

**GEORGE MASON UNIVERSITY  
BOARD OF VISITORS MEETING  
Thursday, October 1, 2020**

**AGENDA**

7:45 a.m. – 8:15 a.m.	<b>Executive Committee Meeting</b>
8:25 a.m. – 9:15 a.m.	<b>Development Committee Meeting</b>
9:25 a.m. – 10:15 a.m.	<b>Academic Programs, Diversity and University Community Committee Meeting</b>
10:25 a.m. – 11:15 a.m.	<b>Audit, Risk &amp; Compliance Committee Meeting</b>
11:25 a.m. – 12:15 p.m.	<b>Research Committee Meeting</b>
12:25 p.m. – 1:15 p.m.	<b>Finance and Land Use Committee Meeting</b>
1:15 p.m. – 1:45 p.m.	<i>Lunch Break</i>

**BOARD OF VISITORS MEETING AGENDA**

1:45 p.m.	<b>I. Call to Order</b>
1:45 p.m.	<b>II. Public Comment</b>
1:55 p.m.	<b>III. Approval of the Minutes (ACTION ITEMS)</b> <ul style="list-style-type: none"><li>A. Planning Conference Minutes for July 30, 2020</li><li>B. Annual Meeting Minutes for July 31, 2020</li></ul>
1:55 p.m. – 2:05 p.m.	<b>IV. Rector’s Report</b>
2:05 p.m. – 2:20 p.m.	<b>V. President’s Report</b>
2:20 p.m. – 2:30 p.m.	<b>VI. Board Self Evaluation (Matt Smith)</b>
2:30 p.m. – 2:40 p.m.	<b>VII. Board of Visitors Continuing Education (Ken Walsh)</b>
2:40 p.m. – 2:50 p.m.	<i>Break</i>
	<b>VIII. Committee Reports</b>
2:50 p.m. – 2:55 p.m.	<b>A. Development Committee</b>
2:55 p.m. – 3:00 p.m.	<b>B. Academic Programs, Diversity and University Community Committee</b> <ul style="list-style-type: none"><li>1. Organizational Changes (<b>ACTION ITEMS</b>)<ul style="list-style-type: none"><li>a. Establishment of the College of Engineering and Computing with two subunits: The School of Computing and the Volgenau School of Engineering</li><li>b. “School of Art” to “School of Art and Design”</li></ul></li><li>2. Program Actions (<b>ACTION ITEMS</b>)<ul style="list-style-type: none"><li>a. Program Name Change<ul style="list-style-type: none"><li>i. “MS, Telecommunications” to “MS, Network Engineering” (VSE)</li></ul></li><li>b. Program Closures</li></ul></li></ul>

- i. MA, Graphic Design (CVPA)
- ii. MA, Computer Game Design (CVPA)
- 3. Faculty Actions (**ACTION ITEM**)
  - a. Conferral of Emeritus/Emerita Status
  - b. Election of New Tenured Faculty

3:00 p.m. – 3:05 p.m.

**C. Audit, Risk & Compliance Committee**

3:05 p.m. – 3:10 p.m.

**D. Research Committee**

3:10 p.m. – 3:20 p.m.

**E. Finance and Land Use Committee**

- 1. Financial Matters (**ACTION ITEMS**)
  - a. Approval of Revised FY2021 Budget
  - b. Approval of Tier 3 Management Agreement
- 2. Operational Matters (**ACTION ITEM**)
  - a. Joint Legislative Audit and Review Commission Span of Control
- 3. Capital Plan (**ACTION ITEM**)
  - a. Land Use Certification

3:30 p.m. – 4:30 p.m.

**IX. Closed Session**

- A. Public Contract (Code of VA: §2.2-3711.A.29)
- B. Acquisition or Disposition of a Real Property (Code of VA: §2.2-3711.A.3)
- C. Gifts, Bequests, and Fundraising Activities (Code of VA: §2.2-3711.A.9)
- D. Personnel Matter (Code of VA: §2.2-3711.A.1)
- E. Honorary Degrees and Special Awards (Code of VA: §2.2-3711.A.10)
- F. Consultation with Legal Counsel pertaining to actual or probable litigation (Code of VA: §2.2-3711.A.7)
- G. Consultation with Legal Counsel regarding specific legal matters requiring the provision of legal advice (Code of VA: §2.2-3711.A.8)

4:30 p.m.

**X. Adjournment**



**GEORGE MASON UNIVERSITY BOARD  
OF VISITORS**

**Meeting of the  
Executive Committee  
October 1, 2020  
8:00 – 8:25 a.m.**

**AGENDA**

- I. Call to Order**
- II. Public Comments**
- III. President’s Comments**
- IV. Board Self Evaluation (Matt Smith) (ACTION ITEM)**
- V. Closed Session**
  - A. Public Contract (Code of VA: §2.2-3711.A.29)**
  - B. Acquisition or Disposition of a Real Property (Code of VA: §2.2-3711.A.3)**
  - C. Gifts, Bequests, and Fundraising Activities (Code of VA: §2.2-3711.A.9)**
  - D. Personnel Matter (Code of VA: §2.2-3711.A.1)**
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  - G. Consultation with Legal Counsel regarding specific legal matters requiring the provision of legal advice (Code of VA: §2.2-3711.A.8)**
- VI. Adjournment**

## BOARD SELF-EVALUATION: UPDATE AND TIMELINE

### ***May 2020 Meeting***

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

### ***July 2020 Annual Meeting***

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

### ***August 2020***

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

### ***October 2020 Meeting***

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

### ***November 2020***

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

### ***December 2020 Meeting***

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

### ***January 2021***

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

### ***Late January/Early February 2021***

- Survey Data results to analyzed.

### ***February 2021 Meeting***

- Full board to discuss survey results in open session



**George Mason University Board of Visitors  
Self-Evaluation Survey**

2020-2021

\* 1. Individual Board Member Role

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

Additional Comments

\* 2. Board of Visitors Meetings

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

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Not Applicable or Do Not Have Experience
Every BOV member is given the opportunity to participate, and their voice is heard.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Board meetings are appropriately conducted in accordance with the requirements of the Freedom of Information Act (relating to discussion in closed session).

<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
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Board meetings include adequate opportunity to visit the campus and to view ongoing projects.

<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
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A climate of mutual trust exists between the Board and the University President.

<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
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The annual goal setting for the University President is effective, timely, and demonstrates appropriate collaboration.

<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
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Additional Comments

\* 3. Board Standing Committees

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

- I serve on the following standing committees: (select all that apply)
- Academic Programs, Diversity & University Community Committee (APDUC)
  - Finance and Land Use Committee
  - Audit, Risk, and Compliance Committee
  - Development Committee
  - Research Committee

[For each committee selected, the following questions will appear:]  
 I believe the following aspects of this committee and its work function well:

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

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

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

Other (please specify)

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

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

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



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

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

**10. Any additional comments or suggestions?**

DRAFT



# Board of Visitors Development Committee Meeting - October 1, 2020

October 1, 2020

Zoom Videoconference Meeting

Fairfax, VA, 22030

**George Mason University  
Board of Visitors**

**Development Committee Meeting  
October 1, 2020  
8:25 a.m. – 9:15 a.m.  
Zoom Videoconference Meeting**

**A G E N D A**

**I. Call to Order**

**II. Public Comment**

**III. Approval of Development Committee Meeting Minutes from February 27, 2020  
(ACTION ITEM)**

**IV. New Business**

- A. GMUF Chair Update – Terri Cofer Beirne
- B. University Advancement and Alumni Relations Update – Trishana Bowden
- C. Groundwork for the Future – Katie Turcotte
- D. Development Report – David Cooper, The Compass Group

**V. Old Business**

**VI. Adjournment**

**George Mason University  
Board of Visitors**

**Development Committee Meeting  
February 27, 2020  
8:30 a.m. – 9:20 a.m.  
Merten Hall, Room 1203, Fairfax Campus**

**Meeting Minutes**

**Attendees:** Chairman Jimmy Hazel, Vice Chair Lisa Zuccari, Visitor Paul Reagan, Rector Tom Davis

**Absent:** None

**Guests:** Interim President Anne Holton, Vice President Trishana Bowden, Faculty Senate Chair Representative Shannon Davis, Faculty Representative Chris Kennedy, Faculty Representative Alan Abramson, Student Representative Camden Layton, and guest speaker Karen Greene (Marts & Lundy).

**I. Call to Order**

The meeting was called to order by Chairman Jimmy Hazel at 8:30 a.m.

**II. Approval of Development Committee Meeting Minutes from December 12, 2019  
(ACTION ITEM)**

Chairman Hazel called for a motion to approve the meeting minutes from December 12, 2019. A **MOTION** was made, **SECONDED**, and the **MOTION CARRIED UNANIMOUSLY BY VOICE VOTE**.

**III. New Business**

**A. Post-Campaign Analysis – Karen Greene, Marts & Lundy**

Karen Greene, Senior Consultant at Marts & Lundy, delivered a report on George Mason University's Faster, Farther Post-Campaign analysis and discussed the findings with the committee. Highlights included the following:

1. This successful campaign raised \$690 million towards a \$500 million goal and ran longer than is typical due to leadership transitions.
2. Strong leadership was cited as an important element of the campaign's success, as well as strong development campaign messaging.
3. Most gifts were current-use restricted. Going forward, endowment gifts need to be a more significant portion of dollars raised.
4. The largest gifts and greatest number of gifts were given to the Scalia Law School and the Mercatus Institute.

5. A significant majority of gifts, 88 percent, were under \$1,000, mostly from alumni. Substantial gains can be made by increasing alumni giving.
6. Nine large gifts of \$10 million or more made up approximately 20 percent of the campaign revenue.
7. The university has a large capacity to secure mid-level gifts of \$25,000 to \$1 million, the greatest constituency being alumni. More gift officers are needed to nurture alumni and donor relationships.
8. The next campaign, likely to raise \$1 billion, will require a considerable investment in resources to grow Advancement and Alumni Relations outreach and strength. Inadequate resources were cited as the recent campaign's greatest challenge and lost opportunity.
9. Education in the importance and habits of philanthropy needs to be developed with alumni from the 1990's to 2000's. These alumni represent our greatest remaining gift capacity.

In closing, Ms. Greene stressed what Mason needs to do differently in the next campaign to achieve success. Mason will need to build engagement, leverage our boards, put additional resources into Advancement and Alumni Relations to prevent its high rate of employee turn-over, learn how to better retain relationships, prepare for a \$1 billion campaign and execute careful strategy moving forward.

Rector Davis asked Ms. Greene about the performance of Mason's alumni outreach. She indicated that it has moved along in "fits and starts" and needs time to grow and mature relationships. Rector Davis advised that he wanted to see lists of Mason's alumni. Ms. Greene encouraged the board to become engaged and listen and connect with Mason alumni.

Chairman Hazel called for a **MOTION** to move into closed session. A **MOTION** was made, **SECONDED**, and the **MOTION CARRIED UNANIMOUSLY BY VOICE VOTE**.

#### **IV. Closed Session**

##### **A. Gifts, Bequests, and Fundraising Activities (Code of VA: §2.2-3711.A.9)**

Chairman Hazel called for a **MOTION** to return to open session. A **MOTION** was made, **SECONDED**, and the **MOTION CARRIED UNANIMOUSLY BY VOICE VOTE**.

Returning from closed session, Chairman Hazel requested a roll call. Roll call was taken with all present members responding in the affirmative.

#### **V. Old Business**

No old business was discussed.

## **VI. Adjournment**

There being no further business, the meeting was adjourned at 9:05 a.m.

Respectfully submitted,

Naomi Arlund-Roberts  
Secretary pro tem

DRAFT





# GROUNDWORK FOR THE FUTURE

**Advancement and Alumni Relations  
Report to the  
Development Committee of the Board  
of Visitors**

*October 1, 2020*

# CORE AREAS OF FOCUS AND KEY PROJECTS FOR ADVANCEMENT AND ALUMNI RELATIONS

## Focus for the Next Five Years

-  **Build** one of higher education's a **top performing Advancement organizations**, with first-rate talent, integrated infrastructure, and a highly collaborative culture.
-  **Broaden and deepen constituent engagement** with the University, developing relationships that are more meaningful with Mason's alumni, parents, friends, and students.
-  **Develop a university-wide collaborative fundraising plan for integrated campaigns** – from annual giving through major, principal and planned giving, that are aligned with the university's strategic priorities and includes active participation of university leadership, faculty and staff, and volunteers.
-  **Enhance and rejuvenate services to and partnership with, academic and other units** across George Mason University in support of Advancement and Alumni Engagement goals.



# OUR MISSION, VISION, AND VALUES

## The Office of Advancement and Alumni Relations

### Mission

To build strong, lifelong relationships with George Mason University's alumni and constituents while matching their philanthropic interests with the university's aspirations and priorities.

### Vision

We are committed to serving the needs of the university, our alumni, and the greater community by providing access to quality education and lifelong learning.

### Values

Respect, service, integrity, collaboration, diversity, transparency, and creativity are the values that guide our work and culture.

# PROJECTS AND NEW PRACTICES ESTABLISHED IN FY20

## Three Core Areas of Focus



### Data-Driven Decision Making

- Deep dive into internal and external assessments and reports
- Analysis of fundraising productivity to build and test a model for academic unit attainment goal setting
- Review and assessment of staffing levels and needs based on future campaigns
- New CRM Implementation



### Strengthening Partnerships

- Instituted quarterly report and meeting with Provost and unit leadership
- Established University Priorities fundraising team and regular meeting schedule with key unit-based development leads to further pan-institution strategy development
- Establishing strategy groups and meetings to deepen alumni engagement activities between the alumni association and university



### Building a Culture of Accountability

- Division-wide plans developed with defined objectives and key results to be tracked over FY21
- Metrics selection workshop with MGOs to determine a core set of metrics for front-line fundraisers
- Alumni engagement team(s) working to incorporate metrics into their work

# DATA COLLECTION

- Advance data
- Portfolio review data
- Information from you
- M&L Post-Campaign Assessment
- EAB survey data
- CASE survey data
- Affinaquest benchmarking
- Best practice research
- EAB Research
- Mason's PRIMED draft
- Target Analytics Annual Analysis
- David Lively's work at Northwestern and DePaul University
- An internal survey based upon the information from DODs

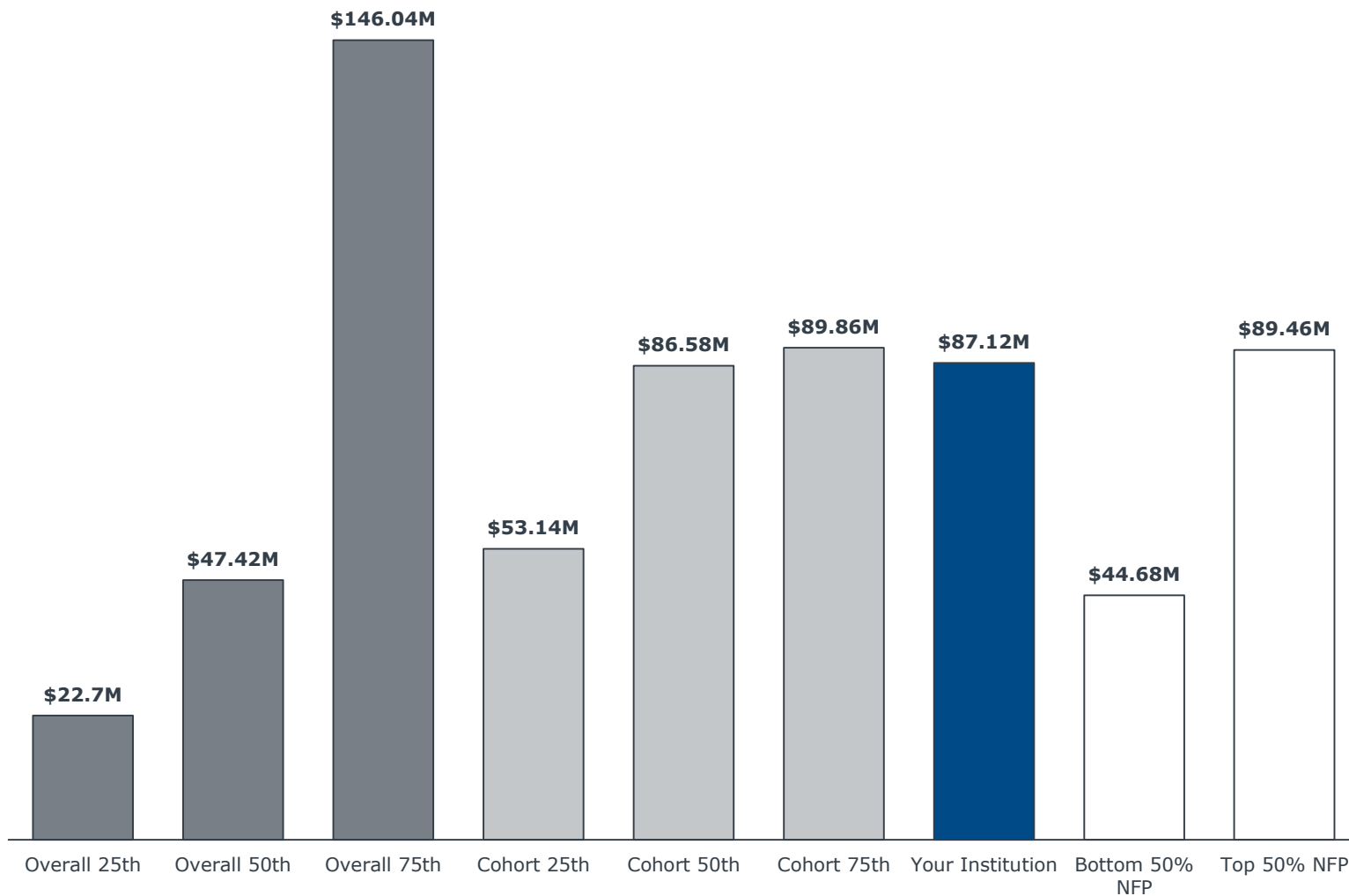


# KEY DATA FROM POST CAMPAIGN ASSESSMENT

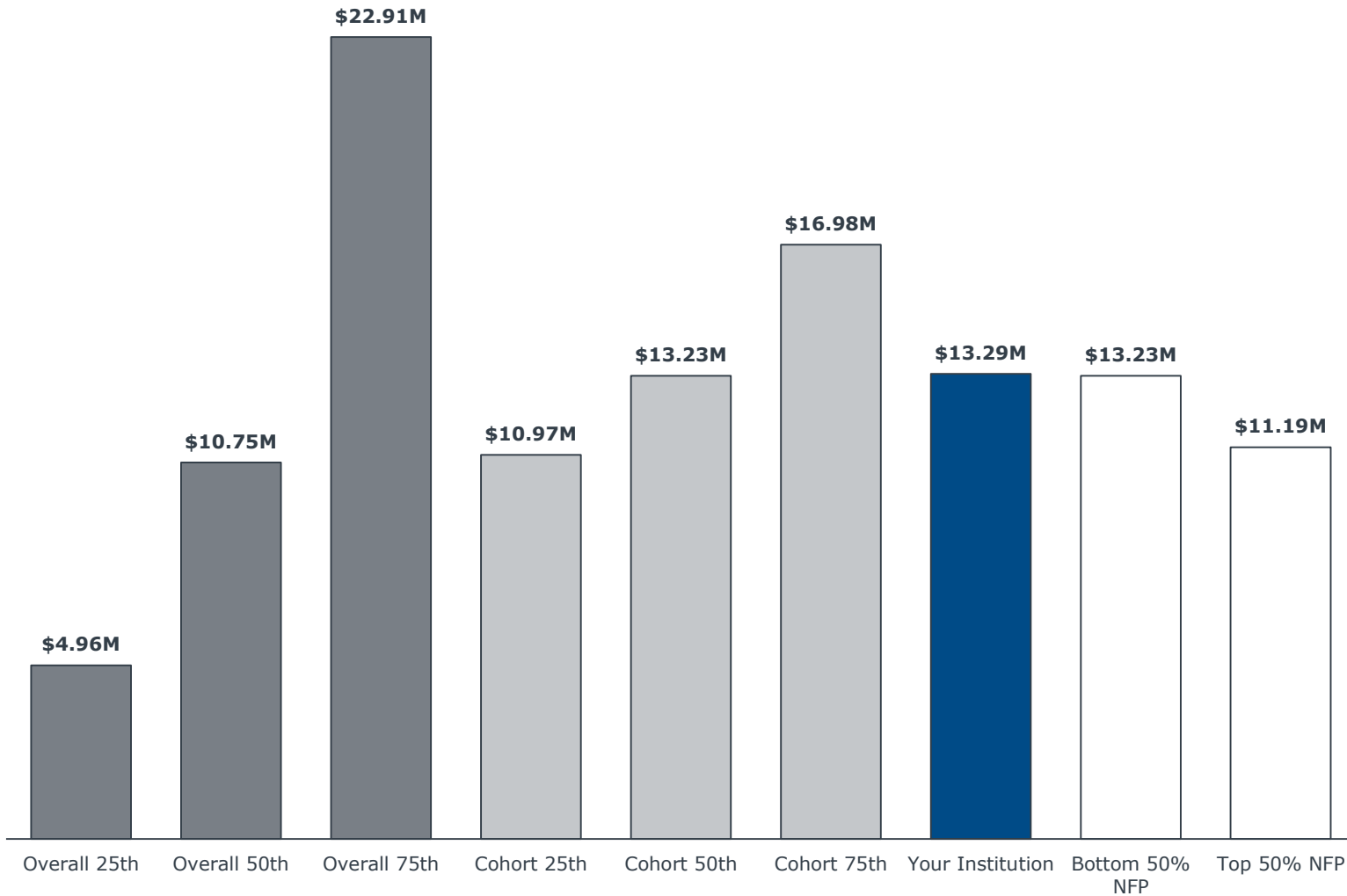
## Key Findings from The Assessment

- After the campaign, Mason has \$8.8B in total remaining capacity among its constituents rated at \$25K and up.
- Entities with the primary record type of Friend were acquired and upgraded at the highest rates compared to the other record types during the campaign.
- Alumni households with the lowest likelihood rating (E) have the largest bank of remaining capacity in the post-campaign period at \$2.83B.
- Alumni of the 1970s are the group with the highest average capacity remaining in the highest major giving likelihood level (A).
- Alumni of the 1990s and 2000s have a significant amount of capacity, but most of these constituents are rated in the lowest major giving likelihood category.
- Virginia is the center of remaining campaign capacity with \$5.47B. Maryland and California are the next largest areas of post-campaign capacity, but households in these states only represent 10 percent of the capacity in Virginia (\$551M and \$535M respectively).

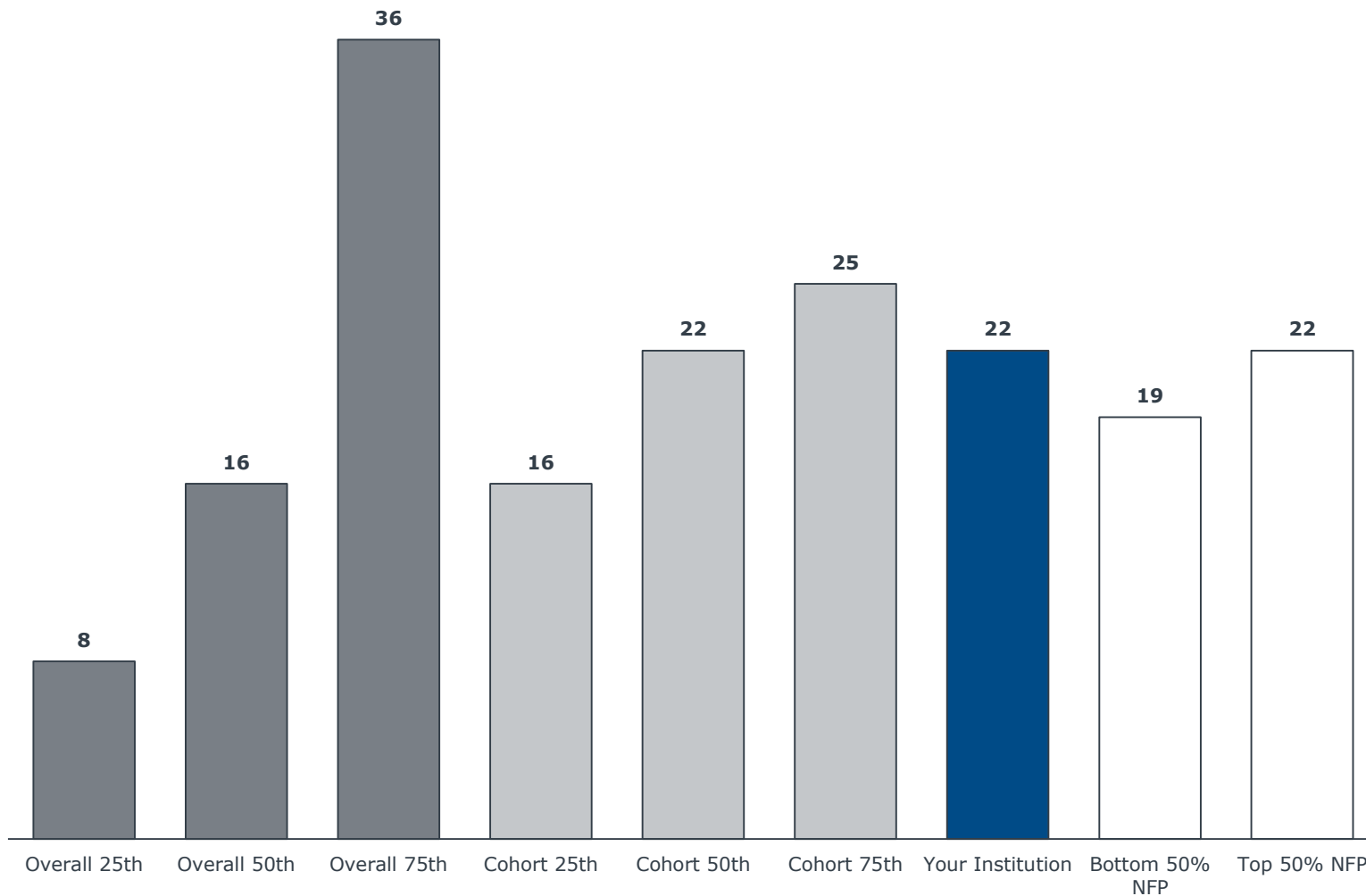
# Total Fundraising Production



# Total Advancement Investment

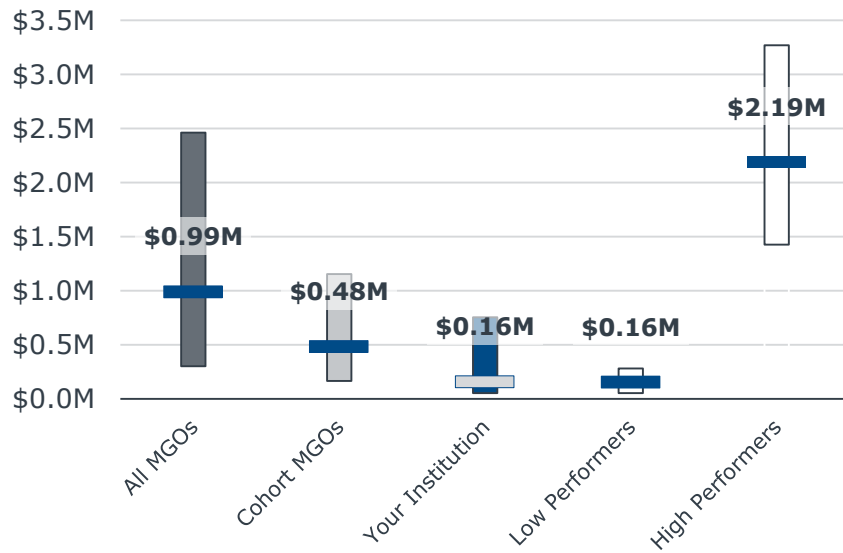


# Total Major/Principal Gift Officers

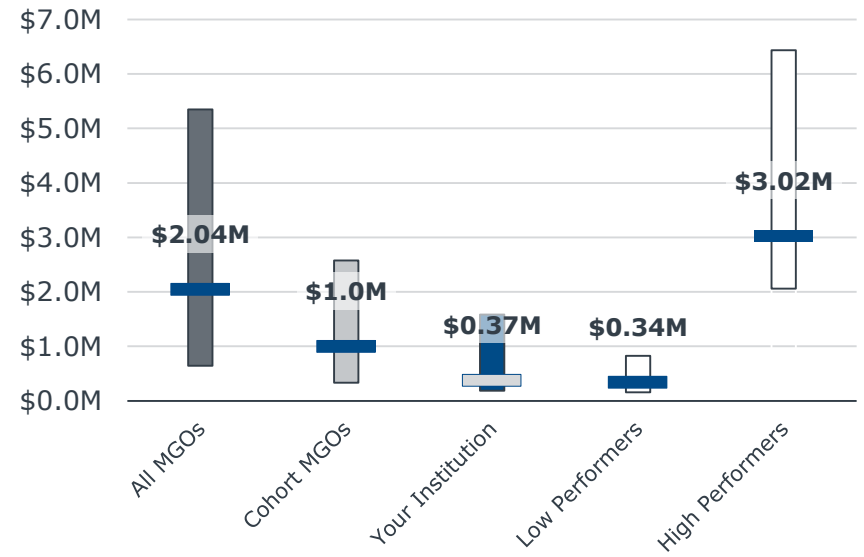


# SETTING THRESHOLDS FOR INDIVIDUAL FUNDRAISING

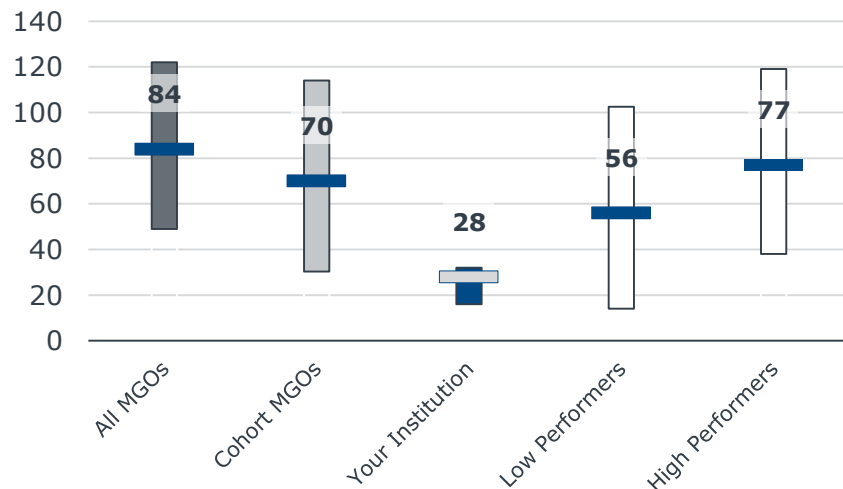
## Total Dollars Raised by Fundraiser



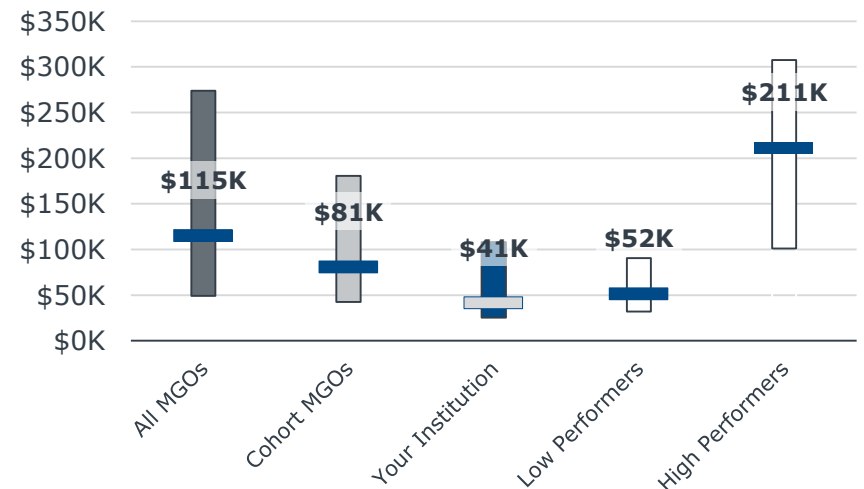
## Total Dollar Value of Submitted Proposals



## Total Number of Visits



## Average Proposal Value





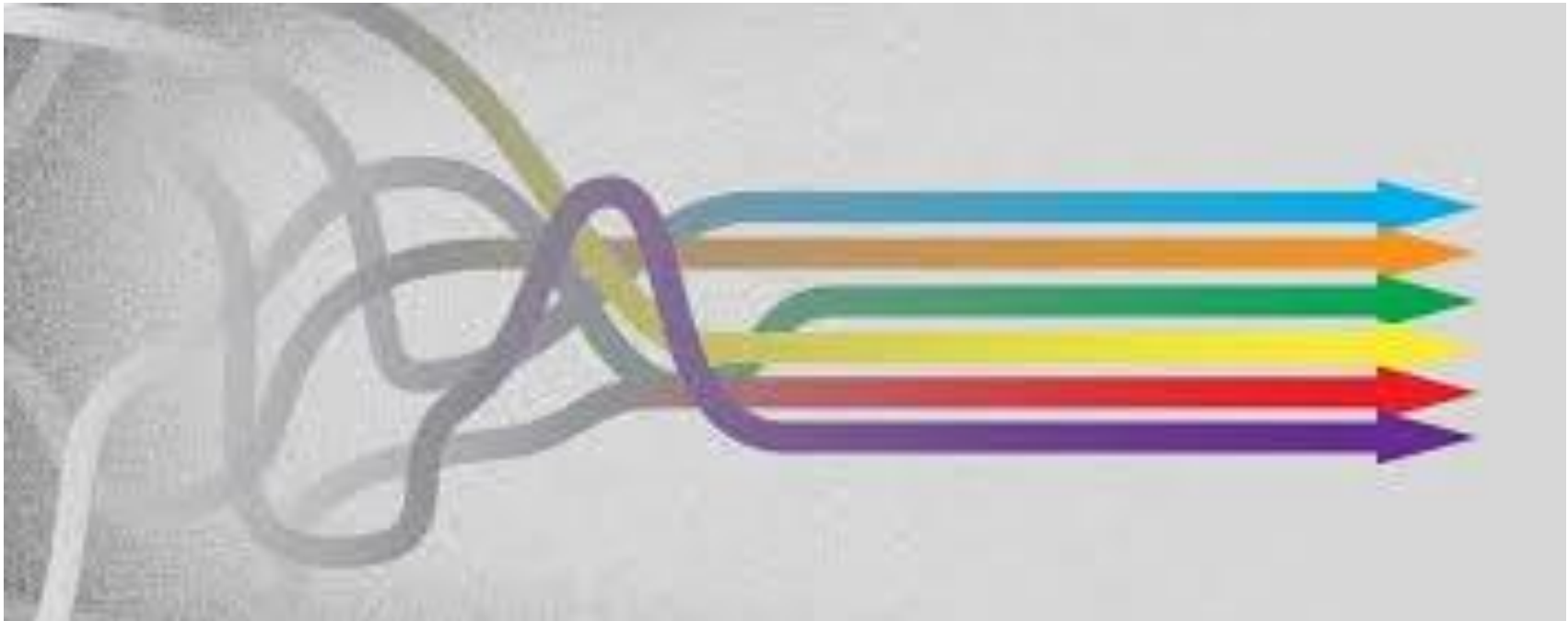
# WHAT I SAW FROM DOD RESPONSES



## Clear requests for:

- Mix of Activity and Outcome
- Measuring Collaboration
- Measuring Impact
- Normalizing Expectations
- Portfolio Focus
- Annual Giving Focus
- Event Focus
- Volunteer Engagement
- Pipeline Development
- Uneven Metrics Applied Across the Organization
- Alumni Engagement

# WHERE WE ARE HEADED



## Greater Alignment Across the Division

- A core set of Key Performance Indicators (KPIs) division-wide
- Key metrics identified that drive KPIs
- Strategy-focused portfolio management
- Rebalancing portfolios
- Pipeline development
- Partnership between Central and Units on KPIs
- Assists and collaboration measured
- Defined career pathways created for staff
- Engagement tracked and measured
- Balanced scorecard created

# ADVANCEMENT AND ALUMNI RELATIONS KEY RESULTS

## FY21 Divisional KRs

**\$60 Million Attainment** achieved by June 30, 2021. Inclusive of **\$5M for the Endowment**


**Increase Alumni Engagement** through a variety of mechanisms including **Alumni Donor Retention Rate of 50%, 60% giving participation by volunteer leadership groups, securing 5,200 alumni donors**, and establish an alumni engagement score that helps track the engagement of alumni across the university by June 30, 2021.

