

**GEORGE MASON UNIVERSITY
BOARD OF VISITORS MEETING**

Thursday, February 26, 2026

**Hazel Conference Room
Merten Hall 1201**

**AMENDED
AGENDA**

7:30 a.m. – 8:00 a.m.

Continental Breakfast

8:00 a.m. – 8:05 a.m.

New BOV Members swearing-in as needed

BOARD OF VISITORS MEETING AGENDA

8:05 a.m.

I. Call to Order of the Full Board

8:05 a.m. – 8:20 a.m.

II. Elections & Approval of Committee Appointments

A. Election of Rector (ACTION ITEM)

B. Election of Vice Rector (ACTION ITEM)

**C. Election of Members-at-Large to the Executive Committee
(ACTION ITEM)**

D. Committee Chair and Vice Chair Appointments (ACTION ITEM)

E. Committee Member Appointments (ACTION ITEM)

F. Appointment of Board Liaisons

8:20 a.m.

III. Recess of the Full Board Meeting

COMMITTEE MEETINGS

8:30 a.m. – 9:20 a.m.

Academic Affairs Committee Meeting

9:30 a.m. – 10:10 a.m.

Research Committee Meeting

10:10 a.m. – 10:25 a.m.

Break

10:25 a.m. – 11:10 a.m.

Finance and Land Use Committee Meeting

11:20 a.m. – 11:55 a.m.

Audit, Risk, and Compliance Committee Meeting

11:55 a.m. – 12:30 p.m.

Lunch

12:30 p.m. – 1:05 p.m.

Development Committee Meeting

1:15 p.m. – 1:50 p.m.

Athletics Committee Meeting

BOARD OF VISITORS MEETING AGENDA

2:00 p.m.

IV. Reconvene

2:00 p.m. – 2:05 p.m.

V. Approval of the Minutes

A. Executive Committee Meeting December 4, 2025 (ACTION ITEM)

- 2:05 p.m. – 2:25 p.m. **VI. Rector’s Report**
 A. Code of Conduct for Commonwealth Appointees
- 2:25 p.m. – 2:55 p.m. **VII. President’s Report**
- IX. Committee Reports**
- 2:55 p.m. – 3:00 p.m. **A. Academic Affairs Committee**
 i. Program Actions
 a. New Degree Program
 i. CEHD: BS in Hospitality, Tourism and Events
 Management (**ACTION ITEM**)
 b. Degree Program Name Change
 i. Schar: BA in Government and International Politics
 to BA in Political Science (**ACTION ITEM**)
 ii. Faculty Actions
 a. Conferral of Emeritus/Emerita Status (**ACTION ITEM**)
- 3:00 p.m. – 3:05 p.m. **B. Research Committee**
- 3:05 p.m. – 3:10 p.m. **C. Finance and Land Use Committee**
 i. Financial Matters
 a. FY 2027 Room & Board Rates (**ACTION ITEM**)
- 3:10 p.m. – 3:15 p.m. **D. Audit, Risk, and Compliance Committee**
- 3:15 p.m. – 3:20 p.m. **E. Development Committee**
- 3:20 p.m. – 3:25 p.m. **F. Athletics Committee**
- 3:25 p.m. – 5:00 p.m. **X. Closed Session**
 A. Discussion or consideration of honorary degrees or special awards. (Code
 of VA: §2.2-3711.A.11)
 B. Consultation with Legal Counsel pertaining to actual or probable litigation
 (Code of VA: §2.2-3711.A.7)
 C. Acquisition of Real Property (Code of VA: §2.2-3711.A.3)
 D. Consultation with Legal Counsel regarding the aforementioned items
 (Code of VA: §2.2-3711.A.8)
 E. Personnel Matter (Code of VA: §2.2-3711.A.1)
- 5:00 p.m. **XI. Adjournment**

The February 26, 2026 Meeting of the Board of Visitors will be in-person. Members of the public are welcome to observe in person or may view the meeting live at the following link: <https://bov.gmu.edu/live/>. Overflow gallery seating is located in Merten 1204. Please be aware that agenda timing is for planning purposes only, the formal meeting could conclude before or after the time noted so participants should plan accordingly.

Written comments will be accepted until the full board meeting adjourns on February 26, 2026. To submit a written public comment, please complete the form at the following link: <https://forms.office.com/r/g7ZfjPnJEx>. Written comments will be entered into the public record of this meeting.

No oral public comment will be taken at this meeting.

Board of Visitors		
2026-2026 Committee Appointments		
<u>EXECUTIVE COMMITTEE</u>	<u>ATHLETICS</u>	<u>DEVELOPMENT</u>
Rector Vice Rector Armand Alacbay, Secretary Anne Altman, Member-At-Large Paul Misener, Member-At-Large	Trevor Montano, Chair Jim Moran, Vice Chair Tom Davis Jon Peterson Shawn Purvis George Schindler Jennifer Taylor	Sumeet Shrivastava, Chair Jennifer Taylor, Vice Chair Tom Davis Delbert Parks Jon Peterson
<u>BOARD LIAISONS</u>		
Athletic Liaisons: Trevor Montano & Jon Peterson	Staff Senate Chair: Rachel Spence	Staff Senate Chair: Rachel Spence
Legislative Liaisons: Jim Moran & Delbert Parks	Faculty Senate President: Solon Simmons	Faculty Senate President: Solon Simmons
Faculty Senate Liaison: Armand Alacbay	Student Representatives: Jonathan Dubois/ Nilima Mow	Student Representatives: Jonathan Dubois/ Nilima Mow
Law School Liaison: Paul Misener & Jeff Rosen	Faculty Representatives: Dominique Banville Ali Weinstein	Faculty Representatives: Bijan Jabbari (2/2) Niki Vlastara (1/2)
<u>ACADEMIC AFFAIRS</u>	<u>STAFF REPRESENTATIVE:</u>	<u>STAFF REPRESENTATIVE:</u>
Armand Alacbay, Chair Jeff Rosen, Vice Chair Anne Altman Paul Misener Jim Moran Sumeet Shrivastava Sean Spence	Staff Representative: Marvin Lewis, AVP of Intercollegiate Athletics	Staff Assistant: Nicole Pozinsky, (703) 993-8756
	<u>STAFF ASSISTANT:</u>	<u>FINANCE AND LAND USE</u>
	Staff Assistant: Jay Highsmith, (703) 993-3256	Jon Peterson, Chair (1/2) Bruce Caswell, Vice Chair (1/2) Armand Alacbay (1/2) Anne Altman (1/2) Trevor Montano (1/2) Jeff Rosen (1/2) Sean Spence (1/2)
Staff Senate Chair: Rachel Spence	<u>AUDIT, RISK, & COMPLIANCE</u>	
Faculty Senate President: Solon Simmons	Delbert Parks, Chair Sean Spence, Vice Chair Bruce Caswell George Schindler Jennifer Taylor	Staff Senate Chair: Rachel Spence
Student Representatives: Jonathan Dubois/ Nilima Mow	Staff Senate Chair: Rachel Spence	Faculty Senate President: Solon Simmons
Faculty Representatives: Shane Caswell (2/2) Tim Gibson (1/2)	Faculty Senate President: Solon Simmons	Student Representatives: Jonathan Dubois/ Nilima Mow
Staff Representative: Ajay Vinzé, Interim Provost	Student Representatives: Jonathan Dubois/ Nilima Mow	Faculty Representatives: Debra Lattanzi Shutika (2/2) Maggie Daniels (1/2)
Staff Assistant: Sarah Parnell, (703) 993-5399	Faculty Liaison: Mike Wetklow	Staff Representative: Dan Stephens, VP Finance & CFO Julie Zobel, SVP & COO
Additional Participants: Rose Pascarell, VP of University Life Sharnnia Artis, VP of OACC	Staff Representative: Derek Butler, Interim VP and Chief Audit & Compliance Officer, (571) 921-7137	Staff Assistant: Jessica Holtzman, (703) 993-3123
	Additional Participants: Vin Lacovara, Inst. Compliance Leader Aurali Dade, VP Enterprise Risk Mgmt. Dan Stephens, VP Finance & CFO	<u>RESEARCH</u>
		Tom Davis, Chair Shawn Purvis, Vice Chair Armand Alacbay Bruce Caswell Paul Misener Delbert Parks
		Staff Senate Chair: Rachel Spence
		Faculty Senate President: Solon Simmons
		Student Representatives: Jonathan Dubois/ Nilima Mow
		Faculty Representatives: Igor Mazin (2/2) Anna Pollack (1/2)
		Staff Representative: Andre Marshall, VP of Research
		Staff Assistant: Yellia Seanor, (703) 993-6926

GEORGE MASON UNIVERSITY
Academic Affairs Committee Meeting

Thursday, February 26, 2026
Hazel Conference Room- Merten 1201

AGENDA

- I. Call to Order
- II. Approval of Minutes (Action Item)
 - A. Minutes for Meeting on December 4, 2025
- III. New Business
 - A. Academic Affairs Committee Overview
 - B. Provost's Report (A. Vinzé)
 - C. Program Actions (**Action Items**)
 1. New Degree Program
 - a. CEHD: BS in Hospitality, Tourism and Events Management
 2. Degree Program Name Change
 - a. Schar: BA in Government and International Politics to BA in Political Science
 - D. Faculty Actions (**Action Item**)
 1. Conferral of Emeritus/Emerita Status
 - E. Announcements
 1. Appointment of Faculty
 2. Appointment of Administrative and Professional Faculty
 3. Appointment & Reappointment of Deans, Department Chairs and School Directors
 4. Renewals and Reappointments
 5. Separations
 6. Other Announcements
 7. Summary Sheet- February 2026
 - F. Reports
 1. Fall 2025 Undergraduate Retention and Graduation

2. Fall 2025 Faculty Diversity and Retention

IV. Adjournment

The February 26, 2026 Academic Affairs Committee meeting of the Board of Visitors will be in-person. Members of the public are welcome to observe in person or may view the meeting live at the following link: <https://bov.gmu.edu/live/>. Overflow gallery seating is located in Merten 1204. Please be aware that the full board agenda timing is for planning purposes only, the formal meeting could conclude before or after the time noted so participants should plan accordingly.

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No oral public comment will be taken at this meeting.

**GEORGE MASON UNIVERSITY
BOARD OF VISITORS
Academic Affairs Committee**

MINUTES

Thursday December 4, 2025

COMMITTEE MEMBERS PRESENT: Chair: Armand Alacbay; Vice Chair: Jeff Rosen; Visitors: Mike Meese; Staff Representatives: Provost Jim Antony, Sharnnia Artis; Faculty Senate President: Solon Simmons; Staff Senate Chair: Rachel Spence; Faculty Representatives: Shane Caswell, Tim Gibson; Student Representatives: Isaiah Grays, Nilima Mow

ALSO PRESENT: Rector Stimson, President Washington; Visitors: Pence, Peterson

I. The meeting was called to order by Chairperson Armand Alacbay at 9:03 a.m.

Chairperson Alacbay informed the Committee that Visitor Rosen requested to participate remotely due to caregiver responsibilities. Citing the Board's Electronic Meeting Participation Policy, Chairperson Alacbay **MOVED**; Visitor Meese **SECONDED**. Visitor Rosen's remote participation was **APPROVED**.

II. Approval of Minutes (Action Item)

Chairperson Alacbay called for any corrections to the minutes from the September 10th, Academic Affairs Committee Meeting. Hearing no corrections, the meeting minutes stood **APPROVED** as written.

III. New Business

A. Provost's Update

James Antony – Provost and Executive Vice President

Provost Antony opened with a personal update, noting that he will remain in his current role through February before moving to the University of San Diego, where he will serve as provost, and reaffirmed his commitment to continuity and a smooth transition.

He then provided updates on several academic initiatives, highlighting the website where up-to-date information on all the taskforces and working groups can be found. He noted that the dean search for the Antonin Scalia Law School is underway, shared that the Schar School of Policy and Government has been accepted as a full member of the Association of Professional Schools of International Affairs, and recognized the continued contributions of the University Libraries' Special Collections Research Center. He also provided updates on student, faculty, and staff achievements.

B. Higher Education Academics

Provost Antony provided the committee with an update on the Academic Planning Process that the Office of the Provost holds each year with the Schools and Colleges, which will focus on enrollment, attrition, time to degree and course modality information. He also outlined the Academic Program Review process for evaluating the quality, relevance, and effectiveness of its academic programs. He noted that APR includes a seven-year comprehensive review cycle for units without external accreditation and that insights from these reviews inform curricular improvements, strengthen program goals, and ensure programs remain responsive to student and market needs.

Keith Renshaw, Senior Associate Provost for Undergraduate Education provided an overview of the Mason Core, reviewing the historical development of Mason’s general education requirements, describing the current structure of foundational, exploration, and integration categories, and highlighting state and accreditation parameters that guide the Core. He then summarized recent developments, including the establishment of dedicated Mason Core leadership in 2022, the creation of baseline course standards, new professional development for instructors, a systematic assessment cycle, and ongoing work toward a recertification process for courses in the Mason Core. Looking ahead, he noted current efforts to revise student learning outcomes in several categories and to refine the vision of the Mason Graduate to ensure alignment across the curriculum and equitable achievement for transfer students.

C. Program Actions and Faculty Actions

Provost Antony provided an overview of both the Program Actions and Faculty Actions.

Chairperson Alacbay **MOVED** to approve the Program Actions and Faculty Actions en bloc; Visitor Meese **SECONDED** the following program actions:

1. New Degree Programs
 - a. MS in Quantum Science and Engineering
 - b. PhD in Cybersecurity
2. Organizational Change
 - a. College of Public Health: Renaming the “Department of Health Administration and Policy” to the “Department of Health Administration, Policy, and Informatics.”

MOTION CARRIED BY VOICE VOTE.

Yes – 3

D. Announcements

Announcements and Reports were acknowledged for the Committee’s benefit. No further discussion was held.

IV. Adjournment

The meeting was adjourned at 10:00 a.m.

Respectfully submitted,

Sarah Parnell
Secretary Pro Tem



Academic Affairs Committee

Board of Visitors



*Office of the Provost
February 26, 2026*

Agenda

- I. Call to Order
- II. Approval of Minutes (**Action Item**)
- III. New Business
 - A. Academic Affairs Committee Overview
 - B. Provost's Report
 - C. Program Actions (**Action Item**)
 - D. Faculty Actions (**Action Item**)
 - E. Announcements
 - F. Reports
- IV. Adjournment



Action Item

Approval of Minutes

December 4, 2025

Academic Affairs Committee Overview



Bylaws

In addition to the special responsibilities, which may, from time to time, be assigned to the Committee of the Board, the Committee shall have the following specific responsibilities:

- 1. Review and recommend to the full Board all proposed new programs and degrees and monitor the conduct of existing programs**
- 2. Review policies governing the selection, appointment, compensation, tenure, rights and responsibilities, and development of the faculty**
- 3. Develop procedures governing the appointment and promotion of faculty for use by the President or Provost**
- 4. Review all proposals for the organization of the academic structure of the University**
- 5. Be advised of the hiring of all faculty and administrative faculty for announcement to the Board**

The Committee shall be responsible for making recommendations to the Board on policies and plans regarding University life that are consistent with overall University policies and plans and will ensure the achievement of the University's stated goals and objectives.

Bylaws: <https://bov.gmu.edu/board-of-visitors-resources/>

Topics for Academic Affairs Committee

SEPTEMBER 10, 2025

Higher Education Budgeting

DECEMBER 4, 2025

Higher Education Academics

FEBRUARY 26, 2026

Higher Education Faculty and Student Success

APRIL 15, 2026

Higher Education Policy and Governance



Action Items

PROGRAM ACTIONS

- New Degree Programs
- Degree Program Closures
- Program Name Changes

FACULTY ACTIONS

- Conferral of Emeritus/Emerita Status
- Distinguished University Professors
- Elections of New Tenured Faculty
- Promotion and Tenure

ORGANIZATIONAL ACTIONS

- Academic Structure Changes
- Faculty Handbook



Provost's Report

Ajay Vinzé

Interim Provost and Executive Vice President



Introduction: Ajay Vinzé

Interim Provost and Executive Vice President



Spring Academic Calendar



**Spring
Semester**

Tuesday, January 20 –
Monday, May 4



**Spring
Recess**

Monday, March 9 –
Sunday, March 15



**Spring
Commencement**

Thursday, May 14

Enrollment Overview

Spring 2026*

38,519
Students



Undergraduate Enrollment: **28,137**

Graduate Enrollment: **9,745**

Law Enrollment: **637**

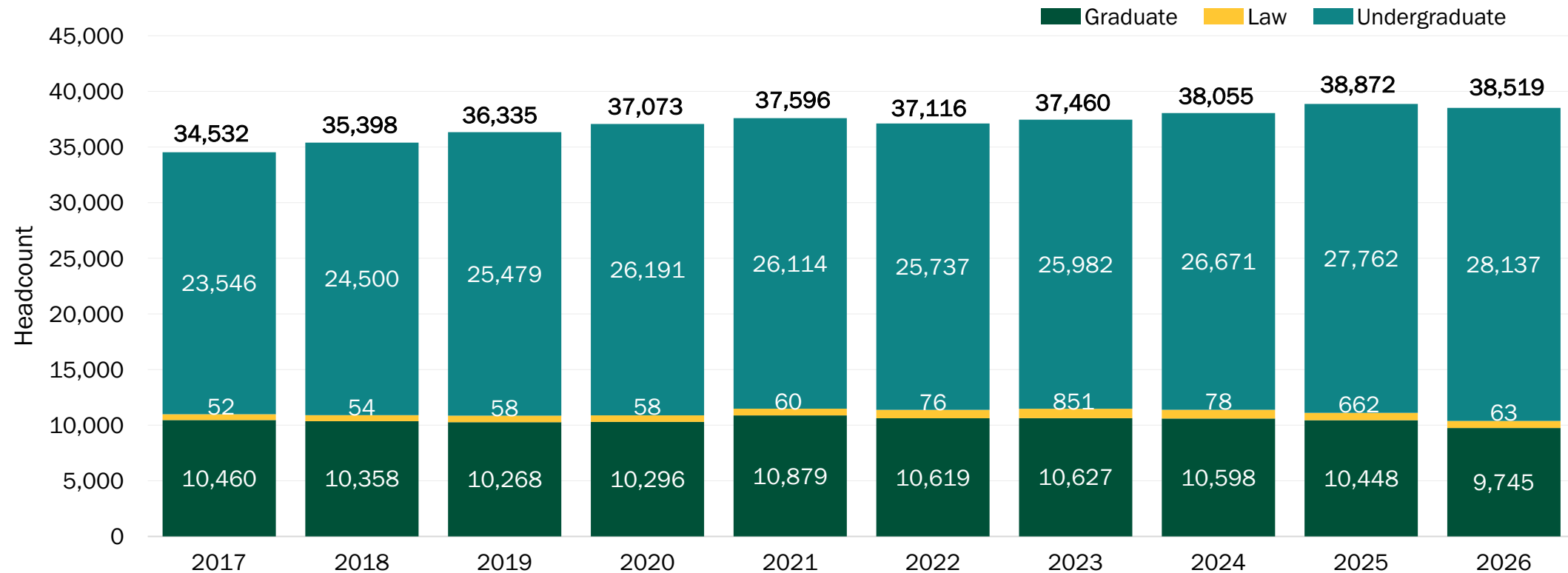
New Student Numbers:

- **97** *New Freshmen*
- **1,538** *New Transfer*

- **935** *New Masters*
- **92** *New Doctorates*
- **122** *New Graduate Certificates*

*As of 02/06/2026

Overall Spring Enrollment*

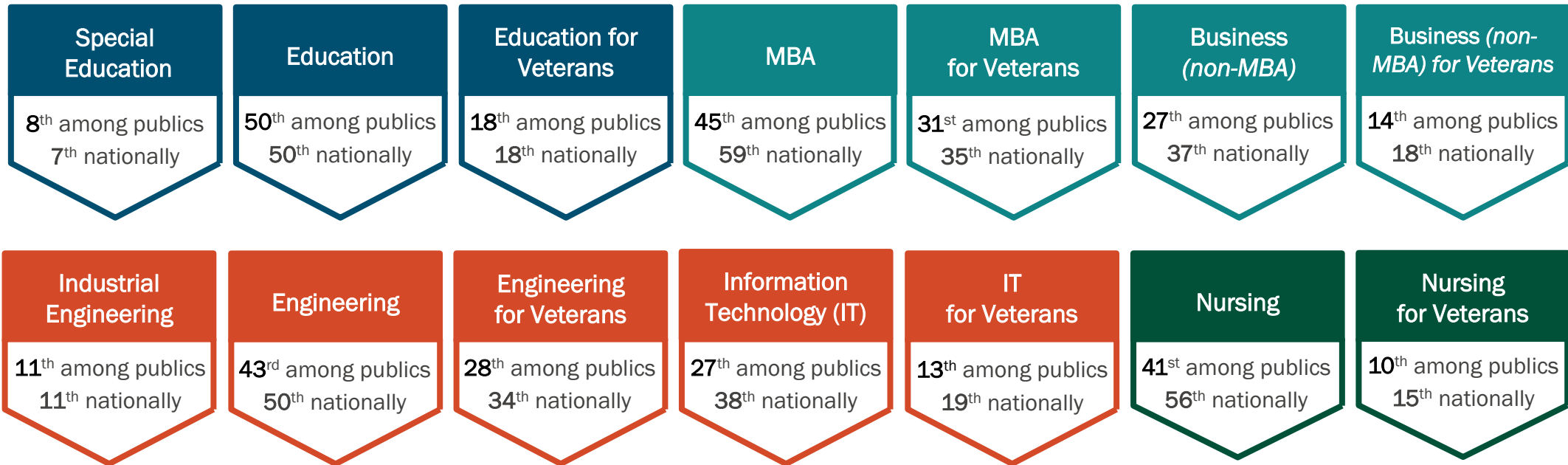


*As of 02/06/2026



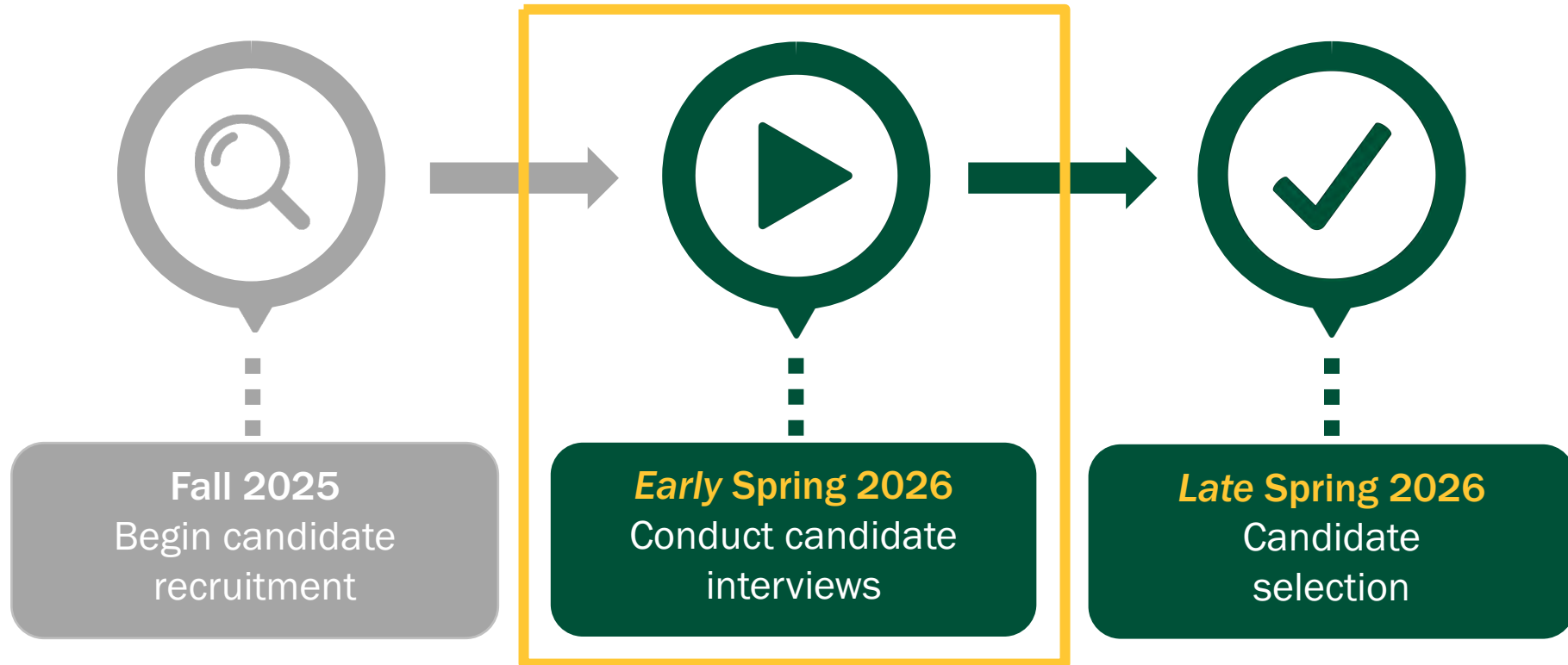
University Rankings

U.S. News & World Report rankings of online master's degree programs show George Mason excelling in education, business, engineering, nursing, and programs for veterans.



Learn more: <https://provost.gmu.edu/news/2026-01/george-mason-online-graduate-programs-rank-among-virginias-best>

Dean Search: *Antonin Scalia Law School*



Provost's Office Priorities: AY 2025–26

Visit <https://provost.gmu.edu/initiatives> to learn more about each task force and working group.

TASK FORCES	Campus Program Activation		WORKING GROUPS	
	Future of Graduate Education and Postdoctoral Affairs			Online Education Policy Implementation
	Undergraduate Learning Supports			Budget Model Initiative: <ul style="list-style-type: none">• Indirect Cost• Cross College Program

Student Highlights

College of Engineering and Computing



Ruishan (Ria) Lin won first place in the Statistical Significance Competition poster session of the 2025 American Statistical Association Joint Statistical Meeting.

College of Visual and Performing Arts



Sujay Khona won a Regional Emmy in the Fiction-Short Form category of the Student Production Awards, presented by The National Capital Chesapeake Bay Chapter of The National Academy of Television Arts & Sciences.

Peter N. Stearns Provost Scholar Athlete Award Ceremony



Faculty Highlights: *SCHEV Outstanding Faculty Awards*



Michael Bloom
Professor
Global and Community Health

Outstanding Faculty Award Recipient



Xuesu Xiao
Assistant Professor
Department of Computer Science

Rising Star Recipient

Staff Highlights: *Employee of the Month*

December



Julie Hudson

Executive Assistant
to the Dean

*Schar School of Policy
and Government*

January



Oscar Ferrufino

Grounds Heavy Equipment
Operator

*Facilities and Campus
Operations*

February



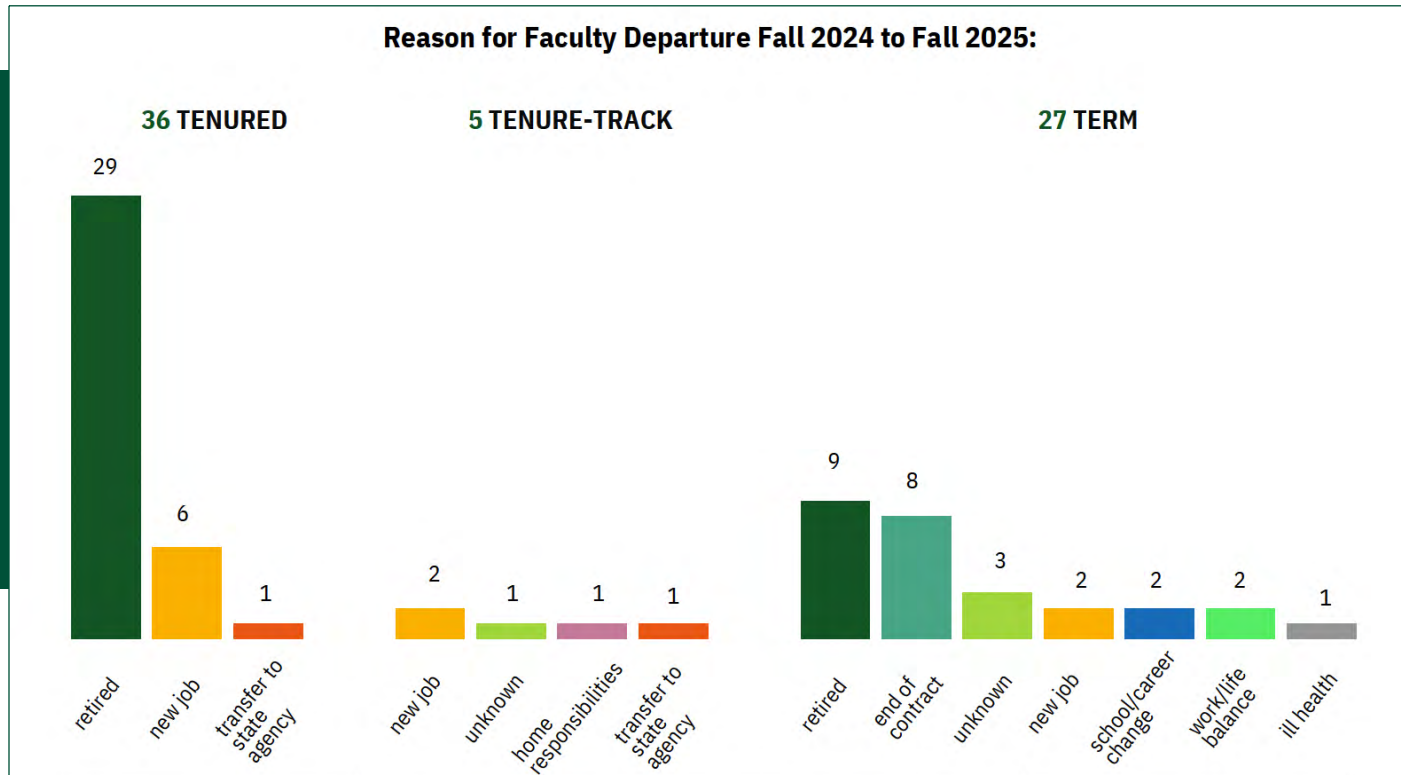
Shekila Melchior

Director of Strategic Initiatives
and Partnerships

*Office of Access, Compliance,
and Community*

Higher Education Faculty and Student Success

Faculty Retention



Continuing Faculty

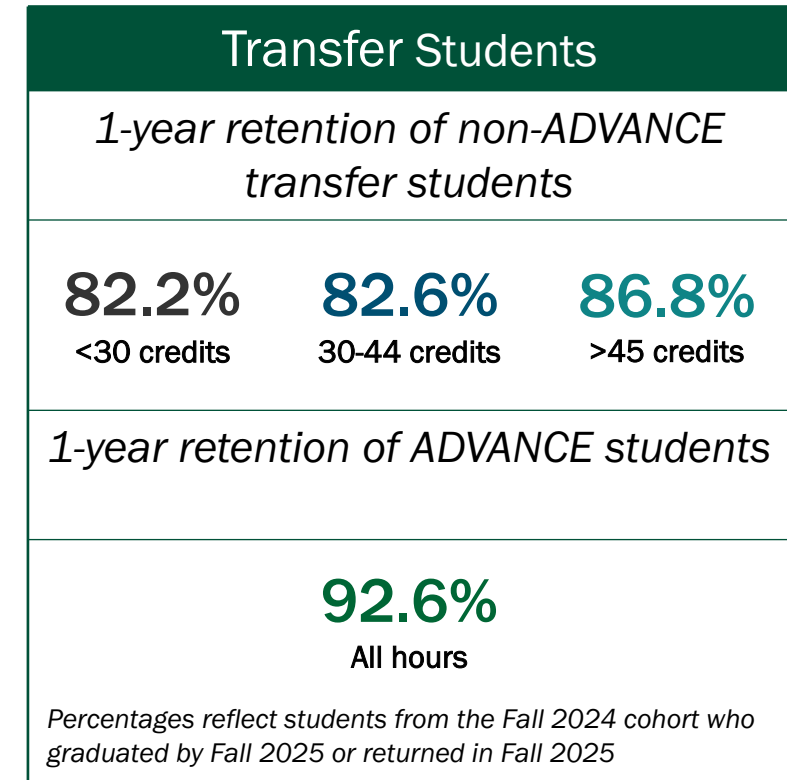
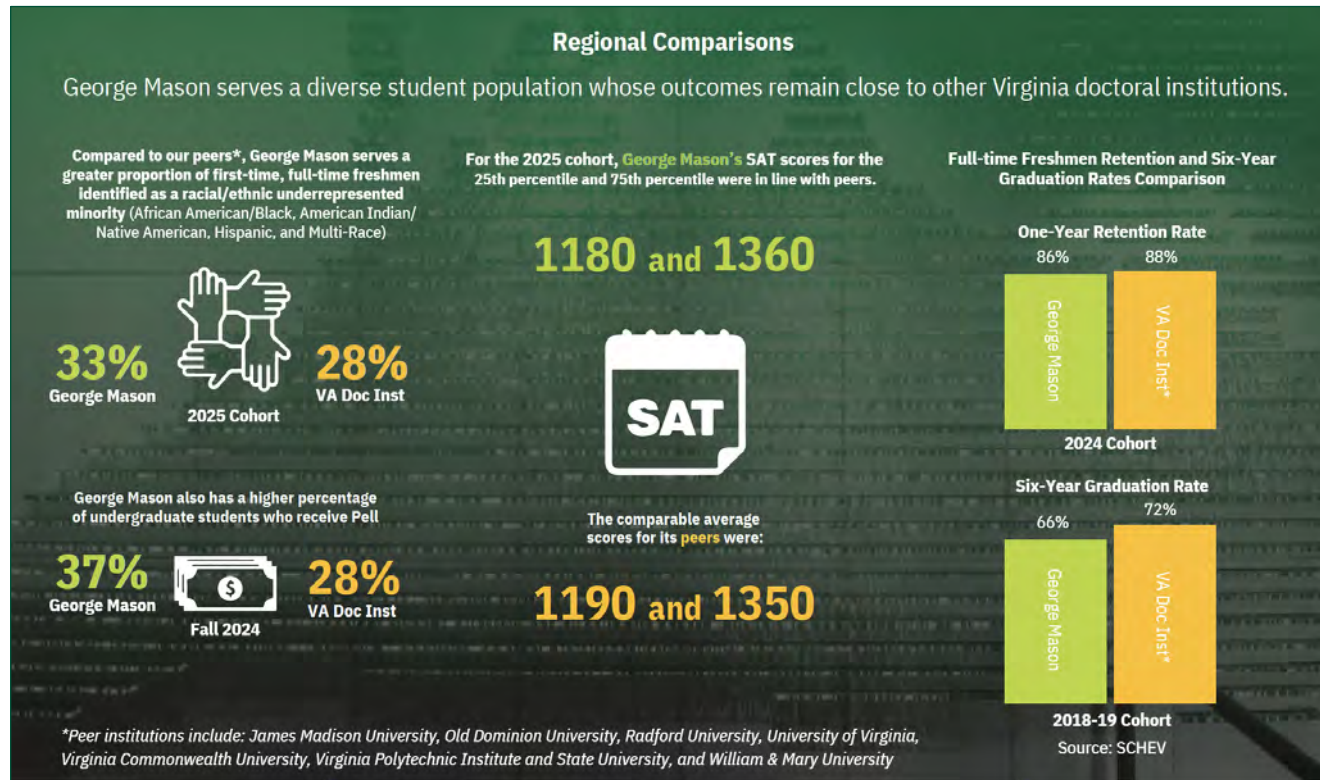
- 867 tenure-line faculty
- 505 term faculty

New Faculty

- 37 tenure-line faculty
- 39 term faculty

Higher Education Faculty and Student Success

Undergraduate Student Retention



ACTION ITEMS

Program Action New Degree Program

BS Hospitality, Tourism, and Events Management



College of Education and Human Development

Program Action

Degree Program Name Change

Renaming
"BA in Government
and International
Politics" to "BA in
Political Science"



Faculty Action

Conferral of Emeritus/Emerita Status

Patrice Winter



College of Public Health

17 years of service

Stephen Christophe



Costello College of Business

27 years of service



Action Items

MOTION

To approve the following actions, en bloc, as they are outlined in the meeting materials:

- New Degree Program
 - BS Hospitality, Tourism, and Events Management
- Renaming "BA in Government and International Politics" to "BA in Political Science"
- Conferral of Emeritus/Emerita Status

Announcements

- Appointment of Faculty
- Appointment of Administrative and Professional Faculty
- Appointment and Reappointment of Deans, Department Chairs, and School Directors
- Renewals and Reappointments
- Separations
- Other Announcements
- Summary Sheet, February 2026

Reports

- Fall 2025 Undergraduate Retention and Graduation
- Fall 2025 Faculty Diversity and Retention





Adjournment
PROVOST.GMU.EDU



GEORGE MASON
UNIVERSITY®

ITEM NUMBER:

Bachelor of Science (BS) in Hospitality, Tourism, and Events Management Degree Program Proposal

PURPOSE OF ITEM:

The BS in Hospitality, Tourism, and Events Management degree program proposal is in development for submission to the State Council of Higher Education for Virginia (SCHEV). Prior to SCHEV submission, Board action is required.

APPROPRIATE COMMITTEE:

Academic Affairs Committee

BRIEF NARRATIVE:

The proposed Bachelor of Science in Hospitality, Tourism, and Events Management program aims to prepare students for leadership and management roles in one of the world's largest, most dynamic, and integrated service industries. The proposed degree program builds on the existing strengths of the current BS in Tourism and Events Management degree program by explicitly incorporating hospitality into the degree program's name to reflect the full scope of the field and courses offered, and to better align with academic and industry standards.

The proposed degree program's curriculum emphasizes disciplinary knowledge and the development of critical thinking, analytical, and problem-solving skills for addressing real-world challenges in hospitality, tourism, and events management. The proposed coursework focuses on strengthening professional managerial competencies, communication, and ethical decision-making. Students will also learn to evaluate and apply legal, ethical, and social justice principles to business practices. Students will be prepared to perform effectively in professional settings through on-site field experiences that integrate classroom learning with industry practice.

REVENUE IMPLICATIONS:

The program at launch will be revenue-neutral. The required core courses are already offered in the existing BS in Tourism and Events Management degree program. No new faculty will be hired to initiate and sustain the proposed degree program. It is anticipated that the program will be revenue enhancing as it reaches maturity.

STAFF RECOMMENDATION:

Staff recommends Board approval.

I. Basic Program Information

College/School	College of Education and Human Development
Department	School of Sport, Recreation, and Tourism Management
Degree Program Designation	Bachelor of Science (BS)
Degree Program Name	Hospitality, Tourism, and Events Management
CIP code	52.0901
Anticipated Initiation Date	Fall 2027

II. Curriculum Requirements

Mason Core Courses (37 credits)

Written Communication: Lower and Upper Divisions (6 credits)

Oral Communication (3 credits)

Information Technology and Computing (3 credits)

Quantitative Reasoning (3 credits) (required: STAT 250: Introductory Statistics I or EDRS 220: Introduction to Applied Quantitative Analysis or BUS 210: Business Analytics I)

Literature (3 credits)

Arts (3 credits)

Global History (3 credits)

Social and Behavioral Sciences (3 credits) (recommended: TOUR 311: Women and Tourism)

Global Contexts (3 credits) (recommended: TOUR 210: Global Understanding through Travel and Tourism)

Natural Science (7 credits)

Core Courses (50 credits)

All students are required to complete the following coursework.

TOUR 110: Professionalism and Civility (1 credit)

TOUR 200: Introduction to Tourism Management (3 credits)

TOUR 214: Hospitality Tourism and Events Management Accounting (3 credits)

TOUR 220: Introduction to Event Management (3 credits)

TOUR 230: Introduction to Hospitality Management (3 credits)

TOUR 241: Hospitality, Tourism, and Events Management Practicum (3 credits)

TOUR 320: Hospitality, Tourism, and Events Management Information Systems (3 credits)

TOUR 330: Resort Management (3 credits)

TOUR 340: Sustainable Tourism (3 credits)

TOUR 412: Hospitality, Tourism, and Events Management Marketing and Sales (3 credits)

TOUR 414: Hospitality, Tourism, and Events Finance (3 credits)

TOUR 420: Tourism Planning/Policy (3 credits)

TOUR 470: Career Preparation (1 credits)

TOUR 490: Hospitality, Tourism, and Events Management Internship (12 credits)

SRST 450: Research Methods (3 credits)

Restricted Electives (21 credits)

Students select from a list of courses.

TOUR 190: Wedding Planning (3 credits)

TOUR 210: Global Understanding through Travel and Tourism (3 credits)

TOUR 221: Event Implementation and Evaluation (3 credits)
TOUR 301: Hotel Management (3 credits)
TOUR 310: Food and Beverage Management (3 credits)
TOUR 311: Women and Tourism (3 credits)
TOUR 313: Event Technical Production (3 credits)
TOUR 343: Wine and Food Tourism (3 credits)
TOUR 352: Heritage and Cultural Tourism (3 credits)
TOUR 355: Event Logistics (3 credits)
TOUR 430: Destination Marketing and Management (3 credits)
TOUR 440: Meetings and Conventions (3 credits)
TOUR 445: Restaurant Management (3 credits)
TOUR 450: Hospitality Human Resources Management (3 credits)
TOUR 460: Hospitality Facilities Operations (3 credits)
TOUR 480: Special Topics (1 - 3 credits)

Electives (12 credits)

Students select an additional 12 credits from coursework offered across the university to bring the total credits to degree to 120 credit hours.

Total: 120 credits

III. Relation to Existing Degree Programs at George Mason University

The School of Sport, Recreation, and Tourism Management currently offers a BS in Tourism and Events Management. The School of Sport, Recreation, and Tourism Management will offer the proposed degree. The proposed degree program is intended to replace the existing degree program. The focus and purpose of the existing degree program is the same as that of the proposed degree program. The proposed degree program is the same number of total credit hours as the existing degree program. The proposed program curriculum includes 50 credits of core program coursework, 21 credits of restricted electives, and 12 credits of general electives. The existing program curriculum includes 56 credits of core program coursework, 18 credits of restricted electives, and 9 credits of general electives. Both the proposed and existing degree programs prepare graduates for leadership and management positions across the hospitality, tourism, and events industries. Both the proposed and existing programs prepare graduates in project management and financial planning; service excellence and customer experience innovation; business and strategic decision-making; sustainability and social responsibility; and global and cultural awareness. Both the proposed and existing degree programs include experiential learning opportunities embedded in both coursework and internships. If the proposed degree program is approved, the School of Sport, Recreation, and Tourism Management will submit a proposal to SCHEV to discontinue the BS in Tourism and Events Management.

IV. Duplication of Similar Degree Programs at 4-Year Public Universities in Virginia

SCHEV student enrollment and graduation data for similar (same CIP code) and related (similar name and/or curriculum requirements) existing degree programs at public institutions in Virginia.

Enrollment and Degrees Awarded for Comparable Degree Programs in Virginia

Enrollment	Fall 2020	Fall 20 21	Fall 2022	Fall 2023	Fall 2024
James Madison University	370	327	311	351	310
Virginia Tech	204	188	186	173	198
Virginia State University	48	41	58	57	59
Degrees Awarded	Year 2021	Year 2022	Year 2023	Year 2024	Year 2025
James Madison University	138	122	85	123	102
Virginia Tech	53	54	56	42	46
Virginia State University	10	10	12	13	6

V. Employment Demand

Information from the Virginia Office of Education Economics (VOEE).

A. Five- year Workforce Projections by Occupation

Occupation	Workforce (Current Year)	Workforce (5-yr projection)	Workforce Change (5-yr projection)	Workforce % Change (5-yr projection)
Entertainment and Recreation Managers, Except Gambling	684	731	48	7.0%

B. Regional (GO Virginia) Labor Market Information for Aligned Occupations (Region 7)

Occupation	Workforce (Current Year)	Workforce (5-yr projection)	Workforce Change (5-yr projection)	Workforce % Change (5-yr projection)
Entertainment and Recreation Managers, Except Gambling	272	287	15	5.5%

C. Graduates of Existing Degree Programs Compared with Aligned Workforce Demand
(Information provided from VOEE.)

Proposed Degree Program to Aligned Occupations

Avg Annual Degrees Granted	Avg Annual Openings	Ratio: Degrees to Openings
177	87	177:87 (2:1)

Related Degree Programs to all Related Occupations

Avg Annual Degrees Granted	Avg Annual Openings	Ratio: Degrees to Openings
6,044	39,601	6,044:39,607 (0.15:1)

VI. Return on Investment

Information on ‘return on investment’ from the Foundation for Research on Equal Opportunity, at <https://freopp.org/roi-in-higher-education/>. Data for existent degree programs in the same discipline and the same degree designation level at Virginia public institutions in the information report provided by the VOEE report.

Institution	Field of Study	Earnings (1 year)	Earnings (10 years)	ROI (on time completion)	ROI (non-completion)
Virginia State University	Hospitality Administration/ Management	26,483	36,103	-216,287	-158,758
George Mason University	Hospitality Administration/ Management	47,528	61,045	140,120	82,008
Virginia Polytechnic Institute and State University	Hospitality Administration/ Management	50,558	65,642	484,482	387,070
James Madison University	Hospitality Administration/ Management	47,528	70,018	539,605	427,859

Funds to Initiate and Operate the Degree Program

Figures provided in the table below will be compared to SCHEV funding estimates using the current base adequacy model. This comparison will serve as a reference for the estimated costs. If there are large discrepancies, SCHEV may request additional clarification to ensure the institution's assumptions are correct, or require modifications as a condition of approval.

Note: Institutions must use the recommended student-faculty ratio when estimating FTES enrollments and required faculty FTEs.

Cost and Funding Sources to Initiate and Operate the Degree Program			
Informational Category		Program Initiation Year	Program Target Year
		20 27 - 20 28	20 31 - 20 32
1.	Projected Enrollment (Headcount)	15	125
2.	Projected Enrollment (FTES)	11	94
3.	Projected Enrollment Headcount of In-State Students	12	105
4.	Projected Enrollment Headcount of Out-of-State Students	3	20
5.	Estimated Annual Tuition and E&G Fees for In-State Students in the Proposed Program	\$10,392	\$10,392
6.	Revenue from Tuition and E&G Fees for In-State Students Due to the Proposed Program	\$124,704	\$1,091,160
7.	Estimated Annual Tuition and E&G Fees for Out-of-State Students in the Proposed Program	\$35,388	\$35,388
8.	Revenue from Tuition and E&G Fees for Out-of-State Students Due to the Proposed Program	\$106,164	\$707,760
9.	Projected Revenue Total from Tuition and E&G Fees Due to the Proposed Program	\$230,868	\$1,798,920
10.	Other Funding Sources Dedicated to the Proposed Program (e.g., grant, business, private sources, university funds)		
11.	Total Funding	\$230,868	\$1,798,920

George Mason University
Bachelor's Degree Program Name Change

ITEM NUMBER:

BA in Government and International Politics Name Change to BA in Political Science

PURPOSE OF ITEM:

A technical change proposal to change the name of the Bachelor of Arts (BA) in Government and International Politics to the Bachelor of Arts (BA) in Political Science has been prepared for the State Council of Higher Education for Virginia (SCHEV). Board action is required prior to SCHEV submission.

APPROPRIATE COMMITTEE:

Academic Affairs Committee

BRIEF NARRATIVE:

The BA in Government and International Politics degree program at George Mason University provides students with a comprehensive education in the discipline of political science. The curriculum includes core coursework in American Government, Comparative Politics, International Relations, Political Theory, and Research Methods. Students may further specialize through one of ten concentrations, gaining the analytical and practical skills necessary for careers in law, public service, nonprofit organizations, international affairs, or the private sector. The degree program also prepares students for graduate study.

The proposed name change from a BA in Government and International Politics to a BA in Political Science is intended to align the degree program with national and statewide norms. This change reflects both the academic content of the curriculum and the prevailing terminology within the discipline. Making this adjustment will enhance clarity and recognition by positioning the degree program alongside similar BA programs at peer institutions, the majority of which use the term "Political Science." "Government" as a standalone term is increasingly seen as dated and ambiguous, particularly for prospective students unfamiliar with its historical use. The proposed name change aims to bolster the Schar School's ability to attract students, particularly those seeking a political science degree in the Washington, DC area.

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.

ACTION ITEMS

Academic Affairs Committee

February 26, 2026

CONFERRAL OF EMERITUS/EMERITA STATUS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>
Christophe	Stephen E.	2/26/2026

Title: Professor Emeritus of Finance


Local Academic Unit: Costello College of Business

Winter	Patrice M.	2/26/2026
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Title: Professor Emerita

Local Academic Unit: Global and Community Health (CPH)

To: James Antony, Provost and Executive Vice President
Gregory Washington, President

From: Ajay Vinzé, Dean
Costello College of Business 

Subject: Emeritus Designation for Stephen E. Christophe

Date: December 3, 2025

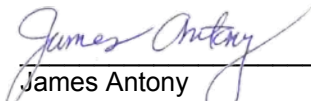
Along with the tenured faculty members of the Finance Area and the Faculty of the Costello College of Business, I recommend that Professor Stephen E. Christophe be elected to the honorary rank of Professor Emeritus of Finance effective February 26, 2026. Dr. Christophe joined George Mason in 1998, was tenured as an Associate Professor in 2004, and was promoted to Professor in 2009.

Dr. Christophe's research has focused on asset pricing, portfolio diversification, and the trading activities of short sellers. Dr. Christophe has also published articles on corporate social responsibility, initial public offerings, and the valuation of US multi-national corporations. In his academic career, he has published in the top finance and management journals, his work is well cited, and he has received best paper awards for his work.

Dr. Christophe contributed to the Costello College in numerous ways. He served as the Area Chair of Finance, served on or chaired most of the college's governance committees, and chaired several faculty recruitments. In addition, he served as an expert witness in federal cases in areas of his research expertise. Dr. Christophe also taught students across the undergraduate, graduate and executive programs, was highly rated by students, and won the Executive MBA Professor of the Year.


In recognition of his contributions to George Mason and the profession, I strongly support the election of Dr. Christophe to Professor Emeritus of Finance effective upon approval by the Board of Visitors.

Approval Disapproval


James Antony
Provost and Executive Vice President

1/20/2026
Date

Approval Disapproval


Gregory Washington
President


1/29/2026
Date

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



College of Public Health
 Office of the Dean
 4400 University Drive, MS Number 2G7, Fairfax, Virginia 22030

To: James Antony, Provost and Executive Vice President
 Gregory Washington, President

From: Dean Melissa Perry 
 College of Public Health

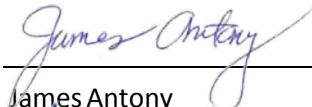
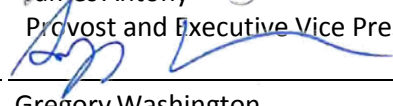
Subject: Emeritus/Emerita Designation for Dr. Patrice Winter

Date: December 17, 2025

I am pleased to submit this memo in support of granting Professor Emerita status to Dr. Patrice Winter in recognition of her 17 years of exemplary service to George Mason University, the College of Public Health, and the Department of Global and Community Health. It is requested that this status take effect on **February 26, 2026** upon approval by the Board of Visitors.

Throughout her tenure at Mason, Dr. Winter has demonstrated a commitment to the University's mission through excellence in teaching, mentoring, service, and academic leadership. Dr. Winter has fostered a learning environment grounded in rigor and community engagement. Her thoughtful leadership, institutional knowledge, and collaborative spirit have strengthened shared governance and supported the growth and success of faculty and staff alike. Her contributions to curriculum development and program advancement have had a lasting impact on the Department and College.

Dr. Winter meets all criteria outlined in the Faculty Handbook for Emerita designation, including sustained full-time service at the rank of Associate or Full Professor for more than ten years, as well as a strong recommendation from her department (see attached). Her legacy of service and commitment to George Mason University is both significant and enduring.

Approval <input checked="" type="checkbox"/>	Disapproval <input type="checkbox"/>		1/20/2026
		James Antony Provost and Executive Vice President	Date
Approval <input checked="" type="checkbox"/>	Disapproval <input type="checkbox"/>		1/29/2026
		Gregory Washington President	Date

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

ANNOUNCEMENT

Academic Affairs Committee

February 26, 2026

APPOINTMENT OF FACULTY

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
Araya	Esteban	1/10/2026	1.5 years

Title: Assistant Professor

Rank: Instructional Assistant Professor

Classification: Term - Instructional

Local Academic Unit: Physics and Astronomy (COS)

Hawks	Beth	1/10/2026	1.5 years
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Title: Capstone Internship Course Coordinator

Rank: Instructional Associate Professor

Classification: Term - Instructional

Local Academic Unit: Health Administration and Policy (CPH)

Islam	Muhammad S.	1/10/2026	3.5 years
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Title: Assistant Professor

Rank: Assistant Professor

Classification: Tenure Track - Instructional

Local Academic Unit: Chemistry and Biochemistry (COS)

Mason	Tyler B.	1/10/2026	3.5 years
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Title: Associate Professor

Rank: Associate Professor

Classification: Tenure Track - Instructional

Local Academic Unit: Nutrition and Food Studies (CPH)

ANNOUNCEMENT

Academic Affairs Committee

February 26, 2026

APPOINTMENT OF ADMINISTRATIVE AND PROFESSIONAL FACULTY

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>
Adounvo	Elan	12/1/2025

Title: Senior Employee Relations Consultant

Classification: At will - Admin/Professional

Local Academic Unit: Human Resources

Alonso	Marisa	11/5/2025
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Title: Associate Director of Development (Major Gifts Officer)

Classification: At will - Admin/Professional

Local Academic Unit: College of Humanities and Social Sciences

Beatson	Baotran N.	1/10/2026
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Title: Executive Director, The Office of International Programs and Services

Classification: At will - Admin/Professional

Local Academic Unit: International Programs and Services (UL)

Brady	Deborah L.	11/30/2025
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Title: Director, Interiors and Space Planning

Classification: At will - Admin/Professional

Local Academic Unit: Facilities (SVP)

Carney	Caitlin	12/15/2025
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Title: Principal Compensation Analyst

Classification: At will - Admin/Professional

Local Academic Unit: Human Resources

ANNOUNCEMENT

Academic Affairs Committee

February 26, 2026

APPOINTMENT OF ADMINISTRATIVE AND PROFESSIONAL FACULTY

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>
Climer	Lisa C.	10/10/2025

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

Davison	Yoshie S.	10/25/2025
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Title: Associate Director of Practicum Education
Classification: At will - Admin/Professional
Local Academic Unit: Social Work (CPH)

Derrios	Michael W.	1/5/2026
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Title: Executive Director, Baroni Center for Government Contracting
Classification: At will - Admin/Professional
Local Academic Unit: Costello College of Business

Feroli	Lynn A	1/26/2026
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Title: Lab and Simulation Manager
Classification: At will - Admin/Professional
Local Academic Unit: Nursing (CPH)

Franklin	Remy	10/27/2025
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Title: Senior Benefits Analyst
Classification: At will - Admin/Professional
Local Academic Unit: Human Resources

ANNOUNCEMENT

Academic Affairs Committee

February 26, 2026

APPOINTMENT OF ADMINISTRATIVE AND PROFESSIONAL FACULTY

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>
Gilligan	Brian M.	1/5/2026

Title: Director of Facilities Maintenance and Operations

Classification: At will - Admin/Professional

Local Academic Unit: Facilities (SVP)

Guthrie	Eric	1/5/2026
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Title: Director of Strength and Conditioning

Classification: At will - Admin/Professional

Local Academic Unit: Intercollegiate Athletics

Hogue	Alpachino	11/5/2025
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Title: Executive Director, Early Identification Program

Classification: At will - Admin/Professional

Local Academic Unit: Early Identification Program (UL)

Jeusi	Kenyatta M.	1/7/2026
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Title: Assistant Director of Student Involvement, Fraternity and Sorority Life

Classification: At will - Admin/Professional

Local Academic Unit: Student Involvement (UL)

Kannan	Veronica	12/25/2025
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Title: Director of Development

Classification: At will - Admin/Professional

Local Academic Unit: College of Education and Human Development

ANNOUNCEMENT

Academic Affairs Committee

February 26, 2026

APPOINTMENT OF ADMINISTRATIVE AND PROFESSIONAL FACULTY

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>
Kiss	Marissa Lynn	11/25/2025

Title: Assistant Director
Classification: At will - Admin/Professional
Local Academic Unit: Immigration Research (CHSS)

Klingler	Hannah	1/25/2026
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Title: Assistant Facility Security Officer
Classification: At will - Admin/Professional
Local Academic Unit: Research, Innovation, and Economic Impact (Provost)

Lambert	Deonta	1/7/2026
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Title: Community Director
Classification: At will - Admin/Professional
Local Academic Unit: Housing and Residence Life (UL)

Laures	Megan A.	1/25/2026
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Title: Associate VP Administration and Operations and Chief Business Officer
Classification: At will - Admin/Professional
Local Academic Unit: Office of the Senior Vice President

Loew	Nicholas M.	1/20/2026
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Title: Assistant Director of Debate
Classification: At will - Admin/Professional
Local Academic Unit: Communication (CHSS)

ANNOUNCEMENT

Academic Affairs Committee

February 26, 2026

APPOINTMENT OF ADMINISTRATIVE AND PROFESSIONAL FACULTY

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>
Lynde	Maureen	10/14/2025

Title: Lead Teacher

Classification: At will - Admin/Professional

Local Academic Unit: Child Development Center (SVP)

Marrs	Donald T.	2/10/2026
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Title: Assistant Vice President of Development (Central/Non-Academic Units)

Classification: At will - Admin/Professional

Local Academic Unit: Advancement and Alumni Relations

O'Donnell	Dorothy	11/25/2025
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Title: Director, Budget Operations and Planning

Classification: At will - Admin/Professional

Local Academic Unit: Office of the President

Omar	Lizan	1/10/2026
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Title: Lead Teacher

Classification: At will - Admin/Professional

Local Academic Unit: Child Development Center (SVP)

Oram	Dawn M.	12/1/2025
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Title: Senior Director of Total Rewards

Classification: At will - Admin/Professional

Local Academic Unit: Human Resources

ANNOUNCEMENT

Academic Affairs Committee

February 26, 2026

APPOINTMENT OF ADMINISTRATIVE AND PROFESSIONAL FACULTY

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>
Pote	Shannon	2/1/2026

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

Pyryt	Jessica	12/15/2025
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Title: Director of Employee Relations
Classification: At will - Admin/Professional
Local Academic Unit: Human Resources

Radlin	Reynaldo	11/25/2025
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Title: Associate Head Coach, Men's and Women's Track and Field
Classification: At will - Admin/Professional
Local Academic Unit: Intercollegiate Athletics

Rafanelli	Joseph	11/17/2025
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Title: Deputy Athletics Director - Revenue Generation and Brand Strategy/Chief Revenue Officer
Classification: At will - Admin/Professional
Local Academic Unit: Intercollegiate Athletics

Regalado	Bryan	12/25/2025
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Title: Director of Strategic Engagement and Finance
Classification: At will - Admin/Professional
Local Academic Unit: Continuing and Profession Education (Provost)

ANNOUNCEMENT

Academic Affairs Committee

February 26, 2026

APPOINTMENT OF ADMINISTRATIVE AND PROFESSIONAL FACULTY

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>
Ruocco	Adamandia	12/10/2025

Title: Director of Development
Classification: At will - Admin/Professional
Local Academic Unit: University Libraries

Sanchez	Carlos F.	1/20/2026
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Title: Director of HR Systems, Data, & AI Strategy
Classification: At will - Admin/Professional
Local Academic Unit: Human Resources

Sharmin	Mahmuda	1/12/2026
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Title: Writing Center ESOL Specialist
Classification: At will - Admin/Professional
Local Academic Unit: English (CHSS)

Snellings	Amanda C.	10/25/2025
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Title: Associate Director of Development
Classification: At will - Admin/Professional
Local Academic Unit: College of Visual and Performing Arts

Spader	Lara	11/30/2025
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Title: Sr. Director, Energy & Sustainability
Classification: At will - Admin/Professional
Local Academic Unit: Facilities (SVP)

ANNOUNCEMENT

Academic Affairs Committee

February 26, 2026

APPOINTMENT OF ADMINISTRATIVE AND PROFESSIONAL FACULTY

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>
Steadwell	Katherine E.	12/1/2025

Title: Director, Purchasing and Fiscal Services

Classification: At will - Admin/Professional

Local Academic Unit: Facilities (SVP)

Street (Nickeson-Mendheim)	Diane N.	12/8/2025
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Title: Staff Clinician

Classification: At will - Admin/Professional

Local Academic Unit: Counseling and Psychological Services (UL)

Svoboda	Matthew	1/5/2026
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Title: Assistant Coach, M&W Track & Field/Cross Country

Classification: At will - Admin/Professional

Local Academic Unit: Intercollegiate Athletics

Thomas	Kolena	1/26/2026
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Title: Director of Advancement Events

Classification: At will - Admin/Professional

Local Academic Unit: Advancement and Alumni Relations

Thompson	Victoria A.	1/12/2026
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Title: Master of Public Health Practicum Coordinator

Classification: At will - Admin/Professional

Local Academic Unit: College of Public Health

ANNOUNCEMENT

Academic Affairs Committee

February 26, 2026

APPOINTMENT OF ADMINISTRATIVE AND PROFESSIONAL FACULTY

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>
Ulrich	Meagan H.	12/10/2025

Title: MAP Clinic Nurse Practitioner
Classification: At will - Admin/Professional
Local Academic Unit: Nursing (CPH)

Warweg	Peng	10/10/2025
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Title: Research Program Director
Classification: At will - Admin/Professional
Local Academic Unit: College of Engineering and Computing (CEC)

Wilkerson	Jasmine	1/12/2026
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Title: Associate Director of Residence Life
Classification: At will - Admin/Professional
Local Academic Unit: Housing and Residence Life (UL)

Wlodarczyk	Ethan D.	1/7/2026
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Title: Community Director
Classification: At will - Admin/Professional
Local Academic Unit: Housing and Residence Life (UL)

ANNOUNCEMENT

Academic Affairs Committee

February 26, 2026

**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>
Druehl	Cheryl T.	12/10/2025	1 year

Title: Interim Dean

Local Academic Unit: Costello College of Business

Sun	Jiayang	8/25/2025	3 years
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Title: Department Chair

Local Academic Unit: Statistics (CEC)

Vinze	Ajay	12/10/2025	1 year
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Title: Interim Provost and Executive Vice President

Local Academic Unit: Office of the President

ANNOUNCEMENT

Academic Affairs Committee

February 26, 2026

RENEWALS AND REAPPOINTMENTS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
Dhokai	Niyati S.	6/10/2025	5 years

Title: Research Associate Professor

Rank: Research Associate Professor

Classification: Term - Research

Local Academic Unit: College of Visual and Performing Arts

Dolci	Stefano	11/10/2025	1 year
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Title: Research Assistant Professor

Rank: Research Assistant Professor

Classification: Term - Research

Local Academic Unit: Collision Safety and Analysis (COS)

Enfield	Jacob W.	8/25/2025	3 years
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Title: Research Associate Professor

Rank: Research Associate Professor

Classification: Term - Research

Local Academic Unit: Computer Game Design (CVPA)

Heffner	Richard L.	8/25/2025	1 year
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Title: Assistant Professor

Rank: Instructional Assistant Professor

Classification: Term - Instructional

Local Academic Unit: Art (CVPA)

Kimbrell	Sara C.	12/10/2025	1 year
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Title: Research Assistant Professor

Rank: Research Assistant Professor

Classification: Term - Research

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

ANNOUNCEMENT

Academic Affairs Committee

February 26, 2026

RENEWALS AND REAPPOINTMENTS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
Kozumplik	Thomas	8/25/2025	1 year

Title: Senior Instructor
Rank: Senior Instructor
Classification: Term - Instructional
Local Academic Unit: INTO Mason

Lebowitz	Josiah T.	8/25/2025	3 years
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Title: Associate Professor
Rank: Instructional Associate Professor
Classification: Term - Instructional
Local Academic Unit: Computer Game Design (CVPA)

Note(s): Previous title: Instructional Assistant Professor

Lilley	Timothy P.	8/25/2025	1 year
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Title: Senior Instructor
Rank: Senior Instructor
Classification: Term - Instructional
Local Academic Unit: INTO Mason

Russo	Paul	12/1/2025	1 year
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Title: Research Assistant Professor
Rank: Research Assistant Professor
Classification: Term - Research
Local Academic Unit: Center for Applied Proteomics and Molecular Medicine (COS)

Swenson	Erik T.	1/25/2026	1 year
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Title: Research Assistant Professor
Rank: Research Assistant Professor
Classification: Term - Research
Local Academic Unit: Center for Ocean-Land-Atmosphere Studies (COS)

ANNOUNCEMENT

Academic Affairs Committee

February 26, 2026

SEPARATIONS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
Anderson	Jacqueline M.	Retirement	07/24/2026

Title: Director CEHD HR

Classification: At will - Admin/Professional

Local Academic Unit: College of Education and Human Development

Burrell	Christopher	Resignation	01/09/2026
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Title: Production Manager

Classification: At will - Admin/Professional

Local Academic Unit: College of Visual and Performing Arts

Note(s): Mr. Burrell has accepted a position with the Virginia Tech.

Burroughs	James N.	Retirement	01/09/2026
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Title: Instructional Associate Professor

Classification: Term - Instructional

Local Academic Unit: Schar School of Policy and Government

Christophe	Stephen E.	Retirement	01/09/2026
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Title: Professor

Classification: Tenured (without term) - Instructional

Local Academic Unit: Costello College of Business

Davis	Michael L.	Retirement	01/24/2026
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Title: Associate Professor

Classification: Term - Instructional

Local Academic Unit: Antonin Scalia Law School

ANNOUNCEMENT

Academic Affairs Committee

February 26, 2026

SEPARATIONS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
Delgado Garcia	Yolanda E.	Resignation	01/05/2026

Title: Strategic Modeling and Data Analyst

Classification: At will - Admin/Professional

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

Drews-Botsch	Carolyn	Retirement	01/24/2026
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Title: Professor

Classification: Tenured (without term) - Instructional

Local Academic Unit: Global and Community Health (CPH)

Note(s): This record supersedes the October 2025 BOV record.

Duesterdick	Debra D.	Retirement	12/24/2025
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Title: Executive VP Finance and Administration

Classification: At will - Admin/Professional

Local Academic Unit: Office of the Senior Vice President

Dugger	Sharolyn	Resignation	09/08/2025
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Title: MAP Clinical Social Worker

Classification: At will - Admin/Professional

Local Academic Unit: Nursing (CPH)

Eiseman	Phil D.	Resignation	01/16/2026
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Title: Staff Clinician

Classification: At will - Admin/Professional

Local Academic Unit: Counseling and Psychological Services (UL)

ANNOUNCEMENT

Academic Affairs Committee

February 26, 2026

SEPARATIONS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
Feng	Tianshu	Resignation	01/09/2026

Title: Assistant Professor

Classification: Term - Instructional

Local Academic Unit: Systems Engineering and Operations Research (CEC)

Ferrigno	Samantha	Resignation	01/05/2026
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Title: Coordinator of Residential Student Development Initiatives

Classification: At will - Admin/Professional

Local Academic Unit: Housing and Residence Life (UL)

Note(s): Ms. Ferrigno has accepted a position with Hobart and William Smith Colleges.

Fryxell	Karl J.	Retirement	01/09/2026
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Title: Associate Professor

Classification: Tenured (without term) - Instructional

Local Academic Unit: Systems Biology (COS)

Ganjalizadeh	Saiid	Retirement	01/09/2026
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Title: Instructional Assistant Professor

Classification: Term - Instructional

Local Academic Unit: Costello College of Business

Gedeon	Sheaffeel	Resignation	11/21/2025
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Title: Community Director

Classification: At will - Admin/Professional

Local Academic Unit: Housing and Residence Life (UL)

ANNOUNCEMENT

Academic Affairs Committee

February 26, 2026

SEPARATIONS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
Goldman	Jonathan	Retirement	01/24/2026

Title: VSE Director of IT and Security

Classification: At will - Admin/Professional

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

Haley	Marjorie H.	Retirement	05/24/2026
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Title: Professor without Term

Classification: Tenured (without term) - Instructional

Local Academic Unit: College of Education and Human Development

Hashim	Merriom L.	Resignation	01/20/2026
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Title: Associate Nursing Director

Classification: At will - Admin/Professional

Local Academic Unit: Student Health Services (UL)

Hefright	Brook E.	Contract expiration	11/09/2025
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Title: Director, Criminal Investigation and Network Analysis (CINA), DHS Center of Excellence

Classification: At will - Admin/Professional

Local Academic Unit: Research and Innovation Initiatives (Provost)

Horak	Anne K.	Contract expiration	12/31/2025
--------------	----------------	---------------------	------------

Title: Project Director

Classification: Term - Research

Local Academic Unit: College of Education and Human Development

ANNOUNCEMENT

Academic Affairs Committee

February 26, 2026

SEPARATIONS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
Hrolenok	Brian	Resignation	01/09/2026

Title: Assistant Professor

Classification: Term - Instructional

Local Academic Unit: Computer Science (CEC)

Hu	Inchi	Resignation	01/09/2026
-----------	--------------	-------------	------------

Title: Professor

Classification: Term - Instructional

Local Academic Unit: Statistics (CEC)

Hunt	Kathleen E.	Resignation	01/09/2026
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Title: Associate Professor without Term

Classification: Tenured (without term) - Instructional

Local Academic Unit: Biology (COS)

Note(s): Dr. Hunt has accepted a position with Oregon State's Marine Mammal Institute.

Jones	R C.	Retirement	01/09/2026
--------------	-------------	------------	------------

Title: Professor and Director

Classification: Tenured (without term) - Instructional

Local Academic Unit: Environmental Science and Policy (COS)

Kassaye	Ermias	Deceased	12/05/2025
----------------	---------------	----------	------------

Title: Instructor

Classification: Term - Instructional

Local Academic Unit: Mathematical Science (COS)

ANNOUNCEMENT

Academic Affairs Committee

February 26, 2026

SEPARATIONS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
Kinnard	Kasey D.	Contract expiration	11/09/2025

Title: CINA Education and Workforce Development Lead

Classification: At will - Admin/Professional

Local Academic Unit: CINA

Lawrey	James D.	Retirement	01/09/2026
---------------	-----------------	------------	------------

Title: Professor

Classification: Tenured (without term) - Instructional

Local Academic Unit: Biology (COS)

Lemley	Charles C.	Retirement	12/24/2025
---------------	-------------------	------------	------------

Title: Director, Graduate Student Academic Affairs

Classification: At will - Admin/Professional

Local Academic Unit: Antonin Scalia Law School

Levy	Mitchell A.	Resignation	10/27/2025
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Title: Academic Coordinator

Classification: At will - Admin/Professional

Local Academic Unit: Intercollegiate Athletics

Miller	Martha C.	Resignation	12/15/2025
---------------	------------------	-------------	------------

Title: Deputy Executive Director, NSI

Classification: At will - Admin/Professional

Local Academic Unit: Antonin Scalia Law School

ANNOUNCEMENT

Academic Affairs Committee

February 26, 2026

SEPARATIONS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
Monroy Bravo	Christine	Resignation	12/31/2025

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

Pickard	Jackson K.	Resignation	01/05/2026
----------------	-------------------	-------------	------------

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

Pyle	Murray James	Resignation	01/09/2026
-------------	---------------------	-------------	------------

Title: Assistant Professor
Classification: Term - Instructional
Local Academic Unit: Costello College of Business

Rebmann	Terri	Resignation	03/06/2026
----------------	--------------	-------------	------------

Title: Professor
Classification: Tenured (without term) - Instructional
Local Academic Unit: Nursing (CPH)

Note(s): Professor Rebmann has accepted a position with Emory University.

