GEORGE MASON UNIVERSITY BOARD OF VISITORS MEETING Thursday, September 30, 2021

Hazel Conference Room Merten Hall 1201

AGENDA

7:30 a.m. – 8:00 a.m.	Continental Breakfast
8:00 a.m. – 8:30 a.m.	Executive Committee Meeting
8:45 a.m. – 9:35 a.m.	Finance and Land Use Committee Meeting
9:50 a.m. – 10:40 a.m.	Research Committee Meeting
10:55 a.m. – 11:45 a.m.	Audit, Risk & Compliance Committee Meeting
12:00 p.m. – 12:50 p.m.	Development Committee Meeting
12:50 p.m. – 1:20 p.m.	Lunch Break
1:20 p.m. – 2:10 p.m.	Academic Programs, Diversity and University Community Committee

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 29, 2021 (ACTION ITEM) B. Annual Meeting Minutes for July 30, 2021 (ACTION ITEM)
2:30 p.m. – 2:40 p.m.	III.	Rector's Report
2:40 p.m. – 3:00 p.m.	IV.	President's Report
3:00 p.m. – 3:05 p.m.	V.	SACSCOC Update (Matt Smith)
	VI.	Committee Reports
3:05 p.m. – 3:10 p.m.		 A. Finance and Land Use Committee Financial Matters FY 2022 Amended Budget (ACTION ITEM) State Six-Year Operating Plan (ACTION ITEM) Operational Matters Joint Legislative Audit and Review Commission Span of Control (ACTION ITEM) Capital Matters Six-Year Capital Plan (ACTION ITEM) Land Use Cartification (ACTION ITEM)

- b. Land Use Certification (ACTION ITEM)
- c. University Building Official Office (ACTION ITEM)

3:10 p.m. – 3:15 p.m.	B. Research Committee
3:15 p.m. – 3:20 p.m.	C. Audit, Risk & Compliance Committee
3:20 p.m. – 3:25 p.m.	D. Development Committee
3:25 p.m. – 3:30 p.m.	 E. Academic Programs, Diversity and University Community Committee Degree Program Name Change MA International Commerce and Policy to MA Global Commerce and Policy (ACTION ITEM) Program Closure MS Physical Education (ACTION ITEM) BS Ed Health Education (ACTION ITEM)
3:30 p.m. – 4:30 p.m.	 VII. Closed Session A. Honorary Degrees and Special Awards (Code of VA: §2.2-3711.A.11) B. Public Contract (Code of VA: §2.2-3711.A.29) C. Consultation with Legal Counsel pertaining to actual or probable litigation (Code of VA: §2.2-3711.A.7) D. Consultation with Legal Counsel regarding specific legal matters requiring the provision of legal advice (Code of VA: §2.2-3711.A.8)
4:30 p.m.	VIII. Adjournment

The September 30, 2021 full board and committee meetings of the Board of Visitors will be in-person. Members of the public are welcome to join in-person or may view the meeting live at the following link: <u>https://gmutv.gmu.edu/live-broadcast/</u>.

No public comment will be taken at this meeting

GEORGE MASON UNIVERSITY BOARD OF VISITORS Executive Committee Meeting Thursday, September 30, 2021

AGENDA

II. Approval of Minutes

A. Executive Committee Meeting Minutes for July 30, 2021 (ACTION ITEM)

III. Rector's Comments

A. Executive Committee; Duties (Code of VA: §23.1-1306)

IV. President's Comments

V. Closed Session

- A. Honorary Degrees and Special Awards (Code of VA: §2.2-3711.A.11)
- **B.** Public Contract (Code of VA: §2.2-3711.A.29)
- **C.** Consultation with Legal Counsel pertaining to actual or probable litigation (Code of VA: §2.2-3711.A.7)
- **D.** Consultation with Legal Counsel regarding specific legal matters requiring the provision of legal advice (Code of VA: §2.2-3711.A.8)

VI. Adjournment

EXECUTIVE COMMITTEE OF THE BOARD OF VISITORS GEORGE MASON UNIVERSITY

Meeting of July 30, 2021 MINUTES

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

ABSENT: None

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

I. Call to Order

Rector Hazel called the meeting to order at 8:32 a.m.

II. Approval of Minutes

A. Executive Committee Meeting Minutes for February 25, 2021 (ACTION ITEM)

Rector Hazel called for any corrections to the February 25, 2021 Executive Committee minutes. There were no edits. The minutes stood approved as written.

III. Rector's Comments

A. Executive Committee; Duties (Code of VA: §23.1-1306)

Rector Hazel began by noting Code of VA: §23.1-1306 which states the duties of the Executive Committee. Rector Hazel continued that the Executive Committee is already doing most of the items outlined in this code and proceeded to read them. Rector Hazel stated he would like to have a formal structure in place to ensure compliance with this code by forming a committee of two board members to work with Brian Walther, University Legal Counsel to review all the individual items outlined in the code section. Rector Hazel and Visitor Moreno volunteered to form this committee. Rector Hazel asked that they review the code and report their findings to the Executive Committee at a future date.

IV. President's Comments

President Washington began by stating this is his first in-person Executive Committee meeting and is ecstatic to be here. President Washington thanked the committee for supporting Mason this year, and that he is looking forward to a strong second year and will keep the remainder of his comments for the proceeding full board session.

Executive Committee July 30, 2021 Page 2

V. Closed Session

Vice Rector Blackman **MOVED** that the Executive 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.29 to discuss a Public Contract relating to the Institute for Digital InnovAtion; Section 2.2-3711.A.7, for Consultation with legal counsel pertaining to actual or probable litigation including briefings on:

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

and Section 2.2-3711.A.8 for Consultation with Legal Counsel regarding specific legal matters requiring the provision of legal advice concerning the aforementioned items.. The motion was **SECONDED** by Secretary Bhuller. **MOTION CARRIED UNANIMOUSLY BY VOICE VOTE**

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

ALL COMMITTEE MEMBERS RESPONDED IN THE AFFIRMATIVE BY ROLL CALL.

VI. Adjournment

Rector Hazel called for any additional business to come before the Executive Committee. Hearing none, he adjourned the meeting at 8:51 a.m.

Prepared by:

Sarah Hanburg

Sarah Hanbury Secretary pro tem

GEORGE MASON UNIVERSITY BOARD OF VISITORS

Finance and Land Use Committee Meeting September 30, 2021

AGENDA

- I. Call to Order
- II. Public Comment
- **III.** Approval of Minutes for May 6, 2021 (**ACTION**)
- **IV.** Financial Matters
 - A. FY 2021 Preliminary Year-end Close
 - B. FY 2022 Amended Budget (ACTION)
 - C. State Six-Year Operating Plan (ACTION)
- V. Operational Matters
 - A. Joint Legislative Audit and Review Commission Span of Control (ACTION)
- VI. Capital Matters
 - A. Six-Year Capital Plan (ACTION)
 - B. Land Use Certification (ACTION)
 - C. University Building Official Office (ACTION)
- VII. Adjournment

APPENDIX Capital Projects Review (Stoplight)

GEORGE MASON UNIVERSITY FINANCE & LAND USE COMMITTEE BOARD OF VISITORS

MINUTES May 6, 2021 9:25 a.m. – 10:10 a.m.

MEETING NOTE: Due to safety concerns associated with the COVID-19 pandemic, and in accordance with provisions in the 2020 Commonwealth Budget Bill General Provisions: § 4-0.01.g.1, the May 6, 2021 meeting of the Board of Visitors of George Mason University was held through electronic means. Finance and Land Use Committee members and university leadership met via Zoom videoconference. The session was streamed live via webcast for public viewing at https://gmutv.gmu.edu/live-broadcast/. An online form was posted on the Board of Visitors webpage (https://bov.gmu.edu/) to accept written public comments and registrations for verbal public comments. No written comments were received through the form. The full video recording of the Committee meeting may be accessed at https://vimeo.com/gmutv/bovfin.

PRESENT: Rector Hazel; Committee Vice Chairman Reagan; Vice Rector Blackman; Visitors Moss, Reagan and Rice; President Washington; Senior Vice President Kissal; Faculty Chair Davis; Faculty Representative Venigalla, Secretary *pro tem* Lagos ABSENT: Committee Chair Roth and Visitor Iturregui

I. Call to Order

Committee Vice Chairman Reagan convened the meeting at 9:25 a.m.

II. Public Comment

III. Approval of Minutes (ACTION)

Committee Vice Chairman Reagan requested a **MOTION** to approve the minutes of the February 25, 2021 Finance and Land Use Committee as presented. It was so **MOVED** by Vice Rector Blackman. **MOTION CARRIED UNANIMOUSLY**.

IV. Financial Matters

Committee Vice Chairman Reagan turned the meeting over to Carol Kissal, Senior Vice President for Administration and Finance. Ms. Kissal reported that the prudent financial management, which included the refinancing of some debt, COVID-relief stimulus funds received from federal and state entities and better-than-projected enrollment in key areas, have all worked to buffer the budget for this year and have allowed the campus to operate without severe consequences.

A. FY 2021 Q3 Financial Report & Year-end Forecast

Deb Dickenson, Vice President for Finance, provided an update on the FY 2021 Q3 Financial Report and Year-end Forecast and noted the following: The Q3 Forecast is reflecting positive news and the current projection has improved slightly reflecting an \$8M surplus - and that is before the consideration for the supplemental relief revenue and the debt relief. Ms. Dickenson reported higher than forecasted relief funding of \$5M which was driven by the acceleration of the HEERF II student aid awards. Initially, the plan was to use the HEERF II in the spring and fall of 2021 but upon learning about the HEERF III American Rescue Plan, the decision was made to accelerate HEERF II awards and extend it to students who had not previously received an award. This resulted in 4.903 students each receiving \$1,000 bringing the total of HEERF II awards to approximately 9,800 students and \$10.3M. The funding from HEERF III is not reflected, and it is anticipated that it will be received in FY 2022. Those funds are expected to be \$63.5M with \$32M earmarked for student aid. Mason is also anticipating receiving reimbursement in FY 2022 for extraordinary costs for the Safe Return to Campus activities such as testing and cleaning disinfectants subsequent to January 21^{st} of 2021. With regard to the 9(c) Bond Restructuring for the Housing projects, interest rates were lower than anticipated and dissavings are lower than initially projected. 9(c) restructuring will provide significant relief and resulted this year in Housing not having to draw on their reserves which will also provide them relief in FY 2022.

B. FY 2022 University Operating Budget Approval (ACTION)

Rene Stewart O'Neal, Associate Vice President for Strategic Planning & Budgeting, provided an overview of the major revenue and expense drivers and key assumptions for FY 2022 Operating Budget. In terms of Financial Aid, the state allocated an increase of \$7M for in-state undergraduate aid. Mason will be receiving approximately \$63.5M in Federal HEERF III funding about half of which – \$32M – will be going directly to students in terms of aid. For compensation increase Mason will be allocating the state authorized 5% salary increase to instructional and research faculty, administrative professional faculty and classified staff. Adjunct faculty, graduate research assistants, graduate teaching assistants and non-student and student wage pay scales will also increase by 5%.

In terms of the operating fund, Mason will be allocated an additional \$31M in state-based funding in the biennium budget. This represents a 20% increase over our FY 2020 General Fund state appropriation. Mason is receiving one-time COVID funding of \$7.5M from the State to reimburse us for the costs of COVID testing and related COVID-escalations in terms of campus operations and service delivery. About half of the \$63.5M in federal HEERF III funding will be used to off-set the cost of increased operations due

to COVID. And finally, the state has allocated \$30M in Capital outlay funds for an additional floor on Life Sciences and Engineering Building on the SciTech campus.

The FY 2022 Tuition Rate proposal keeps undergraduate tuition flat and recommends a modest \$441 increase to graduate and law tuition rates. In terms of Graduate enrollment, there has been a notable increase in student demand for graduate program offerings. The modest increase of \$441 will assist with providing additional graduate stipends and post-doctoral scholarships, which is an important accelerator for research.

Ms. O'Neal turned to the FY 2022 Mandatory Student Fee Rates Recommendation. The proposed Mandatory Student Fee Increase is 3%. This proposed increase would mean a FT undergraduate student would have a Mandatory Student Fee of \$3,609 which works out to \$150.25 per credit hour for PT students or about a \$4.00 increase in the per credit hour rate over the FY 2021 rate. Ms. O'Neal noted that we charge \$150.25 per credit hour per semester for up to 12 credit hours for undergraduate students. FT undergraduate students (which are those students taking between 12-15 credit hours) are charged \$1,804.50 per semester. Credits 13-15 have no additional mandatory student fee charge. Over 15 credit hours gets charged \$150.25 for each additional hour. Graduate students are charged the per credit hour rate times the number of credit hours taken. There is no credit window or plateau as there are for undergraduate students. The proposed 3% increase would provide an additional \$3.3M in student fee revenues that would be used to strengthen technology investments to support student-focused service delivery, increase career-readiness with expanded student employment opportunities and provide increased direct student services focused on mental health and well-being.

Ms. O'Neal turned to the Proposed Operating Budget (Slide 17). The FY 2022 proposed budget reflects revenue and expense plans for the 21-22 fiscal year including recommended tuition increases, the mandatory student fee increase and the room and board rate increase. This budget is presented as an "All Funds" Budget which includes all university funding sources including the educational and general fund, Auxiliary Enterprises, Sponsored Programs, Contracts and Grants, Financial Aid, Capital Outlay and indirect funds.

The proposed budget represents an expense increase of 10.4% over the 3Q FY 2021 budget forecast, from \$1.14B to \$1.25B in FY 2022; driven primarily by increased investment and state support, federal stimulus funding, state authorized salary increase in our institutional commitment to competitive compensation, the increase in our institutional commitment to financial aid and the recovery plan for Auxiliary Enterprises which is predicated on a resumption of on-campus activities for the new academic year. The proposed budget also incorporates Mason's ongoing COVID-19 mitigation and safe return to campus plan, strategic investment initiatives and planned academic and research program expansion.

For FY 2022 the \$1.25B budget is balanced and includes the impact of both supplemental relief funding and the debt restructuring. The approximately \$91M in supplemental relief and debt savings is made up of the aforementioned \$63.5M in Federal HEERF III funding, the one-time \$7.5M for COVID-related reimbursement from the state and debt restructuring savings of about \$20M. We are proposing a blended room and board rate increase of 4.5% or \$540. This proposed room and board increase reflects a 5% increase in housing (which is for the price of a traditional freshmen double) and a 3.7% increase in the dining plan which represents the independent meal dining.

V. Capital Matters

A. Two-Year Capital Plan Approval (ACTION)

Ms. Kissal provided information on the upcoming annual submission of the University's Two-Year Capital Plan for Board approval. Mason has historically submitted a Six-Year Capital Plan to the Virginia Department of Planning and Budget annually in late-June or early July. However, Mason is presently nearing completion of a 20-year Master Planning study which includes development of a Six-Year Capital Plan. As a result, Mason will present a Two-Year Capital Plan of near-term emerging from the developing Master Planning study, and will return this Fall, upon completion of the Master Plan, to present the full six-year Capital Plan to the Board.

Ms. Kissal directed the Committee to Table 1 (Slide 27) which outlines projects with phased capital budget requests based on strategic priorities. Projects proposed for Capital Budget Request (CBR) funding submission include the following:

- Improve Telecom/Network Infrastructure Phase 3. This is a final phase of an ongoing project to improve network resilience and increase network data service ability. One of the key significant areas in this project incudes updating equipment that will provide and enable Wi-Fi access to the outdoor spaces on campus.
- Engineering and Science Sector Study. The Master Plan analysis has allowed us to modify the Life Sciences and Engineering Building (LSEB) which will be built on the SciTech Campus. The sector study will include phasing strategies to address relocation of undergraduate programs from SciTech to Fairfax, replacement of David King and Planetary Halls and current and future College of Engineering and Computing (CEC) and the College of Science (COS) space needs as determined by the Master Plan.
- Student Innovation Factory Building. This building will house student project space as required by CEC and COS for capstone coursework and student competition project work such as concrete canoe, bridge, robotics, solar car and baja car as well as other large format student design and innovation projects. Implements Phase I of the Engineering and Science Sector study.

• Engineering and Science Building. Implements Phase 2 of the Engineering and Science Sector study as part of planned relocation of undergraduate academic spaces from SciTech LSEB to Fairfax per the 20-year Master Plan.

Ms. Kissal noted that Table 2 (Slide 28) includes near-term campus priority projects pending philanthropic funding or further project definition which will not be included in the annual Capital Budget Request funding. These are projects with funding thresholds not met. The projects are mostly auxiliary buildings (Point of View Cottages, Center for the Arts Concert Hall Renovation, Recreation & Well-Being Renovation (SUB-1) and Eagle Bank Arena renovation and addition) with the exception of the Business School.

B. Approval of Fairfax Washington Gas Easement (ACTION)

Ms. Kissal presented to the Committee an easement request of Washington Gas by way of the Peterson Companies to access the main gas line adjacent to Roberts Road to serve the new housing development. The easement (75 square feet) will allow for the connection of the housing development to the existing gas infrastructure. The cost of an appraisal would exceed the value of the land. An internal valuation of the easement was completed and it was determined that \$2,000 would fully compensate Mason for this land use and the developer has agreed to this amount.

Committee Vice Chairman Reagan requested a **MOTION** to recommend approval by the Board of Visitors of the following three action items as detailed in the Board Book: 1) Approval of the FY 2022 University Operating Budget, FY 2022 Room and Board Rates, and Proposed FY 2022 Tuition and Fee Rates; 2) Approval of the Two-Year Capital Plan; and 3) Approval of the Fairfax Washington Gas Easement.

It was so **MOVED** by Visitor Rice. **MOTION CARRIED UNANIMOUSLY.**

VI. Adjournment

There being no further business, Committee Vice Chairman Reagan declared the meeting adjourned. Meeting adjourned at 10:02 a.m.

Respectfully submitted,

)eanmerie Lagos

Jeanmerie Lagos Secretary *pro tem*

ITEM IV.B.: FY 2022 AMENDED UNIVERSITY OPERATING BUDGET (ACTION)

PURPOSE OF ITEM:

To amend the FY22 budget approved by the Board in May 2021 to reflect revised revenues and expenses based on updated information about key budget drivers and our fall reopening plans over the summer.

APPROPRIATE COMMITTEE: FINANCE AND LAND USE

BRIEF NARRATIVE:

An amended budget for July 1, 2021 through June 30, 2022 (FY 2022) is being recommended at this time. This budget is being presented as an All-Funds budget for FY22, and includes all University funding sources: E & G; Auxiliary Enterprises; Sponsored Research/Contract & Grants; and Indirect funds. We request approval of this amended budget which has now been revised with updated revenues driven by FY22 enrollment plans, State appropriation and auxiliary enterprise revenue adjustments, and increased expenses associated with Mason's continuing Covid-19 health and safety protocols for a safe campus. This amended budget is a revision to the FY22 budget approved by the Board in May 2021.

This amended budget represents an increase of approximately \$51M from the May 2021 Approved Budget, from \$1.248 billion to \$1.3 billion. This net increase in both revenues and expenses is primarily driven by supplementary federal and state Covid-19 relief funding, and a slight decline in net tuition and fee revenues based on Fall 2021 enrollment projections, and an increase in planned capital spending. FY22 Amended Budget Expenses also includes a 1.6% contingency for unanticipated expenses, risk mitigation needs and any new strategic initiatives, which is consistent with prudent financial stewardship and management.

STAFF RECOMMENDATION:

Staff recommends Board of Visitors approval of the 2021-2022 amended budget.

STATE SIX-YEAR OPERATIONAL PLAN* (ACTION)
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).
FINANCE AND LAND USE
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.
On July 19, 2021, the President, Senior Vice President, and Provost presented the plan 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. Subsequently, the six-year operating plan is being presented at the September 30, 2021 Board of Visitors meeting for approval.
FY23 is the first year of the biennium request. After the July 2021 presentation, the University received institution-specific questions from the Commonwealth in regards to its Six-Year Plan. The University is updating the BOV on its key strategies and responses to Commonwealth's questions at this meeting. During the second year of the biennium for FY24, the Commonwealth requests confirmation and/or minor modifications from agencies.

* 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.

ITEM NUMBER V.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:

For Board approval.

ITEM NUMBER VI.A:

PURPOSE OF ITEM:

SIX-YEAR CAPITAL PLAN (ACTION)

This item provides information on the upcoming annual submission of University's Six Year Capital Plan for Board approval.

APPROPRIATE COMMITTEE: FINANCE AND LAND USE

BRIEF NARRATIVE:

George Mason has historically submitted a six-year capital plan to the Virginia Department of Planning and Budget (DPB) annually in late-June or early July. However, at that time, Mason was engaged in a 20-year Master Planning study which includes development of a six-year Capital Plan. Consequently, Mason presented a two-year plan of near-term emerging from the developing Master Planning study, and committed to return with this presentation of the full six-year Capital Plan to the Board as Master Planning activities are concluding.

Table 1 includes near-term priority projects and their associated pro forma funding plans, with projects proposed for DPB Capital Budget Request (CBR) funding submission as indicated. Table 2 includes near-term campus priority projects further project definition or funding plan development. Table 3 includes expenditures to date, as those anticipated in the six-year plan for active projects. Funding sources for all capital projects are summarized in Table 4. Projects submitted for FY22 CBR funding include the following:

Improve Telecom/Network Infrastructure Phase 3 Final phase of an ongoing project to improve network resilience and increase network data serviceability.

Engineering and Science Sector Study

Multi-year planning study for the College of Engineering and Computing (CEC) and the College of Science (COS) in order to implement the aspirational campus corridor in the developing Master Plan. The study will include phasing strategies to address the following:

- Relocation of undergraduate programs from SciTech to Fairfax.
- Replacement of David King and Planetary Halls.
- Current and future CEC and COS space needs as determined by the Master Plan.

Student Innovation Factory Building

This \$30M request includes a Student Innovation Factory Building that will be preceded by an Engineering and Science Sector Planning Study. The new construction capital project is the first building recommended as part of the Sector Study, and will be followed by or constructed concurrently with a new Interdisciplinary Science and Engineering academic building under a separate budget request.

The new Student Innovation Factory Building will be the first of several phases identified in the implementation plan for the Sector study. The Student Innovation Factory Building will be an approximately 60K GSF industrial-style pre-engineered or equivalent building to house student project space as required by CEC and COS for capstone coursework and student competition project work (e.g. sustainability projects, concrete canoe, bridge, robotics, solar car, Baja car), and other large format student design and innovation projects. Building size determination was based on comparable projects at other Research 1 institutions. The Student Innovation Factory Building will be a single story, high-bay, flexible, open warehouse space, suitable for developing and testing of land-, air- and water-based student projects. The building program will include open shop/project space, with limited enclosed tool/project storage, as well as codebased building support spaces. Site selection for this building was driven by proximity to the campus central plant in support of student project work relating to sustainability and energy efficiency, and also to leverage resources and support available by the adjacent Facilities shops.

Interdisciplinary Science & Engineering Building 1

This \$150M project is an approximately 150K GSF interdisciplinary science and engineering building on the Fairfax campus. This building would provide replacement space for the future demolition of David King and Planetary Science Halls, and be the second phase of development needed to address a critical specialized instructional laboratory deficiency identified as part of Mason's recent 20-year Master Planning study. The building program includes predominantly specialized instructional wet and dry laboratory spaces, along with classrooms, collaboration and academic support spaces. The primary occupants of this new interdisciplinary building would be the College of Engineering and Computing, the College of Science, the College of Education & Human Development and the College of Visual and Performing Arts.

The building would be 5-7 stories in height, and would respond to architectural elements of existing academic buildings within the campus core. It would frame a new central quad as a primary gathering space in the heart of the Fairfax campus, opposite the Johnson Student Center. Site selection allows for construction of the new building prior to demolition of 2 adjacent buildings (David King and Planetary Science Halls) with critical facility indices. Demolition of these 2 adjacent buildings is not included in the scope of this request, but would be phased in to reveal the new central quad. Circulation elements would be integrated with the new building program, based on concepts identified in Mason's 20-year Master Plan as part of the vision for the central quad.

STAFF RECOMMENDATION:

Approval of the capital projects listed on the following pages.

George Mason University 2022-2027 Capital Plan

Table 1: George Mason University Capital Need With Funding (\$000s)

												Pro	o Forma Fi	unding Plan			
	Campus	Туре	FY22	FY23	FY24	FY25	FY26	FY27	Total	Committed Philanthropy		General Fund Capital	Cash	P3 / Other	Committed Debt	Projected Debt	State Eligible
E & G PROJECTS																	
Engineering and Science Sector Study & Student Innovation Factory Building	Fairfax	New	30,000 GF						30,000	0	0	30,000	0	0	0	0	100%
Improve Telecom/ Network Infrastructure Phase 3 ⁽¹⁾	Fairfax	New	14,250 GF 9,750 NGF	FY22 CA BUDGET RE					24,000	0	0	14,250	0	0	0	9,750	59%
Interdisciplinary Science & Engineering Ruilding 1	Fairfax	New	150,000 GF						150,000	0	0	150,000	0	0	0	0	100%
Real Estate Acquisitions	Various	New	20,000 NGF		20,000 NGF				40,000	0	0	0	40,000	0	0	0	0%
Academic VIII - Phase 1 ⁽²⁾	SciTech	New		100,000 GF					100,000	0	0	100,000	0	0	0	0	100%
Point of View Cottages ⁽³⁾	Point of View	New		4,000 GF (prior) 4,000 NGF					8,000	0	4,000	4,000	0	0	0	0	50%
Small Capital Improvement Program	Various	Reno	4,000 NGF						4,000	0	0	0	4,000	0	0	0	50%
								Total E & G	356,000	0	4,000	298,250	44,000	0	0	9,750	
AUXILIARY PROJECTS																	
							To	tal Auxiliary	0	0	0	0	0	0	0	0	
Total Capital Need with Funding			194,250 GF 33,750 NGF	4,000 GF (prior) 100,000 GF 4,000 NGF	20,000 NGF				356,000	0	4,000	298,250	44,000			9,750	

Notes & Prior Approvals:

1) Telecom - FY08 Phase 1 first requested; FY18 \$11.4M TPC requested. \$673K planning approved NGF (cash); FY18 Phase 2 first requested; FY21 \$2.25M TPC approved. \$12.25M GF and \$11M NGF

2) Academic VIII - FY20 \$200K NGF pre-planning approved, not initiated, and no longer available; FY21 \$7.5M NGF planning approved, not initiated.

3) POV Cottages - FY19 \$4M approved for GF, \$4M for NGF (gifts/cash).

4) Abbreviations

CBR = Capital Budget Request. Annual submission to the Department of Planning & Budget for Virginia Commonwealth funding.

GF = General Funds -provided by the Commonwealth of Virginia. For public higher education institutions the State issues debt through the Virginia College Building Authority's 21st Century Bond Program.

In the past, the State has also provided funding to Institutions by issuing debt (General Obligation Bonds) that has been approved by voter referendum.

NGF = Non-General Funds - provided by George Mason University. NGF funding can include cash, gifts and/or institution debt

Table 2: George Mason University Capital Need with Funding Not Identified (\$000s)
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			Pro Forma Funding Plan																
	Campus	Туре	FY22	FY23	FY24	FY25	FY26	FY27	Total	Committed Philanthropy	Projected Philanthropy	General Fund Capital	Cash	P3 / Other	Committed Debt	Projected Del (1)	ot State Eligible		
E & G PROJECTS																			
Business School ⁽²⁾	Fairfax	New			82,500 GF 82,500 NGF				165,000	5,931	34,069	110,000	15,000	0	0	0	50%		
								Total E & G	165,000	5,931	34,069	110,000	15,000	0	0	0			
AUXILIARY PROJECTS																			
Sustainability Initiatives	All	New	100,000 NGF						100,000	0	0	0	0	100,000	0	0	0%		
Eagle Bank Arena Addition	Fairfax	New		75,000 GF					75,000	0	0	75,000	0	0	0	0	100%		
Eagle Bank Arena Renovation	Fairfax	Reno			75,000 NGF				75,000	0	0	0	0	31,000	0	44,000	0%		
Center for the Arts Concert Hall Renovation (3)	Fairfax	Reno				25,000 GF 25,000 NGF			50,000	25	28,275	0	0	21,700	0	0	0%		
Contemplative Center	Fairfax	New				7,000 NGF			7,000	0	7,000	0	0	0	0	0	0%		
Multimodal Transportation	All	New				30,000 NGF			30,000	0	0	0	30,000	0	0	0	0%		
Recreation & Well-Being Addition (Ph 1)	Fairfax	New					100,000 NGF		100,000	0	0	0	0	100,000	0	0	0%		
Recreation & Well-Being Renovation (SUB-1)	Fairfax	Reno					100,000 NGF		100,000	0	0	0	0	100,000	0	0	0%		
							Tota	al Auxilliary	537,000	25	35,275	75,000	30,000	352,700	0	44,000			
P3 PROJECTS - DEVELOPER FINANCED																			
Faculty/Staff Housing (Ph 1)	Fairfax	New			100,000 NGF				100,000	0	0	0	0	100,000	0	0	0%		
						05 000 05		Total P3	100,000	0	0	0	0	100,000	0	0			
Total Capital Need with Funding Not Identified			100,000 NGF	75,000 GF	82,500 GF 257,500 NGF	25,000 GF 62,000 NGF	200,000 NGF		802,000	5,956	69,344	185,000	45,000	452,700	0	44,000			
Total Capital Need			194,250 GF 133,750 NGF	4,000 GF (prior) 175,000 GF 4,000 NGF	82,500 GF 277,500 NGF	25,000 GF 62,000 NGF	200,000 NGF		1,158,000	5,956	73,344	483,250	89,000	452,700	0	53,750			

Notes & Prior Approvals:

1) Mason does not currently have philanthropy plans or the debt capacity available to fund all P3/Other & Projected Debt projects above; funding strategies will be revised in future capital project planning updates.

2) Business School - FY18 \$70M -\$80M NGF (gifts/cash) TPC approved by BOV; FY18 \$171K NGF pre-planning approved (gifts/cash); FY20 \$15M NGF TPC approved by BOV (gifts/cash).

3) Concert Hall - FY19 \$25M approved for NGF (gifts/cash).

4) Abbreviations

CBR = Capital Budget Request. Annual submission to the Department of Planning & Budget for Virginia Commonwealth funding.

GF = General Funds - provided by the Commonwealth of Virginia. For public higher education institutions the State issues debt through the Virginia College Building Authority's 21st Century Bond Program.

In the past, the State has also provided funding to Institutions by issuing debt (General Obligation Bonds) that has been approved by voter referendum.

NGF = Non-General Funds - provided by George Mason University. NGF funding can include cash, gifts and/or institution debt

Table 3: George Mason University Capital Total Project Expenditures - Active Capital Projects (\$000s)

		-	-	-				-					F	Pro Forma F	unding Plan			
	Campus	Туре	Through FY21	FY22	FY23	FY24	FY25	FY26	FY27	Total	Committed Philanthropy	Projected Philanthropy	General Fund Capital	Cash	P3 / Other	Committed Debt	Projected Debt	State Eligible
ACTIVE PROJECTS																		
Utility Infrastructure (Core Campus)	Fairfax	Reno	15,386 GF 30,944 NGF	5,457 GF 698 NGF						52,485	0	0	20,843	2,889	0	28,753	0	40%
Horizon Hall/ Harris Theatre (Core Campus)	Fairfax	New	107,492 GF	9,557 GF 2,582 NGF						119,631	0	0	117,049	2,582	0	0	0	98%
IDIA Development and Demo ⁽¹⁾	Arlington	New	5,049 NGF	4,900 GF 21,750 NGF	29,000 GF 21,408 NGF	31,500 GF 63,740 NGF	18,600 GF 37,270 NGF	9,558 NGF		242,775	21,000	63,000	84,000	0	74,775	0	0	35%
Telecom Infrastructure Phase I	Fairfax	Reno	759 NGF	4,950 GF (759) NGF ⁽²⁾	4,900GF					9,850	0	0	9,850	0	0	0	0	100%
Telecom Infrastructure Phase II	Various	Reno	0 GF	1,160 GF	10,465 GF	625 GF 11,000 NGF				23,250	0	0	12,250	0	0	0	11,000	53%
Aquatic and Fitness Center Capital Renewal	Fairfax	Reno	0 NGF	600 NGF	4,900 NGF	4,500 NGF				10,000	0	0	0	600	0	0	9,400	0%
Central Heating and Cooling Plant New Boiler and Chiller	Fairfax	New	0 GF	2,800 GF	2,200 GF					5,000	0	0	5,000	0	0	0	0	100%
Necklace Phase I and Stream Restoration	Fairfax	New	130 NGF	1,120 NGF	1,555 NGF					2,805	0	0	0	2,805	0	0	0	0%
Johnson Center HVAC Repairs	Fairfax	Reno	290 NGF	2,725 NGF	2,400 NGF					5,415	0	0	0	5,415	0	0	0	0%
Life Science Engineering Building	SciTech	New	2,547 GF	3,600 GF	17,150 GF	45,080 GF	29,623 GF			98,000	0	0	98,000	0	0	0	0	100%
TTIP Bachelors Capital Investment	Various	Reno	2,133 GF	11,980 GF	1,755 GF	845 GF	1,290 GF	1,525 GF	1,085 GF	20,613	0	0	20,613	0	0	0	0	100%
Maintenance Reserve	Various	Reno	6,014 GF ⁽³⁾	5,902 GF	5,902 GF	5,902 GF	5,902 GF	5,902 GF	5,902 GF	41,426	0	0	41,426	0	0	0	0	100%
Miscellaneous Renovations (Non-Cap)	Various	Reno	6,250 NGF ⁽³⁾	3,775 NGF	4,100 NGF	6,500 NGF	6,500 NGF	6,500 NGF	6,500 NGF	40,125	0	3,000	0	37,125	0	0	0	100%
Total Capital Expenditures			133,572 GF 43,422 NGF	50,306 GF 32,491 NGF	71,372 GF 34,363 NGF	83,952 GF 85,740 NGF	55,415 GF 43,770 NGF	7,427 GF 16,058 NGF	6,987 GF 6,500 NGF	671,375	21,000	66,000	409,031	51,416	74,775	28,753	20,400	

Notes & Prior Approvals:

1) IDIA - Debt will be issued in lieu of projected philanthropy as required.

2) Telecom - Reimbursement for planning approved NGF (cash)

3) Based upon FY21 only as these are revolving projects

4) Abbreviations

GF = General Funds -provided by the Commonwealth of Virginia. For public higher education institutions the State issues debt through the Virginia College Building Authority's 21st Century Bond Program.

In the past, the State has also provided funding to Institutions by issuing debt (General Obligation Bonds) that has been approved by voter referendum.

NGF = Non-General Funds - provided by George Mason University. NGF funding can include cash, gifts and/or institution debt

Table 4: George Mason University Capital Program Summary (\$000s)

Total	Total	General	Mason		Mason						
Projects	Cost	Fund	Funds	Debt	P3/Other	Gifts					
ACTIVE CAPITAL PROJECTS											
13	\$671,375	\$409,031	\$262,344	\$49,153	\$126,191	\$87,000					
CAPITAL NEED W	ITH FUNDING				PRO FORMA						
7	\$356,000	\$298,250	\$57,750	\$9,750	\$44,000	\$4,000					
CAPITAL NEED W	ITH FUNDING NOT ID	ENTIFIED		PRO FORMA							
10	\$802,000	\$185,000	\$617,000	\$44,000	\$497,700	\$75,300					
TOTAL CAPITA	L PROJECTS										
30	\$1,829,375	\$892,281	\$937,094	\$102,903	\$667,891	\$166,300					

ITEM NUMBER VI.B.:

LAND USE CERTIFICATION (ACTION)

PURPOSE OF ITEM:

APPROPRIATE COMMITTEE:

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

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 is the addition of one easement on the Main Campus in Fairfax related to public roadways and the utilities within that area.

STAFF RECOMMENDATION:

Approve submission of the attached spreadsheet to DGS.

<u>Name</u>	Land Address	<u>Acreage</u>	Land Acquired	Land Disposed	Agency Surplus Designation	<u>Existing</u> Buildings	<u>Building</u> Demolished	<u>Structure</u> Planned	<u>Structure</u> Added	Structure Sold	Building Fully Occupied	<u>Building</u> Occupied By Other Agency		<u>Comments</u>	<u>Easements</u>
GMU MAIN CAMPUS FAIRFAX COUNTY	4400 UNIVERSITY DR FAIRFAX, VA 22030												NO SPACE OCCUPIED BY OTHER STATE AGENCIES, ONLY PRIVATE ENTITIES VIA CONTRACTS, LEASES, OR SPACE USE AGREEMENTS	0034 ROBINSON HALL HAS BEEN DEMOLISHED - A NEW ROBINSON HALL BUILDING HAS BEEN COMPLETED AND IS NOW KNOWN AS 0131 HORIZON HALL	1
		564.66	NO	NO	IN USE	102	YES	YES	YES	NO	YES	YES			
GMU METRO CAMPUS LAW SCHOOL ARLINGTON COUNTY	3351 N FAIRFAX DR ARLINGTON, VA 22201												NO SPACE OCCUPIED BY OTHER STATE AGENCIES, ONLY PRIVATE ENTITIES VIA CONTRACTS, LEASES, OR SPACE USE AGREEMENTS	0039 ARLINGTON ORIGINAL BUILDING HAS BEEN DEMOLISHED - THE UNIVERSITY HAS AUTHORIZATION TO BUILD THE IDIA HQ BUILDING ON THE SITE OF THE DEMOLISHED ORIGINAL BUILDING, THIS PROJECT IS CURRENTLY UNDER DESIGN.	0
		5.08	NO	NO	IN USE	2	YES	YES	NO	NO	YES	YES			
													THERE ARE NO BUILDINGS ON THE SITE.		
GMU WOODLAND ACRES PROPERTY FAIRFAX COUNTY	BRADDOCK AND SHIRLEY GATE RDS FAIRFAX, VA 22030														0
		87.03	NO	NO	FUTURE USE	0	NO	NO	NO	NO	NA	NA			
GMU TALLWOOD FAIRFAX CITY	4210 ROBERTS RD FAIRFAX, VA 22030												NO SPACE OCCUPIED BY OTHER STATE AGENCIES, ONLY PRIVATE ENTITIES VIA CONTRACTS, LEASES, OR SPACE USE AGREEMENTS		0
		7.06	NO	NO	IN USE	4	NO	NO	NO	NO	YES	YES			
GMU PRINCE WILLIAM CAMPUS PRINCE WILLIAM COUNTY	10900 UNIVERSITY BLVD MANASSAS, VA 20110												NO SPACE OCCUPIED BY OTHER STATE AGENCIES, ONLY PRIVATE ENTITIES VIA CONTRACTS, LEASES, OR SPACE USE AGREEMENTS	THE PLANNED ADDITION TO 0507 BULL RUN HALL HAS BEEN MODIFIED TO NOW BE A STANDALONE BUILDING, IT IS CURRENTLY UNDER DESIGN.	0
		136.29	NO	NO	IN USE	12	NO	YES	NO	NO	YES	YES			
GMU POINT OF VIEW SITE FAIRFAX COUNTY	7301 OLD SPRING DR LORTON, VA 22079													THERE IS AUTHORIZATION TO BUILD COTTAGES ON THE SITE; HOWEVER THE DESIGN FOR THE BUILDINGS HAS YET TO COMMENCE.	0
		44.59	NO	NO	IN USE	5	NO	YES	NO	NO	YES	NO			
		57	110	110	IN USE	5		11.5	110	110	123				
GMU POTOMAC SCIENCE CENTER PRINCE WILLIAM COUNTY	650 MASON FERRY AVE. WOODBRIDGE, VA 22191														0
		2.22	NO	NO	IN USE	2	NO	NO	NO	NO	YES	NO			

ITEM NUMBER VI.C.: RESOLUTION FOR UNIVERSITY BUILDING OFFICIAL REPORTING STRUCTURE (ACTION) **PURPOSE OF ITEM:** This item requests BOV approval through resolution for reporting structure of the University Building Official. **APPROPRIATE COMMITTEE:** FINANCE AND LAND USE Virginia Code §23.1-1016.E. provides that, as a public institution of higher education that has entered into a management agreement, the University may "designate a full-time employee to be its own building official ...". In order to comply, the University's management agreement, as approved by the Board of Visitors on Oct. 1, 2020, and codified at Chapter 76 of the Virginia Acts of Assembly (2021 Special Session I), Exhibit A, section VIII., provides that "When serving as the University building official, such individual shall organizationally report directly and exclusively to the board of visitors The Board wishes to specify the supervisory structure of the building official employee, David M Kidd shall report directly and exclusively to the Board of Visitors, through the Finance and Land Use Committee. **STAFF RECOMMENDATION:** Staff recommends Board of Visitors approval of the

attached resolution.

RESOLUTION OF THE GEORGE MASON UNIVERSITY BOARD OF VISTIORS REGARDING UNIVERSITY BUILDING OFFICIAL

WHEREAS, Code of Virginia § 23.1-1016.E. provides that, as a public institution of higher education that has entered into a management agreement, the University may "designate a full-time employee to be its own building official Such building official shall ... Report directly and exclusively to the governing board of the institution and be subject to review by the appropriate personnel in the Department of General Services;"; and

WHEREAS, the University's management agreement, as approved by the Board of Visitors on Oct. 1, 2020, and codified at Chapter 76 of the Virginia Acts of Assembly (2021 Special Session I), Exhibit A, section VIII., provides that "When serving as the University building official, such individual shall organizationally report directly and exclusively to the board of visitors."; and

WHEREAS, the Board wishes to specify the supervisory structure of the building official;

NOW, THEREFORE, BE IT RESOLVED, the university employee designated as the building official shall report directly and exclusively to the Board of Visitors, through the Finance and Land Use Committee.

Approved by the Board of Visitors on September 30, 2021.

Simmi Bhuller Secretary of the Board of Visitors

Capital Projects Review

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

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

Changes/updates since the April 2021 report include:

- <u>Horizon Hall Construct/Renovate Robinson Hall, New Academic and Research Facility and Harris Theater</u> Phase 3, which includes demolition of Robinson B, site work and renovation of Harris Theater started on January 4, 2021. Robinson B demolition was complete in May 2021 and site work has been underway since that time. Sitework is currently projected to be complete in mid-November before the end of planting season. Renovations are currently occurring in all areas of Harris Theater, good progress is underway on the lobby addition which includes new box office and rest rooms for Harris Theater. Construction work in this final phase is planned to be complete by January 1, 2022. Move in of furniture, fixtures and equipment will occur during the first two weeks of January and building will be re-opened for full use by start of Spring 2022 semester.
- <u>Improve Utility Distribution Infrastructure Fairfax</u> Phase 8 (Aquia Creek Lane north) is complete with the exception of landscaping which is start mid-September when planting season resumes. The other remaining work is phase 8 is punch list work and installation of lighting for the fountain and security cameras which are being installed on the full length of the new Wilkins Plaza. Final phase work includes restoration of the WT laydown area. This work has started and will complete over the next month or so. Full project completion remains on schedule and is projected for late Fall 2021.
- <u>PPEA Discovery Hall Ph. II & Fit-out/Clean Room</u> 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 by DEB. Pricing has been received for installation of initial clean room tools and the associated utility modifications which can proceed upon authorization from the units funding the work.
- <u>Hylton Performing Arts Center HVAC Repairs</u> Construction is nearly completed. The facility is occupied and opened for performances as Covid requirements allow. Final testing and balancing under way.
- <u>Arlington Original Building Demolition and Culvert Relocation</u> A/E, Gordon Associates, and CM at Risk, Manhattan Construction, have been selected and are under contract. Relocation of the Storm Water Infrastructure has been moved to the IDIA HQ project. Demolition of the Original Building has approved by DEB and AARB. Project was substantially completed on August 31, 2021.

- <u>Telecom Infrastructure Phase 1</u> The code of Preliminary design by DEB is complete. We are still working through the budget portion of the DEB review. The overall schedule has been delayed due to scope and budget review.
- Life Sciences Bull Run Hall IIIB Programming, Schematic, and Preliminary Design were completed in fall 2020. Preliminary documents were approved by DEB. Project received the Preliminary Design Funding Report with a funding approval of \$68.9M. Project also received preliminary approval from the Commonwealth's Art and Architecture Review Board (AARB). Construction Manager at Risk selected for the Project is Skanska. Due to the requested program validation related to the campus master planning, the project was placed on temporary hold in December 2020. In February 2021, Mason received notice that approval from the Commonwealth to add \$30M for an additional floor to the three-story building design, and make programmatic changes that better align the new building with the current campus master plan vision for SciTech is forthcoming. Based on the notice, the building reprogramming and the revised schematic design have been completed, and the design team has started the preliminary design phase. Review of the revised design by the AARB is still pending. The revised construction start date is April 2022 with the new building substantial completion date scheduled for August 2024, and the backfill substantial completion scheduled for December 2024.
- Johnson Center HVAC Repairs Final working drawings have been submitted to DEB for review. Funding constraints due to COVID postponed design completion and construction award, which is now postponed indefinitely.
- <u>Central Heating and Cooling Plant Capacity Expansion</u> RMF Engineering was selected for A/E services. The design is currently in the preliminary design phase.
- <u>IDIA HQ</u> In the July BOV meeting an update on progress of design and negotiations was provided to the board. The Schematic Design is currently in review at DEB with approval anticipated eminently. The design team has moved on to the Preliminary Design phase and plans to submit for preliminary approval by Mason in the next 30 days. In partnership with MIP we are currently working to finalize an interim agreement which will allow us to start construction of the box culvert while we continue on with design in advance of executing a full comprehensive agreement and financial close which is now planned for May of 2022. The schedule to finish and have beneficial occupancy of the building remains on target for Summer of 2025.
- <u>Telecom Infrastructure Phase 2</u> A/E team has been selected. Once funding is in place the contract will be issued for A/E services.
- <u>Aquatic & Fitness Center Capital Renewal</u> Authority was received to proceed on the project in July of 2021. RRMM Lukmire has been selected as the A/E of record. Once funding is in place the contract will be issued for A/E services.
- <u>Academic VIII</u> Project approved for planning only and contingent upon Mason providing seed funding. Project awaiting internal authorization and Master Plan completion to proceed.
- <u>Virtual Online Campus</u> Project approved for planning only and contingent upon Mason

providing seed funding. Project will be coordinated with Master Planning efforts.

- <u>Point of View Cottages</u> Commonwealth has approved \$4M of funding for this project to match a target of \$4M of fundraising. Project awaiting internal authorization and Master Plan completion to proceed.
- <u>Construct Student Housing Fairfax PPEA</u> Commonwealth has approved project for PPEA solicitation. Project awaiting internal authorization and Master Plan completion to proceed.
- <u>Construct Fairfax Mixed Use Development PPEA</u> Commonwealth has approved project for PPEA solicitation. Project awaiting internal authorization and Master Plan completion to proceed.
- <u>Construct Basketball Training</u>, 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.
- <u>Renovations Concert Hall</u> Higher Education Capital Outlay (HECO) authority approved to proceed on a \$25M renovation to the Concert Hall on the Fairfax Campus. The funding is based upon donations. Project is awaiting funding to proceed.
- <u>Business School Building</u> HECO authority approved to proceed on a \$165M and 200K GSF building for the School of Business on the Fairfax Campus. The funding is based upon donations. Project is awaiting funding and Master Plan completion to proceed.
- <u>Activities Building</u> 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

Project #	Project Name	Scope(sf) New S	Scope(sf) Reno	Total Budget	Budget Status	Schedule	Scope	Construction Start Date	Occupancy Date	Construction % Complete
	Construction									
1 18207-000	Horizon Hall - Core Campus (Renovate Robinson Hall and Harris Theater)	217,726	23,161	\$ 119,631,000	•	\circ		7/1/2018	12/31/2021	97.0%
2 18208-000	Improve Utility Distribution Infrastructure Fairfax - Core Campus*	0	0	\$ 51,539,000	\bigcirc		\bigcirc	8/1/2018	12/31/2021	98.0%
3 17848-000	PPEA Discovery Hall Ph II & Fitout/Clean Room	0	18,000	\$ 6,561,287	•			6/17/2019	5/7/2021	99.0%
4 A8247-024	Hylton Center HVAC Repairs	0	112,352	\$ 3,820,598	\circ		\circ	5/18/2020	12/31/2020	99.0%
5 18423-000	Arlington Original Building Demolition and Culvert Relocation	0	0	\$ 4,300,000	•	•	•	11/9/2020	8/31/2021	100.0%
	Design									
6 18339-000	Telecom Infrastructure Phase 1*	576	0	\$ 9,788,000	0	•	\circ	3/1/2022	1/31/2023	N/A
7 18000-000	Life Sciences & Engineering Building - Bull Run Add*	133,300	5,000	\$ 98,993,000	\circ	0	\circ	4/1/2021	8/15/2024	N/A
8 A8247-027	Johnson Center HVAC Repairs	0	348,447	\$ 3,049,500	0		\bigcirc	TBD	TBD	N/A
9 18509-000	Central Heating & Cooling Plant Boiler & Chiller Addition*	0	0	\$ 5,000,000	\circ	\circ	•	10/3/2022	10/2/2023	N/A
10 18482-000	Institute for Digital InnovAtion (IDIA HQ)	505,520	0	\$ 245,700,000	•	•	•	9/15/2022	12/16/2025	N/A
	Design Procurement									
11 18487-000	Telecom Infrastructure Phase 2	0	0	\$ 23,250,000	\bigcirc		<u> </u>	3/1/2023	9/1/2023	N/A
12 18529-000	Aquatic & Fitness Center Capital Renewal	0	90,736	\$ 10,000,000	•	•	•	3/1/2023	9/1/2023	N/A
	Pending Master Plan Alignment	ļ								
13 18498-000	Academic VIII*	200,000	0	~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~				TBD	TBD	N/A
14 18471-000	Virtual Online Campus*	0	45,000					TBD	TBD	N/A
15 18497-000	SCAR Point of View Cottages	TBD	0					TBD	TBD	N/A
16 17955-000	Construct Student Housing Fairfax PPEA	TBD	0	TBD				TBD	TBD	N/A
17 18117-000	Construct Fairfax Mixed Use Development PPEA	TBD	0	TBD				TBD	TBD	N/A
18 18253-000	Construct Basketball Training, Wrestling, and Athlete Academic Support (RAC Addition)	TBD	TBD	\$ 15,500,000				TBD	TBD	N/A
19 TBD	Renovations Concert Hall	0	120,750					TBD	TBD	N/A
20 TBD	Business School Building	200,000	0					TBD	TBD	N/A
21 TBD	Activities Building	15,000	0					TBD	TBD	N/A
	Grand Total This Report	1,272,122	763,446	995,557,385						

• • •

Facilities Projects Listing

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

Data as of September 2021

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

BOARD OF VISITORS Finance & Land Use Committee

Office of the Senior Vice President | September 30, 2021

Agenda

Financial Matters

- A. FY 2021 Preliminary Year-end Close
- B. FY 2022 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. Six-Year Capital Plan (ACTION)
- B. Land Use Certification (ACTION)
- C. University Building Official Office (ACTION)

Appendix – Capital Projects Review (Stoplight)



FY 2021 Preliminary Year-end Close Financial Matters

Office of the Senior Vice President | Slide 3

FY 2021 Cash Basis Year Over Year Results

Cash basis, in 000's	FY 2020 Actual	FY 2021 Actual	Variance to Prior Year
Net Tuition and Fees	\$441,851	\$459,289	\$17,439
State Appropriations	190,136	185,059	(5,076)
Grants & Contracts	204,698	210,682	5,985
Auxiliary Enterprises	227,039	180,805	(46,234)
Other Operating Revenue	24,793	17,984	(6,808)
Non-Operating Revenue:			
Relief Funding	18,123	49,499	31,376
Capital Grants	45,764	71,895	26,131
Total Revenue	\$1,152,403	\$1,175,215	\$22,812

Salaries and Wages	\$462,058	\$477,833	(\$15,775)
Fringe Benefits	128,544	134,768	(6,224)
Contractual Services	176,605	147,307	29,298
Travel	20,157	5,128	15,029
Supplies	21,105	23,158	(2,053)
Equipment	21,098	17,779	3,319
Capital Outlay	80,371	72,893	7,479
Debt Service	50,025	35,728	14,297
Scholarships & Fellowships	118,520	139,981	(21,461)
Occupancy	42,680	37,523	5,158
Other	60	179	(119)
Total Expenses	\$1,121,223	\$1,092,276	\$28,947
Margin	\$31,179	\$82,939	\$51,759

FY 2021 Key Highlights

- Revenue increased 1.9% from FY20, including:
 - \$31M incremental relief funding (HEERF I/II, CRF) for student financial aid and institutional impacts
 - \$26M increase in Capital Grants reflects reimbursement of FY20 expenditures in the current year

Offset by:

- \$46M decrease in AE revenues due to lower traffic volume and occupancy on campus
- Expenses declined 2.5% from FY20 reflecting lower overall spending and to offset lower AE revenues
 - Reduced spending in Contractual Services, Travel, Equipment, Occupancy due to COVID impacts
 - Savings in Debt Service due to restructurings Offset by:
 - Compensation increase due to incremental positions for COVID response and instructional continuity
 - \$21M increase in Scholarships & Fellowships including HEERF awards

Note: State appropriations for financial aid have been reclassed from Other Operating Revenue to State Appropriations and Interest Income has been reclassed to Other Operating Revenue for all periods presented. Minor additional reclassifications made for comparability.

FY 2021 Budget vs Actual

Cash basis, in 000's	FY 2021 Budget	FY 2021 Actual	Variance to Budget
Net Tuition and Fees	\$464,179	\$459,289	(\$4,890)
State Appropriations	189,000	185,059	(3,941)
Grants & Contracts	214,313	210,682	(3,631)
Auxiliary Enterprises	187,938	180,805	(7,133)
Other Operating Revenue	17,086	17,984	898
Non-Operating Revenue:			0
Relief Funding	5,100	49,499	44,399
Capital Grants	65,000	71,895	6,895
Total Revenue	\$1,142,616	\$1,175,215	\$32,599

Salaries and Wages	\$473,172	\$477,833	(\$4,661)
Fringe Benefits	132,530	134,768	(2,238)
Contractual Services	182,309	147,307	35,002
Travel	21,892	5,128	16,764
Supplies	28,199	23,158	5,041
Equipment	23,163	17,779	5,384
Capital Outlay	92,616	72,893	19,723
Debt Service	46,028	35,728	10,300
Scholarships & Fellowships	126,863	139,981	(13,118)
Occupancy	53,798	37,523	16,275
Other	91	179	(88)
Total Expenses	\$1,180,661	\$1,092,276	\$88,385
Margin	(\$38,045)	\$82,939	\$120,984

Originally Predicted \$109.9M Gap Achieved \$82.9 Margin

\$33M Revenue Over

 (\$18M) AE Revenue losses, State cash reversion & lower tuition revenues

Offset by:

- \$44M Unanticipated COVID Relief
- \$ 7M Delayed FY20 capital grant reimbursement

Expenses \$88M Under

- \$20M Lower Capital Outlay
- \$35M Contractual & other services
- \$10M Debt service savings
- \$33M Occupancy & travel
- \$10M Supplies & equipment

<u>Offset by:</u>

- (\$13M) HEERF scholarship aid
- (\$ 7M) Compensation increase (primarily COVID staffing)

Current Challenges

- o Forecasting based on trend projections
 - Less reliable due to pandemic impacts
- No accrual system in place
 - Budgeting & reporting on cash basis
 - Reporting financial health
- o Inefficient manual processes
 - Reliance on excel spreadsheets and supplemental financial reports
 - Lack of automated budgeting tool
- o Limited unit-level, detailed budgeting
 - Initial stages of implementation
 - No budget reallocation policy

Where We Are Headed

- o Chart of Accounts redesign
 - Enable new revenue allocation model and budgeting tool
- o Accrual-based reporting
 - More accurate forecasting
- Leverage unit-level forecasting submissions
- Align forecasting process across all funds, including Capital and Sponsored Projects



FY 2022 Amended Budget Financial Matters

Office of the Senior Vice President | Slide 7

FY22 Amended Budget – Key Changes

Revenue	Expense	Strategic Initiatives
COVID Relief Funding	COVID Response	Funding for Strategic Priorities
Tuition Revenue Decline	Debt Service Restructuring	Contingency for Unanticipated Expenses & Risk Mitigation
Refined Forecast: • Grants & Contracts • Auxiliary Enterprises	Reallocation of: • FY22 Strategic Budget Requests • Student Aid	Expenses of hisk magaden
Capital Grants	Refined Forecast: • Capital Outlay	
State Appropriations	• Equipment • Travel	

FY 2022 Amended Operating Budget

Cash basis, in 000's	FY 2021 Actual	FY 2022 Approved Budget	Adjustments	FY 2022 Amended Budget
Net Tuition and Fees	\$459,289	\$472,994	(\$15,385)	\$457,609
State Appropriations	185,059	235,733	(1,665)	234,068
Grants & Contracts	210,682	244,196	(8,536)	235,660
Auxiliary Enterprises	180,805	229,497	6,615	236,112
Other Operating Revenue	17,984	20,113	(5,125)	14,988
Non-Operating Revenue:				
Relief Funding	49,499	0	71,520	71,520
Capital Grants	71,895	46,000	4,000	50,000
Total Revenue	\$1,175,215	\$1,248,533	\$51,424	\$1,299,957
Salaries and Wages	\$477,833	\$507,938	\$32,481	\$540,419
Fringe Benefits	134,768	142,269	9,985	152,254
Contractual Services	147,307	179,055	27,270	206,325
Travel	5,128	10,551	(2,917)	7,634
Supplies	23,158	24,000	0	24,000
Equipment	17,779	22,917	(2,562)	20,355
Capital Outlay	72,893	76,611	23,669	100,280
Debt Service	35,728	39,415	(25,297)	14,118
Scholarships & Fellowships	139,981	136,632	30,930	167,562
Occupancy	37,523	47,018	(795)	46,223
Other	179	62,126	(62,126)	0
Strategic Initiatives\Contingency	0	0	20,785	20,785
Total Expenses	\$1,092,276	\$1,248,533	\$51,424	\$1,299,957
Margin	\$82,939	\$0	\$0	\$0

Office of the Senior Vice President | Slide 9

The Finance & Land Use Committee recommends approval by the Board of Visitors of the Amended FY 2022 Operating Budget.

MOTION: _____

SECOND:



Six-Year Operating Plan Highlights Financial Matters

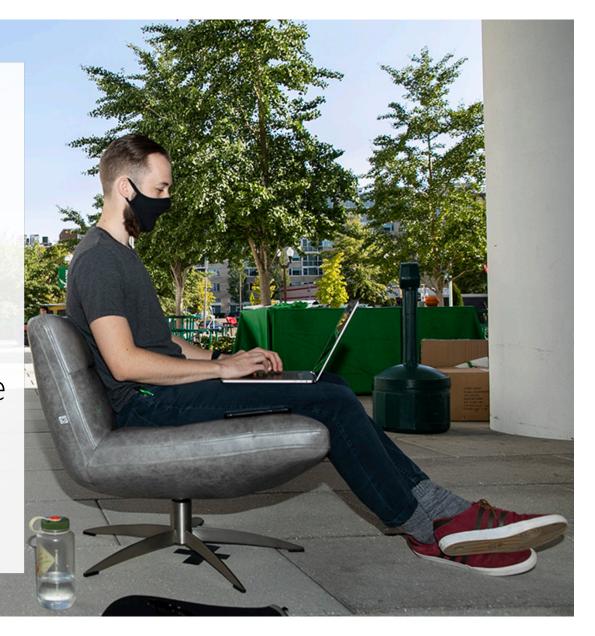
Office of the Senior Vice President | Slide 11

Thriving Through Our Major Crises

Pandemic disrupts campus operations for greater than 1 year

Enrollment grew by about 2.1%, rankings improved

Largest (>39,000) and most diverse 4-year institution in VA (majority/minority) Minimal staff layoffs or furloughs - 5% raise Best research expenditures ever Managed budget and restored E&G reserves



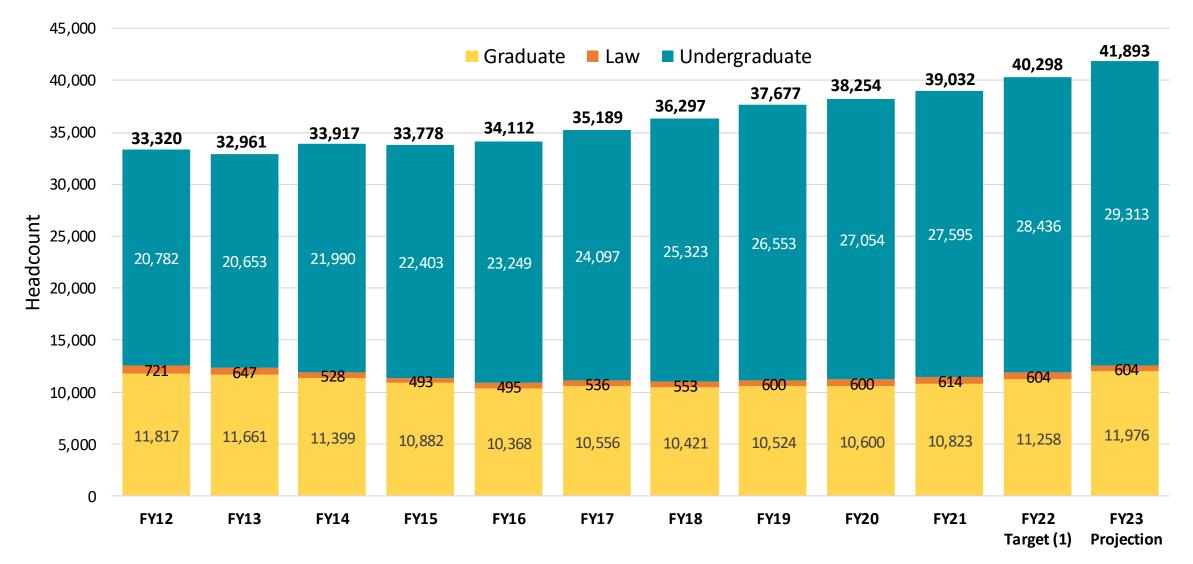
Continuing Our Mission



Through COVID-19, Mason not only survived the most severe and prolonged duress of its 50-year existence, but we reaffirmed our resiliency, spirit of innovation, and bedrock commitment to our values.

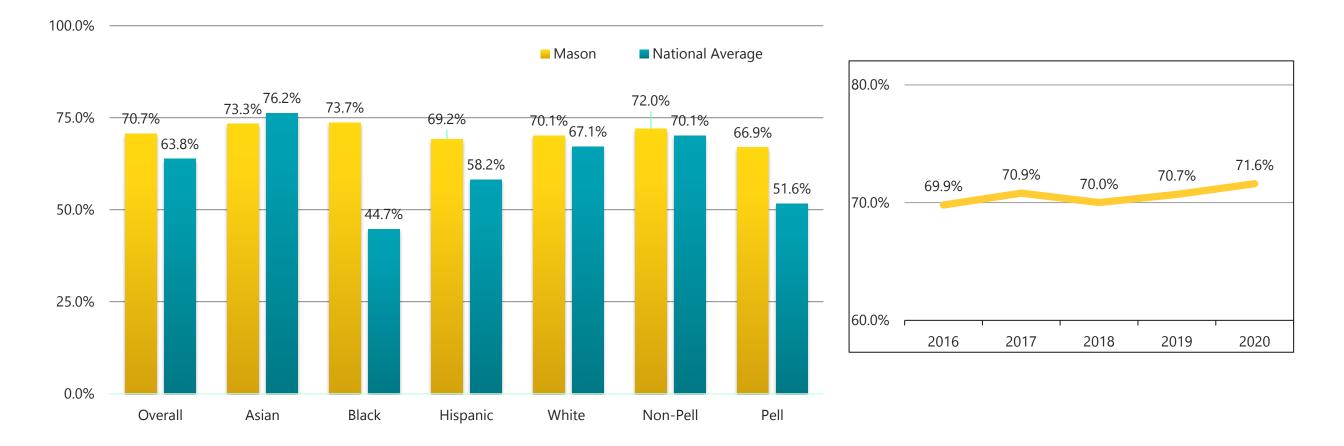
Mason achieved most of our 2019 Six-Year Plan priorities, despite COVID expense increases and unallotted state support, by strategically reallocating for our critical investments and repositioning for recovery post-pandemic.