**Increase Donor Retention and Acquisition** of all constituency types to **53%** and exceed 11,000 donors by June 30, 2021.

**Institute five to 10 key operational enhancements for the division** by June 30, 2021.

# SETTING GOALS AT THE UNIT LEVEL

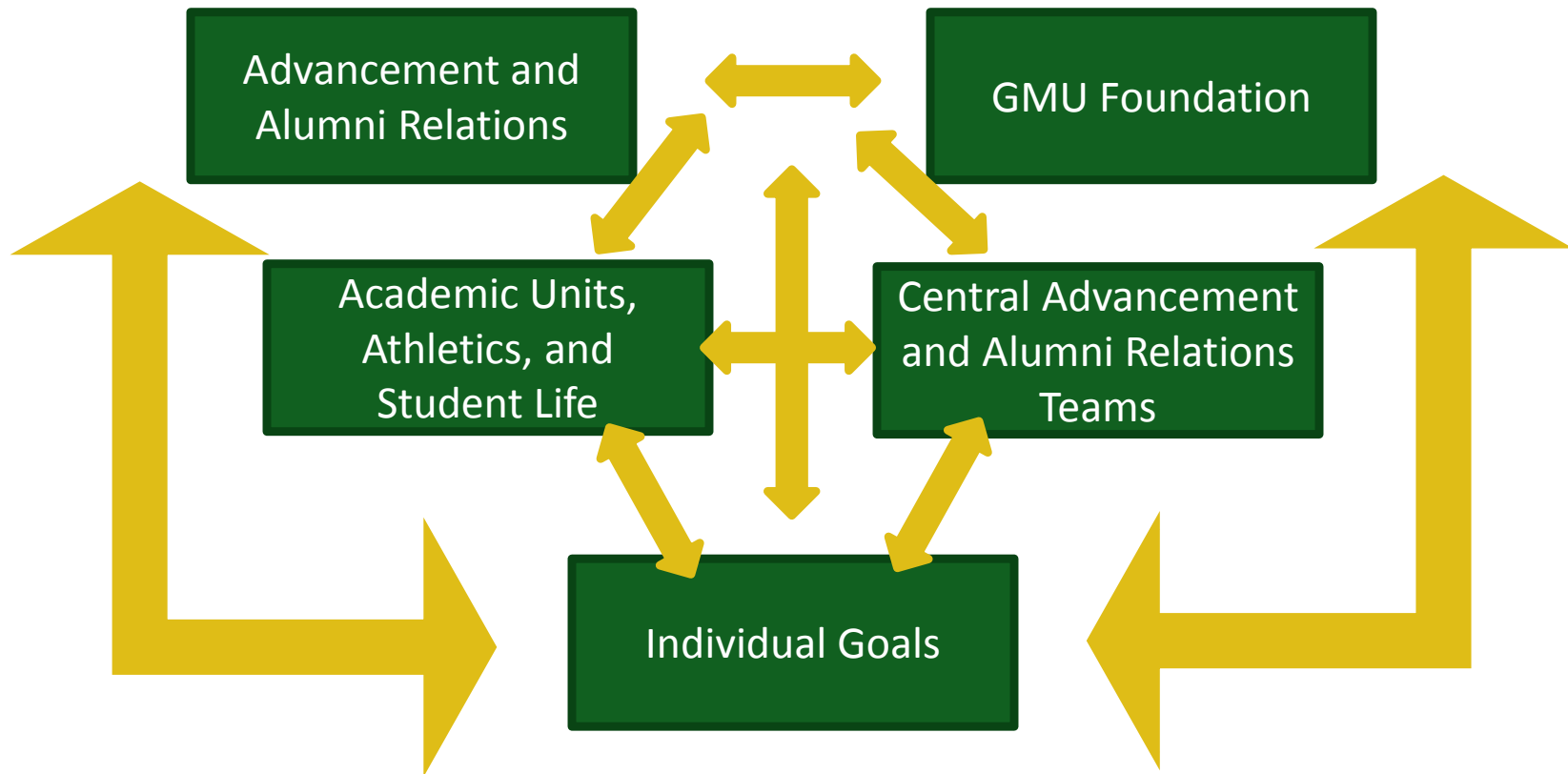
## Mapping Unit Goals to AAR Key Results (KRs)

FY21 Operational Plan		
[INSERT AREA] Example: Alumni Relations		
<b>FY21 - AAR KRs</b>		
1. \$60 Million Attainment achieved by June 30, 2021. Inclusive of \$5M for the Endowment.		
2. Increase Alumni Engagement through a variety of mechanisms including Alumni Donor Retention Rate of 55%, 100% giving participation by volunteer leadership groups, and establish an alumni engagement score that helps track the engagement of alumni across the university by June 30, 2021.		
3. Increase Donor Retention of all constituency types to 53% and exceeded 11,000 donors (inclusive of all constituencies) by June 30, 2021.		
4. Institute five to 10 key operational enhancements for the division by June 30, 2021.		
<b>Example: Engage xxx number of alumni by end of FY21, to support AAR Goals of alumni retention, alumni engagement, and alumni giving..</b>		
<b>Goal 1: engagement, and alumni giving..</b>		
<b>Key Result 1:</b>	Example: Engage XX number of alumni through alumni programming in FY21	
	Strategy:	1 Example: Support reunion activity to bring back xxx of alumni to support engagement goal.
		2 Example: Engage XXX alumni via xxx
		3 Example: Engage high-net worth alumni through the xxx
<b>Key Result 2:</b>		
	Strategy:	1
		2
		3
<b>Key Result 3:</b>		
	Strategy:	1

Each Area (Central and Unit) Provides Four to Five Goals which you will measure and map progress over the coming year

Under those goals, outline core projects/objectives and then strategies to achieve them – They should map to at least one of the overall AAR Goals

# CASCADING VISION, GOALS & METRICS UP, DOWN & ACROSS THE ORGANIZATION



**Thank you**

**Katie Turcotte  
Deputy Vice President of  
Advancement and Alumni Relations**



BOARD OF VISITORS MEETING

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# GEORGE MASON UNIVERSITY

*Fairfax, Virginia | October 1, 2020*



THE  
**COMPASS GROUP**  
THE RIGHT DIRECTION IN FUNDRAISING



# COMPASS' ENGAGEMENT

- ▶ Arlington Innovation Initiative  
**\$125M**
- ▶ Carter School for Peace and  
Conflict Resolution  
**\$10M**
- ▶ School of Business  
**\$40M**







## **FROM THE STUDY**

Respondents urged internal coordination between large priorities and ongoing fundraising efforts.

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- ▶ Development of language that allows leadership to talk about investment across Mason
- ▶ Coordination and prioritization of prospect engagement by the advancement team



## **FROM THE STUDY**

Respondents expressed great enthusiasm for the project, but project details are needed to evaluate investment.

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- ▶ New staffing
- ▶ Strong collaboration between programs and advancement teams
- ▶ Progress with communication tools:
  - Case for Support
  - Value Proposition
  - Partnership Opportunities
  - Naming Opportunities



## FROM THE STUDY

Respondents expressed confidence that Mason and the Northern Virginia [Business] Community can raise this money, but few specific prospects were named.

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- ▶ On pace with prospect pipeline projections
- ▶ Dr. Washington: Roundtables and Steering Committee
- ▶ Engagement strategies using “*All hands on deck*”
- ▶ Individual prospects to compliment corporate prospects



# THE CARTER SCHOOL FOR PEACE AND CONFLICT RESOLUTION

The opportunity is to capitalize on the naming of the school:

- ▶ \$10M Campaign with \$5M raised to date.
- ▶ Build a new donor society as a foundation for renewable support and as a national network of advocates and supporters
- ▶ Capitalize on a Commonwealth match of \$2M to invest in *Point of View*



# SCHOOL OF BUSINESS

- ▶ Project included on University's Capital Priorities List
- ▶ Tremendous response by Steering Committee - \$6.4M raised
- ▶ Driven by alumni
- ▶ Actively soliciting “next ring” of prospects
- ▶ Engaging Dr. Washington and leadership in lead prospects

# COMMON THEMES

- ▶ Identifying and Building New Relationships...Especially at the Highest Levels
- ▶ Coordinating this Effort across the University so that Leadership's Efforts Are Used Strategically and to the Greatest Impact
- ▶ Strengthening HOW we raise these funds will have impact across the university for years to come.



**GEORGE MASON UNIVERSITY**  
**BOARD OF VISITORS**  
**Academic Programs, Diversity, and University Community Committee Meeting**  
**Thursday, October 1, 2020**  
**AGENDA**

- I. **Call to Order**
  - A. Public Comment
  
- II. **Approval of Academic Programs, Diversity and University Community Committee Minutes from February 27, 2020 (Action Item)**
  
- III. **New Business**
  - A. Provost's Update (M. Ginsberg)
  - B. Instructional Continuity Update (R. Guilford, J. Muir)
  - C. Enrollment Update (D. Burge)
  - D. School of Computing (M. Ginsberg, K. Ball)
  - E. School/College-Related Organizational Change (**Action Item**)
    - 1. Creation of College of Engineering and Computing
    - 2. Creation of the School of Computing within the College of Engineering and Computing
    - 3. Volgenau School of Engineering Becomes a School within the College of Engineering and Computing
      - a) All existing academic programming and departmental and organizational structures move along with the Volgenau School of Engineering
    - 4. School of Art *to* School of Art and Design
  - F. Program Actions (**Action Item**)
    - 1. Program Name Change
      - a) MS, Telecommunications *to* MS, Network Engineering (VSE)
    - 2. Program Closures
      - a) MA, Graphic Design (CVPA)
      - b) MA, Computer Game Design (CVPA)
  - G. Faculty Actions (**Action Item**)
    - 1. Conferral of Emeritus/Emerita Status
    - 2. Election of New Tenured Faculty
  - H. Announcements
    - 1. Appointment of Faculty
    - 2. Appointment of Administrative and Professional Faculty

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

I. Reports

1. Degrees Awarded
2. Admissions & Student Profile

**IV. Adjournment**



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

**MINUTES**

Thursday, February 27, 2020

9:15 AM – 9:55 AM

Merten Hall, Fairfax Campus

**PRESENT:** Rector: Tom Davis; Chair: Bob Witeck; Vice Chair: Simmi Bhuller; Visitors: Horace Blackman, Juan Carlos Iturregui, Wendy Marquez, Carolyn Moss, Nancy Prowitt, Paul Reagan, and Lisa Zuccari; Student Representative Camden Layton; Faculty Representative: Keith Renshaw; Staff Representatives: Provost S. David Wu, Rose Pascarell and Julian Williams.

**ABSENT:** Visitor: Anjan Chimaladinne; Faculty Senate Chair: Shannon Davis; Faculty Representative: Christy Pichichero

**I. The meeting was called to order by Chair Bob Witeck at 9:16 AM.**

**II. Approval of Minutes (Action Item)**

It was **MOVED** by Visitor Blackman and **SECONDED** by Visitor Bhuller that the minutes from the December 19, 2019 meeting be approved. **MOTION CARRIED UNANIMOUSLY.**

**III. New Business**

**A. Provost's Update**

*S. David Wu – Provost and Executive Vice President*

Provost Wu provided updates on ongoing initiatives, such as Tech Talent, School of Computing, IDIA, COACHE, online education, and medical education, that promote and elevate the quality of the academic experience for students – expanding access and increasing academic excellence. He framed this within the context of significant enrollment growth and expanding diversity, and emphasized the need to create purposeful learning experiences and align support services to afford all students the opportunity to enrich their education.

**B. Online Expansion Updates**

*Michelle Marks – Vice President, Academic Innovation and New Ventures*

Mason currently has 17 fully online graduate programs, five of which are launching in fall 2020, supported by Wiley across five colleges. Mason is behind its peers in enrolling students in exclusively online undergraduate programs, and there's a tremendous opportunity to serve students' needs in this space. With tremendous feedback from the Mason community, the university established six working groups to assess the market attractiveness, faculty willingness and financial viability for a high quality and scalable undergraduate experience. The university is considering multiple teaching models and methods to implement a fully online undergraduate strategy, and plans to launch several programs over the next three years, based on faculty and dean-level interest as well as market demand.

**C. Faculty Diversity and Inclusion Initiatives**

*Kimberly Eby, Associate Provost for Faculty Affairs and Development*

*Milagros Rivera, Director of Diversity, Inclusion and Well-being*

To achieve the Mason's innovation and student success objectives, the university has launched a faculty affairs diversity, inclusion and well-being strategy to create a common framework that strengthens connections among equity, inclusion and excellence, identifies ways to collaborate on faculty

recruitment best practices, and capitalizes on institutional and COACHE data to implement and assess initiatives. The vision is to transform the university's recruitment, hiring and retention practices to improve the diversity of instructional and research faculty.

#### **D. Program Actions**

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

1. New Program Approvals
  - a) MS, Finance
  - b) MS, Information Security Management
  - c) PSM, Forensic Science
  - d) MA, Peacebuilding

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

Chairperson Witeck called for a **MOTION** to approve the actions; Rector Davis **MOVED**; and Visitor Reagan **SECONDED** the following faculty actions:

1. Conferral of Emeritus/Emerita Status
2. Elections of New Tenured Faculty

The **MOTION CARRIED UNANIMOUSLY**.

#### **F. Faculty Announcements**

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

#### **IV. Adjournment**

Chairperson Witeck called for a **MOTION** to adjourn the meeting; Visitor Moss **MOVED**; and Rector Davis **SECONDED**. The meeting adjourned at 9:47 AM.

Respectfully submitted,



Amber Hannush  
Secretary Pro Tem



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

**Thursday, October 1, 2020  
9:25 – 10:15 AM**

## AGENDA

- I. Call to Order
  - A. Public Comment
- II. Approval of Minutes (Action Item)
- III. New Business
  - A. Provost's Update
  - B. Instructional Continuity Update
  - C. Enrollment Update
  - D. School of Computing
  - E. School/College-Related Organizational Change (Action Item)
  - F. Program Actions (Action Item)
  - G. Faculty Actions (Action Item)
  - H. Announcements
  - I. Reports
- IV. Adjournment

# Approval of Minutes

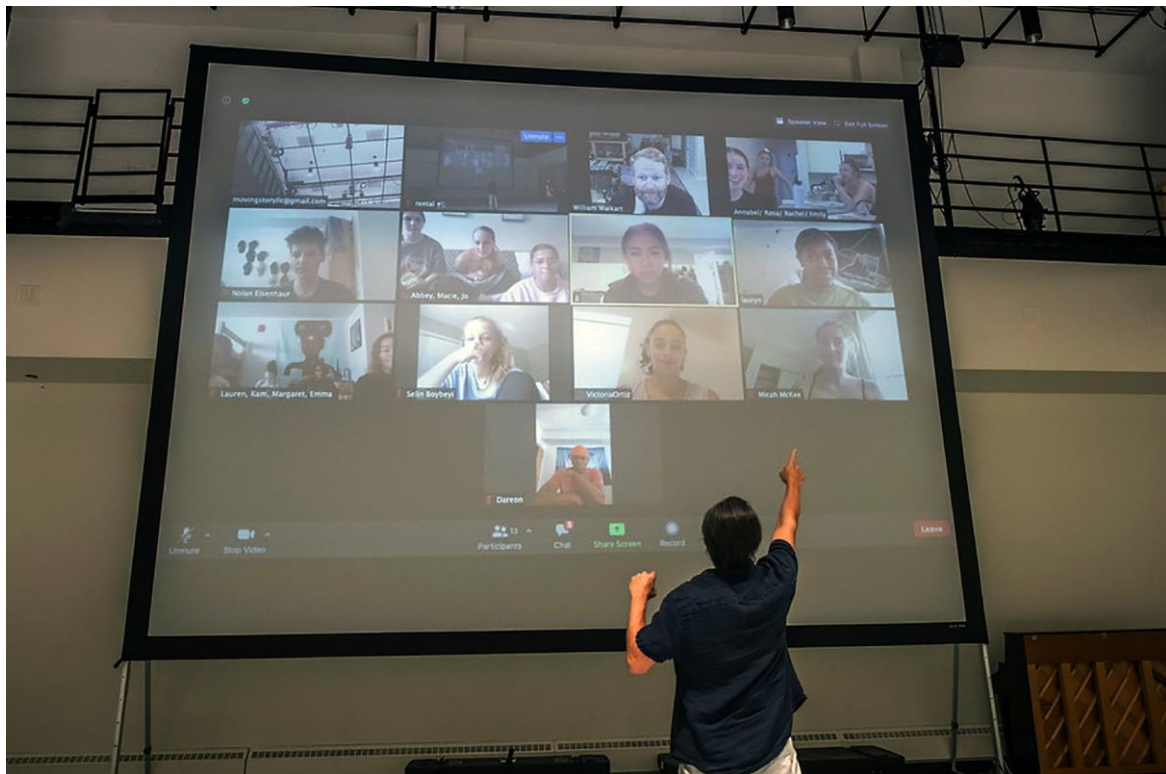
(Action Item)

February 27, 2020

# Provost's Update

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

# Campus Experience





# Safe Return to Campus



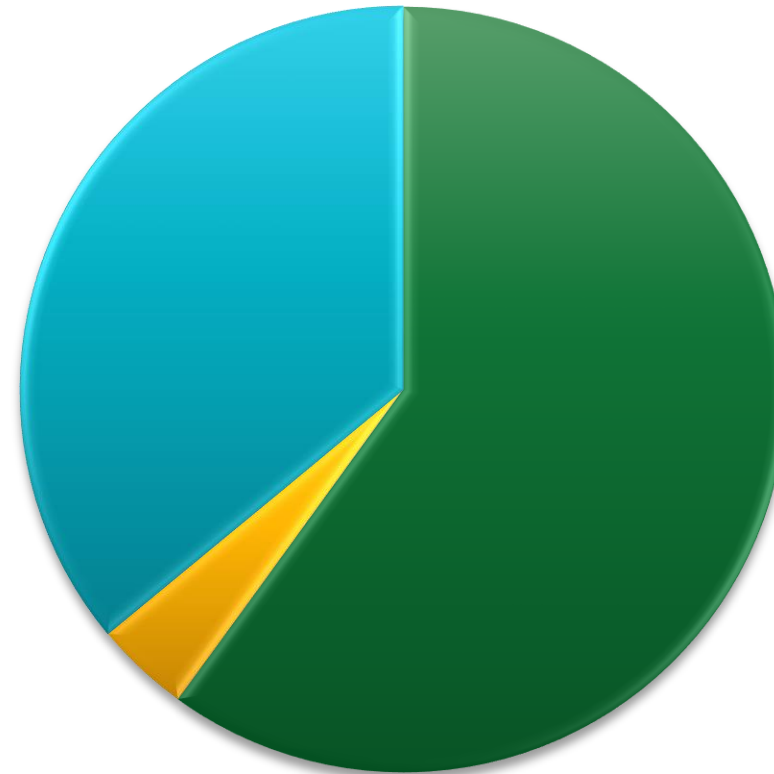
- All residential students were required to take a COVID test (provided by Mason) prior to their return
- All residential students were retested after the Labor Day holiday
- Faculty, staff and students participate in a randomized surveillance protocol
- Contact tracing protocol
- Quarantine and isolation protocols





# Course Data

Course Sections Offered: 9,881

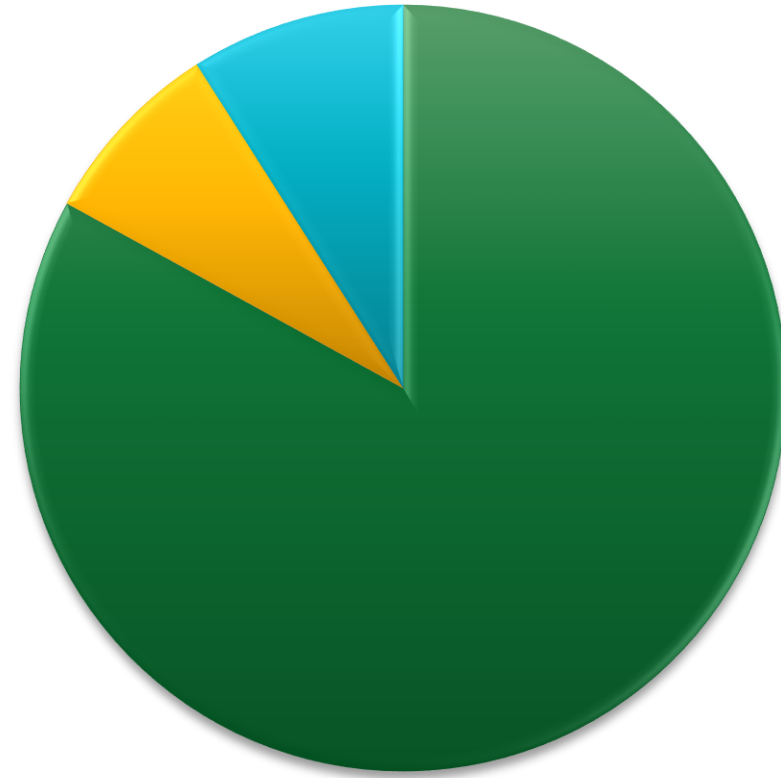


■ Entirely Online 60%   ■ Blended (25-75) 4%   ■ Face-to-Face 36%



# Registration Data

Student Registrations: 181,604



■ Entirely Online 83%   ■ Blended (25-75) 8%   ■ Face-to-Face 9%

# Virtual & In-Person Courses

68%

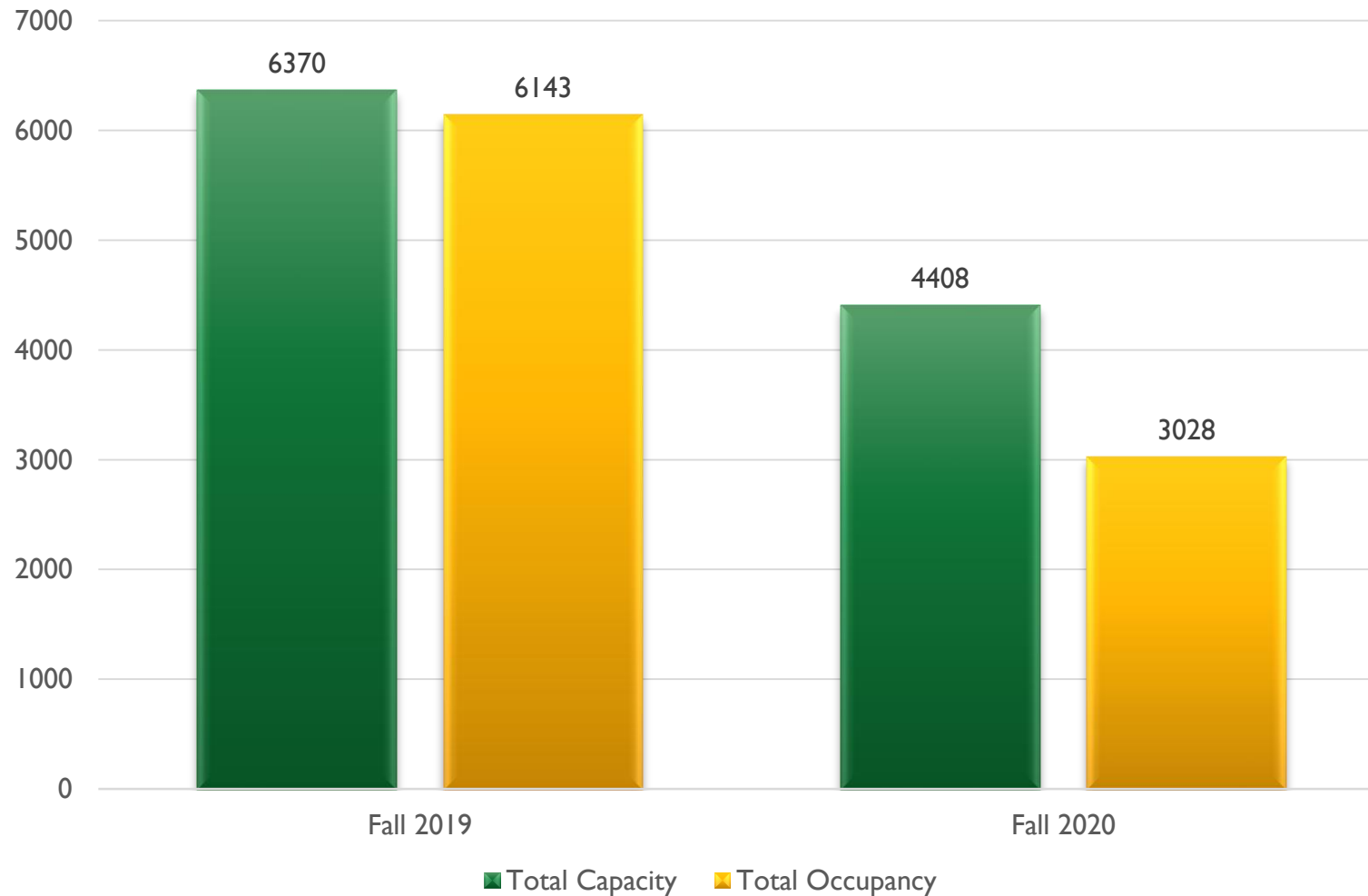


**25,233** students are enrolled  
in all virtual courses



**11,864** students are taking at least  
one on-campus course

# Residence Life



# Student Services & Support



- Career Services
- Coaching and Advising
- Counseling and Psychological Services
- Disability Services
- Libraries: Fully Operational
- Mason Student Services Center
- Student Activities
- Student Advocacy and Support Center
- Student Health Services
- Virtual Learning Communities
- Writing Center

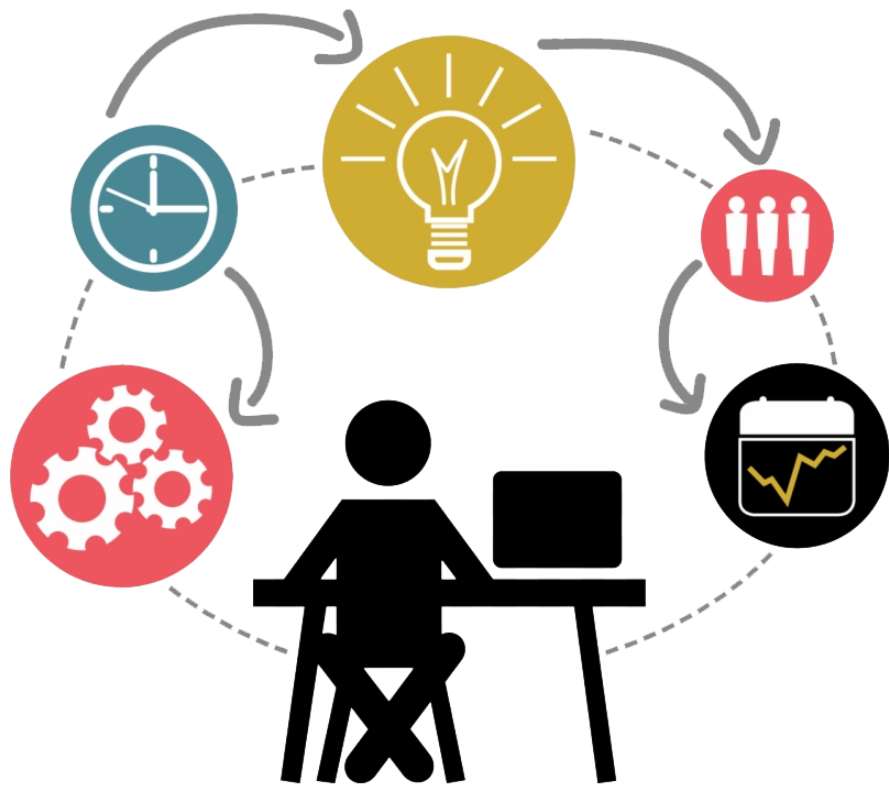


A photograph of a university campus in spring. In the foreground, there are several yellow tulips in bloom. In the middle ground, a large brick building with a white entrance is visible. A statue of a person on a horse stands in front of the building. People are walking around the area. The sky is blue with some clouds. A dark blue horizontal bar is at the top of the image.

# Spring 2021

- **Expectations**
- **Plans**

# Major Projects



- Student Experience Redesign
- SACSCOC Accreditation
- Tech Talent Investment Program (TTIP)
- Institute for Digital InnovAtion (IDIA)
- Enhancing the Online Experience for Students
- Elevating Research and Scholarship
- Search: Vice President for Research, Innovation and Economic Development

# Instructional Continuity Update

**Renate Guilford**

*Associate Provost – Academic Administration*

**Janette Muir**

*Associate Provost – Academic Initiatives & Services*



# Instructional Continuity Working Group

## Charge

*As part of the university's COVID-19 response mitigation planning, this working group was tasked to:*

- Identify and assess methods for academic/educational instruction and delivery in response to the decision on Fall 2020 opening.
- Make recommendations for best practices in alignment with Mason's commitment to instruction that supports our mission of "access to excellence."
- Discuss and address faculty concerns and communicate critical decisions to academic units.
- Apply a multifaceted approach to support curriculum development, course delivery, and technology competency university-wide.

# **Instructional Continuity Activities**

**March 2020 to Present**

- **Developed Instructional Continuity Plans**
- **Addressed Academic Policies/Processes**
- **Technology and Instructional technologies**

# Course Development Support

- **Full-Service Online Development Project**
  - Fully developed online sections partnered with instructional designers
    - **150** Courses developed for Fall 2020
    - **85** Consultations were held;
    - **92** Technical Inspections were completed;
    - **40** Faculty participated in Limited Support model
- **Webinars**
  - Offered multiple times with over 500 faculty participating
  - Online Course Design and Teaching
  - Using Zoom and other Blackboard tools
  - Strategies for Facilitating your Online Course
  - Designing Compelling Synchronous Sessions
  - Creating Media and Course Quality Assurance

# Course Development Support

## Consultation includes, but not limited to:

- Planning course structure
- Transitioning lectures into compelling online sessions
- Designing synchronous session
- Building community
- Conducting quality reviews
- Refining media ideas

## DEVELOPMENT TRAINING

**Online Course Development Primer (OCDP):** Faculty with little experience in developing online courses work in a cohort format, focusing on how to convert existing course materials into an online, predominantly asynchronous environment.

- **8 total cohorts supporting 231 faculty**

**Pivotal Pedagogy Fundamentals Course (PPF):** Designed to help faculty prepare to teach altered face-to-face and/or hybrid courses for Fall 2020—and/or faculty who want to be prepared for any kind of mid-semester “pivot” in instruction—worked in a cohort format, focusing on how to blend in-room socially-distanced teaching, synchronous video teaching, and online course activities in the most effective and engaging format.

- **5 total cohorts supporting 111 faculty**

A photograph of a tulip garden. The tulips are primarily yellow with purple or maroon stripes. Some flowers are covered in water droplets, suggesting a recent rain or dew. In the background, there is a brick building with windows and a dark railing. The overall scene is bright and colorful, representing spring.

# Looking Forward to Spring 2021

# Enrollment Update

**David Burge**

*Vice President – Enrollment Management*



## INSIDE HIGHER ED

### Will They Return?

Surveys suggest tough times for most colleges.

By **Scott Jaschik** // March 30, 2020

## The New York Times

### *After Coronavirus, Colleges Worry: Will Students Come Back?*

The pandemic has already cost universities millions of dollars. As they consider the possibility of remote classes into the fall, they're worried about losing students, too.