Rosenblum	David S.	Retirement	01/24/2026
------------------	-----------------	------------	------------

Title: Professor without Term
Classification: Tenured (without term) - Instructional
Local Academic Unit: Computer Science (CEC)

ANNOUNCEMENT

Academic Affairs Committee

February 26, 2026

SEPARATIONS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
Self	Stephen M.	Contract expiration	11/09/2025

Title: CINA Transition and Impact Manager
Classification: At will - Admin/Professional
Local Academic Unit: CINA

Stone	Kiel A.	Resignation	01/09/2026
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Title: Associate Director of Programs, Center for Retail Transformation
Classification: At will - Admin/Professional
Local Academic Unit: Costello College of Business

Tecuci	Gheorghe D.	Retirement	01/09/2026
---------------	--------------------	------------	------------

Title: Professor without Term
Classification: Tenured (without term) - Instructional
Local Academic Unit: Computer Science (CEC)

Thomas	Joshlyn	Resignation	01/09/2026
---------------	----------------	-------------	------------

Title: Associate Director of Development
Classification: At will - Admin/Professional
Local Academic Unit: College of Engineering and Computing (CEC)

Vigon	Derek B.	Resignation	06/09/2026
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Title: Coordinator of Sport Psychology
Classification: At will - Admin/Professional
Local Academic Unit: Counseling and Psychological Services (UL)

ANNOUNCEMENT

Academic Affairs Committee

February 26, 2026

SEPARATIONS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
Wagoner	Shawn	Resignation	01/09/2026

Title: Nanofabrication Manager

Classification: At will - Admin/Professional

Local Academic Unit: Biohealth Innovation (Provost)

ANNOUNCEMENT

Academic Affairs Committee

February 26, 2026

OTHER ANNOUNCEMENTS

LAST NAME

FIRST NAME

TYPE

Aier

Jagadison K.

Title Change

Title: Special Advisor to Interim Dean

Local Academic Unit: Costello College of Business

Note(s): Retained Title-Senior Associate Dean, Academic Affairs and Global Engagement

Allen

Susan H.

Leave with Partial Pay

Title: Professor without Term

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

Note(s):

Professor Allen has been awarded a Faculty Study Leave for Academic Year 2026-2027.

Arafin

Md Tanvir

Tenure Track Contract
Extension

Title: Assistant Professor

Local Academic Unit: Cyber Security Engineering (CEC)

Chen

Long

Title Change

Title: Accreditation and Advisory Board Support

Local Academic Unit: Costello College of Business

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

Chen

Long

Title Change

Title: Area Chair, Accounting

Local Academic Unit: Costello College of Business

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

ANNOUNCEMENT

Academic Affairs Committee

February 26, 2026

OTHER ANNOUNCEMENTS

LAST NAME

FIRST NAME

TYPE

Endress

Edgar G.

Leave with Pay

Title: Professor without Term

Local Academic Unit: Art (CVPA)

Note(s): Professor Endress has been awarded a Faculty Study Leave for Spring Semester 2026.

Evans

Sally R.

Title Change

Title: University Dissertation and Thesis Services Coordinator

Local Academic Unit: University Libraries

Note(s): Previous Title:University Dissertation and Thesis Coordinator

Fahringer

Alyssa T.

Title Change

Title: Digital Humanities Librarian

Local Academic Unit: University Libraries

Note(s): Previous Title:Digital Scholarship Consultant

Grimm

Stephanie H.

Title Change

Title: Art & Exhibitions Librarian and Book Arts Curator

Local Academic Unit: University Libraries

Note(s): Previous Title:Art and Art History Librarian and Fenwick Gallery Manager

Jordan

Lorena

Title Change

Title: Policy, Government, and Civic Engagement Librarian

Local Academic Unit: University Libraries

Note(s): Previous Title:Policy and Government Librarian

ANNOUNCEMENT

Academic Affairs Committee

February 26, 2026

OTHER ANNOUNCEMENTS

LAST NAME

FIRST NAME

TYPE

Kermer

Deborah A.

Title Change

Title: Data Services Support Lead

Local Academic Unit: University Libraries

Note(s): Previous Title:Data Services Research Consultant

Krall

Jenna R.

Title Change

Title: Director, Master of Public Health (MPH) Program and the MPH Program Office

Local Academic Unit: Global and Community Health (CPH)

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

Lee

Seungwon

Leave with Pay

Title: Associate Professor without Term

Local Academic Unit: College of Education and Human Development

Note(s): Professor Lee has been awarded a Faculty Study Leave for Spring Semester 2026.

Parker

Cindy W.

Title Change

Title: Director of Faculty Success

Local Academic Unit: Costello College of Business

Note(s): Retained Title-Instructional Professor

Plotnick

Jeremy E.

Title Change

Title: Director of Minor Programs

Local Academic Unit: Costello College of Business

Note(s): Retained Title-Instructional Assistant Professor

ANNOUNCEMENT

Academic Affairs Committee

February 26, 2026

OTHER ANNOUNCEMENTS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>
Rippy	Marguerite	Leave with Pay

Title: Associate Dean Graduate Academic Affairs
Local Academic Unit: College of Humanities and Social Sciences

Note(s): Additional Title: Associate Professor without Term
Professor Rippy has been awarded a Faculty Study Leave for Fall Semester 2025.

Sheridan	Kimberly M.	Leave with Pay
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Title: Professor without Term
Local Academic Unit: College of Education and Human Development

Note(s): Professor Sheridan has been awarded a Faculty Study Leave for Spring Semester 2026.

Smith	Cynthia	Title Change
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Title: Director of PEREC K-12 Education and Outreach
Local Academic Unit: Environmental Science and Policy (COS)

Note(s): Retained Title-Instructional Professor

Soleymani	Patrick P.	Title Change
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Title: Special Advisor to Interim Dean
Local Academic Unit: Costello College of Business

Note(s): Retained Title-Associate Dean, Outreach & Strategic Engagement

Sullivan	Amy	Title Change
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Title: Preservation Officer
Local Academic Unit: University Libraries

Note(s): Previous Title: Head, Preservation Services

ANNOUNCEMENT

Academic Affairs Committee

February 26, 2026

OTHER ANNOUNCEMENTS

LAST NAME

FIRST NAME

TYPE

Thompson

James C.

Title Change

Title: MRI Scientific Director

Local Academic Unit: Psychology (CHSS)

Note(s): Retained Title-Professor without Term

Tieszen

John

Title Change

Title: GIS Librarian

Local Academic Unit: University Libraries

Note(s): Previous Title:Geospatial Resources Librarian

Tompkins

Catherine J.

Title Change

Title: Associate Dean for Faculty Affairs

Local Academic Unit: College of Public Health

Note(s): Previous Title:Associate Dean Faculty and Staff Affairs

Westcott

Stephanie

Title Change

Title: Lead, Grant and Strategic Initiatives

Local Academic Unit: University Libraries

Note(s): Previous Title:Open and Sustainable Learning Coordinator

Williams

Shannon E.

Title Change

Title: Assistant Dean for Undergraduate Operations

Local Academic Unit: Schar School of Policy and Government

Note(s): Previous Title:Assistant Dean Student Engagement

ANNOUNCEMENT

Academic Affairs Committee

February 26, 2026

OTHER ANNOUNCEMENTS

LAST NAME

FIRST NAME

TYPE

Zahedi

Ziniya

Title Change

Title: Assistant Director of Operations, Research and Innovation Initiatives

Local Academic Unit: Digital Innovation (Provost)

Note(s): Previous Title:Assistant Director, Institute for Digital Innovation

Faculty and Academic Standards Committee

SUMMARY OF FACULTY ACTIONS AND ANNOUNCEMENTS

APPOINTMENT OF FACULTY

	Term		Tenure Track		Research	Grant Funded
	9-month	12-month	9-month	12-month		
Instructor						
Senior Instructor						
Master Instructor						
Professor of Practice						
Assistant Professor						
Associate Professor						
Professor						
Administrative/Professional						
Totals						

RENEWALS/REAPPOINTMENTS

	Term		Tenure Track		Total
	9-month	12-month	9-month	12-month	
Instructor					
Senior Instructor					
Master Instructor					
Professor of Practice					
Assistant Professor					
Associate Professor					
Professor					
Administrative/Professional					
Totals					

SEPARATIONS

	Resignation	Retirement	Contract Expiration	Deceased	Total

OTHER ANNOUNCEMENTS

	Leave with pay and Partial pay	Leave w/o pay	Title Change	Conversion	Tenure Track Contract Extension	Total

*Summary Excludes Postdoctoral Research Fellows and Research Staff

FALL 2025 UNDERGRADUATE STUDENT RETENTION

Standardized retention and graduation measures, defined by the Department of Education, focus on entering first-time, full-time, (FTFT) degree-seeking freshmen. In Fall 2025, 95% of George Mason's freshmen cohort met this definition.

- First-Year Retention: Percentage of FTFT students enrolled in Fall 2024 who return Fall 2025.
- Four-Year Graduation: Percentage of FTFT students enrolled in Fall 2021 who graduate by Fall 2025.
- Six-Year Graduation: Percentage of FTFT students enrolled in Fall 2019 who graduate by Fall 2025.

Table 1	1-Year Retention		4-Year Graduation Rate	6-Year Graduation Rate
Cohort	Fall 2024		Fall 2021	Fall 2019
National (All)*	82.0%		48.5%	64.8%
National (Public)*	82.4%		45.7%	63.8%
George Mason Overall	86.3%		46.5%	66.4%
By Residency	In-State	87.8%	46.4%	68.8%
	Out-of-State	80.2%	47.2%	57.2%
By Gender	Female	87.5%	54.2%	71.4%
	Male	85.1%	39.4%	61.3%
By Race/Ethnicity	Asian	89.1%	49.9%	73.9%
	White	85.0%	50.7%	66.7%
	Hispanic	86.2%	38.4%	61.6%
	Other**	87.3%	50.5%	64.5%
	Two or more (multi-ethnic)	80.6%	41.8%	66.0%
	Black	86.0%	36.4%	58.8%

*National Source: U.S. Department of Education, National Center for Education Statistics, Integrated Postsecondary Education Data System (IPEDS), Fall Enrollment and Graduation Rates component final data and provisional data. Data is presented for the most recent cohorts available.

**Other includes Native Hawaiian or Other Pacific Islander, American Indian or Alaska Native, Non-Resident Alien, and Race/Ethnicity Unknown

Breakdowns by demographics reveal opportunities for focused interventions. For example, the range in one-year retention rate is 80.6% for multi-ethnic students and 89.1% for Asian-American students. Similar to retention, graduation rates vary by demographic characteristics. Over the last 10 years, George Mason's four-year graduation rate increased by 5.8 percentage points, while the six-year graduation rate increased by 2.8 percentage points.

Six-Year Graduation Rates by Student Financial Need



63%
Pell Grants



65%
Pell and Other



69%
Other only*



67%
No aid

*Other includes all aid excluding Pell, Subsidized loans, and PLUS loans
Percentages are reflective of the Fall 2019 cohort

FALL 2025 UNDERGRADUATE STUDENT GRADUATION



Six-year graduation rate for first-generation students
62.9%

compared to



Students who were not first-generation
67.0%

Percentages reflect six-year graduation rates for the Fall 2019 cohort

Regional Comparisons

George Mason serves a diverse student population whose outcomes remain close to other Virginia doctoral institutions.

Compared to our peers*, George Mason serves a greater proportion of first-time, full-time freshmen identified as a racial/ethnic underrepresented minority (African American/Black, American Indian/Native American, Hispanic, and Multi-Race)

33%
George Mason



2025 Cohort

28%
VA Doc Inst

George Mason also has a higher percentage of undergraduate students who receive Pell

37%
George Mason



Fall 2024

28%
VA Doc Inst

For the 2025 cohort, George Mason's SAT scores for the 25th percentile and 75th percentile were in line with peers.

1180 and 1360



The comparable average scores for its peers were:

1190 and 1350

Full-time Freshmen Retention and Six-Year Graduation Rates Comparison

One-Year Retention Rate

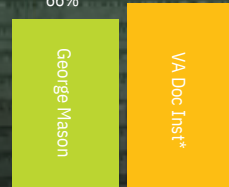
86% 88%



2024 Cohort

Six-Year Graduation Rate

66% 72%



2018-19 Cohort

Source: SCHEV

*Peer institutions include: James Madison University, Old Dominion University, Radford University, University of Virginia, Virginia Commonwealth University, Virginia Polytechnic Institute and State University, and William & Mary University

Transfer Students

The success of transfer students is critical to George Mason. We highlight Mason ADVANCE because these students are a significant part of our transfer cohort.

1-year retention of non-ADVANCE transfer students

82.2%
<30 credits

82.6%
30-44 credits

86.8%
>45 credits

1-year retention of ADVANCE students

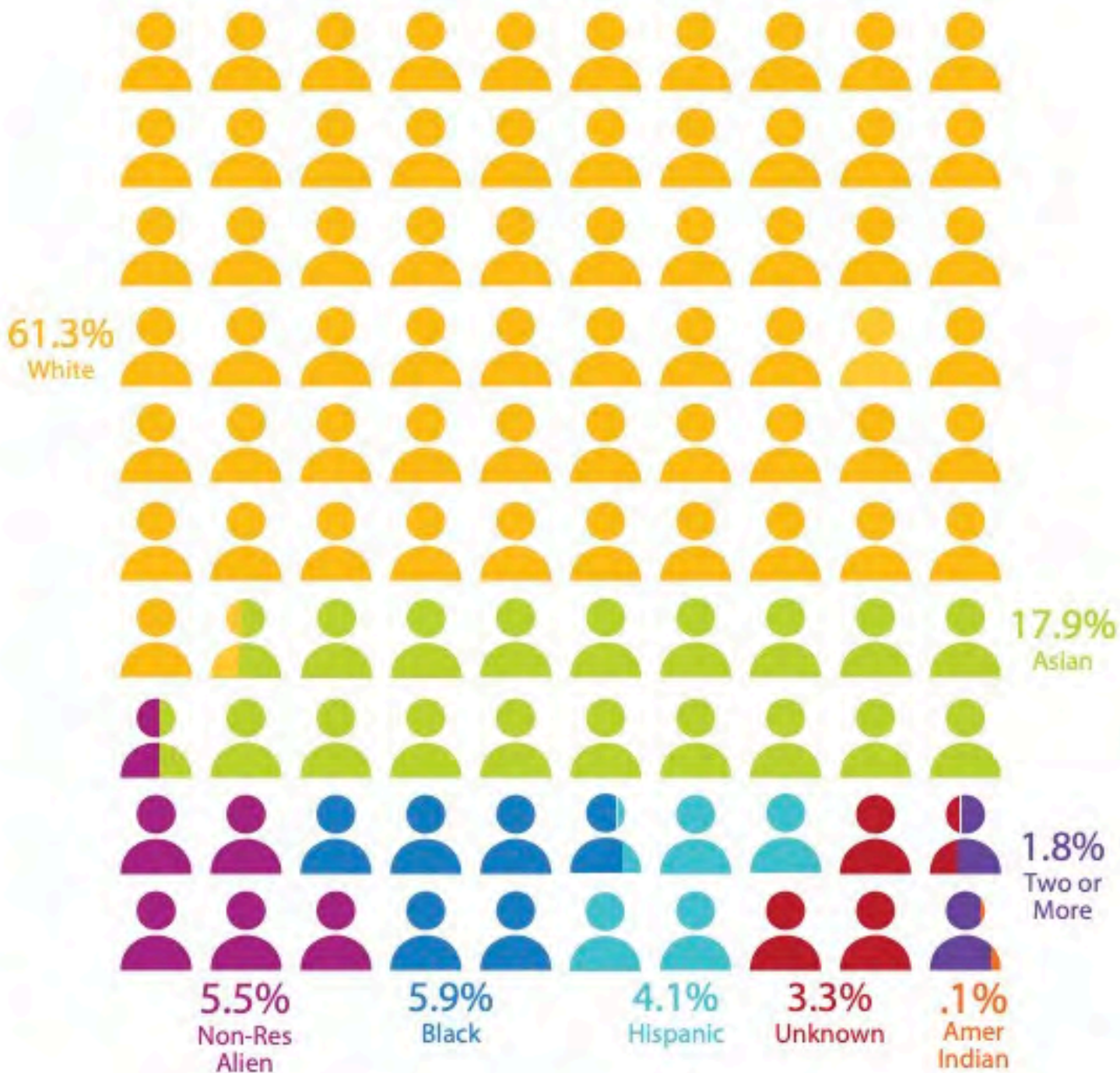
92.6%
All hours

Percentages reflect students from the Fall 2024 cohort who graduated by Fall 2025 or returned in Fall 2025

FALL 2025 FACULTY DIVERSITY

In Fall 2025, 35.4% of Mason's full-time faculty were a member of a racial/ethnic minority group or a non-resident alien (compared to 34.3% in Fall 2024).

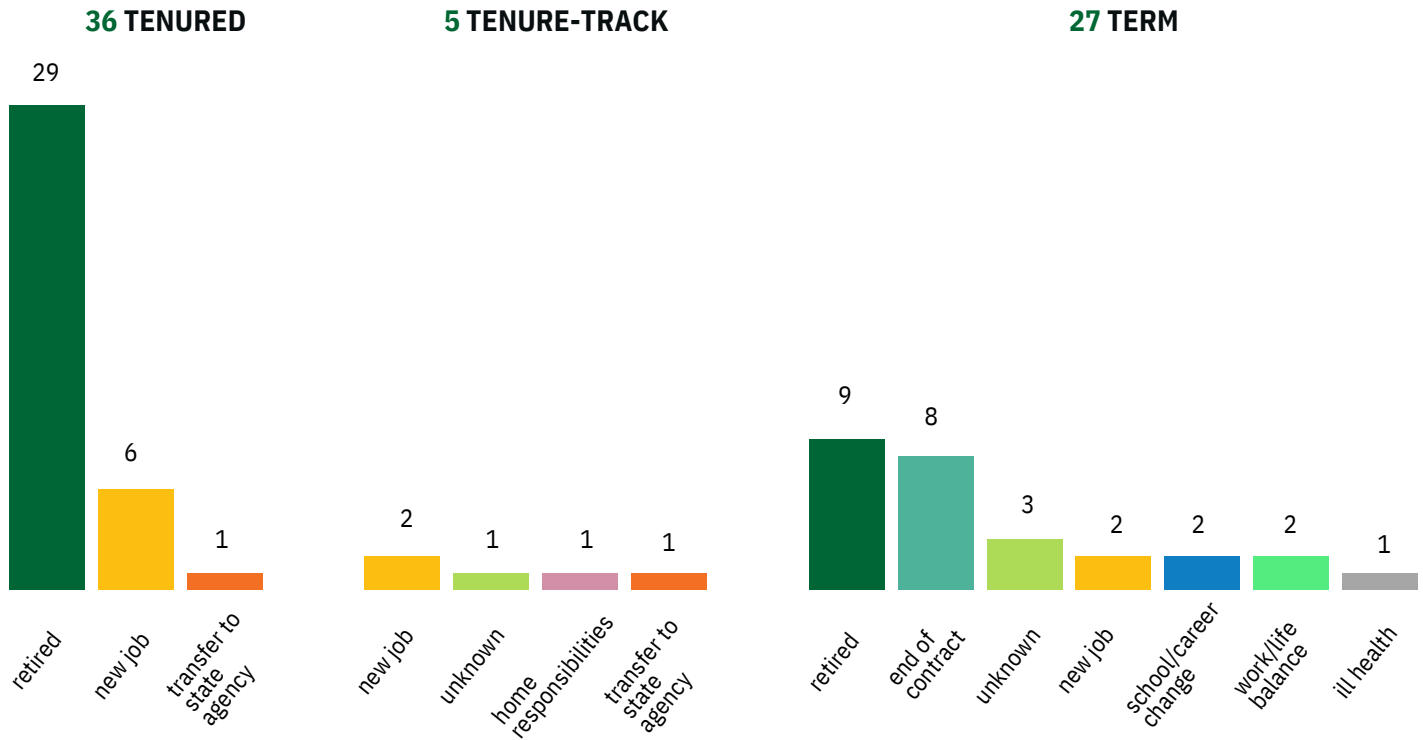
Fall 2025 Full-Time Faculty



FALL 2025 FACULTY RETENTION

Faculty retention from Fall 2024 to Fall 2025 was **95%**, which was comparable to previous years (**94%** for 2021-2022, **94%** for 2022-2023, and **95%** for 2023-2024)

Reason for Faculty Departure Fall 2024 to Fall 2025:



FALL 2025 CONTINUING AND NEW FACULTY

In the Fall 2025 semester, Mason employed **1,448** full-time instructional faculty members: **1,372 (95%)** continuing faculty members and 76 **(5%)** new faculty members. Below is the faculty distribution across tenure status:

Continuing Faculty

- 867 tenure-line faculty
- 505 term faculty

New Faculty

- 37 tenure-line faculty
- 39 term faculty

GEORGE MASON UNIVERSITY
Research Committee of the Board of Visitors Meeting

February 26, 2026
Hazel Conference Room
Merten Hall 1201

AGENDA

- I. Call to Order
- II. Approval of Committee Minutes for December 4, 2025 Meeting (ACTION ITEM)
- III. Office of Research, Innovation, and Economic Impact Update (A. Marshall)
- IV. Adjournment

The February 26, 2026 Research Committee will be in-person. Members of the public are welcome to observe in person or may view the meeting live at the following link: <https://bov.gmu.edu/live/>. Overflow gallery seating is located in Merten 1204. Please be aware that agenda timing is for planning purposes only, the formal meeting could conclude before or after the time noted so participants should plan accordingly.

Written comments will be accepted until the full board meeting adjourns on February 26, 2026. To submit a written public comment, please complete the form at the following link: <https://forms.office.com/r/g7ZfjPnJEx> Written comments will be entered into the public record of this meeting.

No oral public comment will be taken at this meeting.

**GEORGE MASON UNIVERSITY
BOARD OF VISITORS
Research Committee Meeting
MINUTES
December 4, 2025**

Present: Michael Meese, Chair; Armand Alacbay, Vice Chair; Jeff Rosen (virtual)

Also Present: President Gregory Washington; Rector Stimson

The meeting was called to order by Chair Michael Meese at 11:38 a.m.

1. Approval of Minutes (ACTION ITEM)

- a. It was **MOVED** by Visitor Meese to approve Visitor Rosen’s electronic participation in today’s meeting. Motion was approved.
- b. It was **MOVED** by Visitor Meese to approve the minutes from the May 1, 2025, Research Committee Meeting. Meeting minutes were approved.

2. New Business

a. **Office of Research, Innovation, and Economic Impact Update**

Dr. Andre Marshall – Vice President for Research, Innovation & Economic Impact reported the following highlights:

- i. **Latest numbers on research funding trends.** He noted that with only four months of financials, the numbers reflect the continued stresses of government reductions in funding as well as the recent government shutdown.
- ii. **Sponsored project expenditures.** George Mason has grown from \$101M in 2015 to over \$204M in 2025, which is more than double in 10 years. He noted that the recent decline in awards will impact future growth and that the university’s challenge is to sustain momentum while diversifying funding sources.
- iii. **Developing a set of metrics for research activities and support.** He noted that more on this topic will be addressed at the February 2026 board meeting.

b. **Patriot Labs Affiliation Agreement (ACTION ITEM)**

Ken Ball, Dean of the College of Engineering and Computing, and Lt. Gen. (ret) Marc Sasseville, Executive Director of the Rapid Prototyping Research Center, shared the Patriot Laboratories, Inc. 501(c)(3), affiliation agreement to establish an independent and affiliated applied research entity.

- i. Dean Ball noted that the Board approved in September a Resolution to establish an independent and affiliated entity (tentatively named ‘George Mason University Patriot Laboratories’, or ‘Patriot Labs’ for short) which

could serve as critical infrastructure to one day support the establishment of a University Affiliated Research Center (UARC) or Federally Funded Research and Development Center (FFRDC). This entity would enable the university to scale and achieve a level of prestige in applied research commensurate with other notable universities and supports the institutional goal of eventual inclusion in the Association of American Universities (AAU). He then requested approval of the affiliation agreement which would allow for an independent and affiliated applied research institution at George Mason University.

- ii. It was **MOVED** by Visitor Meese to approve the affiliation agreement. Visitor Armand Alacbay provided a **SECOND**. The Motion was approved by the Research Committee.
- iii. As all Board members were in attendance, the agreement was advanced to the full committee which approved and advanced to the full committee for approval.
- iv. Roll call was held. The agreement **PASSED UNANIMOUSLY**.

3. **Adjournment**

- a. Chair Meese asked if there was any additional business to be discussed.
- b. With no further comments or items of discussion, the meeting was adjourned at 12:01 p.m.

Respectfully submitted,
Yellia Seanor
Research Committee Secretary



Research Committee Board of Visitors



February 26, 2026

Agenda

- I. Call to Order
- II. Action Item
 - i. Approval of Minutes (December 4, 2025)
- III. Office of Research, Innovation, and Economic Impact Update
- IV. Adjournment

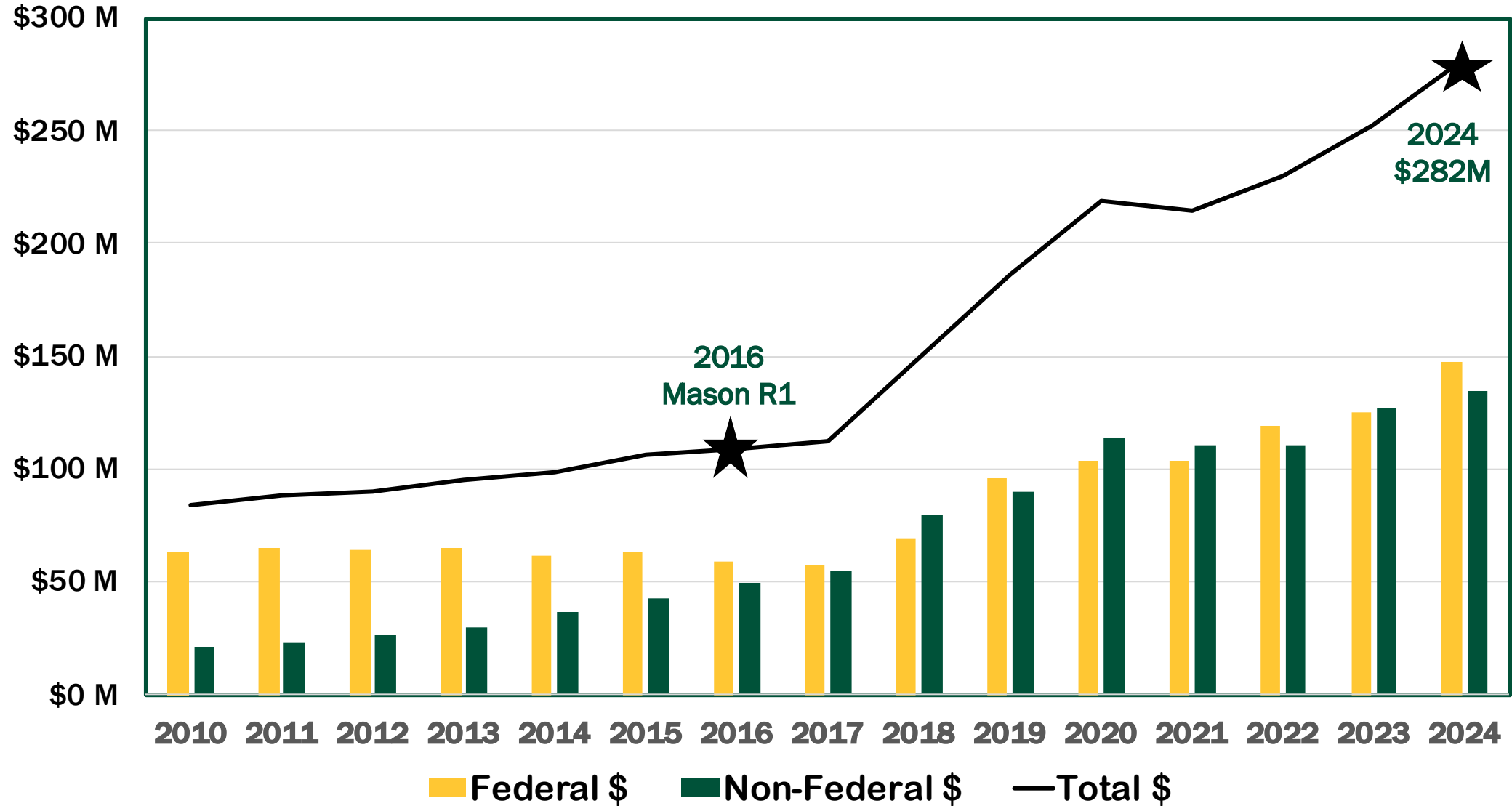
Action Item

Approval of Minutes

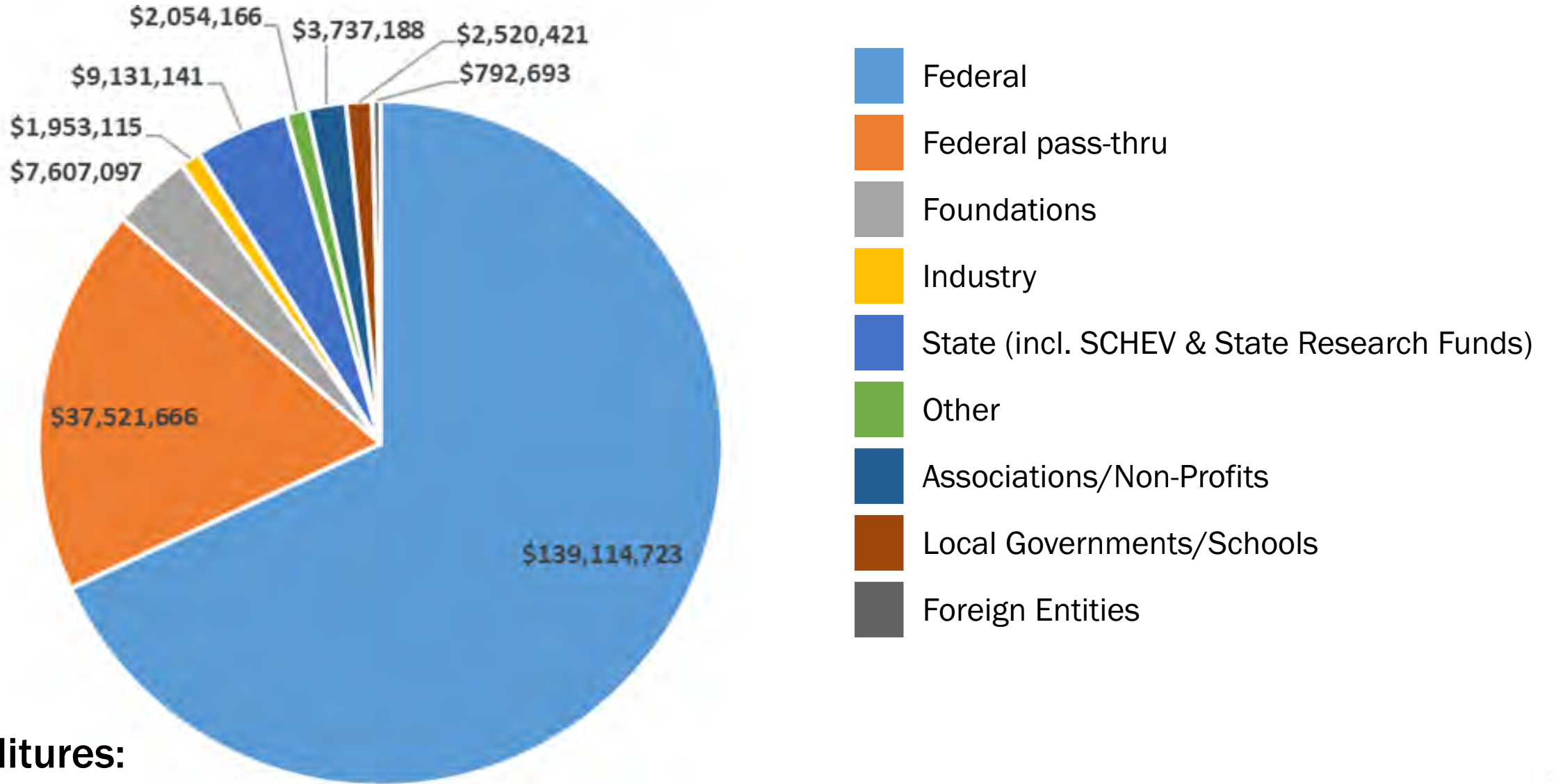
December 4, 2025

George Mason Research Overview

Research at George Mason

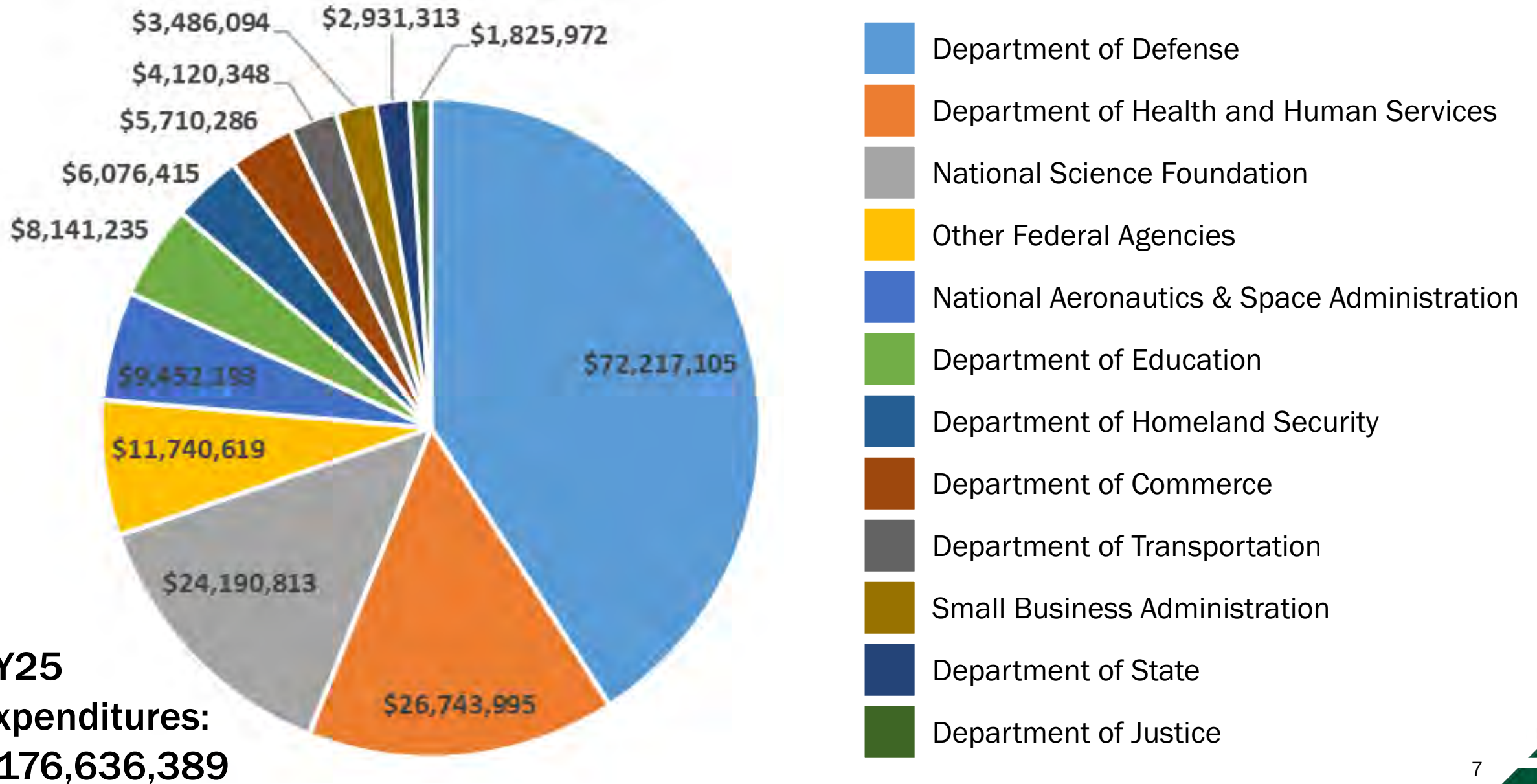


FY25 Federal & Non-Federal Funding Portfolio



**FY25
Expenditures:
\$204,432,210**

FY25 Federal Funding Portfolio



Faculty & Researcher Details

Faculty

708

Tenured

211

Tenure-Track

Researchers

2170

Doctoral Students

736

GRA's

424

OSCAR Students

100

Post-doctoral Fellows

169

Non-Instr. Research Staff

Research Financials & Support

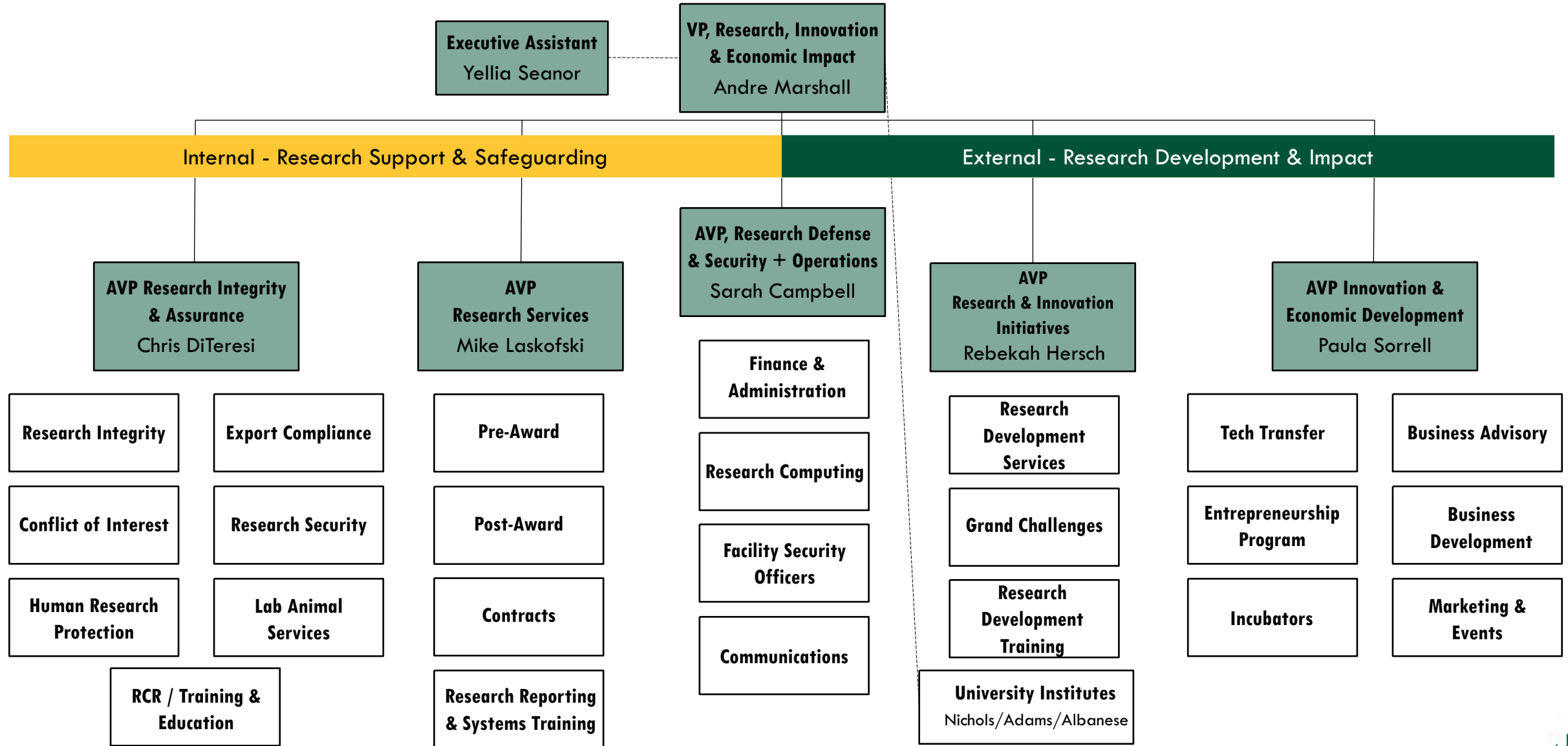
	FY25 Proposals (#)	FY25 Proposals	FY25 Expenditures	FY25 Indirects (IDC)	Research Administration Staff* (#)
Carter	15	\$ 3.4 M	\$ 2.0 M	\$ 0.4 M	0
CEC	466	\$ 258.3 M	\$ 83.7 M	\$ 12.4 M	14
CEHD	83	\$ 67.7 M	\$ 10.7 M	\$ 1.4 M	8
CPH	125	\$ 81.8 M	\$ 13.3 M	\$ 2.4 M	8
CHSS	131	\$ 32.2 M	\$ 14.1 M	\$ 2.1 M	14
COS	397	\$ 180.6 M	\$ 45.2 M	\$ 11.5 M	13
CVPA	6	\$ 0.2 M	\$ 0.1 M	\$ 0.0 M	0
Scalia Law	5	\$ 3.3 M	\$ 0.5 M	\$ 0.0 M	0
CCB	13	\$ 1.6 M	\$ 0.5 M	\$ 0.1 M	1
Schar	71	\$ 18.3 M	\$ 12.4 M	\$ 2.1 M	5
Central (UL,AA, etc.)	45	\$ 61.0 M	\$ 21.8 M	\$ 2.5 M	7
Total	1,357	\$ 708.4 M	\$ 204.4 M	\$ 35 M	70
OSP**	1,357	\$ 708.4 M	\$ 204.4 M		43

*Research Administrators counted provide Local Unit project support for pre-award, post-award or contracts administration 50% or more of their time.

** Office of Sponsored Programs (Central pre-award, post-award, contracts, research reporting, research administration systems, training).

Office of Research, Innovation, and Economic Impact

ORIEI Organizational Chart








ORIEI Headcount

	Research Integrity & Assurance	Research Services	VPR Operations	Research & Innovation Initiatives	Innovation & Economic Development	Total
Faculty & Staff	17	42	11	38	41	149
Wage	3	7	2	17	77	106
Student	5	0	5	16	19	45
Total	25	49	18	71	137	300

Overview of Research at George Mason

George Mason Research Landscape Headwinds

	Presidential Actions	<u>Improving Oversight of Federal Grantmaking</u> <u>Fact Sheet: President Donald J. Trump Stops Wasteful Grantmaking</u>		
	Terminated Awards	53 Terminated Awards \$16M Lost Funds	4 Paused 11 Resumed	18 Appeals 8 Denied 1 Approved
	Indirect Costs	WH Pressure to reduce IDC to 15% National Response – JAG FAIR Model		
	Certifications	Agencies requesting certification for EO and federal law compliance		
	Research Resilience	Reduced funding and uncertainty for faculty researchers		

Year Over Year Comparisons

	FY25 – Jan 25	FY26 – Jan 26	Difference
Proposal No.	791	778	-1.6%
Proposal \$	\$439.1M	\$400.5M	-8.8%
Awards	\$128.1M	\$112.7M	-12.0%
Expenditures	\$133.5M	\$101.6M	-23.9%
F&A	\$22.4M	\$18.5M	-17.2%

Proposal
Activity

- Steady from FY25 to FY26

Award Activity

- Awards down – this period includes shutdown.

Expenditures

- Lower expenditures and will watch this trend closely.

Major Research Initiatives



Grand Challenge Initiative



AI



Patriot Labs

Scholarship Highlights

College of Humanities and Social Sciences



Profs. Mia Hines & Holly Matto

\$1M

CJS Appropriations Bill/DOJ

VR Training to Strengthen Interprofessional Domestic Violence Response

Sens. Kaine and Warner

College of Science



Prof. Mikell Paige

\$1.4M

CJS Appropriations Bill/NIST

Advancing Molecular Technologies

Rep. Subramanyam

College of Humanities and Social Sciences



Profs. Cynthia Lum & Christopher Koper

\$741K

CJS Appropriations Bill/DOJ

Evidence-Based Policing to Advance Public Safety

Rep. Connolly

College of Science



Prof. JP Auffret

\$1M

CJS Appropriations Bill/DOJ

Internet Name Space Observatory for Internet Name Security and Resiliency

Rep. Connolly

**GEORGE MASON UNIVERSITY
BOARD OF VISITORS**

**Finance and Land Use Committee Meeting
February 26, 2026**

AGENDA

- I.** Call to Order
- II.** Approval of Minutes for December 4, 2025 (**ACTION**)
- III.** Committee Overview
- IV.** Financial Matters
 - A. FY 2026 Q2 Financial Report (Dec 2025 vs. Dec 2024)
 - B. FY 2027 & FY 2028 Biennium Budget General Fund Request
 - C. FY 2027 Budget Planning
 - D. Credit Rating Update
 - E. FY 2027 Room and Board Rates (**ACTION**)
- V.** Adjournment

APPENDIX I – Capital Projects Review (Stoplight)

APPENDIX II – Detailed FY 2027 Room & Board Rates

The February 26, 2026 Meeting of the Board of Visitors Finance and Land Use Committee will be in-person. Members of the public are welcome to observe in person or may view the meeting live at the following link: <https://bov.gmu.edu/live/>. Those attending any Board of Visitors sessions are asked to adhere to the meeting rules, accessible at the following webpage: <https://bov.gmu.edu/board-of-visitors-resources/>

Written comments will be accepted until the full board meeting adjourns on February 27, 2025. To submit a written public comment, please complete the form at the following link: <https://forms.office.com/r/g7ZfjPnJEx>. Written comments will be entered into the public record of this meeting.

No oral public comment will be taken at this meeting.

**GEORGE MASON UNIVERSITY
BOARD OF VISITORS
Finance and Land Use Committee Meeting
December 4, 2025
Meeting Minutes
DRAFT**

COMMITTEE MEMBERS PRESENT: Chair Rosen; Visitor Alacbay, Visitor Peterson; Interim Vice President Stephens

ABSENT: Committee Faculty Representatives: Daniels and Shutika

ALSO PRESENT: President Washington; Rector Stimson; Vice Rector Meese; Visitor Pence; Faculty Representative Simmons; Staff Representative Spence

I. Call to Order

Visitor Alacbay called the meeting to order at 10:19 a.m. Per the Board's policy for electronic participation in meetings, Visitor Alacbay **MOVED** that the committee approve Chair Rosen's electronic participation in the meeting. Motion was **SECONDED**. The **MOTION WAS CARRIED UNANIMOUSLY**.

II. Approval of Minutes for April 10, 2025 (**ACTION**)

Visitor Alacbay called for any corrections to the minutes for the Finance and Land Use Committee Meeting for April 10, 2025. Hearing no corrections, the **MINUTES STOOD APPROVED AS WRITTEN**.

III. Financial Matters

Visitor Alacbay turned the meeting over to Dan Stephens, Vice President for Finance.

A. Financial Audits Update

Mr. Stephens presented an update on the FY 2024 Financial Statement Audit and the FY 2025 Unaudited Financial Statements

i. FY 2024 Financial Statement Audit Status

- George Mason received an unmodified opinion on its FY 2024 financial statements, which concluded in October 2025.
- There were two significant deficiencies related to internal process controls over internally-generated software and interdepartmental communication and accountability.
- The university will implement process improvements in FY 2026 to address the internal control findings.
- FY 2024 revenues increased by 12.7% primarily driven by non-operating increases for state appropriations and capital, growth in tuition revenues offset by increased financial aid, and an 18% grants and contracts increase.

- FY 2024 expenses increased 7.9% driven by increased compensation and growth in revenues and expenses associated with the acquisition of real estate assets.
- ii. FY 2025 Unaudited Financial Statements
 - FY2025 Unaudited Financial Statements show decreased revenue of \$27 million (2%) driven by increased financial aid surpassing tuition increases, grants and contracts decreased by 6%, and decreased capital appropriations.
 - Expenses increased by \$10 million (1%) due to increased compensation.
 - FY 2025 audit planning began in November 2025 and is expected to conclude by June 2026.
 - Comparing the 2024 audited financial statement and the 2025 unaudited financial statements, the university is healthy with total assets and deferred outflow of resources at \$2.5 billion, up 1%. Total liabilities and deferred inflows of resources are at \$1.1 billion, a reduction of 5%.

B. FY 2026 Q1 Financial Report – Draft Actuals

Mr. Stephens presented the FY 2026 Q1 Financial Report – Draft Actuals.

- FY 2026 Q1 year-to-date Education and General (E&G) operation results are on target to meet the FY 2026 Budget, with revenues trending in alignment with the budget.
- Expense variance of 24% is in alignment with what is expected for the first quarter, and compensation costs are on target.
- Scholarships & Fellowships are showing 44% of the expenses. This is on track with the early recognition of tuition and fees.
- In FY 2026, a total operating surplus of \$16 million is planned, driven by auxiliary and other related activities.
- Total operating revenue is 44% of budget, and operating expenses are in alignment at 30% of budget.
- Slightly lower positive net tuition and fees due to lower graduate and foreign student enrollment.

C. Approval of State Six-Year Operating Plan (**ACTION**)

Mr. Stephens reviewed the Six-Year Operating Plan.

- The FY26-FY32 plan and narrative were submitted on July 3, 2025.
- The plan was presented to Op-Six Members on August 26 and received positively, with follow-up responses to additional questions submitted on October 15, 2025.
- The main categories of requests are in student success, faculty and staff success, and expanded impact of research, scholarship, and creative enterprise.
- The final decision package submission in September was reduced from the original July six-year plan general fund request; FY27 was reduced to \$47 million (48%), and FY28 was reduced to \$63 million (55%).

- The Secretary of Education gave her support for making one-time FY26 appropriations final, providing requested support for VMSDEP aid, and providing approximately \$2 million to support AI initiatives.
- Six-Year Fiscal Plan Assumptions FY26-FY32 revenue drivers are:
 - FY25 base state operating appropriations held constant.
 - FY26 increased state appropriations of one-time \$13M.
 - Overall 1.67% projected student FTE enrollment growth.
 - Tuition rate increases in FY27 and FY28, with no increase from FY29 through FY32.
 - State Salary support for compensation increases.
- The Six-Year Plan is a planning exercise that does not bind the Board to final decisions surrounding revenue and expense parameters contained within, but requires Board approval to complete the process.
- Tuition and Fees scenarios for FY27 will be brought before the Board and public in the spring, with final approval anticipated at the May meeting.
- Six-Year Fiscal Plan Assumptions FY26-FY32 expense drivers are:
 - State-approved compensation increases.
 - Increased fringe benefit costs.
 - Increased funding from university resources for student financial aid.
 - Inflationary cost increases across all non-personnel categories.
 - Additional facility-related operating costs for academic facilities.
 - Other mission-critical strategic investments in instructional and student success services.
- Staff recommends approval by the Board of Visitors of the State Six-Year Operating Plan as detailed in the Board Book.

D. Foreign Gifts and Contracts Reporting

At Chair Rosen's request, an overview of George Mason's federal reporting process and requirements for foreign gifts and contracts was presented by Mr. Stephens.

- Foreign gifts and contracts with a value of \$250,000 or more are to be reported to the U.S. Department of Education.
- Reporting is required under Section 117 of the Higher Education Act of 1956 to maintain eligibility for participation in federal student aid programs.
- Reporting is on a calendar year basis and due twice a year.
- Information is reported via the Department of Education's Foreign Gifts & Contracts reporting portal.
- Reporting fits into four main categories:
 - Student accounts
 - Office of Sponsored Programs
 - Contracts, Academic or Non-academic
 - Gifts
- July 2025's report submission was presented, showing a total reported amount of \$8,430,189.

IV. Operational Matters

Mr. Stephens called on Christopher Ackerman, Vice President of Human Resources and Chief Human Resources Officer.

A. Workforce Planning Update

Mr. Ackerman provided a workforce planning update.

- George Mason's total workforce is 12,417, including a large student employee base.
- Information in the workforce plan informs efforts to strengthen workforce efficiency, refine staffing models, and improve the employee-to-student ratio through disciplined workforce planning.
- Benefited staff levels remain steady, but management is continuously pursuing opportunities for realignment for operational enhancements and reimagine roles for greater efficiency.
- 20% of the workforce is approaching retirement eligibility, creating opportunities to reshape staffing without reductions.
- George Mason mirrors national patterns with a growing Millennial and Gen Z workforce and a sizeable retirement group.
- George Mason outperforms national turnover benchmarks, indicating institutional stability.
- Negative net hiring trends over the past two fiscal years reflect disciplined workforce stewardship, with departure reasons align with national benchmarks.
- Almost one-third of key leaders across George Mason are at or near retirement eligibility.
- Current supervisory spans of control generally meet minimum expectations, indicating a stable structure with room for continued alignment.
- Forward strategy centers on modernization, structural alignment, and workforce efficiency.

Mr. Ackerman turned the floor over to Assistant Vice President for Total Rewards, and Deputy Chief Human Resources Officer, Michelle Lim.

B. Retirement Plan Investment Policy Update

- Retirement plans remain well-managed with competitive structures.
- Plans with Fidelity and TIAA remain strong and well-diversified.
- Investment Policy Committee continues to strengthen governance, transparency, and plan performance while reducing cost.
- Replacing underperforming funds and reviewing cybersecurity improves plan quality and reduces participant risk.

Mr. Stephens opened the floor for questions.

Rector Stimson noted during SCHEV training that George Mason's Fact Pact is used as an example to other universities, highlighting that George Mason does more with less. He credits Dr. Washington and his team for these achievements.

Vice Rector Meese commented that the structured retirement that was done two or three years ago has put Mason in a better position now. Given the eligible population, he encouraged Mason to revisit the program.

Chair Rosen raised his concerns that the tuition assumptions in the Six-Year Plan are not accurate comparisons, based on some Board members' intention to keep tuition flat, and produce a distorting effect. He stated it may be a more cautious and fiscally sensible approach to use the same assumption of zero for all six years.

President Washington clarified that in the 2023 submission of the Six-Year plan, George Mason did include a tuition increase in the first two years and zero for the outyears, as the Commonwealth recognizes that it is not realistic for an institution to not raise tuition. At some point, tuition must be raised due to the continued unfunded mandate that must be covered by the institution. Further, from a fiscal perspective, it is problematic not to follow the framework outlined by the state.

Chair Rosen clarified that tuition increases raise relatively small amounts of money but have big impacts on the perception of the sticker price. From a planning exercise, if flat tuition is assumed across all years, it is more consistent year-over-year. Keeping the planning assumptions to have no tuition increase does not preclude the Board from making a different decision about a tuition increase when the time comes.

Visitor Peterson asked over the past years how many years there was no tuition increase.

President Washington answered that, on average, over the last five years, tuition had increased twice. The leadership team's philosophy has been to raise tuition as little as possible, but pragmatically, it is not possible to never raise tuition and still meet the goals and outcomes expected by the Commonwealth. Unlike appropriations, tuition is permanent funding to support permanent positions and presents an important framework in hiring faculty and staff. President Washington noted leadership's track record of success in serving as responsible fiscal stewards, managing to achieve positive outcomes despite continued resource challenges.

Visitor Peterson suggested noting that the tuition increases could be up to three percent, in order to address Chair Rosen's concerns.

Visitor Peterson put forth a MOTION for approval by the Board of Visitors of the State Six-Year Operating Plan, with the amendment that in fiscal years 2027 and 2028, the increase in tuition be stated as up to three percent, with the latter years being at zero increase. Visitor Alacbay **SECONDED** the motion. The **MOTION WAS CARRIED UNANIMOUSLY BY ROLL CALL VOTE.**

V. Adjournment

There being no further business, Visitor Alacbay adjourned the meeting at 11:32 am.

Prepared by Secretary Pro Tem.
Jessica Holtzman

ITEM NUMBER IV.E.: FY 2027 ROOM AND BOARD RATES (ACTION)

PURPOSE OF ITEM: To approve academic year 2026-2027 (FY27) room and board rates.

APPROPRIATE COMMITTEE: FINANCE AND LAND USE

BRIEF NARRATIVE: Approval of rates for FY27 is requested in order to provide current and prospective students, as well as their families, the information they need to make informed decisions about their financial plans for the coming academic year.

The proposed room and board increase for FY27 is 4% for housing and 4% for dining meal plans.

George Mason strives to balance the continued pressures of inflation and the high living costs of the Northern Virginia region with the need to provide affordable food and housing to our students.

For a freshman, the proposed total room and board rate of \$15,020 is a \$580, or 4%, academic year increase over FY26 in a traditional double room with the Independence meal plan. Freshmen choosing to live in a suite double will have a slightly higher cost than those living in traditional rooms.

Rates vary by specific plan and room; please refer to Detailed Rates provided in the presentation materials.

Freshman Traditional Double & Board	FY26	FY27	\$ Change	% Change
Traditional Double Room Rate	\$8,390	\$8,730	\$340	4%
Independence Meal Plan Board Rate	\$6,050	\$6,290	\$240	4%
Total Room & Board	\$14,440	\$15,020	\$580	4%

STAFF RECOMMENDATION: Staff recommends Board of Visitors approval.

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

Scoring is reset at the time of preliminary design completion and construction contract execution.

Changes/updates since the September 2025 report include:

Planning Phase:

- Interdisciplinary Science and Engineering Building – Project was approved for \$500K in pre-planning funds in the Commonwealth’s FY25-FY26 biennium budget. George Mason is nearing the completion of the pre-planning effort. Project was submitted to the Commonwealth for planning funding consideration. If approval is not received, it will be submitted for FY27 approval.
- Masonvale Renovation – Project was approved in May 2025 BOV meeting for \$7.5M. Mason is currently strategizing how and when it will be best to implement the phased renovations. Facilities MOU and Budget are in review.

Design Phase:

- Address Priority Facility Improvements - Project was approved in the Commonwealth’s FY25-FY26 biennium budget for \$8M to go towards Mason’s critical deferred maintenance deficit. Mason has identified five projects for the use of these funds: Hazel Hall Chiller Replacement, Colgan Hall Chiller Replacement, Discovery Hall Roof Replacement, Enterprise Hall Elevator Replacement, and the Performing Art Building Bridge Replacement. Mason has received the appropriation. Task orders for the A/E services have been issued and each project is currently in permit plan review, with the exception of the PAB Bridge Replacement, which is currently under construction.
- Basketball and Academic Performance Center (RAC Addition) – Project was approved in May 2023 BOV meeting for \$30M. Mason worked with Perkins & Will (P&W) and Whiting Turner to identify strategies to close the gap on our budget overage. Following that effort, a path forward was established and P&W proceeded into the Working Drawings phase. The Working Drawings have now been completed and submitted to the OUBO for review. The overall project schedule has been updated, with construction now anticipated to begin in early Summer 2026. The construction duration is expected to be approximately 18 months.
- EagleBank Arena Air Handler Unit Replacements – Project was approved in the May 2024 BOV

meeting for \$11.7M. A design contract has been awarded to the engineering firm of Mueller Associates. Survey work has been completed and the schematic design submission is expected mid-November. Given the uncertainty in future mechanical cost, the budget is a concern.

- EagleBank Arena Athletics and Admin Offices – The project was approved at the May 2025 BOV meeting with a total budget of \$10M. Moseley Architects was selected to provide A/E services, and the design kick-off meeting was held in December. Moseley has since submitted its Program Verification Report, which is being reviewed with stakeholders. The design team is scheduled to begin the Schematic Design phase in mid-February, with a schematic deliverable anticipated in late May. The overall design phase duration is expected to be approximately 12 months.
- Housing Renovations Phase 1 – The project was approved at the May 2023 BOV meeting with a total budget of \$25M. Internal authorization was granted to proceed with an initial phase in the amount of \$10.3M. Quinn Evans was selected to provide A/E services, and the design kick-off meeting was held in early January. The team has initiated the Schematic Design phase, with a schematic deliverable anticipated in early March. The overall design duration is expected to be approximately 12 months.
- Mason Pond Garage Repair Phase 1 – Project was approved in May 2025 BOV meeting for \$3.4M. A/E team has been selected and design is underway. The second design submission for Office of the University Building Official (OUBO) review is expected by end of February 2026. The project is planned to be issued for bid in early April 2026. Construction is scheduled to begin in Summer 2026, aligned with the school's summer break.
- Potomac Heights Roof Replacement – Project was approved in May 2025 BOV meeting for \$5.75M. Design is complete. However, design revisions to update for the current code iteration are needed and scheduled to begin end of calendar year 2025. Construction is planned to begin implementation in the summer of 2026.
- Student Space Reno Phase 1 – The project was approved at the May 2025 BOV meeting with a total budget of \$6M. AE Works was selected to provide A/E services, and the design kick-off meeting was held in mid-December. Programming confirmation meetings have since been conducted with multiple stakeholders within University Life. The team is scheduled to begin the Schematic Design phase in mid-February, with a schematic deliverable anticipated in mid-April. The overall design duration is expected to be approximately 9 months.
- Telecom Infrastructure Phase 2 – Project was approved in the Commonwealth's FY20-FY22 biennium budget for \$23.25M. Design is underway. The Preliminary design has been reviewed by OUBO and Land Development; the architectural/engineering firm is addressing review comments for the next design submission. The estimate was completed in October 2024 and confirms our construction budget. Working drawings are being revised to reflect changed site conditions from Phase 1 and to prioritize implementing wireless in lieu of re-cabling hard connections. Additional survey and revision of 100% working drawings is required before OUBO review. Construction procurement anticipated for Fall 2026.
- Telecom Infrastructure Phase 3 – Project was approved in the Commonwealth's FY22-FY24

biennium budget for \$24M. The scope for this phase has been finalized in concert with ITS. The design contract has been executed. Additional survey and revision of 65% Working Drawings is required to reflect wireless focus in lieu of re-cabling hard connections. Construction procurement anticipated for Spring 2027.

- University Drive/Ox Road (123) Pedestrian Bridge – Project was approved in the May 2025 BOV Meeting for a budget of \$8M. Whitman, Requardt & Associates, LLP was selected to provide the A/E services. The design is in the early concept phase. The construction is anticipated to begin in Summer 2027 with an expected construction duration of approximately 18 months.

Construction Phase:

- Expand Central Plant Capacity – Project was approved in the Commonwealth’s FY20-FY22 biennium budget as a pool project. After preliminary design the budget was established at \$8.2M. Design is completed and construction has started. The new cooling tower has been set and assembled. Awaiting the switchgear that will serve the chiller in order to start-up the chiller and commission the chilled system. The high temperature water generator (boiler) has been set and assembled along with its associated pumps. Anticipated project completion is April 2026.
- Faculty Staff Housing Sci Tech Phase 1 – Project was approved in the May 2025 BOV Meeting for a budget of \$10M for the purchase of 20 housing units adjacent to the Sci Tech Campus. Mason has closed on the first 15 units with the remaining 5 by March 2026.
- Tech Talent Bachelors Capital – Project was approved in the Commonwealth’s FY20-FY22 biennium budget. Funding is provided annually in each subsequent budget bill until the total reaches \$23M in FY29. This is in accordance with the capital funding identified in the MOU with the Commonwealth to support Bachelor's degrees in the tech talent pipeline. More specifically, it is a series of projects: Advanced Computational Research (data center upgrades to support high performance computing), a data visualization/ VR Lab creation, classroom refresh, and the pilot space in Vernon Smith Hall. The Advanced Computational Research has been completed and additional capacity was included in the Data Center with liquid cooling. The data visualization/ VR Lab was completed in Research Hall. The classroom refresh is ongoing and anticipated to be completed over 6 years. We have just completed the 5th summer of the 6 total. Finally, the renovation to create the pilot space on the 1st floor of Vernon Smith Hall as well as the conversion of the Bank Space was completed.

Close-out:

- Aquatic & Fitness Center Capital Renewal – Project was approved in the Commonwealth’s FY20-FY22 biennium budget for \$10M. After design was completed, Mason request and received authority to increase the project budget to \$16.5M. All construction work for the project is complete, and the Competition Pool is back in use. The contractor is wrapping up final commissioning/ Testing and Balancing (TAB) action items. Project Closeout is underway..

- Fuse at Mason Square (IDIA HQ) – Project was approved in the Commonwealth’s FY20-FY22 biennium budget for \$253M. Design is completed and full building construction reached Substantial Completion on Feb 7, 2025. Currently in closeout phase of the project including financial and documentation finalization. There are some smaller follow-on projects being completed with remaining project funds. It is anticipated that closeout activities will be completed by the end of Spring 2026 semester. Follow on project completion targeted for end of Spring 2026 semester.
- Johnson Center HVAC Repairs – Project was approved in the May 2019 BOV Meeting for a budget of \$3M. After the design was completed and the project paused during the pandemic the budget was increased to \$8M. Construction and commissioning is 100% complete and the project achieved substantial completion on 6/11/25. The contractor is working on punch list items and compiling final closeout documents. Final DEB inspection pending acceptance of punch list items. The final punch list back check and acceptance testing for the Smoke Exhaust Fans is scheduled to be completed and the minor issues identified are in the process of being corrected.
- Life Sciences Engineering Building (Bull Run Hall IIIB) – Project was approved in the Commonwealth’s FY12-FY14 biennium budget as a pool project. Project approved for planning only and contingent upon Mason providing seed funding. After requesting a modification and addition to the scope of the project the budget was finalized at \$107M. Design is completed and the construction is complete except for some equipment modifications, and some mechanical issues discovered during commissioning. HVAC Commissioning will be completed after these modifications. The construction period was 24 months and the project was completed on schedule. We received the temporary occupancy permit for the building on Friday January 10th, 2025. Classes and Laboratory instruction started in the building on January 21st. Fall semester classes and activities have been a success. All spaces and labs are being utilized in the building this semester. Finalization of Building Commissioning and LEED certifications is ongoing.
- Student Activities & Engagement Building (Activities Building) – Project was approved in the May 2019 BOV Meeting for a budget of \$3.75M. After the preplanning was completed, the budget was increased to \$11M. A Design/Build contract was awarded to Hoar Construction. Design and construction are complete. The project has achieved beneficial occupancy. Building commissioning and LEED certification is ongoing.
- Telecom Infrastructure Phase 1 – Project was approved in the Commonwealth’s FY16-FY18 biennium budget as a pool project. After preliminary design the budget was established at \$10.5M. Design is completed and the construction continues on site. Work on Packages 1 (work inside buildings) and Package 3 (new West Campus Core Switch Building) is substantially complete but is awaiting as-builts and punchlist work. Package 2 work is complete. Package 3 is awaiting commissioning.

Authorized (Pending Funding):

- Academic VIII – Project was approved in the Commonwealth’s FY20-FY22 biennium budget as a pool project. Project approved for planning only (\$7.5M) and contingent upon Mason providing seed funding. Project awaiting internal authorization to proceed.

- Costello College of Business Building – Project was approved in the May 2019 BOV Meeting for a \$165M building. The 2019 approved project’s funding strategy was based upon philanthropic contributions. While awaiting the donations, Mason is working with the Commonwealth to request general fund support. In the interim, Mason has engaged a project team to update the facility program and conduct a comprehensive site analysis to evaluate the advantages and constraints of three potential locations.
- Energy Efficiency Investments – Project was approved in the May 2023 BOV Meeting for a budget as a \$7.5M umbrella project to allow for energy efficiency upgrades to proceed. The specific investments are undefined but could consist of equipment replacement, solar panel installation, or geothermal infrastructure. Project is awaiting funding and internal authorization to proceed.
- Living Learning Village I (Engineering Village) – Project was approved in the May 2025 BOV Meeting for a \$110M and 650 bed student housing project. The project is tied to the ISEB project. Project is awaiting ISEB approval and internal authorization to proceed.
- Point of View Cottages – Project was approved in the Commonwealth’s FY18-FY20 biennium budget as a project that has \$4M of general fund support with a target of a \$4M match of fundraising. Project is awaiting funding and internal authorization to proceed.
- Real Estate Acquisitions Phase 1 (Arlington) – Project was approved in the May 2022 BOV Meeting for up to \$40M towards strategic acquisitions in Arlington. Mason has purchased lot 6 and 11 and the purchase of lot 8 was completed in December 2023. This project will remain open as there is additional authority included to allow for more purchases in the future should the opportunities arise.
- Real Estate Acquisitions Phase 4 (Strategic Acquisitions) – Project was approved in the May 2023 BOV Meeting for up to \$50M towards strategic acquisitions. The specific acquisitions are undefined at this point and could be located adjacent any of the Mason Campuses.
- Renovations Concert Hall – Project was approved in the May 2018 BOV Meeting for a \$25M renovation to the Concert Hall on the Fairfax Campus. The funding is based upon donations. Project is awaiting funding and internal authorization to proceed. In the interim, Mason has engaged a project team to complete a detailed project program for the renovated space.

STAFF RECOMMENDATION:

For Board Information Only

FY26 CAPITAL PROJECT STOPLIGHT CHART

	Total Project Authorization (A)	Expenditures			Future Project Spend (=A-B-C)	Budget Status	Schedule Status	Scope Status	Construction % Complete	Occupancy/Completion Date	
		As of FY25 (B)	Fiscal Year 2026								
			Budget	YTD							Full-year Forecast (C)
Planning Phase											
Interdisciplinary Sci. & Engr. Building	0.5	0.4	0.1	0.1	0.1				0.0%	4/1/2026	
Masonvale Renovation	7.5	0.0	2.8	0.0	2.8				0.0%	TBD	
Design Phase											
Basketball and Academic Performance Center	30.0	1.3	7.3	0.6	7.3	21.3	🔴	🔴	🟡	0.0%	10/2/2027
EagleBank Arena AHU Replacements	11.7	0.0	1.0	0.1	1.0	10.7	🟢	🟢	🟢	0.0%	9/1/2027
EagleBank Arena Athletics and Admin Offices	10.0	0.0	0.4	0.0	0.4	9.6	🟢	🟢	🟢	0.0%	5/1/2028
Housing Renovations Phase 1	25.0	0.0	0.7	0.1	0.7	24.2	🟢	🟢	🟢	0.0%	TBD
Mason Pond Garage Repair Phase 1	3.4	0.0	0.4	0.2	0.4	3.0	🟢	🟢	🟢	0.0%	8/16/2026
Potomac Heights Roof Replacement	5.8	0.0	0.0	0.0	0.0	5.8	🟢	🟢	🟢	0.0%	9/1/2027
Student Space Reno Phase 1	6.0	0.0	1.0	0.0	1.0	5.0	🟢	🟢	🟢	0.0%	TBD
Telecom Infrastructure Phase 2	23.3	1.7	8.5	0.0	8.5	13.1	🟢	🟢	🟢	0.0%	4/16/2027
Telecom Infrastructure Phase 3	24.0	0.6	1.9	1.0	1.9	21.5	🟢	🟢	🟢	0.0%	9/15/2027
University Drive/Ox Road (123) Pedestrian Bridge	8.0	0.0	0.5	0.0	0.5	7.5	🟢	🟢	🟢	0.0%	9/27/2028
Construction Phase											
Expand Central Plant Capacity	8.2	5.7	2.5	1.7	2.5	0.0	🟢	🟢	🟢	94.5%	4/26/2026
Faculty Staff Housing Sci Tech Phase 1	10.0	0.0	10.0	10.0	10.0	0.0	🟢	🟢	🟢	90.0%	4/1/2026
Tech Talent Bachelors Capital	23.0	17.5	3.1	1.9	3.1	2.5	🟢	🟢	🟢	N/A	N/A
Close-Out											
Aquatic & Fitness Center Capital Renewal	13.5	12.0	1.5	0.5	1.5	0.0	🟢	🟢	🟢	99.0%	11/14/2025
FUSE at Mason Square	253.8	232.3	21.5	1.2	21.5	0.0	🟢	🟢	🟢	99.0%	7/1/2025
Johnson Center HVAC Repairs	8.0	7.0	1.0	0.3	1.0	0.0	🟢	🟢	🟢	99.0%	11/28/2025
Life Science Engineering Building	107.1	100.5	6.6	2.9	6.6	0.0	🟢	🟢	🟢	97.1%	1/10/2025
Student Activities & Engagement Building	11.2	8.8	2.4	1.8	2.4	0.0	🟡	🟡	🟢	99.0%	10/10/2025
Telecom Infrastructure Phase 1	10.5	9.4	1.1	0.2	1.1	0.0	🟢	🔴	🟢	99.0%	3/17/2026
Umbrella (On-going)											
Address Priority Facility Improvements	8.0	0.2	3.8	1.2	3.8	4.1	🟢	🟢	🟢	N/A	N/A
Annual Capital	15.5	N/A	15.5	9.3	15.5	N/A	🟢	🟢	🟢	N/A	N/A
Maintenance Reserve	5.4	N/A	5.4	1.9	5.4	N/A				N/A	N/A
Authorized (Pending Funding)											
Academic VIII	200.0	0.0	0.0	0.0	0.0	200.0				0.0%	TBD
Costello College of Business Building	165.0	0.0	0.0	0.0	0.0	165.0				0.0%	TBD
Energy Efficiency Investments	7.5	0.0	0.0	0.0	0.0	7.5				0.0%	TBD
Living Learning Village I (Engineering Village)	110.0	0.0	0.0	0.0	0.0	110.0				0.0%	TBD
Point of View Cottages	8.0	0.0	0.0	0.0	0.0	8.0				0.0%	TBD
Real Estate Acquisitions Phase 1 (Arlington)	40.0	24.1	0.0	0.0	0.0	15.9				100.0%	Complete
Real Estate Acquisitions Phase 4 (TBD)	50.0	0.0	0.0	0.0	0.0	50.0				0.0%	TBD
Renovations Concert Hall	25.0	0.0	0.0	0.0	0.0	25.0				0.0%	TBD
Total	1,234.9	421.4	99.0	35.0	99.0	714.4					

(millions)

(1) This amount (excluding P3) is prediction of the audited statement of cash flows "purchases of capital assets."