Undergraduate & Graduate Enrollment (headcount)



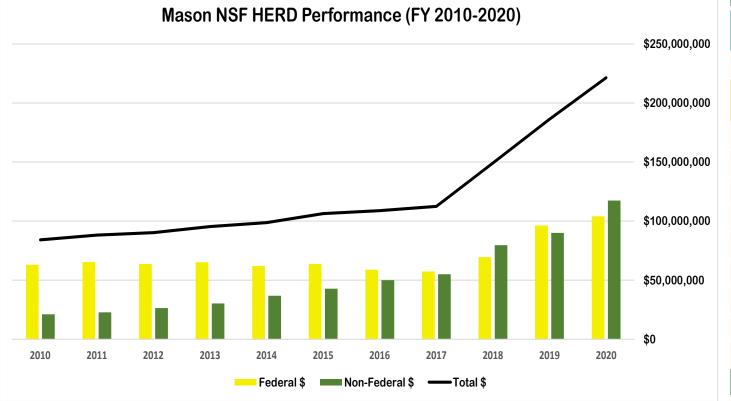
(1) Targeted, not projected, enrollment as submitted to SCHEV.

Graduation Rates: Mason & National



NOTE: National average graduation rates were calculated for the 4-year bachelor's cohort at Title IV U.S. institutions. (Data for Cohort Year 2013) SOURCE: U.S. Department of Education, National Center for Education Statistics, IPEDS, Winter 2019–20, Graduation Rates component (provisional data).

Research Performance



NSF TOTAL RESEARCH EXPENDITURE GROWTH OF LOCAL INSTITUTIONS FY 2010 – FY 2019

INSTITUTION	GROWTH PERCENTAGE
University of Virginia	122.2%
George Mason University	121.4%
Georgetown University	51.2%
Johns Hopkins University	45.5%
George Washington University	37.0%
Virginia Tech	36.1%
University of Maryland	32.8%
Virginia Commonwealth University	29.3%
James Madison University	24.0%
College of William & Mary	12.8%
Old Dominion University	-30.6%
ALL INSTITUTIONS	36.2%
TOP 100 SCHOOLS	39.8%

Six-Year Academic Plan/Biennium Operating Plan

		IN	ITA	ATIVES RE	QL	IIRING GE	N	ERAL FUN	D	SUPPORT	
				BIEN	INI	UM 2022-202	24 ((7/1/22-6/30,			
PRIORITY RANKING	STRATEGIES	VP GOAL		2022-	202	23	2023-2		-20	24	NOTES
				TOTAL AMOUNT	G	F SUPPORT		TOTAL AMOUNT	G	F SUPPORT	
1	Student Success: Affordable Access & New Accessible Pathways	1, 2, 3	\$	15,700,000	\$	7,850,000	\$	16,500,000	\$		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	\$	4,350,000	\$	3,500,000	\$	4,350,000	\$	3,500,000	Increase grade aid & redesign graduate education
3	Addressing Faculty & Staff Inequities	3	\$	15,100,000	\$	7,550,000	\$	15,100,000	\$	7,550,000	Address faculty and staff market/equity issues & workforce planning
4	Develop Infrastructure, Practices & Policies to Support Anti- Racism & Inclusive Excellence	1	\$	3,100,000	\$	1,550,000	\$	3,100,000	\$	1,550,000	Implementation of anti-racism and inclusive excellence initiatives and plans
5	Elevate Research	3	\$	7,500,000	\$	7,500,000	\$	7,500,000	\$	7,500,000	Enhance HETF & research infrastructure
6	Enrollment: Funding Disparity Support	1, 3	\$	9,100,000	\$	9,100,000	\$	9,100,000	\$	9,100,000	Continued mitigation of historic funding disparity
7	Expand Economic Development	3	\$	5,300,000	\$	2,650,000	\$	5,300,000	\$	2,650,000	Full implementation of Mason Enterprise initiatives with innovation external partnerships
8	Digital Innovation: Efficient Instructional, Operational & Service Models	3	\$	5,000,000	\$	2,500,000	\$	5,000,000	\$	2,500,000	Enterprise-wide transformational projects to enhance efficiency and effectiveness
	GRAN	D TOTAL	\$	65,150,000	\$	42,200,000	\$	65,950,000	\$	42,600,000	

Biennium Operating Request (\$Ms)

		Bienniu	m 2022-202	4 (7/1/22-6,	/30/24)			
		2022-2023		2023-2024				
	Total	Mason	State	Total	Mason	State		
Strategic Investment	Amount	Support	Request	Amount	Support	Request		
Student Success	15.7	7.9	7.9	16.5	8.3	8.3		
Graduate Education	4.4	0.9	3.5	4.4	0.9	3.5		
Addressing Faculty & Staff Inequities	15.1	7.6	7.6	15.1	7.6	7.6		
Anti-Racism & Inclusive Excellence	3.1	1.6	1.6	3.1	1.6	1.6		
Elevated Research	7.5	0.0	7.5	7.5	0.0	7.5		
Funding Disparity Support	9.1	0.0	9.1	9.1	0.0	9.1		
Expand Economic Development	5.3	2.7	2.7	5.3	2.7	2.7		
Digital Innovation	5.0	2.5	2.5	5.0	2.5	2.5		
Sub-Total of Strategic Initiatives	65.2	23.2	42.4	66.0	23.6	42.8		
Core Operations								
T&R Faculty Salary Increase (3%)	8.1	8.1	0.0	8.4	8.4	0.0		
Administration Faculty Salary Increase (3%)	2.6	2.6	0.0	2.7	2.7	0.0		
Classified Staff Salary Increase (3%)	4.2	4.2	0.0	4.3	4.3	0.0		
New Full-Time T&R Faculty	2.8	2.8	0.0	3.0	3.0	0.0		
New Full-Time Administrative Staff	1.0	1.0	0.0	1.0	1.0	0.0		
Non General Fund for Current Operations	0.9	0.9	0.0	1.4	1.4	0.0		
Sub-Total of Core Operations	19.6	19.6	0.0	20.8	20.8	0.0		
Grand Total	84.8	42.8	42.4	86.8	44.4	42.8		

Access to Excellence

The Mason Virginia Promise: A pathway toward a bachelor's degree or your own business for EVERY Virginian who wants it.

o Meeting 100% of student needo Based on expanding ADVANCE and EIP



The Finance & Land Use Committee recommends approval by the Board of Visitors of the University's Six-Year Operating Plan as shown in the Board Book.

MOTION: _____

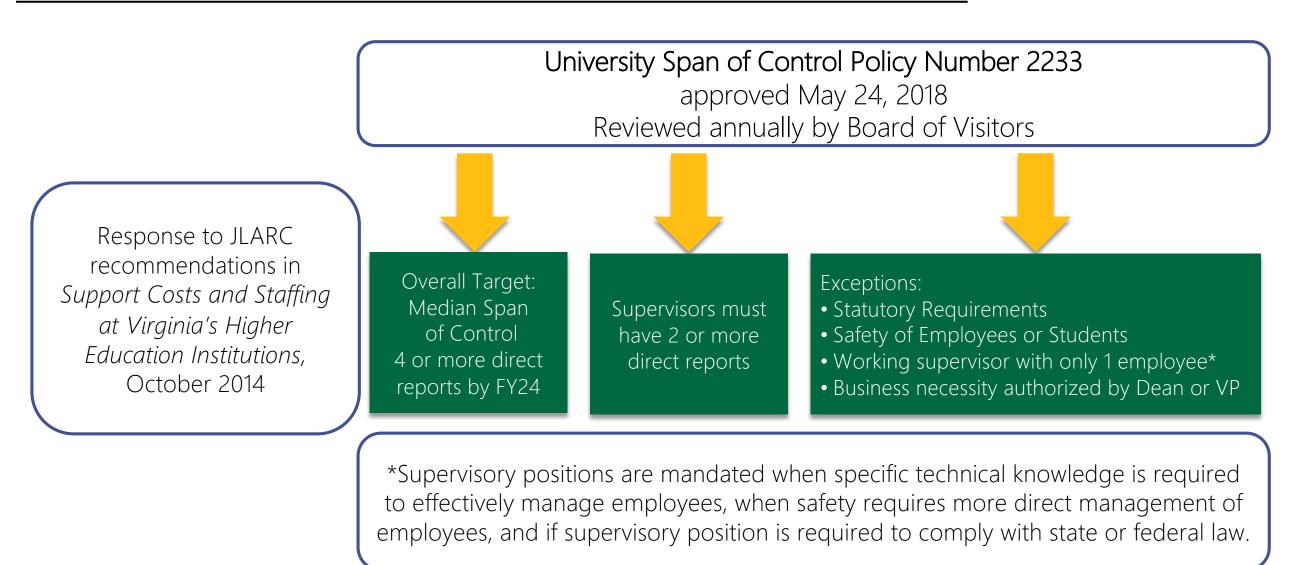
SECOND:



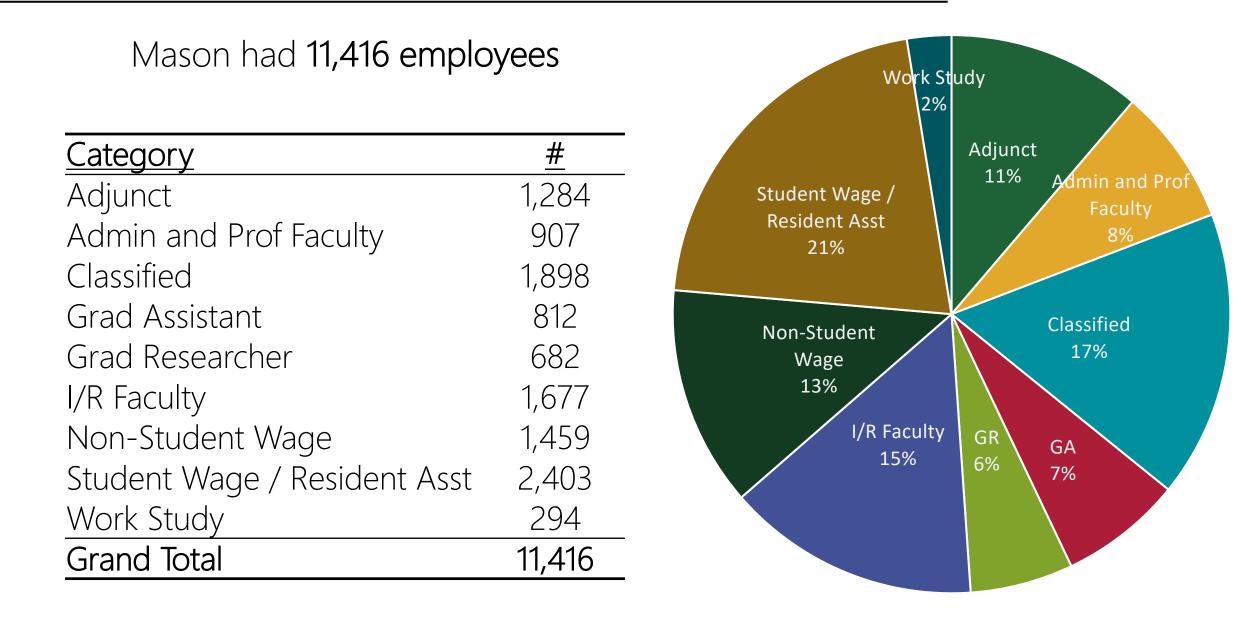
JLARC Span of Control Operational Matters

Office of the Senior Vice President | Slide 21

Span of Control Annual Update



Distribution of Mason's Workforce: April 2021

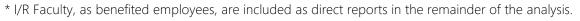


Proportion of Mason's Workforce in JLARC Study: April 2021

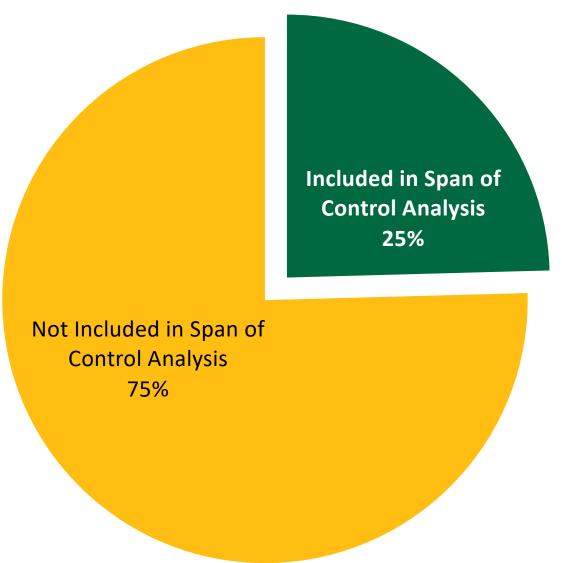
JLARC's span of control recommendations cover only a portion of the workforce

Employee Type Included as Supervisors	#	%
A/P Faculty	907	7.9%
Classified Staff	1,898	16.6%
All Employees	2,805	24.6%

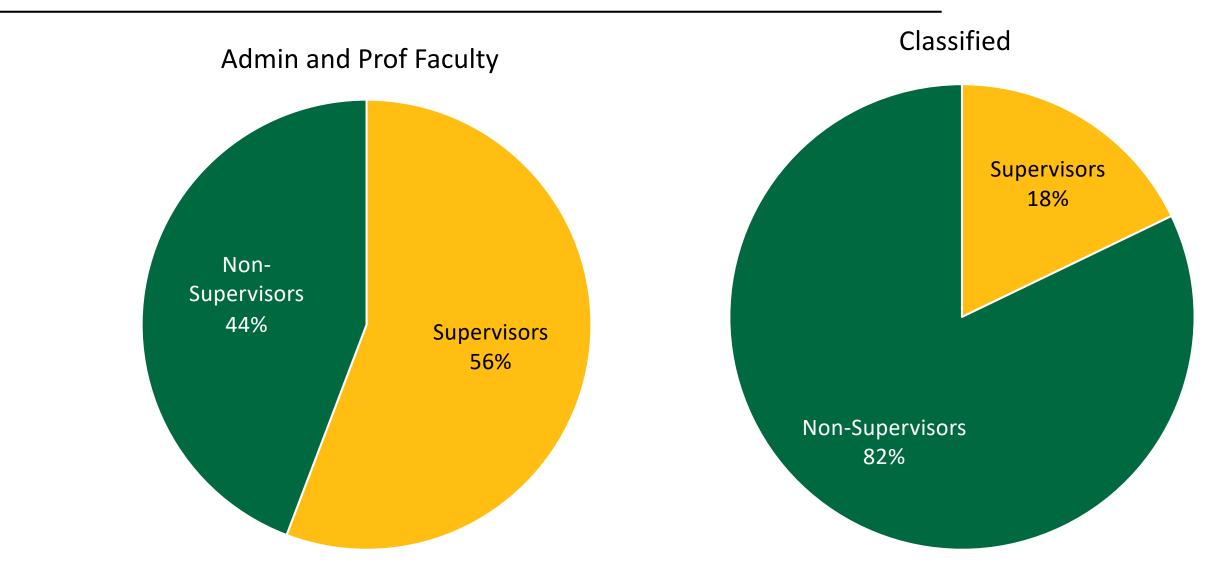
Employee Type Not Included as Supervisor	#	%
I/R Faculty*	1,677	14.7%
Adjunct Faculty †	1,284	11.2%
Non-Student Wage †	1,459	12.8%
Student Workers †	4,191	36.7%
All Employees	8,611	75.4%



† 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.



Supervisory Status: April 2021

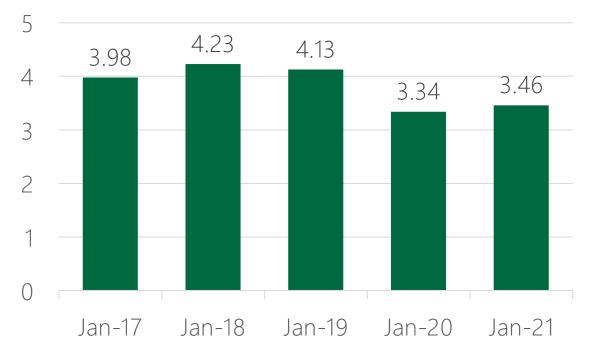


* 845 of the 2,805 employees included in span of control have supervisory responsibilities.

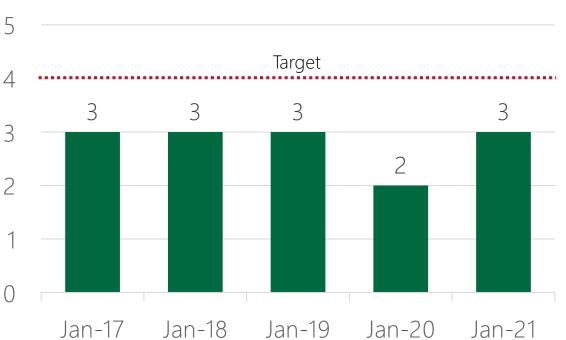
Span of Control for A/P & Classified Supervisors

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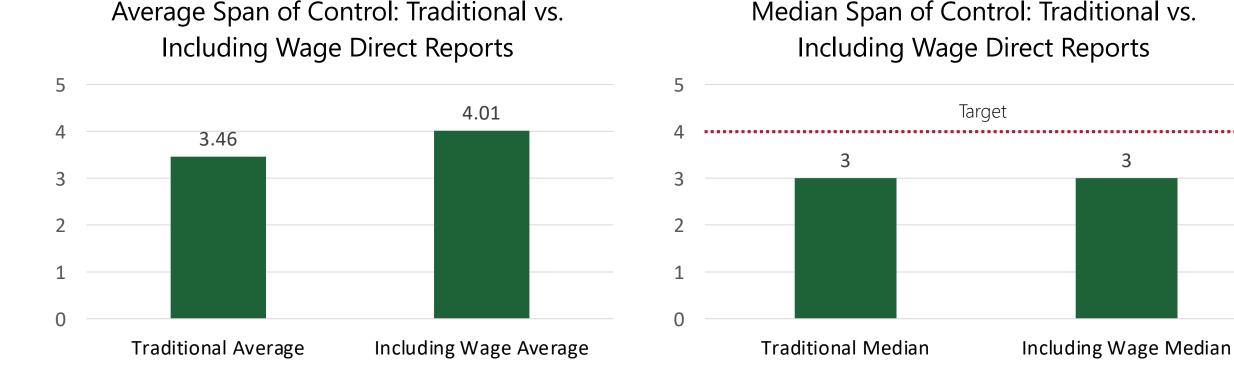
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Average Span of Control



Median Span of Control



Traditional data pulled as of April 2021 Including wage reports data pulled as of September 2021 Wage includes all individual wage employees, not FTE 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.

MOTION: _____

SECOND:



Six-Year Capital Plan Capital Matters

Office of the Senior Vice President | Slide 29

Dollars in \$000s

Total	Total	General	Mason		Mason	
Projects	Cost	Cost Fund		Debt	P3/Other	Gifts
ACTIVE CAPITAL	PROJECTS					
13	\$671,375	\$409,031	\$262,344	\$49,153	\$126,191	\$87,000
CAPITAL NEED W	ITH FUNDING				PRO FORMA	
7	\$356,000	\$298,250	\$57,750	\$9,750	\$44,000	\$4,000
CAPITAL NEED W	ITH FUNDING NOT ID	ENTIFIED			PRO FORMA	
10	\$802,000	\$185,000	\$617,000	\$44,000	\$497,700	\$75,300
TOTAL CAPITA	L PROJECTS					
30	\$1,829,375	\$892,281	\$937,094	\$102,903	\$667,891	\$166,300

Capital Needs With Funding

Dollars in \$000s

										Pro Forma Funding Plan										
	Campus	Туре	FY22	FY23	FY24	FY25	FY26	FY27	Total	Committed Philanthropy	Projected Philanthropy	General Fund Capital	Cash	P3 / Other	Committed Debt	Projected Debt	State Eligible			
E & G PROJECTS																				
Engineering and Science Sector Study & Student Innovation Factory Building	Fairfax	New	30,000 GF						30,000	0	0	30,000	0	0	0	0	100%			
Improve Telecom/ Network Infrastructure Phase 3 ⁽¹⁾	Fairfax	New	14,250 GF 9,750 NGF	FY22 CAPITA REQUE					24,000	0	0	14,250	0	0	0	9,750	59%			
Interdisciplinary Science & Engineering Building 1	Fairfax	New	150,000 GF	J					150,000	0	0	150,000	0	0	0	0	100%			
Real Estate Acquisitions	Various	New	20,000 NGF		20,000 NGF				40,000	0	0	0	40,000	0	0	0	0%			
Academic VIII - Phase 1 ⁽²⁾	SciTech	New		100,000 GF					100,000	0	0	100,000	0	0	0	0	100%			
Point of View Cottages ⁽³⁾	Point of View	New		4,000 GF (prior) 4,000 NGF					8,000	0	4,000	4,000	0	0	0	0	50%			
Small Capital Improvement Program	Various	Reno	4,000 NGF						4,000	0	0	0	4,000	0	0	0	50%			
							T	fotal E & G	356,000	0	4,000	298,250	44,000	0	0	9,750				
AUXILIARY PROJECTS																				
							Tota	I Auxiliary	0	0	0	0	0	0	0	0				
Total Capital Need with Funding			194,250 GF 33,750 NGF	4,000 GF (prior) 100,000 GF 4,000 NGF	20,000 NGF				356,000	0	4,000	298,250	44,000	0	0	9,750				

Notes & Prior Approvals:

1) Telecom - FY08 Phase 1 first requested; FY18 \$11.4M TPC requested. \$673K planning approved NGF (cash); FY18 Phase 2 first requested; FY21 \$2.25M TPC approved. \$12.25M GF and \$11M NGF 2) Academic VIII - FY20 \$200K NGF pre-planning approved, not initiated, and no longer available; FY21 \$7.5M NGF planning approved, not initiated.

3) POV Cottages - **FY19** \$4M approved for GF, \$4M for NGF (gifts/cash).

3) POV Collages - FT 19 \$4M approved for GF, \$

4) Abbreviations

CBR = Capital Budget Request. Annual submission to the Department of Planning & Budget for Virginia Commonwealth funding.

GF = General Funds -provided by the Commonwealth of Virginia. For public higher education institutions the State issues debt through the Virginia College Building Authority's 21st Century Bond Program. In the past, the State has also provided funding to Institutions by issuing debt (General Obligation Bonds) that has been approved by voter referendum.

NGF = Non-General Funds - provided by George Mason University. NGF funding can include cash, gifts and/or institution debt

Capital Need With Funding Not Identified

Dollars in \$000s

											Pro Forma Funding Plan							
	Campus	Туре	FY22	FY23	FY24	FY25	FY26	FY27	Total	Committed Philanthropy	Projected Philanthropy	General Fund Capital	Cash	P3 / Other	Committed Debt	Projected Deb (1)	t State Eligible	
E & G PROJECTS																		
Business School ⁽²⁾	Fairfax	New			82,500 GF 82,500 NGF				165,000	5,931	34,069	110,000	15,000	0	0	0	50%	
								Total E & G	165,000	5,931	34,069	110,000	15,000	0	0	0		
AUXILIARY PROJECTS																		
Sustainability Initiatives	All	New	100,000 NGF						100,000	0	0	0	0	100,000	0	0	0%	
Eagle Bank Arena Addition	Fairfax	New		75,000 GF					75,000	0	0	75,000	0	0	0	0	100%	
Eagle Bank Arena Renovation	Fairfax	Reno			75,000 NGF				75,000	0	0	0	0	31,000	0	44,000	0%	
Center for the Arts Concert Hall Renovation ⁽³⁾	Fairfax	Reno				25,000 GF 25,000 NGF			50,000	25	28,275	0	0	21,700	0	0	0%	
Contemplative Center	Fairfax	New				7,000 NGF			7,000	0	7,000	0	0	0	0	0	0%	
Multimodal Transportation	All	New				30,000 NGF			30,000	0	0	0	30,000	0	0	0	0%	
Recreation & Well-Being Addition (Ph 1)	Fairfax	New					100,000 NGF		100,000	0	0	0	0	100,000	0	0	0%	
Recreation & Well-Being Renovation (SUB-1)	Fairfax	Reno					100,000 NGF		100,000	0	0	0	0	100,000	0	0	0%	
							Tot	al Auxilliary	537,000	25	35,275	75,000	30,000	352,700	0	44,000		
P3 PROJECTS - DEVELOPER FINANCED																		
Faculty/Staff Housing (Ph 1)	Fairfax	New			100,000 NGF				100,000	0	0	0	0	100,000	0	0	0%	
								Total P3	100,000	0	0	0	0	100,000	0	0		
Total Capital Need with Funding Not Identified			100,000 NGF	75,000 GF	82,500 GF 257,500 NGF	25,000 GF 62,000 NGF	200,000 NGF		802,000	5,956	69,344	185,000	45,000	452,700	0	44,000		
Total Capital Need			194,250 GF 133,750 NGF	4,000 GF (prior) 175,000 GF 4,000 NGF	82,500 GF 277,500 NGF	25,000 GF 62,000 NGF	200,000 NGF		1,158,000	5,956	73,344	483,250	89,000	452,700	0	53,750		

Notes & Prior Approvals:

1) Mason does not currently have philanthropy plans or the debt capacity available to fund all P3/Other & Projected Debt projects above; funding strategies will be revised in future capital project planning updates. 2) Business School - **FY18** \$70M -\$80M NGF (gifts/cash) TPC approved by BOV; **FY18** \$171K NGF pre-planning approved (gfits/cash); **FY20** \$15M NGF TPC approved by BOV (gifts/cash).

3) Concert Hall - FY19 \$25M approved for NGF (gifts/cash).

4) Abbreviations

CBR = Capital Budget Request. Annual submission to the Department of Planning & Budget for Virginia Commonwealth funding.

GF = General Funds -provided by the Commonwealth of Virginia. For public higher education institutions the State issues debt through the Virginia College Building Authority's 21st Century Bond Program.

In the past, the State has also provided funding to Institutions by issuing debt (General Obligation Bonds) that has been approved by voter referendum.

NGF = Non-General Funds - provided by George Mason University. NGF funding can include cash, gifts and/or institution debt

Active Capital Projects

Dollars in \$000s

		Pro Forma Funding Plan																
	Campus	Туре	Through FY21	FY22	FY23	FY24	FY25	FY26	FY27	Total	Committed Philanthropy	Projected Philanthropy	General Fund Capital	Cash	P3 / Other	Committed Debt	Projected Debt	State Eligible
ACTIVE PROJECTS																		
Utility Infrastructure (Core Campus)	Fairfax	Reno	15,386 GF 30,944 NGF	5,457 GF 698 NGF						52,485	0	0	20,843	2,889	0	28,753	0	40%
Horizon Hall/ Harris Theatre (Core Campus)	Fairfax	New	107,492 GF	9,557 GF 2,582 NGF						119,631	0	0	117,049	2,582	0	0	0	98%
IDIA Development and Demo ⁽¹⁾	Arlington	New	5,049 NGF	4,900 GF 21,750 NGF	29,000 GF 21,408 NGF	31,500 GF 63,740 NGF	18,600 GF 37,270 NGF	9,558 NGF		242,775	21,000	63,000	84,000	0	74,775	0	0	35%
Telecom Infrastructure Phase I	Fairfax	Reno	759 NGF	4,950 GF (759) NGF ⁽²⁾	4,900GF					9,850	0	0	9,850	0	0	0	0	100%
Telecom Infrastructure Phase II	Various	Reno	0 GF	1,160 GF	10,465 GF	625 GF 11,000 NGF				23,250	0	0	12,250	0	0	0	11,000	53%
Aquatic and Fitness Center Capital Renewal	Fairfax	Reno	0 NGF	600 NGF	4,900 NGF	4,500 NGF				10,000	0	0	0	600	0	0	9,400	0%
Central Heating and Cooling Plant New Boiler and Chiller	Fairfax	New	0 GF	2,800 GF	2,200 GF					5,000	0	0	5,000	0	0	0	0	100%
Necklace Phase I and Stream Restoration	Fairfax	New	130 NGF	1,120 NGF	1,555 NGF					2,805	0	0	0	2,805	0	0	0	0%
Johnson Center HVAC Repairs	Fairfax	Reno	290 NGF	2,725 NGF	2,400 NGF					5,415	0	0	0	5,415	0	0	0	0%
Life Science Engineering Building	SciTech	New	2,547 GF	3,600 GF	17,150 GF	45,080 GF	29,623 GF			98,000	0	0	98,000	0	0	0	0	100%
TTIP Bachelors Capital Investment	Various	Reno	2,133 GF	11,980 GF	1,755 GF	845 GF	1,290 GF	1,525 GF	1,085 GF	20,613	0	0	20,613	0	0	0	0	100%
Maintenance Reserve	Various	Reno	6,014 GF ⁽³⁾	5,902 GF	5,902 GF	5,902 GF	5,902 GF	5,902 GF	5,902 GF	41,426	0	0	41,426	0	0	0	0	100%
Miscellaneous Renovations (Non-Cap)	Various	Reno	6,250 NGF ⁽³⁾	3,775 NGF	4,100 NGF	6,500 NGF	6,500 NGF	6,500 NGF	6,500 NGF	40,125	0	3,000	0	37,125	0	0	0	100%
Total Capital Expenditures			133,572 GF 43,422 NGF	50,306 GF 32,491 NGF	71,372 GF 34,363 NGF	83,952 GF 85,740 NGF	55,415 GF 43,770 NGF	7,427 GF 16,058 NGF	6,987 GF 6,500 NGF	671,375	21,000	66,000	409,031	51,416	74,775	28,753	20,400	

Notes & Prior Approvals:

1) IDIA - Debt will be issued in lieu of projected philanthropy as required.

2) Telecom - Reimbursement for planning approved NGF (cash)

3) Based upon FY21 only as these are revolving projects

4) Abbreviations

GF = General Funds -provided by the Commonwealth of Virginia. For public higher education institutions the State issues debt through the Virginia College Building Authority's 21st Century Bond Program. In the past, the State has also provided funding to Institutions by issuing debt (General Obligation Bonds) that has been approved by voter referendum.

NGF = Non-General Funds - provided by George Mason University. NGF funding can include cash, gifts and/or institution debt

The Finance & Land Use Committee recommends approval by the Board of Visitors of the Six-Year Capital Plan as detailed in the Board Book.

MOTION: _____

SECOND:



Land Use Certification Capital Matters

Office of the Senior Vice President | Slide 35

Virginia Code §2.2-1153 requires agencies and institutions to submit a Land Use Plan annually for all Commonwealth/University-owned land

- o Principal information desired by Department of General Services is identifying what land the Commonwealth may be able to surplus.
- o One significant change since last year's report is the addition of one easement on Main Campus in Fairfax related to public roadways and utilities.

The Finance & Land Use Committee recommends approval by the Board of Visitors of the resolution and University's Land Use Certification Spreadsheet included in the Board Book.

MOTION: _____

SECOND:



Office of the University Building Official Capital Matters

Office of the Senior Vice President | Slide 38

Office of the University Building Official

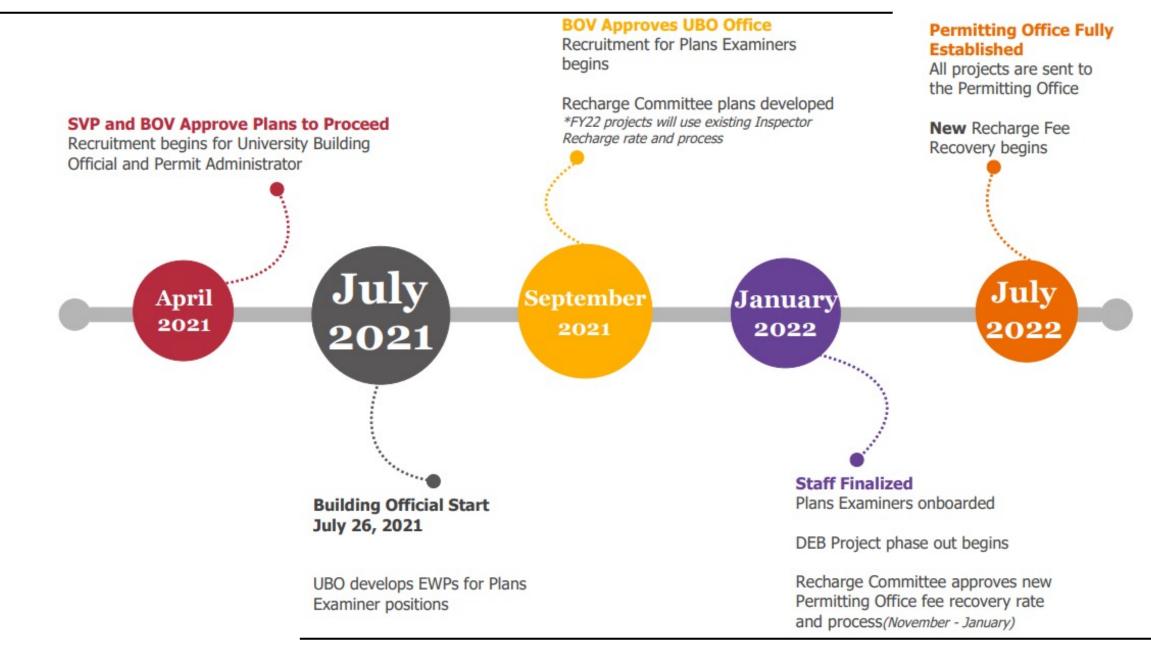
Mission

The Office of the University Building Official strives for excellence through solution-based professional services advancing the quality, value, accessibility, health, and safety of our University community.

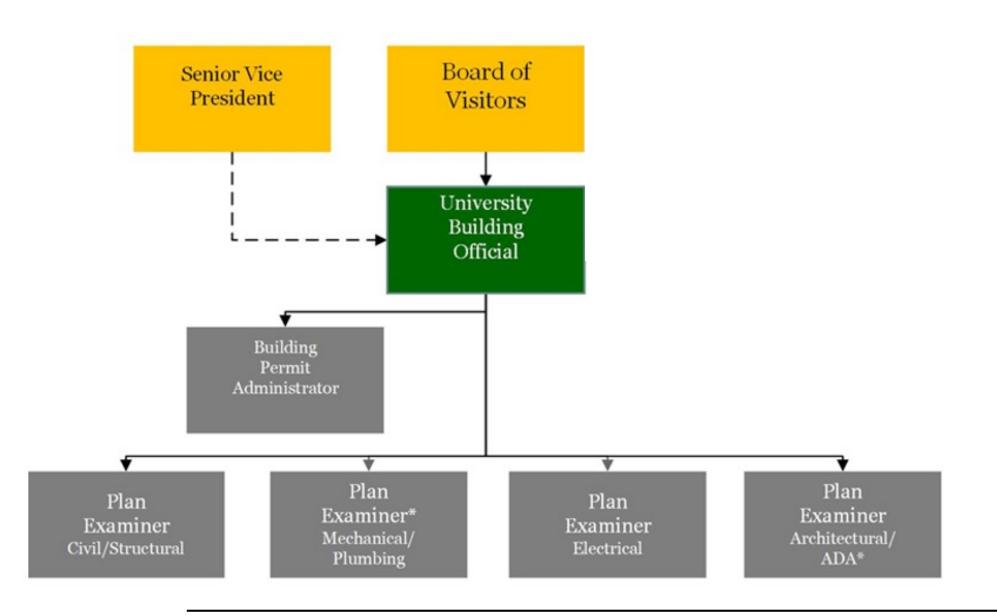
Goal

Acceleration of capital & non-capital project delivery for prompt utilization and cost savings outcomes.

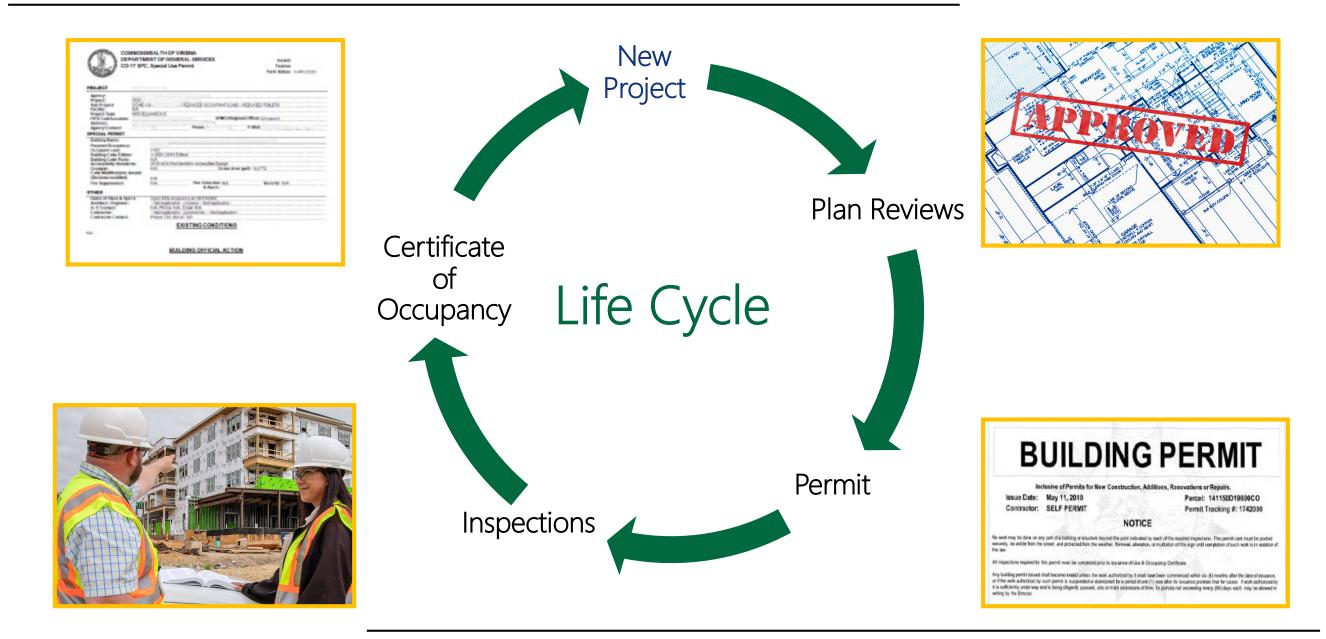
Major Milestones



Office Organizational Structure



UBO Process



UBO Benefits

Cost and Time Savings

- o Reduce unnecessary construction cost
- o Faster review times and site inspections

Relationships

New partnership between the UBO Office and Mason Departments
 Improved relationship with State Fire Marshal, AE's, & Contractors

Alignment with University Mission

o Ensure safe, high quality, inclusive, and sustainable buildings

The Finance & Land Use Committee recommends approval by the Board of Visitors of the resolution included in the Board Book.

MOTION: _____

SECOND:

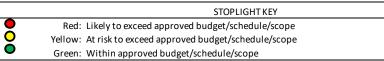


Capital Projects Stoplight Chart

Project #	Project Name	Scope(sf) New	Scope(sf) Reno	Total Budget	Budget Status	Schedule	Scope	Construction Start Date	Occupancy Date	Construction % Complete
	Construction									
18207-000	Horizon Hall - Core Campus (Renovate Robinson Hall and Harris Theater)	217,726	23,161	\$ 119,631,00		\bigcirc	ightarrow	7/1/18	12/31/21	97.0%
18208-000	Improve Utility Distribution Infrastructure Fairfax - Core Campus*	0	0	\$ 51,539,00			0	8/1/18	12/31/21	98.0%
17848-000	PPEA Discovery Hall Ph II & Fitout/Clean Room	0	18,000	\$ 6,561,28	7 🔴			6/17/19	5/7/21	99.0%
A8247-024	Hylton Center HVAC Repairs	0	112,352	\$ 3,820,59		\bigcirc	\bigcirc	5/18/20	12/31/20	99.0%
18423-000	Arlington Original Building Demolition and Culvert Relocation	0	0	\$ 4,300,00		•	ightarrow	11/9/20	8/31/21	100.0%
	Design									
18339-000	Telecom Infrastructure Phase 1*	576	0	\$ 9,788,00	*****	<u> </u>		3/1/22	1/31/23	N/A
18000-000	Life Sciences & Engineering Building - Bull Run Add*	133,300	5,000	\$ 98,993,00		<u> </u>	Q	4/1/21	8/15/24	N/A
A8247-027	Johnson Center HVAC Repairs	0	348,447	\$ 3,049,50			<u> </u>	TBD	TBD	N/A
18509-000	Central Heating & Cooling Plant Boiler & Chiller Addition*	0	0	\$ 5,000,00		•	<u> </u>	10/3/22	10/2/23	N/A
18482-000	Institute for Digital InnovAtion (IDIA HQ)	505,520	0	\$ 245,700,00		•	\bigcirc	9/15/22	12/16/25	N/A
	Design Procurement									
18487-000	Telecom Infrastructure Phase 2	0	0	\$ 23,250,00		\bigcirc		3/1/23	9/1/23	N/A
18529-000	Aquatic & Fitness Center Capital Renewal	0	90,736	\$ 10,000,00		—		3/1/23	9/1/23	N/A
	Pending Master Plan Alignment									
18498-000	Academic VIII*	200,000	0	\$ 185,675,00	0			TBD	TBD	N/A
18471-000	Virtual Online Campus*	0	45,000	\$ 11,000,00	0			TBD	TBD	N/A
18497-000	SCAR Point of View Cottages	TBD	0	\$ 8,000,00	D			TBD	TBD	N/A
17955-000	Construct Student Housing Fairfax PPEA	TBD	0	TBI	0			TBD	TBD	N/A
18117-000	Construct Fairfax Mixed Use Development PPEA	TBD	0	TBI)			TBD	TBD	N/A
18253-000	Construct Basketball Training, Wrestling, and Athlete Academic Support (RAC Addition)	TBD	TBD	\$ 15,500,00	0			TBD	TBD	N/A
TBD	Renovations Concert Hall	0	120,750	\$ 25,000,00	0			TBD	TBD	N/A
TBD	Business School Building	200,000	0	\$ 165,000,00	0			TBD	TBD	N/A
TBD	Activities Building	15,000	0	\$ 3,750,00	0			TBD	TBD	N/A
	Grand Total This Report	1,272,122	763,446	995,557,38	15					

Data as of September 2021

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



.

GEORGE MASON UNIVERSITY BOARD OF VISITORS

Research Committee Meeting September 30, 2021 Virtual

AGENDA

- I. Call to Order
- II. Approval of Minutes (ACTION ITEM)
 - A. Meeting minutes for May 6, 2021
- III. Office of Research, Innovation, and Economic Impact Welcome, Dr. Andre Marshall
- IV. Office of Research, Innovation, and Economic Impact Inclusive Excellence Plan Presentation, Dr. Andre Marshall, Dr. Rebekah Hersch, Mike Laskofski, Paula Sorrell
- V. Adjournment

GEORGE MASON UNIVERSITY BOARD OF VISITORS Research Committee Meeting

MINUTES Thursday, May 6, 2021 Virtual

Present: Chairman Horace Blackman; Visitors: Nancy Prowitt, Anjan Chimaladinne, Edward Rice, and Bob Witeck; Interim Vice President for Research, Innovation, and Economic Impact: Aurali Dade; Faculty Senate Chair: Shannon Davis; Faculty Representatives: Andrew Novak and June Tangney; Staff Senate Chair: Lauren Reuscher; University Counsel: David Drummey

Absent: Visitor Wendy Marquez; Student Representatives: Shelby Adams and Lilianna Deveneau;

<u>Also Present:</u> Rector James Hazel; President Gregory Washington; Provost Mark Ginsberg; Senior Vice President for Administration and Finance: Carol Kissal; Chief of Staff: Ken Walsh; Visitor Ignacia Moreno

I. Meeting was called to order by Vice Chairman Nancy Prowitt at 10:25 am.

II. Approval of Minutes (ACTION ITEM)

Approval of the February 25, 2021 meeting minutes was motioned by Vistor Chimaladinne; seconded by Visitor Rice, unanimously approved.

III. Public Comments

Vice Chairman Prowitt noted that there were no oral or written public comments received prior to the start of this meeting, though anyone may still submit a written comment if desired through the end of today's full board meeting.

IV. New Business

a. Vice President's Update

Dr. Aurali Dade – Interim Vice President for Research, Innovation & Economic Impact

Dr. Aurali Dade provided a review of Mason's Research Progress for the Academic Year 2020-2021. She highlighted the impactful work and research of our faculty, staff, and students related to Mason's Covid-19 response, and provided recognition for several of our leading PIs who have received tremendous awards in support of their research: Dr. Huzefa Rangwala, Dr. Amira Roess, Dr. Shane Caswell, Dr. Louise Shelley, Dr. Mikell Paige, and Dr. Cynthia Lum. Additionally, Dr. Dade called attention to Dr. Andre Marshall's appointment as Mason's permanent Vice President for Research, Innovation, and Economic Impact. To provide an overview of our research progress this year, Dr.

Dade shared about the accomplishments and work of the Office of Sponsored Programs, Mason's institutes (IBI, IDIA, and ISE), Mason Enterprise, Mason's multidisciplinary research and centers, and the Tech Talent Investment Program.

• Vice Rector Blackman thanked Dr. Dade for her time this past year as Interim Vice President for Research, Innovation, and Economic Impact and shared that the Board of Visitors are grateful for her work to promote and guide Mason's research efforts this past year.

b. Arlington Research and Innovation Demonstration Space Presentation Dr. Liza Wilson Durant - Associate Dean for Strategic Initiatives & Community Engagement and Professor, Volgenau School of Engineering

Presentation by Dr. Liza Wilson Durant regarding the Arlington Research and Innovation Demonstration Space. Dr. Durant highlighted the purpose of the Institute for Digital Innovation's building and the ways that it will engage not only Mason's staff, faculty and students, but industry partners, as well, by encouraging and enabling a collaborative and diverse environment, with roughly 1/3 of the building's purpose to be set aside for our industry partners. This will create a culture of innovation and entrepreneurship and lead to positive impacts on the community. The Innovation Pilot Space in Arlington's Vernon Smith Hall building officially opened this past April 2021 and will be used not only for research purposes, but also to showcase Mason's innovation initiatives and the space to potential industry partners, tenants, or donors. Positive feedback about the space has already been received from those who have had a chance to visit.

c. Research Presentation

Dr. Julie Zobel - Assistant Vice President for Safety, Emergency, and Enterprise Risk Management

Dr. Caroline Sutter - Co-director, Mason and Partners (MAP) Clinics and Term Associate Professor, College of Health and Human Services Dr. Rebecca Sutter - Co-director, Mason and Partners (MAP) Clinics and Term Associate Professor, College of Health and Human Services

Presentation by Dr. Julie Zobel, Dr. Caroline Sutter, and Dr. Rebecca Sutter regarding Mason's Covid-19 Vaccination Research and Mason's Vaccination Efforts. This presentation highlighted the multiple clinics Mason has hosted for both Mason's students, faculty, and staff and the local community, including underserved and vulnerable community members. Mason currently has clinics offered at EagleBank Arena on Mason's Fairfax Campus, a Mobile Vaccination Clinic, and Mason and Partners (MAP) Clinics. To date, we have vaccinated an estimate of 70,000 people through all of our clinics, and would like to highlight and thank the many local partners and volunteers that helped make these a success.

Comments:

• Visitor Rice asked if the novelty of getting the vaccine could potentially explain the recent dip in our vaccination records. Dr. Zobel shared that we

are working through understanding the acute drop recently and have a vaccination promotion committee dedicated to understanding possible reasons the community would not want to be vaccinated and how we can help resolve those issues.

- Vice Rector Blackman thanked our presenters and their teams for the excellent work they are doing, and asked how we are working toward vaccinations for a larger audience. Dr. Zobel shared that we are working with partners and peer institutions to work through this and enable vaccination for all students and potentially even those at orientations. Also evaluating the likelihood of booster vaccines and how we can prepare for this.
- Rector Hazel also thanked the team for their hard work and asked that they might contribute to the full board conversation related to our vaccination efforts this afternoon.

d. Full Board Motions

Vice Chairman Prowitt motioned one action item: "I move that the Board approve the **approval of meeting minutes from the February 25, 2021 committee meeting,** as provided in the Board materials."

V. Adjournment

Chairman Blackman asked if there was any additional business to be discussed and with no other matters, motioned for closing. Visitor Rice motioned to adjourn the meeting and Visitor Prowitt seconded the motion. With no further comments or items of discussion and having reached the end of the agenda, the meeting was adjourned without a roll call by Chairman Blackman at 11:12 am.

Respectfully submitted,

Natalie Davis Research Committee Secretary Pro Tem



Inclusive Excellence Plan

Office of Research, Innovation, and Economic Impact

September 30, 2021

As presented by:

- Andre Marshall, Vice President for Office of Research, Innovation, and Economic Impact
- Rebekah Hersch, Associate Vice President for Research and Innovation Initiatives
- Michael Laskofski, Associate Vice President of Research Services
- Paula Sorrell, Associate Vice President for Innovation and Economic Development



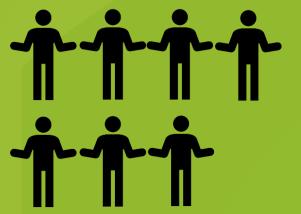
Foundation for Inclusive Excellence

ORIEI is Diverse:

- Diverse leadership and staff representation
- Intentional efforts to increase diversity within candidate pools
- Inclusive Innovation Ecosystem



33% of office administrative faculty and classified staff identity as a race other than white



73% of office administrative faculty and classified staff identity as a woman



ORIEI Inclusive Excellence Plan

Administrative Faculty and Staff Hiring and Retention

Goal: Retain diverse talent pool by building upon existing diversity and inclusion hiring best practices and efforts.

Initiative: Lead regular DEI discussions in monthly research leadership team meetings.

Structural and System Policies

Organized in terms of categories identified by the Anti-Racism and Inclusive Excellence Task Force

- Training and Development
- Curriculum and Pedagogy
- Campus and Community Engagement
- University Policies and Practices
- Research

Become a Known Leader for Diversity, Inclusion, and Equity in Research

ORIEI Inclusive Excellence Plan

Curriculum and Pedagogy

Goal: Identify and document Inclusive Excellence best practices to enhance research experiences, activities, and outcomes at Mason.

Initiative: Update the regular Responsible Conduct of Research (RCR) training conducted during our monthly Research Council meetings to include additional content related to inclusivity in research, scholarship, and creative activities.

Campus and Community Engagement

Goal: Collaborate with the colleges and schools to serve as a catalyst and thought leader for conversations about diversity, equity, and inclusivity in research, scholarship, and creative activities.

Initiative: Facilitated conversations. This will launch in Fall 2021 with the film screening of Picture a Scientist in collaboration with Mason's Visiting Filmmakers Series and the College of Science.

Become a Known Leader for Diversity, Inclusion, and Equity in Research

ORIEI Inclusive Excellence Plan

Research

Goal: Support the implementation of research recommendations from the Anti-Racism and Inclusive Excellence task force.

Initiative: Provide seed funding for anti-racism and inclusive excellence to promote and support diversity and inclusion through multi-disciplinary research, scholarship, and creative projects.

Initiative: Provide graduate-level mentorship program for research, scholarship, creative, and commercialization activities for students with demonstrated commitment to anti-racism.

Initiative: Host nation-wide event to highlight anti-racism scholarship and practices around antiracism, diversity, and inclusive excellence.

Become a Known Leader for Diversity, Inclusion, and Equity in Research

Research and Innovation Initiatives

Seed Funding

- Focused on anti-racism and inclusive excellence to promote and support diversity and inclusion through multi-disciplinary research, scholarly and creative projects
- 5-10 projects per year depending on available funding
- Inclusion of undergraduate and graduate students in research
- Projects report how seed funding supported diversity and inclusive excellence

Understand who at Mason applies for and receives internal research support (data collection and analysis)

Research Services

Commitment to inclusion in recruiting and retention strategy

- In OSP over the past 5 years, 100% of 14 promotions were for women and/or individuals who identify as a race other than white
- Active engagement with CDE and other professionals to ensure diversity of search committees and expanded diversity of applicant pools

Targeted outreach and support to Mason students and faculty from sanctioned countries, and to faculty with foreign roots who are affected by the "inappropriate foreign influence" regulatory activities

Mentoring initiatives with underrepresented populations

 Collaboration between ORIA and other units on campus to develop the Historically Underserved Doctoral Students (HUDS) Affinity Group

Mason Enterprise

Internal "customers"

- Students
- Faculty

Hire MIX staff who are representative of the student body

 Hired 8 students, 20% women, 50% diverse

Find opportunities for diverse entrepreneurial–minded students

 Placed 15 students in paid internships in cybersecurity start-ups. 78% of students were women and people of color. Seniors received job offers. Now funded to place 40 more students.

External "customers"

- Entrepreneurs
- Investors

Hire business advisors who are representative of the community

- Partnered on recent state-wide SBA grant to be a "community navigator" across diverse populations.
- CBP, WBC and SBDCs have added bilingual advisors to work with business owners in their native language AND website translations available
 - Spanish, Vietnamese, French, Hindi and Pashto

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

September 30, 2021 AGENDA

I. Call to Order

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

A. Approval of Committee Minutes for May 6, 2021 Meeting (ACTION)

III. New Business

- A. Auditor of Public Accounts Discussion
- B. Campus Health Status Update
- C. Approval of Audit, Risk, and Compliance Committee Charter (ACTION)

D. Approval of Office of Audit, Risk, and Compliance Charter (ACTION)

IV. Reports

- A. Office of University Audit Summary Report
- B. Office of Institutional Compliance Summary Report

V. Adjournment

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

May 6, 2021 MINUTES

MEETING Due to safety concerns associated with the COVID-19 pandemic, and in accordance with provisions in the 2020 Commonwealth Budget Bill General Provisions: § 4-0.01.g.1, the May 6, 2021 meeting of the Audit, Risk, and Compliance Committee of the Board of Visitors of George Mason University was held through electronic means. Committee members and university leadership met via Zoom videoconference. The session was streamed live via webcast for public viewing at https://gmutv.gmu.edu/live-broadcast/. Public comments for this meeting were received via an online form posted on the Board of Visitors webpage (https://bov.gmu.edu/). No public comment submissions were received through the form for this committee. The full video recording of the meeting may be accessed at https://vimeo.com/showcase/8440856.

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

Rector Hazel; Vice President and Chief Information Officer Borek; Interim Vice President for Research Dade; Faculty Senate Chair Davis; Faculty Liaison Douthett; Staff Senate Chair Reuscher; Associate University Counsel Schlam; Chief Audit, Risk, and Compliance Officer Dittmeier; Associate Vice President for Institutional Compliance Lacovara; and Associate University Auditor Watkins.

- I. Chair Rice called the meeting to order at 11:35 a.m.
- II. Chair Rice provided reminders that background noise should be limited when participating through Zoom, all voting during the meeting will be taken via roll call votes in accordance with electronic meeting requirements, and board member participation and discussion should remain limited to members of the Audit, Risk, and Compliance Committee in accordance with Freedom of Information Act requirements.

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

AUDIT, RISK, AND COMPLIANCE COMMITTEE

III. Approval of Minutes

Chair Rice called for a motion to approve the minutes of the February 25, 2021 and April 1, 2021 Audit, Risk, and Compliance Committee meetings. The motion was **MOVED** by Visitor Kazmi and **SECONDED** by Visitor Blackman.

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

IV. New Business

A. Research Update

Dr. Dade reviewed with the Committee the status of Mason's research enterprise and actions management is taking to address certain key risk areas. She described the growth and diversification of the research portfolio over the past several years, especially since achieving the R1 designation in 2016. She attributed the growth to several factors, including investing internally in research teams which led to additional external funding, improving research support activities, hiring additional research-active faculty, pursuing several major programs, and entering new strategic partnerships. Three multidisciplinary institutes in strategic priority areas of biohealth, sustainability, and digital innovation were launched in the past five years and have been instrumental in Mason's multidisciplinary pursuit of external funding in these areas.

Dr. Dade reviewed with the Committee actions management is taking to strengthen the competitiveness of the research enterprise, including competitive compensation particularly for tenure line faculty positions and highly skilled technical staff; strengthened support for students particularly graduate students; improved support for researchers in carrying out their research programs including administrative support as well as increases and better utilization of computing, space, and equipment; improved support and processes for researcher entrepreneurship and innovation opportunities for inventions or business start-ups; and increased development support through partnerships, networks, and alliances as well as improved proposal development processes and support.

She also described the importance of ensuring the research mission is closely intertwined with the university's instructional and public missions and the need for high quality students interested in carrying out research in disciplines where there is demand and growth in research funding opportunities thereby enhancing Mason's attractiveness to research-active faculty in these areas. Finally, she reviewed the various programs which promote and ensure compliance with research-related regulations and requirements.

AUDIT, RISK, AND COMPLIANCE COMMITTEE

May 6, 2021 Page 3

> The Committee discussed with Dr. Dade Mason's proposal development processes and their effectiveness and efficiency as well as the nature of multidisciplinary convergence research awards led by multiple principal investigators which often leverage Mason's strength in the social sciences and humanities.

V. Reports

Ms. Watkins reported on the status of audit operations described in the Office of University Audit Summary Report. Among other things, she reported that audit activities remain substantially on track with the previously reported status. She also updated the Committee on the status of recruitment activities to fill a vacant Assistant University Auditor position; the original search failed when the only viable candidate withdrew due to changes in their personal situation. She stated that a new search is underway but has not yet yielded any viable candidates; she is working with Human Resources to identify additional sourcing strategies.

Mr. Lacovara reported on the status of institutional compliance activities since the prior meeting. He stated that he has been holding introductory meetings with senior and other leaders and other stakeholders to describe the role of Institutional Compliance and initiate productive working relationships. Planning for Institutional Compliance is underway with progress made in several areas, including inventorying compliance areas, related laws and regulations, and ownership responsibilities; and developing and piloting a program maturity assessment framework, among other things. He also reported that the University Ethics Officer had transitioned to Institutional Compliance from her previous department in March 2021.

VI. Adjournment

Chair Rice called for any additional business to come before the Committee. Hearing none, he declared the meeting adjourned at 12:10 p.m.

Respectfully submitted,

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

ITEM NUMBER: III.A.	Auditor of Public Accounts Discussion
PURPOSE OF ITEM:	Brief the Audit, Risk, and Compliance Committee regarding the upcoming financial statement audit for the year ended June 30, 2021.
NARRATIVE:	The Commonwealth's Auditor of Public Accounts is responsible for auditing the accounts of every state department, officer, board, commission, institution, or other agency handling any state funds. Among other things, the Auditor of Public Accounts determines that state agencies are providing and reporting appropriate information on financial and performance measures.

David Rasnic is representing the Auditor of Public Accounts.

ACTION:

Receive briefing and discuss.



George Mason University Audit Engagement Audit, Risk, and Compliance Committee



David Rasnic, CPA, CISA – Project Manager

Overview

- APA Overview
- Engagement Overview
- Terms of Engagement

APA Overview

• External auditor for Executive & Judicial Branches of the Commonwealth of Virginia

• Report to General Assembly via Joint Legislative Audit & Review Commission

• Approximately 125 auditors and staff



Staci Henshaw, CPA, CGMA Auditor of Public Accounts

Engagement Overview

- Audit Team: David Rasnic Project Manager
 Sarah Lambert In-Charge
- Audit Period: July 1, 2020 June 30, 2021
- Audit Timing: September 2021 February 2022
- Objectives: University-specific
 Statewide Single Audit

Engagement Overview

- Reports: Financial Statement Opinion
 Internal Control Report
 Statewide Single Audit (SFA and ESF)
 NCAA Agreed-Upon Procedures
- Relationship between APA, Internal Audit and foundation auditors
- Discussion of Risk

Terms of Engagement

• Auditor's Responsibilities

• Management's Responsibilities

• Audit Committee

• Other elements of the audit process

ITEM NUMBER: IV.A.	Campus Health Status Update
PURPOSE OF ITEM:	Brief the Committee regarding the health status of the university's campus population and management's actions related to monitoring and managing health-related risks.
NARRATIVE:	Julie Zobel, Associate Vice President for Safety, Emergency, and Enterprise Risk Management, will provide the update.

ACTION:

Receive briefing and discuss.



COVID-19 Response & Safe Return to Campus *AY21 Updates*

Board of Visitors

Audit, Risk, & Compliance Committee September 30, 2021









A Look Back & Current State A review of what has stayed the same, and what is new to Mason's COVID response since AY20. By the Numbers A look at academic modality, active cases, and testing.

Strategic Direction A look ahead at Mason's strategic and risk-based approach to managing COVID.



Governance

COVID response is still overseen by Mason's Executive Council, Emergency Management Executive Committee, and Mason Continuity & Coordination Team



Online & Hybrid Classes

Mason continues to offer flexibility in where students learn, providing **online**, in**person**, and **hybrid classes**.



Testing

While changes have been made to strategy and volume of tests, Mason continues to offer COVID PCR tests to our community.



Case Reporting & Contact Tracing

Mason Students, Faculty, and Staff continue to be required to report positive test results to the university. Contact tracing efforts continue.



Quarantine/Isolation and Masking

Mason continues to enforce quarantine and isolation for positive or suspected positive patients, and requires mask use indoors.



Mason COVID Health Check

Completion of the Mason COVID Health Check screener continues to be a daily requirement of all Mason faculty, staff, students, and visitors.



Cleaning and Hygiene Supplies

Cleaning supplies, and hygiene products like hand sanitizer, are made readily available to all members of the Mason community.



Public Health Emergency Leave

The Commonwealth of Virginia has reinstated PHEL for state employees, helping our workforce stay home due to COVID to prevent further spread of disease.



Strong Community Vaccination Rates At least 90% of Students, Faculty, and Staff are fully

vaccinated against COVID-19



Increased Residential Student Population ~2,400 (AY20) to ~5,000 (AY21)



Increased Classroom Capacity Capacity has increased from 35% (AY20) to **90%**

(AY21)



Mason's Workforce Returns to the Office Workforce has returned to the office at least three days per week



Events and Student Gatherings Resume

On and off-campus events and student gatherings have resumed with **no restrictions** (mask use is still required indoors)



Vaccine Documentation Required at Performances

Mason's Performing Arts Centers now require proof of COVID vaccine (or negative COVID test).



