost for Sustainability

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

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

Elwood

Benjamin A.

Title Change

Title: Assistant Director, English Language Programs

Local Academic Unit: INTO Mason (Provost)

Note(s): Retained Title-Program Manager, Academic English

Euliano

Bridget H.

Title Change

Title: Associate University Librarian for Access and Resource Management

Local Academic Unit: University Libraries

Note(s): Previous Title: Assistant University Librarian for Access and Resource Management

Fayissa

Mosissa

Leave with Pay

Title: Instructional Associate Professor

Local Academic Unit: Chemistry and Biochemistry (COS)

Note(s): Professor Fayissa has been awarded a Faculty Study Leave for Spring Semester 2023.

Ford

Meggan C.

Title Change

Title: Interim Associate Dean, Undergraduate Programs

Local Academic Unit: School of Business

Note(s): Retained Title-Assistant Dean of Undergraduate Academic Services and Initiatives

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TYPE

Fuertes

Al

Title Change

Title: University Life Faculty Fellowship

Local Academic Unit: University Life

Note(s): Retained Title-Instructional Associate Professor

Furst

Kirin

Tenure Track Contract
Extension

Title: Assistant Professor

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

Grimsby

Gregory Walter

Tenure Track Contract
Extension

Title: Assistant Professor

Local Academic Unit: Computer Game Design (CVPA)

Gring-Pemle

Lisa

Leave with Pay

Title: Associate Professor without Term

Local Academic Unit: School of Business

Note(s): Professor Gring-Pemle has been awarded a Faculty Study Leave for Fall Semester 2022.

Guo

Liying

Title Change

Title: Associate Director, CSISS

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

Note(s): Retained Title-Research Professor

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TYPE

Harris-Scott

Steven A.

Title Change

Title: Associate Director, Faculty Affairs and Strategic Initiatives

Local Academic Unit: INTO Mason (Provost)

Note(s): Retained Title-Assistant Director of Graduate Education and Faculty Affairs

Hoppner

Jessica

Title Change

Title: Area Chair, Marketing

Local Academic Unit: School of Business

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

Howick

Rebecca C.

Title Change

Title: Director of Operations, Centre for Innovation & Entrepreneurship (CIE)

Local Academic Unit: School of Business

Note(s): Previous Title: Associate Director, Center for Innovation and Entrepreneurship

Incerti

Federica

Title Change

Title: Director of Technology & Security for CVPA

Local Academic Unit: Art (CVPA)

Note(s): Previous Title: Director of Technology for SoA & Cybersecurity for CVPA

Jauchen

Joanna G.

Leave with Pay

Title: Instructor

Local Academic Unit: Mathematical Science (COS)

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

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<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>
Ji	Ran	Tenure Track Contract Extension
Title: Assistant Professor Local Academic Unit: Systems Engineering and Operations Research (CEC)		
Jones	Sharaya	Tenure Track Contract Extension
Title: Assistant Professor Local Academic Unit: School of Business		
Jorgenson	Linn	Title Change
Title: Director LIFE Local Academic Unit: College of Education and Human Development Note(s): Retained Title-Instructional Associate Professor		
Josephson	Brett W.	Title Change
Title: Interim Executive Director, Continuing and Professional Education Local Academic Unit: Office of the Provost Note(s): Retained Title-Associate Professor without Term		
Kardambikis	Christopher	Tenure Track Contract Extension
Title: Assistant Professor Local Academic Unit: Art (CVPA)		

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TYPE

Khan

Assad A.

Title Change

Title: Director of Undergraduate Student Affairs

Local Academic Unit: College of Science

Note(s): Previous Title: Associate Director of Undergraduate Student Affairs

Kim

Yena

Title Change

Title: Assistant Director Academic Achievement and Student Involvement

Local Academic Unit: School of Business

Note(s): Previous Title: Assistant Director, Student Success & Academic Advising

Klee

Holly L

Title Change

Title: Senior Coordinator of Academic and Curricular Innovation

Local Academic Unit: College of Education and Human Development

Note(s): Previous Title: Data and Survey Coordinator

Lacayo

Candace P.

Title Change

Title: Faculty Fellow for Graduate Education

Local Academic Unit: Office of the Provost

Note(s): Retained Title-Term Associate Professor

Langfred

Claus W.

Title Change

Title: Area Chair, Management

Local Academic Unit: School of Business

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

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<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>
Lawrence	Heidi Y.	Leave with Partial Pay

Title: Associate Professor without Term

Local Academic Unit: English (CHSS)

Note(s):

Professor Lawrence has been awarded a Faculty Study Leave for Academic Year 2022-2023.

Learmont	Lora L.	Title Change
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Title: Director of Residential Services

Local Academic Unit: Housing and Residence Life (UL)

Note(s): Previous Title: Associate Director of Residential Care and Outreach

Lechter	Mary B.	Title Change
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Title: Executive Director, Mason Community Arts Academy

Local Academic Unit: Potomac Arts Academy

Note(s): Previous Title: Associate Director, Potomac Arts Academy (MCAA)

Lehnertz	Christina	Title Change
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Title: Executive Director for International Programs and Services

Local Academic Unit: International Programs and Services (UL)

Note(s): Previous Title: Director of Immigration Compliance and Advising

Lorentson	Sally I.	Title Change
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Title: Assistant Vice President

Local Academic Unit: Orientation and Family Programs and Services (UL)

Note(s): Previous Title: Associate Dean

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TYPE

Lynch

Creston

Title Change

Title: University Life Faculty Fellowship

Local Academic Unit: University Life

Note(s): Retained Title-Assistant Vice President

Mandaville

Peter

Leave without Pay

Title: Professor without Term

Local Academic Unit: Schar School of Policy and Government

Note(s):

Professor Mandaville will be on Leave without Pay for Academic Year 2022-2023 to serve as Senior Advisor for Religion and Inclusive Societies at the United States Institute of Peace.

Marsaco

Emanuela

Tenure Track Contract
Extension

Title: Assistant Professor

Local Academic Unit: Information Sciences and Technology (CEC)

Matthews

Kevin S.

Title Change

Title: Assistant Professor

Local Academic Unit: School of Business

Note(s): Previous Title:Instructor

Mungan

Murat C.

Leave with Pay

Title: Professor without Term

Local Academic Unit: Antonin Scalia Law School

Note(s): Professor Mungan has been awarded a Faculty Study Leave for Spring Semester 2023.

ANNOUNCEMENT

Academic Programs, Diversity, and University Community Committee

September 29, 2022

OTHER ANNOUNCEMENTS

LAST NAME

FIRST NAME

TYPE

Paige

Mikell

Title Change

Title: Associate Chair of Research, Department of Chemistry and Biochemistry (Sci Tech Campus)

Local Academic Unit: Chemistry and Biochemistry (COS)

Note(s): Retained Title-Associate Professor

Parker

Robin

Title Change

Title: Assistant Vice President, Communications

Local Academic Unit: Communications and Marketing

Note(s): Previous Title: Interim Assistant Vice President, Communications

Peters-Burton

Erin

Title Change

Title: Donna R & David E Sterling Endowed Professor in Science Education

Local Academic Unit: College of Education and Human Development

Note(s): Retained Title-Professor without Term

Philpov

Alexander Z.

Title Change

Title: Area Chair, Finance

Local Academic Unit: School of Business

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

Polat

Mesut Fikret

Tenure Track Contract
Extension

Title: Assistant Professor

Local Academic Unit: School of Business

ANNOUNCEMENT

Academic Programs, Diversity, and University Community Committee

September 29, 2022

OTHER ANNOUNCEMENTS

LAST NAME

FIRST NAME

TYPE

Polk

Thomas H.

Title Change

Title: Director, Writing Across the Curriculum

Local Academic Unit: Writing Across the Curriculum Program

Note(s): Previous Title: Assistant Director, Writing Across the Curriculum

Pudukotai Dinakarrao

Sai Manoj

Tenure Track Contract
Extension

Title: Assistant Professor

Local Academic Unit: Electrical and Computer Engineering (CEC)

Redlich

Allison D.

Leave with Pay

Title: Professor without Term

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

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

Rockmann

Kevin

Leave with Pay

Title: Professor without Term

Local Academic Unit: School of Business

Note(s): Professor Rockmann has been awarded a Faculty Study Leave for Spring Semester 2023.

Rosenfeld

Christine

Title Change

Title: GLAP Program Coordinator

Local Academic Unit: Geography and Geoinformation Science (COS)

Note(s): Retained Title-Instructional Assistant Professor

ANNOUNCEMENT

Academic Programs, Diversity, and University Community Committee

September 29, 2022

OTHER ANNOUNCEMENTS

LAST NAME

FIRST NAME

TYPE

Sanyal

Pallab

Title Change

Title: Area Chair, Information Systems and Operations Management

Local Academic Unit: School of Business

Note(s): Retained Title-Professor without Term

Sklarew

Daniel M.

Leave with Partial Pay

Title: Instructional Professor

Local Academic Unit: Environmental Science and Policy (COS)

Note(s):

Professor Sklarew has been awarded a Faculty Study Leave for Spring 2023 and Fall 2023.

Streckfus- Green

Heather

Tenure Track Contract
Extension

Title: Assistant Professor

Local Academic Unit: Art (CVPA)

Sylwester

Bonnie D.

Title Change

Title: Associate Director, Curriculum and Assessment

Local Academic Unit: INTO Mason (Provost)

Note(s): Retained Title-Assistant Director, Academic Initiatives & Assessment

Thrasher

Lisa

Tenure Track Contract
Extension

Title: Assistant Professor

Local Academic Unit: Film & Video Studies (CVPA)

ANNOUNCEMENT

Academic Programs, Diversity, and University Community Committee

September 29, 2022

OTHER ANNOUNCEMENTS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>
Tian	Kuo	Tenure Track Contract Extension

Title: Assistant Professor

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

Tong	Daniel Q.	Title Change
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Title: Associate Director, CSISS

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

Note(s): Retained Title-Professor without Term

Trkula	Julie M.	Title Change
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Title: General Manager, Green Machine

Local Academic Unit: College of Visual and Performing Arts

Note(s): Previous Title:Associate Director Green Machine Operations

Van Hoek	Monique	Title Change
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Title: Associate Director of Research, SSB

Local Academic Unit: Systems Biology (COS)

Note(s): Retained Title-Professor

Vay	Robert L.	Title Change
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Title: University Archivist

Local Academic Unit: University Libraries

Note(s): Previous Title:Technology and Exhibitions Archivist

ANNOUNCEMENT

Academic Programs, Diversity, and University Community Committee

September 29, 2022

OTHER ANNOUNCEMENTS

LAST NAME

FIRST NAME

TYPE

Verardo

Stacey

Leave with Pay

Title: Instructional Professor

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

Note(s): Professor Verardo has been awarded a Faculty Study Leave for Spring Semester 2023.

Walther

Geraldine

Tenure Track Contract
Extension

Title: Assistant Professor

Local Academic Unit: English (CHSS)

Weeks

Andrea

Leave with Partial Pay

Title: Associate Professor without Term

Local Academic Unit: Biology (COS)

Note(s):

Professor Weeks has been awarded a Faculty Study Leave for the Academic Year 2022-2023.

Weinstein

Aimee L.

Title Change

Title: Stearns Center/ARIE Faculty Fellow

Local Academic Unit: Office of the Provost

Note(s): Retained Title-Assistant Professor

Wessels

Konrad J.

Title Change

Title: Associate Chair of Research, GGS

Local Academic Unit: Geography and Geoinformation Science (COS)

Note(s): Retained Title-Associate Professor

ANNOUNCEMENT

Academic Programs, Diversity, and University Community Committee

September 29, 2022

OTHER ANNOUNCEMENTS

LAST NAME

FIRST NAME

TYPE

Wilson

David B.

Leave with Pay

Title: Professor without Term

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

Note(s): Professor Wilson has been awarded a Faculty Study Leave for Spring Semester 2023.

Yang

Sue-Ming

Leave with Pay

Title: Associate Professor without Term

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

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

Yu

Eugene G.

Title Change

Title: Associate Director, CSISS

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

Note(s): Retained Title-Research Professor

Zhang

Jie

Title Change

Title: Associate Chair of Research, Department of Physics and Astronomy

Local Academic Unit: Physics, Astronomy and Computational Science

Note(s): Retained Title-Professor without Term

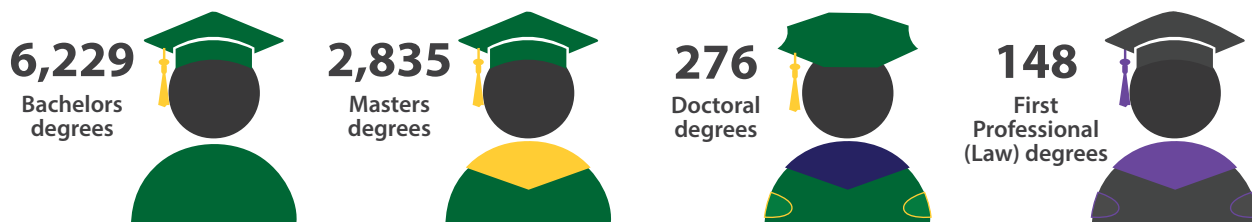
Faculty and Academic Standards Committee						
September 29, 2022						
SUMMARY OF FACULTY ACTIONS AND ANNOUNCEMENTS						
APPOINTMENT OF FACULTY						
	Term		Tenure Track			
	9-month	12-month	9-month	12-month	Research	Grant Funded
Instructor	7	0	0	0	0	0
Assistant Professor	21	4	45	0	2	2
Associate Professor	2	0	3	0	0	0
Professor	1	0	0	0	0	0
Administrative/Professional	0	104	0	0	0	3
Totals	31	108	48	0	2	5
RENEWALS/REAPPOINTMENTS						
	Term		Tenure Track			
	9-month	12-month	9-month	12-month		Total
Instructor	16	11	0	0		27
Assistant Professor	33	25	0	0		58
Associate Professor	29	12	0	0		41
Professor	11	9	0	0		20
Administrative/Professional	0	15	0	0		15
Totals	89	72	0	0		161
SEPARATIONS						
	Resignation	Retirement	Contract Expiration	Deceased		Total
	34	16	8	1		59
OTHER ANNOUNCEMENTS						
	Leave with pay and Partial pay	Leave w/o pay	Title Change	Conversion	Tenure Track Contract Extension	Total
	13	1	50	1	14	79

*Summary Excludes Postdoctoral Research Fellows and Research Staff

2021-2022 DEGREE AWARDS

George Mason University continues to be a leader in producing qualified graduates at both the undergraduate and graduate levels. The university conferred a total of 9,488 degrees during the 2021-22 academic year, a slight decrease of 335 awards (3%) compared to last year. Of the degrees conferred, 33% were in Science, Technology, Engineering, and Math (STEM) fields, with another 8% in health professions. George Mason continues to serve the needs of the Commonwealth, as 79% of the degrees were conferred to Virginia residents.

Degree Awards



TOP DEGREE AREAS

George Mason continues to serve the Commonwealth by preparing graduates in areas of critical need. Mason also awarded an **increased number of degrees in the STEM (3,115) and Health Science (798) fields**, credentials the Governor hopes to increase as state institutions award more degrees. Teacher preparation programs are among the most productive master's degree programs at Mason, with 912 M.Ed. degrees awarded in FY22.

The top five undergraduate degree areas were



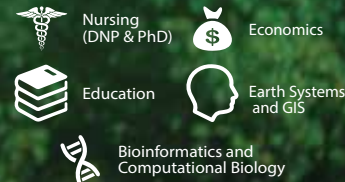
These programs accounted for 30% of bachelor's degrees.

The top five master degree areas were



These programs accounted for 34% of the master's degrees awarded.

The doctoral programs with the most graduates were

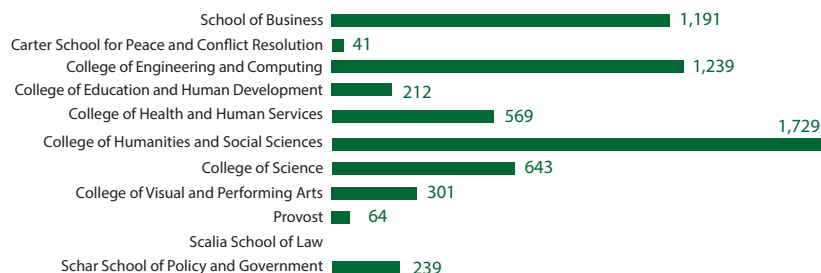


These programs accounted for 38% of the doctoral degrees awarded

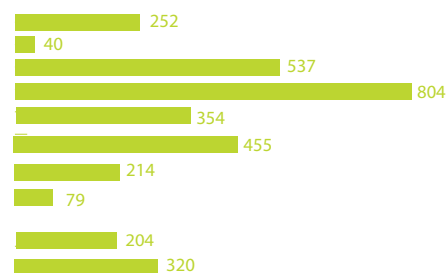
Awards by Academic Unit

The College of Humanities and Social Sciences (CHSS) awarded 1,803 bachelor's degrees, accounting for 29% of all undergraduate awards in 2020-21. At the graduate level, the College of Education and Human Development (CEHD) awarded the most degrees (1,017; 29%).

Undergraduate



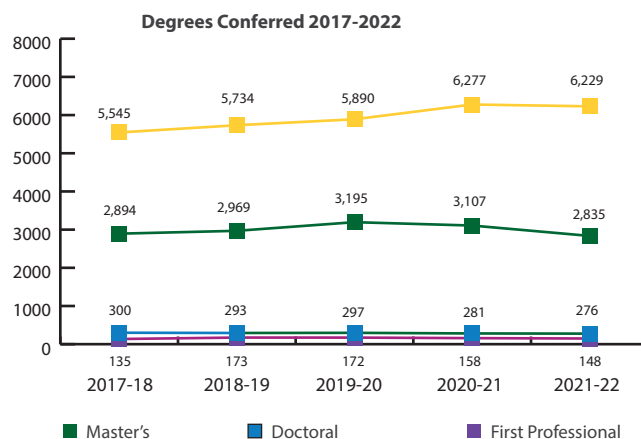
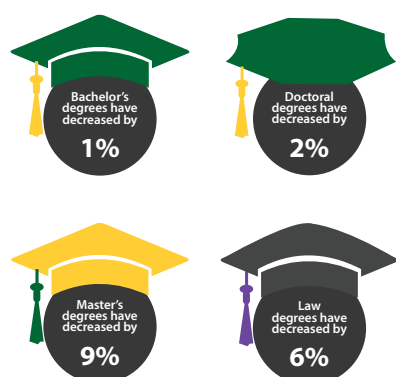
Graduate



2021-2022 DEGREE AWARDS (CONTINUED)

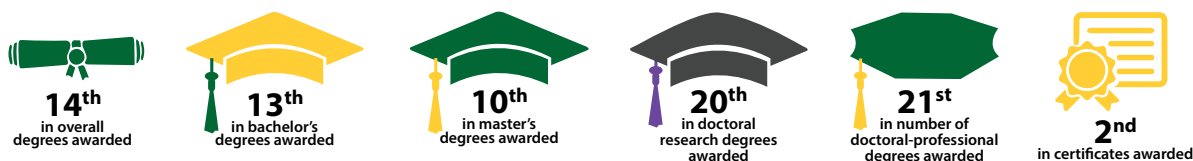
Trends in Degree Awards

The total number of degree awards decreased over the last year. The number of Bachelor's degrees decreased by 1%, Master's degrees decreased by 9%, and the number of Doctorates decreased by 2%. The number of Juris Doctorate degrees decreased by 6%. Over the last five years, Mason has increased its degree production by 7%. Bachelor's and the Juris Doctorate degrees have increased while Doctoral and Masters degrees have decreased during this time period.



Peer Institution Comparison

Compared to its 25 SCHEV peer institutions in 2020-21, the most recent year for which data are available, Mason ranked as follows:



Certificate Awards

In addition to the **9,488 degrees conferred** during the 2021-22 academic year, Mason awarded



Degree Programs

Mason strives to continually develop new programs in areas that are cutting edge and serve the region, the Commonwealth, and global needs. In 2021-22, Mason added

One new Bachelor degree



International Security and Law

Two new Masters degrees



Business Analytics

Marketing

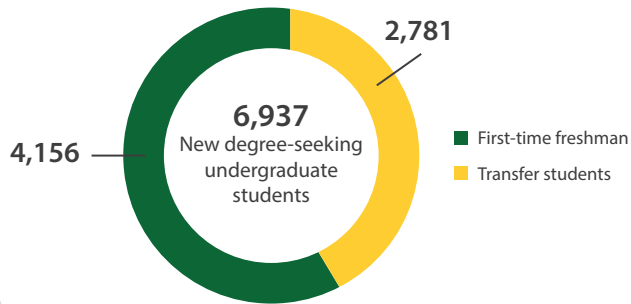


These new programs and the graduates they produce will serve the needs of Virginia and the broader global community

FALL 2022 ENROLLMENT UPDATE

UNDERGRADUATE ADMISSIONS

New Degree-Seeking Undergraduate Students



Prospective freshmen and transfers applying for **undergraduate** admissions this fall submitted:

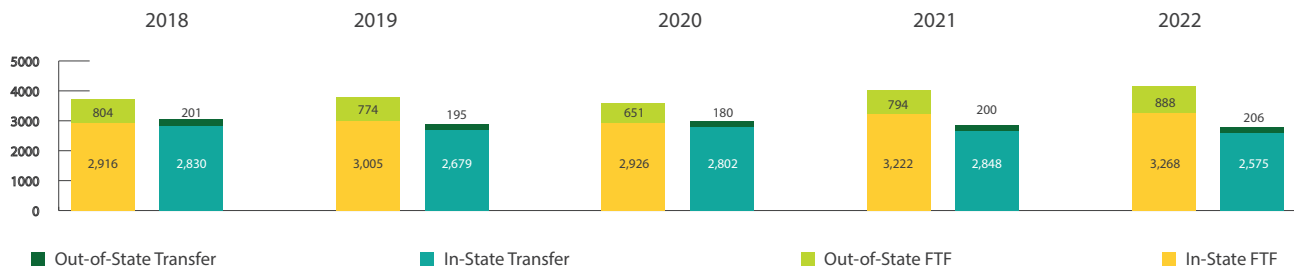


24,515
completed applications

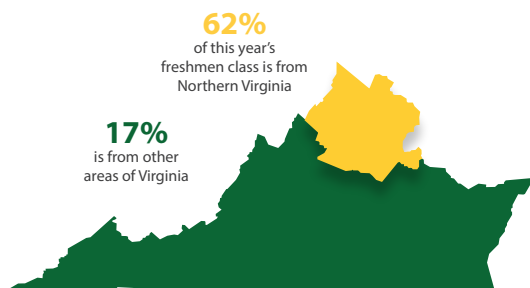


22,009
accepted

New Undergraduate Student Enrollment by Level and Residency

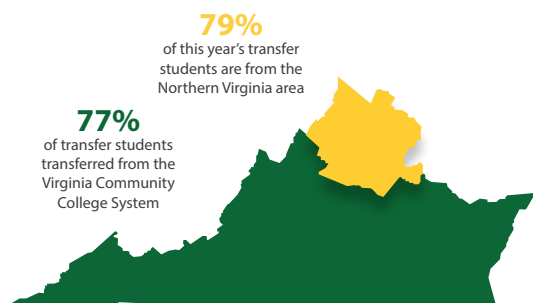


First-Time Freshmen



The freshman class includes students from **48** states as well as the District of Columbia, Guam, Puerto Rico, and **39** foreign countries.

Transfer Students

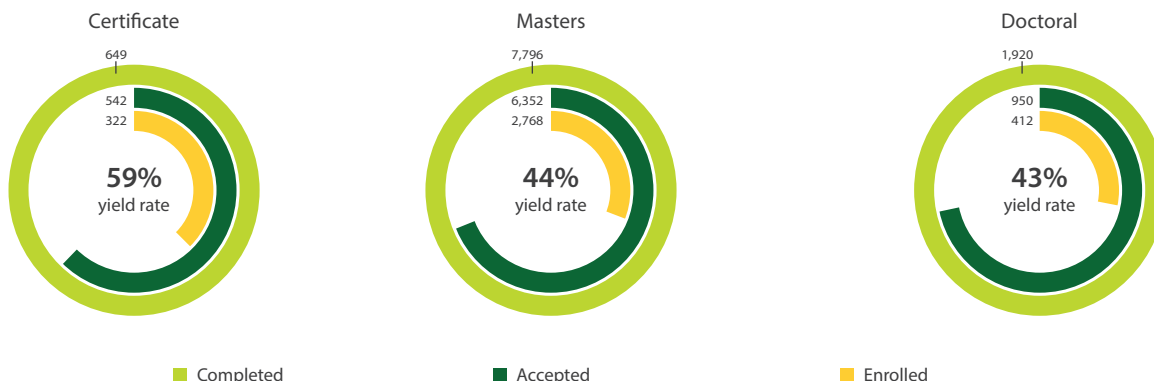


70% of all transfers are from Northern Virginia Community College.

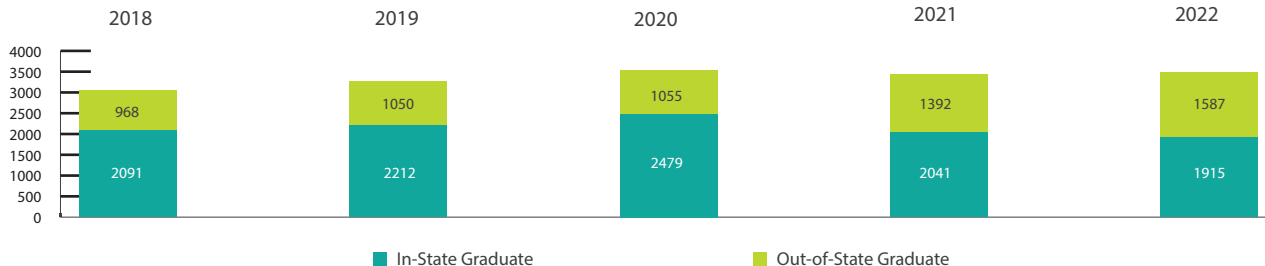
GRADUATE ADMISSIONS

In Fall 2022, Mason received 10,365 graduate applications and 7,844 were accepted. The graduate acceptance rate was 76% and the yield rate was 45%.

Fall 2022 Graduate Applications



New Graduate Student Enrollment by Level and Residency



ANTONIN SCALIA LAW SCHOOL ADMISSIONS



2,414
completed
applications



679
accepted



292
enrolled

New enrollment has increased
over the past five years from:

190
in Fall 2017

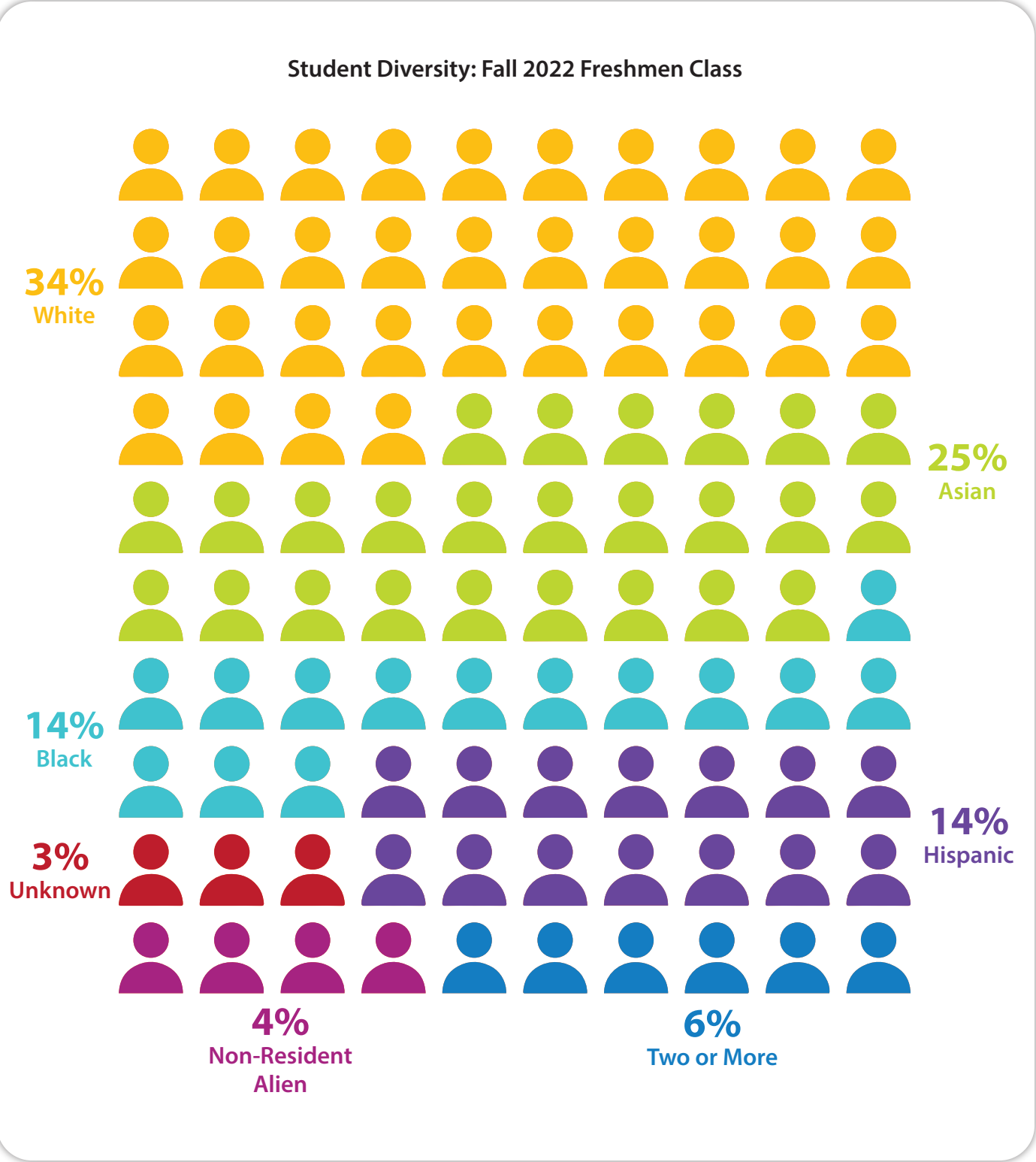
↓
292
in Fall 2022

The degree breakdown of new
law students includes 161JD, 108
LLM, and 23 JM.



STUDENT DIVERSITY

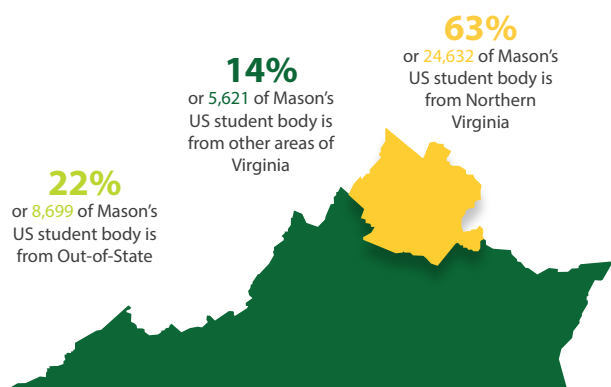
Diversity is a hallmark of Mason. Twenty percent of our entering class identify themselves as first generation students.



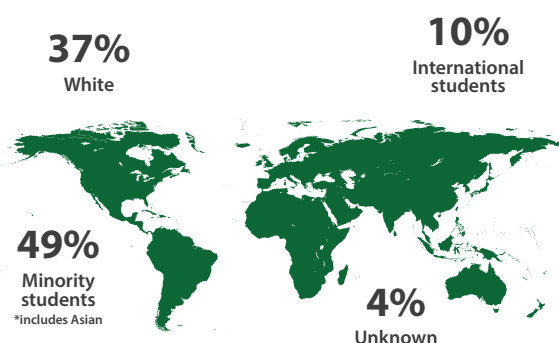
PRELIMINARY FALL 2022 MASON STUDENT PROFILE

The profile of Mason's US student body continues to reflect Mason's service to the Northern Virginia region and to the Commonwealth as a whole. US enrollment as of the BOT census was **38,952 with a full-time equivalent (FTE) of 29,813**. Contract enrollment will continue to increase slightly until the middle of term census enrollment that is captured in mid-October.

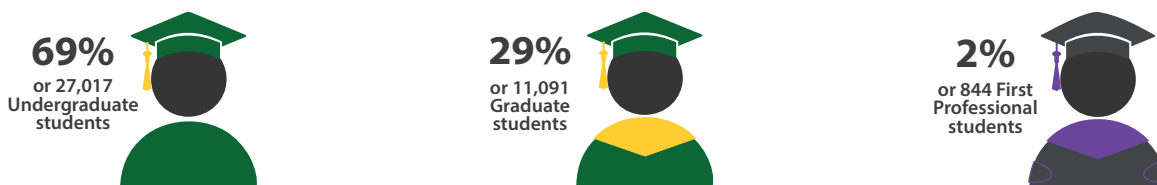
Residence



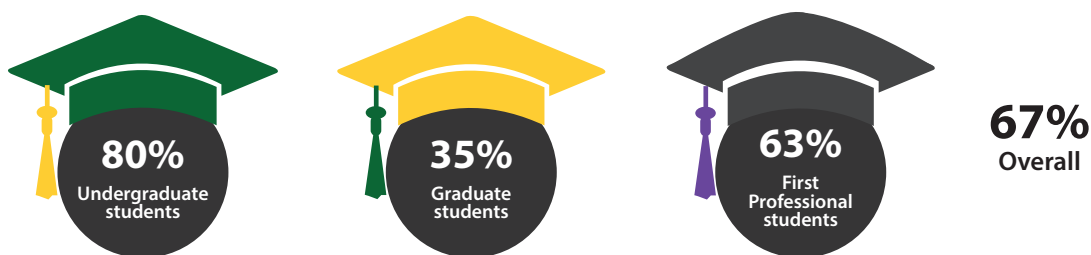
Racial and Ethnic Diversity



Level



Percent of Degree-Seeking who are Full-Time



*Full-time graduate includes those on FT assistantships taking 6 credit hours.

**GEORGE MASON UNIVERSITY
BOARD OF VISITORS**

**Finance and Land Use Committee Meeting
September 29, 2022**

AGENDA

- I.** Call to Order
- II.** Approval of Minutes for May 5, 2022 (**ACTION**)
- III.** Financial Matters
 - A. Financial Overview
 - B. FY 2023 Amended Budget (**ACTION**)
 - C. State Six-Year Operating Plan Update (**ACTION**)
- IV.** Operational Matters
 - A. Joint Legislative Audit and Review Commission Span of Control (**ACTION**)
- V.** Capital Matters
 - A. Land Use Certification (**ACTION**)
- VI.** Adjournment

APPENDIX Capital Projects Review (Stoplight)

**GEORGE MASON UNIVERSITY
FINANCE & LAND USE COMMITTEE
BOARD OF VISITORS**

**MINUTES
May 05, 2022
10:15 a.m. – 11:07 a.m.**

PRESENT: Committee Vice Chairman Reagan; Rector Hazel, Vice Rector Blackman; Visitors Moss, Rice and Peterson; President Washington; Senior Vice President Kissal; Faculty Chair Broeckelman-Post; Faculty Representatives Venigalla and Cuellar; Secretary pro tem Kalek

ABSENT: Committee Chair Roth, Visitor Iturregui

I. Call to Order

Committee Vice Chair Reagan convened the meeting at 10:15 a.m.

II. Approval of Minutes (ACTION)

Committee Vice Chair Reagan called for any corrections to the minutes for the February 24, 2022, meeting of the Finance and Land Use Committee that were provided to with the materials. Hearing none, the **MINUTES STOOD APPROVED AS WRITTEN.**

III. Financial Matters

Committee Vice Chair Reagan turned the meeting over to Carol Kissal, Senior Vice President for Administration and Finance, who turned it to Rene Stewart O’Neal.

A. FY 2022 Q3 Financial Report & Forecast

Rene Stewart O’Neal, Associate Vice President for Strategic Planning & Budgeting provided an update on the FY22 Q3 forecast. The Q3 is \$1.25 million favorable to the second quarter margin with a year-end projected margin of \$70.45 million. Total revenues in comparison to Q2 are forecasted to decrease by \$29.4 million. The primary driver of this decrease is an adjustment in one-time supplemental relief funding based on the strategic decision to defer institutional support funding to FY23 to accommodate planned spending and due to a timeline extension to June 2023. There’s also a \$4.5 million decrease in expected capital reimbursements due to scheduling refinements for planned capital projects in FY22. This is offset by a \$5 million increase in revenues comprised of a net increase of \$1 million in grants and contracts based on a \$10 million increase in sponsored program year to date activities offset by the deferred receipt of \$9 million in real estate revenues until FY23. There is also a \$4 million increase in state appropriations due to a cash adjustment.

In terms of total expenses in comparison to Q2, forecasted \$30.7 million decrease. The major driver of the expense decrease is the delayed timing of the real estate acquisition consistent with the revenue adjustment and capital projects scheduling adjustments. We also have a net \$2.7 million decrease in projected contractual services and a slight \$700,000 decrease in scholarship and fellowship expenditures. This is offset by \$8.6 million in expense increases. Including a \$1 million increase in compensation due to a slight increase in grAgtA salary expenses, a \$4.5 million

increase in supplies based on higher trends and unit level submissions. A \$2 million increase in equipment based on higher sponsored research lab equipment costs and network server costs. A slight uptick in travel and training based on higher trends and travel and training beginning to rebound to pre-pandemic levels.

B. FY 2023 University Operating Budget (ACTION)

There are three potential budget recommendations for Mason since the general assembly has not yet passed the FY23 state budget. In terms of financial aid, the majority of the financial aid increase is for undergraduate students, the ranges are from \$4.15 million for the house version. \$2.46 million increase for the Senate and governor's introduced budget. As for the faculty and staff compensation, all three budget recommendations are within 4% to 5% salary increase with different bonus options. For the operating fund increase, the governor's budget, the house and Senate budget recommendations all support moving the additional \$9 million in affordable access funding that Mason received in FY22 as part of the unified budget amendment into Mason's base in FY23. In addition, all scenarios recommend new base affordable access funding ranging from \$8.85 million to \$11.35 million per year. The state is re-examining its institutional funding formula with final recommendations from the SCHEV cost study in July. Although we anticipate that there may be some acknowledgement of Mason's historic underfunding, we don't expect a significant infusion of additional state funding in the near future. We also expect the pressure to continue to moderate tuition and fee increases. Diversifying our revenue streams and modernizing infrastructure and operations to improve efficiency will be key objectives. In terms of capital projects, the governor's budget the house and staff all recommend funding of the \$14.25 million general funds for the three projects Mason has requested. In addition, the house budget allocation supports Mason's request for an additional \$11.4 million for the refined scope and cost escalations for Fuse at Mason square. Maintenance reserve allocations range from \$5.3 million to \$6.8 million per year.

Ms. O' Neal provided a recap on Mason's FY23 tuition and fee recommendations, which reflect Mason's commitment to affordability and accessibility. As of FY22 Mason's instate undergraduate tuition rate was the fifth lowest of the six Virginia doctoral institutions. Mason will invest incremental tuition revenues in academic success initiatives, faculty and staff compensation as well as reallocating one third of the tuition increase of 3% to enhance financial aid and new Mason Virginia Promise of additional aid.

Mason's strategic investment framework is focused in four priority areas: Student success, faculty & staff recruitment and retention, innovation & investment, building a foundation for the future. Mason always has far more aspirations and objectives than resources. We carefully budget our allocation for the highest impact investments. We are recommending no increase to the mandatory student fee of \$3,609 for full-time under graduates and graduate students and \$2,733 for full-time law students. Mason plans to work on establishing new mandatory student fee allocation categories that are more transparent to students for what they pay for and to rebalance the allocations to more student centric programming.

All new initiatives funded by the mandatory student fee go through the annual budget request and approval process. Mason has two scenarios for FY23 Planning assumption. The first represents the

house budget scenario and the second represents the Senate budget planning scenario, with the only difference being the state appropriations for operations and financial aid in each. The key revenue expense assumptions are enrollment, tuition fees, room and board, institutional aid, and state appropriations. The major expense categories are compensation and faculty and staff growth. In terms of projected enrollments, our six-year plan assumed a 3% annual enrollment growth rate. This has been moderated to 1.5% to reflect current environment and the current enrollment landscape.

Since the general assembly has not yet finalized the FY23 state budget, two budget scenarios were presented for the FY23 planning assumptions. Each scenario represents a balanced budget ranging from \$1.428 billion to \$1.43 billion. Representing a net \$2 million variant driven by differing levels of state support. The budget scenarios reflect the revenues and expense plans for the FY 23 including recommended increases to tuition, fees, and room and board rate. The budget is presented as an all-funds budget. Under either budget scenario, the proposed budget represents an approximately \$11.5 million increase over the third quarter FY 22 forecast. Driven by increased investment in state support, the state authorized salary increases, increased institutional aid, and recovery plan for auxiliary enterprise predicated on an expanded resumption of on campus activities next year. The budget also includes the impact of continued one-time supplemental relief funding. \$31 million of relief funding deferred from FY 22 due to the timeline extension to June 2023. And \$14.5 million of ArpA supplemental relief funding.

There are five major drivers of the approximately \$150 million revenue increases. \$81 million increase in capital grant reimbursements due to the launch of fuse at Mason square and the Katherine Johnson building addition. Net tuition and fee increase of approximately \$21 million, reflecting the tuition increase, enrollment growth, and the reallocation of one third of the tuition increase. And increase of state appropriations ranging from \$19.2 million to \$21.2 million depending whether the house or the Senate version of the budget is passed. There is also an increase of \$12 million reflecting the 3.9% room and board increase we'll be recommending. A 2.5% increase in all other auxiliary enterprises assuming the continued recovery from the pandemic. \$8.6 million in grants and contracts increases reflecting the impact of the balance of the real estate acquisition plan to hit our books in Q1 of FY 23.

There are three major drivers of expense increases. \$132.2 million in capital outlay for planned major capital projects next year; including fuse at Mason square, the Katherine Johnson building addition, and the Johnson center HVAC repairs. Approximately \$49 million increase in compensation is included for both budget scenarios reflecting the 5% salary increase, as well as other compensation adjustments and critical hires. And finally, the third major expense increase is debt service of \$10.6 million. In FY22 we benefited from service savings due to restructuring. This reflects the impact of debt service coming back online in FY23. These three drivers of expense increases are offset by a \$13 million decrease in scholarships and fellowships due to the depletion of the one-time herv funding to direct aid of students. Both budget scenarios include projected base and one-time planned budget request allocations of approximately \$22 million to \$24 million for educational and general units. And \$12 million for auxiliary enterprise unit.

Student representatives presented their oral comments regarding the tuition and fees. Graduate student representative, Stephen Zhou, discussed the dramatic impact of the 3% increase on students with the current inflation in the market. He also emphasized the importance of this tuition increase in directly supporting the quality of education at Mason through ensuring these funds are used to improve faculty and staff hiring and retention and finally increasing graduate assistance stipends proportionally with the increase in costs so that students can maintain their cost of living. Undergraduate student representative, Natalia Kanos, supported Stephen's thoughts and shared that students do not support an increase in tuition in anyway. There does need to be a reflection that this increase is used to improve the general mason student experience.

Mrs. Kissal, discussed the proposed housing and dining rates for the coming year. Affordability, Accessibility, Student involvement, sense of community, well-being and financial stewardship are the set of guiding principles that are used to analyze the costs that are associated with room & dining options. This year the housing will go up by about \$190 and the board dining by \$300, the combined cost for a freshman student with tuition room and board rates at full cost is going to be \$13,120; an increase of \$250 per semester. Freshman students are required to live on campus and have a dining plan. The primary driver to this increase is the inflation that we are experiencing in the country from increased food prices to increased costs associated with rental and room. Mrs. Kissal provided a comparison of Room and Board rates with our peer institutions. Mason is about 4% to 8% higher of average compared to our peer Virginia institutions, because we are in Northern Virginia where costs are higher. However, compared to the local universities we are 7% to 15% lower. Rates should be sufficient to cover the operating costs. The debt service was deferred during COVID because we restructured the debt. This debt will come back in FY23, increasing the housing expenses by about \$11.4 million. In FY22 the housing reserves total were about \$24 million, which seems like a lot but it's not enough for the replacement value that is needed over time. The estimated building replacement value for the dorms on our campus is worth a half billion dollars. We want to make sure we cover enough revenue and allocate some of that to reserves anticipating we would actually maintain, renovate and replace some of the dorms going forward. In FY22 the housing occupancy rate decreased from 90% to 80%. Pre-pandemic, we were almost 96% and the target for next year is to increase the housing occupancy rate. As for dining, the increase is about \$300 a year; that's about \$1.13 a day increase in dining and meal plans. Dining began improvement efforts that help students, bringing some food trucks, expanding robot deliveries and offering park and dine to serve the students who are not residing on campus. In addition to removing all plastic from campus based on student requirements and Mason's sustainability initiatives.

C. Bridge Financing for Fuse at Mason Square (ACTION)

Mrs. Kissal explained that funding structure of the building for fuse is dependent upon fundraising, state money and other financing. \$21 million has been successfully raised out of the \$84 million that is required by state to be raised in 10 years. The bridge financing which will support the project of Fuse over the next two years as it's being built allows Mason flexibility as pledges and fundraisings come to fruition. It's the first time that Mason is independently accessing the debt markets for this debt.

Gene Crouch, Assistant Vice President and Treasurer took over and discussed that Mason is looking to enter into a financing structure that will allow it to be as nimble as possible. The university will be soliciting pressing on three structures focused on the short end of the yield curve. Focusing on the short end of the yield curve will allow the university to remain flexible as philanthropic dollars are received. The strategy is also in line with the overall capital strategy, allowing us to recoup capacity that could be used on other projects as the debt is repaid and gifts are received. We are looking to issue the R.F.P. either May 6 or week of May 9 in executing and closing the transaction in Q1 of FY23 and update the BOV in September on the structure. We ask to delegate the authority to SVP to enter into the transaction.

IV. Capital Matters

A. Six Year Capital Plan (ACTION)

Mrs. Kissal provided an introduction of Mason's Six Year Capital Plan describing Mason's capital investment needs over the next six years and beyond. The capital plan summary provides a summary of the capital expenditures that are based on projects that are current and prospective. Our active projects require about \$690 million of funding. Almost 2/3 (\$422 million) of that funding has already been committed by the state. Of the balance we have already issued or will issue \$49 million of debt. And then we use reserves and we have philanthropy that makes up the financing plan for those particular active projects. The prospective projects, reflects the \$1 billion need that we have spoken about. That is primarily driven by the work that has been done on the master plan these last few years. It's our expectation as we develop these capital projects from prospective to active, we anticipate that almost 2/3 of the funding need there will come from the state as they are primarily E.N.G. projects that will support academic programs and the premise of the state provides capital for academic programs not auxiliary. We do have the ability to issue about \$200 million of new debt over the next few years. As we retire debt, we gain increased capacity. So, the anticipation is we would issue \$100 million of debt over that period, we would increase the use of reserves. We would actually access the gifts and philanthropy through our advancement office. There are some funding plans that have yet to be identified. Little unknown for \$57 million, those are the partnerships, the p-3's, similar to fuse that Mason will embark on. Over the last few years, it's not unusual for Mason to request capital projects in a six-year plan which total over a half billion dollars. We have some level of confidence that some of the prospective projects that Mason will submit will be viewed positively by the state. And we will be able to access those funds.

Tobi Walsh, Assistant Vice President, Capital Strategy and Planning provided an overview about the projects that Mason is considering. Slide 39 tabulates data by funding source. Improve Telecom/ Network, Student Innovation Factory Building and Interdisciplinary Sci. & Eng Building are FY22 submissions that are pending approval from the governor's budget. If they are not approved, however, they will be resubmitted in the FY23 planning authorization. Business School, Eagle Bank Arena Addition and Aggregated Deferred Maintenance are those that are recommended for FY23 submission for capital budget requests. The business school is \$165 million building in the area of the lecture hall, it's approximately 200,000 G.S.F. in size. The funding model for this half of commonwealth request. 25% gift funding, and 25% central and school reserves. This building will require demolition of the lecture hall, which is the largest

shared lecture hall on our campus in Fairfax, the new building will include replacement space for that lecture hall in exchange for funding assistance from central reserves. The Eagle bank arena addition is \$150 million addition to the existing arena. This will serve athletics, the green machine, university life, and our academic uses. It's approximately 135,000 G.S.F. in size. The funding model for this includes \$115 million capital budget request to support the academic uses. \$35 million in debt for the athletic uses. This building does have significant naming opportunities both for the building itself and many elements within the building. Therefore, some of the debt funding could be bridge funding in anticipation of gifts. Aggregated D.M. is \$36 million in critical deferred maintenance for E.N.G. facilities that would allow us to catch up due to historic underfunding of D.M. The EagleBank Arena Renovation is a pro forma recommendation pending scenario budget modeling later this summer. Phase 1 of this project is the single largest and most impactful phase, it's a \$30 million phase. It is not eligible for commonwealth funding; we will be including it in the budget model this summer. We may opt to begin with a less costly phase, depending on the outcome of that modeling. The Academic VIII and Point of View Cottages are projects with prior approvals, and they are presently in the preliminary planning stages. As for the Real Estate Acquisition and Small Capital Improvement those projects capital projects ongoing pursuits.

Projects listed on slide 40 are longer-term projects pending scope or plan. There's no immediate action required. Those listed on slide 40 and slide 39 are subject to adjustment and priority based on recommendations from the BOV, budget modeling and advancement efforts. To that end, it is a notable exception here that may move up because of the recently announced \$10 million gift that could impact the time of this project so it would advance to slide 39.

Slide 41 shows all active and prospective projects by funding source. Slide 42 presents the data by project type with fuse at Mason Square broken out separately for emphasis. Slide 43 shows the active projects. Slide 44 depicts the prospective projects discussed earlier with preliminary funding plan. Slide 45 provides a list of projects still under development which are kept to maintain visibility for our pipeline as we begin to anticipate when funding plans may be developed.

The proposed funding plan and capital budget request will remain in a pro forma state until we perform our budget modeling this summer. We seek your approval for the proposed six-year capital plan as we proceed into the budget modeling. It is followed by the budget submission and the SCHEV six-year submission.

Committee Chair Reagan **MOVED** that the Board of Visitors approve the following Three action items as detailed in the Board Book: 1) FY 2023 University Operating Budget, including Tuition and Fee Rates 2) Bridge Financing for Fuse at Mason Square Resolution, 3) Six-Year Capital Plan

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

V. **Adjournment**

There being no further business, Committee Chair Reagan declared the meeting adjourned at 11:07 a.m.

Prepared by:

A handwritten signature in black ink. The first part of the signature is a stylized 'f' that extends downwards. The second part is the word 'Farah' written in a cursive-like script. A horizontal line is drawn across the middle of the signature, passing through the 'h' and the 'K' of the name 'Kalek' which is written below the line.

Farah Kalek
Executive Assistant & Office Manager
Office of the Senior Vice President.

ITEM III.B:**FY 2023 AMENDED UNIVERSITY OPERATING BUDGET
(ACTION)****PURPOSE OF ITEM:**

To amend the FY23 operating budget approved by the Board in May 2022 to reflect revised revenues and expenses based on updated assumptions and information about key budget drivers. The University's amended budget reflects revenue and expense plans for the 2022-2023 academic year, including tuition, room and board rates, and fee rates.

APPROPRIATE COMMITTEE: FINANCE AND LAND USE

BRIEF NARRATIVE:

Since the General Assembly had not yet finalized the FY2023 State budget at the time of the May 2022 Board meeting, two budget scenarios for July 1, 2022, through June 30, 2023 (FY 2023) were recommended for Board approval with ranges of \$1.428B to \$1.43B with the expectation that, once the General Assembly passed the FY23 State budget, an amended FY23 Operating Budget would be presented for approval, if necessary.

The Board approved the FY23 operating budget ranges of a budget up to \$1.43B in May 2022. The Commonwealth finalized the FY23 State budget in June 2022 and, based on the University's State general fund appropriations, the FY23 operating budget the Board had approved in May for \$1.43B was the approved FY23 budget. An amended budget for July 1, 2022, through June 30, 2023 (FY23) is being recommended at this time. This budget is presented as All Funds budgets, and includes all University funding sources: E & G; Auxiliary Enterprises; Grants & Contracts; Capital Grants; and Other Operating and Non-Operating Revenues.

The amended budget represents a decrease of \$43M from the May 2022 Approved Budget, from \$1.436B to \$1.393B. The decrease reflects the net financial impact of the tuition credit for all in-state undergraduates to offset the 3% tuition increase as well as the primary reduction driver in revenues and expenses for Capital budget adjustments.

Revenue Adjustments

- \$34.6M reduction in anticipated Capital Grant revenues due to the timing of several major capital projects such as Mason FUSE; Life Sciences Engineering Building; Telecom Phase 2; and the Central Plant Capacity Expansion.
- \$1.8M reduction in Net Tuition & Fee revenues due to a \$4M adjustment in Institutional Financial Aid due to updated enrollment, and the \$5.8M financial impact of the tuition credit for all in-state undergraduates and additional Stay Mason funding.
- \$7M in Other Revenue decreases driven by a \$3M reduction in cash reversion for equipment and debt in Other Operating Revenues and a \$4M reallocation of Auxiliary Enterprise cost recoveries originally recorded as Revenues that are now recategorized as Contractual Service expense offsets.

Expense Adjustments

- \$45M reduction in Capital Outlay expenses consistent with the \$34.6M Capital Grant revenue reductions as well as other project/timing delays.
- \$4M reduction in Contractual Services due to the accounting recategorization to offset expenses.
- \$6M increase in AE-Infrastructure funding reflecting increases in funding available due to the net revenue and expense adjustments.

STAFF RECOMMENDATION: Staff recommends Board of Visitors approval of the 2022-2023 amended budget.

ITEM NUMBER III.C.:

**STATE SIX-YEAR OPERATIONAL PLAN*
(ACTION)**

PURPOSE OF ITEM:

The Higher Education Opportunity Act of 2011 requires biennial Board of Visitor approval of a Six-Year Plan, which is submitted to the State Council for Higher Education in Virginia (SCHEV).

APPROPRIATE COMMITTEE:

FINANCE AND LAND USE

BRIEF NARRATIVE:

The Senior Vice President for Administration and Finance will provide an update on Mason's six-year operating plan. The plan outlines key academic program initiatives, financial projections, and institutional goals for consideration by the state government as they develop amendments to the biennial budget.

The original biennium plan for FY23 & FY24 was developed in July 2021 (FY22) with FY23 requiring only an update to the original July 2021 plan. No presentation to Op Six (to representatives of the Governor's Office; Secretary of Finance, Secretary of Education, Director of Planning and Budget, Executive Director of the State Council of Higher Education in Virginia, Staff Director of the House Committee on Appropriations, and Staff Director of the Senate Committee on Finance) was required.

Timeline for Six Year Plan- Original & Update:

- July 2021: FY22 Original Biennium Operating Plan State Request- \$42.2M (FY23); \$42.6M (FY24)
- August 2021: Op Six sent institution-specific questions which Mason responded to at a formal presentation to Op Six
- October 2021: Mason BOV approved FY22 Original Biennium Operating Plan
- June 2022: Mason's State Biennium Allocation received- \$16.04M (FY23); \$39.2M (FY24). Mason's original biennium State request was \$84.8M; the State allocated \$55.17M over the biennium with majority of the FY24

appropriation (\$27M) allocated to undergraduate student aid.

- July 2022: FY23 Update submitted to SCHEV incorporating Mason's State biennium allocations.
- August 2022- Invitation to all institutions to resubmit plans based on revised guidance from SCHEV and new State requests to consider FY23 tuition adjustments and reconciliation of FY23 and FY24 operating budgets. Mason resubmitted FY23 plan update maintaining our State request of \$16.035M but significantly increasing our FY24 State request by \$47.1M, from \$39.2M, based on our original FY24 State allocation to \$86.3M, due to our identification of core base budget operating shortfalls due to our funding disparity that have never been totally addressed.
 - **The incremental \$47.1M State request is comprised of: \$31.5M to mitigate our faculty and staff market gap and critical new hires; \$10M in operating cost escalations; and \$5.6M in technology infrastructure and efficient systems**
- September 2022: Op Six and SCHEV send general questions and institution-specific questions about Six-Year Plan update submissions for institutional response.
- October 11, 2022: Final plan updates due back to SCHEV.

George Mason has demonstrated that we are efficient stewards of the State's resources through our ability to leverage constrained resources to achieve positive outcomes. However, without additional investment, our ability to make progress on the State's goals of cost-effective delivery of our academic, research, and student success mission is not sustainable.

*** The Six-Year Plan is for planning purposes only; dependent upon General Fund support and pending BOV approval of future Tuition and Fees.**

STAFF RECOMMENDATION:

Staff recommends Board approval of the FY23 Six Year Plan update.

ITEM NUMBER IV.A.:

**JOINT LEGISLATIVE AUDIT AND REVIEW
COMMISSION SPAN OF CONTROL
(ACTION)**

PURPOSE OF ITEM:

Update the Board of Visitors on current Span of Control data according to JLARC's recommendation.

APPROPRIATE COMMITTEE:

FINANCE AND LAND USE COMMITTEE

BRIEF NARRATIVE:

In October 2014, the Joint Legislative Audit and Review Commission (JLARC) issued a report to the Governor and General Assembly regarding Support Costs and Staffing at Virginia's Higher Education Institutions. The intent of the study was to analyze the cost efficiency of the state's higher education institutions and to identify opportunities to reduce costs. JLARC analyzed spending, staffing levels and "spans of control" – measured by the number of direct reports per supervisor.

JLARC's recommendation for Span of Control included the Board of Visitors at all Virginia Institutions receive annual reports on Span of Control statistics, and eliminate unnecessary supervisory positions by developing standards that establish and promote broader spans of control.

Mason is working towards broader spans of control. In 2018, Mason developed a span of control policy (University Policy 2233).

STAFF RECOMMENDATION:

Staff Recommends Board approval.

<u>Name</u>	<u>Land Address</u>	<u>Acreage</u>	<u>Land Acquired</u>	<u>Land Disposed</u>	<u>Agency Surplus Designation</u>	<u>Existing Buildings</u>	<u>Building Demolished</u>	<u>Structure Planned</u>	<u>Structure Added</u>	<u>Structure Sold</u>	<u>Building Fully Occupied</u>	<u>Building Occupied By Other Agency</u>	<u>Identify Buildings</u>	<u>Comments</u>	<u>Easements</u>
GMU MAIN CAMPUS FAIRFAX COUNTY	4400 UNIVERSITY DR FAIRFAX, VA 22030	562.11	NO	NO	IN USE	102	NO	YES	YES	NO	YES	YES		0034 ROBINSON HALL HAS BEEN DEMOLISHED - A NEW ROBINSON HALL BUILDING HAS BEEN COMPLETED AND IS NOW KNOWN AS 0131 HORIZON HALL	1
GMU METRO CAMPUS LAW SCHOOL ARLINGTON COUNTY	3351 N FAIRFAX DR ARLINGTON, VA 22201	5.08	NO	NO	IN USE	2	NO	YES	NO	NO	YES	NO		FUSE (FORMERLY IDEA) CONSRUCTION IS ONGOING.	2
GMU WOODLAND ACRES PROPERTY FAIRFAX COUNTY	BRADDOCK AND SHIRLEY GATE RDS FAIRFAX, VA 22030	87.03	NO	NO	FUTURE USE	0	NO	NO	NO	NO	NA	NA	THERE ARE NO BUILDINGS ON THE SITE.		0
GMU TALLWOOD FAIRFAX CITY	4210 ROBERTS RD FAIRFAX, VA 22030	7.06	NO	NO	IN USE	4	NO	NO	NO	NO	YES	NO			0
GMU PRINCE WILLIAM CAMPUS PRINCE WILLIAM COUNTY	10900 UNIVERSITY BLVD MANASSAS, VA 20110	136.29	NO	NO	IN USE	12	NO	YES	NO	NO	YES	YES		THE LIFE SCIENCE ENGINEERING BUILDING HAS NOW STARTED CONSTRUCTION	0
GMU POINT OF VIEW SITE FAIRFAX COUNTY	7301 OLD SPRING DR LORTON, VA 22079	44.59	NO	NO	IN USE	5	NO	YES	NO	NO	YES	NO		THERE IS AUTHORIZATION TO BUILD COTTAGES ON THE SITE; HOWEVER THE DESIGN FOR THE BUILDINGS HAS YET TO COMMENCE.	0
GMU POTOMAC SCIENCE CENTER PRINCE WILLIAM COUNTY	650 MASON FERRY AVE. WOODBRIDGE, VA 22191	2.22	NO	NO	IN USE	2	NO	NO	NO	NO	YES	NO			0
GMU SMITHSONIAN SCHOOL OF CONSERVATION FRONT ROYAL WARREN COUNTY	1500 REMOUNT RD FRONT ROYAL, VA 22630	0.95	NO	NO	IN USE	2	NO	NO	NO	NO	YES	NO		MASON IS THE LESSEE ON A GROUND LEASE NOT LESSOR.	0

ITEM NUMBER V.A.:

LAND USE CERTIFICATION (ACTION)

PURPOSE OF ITEM:

This item requests BOV certification that the university has a need for the land it owns.