A photograph of a snowy campus walkway. In the foreground, a person in a purple jacket walks towards the left. In the middle ground, a man in a dark jacket walks towards the right while looking at his phone. Other people are scattered in the background. The ground is covered in snow, and there are trees and buildings in the distance. A green banner is overlaid on the top left, and a dark green banner is overlaid on the bottom right.

BOARD OF VISITORS

Finance & Land Use Committee

Dan Stephens | Interim Chief Financial Officer
Julie Zobel | Chief Operating Officer
February 26, 2026

Agenda

Finance & Land Use Committee Overview

Financial Matters

- A. FY 2026 Q2 Financial Report (Dec 2025 vs. Dec 2024)
- B. FY 2027 & FY 2028 Biennium Budget General Fund Request
- C. FY 2027 Budget Planning
- D. Credit Rating Update
- E. FY 2027 Room and Board Rates (ACTION)

Appendix I – Capital Project Stoplight

Appendix II – Detailed Room & Board Rates

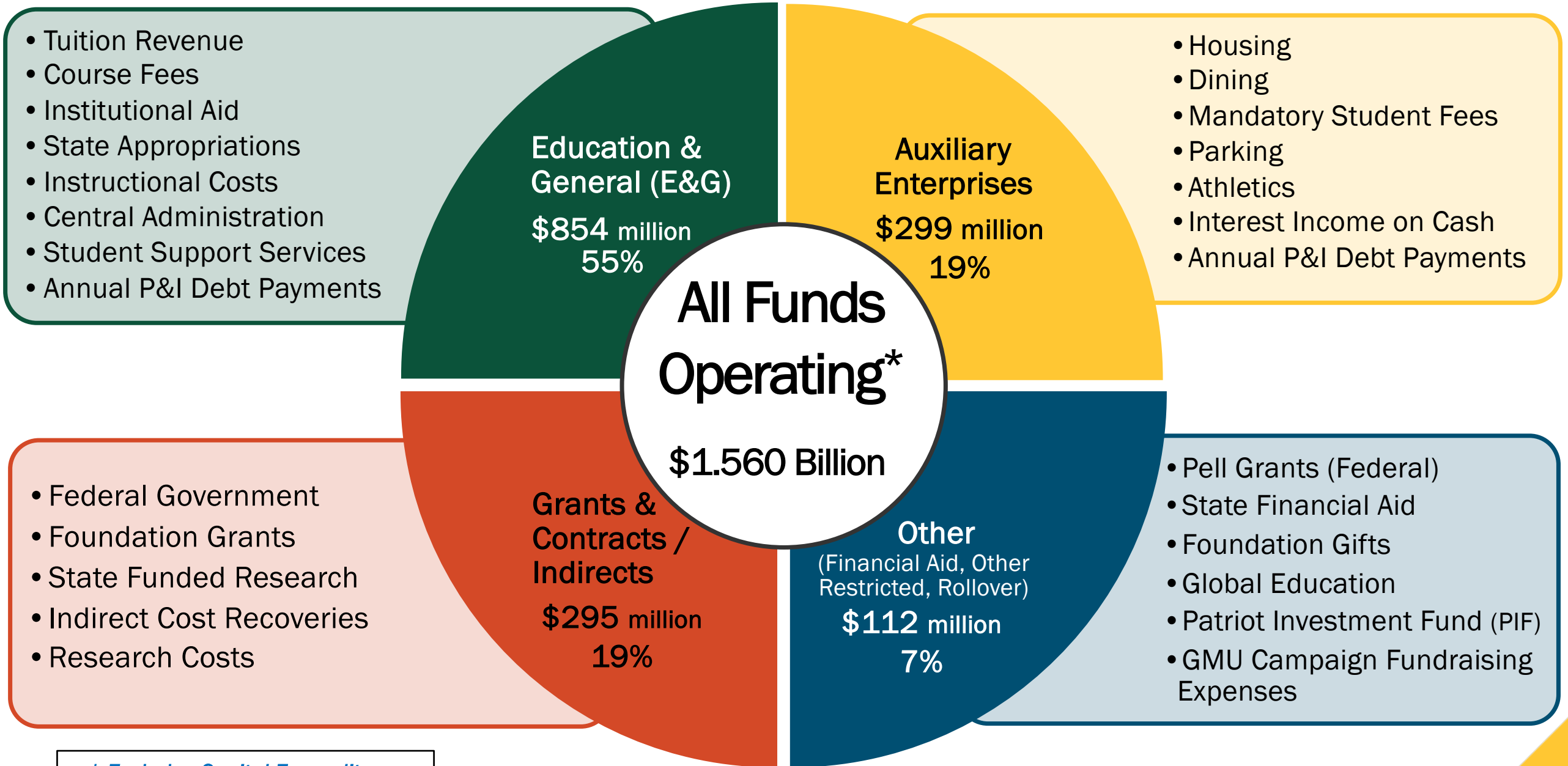


Finance & Land Use Committee Overview

Finance & Land Use Committee Overview

- **Annual Operating Budget development begins each fall with final votes in Spring**
 - Six-Year Plan Tuition Planning Assumptions (December)
 - Room & Board Rate Approval (February)
 - Tuition & Mandatory Student Fees Approval (April)
 - Six-Year Capital Plan Approval (April)
 - Cash Basis Financial Results and Budget Updates are provided at each FLUC meeting
- **Major Capital Project Review & Approval:**
 - Project Approval (Annual Capital Plan)
 - Schematic Design Approval
 - Significant Change Approval (greater than 10% in Budget (\$) or Scope (GSF))
 - Ongoing Project Review (Stoplight Chart in each BOV meeting Board Book)
- **Commonwealth & SCHEV Six-Year Plans**
 - Submitted every two years (with updates in alternate years), which require BOV approval.
- **Funding Categories:**
 - **Education and General (E&G) Operating Funds:** includes Tuition, Fees, Financial Aid, State Appropriations and other E&G revenue and expenses
 - **Operating Funds:** includes E&G Funds, Auxiliary Enterprises, Grant & Contract Revenue and Expenses (Research), and all other non-E&G funds
 - **Capital Funds:** includes capital expenditures, deferred maintenance and debt service

FY 2026 Operating Budget: All Funds



* Excludes Capital Expenditures

FLUC: FY27 Annual Budget Development Cycle

- ❑ **February 2026 – BOV Finance & Land Committee:**
 - Draft Tuition & Fee Scenarios
 - Room & Board Rate Approval
- ❑ **Open Public Comment Portal**
- ❑ **March 2026 - Student Government Hosts Town Hall**
- ❑ **March 2026 - BOV Public Comment Session**
 - Proposed Tuition & Fees
- ❑ **April 2026 – BOV Finance & Land Use Committee:**
 - Proposed Budget (Committee Approval)
- ❑ **April 2026 - BOV Full Board Meeting:**
 - Proposed Budget (Full Board Approval)



FY 2026 Q2 Financial Report

Financial Matters

FY 2026 Budget Challenge

Impact of Shifts in Enrollment

Declines in Out-of-State Graduates and International Enrollments are driving lower revenue in FY26 & FY27

	Undergraduate (UG)		Graduate		Law		TOTAL
	In-State	Out-of-State	In-State	Out-of-State	In-State	Out-of-State	
Enrollment - Headcount (HC)							
Actual Student HC - Fall 2024 (FY25)	24,733	4,536	6,480	4,287	238	437	40,711
Budget - Student HC - Fall 2025 (FY26 - 1.5% Growth)	25,104	4,604	6,577	4,351	242	444	41,322
Actual - Student HC - Fall 2025 (Per Billing System)	25,340	4,492	6,600	3,564	234	418	40,648
Actual HC Change - (Fall 25 vs Fall 24) vs Budget	236	(112)	23	(787)	(8)	(26)	(674)
Actual HC Change - (Fall 25 vs Fall 24) vs Budget	0.9%	(2.4%)	0.3%	(18.1%)	(3.1%)	(5.8%)	(1.6%)

Net Tuition Revenue per SCH - FY26 (Fall 2025)							Total
Average Billed Tuition & Course Rate per SCH	\$ 416	\$ 1,040	\$ 738	\$ 1,169	\$ 860	\$ 1,330	\$ 583
Less - Average Student Financial Aid per SCH	\$ (21)	\$ (85)	\$ (99)	\$ (256)	\$ (299)	\$ (552)	\$ (57)
Net Revenue per SCH	\$ 395	\$ 955	\$ 639	\$ 913	\$ 560	\$ 778	\$ 526

Revenue Impact of Lower International Enrollments - FY26	
International Enrollments - FY25 (avg)	4,246
International Enrollments - FY26 (avg)	3,589
Decline in International Enrollments (15%)	(657)
Net Tuition Revenue Impact	(\$11.5M)
Student Fee and Room & Board Revenue Impact	(\$0.6M)
Total - Projected Revenue Impact FY26	(\$12.1M)

Projected Net Tuition Revenue - FY26 (vs Budget)	Low Range	High Range
Budgeted	\$ 527M	\$ 527M
Projected	\$ 530M	\$ 537M
Projected Shortfall	\$ (7M)	\$ (10M)

FY 2026 E&G Operating – Q2 (July 1 – Dec 31, 2025)

Total E&G Revenue = 51% of Budget / E&G Expense: = 50% of Budget

FY26 Q2 YTD E&G Operating Results
Trending slightly below FY26 Budget

Revenues Trending below Budget

- Increased State Support (\$13M – One Time)
- Lower Net Tuition & Fees due to lower Graduate & International Students / offset partially by higher In-State UG Enrollments
- Majority of Fall Term 2025 Tuition & Fee Billings are recorded in August / September Time Frame

Ongoing State Funding Support Provides:

- Stable E&G operations
- Reinvestment in Mission-Critical Strategic Initiatives.

Expenses In Alignment with Budget

- Compensation & Benefits Costs in Alignment with Budget
- Majority of Fall Term 2025 Need-Based / Scholarship & Fellowships Financial Aid are recorded in August / September Time Frame
- Non-Personnel Costs are in alignment with current FY26 budget expectations
- Continued active monitoring of cost mitigation strategies to ensure positive FY26 fiscal results.

Cash basis, in \$M's	FY 2025 Actual	FY 2026 Budget* (BOV Approved)	FY 2026 YTD December Actuals	FY 2026 YTD Actuals as % of Budget
Revenues				
Net Tuition and Fees	525	534	276	52%
State Appropriations	279	299	146	49%
Auxiliary Enterprises	1	-	1	
Other Operating Revenue	19	21	11	51%
Total Revenues	\$ 824	\$ 854	\$ 434	51%
Expenses				
Compensation	647	677	339	50%
Contractual Services	85	95	45	47%
Scholarships & Fellowships	51	53	25	47%
Direct Expenses/Other	41	29	18	61%
Total Expenses	\$ 824	\$ 854	\$ 427	50%
Net Surplus (Deficit)	\$ -	\$ -	\$ 7	

*Budget estimates only; limitations of existing financial systems and processes do not enable a precise forecast

FY 2026 Total Operating – Q2 (July 1 – Dec 31, 2025)

Total Operating Revenue = 53% of Budget / Operating Expense: = 51% of Budget

FY26 Q2 YTD Operating Results
Trending slightly below FY26 Budget

Revenues Trending Below Budget

- Increased State Support (\$15M One-Time)
- Lower Net Tuition & Fees due to lower Graduate & International Students / offset partially by higher In-State UG Enrollments
- Majority of Fall Term 2025 Tuition & Fee Billings are recorded in August / September Time Frame
- Lower Grants & Contracts Research volume causing lower Grant & IDC Revenues
- Auxiliaries Revenue activity slightly below budget given lower enrollments

Operating Expenses In Alignment with Budget

- Compensation & Benefits Costs in Alignment with Budget
- Majority of Fall Term 2025 Need-Based / Scholarship & Fellowships Financial Aid are recorded in August / September Time Frame
- Non-Personnel Costs are in alignment with current FY26 budget expectations
- Continued active monitoring of cost mitigation strategies to ensure positive FY26 fiscal results

Auxiliary Enterprise Surplus Funds will be invested in Critical Capital & Infrastructure Needs Across Campus

Cash basis, in \$M's	FY 2025 Actual	FY 2026 Budget* (BOV Approved)	FY 2026 YTD December Actuals	FY 2026 YTD Actuals as a % of Budget
Revenues				
Net Tuition and Fees	528	537	278	52%
State Appropriations	366	386	241	63%
Grants & Contracts	297	295	134	45%
Auxiliary Enterprises	291	299	154	52%
Other Operating Revenue	55	43	20	47%
Total Revenues	\$ 1,537	\$ 1,560	\$ 827	53%
Expenses				
Compensation	857	883	454	51%
Contractual Services	244	270	122	45%
Scholarships & Fellowships	213	212	108	51%
Direct Expenses/Other	182	179	100	56%
Total Expenses	\$ 1,496	1,544	\$ 784	51%
Net Surplus (Deficit)	\$ 41	\$ 16	\$ 43	

*Budget estimates only; limitations of existing financial systems and processes do not enable a precise forecast



FY27 & FY28 Biennium Budget General Fund Request **Financial Matters**

FY 2027 & FY 2028 Commonwealth Biennium Budget

General Fund Request

Pending General Assembly Approval:

Operating / Capital	Short Title	Category	FY 2027			FY 2028			Brief Description
			GF Fund	NGF Fund	Total Fund	GF Fund	NGF Fund	Total Fund	
Operating	Move FY25 One-Time GF to Base	General Operations Support	\$ 11,132,000	\$ -	\$ 11,132,000	\$ 11,132,000	\$ -	\$ 11,132,000	\$10.4M received late in FY25 for E&G general operations, along with \$700K for SBDC (all VMSDEP funds excluded per SCHEV's 6/26 email). This request was included in Unified Budget Amendment.
	Move FY25 One-Time GF to Base	Financial Aid	\$ 1,984,000	\$ -	\$ 1,984,000	\$ 1,984,000	\$ -	\$ 1,984,000	\$2M received late in FY25 for undergraduate need-based financial aid.
	AI Education Infrastructure	General Operations Support	\$ 1,000,000	\$ -	\$ 1,000,000	\$ 1,000,000	\$ -	\$ 1,000,000	Funding to develop and scale the AI Innovation Nexus, a strategic initiative integrating education, research, workforce development and public service.
Total Operating			\$ 14,116,000	\$ -	\$ 14,116,000	\$ 14,116,000	\$ -	\$ 14,116,000	
Capital	Interdisciplinary Science and Engineering Building (ISEB)		\$ 12,250,000	\$ -	\$ 12,250,000	\$ -	\$ -	\$ -	One-time funding to support detailed planning and schematic design of a 150GSF, 5-7 story mixed use lab building on the Fairfax campus to support TTIP and STEM programs.
	Critical Maintenance Funding		\$ 48,250,000	\$ -	\$ 48,250,000	\$ 28,000,000	\$ -	\$ 28,000,000	One-time funding to address longstanding maintenance reserve deficits across all campuses, including \$20.25M in one-time funding from the Governor's introduced budget (December 2025) for deferred maintenance.
Total Capital			\$ 60,500,000	\$ -	\$ 60,500,000	\$ 28,000,000	\$ -	\$ 28,000,000	
Grand Total			\$74,616,000	\$ -	\$74,616,000	\$42,116,000	\$ -	\$ 42,116,000	



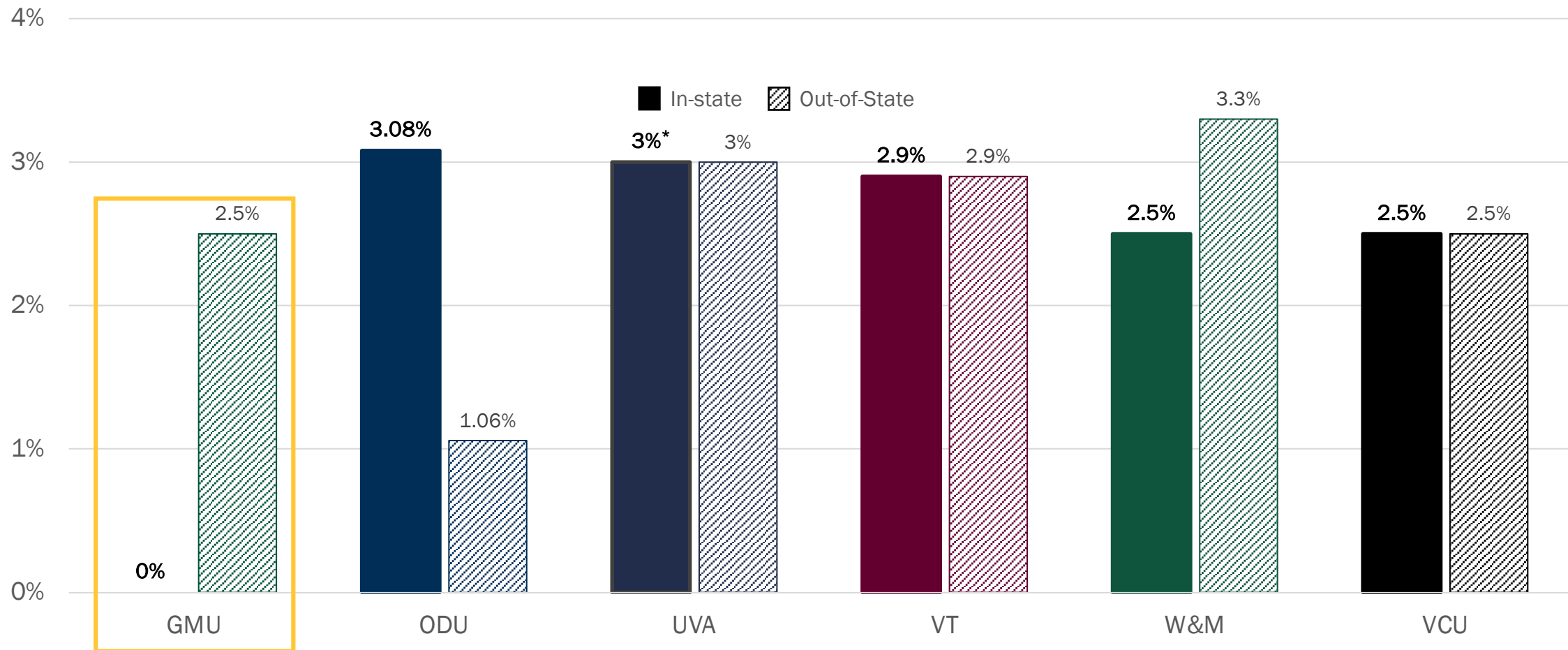
FY 2027 Budget Planning

Education & General (E&G) Under Multiple Tuition Scenarios

Financial Matters

Preserving Affordability & Competitiveness

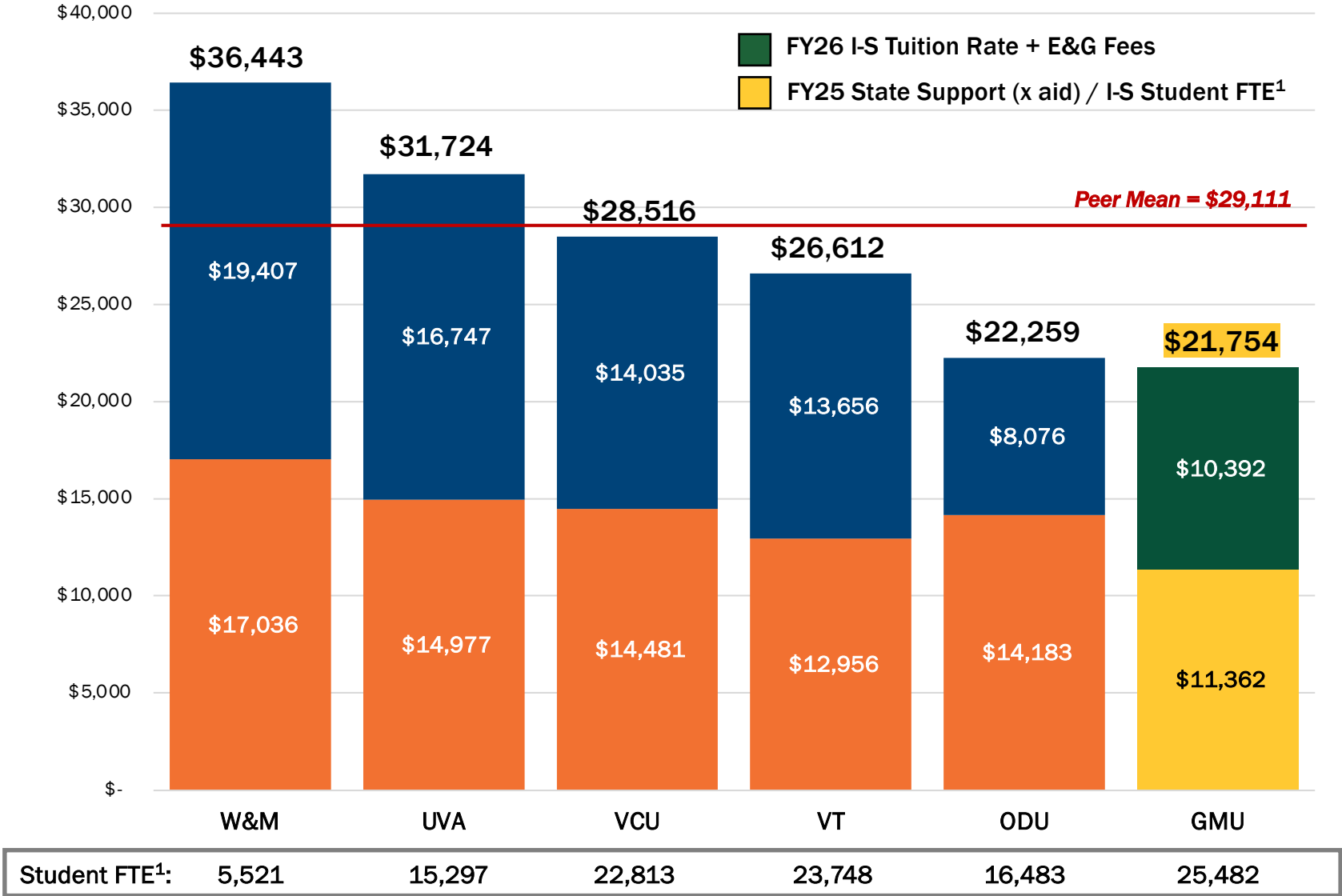
George Mason is the only university in our Commonwealth peer group that did not raise In-state tuition in FY26*



*UVA subsequently approved a one-time tuition credit equivalent to the 3% increase for IS UG for FY26

George Mason Is Underfunded

- George Mason is more than \$7,000 per in-state student FTE below the mean of five doctoral peer institutions when state and tuition funding are combined.
- This disparity equates to \$187M less financial resources.
- George Mason continues to prioritize access and affordability despite rising costs and operating in the most expensive region in the Commonwealth.



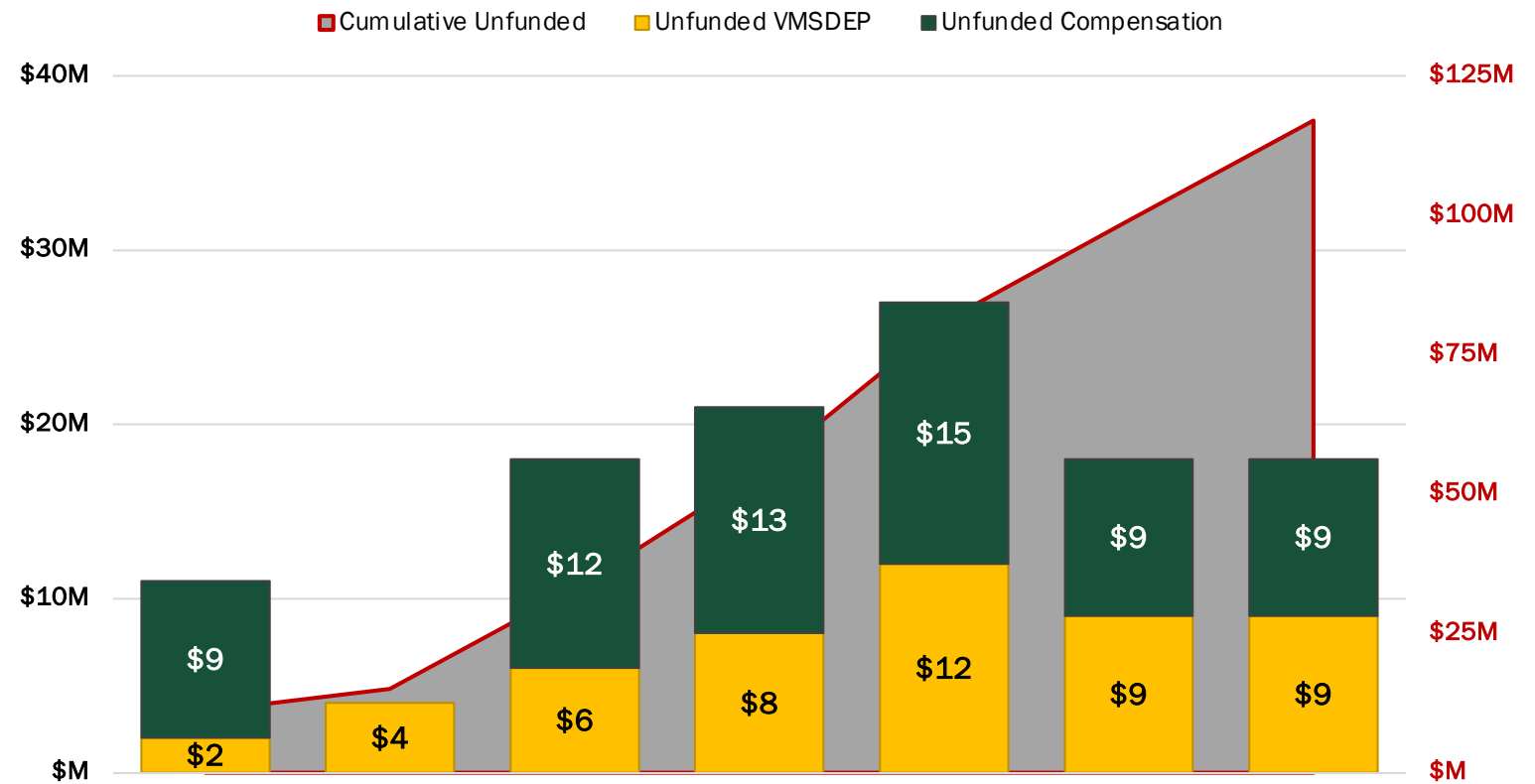
¹ I-S Student FTE is based on FY24 enrollment for UG, Grad and Law.
 Note: Mason does not have mandatory E&G Fees

Unfunded Mandates

Virginia Military Survivors & Dependents Education Program (VMSDEP) and Employee Compensation Increases

- The Commonwealth’s unfunded mandates place an enormous burden on George Mason’s budget.
- To address the true FY26 cost of these unfunded mandates, George Mason would need to raise tuition more than 11%.
- The cumulative impact from FY20-FY26 will be \$117M.
- Not only does this strain George Mason’s resources, it challenges the university’s ability to make long-term strategic investments.

VMSDEP & Compensation Underfunding



	FY20	FY21	FY22	FY23	FY24	FY25	FY26*
Unfunded VMSDEP	\$2M	\$4M	\$6M	\$8M	\$12M	\$9M	\$9M
Unfunded Compensation	\$9M	\$M	\$12M	\$13M	\$15M	\$9M	\$9M
Cumulative Unfunded	\$11M	\$15M	\$33M	\$54M	\$81M	\$99M	\$117M

*FY26 cost is preliminary

FY 2027 Projected Incremental Net Tuition Revenue

Impact of Shifts in Enrollment & Tuition Rates

Declines in Out-of-State Graduates and International Enrollments are driving lower revenue in FY26 & FY27

Student Type	Undergraduate (UG)		Graduate		Law		Total
	In-State	Out-of-State	In-State	Out-of-State	In-State	Out-of-State	
Enrollment - Headcount (HC)							
Actual HC - Fall 2024 (FY25)	24,733	4,536	6,480	4,287	238	437	40,711
Actual HC - Fall 2025 (FY26)	25,340	4,492	6,600	3,564	234	418	40,648
Projected HC Change - Fall 2026 vs 2025 - %	1.6%	(3.3%)	1.9%	(13.3%)	0.0%	0.0%	(0.2%)
Projected HC Change - Fall 2026 vs 2025 - #	400	(150)	125	(475)	0	0	(100)
Projected HC - Fall 2026 (FY27)	25,740	4,342	6,725	3,089	234	418	40,548
Student Credit Hours (SCH)							
Projected FY27 SCH (Fall 2026)	326,000	60,000	42,000	21,000	3,000	5,000	457,000
Net Tuition Revenue per SCH - FY26 (Fall 2025)							
Average Billed Tuition & Course Rate per SCH	\$ 416	\$ 1,040	\$ 738	\$ 1,169	\$ 860	\$ 1,330	\$ 583
Less - Average Student Financial Aid per SCH	\$ (21)	\$ (85)	\$ (99)	\$ (256)	\$ (299)	\$ (552)	\$ (57)
Net Revenue per SCH	\$ 395	\$ 955	\$ 639	\$ 913	\$ 560	\$ 778	\$ 526
Incremental Net Tuition Revenue - FY27 (vs FY26 Projected)							
5% Tuition Increase	\$ 17,400,000	\$ (2,000,000)	\$ 3,900,000	\$ (5,000,000)	\$ 0	\$ 0	\$ 14,300,000
3% Tuition Increase (recommended)	\$ 12,200,000	\$ (3,000,000)	\$ 2,800,000	\$ (5,500,000)	\$ 0	\$ 0	\$ 6,500,000
2% Tuition Increase	\$ 9,600,000	\$ (3,400,000)	\$ 2,200,000	\$ (5,700,000)	\$ 0	\$ 0	\$ 2,700,000
0% Tuition Increase	\$ 4,500,000	\$ (4,300,000)	\$ 1,100,000	\$ (6,200,000)	\$ 0	\$ 0	\$ (4,900,000)

FY27 Budget Planning Scenarios

E&G Operating – Sources & Uses

Incremental Resources / Expenses vs FY26 Budget

<u>SOURCES - Net Incremental / (Reduced) Revenue</u>	<u>5% Tuition Rate</u>	<u>3% Tuition Rate</u>	<u>2% Tuition Rate</u>	<u>0% Tuition Rate</u>
Net Tuition & Fee Revenue (vs FY26 Budget)	\$10	\$2	(\$2)	(\$11)
State Appropriations (Salary cost-share ~50%)	6	6	6	6
State Appropriations - Additional VMSDEP in FY27 (\$12M Total / 60%)	2	2	2	2
State Appropriations: \$11M*	(11)	(11)	(11)	(11)
Strategic Use of PIF Investment Income for E&G Expenses	3	3	3	3
Other Revenue (Equipment Trust Fund, reduced interest income)	(3)	(3)	(3)	(3)
TOTAL SOURCES - Net Incremental / (Reduced) Revenue	\$7	(\$1)	(\$5)	(\$14)

<u>USES - Net Incremental Expense</u>	<u>5% Tuition Rate</u>	<u>3% Tuition Rate</u>	<u>2% Tuition Rate</u>	<u>0% Tuition Rate</u>
Compensation (Salaries and Benefits)	\$14	\$14	\$14	\$14
Scholarships & Fellowships	2	2	2	2
Contractual and Direct Expenditures	(3)	(3)	(3)	(3)
TOTAL USES - Net Incremental Expense	\$13	\$13	\$13	\$13

<u>NET</u>	<u>5% Tuition Rate</u>	<u>3% Tuition Rate</u>	<u>2% Tuition Rate</u>	<u>0% Tuition Rate</u>
FY27 E&G Incremental Impact - Surplus / (Shortfall)	(\$6)	(\$14)	(\$18)	(\$27)
FY27 State Appropriations*	11	11	11	11
FY27 E&G Incremental Impact w/Approved State Funds - Surplus / (Shortfall)	5	(3)	(7)	(16)
Mitigation Strategies Required to Balance E&G to \$0 (VA Compliance)	(5)	3	7	16
Total E&G - FY27 Net Budget Surplus / (Shortfall)	\$0	\$0	\$0	\$0

in millions

**Pending State Permanent Funds Approval*

FY26 & FY27 Budget Mitigation Strategies

Strategies Moving Forward:

- Pursue additional revenue streams
- Review hiring practices – only hire in areas of greatest need
- Establish campus-wide committees to study continued expense reduction strategies
- Reduce / minimize discretionary spending
- Review existing contracts & seek cost reduction terms
- Delay or eliminate projects with less institutional impact
- Ensure funding strategies align with institutional priorities
- Reduce labor expenses – last resort
 - e.g., targeted reductions, salary realignments



Credit Rating Update

Financial Matters

George Mason Credit Ratings

Standard & Poor's

- S&P Credit Review Update with S&P on Feb 13, 2026; report expected in March
- GMU's implied S&P rating is an "AA-" rating based on a Foundation rating

Moody's:

- GMU's Moody's rating is solidly "Aa3" based on unaudited fiscal 2025 financials
- Our peers maintain higher ratings through more robust cash/investments and endowments

Agency	GMU*	UVA***	VT	W&M	VCU***	ODU
Standard & Poor's	AA-**	AAA	AA+	AA	AA-	A+
Moody's	Aa3	Aaa	Aa1	--	Aa3	--
Fitch	--	AAA	--	--	--	--

*FY2025 metrics calculated using FY2025 unaudited financial statements

**George Mason's S&P rating is based on GMUF's rating

***VCU & UVA metrics include medical center operations



FY 2027 Room & Board Rates

Financial Matters

FY27 Room & Board Recommendations

- 4% housing rate*
increase: \$340
- 4% board rate*
increase: \$240

**4% total increase
room & board: \$580**

* Specific rates vary, please see detailed rate table.



Methodology

Housing Rate Recommendations:

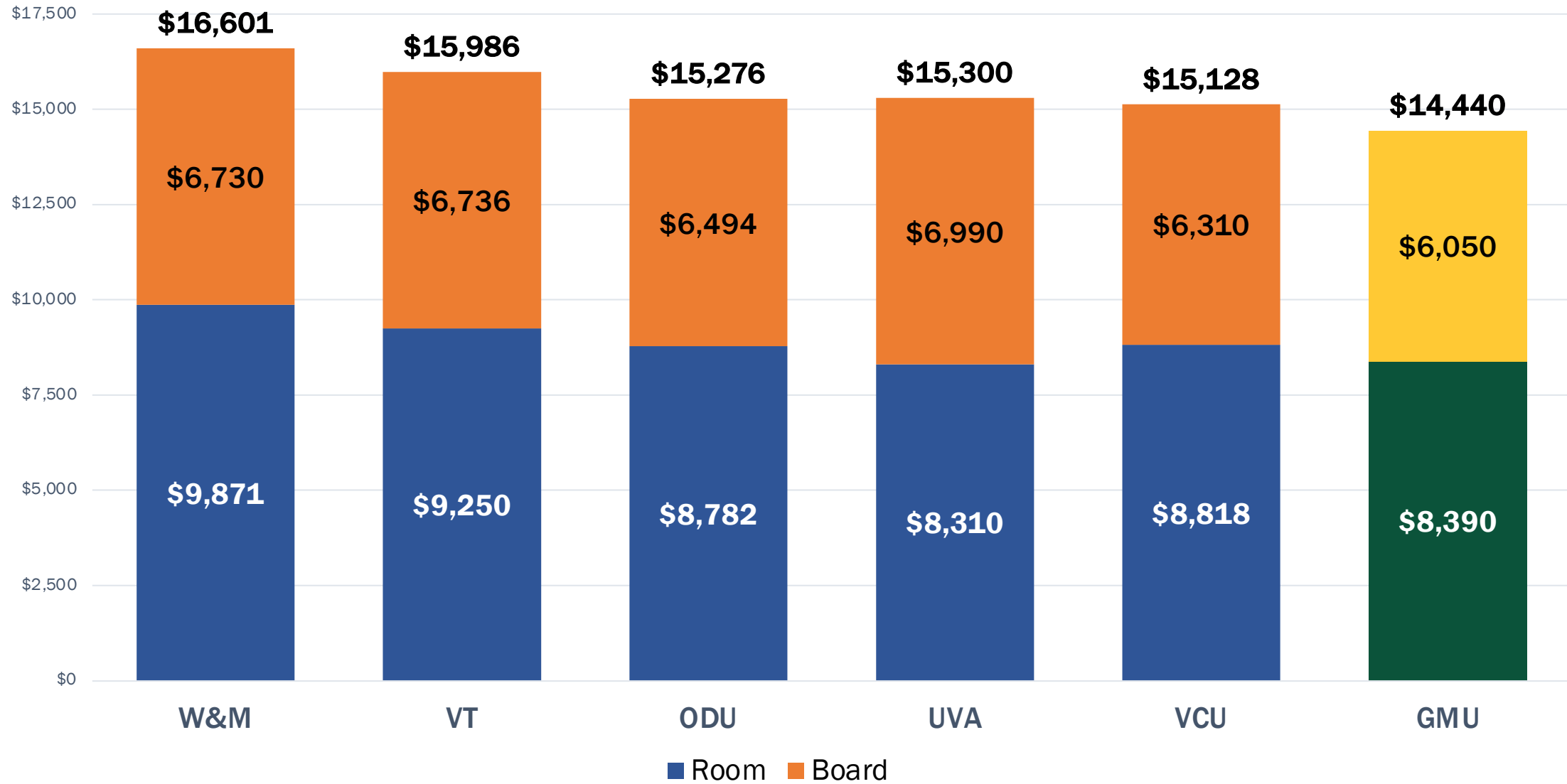
- Overarching mission to maintain an affordable cost of living on-campus
- Provide support for future operating inflation, salary increases, and capital renovation expenditures
- Determine room rates tiered to offerings, affordability, and competitive pricing

Board Rate Recommendations:

- 4% Increase driven by Bureau of Labor Statistics' Consumer Price Index (CPI), "Food-Away-From-Home" - Mid Atlantic region
- Primary dining vendor contract follows 12-month CPI average
- Daily per student increase is \$1.06

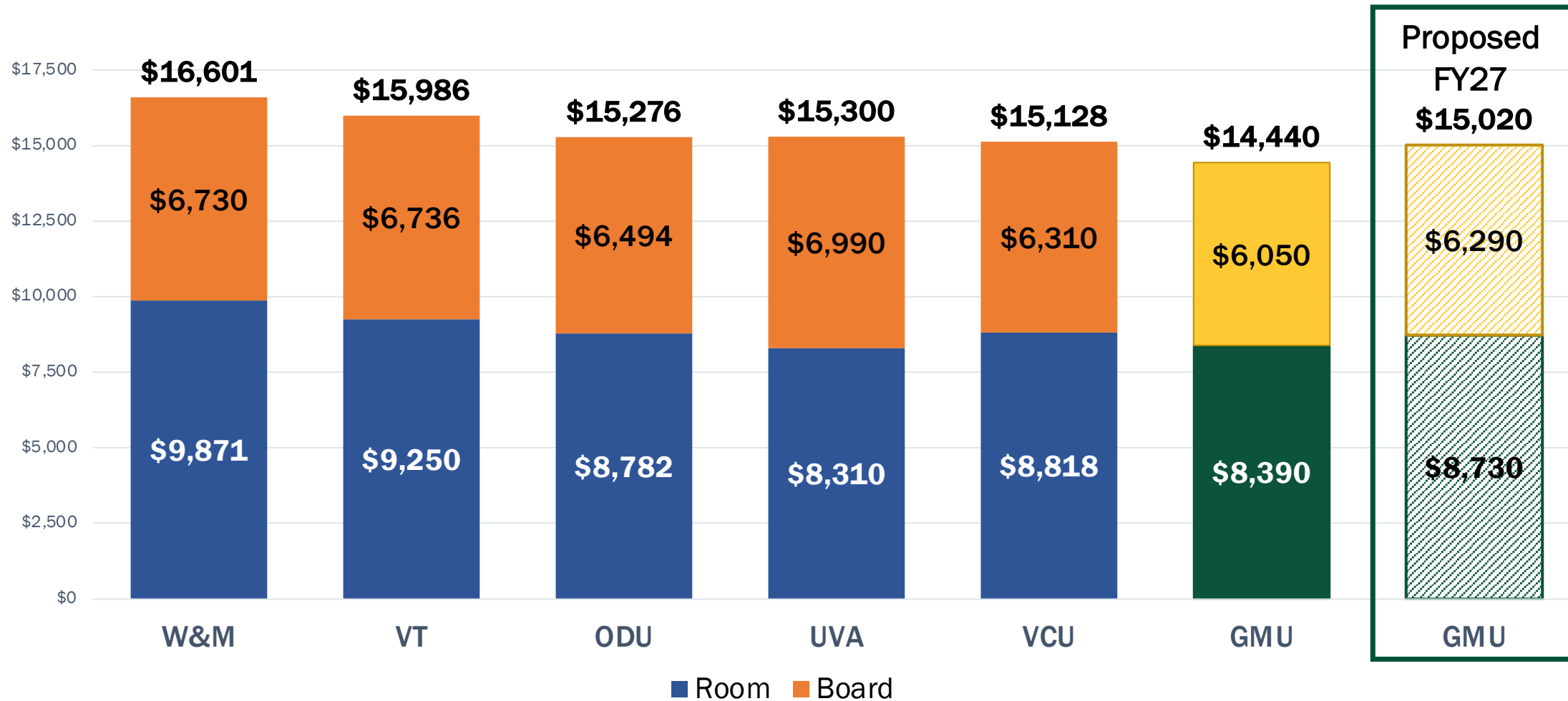
Freshman Traditional Double & Board	FY26	FY27	\$ Change	% Change
Traditional Double Room Rate	\$8,390	\$8,730	\$340	4%
Independence Meal Plan Board Rate	\$6,050	\$6,290	\$240	4%
Total Room & Board	\$14,440	\$15,020	\$580	4%

Peer FY26 Room & Board Rates



Peer FY26 Room & Board Rates

- Even with a 4% increase, Mason's FY27 rates would *still* be lower than our peers' current FY26 rates.
- Peer institutions are expected to increase their FY27 rates at or above Mason's proposed increases.



Staff Recommendation:

To approve the FY 2027 Room and Board Rates, as they are outlined in the meeting materials.

Committee Vote:

Motion: To approve the FY 2027 Room and Board Rates, as they are outlined in the meeting materials.



Capital Project Stoplight

Appendix I

FY2026 Capital Project Stoplight

FY26 CAPITAL PROJECT STOPLIGHT CHART											
	Total Project Authorization (A)	Expenditures			Future Project Spend (=A-B-C)	Budget Status	Schedule Status	Scope Status	Construction % Complete	Occupancy/Completion Date	
		As of FY25 (B)	Fiscal Year 2026								
			Budget	YTD							Full-year Forecast (C)
Planning Phase											
Interdisciplinary Sci. & Engr. Building	0.5	0.4	0.1	0.1	0.1	0.0			0.0%	4/1/2026	
Masonvale Renovation	7.5	0.0	2.8	0.0	2.8	4.7			0.0%	TBD	
Design Phase											
Basketball and Academic Performance Center	30.0	1.3	7.3	0.6	7.3	21.3	🔴	🔴	🟡	0.0%	10/2/2027
EagleBank Arena AHU Replacements	11.7	0.0	1.0	0.1	1.0	10.7	🟢	🟢	🟢	0.0%	9/1/2027
EagleBank Arena Athletics and Admin Offices	10.0	0.0	0.4	0.0	0.4	9.6	🟢	🟢	🟢	0.0%	5/1/2028
Housing Renovations Phase 1	25.0	0.0	0.7	0.1	0.7	24.2	🟢	🟢	🟢	0.0%	TBD
Mason Pond Garage Repair Phase 1	3.4	0.0	0.4	0.2	0.4	3.0	🟢	🟢	🟢	0.0%	8/16/2026
Potomac Heights Roof Replacement	5.8	0.0	0.0	0.0	0.0	5.8	🟢	🟢	🟢	0.0%	9/1/2027
Student Space Reno Phase 1	6.0	0.0	1.0	0.0	1.0	5.0	🟢	🟢	🟢	0.0%	TBD
Telecom Infrastructure Phase 2	23.3	1.7	8.5	0.0	8.5	13.1	🟢	🟢	🟢	0.0%	4/16/2027
Telecom Infrastructure Phase 3	24.0	0.6	1.9	1.0	1.9	21.5	🟢	🟢	🟢	0.0%	9/15/2027
University Drive/Ox Road (123) Pedestrian Bridge	8.0	0.0	0.5	0.0	0.5	7.5	🟢	🟢	🟢	0.0%	9/27/2028
Construction Phase											
Expand Central Plant Capacity	8.2	5.7	2.5	1.7	2.5	0.0	🟢	🟢	🟢	94.5%	4/26/2026
Faculty Staff Housing Sci Tech Phase 1	10.0	0.0	10.0	10.0	10.0	0.0	🟢	🟢	🟢	90.0%	4/1/2026
Tech Talent Bachelors Capital	23.0	17.5	3.1	1.9	3.1	2.5	🟢	🟢	🟢	N/A	N/A
Close-Out											
Aquatic & Fitness Center Capital Renewal	13.5	12.0	1.5	0.5	1.5	0.0	🟢	🟢	🟢	99.0%	11/14/2025
FUSE at Mason Square	253.8	232.3	21.5	1.2	21.5	0.0	🟢	🟢	🟢	99.0%	7/1/2025
Johnson Center HVAC Repairs	8.0	7.0	1.0	0.3	1.0	0.0	🟢	🟢	🟢	99.0%	11/28/2025
Life Science Engineering Building	107.1	100.5	6.6	2.9	6.6	0.0	🟢	🟢	🟢	97.1%	1/10/2025
Student Activities & Engagement Building	11.2	8.8	2.4	1.8	2.4	0.0	🟡	🟡	🟢	99.0%	10/10/2025
Telecom Infrastructure Phase 1	10.5	9.4	1.1	0.2	1.1	0.0	🟢	🔴	🟢	99.0%	3/17/2026
Umbrella (On-going)											
Address Priority Facility Improvements	8.0	0.2	3.8	1.2	3.8	4.1	🟢	🟢	🟢	N/A	N/A
Annual Capital	15.5	N/A	15.5	9.3	15.5	N/A	🟢	🟢	🟢	N/A	N/A
Maintenance Reserve	5.4	N/A	5.4	1.9	5.4	N/A				N/A	N/A
Authorized (Pending Funding)											
Academic VIII	200.0	0.0	0.0	0.0	0.0	200.0				0.0%	TBD
Costello College of Business Building	165.0	0.0	0.0	0.0	0.0	165.0				0.0%	TBD
Energy Efficiency Investments	7.5	0.0	0.0	0.0	0.0	7.5				0.0%	TBD
Living Learning Village I (Engineering Village)	110.0	0.0	0.0	0.0	0.0	110.0				0.0%	TBD
Point of View Cottages	8.0	0.0	0.0	0.0	0.0	8.0				0.0%	TBD
Real Estate Acquisitions Phase 1 (Arlington)	40.0	24.1	0.0	0.0	0.0	15.9				100.0%	Complete
Real Estate Acquisitions Phase 4 (TBD)	50.0	0.0	0.0	0.0	0.0	50.0				0.0%	TBD
Renovations Concert Hall	25.0	0.0	0.0	0.0	0.0	25.0				0.0%	TBD
Total	1,234.9	421.4	99.0	35.0	99.0 ⁽¹⁾	714.4					

⁽¹⁾ This amount (excluding P3) is prediction of the audited statement of cash flows "purchases of capital assets."

in millions



Detailed Room & Board Rates

Appendix II

FY27 Proposed Housing Room Rates

- For FY27, Housing proposes a **4% increase** on all **Fairfax** room rates (vs FY26).
- There will be roughly **5,825 revenue beds** on the Fairfax campus.
- All freshmen are required to live on campus unless they meet established criteria and are granted an exemption.
- **Beacon Hall** on the Science and Technology Campus will have **145 revenue beds**.
- Beacon Hall rates for FY27 are proposed with a **4.8%** increase per the Multi-year Rebalancing Plan.

ACADEMIC YEAR ROOM RATES (Fall and Spring Semesters Combined)	FY26	FY27	\$ Change	% Change
Traditional Halls (Freshmen; Meal Plan Required)				
Single	\$ 11,190	\$ 11,640	\$ 450	4.00%
Double	\$ 8,390	\$ 8,730	\$ 340	4.00%
Triple	\$ 7,340	\$ 7,630	\$ 290	4.00%
ODS Single	\$ 8,390	\$ 8,730	\$ 340	4.00%
Suites (Freshmen & Upper Class; Meal Plan Required)				
Single	\$ 12,000	\$ 12,480	\$ 480	4.00%
Double	\$ 9,210	\$ 9,580	\$ 370	4.00%
Triple	\$ 9,210	\$ 9,580	\$ 370	4.00%
Economy Double/Triple	\$ 7,650	\$ 7,960	\$ 310	4.00%
ODS Single	\$ 9,210	\$ 9,580	\$ 370	4.00%
Apartments (Upper Class; Meal Plan Optional)				
Single	\$ 14,220	\$ 14,790	\$ 570	4.00%
Double	\$ 11,440	\$ 11,900	\$ 460	4.00%
ODS Apartment Single	\$ 11,440	\$ 11,900	\$ 460	4.00%
Townhouse Single	\$ 12,990	\$ 13,510	\$ 520	4.00%
Townhouse Double	\$ 10,450	\$ 10,870	\$ 420	4.00%
Angel Cabrera Global Center (Upper Class; Meal Plan Required)				
Single *	\$ 12,740	\$ 13,250	\$ 510	4.00%
Double	\$ 9,770	\$ 10,160	\$ 390	4.00%
Expanded Triple	\$ 7,650	\$ 7,960	\$ 310	4.00%
Weighted Average of Fairfax Beds				4.00%
Beacon Hall - SciTech Graduate Housing				
Studio	\$ 12,350	\$ 12,940	\$ 590	4.80%
One Bedroom	\$ 16,210	\$ 16,990	\$ 780	4.80%
Two Bedroom (per person)	\$ 9,530	\$ 9,990	\$ 460	4.80%
ODS Single	\$ N/A	\$ 9,990	\$ N/A	N/A
Weighted Average of Beacon Hall Beds				4.80%

* Rates do not include the \$150 HRL Application Fee

** SMSC rate is modeled after BOV Angel Cabrera Global Center rates in Fairfax: \$13,250 for single.

FY27 Housing Details

- FY27 room rates for bed types on the **Fairfax and SMSC campuses** are proposed at a **4% increase**; this includes the BOV Traditional Double rate. Proposed Beacon Hall rates increased 4.8% on average as part of a 5-year rebalancing plan to be closer to PWC market rates.
- **Fairfax** campus will offer roughly **5,825 revenue beds** and 190 RA beds.
- **First-year freshmen undergraduates are required to live on campus** but can request an exemption if they: live locally with parents/family, are veterans, are 20 years of age or more, are married, have dependent family, or have financial or health reasons.
- **Summer rates** are offered on all three campuses and are based on the number of days in the term derived from the academic year rates.
- **Graduate student beds** are offered on the Fairfax Campus in **the Townhouses** (located off Chain Bridge Road).
- **Beacon Hall** graduate housing on the Science and Technology Campus will offer **145 revenue beds** and 4 graduate RA beds. As before, FY27 leases at Beacon Hall will run 9.5 months (August 1 thru mid-May), including early arrival and fall winter break in their rate.
- For FY27, all **SMSC rooms** (Front Royal) will be configured as singles, with pricing modeled off the Angel Cabrera Global Center single room rate.

FY27 Proposed Board Meal Plans

Proposed meal plan rates increase 4%:

- 4% is based on BLS' Consumer Price Index, 12-month average
- Daily increase per student is \$1.06

University policy requires all students living in on-campus housing without a full kitchens in the room to have a residential meal plan.

ACADEMIC YEAR BOARD RATES (Fall and Spring Semesters Combined)	FY26	FY27	\$ CHANGE	% CHANGE
Independence Dining Plans (Includes Minimum \$100/Semester Dining Dollars)				
Independence	\$ 6,050	\$ 6,290	\$ 240	4.0%
Extended	\$ 6,330	\$ 6,580	\$ 250	3.9%
Ultimate	\$ 7,280	\$ 7,570	\$ 290	4.0%
Liberty Meal Plans (Includes Dining Dollars)				
Liberty Weekly 9	\$ 6,050	\$ 6,290	\$ 240	4.0%
Liberty Weekly 14	\$ 6,050	\$ 6,290	\$ 240	4.0%
Patriot Meal Plans (Includes Minimum \$100/Semester Dining Dollars)				
Patriot Meals 25	\$ 790	\$ 820	\$ 30	3.8%
Patriot Meals 55	\$ 1,310	\$ 1,360	\$ 50	3.8%
Patriot Meals 85	\$ 1,820	\$ 1,890	\$ 70	3.8%
Dining Dollars Declining Balance Plans				
Dining Dollars 350	\$ 700	\$ 700	\$ -	0.0%
Dining Dollars 500	\$ 1,000	\$ 1,000	\$ -	0.0%
Dinning Dollars 750	\$ 1,500	\$ 1,500	\$ -	0.0%
Dining Dollars 1000	\$ 2,000	\$ 2,000	\$ -	0.0%
Dining Dollars 1500	\$ 3,000	\$ 3,000	\$ -	0.0%
Dining Dollars 2000	\$ 4,000	\$ 4,000	\$ -	0.0%
Smithsonian Mason School of Conservation Plan (No Dining Dollars)				
SMSC	\$ 6,230	\$ 6,480	\$ 250	4.0%

FY27 Board Meal Plan Details

- **Independence meal plans**, including \$100 in Dining Dollars, increase 4% in FY27 based on current CPI trends. Independence plans are "all-you-care-to-eat" dining hall plans, with 24-hour access.
- **Liberty plans** rates equal the Independence rate. These plans are designed for upperclassman students living in housing with no kitchens and have more flexibility with a set weekly number of dining hall meals (swipes) and higher retail Dining Dollars.
- **Patriot plans** are optional for students living in housing apartments or townhouses and off-campus students. These plans have a set number of dining hall meals (swipes) per semester.
- **Dining Dollars Declining Balance** retail plan rates are priced dollar-for-dollar and funds are tax-exempt.
- University policy requires **all students living in on-campus housing without full kitchens in the room to have a residential meal plan.**
 - All **first-year students**, including those in halls with kitchens, are required to have an Independence meal plan.
 - **Sophomores** residing in traditional rooms or suites are required to have an Independence meal plan.
 - **Juniors and seniors** living in traditional rooms or suites may purchase Independence or Liberty meal plans.
 - **Students** (other than freshmen) **living in those residence halls with full kitchens**, Liberty Square, Northern Neck, Potomac Heights, Rogers, and Townhouses, **are not required** to purchase a meal plan but may purchase any plan.

FY27 Board Meal Plan Details (continued)

- **Exemptions** to the meal plan policy are considered only for **medical considerations** with proper medical documentation supporting the request, or for students engaged in a **university sponsored off-campus practicum or internship at a minimum three days a week**. A student must apply through the Mason Card Office to the Exemption Committee to be considered exempt from a meal plan. University Life's **Disability Services office will review those who apply for an exemption/change** to their meal plan based on medical documentation.
- The **Independence** plans provide students **unlimited access during operating hours** to "all-you-care-to-eat" dining halls to eat at their convenience, as often as they desire. Independence plans will have four choices of Dining Dollars (\$100, \$200, \$350, \$500) with a minimum of \$100 per semester required.
- **Liberty** plans are **priced to equal the Independence plan** but have more flexibility. Liberty Weekly 9 will include nine weekly meals and Liberty Weekly 14 will include 14 weekly meals. The semester Dining Dollars are increasing \$55 to \$1,440 for Liberty Weekly 9, and \$25 to \$635 for Liberty Weekly 14.
- The optional **Patriot** meal plans will have four choices of Dining Dollars (\$100, \$200, \$350, \$500) with a minimum of \$100 per semester required.
- Students with **Independence, Liberty, Patriot or Dining Dollar** plans have the option of purchasing **additional Dining Dollars** in increments of \$100, \$200, \$350, \$500 throughout the semester.
- **Dining Dollars 350 and Dining Dollars 500** will be offered during the **2026 summer sessions**.



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Audit, Risk, and Compliance Committee of the Board of Visitors Meeting

February 26, 2026

Merten Hall 1201

AGENDA

- I. Call to Order
- II. Approval of Audit, Risk, and Compliance Committee Minutes
 - a. Approval of Committee Minutes for May 1, 2025 Meeting (Action Item)
- III. New Business
 - a. Review of Committee Roles, Functions, and Responsibilities
 - b. Approval of Office of Audit and Compliance Charter (Action Item)
 - c. Auditor of Public Accounts Discussion
 - d. Enterprise Risk Management Update
- IV. ARCC Charter and Regular Reports
 - a. Review of Audit, Risk, and Compliance Committee Charter
 - b. Office of University Audit Summary Report
 - c. Office of Institutional Compliance Summary Report
 - d. Quarterly ITS Audit Open Issues- Follow Up- *Confidential – Restricted Data: excluded from disclosure under the Virginia Freedom of Information Act (Code of Virginia: 2.2-3705.2.2 and 2.2-3705.2.14b) due to descriptions of security mechanisms and vulnerability assessment information.*
- V. Adjournment

The Audit, Risk, and Compliance Committee meeting of the Board of Visitors will be in-person. Members of the public are welcome to observe in person or may view the meeting live at the following link: <https://bov.gmu.edu/live/>. Overflow gallery seating is located in Merten 1204. Please be aware that agenda timing is for planning purposes only, the formal meeting could conclude before or after the time noted so participants should plan accordingly.

Written comments will be accepted until the full board meeting adjourns on November 26, 2026. To submit a written public comment, please complete the form at <https://forms.office.com/r/g7ZfjPnJEx> Written comments will be entered into the public record of this meeting.

No oral public comment will be taken at this meeting.

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

May 1, 2025
MINUTES

PRESENT: Chair Oberoi, Vice Chair Alachay, Visitors Blackman, Brown, and Meese.

ALSO PRESENT: Rector Stimson; Visitors Burke, Ohlhausen, Pence, Peterson, Prowitt, and Rosen; President Washington; Vice President and Chief Brand Officer Allvin; Provost and Executive Vice President Antony; Undergraduate Student Representative Cuesta; Interim Vice President for Enterprise Risk Management Dade; Associate Vice President for Research Integrity and Assurance DiTeresi; Faculty Liaison Douthett; University Counsel Gentry; Associate Vice President and Controller Klock-Taube; Associate Vice President of Research Services Laskofski; Vice President and Chief Information Officer Madison; Vice President for Research Marshall; Special Presidential Advisor Owen; Assistant Vice President for Research Security Perez; Associate University Counsel Schlam; Faculty Senate President Simmons; Staff Senate Chair Spence; Interim Senior Vice President and Chief Financial Officer Stephens; Executive Vice President for Strategic Initiatives and Chief of Staff Walsh; Senior Vice President and Chief Operating Officer Zobel; Auditor of Public Accounts Representative Borgerding; Chief Audit and Compliance Officer Dittmeier; Deputy University Auditor Butler; and Associate Vice President for Institutional Compliance Lacovara.

I. Chair Oberoi called the meeting to order at 10:00 a.m.

II. **Approval of Minutes**

Chair Oberoi called for any corrections to the minutes of the February 27, 2025 Audit, Risk, and Compliance Committee meeting. Hearing none, the **MINUTES STOOD APPROVED AS WRITTEN.**

III Old Business

A. Auditor of Public Accounts Examination Update

Mr. Borgerding discussed with the Committee the Auditor of Public Accounts' audit of the financial statements for the year ended June 30, 2024. He stated the Auditor anticipates issuing an unmodified opinion on the financial statements, contingent on the completion of final procedures. The Auditor also plans to issue an Internal Control and Compliance Report covering internal controls over financial reporting; contingent on the completion of final procedures; the Auditor's procedures had not identified any material weaknesses. The 2023 Report included a significant deficiency recommending improvements to IT Risk Management and Contingency Planning Program activities; adequate corrective action was taken to address this deficiency. As of April 25, 2025, the 2024 Report will likely include two new significant deficiencies not previously reported to the Committee related to controls over internally generated software and interdepartmental communication and accountability. The Committee expects to monitor management's remediation of these matters until they are remediated.

Mr. Borgerding discussed with the Committee the scope and conduct of the financial statement audit as of April 25, 2025, including proposed audit adjustments, the Auditor's concurrence with management's application of accounting principles; the basis and reasonableness of accounting estimates; and the adequacy of disclosures in the notes to the financial statements. He also reported that, as of April 25, 2025, the audit's procedures had not identified fraudulent transactions or illegal acts; and that there were no disagreements with management about auditing, accounting, or disclosure matters.

IV New Business

A. Research Compliance Update

Associate Vice President DiTeresi and Assistant Vice President Perez provided an overview of changes in the research landscape over the last few years, particularly related to international research collaborations and the national and economic security interests in safeguarding the research enterprise from foreign adversaries. This focus began to increase under the first administration of President Trump with the National Security Presidential Memorandum 33 and expanded with the more recent CHIPS and Science Act of 2022. US research universities are mandated to have research security programs which cover: cybersecurity, foreign travel security, research security training, and export control training. While more work is to be done, in an environment of rapidly changing complex

AUDIT, RISK, AND COMPLIANCE COMMITTEE

May 1, 2025

Page 3

requirements and expectations, the university continues to develop and refine appropriately responsive processes, tools, culture, and collaborations to protect researchers and the university while not overly restricting research activity or increasing administrative burden.

The Committee discussed with Dr. DiTeresi and Ms. Perez the interests in this area of the US House Select Committee on the Chinese Communist Party and the challenges of safeguarding research while avoiding discrimination; the need for a framework for managing the national and economic security interests posed by university's collective amount of research and international collaborations, particularly with China; and the nature of the oversight of relevant Mason Korea activities.

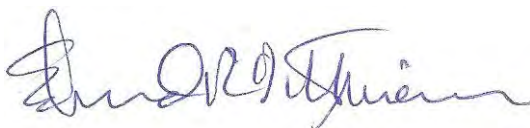
V. Reports

Chair Oberoi asked for the highlights of the reports received by the Committee to be discussed:

- Office of University Audit Summary Report.
Mr. Butler reported that one report and four memos had been issued since the prior Committee meeting. Two substantial IT-related projects are near completion and multiple additional projects are in progress. He also reported that the three investigations had been completed since the prior Committee meeting.
- Enterprise Risk Management Program Summary Report.
Dr. Dade reported that action plan owners continue to make progress towards the mitigation strategies. The three top risks remain funding resources, competition, and cybersecurity.
- Office of Institutional Compliance Summary Report.
Mr. Lacovara reported that action plans were progressing to address the compliance and ethics enterprise risk.
- Information Technology Risk and Control Infrastructure Program Update.
Dr. Madison reported that a new Chief Information Security Officer had been hired, effective May 12, 2025, to succeed the previous Chief Information Security Officer who retired in January 2025. The new Chief Information Security Officer has more than 25 years of IT security-related experience at R1 universities.

VI. Adjournment

Chair Oberoi adjourned the meeting at 10:40 a.m.



Edward R. Dittmeier, Secretary pro tem



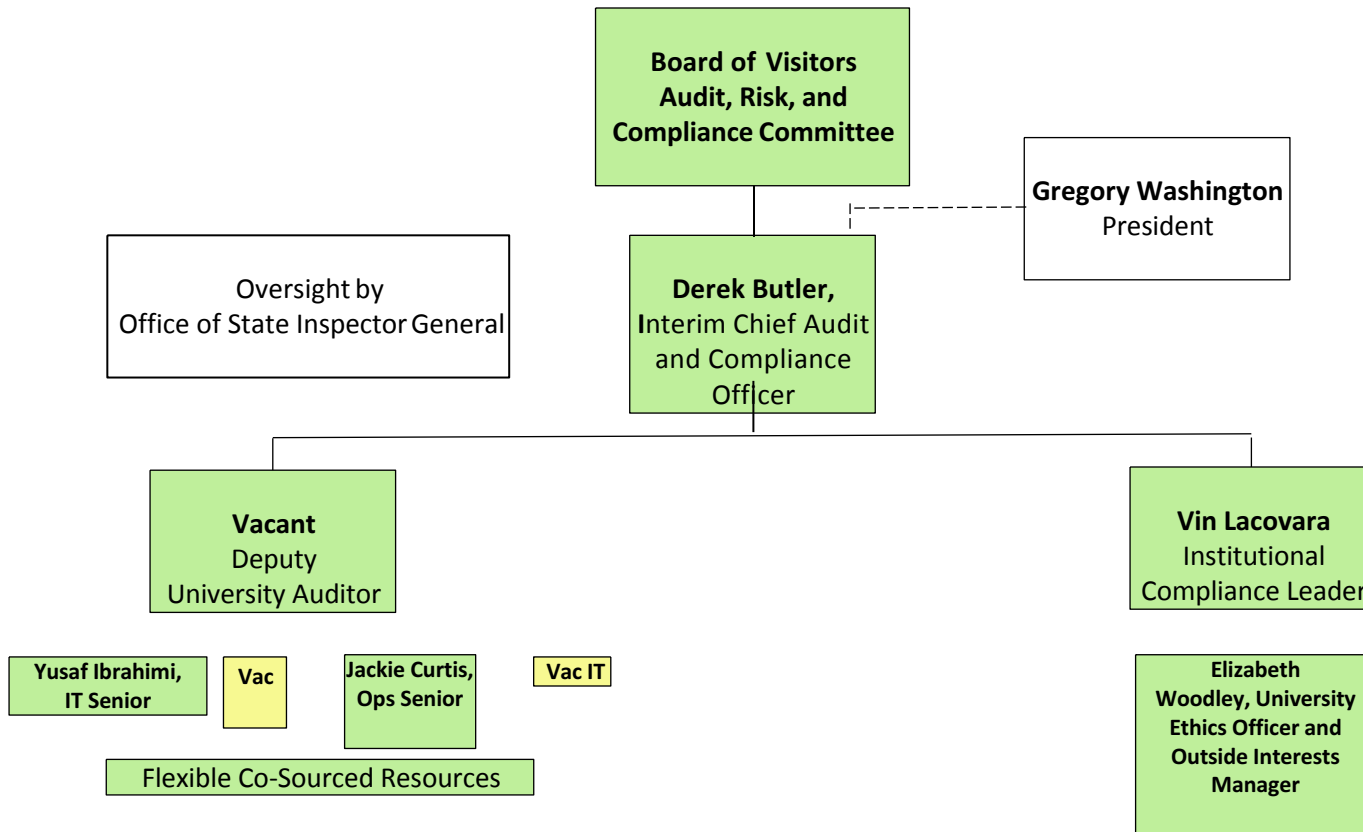
Office of University Audit

**Office of University Audit and Compliance:
Roles, Functions, and Responsibilities**

**Report to Audit, Risk and Compliance Committee
February 26, 2026**

Purpose: The Office of Audit and Compliance (OAC) provides risk-based assurance services through independent and objective internal audits; advisory activities; and planning and oversight of the university's institutional compliance and ethics program. 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.

<p>Internal Audit</p>	<p>Provides independent, objective, risk-based assurance and advisory services designed to add value and improve the university's operations. Internal Audit utilizes a systematic, disciplined, and collaborative approach to evaluate and improve the effectiveness of university governance, risk management, control, and compliance processes.</p>
<p>Institutional Compliance</p>	<p>Provide oversight of the university's institutional compliance program and the distributed processes that support compliance throughout the university by:</p> <ul style="list-style-type: none"> *Planning, facilitating, and overseeing regular university-wide assessments of compliance risks, and ensuring management ownership for monitoring and managing compliance risks. *Advising risk owners in their design and implementation of risk-based distributed compliance programs * 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.
<p>Ethics and Conflict of Interest Management</p>	<p>Provide oversight of the university-wide processes that promote an ethical climate, including the university's code of ethics and policies for conflicts of interest and conflicts of commitment, and facilitating conflict evaluation and management processes.</p>



Effective February 2026

Types of Audits and Other Work Performed and mapping to University Risks

The Office of University Audit uses a “top down” and a “bottoms up” approach to develop its independent risk assessment used for determining projects for providing assurance services related to the effectiveness of university’s governance, risk management, and control processes.

Audit Area	Recent Work Performed in Last 18 months	Mapping to Enterprise Management Risk
Information Technology (*Note- IT receives additional oversight from Audit, Risk, and Compliance Committee)	<ul style="list-style-type: none"> *IT Risk and Control Infrastructure Monitoring *Updated IT Risk Assessment Procedure and Systems Categorization Methodology *Banner Core Operating Effectiveness Testing *ITS Portfolio and Project Management Methodology Control Testing * Change and Configuration Management *IT Account Management * Technology Incident Management 	*Cybersecurity & IT Infrastructure
Academic Areas	<ul style="list-style-type: none"> *Student Housing & Residence Life *Technology Talent Investment Program *Enrollment Reporting *Masters Enrollment (Advisory Project) 	<ul style="list-style-type: none"> *Funding Resources *Competition *Student Success *Business Practices * Campus Safety & Security
Administrative Areas	<ul style="list-style-type: none"> *Accounts Payable and Procurement *Investment Management & Cash Forecasting *Foreign Gifts and Contract Reporting *Business Continuity Planning 	<ul style="list-style-type: none"> *Governance *Business Practices *Global Volatility
Research Areas	<ul style="list-style-type: none"> *International Travel 	<ul style="list-style-type: none"> *Business Practices *Governance
Investigations related to Fraud, Waste, and Abuse	Receive from Office of State Inspector General (OSIG)	*Compliance
Other Administrative Projects	<ul style="list-style-type: none"> *ARMICS Governance Committee *Audit Follow Up and Reporting 	<ul style="list-style-type: none"> *Governance *Compliance

The Office of Institutional Compliance and Ethics is a strategic resource and guide, helping the George Mason community identify and manage compliance risks and act ethically by implementing an effective Compliance and Ethics Program.