International Travel Restrictions Lifted

Mason-sponsored international travel restrictions have been lifted



Working Groups Reduced

There are now a total of eight working groups, down from 22 in AY20

Executive Council

Emergency Management Executive Committee

Mason Continuity

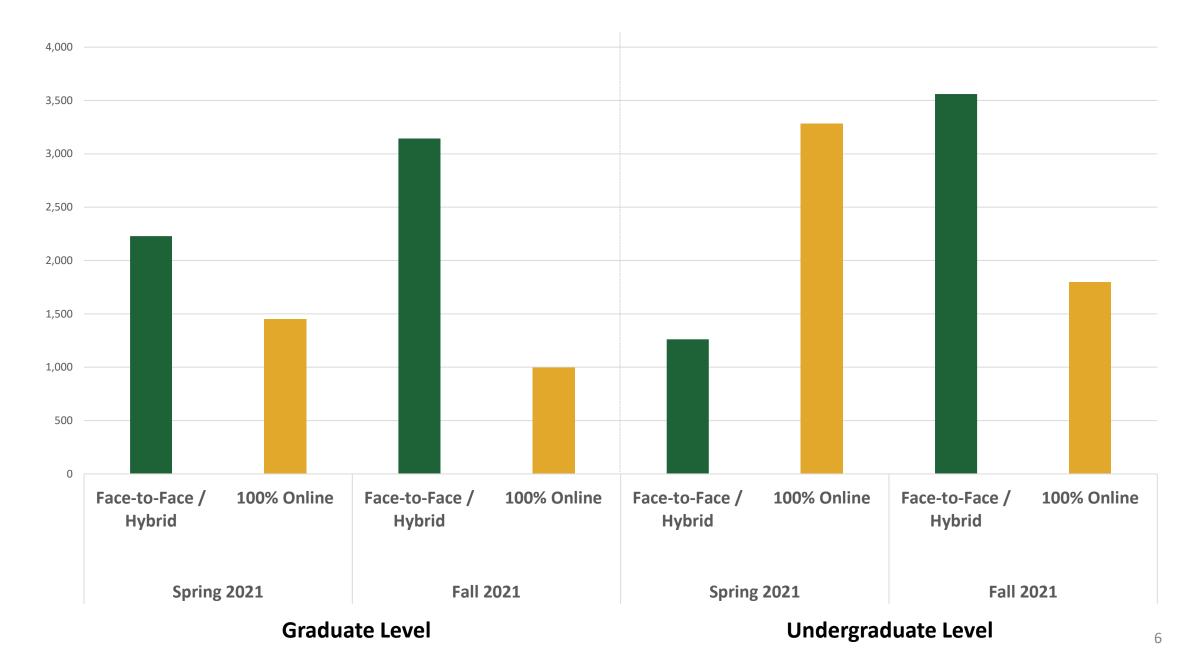
Coordination Team

COVID-Specific Working Groups

- Instructional Continuity
- Testing
- Vaccination
- Communications
- Data Management
- Compliance
- Procurement of Critical Supplies
- Financial Impact Assessment Team

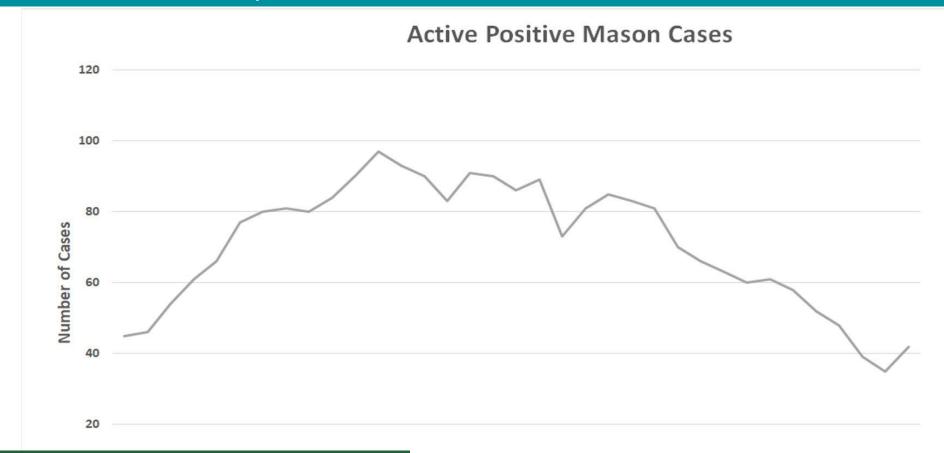
Emergency Operations Group (EOG)

- Business Services
- Communications & Marketing
- Environmental Health & Safety
- Facilities Administration
- Fiscal Services
- Housing & Residence Life
- Information Technology
- Intercollegiate Athletics
- Parking & Transportation
- Regional Campuses
- Office of Research
- Risk Management
- University Events
- Event Services
- Student Health Services
- University Life
- Human Resources
- Provost's Office
- University Police



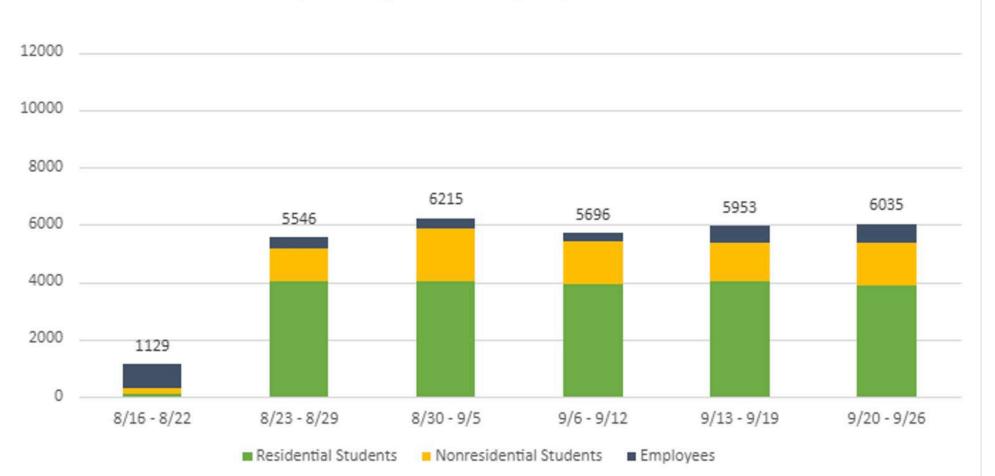
AY20 - AY21: Total Positive Case Count Comparisons

Draft as of 09/30/2021



Population	Fall 2020 (8/17-1/24)	Spring 2021 (1/25-5/17)	Fall 2021 (8/23-9/26)			
Residential Students	131	127	65	9/6/2021	9/13/2021	9/20/2021
Non-Residential Students	273	179	122			
Faculty & Staff	91	51	33			
Contractors	44	5	2			
TOTAL	539	362	222			

Weekly Testing Volumes by Population -Fall 2021



	8/16 - 8/22	8/23 - 8/29	8/30 - 9/5	9/6 - 9/12	9/13 - 9/19	9/20 - 9/26
Residential Students	122	4044	4014	3938	4099	3871
Non-Residential Students	189	1132	1863	1475	1377	1509
Employees	818	370	338	283	567	655

Higher Risk

Lower Risk

Risk Level	Population(s)
1	 Close Contacts of a Positive Case Unvaccinated Residential Students Unvaccinated High Contact Students, Faculty, Staff (ex., Athletes, Dance, Nursing, Student Health, Employee Health, ACGC Housing staff, etc.)
2	 Unvaccinated Non-Residential Students, Faculty, Staff (Non-High Contact)
3	Vaccinated Residential Students
4	Mason-Identified Potential Close Contact (in class, workspace, event with positive case)
5	 Vaccinated Non-Residential Students, Faculty, Staff (Non-High Contact)
NA	Concerned/Worried Well – On Demand

AY21: Additional Strategic Measures



Comprehensive Incentive Programs

Mason COVID leadership developed unique incentives to help encourage Students, Faculty, and Staff to provide vaccination documentation, participate in required COVID testing. Giveaways included gift cards, paid leave, VIP basketball game experiences, and much more.



Patriot Mask Campaign

Mason's Patriot, along with ambassadors from Intercollegiate Athletics, visited academic buildings at peak class times to help enforce mask-wearing indoors, as well as provide "caught doing good" prizes for those wearing their mask properly.



Vaccine Availability

Since the COVID vaccine first became available, Mason has been a leader in promoting community access to this lifesaving resource. Now that flu season approaches, the university continues to promote the availability and importance of both flu and COVID immunizations and boosters.



Mitigation Strategies

In the event they become needed, Mason's COVID leadership is equipped with plans and strategies to adapt to ups and downs in the ever-changing pandemic landscape.



Strategic Communications

Clear, consistent communication continues to be of utmost importance in Mason's COVID response. A strategic communication plan has been developed to help support the ongoing need to share timely information with the Mason community.



Julie Zobel, PhD Associate Vice President

Safety, Emergency & Enterprise Risk Management jzobel@gmu.edu

ITEM NUMBER: III.C.	Approval of Audit, Risk, and Compliance Committee Charter
PURPOSE OF ITEM:	This item facilitates the Committee's review of its charter.
NARRATIVE:	The Audit, Risk, and Compliance Committee's charter was last approved in May 2020.The charter requires the Committee to review the charter annually and update as necessary

No revisions are recommended to the Committee.

RECOMMENDATION:

Approval of the Audit, Risk, and Compliance Committee Charter.

PROPOSED COMMITTEE RESOLUTION:

Move that the Audit, Risk, and Compliance Committee Charter be approved.

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 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 Committee Charter and the Bylaws of the Board of Visitors, the Bylaws shall control.

Effective Date: September 30, 2021

ITEM NUMBER: III.D.	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:	 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. The charter was last approved in October 2020. 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.
	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.
	Organizational Independence Confirmation: Annually, the Chief Audit, Risk, and Compliance Officer must confirm the organizational independence of the internal audit function. It is.
	 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.

PROPOSED COMMITTEE RESOLUTION:

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

Edward Rice, 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

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 calleboarting approach to avaluate and improve the affectiveness of university governments.
	collaborative approach to evaluate and improve the effectiveness of university governance, risk management, control, and compliance processes.
Entomnico Diale	Provide oversight of the university's enterprise risk management process by:
Enterprise Risk	 Proposing, for the President's approval, the university's enterprise risk management
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	Provide oversight of the university's institutional compliance program and the distributed
Compliance:	processes that support compliance throughout the university by:
1	• 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
	• 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	Provide oversight of the university-wide processes that promote an ethical climate, including
Conflict of Interest	the university's code of ethics and policies for conflicts of interest and conflicts of
Management:	commitment, and facilitating conflict evaluation and management processes.
Privacy:	Provide oversight of the university's collection, use, storage, sharing, transmission, deletion,
Tillvacy.	and otherwise processing of personal data related to an identified or identifiable individual,
	and activities addressing related compliance obligations.
	 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 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 30, 2021. The charter will be reviewed annually and revised when necessary.



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

September 30, 2021

EXECUTIVE SUMMARY

- Two <u>audit reports</u> were issued since the last meeting.
 - Bank Accounts
 - Clearing Accounts
- Remediation of 14 <u>audit issues</u> is in progress as of September 10, 2021.
 - Management completed remediation of one audit issue since May 2021.
- Audit Plan status:
 - Substantially on track with 3+6 Audit Plan reviewed at the prior meeting.
- Status of fraud, waste, and abuse <u>investigations</u>:
 - 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.
- <u>Audit staffing:</u>
 - The recruiting process is still underway to replace an Assistant University Auditor who separated from Mason in April 2020. There were two failed searches for this position and one failed search for a Senior Auditor position. Continuing to work with Human Resources to identify a pool of qualified candidates.
 - The remainder of the audit team remains stable with no further changes since the prior Committee meeting.
 - Co-sourced resources remain available and are being utilized to provide supplemental skilled expertise when needed.

TABLE OF CONTENTS

Topic

- 1 SUMMARY OF AUDIT REPORTS
 - Bank Accounts
 - Clearing Accounts
- 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

- Bank Accounts
- Clearing Accounts



Office of University Audit

INTERNAL AUDIT REPORT

Report Title: Responsible Manager: Bank Accounts Sharon Heinle Associate Vice President and Controller, Fiscal Services

Report Date: June 17, 2021

EXECUTIVE SUMMARY:

Background:

The General Accounting Department within Fiscal Services is responsible for managing state and local banking transactions and reconciliations for the university. Fiscal Services' Bank Reconciliation Procedures Manual requires bank reconciliations be performed at the end of each month. The purpose of these reconciliations is to compare balances recorded in Banner Finance to bank account balances, and to identify and ensure timely resolution of any reconciling items.

Section 20.200 of the Commonwealth's Accounting Policies and Procedures (CAPP) Manual "Cash Receipts Accounting," requires state agencies and institutions collecting or receiving public funds or monies from any source, belonging to or for the use of the Commonwealth, or for the use of any State agency, to deposit such funds into the State Treasury, without any deductions on account of salaries, fees, costs, charges, expenses, refunds (except for credit card refunds). The Commonwealth has three bank accounts for this purpose. Funds received by the university in its local bank accounts are transferred to the Commonwealth daily and the Commonwealth reimburses the university for accounts payable processed through its local bank accounts to replenish these accounts.

Although the three bank accounts are managed by the Commonwealth, Fiscal Services is responsible for: recording Mason-related transactions in Banner (deposits, payments, and journal entries); transmitting files of these transactions to the Commonwealth's Cardinal financial management system daily; and certifying monthly that activity in Banner and the Cardinal systems has been reconciled. Also, Section 55.210-9 of the Code of Virginia requires Mason to annually report unclaimed property, which includes checks outstanding for more than one year.

As of March 31, 2021, Mason had the following bank accounts; open accounts with a zero balance as of this date represent "pass-through" accounts, where funds are transferred from these accounts to the Commonwealth Depository daily (Banks 9, 18, and 19):

Account Name	Balance as of March 31, 2021
GMU Commonwealth Depository (Bank 01)	\$669,777,222
GMU Local Accounts Master (Bank 02)	13,735,291
GMU Perkins Loan Account (Bank 03)	205,417
GMU Nurse Faculty Loan Program (Bank 04)	74,981
GMU Petty Cash Master (Bank 05)	48,375
GMU Student Wire (Bank 09)	0

GMU Payroll Master (Bank 11)	6,314,182
GMU Accounts Payable (Net Account Balances for Banks 12, 32,	30,796
and 32)	
GMU Bankcard Adjustment (Bank 16)	19,603
GMU Mellon Holding (Bank 17)	236,615
GMU Bankcard Clearing (Bank 18)	0
GMU Remote Deposit Clearing (Bank 19)	0
GMU INOVA Life Sciences Research (Bank 21)	522,112
GMU Gates Foundation Holding (Bank 23)	706,001
GMU Commonwealth Holding (Bank 24-Account Closed March 1,	0
2021)	
GMU Swiss Confederation Holding	0
(Bank 28-Account Closed March 1, 2021)	
GMU Athletic Petty Cash (Bank 35)	43,870
Total – All Accounts	\$691,714,465
2021) GMU Swiss Confederation Holding (Bank 28-Account Closed March 1, 2021) GMU Athletic Petty Cash (Bank 35)	43,870

Bank accounts with no activity in the last two years are deactivated by the Fiscal Services' Financial Reporting group. As of June 1, 2021, seven bank accounts were deactivated in the Banner financial system.

Audit Conclusion:

Mason's processes for managing and reconciling its bank accounts are effective. Authorized signers for bank accounts and persons authorized to initiate and approve wire transfers were current employees; such authorities were reasonable based on the nature of their positions. Bank accounts were reconciled in a timely manner as prescribed by Fiscal Services' Bank Reconciliation Procedures Manual; reconciliations were reviewed by someone other than the preparer; reconciling items were tracked for resolution; and checks outstanding for more than one year were monitored and reported to Accounts Payable for annual reporting to the Commonwealth of Virginia as unclaimed property. Fiscal Services is working with its Financial Administrative Systems Team to automate some manual bank reconciliation processes for efficiency purposes.



Office of University Audit

INTERNAL AUDIT REPORT

Report Title: Responsible Manager: Clearing Accounts Sharon Heinle Associate Vice President and Controller, Fiscal Services

Report Date: September 3, 2021

EXECUTIVE SUMMARY:

Background:

Mason uses clearing accounts to temporarily hold certain financial transactions where information may be incomplete until they can be reallocated to the appropriate accounts. The Financial Reporting group in the Controller's Office is responsible for establishing clearing accounts in the general ledger, upon request from the user department. The responsibility for managing and reconciling these accounts lies with the user department or the Financial Reporting group, depending on the account. There were 88 clearing accounts identified during this audit:

Department	Number of Clearing Accounts	Balance as of 3/31/2021
Financial Reporting	27	\$ (5,829,293)
Cash Office	14	\$ 2,231,023
Third Party Billing Office	1	\$ (1,258,029)
Provost	1	\$ (979,977)
Purchasing	2	\$ (222,628)
Accounts Payable	2	\$ 123,251
Mason Recreation	1	\$ 8,546
Global Education	1	\$ 2,200
Freedom Center	1	\$ 1,527
Executive and Professional	1	\$ (631)
Education		
Mason Card Office	1	\$ 0
Department Unknown –	19	\$ 737,821
Accounts with Activity in FY21		
Department Unknown -	17	\$ 380 ¹
Accounts with No Activity in		
FY20 and/or FY21		
Total	88	\$(5,185,810)

The Controller's Office has initiated a project to redesign the university's Chart of Accounts (COA) structure in the Banner Enterprise Resources System that serves as the backbone for financial recordkeeping and analysis. The Controller plans to reevaluate clearing accounts, among other things, as part of this redesign effort. This redesign project has an estimated completion date of June 2022.

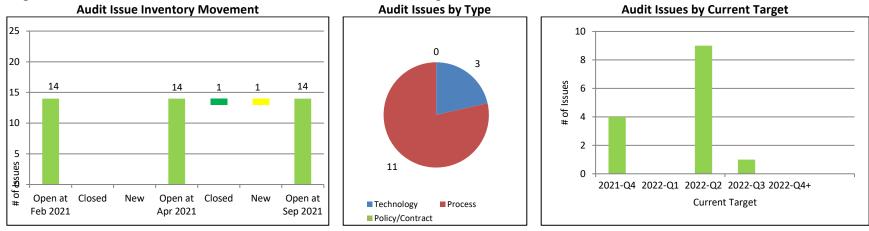
¹ Three of the 17 accounts had FY 20 carryforwards of \$(2), \$(1,364), and \$1,746

Audit Conclusion:

The Financial Reporting group's processes for managing and reconciling its clearing accounts are effective. Clearing accounts are reconciled and resolution of outstanding items is timely. Control of the management and reconciliation of clearing accounts by other university departments can be enhanced through centralized oversight and monitoring by the Controller's Office to ensure clearing accounts are identified and reconciled timely. We expect the COA Redesign project, which will include a reevaluation of clearing accounts, to address the issues in this report when it is completed in June 2022.

SUMMARY STATUS OF AUDIT ISSUES AS OF SEPTEMBER 10, 2021

There were 14 open audit issues as of September 10, 2021. Management completed remediation of one audit issue since April 2021. Target dates for several issues were extended due to the COVID-19 pandimic.



Audit Report	Report Date	Open at Feb 2021	New	Closed	Open at Apr 2021	New	Closed	Open at Sep 2021
Clearing Accounts	9/3/21	-	-	-	-	1	-	1
Bank Accounts	6/17/21	-	-	-	-	-	-	
Gift Acceptance Policy Implementation	6/22/20	2	-	-	2	-	-	2
Drug and Alcohol Abuse Prevention Program	12/16/19	3	-	-	3	-	(1)	2
Employee Disclosures and Evaluation of Personal Interests	12/13/19	4	-	-	4	-	-	4
Faculty Study Leave Programs	4/18/19	3	-	-	3	-	-	3
Office of the University Registrar	3/7/18	1	-	-	1	-	-	1
Administrative Management of Sponsored Programs	10/11/17	1	-	-	1	-	-	1
		14	0	0	14	1	(1)	14

STATUS OF AUDIT PLAN AS OF SEPTEMBER 10, 2021

The 3+6 Audit Plan as of September 10, 2021 (bottom bars) is compared with the status as of the prior report to the Committee (top bars). (Note: The status of work is shown as follows: completed = orange bars, in progress = green bars, deferred in line with Memorandum = red bars, and planned = yellow bars)

Торіс	Description				
		331	630	930	12 31
Aligned with University-Level Risk A	ireas				
Information Security Program	• Monitor projects to further strengthen security of Mason's entire technology environment; validate controlled unclassified information security controls in various environments.				
Identity and Access Management Processes	• Assess processes for establishing identities and providing access to Mason systems.				
Construction Payments and Change Orders	 Monitor and assess payments related to in-progress Core Campus and planned SciTech campus construction projects. 				
Additional Areas					
Student Financial Aid	 Assess processes for awarding and administering financial aid for students. 				
Admissions and Enrollment Management	Assess processes for managing enrollment levels and admitting students to Mason.				
Cash Accounts	 Assess processes for managing bank accounts, including reconciliations. 				
Suspense and Clearing Accounts	Assess processes for managing suspense and clearing accounts, including resolving items timely.				
Issue Validation Procedures	• Validate management has remediated audit issues in a comprehensive and sustainable manner.				
Hotline Investigations Referred by OSIG	• Investigate allegations of fraud, waste, or abuse received from the Commonwealth's Office of the State Inspector General.	ie			

STATUS OF INVESTIGATIONS AS OF SEPTEMBER 10, 2021

There are no investigations in progress.

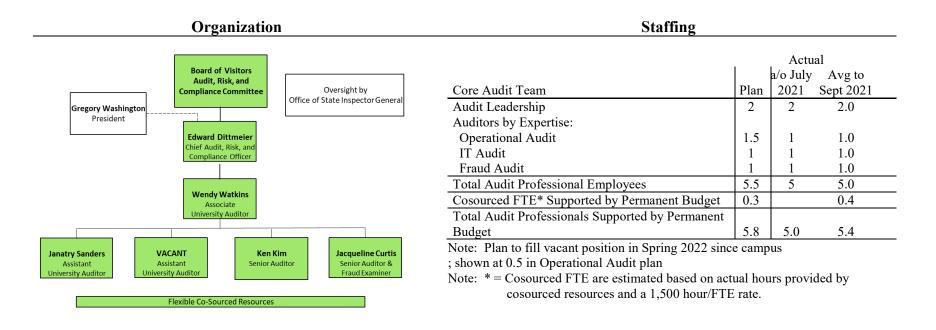
Nature of Allegation	Туре	Status	Remarks
Alleged conflict of personal interests	Abuse	Completed	

Summary of Types:

- <u>Fraud</u> = Intentional deception which could result in a benefit to the perpetrator, others, or the Commonwealth or could cause detriment to others or the Commonwealth. Fraud includes a false representation of a matter of fact, whether by words or by conduct, by false or misleading statements, or by concealment of that which should have been disclosed, which deceives or is intended to deceive. E.g., falsifying financial records to cover up theft.
- <u>Waste</u> = Careless expenditure, mismanagement, use, or squandering of Commonwealth resources to the actual or potential detriment of the Commonwealth. Includes unnecessary costs due to inefficient or ineffective practices, systems, or controls. E.g., unnecessary spending of state funds for no business purpose.
- <u>Abuse</u> = Excessive or improper use of something contrary to natural or legal rules for its use. Intentional destruction, diversion, manipulation, misapplication, mistreatment, or misuse of Commonwealth resources. Excessive use as to abuse one's position or authority. E.g., use of state assets for non-state business.

STAFFING

An Assistant University Auditor separated from Mason in April 2020; recruiting to replace this position continues. Two searches for this position and a search for a senior auditor position failed. The remainder of audit team remains stable with no further changes since the prior Committee meeting. Co-sourced resources remain available and are being utilized to provide supplemental skilled expertise when needed.



APPENDIX:	AUDIT ISSUE DETAILS AS OF SEPTEMBER 1	10, 2021
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#	Audit Report	Audit Issue	Status of Management Action		Current
1	Descrit			Target	Target
1	Report Name: Administrative	Plan for Scalable Research Administration to Enable	There are three major initiatives underway to	7/1/18	10/31/21
		Future Growth in Research:	strengthen and scale the processes for research administration.		
	Management of	In our view, Mason's current research administrative	administration.		
	Sponsored Programs	processes are not adequate nor scalable to support the			
	Deres 4 Detes 10/11/17	nature and extent of research administrative and	Management has an effort underway to automate		
	Report Date: 10/11/17	compliance obligations likely to result from substantial	certain processing and control of research		
	Manager and A 1	future growth in the volume and value of research	administration activities and to redesign related		
	Management: Andre	awards. A 50% growth of the overall research portfolio,	processes to ensure effectiveness and achieve		
	Marshall, Vice President	to ~\$150 million, might require an additional \$2.4	efficiencies. This is likely to be a multi-year		
	for Research,	million of expenditures (determined on a straight-line	effort. A third-party technology suite has been		
	Innovation, and	basis) to support research administration and compliance	acquired and a 3-month planning and assessment		
	Economic	activities. As management plans for such growth and	phase was completed in March 2021 with a year-		
	Impact	sustaining its R1-Highest Research Activity	long implementation of the first module – grants		
		classification, we believe there should be concurrent,	and agreements – beginning in May 2021. The		
		comprehensive planning for the appropriate mix of	entire project is expected to have an approximate		
		people, process, and technology resources to effectively	3-year duration through December 2023.		
		satisfy the current and future nature and extent of			
		research administrative and compliance obligations	Research and Fiscal Services are working		
		while enabling faculty and researchers to remain focused	together on an effort to compare post award		
		on conducting research. In conducting such planning,	management processes with identified best		
		management should consider multiple areas, including:	practices so as to develop recommendations for		
		• Alignment, including ensuring that academic unit plans	more consistent processes across all academic		
		for growing research (and providing appropriate	units, including defining clearer roles and		
		administrative support) are fully aligned with Mason's	responsibilities; more standardized, improved		
		strategic plans and goals.	financial controls; and improved integration		
		• Information technology, including systems, reporting	between research and finance. A consultant with		
		capabilities, and interface automation which impact	expertise in this area has been engaged to support		
		work process effectiveness and efficiency.	this effort though September 2021, at which time		
		• Organizational structures, including the appropriate	roles and responsibilities, process flows, and		
		mix of academic unit and centralized employees, job	training materials are expected to be completed.		
1		roles, workloads, time dedicated to research			
		administration activities, and reporting relationships for	In December 2020, a well-known consulting firm		
		academic unit research administrators.	engaged by management completed their		
1		• Resourcing, including the appropriate level and mix of	assessment of Mason's business model and		
1		automation as well as academic unit and centralized	investment plan for certain large complex applied		
		employees.	research awards, including the business structures		
			and capabilities to administer growth of such		

#	Audit Report	Audit Issue	Status of Management Action	Original Target	Current Target
			awards and the related programmatic, financial, intellectual property, legal, and reputational risks. Recommendations, and improvement planning, to support and grow the portfolio and enhance infrastructure are being reviewed by relevant management and are expected to be reviewed with senior leaders. Some actions have been taken and further implementation plans are expected to be developed.		
			Because of the extended duration of these projects, University Audit set the current target date at October 2021 when the completion of a major milestone is expected.		
2	Report Name: Drug and Alcohol Abuse Prevention Program	Review Approach to Informing Employees and Students Regarding Alcohol and Other Drug Programs: Distribute the annual notification directly to employees	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.	3/31/20	12/31/21
	Report Date: 12/16/19 Management: Rose Pascarell, Vice President, University Life	and students via email. Directly emailing the notification ensures that each employee and student receives the notification in writing.	University Life will draft an updated student disclosure communication for use going forward. Given employee communications are the responsibility of Human Resources (HR), University Life will hold discussions with HR to determine if employee disclosure communications can be handled in the same manner. Any modified employee communications will require HR review, approval, and implementation.		
3	Report Name: Drug and Alcohol Abuse Prevention Program	Evaluate Mandatory Awareness Training and Parental Notifications: Consider policy revisions regarding mandatory awareness training and parental notifications related to	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	6/30/20	12/31/21
	Report Date: 12/16/19	alcohol violations and illegal drug use by underage students (under twenty-one).	changes should be made and how best to implement them. Recommendations surrounding		
	Management: Rose Pascarell, Vice President, University Life		parental notification for students found responsible for violations and that AlcoholEdu be required for all incoming students will be submitted to the Office of Student Conduct and University Life by May. University Life will then develop a plan to implement recommendations.		

#	Audit Report	Audit Issue	Status of Management Action	Original	
4	Audit ReportReport Name: GiftAcceptance PolicyImplementationReport Date: 6/22/20Management: TrishanaBowden, Vice President,Office of UniversityAdvancement andAlumni Relations	 Ensure University Employees Provide Appropriate Oversight of Gift Processing University Policy (UP) 1123, Gift Acceptance Policy, omits opportunities for university oversight or, where university oversight expectations are identified, university employees are not currently executing these functions. These include: Policy does not identify a university officer or delegate(s) responsible for making the determination as to whether a gift meets criteria requiring Gift Acceptance Committee (GAC) approval. Policy does not provide for post-fact reporting to the GAC of gifts that are accepted but do not meet the defined criteria for GAC approval. Policy and practice do not require GAC meeting minutes, which are used as evidence of approval, to be formally approved at a subsequent GAC meeting. 	Status of Management ActionThe Office of Advancement and AlumniRelations will develop and implement GiftEscalation Procedures, which will outline theprocess for determining escalation to the GiftAcceptance Committee. Procedures will alsoidentify university personnel, by position, andtheir responsibilities concerning the escalationprocess, and will define relevant escalationcriteria terms such as new program, significantpublic attention, conflict of interest, andinternational entities not already known to theuniversity.A quarterly, post-fact gift report was provided tothe President and the Gift Acceptance Committeeof the University reflecting all gifts of \$25,000 ormore received.	Original Target 12/30/20	Current Target 12/31/21
		Expectations for preservation of meeting minutes are not documented.	 Beginning in August 2020, the Gift Acceptance Committee has reviewed and formally approved minutes from the previous meeting. In March 2021, a Gift Acceptance Policy Task Force was convened. The Task Force held multiple meetings and submitted proposed policy changes to the University President in May 2021. Office of Advancement procedures will be implemented in alignment with the rollout of the revised Gift Acceptance Policy. 		
5	Report Name: Office of the University Registrar (OUR) Report Date: 3/7/18	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	Development of Ellucian Workflow to automate registration forms has moved extremely slow (e.g., one of approximately 75 forms has been automated in the last 18 months). The OUR is requesting approval to utilize Kuali Build to automate the forms at a quicker pace. If no	8/31/18	5/31/22
	Management: Janette Muir, Associate Provost, Academic Initiatives and Services, Office of the Provost	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	approval is received, the office will continue working with ITS to develop these forms in Ellucian Workflow.		

#	Audit Report	Audit Issue	Status of Management Action	Original	Current Target
		program changes. The established Banner workflow does not provide for a secondary review to ensure data accuracy and appropriate approval. Furthermore, the ability for post-entry quality assurance is limited since underlying Banner data is often limited.		Target	Target
6	Report Name: Faculty Study Leave Programs Report Date: 4/18/19 Management: Renate Guilford, Associate Provost, Academic Administration, Office of the Provost	Re-evaluate the Roles and Responsibilities of the Provost's Office and the Academic Units in the Leave Process: The Provost's Office should work with the academic units to re-evaluate the efficiency and effectiveness of the current process, including the related roles and responsibilities. Management should consider distributing more fully the administrative and transaction processing responsibilities to the Academic Units, Human Resources, and Fiscal Services; while reserving oversight responsibilities, including procedures to implement Faculty Handbook requirements and monitoring academic unit adherence to such procedures, with the Provost's Office. As part of this re-evaluation, the Provost's Office 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	The Provost's Office, with support of the Vice President of Research, will evaluate the funding model for study leaves in conjunction with the budget model for Indirects and determine if central support of awards is appropriate going forward. The Associate Provost for Academic Administration, Vice President of Research and a Budget Office representative will discuss proposed options with the Academic Unit representatives. This effort has been incorporated into the chart of accounts initiative.	3/31/20	5/31/22
7	Report Name: Faculty Study Leave Programs Report Date: 4/18/19 Management: Renate Guilford, Associate Provost, Academic Administration, Office of the Provost	Mason's mission. Utilize the Banner System and Banner Workflows to Improve Process Efficiencies: The faculty study leave process is highly manual in nature which may create inefficient use of time, increase the chances of errors, and provide less certainty that transactions have been processed timely. This process could be strengthened through automation and use of Banner workflows.	The Provost's Office will work with Human Resources and Information Technology Services to develop a workflow process to enter and track both types of faculty study leaves and explore the potential to integrate with Banner to ease manual entry. The system will produce a report Fiscal Services can generate for their annual fringe calculation to ensure they are pulling in all types of study leaves the University is awarding. The Provost Office will produce an annual communication to the academic units about time and importance of ensuring study leaves are properly recorded in Banner. This effort has been incorporated into the chart of account initiative.	7/15/20	5/31/22

#	Audit Report	Audit Issue	Status of Management Action		Current
8	Report Name: Faculty	Enhance Faculty Study Leave Processes and	The Provost's Office will have each academic	Target 7/15/20	Target 5/31/22
	Study Leave Programs	Procedures:	unit document their internal selection process for		
		Procedures for tenured and tenure-track faculty study	tenured faculty study leave ensuring it meets		
	Report Date: 4/18/19	leave processes should be enhanced to clearly define the	Faculty Handbook requirements. The Associate		
		roles and responsibilities of the Provost's Office as well	Provost for Academic Administration will work		
	Management: Renate	as expectations and interactions with the various	with the Budget Office, Fiscal Services, Human		
	Guilford, Associate	functions (academic units, Vice President of Research,	Resources, and the Academic Unit		
	Provost, Academic	Human Resources, and Fiscal Services) involved with	representatives to prepare and document faculty		
	Administration, Office	the administration of the faculty study leave process.	study leave processes. This effort has been		
	of the Provost		incorporated into the chart of account initiative.		
9	Report Name:	Clarify Scenarios and Expectations for Conflict of	Institutional Compliance will work with	11/30/20	6/30/22
	Employee Disclosures	Interests (COI) and Commitment (COC) Disclosure	stakeholders to update University Policy 4001,		
	and Evaluation of	Reporting not Required by Federal or	Conflict of Interests, so as to incorporate		
	Personal Interests	Commonwealth Regulations:	acceptable policy language addressing these		
		Management (i.e., deans, center directors, and	concerns. Policy development is dependent on		
	Report Date: 12/13/19	administrative unit leaders) should clarify disclosure	implementation of the COI module of the newly		
		expectations for common scenarios that may create	acquired research administration technology suite		
	Management: Vincent	potential COI or COC outside of those specifically	and modifications to the Faculty Handbook.		
	Lacovara, Associate	required by federal or commonwealth regulations and			
	Vice President for	should require formal, documented disclosure of all	Institutional Compliance will update ethics		
	Institutional Compliance	outside employment and consulting arrangements by	training to reflect policy changes and will work		
		employees. Management should supplement policy and	with Communications and Marketing to		
		procedural requirements with a formal COI/COC	communicate them to employees.		
		training or communication program.			
10	Report Name:	Evaluate Governance and Reporting Design	Institutional Compliance has evaluated potential	11/30/20	6/30/22
	Employee Disclosures	Improvements for COI and COC:	strategies, including system solutions that will		
	and Evaluation of	Management (i.e., deans, center directors, and	allow management a clear picture of each		
	Personal Interests	administrative unit leaders) should utilize a single	employee's financial interests and outside		
		system to obtain and disseminate for review and	commitments. Acquisition of a system solution is		
	Report Date: 12/13/19	approval, all employee financial interests and outside	moving forward with full implementation		
		commitments. We believe management, not employees,	projected in 2022.		
	Management: Vincent	should determine whether a financial interest or outside			
	Lacovara, Associate	commitment relates to an individual's institutional	Review and monitoring processes will be		
	Vice President for	responsibilities, and if so, whether it presents a conflict.	established in line with overall disclosure		
	Institutional Compliance	The single system solution should be robust enough to	processes.		
		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			

#	Audit Report	Audit Issue	Status of Management Action	Original Target	Current Target
		employee records; data security and privacy concerns should be evaluated with any system solution.		Turger	Turger
11	Report Name: Employee Disclosures and Evaluation of Personal Interests Report Date: 12/13/19	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	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	11/30/21	6/30/22
	Management: Vincent Lacovara, Associate Vice President for Institutional Compliance	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.	completeness and accuracy of employee submissions, including both reviews of internal and publicly available information, will be developed and implemented.		
12	Report Name: Employee Disclosures and Evaluation of Personal Interests	Evaluate Requiring New Hires to Disclose Interests and Commitments as Part of the Onboarding Process: Management (i.e., deans, center directors, and administrative unit leaders) should evaluate requiring	Institutional Compliance and Office of Research Integrity and Assurance (ORIA) will consult with Human Resources (HR) and evaluate requiring disclosure and training for new hires to the university as part of the onboarding process.	11/30/21	6/30/22
	Report Date: 12/13/19 Management: Vincent Lacovara, Associate Vice President for Institutional Compliance	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.			
13	Report Name: Gift Acceptance Policy Implementation Report Date: 6/22/20	Clarify Gift Acceptance Policy to Allow for Consistent Treatment and Transparency: University Policy (UP) 1123, Gift Acceptance Policy, describes the types of gifts which may only be accepted by Mason after approval by the University's Gift Acceptance Committee (GAC). Certain of these criteria	Due to the transition of both the President and the Provost of the university, evaluation of the Gift Acceptance Policy will occur after new leadership is in place and has sufficient time to consider the gift acceptance environment of the university. This timing will align with the internal	6/30/22	6/30/22
	Management: Trishana Bowden, Vice President, Office of University Advancement and Alumni Relations	are unclear or overly broad, and would benefit from greater definition.	review committee's expectation for such an evaluation within three years of policy revisions being implemented. At such time, the Provost, the Vice President of University Advancement and Alumni Relations, and members of the Gift Acceptance Committee will evaluate the need for		

#	Audit Report	Audit Issue	Status of Management Action	Original	
				Target	Target
			clarifications and revisions of the Gift		
			Acceptance Policy.		- / . /
14	Report Name: Clearing	Establish Centralized Oversight, Guidance and	The criteria for the establishment and use of	7/1/22	7/1/22
	Accounts	Monitoring Over Clearing Accounts:	clearing accounts will be reviewed as part of the		
		The Controller's Office should assume oversight and	COA Redesign project. To prepare for the		
	Report Date: 9/3/21	develop guidance for clearing accounts to include roles	conversion to the new COA in FY23 and provide		
		and responsibilities, reconciliation frequency (which can	improved oversight to clearing accounts in the		
	Management: Sharon	vary depending on the account), and aging reports for	interim, Financial Reporting will be taking the		
	Heinle, Associate Vice	clearing account items. The Controller's Office should	following actions to address the issues identified:		
	President and	also provide training and monitor compliance.	1. Review the activity in the current population		
	Controller, Fiscal		of clearing accounts to determine which can		
	Services	As part of its Chart of Accounts (COA) Redesign	be closed due to inactivity, which can be		
		project, the Controller's Office should inventory clearing	eliminated with the implementation of the		
		accounts and evaluate them for continued use; identify	new COA, and which will continue in the		
		departments responsible for account management and	new COA. For those that continue into the		
		reconciliation; and consider standardizing the naming	new COA, a standard naming convention or		
		convention for better account identification.	some other indicator will be considered to		
			facilitate future monitoring.		
			2. Identify the most appropriate		
			person/department to reconcile these		
			accounts and provide any necessary training		
			for the clearing accounts that do not have a		
			responsible person/department assigned.		
			3. Establish written procedures on reconciling		
			clearing accounts and make it available on		
			the Fiscal Services website. The procedures		
			will provide guidance for reconciling		
			clearing accounts and include roles,		
			responsibilities and reconciliation frequency.		
			4. Monitor clearing accounts to ensure that the		
			reconciliations are prepared, reviewed and		
			any reconciling items clear		



Office of Institutional Compliance

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

September 30, 2021

EXECUTIVE SUMMARY

- <u>Compliance assessment</u> activity:
 - Inventory of 417 laws and regulations applicable to Mason identified.
 - Risk-owners were identified for 344 laws and regulations, and ownership confirmed for 177 laws and regulations. Identification and confirmation work continues.
 - Preliminary assessment of regulatory risks being co-developed with Office of University Counsel.
 - Guided self-assessments of distributed, risk-specific compliance programs are underway:
 - Conflict of Interest program in progress.
 - Export Control program in progress.
 - Equal Opportunity and Title IX planning.
 - Non-Discrimination planning.
- Status of <u>external reviews</u>:
 - Two external reviews were completed; one is in progress; and three have been announced but have not yet started. None of the reviews appear to be significant to the University.
- Status of <u>reported compliance matters</u>:
 - Whistleblower reporting capabilities are being identified.
 - Institutional Compliance or University Audit completed nine investigations of reported compliance matters; none were significant to the university. One investigation is in progress, and does not appear to be significant to the University.
- Program <u>build-out and planning</u> continues.
 - Frameworks and tools for completing guided self-assessments of the maturity of distributed, risk-specific compliance programs are being piloted.
 - Conflict of interest management processes and procedures are being analyzed for potential enhancements.
 - Investigative protocols and guidelines have been developed.

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TABLE OF CONTENTS

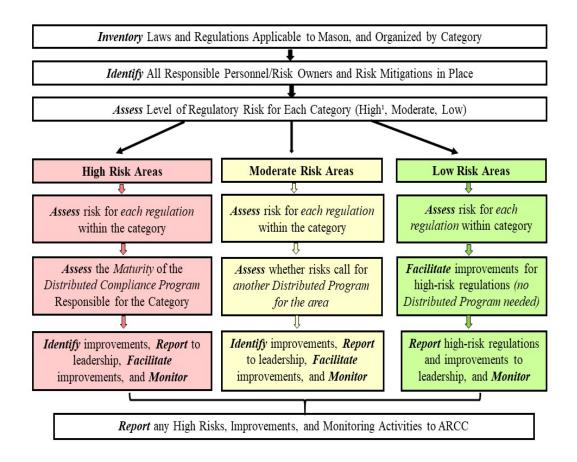
Topic

- 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 designed and piloted processes to inventory the regulatory requirements applicable to Mason; identify management ownership for monitoring and managing compliance risks; and evaluate distributed, risk-owner programs. These processes, which will evolve over time to be better tailored to Mason's obligations, activities, and environment, are depicted in the chart below:



¹ Factors considered in assessing the level of regulatory risk include the potential for adverse regulatory action or critical interest by legislative or investigative entities which could result in governmental penalties, disruption or suspension of operations, programs, accreditation, or licensure, loss or reduction of funding, or sustained adverse public attention.

The assessment of the level of regulatory risk indicates the expected robustness of the associated mitigation activities, including the formality and maturity of the related distributed risk-area compliance program.

Status of Assessment Activity:

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

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

Summary of Assessment Activity	
Inventory of Applicable Laws and Regulations, and Accountable Personnel	DONE
Preliminary Inventory of Distributed Compliance Programs at Mason	IP
Preliminary Assessment of Regulatory Risks by Category and Subcategory	IP
Preliminary Assessment for Institutional Compliance Planning	IP
Preliminary Conflict of Interest and Commitment Program Maturity Self- Assessment	IP
Research-Export Control Program Maturity Facilitated Self-Assessment	IP
Diversity, Equity, and Inclusion – Equal Opportunity and Title IX Program Maturity Facilitated Self-Assessment	
Human Resources – Equal Opportunity and Non-Discrimination Program Maturity Facilitated Self-Assessment	NS

Inventory of Laws and Regulations and Accountable Personnel

As of August 31, 2021, an inventory of 417 laws and regulations applicable to Mason has been compiled, and is being 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. Riskowners have been identified for 344 of the 417 laws and regulations, and ownership has been confirmed for 177 of those 344 laws and regulations. **Regulatory Risk Ownership**



Since the last Committee meeting, the following units have confirmed ownership for managing and monitoring compliance risks associated with certain laws and regulations and the accountable risk-owners:

Unit	Number of Laws and Regulations for which Ownership Confirmed
Institutional Compliance	4
Diversity, Equity, and Inclusion	16
Environmental and Occupational Health and Safety	50
Human Resources	88
Office of Research Integrity & Assurance	19
Total	177

The inventory also has been provided to the following units which are in the process of confirming that the persons listed as responsible personnel are the accountable risk owners:

Unit	Number of Laws and Regulations
Information Technology Services	45
Finance and Tax	62

Identification of ownership for the remaining 73 laws and regulations continues, as does the process of confirming ownership. We continue to work with management and the Office of University Counsel in that regard, and we will provide updates to in future meetings.

Preliminary Assessment of Regulatory Risks by Category and Subcategory

Institutional Compliance is working with the Office of University Counsel to develop preliminary risk rankings of the regulatory risk categories and sub-categories identified in the inventory of 417 applicable laws and regulations. Once developed, the preliminary risk rankings will be shared with senior leadership and their additional input and feedback will be incorporated. These rankings will provide the basis for prioritizing future compliance program assessment activities.

Preliminary Program Maturity Assessments

Institutional Compliance plans to guide risk-based self-assessments of the maturity of distributed compliance programs to identify and prioritize potential enhancements to the programs. The self-assessments are grounded in the elements of effective compliance programs described in the U.S. Federal Sentencing Guidelines. These elements include:

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

Guided self-assessments related to two areas are underway: conflict of interest management and export control compliance. We will be sharing the self-assessments with the Office of University Counsel and with senior leaders as they are finalized.

Planning has commenced for guided self-assessments related to the Equal Opportunity and Title IX Program administered by Diversity, Equity, and Inclusion, and the Equal Opportunity and Non-Discrimination Program administered by Human Resources.

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.

Institutional Compliance received notice of six external reviews since the last Committee meeting; none of these reviews appear to be significant to the University. The table below shows the status of these reviews, which are summarized in the Appendix:

External Review Status	#
Completed	2
In Progress	1
Announced, not started	3
	6

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 31 allegations of non-compliance or ethical misconduct since reporting since February 2021. None of these matters are considered significant to the university.

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

Status	To 6/30/21	Since 7/1/21	Total
Matters reported to Institutional Compliance	24	7	31
Matters referred to other units for handling	15	6	21
Matters handled by Institutional Compliance or University Audit	9	1	10
In Progress	1	-	1
Closed – Not Substantiated	6	-	6
Closed – Substantiated Non-Compliance	2	1	3
Significant Non-Compliance	-	-	-

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

Topic Area		#
Academic Matters		2
Conflict of Interest		3
Credentials Misrepresentation		1
Data Privacy		1
Discrimination or Harassment		16
Employee Relations		3
Ethics		3
Other Compliance or Policy Matters		1
Standards of Conduct		1
	Total	31

INSTITUTIONAL COMPLIANCE PROGRAM PLANNING

The tables below describe the status of the actions planned or underway for building out Mason's Institutional Compliance Program. Actions highlighted in yellow are additional action planned since the last Committee meeting.

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

Workstream	Planned Actions	Status
Initiate relationships and collaboration opportunities.	 Initiate relationships with senior and other leaders. Initiate relationships with distributed program leads. Initiate relationships with specific risk owners. Identify and plan for potential collaboration opportunities, including committees or networks. Support senior leaders in developing more formalized processes for promoting ethics and integrity. 	IP IP NS NS NS

AREA: Review effectiveness of institutional compliance processes.

Workstream	Planned Actions	Status
related laws and regulations and	• Update inventory of laws and regulations and seek input from Counsel.	DONE
	• Identify Distributed Compliance Programs, program leads, and specific risk owners.	IP
	• Socialize and seek input from Distributed Compliance Programs and specific risk owners regarding inventory completeness and potential risk impacts.	IP
	 Develop preliminary prioritization assessments based on current, perceived level of risk. 	IP
	• Socialize and seek input from senior leaders. Evaluate and incorporate.	NS
	• Update existing, public-facing inventory of laws and regulations, and risk-owners.	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
	• Pilot framework with Ethics Officer, seek input, and evaluate and incorporate.	IP
	• Pilot framework with Research Distributed Compliance Program, seek input, and evaluate and incorporate.	IP

	• Facilitate program maturity self-assessments for	ID
	Human Resources-Equal Opportunity, and Diversity, Equity, and Inclusion – Equal Opportunity and Title IX.	IP
	• Identify and facilitate 3 additional program maturity self-assessments in coordination with University Counsel and senior leaders.	NS
Strengthen conflict of interest-	• Evaluate current policy for clarity and completeness. Develop potential revisions as necessary.	DONE
related programs.	 Evaluate assessment and management process against comparable institutions and best practices. Develop potential revisions as necessary. 	DONE
	• Benchmark Mason's questionnaire against comparable institutions and best practices. Develop revisions as necessary.	DONE
	• Evaluate and benchmark conflict of commitment policies and questionnaires against comparable institutions and best practices, and implement policy provisions.	DONE
	• Identify potential methods for improved automation, central tracking and monitoring, and communication with managers.	NS
Evaluate key institutional policies.	• Analyze policies on University Policy website for existence and sufficiency of key compliance standards (e.g. codes of ethics and conduct, conflicts of interest, reporting fraud and other misconduct, non-retaliation, etc.) Identify potential improvements. Develop	IP
	 potential revisions as necessary. Socialize and seek support for stand-alone Reporting Misconduct and Non-Retaliation Policy. 	IP
	 Benchmark Institutional Compliance Policies to communicate to campus community roles and expectations. 	IP
	• Review Code of Ethics and identify potential improvements; socialize and seek support for revisions.	NS
	• Support Policy Manager in implementing more formal process for regular review of university policies.	NS
Evaluate university-wide communication protocols and cadence.	• Develop an Institutional Compliance Program website that: identifies program role and framework; includes resources and information for the campus community (e.g. links to reporting mechanisms, policies, and training); links to distributed program information; and includes a university-wide compliance accountability matrix.	IP
	• Develop a brief compliance overview for use at orientation and onboarding sessions for staff, faculty, and third parties.	NS
	• Evaluate the processes for regular communication of new and revised policies, and for periodic reminders	NS

	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.	
	• Evaluate current methods for communicating	IP
	existence of mechanisms for reporting compliance or	
	ethical concerns (e.g. brochures, posters, flyers, other	
	methods). Coordination improvements as necessary.	
	Identify mechanisms for measuring campus awareness	NS
	of compliance risks and requirements, culture of	110
	ethics, and willingness to report suspected	
	misconduct. Evaluate and revise communication plans	
	and program materials as necessary.	
a	Implement regular communication cadence to the	NS
	senior leadership and the Committee.	1.0
4	Implement regular communication cadence to campus	NS
	community about Compliance and Ethics Program	110
	Review existing ethics and conflict of interest training	NS
	modules, and identify potential improvements and	110
	more Mason-specific content.	
	more mason-specific content.	

AREA: Review status of actions to monitor and control significant compliance risks.

Workstream	Planned Actions	Status
Develop process for tracking compliance matters.	• Establish framework for defining compliance risks that are "significant," and evaluating such risks based on Mason's specific operations and strategic goals.	DONE
	• Seek input from senior and other leaders, and from program leads, regarding framework. Evaluate and revise.	NS
	• Establish a schedule for regular and coordinated assessment and reassessment of risks at the institutional and distributed program levels.	NS
	• Evaluate and harmonize, as much as practical, assessment and review frameworks with University Audit and Enterprise Risk Management functions.	IP
	• Evaluate processes for general, university-wide communication of compliance risks, mitigation resources, and sources for reporting and guidance.	NS
	• Establish process for monitoring disposition of significant compliance matters handled by other units.	NS
	• Evaluate the existence of, and potential need for, further automated compliance systems (e.g. training reminders; investigative workflow, tracking, and metrics; case management; monitoring for debarred/sanctioned individuals and export control restrictions; and others.)	NS

Establish communication protocols and cadence with senior leaders and Board.	• Develop a framework for regular communication and reporting to senior leaders and the Committee regarding institutional compliance risks, mitigation plans, and program status.	IP
	 Plan support, collaboration, and reporting via executive-level network and/or communication. 	NS
	• Develop a process for escalation of significant compliance matters to the senior leaders and, as necessary, the Committee.	IP

AREA: Review results of external reviews.

Workstream	Planned Actions	Status
Initiate tracking of reviews (audits, investigations, etc.) by regulatory agencies or other external entities with	 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 	DONE DONE
oversee Mason.	interact with regulatory agencies or external entities, and evaluate and incorporate input.	DONE
	 Implement tracking process supported by policy. 	DONE
	 Communicate to broader audience about policy requirements and tracking mechanism. 	NS

AREA: Build Institutional Compliance organization.

Workstream	Planned Actions	Status
Assimilate Institutional Compliance Leader and Ethics Officer.	• Institutional Compliance Leader started February 1, 2021.	DONE
	• Ethics Officer transitioned effective March 10, 2021.	DONE
	 Ongoing orientation activities and relationship building. 	IP
Plan for FY23 budget.	• Evaluate resource adequacy during build-out of program for FY23 budget submission process.	IP
Develop internal processes and procedures.	• Develop a process to prioritize areas within the Regulatory Risk Assessment process (e.g. employment, environmental financial, information security, occupational, research, others), and establish regular assessment schedule.	IP
	• Develop a regular schedule for distributed program maturity assessments.	IP
	• Develop process and protocol for conducting targeted compliance reviews for specific, high risk areas and coordinate process and framework with University Audit, Enterprise Risk, and Counsel.	NS
	• Establish protocols and guidelines for promptly and consistently investigating reports of non-compliance and ethical misconduct, and for oversight of and support for investigations by distributed programs.	DONE

	• Establish tracking mechanism for reports of non- compliance or ethical misconduct, and for inquiries or requests for guidance.	IP
	• Identify potential Institutional Compliance Program metrics to measure program effectiveness (e.g. reported compliance concerns, requests for guidance, policy usage, trends across distributed programs, required training completion, and others.)	IP
Plan future workstreams.	To be determined.	

INSTITUTIONAL COMPLIANCE STAFFING

Below are professional biographies for the Institutional Compliance team. Both team members have law degrees and are (or are pursuing) certification as a Certified Compliance and Ethics Professional[©], the professional certification established by the Society of Corporate Compliance and Ethics (SCCE). Together, the team has more than 33 years of legal and compliance-related professional experience.

Vin Lacovara, Associate Vice President for Compliance and Ethics (Institutional Compliance Leader)

Vin Lacovara joined the Office of Audit, Risk, and Compliance (OARC) in February 2021. His responsibilities are to implement and manage an effective, institution-wide compliance and ethics program for Mason; oversee and coordinate the efforts of numerous distributed, area-specific compliance programs across campus; and provide senior leadership and the Committee with information to fulfill their oversight of compliance processes.

Prior to joining Mason, Vin implemented and managed the compliance and ethics program for Catholic University for ten years. For seven years prior to joining Catholic, he worked alongside George Washington University's compliance officer in managing all aspects of its compliance and ethics program, and was in the private practice of law for seven years prior to becoming a compliance professional. Vin earned a Bachelor of English and Political Science from Duke University, and his law degree from Catholic University. He is also a Certified Compliance and Ethics Professional[®], and has presented at national industry conferences on the topics of program implementation and compliance investigations.

Elizabeth Woodley, University Ethics Officer and Outside Interests Manager

Elizabeth Woodley joined OARC in March 2021. Her responsibilities are to assist in developing a robust ethics program for Mason; to oversee Mason's Conflict of Interest policies, disclosures, and waiver processes; investigate complaints related to ethical conduct; and develop and track ongoing communications, training, and education activities.

Prior to joining OARC, Elizabeth was part of the Compliance, Diversity, and Ethics office at Mason. She served first as a Robert F. Kennedy Public Service Fellow with the George Mason University Counsel's Office before being hired as the University Policy Manager in 2013, then received the added responsibilities of FOIA Compliance Officer in 2014 and Ethics Officer in 2016. Elizabeth earned a Bachelor of Arts with Distinction in History and Art History from the University of Virginia, and her law degree from the University of Virginia School of Law. Elizabeth is preparing to sit for the Certified Compliance and Ethics Professional[©] examination in FY22.

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. Notice of reviews are required to be reported to the Institutional Compliance Leader for tracking, reporting, and follow-up. The Schedule below lists the six reported external reviews and their status as of September 10, 2021.

Reviewing Entity	Status	Remarks
Office of Naval Research (ONR)	Completed	Reviewed Mason's purchasing system, including adherence to Federal
		Acquisition Regulations. ONR recommended improvements, which Mason has implemented.
U.S. Department of Agriculture	Completed	Reviewed grant for the Distance Learning and Medical Link Program.
Rural Development		Mason was in compliance with requirements, including receipt of matching
		and supplemental funds, and disbursal of funds for approved purposes.
Fairfax County	In Progress	Site visit for review of invoices per a Fairfax County PO and pertaining to a
		Department of Justice (DOJ) prime award to Mason.
U.S. Small Business Administration	Announced,	Desk financial examination of Mason's Virginia Small Business
(SBA), Office of Entrepreneurial	Not Yet Started	Development Center Network, focused on reviewing the SBDC's federal
Development, Financial		Financial Report package and SBDC Network's CORE PY 2020 funds.
Examination Unit		
Commonwealth of Virginia Office	Announced,	Performance audit of processes and procedures related to the Clery Act for
of the State Inspector General	Not Yet Started	calendar years 2017-2019.
(OSIG)		
Auditor of Public Accounts (APA)	Announced,	Audit of annual financial statements for year ended June 30, 2021.
	Not Yet Started	•

Development Committee Meeting - September 30, 2021

Meeting Book - Board of Visitors Development Committee Meeting - September 30, 2021

Call To Order

Board of Visitors Development Committee Agenda for September 30, 2021

Public Comment

Approval of Development Committee Meetings Minutes from May 6, 2021 (ACTION ITEM)

Approval of Board of Visitors Development Committee Meeting Minutes from May 6, 2021

New Business

A. GMUF Chair Update - Terri Cofer Beirne (5 minutes)

B. University Advancement and Alumni Relations Update -Trishana Bowden (5-7 minutes)

C. School of Business - Leading The Way Capital Campaign -Suzanne Terrillion and Christina Spring(20 minutes)

Leading the Way Campaign Presentation - PowerPoint version

Leading the Way Campaign Presentation - Pdf. version

GMU School of Business Fact Sheet 2021

D. Faculty Partnership Spotlight - JK Aier (10-12 minutes)

Old Business

Adjournment

George Mason University Board of Visitors

Development Committee Meeting September 30, 2021 Merten Hall

AGENDA

I. Call to Order

II. Public Comment

III. Approval of Development Committee Meeting Minutes from May 6, 2021 (ACTION ITEM)

IV. New Business

- A. GMUF Chair Update Terri Cofer Beirne
- B. University Advancement and Alumni Relations Update Trishana Bowden
- C. School of Business Leading the Way Capital Campaign Suzanne Terrillion and Christina Spring
- D. Faculty Partnership Spotlight JK Aier

V. Old Business

VI. Adjournment

George Mason University Board of Visitors

Development Committee Meeting May 6, 2021 12:45 pm – 1:40 pm Zoom Videoconference Meeting

AGENDA

Meeting Minutes Draft

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

Absent: Chairman Jon Peterson

Guests: Visitor Edward Rice, Vice President Trishana Bowden, Faculty Senate Chair Shannon Davis, Faculty Representative Chris Kennedy, Faculty Representative Alan Abramson, Student Representative Shelby Adams, Student Representative Lili Deveneau, Anne Gentry (Legal Counsel), and guest speakers Paula Sorrell, Associate Vice President of Research, Innovation and Economic Development; Keith Renshaw, Professor/Chair of the Department of Psychology, and Director of the Military, Veterans, & Families Initiative (MVFI); and Philippa Moore, Director of Development.

I. Call to Order

The meeting was called to order by Vice-Chair Simmi Bhuller at 12:46 pm. The vicechair thanked attending guests and read instructions and procedures for conducting virtual meetings.

II. Public Comment

Vice-Chair Bhuller made a call for public comment. No public comment was offered.

III. Approval of Development Committee Meeting Minutes from February 25, 2021 (ACTION ITEM)

Vice-Chair Bhuller called for a motion to approve the meeting minutes from the December 3, 2020, meeting. A MOTION was made, SECONDED, and the MOTION CARRIED UNANIMOUSLY BY VOICE VOTE.

Vice-Chair Bhuller requested a roll call. Roll call was taken with all present members responding in the affirmative. The motion was passed.

Vice-Chair Bhuller introduced Keith Renshaw, Professor/Chair of the Department of Psychology, and Director of the Military, Veterans, & Families Initiative (MVFI); and Philippa Moore, Director of Development. Mr. Renshaw delivered a report on MVFI activities at Mason.

IV. New Business

A. Military, Veterans, and Families Initiative (MVFI) – Keith Renshaw and Philippa Moore

Mr. Renshaw introduced himself and his role at MVFI, and presented a PowerPoint program regarding the initiative.

Mr. Renshaw discussed the MVFI mission and its services. He shared facts and figures regarding Mason's veterans community, or those with military connections. Mason currently provides many services for veterans and their families. The MVFI organization seeks to bring them together and enhance and raise their visibility.

The mission of the MVFI is to leverage Mason's strengths as the largest, most diverse public research university in the region; supporting service members, veterans (SMV), and their families at Mason, as well as the broader National Capital Region, and beyond.

Mason wants to provide an umbrella for these efforts. Visitor Nadine Butler gave MVFI the seed money to start the endeavor. Our team was formed in January 2020 under Development Officer Philippa Moore, but the pandemic shut us down. We were able to regroup and launched the program around Veterans Day 2020. Our big focus is on building partnerships and we have developed a very strong relationship with the Virginia Department of Veterans Services.

MVFI is organized around four main pillars:

- Education A major piece focused on growing scholarships and opening degree pathways
- Direct Services A variety of services including pro bono free legal services clinics, psychological services, Veterans in the Arts free music instruction, plus virtual opportunities with the Military Mondays and Veterans Lived Experience series
- Workforce Development– Training employers and professionals to meet the needs of veteran employees
- Research Stretching across the university, covering a range of topics and involving multiple partners

MVFI broad goals center on:

 Connections: Facilitating internal connections between students, faculty, staff and programs. External connections with research collaborators, developing student placements, etc.

- Visibility: Improving the external visibility of our military population; reaching out to the broader community
- Funding: Focused on funding in education; services concentrating on the needs of veterans and their dependents; workforce training for professionals to meet needs of veterans and their dependents

Mr. Renshaw shared how Visitors and volunteers can get involved by introducing MVFI to their contacts and potential partners, helping us build Mason's Veterans Alumni Chapter, and funding/promoting/supporting efforts that benefit student support activities, student services and training/workforce development.

Mr. Renshaw provided contact information for Philappa Moore and himself and opened the floor for questions.

Vice-Chair Bhuller asked the Visitors if they had any questions, there were none.

Vice-Chair Bhuller thanked Mr. Renshaw for his hard work and support of the MVFI program.

Vice-Chair Bhuller introduced Paula Sorrell, Associate Vice President in the Office of Research, Innovation and Economic Development, who delivered a report on the Accelerate 2022 business competition event slated for October 2021 at Mason.

B. Accelerate 2022 - Paula Sorrell

Ms. Sorrell introduced her herself and displayed a PowerPoint presentation on the the Accelerate 2022 event.

In partnership with the Advancement team, Ms. Sorrell is identifying corporate partners interested in providing funding for the Accelerate 2022 pitch competition, scheduled for October 18- 20, 2021.

This international business competition will showcase Northern Virginia as a powerhouse for innovation and business opportunities, and will fuel innovationbased business growth by showcasing the best and brightest new business concepts to potential investors.

Ms. Sorrell displayed the "pillars" that Mason Enterprise will be built upon and how they will be accomplished.

- Provide wrap-around services to researchers to enhance societal impact of translational research
- Connect a suite of world-class programs and services that support entrepreneurs at any stage

• Establish Mason's role as a university leader in the knowledge-intensive economy regionally and nationally

Accelerate 2022 is ...

- Designed to elevate Mason as a convener and leader in Arlington
- Intended to develop excitement and build on important relationships related to the new building and campus expansion
- Built on a 15-year-old international model for attracting investors, capital, and building tech companies

Ms. Sorrell discussed the Accelerate 2022 target audience and reviewed the proposed agenda for the event. Ms. Sorrell is working in lock step with the Office of Advancement and Alumni Relations. We are seeking to create relationships in the community that will have a "long tail" at Mason. Ms. Sorrell finished the presentation by discussing the benefits for sponsors and Mason and reviewing sectors and event participants.

Ms. Sorrell invited requests for sponsorship opportunities from the Visitors, asking them to contact her or Trishana Bowden. Ms. Sorrell provided her contact information and offered "thanks" to her work team and the Advancement team for their hard work and support.

Vice-Chair Bhuller asked the Visitors if they had any questions; there were none.

Vice-Chair Bhuller thanked Ms. Sorrell and turned the floor over to Vice President Trishana Bowden for a report on the activities of the George Mason University Foundation, Inc.

C. GMUF Chair Update - Trishana Bowden

Trishana Bowden, Vice President of University Advancement and Alumni Relations, and President of the GMUF, Inc., delivered an update prepared by Susan Van Leunen, Vice President and CFO of GMUF, regarding recent activities of the foundation.

The Foundation Board of Trustees concluded its winter board cycle on March 5th with the full board meeting. The trustees approved a resolution to provide a second gift of \$10.5 million to the university in support of the Tech Talent Investment Program (TTIP), a gift that is eligible for matching funds from the Commonwealth supporting TTIP.

The Foundation Board of Trustees hosted a virtual wine tasting event in April, led by a certified sommelier. Several Visitors and university leaders were also able to attend. The event was a great success and everyone had quite an enjoyable evening!

Winter Board Cycle

The <u>Investment Committee</u> will review the third quarter investment results for the endowment and restricted portfolios through March 31st. The endowment portfolio returned 17.7% compared to the benchmark of 20.4%. The endowment value exceeded \$184 million at the end of the quarter. The restricted portfolio returned 1.7%, slightly trailing its benchmark of 2.0%. Yield on the portfolio exceeds our budget requirements, a positive result.

In late March the <u>Investment Committee</u> considered four OCIO (outsourced chief investment officer) finalist presentations and made a final selection for the endowment portfolio. Discussions around transition options are in process. A recommendation will be presented to the Executive Committee and then the full board in June.

The <u>Finance and Real Estate Committees</u> will hold a joint meeting in late May to review and approve the FY 2022 budget. Revenue projections are positive as we plan for next year. The full board will approve the final budget in June.

The <u>Audit Committee</u> reviewed the proposed work plans for FY 2021 audit and tax preparation services and advanced the proposed engagement letters to the Executive Committee and full board for approval.

The <u>Nominating and Governance Committee</u> advanced six candidates for approval during the winter cycle, pending interviews and the candidates' acceptance of the nomination. Interview meetings are underway with the Foundation President and Chair and are very promising thus far. We anticipate the pool will result in four to five engaged, excited and well-qualified trustees.

Vice-Chair Bhuller asked the Visitors for questions; there were none.

Vice President Bowden continued and delivered a report on the highlights of University Advancement and Alumni Relations activities over the past two months.

Vice President Bowden expressed her personal thanks to Mr. Renshaw and Ms. Sorrell for presenting at the meeting. She advised the Visitors that she wished to show them what activities outside of academic units Advancement and Alumni Relations is working on. MVFI and Access 2022 are two examples of some really great initiatives at work at Mason.

D. University Advancement and Alumni Relations Update - Trishana Bowden

Vice President Bowden announced that Advancement has surpassed its fiscal year goal for alumni donors and we still have two months to go before the year-end.

Ms. Bowden acknowledged the work of Faculty Senate Chair Shannon Davis and Faculty Representative Alan Abramson who sat on the Gift Acceptance Committee Policy Task Force. She looks forward to sharing their policy recommendations with the Visitors this summer or fall.

Ms. Bowden briefly mentioned highlights of the current Oral History Project, visualized in an info-graphic panel. To date, there have been 3,304 respondents to our e-mail calling for participation. We have collected 2,501 Mason stories. We have collected \$9,475 in donations from 287 individuals and we are nearing \$10,000. In addition, we have been able to confirm/update 3,117 e-mail addresses, as well as 3,284 physical addresses confirmed/updated. Lastly, 5,450 phone numbers have been confirmed/updated.