APPROPRIATE COMMITTEE:

FINANCE AND LAND USE

Virginia Code §2.2-1153 requires agencies and institutions to submit a Land Use Plan annually to the Department of General Services (DGS) showing present and planned uses of each property owned. This is primarily for the purpose of identifying whether the Commonwealth should declare any such property surplus. The code requires certification by the Board of Visitors.

In order to comply, the Department of General Services (DGS) requested institutions and agencies update the DGS database provided on the attached spreadsheet. The attached spreadsheet provides the land use information requested by DGS. Note this report does not include land owned by the George Mason University Foundation which may in the future be transferred to the university.

The report accurately reflects current land use for the university-owned properties.

The significant change since last year's report are the addition of the Smithsonian Campus as a tracked campus of the Commonwealth and one easement on the Main Campus in Fairfax related to public roadways and the utilities within that area as well as two easements on the Mason Square (Arlington Campus) related to the FUSE development.

STAFF RECOMMENDATION:

Approve submission of the attached spreadsheet to DGS.

Capital Projects Review

This section provides the regular report on the status of capital construction projects on all three university campuses. The project “stoplight” chart provides a summary review. For purposes of black and white printing, all stoplights are “Green” unless otherwise noted. Scoring definitions:

- “Red”: Likely to exceed approved budget, schedule, or scope
- “Yellow”: At risk to exceed approved budget, schedule, or scope, but can still recover
- “Green”: Within approved budget, schedule, or scope
- “White”: on-hold

Changes/updates since the April 2022 report include:

- Horizon Hall - Construct/Renovate Robinson Hall, New Academic and Research Facility and Harris Theater - Phase 3, which includes demolition of Robinson B, site work and renovation of Harris Theater started on January 4, 2021, all Harris Theater work has been completed and there is one HVAC design revision that has been completed and in process of permitting and completing construction over the next couple of months. This is under a separate permit but funded through the project. In addition, there are a couple other items in Horizon that are still being completed – revision of Word Wall panels and a new canopy is being designed over the west entrance to shield sidewalk from drip off solar shades above the entry. This work will be permitted separately but funded through project remaining funds. Construction punch list is 99.5% complete with exception of Word Wall noted above and some planting maintenance. Full project closeout is targeted for late 2022.
- Improve Utility Distribution Infrastructure Fairfax - Currently this project is in a closeout phase with some minor punch list items remaining to be completed. Final items on the plaza include adjustments to the smart light poles that have some issues around the connectivity and security cameras. This work is anticipated to be completed by end of Fall term. A scope of work to provide new lighting on Aquia Creek Lane was also added to the project. Alta Vista is the awarded contractor and a kick-off / pre-construction meeting was held 9/12/22. After submittal approval and once poles/lights are released it may take 14-16 weeks to arrive. Once this lighting work is complete the project will be closed out.
- PPEA Discovery Hall Ph. II & Fit-out/Clean Room – The Certificate of Occupancy for the Fit-out project was received May 2018. Construction on the Clean Room is substantially complete and approved for occupancy in September 2021. Installation of initial clean room tools and the associated utility modifications planned to begin Fall 2022.
- Hylton Performing Arts Center HVAC Repairs – Removed in this session as the project is completed.
- Arlington Original Building Demolition and Culvert Relocation – Removed in this session as the project is completed.

- Fuse at Mason Square (IDIA HQ) – Structural permit was issued May 20, 2022 and the design team has submitted the second round of work drawings for the permit package to DEB for final review and permitting of the full core/shell and Mason fit out of the building – it is anticipated we will have full building permit by end of October 2022. Construction on the box culvert relocation and support of excavation started in January of 2022 and it will be complete by October 1, 2022. Construction started on the substructure, namely caisson installation in mid July 2022, existing piles were discovered in the first few weeks of caisson installation which has delayed the activities related to caisson install by approximately 20 to 25 days. We are currently in process of getting recovery schedule from the development team. The schedule to finish the core and shell of the building is June of 2024 with substantial completion of the Mason fit out space following in December 2024. Mason will then install furniture fixtures and equipment in the Spring of 2025 with full occupancy planned for summer of 2025.
- Telecom Infrastructure Phase 1 – This was bid in three packages. Package 1, for work inside buildings and Package 3 for the new West Campus Core Switch Building have been awarded. The bid for Package 2 for outside plant (new IT ductbanks) came in substantially over budget (more than 5x the budget). As this is a pool funded project, we have reached out to DEB to review our options.
- Life Sciences Engineering Building (Bull Run Hall IIIB) – In February 2021, Mason received notice of approval from the Commonwealth to add \$30M for an additional floor to the three-story building design, and make programmatic changes that better align the new building with the current campus master plan vision for the SciTech Campus. Final Permit Drawings for the Early Release Package to allow the project to get started were approved and submitted on May 16, 2022. An early release GMP contract was issued to Skanska on May 24, 2022. Our Land Disturbance permit was delayed by an inability to secure an agreement from DEQ to reuse an existing water treatment pond. After a redesign of the project storm water management infrastructure, DEQ issued a Land Disturbance permit on August 19, 2022. Skanska broke ground on site on August 31, 2022. The full building working drawing review is in process with DEB and the full building GMP is being developed by Skanska. This building is 24 month construction period so the schedule is impacted and is being reviewed and developed as part of the full building GMP process. Back fill work will follow the building completion and will take about 4 months. Current total funding is \$102,453,000.
- Johnson Center HVAC Repairs – Design is complete and permit drawings have been submitted to DEB. Funding constraints due to COVID postponed design completion and construction award. The bidding process will begin once the funding is in place.
- Central Heating and Cooling Plant Capacity Expansion – CR-2 total project cost dated March 30, 2022 was granted by DEB May 12, 2022 totaling \$8,197,000.00. Preliminary Design A/E comment responses were submitted to DEB on September 12, 2022. Working Drawing design meeting # 01 was held on August 30, 2022. Working Drawing design package currently tracking for December 2022 completion. Tentative construction start spring 2023.
- Telecom Infrastructure Phase 2 – A/E team has been selected and contract award in process.

- Telecom Infrastructure Phase 3- Developing scope for the RFP for the A/E team.
- Aquatic & Fitness Center Capital Renewal – The cost estimate at schematic design was more than double our construction budget (mainly due to inflation/equipment & material cost escalation). Recreation is seeking approval for a loan with Central Budget to be able to increase the construction budget to allow the full project to continue.
- Academic VIII – Project approved for planning only and contingent upon Mason providing seed funding. Project awaiting internal authorization and Master Plan completion to proceed.
- Virtual Online Campus – Project approved for planning only and contingent upon Mason providing seed funding. Project will be coordinated with Master Planning efforts.
- Point of View Cottages – Commonwealth has approved \$4M of funding for this project to match a target of \$4M of fundraising. Project awaiting internal authorization and Master Plan completion to proceed.
- Construct Student Housing Fairfax PPEA – Commonwealth has approved project for PPEA solicitation. Project awaiting internal authorization and Master Plan completion to proceed.
- Construct Fairfax Mixed Use Development PPEA – Commonwealth has approved project for PPEA solicitation. Project awaiting internal authorization and Master Plan completion to proceed.
- Construct Basketball Training, Wrestling, and Athlete Academic Support (RAC Addition) – Commonwealth has approved project for \$15.5M of fundraising. Project awaiting internal authorization and Master Plan completion to proceed.
- Renovations Concert Hall – Higher Education Capital Outlay (HECO) authority approved to proceed on a \$25M renovation to the Concert Hall on the Fairfax Campus. The funding is based upon donations. Project is awaiting funding to proceed.
- Business School Building – HECO authority approved to proceed on a \$165M and 200K GSF building for the School of Business on the Fairfax Campus. The funding is based upon donations. Project is awaiting funding and Master Plan completion to proceed.
- Activities Building – HECO authority approved to proceed on a \$3.75M and 15K GSF building for activities on the Fairfax Campus. Project is awaiting funding and Master Plan completion to proceed.

STAFF RECOMMENDATION:

For Board Information Only

Facilities Projects Listing

	Project #	Project Name	Scope(sf) New	Scope(sf) Reno	Total Budget	Budget Status	Schedule	Scope	Construction Start Date	Occupancy Date	Construction % Complete
		Construction									
1	18207-000	Horizon Hall - Core Campus (Renovate Robinson Hall and Harris Theater)	217,726	23,161	\$ 119,931,000				7/1/2018	12/31/2021	99.0%
2	18208-000	Improve Utility Distribution Infrastructure Fairfax - Core Campus*	0	0	\$ 51,539,000				8/1/2018	12/31/2021	98.0%
3	17848-000	PPEA Discovery Hall Ph II & Fitout/Clean Room	0	18,000	\$ 6,935,680				6/17/2019	5/7/2021	99.0%
4	18482-000	Institute for Digital InnovAtion (IDIA HQ)	461066	0	\$ 257,300,000				1/3/2022	7/1/2025	13.0%
5	18000-000	Life Sciences & Engineering Building - Bull Run Add*	133300	5000	\$ 102,453,000				8/31/2022	8/15/2024	1.0%
6	18339-000	Telecom Infrastructure Phase 1*	576	0	\$ 10,525,000				9/1/2022	9/1/2023	1.0%
		Design									
7	A8247-027	Johnson Center HVAC Repairs	0	348,447	\$ 5,343,837				TBD	TBD	N/A
8	18509-000	Central Heating & Cooling Plant Boiler & Chiller Addition*	0	0	\$ 8,197,000				4/15/2023	12/15/2025	N/A
9	18529-000	Aquatic & Fitness Center Capital Renewal	0	90,736	\$ 10,000,000				3/1/2023	9/1/2024	N/A
		Design Procurement									
10	18487-000	Telecom Infrastructure Phase 2	0	0	\$ 23,250,000				3/1/2023	9/1/2023	N/A
		Pending Master Plan Alignment									
11	18498-000	Academic VIII*	200,000	0	\$ 185,675,000				TBD	TBD	N/A
12	18471-000	Virtual Online Campus*	0	45,000	\$ 11,000,000				TBD	TBD	N/A
13	18497-000	SCAR Point of View Cottages	TBD	0	\$ 8,000,000				TBD	TBD	N/A
14	17955-000	Construct Student Housing Fairfax PPEA	TBD	0	TBD				TBD	TBD	N/A
15	18117-000	Construct Fairfax Mixed Use Development PPEA	TBD	0	TBD				TBD	TBD	N/A
16	18253-000	Construct Basketball Training, Wrestling, and Athlete Academic Support (RAC Addition)	TBD	TBD	\$ 15,500,000				TBD	TBD	N/A
17	TBD	Renovations Concert Hall	0	120,750	\$ 25,000,000				TBD	TBD	N/A
18	TBD	Business School Building	200,000	0	\$ 165,000,000				TBD	TBD	N/A
19	TBD	Activities Building	15,000	0	\$ 3,750,000				TBD	TBD	N/A
		Grand Total This Report	1,227,668	651,094	1,009,399,517						

Data as of September 21

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

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

Page 1 of 1

A large, green and yellow mascot of the Mason Patriots is waving its right hand. The mascot is wearing a green jacket over a white t-shirt with the Mason Patriots logo, which features a star and the word "MASON" above "PATRIOTS". The mascot is also wearing a black cap. In the background, a large crowd of people is gathered on a street lined with trees, suggesting a parade or a public event. The sky is clear and blue.

BOARD OF VISITORS

Finance & Land Use Committee

Office of the Senior Vice President | September 29, 2022

Agenda

Financial Matters

- A. Financial Overview
- B. FY 2023 Amended Budget (**ACTION**)
- C. State Six-Year Operating Plan (**ACTION**)

Operational Matters

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

Capital Matters

- A. Land Use Certification (**ACTION**)

Appendix – Capital Projects Review (Stoplight)



Financial Overview

Financial Matters

Mason's Challenge

Compensation is 77% of Mason's E&G expense budget

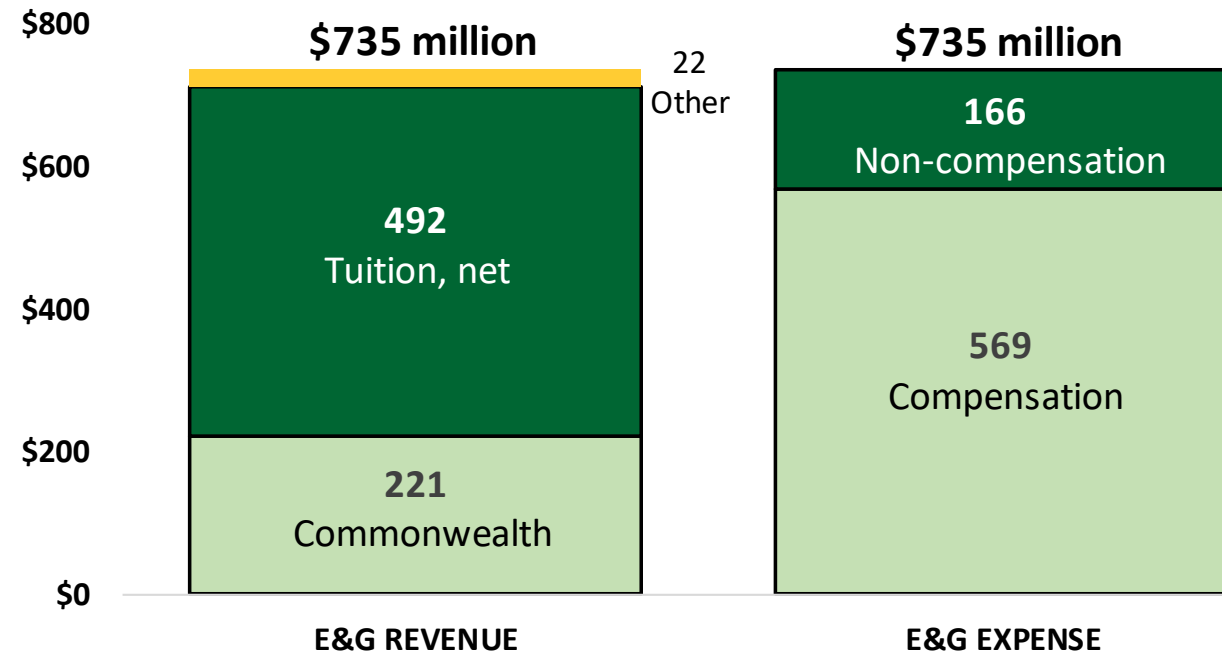
Mason needs growth in state support and tuition revenue to keep pace with growth in salaries and benefits (and expenses not shown)

Tuition and state revenue is **lower than our peers** (per in-state student FTE)

Mason already has **leaner staff** than peers and **salaries are below market**

Balance sheet liquidity is needed to maintain the Aa3 credit rating and liquidity should only be used for nonrecurring expenses

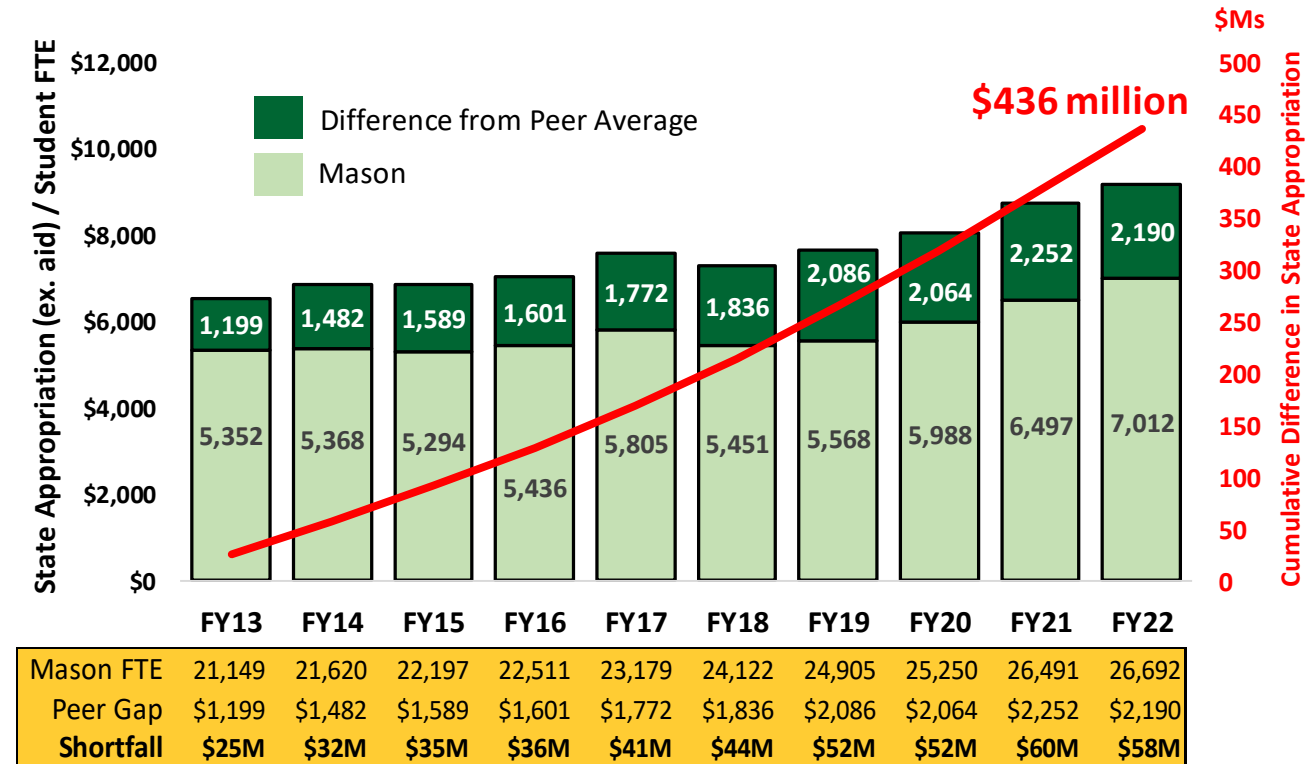
FY23 Amended Budget (E&G only)



Funding Disparity

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

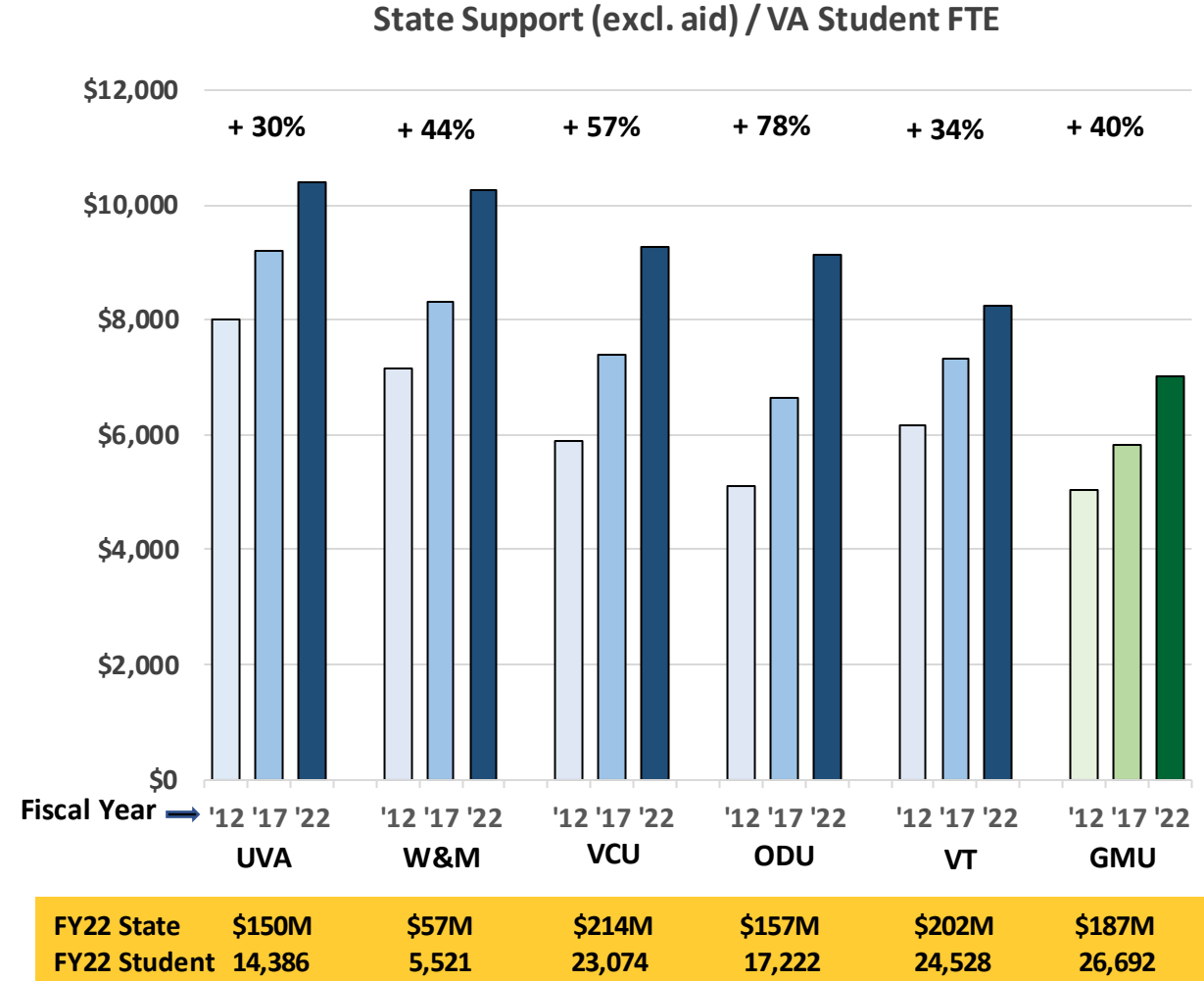
\$58 million funding shortfall in FY22



State Support

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

Mason's funding has fallen **further behind** our peers

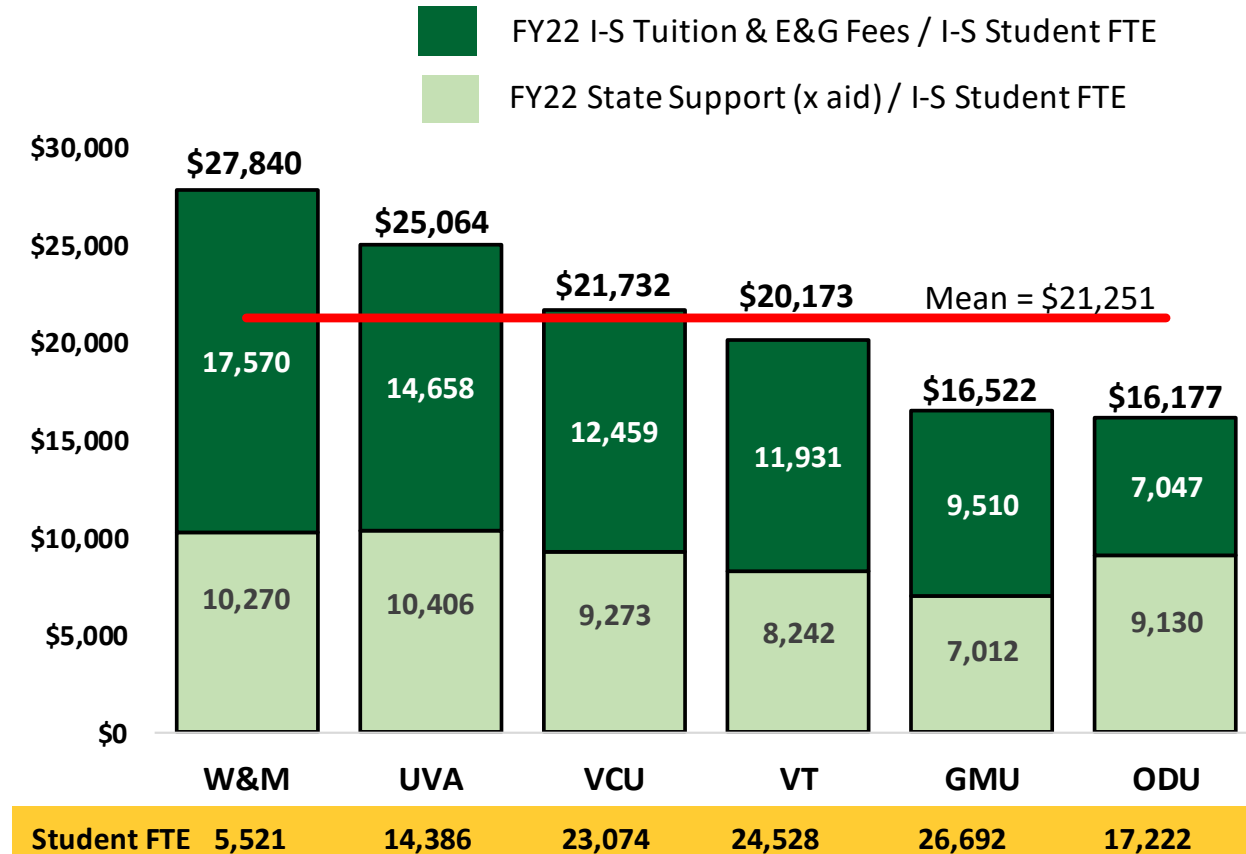


Tuition and State Funding Disparities

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

BOV established a special **Tuition Subcommittee** to make tuition recommendations

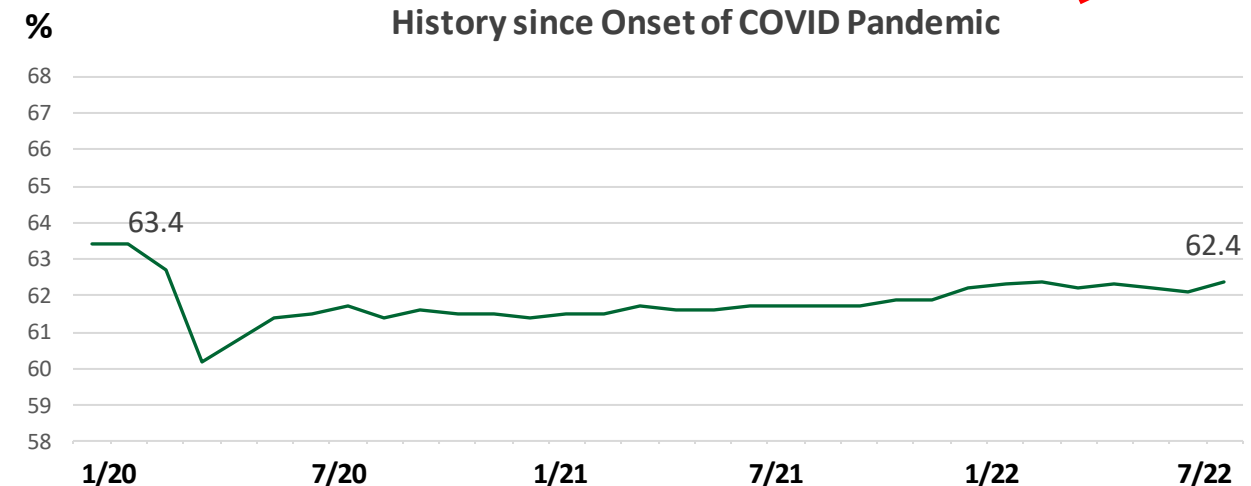
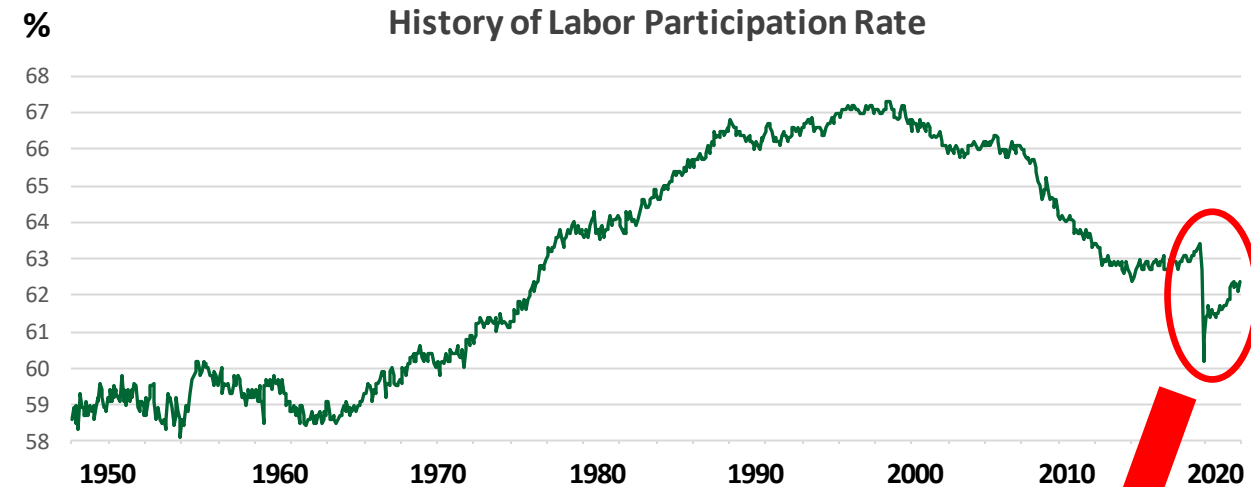
Mason would need an **11.6%** tuition increase to meet current **\$58 million** gap



Labor Participation Rate

While the **labor participation rate** improved slightly from 62.1% to 62.4% in July 2022, the rate remains **below pre-pandemic levels**

The decline in labor participation hampers Mason's **ability to recruit staff and contractors**



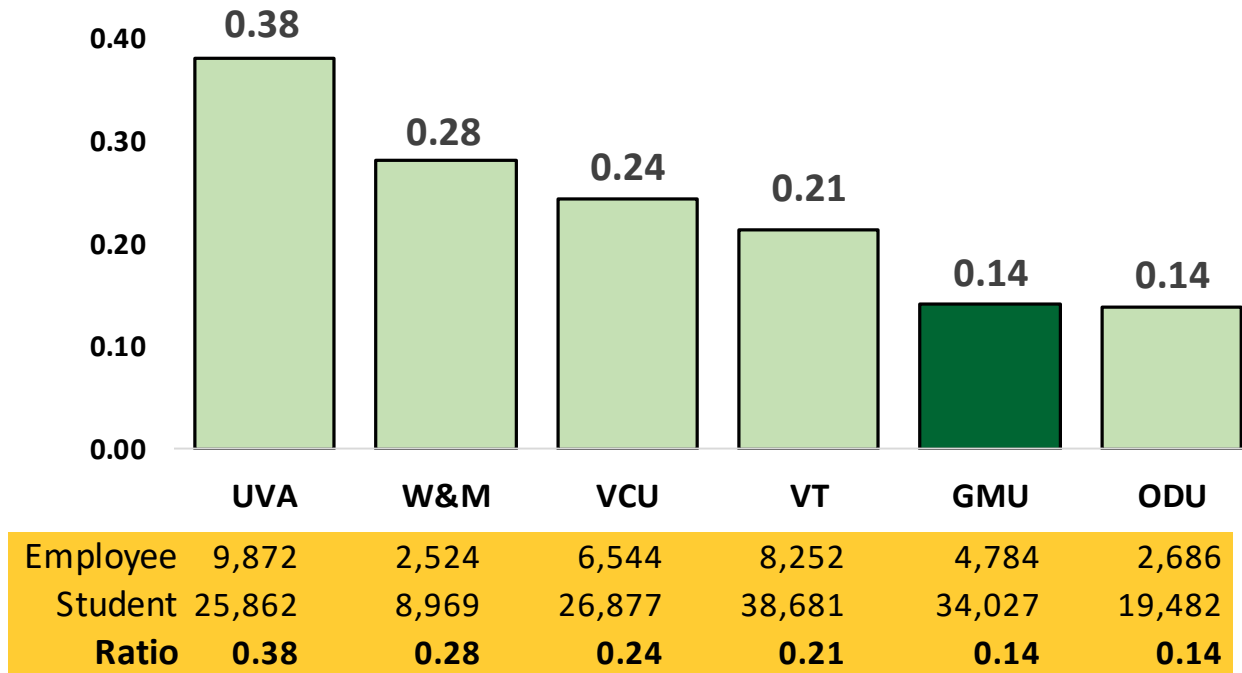
Source: Economic Research, Federal Reserve Bank of St. Louis.

Operational Efficiency

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

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

Total Employee FTE / Total Student FTE



Mason Metric at Full Employment

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

Recruitment & Retention Challenges

Compensation is the **primary reason** employees leave Mason

- Driven by peer and corporate **competition**
- Places additional demands on **already constrained resources**

Estimated **\$31.5 million market compensation gap**

- **Market adjustments** for current faculty & staff
- **New hire salaries** due to turnover and planned growth
- Planned **new FY23 positions** where budget funding is insufficient to meet **current market demands**
- Escalations for **highly competitive Northern Virginia market**

Impact of not raising tuition

- Challenges access & affordability mission
- Compounding impact of reduced revenue increases need for added State support
- Multi-year impact that will set Mason even further behind
- Inability to address market compensation needs will:
 - Hinder ability to recruit & retain
 - Further tax existing employees
 - Impede fundraising campaigns
 - Delay ongoing efficiency initiatives
 - **Impact our students**

Impact on students

- Increased Unmet In-State Undergraduate Student Need
 - \$2M Reduction In Financial Aid
 - \$1M Loss of Stay Mason Support
 - Less Competitive Graduate Student Stipends
- Reduced Student Service Availability
 - Coaching & Advising Resources
 - Mental Health Services
 - Regional Campus Services Expansion
- Academic & Campus Life Impact
 - Faculty Attrition
 - Increased Class Sizes
 - Reduced Campus Student Programming & Activities
- Potential Limits to Workforce Development
 - New Innovative Academic Programs Delayed
 - Reduced Career Service Support
 - Pathway Partnership Programs Delayed

Supporting the Governor's agenda for higher education

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

Commonwealth Engagement

Secretary of Education

Secretary of Finance

State Treasurer

Senate Finance & Appropriations Committee

House Appropriations Site Visit

Department of General Services

Department of Planning & Budget

Deputy Secretary of Cybersecurity

State Council of Higher Education of Virginia

Council of State Senior Business Officers



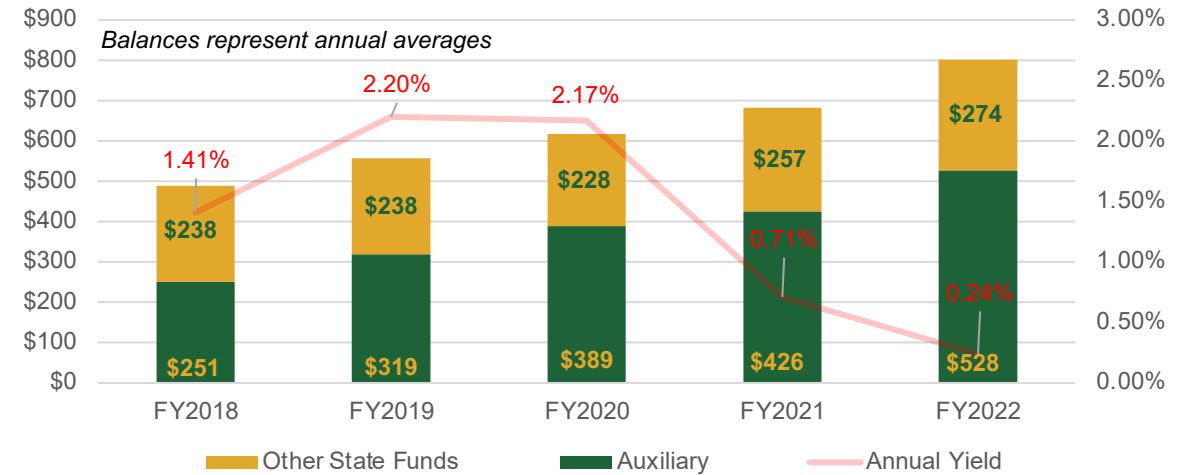
Earnings on Cash Balances

Auxiliary balances held at the state earn interest that is used in the operating budget

Majority held in **no interest** or **low interest** bearing funds

Most **Tier 3 peers** have ability to **invest their own funds** which generates significantly **higher rates of return** and reduce reliance on state appropriations

FY18 - FY22 State Balances
(Millions)



FY21
\$426M → **\$4.6M**
0.71%

FY22
\$528M → **\$1.3M**
0.24%

Why are these balances important?

Moody's Scorecard Result



Masons Journey A2 to Aa3

Strategic growth in cash
balances

Reduction in long-term
debt balance

Moody's Debt Rating Scorecard

Maintaining or strengthening this rating is a **key financial objective**

Total Cash and Investment (TCI) **above Aa3 median**

TCI to Operating Expense **below Aa3 Median**

Strategic spending from Auxiliary funds to **maintain Tier 3 authority** effected in FY22

FYE-2021	GMU	JMU	VCU	W&M	VT	UVA
	Aa3	Aa3*	Aa3	Aa1*	Aa1	Aaa
Scale & Operations						
Operating Revenue (\$ millions)	1,025	575	3,863	524	1,601	3,806
EBIDA Margin (%)	16.5	17.7	12.1	19.9	14.7	14.5
Financial Resources & Liquidity						
TCI (\$ millions)	1,063	454	4,098	1,460	2,352	16,389
TCI to Total Operating Expenses (x)	1.1	0.8	1.1	3.1	1.6	4.5
Leverage & Coverage						
TCI to Total Adjusted Debt (x)	0.9	1.1	1.8	3.0	1.2	3.3
Annual Debt Service Coverage (x)	4.3	2.5	7.5	4.5	5.2	5.1

FYE-2021	GMU	Moody's Median	GMU vs. Median
	Aa3	Aa3	Aa3
Scale & Operations			
Operating Revenue (\$ millions)	1,025	752	↑
EBIDA Margin (%)	16.5	12.3	↑
Financial Resources & Liquidity			
Total Cash & Investments (\$ millions)	1,063	1,020	↑
Total C&I to Total Operating Expenses (x)	1.1	1.2	↓
Leverage & Coverage			
Total C&I to Total Adjusted Debt (x)	0.9	0.9	=
Annual Debt Service Coverage (x)	4.3	3.4	↑

Funding Disparity

Recurring expenses such as compensation & escalation should be funded by **recurring revenue**

Spending more than you are bringing in = **Deficit Spending**

Funding expenses that do **not** remain **on the balance sheet** with cash balances will impact metrics used by rating agencies & could result in a **change to our scorecard** (Aa3)

Closing the Operating Gap

Additional **Interest** on
Auxiliary Reserve
Balance



Increase in tuition and/or
state appropriation

Mason continues to make the best use of limited resources, investing in our people, systems, and students.



FY 2023 Amended Budget (ACTION)

Financial Matters

FY22 Preliminary Year End Close *(cash basis)*

Appropriation increase (detailed on following slide)

Increase in AE revenues and expenses with **return to pre-pandemic activity levels**

With **no tuition increase**, net tuition held steady while **financial aid increased** with additional relief funding

Reduced capital activity in FY22, both revenue and expenses

<i>Cash basis (\$Ms)</i>	FY21 Actual	FY22 Actual	Variance to Prior Year
Revenues			
Net Tuition and Fees	459	466	7
State Appropriations	185	251	66
Grants & Contracts	211	247	36
Auxiliary Enterprises	181	233	52
Other Operating Revenue	18	13	(5)
Non-Operating Revenue:			
Relief Funding	49	40	(9)
Capital Grants	72	33	(39)
Total Revenues	1,175	1,283	108
Expenses			
Salaries and Wages	478	526	48
Fringe Benefits	135	149	14
Contractual Services	147	191	44
Travel and Training	5	13	8
Supplies	23	26	3
Equipment	18	26	8
Capital Outlay	73	46	(27)
Debt Service	36	14	(22)
Scholarships & Fellowships	140	168	28
Occupancy	38	46	8
AE-Infrastructure Funding	82	78	(4)
Total Expenses	1,175	1,283	108

State Appropriations Increase

<i>Cash basis (\$Ms)</i>	FY21	FY22	Variance
Incremental Funding:			
Base Appropriation	156	168	12
Affordable Access		9	9
Financial Aid	32	39	7
All Other	15	20	5
Total Incremental Appropriations			33
Timing Impacts:			
FY21 Reversion	(18)		18
FY22 Use of Reversion		15	15
Total Timing Impacts			33
Grand Total	185	251	66

All Other includes funding for Compensation Increases, TTIP, Research and OVN. An additional \$4M of one-time FY22 funding for COVID-related cost escalations is excluded from above (reflected as Relief Funding in financial report).

- Mason received \$33M of additional appropriations in FY22
- An additional \$33M variance created by timing of E&G spending
 - \$18M of FY21 appropriations reverted to Commonwealth at end of FY21
 - Of that amount, \$15M was needed in FY22 to cover expenses
- Additional appropriations invested in Mason priorities:
 - Salary increases
 - Strategic initiatives & infrastructure improvements
 - Operating cost escalations
 - University branding

FY22 Preliminary Year End Close *(cash basis)*

Minimal variances to 3Q forecast

Appropriations increase reflects use of FY21 cash reversion

Grants & Contracts forecast was conservative due to timing uncertainties

Capital Grant revenue lower than forecast due to timing – received in early FY23

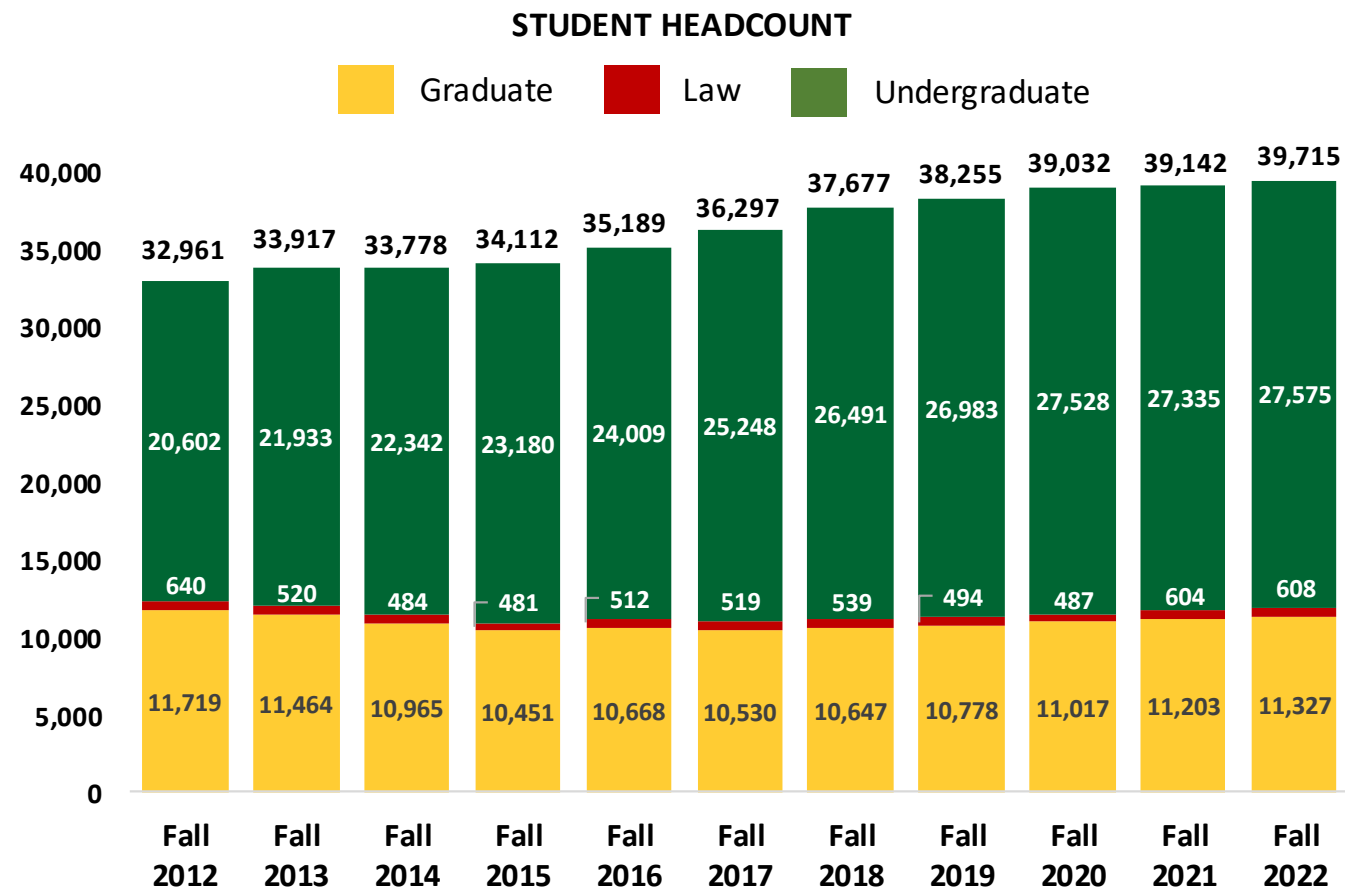
<i>Cash basis (\$Ms)</i>	FY22 3Q Forecast	FY22 Actual	Variance to 3Q Forecast
Revenues			
Net Tuition and Fees	467	466	(1)
State Appropriations	238	251	13
Grants & Contracts	237	247	10
Auxiliary Enterprises	237	233	(4)
Other Operating Revenue	18	13	(5)
Non-Operating Revenue:			
Relief Funding	41	40	(1)
Capital Grants	43	33	(10)
Total Revenues	1,281	1,283	2
Expenses			
Salaries and Wages	522	526	(4)
Fringe Benefits	147	149	(2)
Contractual Services	193	191	2
Travel and Training	10	13	(3)
Supplies	26	26	0
Equipment	30	26	4
Capital Outlay	53	46	7
Debt Service	14	14	0
Scholarships & Fellowships	170	168	2
Occupancy	45	46	(1)
AE-Infrastructure Funding	71	78	(7)
Total Expenses	1,281	1,283	(2)

Undergraduate & Graduate Enrollment

Mason has experienced a **steady increase** in total student enrollment, averaging 1.9% annually, since FY13

Undergraduate headcount has shown **steady growth**

Graduate and **Law** headcount have shown **continued growth** since prior declines



FY23 Tuition Credits

- Mason will issue credits to in-state undergraduate students in an amount equal 3% increase approved for FY23
- Credits effectively return FY23 tuition to FY22-approved levels
- Fall credits will be posted by mid-November and will apply against Spring charges
- Spring credit will post along with Spring tuition charges
- Title IV recipients and students who do not return for Spring will receive refunds starting in November, but no later than the end of January

Original Approved FY23 Operating Budget

\$43M decrease in revenues and expenses, including the net financial impact of the tuition credit for all in-state undergraduates

Primarily driven by **delayed capital projects** and **TTIP timing** for Fuse building

September 29, 2022 amended budget reflects **\$6M adjustment in AE-Infrastructure Funding** due to tuition credit

	FY23 Budget (May BOV)	Adjs	FY23 Budget (Amended)
Cash basis (\$Ms)			
Revenues			
Net Tuition and Fees	488	(2)	486
- Institutional Aid Adj		4	
- UG I/S Tuition Credit		(6)	
State Appropriations	266	0	266
Grants & Contracts	245	0	245
Auxiliary Enterprises	249	(4)	245
Other Operating Revenue	19	(3)	16
Non-Operating Revenue:			
Relief Funding	46	0	46
Capital Grants	124	(35)	89
Total Revenues	1,436	(43)	1,393
Expenses			
Salaries and Wages	565	0	565
Fringe Benefits	158	0	158
Contractual Services	198	4	194
Travel and Training	21	0	21
Supplies	26	0	26
Equipment	31	0	31
Capital Outlay	175	45	130
Debt Service	25	0	25
Scholarships & Fellowships	157	0	157
Occupancy	48	0	48
AE-Infrastructure Funding	32	(6)	38
Total Expenses	1,436	43	1,393

FY23 Operating Budget

Investment in faculty and staff
through competitive compensation

Investment in students through
increased financial aid

Focus on efficiency through
conservative allocations for core
budget needs

**FY 23 Budget is amended as of
September 29, 2022**

	FY20	FY21	FY22	FY22	FY23
<i>Cash basis (\$Ms)</i>	Actual	Actual	Budget	Actual (Preliminary)	Budget (Amended)
Revenues					
Net Tuition and Fees	442	459	458	466	486
State Appropriations	190	185	234	251	266
Grants & Contracts	210	211	236	247	245
Auxiliary Enterprises	227	181	236	233	245
Other Operating Revenue	25	18	15	13	16
Non-Operating Revenue:					
Relief Funding	13	49	72	40	46
Capital Grants	46	72	50	32	89
Total Revenues	1,152	1,175	1,300	1,283	1,393
Expenses					
Salaries and Wages	462	478	540	526	565
Fringe Benefits	129	135	152	149	158
Contractual Services	171	147	206	191	194
Travel and Training	20	5	8	13	21
Supplies	21	23	24	26	26
Equipment	21	18	20	26	31
Capital Outlay	80	73	100	46	130
Debt Service	50	36	14	14	25
Scholarships & Fellowships	119	140	168	168	157
Occupancy	48	38	46	46	48
AE-Infrastructure Funding	31	83	21	78	38
Total Expenses	1,152	1,175	1,300	1,283	1,393

FY23 budget includes 3% tuition increase with a tuition credit for all in-state UG students to offset the impact of the rate increase.

Staff Recommendation to Board

The Finance & Land Use Committee recommends approval by the Board of Visitors of the FY 2023 Amended Budget.



State Six-Year Operating Plan (ACTION)

Financial Matters

Six-Year Operating Plan: FY23 & FY24

- **Student Success: Affordable Access & New Accessible Pathways**
- **Graduate Education**
- **Addressing Faculty & Staff Inequities**
 - **Faculty & Staff Inequities**
 - **Critical Faculty & Staff Positions Hired at Market**
- **Develop Infrastructure, Practices & Policies to Support Anti-Racism & Inclusive Excellence**
- **Elevate Research**
- **Enrollment: Funding Disparity Support**
- **Expand Economic Development**
- **Digital Innovation: Efficient Instructional, Operational & Service Models**
- **Contractual & Operating Cost Escalation**

FY23 & FY24 Six-Year Biennium Operating Plan Update

INITIATIVES REQUIRING GENERAL FUND SUPPORT									
PRIORITY RANKING	STRATEGIES	VP GOAL	BIENNIUM 2022-2024 (7/1/22-6/30/24)						NOTES
			Revised 2022-2023			Revised 2023-2024			
			TOTAL AMOUNT	MASON SUPPORT	GF SUPPORT	TOTAL AMOUNT	MASON SUPPORT	GF SUPPORT	
1	Student Success: Affordable Access & New Accessible Pathways	1, 2, 3	\$ 11,650,700	\$ 7,500,000	\$ 4,150,700	\$ 34,479,700	\$ 7,500,000	\$ 26,979,700	Increased financial aid for all students and targeted aid for VA PELL eligible ADVANCE and EIP; new accessible pathways and student success initiatives
2	Graduate Education	3	\$ 1,373,300	\$ 850,000	\$ 523,300	\$ 1,634,950	\$ 850,000	\$ 784,950	Increase grad aid & redesign graduate education
3	Addressing Faculty & Staff Inequities	3	\$ 2,000,000	\$ 2,000,000	\$ -	\$ 34,039,000	\$ 2,500,000	\$ 31,539,000	Address faculty and staff market/equity issues & workforce planning
	<u>a.</u> Faculty & Staff Market Gap			\$ -		\$ 21,739,000	\$ -	\$ 21,739,000	Updated faculty & staff market gap analysis (\$25.8M); \$4.061M of State GF funding disparity support being used to offset total cost
	<u>b.</u> Critical faculty & staff positions hired at market			\$ -		\$ 12,300,000	\$ 2,500,000	\$ 9,800,000	New faculty (20) and staff (33) hires at \$12.3M projected cost- \$2.5M of Mason NGF used to offset cost
4	Develop Infrastructure, Practices & Policies to Support Anti-Racism & Inclusive Excellence	1	\$ 800,000	\$ 800,000	\$ -	\$ 800,000	\$ 800,000	\$ -	Implementation of anti-racism and inclusive excellence initiatives and plans
5	Elevate Research	3	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	Enhance HETF & research infrastructure
6	Enrollment: Funding Disparity Support	1, 3	\$ 11,361,660	\$ -	\$ 11,361,660	\$ 11,373,660	\$ -	\$ 11,373,660	Continued mitigation of historic funding disparity; Reallocation of \$2.5M to augment State's salary cost share in FY23 & FY24
7	Expand Economic Development	3	\$ 500,000	\$ 500,000	\$ -	\$ 1,080,000	\$ 1,080,000	\$ -	Full implementation of Mason Enterprise initiatives with innovative external partnerships
8	Digital Innovation: Efficient Instructional, Operational & Service Models	3	\$ 2,500,000	\$ 2,500,000	\$ -	\$ 8,100,000	\$ 2,500,000	\$ 5,600,000	Enterprise-wide transformational projects to enhance efficiency and effectiveness
9	Contractual & Operating Cost Escalations	0	\$ -	\$ -		\$ 10,039,000	\$ -	\$ 10,039,000	\$14.1M in contractual increases & operating cost escalations to be offset by \$4.061M from State GF funding disparity support
GRAND TOTAL			\$ 30,185,660	\$ 14,150,000	\$ 16,035,660	\$ 101,546,310	\$ 15,230,000	\$ 86,316,310	

Staff Recommendation to Board

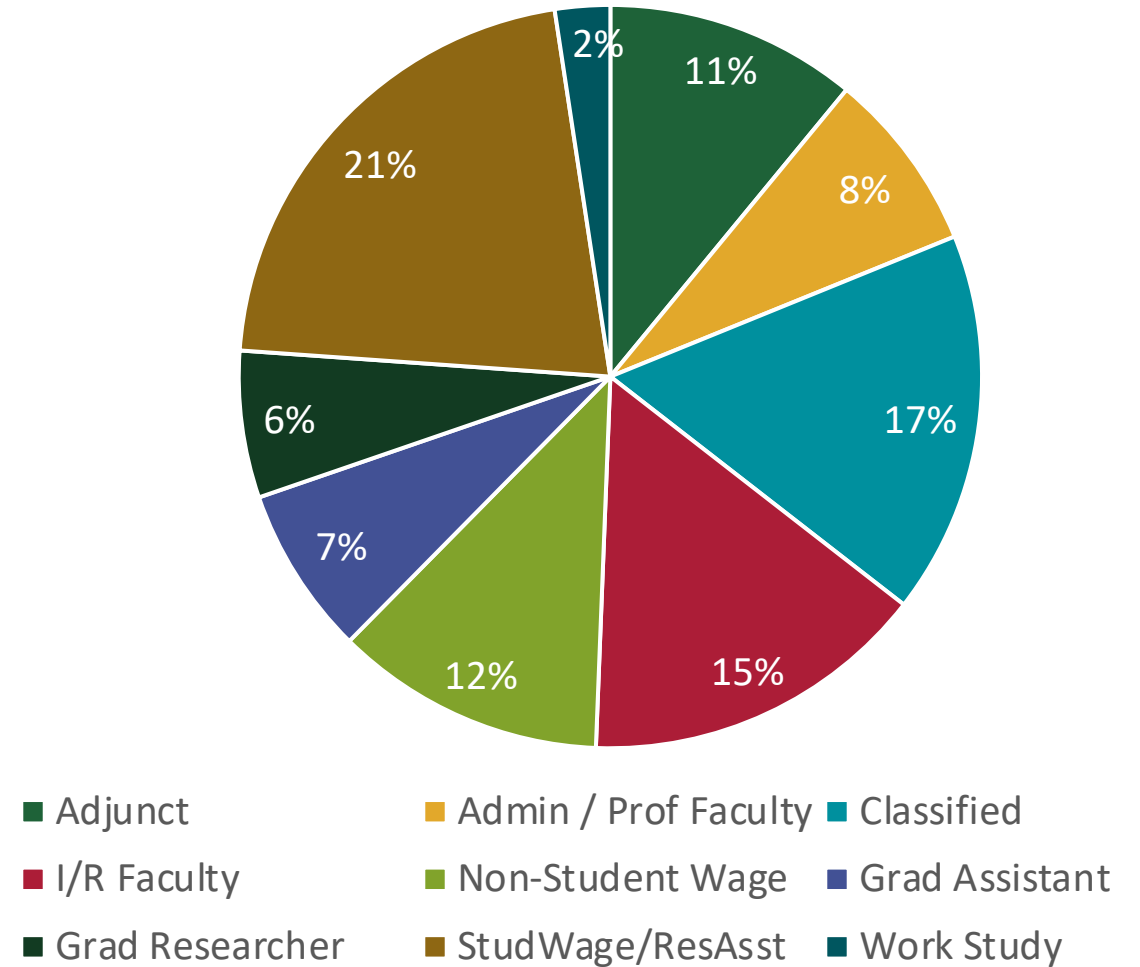
The Finance & Land Use Committee recommends approval by the Board of Visitors of the FY 2023 Amended Budget.



Joint Legislative Audit and Review Commission Span of Control (ACTION) Operational Matters

Distribution of Mason's Workforce as of March 2022

Mason had 11,576 employees, categorized as follows		
Employee Type	Count	%
Non-Student	7,223	62.4%
Adjunct	1,269	11.0%
Admin / Prof Faculty	913	7.9%
Classified	1,929	16.7%
I/R Faculty	1,749	15.1%
Non-Student Wage	1,363	11.8%
Student	4,353	37.6%
Grad Assistant	849	7.3%
Grad Researcher	740	6.4%
StudWage/ResAsst	2,486	21.5%
Work Study	278	2.4%
Grand Total	11,576	100.0%



Proportion of Workforce in JLARC Study

JLARC’s span of control recommendations cover only a portion of the workforce:

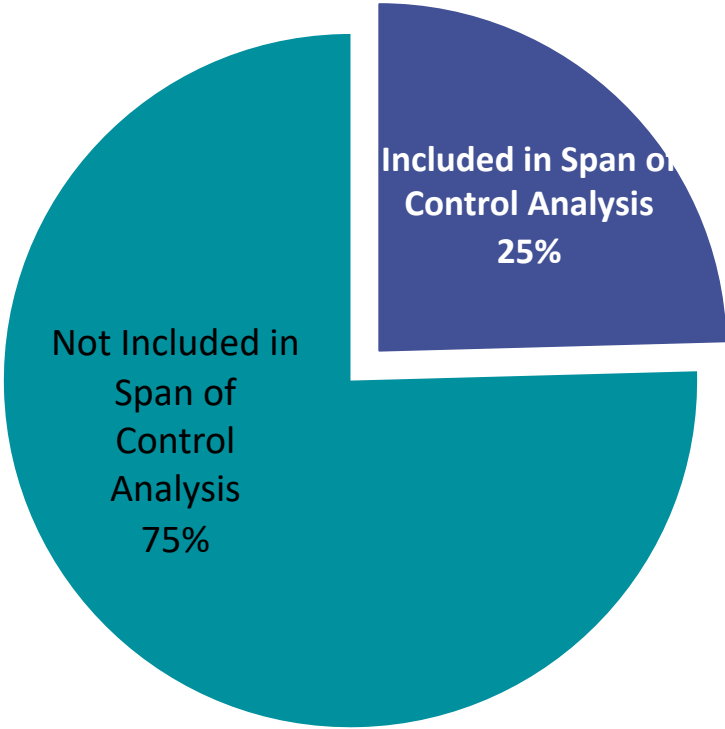
Employee Type Included as Supervisors	#	%
Admin / Prof Faculty	913	7.9%
Classified	1,929	16.7%
All Employees	2,842	24.6%

Employee Type Not Included as Supervisor	#	%
I/R Faculty*	1,749	15.1%
Adjunct Faculty †	1,269	11.0%
Non-Student Wage †	1,363	11.8%
Student Workers †	4,353	37.6%
All Employees	8,611	75.4%

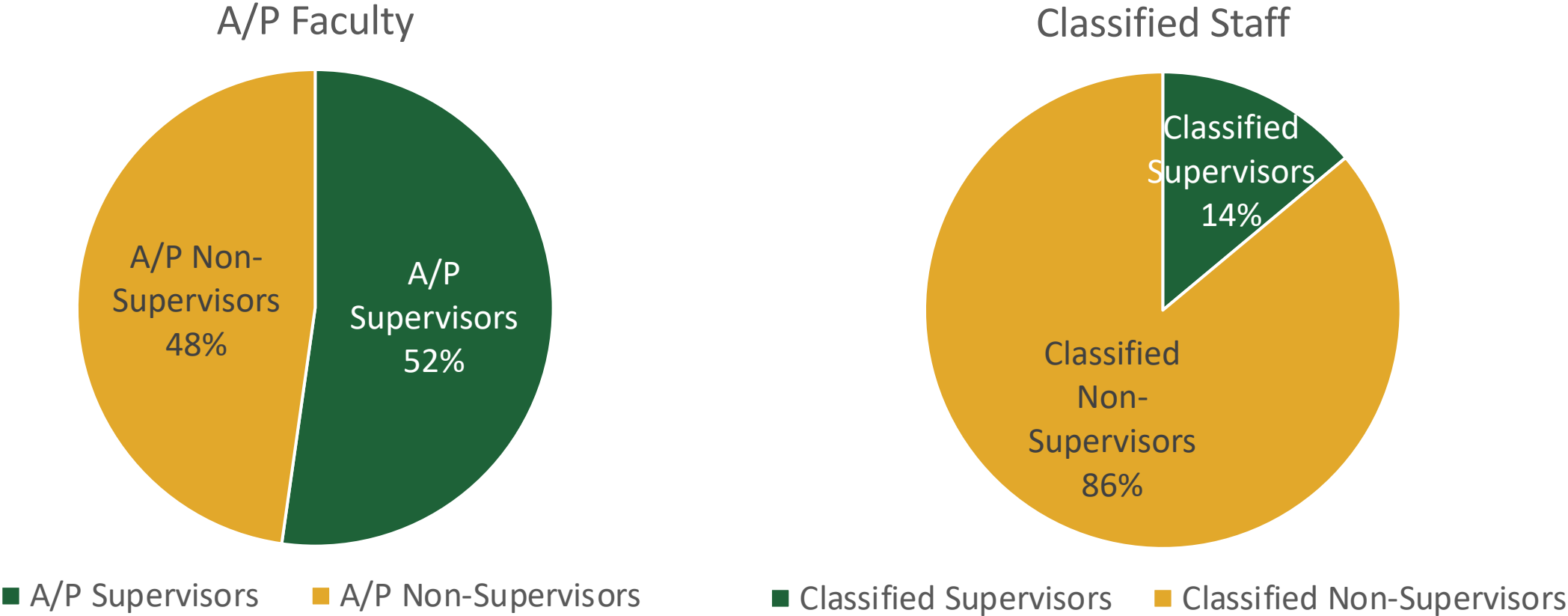
* I/R Faculty, as benefited employees, are included as direct reports in the remainder of the analysis.