Published April 15, 2020

**Newsweek**

## EDUCATION

# 32 Percent of Students Say They Won't Go to College Next Year If Classes Are Online Only

BY **MEGHAN ROOS** ON 5/11/20 AT 5:26 PM EDT

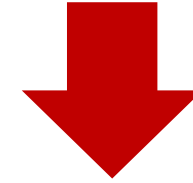
# In Summary



**Overall University  
Headcount is  
+850  
(+2.2%)**



**Overall Credit  
Hours is  
+6,824  
(+1.6%)**



**Full Time  
Students  
Fall 2019: 69.2%  
Fall 2020: 67.8%**

**Comparisons to Fall 2019 Enrollment**



# University Total enrollment is 39,117

Virginia enrollment up by 3.6% (+1,106)  
Out-of-State enrollment down by 2% (-159)

## Undergraduate

27,661

VA up by 3.5% (+791)  
OOS down by 4.4% (-183)

## Graduate

10,842

VA up by 4.4% (+312)  
OOS up by .4% (+12)

## Law

614

VA up by 1.3% (+3)  
OOS up by 3.6% (+13)

# National Student Clearinghouse Preliminary Fall 2020 Summary

Higher Education

College enrollment takes a hit this fall amid coronavirus



Early data shows overall enrollment is down at the nation's colleges and universities, according to a new study. (iStock)

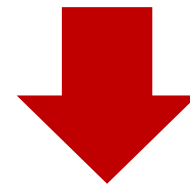
## Overall Enrollment

1.8% Nationwide



## Undergraduate Enrollment

2.5% Nationwide



## Graduate Enrollment

3.9% Nationwide



# Incoming Student Summary

		Fall 2019	Fall 2020	Difference
Freshmen	In-State	3,009	2,928	-81
	Out-of-State	781	656	-125
Transfer	In-State	2,675	2,817	142
	Out-of-State	206	188	-18
Graduate	In-State	2,215	2,478	263
	Out-of-State	1,051	1,086	35
Law	In-State	64	63	-1
	Out-of-State	121	142	21
<b>Total New Degree-Seeking</b>		<b>10,122</b>	<b>10,358</b>	<b>236</b>

# Survey of 466 Admission Leaders

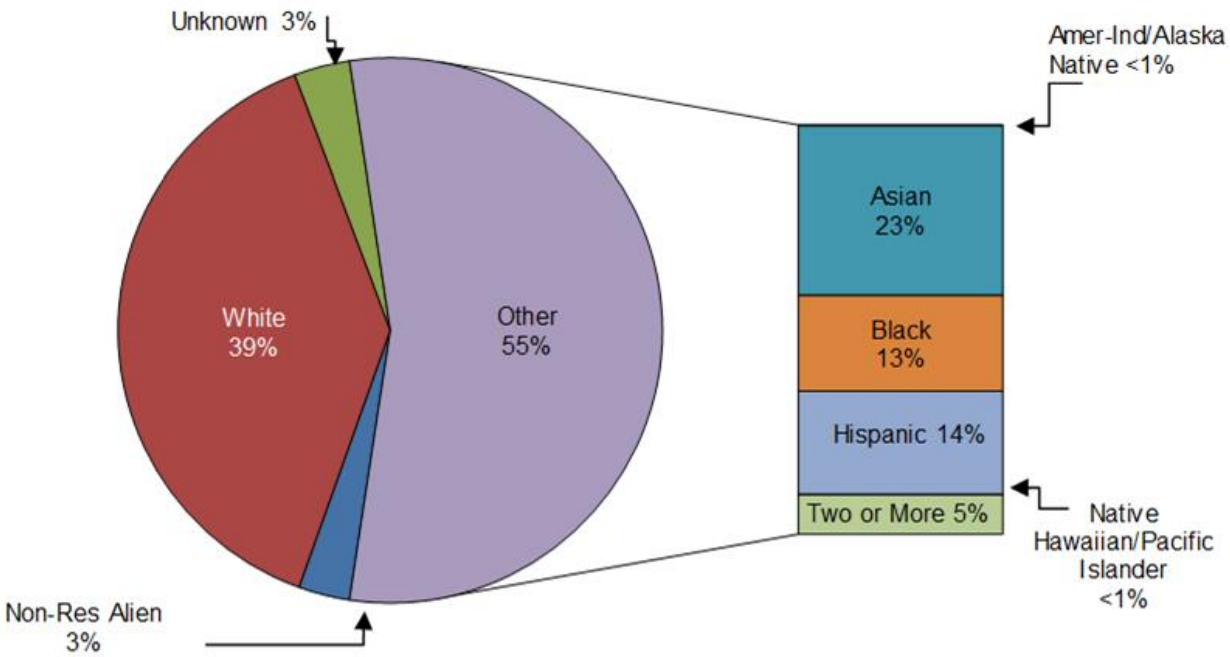
## August 2020

Answers to the Question: When Did You Fill Your Class?

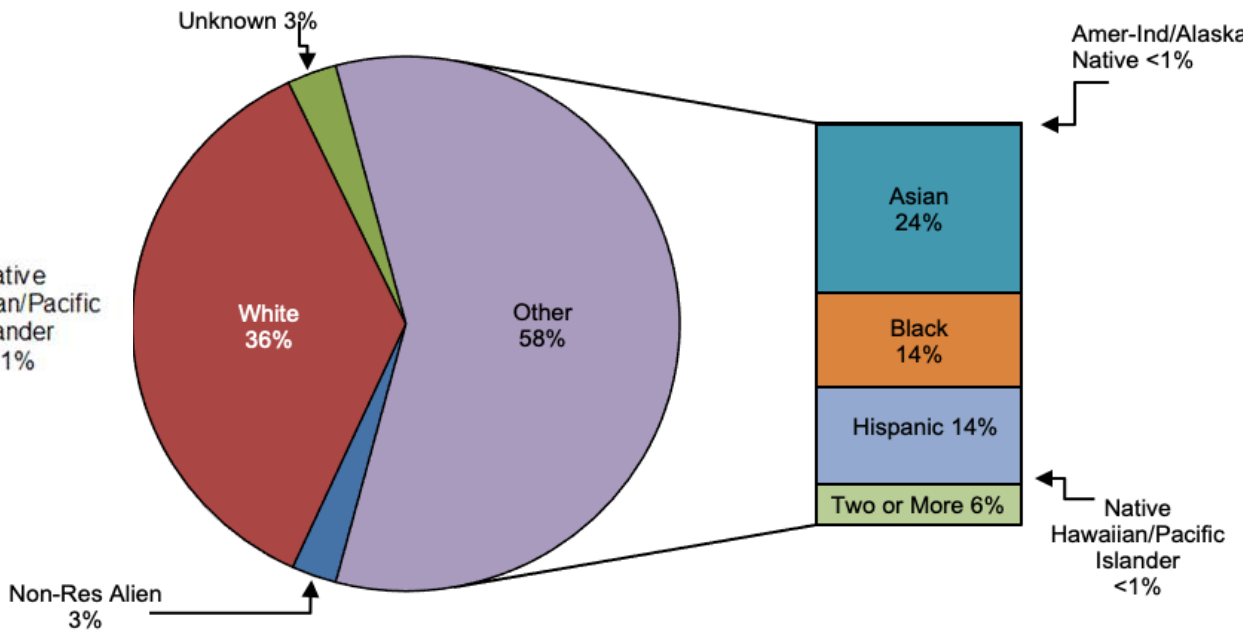
	Public Doctoral	Public Master's/Bachelor's	Community Colleges	Private Doctoral/Master's	Private Bachelor's
Prior to May 1	36%	28%	23%	20%	28%
Prior to June 1	19%	8%	5%	15%	9%
Prior to July 1	5%	9%	8%	13%	8%
Not by July 1	39%	58%	64%	52%	56%

# Diversity of Our Freshmen Class

Student Diversity: **Fall 2019** Freshmen N=3,779



Student Diversity: **Fall 2020** Freshmen N=3,577



# Diversity Summary: Overall

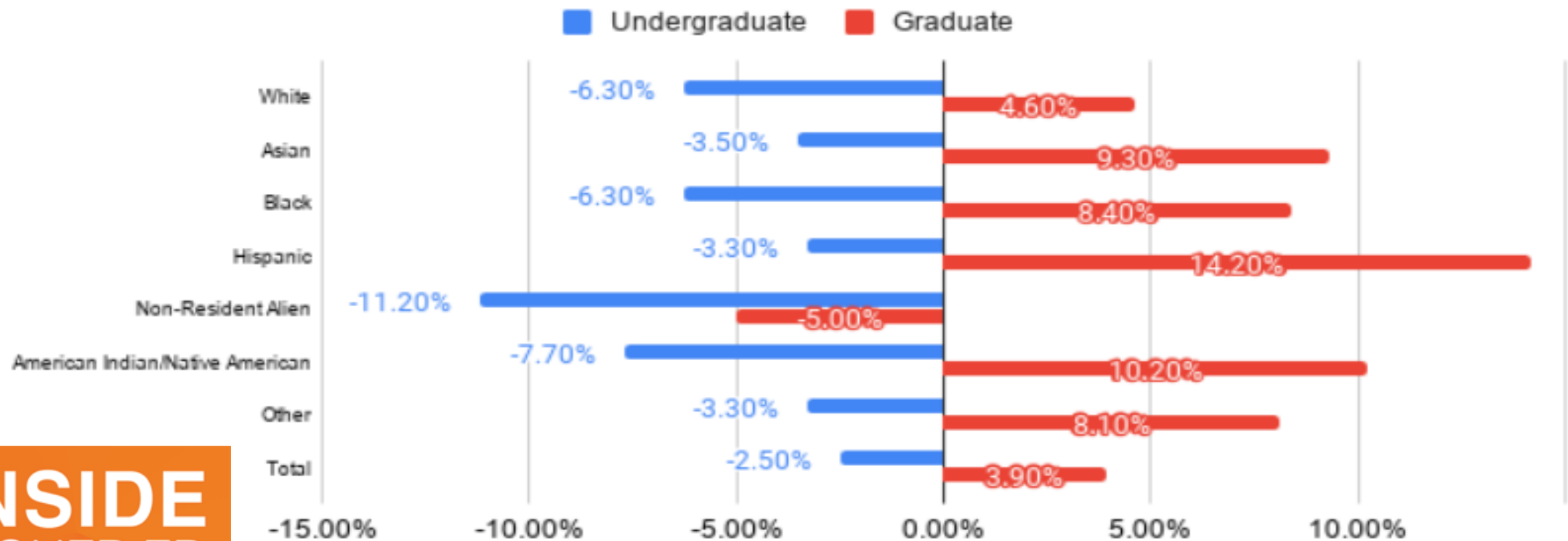
		Fall 2019	Fall 2020	Difference
<b>Diversity</b>	<i>%Minority*</i>	46	48	
	Non-Resident Alien	3,258	2,823	-435
	Hispanic	4,903	5,335	432
	African American	4,045	4,220	175
	American Indian/Native Alaskan	58	58	0
	Asian	6,621	7,093	472
	White	15,645	15,465	-180
	Pacific Islander/Native Hawaiian	65	56	-9
	Two or More	1,553	1,563	10
	Unknown	1,496	1,793	297

\*Includes Hispanic, African American, American Indian/Native Alaskan, Asian, Pacific Islander/Native Hawaiian, and Two or more.

# National Trends: 2020 v 2019

## Changes in Enrollment by Race/Ethnicity

Source: National Student Clearinghouse Research Center



# Mason Compared to National Data

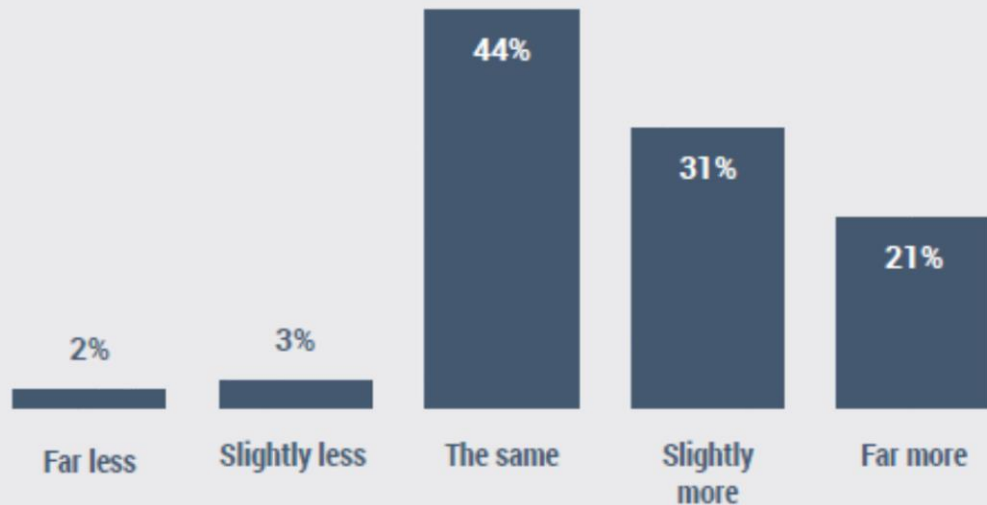
	Undergrad		Grad	
	Mason	National	Mason	National
Non-Resident Alien	-13.9%	-11.20%	6.5%	-5%
Hispanic	7.1%	-3.30%	26.1%	14.20%
African American	3.0%	-6.30%	22.2%	8.40%
American Indian/Native Alaskan	-3.2%	-7.70%	-100.0%	10.20%
Asian	6.1%	-3.50%	8.5%	9.30%
White	-1.5%	-6.30%	-1.7%	4.60%
Pacific Islander/Native Hawaiian	-13.2%	N/R	0.0%	N/R
Two or More	3.8%	N/R	4.0%	N/R
Unknown	8.0%	N/R	0.0%	N/R



# Rising Junior Expectations

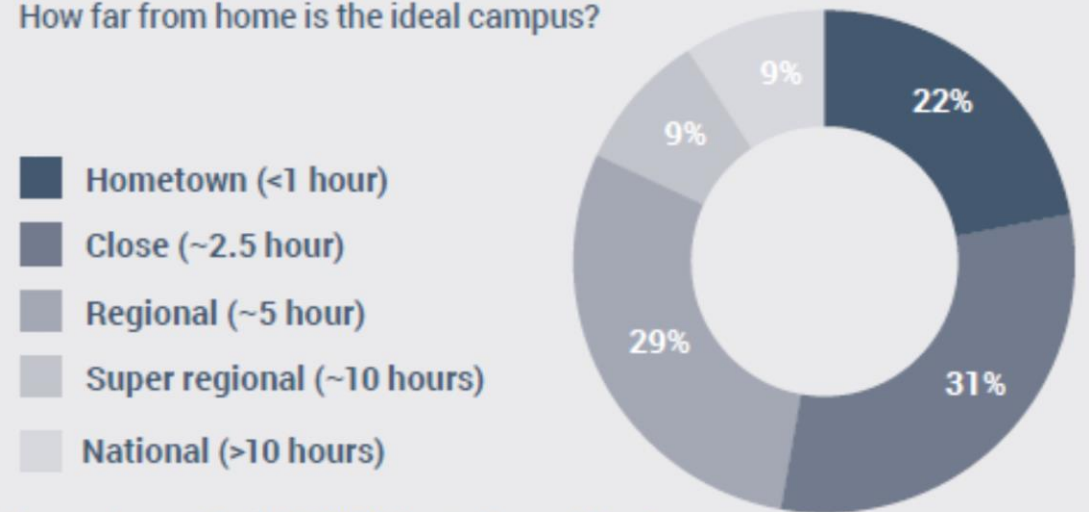
## Financial Concerns

How much more or less concerned are you about paying for college as a result of the pandemic?



## Distance Preference

How far from home is the ideal campus?



Source: Carnegie Dartlet COVID-19 Junior Prospect Report

# Pivoting to Virtual Recruitment

The screenshot shows the top navigation bar with links for 'VIRTUAL CAMPUS EXPERIENCE', 'ZOOM HELP', and 'WEBEX HELP'. Below that are links for 'APPLY', 'GIVE', 'MYMASON', 'ATHLETICS', 'NEWS', and 'CALENDAR'. The main heading is 'George Mason University Fall Admissions Events' with a subtext 'Check out and register for our upcoming virtual fall events below.' The featured event is 'Mason LIVE!' on Thursday, October 8, 2020, from 5:00 - 6:00pm EDT. Below this are three 'Upcoming Events': 'Senior Webinar' on Monday, September 14, 2020; 'Junior Webinar' on Wednesday, September 16, 2020; and 'Transfer Patriot Prelude' on Wednesday, September 23, 2020. Each event has a 'REGISTER' button.

VIRTUAL CAMPUS EXPERIENCE ZOOM HELP WEBEX HELP

APPLY GIVE MYMASON ATHLETICS NEWS CALENDAR

## George Mason University Fall Admissions Events

Check out and register for our upcoming virtual fall events below.

**FEATURED FALL EVENT**  
**Mason LIVE!**  
Thursday, October 8, 2020  
5:00 - 6:00pm EDT  
George Mason University's Office of Admissions invites high school seniors and prospective transfer students to join us for Mason LIVE! – a talk show that will answer all the questions students have about campus and the admissions process. Hear from people around campus, learn about campus culture, meet the admissions counselors, and get the inside scoop on life as a Patriot! You don't want to miss this opportunity!  
[REGISTER](#)

### Upcoming Events

**Senior Webinar**  
Monday, September 14, 2020  
5:30 - 7:00pm EDT  
[REGISTER](#)

**Junior Webinar**  
Wednesday, September 16, 2020  
4:00 - 6:00pm EDT  
[REGISTER](#)

**Transfer Patriot Prelude**  
Wednesday, September 23, 2020  
4:00 - 6:00pm EDT  
[REGISTER](#)

The graphic features a background image of a university building. Three circular callouts show a student blowing a bubble, a student on a horse, and a mascot. The text is arranged in a vertical list with icons for each section.

## VISIT MASON VIRTUALLY!

**INFO SESSIONS**

Chat live with Mason Admissions and get your questions answered!

**CAMPUS TOURS**

Explore key locations on campus with our virtual tour guide!

**ADMISSIONS EVENTS**

Connect with current students, faculty, and staff in live video chats!

**VISIT US NOW AT**  
<https://go.gmu.edu/virtualevent>

# School of Computing

**Mark Ginsberg**

*Provost and Executive Vice President*

**Ken Ball**

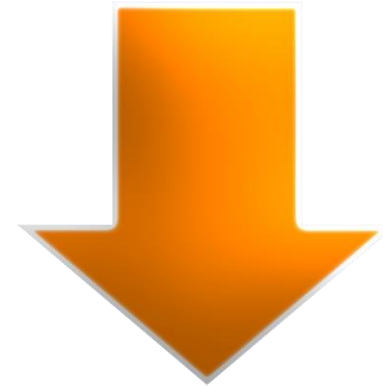
*Dean, Volgenau School Engineering*





# Name Change

Volgenau School of Engineering



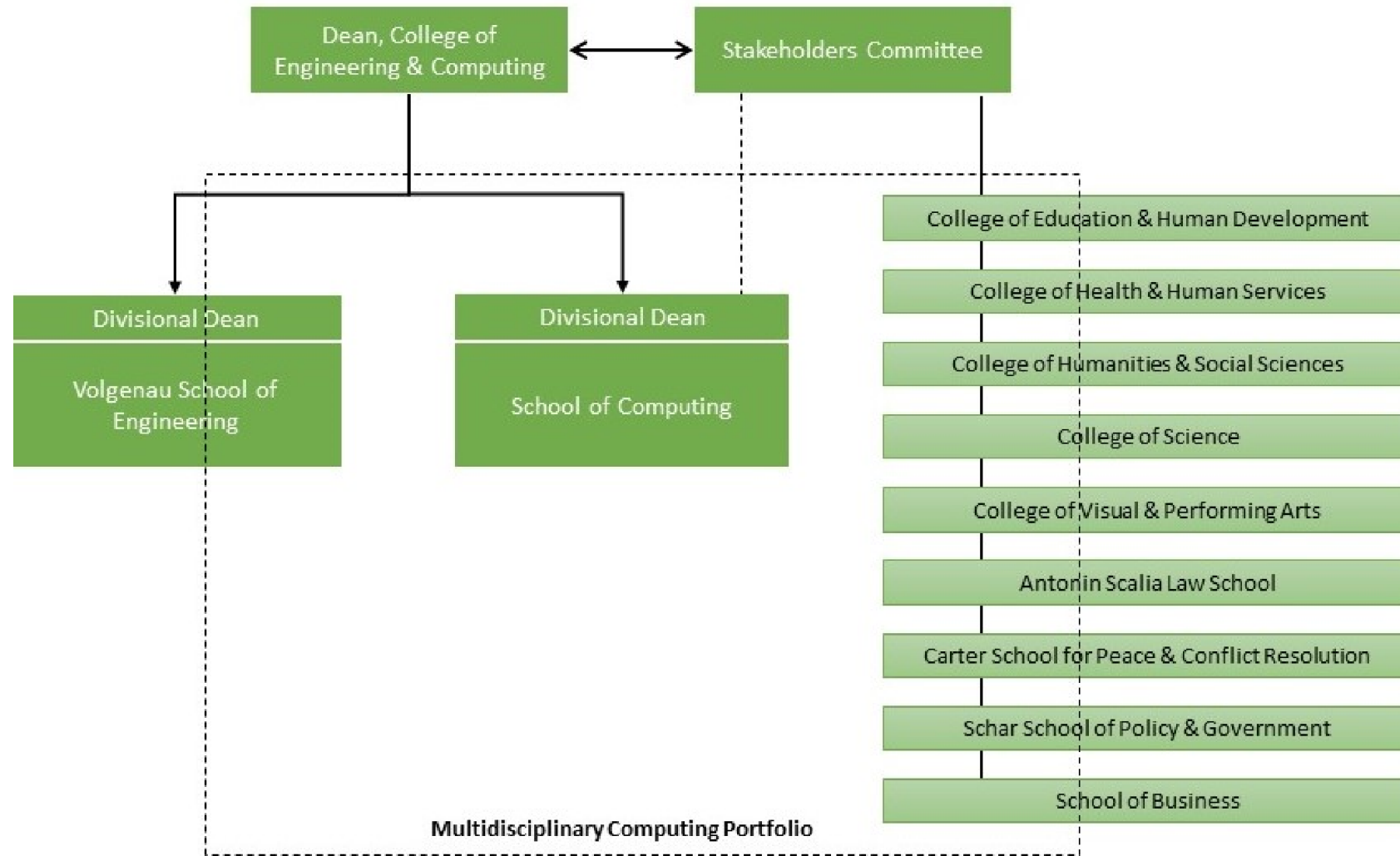
College of Engineering  
and Computing (CEC)

# Transition Plans



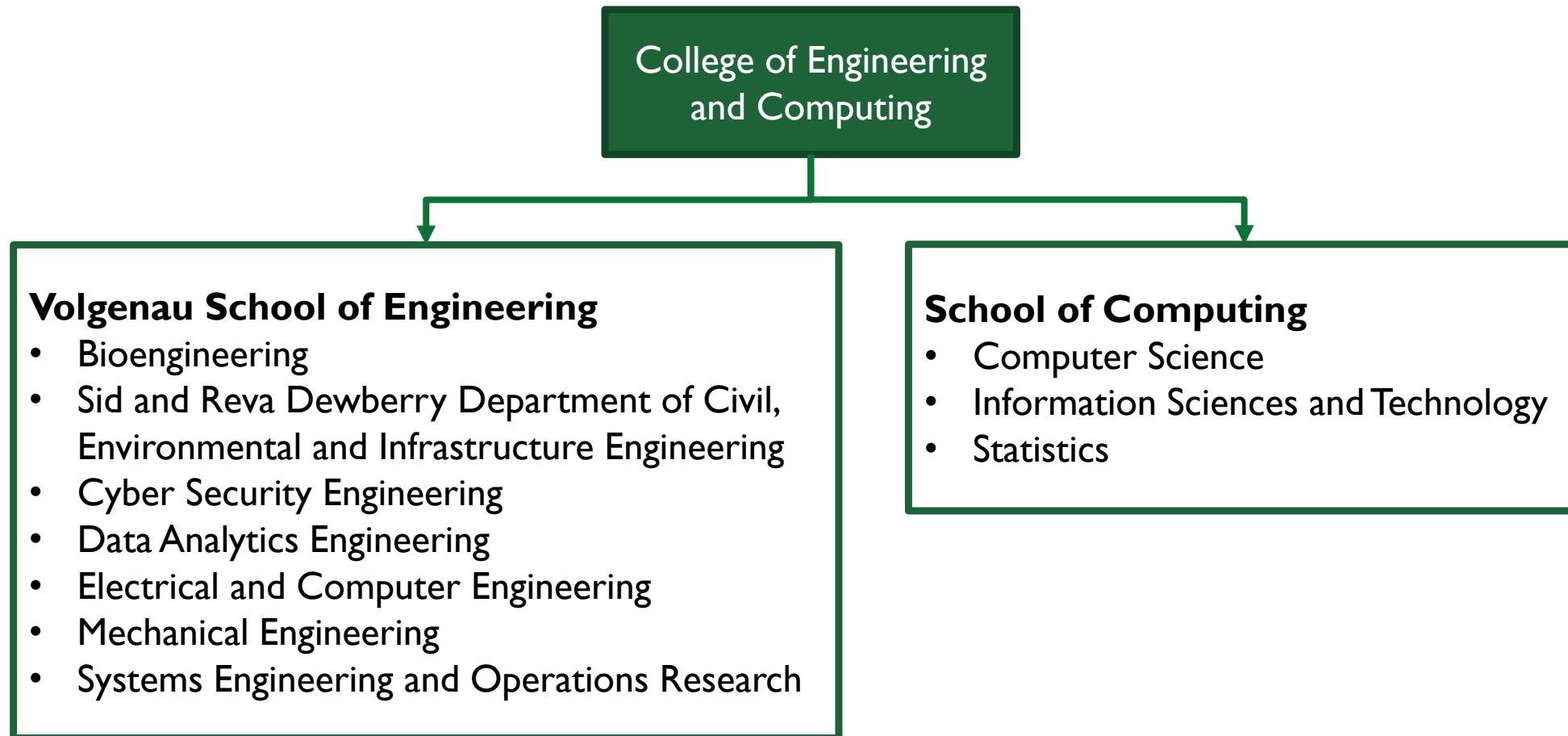
- New Structure
- Divisional Deans
- Stakeholders Committee

# Organizational Chart





# CEC Department Structure



# Divisional Deans & Stakeholders Committee

- Two divisional deans (VSE & SoC) reporting to CEC Dean
- Stakeholders Committee
  - Five (5) Deans appointed by the Provost
  - Chairs of SoC Departments (CS, IST & Statistics)
  - Two (2) at-large faculty members representing the University community's broad multidisciplinary computing interests appointed by the Provost
  - SoC Divisional Dean
  - Co-Chaired by CEC Dean and Dean Appointed by the Provost

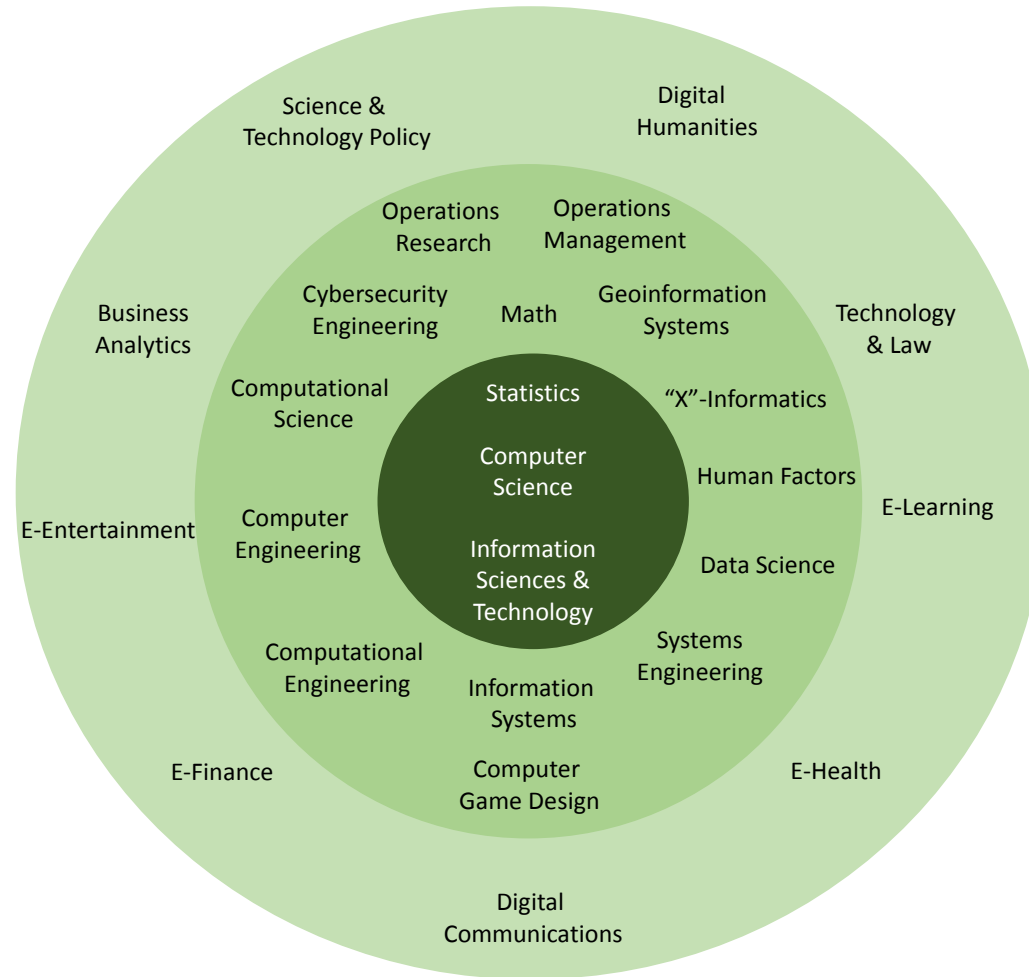


# SoC Mission

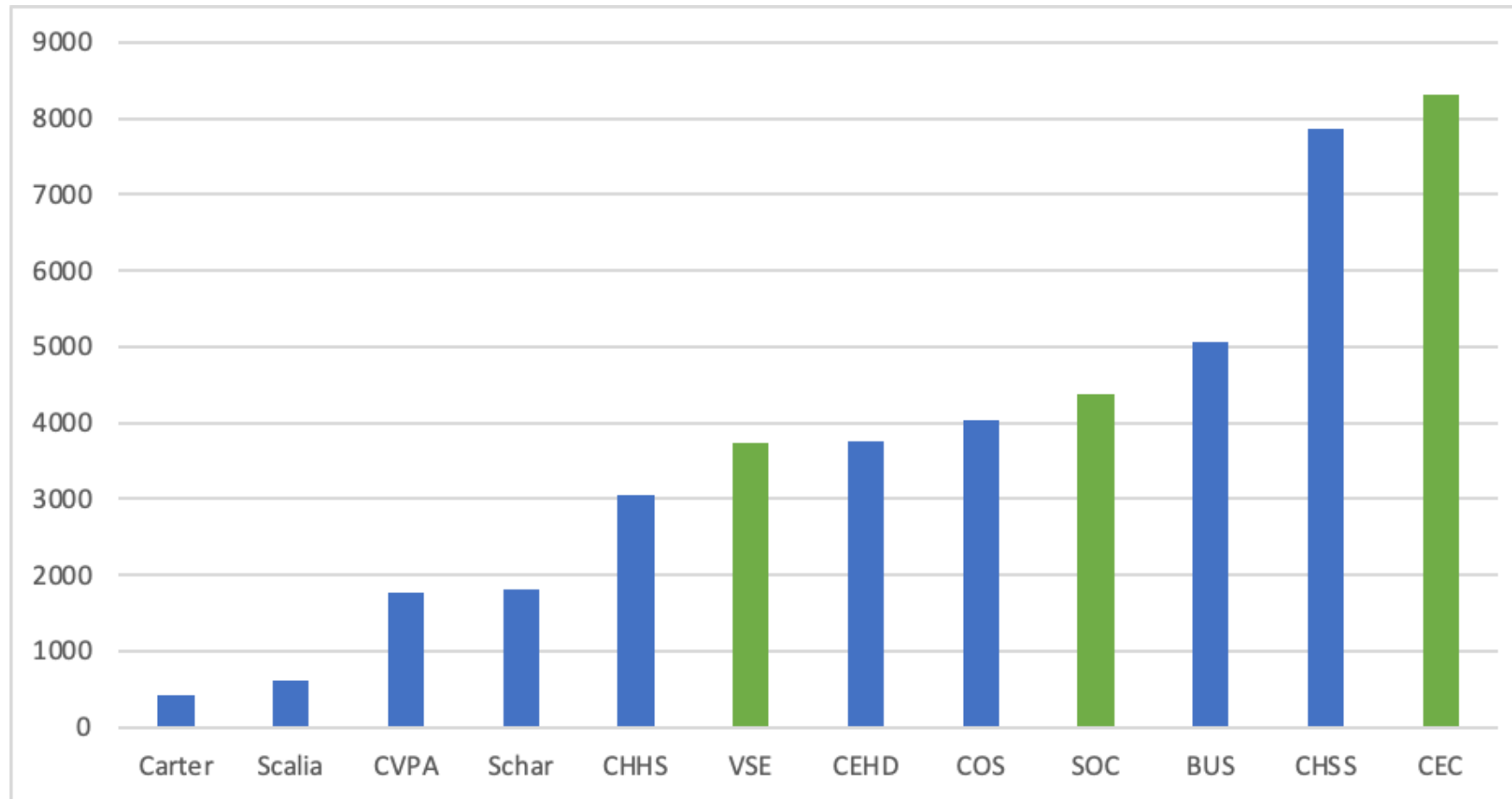
- **Supporting** contemporary computing education programs for students enrolled in the school and in majors and programs throughout the university;
- **Advancing** state-of-the-art research and scholarship in computing and in related domains within and across all of Mason's academic units, leveraging resources in the Mason IDIA including the new IDIA HQ;
- **Growing** the impact of computing advances through entrepreneurship, innovation and civic engagement to ensure that new knowledge generated by Mason's multidisciplinary computing community makes its way into new products, processes and services and inform the development of effective public policy essential in our increasingly computing-intensive world; and
- **Elevating** computing as a strategic differentiator for Mason by supporting its integration into programs in the humanities, education, science, policy, engineering, and the many other disciplines and domains across the university.

# SoC Faculty Community

**Conceptual Illustration  
of the Multidisciplinary  
Expertise of SOC  
Faculty**



# CEC and SoC Relative Sizes



# Multidisciplinary Computing

- Enhancement of the Mason Core and Digital Technology Credentials for Undergraduates
- Seamless Pathways Among SoC and Other Computing Majors and Programs
- BA in Computing
- Entrepreneurially-Focused Masters Degree in Computing
- Broadening Participation in Computing

# School/College-Related Organizational Change

(Action Item)

- Creation of College of Engineering and Computing
- Creation of the School of Computing within the College of Engineering and Computing
- Volgenau School of Engineering Becomes a School within the College of Engineering and Computing
- School of Art becomes the School of Art and Design

# Program Actions

## (Action Item)

Program Name Change

MS, Telecommunications *to* MS, Network Engineering (VSE)

Program Closures

MA, Graphic Design (CVPA)

MA, Computer Game Design (CVPA)

# Faculty Actions

## (Action Item)

Conferral of Emeritus/Emerita Status  
Election of New Tenured Faculty

# Announcements

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



# Reports

1. Degrees Awarded
2. Admissions & Student Profile

# Adjournment



# George Mason University School of Computing

## Final Report of the School of Computing Working Group

August 12, 2020

School of Computing Working Group Members:  
Deborah Crawford, Chair (Research), Ann Ardis (CHSS), Peggy Agouris (COS), Ken Ball (VSE),  
Laurence Bray (Graduate Ed), Rick Davis (CVPA), Nirup Menon (BUS), Maury Peiperl (BUS),  
Amarda Shehu (VSE), Bethany Usher (Undergraduate Ed), and Eva Wiese (CHSS)

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# I. INTRODUCTION

## A. 21<sup>st</sup> Century Computing

Our world is changing rapidly, driven in part by the ubiquity of computing and digital information and the vast array of systems and applications within which computing methods, tools, and technologies are embedded. As a 2018 report from the National Academy of Sciences indicates<sup>1</sup>,

*“A wide range of jobs in virtually all sectors demand computing skills to an unprecedented extent. And every academic discipline finds itself incorporating computing into its research and educational mission.”*

Computing has had considerable impact in education, changing how knowledge is shared and created, what is learned and discovered, and by whom. While computing was birthed by an academic community comprised largely of mathematicians, physicists, and engineers, today’s computing communities include researchers, educators, and practitioners in a wide variety of disciplines who use the techniques, tools, devices and methods of computing to advance their scholarly and creative activities, and to prepare future generations of digitally-sophisticated knowledge workers for all sectors of the economy. Equally important, an expanding multidisciplinary community of scholars is studying the adoption of computing technologies and the ways in which they are changing human activities.