Ms. Bowden reported as of March 31, Advancement received gifts and commitments totaling \$83.5 million, and both alumni donors and overall donors continue to stay ahead of last year's participation rates.

Mason's Giving Day on April 8 was the most successful Giving Day (in terms of total fundraising attainment) held to date, raising more than \$540,000 from more than 2,300 donors.

We continue to host presidential round tables that focus on the Arlington Initiative and provide us with the opportunity to engage with industry leaders throughout the region. We plan to shift these round tables to specific themes to narrow the conversation and focus on high-priority topics that are supported by the Tech Talent Initiative, such as cloud computing, quantum computing, and various subtopics within cyber security.

The Advancement team is continuing to engage in conversations with industry leaders and key Mason alumni to create strategic and innovative funding proposals that support the Arlington Initiative and unlock TTIP funding.

In conclusion, Ms. Bowden reported that the implementation of the new CRM (customer relationship management system) will "go live" on December 1, 2021. She expressed thanks to the many partners at Mason who made this achievement possible. Advancement hopes for more intentional engagement with alumni and donors in the new fiscal year. Ms. Bowden mentioned a particular note of thanks to Visitor Ignacia Moreno, Visitor Horace Blackman, Rector Jimmy Hazel and former Rector Tom Davis. All of them have opened doors for Advancement. We appreciate our Visitors and their support.

Vice-Chair Bhuller thanked Faculty Senate Chair Shannon Davis for her service and partnership, wishing her well on her new assignment at the Mason Korea Campus.

Vice-Chair Bhuller asked the Visitors if they had any remaining questions. There were none.

V. Old Business

Vice-Chair Bhuller called for old business. No old business was discussed.

Vice-Chair Bhuller personally thanked Mr. Chris Kennedy for his two years of service on the Board of Visitors Development Committee and the Gift Acceptance Committee.

VI. Adjournment

There being no further business, the meeting was adjourned by Vice-Chair Bhuller at 1:31 p.m.

Respectfully submitted, Naomi Arlund-Roberts (Secretary pro tem)

LEADING THE WAY

The Campaign for the School of Business

GEORGE MASON UNIVERSITY SCHOOL OF BUSINESS



The School of Business and Its Impact

The School of **Business' unparalleled** connection to business is underscored by the deep commitment of those who help to both shape our school and meet the needs of the business community.



Center for Real Estate Entrepreneurship 2012

Center for Innovation and Entrepreneurship 2014 Center for Government Contracting 2018

Business for a Better World Center 2020 Center for Retail Transformation 2021 The Connector to the Business Community



GROWTH

50% Growth in last 5 Years

Over 55,000 additional graduates needed in Business in next 10 years (according to the Master Plan)

ALUMNI & COMMUNITY

Leaders in the Community

An active network of graduates and community partners define our well-engaged community



LARGEST

Business School in Virginia

Over 35,000 alumni with 68% living and working in the DC Metro area

YEARS

of relationship building in the region

The School of Business can be the catalyst for Mason's high-level partnerships with Washington metropolitan area businesses

Our Steering Committee

Diverse Skilled Distinguished

Co-Chairs: Anne Altman | '82 BS Sumeet Shrivastava | '94 EMBA

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Industries Represented:

Banking & Financial Services

Education

Government Contracting

Healthcare

Hospitality

Professional Services

Real Estate & Development

Software & Technology

Transportation

Companies:

Aligned2 Annandale Millwork & Allied Systems Corp Array Information Technology **City National Bank** CGI Equinox Investments, LLC **Everest Care Management Everyone Matters Inc. Flagship Government Relations** Houlihan Lokey IBM James G. Davis Construction Johnson & Strachan Insurance **Reston Limousine** Sandy Spring Bank The Christopher Companies The Stevie Awards

"Mason's School of Business is already a leader, educating a talented and diverse workforce for the region. With this investment, it will become the driving force leading our region's response to the changes in how business will work over the next few decades. This home for the school is just the beginning of our intended impact for our students, alumni, community, and regional economy. The time is now for a strategic investment in the School of Business."

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The Place for Diversity in Business Education

The School of Business does not just publish a diversity clause; it embodies one.

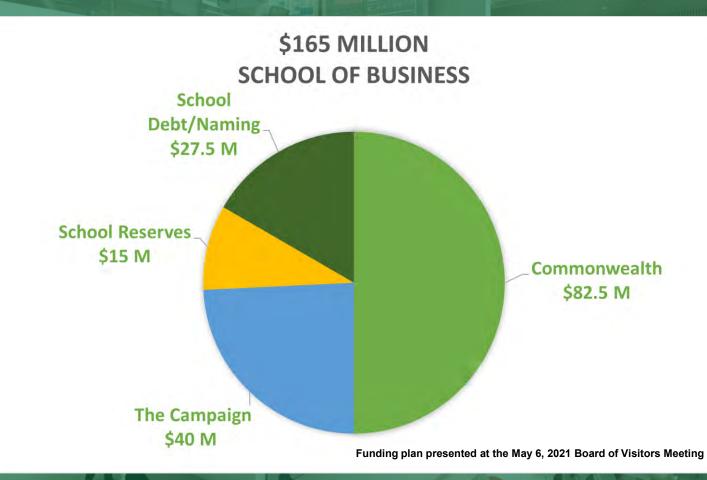




School of Rusines



The School of Business building is designed to grow with the university, the region, and the world.



Gift Chart – Naming Opportunities

Total:

62

	No. of Gifts	
Size of Gift	Needed	Naming
\$50,000,000	0	School
\$30,000,000	0	Building
\$15,000,000	0	Forum/Atrium
\$10,000,000	1	Accounting, B4BW, Career Center, Lecture (Alumni) Hall
\$5,000,000	1	Academic Advising, Café, CIE, CREE, GovCon, Exec. Ed., Rooftop Event Space
\$3,000,000	2	Startup/Inno Lab, Trading Room, Large Conference Rooms, Outdoor Commons
\$2,000,000	3	Dean's Conference Room, Dean's Suite, Display(Announcement) Wall Faculty Lounge
\$1,000,000	4	Classrooms, Collaborative Spaces, Student Spaces, Centers' Executive Directors
\$500,000	6	Area Chair Offices, Small Conference Rooms, Training/Interview Rooms
\$250,000	10	Student Study Spaces
\$100,000	15	Faculty Offices
\$25,000	20	Benches
\$10,000		Recognition, Wall of Honor
\$1 - \$10,000		

The top three naming opportunities are not included in our \$40 million goal.

As we enter the **Lead Gift Phase**, we are looking for investors at the \$10M, \$5M and \$3M levels to *join us as we envision the future of business education.*

STUDENTS

Scholarships

Janis S. Reed endowment, Parvin Van Enger scholarships, PCAOB diversity scholarships

Mason MINDS

Mentoring Initiative for Need-Based and Diverse Scholars

FACULTY

Fellowships

Phil Buchanan fellowship endowment SEC academic fellowship



PROGRAMS

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Largest accounting undergraduate program in the Commonwealth

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Build a close-knit group of proud Patriots to support Mason accounting and the School of Business

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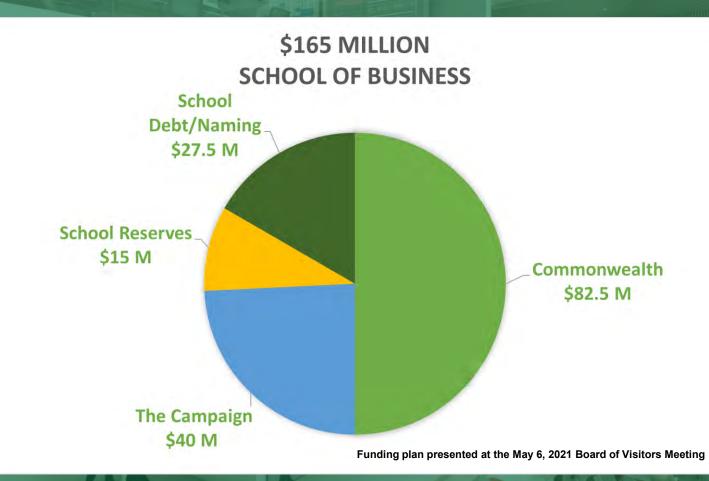




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The Campaign for the School of Business



School of Business



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MASON

WELCOME TO MASON

Getto Know Us



Get to Know Us

Our Vision:

To be a place of opportunity... ...where learners at any stage come to develop ...where enterprises find talent and expertise ...where business is a positive force in the world

Our Mission:

We prepare a **diverse student body** to succeed in a global business environment. We produce outstanding **scholarship in business**, and work to maximize the impact of our expertise. We strive to instill a strong ethical compass, and a **lifelong habit of learning**, in our students and stakeholders.

At the George Mason University School of Business, we anticipate the rapid transformation of business, and prepare our students accordingly. Artificial intelligence and robotic process automation will demand entirely new competencies, but they are not the only demands of the new marketplace. Business, students, and society demand more of our corporations. To meet the challenges of our time, businesses and business leaders must realize that their purpose extends beyond creating short-term value for shareholders.

We have a broad perspective on the needs of society and business. We conduct research and develop curricula to anticipate the skills, knowledge, and insights that will define the future of business and an evolving workforce, and we work closely with the business community to produce graduates with the hard and soft skills they require. We listen to our students and alumni to understand their aspirations and help them succeed throughout their careers.





Get to Know Us



Business School Rankings

U.S. News and World Report

- Mason's MBA program is ranked #66 on the "Best Part-time MBA" list
- #111 in "Best Online MBA Programs"
- #63 in "Best Online MBA Programs for Veterans"
- Mason's MS in Accounting program is ranked #38 on the "Best Online Graduate Business Programs (Excluding MBA)" list
- The School of Business is ranked #84 on the list of "Best Undergraduate Business Programs"
- The School of Business is ranked #68 on the "Best Undergraduate Accounting Programs" list

Value Colleges and Top Management Degrees

- Mason's Masters in Management is ranked #12 on Value College's "Top 25 Best Value
- Master's in Management Programs" list and #27 on Top Management Degrees' "Top 50 Master's in Management Programs 2017" list.

G.I. Jobs Schools

• George Mason University is ranked in the G.I. Jobs "Military Friendly Schools List."



George Mason University Rankings

Money Magazine

Money Magazine placed George Mason University at #40 in its 2018-2019 list of "Best Colleges for Business Majors."

Kiplinger's Personal Finance Magazine

Kiplinger's Personal Finance Magazine consistently lists Mason as one of the "100 Best Values in Public Colleges."

Academic Ranking of World Universities

Of the more than 19,000 universities worldwide, George Mason University is ranked in the top 200 in the Academic Rankings of World Universities.

U.S. News and World Report

George Mason University is the most diverse and most innovative institution in Virginia according to the latest rankings by U.S. News & World Report for its 2022 Best Colleges List.

Accreditation

The School of Business at George Mason University is accredited by AACSB International—the Association to Advance Collegiate Schools of Business. The School of Business is one of only 25 percent of AACSB-accredited business schools worldwide accredited in both business and accounting. George Mason University is accredited by the Commission on Colleges of the Southern Association of Colleges and Schools.





Get to Know Us



Student Services

In addition to academic advising, student support, events, and activities, the School of Business operates a career center exclusively for business students, and provides **lifetime career services** for business school alumni.



Undergraduate Class of 2019 – Career Outcome Rate: 83%

- 75% reported they were employed at graduation
- 7% reported they were attending graduate school
- Mean salary: \$59, 841 (According to the National Association of Colleges and Employers, the average starting salary for business school undergraduates is \$52,040)
- Our overall employed at graduation rate of 75% is much higher than the NACE mid-Atlantic average which sits at 54%

Top Recruiting Industries:

- Financial Services (Includes Accounting) 33%
- Consulting 14%
- Technology 12%
- Government 8%

BY THE NUMBERS

Undergrad Students: 4,700* Graduate Students: 600* Faculty: 212 Staff: 90

1:4 undergrad students take a business course.

The School of Business is one of the fastest-growing academic disciplines at George Mason University.

business.gmu.edu



Get to Know Us



Undergraduate Programs

The School of Business enrolls more than 4,700 undergraduate students.

Concentrations:

- Accounting
- Business Analytics
- Finance
- Financial Planning and Wealth Management
- Management
- Marketing
- Management Information Systems
- Operations and Supply Chain Management

- Minors:
- Business
- Business Analytics
- Entrepreneurship
 - Finance
- Government Contracting
 Real Estate Development
- International Business

Certificates

Accounting Certificate

Graduate Programs

More than **600 graduate students** are enrolled in Mason business programs.

- MBA
- JD/MBA dual degree program
- MS in Accounting
- MS in Finance
- MS in Management
- MS in Real Estate Development
- MS in Technology Management
- PhD in Business

We also offer executive education and certificate programs to equip business leaders to meet the demands of today's complex global economy.

Marketing

Management

Management Information Systems

• Operations and Supply Chain

- Accounting Analytics Certificate
- Accounting for Government Contracts Certificate
- Business Analytics Certificate
- Business Fundamentals Certificate
- Forensic Accounting Certificate
- Government Accounting Certificate
- Global IT Leadership Certificate
- IT Strategy and Digital Transformation Certificate



Get to Know Us

Schar Scool of Policy and Gornment ch Isiness Ant Iia Law

Executive Development

Mason's Executive Development offers targeted educational and professional development programs for individuals and organizations. From open courses to expand your leadership and technical skills to fully customized programs tailored to your organization, Mason's award-winning faculty and industry partners provide collaborative and engaging learning experiences to meet your needs.

Areas of Expertise and Programs -

Leadership and Business Acumen

- Corporate Strategy and Innovation
- Artificial Intelligence and Machine Learning
- Operational Excellence
- Marketing and Communication
- Data Analytics
- Digital Transformation
- Financial Literacy
- Executive Leadership
- Diversity, Equity, and Inclusion
- Human Capital Strategy
- Change Management

C-Suite Development

- Chief Data Officer
- Chief Diversity, Equity, and Inclusion Officer
- Chief Learning Officer
- Chief Marketing Officer
- Chief Risk Officer

Government Contracting

- Acquisition/Contracting Leadership
- GovCon Strategy & Entrepreneurship

Real Estate Strategy and Analytics

By the Numbers 2021 - In the past year, Executive Development:

- Served 600+ participants (+845% participant from 2019/2020)
- Delivered over 100 full days of instruction (+275% from 2019/2020)
- · Engaged 49 organizations, 23 of which were new to Mason Executive Development
- Leveraged 26 School of Business Faculty representing the Accounting, Information Systems and Operations Management, Management, and Marketing areas.
- Connected with an additional 7 Mason faculty members from units across campus, including the College of Education and Human Development, College of Science, and the Volgenau School of Engineering
- Formed 5 New Strategic Learning Partners The U.S. Army, Defense Acquisition University, Intelligence Community, Navy Mutual, and the Washington Post.

business.gmu.edu



Get to Know Us



Centers

Business for a Better World Center (B4BW)

B4BW strives to change the expectations society has for what business can achieve and how it should behave. To do this, the center will partner where possible, but also challenge businesses to take a leadership role in solving our world's most pressing problems.

Center for Government Contracting

The Center for Government Contracting is the first-in-the-nation university center to address business, policy, regulatory and other issues in government contracting. The center focuses on research, collaboration, education, and training.

Center for Innovation and Entrepreneurship

The Center for Innovation and Entrepreneurship develops experiential learning opportunities to complement and expand traditional academic offerings; engages students, alumni, faculty, staff, and community members building and growing new ventures and organizations; and drives the growth of the regional entrepreneurial ecosystem.

Center for Real Estate Entrepreneurship

The Center for Real Estate Entrepreneurship strives to advance real estate research and education in real estate development and finance. Working in partnership with leading real estate developers, professionals, and organizations in the Washington, D.C., area, the center develops relevant content for the business and academic communities.

Center for Retail Transformation

The Center for Retail Transformation develops strategic partnerships and alliances with retail sector leaders, trade associations, and key government entities with oversight and interaction with the retail sector. The center aspires to be the go-to resource for startups, small and medium sized retailers, and other members of the retail ecosystem.



Get to Know Us



Initiatives

Research Partnerships and Grants Initiative

The Research Partnerships and Grants Initiative plays a critical role in advancing two School of Business strategic goals: to develop partnerships and research collaborations in order to develop research-to-practice solutions for leading societal challenges; and to expand the reach and breadth of research grants for cutting-edge projects.

Women in Business Initiative

The Women in Business Initiative is an all-female advisory board with one goal: open doors for female business students and alumni through a variety of programs.

Honey Bee Initiative

The Honey Bee Initiative is a program supported by George Mason University's School of Business and operated by B4BW. Designed to empower communities through sustainable beekeeping, they offer opportunities to engage in scientific research, design art projects, connect with the community, and even study abroad.





Get to Know Us



Councils and Advisory Boards

To deepen the business community's participation in the development of future business leaders, the School of Business at George Mason University maintains a strong tradition of building business partnerships through various councils and advisory boards.

- Accounting Advisory Council
- Alumni Chapter
- Building Campaign Steering Committee
- Business for a Better World Center Advisory Board
- Center for Government Contracting Advisory Board
- Center for Innovation and Entrepreneurship Council
- Center for Real Estate Entrepreneurship Advisory Board
- Center for Retail Transformation Advisory Council
- Dean's Advisory Council
- Executive Development Advisory Council
- Financial Planning and Wealth Management Advisory Board
- Management Advisory Council
- Women in Business Initiative Advisory Board

35,000

More than 35,000 George Mason School of Business alumni offer a rich resource for professional networking and expertise. Nearly 70 percent of School of Business alumni live within a 50-mile radius of the university.



Enterprise Hall

4400 University Drive, MS 1B1 Fairfax, VA 22030, USA **Phone:** +1-703-993-1880 business.gmu.edu



@georgemasonbusiness



@georgemasonbiz



@georgemasonbiz

#GeorgeMasonBiz | #MasonBizAlum | #MasonNation

GEORGE MASON UNIVERSITY

BOARD OF VISITORS

Academic Programs, Diversity, and University Community Committee Meeting

Thursday, September 30, 2021

AGENDA

- I. Call to Order
- II. Approval of Academic Programs, Diversity and University Community Committee Minutes from May 6, 2021 (Action Item)

III. New Business

- A. Provost's Update (M. Ginsberg)
- B. Enrollment Update (D. Burge & A. Byrd)
- C. TTIP and Institute for Digital Innovation Update (K. Ball & L. Durant)
- D. Program Actions (Action Item)
 - 1. Degree Program Name Change
 - a. MA International Commerce and Policy to MA Global Commerce and Policy
 - 2. Program Closures
 - a. MS Physical Education
 - b. BS Ed Health Education
- E. Announcements
 - 1. Appointment of Faculty
 - 2. Appointment of Administrative and Professional Faculty
 - 3. Appointments/Reappointments of Deans/Directors and Department Chairs/School Directors
 - 4. Renewals and Reappointments
 - 5. Separations
 - 6. Other Announcements
 - 7. BOV Summary Sheet
- F. 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 6, 2021 8:00 AM – 9:15 AM Virtual Meeting via Zoom

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

ABSENT: Visitors: Anjan Chimaladinne, Wendy Marquez; Student Representatives: Shelby Adams, Lilianna Deveneau

I. The meeting was called to order by Vice Chair Simmi Bhuller at 8:00 AM.

A. Public Comment

No public comments were submitted

II. Approval of Minutes (Action Item)

It was **MOVED** by Visitor Witeck and **SECONDED** by Visitor Moss that the minutes from the February 25, 2021, meeting be approved. **MOTION CARRIED UNANIMOUSLY**.

III. New Business

A. Provost's Update

Mark R. Ginsberg – Provost and Executive Vice President

Provost Mark Ginsberg gave an overview of Spring commencement, provided an update on the Summer semester, outlined the "new normal" at Mason, and explained the University's vaccination plan for faculty, staff and students. He also outlined the planning and modifications for the Fall 2021 semester, gave an overview of housing and residence life as well as student support, and provided an enrollment update. He announced that SCHEV recently approved Mason's proposal for a reorganization of the Volgenau School of Engineering, and spotlighted several high-profile faculty honors.

B. Mason Korea Industry-Academic Cooperation Foundation Brian Walther – Legal Counsel

Janette Muir – Associate Provost, Academic Initiatives and Services

Brian Walther, University Counsel, and Janette Muir, Associate Provost of Academic Initiatives and Services, outlined a proposed creation of a Mason Korea Industry-Academic Cooperation Foundation (IACF) which will be a not-for profit entity, and is required by Korean law in order to offer executive education classes in Korea. This is a separate entity, with its own board, that will operate independently of the University and Mason Korea LLC, but for continuity of operations, the anticipation would be to appoint those also serving on the Mason Korea Board. Vice Chair Bhuller called for a **MOTION** to approve the proposed creation of a Mason Korea Industry-Academic Corporation Foundation. It was **MOVED** by Visitor Blackman and **SECONDED** by Visitor Witeck The **MOTION CARRIED UNANIMOUSLY**.

C. Proposed Revisions to the Faculty Senate Charter Shannon Davis – Faculty Senate Chair

Shannon Davis, Faculty Senate Chair, outlined the proposed changes to the Faculty Senate Charter approved by the Faculty Senate including designating administrators as non-voting members, refining the designation of units represented in as collegiate and 'independent academic units, and refining language describing the conduct of General Faculty Meeting, balloting and resolution of disputes.

Vice Chair Witeck called for a **MOTION** to approve the proposed changes to the Faculty Senate Charter. It was **MOVED** by Visitor Witeck and **SECONDED** by Visitor Moss. The **MOTION CARRIED UNANIMOUSLY**.

D. Proposed Revisions to the Faculty Handbook

Shannon Davis – Faculty Senate Chair

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

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

E. Proposed Revisions to the Administrative/Professional Faculty Handbook Danielle Gilson – Director of Employee Relations

Danielle Gilson, Director of Employee Relations, provided an overview of the proposed changes to the Administrative/Professional Faculty Handbook including refined language regarding: administrative organization, equity and inclusion, definitions, appointments, compensation policies and leave.

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

F. Program Actions

Vice Chair Bhuller called for a **MOTION** to approve the program actions; Visitor Witeck **MOVED**; and Visitor Reagan **SECONDED** the following program actions:

- 1. New Programs
 - a) BA International Security and Law
 - b) MS Business Analytics
 - c)MS Marketing
- 2. Program Closures

a) MA in Transportation Policy, Operations and Logistics

The MOTION CARRIED UNANIMOUSLY.

G. College Spotlight: College of Health and Human Services

Germaine Louis – Dean, College of Health and Human Services

Germaine Buck Louis, Dean of the College of Health and Human Services, provided an overview of the College and its transition into a College of Public Health as well as its path to accreditation. She outlined the College's planned deliverables and academic initiatives, and introduced the inaugural cohort of Ph.D. in Public Health Doctoral Students. She concluded with highlights of the College's response over the last year to the COVID-19 pandemic.

H. Faculty Actions

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

- 1. Promotion and/or Tenure
- 2. Conferral of Emeritus/Emerita Status
- 3. Election of New Tenured Faculty

The MOTION CARRIED UNANIMOUSLY.

I. Faculty Announcements

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

IV. Adjournment

Visitor Bhuller adjourned the meeting at 9:03 AM.

Respectfully submitted,

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

Thursday, September 30, 2021

Agenda

- I. Call to Order
- II. Approval of Minutes (Action Item)
- III. New Business
 - A. Provost's Update
 - B. Enrollment Update
 - C. TTIP and Institute for Digital Innovation
 - D. Program Actions (Action Item)
 - E. Announcements
 - F. Reports
- IV. Adjournment

II. Approval of Minutes

Approval of Minutes (Action Item)

May 6, 2021

III. New Business

Provost's Update

Mark R. Ginsberg, Ph.D.

Provost and Executive Vice President



Safe Return to Campus

Vaccination Requirement

All students, faculty, and staff are required to get vaccinated, and to share verification of their vaccination status, in order to work, study, and live on campus.

Mask Requirement



All individuals on campus are required to wear masks indoors, including classrooms and laboratories, regardless of vaccination status.

COVID Testing Requirement

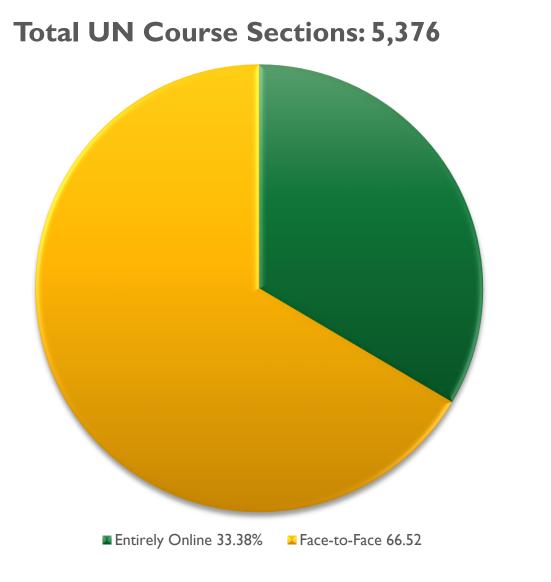
All students, faculty, and staff (vaccinated and unvaccinated) are required to participate in mandatory routine COVID testing.

Cleaning

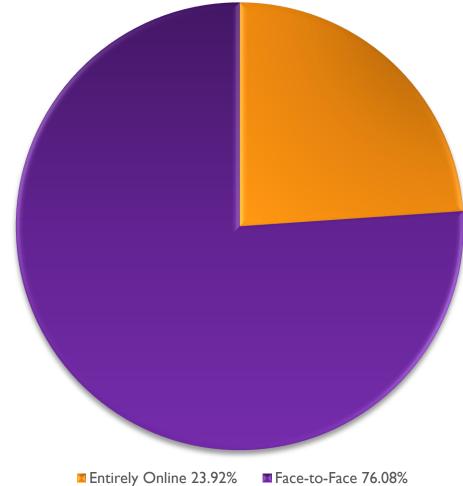


- Cleaning supplies (includes stations with pop-up sanitizing wipes and sanitizer) are now a regular fixture for buildings and remain in or adjacent to all classrooms.
- High contact surfaces in classrooms will continue to be cleaned and disinfected daily with an EPA-approved disinfectant.

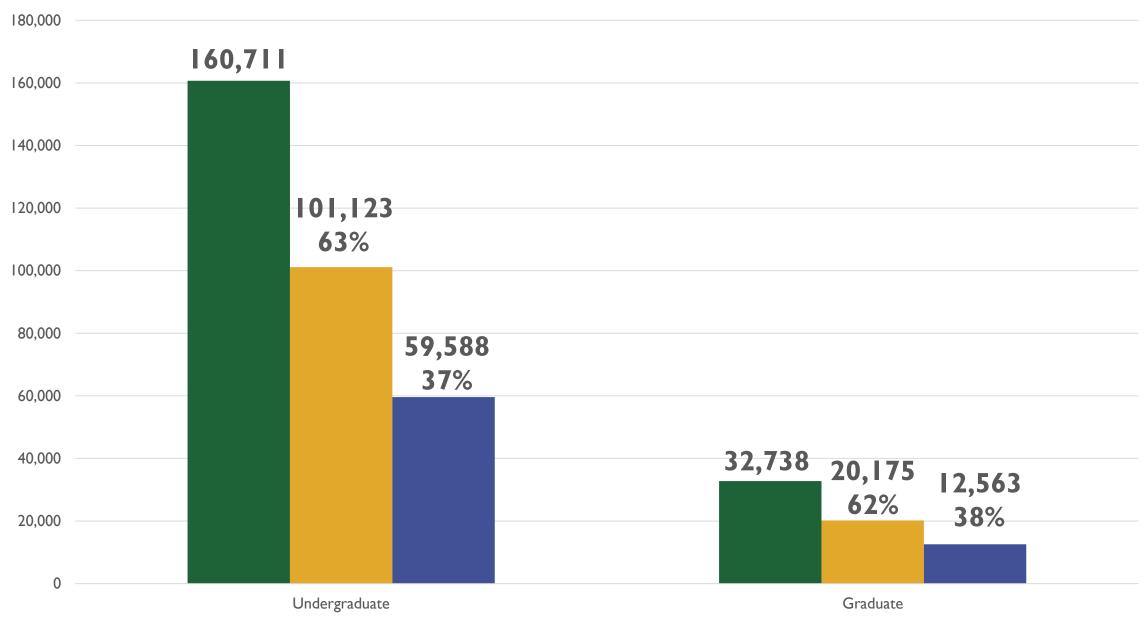
Course Sections Offered



Total GR Course Sections: 4,151



Section Enrollments





Fall 2021 Mason Student Profile

RESIDENCE	NUMBER	% OF POPULATION
Northern Virginia	25,085	65%
Other Virginia	5,830	15%
Out-of-State	7,700	20%

LEVEL	NUMBER	% OF POPULATION
Undergraduate	27,485	70.2%
Graduate	10,888	27.8%
First Professional*	761	1.9%
Total	39,134	100%

*JD-604 LLM/JM-157

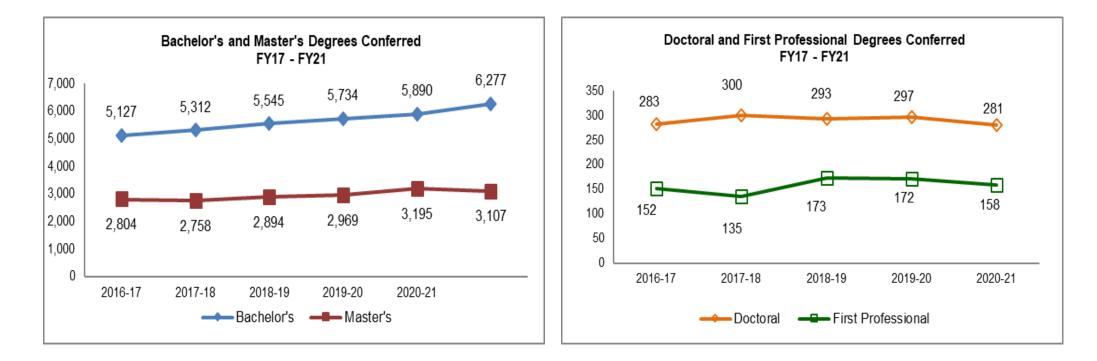
RACIAL AND ETHNIC DIVERSITY	% OF POPULATION
Minority Students*	49%
International Students	8%
White	39%
Unknown	4%

% of DEGREE-SEEKING WHO	% OF POPULATION	
ARE FULL-TIME		
Undergraduate	78%	
First Professional	73%	
Graduate*	31%	
Overall	65%	

*Includes Asian

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

2020-2021 Degree Awards



Mason conferred a total of 9,823 degrees during the 2020-21 academic year, an increase of 2% compared to the previous year. The overall distribution of degree awards in FY21 was:

- 6,277 Bachelor's degrees
- 281 Doctoral degrees
- 3,107 Master's degrees
- 158 First Professional (Law) degrees

Study Abroad: Fall 2021

Fall 2021:67 Students in 8 Countries		Summer 2021:23 Students in 5 Countries
Belgium I	South Korea 41	China I
Cyprus I	Spain 11	Iceland 16
		Mexico I
Italy 2	Taiwan I	Pakistan I
Netherlands I		South Korea 4

SACSCOC Reaffirmation of Accreditation

- Self-Study Has Been Submitted
 - Off-Site Committee Review: Week of November 2, 2021
 - Notification of findings: mid-November
- Quality Enhancement Plan
 - "Transformative Education through Anti-Racist Community Engagement" Vision and Goals, Student Learning Outcomes Identified
 - Draft QEP document under review
 - Fall 2021 campus outreach underway
- On-site Campus Visit: April 11 14, 2022

About the QEP: Transformative Education Through Anti-Racist Community Engagement

Vision Statement

By embedding community and civic engagement into academic and co-curricular experiences, we will equip students with the knowledge, skills, and attitudes to understand themselves as agents of change, identify and disrupt racist practices, and work collaboratively towards positive social change.

QEP Goals

- I. Build Mason's infrastructure to support anti-racist community engagement and civic learning
- 2. Expand students' understanding of anti-racism through community and civic engagement
- 3. Increase opportunities for students to participate in anti-racist community engaged courses and research experiences by investing in faculty training and curriculum development

QEP Outcomes

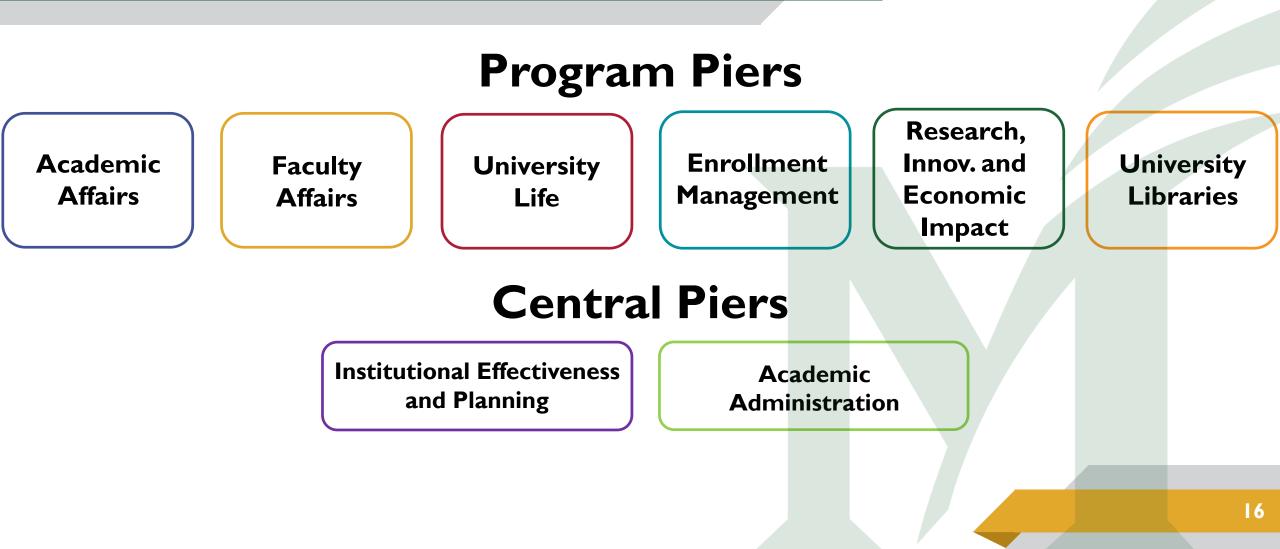
- Opportunities for community and civically engaged learning are prevalent on campus
- Anti-racist community engagement and civic learning is embedded into undergraduate curriculum—all undergraduate degree programs
- Anti-Racist community engagement is supported and funded at the graduate and undergraduate levels
- Undergraduate students who engage in community and civic learning are prepared for career and post baccalaureate study

U.S. News & World Report Rankings

202 Ranki		Most divers	e AND innovative institution in Virginia	BES	Т
Diversity No. 21 nation		No. 21 natio	nally; No. 12 among public universities	COLLEG	
Innovation No. 18 natio		No. 18 natio	nally; No. 9 among public universities		VS S
Overall		No. 148 nati	onally; No. 67 among public universities	RAINKING	0
	202	0 Rankings			
	Diver	sity	No. 1 in Virginia; No. 15 nationally		
Innovation		vation	No. 35 nationally		
Overall		all	No. 143 nationally; No. 65 among public u	niversities	

15

Provost Office Structure

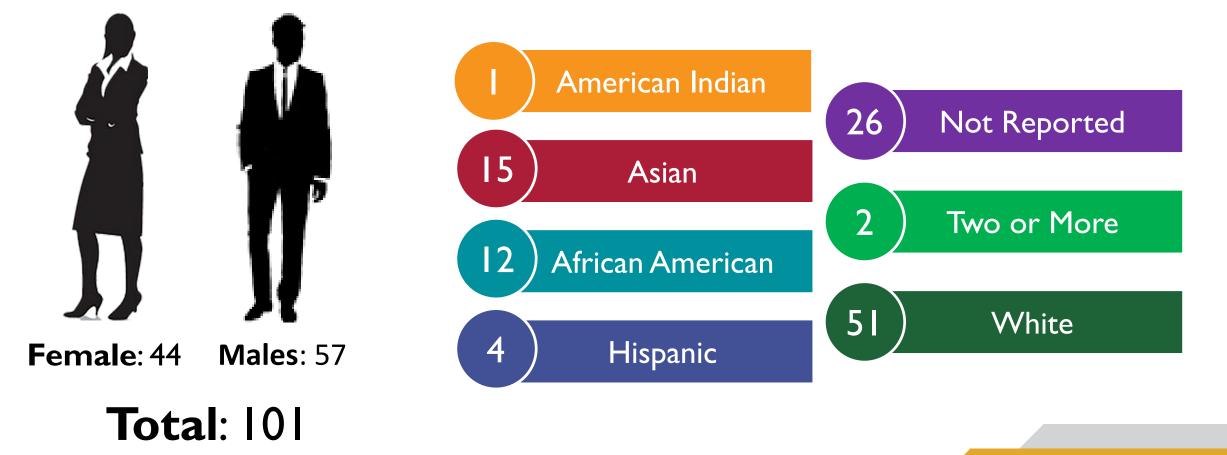




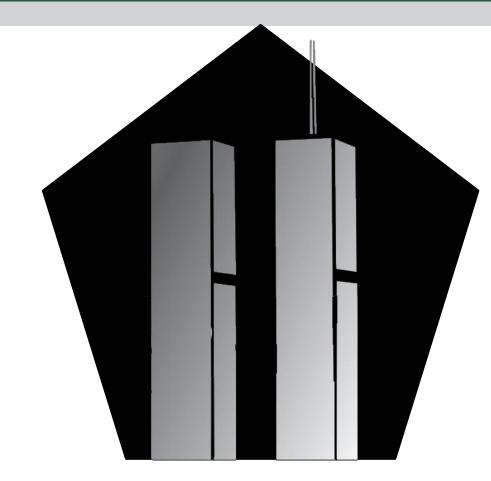
Inclusive Excellence Plans

- All colleges and the Office of the Provost and its units are developing Inclusive Excellence Plans, which are being developed in parallel with development of the George Mason University Anti-Racism and Inclusive Excellence (ARIE) Task Force Inclusive Excellence Plan.
- The insights will pave the way for a closer look at our internal practices, policies, and procedures, thereby allowing Mason to be collaborative and strategic in how it approaches enhancing diversity, equity and inclusion (DEI).
- The core principles of *Diversity, Inclusion and Equity* guide the plans and offer a framework and approach for embedding DEI into systems and structures.

New Faculty: Race & Gender



Mason's 9/11 Day of Service



The 9th Annual Mason Nation 9/11 Day of Service was held Sept. 10 and included:

- Mindfulness Mediation with Ben King from Armor Down
- Mason Nation 9/11 Day of Service Fair
- Arlington Police, Fire & Sheriff 9/11
 Memorial 5k Service Project

Remember. Reflect. Restore.

Mason Chooses Kindness / Patriots Thriving Together

Now more than ever, kindness is essential in uplifting compassion, connectedness, and courage in advocating for our common humanity. At Mason, we believe that we thrive together with shared success as one of our core values.

Goal	 To ensure that there are ongoing activities/ resources for our Mason students, faculty/staff, alumni and community to explore, engage in, and most of all, opportunities to spread kindness
Mission	• Create and sustain an infectious kindness revolution at Mason
Vision	 As Mason Patriots, we change the world one small act of kindness at a time
Definition	 Intentionally engage in positive action that is friendly, caring, and compassionate toward self and others

Faculty Honors









ANDREW LIGHT

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

LOUISE SHELLEY

2021 North America Team of the Year Award World Trademark Review

SAM LEBOVIC

Public Scholars Fellowship National Endowment for the Humanities

ADITYA JOHRI

Fulbright-Nokia Distinguished Chair

Visiting Robinson Professor

Hakeem Oluseyi



Parents as Teachers Board

Provost Ginsberg elected to serve as Chair of the Board of Directors for Parents as Teachers, an organization dedicated to promoting the optimal early development of children by supporting and engaging parents and caregivers.



Parents as Teachers .



Mason Club







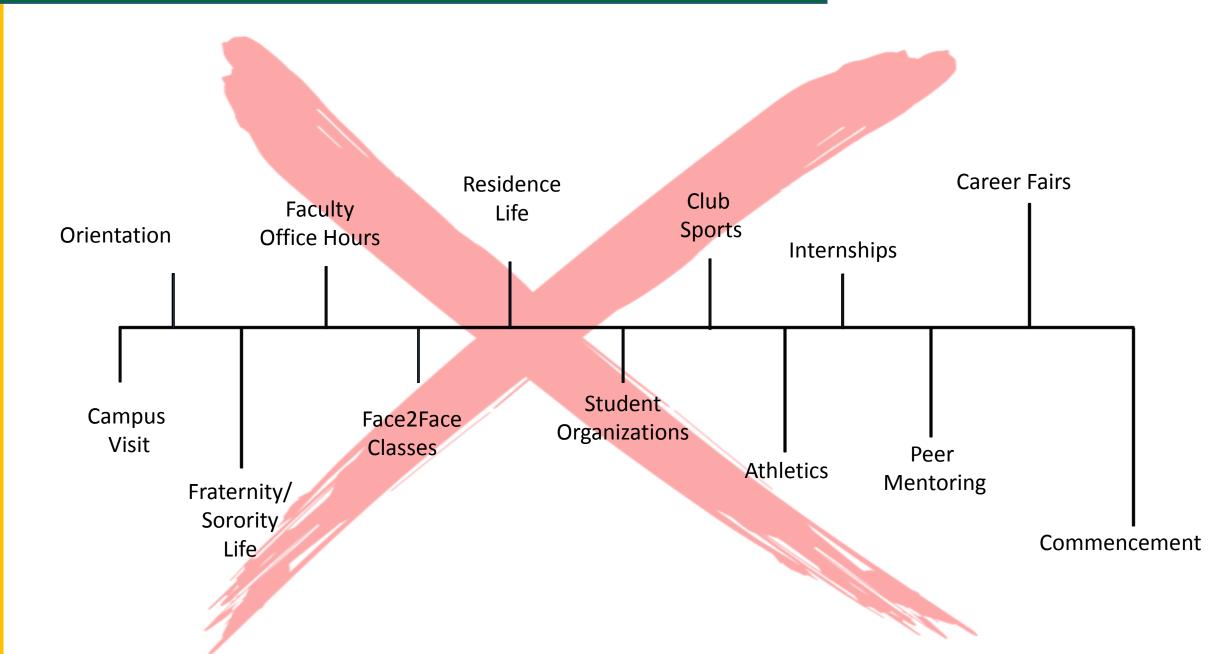
- Re-opened Sept. 7, in the Blackstone Room at Southside dining.
- Now open for breakfast, lunch, dinner, or a light snack.
- All-you-can-eat lunch costs \$10.25.
- \$25 per semester fee to join the Mason Club



Residence Life: Move-In



THE STUDENT EXPERIENCE 2020



THE STUDENT EXPERIENCE 2021 – Re-Engagement and Re-Connection



STUDENT MENTAL HEALTH



LET'S HELP OUR STUDENTS.

A Faculty and Staff Guide for Supporting Student Well-Being and Mental Health at Mason

PATRIOTS *thriving* TOGETHER

thrivingtogether.gmu.edu



5 Ways to Boost Your Well-Being

Connect with your community

We all need healthy relationships, and at Mason, our community helps each other thrive together through social connections. Discover how our diversity makes us strong, through powerful conversations in <u>Rx Racial Healing Circles</u>. Discover opportunities to strengthen your well-being during Mason's first <u>BIPOC Well-Being Month</u> this October. Join the kindness revolution happening at Mason through <u>Mason Chooses Kindness</u>. You can even join a <u>GMU ESports</u> team to connect virtually.

Take care of your mental health

Pay attention to your mental health to maintain a mindset that promotes learning and enjoyment. Check out resources from Mason's <u>Counseling and Psychological Services</u> to strengthen your mental health, and learn how to help others through <u>Mental Health First</u> <u>Aid</u> training.

Take care of your physical health

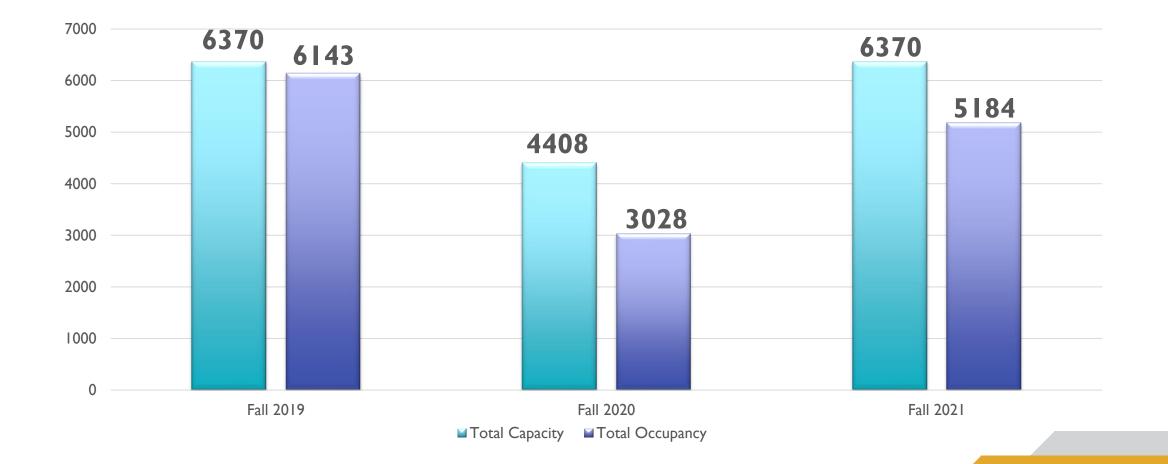


IMPACT on STUDENT SUPPORT and INVOLVEMENT SERVICES





Residence Halls Data



III. New Business

Enrollment Update

David Burge

Vice President for Enrollment Management

&

Alan Byrd

Dean of Admissions

Latest FAFSA Completion Numbers Could Indicate More Enrollment Declines for Fall 2021

By Hugh T. Ferguson, NASFAA Staff Reporter

FAFSA completions declined by 4.8% for the high school class of 2021 with an estimated 53.3% of the class of 2021 having completed a FAFSA by July 2, according to new data pointing to a troubling picture for fall enrollment trends.



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Home / News / Best States / Virginia Ne

During Pandemic

By Associated Press June 19, 2021, at 9:01 a.m.



Another wave of students may opt out of college this fall

Another wave of students may opt out of college this fall

PUBLISHED FRI, JUL 30 2021-10:13 AM ED1



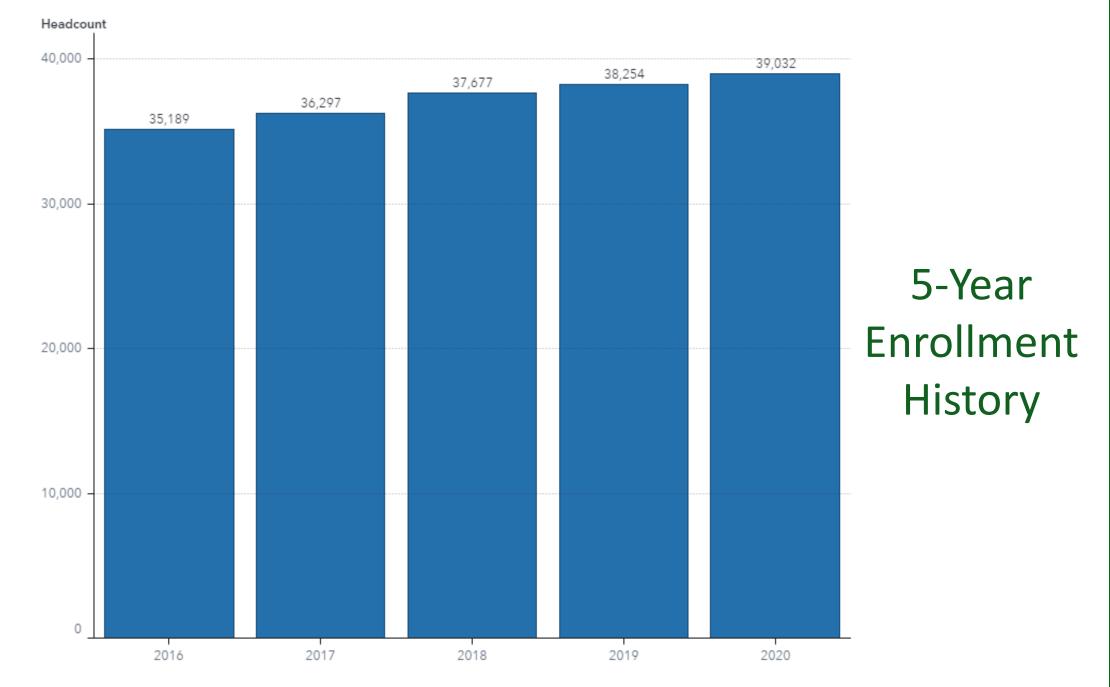
PERSONAL FINANCE

SHARE

GEORGE MASON UNIVERSITY

Enrollment Summary

Headcount flat, below our target of 40k enrollment UG Stress – SO/JR Transfer Growth . . . Freshman + INT Masters + Law/CEC +



GEORGE MASON UNIVERSITY

The BIG picture

	Headcount		Credit Hours			
	2020 2021 Difference		2020	2021	Difference	
Total University Enrollment	39,117	39,134	17	434870	429463.5	-5406.5
VA	31,392	30,950	-442	351312.5	341788	-9524.5
OOS	7,725	8,184	459	83557.5	87675.5	4118

Diversity Profile

2020

48% 7% 40%

5%

Racial and Ethnic Diversity

Minority Students*
International Students
White
Unknown
*includes Asian

2021

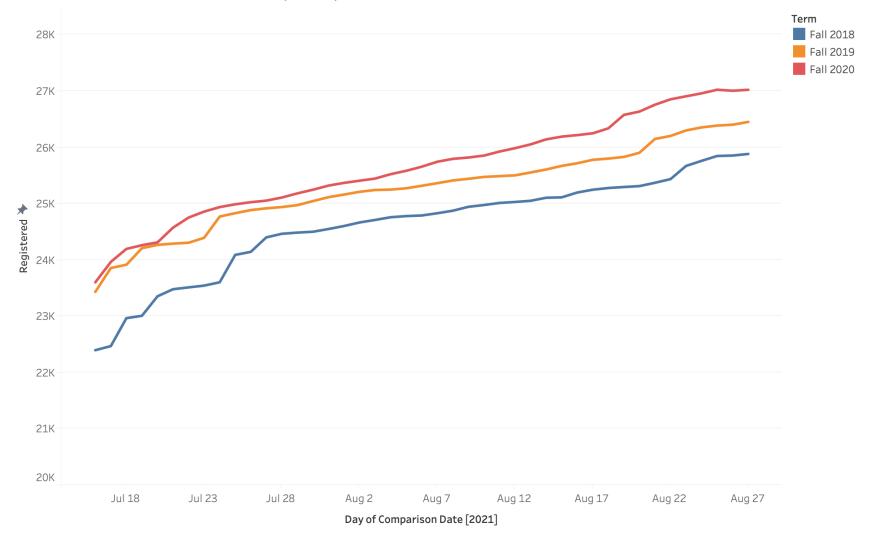
Racial and Ethnic Diversity	
Minority Students*	49%
International Students	8%
White	39%
Unknown	4%
*includes Asian	

	2020	2021	Difference
African Am	4,259	4,295	36
Native Am	60	60	0
Asian Am	7,136	7,362	226
Hispanic Am	5,365	5,464	99
White Am	15,576	15,020	-556
Race Not Reported	1,801	1,744	-57
Non Resident Alien	2,814	3,061	247
Two or More	1,578	1,603	25
Pacific Islander	56	41	-15
Foreigners Abroad	472	484	12

Observation I:

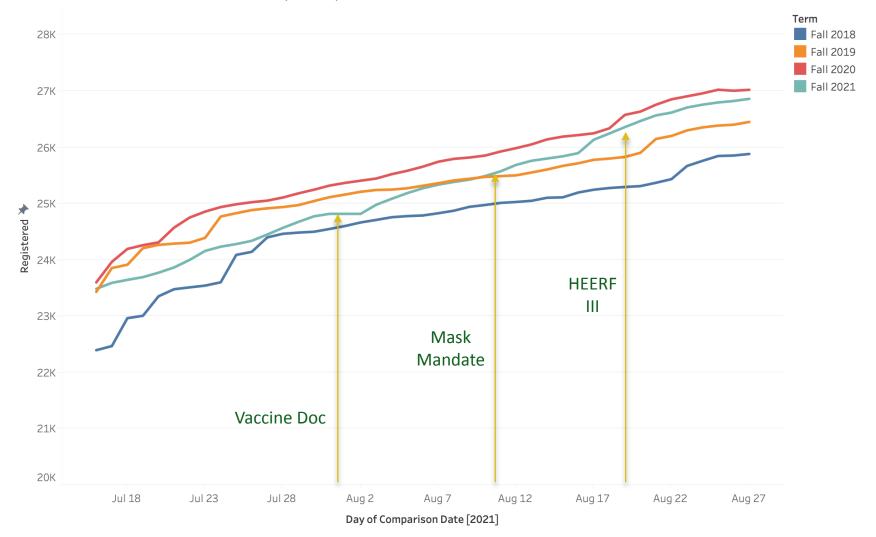
Delta Variant Disrupted Undergraduate Enrollment Patterns

UG Registration July 16 - Aug 27 (18-20)



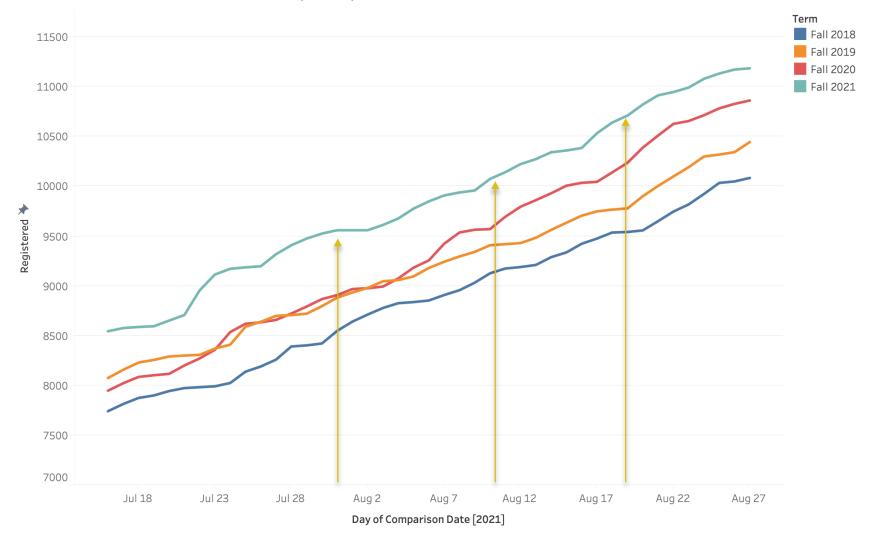
The trend of sum of Registered for Comparison Date Day. Color shows details about Term. The data is filtered on Comparison Date and Level. The Comparison Date filter ranges from 7/16/2021 12:00:00 AM to 8/27/2021 12:00:00 AM. The Level filter keeps UG. The view is filtered on Term, which keeps Fall 2018, Fall 2019 and Fall 2020.

UG Registration July 16 - Aug 27 (18-21)



The trend of sum of Registered for Comparison Date Day. Color shows details about Term. The data is filtered on Comparison Date and Level. The Comparison Date filter ranges from 7/16/2021 12:00:00 AM to 8/27/2021 12:00:00 AM. The Level filter keeps UG. The view is filtered on Term, which keeps Fall 2018, Fall 2019, Fall 2020 and Fall 2021.

Grad Registration July 16 - Aug 27 (18-21)



The trend of sum of Registered for Comparison Date Day. Color shows details about Term. The data is filtered on Comparison Date and Level. The Comparison Date filter ranges from 7/16/2021 12:00:00 AM to 8/27/2021 12:00:00 AM. The Level filter keeps Grad. The view is filtered on Term, which keeps Fall 2018, Fall 2019, Fall 2020 and Fall 2021.

Observation 2: Mason Experienced Delayed COVID Stress in Undergraduates

CONTINUING STUDENT STRESS AMONG SOPHOMORES AND JUNIORS

	2020	2021	Difference
First-time Freshmen	3,651	4,084	433
Other Freshmen	1,327	1,414	87
Sophomores	4,900	4,483	-417
Juniors	7,694	7,507	-187
Seniors	9,422	9,382	-40
UG Certificates	67	62	-5
Subtotal Non-Degree Seeking	600	553	-47

HIGHERED DIVE Deep Dive Opinion Library Events Topics -

BRIEF

Last fall saw 'unprecedented' drops in college persistence rates, report finds

Published July 8, 2021



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Observation 3: Mason Has Rapidly Altered Its Composition

	2020	2021	Difference	
Engineering/Computing/Volgenau	8,639	9,148	509	1
Scalia Law	615	767	152	
School of Business	5,400	5,474	74	
College of Science	4,211	4,243	32	
Carter School	406	398	-8	
ΙΝΤΟ	128	104	-24	
Visual/Performing Arts	1,788	1,758	-30	
SCHAR School	1,887	1,843	-44	
Health/Human Services	3,289	3,217	-72	
Provost/Undeclared	1,275	1,125	-150	
Education/Human Development	3,644	3,395	-249	
Humanities/Social Sciences	7,835	7,552	-283	



% of Total Hour for each Term. Color shows details about Va/Oos. The data is filtered on Level, which keeps UG. Percents are based on each column of the table. % of Total Hour for each Term. Color shows details about Va/Oos. The data is filtered on Level, which keeps Grad and LAW. Percents are based on each column of the table.

EORGE MASON UNIVERSITY

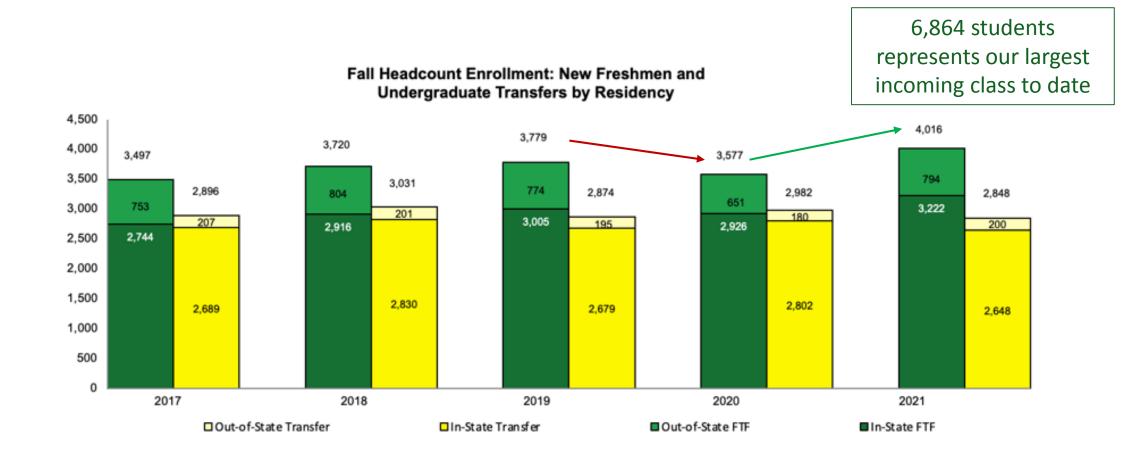
Observation 4: 2020 Graduate Growth Has Contracted

	New		Returning			Total				
	Fall 19	Fall 20	Fall 21	Fall 19	Fall 20	Fall 21	Dif	Fall 19	Fall 20	Fall 21
Grad Total	3,631	3,806	3,651	6,947	7,036	7,237	201	10,578	10,842	10,888
Masters	2542	2,799	2,718	4,670	4,691	4,902	211	7,212	7,490	7,620
PhD	383	391	369	1,786	1,820	1,859	39	2,169	2,211	2,228
Certs	337	344	346	253	284	296	12	590	628	642
Non Degree	369	272	218	238	241	180	-61	607	513	398
Law	192	204	348	407	410	413	3	599	614	761

Pipeline Stress

Continued Graduate Growth

Observation 5: Multiple Successes in New Student Enrollment



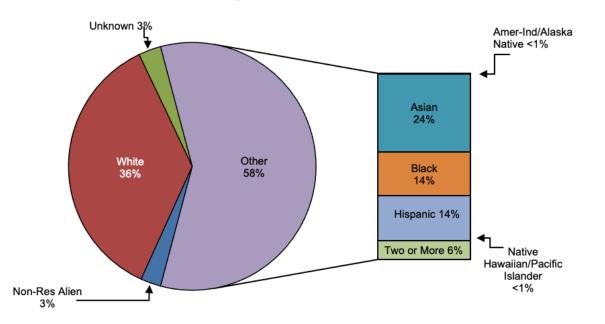
New Student Academic Profile

Academic Criteria	Fall 2020	Fall 2021	% Change		
Average GPA	3.66	3.68	.5%		
Mean SAT Score for Evidenced-Based Reading & Writing	600	620	3.3%	Only 37% of entering	
Mean SAT Score for Mathematics	580	600	3.4%	freshmen submitted standardized test	
Mean Composite ACT Score	25	27	8%	scores	
% of New Students in top 10% of High School Class	16%	14%	-12.5%	Only 42% of entering	
% of New Students in top 25% of High School Class	42%	35%	-16.6%	freshmen submitted a clas rank	
Acceptance Rate	88%	91%	3.4%		

This academic profile data only includes first-time college students

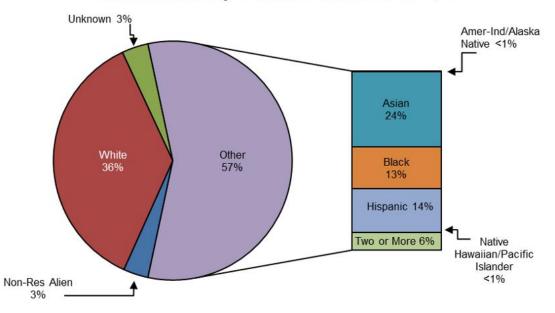
New Student Geographic Diversity

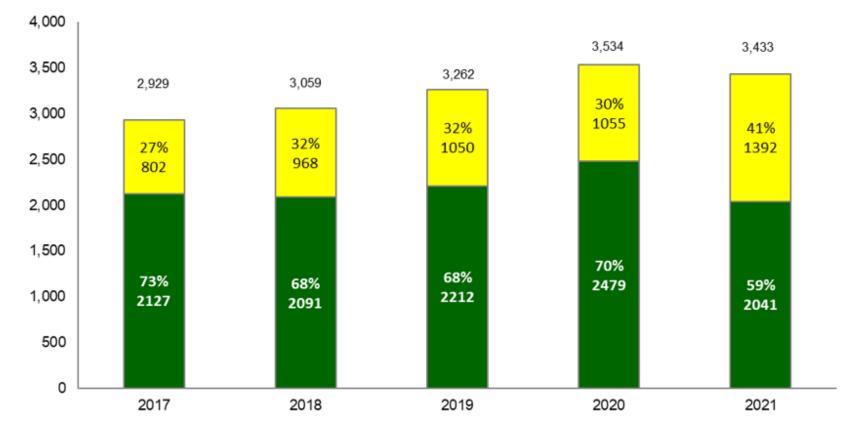
	Fall 2020	Fall 2021	% Change
Virginia	2927	3222	10%
Maryland	117	117	0%
New Jersey	35	38	8.5%
New York	32	41	28%
Pennsylvania	67	65	-2.9%
California	22	27	22%
Florida	39	30	-23%
D.C.	55	73	32%
Massachusetts	17	15	-11%
North Carolina	21	31	47%
Texas	19	32	68%
Other OOS	185	246	32%
International	42	80	90%
Totals	3,527	3,993	13.2%



Student Diversity: Fall 2020 Freshmen N=3,577

Student Diversity: Fall 2021 Freshmen N=4,016





Fall Enrollment of New Graduate Students by Residency

■In-State Graduate

Out-of-State Graduate

Fall 2021 Graduate Applications

Graduate Level	Completed Applications	Accepted	Accepted as a %of Completed Applications	Enrolled	Enrolled as %of Accepted
Certificate	715	575	80.4%	346	60.2%
Masters	7,248	6 <i>,</i> 093	84.1%	2,718	44.6%
Doctoral	2,040	935	45.8%	369	39.5%
Total	10,003	7,603	76.0%	3,433	45.2%

Fall 2020 Graduate Applications Accepted as Enrolled a % of Graduate Submitted Completed as % of Accepted Enrolled Level Applications Applications Completed Accepted Applications 865 775 53.9% Certificate 638 82.3% 344 8,111 82.0% 48.4% Masters 7,053 5,781 2,799 2,150 1,844 936 50.8% Doctoral 391 41.8% Total 11,126 9,672 7,355 76.0% 3,534 48.0%

III. New Business

TTIP & Institute for Digital Innovation Update

Dr. Ken Ball

Dean, College of Engineering and Computing &

Dr. Liza Wilson Durant, Associate Provost, Strategic Initiatives and Community Engagement

VIRGINIA'S TTIP VISION

- A tech talent pipeline in partnership with 11 Virginia public universities to produce 31,000 technology graduates across the entire Commonwealth of Virginia from 2019-2039
- Meet the employment demands of tech companies across the Commonwealth, including Amazon
- Commonwealth is providing \$961.5 to Virginia's public universities over next 20 years, contingent upon university enrollment and matching fundraising targets
- Resources include both capital and operational funds
- George Mason will receive \$235M from Virginia. An additional \$125M Philanthropic Match is required.