† Adjunct, Non-Student Wage, and Student Workers are not included in the analysis as direct reports. The exclusion of these employee types impacts the span of control statistics – lowering it for those that supervise large numbers of students and wage employees.

Mason’s Workforce
March 2022

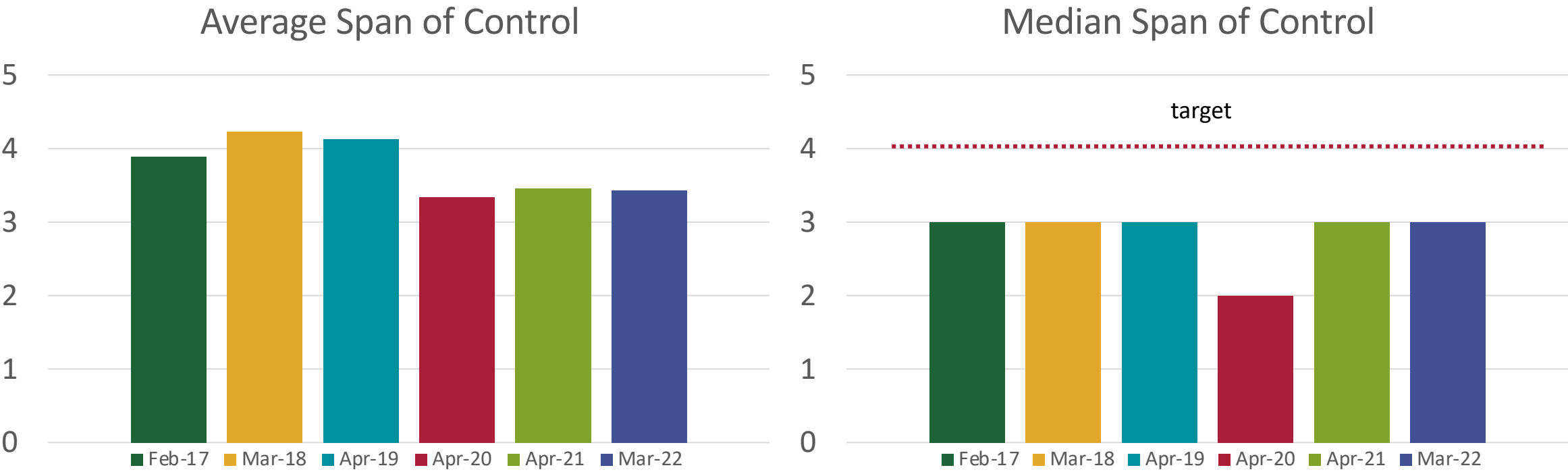


Supervisory Status as of April 2022



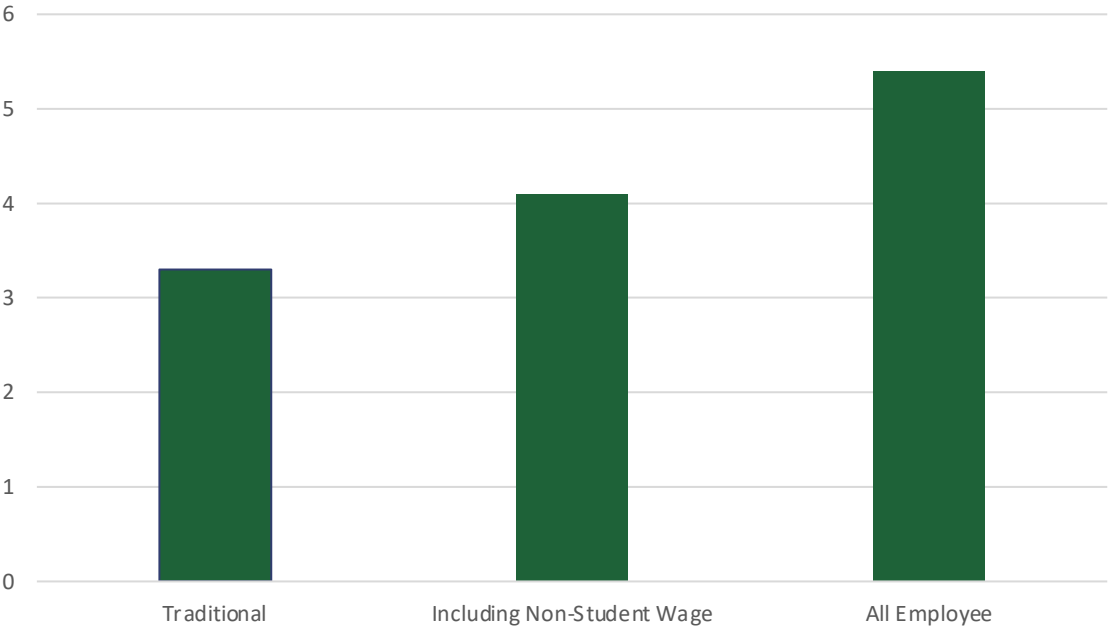
*Of the 2,842 employees included in span of control, 746 have supervisory responsibilities.

Span of Control for A/P Faculty & Classified Supervisors



Span of Control for A/P Faculty & Classified Supervisors Including All Employee Types

Average Span of Control:
Traditional, Including Non-Student Wage, All Employee
Category



Median Span of Control: Traditional, Including Non-Student
Wage, All Employee



Traditional data pulled as of March 2022
Wage includes all individual wage employees, not FTE
All Employee category includes student workers and adjuncts

Staff Recommendation to Board

The Finance & Land Use Committee recommends approval by the Board of Visitors of the annual report on Span of Control as detailed in the Board Book.



Land Use Certification (ACTION)

Capital Matters

FY 2022 Land Use Certification

Virginia Code §2.2-1153 requires agencies and institutions to submit a Land Use Plan annually for all Commonwealth/University-owned land:

- Principal information desired by Department of General Services is identifying what land the Commonwealth may be able to surplus.
- The significant changes since last year's report are:
 - Addition of Smithsonian Campus as a tracked campus of the Commonwealth
 - One easement on the Main Campus in Fairfax related to public roadways and the utilities within that area
 - Two easements on Mason Square (Arlington Campus) related to the FUSE development

Staff Recommendation to Board

The Finance & Land Use Committee recommends approval by the Board of Visitors of the University's Land Use Certification Spreadsheet included in the Board Book.

Board Action Items

Motion: I move to approve the following items, en bloc, as they are outlined in the meeting materials:

- FY 2023 Amended Budget
- State Six-Year Operating Plan
- Joint Legislative Audit & Review Commission Span of Control
- Land Use Certification



Appendix

Capital Projects Stoplight Chart

	Project #	Project Name	Scope(sf) New	Scope(sf) Reno	Total Budget	Budget Status	Schedule	Scope	Construction Start Date	Occupanc y Date	Construction % Complete
		Construction									
1	18207-000	Horizon Hall - Core Campus (Renovate Robinson Hall and Harris Theater)	217,726	23,161	\$ 119,931,000				7/1/18	12/31/21	99.0%
2	18208-000	Improve Utility Distribution Infrastructure Fairfax - Core Campus*	0	0	\$ 51,539,000				8/1/18	12/31/21	98.0%
3	17848-000	PPEA Discovery Hall Ph II & Fitout/Clean Room	0	18,000	\$ 6,935,680				6/17/19	5/7/21	99.0%
4	18482-000	Institute for Digital InnovAtion (IDIA HQ)	461066	0	\$ 257,300,000				1/3/22	7/1/25	13.0%
5	18000-000	Life Sciences & Engineering Building - Bull Run Add*	133300	5000	\$ 102,453,000				8/31/22	8/15/24	1.0%
6	18339-000	Telecom Infrastructure Phase 1*	576	0	\$ 10,525,000				9/1/22	9/1/23	1.0%
		Design									
7	A8247-027	Johnson Center HVAC Repairs	0	348,447	\$ 5,343,837				TBD	TBD	N/A
8	18509-000	Central Heating & Cooling Plant Boiler & Chiller Addition*	0	0	\$ 8,197,000				4/15/23	12/15/25	N/A
9	18529-000	Aquatic & Fitness Center Capital Renewal	0	90,736	\$ 10,000,000				3/1/23	9/1/24	N/A
		Design Procurement									
10	18487-000	Telecom Infrastructure Phase 2	0	0	\$ 23,250,000				3/1/23	9/1/23	N/A
		Pending Master Plan Alignment									
11	18498-000	Academic VIII*	200,000	0	\$ 185,675,000				TBD	TBD	N/A
12	18471-000	Virtual Online Campus*	0	45,000	\$ 11,000,000				TBD	TBD	N/A
13	18497-000	SCAR Point of View Cottages	TBD	0	\$ 8,000,000				TBD	TBD	N/A
14	17955-000	Construct Student Housing Fairfax PPEA	TBD	0	TBD				TBD	TBD	N/A
15	18117-000	Construct Fairfax Mixed Use Development PPEA	TBD	0	TBD				TBD	TBD	N/A
16	18253-000	Construct Basketball Training, Wrestling, and Athlete Academic Support (RAC Addition)	TBD	TBD	\$ 15,500,000				TBD	TBD	N/A
17	TBD	Renovations Concert Hall	0	120,750	\$ 25,000,000				TBD	TBD	N/A
18	TBD	Business School Building	200,000	0	\$ 165,000,000				TBD	TBD	N/A
19	TBD	Activities Building	15,000	0	\$ 3,750,000				TBD	TBD	N/A
		Grand Total This Report	1,227,668	651,094	1,009,399,517						

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

Data as of September 2022

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

**George Mason University
Board of Visitors**

**Development Committee Meeting
September 29, 2022
Merten Hall, Room 1201, Hazel Room**

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

I. Call to Order

II. Approval of Development Committee Meeting Minutes from May 5, 2022 (ACTION ITEM)

III. New Business

- A. GMUF Chair Update – Mike E. Stievater (welcome/introduction)
- B. University Advancement and Alumni Relations Update – Trishana Bowden
- C. Fast Grants and impact during the COVID-19 Pandemic– Tyler Cowen

IV. Old Business

V. Adjournment

**George Mason University
Board of Visitors**

**Development Committee Meeting
May 5, 2022
Merten Hall
11:20 a.m. – 12:10 p.m.**

Meeting Notes - Minutes DRAFT

Attendees: Chair Anjan Chimaladinne, Vice Chair Simmi Bhuller, Visitor Jon Peterson, Visitor Paul Reagan, Visitor Dolly Oberoi

Absent: Visitor Mehmood Kazmi

Guests: Vice President Trishana Bowden, Faculty Senate Chair Melissa Broeckelman-Post, Staff Senate Chair Erin Iacangelo Rogers, Faculty Representative Lisa Gring-Pemble, Student Representative Steven Zhou, Anne Gentry (Legal Counsel), Taylor Howell, secretary pro tem, and guest speakers Terri Cofer Beirne, Chair of the George Mason University Foundation; David Burge, Vice-President for Enrollment Management, Dr. Christina Leonard, International Director of Programs and Services, Dr. Maggie Olszewska, Director of the Student Support and Advocacy Center, Rose Pascarell, Vice President of University Life

I. Call to Order

The meeting was called to order by Chair Anjan Chimaladinne at 11:20 a.m.
The Chair read out instructions and procedures for conducting the meeting.

**II. Approval of Development Committee Meeting Minutes from February 24, 2022
(ACTION ITEM)**

Chair Chimaladinne confirmed the committee meeting had reached quorum. The Chair called for any changes or edits to the meeting minutes from February 24, 2022. There were none. There being none, the minutes from February 24, 2022 were **APPROVED AS WRITTEN**.

Chair Chimaladinne called for new business. There were three topics of new business to discuss.

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

III. New Business

A. GMUF Chair Update – Terri Cofer Beirne

Chair Terri Cofer Beirne announced the Foundation Board of Trustees (BOT) had engaged the Compass Group for a comprehensive board assessment to evaluate their readiness for the board's many on-going initiatives and preparedness for the upcoming comprehensive campaign. They have been excellent partners. Together, we have started with a survey and Compass Group has conducted 28 subject interviews (an 80 percent response rate), with a wide range of our partners and perspectives. They have assessed that the board functions well in the areas of fiduciary, oversight and advisory roles regarding the business of the Foundation. Going forward, we will focus on volunteer leadership, networking and Mason advocates and ambassadors. They conducted a virtual workshop for us on April 21. We will receive a final report of their findings at our Full Board meeting on June 3.

The spring board cycle is just beginning. With positive projections for next year, the Finance and Real Estate Committees will approve our FY 2023 budget. Going forward we will combine these two committees into one.

The Investment Committee will meet to review the third-quarter investment results for the endowment and the restricted portfolios.

The Audit Committee will approve the proposed work plans and engagement of our auditor (Cherry Bekaert) and tax preparer (Grant Thornton) for the fiscal year ending June 30, 2022.

Finally, our Nominating and Governance Committee has been hard at work and advanced five candidates during the winter cycle. Interviews with new candidates are underway with the Foundation President and BOT Board Chair. We hope to bring on four to five engaged, excited, and well-qualified new members next year. We have truly been amazed by the caliber of talent and skill exhibited by these candidates.

Chair Cofer Beirne advised the committee this would be her last report to the BOV. After several years of service to Mason, her volunteer tenure has come to an end. She is currently trying to figure out in what role she can continue to engage with Mason in the future. Mike Stievater will be stepping up to the position of BOT Chair for the Foundation. Outgoing Alumni Association President Sumeet Shrivastava will be joining Mike as Vice Chair.

Chair Cofer Beirne welcomed any questions from the Visitors. Chair Chimaladinne asked the Visitors if there were any questions for the Foundation.

Rector Jimmy Hazel commended Chair Cofer Beirne for a job well done. She leaves the Foundation in a much-improved environment. Chair Cofer Beirne has been a tremendous support and can be seen faithfully engaging at all Mason social events. He and Dr. Washington will talk regarding how they can best utilize her talents going forward.

Chair Chimaladinne asked the Visitors if there were any additional comments or questions. There were none. Chair Cofer Beirne thanked Chair Chimaladinne for her time before the BOV.

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

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

Ms. Bowden stated she echoed the board's appreciation for Chair Cofer Beirne. The Foundation was lucky and was able to engage her for three years as chair.

Ms. Bowden shared it was hard to believe Mason was about to conclude another academic year. Graduation is near and it will be our pleasure to add hundreds of new alumni, moving on to their next big step. The Offices of Advancement, Alumni Relations and the Foundation are also preparing for our next big step – the university's first \$1 billion campaign.

At our last meeting we told you we have retained Marts & Lundy as our campaign counsel. Board members might recall Marts & Lundy were with us for the run of our incredibly successful *Faster Farther* campaign. We are currently near completion of our first phase of study for our campaign readiness. We would like to thank the board members present who have already shared their thoughts and experiences with us. Marts & Lundy are reviewing our data and will prepare their report and analysis in the next few weeks. Together, Dr. Gregory Washington, Provost Mark Ginsberg and Ms. Bowden have hosted individual informative meetings with all the deans. The information we learn from the assessment study will be shared with the BOV at the fall meeting.

We have the full support of the Foundation Board of Trustees, who are hard at work investing in personnel and technology, to ensure the BOT it is ready to partner with Advancement and Alumni Relations to launch and execute another successful philanthropic campaign. Internally, we have added new positions to help support the work of our gift processing team.

While we gear up for the next campaign, a new associate vice president started with us earlier this week, Mr. Adam Bart. He will assist in overseeing our

Directors of Development in our schools and colleges. He comes to us with 26 years of development experience in higher education. He will help us identify and implement strategies and secure significant portfolios.

Not only do we have a new AVP, but our new CRM system went “live” on April 21, with two years of effort and preparation behind it. Voted on among the staff, we have decided to name it “PatriotForce” as suggested by our colleagues. We converted 450,000 constituent records from our previous database. The new CRM will provide us with an improved 360-degree view of our constituency. It also includes a new mobile app. The implementation team of 24 staff members performed a job well done! We are very grateful to them.

As of March 31, we stand at \$71 million of our \$75 million 2022 fiscal year goal. We will have exceeded our goal when April donations are completely counted. This also includes raising \$50 million for research, and with a \$5 million goal for the endowment, for which we have already raised a total of \$9 million.

On April 7, Mason Vision Day, we focused on raising gifts exclusively for Mason’s Green Machine Ensemble. Our goal was to raise \$100,000. Many gifts came from within the Mason community. We would like to thank Visitor Jon Peterson for kicking the campaign off with a \$25,000 gift at our February BOV meeting. More than 500 donors contributed more than \$190,000 toward the cause. The majority of gifts came from our own alumni, faculty and staff. We hope it will inspire future Mason Vision Days in the years to come.

Regarding gifts of note, we received a second-generation Dewberry gift of \$10 million for the renovation of the Center for the Arts, from Barry Dewberry and Arlene Evans. Details regarding this significant gift will come out in the next few weeks. We are also pleased to share that longtime donor Shirley Rice recently notified us that she has established a \$200,000 planned gift to support the Hylton Performing Arts Center. We are thankful to all our donors for their support and commitment to Mason.

At the beginning of April, many of you joined us for the multitude of events that culminated in the celebration of the university’s 50th Anniversary. I want to take a moment to recognize the hard work of our Advancement and Alumni Relations teams, as well as our university colleagues. Creating and executing several events at the same time is no small task and Mason celebrated with a number of large events. We broke ground on Arlington’s Mason Square, dedicated the Enslaved People of George Mason Memorial and launched our inaugural Vision Day. At these gatherings we reflected on where we had been and where we are headed. We would like to say “thank you” to members of the BOV, BOT, and Alumni Association who attended.

A great number of Mason alumni showed up at these events, and we eagerly spoke to them about our upcoming enhanced alumni offerings. We will soon

launch both regional and volunteer alumni network websites. These resources will allow for more engagement and connectivity with our alumni.

The President's Advisory Council has a new strategic engagement plan in the final stages of review, which they will launch in a few weeks. The plan will establish executive, nominating, finance, partnership and fundraising committees, which will advance Fuse at Mason Square, and help us continue to match the \$125 million fundraising goal for the Tech Talent Investment Program.

Ms. Bowden had advised the BOV board last September, at the beginning of the academic year, that 2021-2022 was going to be a busy year for us. We wanted to use this time with the BOV at each meeting to focus on the various priorities of the campaign. We presented highlights of the new School of Business building, the Fuse at Mason Square, and the proposed College of Public Health. We would like to end the academic year with a focus on Mason students and a report delivered by Vice President of University Life, Rose Pascarell. In conclusion, we would like to thank you for your support and your efforts on our behalf.

Chair Chimaladinne asked the Visitors if there were any questions for Ms. Bowden and her report. Rector Hazel shared that when he led the last campaign, he had talked with BOV members about the needs for the campaign. Marts & Lundy had served us successfully in that campaign as well. During the beginning of the campaign, they clearly told us we didn't have enough staff to effectively proceed with our plans. Then Rector Tom Davis worked with President Ángel Cabrera to find more money for staffing necessary position. Ms. Bowden is probably having the same conversation with Marts & Lundy right now. Rector Hazel is confident that he, Dr. Washington and Marts & Lundy will also have the same conversation soon. He advised Ms. Bowden, when she finds she needs more staff, to come back to them, Dr. Washington and Rector Hazel, for assistance.

Chair Chimaladinne asked the Visitors if there were any additional comments or questions. There were none.

Chair Chimaladinne thanked Ms. Bowden for her report and called Ms. Rose Pascarell, Vice President of University Life, to the podium to speak about the Student Assistance Emergency Fund at Mason, and how Visitors can help.

C. Student Assistance Emergency Fund – Rose Pascarell

Ms. Pascarell thanked the committee members for the chance to report to the BOV. She stated that as well as broad university aid, she would also address Mason's undocumented student population, and the current status of our Ukrainian students. We currently have the largest undocumented student population in all of Virginia public schools.

For many students, money makes the literal difference between staying in school or leaving. We try to keep tuition increases small, but students encounter emergency situations at any time, long after financial aid has been awarded at the beginning of the semester.

Low income students hit with an emergency tend to drop out of school and their needs were exacerbated by the pandemic. Pre-pandemic average emergency aid disbursements ran about \$500. Awards now range from \$250 to \$1,500. We have a defined criteria to receive emergency aid. We typically package aid for access. Emergency funds are designed to get students to semester or degree completion.

Ms. Pascarell stated that she wanted to give the committee a little background on Stay Mason, Mason's emergency student aid program. The program was created by a vote, which was approved by the BOV in 2015. Ms. Pascarell believes it is one of the best support decisions made by the BOV over many years. It was based on a student-requested initiative for emergency aid. Its success has been a great support at the university. The BOV allotted about \$1 million in funds that have been distributed institutionally. It is a high-touch opportunity with our students. The aid is wrapped with instruction in financial literacy and financial well-being.

Ms. Pascarell showed a series of PowerPoint slides from her "Mason Student Emergency Assistance" presentation to illustrate her report.

Around three-million higher education students nationally drop out for financial reasons every year due to a crisis of less than \$500. Student funding at the university specifically during the pandemic (March 2020-April 2022) dispersed a little over \$8 million to a total of 6,586 students. The breakdown of emergency funding at Mason since 2013, shows that in the beginning we targeted issues of food and housing insecurity, and created a student food pantry. In 2017, we worked to address the needs of the First Gen, Next Gen student community. Mason since then has been seen as friendlier to undocumented students. Ms. Pascarell thanked Visitors Ignacia Moreno and Wendy Marquez who helped head up the fundraising efforts. In 2019, the Student Emergency Assistance Fund came into existence. We have Ms. Bowden to thank for making it a university priority. This is the major fund that we have drawn from over the past two years during the pandemic. It was followed in 2020 with the First Gen, Next Gen Emergency Fund, and in 2022 we are now raising funds for a Ukrainian Student Support Fund.

Ms. Pascarell showed a slide with data from the Mason program of support structure services for undocumented students. We provide ongoing support of student financial well-being. There is a strong UnDocu Mason group on campus, as well as many other groups who instruct us on how to help undocumented students.

The needs of our undocumented students are very different and challenging. Due to their status, these students are not eligible for state or federal aid, and they are given out-of-state student status. We have had two major fundraising initiatives, one led by Visitor Wendy Marquez and President Anne Holton who asked the BOV to take on the fundraising challenge. They raised about \$250,000. We have raised \$500,000 for this group since 2017. The General Assembly of Virginia has voted to supply Virginia Alternative State Aid (VASA) to these students. Approximately 247 students have applied for that aid. We are ready to disburse it, but we need guidelines from the State Council of Higher Education for Virginia (SCHEV). The conversation regarding the support of undocumented students created new opportunities, to proactively award Higher Education Emergency Relief funds to our non-documented students, in addition to our low-income students who had filed for VASA.

Student support through the pandemic has been awarded throughout the semester on an as needed basis, not disbursed all at once like regular financial aid at the beginning of the semester. These funds need to continue. Deans have their own emergency funds and we have collapsed those dollars into one fund so students can submit one application, for more efficient aid disbursement. Overall, student support through the pandemic (Student Emergency Assistance funds only) was dispersed in the amount of \$8,128,056, from March 2020 through April 2022. About 6,586 total awards went to students.

With the Ukraine Crisis, financial need will likely intensify and student housing needs may also expand. It has affected both Mason's Ukrainian students (8) and Russian students (9) equally, with more new students with needs expected this fall. To date we have raised \$5,166 for the Ukraine Crisis Student Support Fund, and have been able to disburse \$18,539 to date with the added support of the Student Emergency Assistance Fund.

Additional student needs for support services include housing, in-state student status, visa status, work and career services. We have been working with various centers and faculty around campus. The President, Provost and Ms. Bowden have met with the Ukrainian students and discussed with them what their needs will be going forward. They spoke to housing, living expenses and foreign funds from home being frozen. We have asked them to tell us how Mason can best support their community.

Ms. Pascarell asked Dr. Maggie Olszewska, Director of the Student Support and Advocacy Center, to address the BOV. Dr. Olszewska has been working directly with the student population and she advised that Mason's response to the invasion was swift. Dr. Washington sent out an e-mail to the Mason community with support for Ukraine. A foundation account for the Ukrainian student fund was established. A meeting took place with the affected students in early March. The meeting with the students very special for Dr. Olszewska because she was born in Poland and shares a lot of the history and culture with the students. We indicated

we will honor their experiences and needs, and will come together to offer them whatever support and resources we have to give. The families of some students are now refugees or displaced. Others are distraught about male relatives being caught up in a Ukrainian military draft. They agonize over financial concerns and the fear of support being cut off, how to find available sources of funding for their education, and their physical safety. The students have a great need to be vocal and advocate for themselves and their country. They have created an, “Ask Me Anything about Ukraine” program to further their efforts. Needs are varied, and Mason remains in contact with these students through the Advocacy Center, as well as through other colleagues in the University Life division. Mason leadership will meet with the students soon to discuss their long-term support needs. University Life and the students thank the Visitors for their support and the chance to speak to the BOV today.

As a take-away, Ms. Pascarell reminded the committee members that as long as Mason is a university, we will remain committed to access, and offer a safe space and home for anyone who wants an education. The student emergency funds will be critical to that goal. Our achievement will be to help them stay in school, complete their degrees and reach their educational objectives.

In closing, Ms. Pascarell quoted the words of an emergency fund recipient,

“I’m a Ukrainian citizen and my parents and grandparents live in Ukraine. Due to the active bombings and military actions in Kharkiv where my family is located, nothing is working and people cannot return to their jobs; especially because there is nowhere to come back to. The entire city is in ruins. I feel like I’ve been violently robbed of my home and my future is undecided. I’m graduating in May 2022. I had everything planned - being back with my family, getting a job and a normal life. Now, I can’t do anything and I feel that I’m alone, but can say that the Mason community has been incredibly supportive during my experience here and this emergency funding is my only hope to cover my expenses.”

Rector Hazel asked Ms. Pascarell if it was correct that, because of language barriers and visa issues, the Ukraine students are limited in their employment opportunities. Dr. Christina Leonard, International Director of Programs and Services responded on her behalf. Dr. Leonard said students do have the option of working 20 hours a week, plus full-time in the summer, and then off-campus internships, as well. After graduation, they have many more work options open to them. To help them there are two things that Ukrainian students can do, they can apply for Temporary Protected Status (TPS) if they were physically here after April 19, or apply for special relief and get a reduced course load and off-campus work permission until October 2023. Russian students can apply for economic hardship and we can help them apply to immigration services for permission to work off-campus, but they are still obligated academically and can’t reduce their course load.

Chair Chimaladinne asked for any additional questions or comments for Dr. Christina Leonard. There were none.

Chair Chimaladinne addressed Ms. Pascarell and said he was moved by the plight of the students and the spirit of Mason's response. He wanted to make a personal contribution to the fund.

Dr. Washington said he understood that with our Deferred Action for Childhood Arrivals (DACA) students we had made a funding commitment to them, as a campus overall, to support these programs. Dr. Washington asked if that had been accomplished. Ms. Pascarell stated yes, it had. She added that at Dr. Washington's direction Mason increased the amount of institutional aid to them.

Visitor Ignacia Moreno thanked Ms. Pascarell for her amazing presentation. She pointed out that DACA students and undocumented students were legally two different groups. As she understood, DACA students are authorized to be in the country and also have work authorization, and that undocumented students don't have any status. Ms. Pascarell explained that indeed undocumented students have no status. Visitor Moreno asked if she could explain their aid data and if they could pull the numbers apart. Ms. Pascarell confirmed that VASA is open to undocumented students. Ms. Pascarell advised that University Life conducts a lot of proactive outreach, and during the process of filling out these aid applications, students may or may not feel comfortable in revealing their status. We have created an internal list of students that are DACA, and who have also identified themselves to us as undocumented. In her estimation, she believes we have between 250 to 350 undocumented students.

Visitor Moreno wanted to know if the VASA aid was firm, if it would continue on as a viable program. David Burge, Vice President for Enrollment Management, answered on Ms. Pascarell's behalf. He explained what the new statute allows us to do is use the existing pool of need-based aid provided by the commonwealth for students. The whole pool is now available for these students using similar metrics for determining student need, which is what the VASA aid application allows us to do.

President Washington stated those were not a result of executive orders, those came through the legislative process, so it is now state law. Ms. Pascarell confirmed that was correct and said that was why we were waiting on SCHEV for aid allotment guidance, so we can make the aid packages and disburse the funds.

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

IV. Old Business

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

V. Adjournment

There being no further business, the meeting was adjourned by Chair Chimaladinne at 12:04 p.m.

DRAFT

**GEORGE MASON UNIVERSITY
BOARD OF VISITORS**

**Research Committee Meeting
September, 29, 2022
Merten 1201**

AGENDA

- I. Call to Order
- II. Approval of Minutes (**ACTION ITEM**)
 - A. Meeting minutes for May 5, 2022
- III. Office of Research, Innovation, and Economic Impact Welcome (A. Marshall)
- IV. Institute for Digital InnovAtion (K. Sanghera, A. Shehu)
- V. Adjournment

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

**MINUTES
Thursday, May 5, 2021
Merten 1201**

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

Absent: Visitor: Wendy Marquez; Faculty Representative: Amy Hutchison

Also Present: President Gregory Washington; Provost Mark Ginsberg; Chief of Staff Ken Walsh; Rector Jimmy Hazel

I. Meeting was called to order by Chairwoman Nancy Prowitt at 8:45 am.

II. Approval of Minutes (ACTION ITEM)

Approval of the February 24, 2022, meeting minutes was unanimously approved with no changes or discussion.

III. New Business

a. Vice President's Update

Dr. Andre Marshall – Vice President for Research, Innovation & Economic Impact

Dr. Andre Marshall, Vice President for Research, Innovation, and Economic Impact, provided an overview and update, to include highlighting Congressional Directed Spending requests, of which Congress approved six requests from Mason for FY22, totaling over \$7M. For FY23, Mason submitted over 30 applications for internal consideration. He also covered a few critical events, such as the Trusted Workforce 2.0 event hosted by IDIA and the Center for Government Contracting, as well as the groundbreaking ceremony for Fuse at Mason Square on April 6. He also brought recognition to the passing of Dr. Michael Buschmann and his great contributions to Mason and society, and the symposium held to honor Tom Lovejoy on May 19 to honor his contributions to Mason and the global community.

b. Institute for a Sustainable Earth (ISE) Overview Presentation

Dr. Leah Nichols – Executive Director, Institute for a Sustainable Earth

Dr. Leah Nichols provided a presentation on the Institute for a Sustainable Earth, including its strategic plans in alignment with the Office of Research, Innovation, and Economic Impact. She provided an overview of the institute and its goals to help tackle the significant problems we face as a society. The institute is working to make Mason known for its ability to be a problem-solver, and includes over 500 faculty, 63 research centers, 10 colleges and schools, and \$54.7M in sustainability-focused expenditures for FY21. Some notable efforts being made through Mason's faculty and colleges under ISE include an NSF grant to study Arctic industrialization efforts, the Carter School's recent peace accord in the Congo, and Mason's Virginia Climate Center. Additional initiatives, such as 17 Rooms U in accordance with the UN Sustainable Development Goals, were also shared.

IV. Adjournment

Chairwoman Prowitt asked if there was any additional business to be discussed. With no further comments or items of discussion and having reached the end of the agenda, the meeting was adjourned by Chairwoman Prowitt at 1:25 pm.

Respectfully submitted,

Natalie Davis
Research Committee Secretary Pro Tem

Board of Visitors: Research Committee

September 29, 2022

Agenda:

Call to Order

Approval of Minutes (Action Item)

Office of Research, Innovation, and Economic Impact Update

Institute for Digital InnovAtion

Adjournment

Approval of Minutes

(Action Item)

May 5, 2022

Office of Research, Innovation, and Economic Impact Update

Dr. Andre Marshall

Vice President of Research, Innovation and Economic Impact



INSTITUTE FOR DIGITAL INNOVATION (IDIA)

Amarda Shehu, PhD

Associate Vice President of Research, IDIA

Professor of Computer Science

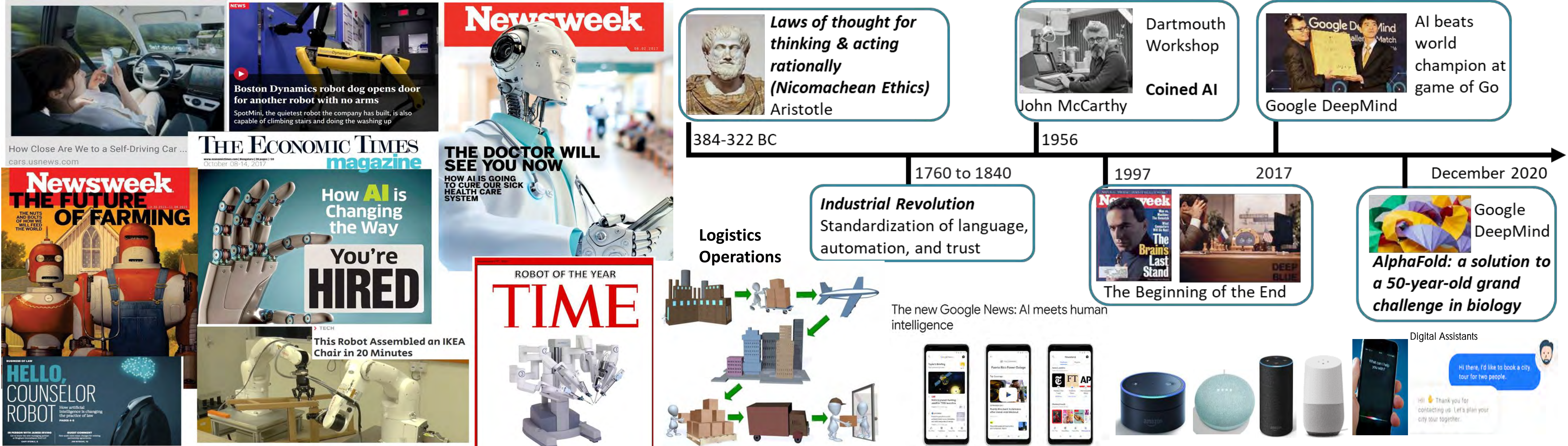
College of Engineering and Computing

Kammy Sanghera, PhD

Executive Director, IDIA

Professor of Information Sciences and Technology

College of Engineering and Computing



Technologies now powered by AI, Machine Learning, and Big Data are fundamentally transforming our daily lives, our society, and humankind. From driverless cars to smart buildings, to AI that can assist with patient triaging, rapidly diagnose that cough or images of your lungs, predict recidivism rates, assist employers with hiring, give you or deny you that loan, we now are partners with technology in ways we never thought possible.



WaveNet: A generative model for raw audio

WaveNet generates realistic human-sounding speech that reduced the gap between computer and human performance by over 50%, when it was first introduced. It has now powers the voice of the Google Assistant.



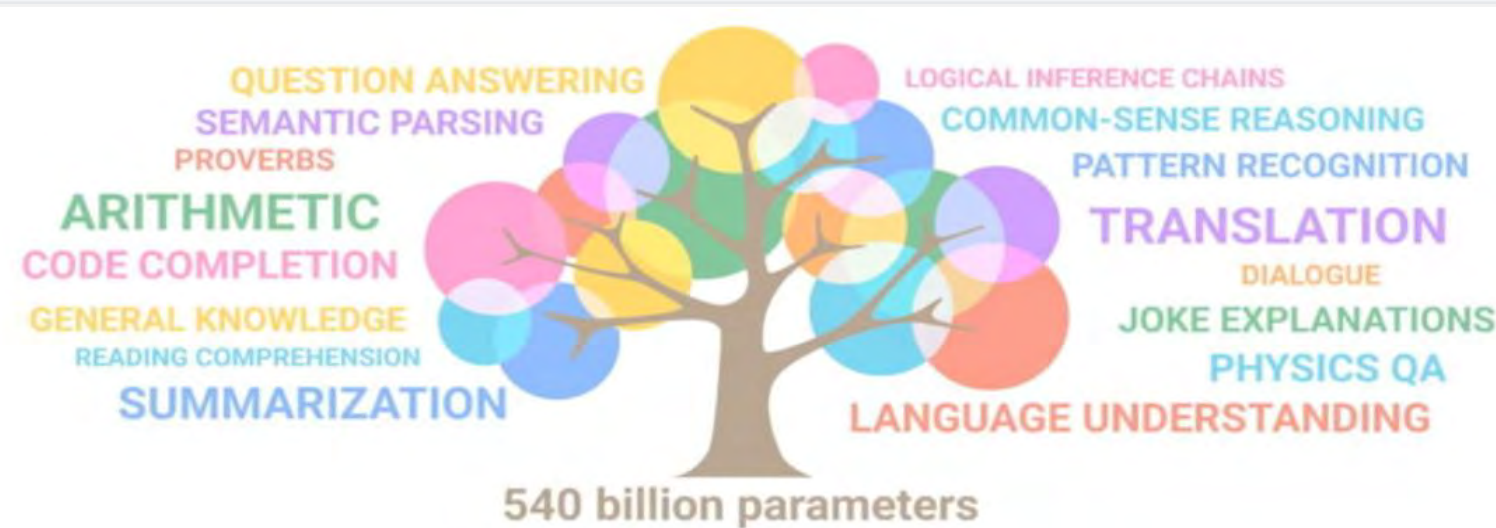
Giving doctors a headstart on acute kidney injury

Our technology is helping doctors diagnose acute kidney injury (AKI) up to 48-hours earlier than current methods. With early detection, patients get better preventative care, avoiding invasive procedures, and reducing costs.



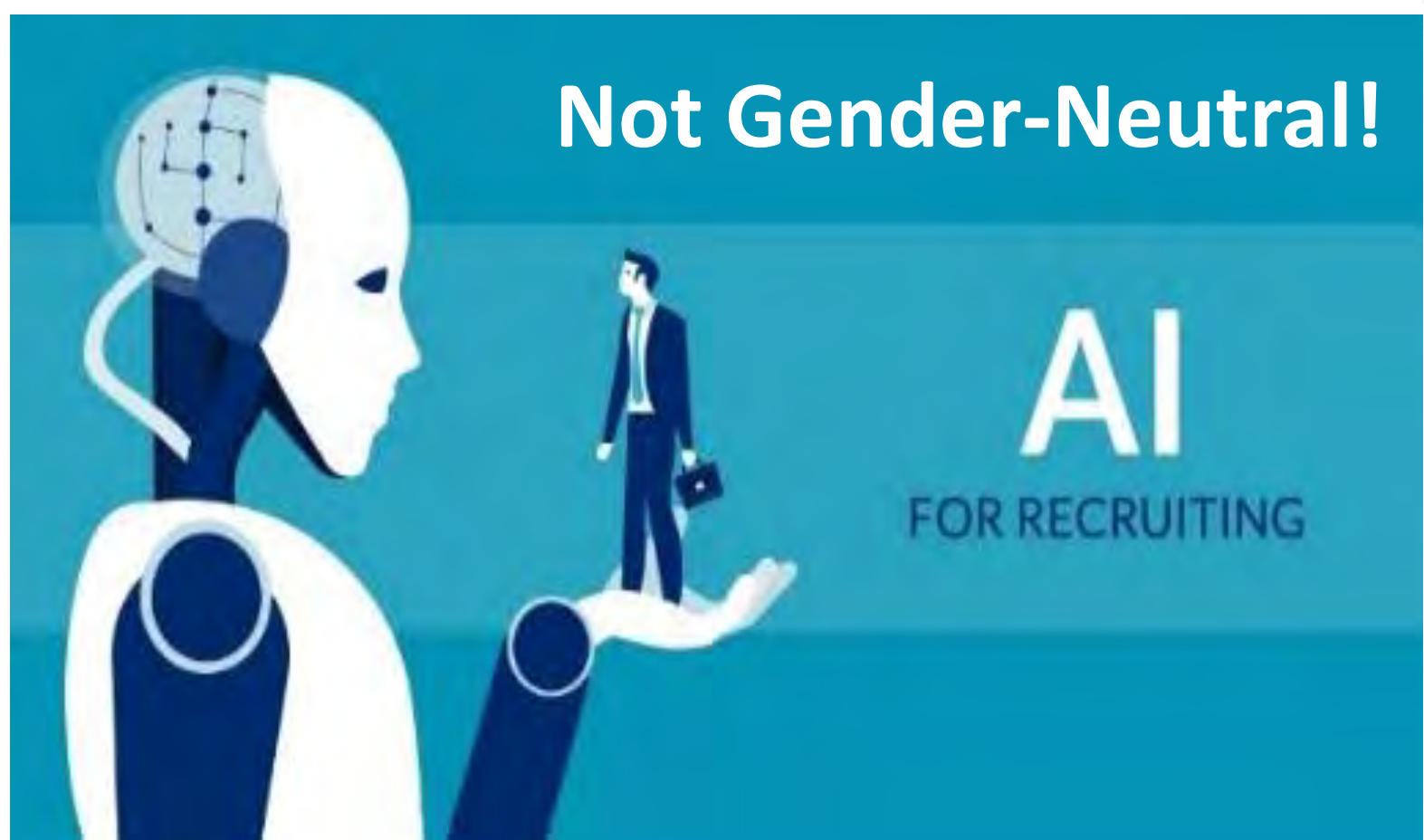
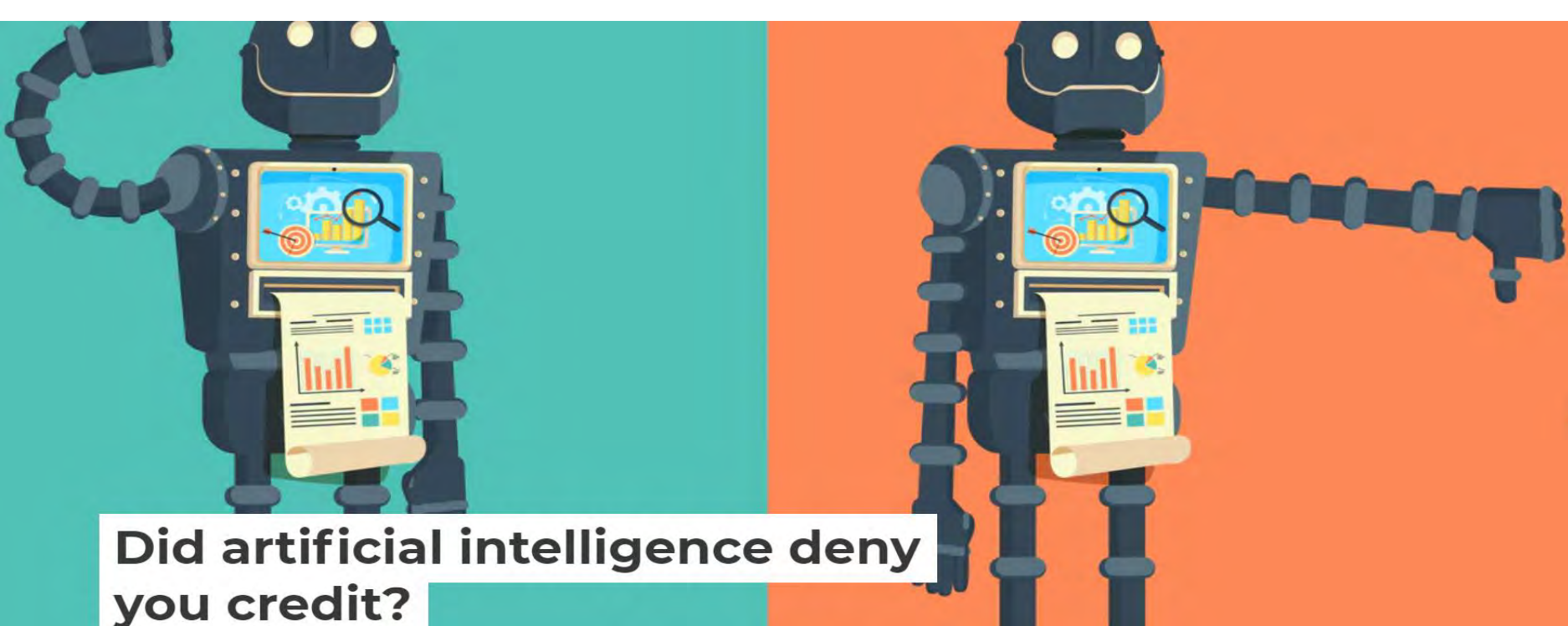
More accurately identifying breast cancer

We worked with Google Health, Northwestern University, Cancer Research UK and Royal Surrey County Hospital to develop an AI system that can better identify breast cancer in X-rays across populations and systems.



Increasingly Sophisticated AI Architectures based on LARGE/DEEP Models

Prompt	Model Response
Explaining a joke	
Prompt Explain this joke: Joke: Did you see that Google just hired an eloquent whale for their TPU team? It showed them how to communicate between two different pods!	Model Response Prediction: TPUs are a type of computer chip that Google uses for deep learning. A "pod" is a group of TPUs. A "pod" is also a group of whales. The joke is that the whale is able to communicate between two groups of whales, but the speaker is pretending that the whale is able to communicate between two groups of TPUs.



MICROSOFT \ WEB \ TL;DR \

Twitter taught Microsoft's AI chatbot to be a racist asshole in less than a day

By James Vincent | Mar 24, 2016, 6:43am EDT
Via [The Guardian](#) | Source [TayandYou](#) (Twitter)



Published on December 17, 2019. Views: 97180. Downloads: 6656. Suggestions: 1.

Deepfake Bot Submissions to Federal Public Comment Websites Cannot Be Distinguished from Human Submissions

Max Weiss

Interact with Data

Abstract

Introduction

Background

Methods

Results

Discussion

—

INCORRECT **0%**
Was the following comment created by a bot or a human?
I am writing to you with regard to Idaho's proposed Medicaid waiver which has problems as it is currently written. Many Idahoans depend on Medicaid when they are sick and need help. Implementing the proposed waiver would mean taking away health care when people are most vulnerable. If someone has low income and becomes ill and cannot work that is not the time to take away their coverage.
Bot
X Human

Example Deepfake Text generated by the bot that all survey respondents thought was from a human.

- Publicly available artificial intelligence methods can generate an enormous volume of original, human speech-like topical text ("Deepfake Text") that is not based on conventional search-and-replace patterns
- I created a computer program (a bot) that generated and submitted 1,001 deepfake comments regarding a Medicaid reform waiver to a federal public comment website, stopping submission when these comments comprised more than half of all submitted comments. I then formally withdrew the bot comments
- When humans were asked to classify a subset of the deepfake comments as human or bot submissions, the results were no better than would have been gotten by random guessing



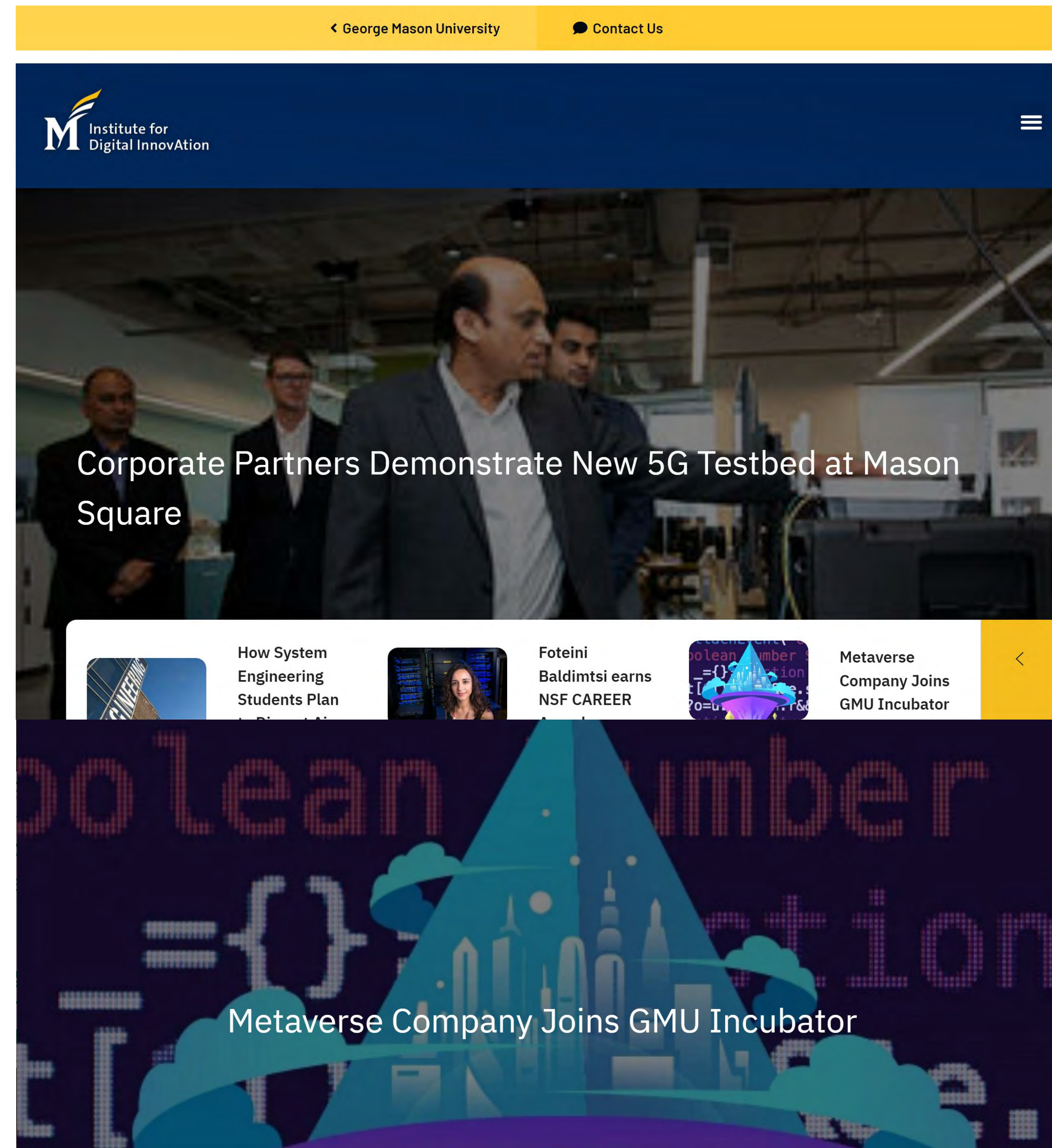
Increasingly Disconnected Societies



AI-powered innovation is giving us a glimpse of prosperity and well-being for all. But we are also seeing its unintended consequences. From chatbots that quickly reflect the worst of us, to systemic biases that creep their way into automated hiring and other decision making, rising inequality, fear of automation, and other perils loom large in the horizon of our digital society.

IDIA VISION

The Institute of Digital InnovAtion (IDIA) is George Mason University's commitment to *shaping the future of our digital society, promoting equality, well-being, security, and prosperity*





IDIA MISSION

Transform

- problems of social anxiety into digital innovation with social resonance

Harness

- the power of different perspectives and ways of thinking

Solve

- complex problems with creativity, transdisciplinarity, and sustained passion for digital innovation for good

Lead

- in the technologies of the future

Elevate

- diversity, equity, and inclusion

Build

- community to answer the challenges of our time for the betterment of our society, our nation, and humankind

DIGITAL INNOVATION FOR GOOD @ IDIA

Technology

New algorithms, digital techniques and technologies

Theme 1



Systems

Developing and deploying computing systems to advance fields as diverse as finance, education, national security, and social justice

Theme 2

Digital Society

Engaging in critical reflection that examines the implications of digital innovation ensuring social, ethical, political, and economic impact

Theme 3



IDIA *instigates, catalyzes*, and *incubates* convergent research and scholarship for digital innovation, and *builds and scales* digital innovation communities of Mason faculty, researchers, students, and external partners across the regional and national ecosystem of industry, non-profit, and government entities.



How System Engineering Students Plan to Disrupt Air Travel with a Blimp



Foteini Baldimtsi earns NSF CAREER Award



Metaverse Company Joins GMU Incubator

Faculty

Seed funding, research centers, and tools

Read More >

Industry

Partnerships, research grants and proposals, workforce development

Read More >

Students

Engage with industry, internships, apply for grants, and networking opportunities

Read More >

▶ INSTIGATE → CATALYZE → INCUBATE → SCALE

High-Level, Community-Driven



LEVERAGE
SYNERGIES

Targeted, Strategic Capability Dev

Language
Technologies

AI-Enabled
Sensor
Fusion &
Detection

Integrated
Intelligence
for Wicked
Problems

Quantum
Computing-
Ready
Workforce

AI, Policy,
Ethics, and
Society

Democratizi
ng Deep
Learning

Capabilities: Research & Workforce

- ❖ We anticipate technologies of the future & lead
- ❖ We see synergies and build teams to build capabilities
- ❖ We help faculty to “stretch,” “complement,” and “lead”
- ❖ We partner with them to conceptualize ideas, write white papers, proposals, and more

IDIA Interdisciplinary Research Computing Symposium (09/08/2022)

- ❖ Lightning Talks
- ❖ Posters and Networking
- ❖ Birds-of-a-Feather Sessions

Aligned w/ Pres.
Washington's Report:
Healthy Planet,
Healthy People,
Healthy Economy,
Healthy Society

▶ INSTIGATE → CATALYZE → INCUBATE → SCALE

IDIA Pre-Doctoral Fellowship Program [FOCUS on STUDENTS]

□ Program Intent

- catalyze ambitious, convergent, interdisciplinary research that aligns with IDIA's mission and focus
- Position graduate students as the hub that connects diverse spokes permeating the various units and disciplinary expertise on campus
- Strengthen IDIA research community and identity
- In-support objective: change culture & give agency to graduate students

First Cohort of FY23



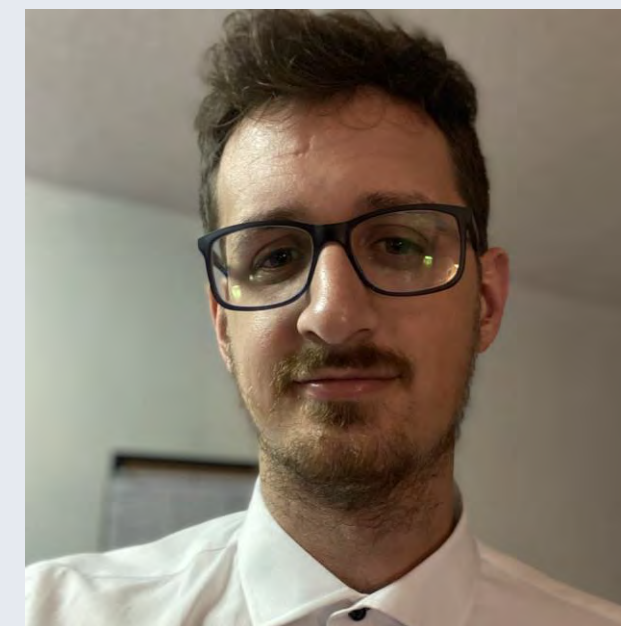
A Multi-level Approach to Measuring Risks for Positive Youth Outcomes

Jinyi Kim (Inf Sci & Tech)



A Data Assimilation Technique to Improve the Monitoring and Forecasting of Coastal Hazards

Soelem Aafnan Bhuiyan
(Civil & Env Eng)



Optimal HVAC Outlay to Minimize Pathogen Transmission

Facundo Nicolas Airaud
(Physics)



Guarantees in Distributed Deep Learning: Computation, Communication, & Sample Efficient Algorithms

Michael Timothy Crawshaw
(Computer Sci)

▶ INSTIGATE → CATALYZE → INCUBATE → SCALE

IDIA Seed Funding [FOCUS on Disruptive Digital Innovation]

□ Program Intent

- connect members of the Mason community internally and with businesses, organizations, and agencies
- collaborate on disruptive digital innovation
- reimagine how underlying core and emerging technologies can accelerate an organization
- innovations that have applications in private, local, state, or federal sectors

A Decision Guidance System for Precision Agriculture Management in a Nonstationary Environment using Advanced Machine Learning Algorithms
Viviana Maggioni from Department of Civil, Environmental, and Infrastructure Engineering; Alexander Brodsky from Computer Science, Yuan Xue and Paul Houser from Department of Geography and Geoinformation Science

Smart Music Intervention Program for Older Adults with Cognitive Impairment: A Protocol Development
Emily S. Ihara, Department of Social Work; Parth Pathak, Department of Computer Science, Y. Alicia Hong, Department of Health Policy & Administration; Huzefa Rangwala, Department of Computer Science; Cathy Tompkins, College of Health & Human Services/Department of Social Work; Megumi Inoue, Department of Social Work

Understanding the Impact of Misinformation on Palliative Care Demand Using Machine Learning and Qualitative Methods
Team members: Megumi Inoue from Social Work, College of Health and Human Services; Mahdi Hashemi from Information Sciences and Technology at College of Engineering and Computing; Naoru Koizumi and Rajendra Kulkarni from Schar School of Policy and Government; Denise Mohess from Inova Fairfax Hospital; Matthew Kestenbaum from Capital Caring Health

LegisSciT: A Cooperative Longitudinal Data Tracking Platform for the International Study of Legislative Science Advice
Karen Akerlof from Department of Environmental Science & Policy; Dieter Pfoser from Department of Geography and Geoinformation Science; Erica Goldman, The National Council for Science and the Environment (NCSE)

▶ INSTIGATE → CATALYZE → INCUBATE → SCALE

Take-it-to-the-Next-Level: Partnership btw IDIA and Office of Res Dev

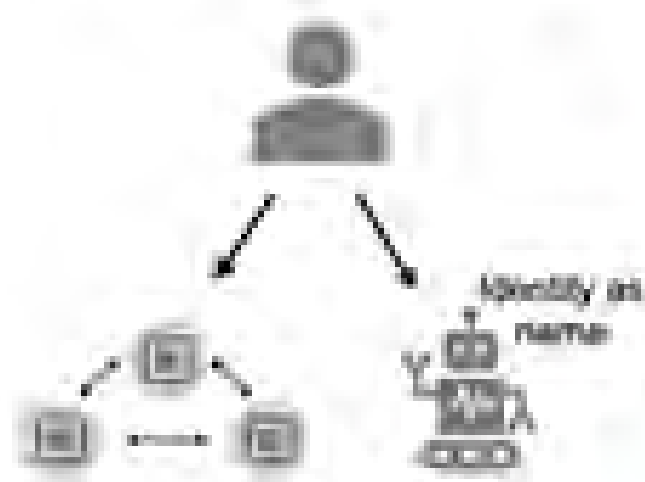
□ Program Intent

- advance *scalable* multidisciplinary projects for research and scholarship in **Sustainability, Biohealth, or Digital Innovation**
- drive stakeholder engagement and support planning activities to secure transdisciplinary basic and translational research and scholarship organized around topics that align with one or more of Mason's university-level research institutes
- required partnership with an outside collaborator -- can be an Industry, Community, Government, Academic Institution, or other external collaborator(s) as appropriate

Improving Human-Machine Collaborations with Heterogeneous Multiagent Systems

100K seedling project to perform a **human-subjects study** to create better collaborations with autonomous team members of multiagent systems.