The pace of innovation in computing has accelerated, creating strong links between knowledge creation and workforce preparation and development. In the first decade of the 21<sup>st</sup> century, research advances in sensor technologies, search engines, digital libraries and data analytics tools led to the creation of an abundance of digital data and applications to manipulate and leverage them. These data have created new economic and social opportunities as well as challenges, that in turn create new workforce and public policy requirements. Data science, an emergent subfield of computing, has taken root in the current decade enabled by advances not only in computing, but in related fields such as statistics, optimization, and applied mathematics. According to another 2018 report from the National Academy of Sciences<sup>2</sup>, graduates from data science programs will:

*“work in virtually every sector and will serve in a number of roles, including operating the systems on which analyses are run, preparing data for analysis, defining and coordinating the analysis, visualizing information, and supporting data-driven decision making to uncover the stories buried in the data. Others who use data science skills will be journalists, administrators, artists, lawyers, teachers and other workers who need some ability to understand and use data. A wide variety of instructional programs will be needed to prepare students for the data-enriched world of the coming years.”*

As computing becomes deeply integrated into all aspects of human life, the very future of work is changing, with automation impacting a growing number of occupations and changing the relationships between people and machines.

A 2017 report from the McKinsey Global Institute states<sup>2</sup>:

*“The technology-driven world in which we live is a world filled with promise but also challenges. Cars that drive themselves, machines that read X-rays, and algorithms that respond to customer*

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<sup>1</sup> “Assessing and Responding to Growth of Undergraduate Computer Science Enrollment”, <https://www.nap.edu/read/24926/chapter/1> <sup>2</sup> “Data Science for Undergraduates: Opportunities and Options”, <https://www.nap.edu/read/25104/chapter/1>

<sup>2</sup> “Jobs Lost, Jobs Gained: What the Future of Work will Mean for Jobs, Skills and Wages”, <https://www.mckinsey.com/featuredinsights/future-of-work/jobs-lost-jobs-gained-what-the-future-of-work-will-mean-for-jobs-skills-and-wages>

*service inquiries are all manifestations of powerful new forms of automation. Yet even as these technologies increase productivity and improve our lives, their use will substitute for some work activities humans currently perform—a development that has sparked much public concern... Societal choices will determine whether workforce transitions are smooth, or whether unemployment and income inequality rise. History shows numerous examples of countries that have successfully ridden the wave of technological change by investing in their workforce and adapting policies, institutions, and business models to the new era.”*

As computing continues to have an outsized impact on the global economy and on society more broadly, scholars and concerned citizens are coming together to examine and enhance public awareness about its consequences – both positive and negative. The preparation of digitally sophisticated knowledge workers and informed citizens requires that education initiatives address not only the upside of computing innovations and their rapid adoption, but also the development of critical thinking skills that help ensure that the downsides – such as those associated with digital surveillance, digitally encoded bias, and anti-trust regulations to name but a few – are explored, understood and mitigated.

## B. Computing in the Greater Washington Region

The Greater Washington Region (GWR) is a global hotspot for advanced industries whose competitive advantage depends upon computing talent. Almost one-quarter of a million people are employed in computer and mathematical (“computing”) occupations, more than twice the national average for a region of comparable size<sup>3</sup>. Considerable employment opportunities in the region attract students to Mason’s programs where they accrue advantages from the university’s proximity to and deep relationships with regional employers.

Universities in the GWR produce among the largest number of computing graduates in the country, attracting Fortune 500 firms like Amazon, General Dynamics, Capital One Financial, Northrup Grumman, DXC Technology, and others looking to tap the breadth and depth of the region’s globally-competitive and culturally-diverse workforce. Graduates with computing majors can expect to enjoy rewarding careers with significant earning potential and opportunities for high impact contributions in a range of sectors, including healthcare, engineering, business, education, entertainment, government, and many others.

Despite the efforts of universities in the GWR, regional employers, many of whom participate in the Greater Washington Partnership (GWP), have expressed concerns about the challenges of recruiting and supporting the development of a professionally diverse workforce with increasingly sophisticated computing competencies, regardless of major or profession of choice.

The Bureau of Labor Statistics predicts there will be more than 1.3 million U.S. tech job openings in 2022<sup>4</sup> – jobs that will be very hard to fill. To strengthen our innovation economy and close the computing workforce gap, we must continue to develop and diversify tech talent among traditional college-age populations as well as embracing individuals who have been traditionally underrepresented in higher education, including adult degree completers.

## C. The Tech Talent Investment Program (TTIP)

In 2017-2018, the Commonwealth of Virginia participated in a national competition to attract Amazon’s second headquarters (aka HQ2) to the state. Virginia’s (ultimately successful) proposal to Amazon – a collaborative venture led by the Virginia Economic Development Partnership and including P-20 institutions, the Governor’s Office, and

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<sup>3</sup> “Occupational Employment and Wages in Washington, Arlington, Alexandria”, [https://www.bls.gov/regions/mid-atlantic/news-release/occupationalemploymentandwages\\_washingtondc.htm](https://www.bls.gov/regions/mid-atlantic/news-release/occupationalemploymentandwages_washingtondc.htm)

<sup>4</sup> <https://www.bls.gov/opub/mlr/2013/article/occupational-employment-projections-to-2022.htm>

leaders from advanced industries and state and local government – highlighted the strengths of the GWR’s diverse innovation workforce, the presence of multiple world-class research universities (including Mason, the University of Maryland, George Washington University and others), Virginia’s business-friendly environment, and the quality and diversity of lifestyle amenities available in the Commonwealth.

On November 13, 2018, Virginia Governor Ralph Northam announced<sup>5</sup> that Amazon would locate HQ2 in Crystal City with a commitment to create more than 25,000 high-paying jobs by 2030. To meet the needs of Amazon as well as thousands of other Virginia employers constantly searching for world-class computing talent, Gov. Northam also announced the Commonwealth would invest \$750 million to grow Virginia’s tech talent pipeline and to diversify its innovation economy. This 20-year initiative – the Tech Talent Investment Program (TTIP) – seeks to increase the number of Virginia graduates from computer science, computer engineering and software engineering programs at both the undergraduate and the master’s level. Graduates from BS and MS programs with CIP codes 11.0101 (Computer Science), 11.0701 (Applied Computer Science), 14.0901 (Computer Engineering), 14.0903 (Software Engineering) – the so-called TTIP “eligible” programs – currently count toward these goals. Over the 2020-2039 period, TTIP funding will support the preparation of at least 12,500 additional BS graduates from eleven Virginia higher education institutions and at least 12,500 additional MS graduates from two institutions – Mason and Virginia Tech.

On that same day in November, Mason’s President Ángel Cabrera sent the following message to the university community emphasizing the importance of partnerships in realizing our shared innovation economy ambitions:

*As announced by the Governor today, the Commonwealth will make major investments in transportation and higher education. Investments will allow many of our sister universities across Virginia to expand computer science programs and Virginia Tech to build a new campus in Northern Virginia. We look forward to working with all of them to advance Virginia’s competitive position as a global leader in information technology...*

*Our Arlington Campus, which will occupy 1.2 million square feet near the new Amazon HQ, already enrolls more than 2,500 graduate students and faculty in public policy, law and business. The university will ... expand the campus with a new School of Computing and the Institute for Digital Innovation.*

Over the last 18 months, more clarity has emerged around TTIP investments in Mason. On November 7, 2019, Gov. Northam announced that the Commonwealth will provide Mason with funding totaling \$235 million over the 2020 to 2039 period to increase BS and MS degree production in TTIP “eligible” programs. The university committed to raise an additional \$125 million from philanthropic sources for a total investment of \$360 million.

Of the \$360 million, \$110 million will support an increase in “eligible” BS degrees production. Mason has committed to confer a total of 8,410 eligible degrees over the 20-year period—about 100 additional degree recipients every year over the 2018-2019 baseline. TTIP funding will support the recruitment and retention of faculty supporting related enrollment growth, including the provision of competitive start-up packages. In addition, the university will support initiatives that enhance student experience and success, including those focused on curricular innovations, experiential learning, and the provision of dedicated success coaches who support, among other things, effective community college to Mason articulation. As described in section III of this report, TTIP investments will have a spill-over effect, supporting thousands of Mason students in other majors who will be able to develop enhanced computing skills necessary to thrive in an increasingly tech-intensive world.

A total of \$250 million, provided in equal amounts by the Commonwealth and the university, will support the preparation of 7,538 MS degree recipients from “eligible” programs over the 2020-2039 period—about 275 additional MS recipients every year over the 2018-2019 baseline. A portion of the funding provided will support

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<sup>5</sup> <https://www.governor.virginia.gov/newsroom/all-releases/2018/november/headline-834007-en.html>



the recruitment and retention of world-class faculty innovator-educators in computing. Other funds will support the physical transformation of Mason’s Arlington campus at Virginia Square (VASQ), with the addition of a new mixed use ~500,000 SQF building that will serve as the headquarters (HQ) of the university’s Institute for Digital InnovAtion (IDIA). The IDIA website, [idia.gmu.edu](http://idia.gmu.edu), describes the assets that comprise IDIA, including its talented faculty community and its mature research and innovation centers and programs. The IDA HQ will anchor a new innovation district<sup>7</sup> at VASQ. Reflecting a new urban geography of innovation, innovation districts concentrate university R&D programs, corporate innovation labs, convening, collaboration and community programs, small high growth companies and related incubator/accelerator programs, diverse high-density residential options and retail – all in a compact urban setting that allows innovators to live, work, learn and play in a dynamic and highly collaborative environment.

The IDIA HQ and the VASQ innovation district will enhance the innovation quotient of the Rosslyn-Ballston (R-B) Corridor, building upon an impressive foundation already established by the Rosslyn and Ballston Business Improvement Districts (BIDs) and their corporate and residential partners. Working with its academic neighbors in the Ballston BID – George Washington University, Marymount University and Virginia Tech – as well as corporate and non-profit partners clustered throughout the length of the R-B “Innovation” Corridor, the IDIA HQ will add strategic innovation assets to this urban ecosystem including a sizable computing R&D portfolio in computing, thousands of faculty and student innovators, and innovation programs that support high-growth ventures like those provided by Mason’s Scalia Law School Innovation Clinic as well as by partners such as MACH 37 and Smart City Works. The university is working closely with Arlington Economic Development to attract additional organizations to the ecosystem whose competitive or mission-critical advantage is enhanced by the common computing innovation platform created.

In early 2019, the university received approval for and initiated a project to demolish the “original building” on its Arlington campus—the site that will house the new IDIA HQ. In August 2019, the university engaged consultants JLL, HR&A Associates and the Endurance Group to assist with the establishment of a Public-Private Partnership (P3) to design and build the ~500,000 SQF mixed-use facility and to activate related streetscape and innovation place-making programs. TTIP-funded and related graduate education programs will be located on our Arlington campus, bringing more than \$100 million of annual R&D activity and thousands of Mason faculty and student innovators to the campus and to the R-B Innovation Corridor. Together, these new programs will complement academic programs already located on the campus, including those of the Scalia Law School, the Schar School of Policy and Government, the School of Business, the School of Art, the Carter School of Peace and Conflict Resolution, and the College of Humanities and Social Sciences.

The combination of existing and newly-added intellectual and organizational assets will support the formation of trusted partnerships among all constituents and stakeholders, including, for example, the Arlington Center for the Arts, Arlington Public Schools, the American Legion, Arlington County, Arlington Partnership for Affordable Housing and the Ballston-Virginia Square Civic Association, as well as companies and other organizations already located or seeking to locate there to access the thriving innovation ecosystem. The university and its neighbor-partners will actively seek partnerships with national organizations such as the Cambridge Innovation Center, Quorum and others with experience and demonstrated success in supporting innovation as well as socially- and economically-inclusive growth. In partnership with our R-B Innovation Corridor neighbors, we plan to establish Virginia’s first innovation district to be recognized by the Global Institute for Innovation Districts<sup>6</sup>.

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<sup>6</sup> <https://www.giid.org>

<sup>7</sup> “The Rise of Innovation Districts: A New Urban Geography of Innovation”, <https://www.brookings.edu/wp-content/uploads/2016/07/InnovationDistricts1.pdf>

<sup>8</sup> <http://www.ballstonbid.com>

## D. Next Steps

It is within this dynamic environment that Mason seeks to launch its new School of Computing (SoC). Informed by the increasingly pervasive role of computing in society and leveraging the Commonwealth's TTIP investments, the university has an unprecedented opportunity to play a leadership role in shaping the future of computing regionally, nationally and globally while also enhancing inclusive economic prosperity and the quality of life for residents in the region and beyond.

In December 2018, Provost S. David Wu provided the SoC Working Group (WG) with the charge described in the Appendix. The WG met over the course of 2019, producing an interim report in December. Following five Town Hall meetings held in February and March 2020 at which input from over 100 Mason faculty and staff was collected, the WG issued its penultimate draft in May 2020 following which final faculty and staff feedback was solicited and incorporated into this, the WG's final report.

Consistent with Provost Wu's charge, the report:

- (i) examines Mason's current programmatic portfolio in computing, including both research and education programs and across all of our academic units;
- (ii) recommends how to organize the new school and how it will relate to and interface with the rest of the university;
- (iii) defines disciplinary and multidisciplinary education and research programs to be included in the SoC;
- (iv) identifies new education, research and training programs that the SoC may promote and support, and programs that might be refined or transformed; and,
- (v) proposes steps to be taken to increase the likelihood of a successful launch.

## II. MASON'S COMPUTING PORTFOLIO

### A. A Rich Multidisciplinary Computing Landscape

In 1986, Mason founded one of the first academic units in US higher education dedicated to research and education in the emerging field of computing. Established as a School of Information Technology and Engineering, Mason's new school launched with Departments in Computer and Information Sciences, Electrical and Computer Engineering, and Systems Engineering. Over the last 34 years, the school added departments in engineering fields like mechanical engineering and bioengineering, and became what we know today as the Volgenau School of Engineering (VSE). In Fall 2019, VSE enrolled the largest cohort of students among all Mason colleges and schools and at both undergraduate and graduate levels. VSE also includes the two largest departments by enrollment in the university – the departments of Computer Science (CS) and Information Sciences and Technology (IST).

Computing is not, however, the purview of just one academic unit at Mason. In fact, Mason's portfolio in computing includes contributions from most of its colleges and schools. The computational sciences, for example, have a history at the university predating the formation of the College of Science. The Institute for Computational Sciences and Informatics (ICSI) and the Computational Sciences and Informatics (CSI) PhD program were formed in the early 1990s. ICSI combined research from the [then] College of Arts and Sciences such as biology, chemistry, mathematics, and physics with research in the School of Information Technology and Engineering. The CSI PhD program provided a pathway for Mason students to pursue doctoral degrees in bioinformatics, computational chemistry, earth systems, computational mathematics, physics, and statistics, and space sciences. The CSI PhD program was, in fact, one of the first programs in the nation to address the growing role of computation in the sciences and it integrated three intellectual elements: a common computational sciences and informatics core, specialty tracks of computationally-intensive courses, and doctoral research.

In the last ten years, Mason’s computing programs have expanded significantly. The university now enrolls the largest number of undergraduate and graduate students in computing in the Commonwealth of Virginia, with growth outpacing that of all of our Commonwealth peers. In the 2018-2019 academic year, the institution conferred 1,074 bachelor’s degrees in eleven computing majors<sup>7</sup> across four academic units, *accounting for 19 percent of all bachelor’s degrees conferred that year at Mason*. Today, the university enrolls more than 6,000 undergraduate students in thirteen computing majors<sup>8</sup> across four academic units, and more than 2,000 graduate students in computing programs across five academic units.

Students may, for example, earn undergraduate or graduate degrees or certificates in Information Systems and Operations Management (ISOM) from the School of Business (BUS), Health Informatics from the College of Health and Human Services (CHHS), Geoinformatics and Geospatial Intelligence from the College of Science (CoS), Computer Game Design from the College of Visual and Performing Arts (CVPA), Learning Technologies and IT-e-Learning from the College of Education and Human Development (CEHD), and Cybersecurity Engineering from VSE. In FY 2021, the university will introduce: a new computer science education initiative at both bachelor's and master's levels, a collaboration among CEHD and VSE to produce computer science teachers for P-12 school systems; new MS programs in Climate Science (CoS) and Cybersecurity (VSE); and, a digital humanities certificate in the College of Humanities and Social Sciences (CHSS). Students majoring or minoring in the humanities and social sciences already have opportunities to work side-by-side with faculty and postdoctoral fellows on large-scale digital history and computational linguistics projects as well as computational science research projects in CHSS research centers and labs. Working with the Department of Computer Science (VSE) and Mason’s Quantum Science and Engineering Center, the Department of Physics & Astronomy (CoS) plans to introduce a new multidisciplinary quantum information science and engineering emphasis in the Applied and Engineering Physics degree to equip graduates with expertise in quantum computing, information, algorithms, and sensors.

## B. Undergraduate Programs

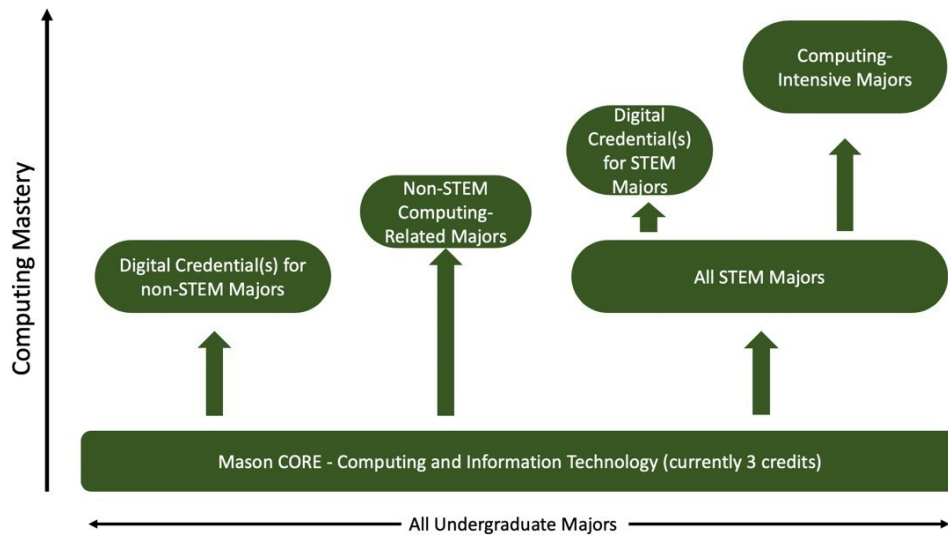
As computing innovations drive change in almost all aspects of our modern world, the preparation of digitally-sophisticated knowledge workers and informed citizens has become increasingly important. Consequently, Mason is committed to the development of scaffolded computing curricula and credentials that allow all Mason undergraduate students to develop foundational computing competencies and to build on these competencies to further their professional aspirations.

***Building Foundational Computing Competencies for All Majors:*** As indicated in Figure II-1 below, the Mason Core curriculum for all undergraduate students currently includes a three-credit Computing and Information Technology (CIT) requirement. Developed more than a decade ago, the CIT curriculum aims to provide students with an intellectual foundation upon which to build computing competencies specific to their majors, as well as to encourage students to acquire more advanced knowledge and skills.

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<sup>7</sup> The eleven majors are Applied Computer Science (VSE), Computational and Data Science (CoS), Computer Engineering (VSE), Computer Game Design (CVPA), Computer Science (VSE), Cybersecurity Engineering (VSE), Information Systems and Operations Management (BUS), Information Technology (VSE), Mathematics (CoS), Statistics (VSE), and Systems Engineering (VSE).

<sup>8</sup> The thirteen majors include the eleven majors in footnote 10 plus the BAS programs in Cybersecurity (VSE) and Cloud Computing (VSE).



**Figure II-1. Degrees of Computing Mastery at Mason**

The launch of the SoC creates a timely opportunity to reexamine the CIT requirement in the Mason Core to ensure that *all* Mason undergraduates are able to develop foundational computing competencies essential for success in an increasingly computing-intensive world.

**Augmenting Computing Competencies for non-STEM and STEM Majors:** Today, Mason students enrolled in non-STEM majors may elect to build on the competencies they develop in the Mason Core while also earning Digital Technology Credentials (see Figure II-1 above). Launched in AY 2019-2020 in collaboration with the GWP and other regional employers, Digital Technology Credentials for non-STEM majors equip Mason students with the entry-level computing skills that employers indicate they most need. Students can earn the digital analytics credential, for example, by completing a 15-credit hours minor in data analysis. Eleven GWR employers with sites across the region provide students committed to earning the credential with opportunities to be mentored or coached by company employees, to meet senior leaders, to receive priority consideration for internships, and guaranteed resume review and interview priority when seeking employment. Students enrolled in STEM majors already develop higher level competencies in computing given the integral role that computing plays in science and engineering practice. The university is now designing new Digital Technology Credentials for STEM majors to allow these students to master higher-level competencies in high-demand areas such as artificial intelligence and cybersecurity that augment those developed within their major of choice.

The development and support of Digital Technology Credentials for both STEM and non-STEM majors allows students enrolled in majors that are not specifically focused on computing to develop knowledge, skills and abilities in more advanced computing techniques. Coupled with curricular innovations in the Mason Core, these Digital Technology Credentials provide promising vehicles to provide *all* Mason undergraduates with the opportunity to develop and master sophisticated computing competencies.

**A Diverse Suite of Computing Majors:** Mason currently offers thirteen bachelor's degrees that specifically prepare students for computing occupations: Applied Computer Science (ACS), Cloud Computing (Cloud), Computational and Data Science (CDS), Computer Engineering (CE), Computer Game Design (Game), Computer Science (CS), Cybersecurity (Cyber), Cybersecurity Engineering (CYSE), Information Systems and Operations Management (ISOM), Information Technology (IT), Mathematics (MATH), Statistics (STATS) and Systems Engineering (SysE). Some of these computing programs are more algorithmically-intensive, e.g. CS or MATH, while others focus on the application of computing technologies and methods in a variety of settings (e.g. Cloud, Game, and ISOM).

A number of these programs also include concentrations, tracks, and other options to allow students to focus on a of the major (providing depth in, for example, data analytics) or to broaden their knowledge through exposure to other

disciplines (providing computing application perspectives, for example, in business or education). Students interested in a particular specialty of computing such as cybersecurity can choose from among at least four major options, including 1) CS (BS) with multiple courses in cybersecurity; 2) IT (BS) with a concentration in cybersecurity or information security; 3) CYSE (BS); and, 4) Cyber (BAS).

The support of thirteen majors provides students with a rich mix of four-year degree options from which to choose. However, the university doesn't currently provide students with the guidance they need to help them navigate their degree and concentration options, as well as their career placement opportunities.

Consideration should be given to the coordinated design and delivery of these majors to help students define their paths to success in an optimal way.

Fall 2019 enrollment by headcount in these thirteen undergraduate computing programs is described in Table II-1 below, with five-year (Fall 2015-Fall 2019) enrollment changes. In the 2019-2020 academic year, Mason enrolled 6,291 students in these programs, *approximately 24 percent of all Mason undergraduate students*. With the exception of MATH and SysE, enrollment in every one of the programs demonstrated growth over the five-year period. The largest program by enrollment headcount is IT (1,701 students), followed closely by CS (1,630 students) and then ISOM (1,151 students). The IT and CS majors are, in fact, the university's largest programs by headcount, with the ISOM major placing fourth (after the Biology major). The CS and ISOM programs demonstrated the largest five-year growth by headcount, at +753 (an increase of 86 percent over Fall 2015 levels) and +647 (an increase of 128 percent over Fall 2015 levels) respectively over the five-year period.

	ACS*	Cloud	CDS	CE*	Game	CS*	Cyber	CYSE	ISOM	IT	MATH	STATS	SysE	Total
<b>Fall 2019 Enrollment (HC)</b>	148	0	112	265	365	1630	101	490	1151	1701	193	48	87	6291
<b>5-Year Change (HC)</b>	+32	0	+109	+24	+157	+753	+101	+385	+647	+318	-25	+48	-81	+2468

**Table II-1. Fall 2019 Enrollment in Tech Majors and 5-Year Enrollment Change, both by Headcount (HC). TTIP Eligible Programs are marked with an asterisk(\*)**

In the last five years, the university has developed several new computing majors to meet the educational needs of adult learners, including Virginia's large and talented military and veteran communities – the BAS degrees in Cyber and Cloud. The Cyber concentration launched in 2016 and enrollment has grown to 101 students in three years. The Cloud program will enroll its first student cohort in 2020. The university projects considerable growth in both the Cyber and Cloud programs over the next few years.

Table II-1 also describes enrollment growth in TTIP “eligible” programs at the undergraduate level. Enrollment in the ACS and CS programs continues to be robust, with enrollment in CS increasing by 86 percent over the five-year period. With new TTIP investments in faculty and in student success, the university is confident that it can meet its TTIP commitment to prepare 8,410 graduates over the 20-year period. It is important to note, however, that enrollment in the CE major has been relatively flat over the past five years. To meet TTIP degrees conferred goals, more attention must be devoted to innovations in and marketing of this program to increase the number of students entering and persisting in it.

**Promising Partnership with the Virginia Community College System (VCCS):** Mason participates in Virginia's Guaranteed Admission Program and offers admission to Virginia community college students who earn associate's degrees with 2.85 cumulative GPAs and appropriate prerequisite coursework. The university enjoys a strong relationship with Northern Virginia Community College (NVCC), in particular, and the two institutions recently

launched the ADVANCE (2+2) program to increase the number of students entering NVCC en route to a four-year Mason degree. ADVANCE provides students with seamless pathways to four-year degrees<sup>9</sup>, improving

retention, reducing tuition costs and speeding the time to degree. All thirteen computing undergraduate programs participate in the ADVANCE program. In 2018-2019, transfer students represented 82 percent of first-time ISOM students and 78 percent of first-time IT students. In comparison, 53 percent of first-time students in all Mason programs were transfer students. Investments must continue to be made in ADVANCE to ensure student success in computing majors.

**Development of a Diverse Computing Workforce:** Table II-2 below presents demographic information about students enrolled in the thirteen computing programs in AY 2019-2020.

	ACS	Cloud	CDS	CE	Game	CS	Cyber	CYSE	ISOM	IT	MATH	STATS	SysE
%Women	16.9%	N/A	40.2%	9.4%	22.7%	18.7%	12.9%	19.8%	36.1%	23.4%	44.6%	37.5%	24.1%
% URM	23.0%	N/A	22.3%	25.3%	24.9%	22.8%	35.6%	17.8%	26.8%	28.2%	28.0%	20.8%	20.7%
% Pell eligible*	25.0%	N/A	22.3%	24.2%	19.2%	26.4%	51.5%	20.7%	36.8%	39.5%	27.5%	16.7%	28.7%
% First-in-Family	21.6%	N/A	21.4%	27.2%	19.2%	22.9%	39.6%	18.6%	34.9%	34.6%	22.8%	0.6%	16.1%

**Table II-2. Students Enrolled in Mason Computing Majors**

\*Students who received a Pell Grant during the 2019-20 academic year

The Cyber (51.5 percent), IT (39.5 percent) and ISOM (36.8 percent) programs enroll larger cohorts of students eligible to receive Pell Grants compared with the Mason average of 33 percent. Underrepresented minority students and students who are first in their families to go to college are represented in significant percentages in the same three computing majors. Women are represented in CDS, ISOM, MATH and STATS at levels significantly higher than the national average of 17 percent for computing programs. With the exception of CE, the percentage of women and underrepresented minority students in computing at Mason exceeds the national averages of 17 percent and 15 percent respectively.

To further increase the participation of underrepresented groups in computing, VSE currently participates in the Diversity Recognition Program of the American Society for Engineering Education, where the school's efforts have been recognized with a Bronze Award. VSE recently recruited a Chief Diversity Officer (CDO) to advance diversity, equity and inclusion (DEI) initiatives throughout its programs and in university-wide efforts to improve DEI success. The diversity of the student population enrolled in Mason's computing programs is a unique and powerful strength. Mason must continue to support a culturally and economically diverse student community leveraging the expertise and the resources that the CDO and other colleagues bring to impactful initiatives in this area.

### C. Graduate Programs

Mason supports a rich set of graduate programs in computing, both at the master's and doctorate levels. These programs are described in more detail below.

**Computing Master's Programs:** The university currently offers 22 master's programs across five colleges and schools to individuals seeking to update or enhance their computing skills while advancing their professional

<sup>9</sup>“ADVANCE: A Community College and University Partnership Model for Expanding and Diversifying the Talent Pipeline to the Jobs of Tomorrow, Proceedings of the 2019 Collaborative Network for Engineering and Computing Diversity (CoNECD) Conference, ASEE Paper ID #24972, Crystal City, VA, April 2019 (K.S. Ball, O. Barton, Jr., S.A. Caraballo, L. Wilson Durant, M. Marks, A. Jarrouj, and R.R. Parker).

ambitions. Table II-3 overleaf presents enrollment data by headcount in these programs. In comparison with undergraduate enrollment trends that show significant growth in computing programs (+2,468 students over five years), enrollment growth in the university’s graduate programs has shown only a modest increase, adding only +147 students over the same five-year period. In addition, several MS programs show significant enrollment decline (e.g. Telecommunications (-115) and Information Systems (- 50)).

<i>Degree Program</i>	<b>2019 Fall Census</b>	<b>5-Year Change</b>
Applied Information Technology (VSE)	163	+14
Bioinformatics & Computational Biology (CoS)	17	0
Biostatistics (VSE)	6	+2
Climate Science (CoS)		
Computational Science (CoS)	13	+2
Computer Engineering* (VSE)	40	-25
Computer Forensics (VSE)	66	-6
Computer Game Design (CVPA)	3	0
Computer Science* (VSE)	179	+26
Cyber Security (VSE)		
Data Analytics Engineering (VSE)	475	+350
Geoinformatics & Geospatial Intelligence (CoS)	16	-14
Health Informatics (CHHS)	130	+64
Information Security & Assurance (VSE)	47	-19
Information Systems (VSE)	29	-50
Mathematics (CoS)	12	-22
Operations Research (VSE)	35	-15
Secure Information Systems (BUS)	1	-31
Software Engineering* (VSE)	92	+7
Statistical Science (VSE)	36	0
Systems Engineering (VSE)	51	-21
Telecommunications (VSE)	42	-115
<b>TOTAL</b>	<b>1453</b>	<b>+147</b>

**Table II-3. Enrollment in Tech MS Programs by Headcount (HC)**  
(TTIP eligible programs are marked with an asterisk (\*))

One MS program stands apart, demonstrating significant enrollment growth over the five-year period – the Data Analytics Engineering (DAEN) program. This multidisciplinary program, a collaboration among all VSE departments as well as CHHS and BUS, was developed in partnership with regional employers and serves as inspiration for future MS program planning. The Health Informatics program also gained traction, showing consistent growth over the last two years thanks in part to its launch as a wholly on-line option in partnership with Wiley Education Services (Wiley). In the spring of 2019, Mason launched a wholly on-line MS DAEN option and in 2020 will add the Applied Information Technology (AIT) program, both in partnership with Wiley. Significant enrollment growth is projected in these online programs.

TTIP eligible MS programs, namely CE, CS, and Software Engineering (SWE) show either very modest growth (CS, SWE) or some decline (CE) in enrollment. To realize Mason’s TTIP commitment to produce 7,538 graduates from eligible programs over the 2020-2039 period, the university must make significant investments in these programs, innovating in program design to meet student and employer needs, implementing strategic marketing initiatives, and enhancing student capture and placement in in-person, hybrid, and on-line programs. The DAEN program should serve as inspiration in the re-design and strategic repositioning of “eligible” MS programs.



**Computing PhD Programs:** Table II-4 overleaf summarizes enrollment by headcount in eleven PhD programs preparing graduates for computing-related occupations in the knowledge economy: CS, IT, STATS, Bioinformatics & Computational Biology (BCB), Climate Dynamics (CD), Computational Science & Informatics (CSI), Computational Social Sciences (CSS), Earth Systems and Geoinformation Science (ESGIS), Electrical & Computer Engineering (ECE), MATH, and Systems Engineering & Operations Research (SEOR).

	CS	IT	STATS	BCB	CD	CSI*	CSS	ESGIS	ECE	MATH	SEOR	Total
Fall 2019 Enrollment	112	70	20	65	2	48	39	77	65	43	27	568
5-Year Change	+9	-6	+3	+21	0	-26	-6	-7	+5	+6	+1	0

**Table II-4. Enrollment in Computing PhD Programs (HC)**

\* Enrollment reductions in the CSI program reflect changes in PhD program design in CoS

As Table II-4 indicates, enrollment in PhD programs has remained flat overall over the Fall 2015 to Fall 2019 period, despite the fact that Mason’s computing research expenditures have more than doubled over the same period.

Clearly, enrollment growth in computing majors at the undergraduate level is not matched at the graduate program level. Graduate programs have generally experienced very modest (total across all MS programs) to no growth (total across all PhD programs). *Building on growth in undergraduate programs and capitalizing on the momentum established by TTIP and the launch of the SoC, the university must innovate more in its graduate portfolio, investing resources in the support of graduate programs that add value to its research and innovation mission, including in the recruitment and retention of full-time MS and PhD students.*

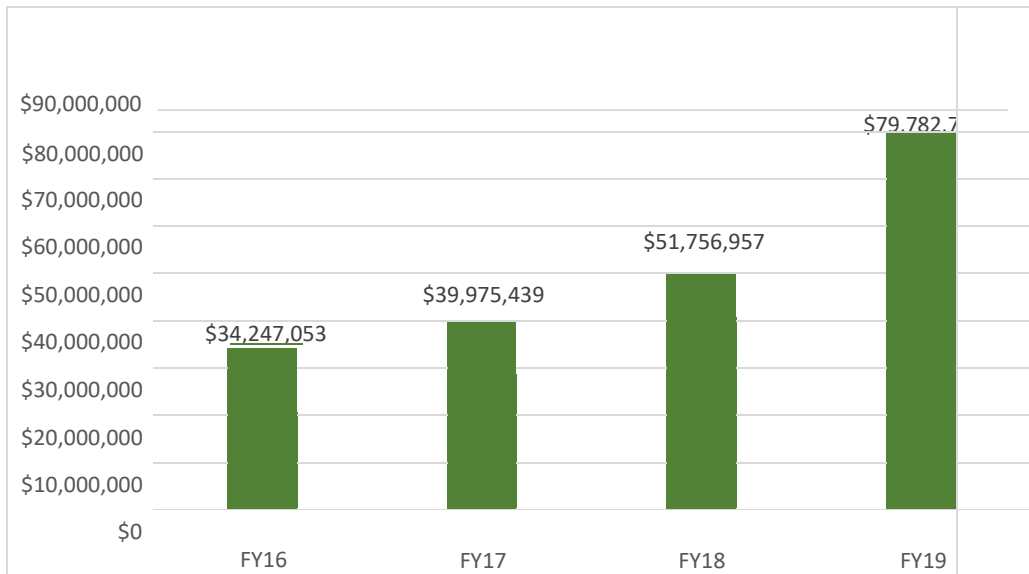
## D. Research and Innovation

The impact of computing can be observed in every one of Mason’s academic units. Advances in research, scholarship, and creative work are found in the computational design of new therapeutics (Shehu, CS), models to better understand climate change (Kinter, Atmospheric, Ocean and Earth Sciences), population health analytic tools to predict and manage health (Sikdar, Bioengineering, Thompson, Psychology), data-intensive computing to study black hole dynamics (Satyapal, Astronomy), securing cyber-physical systems (Sasan, ECE), clinical trial design (Diao, STATS), development of smart infrastructure (Lattanzi, Civil, Environmental and Infrastructure Engineering), computational neuroscience (Barreto, Cressman, So, Physics), enhancing human-machine collaboration (Purohit, IST), modeling complex materials (Emilianenko, Math), advancing social robotics and design thinking (Wiese, Psychology), practicing smart agriculture (Di, Geography & Geoinformation Science), novel approaches to user experience design (Bannan, Education), and the development of software tools (e.g. Zotero, Omeka, & Tropy, History) used by humanities researchers and organizations worldwide. More than 300 Mason faculty and thousands of Mason students already contribute to the university’s computing research portfolio.