TTIP ELIGIBLE PROGRAMS

BACHELOR'S PROGRAMS

- Applied Computer Science (ACS) 11.0701
- Computer Engineering (CpE) 14.0901
- Computer Science (CS) 11.0101

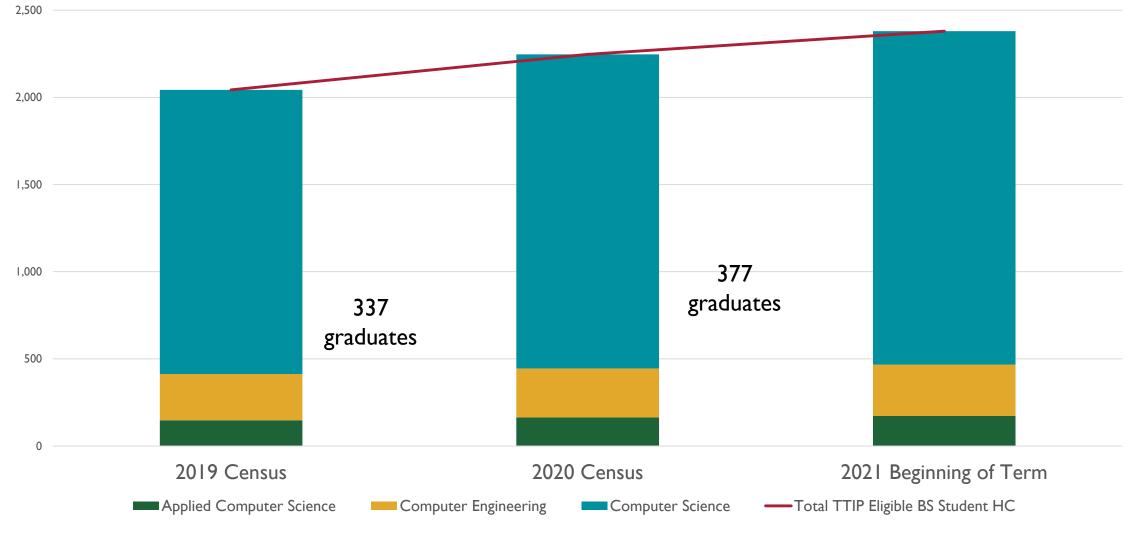
MASTER'S PROGRAMS

- Computer Engineering (CpE) 14.0901
- Computer Science (CS) 11.0101
- Computer Software Engineering (SWE) 14.0903



BS TTIP PROGRAM ENROLLMENT (HC)

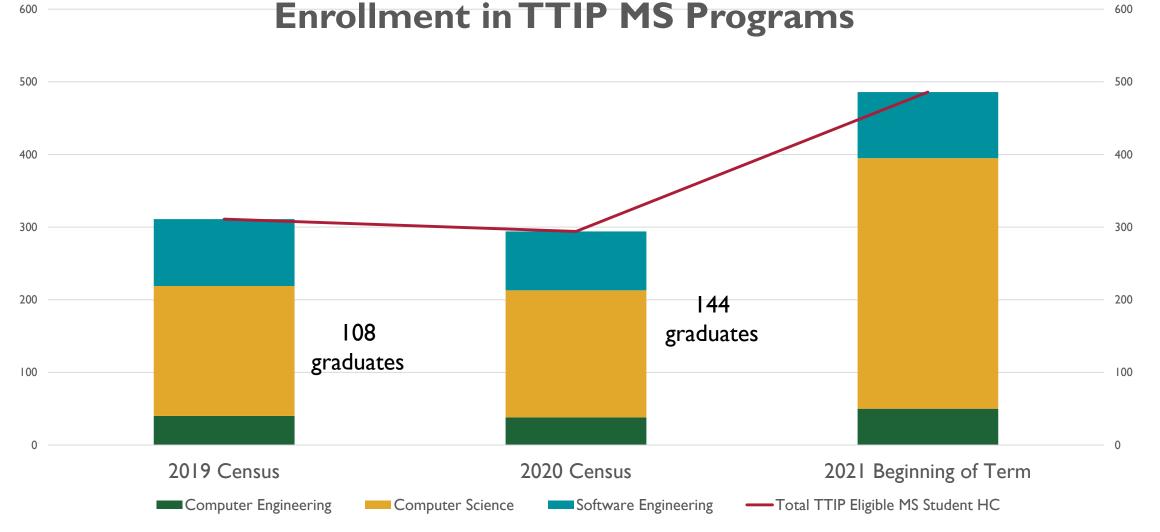
Enrollment in TTIP BS Programs



GEORGE MASON UNIVERSITY |60|

MS TTIP PROGRAM ENROLLMENT (HC)

600

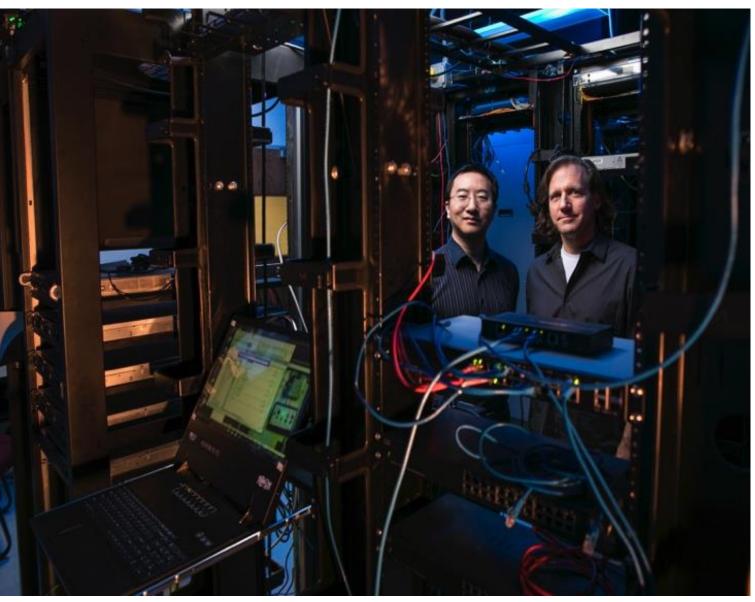


GEORGE MASON UNIVERSITY [61]

600

OPERATIONAL INVESTMENTS

- Faculty Hires
- Program Marketing
- Student Retention



TTIP FACULTY HIRING

23 TTIP Hires to Date

20 Tenure Track 3 Term

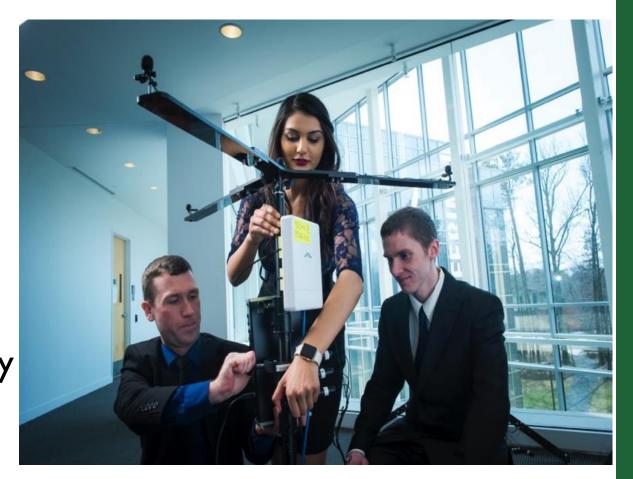
Departments

Computer Science Cyber Security Engineering Electrical and Computer Engineering Information Sciences and Technology

Mathematical Sciences

2 Thematic Hire Clusters

AI, Social Justice, and Public Policy Computational Systems Biomedicine



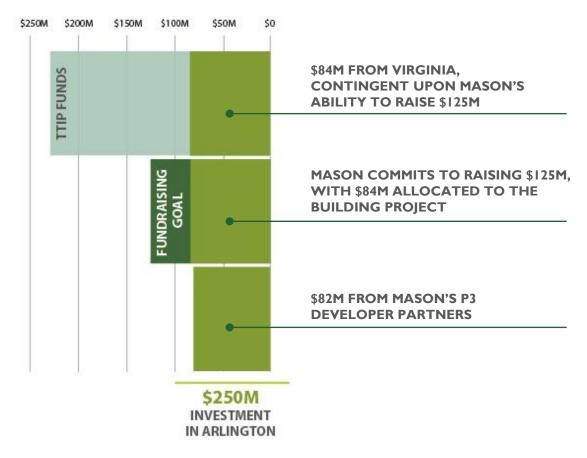
CAPITAL INFRASTRUCTURE INVESTMENTS

- Advanced Computational Research Computing
- Hybrid Learning Systems
- New Digital Innovation Building Arlington



ARLINGTON EXPANSION PROJECT

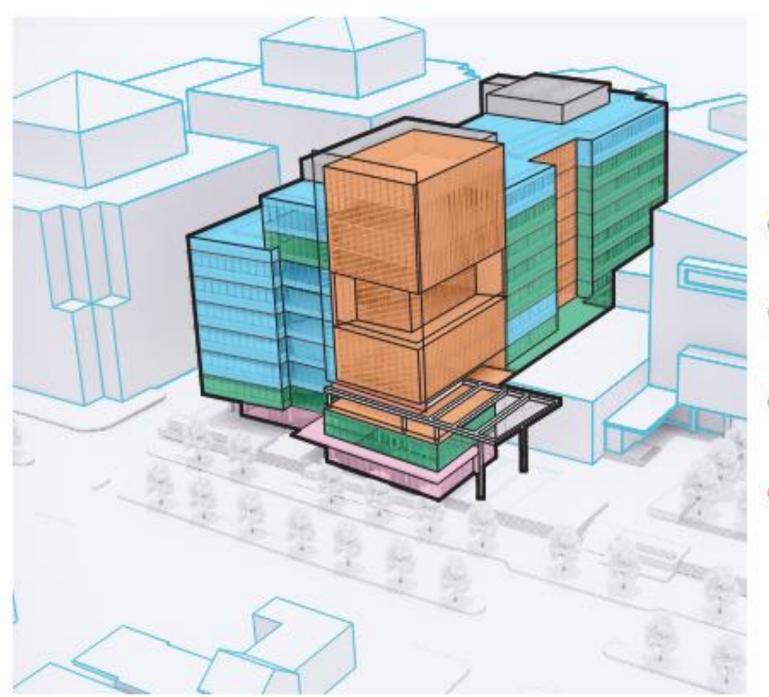
ARLINGTON CAMPUS EXPANSION FUNDING



Transforming the Arlington Campus through Partnership

With support from the commonwealth and private philanthropy, Mason will invest at least \$250 million at our Arlington Campus, increasing the campus footprint to more than a million square feet, launching new computing programs, expanding research in high-tech fields, adding hundreds of faculty members, and doubling enrollment in computing majors to as many as 15,000 students.





ENHANCE CAMPUS PLACEMAKING

DEVELOPER TENANT views along Fairfax

COLLABORATION MIXING BOWL innovation on display

MASON ACADEMIC van metre hall connection

PUBLIC RETAIL pedestrian community outreach

Total GSF: 356,288 Total RSF: 329,788

Avenue in

DAY'S EVENTS

Main Floor -Exchange

III. New Business

Program Action (Action Item)

<u>Motion:</u> I move to approve, en bloc, the following program actions as outlined in the meeting materials.

- Degree Program Name Change
 - MA International Commerce and Policy to MA Global Commerce and Policy
- Program Closures
 - MS Physical Education
 - BS Ed Health Education

III. New Business

Announcements

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

IV. Adjournment

Adjournment

ITEM NUMBER:

MA in International Commerce and Policy Name Change to MA in Global Commerce and Policy

PURPOSE OF ITEM:

A technical change proposal to change the name of the Master of Arts (MA) in International Commerce and Policy to the Master of Arts (MA) in in Global Commerce and Policy has been prepared for the State Council of Higher Education for Virginia (SCHEV). Board action is required prior to SCHEV submission.

APPROPRIATE COMMITTEE:

Academic Programs, Diversity, and University Community Committee

BRIEF NARRATIVE:

The MA in International Commerce and Policy degree program provides the practical and analytic tools to help students understand and analyze the way business, technology, law, economics, and public policy affect complex, cross-border activities. Unlike traditional international affairs programs, the International Commerce and Policy program focuses on economic issues such as global trade, finance, and investment. The program also provides training in the political, technological, and cultural aspects of the global economy, preparing graduates for private and public sector positions as analysts in a variety of roles.

The proposed name change from International Commerce and Policy to Global Commerce and Policy (GCP) is intended to align the name of the degree program with curriculum in the three existing concentrations: Global Finance, Investment and Trade; Global Development and Governance; and Global Risk and Strategy. The name change will also address the anachronistic nature of the term "international commerce." Faculty in the program believe that "global commerce" is the more accurate and conventional term used in the discipline. Changing the name will allow the program to attract prospective students and provide graduates with a degree that aligns with the content of the coursework.

REVENUE IMPLICATIONS:

The proposed name change should incur no new expense to the Schar School of Policy and Government.

STAFF RECOMMENDATION:

Staff recommends Board approval.

ITEM NUMBER:

MS in Physical Education Degree Program Discontinuance

PURPOSE OF THE ITEM:

A proposal to close the MS in Physical Education 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's existing Master's of Science (MS) degree program in Physical Education housed specializations in teaching physical education and exercise science. With the development of a stand-alone BSEd in Physical Education leading to Virginia teaching licensure, enrollment in the licensure program at the MS level decreased significantly. The remaining and robust content of this degree program then focused entirely on exercise science. Over time, the exercise science focus of the degree program evolved. This led to the development of a stand-alone MS degree program in Kinesiology which allowed students to earn a degree focused fully on the competencies of the discipline and profession, opportunities for specialized program foci and coursework of the field, with a program name that more accurately identifies with the professional skills and abilities. In December 2020, the MS degree program in Kinesiology was approved by SCHEV.

Students currently enrolled in the MS degree program in Physical Education will have the option to transition to the new MS degree program in Kinesiology, or to complete their current program of study. All coursework will continue to be offered to ensure degree completion for all students. Full-time faculty teaching and advising in the program will not be affected because they teach and advise across programs. The Interim Dean of the College of Education and Human Development supports the proposal to terminate the MS degree program in Physical Education.

REVENUE IMPLICATIONS:

The closure of the MS in Physical Education is expected to be budget neutral for the university.

STAFF RECOMMENDATION:

Staff recommend closure of this program.

ITEM NUMBER:

BSEd in Health Education Degree Program Discontinuance

PURPOSE OF THE ITEM:

A proposal to close the BSEd in Health Education 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's existing Bachelor of Science in Education (BSEd) degree program in Health Education initially housed specializations leading to licensure in Virginia (Physical Education, Health Education) and related specializations that evolved over time (e.g., Health Promotion, Exercise Science/Kinesiology, Tourism and Events Management, Parks and Outdoor Recreation, Therapeutic Recreation, Sport Management). With the development of a stand-alone BSEd in Physical Education (including Health Education endorsement), a BS in Kinesiology, and a BS in Tourism and Events Management over the past three decades, the BSEd currently includes three specializations: Parks and Outdoor Recreation, Therapeutic Recreation, and Sport Management.

The expansion to stand-alone degree programs in Recreation Management and Sport Management were needed to allow students to earn a degree that focuses fully on the competencies, specialized program focus, and coursework of the field, with a program name that more accurately identifies with the professional skills and abilities.

Students currently enrolled in the BSEd in Health Education will have the option to transition to the new BS degree programs in Recreation Management or Sport Management, or to complete their current program of study. All coursework will continue to be offered to ensure degree completion for all students. Full-time faculty teaching in the program will not be affected because they teach and advise across programs. The Interim Dean of the College of Education and Human Development supports the proposal to terminate the BSEd in Health Education.

REVENUE IMPLICATIONS:

The closure of the BSEd in Health Education is expected to be budget neutral for the university.

STAFF RECOMMENDATION:

Staff recommend closure of this program.

ANNOUNCEMENT

Academic Programs, Diversity, and University Community Committee

September 30, 2021

APPOINTMENT OF FACULTY

LAST NAME	FIRST NAME	EFFECTIVE DATE	APPT LENGTH				
Akhtari	Humaira	8/25/2021	3 years				
Title: Term Instructor Classification: Term - Instructional Local Academic Unit: Information Sciences and Technology (CEC)							
Amissah	Matthew	8/25/2021	3 years				
Title: Term Assistan Classification: Term Local Academic Un	- Instructional	and Operations Research (CI	EC)				
Arthurs	Alexia	8/25/2021	3 years				
Title: Assistant Prof Classification: Tenu Local Academic Un	re Track - Instructional						
Auerbach	Jonathan L.	8/25/2021	3 years				
Title: Assistant Professor Classification: Tenure Track - Instructional Local Academic Unit: Statistics (CEC)							
Banerjee	Patrali	8/25/2021	1 year				
Classification: Term	Title: Term Assistant Professor Classification: Term - Instructional Local Academic Unit: Chemistry and Biochemistry (COS)						

Academic Programs, Diversity, and University Community Committee

September 30, 2021

LAST NAME	FIRST NAME	EFFECTIVE DATE	APPT LENGTH			
Basiri	Raedeh	8/25/2021	3 years			
Classification: Tenure	Title: Assistant Professor Classification: Tenure Track - Instructional Local Academic Unit: Nutrition and Food Studies (CHHS)					
Berg	Colleen F	8/25/2021	1 year			
Title: Term Instructor Classification: Term - Instructional Local Academic Unit: Mechanical Engineering (CEC)						
Bhattacharya	Siddharth	8/25/2021	3 years			
Title: Assistant Professor Classification: Tenure Track - Instructional Local Academic Unit: School of Business						
Caballero LaZare	Alan	8/25/2021	3 years			
Title: Assistant Professor Classification: Tenure Track - Instructional Local Academic Unit: Art (CVPA)						
Caballero-Gill	Rocio P.	6/25/2021	1 year			
Title: Research Assistant Professor Classification: Term - Research Local Academic Unit: Atmospheric, Oceanic and Earth Sciences (COS)						

Academic Programs, Diversity, and University Community Committee

September 30, 2021

LAST NAME	FIRST NAME	EFFECTIVE DATE	APPT LENGTH					
Chowdhury	Ahsan	8/25/2021	1 year					
T '41 T A								
	Title: Term Assistant Professor Classification: Term - Instructional							
		(COS)						
Local Academic	Unit: Mathematical Science	(COS)						
Clark	Kendra	10/1/2021	1 year					
Title: Research A	ssistant Professor							
Classification: Te								
	Unit: Schar School of Policy	v and Government						
Locui i icuuciiiie		y und Government						
Coffman	Henry J.	8/25/2021	3 years					
Title: Term Asso								
Classification: Te								
Local Academic	Unit: Cyber Security Engine	eering (CEC)						
Colchao	James	8/25/2021	1 year					
Title: Term Instru	ictor							
Classification: Te	erm - Instructional							
Local Academic	Unit: Computational and Da	ata Sciences (COS)						
Crepelle	Adam	8/25/2021	3 years					
Title: Term Assis	tant Professor							
Classification: Te	erm - Instructional							
Local Academic	Unit: Antonin Scalia Law S	chool						
Note(s): Addition	al Title: Director, LEC Tril	oal Law and Economics Pro	ject					

Academic Programs, Diversity, and University Community Committee

September 30, 2021

<u>LAST NAME</u> Elsisi	<u>FIRST NAME</u> Sayed	EFFECTIVE DATE 8/25/2021	<u>APPT LENGTH</u> 1 year		
Title: Term Assistant Professor of Arabic Classification: Term - Instructional Local Academic Unit: Modern and Classical Languages (CHSS)					
Escobar Mejia	Claudia L.	7/25/2021	< 1 year		
Title: Visiting Research Professor Classification: Term - Research Local Academic Unit: Schar School of Policy and Government					
Geloso	Vincent	8/25/2021	3 years		
Title: Assistant Professor Classification: Tenure Track - Instructional Local Academic Unit: Economics (CHSS)					
Gill	Emmett	6/25/2021	1 year		
Title: Term Assistant Professor Classification: Term - Instructional Local Academic Unit: Social Work (CHHS)					
Gorbutt	Brent	8/25/2021	1 year		
Title: Term Assistant Professor Classification: Term - Instructional Local Academic Unit: Mathematical Science (COS)					

Academic Programs, Diversity, and University Community Committee

September 30, 2021

LAST NAME	FIRST NAME	EFFECTIVE DATE	APPT LENGTH				
Grace	Karen T.	8/25/2021	3 years				
Title: Assistant Professor Classification: Tenure Track - Instructional Local Academic Unit: Nursing (CHHS)							
Local Academic Of	int. Nursing (CIIIIS)						
Guerriero	Lauren E.	8/25/2021	1 year				
Title: Term Assista	nt Professor						
Classification: Terr	n - Instructional						
Local Academic U	nit: Neuroscience Program	m (COS)					
Hand	Michelle D.	8/25/2021	3 years				
Title: Assistant Pro	fessor						
Classification: Ten	ure Track - Instructional						
Local Academic U	nit: Social Work (CHHS)						
Hashem	Sherif	8/25/2021	3 years				
Title: Term Profess	or						
Classification: Terr	n - Instructional						
Local Academic U	nit: Information Sciences	and Technology (CEC)					
Huang	Chun-Lung	8/25/2021	1 year				
Title: Term Assista	nt Professor						
Classification: Terr	n - Instructional						
Local Academic U	nit: School of Business						

Academic Programs, Diversity, and University Community Committee

September 30, 2021

LAST NAME	FIRST NAME	EFFECTIVE DATE	APPT LENGTH			
Hur	Yun Young	8/25/2021	3 years			
Title: Assistant Professor Classification: Tenure Track - Instructional Local Academic Unit: School of Business						
Ibrahem	Mohamed I.	8/25/2021	3 years			
Title: Term Assistant Professor Classification: Term - Instructional Local Academic Unit: Cyber Security Engineering (CEC)						
Kirsch	Rachel	8/25/2021	3 years			
Title: Assistant Professor Classification: Tenure Track - Instructional Local Academic Unit: Mathematical Science (COS)						
Kornaropoulos	Evgenios	8/25/2021	3 years			
Title: Assistant Professor Classification: Tenure Track - Instructional Local Academic Unit: Computer Science (CEC)						
Lam	Wing C.	1/10/2022	3.5 years			
Title: Assistant Professor Classification: Tenure Track - Instructional Local Academic Unit: Computer Science (CEC)						

Academic Programs, Diversity, and University Community Committee

September 30, 2021

LAST NAME	FIRST NAME	EFFECTIVE DATE	APPT LENGTH			
Liao	Duoduo	8/25/2021	3 years			
Title: Term Associate Professor Classification: Term - Instructional Local Academic Unit: Information Sciences and Technology (CEC)						
Liu	Mingrui	8/25/2021	3 years			
Title: Assistant Professor Classification: Tenure Track - Instructional Local Academic Unit: Computer Science (CEC)						
Lochard	Itamara	4/30/2021	1 year			
Title: Research Professor Classification: Term - Research Local Academic Unit: Assured Research and Engineering (CEC)						
Lockhart	Christopher B.	5/10/2021	1 year			
Title: Research Assistant Professor Classification: Term - Research Local Academic Unit: Systems Biology (COS)						
Lukyanenko	Cynthia A.	8/25/2021	3 years			
Title: Assistant Professor Classification: Tenure Track - Instructional Local Academic Unit: English (CHSS)						

Academic Programs, Diversity, and University Community Committee

September 30, 2021

LAST NAME	FIRST NAME	EFFECTIVE DATE	<u>APPT LENGTH</u>
Madden	Amanda G.	8/25/2021	3 years
Title: Assistant Profe	essor		
	re Track - Instructional		
	it: History and Art Histo	ry (CHSS)	
	5		
Note(s): Additional	Title: Director of Geosp	atial History	
Mandable	Lori A.	8/25/2021	1 year
Title: Term Instructo	r		
Classification: Term	- Instructional		
Local Academic Uni	it: Geography and Geoir	nformation Science (COS)	
Masri	Wassim	8/25/2021	3 years
Title: Term Professo)ľ		
Classification: Term			
	it: Computer Science (C	EC)	
	1	,	
Matsumoto	Shou	5/25/2021	1 year
Title: Research Assi	stant Professor		
Classification: Term	- Research		
Local Academic Uni	it: Systems Engineering	and Operations Research (Cl	EC)
McCann	Wesley	8/25/2021	1 year
Title: Term Assistan	t Professor		
Classification: Term			
	it: Criminology, Law and	d Society (CHSS)	
	a. Chininology, Daw all		

Academic Programs, Diversity, and University Community Committee

September 30, 2021

LAST NAME	FIRST NAME	EFFECTIVE DATE	<u>APPT LENGTH</u>
Meyer	Mary C.	8/25/2021	1 year
Title: Visiting Prof	essor		
Classification: Ter			
	nit: Statistics (CEC)		
Local Meadeline 0			
Mize	Jerry L.	8/25/2021	1 year
Title: Term Instruc	tor		
Classification: Ter	m - Instructional		
Local Academic U	nit: Psychology (CHSS)		
Note(s): Additiona	l Title: Online Undergrad	uate Program Coordinator	
Nakkash	Rima	8/25/2021	3 years
Title: Term Associ	ate Professor		
Classification: Ter	m - Instructional		
Local Academic U	nit: Global and Communit	ty Health (CHHS)	
Note(s): Additiona	1 Title: Special Projects C	Coordinator	
Nelson	Thomas Reid	8/25/2021	1 year
Title: Term Assista	ant Professor		
Classification: Ter	m - Instructional		
Local Academic U	nit: Environmental Science	ce and Policy (COS)	
Nguyen	Thanhvu H.	8/25/2021	3 years
	C		
Title: Assistant Pro			
	ure Track - Instructional		
Local Academic U	nit: Computer Science (C	EC)	

Academic Programs, Diversity, and University Community Committee

September 30, 2021

LAST NAME	FIRST NAME	EFFECTIVE DATE	APPT LENGTH
Park	Hayon	8/25/2021	3 years
Title: Term Assist	ant Professor		
Classification: Te	rm - Instructional		
Local Academic U	Jnit: Art (CVPA)		
Parsa	Maryam	8/25/2021	3 years
Title: Assistant Pr	ofessor		
Classification: Te	nure Track - Instructional		
Local Academic U	Jnit: Electrical and Compu	ter Engineering (CEC)	
Pettit	Robert	8/25/2021	3 years
Title: Professor of	f Practice		
Classification: Te	rm - Instructional		
Local Academic U	Jnit: Computer Science (C	EC)	
Note(s): Addition	al Title: Director of New C	Graduate Programs	
Pizzino	Christopher	8/25/2021	1 year
Title: Visiting Ass	sociate Professor		
Classification: Te	rm - Instructional		
Local Academic U	Jnit: English (CHSS)		
Plakas	James J.	8/25/2021	3 years
Title: Term Assist	ant Professor		
Classification: Te	rm - Instructional		
Local Academic U	J nit: Film & Video Studies	s (CVPA)	

Academic Programs, Diversity, and University Community Committee

September 30, 2021

LAST NAME	FIRST NAME	EFFECTIVE DATE	APPT LENGTH		
Ranade	Nupoor	8/25/2021	3 years		
Title: Assistant Pro	fessor				
Classification: Ten	ure Track - Instructional				
Local Academic U	nit: English (CHSS)				
Richardson	Andrew X.	8/25/2021	3 years		
Title: Term Associ	ate Professor				
Classification: Terr	n - Instructional				
Local Academic U	nit: Systems Engineering	and Operations Research (Cl	EC)		
Rosas	Juana M.	8/25/2021	3 years		
Title: Assistant Pro	fessor				
	ure Track - Instructional				
Local Academic U					
Schweinhart	Benjamin	8/25/2021	3 years		
Title: Assistant Pro	fessor				
Classification: Ten	ure Track - Instructional				
Local Academic U	nit: Mathematical Science	e (COS)			
~		Z (1 (2 0 0 1			
Shah	Vijay K.	7/1/2021	3 years		
Title: Assistant Pro	fessor				
	ure Track - Instructional				
	nit: Cyber Security Engine	eering (CEC)			

Academic Programs, Diversity, and University Community Committee

September 30, 2021

LAST NAME	FIRST NAME	EFFECTIVE DATE	APPT LENGTH
Shariati	Auzeen	8/25/2021	1 year
Title: Term Assista	ant Professor		
Classification: Ter	m - Instructional		
Local Academic U	nit: Criminology, Law and	d Society (CHSS)	
Takieddine	Samer	8/25/2021	1 year
Title: Term Assista	ant Professor		
Classification: Ter	m - Instructional		
Local Academic U	nit: School of Business		
Terrell	Anthony S.	8/25/2021	1 year
Title: Term Assista	ant Professor		
Classification: Ter	m - Instructional		
Local Academic U	nit: College of Education	and Human Development	
Tullo	Lisa D.	8/25/2021	1 year
Title: Term Assista	ant Professor		
Classification: Ter	m - Instructional		
Local Academic U	nit: College of Education	and Human Development	
Wang	Xuan	8/25/2021	3 years
Title: Assistant Pro	ofessor		
Classification: Ten	ure Track - Instructional		
Local Academic U	nit: Electrical and Compu	ter Engineering (CEC)	

Academic Programs, Diversity, and University Community Committee

September 30, 2021

<u>LAST NAME</u> Wang	<u>FIRST NAME</u> Yue	<u>EFFECTIVE DATE</u> 5/10/2021	<u>APPT LENGTH</u> 1 year			
Title: Research Assistant Professor Classification: Term - Research Local Academic Unit: Electrical and Computer Engineering (CEC)						
Wang	Cong	8/25/2021	3 years			
Classification: Tenure	Title: Assistant Professor Classification: Tenure Track - Instructional Local Academic Unit: Cyber Security Engineering (CEC)					
Ward	Sarah A.	8/25/2021	1 year			
Title: Term Assistant Professor Classification: Term - Instructional Local Academic Unit: Chemistry and Biochemistry (COS)						
Warren	Jennifer R.	8/25/2021	3 years			
Title: Assistant Professor Classification: Tenure Track - Instructional Local Academic Unit: Communication (CHSS)						
Williams	Georgia A	8/25/2021	2 years			
Title: Term Instructor Classification: Term - Instructional Local Academic Unit: Forensic Science Program (COS)						

Academic Programs, Diversity, and University Community Committee

September 30, 2021

LAST NAME	<u>FIRST NAME</u>	EFFECTIVE DATE	<u>APPT LENGTH</u>
Wilson	Douglas	8/25/2021	1 year
Title: Term Assista	ant Professor		
Classification: Ter	m - Instructional		
Local Academic U	nit: College of Education	and Human Development	
Yan	Zhisheng	7/10/2021	3 years
Title: Assistant Pro	ofessor		
Classification: Ter	ure Track - Instructional		
Local Academic U	nit: Information Sciences	and Technology (CEC)	
Yang	Peiyu	8/10/2021	1 year
Titles Torm Againt	ant Brofoggor		
Title: Term Assista			
Classification: Ter		Langer (CUCC)	
Local Academic U	nit: Modern and Classical	Languages (CHSS)	
Yao	Ningshi	8/25/2021	3 years
Title: Assistant Pro	ofessor		
Classification: Ter	ure Track - Instructional		
Local Academic U	nit: Electrical and Compu	ter Engineering (CEC)	
	-	/	
Yao	Ziyu	8/25/2021	3 years
Title: Assistant Pro	ofessor		
Classification: Ter	ure Track - Instructional		
	nit: Computer Science (C	EC)	
	I V	/	

Academic Programs, Diversity, and University Community Committee

September 30, 2021

LAST NAME	FIRST NAME	EFFECTIVE DATE	APPT LENGTH		
Yaroslavtsev	Grigory	8/25/2021	3 years		
Classification: Tenur	Title: Assistant Professor Classification: Tenure Track - Instructional Local Academic Unit: Computer Science (CEC)				
Ye	Jinwei	1/10/2022	3.5 years		
	ssor e Track - Instructional :: Computer Science (CEC	C)			
Yusko	Pamela J.	8/25/2021	1 year		
Classification: Term	Title: Term Instructor Classification: Term - Instructional Local Academic Unit: Mathematical Science (COS)				
Zaidi	Jaffer	8/25/2021	3 years		
Title: Assistant Professor Classification: Tenure Track - Instructional Local Academic Unit: Global and Community Health (CHHS)					
Zaman	Ahmed Bin	8/25/2021	3 years		
Title: Term Assistant Classification: Term Local Academic Unit		C)			

Academic Programs, Diversity, and University Community Committee

September 30, 2021

LAST NAME	FIRST NAME	EFFECTIVE DATE	APPT LENGTH
Zane	Phillip C.	8/25/2021	1 year
Title: Term Assistant	Professor		
Classification: Term -	- Instructional		
Local Academic Unit	: Health Administration	and Policy (CHHS)	
Zhang	Linghan	8/25/2021	3 years
Zhang	Linghan	8/25/2021	3 years
Zhang Title: Assistant Profes	0	8/25/2021	3 years
	ssor	8/25/2021	3 years
Title: Assistant Profes Classification: Tenuro	ssor		3 years

Academic Programs, Diversity, and University Community Committee

September 30, 2021

LAST NAME	<u>FIRST NAME</u>	EFFECTIVE DATE
Adams	Alexandra M.	8/10/2021
Title: Athletic Train	ner	
Classification: At v	vill - Admin/Professional	
Local Academic Ur	nit: Intercollegiate Athletics	
Algenio	Emilie	7/19/2021
Title: Open Education	onal Resources and Scholarly C	Communications Lead
Classification: At w	vill - Admin/Professional	
Local Academic Un	it: University Libraries	
Archer	Ashley L.	7/6/2021
Title: Assessment an	nd Survey Coordinator	
Classification: At w	vill - Admin/Professional	
Local Academic Un	it: Institutional Effectiveness a	nd Planning (Provost)
Artis	Sharnnia	9/1/2021
Title: Vice Presiden	t, Diversity, Equity, and Inclusi	ion and Chief Diversity Officer
Classification: At w	vill - Admin/Professional	
Local Academic Un	it: Diversity, Equity, and Inclus	sion
Bear	Jacob E.	8/25/2021
Title: Director of Ci	reative Media, Men's Basketbal	11
Classification: At w	vill - Admin/Professional	
Local Academic Un	it: Intercollegiate Athletics	

Academic Programs, Diversity, and University Community Committee

September 30, 2021

APPOINTMENT OF ADMINSTRATIVE AND PROFESSIONAL FACULTY

LAST NAME	FIRST NAME	EFFECTIVE DATE
Beasley	Jaclyn C.	8/25/2021

Title: Assistant Director of Undergraduate Online Programs **Classification:** At will - Admin/Professional **Local Academic Unit:** School of Business

Berg	Skye	8/10/2021
Title: Assistant	Director Mason Autism Support	t Initiative (MASI)
Classification:	At will - Admin/Professional	
Local Academic	e Unit: Disability Services (UL))
Boateng	Ophelia K.	8/23/2021
Title: Lead Tead	cher-Twos Classroom	
Classification:	At will - Admin/Professional	
Local Academic	e Unit: Child Development Cen	ter
Bradford	Libby G.	6/25/2021
Title: Coordinat	or of Outreach and Student Care	er Management – Break Through Tech
Classification:	At will - Admin/Professional	
Local Academic	e Unit: Computer Science (CEC	
Bramble	Todd B.	6/25/2021
Title: Deputy A	thletic Director, Intercollegiate	Sports
Classification: A	At will - Admin/Professional	
Local Academic	e Unit: Intercollegiate Athletics	

Academic Programs, Diversity, and University Community Committee

September 30, 2021

APPOINTMENT OF ADMINSTRATIVE AND PROFESSIONAL FACULTY

LAST NAME	<u>FIRST NAME</u>	EFFECTIVE DATE
Bramley	Mary F.	6/16/2021

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

Bruening	Megan E.	7/19/2021
Title: Assistant l	Director of Graduate Fellowships	
Classification: A	At will - Admin/Professional	
Local Academic	Unit: Office of the Provost	
Bunting	Michael F.	9/20/2021
Title: Director of	f Research Development for Natio	onal Security
Classification: A	At will - Admin/Professional	
Local Academic	Unit: Office of Research, Innova	tion and Economic Impact
Campbell	Jeremy M.	7/10/2021
Title: Assistant I	Director for Strategic Engagement	, Institute for a Sustainable Earth
Classification: A	At will - Admin/Professional	
Local Academic	Unit: Office of Research, Innova	tion and Economic Impact
Chomitz	Isaac P.	7/25/2021
Title: Academic	Program Coordinator	
Classification: A	At will - Admin/Professional	
Local Academic	Unit: Global and Community He	alth (CHHS)

Academic Programs, Diversity, and University Community Committee

September 30, 2021

FIRST NAME	EFFECTIVE DATE
Elizabeth A.	6/10/2021
nselor	
Mercadi	5/25/2021
te	
Admin/Professional	
College of Engineering and Computing	g (CEC)
Raymond M.	6/14/2021
r, for Major Gifts	
Admin/Professional	
College of Humanities and Social Scie	ences
Noelle	6/14/2021
for Freedoment Deced Wisse	
mernational Programs and Services (UL)
Austin A.	8/25/2021
of Graduate Student Life	
Admin/Professional	
Graduate Student Life (UL)	
	Elizabeth A. Inselor Admin/Professional Office of the Provost Mercadi te Admin/Professional College of Engineering and Computing Raymond M. r, for Major Gifts Admin/Professional College of Humanities and Social Scient Noelle sor for Employment-Based Visas Admin/Professional International Programs and Services (1)

Academic Programs, Diversity, and University Community Committee

September 30, 2021

APPOINTMENT OF ADMINSTRATIVE AND PROFESSIONAL FACULTY

LAST NAME	FIRST NAME	EFFECTIVE DATE
DeSilva	Aysha	7/20/2021
Title: Psychology I	ntern	
Classification: At v	will - Admin/Professional	
Local Academic U	nit: Counseling and Psychologic	al Services (UL)
Dodge	Jason	7/25/2021
Title: ADVANCE	Director, Academic Initiatives &	c Services
Classification: At	will - Admin/Professional	
Local Academic U	nit: Office of the Provost	
Dulak-Sigler	Corey	3/25/2021
Title: Strength and	Conditioning Coach	
Classification: At	will - Admin/Professional	
Local Academic U	nit: Intercollegiate Athletics	

Ganguly Title: Licensing Associate Classification: At will - Admin/Professional Local Academic Unit: Office of Research, Innovation and Economic Impact Grace Malcolm C. 5/17/2021 Title: Deputy Athletic Director, Compliance and NCAA Governance

5/10/2021

Classification: At will - Admin/Professional

Local Academic Unit: Intercollegiate Athletics

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Academic Programs, Diversity, and University Community Committee

September 30, 2021

APPOINTMENT OF ADMINSTRATIVE AND PROFESSIONAL FACULTY

LAST NAME	<u>FIRST NAME</u>	EFFECTIVE DATE
Greene	Remington A.	8/2/2021

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

Grim	Cody E.	7/4/2021	
Title: Assistant D	virector of Residential Student Dev	velopment Initiatives	
Classification: A	t will - Admin/Professional		
Local Academic	Unit: Housing and Residence Life	(UL)	
Grossman	David G.	7/19/2021	
Title: Senior Dire	ector, Tech Transfer and Industry (Collaboration	
Classification: A	t will - Admin/Professional		
Local Academic	Unit: Office of Research, Innovati	on and Economic Impact	
Harden	LaToya	8/30/2021	
Title: Industry Ac	lvisor		
Classification: A	t will - Admin/Professional		

Local Academic Unit: University Career Services (UL)

Heinle	Sharon L.	1/21/2020
	Vice President and Controller	
	t will - Admin/Professional Unit: Fiscal Services (SVP)	

Academic Programs, Diversity, and University Community Committee

September 30, 2021

LAST NAME	<u>FIRST NAME</u>	EFFECTIVE DATE
Hetterson	Ronda	8/29/2021
Title: Director Hur	nan Resources - Facilities	
-	vill - Admin/Professional	
Local Academic Ur		
Hogan	Christine	6/21/2021
Title: Director, Prog	gram Management	
Classification: At v	vill - Admin/Professional	
Local Academic Ur	nit: Facilities	
Holloway	Chandra	7/26/2021
Title: Associate Re	-	
	vill - Admin/Professional	
Local Academic Ur	nit: Antonin Scalia Law School	
Howell	Sonya Y.	3/1/2021
Title: Director of Pa	ayroll	
Classification: At v	vill - Admin/Professional	
Local Academic Ur	it: Human Resources and Payroll	
Hudson	Michael O	7/4/2021
Title: Community D	Director	
2	vill - Admin/Professional	
	it: Housing and Residence Life (UL)	
Local require of		

Academic Programs, Diversity, and University Community Committee

September 30, 2021

LAST NAME	FIRST NAME	EFFECTIVE DATE
Jordan	Shannon N.	8/9/2021
Title: Associate Dear	n and Chief Housing Officer	
Classification: At wi	ill - Admin/Professional	
Local Academic Uni	it: Housing and Residence Life (UL)	
Keating	Benjamin	7/12/2021
Title: Community Di	rector	
Classification: At with	ill - Admin/Professional	
Local Academic Uni	it: Housing and Residence Life (UL)	
Kessler	Benjamin A.	9/7/2021
Title: Research Com	munications and Outreach Officer	
Classification: At wi	ill - Admin/Professional	
Local Academic Uni	t: School of Business	
Kidd	David M.	7/25/2021
Title: University Bui	lding Official	
Classification: At wi	ill - Admin/Professional	
Local Academic Uni	t: Facilities	
Kirkstadt	Nicholas	8/2/2021
Title: Assistant Direc	ctor of Care and Outreach	
Classification: At wi	ill - Admin/Professional	
Local Academic Uni	t: Housing and Residence Life (UL)	

Academic Programs, Diversity, and University Community Committee

September 30, 2021

APPOINTMENT OF ADMINSTRATIVE AND PROFESSIONAL FACULTY

LAST NAME	FIRST NAME	EFFECTIVE DATE
Lauren	Jaime	9/7/2021

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

Lee	Christina K.	3/8/2021
Title: Assistant Di	rector of Co-Curricular Assessm	nent
Classification: At	will - Admin/Professional	
Local Academic U	Jnit: University Life	
Lieber	Andrew S.	8/10/2021
	ciate Athletic Director, Capital I	Planning, Facilities and Events
	will - Admin/Professional	
Local Academic U	Jnit: Intercollegiate Athletics	
Lyons	Merrily	8/30/2021
Title: Athletic Tra	iner Resident	
Classification: At	will - Admin/Professional	
Local Academic U	Jnit: Intercollegiate Athletics	
Magelssen	Alice	7/10/2021
Title: Watershed I	Lit Associate Director	
Classification: At	will - Admin/Professional	
Local Academic U	J nit: English (CHSS)	

Academic Programs, Diversity, and University Community Committee

September 30, 2021

LAST NAME	FIRST NAME	EFFECTIVE DATE
Mallory	Taylor	7/12/2021
Title: Community D	Director	
	vill - Admin/Professional	
Local Academic Ur	it: Housing and Residence Li	ife (UL)
Marble	Aldwyn	6/28/2021
Title: Associate Dir	ector of Development and Al	umni Relations
Classification: At w	vill - Admin/Professional	
Local Academic Ur	iit: School of Business	
Mastracci	Anthony	5/25/2021
Title: Associate Bu	dget Director	
Classification: At w	vill - Admin/Professional	
Local Academic Ur	it: Office of Budgeting and P	lanning
Mata	Nicholas A.	6/7/2021
Title: Assistant Coa	ch, Women's Volleyball	
Classification: At w	vill - Admin/Professional	
Local Academic Ur	it: Intercollegiate Athletics	
Miller	Hugh F.	3/25/2021
Title: Coordinator,	Office of Graduate Academic	Affairs
Classification: At w	vill - Admin/Professional	
Local Academic Ur	it: College of Engineering an	d Computing (CEC)

Academic Programs, Diversity, and University Community Committee

September 30, 2021

APPOINTMENT OF ADMINSTRATIVE AND PROFESSIONAL FACULTY

LAST NAME	FIRST NAME	EFFECTIVE DATE
Morong	Ryan C.	7/26/2021

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

Munoz	Lyndsey	6/7/2021	
Title: Assistant	Coach, Lacrosse		
Classification:	At will - Admin/Professional		
Local Academic	c Unit: Intercollegiate Athletics		
Parrish	James T.	6/25/2021	
Title: Assistant	Vice President of Corporate and Fou	indation Relations	
Classification:	At will - Admin/Professional		
Local Academic	c Unit: Advancement and Alumni Re	elations	
Paulsen	Sabrina A.	8/9/2021	
Title: Assistant	Coach, Rowing		
Classification:	At will - Admin/Professional		
Local Academic	c Unit: Intercollegiate Athletics		
Perera	Anne Marie	7/20/2021	
Title: Psycholog	gy Intern		
Classification:	At will - Admin/Professional		
Local Academic	c Unit: Counseling and Psychologica	al Services (UL)	

Academic Programs, Diversity, and University Community Committee

September 30, 2021

<u>LAST NAME</u> Petter	<u>FIRST NAME</u> Pascal	<u>EFFECTIVE DATE</u> 3/22/2021	
I cittei	i așcai	5,22,2021	
Title: Executive Direct	or of Auxiliary Services		
Classification: At will	- Admin/Professional		
Local Academic Unit:	Office of the Senior Vic	e President	
Polychronopoulos	Gina	5/3/2021	
Title: Associate Directo	or, Curricular Assessme	nt	
Classification: At will	- Admin/Professional		
Local Academic Unit:	Institutional Effectivene	ss and Planning (Provost)	
Porfirenko	Elizabeth C.	7/26/2021	
Title: Instructional Desi	igner		
Classification: At will	- Admin/Professional		
Local Academic Unit:	Office of the Provost		
Promisel	Pamela	8/16/2021	
Title: Manager			
Classification: At will	- Admin/Professional		
Local Academic Unit:	Office of the Senior Vic	e President	
Reksulak	Michael	6/26/2021	
Title: Acting Director of	f Graduate Masters Onl	ine Program	
Classification: At will - Admin/Professional			
Local Academic Unit:	Antonin Scalia Law Sch	lool	

Academic Programs, Diversity, and University Community Committee

September 30, 2021

<u>LAST NAME</u> Richardson	<u>FIRST NAME</u> Matthew	<u>EFFECTIVE DATE</u> 5/10/2021	
Title: Director, External Relations and Strategic Initiatives Classification: At will - Admin/Professional Local Academic Unit: Law and Economics Center (ASLS)			
Rollins	Christine	8/23/2021	
Title: Coordinator of Care and Outreach Classification: At will - Admin/Professional Local Academic Unit: Housing and Residence Life (UL)			
Ross-Walker	Justin M.	7/25/2021	
Title: Head Coach, Softball Classification: At will - Admin/Professional Local Academic Unit: Intercollegiate Athletics			
Sinclair	Scott	8/16/2021	
Title: Assistant Coach, Women's Soccer Classification: At will - Admin/Professional Local Academic Unit: Intercollegiate Athletics			
Slagle	Jamie T.	3/3/2021	
Title: Nurse Practitioner Classification: At will - Admin/Professional Local Academic Unit: Student Health Services (UL)			

Academic Programs, Diversity, and University Community Committee

September 30, 2021

APPOINTMENT OF ADMINSTRATIVE AND PROFESSIONAL FACULTY

LAST NAME	FIRST NAME	EFFECTIVE DATE
Small	Brian E.	8/1/2021
Title: Assistant Coa	ach, Lacrosse	
Classification: At v	vill - Admin/Professional	
Local Academic Un	nit: Intercollegiate Athletics	
Stahl	Catherine	8/10/2021
Title: Director, Gra	duate Student Academic Affairs	
Classification: At v	vill - Admin/Professional	

Local Academic Unit: Antonin Scalia Law School

Steele	Virginia	6/21/2021
Title: Director, P	rogram Management	
Classification: A	t will - Admin/Professional	
Local Academic	Unit: Facilities	
Stockdale	Rachel M.	8/30/2021
Title: Industry A	dvisor	
Classification: A	t will - Admin/Professional	
Local Academic	Unit: University Career Services (UL)
Tate	Dana	8/30/2021
Title: Director of	f Compliance, Financial Aid	
Classification: A	t will - Admin/Professional	
Local Academic	Unit: Intercollegiate Athletics	

Academic Programs, Diversity, and University Community Committee

September 30, 2021

LAST NAME	FIRST NAME	EFFECTIVE DATE		
Taylor	Jermaine	6/7/2021		
Title: Assistant Di	rector of Residential Communities			
	will - Admin/Professional			
	init: Housing and Residence Life (UL)			
Terrill	Ryan D.	8/1/2021		
Title: Assistant Co	bach, Baseball			
Classification: At	will - Admin/Professional			
Local Academic U	Init: Intercollegiate Athletics			
Thayer	Rebecca	3/15/2021		
1 1111 y 01	100000			
Title: Project Arch	ivist, James M. Buchanan Papers			
Classification: At	will - Admin/Professional			
Local Academic U	nit: University Libraries			
Trailer	Hanna R.	7/12/2021		
Title: Community	Director			
Classification: At	will - Admin/Professional			
Local Academic U	Init: Housing and Residence Life (UL)			
Trainor	Craig	8/9/2021		
Title: Judicial Edu	cation Program Director			
Classification: At will - Admin/Professional				
Local Academic U	nit: Antonin Scalia Law School			

Academic Programs, Diversity, and University Community Committee

September 30, 2021

APPOINTMENT OF ADMINSTRATIVE AND PROFESSIONAL FACULTY

LAST NAME	FIRST NAME	EFFECTIVE DATE
Waters	Nakia	8/2/2021
Title: Assistant Dir	ector for First-Generation Studer	nt Support
	will - Admin/Professional	

Local Academic Unit: First Gen+ Center (UL)

Weiss	Oliver	8/1/2021		
Title: Assistant	Coach, Men's Soccer			
Classification: A	At will - Admin/Professional			
Local Academic	Unit: Intercollegiate Athletics			
Williams	LaDonna L.	7/25/2021		
Title: Graduate	Clinical Coordinator			
Classification: A	At will - Admin/Professional			
Local Academic	e Unit: Nursing (CHHS)			
Willis	Dovan	7/14/2021		
Title: Communi	ty Director			
Classification: At will - Admin/Professional				
Local Academic	e Unit: Housing and Residence Life (UL)			
Wu	David M.	7/26/2021		
Title: Director o	of Operations			
Classification: A	At will - Admin/Professional			
Local Academic Unit: Antonin Scalia Law School				

Academic Programs, Diversity, and University Community Committee

September 30, 2021

APPOINTMENT OF ADMINSTRATIVE AND PROFESSIONAL FACULTY

LAST NAME	<u>FIRST NAME</u>	EFFECTIVE DATE
Ybarra	Desiree	8/25/2021

Title: Assistant Coach, Softball Classification: At will - Admin/Professional Local Academic Unit: Intercollegiate Athletics

Yildiz-Odeh	Aslihan	8/30/2021		
	rector, UNIV Courses and Pro will - Admin/Professional	ograms		
	nit: Office of the Provost			
Zahedi	Ziniya	7/26/2021		
Title: Project Mana	ager, Institute for Digital Innov	Ation		
Classification: At will - Admin/Professional				
Local Academic Unit: Office of Research, Innovation and Economic Impact				

Academic Programs, Diversity, and University Community Committee

September 30, 2021

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>
Aguirre	A. Alonso	8/25/2021	1 year
Title: Department (Chair		
Local Academic U	nit: Environmental Science	e and Policy (COS)	
Eckenwiler	Lisa	1/10/2022	3.5 years
Title: Department C	Chair		
Local Academic U	nit: Philosophy (CHSS)		
Emelianenko	Maria	8/25/2021	4 years
Title: Department C	Chair		
Local Academic U	nit: Mathematical Science	(COS)	
Oetjen	Cheryl A.	7/25/2021	2 years
Title: Interim Direc	tor		
Local Academic U	nit: Nursing (CHHS)		
Reedy	Karen	5/10/2021	3 years
Title: Director			
Local Academic U	nit: Dance (CVPA)		

Academic Programs, Diversity, and University Community Committee

September 30, 2021

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

LAST NAMEFIRST NAMEEFFECTIVE DATEAPPT LENGTHUhenMark8/25/20214 years

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

Academic Programs, Diversity, and University Community Committee

September 30, 2021

RENEWALS AND REAPPOINTMENTS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
Alvarez	Elissa	8/25/2021	1 year
Title: Term Assistar	nt Professor		
Classification: Instru	uctional		
Local Academic Un	it: Music (CVPA)		
Note(s): Additional	Title: Assistant Direc	ctor of Vocal Studies	
Andre	Matthew	8/25/2021	1 year
Title: Term Assistar	nt Professor		
Classification: Instru	uctional		
Local Academic Un	it: College of Educat	ion and Human Development	
Attie	Raphael	7/9/2021	< 1 year
	I		2
Title: Research Assi	stant Professor		
Classification: Rese	arch		
Local Academic Un	it: Physics and Astro	nomy (COS)	
		• • •	
Avramovic	Sanja	8/25/2021	1 year
111111110110	Sunju		-)
Title: Term Assistar	nt Professor		
Classification: Instru			
		ation and Policy (CHHS)	
		, ()	
Batheja	Sapna	8/25/2021	1 year
Datiitja	Sapiia	0/20/2021	i year
Title: Term Assistar	nt Professor		
Classification: Instru			
Local Academic Unit: Nutrition and Food Studies (CHHS)			
Elsen Academic Onte Authon and Food Statutes (CH115)			

Academic Programs, Diversity, and University Community Committee

September 30, 2021

RENEWALS AND REAPPOINTMENTS

<u>LAST NAME</u> Beckman	<u>FIRST NAME</u> Elizabeth E.	EFFECTIVE DATE 6/25/2022	<u>APPT LENGTH</u> 3 years
Classification: A	and Manuscripts Librarian Admin/Professional c Unit: University Libraries		
Benassi	Stephanie	8/25/2021	1 year
Title: Term Ass Classification: I Local Academic			
Blair	Virginia	6/25/2021	3 years
		• • •	
Blinstrub	Ashley	6/25/2021	3 years
Classification:	uccess and Inclusion Librarian Admin/Professional c Unit: University Libraries	1	
Booth	Jeanne	6/25/2021	3 years

Academic Programs, Diversity, and University Community Committee

September 30, 2021

LAST NAME	FIRST NAME	EFFECTIVE DATE	APPT LENGTH
Bopp	Melanie	6/25/2021	3 years
Title: Head, Acce	ess Service		
Classification: Ac	lmin/Professional		
Local Academic U	Unit: University Librarie	25	
Brown	Stephen F.	8/25/2021	1 year
Title: Term Assis	tant Professor		
Classification: Ins	structional		
Local Academic	Unit: Health Administrat	tion and Policy (CHHS)	
Campbell	Patrick	8/1/2021	1 year
Title: Research A	ssistant Professor		
Classification: Re	esearch		
Local Academic U	Unit: Center for Spatial I	nformation Science and Syste	ms (COS)
Carmack	Suzanne	8/25/2021	3 years
Title: Term Assis	tant Professor		
Classification: Ins			
	U nit: Global and Commu	unity Health (CHHS)	
Local Academic		inty ficatin (Cfff15)	
Cash	Benjamin A.	5/25/2021	1 year
Title: Research A	ssociate Professor		
Classification: Re			
Local Academic U	Unit: Center for Ocean-L	and-Atmosphere Studies (CO	S)

Academic Programs, Diversity, and University Community Committee

September 30, 2021

LAST NAME	FIRST NAME	EFFECTIVE DATE	<u>APPT LENGTH</u>
Casserly	Charles J.	8/25/2021	1 year
Title: Term Instruc Classification: Ins	tructional		
Local Academic U	nit: College of Educatio	on and Human Development	
Note(s): Additiona	al Title: Executive in Re	sidence	
Catona	Danielle	8/25/2021	3 years
Title: Term Assist Classification: Ins			
Local Academic U	nit: Global and Commu	inity Health (CHHS)	
Chang	Kathleen	8/25/2021	1 year
Title: Term Clinic	al Instructor		
Classification: Ins	tructional		
Local Academic U	nit: Nursing (CHHS)		
Chang (Lloyd)	Shanti E.	8/25/2021	3 years
Title: Term Assist	ant Professor		
Classification: Ins	tructional		
Local Academic U	nit: Nursing (CHHS)		
Chou	Joyce H.	6/10/2021	1 year
Title: Research As	ssociate (Instructor)		
Classification: Res	search		
Local Academic U	nit: Earth Observing an	nd Space Research (COS)	

Academic Programs, Diversity, and University Community Committee

September 30, 2021

LAST NAME	FIRST NAME	EFFECTIVE DATE	APPT LENGTH		
Davis	Michael	6/25/2021	3 years		
Title: Senior Lect	urer-In-Law (Term Instru	uctor)			
Classification: Ins	,				
Local Academic U	U nit: Antonin Scalia Lav	v School			
Davis	Joshua C.	6/25/2021	1 year		
Title: Term Assist	tant Professor				
Classification: Ins	structional				
Local Academic U	Unit: Smithsonian-Mason	n School of Conservation			
De Jong	Elisabeth	8/25/2021	3 years		
Title: Term Assoc					
Classification: Ins					
Local Academic U	Unit: Nutrition and Food	Studies (CHHS)			
Note(s): Previous	title: Term Assistant Pro	ofessor			
Del Popolo	Mary	8/25/2021	1 year		
Title: Term Assist	tant Professor				
Classification: Ins					
Local Academic U					
Dhokai	Niyati	6/25/2021	3 years		
Title: Research A					
Classification: Re					
Local Academic U	Unit: College of Visual a	nd Performing Arts			
Note(s): Previous title: Research Assistant Professor					

Academic Programs, Diversity, and University Community Committee

September 30, 2021

LAST NAME	FIRST NAME	EFFECTIVE DATE	<u>APPT LENGTH</u>
Dieterich	Robert O.	8/25/2021	3 years
Title: Term Assistant Classification: Instru Local Academic Uni		gn (CVPA)	
Drake Patrick	Jennifer	8/25/2021	1 year
Title: Term Assistant Classification: Instru Local Academic Uni	ictional	and Human Development	
Eaton	Lynn E.	6/25/2022	4 years
Classification: Admi	ial Collections Research n/Professional t: University Libraries	Center	
Eddo	Oladipo O.	8/25/2021	1 year
Title: Term Assistant Classification: Instru Local Academic Uni	ictional	and Human Development	
Eklou	Kossi	8/25/2021	1 year
Title: Term Assistant Classification: Instru Local Academic Uni	ictional		

Academic Programs, Diversity, and University Community Committee

September 30, 2021

<u>LAST NAME</u> Erfani	<u>FIRST NAME</u> Yassaman	<u>EFFECTIVE DATE</u> 8/25/2021	<u>APPT LENGTH</u> 1 year			
Errani Yassaman 8/23/2021 Tyeat Title: Term Instructor Classification: Instructional Local Academic Unit: Biomedical Sciences Program (COS) Note(s): Additional Title: Supplemental Faculty						
Fahringer	Alyssa	6/25/2022	2 years			
Classification: A	nolarship Consultant .dmin/Professional Unit: University Librarie	'S				
Folan	Kerry	8/25/2021	3 years			
Title: Term Assi Classification: In Local Academic						
Foreman	Kenneth	8/25/2021	1 year			
Title: Term Associate Professor Classification: Instructional Local Academic Unit: Chemistry and Biochemistry (COS)						
Freedman	Daniel B.	6/25/2021	1 year			

Academic Programs, Diversity, and University Community Committee

September 30, 2021

LAST NAME	FIRST NAME	EFFECTIVE DATE	APPT LENGTH
Gafurov	Boris	12/20/2021	1 year
Title: Research A	ssistant Professor		
Classification: Re	esearch		
Local Academic	Unit: College of Education	on and Human Development	
Gillam	Robert	8/25/2021	3 years
Title: Term Asso	ciate Professor		
Classification: In	structional		
Local Academic	Unit: Music (CVPA)		
Goldenthal	Ariel	8/25/2021	3 years
Title: Term Assis	stant Professor		
Classification: In	structional		
Local Academic	Unit: English (CHSS)		
Goodknight	Adrienne	8/25/2021	1 year
Title: Term Instru	ictor		
Classification: In	structional		
Local Academic	Unit: Nursing (CHHS)		
Gorsuch	Neil M.	6/25/2021	4 years
Title: Term Visiti	ng Professor		
Classification: In	structional		
Local Academic	Unit: Antonin Scalia Lav	v School	

Academic Programs, Diversity, and University Community Committee

September 30, 2021

<u>LAST NAME</u> Green-Lawson	<u>FIRST NAME</u> Zakevia	EFFECTIVE DATE 6/25/2021	APPT LENGTH 1 year				
Classification: Instr	Title: Term Assistant Professor Classification: Instructional Local Academic Unit: Health Administration and Policy (CHHS)						
Haas	Tanya	5/25/2021	> 1 year				
Classification: Instr Local Academic Un	Title: Term Assistant Professor Classification: Instructional Local Academic Unit: Nursing (CHHS) Note(s): Additional Title: Undergraduate Division Director						
Haspel Jr.	Donald P.	8/25/2021	3 years				
Title: Term Assistant Professor Classification: Instructional Local Academic Unit: English (CHSS)							
Hayden	Michael V.	8/25/2021	3 years				
Title: Distinguished Visiting Professor Classification: Instructional Local Academic Unit: Schar School of Policy and Government							
Heilbrun	David	6/25/2021	2 years				
Title: Metadata Librarian Classification: Admin/Professional Local Academic Unit: University Libraries							

Academic Programs, Diversity, and University Community Committee

September 30, 2021

LAST NAME	FIRST NAME	EFFECTIVE DATE	<u>APPT LENGTH</u>		
Henson	JoAnn	6/25/2021	4 years		
Classification: Adm	it: University Libraries				
Huang	June	8/25/2021	3 years		
Title: Term Assistar Classification: Instru Local Academic Un	uctional it: Music (CVPA)				
	Title: Director of String				
Huddleston	Kathi C.	8/25/2021	1 year		
Classification: Rese	h Associate Professor earch it: College of Health an	d Human Services			
Hunter	Michael	6/25/2021	2 years		
Title: Resource Sharing Librarian Classification: Admin/Professional Local Academic Unit: University Libraries					
Johnson	Tyrel James	7/18/2021	1 year		
Title: Research Associate Professor Classification: Research Local Academic Unit: Physics and Astronomy (COS)					

Academic Programs, Diversity, and University Community Committee

September 30, 2021

LAST NAME	FIRST NAME	EFFECTIVE DATE	APPT LENGTH
Jones	Rebecca	6/25/2021	5 years
Title: Term Profess Classification: Instr Local Academic Un	or uctional hit: Chemistry and Biod tle: Term Associate Pr Kevin	chemistry (COS)	5 years 1 year
Local Academic Un	it: School of Business		
Note(s): Additional	Title: Program Directo	or of Master of Science in Acc	counting
Jorgenson	Linn	8/25/2021	1 year
Title: Term Associa Classification: Instr Local Academic Un	uctional	on and Human Development	
Kauzlarich	Richard	8/25/2021	1 year
	uctional iit: Schar School of Po	licy and Government the Center for Energy Science	and Policy
Kelley	Owen A.	6/10/2021	1 year
Title: Research Ass Classification: Rese	istant Professor earch	nd Space Research (COS)	

Academic Programs, Diversity, and University Community Committee

September 30, 2021

LAST NAME	FIRST NAME	EFFECTIVE DATE	APPT LENGTH		
Kirker	Maoria J.	6/25/2021	4 years		
Title: Lead, Teaching Classification: Admir Local Academic Unit Note(s): Promotion to	n/Professional : University Libraries				
		(10/0001	1		
Kolbe	Patrick V.	6/10/2021	1 year		
Title: Research Assist Classification: Resear Local Academic Unit		pace Research (COS)			
Krout	Linda	8/25/2021	1 year		
Title: Term Instructor Classification: Instruc Local Academic Unit	ctional College of Education ar	nd Human Development			
Kwiatkowski	John	6/10/2021	1 year		
Title: Research Professor Classification: Research Local Academic Unit: Earth Observing and Space Research (COS)					
LaCharite	Kerri	8/25/2021	3 years		
Title: Term Assistant Classification: Instruc Local Academic Unit		dies (CHHS)			