Prior work: Team performance with homogenous automated multi-agent systems



Novel Work: Team performance with heterogeneous interdependent autonomous multi-agent systems



Dr. Elizabeth Phillips, Department of Psychology, Human Factors and Applied Cognition Group, College of Humanities and Social Sciences, George Mason University



Dr. Ewart J. de Visser, United States Air Force Academy, Warfighter Effectiveness Research Center

▶ INSTIGATE → CATALYZE → INCUBATE → SCALE

Center-level Activities

□ Program Intent

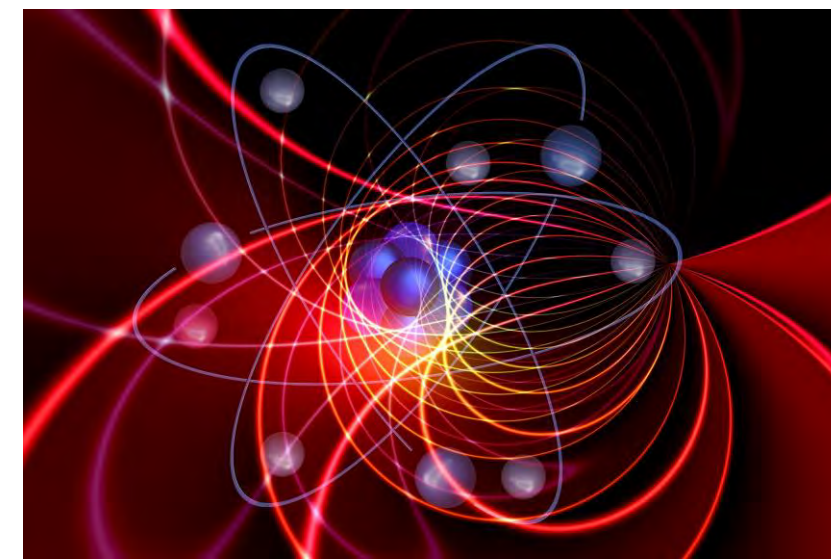
- connect centers with industry, non-profit, and governmental partners
- partner with centers on research, education, and workforce development proposals
- support centers with their community-building and outreach activities



Center for Advancing Human-Machine Partnerships (CAHMP)



Criminal Investigations and Network Analysis Center (CINA)



Quantum Science and Engineering Center (QSEC)



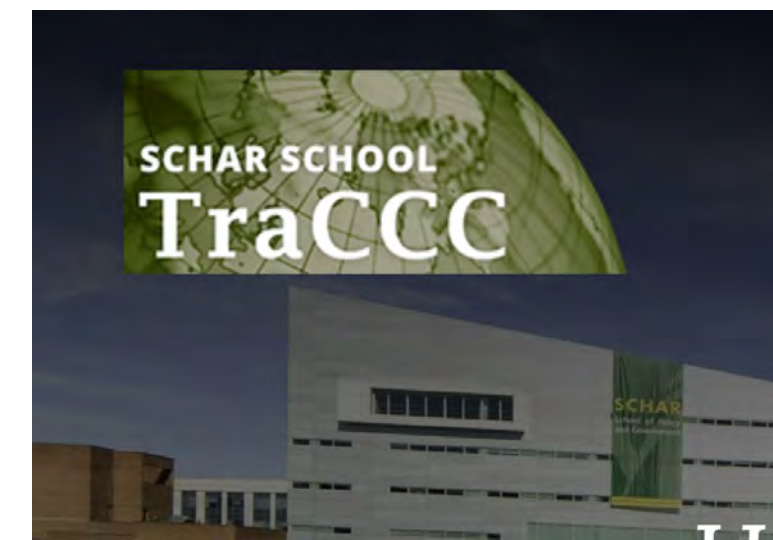
C4I and Cyber Center



Center for Resilient and Sustainable Communities (C-RASC)



Center for Secure Information Systems



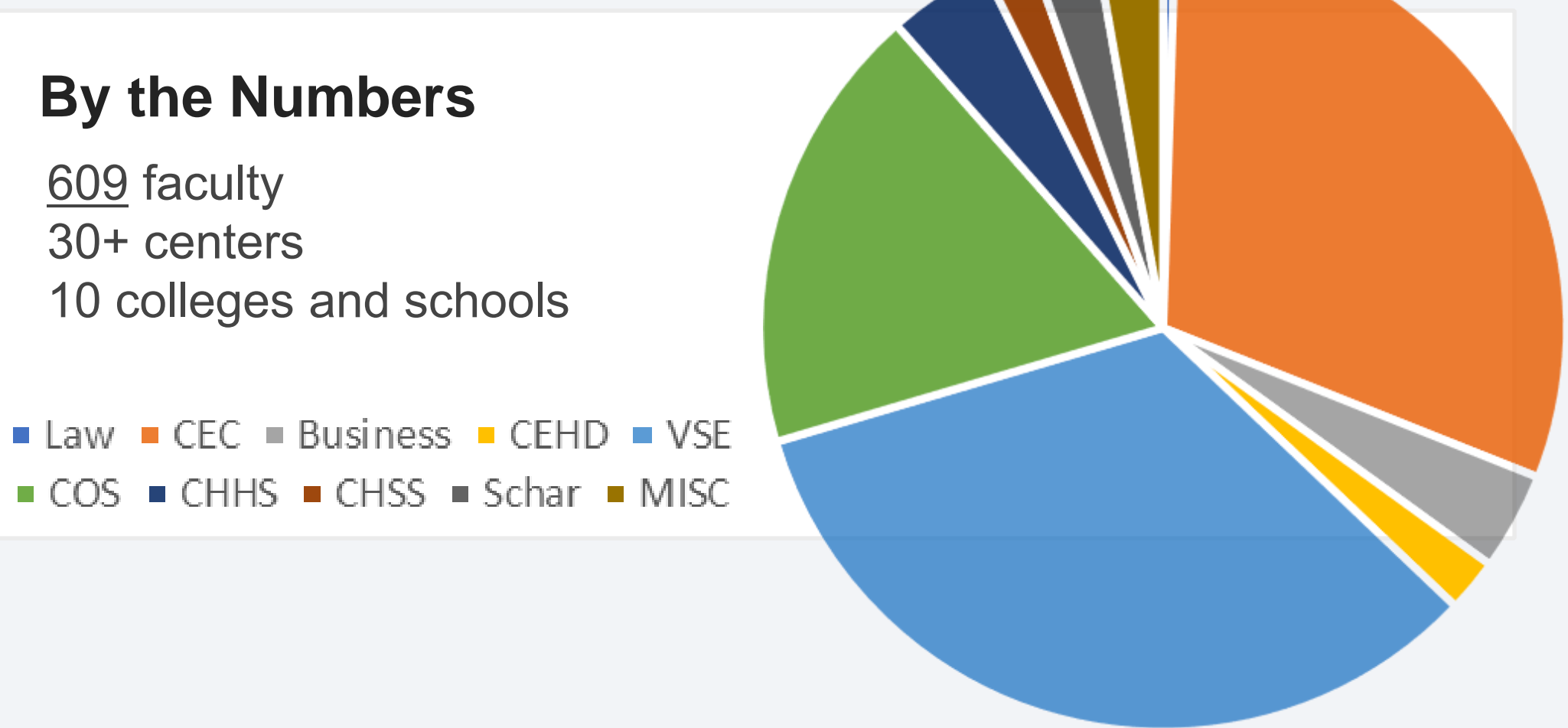
The Terrorism, Transnational Crime and Corruption Center (TraCCC)



Center for Assurance Research and Engineering (CARE)

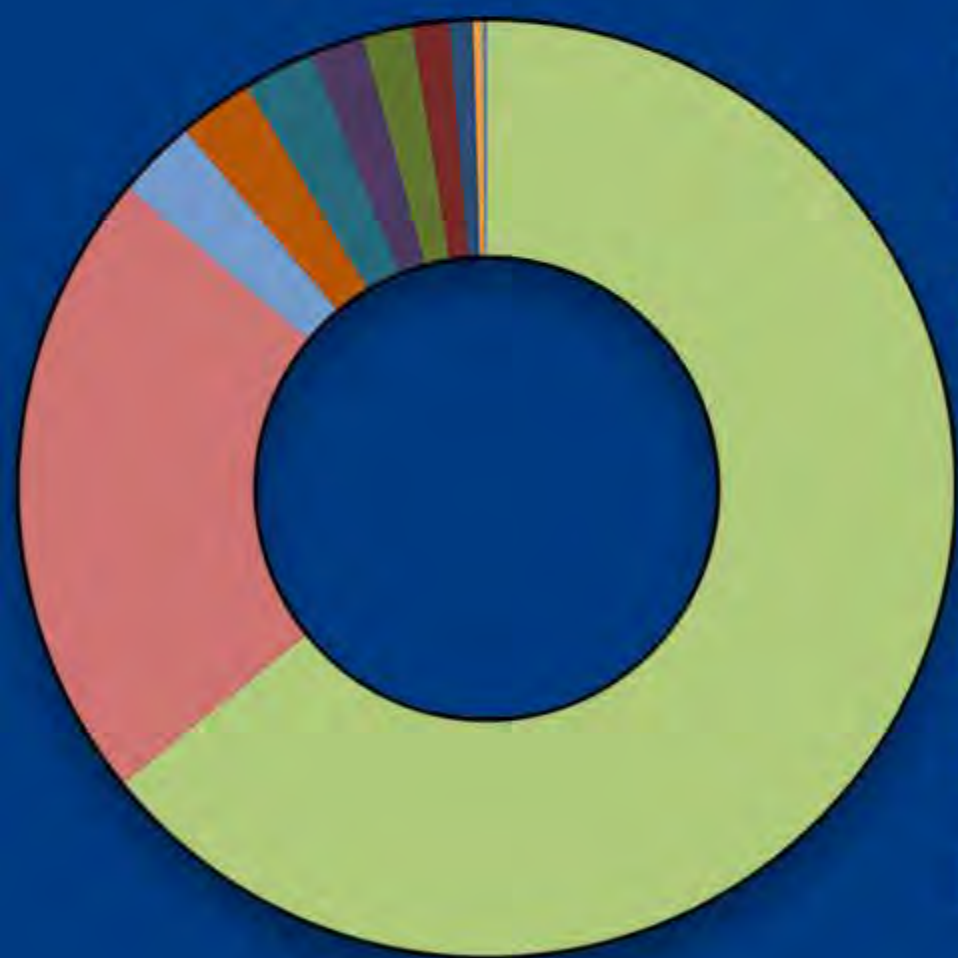


PARTNERSHIPS FOR DIGITAL INNOVATION





Expenditure By Division



Carter School	1,765.00
College of Visual & Perf Arts	52,059.44
Research, Innov & Econ Impact	77,173.96
School of Business	287,390.81
Library	743,533.09
Schar School of Policy & Government	1,167,282.21
College of Health & Human Services	1,535,631.10
College of Educ & Human Development	1,682,083.36
School of Law	2,213,810.48
College Humanities & Social Sciences	2,333,840.51
Research and Innovation Initiative	2,500,351.46
College of Science	19,893,532.35
College of Engineering & Computing	57,918,480.1
Total	90,397,449.42



George Mason Research Foundation Inc	1,415,114.54
George Mason Univ Foundation	3,342,321.94
Miscellaneous	18,680,486.40
NASA-Goddard Space Flight Cent	4,169,250.75
NGA	50,591.32
NOAA	1,126,195.79
National Science Foundation	9,420,268.42
NEH	218,365.40
The National Academies of Sciences	103,311.24
USDA	290,877.97
US DOC	239,141.81
US Department of Commerce NIST	16,390.79

US Department of Defense	531,505.96
US DOE	257,811.76
DHHS	1,404,111.92
US Department of Homeland Security	3,129,655.40
US Department of Labor	40,241.34
USAF	37,678,887.48
US Department of the Army	887,537.79
US Department of the Navy	3,869,893.35
US DOT	2,498,696.67
US Dept Of State	82,007.28
Virginia Department of Education	1,093,135.79
Total	90,397,449.42

▶ IDIA OBJECTIVES



drive transdisciplinary research, innovation, and next-generation workforce development strategy across the university for scaled, sustainable growth in digital innovation

strengthen the innovation ecosystem and facilitate vertical integration across Mason, strengthening and growing capacities for transdisciplinary research, scholarship, and innovation

instigate and build research and innovation communities around places, activating and supporting a culture of transdisciplinary research and shared research infrastructure

amplify visibility and awareness of Mason as a globally recognized leader for its world-class research, innovation, and economic impact activities, as well as its next-generation students and scholars

▶ DIGITAL FRONTIER: Computing-Health-Society



PROVIDE SECTOR
LEADERSHIP



LEVERAGE
SYNERGIES



AMPLIFY
VISIBILITY AND
AWARENESS

Frontiers of Computing in Health and Society

DATE 20-21 September
TIME 10:00am to 3:00pm
WHERE Virtual

Topic: AI for Social Good: Case Studies and Ethical Considerations
Panelists: John P. Dickerson (University of Maryland), Linda Eggert (Stanford), Lily Hu (Harvard), Jesse Kirkpatrick (GMU), Robert Pless (George Washington University), and Melanie Sage (University at Buffalo).

Topic: AI and Public Policy
Panelists: Robert Axtell (GMU), Ravid Ghani (CMU), Karen Levy (Cornell), Sera Linardi (University of Pittsburgh), Peter Loewen (University of Toronto), and Jasmine McNealy (University of Florida).

Topic: Computing Across Multiple Scales
Panelists: Paul Albert (NIH/NCI), Jonathan Auerbach (GMU), Juan Cebal (GMU), Francesca Chiaromonte (Penn State), Ping Ma (UGA).

Topic: Cellular and Molecular Scales
Panelists: Phillip Bourne (UVA), Mark Gerstein (Yale), Lilia Iakoucheva (UCSD), Anshul Kundaie (Stanford).

Topic: Frontiers of Computing with Clinical Data
Panelists: Rumi Chunara (NYU), Christina Leslie (MSKCC), Gaurav Pandey (MSSM), Sridevi Sarma (JHU), Jeff Saucerman (UVA).

▶ DIGITAL FRONTIER: Artificial Intelligence



PROVIDE SECTOR
LEADERSHIP



LEVERAGE
SYNERGIES



AMPLIFY
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AWARENESS



AI Symposium

May 5th, 2022

Powered by



Institute for
Digital InnovAtion



Center for
Government Contracting
School of Business



DIGITAL FRONTIER: Computational Genomics



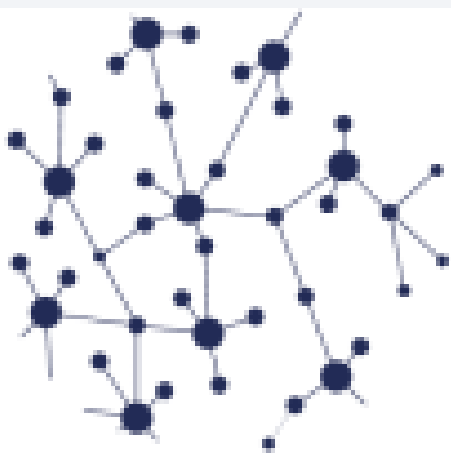
PROVIDE SECTOR LEADERSHIP



LEVERAGE SYNERGIES



AMPLIFY VISIBILITY AND AWARENESS



28 APRIL 2021
1:00 - 5:15 PM

Computational Genomics Conference

Computational and data science technologies are changing the landscape of genetic and genomic research. With resources like cloud computing and big data storage, scientists are able to investigate complex questions and work towards ensuring genetic and genomic advances benefit all. The conference will feature a series of speakers sharing their expertise through use cases and discussing the funding mechanisms to support research and training programs. Our keynote speaker and successive sessions will provide an overview of computational and data sciences with an outlook on where the fields are headed. Join us on Zoom for a day filled with informative sessions and networking opportunities.

Research Panel



Ankit Malhotra
AWS



Christoph Goessula
VisualFlow, Harvard



Hatem Nawar
Google Cloud



Joe Buccina
IQT



Stephanie Rogers
DoD



Ken Wiley Jr.
NIH/NIH

Funding Discussion Panel



Alexander Titus
Google Cloud

Plenary Speaker



Andrea T. Norris
Director, Center for Information Technology
and Chief Information Officer, NIH

Closing Reflections



Institute for
Digital InnovAtion



National Human Genome
Research Institute



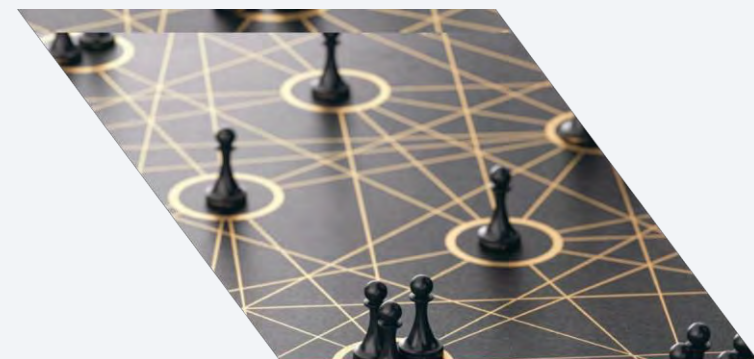
Institute for
Biohealth InnovAtion



DIGITAL FRONTIER: Cloud Computing



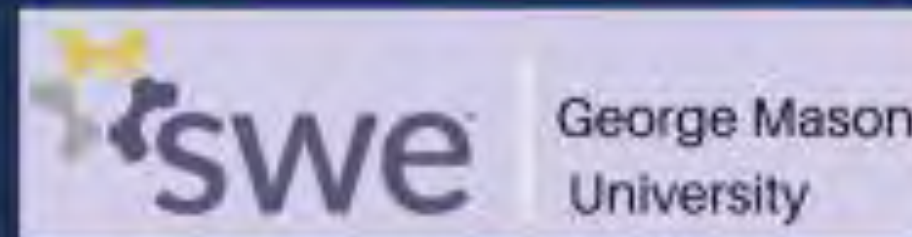
PROVIDE SECTOR
LEADERSHIP



LEVERAGE
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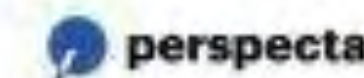
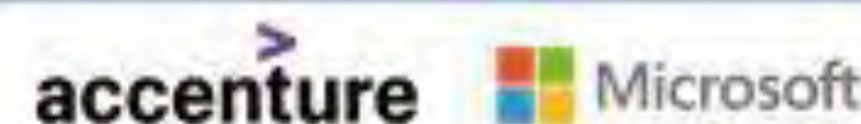
AMPLIFY
VISIBILITY AND
AWARENESS



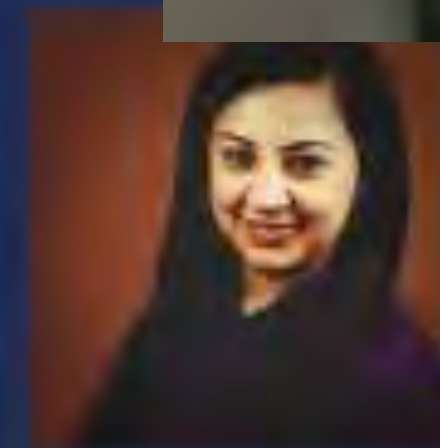
Cloud Computing Conference

November 7th, 2020

The Society of Women Engineers and IDIA are thankful for your participation at the Cloud Computing Conference at George Mason University.



Booz | Allen | Hamilton



▶ DIGITAL FRONTIER: Illicit Supply Networks



GMU-NSF Conference on Disrupting Operations of Illicit Supply Networks

About

Conference Summary

The conference provides opportunities to discuss future directions of research in illicit supply networks and promote further collaborations among the participants including:

- PIs and other investigators of NSF/D-ISBN program grant awardees
- Selected researchers
- NSF program directors
- Government officials and representatives from other relevant policy and business institutions and research centers



Naoru Koizumi in Schar School Study Takes on Illicit Trafficking of Human Kidneys

Topics:

- ✓ Human Trafficking
- ✓ Arms/Narcotics Trafficking
- ✓ Antiquities/Wildlife/Organ Trafficking
- ✓ Drug/Counterfeit Product Trafficking
- ✓ Financial Fraud/Money Laundering
- ✓ Cybersecurity/Darknet trade

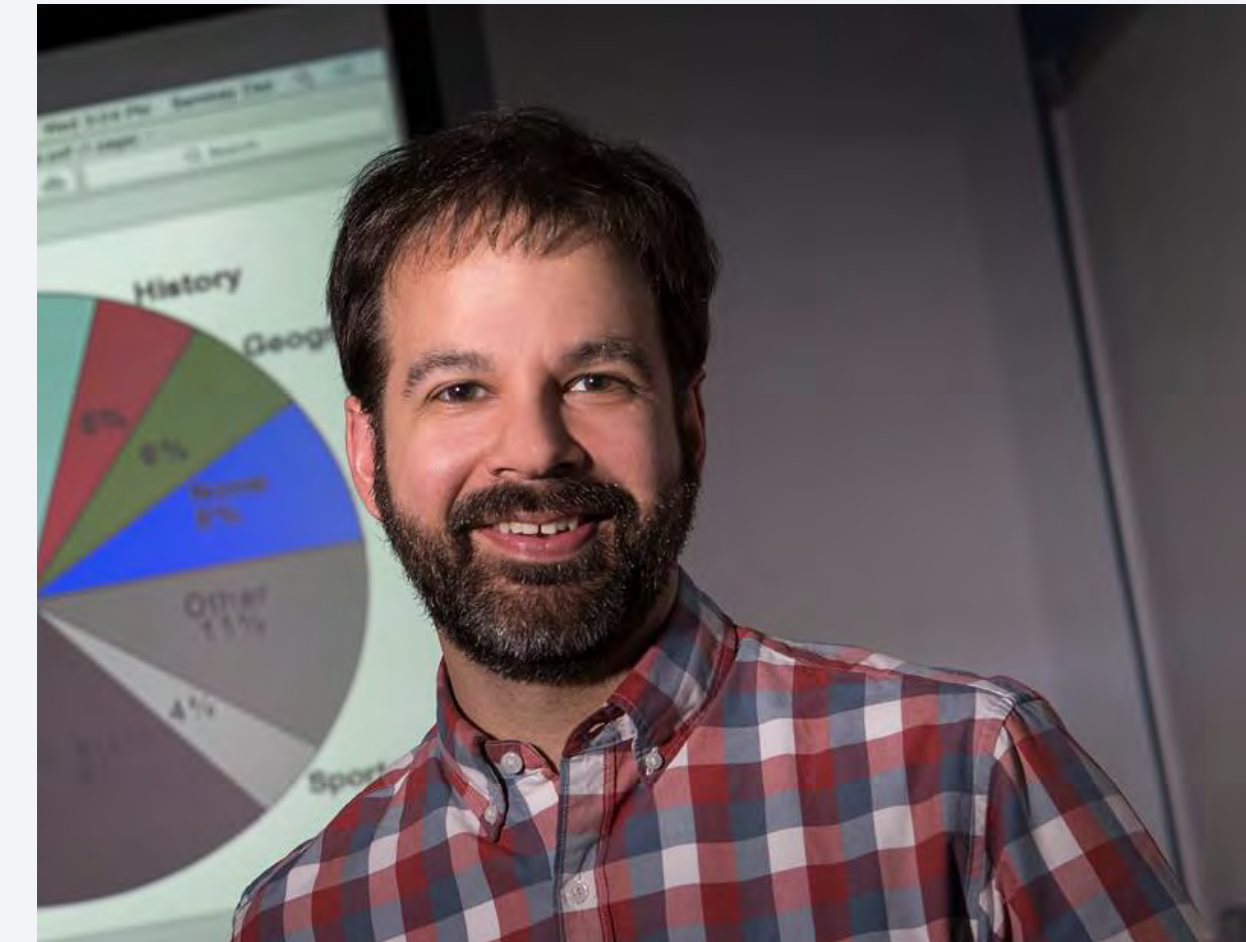
▶ DIGITAL FRONTIER: Equity and Access

- The second ACM conference on Equity and Access in Algorithms, Mechanisms, and Optimization (EAAMO'22) aims to highlight work where techniques from algorithms, optimization, and mechanism design, along with insights from the social sciences and humanistic studies, can help improve equity and access to opportunity for historically disadvantaged and underserved communities.



ACM Conference on Equity and
Access in Algorithms, Mechanisms,
and Optimization

October 6-9 2022, George Mason
University, Arlington VA, USA



**Sanmay Das in School of
Computing takes on
algorithmic equity and access**

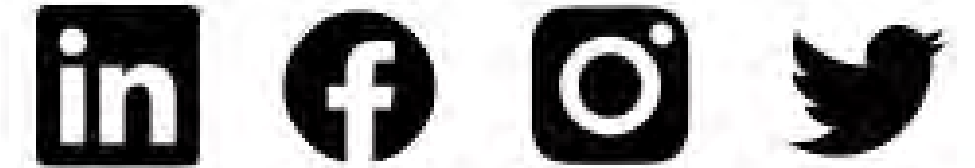
- The conference will provide an international forum for presenting research papers, problem pitches, survey and position papers, new datasets, and software demonstrations towards the goal of bridging research and practice.

DIGITAL WORKFORCE DEVELOPMENT



PROVIDE SECTOR
LEADERSHIP

**Thursday,
March 31st, 2022
12:30pm - 6:00pm**



Trusted Workforce 2.0

and Tomorrow's Digital Workforce



AMPLIFY
VISIBILITY AND
AWARENESS



DIGITAL WORKFORCE DEVELOPMENT



SUPPORT
PLACEMAKING



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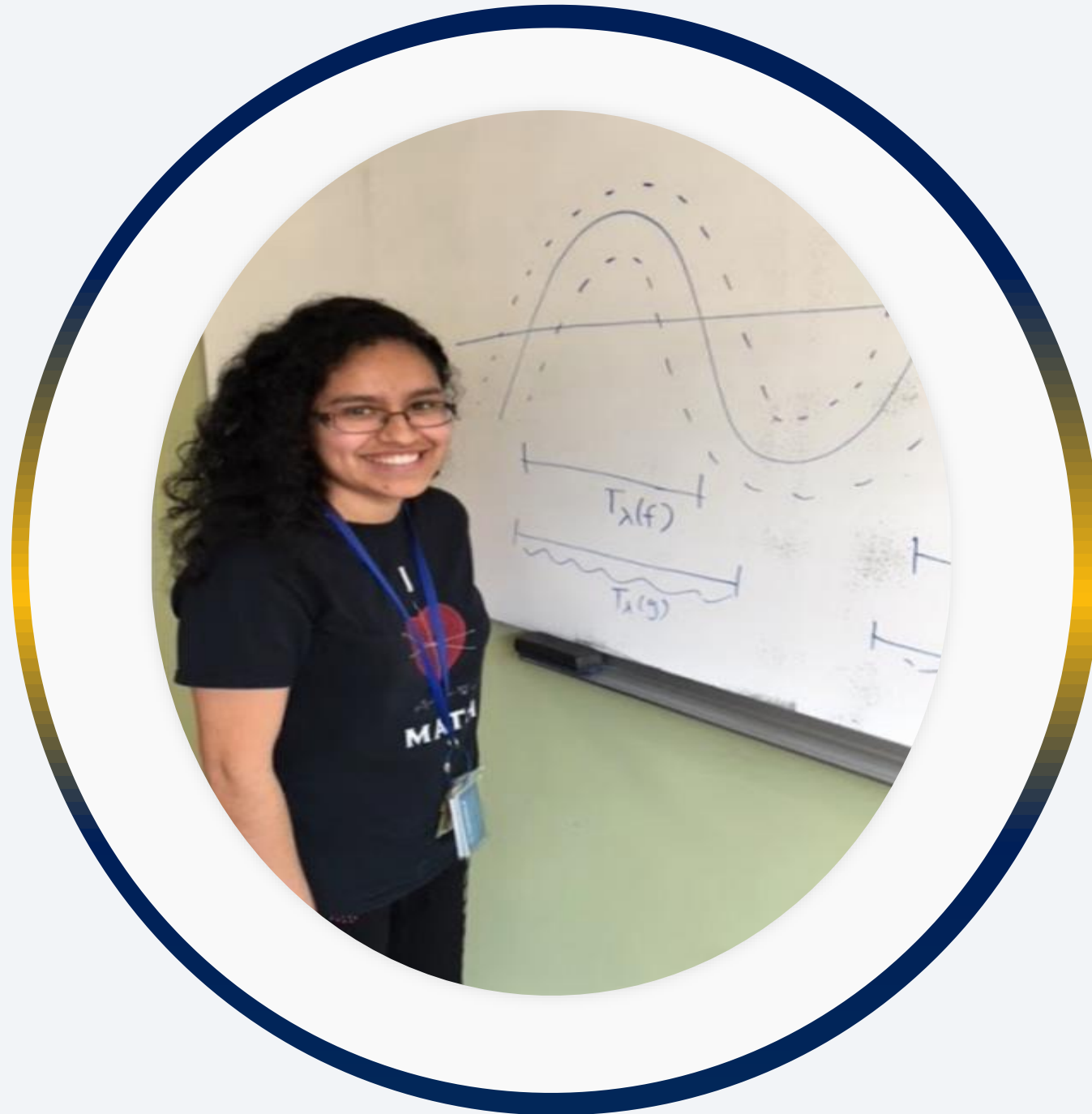
DIGITAL INNOVATION IMMERSION



PROVIDE SECTOR
LEADERSHIP



LEVERAGE
SYNERGIES

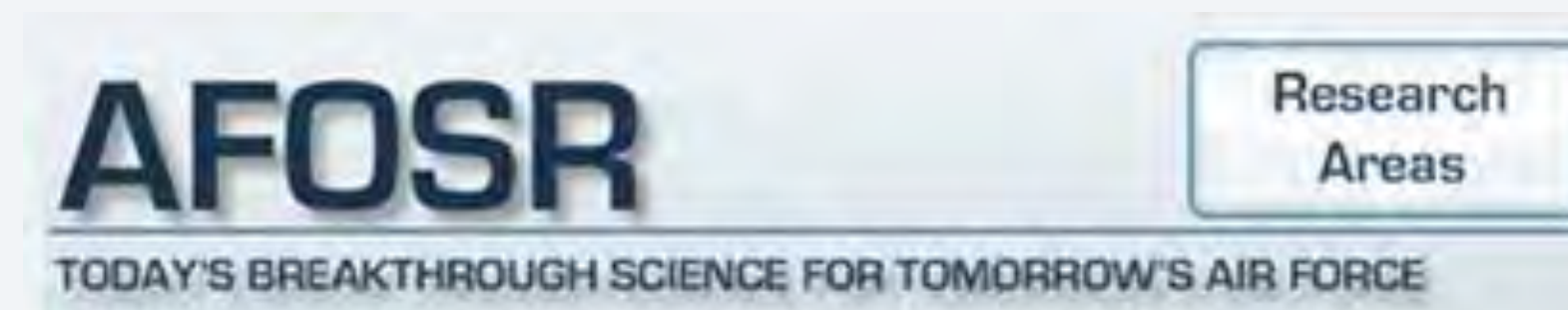


AMPLIFY
VISIBILITY AND
AWARENESS

Smart Cities/Buildings/Campuses

- ✓ The fellows worked on sensor and WiFi-based occupancy detection projects in the Arlington Pilot space
- ✓ High school students were recruited to assist graduate students in writing short programs, collecting data in the lab, analyzing and generating reports
- ✓ The students were mentored by program directors from the Air Force Office of Scientific Research (AFSOR).

Funded and Supported by the Office of Graduate Education, Office of Sustainability, & Aspiring Scientists Summer Internship Program



▶ GIVING BACK TO THE COMMUNITY

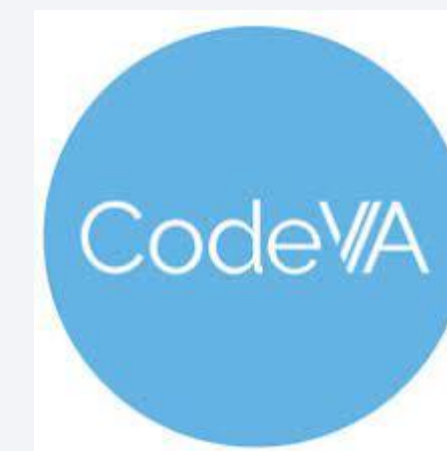


Arlington Based Non-Profit Organizations

- Path Forward
- Arlington Partnership for Affordable Housing
- American Legion
- Bridges to Independence
- Doorways



Tech-Ready Community





FACULTY SPOTLIGHT



Research Spotlight on Louise Shelley

Faculty Spotlight: Louise Shelley

Louise Shelley is the founder and director of *The Terrorism, Transnational Crime and Corruption Center (TraCCC)* at George Mason University and a professor in the *Schar School of Public Policy and Government*.

The Institute for Digital InnovAtion talked with Shelley about the TraCCC.



Research Spotlight on Mills Kelly

Faculty Spotlight: Mills Kelly

Mills Kelly is the Executive Director of the *Roy Rosenzweig Center for History and New Media (RRCHNM)* and a professor of History at George Mason University. Kelly is a historian and has been working at Mason for 20 years. In 2001, he came to Mason to work with Roy Rosenzweig, whom he credits with being the most important pioneer in digital history.

The Institute for Digital InnovAtion (IDIA) spoke with Kelly about the Roy Rosenzweig Center for History and New Media. Responses have been edited for length and clarity.



Research Spotlight on Vivian Genaro Motti

Research Spotlight: Vivian Genaro Motti

Vivian Genaro Motti is an Assistant Professor in the *Department of Information Sciences and Technology* at the *School of Computing*. She has led the *Human-Centric Design Lab* since 2016.

The Institute for Digital InnovAtion spoke with Motti about the Human-Centric Design Lab. Responses have been edited.

Tell us about your research.

The HCD Lab was created in 2016. Currently, our research team includes 2 post-doctoral research fellows (international visiting scholars), 5 PhD students, and 1 undergraduate research assistant. We are a multidisciplinary



Faculty Spotlight: Abhishek Ray

Abhishek Ray, PhD, is an Assistant Professor in the *Information Systems & Operations Management Department (ISOM)* at George Mason University. He is also an Affiliate Faculty at the *Institute for Digital InnovAtion* and the *Business for a Better World Center* at George Mason University.

His work addresses problems at the intersection of Economics, Operations Management and Information Technology & Systems and he uses Game Theory, Econometrics & Artificial Intelligence/Machine Learning methodologies to frame and solve research problems. The *Institute for Digital InnovAtion* talked with Ray about his research. Responses have been edited.



Research Spotlight on J.P. Auffret

Faculty Spotlight: J.P. Auffret

J.P. Auffret, Ph.D. is the director of the *Center for Assurance Research and Engineering (CARE)* in the *College of Engineering and Computing* and the director of the *Research Partnerships and Grants Initiatives* in the *School of Business* at George Mason University.

The Institute for Digital InnovAtion talked with Auffret about CARE. Responses have been edited.

Tell us about the Center.



The IDIA congratulates Naoru Koizumi, Chun-Hung Chen, and Hadi El-Amine for receiving a grant from the National Science Foundation to research *Optimal Desensitization Protocol in Support of a Kidney Paired Donation (KPD) System*.



Research Spotlight on CMAI led by Harbir Antil

Faculty Spotlight: Harbir Antil

Harbir Antil is the Director of the *Center for Mathematics and Artificial Intelligence (CMAI)* and a professor in the *Department of Mathematical Sciences* at George Mason University. He is the co-Editor-in-Chief of the Springer journal *Advances in Continuous and Discrete Models*. He is on the editorial board of prestigious journals such as *SIAM Reviews* and *Math Control & Related Fields*. Antil has also held a research fellowship position at Brown University and is currently an Affiliate Professor at the University of Delaware. His areas of interest include algorithmic optimization, machine (deep) learning, numerical analysis, partial differential equations, and scientific computing with applications in optimal control, shape optimization, dimensional reduction, imaging, fluid dynamics, etc. His research is funded by the National Science Foundation, Airforce Office of Scientific Research (AFOSR), NIST, Department of Navy, and Department of Energy.

CMAI has a remarkable research output. Besides a large number of research grants (12 ongoing), just in the last 1.5 years, CMAI has published or submitted over 50 research articles in the leading journals. This level of output is comparable to some of the top centers in the country.

The Institute for Digital InnovAtion (IDIA) spoke with Antil about the Center for Mathematics and Artificial Intelligence.





LEADERSHIP ON TECHNOLOGIES OF THE FUTURE



IDIA CONNECT

IDIA as a NEXUS Point for Collaborative Efforts

As a **nexus point**, IDIA enacts activities and mechanisms for collaborative efforts, linking organizations, people, ideas, problems, and technical approaches for **maximum impact** in products and outcomes and an enlarged and diverse Institute activity that is **more than the sum of its parts**.

IDIA CONNECT SERIES

September 30, 2022, 1 - 2 PM

Zoom Meeting information sent over email

The Institute for Digital Innovation (IDIA) is launching its IDIA CONNECT series to connect Mason faculty, researchers, and students with industry, non-governmental organizations, as well as local, regional, and national government entities.

Join us for our first **IDIA CONNECT** event, where we connect you with

figure eight
FEDERAL

Learn more at idia.gmu.edu
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- ✓ Calendar

Digital Innovation For Good Starts Here
Support us: Spread the Word



**GEORGE MASON UNIVERSITY
BOARD OF VISITORS**

**Audit, Risk, and Compliance Committee Meeting
September 29, 2022**

AGENDA

- I. Call to Order**
- II. Approval of Audit, Risk, and Compliance Committee Minutes**
 - A. Approval of Committee Minutes for May 5, 2022 Meeting (**ACTION**)
- III. New Business**
 - A. Enrollment Update
 - B. Review of Audit, Risk, and Compliance Committee Charter
 - C. Approval of Office of Audit, Risk, and Compliance Charter (**ACTION**)
- IV. Reports**
 - A. Office of University Audit Summary Report
 - B. Review of Office of University Audit Planning
 - C. Office of Institutional Compliance Summary Report
 - D. Information Technology Risk and Control Infrastructure Program Update
- V. Adjournment**

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

**May 5, 2022
MINUTES**

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

ABSENT: Visitor Kazmi.

ALSO PRESENT: Rector Hazel; Vice President for Human Resources and Payroll Arnold; Vice President and Chief Diversity Officer Artis; Vice President and Chief Information Officer Borek; Faculty Senate Chair Broeckelman-Post; Vice President for Finance Dickenson; Faculty Liaison Douthett; Provost and Executive Vice President Ginsberg; Associate Vice President and Controller Heinle; Undergraduate Student Representation Kanos; Staff Senate Chair Rogers; Associate University Counsel Schlam; Vice President for Strategic Initiatives and Chief of Staff Walsh; Graduate Student Representative Zhou; Chief Audit, Risk, and Compliance Officer Dittmeier; and Associate Vice President for Institutional Compliance Lacovara; Associate Vice President for Enterprise Risk Management Walther; and Associate University Auditor Watkins.

I. Chair Rice called the meeting to order at 8:04 a.m.

II New Business – Workforce Update

Mr. Arnold discussed with the Committee recent trends in employee vacancies and hiring. He stated that trends in academic units were consistent with pre-pandemic FY19 trends, except for the Antonin Scalia Law School which had several open administrative positions. He highlighted six administrative units with higher levels of open positions than in FY19, and lower average number of applicants per posted job. He noted that open position rates for the remaining administrative units were generally consistent with FY19 levels.

Mr. Walther reviewed with the Committee the analysis of open positions in the highlighted administrative units. Management of these units reported that critical functions were being completed and that all critical positions in Mason's Continuity of Operations Plans were currently filled. He reported that management was employing several strategies for ensuring critical work was completed, including shifting work among staff and supervisors, working

AUDIT, RISK, AND COMPLIANCE COMMITTEE

May 5, 2022

Page 2

overtime, employing external contract staff, and deferring less urgent and longer-term work activities. Management continues to monitor these areas.

III. Approval of Minutes

Chair Rice called for any corrections to the minutes of the February 24, 2022 Audit, Risk, and Compliance Committee meeting. Hearing none, the **MINUTES STOOD APPROVED AS WRITTEN.**

IV New Business – Compliance Update

Mr. Lacovara reviewed with the Committee the status of the university's program for monitoring compliance with laws and regulations in relation to the generally accepted elements of effective compliance programs described in the US Federal Sentencing Guidelines. Among other things, he described the university's overall proactive and collaborative approach to compliance. He also described certain key elements of the program, including the nature and extent of policies and standards; the support and tone of senior leadership and the Board; the extent and effectiveness of training and communication; the extent of processes to assess and monitor the effectiveness of distributed programs; and the nature and use of reporting mechanisms and the handling of reported matters. The Committee discussed the level of compliance staff and budgetary resources appropriate for the university; Mr. Lacovara and Mr. Dittmeier described management's continued support for current and future resources which are in line with the multi-year plan for building out the institutional compliance function.

V. Reports

Ms. Watkins reported on the status of audit operations described in the Office of University Audit Summary Report. An audit memo was issued since the prior meeting and audit activities remain substantially on track with the previously reported status. She updated the Committee on the status of University Audit's staffing and the continued use of co-sourced resources to accomplish audit work.

Mr. Lacovara supplemented the status of institutional compliance activities described in the Office of Institutional Compliance Summary Report with an update of the status of certain distributed program self-assessments referenced in the report.

Mr. Borek highlighted progress in the activities described in the Information Technology Risk and Control Infrastructure Program Summary Report. Progress is being made to tailor the framework for strengthening technology service delivery to Mason's needs. The populations required to complete various security awareness training activities has also been refined.

AUDIT, RISK, AND COMPLIANCE COMMITTEE

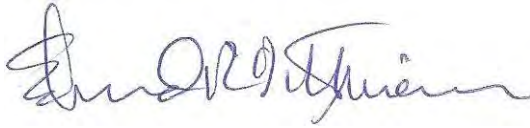
May 5, 2022

Page 3

V. Adjournment

Chair Rice called for any additional business to come before the Committee.
Hearing none, he declared the meeting adjourned at 8:48 a.m.

Respectfully submitted,

A handwritten signature in blue ink, appearing to read "Edward R. Dittmeier", written in a cursive style.

Edward R. Dittmeier
Secretary pro tem

Audit Committee Report

The Enrollment Cliff

David Burge

Vice President for Enrollment Management

Dr. Alan Byrd

Dean of Admissions

The Enrollment Cliff and What It Means for Mason

The Enrollment Cliff is expected to hit higher education starting in 2025

Not all institutions impacted equally and Mason enjoys both unique advantages and risks

Mason began preparations for the cliff in 2017 and have multiple interventions underway

Mason's Enrollment History and Current Term Briefing

Fall 2022 Enrollment Update – Summary

Record Enrollment

39,512 Headcount

27,525 Undergraduate (+.7%)

11,109 Graduate (+1.1%)

826 Law (+8.5%)

433,000 Credit Hours (+2%)

International Growth

<u>2019</u>	<u>2020</u>	<u>2022</u>
3,620	3,267	3,917

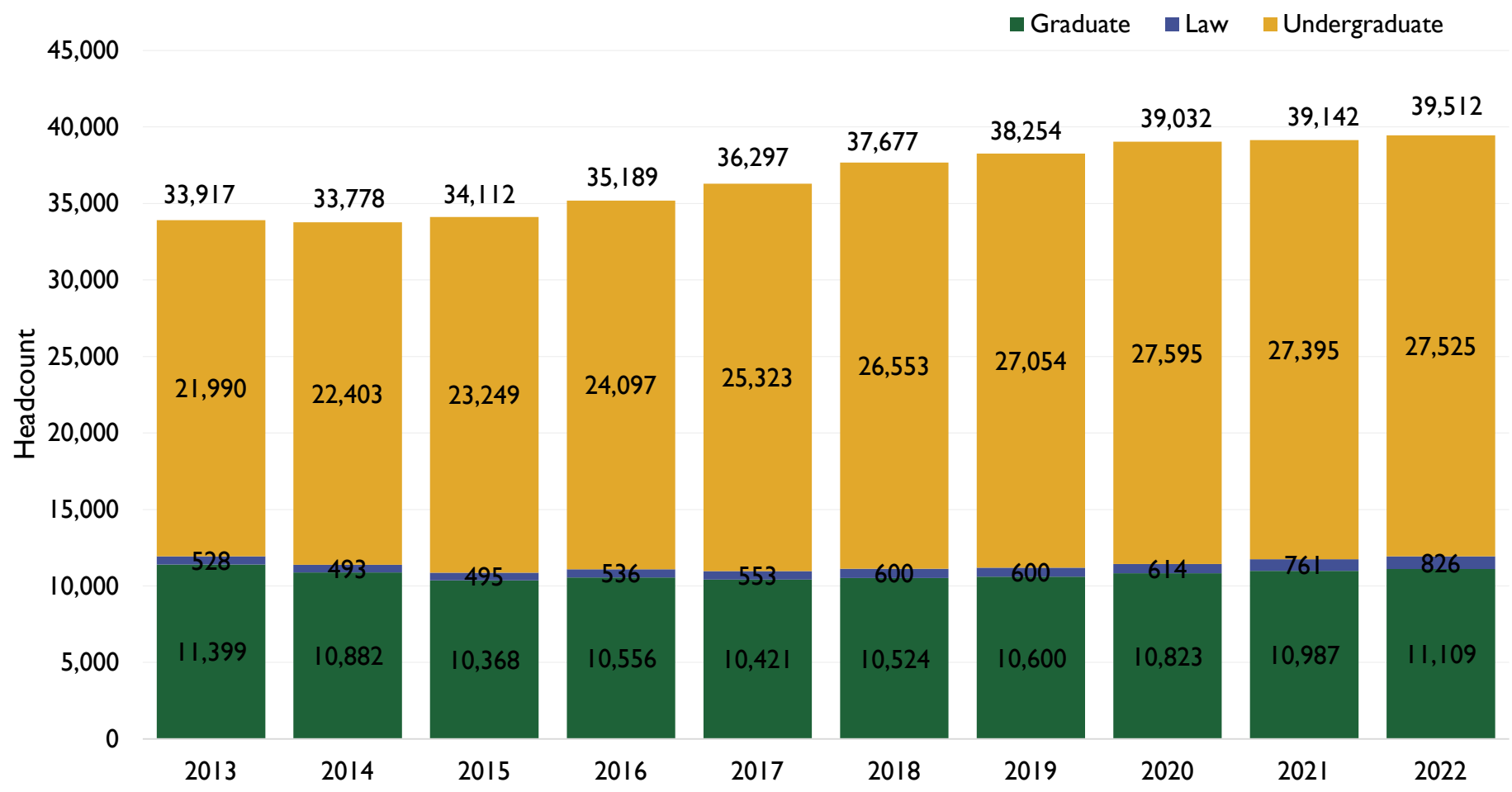
+10.7% in Applications
Record yield

Enrollment Stress

NEW Transfers declined

**2nd year of declines in
NEW Virginia Masters**

Enrollment Update - Overall

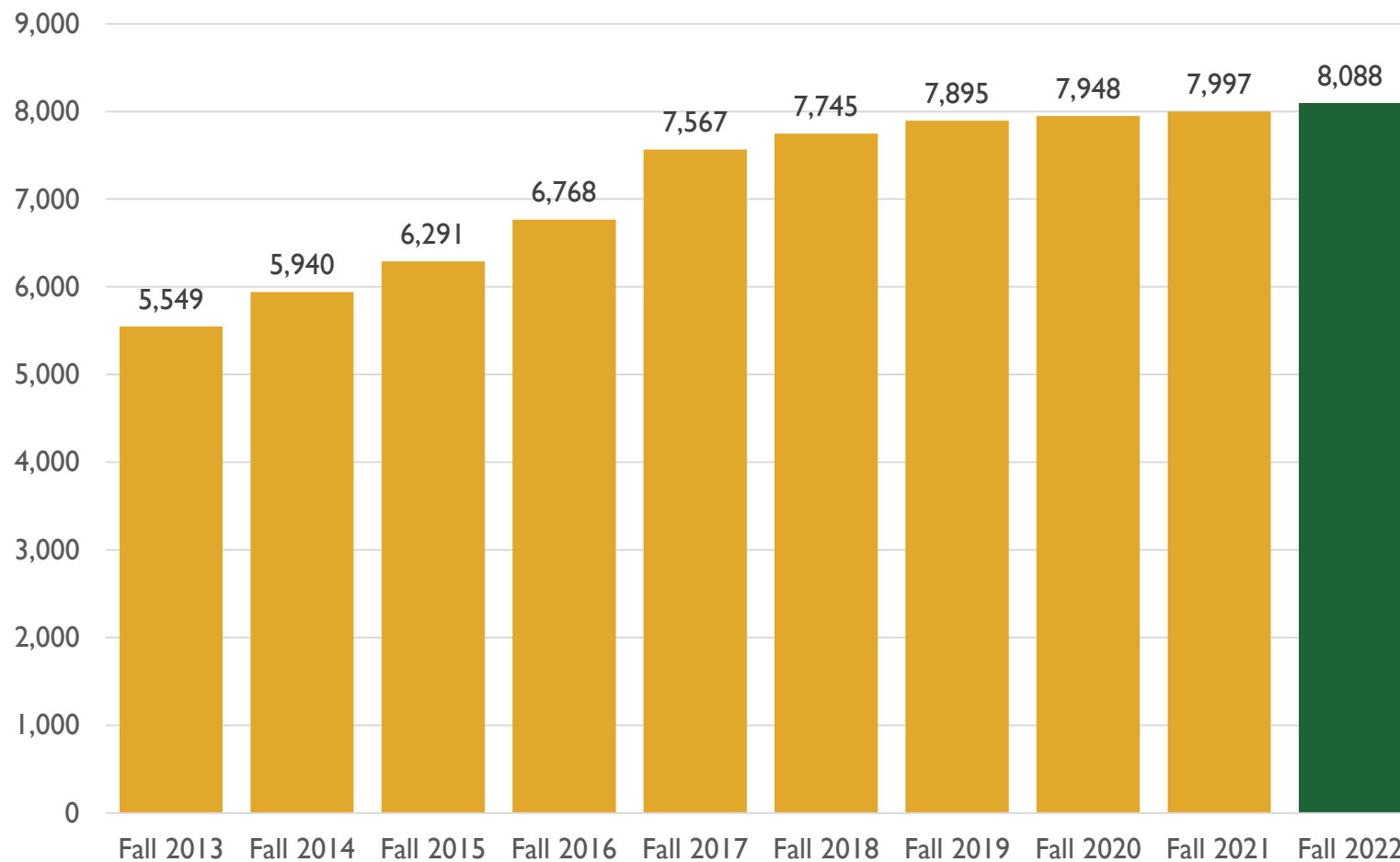


Enrollment Update – Composition Mason Colleges

	2019	2020	2021	2022	1-YR Change
Antonin Scalia Law School	7,453	7,558	9,604	10,123	5.4%
Carter Peace & Conflict Res	3,555	3,568	3,268	3,272	0.1%
Coll Visual & Performing Arts	25,680	23,370	25,442	25,722	1.1%
College of Science	72,509	78,809	72,609	73,290	0.9%
Education & Human Development	29,409	28,997	27,352	26,578	-2.8%
Engineering & Computing	66,011	67,778	70,712	78,793	11.4%
Health and Human Services	26,408	28,292	27,212	27,853	2.4%
Humanities & Social Sciences	122,735	120,213	118,361	116,889	-1.2%
INTO Mason	6,386	2,917	2,068	2,974	43.8%
Schar School of Policy and Gov	14,797	15,358	14,722	13,650	-7.3%
School of Business	50,503	53,197	51,171	50,874	-0.6%
University (Provost)	7,723	7,743	8,612	8,744	1.5%
Total	433,167	437,797	431,151	439,021	1.8%



Enrollment Update – Composition Pell

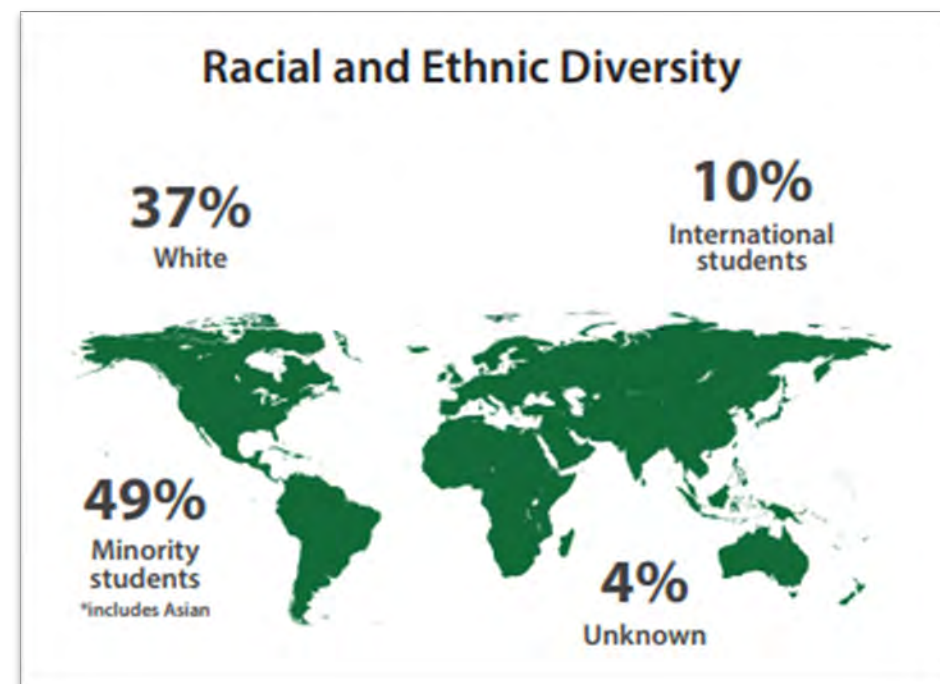


**Virginia
FAFSA Filers
-6.7%
Compared to
2021**

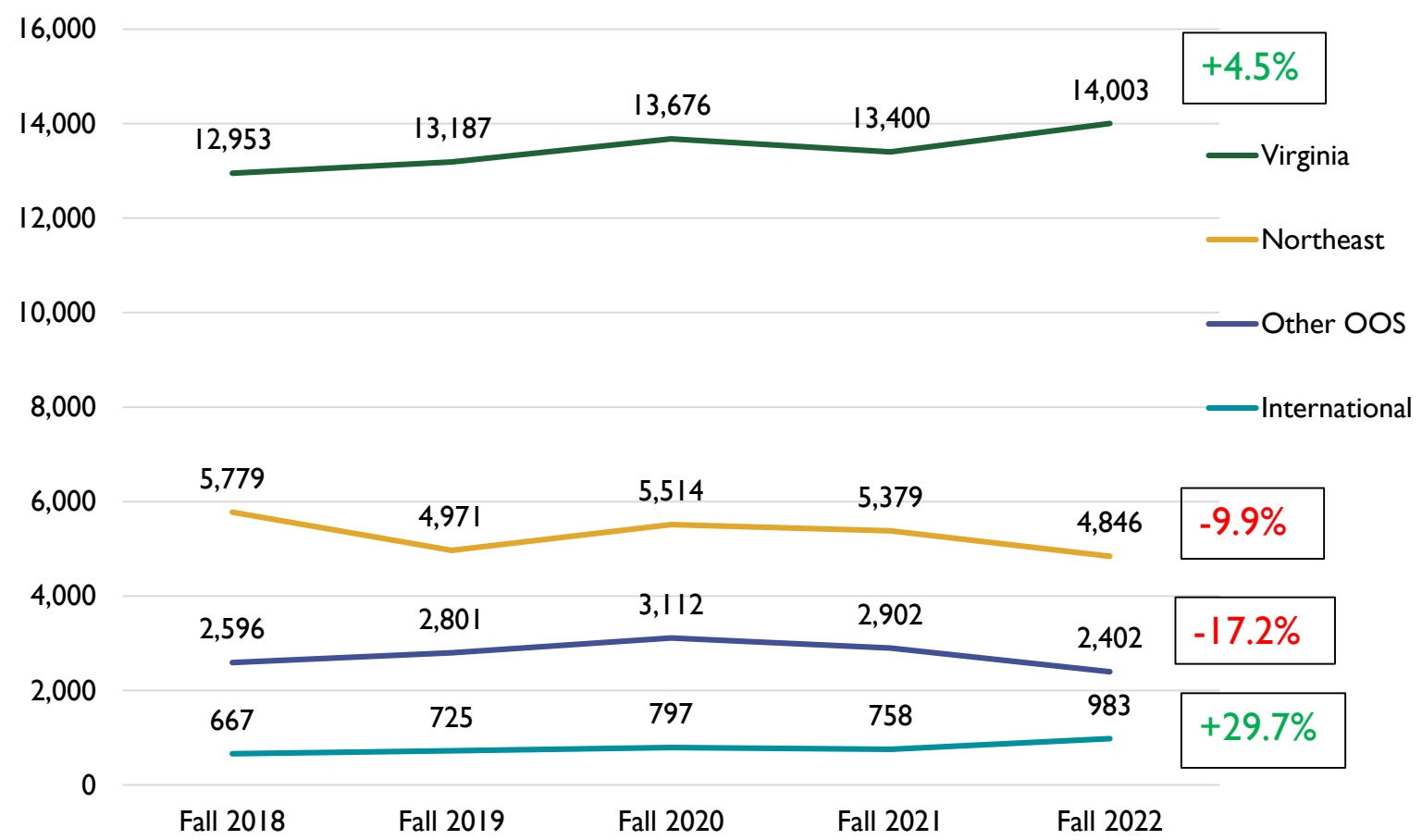
Enrollment Update – Composition

Race/Ethnicity

	Number		Percentage	
	2021	2022	2021	2022
Asian	7,335	7,437	18.66%	18.70%
Black	4,263	4,439	10.84%	11.16%
Hispanic	5,441	5,584	13.84%	14.04%
Native American	60	52	0.15%	0.13%
Pacific Islander	41	41	0.10%	0.10%
NRA	3,643	4,548	9.27%	11.44%
Multiple	1,575	1,563	4.01%	3.93%
Unknown	1,772	1,612	4.51%	4.05%
White	15,179	14,486	38.61%	36.43%



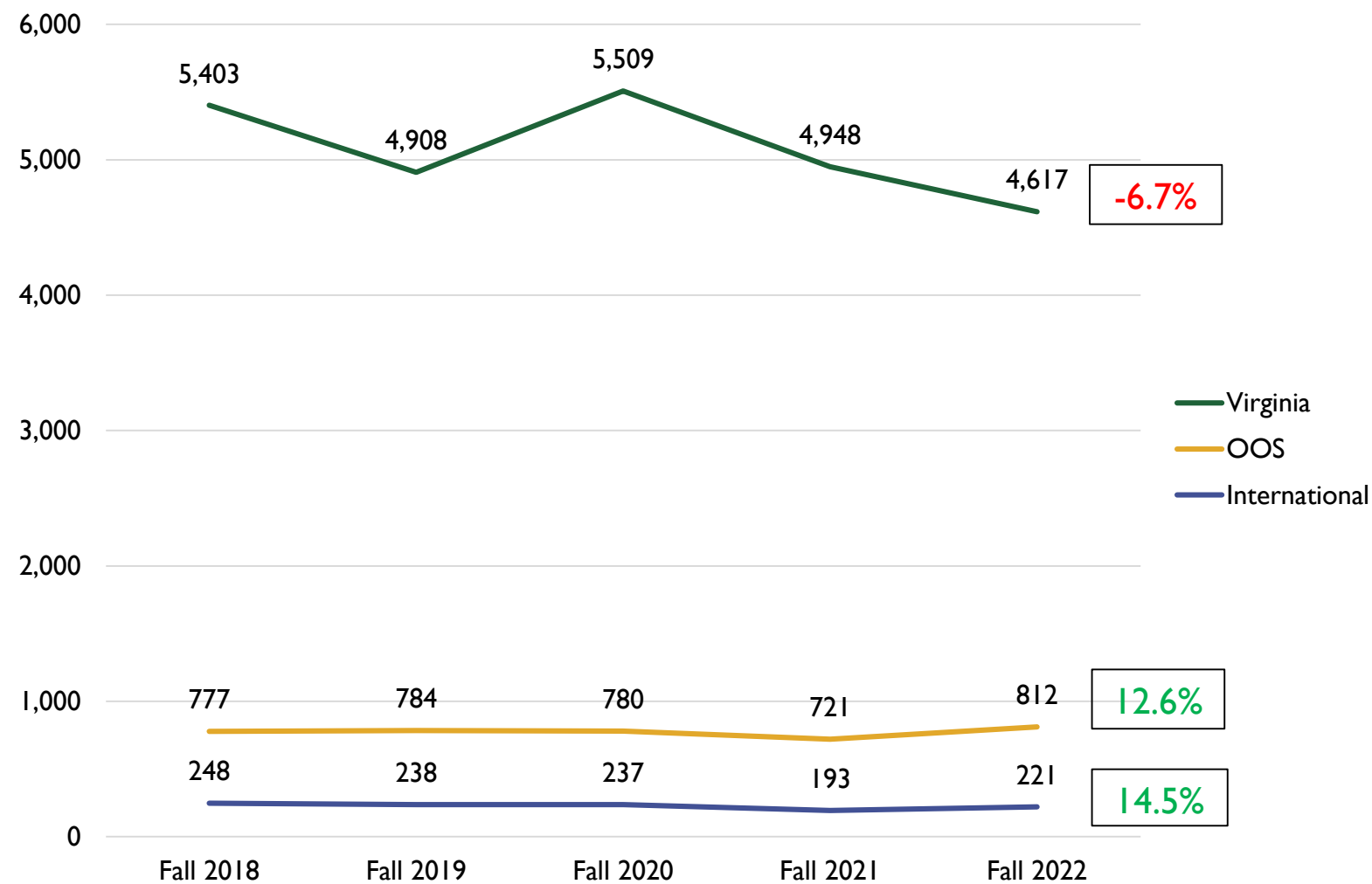
Enrollment Update – Undergraduate Freshmen Application and Yield Trends



Enrollment Yield by Region

	Fall 2021	Fall 2022
Virginia	27.6%	28.1%
Out-of-State	10.5%	13.5%
International	17.0%	16.8%
Total Yield	21.1%	22.9%

Enrollment Update – Undergraduate Transfer Application and Yield Trends

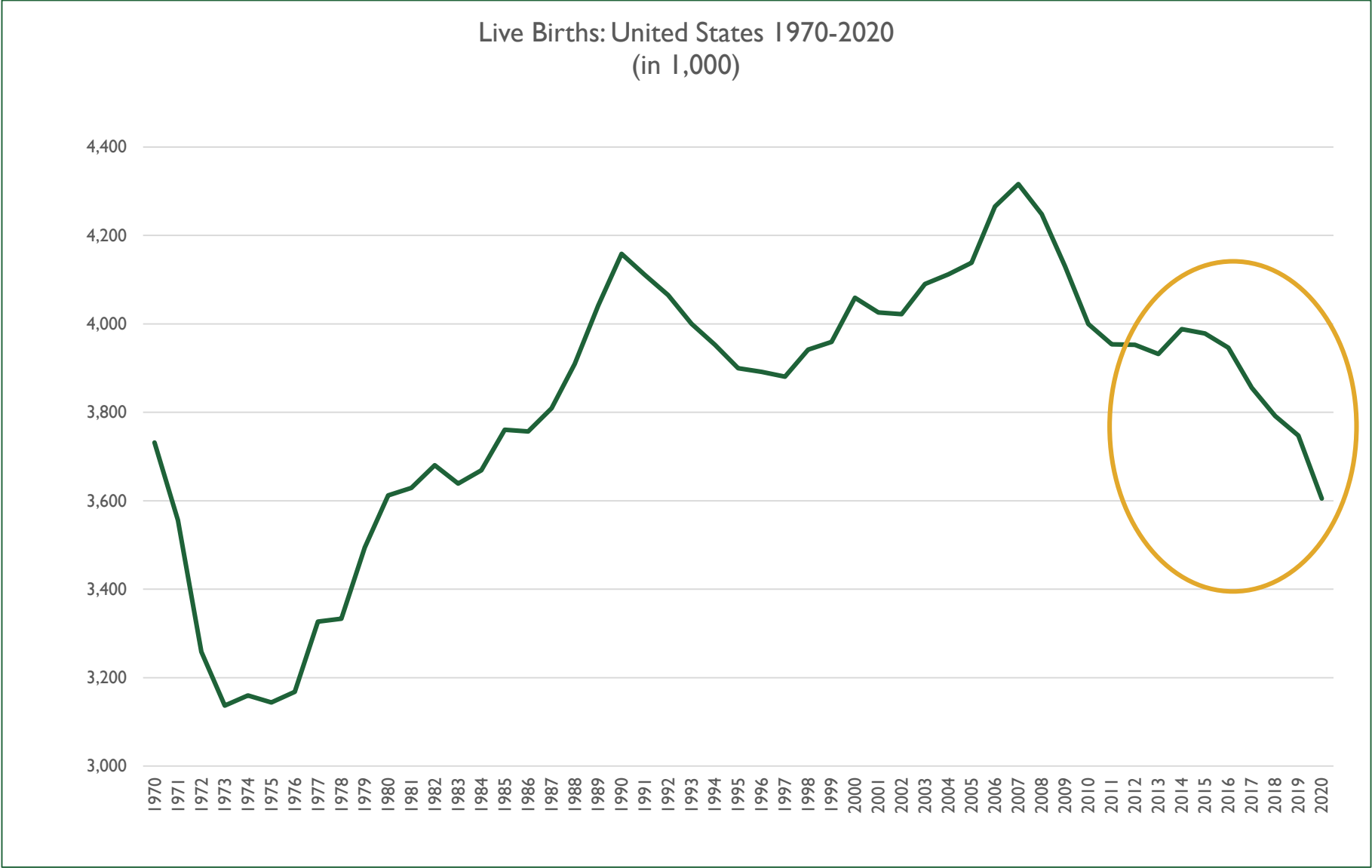


Enrollment Yield by Region

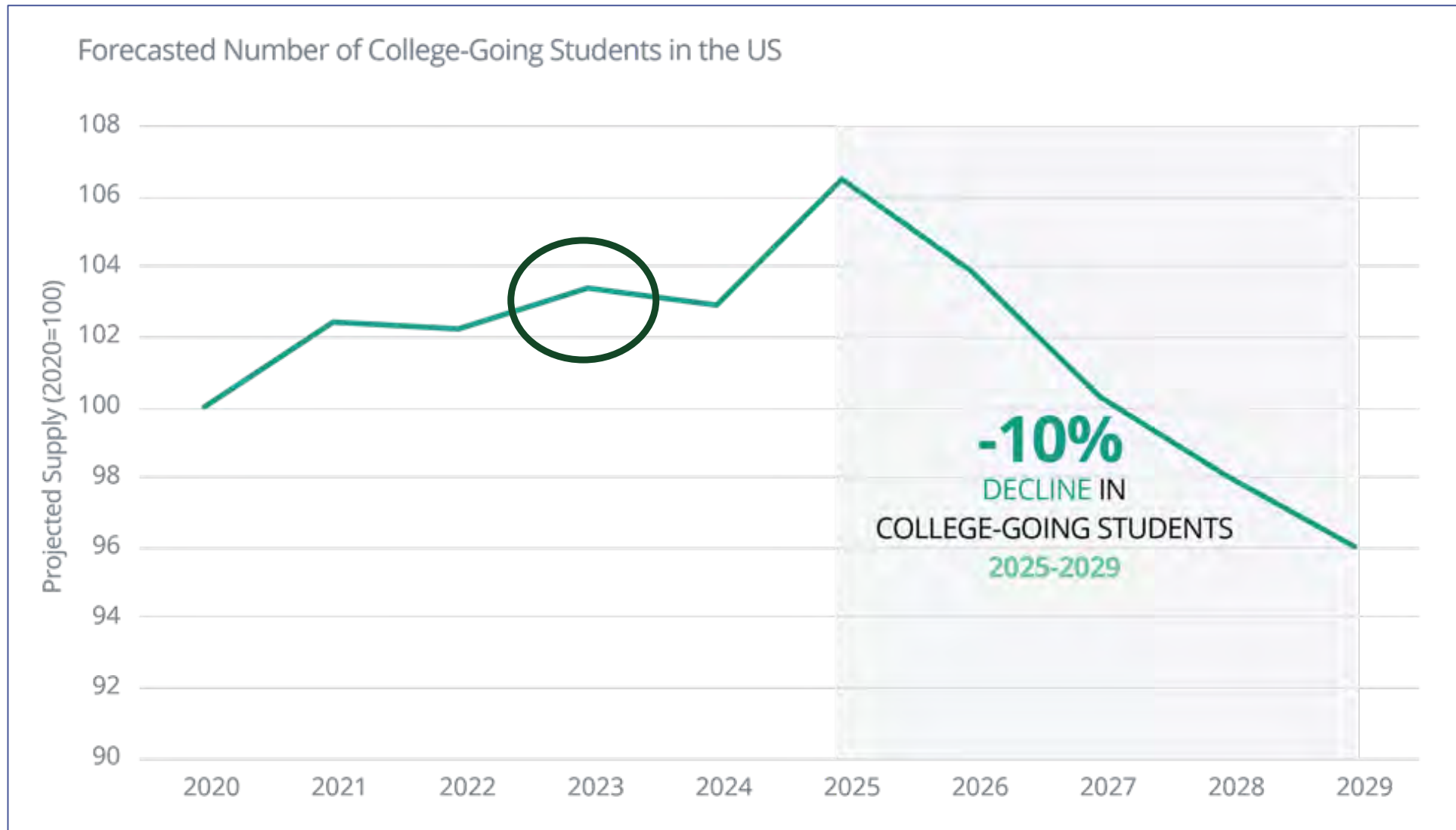
	Fall 2021	Fall 2022
Virginia	71.3%	72.9%
Out-of-State	39.6%	37.8%
International	48.6%	57.9%
Total Yield	67.5%	68.6%

The Enrollment Cliff Explained

The 2025 First Time Student Cliff is Coming (Here)...