The university launched its new Institute for Digital InnovAtion (IDIA) in June 2020 (see [idia.gmu.edu](http://idia.gmu.edu)) to support and promote faculty and students whose research and scholarship advances or engages with computing. As indicated above, IDIA builds on an exceptionally strong base of research in computing already underway within the university. In FY 2020, sponsored research expenditures in computing exceeded \$100 million, slightly less than half of the university’s overall sponsored research portfolio, and up from \$34 million in FY 2016 as indicated in Figure II-2 overleaf.

The formation of the SoC and IDIA will amplify the impact of Mason’s research and education programs in computing, providing new opportunities for faculty collaboration and impacting the university’s reputation and ranking as a thought leader in computing for decades to come.





**Figure II-2. Annual Research Expenditures in Computing**

### III. LAUNCHING THE SCHOOL OF COMPUTING

Mason has developed significant education and research strengths in computing over the past decade, and today supports 13 undergraduate majors, 22 masters programs and 11 PhD programs developed specifically to serve individuals interested in computing-related occupations. Building on these strengths, the formation of a contemporary School of Computing (SoC) – the first in the Commonwealth of Virginia – provides the university with unprecedented opportunities both to establish computing as one of its strategic differentiators *and* to assume a leadership role in shaping the future of computing, regionally, nationally and globally. In AY 2020-2021, Mason will seek SCHEV approval to launch the SoC, while working towards enrolling the first classes of SoC students in the Fall of 2021 (i.e. for AY 2021-2022).

The SoC WG recommends that the new school embrace four mission components:

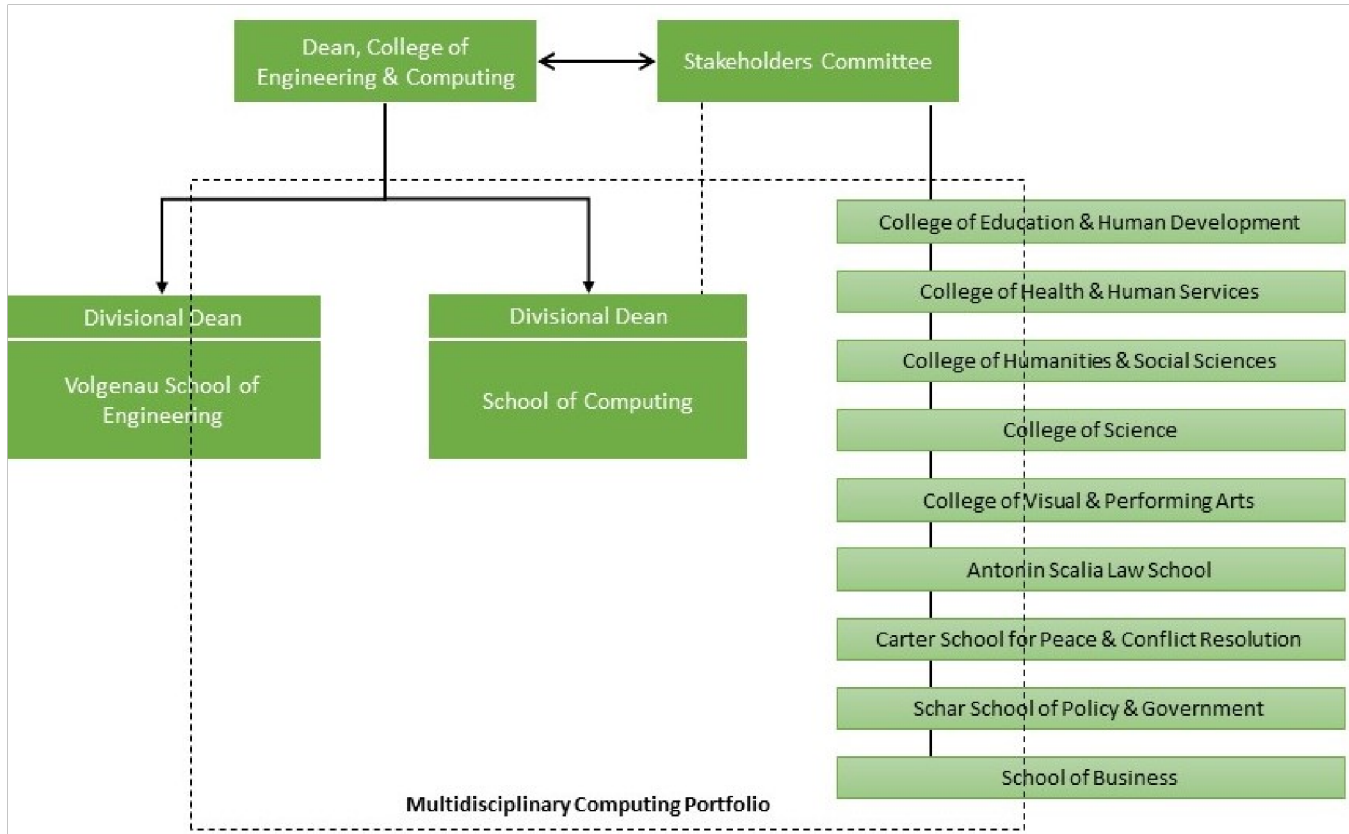
- Supporting contemporary computing education programs for students enrolled in the school *and* in majors and programs throughout the university;
- Advancing state-of-the-art research and scholarship in computing and in related domains within and across all of Mason’s academic units, leveraging resources in the Mason IDIA including the new IDIA HQ;
- Growing the impact of computing advances through entrepreneurship, innovation and civic engagement to ensure that new knowledge generated by Mason’s multidisciplinary computing community makes its way into new products, processes and services and inform the development of effective public policy essential in our increasingly computing-intensive world; and
- Elevating computing as a strategic differentiator for Mason by supporting its integration into programs in the humanities, education, science, policy, engineering, and the many other disciplines and domains across the university.

#### A. Structure and Relationship with Other Academic Units

To ensure the provision of robust organizational support to the SoC as it is launched, the school will remain within a new College of Engineering & Computing (CEC) as indicated below in Figure III-1. This structure recognizes the existing concentration of computing-intensive programs, faculty, students, staff, facilities, equipment and other resources in VSE. The SoC will begin with the departments of CS, IST, and statistics, whose numbers included 63

full-time tenure-line faculty, 37 full-time term faculty and 119 adjunct faculty. Other VSE departments will be housed in a new School of Engineering within the CEC. All of the programs that are accredited by the ABET Computing Engineering Commission will be housed in the SoC, while all of the programs that are accredited by the ABET Engineering Accreditation Commission will be housed in the School of Engineering.

This organizational structure is intended to support vigorously the engagement of Mason’s other academic units in computing-related programs, research, and activities and, in particular, multidisciplinary collaborations with all of the CEC departments and both CEC schools. To ensure that the SoC becomes a Mason-wide asset that supports computing in the broadest sense, the SoC will have a Stakeholders Committee to provide oversight and accountability for executing its mission.



**Figure III-1. Multidisciplinary Organizational Structure of the SoC**

As envisioned, the SoC will be governed by a multidisciplinary Stakeholders Committee that includes: 1) five deans appointed by the Provost; 2) the chairs of the three SoC departments (CS, IST and Statistics); 3) two at-large faculty selected to represent the university community’s broad multidisciplinary interests in computing; and 4) the Divisional Dean of the SoC. The Stakeholders Committee will be co-chaired by the CEC Dean and a dean from another academic unit appointed by the Provost. By-laws and policies for the Stakeholders Committee will be developed to ensure that the committee is well positioned to help the SoC realize its mission and goals. By-laws will include membership requirements for the Stakeholders Committee as the SoC grows and evolves.

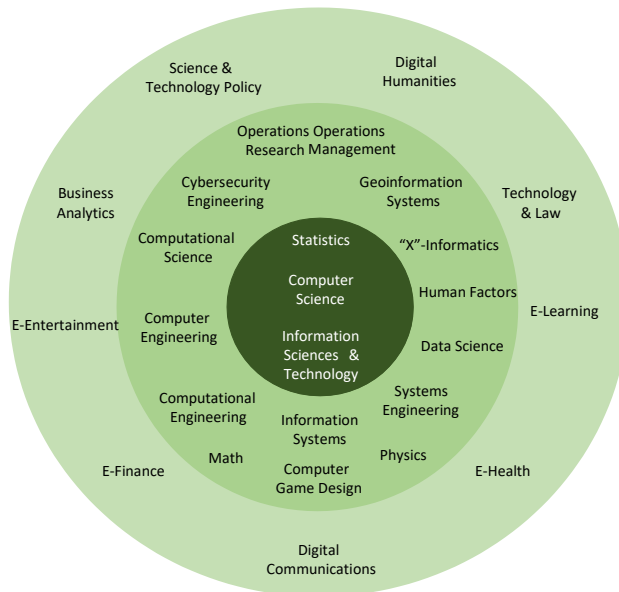
As envisioned, the SoC will be led by a Divisional Dean, who will report to the CEC Dean and will hold a faculty appointment in the new school. The Divisional Dean will work with the Stakeholders Committee to advance the multidisciplinary mission and goals of the school.

The CEC Dean will be responsible for providing organizational support to the SoC, including Human Resources, space, equipment, and IT support, etc. It is anticipated that the CEC will adopt existing VSE policies and procedures, updating them over time to reflect the evolving needs of the new college and its two schools.

## B. Faculty Community

The faculties of the CS, IST, and Statistics departments will hold primary appointments in the SoC at its inception. In support of the SoC's multidisciplinary mission, Mason faculty whose expertise contributes to modern computing and whose appointments are in departments outside CS, IST and Statistics are encouraged to request joint, secondary or affiliate appointments in the school. The process for considering and making such appointments will be defined by the Stakeholders Committee during the Fall of 2020. It is anticipated that all faculty with primary, joint and secondary appointments in the school will be able to serve as instructors of record for SoC classes, with appropriate revenues flowing to their respective primary units<sup>10</sup>.

Figure III-2 overleaf provides a conceptual depiction of the multidisciplinary scope of SoC faculty interests and expertise. While faculty with expertise and appointments in CS, IST and STATS will have primary appointments in the new school, faculty with expertise in, for example, mathematics, data science, computer engineering, game design, technology and law, science, technology and society and digital humanities, may choose to request joint, secondary or affiliate appointments. Based on discussions at faculty town hall meetings held in February and March 2020, the SoC WG is encouraged that as many as 75 Mason faculty may request such appointments during AY 2020-2021.



**Figure III-2. Conceptual Illustration of the Multidisciplinary Expertise of SoC Faculty**

## C. Budget

The SoC Divisional Dean will have full budget authority for funds allocated to the SoC, including a) E&G revenues allocated in the formal revenues split provided to both schools within the CEC Dean's jurisdiction, as well as b) TTIP operating funds allocated directly to the SoC by the Provost. TTIP operating funds will be allocated to the SoC commensurate with the eligible degree recipient outcomes it generates, as well as the school's ongoing and future commitments to degree production in the eligible programs. The School of Engineering will also receive TTIP operating funds commensurate with its plans and performance toward TTIP goals for CE programs.

<sup>10</sup> Faculty who attended the town hall meetings to inform finalization of this report noted that the university should incentivize faculty with computing expertise but whose homes are not in CS and IST to teach classes in the rapidly growing CS and IT majors. This would improve instructional quality and create desirable efficiencies while also promoting revenue sharing.

Funds recovered as indirect costs on sponsored projects will also be provided to the SoC Divisional Dean and the SoC faculty consistent with policies and practices established and supported by the Provost and the CEC Dean.

Aligned with their budgetary authority, the SoC Divisional Dean will have full responsibility for developing and executing recruitment and retention plans/packages for faculty with primary appointments in the SoC as well as for related staff. The Provost will allocate TTIP funds to support the increased workload of other units supporting students in computing programs, such as (but not limited to) the Department of Mathematics, the Mason Library and University Life. The SoC Divisional Dean will be responsible for working with the Stakeholder Committee to coordinate strategic multidisciplinary faculty hiring processes across all relevant units within the university. The process for appointments (including primary, joint, secondary and affiliate appointments) as well as tenure and promotion decisions will be developed in consultation with the CEC Dean and the Stakeholders Committee, and will be consistent with university policies.

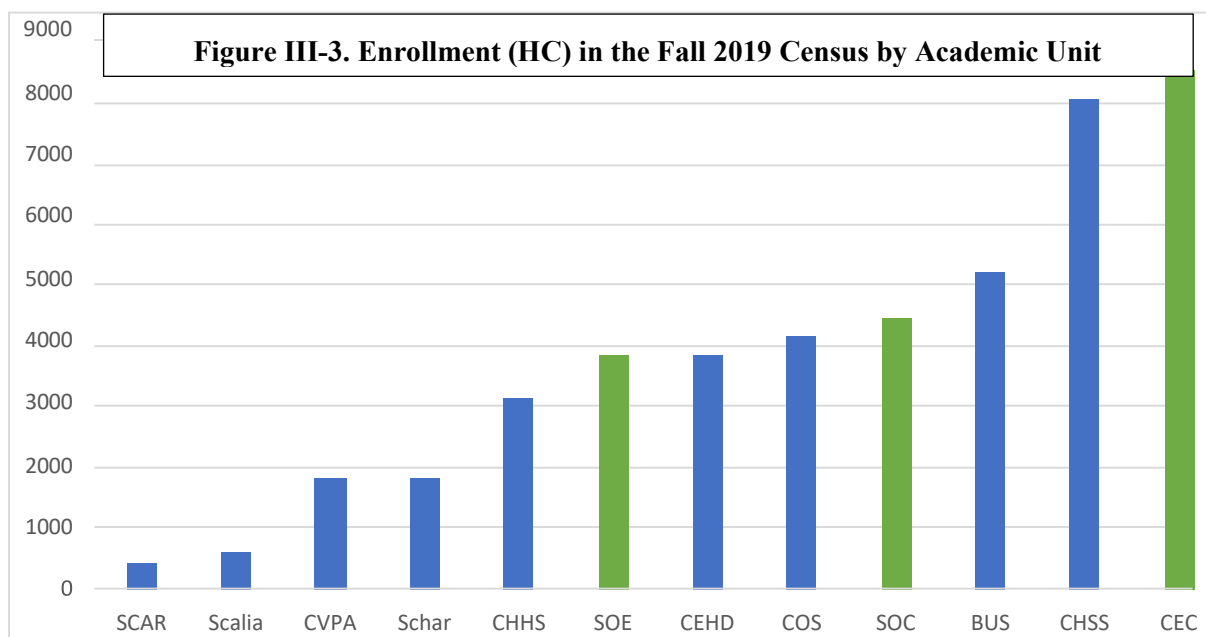
### D. Enrollment

In its earliest implementation the SoC will support the undergraduate and graduate programs described below.

- **Undergraduate Programs:** Applied Computer Science (BS), Cloud Computing (BAS), Computer Science (BS), Cybersecurity (BAS), Information Technology (BS) and Statistics (BS)
- **MS Programs:** Applied Information Technology, Biostatistics, Computer Science, Information Security & Assurance, Information Systems, Software Engineering, Statistical Science  
**PhD Programs:** Computer Science, Information Technology, Statistical Science

In the Fall 2019 census, these programs enrolled 3,628 undergraduate students, 552 MS students, and 202 PhD students. By student enrollment – see Figure III-3 below – the new SoC will be situated between the CoS and BUS, and will be considerably larger than other academic units like Schar, CVPA, and CHHS.

Within the new school, faculty may wish to consider organizing around traditional departments or, as proposed by some faculty, in divisions organized more flexibly to support academic programs and to facilitate interdisciplinary work. The pros and cons of the options considered will be developed by the multidisciplinary SoC faculty community in collaboration with the Stakeholders Committee in the 12 months leading up to the new school’s official launch in the summer of 2021.



## E. Undergraduate Programs

The WG recommends that faculty with appointments in the SoC work together to examine the six SoC majors to be housed in the school (ACS, Cloud, CS, Cyber, IT and STATS) *with the goals of optimizing student enrollment, retention and graduation rates, increasing the diversity of students supported by the school, and providing pathways that support seamless transitions between majors.*

Some faculty members have already indicated interest in developing an SoC computing core, based on computational thinking, that might be shared by all undergraduate programs housed within the new school. A well-designed common core has potential to better support students interested in pursuing SoC majors, with the goal of introducing fundamental computing concepts that would be further explored and eventually mastered in advanced courses. A thoughtful balance of flexibility and structure will empower students to pursue their intellectual and professional goals through a suite of curricular options that may be personalized to their circumstances, interests and career aspirations.

The new common core within the SoC should be designed to articulate with associates programs in the community college system to provide four-year degree opportunities for students who begin their higher education journeys in community college. The ADVANCE program should be leveraged to ensure that the SoC continues to support a diverse community of students, with TTIP funds deployed to facilitate curricular innovations and to support the provision of advisors and success coach services to guide and mentor students from their earliest enrollment.

SoC programs must also continue to serve a growing number of adult learners who seek to complete their four-year degrees in computing, some of whom may already be in the computing workforce. The new school must continue to support programs like the BAS programs in Cyber and Cloud, which play an important role in meeting the needs of students and regional employers. Equally important to the support of non-traditional students is the development of wholly on-line bachelor's programs in computing; the IT major is already available on-line and recent experience with wholly on-line instruction may create additional demand for access to this learning modality. The university's strategic partnership with Wiley may provide a critical implementation vehicle for development of these programs. And of course, students enrolled in computing programs may be uniquely positioned to leverage on-line modalities to enhance their learning experiences.

Recognizing the application of advanced computing knowledge and skills across many domains, and the power of joining content creation and design with digital fluency, the SoC is encouraged to partner with programs in the arts and humanities to develop minors and/or certificates in such areas as creativity, collaboration, and design thinking. Credentials like these may prove to be a significant advantage to SoC and other computing majors as they enter a workforce that increasingly demands more than sophisticated technical abilities to compete. Non-linear, collaborative problem-solving, focused creativity, user-experience design, and rigorous attention to the human factors at play (including ethical and social considerations) in the conception and execution of computing-based products and services will serve to distinguish a Mason computing graduate who participates in one of these additional credentialing programs.

## F. Graduate Programs

SoC faculty should also give thoughtful consideration to the professional and research-intensive masters programs it supports. Among other things, this will be essential to realize the enrollment projections in eligible programs necessary to meet TTIP goals and to ensure the availability of TTIP funds to support the school's launch, growth and success.

Informed by the recommendations of a multidisciplinary Working Group chaired by the Associate Provost for Graduate Education, Laurence Bray, and whose report will be released concurrent with this one, SoC faculty are encouraged to examine MS programs currently supported (i.e. AIT, CS, Information Security & Assurance, Information Systems, SWE, and Statistical Science) and identify opportunities to consolidate, revamp, and/or phase out under-subscribed programs. Such changes will create an opportunity to strengthen the school's MS portfolio while forging stronger relationships with employers in a manner that fully serves SoC students and society.

Similarly, the SoC is encouraged to develop strategies to leverage the university's partnership with Wiley or similar entities to deliver micro-credentials and master's degree options that are offered on-line, through hybrid delivery, or in more conventional in-person settings.

The WG encourages the SoC to work closely with other Mason academic units and with partners at other Virginia institutions, including Marymount, James Madison University (JMU) and the University of Mary Washington (UMW), in the co-development of MS programs, including accelerated masters. The development of structured, yet flexible pathways for (Mason, JMU, Marymount, UMW and other) undergraduate students to enter accelerated master's programs at an early stage in their undergraduate education is desirable, easing their way to successful graduation within five years. Moreover, the support of accelerated masters programs with students from a variety of Virginia undergraduate schools and programs creates intellectual diversity that enriches student learning experiences and is attractive to future employers. The SoC should deploy recruitment and marketing strategies to attract students to these 4+1 or 3+2 programs with the intention of preparing highly specialized students in a more efficient, cost-effective and timely manner. With the first accelerated MS program now in place between UMW and Mason, plans for outreach to other Virginia institutions must continue to be pursued, including to the state's Minority Serving Institutions to broaden participation in computing programs.

Finally, working closely with Mason's Office of Graduate Education, the SoC must develop strategies to support the nationally- and internationally-competitive recruitment of exceptional students into its MS and PhD programs to support growth and enhance the institution's reputation as a research university leader in computing.

## G. Recruiting Leadership and Developing Faculty and Staff Talent

One of the first steps on the critical path to the implementation of the SoC is the appointment of an interim Divisional Dean, followed by an open international search for its permanent Divisional Dean. The Divisional Dean must work closely with the CEC Dean, the Stakeholders Committee, and the SoC faculty to define the roles and responsibilities for the administrative team necessary to support the school's successful implementation and longer-term growth. TTIP and other operating funds will be deployed to support the appointment of the Divisional Dean and the administrative team.

TTIP and other related operating funds will also be allocated to help recruit and retain excellent faculty talent, including providing robust startup packages. The SoC must demonstrate a sustained commitment to the development and support of an increasingly diverse faculty community. Recruitment and retention strategies for research-active faculty should include the allocation of research and innovation labs being developed in the IDIA HQ, where collaboration with private and public sector entities located on the R-B Innovation Corridor as well as in the adjacent Crystal City neighborhood where Amazon HQ2 will locate, will be much easier to achieve and sustain.

It is worth noting that between the Fall of 2015 and the Fall of 2019, the number of full-time tenure-line and term faculty in the Departments of CS, IST and STATS increased by only 23 while the number of students enrolled in CS, IST and STATS programs increased by almost 1,600. During the 2019-2020 Academic Year, an additional 20 new full-time instructional faculty (tenure-line and term) have accepted offers to join Mason in August 2020. Four offers are still pending. Faculty recruitment for the SoC must continue at this pace in its inaugural year and beyond, leveraging both tuition revenue growth and TTIP funds.



## H. Industry Engagement and Guidance

SoC success will be measured in part by the performance and impact of its graduates in industry. Deep engagement with regional and national employers will be critical in the formulation of core computing competencies that SoC and other computing graduates must master. As these graduates excel in the workforce, employers will become increasingly vested in the SoC's success. The creation of a Task Force, appointed by the Provost and led by the Associate Vice-President, IDIA HQ Initiative, with significant participation from SoC and other computing-relevant units on campus, should be undertaken to engage industry leaders, including through the GWP, to outline industry driven computing skills. This engagement will be critical to the creation of curricula and programs that meet the industry demands of today while preparing students to thrive in the constantly evolving technological landscape of many tomorrows.

### I. Support for Multidisciplinary Computing

As indicated previously, the SoC *must* play a leadership role in facilitating, harmonizing and supporting computing programs across all academic units such that Mason's multidisciplinary computing portfolio forms a coherent, compelling and powerful whole. The creation and adoption of a comprehensive and expansive view of computing will continue to inspire faculty and student interest and research and education success at Mason.

***Enhancement of the Mason Core and Digital Technology Credentials for Undergraduates:*** It is anticipated that SoC faculty – those faculty with primary, joint, secondary and affiliate SoC appointments – will work together to explore curricular innovations in the Mason Core to support the development of scaffolded learning opportunities for students across all majors. Students who may not initially understand the opportunities inherent in pursuing a credential, certificate, or minor in computing should be able to develop a broad perspective on computing in the Mason Core, with specialization occurring as they learn more about their interests. With a revamped computing curriculum in the Mason Core, every Mason undergraduate will be able to develop foundational computing competencies necessary to thrive in an increasingly digital world.

As indicated earlier in this report, the university has already begun to develop and in some cases deliver innovative Digital Technology Credentials for non-STEM and STEM majors, allowing students enrolled in majors outside the SoC to build on the computing competencies they develop in the Mason Core and in their programs of study. SoC faculty should work closely with colleagues in other units to help develop industry informed credentials in, for example, cybersecurity, cloud computing, data analytics and machine learning, which will allow non-SoC students to augment their deep knowledge in their major with actionable digital skills for the workplace and for life.

***Seamless Pathways Among SoC and Other Computing Majors and Programs:*** Since Mason students and other stakeholders are best served by computing programs that promote and support coordinated growth and minimize duplication and confusion, the SoC *must serve as a trusted partner to other units and lead the strategic development of a comprehensive portfolio of computing programs and activities.*

Accordingly, the multi-unit, multidisciplinary computing community should strive to support a suite of computing programs with well-defined pathways between programs that help students navigate their paths to degree completion in an optimal and intellectually-rewarding manner. Students interested in pursuing a major in computing should be able to develop a broad perspective on computing at the beginning of their academic journeys, with specialization occurring as they learn more about their interests and as they are better positioned to make informed decisions about specialization within their programs of study. As stated earlier within the context of SoC programs, a thoughtful balance of flexibility and structure should empower students to pursue their intellectual and professional goals through a set of curricular options that may be personalized to their interests and career aspirations.

Recognizing that only about one-half of the undergraduate majors currently identified as computing majors will be housed fully within the SoC, care must be taken to ensure that SoC programs articulate with and complement major options in other units, for example, with ISOM in BUS, CDS in CoS and Computer Game Design in CVPA. With the development of a common core for majors within the new SoC, its articulation with curricular requirements in other computing majors is highly desirable. While each undergraduate degree and concentration option may have a slightly different emphasis, computing majors will ideally share many of the same core technical requirements. For example, STEM majors in the ISOM program are required to take at least 15 credits on computing-related topics in their course of study, while non-STEM majors in the BS in Business with a Management Information Systems (MIS) concentration must earn 21 credits in computing-related topics.

***BA in Computing:*** Faculty in several departments at Mason have already expressed interest in the creation of a BA in Computing that builds on a common computing core but which allows students the flexibility to apply computing in multiple contexts (e.g. in healthcare, business, government, etc.). The establishment of such a program may reduce pressure on existing programs such as the BS in CS by providing options for students who are more interested in the interdisciplinary application of computing. This program should be explored in a collaborative multidisciplinary context taking into account existing programs such as those supported in the departments of CDS, Math, and ISOM, etc.

***Entrepreneurially-Focused Masters Degrees in Computing:*** As Virginia seeks to diversify its innovation economy, consideration should also be given to the development of computing-intensive MS programs that allow students to master graduate-level computing competencies while also developing entrepreneurial and business skills essential to innovation in the marketplace. These programs should be developed by SoC faculty in partnership with colleagues in Mason's Business, Schar Policy and Government, and Law schools to create experiential learning opportunities for students in MBA, MPP, LLM and computing programs. Inspired by the creative programming of colleagues at Cornell Tech<sup>11</sup>, graduate student innovation teams could work together to create entrepreneurial digital solutions to social and market opportunities and that seed the creation of high growth start-ups. This curricular design should leverage the co-location of these programs in Arlington and will support partnerships with national incubators and accelerators like MACH37 and Smart City Works. This combination of programs will drive enrollment growth, strengthen corporate partnerships, and enhance Mason's reputation as a world-class research university while also promoting the launch of high growth ventures and related inclusive economic opportunities.

***Broadening Participation in Computing:*** The SoC faculty and their peers in related academic units must continue to work closely with national organizations committed to the preparation of a larger and more diverse computing workforce, including Stars ComputingCorps<sup>12</sup>, the Computing Research Association's Broadening Participation in Computing initiative<sup>13</sup>, the ACM Tapia Conference<sup>14</sup>, the National Society of Blacks in Computing<sup>15</sup>, the National Center for Women in IT<sup>19</sup>, the Institute for African American Mentors in Computing Sciences<sup>20</sup>, and the AnitaB.org<sup>16</sup>. These organizations will help the university attract and retain faculty and students of all backgrounds, colors and creeds to its computing programs. The SoC must lead Mason's efforts in this regard on behalf of the multidisciplinary computing community and should look to leverage existing Mason resources such as the truly exceptional Early Identification Program (EIP) and the Honors College.

With the support of Mason's Director of Faculty Diversity, Inclusion and Well-being, Dr. Millie Rivera, and the CEC CDO, Christopher Carr, Mason's multidisciplinary computing community must seize the opportunity to

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<sup>11</sup> <https://tech.cornell.edu/programs/masters-programs/>

<sup>12</sup> <https://www.starscomputingcorps.org>

<sup>13</sup> <https://bpcnet.org>

<sup>14</sup> <http://tapiaconference.org>

<sup>15</sup> <http://nsbc.org>

<sup>16</sup> <https://ghc.anitab.org>

<sup>19</sup> <https://www.ncwit.org>

<sup>20</sup> <http://iaamcs.wceruw.org>



become a national leader in broadening participation in computing, building a diverse cohort of computing faculty and providing and supporting places of affinity and mentorship for said faculty while also improving faculty retention. By increasing the Mason brand among these groups, the university should strive to become a “NorthStar” for URM faculty, attracting a constellation of diverse talent – and serving as a springboard for students to carry the Mason name and legacy forward. Additional connections should also be made with K-12 groups such as Computer Science for All<sup>17</sup> and Black Girls Code<sup>18</sup>. Mason’s leadership in the development of one of the Nation’s largest and most diverse student communities in computing will serve to enhance the computing workforce in the GWR and further establish the region as a global leader in the innovation economy.

## J. Elevating the Quality and Reputation of Computing Research at Mason

With support provided by IDIA, the SoC and its faculty community will foster interdisciplinary research in computing, serving as a showcase for all computing research at Mason and improving external perceptions (and rankings) of the volume and quality of that research. TTIP funds will support the recruitment of an executive director for IDIA who will work with colleagues to support the development of large research projects, to strengthen the university’s cyberinfrastructure for research, and to create and sustain research relationships with the private sector and other partners to strengthen both our computing research portfolio and the region's growing innovation ecosystem.

## K. Evaluating and Assessing SoC Implementation

The development and implementation of a robust evaluation program will be critical to the SoC’s success. The WG recommends development of an Academic Program Review (APR) process supported by the Office of Institutional Effectiveness and Planning (OIEP). The APR process, which is used to review all academic programs and units at Mason and is an important component in the university's accreditation by the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC), is described in detail on the Provost’s website<sup>19</sup>. The WG recommends that the multi-year process, which includes comprehensive annual assessments<sup>20</sup>, be adapted to measure the success of SoC implementation using both formative and summative measures, and with a formal progress review conducted by an APR review committee after three years instead of in the more typical seven-year cycle. The APR review committee should work with the CEC Dean, SoC Divisional Dean, and the Stakeholders Committee to conduct the formal review. The results of both the annual assessments and the third year review should be used in a continuous improvement process to ensure the SoC’s success.

## L. Timeline and Related Milestones (AY 2020-2022)

The following timeline describes some of the critical steps on the path to establishing the SoC.

TASK	RESPONSIBLE PARTY	START DATE	COMPLETION DATE
Charge SoC WG; Solicite Campus Input; Finalize and publish SoC WG Report	Provost	February 1 2019	August 15 2020
Launch IDIA to showcase multidisciplinary research strengths in computing and announce seed funding opportunities	Provost/VPR	January 1 2019	July 31 2020
Appoint interim Divisional Dean of the SoC for a one year term	Provost/CEC Dean	August 15 2020	September 15 2020
Appoint and charge SoC Stakeholders Committee	Provost/CEC Dean	August 15 2020	September 15 2020

<sup>17</sup> <https://www.csforall.org>

<sup>18</sup> <http://www.blackgirlscode.com>

<sup>19</sup> <https://provost.gmu.edu/academic-program-approval-and-review>

<sup>20</sup> <https://ira.gmu.edu/annual-assessment/>

<b>TASK</b>	<b>RESPONSIBLE PARTY</b>	<b>START DATE</b>	<b>COMPLETION DATE</b>
Design and implement MS strategies to meet TTIP goals	AVP Grad Ed/Divisional Dean	November 1, 2019	September 30, 2020
Finalize first multi-year faculty recruitment and retention plan leveraging TTIP and tuition revenue funding; commit to revise on annual basis	CEC Dean/Divisional Dean	August 15, 2020	October 31, 2020
Release guidelines for SoC joint, secondary and affiliate appointments and make first round of appointments	Stakeholders Committee/ Divisional Dean	September 1, 2020	January 31, 2021
Finalize SoC bylaws and departmental or division structure	CEC Dean/Stakeholders Committee/Divisional Dean	September 1, 2020	April 30, 2021
Finalize multi-year SoC budget model, including TTIP and E&G components	SVP/ CEC Dean/Stakeholders Committee	September 1, 2020	April 30, 2021
Establish faculty task forces to review and revise SoC academic programs	Provost/CEC Dean/Divisional Dean	September 1, 2020	April 30, 2021
Define and recruit SoC administrative team	CEC Dean/Divisional Dean	January 1, 2021	May 31, 2021
Finalize SCHEV approval for SoC	CEC Dean/Divisional Dean	August 15, 2020	May 31, 2021
Appoint, elect and charge multidisciplinary faculty committees with redesign of undergraduate computing curriculum with pathways between Mason Core, Digital Technology credentials for STEM and non-STEM majors, STEM majors/minors, and SoC majors/minors with concentration options connecting to other Mason academic units	Stakeholders Committee/ Divisional Dean	August 15, 2020	May 31, 2021
Create SoC evaluation plan / APR process	Provost/CEC Dean/Divisional Dean/OEIP Assoc. Provost	September 1, 2020	May 31, 2021
Complete and implement strategic plan for SoC online programmatic portfolio	Divisional Dean	September 1, 2020	May 31, 2021
Complete national search for permanent SoC Divisional Dean	Provost/CEC Dean/Stakeholders Committee	October 1, 2020	June 1, 2021
Gain Official Approval/Launch of SoC	Provost/CEC Dean	August 15, 2020	August 31, 2021
Revise and finalize second multi-year faculty recruitment and retention plan leveraging TTIP and tuition revenue funding; commit to revise on annual basis	CEC Dean/Divisional Dean	November 1, 2020	October 31, 2021

**APPENDIX**  
**PROVOST’S WORKING GROUP CHARGE**

Dear Colleagues:

Thank you very much for agreeing to join the working group to help inform the development of our new School of Computing.

Amazon’s selection of Arlington, Virginia as a site for one of its global headquarters creates an opportunity for the Mason community to reflect upon and shape the future of our research, education and translation programs in computing. As part of the Commonwealth’s proposal to Amazon, the university committed to the creation of a new School of Computing and to the launch of a multidisciplinary Institute for Digital InnovAtion (IDIA) – both are well-aligned with Mason’s Strategic Plan.

We now have an opportunity to define our school and IDIA in ways that distinguish Mason as an academic leader in harnessing the power of computing to advance a diversity of disciplines. To this end, we are creating two working groups who together are charged with examining and shaping the future of computing and digital innovation at Mason such that our collective commitment to promote multidisciplinary discovery and learning emanating from modern computing becomes a defining feature in our strategic growth.