Program Area	Recent Work Performed in Last 18 months	Mapping to Enterprise Management Risk
Assessment and Monitoring	<ul style="list-style-type: none"> • 482 laws and regulations tracked, and ownership confirmed for 479. • Assessments completed for conflict of interest, institutional privacy, and HIPAA;; reassessments in progress for priority areas, and for institutional compliance and ethics. • All external reviews tracked, monitored, and reported to leadership and ARCC quarterly. 	<ul style="list-style-type: none"> • Compliance • Governance • Business practices
Training and Communication of Program and Resources	<ul style="list-style-type: none"> • George Mason-specific compliance and ethics training developed. • improved conflict of interest and commitment training in development. • Tracking, reporting, and non-completion escalation framework developed. • Formal compliance communication cadence in development. 	<ul style="list-style-type: none"> • Compliance • Governance • Business practices
Reporting capability, Investigations, and remediation	<ul style="list-style-type: none"> • RFP for outsourced, anonymous reporting mechanism underway. • Non-compliance escalation protocol in development. 	<ul style="list-style-type: none"> • Compliance • Governance • Business practices
Codes, Standards, and Policies	<ul style="list-style-type: none"> • Code of Ethics and Core Values under formal review as part of work to determine what it means to “act with integrity.” • Codes and values of peer institutions benchmarked. • Ongoing support for revised, expanded university policy process. 	<ul style="list-style-type: none"> • Compliance • Governance • Business practices
Enterprise Risk and Program Planning	<ul style="list-style-type: none"> • Enterprise Risk Management Mitigation Action Plan (ERM MAP) for compliance updated for 2026-2027 with input from key risk owners. 	<ul style="list-style-type: none"> • Compliance • Governance • Business practices
Other Projects	<ul style="list-style-type: none"> • Framework for build out of formal privacy program in development. 	<ul style="list-style-type: none"> • Compliance • Governance • Business practices

ITEM NUMBER: III.D. Approval of Office of Audit and Compliance Charter

PURPOSE OF ITEM: This item requests Committee approval of the Office of Audit 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 and Compliance.

- The charter was last approved in November 2024.
- The charter conforms to the Institute of Internal Auditors' Global Internal Audit Standards related to the Committee's approval and oversight of internal auditing at George Mason.
- The charter also conforms to the directives of the Commonwealth's Office of the State Inspector General, which primarily are to conform to the Global Internal Audit Standards.

The charter has been reviewed with President Washington; he is fully supportive of the charter and is committed to providing the Office of Audit 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 and Compliance Officer must confirm the organizational independence of the internal audit function.

It is.

- Clear functional reporting to the Audit, Risk, and Compliance Committee, with full and free access to the Committee.
- Demonstrated oversight by the 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, data, records, information, reports, property, and personnel.
- Non-performance of management or operational responsibilities, including directing any non-Office of Audit and Compliance personnel.

RECOMMENDATION: Approval of the Office of Audit and Compliance charter.

Action Item

MOTION:

I move that the Office of Audit and Compliance Charter be approved.

GEORGE MASON UNIVERSITY
OFFICE OF AUDIT AND COMPLIANCE CHARTER

Adopted by the Audit, Risk, and Compliance Committee of the Board of Visitors

Delbert Parks, Chairman,
Audit, Risk, and Compliance Committee

Date

University Management is fully supportive of the Office of Audit 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 institutional compliance and ethics program. Through its administrative reporting relationship, the Office of Audit 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

Purpose:

The Office of Audit and Compliance (OAC) provides risk-based assurance services through independent and objective internal audits; advisory activities; and planning and oversight of the university’s institutional compliance and ethics program. 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 and Mandate:

OAC’s mission is to strengthen George Mason’s ability to create, enhance and sustain 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. OAC utilizes a systematic, disciplined, and collaborative approach to evaluate and improve the effectiveness of university governance, risk management, control, and compliance processes.
Institutional Compliance:	Provide oversight of the university’s institutional compliance program and the distributed processes that support compliance throughout the university by: <ul style="list-style-type: none">• Planning, facilitating, and overseeing regular university-wide assessments of compliance risks, and ensuring management ownership for monitoring and managing compliance risks.• Advising risk owners in their design and implementation of risk-based distributed compliance programs, and evaluating the effectiveness of such risk-owner programs to monitor and manage compliance risks in consideration of legal and regulatory effectiveness requirements.• Ensuring the effectiveness of the institutional compliance program as well as significant compliance risks or exposures and the steps management has taken to monitor and control such risks are communicated to the President and the Audit, Risk, and Compliance Committee.
Ethics and Conflict of Interest Management:	Provide oversight of the university-wide processes that promote an ethical climate, including the university’s code of ethics and policies for conflicts of interest and conflicts of commitment, and facilitating conflict evaluation and management processes.

Independence:

To provide for the independence of the OAC, the Chief Audit 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 OAC Charter, and the appointment, replacement, performance, and compensation of the Chief Audit and Compliance Officer, and (ii) reviews the Chief Audit 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. OAC supports management by providing oversight, facilitation, coordination, advice, assurance, and reporting for the President and the Audit, Risk, and Compliance Committee. Accordingly, the OAC 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 and Compliance Officer and OAC 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 and Compliance Officer and OAC staff are not authorized to:

- Perform any operational duties for the university.
- Initiate or approve accounting transactions external to the OAC.
- Direct the activities of any university personnel not employed by the OAC.

Standards of Practice:

The OAC 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 elements of the Institute of Internal Auditors International Professional Practices Framework, which are the Global Internal Audit Standards and Topical Requirements. To assess such conformance, the Office of University Audit maintains a quality assurance and improvement program that includes (i) internal self-assessments and (ii) external assessments performed by independent third-party assessors. The quality assurance and improvement program covers all aspects of internal audit activities. Results of quality assurance and improvement program are communicated to management and the Audit, Risk, and Compliance Committee.

The OAC 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 10, 2025. The charter will be reviewed annually and revised when necessary.

ITEM NUMBER: III.A.

Auditor of Public Accounts Examination Report

PURPOSE OF ITEM:

Brief the Audit, Risk, and Compliance Committee regarding the audit of George Mason's financial statements for the year ended June 30, 2025. There will also be a recap of the significant items from the audit of George Mason's financial statements for the year ended June 30, 2024.

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.

Deputy Director Zach Borgerding is representing the Auditor of Public Accounts. He will report on the status and results of the Auditor of Public Accounts' examination.

ACTION:

Receive briefing and discuss.



Presentation to the Board of Visitors George Mason University

February 26, 2026

Zach Borgerding, Deputy Auditor

Auditor of Public Accounts

Fiscal Year 2024 Audit Update

- We have issued an unmodified opinion dated October 3, 2025, that is included in the University's fiscal year 2024 financial statements which are available on our website
- We have issued a Report on Internal Controls and Compliance which is available on our website
- We identified certain conditions and experienced difficulties obtaining evidence regarding a sponsored program, which resulted in significant audit delays and a written comment to management



Comment to Management

Title: Ensure Oversight of Sponsored Programs in Emerging Areas

Facts and Circumstances:

- Mason procured a high-risk subcontractor non-competitively
 - Mason did not identify the subcontractor as high-risk for multiple years despite the subcontractor being in poor financial health
 - The resulting contracts involved classified information
 - Mason paid the subcontractor \$42 million from FY2020 – FY2024
 - Mason did not record, track, or report the resulting intangible assets (see separate finding on slide 6)
 - Due to high-risk nature of the contracts, we requested support of deliverables and the subcontractor’s financial information
 - Mason initially planned to provide requested support
 - Mason ultimately restricted audit access due to lack of approval from federal sponsor and subcontractor
-
- The diagram consists of three blue brackets on the right side of the slide, each grouping a set of bullet points. The first bracket groups the first five bullet points and is labeled 'Mason Risks'. The second bracket groups the sixth and seventh bullet points and is labeled 'Audit Response'. The third bracket groups the eighth bullet point and is labeled 'Restriction of Evidence'.
- Mason Risks**
- Audit Response**
- Restriction of Evidence**

Comment to Management (continued)

Title: Ensure Oversight of Sponsored Programs in Emerging Areas

BOV and Management Considerations:

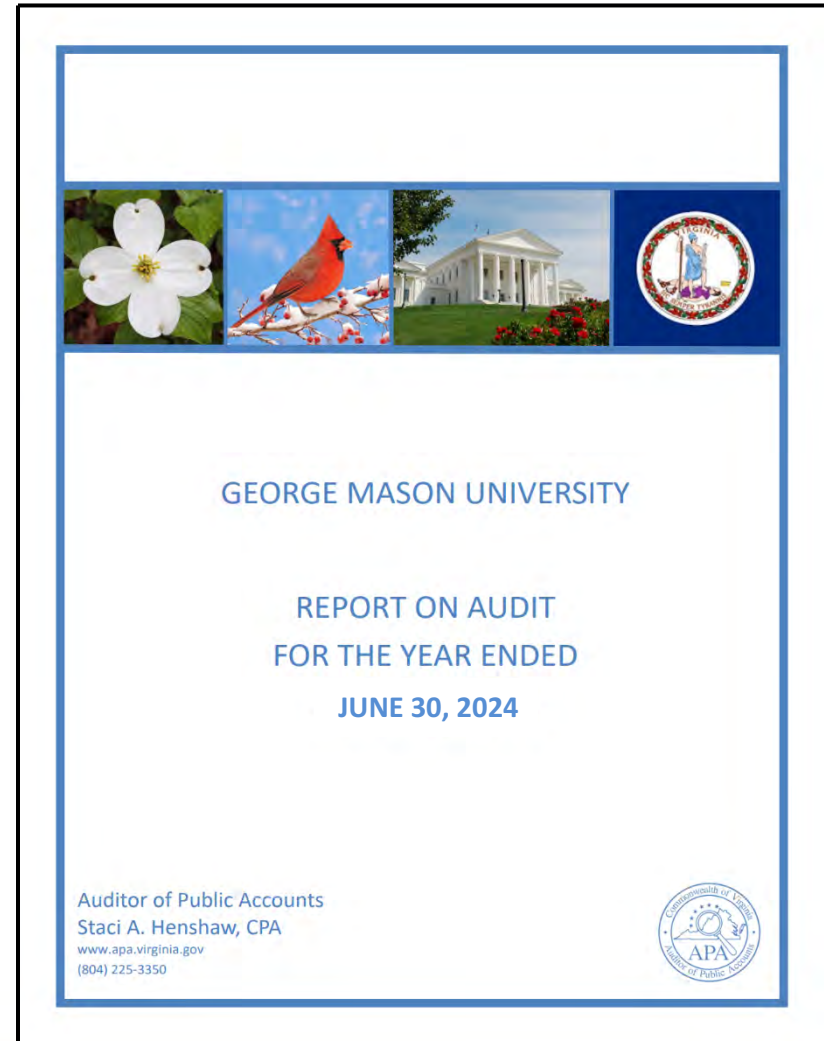
- The audit team received conflicting messages from Mason staff and the federal sponsor about classification levels of contract information
- Management interpreted a non-disclosure agreement (NDA) with the subcontractor to override the Code of Virginia
- An August 2025 BOV resolution clarified that a security clearance should not be required to review related statements of work and financial information
- This restriction put Mason at risk of a modification to the audit opinion
- Depending on the strategic vision of BOV and Management, opportunity exists for Mason to expand its involvement in classified contracts
- When expanding into classified programs or other emerging areas, the BOV and management should evaluate transparency and oversight capabilities

Patriot Labs – 501c3 Organization Resolution

- On October 15, 2025, the Mason Executive Committee approved establishing an affiliated non-profit research corporation (Patriot Labs)
- Committee Meeting Minutes indicate the following:
 - The need for Patriot Labs was identified in response to the classified sponsored program addressed in our Comment to Management
 - Mason intends to establish an affiliation agreement with Patriot Labs
- At a minimum, our audit will follow-up on the following:
 - Legal structure and governance of Patriot Labs including audit requirements
 - Degree of Mason control asserted through the affiliation agreement
 - Whether Mason or Patriot Labs will be the prime recipient of awards
 - How the arrangement affects the risks within our Comment to Management
 - Financial reporting implications of the new potential component unit

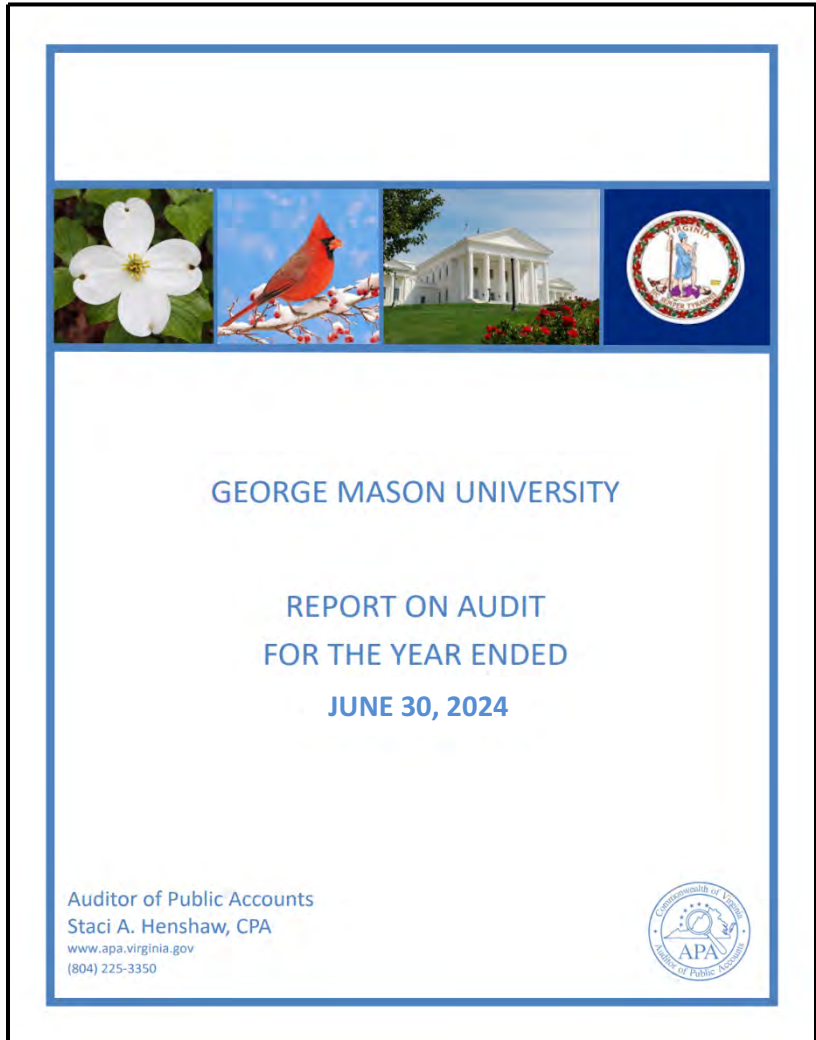
Report on Internal Controls and Compliance

- **Improve Controls Over Internally Generated Software (Significant Deficiency)**
 - Relates to same program discussed in the Comment to Management
 - \$4.35 million spent during FY24
 - Resulting intangible assets subsequently became obsolete, which management attributes to rapidly advancing technology
 - Mason did not record, track, or report resulting assets, including subsequent impairment
 - **Recommendation: Evaluate Project Management Policy and expand education and communication in a decentralized environment**



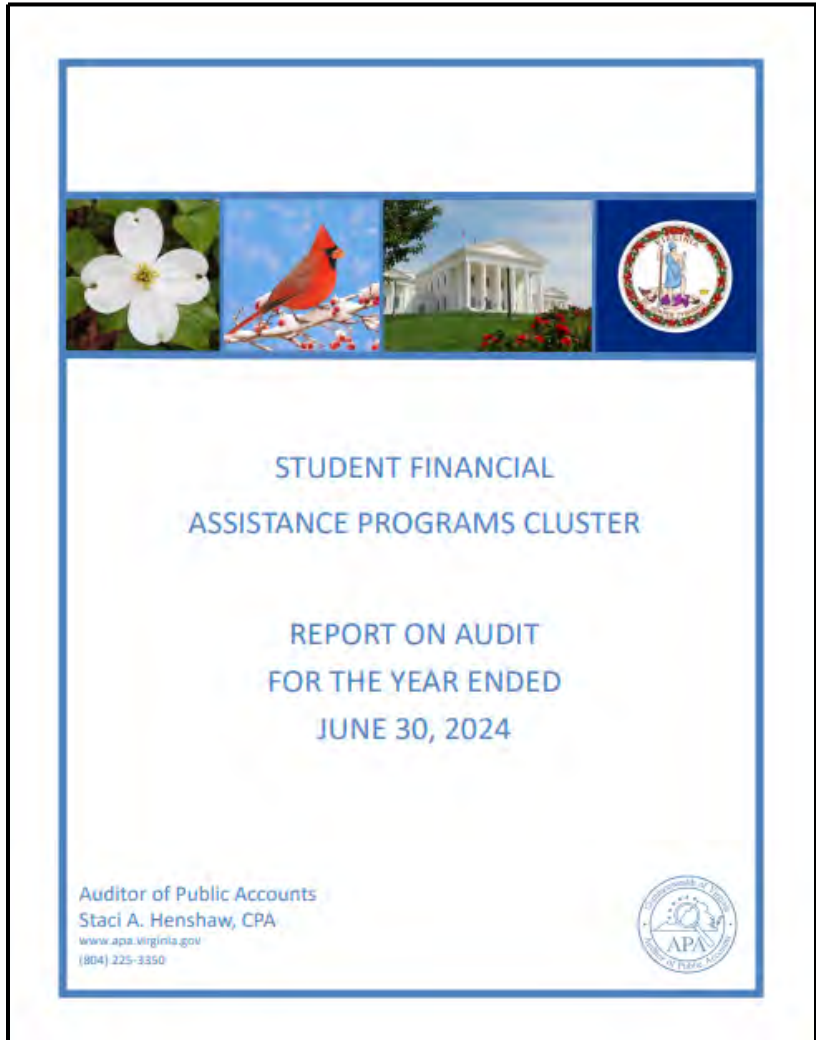
Report on Internal Controls and Compliance

- **Improve Interdepartmental Communication and Accountability (Significant Deficiency)**
 - Fiscal Services is not receiving timely, accurate, or complete information from departments
 - Untimely deactivation of access for electronic banking information
 - Untimely or incomplete information in capital assets and accounts payable
 - **Recommendation: Evaluate communication expectations, mediums, and processes in a decentralized operating environment**



Report on Internal Controls and Compliance

- **Student Financial Aid Findings (Carried Forward from Previous Report)**
 - Improve Reporting to National Student Loan Data System
 - Promptly Identify Title IV Withdrawals
 - Properly Complete Federal Verification Prior to Disbursing Title IV Aid
- Corrective action remains ongoing



George Mason University

Audit of Fiscal Year 2025 Financial Statements

AUDIT ENGAGEMENT ENTRANCE



Audit Objectives

- **Basic Financial Statements**
 - Primary objective of audit is to provide an opinion on fair presentation in accordance with GAAP
 - We assess risk of material misstatement at the line item level and design an audit approach responsive to those risks
 - Procedures include a combination of tests of detailed transactions and balances, as well as internal control processes

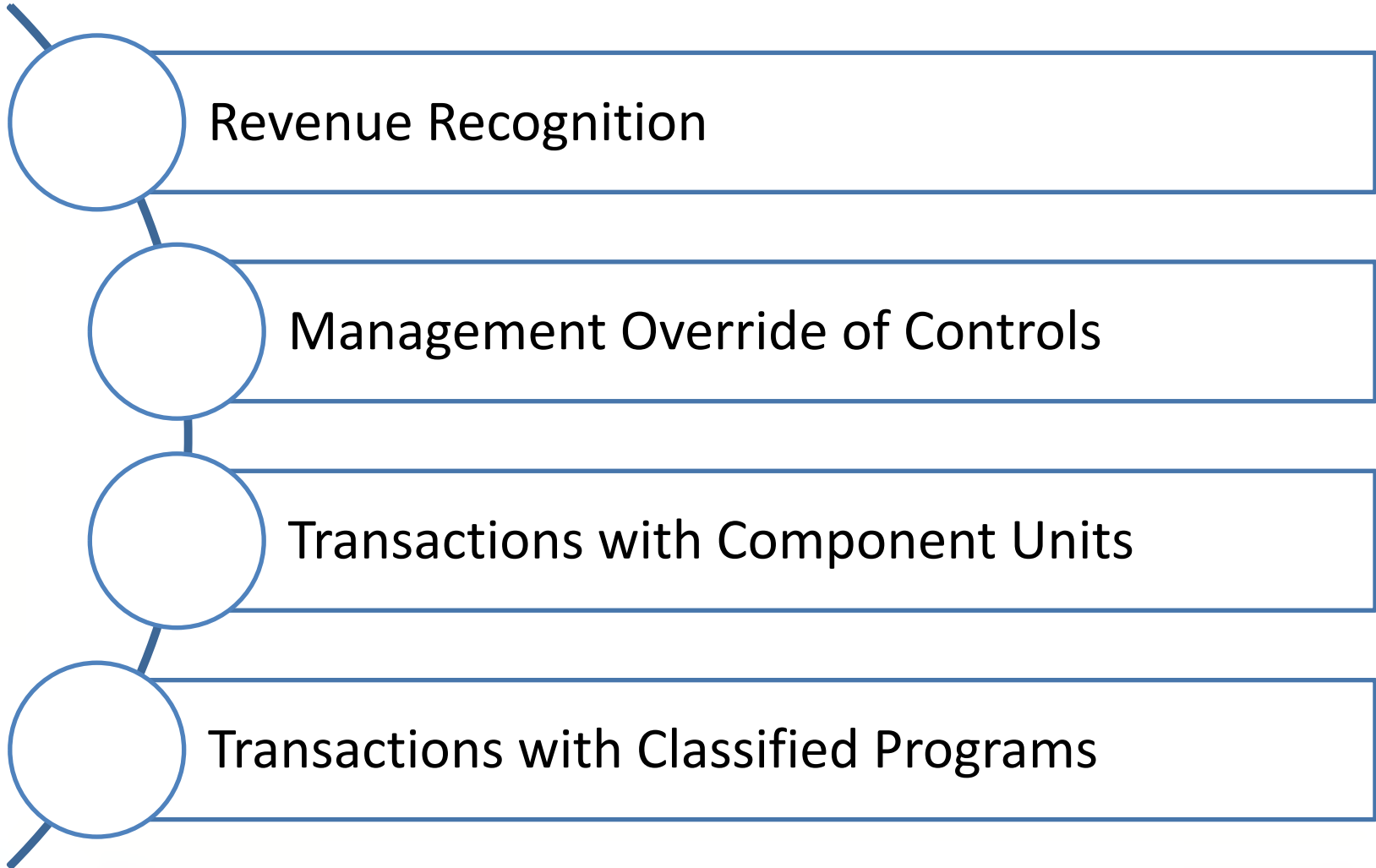
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Audit Objectives

- **Required Supplementary Information (RSI)**
 - We review for consistency with the basic financial statements
 - We perform limited procedures, including management inquiries and review of support
 - We do not provide an opinion concerning RSI

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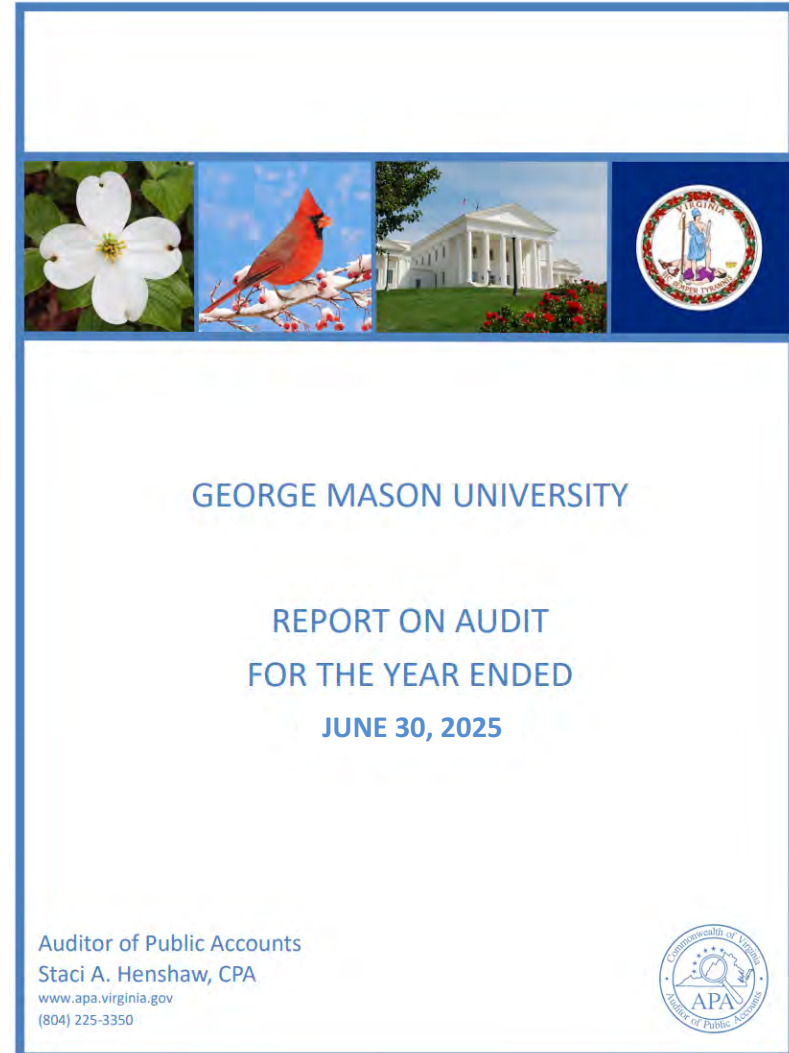
Significant Risks (Areas of Special Audit Attention)



Audit Objectives

- **Report on Internal Controls and Compliance**

- We do not provide an opinion on internal controls
- We are required to report any findings that we deem to be significant deficiencies or material weaknesses
- Though not required, we anticipate issuing this report the same week we release the audit opinion

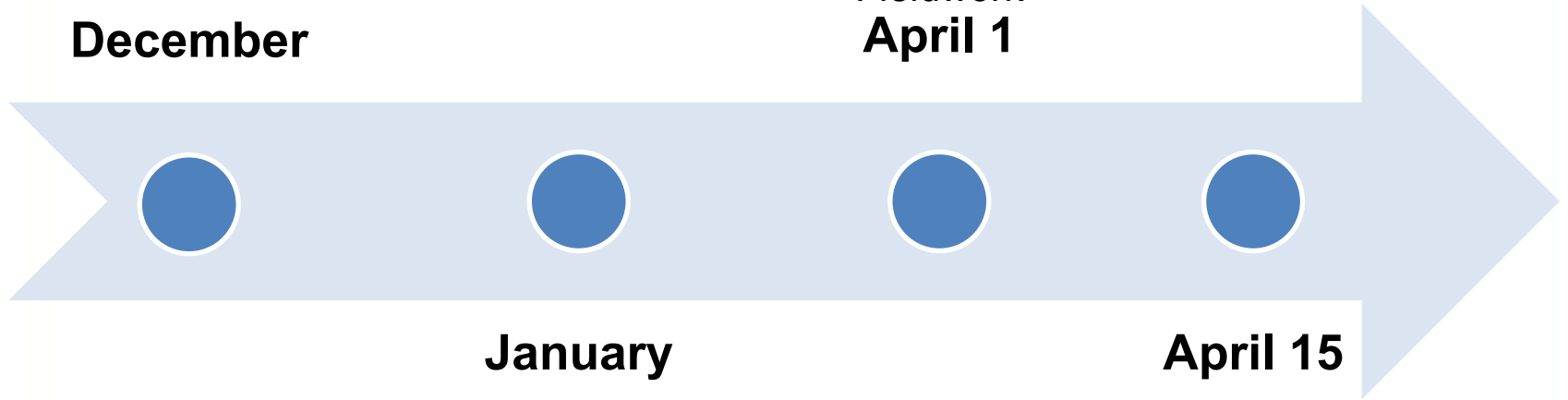


Audit Timeline

Initial Planning
and Data
Requests

December

End of
Fieldwork
April 1



January
Fieldwork Begins

April 15
Issue Audit
Reports



Management Communication

- Entrance/Exit with Management
- Periodic status updates
- When potential concerns are noted:
 - Confirm condition
 - Obtain response
 - Evaluate magnitude and pervasiveness



Audit, Risk, & Compliance Committee Communication

- If you are aware of risks our audit should address, please share those with us
- Unless there are findings requiring your immediate attention, we will present our results to you at the conclusion of the audit
- If earlier communication is warranted, we will coordinate with internal audit to ensure the Committee is informed in a timely manner



Intended Use Statement

This presentation is intended solely for the information and use of those charged with governance and management, and is not intended to be, and should not be, used by anyone other than these specified parties.



Enterprise Risk Management Update
Report to the Audit, Risk, and Compliance Committee of the Board of Visitors
February 26, 2026

Background

Enterprise Risk Management (ERM) is a continuous, iterative process that George Mason University and other organizations use to identify, assess, prioritize, respond to, and monitor enterprise-level risks that could affect the ability to fulfill our mission and achieve strategic objectives. Effective ERM promotes risk awareness, enhanced decision making, alignment with strategic goals, improved efficiency, and optimized resource allocation. Working with university leaders, subject matter experts, and risk owners, George Mason's ERM program facilitates a holistic and deep understanding of the strategic, operational, financial, compliance, and reputational risks the university faces and is designed to reduce the likelihood and impact of those risks.

George Mason's ERM program was established in 2015 and has evolved substantially since its inception. What began as a foundational effort to identify and categorize university-level risks has grown into a mature, structured program that integrates risk awareness into operations across the institution.

Over the years, the ERM program has strengthened its processes, broadened campus engagement, and enhanced the tools and frameworks used to evaluate institutional risks. As a result, ERM is now actively and consistently leveraged to support strategic institutional decision-making. University leaders and key stakeholders regularly use ERM insights to inform planning, allocate resources, anticipate emerging challenges, and ensure alignment with George Mason's mission and strategic goals.

Program Purpose

The purpose of George Mason's ERM program is to provide a comprehensive, structured approach for understanding and managing the university's most significant risks. To achieve this, the ERM program is designed to:

- Identify enterprise-level risks that may affect the institution's long-term viability, operational effectiveness, and ability to achieve its strategic objectives. This includes assessing both current and emerging risks across academic, operational, financial, compliance, and reputational areas.
- Plan, coordinate, and oversee the implementation of the university's ERM process. This involves facilitating risk assessments, guiding divisions and units through the risk identification and evaluation process, and advising risk owners on the development, implementation, and monitoring of effective risk mitigation strategies.
- Communicate significant enterprise risks and related mitigation efforts to senior leadership. The ERM program provides regular updates to the President, the Senior Leadership Team, and the Audit, Risk, and Compliance Committee (ARCC) of the Board of Visitors, ensuring that leadership is informed about major exposures, mitigation activities, and changes in the university's risk environment.

- Identify and elevate emerging risks that may not yet be fully understood or widely recognized but could materially impact the institution if not monitored. This forward-looking perspective helps ensure the university is prepared for evolving challenges and can respond proactively.

Together, these functions enable the ERM program to support informed decision-making, strengthen institutional resilience, and align risk management practices with the university's mission and strategic priorities.

Enterprise Risk Management Organizational Structure

The current global and national landscape is marked by increasing complexity, rapid change, and heightened volatility. These conditions have contributed to a growing sense of uncertainty for nations, organizations, and leaders alike. In response, George Mason University has prioritized strengthening its approach to enterprise risk management as a key component of its strategy for navigating this uncertainty.

One important facet of this strategy is the development of a highly integrated organizational structure for risk-related functions. Under this model, closely aligned activities (including enterprise risk management, policy management, and code compliance) are consolidated under the leadership of the Interim Vice President for Enterprise Risk Management. This structure supports coordination, improves information flow, and enables a more holistic understanding of institutional risks and mitigation efforts across the university.

Dr. Aurali Dade, serving as the Interim Vice President for Enterprise Risk Management, brings over 25 years of proven leadership and administrative effectiveness at George Mason and other organizations. In this role, Dr. Dade oversees the university's comprehensive portfolio of enterprise risk mitigation activities and leads the routine reporting of institutional risks to the Senior Leadership Team, the Executive Council, and the Board of Visitors. Her responsibilities ensure that significant risks, mitigation strategies, and emerging trends are regularly communicated to decision-makers.

The Interim Vice President for Enterprise Risk Management reports to the Senior Vice President and Chief Operating Officer. To promote strong connectivity and university-wide risk awareness, Dr. Dade also works closely with the Provost, Chief Financial Officer, and Chief of Staff, and meets regularly with leaders and analysts across strategic, financial, reputational, and operational domains. This collaborative engagement enables the seamless integration of risk considerations into planning, resource allocation, and institutional decision-making, helping to strengthen George Mason's resilience and strategic effectiveness.

Enterprise Risk Management Approach

George Mason's ERM program follows a structured and well-established process that includes risk identification, assessment, prioritization, response planning, and ongoing monitoring. This ERM framework provides a consistent foundation for understanding institutional risks and aligning mitigation strategies with the university's mission and strategic goals.

Each ERM cycle begins with a comprehensive review and update of the university's risk register. During this phase, risk owners and stakeholders reassess existing risks, identify new or emerging risks, examine underlying risk drivers, and evaluate the effectiveness of current controls. This

process also includes determining and prioritizing the most critical mitigation strategies needed to address the university's highest enterprise-level risks.

Given the evolving external risk environment, a new cycle is now underway to ensure that George Mason remains aligned with its strategic direction while keeping its risk profile current and responsive to emerging challenges and opportunities.

The insights gathered through this process directly inform the development of the university's risk strategies for FY26–FY27.

By maintaining a consistent, documented, and cyclical approach to risk management, the ERM program ensures that risk considerations are embedded in planning and decision-making across the university. This disciplined structure strengthens transparency, supports leadership engagement, and enhances George Mason's ability to proactively manage institutional risks over time.

FY26 Activities

In April 2025, the ERM program launched a consultative process that engaged more than 50 university leaders, along with the Senior Leadership Team, to reassess the institution's risk landscape. This effort resulted in an updated risk register that will guide ERM activities for the next two fiscal years. As shown in Table 1 and Figure 1, the current highest-priority risks are Funding Resources, Governance, and Competition. Table 2 illustrates how the prioritization of the top ten risks has shifted from FY24–25 to FY26–27.

Over the past five months, Dr. Dade has conducted a series of working sessions to develop detailed risk strategies for each of the ten enterprise-level risks. These strategies include refining and documenting risk definitions, identifying risk drivers, evaluating current controls, and developing targeted mitigation action plans. The sessions involved executive risk owners (senior university leaders) and subject-matter experts to ensure that the resulting strategies are actionable, evidence-based, and aligned with institutional goals outlined in the Strategic Direction.

The university continues to experience a perceived increase in risk across multiple areas, driven in part by uncertainty related to federal executive orders and policy changes. Such changes have the potential to affect university operations and the implementation of the strategic plan. To address these concerns, the ERM program will regularly track risk trends in the external environment and maintain ongoing engagement with executive risk owners. These emerging trends will be incorporated into future reports to the Senior Leadership Team and the Board of Visitors' ARCC as well as in reports from the President to the full Board of Visitors.

It is important to emphasize that enterprise risk management is an ongoing, iterative process. As internal conditions evolve and external factors shift, the university's risk assessment and related conclusions may continue to change. The ERM program's leadership will work closely with senior university leaders to monitor these developments and adjust risk management strategies as needed to ensure that George Mason remains resilient, well-informed, and responsive to emerging challenges.

Table 1. FY26-27 Ranked Enterprise Risks

Risk Name	Priority/ Rank	Risk Level
Funding Resources	1	■
Governance	2	■
Competition	3	■
Cybersecurity & IT Infrastructure	4	■
Business Practices	5	■
Student Success	6	■
Global Volatility	7	■
Physical Infrastructure	8	■
Campus Safety & Security	9	■
Institutional Compliance & Ethics	10	■

Figure 1. FY26-27 Enterprise Risk Heat Map

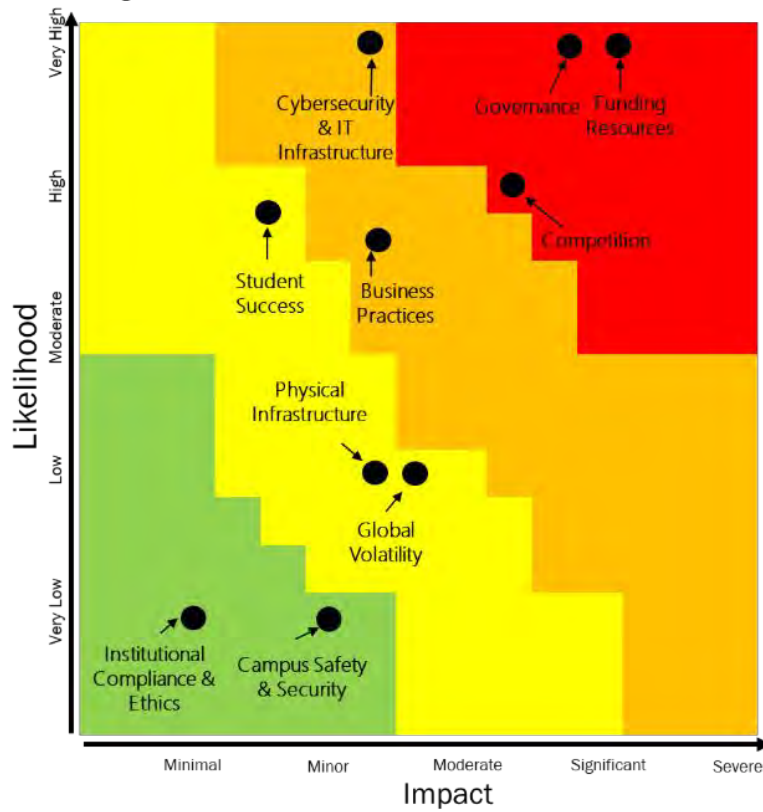


Table 2. Comparison of FY24-25 and FY26-27 Risk Ranks

Risk Name	FY26-27 Priority/Rank	FY24-25 Priority/Rank	Change in Priority/Rank
Funding Resources	1	1	→
Governance (was "Governance Volatility")	2	4	↑
Competition	3	2	↓
Cybersecurity & IT Infrastructure (was "Cybersecurity")	4	3	↓
Business Practices	5	9	↑
Student Success	6	10	↑
Global Volatility	7	7	→
Physical Infrastructure (was "Physical & Technology Infrastructure"; Technology now combined with Cybersecurity)	8	6	↓
Campus Safety & Security	9	5	↓
Institutional Compliance & Ethics	10	8	↓

A large outdoor event on a university campus. In the foreground, a woman with long braids, wearing a red shirt and blue jeans, walks across a paved area. To her left is a blue bench with white decorative patterns. In the center is a red bench with 'MSU' written on it. To her right is a light blue bench with 'MPC NASON POKÉMON CLUB' and various icons. The background is filled with a large crowd of people, tables, and trees. A large green semi-transparent banner is overlaid on the top half of the image, containing the title text.

Enterprise Risk Management (ERM) Program

Audit, Risk, and Compliance Committee

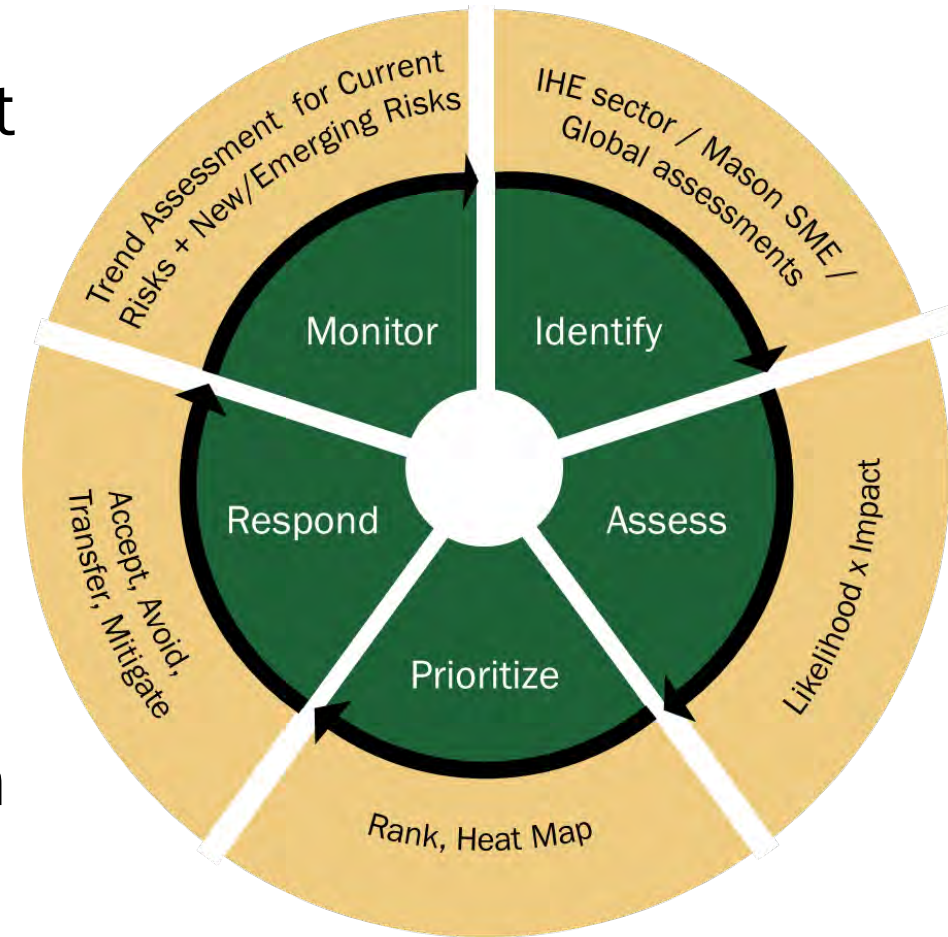
Aurali Dade, Interim Vice President, ERM | February 26 2026

Program Overview

Enterprise Risk Management

George Mason's Enterprise Risk Management Program serves as the method through which the university:

- Identifies and prioritizes risks
- Plans, facilitates, and oversees implementation of response strategies
- Communicates risks to leadership
- Identifies and elevates emerging risks on an ongoing basis



Program History

Enterprise Risk Management

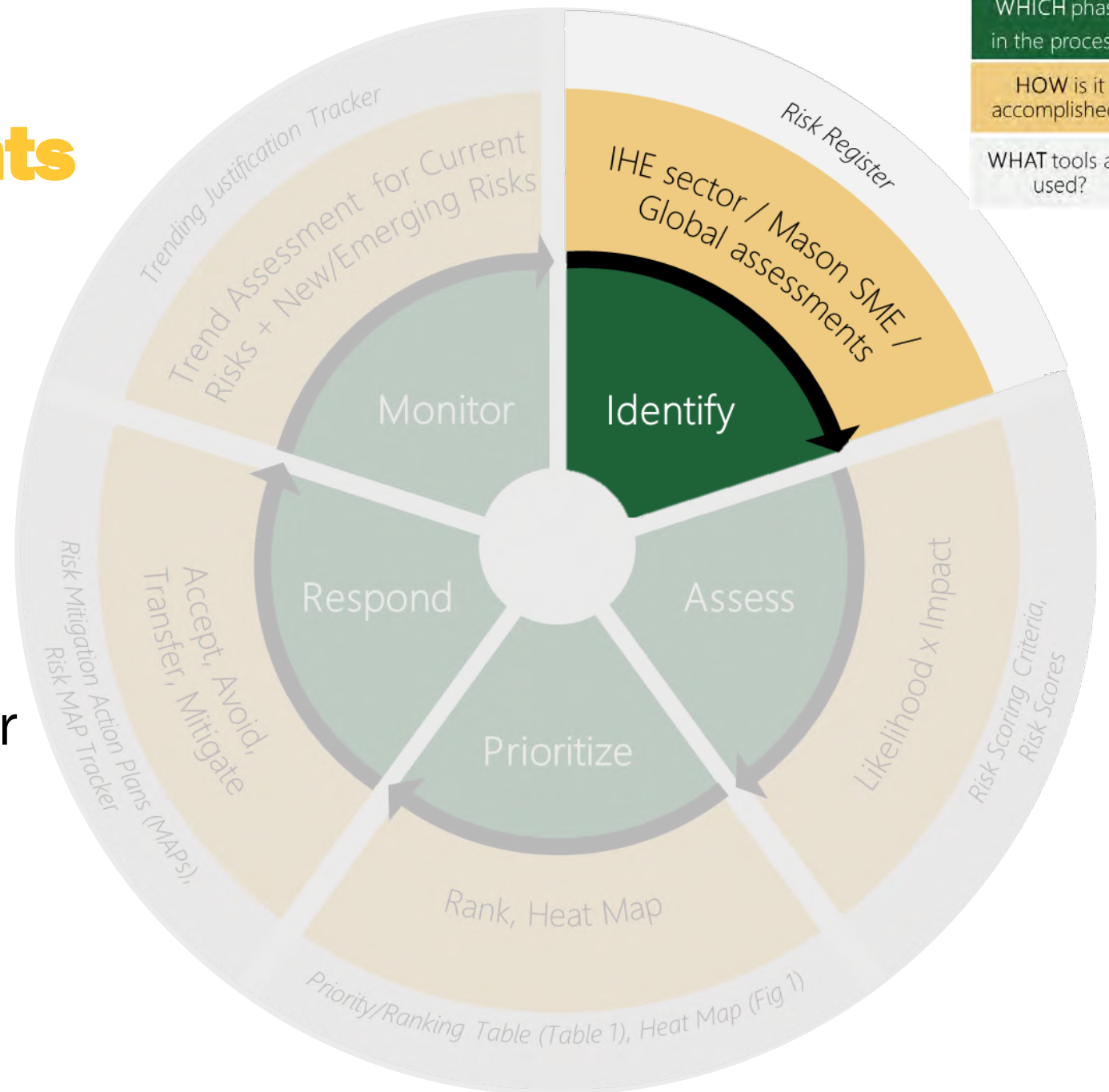
- **2015:** ERM program launched
- **2020–2022:** Resources focused on pandemic response
- **2023:** Re-evaluation of risk register
- **2024:** Organizational restructure and appointment of Chief Risk Officer
- **2026:** Update of risk register

Identify

ERM Process & Elements

Risk Register:

- Updated in summer 2025
- Conducted benchmarking with institutions of Higher Education (IHE)
- Interviews with subject matter experts (SME)

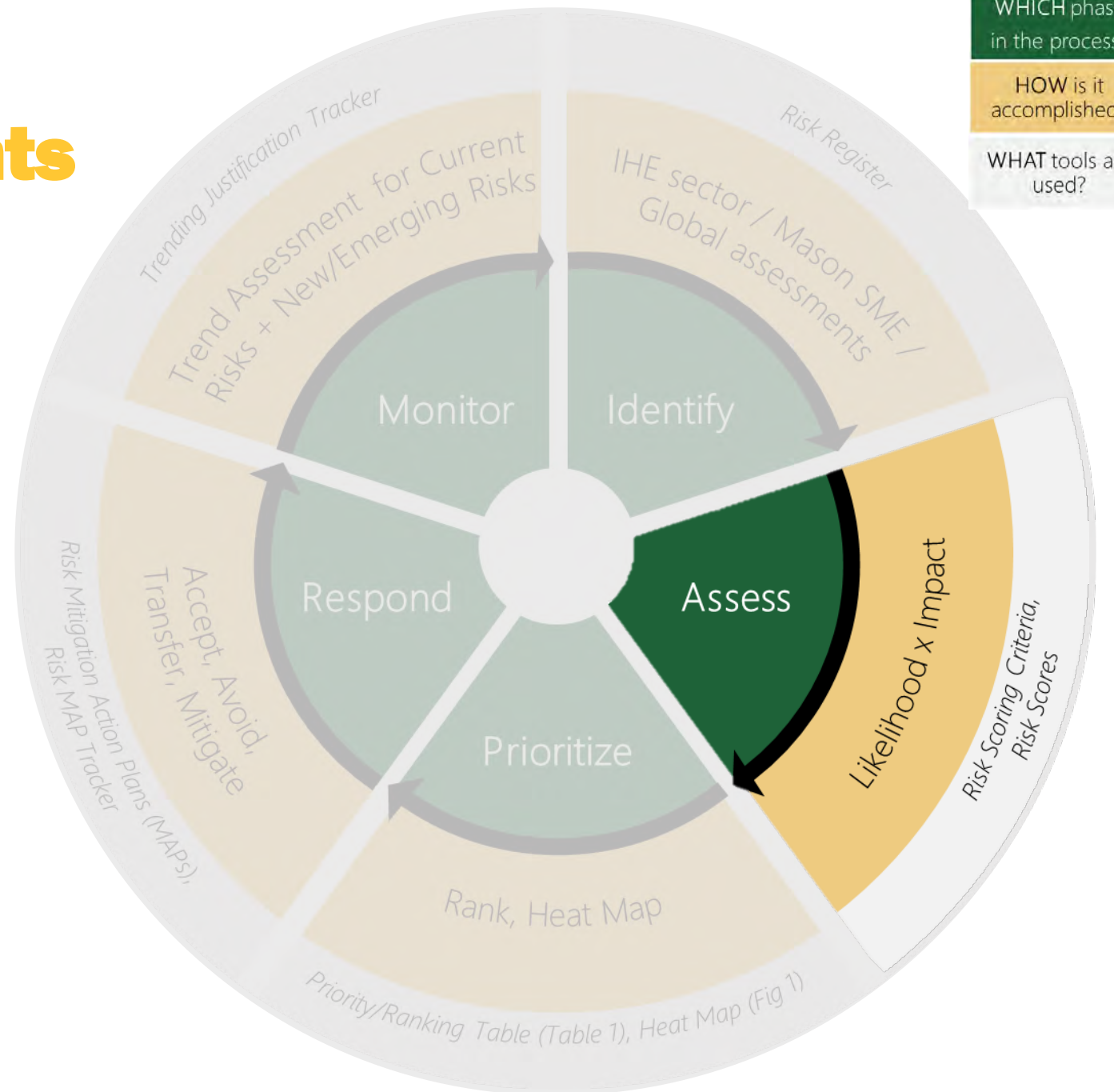


Assess

ERM Process & Elements

Establish Risk Scores Based on Scoring Criteria:

- Likelihood
- Impact
- (Velocity)

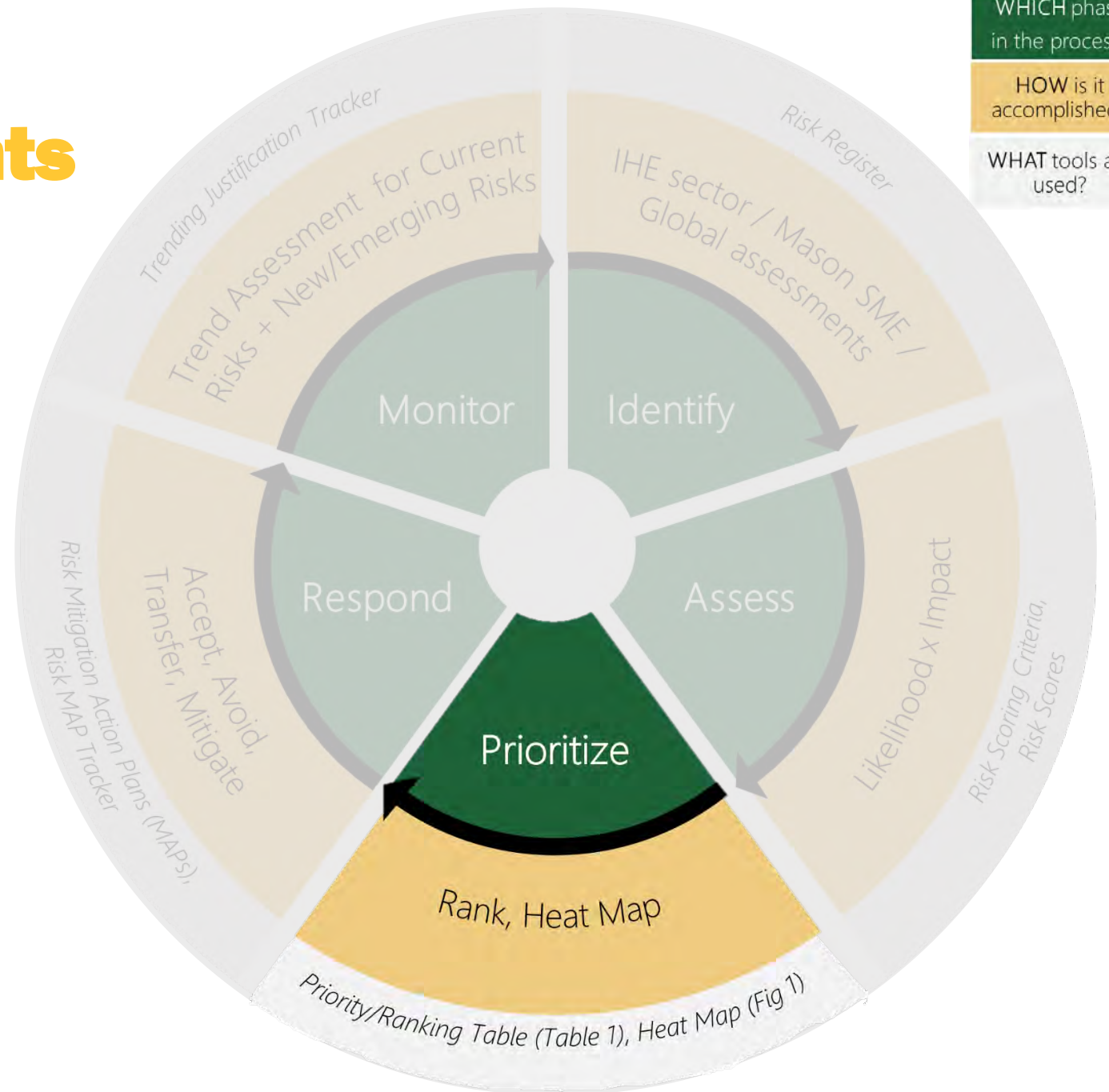


Prioritize

ERM Process & Elements

Risk Prioritization Activities:

- Survey
- Interviews
- Evaluation and Decision by Senior Leadership Team



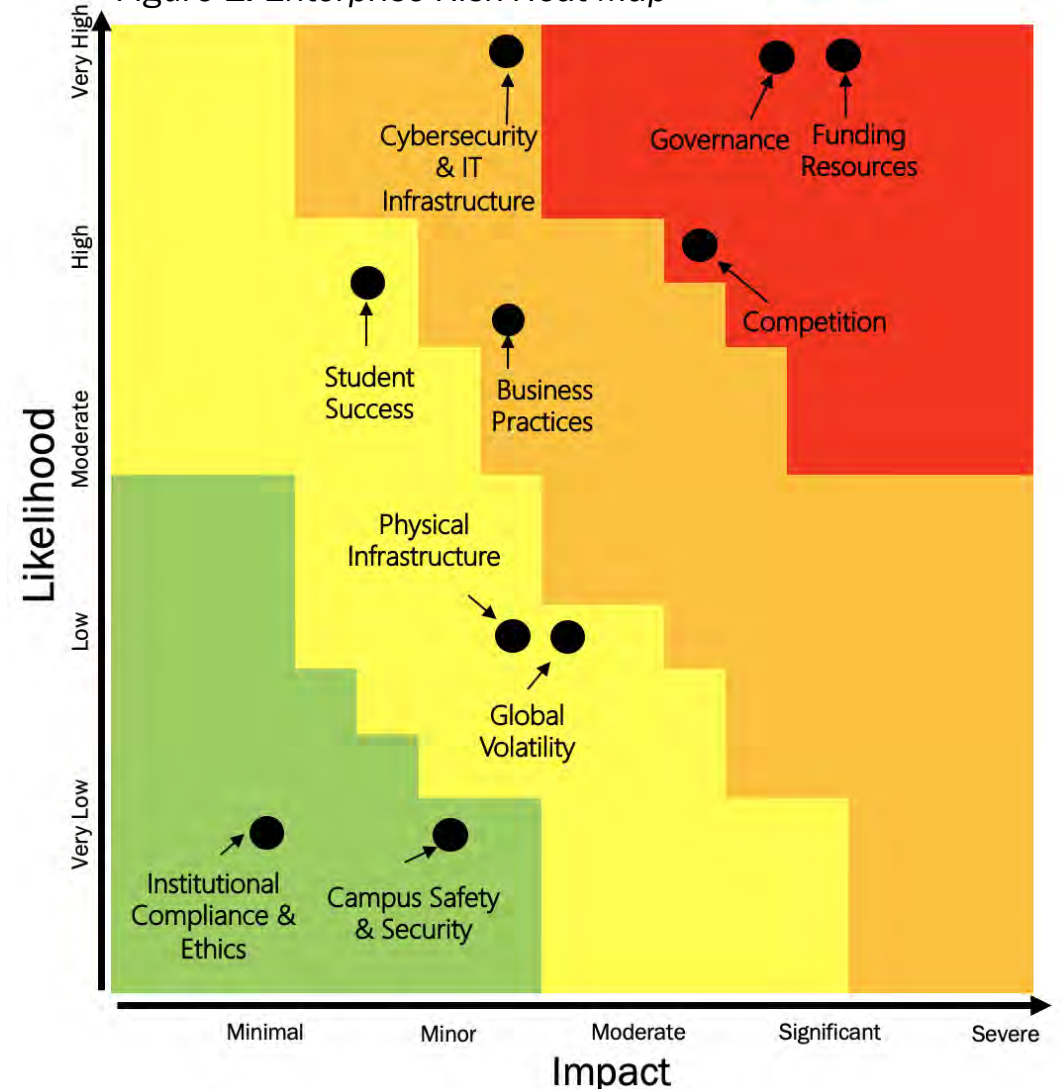
Prioritize: Risk Rank & Heat Map

ERM Process & Elements

Table 1. Ranked Enterprise Risks

Risk Name	Priority/ Rank	Risk Level
Funding Resources	1	■
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Student Success	6	■
Global Volatility	7	■
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Campus Safety & Security	9	■
Institutional Compliance & Ethics	10	■

Figure 1. Enterprise Risk Heat Map



Prioritize: Risk Prioritization Changes

ERM Process & Elements

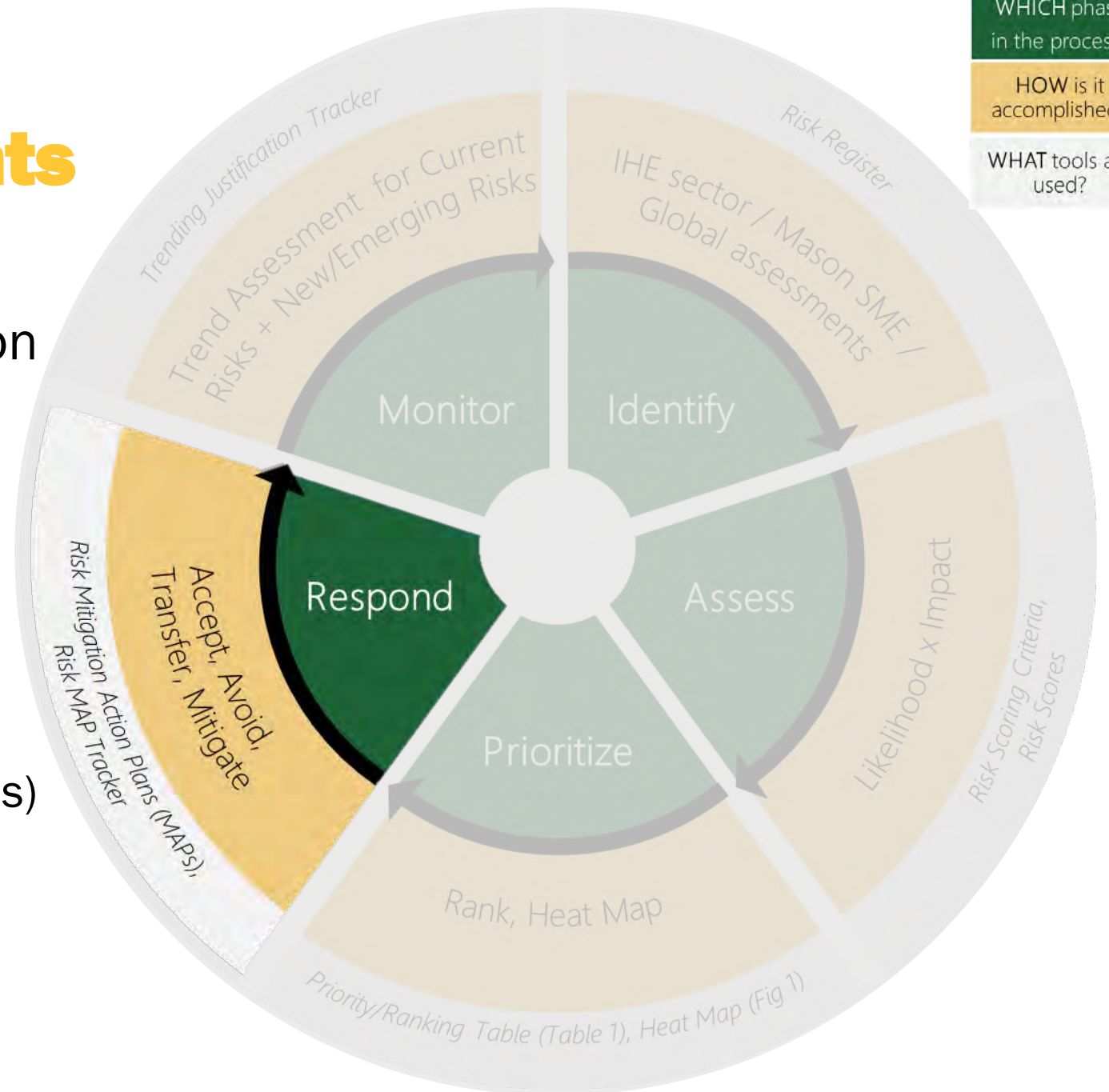
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Physical Infrastructure (was "Physical & Technology Infrastructure"; Technology now combined with Cybersecurity)	8	6	↓
Campus Safety & Security	9	5	↓
Institutional Compliance & Ethics	10	8	↓

Respond

ERM Process & Elements

Mitigation Action Planning:

- Strategy and development session for each risk
 - Risk definition
 - Risk drivers
 - Current Controls
 - Top mitigation strategies
- Executive Risk Owners (EROs)
 - Assign action plan risk owners (APROs)
 - Identify action plans for mitigation strategies
- Regular reporting cycle

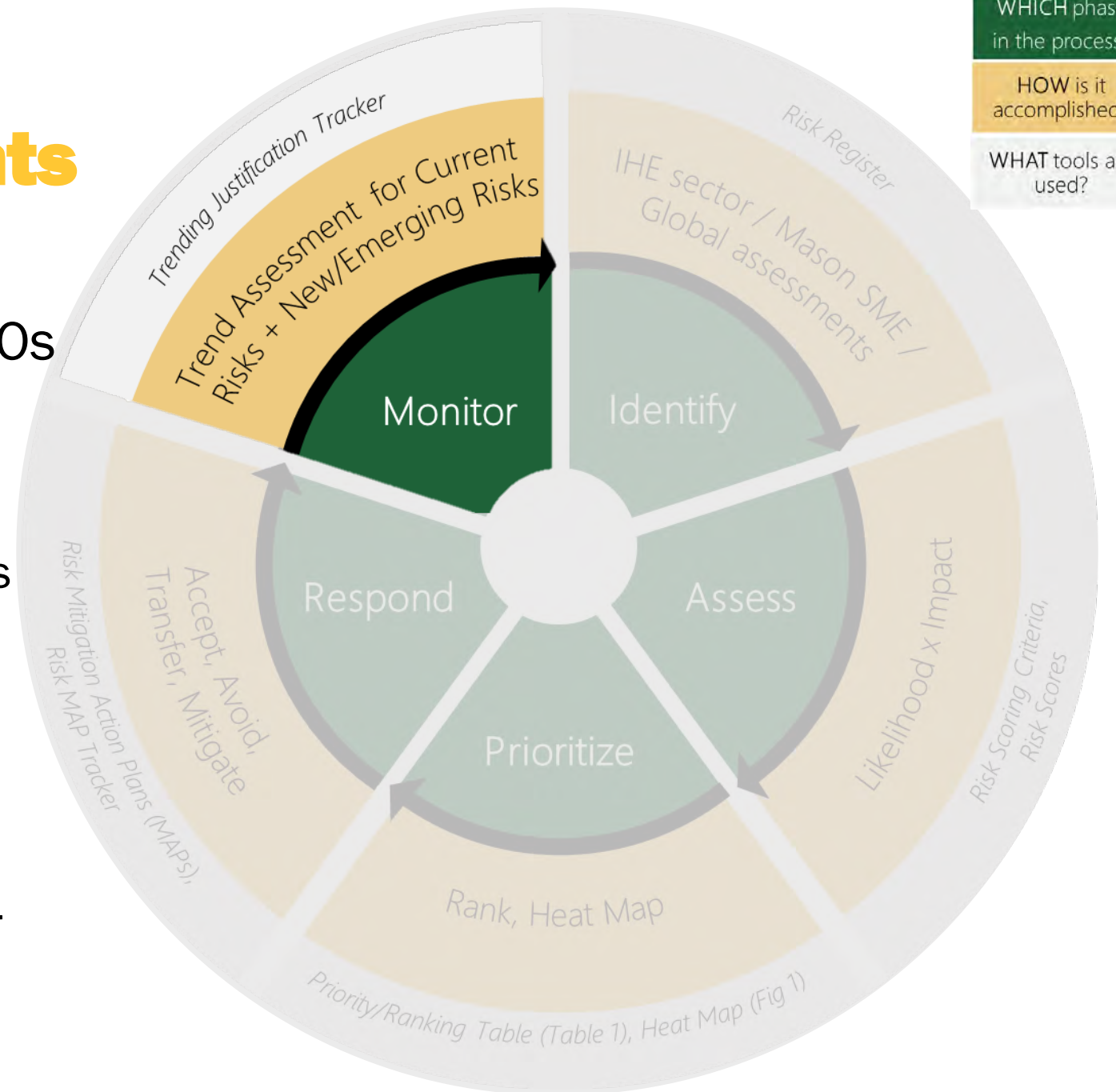


Monitor

ERM Process & Elements

Trend Assessment:

- ERM regularly engages with EROs and APROs
 - Updates relevant to mitigation strategies
 - Regular evaluations of risk trends
- Regular reports to Senior Leadership Team and Board of Visitors for awareness and feedback
- Regular monitoring of national and international landscape for emerging risks





Questions?

Aurali Dade, PhD

Interim Vice President

Enterprise Risk Management

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ITEM NUMBER: III.C. Review 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 September 2024.

- The charter requires the Committee to review the charter annually and update as necessary.

No revisions are recommended to the Committee.

The charter aligns with the university's bylaws which were approved in August 2025. This most recent review and approval made no changes to the Audit, Risk, and Compliance Committee's responsibilities.

RECOMMENDATION: Review Audit, Risk, and Compliance Committee Charter. No action is recommended.

GEORGE MASON UNIVERSITY BOARD OF VISITORS AUDIT, RISK, and COMPLIANCE COMMITTEE CHARTER

I. PURPOSE

The purpose of the Audit, Risk, and Compliance Committee is to assist the Board of Visitors in fulfilling its oversight responsibilities for:

- the financial reporting process;
- the system of internal controls;
- internal and external auditing;
- institutional compliance processes that monitor compliance with laws and regulations; and
- enterprise risk management processes that assess significant risks to the University and the steps management has taken to monitor and control such risks.

The function of the Audit, Risk, and Compliance Committee is oversight. University management is responsible for (i) preparation, presentation, and integrity of the University's financial statements; (ii) maintenance and implementation of effective policies, procedures, and controls designed to assure compliance with generally accepted accounting principles and applicable laws and regulations; and (iii) identification, assessment, monitoring, and management of significant enterprise-level risks to the University.

II. COMPOSITION

The Audit, Risk, and Compliance Committee will consist of three or more Visitors determined annually by the Board of Visitors. The Rector shall appoint the Chair and Vice Chair subject to confirmation by the Board of Visitors. Each committee member shall be independent as defined by the Board of Visitors. At least one member shall be financially literate as defined by the Board of Visitors.

III. MEETINGS

The schedule of Committee meetings is determined annually by the Board of Visitors; additional meetings may occur as determined by the Committee Chair. The Committee Chair should meet with the Chief Audit 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 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 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 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 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 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 and Compliance Officer, who shall report

directly to the Committee for functional purposes, but may report to the University President for administrative purposes.

V. BYLAWS

In the event of a conflict between this Audit, Risk, and Compliance Committee Charter and the Bylaws of the Board of Visitors, the Bylaws shall control.

Effective Date: September 28, 2024



Office of University Audit

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

February 26, 2026

EXECUTIVE SUMMARY

- Three audit reports were issued since the last meeting including:
 - Technology Incident Management
 - Enrollment Reporting
 - IT Account Management
- Four audits are in progress in the areas of College of Engineering & Computing Distributed IT Environment, Research Subrecipient Monitoring, Journal Voucher Processing, and Facilities Distributed Technology.
- Eight audit issues were closed since the last meeting. Remediation of eleven audit issues is in progress as of February 1, 2026.
- Audit Plan status:
 - Planned audit work remains consistent with the 3+6 Audit Plan and comes out of our FY26 Risk Assessment Process. The timing of planned audit work continues to be evaluated in consideration of the use of co-sourced audit resources.
- Status of fraud, waste, and abuse investigations:
 - Three investigations were completed since the prior meeting.
 - There are two investigations in progress
- Audit Staffing:
 - We continue to utilize our hybrid organizational model to provide assurance services for George Mason. University Audit Leadership continues to monitor and assess the right balance of internal and external resources.

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SUMMARY OF AUDIT REPORTS

- Audit Reports:
 - Technology Incident Management- Confidential – Restricted Data: excluded from disclosure under the Virginia Freedom of Information Act (Code of Virginia: 2.2-3705.2.2 and 2.2-3705.2.14b) due to descriptions of security mechanisms and vulnerability assessment information.
 - Enrollment Reporting
 - IT Account Management- Confidential – Restricted Data: excluded from disclosure under the Virginia Freedom of Information Act (Code of Virginia: 2.2-3705.2.2 and 2.2-3705.2.14b) due to descriptions of security mechanisms and vulnerability assessment information.

Report Title:	Enrollment Reporting	Report Date:	December 16, 2025
Responsible Manager:	Doug McKenna, University Registrar, Office of the University Registrar		

Background:

The National Student Clearinghouse (NSC) serves as a central repository and single point of contact for the collection and timely exchange of enrollment, degree and certificate records on behalf of George Mason University (George Mason). Student loan providers, employers, student credit issuers, student health insurance providers, the Department of Education and others access the NSC's registry to conduct electronic student record verifications.