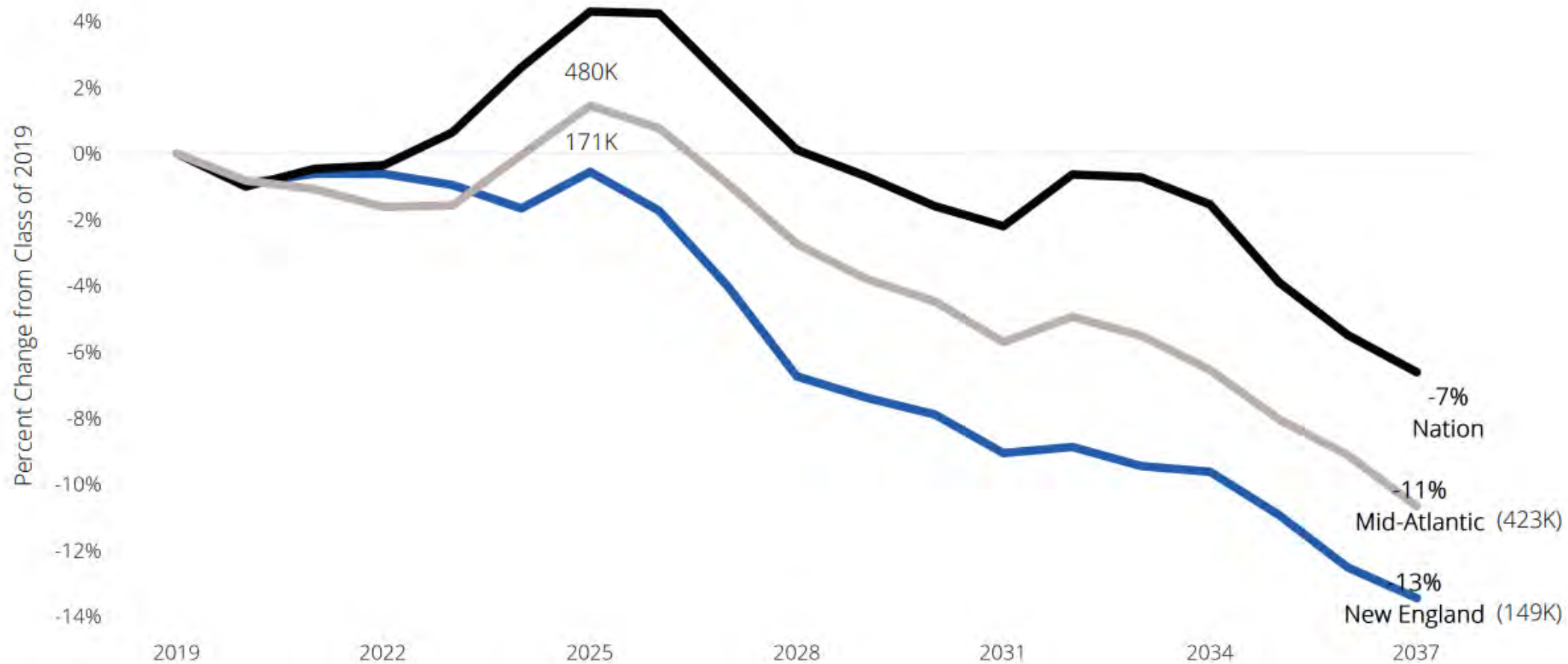


2025: The Demographic Cliff is Coming...



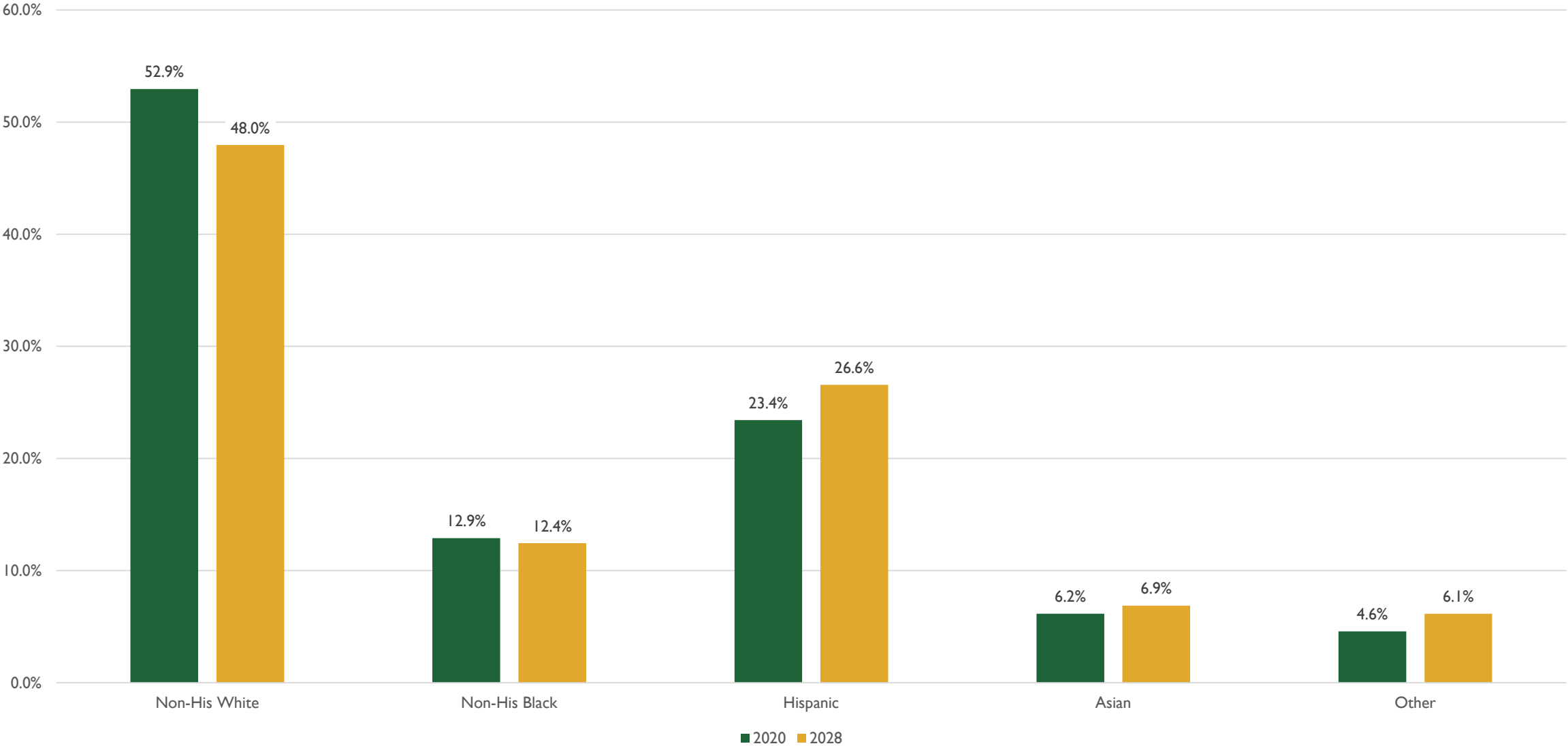
Total Public & Private High School Graduates, 2019 to 2037

Projections



Source: WICHE, *Knocking at the College Door*, 2020.

United States Blended Racial Identity Trends 2020-28

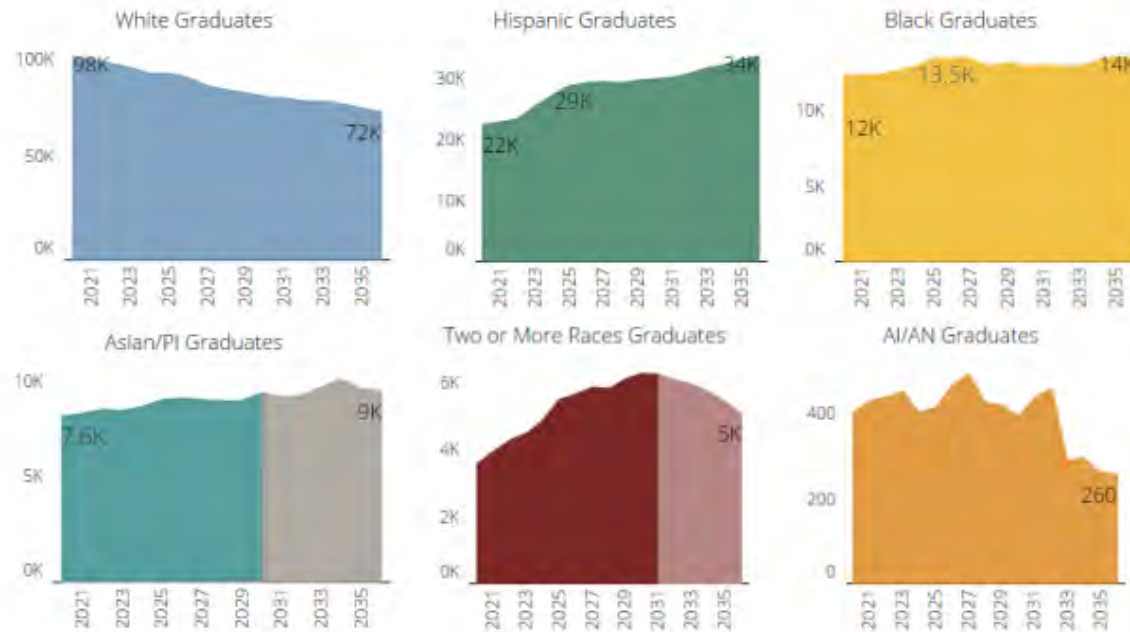


Source: 50/50 blend of projections by Nathan Grawe and the Western Interstate Commission for Higher Education of first-time student populations by race.

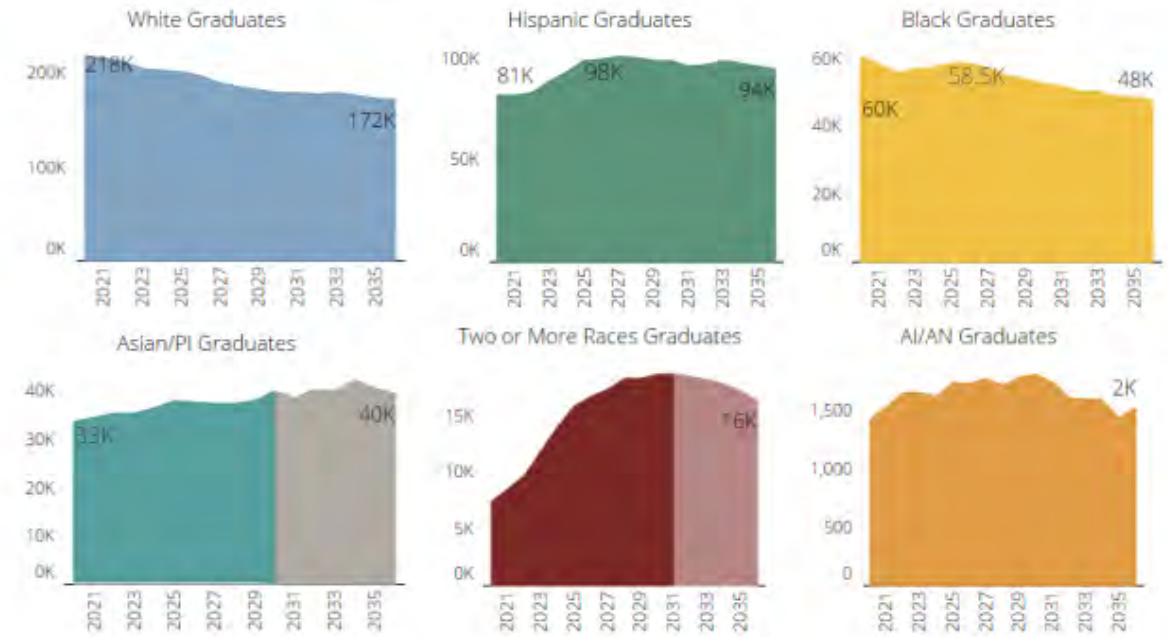
Public School Graduates of Color: Ongoing Increases

Projections

New England

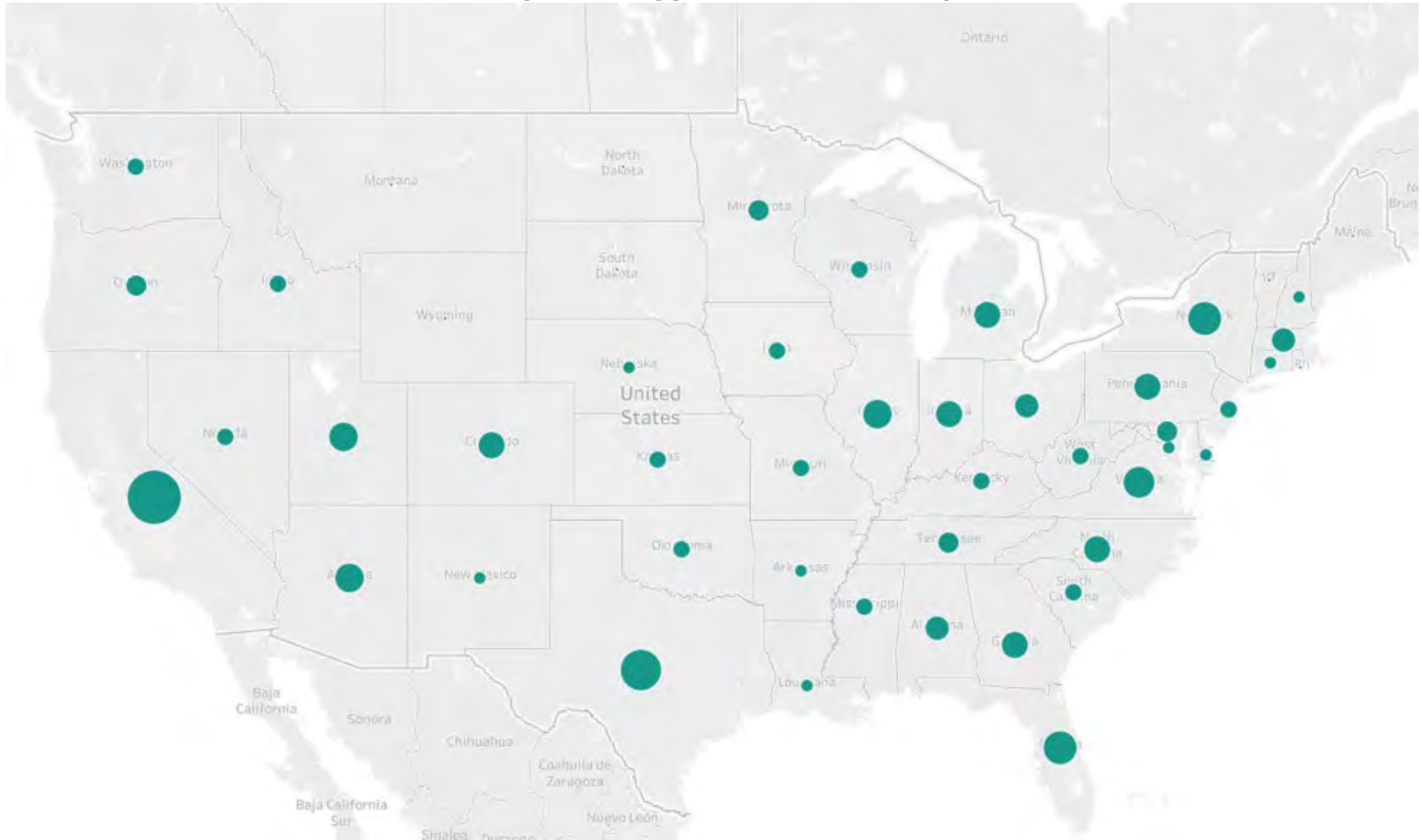


Mid-Atlantic



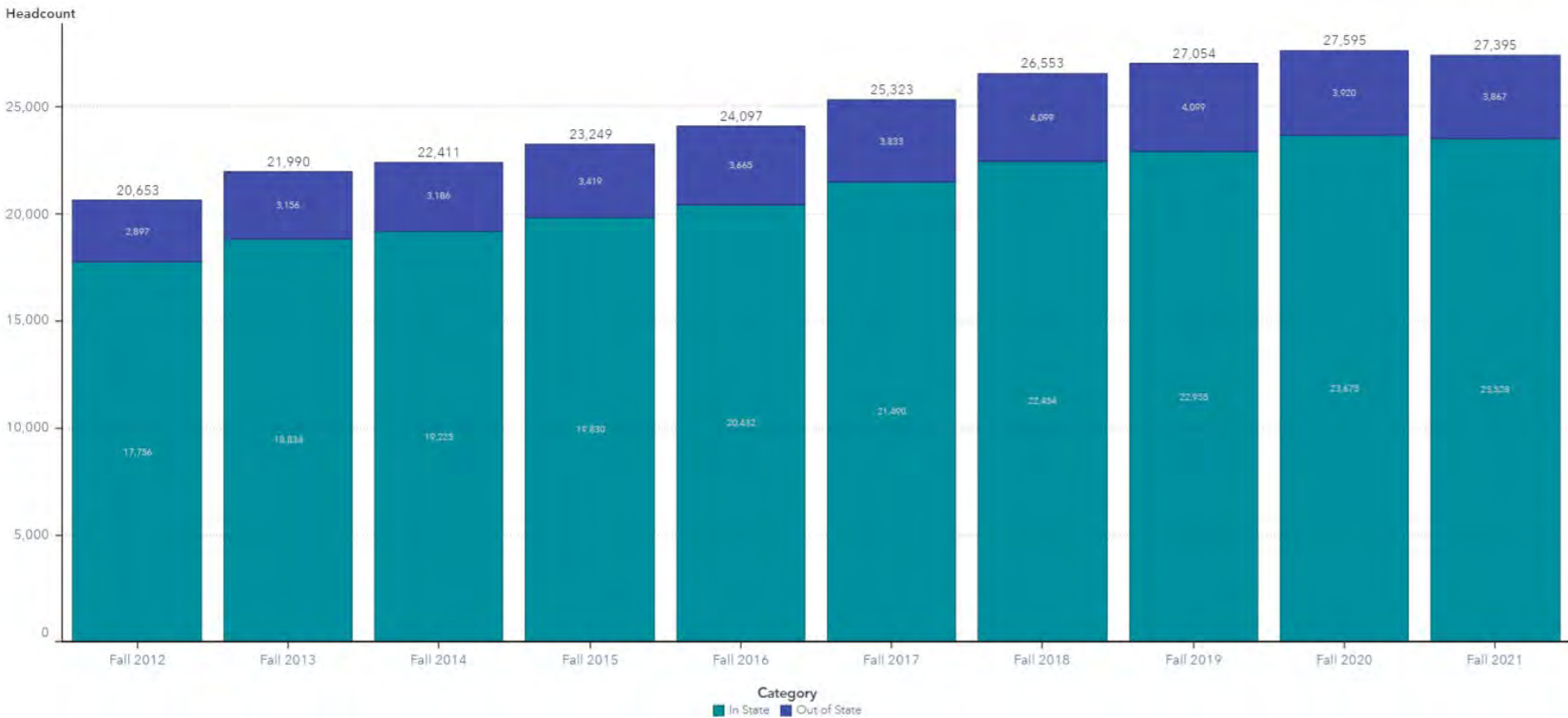
Source: WICHE, *Knocking at the College Door*, 2020.

The Impact of National Schools –The Big Get Bigger, Because They Can



Mason Impact and Efforts

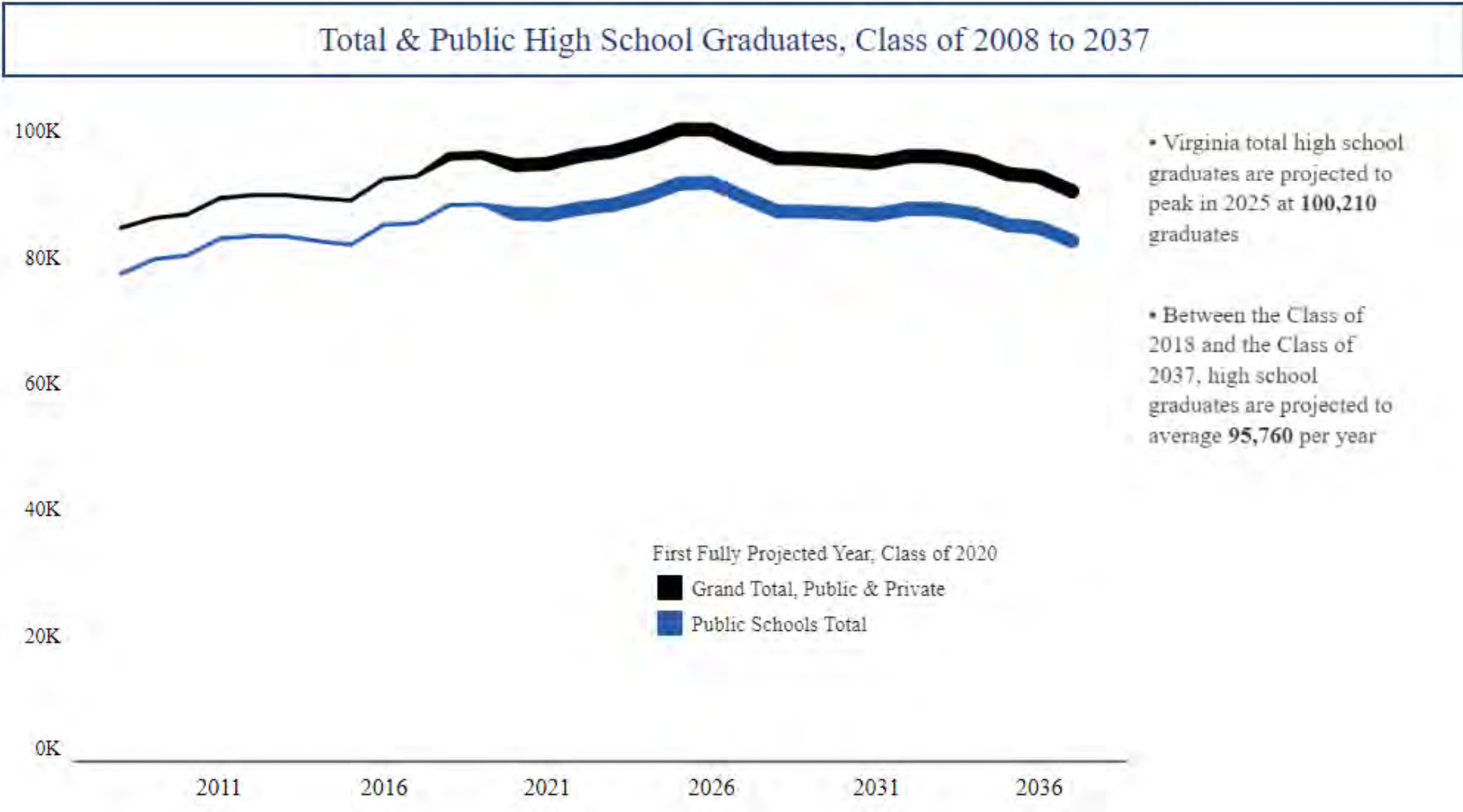
Virginia is our largest market for undergraduates



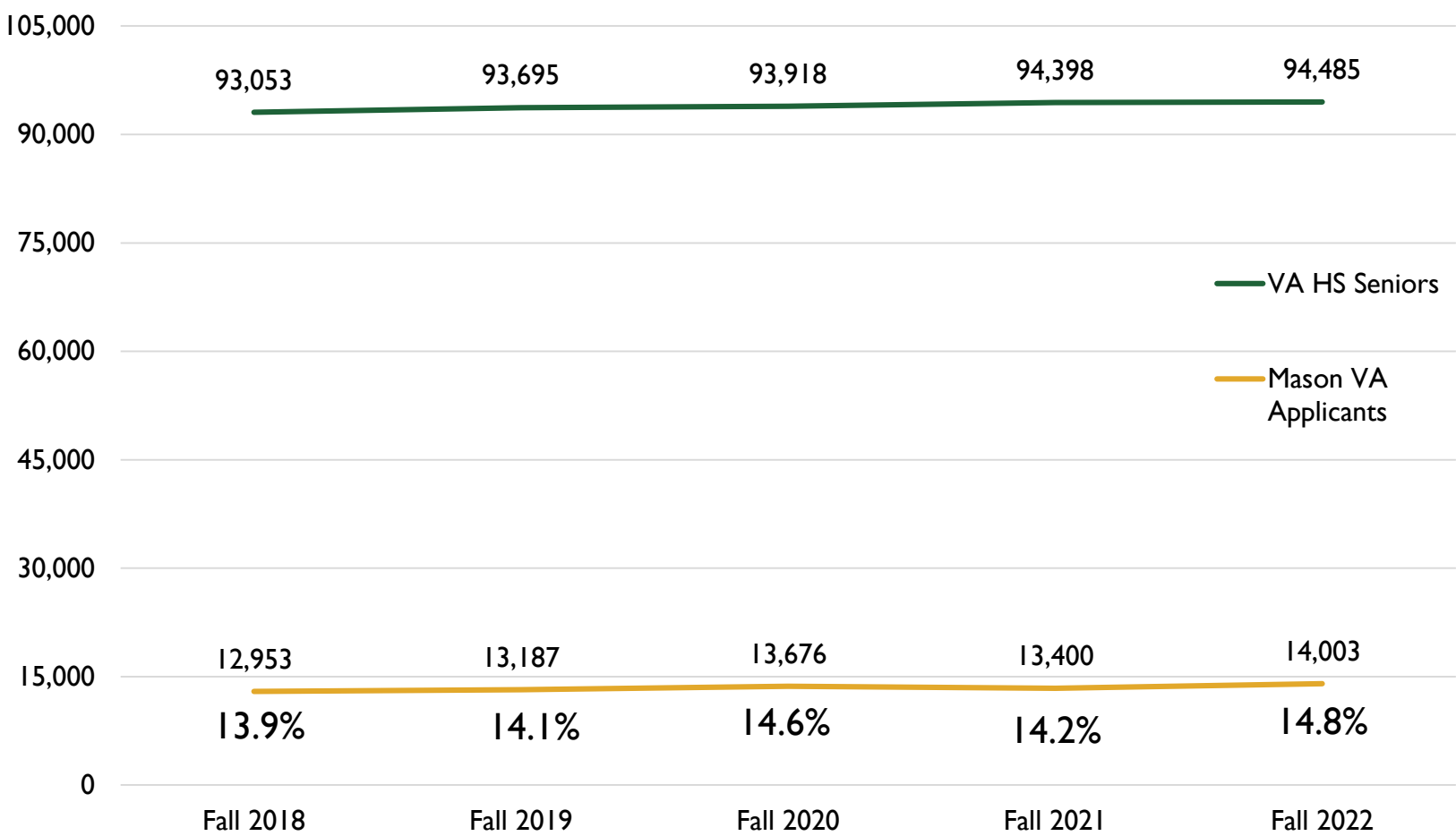
% from Virginia

Year	Yield
2016	84.8%
2017	84.9%
2018	84.6%
2019	84.8%
2020	85.8%
2021	85.9%
2022	85.0%

Projected Number of High School Graduates in Virginia



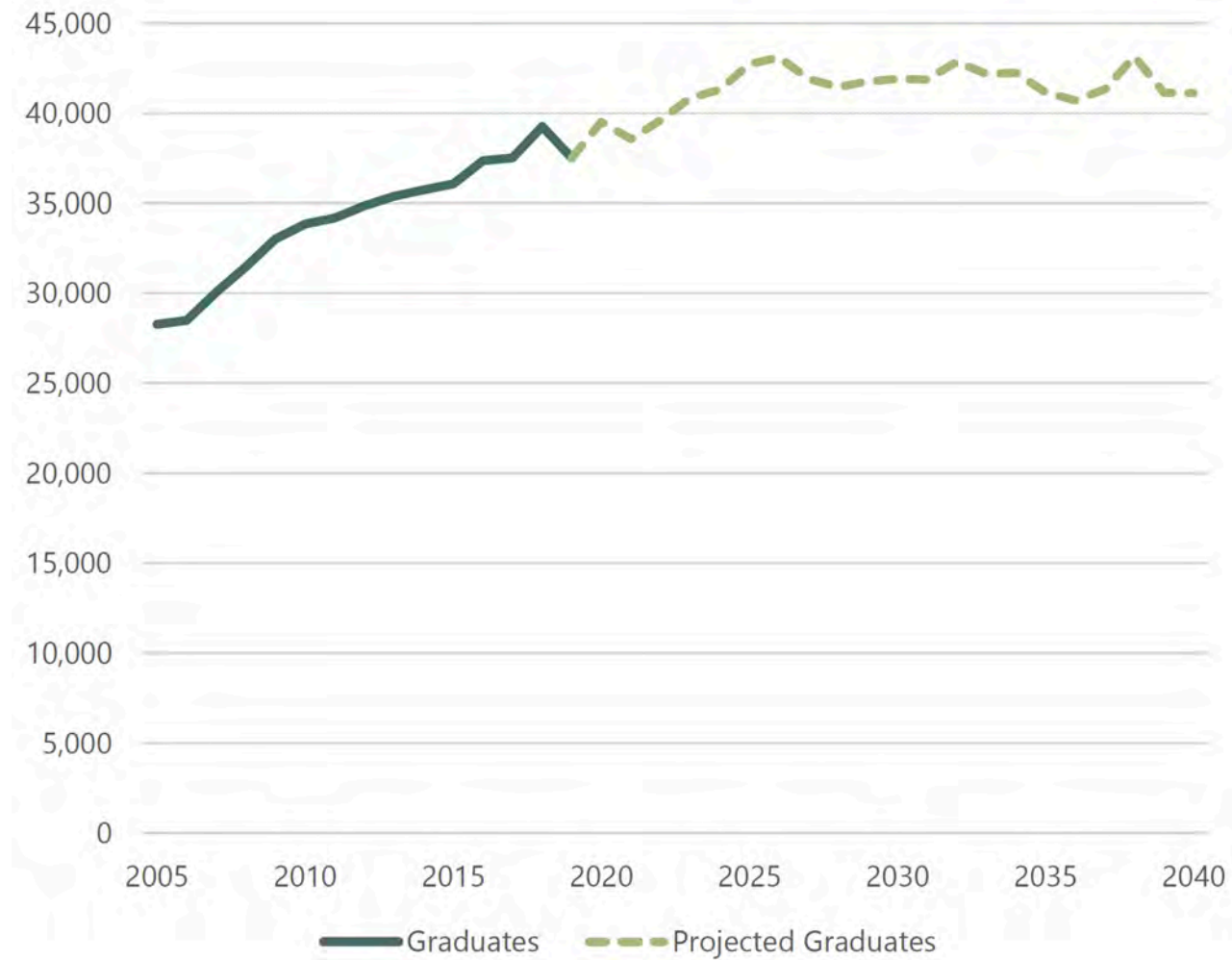
Enrollment Update – Application & Enrollment Yield for VA High School Seniors



Admit/Enroll Yield

Year	Yield
2018	30.9%
2019	28.8%
2020	28.8%
2021	27.6%
2022	28.1%

Projected Number of High School Graduates in Northern Virginia



Preparations for the enrollment cliff began long ago

- Multi-million dollar investment in staff/out-of-state initiatives began in 2017
 - Regional Representatives
 - Expanded travel/lead acquisition budget
- Organized the Student Experience Redesign project to improve retention/persistence in 2017
- Launched ADVANCE in 2018
- Doubled digital advertising budget in 2019
- Non-Resident Enrollment Opportunity analysis delivered by outside consultant in 2021
- Current initiatives
 - Launching recruit-back of drop-out students through a third-party
 - Conducting undergraduate tuition sensitivity survey – due in November
 - Expanding efforts to include more parent communication
 - Expand Mason Academies (similar to ADVANCE)

Audit Committee Report

Questions/Discussion?

The Enrollment Cliff

David Burge

Vice President for Enrollment Management

Dr. Alan Byrd

Dean of Admissions

ITEM NUMBER: III.B.	Review of Audit, Risk, and Compliance Committee Charter
PURPOSE OF ITEM:	This item facilitates the Committee's review of its charter.
NARRATIVE:	<p>The Audit, Risk, and Compliance Committee's charter was last approved in September 2021.</p> <ul style="list-style-type: none"> • The charter requires the Committee to review the charter annually and update as necessary. <p>No revisions are recommended to the Committee.</p> <p>The charter continues to align with the university's bylaws which have not changed since the last approval in September 2021.</p>
RECOMMENDATION:	Review of the Audit, Risk, and Compliance Committee Charter. No action required.

GEORGE MASON UNIVERSITY BOARD OF VISITORS AUDIT, RISK, and COMPLIANCE COMMITTEE CHARTER

I. PURPOSE

The purpose of the Audit, Risk, and Compliance Committee is to assist the Board of Visitors in fulfilling its oversight responsibilities for:

- the financial reporting process;
- the system of internal controls;
- internal and external auditing;
- institutional compliance processes that monitor compliance with laws and regulations; and
- enterprise risk management processes that assess significant risks to the University and the steps management has taken to monitor and control such risks.

The function of the Audit, Risk, and Compliance Committee is oversight. University management is responsible for (i) preparation, presentation, and integrity of the University's financial statements; (ii) maintenance and implementation of effective policies, procedures, and controls designed to assure compliance with generally accepted accounting principles and applicable laws and regulations; and (iii) identification, assessment, monitoring, and management of significant enterprise-level risks to the University.

II. COMPOSITION

The Audit, Risk, and Compliance Committee will consist of three or more Visitors determined annually by the Board of Visitors. The Rector shall appoint the Chair and Vice Chair subject to confirmation by the Board of Visitors. Each committee member shall be independent as defined by the Board of Visitors. At least one member shall be financially literate as defined by the Board of Visitors.

III. MEETINGS

The schedule of Committee meetings is determined annually by the Board of Visitors; additional meetings may occur as determined by the Committee Chair. The Committee Chair should meet with the Chief Audit, Risk, and Compliance Officer as necessary and at least prior to each Committee meeting. Committee actions will be reported to the Board of Visitors with such recommendations as the Committee may deem appropriate. The Committee may meet in closed session in accordance with state law.

IV. RESPONSIBILITIES

In fulfilling its oversight responsibilities, the Audit, Risk, and Compliance Committee shall:

A. General

1. Adopt the Committee's Charter. The charter should be reviewed annually and updated as necessary.
2. Conduct or authorize its own investigations into issues related to its responsibilities and, as necessary, retain independent advisors to advise the Committee.
3. Approve the Office of Audit, Risk, and Compliance Charter. The charter should be reviewed annually and updated as necessary.

B. Financial Reporting Oversight

1. Review and discuss with management and the University's independent auditors, the Auditor of Public Accounts:
 - a. The University's annual financial statements, including footnotes, the University's significant accounting policies, and disclosures made in Management's Discussion and Analysis.
 - b. The Auditor of Public Accounts' audit of the financial statements, including their report on internal control over financial reporting and on compliance and other matters.
 - c. The effectiveness of the university's system of internal controls over financial reporting.
 - d. Any difficulties or disputes with management encountered during the audit.

C. Enterprise Risk Management and Internal Control Oversight

1. Review and discuss with management and the Chief Audit, Risk, and Compliance Officer:
 - a. The effectiveness of the University's process for identifying and assessing significant enterprise-level risks or exposures and the steps management has taken to monitor and control such risks to the University.
 - b. The effectiveness of the University's internal controls, including the status and adequacy of information systems and security.

- c. The status and timing of management's actions to monitor and control significant enterprise-level risks and implement recommendations related to internal controls.
2. Review and discuss with management the results of significant reviews by regulatory agencies or other external entities, or summaries thereof, and management's responses.

D. Institutional Compliance Oversight

1. Review and discuss with management, the University Counsel, and the Chief Audit, Risk, and Compliance Officer:
 - a. The effectiveness of the institutional compliance processes for monitoring compliance with laws and regulations, including policies and processes related to ethics and conflicts of interest.
 - b. The status and timing of management's actions to monitor and control significant compliance risks.
2. Review and consult, as necessary, with the University Counsel and others regarding any legal or regulatory matters significant to the University.

E. Internal Auditing Oversight

1. Assess the internal audit function's independence and reporting relationships.
2. Review and approve the process for establishing risk-based internal audit plans. Review and discuss with the Chief Audit, Risk, and Compliance Officer the scope and plans for audits established under this process and factors, including the adequacy of financial and staffing resources, which may affect the effectiveness and timeliness of such audits.
3. Review significant reports to management prepared by the internal audit function, or summaries thereof, and management's responses.
4. Review and discuss with the Chief Audit, Risk, and Compliance Officer any difficulties encountered, such as restrictions on the scope of the work or access to information.
5. Review and approve the appointment, replacement, performance, and compensation of the Chief Audit, Risk, and Compliance Officer, who shall

report directly to the Committee for functional purposes, but may report to the University President for administrative purposes.

V. BYLAWS

In the event of a conflict between this Audit, Risk, and Compliance Committee Charter and the Bylaws of the Board of Visitors, the Bylaws shall control.

Effective Date: September 30, 2021

ITEM NUMBER: III.C.	Approval of Office of Audit, Risk, and Compliance Charter
PURPOSE OF ITEM:	This item requests Committee approval of the Office of Audit, Risk, and Compliance charter.
NARRATIVE:	<p>The Committee's Charter requires the Committee to review annually, and update as necessary, the charter for the university's Office of Audit, Risk, and Compliance.</p> <ul style="list-style-type: none"> • The charter was last approved in September 2021. • The charter continues to align with the Institute of Internal Auditors Standards for the Professional Practice of Internal Auditing and with the directives of the Office of the State Inspector General. • No changes are recommended to the Committee. <p>The proposed charter has been reviewed with President Washington; he is fully supportive of the charter and is committed to providing the Office of Audit, Risk, and Compliance with the necessary independence, stature, and access to university personnel and resources to accomplish its responsibilities to the Audit, Risk, and Compliance Committee.</p> <p><u>Organizational Independence Confirmation:</u> Annually, the Chief Audit, Risk, and Compliance Officer must confirm the organizational independence of the internal audit function. It is.</p> <ul style="list-style-type: none"> • Clear functional reporting to Audit, Risk, and Compliance Committee, with full and free access to the Committee. • Demonstrated oversight by Audit, Risk, and Compliance Committee. • Freedom from interference in determining internal audit risk assessments; audit selection and scheduling; audit scope, procedures, frequency, and timing; and audit reporting. • Unrestricted access to all functions, reports, property, and personnel. • Non-performance of management or operational responsibilities, including directing any non-Office of Audit, Risk, and Compliance personnel.
RECOMMENDATION:	Approval of the Office of Audit, Risk, and Compliance charter.

ACTION ITEM

Motion: I move that the Office of
Audit, Risk, and Compliance Charter
be approved.

GEORGE MASON UNIVERSITY

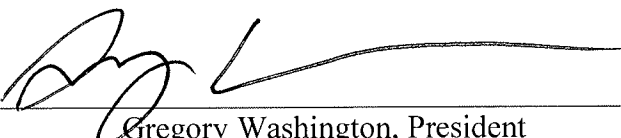
OFFICE OF AUDIT, RISK, AND COMPLIANCE CHARTER

Adopted by the Audit, Risk, and Compliance Committee of the Board of Visitors

Mehmood Kazmi, Chairman,
Audit, Risk, and Compliance Committee

Date

University Management is fully supportive of the Office of Audit, Risk, and Compliance in the accomplishment of its mission to assist the Board of Visitors and the Board's Audit, Risk, and Compliance Committee with fulfilling their oversight responsibilities through the provision of independent and objective risk-based assurance services; and planning and oversight of the university's enterprise risk management process and the institutional compliance, ethics, and privacy programs. Through its administrative reporting relationship, the Office of Audit, Risk, and Compliance will have the necessary independence, stature, and access to university personnel and resources to accomplish its responsibilities to the Audit, Risk, and Compliance Committee.


Gregory Washington, President

8/31/2022
Date

Introduction:

The Office of Audit, Risk, and Compliance (OARC) provides risk-based assurance services through independent and objective internal audits; advisory activities; and planning and oversight of the university's enterprise risk management process and the institutional compliance, ethics, and privacy programs. It is designed to assist George Mason University's Board of Visitors and the Board's Audit, Risk, and Compliance Committee with fulfilling their oversight responsibilities.

Mission:

OARC's mission is to enhance and protect organizational value by providing risk-based assurance, advice, and insight as follows:

Audit:	Provides independent, objective, risk-based assurance and advisory services designed to add value and improve the university's operations. OARC utilizes a systematic, disciplined, and collaborative approach to evaluate and improve the effectiveness of university governance, risk management, control, and compliance processes.
Enterprise Risk Management:	Provide oversight of the university's enterprise risk management process by: <ul style="list-style-type: none">• Proposing, for the President's approval, the university's enterprise risk management process to identify enterprise-level risks to institutional viability and achievement of strategic objectives.• Planning, facilitating, and overseeing the implementation of the approved enterprise risk management process, including facilitating risk assessments and advising risk owners in their identification and implementation of responses to monitor and manage such risks.• Ensuring significant enterprise-level risks or exposures and the steps management has taken to monitor and control such risks are communicated to the President and the Audit, Risk, and Compliance Committee.
Institutional Compliance:	Provide oversight of the university's institutional compliance program and the distributed processes that support compliance throughout the university by: <ul style="list-style-type: none">• Planning, facilitating, and overseeing regular university-wide assessments of compliance risks, and ensuring management ownership for monitoring and managing compliance risks.• Advising risk owners in their design and implementation of risk-based distributed compliance programs, and evaluating the effectiveness of such risk-owner programs to monitor and manage compliance risks in consideration of legal and regulatory effectiveness requirements.• Ensuring the effectiveness of the institutional compliance program as well as significant compliance risks or exposures and the steps management has taken to monitor and control such risks are communicated to the President and the Audit, Risk, and Compliance Committee.
Ethics and Conflict of Interest Management:	Provide oversight of the university-wide processes that promote an ethical climate, including the university's code of ethics and policies for conflicts of interest and conflicts of commitment, and facilitating conflict evaluation and management processes.
Privacy:	Provide oversight of the university's collection, use, storage, sharing, transmission, deletion, and otherwise processing of personal data related to an identified or identifiable individual, and activities addressing related compliance obligations. <ul style="list-style-type: none">• Planning, facilitating, and overseeing regular university-wide assessments of privacy and related compliance risks, and ensuring management ownership for monitoring and managing such risks.• Advising risk owners in their identification and implementation of responses to monitor and manage such risks.• Ensuring significant privacy and related compliance risks or exposures and the steps management has taken to monitor and control such risks are communicated to the President and the Audit, Risk, and Compliance Committee.

Independence:

To provide for the independence of the OARC, the Chief Audit, Risk, and Compliance Officer reports functionally to the Audit, Risk, and Compliance Committee of the Board of Visitors and administratively to the President.

The Audit, Risk, and Compliance Committee (i) approves the OARC Charter, and the appointment, replacement, performance, and compensation of the Chief Audit, Risk, and Compliance Officer, and (ii) reviews the Chief Audit, Risk, and Compliance Officer's confirmation of the organizational independence of the internal audit function; the internal audit process for establishing risk-based audit plans; the internal audit financial and staffing budget; and reports of significant findings and recommendations; among other things.

University management is responsible for, among other things, (i) the preparation, presentation, and integrity of the University's financial statements; (ii) the maintenance and implementation of effective policies, procedures, and controls designed to ensure compliance with generally accepted accounting principles and applicable laws and regulations; and (iii) the identification, assessment, monitoring, and management of significant enterprise-level risks to the University. OARC supports management by providing oversight, facilitation, coordination, advice, assurance, and reporting for the President and the Audit, Risk, and Compliance Committee. Accordingly, the OARC is prohibited from having management responsibility for any university operational areas and related management decisions. Administrative matters do not include, among other things, matters of audit risk assessments; audit selection and scheduling; audit scope, procedures, frequency, and timing; and audit reporting.

Authority:

The Chief Audit, Risk, and Compliance Officer and OARC staff are authorized to:

- Have unrestricted access to all functions, records, data, reports, property, and personnel.
- Have full and free access to the Audit, Risk, and Compliance Committee.
- Allocate resources, set frequencies, select subjects, determine scope of work, and apply the techniques required to accomplish audit, enterprise risk management process, and institutional compliance program objectives.
- Obtain the assistance of university personnel as well as other specialized services from within or outside the university.

The Chief Audit, Risk, and Compliance Officer and OARC staff are not authorized to:

- Perform any operational duties for the university.
- Initiate or approve accounting transactions external to the OARC.
- Direct the activities of any university personnel not employed by the OARC.

Standards of Practice:

The OARC conducts its internal audit work to conform to (i) the directives of the Commonwealth of Virginia's Office of the State Inspector General and (ii) the mandatory professional guidance of the Institute of Internal Auditors, including: the Definition of Internal Auditing; Code of Ethics; and the Core Principles and the International Standards for the Professional Practice of Internal Auditing. To assess such conformance, the Office of University Audit maintains a quality assurance and improvement program that includes (i) internal self-assessments and (ii) external assessments performed by independent third-party assessors. The quality assurance and improvement program covers all aspects of internal audit activities. Results of quality assurance and improvement program are communicated to management and the Audit, Risk, and Compliance Committee.

The OARC conducts work related to the university's institutional compliance program to achieve effective, risk-based implementation of legal and regulatory compliance program effectiveness requirements.

Effective Date:

This charter is effective September 29, 2022. The charter will be reviewed annually and revised when necessary.



Office of University Audit

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

September 29, 2022

EXECUTIVE SUMMARY

- Audit Staffing:
 - A Senior IT Auditor was hired in May 2022. The previously reported open Senior Auditor positions remain open after multiple failed searches. We are continuing to work with a recruiting firm to source viable applicants.
 - Co-sourced resources being utilized (approximately 0.3 FTE through September 15, 2022):
 - Information technology process infrastructure monitoring.
 - Office of Registrar.
 - Student Financial Accounts (planned).
 - Life Sciences Building Expansion Pre-construction (planned).
 - Additional projects planned for 2022 & 2023.
 - One audit report was issued since the last meeting.
 - Three additional memos addressed certain matters related to the university's secured computing environments for handling controlled unclassified information.
- Remediation of 17 audit issues is in progress as of September 15, 2022.
- Audit Plan status:
 - Planned audit work remains consistent with the 3+6 Audit Plan reviewed at the prior meeting. However, the timing of planned audit work continues to be reevaluated in consideration of staffing levels and use of co-sourced audit resources.
- Status of fraud, waste, and abuse investigations:
 - One investigation was completed since the prior meeting; it was isolated in nature with negligible impact to the University. There are no investigations in progress.

TABLE OF CONTENTS

Topic

- 1 SUMMARY OF AUDIT REPORTS
 - Academic Integrity
- 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

- Academic Integrity
- Audit Memos:
 - Enterprise Controlled Unclassified Information (CUI) – System Security Plan (SSP) and Plan of Action & Milestones (POA&M) Assessment.
 - Rapid Prototyping Research Center – CUI SSP and POA&M Assessment.
 - Secured Research Center – CUI SSP and POA&M Assessment.



INTERNAL AUDIT REPORT

Report Title:	Academic Integrity	Report Date:	August 29, 2022
Responsible Manager:	Dr. LaShonda Anthony Director, Office of Academic Integrity	Report Number:	FY23-04

EXECUTIVE SUMMARY:

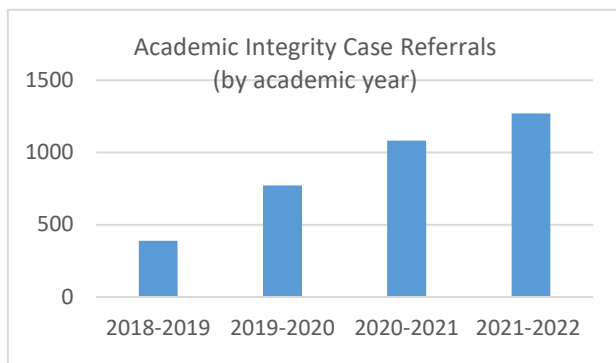
Background:

Mason has seven core values. One of these core values is “We act with integrity. We hold ourselves to the highest ethical standards as educators, scholars, students, and professionals.” Academic integrity is demonstrated in Mason’s work, community, classrooms, and research. Mason maintains this commitment to high academic standards through its Honor Code. It is an agreement made by all members of our community to not “cheat, steal, plagiarize, or lie in matters related to academic work.” All undergraduate and graduate students (in both degree and non-degree status) are subject to the Honor Code. Students sign an agreement to adhere to the Honor Code on their application for admission to Mason. In addition, student and faculty responsibilities are outlined in Mason’s Honor Code and System policy, located on the university’s catalog.

The Office of Academic Integrity (OAI) is responsible for providing educational resources for students, faculty, and staff for promoting academic success through a commitment to integrity, compliance with the Honor Code, and for adjudication of referrals of potential academic integrity violations. The OAI was comprised of the Director, Academic Integrity, and a Graduate Assistant when this audit began. OAI hired an Associate Director in February 2022 and an Academic Integrity Coordinator in May 2022. The OAI recently received approval to hire a second Associate Director. This new staffing level is comparable to academic integrity offices at peer institutions.

Members of the OAI’s Honor Committee (students, faculty, administrative/faculty, and classified staff), who meet certain eligibility criteria, volunteer to serve on hearing panels to review alleged honor code violations.

The table at right shows the case referrals received by the OAI for the last four academic years. In March 2020, Mason transitioned to a fully online learning environment due to the COVID-19 pandemic, which may have contributed to the increase in academic integrity case referrals in the 2020-2021 academic year. Effective August 2020, Mason began offering in-person courses along with online course offerings for a hybrid learning environment. This audit focused on case referrals of academic integrity violations received by OAI from January 14, 2021 to March 14, 2022.



Suspected academic integrity violations related to Mason Korea and the Scalia Law School are investigated within these respective organizations. Allegations of research misconduct are investigated by the Office of Research Integrity and Assurance. As such, these areas were not included in this audit.

Audit Conclusion:

Clear, consistent communication of the university's expectations for academic integrity and defining roles and responsibilities of faculty and students to foster honest academic conduct is needed to provide assurance and protection of the university's educational mission and core value. We believe a committee or working group comprised of faculty, students and key leaders/staff should be charged to develop a holistic university-wide approach that addresses Mason's expectations for academic integrity; the related culture, communications, practices, and behavioral rubrics supportive of fostering honest conduct; and identifies and addresses faculty and student interests.

The OAI has policies and procedures in place to administer elements of a holistic academic integrity program and has received positive feedback on the program's evolution. Yet, the OAI has faced challenges in adjudicating cases timely over the last two years due to increased caseload and staffing shortages; management should monitor whether the recent addition of two additional staff alleviates delays in case resolution and address data quality concerns.

SUMMARY OF AUDIT MEMOS:

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

Enterprise Controlled Unclassified Information (CUI) – System Security Plan (SSP) and Plan of Action & Milestones (POA&M) Assessment.

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

Rapid Prototyping Research Center - CUI SSP and POA&M Assessment.

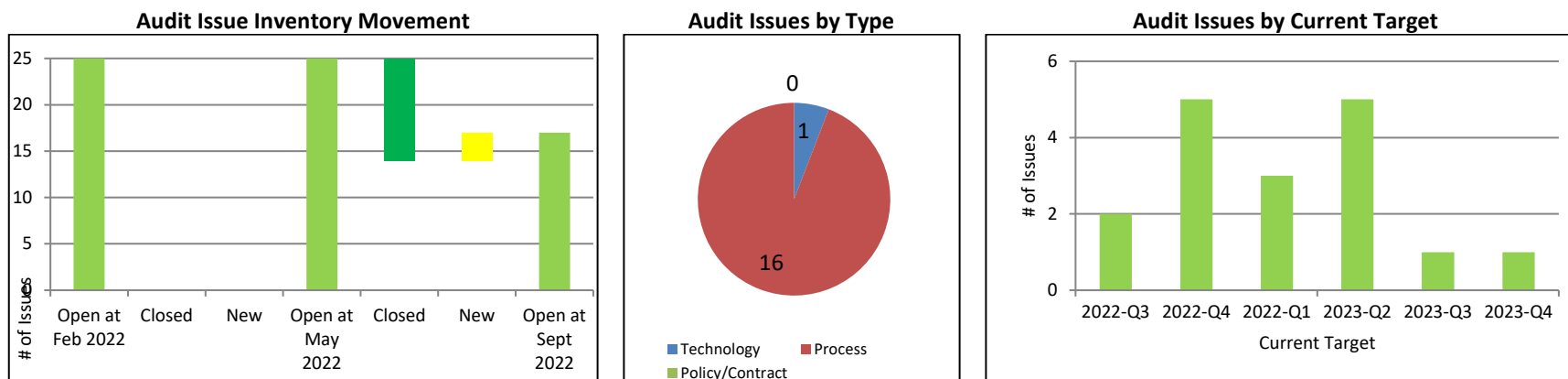
- Confidential – Restricted Data: Critical Infrastructure Vulnerability Assessment Information (Code of VA: 2.2-3705.2.4).