Academic Programs, Diversity, and University Community Committee

September 30, 2021

LAST NAME	FIRST NAME	EFFECTIVE DATE	APPT LENGTH			
Lahm	Sally	6/25/2021	1 year			
Title: Research Associate Professor Classification: Research Local Academic Unit: Global and Community Health (CHHS)						
Lam	Margaret	6/25/2022	3 years			
Classification: Adm	Title: Physical Sciences and STEM Data Librarian Classification: Admin/Professional Local Academic Unit: University Libraries					
Landry	Elena	6/25/2022	3 years			
Classification: Adm	Title: Global Programs and Foreign Languages Librarian Classification: Admin/Professional Local Academic Unit: University Libraries					
Leak	Carl E.	6/25/2021	4 years			
Title: Life Sciences Librarian Classification: Admin/Professional Local Academic Unit: University Libraries						
Note(s): Promotion	to Librarian III					
Lebowitz	Josiah T.	8/25/2021	1 year			
Title: Term Assistant Professor Classification: Instructional Local Academic Unit: Computer Game Design (CVPA)						

Academic Programs, Diversity, and University Community Committee

September 30, 2021

LAST NAME	FIRST NAME	EFFECTIVE DATE	APPT LENGTH
Lemmons	David	6/25/2021	3 years
Title: Instruction Co Classification: Adm Local Academic Un		3	
Lewis	Jocelyn A.	6/25/2022	2 years
Title: Head, Resour Classification: Adm Local Academic Un	1	3	
MacVaugh	Kimberly	6/25/2021	2 years
Classification: Adm	overnment Librarian nin/Professional nit: University Libraries	3	
Madison	Sorina O.	8/25/2021	1 year
Title: Term Assista Classification: Inst Local Academic Un		on and Policy (CHHS)	
Magee	Christopher D.	6/25/2022	2 years
Title: Social Science Classification: Adm Local Academic Un		5	

Academic Programs, Diversity, and University Community Committee

September 30, 2021

LAST NAME	FIRST NAME	EFFECTIVE DATE	<u>APPT LENGTH</u>
Marshall	Maureen	8/25/2021	1 year
T '41. T			
Title: Term Assista			
Classification: Inst			
Local Academic U	nit: College of Education	on and Human Development	
	D. () (6/10/2021	1
McCaughey	Patricia	0/10/2021	1 year
Title: Research As	sistant Professor		
Classification: Res	earch		
Local Academic U	nit: Earth Observing an	nd Space Research (COS)	
Messier	Jennifer A.	8/25/2021	3 years
Title: Term Assista	ant Professor		
Classification: Inst	ructional		
Local Academic U	nit: English (CHSS)		
Middle	Beverly	8/25/2021	3 years
Title: Term Associ	ate Professor		
Classification: Inst	ructional		
Local Academic U	nit: Nursing (CHHS)		
Note(s): Previous t	itle: Term Assistant Pro	ofessor	
Mitchell	Jonathan	6/10/2021	1 year
wittenen	JUIIALIIAII	0/10/2021	i yeai
Title: Research As	sociate (Instructor)		
Classification: Res	search		
Local Academic U	nit: Earth Observing an	nd Space Research (COS)	

Academic Programs, Diversity, and University Community Committee

September 30, 2021

LAST NAME	FIRST NAME	EFFECTIVE DATE	APPT LENGTH		
Nelson	George	4/1/2021	1 year		
Title: Research As	ssociate (Instructor)				
Classification: Re					
Local Academic U	Jnit: Physics and Astron	omy (COS)			
Nguyen	Quyen	6/10/2021	1 year		
Title: Research As	ssociate (Instructor)				
Classification: Re	search				
Local Academic U	Jnit: Earth Observing ar	nd Space Research (COS)			
O'Brien	Kristen Merrill	8/25/2021	1 year		
Title: Term Assist					
Classification: Ins					
Local Academic U	Jnit: College of Education	on and Human Development			
Pettibon	Audrey S.	8/25/2021	3 years		
T: (]					
Title: Term Instruction: Instru					
Local Academic U	J nit: English (CHSS)				
		0/25/2021	2		
Piccione	Paul E.	8/25/2021	3 years		
Title: Term Assist	ant Professor				
Classification: Ins					
		esign (CVPA)			
Local Academic Unit: Computer Game Design (CVPA)					

Academic Programs, Diversity, and University Community Committee

September 30, 2021

LAST NAME	FIRST NAME	EFFECTIVE DATE	APPT LENGTH
Poonacha	Kavery	8/25/2021	1 year
Title: Term Instructor			
Classification: Instruc			
Local Academic Unit	: Biomedical Science	es Program (COS)	
Popescu	Saskia	8/25/2021	3 years
T:41 T A	Desferre		
Title: Term Assistant			
Classification: Instruc			
Local Academic Unit	: Schar School of Po	licy and Government	
Rancourt	Emily D.	8/25/2021	3 years
Title: Term Associate			
Classification: Instruc	ctional		
Local Academic Unit	: Forensic Science P	rogram (COS)	
		- / / /	
Riggleman-Harman	Angelina	5/25/2021	2 Years
Title: Term Assistant	Professor		
Classification: Instrue			
Local Academic Unit			
Local Academic Unit	• Nursing (CHHS)		
Note(s): Additional T	itle: Graduate Progra	ams Division Director	
Rioux-Bailey	Carmen	8/25/2021	1 year
			<i>j</i>
Title: Term Instructor			
Classification: Instruc	ctional		
Local Academic Unit	: College of Education	on and Human Development	

Academic Programs, Diversity, and University Community Committee

September 30, 2021

LAST NAME	FIRST NAME	EFFECTIVE DATE	APPT LENGTH				
Roy	Pritha	8/25/2021	1 year				
Title: Term Assistant Professor Classification: Instructional Local Academic Unit: Chemistry and Biochemistry (COS)							
Locui i cuucinie (inter enemistry und Dio	cos)					
Rule	Kimberly	8/25/2021	3 years				
Title: Term Assoc	ciate Professor						
Classification: Ins	structional						
Local Academic U	J nit: Forensic Science P	rogram (COS)					
Schubel	Dorothee	6/25/2021	2 years				
Classification: Ad	nd Cataloging Librarian Imin/Professional J nit: University Librarie	25					
Sheingold	Brenda	6/25/2021	1 year				
Title: Term Associate Professor Classification: Instructional Local Academic Unit: Health Administration and Policy (CHHS)							
Spitler	Jasmine	6/25/2021	2 years				
Title: Assessment Librarian Classification: Admin/Professional Local Academic Unit: University Libraries							

Academic Programs, Diversity, and University Community Committee

September 30, 2021

LAST NAME	FIRST NAME	EFFECTIVE DATE	APPT LENGTH				
Stabile	Bonnie B.	8/25/2021	1 year				
Classification: Ins Local Academic U	Title: Term Associate Professor Classification: Instructional Local Academic Unit: Schar School of Policy and Government						
Note(s): Additiona Program	al Title: Associate Dean	for Student and Academic Af	fairs; Director MPA				
Stevens	Andrew	6/25/2022	3 years				
Classification: Ad	ations and Services Lib min/Professional J nit: University Librarie						
Stocker	Anton	6/10/2021	1 year				
Classification: Re	Title: Research Assistant Professor Classification: Research Local Academic Unit: Earth Observing and Space Research (COS)						
Stout	John	6/10/2021	1 year				
Title: Research Associate Professor Classification: Research Local Academic Unit: Earth Observing and Space Research (COS)							
Sturrock	Alan	8/25/2021	1 year				
Title: Term Assistant Professor Classification: Instructional Local Academic Unit: College of Education and Human Development							

Academic Programs, Diversity, and University Community Committee

September 30, 2021

LAST NAME	FIRST NAME	EFFECTIVE DATE	<u>APPT LENGTH</u>
Sullivan	Amy	6/25/2022	3 years
Title: Head, Preserva	ation Services		
Classification: Admi	n/Professional		
Local Academic Uni	t: University Librarie	2S	
Swenson	Erik T.	8/25/2021	<1 year
Title Descent Assi			
Title: Research Assis			
Classification: Resea			、
Local Academic Uni	t: Center for Ocean-L	and-Atmosphere Studies (COS)
		(110)0001	1
Velauthapillai	Balendran	6/10/2021	1 year
Title: Research Asso	ciate (Instructor)		
Classification: Resea	· · · · · ·		
		nd Space Research (COS)	
	0		
Waithaka	Eric N.	8/25/2021	1 year
			5
Title: Term Assistant	t Professor		
Classification: Instru	ictional		
Local Academic Uni	t: Social Work (CHH	IS)	
Watkins	Trevor U.	6/25/2021	4 years
			-
Title: Teaching and (Dutreach Librarian		
Classification: Admi	n/Professional		
Local Academic Uni	t: University Librarie	es	
	-		
Note(s): Promotion to	o Librarian III		

Academic Programs, Diversity, and University Community Committee

September 30, 2021

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>	
Yang	Wenli	5/25/2021	1 year	
Title: Research Pro	fessor			
Classification: Rese	earch			
Local Academic Ur	nit: Center for Spatial I	nformation Science and System	ms (COS)	
Yousefi	Melanie	6/25/2021	3 years	
			5	
Title: Term Assista	nt Professor			
Classification: Instr	ructional			
Local Academic Ur	nit: Nursing (CHHS)			
	- · · ·			
Zhou	Weidong	9/25/2021	1 year	
	-			
Title: Research Ass	ociate Professor			
Classification: Rese	earch			
Local Academic Ur	nit: Center for Applied	Proteomics and Molecular M	edicine (COS)	

Academic Programs, Diversity, and University Community Committee

September 30, 2021

<u>LAST NAME</u> Abiko	<u>FIRST NAME</u> Geneva Reynaga	<u>TYPE</u> Resignation	<u>EFFECTIVE DATE</u> 07/30/2021			
Title: Associate Director, Clinical Services Classification: At will - Admin/Professional Local Academic Unit: Counseling and Psychological Services (UL)						
Anderson	Randy	Retirement	06/24/2021			
Title: Director of Process and Planning Classification: At will - Admin/Professional Local Academic Unit: Information Technology Services						
Atkinson	Jennifer	Retirement	05/24/2021			
Classification: Ten	Title: Professor without Term Classification: Tenured (without term) - Instructional Local Academic Unit: English (CHSS)					
Bailey	Kaci D.	Resignation	04/19/2021			
Title: Assistant Coach, Women's Basketball Classification: At will - Admin/Professional Local Academic Unit: Intercollegiate Athletics						
Barnes	Tiwana	Resignation	04/24/2021			
Title: Equal Opportunity & Diversity Specialist Classification: At will - Admin/Professional Local Academic Unit: Compliance, Diversity, and Ethics						

Academic Programs, Diversity, and University Community Committee

September 30, 2021

LAST NAME	FIRST NAME	<u>TYPE</u>	EFFECTIVE DATE		
Belanger	Ilissa	Retirement	09/24/2021		
Classification: At wi	ate Director, Career Services a ill - Admin/Professional it: Antonin Scalia Law School		Externship Programs		
Bicking	Dina K.	Resignation	03/05/2021		
 Title: Coordinator for Student Support and Technology Innovation Classification: At will - Admin/Professional Local Academic Unit: Student Support and Advocacy Center (UL) Note(s): Ms. Bicking has accepted a position with NCHERM Group, LLC (TNG). 					
Blake	Brandi J.	Resignation	06/09/2021		
	ector ill - Admin/Professional it: Diversity, Inclusion and Mu	ulticultural Educatio	on (UL)		
Bondok	Doaa	Resignation	01/30/2021		
Title: Term Assistant Professor Classification: Term - Instructional Local Academic Unit: Civil, Environmental and Infrastructure Engineering (CEC)					
Bruce	Scott A.	Resignation	05/24/2021		
Title: Assistant Profe Classification: Tenux Local Academic Uni	re track - Instructional				

Academic Programs, Diversity, and University Community Committee

September 30, 2021

LAST NAME	<u>FIRST NAME</u>	<u>TYPE</u>	EFFECTIVE DATE		
Bryant	Valentino	Resignation	09/03/2021		
Title: Director of Ac	lvancement, Honors College				
Classification: At w	ill - Admin/Professional				
Local Academic Un	it: Advancement and Alumn	i Relations			
Cabrera	Alfonso	Resignation	08/27/2021		
Title: Associate Dire	ector, Mechanical and Energ	y Systems			
Classification: At w	ill - Admin/Professional				
Local Academic Un	it: Facilities				
Note(s): Mr. Cabrer	a has accepted a position wi	th the Federal Govern	nment.		
Carney	Thomas	Resignation	04/23/2021		
-					
Title: Coordinator of	f Residential Academic Enga	agement			
Classification: At w	ill - Admin/Professional				
Local Academic Un	it: Housing and Residence L	ife (UL)			
Casperson	Katelyn	Resignation	07/30/2021		
Ĩ	v	C			
Title: Mason Life En	nployment Adult Services C	oordinator			
Classification: At w	ill - Admin/Professional				
Local Academic Un	it: College of Education and	Human Developmen	t		
Chen	Xue	Resignation	05/24/2021		
		6			
Title: Assistant Prof	essor				
	re track - Instructional				
	it: Computer Science (CEC)				
Elocal Academic Ont. Computer Science (CEC)					

Academic Programs, Diversity, and University Community Committee

September 30, 2021

LAST NAME	FIRST NAME	TYPE	EFFECTIVE DATE			
Chrosniak	Linda	Retirement	05/24/2021			
Title: Term Professor Classification: Term - Local Academic Unit						
Clemons	Thomas M.	Resignation	05/24/2021			
Title: Term Associate Professor Classification: Term - Instructional Local Academic Unit: Systems Engineering and Operations Research (CEC)						
Coleman	Sandra	Retirement	07/16/2021			
Title: Lead Teacher Classification: At will - Admin/Professional Local Academic Unit: Human Resources and Payroll						
Cooke	Jennifer M.	Resignation	07/30/2021			
Title: Athletic Trainer Classification: At will - Admin/Professional Local Academic Unit: Intercollegiate Athletics						
Corcoran	Kathleen M.	Resignation	06/26/2021			
Title: Director, Communications Classification: At will - Admin/Professional Local Academic Unit: Antonin Scalia Law School						

Academic Programs, Diversity, and University Community Committee

September 30, 2021

LAST NAME Cotton	<u>FIRST NAME</u> Eboni S.	<u>TYPE</u> Resignation	<u>EFFECTIVE DATE</u> 08/25/2021			
Title: Project Manager, Student Experience Redesign Classification: At will - Admin/Professional Local Academic Unit: Office of the Provost						
Crooks	Andrew	Resignation	05/24/2021			
Classification: Ten	Title: Associate Professor without Term Classification: Tenured (without term) - Instructional Local Academic Unit: Computational and Data Sciences (COS)					
Curran	Zachary	Contract expiration	07/02/2021			
Title: Director of Basketball Operations, Men's Basketball Classification: At will - Admin/Professional Local Academic Unit: Intercollegiate Athletics						
Delgado	John	Resignation	02/05/2021			
Title: Assistant Strength & Conditioning Coordinator Classification: At will - Admin/Professional Local Academic Unit: Intercollegiate Athletics						
Disu	Gbemisola A.	Resignation	02/01/2021			
Title: Chief Business Officer for Mason Korea Classification: At will - Admin/Professional Local Academic Unit: Office of Global Strategy						

Academic Programs, Diversity, and University Community Committee

September 30, 2021

LAST NAME	<u>FIRST NAME</u>	<u>TYPE</u>	EFFECTIVE DATE
Dowd	Nicci	Resignation	07/09/2021
Classification: At y	chnical and Training Specia will - Admin/Professional nit: College of Education a		
Dowd	Cynthia	Resignation	06/02/2021
	oordinator/Advisor will - Admin/Professional nit: Intercollegiate Athletic	S	
Dunn	Robert T.	Contract expiration	08/18/2021
Classification: At v	ach, Women's Basketball will - Admin/Professional nit: Intercollegiate Athletic	s	
Duxbury	Thomas	Retirement	06/09/2021
Title: Research Pro Classification: Ter Local Academic U		v (COS)	
Elwood	Joan	Retirement	06/24/2021
Classification: At v	ch for the Mason Care Netw will - Admin/Professional nit: University Life	vork	

Academic Programs, Diversity, and University Community Committee

September 30, 2021

LAST NAME	FIRST NAME	<u>TYPE</u>	EFFECTIVE DATE
Endres	Benjamin	Resignation	08/06/2021
Classification: At w	ctor of Student Involvemen ill - Admin/Professional it: Student Involvement (U		
Engebretson	Stanley P.	Retirement	05/24/2021
Title: Professor Classification: At w Local Academic Un	ill - Admin/Professional it: Music (CVPA)		
Evans	Aysia	Resignation	06/09/2021
	irector ill - Admin/Professional it: Housing and Residence	e Life (UL)	
Farrell	Peter J.	Retirement	06/24/2021
Title: Term Instructo Classification: Term Local Academic Un		nd Technology (CEC)	
Fegley	Justin	Resignation	06/30/2021
	er ill - Admin/Professional it: Intercollegiate Athletic	S	

Academic Programs, Diversity, and University Community Committee

September 30, 2021

LAST NAME	FIRST NAME	<u>TYPE</u>	EFFECTIVE DATE
Fine	Pamela	Resignation	05/24/2021
Title: Term Assista			
Classification: Terr	n - Instructional		
Local Academic U	nit: Nursing (CHHS)		
Finn	T. Andrew	Retirement	05/24/2021
Title: Term Associ	ate Professor		
Classification: Terr	n - Instructional		
Local Academic U	nit: Communication (CHS	SS)	
Fullman	Aimee R.	Contract expiration	06/24/2021
Title: Term Assista	nt Professor		
Classification: Terr	n - Instructional		
Local Academic U	nit: Arts Management (C	VPA)	
Gallehr	Donald R.	Retirement	05/24/2021
	ofessor without Term		
Classification: Ten	ured (without term) - Instr	ructional	
Local Academic U	nit: English (CHSS)		
Gibson	Brian	Resignation	06/30/2021
	rector, Global Education		
Classification: At v	vill - Admin/Professional		
Local Academic U	nit: Office of the Provost		
Note(s): Mr. Gibso	n has accepted a position	with the University of Utah	1.

Academic Programs, Diversity, and University Community Committee

September 30, 2021

LAST NAME	FIRST NAME	TYPE	EFFECTIVE DATE
Giddings	Kristina	Resignation	05/14/2021
Classification: At wil	Director, Legal, Compliand l - Admin/Professional : Intercollegiate Athletics	ee and NCAA Governa	ance
Giwa-Lawal	Kudirat O.	Resignation	07/30/2021
	niversity Coordinator l - Admin/Professional : College of Education and I	Human Development	
Goldin	Steven	Resignation	07/30/2021
Classification: At wil	gic Real Estate Initiatives I - Admin/Professional : Office of the Senior Vice I	President	
Goodwin	Stephen H.	Retirement	05/24/2021
Title: Professor witho Classification: Tenure Local Academic Unit	ed (without term) - Instructio	nal	
Hedrick	Nicole	Contract expiration	07/19/2021
	rn l - Admin/Professional : Counseling and Psycholog	cical Services (UL)	

Academic Programs, Diversity, and University Community Committee

September 30, 2021

LAST NAME	FIRST NAME	<u>TYPE</u>	EFFECTIVE DATE
Herr	Adam	Resignation	04/09/2020
	niversity Auditor will - Admin/Professiona		
	5		
Hilton	Kheia D.	Resignation	06/17/2021
Classification: At	, Multicultural Outreach a will - Admin/Professiona J nit: Counseling and Psyc	1	
Holland	Christopher	Contract expiration	06/24/2021
Title: Assistant to	the VP of University Life		
Classification: At	will - Admin/Professiona	1	
Local Academic U	nit: Housing and Resider	nce Life (UL)	
Hook	Kristina	Resignation	08/06/2021
Title: Research As	ssistant Professor		
Classification: Ter	m - Research		
Local Academic U	nit: Jimmy and Rosalyni	n Carter School for Peace an	d Conflict Resolution
Hopson	Mark	Resignation	05/24/2021
Title: Associate Pr	ofessor without Term		
Classification: Ter	nured (without term) - Inst	tructional	
Local Academic U	nit: Communication (CH	(SS)	

Academic Programs, Diversity, and University Community Committee

September 30, 2021

LAST NAME	FIRST NAME	<u>TYPE</u>	EFFECTIVE DATE			
Huang	Min	Contract expiration	02/25/2021			
Title: Research Assis Classification: Term Local Academic Unit Ibrahim Title: Term Instructor Classification: Term	tant Professor - Research t: College of Science Sara	Resignation	02/25/2021			
Jacobsen	Kathryn H.	Resignation	06/24/2021			
 Title: Professor without Term Classification: Tenured (without term) - Instructional Local Academic Unit: Global and Community Health (CHHS) Note(s): Dr. Jacobsen has accepted a position with the University of Richmond. 						
Jean	Jacob	Resignation	06/28/2021			
Title: Community Director Classification: At will - Admin/Professional Local Academic Unit: Housing and Residence Life (UL)						
Johnson	Susan	Retirement	06/24/2021			
Title: Associate Director, Experiential Learning and Staff Development Classification: At will - Admin/Professional Local Academic Unit: Mason Recreation (UL)						

Academic Programs, Diversity, and University Community Committee

September 30, 2021

LAST NAME	FIRST NAME	<u>TYPE</u>	EFFECTIVE DATE
Johnson	Elizabeth D.	Resignation	05/24/2021
Title: Term Associate Classification: Term - Local Academic Unit	Instructional		
Joseph	Maurice	Contract expiration	05/02/2021
Title: Assistant Coach Classification: At will Local Academic Unit			
Kentish	Shamika	Contract expiration	06/25/2021
Classification: At will	ic Director, Compliance I - Admin/Professional : Intercollegiate Athletics		
Kessler	Karyn E.	Resignation	06/24/2021
Classification: At will Local Academic Unit	etor for INTO George Maso I - Admin/Professional : INTO Mason (Provost) nas accepted a position with		fornia, Santa Barbara.
Kettlewell, Jr.	John H.	Contract expiration	03/28/2022
Title: Director, Tech & Classification: At will Local Academic Unit	- Admin/Professional		

Academic Programs, Diversity, and University Community Committee

September 30, 2021

LAST NAME	<u>FIRST NAME</u>	<u>TYPE</u>	EFFECTIVE DATE
Keyser	Randall	Retirement	05/24/2021
Title: Associate Pro	afessar		
	ured (without term) - Instructiona	1	
	nit: Global and Community Heal		
Local Academic Of	Int. Global and Community Hear	un (CIIIIS)	
Khan	Amir Ali	Resignation	02/13/2021
		8	
Title: Research Ass	sistant Professor		
Classification: Terr	n - Research		
Local Academic U	nit: Bioengineering (CEC)		
Kraner	Mark	Retirement	04/24/2021
Title: Executive Di	rector for Campus Retail Operati	ons	
Classification: At w	vill - Admin/Professional		
Local Academic U	nit: University Services		
Kuo	Ying-Ying	Resignation	06/07/2021
ixuo	1 mg-1 mg	resignation	00/07/2021
Title: Instructional	Designer and Learning Analyst		
	vill - Admin/Professional		
Local Academic U	nit: Office of the Provost		
Lancaster	Gillian	Retirement	04/23/2021
Title: Associate Dir	rector, Chief Investigator		
	vill - Admin/Professional		
Local Academic U	nit: Diversity, Equity, and Inclust	ion	
	5× 1 5×		

Academic Programs, Diversity, and University Community Committee

September 30, 2021

LAST NAME	FIRST NAME	<u>TYPE</u>	EFFECTIVE DATE	
Layendecker	Dennis	Retirement	08/24/2021	
Title: Heritage Chai				
Classification: At w	ill - Admin/Professional			
Local Academic Un	it: Music (CVPA)			
Lee	Hun	Resignation	05/24/2021	
Title: Associate Prot	fessor without Term			
Classification: Tenu	red (without term) - Instruction	onal		
Local Academic Un	it: School of Business			
Note(s): Dr. Lee has	accepted a position with Vil	llanova University .		
LePore	James	Retirement	05/24/2021	
Title: Professor				
Classification: Tenu	red (without term) - Instruction	onal		
Local Academic Un	it: Dance (CVPA)			
Lofaro	Daniel M	Contract expiration	05/24/2021	
		1		
Title: Assistant Prof	essor			
Classification: Tenu	re track - Instructional			
Local Academic Un	it: Electrical and Computer E	Engineering (CEC)		
	1	0 0 0		
Long	David R.	Retirement	07/24/2021	
LVIIS		reemonioni	0112112021	
Title: Director of Pla	anned Giving			
	ill - Admin/Professional			
		nt and Alumni Relatio	nc	
Local Academic Unit: The Office of Advancement and Alumni Relations				

Academic Programs, Diversity, and University Community Committee

September 30, 2021

LAST NAME	FIRST NAME	<u>TYPE</u>	EFFECTIVE DATE
Lukes	Laura	Resignation	07/30/2021
Title: Assistant Di	rector CTFE		
	will - Admin/Professiona	1	
	Init: Center for Teaching		
	Int. Center for Teaching	and I acuity Excentifice	
Mack	Asa	Resignation	08/27/2021
Title: Assistant Di	rector, Residential Comn	nunities	
Classification: At	will - Admin/Professiona	1	
Local Academic U	Init: Housing and Reside	nce Life (UL)	
Macrina	Amy P.	Resignation	05/24/2021
	·	-	
Title: Term Assist	ant Professor		
Classification: Ter	m - Instructional		
Local Academic U	nit: Mathematical Scien	ce (COS)	
Magnant	Paul F.	Contract expiration	05/24/2021
Title: Term Instruc	etor		
Classification: Ter	m - Instructional		
Local Academic U	Init: College of Education	n and Human Development	
Magni	Ruben	Resignation	07/05/2021
Title: Research As	ssistant Professor		
Classification: Ter			
		Proteomics and Molecular M	Aedicine (COS)
LUCAI ACAUCIIIIC U	m. Center for Applied	Toteonnes and Molecular N	medicine (COS)

Academic Programs, Diversity, and University Community Committee

September 30, 2021

LAST NAME	FIRST NAME	<u>TYPE</u>	EFFECTIVE DATE
Marsh	Jay W.	Retirement	06/24/2021
Classification: At v	ciate Athletic Director will - Admin/Professional fnit: Intercollegiate Athletics		
McClendon	Riccardo	Resignation	06/23/2021
	irector will - Admin/Professional Init: Student Centers (UL)		
McNamee	Kevin W.	Retirement	06/24/2021
Classification: At y	Associate Athletic Director will - Admin/Professional fnit: Intercollegiate Athletics		
Merchant	Cora	Retirement	03/24/2021
	oordinator will - Admin/Professional fnit: College of Education and	Human Developmen	t
Milleson	Nyla	Resignation	04/09/2021
Classification: At	, Women's Basketball will - Admin/Professional fnit: Intercollegiate Athletics		

Academic Programs, Diversity, and University Community Committee

September 30, 2021

SEPARATIONS

LAST NAME	FIRST NAME	TYPE	EFFECTIVE DATE
Mueller	Claudius	Resignation	08/31/2021
Title: Desearch	Associate Professor		
Classification:			
		notoomics and Malacular	Madiaina (COS)
Local Academic	e Unit: Center for Applied Pr	foleomics and wholecular	Medicine (COS)
Murray	Kevin	Retirement	08/24/2021
wiuiiay	IXCVIII	Retirement	00/24/2021
Title: Managing	Director		
	At will - Admin/Professional		
Local Academic	e Unit: Theater (CVPA)		
Musfeldt	Scott T.	Resignation	05/28/2021
		C	
Title: Term Inst	ructor		
Classification :	Ferm - Instructional		
Local Academic	e Unit: INTO Mason (Provos	st)	
Note(s): Mr. Mu	usfeldt has accepted a positio	n with the University of	Massachusetts, Lowell.
Neaves	Tonya	Resignation	05/24/2021
Title: Research	Assistant Professor		
Classification:	Ferm - Research		
Local Academic	e Unit: Schar School of Polic	y and Government	
Neily	Clark	Resignation	06/01/2021
·		-	
Title: Director of	of Liberty and Law Center's P	Public Interest Litigation	and Advocacy
Classification: A	At will - Admin/Professional		
Local Academic	e Unit: Antonin Scalia Law S	School	

Note(s): Professor Neily has accepted a position with the Cato Institute .

Academic Programs, Diversity, and University Community Committee

September 30, 2021

LAST NAME	<u>FIRST NAME</u>	<u>TYPE</u>	EFFECTIVE DATE	
Ngongba	Tajama	Resignation	05/07/2021	
Classification: At w	ch, Women's Basketball ill - Admin/Professional it: Intercollegiate Athletics			
Okoromoba	Otome	Contract expiration	05/24/2021	
Title: Term Assistant Professor Classification: Term - Instructional Local Academic Unit: Chemistry and Biochemistry (COS)				
Onyemachi	Pleasure N.	Resignation	08/04/2021	
Title: Lead Teacher- 3's Classroom Classification: At will - Admin/Professional Local Academic Unit: Child Development Center				
O'Rourke	Lisa	Resignation	08/24/2021	
Title: Director, Marketing Classification: At will - Admin/Professional Local Academic Unit: Administative Offices Other				
Osborn-Harrison	Denise G.	Resignation	06/24/2021	
Title: Term Assistant Professor Classification: Term - Instructional Local Academic Unit: Health Administration and Policy (CHHS)				

Academic Programs, Diversity, and University Community Committee

September 30, 2021

LAST NAME	FIRST NAME	<u>TYPE</u>	EFFECTIVE DATE	
Paulsen	David	Contract expiration	03/16/2021	
Title: Head Coach, Men's Basketbal Classification: At will - Admin/Professional Local Academic Unit: Intercollegiate Athletics				
Pickens	Nancy	Retirement	06/19/2021	
Title: Project Manager Classification: At will - Admin/Professional Local Academic Unit: Facilities Administration				
Plater	Alexis	Resignation	03/31/2021	
Title: Community Director Classification: At will - Admin/Professional Local Academic Unit: Housing and Residence Life (UL)				
Powell	Walter	Resignation	05/24/2021	
Title: Term Assistant Professor Classification: Term - Instructional Local Academic Unit: Cyber Security Engineering (CEC)				
Price	Elizabeth	Retirement	05/24/2021	
Title: Associate Professor/Chair Dance Classification: At will - Admin/Professional Local Academic Unit: Dance (CVPA)				

Academic Programs, Diversity, and University Community Committee

September 30, 2021

LAST NAME	FIRST NAME	<u>TYPE</u>	EFFECTIVE DATE	
Prioleau	Ashlie	Resignation	03/01/2021	
Title: Executive Dire	octor for ADVANCE			
	Ill - Admin/Professional			
Local Academic Uni	it: Office of the Provost			
Pugh	Brian C.	Contract expiration	12/08/2021	
Title: Assistant Coad	ch, Baseball			
Classification: At wi	ll - Admin/Professional			
Local Academic Uni	it: Intercollegiate Athletics			
Ramirez-Gaston	Carolina I.	Resignation	06/04/2021	
Title: Industry Advis				
	ll - Admin/Professional			
Local Academic Uni	it: University Career Service	es (UL)		
Ratzlaff	Janet M.	Retirement	07/24/2021	
Title: Coordinator V	DOF ΤΤΑC			
	III - Admin/Professional			
	it: College of Education and	Human Development		
Local Academic Uni	a. Conege of Education and	Human Development		
Reiter	Merrill	Contract expiration	07/19/2021	
Title: Psychology Intern				
Classification: At will - Admin/Professional				
Local Academic Unit: Counseling and Psychological Services (UL)				

Academic Programs, Diversity, and University Community Committee

September 30, 2021

LAST NAME	FIRST NAME	<u>TYPE</u>	EFFECTIVE DATE	
Reksulak	Michael	Contract expiration	06/25/2021	
Title: Director, Onl	-			
Classification: At w	vill - Admin/Professional			
Local Academic U	nit: Antonin Scalia Law So	chool		
Rigg	Thomas	Contract expiration	07/19/2021	
Title: Psychology In	ntern			
	vill - Admin/Professional			
	nit: Counseling and Psych	ological Services (UL)		
	8			
Riskind	John	Retirement	05/24/2021	
	00111			
Title: Professor wit	hout Term			
Classification: Ten	ured (without term) - Instru	ictional		
Local Academic U	nit: Psychology (CHSS)			
Rogers	Paul	Resignation	05/24/2021	
Title: Associate Pro	ofessor without Term			
Classification: Ten	ured (without term) - Instru	ictional		
Local Academic U	nit: English (CHSS)			
Note(s): Dr. Rogers has accepted a position with the University of California, Santa Barbara.				
Rossheim	Matthew E.	Resignation	05/24/2021	
Title: Assistant Professor				
Classification: Tenure track - Instructional				
Local Academic Unit: Global and Community Health (CHHS)				

Academic Programs, Diversity, and University Community Committee

September 30, 2021

LAST NAME	FIRST NAME	<u>TYPE</u>	EFFECTIVE DATE
Roszkowski	Beth	Resignation	08/09/2021
Title: Head, Arlington Classification: At wil Local Academic Unit	l - Admin/Professional		
Rzengota	Christopher L.	Resignation	08/27/2021
	n l - Admin/Professional : Student Health Services (UL)		
Salinas	Armando	Resignation	07/31/2021
Title: Research Assist Classification: Term - Local Academic Unit			
Saltarelli	Danielle N.	Resignation	07/23/2021
Title: Certified Athletic Trainer Classification: At will - Admin/Professional Local Academic Unit: Intercollegiate Athletics			
Salvador Morales	Carolina	Resignation	02/15/2021
Local Academic Unit	essor ed (without term) - Instructional : Bioengineering (CEC) Morales has accepted a positio	on with the Nation	nal Institutes of Health

Academic Programs, Diversity, and University Community Committee

September 30, 2021

SEPARATIONS

LAST NAME	FIRST NAME	<u>TYPE</u>	EFFECTIVE DATE
Sandler	Michael	Resignation	07/15/2021

Title: Associate VP Communications Classification: At will - Admin/Professional Local Academic Unit: Communications and Marketing

Note(s): Mr. Sandler has accepted a position with the University of Colorado.

Sartorius	Jessica L.	Resignation	04/24/2021	
Title: Director,	Master of Science in Law Prog	gram		
Classification: A	At will - Admin/Professional			
Local Academi	c Unit: Antonin Scalia Law Sc	hool		
Schait	Emma	Resignation	06/25/2021	
Title: Assistant	Coach Women's Lacrosse			
Classification:	At will - Admin/Professional			
Local Academi	c Unit: Intercollegiate Athletic	S		
Schroader	Ashley	Resignation	02/18/2021	
Title: Financial	Aid Counselor			
Classification:	Classification: At will - Admin/Professional			
Local Academi	c Unit: Office of Student Finar	ncial Aid		
Shaw	Ute C.	Resignation	08/27/2021	
Title: Chief Bus	siness Officer			
Classification: At will - Admin/Professional				
Local Academic Unit: College of Science				

Academic Programs, Diversity, and University Community Committee

September 30, 2021

<u>LAST NAME</u> Shayka	<u>FIRST NAME</u> Ronald E.	<u>TYPE</u> Retirement	<u>EFFECTIVE DATE</u> 08/24/2021
Title: Senior Associate Athletic Director, Finance and Operations Classification: At will - Admin/Professional Local Academic Unit: Intercollegiate Athletics			
Soares Chafran	Liana	Contract expiration	03/30/2021
Title: Research Associate (Instructor) Classification: Term - Research Local Academic Unit: Chemistry and Biochemistry (COS)			
Souza	Eduardo	Contract expiration	08/14/2021
Title: Assistant Coach, Men's Soccer Classification: At will - Admin/Professional Local Academic Unit: Intercollegiate Athletics			
Stanford	Jennifer	Resignation	05/24/2021
Title: Special Assistant to the Interim Assistant Dean Classification: At will - Admin/Professional Local Academic Unit: Antonin Scalia Law School			
Stockwell	Susan	Retirement	01/04/2022
Title: Director Administrative Services Classification: At will - Admin/Professional Local Academic Unit: Information Technology Unit			

Academic Programs, Diversity, and University Community Committee

September 30, 2021

LAST NAME	<u>FIRST NAME</u>	<u>TYPE</u>	EFFECTIVE DATE	
Stokes	Amanda C.	Resignation	03/19/2021	
Title: Graduate Recruitment and Admissions Coordinator Classification: At will - Admin/Professional Local Academic Unit: College of Health and Human Services				
Stone	Samuel	Resignation	10/01/2021	
Title: Academic Coordinator Classification: At will - Admin/Professional Local Academic Unit: Intercollegiate Athletics				
Strahm	Jenna	Resignation	08/06/2021	
Title: Senior Marketing Associate Classification: At will - Admin/Professional Local Academic Unit: College of Education and Human Development				
Suarez	Victoria	Resignation	09/09/2021	
Title: Assistant Director, Employer Development Classification: At will - Admin/Professional Local Academic Unit: University Career Services (UL)				
Suero	Christian R.	Resignation	06/25/2021	
Title: Assistant Director of Staff Development, Engagement, and Onboarding Classification: At will - Admin/Professional Local Academic Unit: Housing and Residence Life (UL)				

Academic Programs, Diversity, and University Community Committee

September 30, 2021

LAST NAME	FIRST NAME	<u>TYPE</u>	EFFECTIVE DATE	
Suh	Hyon-Sook (Joy)	Retirement	08/24/2021	
Titles Commential De	T :1			
Title: Geospatial Res				
Classification: At wi	ll - Admin/Professional			
Local Academic Uni	t: University Libraries			
Summerall	Marjorie	Retirement	10/24/2021	
Summeran	Iviai jui ie	Remement	10/24/2021	
Title: Program Coord	dinator for Dance Programs			
e	Ill - Admin/Professional			
Local Academic Uni				
Local Academic On				
	T 11		0.6.102.1202.1	
Taylor	Leslie	Contract expiration	06/03/2021	
Title: Director, Veter	rans Business Outreach Cent	er		
· · · · · · · · · · · · · · · · · · ·	ll - Admin/Professional			
	it: Office of the Provost			
vanBever-Green	Judith A.	Retirement	08/24/2021	
Title: Executive Director, OIPS				
Classification: At will - Admin/Professional				
Local Academic Unit: International Program and Services				
č				

Academic Programs, Diversity, and University Community Committee

September 30, 2021

<u>LAST NAME</u> Aier	<u>FIRST NAME</u> Jagadison K.	<u>TYPE</u> Title Change
Title: Area Chair, Account Local Academic Unit: Sch	0	
Note(s): Retained Title-As	ssociate Professor without Term	
Aier	Jagadison K.	Title Change
Title: Advisory Boards and Local Academic Unit: Sch		
Note(s): Retained Title-As	sociate Professor without Term	
Aier	Jagadison K.	Title Change
Local Academic Unit: Sch	tor Protection and Corporate Fraud R nool of Business ssociate Professor without Term	Research Center
Albanese	Massimilano	Title Change
Local Academic Unit: Inf	or the Center for Secure Information S ormation Sciences and Technology (C ssociate Professor without Term	•
Ascoli	Giorgio	Title Change
Title: Center Director, Neural Informatics, Neural Structure, and Neural Plasticity Local Academic Unit: Bioengineering (CEC)		
Note(s): Retained Title-Un	niversity Professor	

Academic Programs, Diversity, and University Community Committee

September 30, 2021

LAST NAME Atkins	<u>FIRST NAME</u> Jennifer S.	<u>TYPE</u> Title Change
	Antonin Scalia Law School	al Writing and Analysia
Avramovic	Director, Second Year Legal Researcher Ivan	Title Change
Title: Term Assistant Pr Local Academic Unit: (rofessor Computer Science (CEC)	
Note(s): Previous Title:	Term Instructor	
Baily	Supriya	Title Change
Title: COACHE Leader Local Academic Unit: (-	
Note(s): Retained Title	Associate Professor without Term	
Balakian	Sophia	Tenure Track Contract Extension
Title: Assistant Professe Local Academic Unit: 1	or Integrative Studies (CHSS)	
Baldimtsi	Foteini	Tenure Track Contract Extension
Title: Assistant Profess Local Academic Unit: (or Computer Science (CEC)	

Academic Programs, Diversity, and University Community Committee

September 30, 2021

LAST NAME	FIRST NAME	TYPE	
Bar	Brain D.	Title Change	
Title: Associate Director of Carea Local Academic Unit: Schar Sch	ool of Policy and Governm	nent	
Note(s): Previous Title: Assistant	Director of Career Develo	opment	
Barnes	Steven A.	Leave with Pay	
Title: Associate Professor Local Academic Unit: History an	• • •		
Note(s): Professor Barnes has been	en awarded a Faculty Stud	ly Leave for Fall Semester 2021.	
Barr	Michelle C.	Title Change	
Title: Salesforce Communications Local Academic Unit: Office of t Note(s): Previous Title:Salesforce	he Provost	t	
Beckwith	Kelly	Title Change	
Title: Assistant Director of Academic Programs Local Academic Unit: Global and Community Health (CHHS) Note(s): Previous Title:Master of Public Health Program Coordinator			
Belanger	Ilissa	Title Change	
Title: Senior Associate Director, Career Services and Co-Director of Externship Programs Local Academic Unit: Antonin Scalia Law School Note(s): Previous Title: Associate Director, Career Services			

Academic Programs, Diversity, and University Community Committee

September 30, 2021

LAST NAME	FIRST NAME	TYPE	
Bellos	Ioannis	Title Change	
Title: Master of Business Admir Local Academic Unit: School of	· /		
Note(s): Retained Title-Associa	te Professor without Term		
Benison	Brian	Title Change	
Title: Director, Graduate Admis Local Academic Unit: Antonin			
Note(s): Previous Title:Director	LLM Enrollment		
Betka	Paul	Tenure Track Contract Extension	
Title: Assistant Professor Local Academic Unit: Atmosph	eric, Oceanic and Earth Scien	aces (COS)	
Billingham	Lisa A.	Title Change	
Title: Director of Choral Activit Local Academic Unit: Music (C Note(s): Retained Title-Professo	VPA)		
		L	
Borup	Jered	Leave with Pay	
Title: Associate Professor without Term Local Academic Unit: College of Education and Human Development			
		hopment	

Academic Programs, Diversity, and University Community Committee

September 30, 2021

LAST NAME	FIRST NAME	<u>TYPE</u>	
Brady	Christina	Title Change	
Title: Interim Associate Director, Pa Local Academic Unit: INTO Masor			
Note(s): Retained Title-Assistant Di	r, Undergraduate Educ	ation and Global Partnerships	
Brown-Rolle	Tomeka S.	Title Change	
Title: Director of Clinical Operation Local Academic Unit: Nursing (CH Note(s): Previous Title:Clinical Place	HS)		
	James R.	Title Change	
Casey	James K.	Title Change	
Title: Interim Director, Virginia Seri Local Academic Unit: Virginia Seri Note(s): Retained Title-Associate D	ous Game Institute (CV		
Chalip	Laurence H.	Title Change	
Title: Director of the Division of Sports, Recreation, and Tourism Management Local Academic Unit: College of Education and Human Development Note(s): Retained Title-Term Professor			
Chitnis	Parag	Title Change	
Title: PhD Program Coordinator, Department of Bioengineering Local Academic Unit: Bioengineering (CEC) Note(s): Retained Title-Associate Professor without Term			

Academic Programs, Diversity, and University Community Committee

September 30, 2021

LAST NAME	FIRST NAME	TYPE
Chitnis	Parag	Title Change
Title: Faculty Fellow for Graduate Local Academic Unit: Office of th		
Note(s): Retained Title-Associate	Professor without Term	
Cho	David	Title Change
Title: Assistant Dean for Career Se Local Academic Unit: Antonin Sc	1.5	lations
Note(s): Previous Title: Assistant I	Dean for Career and Acad	lemic Services
Claeys	Eric R.	Title Change
Title: Director of Scholarly Initiati Local Academic Unit: Antonin Sca Note(s): Retained Title-Professor v	alia Law School	
Cooper	James C.	Title Change
Title: Director, Program on Econor Local Academic Unit: Law and Econor Note(s): Retained Title-Associate	conomics Center (ASLS)	
Correa	Vanessa	Title Change
Title: Director of Advising Local Academic Unit: Honors Col Note(s): Previous Title: Associate I	-	

Academic Programs, Diversity, and University Community Committee

September 30, 2021

<u>LAST NAME</u> Costa	<u>FIRST NAME</u> Paulo C.	<u>TYPE</u> Title Change	
Title: Director, Center for Excellence in Command, Control, Communication, Computing, Intelligence, and Cyber Local Academic Unit: Systems Engineering and Operations Research (CEC)			
Note(s): Retained Title-Associate P	Professor		
Cui	Shanshan	Leave with Partial Pay	
Title: Associate Professor without T Local Academic Unit: Art (CVPA) Note(s):			
Professor Cui has been awarded a F	aculty Study Leave fo		
Dade	Aurali	Title Change	
Title: Associate Vice President for Research, Innovation and Operations and Deputy Chief Research Officer Local Academic Unit: Office of Research, Innovation and Economic Impact			
Note(s): Previous Title:Interim Vice		-	
DalalReeshad S.Leave with Partial PayTitle: Professor without TermLocal Academic Unit: Psychology (CHSS)Note(s): Professor Dalal has been awarded a Faculty Study Leave for the Academic Year 2021 - 2022.			
D'Amboise	Christopher	Title Change	
Title: Director of the LIVE Center Local Academic Unit: Dance (CVPA) Note(s): Retained Title-Associate Professor without Term			

Academic Programs, Diversity, and University Community Committee

September 30, 2021

<u>LAST NAME</u> Das	<u>FIRST NAME</u> Sidhartha R.	<u>TYPE</u> Title Change
Title: Assistant Area Chair of In Local Academic Unit: School	nformation Systems and Operation of Business	ons Management (OSCM)
Note(s): Retained Title-Profess	sor without Term	
Dawn	Karalee	Title Change
Title: Co-Director, Arts Manag Local Academic Unit: Arts Ma Note(s): Retained Title-Term A	inagement (CVPA)	
Deans	Penny Candace	Title Change
Title: Program Director of Mas Local Academic Unit: School Note(s): Retained Title-Term		(MSTM)
Deering	Jill V.	Title Change
Local Academic Unit: Schar S	r Student and Academic Affairs chool of Policy and Government nt Dean, Student Affairs and Ma	
DiZinno	Joseph A.	Title Change
Title: Associate Director of Re Local Academic Unit: Forensid Note(s): Retained Title-Term A		ım

Academic Programs, Diversity, and University Community Committee

September 30, 2021

	<u>FIRST NAME</u>	<u>TYPE</u>
Durant	Liza P.	Title Change
	ost for Strategic Initiatives and Communit : Office of the Provost	ty Engagement
Note(s): Retained Tit	le-Associate Dean, for Strategic Initiative	s and Community Engagement
Elwood	Benjamin A.	Title Change
	nt Director, English Language Programs : INTO Mason (Provost)	
Note(s): Retained Tit	le-Program Manager, Academic English	
Fisher	Daniel B.	Title Change
	iness Intelligence and Enrollment Analys : Office of the Provost	sis
Note(s): Previous Tit	le:Associate Director, Decision Support	
Note(s): Previous Tit Ford	le:Associate Director, Decision Support Meggan C.	Title Change
Ford	Meggan C. of Undergraduate Academic Services and	-
Ford Title: Assistant Dean Local Academic Unit	Meggan C. of Undergraduate Academic Services and	d Initiatives

Academic Programs, Diversity, and University Community Committee

September 30, 2021

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>
Garcia	Toni C.	Title Change
Title: Concentration Di	rector, Business Analytics	
Local Academic Unit: S	-	
Note(s): Retained Title-		
Garvey	Elisha S.	Title Change
Title: Senior Career Co	unselor and Director of Public Sector	Programs
	Antonin Scalia Law School	
Note(s): Previous Title:	Career Counselor	
	D t t.	Title Change
	Benjamin of the Master of Arts Interdisciplinary S English (CHSS)	-
Title: Interim Director of Local Academic Unit: 1	of the Master of Arts Interdisciplinary S	-
Title: Interim Director of Local Academic Unit: 1	of the Master of Arts Interdisciplinary S English (CHSS)	-
Title: Interim Director of Local Academic Unit: I Note(s): Retained Title- Gillevet	of the Master of Arts Interdisciplinary S English (CHSS) Associate Professor without Term Patrick M.	Studies Program
Title: Interim Director of Local Academic Unit: I Note(s): Retained Title- Gillevet Title: Associate Dean o	of the Master of Arts Interdisciplinary S English (CHSS) Associate Professor without Term Patrick M. f Research	Studies Program
Title: Interim Director of Local Academic Unit: I Note(s): Retained Title- Gillevet	of the Master of Arts Interdisciplinary S English (CHSS) Associate Professor without Term Patrick M. f Research	Studies Program
Title: Interim Director of Local Academic Unit: I Note(s): Retained Title- Gillevet Title: Associate Dean o	of the Master of Arts Interdisciplinary S English (CHSS) Associate Professor without Term Patrick M. f Research College of Science	Studies Program
Title: Interim Director of Local Academic Unit: I Note(s): Retained Title- Gillevet Title: Associate Dean o Local Academic Unit: 0	of the Master of Arts Interdisciplinary S English (CHSS) Associate Professor without Term Patrick M. f Research College of Science	Studies Program
Title: Interim Director of Local Academic Unit: I Note(s): Retained Title- Gillevet Title: Associate Dean o Local Academic Unit: (Note(s): Retained Title- Glaberman	of the Master of Arts Interdisciplinary S English (CHSS) Associate Professor without Term Patrick M. f Research College of Science Professor without Term Scott	Studies Program Title Change
Title: Interim Director of Local Academic Unit: I Note(s): Retained Title- Gillevet Title: Associate Dean o Local Academic Unit: (Note(s): Retained Title- Glaberman Title: Associate Chair o	of the Master of Arts Interdisciplinary S English (CHSS) Associate Professor without Term Patrick M. If Research College of Science Professor without Term Scott If Research, ESP	Studies Program Title Change
Title: Interim Director of Local Academic Unit: I Note(s): Retained Title- Gillevet Title: Associate Dean o Local Academic Unit: (Note(s): Retained Title- Glaberman Title: Associate Chair o	of the Master of Arts Interdisciplinary S English (CHSS) Associate Professor without Term Patrick M. f Research College of Science Professor without Term Scott	Studies Program Title Change

Academic Programs, Diversity, and University Community Committee

September 30, 2021

LAST NAME	FIRST NAME	TYPE
Grady	Victoria	Title Change
Title: Program Director, Master of Local Academic Unit: School of	-	nt (MSM)
Note(s): Retained Title-Term As	ssociate Professor	
Grimm	Stephanie H.	Title Change
Title: Graduate Student Coordina Local Academic Unit: University Note(s): Retained Title-Art and A	y Libraries	l Fenwick Gallery Manager
	Lisa	Title Change
Gring-Pemble	LISA	The Change
Title: Co-Executive Director, Bu	siness for a Better World	l Center
Local Academic Unit: School of	Business	
Note(s): Retained Title-Associat	e Professor without Tern	n
Gring-Pemble	Lisa	Title Change
Title: Director, Global Impact and Local Academic Unit: School of Note(s): Retained Title-Associat	Business	n
Habib	Anna S.	Title Change
114010	Anna 5.	The Change
Title: WAC Fellow for Faculty D	Development	
Local Academic Unit: English (-	
Note(s): Retained Title-Term As	ssociate Professor	

Academic Programs, Diversity, and University Community Committee

September 30, 2021

OTHER ANNOUNCEMENTS

LAST NAME	<u>FIRST NAME</u>	TYPE
Hampton	Amber E.	Title Change

Title: Director of Student Access and Equity **Local Academic Unit:** Diversity, Inclusion and Multicultural Education (UL)

Note(s): Previous Title: Associate Director

Harris	Cameron	Title Change
Title: Term Assistant P	ofessor	
Local Academic Unit: S	School of Business	
Note(s): Previous Title:	Term Instructor	
Harris-Scott	Steven	Title Change
Title: Interim Associate	Director, Faculty Affairs and Strategic	c Initiatives
Local Academic Unit:]	NTO Mason (Provost)	
Note(s): Retained Title-	Assistant Director, Graduate Education	n and Faculty Affairs
Higgins	Rosemary	Title Change
Title: Senior Associate	Dean for Research	
Local Academic Unit: (Global and Community Health (CHHS))
	Associate Dean for Research Professor without Term	
Hinnov	Linda A.	Title Change
Title: Associate Chair f	or Research, AOES	
Local Academic Unit: A	Atmospheric, Oceanic and Earth Science	ces (COS)
Note(s): Retained Title-	Professor without Term	

Academic Programs, Diversity, and University Community Committee

September 30, 2021

LAST NAME	FIRST NAME	<u>TYPE</u>
Horan	Caitlin E.	Title Change
Title: Assistant Dean, G Local Academic Unit: S	raduate Academic Services school of Business	
Note(s): Previous Title:	Director Graduate Academic Services	
Horstmeyer	Derek M.	Title Change
Title: Director, Student M Local Academic Unit: S	Managed Investment Fund School of Business	
Note(s): Retained Title-	Term Professor	
Horstmeyer	Derek M.	Title Change
Title: Concentration Dir Local Academic Unit: S Note(s): Retained Title-		agement
Hsieh	Jim	Title Change
Title: Program Director Local Academic Unit: S	of Master of Science in Finance (MSF) chool of Business	
Note(s): Retained Title-	Associate Professor without Term	
Huddleston	Kathi	Title Change
Title: Assistant Director Local Academic Unit: C	of Clinical Standards College of Health and Human Services	
Note(s). Retained Title-	Research Associate Professor	

Academic Programs, Diversity, and University Community Committee

September 30, 2021

<u>LAST NAME</u> Huffman	<u>FIRST NAME</u> Sabrina A.	<u>TYPE</u> Title Change
	Admissions and Enrollment Management ntonin Scalia Law School	
Note(s): Previous Title:D	Director of Admissions	
Hunter	Brett D.	Title Change
Title: Associate Chair for Local Academic Unit: St	r Education, Department of Statistics tatistics (CEC)	
Note(s): Retained Title-T	Ferm Assistant Professor	
Hunzeker	Michael A.	Tenure Track Contract Extension
Title: Assistant Professor Local Academic Unit: So	r char School of Policy and Government Khondkar	Title Change
Islam	Knonukar	Title Change
	cate/Credential Programs for IST formation Sciences and Technology (CEC)	
Note(s): Retained Title-T	Term Professor	
Note(s): Retained Title-T	Term Professor Hao	Tenure Track Extensi

Academic Programs, Diversity, and University Community Committee

September 30, 2021

	<u>FIRST NAME</u>	TYPE
Johnsen-Neshati	Kristin I.	Title Change
Title: Assistant Dean		
Local Academic Unit: Co	ollege of Visual and Performing Arts	
Note(s): Retained Title-A	Associate Professor without Term	
Joiner	Christopher	Title Change
Title: Assistant Area Cha	ir, Marketing	
Local Academic Unit: So	chool of Business	
Note(s): Retained Title-A	Associate Professor without Term	
Jorgenson	Linn	Title Change
Title: Director, LIFE		
Title Intector LIFE		
	ollege of Education and Human Develo	oment
Local Academic Unit: Co	ollege of Education and Human Develop	oment
		pment
Local Academic Unit: Co		oment Tenure Track Contract Extension
Local Academic Unit: Control Note(s): Retained Title-T	Ferm Associate Professor Young A.	Tenure Track Contract
Local Academic Unit: Content Note(s): Retained Title-Topology Jung	Ferm Associate Professor Young A.	Tenure Track Contract Extension
Local Academic Unit: Constrained Title-Total Academic Unit: Constrained Title-Total Jung Title: Assistant Professor Local Academic Unit: M	Cerm Associate Professor Young A.	Tenure Track Contract Extension
Local Academic Unit: Co Note(s): Retained Title-T Jung Title: Assistant Professon Local Academic Unit: M Keith	Term Associate Professor Young A. Todern and Classical Languages (CHSS) Sarah (Sally) G.	Tenure Track Contract Extension
Local Academic Unit: Content Note(s): Retained Title-Topology Jung	Term Associate Professor Young A. Todern and Classical Languages (CHSS) Sarah (Sally) G.	Tenure Track Contract Extension

Academic Programs, Diversity, and University Community Committee

September 30, 2021

<u>LAST NAME</u> Kelemen	<u>FIRST NAME</u> Candice B.	<u>TYPE</u> Title Change
Title: Assistant Director for Local Academic Unit: Lesk (UL)		Queer and Questioning Resources
Note(s): Previous Title: Ass	istant Director ODIME	
Kelly	Anthony E.	Title Change
Title: Associate Dean for R	lesearch	
Local Academic Unit: Coll	ege of Education and Human Deve	elopment
Note(s): Retained Title-Pro	fessor without Term	
Kennedy	William G.	Title Change
Title: Associate Chair of R Local Academic Unit: Con Note(s): Retained Title-Ter	nputational and Data Sciences (CC	DS)
Kim	Esther H.	Title Change
Title: Coordinator, Academ Local Academic Unit: INT Note(s): Retained Title-Ter	O Mason (Provost)	
Kim	Sujin	Tenure Track Contract Extension
Title: Assistant Professor Local Academic Unit: Coll	ege of Education and Human Dev	elopment

Academic Programs, Diversity, and University Community Committee

September 30, 2021

LAST NAME	FIRST NAME	TYPE
Kinchen	Joshua D.	Title Change
Title: Director for LGBTQ Resource Local Academic Unit: Diversity, In		ral Education (UL)
Note(s): Previous Title: Associate D	Director, LGBTQIA Re	sources
Klimoski	Richard J.	Title Change
Title: Associate Dean for Research Local Academic Unit: School of Br	usiness	
Note(s): Retained Title-Professor w	vithout Term	
Klimoski	Richard J.	Title Change
Title: Associate Dean for Research Local Academic Unit: School of Br		
Note(s): Retained Title-Associate I	Dean for Research	
Koizumi	Naoru	Title Change
Title: Associate Dean for Research Local Academic Unit: Schar Schoo		ment
Note(s): Retained Title-Professor w	vithout Term	
Kosecka	Jana	Title Change
Title: Associate Chair for Research Local Academic Unit: Computer Se	cience (CEC)	
Note(s): Retained Title-Professor w	vithout Term	

Academic Programs, Diversity, and University Community Committee

September 30, 2021

KwonHarimTenure Track Contract ExtensionTitle: Assistant Professor Local Academic Unit: English (CHSS)Leave with PayLattanzi ShutikaDebraLeave with PayTitle: Associate Professor Local Academic Unit: English (CHSS)Leave with PayNote(s): Professor Lattanzi Shutika has been awarded a Faculty Study Leave for Spring Semester 2022.Title ChangeLawrenceJamesTitle ChangeTitle: Associate Chair of Research, Mathematical Sciences Local Academic Unit: Mathematical Science (COS)Leave with PayNote(s): Retained Title-Professor Local Academic Unit: History and Art History (CHSS)Leave with PayTitle: Assistant Professor Local Academic Unit: History and Art History (CHSS)Leave with PayNote(s): Professor Lebovic has been awarded a Faculty Study Leave for Fall Semester 2021.LeeAndrewTitle Change	LAST NAME	FIRST NAME	TYPE
Local Academic Unit: English (CHSS)Lattanzi ShutikaDebraLeave with PayTitle: Associate Professor Local Academic Unit: English (CHSS)Leave with PayNote(s): Professor Lattanzi Shutika has been awarded a Faculty Study Leave for Spring Semester 2022.Title ChangeLawrenceJamesTitle ChangeTitle: Associate Chair of Research, Mathematical Sciences Local Academic Unit: Mathematical Science (COS)Leave with PayNote(s): Retained Title-Professor without TermLeave with PayLebovicSamLeave with PayTitle: Assistant Professor Local Academic Unit: History and Art History (CHSS)Leave with PayNote(s): Professor Lebovic has been awarded a Faculty Study Leave for Fall Semester 2021.LeeAndrewTitle Change	Kwon	Harim	
Lattanzi ShutikaDebraLeave with PayTitle: Associate Professor Local Academic Unit: English (CHSS)Note(s): Professor Lattanzi Shutika has been awarded a Faculty Study Leave for Spring Semester 2022.LawrenceJamesTitle: Associate Chair of Research, Mathematical Sciences Local Academic Unit: Mathematical Science (COS)Note(s): Retained Title-Professor without TermLebovicSamTitle: Assistant Professor Local Academic Unit: History and Art History (CHSS)Note(s): Professor Lebovic has been awarded a Faculty Study Leave for Fall Semester 2021.LeeAndrewTitle: Mason Korea Library Liaison	Title: Assistant Professor		
Title: Associate Professor Local Academic Unit: English (CHSS)Note(s): Professor Lattanzi Shutika has been awarded a Faculty Study Leave for Spring Semester 2022.LawrenceJamesTitle ChangeTitle: Associate Chair of Research, Mathematical Sciences Local Academic Unit: Mathematical Science (COS)Leave with PayNote(s): Retained Title-Professor without TermLeave with PayTitle: Assistant Professor Local Academic Unit: History and Art History (CHSS)Leave with PayNote(s): Professor Lebovic has been awarded a Faculty Study Leave for Fall Semester 2021.LeeLeeAndrewTitle Change	Local Academic Unit: Engli	sh (CHSS)	
Local Academic Unit: English (CHSS)Note(s): Professor Lattanzi Shutika has been awarded a Faculty Study Leave for Spring Semester 2022.LawrenceJamesTitle ChangeTitle: Associate Chair of Research, Mathematical Sciences Local Academic Unit: Mathematical Science (COS)Note(s): Retained Title-Professor without TermLebovicSamLeave with PayTitle: Assistant Professor Local Academic Unit: History and Art History (CHSS)Note(s): Professor Lebovic has been awarded a Faculty Study Leave for Fall Semester 2021.LeeAndrewTitle ChangeTitle: Mason Korea Library LiaisonTitle Semester 2021.	Lattanzi Shutika	Debra	Leave with Pay
Note(s): Professor Lattanzi Shutika has been awarded a Faculty Study Leave for Spring Semester 2022.LawrenceJamesTitle ChangeTitle: Associate Chair of Research, Mathematical Sciences Local Academic Unit: Mathematical Science (COS)Note(s): Retained Title-Professor without TermNote(s): Retained Title-Professor without TermLeave with PayLebovicSamLeave with PayTitle: Assistant Professor Local Academic Unit: History and Art History (CHSS)Note(s): Professor Lebovic has been awarded a Faculty Study Leave for Fall Semester 2021.LeeAndrewTitle ChangeTitle: Mason Korea Library LiaisonTitle Semester 2021.	Title: Associate Professor		
Semester 2022.JamesTitle ChangeLawrenceJamesTitle ChangeTitle: Associate Chair of Research, Mathematical SciencesLocal Academic Unit: Mathematical Science (COS)Note(s): Retained Title-Professor without TermLebovicLebovicSamLeave with PayTitle: Assistant ProfessorLocal Academic Unit: History and Art History (CHSS)Note(s): Professor Lebovic has been awarded a Faculty Study Leave for Fall Semester 2021.LeeAndrewTitle: Mason Korea Library Liaison	Local Academic Unit: Engli	sh (CHSS)	
Title: Associate Chair of Research, Mathematical Sciences Local Academic Unit: Mathematical Science (COS)Note(s): Retained Title-Professor without TermLebovicSamLeave with PayTitle: Assistant Professor Local Academic Unit: History and Art History (CHSS)Note(s): Professor Lebovic has been awarded a Faculty Study Leave for Fall Semester 2021.Note(s): Professor Lebovic has been awarded a Faculty Study Leave for Title ChangeTitle: Mason Korea Library Liaison		Shutika has been awarded a Fa	culty Study Leave for Spring
Local Academic Unit: Mathematical Science (COS)Note(s): Retained Title-Professor without TermLebovicSamLeave with PayTitle: Assistant Professor Local Academic Unit: History and Art History (CHSS)Note(s): Professor Lebovic has been awarded a Faculty Study Leave for Fall Semester 2021.Note(s): Professor Lebovic has been awarded a Faculty Study Leave for Fall Semester 2021.Title ChangeTitle: Mason Korea Library LiaisonTitle Change	Lawrence	James	Title Change
Local Academic Unit: Mathematical Science (COS)Note(s): Retained Title-Professor without TermLebovicSamLeave with PayTitle: Assistant Professor Local Academic Unit: History and Art History (CHSS)Note(s): Professor Lebovic has been awarded a Faculty Study Leave for Fall Semester 2021.Note(s): Professor Lebovic has been awarded a Faculty Study Leave for Fall Semester 2021.Title ChangeTitle: Mason Korea Library LiaisonTitle Change	Title: Associate Chair of Res	search Mathematical Science	s
LebovicSamLeave with PayTitle: Assistant Professor Local Academic Unit: History and Art History (CHSS)Note(s): Professor Lebovic has been awarded a Faculty Study Leave for Fall Semester 2021.LeeAndrewTitle: Mason Korea Library Liaison			-
Title: Assistant Professor Local Academic Unit: History and Art History (CHSS) Note(s): Professor Lebovic has been awarded a Faculty Study Leave for Fall Semester 2021. Lee Andrew Title: Mason Korea Library Liaison	Note(s): Retained Title-Prof	essor without Term	
Local Academic Unit: History and Art History (CHSS) Note(s): Professor Lebovic has been awarded a Faculty Study Leave for Fall Semester 2021. Lee Andrew Title: Mason Korea Library Liaison	Lebovic	Sam	Leave with Pay
Lee Andrew Title Change Title: Mason Korea Library Liaison Image: Comparison		ry and Art History (CHSS)	
Title: Mason Korea Library Liaison	Note(s): Professor Lebovic h	as been awarded a Faculty St	udy Leave for Fall Semester 2021.
	Lee	Andrew	Title Change
Local Academic Unit: University Libraries	Title: Mason Korea Library	Liaison	
	Local Academic Unit: Unive	ersity Libraries	
Note(s): Retained Title-Social Science Librarian	Note(s): Retained Title-Soci	al Science Librarian	