The NSC transmits student information to the National Student Loan Data System (NSLDS), which is the U.S. Department of Education's central database for federal student aid disbursed under Title IV of the Higher Education Act of 1965 (HEA), as amended. Among other things, the NSLDS monitors the programs of attendance and the enrollment status of Title IV aid recipients. Institutions are required to report enrollment information under the Pell grant and the Direct and Family Federal Education (FFEL) loan programs via the NSLDS (34 CFR 685.309(b), 682.610(c), and 674.33(j), and OMB No. 1845-0035). Although FFEL loans are no longer part of the Student Financial Assistance cluster, a student may have a FFEL loan from previous years that would require enrollment reporting for that student. A student's enrollment status determines eligibility for in-school status, deferment, and grace periods, as well as for the payment of interest subsidies to FFEL Program Loan holders by the Department of Education.

The Certifications group in the Office of University Registrar (OUR) is responsible for:

- Determining enrollment reporting dates;
- Preparing files for NSC submission;
- Running enrollment and degree verify reports;
- Encrypting and uploading reports to the NSC; and
- Resolving items on error reports.


Audit Conclusion:

In our view, processes for enrollment reporting were effective in accurately and timely reporting of enrollment status changes and in accurate reporting of significant data elements at the campus and program levels. Enrollment status changes were reported timely and accurately. Significant data elements at the campus and program levels were accurately reported, and students' programs of study (denoted by Classification of Instructional Programs (CIP) Codes) were approved by SCHEV. The Office of Student Financial Aid (OSFA) and the OUR have made process improvements to help ensure that addresses in Banner and NSLDS records match.

The OUR has started taking measures to remediate audit findings from the 2024 Auditor of Public Accounts' Student Financial Assistance Cluster audit, which will include:



- Use of a financial aid address hierarchy created by the Office of Student Financial Aid to report student addresses to the NSC; this will help ensure that students addresses being reported match those on their Free Application for Federal Student Aid;
- Use of a report created by the OUR IT team of students who were retroactively withdrawn or dropped from classes after the relevant term has ended; this will help address findings relating to students who were never reported to the NSC because they were dropped after the NSC end-of-term file was uploaded; and
Implementation of a NSC self-audit process whereby a sample of students are selected to compare NSC student data with the corresponding NSLDS record to determine if the data reported to the NSC has been properly transmitted to the NSLDS.

SUMMARY STATUS OF AUDIT ISSUES AS OF FEBRUARY 1, 2026

There were eleven open audit issues as of February 1, 2026. Eight audit issues were closed since the last meeting. Six of the 11 open audit issues remain open more than 90 days past the original target dates determined by management. Two high priority  issues were closed by management in the last quarter.

Audit Report	Report Date	Total Observations	Closed	Currently Open	Open Past Due	High Priority Observations Open
International Travel	10/8/25	3	-	3	-	-
Foreign Gifts & Contracts	9/17/25	1	1	0	-	-
Investment Management and Cash Forecasting	6/23/25	3	3	0	-	-
Tech Talent Investment Program	5/12/25	4	4	0	-	-
Business Continuity Planning	5/7/25	3	1	2	-	-
ITS Portfolio and Project Management Methodology Updates	12/10/24	3	-	3	3	-
Student Bar Association Governance and Oversight	10/8/24	4	2	2	2	-
Background Investigations	4/20/23	2	1	1	1	-
		23	12	11	6	0

Legend for Audit Issue Priority Indicator:

	An audit issue with a ‘red’ priority indicator represents a gap in governance, risk management, or control processes with sufficient severity that we believe it provides minimal or no assurance that university viability is safeguarded and strategic objectives will be achieved. Remediation action plans and target dates are determined by Area Management with the concurrence of the responsible Senior Leadership Team member.
	An audit issue with a ‘yellow’ priority indicator represents a gap in governance, risk management, or control processes that hinders the effectiveness and efficiency of unit level operations, potentially impacting the achievement of university objectives. Remediation action plans and target dates are determined by Area Management with the concurrence of the responsible Dean, Vice President, and/or Department Head.

STATUS OF AUDIT PLAN AS OF FEBRUARY 26, 2026

The 3+6 Audit Plan shows that status of audit work since the last Committee meeting, including completed work. Most projects continue to be aligned with university-level risk areas.

Topic	Type	Description	Phase	Remarks
Aligned with University-Level Risk Areas				
Investment Planning and Cash Forecasting Processes	Adm	Assess investment management policies, execution, and governance; and cash forecasting practices.	Published	Published June 23, 2025.
Foreign Gifts and Contracts	Res	Assess processes for compiling and reporting certain foreign gift and contract data to the US Department of Education in line with applicable regulatory requirements.	Published	Published September 17, 2025
International Travel	Res	Assess processes related to foreign travel are designed to ensure compliance with policy and compliance expectations.	Published	Published October 8, 2025
Masters Enrollment	Aca	Assess master's program enrollment trends and activities to market, attract, recruit, engage, and enroll students performed by certain master programs.	Published	Advisory Engagement
Account Management	Tech	Assess certain IT security controls related to access control, and identification and authentication across sensitive IT systems and high category systems.	Published	Published January 9, 2026
Technology Incident Management	Tech	Assess university wide incident response policies, procedures, and practices.	Published	Published December 12, 2025
College of Engineering & Computing Distributed IT Environment	Tech	Assess IT controls in distributed environment, including third-party hosted services.	Fieldwork	Started July 2025
Enrollment Reporting	Aca	Assess processes for compiling and reporting certain enrollment data to the US Department of Education's National Student Loan Data System in line with applicable regulatory requirements.	Published	Published December 9, 2025
Journal Voucher Processing	Adm	Assess implementation of enhancements to journal voucher review and approval processes.	Planning	Started January 2026
Research Subrecipient Monitoring	Res	Assess processes for financial and programmatic monitoring of sponsored program subawards, including risk assessment processes, in line with applicable policy and regulatory requirements.	Fieldwork	Started October 2025
Research Effort Reporting/ Payroll Certification	Res	Assess processes for ensuring labor expenses charged to sponsored projects reasonably reflect the work performed under a method acceptable under regulatory requirements.	Planning	Expected start February 2026
Financial Aid	Aca	Monitor remediation of issues reported by APA in their FY25 audit.	Ongoing	Ongoing.
Additional Areas				
ARMICS Initiatives	Adm	Monitor Fiscal Services initiatives to enhance the governance and effectiveness of the program to adhere to the Commonwealth's Agency Risk Management and Internal Control Standard (ARMICS) and certify to the Department of Accounts.	Ongoing	Expected start September 2025. Monitoring/ Steering Committee participation
Issue Follow Up and Validation	OUA	Validate management has remediated audit issues in a comprehensive and sustainable manner.	Ongoing	
Investigations, Including OSIG Referrals	OUA	Investigate allegations of fraud, waste, or abuse, including those received from the Commonwealth's Office of the State Inspector General.	Ongoing	As Needed

STATUS OF INVESTIGATIONS AS OF FEBRUARY 26, 2025

Nature of Allegation	Type	Status	Remarks
Potential noncompliance with university policies or practices	Abuse	Completed	<i>Management had appropriate conversation with employee</i>
Potential noncompliance with university policies or practices	Abuse	Completed	<i>Allegations were not substantiated</i>
Potential conflict of interest not disclosed	Abuse	Completed	<i>Allegations were not substantiated</i>
Inappropriate purchases that might be for personal gain	Fraud	In Progress	
Potential non-compliance with university hiring practices.	Abuse	In Progress	

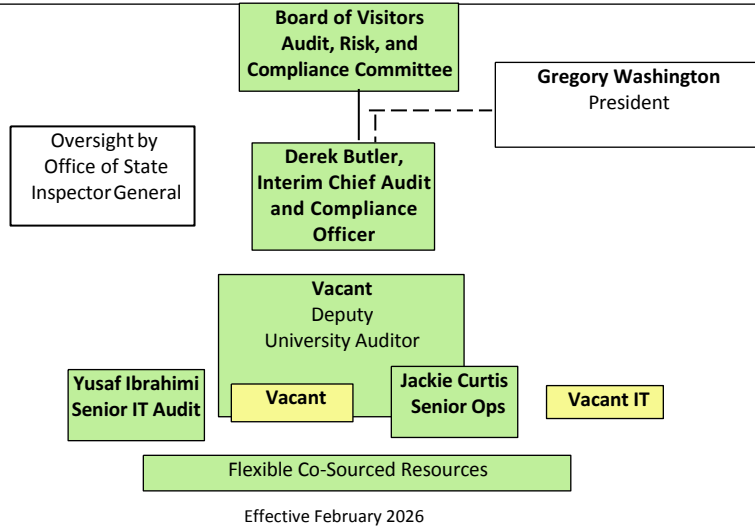
Summary of Types:

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

STAFFING

University Audit utilizes a hybrid organizational model to provide assurance services for George Mason. The model is designed to blend full time professional staff with co-sourced professionals from national and local accounting firms that bring specialized expertise to execute specific audit engagements under the direction and supervision of University Audit. As of February 1, 2026, the full-time staff consists of three professionals with three vacancies.

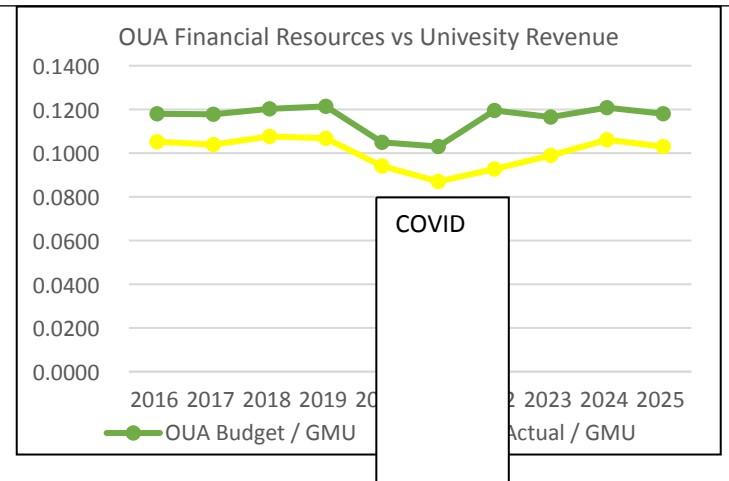
Staffing



	Plan	Actual		
		a/o Feb 2026	Avg to Feb 2026	Frct
Core Audit Team				
Audit Leadership	2.0	1.0	1.0	2.0
Auditors by Expertise:				
Operational Audit	1.5	0.5	0.5	0.5
IT Audit	1.0	1.0	1.0	1.0
Fraud Audit	0.5	0.5	0.5	0.5
Total Audit Professional Employees	5.0	3.0	3.0	4.0
Co-sourced FTE* Supported by Permanent Budget	1.7	0.5	0.5	2.3
Total Audit Professionals Supported by Permanent Budget	6.7	4.5	4.5	6.3



Note: * = Co-sourced FTE are estimated based on actual hours provided by co-sourced resources and a 1,400 hour/FTE rate.



Fiscal Year	OUA Budget	OUA Actual	GMU Budget Revenues	OUA Bud / GMU	OUA Act / GMU
2016	1,153,512	1,028,759	977,600,000	0.1180	0.1052
2017	1,179,066	1,040,122	1,001,000,000	0.1178	0.1039
2018	1,219,712	1,092,000	1,014,200,000	0.1203	0.1077
2019	1,285,704	1,131,113	1,058,900,000	0.1214	0.1068
2020	1,308,606	1,173,169	1,247,000,000	0.1049	0.0941
2021	1,216,293	1,027,736	1,180,661,000	0.1030	0.0870
2022	1,553,922	1,205,070	1,299,957,000	0.1195	0.0927
2023	1,622,913	1,378,128	1,393,000,000	0.1165	0.0989
2024	1,685,504	1,480,110	1,395,000,000	0.1208	0.1061
2025	1,776,638	1,549,993	1,505,000,000	0.1180	0.1030







APPENDIX: AUDIT ISSUE DETAILS AS OF FEBRUARY 1, 2026



Legend for Audit Issue Priority Indicator:


	An audit issue with a ‘red’ priority indicator represents a gap in governance, risk management, or control processes with sufficient severity that we believe it provides minimal or no assurance that university viability is safeguarded and strategic objectives will be achieved. Remediation action plans and target dates are determined by Area Management with the concurrence of the responsible Senior Leadership Team member.
	An audit issue with a ‘yellow’ priority indicator represents a gap in governance, risk management, or control processes that hinders the effectiveness and efficiency of unit level operations, potentially impacting the achievement of university objectives. Remediation action plans and target dates are determined by Area Management with the concurrence of the responsible Dean, Vice President, and/or Department Head.

#	Audit Report	Audit Issue	Status of Management Action	Original Target	Current Target
1.	<p>Report Name: ITS Portfolio and Project Management Methodology Updates</p> <p>Report Date: 12/10/24</p> <p>Management: Derek Kan, Director, Enterprise Strategic Governance, ITS</p>	 <p><u>Define Criteria for projects to be classified as PPMO Driven, Involved, or Aware.</u> ITS should define the criteria for projects to be classified as PPMO Driven, Involved, or Aware, as this is not currently documented within the IT Project Management Framework. Criteria that ITS should consider when classifying projects as PPMO Driven, Involved, or Aware may include project criticality, complexity, and/or risk and impact on the University.</p>	<p>The Director of Enterprise Strategic Governance defined criteria to evaluate projects and determine the level of project management documentation required. In addition, the Project Management Framework v5 was updated to include criteria to classify PPMO Driven, Involved, or Aware project.</p> <p>The updates have been approved by ITS management and the website needs to be updated with the changes.</p> <p>1/26 Update- ITS and Legal review are extending the target date.</p>	6/30/25	2/28/26
2.	<p>Report Name: ITS Portfolio and Project Management Methodology Updates</p> <p>Report Date: 12/10/24</p> <p>Management: Derek Kan, Director, Enterprise Strategic Governance, ITS</p>	 <p><u>PPMO should review project management procedures at distributed units.</u> PPMO should review the project management procedures followed at the distributed units to determine if the procedures meet the requirements set forth by the IT project management methodology, or otherwise enforce these requirements to be incorporated into existing procedures.</p>	<p>The Director for Enterprise Strategic Governance defined:</p> <ul style="list-style-type: none"> • A mechanism in the project lifecycle process to document project change. • For changes that require approval, leverage Domain Council process to track approval throughout the project lifecycle. • ITS will continue to emphasize the importance of following project management procedures to the distributed units, including best practices for change management and documentation approval. Improved communication with the 	6/30/25	2/28/26

#	Audit Report	Audit Issue	Status of Management Action	Original Target	Current Target
			<p>distributed units is the first step in the process, with additional actions likely to follow once University-wide communication is established.</p> <p>The updates have been approved by ITS management but the policy needs to be formally published.</p> <p>1/26 Update- ITS and Legal review are extending the target date.</p>		
3.	<p>Report Name: ITS Portfolio and Project Management Methodology Updates</p> <p>Report Date: 12/10/24</p> <p>Management: Derek Kan, Director, Enterprise Strategic Governance, ITS</p>	<p> <u>Update formal documented procedures for Project Managers to maintain information in TDX.</u> As previously noted in the OUA Memo: Feedback on ITS Portfolio and Project Management Updates issued on March 14, 2023, management should continue as planned to develop formal, documented procedures for project managers to maintain the information in TDX and supporting sites (e.g., Lifecycle Documents). The procedures should include the specific timeline requirements for updating the dashboard, uploading documentation to the Project Inventory/Lifecycle Documents sites, providing updated information about project status nomenclature, and keeping the dashboard information up to date. Further, policies and procedures should be updated to reflect any organizational changes (e.g., the addition of Domain Council approval, removing the requirement for VP of Operations approval from University Policy 1310 as they are no longer involved in the process) and the definition for what constitutes a project to be classified as PPMO Driven, Involved, or Aware.</p>	<p>Management updated University Policy 1310 to address the recommendations. The updates have been approved by ITS management but the policy needs to be formally published.</p> <p>1/26 Update- ITS and Legal review are extending the target date.</p>	6/30/25	2/28/26
4.	<p>Report Name: Background Investigations</p> <p>Report Date: 4/19/23</p>	<p> <u>Ensure All Employees Have Completed Required Background Investigations:</u> Central HR should ensure all current and prospective employees have completed background investigations prior to beginning work; establish communication</p>	<p>All current employees hired on or after July 1, 2016 have a background investigation on file. Since George Mason's policy prior to this date did not require all employees to have a background investigation, the Executive Vice President of Finance and Administration decided to focus efforts on ensuring background</p>	9/30/23	3/31/26


#	Audit Report	Audit Issue	Status of Management Action	Original Target	Current Target
	<p>Management: Chris Ackerman, Vice President and Chief Human Resources Officer</p>	<p>mechanisms to inform hiring departments of the status of a prospective employee's background investigation; develop automated procedures for ensuring regular integration of Truescreen background investigation data into Banner; implement a continuous monitoring program; and create a central repository of all completed background investigations.</p>	<p>investigations are on file for all employees hired on or after July 1, 2016.</p> <p>The establishment of processes and procedures to ensure timely background investigations for adjunct faculty, a population which may not maintain consistent employment, is in process and going through committee review before final approval.</p> <p>1/26 Update- HR Management Review and Approval of updates to policies and procedures is taking longer than expected.</p>		
5.	<p>Report Name: Student Bar Association- Governance and Oversight</p> <p>Report Date: 10/8/24</p> <p>Management: Rose Pascarell, Vice President, University Life</p>	<p style="text-align: center;"></p> <p><u>Self-Generated Revenues need to be reviewed:</u> Per UP 6000, self-generated revenue is money raised by an organization through various activities, such as the collection of dues from its members, charging admission to its events, fundraising, advertising, submission fees, and sales. These funds are kept in an off-campus bank account and managed by the student organizations (SBA, LSSOs and RSOs). Since these funds are not held in a university account, the university has no visibility into the account activity or say into how the funds are spent.</p> <p>The SBA charges admission to certain university funded events (Barrister's Ball, Casino Night). These funds have been used to cover the cost of alcohol which cannot be paid for using funds from university sources. Funds from the university account are used to cover the cost of the venue, food and entertainment.</p>	<p>The Vice President, University Life will work with University Counsel and university management (including representation from the Law School) to clarify whether student organizations are independent from the university and document the authority provided to management. The Vice President, University Life will also convene the appropriate parties and stakeholders to assess the current governance, oversight, policies, and procedures used across student organizations, including the SBA and LSSOs.</p> <p>1/26 Update- Several meetings with the law school, University Life, and counsel occurred to address the concerns in the audit. We will next focus on the development of an alcohol policy for student org events.</p>	12/31/24	3/31/26
6.	<p>Report Name: Student Bar Association-</p>	<p style="text-align: center;"></p> <p><u>Alcohol at University Funded Events:</u></p>	<p>Enhanced requirements will be established that ensure consistent execution of university policies across student organizations, with specific attention on guidelines that govern the</p>	12/31/24	3/31/26

#	Audit Report	Audit Issue	Status of Management Action	Original Target	Current Target
	<p>Governance and Oversight</p> <p>Report Date: 10/8/24</p> <p>Management: Rose Pascarell, Vice President, University Life</p>	<p>Alcohol is provided and consumed at various SBA events funded by university sources. These events can occur on the Arlington campus (Casino Night) or off campus (Barrister's Ball). While admission fees (self-generated revenue) and Foundation monies cover the cost of the alcohol for such events, funds from the university are used to pay the cost of the venue, food and entertainment</p>	<p>use of alcohol at student events funded by the university whether held on or off university properties.</p> <p>1/26 Update- Several meetings with the law school, University Life, and counsel occurred to address the concerns in the audit. We will next focus on the development of an alcohol policy for student org events.</p>		
7.	<p>Report Name: Business Continuity Planning</p> <p>Report Date: 5/7/25</p> <p>Management: Gregg Black, Director of Emergency Management and Fire Safety, Risk, Safety, and Resilience</p>	<p> <u>Distributed units have not completed COOPs as required by policy</u> Risk, Safety, and Resilience should perform an analysis to determine which distributed units and campuses, including Mason Korea, should be included in George Mason University policy 1413, and update the policy accordingly. RSR should then work with the distributed units to complete their departmental COOPs as required by the policy.</p>	<p>Incomplete plans are due to units not yet fulfilling their assigned responsibilities. RSR-Emergency Management & Fire Safety (EM&FS) will continue working with these units to ensure plan completion using a variety of engagement and support strategies.</p> <p>Mason Korea will be required to document their own COOP.</p>	4/30/26	4/30/26
8.	<p>Report Name: International Travel</p> <p>Report Date: 10/8/25</p> <p>Management: Chris DiTeresi Associate Vice President Research Integrity Assurance</p>	<p> <u>George Mason policies and procedures related to international travel are published in many locations and contain inconsistencies, which may cause confusion regarding travel requirements.</u></p> <p>Multiple departments play a role with providing guidance and requirements for international travel at the University, leading to challenges for travelers to have a clear understanding of requirements and the situations in which processes apply. The Global Education Office (GEO) serves as the "primary administrative unit supporting all university-sponsored or university related international educational travel," while ORIA and UTAC are involved if international travel involves a comprehensively embargoed or comprehensively</p>	<p>A. ORIA will convene a task force that will include representatives from UTAC, GEO, Fiscal Services and college admins. The group will have three faculty advisors who will provide input and provide user testing.</p> <p>The task force will be charged with the following: (Planning phase, fall 2025)</p> <p>Review the audit report and create: (a) a single consensus framework for international travel at George Mason with categories of travel aligned with the roles and responsibilities of the different offices; and (b) an updated response to the audit</p>	5/31/26	5/31/26

#	Audit Report	Audit Issue	Status of Management Action	Original Target	Current Target
		<p>sanctioned country, or if University equipment is brought internationally.</p> <p>A specific example identified in testing that highlighted complexities and inconsistencies was related to disclosure requirements. Per University Policy 4021-Outside Professional Activities and Conflict of Commitment, University employees should submit a Pre-Approval Request (PAR) prior to conducting or initiating any “Foreign Travel” or “Foreign Affiliations or Appointments”. All PARs are then reviewed by ORIA and Deans should provide approval for any PARs related to affiliations or appointments.</p> <ul style="list-style-type: none"> Of the 25 sampled trips, one trip did not complete a PAR in RAMP prior to working with a foreign entity 	<p>report with specific implementation plans for the recommendations listed immediately below.</p> <p>Implementation phase, spring 2026)</p> <p>Address the specific recommendations in the audit report by:</p> <ul style="list-style-type: none"> *Consolidating all foreign travel information for easy access for travelers *Aligning reporting requirements so they are clear and consistent *Incorporating prompts for other foreign travel processes in a way that is least burdensome for travelers *Providing clear guidance regarding when travelers are required to report travel and obtain pre-approval *Ensuring foreign travel gets routed for proper review (e.g., export, UTAC) *Considering the feasibility of adding UTAC as a reviewer of all foreign travel in Chrome River to ensure UTAC applications are submitted as required *Determining whether information entered into Chrome River can be exported into the UTAC application to eliminate entering any duplicate information *Making recommendations to management regarding the need for consequences related to non-compliance 		
9.	<p>Report Name: International Travel</p> <p>Report Date: 10/8/25</p> <p>Management: Chris DiTeresi Associate Vice President Research Integrity Assurance</p>	 <p><u>ORIA does not have a mechanism to confirm individuals that are planning to travel internationally complete pre-trip requirements if a Chrome River Pre-Approval is not completed or routed to ORIA.</u></p> <p>Per the Travel, Meals, and Entertainment Expenditures Policy, a “traveler or delegate must complete a Pre-Approval and receive approval prior to travel,” which</p>	<p>A. ORIA will convene a task force that will include representatives from UTAC, GEO, Fiscal Services and college admins. The group will have three faculty advisors who will provide input and provide user testing.</p> <p>The task force will be charged with the following:</p> <p>(Planning phase, fall 2025)</p>	5/31/26	5/31/26

#	Audit Report	Audit Issue	Status of Management Action	Original Target	Current Target
		<p>may come from the traveler’s supervisor. Both the Travel, Meals, and Entertainment Expenditures Policy and the University Travel to International and/or Hazardous Locations Policy require travelers to obtain approval from ORIA if international travel involves a comprehensively embargoed country or a comprehensively sanctioned country.</p> <p>If a traveler creates a Pre-Approval within Chrome River and indicates they are traveling to a hazardous or sanctioned country or is transporting Mason-owned equipment on the trip, the Pre-Approval should be automatically routed to ORIA for review and approval. When a Pre-Approval is not completed in Chrome River, (e.g., when travel is funded by an external entity or a traveler does not initiate the process), ORIA has no mechanism to review the planned international travel.</p> <p>For each of the below areas, University Audit identified international trips in which pre-trip procedures were not completed in compliance with University policies.</p> <p><i>Traveler Submission of Pre-Approvals</i></p> <ul style="list-style-type: none"> • Of the 16 trips reimbursed by the University, two trips did not have a corresponding Pre-Approval in Chrome River, indicating potential noncompliance with the Travel, Meals and Entertainment Expenditures Policy and limiting ORIA’s visibility into international travel activities. • For one of the three trips, the traveler did not complete a Pre-Approval Request, as required by policy, as a majority of the travel expenses were covered by a third party and the expense reporting was for parking only. • For one of the three trips, the traveler stated they had forgotten to process a Pre-Approval Request prior to traveling. <p><i>ORIA Review of Submitted Pre-Approvals</i></p> <ul style="list-style-type: none"> • Of the eight trips with submitted pre-approvals that 	<p>Review the audit report and create: (a) a single consensus framework for international travel at George Mason with categories of travel aligned with the roles and responsibilities of the different offices; and (b) an updated response to the audit report with specific implementation plans for the recommendations listed immediately below.</p> <p>Implementation phase, spring 2026)</p> <p>Address the specific recommendations in the audit report by:</p> <ul style="list-style-type: none"> *Consolidating all foreign travel information for easy access for travelers *Aligning reporting requirements so they are clear and consistent *Incorporating prompts for other foreign travel processes in a way that is least burdensome for travelers *Providing clear guidance regarding when travelers are required to report travel and obtain pre-approval *Ensuring foreign travel gets routed for proper review (e.g., export, UTAC) *Considering the feasibility of adding UTAC as a reviewer of all foreign travel in Chrome River to ensure UTAC applications are submitted as required *Determining whether information entered into Chrome River can be exported into the UTAC application to eliminate entering any duplicate information *Making recommendations to management regarding the need for consequences related to non-compliance <p>Due to budget and resource constraints, a booking system is very unlikely to be a feasible solution. We will confer with the task force at its first meeting, but based on our preliminary</p>		

#	Audit Report	Audit Issue	Status of Management Action	Original Target	Current Target
		<p>involved travel to hazardous locations or indicated equipment was being taken by the traveler, five trips were not routed to ORIA and therefore did not receive approval</p> <p><i>George Mason-Issued Equipment</i></p> <ul style="list-style-type: none"> • Of the nine travelers who traveled with George Mason-issued laptops, one traveler did not complete the laptop certification <p><i>Travel paid for by the George Mason University Foundation (GMUF)</i></p> <p>Although individuals planning to travel internationally on covered business paid for by the Foundation are required to follow University policies (i.e., ORIA review, laptop certifications), the travelers are not required to complete pre-approvals in Chrome River. The onus to complete required steps is on the traveler to proactively report their trip.</p>	<p>meeting with the Fiscal Services Travel Office, we do not anticipate committing effort and resources to further exploring this recommendation.</p> <p>ORIA previously met with GMUF and they agreed to require pre-approvals consistent with university policy and send out a communication. Implementation of this change will be in scope for the implementation phase of the task force.</p>		
10.	<p>Report Name: International Travel</p> <p>Report Date: 10/8/25</p> <p>Management: Chris DiTeresi Associate Vice President Research Integrity Assurance</p>	<p><u>The University Travel Advisory Committee (UTAC) does not conduct formal communication, outreach, or training to inform travelers of the University Travel to International and/or Hazardous Locations Policy.</u></p> <p>UTAC does not provide formal communication, outreach, or training to inform travelers of the requirements outlined in the University Travel to International and/or Hazardous Locations Policy (#1134). The Policy requires travelers to register all Covered Travel with the university and submit an Application for Travel to Hazardous Areas and Countries under Comprehensive Economic Sanctions (Application) for all Covered Travel to hazardous areas for UTAC review at least 30 days before travel. If the travel is unregistered or unauthorized at the time it occurs, the traveler is ineligible for reimbursement and may be subject to disciplinary action.</p>	<p>ORIA is currently working with University Business Consultants (UBC) and UBC will provide support with development of a communication and outreach plan for educating the George Mason community about the consolidated international travel requirements and practices. This communication and outreach plan will be a component of the broader research security communication plan that is one of the deliverables of our engagement with UBC, which ends in February 2026.</p> <p>See policies and procedures management action plan for considerations with updating Chrome River for appropriate routing.</p>	5/31/26	5/31/26

#	Audit Report	Audit Issue	Status of Management Action	Original Target	Current Target
		<p>Based on sample testing of 25 international trips, 10 individuals completed Covered Travel to hazardous and/or sanctioned locations. Of these 10 individuals:</p> <ul style="list-style-type: none"> • Two individuals did not submit an application prior to travel, resulting in UTAC not conducting a review before the trip occurred. • One individual received UTAC approval with conditions; however, the conditions were not documented in the approval. • One individual received UTAC approval after the trip had already begun. 			
11.	<p>Report Name: Business Continuity Planning</p> <p>Report Date: 5/7/25</p> <p>Management: Gregg Black, Director of Emergency Management and Fire Safety, Risk, Safety, and Resilience</p>	<p style="text-align: center;"></p> <p><u>The Business Impact Analysis' Critically Rating Process has not been documented within Archer</u></p> <p>Risk, Safety, and Resilience should document criteria for critical function tiers within the George Mason COOP, perform complete Business Impact Analysis for each critical function to determine the applicable tiers, and then document the results of those BIAs within Archer's BIA module.</p>	RSR- EM&FS will utilize Archer to methodically determine and document the tiers of Critical Functions.	4/30/27	4/30/27



Office of Institutional Compliance & Ethics

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

February 26, 2026

EXECUTIVE SUMMARY

This report provides an overview of the role, function, and responsibilities of the Office of Institutional Compliance and Ethics, and summarizes activities since the prior Committee meeting:

- Role, Function, and Responsibilities
 - Per its Charter, the office is responsible for implementing a compliance and ethics program, and providing the Board with information to assist in their compliance oversight responsibilities.
 - The office meets its responsibilities by confirming compliance risk ownership, facilitating risk assessments, providing advice and guidance for developing mitigations, communicating risks and mitigations to leadership and the board, and investigating or monitoring investigations of reports of potential non-compliance.
- Assessment and monitoring activity:
 - Inventory: 482 laws and regulations applicable to George Mason tracked, up from 479.
 - Risk ownership has been identified and confirmed for 479 (99%) of the 482 laws and regulations. The inventory was reviewed with University Counsel in early 2025.
 - Guided, granular regulatory risk assessments for priority risk areas continue:
 - In Progress: FAR/DFARS; Procurement; Human Resources; Health, Safety, and Emergency Planning; Laboratory Safety.
 - Guided, program maturity self-assessments of distributed compliance programs continue:
 - Completed: Award Management and Costing; Conflict of Interest.
 - In Progress: FAR/DFARS.
 - External reviews: Two external reviews were announced since the last meeting. Two reviews were completed, and three reviews are in progress.
- Status of reported compliance matters:
 - Five potential compliance matters were reported to Institutional Compliance and Ethics since the last meeting. Two matters reported were referred to other units for investigation, and three were retained by Institutional Compliance and Ethics for investigation. The two new matters investigated by Institutional Compliance and Ethics were closed, as were two matters under investigation at the time of the last report. None of the matters reported appear significant to George Mason.
 - Coordination of investigations and investigative protocols continues to occur with units such as Research Integrity and Assurance; Sponsored Programs; Risk, Safety, and Resilience; Accessibility, Compliance, and Community; Human Resources/Employee Relations; Information Technology Services; the Office of the Registrar; and Academic Affairs. Brief tutorials regarding investigative basics have been developed and have been provided to two units.
- Additional institutional compliance and ethics activities:

- Institutional Compliance and Ethics continues to work with the Enterprise Risk Management Program and other groups to facilitate action plans to address the Institutional Compliance and Ethics enterprise risk and to strengthen George Mason's culture of integrity, ethics, and compliance. Areas of ongoing focus include ethics and acting with integrity, training completion, anonymous reporting, consequences for unethical or non-compliant conduct, and improving the institutional policy process. In response to Enterprise Risk Management's overall review of action planning for 2025-2027, additional areas of focus in development include more formal communication, collaboration, and coordination structures and processes. The action plans, initially reviewed with senior leaders in March 2025 and discussed further in this report, provide the roadmap for further program implementation.
- A new, George Mason-specific online ethics training module has been developed. It is anticipated that the new module will be implemented by Spring 2026.
- Institutional Compliance and Ethics continues to support substantial university-wide efforts to strengthen conflict of interest and related disclosure and management processes. An internal maturity assessment conducted by Institutional Compliance and Ethics, including benchmarking George Mason's program with leading universities, identified certain areas of improvement. Ongoing work includes: improving workflows, participating in the new review committee for organizational conflict of interests, ongoing development of an organizational conflict of interest policy and process, additional outreach and communications, and implementation of more robust training.
- Institutional Compliance and Ethics benchmarked peer institutions' anonymous reporting capabilities, socialized such a capability for George Mason, and presented and received approval from the Enterprise Domain Council for an outsourced reporting mechanism. Since the last meeting, funding for the outsourced mechanism has been obtained and the RFP process has resumed.

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ROLE, FUNCTION, AND RESPONSIBILITIES

Per its Charter, the Office of Institutional Compliance and Ethics is responsible for planning and oversight of the institutional compliance and ethics program, including three roles:

1. Risk assessment, and risk ownership confirmation;
2. Advising risk owners in the design and implementation of risk mitigations, and evaluating the effectiveness of those mitigations; and
3. Communicating to senior leadership and the Board the status of the program, and significant risks and mitigation activities.

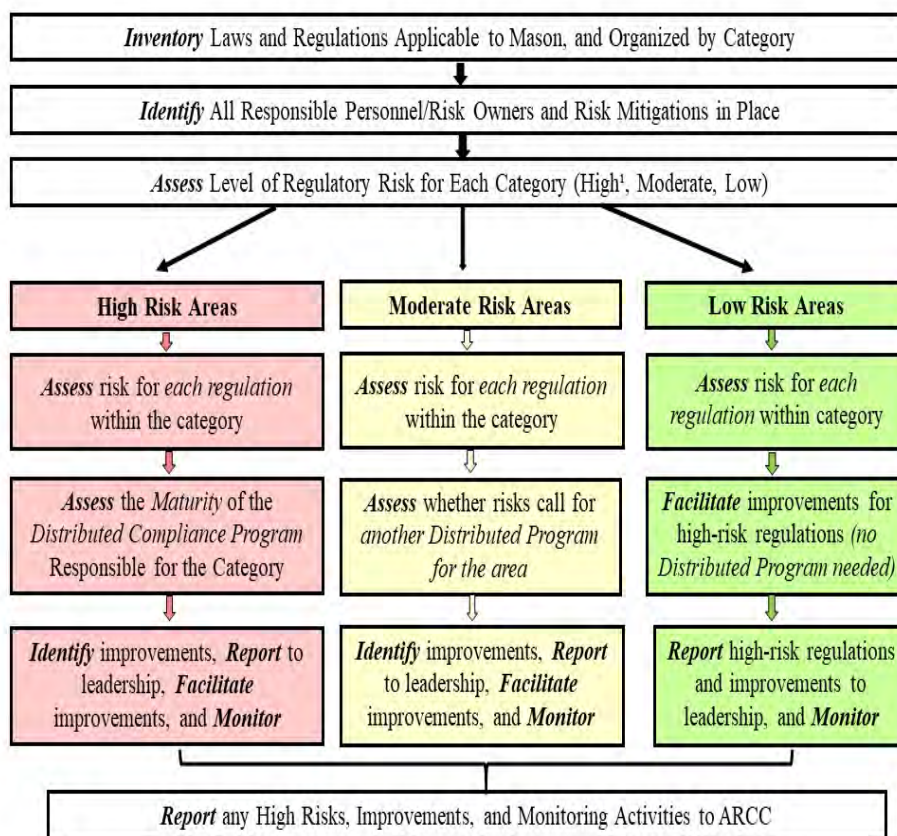
Institutional Compliance and Ethics also is responsible for receiving reports of potential non-compliance or ethical misconduct, investigating or monitoring the investigation of such reports, and ensuring remediation or corrective actions are implemented.

In meeting its responsibilities, Institutional Compliance and Ethics is guided by the elements of effective compliance and ethics programs per the *US Federal Sentencing Guidelines for Organizations*, and the related *Evaluation of Corporate Compliance Programs* issued by the Department of Justice.

SUMMARY OF ASSESSMENT AND MONITORING ACTIVITY

APPROACH:

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 and Ethics 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. The assessment and monitoring approach are depicted in the chart below.



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.

INVENTORY OF LAWS AND REGULATIONS AND ACCOUNTABLE PERSONNEL:

As of January 30, 2026, an inventory of 482 laws and regulations applicable to George Mason has been compiled, up from 479. The inventory is reviewed periodically with University Counsel, most recently in early February 2025. Risk owners have been identified and for 479 (99%) of the 482 laws and regulations; these owners are asked to confirm and accept their responsibilities related to the 479 laws and regulations. Ownership and identification work is ongoing. The table below summarizes the inventory of laws and regulations by category together with those laws and regulations where ownership has been confirmed and accepted.

Regulatory Category		Number of Laws and Regulations Tracked			Number of Laws and Regulations for which Ownership Confirmed		
		11/5/25	1/30/26	Change	11/5/25	1/30/26	Change
1	Compliance and Ethics Program	4	5	+1	4	5	+1
2	Copyright and Intellectual Property	9	9	-	9	9	-
3	Employment	98	98	-	98	98	-
4	Environmental Health and Safety and Occupational Health & Safety	52	52	-	52	52	-
5	Facilities, Construction, and Renovation	4	4	-	4	4	-
6	Finance and Tax	45	45	-	45	45	-
7	Information Management and Security, and Privacy	50	52	+2	50	52	+2
8	Procurement and Contracting	22	22	-	21	21	-
9	Research	73	73	-	73	73	-
10	Students and Academic Policy	119	119	-	117	117	-
11	Miscellaneous	3	3	-	3	3	-
Totals		479	482	+3	476	479	+3

ASSESSMENT PRIORITIZATION AND STATUS:

Institutional Compliance and Ethics, in coordination with University Counsel, compiled a preliminary assessment of regulatory risks facing large, public research universities that are similar to George Mason. The assessment was completed using the inventory of laws and regulations by category and subcategory discussed above. It does not represent an assessment of specific risks or risk levels at George Mason; it is solely intended to provide a basis for identifying and prioritizing future George Mason-specific assessment activities. The preliminary assessment, summarized below, was shared with senior leaders and their input was used to prioritize further assessment work.



EMPLOYEES	Industry Risk	Mason Timing	Status	RESEARCH	Industry Risk	Mason Timing	Status	STUDENTS	Industry Risk	Mason Timing	Status
EO/Non-Discrimination	High	Mid Term	DONE 3/30/2022	Award Management/ Costing	High	Longer Term	In Progress	EO/Non-Discrimination	High	Nearer Term	DONE 8/10/2022
Hiring/ Administration	Low	Mid Term	DONE 3/30/2022	Human Subjects	High	Nearer Term		Health & Safety	High	Nearer Term	DONE 9/6/2024
Benefits	Low	Mid Term	DONE 3/30/2022	Animal Welfare	High	Nearer Term		Visiting Students/Scholars	Moderate	Mid Term	
Reporting/Notices/ Disclosures	Low	Mid Term	DONE 3/30/2022	Export Control	High	Nearer Term	DONE 12/9/2022	Education Policy	Low	Longer Term	
				Biosafety Facilities/Lab Safety	High	Nearer Term	DONE 1/29/2024	Grants, Aid, & HEA	Low	Longer Term	
				Ethics/Integrity (COI/COC/OCI)	High	Nearer Term	In Progress	Reporting/Notices/Disclosures	Low	Longer Term	
				FAR/DFARS	High	Nearer Term	In Progress	Veterans/Service-members	Low	Longer Term	
				Reporting/Notices/Disclosures	Low	Longer Term					
BUSINESS PRACTICES	Industry Risk	Mason Timing	Status	INFORMATION & PRIVACY	Industry Risk	Mason Timing	Status	HEALTH & SAFETY	Industry Risk	Mason Timing	Status
Anti-Corruption	High	Nearer Term		Information Security/Privacy	High	Mid Term	DONE 3/6/2024	Hazards/Hazardous Substances	High	Mid Term	DONE 3/6/2024
Procurement: Equal Opportunity	Moderate	Mid Term	In Progress	Artificial Intelligence (AI)	High	Near Term		Occupational Health/Safety	High	Mid Term	DONE 3/6/2024
Procurement: Ethics Integrity	Moderate	Mid Term	In Progress	Reporting/Notices/Disclosures	Moderate	Mid Term		Emergency Planning	Moderate	Longer Term	DONE 3/6/2024
Compliance and Ethics Program	Moderate	Nearer Term	DONE 10/26/2022	Information Management Practices	Moderate	Mid Term	DONE 3/6/2024	Pollution Control/ Sustainability	Low	Longer Term	
Financial Accounting/ Management	Moderate	Mid Term		Copyright/Patent/Trademark	Low	Longer Term					
Procurement: Contracting	Low	Longer Term	In Progress	Electronic Communication Privacy	Low	Longer Term	DONE 3/6/2024	MISCELLANEOUS	Industry Risk	Mason Timing	Status
Facilities/Construction/ Renovation	Low	Longer Term		Telecomm	Low	Longer Term		Miscellaneous	Low	Longer Term	
Procurement: Purchasing	Low	Longer Term	In Progress								
Reporting/Notices/ Disclosures	Low	Longer Term									
Tax	Low	Longer Term									

In coordination with Counsel, the Enterprise Risk Management Program, and leadership, the prioritization will be reviewed and modified as necessary in Spring 2026 to confirm assessment priorities and to plan for compliance assessments over the next three fiscal years.

SUMMARY STATUS OF IN-PROGRESS ASSESSMENTS:

Assessments by Institutional Compliance and Ethics of distributed, risk-specific compliance programs are planned and facilitated based upon the prioritization of risk areas referenced above, as well as upon request by distributed program owners. The assessment of the level of regulatory risk in a given category indicates the expected robustness of the associated mitigation activities, including the formality and maturity of the related distributed risk-area compliance program. Assessment activities completed, in progress, and planned are summarized in the following chart:

Summary of Assessment Activity	As of 11/5/25	As of 1/30/26
--------------------------------	---------------	---------------

Regulatory Risk Assessments:		
Federal Contracting (FAR/DFARS)	IP	IP
Procurement	NS	IP
Human Resources	NS	IP
Health, Safety, and Emergency Planning	NS	IP
Laboratory Safety	NS	IP

Program Maturity Guided Self-Assessments:		
Research – Award Management and Costing	Draft	DONE

Conflict of Interest	IP	DONE
Federal Contracting (FAR/DFARS)	IP	IP

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

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.” University policy requires that all notices of any external review be reported to the Institutional Compliance Leader for tracking, reporting, and follow-up. Since the last meeting, two external reviews were announced and two were completed. The table below summarizes external review activity since the prior meeting.

Reviewing Entity	As of 11/5/25	As of 1/30/26	Remarks
Office of Naval Research (ONR)	Not Announced	In Progress	FY26 Limited Property Management System Analysis (PMSA) of George Mason University (GMAF).
Auditor of Public Accounts (APA)	Not Announced	In Progress	Annual audit of financial statements for fiscal year 2026.
Office of the Ombudsman, Federal Student Aid, U.S. Department of Education (DOE)	In Progress	In Progress	The U.S. Department of Education’s office of Federal Student Aid (OFSA) has received a complaint of a Title IV compliance issue from a student. The matter is under review by OFSA.
CampusGuard	In Progress	Completed	Evaluation of Gramm-Leach-Bliley Act (GLBA) program including Federal Tax Information (FTI). Annual compliance assessment completed September 5, 2025. Report issued with recommended actions. <i>[NOTE: In the absence of a quorum, this review was discussed with the ARCC Chair on November 22, 2025]</i>
Forvis Mazar (for Auditor of Public Accounts)	In Progress	Completed	Agreed-upon procedures engagement evaluating the Statement of Revenues and Expenses for the year ended June 30, 2025 required for NCAA compliance. Engagement underway. Engagement completed and report issued without recommendations.

SUMMARY OF REPORTING MECHANISMS AND MATTERS

Institutional Compliance and Ethics conducts, oversees, coordinates, and/or monitors investigations of allegations of non-compliance or ethical misconduct. The office utilizes up-to-date, detailed guidelines for conducting compliance investigations, which are incorporated into the Institutional Compliance and Ethics Program Operating Manual. A process also is in place for tracking the disposition of reported matters investigated by Institutional Compliance and Ethics and/or University Audit; additional processes are being developed to monitor the disposition of certain reported matters referred to other units.

To encourage reporting, a landing website is maintained by Institutional Compliance and Ethics that links to reporting mechanisms for various constituencies and issue types across campus. To further encourage reporting, and to reduce risk and to meet accepted standards for effective compliance and ethics programs, Institutional Compliance and Ethics benchmarked anonymous reporting capabilities at numerous peer institutions, socialized the addition of such a mechanism for George Mason, received Enterprise Domain Council approval to pursue an outsourced mechanism, obtained funding, and initiated the Request for Proposals stage.

Five potential compliance matters were reported to Institutional Compliance and Ethics since the last meeting. Three matters reported were referred to other units for investigation, and two were retained by Institutional Compliance and Ethics for investigation. One new matter investigated by Institutional Compliance and Ethics was closed and one new matter remains under investigation. Two matters under investigation at the time of the last report were closed. None of the matters reported appear significant to George Mason.

The table below shows the status of matters reported to Institutional Compliance and Ethics, and whether referred to other units for handling or handled directly by Institutional Compliance and Ethics and/or University Audit.

Status	11/5/25 to 1/30/26
Matters Reported to Institutional Compliance in Period	5
Matters Referred to Other Units for Handling in Period	2
Matters Reported in Period Investigated by Institutional Compliance and Ethics or University Audit	3
In Progress of Investigation	-
Closed - Non-Compliance Not Substantiated	3
Closed where Non-Compliance Substantiated	-
Closed where Non-Compliance was Significant	-

The table below lists the reported matters since the last meeting by topic area.

Topic Area	#
Code of Ethics/Standards of Conduct Matters	1
Discrimination or Harassment	2
Health and Safety	2
Total	5

SUMMARY OF ADDITIONAL COMPLIANCE ACTIVITIES

INSTITUTIONAL COMPLIANCE ENTERPRISE RISK MITIGATION STRATEGY:

Institutional Compliance and Ethics continues to work with the Enterprise Risk Management Program and other groups to facilitate action plans to address the Institutional Compliance and Ethics enterprise risk and to strengthen George Mason’s culture of integrity, ethics, and compliance. The action plans provide a roadmap for further build-out of George Mason’s institutional compliance and ethics program; the initial 5 actions plans were reviewed with senior leaders in March 2025. In response to Enterprise Risk Management’s overall review of action planning for 2025-2027, 2 additional areas of focus are in development. The table below summarizes each area of focus and the status of each. Institutional Compliance and Ethics will continue to provide updates regarding the status of each focus area.

1. Design and implement processes to increase compliance with mandated trainings	IP
2. Review Core Values and Code of Ethics; update if needed	IP
3. Build consensus for and implement a university-wide process for surfacing concerns about integrity, ethics, and compliance matters anonymously	IP
4. Improve the institutional policy development, review, and communication process	IP
5. Develop and implement compliance escalation matrix for policy violations	IP
6. Formalize and regularize a communication and collaboration structure between distributed compliance units and liaisons, and a regular communication plan for leadership	NS
7. Implement the improved ethics training module and incorporate into employee onboarding processes	NS

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

TRAINING AND COMMUNICATION ACTIVITIES:

The following activities advance the preliminary institutional compliance and ethics risk management action plans described above.

- Additional George Mason-specific ethics and compliance training content has been developed, undergone stakeholder review, and reviewed and refined further by Human Resources’ learning and development staff. The training is anticipated to also be used for new employee and new faculty orientations. Implementation is anticipated by early 2026.
- Conflict of Interest/Conflict of Commitment guides, training, and other resources were added and improved and made available to users through the RAMP platform on George Mason’s COI website. Institutional Compliance currently is developing additional conflict of interest training pertaining to Commonwealth requirements pertaining to Gifts, Statements of Economic Interests (SOEI), and Immediate Family Waivers.
- In order to improve tracking and enforcement of all training required for all employees (e.g., ethics, information security, FERPA, Title IX, others), Institutional Compliance worked with Human Resources to obtain access to training completion data, and has developed preliminary metrics for providing training data to leadership. A process for sending

automated reminders for all training modules is anticipated to be implemented by 2026, starting with the revised ethics and compliance training.

- The draft compliance and ethics communications calendar, setting forth key compliance information about common compliance risks and resources, continues to be refined and expanded. Once implemented, the calendar will assist George Mason in meeting compliance communication expectations, as well as socialize Institutional Compliance and Ethics resources with the campus community.

INSTITUTIONAL COMPLIANCE STAFFING

There have been no changes to Institutional Compliance staffing since the last Committee report. Below are professional biographies for the two team members.

Vin Lacovara, Associate Vice President for Institutional Compliance and Ethics

vlacovar@gmu.edu

Vin Lacovara joined George Mason to establish and lead the Institutional Compliance function in February 2021. His responsibilities are to implement and manage an effective, institution-wide compliance and ethics program for George 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 George 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 bachelor's degrees in English and political science from Duke University, and a law degree from Catholic University's Columbus School of Law. He is also a Certified Compliance and Ethics Professional[®], and has presented at national industry conferences on the topics of compliance program implementation, compliance assessment frameworks, and compliance investigations.

Elizabeth Woodley, University Ethics Officer and Outside Interests Manager

ewoodley@gmu.edu

Elizabeth Woodley joined Institutional Compliance in March 2021 to assist in establishing a more robust ethics program for George Mason; oversee George 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.

After serving as a Robert F. Kennedy Public Service Fellow with the University Counsel's Office, Elizabeth joined George Mason's Compliance, Diversity, and Ethics office in 2013 as the University Policy Manager. She later added responsibilities as the FOIA Compliance Officer in 2014 and the Ethics Officer in 2016. Elizabeth earned a bachelor's degree in history and art history from the University of Virginia, and a law degree from the University of Virginia School of Law. She is also a Certified Compliance and Ethics Professional[®].

APPENDIX

- Schedule of Assessments Completed Since 2021
- Schedule of Assessment Recommendations Completed or in Progress Since 2021

SCHEDULE OF COMPLETED COMPLIANCE ASSESSMENTS SINCE 2021

This Appendix provides a schedule of regulatory risk assessments and program maturity guided self-assessments completed since the Program's inception in 2021.

Summary of Assessment Activity	Date Completed
<i>Regulatory Risk Assessments:</i>	
Compliance and Ethics Program	10/26/2021
Equal Opportunity and Title IX (DEI)	12/8/2021
Human Resources (Equal Opportunity)	3/30/2022
Human Resources Benefits	3/30/2022
Human Resources Hiring and Administration	3/30/2022
Office of the Registrar	10/12/2022
Laboratory Safety	5/1/2023
Human Resources – Reporting, Notices, and disclosures	6/26/2023
Health, Safety, and Emergency Planning and Response	2/27/2024
Institutional Privacy	3/5/2024
Research Award Management and Costing	3/14/2024
Disability Services	2/19/2025
Conflict of Interest	2/24/2025
<i>Program Maturity Guided Self-Assessments:</i>	
Compliance and Ethics Program	10/26/2021
Equal Opportunity and Title IX (DEI)	8/12/2022
Research: Export Control	12/9/2022
Office of the Registrar	10/10/2023
Student Health Services Privacy	12/7/2023
Laboratory Safety	1/29/2024
Health, Safety, and Emergency Planning and Response	7/8/2024
Mason and Partners Clinics and Population Health Center Privacy	8/26/2024
Counseling and Psychological Services Privacy Program	10/1/2024
Center for Community Mental Health Privacy Program	10/1/2024
Records Management Program	10/3/2024
Athletics Sports Medicine Privacy Program	12/3/2024
Conflict of Interest	2/24/2025
Disability Services	6/26/2025
Awards Management and Costing	11/11/2025

SCHEDULE OF ASSESSMENT RECOMMENDATIONS COMPLETED OR IN PROGRESS SINCE 2021

This Appendix provides a schedule of assessment recommendations completed or in progress since the Program’s inception in 2021.

	Assessment Name	Year Assessed	Action Items COMPLETED	Action Items IN PROGRESS
1	Equal Opportunity/Title IX Program Maturity Assessment	2022	13	4
2	Export Control Program Maturity Assessment	2022	7	1
3	Office of the Registrar Program Maturity Assessment	2023	-	15
4	Student Health Services Privacy Program Maturity Assessment	2023	11	1
5	Laboratory Safety Program Maturity Assessment	2024	4	5
6	MAPEC (formerly MAP Clinic) Privacy Program Maturity Assessment	2024	6	1
7	Counseling and Psychological Services Privacy Program Maturity Assessment	2024	5	-
8	Center for Community Mental Health Privacy Program Maturity Assessment	2024	6	-
9	Institutional Privacy Maturity Assessment	2024	18	1
10	Health, Safety, and Emergency Planning Program Maturity Assessment	2024	5	-
11	Records Management Program Maturity Assessment	2024	2	-
12	Athletics Sports Medicine Privacy Program Maturity Assessment	2024	-	6
13	Office of Disability Services Program Maturity Assessment	2025	7	3
	TOTAL		84	37

George Mason University
Board of Visitors

Development Committee Meeting
February 26, 2026
Merten Hall Hazel Conference Room 1201

A G E N D A

- I. Call to Order
- II. Approval of Development Committee Meeting Minutes from April 17, 2025 (ACTION ITEM)
- III. New Business
 - A. GMUF Update – Jenny Herrera, Interim Chair
 - B. University Advancement and Alumni Relations Update - Trishana E. Bowden
 - C. Mason LIFE Program - Dr. Linn Jorgenson, Director
- IV. Old Business
- V. Adjournment

The February 26, 2026, Development Committee meeting of the Board of Visitors will be in-person. Members of the public are welcome to observe in person or may view the meeting live at the following link: <https://bov.gmu.edu/live/>. Please be aware that the full board agenda timing is for planning purposes only, the formal meeting could conclude before or after the time noted so participants should plan accordingly.

Written comments will be accepted until the full board meeting adjourns on February 26, 2026. To submit a written public comment, please complete the form at the following link: <https://forms.office.com/r/g7ZfjPnJEx>. Written comments will be entered into the public record of this meeting.

No oral public comment will be taken at this meeting.

**George Mason University Board of Visitors
Development Committee Meeting
April 17, 2025
1:00 PM – 2:00 PM
Merten Hall, Fairfax Campus**

MINUTES DRAFT – FOR COMMITTEE REVIEW

Attendees: Chairman Jon Peterson, Vice Chair Anjan Chimaladinne, Visitor Robert “Bob” Pence, Visitor Reginald “Reg” Brown (virtual participation), Visitor Caren Merrick (virtual participation)

Absent: Visitor Dolly Oberoi

Guests: President Gregory Washington; Vice President Trishana E. Bowden; Anne Gentry, legal counsel; Susan Allen, faculty representative; Nicole Pozinsky, secretary pro-tem; Rachel Spence, staff liaison; Solon Simmons, full board faculty representative; Carolyn Faith Hoffman, student representative; Maria A. Romero Cuesta, student representative; and guest speakers Sumeet Shrivastava, Cheryl Druehl, Rebecca Howick, and David Tarter.

Call to Order

Chairman Jon Peterson called the meeting to order at 1:02 p.m.

Chairman Peterson reminded the committee that this meeting is open to the public and that it is being streamed live via George Mason TV. He welcomed Secretary Merrick to the committee. Due to personal and business matters, Visitors Merrick and Brown, requested to participate electronically. A motion was made and was PASSED.

Approval of Development Committee Meeting Minutes from February 27, 2025 (ACTION ITEM)

Chairman Peterson confirmed the committee meeting had reached a quorum. He called for any changes or edits to the February 27, 2025, meeting minutes. There being no corrections, the minutes were **APPROVED AS WRITTEN**.

Peterson called to the podium Sumeet Shrivastava, the chair of the George Mason University Foundation (Foundation), who delivered an update regarding recent Foundation and Board of Trustees activities.

New Business

GMUF Chair Update – Sumeet Shrivastava

Shrivastava began by stating that the winter board cycle has come to a conclusion. During the full board meeting, Dr. Washington gave an extended presidential update on the state of the university and shared his vision in carrying George Mason into the future. Dean Ingrid Guerra-López of the College of Education and Human Development presented her vision for the college and the grand challenges facing her students and programs, and discussed the unique Accelerated College and Employability Skills Academy, otherwise known as the Access Academy.

Beginning May 1, the Board of Trustees' spring cycle will commence. Shrivastava began to share an update on what the committees will be focusing on during the spring cycle.

The **University Advancement and Alumni Relations Committee** will be focusing on bringing in other trustees to partner on funding needs. Currently, participation stands at 94 percent.

The **Audit Committee** will review and approve the proposed engagement of the foundation's external auditors and will continue to oversee the foundation's enterprise risk management program.

The **Finance and Real-Estate Committee** will review and approve the fiscal year 2026 operating budget.

The **Investment Committee** will review investment returns through the third quarter of the fiscal year. The endowment market value stands at \$230 million as of April 15 and has a return so far in the fiscal year of four percent. Shrivastava mentioned that they are staying up to date with market conditions on a daily and weekly basis with outsourced chief investment officers.

The **Nominating and Governance Committee** will finalize the slate for fiscal year 2026, expecting an exceptional class of nominees and up to nine new elected trustees. Shrivastava expressed his excitement about the new additions and looks forward to their impact in the upcoming year.

Shrivastava moved on from committee business to describe the work and advocacy of trustees on behalf of the university. He shared the story of Mark Monson, BS '74, who began his journey at George Mason 56 years ago. He has served on six boards and committees and was recently awarded the Distinguished Alumnus of the Year award for the College of Science. His

philanthropic dedication to George Mason is reflected in his gifts to over 35 initiatives. Monson has established three endowments at George Mason. What makes Mark's contribution to the Board of Trustees truly special is the perspective he brings as someone who witnessed George Mason's remarkable transformation and chose to invest in it.

Chair Peterson asked Shrivastava about the endowment numbers he gave in his presentation, and Shrivastava expressed that those were the numbers as of April 15. Through February 28, the numbers were at about 8.5 percent year-to-date, and had dropped the last two months, but remained at around four percent.

Chair Peterson asked Shrivastava about the size of the GMUF Board. Shrivastava answered that there were about 30 members, and 20 nominees had come forward, one of the largest groups in George Mason history. He anticipates that up to nine will be selected to go through the full process of joining the Board. Shrivastava emphasized that he has very high hopes for this group of selected nominees, as they are a cohort that has been philanthropic at George Mason and highly engaged.

Susan Allen, asked if any of the faculty or staff members were engaged as board members. Shrivastava responded by stating that they participate on the board through community memberships that are on a rotational basis. At the current moment, two deans work a two-year cycle, offset by a year. Currently, the two deans are Dean Ajay Vinzé from the Costello College of Business and Dean Melissa Perry from the College of Public Health. Shrivastava mentioned that they have a faculty representative, also serving on a two-year cycle: Michael Nickens (a.k.a., Doc Nix) from the College of Visual and Performing Arts. A couple of years ago, we decided to include alumni representation on our Board of Trustees, which is already 50% alumni. The President-elect of the alumni Association typically serves a two-year term. We also ensure representation from recent graduates, recommended by the alumni Association.

Peterson opened the floor for any additional questions. Hearing none, he introduced Vice President Trishana E. Bowden to the podium.

University Advancement and Alumni Relations – Vice President Trishana E. Bowden

Bowden began by stating that her remarks would be brief, as a full written report had been uploaded for the Board to read. She echoed Chairman Peterson's welcome to Secretary Merrick. Bowden shared that the university has received several substantial gifts, and the total raised towards the billion-dollar Mason Now campaign, launched officially on April 22, 2023, now stands at \$541 million.

Bowden shared that on April 9, a scholarship reception event was held, and donors had the opportunity to meet student recipients, having a chance to see how their philanthropic support impacts the education and lives of students. Mason Vision Day occurred on April 4, with a concentration on giving to all initiatives throughout the university community. \$1.2 million was raised, and 1,925 donors participated with more than 2,300 gifts. She emphasized that donors give to what they care about. Athletics received a very large gift that was announced on Mason Vision Day to support the Power Basketball Greatness initiative.

Bowden discussed a gift presented to the board a few weeks ago: a \$20 million gift from the Kimmy Duong Foundation that will support the College of Engineering and Computing (CEC) and University Life. The gift will establish two endowments within CEC to provide scholarship support as well as name the Long Nguyen and Kimmy Duong School of Computing. The name change will officially go before the State Council for Higher Education in Virginia for full approval. Bowden expressed that she is excited about that partnership and the commitment from the couple and their enduring support for the university.

Bowden also announced a million-dollar gift from Mahfuz Ahmed, BS '93, for the CEC Dean's Technology Innovation Fund. Bowden expressed that the university had received a bequest estimated at \$1.1M from the John Kenneth Sammon Trust in support of the Antonin Scalia Law School, a record bequest to the law school. A \$250,000 gift from Johnson & Johnson was received for the Law and Economic Center. The Clifton Foundation has awarded a \$1.5M grant to University Life's Center for the Advancement of Well-Being to launch the Student Strengths Coaching Program. This initiative will provide strength coaching for students and a work lab for student coaches to create innovative experiences for groups and organizations to dive deeper into applying strengths. Lastly, two significant planned gifts were received for the College of Humanities and Social Sciences. One is a million-dollar endowment provide support for the Cultural Studies Program, and the other is a \$375,000 endowment to provide financial need scholarships for undergraduate students who have completed the Early Identification Program.

Bowden closed by encouraging members to read the full report, which includes information about additional gifts that have been received. She expressed her gratitude to the board members who have already given to the billion-dollar campaign.

Bowden introduced the next speaker: senior associate dean for faculty affairs and research at the Costello College of Business, Dean Cheryl Druehl.

The Costello College of Business

Before Druehl began her presentation, Peterson expressed his gratitude to everyone at the Costello College of Business (CCB) for their support and dedication to the university. He stated

their progress over the past decade demonstrates that with belief and support, significant achievements are possible. The collective effort and dedication of everyone involved have put the business school on the map, he said, and the hard work is paying off.

Druehl proceeded with her presentation, introducing two CCB center directors, Rebecca Howick from Center for Innovation Entrepreneurship, and David Tarter from the Center for Real Estate Entrepreneurship. Druehl noted that CCB is one of the largest business schools in Virginia, with more than 5,000 students across all programs, graduate and undergraduate. There are more than 100 full-time faculty. CCB offers interdisciplinary programs across the university for undergraduates, minors and joint programs for graduate students, as well as a Modular Master's in Management program. Druehl discussed CCB's four centers of excellence, which are opportunities for faculty, staff, and students to interact with businesses. She shared that today, the intent was to showcase the Center for Innovation and Entrepreneurship (CIE) and the Center for Real Estate Entrepreneurship (CREE). She thanked the visitors for their support and suggested potential fundraising opportunities as a part of the Mason Now: Power the Possible Campaign.

Druehl welcomed Howick to the podium. After a brief overview of her background, she discussed what makes the Center of Innovation and Entrepreneurship different: its focus on social impact and experiential learning. CIE aims to expand its experiential learning through its mission of developing, driving, and empowering students. Howick emphasized that the center strives to empower not only students and staff on campus, but also the community in creating new ventures for its participation.

Howick introduced CIE's operations team, followed by discussing the Flagship Experiential Learning Programs: The Patriot Pitch Competition, Honeybee Initiative, The Depot, and The SOAR Initiative.

Howick described the 2025 Patriot Pitch Competition that occurred on April 10, as the best pitch competition they had, with great involvement by stakeholders within the community along with professionals and the George Mason campus community. The 2025 Patriot Pitch Competition, featured \$50,000 in prizes, provided through the sponsorship of Anil Sharma and 22nd Century Technologies, as well as other internal and external supporters. Howick explained the role of mentorship in the competition, and emphasized that the Patriot Pitch Competition is for all George Mason Patriots with an entrepreneurial spirit, not only for Costello of College students.

Howick next shared information about the Honeybee Initiative, which allows individuals to learn about entrepreneurship. She moved on to talking about the Depot program, which is a student run venture program that was initiated from a gift from the Community Foundation for Northern Virginia, as well as partners within the City of Fairfax Economic Development Authority. This

program gives students hands-on experimental learning opportunities and is open to all fields of study within George Mason. She offered gave insight into the SOAR Initiative, which offers entrepreneurship training and resource support for community members. The program works with individuals who do not traditionally participate in the entrepreneurship ecosystem and creates new pipelines for people to start businesses, where they have the idea but need structure to be sustainable in their business and entrepreneurial journey, as well connecting them with the existing available resources. Open to all Virginians, SOAR involves a seven-week boot camp training program where individuals are matched with mentorship opportunities so that they can connect with experienced entrepreneurs.

Howick discussed three cohorts that fit under the umbrella of the SOAR initiative: the Shrivastava Family Refugee and Immigrant Success through Entrepreneurship Program, the Workforce Innovation Success through Entrepreneurship, and the Rural and Emerging Communities cohort.

Howick shared opportunities for growth for CIE. Currently, the center has an operational team and support from the dean's office. An executive director, said Howick, would allow CIE to scale its work as well as take the center to the next level. They are also seeking funding for additional cohorts.

Howick concluded by expressing her gratitude for the opportunity to introduce the center.

Peterson opened the floor for questions and comments.

Vice Chair Anjan Chimaladinne seconded that the Patriot Pitch Competition was a success and expressed that he had the opportunity to serve as a judge in the finals.

Peterson expressed that he is a big believer in learning through experience and that it is a great opportunity for students to experience the real world outside the university; everyone who participates comes away better than they were before.

There being no further questions or comments for Howick, Peterson called to the podium David Tarter, director of the Center for Real Estate Entrepreneurship, and asked for a brief overview of his background before joining George Mason.

Tarter provided an overview about his background for the committee. He then explained that the Real Estate Entrepreneurship program is the only program raised in Northern Virginia that is also a state school that had screen ties with government. The Center for Real Estate Entrepreneurship was founded in 2009, as an industry-supported initiative. The program is the leading platform for real estate education, collaboration, and research at George Mason. It does real estate research

and collaborates with Fairfax City. It also provides workshops for real estate skills, case study tours, panels, and leadership lecture series. Tarter said that the program offers skills classes, industry conferences, best practices lectures, networking events, and they sponsor students to go to events and have memberships in related trade groups. This program is an accelerated master's program, where students can take master's level classes as an undergraduate and complete a master's degree in an expedited fashion.

Tarter expressed that his hope for this program is to build on what is already a great foundation. This coming year, they will be expanding into housing education, data center development, and sustainability. There are five new courses coming next year. Mentorship is also going to start for students on day one, instead of requiring them to seek out a mentor. There will also be career advising on day one with a professional recruiter. The improvement of experiential learning will be at the forefront by creating national real estate competitions and to continue to expand on global real estate residency. Networking is now a requirement, instead of a factor that is strongly encouraged. It is critical for the success of students in real estate to meet and engage with people.

Tarter noted that next year they will be working to provide affordable housing, giving individuals outside of the program an opportunity to receive a certificate in affordable housing. Affordable housing workshops are also offered. Tarter expressed that the ultimate goal is to raise international reputation awareness of and exposure for the center. By doing this, Tarter emphasized that expanding their ties with the government will enable students to do research and to potentially provide services for them, and receive grants from them.

Expanding ties between students and alumni is also a focus, as George Mason has an impressive alumni network that could support current students. Tarter wants to also work to expand partnerships with large employers who are interested in education, engagement, and community. Tarter would like to create George Mason case studies and mentioned that they are currently working on their first one. Tarter moved on to discuss taking better advantage of grant opportunities, expanding the footprint of George Mason to mega-companies, and the government.

Tarter concluded by opening the floor for any questions.

Chair Peterson asked Tarter what program exists that looks for outside investors to place their money with CREE students, who then invest it?

Tarter responded by stating that there is a student investment fund that has about \$2 M in it right now. He explained that students get money from outside investors and/or from other sources, and they utilize that money to analyze projects, proposals, and investments. Then the students bring it to a small board and make their investment pitch. The \$2 M was given from board members and

other investors to allow students to have real money to work with. Tarter emphasized that the investment program has been very successful.

Peterson asked Tarter to talk about the competitions that occur annually against others in the region.

Tarter explained that they go to a competition sponsored by NAIOP, a trade group in the area. They go to a competition in Washington, D.C., where Tarter mentioned they are the most successful team, winning seven out of the past ten events. George Mason students compete with individuals from Georgetown, the University of Maryland, and other successful and established programs. Tarter reiterated that he would like to expand these competitions not only locally but on a more national level.

Peterson stated that going back to the beginning, it is a great example of where industry works with George Mason. The industry had a need, they went out, raised dollars, came to the provost at the time, had discussions with the president, got approval, \$2 million raised by the industry, they said, OK, let's get started. Peterson highlighted it as a prime example of the industry asking, "Where will we find our employees?" and George Mason consistently aligning its offerings with industry needs. We have hired many people from the real estate program, he added.

Peterson opened the floor to any additional questions.

Old Business

Chairman Peterson called for any topics of "Old Business" to be discussed. There were none.

Adjournment

There being no further business to discuss, Chairman Peterson adjourned the meeting at 2:03 pm.

**George Mason University Board of Visitors
Development Committee Report
February 26, 2026**

The George Mason University Office of Advancement and Alumni Relations submits the following report of its activities and engagements conducted in furtherance of the university's students, programs, and community in the months following the December 4, 2025, meeting of the Board of Visitors.

As of February 8, George Mason's fundraising campaign, *Mason Now: Power the Possible*, stands at \$616.8M raised towards its \$1 billion goal.

Notable Gifts and Partnerships

We are pleased to report on the following generous gifts received by the university since the Board of Visitors' last meeting in 2025:

The College of Humanities and Social Sciences received several major gifts during this reporting period, including \$600,000 received to complete a planned gift commitment valued at \$1.1M and additional cash gifts of \$100,000 to support the college's Next Systems Studies Program. The college also received a \$250,000 initial payment on a \$500,000 pledge to support programming at the Center for Climate Change Communication, and a three-year, \$300,000 commitment to support a graduate fellowship within the Institute for Immigration Research.

The College of Public Health reports that an anonymous planned gift will establish the Lorraine Kisner Hedrick Scholarship Endowment.

The Antonin Scalia Law School reported several major gifts, including \$550,000 from two institutional donors for the Law and Economics Center, and \$550,000 from three foundations for the C. Boyden Gray Center for the Study of the Administrative State.

The new Foundation for Scalia Law, a private, 501(c)(3) organization that administers and manages gifts for the benefit of George Mason's Antonin Scalia Law School, is operational and has begun accepting gifts in support of law school programs and activities.

The College of Visual and Performing Arts has reported several major planned gifts.