Secured Research Center - CUI SSP and POA&M Assessment.

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

SUMMARY STATUS OF AUDIT ISSUES AS OF SEPTEMBER 15, 2022































There were 17 open audit issues as of September 15, 2022. Target dates for several issues were extended.



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

STATUS OF AUDIT PLAN AS OF SEPTEMBER 15, 2022

The 3+6 Audit Plan as of September 15, 2022 (bottom bars) is compared with the status as of the prior report to the Committee (top bars). (Note: The status of work is shown as follows: completed = orange bars, in progress = green bars, and planned = yellow bars)

Topic	Description	6 30	9 30	12 31	3 31
Aligned with University-Level Risk Areas					
Information Security Program	• Monitor projects to further strengthen security of Mason's entire technology environment; validate controlled unclassified information security controls in various environments.				
Information Technology Process Infrastructure Projects	• Monitor implementation of information technology process infrastructure projects.				
Research Computing Security	• Monitor cybersecurity assessments of research computing environments and preparations to implement NSPM-33 expectations.	 			
Research Data Management	• Assess processes for managing research data in conformance with award requirements.				
Research Administration Enhancements	• Assess administrative management of sponsored program awards, including financial, contractual, and regulatory risk management, and evaluate redesigned processes incorporating automation.				
IT Vendor Management	• Assess management actions to strengthen controls.				
Construction Payments and Change Orders	• Monitor and assess payments related to in-progress Core Campus and planned SciTech campus construction projects.		 		
Additional Areas					
Online Academic Integrity	• Assess processes for preventing and detecting online academic integrity issues.	 			
University Registrar	• Assess processes implementing academic policy, including processing completeness and accuracy.				
Non-Employee Identities	• Assess processes for approving, supervising, controlling, and overseeing non-employees who have an identity relationship ("G number") with Mason.				
Student Financial Accounts	• Assess business and compliance processes relevant to student billing activities.				
Issue Validation Procedures	• Validate management has remediated audit issues in a comprehensive and sustainable manner.				
Hotline Investigations Referred by OSIG	• Investigate allegations of fraud, waste, or abuse received from the Commonwealth's Office of the State Inspector General.				

STATUS OF INVESTIGATIONS AS OF SEPTEMBER 15, 2022

There are no investigations in progress.

Nature of Allegation	Type	Status	Remarks
Non-compliance with agency policy	Abuse	Completed	

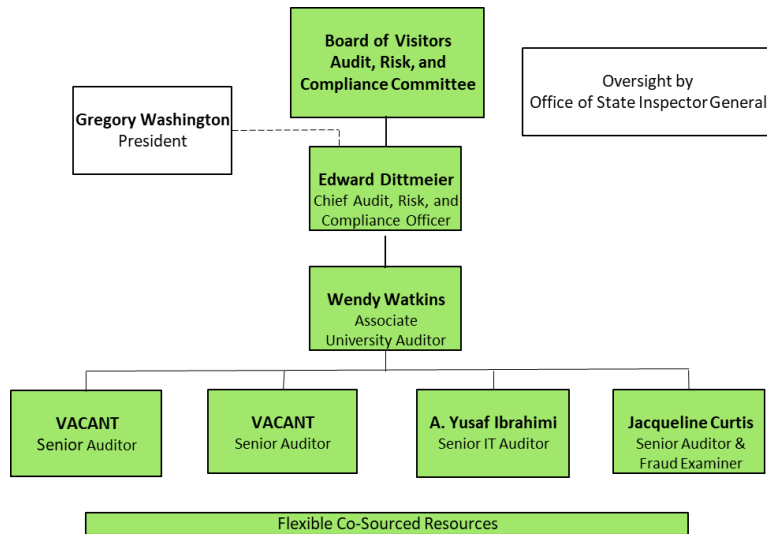
Summary of Types:

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

STAFFING

Two Senior Auditors and a Senior IT Auditor separated from Mason between April 2020 and October 2021. A Senior IT Auditor was hired in May 2022. Although multiple searches for all three positions have failed; we continue to utilize co-sourced resources to complete audit work while working with Human Resources and an external search firm to identify viable candidates for the Senior Auditor positions.

Staffing



		Actual	
	Plan	a/o July 2022	Avg to Sep 2022
Core Audit Team			
Audit Leadership	2.0	2.0	2.0
Auditors by Expertise:			
Operational Audit	2.0	0.5	0.5
IT Audit	1.0	1.0	1.0
Fraud Audit	0.5	0.5	0.5
Total Audit Professional Employees	5.5	4.0	4.0
Co-sourced FTE* Supported by Permanent Budget	0.8		0.3
Total Audit Professionals Supported by Permanent Budget	6.3	4.0	4.3

Note: * = Co-sourced FTE are estimated based on actual hours provided by co-sourced resources and a 1,500 hour/FTE rate.

APPENDIX: AUDIT ISSUE DETAILS AS OF SEPTEMBER 15, 2022

#	Audit Report	Audit Issue	Status of Management Action	Original Target	Current Target
1	Report Name: Office of Admissions Report Date: 11/4/21 Management: David Burge, Vice President for Enrollment Management, Office of the Provost	Require and Enforce Conflict of Interest Disclosure: The Office of Admissions should require all individuals involved in making admissions decisions to complete the conflict of interest disclosure annually, prior to the start of the admissions cycle.	The Office of Undergraduate Admissions staff completes the conflict of interest disclosure annually as part of the summer training program. Graduate Admissions and Mason Korea are onboard to add the conflict of interest disclosure to their summer training in 2022. We have created a Conflict of Interest Disclosure Form for graduate application reviewers. The form was created by the Provost's Salesforce team and will launch on 9/15/22. The staff at Mason Korea will use the same Conflict of Interest Disclosure Form as Undergraduate Admissions.	1/15/22	9/30/22
2	Report Name: Academic Integrity Report Date: 8/29/22 Management: Rose Pascarell, Vice President, University Life	Document the OAI Processes and Procedures to Mitigate Key Person Risk: The OAI should formally document (e.g., in a manual, process flow, and/or onboarding document) procedures and any other relevant information to promote consistency and help OAI staff administer the University's academic integrity program. The process documentation should be reviewed and updated regularly and stored in a central location.	The Office of Academic Integrity (OAI) is in the process of creating a Standard Operating Procedure Manual and once completed, the office will implement annual reviews.	9/30/22	9/30/22
3	Report Name: Office of Admissions Report Date: 11/4/21 Management: David Burge, Vice President for Enrollment Management, Office of the Provost	Evaluate and Leverage Salesforce Functionalities: The Office of Admissions should work with Integrated Enrollment Marketing (IEM) to understand data available for monitoring prospective student engagement (e.g., email open rate, event attendance), and determine if it would be advantageous to further design and target communications to specific groups of students. All individuals who communicate with applicants via email should be required to participate in Salesforce onboarding and training, to understand use and functionality of the system.	The Office of Admissions staff participated in a formal Salesforce refresh training exercise and have routed all general email accounts in Admission through the Salesforce case system. The Office is currently working with Integrated Enrollment Management and the Provost's Salesforce team to build dashboards to make better use of data analytics and student engagement metrics. Expected completion of the dashboards is October 2022.	7/1/22	10/31/22
4	Report Name: Academic Integrity Report Date: 8/29/22	Enhance Academic Integrity Processes to Ensure Timely Case Resolution and Adjudication:	The Office of Academic Integrity (OAI) has taken a number of steps to ensure timely case resolution and adjudication, including:	12/15/22	12/15/22

#	Audit Report	Audit Issue	Status of Management Action	Original Target	Current Target
	Management: Rose Pascarell, Vice President, University Life	<p>Process enhancements in the following areas will likely improve timeliness of case resolution, minimizing the potential impact to student success and retention:</p> <ul style="list-style-type: none"> Case Processing and Adjudication - develop scheduled times for hearings and increasing the number of hearings during peak times (generally after midterm or final examinations); establish and communicate timelines to faculty when suspected violations should be reported; and identify sanctions that should be exempt from additional review by the Committee. Honor Committee Processes - Pre-schedule committees to adjudicate cases on a designated period or time (e.g., one semester); verify continued eligibility of student Committee members; predetermine whether Committee members (for cases requiring subject matter expertise such as computer programming/coding) have the proper knowledge to understand the full context and facts of the case; and maintain training records for both active and inactive Honor Committee members. 	<ul style="list-style-type: none"> Validating Honor Committee member eligibility and reviewing training materials annually. <p>In addition, the OAI plans to implement the following process enhancements:</p> <ul style="list-style-type: none"> Investigate the possibility of stipends to student committee members to increase participation; clearly communicate reporting expectations to students and faculty; and revise the sanction review process to allow for request of educational sanction modifications instead of grade-related sanction modification. Update and maintain Honor Committee behavioral agreements. 		
5	<p>Report Name: Drug and Alcohol Abuse Prevention Program</p> <p>Report Date: 12/16/19</p> <p>Management: Rose Pascarell, Vice President, University Life</p>	<p>Evaluate Mandatory Awareness Training and Parental Notifications:</p> <p>Consider policy revisions regarding mandatory awareness training and parental notifications related to alcohol violations and illegal drug use by underage students (under twenty-one).</p>	<p>University Life, along with other university peer groups, is assessing the impact of implementing mandatory awareness training and parental notifications on students to determine if these changes should be made and how best to implement them. Recommendations requiring that all incoming students each semester to take an online alcohol and other drug training before they can register for orientation/classes. Planned implementation is expected to occur with the first summer orientation session (May 2022).</p> <p>A proposal surrounding parental notification for students found responsible for violations is being reworked for review and approval by the Office of Student Conduct and the VP of University Life. This also requires an edit to the Code of Student Conduct. Implementation is anticipated for the Fall 2022 semester.</p>	6/30/20	12/31/22

#	Audit Report	Audit Issue	Status of Management Action	Original Target	Current Target
6	<p>Report Name: Drug and Alcohol Abuse Prevention Program</p> <p>Report Date: 12/16/19</p> <p>Management: Rose Pascarell, Vice President, University Life</p>	<p>Review Approach to Informing Employees and Students Regarding Alcohol and Other Drug Programs: Distribute the annual notification directly to employees and students via email. Directly emailing the notification ensures that each employee and student receives the notification in writing.</p>	<p>University Life will review all options for informing students of DFSCA requirements which will be included as action items of the Alcohol and Other Drug Working Group. University Life will draft an updated student disclosure communication for use going forward. Given employee communications are the responsibility of Human Resources (HR), University Life will hold discussions with HR to determine if employee disclosure communications can be handled in the same manner. Any modified employee communications will require HR review, approval, and implementation.</p>	3/31/20	12/31/22
7	<p>Report Name: Student Financial Aid</p> <p>Report Date: 11/10/21</p> <p>Management: David Burge, Vice President for Enrollment Management, Office of the Provost</p>	<p>Evaluate Staffing Needs and Opportunities to Increase Efficiencies in Award Processing and Monitoring: The Office of Student Financial Aid (OSFA) and Enrollment Management Leadership should determine the critical financial aid activities that could benefit from additional staff. Additionally, evaluate opportunities to automate manual processes to provide current staff the capacity to take on other critical tasks.</p>	<p>The Office has automated several processes over the years, however, there will always be a need for human effort to review and perform oversight. The Office has made progress with implementing TD Client which will automate the movement of files to and from the Department of Education, and Campus Logic Student Forms to help automate and streamline the verification process. Full implementation is expected by 12/30/22. As of August 2021, senior level administration has agreed to add four new positions to the financial aid office. Two positions have been filled and two remaining positions are under recruitment. We are hoping to secure these positions by 12/30/22.</p>	6/30/22	12/31/22
8	<p>Report Name: Faculty Study Leave Programs</p> <p>Report Date: 4/18/19</p> <p>Management: Renate Guilford, Associate Provost, Academic Administration, Office of the Provost</p>	<p>Re-evaluate the Roles and Responsibilities of the Provost's Office and the Academic Units in the Leave Process: The Provost's Office should work with the academic units to re-evaluate the efficiency and effectiveness of the current process, including the related roles and responsibilities. Management should consider distributing more fully the administrative and transaction processing responsibilities to the Academic Units, Human Resources, and Fiscal Services; while reserving oversight responsibilities, including procedures to</p>	<p>The Provost's Office, with support of the Vice President of Research, will evaluate the funding model for study leaves in conjunction with the budget model for Indirects and determine if central support of awards is appropriate going forward. The Associate Provost for Academic Administration, Vice President of Research and a Budget Office representative will discuss proposed options with the Academic Unit representatives.</p>	3/31/20	3/31/23

#	Audit Report	Audit Issue	Status of Management Action	Original Target	Current Target
		implement Faculty Handbook requirements and monitoring academic unit adherence to such procedures, with the Provost's Office. As part of this re-evaluation, the Provost's Office should determine the best use of the centrally allocated study leave budgets, including potentially a permanent allocation to the academic units or another purpose considered more impactful to Mason's mission.			
9	Report Name: Faculty Study Leave Programs Report Date: 4/18/19 Management: Renate Guilford, Associate Provost, Academic Administration, Office of the Provost	Utilize the Banner System and Banner Workflows to Improve Process Efficiencies: The faculty study leave process is highly manual in nature which may create inefficient use of time, increase the chances of errors, and provide less certainty that transactions have been processed timely. This process could be strengthened through automation and use of Banner workflows.	The Provost's Office will work with Human Resources and Information Technology Services to develop a workflow process to enter and track both types of faculty study leaves and explore the potential to integrate with Banner to ease manual entry. The system will produce a report Fiscal Services can generate for their annual fringe calculation to ensure they are pulling in all types of study leaves the University is awarding. The Provost Office will produce an annual communication to the academic units about time and importance of ensuring study leaves are properly recorded in Banner.	7/15/20	3/31/23
10	Report Name: Faculty Study Leave Programs Report Date: 4/18/19 Management: Renate Guilford, Associate Provost, Academic Administration, Office of the Provost	Enhance Faculty Study Leave Processes and Procedures: Procedures for tenured and tenure-track faculty study leave processes should be enhanced to clearly define the roles and responsibilities of the Provost's Office as well as expectations and interactions with the various functions (academic units, Vice President of Research, Human Resources, and Fiscal Services) involved with the administration of the faculty study leave process.	The Provost's Office will have each academic unit document their internal selection process for tenured faculty study leave ensuring it meets Faculty Handbook requirements. The Associate Provost for Academic Administration will work with the Budget Office, Fiscal Services, Human Resources, and the Academic Unit representatives to prepare and document faculty study leave processes.	7/15/20	3/31/23
11	Report Name: Employee Disclosures and Evaluation of Personal Interests Report Date: 12/13/19 Management: Vincent Lacovara, Associate	Clarify Scenarios and Expectations for Conflict of Interests (COI) and Commitment (COC) Disclosure Reporting not Required by Federal or Commonwealth Regulations: Management (i.e., deans, center directors, and administrative unit leaders) should clarify disclosure expectations for common scenarios that may create potential COI or COC outside of those specifically required by federal or commonwealth regulations and	Institutional Compliance will work with stakeholders to update University Policy 4001, Conflict of Interests, so as to incorporate acceptable policy language addressing these concerns. Policy development is dependent on implementation of the COI module of the newly acquired research administration technology suite and modifications to the Faculty Handbook.	11/30/20	5/31/23

#	Audit Report	Audit Issue	Status of Management Action	Original Target	Current Target
	Vice President for Institutional Compliance	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.	Institutional Compliance 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 Report Date: 12/13/19 Management: Vincent Lacovara, Associate Vice President for Institutional Compliance	Evaluate Governance and Reporting Design Improvements for COI and COC: Management (i.e., deans, center directors, and administrative unit leaders) should utilize a single system to obtain and disseminate for review and approval, all employee financial interests and outside commitments. We believe management, not employees, should determine whether a financial interest or outside commitment relates to an individual's institutional responsibilities, and if so, whether it presents a conflict. The single system solution should be robust enough to function as a system of record with capabilities to document management review and determinations for disclosures and allow supporting documentation (e.g., waivers and management plans) to be associated with employee records; data security and privacy concerns should be evaluated with any system solution.	Institutional Compliance has evaluated potential strategies, including system solutions that will allow management a clear picture of each employee's financial interests and outside commitments. The university is implementing a research compliance software system. The target implementation of the COI module is projected for March 2023. Review and monitoring processes will be established in line with overall disclosure processes.	11/30/20	5/31/23
13	Report Name: Employee Disclosures and Evaluation of Personal Interests Report Date: 12/13/19 Management: Vincent Lacovara, Associate Vice President for Institutional Compliance	Implement a Monitoring Program for Employee Disclosures: Monitoring and oversight programs provide assurance that policy expectations are being met and procedures are functioning as intended. Once policy, governance, and reporting adjustments have been considered and implemented, management should develop monitoring programs to evaluate the completeness and accuracy of employee submissions. Where possible, separately (e.g., employee evaluation data or VA Statements of Economic Interests) and/or publicly available (e.g., IRS data) documents should be compared to self-reported employee disclosures to further support the completeness and accuracy of data provided.	Institutional Compliance, with assistance from individual units, will continue to monitor employee disclosure completion (i.e., that they are submitted) and review the substance of submissions when circumstances warrant. Once policy and other changes have been implemented, a more robust monitoring program to evaluate the completeness and accuracy of employee submissions, including both reviews of internal and publicly available information, will be developed and implemented.	11/30/21	5/31/23
14	Report Name: Employee Disclosures and Evaluation of Personal Interests	Evaluate Requiring New Hires to Disclose Interests and Commitments as Part of the Onboarding Process:	Institutional Compliance and Office of Research Integrity and Assurance (ORIA) will consult with Human Resources (HR) and evaluate requiring	11/30/21	5/31/23

#	Audit Report	Audit Issue	Status of Management Action	Original Target	Current Target
	Report Date: 12/13/19 Management: Vincent Lacovara, Associate Vice President for Institutional Compliance	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.	disclosure and training for new hires to the university as part of the onboarding process.		
15	Report Name: Office of the University Registrar (OUR) Report Date: 3/7/18 Management: Janette Muir, Associate Provost, Academic Initiatives and Services, Office of the Provost	Evaluate and Implement Process and Oversight Efficiency and Effectiveness Enhancements: Registration transactions that require OUR action (e.g., enrollment adjustments, selective withdrawals, and program and domicile changes) are manual in nature with no secondary review prior to entry in Banner. OUR processes several thousand manual transactions each semester which require faculty and staff approval prior to processing. These transactions included, but were not limited to: course enrollment adjustments; selective withdrawals; domicile appeal changes; and numerous program changes. The established Banner workflow does not provide for a secondary review to ensure data accuracy and appropriate approval. Furthermore, the ability for post-entry quality assurance is limited since underlying Banner data is often limited.	Development of Ellucian Workflow to automate registration forms has been slower than expected. The office will continue working with ITS to develop these forms in Ellucian Workflow. We expect to automate 10 – 12 forms for the high-volume processes by May 2023.	8/31/18	5/31/23
16	Report Name: Academic Integrity Report Date: 8/29/22 Management: Rose Pascarell, Vice President, University Life	Ensure Consistency in University Academic Integrity Guidance and Recommended Sanctions: The Vice President, University Life (including the OAI) and the Vice Provost, Academic Affairs should convene a working group comprised of key leaders, faculty, students, and administration to evaluate the potential value of consistency across the colleges and schools surrounding the university's academic integrity program guidance and recommended sanctions.	The Vice President, University Life and the Vice Provost, Academic Affairs will assemble a working group of key stakeholders to develop a holistic approach to academic integrity university-wide with specific attention on gaining consensus on the inclusion and enforcement of an academic integrity statement in all course syllabi; adopting a university-wide sanctioning matrix; and defining and communicating faculty and student roles and responsibilities, among other things. The Office of Academic Integrity (OAI) will support the implementation of the working group recommendations and implement enhancements to ensure consistency in student and faculty guidance.	8/15/23	8/15/23

#	Audit Report	Audit Issue	Status of Management Action	Original Target	Current Target
17	<p>Report Name: Student Financial Aid</p> <p>Report Date: 11/10/21</p> <p>Management: David Burge, Vice President for Enrollment Management, Office of the Provost</p>	<p>Document All Financial Aid Policies, Processes and Procedures:</p> <p>The OSFA should document all key processes and procedures. The documents should define the roles and responsibilities of each employee and detail the procedures and processes performed. The OSFA should prioritize creating the following policies and procedures:</p> <ul style="list-style-type: none"> •Return to Title IV calculations •Applicant information verification •Exception reporting <p>The documents should be reviewed periodically to keep the documentation current</p>	OSFA has made updates to the Policy and Procedures Manual, but a failed search for a Business Analyst has delayed completion of this effort. A new search will be initiated in Fall 2022 and expect to complete the work of documenting all processes and procedures by the end of 2023.	6/30/22	12/31/23

ITEM NUMBER: IV.B.**Review of Office of University Audit Planning****PURPOSE OF ITEM:**

This item facilitates the Committee's review of the Office of University Audit's process for establishing risk-based audit plans. This process is consistent with the process used since 2016.

NARRATIVE:

The Office of University Audit uses a 'top-down' and a 'bottom-up' approach to develop its independent risk assessment used for determining priorities for providing assurance services.

- The 'top-down' approach seeks to identify macro-level areas of current and/or potentially emerging interest to stakeholders.
- The 'bottom-up' approach is used to develop a risk-based prioritized frequency of audit coverage across the university through the evaluation of Audit Risk Factors applied to Auditable Units.
 - The potential impact and likelihood of risks related to the following areas were considered: strategic; financial and financial reporting; regulatory compliance; operations; and hazards.

Audit plans are developed which enable the Office of University Audit to be dynamic and flexible in addressing the changing nature of risks facing the university. The 3+6 Audit Plan describes:

- Three months of audit work which is firmly planned to be conducted.
- The subsequent six months which is indicative of audit work likely to be conducted.

Audit plans are reviewed with key members of university management. Their input and feedback is considered and incorporated, where appropriate.

The status of audit plans, including any changes, are communicated at each Committee meeting.

ACTION:

Committee review.



Office of University Audit

Office of University Audit:
Review of Audit Planning - Risk Assessment

Report to Audit, Risk and Compliance Committee
September 29, 2022

Internal Audit Planning Process

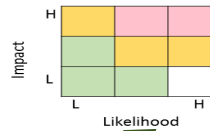
Audit priorities are determined in a dynamic, flexible, risk-based manner using a frequently refreshed audit risk assessment. Planning is governed by an Audit Policy originally endorsed by the Committee in 2016; essential elements are:

Top-Down Analysis

- University-level risk brainstorming and monitoring
- Cross-cutting / programmatic risks
- Governance focused
- Environmental scanning basis
- Collaborative, yet independent and objective

Bottom-Up Analysis

- Audit Universe
- Assess risk to determine frequency
 - Impact/Likelihood
- Factors aligned w/ERM
 - Strategic
 - Regulatory compliance
 - Financial and Financial Reporting
 - Operations
 - Hazards



Monitoring

- Environmental Scanning
- Relationships; Management Call Program
- Benchmarking
- Adjust risk assessments and audit plans based on changes in risk

Key Stakeholder Input

- Executives
- University risk leaders
- **Audit, Risk and Compliance Committee**

Proposed 3+6 Audit Plan

Evaluate Resources

- Resource levels
- Skill needs

Seek Review

- Chairman review
- Committee review

- Engagement risk assessment determines depth (nature, extent and timing) at time of audit
- Use work of others (2LOD) where relevant and appropriate
- Hour budgets are estimates; adjust at time of audit based on engagement risk assessment
- Seek to design audit work across organizations where possible to increase value

Uncertainties for mitigating potential pandemic-related public health impacts appear to have diminished, but merit ongoing vigilance.

University-level risk areas include:

ENROLLMENT CHANGES: Student enrollment processes drive the quality and diversity of the university community while sourcing > 50% of revenues through net tuition, fee, room, and board revenues. Success is dependent on achieving an appropriate student size, mix, diversity, and financial capability while managing to limit the impacts of potential (gradual or sharp) changes in enrollment due to competitiveness, relevance, demographics, economics, or other reasons.

- **Evaluate student enrollment management processes, including admissions.**
- **Evaluate student financial aid processes.**
- **Evaluate academic integrity processes.**
- **Evaluate university registrar processes.**
- Monitor ADVANCE program with NOVA and other community colleges.
- Monitor pricing/competition as other universities expand offerings in Northern Virginia.

FINANCIAL STEWARDSHIP: Mason is strengthening its financial planning, analysis, reporting, and governance processes to better align resource and investment allocation with achieving strategic goals and the university's instructional and research mission of access to excellence while protecting the university's creditworthiness and restoring reserves depleted during the pandemic. Significant changes in related processes and technology are likely to enhance financial decision-making..

- Monitor actions to strengthen budgeting and forecasting capabilities.
- Monitor processes for managing reserve levels.

TECH TALENT INVESTMENT PROGRAM COMMITMENTS: Meeting TTIP commitments, and redevelopment of the Arlington campus (in terms of services, programming, and facilities), is central to the Commonwealth delivering on contracted economic development commitments. Planning and execution involves heightened levels of complexity, large financial resources, and strong management of risks.

- **Monitor compliance with Tech Talent Investment Program agreements.**

RESEARCH ENTERPRISE GROWTH: The university plans to continue growing research substantially to sustain a Carnegie Very High Research Activity (R1) classification. Growth in research faculty and scalable support, including infrastructure capabilities (people, facilities, funding, and processes), need to support planned growth.

- **Assess research proposal development process.**
- **Monitor cyber security assessment of research computing environments.**
- **Monitor project to strengthen applied research centers.**
- Monitor planning for research infrastructure (e.g., facilities, equipment, computing, people) investment to support growth.
- Evaluate processes for managing research data.
- Evaluate sponsored program administration and redesigned processes and automation.

OPERATING INFRASTRUCTURE ROBUSTNESS: Important core processes, and supporting technology and facilities, are aged and are likely to require improvement to appropriately support scalable growth and innovation while ensuring core processing is effective and efficient.

- **Evaluate identity and access management processes.**
- **Evaluate student enrollment management, including admissions.**
- **Evaluate student financial aid processes.**
- **Evaluate university registrar processes.**
- **Evaluate student accounts processes.**
- **Monitor actions to improve IT governance and process infrastructure projects.**
- **Audit Pre-Construction Processes – Life Sciences and Engineering building addition project.**
- Evaluate sponsored program administration and redesigned processes and automation.

INFORMATION PROTECTION (CYBER THREATS): The university holds large volumes of protected (personally identifiable, classified, and controlled unclassified) information in a globally connected, decentralized technology environment.

- **Evaluate security of highly privileged Banner accounts.**
- **Evaluate identity and access management processes.**
- **Monitor implementation of IT risk and control infrastructure projects.**
- **Monitor cyber security assessment of research computing environments.**
- Monitor IT vulnerability and patch management processes.

Summary Bottom-Up Risk Assessment Results

Risk assessment results highlight areas with potentially high impact.

RISK FACTOR	DESCRIPTION	DISTRIBUTION OF AUDITABLE UNITS									
STRATEGIC	The risk of this auditable unit to GMU’s people, reputation, or financial position, and to the achievement of GMU’s Mission, Values, and Strategic Plan objectives arising from ineffective business strategies and tactics; adverse business decisions; insufficient resources, funding, or management focus; ineffective implementation of decisions; or lack of responsiveness to changes in business environment.	<div><div>Impact</div><div><div>H</div><div>M</div><div>L</div></div><table><tr><td>12</td><td>8</td><td>1</td></tr><tr><td>23</td><td>18</td><td>0</td></tr><tr><td>16</td><td>1</td><td>0</td></tr></table><div><div>L</div><div>M</div><div>H</div></div><div>Likelihood</div></div>	12	8	1	23	18	0	16	1	0
12	8	1									
23	18	0									
16	1	0									
FINANCIAL and FINANCIAL REPORTING	The risk of this auditable unit to GMU’s people, reputation, or financial position arising from inadequate or ineffective management of financial-related processes and reporting or external events, including processes upstream from those normally associated with financial aspects of the university. Among other things, this includes risks associated with credit, investments, financings, currencies, financial models, markets, and related transaction processing, accounting, and reporting activities.	<div><div>Impact</div><div><div>H</div><div>M</div><div>L</div></div><table><tr><td>3</td><td>3</td><td>1</td></tr><tr><td>7</td><td>11</td><td>0</td></tr><tr><td>46</td><td>8</td><td>0</td></tr></table><div><div>L</div><div>M</div><div>H</div></div><div>Likelihood</div></div>	3	3	1	7	11	0	46	8	0
3	3	1									
7	11	0									
46	8	0									
REGULATORY COMPLIANCE	The risk of this auditable unit to GMU’s people, reputation, or financial position arising from violations of, or non-compliance with, current and changing laws, regulations, supervisory guidance, or regulatory expectations.	<div><div>Impact</div><div><div>H</div><div>M</div><div>L</div></div><table><tr><td>7</td><td>9</td><td>0</td></tr><tr><td>9</td><td>18</td><td>0</td></tr><tr><td>35</td><td>1</td><td>0</td></tr></table><div><div>L</div><div>M</div><div>H</div></div><div>Likelihood</div></div>	7	9	0	9	18	0	35	1	0
7	9	0									
9	18	0									
35	1	0									
OPERATIONS	The risk of this auditable unit to GMU’s people, reputation, or financial position arising from inadequate or failed internal processes, people, and systems or from external events. This includes the following types of risk: technology-related risk, which is the risk arising from the University’s overall use of technology (whether centralized or decentralized) and includes, among other things, its governance, processes, infrastructure, applications, security, and reliability; and legal risk, which is the risk arising from defective transactions, litigation or claims made, or the failure to protect university assets.	<div><div>Impact</div><div><div>H</div><div>M</div><div>L</div></div><table><tr><td>3</td><td>6</td><td>1</td></tr><tr><td>6</td><td>38</td><td>2</td></tr><tr><td>15</td><td>7</td><td>1</td></tr></table><div><div>L</div><div>M</div><div>H</div></div><div>Likelihood</div></div>	3	6	1	6	38	2	15	7	1
3	6	1									
6	38	2									
15	7	1									
HAZARD	The risk of this auditable unit to GMU’s people, reputation, or financial position arising from inadequate or failed internal processes, people, and systems or from external events. This includes the following types of risk: (i) health, safety, and environmental risks, which is the risk arising from processes or events that potentially cause damage, harm, or adverse effects to someone (e.g., health) or something (e.g., property).	<div><div>Impact</div><div><div>H</div><div>M</div><div>L</div></div><table><tr><td>0</td><td>1</td><td>1</td></tr><tr><td>7</td><td>9</td><td>0</td></tr><tr><td>60</td><td>1</td><td>0</td></tr></table><div><div>L</div><div>M</div><div>H</div></div><div>Likelihood</div></div>	0	1	1	7	9	0	60	1	0
0	1	1									
7	9	0									
60	1	0									

Appendix: Risk Assessment Details

The risk-assessed Audit Universe, sorted by Executive:

#	Executive	Group	Area	Str	Fin	Comp	Opns	Haz	Audit Work: FY 2018 (7/1/17) to Present
1	Provost	Antonin Scalia School of Law		Mod	Low	Mod	Mod	Low	5/17/18 - Data and IT Security Risk Self-Assessment – Academic Units
2	Provost	College of Education & Human Development (CEHD)		Mod	Low	Mod	Mod	Low	4/8/22 – Research Proposal Process Review; 10/1/20 - Confucius Institute Financial Review; 2/12/19 – Validation of IT Security Self-Assessment CEHD Results; 11/19/18 – CEHD Selected Processes; 5/17/18 – Data and IT Security Risk Self-Assessment – Academic Units
3	Provost	College of Engineering & Computing		High	Low	High	Mod	Low	9/6/22 – CUI System Security Plan & Plan of Action and Milestones Assessment; 4/8/22 – Research Proposal Process Review; 2/11/19 – VSE Selected Processes; 1/23/19 - Validation of IT Security Self-Assessment Results; 5/17/18 - Data and IT Security Risk Self-Assessment – Academic Units
4	Provost	College of Health & Human Services (CHHS)		Mod	Low	Mod	Mod	Low	5/17/18 - Data and IT Security Risk Self-Assessment – Academic Units
5	Provost	College of Humanities & Social Sciences (CHSS)		Mod	Low	Mod	Mod	Low	4/8/22 – Research Proposal Process Review; 5/17/18 - Data and IT Security Risk Self-Assessment – Academic Units
6	Provost	College of Science (CoS)		High	Low	High	Mod	High	4/8/22 – Research Proposal Process Review; 2/27/20 – IT Security Self Assessment; 12/16/19 – Validation of IT Security Self-Assessment Results; 10/30/18 – DHS CINA Cooperative Agreement; 5/17/18 - Data and IT Security Risk Self-Assessment – Academic Units
7	Provost	College of Visual & Performing Arts (CVPA)		Low	Low	Mod	Mod	Low	11/25/19 - Computer Game Design Scholarship Program; 8/7/19 – Validation of IT Security Self-Assessment Results; 5/17/18 - Data and IT Security Risk Self-Assessment – Academic Units
8	Provost	Honors College		Low	Low	Mod	Low	Low	5/17/18 - Data and IT Security Risk Self-Assessment – Academic Units
9	Provost	Jimmy and Rosalynn Carter School of Peace and Conflict Resolution		Low	Low	Mod	Low	Low	5/17/18 - Data and IT Security Risk Self-Assessment – Academic Units
10	Provost	Schar School of Policy & Government		Mod	Low	Mod	Mod	Low	5/17/18 - Data and IT Security Risk Self-Assessment – Academic Units
11	Provost	School of Business		Mod	Low	Mod	Mod	Low	5/17/18 - Data and IT Security Risk Self-Assessment – Academic Units

Appendix: Risk Assessment Details

The risk-assessed Audit Universe, sorted by Executive:

#	Executive	Group	Area	Str	Fin	Comp	Opns	Haz	Audit Work: FY 2018 (7/1/17) to Present
12	Provost	University Libraries		Low	Low	Low	Low	Low	8/7/19 – Validation of IT Security Self-Assessment Results; 5/17/18 - Data and IT Security Risk Self-Assessment – Academic Units
13	Provost	Research & Innovation Initiatives	Research Development and Computing	Mod	Low	Low	Low	Low	8/29/22 – CUI System Security Plan & Plan of Action and Milestones Assessment
14	Provost	Research & Innovation Initiatives	University Institutes and Centers	Mod	Low	Low	Low	Low	
15	Provost	Research & Innovation Initiatives	Smithsonian Mason School of Conservation	Low	Low	Low	Low	Low	
16	Provost	Research Services	Research Compliance - Integrity & Assurance	Mod	Low	High	Mod	Low	4/9/18 – Conflict of Interests in Research Process
17	Provost	Research Services	Sponsored Programs Administration	Mod	High	Mod	High	Low	4/8/22 – Research Proposal Process Benchmarking Review; 5/1/20 - Continuation Audit of Federally Sponsored Fund Reconciliations; 10/30/18 - DHS CINA Cooperative Agreement; 7/12/18 - Federally Sponsored Reconciliations; 4/9/18 - Conflict of interests in research process; 10/11/17- Administrative Management of Sponsored Programs
18	Provost	Mason Enterprise		Mod	Low	Low	Low	Low	
19	Provost	Academic Administration		Low	Low	Low	Low	Low	
20	Provost	Enrollment Management	Admissions and Enrollment Planning	High	Low	Low	Mod	Low	11/4/21 - Office of Admissions
21	Provost	Enrollment Management	Student Financial Aid	High	Mod	Mod	Low	Low	11/10/21 - Student Financial Aid; 1/25/21 - Use and Distribution of GEERF; 12/18/20 - Use and Distribution of CARES Act Funding
22	Provost	Institutional Effectiveness and Planning		Mod	Low	Low	Mod	Low	
23	Provost	Academic Affairs	Accreditation and Program Integrity	Mod	Low	High	Mod	Low	
24	Provost	Academic Affairs	Continuing and Professional Education	Low	Low	Low	Low	Low	
25	Provost	Academic Affairs	Global Education Office	Low	Low	Low	Low	Mod	
26	Provost	Academic Affairs	INTO Mason	Low	Low	Low	Low	Low	
27	Provost	Academic Affairs	Mason Korea	Mod	Low	Low	Low	Low	

Appendix: Risk Assessment Details

The risk-assessed Audit Universe, sorted by Executive:

#	Executive	Group	Area	Str	Fin	Comp	Opns	Haz	Audit Work: FY 2018 (7/1/17) to Present
28	Provost	Academic Affairs	Graduate and Undergraduate Education, including Student Advising	Low	Low	Low	Mod	Low	8/29/22 – Academic Integrity
29	Provost	Academic Affairs	Registrar	Low	Low	High	Mod	Low	3/7/18 - Office of the University Registrar; 10/16/17 – Use of Third Party Employees to Process Registration Transactions
30	Provost	Academic Affairs	Transfer Policy, ADVANCE and Other Community College Partnerships	Mod	Low	Low	Low	Low	
31	Provost	Academic Affairs	Provost Activities (incl Mercatus Center)	Mod	Low	Low	Mod	Low	4/18/19 – Faculty Study Leave Programs
32	Provost	Faculty Affairs		Low	Low	Low	Low	Low	8/26/20 - Online Graduate Learning Arrangement Wiley
33	Provost	University Life	Access and Holistic Student Support Services	Low	Low	Mod	Mod	Mod	8/29/22 – Academic Integrity; 12/18/20 - Use and Distribution of CARES Act Funding; 12/16/19 - Drug and Alcohol Prevention Program
34	Provost	University Life - Student Engagement	Housing and Residential Life	Mod	Low	Low	Mod	Mod	
35	Provost	University Life - Student Engagement	Recreation	Low	Low	Low	Low	Low	
36	Provost	University Life - Student Engagement	Student Organizations	Low	Low	Low	Low	Mod	
37	Administration	Strategic Planning and Budget		High	Mod	Mod	Mod	Low	
38	Administration	Fiscal Services	Accounts Payable	Low	Mod	Mod	Mod	Low	
39	Administration	Fiscal Services	General Accounting (and Financial Reporting & ARMICS)	Low	High	Mod	Mod	Low	9/3/21 - Clearing Accounts; 6/17/21 - Bank Accounts; 4/15/21 - Foreign Gifts and Contracts; 2/5/21 - Enhanced ARMICS IT Assurance Control Assessment
40	Administration	Fiscal Services	Purchasing and Central Receiving	Low	Mod	Mod	Low	Low	
41	Administration	Fiscal Services	Student Fiscal Services	Low	Mod	Mod	Mod	Low	7/19/19 – Student Fiscal Services
42	Administration	Fiscal Services	Treasury and Debt Management	Mod	Mod	Mod	Mod	Low	
43	Administration	Human Resources and Payroll	Human Resources	Mod	Low	Mod	Mod	Low	7/23/19 – Recruiting Processes
44	Administration	Human Resources and Payroll	Payroll & Benefits	Mod	Mod	Mod	Mod	Low	4/23/20- Wage Employee Time Entry and Annual Leave Usage for Administrative Faculty

Appendix: Risk Assessment Details

The risk-assessed Audit Universe, sorted by Executive:

#	Executive	Group	Area	Str	Fin	Comp	Opns	Haz	Audit Work: FY 2018 (7/1/17) to Present
45	Administration	Information Technology Services	Enterprise Applications / Banner Support	Low	Mod	Low	High	Low	4/9/21 - IAM Identity Management; 6/11/21 - IAM Access Management; 10/5/20 - Security Over Highly Privileged Banner Account; 7/22/19 - Assessment of Banner 9 Upgrade System testing
46	Administration	Information Technology Services	Enterprise Applications / Banner Development, Change Management, and Operations (SDLC)	Low	Low	Low	Mod	Low	
47	Administration	Information Technology Services	Enterprise Applications / Database, Middleware, and ERP Support	Low	Mod	Low	High	Low	
48	Administration	Information Technology Services	Cloud Computing and Storage	Low	Mod	Low	High	Low	10/30/18 – Monitoring Server Configuration Benchmarks and Implementations
49	Administration	Information Technology Services	Enterprise Service Delivery / Technology Support Services	Low	Low	Low	Low	Low	
50	Administration	Information Technology Services	IT Security	Mod	Low	Mod	High	Low	8/29/22, 9/6/22 & 9/9/22 – CUI System Security Plan & Plan of Action and Milestone Assessments; 9/17/21 - Compare Mason's IT Security Program with NIST Controls Framework; 9/15/21 - Remediation of Third Party Service Provider Oversight; 3/25/20 - Validation of Management's Remediation of APA's Firewall security issues; 12/16/19 – Enterprise CUI Environment Assessment of Certain Control Requirements & CUI Project Intake Process Design; 12/18/18 – IT Vulnerability and Patch Management; 7/30/18 – Draft IT Security Roadmap; 7/10/18 – Proposed CUI Business Process Plans; 6/27/18 – Proposed Mapping of NIST 800-53 to NIST 800-171 Alignment of Controls; 6/26/18 – Proposed CUI Umbrella Policy 2/15/18 – Proposed Policies for CUI Environment
51	Administration	Information Technology Services	Learning Support Services / Online Learning Resources	Mod	Low	Low	Mod	Low	
52	Administration	Information Technology Services	Network IT Infrastructure	Mod	Mod	Low	High	Low	
53	Administration	Information Technology Services	Physical IT Infrastructure (+ physical server management)	Low	High	Low	Mod	Low	

Appendix: Risk Assessment Details

The risk-assessed Audit Universe, sorted by Executive:

#	Executive	Group	Area	Str	Fin	Comp	Opns	Haz	Audit Work: FY 2018 (7/1/17) to Present
54	Administration	Information Technology Services	Enterprise Service Delivery / Business Continuity & Recovery	Mod	Low	Low	Mod	Low	
55	Administration	Information Technology Services	Strategic Business Operations / Process and Planning	Mod	Low	Low	High	Low	9/17/20 - IT Portfolio Management; 8/7/17 - IT Governance and Project Prioritization
56	Administration	Capital Strategy and Planning		High	Low	Low	Low	Low	
57	Administration	Facilities	Planning, Design and Construction	High	High	High	Mod	Mod	6/17/22 – Life Sciences Building Pre-Construction Contract Review; 5/8/20 - Construction Contract Payment Processing - Robinson Hall Replacement Project; 7/2/19 - Construction Contract Payment Processing - Core Campus Project
58	Administration	Facilities	Facilities Management Maintenance & Utilities	Low	Low	Low	Mod	Low	
59	Administration	Operations & Business Services	Campus Police	Low	Low	Low	Mod	Mod	9/19/19 - Separation of Purchasing and Inventory Responsibilities
60	Administration	Operations & Business Services	Parking, Shuttles, and Transportation	Low	Low	Low	Mod	Low	
61	Audit, Risk, and Compliance	Audit, Risk, and Compliance	Enterprise Risk Management	High	Low	Low	Mod	Low	
62	Audit, Risk, and Compliance	Audit, Risk, and Compliance	Institutional Compliance Program	Low	Low	Mod	Mod	Low	6/15/22 - Ethics Program Initial Assessment
63	Administration	Operations & Business Services	Safety and Emergency Services	Low	Low	Mod	Low	Mod	
64	Administration	Operations & Business Services	Public Health Management	High	Low	Mod	Mod	High	
65	Administration	Operations & Business Services	Risk Management (Insurance)	Low	Low	Low	Low	Low	
66	Administration	Operations & Business Services	Eagle Bank Arena	Low	Low	Low	Mod	Low	
67	Administration	Operations & Business Services	Food-Related Services; including related facilities and maintenance (& Independent Food)	Low	Low	Low	Mod	Mod	

The risk-assessed Audit Universe, sorted by Executive:

#	Executive	Group	Area	Str	Fin	Comp	Opns	Haz	Audit Work: FY 2018 (7/1/17) to Present
55	Administration	Information Technology Services	Strategic Business Operations / Process and Planning	Mod	Low	Low	High	Low	9/17/20 - IT Portfolio Management; 8/7/17 - IT Governance and Project Prioritization
56	Administration	Capital Strategy and Planning		High	Low	Low	Low	Low	
57	Administration	Facilities	Planning, Design and Construction	High	High	High	Mod	Mod	6/17/22 - Lifesciences Building Pre-Construction Contract Review; 5/8/20 - Construction Contract Payment Processing - Robinson Hall Replacement Project; 7/2/19 - Construction Contract Payment Processing - Core Campus Project
68	Administration	Operations & Business Services	Mason Card	Low	Low	Low	Low	Low	
69	Administration	Operations & Business Services	Print and Mail Services	Low	Low	Low	Low	Low	
70	Administration	Operations & Business Services	Retail-Related Services (& Independent Retail)	Low	Low	Low	Mod	Low	
71	Administration	Real Estate	Real Estate Administration (Lease Properties)	Low	Mod	Low	Low	Low	
72	Athletics	Intercollegiate Athletics	External Affairs, Fund Raising and Funds Management	Low	Mod	Low	Mod	Low	11/14/18 - Intercollegiate Audit
73	Athletics	Intercollegiate Athletics	Student-Athlete Processes	Low	Mod	High	Mod	Mod	11/14/18 - Intercollegiate Audit
74	Comm & Market	Strategic Communications and Marketing		Mod	Low	Low	Mod	Low	
75	Diversity	Diversity, Equity and Inclusion		Mod	Low	High	Mod	Low	12/14/20 - Handling Investigations of Allegations of Discrimination; 12/13/19 - Employee Disclosures and evaluation of Personal Interest
76	Development	University Advancement and Alumni Relations	University Advancement	Mod	Low	Low	Low	Low	6/22/20 - Gift Acceptance Policy Implementation
77	Govt & Comm Relations	Government and Community Relations		Mod	Low	Mod	Low	Low	
78	President	University Counsel	University Counsel	Low	Low	High	Mod	Low	
79	President	President's Office		Mod	Low	Low	Low	Low	1/21/20 - Noticing of December 2019 Presidential Search Committee Meeting



Office of Institutional Compliance

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

September 29, 2022

EXECUTIVE SUMMARY

- Compliance assessment activity:
 - The inventory of laws and regulations applicable to Mason was completed.
 - Inventoried and tracking 424 laws and regulations.
 - Risk ownership was identified for 379 laws and regulations (89%) and confirmed for 369 laws and regulations (87%).
 - The Prioritization of Regulatory Risk Areas used for planning compliance assessments was refreshed, based on risks facing higher education and on Mason priorities.
 - Guided, granular regulatory risk assessments for priority risk areas continue:
 - Equal Opportunity and Title IX (DEI) – completed
 - Human Resources (Benefits, EO, Administration, Reporting) – completed
 - Registrar – completed
 - Laboratory Safety – in progress
 - Guided, programmatic self-assessments of distributed compliance programs continue:
 - Equal Opportunity and Title IX program (DEI) – reported.
 - Export Control program – in progress.
 - Conflict of Interest program – pending report.
 - Equal Opportunity and Non-Discrimination program (HR) – in progress.
 - Registrar – planning
 - Student Health Services Privacy program – in progress.
 - Targeted assessments for HIPAA and elements of the Research Enterprise are in progress.
- Status of external reviews:
 - One new external review was reported since the prior meeting and was completed, and one review that was in progress was completed; results of both reviews did not appear significant to Mason. Two reviews remain in progress.
- Status of reported compliance matters:
 - Two compliance matters were reported since the prior meeting, the investigations were completed and non-compliance was not identified. No investigations by Institutional Compliance remain in progress.
 - Coordination of investigations and investigative protocols continues to occur with units such as Research Integrity and Assurance; Diversity, Equity, and Inclusion; and Human Resources. The potential for additional reporting capabilities is being evaluated.
- Program build-out and planning continues:
 - Conflict of interest management process and procedure enhancements are being implemented. The conflict of interest policy is being revised for greater consistency with applicable regulations, and for clarity and ease of use. Training content is also being improved. Institutional Compliance is contributing to the work of the Conflict of Commitment Policy Committee.

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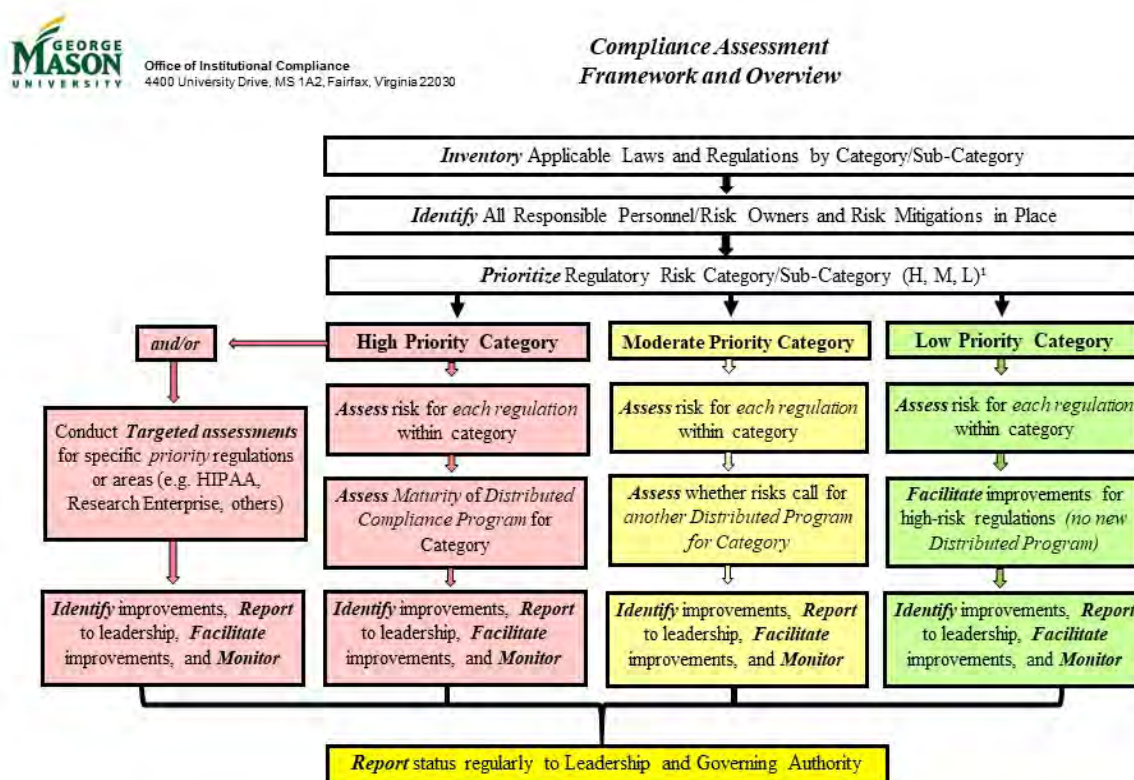
Topic

- 1 SUMMARY OF COMPLIANCE ASSESSMENT ACTIVITY
- 2 SUMMARY STATUS OF EXTERNAL REVIEWS
- 3 SUMMARY STATUS OF REPORTED COMPLIANCE MATTERS
- 4 INSTITUTIONAL COMPLIANCE PROGRAM PLANNING
- 5 INSTITUTIONAL COMPLIANCE STAFFING

SUMMARY OF COMPLIANCE ASSESSMENT ACTIVITY

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

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



¹ Factors considered in prioritizing regulatory risk categories include the potential for adverse regulatory action or critical interest by legislative or investigative entities which could result in governmental penalties, disruption or suspension of operations, programs, accreditation, or licensure, loss or reduction of funding, or sustained adverse public attention.

The assessment of the level of regulatory risk in a given category indicates the expected robustness of the associated mitigation activities, including the formality and maturity of the related distributed risk-area compliance program.

Status of Assessment Activity:

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

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

Summary of Assessment Activity	As of 4/11/22	As of 9/13/22
Inventory of Applicable Laws and Regulations	DONE	DONE
Inventory of Accountable Personnel and Risk Mitigations	IP	IP
Preliminary Inventory of Distributed Compliance Programs at Mason	IP	IP
Prioritization of Risk Areas Facing Large, Public Research Universities	DONE	DONE
Preliminary Maturity Self-Assessment for Institutional Compliance Program Planning	DONE	DONE
Preliminary Conflict of Interest and Commitment Program Maturity Self-Assessment	DONE	DONE
Research-Export Control Program Maturity Guided Self-Assessment	DONE	IP
Diversity, Equity, and Inclusion – Equal Opportunity and Title IX Program Maturity Guided Self-Assessment	IP	DONE
Human Resources – Equal Opportunity and Non-Discrimination Program Maturity Guided Self-Assessment	NS	IP ¹
Student Health Services Privacy Program Maturity Guided Self-Assessment	NS	IP

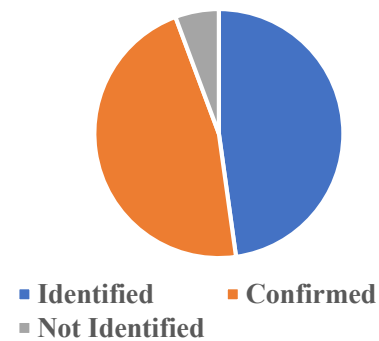
¹ This piloted assessment, previously reported as done, was reopened for further work based on input from leadership on the report.

Inventory of Laws and Regulations and Accountable Personnel

As of September 13, 2022, an inventory of 424 laws and regulations applicable to Mason has been compiled, and was reviewed with the Office of University Counsel for completeness and applicability.

Concurrently, personnel likely to be responsible for managing and monitoring compliance with these laws and regulations (“risk-owners”), as well as risk mitigation activities in place, are being identified. Risk ownership has been identified for an additional 5 of the 424 laws and regulations for a total of 379 (89%), up from 374. Risk ownership has been confirmed for an additional 53 laws and regulations for a total of 369 (87%), up from 316. Risk ownership confirmations are summarized below:

Regulatory Risk Ownership



	Regulatory Category	Number of Regulatory Requirements	Number of Requirements for which Ownership Confirmed
1	Compliance and Ethics Program	2	2
2	Copyright and Intellectual Property	9	–
3	Employment	91	90
4	Environmental Health and Safety and Occupational Health & Safety	52	50
5	Facilities, Construction, and Renovation	4	1
6	Finance and Tax	41	40
7	Information Management and Security, and Privacy	48	41
10	Procurement and Contracting	21	20
11	Research	62	61
12	Students and Academic Policy	91	64
13	Miscellaneous	3	–
Totals		424	369

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

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

Institutional Compliance, in coordination with University Counsel, University Audit, and Enterprise Risk Management, revised the prioritization of regulatory risks facing large, public research universities that are similar to Mason. The prioritization revision was completed using the inventory of 424 laws and regulations by category and subcategory. The prioritization does not represent an assessment of specific risks or risk levels at Mason; it is solely intended to provide a basis for identifying and prioritizing future Mason-specific compliance assessment activities. The revised prioritization, summarized below, is being reviewed with senior leaders and their input is being used to prioritize further assessment work.

EMPLOYEES	Industry Risk	Mason Timing	Status
EO/Non-Discrimination	High	Nearer Term	In Progress
Hiring/Administration	Low	Longer Term	
Benefits	Low	Longer Term	
Reporting/Notices/Disclosures	Low	Longer Term	

BUSINESS PRACTICES	Industry Risk	Mason Timing	Status
Anti-Corruption	High	Mid Term	
Procurement: Equal Opportunity	Moderate	Mid Term	
Procurement: Ethics/Integrity	Moderate	Mid Term	
Compliance and Ethics Program	Moderate	Mid Term	
Financial Accounting/Management	Moderate	Mid Term	
Procurement: Contracting	Low	Longer Term	
Facilities/Construction/Renovation	Low	Longer Term	
Procurement: Purchasing	Low	Longer Term	
Reporting/Notices/Disclosures	Low	Longer Term	
Tax	Low	Longer Term	

RESEARCH	Industry Risk	Mason Timing	Status
Award Management/ Costing	High	Longer Term	
Human Subjects	High	Nearer Term	
Animal Welfare	High	Nearer Term	
Export Control	High	Nearer Term	In Progress
Biosafety Facilities/Lab Safety	High	Nearer Term	In Progress
Ethics/Integrity	High	Nearer Term	In Progress
FAR/DFARS	High	Nearer Term	
Reporting/Notices/Disclosures	Low	Longer Term	

INFORMATION & PRIVACY	Industry Risk	Mason Timing	Status
Information Security/Privacy ¹	High	Mid Term	In Progress
Reporting/Notices/Disclosures	Moderate	Mid Term	
Information Management Practices	Moderate	Mid Term	
Copyright/Patent/ Trademark	Low	Longer Term	
Electronic Communication Privacy	Low	Longer Term	
Telecomm	Low	Longer Term	

STUDENTS	Industry Risk	Mason Timing	Status
EO/Non-Discrimination	High	Nearer Term	DONE 8/10/22
Health & Safety	High	Nearer Term	
Visiting Students/Scholars	Moderate	Mid Term	
Education Policy	Low	Longer Term	
Grants, Aid, & HEA	Low	Longer Term	
Reporting/Notices/Disclosures	Low	Longer Term	
Veterans/Service-members	Low	Longer Term	

HEALTH & SAFETY	Industry Risk	Mason Timing	Status
Hazards/Hazardous Substances	High	Mid Term	
Occupational Health/Safety	High	Mid Term	
Emergency Planning	Low	Longer Term	
Pollution Control/Sustainability	Low	Longer Term	

	Industry Risk	Mason Timing	Status
MISC.	Low	Longer Term	

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

Regulatory Risk Assessments

Using the prioritization of risk areas above, Institutional Compliance plans and guides granular risk assessments of each law and regulation in a given category and subcategory. Assessments are designed to identify and prioritize potential enhancements to specific risk mitigation activities, and to identify the need for further assessments at the programmatic level. Guided, granular regulatory risk assessments of each law and regulation within categories and subcategories were conducted for the following areas:

1. Equal opportunity and Title IX (Office of Diversity, Equity, and Inclusion)
2. Equal opportunity and non-discrimination (Office of Human Resources)
3. Benefits (Office of Human Resources)
4. Hiring and administration (Office of Human Resources)
5. Reporting, notices, and disclosures (Office of Human Resources)
6. Office of the Registrar

Program Maturity Assessments at Mason

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

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

A preliminary institutional compliance maturity self-assessment was conducted for planning purposes. Guided, program maturity self-assessments then were piloted for the following three areas:

1. Conflict of interest management – pending report
2. Export control compliance – in progress¹
3. Equal opportunity and Title IX (Office of Diversity, Equity, and Inclusion) – report issued

¹ As noted above, this piloted assessment, previously reported as done, was reopened for further work based on input from leadership on the report.

We shared the conflict of interest, export control, and equal opportunity and Title IX assessments with the Office of University Counsel. The equal opportunity and Title IX (DEI) maturity assessment report was issued. The conflict of interest report is pending and the reopened export control assessment is in progress. A summary of assessment reports issued is in the Appendix.

Guided maturity self-assessments are in progress for the following programmatic areas:

1. Equal opportunity (Office of Human Resources)
2. Export Control
3. Student Health Services Privacy Program.

We will report these assessments to senior leaders when completed.

SUMMARY STATUS OF EXTERNAL REVIEWS

The Committee has a Charter responsibility to “review and discuss with management the results of significant reviews by regulatory agencies or other external entities, or summaries thereof, and management’s responses.”

In July 2021, Mason established a new university policy requiring that all notices of any external review be reported to the Institutional Compliance Leader for tracking, reporting, and follow-up.

One external review was announced and was completed since the last Committee meeting. Two reviews in progress as of the last meeting remain in progress. The table below shows the status of the reviews reported at the last meeting, which are summarized in the Appendix:

External Review Status	#
Completed	1
In Progress	2
Announced, not started	0
	3

SUMMARY STATUS OF REPORTED COMPLIANCE MATTERS

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

Institutional Compliance received reports of 12 allegations of non-compliance or ethical misconduct since the last report. None of these matters are considered significant to Mason.

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

Status	2/8/22 to 4/11/22	4/11/22 to 9/13/22	Total
Matters Reported to Institutional Compliance in Period	10	12	22
Matters Referred to Other Units for Handling in Period	9	10	19
Matters Reported in Period Investigated by Institutional Compliance or University Audit	1	2	3
In Progress of Investigation	-	-	-
Closed - Non-Compliance Not Substantiated	1	2	3
Closed where Non-Compliance Substantiated	-	-	-
Closed where Non-Compliance was Significant	-	-	-

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

Topic Area	#
Academic	1
Discrimination or Harassment	13
Employment	1
Not Following Policy or Process	2
Other (Not Specified)	2
Privacy	1
Retaliation	2

Total 22

INSTITUTIONAL COMPLIANCE PROGRAM PLANNING

The tables below describe the status of the 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	As of 4/11/22	As of 9/13/22
Initiate relationships and collaboration opportunities.	• Initiate relationships with senior and other leaders.	IP	IP
	• Initiate relationships with distributed program leads.	IP	IP
	• Initiate relationships with specific risk owners.	IP	IP
	• Identify and plan for potential collaboration opportunities, including committees or networks.	IP	IP
	• Support senior leaders in developing more formalized processes for promoting ethics and integrity.	NS	NS

AREA: Review effectiveness of institutional compliance processes.