The School of Computing Working Group is charged with:

- a. Conceiving a vision and mission for a multidisciplinary school that is cohesive, compelling, and inclusive of our internal and external stakeholders;
- b. Defining the scope of disciplinary and multidisciplinary education and research programs to be included in the new school;
- c. Identifying new education, research and training programs that the new school may promote and support, and programs that might be refined or transformed;
- d. Recommending how to organize the new school and how it will relate to and interface with the rest of the university; and,
  - e. Proposing steps that can be taken to increase the likelihood of a successful school launch.

School of Computing Working Group Members: Ann Ardis (CHSS), Peggy Agouris (COS), Ken Ball (VSE), Laurence Bray (Graduate Ed), Deborah Crawford, Chair (Research), Rick Davis (CVPA), Nirup Menon (BUS), Maury Peiperl (BUS), Amarda Shehu (VSE), Bethany Usher (Undergraduate Ed), and Eva Wiese (CHSS)

**ITEM NUMBER:**

George Mason University Organizational Change

**PURPOSE OF ITEM:**

The proposal for an organizational change to create a new College of Engineering and Computing (CEC) comprised of the existing Volgenau School of Engineering (VSE) and a new School of Computing (SOC) is in development for submission to the State Council of Higher Education for Virginia (SCHEV). Prior to SCHEV submission, Board action is required.

**APPROPRIATE COMMITTEE:**

Academic Programs, Diversity and University Community Committee

**BRIEF NARRATIVE:**

The purpose of the proposed change is to establish two new entities: (1) the College of Engineering and Computing; and (2) the School of Computing. The College of Engineering and Computing will house the existing Volgenau School of Engineering and the new School of Computing. This change will build upon the growth of Mason's interdisciplinary and cross-disciplinary computing programs, and provide additional administrative infrastructure to support continued growth and expansion.

The establishment of the new College will enhance the identity, visibility and branding opportunities for Mason's engineering and computing programs. The new College will build upon the commitments made to the Commonwealth as part of Virginia's Tech Talent Investment Program (TTIP) program and creation of the Institute for Digital Innovation (IDIA).

The creation of the new School of Computing will provide a distinct home for Mason's interdisciplinary and cross-disciplinary computing programs. The new School will provide additional administrative infrastructure to support continued growth and expansion.

**REVENUE IMPLICATIONS:**

The proposed organizational change will require minimal additional expenditures during implementation, such as internal and external signage, website updates, and marketing materials. It is anticipated that those expenditures will be absorbed within the existing financial resources available to the Volgenau School of Engineering, which will be appropriately allocated between the College of Engineering and Computing, the Volgenau School of Engineering, and the School of Computing, or Mason's TTIP allocated resources. No new resources will be requested from the Commonwealth to initiate or sustain the organizational changes.

**STAFF RECOMMENDATION:**

Staff recommends Board approval.

RESOLUTION OF THE BOARD OF VISITORS OF GEORGE MASON UNIVERSITY  
REGARDING CREATION OF THE COLLEGE OF ENGINEERING AND COMPUTING\

WHEREAS, in November 2018, George Mason University convened a School of Computing Working Group to develop recommendations regarding the establishment of a School of Computing; and

WHEREAS, Mason's interdisciplinary and cross-disciplinary computing programs have grown significantly in recent years; and

WHEREAS, these programs are expected to continue to expand under commitments made to the Commonwealth as part of Virginia's Tech Talent Investment Program (TTIP) and the creation of the Institute for Digital Innovation (IDIA);

NOW, THEREFORE, be it resolved that:

1. The College of Engineering and Computing is hereby established.
2. Within the College of Engineering and Computing, the School of Computing is hereby established.
3. The Volgenau School of Engineering, along with its existing academic programming and departmental and organizational structures, is hereby placed within the College of Engineering and Computing.

Adopted: October 1, 2020

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James W. Hazel  
Rector  
Board of Visitors  
George Mason University

**ITEM NUMBER:**

College of College of Visual and Performing Arts (CVPA) School of Art Organizational Name Change

**PURPOSE OF ITEM:**

The proposal for an organizational change to rename the School of Art to the School of Art and Design is in development for submission to the State Council of Higher Education for Virginia. Prior to SCHEV submission, Board action is required.

**APPROPRIATE COMMITTEE:**

Academic Programs, Diversity and University Community Committee

**BRIEF NARRATIVE:**

The proposed name change will provide a more distinct description of the School's programs and activities. Over the past decade, the Design concentration within the School of Art has been experienced robust growth, and currently accounts for more than 55% of the declared majors in the School. The new name will properly identify the students in the School. The new name also aligns more closely with the new "DSGN" prefix that was transferred to the School of Art from the Office of the Provost in January 2020, along with the Design Thinking Minor. The name "School of Art and Design" describes the curriculum more accurately and acknowledges the greater integration of art and design in the field. Changing the name of the School will help the College better promote creative career opportunities to emerging generations of artist and designers.

**REVENUE IMPLICATIONS:**

No additional expenses are required to implement the proposed name change. No new resources will be requested from the Commonwealth to initiate or sustain the organizational changes to rename the School of Art to the School of Art and Design.

**STAFF RECOMMENDATION:**

Staff recommends Board approval.

**ITEM NUMBER:**

MS in Telecommunications Degree Program Name Change to MS in Network Engineering

**PURPOSE OF ITEM:**

A technical change proposal to change the name of the Master of Science (MS) degree program in Telecommunications to the Master of Science (MS) in Network Engineering has been prepared for the State Council of Higher Education for Virginia (SCHEV). Board action is required prior to SCHEV submission.

**APPROPRIATE COMMITTEE:**

Academic Programs, Diversity, and University Community Committee

**BRIEF NARRATIVE:**

The proposed name change is needed to reflect the program's relevance in an evolving discipline, to ensure prospective student identification with the program focus and intent, and to maintain the program's visibility by aligning with industry terminology. The term "telecommunications" stems back to the 1950s and 1960s, at a time when the field was focused on delivering voice (telephone service) to home, office, and government. With the advent of the Internet, mobile devices, Internet of Things (IoT), and wireless/cellular service, the industry has been operating under a new paradigm. In order to recognize this paradigm development and to reflect the applied nature of the MS degree program, the name needs to change. The name "Network Engineering" more accurately describes the evolution of the field, and will be recognizable to prospective students and employers.

**REVENUE IMPLICATIONS:**

The proposed name change should incur no new expense to the School or the Department beyond those associated with website and printed materials.

**STAFF RECOMMENDATION:**

Staff recommends Board approval.

**ITEM NUMBER:**

MA in Graphic Design Degree Program Discontinuance

**PURPOSE OF THE ITEM:**

A proposal to close the MA in Graphic Design has been prepared for submission to the State Council of Higher Education for Virginia (SCHEV). Prior to SCHEV submission, Board action is required.

**APPROPRIATE COMMITTEE:**

Academic Programs, Diversity, and University Community Committee

**BRIEF NARRATIVE:**

The recommendation to close the MA in Graphic Design degree program is based upon declining enrollment. The original proposal for the MA in Graphic Design projected an enrollment of 45 students by the 2018-1019 target enrollment year. Since initiation in Fall 2010, enrollment has steadily decreased. Since 2015, enrollment has dropped from 12 students to 5 students. During its 2019 Program Productivity Review, SCHEV recommended closure of the MA in Graphic Design due to low enrollment. The Dean of the College of Visual and Performing Arts supports the proposal to terminate the MA in Graphic Design degree program.

**REVENUE IMPLICATIONS:**

The closure of the MA in Computer Game Design is expected to be budget neutral for Mason.

**STAFF RECOMMENDATION:**

Staff recommend closure of this program.



**ITEM NUMBER:**

MA in Computer Game Design Degree Program Discontinuance

**PURPOSE OF THE ITEM:**

A proposal to close the MA in Computer Game Design has been prepared for submission to the State Council of Higher Education for Virginia (SCHEV). Prior to SCHEV submission, Board action is required.

**APPROPRIATE COMMITTEE:**

Academic Programs, Diversity, and University Community Committee

**BRIEF NARRATIVE:**

The recommendation to close the MA in Computer Game Design degree program is based upon consistent low enrollment. The original proposal for the MA in Computer Game Design projected an enrollment of 45 students by the 2018-1019 target enrollment year. Since initiation in Fall 2014, the degree program has had no more than four students enrolled. During its 2019 Program Productivity Review, SCHEV recommended closure of the MA in Computer Game Design due to low enrollment. The Dean of the College of Visual and Performing Arts supports the proposal to terminate the MA in Computer Game Design degree program.

**REVENUE IMPLICATIONS:**

The closure of the MA in Computer Game Design is expected to be budget neutral for Mason.

**STAFF RECOMMENDATION:**

Staff recommend closure of this program.

## ACTION ITEMS

### Academic Programs, Diversity, and University Community Committee

October 1, 2020

### CONFERRAL OF EMERITUS/EMERITA STATUS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>
<b>Copelman</b>	<b>Dina M.</b>	10/1/2020

**Title:** Associate Professor Emerita

**Local Academic Unit:** History and Art History (CHSS)

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<b>Haack</b>	<b>Barry N.</b>	10/1/2020
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**Title:** Professor Emeritus of Geographic and Cartographic Sciences


**Local Academic Unit:** Geography and Geoinformation Science (COS)

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**College of Humanities and Social Sciences**  
 4400 University Drive, MS 3A3, Fairfax, Virginia 22030  
 Phone: 703-993-8720 Fax: 703-993-8714

To: Mark R. Ginsberg, Provost and Executive Vice President  
 Gregory Washington, President

From: Ann Ardis, Dean   
 College of Humanities and Social Sciences

Subject: Emerita Designation for Dina Copelman

Date: September 3, 2020

On the recommendation of the Department of History and Art History, I am pleased to recommend Dr. Dina Copelman for appointment as Associate Professor Emerita, effective upon approval of the BOV.

Dr. Copelman retired in January 2020 at the rank of Associate Professor, with a joint appointment in the Department of History and Art History and the Cultural Studies Program. Dr. Copelman came to Mason in 1988 at the rank of Assistant Professor and has been a valuable contributor to the department and the college ever since. She taught a variety of classes in both History and Cultural Studies, and produced important scholarship in the field of modern British social and cultural history. Dr. Copelman has also served on a variety of departmental and college committees and acted as a mentor and advisor to many students. She continues to be active in her scholarship, and the university will benefit from her professional activity in retirement. We wish to grant her Emerita status to facilitate such activity.

Approve  Disapprove   9/9/2020  
 Mark R. Ginsberg, Provost and Executive Vice President Date

Approve  Disapprove   9/15/2020  
 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.



**College of Science**  
 4400 University Drive, MSN: 5C3  
 Fairfax, Virginia 22030  
 Phone: (703) 993-3622; Fax: (703) 993-1993

To: Mark Ginsberg, Provost and Executive Vice President  
 Gregory Washington, President

From: Fernando Miralles-Wilhelm, Dean, College of Science

Subject: Emeritus Designation for Dr. Barry Haack

Date: August 4, 2020

*FWW*

Dr. Barry Haack joined the Mason faculty in 1985 and retired in February, 2020 with a strong record of teaching and service to the Mason community. His areas of focus were Geography, Remote Sensing, Geographic Information Systems, and Environmental Science and he has a substantial list of publications and presentations to his credit over his 35 year career.

I am pleased to support the nomination of Dr. Haack for the rank of Emeritus Professor of Geographic and Cartographic Sciences, as recommended by the Chair of his former department. Given Dr. Haack’s contributions and impact at Mason, it seems fitting that we confer this honor effective upon approval by the Board of Visitors.

Approval  Disapproval

*Mark Ginsberg* 8/11/2020  
 Mark Ginsberg, Provost Date

Approval  Disapproval

*Greg Washington* 8/26/2020  
 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.

**ACTION ITEMS**

**Academic Programs, Diversity, and University Community Committee**

October 1, 2020

**ELECTIONS OF NEW TENURED FACULTY**

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>
<b>Randall</b>	<b>Ken</b>	12/1/2020

**Title:** Professor without Term

**Classification:** Tenured (without term) - Admin/Professional

**Local Academic Unit:** Antonin Scalia Law School

**Note(s):** Additional Title: Allison and Dorothy Rouse Dean, Antonin Scalia Law School

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Faculty and Academic Standards Committee						
October 10, 2020						
SUMMARY OF FACULTY ACTIONS AND ANNOUNCEMENTS						
APPOINTMENT OF FACULTY						
	Term		Tenure Track		Research	Grant Funded
	9-month	12-month	9-month	12-month		
Instructor	7	2	0	0	0	0
Assistant Professor	16	9	24	0	2	1
Associate Professor	5	1	2	0	0	0
Professor	0	0	0	0	0	0
Administrative/Professional	0	48	0	0	0	3
<b>Totals</b>	28	60	26	0	2	4
RENEWALS/REAPPOINTMENTS						
	Term		Tenure Track		Total	
	9-month	12-month	9-month	12-month		
Instructor	6	14	0	0	20	
Assistant Professor	13	15	0	0	28	
Associate Professor	10	8	0	0	18	
Professor	7	4	0	0	11	
Administrative/Professional	0	15	0	0	15	
<b>Totals</b>	36	56	0	0	92	
SEPARATIONS						
	Resignation	Retirement	Contract Expiration	Deceased	Total	
	34	14	21	0	69	
OTHER ANNOUNCEMENTS						
	Leave with pay and Partial pay	Leave w/o pay	Title Change	Conversion	Tenure Track Contract Extension	Total
	18	1	53	0	31	103

\*Summary Excludes Postdoctoral Research Fellows and Research Staff

## ANNOUNCEMENT

### Academic Programs, Diversity, and University Community Committee

October 1, 2020

### APPOINTMENT OF FACULTY

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
<b>Alkassim</b>	<b>Samirah</b>	8/25/2020	1 year

**Title:** Term Assistant Professor

**Classification:** Term - Instructional

**Local Academic Unit:** Film & Video Studies (CVPA)

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<b>Anastasopoulos</b>	<b>Antonios</b>	8/25/2020	3 years
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**Title:** Assistant Professor

**Classification:** Tenure Track - Instructional

**Local Academic Unit:** Computer Science (VSE)

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<b>Balakian</b>	<b>Sophia</b>	8/25/2020	3 years
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**Title:** Assistant Professor

**Classification:** Tenure Track - Instructional

**Local Academic Unit:** Integrative Studies (CHSS)

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<b>Banerjee</b>	<b>Patrali</b>	8/25/2020	1 year
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**Title:** Term Assistant Professor

**Classification:** Term - Instructional

**Local Academic Unit:** Chemistry and Biochemistry (COS)

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<b>Batheja</b>	<b>Sapna</b>	8/25/2020	1 year
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**Title:** Term Assistant Professor

**Classification:** Term - Instructional

**Local Academic Unit:** Nutrition and Food Studies (CHHS)

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## ANNOUNCEMENT

### Academic Programs, Diversity, and University Community Committee

October 1, 2020

#### APPOINTMENT OF FACULTY

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
<b>Benassi</b>	<b>Stephanie</b>	8/25/2020	1 year

**Title:** Term Assistant Professor

**Classification:** Term - Instructional

**Local Academic Unit:** Art (CVPA)

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<b>Boyle-D'Arcy</b>	<b>Shaun</b>	8/25/2020	3 years
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**Title:** Assistant Professor

**Classification:** Tenure Track - Instructional

**Local Academic Unit:** Dance (CVPA)

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<b>Bray</b>	<b>Harrison Dorsey</b>	8/25/2020	1 year
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**Title:** Term Assistant Professor

**Classification:** Term - Instructional

**Local Academic Unit:** Mathematical Science (COS)

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<b>Chen</b>	<b>Xue</b>	8/25/2020	3 years
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**Title:** Assistant Professor

**Classification:** Tenure Track - Instructional

**Local Academic Unit:** Computer Science (VSE)

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<b>Chin</b>	<b>Helen</b>	8/25/2020	3 years
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**Title:** Assistant Professor

**Classification:** Tenure Track - Instructional

**Local Academic Unit:** Global and Community Health (CHHS)

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## ANNOUNCEMENT

### Academic Programs, Diversity, and University Community Committee

October 1, 2020

#### APPOINTMENT OF FACULTY

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
<b>Clayborne</b>	<b>Andre</b>	8/25/2020	3 years

**Title:** Assistant Professor

**Classification:** Tenure Track - Instructional

**Local Academic Unit:** Chemistry and Biochemistry (COS)

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<b>Don</b>	<b>Michael</b>	8/25/2020	1 year
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**Title:** Term Assistant Professor

**Classification:** Term - Instructional

**Local Academic Unit:** English (CHSS)

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<b>Eagle</b>	<b>Michael</b>	8/25/2020	3 years
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**Title:** Assistant Professor

**Classification:** Tenure Track - Instructional

**Local Academic Unit:** Information Sciences and Technology (VSE)

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<b>Einhorn</b>	<b>Peggy</b>	4/25/2020	1 year
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**Title:** Term Instructor

**Classification:** Term - Instructional

**Local Academic Unit:** Biology (COS)

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<b>Eklou</b>	<b>Kossi</b>	8/25/2020	1 year
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**Title:** Term Assistant Professor

**Classification:** Term - Instructional

**Local Academic Unit:** Nursing (CHHS)

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## ANNOUNCEMENT

### Academic Programs, Diversity, and University Community Committee

October 1, 2020

#### APPOINTMENT OF FACULTY

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
<b>Epstein</b>	<b>Elisabeth</b>	8/25/2020	1 year

**Title:** Term Assistant Professor

**Classification:** Term - Instructional

**Local Academic Unit:** Biology (COS)

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<b>Erfani</b>	<b>Yassaman</b>	8/25/2020	1 year
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**Title:** Term Instructor

**Classification:** Term - Instructional

**Local Academic Unit:** Biomedical Sciences Program (COS)

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<b>Furst</b>	<b>Kirin</b>	8/25/2020	3 years
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**Title:** Assistant Professor

**Classification:** Tenure Track - Instructional

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

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<b>Gang</b>	<b>Isaac</b>	8/25/2020	3 years
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**Title:** Term Associate Professor

**Classification:** Term - Instructional

**Local Academic Unit:** MS Data Analytics Engineering Program (VSE)

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<b>Gardiner</b>	<b>Erin</b>	8/25/2020	1 year
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**Title:** Term Assistant Professor

**Classification:** Term - Instructional

**Local Academic Unit:** Theater (CVPA)

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## ANNOUNCEMENT

### Academic Programs, Diversity, and University Community Committee

October 1, 2020

#### APPOINTMENT OF FACULTY

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
<b>Gearhart</b>	<b>Heidi</b>	8/25/2020	3 years

**Title:** Assistant Professor

**Classification:** Tenure Track - Instructional

**Local Academic Unit:** History and Art History (CHSS)

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<b>Gebril</b>	<b>Mohamed</b>	8/25/2020	3 years
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**Title:** Term Associate Professor

**Classification:** Term - Instructional

**Local Academic Unit:** Cyber Security Engineering (VSE)

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<b>Ha Poirot</b>	<b>Janet</b>	8/25/2020	1 year
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**Title:** Term Assistant Professor

**Classification:** Term - Instructional

**Local Academic Unit:** Integrative Studies (CHSS)

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

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<b>Han</b>	<b>Bo</b>	8/25/2020	3 years
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**Title:** Associate Professor

**Classification:** Tenure Track - Instructional

**Local Academic Unit:** Computer Science (VSE)

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<b>Henneman</b>	<b>Lucas</b>	8/25/2020	3 years
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**Title:** Assistant Professor

**Classification:** Tenure Track - Instructional

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

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## ANNOUNCEMENT

### Academic Programs, Diversity, and University Community Committee

October 1, 2020

#### APPOINTMENT OF FACULTY

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
<b>Hong</b>	<b>Sungsoo Ray</b>	5/25/2020	1 year

**Title:** Term Assistant Professor

**Classification:** Term - Instructional

**Local Academic Unit:** Information Sciences and Technology (VSE)

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<b>Hook</b>	<b>Kristina</b>	8/25/2020	3 years
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**Title:** Research Assistant Professor

**Classification:** Term - Research

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

**Note(s):** Additional Title: Executive Director for Better Evidence Project

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<b>Ibrahim</b>	<b>Sara</b>	8/25/2020	1 year
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**Title:** Term Instructor

**Classification:** Term - Instructional

**Local Academic Unit:** Biomedical Sciences Program (COS)

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<b>Johnson</b>	<b>Brittany</b>	8/25/2020	3 years
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**Title:** Assistant Professor

**Classification:** Tenure Track - Instructional

**Local Academic Unit:** Computer Science (VSE)

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<b>Jones</b>	<b>Kevin</b>	8/25/2020	1 year
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**Title:** Term Instructor

**Classification:** Term - Instructional

**Local Academic Unit:** School of Business

**Note(s):** Additional Title: Program Director of Master of Science in Accounting

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## ANNOUNCEMENT

### Academic Programs, Diversity, and University Community Committee

October 1, 2020

#### APPOINTMENT OF FACULTY

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
<b>Kamberi</b>	<b>Shahnaz</b>	8/25/2020	3 years

**Title:** Term Associate Professor

**Classification:** Term - Instructional

**Local Academic Unit:** Computer Science (VSE)

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<b>Kanesaka</b>	<b>Kirk</b>	8/25/2020	1 year
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**Title:** Term Assistant Professor

**Classification:** Term - Instructional

**Local Academic Unit:** Modern and Classical Languages (CHSS)

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<b>Kim</b>	<b>Eugene</b>	8/25/2020	3 years
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**Title:** Term Assistant Professor

**Classification:** Term - Instructional

**Local Academic Unit:** Bioengineering (VSE)

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<b>King</b>	<b>Daphne</b>	8/10/2020	2 years
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**Title:** Term Assistant Professor

**Classification:** Term - Instructional

**Local Academic Unit:** Social Work (CHHS)

**Note(s):** Additional Title: MSW On-line Coordinator

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<b>Kocur</b>	<b>John</b>	8/25/2020	1 year
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**Title:** Term Assistant Professor

**Classification:** Term - Instructional

**Local Academic Unit:** Music (CVPA)

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## ANNOUNCEMENT

### Academic Programs, Diversity, and University Community Committee

October 1, 2020

#### APPOINTMENT OF FACULTY

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
<b>Krell</b>	<b>Misty</b>	8/25/2020	1 year

**Title:** Term Instructor

**Classification:** Term - Instructional

**Local Academic Unit:** Integrative Studies (CHSS)

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

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<b>Lee</b>	<b>Seiyon Benjamin</b>	8/25/2020	3 years
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**Title:** Assistant Professor

**Classification:** Tenure Track - Instructional

**Local Academic Unit:** Statistics (VSE)

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<b>Luo</b>	<b>Songjun</b>	8/25/2020	3 years
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**Title:** Term Associate Professor

**Classification:** Term - Instructional

**Local Academic Unit:** Systems Engineering and Operations Research (VSE)

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<b>Macrina</b>	<b>Amy P.</b>	8/25/2020	1 year
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**Title:** Term Assistant Professor

**Classification:** Term - Instructional

**Local Academic Unit:** Mathematical Science (COS)

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<b>Makhlouf</b>	<b>Nadeen</b>	8/3/2020	> 1 year
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**Title:** Term Assistant Professor

**Classification:** Term - Instructional

**Local Academic Unit:** Honors College

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## ANNOUNCEMENT

### Academic Programs, Diversity, and University Community Committee

October 1, 2020

#### APPOINTMENT OF FACULTY

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
<b>Manojlovic</b>	<b>Borislava</b>	8/25/2020	< 1 year

**Title:** Term Assistant Professor

**Classification:** Term - Instructional

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

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<b>Manski</b>	<b>Benjamin</b>	8/25/2020	1 year
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**Title:** Term Assistant Professor

**Classification:** Term - Instructional

**Local Academic Unit:** Sociology and Anthropology (CHSS)

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<b>Matthews</b>	<b>Kevin</b>	8/25/2020	1 year
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**Title:** Term Instructor

**Classification:** Term - Instructional

**Local Academic Unit:** School of Business

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<b>Mohebbi</b>	<b>Shima</b>	8/25/2020	3 years
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**Title:** Assistant Professor

**Classification:** Tenure Track - Instructional

**Local Academic Unit:** Systems Engineering and Operations Research (VSE)

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<b>Moran</b>	<b>Emily</b>	8/25/2020	3 years
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**Title:** Assistant Professor

**Classification:** Tenure Track - Instructional

**Local Academic Unit:** Communication (CHSS)

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## ANNOUNCEMENT

### Academic Programs, Diversity, and University Community Committee

October 1, 2020

#### APPOINTMENT OF FACULTY

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
<b>Moran</b>	<b>Kevin P.</b>	8/25/2020	3 years

**Title:** Assistant Professor

**Classification:** Tenure Track - Instructional

**Local Academic Unit:** Computer Science (VSE)

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<b>Oughton</b>	<b>Edward</b>	8/25/2020	3 years
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**Title:** Assistant Professor

**Classification:** Tenure Track - Instructional

**Local Academic Unit:** Geography and Geoinformation Science (COS)

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<b>Parks</b>	<b>James R.</b>	8/25/2020	1 year
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**Title:** Term Assistant Professor

**Classification:** Term - Instructional

**Local Academic Unit:** Physics and Astronomy (COS)

**Note(s):** Additional Title: Deputy Director of the George Mason University Observatory

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<b>Phillips</b>	<b>Elizabeth</b>	8/25/2020	3 years
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**Title:** Assistant Professor

**Classification:** Tenure Track - Instructional

**Local Academic Unit:** Psychology (CHSS)

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<b>Poonacha</b>	<b>Kavery</b>	8/25/2020	1 year
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**Title:** Term Instructor

**Classification:** Term - Instructional

**Local Academic Unit:** Biomedical Sciences Program (COS)

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## ANNOUNCEMENT

### Academic Programs, Diversity, and University Community Committee

October 1, 2020

#### APPOINTMENT OF FACULTY

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
<b>Popescu</b>	<b>Saskia</b>	8/25/2020	1 year

**Title:** Term Assistant Professor

**Classification:** Term - Instructional

**Local Academic Unit:** Schar School of Policy and Government

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<b>Rao</b>	<b>Weijia</b>	8/25/2020	3 years
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**Title:** Assistant Professor

**Classification:** Tenure Track - Instructional

**Local Academic Unit:** Antonin Scalia Law School

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<b>Raz</b>	<b>Ali Khalid</b>	1/10/2021	3.5 years
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**Title:** Assistant Professor

**Classification:** Tenure Track - Instructional

**Local Academic Unit:** Systems Engineering and Operations Research (VSE)

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<b>Rothman</b>	<b>Dale</b>	8/25/2020	1 year
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**Title:** Term Associate Professor

**Classification:** Term - Instructional

**Local Academic Unit:** Computational and Data Sciences (COS)

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<b>Schmidt</b>	<b>Bernard</b>	8/25/2020	3 years
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**Title:** Term Instructor

**Classification:** Term - Instructional

**Local Academic Unit:** MS Data Analytics Engineering Program (VSE)

**Note(s):** Additional Title: Assistant Program Director, MS Data Analytics Engineering Program.

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## ANNOUNCEMENT

### Academic Programs, Diversity, and University Community Committee

October 1, 2020

#### **APPOINTMENT OF FACULTY**

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
<b>Sheingold</b>	<b>Brenda</b>	8/25/2020	1 year

**Title:** Term Associate Professor

**Classification:** Term - Instructional

**Local Academic Unit:** Health Administration and Policy (CHHS)

**Note(s):** Additional Title: MHA Program Director

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<b>Shishika</b>	<b>Daigo</b>	8/25/2020	3 years
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**Title:** Assistant Professor

**Classification:** Tenure Track - Instructional

**Local Academic Unit:** Mechanical Engineering (VSE)

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<b>Smith</b>	<b>Ricky</b>	7/1/2020	1 year
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**Title:** Research Assistant Professor

**Classification:** Term - Research

**Local Academic Unit:** Sociology and Anthropology (CHSS)

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<b>Smith</b>	<b>Ricky</b>	8/25/2020	3 years
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**Title:** Assistant Professor

**Classification:** Tenure Track - Instructional

**Local Academic Unit:** Sociology and Anthropology (CHSS)

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<b>Stagl</b>	<b>Kevin</b>	8/10/2020	< 1 year
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**Title:** Term Assistant Professor

**Classification:** Term - Instructional

**Local Academic Unit:** Psychology (CHSS)

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

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## ANNOUNCEMENT

### Academic Programs, Diversity, and University Community Committee

October 1, 2020

#### APPOINTMENT OF FACULTY

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
<b>Stein</b>	<b>Gregory</b>	8/25/2020	3 years

**Title:** Assistant Professor

**Classification:** Tenure Track - Instructional

**Local Academic Unit:** Computer Science (VSE)

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<b>Strangio</b>	<b>Matthew</b>	8/25/2020	1 year
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**Title:** Term Assistant Professor

**Classification:** Term - Instructional

**Local Academic Unit:** Computer Game Design (CVPA)

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<b>Tayac</b>	<b>Gabrielle</b>	8/25/2020	3 years
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**Title:** Associate Professor

**Classification:** Tenure Track - Instructional

**Local Academic Unit:** History and Art History (CHSS)

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<b>Williams</b>	<b>Michelle</b>	8/25/2020	3 years
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**Title:** Assistant Professor

**Classification:** Tenure Track - Instructional

**Local Academic Unit:** Global and Community Health (CHHS)

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<b>Williams</b>	<b>Georgia</b>	8/25/2020	1 year
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**Title:** Term Instructor

**Classification:** Term - Instructional

**Local Academic Unit:** Forensic Science Program (COS)

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## **ANNOUNCEMENT**

**Academic Programs, Diversity, and University Community Committee**

October 1, 2020

### **APPOINTMENT OF FACULTY**

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
<b>Yao</b>	<b>Shuochao</b>	8/25/2020	3 years

**Title:** Assistant Professor

**Classification:** Tenure Track - Instructional

**Local Academic Unit:** Computer Science (VSE)

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## ANNOUNCEMENT

### Academic Programs, Diversity, and University Community Committee

October 1, 2020

#### **APPOINTMENT OF ADMINISTRATIVE AND PROFESSIONAL FACULTY**

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>
<b>Abiko</b>	<b>Geneva Reynaga</b>	<b>6/29/2020</b>

**Title:** Associate Director, Clinical Services

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Counseling and Psychological Services (UL)

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<b>Ahmad</b>	<b>Ghufran</b>	<b>4/10/2020</b>
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**Title:** Director, Business Finance Center

**Classification:** At will - Admin/Professional

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

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<b>Alamiri</b>	<b>Nour</b>	<b>7/20/2020</b>
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**Title:** Health and Well-Being Coordinator

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Student Health Services (UL)

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<b>Alexander</b>	<b>Quentin R.</b>	<b>8/3/2020</b>
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**Title:** Senior Director of Advising, Undergraduate Education

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Office of the Provost

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<b>Allvin</b>	<b>Paul</b>	<b>6/1/2020</b>
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**Title:** Vice President of Strategic Communication and Marketing

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Office of the President

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## ANNOUNCEMENT

### Academic Programs, Diversity, and University Community Committee

October 1, 2020

#### **APPOINTMENT OF ADMINISTRATIVE AND PROFESSIONAL FACULTY**

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>
<b>Ayers</b>	<b>Thomas</b>	7/6/2020

**Title:** Director for Online Operations

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Office of the Provost

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<b>Barton</b>	<b>Rhonda</b>	5/18/2020
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**Title:** Director of Business Development, Executive Development

**Classification:** At will - Admin/Professional

**Local Academic Unit:** School of Business

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<b>Benison</b>	<b>Brian</b>	7/25/2020
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**Title:** Director, LLM Enrollment

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Antonin Scalia Law School

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<b>Bradni</b>	<b>Raymond</b>	8/10/2020
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**Title:** Psychologist

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Counseling and Psychological Services (UL)

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<b>Callahan</b>	<b>Laura L.</b>	6/25/2020
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**Title:** Director, Mason Card Office

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Office of the Senior Vice President

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**ANNOUNCEMENT**

**Academic Programs, Diversity, and University Community Committee**

October 1, 2020

**APPOINTMENT OF ADMINISTRATIVE AND PROFESSIONAL FACULTY**

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>
<b>Creft</b>	<b>Calena K.</b>	<b>6/29/2020</b>

**Title:** Counselor

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Counseling and Psychological Services (UL)

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<b>Davidson</b>	<b>Crystal N.</b>	<b>6/24/2020</b>
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**Title:** Assistant Director for Student Engagement for Racial Justice

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Diversity, Inclusion and Multicultural Education (UL)

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<b>Demus</b>	<b>Rebecca A.</b>	<b>4/10/2020</b>
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**Title:** Assistant Director of Fitness

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Mason Recreation (UL)

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<b>Dodson</b>	<b>Allison N.</b>	<b>4/10/2020</b>
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**Title:** Associate Director, Washington Scholars Program

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Office of Admissions

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<b>Earl</b>	<b>Elijah C.</b>	<b>4/25/2020</b>
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**Title:** Assistant Director of Data Management

**Classification:** At will - Admin/Professional

**Local Academic Unit:** University Life

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**ANNOUNCEMENT**

**Academic Programs, Diversity, and University Community Committee**

October 1, 2020

**APPOINTMENT OF ADMINISTRATIVE AND PROFESSIONAL FACULTY**

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>
<b>Early</b>	<b>Jennifer</b>	<b>7/6/2020</b>

**Title:** Assistant Director Mason Autism Support Initiative

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Disability Services (UL)

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<b>Edalatishams</b>	<b>Idee</b>	<b>8/10/2020</b>
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**Title:** Writing Center ESL Specialist

**Classification:** At will - Admin/Professional

**Local Academic Unit:** English (CHSS)

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<b>Ford</b>	<b>Brandon</b>	<b>3/23/2020</b>
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**Title:** Community Director

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Housing and Residence Life (UL)

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<b>Goldstein</b>	<b>Douglas J.</b>	<b>5/25/2020</b>
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**Title:** Senior Associate Dean for Administration

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Schar School of Policy and Government

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<b>Green</b>	<b>Raven-Brittney</b>	<b>4/25/2020</b>
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**Title:** Academic Advisor

**Classification:** At will - Admin/Professional

**Local Academic Unit:** College of Health and Human Services

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## ANNOUNCEMENT

### Academic Programs, Diversity, and University Community Committee

October 1, 2020

#### **APPOINTMENT OF ADMINISTRATIVE AND PROFESSIONAL FACULTY**

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>
<b>Green</b>	<b>Joshua</b>	8/25/2020

**Title:** ICAP Director

**Classification:** At will - Admin/Professional

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

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<b>Healey</b>	<b>Michelle E.</b>	4/27/2020
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**Title:** Assistant Director for Orientation and New Student Programs

**Classification:** At will - Admin/Professional

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

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<b>Iszard</b>	<b>Alex</b>	6/21/2020
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**Title:** Assistant Vice President, Planning, Design, and Construction

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Facilities

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<b>Kane</b>	<b>Stephanie</b>	7/1/2020
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**Title:** Research Coordinator