- A planned gift from Dean Rick Davis and Julie Thompson, estimated at \$700,000, which will support a number of initiatives relating to the arts at George Mason and establish the Rick Davis and Julie Thompson Theater Scholarship Endowment.
- An anonymous planned gift from an alumnus will establish the Hans-Gerd Mehrtens Scholarship Endowment.

- Robert and Patricia Warakomsky’s planned gift of \$318,000 names two Steinway Grand Pianos for the Give Voice initiative for the Center for the Arts renovation.
- Howard Kurtz and Howard Jaffe’s planned gift of \$200,000 benefits the Kurtz Theater Scholarship Endowment.

The University Priorities/Corporations and Foundation Relations team (UP/CFR) reports gifts totaling \$565,000 that support the Small Modular Reactor Summer Academy at the NuScale E² Center at Mason Square, the Innovation District, corporate partner programs in the College of Engineering and Computing and the Costello College of Business, ADVANCE, AI literacy, and CV4E course funding at the Smithsonian-Mason School of Conservation.

Partnerships with the Region’s Leadership

The University Priorities/Corporate and Foundation Relations (UP/CFR) team continues to advance George Mason’s campaign priorities through targeted corporate and foundation partnerships aligned with President Washington’s 2050 Vision, the *Mason Now* campaign, and the university’s focus on workforce development, health access, and applied innovation.

- **Energy, Innovation, and Workforce Development** - UP/CFR secured new corporate investment to support an immersive small modular reactor (SMR) workforce academy housed at the NuScale E² Center. The program integrates hands-on training, applied learning, and operator-focused education to prepare talent for emerging energy technologies critical to regional and national infrastructure priorities.

UP/CFR worked with Dominion Energy, which has expanded its institutional engagement with George Mason by upgrading its sponsorship of the Innovation District and becoming a founding partner. This enhanced partnership reflects sustained confidence in George Mason’s innovation ecosystem and supports engagement across academic programs, civic leadership initiatives, and regional workforce development.

- **Health Access and Community Impact** - Strategic health-focused philanthropy has advanced George Mason’s role as a regional health partner through new funding supporting the MAP Clinics. Investments include capital improvements at the Manassas location and support for an expanded community health worker model. Together, these initiatives strengthen clinical capacity, improve patient access, and enhance long-term sustainability for community-based health services serving underserved populations in Northern Virginia.
- **Corporate Partnerships and Multi-Year Commitments** - UP/CFR finalized a significant multi-year corporate commitment supporting workforce-aligned programs across the College of Engineering and Computing and the Costello College of Business. This partnership emphasizes experiential learning, employer-informed curriculum, and sustained industry engagement—reinforcing George

Mason's value proposition as a talent engine for the region's innovation economy.

George Mason Athletics has drawn on the success of the university's fall sports programs and the continued excellence of their winter counterparts to energize donor, alumni, and corporate engagement. Increased visibility and enthusiasm has accelerated strategic conversations and positions Athletics to capitalize on this momentum through deeper relationships, expanded investment, and sustained alignment with long-term priorities.

Athletics continues to demonstrate strong year-over-year growth in both fiscal contributions and engagement. Year-to-date (YTD) giving for FY26 has reached \$1,750,354, exceeding the \$1,359,038 recorded at this point in FY25. This upward trajectory reflects the effectiveness of our donor engagement strategies and the growing confidence in our vision for the university's athletics programs.

In addition to financial gains, Patriot Club membership continues to expand. FY26 YTD membership stands at 303 members, up significantly from 197 members at the same point in FY25. This increase underscores the broadening base of support and the momentum behind our efforts to cultivate a vibrant and committed Patriot Club community.

The College of Education and Human Development has been visible in the community:

- Dean Ingrid Guerra-López spoke at the Innovative Education Pathways event on December 3 at Fuse, hosted by Lenovo and Google for Education.
- The college hosted former Virginia Secretary of Education Aimee Guidera at the Accelerated College and Employability Skills (ACCESS) Academy lab school on December 11 at Fuse. The former secretary spoke with a class of ninth grade students, who demonstrated some of their technology skills in artificial intelligence, coding, and robotics. Guidera also toured the Fuse building and saw demonstrations in the robotics lab.
- The Educational Research Alliance of Northern Virginia (ERA-NOVA) Research Practice Partnership held its second convening of the academic year on January 30 with a focus on Artificial Intelligence in today's K-12 classrooms. The ERA-NOVA partnership is between CEHD and 21 Northern Virginia school divisions. Attendees included division superintendents, chief information technology officers, and other division leadership.

In the College of Public Health, Dean Melissa Perry and the college's advisory board hosted a College of Public Health Patriot Dinner, which brought together regional health care executives, technology leaders, entrepreneurs, and health policy experts for conversations focused on ways the College of Public Health is positioned to address the region's needs in public health strategy, digital health innovation, and healthcare workforce development.

In November 2025, the Virginia Climate Center, housed in the College of Science, released the inaugural Virginia Climate Assessment, the first in a series of reports that will continue to evaluate Virginia's changing climate and its impacts. Prior to its release, the college and Dean Cody Edwards hosted industry leaders and state and local legislators—including the commonwealth's Chief Resilience Officer Greg Steele—at Fuse to discuss the report's findings.

- COS and Dean Edwards hosted invited guests, industry leaders, and alumni on October 28th at the Fairfax Country Club for the Mason Science Series, featuring associate professor Patrick Vora, who directs the Quantum Science and Engineering Center.

The College of Visual and Performing Arts welcomed a sold-out crowd to the Center for the Arts on December 6 for a Fairfax Symphony Orchestra concert featuring world renowned cellist Yo-Yo Ma. CVPA dean Rick Davis hosted a pre-performance reception with several major donors and prospects for the Give Voice initiative to reimagine the Center for the Arts. Following that reception, Mr. Ma also met with President and Mrs. Washington as well as a small group of supporters of the Give Voice initiative including Robert Warakomsky, Annie Bolger of performance sponsor Atlantic Union Bank, and Fairfax Mayor/George Mason alum Catherine Read.

The Schar School of Policy and Government took part in Virginia's gubernatorial inauguration event, hosting "The Governors' Roundtable: The Future of Virginia," which brought together four former governors of the commonwealth-- George Allen (R), Senator Tim Kaine (D), Bob McDonnell (R), and Ralph Northam (D)—for a lively, collegial, and substantive discussion. Nearly two hundred attendees enjoyed the dialogue, including three former members of Congress, a sitting U.S. Senator, and multiple business leaders.

University Priorities/Corporate and Foundation Relations (UP/CFR) spearheaded George Mason's participation in the 2026 Consumer Electronics Show (CES), the Consumer Technology Association's flagship event. The week showcased George Mason's leadership in innovation, entrepreneurship, and applied research, while highlighting Northern Virginia's thriving tech community. University leadership—including deans and advancement officers from the College of Engineering and Computing, the College of Public Health, the College of Science, and the Costello College of Business—met with more than 400 CES attendees, generating visibility and relationship-building opportunities with corporate, civic, and innovation ecosystem partners.

Central Advancement Support for the University's Units

George Mason's central advancement team continues to support each of the university's colleges, schools, and units in achieving their philanthropic objectives.

In late January, Advancement and Alumni Relations hosted a deans' meeting to update George Mason's academic leadership on high-level campaign plans for the next stages of the Mason Now campaign and opportunities for their collaboration on upcoming initiatives.

The Strategic Advancement Systems team has embarked on a complete overhaul of George Mason's e-communications process, with the implementation of a new digital engagement

platform, GiveCampus. Designed to strengthen the university's relationship with constituents through high-quality, coordinated engagement, the governance committee for the project seeks to create policies that are in line with the university's branding, content, and timing standards for communications.

Advancement Communications led the development and launch of a new Advancement website, giving.gmu.edu, with close collaboration with each college, school, and unit to ensure that the units' presence on the site reflects their primary funding initiatives and messaging.

The Advancement Communications team has also provided extensive visual assets for the *Mason Now* campaign, which allow our units to easily create professional, attractive, and consistently-branded documents and materials for sharing information with potential partners and donors. These assets have been tested, organized, and made accessible through a new portal available for all units through the Advancement Office's intranet system.

The Donor Relations team planned and executed the annual Celebration of Giving reception in early December, an important "thank you" stewardship event for the university's most generous donors. The function welcomed more than 200 guests and was enthusiastically staffed by the Donor Relations and Advancement Communications team, offering an opportunity for advancement staff in George Mason's colleges, schools, and units to interact with their units' benefactors.

Alumni Engagement

The Office of Alumni Relations, in partnership with the George Mason University Alumni Association (GMUAA) Board, continues to advance its mission of strengthening alumni engagement both regionally and nationally. Recent initiatives reflect sustained progress in outreach, philanthropy, and strategic programming.

Alumni Relations and the GMUAA Board hosted a sold-out alumni breakfast at the Consumer Electronics Show, featuring remarks from Kinsey Fabrizio, BA '04, president of the Consumer Technology Association.

The GMUAA Board is also offering leadership in philanthropy, with 89.6 percent participation towards its annual giving goal.

The Office of Alumni Relations has continued to prioritize outreach to George Mason's veteran and active-duty alumni community, hosting the university's first Honor Flight participation in November, taking part in a wreath-laying ceremony at Arlington National Cemetery in December, and offering popular military networking events at the American Legion posts in Arlington, Vienna, and the City of Fairfax.

Many of George Mason's colleges, schools, and units are also enthusiastically engaging their own alumni communities:

- The Antonin Scalia Law School reports that its calendar year-end appeals saw an increase in annual giving of 86 percent over its December 2024 results.

- The College of Humanities and Social Sciences held its annual Community and Catalysts: Achievements, Awards, and Innovations event, recognizing 28 alumni whose leadership, service, and research have made outstanding contributions to their industries, communities, and to George Mason, and welcomed back to George Mason alumnus Ali Manouchehri, BA '99, who served as the commencement speaker for the university's 2025 Winter Commencement.
- The College of Public Health hosted an alumni reception at the American Public Health Association Annual Meeting in Washington, D.C., providing national visibility for the college and attracting more than 75 CPH alumni from across the country.
- Intercollegiate athletics offered several special events to promote the Patriot Club, including a women's basketball investor event and donor experience trip, a men's basketball event and donor experience, and travel with the men's and women's basketball team during their fall tournaments in Daytona, Florida. In December, Athletics celebrated the 20th anniversary season of George Mason men's basketball's historic 2006 Final Four run with a weekend that honored the program's remarkable past and its renewed momentum under head coach and former Final Four point guard Tony Skinn, BA '06.

George Mason University Alumni Association President's Report to the Board of Visitors Summary of Activities | September–December 2025

The George Mason University Alumni Association (GMUAA) continued to advance George Mason University's mission through sustained alumni engagement, meaningful student support, expanded volunteerism, and strong partnerships during the past four months. These efforts highlight the depth, breadth, and growing influence of George Mason's 250,000+ alumni network in strengthening institutional priorities, student success, and community impact.

ALUMNI ENGAGEMENT

GMUAA maintained robust engagement with alumni leaders, university partners, and governance bodies to ensure alignment with George Mason's strategic goals and objectives. Activities included chairing Executive Committee and Full Board meetings; representing alumni at Board of Visitors, Board of Trustees, recognition events, and advisory boards across multiple colleges; and supporting chapter succession planning to ensure leadership continuity. Alumni engagement efforts also extended globally, including welcoming Mason Korea (MK) students to campus and advancing discussions to establish a MK regional alumni group. Participation in milestone planning for the Men's Basketball Final Four 20th Anniversary and Spirit of '77 celebrations further reinforced alumni connection to George Mason's history and future.

STUDENT ENGAGEMENT

GMUAA deepened alumni–student connections at key transition points in the student lifecycle. Alumni supported students through culturally focused programming with the Office of International Programs and Services, mock interviews and professional development activities, finals week outreach, alumni mixers, and networking events. Initiatives such as Bagel Breaks for graduating students, Mason Military Series events, capstone judging, and welcome activities for international students strengthened students' sense of belonging and reinforced lifelong affiliation with George Mason.

VOLUNTEERISM

Volunteerism remained a defining characteristic of alumni engagement. Alumni contributed time and service through national and regional initiatives including Wreaths Across America, Honor Flight veteran welcomes, and community service at the Ronald McDonald House of Northern Virginia. Alumni leadership and service were also recognized through university-wide initiatives celebrating kindness, civic responsibility, and community impact. GMUAA continued to encourage volunteer hour reporting to more fully capture the scale of alumni service across chapters and affinity groups.

PARTNERSHIPS AND SPONSORSHIPS

Strategic collaboration with University Advancement, the George Mason University Foundation, academic colleges, and administrative units strengthened GMUAA's institutional impact. Key

partnerships supported alumni mixers, advisory engagement, scholarships, milestone celebrations, and philanthropic initiatives such as the Celebration of Giving. Ongoing coordination with college leadership ensured alumni expertise and engagement were meaningfully integrated into academic and student success priorities.

CONCLUSION

From September through December 2025, the George Mason University Alumni Association demonstrated sustained momentum across engagement, service, and partnership efforts. By activating alumni as leaders, mentors, volunteers, and advocates, GMUAA continues to serve as a vital partner in advancing George Mason's mission and expanding its local, national, and global impact.

Also noteworthy, a significant milestone occurred in December when the GMUAA President delivered the **first-ever Alumni Association presentation to the Board of Visitors (BOV)**, alongside Office of Alumni Relations leadership. This presentation highlighted the scope and impact of alumni engagement in advancing student success, philanthropy, and institutional priorities.

MASON LIFE: LEARNING INTO FUTURE ENVIRONMENTS

February 26, 2026

Board of Visitors Development Committee

Dr. Linn L. Jorgenson

Mason LIFE Director,

Associate Professor, CEHD

The Mason LIFE Experience

Nominzul Otgonbayar

Mason LIFE Class of 2028



What is the Mason LIFE Program?

The Mason LIFE program is a model 4-year Inclusive Postsecondary Education Program (IPSE) for students with intellectual disabilities that focuses on, academics, employment, campus involvement, learning to live independently, and developing social skills.

Mason LIFE is a certificate program, that aims to mirror the degree-seeking student experience.

Philosophy

Mason LIFE offers a student-centered approach to post-secondary education where students learn, work, explore and live together at George Mason University.

The History of Mason LIFE

Program Development *(2006)*

Stephanie Smith Lee, a parent and advocate for individuals with disabilities approached CEHD leadership in 2006.

With the support of the Special Education and Disability Research Division and Dr. Michael Behrmann, the program was piloted with three students.

Student Total: 60 *(2025-2026)*

- 1st years – 12
- 2nd years – 16
- 3rd years – 15
- 4th years – 17

Students from 10 States

Connecticut
Georgia
Maryland
North Carolina

Virginia
Washington D.C.
California

North Carolina
Texas
Colorado

Mason LIFE in George Mason University

- George Mason University
- College of Education and Human Development
- Department of Special Education and Disability Research
- Mason LIFE Program



Program Components



Academics

Foundational Academics (Mason LIFE courses)
Exploration (University courses) 5



Employment

On and off campus work experiences (paid and unpaid).



Housing

Living on-campus (optional) in Potomac and Liberty Hall:
Cooking, cleaning, laundry, and social skills.



Community Involvement

Joining clubs, attending university events,
and creating lifelong friendships.

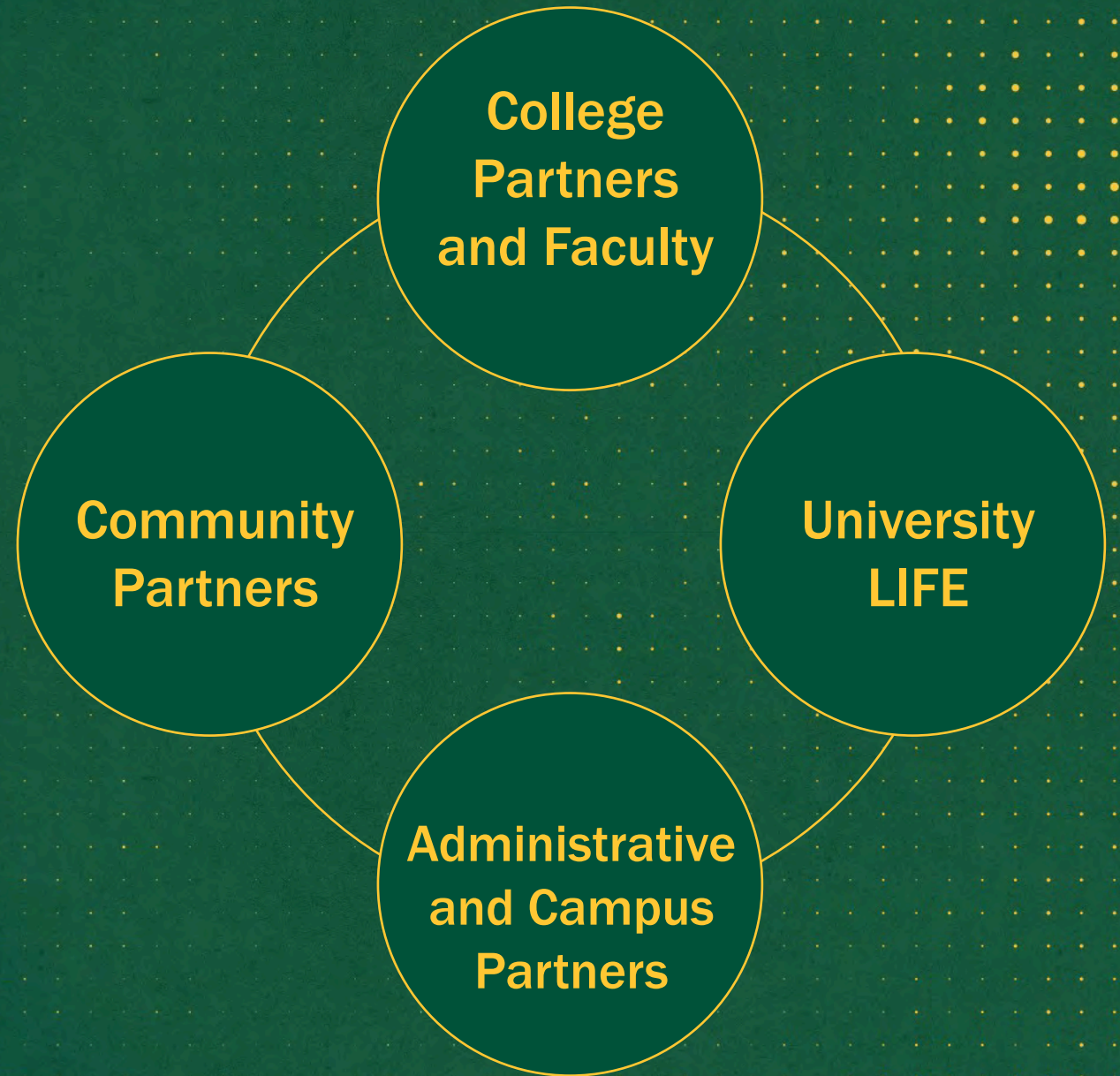
LIFE Student and Campus Impact

Students experience the total college experience.

- Making their own decisions
- Exploring their academic interests
- Developing career interests
- Gaining workplace skills
- Creating and maintaining lifelong friendships.
- Learning how to cook, clean, budget, and live as independently as possible.

- **Employs up to 60 support staff** (wage employees)
- **Enriches the campus** by providing an opportunity for degree-seeking students to gain practical experience learning from and working with individuals with disabilities.
- **Offers hands-on experience** for pre-service teachers through CEHD partnerships.

Stakeholders



Administrative and Campus Partners

- The President's Office
- Athletics
- Military Services
- Police Department
- Registrar
- Office of University Branding
- Child Development Center
- CHSS
- The Assistive Technology Initiative
- The Greenhouse
- Star Lab
- Spiritual Interfaith Center
- Chartwell's
- Mason Square Campus
- Mason Card Office
- Center for the Arts
- Johnson Center

University Life

- Center for Leadership and Intercultural Engagement
- Center for Advancement of Well-Being
- Disability Services
- Student Health Services
- Early Identification Program
- Housing and Residential Life
- Mason Recreation
- Student Involvement
- Women and Gender Studies
- Counseling and Psychological Services
- Student Media
- Corner Pocket
- Green Machine

Community Partners

- Fairfax County Public Schools (FCPS)
- Capitol Hill
- Vienna Pet Spaw
- Patriot Pawsabilities Cat Lounge
- UPS: Merten Hall
- Inova Hospital
- Humane Society of Fairfax County
- Sunrise Community Living
- New America
- World Bank
- Jewish Community Center
- Children's Science Center
- Special Olympics Area 26 (VA -Potomac Region)
- Just Law
- McCandlish Lillard Law Office
- Groundswell
- McAllister's
- Smithsonian Museum of Natural History
- Northern Virginia Family Service (NVFS)
- Mainstreet Child Development Center

Nationwide and Virginia: Inclusive Post Secondary Education Programs (IPSE)

358 IPSE
Programs
Nationwide



58 have CTP
designation



4 IPSEs
in VA



**1 CTP:
Mason LIFE**

Programs are designated by levels of campus inclusivity.

George Mason is recognized as a Comprehensive Transition Post Secondary (CTP)—which signifies the highest amount of time a person in the program spends time with non-disabled people. This designation permits a student the use of financial aid.

Alumni Stats

84%

Employed

73%

Work Independently

47%

Utilize public
transportation
or drive to work

Outcomes



Ways to Support Mason LIFE

- Funding: Develop student scholarships.
- Develop connections that could lead to meaningful paid job placements.
- Provide communication channels for the program to speak with external partners.



Program Costs

Fall 2025/Spring 2026 Tuition Rates

- **In State:** \$21,537/year, \$10,768.50/semester
- **Out-of-State:** \$29,458/year, \$14,729/semester

Housing On-Campus Program Fees

- **Room Fee:** \$14,220 /year
- **Support Fee:** \$12,587/year
- **Total Housing Cost:** \$26,807/year

Mason LIFE Scholarships

Mason LIFE offers the following competitive scholarships to qualified students to help defray costs associated with attending Mason LIFE:

Currently, only 15% of the Mason Life students receive scholarships:

- *Mats Hormel vQ Endowed Scholarship* (2 full scholarships)
- *Thomas and Carol Wheeler Fund* (4 –80% paid scholarships)
- *Bridget Healy Memorial Scholarship* (1 partial scholarship)
- *Women's Club of Great Falls Scholarship Fund* (2 partial scholarships)

The Mason LIFE Experience





Save the Date!

Celebrating Mason LIFE's 20th Anniversary and the Enduring Impact of Special Education: A Legacy of Learning and Community

Date

Friday, April 10, 2026
11:30 a.m.–2:00 p.m.

Location

Center for the Arts, George Mason University Fairfax Campus

Questions?

Thank You

Please feel free to reach out
with any questions.

703-993-3905

ljorgen2@gmu.edu

masonlife.gmu.edu



GEORGE MASON UNIVERSITY
Athletics Meeting

Thursday, February 26, 2026
Hazel Conference Room
Merten Hall 1201

AGENDA

- I. Call to Order
- II. New Business:
 - I. Athletics Committee Overview
 - II. Athletics Director Update
- III. Adjournment

Appendix I – New Board Member Orientation

Appendix II – Previous Athletics Board of Visitor Presentations (LINKS Only)

The February 26, 2026 Athletics Committee meeting of the Board of Visitors will be in-person. Members of the public are welcome to observe in person or may view the meeting live at the following link: <https://bov.gmu.edu/live/>. Overflow gallery seating is located in Merten 1204. Please be aware that agenda timing is for planning purposes only, the formal meeting could conclude before or after the time noted so participants should plan accordingly.

Written comments will be accepted until the full board meeting adjourns on February 26, 2026. To submit a written public comment, please complete the form at the following link: <https://forms.office.com/r/g7ZfjPnJEx>.

Written comments will be entered into the public record of this meeting.

No oral public comment will be taken at this meeting.



Board of Visitors: Athletics Committee

Athletics Update



BOV: Athletics Committee Overview

- **Committee membership**

- TBD: Chair
- Jon Peterson: Vice Chair
- TBD: Committee Members (3-New)
- Dr. Dominique Banville - Faculty Representative
- Ali Weinstein - Faculty Representative

- **Committee charge by Bylaw**

- Assist the Board in fulfilling its oversight responsibilities of the University's intercollegiate athletics program, consider issues associated with intercollegiate athletics and student-athlete health and welfare concerns and the need for further or changed university policy requirements.



BOV: Athletics Committee Overview

- **Committee areas of focus**

- Student-athletes health, welfare, and safety
- University admissions and academic policies
- NCAA, Conference, and Institutional compliance
- Athletics personnel, including contractual buyouts
- Financial position, including fund balances, budgets
- Facilities, capital expenditures and debt service

- **Other Athletics governance**

- Athletics Council
- Patriot Club Advisory Board (PCAB)
- Code of VA: § 23.1-1309 - Boards of visitors; baccalaureate public institutions of higher education; intercollegiate athletics programs



Academic Update: Fall 2025



GM GEORGE MASON.
ATHLETICS

ACADEMIC SUCCESS

FALL 2025

3.40

OVERALL CUMULATIVE GPA
HIGHEST IN DEPARTMENT HISTORY

73

PETER N. STEARNS
PROVOST SCHOLARS

225

STUDENT-ATHLETES ON
DEAN'S LIST

14 OF 23

TEAMS WITH A
GPA OF 3.50 OR BETTER

TOP **3** MEN'S TEAMS

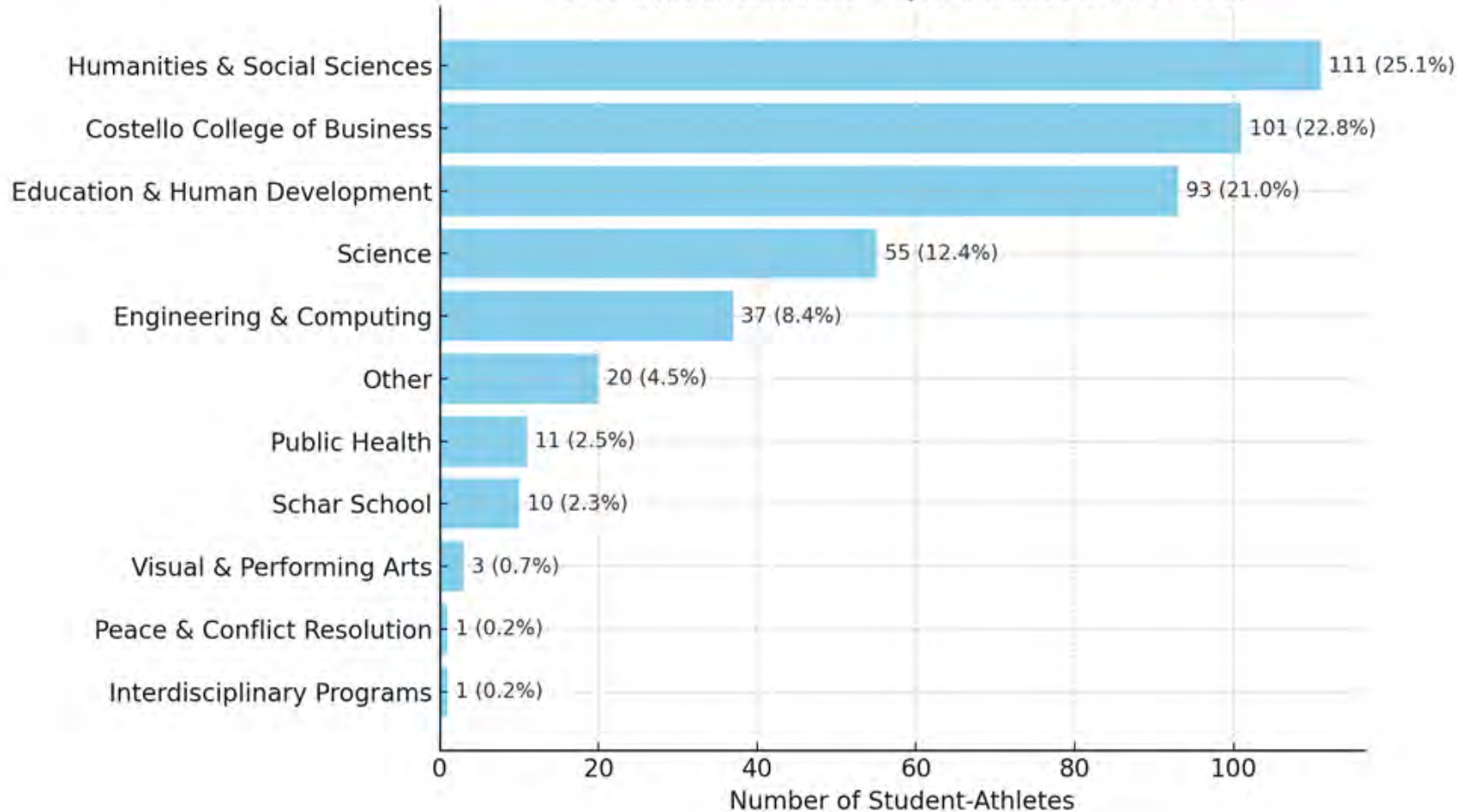
1. GOLF
2. TENNIS
3. BASEBALL/SWIM & DIVE

TOP **3** WOMEN'S TEAMS

1. TENNIS
2. SWIM & DIVE
3. LACROSSE

Student-Athletes by Major - Fall 2025

GMU Student-Athlete Major Breakdown (N=442)



Why Choose George Mason?

1. Strong relationship with coaching staff
2. *Ability to pursue academic interests while competing*
3. Access to internships and career development opportunities
4. Prime location near Washington, D.C., with abundant job prospects

FASTEST TO 20 WINS

IN SCHOOL HISTORY

WITH GEORGE MASON'S 20TH WIN IN JUST 22 GAMES, TEAM 60 BECOMES THE FASTEST TEAM IN PROGRAM HISTORY TO REACH 20 WINS. THE PATRIOTS MOVE TO 20-2 ON THE SEASON AS THE GREEN & GOLD SEATTERS THE PREVIOUS MARK OF 20 WINS IN 25 GAMES.



COMPETITION

- **Men's Basketball:** 21-5 overall (A10 9-4); #90 in the NET rankings
- **Women's Basketball:** 16-8 overall (A10 11-2); #68 in the NET rankings
- **Wrestling:** 7-6 overall (MAC 4-3)
- **Men's and Women's Swim/Dive:** finished **XX** in the conference championships
- **Men's Volleyball:** 6-5 overall (EIVA 1-1); preseason projected #3 in the conference
- **Men's and Women's Indoor Track:** open the season with strong early-season performances as both programs prepare for A-10 Championship competition

Basketball & Academic Performance Center

- **Basketball Operations:** practice courts, locker rooms, recovery lounge, weight room, athletic training and coach offices
- **Academic Performance Center:** tutoring rooms, classroom and study space, staff offices
- 30,000 sq/ft; Estimated Cost ~ \$30M
- Fundraising goal = \$15 million

Timeline

- **Groundbreaking – Spring 2026**
- Construction Completion – Fall 2027



West Campus Development

- **Priority #1: Baseball Stadium**
 - **Planning and Consultant Engagement – Feb 2026**
 - University and Board Review – Spring 2026
 - Design Team Selection/Planning – Summer 2026
 - Construction Partner Selection – Fall/Winter 2026
 - Construction Completed (est.) – Winter 2029
- **Priority #2 (Option A): High Performance Training Center + Indoor Track**
- **Priority #2 (Option B): Field House 2.0**



National Landscape Developments

- **Atlantic 10:** National search underway following the current Commissioner retirement announcement
- **NCAA:** Commercial logos permitted on uniforms, equipment, and apparel effective August 2026
- **NCAA:** Proposal to allow student-athletes and staff to bet on professional sports — **RESCINDED**
- **NCAA:** Basketball transfer portal windows shifted to begin after the NCAA Tournament Championship effective April 2026
- **Congress:** Increased involvement in college athletics aimed at creating national standards and oversight frameworks



“NOVA’s Team” in Action

- **A10 Women’s Basketball Championship Tournament**
March 4-8 (Henrico, VA)
- **A10 Men’s Basketball Championship Tournament**
March 11-15 (Pittsburgh, PA)
- **A10 Outdoor Track & Field Championships**
May 2-3 (George Mason Stadium, Fairfax, VA)
- **A10 Baseball Championship Tournament**
May 20-23 (Capital One Park, Tyson’s Corner, VA)
- **Patriot Club Golf Tournament: 50th Anniversary**
Monday, June 3rd (Chantilly National, Centreville, VA)
- **NEW – Coaching Caravans | June-August 2026**





Questions?



Appendix I

BOV: New Member Orientation



BOV: Athletics Committee

➤ Committee membership

- TBD: Chair
- Jon Peterson: Vice Chair (term ends June 2028)
- TBD: Committee Members (3-New)
- Dr. Dominique Banville - Faculty Representatives
- Ali Weinstein - Faculty Representatives

➤ Areas of focus:

- Student-athletes health and safety
- Admissions and academic policies
- NCAA, Conference, and Institutional compliance
- Athletics personnel, including contractual buyouts
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- Facilities, capital expenditures and debt service



BOV: Athletics Committee Overview

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Intercollegiate Athletics @ George Mason University

Student-Athletes By The Numbers

M Student-Athlete	215	48%
F Student-Athlete	235	52%

Full Scholarship	47	11%
Partial Scholarship	270	59%
Non-Scholarship	128	30%

On Campus Housing	154	36%
Off-Campus Housing	271	64%

In-State Resident	184	43%
Non-VA Resident	206	49%
International*	35	8%

22 Varsity Programs

Women's Sports	Men's Sports
W Basketball	M Baseball
W Cross Country	M Basketball
W Lacrosse	M Cross Country
W Soccer	M Golf
W Softball	M Soccer
W Swimming/Diving	M Swimming/Diving
W Rowing	M Tennis
W Tennis	M Track & Field (2)
W Track & Field (2)	M Volleyball
W Volleyball	M Wrestling

*18 countries represented

Athletics Department By The Numbers

Head Coaches

16	14%
40	34%
60	52%

Assistant Coaches

Administrative Staff

Administrative Units	
Ticket Sales and Operations	Compliance and Governance
Corporate Partnerships	Finance and Business Operations
Academic Services and SA Development	Marketing, Promotion, and Fan Engagement
Sports Medicine	Facilities, Events and Operations
Strength and Conditioning	Development (Patriot Club)
Mental Health and Wellness	Broadcasting and Video Production
Equipment Operations	Communications and Sports Information
Name, Image, and Likeness	Human Resources



Atlantic 10 Conference Membership

1. Davidson University
2. Duquesne University
3. Fordham University
- 4. *George Mason University***
- 5. *George Washington University***
6. LaSalle University
7. Loyola University – Chicago
8. University of Dayton
9. University of Rhode Island
- 10. *University of Richmond***
11. St. Bonaventure University
12. St. Joseph's University
13. St. Louis University
- 14. *Virginia Commonwealth University***

* *Regional institutions*

2024-25: A Historic Year for the Patriots

500

Total Student-Athletes

22

Sport Programs

5

Conference Championships

3.37

Cumulative GPA

95%

Graduation Rate

\$3M

Funds Raised



Athletics 5-Year Strategic Plan



- Launched Summer 2025
- Developed in partnership with Collegiate Sports Associates (CSA)
- Steering Committee:
 - ICA Leadership (3)
 - ICA Student-Athletes (2)
 - University Leadership (2)
 - Donors/Alumni (3)
 - ICA Head Coaches (2)
 - ICA Administration (2)

Strategic Plan: Guiding Framework

Mission:

Inspire and transform lives through the power of sports.

CORE VALUES

Teamwork | Diversity
Accountability | Innovation | Ambition

Purpose:

Unite communities by developing champions.

STRATEGIC PRIORITIES

SA Experience | Competition
Resources | Storytelling and
Engagement | Championship Culture

Strategic Plan: Priorities, Goals, & Objectives

Student-Athlete Experience

Goal: To prepare student-athletes to thrive collegiately and beyond.

Create a flexible, customizable academic support system that adapts to the unique needs of each student-athlete.

Prioritize mental health, well-being, and the personal growth of every individual through tailored support and wellness initiatives

Offer diverse experiences and holistic programs focused on career readiness, life skills, civic engagement, and leadership

Competition

Goal: Consistently position programs for competitive success and transformational experiences.

Basketball programs consistently contending for A10 regular-season titles and NCAA Tournament berths

Design, develop, and manage cutting-edge training and competition facilities

Establish a comprehensive performance ecosystem to optimize athlete development

Align competitive goals with strategic resource investments to deliver impactful experiences across all programs

Resources

Goal: Develop, manage, and optimize resources to elevate the student-athlete experience.

Develop a sustainable, university-backed long-term financial model

Strengthen support and advocacy from university and community partners

Drive capital growth through strategic annual giving and major gift programs

Expand operating revenue by leveraging both new and existing funding streams

Optimize expenditures while investing in cutting-edge technology, systems, and industry best practices

Storytelling & Engagement

Goal: Celebrate the George Mason story to galvanize the campus and local community

Foster a unified campus community and elevate university pride

Create lasting connections and unforgettable experiences, strengthening lifelong bonds

Develop, refine communication channels to share our story, engage diverse audiences, and amplify our message

Leverage partnerships to elevate the athletics brand and enhance visibility and community engagement

Championship Culture

Goal: Foster environment that champions uniqueness and leverages areas of distinction.

Strengthen initiatives to cultivate a more inclusive and welcoming environment for all.

Optimize partnerships to create distinctive engagement opportunities and broaden our impact across the community

Invest in strategic initiatives and programs aimed at recruiting and retaining top talent to ensure sustained excellence



Athletics Facilities

Varsity Athletics Facilities

1982
Athletics
Field House



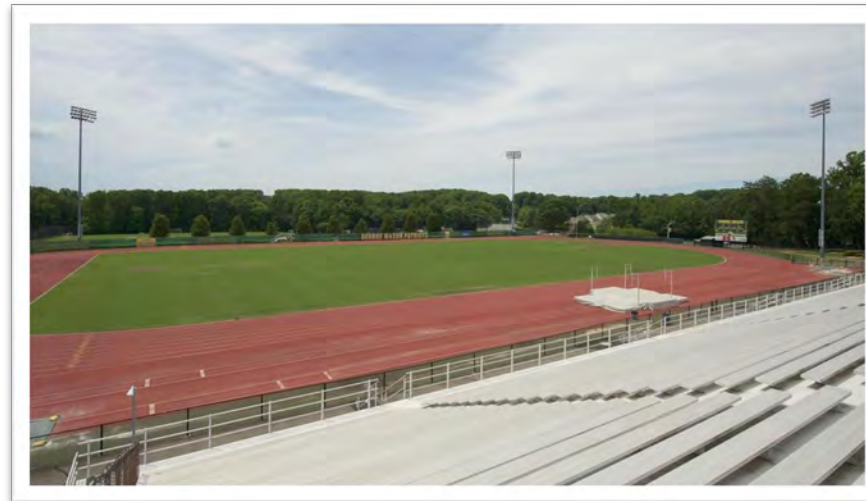
1985
Eagle Bank
Arena



1986
Spuhler
Field



1999
George Mason
Track



West Campus and Shirley Gate Properties



IN PROGRESS

1. **RAC Expansion:** Basketball and Academic Performance Center (\$30M; 30,000 sq/ft)
2. **Eagle Bank Arena:** Athletics and Administrative Offices (\$10M)

ON THE HORIZON

1. **West Campus:** Baseball Practice and Competition Facility (\$30M-\$75M)
2. **West Campus:** High Performance Training Center (\$250M-\$300M; est. 460,000 sq/ft)
3. **West Campus:** Athletics Field House/Indoor Track (\$90M-\$100M; est. 160,000 sq/ft)

Capital Project Priorities



Basketball & Academic Performance Center

Project Details

- 30,000 sq/ft
- Total Estimated Cost ~ \$30 million
- Fundraising goal = \$15 million
- Basketball Operations: practice courts, locker rooms, recovery lounge, weight room, athletic training and coach offices
- Academic Performance Center: tutoring rooms, classroom and study space, staff offices

Timeline

- **Groundbreaking – Spring 2026**
- Construction Completion – Fall 2027

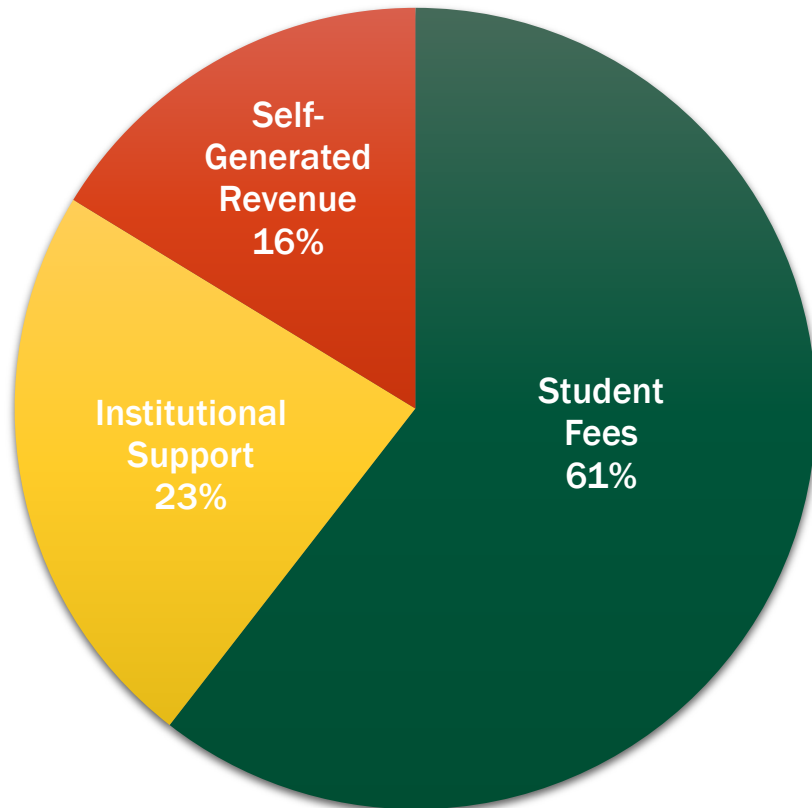




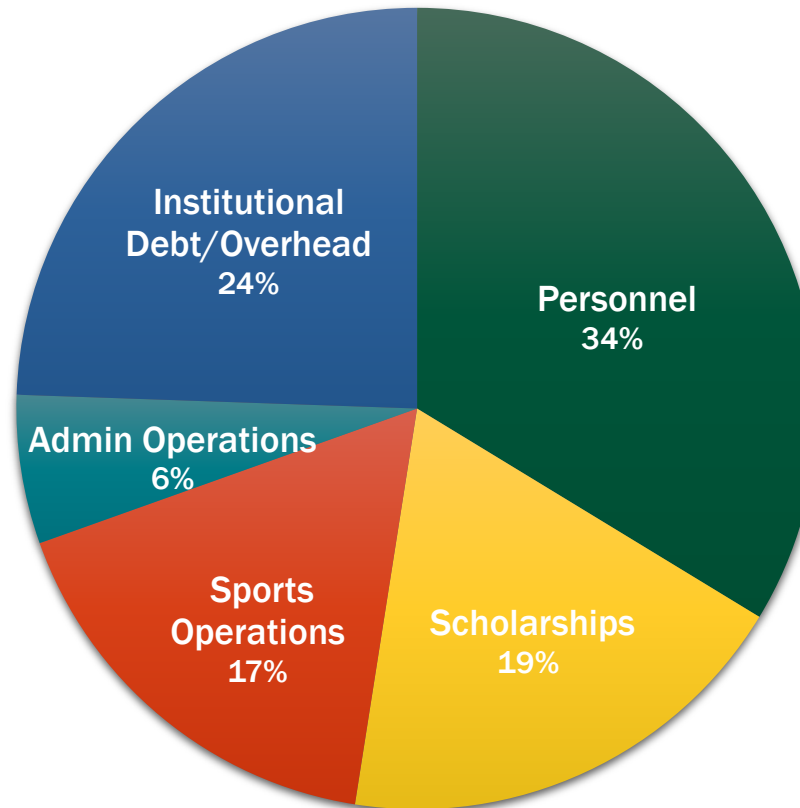
Financial Position

FY25 Financial Results

Total Revenues = \$43M

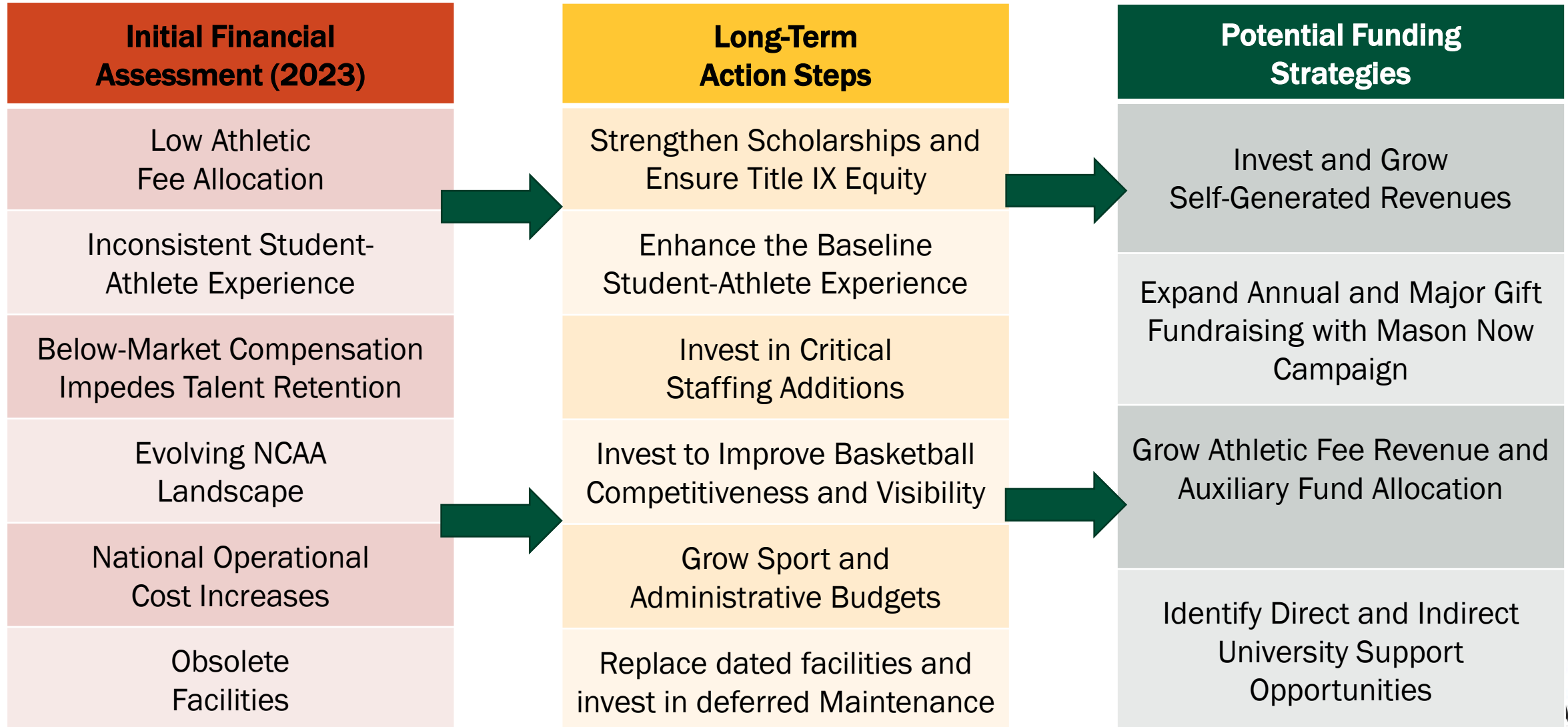


Total Expenses = \$43M

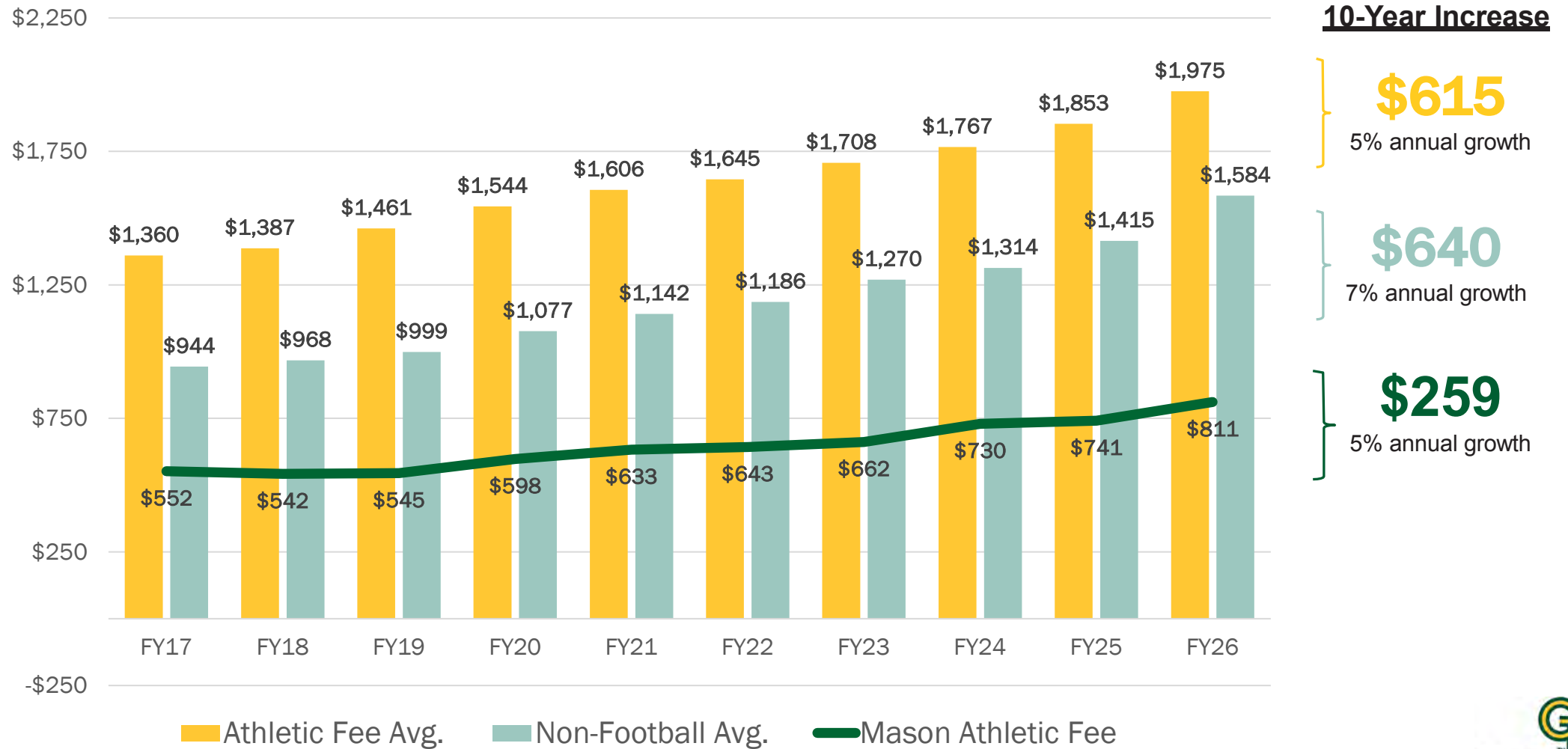


- Balanced operating budget for the 4th consecutive year.
- Benchmarking: Operating budget is at the A10 median.
- Strategic focus on growing self-generated revenue and fundraising in the coming years.
- Athletics supports 22 varsity sports—three to four more than the conference average.

Historical Funding Challenges



Mandatory Student Fees: Athletics History

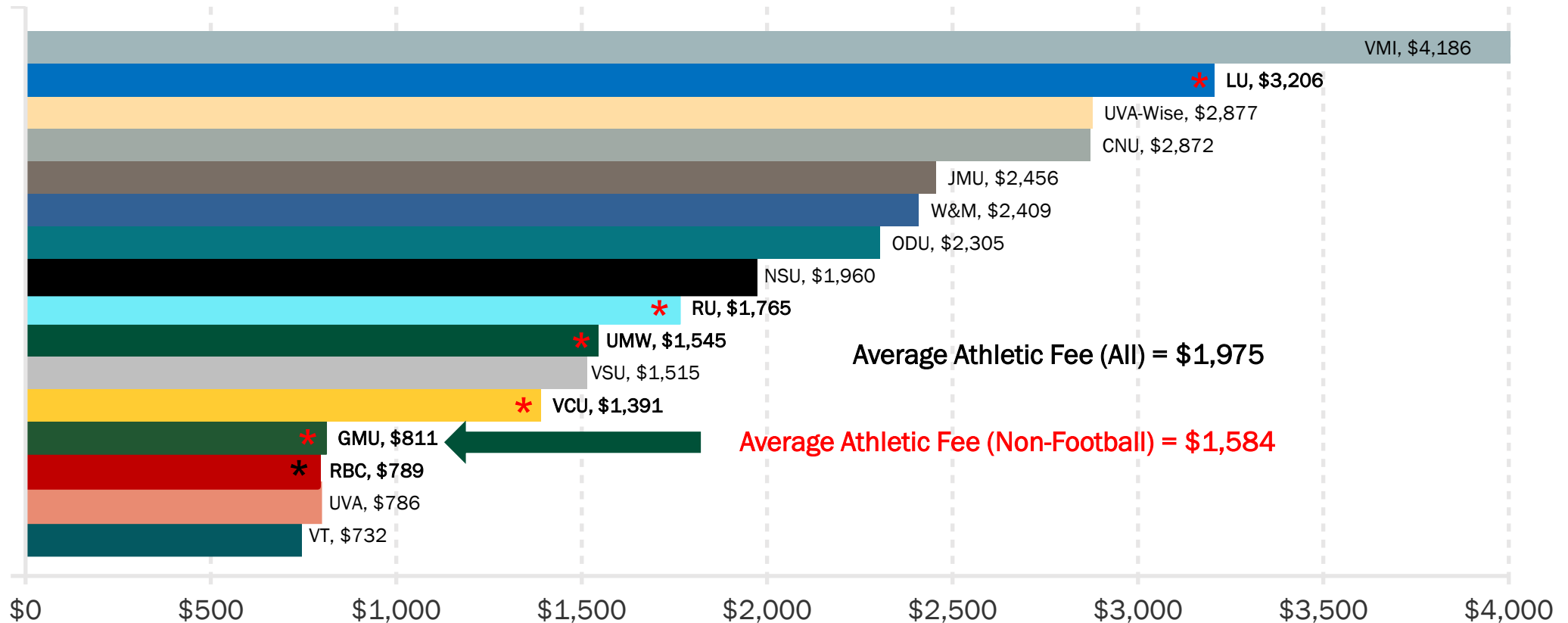


Source:
(1) 2025-2026 SCHEV Tuition and Fees Report



Mandatory Student Fees: Athletics

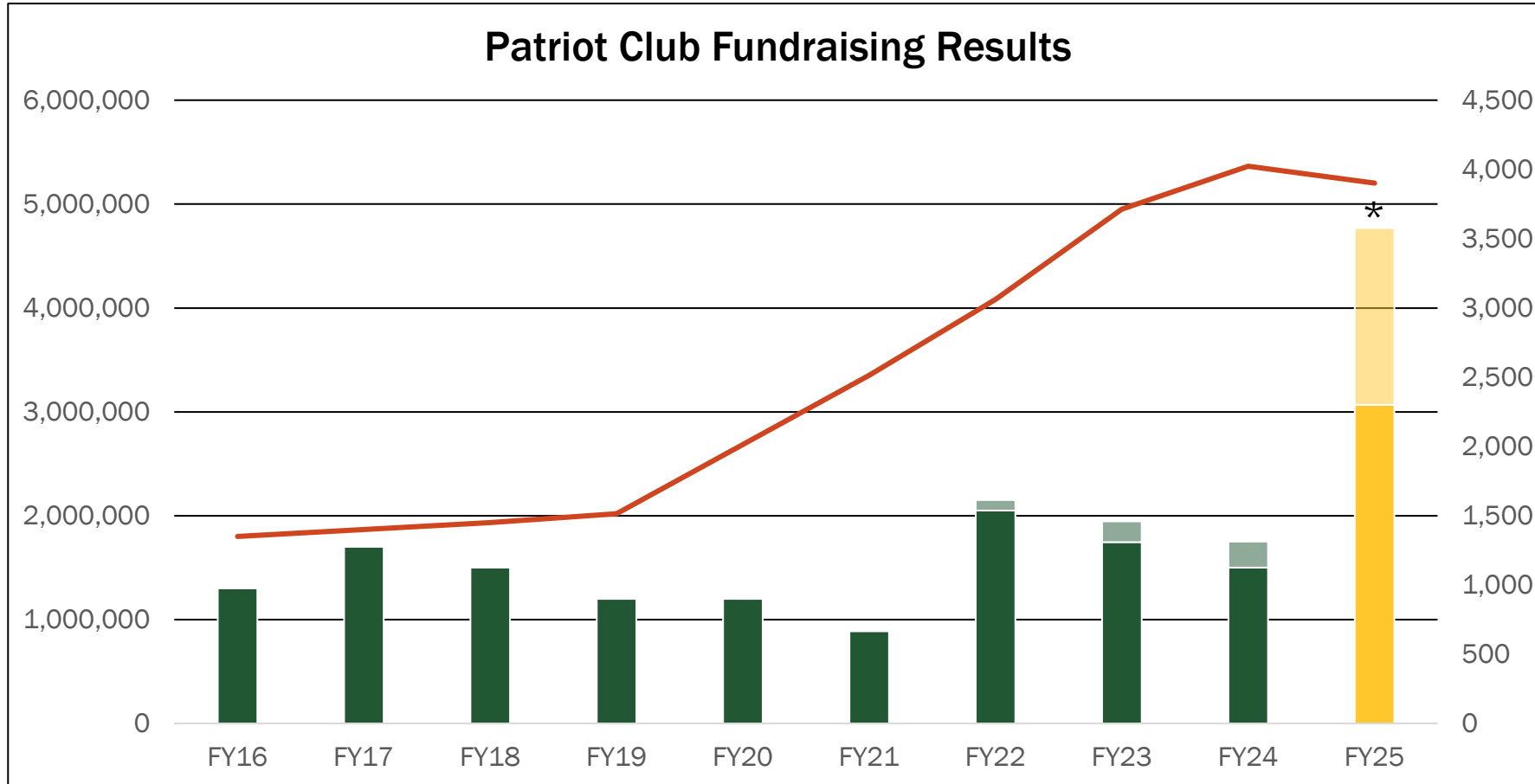
- George Mason Athletics is 4th lowest athletic fee among Commonwealth peers; lowest among NCAA DI non-football peers.



* = No intercollegiate football program.

Source: (1) 2025-2026 SCHEV Tuition and Fees Report.

Athletics Fundraising History: Patriot Club



- ✓ Raised \$3M via more than 3,900 gifts in FY25
- ✓ Raised nearly \$900k on Mason Vision Day
- ✓ Approx. 85 Green Coat Society Members
- ✓ Almost 400 alumni-athletes participated in giving challenge

*Includes non-Patriot Club fundraising - \$1.3M from Mason Housing, Inc. and ~\$400k raised by the PNC.



Basketball Greatness: \$22.5M

- Basketball and Academic Performance Center
- Talent recruitment and retention
- Fueling and nutrition support



Sports Performance Ecosystem: \$8M

- Mental health and wellbeing
- Sports nutrition and fueling



Patriot Pathways Program: \$3M

- Financial education
- Career readiness
- Leadership development
- Civic engagement



Athletics Opportunity Fund: \$1.5M

- Leverage campus and regional expertise
- Piloting new technology and software
- Invest in high impact special projects

Mason Athletics Now: Power the Possible

\$35M













Total Fundraising
Goal



National Landscape

National Landscape Developments

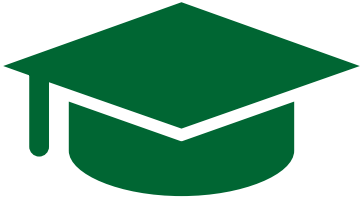
- President – Executive Order (July 2025)
- House Bill – SCORE Act (July/December 2025)
- Senate Bill – SAFE Act (September 2025)
- New D1 Cabinet
 - Proposed usage of commercial logos on uniforms, equipment, and apparel **APPROVED**
 - Proposal to allow student-athletes, staff to bet on professional sports **RESCINDED**
- Other National Topics
 - Use of student fees for athletics
 - Collective bargaining with student-athletes
 - Head Coach compensation and buyouts
 - Private equity and media rights growth
 - New governance models (i.e., no NCAA)

The SCORE Act	Components of the Bill(s)	The SAFE Act
	Provides the NCAA with an antitrust exemption	
	Prohibits college athletes from being recognized as employees	
	Preempts state NIL laws	
	Provides comprehensive health and safety protections for college athletes including post-eligibility health insurance and scholarship guarantees	
	Amends the Sports Broadcasting Act, permitting institutions to collectively negotiate TV deals	
	Requires institutions to provide collegiate Olympic and women's sport scholarships and roster spots at 2023-24 levels	



Campus Value

The Value of Intercollegiate Athletics



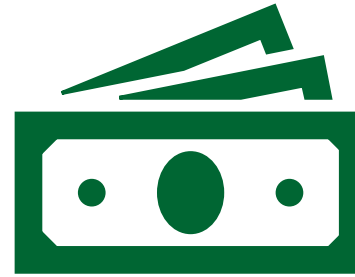
Enhances Student Experiences*

Community Building
Belonging
Mental Health
Recruitment, Retention



Advertising & Exposure

Brand Awareness
National Visibility
Enrollment Growth
Degree Value



Economic & Financial Benefits

Fundraising
Merchandise/Licensing
Concessions
Facility Access/Rentals



Community Engagement*

Campus Events
Alumni Events
Pride and Traditions
Career Opportunities

**GMU Strategic Priority*

WHY SUPPORT ATHLETICS

“At George Mason Athletics, we believe in the power of sport to *inspire, connect, and transform entire communities*—beginning right here on campus and in Northern Virginia.

Because when student-athletes, coaches, and fans come together around a shared pursuit of excellence, *it ignites pride, builds belonging, and elevates the spirit* of George Mason University.

That’s how we create impact—by uniting Mason Nation through the *pursuit of greatness and developing champions* in competition, in the classroom, and in life.”





End Presentation

Appendix II – Previous Board of Visitor Athletics Presentations

Meeting	Description	Date	Timestamp	Link
Committee Representative Updates	Athletics Update	4-Dec-25	1:02:59	December 4 Link
President’s Report	Baseball Stadium Update	15-Oct-25	0:35:14	October 15 Link
University Policy 4030	Name, Image & Likeness (NIL) Intercollegiate Athletics Policy	1-May-25	1:38:40	May 1 Link
FY 2026 Tuition & Mandatory Fees Presentation	Athletics Financial Position and Mandatory Student Fee Update	1-Apr-25	0:28:00	April 1 Link
Development Committee	Athletics Update: Fundraising Case for Support	27-Feb-25	0:16:00	February 27 Link
Board Meeting	Campus Facility Tour	26-Sep-24	N/A	N/A
Development Committee Meeting	Intercollegiate Athletics Update	30-Nov-23	3:19:50	November 30 Link

**BOARD OF VISITORS
GEORGE MASON UNIVERSITY**

**Executive Committee Meeting
Thursday, December 4, 2025
Merten Hall, Hazel Conference Room (1201), Fairfax Campus**

MINUTES

PRESENT: Rector Charles Stimson, Vice Rector Michael Meese, Secretary Armand Alacbay, and Visitor Jeffrey Rosen (virtual).

ABSENT: Visitor Robert Pence.

ALSO PRESENT: Visitor Jon Peterson; Solon Simmons, Faculty Representative; Rachel Spence, Staff Representative; Isaiah Grays, Undergraduate Student Representative; Gregory Washington, President; James Antony, Provost and Executive Vice President; Anne Gentry, University Counsel; Dan Stephens, Interim Senior Vice President and Chief Financial Officer; and Bridget Higgins, Secretary pro tem.

I. Call to Order

Rector Stimson called the meeting to order at 1:01 p.m.

Rector Stimson informed the Board that Visitor Rosen requested to participate remotely, specifically for caretaker responsibilities in Colorado.

Citing the Board's Electronic Meeting Participation policy, Rector Stimson **MOVED** to approve Visitor Rosen's electronic participation in the meeting. The motion was **SECONDED** by Vice Rector Meese. The **MOTION CARRIED BY VOICE VOTE**.

II. Approval of the Minutes

Rector Stimson called for any corrections to the Executive Committee Meeting Minutes for October 15, 2025 provided for review in the meeting materials. Hearing no corrections, the meeting minutes stood **APPROVED AS WRITTEN**.

III. Rector's Report

A. View from the Bridge

Rector Stimson expressed the importance of the meeting so that the Committee could address the work of the university. He concluded with reminding the board of the Holiday Reception at the Mathy House on Friday, December 5; Winter Commencement on Thursday, December 18; and filing of the annual financial disclosure required in January 2026.

IV. President's Report

Rector Stimson recognized President Washington who highlighted four areas of focus at the current stage of the strategic plan.

- Enhancing Student Experience
 - Enrollment had a small overall decline compared to last year as a result in the reduction of more than 500 students in the international, graduate, and law school area; 80% of the international students came from India. Fiscal impact was mitigated as undergraduate enrollment and total credit hours increased.

- The Direct Entry program continues to provide the same student quality as those admitted by traditional means and provided 25% of the entering freshman class. SCHEV is moving forward to bring the idea statewide.
- By using Mason Korea and local embassies, Mason can diversify international programs if international students cannot get to Virginia from their country.
- Earned Admission, a program focused on students with some college but no degree, will be coming in the next two years.
- Expanding ADVANCE will build on the 50% of Mason's undergraduates that come from a pathway of community colleges. This reduces the overall cost of their degree, reducing their debt load far more than if tuition were held at zero over five years.
- External factors will have an impact on enrollment: new General Assembly, new governor, managing community expectations, managing investigations and legal issues, along with additional unknown factors. Mason is resilient and focused on solutions.
- The Grand Challenge and AI Focus
 - \$15 million has been invested over five years to successfully prepare Mason faculty to move forward with the Grand Challenge initiatives with AI at the core.
 - Mason is ready to scale its AI programs to address changes, challenges of AI, and how to utilize it. The goal is for Mason students to be a learning class and not a scrolling class.
- Managing Cost, Including Cost of Degree
 - There are several stressors to Mason's budget, totaling \$25 million:
 - Executive Orders and policy changes at state and federal levels;
 - Unfunded mandates with no tuition increase. For the first time, the university has been depending on state support more than tuition. Mason cannot rely on state funding with the current strain on the Commonwealth's budget.
 - \$7.1 million has been lost due to the reduction of graduate and international student tuition.
 - \$7 million has been lost due to the reduction of research expenditures (Indirect Cost Return).
 - Two unfunded mandates, Virginia Military Survivors and Dependents Education Program (VMSDEP), has increased from last year by \$1.8 million and compensation to employees could cost the university \$8-9 million.
 - Increased revenue has helped to mitigate these stressors.
 - Revenue increased by \$3.5 million from overall credit hour growth as undergraduates take more courses.
 - The Patriot Investment Fund generated \$5 million in fees due to favorable trading revenue.
 - Mason leaders are working to make permanent the one time funds received from the state.
 - Strategy going forward:
 - The budget model implementation helps leaders use their resources better, allowing deans and leaders of academic units to make those decisions.
 - Plan for enrollment to grow 1-1.5% with faculty and staff growth of 1% per year to manage the stress in the system.
 - Continue to advocate for an increase in state subsidy support.
 - Manage spending growth to keep costs minimal.
 - Diversify funding streams, investing in high-growth return areas for when the country settles.
- Partner or Perish
 - Investigations

- Mason is not running away from engaging with ongoing investigations. We have responded vigorously, truthfully, and engaged the community. Initial negotiations have begun.
- The Faculty Senate resolution opposing the Compact for Academic Excellence in Higher Education and any settlement of OCR or DOJ Investigations that Compromise Institutional Autonomy has been sent to the Office of University Council and will be utilized to reach a reasonable settlement.
- Mason will continue to follow its core values while maintaining effective positioning, which might require that some things will cease in order to be compliant with the law. Mason leaders have tried to communicate clearly so students know they are the priority with Mason providing a positive environment along with learning and growth opportunities for them.
- Leadership Changes
 - President Washington celebrated Provost James Antony for his impact on George Mason University. The provost and three other positions are in transition, with national searches on the horizon. Visitor Rosen asked if a board member would participate in the provost search. President Washington affirmed that a board member will be added to the search committee noting that Visitor Hazel previously participated in Provost Antony's search.
 - New appointments will be made to the Board of Visitors by the new governor with significant time spent by President Washington to build those relationships.
 - President Washington will engage with the newly-elected General Assembly and Executive Branch members with a priority topic addressing how Mason can help meet the needs of their constituents.

Rector Stimson thanked President Washington for his leadership during these difficult times and expressed appreciation to Provost Antony for his professionalism and overall BOV engagement during his time at Mason.

V. Strategic Plan Update

Rector Stimson recognized Whitney Owen, Interim Special Advisor to the President and Chief of Staff, who presented an update of the Strategic Plan:

- Ms. Owen provided an overview of the plan, consisting of five priorities (Mason Student Experience, Research, Partnerships, Access and Inclusion, and Faculty and Staff), supported by fifteen strategies, 66 actions, and over 200 tactical items. The plan is managed internally by University Business Consulting.
- Mason is currently in year four of the five year plan, ending in FY27 and is on track with implementation with 60% of actions completed or at completion percentages of 60% or higher.

Discussion ensued:

- Vice Rector Meese asked if preliminary planning has begun for the strategic plan beginning in 2027. Ms. Owen responded that senior leadership has commenced discussion of the next planning cycle. Committees and work groups will begin to focus on the next plan in 2026. Vice Rector Meese suggested having a timeline and the five objectives ready for the Board to discuss in April to allow for high-level input and an opportunity for new members to be a part of the process.
- Rector Stimson requested that Board appointees be provided a strategic overview during their introductory session.

VI. Committee Reports

A. Academic Affairs Committee

Secretary Alabay reported on the activities of the Academic Affairs Committee that met in the morning, and provided a summary of the presentations by Provost Antony and Keith Renshaw, Senior Associate Provost for Undergraduate Education.

Secretary Alabay **MOVED** that the Executive Committee approve the following action items, en bloc, as provided in the meeting materials:

- Program Actions
 - New Degree Programs
 - MS in Quantum Science and Engineering (ACTION ITEM)
 - PhD in Cybersecurity (ACTION ITEM)
 - Organizational Change
 - College of Public Health: Renaming the “Department of Health Administration and Policy” to the “Department of Health Administration, Policy, and Informatics.” (ACTION ITEM)
- Faculty Actions
 - Conferral of Emeritus/Emerita Status (ACTION ITEM)
 - Elections of New Tenured Faculty (ACTION ITEM)

The motion was **SECONDED** by Vice Rector Meese. Rector Stimson opened the floor for discussion of which there was none.

The **MOTION CARRIED UNANIMOUSLY BY ROLL CALL VOTE.**

Yes: 4

Absent: Visitor Robert Pence

B. Finance and Land Use Committee

Secretary Alabay, in the role of in-person chair while Chair Rosen participated virtually, reported on the activities of the Finance and Land Use Committee that met in the morning, and provided a summary of the presentations by Dan Stephens, Interim Senior Vice President and Chief Financial Officer; Christopher Ackerman, Vice President and Chief Human Resource Officer; and Michelle Lim, Deputy Chief Human Resources Officer.