Workstream	Planned Actions	As of 4/11/22	As of 9/13/22
Inventory compliance areas, related laws and regulations, and ownership responsibilities.	• Update inventory of laws and regulations and seek input from Counsel.	DONE	DONE
	• Identify Distributed Compliance Programs, program leads, and specific risk owners.	IP	IP
	• Socialize and seek input from Distributed Compliance Programs and specific risk owners regarding inventory completeness and potential risk impacts.	IP	IP
	• Develop preliminary prioritization assessment based on current, perceived level of risk.	DONE	DONE
	• Socialize and seek input from senior leaders. Evaluate and incorporate.	IP	DONE
	• Update existing, public-facing inventory of laws and regulations, and risk-owners.	IP	IP
Develop program maturity framework for identifying potential improvements.	• Develop framework for assessing maturity of Institutional Compliance Program and Distributed Compliance Programs based on U.S. Sentencing Guidelines elements and Department of Justice criteria for evaluating effectiveness of compliance programs.	DONE	DONE

	<ul style="list-style-type: none"> • Pilot framework with Ethics Officer, seek input, and evaluate and incorporate. • Pilot framework with Research Distributed Compliance Program, seek input, and evaluate and incorporate. • Facilitate program maturity self-assessments for Human Resources-Equal Opportunity, and Diversity, Equity, and Inclusion – Equal Opportunity and Title IX. • Identify and facilitate 3 additional program maturity self-assessments in coordination with University Counsel and senior leaders. 	DONE	DONE
		DONE	DONE
		IP	IP / DONE
		IP	IP
Strengthen conflict of interest- related programs.	<ul style="list-style-type: none"> • Evaluate current policy for clarity and completeness. Develop potential revisions as necessary. • Evaluate assessment and management process against comparable institutions and best practices. Develop potential revisions as necessary. • Benchmark Mason’s questionnaire against comparable institutions and best practices. Develop revisions as necessary. • Evaluate and benchmark conflict of commitment policies and questionnaires against comparable institutions and best practices, and implement policy provisions. • Identify potential methods for improved automation, central tracking and monitoring, and communication with managers. 	DONE	DONE
		DONE	DONE
		DONE	DONE
		DONE	DONE
		NS	IP
Evaluate key institutional policies.	<ul style="list-style-type: none"> • 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. • Socialize and seek support for stand-alone Reporting Misconduct and Non-Retaliation Policy. • Benchmark Institutional Compliance Policies to communicate to campus community roles and expectations. • Review Code of Ethics and identify potential improvements; socialize and seek support for revisions if needed. • Support Policy Manager in implementing more formal process for regular review of university policies. 	IP	IP
		IP	IP
		DONE	DONE
		IP	IP
		NS	NS

Evaluate university-wide communication protocols and cadence.	<ul style="list-style-type: none"> • 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. 	DONE	DONE
	<ul style="list-style-type: none"> • Develop a brief compliance overview for use at orientation and onboarding sessions for staff, faculty, and third parties. 	IP	DONE
	<ul style="list-style-type: none"> • Evaluate the processes for regular communication of new and revised policies, and for periodic reminders about compliance in areas with significant compliance risk (e.g. ethics and conflicts of interest, non-discrimination, reporting and non-retaliation, safety and security, Title IX, others). Coordinate communication improvements as necessary. 	IP	IP
	<ul style="list-style-type: none"> • Evaluate current methods for communicating existence of mechanisms for reporting compliance or ethical concerns (e.g. brochures, posters, flyers, other methods). Coordinate improvements as necessary. 	IP	IP
	<ul style="list-style-type: none"> • 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. 	IP	IP
	<ul style="list-style-type: none"> • Implement regular communication cadence to the senior leadership and the Committee. 	IP	IP
	<ul style="list-style-type: none"> • Implement regular communication cadence to campus community about Compliance and Ethics Program 	IP	IP
	<ul style="list-style-type: none"> • Review existing ethics and conflict of interest training modules, and identify potential improvements and more Mason-specific content. 	DONE	DONE

AREA: Review status of actions to monitor and control significant compliance risks.

Workstream	Planned Actions	As of 4/11/22	As of 9/13/22
Develop process for tracking compliance matters.	<ul style="list-style-type: none"> • Establish framework for defining compliance risks that are “significant,” and evaluating such risks based on Mason’s specific operations and strategic goals. 	DONE	DONE
	<ul style="list-style-type: none"> • Seek input from senior and other leaders, and from program leads, regarding framework. Evaluate and revise. 	IP	IP

	<ul style="list-style-type: none"> Establish a schedule for regular and coordinated assessment and reassessment of risks at the institutional and distributed program levels. Evaluate and harmonize, as much as practical, assessment and review frameworks with University Audit and Enterprise Risk Management functions. Evaluate processes for general, university-wide communication of compliance risks, mitigation resources, and sources for reporting and guidance. Establish process for monitoring disposition of significant compliance matters handled by other units. Evaluate the existence of, and potential need for, further automated compliance systems (e.g. training reminders; investigative workflow, tracking, and metrics; case management; monitoring for debarred/sanctioned individuals and export control restrictions; and others.) 	NS	NS
		IP	IP
		IP	IP
		NS	NS
		NS	IP
Establish communication protocols and cadence with senior leaders and Board.	<ul style="list-style-type: none"> Develop a framework for regular communication and reporting to senior leaders and the Committee regarding institutional compliance risks, mitigation plans, and program status. Plan support, collaboration, and reporting via executive-level network and/or communication. Develop a process for escalation of significant compliance matters to the senior leaders and, as necessary, the Committee. 	DONE	DONE
		NS	NS
		IP	IP

AREA: Review results of external reviews.

Workstream	Planned Actions	As of 4/11/22	As of 9/13/22
Initiate tracking of reviews (audits, investigations, etc.) by regulatory agencies or other external entities with responsibility to supervise or oversee Mason.	<ul style="list-style-type: none"> Define and describe external reviews subject to tracking. Design a process for tracking reviews, including potential policy. Socialize and seek input from individuals likely to interact with regulatory agencies or external entities, and evaluate and incorporate input. Implement tracking process supported by policy. Communicate to broader audience about policy requirements and tracking mechanism. 	DONE	DONE
		DONE	DONE
		DONE	DONE
		DONE	DONE
		NS	NS

AREA: Build Institutional Compliance organization.

Workstream	Planned Actions	As of 4/11/22	As of 9/13/22
Assimilate Institutional Compliance Leader and Ethics Officer.	<ul style="list-style-type: none">• Institutional Compliance Leader started February 1, 2021.• Ethics Officer transitioned effective March 10, 2021.• Ongoing orientation activities and relationship building.	DONE IP	DONE IP
Plan for FY23 budget.	<ul style="list-style-type: none">• Evaluate resource adequacy during build-out of program for FY23 budget submission process.	IP	DONE
Develop internal processes and procedures.	<ul style="list-style-type: none">• 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.• Develop a regular schedule for distributed program maturity assessments.• 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.• 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.• Establish tracking mechanism for reports of non-compliance or ethical misconduct, and for inquiries or requests for guidance.• Identify potential Institutional Compliance Program metrics to measure program effectiveness (e.g. reported compliance concerns, requests for guidance, policy usage, trends across distributed programs, required training completion, and others.)	IP IP IP DONE DONE IP	IP IP IP DONE DONE IP
Plan future workstreams.	To be determined.		

INSTITUTIONAL COMPLIANCE STAFFING

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

Vin Lacovara, J.D.

Certified Compliance and Ethics Professional®

Associate Vice President, Institutional Compliance & Ethics
Office of Audit, Risk, and Compliance

Elizabeth Woodley, J.D.

Certified Compliance and Ethics Professional®

University Ethics Officer and Outside Interests Manager
George Mason University
Office of Audit, Risk, and Compliance

APPENDIX: SCHEDULE OF EXTERNAL REVIEWS

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

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

Reviewing Entity	As of 4/11/22	As of 9/13/22	Remarks
Commonwealth of Virginia Office of the State Inspector General (OSIG)	In Progress	In Progress	Performance audit of processes and procedures related to the Clery Act for calendar years 2017-2019. Fieldwork, previously suspended by OSIG due to other work priorities, has resumed.
U.S. Department of Education, Federal Student Aid (FSA)	Not Announced	Completed	FSA notified Mason that it is not in compliance with three information security elements of the Gramm-Leach-Bliley Act (GLBA). Mason responded to FSA by the deadline, reporting that the corrective actions had, in fact, been implemented. FSA confirmed the corrective actions and that nothing further is required by Mason.
Internal Revenue Service (IRS)	Announced and in Progress	In Progress	Baker Tilly engaged to provide expertise and support. Audit expected to take up to one year to complete.

APPENDIX: SUMMARY OF ASSESSMENT REPORTS ISSUED

Equal Opportunity and Title IX program (DEI)	<p>Context and Scope: Federal and Commonwealth regulations prohibit discrimination against persons in protected classes, require procedures for addressing reported sexual offenses, and require provision of reasonable accommodations to persons with disabilities. These requirements are among the highest regulatory risks for institutions of higher education. Institutional Compliance facilitated a self-assessment of the maturity of Mason's Equal Opportunity & Title IX Compliance Program administered by the Office of Diversity, Equity, & Inclusion (DEI). The self-assessment evaluated the design adequacy and operating effectiveness of the program.</p> <p>Conclusion: A number of programmatic strengths were identified in the areas of leadership, policies, training, ongoing assessment, investigation, and collaboration with other units. Recommendations were made for improving program maturity and effectiveness by evaluating needed resources, educating leaders about programmatic activities, simplifying certain policies and procedures, increasing staff ongoing education, updating training, and making assessment activities more proactive. Institutional Compliance will work with DEI to facilitate these improvements.</p>
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Information Technology Services

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

September 2022

Prepared by

Kevin Borek, Vice President and CIO

Curtis McNay, Director, Information Technology Security

Charlie Spann, Assistant Vice President and Deputy CIO

Executive Summary

In December 2021, Information Technology Services (ITS), with the input of the Office of University Audit (OUA), established a multi-year program to strengthen the risk and control infrastructure at Mason and improve the quality of technology service delivery for the University.

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

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

Each area is comprised of multiple projects and activities that have been prioritized to improve the efficiency and effectiveness of information technology service delivery. This report outlines the status of projects in each of the six program areas. Please note that these projects are only a subset of the technology investments that are currently being made at the University. All ITS managed and administered information technology projects (including those related to these focus areas) are available for review online at <https://its.gmu.edu/working-with-its/ppmo/projects-dashboard/>

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

It is necessary for an institution to establish information security policy at the highest levels of the organization, around industry standards and stakeholder expectations. Mason is updating the university's Information Security Standard to align it with the latest guidance for Federal information systems. Mason's current standard, developed in 2019, is based on NIST SP 800-171 which narrowly focuses on the protection of Controlled Unclassified Information (CUI). We are required to comply with 800-171 to be eligible to compete for federal research grants that involve CUI. Additionally, the US Department of Education has announced an intention to require universities to adopt 800-171 controls for protection of student financial aid data.

However, NIST 800-171 by itself does not represent a complete information security program. It is focused on data protection and does not address other key concerns such as disaster recovery, security program management, and systems acquisition. ITS incorporated additional controls into the 2019 Standard to cover those elements, drawing from the more comprehensive NIST SP 800-53.

This 2022 revision of the Information Security Standard will include most of the controls listed in the current version of NIST SP 800-53; some tailoring is required as not all the controls are appropriate for an institution of higher education. The overall goal is to broaden and deepen Mason's information security posture, beyond the minimum standards for the protection of CUI. To that end, the number of discrete controls in the Standard will increase by nearly 50 percent (from 186 to approximately 275.)

ITS is working with the input of the Office of University Audit to select an appropriate subset of controls from 800-53 and design the new Standard. The proposed controls are currently being reviewed with Mason technology professionals to verify that they are relevant and achievable. ITS expects to publish the new Standard by the end of this calendar year. The significant changes and added complexity will require ITS to implement a communications program to inform the Mason technology community and help them reach compliance in a reasonable timeframe.

Portfolio and Project Management

ITS has completed the updates to the project management framework artifacts, which are published on the Project and Portfolio Management Office (PPMO) website, <https://its.gmu.edu/working-with-its/ppmo/>. These artifacts are used by the PPMO project managers to plan and document projects.

The Investment Review Subcommittee (IRSC) of the Ways and Means Committee has been established and has completed its first review of business cases for technology investment. The committee has submitted recommendations to the Ways and Means committee for final approval and funding. A description of the new governance process has been published at <https://its.gmu.edu/working-with-its/technology-investment-request-lifecycle/>. The IRSC will meet monthly to refine the process and is scheduled to review the next collection of business cases in September 2022.

IT Security Awareness Training

ITS was issued a written report from the Auditor of Public Accounts (APA) regarding the Information Security Awareness Training Program, requiring Mason to develop role-specific training for staff who access sensitive data and to implement a stronger enforcement mechanism to ensure compliance with

the training requirement. In FY22, the completion rate for role-based IT Security awareness training was 98% compliance, however general IT Security awareness training completion rate was at 76%. In FY23 ITS will track compliance with the ITSAT requirement and lockout non-compliant users at the end of the training period. An additional training module has also been created to address staff with access to sensitive data. In our efforts to ensure 100% compliance for the general training, we have increased our communication channels and frequency, and have communicated that non-compliant accounts will be disabled.

Risk Assessment and Remediation

ITS is finalizing the implementation of a system to automate the audit of third parties that store university data, utilizing the university's governance, risk, and compliance system. The revised system will also provide tools for managing risk assessments that will result in the creation of System Security Plans and a Plan of Action and Milestones for remediating control gaps for university systems classified as high. This project has a planned completion date of September 30, 2022.

Disaster Recovery

ITS is meeting weekly to develop the disaster recovery plan and has completed a dry run of the exercise. During the dry run, which we conducted on August 24, 2022, we discovered that some details needed further honing and so we have addressed that issue. This year, our internal auditor will collaborate with us during the live DR Exercise which we are planning to complete prior to October 8, 2022. During the exercise, we will plan to bring up core services in our DR site in Prince William County from our primary site at the Fairfax campus.

Ransomware Defense

ITS has concluded a project to expand and test our backup and storage capabilities through the purchase and implementation of an additional 120 TB Rubrik appliance. By adding on this additional capacity, the University will have sufficient backup and recovery capabilities within our primary Fairfax and Prince William DR sites. This provides better capabilities in the event of a ransomware attack at our primary site in Fairfax to recover critical data and applications off-site. Prior to the close of the project, a test was completed in Prince William to ensure our backup and recovery infrastructure is working as expected.

Change and Configuration Management

ITS has launched a Quality Management Program to improve the delivery of IT Services at Mason, with a first area of focus in asset management and change/configuration management across the service portfolio. ITS has begun to inventory enterprise assets and consolidate their metadata within the standard Information Technology Service Management (ITSM) platform to improve adherence to sound Change Management principles. This effort will increase consistency of intentional changes, provide a means of tracking assets before, during and after service and reduce siloed processes. Critical business processes associated with configuration and change management in core services will be assessed over the next 6 months, looking for areas of process standardization and improvement. ITS will implement an improved Asset and Change Management system to support the refined processes in parallel with this Quality Management Program.

The APA issued a written finding in FY22 regarding the configuration management process for the database supporting the university's Enterprise Resource Planning system, Ellucian Banner. The issues identified have been addressed. Database Change Management and Control processes are also under review as a part of the Quality Management Program. ITS is implementing a new code release process that includes coding standards and review, formal testing and sign off, and code management. The coding standards are in development now with roll out planned for Fall 2022. All change requests will be tracked within the IT Service Management system for better control, auditing, and metrics.

Identity Management and Access Control

ITS implemented a series of improvements to the Active Directory service, which is the primary repository for university identities. These updates were the result of the Identity and Access Management assessment that was completed in January 2022.

ITS Implemented two factor authentication for Blackboard, the university's learning management system. Two factor authentication provides an extra layer of security to improve identity assurance and access to sensitive data, such as student grades. This change supported requirements for the Southern Association of Colleges and Schools Commission on Colleges Accreditation.

ITS has initiated a Job Data Collection/Analysis project with Human Resources, which is the first step in the process of establishing a Position Management system, ultimately supporting Identity Management and Access Control in automation. ITS delivered a custom application to collect job data in support of this project in August.

Information Technology Strategic Plan

ITS has initiated a project to document service and technology roadmaps, which will provide a mechanism to communicate the strategy for technology implementation and IT service delivery over the next 3 to 5 years. The roadmaps will be socialized with university stakeholders and university leadership and aligned with the university's strategic plan. As the demand for IT solutions evolves, the roadmaps will be adjusted to meet the strategic needs of the university.

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

**BOARD OF VISITORS
GEORGE MASON UNIVERSITY**

**Planning Conference Meeting
July 28, 2022
MINUTES**

PRESENT: Rector James Hazel, Vice Rector Horace Blackman; Visitors Reginald Brown, Lindsey Burke, Anjan Chimaladinne, Juan Carlos Iturregui, Wendy Marquez, Michael Meese, Carolyn Moss, and Nancy Prowitt.

ABSENT: Secretary Simmi Bhuller and Visitors Mehmood Kazmi, Jon Peterson, Dolly Oberoi, Robert Pence and Bob Witeck.

ALSO, PRESENT: Erin Rogers, Staff Representative; Melissa A. Broeckelman-Post, Faculty Representative; Sophia Nguyen, Student Representative; Ayondela McDole, Student Representative; Gregory Washington, President; Ken Walsh, Vice President for Strategic Initiatives and Chief of Staff; Mark Ginsberg, Provost and Executive Vice President; Deb Dickenson, Interim Senior Vice President for Administration and Finance; Christine Landoll, President of Alumni Association; Robert Matz, Campus Dean, Mason Korea; Board of Visitors Committee Faculty Representatives, Members of the Executive Committee of the Board of Trustees, Members of the President's Council and Members of the Alumni Board Presidents.

I. Call to Order

Rector Hazel called the planning session to order at 8:17 a.m. and introduced Dr. Washington for opening remarks.

II. Welcome Remarks, Agenda Overview & Key Milestones/Achievements

Dr. Washington provided remarks with the following highlights:

- He introduced two new Deans, Ingrid Guerra-López, College of Education and Human Development and Ajay Vinzé, School of Business followed by the new Board Members that were in attendance, Reg Brown, Lindsey Burke and Michael Meese.
- How Are We Doing:
 - Mason is doing well despite the continued pandemic:
 - There has been a 5.2% increase in undergraduate enrollment.
 - A 6% increase in grad school enrollment.
 - Research expenditures increased by 15%.
 - Graduation rates dropped by about 1%.
 - The percent of online classes increased.
 - Student debt increased by 3.2%.
- This Is Who We are:
 - Mason's law school is ranked 30th overall and is a top 12 public law school.
 - Per the Foundation for Individual Rights and Expression (FIRE), Mason is ranked ninth for a public institution in free speech.
 - Mason provides an excellent return on investment and is ranked second in Virginia for earnings to debt return.
- Mason Students:
 - The top five bachelor's programs are Computer Science, Information Technology, Biology, Criminology, Law and Society, and Government and International Politics.
- Mason and National Graduation Rates:
 - Mason's graduation rates are consistent across ethnic groups.
- Who Are We:
 - Mason enrolls cohorts of students who look like the state.
 - Graduate all those cohorts with no-gaps and no excuses.

- Provide opportunities and experiences to all.
 - Strive for faculty and staff to reflect the state's population.
 - Diversity and inclusion are intentional, not coincidental.
 - Not just limited to higher education but also assist with K-12 education.
 - Focus and solve the big problems and grand challenges.
 - Mason is a performance culture, not an entitlement one.
- Peer Analysis Over Ten-Year Span:
 - Undergraduate Enrollment:
 - William and Mary and the University of Virginia have intentional flat enrollment rates.
 - Old Dominion University and Virginia Commonwealth University (VCU) are trying to grow without success.
 - VCU was substantially larger than Mason ten years ago and now Mason is larger.
 - Commonwealth Funding:
 - Mason is growing the most and receiving less general fund appropriations per in-state ungraduated student FTE (full-time equivalent) than other state institutions. This is an issue that needs to be resolved.
- Challenges:
 - There is an enrollment cliff due to demographic changes. Between 2026-2031 the number of high school graduates is expected to drop nine percent.
 - The value proposition of higher education is in question.
 - There is a mental health crisis.
 - There is a changing funding model.
 - The cost of living in the region is high.
- What Does Transformation Mean:
 - Leverage education to move from the knowledge and degree business into the success business.
 - Include non-traditional learners and take them to where they want to be.

III. Framing of the Day

Provost Ginsberg provided brief remarks and framed the day:

- Mason brings students to a point where they can achieve success in their life.
- Freedom and learning are the two most important words for Mason.
- The Mason mission was read: George Mason University is an innovative and inclusive academic community committed to creating a more just, free, and prosperous world.
- Our Values:
 - Our students come first.
 - We thrive together.
- Know where Mason has been, but look forward to what Mason wants to become.
- Mason must meet needs, fill gaps and exceed expectations.
- Mason's biggest constraint is resources.
- Today is about adjusting to better meet the needs of today and tomorrow and how Mason can more effectively and successfully thrive together.
- It really is Mason's Time.

IV. Breakout Sessions

Provost Ginsberg, provided instruction for the breakout sessions. Each station will run for 18 minutes and will move on a rotating basis. Q&A along with discussion is encouraged. The station list follows:

- Station #1: Strategic Plan – Facilitated by Ken Walsh
- Station #2: Mason Student Success – Rose Pascarell and David Burge
- Station #3: Research – Facilitated by Andre Marshall and Paula Sorrell
- Station #4: Faculty & Staff Success – Facilitated by Mark Ginsberg, Erin Iacangelo, Melissa Broeckelman-Post and Kim Embry

V. Financial Framework

Deb Dickenson, Interim Senior Vice President of Interim Senior Vice President for Administration and Finance presented the following financial framework:

- Mason's Financial Position is Stable:
 - Financial stability is strong; great to say post COVID.
 - Achieved Tier 3 status just before the pandemic which allowed Mason the ability to issue debt.
 - Inaugural Issuer Rating and stable Aa3 outlook.
 - During the SACSCOS Recertification, there were no financial findings which is almost unprecedented.
- Key Financial Metrics:
 - Operating cash flow margin is improving which is a financial resource used for investments.
- Moody's Debt Rating Scorecard (Aa3):
 - A lower score is better.
 - Mason is trending toward the next level rating (Aa2) which could be achieved this year.
- Financial Challenges Looking Forward:
 - Funding disparities.
 - Lean staffing.
 - Focusing on projects with return on investments.
- Enrollment Growth:
 - Mason's enrollment growth doubled Virginia Tech's (VT) over the last ten years.
 - Mason is responsible for 85% of the Commonwealth's enrollment growth.
- Tuition and State Funding Disparities:
 - Mason receives the lowest state support per peer institutions.
 - The BOV established a Special Tuition Committee to make tuition recommendations for the remainder of the academic year. The tuition increase that was previously established is needed.
- Allocation & Tuition Gaps:
 - \$2,665 gap between Mason's undergraduate in-state tuition and mandatory fees and the average for other R1 institutions in FY22.
 - \$1,682 gap between Mason's appropriation per Virginia student and average appropriation for all other Virginia higher education institution in FY22.
- Increasing Mason Aid:
 - Mason's aid has more than doubled as a percentage of overall financial aid.
 - Federal, State and all other aid has steadily decreased as a percentage of overall financial aid.
- Operational Efficiency:
 - Mason has significantly fewer employees per student than nearly all its peers per FTE.

- Market Compensation:
 - More than 250 faculty below minimum market range.
 - From a staff standpoint, Mason cannot meet offers for the same position that other universities are offering in the same area. Other universities have counter-offered \$25,000-\$37,000 more for an \$80,000 position that Mason offered.
- Cost of Living:
 - The DC Metro area is the fifth highest cost of living in the United States. For example: A two-bedroom apartment near Mason's campus costs about \$3,000-\$3,500 a month while a comparable apartment near peer institutions costs between \$900-\$2,000 a month.
- Cumulative Impact of State Funding Disparity:
 - Mason would have received an additional \$436 million if the average state appropriation per in-state student (excluding aid) of five peer doctoral institutions between FY13 and FY22 was received.
- Financial Services Roadmap:
 - Mason streamlined and modernized its systems and processes.
 - Redesigned the chart of accounts which went live on July 1. This reduced Mason's accounts from 2500 to 1100.
 - Committed to operational efficiency.
- Student Services:
 - Enhance student engagement across modalities.
 - Standardize the student experience.
- Research Administration Roadmap:
 - Streamline and enhance research administration. This helps the researcher to focus more on research due to spending less time on administration.
- Leveraging Existing Resources & Strategic Investments:
 - Renovating existing assets to extend useful life and enhance functionality.
 - Classroom technology refresh for consistency of appearance and capabilities across all campuses.
 - Extended the useful life of Harris Theatre for 20 years with half the budget it would have cost to replace the building.
 - Investing strategically in new projects to support future growth.
 - New forensic sciences outdoor lab which is only one of eight in the world.
 - The Police Drone Program was founded in 2018 which provides supports to state, national, federal and local agencies. Mason is at the top of the field in deploying this technology.
 - Mason continues to make the best use of limited resources, investing in its people, systems, and students.
- René Stewart O'Neal, Associate Vice President for Strategic Budget and Planning presented the following operating budget information:
 - FY23 Proposed Operating Budget:
 - The Board approved Mason's \$1.436 billion operating budget on June 29, 2022.
 - Investment in faculty and staff through competitive compensation.
 - Investment in students through increased financial aid.
 - Focus on efficiency through conservative allocations for core budget needs.
 - The budget is tight and not able to provide the investments that are needed for the most critical priorities. A more sustained funding model

is needed to diversify revenue streams and provide increased resources so Mason can continue to grow and thrive.

- Undergraduate & Graduate Enrollment Growth:
 - Mason has experienced a steady increase in total student enrollment, averaging 1.9% annually since FY13.
 - Undergraduate headcount has shown steady growth.
 - Graduate and Law School headcount have shown continued growth since prior declines.
- Six-Year Operating Plan: FY23 & FY24:
 - Submitted a plan update to the state on July 11, 2022 as required. The eight operating strategies remain unchanged.
- Operating Budget Challenges:
 - There was one limited undergraduate tuition increase in last three years which was \$450 in FY2021.
 - No increase in FY23 mandatory student fees.
 - Tuition increases used to fund additional institutional aid.
 - Tuition increases used to fund salary increases and employee competitive market adjustments.
- Ms. Dickenson presented on the following items:
 - The following are capital funding projects that are being submitted to the state:
 - Fuse at Mason Square
 - Student Innovation Factory Building
 - Interdisciplinary Science & Engineering Building 1
 - Business School
 - Critical Deferred Maintenance Phase 1
 - Fuse at Mason Square:
 - First P3 at Mason.
 - Unprecedented public-private partnership.
 - \$77M raised off-balance sheet/off Mason's credit for commercial space.
 - Lease-up risk transferred to private partner.
 - Public-Private Partnership (P3) & Other Opportunities:
 - Mason is assessing opportunities for development and utilization of existing assets. Without large capital gifts only one or two potential initiatives will be selected.
 - Mason is driving Virginia higher education enrollment growth by 85%:
 - A lean, efficient operator.
 - Managing & mitigating risks.
 - FY24 Base Budget Planned Funding Request:
 - Base budgeted shortfalls have been funded through position vacancies and reserves.
 - Annual base budget funding gap with inflation adjusted is \$51.2 million.
- Ms. Dickenson summarized that Mason is all together financially different so please let Richmond know that financial assistance is needed.

VI. Morning Recap

Dr. Washington recapped that despite the fiscal challenges, he is pleased where Mason is at and added that Mason has always done more with less. Provost Ginsberg followed up noting that Mason's approach is fearless when facing the big issues.

VII. Lunch Recess

Rector Hazel called for lunch recess at 11:57 a.m. and advised the planning session would reconvene at 1:00 p.m.

Rector Hazel reconvened the planning session at 1:05 p.m.

VIII. Branding

Paul Allvin, Vice President and Chief Brand Officer, provided the following branding information:

- Mason: Building a National Brand:
 - Mason is in a competitive Market. There are 13 institutions advertising in Northern Virginia.
 - Competition is increasing and universities are advertising heavily in Northern Virginia:
 - The University of Maryland Global Campus has a budget of \$34 million a year while Mason's budget is \$1 million.
 - Virginia Tech is spending in excess of \$3.6 million.
 - The University of Virginia is spending \$3 million.
 - Major universities are operating or expanding Northern Virginia campuses such as Northeastern University, UVA and Virginia Tech.
 - Virginia Tech is expanding its presence in Northern Virginia by advertising in airports, on buses, apparel in the Fairfax Costco and have gift cards at a local Safeway.
 - To counter act the competition, Mason is trying to gain national recognition through renewing the Mason brand:
 - Per the data collected from Sunshine and Bourbon last year, Mason stakeholders are optimistic, energetic, risk-tolerant, forward-thinking and scrappy.
 - Four Pillars of Mason's Brand that its identity is being built around are diversity, inclusivity, grit and audacity.
 - Mason is all-together different. This tag line is derived from Mason's four pillars. The following video was played:
<https://www.youtube.com/watch?v=24zkOmV5mp0>
 - Brand penetration is being accomplished through the following media sources:
 1. Paid through digital news media, transit (airport, metro), Sponsorships and event venues.
 2. Earned through national, DC & Virginia, trade media and student media
 3. Social
 4. Owned such as gmu.edu, email, GMU-TV and campus venues>
 - Five things to look for next:
 1. Brand language training and resources.
 2. Refreshed brand visuals.
 3. More community visibility.
 4. More brand extensions.
 5. Region in-reach, national outreach.
 - Mason's Spring 2022 Commencement Recap video was played as it sums up everything Mason is:
<https://www.youtube.com/watch?v=5UVYSoBqXIk>

IX. Breakout Sessions

Rector Hazel provided instruction for the following breakout sessions:

- Station # 1: ARIE – Our Path Forward – Facilitated by Sharnnia Artis & Kim Eby
- Station #2: ADVANCE & The Mason Virginia Promise – Facilitated by Janette Muir, Paula Sorrell & Jason Dodge
- Station #3: Philanthropy & Comprehensive Campaign Planning – Facilitated by Trishana Bowden
- Station #4: 2022-2023 Legislative Priorities – Facilitated by Paul Liberty

X. COVID: A Look Back & Moving Forward

Julie Zobel, Associate Vice President, Safety, Emergency, and Enterprise Risk Management provided information on Mason's COVID response which was presented in four sections:

1. Foundation:

- Planning for a Safe Return to Campus:
 - A chart was referenced which highlighted the governance structure.
 - A dedicated project management team helped coordinate meetings, developed timelines, charters and deliverables for each working group and identified inner dependencies between groups.
- The Emergency Management Foundation housed the Continuity of Operations Plan (COOP), Communicable Disease Plan (CDP) and the Patriot Tiger Team Report (PTTR) on Fall 2020 Operations.
 - COOP provided direction on how Mason performs critical functions during an emergency.
 - The CDP became a guide for Mason's COVID response.
 - The PTTR solved the complex problem of developing and delivering a quality education during the pandemic.
 - Mason implemented these plans in coordination with the Fairfax County Health Department, Virginia Department of Emergency Management and the Virginia Department of Health (VDH).
- There was a central coordinated response via Safety, Emergency, & Enterprise Risk Management (SEERM).
- The Public Health Foundation was highlighted for managing the Box-It-In strategy.

2. Response:

- Dave Farris, Executive Director, Safety and Emergency Management began this segment by showing a Mason COVID Response Retrospective Video.
- March 2020 – May 2020, Challenges and Responses:
 - In March 2020, Mason was reassured that COVID was not going to be a big public health threat. Despite that assurance, Mason was monitoring what was going on and had a communicable disease plan in place.
 - Abrupt transition to online learning.
 - Suspension or modification in operations.
 - Anticipated the financial impact to better position Mason to receive aid when it became available.
 - The response to these early changes was activating Mason's emergency plans.
 - Outbreak Mitigation and Management:
 - This consisted of an interdisciplinary team in coordination with public health officials to handle potential campus outbreaks.

- Exposure protocols were developed such as the Mason COVID Health Check.
 - When appropriate interventions would occur to quarantine, perform targeted testing or modify events.
 - June 2020 – August 2020, Challenges & Responses:
 - Resumption of on-campus activities during the fall through the Safe Return to Campus Plan.
 - Educating the campus community with the new safety protocols through mandatory training, website and communications.
 - Provided safety and cleaning supplies University wide.
 - Limiting occupancy in classrooms and public areas by reconfiguring spaces and removing furniture.
 - September 2020 – August 2021, Challenges & Responses:
 - There was a resurgence of COVID which continued the mandate of face coverings, physical distancing and completion of the COVID HealthCheck.
 - There was a demand for testing with limited testing capacity. At this point a lab was setup at the SciTech Campus which allowed Mason to process more tests. Began with a nasal swab testing process that was performed at the underground parking deck of the Ángel Cabrera Global Center. Mason later moved to a saliva test which allowed for more testing locations. Today more than 265,000 tests have been provided at Mason.
 - Mason staff managed mass vaccination clinics. A total of 120,000 vaccines were provided by Mason. Mason continues to provide vaccines and boosters on the Fairfax Campus.
 - September 2021 – Present, Challenges & Responses:
 - Greater densities on campus so public health and safety precautions were maintained while reviewing plans and protocols.
 - The primary concern was vaccinating the community.
 - The community became fatigued and complacent in dealing with the COVID precautions.
 - The Omicron variant hit.
 - Due to the impact on the student body, increased support services were provided.
3. Impact:
- Ms. Zobel began this segment by highlighting the university cases across the United State in May 2021. Mason's had 923 cases while the next lowest cases shown on the slide was 4,312.
 - Due to Mason's media communications, the community was well informed of Mason's low transmission rates and the measures taken to keep the community safe.
 - Campus presence increased beginning fall 2021.
 - Due to Mason's efforts, the dedicated quarantine and isolation facility never exceeded 1/3 of its capacity.
 - There was student involvement in COVID solutions which enhanced their experience and experiential learning opportunities. They checked in vaccination clinic participants, some were able to administer vaccines and science majors were hired to work in the testing lab.
 - The creation of online and hybrid courses during the pandemic paved the way for continuing hybrid courses.

- Mason's response had a significant impact on the region. Mason's on-campus testing reduced the burden on regional testing facilities. Mason's mass and mobile vaccination clinics increased the overall regional vaccination rate.
- 4. Strengths, Risk and Opportunities:
 - Key Success Factors:
 - Governance structure with diverse membership.
 - Countless hours of work over evenings, weekends and holidays for more than 2 years.
 - Adherence to scientific principles and guidance even when unpopular.
 - Faculty committed to delivering courses differently.
 - Set up of a 13,000 weekly capacity testing program.
 - Was among the first university to require vaccinations.
 - Additional Success Factors:
 - Decisive leadership through the pandemic with clear communication.
 - Decades of practice in emergency management gave the expertise needed to managed the operation impacts of COVID.
 - Positive relationships with state and local partners were critical in obtaining supplies, understanding guidance, getting approval for plans, and bench marking.
 - Community's adaptability to change their behavior.
 - These factors allowed the campus to reopen safely, with no major outbreaks while continuing to provide quality instruction and research throughout the pandemic.
 - FY23 Enterprise Risk Mitigation Efforts:
 - Will focus on fully transitioning COVID operations from an emergency state to a steady state.
 - Focus on active threat preparedness.
 - Continue to address Human Resources and IT infrastructure needs.
 - To close, Dr. Zobel offered a video which highlighted the impact that Mason's approach to COVID had on the community.

XI. Reflections & Closing Comments

Dr. Washington closed the meeting by noting he hoped everyone gained an idea of what Patriot Spirit looks like. He thanked everyone for attending and helping to build the next great public research university.

XII. Adjournment

Rector Hazel called for any additional business to come before the board. Seeing none he adjourned the session at 4:40 p.m.

Prepared by:

Sarah Hanbury
Secretary pro tem

**BOARD OF VISITORS
GEORGE MASON UNIVERSITY**

**Meeting of
Friday, July 29, 2022
Merten Hall, Hazel Conference Room (1201)**

MINUTES

PRESENT: Rector James Hazel, Vice Rector Horace Blackman, Secretary Simmi Bhuller, Visitors Reginald Brown, Lindsey Burke, Juan Carlos Iturregui, Mehmood Kazmi, Michael Meese, Carolyn Moss and Nancy Prowitt.

ABSENT: Visitors Anjan Chimaladinne, Wendy Marquez, Dolly Oberoi, Robert Pence, Jon Peterson and Robert Witeck.

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

I. Call to Order

Rector Hazel called the meeting to order at 9:01 a.m.

Rector Hazel welcomed Reginald Brown, Lindsey Burke, Michael Meese and Robert Pence as the newest members of the board and offered those in attendance the opportunity to provide comments. Visitor Brown noted he is happy to be here and excited to rejoin the university community. Visitor Burke noted she is thrilled to be a board member as a doctoral alumna of Mason. Visitor Meese is delighted to be appointed and had two daughters graduate from Mason. Rector Hazel shared that he served on the board when Visitor Meese's father, Edwin Meese, served as rector. Rector Hazel shared that Visitor Pence is traveling and looked forward to welcoming him when he has the opportunity.

Rector Hazel introduced Sophia Nguyen and Ayondela McDole the new board student representatives. Sophia expressed that she is honored to be here and is a senior, majoring in government and international politics. Ayondela shared that she is a fifth-year doctoral candidate and that it is a privilege to be in the room.

Rector Hazel welcomed back Melissa Broeckelman-Post as the Faculty Senate Chair and faculty representative to the board along with Erin Rogers as the Staff Senate Chair and staff liaison to the board. Dr. Broeckelman-Post expressed that it was a pleasure working together and she looked forward to another productive year.

II. Approval of Minutes

- A. Full Board Meeting Minutes for May 5, 2022 (**ACTION ITEM**)
- B. Special Board Meeting Minutes for June 29, 2022 (**ACTION ITEM**)

Vice Rector Blackman **MOVED** that the board approve the Full Board Meeting Minutes for May 5, 2022 and the Special Board Meeting Minutes for June 29, 2022. The motion was **SECONDED** by Secretary Bhuller. Rector Hazel opened the floor for discussion. Hearing no discussion, the **MINUTES STOOD APPROVED AS WRITTEN**.

III. Approval of the Minutes

- A. Election of Rector (**ACTION ITEM**)
- B. Election of Vice Rector (**ACTION ITEM**)

C. Election of Secretary (ACTION ITEM)

Rector Hazel explained that every two years the Rector, Vice Rector and Secretary are elected by the Board at the annual meeting as per the bylaws. He then called on Visitor Moss for a motion. Visitor Moss **MOVED** to elect the following:

- Rector – Horace Blackman
- Vice Rector – Simmi Bhuller
- Secretary – Jon Peterson

The motion was **SECONDED** by Visitor Iturregui. Rector Hazel opened the floor for discussion or any other officer nominations; there was none. **MOTION CARRIED UNANIMOUSLY BY VOICE VOTE.**

Rector Blackman thanked Visitor Hazel, the board and Dr. Washington for being able to serve Mason in this capacity. Visitor Hazel noted that the Rector Blackman's wife was in attendance.

D. Election of Members-at-Large to the Executive Committee (2) (ACTION ITEM)

E. Appointment of Board Liaisons

F. Committee Appointments

G. Committee Chair and Vice Chair Appointments (ACTION ITEM)

Rector Blackman proceeded to announce the following appointments:

- Legislative Liaisons – Jimmy Hazel and Bob Witeck
- Faculty Liaison – Bob Witeck
- ARIE Task Force Liaison – Nancy Prowitt
- Law School Liaison – Reg Brown
- Athletic Liaisons – Nancy Prowitt and Horace Blackman

Rector Blackman proposed the following appointments for chairs and vice chairs of the standing committees (**ATTACHMENT 1**):

- Academic Programs, Diversity, and University Community Committee
 - Chair – Carolyn Moss
 - Vice Chair – Simmi Bhuller
- Audit, Risk, and Compliance Committee
 - Chair – Mehmood Kazmi
 - Vice Chair – Dolly Oberoi
- Development Committee
 - Chair – Anjan Chimaladinne
 - Vice Chair – Simmi Bhuller
- Finance and Land Use Committee
 - Chair – Juan Carlos Iturregui
 - Vice Chair – Carolyn Moss
- Research Committee
 - Chair – Nancy Prowitt
 - Vice Chair – Wendy Marquez

Vice Rector Bhuller **MOVED** to approve the proposed appointments. The motion was **SECONDED** by Visitor Hazel. Rector Blackman opened the floor for discussion. There was none.

MOTION CARRIED

Rector Blackman noted that the Executive Committee would be comprised of the Rector, Vice Rector and the Secretary and the following two At-Large Members of the Executive Committee:

- At-Large Member to the Executive Committee – Wendy Marquez
- At-Large Member to the Executive Committee – Carolyn Moss

Visitor Iturregui **MOVED** to approve the Executive Committee. The motion was **SECONDED** by Visitor Iturregui.

MOTION CARRIED

IV. Rector's Report

Rector Blackman reported the following items:

- He thanked Dr. Washington and Mason staff for the work that was done for the President's Planning Conference.
- He welcomed the new deans that Mason hired.
- He noted that one of the biggest challenges for Mason is fiscal and the need to find a solution to close the fiscal gap.

V. Annual President's Report

A. Presentation of FY 2023 Goals – Dr. Washington (ACTION ITEM)

Dr. Washington highlighted the following accomplishment for the 2021-2022 academic year in his annual report:

Despite the challenges of the pandemic, and a change in government leadership, Mason continues to achieve success:

- Continued effective management of the COVID pandemic. The number of Mason COVID cases increased this year, but the number was significantly lower than state peers.
- Student enrollment continued to grow even though it is slowing.
- Research continued to grow and the amount of faculty research proposals increased.
- Had a robust philanthropic year as \$118 million was raised, which is Mason's third highest fundraising year. This achievement is significant as Mason is not in a campaign year.
- Continued to increase inclusivity on campus. Made progress with the Anti-Racism and Inclusive Excellence (ARIE) initiative which culminated with the dedication of the Enslaved People of George Mason Memorial.
- Community partnership continued to expand and modernize facilities:
 - Have External Advisory Councils in most of Mason's Schools and Colleges.
 - Established the President's Innovation Advisory Council (PIAC), an industry-led group of 33 companies to help with Mason Square. There was a groundbreaking for Fuse at Mason Square which is a 350,000-square foot facility and is Mason's largest P3. It is one of the few P3s in Virginia and should be complete in a couple of years.
 - Teamed with private partners in Manassas to simultaneously launch the new Life Sciences and Engineering Building with the Manassas Town Center.

Dr. Washington highlighted the following challenges:

- Budgetary challenges in the region are significant. Mason has one of the lowest tuitions in the state and received one of the lowest per-student allocations yet has the highest cost of living of any Virginia four-year institution.
- Cultural changes continue to be a challenge as the institution moves from an entitlement-based culture to a performance-based culture.
- Salaries for Mason faculty and staff remain below peer institutions.

Dr. Washington concluded that all of his major goals were completed this year. This included the revamping and restructuring of core leadership.

Visitor Iturregui inquired what the specific actionable items are that Dr. Washington hopes to achieve with the President's Innovation Advisory Council (PIAC). Dr. Washington responded that he wants the projects in Arlington to not be Mason driven but community and industry driven. He hopes to take successful middle tier companies and position them for greater success through Mason Square.

Rector Blackman thanked Dr. Washington and noted that the board will discuss the FY2023 goals in closed session with a vote in open session.

Rector Blackman then recognized the creation of the Special Finance Committee in response to the Governor requesting a zero tuition increase. He noted that Visitor Hazel would be chairing the committee and the following Visitors as members: Brown, Prowitt and Kazmi. The committee will meet to discuss options regarding Mason's tuition increase and report back to the full board in the fall.

VI. Board Orientation

A. Legal Overview

1.FOIA and COIA for BOV Members

Anne Gentry, Interim University Legal Counsel provided the following legal overview:

- She referenced the memo from the Office of the Attorney General: What Every Board Member Absolutely has to Know about FOIA, which was included in the meeting materials.
- She reported that most of her remarks are in the form of legal advice and will be reserved for closed session to include a discussion on FOIA and COIA.

B. Code of Ethics – Annual Review and Certification

Ken Walsh, Vice President for Strategic Initiatives and Chief of Staff provided the following code of ethics overview:

- This is an annual review and certification of the BOV Code of Ethics.
- The conflict of interest state statute applies to board members and their immediate family members.
- If a board member has or believes there is a conflict of interest, the state statute requires that they recuse themselves from the discussion on the conflict of interest matter.

C. Student Referrals/Admissions

Rector Blackman requested that the board note the memo from Dr. Washington in the meeting materials which addresses requests for admission assistance.

VII. New Business

A. Academic Programs, Diversity, and University Community

Mark Ginsberg, Provost and Executive Vice President presented following information:

- Seven individuals joining Mason at the rank of professor without term were presented to grant them tenure upon their arrival.
- Four individuals at the rank of associate professor without term were also presented to grant them tenure.

1.Faculty Actions

a. Election of New Tenured Faculty (ACTION ITEM)

Visitor Hazel **MOVED** to approve the Election of New Tenured Faculty. The motion was **SECONDED** by Vice Rector Bhuller. Rector Blackman opened the floor for further discussion; there was none.

MOTION CARRIED

Provost Ginsberg, continued to present that nine individuals that are being considered for Conferral of Emeritus/Emerita Status.

b. Conferral of Emeritus/Emerita Status (**ACTION ITEM**)

Vice Rector Bhuller **MOVED** to approve the Conferral of Emeritus/Emerita Status. The motion was **SECONDED** by Visitor Prowitt. Rector Blackman opened the floor for further discussion; There was none.

MOTION CARRIED

B. Classified Information Access (ACTION ITEM) (ATTACHMENT 2)

Melissa Perez, Associate Director, Export Compliance and Secure Research presented the classified information access item:

- This is an annual resolution.
- Mason holds a facilities security clearance. This allows the university to perform work on classified contracts and to initiate security clearances for individuals who support those contracts.
- To maintain the facilities clearance, an executive body such as the Board of Visitors (BOV) must either be granted personnel security clearances or they must be excluded from this requirement. This resolution excludes the BOV from the requirement to obtain and maintain security clearances and it excludes them from accessing any classified information received from the university.

Following Ms. Perez's presentation, significant conversation ensued. Please refer to the meetings video recording for specifics: <https://vimeo.com/showcase/8557205/video/735562626>.

Rector Blackman appointed Visitor Meese to engage as the Board's Classified Information Access Liaison and requested that he report to the BOV on a periodic basis.

Visitor Hazel **MOVED** to approve the classified information access resolution. The motion was **SECONDED** by Visitor Kazmi. Rector Blackman opened the floor to discussion.

MOTION CARRIED

C. Documents and Records Request Policy (ACTION ITEM) (ATTACHMENT 3)

Rector Blackman noted the documents and records request policy can be found in the board materials and is approved each year.

Vice Rector Bhuller **MOVED** to approve the Documents and Records Request Policy. The motion was **SECONDED** by Visitor Bhuller. Rector Blackman opened the floor for further discussion; There was none.

MOTION CARRIED

D. Finance and Land Use

1. Financial Matters

a. Deficit Authorization Annual Notice

Rector Blackman noted that the annual acknowledgement and notification of Mason's deficit authorization requirements under the Commonwealth Appropriations Act can be found in the board materials.

VIII. Closed Session

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

Vice Rector Buller **MOVED** that the board go into Closed Session under the provisions of Section 2.2-3711.A.1, for a Personnel Matter, to discuss President Washington's evaluation; Section 2.2-3711.A.7, for Consultation with legal counsel pertaining to actual or probable litigation including briefings on:

Agrawal v. GMU
Amison v. GMU
Ganley and Surber v. GMU et al.
Jeong v. GMU
Inko-Tariah v. GMU
Kashdan v. GMU
Kinuani v. GMU
Mahmud v. GMU
Morris v. GMU
Morrison v. GMU
Morrison v. GMU et al.

and Section 2.2-3711.A.8 for Consultation with Legal Counsel regarding specific legal matters requiring the provision of legal advice concerning the aforementioned items. The motion was **SECONDED** by Visitor Hazel. **MOTION CARRIED.**

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

Visitor Hazel **MOVED** to approve the following items en bloc with the caveat that there be an agenda item at the September 29, 2022 full board meeting to outline a set of metrics against Dr. Washington's goals:

- The 2022-2023 Presidential Goals (**ATTACHMENT 4**)
- The written performance bonus for President Washington (**ATTACHMENT 5**)
- The written resolution of the Board of Visitors of George Mason University authorizing increase in base salary for President Washington. (**ATTACHMENT 6**)

The motion was **SECONDED** by Vice Rector Bhuller. **MOTION CARRIED UNANIMOUSLY BY VOICE VOTE**

IX. Adjournment

Rector Blackman called for any additional business to come before the board. Visitor Hazel commented that he is very proud of the board, has enjoyed being rector and is a board member for two more years. Rector

Blackman thanked Visitor Hazel for his service and his family's long-standing support of Mason. Rector Blackman called for any further business to come before the board. Hearing none, he adjourned the meeting at 10:52 a.m.

Prepared by:

Sarah Hanbury
Secretary pro tem

Attachment 1: Board of Visitors Committee Roster (1 page)
Attachment 2: Resolution: Classified Information Access (1 page)
Attachment 3: Document and Records Request Policy (1 page)
Attachment 4: 2022-2023 Presidential Goals (6 pages)
Attachment 5: Resolution: Performance Bonus for President Washington (1 page)
Attachment 6: Resolution: Increase in Base Salary for President Washington (1 page)

BOARD OF VISITORS
2022 - 2023 Committee Appointments

Members-At-Large, Committee Chairs and Vice Chairs Approved on July 29, 2022

<u>EXECUTIVE COMMITTEE</u>	<u>DEVELOPMENT</u>
Horace Blackman, Rector	Anjan Chimaladinne, Chair
Simmi Bhuller, Vice Rector	Simmi Bhuller, Vice Chair
Jon Peterson, Secretary	Mehmood Kazmi
Wendy Marquez, Member-At-Large	Dolly Oberoi
Carolyn Moss, Member-At-Large	Bob Pence
	Jon Peterson
<u>ACADEMIC PROGRAMS, DIVERSITY & UNIVERSITY COMMUNITY</u>	<u>FINANCE AND LAND USE (Term Year)</u>
Carolyn Moss, Chair	Juan Carlos Iturregui, Chair (1/2)
Simmi Bhuller, Vice Chair	Carolyn Moss, Vice Chair (1/2)
Lindsey Burke	Simmi Bhuller, (1/2)
Anjan Chimaladinne	Reg Brown, (1/2)
Juan Carlos Iturregui	Jimmy Hazel, (1/2)
Wendy Marquez	Jon Peterson, (2/2)
Mike Meese	Bob Witeck, (1/2)
Nancy Prowitt	
Bob Witeck	
<u>AUDIT, RISK, & COMPLIANCE</u>	<u>RESEARCH</u>
Mehmood Kazmi, Chair	Nancy Prowitt, Chair
Dolly Oberoi, Vice Chair	Wendy Marquez, Vice Chair
Simmi Bhuller	Lindsey Burke
Reg Brown	Anjan Chimaladinne
Mike Meese	Bob Pence
	Bob Witeck

As of July 29, 2022

RESOLUTION ON CLASSIFIED INFORMATION ACCESS

WHEREAS, current Department of Defense Regulations contain a provision making it mandatory that the Senior Management Official and Facility Security Officer meet the requirements for eligibility for access to classified information established for a contractor facility clearance; and

WHEREAS, said Department of Defense Regulations permit the exclusion from the requirements for access to classified information of certain members of the Board of Directors and other officers, provided that this action is recorded in the corporate minutes.

NOW THEREFORE BE IT DECLARED that the Senior Management Official and Facility Security Officer at the present time do possess the required eligibility for access to classified information; and

BE IT RESOLVED that in the future, when any individual enters upon any duties as Senior Management Official or Facility Security Officer, such individual shall, if they do not already possess such, immediately make application for the required eligibility for access to classified information; and

BE IT RESOLVED AND DIRECTED that the following members of the Board of Directors and other officers shall not require, shall not have, and can be effectively and formally excluded from access to all CLASSIFIED information disclosed to the University and shall not affect adversely University policies or practices in the performance of classified contracts for the Department of Defense or the Government contracting activities (User Agencies) of the National Industrial Security Program.

Board Officers:

Horace L. Blackman - Rector
Jon Peterson - Secretary

Simmi Bhuller - Vice Rector

Board Members:

Reginald Brown	Lindsey Burke	Anjan Chimaladinne
James W. Hazel	Juan Carlos Iturregui	Mehmood S. Kazmi
Wendy Marquez	Michael Meese	Carolyn J. Moss
Dolly Oberoi	Robert Pence	Nancy G. Prowitt
Robert Witeck		

IN WITNESS WHEREOF I have hereunto set my hand and affixed the seal of George Mason University, this day of 29 July 2022



Simmi Bhuller – Vice Rector

GEORGE MASON UNIVERSITY

BOARD OF VISITORS

DOCUMENT AND RECORDS REQUEST POLICY

In order to facilitate the orderly transaction of business, and to make the most efficient use of administrative staff, it is the policy of this Board that all requests by individual members for University documents and records, subject to review by Counsel for disclosability, shall be directed to the Secretary of the Board of Visitors or to the Secretary pro tem in the absence of the Secretary of the Board of Visitors.

This policy shall remain in effect for one year.

Adopted by the Board of Visitors on July 29, 2022.



Simmi Bhuller
Vice Rector
Board of Visitors

FY 2022-2023 Goals George Mason University

Note: These goals were approved at the Annual Board Meeting on July 29, 2022 with the caveat to outline a set of metrics against the goals. The 2022-23 Goals will be reviewed again at the September 29, 2022 full board meeting with an action item to accompany/approve the added metrics.

As you may know, we are in the process of developing a strategic plan, the draft of which is now complete. In accordance with the major priorities of this plan, I will establish the updated goals for this academic year. The goals will be outlined in the five general priorities of the strategic plan:

- 1. Deliver a distinctive and inclusive student experience that fosters lifelong engagement.**
Cultivate a high-quality experience that embodies the Mason values and promotes student success, well-being, collaboration, and a lasting connection.
- 2. Expand the impact of Mason's research, scholarship, and creative enterprise.**
Bolster the infrastructure and systems that support research and collaboration.
- 3. Accelerate economic and social impact.**
Strengthen partnerships, alumni relations, and community building and engagement informed by Mason's research, creative arts and pedagogical expertise.
- 4. Exemplify a university culture of diversity, equity, and inclusion.**
Live a culture of belonging and inclusion and address disparities that support the values of access, diversity, equity, and inclusion at Mason.
- 5. Invest in faculty and staff success.**
Ensure appropriate resources, processes, and technologies are in place that better support the faculty and staff experience.

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

As it relates to the student experience, Mason effectively has managed the three major crises emanating from the pandemic. These include the health crisis caused by a lingering pandemic, a racial inequity crisis exacerbated by the death of George Floyd and a fiscal crisis.

The following goals are necessary towards achieving that outcome

- a. Transition COVID management from pandemic emergency response to steady state operations such that the ongoing threat is continues to be mitigated while Mason maintains the ability to deliver quality instructions, research, and services. *(All units, Senior Vice President and Chief Operating Officer (SVP/COO))*

- a. Maintain COVID situational awareness and collaboration with local and regional public health partners and evolve our COVID management strategy as public health conditions warrant;
 - b. Ramp down COVID emergency operations while maintaining baseline level testing, vaccination, and screening services;
 - c. Increase employee health and well-being services identified as critical during our pandemic recovery (mental and behavioral health screening, wellness checks and programming, routine vaccinations, etc.)
- b. Develop and successfully implement a fiscal management plan that supports the campus through the 2022-2023 academic year. This must include the development of structural mechanisms (i.e., innovative financial distribution and expenditure strategies, maintenance and expansion of state support, and fundraising) to avoid significant budget disruptions and/or the implementation of significant reductions that are not debilitating to the university (*SVP/COO, VP Government and Community Relations, VP Advancement and Alumni Relations*)
 - a. Develop and implement a plan to gain additional federal and state resources through earmarks, funded partnerships and proposals (*VP Government and Community Relations*).
 - b. Develop comprehensive plans to invest in projects in a constrained environment (*Provost, SVP/COO, Chief of Staff*)
 - i. Internal reallocation (2% administrative unit budget and academic unit appropriations budget reallocation each year for 3 years – units can request a return of funds that are in alignment with institutional priorities or for innovative projects)
 - ii. 25% of the average cost of *one Instructional and Research (I/R)* faculty member will be reverted centrally each year. These positions will be reallocated based on requests from Colleges and Schools and University Priorities
- c. Create infrastructure improvements that allow institutional efficiency and effectiveness (*SVP/COO*):
 - a. Establish an updated 6-year plan in accordance with the needs of the campus and the directions of the new administration.
 - b. Develop multi-year service roadmap of efficiency initiatives building on the redesigned Chart of Accounts and execute year-one initiatives
 - c. Continue the development of and milestones for an improved university budget model
 - d. Prioritize delivery of automation and efficiency initiatives that enable achievement of enrollment management goals
 - e. Successfully hire a permanent Senior Vice President and Chief Operating Officer (*SVP/COO*) to partner with the President and other university leaders in managing the fiscal health of the institution.
- d. Seek and receive approval from SCHEV for the launch of Virginia's first School of Public Health (*Provost*)

- e. On-board the five new Deans who were hired over the last year and position them for success (*Provost*).
- f. Launch the Division of Graduate Education in the Office of the Provost aligned with the recommendations from the *Reimagine Graduate Education Task Force* (*Provost*).
- g. Continue development of a structure to support robust continuing and professional education programs that will support workforce needs in the region and Commonwealth (*Provost*).
- h. Develop and/or revise at least two online graduate/professional education programs (*Provost*).
- i. Establish student success initiatives (*VP University Life/Provost*)
 - a. Grow the scope and capacity of mental health and associated human services in support of Mason's students
 - b. Develop a process and policy to identify, categorize, evaluate and expand experiential learning opportunities, inclusive of internships, co-op experiences, entrepreneurship, service learning, community engagement, study abroad, and research apprenticeship opportunities for students that apply their knowledge, skills and competencies in and beyond the classroom.
 - c. Establish two new student engagement experiences within the Mason community
- j. Implement the Strategic plan to include the development of a finalized plan, a condensed version, and marketing materials. (*Chief of Staff/VP Branding*)
- k. Continue to review and invest in energy efficiency and sustainability initiatives, building upon the results of phase one of the campus Climate Action Plan (*SVP/COO*).

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

Last year we continued to expand our research enterprise which was exemplified through the growth of research expenditures over the last two years. Our efforts this year will center on the expansion and development of research infrastructure support (*VP Research, Innovation and Economic Impact*).

- a. Complete restructure of the Office of Research Innovation and Economic Impact including the universities major research institutes
- b. Develop and implement a plan to restructure support for research faculty. This includes plans to enhance research collaboration, a plan to manage faculty research space, and a plan to increase licensing and technology transfer.
- c. Successfully complete launch of seed grant programs to foster university research
- d. Establish three new public/private research partnerships with the public or private sectors
- e. Establish two new research partnerships with peer and aspirant Universities.

3. Accelerate economic and social impact.

Mason's location and proximity to the federal government provides ripe opportunities for the University to accelerate impact to the local community. Our three campuses in Virginia are surrounded by organizations that not only serve the federal government but are also many of the largest employers in the Commonwealth and surrounding region. Our goal is to continue to leverage this advantage in the upcoming year.

- a. Launch a comprehensive fundraising campaign to grow the resources and partnerships needed for our university (*VP Advancement and Alumni Relations*)
- b. Grow the *Mason Virginia Promise* (a pathway towards an advanced degree or your own business for every Virginian who wants it) via establishing a standard operating procedure for new partners and adding two additional community college partners (*Provost, SVP/COO, VP Research, Innovation and Economic Impact*).
 - a. Expansion of the availability of financial aid to provide more students with 100% of total financial need
- c. Develop a plan for Mason Korea to become a hub to expand Mason's global presence in Asia and beyond (*Provost, SVP/COO*).
- d. Upgrade and expand health sciences partnerships, funding opportunities, and capabilities (*Provost, SVP/COO, VP Research, Innovation and Economic Impact*).
- e. Complete a study outlining the steps, strategies and estimate of costs for a comprehensive Health Sciences strategy that includes the potential of establishing a medical school (*Provost, SVP/COO*)
- f. Inspire K-12 students actively to pursue higher education by planning for an expansion by 15% of the Early Identification program. Develop a plan for intensifying other successful K-12 outreach efforts (*VP University Life/SVP COO*).
- g. Form partnership to launch online bachelor's programs that support degree completion for working adults (*Provost, SVP/COO*)
- h. Develop and implement plans to leverage Mason Enterprise to create a top-ranked entrepreneurial culture at Mason that catalyzes, supports, and scales small tech businesses throughout the state. (*VP Research, Innovation and Economic Impact*)
- i. Examine public/private partnerships as a mechanism for the monetization of key Mason assets (Shirley Gate property, Mathy properties, SciTech Campus, Parking, Power Generation, etc.). The use of these funds will be to drive and support the academic mission of the university (*SVP/COO*).
- j. Launch an initiative to increase University rankings leading to the classification of Mason as a top 100 University (*President/Chief of Staff*).
 - a. Produce updated plan with metrics outlining performance to date.
- k. Continue the institutional brand renewal effort that coincided with the 50th anniversary (*VP University Branding*).
 - a. Develop a plan to streamline Mason's communication infrastructure to include web, print, mobile and stationary branding.
- l. Continue to position Mason as one of the best positioned universities nationally to establish and grow public/private partnerships (*VP Research/AVP Innovation and Economic Impact*).