Academic Programs, Diversity, and University Community Committee

September 30, 2021

<u>FIRST NAME</u>	TYPE
Seiyon Benjamin	Tenure Track Contract Extension
atistics (CEC)	
Myeong	Tenure Track Contract Extension
formation Sciences and Technology (CEC)
Mark	Title Change
rvices	
ntonin Scalia Law School	
Research Services Specialist	
Kaleb P.	Title Change
ervices	
chool of Business	
Associate Director, Career Services	
Viviana	Title Change
r Research, CEIE	
ivil, Environmental and Infrastructure	Engineering (CEC)
Associate Professor without Term	
	A statistics (CEC) Myeong Myeong formation Sciences and Technology (Mark rvices ntonin Scalia Law School Research Services Specialist Kaleb P. ervices chool of Business Associate Director, Career Services Niviana r Research, CEIE ivil, Environmental and Infrastructure

Academic Programs, Diversity, and University Community Committee

September 30, 2021

LAST NAME	FIRST NAME	TYPE
Mascott	Jennifer	Title Change
Title: Co-Executive Director, C. Bo Local Academic Unit: Antonin Sca	• •	
Note(s): Retained Title-Assistant H	Professor	
Meamber	Laurie A.	Title Change
Title: IRB Chair Local Academic Unit: Office of Re Note(s): Retained Title-Associate		conomic Impact
Menon	Nirup M.	Title Change
Title: Associate Dean, Arlington Local Academic Unit: School of B Note(s): Retained Title-Professor v		
Miller	Toyah L.	Title Change
Title: Director, Research for the Bu Local Academic Unit: School of B Note(s): Retained Title-Professor v	usiness	Center
Miller	David J.	Title Change
Title: Director of the Center for Inr Local Academic Unit: School of B Note(s): Retained Title-Term Instru	novation & Entrepreneursh Susiness	· · ·

Academic Programs, Diversity, and University Community Committee

September 30, 2021

LAST NAME	FIRST NAME	TYPE
Morris	Bradley	Title Change
Title: Director of Undergraduate Local Academic Unit: School of		
Note(s): Previous Title: Associat	e Director, Student Success an	nd Academic Advising
Morris	Silva P.	Title Change
Title: Assistant Dean of Master's Local Academic Unit: Schar Sch	nool of Policy and Governmer	ıt
Note(s): Previous Title:Director	, Student Services	
Mund	Suzanne	Title Change
Title: Assistant Dean for Career Local Academic Unit: Antonin S Note(s): Previous Title:Director	Scalia Law School	nent
Naumenko	Natalya	Tenure Track Contract Extension
Title: Assistant Professor		
Local Academic Unit: Economic	cs (CHSS)	
Nooney	Paul	Title Change
Title: Director of Master's Stude Local Academic Unit: Schar Scl		nt
Note(s): Previous Title: Associat	e Director of Student Service	S

Academic Programs, Diversity, and University Community Committee

September 30, 2021

LAST NAME	FIRST NAME	<u>TYPE</u>
Nooney	Paul	Title Change
Title: Director of Master's Student S Local Academic Unit: Schar School	of Policy and Government	
Note(s): Previous Title: Associate D	irector of Student Services	
Oetjen	Cheryl A.	Title Change
Title: Director, Professional Develoy Local Academic Unit: College of He	ealth and Human Services	
Note(s): Retained Title-Term Assoc		
Offutt	Jeff	Title Change
Title: Associate Chair for Graduate S Local Academic Unit: Computer Sc Note(s): Retained Title-Professor wa	ience (CEC)	Science
Olchowski	Elizabeth C.	Title Change
Title: Senior Assistant Dean for Stra Local Academic Unit: Schar School Note(s): Previous Title: Assistant De	of Policy and Government	t
Otis	Jessica M.	Tenure Track Contract Extension
Title: Assistant Professor Local Academic Unit: History and A	Art History (CHSS)	

Academic Programs, Diversity, and University Community Committee

September 30, 2021

LAST NAME	FIRST NAME	TYPE
Paige	Mikell	Title Change
	of Research, Department of Chemistry ar Chemistry and Biochemistry (COS)	nd Biochemistry
Note(s): Retained Titl	e-Associate Professor without Term	
Pan	Yali	Title Change
Title: Associate Direc	tor for Internationalization and Assessme	nt
Local Academic Unit	: International Programs and Services (UI	
Note(s): Previous Title	e:Assistant Director, International Progra	ms
Parker	Cindy W.	Title Change
Title: Term Faculty Co Local Academic Unit: Note(s): Retained Titl		
Pegion	Kathleen V.	Title Change
Title: Associate Chair	of Research, AOES	
Local Academic Unit	Atmospheric, Oceanic and Earth Science	es (COS)
Note(s): Retained Titl	e-Associate Professor without Term	
Perilla	German	Conversion
Title: Director, Honey Local Academic Unit		
Note(s): Professor Perilla is co Faculty.	nverting from Instructional Faculty to Ad	ministrative/Professional

Academic Programs, Diversity, and University Community Committee

September 30, 2021

LAST NAME	FIRST NAME	TYPE
Peterson	Andrew	Tenure Track Contract Extension
Title: Assistant Professo	r	
Local Academic Unit: P	hilosophy (CHSS)	
Pham	Anh	Tenure Track Contract Extension
Title: Assistant Professo	r	
Local Academic Unit: S	char School of Policy and Governme	ent
Pierce	Lorraine V.	Leave with Partial Pay
Title: Associate Professo	70	
Local Academic Unit: C	ollege of Education and Human Dev	velopment
Note(s): Professor Pierce has been	n awarded a Faculty Study Leave fo	or the Academic Year 2021-2022.
Plotnick	Jeremy E.	Title Change
Title: Director of Minor	Programs	
Local Academic Unit: S	•	
Note(s): Retained Title-T	Ferm Assistant Professor	
Pokorski	Dale M.	Title Change
		C C
Title: Web Development		
Local Academic Unit: C	ollege of Science	
Note(s): Retained Title-I	Director, Information Technology Se	ecurity

Academic Programs, Diversity, and University Community Committee

September 30, 2021

LAST NAME	FIRST NAME	TYPE
Polk	Thomas	Title Change
Title: Interim Director, V	VAC	
Local Academic Unit: V	Vriting Across the Curriculum Program	n
Note(s): Retained Title-	Assistant Director, WAC	
Poms	Laura	Title Change
Title: Director of Acade	mic Programs and Director of Underg	raduate Studies
	Global and Community Health (CHHS)	
Note(s). Retained Title_	Term Associate Professor	
()		Title Change
Railey	Angela M.	The Change
Title: Director, Financia	Management	
Local Academic Unit: (Office of the Provost	
Note(s): Previous Title:	Associate Director of Financial Manag	gement
Reagle	Colin J.	Title Change
Title Associate Chair D	Department of Mechanical Engineering	Y
-	College of Engineering and Computing	
Note(s): Retained Title-	Term Associate Professor	
Ren	Hang	Tenure Track Contract Extension
Title: Assistant Professo	r	
Local Academic Unit: S	chool of Business	

Academic Programs, Diversity, and University Community Committee

September 30, 2021

LAST NAME	FIRST NAME	TYPE
Rezazad	Hadi	Title Change
Title: Undergraduate O	nline Program Director	
-	Information Sciences and Technology (Cl	EC)
Note(s): Retained Title	-Term Associate Professor	
Robinson	Gregory	Title Change
Title: Director of Gradu	uate Studies in the School of Music	
Local Academic Unit:		
Note(s): Retained Title	-Associate Professor without Term	
Rogers	Jasmyne	Title Change
5	·	C C
	or, Student Support and Retention	
Local Academic Unit:	Honors College	
Note(s): Previous Title	Student Success Coordinator	
Rudes	Danielle	Title Change
Title: Faculty Fellow for	or Graduate Education	
Local Academic Unit:		
Note(s): Retained Title	-Associate Professor without Term	
Russell	Katherine E.	Title Change
Title: Term Assistant P	rofessor	
Local Academic Unit:	Computer Science (CEC)	
Note(s): Previous Title	Term Instructor	

Academic Programs, Diversity, and University Community Committee

September 30, 2021

LAST NAME	FIRST NAME	<u>TYPE</u>
Rytikova	Ioulia	Title Change
Local Academic Uni	V Online Program Director It: Information Sciences and Technology (CI	EC)
	tle-Term Associate Professor	T:41 C1
Sanyal	Pallab	Title Change
	formation Systems and Operations Managem it: School of Business	ent
Note(s): Retained Ti	tle-Associate Professor without Term	
Sasan	Avesta	Title Change
Local Academic Uni	n Accelerated and Trust Worthy Engineering it: Electrical and Computer Engineering (CE tle-Associate Professor without Term	
Sasan	Avesta	Title Change
Local Academic Uni	ir for Research, Department of Electrical and it: Electrical and Computer Engineering (CE tle-Associate Professor without Term	
Shear	Caitlin G.	Title Change
Title: Senior Director Local Academic Uni	r of Integrated Enrollment Marketing	

Academic Programs, Diversity, and University Community Committee

September 30, 2021

LAST NAME Sherry	<u>FIRST NAME</u> Lance	<u>TYPE</u> Title Change
Title: Associate Chair f Local Academic Unit:	for Research, SEOR Systems Engineering and Operations R	esearch (CEC)
Note(s): Additional Tit Retained Title	le:Lab Director, CSEA -Associate Professor without Term	
Shields	Susan	Title Change
Title: Recruiting Coord		
Local Academic Unit:	Dance (CVPA)	
Note(s): Retained Title	-Professor without Term	
Snyder	Mark	Title Change
	or Undergraduate Studies Computer Science (CEC)	
Note(s): Retained Title	-Term Associate Professor	
Snyder	Amy	Title Change
Title: Director of Staff Local Academic Unit:	Experience Orientation and Family Programs	
Note(s): Previous Title	Director of Special Projects	
Sokolov	Vadim	Tenure Track Contract Extension
Title: Assistant Profess Local Academic Unit:	or Systems Engineering and Operations R	esearch (CEC)

Academic Programs, Diversity, and University Community Committee

September 30, 2021

<u>LAST NAME</u>	<u>FIRST NAME</u>	TYPE
Srikantia	Jessica	Title Change
Title: Director of Assessme	ent and Accreditation	
Local Academic Unit: Sch	ar School of Policy and Government	
Note(s): Retained Title-Te	rm Associate Professor	
Stan	Cristiana	Title Change
Title: Associate Chair		
Local Academic Unit: Atm	nospheric, Oceanic and Earth Science	es (COS)
Note(s): Retained Title-Pro	ofessor without Term	
Stolz	Gisele	Title Change
Title: Director of Entreprer	eurship Programs	
Local Academic Unit: Offi	ice of Research, Innovation and Econ	omic Impact
Note(s): Previous Title:Dir	ector, Small Business Development	Center
Streckfus-Green	Peter	Leave with Pay
Title: Associate Professor		
Local Academic Unit: Eng	lish (CHSS)	
Note(s): Professor Streckfu Semester 2022.	us-Green has been awarded a Faculty	Study Leave for Spring
Sun	Kun	Title Change
	or the Center for Secure Information S	
Local Academic Unit: Info	ormation Sciences and Technology (C	CEC)
Note(s): Retained Title-As	sociate Professor without Term	

Academic Programs, Diversity, and University Community Committee

September 30, 2021

LAST NAME	FIRST NAME	TYPE		
Sutter	Caroline	Title Change		
Title: Director of Training, Population Local Academic Unit: Nursing (CH				
Note(s): Retained Title-Term Assoc	ciate Professor			
Sylwester	Bonnie	Title Change		
Title: Interim Associate Director, Cu Local Academic Unit: INTO Masor Note(s): Retained Title-Assistant Di	n (Provost)	nd Assessment		
Taylor	Telecia	Title Change		
1 49101	Telecia	The Change		
Title: Assistant Director, Student Pro	ogramming and Engagement			
Local Academic Unit: Honors Colle	ege			
Note(s): Previous Title:Living Learn	ing Community Coordinator			
Thierry	Melissa G.	Title Change		
Title: Director, Regional Campuses Local Academic Unit: University Life Note(s): Previous Title: Associate Director, Regional Campuses				
		Tenure Track Contract		
Tong	Daniel	Extension		
Title: Associate Professor Local Academic Unit: Center for Spatial Information Science and Systems (COS)				

Academic Programs, Diversity, and University Community Committee

September 30, 2021

LAST NAME	FIRST NAME	<u>TYPE</u>	
Tsirigotis	Eugenia P.	Title Change	
Title: Area Programs Co	ordinator, Accounting		
Local Academic Unit: S	chool of Business		
Note(s): Retained Title-T	Ferm Instructor		
Vadakkepatt	Gautham Gopal	Title Change	
Title: Director, Retail Ce	enter		
Local Academic Unit: S	chool of Business		
Note(s): Retained Title-A	Associate Professor without Term		
Van Hoek	Monique	Title Change	
Title: Associate Director	of Research, SSB		
Local Academic Unit: S			
Note(s): Retained Title-I	Professor without Term		
Wagner	Tammy Lynn	Title Change	
Title: MS-RDN Program	Director		
Local Academic Unit: N	utrition and Food Studies (CHHS)		
Note(s): Retained Title-7	Ferm Assistant Professor		
Walther	Geraldine	Tenure Track Contract Extension	
Title: Assistant Professo	r		
Local Academic Unit: E	nglish (CHSS)		

Academic Programs, Diversity, and University Community Committee

September 30, 2021

LAST NAME	FIRST NAME	TYPE			
Weeks	Andrea	Title Change			
Title: Associate Chair of Reserved Local Academic Unit: Biolog					
Note(s): Retained Title-Assoc	iate Professor without Term				
Weiler	Robert M.	Title Change			
	and Community Health (CHHS)				
Note(s): Retained Title-Profes	sor without Term				
Wessels	Konrad	Title Change			
Title: Associate Chair for Rese Local Academic Unit: Geogra Note(s): Retained Title-Assoc	phy and Geoinformation Science	e (COS)			
White	Adam J.	Conversion			
Title: Term Assistant Professor Local Academic Unit: Antonin Scalia Law School Note(s): Professor White is converting from Instructional Faculty to Administrative Faculty.					
Williams Hettler	Shannon	Title Change			
Title: Assistant Dean for Stude Local Academic Unit: Schar S Note(s): Previous Title:Directo	School of Policy and Governmen	t			

Academic Programs, Diversity, and University Community Committee

September 30, 2021

FIRST NAME	TYPE
Leotie	Title Change
Residential Communities	
using and Residence Life (UL)	
sistant Director, Care and Outreach	
Shun	Title Change
• •	ions Management (MIS)
ssociate Professor without Term	
Rosemarie	Leave with Pay
has been awarded a Faculty Study	Leave for Fall Semester 2021.
Kai	Title Change
novation and Cybersecurity Lab	
ctrical and Computer Engineering (CEC)
ssociate Professor without Term	
1.	Title Change
Jie	The change
Jie esearch, Department of Physics & A	-
	Astronomy
	Leotie f Residential Communities using and Residence Life (UL) sistant Director, Care and Outreach Shun of Information Systems and Operation ool of Business ssociate Professor without Term Rosemarie

Academic Programs, Diversity, and University Community Committee

September 30, 2021

OTHER ANNOUNCEMENTS

LAST NAME

FIRST NAME

Zhang

Ketian V.

<u>TYPE</u> Tenure Track Contract Extension

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

	Fa	culty and Acaden	nic Standards Cor	nmittee		
			ber 30, 2021			
	SUMMARY	OF FACULTY A	CTIONS AND AN	NOUNCEMEN	ГS	1
APPOINTMENT OF FACU			Τ	e Track		
	le	rm	I enure			
	9-month	12-month	9-month	12-month	Research	Grant Funded
Instructor	7	0	0	0	0	0
Assistant Professor	20	8	29	2	5	6
Associate Professor	5	0	0	0	0	0
Professor	4	2	0	0	2	1
Administrative/Professional	0	83	0	0	0	3
Totals	36	93	29	2	7	10
RENEWALS/REAPPOINTM	MENTS					
KENEWALS/KEAFFUININ		rm	Tenure	e Track		
	9-month	12-month	9-month	12-month		Total
Instructor	6	7	0	0		13
Assistant Professor	24	20	0	0		44
Associate Professor	6	12	0	0		18
Professor	2	4	0	0		6
Administrative/Professional	0	21	0	0		21
Totals	38	64	0	0		102
SEPARATIONS						
			Contract			
	Resignation	Retirement	Expiration	Deceased		Total
	77	32	20	0		129
OTHER ANNOUNCEMEN	ГS					
					Tenure Track	
	Leave with pay				Contract	
	and Partial pay	Leave w/o pay	Title Change	Conversion	Extension	Total
	10	0	134	2	20	166
		-			-	

*Summary Excludes Postdoctoral Research Fellows and Research Staff

2020-2021 Degree Awards George Mason University

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 9,823 degrees during the 2020-21 academic year, a slight increase of 269 awards (2%) compared to last year. Of the degrees conferred, 32% 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 78% of the degrees were conferred to Virginia residents.

Degree Awards

The overall distribution of degree awards in FY21 was:

- 6,277 Bachelor's degrees
- 3,107 Master's degrees
- 281 Doctoral degrees
- 158 First Professional (Law) degrees

Top Degree Areas

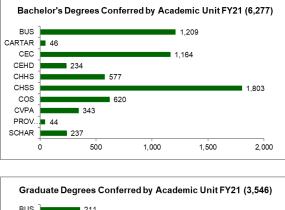
George Mason continues to serve the Commonwealth by preparing graduates in areas of critical need. Mason also awarded an increased number of degrees in the STEM (3,183) and Health Science (831) fields, credentials the Governor hopes to increase as state institutions award more degrees. Teacher preparation programs are among the most productive master's degree programs at Mason, with 912 M.Ed. degrees awarded in FY21.

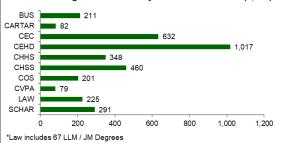
- The top five undergraduate degree areas were Information Systems and Operations Management; Information Technology; Psychology; Criminology, Law and Society; and Computer Science. These programs accounted for 29% of bachelor's degrees.
- Curriculum & Instruction; Special Education; Data Analytics Engineering; Education Leadership; and Business Administration were the most productive master's programs, accounting for 38% of the master's degrees awarded.
- The doctoral programs with the most graduates were Nursing (DNP & PHD); Education; Psychology; Economics; and Bioinformatics and Computational Biology accounting for 41% 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%).



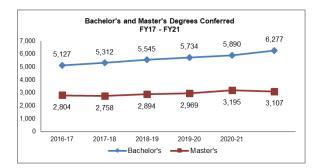


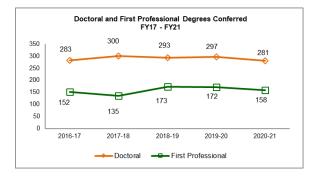
Trends in Degree Awards

The total number of degree awards increased over the last year; the number of Bachelor's degrees increased 7%, Master's degrees decreased by 3%, and the number of Doctorates decreased by 5%. The number of Juris Doctorate degrees decreased by 8%.

Over the last five years, Mason has increased its degree production by 16%. Bachelor's, Master's, and the Juris Doctorate degrees have increased and Doctoral degrees have decreased during this time period:

- Bachelor's degrees have increased by 18%
- Master's degrees have increased by 13%
- Doctoral degrees have decreased by 1%
- Law degrees have increased by 4%





Certificate Awards

In addition to the 9,823 degrees conferred during the 2020-21 academic year, Mason awarded 840 post-baccalaureate certificates. CEHD awarded 55% of the certificate awards. Twenty-four percent of certificate awards were in STEM fields, while 5% were in health professions.

Peer Institution¹ Comparison

Compared to its 25 peer institutions in 2019-20, the most recent year for which data are available, Mason ranked as follows:

- 15th in overall degrees awarded
- 9th in master's degrees awarded
- 15th in bachelor's degrees awarded
- 21st in doctorate-research degrees awarded
- 21st in the number of doctorate-professional degrees awarded (such as J.D. & M.D.)
- 2nd in certificates 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 2020-21, Mason added three new Bachelor's degrees: BS in Recreation Management, BS in Sport Management, and a BS in Health Informatics. Two new Master's: MS in Finance and a MS in Kinesiology. A doctorate in Business was also initiated. These new programs and the graduates they produce will serve the needs of Virginia and the broader global community.

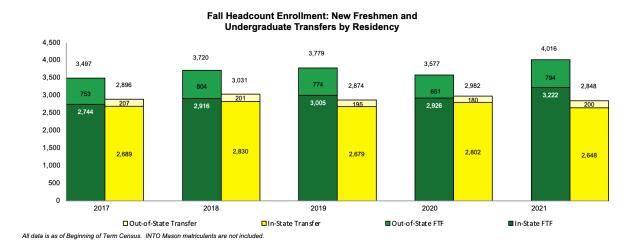
¹ The list of 25 peer institutions is approved and maintained as a benchmark for targeting comparative salary data by the State Council of Higher Education for Virginia (SCHEV). The current peer group was approved in July, 2011, and includes Arizona State University, Boston University, Florida State University, George Washington University, Michigan State University, New York University, North Carolina State University at Raleigh, Northeastern University, Rutgers University-New Brunswick, Stony Brook University, SUNY at Albany, Syracuse University, Temple University, University of Arizona, University of Connecticut, University of Florida, University of Illinois at Urbana-Champaign, University of Kansas, University of Maryland-College Park, University of Massachusetts Amherst, University of Minnesota-Twin Cities, University of Nebraska-Lincoln, University of North Carolina at Chapel Hill, University of Southern California, and University of Washington-Seattle Campus.

Fall 2021 Enrollment Update and Beginning of Term Student Profile

Undergraduate Admissions

This fall Mason's Virginia campuses welcomed 4,016 first-time freshman and 2,848 transfer students for a total of 6,864 new degree-seeking undergraduate students. Prospective freshmen and transfers applying for undergraduate admissions this fall submitted 25,234 completed applications, and 22,878 were accepted. The yield rate (percentage of accepted applicants who enroll) for first-time freshmen is 21.4 % while the yield rate for transfer students is 69.0%. Students who submitted applications for readmission or applied for a second Mason undergraduate degree increased from 284 in Fall 2020 to 314 in Fall 21.

The chart below shows the trends in new student enrollment by level and residency.



Freshmen: Sixty percent of this year's freshmen class is from Northern Virginia, and 20% is from other areas of Virginia. The freshman class includes students from 46 states as well as the District of Columbia, Guam, Puerto Rico, and 36 foreign countries.

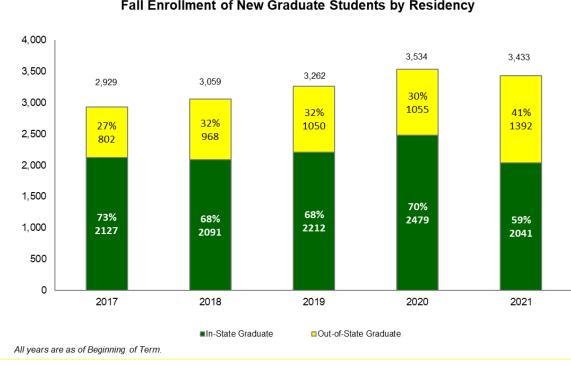
Transfer Students: Most degree-seeking undergraduate transfer students, 75%, are from the Northern Virginia area. Seventy-eight percent of transfer students transferred from the Virginia Community College System. Northern Virginia Community College was the transfer institution for 91% of the VCCS transfers.

Graduate Admissions

In Fall 2021, Mason received 10,003 graduate applications and 7,603 were accepted. The graduate acceptance rate was 76% and the yield rate was 45%.

Graduate Level	Completed Applications	Accepted	Accepted as a % of Completed Applications	Enrolled	Enrolled as % of Accepted
Certificate	715	575	80.4%	346	60.2%
Masters	7,248	6,093	84.1%	2,718	44.6%
Doctoral	2,040	935	45.8%	369	39.5%
Total	10,003	7,603	76.0%	3,433	45.2%

Fall 2021 Graduate Applications



Fall Enrollment of New Graduate Students by Residency

Antonin Scalia Law School Admissions

Law school applications totaled 2,419 complete applications and 779 (32%) accepted. Of these, 348 students enrolled for a yield rate of 45%. New enrollment has increased over the past five years from 198 in Fall 2016 to 348 in Fall 2021. The degree breakdown of new law students includes 262 JD, 73 LLM, and 13 JM.

US-Based Freshmen Profile

Academic Preparation: In Fall 2021, Mason welcomed freshman class with 4,016 students.

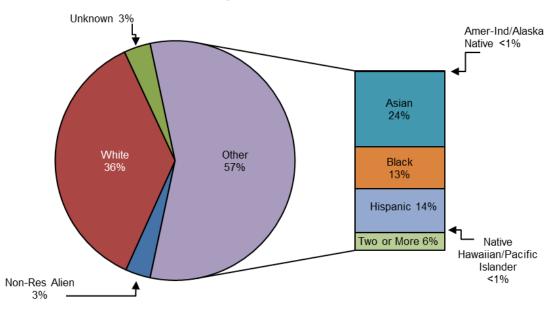
SAT Test Scores: Mason's 2021 freshman cohort had an average SAT Score (Combined Critical Reading and Mathematics) of 1242. The 75th percentile score is 1340 and the 25th percentile score is 1150. This year only 37% of entering freshmen submitted SAT scores.

High School Grade Point Average (GPA): The 3.68 average high school GPA of the Fall 2021 freshmen class is comparable to the most recent years.

High School Class Rank: 42% of Fall 2021 freshmen reported a class rank; therefore, while we provide this information, the generalizability of the data and its comparability should not be assumed. There were 14% of this year's class in the top 10% of their high school class and an additional 25% in the top 11% to 25% of their high school class.

Diversity

Diversity is a hallmark of Mason, and this is evident in the racial/ethnic mix of our students. Of this fall's freshmen class, 56.6% identified themselves as being a racial/ethnic minority (Black/African American, American Indian/Alaska Native, Asian, Hispanic, Native Hawaiian/Pacific Islander, and two or more). Another 3.4% are Non-Resident Aliens. Nineteen percent of our entering class identify themselves as first generation students.



Student Diversity: Fall 2021 Freshmen N=4,016

Beginning of Term Census: Fall 2021 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 38,615 with a full-time equivalent (FTE) of 29,295. There is a decrease of 12 HC and a decrease of 372 FTE from the Fall 2020 BOT. Contract enrollment will continue to increase slightly until the middle of term census enrollment that is captured in mid-October.

Residence Northern Virginia Other Virginia Out-of-State	25,085 5,830 7,700	65% 15% 20%	Level Undergraduate Graduate First Professional* *JD-604 LLM/JM-157	26,966 10,888 761	70% 28% 2%
Racial and Ethnic D Minority Students* International Students White Unknown *includes Asian	ť	49% 8% 39% 4%	Percent of Degree-See Undergraduate First Professional Graduate* Overall *Full-time graduate includes credit hours.	U	78% 73% 31% 65%

George Mason University-Korea enrolled 519 students in Fall 2021, an increase of 28 students over Fall 2020. This year's new students included 68 first-time freshmen 24 new transfers, and 6 non-degree students. Most students are from South Korea, however there are students from 10 other countries as well as US citizens, and students with dual US and South Korean citizenship.

BOARD OF VISITORS GEORGE MASON UNIVERSITY

Planning Conference Meeting July 29, 2021 MINUTES

PRESENT: Rector James Hazel, Vice Rector Horace Blackman; Visitors Anjan Chimaladinne, Juan Carlos Iturregui, Mehmood Kazmi, Ignacia Moreno, Carolyn Moss, Dolly Oberoi, Jon Peterson, Nancy Prowitt, Paul Reagan, Edward Rice, Denise Turner Roth, and Robert Witeck.

ABSENT: Secretary Simmi Bhuller and Visitor Wendy Marquez

ALSO, PRESENT: Erin Rogers, Staff Representative; Melissa A. Broeckelman-Post, Faculty Representative; Steven Zhou, Student Representative; Gregory Washington, President; Ken Walsh, Vice President for Strategic Initiatives and Chief of Staff; Mark Ginsberg, Provost and Executive Vice President; Carol Kissal, Senior Vice President for Administration and Finance; Christine Landoll, President-Elect of Alumni Association; Robert Matz, Campus Dean, Mason Korea; Keith Renshaw, Department Chair/Professor, Psychology; Rachel Wernicke, Associate Dean and Chief Mental Health Officer; Shernita Rochelle Parker, Assistant Vice President, HR Strategy and Talent Management; Wendi Manuel-Scott, Associate Professor, Integrative Studies and History/Art History, AF, African & African American and Women & Gender Studies; Saskia Campbell, Executive Director, University Career Services; Liza Durant, Associate Dean, Strategic Initiatives and Community Engagement; Board of Visitors Committee Faculty Representatives, Members of the Executive Committee of the Board of Trustees, Members of the President's Council, Members of the Alumni Board Presidents, and Sunshine & Bourbon Representatives.

I. Call to Order

Rector Hazel called the session to order at 8:17 a.m. He then introduced Dr. Washington for opening remarks.

II. Welcome Remarks, Agenda Overview & Key Milestones/Achievements

Dr. Washington provided the following remarks, highlighting the following:

- Thriving through Our Major Crises:
 - He highlighted what his first day looked like by noting he had to deal with a pandemic and financial crisis which created uncertainty for the campus, but Mason made it through.
 - Mason is looking at about \$10-12 million in extra funds this year to support the faculty, staff, and students.
 - Still largest institution in the state.
 - No staff layoffs or furloughs.
- Keeping Mason Safe:
 - Since August 1, 2020, there have been 901 total COVID cases which is low for a large campus. Dr. Washington put this into perspective by reporting some Virginia colleges had 1,500 cases in a week and some had 500 cases in a weekend.
 - Mason has vaccinated more than 88,300 people since January 2021 which was mostly accomplished by volunteers.
 - Mason and National Graduation Rates:
 - $\circ~$ The graduation average of Mason is at 70% which is higher than the national average.
 - Mason did not have a graduation performance decline due to the pandemic.
- Graduate Rankings:

- Mason continues to do well in the rankings.
- U.S. News & World Report ranked eight (8) Mason Graduate Programs among the top 25 nationally.
- Mason Impacting the World:
 - Lance Liotta, Co-Director of Applied Proteomics and Molecular Medicine and his team developed the COVID-19 rapid-result saliva-based test that allowed Mason to expand surveillance testing to greater than 5,000 per day. The saliva test costs about \$20-22 per test, which is a reduced cost compared to the original nose swab test that Mason used in the beginning that was \$150 per test.
 - Tyler Cowen is a Mason economist who launched the Emergent Ventures Fast Grants Program to incentivize and fund COVID-19 research. This program has awarded 247 grants totaling \$50 million. He noted this is important because during the early days of the pandemic the government could not get funds to researchers fast enough. Mr. Cowen's work allowed Mr. Liotta's team to develop the aforementioned saliva-based test.
 - Ed Maibach is a University Professor in the Department of Communication who was ranked seventh overall in the Reuters Hot List which identified and ranked the world's top 1,000 climate scientists.
- Access to Excellence:
 - The Mason Virginia Promise is a pathway toward a bachelor's degree or your own business for every Virginian that wants it.
 - While Mason admits many students, it does not admit everybody. The Mason Virginia Promise works by attending two (2) years at a community college and then attending (2) years at Mason for those that want a bachelor's degree.
 - The Mason Talent Exchange Program will provide employers with access to experienced Mason alumni.
 - Mason identifies the employer needs, aligns that with micro-credentials, the employer provides feedback and then interviews are accomplished.
 - Mason manages about 33 small businesses development centers throughout the state of Virginia so if for some reason someone does not want an advanced degree, Mason can assist them with obtaining their own business through the 33 small business centers throughout Virginia given that Mason manages all of these centers.
- Anti-Racism & Inclusive Excellence Initiative:
 - More than 100 faculty and staff came together to provided 62 recommendations. Work has begun on the first 15 of those recommendations.
- Local Ad Campaign:
 - Slides were shown which are a part of a massive ad campaign that could appear in the DMV or in regional airports. The ad and rebranding campaign were discussed in further detail later in the day.
 - Mason cannot be the best kept secret anymore.
- What Does This Mean?
 - Ongoing effort to hire and retain faculty.
 - Looking at expanding research programs and focusing research in areas of consequence, such as:
 - Institute for Biohealth Innovation (IBI)
 - Institute for a Sustainable Earth (ISE)
 - Institute for Digital InnovAtion (IDIA)
- Bring Innovations to Northern Virginia:

- Through the Institute for Digital InnovAtion (IDIA), this facility will support digital technology growth throughout Northern Virginia.
- Other Reinventing Initiatives:
 - A formal Strategic Plan launched yesterday.
 - Launching a comprehensive institutional branding renewal effort.
 - Launch an initiative to increase the university's rankings in the next five years. The goal is for Mason to be ranked as one of the top 100 universities nationally.
- Faculty & Staff:
 - Faculty and staff are understaffed because the university is underfunded which needs to be improved. Please continue to advocate, especially in Richmond, for Mason to receive the necessary support.

III. Framing of the Day

Provost Ginsberg framed the day by providing the following information:

- Mason is defined by its values which remain at the foundation even through continued growth and evolution.
- Mason is a special R1 because it ensures applications are common practices and not just theoretical.
- Mason is about quality, accessibility, and affordability; an incredible center for excellence that is affordable.
- This is an opportunistic moment to take advantage of even coming out of the pandemic.
- Today is about dialog not deliberation nor decision making, and the key strategies are leverage, lift, integrate and sustain.
- For Mason, it is about going from great to greater.
- There will be breakout sessions this morning and afternoon. Branding and finances will also be discussed throughout the day. Candid, robust and consequential conversations were welcomed.

IV. Breakout Sessions

Dr. Washington, provided instruction for the breakout groups and rotations at each station as follows:

- <u>Station # 1: Mason as Tech Talent and Innovation Leader</u> Facilitated by Paul Allvin, Trishana Bowden, Liza Wilson Durant and Carol Kissal
- <u>Station #2: Mason Students: From Access to Success</u> Facilitated by Saskia Campbell, Rose Pascarell and Rachel Wernicke
- <u>Station #3: ARIE: Where We've Been and Where We're Going on Our Journey to</u> <u>Inclusive Excellence</u> – Facilitated by Shernita Rochelle Parker, Wendi Manuel-Scott & Dietra Trent
- <u>Station #4: Supporting Faculty & Staff Success: Driving Mason to Greater Greatness</u> Facilitated by Mark Ginsberg, Erin Iacangelo and Melissa Broeckelman-Post

V. Branding Project

Paul Allvin, Vice President of Strategic Communications and Marketing presented the following information regarding Mason's branding project:

- Branding is dealing with the hard things, having a deep and honest conversations along with listening. He noted that what got Mason here will not get Mason to where it wants to be. The best brand practices must be installed to get Mason where it wants to be.
- Mason is the best kept secret. How can Mason not be the best kept secret any longer?

- Awakening Northern Virginia's sleeping giant:
 - Start the flywheel by having Mason promoting itself through advertising, public relations and digital strategy.
 - Optimize for scale through the "Secret's Out" campaign. Determine what channels are not working and which are. Then optimizing the channels that are working and cease investing in the channels that are not working.
 - Build momentum and enthusiasm around the university which has been lacking.
- o 10 Superlatives
 - Out-of-home (OOH) Advertising is being tested to see which of the following methods work: airports, buses and Metrorail stops.
 - Communications will be sent through video vignettes and written articles.
 - There is a digital strategy being conducted through social medial integrations and Washington Post advertising.
 - Mason's superlatives will be displayed through digital communications and campus banners. Window clings on campus building and campus brand hotspot with QR codes directed toward students are in concept mode. The campus branding is to get current students excited.
 - National Superlatives:
 - Fastest-growing public research university.
 - No. 1 youngest university under the age of 50.
 - 1st cyber-security engineering program.
 - No. 1 part-time law program.
 - Top 10 homeland security studies program.
 - Virginia Superlatives:
 - Largest public university.
 - Most inclusive university.
 - No. 1 theater school.
 - 1st school of computing.
 - Most computer science grads in Virginia.
 - Slides were shown of ads in Dulles International Airport, Reagan National Airport, and Ballston Metrorail Station, along with the Metrobus route.
- Concluded by wanting Mason to be obvious and not a secret.
- Sunshine & Bourbon
 - Mr. Allvin introduced Jessica Ireland the Co-Founder of Sunshine & Bourbon a branding and creative firm that Mason is working with. Ms. Ireland then introduced her team.
 - The brand needs to reflect Mason's goals which it is tackling the world's biggest challenges.
 - What is a Brand?
 - It is who you are, what you do, and why you matter.
 - For organizations, this translates to your brand being a combination of your mission, values, strategy, relationships, impact and their value to the world. It's a gut feeling about the promises you make and your reputation for keeping (or breaking) them.

- It's not what you say you are, it's what <u>they</u> say you are.
- Challenges:
 - Perceived lack of identity.
 - Defining Mason's full range of differentiators.
 - Gaining recognition for all Mason's bran attributes and achievements with its larger audiences.
- Opportunity:
 - Create a brand that unifies the multiple campuses, departments, and audiences of Mason.
 - Create a brand that with further legitimize the Northern VA/DC-region as a leading innovation center.
- Brand Purpose is defining Mason's cause/why Mason exists.
- Brand Requirements are uniquely and indelibly to Mason, relevant and universal to everyone and enduring.
- The initial truths are that Mason is ambitious, diverse, has a spirit of innovation and is visionary.
- Sunshine & Bourbon (S&B) has developed a four (4) phase approach to get Mason where it wants to be:
 - Research and Analysis This is where S&B listens to those in attendance, students and other stakeholders in the community.
 - Brand Planning
 - Brand Development
 - Deployment Planning
- Today's S&B Agenda:
 - Introduction: Overview of the Branding Process
 - Group Engagement Session: Consumer Journey of our Audiences
 - Group Engagement Session: Imagine Mason's Future
 - Report from the Sessions
 - Facilitated Discussion: Identifying Mason's values, purpose, and differentiators
 - Q&A from Audience
- Branding Project Breakout Groups:
 - Instructions for two exercises were then provided to the eight (8) breakout groups.
 - The first exercise was for each group to pretended to be an assigned persona/assigned target audience, answer prepared questions as this persona with one member of the group taking notes on a provided white board. The target audiences are listed below:
 - University leadership
 - Students
 - Faculty
 - Alumni and donors
 - The second exercise was imagining Mason in five years (2026) and answering the same questions as themselves and not the assigned persona.
 - Group Report Outs

- <u>Alumni and Donors</u> Christine Landoll, Business Engagement Director, reported that the common themes were faculty who really care, alumnus need to stop keeping Mason as a secret and be vocal about being a Mason Alum.
- <u>Alumni and Donors</u> Kim Eby, Associate Provost for Faculty Affairs and Development report that students needed to be prepared for the future and for careers of the future. That scaling up what is always great about Mason as this will not dilute Mason's access and affordability.
- <u>Faculty</u> Amy Hutchison, Associate Professor of Literacy and Reading, reported the following reason why faculty choose Mason: diversity, innovation, R1 status, sense of community and boundary expanding institution. She noted Mason's strengths of a creative campus and being able to cross disciplines. She continued to note Mason's Challenges of low salaries and high cost of living. In five years, this group saw Mason students being more successful in jobs, that Mason will close the unemployment gap in Virginia and that Mason will become a well-known minority institution.
- <u>Faculty</u> Andre Marshall, Vice President for Research, Innovation, and Economic Impact reported that Mason has a nice balance of research and teaching. That faculty come to Mason for the experience. There is a thread of closed mindedness/conservatism in some units. Mason units also have their own cultures. In the future maybe, PhD grads could be trained at teaching which could be a potential differentiator for the institution.
- Ms. Ireland stated that time has run out, apologized for not getting to all the reports and thanked everyone for being a part of their strategy session.

VI. Lunch Recess

Rector Hazel called for lunch recess at 12:03 PM and advised the session would reconvene at 1:00 p.m.

Rector Hazel reconvened the session at 1:00 p.m.

VII. Financial Framework Presentation

Carol Kissal, Senior Vice President of Administration and Finance, provided the following financial framework information and the long-term picture:

- Six-Year Operating Plan
 - Enterprise Financial Plan: Operating
 - Operating Plan Goals:
 - Access to Excellence
 - Research

- Competitive Faculty and Staff Compensation/Retention and Growth
- Funding Disparity
- Capital and Operating Revenues for FY22 and FY28:
 - The total budget for FY22 is \$1.25 billion. The state provides 18% of that budget.
 - The projection total budget for FY28 is \$1.84 billion. The plan is to double down on financial aid to be able to assist the neediest students.
- Capital and Operating Expenses FY22 and FY28:
 - Compensation is the biggest expense that Mason has for FY22 at almost 50%.
 - Contractual services and sponsored sub-awards are the next largest expense for FY22. This expense in FY28 is projected to grow from \$177.1 to \$304.0.
- Research Performance:
 - A graph was provided to show the NSF Total Research Expenditure Growth of between 2018 and 2020. In 2018 research expenditures was \$115 million and \$190 million in 2020. The plan is to go to \$250 million.
- Undergraduate & Graduate Enrollment (headcount):
 - The plan for FY23 is to grow enrollment for 41,893, which includes graduate, law and undergraduate students.
 - Mason is admitting a lot of students and has a 70% graduation rate.
- Graduation Rates: Mason & National
 - The national average of black students graduating is 44.7% and Mason's average is 73.7%
- Changes in High School Grads:
 - Reviewed the national demographics from 2019 to 2025 and 2019 to 2030.
 - Reviewed the regional demographics. Northern Virginia looks different than the rest of the state. 40% of children in Virginia reside in Northern Virginia. Three quarters of Mason students call Northern Virginia home. While the national demographics are interested it is important to also look at region demographics to understand trends.
 - The number of high school graduates in Norther Virginia are projected to peak in 2026 at 46,000 students. However, since the number of births has declined since the last recession in Northern Virginia and there has been a decline in families moving into the area there is projected to be a slight decline in Northern Virginia graduation rates in 2040.
- Operating Plan: Net Tuition Revenue:
 - The net tuition revenue for FY23 and FY24 is what was submitted to the state.
 - Will have planned increases in tuition.
 - Will increase financial aid
- Biennium Operating Request:

- Mason will spend \$20 million on core operating items that are needed to be successful.
- Mason requested \$39.2 million from the state to support strategic investments. The amount provided from the state in the past has not been enough to catch Mason up to the levels where the university needs to be.
- Six-Year Projected Funding Gap:
 - After all expenses are funded by increased tuition revenue a state appropriation, Mason's operating margin is not sufficient to fund identified strategic needs.
- Pro-Forma Six-Year Capital Plan:
 - The goals are to develop a living framework to support ongoing decision making.
 - Phase one will be to establish flexible programmatic identity for three campuses.
 - Phase two will be to develop physical plans to support program goals.
 - Phase One Summary:
 - The Arlington Campus is a professional campus.
 - The SciTech Campus is the medical campus.
 - For the Fairfax Campus there are two trains of thought which are a renewed campus and a reimagined campus.
 - Pro-Forma Summary Capital Plan:
 - Is a seven-year period.
 - Mason Government Relations will strategize the legislature for capital campaigns.
 - Mason can issue \$200 million in debt due to Tier 3 status and still meet all of Mason's financial metrics.
 - More lab space is needed.
 - Mason's operating cash flow and liquidity look good as well as Mason's financial health.
- Financial Plan Summary Risks and Opportunities:
 - An operating risk is that salaries remain low.
 - A capital opportunity is prospective capital projects would be transformative.
- Ms. Kissal summarized that Mason has the resources and potential resources that can match the strategy and then opened the floor for questions.
- The following questions were posed to Ms. Kissal:
 - Visitor Kazmi asked about investing in affordable housing and childcare facilities as an alternative way to compete with salaries. Ms. Kissal responded that subsidizing instead of building more housing has been considered.
 - Visitor Rice asked what doubling down in financial aid money meant. Ms. Kissal clarified by noting \$38 million is currently received from the state and doubling that to \$65 million for financial aid over the coming years.
 - Visitor Kazmi inquired if the graduate student headcount was on track. Ms. Kissal stated that it is not if Mason wishes to expand research. Mason is not in danger as there was a graduate enrollment increase but the graduate student headcount needs to be monitored.

VIII. Breakout Sessions

Dr. Washington, provided instruction for the breakout groups and rotations at each station as follows:

- <u>Station # 1: Efficiency, Effectiveness, & New Revue Opportunities</u> Facilitated by Kevin Borek, Bill Dracos, André Kinney, Carol Kissal & Frank Strike
- <u>Station #2: Innovation Commission & Strategic Planning</u> Facilitated by Keith Renshaw
 & Ken Walsh
- <u>Station #3: Building Blocks for Mason's Next \$1B Campaign Philanthropic</u> <u>Partnerships</u> – Facilitated by Trishana Bowden
- <u>Station #4: Legislative Priorities</u> Facilitated by Paul Liberty

IX. Report Outs (Morning & Afternoon Sessions) & General Discussion

Rector Hazel called for the reporters for presentation from their assigned stations:

- Station #1 (Morning): Mason as Tech Talent and Innovation Leader
 - Visitors Moss and Moreno provided the takeaways from their group. Visitor Moss noted that Mason is uniquely positioned to become a national leader in tech talent and innovation leadership. There are two ways to do this. The first, is by branding and positioning the university as a trusted partner. The second, is to invest in new pathways and technology, not just to meet today's needs but future needs. Mason needs to invest in faculty by recognizing innovation and by rewarding innovation. Innovation needs to become the priority. Mason also needs to be recognized as producing the most diverse and prepared talent pool for the surrounding community.
 - Visitor Moreno noted that Mason wants to be a destination for innovation and support for equity, talent and access to that talent which is an enhancement to where the university currently is. She also mentioned the importance of inclusion.
- Station #2 (Morning): Mason Students: From Access to Success
 - Visitors Roth and Iturregui provided the takeaways from their group. Visitor Roth noted that a major take away during this breakout session was some of the statistics. She mentioned the data of 40,000 students currently at Mason and the goal of having 45,000 students by 2024. The completion rate was also discussed, in their group and she appreciated that Mason is not only attracting students but is also graduating. Due to the pandemic many students are dealing with mental health issues and are struggling with how to reconnect with the world. She was happy to learn that there is a committee to address this concern.
 - Visitor Iturregui agrees that the numbers are impressive, and Mason should be proud to be helping so many students.
- Station #3 (Morning): ARIE: Where We've Been and Where We're Going on Our Journey to Inclusive Excellence
 - Visitors Rice and Prowitt provided the takeaways from their group. Visitor Rice notified that group that there were two ARIE Townhalls during the 2020-2021 academic year and stated they are on the Mason website should anyone wish to watch them. He noted that the ARIE Taskforce has 60 recommendations, of which 15 of those will be implemented this academic year. In addition, the state developed the One Virginia Plan which meshes well with the recommendations of the ARIE taskforce.
 - Visitor Prowitt stated that Mason is well on its way to be the exemplar on how to handle anti-racism and inclusive excellence. She mentioned that the One

Virginia Plan came out after the ARIE Taskforce began. She also highlighted the ARIE Townhalls. A foundational course on ARIE will be implemented and offered during a student's sophomore year at Mason.

- Station #4 (Morning): Supporting Faculty & Staff Success: Driving Mason to Greater Greatness
 - Visitor Chimaladinne provided the takeaways from his group. He learned that Mason needs to hire more faculty and staff. He continued that the Mason faculty and staff is not as diverse as the student population and hopes this changes in the coming years. He mentioned that there are strategies in place to help with retention of faculty and staff.
- Station #1 (Afternoon): Efficiency, Effectiveness, & New Revenue Opportunities
 - Vice Rector Blackman and Visitor Iturregui provided the takeaways from their group. Vice Rector Blackman reported that this topic centers around three things: monetizing real estate, reimagining what the main access to campus looks like so it is more prominent, and reimagining how Mason interacts with the community.
 - Visitor Iturregui sees a little bit of gap between Fairfax City (Mason's host community) and Fairfax County (the broader governmental unit). He would like for them to become part of Mason and Mason a part of them to close that disconnect. Regarding monetizing, Visitor Iturregui would like to see senior incorporated as we are an aging society.
- Station #2 (Afternoon): Innovation Commission & Strategic Planning
 - Visitors Rice and Reagan provided the takeaways from their group. Visitor Rice stated they talked about establishing a brand, connecting university groups and how to get different university groups talking to each other. Their station talked about an idea of a debt free solutions for students. Currently, there are not enough places for students to work on campus. It was discussed to establish something similar to the EIP program for 7th and 8th graders to tutor their way into Mason. There should be some recognition for faculty and staff when they go above and beyond the call of duty. There needs to be a balance of hybrid work and education. The culture of mentoring others in their career path is considered very important.
 - What resonated with Visitor Reagan was Dr. Washington starting the innovation commission process. There were eight lessons that the innovation commission identified. He hopes this is the beginning of the process in learning about the lesson of the pandemic. Visitor Reagan predicts there will be a major focus on the disruption of K12 education and how this disruption will affect the students and put them behind. He continued that it will be really important for institutions to be forward thinking on how to handle this disruption. He felt that the proposal for a debt free education and every student coming out of Mason with a job is a really positive notion. He felt that the strategic plan that was out lined was very inclusive, outstanding and believes it will be successful.
- Station #3 (Afternoon): Building Blocks for Mason's Next \$1B Campaign Philanthropic Partnerships
 - Visitors Kazmi and Peterson provided the takeaways from their group. Visitor Kazmi is happy to be on board where there are not any big issues to address. The alumni participation campaign was about 23% in the last campaign. This year there has been 40% alumni participation. The message is everyone is welcome to participate and help raise the \$125 million for the Arlington project.

- Visitor Peterson expressed that his takeaway is that Mason is a university that comes up with ideas and then makes those ideas happen quickly. He continued to remark that other universities take much longer to make things happen. Mason is known as a pioneering university. When it comes to diversity, Mason is miles ahead of other universities and now we need to build on that.
- Station #4 (Afternoon): 2021-2022 Legislative Priorities
 - Rector Hazel began by welcoming the newest board member Dolly Oberoi. He continued that there are many challenges ahead and that Dr. Washington will share his goals during tomorrow's annual board meeting. None of the items that were priorities when Dr. Washington was hired were priorities when he started. Rector Hazed stated that Dr. Washington did a wonderful job with what he was given.
 - Rector Hazel noted that this is an election year and encouraged the board to get out there and talk to the candidates, telling them about Mason, the disparity in funding and the need for additional financial aid. Use this as an opportunity to turn the candidates into Mason allies if they are not already. He concluded that engaging with the candidates was the main take away from him group and then introduced Dr. Washington for closing remarks.

X. Reflections & Closing Comments

Dr. Washington provided the following reflections and closing remarks.

• He is tremendously proud with what Mason has accomplished this year given the uncertainty of how the year began. Other Virginia institutions are wondering how Mason did it. He applauded state government relations and Mark Smith, Executive Director of State Government Relations for fully engaging elected officials to obtain much needed support for Mason. He thanked the leadership team and continued that the university is great because there are great people running it. He concluded that a team has been assembled to handle the Delta Variant and then a brief video was shown addressing the variant.

XI. Adjournment

Rector Hazel adjourned the session at 4:40 p.m.

Prepared by:

Sarah Hanbury C Secretary pro tem

BOARD OF VISITORS GEORGE MASON UNIVERSITY

Meeting of July 30, 2021 MINUTES

PRESENT: Rector James Hazel, Vice Rector Horace Blackman, Secretary Simmi Bhuller, Visitors Anjan Chimaladinne, Juan Carlos Iturregui, Mehmood Kazmi, Ignacia Moreno, Carolyn Moss, Dolly Oberoi, Jon Peterson, Nancy Prowitt, Paul Reagan, Edward Rice, Denise Turner Roth, and Robert Witeck.

ABSENT: Visitor Wendy Marquez

ALSO, PRESENT: Erin Rogers, Staff Representative; Melissa A. Broeckelman-Post, Faculty Representative; Steven Zhou, Student Representative; Gregory Washington, President; Ken Walsh, Vice President for Strategic Initiatives and Chief of Staff; Mark Ginsberg, Provost and Executive Vice President; Carol Kissal, Senior Vice President for Administration and Finance; Lester Arnold, Vice President for Human Resources and Payroll; Brian Walther, University Counsel; Melissa Perez, Associate Director, Export Compliance & Secure Research; and Sarah Hanbury, Secretary pro tem.

I. Call to Order

Rector Hazel called the meeting to order at 9:02 p.m.

II. Approval of the Minutes

A. Electronic Full Board Meeting Minutes for May 6, 2021 (ACTION ITEM)

Rector Hazel called for any corrections to the electronic full board meeting minutes for May 6, 2021 that were provided in the board meeting materials. There were no edits. The minutes stood approved as written.

Rector Hazel welcomed Visitor Oberoi, the newest member of the board. Visitor Oberois is active in the local technology community and has been involved with the Mason Board of Trustees. Visitor Oberoi thanked everyone for the warm welcome and stated the President's Planning Conference, the day prior, was very inspiring.

Rector Hazel congratulated Vice Rector Blackman, Visitor Chimaladinne and Visitor Prowitt for their reappointments to the Board.

Rector Hazel introduced Steven Zhou the graduate student representative to the Board. Steven expressed that he is honored to be here.

Rector Hazel shared that the new undergraduate student representative to the Board, Natalia Kanos was unable to attend this meeting and hopes she will be at the next.

Rector Hazel welcomed Melissa Brockelman-Post the new faculty representative to the board and Faculty Senate Chair. Dr. Brockelman-Post thanked the board for having her and is happy to be here.

Rector Hazel then welcomed Erin Iacangelo Rogers the new staff liaison to the board and the Staff Senate Chair. Ms. Rogers is also excited and honored to work with the board and be a voice for the Mason staff.

III. Election of Officers and Committee Appointments

Rector Hazel shared that there are some changes to the committee rosters this year. Rector Hazel stated that some members of the board had committee placement requests, which he tried to accommodate and that he also wanted to move members around a bit to give others the opportunity to chair or vice chair a committee.

- A. Election of Members-at-Large to the Executive Committee (2) (ACTION ITEM) Rector Hazel announced that the Rector, Vice Rector, and Secretary are elected to serve two-year terms, all of whom are in the second year of their term. The At-Large members to the Executive Committee are elected every year to serve one-year terms. Rector Hazel moved to approve the following at-large members to the Executive Committee:
 - Ignacia Moreno
 - Carolyn Moss.

The motion was **SECONDED** by Vice Rector Blackman. Rector Hazel opened the floor for further discussion. There was none. **MOTION CARRIED UNANIMOUSLY BY VOICE VOTE**

Rector Hazel congratulated the at-large members and stated he looks forward to working with them.

- B. Appointment of Board Liaisons
- C. Committee Appointments
- D. Committee Chair and Vice Chair Appointments (ACTION ITEM)

Rector Hazel remarked that former rector, Tom Davis started the board liaison idea and he feels it has worked very well. Rector Hazel shared that he met with former Faculty Senate Chair, Shannon Davis and the current chair Melissa Brockelman-Post to discuss if having a faculty liaison was helpful. Dr. Brockelman-Post stated that it was incredibly helpful. Rector Hazel proceeded to announce the following appointments:

- Faculty Liaison Bob Witeck
- Legislative Liaisons Paul Reagan and Jimmy Hazel
- Task Force on Anti-Racism and Inclusive Excellence Liaison Nancy Prowitt
- Law School Liaison Ignacia Moreno
- Athletic Liaisons Horace Blackman and Denise Roth

Rector Hazel expressed that if there is an area of the university that would benefit from having a board liaison to please contact him.

Rector Hazel then directed the board to the committee appointments in their meeting materials and proposed the following appointments for chairs and vice chairs of the standing committees (**ATTACHMENT 1**):

Academic Programs, Diversity, and University Community Committee

 Chair - Simmi Bhuller

- Vice Chair Carolyn Moss
- Audit, Risk, and Compliance Committee
 - Chair Edward Rice
 - Vice Chair Ignacia Moreno
- Development Committee
 - Chair Anjan Chimaladinne
 - Vice Chair Simmi Bhuller
- Finance and Land Use Committee
 - Chair Denise Turner Roth
 - Vice Chair Paul Reagan
- Research Committee
 - Chair Nancy Prowitt
 - Vice Chair Wendy Marquez

Vice Rector Blackman **MOVED** to approve the proposed appointments. The motion was **SECONDED** by Secretary Bhuller. Rector Hazel opened the floor for further discussion. There was none.

MOTION CARRIED UNANIMOUSLY BY VOICE VOTE

IV. Rector's Report

Rector Hazel reported the following items:

- This past year has been challenging. He is proud how Mason pulled together and found solutions to these challenges. He will be participating in a panel discussion hosted by the Association of Governing Boards (AGB) next week for their board and senior staff. The topic of his panel is, *How Did Your University Step Up to Meet the Challenge and What are the Changes as a Result of the Challenge.*
- As a goal for this year he would like to set up tours of the Mason campuses for the board members.
- He continues to have weekly conversations with Dr. Washington. Rector Hazel was able to see Dr. Washington engage for the first time with an external business group on what the plans are for Mason and applauded him on a job well done.

V. President's Report

A. Presentation of FY 2022 Goals - Dr. Washington (ACTION ITEM)

Dr. Washington highlighted the following from his report:

- Recap of the 2020-2021 academic year.
 - At the start of the academic year there were more questions than answers such as: Could Mason weather the pandemic and keep it students, faculty and staff safe; could students stay on track towards graduation, could Mason help keep students away from financial harm and could Mason be nimble and pivot from a traditional in-person classroom setting to a hybrid or online learning setting. The answer to all these questions turned out to be yes.
 - Mason ended the year with a minor surplus of funds compared to the deficit the university was forecasting at the start of the year.
 - More than 90,000 COVID-19 vaccines were distributed to the community thanks to Mason faculty and staff.
 - Mason provided COVID tests to communities outside of this university.

- The College of Visual and Performing Arts performed more than 295 different engagements with the community. Stating that the level of creativity of these events was amazing.
- Mason could not have accomplished what it did this past year without the support of the Board of Visitors, the senior leadership team, faculty and staff.
- Moving Forward
 - Mason will continue to work in safety and react to changes such as the Delta variant.
 - o Mason will reopen which will include vaccines, reporting and testing.
 - Vaccines are mandatory for faculty, staff and students.
 - Will look at infrastructure and efficiency improvements that will help the campus operate more efficiently moving forward.
 - Will continue to implement the recommendations that emanated from the Task Force on Anti-Racism and Inclusive Excellence (ARIE) which is comprised of more than 130 faculty, students and staff. ARIE has made 62 individual recommendations. Their first 15 recommendations will be worked on this year.
 - There are some leadership transitions that will need to be managed. Such as the replacement of five or so deans this year.
 - Will continue to reinvent the campus which begins by launching a formal strategic plan. The plan includes the Innovation Mason Commission that determines what the campus should look like post pandemic.
 - The institution will go through a rebranding.
 - Currently, Mason is ranked at 143 in National Universities. An initiative is being launched to move Mason to top 100 status. Dr. Washington believes this can be accomplished in five years.
 - Establishing a climate and sustainability action plan. The action plan will concisely determine when Mason could approach a net zero status.
 - Implementing the Mason Virginia Promise which is a pathway to an advance degree or your own business for every Virginian that wants it.
 - Mason is up for accreditation this year.
- Questions from the BOV following the president's report ensued:
 - Rector Hazel inquired if there was a timeline for the Mason Virginia Promise (MVP). Dr. Washington stated MVP is a five-year program.
 - Visitor Moreno inquired if there is anything Dr. Washington needs from the board to accomplish his goals. Dr. Washington responded that the biggest need is advocacy. Mason is still significantly below its peers in per student state appropriations. This will need to be corrected as this resource is used to raise salaries for faculty and staff for the known issue of retention. This will also help with some of the financial need for students.
 - Visitor Oberoi reported that Virginia is receiving approximately four billion for the rescue plan and inquired if Mason will be a recipient of any of those funds. Dr. Washington responded, that in the Governor's announcement the day prior that \$121 million of the four billion will go toward higher education and primarily for financial aid. That amount will also go toward the Online Virginia Network that Mason is a part of. Mason will receive some support but would like to gain more.
 - Visitor Iturregui thanked Dr. Washington for his leadership and was happy to learn about the small business development centers throughout the state. He would like to expand beyond helping students to helping the community as well.

Dr. Washington stated he is happy to meet with Visitor Iturregui to discuss the small business development topic further.

- Visitor Prowitt stated that the board is a strong salesforce for Mason and suggested a two pager to help when lobbying for the university.
- Vice Rector Blackman stated that we have to do a better job of telling the Mason story. Dr. Washington replied that the rebranding effort will assist with this.
- Rector Hazel stated that it was difficult to engage with business leaders this past year due to the pandemic and they have been working hard this year to catch up on some of that. He further noted that Dr. Washington does a great job talking to those leaders when those meeting take place.

VI. Proposed Board Orientation

A. Legal Overview

1.FOIA and COIA for BOV Members 2.Code of Ethics – Annual Review and Certification

Brian Walther, University Legal Counsel provided the following legal overview:

- He reported that most of his remarks are in the form of legal advice and will be reserved for closed session to include a discussion on FOIA and COIA.
- He referred to the Code of Ethics that was approved by the board and is an annually signed document which outlines that board members will act in the best interest of the University and comply with FOIA and COIA.
- B. Student Referrals/Admissions

VII. New Business

- A. Academic Programs, Diversity and University Community Mark Ginsberg, Provost and Executive Vice President highlighted the following faculty actions as a moment to celebrate and to also inform some of the achievements of the faculty:
 - Emeritus/Emerita status is granted to faculty with more than 10 years of continuous service. Three members of the faculty are being proposed for emeritus status and are outlined in the board book.
 - Under the faculty guidelines 10% of professors are eligible for appointment to become a University Professor. After an extensive review and vetting process, two members of the faculty are being proposed to receive the rank of University Professor which is the most distinguished rank of any of the faculty.
 - Nine new members of the faculty are being proposed for tenure.
 - 1. Faculty Actions
 - a. Conferral of Emeritus/Emerita Status (ACTION ITEM)
 - b. Elections of New Hires (ACTION ITEM)
 - c. Special Rank Change (ACTION ITEM)

Visitor Witeck **MOVED** to approve the faculty **ACTION ITEMS** en bloc. The motion was **SECONDED** by Secretary Bhuller. Rector Hazel opened the floor for further discussion. There was none

MOTION CARRIED UNANIMOUSLY BY VOICE VOTE

- B. Classified Information Access (ACTION ITEM) (ATTACHMENT 2) Melissa Perez, Associate Director, Export Compliance and Secure Research presented this item.
 - Mason holds a facilities security clearance. This allows the university to perform work on classified contracts and to initiate secretary clearances for individuals who support those contracts.
 - To maintain this 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 maintained security clearances and it excludes them from accessing any classified information received from the university.