Visitor Rosen **MOVED** that the Executive Committee approve the the State Six-Year Operating Plan presented in the Board Book, revised to reflect that the FY27 and FY28 tuition increases as assumed to be in a range between 0-3%, targeting the lower end of the range to the extent practical and feasible.

The motion was **SECONDED** by Vice Rector Meese. Rector Stimson opened the floor for discussion of which there was none.

The **MOTION CARRIED UNANIMOUSLY BY ROLL CALL VOTE.**

Yes: 4

Absent: Visitor Robert Pence

C. Research Committee

Vice Rector Meese reported on the activities of the Research Committee that met in the morning, and provided a summary of the presentations by Andre Marshall, Vice President of Research, Innovation and Economic Impact; Ken Ball, Dean of the College of Engineering and Computing; and Marc Sassville, Executive Director of the Rapid Prototyping Research Center.

Vice Rector Meese **MOVED** that the Executive Committee approve the Patriot Labs Affiliation Agreement, as provided in the meeting materials.

The motion was **SECONDED** by Secretary Alacbay. Rector Stimson opened the floor for discussion of which there was none.

The **MOTION CARRIED UNANIMOUSLY BY ROLL CALL VOTE. (Attachment 1)**

Yes: 4

Absent: Visitor Robert Pence

VII. Committee Representative Updates

A. Athletics

Marvin Lewis, Assistant Vice President and Director of Athletics, provided an update on Mason Athletics.

The 2024-2025 year was historic – the first time Mason won five conference championships in thirty years. Momentum is strong, with success in women’s volleyball, men’s soccer, men’s wrestling, men’s and women’s basketball, and men’s and women’s cross country. There will be fifteen nationally televised men’s and women’s basketball games on CBS, NBC, and ESPN. Mason will celebrate the 20th anniversary of the men’s Final Four at the December 13 game against Old Dominion University.

Athletics updates included:

- The five-year strategic plan was introduced in summer 2025 and will be referenced in future committee meetings. Goals include building partnerships with academic units, utilizing academic diversity to attract talent, and leveraging our regional presence to become Northern Virginia’s team.
- Power the Possible’s campaign will provide a basketball and academic performance center, a sports performance ecosystem, and other resources for athletes.
- A consultant has been hired to determine facility locations and community impact from the development of West Campus.
- The national landscape of intercollegiate athletics is in constant change and Congress has shown interest in providing guardrails.

Discussion ensued

- Secretary Alacbay asked how the Collegiate Sports Commission (CSC), who manages the House v. NCAA settlement framework, impacts Mason. Mr. Lewis replied that the CSC has created a participation agreement that would need to be signed by either the defendants or those, like Mason, who have opted into the House settlement. Virginia’s Attorney General, as well as six other attorneys general wrote a letter to the CSC with their concerns and asked that more time be spent with stakeholders before institutions sign.
- Rector Stimson asked what the impact would be if Mason could manage to build a world class fieldhouse. Mr. Lewis replied that it would help attract students and employees and plant the flag for Northern Virginia. Mason will need to prioritize their D-1 students, while integrating academic units, and provide a community use component.

B. Audit, Risk, and Compliance

Vice Rector Meese provided an update on Mason audit, risk, and compliance topics and thanked outgoing Chief Audit and Compliance Officer, Ed Dittmeier, for his ten years of service to the university and welcomed Derek Butler in the interim.

Vice Rector Meese received briefings on the following:

1. The Auditor of Public Accounts gave an Unmodified/Clean opinion on Mason's FY24 financial statements.
2. Cybersecurity matters were addressed by Charmaine Madison, Vice President and Chief Information Officer; Matt Dalton, Chief Information Security Officer; and Christine Zanellato, Executive Director of Enterprise Strategic Governance.
3. Several routine updates were mentioned:
 - The Annual Report of Approved Conflict of Interest Waivers was approved in accordance to established procedures.
 - Improvements to enterprise risks and procedures, specifically ethics training completion and institutional policy management.
 - Eight different reports and memos have been issued, as well as reviewing memos for the coming year.

C. Development

Sumeet Shrivastava, Chair of the Board of the GMU Foundation; Trishana Bowden, Vice President of Advancement and Alumni Relations; Jenn Robinson, Associate Vice President, Alumni Relations and Executive Director of the Alumni Association; and Scott Hine, President of the George Mason University Alumni Association (GMUAA) provided development updates.

- Mr. Shrivastava provided an update on Trustee engagement, along with Veterans in the Arts and Grand Challenge initiatives. Audited statements received a clean opinion, finance and real estate is on track, and investment returns totaled 15.4% for FY25.
- Ms. Bowden provided a Mason Now campaign update and celebrated the opening of the Fuse building as a great event to host the governor, community, investors, and the business community. Rector Stimson thanked Ms. Bowden for her leadership and setting a great tone for her team.
- Ms. Robinson and Mr. Hine provided an overview of the relationship between the Office of Alumni Relations (OAR) and GMUAA. OAR consists of state employees that are responsible for alumni engagement strategy, initiatives, programming, and events. GMUAA is a 501(c)(3), staffed by unpaid volunteers that focus on alumni engagement, student engagement, partnerships and sponsorships, and volunteerism. Ms. Robinson and Mr. Hine updated the Committee on FY25 alumni engagements and highlighted that alumni participation and donation rates have tripled since 2023.

Discussion ensued:

- Rector Stimson remarked that U.S. News and World Report's national average of alumni giving is about 7.7% with Mason at a 2.5% giving rate. He then asked what is accounted for in the engagement metric. Ms. Robinson described their engagement ratings range from alumni opening an email, to attending an event, to volunteering, to philanthropy. Mr. Hine added that GMUAA has been engaging freshmen students in recent years.
- Mr. Simmons asked if deans and department chairs work with OAR and GMUAA to celebrate the success of their alumni. Ms. Robinson described Patriot Pride Spotlight in the monthly alumni newsletter and inviting alumni to speak to students to tell their stories. The best way to inspire students is to see themselves in someone else. GMUAA also has a Celebration of Distinction, the longest-running celebration of alumni at Mason. Mr. Hine added that each academic unit has an alumni chapter which works closely with their respective dean.

VIII. Closed Session

- A. Consultation with Legal Counsel pertaining to actual or probable litigation (Code of VA: §2.2-3711.A.7)
- B. Consultation with Legal Counsel regarding the aforementioned items (Code of VA: §2.2-3711.A.8)

Rector Stimson conferred with counsel about any legal matters that require a closed session. Anne Gentry, General Counsel, indicated there were none.

Rector Stimson then asked if there was any additional business to come before the Executive Committee. Hearing none, the meeting was adjourned at 2:52 p.m.

Bridget Higgins
Secretary pro tem

Attachment 1: Affiliation Agreement: Patriot Labs (8 pages)
Attachment 2: Public Comments (6 pages)

Code Of Conduct for Commonwealth Appointees to Boards, Authorities, & Commissions

The success of this and every administration greatly depends on the commitment, expertise, and integrity of the many individuals who are appointed to Boards, Authorities, and Commissions of the Commonwealth by the Governor (“Appointees”).

We are grateful for the important public service provided by Appointees to assist in the Commonwealth’s success, and the Governor expects that all Appointees will conduct themselves in a manner consistent with the Administration’s commitment to capably serve all Virginians – our 8.6 million customers.

With the important duties of public service comes important responsibilities, and the effort, conduct, and teamwork undertaken by Appointees directly impacts the efficient operation of state government, the public’s trust in its institutions, the state administration, and the people of the Commonwealth.

Appointees must act with integrity and avoid improper influence as they exercise the duties of their offices. Every Appointee must be vigilant to avoid voting on matters in which they have a potential conflict of interest, including taking future actions that may create the perception of a conflict in the past. Appointees should seek guidance from the Office of the Attorney General or the Virginia Conflict of Interest and Ethics Advisory Council if they have any questions or concerns regarding conflicts, including acceptance of gifts from interested parties, or any other action that could create the perception of a conflict.

While serving as such, all Appointees must behave professionally and respectfully in all interactions with others, including when performing official business of the Commonwealth. Appointees must always engage in a civil and collegial manner and refrain from impolite or otherwise offensive or derisive conduct with fellow Board members or staff regardless of differences in opinion. Appointees must exhibit common sense regarding behavior and decorum as appointed public officials regardless of location or circumstances, and all Appointees must obey state and federal laws.

Attendance at Board, Authority, or Commission meetings is considered an essential element of an Appointee’s responsibilities. Therefore, Appointees are expected to attend meetings unless there are extenuating circumstances that prevent such attendance.

Appointees shall respect and preserve the confidentiality of information provided to them concerning matters in which they engage on behalf of the Commonwealth. Appointees are representatives, but not spokespersons, for the Commonwealth and should always consider whether any remarks would be considered appropriate in the event they enter the public sphere.

If Appointees do not conduct themselves in accordance with state law, federal law, or this Code of Conduct, they are subject to separation from their position serving in the Administration at the will of the Governor, pursuant to Virginia Code § 2.2-108.

Source: <https://www.commonwealth.virginia.gov/va-government/boards-and-commissions/code-of-conduct/> [emphasis (italics/bold) added]

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President's Report

Prepared for February 26, 2026

Board of Visitors Meeting

Introduction

In accordance with the five major priorities outlined in the strategic plan, this document summarizes our collective progress in each of the following areas. Following the strategic plan, the document begins with an update on my performance metrics, followed by any materials required for the current report. These will be defined as Current Issues, Fiscal Realities Update, and Strategic Plan Updates. This is followed by some select student, alumni, and faculty highlights, and university accolades and rankings highlights. The document concludes with presidential activities and speaking engagements.

1. Deliver a distinctive and inclusive student experience that fosters lifelong engagement.

Cultivate a high-quality experience that embodies the Mason values and promotes student success, well-being, collaboration, and a lasting connection.

2. Expand the impact of Mason's research, scholarship, and creative enterprise.

Bolster the infrastructure and systems to support research, creativity, and collaboration.

3. Expand partnerships for economic and social impact.

Strengthen partnerships, alumni relations, and community building and engagement informed by Mason's research and pedagogical expertise.

4. Exemplify a university culture of access and inclusion.

Live a culture of belonging and inclusion and support the values of access, all-inclusive diversity, and opportunity at Mason.

5. Invest in faculty and staff success.

Ensure appropriate resources, processes, and technologies are in place that better support the faculty and staff experience.

Presidential Performance Metrics

The Presidential Performance Metrics are highlighted in Table 1. Progress in each category is highlighted by the status bar. The length of the bar represents how close we are to achieving the goal. If the color is green, we are on track to meet or exceed that goal. If the color is yellow, we are trending about 25-30% behind our goal. If the color is red, it's unlikely that we will reach that goal. Based on the percentages for each category, a numerical point value is established. Given that the goals can be exceeded, additional points can be added based on the percentage in which the goal is exceeded. Final scores will be assigned at the end of the year. Because we still have about 33% of the fiscal year remaining, the performance may change. Because we are using a

year-over-year metric, some goals that are green in the current moment in time can change to red by the end of the fiscal year.

2025-2026 Presidential Performance Metrics		Priority	Weight	Metric	Status	Performance	Score
Deliver a distinctive and inclusive student experience that fosters lifelong engagement.	20%	Manage cost by producing a balanced operating budget. Manage E&G deficit to less than \$10M (8 pts)		Projecting balanced budget in E&G with slight surplus in All Funds	X/8		
		Grow undergraduate enrollment by 1.3% (7 pts)		Spring '25 is +1.4% over Spring '25	X/7		
		Maintain graduate and law school enrollment to less than 7% reduction (3 pts)		Spring '25 is -8.8% under Spring '25 due to continued loss of International Masters students, especially from India	X/5		
		Grow Mason Korea enrollment by 1.5% (5 pts)		Spring '26 is +18.5% over Spring '25	X/5		
Expand the impact of George Mason's research, scholarship, and creative enterprise	20%	Reduce research awards and/or expenditures by a maximum of 20% in accordance with national reductions in research (20 pts)		FY26 Expenditures 10% down -22.9% FY26 Awards YoY down -12% YoY	X/20		
Expand partnerships for economic and social impact.	20%	Maintain corporate support measured in corporate contributions and research (3 pts)		As of Feb. 6: \$6.9M towards the \$9.7M goal (70% of goal), compared to \$6.8M at this point in FY25.	X/5		
		Maintain or improve rankings and work with each dean or unit head to develop a comprehensive plan for rankings improvement for BOV consideration and possible approval (10 pts)		2025 Public Rankings: WSJ: 32 nd Forbes: 47 th US News: 37 th ; Best salaries (best in VA & DMV); Upward mobility (best in VA); Work with deans on hold pending new Provost selection	X/10		
		Maintain gifts at \$90M and restructure the campaign to accommodate the fiscal realities of the economy (5 pts)		As of Feb. 6: \$45.3M towards the \$90M FY26 goal (50.2% of goal), \$1.8M ahead of where we were in FY25 YoY	X/5		
Exemplify a university culture of access and inclusion.	10%	Maintain and evaluate student support and faculty development programs in alignment with state and federal law (5 pts)		Reviewed/restructured in line with VA DOJ plan and federal guidance	X/5		
		Maintain designation as a Minority Serving Institution (5 pts)		In progress, preparing application for renewal. Uncertain if MSI status will be available this year	X/5		
Invest in faculty and staff success.	15%	Maintain faculty and staff growth at approximately the same level as enrollment growth (8 pts)		Budget planning and mitigation strategies underway to ensure faculty/staff growth stays in check	X/5		
		Continue investment in PetrolAI and develop additional tools to increase efficiency in faculty and staff workflows (7 pts)		Several new programs in progress, in partnership with Microsoft and ClaudeOne	X/7		
Demonstrate excellence in timely communication and engagement with Mason stakeholders.	10%	Board of Visitors to conduct evaluation at end of AY 2024-25 (3 pts)		TBD	X/5		
		Proactively engage with stakeholders, including community members (5 pts)		New BOV member sessions, Risk/Innovation engagements, community and alumni events	X/5		

Current Issues

Simultaneous Shocks Facing Higher Education:

Higher education as a sector has been facing significant headwinds that are disrupting the landscape as a whole and causing increased stressors on the entire system. George Mason University is also directly impacted by these same dynamics. They are:

- Changing demographics:** —The traditional college-age population is shrinking, academic readiness is uneven, and price sensitivity is rising—shifting institutions from a growth model to a zero-sum competition for enrollment share. “The enrollment cliff” of declining high school graduates, as well as the overall makeup of the “traditional” college-age student, is changing the enrollment prospects for colleges and universities moving forward.
- Fiscal impacts:** —Higher education’s high fixed-cost model is colliding with synchronized compression: tuition pressure, research cuts, state volatility, rising labor costs, and deferred maintenance all tightening at once. The effect of executive orders and recent policy changes at the federal level (termination of research grants, reductions in foreign graduate student visas, and changes in student loan programs) on academic and

administrative programs. Specifically, at [George](#) Mason we also have unfunded mandates (VMSDEP, salary increases) and no recent in-state tuition increases, which have exacerbated the challenge.

3. **Political scrutiny:** –Institutional autonomy is no longer presumed; it is increasingly conditional. Public subsidy, research funding, and regulatory flexibility are being tied to measurable economic return, ideological alignment, and visible accountability—rewriting higher education’s social contract. The federal administration has intensified its scrutiny of colleges and universities nationwide, using policy, funding, and the media spotlight as levers to push compliance and control (George Mason was one of these targeted universities). Although changes at the state level have improved George Mason’s position, at least four federal investigations remain open, and another federal inquiry was launched in February.
4. **Technological revolution:** –Higher education faces a convergence of technology challenges that are strategic, operational, and existential. There is a real belief that the sector is not focused on the areas most important to the country. –Artificial intelligence is reshaping teaching, research, and administration faster than governance structures can adapt, raising issues of academic integrity, workforce redesign, and policy ambiguity.

The good news is that we at George Mason have seen these challenges coming and have been working to address each of them with real solutions. You can read more about our progress in each of these areas throughout the remainder of this report.

Welcoming new BOV members:

On Jan. 17, Governor Abigail Spanberger announced 12 appointees to the George Mason University Board of Visitors. Coordination was immediately initiated to engage the appointees.

Within the first week of their official appointment, all members met either in person or virtually with President Gregory Washington, Provost James Antony, Interim Special Advisor to the President and Chief of Staff Whitney Owen, and VP and Chief Brand Officer Paul Allvin. These meetings offered an opportunity to provide a foundation specific to the university's core values and needs, along with background on the current state of higher education.

Between Jan. 27 and Feb. 9, the senior leadership team conducted four separate introductory sessions with the appointees. Topics included academics, finance, budget, university operations, philanthropy, government relations, strategic plan, an understanding of [George](#) Mason’s role and positioning in the Commonwealth, academic freedom, apolitical support for the institution and its values as well as legal components and overall board guidelines and functions.

The new board members were encouraged to:

- Learn even more about the university
- Become an advocate for [George](#) Mason wherever they go
- Engage with legislators and the Governor's team on [George](#) Mason's behalf
- Act as a partner with the university
- Use their expertise to help us think in new ways to solve problems
- Make [George](#) Mason one of their top three charitable organizations for giving

Hiring of key leadership positions:

In the coming months, George Mason University will be seeking candidates for several leadership positions, including provost, executive vice president, chief financial officer, chief of staff, senior advisor to the president, and dean of the Scalia Law School.

Changes in Richmond:

On Nov. 4, Virginians cast their ballots in elections for governor, lieutenant governor, attorney general, and their local House of Delegates races. Over 3.4 million Virginians cast their ballots this year, electing former Congresswoman Abigail Spanberger as Governor. She received over 57% of the vote. On Jan. 17, 2026, the Governor-Elect was sworn in as the 75th Governor of Virginia and is the first woman to ever serve in the position.

Senator Ghazala Hashmi was elected to serve as Lieutenant Governor of Virginia with 55% of the vote, and former Delegate Jay Jones was elected to serve as Attorney General with 53% of the vote. Additionally, the Democratic majority in the House of Delegates gained 13 new members and grew their caucus to 64.

The incoming caucus members unanimously agreed to re-elect Speaker Don Scott, Majority Leader Charniele Herring, a George Mason alumna, and Caucus Chair Kathy Tran. The House Republicans maintained current leadership, re-electing Del. Terry Kilgore as Minority Leader, and George Mason alumnus Del. Michael Weibert as Minority Whip.

2025 Party Breakdown (Previous)

House: 51 D – 49 R

Senate: 21 D – 19 R

Attorney General: Jason Miyares (R)

Lieutenant Governor: Winsome Sears (R)

Governor: Glenn Youngkin (R)

2026 Party Breakdown (Current)

House: 64 D – 36 R

Senate: 21 D – 19 R

Attorney General: Jay Jones (D)
Lieutenant Governor: Ghazala Hashmi (D)
Governor: Abigail Spanberger (D)

Three George Mason alumni serve in the House and five serve in the Senate. Alumni in the Spanberger administration include:

Gerica Goodman, Legislative Director, Office of the Governor
Beau Cribbs, Chief Speechwriter and Deputy Communications Director, Office of the Governor

FY27-FY28 Biennium: George Mason University Budget Priorities:

George Mason requested over \$11M in continued operations funding from FY25, and \$2M in student financial aid. The university resubmitted requests for planning authorization of \$12M for the Interdisciplinary Science and Engineering Building (ISEB), and \$56M in new, one-time funding for critical maintenance, and asks that the previously vetoed maintenance funding of \$20M one-time funding from FY25 be retained in the final budget, for a total of \$76M. George Mason requested \$1M in new, continued funding to scale AI education, and authorization to house Virginia's Climate Office.

Additionally, legislative patrons have submitted requests for George Mason and Averett University in Danville, Virginia, to explore educational partnerships, and programmatic funding requests for a civics education pilot program and immigration research program.

Maintain Affordability and Operations Funding Increase from FY25: Continued funding includes \$7.4M in "Maintain Affordability" funding, \$3M George Mason-specific base operations increase and \$700K in funding for Small Business Development Centers (SBDC) across the Commonwealth. Making permanent the state investment from FY25 will provide critical support for state-mandated salary increases and ensure George Mason's tuition remains among the lowest in the Commonwealth, while the university continues to enroll and graduate the most students in high-demand fields. According to JLARC's 2024 Report on Spending & Efficiency, George Mason has the lowest state appropriation per student out of the 15 public 4-year institutions. Sustained funding will also allow the university to attract and retain faculty in the highly competitive Northern Virginia higher education market and to affirm commitments to industry (Tech Talent Investment Program) and workforce demands in the region and across the Commonwealth.

Continued Funding to Support Student Financial Aid: George Mason requested continued funding of \$1.9M in previous budget increases. Funding supports critical need-based financial

aid direct to students.

Interdisciplinary Science and Engineering Building (ISEB): George Mason has requested planning authorization and appropriation of \$12.4M to continue the ISEB project. George Mason is seeking one-time funding of \$12.4M to support detailed planning and schematic design of a 150GSF, 5-7 story mixed use lab building on the Fairfax Campus to support TTIP and STEM programs. The General Assembly approved \$500K in "pre-planning" in 2024 and the university is on track to begin full-scale planning later this year, pending approval from the Commonwealth. The total project costs for the building are estimated to be approximately \$216.2M. George Mason would seek funding for the full project in the next biennium.

Critical Maintenance Funding: George Mason has requested \$56M in one-time funding to address longstanding maintenances reserve deficits across all campuses. Aggregated Critical Maintenance consolidates multiple facility needs, e.g. replacement of air handling units (AHUs), switchgear, elevators, generators, and other critical infrastructure. The request is intended to support George Mason's historic funding gap in annual maintenance reserve allocation, with the university receiving roughly 50% of the average of all higher education institutions, while serving the largest number of students in the Commonwealth. This funding request supports Governor Youngkin's proposed funding of the previously vetoed FY25 allocation of \$20.25M in one-time funding, and requests \$56M in new one-time funding over the biennium.

AI Education Infrastructure: George Mason has requested \$1M in each year of the biennium, funding to develop and scale George Mason's AI Innovation Nexus, a strategic initiative integrating education, research, workforce development, and public service. Funding would support integrating AI literacy, pre-service and in-service teacher training, materials, curricula development and pedagogy to scale "AI for All" across the Commonwealth.

State Climatology Office: George Mason has requested authorization to host the Virginia Climate Office, to better collaborate with national and federal partners to address weather and climate risk and risk mitigation. George Mason is seeking authorization to host the Virginia Climate Office, formerly run by UVA, to develop and deliver data, analyses, assessments and expertise about Virginia's weather- and climate-related impacts, risks and risk management options to state and local government agencies, businesses, and communities of place or practice in the Commonwealth.

The Virginia Climate Office will serve as a representative to national meteorological, climatological, and hydrological associations to better leverage federal agency partnership and interstate collaboration to address real-time weather and climate challenges. George Mason is not requesting funding to support this transition and will use existing funding to operate. George hopes to partner with Virginia Tech, Old Dominion University, the Virginia Institute of

Marine Science, and other institutions to scale and leverage expertise to deliver wholistic weather and climate data, risk mitigation, planning, and response strategy across the Commonwealth.

Fiscal Realities Update

George Mason continues to be in a strong financial position, thanks to previously successful mitigation measures and increasing support from the Commonwealth of Virginia over the past five years. However, we are beginning to see the impact of federal government policies that are negatively impacting our revenues such as declining international enrollments and reductions in federal research funding. Also, beginning in FY27, we will see additional impacts from the “One Big Beautiful Bill” such as reduced limits for undergraduate students relying on Parent Plus loans and the elimination of Graduate Plus loans, potentially pushing students to a more expensive private loan market.

In the FY27 budget planning process, we hope to receive at least \$11M in one-time operational funding made permanent by the General Assembly that will positively affect our bottom line. We are also seeking slight increases in tuition and room and board rates to support increased operating funds to offset the declining incoming revenue we have experienced in FY26 and expect to see continuing over the next few years.

Despite these fiscal headwinds, we believe we are well-positioned to effectively manage our budget through continued prudent measures that are already underway, some small increases in costs, and a strong position of reserves.

Strategic Plan Update

George Mason is actively implementing year 4 out of 5 of the university’s FY23–FY27 Strategic Direction. We are pleased to report significant progress and impact across our five strategic priorities. Since implementation began, more than 45 institutional leads have collaborated to advance 66 aligned actions that collectively support the university’s long-term vision and goals.

We are proud to highlight several key accomplishments to date:

- **Launched the “Grand Challenge Initiative,”** which increases George Mason’s interdisciplinary research collaboration and positions us for success where external funding pressures exist.
- **Enhanced multiple enrollment pathways,** through ADVANCE, direct admission, and other efforts that expand access and affordability for students.

- **Deepened investments and partnerships in AI**, becoming a leader in Virginia and offering enhanced solutions for students, faculty, and staff.
- **Expanded the impact of our Mason Square and Science and Technology campuses**, through new partnerships and the opening of new facilities on each campus to enhance the George Mason experience for our students and neighboring communities.

These successes, and many more not listed here, reflect the deep commitment of our university community to the strategic direction we have collectively envisioned.

Student and Alumni Highlights

- The university's debate team won the West Point Sword at the United States Military Academy's 60th annual National Debate Tournament, a first for the team. Among the top finishers were Austin Davis (communication) and Del Gorman (government and international politics), who were first overall seed and undefeated tournament champions. George Mason debaters won four of the top five speaker awards.
- Students from four College of Engineering and Computing departments teamed up for a second-place finish at Saucethon 2025, a hardware-focused hackathon hosted by Open Sauce and the National Havoc Robot League. The students are Alexia Marie De Costa (computer science/Honors College), Meah Chambers (electrical engineering), Luis Anchundia (mechanical engineering) and Irene Ashma Hossain (information technology).
- Claire Hsieh, graduate student in the Mathematics Specialist Leadership Program, was recently named the Henrico Virtual Academy Teacher of the Year for 2025-2026.
- Kelley Wiese, doctoral student in the PhD in Education Program, received the Oral Doctoral Best Presentation Award at the Virginia Athletic Trainers' Association Annual Meeting.
- In partnership with the Alexandria Parks and Recreation Department, global and community health assistant professor Iulia Fratila and student Bryce Neuman, a social work major, devised the plan for the Alexandria City Ben Brenaman Park project, which aims to encourage walkability, promote physical activity among community members, and improve access to fitness.
- For the week ending Feb. 1, the George Mason women's basketball team was named the U.S. Basketball Writers Association Team of the Week after going 2-0 the previous week to extend their best start in Atlantic 10 Conference history to 10-0.
- Costello College of Business sophomore Iman Chaudhry used her internship with Fairfax City Economic Development to establish Mason Consulting Group, a student group that provides pro bono consulting for local small businesses.
- Caroline Toth, a graduate research assistant in the Applied Developmental Psychology Program who studies how adolescents' social media use is associated with the structure

of their in-person friendship networks, published her first paper on the topic in the *Journal of Children and Media*.

- Sidney Yap, BS Information Systems Operations Management '20, MS Management '21, Business Analytics Grad Cert '22, MBA '25, representing the Philippines, finished fifth in the hammer throw at the 2025 Southeast Asian Games in Thailand in December.

Faculty and Staff Highlights

- Xuesu Xiao, an assistant computer science professor, and global and community health professor Michael S. Bloom are among the 12 recipients honored by the State Council of Higher Education for Virginia (SCHEV) with 2026 Outstanding Faculty Awards.
- Chaowei “Phil” Yang, geography and geoinformation science professor, has teamed with researchers from California State University-Los Angeles, NASA Jet Propulsion Laboratory, and the City of Los Angeles to develop a wildfire digital twin to understand fire evolution and air pollution impact.
- Sue Slocum, tourism and events management professor, received a Fulbright Specialist Program award in support of a project on how best to prepare students for jobs in Tajikistan’s tourism economy. She advised and collaborated with faculty from the International University of Tourism and Entrepreneurship of Tajikistan.
- Maryam Parsa, electrical and computer engineer assistant professor, and Giorgio Ascoli, a Distinguished University Professor in bioengineering, are leading a Department of Energy-funded project to make AI dramatically more efficient by mimicking the brain’s computing strategies.
- Paid sick leave should be understood not only as an employee benefit but as a preventive health intervention, according to a study by assistant nursing professor Suyoung Kwon. The study was published in the *Journal of Occupational and Environmental Medicine*.
- Mechanical engineering assistant professor Quentin Sanders is part of a collaborative research team working to make high-performance prosthetic limbs more affordable, accessible, and better tailored to the needs of active children. He and researchers from the University of California, Davis and York University received a three-year, \$500K grant from the National Science Foundation to support the project, which began in September 2025.
- A study by registered dietitian and clinical nutrition researcher Raedeh Basiri published in *Frontiers* showed that blood sugar levels—in individuals with or without diabetes—are linked to sleep quality.
- Paul J. Bazzano, assistant director of competitive sports with Mason Recreation, and Naomi Martinez-Jones, director of Disability Services, led a successful learn-to-play clinic for

visually impaired people in the greater community, with hopes of fielding a Beep Baseball team with both George Mason and non-Mason participants.

- Women’s soccer coach Aaron Brunner was chosen as an inductee to the VA-DC Soccer Hall of Fame for the class of 2026.
- The *Washington Business Journal* named George Mason President Gregory Washington its Educator of the Year.
- *EdTech* named Amarda Shehu, vice president and chief AI officer, as one of 25 higher ed influencers to follow in 2026.

Rankings/Accolades Highlights

In the *U.S. News & World Report* online graduate program rankings released in January, George Mason was ranked in 14 and fared particularly well in veteran-focused programs.

Online Master’s	Publics	Nationally
Business (Non-MBA)	27	37
Business for Veterans (Non-MBA)	14 (#1 in the DMV)	18 (#1 in VA)
Business (MBA)	45	59
MBA for Veterans	31	35 (#1 in VA)
Education	50	50
Education (Special Education)	8	7
Education for Veterans	18	18
Engineering	43	50
Industrial Engineering	11	11
Engineering for Veterans	28	34
Information Technology	27	39

Online Master's	Publics	Nationally
Information Technology for Veterans	13	19
Nursing	41 (#1 in the DMV)	56 (#1 in VA)
Nursing for Veterans	10 (#1 in VA)	15 (#1 in VA)

The inaugural TIME Magazine World's Best Universities rankings were published this month. George Mason ranked:

- #361 out of 500 total universities
- #117 nationally
- #75 among publics
- #4 in Virginia (UVA, VCU, Virginia Tech)
- #8 in the DMV; #5 among publics

Strategic Plan Priorities

Deliver a distinctive and inclusive student experience that fosters lifelong engagement.

ADVANCE, a NOVA and George Mason Partnership

George Mason continues to grow the ADVANCE Program with Northern Virginia Community College:

- 582 students completed the declaration process and joined ADVANCE (up from 551 in Spring 2025).
- 362 ADVANCE students enrolled for their first semester at George Mason (up from 311 in Spring 2025).
 - 24% of all new transfer students in the spring semester were ADVANCE

George Mason has expanded the ADVANCE program to Germanna, Piedmont, Tidewater, Brightpoint and Virginia Peninsula community colleges.

- Since the expansion, 130 students have completed the declaration process.
- 18 students have enrolled at George Mason through these programs.

New Undergraduate transfer agreements (related to Mason Virginia Promise):

- New River Community College – BAS, Cyber Security
- Southwest Virginia Community College – BAS Cloud Computing and BAS Cyber Security
- J. Sergeant Reynolds Community College – BAS, Managerial Leadership

Undergraduate student research

George Mason had a record year for undergraduate students applying to the National Conference on Undergraduate Research, with 85 proposals submitted. Seventy-seven were accepted to the conference and will be presenting in Richmond in April, with support from the Office of Student Creative Activities and Research (OSCAR).

So far this year, the Office of Financial Aid and OSCAR have teamed up to hire 120 students to apply their federal work study to work as Research Assistants in faculty research labs across the university.

Enrollment Update

Fall	Headcount				Credit Hours			
	2023	2024	2025	2026	2023	2024	2025	2026
Total	37,460	38,055	38,872	38,519	403,982	414,490	427,618	429,835
VA	28,595	28,944	30,139	30,666	313,607	322,240	336,998	345,650
OOS	8,865	9,111	8,733	7,853	90,375	92,250	90,620	84,185
	Headcount				Credit Hours			
	2023	2024	2025	2026	2023	2024	2025	2026
Undergrad	25,982	26,671	27,762	28,137	326,228	338,040	353,551	359,497
VA	22,132	22,706	23,608	24,016	273,291	282,961	295,192	301,873
OOS	3,850	3,965	4,154	4,121	52,937	55,079	58,359	57,624
	Headcount				Credit Hours			
	2023	2024	2025	2026	2023	2024	2025	2026
Graduate	10,627	10,598	10,448	9,745	67,735	67,417	66,418	62,844
VA	6,156	5,947	6,298	6,432	36,818	36,030	39,152	41,195
OOS	4,471	4,651	4,150	3,313	30,917	31,387	27,266	21,649
	Headcount				Credit Hours			
	2023	2024	2025	2026	2023	2024	2025	2026
Law	851	786	662	637	10,019	9,033	7,649	7,494
VA	307	291	233	218	3,498	3,249	2,654	2,582
OOS	544	495	429	419	6,521	5,784	4,995	4,912

Expand the impact of Mason's research, scholarship, and creative enterprise.

Colleges, Schools, and Respective Centers

Antonin Scalia Law School

Helen M. Alvaré, Robert A. Levy Endowed Chair in Law and Liberty, was a panelist in "Parental Rights in Education after *Mahmoud v. Taylor*: Legal and Cultural Assessments" at the American Enterprise Institute Center for Law and the Human Person.

J. Shahar Dillbary, professor of law and associate dean for faculty research, presented his empirical scholarship on tort at Notre Dame School of Law, Law and Economics Workshop, and at the Southern Economic Association. In December he presented his empirical work on collusion and signaling at the Israeli Law and Economics Conference.

Nuno Garoupa, professor of law and faculty director of graduate studies, received honorable mention in the Association of American Law School Section of Professional Responsibility Fred C. Zacharias Memorial Prize.

Robert Luther III, associate professor of law, testified on Jan. 7 before the U.S. Senate Judiciary Committee. The topic was "Impeachment: Holding Rogue Judges Accountable." He was appointed by then-Gov. Glenn Youngkin to the Board of Visitors to Mount Vernon.

Ilya Somin, professor of law, has given the following presentations at various recent academic events:

- "Not Everything is an Emergency: The Case for Strong Judicial Review of the Exercise of Emergency Powers," Safra Center for Ethics, Buchman Faculty of Law, Tel Aviv University, Tel Aviv, Israel, December 2025.
- "The Presumptive Case for Organ Markets." Honors Workshop, Law Faculty, Uriel Reichman University, Herzliya, Israel.
- "Democracy and Political Ignorance," School of Social Sciences and Government, Monterrey Institute of Technology and Higher Education (Tec de Monterrey), Monterrey, Mexico, December 2025.
- "Political Ignorance and Constitutional Design," Law Faculty, Monterrey Institute of Technology and Higher Education (Tec de Monterrey), Monterrey, Mexico, December 2025.
- "Migration and Freedom," panel on "Migration in the 21st Century," Guadalajara International Book Fair (better known as FIL), Guadalajara, Mexico, December 2025.
- "Zoning, Property Rights, and the Housing Crisis," panel on "Zoning, Rent Control, and the Housing Crisis," Federalist Society National Lawyers Convention, Washington, D.C., November 2025.

Somin also taught at Uriel Reichman University in Israel.

The U.S. Court of Appeals for the Ninth Circuit recently cited Lael Weinberger, assistant professor of law, in *Union Gospel Mission of Yakima v. Brown*. The Court quoted Weinberger's article, "The Limits of Church Autonomy," 98 Notre Dame L. Rev. 1253 (2023). Professor Weinberger presented a paper at American Society for Legal History 2025 Annual Meeting, Detroit: "Churches and the Transformation of Corporations as Nonstate Actors" (Nov. 14, 2025), and at the Nootbaar Fellows Workshop, Pepperdine University Caruso School of Law: "Church Autonomy and Interlocutory Appeals" (coauthored with Branton Nestor).

John M. Yun, professor of law, testified at a House hearing on the Netflix-Warner Bros. deal on Jan. 7. The hearing was titled "Full Stream Ahead: Competition and Consumer Choice in Digital Streaming."

The Law & Economics Center hosted two programs: the Advanced Law & Economics Institute for Judges and the Judge Douglas H. Ginsburg Judicial Colloquium Series.

On Jan. 28, the National Security Institute concluded its four-part series, "Forging the Future Force," with "The New Battlespace – Future Needs and Capabilities."

The Liberty & Law Center continued its series "Discussion over Division." The focus of the series is on helping students build civil-discourse skills—listening across disagreement, articulating views, and engaging thoughtfully with others—all in a relaxed, welcoming setting.

College of Education and Human Development

Beth Davis and David Houston received a Spencer Foundation grant in support of their work to examine how different school models support newcomer students in their transition to school in the United States.

As artificial intelligence reshapes education, CEHD is helping define what responsible and effective AI adoption looks like for schools. Through the Educational Research Alliance of Northern Virginia, CEHD is engaging in convenings with regional leaders to advance shared frameworks for AI readiness in education.

Then-Virginia Secretary of Education Aimee Rogstad Guidera visited ACCESS Academy at Fuse in December to engage with students and faculty and learn how the lab school model integrates technology, coding, and problem-based learning to strengthen problem solving and prepare future-ready learners.

In a speech at the Cosmos Club in Washington, D.C., CEHD Dean Ingrid Guerra-López advanced a national call to move beyond incremental reform toward a bold reimagining of

education for the age of intelligent work, positioning CEHD as a leader in learning ecosystem transformation.

The National Network of Education Research-Practice Partnerships (NNERPP) recognized the Educational Research Alliance of Northern Virginia at George Mason (ERA-NOVA) for its impact and growth, including expanded research collaboration with Prince William County Schools.

Old Dominion University's Center for Educational Innovation and Opportunity highlighted ACCESS Academy as a model partnership lab school in its annual Year in Review.

Leslie La Croix received additional funding from Northern Virginia Community College to continue her project "Social and Emotional Development Early Childhood Open Educational Resource Textbook."

Christan Coogle and Heather Walter received additional funding from the U.S. Department of Education to continue their project "Workforce Ready: Supporting Community College Faculty to Prepare Scholars Serving Diverse Young Children with Disabilities." Coogle also received additional funding from the U.S. Department of Education to continue her work through George Mason's Training and Technical Assistance Center.

Kristen O'Brien received additional funding from the U.S. Department of Education to continue her initiative "Aspiring Special Education Leaders Academy (ASELA)." O'Brien also received additional funding from the U.S. Department of Education to continue "Project RESPECT: Revealing Special Educators' Conditions for Teaching."

Audra Parker received funding from Fairfax County Public Schools to continue the Elementary Education Program's Professional Development Schools initiative, supporting field experiences, internships, and joint professional development for P-6 teachers and candidates.

Samantha Viano received additional funding from the National Science Foundation to continue "CAREER: Second Chance STEM: Uncovering school policies structuring access to and engagement in high school STEM credit recovery."

Jennifer Suh received the Sol Garfunkel Award from The Consortium for Mathematics and its Applications for her leadership in bringing mathematical modeling to elementary level students.

Education Week has released their list of the Top 10 Opinion Essays of 2025, and Dean Ingrid Guerra-López is among the featured voices shaping the conversation on education.

Jatin Ambegaonkar received the Virginia Athletic Trainers' Association 2026 Researcher Athletic Trainer of the Year award.

Bethany Letiecq concluded her two-year Presidency of the National Council on Family Relations' Board of Directors by leading their annual conference in Baltimore in November. Letiecq also will be guest editor of a special issue of the top-tiered *Journal of Family Theory & Review* focused on "Theorizing Families and the State."

Joanne Frederick was crowned Mrs. USA Unity World 2025. She will serve as an ambassador for women across the United States, promoting empowerment, mental health awareness, and unity through diversity.

Sammie Powers was elected to serve a three-year term as a member of the National Environment and Recreation Research Association Council.

The Stearns Center for Teaching and Learning awarded Carley Fisher-Maltese its STEM Faculty Fellow for the spring 2026 semester.

Lisa Giacumo has completed her first round of translation activities resulting in program implementation or activities that get the tools and/or research into the hands of local communities that need to use them (i.e., licensing, small businesses, start-ups, programs, etc.). Three student teams (as part of EDIT 732 & EDIT 752) provided LXD or UX consulting to three clients. Two clients represented start-up businesses (block chain for research, AI-enabled ISD consulting), and one client represented a large liquid gas company in Texas that is bringing economic development to rural areas.

The family of Eun Kyung (EK) Choi, a graduate student in the Inclusive Early Childhood Education Program, received the Dr. Alan and Sally Merten Family of the Year Award.

This fall, eight Mason LIFE students interned across 16 congressional offices on Capitol Hill, building valuable resume skills and confidence.

Jill Manuel, doctoral student in the PhD in Education Program, earned the People's Choice Award in the university's 2025 Research Poster Competition for "From Awareness to Action: Embedding Trauma-Informed Practices in Higher Education."

Eter Mjavanadze, doctoral student in the PhD in Education Program, received an Advancing Innovative Math Solutions (AIMS) EduData grant with Professor Angela Miller to support their research on learners' early engagement and persistence patterns, which they can use to identify actionable insights for educators.

College of Engineering and Computing

Liza Price Wilson Durant received funding from the Virginia Innovation Partnership Authority for “NoVA Node CCI FY26 Initiatives.” Anticipated funding: \$2,500,000. She also received funding from the Virginia Innovation Partnership Authority for “CCI Scholars – High School Experiential Learning Program.” Anticipated funding: \$150,793.

Liling Huang received funding from the Virginia Department of Energy for “Virginia Research AI Data Center Lab.” Anticipated funding: \$1,500,000.

Kai Zeng received funding from the Virginia Innovation Partnership Authority for “Secure 6G Infrastructure for Integrated Sensing and Communication.” Anticipated funding: \$100,000.

Lannan Luo received funding from the Virginia Innovation Partnership Authority for “AI-Powered Video and Audio Side Channels for Cyber-Physical Anomaly.” Anticipated funding: \$100,000.

Lizhi Wang received funding from the Israeli-based Binational Agricultural Research and Development Fund for creation and validation of a digital twin model for improving almond production. Anticipated funding: \$160,000.

Jose Bricio Neto received funding from the Department of Defense for “Quick Look Study of U.S. Marine Corps Wargaming and Analysis Capability with Recommendations.” Anticipated funding: \$98,500.

Michael Atef Yassa Girgis received funding from the Virginia Innovation Partnership Corporation for “Quantitative Isotopically Labeled Tags for Precise Proteomic Analysis via Mass Spectrometry.” Anticipated funding: \$100,000.

Shima Mohebbi and Babak Aslani received funding from the Virginia Innovation Partnership Authority for “Scalable AI-driven Cybersecurity for Small and Medium Critical Manufacturing.” Anticipated funding: \$100,000.

Tanvir Arafin received funding from the Virginia Innovation Partnership Authority for CASPER: Cyber-Analog Sensing for Protecting Critical Energy Infrastructure. Anticipated funding: \$100,000.

Abolfazl Safikhani received NIH R01 funding for “Statistical Machine Learning to Develop Connectome-Based Biomarkers of Alzheimer's Disease and Related Dementias” as PI for all sites at \$3,080,520 and as PI for George Mason with a personal share of \$1,026,170, from Sept. 1, 2025 to June 30, 2030. The first-year anticipated funding is \$225,878.

Jiayang Sun received annual extended funding from Inova Health for “Biostatistician Resource and Support for Inova Researchers.” Anticipated funding: \$147,000 through Jan. 1, 2027 and a total of \$441,000 since Feb. 1, 2025.

Hemant Purohit received a \$1.25 million NSF grant to conduct research with the City of Virginia Beach on improving disaster resilience for evacuation and shelter planning through AI powered decision support systems. -powered decision-support systems

Computer science assistant professor Xuesu Xiao won the SCHEV Outstanding Faculty Award Rising Star.

Computer science associate professor ThanhVu H. Nguyen won the IEEE Transactions on Software Engineering 50th Anniversary Most Influential Paper Award for his contributions to GenProg, a groundbreaking system that demonstrated – for the first time at scale – the feasibility of automatically repairing real-world software defects.

Computer science professor Missy Cummings was awarded the 2026 Intelligent Systems award by the American Institute of Aeronautics and Astronautics for outstanding and sustained contributions to human supervision and control of intelligent autonomous aerospace vehicles.

Computer science associate professor Qiang Zeng received a Distinguished Artifact Award at USENIX Security '25 and was also selected as a finalist for the Cyber Security Awareness Week Applied Research Competition 2025.

Computer science professor Giuseppe Ateniese received the Applied Cryptography and Network Security Test-of-Time Award.

Bioengineering PhD candidates Bryce Dunn and Marzieh (Nasrin) Hanafi shared innovative imaging research at two major conferences, the World Molecular Imaging Congress and the Biomedical Engineering Society. Their work could transform how we visualize neural activity and identify tumor cells.

Bertram (Briar) Liu, a research assistant working with assistant computer science professor Xiaokuan Zhang, received a Best Paper Honorable Mention Award at the Association for Computing Machinery’s Mobile and Ad Hoc Networking and Computing first workshop on Enhancing Security, Privacy, and Trust in Extended Reality (XR) Systems.

Ruishan (Ria) Lin, a PhD student in statistics, won first place in the Statistical Significance Competition poster session of the 2025 American Statistical Association Joint Statistical Meeting in Nashville.

Computer science student Hai Duong, with his advisor, associate professor ThanhVu H. Nguyen, received NeurIPS Spotlight for their paper on compositional verification.

Computer science student Didier Ishimwe and his advisor, associate professor ThanhVu H. Nguyen received, SSBSE'25 Best Paper Awards for SSBSE (Search-Based Software Engineering) paper on input generation.

Information sciences and technology PhD student Julia Hsin-Ping Hsu received a Dissertation Completion Grant from the Provost's Office.

Undergraduate information sciences and technology student Tugce Gundogdu received a Best Video Award from the OSCAR Fall Celebration event.

The Center for Infrastructure Security in the Era of AI (ISEAI) has launched a new industry engagement model inspired by NSF's Industry-University Cooperative Research Center (IUCRC) framework. The center collaborates with external partners at the University of North Dakota and the University of Arkansas and a broad range of industry partners. The membership component creates a collaborative forum where industry partners help shape research priorities, gain early insight into emerging technologies, and engage directly with George Mason faculty and students. This structure strengthens pathways for translating research into practice while ensuring alignment with real-world infrastructure security challenges.

The Center for Infrastructure Security in the Era of AI (ISEAI), in collaboration with George Mason's Continuing and Professional Education, expanded its industry engagement and workforce development initiatives through a strategic partnership with NewPush to deliver the NoéMI AI Training Program. This seven-week applied AI fluency accelerator equips professionals with practical skills in AI use, governance, and risk-aware implementation. Under the collaboration, George Mason provides academic oversight and issues official non-credit microcredential badges to successful participants, while NewPush delivers program instruction and operations. The NoéMI program advances ISEAI's mission to strengthen workforce capacity for secure, responsible, and governance-aware AI adoption and complements the center's research and industry engagement activities. Structured around progressive tiers, the curriculum moves participants from foundational AI literacy to advanced application and governance, with an applied capstone demonstrating real-world mastery.

College of Humanities and Social Sciences

David Weisburd, Distinguished University Professor of criminology, law and society, and executive director of the Center for Evidence-Based Crime Policy, received a \$609,190 grant from Arnold Ventures for "Safer Stronger Together Initiative: An evaluation of a place-based social intervention on crime." Weisburd will lead a randomized controlled evaluation of the Safer Stronger Together Initiative, a family navigator program targeting high-need households

in high-crime Maryland zip codes, to determine whether intensive social service coordination reduces arrests, calls for service, and street-level crime.

Distinguished University Professor Cynthia Lum and Professor Christopher Koper, the Department of Criminology, Law, and Society, and the Center for Evidence-Based Crime Policy, will receive \$741,000 in appropriated funds for their community project proposal, "Evidence-Based Policing to Advance Public Safety." The award, which was included in the Commerce-Justice-Science Appropriations Bill, was shepherded through Congress by the late Congressman Gerry Connolly and was signed into law on Jan. 23. The George Mason team, led by Lum and Koper, national leaders in evidence-based policing, proposes to strengthen policing and public safety in Northern Virginia by providing local police agencies with a training and research program that helps them implement evidence-based practices. The team will implement at least two eight-week, multi-agency courses for Northern Virginia agency supervisors, analysts, and leaders that incorporate classroom learning and in-field practicums.

Jeff K. Grim, assistant professor in the Higher Education Program, is serving as a visiting scholar at the University of Oxford Department of Education from January to May 2026.

Sophia Balakian, assistant professor in the School of Integrative Studies, authored *Unsettled Families: Refugees, Humanitarianism, and the Politics of Kinship*, which has been named a 2025 Choice Outstanding Academic Title. Choice is a publishing unit at the Association of College & Research Libraries, a division of the American Library Association.

Rania Zaied, PhD communication student, won first place at the annual Three Minute Thesis competition, an engaging event that showcases the innovative research of doctoral candidates. Zaied will advance to the 2026 regional competition in Baton Rouge, Louisiana, hosted by the Council of Southern Graduate Schools.

Alice Farinhas, art history graduate student, participated in Graduate Student Museum Study Day at the Museum of Dumbarton Oaks in Washington, D.C. The event brought together leading scholars and graduate students to delve into the mysteries of quipus – ancient Andean recording devices made of knotted strings.

Erick Marte, a senior majoring in criminology, law, and society and a George Mason University Police cadet, is serving a second semester as an intern with the United States Attorney's Office for the District of Columbia.

George Oberle, history librarian, director of the Center for Mason Legacies, and associate history and art history professor, presented his newly published *Creating an Informed Citizenry: Knowledge and Democracy in the Early American Republic* at Mount Vernon's Washington Library "Lunch at the Library" series. In this book, Oberle examines the early debates in the United States over how best to educate the constituents of the new nation.

College of Public Health

The college has partnered with the Fairfax County Health Department to offer FCHD employees public health certificates and support public health workforce initiatives.

The Department of Nutrition and Food Studies will lead a phase 2 clinical trial for a pill to help maintain weight loss after GLP-1s. CPH was chosen as one of six trial sites for its expertise in obesity and weight loss.

Jhumka Gupta, global and community health professor, received an Association for Women in Science Bridge grant. She will use the award for ongoing research examining the role of Federally Qualified Health Centers in promoting healing among Central American immigrant women impacted by violence.

Nursing professor Rebecca Sutter received a one-year award from the Virginia Opioid Abatement Authority.

Michael S. Bloom, a global and community health professor, is among the 12 recipients of the State Council of Higher Education for Virginia (SCHEV) 2026 Outstanding Faculty Awards.

Three School of Nursing faculty received Leadership Excellence Awards for excellence in leadership, advocacy, patient care, and nursing practice from the Virginia Nurses Foundation. Rebecca Sutter, professor, and Erin Maughan, associate professor, won Leadership Excellence awards in the categories of Nurse Manager/Director and Public Health Nurse, respectively. Bethany Cieslowski was named a finalist for the Leadership Excellence Award in the Nurse Educator category.

Evelyn Tomaszewski, associate professor of social work, was appointed as regional representative to the United Nations Commission for the International Federation of Social Workers.

Melissa Villodas, assistant professor of social work, was selected as a mentee in the national Faculty ACCESS program, which is supported by the National Institutes of Health. This program equips early and mid-career biomedical faculty to become successfully NIH-funded and promote biomedical research leaders.

Panagiota Kitsantas, interim chair of health administration and policy, received NIH funding for her project "Comorbidities in Pregnant Women with Prenatal Alcohol Exposure and Adverse Birth Outcomes."

Public health PhD student Rooshna Mohsin earned third place in the university-wide Three Minute Thesis competition for her presentation on dietary and social exposure to forever chemicals and related outcomes among Hispanic children.

George Mason University Student Nurses' Association hosted the 2025 Virginia Nursing Student Association Annual Summit, expanding the convention from regional to statewide.

College of Science

Mikell Paige, chemistry and biochemistry department chair, is the Principal Investigator for one of the four George Mason community project funding allocations within the Commerce, Justice, and Science appropriations bill signed in mid-January. The project, "Advancing Molecular Technologies," will receive \$1,396,631 for a high-resolution mass spectrometer to expand regional research capacity and workforce training

Luis Ortiz, assistant atmospheric, oceanic and earth sciences professor, received \$431,549 from Hampton University on a subaward from NASA for the "Interdisciplinary MUREP ESSR Integrated Hazard Institute" initiative. Ortiz received \$431,549 from Hampton University on a subaward from NASA for this project.

KL Akerlof, professor of environmental science and policy, is collaborating with University of California, Riverside's School of Public Policy and the National Science Policy Network on a \$4 million grant from the U.S. Department of Education to fund a four-year initiative aimed at improving civic engagement and public policy discourse, sharpening evidence-based reasoning, and helping to prepare the next generation of policy-savvy leaders. The Civic Openness, Reasoning, and Engagement Incubator seeks to bring together universities, policy organizations, and community partners to strengthen public participation in democratic processes, particularly around science-informed issues.

Suman Dhakal, postdoctoral research fellow in physics and astronomy, is studying the role of magnetic flux cancellation in major solar eruptive activity to enhance scientists' understanding of solar eruptions through the detailed investigation of evolution of active regions leading to these events. Total funding for the project is \$640,318.

Youhua Tang, senior researcher in the Center for Earth Science Research, received first-year funding of \$149,940 from the University of Tennessee on a National Oceanic and Atmospheric Administration subaward to "Implement the DeepCTM to Enhance the Performance of the National Air Quality Forecast Capability."

Rainald Löhner, professor of physics and astrophysics and director for the Center for Computational Fluid Dynamics, received \$80,000 in a collaboration with EP Analytics on a subaward from the Defense Threat Reduction Agency for the Navy DoD Supercomputing Resource Center's upcoming Blueback system model optimization.

Yuri Mishin, professor of physics and astrophysics, will receive \$70,000 from Lawrence Livermore National Laboratory on a subaward from the U.S. Department of Energy to study reliable interatomic potentials for the W-C system to create reliable atomic interaction models suitable for atomistic modeling of tungsten carbide grain boundaries (WC GBs) and W/WC interfaces.

Yuntao Wu from the School of Systems Biology received \$15,042 from Alvi Cancer Research Fund for the project "Integrating NGK7 with Oncolytic Virus for Targeted Cancer Therapy;" \$7,153 from the Charles R. Drew University of Medicine and Science to develop a PROTAC-based therapeutic strategy to target the HBZ protein of HTLV-1; and \$16,960 from Cyruion, Inc., to assess the anti-HIV properties of a compound.

Farhang Alem, associate director of the Biomedical Research Laboratory, received \$10,734 from ImmuNovX Biotech to conduct an in vitro efficacy assessment of centanamycin against herpes simplex virus using the Agilent xCELLigence Real-Time Cell Analysis system to continuously monitor and quantify virus-induced cytopathic effects in a cell monolayer.

The George Mason-led NASA Landolt Mission, headed by mission Principal Investigator Peter Plavchan, professor of physics and astrophysics, will host a NASA site tour and mission gate review on the Fairfax Campus on March 3-4. As the multidisciplinary mission progresses, it will expand into a joint CEC renovation at Innovation Park. The Landolt Mission was featured at the *spaceNEXT* conference where George Mason was the featured academic partner with ConnectDMV. College of Science Dean Cody W. Edwards delivered a plenary address at the conference along with student and faculty research demonstrations and 3D models of the mission payload.

Capital plans are underway for the university's new Crime Scene House.

Physics and astronomy PhD Suman Dhakal, currently a postdoctoral research assistant under Jie Zhang, received a NASA Early Career Investigator Program (ECIP) award.

Graduate research assistant Abisoye O. Fafioye, postdoctoral researcher Beenish Bashir, and assistant chemistry professors Andre Clayborne and Ozlem Dilek authored a study in *Analytical Methods* detailing their research on the second most abundant trace element in the human body after iron – zinc.

School of Systems Biology doctoral student Gideon Ameh presented his recent paper on biodiversity and animal-borne disease transmission risk at two of the world's most respected scientific gatherings in the field of public health and infectious diseases: the American Public Health Association Annual Meeting in Washington, D.C., and the American Society for Tropical Medicine and Hygiene Conference in Ontario, Canada.

Three Office of Student Creative Activities and Research (OSCAR) students – Sofie Strompf (NEURO-EV export of activated tumor suppressor proteins following mitophagy induction), Emily Keung (2D Nanomaterials as emerging VOC absorbing platforms) and Alexia De Costa (robotic cat for examining camera clarity and privacy in human/robot interaction) – presented their research findings during the second annual Undergraduate Research Showcase at the Capitol in Richmond, sponsored by the Network for Undergraduate Research in Virginia.

College of Visual and Performing Arts

Professor Chawky Frenn, School of Art, received the FY 2026 Art Bank Program Grant from the DC Commission on the Arts and Humanities. Additionally, one of Frenn's works was acquired by the Library of Congress.

Frenn presented "The Artist as Activist: Gender, Art, and Social Change" as part of the Online International Faculty Development Program, *Breaking the Canon: Nurturing Gender Equality in Art and Design Pedagogy and Practice*.

Kristin Johnsen-Neshati, School of Theater professor and senior associate dean of faculty affairs and international programs, will translate three Chekhov plays for a new theater, the Classics Company, in Rochester, New York.

Professor June Huang, director of strings in the Reva and Sid Dewberry Family School of Music, and undergraduate student Alyssa Cabassa presented "Building Citizenship Through Music" at the College Music Society's national conference in Spokane, Washington. The session discussed ways in which belonging, inclusion, and participation are the building blocks of music-making. In addition, Huang received the 2025 Outstanding String Teacher of the Year Award from the Virginia String Teachers Association.

Willam L. Lake Jr., director of bands, and Andrea Reinkemeyer, director of composition, each presented sessions at the Virginia Music Educators Conference in Norfolk.

GaYoung Lee won in the Outstanding Professional Level category in the American Classical Music Awards. The ACMA is an international competition dedicated to nurturing musical creativity, inspiring talented artists, and promoting the ongoing growth and appreciation of classical music.

Emily Green, professor of music history, presented at the University of Pennsylvania during the Workshop in the History of Material Texts. Her lecture was "Of Bad Candles and Glasses, Earthquakes, and Headaches: Reasons for Musical Error around 1770."

Quanice Floyd of the arts management program was part of a livestream discussion for artEquity's "Evolution, After the Inflection Point," the second livestream discussion of a three-part series.

Sujay Khona, film and video studies student, won a Regional Emmy in the Fiction-Short Form category of the Student Production Awards, presented by the National Capital Chesapeake Bay Chapter National Academy of Television Arts & Sciences (NATAS).

The 8th Green Machine Regiment Band performed the presentation of colors at a Veterans Day celebration commemorating the service of the United States Colored Troops, held at the African American Civil War Memorial. Veterans, family members, and descendants from across the country gathered to honor those who served and to share the first-ever simultaneous reading of every USCT soldier's name.

Film and video studies students Aryaman Kantawala and Mel Moya-Jaldin are working together on a student-produced documentary about the nonprofit DC Candlelighters Childhood Cancer Foundation, a nonprofit that supports children with cancer and their families. The opportunity to direct the documentary came courtesy of Entertainment 2 Affect Change (E2AC), an organization that provides creative students and individuals the opportunity to use storytelling to share the mission and impact of local nonprofits.

Thirteen students from the School of Dance performed José Limón's 1958 original composition "Missa Brevis," alongside professional dancers from the Center for the Arts artists-in-residence Limón Dance Company.

The Green Machine Ensembles Historical Showcase on Dec. 9 included the premiere performance of a choir work composed by Dewberry School of Music student Samuel B. Kim.

Dewberry School of Music student Alyssa Cabassa was honored with the "Future Music Teacher Award" by the Virginia String Teachers Association.

This fall, three Mason artists-in-residence at the Center for the Arts — Papermoon Puppet Theatre, La Santa Cecilia, and the Limón Dance Company — collectively participated in 20 residency activities, one schooltime performance, and four public performances, engaging a total of 2,735 campus and community members.

At the Hylton Performing Arts Center, artist-in-residence *Time for Three* led an impactful four-day residency, including partnerships with CenterFUSE in Manassas, Central Library in Manassas, Mason Community Arts Academy, as well as the Gar-Field High School Chamber Orchestra, which performed in the final piece.

Costello College of Business

Mariia Petryk, assistant professor of information systems and operations management, was honored as Outstanding Associate Editor at the International Conference on Information Systems 2025 in Nashville, Tennessee.

Min Shen, associate professor of accounting and a Philip G. Buchanan Fellow, coauthored research on "Deciphering the PCAOB Inspection Process: Evidence and Predictive Insights from Public Data" published in *Management Science*. PCAOB is the Public Company Accounting Oversight Board.

Coauthored research by Yi Cao, assistant professor of accounting, and accounting area chair and associate accounting professor Long Chen on "Corporate Disclosure in the Age of AI" was published by Harvard Business Review.

Brad Greenwood, professor of information systems and operations management and Costello Distinguished Professor, and Yannis Bellos, associate professor of information systems and operations management, had a premier acceptance, "Is IT That You Can't Learn, Or You Won't Learn? Technology-Enabled Monitoring and Heterogeneity in Sales Performance" at Manufacturing and Service Operations Management.

Russell Abratt, instructional professor of marketing, has been listed in the Stanford University-Elsevier list of the "world's top 2%" of scientists in the business category.

A team of Costello accounting students – Khaled Alkurd, Mariam Debas, and Chengeng Yin – won second place in the TrueUp Innovation Challenge, Race the AI. The team donated the \$1,000 prize money to Costello student scholarships.

Jimmy and Rosalynn Carter School for Peace and Conflict Resolution

Daniel Rothbart hosted "A Conference on Sudan: Addressing the Humanitarian Crisis and Achieving Sustainable Peace," with Ambassador Francis Deng.

Karina Korostelina and Xenia Bakhtiarova, with Ukrainian colleagues, published a paper, "National Identity Meaning and Attitudes toward War and Peace in Ukraine," in *Conflict Resolution Quarterly*.

Korostelina, Rothbart, and Belle Gjeloshi published a paper, "Resilience Practices and Post-Traumatic Growth among Sudanese IDPs," in *Conflict Resolution Quarterly*.

Korostelina co-published a paper with Jocelyn Barrett, "Resilient Systems: AI-Mediated Communication and Frontline Public Safety," in *Sustainability*.

Agnieszka Paczynska and Susan Hirsch conducted virtual introductory workshop "Teaching Peace and Conflict Studies" for the 2026 Peace Studies Section Workshop Series – Teaching Peace: Foundations and Practices for Early-Career Scholars, International Studies Association. The workshop series is organized around their book *Teaching Peace and Conflict Studies: Engaged Learning and Inclusive Theory*.

Undergraduate student Seung Gyo Kim led a K-Art Song Storytelling Workshop at the Korean Cultural Center in Washington, D.C.

Carter School doctoral candidate Oakley Thomas Hill received the People's Choice Award at the Annual Three Minute Thesis Competition.

PhD candidate Haironesah Domado's article "By Localising Empowerment, Women are Shaping Peace in the Philippines," was published in the London School of Economics and Political Science blog.

Four students from the Carter School received Provost's Doctoral Research Scholarships for FY 25-26.

The Carter School hosted the inaugural event, "Community Building through Hope," in the Sue Aft Memorial Conversation Series with distinguished keynote speaker Rev. Nontombi Naomi Tutu.

Schar School of Policy and Government

Guadalupe Correa-Cabrera, professor and codirector of the Terrorism, Transnational Crime and Corruption Center, received a grant from the Center for the Study of Democracy to research "Countering Russia's Malign Influence in Latin America."

Terry Clower, professor and director of the Center for Regional Analysis and the Stephen S. Fuller Institute, received a grant from the Washington Suburban Sanitary Commission for the "Assessment of Disruptions to the Regional Economy on Demand for Water Utility Services."

Clower was named one of the "50 Most Influential People in Northern Virginia" by Northern Virginia Magazine.

University Professor John Earle received a grant from the Alfred P. Sloan Foundation to study "The Racial Gap in Entrepreneurship and Business Ownership."

Naoru Koizumi, professor and assistant dean for research, received an award from the Charles R. Drew University of Medicine and Science and the National Institutes of Health to study "Secondary Analysis of Racial and Ethnic Variations in Gut Microbiome Profiles Among CKD Patients."

Distinguished Visiting Professor of Practice Michael V. Hayden, namesake of the Hayden Center for Intelligence, Policy, and International Security, was inducted as a Fellow into the National Academy of Public Administration.

Assistant professor Shea Marie Holman Kilian was sworn into the Supreme Court Bar, the highest legal bar in the country, by Chief Justice John Roberts.

Jude Sunderbruch, PhD Public Policy '08, received the French Medal of Internal Security at the Gold level, one of France's highest honors for contributions to public safety and security.

Adjunct professor Craig Fifer, MPA '08, was named executive director of the Northern Virginia Regional Commission, which promotes collaboration among the region's 13 member localities.

Gerica Goodman, Psychology '12 and MPA '15, is Virginia Governor Abigail Spanberger's Director of Legislative Affairs.

Annette Tipton, GCP '11, was named by Idaho Governor Brad Little to lead the state's Commission on Hispanic Affairs.

Christopher Neal, BA International Politics '07, has been named Chief Operating Officer of Multnomah County, the most populous county in Oregon.

Mason Korea

Professors Jenny Lee and Eunhye Jo received the Excellence Award in Accounting at the 3rd Seohyun Academic Awards for their empirical study on auditor-audit committee communication, showing how formal written reporting can improve audit effectiveness and affect stock performance.

Jaerin Ahn, an assistant professor in the Department of Modern and Classical Languages, published a book called *AI and Korean Language Education* through Communication Books.

A book by English for academic purposes professor Eunmee Lee, *How-Tos for Asking*, was selected as a Sejong Books 2025 title by Korea's Ministry of Culture, reflecting national recognition for her work on communication through effective questioning.

At the American Chamber of Commerce (AmCham) Education Committee Meeting hosted at Dulwich College Seoul, Campus Dean Joshua Park and business professor Kimberlie Fair shared insights on how AI is reshaping education and future-ready skills, with Park addressing academic implications and Fair contributing industry perspectives as a panelist.

Mason Korea partnered with Jeju National University Law School to host a three-day legal studies program on Jeju Island, where 19 undergraduate and LLM students explored comparative and global legal issues under the guidance of Scalia Law associate professor Omario Kanji. The collaboration will continue next year through a Results Sharing Conference and student essay contest.

Heewon Yang, a junior in computational and data sciences at Mason Korea, represented the campus as a student panelist at the 2025 SWE Korea Conference, speaking on AI literacy and emerging technologies.

Mason Korea launched the Center for Innovation and Entrepreneurship (CIE) in Songdo, creating the global extension of George Mason's Fairfax-based CIE to strengthen Korea-U.S. collaboration in entrepreneurship and applied research. Led by Director Sungyee Kim and supported by regional partners, the center will connect academic, industry, and public-sector stakeholders and support Korean startups entering global markets.

Mason Korea hosted the first-anniversary forum of the Korea Serious Game Institute (KSGI), bringing together government, industry, and academic leaders to examine the role of serious games and AI in education, healthcare, and cultural preservation. The program featured contributions from George Mason faculty and KSGI leadership, including Campus Dean Joshua Park, Director Sang Nam, Deputy Director Yong Eun Kim, VSGI Co-Director James Casey, Professor Jacob Enfield, and Mason Korea Computer Game Design faculty John P. Doran and James Broderick. The program highlighted the institute's expanding international collaborations.

Through the Center for Innovation and Entrepreneurship (CIE), Mason Korea is partnering with George Mason's new Northern Virginia International Soft-Landing Accelerator (NISA) program to help Korean startups prepare for U.S. market entry. CIE provides early-stage support in Korea, while NISA connects founders to labs, mentors, and commercialization resources in Northern Virginia. *(see related note just below)*

Institute for Biohealth Innovation

Northern Virginia International Soft-Landing Accelerator (NISA) is a George Mason University-led initiative that helps international startups and scale-ups enter the U.S. market. Working out of the Innovation District, the program brings founders together with mentors, investors, and regional partners who support early growth and expansion. The focus is on helping companies put down roots in Northern Virginia, particularly in life sciences and related technology areas.

In January 2026, George Mason hosted the Life Science Skill Development Course, where participants spent time in the lab building practical experience for early career roles. Developed with industry input, the course focused on the day-to-day skills and expectations that attendees

are likely to encounter on the job. The training supported both individual career growth and the region's life sciences workforce needs.

Institute for Digital Innovation

The Institute for Digital Innovation hosted its first IDIA Industry Day on Dec. 2, 2025, at Fuse at Mason Square, bringing together leaders from industry, government, and academia to strengthen partnerships and advance digital innovation research. Sessions highlighted George Mason's interconnected innovation ecosystem and strategic university-government research collaborations. An industry roundtable focused on emerging collaboration opportunities, demonstrating IDIA's role as a hub for cross-sector engagement in digital innovation and applied research.

The Institute for Digital Innovation appointed Emanuele Francesco Pecora as its inaugural associate director, effective Jan. 26. He brings more than a decade of leadership experience at the U.S. Department of Energy, where he managed large-scale, transdisciplinary research, development, and commercialization initiatives at the intersection of advanced technologies and digital innovation. In his new role, Pecora will help expand IDIA's transdisciplinary research portfolio, strengthen external partnerships, and support initiatives that drive responsible digital innovation and societal impact.

Institute for a Sustainable Earth

ISE will have information to share in the next President's Report.

Tech Talent Investment Program (TTIP)

Exceeded bachelors and master's graduate goals for TTIP for FY 2025 (516 and 480 respectively).

Raised \$23.0 MM toward the fund-raising match in FY 2025.

Mason Enterprise

George Mason scheduled a formal announcement of the Einstein Labs partnership agreement in February, including their initial projects for launch.

The MIX created a 3-D version of the Northern Virginia Tech Council's "Tectopia" map, showcasing the region's large tech companies. The map was on display at the Consumer Electronics Show in Las Vegas, where it was the highlight attraction in the university section of Eureka Park. The map will be on permanent display in the lobby of Fuse.

The annual impact survey has been launched, with results anticipated by March 31.

Research Expenditures

FY26 through 12/31/26 (13 payrolls) compared to FY25 through 12/31/25 (13 payrolls)

	FY25 thru Dec	FY26 thru Dec	Difference
Proposal No.	686	660	-3.8%
Proposal \$	\$359,877,401	\$360,056,422	0.0%
Award No.	476	527	10.7%
Award \$	\$118,471,420	\$106,558,936	-10.1%
Expenditure \$	\$120,377,573	\$90,307,128	-25.0%
F&A \$	\$19,926,416	\$16,401,062	-17.7%

Expand partnerships for economic and social impact.

The George Mason University Office of Advancement and Alumni Relations submits the following report of its activities and engagements conducted in furtherance of the university's students, programs, and community in the months following the Dec. 4, 2025, meeting of the Board of Visitors.

As of Feb. 2, George Mason's fundraising campaign, *Mason Now: Power the Possible*, stands at \$608.9M raised toward its \$1 billion goal.

Notable Gifts and Partnerships

The Antonin Scalia Law School reported several major gifts, including \$550,000 from two institutional donors for the Law and Economics Center, and \$550,000 from three foundations for the C. Boyden Gray Center for the Study of the Administrative State.

The new Foundation for Scalia Law, a private, 501(c)(3) organization that administers and manages gifts for the benefit of George Mason's Antonin Scalia Law School, is operational and has begun accepting gifts in support of law school programs and activities.