- a. Meet enrollment and graduation targets established for the Commonwealth's Tech Talent Investment Program (TTIP) (*Provost*).
- b. Establish an Innovation Ecosystem for campus and local entrepreneurs with GMU as a hub and convener. Initiate construction of FUSE at Mason Square in Arlington (*SVP/COO*).
- c. Expand the Amazon partnership and establish a corporate based coalition to support our Arlington Innovation Campus (*VP Advancement and Alumni Relations*).

4. Exemplify a university culture of diversity, equity, and inclusion.

Mason embraces the opportunity to expand our leadership as the most diverse public university in Virginia and become an exemplar for anti-racism and inclusive excellence at the state, regional, and national levels. Towards that end, the following goals are identified:

- a. Continued implementation of the recommendations from the university's Anti-Racism and Inclusive Excellence Initiative (*CDO, All Units*).
- b. Establish a process to evaluate inclusive excellence plans and reward those units who are successfully implementing their plans. (*CDO, Provost, SVP/COO*)
- c. Execute a comprehensive recruitment and retention plan that addresses inequities for faculty, staff, and students. (*CDO, Provost, SVP/COO*)
- d. Improve access and affordability through expanded financial assistance and partnerships within the Mason Virginia Promise (*CDO, Provost, SVP/COO*)
- e. Incorporate Mason's commitment to furthering the DEI mission into our brand (*VP University Branding*)

5. Invest in faculty and staff success.

The Lingering Pandemic not only will create unprecedented stressors for our campus, it also will create unprecedented opportunities. We will be afforded a unique opportunity to reexamine who we are, what we stand for, and what kind of institution we will be in the future. The possibilities for reimagining and recreating ourselves are significant. GMU is an institution known for its drive, innovation and creativity. My goal is to focus this innovation towards reexamination and reinvention. Towards that end, the following goals are identified (*Provost, SVP/COO*):

- a. Launch formal faculty and staff support and retention programs aimed at improving the environment and working conditions for faculty and staff. These include formal honorifics and awards programs (*Provost*):
- b. Continue annual market assessments of faculty and staff salaries relative to compression, inversion, equity, and cost of living. Implement plan to give a supplemental salary increase for faculty and staff who are substantially below market.

- c. Continued on-boarding of the Ombudsman's Office to investigate conflicts and complaints and attempt to resolve them, usually through conflict management and mediation practices.
- d. Complete a review of key faculty and staff benefits, including possible funding for a tuition remission benefit for dependents.

Performance Bonus – President Gregory Washington

In accordance with Section D.2 of President Washington's Employment Agreement and following evaluation of President Washington's performance for the previous academic year, the Board of Visitors is authorizing the maximum performance bonus of \$125,000 after meeting and/or exceeding his performance expectations as measured per his Employment Agreement as outlined in Section E.

Approved by the Board of Visitors on July 29, 2022.

A handwritten signature in black ink, appearing to read 'Simmi Bhuller', written over a horizontal line.

Signature

Simmi Bhuller

Vice Rector of the Board of Visitors

**RESOLUTION OF THE BOARD OF VISITORS OF GEORGE MASON UNIVERSITY
AUTHORIZING INCREASE IN BASE SALARY FOR PRESIDENT WASHINGTON**

WHEREAS, President Dr. Gregory Washington entered into an employment agreement with George Mason University ("University") first dated March 3, 2020, as amended ("Employment Agreement"), and has served as University president since July 1, 2020; and

WHEREAS, in accordance with Section D.1. of the Employment Agreement, any increase in Base Salary requires approval by the Board of Visitors;

NOW, THEREFORE, BE IT RESOLVED:

Effective July 10, 2022, the Board of Visitors approves an increase of five percent (5%) to President Washington's annualized Base Salary, to \$735,000, to be paid from state funds and Other Funds as specified in Section D.1 of the Employment Agreement.

Approved by the Board of Visitors on July 29, 2022.

A handwritten signature in black ink, appearing to read 'Simmi Bhuller', written over a horizontal line.

Signature
Simmi Bhuller
Vice Rector of the Board of Visitors

**THE RECTOR AND BOARD OF VISITORS
OF GEORGE MASON UNIVERSITY
POLICY GOVERNING PARTICIPATION IN MEETINGS BY ELECTRONIC MEANS**

It is the policy of the Board of Visitors of George Mason University (the “Board”) that individual Board members may participate in meetings of the Board and its committees and subcommittees by electronic means as permitted by Virginia Code § 2.2-3708.3 and this Board policy.

This policy shall apply to the entire membership and without regard to the identity of the member requesting remote participation or the matters that will be considered or voted on at the meeting.

The Board shall indicate whether a meeting will be an in-person or all-virtual public meeting in the required meeting notice along with a statement notifying the public that the method by which the Board chooses to meet shall not be changed unless the Board provides a new meeting notice in accordance with the provisions of § 2.2-3707.

Individual Remote Participation

A member of the Board may attend a meeting by electronic means if such member is unable to attend a meeting of the Board in person due to (i) a temporary or permanent disability or other medical condition that prevents the member’s physical attendance, (ii) a medical condition of the member's family requires the member to provide care that prevents the member's physical attendance, (iii) the member's principal residence is more than 60 miles from the meeting location identified in the required notice for such meeting, or (iv) a personal matter which the member identifies with specificity. The member must notify the Rector in advance of the meeting.

A member may not use remote participation due to personal matters more than two meetings per calendar year or 25 percent of the meetings held per calendar year rounded up to the next whole number, whichever is greater.

Individual participation from a remote location is subject to Board approval. The Board hereby delegates to the Rector the authority to approve or disapprove the participation of a Board member from a remote location. Such participation from a remote location may not violate this policy or the provisions of the Virginia Freedom of Information Act. If the Rector disapproves a member's remote participation because such participation would violate this policy, such disapproval shall be recorded in the minutes with specificity.

Whenever an individual member wishes to participate from a remote location, a quorum of the Board must be physically assembled at the primary or central meeting location, and there must be arrangements for the voice of the remote participant to be heard by all persons at the primary or central meeting location.

All-Virtual Meetings

"All-virtual public meeting" means a public meeting (i) using electronic communication means, (ii) during which all members of the Board who participate do so remotely rather than being

assembled in one physical location, and (iii) to which public access is provided through electronic communication means.

The Board may hold an all-virtual public meeting upon the decision of the Rector or a majority of the Board membership. Public access to an all-virtual public meeting shall be provided via electronic communication means that allow the public to hear all members of the Board participating in the all-virtual public meeting and, when audio-visual technology is available, to see the members of the Board as well;

A phone number or other live contact information shall be provided to alert the Board if the audio or video transmission of the meeting provided by the public body fails, the public body monitors such designated means of communication during the meeting, and the public body takes a recess until public access is restored if the transmission fails for the public;

A copy of the proposed agenda and all agenda packets and, unless exempt, all materials furnished to members for a meeting shall be made available to the public in electronic format at the same time that such materials are provided to members;

The public shall be afforded the opportunity to comment through electronic means, including by way of written comments, at those public meetings when public comment is customarily received.

No more than two members of the Board shall be together in any one remote location unless that remote location is open to the public to physically access it;

If a closed session is held during an all-virtual public meeting, transmission of the meeting to the public resumes before the Board votes to certify the closed meeting as required by subsection D of § 2.2-3712;

The Board may not convene an all-virtual public meeting (i) more than two times per calendar year or 25 percent of the meetings held per calendar year rounded up to the next whole number, whichever is greater, or (ii) consecutively with another all-virtual public meeting.

Minutes of all-virtual public meetings held by electronic communication means are taken as required by § 2.2-3707 and include the fact that the meeting was held by electronic communication means and the type of electronic communication means by which the meeting was held. If a member's participation from a remote location pursuant to this subsection is disapproved because such participation would violate the policy adopted pursuant to subsection D, such disapproval shall be recorded in the minutes with specificity.

This policy was adopted by recorded vote this _____ day of _____, 2022.

Jon M. Peterson
Secretary
Board of Visitors
George Mason University

**President's Report Prepared for the
Sept. 29, 2022 Board of Visitors Meeting**

Selected Highlights

Student and Alumni Highlights:

- Two students received prestigious Boren Fellowships to travel overseas and immerse themselves in foreign languages: Ashley Robertson, in the master of science program in the Department of Environmental Science and Policy, and interdisciplinary studies graduate student Kiernan Hogan, who specializes in energy and sustainability.
- Graduate students Jordan Alexandra Sims (master's student in life sciences, environmental biology) and Michael Anthony Reeve (senior in physics and astronomy) and alumna Jessie Elizabeth Greenslade (bachelor's in neuroscience in 2017 and now at the University of Pennsylvania) received fellowships through the National Science Foundation (NSF) Graduate Research Fellowship Program.
- A team of electrical and computer engineering seniors, led by Kelsey Schneider, won the Space & Satellite Professionals International student prize competition by designing a satellite radar system to extract and transmit data from one antenna to another.
- Senior English major Alaina Ruffin received two NAACP Annual Conference Awards – the 2022 Gloster B. Current Organizer of the Year Award and the Medgar Wiley Evers Youth Leadership Award in the College Short Story Category.
- Engineering student Kheira Bekkadjia was one of 30 students nationwide chosen to take part in MTV's first Mental Health Youth Action Forum at the White House.
- Two Mason alums were awarded Fulbrights to teach English overseas. Magaly Cabrera-Ortiz, who graduated in May with a degree in global and community health, will be working as an English teaching assistant at Nursing School Jindrichuv Hradec in the Czech Republic. Mason 2020 bachelor of fine arts grad Julija Pivo will return to her native Lithuania, which she emigrated from at age 8.
- Marc Christensen, who has an MS and a PhD in electrical engineering from Mason, became the 17th president of Clarkson University in New York.
- Mohammed Saffouri, who graduated in 2020 with a degree in film and video studies and a concentration in film direction, became the first Mason alum – and first Jordanian – to have a film ("Touchline") screened at the Tribeca Film Festival.
- Amy Schott, who earned an MEd in education leadership from Mason, was named The Washington Post's 2022 Principal of the Year for her work at Henderson Elementary School in Prince William County.
- NOVA computer science professor Kwabena Konadu, who earned degrees in electrical engineering and telecommunications at Mason, was recognized by SCHEV with one of its 2022 Outstanding Faculty Awards.
- Former student Colleen Forsee and alumna Carla Rocha (integrative studies) are two winners of Generation Hope's "Our Campus, Our Voice" initiative, which challenged people to find ways to create more family-friendly college campuses.

Faculty Highlights:

- Mason Distinguished Professor David Weisburd has been selected as the 10th winner of the Sir Robert Peel Medal for Outstanding Leadership in Evidence-Based Policing. He is the first university professor to receive the award.
- Computer science professor Foteini Baldimtsi received an NSF CAREER Award for her project, "Privacy Preserving Transactions with Accountability Extensions."
- Chemistry professor Chao Luo received an NSF CAREER Award for his research into new organic materials for fast-charging, high-temperature, and sustainable energy storage.
- Min Park, academic program coordinator of Tourism and Events Management in the College of Education and Human Development, received a U.S. Fulbright Award to study sustainable tourism in South Korea.
- Math professor Padmanabhan Seshaiyer received the 2022 Inclusivity Award presented by the Mathematics and Computer Sciences Division of the Council on Undergraduate Research for his efforts to achieve greater inclusion in STEM fields.
- Schar School of Policy and Government professor David K. Rehr was appointed by Virginia Governor Glenn Youngkin to the board of directors of the Virginia Foundation for the Humanities and Public Policy.
- Mason researchers Cindy Smith, Scott Glaberman, T. Reid Nelson and Kim de Mutsert, all members of the Potomac Environmental Research and Education Center, won the President's Environmental Youth Award from the U.S. Environmental Protection Agency for heading a two-year project, involving local high school students, that was designed to raise awareness of the ecological impact of debris, including single-use plastic beverage bottles.
- Sang Nam, director of the Computer Game Design Programs in the College of Visual and Performing Arts, has been selected as a Fulbright Specialist Scholar. He is working on virtual reality games in Tunisia.
- Sport management professor Margaret T. Jones received an Editorial Excellence Award from the National Strength and Conditioning Association for her contributions to the Journal of Strength and Conditioning Research.
- Law professor Douglas Ginsburg received The Freedom of the City of London, a tradition dating back to the 13th century.

Rankings/Accolades Highlights:

- 2023 Best Colleges rankings from U.S. News & World Report:
 - **Overall ranking**
Publics: 64 (up from 67)
Nationally: 137 (up from 148)
 - **Diversity**
Publics: 7 (up from 12) **Best in Virginia**
Nationally: 13 (up from 21)
 - **Innovation**
Publics: 8 (up from 9) **Best in Virginia**
Nationally: 20
 - **Undergraduate Cybersecurity**
Publics: 10 (up from 15)
Nationally: 19 (up from 28)

- **Undergraduate Computer Science**
Publics: 40 (up from 45)
Nationally: 72 (up from 82)
 - **Undergraduate Business**
Publics: 53
Nationally: 86
 - **Undergraduate Engineering**
Publics: 57
Nationally: 94
 - **Undergraduate Nursing**
Publics: 70 (up from 71)
Nationally: 93 (up from 96)
 - **Best for Veterans**
Publics: 58 (up from 62)
Nationally: 89
 - A+ School for B Students
- Mason is one of 29 universities out of 454 evaluated in the United States – and the only one in Virginia—to receive a five-star premier ranking from the Campus Pride Index, dedicated to creating safer LGBTQ-friendly learning environments at colleges and universities.
 - Mason received the Motor Vehicle Accident Prevention Award from the Virginia State Police in recognition for having a low number of accidents with university-owned and rented vehicles based on the total number of miles driven over the course of the year.
 - Two videos produced by the Office of University Branding earned 2022 Silver Telly Awards, which honor excellence in video and television across all screens.
 - The University Career Services team and industry adviser Philip Wilkerson received awards at the annual conference of the Eastern Association of Colleges and Employers for its Anti-Racism Learning Program, and Wilkerson took home the Outstanding Member Award.

Strategic Accomplishments

As you may know, we are in the process of developing a strategic plan, the draft of which is now complete. In accordance with the major priorities of this plan, I will establish the updated goals for this academic year. The goals will be outlined in the five general priorities of the strategic plan (each underlined in future sections):

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

Cultivate a high-quality experience that embodies the Mason values and promotes student success, well-being, collaboration, and a lasting connection.

Online Education and the Online Virginia Network

- There is a renewed investment from the Online Virginia Network initiative to increase access to online learning. Mason is deeply engaged with the OVN work.
- Degree programs developed for online delivery: BA Global Affairs, BS/BA Economics, BS Health Informatics.

ADVANCE and Mason Virginia Promise

- ADVANCE is wrapping up its largest recruitment and matriculation cycle to date. Mason welcomed 850 students into the program this fall, and over 350 current ADVANCE students matriculated to Mason this semester.
- ADVANCE was recently featured in Lumina's Focus Magazine: <https://www.luminafoundation.org/focus-magazine/summer-2022/video-student-parent-and-creator-of-foundation-fatherhood-ariel-ventura-lazo/>.
- ADVANCE was also recently featured in an NBC article on dual-admissions programs: <https://www.nbcnews.com/news/us-news/new-way-help-college-students-transfer-admit-two-schools-rcna35076>
- MVP work is also under way with Mason Academy expansion. Mason is building out programs with four community colleges and identifying a fifth community college in the southwest Virginia region.

Enrollment:

	Headcount		Student FTE		Credit Hours	
	2021	2022	2021	2022	2021	2022
Total University Enrollment	39021	39478	29710.7	30275	428337.5	435937
VA	30926	30281	23484.8	23169.3	341463	337728
OOS	8095	9197	6225.9	7105.7	86874.5	98209
	Headcount		Student FTE		Credit Hours	
	2021	2022	2021	2022	2021	2022
Total Undergraduate Enrollment	27449	27550	23299.5	23539.7	349492.5	353096
VA	23548	23402	19650.9	19657.1	294763	294857
OOS	3901	4148	3648.6	3882.6	54729.5	58239
	Headcount		Student FTE		Credit Hours	
	2021	2022	2021	2022	2021	2022

Total Graduate Enrollment	10811	11082	5774.7	6062.9	69297	72755
VA	7097	6566	3603	3270.8	43236	39250
OOS	3714	4516	2171.7	2792.1	26061	33505
	Headcount		Student FTE		Credit Hours	
	2021	2022	2021	2022	2021	2022
Total Law Enrollment	761	846	636.5	672.4	9548	10086
VA	281	313	230.9	241.4	3464	3621
OOS	480	533	405.6	431	6084	6465

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

Bolster the infrastructure and systems that support research and collaboration.

Research Services

- The Office of Research Services, in collaboration with Fiscal Services, ITS, the Provost Office and the academic units, continues to lead a transformation of research administration at Mason.
- The Research Administration Management Portal (RAMP) <https://ramp.gmu.edu/> went live on July 11, 2022. This system is used by over half of R1 universities and more than any other research administration platform.
- Academic units have made significant progress in recruiting local research administrators to support PIs and reduce the administrative burden on faculty. The academic units have hired a total of 13 research administrators over the past six months to support pre- and post-award activity locally. We are transforming into a more traditional R1 support model with a target to be fully operational by the end of the calendar year.

Research Development Services: Research Development Services (RDS) is supporting Mason's leadership of a \$160M NSF Regional Innovation Engines proposal (due in January) for the broader National Capital Region focused on Equitable All-Hazards Preparedness and Resilience. The proposal team (which includes multiple external collaborations) is being led by Leah Nichols, ISE Executive Director, and Paula Sorrell, Associate Vice President for Economic Development.

Institutes

- The Institute for a Sustainable Earth (ISE), in partnership with the Office of Graduate Education, hosted its inaugural cohort of Graduate Research Fellows this summer. ISE paired eight Mason graduate students with local and global partner organizations, including the Wilson Center's

Environmental Change and Security Program, the Office of the Secretary at the U.S. Department of Transportation, and Future Earth's Global Food Program.

- The Institute for Digital Innovation (IDIA) launched its first Predoctoral Fellowship Program this fall. The first cohort of students will work on transdisciplinary research problems related to global challenges such as climate resilience, reducing pathogen transmission, improving outcomes for youth in the juvenile justice system, and more. The Predoctoral Fellows will be mentored by faculty and staff representing various perspectives, domains, and disciplinary expertise. In addition to their research, the cohort will learn about intellectual property, customer discovery, technology transfer, entrepreneurship, and ethical research and responsible research. The project abstracts and two-minute video presentations can be found at <https://idia.gmu.edu/idia-predoctoral-fellows/>.
- IDIA and ISE-affiliated undergraduate students participated in the Virginia Student Training and Refurbishment Program (VA STAR), a statewide program through which students refurbished surplus laptops. These laptops were then donated to representatives from five Arlington nonprofits – Arlington Partnership for Affordable Housing, American Legion Post 139, Bridges to Independence, Doorways, and PathForward, who will place them with their new owners. This effort is one of several that IDIA is executing to build strong ties with the Arlington community. Coverage in the Sun Gazette: <https://sungazette.news/mason-students-give-back-through-computer-refurbishment/>
- The Institute for Biohealth Innovation (IBI) is a partner on GO Virginia-funded project VA Bio-Connect. We launched STEM2VA, a statewide internship program, in summer 2022 which paired 29 undergraduate and graduate students across the state with life science companies in the Commonwealth for a paid internship program. The internship program was recognized by SCHEV as a Top Employer for Interns.
- IBI is working with institutions and health care systems across the state to establish the Virginia "Commonwealth" Coordinated Clinical Research Network with pilot funding received from the Commonwealth. Pilot funding distributed has led to a successfully funded NIH U grant, and we have hired a Statewide Clinical Research Navigator who is making connections among researchers, industry and healthcare to establish new clinical research trials.
- Mason was awarded a \$4M grant to upgrade our Regional Biocontainment Laboratory, expanding capabilities to develop infectious disease countermeasures and a preclinical biomedical research pipeline to address national and global pandemic preparedness.
- Mason was awarded a \$3.75M GO Virginia grant to establish and offer high-tech workforce readiness training, support researchers, and accelerate the launch and advancement of nanotech startups. Funding will be used to purchase clean room and characterization lab tools for our recently constructed 1,946-square-foot Nanofabrication Facility. The new Mason core facility will support research in the fields of semiconductor/microelectronics, material science, quantum computing, bioengineering, and more.
- IBI is a team member on two awarded contracts led by LMI: up to \$1B, 10-year DHA Omnibus and up to \$869M, 10-year U.S. Army DEVCOM CBC IDIQ.

3. Accelerate economic and social impact

Strengthen partnerships, alumni relations, and community building and engagement informed by Mason's research, creative arts and pedagogical expertise.

Mason Enterprise

- Mason Enterprise finalized a new Mason Enterprise Center to be opened in Herndon, in partnership with the city. The new incubator in Arlington is nearly full.
- A new accelerator launched in Arlington to support early-stage cyber security companies.
- Mason joined forces with Vanderbilt University to establish the Mid-South I-Corps Hub. The Mid-South Hub, led by Vanderbilt, is one of five recently awarded NSF I-Corps Hubs receiving \$15M to provide experiential entrepreneurial training to academic researchers across all fields of science and engineering. Other partners in the Mid-South Hub include Jackson State University, Meharry Medical College, Tennessee State University, University of Kentucky, University of Louisville, University of Tennessee, and University of Virginia.
- In November, Mason will host the second annual Accelerate investor event to draw outside capital to start-ups in the region.

Development:

- Mason closed out FY22 at \$118.2M, one of the top three years for fundraising attainment. As of 8/31/2022, we received \$10.8M.
- Preparations with Marts and Lundy, as well as the Compass Group, continue as we near the public launch of Mason's historic comprehensive campaign.
- Deans, vice presidents, advancement senior leadership, and directors of development held a retreat Aug. 30, 2022 to discuss philanthropic plans for the new academic year.
- As of Sept. 10, 2022, the Office of Advancement and Alumni Relations welcomed Robin Parker as assistant vice president of communications.

Mason Brand Initiatives:

Mason Brand Renewal Effort

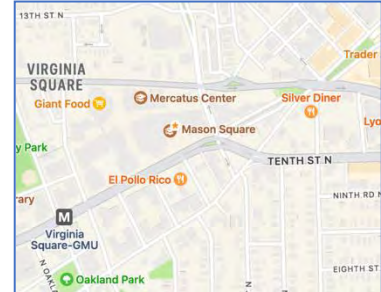
- Phase 1 of the Mason brand renewal effort, to articulate and begin using an updated, compelling, and unified brand narrative, is nearing completion. Training and materials were shared with university personnel starting in September, and the All Together Different framework will now become the standard rhetorical framework for Mason moving forward.
- Phase 2 of the Mason brand renewal effort, evaluating the university's visual branding system (i.e. logo system and colors), is under way. The Office of University Branding has selected the higher education branding firm Ologie to conduct an evaluation, and to make any changes that might be approved based on their recommendations. Should a new brand look be developed, rollout is planned for April 2023.

Brand Advertising

- The Office of University Branding has begun rolling out its next round of brand advertising, which takes up the All Together Different tagline and showcases our unique mix of quality rankings and offerings, including an effort to begin featuring outstanding faculty.
- Ads will continue to appear in English in regional airports, on strategic Metrobus routes, on DC public radio, and most extensively in digital advertising through online properties of The Washington Post.

- Our Spanish language brand effort, aimed at Spanish-speaking parents of Hispanic high school students in Northern Virginia, will scale up on strategic Metrobus routes, select Metro and VRE train stops, and online. University switchboard staff as well as select admissions office personnel now include Spanish speakers.

Mason Square: Efforts to rebrand Mason's Arlington campus to Mason Square continue. Sustained marketing and communications efforts about the campus are increasing, environmental graphics on site are proclaiming the new name, and Apple Maps now recognizes Mason Square. Soon the I-66 exits signs for Glebe Road will change their way-finding to carry the new name in place of "Arlington Campus." Mason will next approach Metrorail to rename the Virginia Square/GMU stop to simply "Mason Square." Renaming Metrorail stops is time-consuming, and is only considered in annual cycles.



Reputation Promotion: U.S. News rankings released in September 2022 solidified Mason's growing reputation as a top national public research university. In particular, Mason is a top 10 public university in innovation (#8), diversity (#7), and undergraduate cybersecurity education (#10). Its national university ranking rose from #148 to #137, and from #67 to #64 among public universities. For a complete list of new rankings, see <https://www.usnews.com/best-colleges/gmu-3749/overall-rankings>.

Earned Media: Efforts to augment our news media coverage of Mason have begun to bear fruit, most notably in September with Mason's inclusion in:

- PBS Newshour feature (upcoming) on the reinvention of higher education. President Washington was interviewed extensively on Mason's ADVANCE program. PBS spent two days filming on our Fairfax campus.
- CNN and ABC News live coverage of attempts to launch the Artemis moon rocket. Robinson Visiting Professor of Astrophysics Hakeem Oluseyi is a regular contributor to live coverage as NASA's attempts to launch the mission continue.
- Washington Business Journal feature on Interstellar Dreams, a simulation and immersion educational tool on space that is opening its first space center at Mason's College of Science Research Hall. Coverage coincided with the first Artemis launch attempt.

Federal Government Relations Update:

- **Meetings with the Virginia Congressional Delegation:**
 - Met with Senator Mark Warner and asked the Senator to support funding for a Mason initiative dedicated to workforce training, development of new technologies, and policy innovation for the intelligence community. Senator Warner is Chairman of the Senate Select Committee on Intelligence.
 - Met with Senator Tim Kaine seeking the Senator's support for funding for a Mason project to develop the technology for a GPS backup system to protect the nation's vital infrastructure. Senator Kaine serves on the Armed Services Committee.
 - Welcomed Congresswoman Jennifer Wexton (D-10) to campus and discussed plans for the Science and Technology campus, which will be in the 10th district as a result of

redistricting. Also led a discussion with several research faculty providing Representative Wexton some highlights of Mason research.

- Met with Congresswoman Spanberger (D-7) for the first time. Part of the discussion focused on Mason's Potomac Science Center, which is now in the 7th district. The Congresswoman was invited to visit the facility.
- **Senator Kaine Staff Visits Mason:** Senator Kaine's health staffers visited Mason and were given briefings on several key programs in the College of Health and Human Services (CHHS). Senator Kaine sits on the Health, Education, Labor and Pensions Committee. The new Dean of CHHS, Melissa Perry, welcomed the staffers. They learned about Mason's Center for Health Workforce, Mason's work on health care worker's mental health needs, the pending designation of CHHS as the College of Public Health, Mason's initiatives on women's and infant health, and the Mason and Partners Clinics. The message to the Senator's staff was that Mason is making an important contribution to the health and wellbeing of Northern Virginia and the entire Commonwealth.
- **Mason's FY 2023 Earmark Process:** Four Mason earmark proposals, referred to as Community Projects, were included in the House-passed appropriations bills. Congressman Connolly sponsored two of them, including \$943,983 for a youth suicide prevention project, and \$1,000,000 for a cybersecurity and information technology executive education program. Congresswoman Wexton also sponsored two proposals, including \$820,000 for a tick-borne testing initiative, and \$1,037,519 for a substance abuse disorder program. In the Senate, Senators Kaine and Warner have supported \$1,950,000 for a Tutors to Teachers Program. The appropriations bills containing these earmarks must be passed by Congress and signed into law for the funds to be directed to Mason.

State Legislative Activities Update:

- **General Assembly and Budget:** The General Assembly finished its work on the 2022-24 biennial budget on June 17. Governor Youngkin hosted a bill signing ceremony on June 21. As anticipated, the General Assembly and Governor formalized the following appropriations recommendations:
 - Financial aid increased by \$32.4 million;
 - Compensation increased by 5% on August 1. Additionally, there is a one-time \$1,000 bonus on December 1, 2022. Looking forward, the budget includes an additional 5% increase on July 1, 2023; and
 - Funding for inflation impacts for all state capital projects, including Fuse at Mason Square Capital project, has been included in a pool that is being administratively managed.

In addition to adopting the budget actions, the General Assembly directed universities to include, as part of their six-year plan, a set of policies to support freedom of expression. In addition, each institution is required to submit an annual report on freedom of expression, including related incidents. The General Assembly will reconvene for the 2023 Regular Session on January 11, 2023. It will be a short session with an anticipated adjournment on February 25.

- **Governor's Budget Presentation:** On August 19, Governor Youngkin appeared before a joint meeting of the House Appropriations, House Finance and Senate Finance & Appropriations Committees. The Governor delivered a detailed account of state finances for year-end FY 2022. He highlighted several items, including:

- Legislative and budget successes to date, including \$4 billion in tax relief, the largest education budget in history, lab school funding, and support for law enforcement;
- Noted that he will continue to follow a roadmap that includes accountability, transparency, and efficiency;
- Ended the fiscal year with a historic General Fund balance;
- Commented that K-12 SOL scores were down from pre-pandemic levels due, in part, to virtual education and not being in class;
- Stressed, three times in his comments, that the revenue surplus was not the Commonwealth's money; it is citizens' money;
- Commitment to work with the "new" State Board for Community Colleges to identify the new chancellor. He considers community colleges as a good place for investment;
- Mentioned disproportionate access to education for under-represented and underserved communities; and
- He discussed key the beneficiaries on re-appropriating the surplus, including \$900 million to the rainy-day fund, \$250 million to VRS, \$100 million to widen I-64 east of Richmond, \$85 million for economic development, \$100 million for inflationary cost overruns, and nearly \$400 million for a taxpayer relief fund – which he suggested would be a "down payment" in the next budget.
- **Legislative Meetings:** This is not typically the time of year for legislative visits. The legislators have just completed a lengthy legislative season, and we are on the front-end of the budget process. However, Mason has taken advantage of the time by working with decision-makers in Richmond on several budget-related matters. Deb Dickenson has ventured to Richmond to meet with thirteen state officials to discuss Mason's budget challenges. Mason hosted the capital outlay budget staff from the House Appropriations Committee for a briefing and tour of the Fairfax and Mason Square campuses. In September, I have meetings with 15 state officials on my calendar, including the Chair of the Senate Finance and Appropriations Committee.
- **Council of Presidents:** The Council of Presidents met several times in May, June, and August to continue coordinating items of mutual interest. The Governor contacted the Council of Presidents and requested a meeting on August 15 to discuss several matters of importance to the Administration.
- **Looking Forward:**
 - September 13 to 15: Meetings with state officials
 - September 14: Investiture of Justice Wesley Russell to the Virginia Supreme Court (first Scalia Law School alumnus to go on the Supreme Court)
 - September 19: Council of Presidents Meeting at the University of Virginia
 - October 17-19: District legislative visits
 - November: Small group legislative dinners at the Mathy House
 - December: Public release of the Governor's 2023 budget
 - January 11, 2023: 2023 Regular Session of the General Assembly convenes

4. Exemplify a university culture of diversity, equity, and inclusion.

Live a culture of belonging and inclusion and address disparities that support the values of access, diversity, equity, and inclusion at Mason.

Continued Implementation on the ARIE Task Force Goals:

Established the Annual Research Conference

Worked with academic and non-academic units to hire a diverse faculty and staff across the majority of our departments and academic units

Established

5. Invest in faculty and staff success

Ensure appropriate resources, processes, and technologies are in place that better support the faculty and staff experience.

Launched ombuds office to support faculty and staff needs

Launched study to determine salary differential for faculty and staff.

Implemented initial plan to Implement 2.5% compensation increase relative to market assessment

Updated Metrics

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

Re-calibrate academic unit reserve funds to 10% of anticipated expenditures.

Growth undergrad enrollment by 1.5%

Grow graduate and Law School enrollment by 1.5%

Grow Mason Enrollment Korea by 3%

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

Grow research expenditures by 5% (15% stretch goal) each year.

Accelerate economic and social impact.

Grow corporate support for engagement by 5% per year

Improve USNWR public rankings to 62 or better.

Maintain gifts and fundraising at \$100M

Invest in faculty and staff success

Implement 2.5% compensation increase relative to market assessment

Reduce the number of unfilled faculty and staff positions by at least 100

Appendix

President's Other External Activities & Speaking Engagements:

- Participated in the Virginia Council of Presidents meetings, as well as General Professional Advisory Committee SCHEV sessions.
- Continued professional education during sessions of Leadership Greater Washington; concluded participation as a member of the 2022 cohort.
- Shared insights about student engagement in science and math curricula at the *Elevating Black Voices* event hosted by Amplify Education.
- Provided an interview with constituencies from Salesforce and Attain on the topics of innovation and the changing landscape of higher education.
- Took part in the STEM Ecosystems Podcast to discuss efforts to diversify post-secondary education, especially efforts in STEM.
- Provided recorded welcoming remarks for the *Full STEAM Ahead* summer theater robotics day camp which took place at the Science and Technology campus.
- During a trip to California, engaged with stakeholders in the tech industry including Octane, the Samueli School of Engineering at UC Irvine, University Lab Partners, Dartbrook Partners, LAM Research, BRINC, Visby, Panther Labs, Salesforce, the University of California – Davis, Corning Technology, NextSense, Artiman Ventures, Bosch, ND Capital, Bering Capital, BlueRiver Acquisition, and Nvidia.
- On behalf of Mason, signed the Germanna-Mason Academy MOU with Janet Gullickson, President of Germanna Community College.
- Attended the Gala Celebration in honor of William Harvey, in recognition of his legacy as president of Hampton University on his retirement.
- Participated in a president's meeting of the Association of Public and Land-Grant Universities (APLU), where social and cultural issues, research, student debt, and democracy initiatives were discussed.
- Provided keynote remarks for a *Research Director's Seminar* at the National Geospatial-Intelligence Agency.
- Attended the retirement celebration for Scott Brabrand, retired superintendent for Fairfax County Public Schools.
- Attended the final convening of the 2022 New President's Community cohort session with the American Talent Initiative (ATI) in Aspen, CO.
- Took part as a panelist during the Toast on the Vineyard sponsored by TIAA and Nuveen, featuring Thasunda Brown Duckett.
- Provided an interview to the Washington Post, NPR, and WTOP regarding the #120Initiative, a research-based effort by the Consortium of Universities of the Washington Metropolitan Area to identify actions that may help to reduce gun violence in the United States.
- Participated in a roundtable discussion on the topic of mental health in higher education at a session hosted by the American Council on Education (ACE).
- Provided an interview with PBS Newshour regarding the ADVANCE initiative as a model for other universities as part of the "Rethinking College" series.
- Served as a panelist on the topic of the role of education in the workforce at a session hosted by NOVA Community College and LEAD Virginia. Other panelists included Anne Kress, President of NOVA Community College, and Margaret Chung, Principal of the Arlington Career Center with

Arlington Public Schools, moderated by Steve Partridge, Vice President Strategy, Research & Workforce Innovation, Northern Virginia Community College.

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

- With WGMU Studios, recorded episodes of the podcast *Access to Excellence*:
 - An episode where the topics of transnational crime and terrorism were discussed with Louise Shelley, University Professor in the Schar School of Policy and Government.
 - An episode featuring Congresswoman Cori Bush, the first Black woman to represent Missouri's first congressional district but who also co-taught a graduate level course here at Mason this summer in the Jimmy and Rosalynn Carter School for Peace and Conflict Resolution..
 - An episode where the topics of peacemaking and conflict resolution were discussed with Alpaslan Özerdem, dean of the Jimmy and Rosalynn Carter School for Peace and Conflict Resolution.
 - An episode where the topics of music education, career progression, and The Green Machine were discussed with Michael Nickens (Doc Nix), Director of Green Machine Ensembles and Associate Professor of Music.
- Recognized Mason's Employees of the Month for June, July, August, and September: Maria Carabelli, Mariam Aburdeineh, Janae Haaland, and Terri Ann Guinab, respectively.
- Discussed topics of importance to Mason's students with the President's Student Advisory Group.
- Led a conversation on leadership at the final session of the President's Leadership Seminar in coordination with the office of Leadership Education and Development.
- Provided university updates and spoke on topics of relevance with Mason staff during visits with Mason's administrative units.
- Offered remarks during A Taste of Arts by George! Preview event hosted by Carolyn Peterson.
- Provided remarks and engaged with alumni of the College of Humanities and Social Sciences at their reunion dinner in Horizon Hall.
- Gave remarks at a reception hosted by the Office of Diversity, Equity, and Inclusion including Asian, Asian American, Black, Latinx, Indigenous, Multiracial, First Generation, and LGBTQ+ faculty members.
- Provided welcoming remarks at the *Thomas E. Lovejoy Symposium*, honoring the legacy and contributions of Dr. Lovejoy.
- Engaged with recent graduates and provided congratulatory remarks at the Honors College Graduation Celebration reception.
- Attended the Patriot Club Golf Outing Dinner, the culmination of the day's activities in support of Patriot Club Student-Athlete Scholarships.
- Led members of the University Executive Council on an annual retreat as a part of the Council's continued professional education.
- Hosted members of Mason's Board of Visitors, Board of Trustees, Alumni Association, and President's Council to engage in discussions of Mason's strategic direction and initiatives at the annual Planning Conference.
- At the Planning Conference and annual Board of Visitors meeting, welcomed new board members: new to the board Lindsey Burke, Michael Meese, and returning members Reginald Brown and Robert Pence.
- Heralded the beginning of the academic year by welcoming new students during Freshmen Move-in and at New Student Convocation.

- Visited the Mason Korea campus in Incheon, South Korea, engaging with faculty, staff, and students at a variety of functions including:
 - Touring the Mason Korea campus;
 - Meeting with Mason Korea student leaders;
 - Providing remarks for the launch ceremony of the Industry-University Collaboration Foundation (IUCF);
 - Welcoming new students at the New Student Convocation;
 - Providing remarks at the awards ceremony for the *Progress at Play* exhibition; and
 - Engaging with government, business, and community constituencies including the US Embassy in Korea, the Ministry of Education, the Ministry of Trade, Industry, and Energy, KEPCO, and Samsung Biologics.
- Joined Mason faculty, staff, and students in marking the 9/11 Day of Service, an annual opportunity to remember, reflect, and restore, as well as recognize those lost on September 11, first responders, and veterans.
- Welcomed new members of Mason's faculty to the university at a reception at the Mathy House.
- Provided remarks for the *Grand Piano Celebration* at Mason's Center for the Arts, in celebration of Mason's status as an All-Steinway School and attended the Copper Circle Dinner at the Hylton Performing Arts Center, followed by An Evening with Norm Lewis.
- Welcomed participants during the NSF Regional Innovation Engine (Type-2) Kickoff Meeting, an initiative and proposal being led by Mason.
- Provided a university update at the President's Innovation Advisory Council fall meeting.
- Hosted members of the Mason Faculty Senate for a reception at the Mathy House.
- In conjunction with the Office of Alumni Relations, engaged with students at the *Patriots Block Party Bash* on the Fairfax campus.
- Welcomed Mason student Patriot leaders to the Mathy House for a dinner session to discuss relevant topics of importance.
- Engaged with the Mason students, faculty, staff, and members of the surrounding community at the annual *Mason Rock the Block* event, coordinated by the Office of Government and Community Relations. Other notable participants included City of Fairfax Mayor David Meyer, members of Fairfax City Council, and Mason student government leadership.
- Enjoyed spectacular performances by Mason student artists from the College of Visual and Performing Arts at the annual *ARTS by George!* Event, followed by a concert featuring renowned artist, Kristin Chenoweth.

President's Internal Board Service:

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

President's External Board Service:

- Octane
- HBCU-UP Advisory Board
- S&P Global
- Internet2

Select Upcoming Events:

- Thursday, October 20: Special BOV Meeting
- Thursday, October 20: BOV, BOT, and Alumni Association Recognition Reception
- Thanksgiving University Closure: November 23-25
- Thursday, December 1: BOV Meeting
- Friday, December 9: Mathy House Holiday Reception
- Holiday University Closure: December 17, 2022 – January 1, 2023

September 2022 Meeting

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

December 2022 Meeting

- Rector to advise the Board that the evaluation will be conducted in January 2023

January 2023

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

Late January/Early February 2023

- Survey Data results to analyzed.

February 2023 Meeting

- Full board to discuss survey results in open session



George Mason University Board of Visitors Self-Evaluation Survey

2022-2023

DRAFT FOR REVIEW by the Rector and the Executive Committee of the Board on September 29, 2022

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

* 1. Individual Board Member Role

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

Additional Comments

* 2. Board of Visitors Meetings

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

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

Additional Comments

* 3. Board Standing Committees

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

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

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

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

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

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

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

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

Other (please specify)

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

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

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

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

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

10. Any additional comments or suggestions?

**GEORGE MASON UNIVERSITY
BOARD OF VISITORS**

**Special Tuition Committee Meeting
Thursday, September 29, 2022**

- I. Call to Order**
- II. Approval of Minutes**
 - A. Special Tuition Committee Meeting Minutes for September 9, 2022
(ACTION ITEM)**
- III. Financial Matters**
 - A. FY 2023 University Operating Budget, Tuition and Fees
(ACTION ITEM)**
- IV. Adjournment**



BOARD OF VISITORS

Finance & Land Use Committee

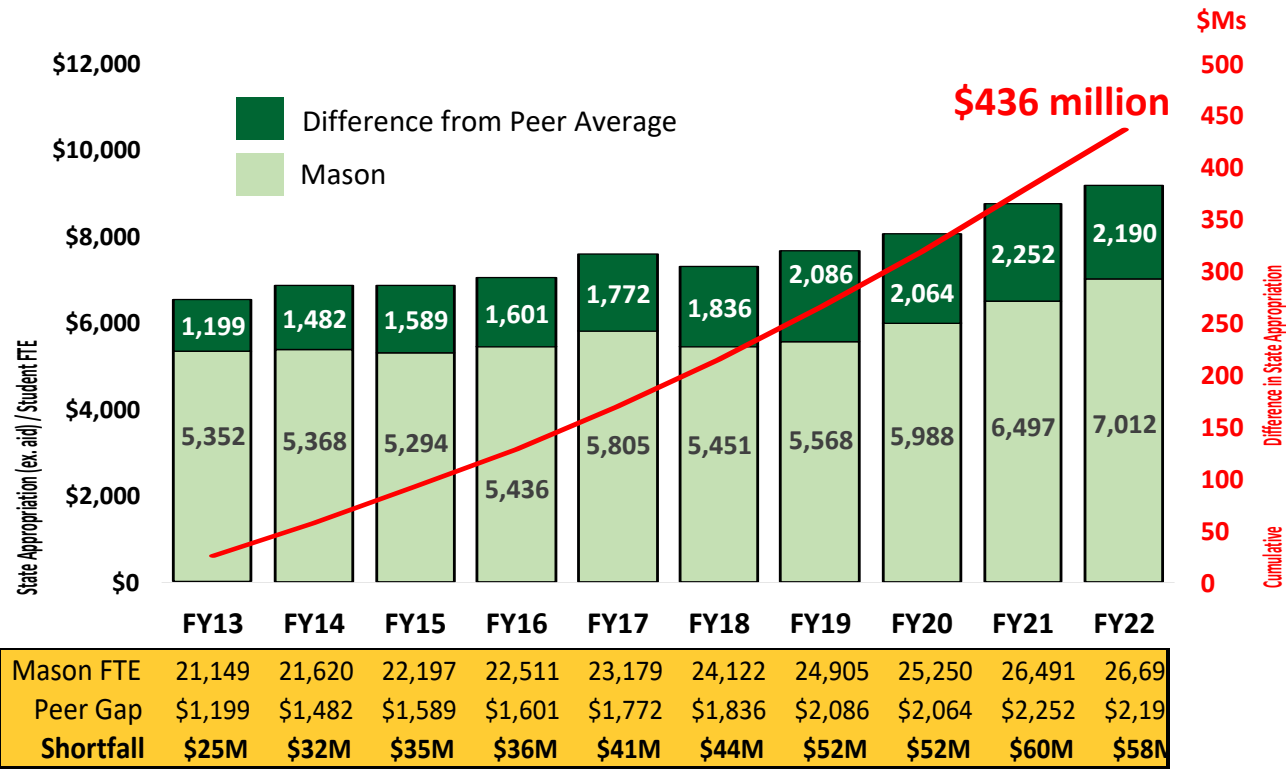
Tuition Subcommittee

Office of the Senior Vice President | September 29, 2022

Funding Disparity

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

\$58 million funding shortfall in FY22

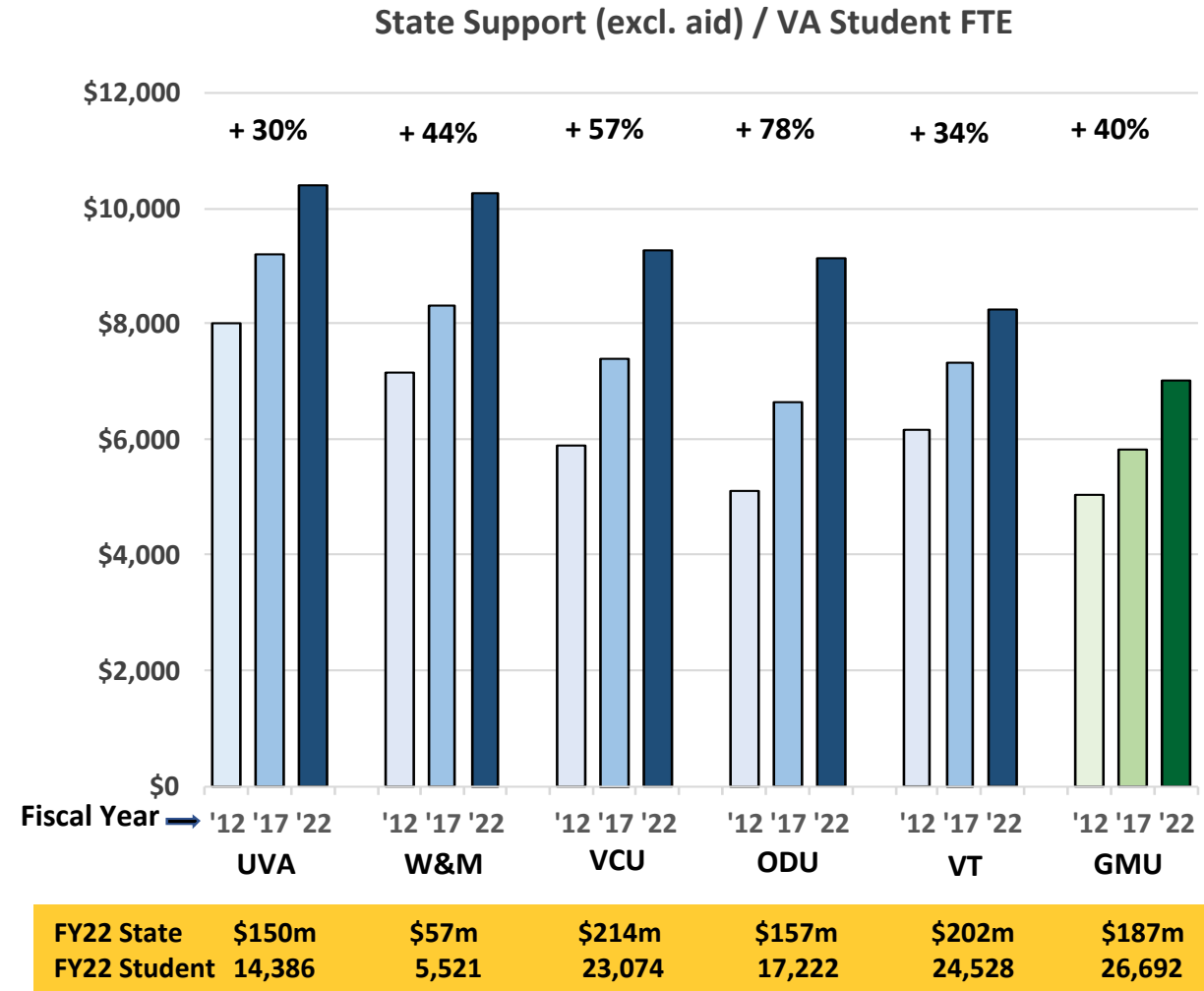


Note: Mason Peer is other Commonwealth Doctoral institutions

State Support

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

Mason's funding has fallen **further behind** our peers

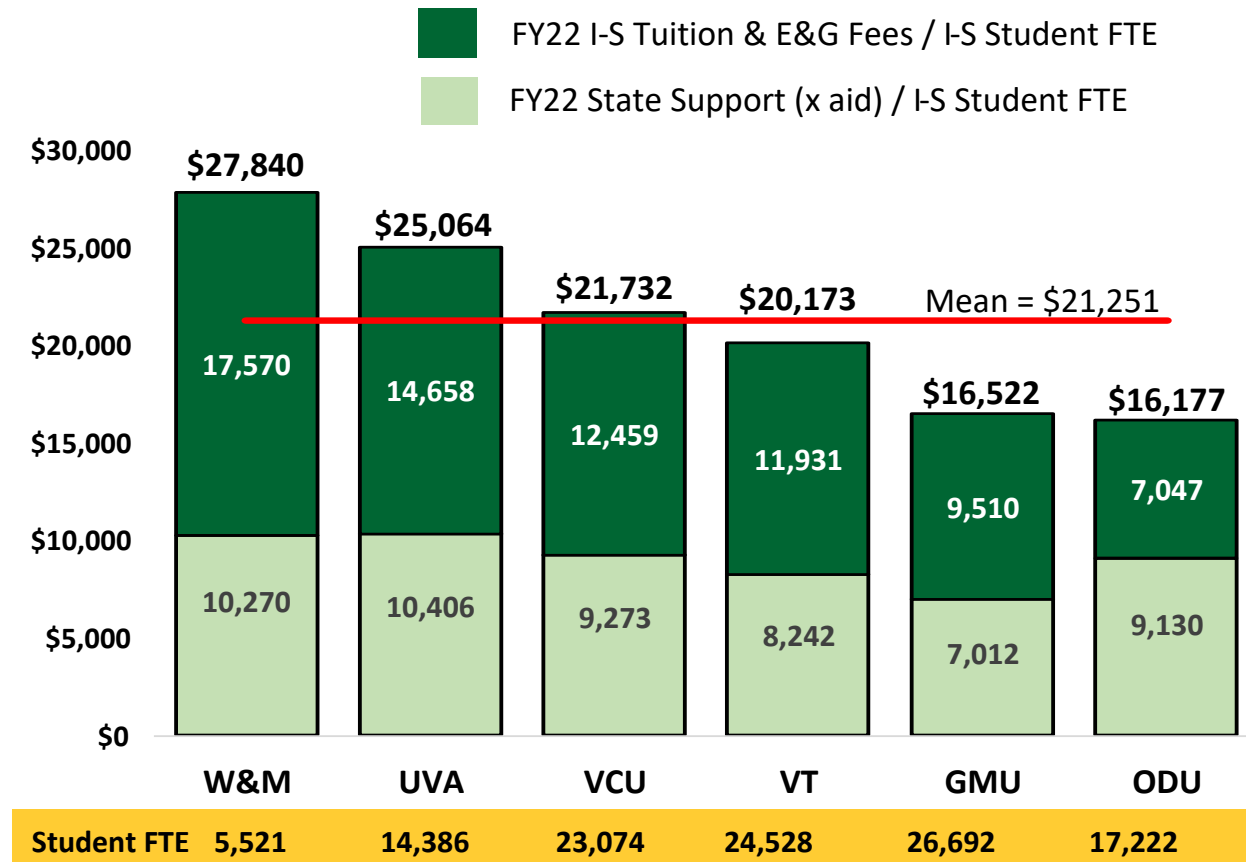


Tuition and State Funding Disparities

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

BOV established a special **Tuition Subcommittee** to make tuition recommendations

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

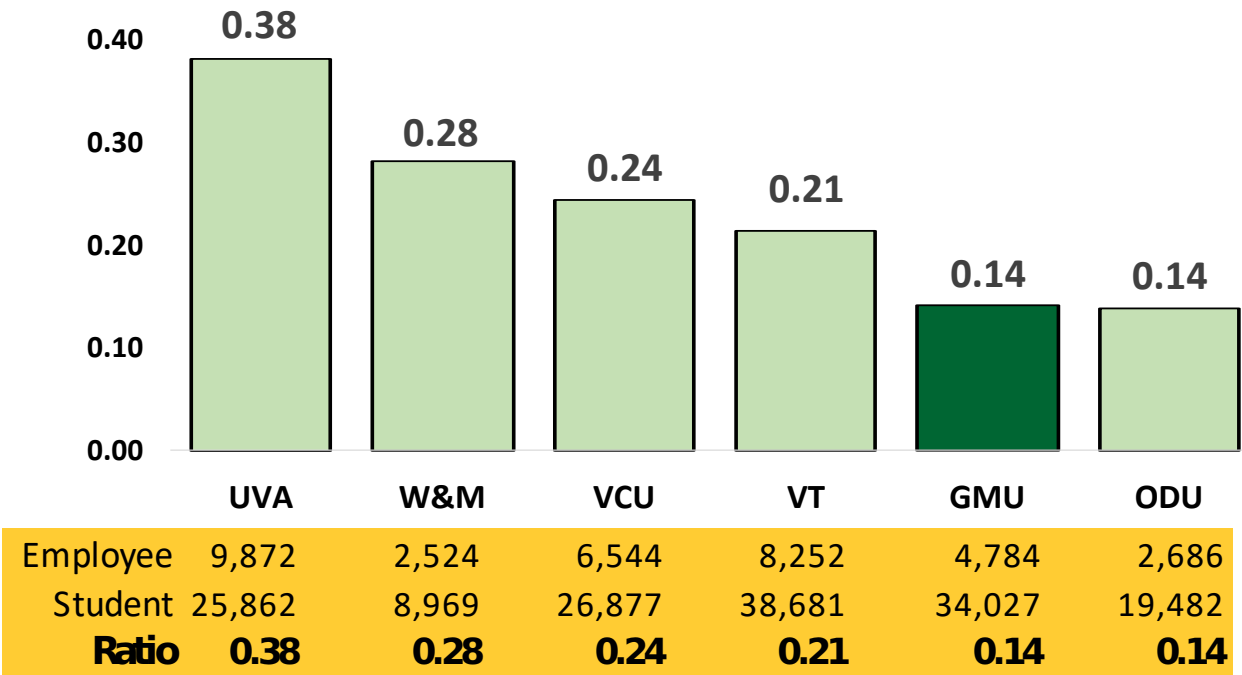


Operational Efficiency

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

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

Total Employee FTE / Total Student FTE



Mason Metric at Full Employment

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

Impact of not raising tuition

- Challenges access & affordability mission
- Compounding impact of reduced revenue increases need for added State support
- Multi-year impact that will set Mason even further behind
- Inability to address market compensation needs will:
 - Hinder ability to recruit & retain
 - Further tax existing employees
 - Impede fundraising campaigns
 - Delay ongoing efficiency initiatives
 - **Impact our students**

Impact on students

- Increased Unmet In-State Undergraduate Student Need
 - \$2M Reduction In Financial Aid
 - \$1M Loss of Stay Mason Support
 - Less Competitive Graduate Student Stipends
- Reduced Student Service Availability
 - Coaching & Advising Resources
 - Mental Health Services
 - Regional Campus Services Expansion
- Academic & Campus Life Impact
 - Faculty Attrition
 - Increased Class Sizes
 - Reduced Campus Student Programming & Activities
- Potential Limits to Workforce Development
 - New Innovative Academic Programs Delayed
 - Reduced Career Service Support
 - Pathway Partnership Programs Delayed

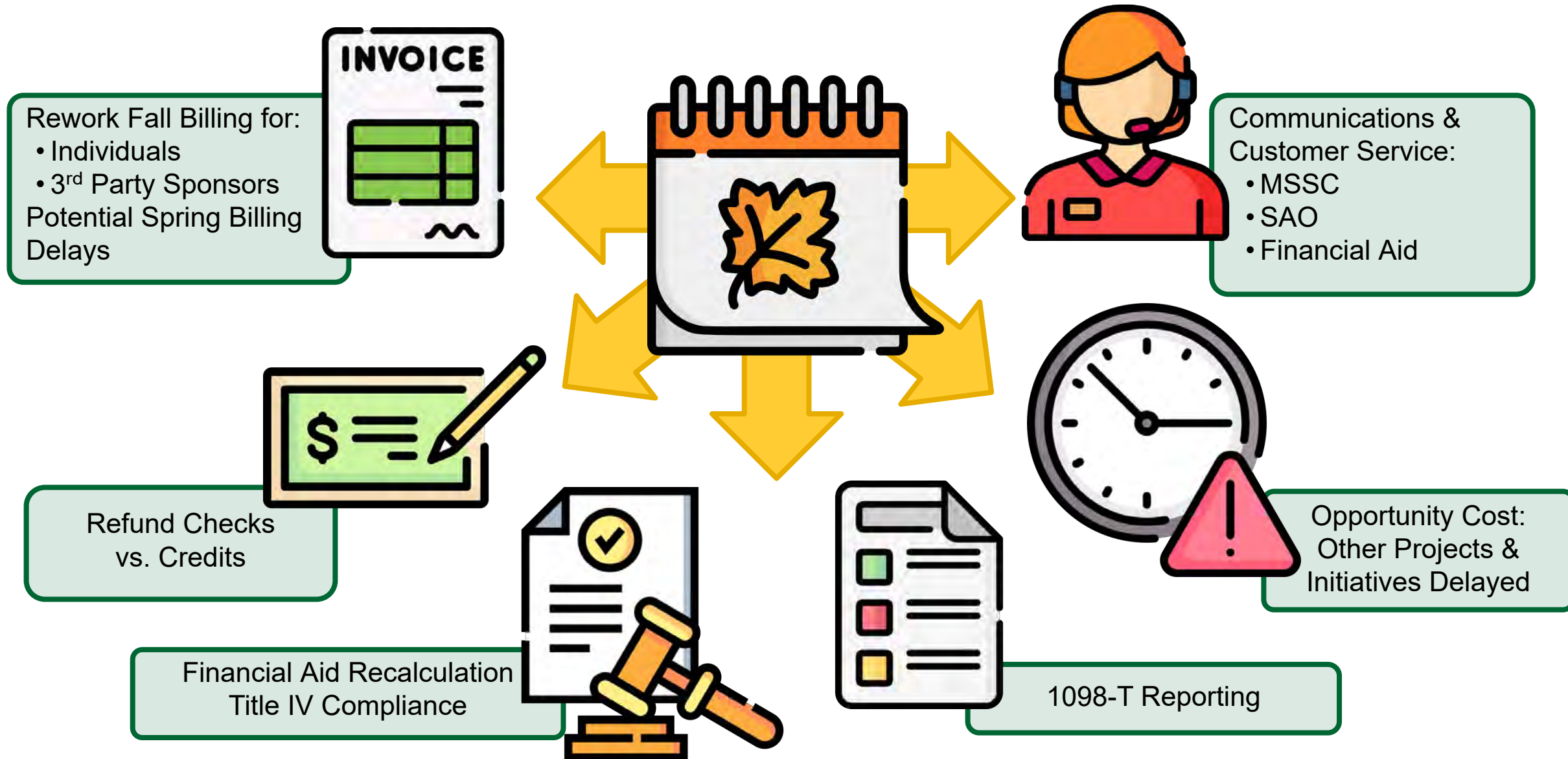
Supporting the Governor's agenda for higher education

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

Student & family outreach

- **Financial Tools For Families**
 - Family Financial Orientations
 - Mason Family Connection
 - 21.2k Member Families
 - Bi-weekly Newsletters
 - Family Support Series Monthly Webinars
- **Student Support & Engagement**
 - SGA & GAPSA Leaders & Senate Meetings
 - President Student Advisory Group
 - Town Halls
 - Student Support & Advocacy Center

Impactsof RetroactiveAdjustment



Summary of Tuition Increase Options

Option A: 3% Tuition Increase		Financial Impact
A	• As approved in May; no change	\$0

Option B: 3% Tuition Increase With Offset		Financial Impact
B1	• One-time tuition grant for IS UG family incomes up to \$70,000	(\$2,049)
B2	• Option B1 plus additional \$1M to Stay Mason to support FY23 tuition relief for all other UG & Grad students experiencing financial hardship due to tuition increase	(\$3,049)
B3	• All I/S UG awarded one-time tuition grant regardless of need	(\$4,874)
B3 Plus	• Option B3 plus additional \$1M to Stay Mason as detailed in B2 above	(\$5,874)

Option C: No Tuition Increase		Financial Impact
C	• No tuition increase	(\$15,094)

Option D: 3% Tuition Increase With Offset		Financial Impact
D	• For Spring 2023 Semester only, Option B3 Plus	(\$2,937)

Discussion and Next Steps

Review of Proposed Options

Upcoming Tuition Subcommittee Meetings:

- October 20