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Virginia Serious Game Institute (CVPA)

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<b>Kim</b>	<b>Yena</b>	6/10/2020
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**Title:** Assistant Director, Student Success and Academic Advising

**Classification:** At will - Admin/Professional

**Local Academic Unit:** School of Business

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## ANNOUNCEMENT

### Academic Programs, Diversity, and University Community Committee

October 1, 2020

#### **APPOINTMENT OF ADMINISTRATIVE AND PROFESSIONAL FACULTY**

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>
<b>Kresh</b>	<b>Joshua A.</b>	4/25/2020

**Title:** Deputy Director

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Antonin Scalia Law School

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<b>Lewis-Semien</b>	<b>Alexis</b>	7/29/2020
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**Title:** Assistant Director, Student Transition and Empowerment Program

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Diversity, Inclusion and Multicultural Education (UL)

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<b>Mahmud</b>	<b>Faisal</b>	6/15/2020
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**Title:** Director, Digital Learning

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Office of the Provost

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<b>Mayfield</b>	<b>Tahisha V.</b>	3/25/2020
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**Title:** Project Manager

**Classification:** At will - Admin/Professional

**Local Academic Unit:** University Life

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<b>McManus</b>	<b>Helen</b>	3/25/2020
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**Title:** Head, Collections Strategy

**Classification:** At will - Admin/Professional

**Local Academic Unit:** University Libraries

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## ANNOUNCEMENT

### Academic Programs, Diversity, and University Community Committee

October 1, 2020

#### **APPOINTMENT OF ADMINISTRATIVE AND PROFESSIONAL FACULTY**

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>
<b>Monson</b>	<b>Jennifer A.</b>	<b>7/27/2020</b>

**Title:** Nurse Practitioner

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Student Health Services (UL)

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<b>Mupo</b>	<b>Kara</b>	<b>6/1/2020</b>
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**Title:** Head Coach, Women's Lacrosse

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Intercollegiate Athletics

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<b>Okuda</b>	<b>Kanako</b>	<b>6/10/2020</b>
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**Title:** Director of Field Education

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Social Work (CHHS)

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<b>Reichelt</b>	<b>Megan</b>	<b>8/25/2020</b>
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**Title:** Theater and Dance Librarian

**Classification:** At will - Admin/Professional

**Local Academic Unit:** University Libraries

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<b>Sanghera</b>	<b>Kamaljeet</b>	<b>8/10/2020</b>
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**Title:** Interim Executive Director, Institute for Digital Innovation

**Classification:** At will - Admin/Professional

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

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## ANNOUNCEMENT

### Academic Programs, Diversity, and University Community Committee

October 1, 2020

#### **APPOINTMENT OF ADMINISTRATIVE AND PROFESSIONAL FACULTY**

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>
Serslev	Sheena G.	7/10/2020

**Title:** Associate Director, Institutional Assessment

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Office of the Provost

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Sharrock	Karen	8/31/2020
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**Title:** Associate Administrative Director

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Student Health Services (UL)

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Skorzawski-Ross	Jennifer L.	6/25/2020
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**Title:** Senior Director, Office of Graduate Academic Affairs

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Volgenau School of Engineering

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Stech	Molly	4/10/2020
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**Title:** Deputy Director

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Antonin Scalia Law School

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Stone	Kiel A.	4/25/2020
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**Title:** Associate Director, Business for A Better World

**Classification:** At will - Admin/Professional

**Local Academic Unit:** School of Business

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## ANNOUNCEMENT

### Academic Programs, Diversity, and University Community Committee

October 1, 2020

#### **APPOINTMENT OF ADMINISTRATIVE AND PROFESSIONAL FACULTY**

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>
<b>Strayhorn</b>	<b>Hamal</b>	6/11/2020

**Title:** Director of Coalition Building and Diversity Education

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Diversity, Inclusion and Multicultural Education (UL)

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<b>Sultana</b>	<b>Nusrat</b>	6/10/2020
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**Title:** Director of Financial Reporting

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Fiscal Services (SVP)

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<b>Toophanie</b>	<b>Sasha</b>	3/10/2020
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**Title:** Community Director

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Housing and Residence Life (UL)

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<b>Torres</b>	<b>Hannah</b>	5/1/2020
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**Title:** Assistant Director for Research Operations, Center for Resilient and Sustainable Communities

**Classification:** At will - Admin/Professional

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

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<b>Warweg</b>	<b>Peng</b>	6/25/2020
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**Title:** Assistant Director of Research Operations, Center for Advancing Human-Machine Partnership

**Classification:** At will - Admin/Professional

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

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## ANNOUNCEMENT

### Academic Programs, Diversity, and University Community Committee

October 1, 2020

#### **APPOINTMENT OF ADMINISTRATIVE AND PROFESSIONAL FACULTY**

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>
<b>Watkins</b>	<b>Tyler</b>	8/10/2020

**Title:** Assistant Director of Forensics

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Communication (CHSS)

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<b>Weis</b>	<b>Eleanor</b>	4/25/2020
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**Title:** Director of Development, College of Humanities and Social Sciences

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Advancement and Alumni Relations

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<b>Zitomer</b>	<b>Jeffrey</b>	3/23/2020
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**Title:** Director of Marketing and Communication

**Classification:** At will - Admin/Professional

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

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## ANNOUNCEMENT

### Academic Programs, Diversity, and University Community Committee

October 1, 2020

### 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>
<b>Drews-Botsch</b>	<b>Carolyn</b>	8/25/2020	< 4 years

**Title:** Department Chair

**Local Academic Unit:** Global and Community Health (CHHS)

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<b>Dunne</b>	<b>Kelly</b>	8/25/2020	2 years
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**Title:** Executive Director

**Local Academic Unit:** Integrative Studies (CHSS)

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<b>Murray</b>	<b>Kevin</b>	8/25/2020	1 year
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**Title:** Acting School Director

**Local Academic Unit:** Theater (CVPA)

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<b>Rozell</b>	<b>Mark J.</b>	5/25/2021	5 years
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**Title:** Dean

**Local Academic Unit:** Schar School of Policy and Government

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## ANNOUNCEMENT

### Academic Programs, Diversity, and University Community Committee

October 1, 2020

### RENEWALS AND REAPPOINTMENTS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
<b>Abdelfattah</b>	<b>Belal</b>	8/25/2020	3 years

**Title:** Term Assistant Professor  
**Classification:** Instructional  
**Local Academic Unit:** School of Business

**Note(s):**  
This record supersedes previous appointment reported in the February 2020 Board Book.

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<b>Abratt</b>	<b>Russell</b>	8/25/2020	3 years
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**Title:** Term Professor  
**Classification:** Instructional  
**Local Academic Unit:** School of Business

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

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<b>Ashley</b>	<b>Jennifer</b>	8/25/2020	3 years
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**Title:** Term Associate Professor  
**Classification:** Instructional  
**Local Academic Unit:** Global Affairs Program (CHSS)

**Note(s):** Previous title: Term Assistant Professor

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<b>Attie</b>	<b>Raphael</b>	7/9/2020	1 year
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**Title:** Research Assistant Professor  
**Classification:** Research  
**Local Academic Unit:** Physics and Astronomy (COS)

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<b>Balakerskaia</b>	<b>Anna</b>	8/25/2020	3 years
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**Title:** Term Professor  
**Classification:** Instructional  
**Local Academic Unit:** Music (CVPA)

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## ANNOUNCEMENT

### Academic Programs, Diversity, and University Community Committee

October 1, 2020

### RENEWALS AND REAPPOINTMENTS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
<b>Birsa</b>	<b>Laura M.</b>	7/14/2020	1 year

**Title:** Research Associate (Instructor)

**Classification:** Research

**Local Academic Unit:** Environmental Science and Policy (COS)

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<b>Bondok</b>	<b>Doaa</b>	8/25/2020	3 years
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**Title:** Term Assistant Professor

**Classification:** Instructional

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

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<b>Brown</b>	<b>Daniel L.</b>	8/25/2020	1 year
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**Title:** Research Associate (Instructor)

**Classification:** Research

**Local Academic Unit:** Collision Safety and Analysis (COS)

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<b>Burmeister</b>	<b>Steven</b>	8/25/2020	3 years
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**Title:** Term Assistant Professor

**Classification:** Instructional

**Local Academic Unit:** Forensic Science Program (COS)

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<b>Campbell</b>	<b>Patrick</b>	8/1/2020	1 year
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**Title:** Research Assistant Professor

**Classification:** Research

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

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## ANNOUNCEMENT

### Academic Programs, Diversity, and University Community Committee

October 1, 2020

### RENEWALS AND REAPPOINTMENTS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
<b>Carter</b>	<b>Samara</b>	6/25/2020	3 years

**Title:** University Records Manager  
**Classification:** Admin/Professional  
**Local Academic Unit:** University Libraries

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<b>Casserly</b>	<b>Charles J.</b>	8/25/2020	1 year
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**Title:** Term Instructor  
**Classification:** Instructional  
**Local Academic Unit:** College of Education and Human Development

**Note(s):** Additional Title: Executive in Residence

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<b>Cheema</b>	<b>Jehanzeb</b>	8/25/2020	3 years
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**Title:** Term Assistant Professor  
**Classification:** Instructional  
**Local Academic Unit:** School of Business

**Note(s):**  
This record supersedes previous appointment reported in the February 2020 Board Book.

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<b>Chen</b>	<b>Jianfei</b>	8/25/2020	3 years
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**Title:** Term Assistant Professor  
**Classification:** Instructional  
**Local Academic Unit:** Modern and Classical Languages (CHSS)

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<b>Chou</b>	<b>Joyce Hui-Yun</b>	6/10/2020	1 year
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**Title:** Research Associate (Instructor)  
**Classification:** Research  
**Local Academic Unit:** Earth Observing and Space Research (COS)

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## ANNOUNCEMENT

### Academic Programs, Diversity, and University Community Committee

October 1, 2020

#### RENEWALS AND REAPPOINTMENTS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
<b>Darnell</b>	<b>Heather M.</b>	6/25/2020	3 years

**Title:** Multimedia Literacy Librarian  
**Classification:** Admin/Professional  
**Local Academic Unit:** University Libraries

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<b>Davis</b>	<b>Joshua C.</b>	6/25/2020	1 year
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**Title:** Term Assistant Professor  
**Classification:** Instructional  
**Local Academic Unit:** Smithsonian-Mason School of Conservation

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<b>Dawn</b>	<b>Karalee</b>	8/25/2020	3 years
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**Title:** Term Assistant Professor  
**Classification:** Instructional  
**Local Academic Unit:** Arts Management (CVPA)

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<b>de Janasz</b>	<b>Suzanne</b>	8/25/2020	1 year
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**Title:** Term Professor  
**Classification:** Instructional  
**Local Academic Unit:** Jimmy and Rosalynn Carter School for Peace and Conflict Resolution

**Note(s):** This is a joint assignment with the School of Business.

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<b>Deitz</b>	<b>Robert L.</b>	8/25/2020	3 years
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**Title:** Term Professor  
**Classification:** Instructional  
**Local Academic Unit:** Schar School of Policy and Government

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## ANNOUNCEMENT

### Academic Programs, Diversity, and University Community Committee

October 1, 2020

#### RENEWALS AND REAPPOINTMENTS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
<b>Dobson</b>	<b>Catherine M.</b>	8/25/2020	1 year

**Title:** Term Assistant Professor

**Classification:** Instructional

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

**Note(s):** Additional Title: Internship Director

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<b>Drake Patrick</b>	<b>Jennifer</b>	8/25/2020	1 year
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**Title:** Term Assistant Professor

**Classification:** Instructional

**Local Academic Unit:** College of Education and Human Development

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<b>Driscoll</b>	<b>David R.</b>	8/25/2020	1 year
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**Title:** Term Instructor

**Classification:** Instructional

**Local Academic Unit:** INTO Mason (Provost)

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<b>Dunne</b>	<b>Kelly</b>	8/25/2020	5 years
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**Title:** Term Instructor

**Classification:** Instructional

**Local Academic Unit:** Integrative Studies (CHSS)

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<b>Edwards</b>	<b>Kimberley</b>	6/25/2020	4 years
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**Title:** Head, Database Integrity and Analysis

**Classification:** Admin/Professional

**Local Academic Unit:** University Libraries

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## ANNOUNCEMENT

### Academic Programs, Diversity, and University Community Committee

October 1, 2020

### RENEWALS AND REAPPOINTMENTS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
<b>Fahringer</b>	<b>Alyssa</b>	6/25/2020	2 years

**Title:** Digital Scholarship Consultant  
**Classification:** Admin/Professional  
**Local Academic Unit:** University Libraries

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<b>Falsetti</b>	<b>Anthony B.</b>	8/25/2020	2 years
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**Title:** Term Associate Professor  
**Classification:** Instructional  
**Local Academic Unit:** Forensic Science Program (COS)

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<b>Fedri</b>	<b>Melanie</b>	8/25/2020	1 year
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**Title:** Term Assistant Professor  
**Classification:** Instructional  
**Local Academic Unit:** Honors College

**Note(s):** Additional Title: Experiential Learning Coordinator

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<b>Fuertes</b>	<b>Al</b>	8/25/2020	5 years
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**Title:** Term Associate Professor  
**Classification:** Instructional  
**Local Academic Unit:** Integrative Studies (CHSS)

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<b>Gafurov</b>	<b>Boris</b>	12/20/2020	1 year
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**Title:** Research Assistant Professor  
**Classification:** Research  
**Local Academic Unit:** College of Education and Human Development

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## ANNOUNCEMENT

### Academic Programs, Diversity, and University Community Committee

October 1, 2020

### RENEWALS AND REAPPOINTMENTS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
<b>Grimm</b>	<b>Stephanie H.</b>	6/25/2020	4 years

**Title:** Art and Art History Librarian  
**Classification:** Admin/Professional  
**Local Academic Unit:** University Libraries

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<b>Guo</b>	<b>Liying</b>	8/1/2020	1 year
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**Title:** Research Associate Professor  
**Classification:** Research  
**Local Academic Unit:** Center for Spatial Information Science and Systems (COS)

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<b>Hoffman</b>	<b>Kimberly</b>	6/25/2021	3 years
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**Title:** Lead, Sciences and Technology Team and Mercer Library  
**Classification:** Admin/Professional  
**Local Academic Unit:** University Libraries

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<b>Horak</b>	<b>Anne K.</b>	8/25/2020	1 year
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**Title:** Project Director  
**Classification:** Research  
**Local Academic Unit:** College of Education and Human Development

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<b>Jauchen</b>	<b>Joanna G.</b>	8/25/2020	3 years
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**Title:** Term Instructor  
**Classification:** Instructional  
**Local Academic Unit:** Mathematical Science (COS)

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## ANNOUNCEMENT

### Academic Programs, Diversity, and University Community Committee

October 1, 2020

### RENEWALS AND REAPPOINTMENTS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
Jeffery	Roger C.	8/25/2020	1 year

**Title:** Term Assistant Professor

**Classification:** Instructional

**Local Academic Unit:** Dance (CVPA)

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Johnson	Tyrel James	7/18/2020	1 year
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**Title:** Research Associate Professor

**Classification:** Research

**Local Academic Unit:** Physics and Astronomy (COS)

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Jorgenson	Linn	8/25/2020	1 year
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**Title:** Term Associate Professor

**Classification:** Instructional

**Local Academic Unit:** College of Education and Human Development

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Kelley	Owen A.	6/10/2020	1 year
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**Title:** Research Assistant Professor

**Classification:** Research

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

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Kim	Dae	6/25/2020	3 years
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**Title:** Term Instructor

**Classification:** Instructional

**Local Academic Unit:** Modern and Classical Languages (CHSS)

**Note(s):** Additional Title: Director, Language Lab and Technologies

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## ANNOUNCEMENT

### Academic Programs, Diversity, and University Community Committee

October 1, 2020

### RENEWALS AND REAPPOINTMENTS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
<b>Kim</b>	<b>Younsung</b>	8/25/2020	3 years

**Title:** Term Associate Professor

**Classification:** Instructional

**Local Academic Unit:** Environmental Science and Policy (COS)

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<b>Kirkpatrick</b>	<b>Jesse L.</b>	8/3/2020	3 years
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**Title:** Assistant Director, Institute for Philosophy and Public Policy

**Classification:** Research

**Local Academic Unit:** Philosophy (CHSS)

**Note(s):** Additional Title: Research Assistant Professor

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<b>Kolbe</b>	<b>Patrick V.</b>	6/10/2020	1 year
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**Title:** Research Assistant Professor

**Classification:** Research

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

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<b>Koob</b>	<b>JoAnn</b>	8/25/2020	2 years
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**Title:** Term Assistant Professor

**Classification:** Instructional

**Local Academic Unit:** Antonin Scalia Law School

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

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<b>Krishnamurthy</b>	<b>Venkataram</b>	6/25/2020	< 1 Year
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**Title:** Research Professor

**Classification:** Research

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

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## ANNOUNCEMENT

### Academic Programs, Diversity, and University Community Committee

October 1, 2020

#### RENEWALS AND REAPPOINTMENTS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
<b>Kwiatkowski</b>	<b>John</b>	6/10/2020	1 year

**Title:** Research Professor

**Classification:** Research

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

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<b>Laporte</b>	<b>Todd</b>	8/25/2020	3 years
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**Title:** Term Associate Professor

**Classification:** Instructional

**Local Academic Unit:** Schar School of Policy and Government

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<b>Lawrence</b>	<b>Susan</b>	6/25/2020	5 years
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**Title:** Term Associate Professor

**Classification:** Instructional

**Local Academic Unit:** English (CHSS)

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<b>Lee</b>	<b>Andrew</b>	6/25/2021	4 years
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**Title:** Humanities and Social Sciences Librarian

**Classification:** Admin/Professional

**Local Academic Unit:** University Libraries

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<b>Lewis</b>	<b>Rachel Ann</b>	8/25/2020	3 years
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**Title:** Term Associate Professor

**Classification:** Instructional

**Local Academic Unit:** Women and Gender Studies (CHSS)

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## ANNOUNCEMENT

### Academic Programs, Diversity, and University Community Committee

October 1, 2020

### RENEWALS AND REAPPOINTMENTS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
<b>Lewis</b>	<b>Jocelyn A.</b>	6/25/2020	2 years

**Title:** Head, Resource Acquisition  
**Classification:** Admin/Professional  
**Local Academic Unit:** University Libraries

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<b>Li</b>	<b>Xin</b>	8/25/2020	3 years
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**Title:** Term Assistant Professor  
**Classification:** Instructional  
**Local Academic Unit:** School of Business

**Note(s):**  
This record supersedes previous appointment reported in the February 2020 Board Book.

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<b>Liu</b>	<b>Zhong</b>	6/10/2020	1 year
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**Title:** Research Professor  
**Classification:** Research  
**Local Academic Unit:** Center for Spatial Information Science and Systems (COS)

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<b>Lowry</b>	<b>Dawn</b>	8/25/2020	1 year
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**Title:** Term Instructor  
**Classification:** Instructional  
**Local Academic Unit:** Communication (CHSS)

**Note(s):** Additional Title: Director of Forensics

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<b>Magee</b>	<b>Christopher D.</b>	6/25/2020	2 years
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**Title:** Social Sciences Librarian  
**Classification:** Admin/Professional  
**Local Academic Unit:** University Libraries

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## ANNOUNCEMENT

### Academic Programs, Diversity, and University Community Committee

October 1, 2020

### RENEWALS AND REAPPOINTMENTS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
<b>Malur</b>	<b>Michal J.</b>	6/25/2020	1 year

**Title:** Research Associate (Instructor)

**Classification:** Research

**Local Academic Unit:** Schar School of Policy and Government

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

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<b>Mann</b>	<b>Wendy</b>	6/25/2021	4 years
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**Title:** Director, Digital Scholarship Center

**Classification:** Admin/Professional

**Local Academic Unit:** University Libraries

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<b>Marshall</b>	<b>Maureen</b>	8/25/2020	1 year
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**Title:** Term Assistant Professor

**Classification:** Instructional

**Local Academic Unit:** College of Education and Human Development

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<b>Marx</b>	<b>Lawrence</b>	5/25/2020	< 1 Year
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**Title:** Research Associate (Instructor)

**Classification:** Research

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

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<b>Mattson</b>	<b>Janna</b>	6/25/2021	4 years
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**Title:** Online Learning Coordinator and Instructional Librarian

**Classification:** Admin/Professional

**Local Academic Unit:** University Libraries

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## ANNOUNCEMENT

### Academic Programs, Diversity, and University Community Committee

October 1, 2020

#### RENEWALS AND REAPPOINTMENTS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
McCaughey	Patricia	6/10/2020	1 year

**Title:** Research Assistant Professor

**Classification:** Research

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

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Melville	Anne	6/25/2021	4 years
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**Title:** Education Librarian

**Classification:** Admin/Professional

**Local Academic Unit:** University Libraries

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Mitchell	Jonathan	6/10/2020	1 year
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**Title:** Research Associate (Instructor)

**Classification:** Research

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

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Moteabbed-Tabarraei	Shora E.	8/25/2020	3 years
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**Title:** Term Assistant Professor

**Classification:** Instructional

**Local Academic Unit:** School of Business

**Note(s):** This record supersedes previous appointment reported in February 2020 Board Book.

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Nanian	Richard	8/25/2020	5 years
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**Title:** Term Associate Professor

**Classification:** Instructional

**Local Academic Unit:** English (CHSS)

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## ANNOUNCEMENT

### Academic Programs, Diversity, and University Community Committee

October 1, 2020

#### RENEWALS AND REAPPOINTMENTS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
Nguyen	Quyên	6/10/2020	1 year

**Title:** Research Associate (Instructor)

**Classification:** Research

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

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Oberle III	George D.	6/25/2020	5 years
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**Title:** History Librarian

**Classification:** Admin/Professional

**Local Academic Unit:** University Libraries

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Peters	Esther	8/25/2020	3 years
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**Title:** Term Associate Professor

**Classification:** Instructional

**Local Academic Unit:** Environmental Science and Policy (COS)

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Rendler	Elaine	8/25/2020	3 years
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**Title:** Term Professor

**Classification:** Instructional

**Local Academic Unit:** Music (CVPA)

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Requeijo	Tiago	8/25/2020	1 year
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**Title:** Term Assistant Professor

**Classification:** Instructional

**Local Academic Unit:** School of Business

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## ANNOUNCEMENT

### Academic Programs, Diversity, and University Community Committee

October 1, 2020

### RENEWALS AND REAPPOINTMENTS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
<b>Rioux-Bailey</b>	<b>Carmen</b>	8/25/2020	1 year

**Title:** Term Instructor

**Classification:** Instructional

**Local Academic Unit:** College of Education and Human Development

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<b>Robinson</b>	<b>Laurie</b>	8/25/2020	1 year
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**Title:** Clarence J. Robinson Professor

**Classification:** Instructional

**Local Academic Unit:** Clarence J. Robinson Professors

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<b>Roszkowski</b>	<b>Beth</b>	6/25/2021	3 years
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**Title:** Head, Arlington Campus Library

**Classification:** Admin/Professional

**Local Academic Unit:** University Libraries

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<b>Sausville</b>	<b>Catherine A.</b>	8/25/2020	3 years
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**Title:** Term Instructor

**Classification:** Instructional

**Local Academic Unit:** Mathematical Science (COS)

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<b>Shen</b>	<b>Suhung</b>	6/10/2020	1 year
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**Title:** Research Professor

**Classification:** Research

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

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## ANNOUNCEMENT

### Academic Programs, Diversity, and University Community Committee

October 1, 2020

### RENEWALS AND REAPPOINTMENTS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
<b>Shin</b>	<b>Chul-Su</b>	5/25/2020	< 1 year

**Title:** Research Assistant Professor

**Classification:** Research

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

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<b>Smith</b>	<b>Cynthia</b>	8/25/2020	3 years
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**Title:** Term Associate Professor

**Classification:** Instructional

**Local Academic Unit:** Environmental Science and Policy (COS)

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<b>Soares Chafran</b>	<b>Liana</b>	3/31/2020	1 year
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**Title:** Research Associate (Instructor)

**Classification:** Research

**Local Academic Unit:** Chemistry and Biochemistry (COS)

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<b>Stocker</b>	<b>Anton</b>	6/10/2020	1 year
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**Title:** Research Assistant Professor

**Classification:** Research

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

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<b>Stout</b>	<b>John</b>	6/10/2020	1 year
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**Title:** Research Associate Professor

**Classification:** Research

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

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## ANNOUNCEMENT

### Academic Programs, Diversity, and University Community Committee

October 1, 2020

#### RENEWALS AND REAPPOINTMENTS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
<b>Sturrock</b>	<b>Alan</b>	8/25/2020	1 year

**Title:** Term Assistant Professor

**Classification:** Instructional

**Local Academic Unit:** College of Education and Human Development

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<b>Suh</b>	<b>Hyon-Sook (Joy)</b>	6/25/2021	5 years
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**Title:** Geospatial Resources Librarian

**Classification:** Admin/Professional

**Local Academic Unit:** University Libraries

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<b>Velauthapillai</b>	<b>Balendran</b>	6/10/2020	1 year
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**Title:** Research Associate (Instructor)

**Classification:** Research

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

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<b>Viccora</b>	<b>Elaine R.</b>	8/25/2020	3 years
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**Title:** Term Instructor

**Classification:** Instructional

**Local Academic Unit:** School of Business

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<b>Walker</b>	<b>Laura M.</b>	8/25/2020	1 year
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**Title:** Term Associate Professor

**Classification:** Instructional

**Local Academic Unit:** Schar School of Policy and Government

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## ANNOUNCEMENT

### Academic Programs, Diversity, and University Community Committee

October 1, 2020

### RENEWALS AND REAPPOINTMENTS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
<b>Walsh</b>	<b>Joseph V.</b>	8/25/2020	3 years

**Title:** Term Assistant Professor

**Classification:** Instructional

**Local Academic Unit:** Music (CVPA)

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<b>Wang</b>	<b>Leyu</b>	9/25/2020	1 year
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**Title:** Research Assistant Professor

**Classification:** Research

**Local Academic Unit:** Collision Safety and Analysis (COS)

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<b>Weinstein</b>	<b>Aimee L.</b>	8/25/2020	1 year
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**Title:** Term Assistant Professor

**Classification:** Instructional

**Local Academic Unit:** INTO Mason (Provost)

**Note(s):** Additional Title: Academic Advisor

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<b>Wilde</b>	<b>Judith</b>	8/25/2020	1 year
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**Title:** Research Professor

**Classification:** Research

**Local Academic Unit:** Schar School of Policy and Government

**Note(s):** Additional Title: Principal Investigator

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<b>Yu</b>	<b>Eugene G.</b>	5/10/2020	1 year
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**Title:** Research Associate Professor

**Classification:** Research

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

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**ANNOUNCEMENT**

**Academic Programs, Diversity, and University Community Committee**

October 1, 2020

**RENEWALS AND REAPPOINTMENTS**

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
<b>Yuckenberg</b>	<b>Ashley</b>	8/25/2020	3 years

**Title:** Term Instructor

**Classification:** Instructional

**Local Academic Unit:** School of Business

**Note(s):**

This record supersedes previous appointment reported in the February 2020 Board Book.

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<b>Zhou</b>	<b>Weidong</b>	9/25/2020	At will
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**Title:** Research Associate Professor

**Classification:** Research

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

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## ANNOUNCEMENT

### Academic Programs, Diversity, and University Community Committee

October 1, 2020

## SEPARATIONS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
<b>Anderson</b>	<b>Nancy</b>	Resignation	06/06/2020

**Title:** Coordinator VDOE TTAC

**Classification:** At will - Admin/Professional

**Local Academic Unit:** College of Education and Human Development

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<b>Andrulis</b>	<b>Greg</b>	Contract expiration	06/30/2020
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**Title:** Head Coach, Men's Soccer

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Intercollegiate Athletics

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<b>Arcenas</b>	<b>Scott</b>	Resignation	05/24/2020
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**Title:** Assistant Professor

**Classification:** Tenure track - Instructional

**Local Academic Unit:** History and Art History (CHSS)

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<b>Balazs</b>	<b>Emma</b>	Contract expiration	08/24/2020
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**Title:** Term Assistant Professor

**Classification:** Term - Instructional

**Local Academic Unit:** Arts Management (CVPA)

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<b>Birchard</b>	<b>Geoffrey</b>	Retirement	05/24/2020
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**Title:** Associate Professor without Term

**Classification:** Tenured (without term) - Instructional

**Local Academic Unit:** Biology (COS)

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## ANNOUNCEMENT

### Academic Programs, Diversity, and University Community Committee

October 1, 2020

## SEPARATIONS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
<b>Bobal</b>	<b>Christine M.</b>	Contract expiration	05/24/2020

**Title:** Term Instructor

**Classification:** Term - Instructional

**Local Academic Unit:** INTO Mason (Provost)

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<b>Boyce</b>	<b>Matthew</b>	Resignation	06/05/2020
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**Title:** Executive Director of Enrollment Management

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Office of Admissions

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<b>Bozmoski</b>	<b>Alexander</b>	Resignation	06/01/2020
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**Title:** Senior Research Associate (Instructor)

**Classification:** Term - Research

**Local Academic Unit:** Communication (CHSS)

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<b>Broshears</b>	<b>Robert S.</b>	Resignation	05/24/2020
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**Title:** Term Instructor

**Classification:** Term - Instructional

**Local Academic Unit:** School of Business

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<b>Butler</b>	<b>Paige</b>	Retirement	08/24/2020
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**Title:** Deputy Director, Law & Economics Center, SOL

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Antonin Scalia Law School

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## ANNOUNCEMENT

### Academic Programs, Diversity, and University Community Committee

October 1, 2020

### SEPARATIONS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
<b>Bychkovska</b>	<b>Tetyana</b>	Resignation	07/19/2020

**Title:** Writing Center ESL Specialist  
**Classification:** At will - Admin/Professional  
**Local Academic Unit:** English (CHSS)

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<b>Crawford</b>	<b>Deborah</b>	Resignation	08/04/2020
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**Title:** Vice President, Office of Research, Innovation and Economic Impact  
**Classification:** At will - Admin/Professional  
**Local Academic Unit:** Office of the Provost

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<b>Dave</b>	<b>Apurva C.</b>	Resignation	05/31/2020
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**Title:** Senior Science Officer  
**Classification:** At will - Admin/Professional  
**Local Academic Unit:** Office of Research, Innovation and Economic Impact

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<b>Davidson</b>	<b>Tracy K.</b>	Resignation	05/24/2020
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**Title:** Term Instructor  
**Classification:** Term - Instructional  
**Local Academic Unit:** Nursing (CHHS)

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<b>Dooley</b>	<b>Johnathon</b>	Resignation	05/24/2020
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**Title:** Term Assistant Professor  
**Classification:** Term - Instructional  
**Local Academic Unit:** Chemistry and Biochemistry (COS)

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## ANNOUNCEMENT

### Academic Programs, Diversity, and University Community Committee

October 1, 2020

## SEPARATIONS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
<b>Edkins</b>	<b>Teresa</b>	Contract expiration	05/24/2020

**Title:** Term Associate Professor

**Classification:** Term - Instructional

**Local Academic Unit:** College of Education and Human Development

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<b>Espino</b>	<b>Maggie E.</b>	Contract expiration	08/24/2020
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**Title:** Term Instructor

**Classification:** Term - Instructional

**Local Academic Unit:** INTO Mason (Provost)

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<b>Filak</b>	<b>Carol</b>	Retirement	08/31/2020
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**Title:** Administrative Director

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Student Health Services (UL)

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<b>Foster</b>	<b>Stephanie</b>	Resignation	07/10/2020
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**Title:** Associate Director, Undergraduate Education

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Office of the Provost

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<b>Gerber</b>	<b>Steven K.</b>	Retirement	07/09/2020
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**Title:** Music, Theater and Philosophy Librarian

**Classification:** At will - Admin/Professional

**Local Academic Unit:** University Libraries

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## ANNOUNCEMENT

### Academic Programs, Diversity, and University Community Committee

October 1, 2020

### SEPARATIONS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
<b>Hannush</b>	<b>Amber</b>	Resignation	09/24/2020

**Title:** Operations and Initiatives Manager  
**Classification:** At will - Admin/Professional  
**Local Academic Unit:** Office of the Provost

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<b>Harries</b>	<b>Emma</b>	Contract expiration	05/24/2020
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**Title:** Term Instructor  
**Classification:** Term - Instructional  
**Local Academic Unit:** INTO Mason (Provost)

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<b>Hattery</b>	<b>Angela</b>	Resignation	05/24/2020
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**Title:** Professor without Term  
**Classification:** Tenured (without term) - Instructional  
**Local Academic Unit:** Women and Gender Studies (CHSS)

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<b>Hemann</b>	<b>Kathryn</b>	Contract expiration	05/24/2020
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**Title:** Assistant Professor  
**Classification:** Tenure track - Instructional  
**Local Academic Unit:** Modern and Classical Languages (CHSS)

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<b>Hmidouch</b>	<b>Nacir</b>	Contract expiration	05/24/2020
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**Title:** Term Assistant Professor  
**Classification:** Term - Instructional  
**Local Academic Unit:** Mathematical Science (COS)

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## ANNOUNCEMENT

### Academic Programs, Diversity, and University Community Committee

October 1, 2020

## SEPARATIONS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
<b>Hoyle</b>	<b>Stephen</b>	Contract expiration	05/24/2020

**Title:** Term Instructor

**Classification:** Term - Instructional

**Local Academic Unit:** INTO Mason (Provost)

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<b>Hunt</b>	<b>Lucas</b>	Resignation	05/26/2020
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**Title:** Research Associate (Instructor)

**Classification:** Term - Research

**Local Academic Unit:** Physics and Astronomy (COS)

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<b>Hutchins</b>	<b>Peter</b>	Resignation	05/29/2020
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**Title:** Assistant Coach, Men's Basketball

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Intercollegiate Athletics

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<b>King</b>	<b>Jason</b>	Resignation	06/09/2020
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**Title:** Success Coach for the Mason Care Network

**Classification:** At will - Admin/Professional

**Local Academic Unit:** University Life

**Note(s):**

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<b>Kohn</b>	<b>Ellen M.</b>	Retirement	05/24/2020
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**Title:** Term Instructor

**Classification:** Term - Instructional

**Local Academic Unit:** INTO Mason (Provost)

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## ANNOUNCEMENT

### Academic Programs, Diversity, and University Community Committee

October 1, 2020

### SEPARATIONS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
<b>Koku</b>	<b>Paul Sergius</b>	Contract expiration	05/24/2020

**Title:** Visiting Professor

**Classification:** Term - Instructional

**Local Academic Unit:** School of Business

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<b>Kulick</b>	<b>Jeffrey</b>	Retirement	05/24/2020
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**Title:** Instructor of Marketing

**Classification:** Term - Instructional

**Local Academic Unit:** School of Business

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<b>Lee</b>	<b>Seokwoo</b>	Contract expiration	05/24/2020
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**Title:** Assistant Professor

**Classification:** Tenure track - Instructional

**Local Academic Unit:** School of Business

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<b>Mariska</b>	<b>John</b>	Resignation	08/24/2020
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**Title:** Research Professor