The College of Humanities and Social Sciences received several major gifts during this reporting period, including a planned gift commitment valued at \$600,000 to support the college's Next Systems Studies program and a three-year, \$300,000 commitment to support a graduate fellowship within the Institute for Immigration Research.

The College of Public Health reports that an anonymous planned gift will establish the Lorraine Kisner Hedrick Scholarship Endowment.

The College of Visual and Performing Arts reports several major planned gifts:

- A planned gift from Dean Rick Davis and Julie Thompson, estimated at \$700,000, which will support a number of initiatives relating to the arts at George Mason and establish the Rick Davis and Julie Thompson Theater Scholarship Endowment.

- An anonymous planned gift from an alumnus will establish the Hans-Gerd Mehrstens Scholarship Endowment.
- Robert and Patricia Warakomsky's planned gift of \$318,000 names two Steinway Grand Pianos for the Give Voice initiative for the Center for the Arts renovation.
- Howard Kurtz and Howard Jaffe's planned gift of \$200,000 benefits the Kurtz Theater Scholarship Endowment.

Partnerships with the Region's Leadership

The University Priorities/Corporate and Foundation Relations (UP/CFR) team continues to advance George Mason's campaign priorities through targeted corporate and foundation partnerships aligned with President Washington's 2050 Vision, the *Mason Now* campaign, and the university's focus on workforce development, health access, and applied innovation.

- UP/CFR secured new corporate investment to support an immersive small modular reactor (SMR) workforce academy housed at the NuScale E2 Center. The program integrates hands-on training, applied learning, and operator-focused education to prepare talent for emerging energy technologies critical to regional and national infrastructure priorities.
 - UP/CFR worked with Dominion Energy, which has expanded its institutional engagement with George Mason by upgrading its sponsorship of the Innovation District and becoming a founding partner. This enhanced partnership reflects sustained confidence in George Mason's innovation ecosystem and supports engagement across academic programs, civic leadership initiatives, and regional workforce development.
 - Strategic health-focused philanthropy has advanced George Mason's role as a regional health partner through new funding supporting the MAP Clinics. Investments include capital improvements at the Manassas location and support for an expanded community health worker model. Together, these initiatives strengthen clinical capacity, improve patient access, and enhance long-term sustainability for community-based health services serving underserved populations in Northern Virginia.
 - UP/CFR finalized a significant multi-year corporate commitment supporting workforce-aligned programs across the College of Engineering and Computing and the Costello College of Business. This partnership emphasizes experiential learning, employer-informed curriculum, and sustained industry engagement—reinforcing George Mason's value proposition as a talent engine for the region's innovation economy.

The College of Education and Human Development has been visible in the community:

- Dean Ingrid Guerra-López spoke at the Innovative Education Pathways event on Dec. 3 at Fuse, hosted by Lenovo and Google for Education.
- The college hosted then-Virginia Secretary of Education Aimee Rogstad Guidera at the Accelerated College and Employability Skills (ACCESS) Academy lab school on Dec. 11 at Fuse. Guidera spoke with a class of ninth grade students, who demonstrated some of their technology skills in artificial intelligence, coding, and robotics. Guidera also toured the Fuse building and saw demonstrations in the robotics lab.

The Educational Research Alliance of Northern Virginia (ERA-NOVA) Research Practice Partnership held its second convening of the academic year on Jan. 30 with a focus on artificial intelligence in today's K-12 classrooms. The ERA-NOVA partnership is between CEHD and 21 Northern Virginia school divisions. Attendees included division superintendents, chief information technology officers, and other division leadership.

In the College of Public Health, Dean Melissa Perry and the college's advisory board hosted a College of Public Health Patriot Dinner, which brought together regional health care executives, technology leaders, entrepreneurs, and health policy experts for conversations focused on ways the College of Public Health is positioned to address the region's needs in public health strategy, digital health innovation, and healthcare workforce development.

In November 2025, the Virginia Climate Center, housed in the College of Science, released the inaugural Virginia Climate Assessment, the first in a series of reports that will continue to evaluate Virginia's changing climate and its impacts. Prior to its release, the college and Dean Cody W. Edwards hosted industry leaders and state and local legislators – including the commonwealth's Chief Resilience Officer, Greg Steele – at Fuse to discuss the report's findings.

The College of Science and Dean Edwards hosted invited guests, industry leaders, and alumni on Oct. 28 at the Country Club of Fairfax for the Mason Science Series, featuring associate professor Patrick Vora, who directs the Quantum Science and Engineering Center.

The Schar School of Policy and Government took part in Virginia's gubernatorial inauguration week, hosting "The Governors' Roundtable: The Future of Virginia," which brought together four former governors of the commonwealth – George Allen, Sen. Tim Kaine, Bob McDonnell, and Ralph Northam – for a lively, collegial, and substantive discussion. Nearly 200 attendees enjoyed the dialogue, including three former members of Congress, a sitting U.S. senator, and multiple business leaders.

University Priorities/Corporate and Foundation Relations (UP/CFR) led George Mason's participation in the Consumer Electronics Show (CES) in January in Las Vegas, marking the university's debut at the event. George Mason was one of only five universities invited to

participate and welcomed more than 400 visitors to its booth at Eureka Park. The week provided a national platform to highlight George Mason's strengths in innovation, entrepreneurship, and applied research. President Washington, deans and senior leaders participated in alumni engagement and partner meetings, generating new relationship-building opportunities.

Alumni Relations and the George Mason University Alumni Association (GMUAA) Board hosted a sold-out alumni breakfast at CES, featuring remarks from Kinsey Fabrizio, BA Government and International Politics '03 and BA Spanish '03, president of event host Consumer Technology Association.

Exemplify a university culture of access and inclusion.

Federal and Congressional Oversight Management

Provide coordinated leadership and institutional response to ongoing U.S. Department of Education and Department of Justice investigations, as well as the House Committee on the Judiciary inquiry, ensuring timely, accurate, and consistent engagement while mitigating institutional risk.

Title II Accessibility Compliance Implementation

Lead the design and implementation of enterprise-wide processes to achieve and sustain Title II accessibility compliance, including governance, testing, remediation workflows, and capacity-building to support long-term compliance.

Strengthening Titles VI, VII, and IX Infrastructure

Continue to enhance the operational structures for Titles VI, VII, and IX to ensure they remain legally sound, responsive, and effective, with a focus on policy alignment, investigative rigor, training, and community trust.

Invest in faculty and staff success.

Standalone trainings 2024/2025 comparison:

- Organizational Development and Learning (ODL) facilitated 28 standalone workshops in 2025, including at least 7 new offerings.
- This is a 47% increase from the number of standalone trainings offered in 2024.

Faculty-Staff Enrichment Day (FSED):

- 265 attended 2025 FSED / 330 registered - *highest attendance since starting the event in 2004*
- 22% increase of attendees from 2023 to 2025
- 18% increase of attendees from 2024

Leadership Programs:

- As of June 2025, 21% of supervisors have completed at least one of our leadership programs.

Leadership Legacy Program:

- 65% have had a job change or promotion since starting LLP (job change includes those who have left George Mason for other opportunities).

Talent Acquisition:

- Our Time to Fill rate has decreased from 91.5 days in 2024 to 61 days in 2026. This is a 49% improvement over 2 years.

Enterprise Risk Management Update

The following information is an update to the reports provided to the Board in FY25. It is important to note that enterprise risk management is a continuous improvement process, and therefore, the assessment provided herein may continue to change as the risk landscape and conditions change both internally and externally.

In April 2025, the ERM program initiated a process resulting in an updated risk register to guide the ERM program's activities over the next two fiscal years. As illustrated in Figure 1 and Table 1, the highest priority risks at this time are Funding Resources, Governance, and Competition. The shifts in priority for the top 10 risk areas from FY24-25 to FY26-27 are illustrated in Table 2.

Over the past five months, Interim Vice President for Enterprise Risk Management Aurali Dade has completed a series of working sessions aimed at developing targeted mitigation strategies for each of the 10 risks. These sessions have involved executive risk owners (university senior leaders) and subject matter experts to ensure that the strategies are actionable, effective, and aligned with institutional goals as outlined in the Strategic Direction.

The university continues to experience a perceived increase in risk within various areas due to the uncertainty stemming from the federal administration's executive orders and policy changes. These changes could impact the university's operations and execution of our strategic plan. The ERM program's leadership will continue to work with the university's senior leadership to closely monitor these developments and adapt our risk management strategies accordingly.

Table 1. FY26-27 Ranked Enterprise Risks

Risk Name	Priority/ Rank	Risk Level
Funding Resources	1	■
Governance	2	■
Competition	3	■
Cybersecurity & IT Infrastructure	4	■
Business Practices	5	■
Student Success	6	■
Global Volatility	7	■
Physical Infrastructure	8	■
Campus Safety & Security	9	■
Institutional Compliance & Ethics	10	■

Figure 1. FY26-27 Enterprise Risk Heat Map

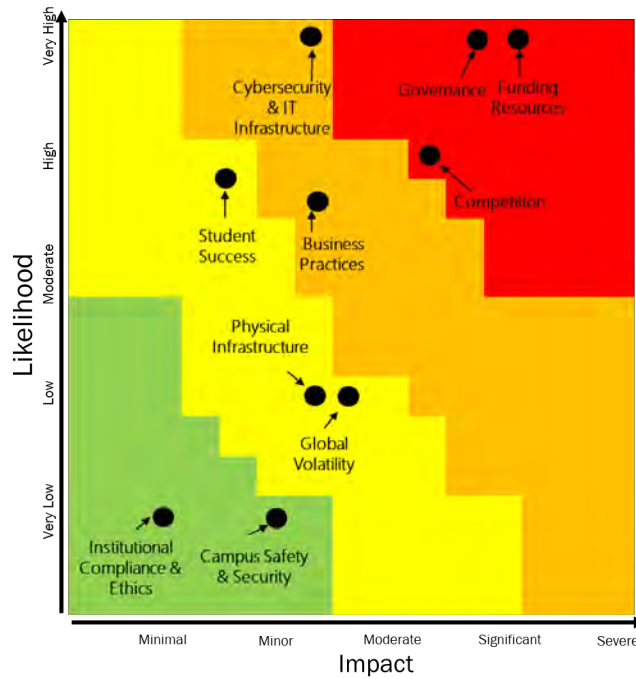


Table 2. Comparison of FY24-25 and FY26-27 Risk Ranks

Risk Name	FY26-27 Priority/Rank	FY24-25 Priority/Rank	Change in Priority/Rank
Funding Resources	1	1	→
Governance (was "Governance Volatility")	2	4	↑
Competition	3	2	↓
Cybersecurity & IT Infrastructure (was "Cybersecurity")	4	3	↓
Business Practices	5	9	↑
Student Success	6	10	↑
Global Volatility	7	7	→
Physical Infrastructure (was "Physical & Technology Infrastructure"; Technology now combined with Cybersecurity)	8	6	↓
Campus Safety & Security	9	5	↓
Institutional Compliance & Ethics	10	8	↓

Federal Government Relations Update

President Washington Leads Hill Discussion on Importance of Higher Education in Policy:

President Washington anchored a panel discussion on Capitol Hill sponsored by the American Council on Education to showcase higher education's leadership on issues important to policymakers. George Mason was selected because the university was named in Carnegie's highest tier of Opportunity Colleges and Universities for its work fostering student success. The purpose of the event was to demonstrate that the new college classification has captured how institutions and local employers have developed innovative partnerships to advance both student success and alignment with policymakers' goals around workforce and employment. Dr. Washington's CEO partner was Dr. John Moynihan, President & Chief, Clinical Enterprise, Inova Health System. They were joined by Dr. Lily Hsu, the president of Laboure College of Healthcare in Milton, Massachusetts, and employer partner Angela Bovill, President and Chief Executive Officer, Ascentria Care Alliance, Massachusetts. Senator Tim Kaine provided remarks and pointed to George Mason's success in providing a skilled health care workforce as well as care for those without insurance through the MAP (Mason and Partner) Clinics.

President Washington Speaks at Women's Conference: Dr. Washington welcomed a crowd of 500-plus at Senator Mark Warner's 13th Annual Women's Conference in Dewberry Hall on the Fairfax Campus. In his remarks, President Washington commended Senator Warner for his deep commitment to higher education in the Commonwealth, which is a major reason why

Virginia's colleges and universities are thought of so highly nationwide. He also thanked the Senator for choosing Mason to host this year's conference. Dr. Washington highlighted that George Mason is the only public doctoral university in Virginia—and one of just five very large public universities in the nation—in the highest tier of Opportunity Colleges and Universities, combining higher access and higher earnings while being a top research university. Broadcast journalist and Mason grad Angie Goff introduced the President. Later, Senator Warner addressed the crowd, after being introduced by Congresswoman Jennifer McClellan. The theme of the conference was "Women Lead the Way" and featured a mix of plenary and breakout sessions. By all accounts the conference and Mason's role as host was a huge success.

President Washington Participates in a Panel on Campus Climate Leadership: President Washington participated in a panel discussion, *Looking Ahead: What's Next for Campus Climate Leadership*. The event was sponsored by the American Council on Education (ACE) and Second Nature in a new series of webinars—Charting Opportunities and Challenges in Higher Education's Climate Action Journey—tailored to help campus leaders and advocates anticipate challenges and identify opportunities to lead in this rapidly shifting policy landscape. Joining Dr. Washington were Tim Carter, President, Second Nature; Marisol Morales, Executive Director, Carnegie Elective Classifications; Lande Ajose, Managing Director, Waverly Street Foundation; and Bob Kopp, Distinguished Professor, Department of Earth and Planetary Sciences, Rutgers University. President Washington emphasized the importance of building resilient societies and that one of George Mason's six Grand Challenges is building climate resiliency and dedicating resources to incentivize faculty.

George Mason Submits Comments on Duration of Status Rule: George Mason University submitted comments to the Department of Homeland Security urging the agency to withdraw its proposed rule, *Establishing a Fixed Time Period of Admission and an Extension of Stay Procedure for Nonimmigrant Academic Students, Exchange Visitors, and Representatives of Foreign Information Media*. Mason argued that the proposed changes would replace the well-functioning "duration of status" framework with rigid admission periods – 4 years – and new USCIS extension requirements. These changes would introduce significant administrative burdens for students, institutions, and the federal government while harming academic flexibility and the United States' global competitiveness in higher education — without demonstrable improvements to oversight or security.

George Mason Participates in Astrophysics Advocacy on the Hill: George Mason faculty participated in advocating for Astrophysics science, and in particular the Nancy Grace Roman Space Telescope. They met with Congressmen Don Beyer, Suhas Subramanyam, Eugene Vindman, and Ben Cline, and Senators Mark Warner and Tim Kaine. The Mason team explained the project's importance to the astrophysics community and to George Mason and the institutions in their state. The effort was a recognition that with the uncertainties in the current budget environment, it is more important than ever to demonstrate broad community and

congressional support for NASA Science and the Roman Space Telescope, especially as the FY 2026 appropriations process concludes. The Mason team also highlighted the university's \$20 million NASA Landolt mission to enhance understanding of the mysteries of dark energy, the characterization of other worlds, and the understanding of the evolution of stars like our sun.

Earmarks for Mason

Mason has four earmark projects that have been included in the FY26 appropriations bills:

- **\$1 million** in the Commerce-Justice-Science bill for an *Internet Name Space Observatory – to establish the first-in-the-nation center to focus research on Domain Name System security and resiliency*. J.P. Auffret (Costello College of Business). Submitted by Rep. Gerry Connolly before his passing.
- **\$741,000** in the Commerce-Justice-Science bill for *Implementing evidence-based policing to advance public safety for enhancing the ability of Northern Virginia law enforcement agencies to address public safety and reduce crime through evidence-based policing*. Cynthis Lum/Chris Koper (College of Humanities and Social Sciences). Submitted by Rep. Gerry Connolly before his passing
- **\$1,396,631** in the Commerce-Justice-Science bill for *Advancing molecular technologies through the acquisition of a high-resolution mass spectrometer to enhance regional research capabilities and workforce preparedness*. Mikell Paige (College of Science). Submitted by Rep. Suhas Subramanyam.
- **\$1,026,028** in the Commerce-Justice-Science bill for a *Virtual Reality Simulation Training: program to improve interprofessional domestic violence responses and prevention among law enforcement officers and social workers*. Denise Hines/ Holly Matto (College of Public Health). Submitted by Senators Warner/Kaine.

Science Students on the Hill: Four students in a science policy course visited Capitol Hill to give presentations on their policy positions and the research behind their proposals. The class, led by Lee Solomon, Associate Professor in biochemistry, is aimed at providing students experience in public policy advocacy. The students met with staff from Senator Kaine's and Warner's offices. The science policy areas that were at the center of discussion included: quantum science education, NASA funding, AI and health, and Forensics Lab Certification. The students presented their research papers to the Senators' staffs.

George Mason Involved in Developing New Indirect Cost Model: George Mason University is actively participating in efforts in Virginia and in the larger research community nationally to develop a new method for reimbursements of Facilities and Administration (F&A) costs related to federal research grants. The Joint Association Group (JAG), composed of 10 higher education associations, released key components regarding the Financial Accountability in Research (FAIR) Model to assist in engagement with congressional offices and the Office of Management and Budget, as well as Commonwealth officials. George Mason is collaborating with the other

Virginia research universities on a common approach and message. Policymakers have made it clear that the current negotiated indirect cost rate model is not sustainable and are prepared to enact changes unless the research community can propose a viable alternative model. The Trump Administration's efforts to impose a 15% indirect cost rate cap could result in significant harm to the university research infrastructure and the nation's innovation ecosystem.

State Government Relations Update

Virginia State Election Results & Transition: On Nov. 4, Virginians cast their ballots in elections for governor, lieutenant governor, attorney general, and their local House of Delegates races. Over 3.4 million Virginians cast their ballots this year, electing former Congresswoman Abigail Spanberger as Governor. She received over 57% of the vote. On Jan. 17, 2026, the Governor-Elect was sworn in as the 75th Governor of Virginia and is the first woman to ever serve in the position.

Senator Ghazala Hashmi was elected to serve as Lieutenant Governor of Virginia with 55% of the vote, and former Delegate Jay Jones was elected to serve as Attorney General with 53% of the vote. Additionally, the Democratic majority in the House of Delegates gained 13 new members and grew their caucus to 64. The incoming caucus members unanimously agreed to re-elect Speaker Don Scott, Majority Leader Charniele Herring, a George Mason alumna, and Caucus Chair Kathy Tran. The House Republicans maintained current leadership, re-electing Del. Terry Kilgore as Minority Leader, and George Mason alumnus Del. Michael Weibert as Minority Whip.

George Mason Hosts House Appropriations Committee Retreat: On Nov. 18, the House Appropriations Committee held its annual retreat on George Mason's Science and Technology Campus in the Life Sciences and Engineering Building. President Washington kicked off the meeting with remarks about the history and bright future of the SciTech Campus as well as the surrounding community. Following the opening remarks, members of the House Appropriations and House Finance committees received presentations on the U.S. macroeconomic outlook, Northern Virginia's economy and workforce, and projections on Virginia's fiscal landscape. Governor-Elect Abigail Spanberger joined the meeting to receive these substantive presentations and also to provide brief comments.

After the meeting, the delegates and House Appropriations Committee staff were given an abridged tour of the campus featuring presentations from Dr. Mary Ellen O'Toole, Dr. Daigo Shishika, and Dean Rick Davis. Members were then given a look into the vision for the Mason Innovation District with a presentation at Micron, followed by a tour of their manufacturing facilities.

Fuse Celebration and E2 Ribbon Cutting: On Sept. 25, Governor Glenn Youngkin and President Gregory Washington spoke at the ribbon-cutting of the Energy Exploration (E2) Center of Fuse at Mason Square in Arlington. The E2 Center features a state-of-the-art simulator where students can replicate the role of a small modular reactor control room operator. This

simulator provides real-life scenarios that engage students in hands-on nuclear science and engineering education activities. It is the largest of its kind in the U.S. The E2 ribbon-cutting was also attended by cabinet secretaries, members of the Virginia General Assembly, regional business innovators, and George Mason leadership.

Following the ribbon cutting, attendees were invited to join “Fuse at Mason Square: A Grand Celebration,” a showcase of innovation, research, and collaboration, as well as the official announcement of the Long Nguyen and Kimmy Duong School of Computing. During the celebration, Jason El-Koubi, President & CEO of the Virginia Economic Development Partnership (VEDP); George Mason Rector Cully Stimson; Arlington County Board Chair Takis Karantonis; Trishana Bowden, George Mason VP for Advancement & Alumni Relations; College of Engineering & Computing Dean Ken Ball; and President Gregory Washington gave remarks.

House Workforce & Funding Emergency Committee Final Meeting: On Sept. 11, the House Emergency Committee on the Impacts of Federal Workforce and Funding Reductions held their final meeting in September. The discussions and presentations during the meeting focused on summarizing the findings of the previous meetings, in addition to House Appropriations staff recommendations for potential legislative and budgetary actions during the 2026 General Assembly Session. Among the potential actions discussed was the possibility of the legislature to appropriate money for affected workers to receive training through Mason Career Academy or Mason Career Academy Plus.

JLARC Capital Update: In October, the Joint Legislative Audit & Review Commission (JLARC) released the findings of the study analyzing Virginia’s approach to planning, maintaining, and funding capital assets at state agencies and public higher education institutions. JLARC found that many state buildings have been in operation longer than their expected lifespans, that many buildings’ systems are well beyond their expected expiration dates, and that capital planning could receive more attention. Importantly, JLARC also found that maintenance funds could be better allocated among higher education institutions. Recommendations to address these findings included several potential legislative actions including formal “facility condition assessments,” the development of six-year capital improvement plans every two years, and DGS estimates of the total cost of statewide capital maintenance reserve project needs. The State Government Relations team will continue to monitor these potential legislative changes in the General Assembly session.

President’s Other External Activities & Speaking Engagements:

- Participated in the Virginia Council of Presidents (COP) meeting, as well as Virginia Higher Education Executive Advisory Committee (VHEEAC), previously known as the General Professional Advisory Committee (GPAC) State Council of Higher Education for Virginia (SCHEV) session.
- Received Award for Education Leader of the Year and provided remarks at the Washington Business Journals Gala, where longtime university ally Bob Buchanan was also recognized with the Lifetime Achievement Award.

- Provided remarks on Mason's progress and leadership in the region at an event with the CGI Federal Business Unit at their Innovation Center in Arlington.
- Attended the National Competitiveness Annual Gala and served as a panelist at the National Competitiveness Forum hosted by the Council on Competitiveness.
- As part of a delegation from George Mason, attended CES Conference in Las Vegas, Nevada to engage with leaders in the technology industry.
- Attended the inauguration ceremony of Governor Spanberger and participated in associated inauguration activities.
- Attended the Super Bowl watch party hosted by Virginia Delegate Luke Torian.
- Provided opening remarks for a session of the Engineering Deans' Public Policy Committee titled *Leading Through Uncertainty: Navigating the Changing Political Landscape in Engineering Education*.
- Participated in the STARS Global Futures Forum: *Advancing AI, Equity, and First-Generation Success*, hosted by the STAR Scholars Network, providing remarks and being recognized as a STAR Luminary.
- Served as a panelist for the Center for Community Uplift panel with the Brookings Institution.
- Attended the Black and White Gala hosted by the Virginia Speaker of the House at the Virginia Museum of Fine Arts.

Select President's Internal/Campus-Related Activities & Speaking Engagements:

- With WGMU Studios, recorded episodes of the podcast *Access to Excellence*, including:
 - An episode with Larry Pfeiffer, director of the Michael V. Hayden Center for Intelligence, Policy and International Security, where the topics of national intelligence and Larry's role in consulting for the Netflix film *A House of Dynamite* were discussed.
 - An episode with Ingrid Guerra-Lopez, dean of the College of Education and Human Development.
- Recognized Mason's Employees of the Month for December, January, and February: Julie Hudson, Oscar Ferrufino, and Shekila Melchior, respectively.
- Hosted area business leaders, government officials, and members of the greater Mason community at a winter reception at the Mathy House.
- Provided remarks about the Give Voice Initiative at the pre-performance reception for the Fairfax Symphony Orchestra concert featuring Yo-Yo Ma at the Center for the Arts.
- Gave remarks at the annual Celebration of Giving and Holiday Concert at the Center for the Arts.
- Recognized the contributions of George Mason's Distinguished University Professors and Clarence J. Robinson Professors at a celebratory reception.
- Hosted a dinner, spoke at a commemoration reception and fireside chat, and provided remarks at a VIP breakfast celebrating the 20th anniversary of Mason's Final Four run, with special guests Jim Larrañaga, Jay Marsh, and Kathy McKay.

- Led a session of Mason's Leadership Legacy program.
- Celebrated the graduation of thousands of Mason students at the Winter Commencement ceremony, where Ali Manouchehri, CEO & Co-Founder of MetroStar, served as speaker.
- Welcomed a delegation of the American Council on Education's Fellow program to campus and discussed challenges facing higher education, strategic planning, and institutional initiatives.
- Gave remarks at George Mason Baseball's First Pitch Dinner with special guest José Bautista.
- Provided university updates at a dinner for past members of the GMU Foundation Board of Trustees.
- Attended the Black History Month Kick-Off Reception hosted by the department of African and African American Studies.
- Attended the farewell celebration in honor of Rabbi Daniel Novick and his contributions to Mason Hillel.
- Cheered on the men's basketball team for their homecoming game against St. Joseph's University.
- Hosted a session of the President's Student Advisory Group, where topics of importance to Mason students were discussed.

President's Mason-Relevant Board Service:

- Northern Virginia Technology Council
- American Council on Education (ACE)
- Consortium of Universities of the Washington Metropolitan Area
- NOVA Chamber of Commerce
- Virginia Business Higher Education Council (VBHEC)
- VA250 African American Advisory Council
- Internet2 (Internet 2 is a not-for-profit business that supports the research network for all R1 institutions and other select universities, including George Mason University. Eduroam, which supplies Mason's network, is a product of this not-for-profit company).

President's External Board Service:

- S&P Global
- WGL

Select Upcoming Events:

- Mason Lobbies (Richmond): March 5
- P3-EDU Consolidation Conference hosted by [George](#) Mason. Mergers, Affiliations, and Partnerships in Higher Education (MAP): March 17
- Next BOV meetings:
 - March 31 – Public Comment Session

- April 15 – BOV Committees
- April 30 – BOV Meeting
- May 14 – Commencement



February 2026 Board of Visitors Meeting

Gregory Washington



Bottom Line Up Front

Enrollment

Experiencing small overall enrollment decline due to declines in foreign graduate students

Undergraduate enrollment up 1.4%, grad enrollment down 6.7%, law school down 3.8%

Foreign graduate enrollments negatively impacted by \$7.1M

Direct admission (DA) has excelled. We predict that 30% of undergrad freshmen will be DA students.

Rankings

Overall rankings picture remains strong but mixed with some programs advancing and some declining

Funding support

Significant support for George Mason remains in either the House or Senate budgets.

Permanent funding support will be difficult given state budget constraints

Research and education

Expenditures slowing in tough environment

Launched Grand Challenge Initiative

Launched AI initiative

Establishing data center initiative

Regional impact

Strong partnerships in VA, MD, and DC. Need to leverage those partnerships to subsidize campus growth.

Need to integrate new BOV members while maintaining our trajectory

Challenges from outcomes of federal policy and **scrutiny** persist.

Ilia Malinin brings home Olympic gold!















- Four-time U.S. figure skating champion
- Two-time world figure skating champion
- First to land quadruple axel in competition
- Gold medalist for Team USA
- Born in Fairfax, trains in Reston
- George Mason student – exploratory studies major in CHSS

Mason Nation will continue to cheer on Ilia when he competes in the 2026 World Figure Skating Championships in Prague from March 23-29 – and we look forward to the 2030 Winter Olympics!



Getty Images

2025-2026 Presidential Performance Metrics

Priority	Weight	Metric	Status	Performance	Score
Deliver a distinctive and inclusive student experience that fosters lifelong engagement.	25%	Manage cost by producing a balanced operating budget. Manage E&G deficit to less than \$10M (8 pts)		Projecting balanced budget on E&G with slight surplus on All Funds	X/8
		Grow undergraduate enrollment by 1.3% (7 pts)		Spring '25 is +1.4% over Spring '25	X/7
		Maintain graduate and law school enrollment to less than 7% reduction (5 pts)		Spring '25 is -6.6% under Spring '25 due to continued loss of international master's students, especially from India	X/5
		Grow Mason Korea enrollment by 1.5% (5 pts)		Spring '26 is +16.5% over Spring '25	X/5
Expand the Impact of George Mason's research, scholarship, and creative enterprise	20%	Reduce research awards and/or expenditures by a maximum of 20%, in accordance with national reductions in research (20 pts)		FY26 Expenditures YoY down -23.9% FY26 Awards YoY down -12% YoY	X/20
Expand partnerships for economic and social impact.	20%	Maintain corporate support measured in corporate contributions and research (5 pts)		As of Feb. 6: \$6.9M towards the \$9.7M goal (70% of goal), compared to \$6.8M at this point in FY25.	X/5
		Maintain or improve rankings and work with each dean or unit head to develop a comprehensive plan for rankings improvement for BOV consideration and possible approval (10 pts)		2025 Public Rankings: WSJ: 32 nd Forbes: 47 th U.S. News: 57 th ; grad salaries (best in VA & DMV); upward mobility (best in VA); work with deans on hold pending new Provost selection.	X/10
		Maintain gifts at \$90M and restructure the campaign to accommodate the fiscal realities of the economy (5 pts)		As of Feb. 6: \$45.3M towards the \$90M FY26 goal (50.3% of goal), \$1.8M ahead of where we were in FY25 YoY	X/5
Exemplify a university culture of access and inclusion.	10%	Maintain and evaluate student support and faculty development programs in alignment with state and federal law (5 pts)		Reviewed/restructured in line with VA Diversity, Opportunity, and Inclusion (DOI) plan and federal guidance	X/5
		Maintain designation as a Minority Serving Institution (5 pts)		In progress, preparing application for renewal. Uncertain if MSI status will be available this year.	X/5
Invest in faculty and staff success.	15%	Maintain faculty and staff growth at approximately the same level as enrollment growth (8 pts)		Budget planning and mitigation strategies underway to ensure faculty/staff growth stays in check	X/8
		Continue investment in PatriotAI and develop additional tools to increase efficiency in faculty and staff workloads (7 pts)		Several new programs in progress in partnership with Microsoft and Cloudforce	X/7
Demonstrate excellence in timely communication and engagement with Mason stakeholders.	10%	Board of Visitors to conduct evaluation at end of AY 2024-25 (5 pts)		TBD	X/5
		Proactively engage with stakeholders, including community members (5 pts)		New BOV member sessions, Richmond engagements, community and alumni events	X/5

Our Plan for Success FY26 – Redefining Excellence

Enhance Student Experience

- Expand Mason Virginia Promise
- **Double the Early Identification Program**
- **Expand direct admission**
- Expand Mason Korea
- Athletic/Entertainment experience – Basketball Performance Center – Phase 2

Grand Challenge and AI Focus

- **Launch Phase 1 of Grand Challenge Initiative**
- Expand Mason Enterprise
- Establish Research Resilience Program
- **Launch Phase 2 of AI initiative**

Manage Costs, Including Cost of Degree

- **Reduce cost of degree**
- 3-year degree
- **Implement new budget model**
- Expand scholarships
- **Access Academy (Lab School)**

Partner or Perish

- **Comprehensive campaign**
- **Complete Phase 1 SciTech housing**
- **Launch West Campus Plan**
- Mason Career Academy
- Faculty and staff TimelyCare
- Complete leadership team searches
- **Grow new state government partnerships**
- **Resolve federal government investigations**

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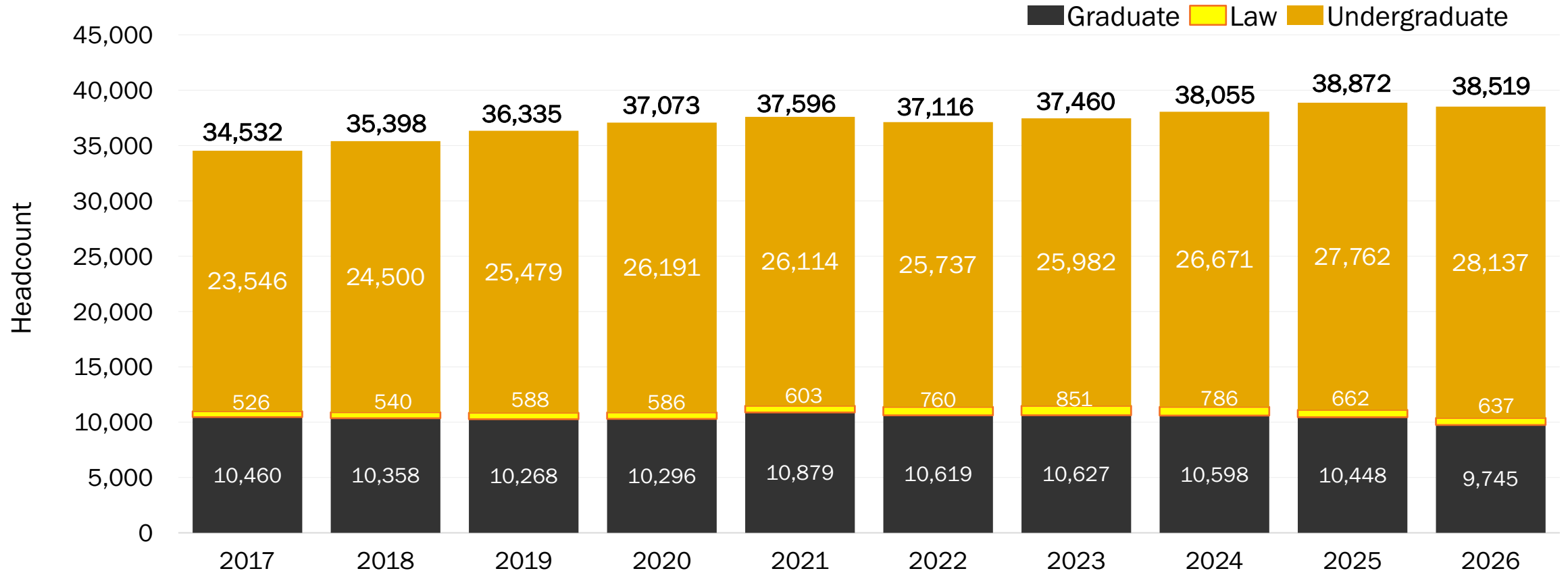
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- **Resolve federal government investigations**

Overall Spring Enrollment*



Undergraduate enrollment up 1.4%

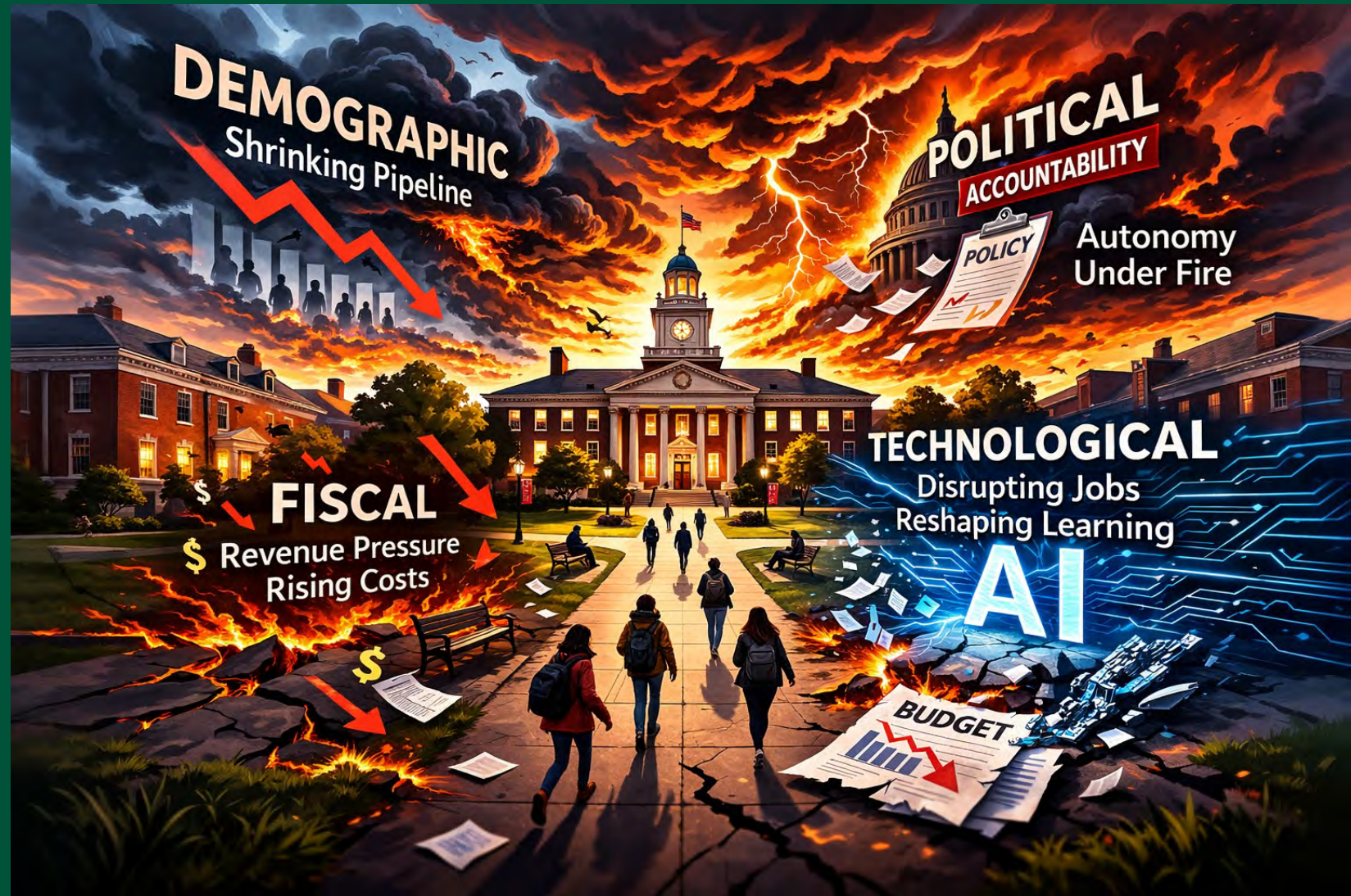
Grad enrollment down 6.7%, law school down 3.8%



*As of 02/06/26

Simultaneous Shocks

- Higher education is enduring four simultaneous shocks:
 - Demographic
 - Fiscal
 - Political
 - Technological
- Over the past year we have been developing and implementing solutions on all fronts.



Demographic Shock and Headwinds

- Universities are facing significant challenges relative to the enrollment cliff, the changing racial and gender demographics, and the loss of **foreign graduate students** due to changes in government policy.
- The traditional college-age population is shrinking, academic readiness is uneven, the value proposition is failing and price sensitivity is rising—shifting institutions from a growth model to a zero-sum competition for enrollment share.

Initiative	Progress
Continue direct admission (SCHEV is moving forward with a statewide initiative)	Expanded direct admission
Diversify international programs, leverage Mason Korea and local embassies	Expanded Mason Korea
Investigate earned admission	Initiated
Expand ADVANCE (SCHEV is moving forward with a statewide initiative)	Expanded ADVANCE to eight community colleges

Fiscal Shock and Headwinds

- Higher education's high fixed-cost model is colliding with synchronized compression: tuition pressure, research cuts, federal and state funding volatility, rising labor costs, and deferred maintenance all tightening at once. The cross-subsidy model that once buffered institutions is eroding, forcing hard trade-offs between mission and margin.
- George Mason University has been an underfunded institution for the last 25 years, so the headwind of meeting its mission with fewer resources has been persistent.
- The effect of the executive orders and recent policy changes (termination of research grants, reductions in foreign graduate student visas and changes in student loan programs) at the federal level is having **an additional and immediate fiscal impact** on our academic and administrative programs.
- Unfunded mandates (VMSDEP, salary increases) and no tuition increase have exacerbated the challenges.

Growing Fiscal Uncertainty

Additional Uncertainty

- Reductions in graduate student tuition due to visa denials. We have seen a significant drop in enrollment, leading to a projected decline of \$12.1M.
- Reductions in research expenditures and awards. Trending to a loss of \$7M in Indirect Cost Return (IDC).
- Unfunded mandates: The two major ones are the Virginia Military Survivors and Dependents Education Program (VMSDEP) and unfunded compensation. >\$1.8M increase

Revenue Enhancements

- Increased revenue from overall credit hour growth. Undergraduate student credit hours continue to increase as they take more courses than graduate students. Overall credit hours are up 1.4%.
- The additional earnings from the Patriot Investment Fund. The fund generated an additional \$5M in fees due to favorable trading revenue.
- Permanentizing the one-time resources granted by the state.

House and Senate Budget Proposals

Item	HB30		SB30		Notes
	FY27	FY28	FY27	FY28	
Continuing FY25 Affordable Access	\$3.7M	\$7.4M	\$3.7M	\$6M	House: \$7.4M Recurring, FY27 includes Gov. Youngkin's proposed funding level of \$3.7M. Senate: \$7.4M Gov. Youngkin's proposed funding for FY27, reduces funding in FY28
Continuing FY25 GMU Operating/SBDC	\$3.7M	\$3.7M	0	0	House - recurring, Senate - no funding
AI Education Scaling	\$1M	0	0	0	House - one-time, Senate - no funding
Financial Aid	\$3.5M	\$5.4M	0	\$6M	House: \$5.4M recurring, FY27 provides \$3.5M new funding and includes previous funding level of \$1.9. FY 28 - \$5.4M in new funding. Senate: FY27 retains previous funding level of \$1.9M, adds \$6M in new recurring funding in FY28
State Climate Office	Included		n/a		Language Only
Partnership with Averett University	Included		n/a		Language Only
Civics Education at Schar	\$250K	0	\$50K	\$50K	House: one-time funding. Senate: Recurring
VMSDEP					No new funding: retains \$65M base and \$20M from caboose bill, total of \$85M across all institutions
VMSDEP - stipends					Stipends \$2.5M
Critical Maintenance Funding	\$15M	0	\$10M	0	One-time funding, both include previously vetoed \$20.25M. House total: \$35.25M Senate total: \$30.25M
ISEB Planning	n/a	n/a	n/a	n/a	not included in either



Managing Cost Strategy

- Budget model implementation
- Pursue additional revenue streams
- Review hiring practices – only hire in areas of greatest need
- Establish campus-wide committees to study continued expense reduction strategies
- Reduce/minimize discretionary spending
- Review existing contracts and seek cost reduction terms
- Delay or eliminate projects with less institutional impact
- Ensure funding strategies align with institutional priorities

AI-generated image

Political Shocks and Headwinds

- Institutional autonomy is no longer presumed; it is increasingly conditional. Public subsidy, research funding, and regulatory flexibility are being tied to measurable economic return, ideological alignment, and visible accountability —**rewriting higher education's social contract.**
- The administration has intensified its scrutiny of colleges and universities, using policy, funding, and the media spotlight as levers to push compliance and control.
- George Mason University has been one of the most scrutinized institutions in the country with scrutiny coming from the federal, state and board level.
- Changes in state leadership have significantly reduced the scrutiny at the state level and significant changes in board governance have set the university on a better path to defending itself.
- That being said, at least four open investigations remain and another federal inquiry was launched in February.

Managing Investigations and Their Aftermath

- **The four C's of success**

- Core values - **Are our North Star** – Stay true to our core values.
- Clarity - Clearly articulate the importance of our work, what we will and will not do, and the damage that will occur if that work is interrupted or canceled
 - Communication
 - Process
 - Positioning
- Coalition - Find common ground with corporations, NGO's and other universities
- Courage

Technology Shocks and Headwinds

- Higher education faces a convergence of technology challenges that are strategic, operational, and existential. There is a real belief that higher ed is **not focused on the areas most important to the country.**
- Artificial intelligence **is reshaping** teaching, research, and administration **faster than governance structures can adapt**, raising issues of academic integrity, workforce redesign, and policy ambiguity.
- At the leadership level, these challenges collapse into four strategic tensions:
 - Innovation vs Integrity
 - Efficiency vs Employment
 - Openness vs Security
 - Access vs Advantage
- Institutions that handle these tensions deliberately will lead. Those that drift will react — **and reaction is expensive.**

Managing Technology Shocks and Headwinds

- Execute the Grand Challenge Initiative to develop and strengthen expertise in areas of national and global need
- Conduct a full enterprise systems audit (ERP, CRM, LMS, HR, Advancement, research admin) to establish an Enterprise Architecture Strategy (navigate from the patchwork model)
- Scale AI
 - Investigate how AI can automate with an eye towards efficiency: (admissions processing, advising triage, HR workflows, IT workflows, donor and alumni identification)
 - Expand effort to support AI expansion relative to discovery in engineering, health, and computational fields
 - Establish two new initiatives to support faculty and staff development of AI tools for teaching, grading, and advising
 - Develop a new set of metrics and KPIs to help guide and evaluate AI implementation

Grand Challenge Initiative

- Goal is to support our faculty in areas where there will be long-term support
- More than 40 faculty and staff engaged for almost one year
- Focused in areas where George Mason has expertise
- AI will be core to all six areas



AI Implementation – University Wide

Analyze data efficiently and make predictions from unstructured data across the university

Automate repetitive tasks such as managing IT helpdesk tickets, course scheduling, and more

Unlock productivity and save staff time spent writing, searching, editing, and analyzing

Spark innovation with Azure OpenAI services across campus

Protect your data with the most comprehensive compliance and security controls in the industry

Defend at machine speed with quality detection, speed of response, and a strong security posture



Personalize learning with tailored content and targeted coaching. 3 AI Agents: CourseMate, DocuMate, PatriotPal

Engage learners with interactive experiences and real-time feedback

Enhance support services with recommended resources and personalized information

Build AI literacy among staff, educators, and students. With 3 AI Agents: SyllaBright, NourishNet, PatriotChat

Equip students with the skills they'll need to thrive in the future of work

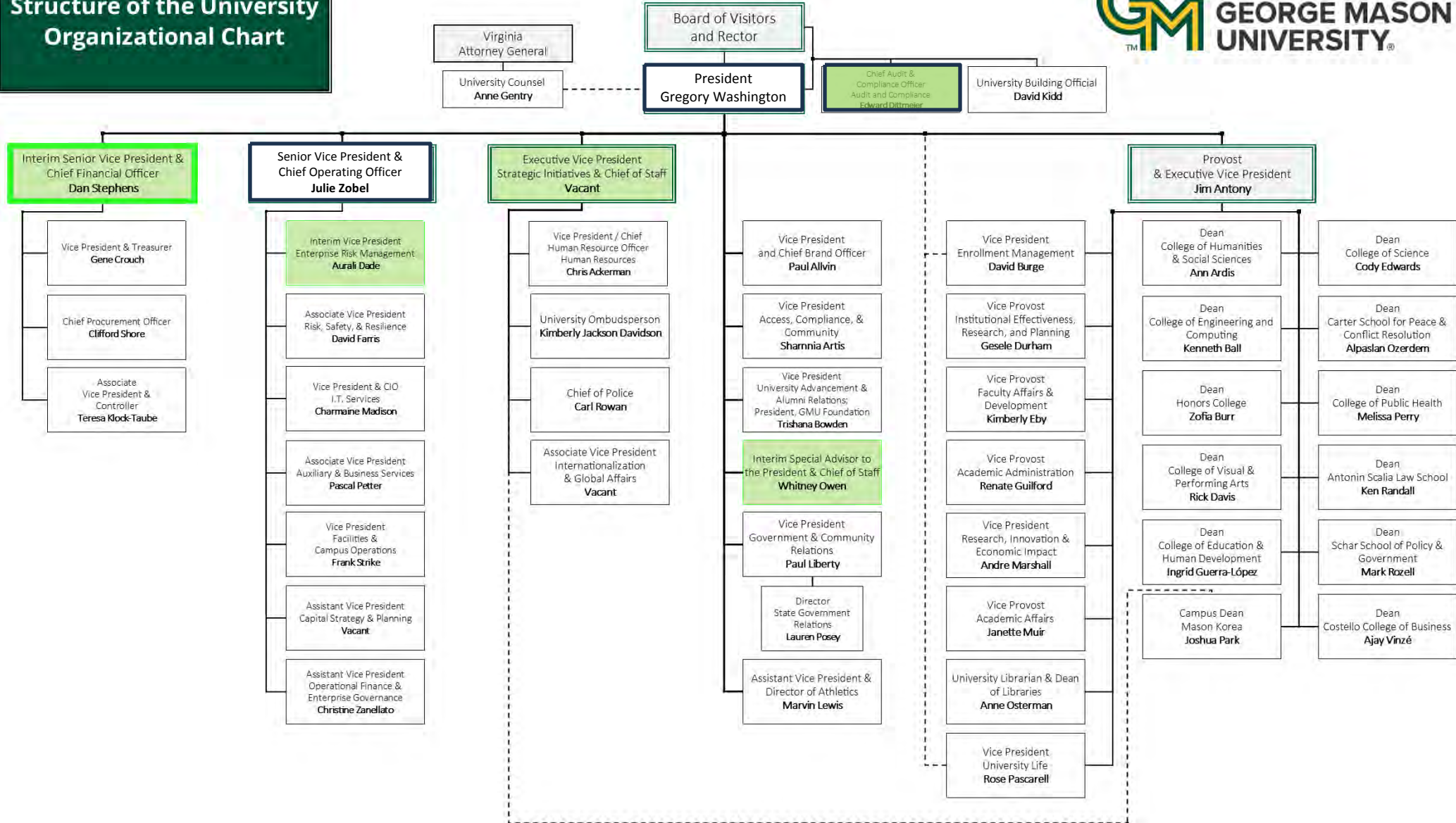
Develop innovative curriculum that meets the demands of industry

Patriot Laboratories

- Mission: To advance national defense, security and the public good by delivering trusted solutions
- Purpose: Patriot Labs strengthens George Mason's national security portfolio by consolidating classified research into a dedicated 501(c)(3) enterprise that delivers secure solutions and focused sponsor engagement and support.
- Focus areas: National Defense and Security, Integration and Interoperability, and Industrial Base Capacity
- Incorporated on Jan 6, 2026 and working follow-on actions
- Aggressive standup timeline of July 1 to maximize USG funding opportunities
- Press release within the next 30 days and more formal ceremony in the next six months

Patriot Labs is a George Mason-affiliated, mission-driven, agile, non-profit research corporation, leveraging facilities, elite expertise, and networks to rapidly deliver innovations that strengthen our nation.

Structure of the University Organizational Chart



Leadership Transitions (Campus and Board of Visitors)

- National search for Provost has been initiated
- Chief of Staff search will be internal and will be initiated by early March
- Chief Financial Officer search will begin in April
- Senior Strategic Advisor position will be decided at the completion of the Chief of Staff
- Spend significant time with new BOV members
- Continue aggressive engagement with the General Assembly and the Executive Branch

Thank You!

감사합니다

¡Muchas Gracias!

Merci Bien!

感謝!



Ευχαριστώ!

СПАСИБО!

Grazie!

谢谢!

Vielen Dank!

Obrigado!

დიდი მადლობა!

Asante Sana!

Tak!

ITEM NUMBER:

Bachelor of Science (BS) in Hospitality, Tourism, and Events Management Degree Program Proposal

PURPOSE OF ITEM:

The BS in Hospitality, Tourism, and Events Management degree program proposal is in development for submission to the State Council of Higher Education for Virginia (SCHEV). Prior to SCHEV submission, Board action is required.

APPROPRIATE COMMITTEE:

Academic Affairs Committee

BRIEF NARRATIVE:

The proposed Bachelor of Science in Hospitality, Tourism, and Events Management program aims to prepare students for leadership and management roles in one of the world's largest, most dynamic, and integrated service industries. The proposed degree program builds on the existing strengths of the current BS in Tourism and Events Management degree program by explicitly incorporating hospitality into the degree program's name to reflect the full scope of the field and courses offered, and to better align with academic and industry standards.

The proposed degree program's curriculum emphasizes disciplinary knowledge and the development of critical thinking, analytical, and problem-solving skills for addressing real-world challenges in hospitality, tourism, and events management. The proposed coursework focuses on strengthening professional managerial competencies, communication, and ethical decision-making. Students will also learn to evaluate and apply legal, ethical, and social justice principles to business practices. Students will be prepared to perform effectively in professional settings through on-site field experiences that integrate classroom learning with industry practice.

REVENUE IMPLICATIONS:

The program at launch will be revenue-neutral. The required core courses are already offered in the existing BS in Tourism and Events Management degree program. No new faculty will be hired to initiate and sustain the proposed degree program. It is anticipated that the program will be revenue enhancing as it reaches maturity.

STAFF RECOMMENDATION:

Staff recommends Board approval.

I. Basic Program Information

College/School	College of Education and Human Development
Department	School of Sport, Recreation, and Tourism Management
Degree Program Designation	Bachelor of Science (BS)
Degree Program Name	Hospitality, Tourism, and Events Management
CIP code	52.0901
Anticipated Initiation Date	Fall 2027

II. Curriculum Requirements

Mason Core Courses (37 credits)

Written Communication: Lower and Upper Divisions (6 credits)

Oral Communication (3 credits)

Information Technology and Computing (3 credits)

Quantitative Reasoning (3 credits) (required: STAT 250: Introductory Statistics I or EDRS 220: Introduction to Applied Quantitative Analysis or BUS 210: Business Analytics I)

Literature (3 credits)

Arts (3 credits)

Global History (3 credits)

Social and Behavioral Sciences (3 credits) (recommended: TOUR 311: Women and Tourism)

Global Contexts (3 credits) (recommended: TOUR 210: Global Understanding through Travel and Tourism)

Natural Science (7 credits)

Core Courses (50 credits)

All students are required to complete the following coursework.

TOUR 110: Professionalism and Civility (1 credit)

TOUR 200: Introduction to Tourism Management (3 credits)

TOUR 214: Hospitality Tourism and Events Management Accounting (3 credits)

TOUR 220: Introduction to Event Management (3 credits)

TOUR 230: Introduction to Hospitality Management (3 credits)

TOUR 241: Hospitality, Tourism, and Events Management Practicum (3 credits)

TOUR 320: Hospitality, Tourism, and Events Management Information Systems (3 credits)

TOUR 330: Resort Management (3 credits)

TOUR 340: Sustainable Tourism (3 credits)

TOUR 412: Hospitality, Tourism, and Events Management Marketing and Sales (3 credits)

TOUR 414: Hospitality, Tourism, and Events Finance (3 credits)

TOUR 420: Tourism Planning/Policy (3 credits)

TOUR 470: Career Preparation (1 credits)

TOUR 490: Hospitality, Tourism, and Events Management Internship (12 credits)

SRST 450: Research Methods (3 credits)

Restricted Electives (21 credits)

Students select from a list of courses.

TOUR 190: Wedding Planning (3 credits)

TOUR 210: Global Understanding through Travel and Tourism (3 credits)

TOUR 221: Event Implementation and Evaluation (3 credits)
TOUR 301: Hotel Management (3 credits)
TOUR 310: Food and Beverage Management (3 credits)
TOUR 311: Women and Tourism (3 credits)
TOUR 313: Event Technical Production (3 credits)
TOUR 343: Wine and Food Tourism (3 credits)
TOUR 352: Heritage and Cultural Tourism (3 credits)
TOUR 355: Event Logistics (3 credits)
TOUR 430: Destination Marketing and Management (3 credits)
TOUR 440: Meetings and Conventions (3 credits)
TOUR 445: Restaurant Management (3 credits)
TOUR 450: Hospitality Human Resources Management (3 credits)
TOUR 460: Hospitality Facilities Operations (3 credits)
TOUR 480: Special Topics (1 - 3 credits)

Electives (12 credits)

Students select an additional 12 credits from coursework offered across the university to bring the total credits to degree to 120 credit hours.

Total: 120 credits

III. Relation to Existing Degree Programs at George Mason University

The School of Sport, Recreation, and Tourism Management currently offers a BS in Tourism and Events Management. The School of Sport, Recreation, and Tourism Management will offer the proposed degree. The proposed degree program is intended to replace the existing degree program. The focus and purpose of the existing degree program is the same as that of the proposed degree program. The proposed degree program is the same number of total credit hours as the existing degree program. The proposed program curriculum includes 50 credits of core program coursework, 21 credits of restricted electives, and 12 credits of general electives. The existing program curriculum includes 56 credits of core program coursework, 18 credits of restricted electives, and 9 credits of general electives. Both the proposed and existing degree programs prepare graduates for leadership and management positions across the hospitality, tourism, and events industries. Both the proposed and existing programs prepare graduates in project management and financial planning; service excellence and customer experience innovation; business and strategic decision-making; sustainability and social responsibility; and global and cultural awareness. Both the proposed and existing degree programs include experiential learning opportunities embedded in both coursework and internships. If the proposed degree program is approved, the School of Sport, Recreation, and Tourism Management will submit a proposal to SCHEV to discontinue the BS in Tourism and Events Management.

IV. Duplication of Similar Degree Programs at 4-Year Public Universities in Virginia

SCHEV student enrollment and graduation data for similar (same CIP code) and related (similar name and/or curriculum requirements) existing degree programs at public institutions in Virginia.

Enrollment and Degrees Awarded for Comparable Degree Programs in Virginia

Enrollment	Fall 2020	Fall 20 21	Fall 2022	Fall 2023	Fall 2024
James Madison University	370	327	311	351	310
Virginia Tech	204	188	186	173	198
Virginia State University	48	41	58	57	59
Degrees Awarded	Year 2021	Year 2022	Year 2023	Year 2024	Year 2025
James Madison University	138	122	85	123	102
Virginia Tech	53	54	56	42	46
Virginia State University	10	10	12	13	6

V. Employment Demand

Information from the Virginia Office of Education Economics (VOEE).

A. Five- year Workforce Projections by Occupation

Occupation	Workforce (Current Year)	Workforce (5-yr projection)	Workforce Change (5-yr projection)	Workforce % Change (5-yr projection)
Entertainment and Recreation Managers, Except Gambling	684	731	48	7.0%

B. Regional (GO Virginia) Labor Market Information for Aligned Occupations (Region 7)

Occupation	Workforce (Current Year)	Workforce (5-yr projection)	Workforce Change (5-yr projection)	Workforce % Change (5-yr projection)
Entertainment and Recreation Managers, Except Gambling	272	287	15	5.5%

C. Graduates of Existing Degree Programs Compared with Aligned Workforce Demand
(Information provided from VOEE.)

Proposed Degree Program to Aligned Occupations

Avg Annual Degrees Granted	Avg Annual Openings	Ratio: Degrees to Openings
177	87	177:87 (2:1)

Related Degree Programs to all Related Occupations

Avg Annual Degrees Granted	Avg Annual Openings	Ratio: Degrees to Openings
6,044	39,601	6,044:39,607 (0.15:1)

VI. Return on Investment

Information on ‘return on investment’ from the Foundation for Research on Equal Opportunity, at <https://freopp.org/roi-in-higher-education/>. Data for existent degree programs in the same discipline and the same degree designation level at Virginia public institutions in the information report provided by the VOEE report.

Institution	Field of Study	Earnings (1 year)	Earnings (10 years)	ROI (on time completion)	ROI (non-completion)
Virginia State University	Hospitality Administration/ Management	26,483	36,103	-216,287	-158,758
George Mason University	Hospitality Administration/ Management	47,528	61,045	140,120	82,008
Virginia Polytechnic Institute and State University	Hospitality Administration/ Management	50,558	65,642	484,482	387,070
James Madison University	Hospitality Administration/ Management	47,528	70,018	539,605	427,859

Funds to Initiate and Operate the Degree Program

Figures provided in the table below will be compared to SCHEV funding estimates using the current base adequacy model. This comparison will serve as a reference for the estimated costs. If there are large discrepancies, SCHEV may request additional clarification to ensure the institution's assumptions are correct, or require modifications as a condition of approval.

Note: Institutions must use the recommended student-faculty ratio when estimating FTES enrollments and required faculty FTEs.

Cost and Funding Sources to Initiate and Operate the Degree Program			
Informational Category		Program Initiation Year	Program Target Year
		20 27 - 20 28	20 31 - 20 32
1.	Projected Enrollment (Headcount)	15	125
2.	Projected Enrollment (FTES)	11	94
3.	Projected Enrollment Headcount of In-State Students	12	105
4.	Projected Enrollment Headcount of Out-of-State Students	3	20
5.	Estimated Annual Tuition and E&G Fees for In-State Students in the Proposed Program	\$10,392	\$10,392
6.	Revenue from Tuition and E&G Fees for In-State Students Due to the Proposed Program	\$124,704	\$1,091,160
7.	Estimated Annual Tuition and E&G Fees for Out-of-State Students in the Proposed Program	\$35,388	\$35,388
8.	Revenue from Tuition and E&G Fees for Out-of-State Students Due to the Proposed Program	\$106,164	\$707,760
9.	Projected Revenue Total from Tuition and E&G Fees Due to the Proposed Program	\$230,868	\$1,798,920
10.	Other Funding Sources Dedicated to the Proposed Program (e.g., grant, business, private sources, university funds)		
11.	Total Funding	\$230,868	\$1,798,920

George Mason University
Bachelor's Degree Program Name Change

ITEM NUMBER:

BA in Government and International Politics Name Change to BA in Political Science

PURPOSE OF ITEM:

A technical change proposal to change the name of the Bachelor of Arts (BA) in Government and International Politics to the Bachelor of Arts (BA) in Political Science has been prepared for the State Council of Higher Education for Virginia (SCHEV). Board action is required prior to SCHEV submission.

APPROPRIATE COMMITTEE:

Academic Affairs Committee

BRIEF NARRATIVE:

The BA in Government and International Politics degree program at George Mason University provides students with a comprehensive education in the discipline of political science. The curriculum includes core coursework in American Government, Comparative Politics, International Relations, Political Theory, and Research Methods. Students may further specialize through one of ten concentrations, gaining the analytical and practical skills necessary for careers in law, public service, nonprofit organizations, international affairs, or the private sector. The degree program also prepares students for graduate study.

The proposed name change from a BA in Government and International Politics to a BA in Political Science is intended to align the degree program with national and statewide norms. This change reflects both the academic content of the curriculum and the prevailing terminology within the discipline. Making this adjustment will enhance clarity and recognition by positioning the degree program alongside similar BA programs at peer institutions, the majority of which use the term "Political Science." "Government" as a standalone term is increasingly seen as dated and ambiguous, particularly for prospective students unfamiliar with its historical use. The proposed name change aims to bolster the Schar School's ability to attract students, particularly those seeking a political science degree in the Washington, DC area.

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.

ACTION ITEMS

Academic Affairs Committee

February 26, 2026

CONFERRAL OF EMERITUS/EMERITA STATUS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>
Christophe	Stephen E.	2/26/2026

Title: Professor Emeritus of Finance


Local Academic Unit: Costello College of Business

Winter	Patrice M.	2/26/2026
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Title: Professor Emerita

Local Academic Unit: Global and Community Health (CPH)

To: James Antony, Provost and Executive Vice President
Gregory Washington, President

From: Ajay Vinzé, Dean
Costello College of Business 

Subject: Emeritus Designation for Stephen E. Christophe

Date: December 3, 2025

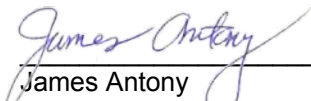
Along with the tenured faculty members of the Finance Area and the Faculty of the Costello College of Business, I recommend that Professor Stephen E. Christophe be elected to the honorary rank of Professor Emeritus of Finance effective February 26, 2026. Dr. Christophe joined George Mason in 1998, was tenured as an Associate Professor in 2004, and was promoted to Professor in 2009.

Dr. Christophe's research has focused on asset pricing, portfolio diversification, and the trading activities of short sellers. Dr. Christophe has also published articles on corporate social responsibility, initial public offerings, and the valuation of US multi-national corporations. In his academic career, he has published in the top finance and management journals, his work is well cited, and he has received best paper awards for his work.

Dr. Christophe contributed to the Costello College in numerous ways. He served as the Area Chair of Finance, served on or chaired most of the college's governance committees, and chaired several faculty recruitments. In addition, he served as an expert witness in federal cases in areas of his research expertise. Dr. Christophe also taught students across the undergraduate, graduate and executive programs, was highly rated by students, and won the Executive MBA Professor of the Year.


In recognition of his contributions to George Mason and the profession, I strongly support the election of Dr. Christophe to Professor Emeritus of Finance effective upon approval by the Board of Visitors.

Approval Disapproval


James Antony
Provost and Executive Vice President

1/20/2026
Date

Approval Disapproval


Gregory Washington
President


1/29/2026
Date

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



College of Public Health
Office of the Dean
4400 University Drive, MS Number 2G7, Fairfax, Virginia 22030

To: James Antony, Provost and Executive Vice President
Gregory Washington, President

From: Dean Melissa Perry 
College of Public Health

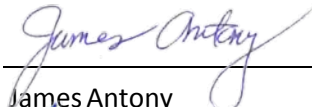
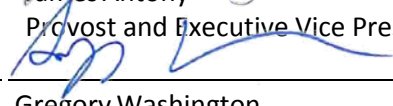
Subject: Emeritus/Emerita Designation for Dr. Patrice Winter

Date: December 17, 2025

I am pleased to submit this memo in support of granting Professor Emerita status to Dr. Patrice Winter in recognition of her 17 years of exemplary service to George Mason University, the College of Public Health, and the Department of Global and Community Health. It is requested that this status take effect on **February 26, 2026** upon approval by the Board of Visitors.

Throughout her tenure at Mason, Dr. Winter has demonstrated a commitment to the University’s mission through excellence in teaching, mentoring, service, and academic leadership. Dr. Winter has fostered a learning environment grounded in rigor and community engagement. Her thoughtful leadership, institutional knowledge, and collaborative spirit have strengthened shared governance and supported the growth and success of faculty and staff alike. Her contributions to curriculum development and program advancement have had a lasting impact on the Department and College.

Dr. Winter meets all criteria outlined in the Faculty Handbook for Emerita designation, including sustained full-time service at the rank of Associate or Full Professor for more than ten years, as well as a strong recommendation from her department (see attached). Her legacy of service and commitment to George Mason University is both significant and enduring.

Approval <input checked="" type="checkbox"/>	Disapproval <input type="checkbox"/>		1/20/2026
		James Antony Provost and Executive Vice President	Date
Approval <input checked="" type="checkbox"/>	Disapproval <input type="checkbox"/>		1/29/2026
		Gregory Washington President	Date

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

**GEORGE MASON UNIVERSITY
BOARD OF VISITORS**

December 4, 2025 BOV Meetings

Academic Affairs Committee

Highlights:

- Provost Antony opened with a personal update, noting that he will remain in his current role through February before moving to the University of San Diego, where he will serve as provost, and reaffirmed his commitment to continuity and a smooth transition.
- He then provided updates on several academic initiatives, highlighting the website where up-to-date information on all the taskforces and working groups can be found. He noted that the dean search for the Antonin Scalia Law School is underway, shared that the Schar School of Policy and Government has been accepted as a full member of the Association of Professional Schools of International Affairs, and recognized the continued contributions of the University Libraries' Special Collections Research Center. He also provided updates on student, faculty, and staff achievements.
- Provost Antony briefed the committee on the annual Academic Planning Process, which focuses on enrollment, attrition, time to degree, and course modality trends. He also reviewed the Academic Program Review process—a seven-year cycle for units without external accreditation—emphasizing how its findings support curricular improvement, strengthen program goals, and ensure programs meet student and market needs.
- Keith Renshaw, Senior Associate Provost for Undergraduate Education, provided an overview of the Mason Core, outlining its historical development, current structure, and the state and accreditation requirements that shape it. He highlighted recent progress, including dedicated Core leadership, baseline course standards, new professional development, a systematic assessment cycle, and work toward course recertification. He also noted ongoing efforts to revise learning outcomes and refine the Mason Graduate vision to better align the curriculum and support equitable success for transfer students.

Motions for the Executive Committee:

- New Degree Programs:
 - MS in Quantum Science and Engineering
 - PhD in Cybersecurity
- Organizational Change:
 - College of Public Health: Renaming the “Department of Health Administration and Policy” to the “Department of Health Administration, Policy, and Informatics.”
- Faculty Actions:
 - Conferral of Emeritus/Emerita Status
 - Elections of New Tenured Faculty

Finance and Land Use Committee

Highlights:

- The Finance and Land Use Committee met on December 4th and interim CFO Dan Stephens provided an update on the FY 2024 Financial Statement Audit, for which George Mason received an unmodified opinion.
 - There were two significant deficiencies related to internal process controls over internally generated software and interdepartmental communication and accountability, for which the university will implement process improvements in FY26.
 - FY24 revenues increased 12.7%, expenses increased 7.9%,
- An overview of the FY 2025 unaudited financial statement was provided, which showed that revenues decreased 2% while expenses increased by 0.8%.
- The 1st Quarter Financial Report for FY25 was provided, which showed that revenues and expenses are trending in alignment with the budget.

- An update was given on the State Six-Year Operating Plan
 - George Mason’s plan and narrative were submitted on July 3rd, 2025, and presented to Op-Six on August 26th, with responses to their follow-up questions submitted on October 15th.
 - George Mason received subsequent approval from the Secretary of Education for \$36 million in FY27 and \$42 million in FY28 that would make the one-time FY26 appropriations permanent, increase VMSDEP funding for military families, and invest in AI research.
- An overview of Foreign Gifts and Contracts Reporting was provided, which outlined the requirements, the university’s compliance process, and showed the university’s most recent submission.
- Christopher Ackerman, Vice President of Human Resources, provided a Workforce Planning Update, which included an overview of the university’s workforce, along with span of control and succession planning metrics.
- Michelle Lim presented the annual Retirement Plan Investment Policy Update

Motions for Executive Committee:

- The Committee voted to approve the State Six-Year Operating Plan as presented in the Board Book, with a notation that the FY27 and FY28 tuition increases are a range between 0 and 3%.

Research Committee

Highlights:

- The Research Committee was updated on the stresses of government reductions in research funding as well as the impact of the recent government shutdown.
- Sponsored project expenditures have more than doubled in ten years, but cautions the recent decline in awards will impact future growth. The university’s challenge is to sustain momentum while diversifying funding sources.
- Ken Ball, Dean of the College of Engineering and Computing and Lt. Gen (ret) Marc Sasseville, Executive Director of the Rapid Prototyping Research Center presented the affiliation agreement for “Patriot Labs.”

Motions for Executive Committee: Patriot Labs Affiliation Agreement

Executive Committee

Highlights:

- Rector Stimson expressed the importance of the meeting to address the work of the university.
- President Washington provided an update of fall enrollment, the Grand Challenge with AI focus, the university budget, managing current investigations, and changes in leadership on the university and state level. President Washington and the Committee celebrated the work of Provost Antony and wished him well at University of San Diego.
- Whitney Owen, Interim Special Advisor to the President and Chief of Staff, presented an overview and update of the Strategic Plan. Rector Stimson requested that Board appointees receive this information as part of their onboarding.

Action Items:

- Approval of New Degree Program: MS in Quantum Science and Engineering (Academic Affairs)
- Approval of New Degree Program: PhD in Cybersecurity (Academic Affairs)
- Approval of Organizational Change: College of Public Health: Renaming the “Department of Health Administration and Policy” to the “Department of Health Administration, Policy, and Informatics.” (Academic Affairs)

- Approval of Faculty Actions: Conferral of Emeritus/Emerita Status (Academic Affairs)
- Approval of Faculty Actions: Elections of New Tenured Faculty (Academic Affairs)
- Approval of State Six-Year Operating Plan (FLUC)
- Adoption of the Patriot Labs Affiliation Agreement (Research)