Vice Rector Blackman **MOVED** to approve the classified information access resolution. The motion was **SECONDED** by Visitor Moss. Rector Hazel opened the floor to discussion. The following discussion ensued:

- Visitor Moreno inquired, if there was a circumstance that required board review of classified information and what would be the process to get the appropriate clearance? Ms. Perez responded that to review classified information an appropriate clearance is required in addition to a need to know. If there was a situation where someone on the board needed to know and they did not already have a clearance then a clearance would need to be initiated.
- Visitor Iturregui inquired how other universities in the Commonwealth handle this situation at the board level and noted that best practices should be followed by the Mason board. Ms. Perez responded that in order to get the board clearances they would all have to go through the process which would require the following responsibilities: annual security briefing attendance, annual insider threat training and would have to notify Ms. Perez of any international travel. She further noted that once someone transitions off the board then the new appointment would have to go through the same process. Ms. Perez did not know how other universities handle this topic. She stated there are two options: either an executive body is cleared or they are excluded from that requirement.
- Ms. Perez noted that only so many administrative clearances could be housed under Mason's case code so if the entire board wanted to have clearances she would have to discuss this with the regulators to make sure they agree with that as well.
- Visitor Moreno expressed that she liked Rector Hazel's idea of adding this topic to a future meeting for discussion. She believes that there should be a process that does not place a burden on Mason staff nor the government so that the board is able to make informed decisions and not be caught waiting on a clearance should the need arise. Rector Hazel asked that Ken Wash, Vice President for Strategic Initiatives and Chief of Staff make a note to setup a briefing.

MOTION CARRIED UNANIMOUSLY BY VOICE VOTE

C. Documents and Records Request Policy (ACTION ITEM) (ATTACHEMENT 3) Rector Hazel noted the documents and records request policy can be found in the board materials and is approved each year. Visitor Peterson **MOVED** to approve the Documents and Records Request Policy. The motion was **SECONDED** by Vice Rector Blackman. Rector Hazel opened the floor for further discussion. There was none. **MOTION CARRIED UNANIMOUSLY BY VOICE VOTE**

D. Finance and Land Use

Carol Kissal, Senior Vice President for Administration and Finance highlighted the following areas:

- Tier 3
 - Provided an update on the Tier 3 authority from the Commonwealth which Mason received on July 1, 2021. Actions can now be taken to use this new autonomy one of which is establishing Mason's own building permit authority.
 - The first step in the building permit process is the hiring of the first building official for Mason. She introduced David Kidd who was hired to fill this role. She continued that this is a new role for Mason which reports directly to the board per Commonwealth code. Day-to-day management of this role will be under the purview of Frank Strike, Vice President of Facilities. Moving forward, building items will be brought through the Finance and Land Use Committee.
 - Visitor Peterson thought it would be good for the board to know exactly what Tier 3 status allows the university to do as opposed to before. Ms. Kissal reported that the building area is one of the biggest benefits as it will allow Mason to deliver a capital program faster, which saves money. This efficiency is made possible due to having an internal building inspector who is able to issue permitting for capital and noncapital items for Mason's three campuses. Previously this had to be submitted to the Commonwealth, which took a long time.
- Financial Matters
 - Presented the Deficit Authorization Annual Notice per requirements under the Commonwealth Appropriations Act. She explained that the George Mason University budget cannot engage in deficit spending in excess of appropriations or in excess of nongeneral fund revenues and that the full code is in the board book.
 - A correction to the approved FY 2022 University Operating Budget on May 6, 2021 was presented. Following the approval of the operating budget, technical errors were discovered which did not consider the in-state graduate tuition increase for two programs in the School of Business. These two programs in the School of Business are the only two Wiley Partnership rates that move with tuition increases/decreases. The tuition difference for these two programs is \$25.
- Operations Matters
 - Retirement Incentive Program updates were presented as the program that was implemented last year was not as successful as hoped. Lester Arnold, Vice President for Human Resources and Payroll, Human Resources provided some background and enhancements to this program.
 - This is a voluntary program for tenured faculty that participate in Mason retirement programs.

- Out of 157 eligible tenured faculty members, five of those applied for early retirement under the current plan.
- Conversations have been had with the Provost, some Deans, Faculty Senate and some faculty. There was some concern that the \$75K maximum was not high enough to gain interest from faculty members. In addition, the current plan is not as rich as a program offered in 2015.
- Feature Current Proposed Retirement • June 1. 2021 • Add June 1, 2022 and Dates February 1, 2023 • February 1, 2022 Maximum • 2% of base salary x years of • 2% of base salary x year of Incentive service service • Up to \$100,000 • Up to \$75,000 Eligibility ORP participants • Add VRS Participants who meet current age and service • Age 65 with 10 or more years of full-time service at Mason or requirements • Age 60-64 with age and service equal to at least 80
- Current Program vs. Proposed Changes:

- Next Steps:
 - Having a conversation and approval from the BOV.
 - Mason submits request to office of the Attorney General for review.
 - SCHEV staff reviews the request and documentation. Secretary of Education submits a Decision Brief recommending approval to Office of the Governor.
- Questions from the BOV following the proposed updates to the retirement plan:
 - Visitor Rice inquired how the five people who applied for early retirement under the current plan will be treated if their ceiling changes. Mr. Arnold stated that recalculations would be provided so they would be subject to additional funding.
 - Visitor Iturregui inquired how large the projected pool of potential candidates is. Mr. Arnold stated that it is 177.
 - Visitor Reagan inquired if the low rate of participation is due to the pandemic and when life returns to normal will more people choose to retire early. Mr. Arnold's initial thinking was that there would be more participation due to the pandemic.
 - Visitor Roth inquired if there is an open enrollment. Mr. Arnold responded that there is a 90-day lead time going into the retirement dates for calculations to be made,

> planning around retired and working with the deans to ensure they have the appropriate staffing levels.

- Visitor Moss inquired how was it determined that an increase of \$25K would be the difference. Mr. Arnold stated that through listening to feedback from faculty members, having conversations with deans and because the 2015 plan offered just above \$75K.
- 1. Financial Matters
 - a. FY Deficit Authorization Annual Notice
 - b. FY 2022 University Operating Budget, Tuition and Fees Tuition Rate Correction (ACTION ITEM)
- 2. Operations Matters
 - a. Retirement Incentive Program (ACTION ITEM) (ATTACHMENT
 4)

Visitor Roth **MOVED** to approve the proposed tuition rate correction. The motion was **SECONDED** by Visitor Iturregui.

MOTION CARRIED UNANIMOUSLY BY VOICE VOTE

Visitor Roth **MOVED** to approve the proposed retirement incentive program update. The motion was **SECONDED** by Secretary Bhuller. Rector Hazel opened the floor for further discussion. There was none

MOTION CARRIED UNANIMOUSLY BY VOICE VOTE

VIII. Closed Session

Vice Rector Blackman **MOVED** that the full 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.29 to discuss a Public Contract relating to the Institute for Digital InnovAtion; Section 2.2-3711.A.7, for Consultation with legal counsel pertaining to actual or probable litigation including briefings on:

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

and Section 2.2-3711.A.8 for Consultation with Legal Counsel regarding specific legal matters requiring the provision of legal advice concerning the aforementioned items. The motion was **SECONDED** by Secretary Bhuller. **MOTION CARRIED UNANIMOUSLY BY VOICE VOTE**

Following closed session, Vice Rector Blackman MOVED that the full board go back into public session and further moved that by roll call vote the Board certify that only public business matters lawfully exempted from open meeting requirements and only such public business matters as

were identified in the motion by which the closed meeting was convened were heard, discussed or considered in the meeting by the Board. Any member of the Board who believes that there was a departure from the requirements as stated above, shall so state prior to the vote, indicating the substance of the departure that, in his or her judgment, has taken place.

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

Vice Rector Blackman **MOVED** that the full board approve the 2021-2022 Presidential Goals. The motion was **SECONDED** by Secretary Bhuller. Rector Hazel opened the floor for further discussion (**ATTACHMENT 5**). There was none. **MOTION CARRIED UNANIMOUSLY BY VOICE VOTE**

Vice Rector Blackman **MOVED** that the full board approve the written resolution of the Board of Visitors of George Mason University regarding a performance bonus for President Washington (**ATTACHMENT 6**). The motion was **SECONDED** by Visitor Moreno. Rector Hazel opened the floor for further discussion. There was none. **MOTION CARRIED UNANIMOUSLY BY VOICE VOTE**

Vice Rector Blackman **MOVED** that the full board approve the written resolution of the Board of Visitors of George Mason University authorizing an increase in base salary for President Washington (**ATTACHMENT 7**). The motion was **SECONDED** by Visitor Moreno. Rector Hazel opened the floor for further discussion. There was none **MOTION CARRIED UNANIMOUSLY BY VOICE VOTE**

IX. Adjournment

Rector Hazel called for any additional business to come before the board. Hearing none, he adjourned the meeting at 12:44 p.m.

Prepared by:

Sarah Hanbury C Secretary pro tem

Attachment 1: Board of Visitors Committee Roster for 2021-2022 (1 page)

Attachment 2: Resolution: Classified Information Access (1 page)

Attachment 3: Document and Records Request Policy (1 page)

Attachment 4: Resolution: Modification to the Faculty Incentive Retirement Plan (1 page)

Attachment 5: Resolution: Performance Bonus for President Washington (1 page)

Attachment 6: Resolution: Increase in Base Salary for President Washington (1 page)

Attachment 7: 2021-2022 Presidential Goals (3 pages)

BOARD OF VISITORS

2021 - 2022 Committee Appointments

Memebers-At-Large, Committee Chairs and Vice Chairs Approved on July 30, 2021

EXECUTIVE COMMITTEE	<u>DEVELOPMENT</u>
James W. Hazel, Rector	Anjan Chimaladinne, Chair
Horace Blackman, Vice Rector	Simmi Bhuller, Vice Chair
Simmi Bhuller, Secretary	Mehmood Kazmi
Ignacia S. Moreno, Member-At-Large	Dolly Oberoi
Carolyn J. Moss, Member-At-Large	Jon Peterson
	Paul Reagan
ACADEMIC PROGRAMS, DIVERSITY	
& UNIVERSITY COMMUNITY	FINANCE AND LAND USE (Term Year)
Simmi Bhuller, Chair	Denise Turner Roth, Chair (2/2)
Carolyn Moss, Vice Chair	Paul Reagan, Vice Chair (2/2)
Horace Blackman	Horace Blackman (2/2)
Anjan Chimaladinne	Juan Carlos Iturregui (2/2)
Juan Carlos Iturregui	Carolyn Moss (2/2)
Wendy Marquez	Jon Peterson, (1/2)
Nancy Prowitt	Edward Rice (2/2)
Paul Reagan	
Bob Witeck	RESEARCH
	Nancy Prowitt, Chair
AUDIT, RISK, & COMPLIANCE	Wendy Marquez, Vice Chair
Edward Rice, Chair	Horace Blackman
Ignacia Moreno, Vice Chair	Anjan Chimaladinne
Horace Blackman	Edward Rice
Mehmood Kazmi	Bob Witeck
Dolly Oberoi	

As of July 30, 2021

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 THERFORE 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:

James W. Hazel - Rector Simmi Bhuller - Secretary

Horace L. Blackman – Vice Rector

Board Members:

Anjan Chimaladinne Wendy Marquez Dolly Oberoi Paul J. Reagan Robert Witeck Juan Carlos Iturregui Ignacia S. Moreno Jon Peterson Edward H. Rice Mehmood S. Kazmi Carolyn J. Moss Nancy G. Prowitt Denise Turner Roth

IN WITNESS WHEREOF I have hereunto set my hand and affixed the seal of George Mason University, this day of 30 July 2021

Simmi Bhuller - Secretary

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 <u>pro tem</u> 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 30, 2021.

Secretary Board of Visitors

RESOLUTION OF THE BOARD OF VISITORS OF GEORGE MASONUNIVERSITY TO APPROVE A MODIFICATION TO THE FACULTY INCENTIVE RETIREMENT PLAN

WHEREAS, Code of Virginia§ 23.1-1302 permits the Board of Visitors of George Mason University (the "Board") to establish a compensation plan designed to provide incentives for voluntary early retirement of teaching and research staff employed in non-classified, faculty positions; and

WHEREAS, the proposed modification to the Faculty Incentive Retirement Plan ("IRP") meets the requirements of Code of Virginia § 23.1-1302; and

WHEREAS, Code of Virginia § 23.1-1302 provides that any modifications to such voluntary early retirement compensation plan must be approved by the Governor, and reviewed for legal sufficiency by the Office of the Attorney General;

NOW, THEREFORE BE IT RESOLVED:

- I. Subject to and following the approval of the Governor, and review for legal sufficiency by the Office of the Attorney General, of the modified plan presented to the Board, the Board hereby authorizes the University to modify the Faculty Incentive Retirement Plan (IRP), consistent with the terms presented to the Board; the President or the Provost retain the authority to execute IRP agreements with tenured faculty as approved by the Board in 2020; and
- 2. The Board hereby approves the total cost for such IRP modifications as provided in the terms of such plan presented to the Board; and
- 3. This resolution shall take effect immediately upon its approval by the Board.

Adopted: July 30, 2021

Secretary Board of Visitors George Mason University

RESOLUTION OF THE GEORGE MASON UNIVERISTY BOARD OF VISITORS

REGARDING PERFORMANCE BONUS FOR PRESIDENT WASHINGTON

In accordance with Section D.2 of President Washington's Employment Agreement dated March 2, 2020, following evaluation of President Washington's performance for the previous academic year, the Board of Visitors hereby authorizes the maximum annual bonus. authorizes the contract.

Approved by the Board of Visitors on July 30, 2021.

Simmi Bhuller Secretary 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 Washington has served as University president since July 1, 2020; and

WHEREAS, the Board of Visitors has evaluated President Washington's performance for the previous 12 months, and is pleased with his accomplishments; and

WHEREAS, in accordance with Section D.1. of President Washington's Employment Agreement (the "Employment Agreement"), any increase in Base Salary requires approval by the Board of Visitors;

NOW, THEREFORE, BE IT RESOLVED:

Effective June 10, 2021, the Board of Visitors approves an increase of five percent (5%) to President Washington's annualized Base Salary, to \$682,500, to be paid from state funds and Other Funds as specified in Section D.1 of the Employment Agreement.

Adopted: July 30, 2021

Simmi Bhuller Secretary of the Board of Visitors

FY 2021-2022 Goals George Mason University

Overarching Goal: Reposition, Restore and Reinvent the Campus to continue its upward trajectory in the aftermath of the three major crises the campus has been facing while maintaining campus morale and cohesion.

Reposition the Campus

Mason has been effectively managing the three major crises of 2020 - 2021 which is a crisis caused by a lingering pandemic, A Racial Inequity Crisis, and a Fiscal Crisis. We ended the year with a successful management of the COVID-19 crisis, as a Tier 3 campus with a small budget surplus, and a set of 15 recommendations from our Anti-Racism and Inclusive Excellence Taskforce that will position Mason a national exemplar for Inclusive Excellence. Given our recent success the goal is now to continue to position the campus for post pandemic success.

The following goals are necessary towards achieving that outcome

- a. Continued development and successfully execution of a return to "new" normal COVID-19 Safe Return to Campus plan (*All Units*)
 - a. Successfully execute campus reopening to include vaccination, reporting and testing.
 - b. Implement strategies to keep the campus safe through the next academic year.
- b. Develop and successfully implement a fiscal management plan that supports the campus through the 2021-2022 academic year. This must include the development of structural mechanisms (innovative reduction strategies, maintenance and expansion of state support, and fundraising) to avoid significant budget reductions and/or the implementation of significant reductions that are not debilitating to the university (SVP/COO, VP Government and Community Affairs/Advancement and Alumni Relations)
 - a. Develop and implement a plan to gain additional federal state resources. These include earmarks, funded partnerships with federal and state entities and large funded proposals
 - b. Develop a plan to operationalize funds from Federal and State sources
- c. Create infrastructure improvements that allow institutional efficiency and effectiveness b. FY22 priorities include (*SVP/COO*):
 - a. Establish the PMO to implement transformational projects
 - b. Chart of accounts redesign
 - c. Budget model incentives and methodology
 - d. Complete final Master Plan Phase
- d. Implementation of the recommendations from the Anti-Racism and Inclusive Excellence Initiative (*CDO/All Units*).

Restore the Campus

Our campus continues the transition process as we will have to replace several Deans, recruit others, and make decisions on our Provost. Restoration involves placing new leadership in these roles (some via national search), redistributing tasks to other individuals on campus, or realigning or restructuring the role among other faculty and staff at Mason. Restoration also involves reestablishing fiscal and administrative supports and systems impacted during the last year. Towards that end, the following goals are necessary (*Provost*):

- a. Resolve Provost position. Current Provost was given a two-year appointment in 2020. A decision must be made to either conduct a search for a new Provost or to extend current Provost to full term (*President*).
- b. Complete national searches for several Deans as well as Divisional Deans for the Volgenau School of Engineering and School of Computing (*Provost*).
- c. Consider implementation of recommendations from the *Reimagine Graduate Education Task Force (Provost).*
- d. Continue development of robust continuing and professional education programs in support of workforce needs in the region and Commonwealth (*Provost*).
- e. Develop at least two online graduate/professional education programs (Provost).

Reinvent the Campus

The Lingering Pandemic will not only create unprecedented stressors for our campus, it also will create unprecedented opportunities as well. 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 here is to focus this innovation towards reexamination and reinvention. Towards that end the following goals are necessary:

- b. Launch formal Strategic Plan utilizing input from the Innovation-Mason Commission, the Anti-Racism and Inclusive Excellence Taskforce, and multiple campus stakeholders (Students, Faculty, Staff, Alumni, and External Partners). (*Pres./Chief of Staff/All Units*).
- Launch a comprehensive institutional brand renewal effort to coincide with the 50th anniversary of Mason's independent university status in April 2022 (VP Communications)
- d. Launch an initiative to increase University rankings leading to the classification of Mason as a top 100 University (*President/Chief of Staff*).
- e. Examine public/private partnerships as a mechanism for 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*).
- f. Establish programs and initiatives necessary to grow research expenditures by 15% and continue to expand research intensive graduate programs by 10% (*Provost/VP Research*)
- g. Establish campus Climate and Sustainability Action Plan (SVP).
- h. Establish Mason as one of the best positioned universities nationally to enable people to attain the American Dream (President/*Provost/Chief of Staff*).

- a. Establish and initiate the Mason Virginia Promise (a pathway towards an advanced degree or your own business for every Virginian who wants it).
 - i. Expansion of ADVANCE pathways and expansion of ADVANCE enrollment
- b. Increase campus outreach programs and initiatives by 25%
- c. Expand partnerships to support career-long education of working professionals and adult learners. This includes upskilling and reskilling programs.
- d. Form partnership to launch at least three online bachelor's programs to support degree completion for working adults
- i. Mason is one of the best positioned universities nationally to establish and grow public/private partnerships (*VP Research/AVP Innovation and Econ Development*).
 - 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 on the IDIA building 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).
- j. Examine and, if necessary, expand our Advancement effort to grow giving (*VP University Advancement and Alumni Relations*).
- k. Continue efforts to create a School of Public Health, deployment of associated academic clinical services and consideration of health and medical (*Provost*)
- I. Successfully complete SACSCOC Accreditation review (Provost)
- m. Launch formal faculty and staff support and retention programs aimed at improving the environment and working conditions for faculty and staff. These include (*Provost*):
 - a. Market assessments of faculty and staff salaries relative to compression, inversion, equity, and cost of living.
 - b. Establish an Ombudsman's Office to investigate conflicts and complaints and attempt to resolve them, usually through mediation.
 - c. Complete review of key staff and faculty benefits to include a possible tuition remission benefit for dependents.

TO:	George Mason University Board of Visitors
FROM:	Melissa Perez Associate Director, Export Compliance & Secure Research and Facility Security Officer
DATE:	September 20, 2021
SUBJECT:	Classified Information Access Information

Pursuant to the BOV's request to receive additional information related to the resolution excluding Board members from the requirement to be cleared, I reached out to the U.S. Government agency responsible for the national industrial security program, the Defense Counterintelligence and Security Agency (DCSA). Mr. Randy Stacey, the Acting Field Office Chief for the Herndon DCSA Field Office, which oversees Mason's facility security clearance, provided some clarifying information.

An institution like Mason is granted a facility clearance when it has received classified contracts. The individuals at the facility who support those contracts and need access to classified information in order to perform their work are required to be cleared. Thus, our faculty and researchers who are supporting classified contracts have a "need to know" the classified information related to those programs, such as engineering specs and designs, that they receive from our U.S. Government sponsors, and these researchers and faculty are cleared at the appropriate level.

Other individuals at a cleared facility are required to be cleared even though they do not directly support substantive work on classified contracts. I, as the Facility Security Officer, must be cleared, Rebecca Hartley, as Insider Threat Program Senior Official, must be cleared, and you also must be cleared as Mason's Senior Management Official because you have responsibility for oversight of our security program, per the National Security Industrial Program Operating Manual (NISPOM, 32 CFR Part 117).

Mr. Stacey advised me that DCSA determines which officers or managers, such as BOV members, of a cleared contractor like Mason must hold a clearance in support of that facility clearance. Unless the BOV members require access to classified information, then, according to DCSA, they are excluded from the requirement to hold a clearance.

Mr. Stacey said that several universities across the country hold facility clearances, and each has an exclusion resolution for board members who do not require access to classified information.

I reached out to Virginia Tech and UVA, and their Facility Security Officers confirmed that they have BOV exclusion resolutions in place. UVA said that their Rector is cleared, but their bylaws state that the Vice Rector automatically becomes the Rector once the current Rector's term expires. This enables UVA to initiate the clearance process for the Vice Rector well in advance, so he or she will have an active clearance in place on day 1 of the transition from Vice Rector to Rector. It does not appear that our BOV bylaws have the same automatic succession, which would make the clearance timetable challenging, since the process is lengthy, and it does not appear that

we will know who the current Rector's successor will be sufficiently in advance of their appointment as Rector.

If the BOV would like to propose that some or all of their members apply for a personnel security clearance under our facility clearance, Mason's management or the BOV will need to prepare a written justification that I can provide to DCSA for their review and approval. DCSA has told us that such written justifications must provide the business reasons supporting additional clearances, the rationale for changing how we have handled BOV exclusion to date, and must include enough information so that DCSA can make an informed decision.

If there are any additional questions or require more information, please let me know how I can help.

Signature: ______ Melissa Perez

President's Report Prepared for the September 30, 2021 Board of Visitors Meeting

Selected Highlights

Student and Alumni Highlights:

- Michelle Ruehl and Lenaya Crandall Helzel have been selected as Tillman Scholars, awarded to service members, veterans and military spouses. Ruehl is a former Air Force pilot working on her PhD in rhetoric and writing. Helzel is a military spouse and mother of three children who is pursuing a PhD in sociology.
- Eleven PhD students from seven Mason graduate programs spent the last academic year engaged in multidisciplinary research projects as part of Mason's first-ever National Science Foundation Research Traineeship grant. The students explored opioid use disorders, mental health in school-age children, and Parkinson's disease.
- Mason had 332 student-athletes named to the Atlantic 10 Commissioner's Honor Roll, the second-highest total in the A-10 this season and the most ever from Mason.
- Eight students from Mason's chapter of Volunteers Around the World-Dental traveled to Cusco, Peru, to assist with a dental clinic.
- Five Mason mechanical engineering students Dhawal Bhanderi, Aaron O'Connell, Kevin Parker, Hannah Thompson, and Danial Alborzi – for their senior design project created an eco-friendly boat that competed at the American Society of Naval Engineers' annual Promoting Electrical Propulsion competition.
- Dymon Bailey, pursuing a master's in public administration from the Schar School, was one of 25 students selected from Virginia public universities to spend the summer working in Richmond in Virginia's executive branch.
- Senior sport management major and women's soccer player Dacheka Kolcum, born and raised in Haiti until adopted by an American family at age 6, set up a GoFundMe page that has raised nearly \$5,000 to help provide basic necessities for earthquake victims.
- During an internship at Lluvia Health, senior health administration major Elizabeth Cheang used public database sets to pinpoint COVID-19 hot spots in the DMV.
- Rapper and double Mason alum (philosophy/sociology and law) Anees Mokhiber got a career boost after Grammy-winning pop star Justin Bieber popped into Mokhiber's Instagram livestream to jam along.
- Graduate students Rehan Saeed, Priya Mallya, Renee Ordoobadi, and Saad Ahmad, members of Mason's Rising Healthcare Leaders, organized a spring symposium for networking and professional development with external health care partners.
- "Resistance," a spoken word piece performed by alumnus Bobby Lacy II at the 2020 Winter Commencement, was recognized with silver Telly awards, the world's largest honor for video and television content across all screens. Lacy's work was recognized in Diversity and Inclusion and Social Impact.

- Brigadier General Joseph B. Berger III, (JD '98) was confirmed by the Senate for appointment as the 22d Deputy Judge Advocate General of the Army, in the grade of Major General.
- Caroline Sutter, an associate professor in the School of Nursing and the co-director of the Mason and Partners (MAP) Clinics, was one of three Mason alumni named 2021 Star Nurses finalists by the Washington Post, in partnership with the American Nurses Association. Kenneth Daniel (BSN '00) and Donna Thomas (MSN '17) were also selected as finalists.
- As part of an independent study project in the Computer Game Design Program, 2021 graduate Ying Wang designed an augmented reality (AR) game using child-friendly animated characters to teach kids about the coronavirus.
- The Arab America Foundation named Laila Mokhiber (BA global affairs, '09) one of the top 40 influential Arab Americans under 40. She is director of communications at the United Nations Relief and Works Agency for Palestine Refugees.
- Spelman College in Atlanta named Mason alum Liz Andrews (PhD in cultural studies '19) executive director of its Museum of Fine Art.
- President Biden named two Mason alums to leadership positions in the U.S. Department of Education. Antoinette Flores, who earned a master's in public policy at Mason, is Senior Advisor for American Rescue Plan Implementation in the Office of Postsecondary Education. Deven Comen, who earned a master's in education at Mason, is Chief of Staff for Communications and Outreach.
- Alumna Amy Schott was named principal of the year by the Prince William County Public Schools.

Faculty Highlights:

- An interactive map co-created by Gregory Koblentz, the director of the Schar School's biodefense programs, lists all the known Biosafety Level 4 (BSL-4) laboratories so policy makers and citizens know where maximum containment laboratories are located around the globe.
- Michael Buschmann, the chair of the Bioengineering Department within the College of Engineering and Computing, and his team have devised improved lipid nanoparticle technologies to deliver mRNA that could make mRNA vaccines such as the COVID-19 vaccines less costly, with fewer side effects and wider availability.
- Amira Albert Roess, professor of global health and epidemiology, and Edward Maibach, director of Mason's Center for Climate Change Communication, were part of a team of researchers that studied COVID-19 vaccine hesitancy among parents in an attempt to build trust among members of hesitant groups.
- Laurie O. Robinson, recently retired Robinson Professor of Criminology, Law and Society, was selected as the recipient of the 2021 Herbert Bloch Award for "outstanding service contributions to the American Society of Criminology."
- Aditya Johri, a professor in the Department of Information Sciences and Technology, has received a Fulbright-Nokia Distinguished Chair in Information and Communication

Technologies award to conduct research at Aalto University in Finland and the Finnish Center for Artificial Intelligence during the 2021-22 academic year.

- The U.S. Senate in August confirmed the appointment of Andrew Light, University Professor of Philosophy, Public Policy, and Atmospheric Sciences, to the U.S. Department of Energy as assistant secretary for international affairs.
- Mason neuroscience professor Theodore (Ted) Dumas has written a book, "If Food Could Talk: Stories from 13 Precious Foods Endangered by Climate Change," which he hopes will encourage people to appreciate the climate problem on a more personal level and spur changes in their daily lives.
- Climate systems scientist Paul Dirmeyer and colleagues Bohua Huang and Chul-Su Shin, all from Mason's Center for Ocean Land Atmosphere Studies (COLA), received a three-year, \$510,000 grant from the National Oceanic and Atmospheric Administration to understand the ways ocean and land interact with the atmosphere and the role each contributes to predicting droughts in the U.S.
- Provost Mark Ginsberg has been elected to serve as chair of the Board of Directors for Parents as Teachers, an organization dedicated to promoting the optimal early development of children by supporting and engaging parents and caregivers.
- New guidelines co-created by the Schar School's Faye Taxman for the National Institute of Justice examines the "risk and needs assessment" instruments that impact those in correctional settings.
- History professor Sam Lebovic has been awarded a Public Scholars Fellowship from the National Endowment for the Humanities to complete work on a book on the history of the Espionage Act.
- Nutrition and Food Studies faculty members Kerri LaCharite and Constance Gewa are teaching sustainable food-based strategies to improve food security and nutritional and health outcomes from suburban Virginia to Sub-Saharan Africa.
- Engineering professor Celso Ferreira has teamed with Maryland's Department of Natural Resources and the Nature Conservancy to predict the effects of sea-level rise and consider strategies to address the situation as part of a three-year \$738,000 grant from the National Oceanic and Atmospheric Administration.
- Law school professor Jennifer Mascott and Schar School dean Mark J. Rozell were two of four experts who testified in August before the Senate Subcommittee on Federal Courts, Oversight, Agency Action and Federal Rights.
- Researcher Lincoln Mullen, associate professor in the Department of History and Art History, is partnering with the Library of Congress to use machine learning to examine the use of Bible quotations in newspapers from the 19th and 20th centuries.
- Research by Schar School professor Frank T. Manheim discovered that Black high school students in his native Kansas City dominated metropolitan Kansas City sciences awards in the mid-1900s, achievements that were ignored by the mainstream media.

- Jhumka Gupta, an associate professor from the Department of Global and Community Health, is among the recipients of a Robert Wood Johnson Foundation Evidence for Action Grant to help fuel social empowerment and gender equity in Cote d'Ivoire.
- Mathematical sciences professor Padmanabhan (Padhu) Seshaiyer is one of 10 people named to the new Virginia STEM Education Advisory Board that will advise Gov. Ralph Northam. In separate recognition, the National Center for Women and Information Technology Aspirations in Computing recognized Seshaiyer as the top educator this year for promoting the advancement of equity in computing.
- Louise Shelley, the director of Mason's Terrorism, Transnational Crime and Corruption Center, and associate professor Edward Huang lead a multidisciplinary team of Mason researchers and students working to thwart crime by breaking up illicit supply chains thanks to a nearly \$650,000 grant from the National Science Foundation.
- Stephanie Dailey, assistant professor of counseling, and Kathryn Laskey, professor of systems engineering and operations research, were faculty leads on a project in which students participated in a series of virtual simulations of school shooter incidents as part of an effort to help the Department of Homeland Security and MITRE Corp. determine best practices for school safety.
- Sharon Heinle, Mason's associate vice president and controller, is the recipient of the 2021 Daniel D. Robinson Accounting Award of the National Association of College and University Business Officers (NACUBO).
- A team led by Carter School professors Daniel Rothbart and Karina Korostelina, working with partners in Sudan, has been interviewing and video recording oral histories of 100 Sudanese civilians who have lived through both war and peace and who envision a just Sudanese society. In addition, Rothbart collaborated with colleagues Thalia Goldstein, Marc Gopin and Karina Korostelina to study compassion among civilians who live in conflict zones to help create new practices for peacebuilders to cultivate compassion.
- With a Virginia Humanities grant, Carter School assistant professor Charles Chavis and the team at Mason's John Mitchell, Jr. Program are building a digital exhibit about Mitchell and fellow civil rights titans Frederick Douglass and Ida B. Wells.
- In a study published in the Journal of Medical Internet Research, a Mason team led by health administration and policy professor Hong Xue found Pinterest users and influencers liked and pinned posts of healthy recipes, but prepared recipes high in fat, sugar, and total calories. College of Health and Human Services faculty Alicia Hong, Janusz Wojtusiak, and Lawrence Cheskin also collaborated on the study.
- In a study funded by the National Institute of Neurological Disorders and Stroke, Mason bioengineering professor Juan Cebral and colleagues from Mason and other universities are looking at major risk factors for aneurysms and finding ways to identify high-risk patients who need prompt and aggressive treatments. Other Mason faculty involved include Martin Slawaski from the College of Engineering and Computing, Rainald Lohner from the College

of Science, and Fernado Mut from the Computational Hemodynamics Lab, which Cebral leads.

- Through a partnership initiated by Schar School professor Guadalupe Correa-Cabrera, Mason and the National Autonomous University of Mexico will study, develop networks, and recommend international policies to reduce human trafficking. The four-year collaboration is led by Mario Luis Fuentes, an economist and scholar who focuses his area of research on social inequality, and Mason's Louise Shelley, founding director of the Terrorism, Transnational Crime and Corruption Center in the Schar School.
- Lee Solomon became the first junior faculty member in the Chemistry and Biochemistry Department to receive the NSF Career Award. He is designing a series of biomaterial-based wires that will pave the way for new medicines and energy technologies.
- College of Science researchers Ramin Hakami and Yuntao Wu are exploring the use of an over-the-counter herbal treatment for COVID-19 through a drink called Respiratory Detox Shot.
- Five Mason researchers from the College of Science and the College of Education and Human Development received \$1.2 million in funding from the National Science Foundation for a project designed to increase the number of Mason and Virginia Community College System students choosing STEM teaching careers. Those professors are Julia Nord, Padmanabhan Seshaiyer, Andrew Gilbert, Kerin Hilker-Balkissoon, and Tina Bell.
- Mason researchers, led by Gautham Vadakkepatt in the School of Business, are collaborating with Fairfax County and other partners on an autonomous shuttle program that is the first of its kind in Virginia.
- Gail C. Christopher, senior scholar at Mason's Center for the Advancement of Well-Being, has been named a recipient of Independent Sector's 2021 John W. Gardner Leadership Award, which honors social-sector champions.
- Four scholars in the College of Education and Human Development were named co-editors of *The Teacher Educators' Journal*, a peer-reviewed journal published by the Virginia Association of Colleges and Teacher Educators. They are professor Kristien Zenkov, assistant professors Holly Glaser and Mark Helmsing, and doctoral candidate and graduate lecturer Michelle Lague.
- Three Schar School faculty members have been named co-editors-in-chief of *Nonprofit Policy Forum*, a journal dedicated to policy issues faced by nonprofits, philanthropy, and social enterprise. They are associate professor Mirae Kim, Alan Abramson and Stefan Toepler.
- The Virginia Network for Women in Higher Education named former interim Mason President Anne Holton as the 2021 Outstanding Woman Leader in Higher Education. Holton is a visiting professor in the Schar School and the College of Education and Human Development and a senior fellow at EdPolicy Forward.
- Working with the National Park Service, environmental science and policy professor Karen Akerlof led a research team at Cape Lookout National Seashore in North Carolina and at the

Kaloko-Honokōhau National Historical Park in Hawaii, surveying visitors about their sun protection behaviors and awareness of environmental impacts from sunscreen.

Rankings/Accolades Highlights:

- U.S. News & World Report in its 2022 Best Colleges List cited Mason as the most diverse and most innovative institution in Virginia, and six programs made the top 100. Highlights include:
 - **Overall ranking:** No. 148 overall, No. 67 among public institutions.
 - **Best value:** No. 137, No. 45 among publics.
 - Listed as an "A+ School for B Students."
 - Innovation: No. 18 (best in Virginia, up from No. 35), No. 9 among publics.
 - Ethnic diversity: No. 21 nationally (best in Virginia), No. 12 among publics.
 - Social mobility (graduating Pell Grant students): No. 127 (up from 144), No. 66 among publics.
 - **Cybersecurity:** No. 28, No. 15 among publics.
 - Undergraduate engineering (for schools with a doctoral program): No. 86 (up from 102), No. 51 among publics.
 - Undergraduate teaching: No. 71 nationally, No. 20 among publics.
 - **Undergraduate computer science:** No. 82 nationally, No. 45 among publics.
 - **Undergraduate business:** No. 84 nationally, No. 52 among publics.
 - Best school for veterans: No. 86 (up from No. 100), No. 62 among publics.
 - **Undergraduate nursing (new category):** No. 96 nationally, No. 71 among publics.
- Mason was named the top young university in the United States in the 2021 Times Higher Education (THE) Young University Rankings. Mason placed No. 41 out of 475 universities around the world that are 50 years old or younger.
- In the Academic Rankings of World Universities, Mason ranked 34th among U.S. public universities, up two spots from last year and tied with Virginia Tech and VCU. Mason is 63rd nationally, up three spots and tied with Georgetown, Virginia Tech and VCU. Mason is ranked in the 201-300 group worldwide.
- Five programs have been ranked in the top 100 in the world by the Academic Rankings of World Universities: law (35), atmospheric science (40), and economics, public administration and communication all in the 51-75 grouping. The latter four are top-ranked in Virginia and law is second in the state only to the University of Virginia.
- In the Times Higher Education rankings, Mason placed 33rd among U.S. public universities (up four spots from 2021 and tied with Virginia Tech), and 63rd among all universities nationally (up seven spots and tied with Virginia Tech and Howard University). Mason is in the 251-300 grouping worldwide.
- In the Best Value Schools ranking of bachelor's programs in sustainability, Mason is 10th among public institutions and 14th nationally.

- For the 10th year, Mason has been named a military friendly institution by Viqtory, Military Friendly.
- Optimal (formerly the SR Education Group) ranked Mason seventh among the top ten best online master's degrees in its 2021 Best Colleges for Return on Investment Rankings.
- Mason's Arboretum, located across multiple sites, has earned Level II accreditation from ArbNet, the only international accreditation program specific to arboreta.

Enrollment:

These numbers are based on the Beginning of Term data published by OIEP.

		0	-						
	Headcour		Student F		Credit Hours				
	2020	2021	2020	2021	2020	2021			
Total University Enrollment	39117	39134	30142.9	29798	434870	429463.5			
VA	31392	30950	24181.1	23506.6	351312.5	341788			
OOS	7725	8184	5961.8	6291.5	83557.5	87675.5			
	Headcour	nt	Student F	TE	Credit Ho	Credit Hours			
	2020	2021	2020	2021	2020	2021			
Total Undergraduate	27661	27485	23882.6	23325.8	358239	349887.5			
Enrollment									
VA	23709	23571	20191.3	19672.1	302870	295082			
OOS	3952	3914	3691.3	3653.7	55369	54805.5			
	Headcour	nt	Student F	TE	Credit Ho	Iours			
	2020	2021	2020	2021	2020	2021			
Total Graduate Enrollment	10842	10888	5757.7	5835.7	69092	70028			
VA	7447	7098	3801.1	3603.5	45613.5	43242			
OOS	3395	3790	1956.5	2232.2	23478.5	26786			
	Headcour	nt	Student F	TE	Credit Ho	ours			
	2020	2021	2020 2021		2020	2021			
Total Law	614	761	502.6	636.5	7539	9548			
VA	236	281	188.6	230.9	2829	3464			
OOS	378	480	314	405.6	4710	6084			

Reposition the campus:

• ADVANCE enrollment is now at 2,535 students as of fall 2021 (515 are new admits). Since its start in 2018, 470 students have matriculated to Mason and 11 students have graduated from Mason with their bachelor's degree. Currently there are 80 pathways available that align to majors offered at Mason, with the most popular pathways being cybersecurity, business management, information technology, computer science, and psychology. To date, 11

students have gone on to graduate school and we anticipate more as we actively advertise Mason's Bachelors-Masters accelerated programs for ADVANCE pathways.

• The Undergraduate Online Task Force completed its work, presenting to the Provost and Chief of Staff a report that outlines an expanded model for online education. The "Portfolio of Choice" model provides options for students who want to take both online and face-to-face classes. Work is now moving forward to address the operational areas that need greater attention; a small group is being tasked to provide a plan to identify critical needs and determine a timeline for implementation.

Reinvent the campus:

- Mason faculty are receiving important recognition for their scholarship. Dr. Thomas Lovejoy was inducted into the National Academy of Sciences. Membership is based on a distinguished record of research achievement and is widely regarded as one of the highest honors that a scientist can receive.
- Mason faculty received three National Science Foundation CAREER Awards totaling over \$1.5M this year (Yue Chang and Parth Pathak of the College of Engineering and Computing, and Lee Solomon from the College of Science). The NSF CAREER awards support junior faculty who at the beginning of their independent research careers exemplify the role of teacher-scholars through research and education, and the integration of these endeavors in the context of their university mission.
- The Office of Research, Innovation, and Economic Impact (ORIEI) has completed and is executing its Inclusive Excellence Plan as part of the Provost's Office and university-wide overall Inclusive Excellence Planning effort. The policy portion of the plan is modeled after the ARIE Task Force categories which include Training and Development, Curriculum and Pedagogy, Campus and Community Engagement, and Research.
- ORIEI continues to support the Tech Talent Investment Program (TTIP) toward objectives in the areas of advanced computational infrastructure, faculty recruitment and retention, student recruitment and retention, innovation initiatives, IDIA, and the proposed School of Computing. Mason is making good progress towards the TTIP 20-year outcomes of delivering 8,410 undergraduate and 7,538 MS graduates in computing along with a total of \$125M of philanthropic matching support over 10 years. In Academic Year 2020-2021, Mason produced 377 undergraduate and 144 MS graduates in computing and reported \$10.5M philanthropic support.
- ORIEI's Mason Enterprise has been awarded a GO Virginia grant to expand its network of tech mentors. The funding will support the Innovation Commercialization Assistance Program (ICAP), a program under the Virginia Small Business Development Center (SBDC) Network, doubling its capacity to assist technology and innovation-driven startups across Virginia.
- ORIEI's Mason Enterprise has launched the MIX (Mason Innovation Exchange) Maker Space in Horizon Hall and hired an Events Manager (Tim Nielsen) to manage the space.

- ORIEI's Mason Enterprise has hired a Senior Director of Tech Transfer and Industry Collaboration who will work to advance translational and commercialization activities in our research enterprise.
- ORIEI's Research Services continues to make progress implementing its Research Administration Management Portal (RAMP), a university-wide integrated research webbased system to support Mason's growing research enterprise. This system will reduce duplication of efforts and better support faculty. The RAMP project is a part of a larger effort to modernize Mason's research operations, which includes transforming research administration across the institution and implementing a university-wide integrated research reporting strategy.

Development:

- We welcomed James T. Parrish, Jr. as Assistant Vice President for Corporate and Foundation Relations effective June 25, 2021. James comes to Mason from VCU where he most recently served as the Director of Foundation Relations.
- As of Aug. 31, 2021, our fundraising totals are \$9.5M. Of the total funds secured, \$7.5M was gifted towards research.
- The Arlington team has continued to build strong relationships with industry partners throughout Northern Virginia by engaging in conversations centered around the major role Mason will play in transforming digital innovation and building a strong, diverse workforce that will meet the needs of the region.
- We held our Sept. 22 Presidential Innovation Advisory Council Meeting within the Innovation Pilot Space on the Arlington Campus.
- GMUAA Awards/Distinguished Alumni Awards: The George Mason University Alumni Association is accepting nominations for its five awards: Alumnus/a of the Year, Alumni Service Award, Faculty Member of the Year, Student of the Year, and Graduate of the Last Decade (G.O.L.D.) Award. Nominations should be submitted by Nov. 1 for full consideration.
- The Compass Group has collaborated with the George Mason University Alumni Association and the Office of Alumni Relations to update their Strategic Plan.
- Work is under way on the implementation of a new customer relationship management (CRM) system for Advancement and Alumni Relations on the Salesforce platform. The new CRM, once completely built out, will provide a 360-degree view of constituent engagement across the Advancement systems.

Mason Brand Initiatives:

Multiple efforts to renew and build the Mason brand into a national player are now underway.

• **Brand Promotion Campaign:** A brand campaign was launched in July, called "The Secret's Out," which reintroduces the basic, topline pride points about Mason that many in the community and even within the Mason community are not aware of. The point of the campaign is to combat Mason's status as the "best-kept secret in Northern Virginia." The

campaign features advertising in the region's airports, buses, select Metrorail stops, and on digital media, as well as videos and stories highlighted in Mason's communications and social media channels. A light-pole banner campaign carries the points to internal audiences on the three largest Mason campuses. It was a preview of a larger, sustained brand campaign to ramp up in the coming month.

- Brand Renewal Initiative: The Virginia Beach branding and creative firm Sunshine & Bourbon has been engaged to lead Mason through a brand renewal project. The end result will be an updated brand narrative that will more powerfully and accurately tell the Mason brand story as it is now and in the future. The project is timed to wrap in the spring in time for the message rollout with the 50th anniversary of Mason as a university, in April 2022. Efforts to consider Mason's vision, mission, beliefs and values will occur in conjunction with the Mason strategic planning project.
- **50th Anniversary Celebrations:** A working committee led by the Alumni Association and University Events is pulling together a plan to celebrate Mason's 50th anniversary as an independent university. Celebrations will last throughout 2022 and will both honor our first half-century and look forward to the second. "Mason at 50" will be a university-wide commemoration effort.

Federal Government Relations Update:

Mason's Earmark Requests in the House: Three of Mason's Community Project (earmark) requests have advanced in the House. The Commerce-Justice-Science (CJS) appropriations bill included \$1,979,000 through the National Oceanic and Atmospheric Administration for a Virginia Climate Center. Dr. Jim Kinter, College of Science, is leading the Mason team. The Labor-Health and Human Services-Education (Labor-HHS-ED) appropriations bill contained a \$1,150,000 million mark for a health workforce initiative, through the Health Resources and Services Administration, to improve the quality of education and training for students in the health professions. The lead on the team is Dr. Becky Sutter, College of Health and Human Services. Rep. Gerry Connolly submitted these two proposals. The Labor-HHS-Ed bill also included \$650,000 Elementary and Secondary Education program for a Quantum Science Workforce Initiative. The lead is Jessica Rosenberg, College of Science. Rep. Jennifer Wexton submitted the Quantum proposal.

Mason's Earmark Requests in the Senate: Senator Tim Kaine submitted four Mason proposals for Congressionally directed spending (earmarks) to the Appropriations Committee. The first one is for \$1,483,000, through the CJS bill, to train law enforcement officers in productive handling of incidents involving individuals with mental health disorders. The team includes Sue Ming Yang and Cynthia Lum from the College of Humanities and Social Sciences. The second, \$1,588,000 as part of the Energy & Water bill, is for solar photovoltaic array technology at Mason's Institute for Digital Innovation (IDIA) in Arlington. Liza Wilson Durant, College of Engineering and Computing, leads this project. The Labor-HHS-ED bill included \$1,894,000 to

support the establishment of a sustainable "stepped care" model of evidence-based mental health care to address the critical mental health needs in the Commonwealth that have emerged in the context of COVID-19. Robyn Mehlenbeck, College of Humanities and Social Sciences leads this team. The fourth project also part of the Labor-HHS-ED bill is for \$959,000 for a new postsecondary teaching model called Project ACCESS that will create academic, research, curricular and outreach programs to provide students an opportunity to experience problem solving in real-world situations. This was a proposal by Padhu Seshaiyer, College of Science. Senator Warner submitted Mason's \$1,114,000 proposal for a Center for Smart Infrastructure in Public Safety (CSIPS) in the Homeland Security appropriations bill. The project is dedicated to realizing the potential of smart infrastructure in improving public safety. David Littanzi, College of Engineering and Computing, heads the CSIPS team. Finally, Senator Warner also submitted Mason's \$1,830,000 request through the Labor-HHS-Ed bill, for a Center for Literacy, a state-wide project to build literacy skills in K-12 students with a scalable, comprehensive hybrid program for teachers, students, and their families. Allison Ward Parsons in the College of Education and Human Development leads this effort. The Senate must pass their appropriations bills for these requests to advance. Mason's requests in the House and Senate stand at \$12.657 million.

Institute for Joint and Allied Intelligence: Have engaged in discussions with Senator Warner on Mason's growing capacity in national security and intelligence research. The Senator is Chairman of the Senate Select Committee on Intelligence. President Washington's vision is to establish a formal mechanism to enable effective intelligence operations across agencies and international boundaries through workforce development, policy innovation, and technology advancement and transition. Ongoing discussions are continuing with the Senator's Committee staff and in consultation with contacts at the National Geospatial Intelligence Agency to capture the vision as an Institute for Joint and Allied Intelligence.

State Government Relations Update:

On June 8, attended the ceremonial bill signing of George Mason University's Tier 3 bill signing. The Tier 3 Authority and Management Agreement provides flexibility for capital projects, information technology, procurement, human resources, and financial operations. These operational and administrative flexibility changes align Mason with the other Tier 3 universities in the Commonwealth: University of Virginia, College of William and Mary, Virginia Tech, Virginia Commonwealth University, and James Madison University. I was joined by Governor Ralph Northam, Delegate David Bulova, Deputy Secretary of Education Fran Bradford, Carol Kissal, Deb Dickenson, Anne Gentry, the Mason government relations team and three Mason students who were part of the Governor's Fellows program.

I spent a considerable amount of time meeting with legislators in the summer–at the Mathy House, in their home districts, Richmond or online. Paul, Mark and Sarah put together a packed schedule for me to promote the university and emphasize the funding needs for Mason.

- Nicole and I had the pleasure of hosting three important legislative dinners at the Mathy House during the Spring and Summer.
- Dinner 1 Hosted Chairman Luke Torian, Mrs. Clarice Torian, President Brian Hemphill (President of Radford University at the time and now President of Old Dominion University) and Dr. Marisela Rosas Hemphill.
- Dinner 2-Hosted Senator Janet Howell and Mr. Hunt Howell.
- Dinner 3—Hosted Speaker Eileen Filler-Corn and Mr. Bob Corn.
- Meetings were grouped during two multi-day trips:
 - Trip 1 Warrenton, Harrisonburg, Lynchburg, Roanoke, Lexington, Campbell County, and Botetourt County. In addition to meet with President Jonathan Alger (JMU) and Superintendent Major General Cedric Wins (VMI), I met with 7 Delegates and 4 Senators.
 - Trip 2 Richmond and Emporia. Met with the Council of Presidents and participated in the State Council of Higher Education in Virginia Council meeting at Virginia State University. In addition, met with 2 Cabinet Secretaries, 2 Deputy Secretaries, the Director of SCHEV, President Tim Sands (Virginia Tech), 4 House members, and 1 Senator.
- Throughout this time, I also had the opportunity to meet in-person or virtually with Former Governor Terry McAuliffe, Glenn Youngkin and former Delegate Winsome Sears, all of whom are candidates for statewide office. I have spoken with Delegates Hala Ayala and Jason Miyares, and Attorney General Mark Herring earlier in the year.
- In late July, the Mason leadership team and I met virtually with the OpSix group to present Mason's Six-Year Plan. The OpSix group includes Executive Branch and Legislative branch budget decision makers.
- During this time, I was also able to meet with key staff of the House Appropriations Committee and Senate Finance and Appropriations Committee to discuss budget and policy matters that are important to Mason.
- COVID-19 permitting, I look forward to visiting more legislators in their home districts and hosting them at the Mathy House for legislative dinners in the Fall.

General Assembly Special Session:

As expected, the General Assembly met the week of August 2 to allocate \$4.3 billion in federal funds the Commonwealth will receive from the American Rescue Plan Act (ARPA). This is onetime funding that must be spent by December 31, 2024. The General Assembly adopted and the Governor signed budget authorization which includes \$100M of the ARPA funding for needbased financial aid to four-year public institutions in Virginia for FY 2023. SCHEV will develop a distribution formula, and Mason students will significantly benefit from this action. In addition, the Governor approved an additional \$10M for the Online Virginia Network, an online academic partnership between Mason, ODU, JMU, and the Virginia Community College System. In addition to the \$4.3 billion, the American Rescue Plan Act will provide approximately \$843.8 million directly to Virginia institutions of higher education.

Per guidelines of the American Rescue Plan Act, at least 50% of an institution's allocation must be used for emergency financial assistance grants provided directly to the students. Universities must use a portion of the American Rescue Plan Act funds for monitoring and suppressing the COVID-19 virus and for conducting outreach on financial aid adjustment due to unemployment of students or of a member of their family. Any remaining funds may then be used to replace lost revenue, reimbursement of emergency and technology expenses, and provide additional grants to students.

The General Assembly also approved legislation which allows NCAA students to earn compensation for the use of their name, image and likeness and obtain public representation by an athlete agent. Student athletes would not be allowed to earn compensation for the use of their name, image and likeness in connection with gambling, alcohol, marijuana or weapons.

Council of Presidents:

The Council of Presidents has met regularly to discuss the higher education response to the COVID-19 pandemic. These discussion items include in-person, hybrid and online learning, vaccinations, testing, and COVID-19 responses.

Looking Forward:

- November: Legislative Dinners at the Mathy House
- November 2: Election Day
- November 16: House Appropriations Retreat (Location TBD)
- November 18: Senate Finance Retreat (Roanoke)
- December 16: Governor releases budget proposal
- January 12: General Assembly convenes
- February 2: Mason's Alumni Reception
- February 3: Mason Lobbies

President's Other External Activities & Speaking Engagements:

- Provided remarks at multiple advancement roundtable discussions with key business leaders throughout Northern Virginia.
- As part of the President's Innovation Advisory Council, met with local community and business leaders to discuss Mason's Arlington initiative.
- Participated in the *#freshtake* podcast, hosted by JB Holston of the Greater Washington Partnership.
- Shared Mason's vision for the future at a meeting of the Fairfax Campus and Community Advisory Board.
- Participated in the African American Presidents meeting of the American Association of State Colleges and Universities.

- With Mason serving as the grand sponsor for the event, provided welcoming remarks for the Arlington Chamber of Commerce Candidate Forum, where candidates for the Arlington County Board engaged in moderated discussion.
- Provided keynote remarks and engaged in Q&A for the session *Creating a Climate for Post Pandemic Success for Minorities in Engineering,* a National Science Foundation INCLUDES event.
- Engaged in a Q&A session hosted by the NOVA Chamber of Commerce, discussing Mason's Arlington campus and the Institute for Digital InnovAtion (IDIA).
- Attended the virtual symposium *Executive Leadership on Campus Free Expression*, hosted by the Bipartisan Policy Center.
- Joined the summer Council of Presidents meeting of the Association of Public and Land-Grant Universities (APLU).
- Provided keynote remarks for the City of Vienna's Liberty Amendments celebration.
- Served as the keynote presenter followed by Q&A for the annual membership meeting of the Commercial Real Estate Development Association (NAIOP) Northern Virginia chapter.
- Gave an interview with Hilary Burns of the National Business Journals on the subject of universities and buildings bearing the names of those with historic ties to slavery.
- Joined the Virginia Council of Presidents virtual meetings (including General Professional Advisory Committee and SCHEV sessions).
- Provided remarks at the Kimmy Duong Foundation's annual Scholarship Celebration, where the Foundation recognized scholarship recipients from six D.C.-area institutions, including Mason.
- Joined Fairfax County Supervisor James Walkinshaw for a podcast interview, where a number of current Mason topics were discussed.
- Engaged in dialogue with leaders from the Prince William County business community at a reception hosted by the Prince William County Chamber of Commerce.
- Participated in initial sessions of Leadership Greater Washington, as a member of the Class of 2022.
- Threw the ceremonial first pitch, and then cheered on the Washington Nationals as they battled the Colorado Rockies for *George Mason Day* at Nationals Park.
- Participated in virtual sessions of the McKinsey & Company Taskforce on Higher Education and Opportunity.
- Participated in meetings of the Atlantic 10 President's Council.

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

- Provided remarks in support of Mason's student athletes at the annual Green & Gold celebration with Intercollegiate Athletics.
- Cheered on the men's baseball team at several games.
- In collaboration with WGMU Studios, recorded an episode of the podcast *Access to Excellence*, where the topics of racial justice and a culture of health were discussed with Dr.

Gail Christopher, executive director of the National Collaborative for Health Equity and a senior scholar at Mason's Center for the Advancement of Well-Being.

- Celebrated Mason's graduates at the virtual spring Commencement ceremony, where Dr. Jill Biden provided keynote remarks and The Honorable Tom Davis was presented with the Mason Medal.
- Provided university updates and spoke on topics of relevance with Mason staff during virtual visits to Mason's many administrative offices.
- Presided over the 2020 doctoral hooding ceremony, celebrating Mason's doctoral graduates.
- In collaboration with WGMU Studios, recorded episodes of the podcast *Access to Excellence*, where the topic of the intersection of museums and social justice was discussed with Dr. Spencer Crew, Robinson Professor of U.S. History at Mason.
- As part of the Mason International Collaborative, engaged with peers at other institutions of higher education to discuss Mason's internationalization plans. Peer institutions included University of Alabama, Purdue University, and Virginia Tech.
- With Rector Hazel, received a tour of the Smithsonian-Mason School of Conservation in Front Royal, VA.
- In collaboration with WGMU Studios, recorded an episode of the podcast *Access to Excellence*, where the topic of treating anxiety, depression, and psychological trauma caused by the pandemic was discussed with Dr. Robyn Mehlenbeck, clinical professor in Mason's College of Humanities and Social Services and director of Mason's Center for Psychological Services.
- Provided welcome remarks at Mason's Diversity Scholarship Golf Classic, hosted by the office of University Life.
- In collaboration with WGMU Studios, recorded an episode of the podcast *Access to Excellence*, where the topic of concussions in student athletes was discussed with Shane Caswell, professor of athletic training in Mason's College of Education and Human Development.
- In coordination with the office of Government and Community Relations, toured the Arlington campus with former Governor McAuliffe, where we discussed the progress and plans of the new IDIA building.
- In collaboration with WGMU Studios, recorded an episode of the podcast *Access to Excellence*, where the topic of evidence-based policing was discussed with Dr. Cynthia Lum, professor of criminology, law, and society in Mason's College of Humanities and Social Sciences, and director of Mason's Center for Evidence-Based Crime Policy.
- Recognized Mason's Employees of the Month for June, July, August, and September: William Tirado, Jessica Holtzman, Kevin Brooks, and Monique Sweeney, respectively.
- Received a tour of the robust laboratories and facilities at Mason's Potomac Science Center.
- Engaged with members of the Board of Visitors, Board of Trustees, Alumni Association, and President's Council on the most vital topics for Mason at the annual Planning Conference.
- Welcomed new Mason students and their families to campus during Freshmen Move-In.

- In collaboration with WGMU Studios, recorded an episode of the podcast *Access to Excellence*, where the topics of immigration and the U.S.-Mexico border were discussed with Dr. Guadalupe Correa-Cabrera, associate professor in Mason's Schar School of Policy and Government.
- Provided an interview with Lianna Brown and Sami Gibbs of Mason's student news outlet, *The Fourth Estate*. Topics included Mason's coronavirus response, the ADVANCE partnership, and the Anti-Racism and Inclusive Excellence Task Force.
- Welcomed Mason's newest students at the annual New Student Convocation in EagleBank Arena.
- Helped spread the news about Mason's well-being initiatives by participating in a video produced by University Life.
- Engaged with students on the topics of anti-racism and the broader challenges facing democracy in America at *The Democracy Lab*, a new Living Learning Community hosted by the Schar School.
- Celebrated Mason's status as an All-Steinway School at the *Grand Piano Celebration*, hosted by the School of Music.
- Provided introductory remarks for the Institute for Digital InnovAtion (IDIA) *Frontiers of Computing* virtual conference.
- In collaboration with WGMU Studios, recorded an episode of the podcast *Access to Excellence*, where the topic of astrophysics was discussed with Dr. Hakeem Oluseyi, Robinson Professor at Mason.
- Discussed practical leadership skills at the first session for the 2021 cohort of the President's Leadership Seminar.
- Hosted students from Mason's Early Identification Program (EIP) at the Mathy House to engage in conversation about topics of significance to them and their peers in the EIP program.
- Discussed topics of importance to Mason's students with the President's Student Advisory Group.
- Hosted members of Mason's Faculty Senate at the Mathy House for a reception.
- Provided remarks for Mason's *Rock the Block* event, an annual collaboration between Mason and the City of Fairfax welcoming Mason's students to campus and to the Fairfax area.
- Celebrated the performing arts and enjoyed student performances at the annual *Arts Emerging* fundraiser for the College of Visual and Performing Arts.

President's Mason-Related Board Service:

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

President's External Board Service:

Octane

- HBCU-UP Advisory Board
- S&P Global

Select Upcoming Events:

- BOV, BOT, Alumni Association Recognition Reception October 6
- Thanksgiving Holiday University Closed November 24-26
- Next BOV Meeting December 2



Fall 2021 Update

Gregory Washington, PhD President

Continuing Our Mission

 Through COVID-19, Mason not only survived the most severe and prolonged duress of its 50-year existence, but we reaffirmed our resiliency, spirit of innovation, and bedrock commitment to our values.

 Mason achieved most of our 2019 Six-Year Plan priorities, despite COVID expense increases and unallotted state support, by strategically reallocating for our critical investments and repositioning for recovery post-pandemic.



Keeping Mason safe to learn, live, and work

COVID-19 Management

- **222 Total** since 8/23/2021 reopening
- **65** in residence halls
- 33 faculty/staff, 2 contractors

Campus fully Reopened 8/23

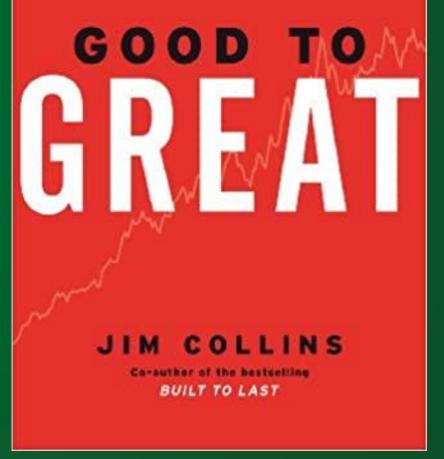


Major Initiatives – 2021-2022

- Safe Return to Campus
- Initiate Major Initiatives (Good to Great)
 - Mason Virginia Promise
 - -Branding Campaign
 - -Strategic Plan
 - -Collaborative Industry Partnerships
 - -ARIE Initiative
 - Faculty and Staff Success
 - Rankings Initiative
 - Campus Transformation
 - -Capital Campaign

NO.1 BESTSELLER THREE MILLION COPIES SOLD

Why some companies make the leap ... and others don't





Collaborative Partnerships

-The New Mason Virginia Promise: A pathway towards an advanced degree or your own business for EVERY Virginian who wants it

-Meeting 100% of Student Need

Over the Next 10 Years We Will:

Grow student enrollments by about 10,000
Grow the number of faculty by 400
Grow the number of staff by about 400
Add at least 5 new buildings



Campus Transformation

- Master planning effort is a great start towards the direction of our future campus
- We will establish a four-campus strategy (Arlington, Fairfax, Manassas, Korea)

- Investment in 3 of the campuses has been robust
- Strategy: Future growth will be dictated by investment and partnership
- Tier 3, Master Plan, State Inv.



U.S. News & World Report Ranking Factors

Factor	Weight	Factor	Weight
Expert Opinion/Peer Assessment	20	Alumni Giving	3
6-Year Graduation	17.6	Faculty w/Highest Degree	3
Financial Resource Rank	10	Average Debt Level	3
Graduation Ratio	8	Pell 6-Yr Grad Rate	2.5
Faculty Pay Rank	7	Non-Pell 6-Yr Grad Rate	2.5
Retention	4.4	Grad Top 10% HS Class	2
SAT/ACT Median Percentile	5	Student Loans (% fed \$)	2
Class Size <20	4	Faculty Full-time	1
Class Size >50	4	Student-faculty Ratio	1

U.S. News & World Report Ranking Factors

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Class Size >50	4	Student-faculty Ratio	1

Branding Campaign - Telling Our Story!

National

- 1. Fastest-growing public research
- 2. No. 1 young university
- 3. 1st cyber-security engineering
- 4. No. 1 public part-time law
- 5. Top 10 homeland security studies

Virginia

- Largest public university
- 2. Most inclusive university
- 3. No. 1 theater school
- 4. 1st school of computing
- 5. Most computer science grads in Virginia



Airports, Buses, Banners, etc.



Reagan National, Dulles

Terminals

Security Checkpoints







Thank You!



GEORGE MASON UNIVERSITY

COMPLIANCE CERTIFICATION REPORT

SEPTEMBER 2021

STATUS UPDATE: SACSCOC REAFFIRMATION OF ACCREDITATION

Matt Smith, Director of Accreditation

September 30, 2021



• Submitted: 8/31/2021

- 430 pages
- 2,564 distinct pieces of evidence; linked 6,210 times within report
- Last Board self-evaluation included

- Review by SACSCOC Off-Site Committee: Week of 11/2/2021
 - Notification of findings: mid-to-late November

REAFFIRMATION OF ACCREDITATION TIMELINE

Phase			2021									2022													
	D	J	F	М	А	Μ	J	J	А	S	0	Ν	D	J	F	М	А	Μ	J	J	А	S	0	Ν	D
Self Study Phase																									
QEP Development Phase															• s	ubmis	sion I	Early F	ebrua	ary 202	2				
Preparation for and Response to Findings from Off- Site Review of Self- Study												•			Late	Nove	mber nse te	2021 o Off-	Site I	view F Reviev 22		-			
Campus Preparation for On-Site Visit																									
On-Site Visit – GMUK																	3/28	8-31/2	2022						
On-Site Visit – VA Campuses																*		4 /11 -1	14/20	22					
Response Phase to any On-Site Findings																									
Reaffirmation Action by SACSCOC Board of Trustees																						12	/6/20	22	