**Classification:** Term - Instructional

**Local Academic Unit:** Physics and Astronomy (COS)

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<b>Marks</b>	<b>Michelle</b>	Resignation	06/30/2020
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**Title:** Vice President for Academic Innovation and New Ventures

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Office of the Provost

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## ANNOUNCEMENT

### Academic Programs, Diversity, and University Community Committee

October 1, 2020

### SEPARATIONS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
<b>Martinez</b>	<b>Jadelyn K.</b>	Contract expiration	07/17/2020

**Title:** Psychology Intern

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Counseling and Psychological Services (UL)

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<b>McCamish</b>	<b>Troy D.</b>	Contract expiration	08/24/2020
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**Title:** Term Instructor

**Classification:** Term - Instructional

**Local Academic Unit:** INTO Mason (Provost)

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<b>Miglas</b>	<b>Thomas</b>	Retirement	08/24/2020
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**Title:** Director PTAP Southern Region

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Mason Enterprise Center

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<b>Moore</b>	<b>Patrick J.</b>	Contract expiration	08/24/2020
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**Title:** Term Assistant Professor

**Classification:** Term - Instructional

**Local Academic Unit:** INTO Mason (Provost)

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<b>Nichols</b>	<b>Len</b>	Retirement	05/24/2020
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**Title:** Professor without Term

**Classification:** Tenured (without term) - Research

**Local Academic Unit:** Health Administration and Policy (CHHS)

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## ANNOUNCEMENT

### Academic Programs, Diversity, and University Community Committee

October 1, 2020

### SEPARATIONS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
<b>Nincehelser</b>	<b>Stuart</b>	Resignation	05/29/2020

**Title:** Attorneys General Education Program Director

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Antonin Scalia Law School

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<b>Nix</b>	<b>Shannon S.</b>	Resignation	08/14/2020
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**Title:** Assistant Provost

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Office of the Provost

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<b>Olund</b>	<b>Thomas</b>	Retirement	08/15/2020
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**Title:** Senior Program Manager, Major Maintenance

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Facilities Administration

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<b>Pandula</b>	<b>Shyam Prakash</b>	Resignation	05/24/2020
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**Title:** Term Assistant Professor

**Classification:** Term - Instructional

**Local Academic Unit:** Electrical and Computer Engineering (VSE)

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<b>Patnaik</b>	<b>Anurag</b>	Resignation	06/12/2020
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**Title:** Research Associate (Instructor)

**Classification:** Term - Research

**Local Academic Unit:** National Center for Biodefense and Infectious Diseases (COS)

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## ANNOUNCEMENT

### Academic Programs, Diversity, and University Community Committee

October 1, 2020

## SEPARATIONS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
<b>Piehl</b>	<b>Brian</b>	Contract expiration	07/17/2020

**Title:** Psychology Intern

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Counseling and Psychological Services (UL)

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<b>Piemonte</b>	<b>Mary Jane</b>	Resignation	05/01/2020
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**Title:** Recruiting and Program Manager

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Antonin Scalia Law School

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<b>Rashkover</b>	<b>Randi L.</b>	Resignation	05/24/2020
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**Title:** Associate Professor without Term

**Classification:** Tenured (without term) - Instructional

**Local Academic Unit:** Religious Studies (CHSS)

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<b>Reinsel</b>	<b>Thomas</b>	Retirement	10/24/2020
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**Title:** Assistant Director, Environmental Quality and Energy Efficiency

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Facilities

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<b>Robinson</b>	<b>Laurie</b>	Retirement	05/24/2021
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**Title:** Clarence J. Robinson Professor

**Classification:** Term - Instructional

**Local Academic Unit:** Clarence J. Robinson Professors

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## ANNOUNCEMENT

### Academic Programs, Diversity, and University Community Committee

October 1, 2020

## SEPARATIONS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
<b>Rockwood</b>	<b>Larry</b>	Retirement	05/24/2020

**Title:** Professor without Term

**Classification:** Tenured (without term) - Instructional

**Local Academic Unit:** Biology (COS)

---

<b>Sedrak</b>	<b>Mary</b>	Contract expiration	07/17/2020
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**Title:** Psychology Intern

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Counseling and Psychological Services (UL)

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<b>Skipper</b>	<b>Katherine A.</b>	Contract expiration	08/24/2020
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**Title:** Term Instructor

**Classification:** Term - Instructional

**Local Academic Unit:** INTO Mason (Provost)

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<b>Sperry</b>	<b>Patricia</b>	Retirement	09/24/2020
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**Title:** Associate Director, Research Administration

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Office of Sponsored Programs

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<b>Stevens</b>	<b>Caroline R.</b>	Resignation	08/31/2020
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**Title:** Director of Marketing

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Schar School of Policy and Government

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## ANNOUNCEMENT

### Academic Programs, Diversity, and University Community Committee

October 1, 2020

## SEPARATIONS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
<b>Stevenson</b>	<b>Megan T.</b>	Resignation	05/24/2020

**Title:** Assistant Professor

**Classification:** At will - Instructional

**Local Academic Unit:** Antonin Scalia Law School

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<b>Stone</b>	<b>Deborah W.</b>	Contract expiration	05/24/2020
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**Title:** Term Assistant Professor

**Classification:** Term - Instructional

**Local Academic Unit:** College of Education and Human Development

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<b>Sweeney</b>	<b>Kyle</b>	Contract expiration	05/24/2020
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**Title:** Term Instructor

**Classification:** Term - Instructional

**Local Academic Unit:** School of Business

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<b>Takayama-Perez</b>	<b>Amy L.</b>	Resignation	07/06/2020
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**Title:** Dean of Admissions

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Office of Admissions

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<b>Thomas</b>	<b>Mark L.</b>	Resignation	05/08/2020
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**Title:** Assistant Coach, Women's Volleyball

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Intercollegiate Athletics

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## ANNOUNCEMENT

### Academic Programs, Diversity, and University Community Committee

October 1, 2020

## SEPARATIONS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
<b>Thomas</b>	<b>Glenda W.</b>	Resignation	05/24/2020

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

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<b>Thomson</b>	<b>Emma J.</b>	Resignation	07/14/2020
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**Title:** Assistant Coach, Women's Soccer  
**Classification:** At will - Admin/Professional  
**Local Academic Unit:** Intercollegiate Athletics

**Note(s):**

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<b>Verbanic</b>	<b>Joseph</b>	Retirement	06/01/2020
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**Title:** Head Coach, Softball  
**Classification:** At will - Admin/Professional  
**Local Academic Unit:** Intercollegiate Athletics

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<b>Vita-Farnsworth</b>	<b>Olivia</b>	Resignation	06/30/2020
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**Title:** Athletic Trainer  
**Classification:** At will - Admin/Professional  
**Local Academic Unit:** Intercollegiate Athletics

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<b>Welsh</b>	<b>Laura</b>	Resignation	05/15/2020
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**Title:** Compensation and Workforce Planning Manager  
**Classification:** At will - Admin/Professional  
**Local Academic Unit:** Human Resources and Payroll

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## ANNOUNCEMENT

### Academic Programs, Diversity, and University Community Committee

October 1, 2020

### SEPARATIONS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
<b>Wheeler</b>	<b>John Joshua</b>	Contract expiration	05/08/2020

**Title:** Free Speech Clinic Fellow

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Antonin Scalia Law School

**Note(s):**

This record supersedes previous separation reported in the February 2020 Board Book.

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<b>Williams</b>	<b>Julian</b>	Resignation	05/15/2020
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**Title:** Vice President, Compliance, Diversity, and Ethics

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Compliance, Diversity, and Ethics

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<b>Wu</b>	<b>S. David</b>	Resignation	06/30/2020
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**Title:** Provost and Executive Vice President

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Office of the Provost

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<b>Wulff</b>	<b>Alissa</b>	Contract expiration	06/30/2020
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**Title:** Research Associate (Instructor)

**Classification:** Term - Research

**Local Academic Unit:** Nursing (CHHS)

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## ANNOUNCEMENT

### Academic Programs, Diversity, and University Community Committee

October 10, 2020

## **OTHER ANNOUNCEMENTS**

LAST NAME

FIRST NAME

TYPE

**Ahn**

**Changwoo**

Title Change

**Title:** Graduate Program Coordinator

**Local Academic Unit:** Environmental Science and Policy (COS)

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

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**Aier**

**Jagadison**

Title Change

**Title:** Area Chair, Accounting

**Local Academic Unit:** School of Business

**Note(s):** Additional Title: Advisory Boards and Outreach, Director of the Investor Protection and Corporate Fraud Research Center  
Retained Title-Associate Professor without Term

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**Aldatmaz**

**Serdar**

Tenure Track Contract  
Extension

**Title:** Assistant Professor

**Local Academic Unit:** School of Business

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**Baker**

**Courtney**

Tenure Track Contract  
Extension

**Title:** Assistant Professor

**Local Academic Unit:** College of Education and Human Development

---

**Baker**

**Pamela**

Title Change

**Title:** Director of the Division of Special Education and DisAbility Research

**Local Academic Unit:** College of Education and Human Development

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

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## ANNOUNCEMENT

### Academic Programs, Diversity, and University Community Committee

October 10, 2020

### OTHER ANNOUNCEMENTS

LAST NAME

FIRST NAME

TYPE

**Best**

**Amy**

Leave with Pay

**Title:** Professor without Term

**Local Academic Unit:** Sociology and Anthropology (CHSS)

**Note(s):** Professor Best has been awarded a Faculty Study Leave for Spring Semester 2021.

---

**Bockman**

**Johanna K.**

Leave with Partial Pay

**Title:** Associate Professor without Term

**Local Academic Unit:** Sociology and Anthropology (CHSS)

**Note(s):**

Professor Bockman has been awarded a Faculty Study Leave for Academic Year 2020-2021.

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**Bristol**

**Joan**

Leave with Pay

**Title:** Associate Professor without Term

**Local Academic Unit:** History and Art History (CHSS)

**Note(s):** Professor Bristol has been awarded a Faculty Study Leave for Spring Semester 2021.

---

**Brown**

**Jacquelyn**

Title Change

**Title:** Area Chair, Business Foundations

**Local Academic Unit:** School of Business

**Note(s):** Retained Title-Term Instructor

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**Buehl**

**Michelle M.**

Title Change

**Title:** Director of the Division of Educational Psychology and Research Methods

**Local Academic Unit:** College of Education and Human Development

**Note(s):** Retained Title-Professor without term

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## **ANNOUNCEMENT**

### **Academic Programs, Diversity, and University Community Committee**

October 10, 2020

### **OTHER ANNOUNCEMENTS**

<b><u>LAST NAME</u></b>	<b><u>FIRST NAME</u></b>	<b><u>TYPE</u></b>
<b>Burek</b>	<b>Jacqueline M.</b>	Tenure Track Contract Extension

**Title:** Assistant Professor

**Local Academic Unit:** English (CHSS)

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<b>Caswell</b>	<b>Amanda</b>	Title Change
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**Title:** Head of School of Kinesiology

**Local Academic Unit:** College of Education and Human Development

**Note(s):** Retained Title-Term Associate Professor

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<b>Chalip</b>	<b>Laurence</b>	Title Change
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**Title:** Director of the Division of Sports, Recreation, and Tourism Management

**Local Academic Unit:** College of Education and Human Development

**Note(s):** Retained Title-Term Professor

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<b>Chen</b>	<b>Min</b>	Leave with Pay
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**Title:** Associate Professor without Term

**Local Academic Unit:** School of Business

**Note(s):** Professor Chen has been awarded a Faculty Study Leave for Fall Semester 2020.

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<b>Chitnis</b>	<b>Parag</b>	Title Change
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**Title:** Faculty Fellow for Graduate Education

**Local Academic Unit:** Office of the Provost

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

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## ANNOUNCEMENT

### Academic Programs, Diversity, and University Community Committee

October 10, 2020

### OTHER ANNOUNCEMENTS

LAST NAME

FIRST NAME

TYPE

**Cooper**

**James C.**

Title Change

**Title:** Director, Program on Economics & Privacy

**Local Academic Unit:** Law and Economics Center (ASLS)

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

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**Dabbagh**

**Nada**

Title Change

**Title:** Director of the Division of Learning Technologies

**Local Academic Unit:** College of Education and Human Development

**Note(s):** Retained Title-Professor without term

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**Dade**

**Aurali**

Title Change

**Title:** Interim Vice President for Research, Innovation, and Economic Impact

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

**Note(s):** Retained Title-Associate Vice President, Research and Innovation Initiatives

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**Das**

**Sidhartha**

Title Change

**Title:** Assistant Area Chair of Information Systems and Operations Management (OSCM)

**Local Academic Unit:** School of Business

**Note(s):** Retained Title-Professor without term

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**Deans**

**Penny Candace**

Title Change

**Title:** Program Director of Master of Technology Management

**Local Academic Unit:** School of Business

**Note(s):** Retained Title-Term Associate Professor

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## ANNOUNCEMENT

### Academic Programs, Diversity, and University Community Committee

October 10, 2020

### OTHER ANNOUNCEMENTS

LAST NAME

FIRST NAME

TYPE

**DiZinno**

**Joseph A.**

Title Change

**Title:** Associate Director of Research

**Local Academic Unit:** Forensic Science Program (COS)

**Note(s):** Retained Title-Term Associate Professor

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**Doebel**

**Sabine**

Tenure Track Contract  
Extension

**Title:** Assistant Professor

**Local Academic Unit:** Psychology (CHSS)

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**Driscoll**

**David R.**

Title Change

**Title:** Course Coordinator, Undergraduate International Year One Program

**Local Academic Unit:** INTO Mason (Provost)

**Note(s):** Retained Title-Term Instructor

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**Dwyer**

**Leslie Katherine**

Leave with Pay

**Title:** Associate Professor without Term

**Local Academic Unit:** School for Conflict Analysis and Resolution

**Note(s):** Professor Dwyer was awarded a Faculty Study Leave for Spring Semester 2020.

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**Flinn**

**Jane**

Leave with Pay

**Title:** Associate Professor without Term

**Local Academic Unit:** Psychology (CHSS)

**Note(s):** Professor Flinn has been awarded a Faculty Study Leave for Fall Semester 2020.

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## ANNOUNCEMENT

### Academic Programs, Diversity, and University Community Committee

October 10, 2020

### OTHER ANNOUNCEMENTS

LAST NAME

FIRST NAME

TYPE

**Flores**

**Thomas**

Title Change

**Title:** Director of Graduate Programs

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

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

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**Fox**

**Rebecca**

Title Change

**Title:** Director of the Division of Advanced Professional Teacher Development and International Education

**Local Academic Unit:** College of Education and Human Development

**Note(s):** Retained Title-Professor without term

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**Gatling**

**Benjamin**

Title Change

**Title:** Interim Director of the Master of Arts Interdisciplinary Studies Program

**Local Academic Unit:** College of Humanities and Social Sciences

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

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**Grady**

**Victoria**

Title Change

**Title:** Program Director of Master of Science in Management

**Local Academic Unit:** School of Business

**Note(s):** Retained Title-Term Associate Professor

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**Grimm**

**Stephanie H.**

Title Change

**Title:** Graduate Research/Professional Assistant Coordinator

**Local Academic Unit:** University Libraries

**Note(s):** Retained Title-Art and Art History Librarian

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## ANNOUNCEMENT

### Academic Programs, Diversity, and University Community Committee

October 10, 2020

### OTHER ANNOUNCEMENTS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>
<b>Habib</b>	<b>Anna S.</b>	Title Change
<b>Title:</b> ENGH-INTO Mason Liaison <b>Local Academic Unit:</b> English (CHSS)		
<b>Note(s):</b> Retained Title-Term Associate Professor		
<b>Hanrahan</b>	<b>Nancy</b>	Leave with Pay
<b>Title:</b> Associate Professor without Term <b>Local Academic Unit:</b> Sociology and Anthropology (CHSS)		
<b>Note(s):</b> Professor Hanrahan has been awarded a Faculty Study Leave for Spring Semester 2021.		
<b>Hersch</b>	<b>Rebekah K.</b>	Title Change
<b>Title:</b> Interim Associate Vice President, Research Innovation and Initiatives <b>Local Academic Unit:</b> Office of Research, Innovation and Economic Impact		
<b>Note(s):</b> Retained Title-Assistant Vice President, Research Development		
<b>Horstmeyer</b>	<b>Derek M.</b>	Title Change
<b>Title:</b> Concentration Director, Financial Planning & Wealth Management <b>Local Academic Unit:</b> School of Business		
<b>Note(s):</b> Retained Title-Term Associate Professor		
<b>Hu</b>	<b>Bo</b>	Tenure Track Contract Extension
<b>Title:</b> Assistant Professor <b>Local Academic Unit:</b> School of Business		

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## **ANNOUNCEMENT**

### **Academic Programs, Diversity, and University Community Committee**

October 10, 2020

### **OTHER ANNOUNCEMENTS**

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>
<b>Hultin</b>	<b>Ivar Niklas</b>	Tenure Track Contract Extension

**Title:** Assistant Professor

**Local Academic Unit:** Global Affairs Program (CHSS)

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<b>Huneke</b>	<b>Samuel</b>	Tenure Track Contract Extension
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**Title:** Assistant Professor

**Local Academic Unit:** History and Art History (CHSS)

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<b>Hutchison</b>	<b>Amy C.</b>	Title Change
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**Title:** Director of the Division of Elementary, Literacy, Multicultural, and Secondary Education

**Local Academic Unit:** College of Education and Human Development

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

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<b>Ipek</b>	<b>Yasemin</b>	Tenure Track Contract Extension
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**Title:** Assistant Professor

**Local Academic Unit:** Global Affairs Program (CHSS)

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<b>Jacobs</b>	<b>Mark</b>	Leave with Pay
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**Title:** Professor without Term

**Local Academic Unit:** Sociology and Anthropology (CHSS)

**Note(s):** Professor Jacobs has been awarded a Faculty Study Leave for Fall Semester 2020.

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## ANNOUNCEMENT

### Academic Programs, Diversity, and University Community Committee

October 10, 2020

### OTHER ANNOUNCEMENTS

LAST NAME

FIRST NAME

TYPE

**Jafri**

**Mohsin Saleet**

Title Change

**Title:** Program Director, Interdisciplinary Program in Neuroscience

**Local Academic Unit:** College of Science

**Note(s):** Retained Title-Professor without term

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**Johnson**

**Bret A.**

Tenure Track Contract  
Extension

**Title:** Assistant Professor

**Local Academic Unit:** School of Business

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**Jung**

**Eun Ju**

Tenure Track Contract  
Extension

**Title:** Assistant Professor

**Local Academic Unit:** School of Business

---

**Kaufmann**

**David**

Leave with Pay

**Title:** Professor without Term

**Local Academic Unit:** English (CHSS)

**Note(s):** Professor Kaufmann has been awarded a Faculty Study Leave for Spring Semester 2021.

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**Kelly**

**Anthony E.**

Title Change

**Title:** Associate Dean for Research

**Local Academic Unit:** College of Education and Human Development

**Note(s):** Retained Title-Professor without term

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## ANNOUNCEMENT

### Academic Programs, Diversity, and University Community Committee

October 10, 2020

### OTHER ANNOUNCEMENTS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>
<b>Kennedy</b>	<b>William G.</b>	Title Change

**Title:** Associate Chair of Research

**Local Academic Unit:** Computational and Data Sciences (COS)

**Note(s):** Retained Title-Term Associate Professor

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<b>Kidd</b>	<b>Julie</b>	Title Change
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**Title:** Director of the Division of Child, Family and Community Engagement

**Local Academic Unit:** College of Education and Human Development

**Note(s):** Retained Title-Professor without term

---

<b>Kim</b>	<b>Esther H.</b>	Title Change
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**Title:** Course Coordinator, Undergraduate International Year One Program

**Local Academic Unit:** INTO Mason (Provost)

**Note(s):** Retained Title-Term Instructor

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<b>Kim</b>	<b>Hyo Jung</b>	Tenure Track Contract Extension
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**Title:** Assistant Professor

**Local Academic Unit:** School of Business

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<b>Kirsch</b>	<b>Jane C.</b>	Title Change
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**Title:** Senior Course Coordinator, Academic English

**Local Academic Unit:** INTO Mason (Provost)

**Note(s):** Retained Title-Term Instructor

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## ANNOUNCEMENT

### Academic Programs, Diversity, and University Community Committee

October 10, 2020

### OTHER ANNOUNCEMENTS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>
<b>Klaus</b>	<b>Haagen</b>	Leave with Pay

**Title:** Associate Professor without Term

**Local Academic Unit:** Sociology and Anthropology (CHSS)

**Note(s):** Professor Klaus has been awarded a Faculty Study Leave for Fall Semester 2020.

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<b>Klimoski</b>	<b>Richard</b>	Title Change
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**Title:** Associate Dean of Research

**Local Academic Unit:** School of Business

**Note(s):** Retained Title-Professor without term

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<b>Koizumi</b>	<b>Naoru</b>	Leave with Pay
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**Title:** Professor without Term

**Local Academic Unit:** Schar School of Policy and Government

**Note(s):** Professor Koizumi was awarded a Faculty Study Leave for Fall Semester 2019.

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<b>Koutney</b>	<b>Colin</b>	Tenure Track Contract Extension
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**Title:** Assistant Professor

**Local Academic Unit:** School of Business

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<b>Koyama</b>	<b>Mark</b>	Leave with Pay
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**Title:** Associate Professor without Term

**Local Academic Unit:** Economics (CHSS)

**Note(s):** Professor Koyama has been awarded a Faculty Study Leave for Fall Semester 2020.

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## **ANNOUNCEMENT**

### **Academic Programs, Diversity, and University Community Committee**

October 10, 2020

### **OTHER ANNOUNCEMENTS**

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>
<b>Lee</b>	<b>Philseok</b>	Tenure Track Contract Extension

**Title:** Assistant Professor

**Local Academic Unit:** Psychology (CHSS)

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<b>Lee</b>	<b>Yi-Ching</b>	Tenure Track Contract Extension
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**Title:** Assistant Professor

**Local Academic Unit:** Psychology (CHSS)

---

<b>Lewis</b>	<b>Amy L.</b>	Title Change
--------------	---------------	--------------

**Title:** Course Coordinator, Graduate International Pathways Program

**Local Academic Unit:** INTO Mason (Provost)

**Note(s):** Retained Title-Term Assistant Professor

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<b>Li</b>	<b>Jiasun</b>	Tenure Track Contract Extension
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**Title:** Assistant Professor

**Local Academic Unit:** School of Business

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<b>Lilley</b>	<b>Timothy Patrick</b>	Title Change
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**Title:** Course Coordinator, Undergraduate International Year One Program

**Local Academic Unit:** INTO Mason (Provost)

**Note(s):** Retained Title-Term Instructor

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## ANNOUNCEMENT

### Academic Programs, Diversity, and University Community Committee

October 10, 2020

### OTHER ANNOUNCEMENTS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>
<b>Maibach</b>	<b>Edward</b>	Leave with Pay

**Title:** University Professor

**Local Academic Unit:** Communication (CHSS)

**Note(s):** Professor Maibach has been awarded a Faculty Study Leave for Fall Semester 2020.

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<b>Mascott</b>	<b>Jennifer</b>	Leave without Pay
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**Title:** Assistant Professor

**Local Academic Unit:** Antonin Scalia Law School

**Note(s):**

Professor Mascott will be on Leave without Pay for the Academic Year 2020-2021 to serve as Deputy Assistant Attorney General in the Office of Legal Counsel at the United States Department of Justice.

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<b>Mascott</b>	<b>Jennifer</b>	Tenure Track Contract Extension
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**Title:** Assistant Professor

**Local Academic Unit:** Antonin Scalia Law School

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<b>McGrath</b>	<b>Robert J</b>	Leave with Pay
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**Title:** Associate Professor without Term

**Local Academic Unit:** Schar School of Policy and Government

**Note(s):** Professor McGrath was awarded a Faculty Study Leave for Spring Semester 2020.

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<b>Meamber</b>	<b>Laurie A.</b>	Leave with Pay
----------------	------------------	----------------

**Title:** Associate Professor without Term

**Local Academic Unit:** School of Business

**Note(s):** Professor Meamber has been awarded a Faculty Study Leave for Fall Semester 2020.

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## ANNOUNCEMENT

### Academic Programs, Diversity, and University Community Committee

October 10, 2020

### OTHER ANNOUNCEMENTS

LAST NAME

FIRST NAME

TYPE

**Miller**

**Laura**

Title Change

**Title:** Course Coordinator, Undergraduate International Year One Program

**Local Academic Unit:** INTO Mason (Provost)

**Note(s):** Retained Title-Term Instructor

---

**Monea**

**Alexander**

Tenure Track Contract  
Extension

**Title:** Assistant Professor

**Local Academic Unit:** English (CHSS)

---

**Muir**

**Janette**

Title Change

**Title:** Associate Provost for Academic Initiatives and Services

**Local Academic Unit:** Office of the Provost

**Note(s):** Retained Title-Associate Professor without Term  
Professor Muir has been reappointed for a five year term.

---

**Neyland**

**Jordan B.**

Tenure Track Contract  
Extension

**Title:** Assistant Professor

**Local Academic Unit:** Antonin Scalia Law School

---

**Otis**

**Jessica M.**

Tenure Track Contract  
Extension

**Title:** Assistant Professor

**Local Academic Unit:** History and Art History (CHSS)

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## **ANNOUNCEMENT**

### **Academic Programs, Diversity, and University Community Committee**

October 10, 2020

### **OTHER ANNOUNCEMENTS**

**LAST NAME**

**FIRST NAME**

**TYPE**

**Pamas**

**Roberto A.**

Title Change

**Title:** Director of TEACHERtrack

**Local Academic Unit:** College of Education and Human Development

**Note(s):** Retained Title-Term Associate Professor

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**Parker**

**Cindy W.**

Title Change

**Title:** Assistant Area Chair of Management

**Local Academic Unit:** School of Business

**Note(s):** Retained Title-Term Associate Professor

---

**Philpov**

**Alexander**

Title Change

**Title:** Area Chair, Finance

**Local Academic Unit:** School of Business

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

---

**Richardson**

**Mary**

Title Change

**Title:** Course Coordinator, Graduate International Pathways Program

**Local Academic Unit:** INTO Mason (Provost)

**Note(s):** Retained Title-Term Instructor

---

**Rinker**

**Cortney Lynne**

Title Change

**Title:** Director of the Global Affairs Program

**Local Academic Unit:** Global Affairs Program (CHSS)

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

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## **ANNOUNCEMENT**

### **Academic Programs, Diversity, and University Community Committee**

October 10, 2020

### **OTHER ANNOUNCEMENTS**

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>
<b>Romano</b>	<b>Arthur</b>	Tenure Track Contract Extension

**Title:** Assistant Professor

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

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<b>Sanyal</b>	<b>Pallab</b>	Title Change
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**Title:** Master of Business Administration Director

**Local Academic Unit:** School of Business

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

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<b>Scafide</b>	<b>Katherine</b>	Tenure Track Contract Extension
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**Title:** Assistant Professor

**Local Academic Unit:** Nursing (CHHS)

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<b>Schreiner</b>	<b>Sylvia L.</b>	Tenure Track Contract Extension
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**Title:** Assistant Professor

**Local Academic Unit:** English (CHSS)

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<b>Shahrokhi</b>	<b>Farnoosh</b>	Title Change
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**Title:** Director of the Division of Education Leadership

**Local Academic Unit:** College of Education and Human Development

**Note(s):** Retained Title-Outreach and Administrative Coordinator, Education Leadership Program

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## **ANNOUNCEMENT**

### **Academic Programs, Diversity, and University Community Committee**

October 10, 2020

### **OTHER ANNOUNCEMENTS**

LAST NAME

FIRST NAME

TYPE

**Smith**

**Michael P.**

Title Change

**Title:** Internationalization Liaison

**Local Academic Unit:** INTO Mason (Provost)

**Note(s):** Retained Title-Term Instructor

---

**Snyder**

**R. William**

Tenure Track Contract  
Extension

**Title:** Assistant Professor

**Local Academic Unit:** School of Business

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**Song**

**Jinyuan**

Tenure Track Contract  
Extension

**Title:** Assistant Professor

**Local Academic Unit:** School of Business

---

**Sun**

**Lin**

Tenure Track Contract  
Extension

**Title:** Assistant Professor

**Local Academic Unit:** School of Business

---

**Sutters**

**Justin P.**

Title Change

**Title:** Director of Art Education MAT

**Local Academic Unit:** Art (CVPA)

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

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## ANNOUNCEMENT

### Academic Programs, Diversity, and University Community Committee

October 10, 2020

### OTHER ANNOUNCEMENTS

LAST NAME

FIRST NAME

TYPE

**Sutters**

**Justin P.**

Title Change

**Title:** SACSCOC Faculty Fellow

**Local Academic Unit:** Office of the Provost

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

---

**Sutters**

**Justin P.**

Title Change

**Title:** WAC Stearns Center for Teaching and Learning Faculty Fellow for Faculty Writing Support

**Local Academic Unit:** Office of the Provost

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

---

**Thrall**

**Aric Trevor**

Leave with Pay

**Title:** Associate Professor without Term

**Local Academic Unit:** Schar School of Policy and Government

**Note(s):** Professor Thrall was awarded a Faculty Study Leave for Fall Semester 2019.

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**Tucker**

**Megan H.**

Title Change

**Title:** Undergraduate Academic Advising Director

**Local Academic Unit:** Communication (CHSS)

**Note(s):** Retained Title-Term Assistant Professor

---

**Urban**

**Carol Q.**

Title Change

**Title:** Director of COVID Testing and Screening Operations

**Local Academic Unit:** Environmental Health and Safety Office

**Note(s):** Previous Title: Associate Dean for Practice and Strategic Initiatives

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## ANNOUNCEMENT

### Academic Programs, Diversity, and University Community Committee

October 10, 2020

### OTHER ANNOUNCEMENTS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>
<b>Vadakkepatt</b>	<b>Gautham Gopal</b>	Tenure Track Contract Extension

**Title:** Assistant Professor

**Local Academic Unit:** School of Business

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<b>Van Hoek</b>	<b>Monique</b>	Title Change
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**Title:** Associate Director of Research

**Local Academic Unit:** Systems Biology (COS)

**Note(s):** Retained Title-Professor without term

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<b>Victor</b>	<b>Jennifer N.</b>	Leave with Pay
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**Title:** Associate Professor without Term

**Local Academic Unit:** Schar School of Policy and Government

**Note(s):** Professor Victor was awarded a Faculty Study Leave for Fall Semester 2019.

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<b>Weatherspoon</b>	<b>Gerald</b>	Title Change
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**Title:** Chief Diversity Officer, Faculty

**Local Academic Unit:** Chemistry and Biochemistry (COS)

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

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<b>Weeks</b>	<b>Andrea</b>	Title Change
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**Title:** Associate Chair of Research

**Local Academic Unit:** Biology (COS)

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

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## ANNOUNCEMENT

### Academic Programs, Diversity, and University Community Committee

October 10, 2020

### OTHER ANNOUNCEMENTS

LAST NAME

FIRST NAME

TYPE

**Wentland**

**Kelly M.**

Tenure Track Contract  
Extension

**Title:** Assistant Professor

**Local Academic Unit:** School of Business

---

**Wiesen**

**Taylor J.**

Tenure Track Contract  
Extension

**Title:** Assistant Professor

**Local Academic Unit:** School of Business

---

**Winsler**

**Adam**

Leave with Pay

**Title:** Professor without Term

**Local Academic Unit:** Psychology (CHSS)

**Note(s):** Professor Winsler has been awarded a Faculty Study Leave for Spring Semester 2021.

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**Wittman**

**Sarah M.**

Tenure Track Contract  
Extension

**Title:** Assistant Professor

**Local Academic Unit:** School of Business

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**Wooten**

**Courtney A.**

Tenure Track Contract  
Extension

**Title:** Assistant Professor

**Local Academic Unit:** English (CHSS)

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## **ANNOUNCEMENT**

### **Academic Programs, Diversity, and University Community Committee**

October 10, 2020

### **OTHER ANNOUNCEMENTS**

LAST NAME

FIRST NAME

TYPE

**Ye**

**Shun**

Title Change

**Title:** Assistant Area Chair of Information Systems and Operations Management

**Local Academic Unit:** School of Business

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

---

**Zhang**

**Ketian V.**

Tenure Track Contract  
Extension

**Title:** Assistant Professor

**Local Academic Unit:** Schar School of Policy and Government

---

**Zhang**

**Jie**

Title Change

**Title:** Associate Chair of Research

**Local Academic Unit:** Physics, Astronomy and Computational Science

**Note(s):** Retained Title-Professor without term

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Faculty and Academic Standards Committee						
October 10, 2020						
SUMMARY OF FACULTY ACTIONS AND ANNOUNCEMENTS						
APPOINTMENT OF FACULTY						
	Term		Tenure Track		Research	Grant Funded
	9-month	12-month	9-month	12-month		
Instructor	7	2	0	0	0	0
Assistant Professor	16	9	24	0	2	1
Associate Professor	5	1	2	0	0	0
Professor	0	0	0	0	0	0
Administrative/Professional	0	48	0	0	0	3
<b>Totals</b>	28	60	26	0	2	4
RENEWALS/REAPPOINTMENTS						
	Term		Tenure Track		Total	
	9-month	12-month	9-month	12-month		
Instructor	6	14	0	0	20	
Assistant Professor	13	15	0	0	28	
Associate Professor	10	8	0	0	18	
Professor	7	4	0	0	11	
Administrative/Professional	0	15	0	0	15	
<b>Totals</b>	36	56	0	0	92	
SEPARATIONS						
	Resignation	Retirement	Contract Expiration	Deceased	Total	
	34	14	21	0	69	
OTHER ANNOUNCEMENTS						
	Leave with pay and Partial pay	Leave w/o pay	Title Change	Conversion	Tenure Track Contract Extension	Total
	18	1	53	0	31	103

\*Summary Excludes Postdoctoral Research Fellows and Research Staff

## 2019-2020 Degree Awards George Mason University

George Mason University continues to be a leader in producing qualified graduates at both the undergraduate and graduate levels. The university conferred a total of 9,554 degrees during the 2019-20 academic year, a slight increase of 385 awards (4%) compared to last year. Of the degrees conferred, 29% were in Science, Technology, Engineering, and Math (STEM) fields, with another 8% in health professions. George Mason continues to serve the needs of the Commonwealth, as 78% of the degrees were conferred to Virginia residents.

### Degree Awards

The overall distribution of degree awards in FY20 was:

- 5,890 Bachelor's degrees
- 3,195 Master's degrees
- 297 Doctoral degrees
- 172 First Professional (Law) degrees

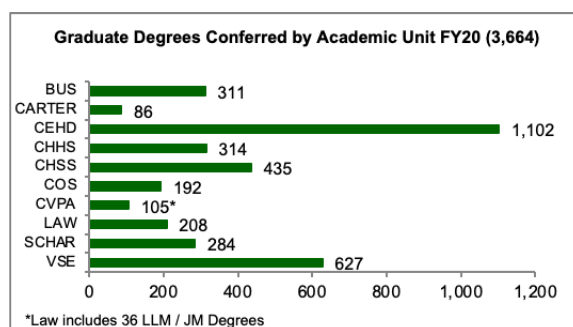
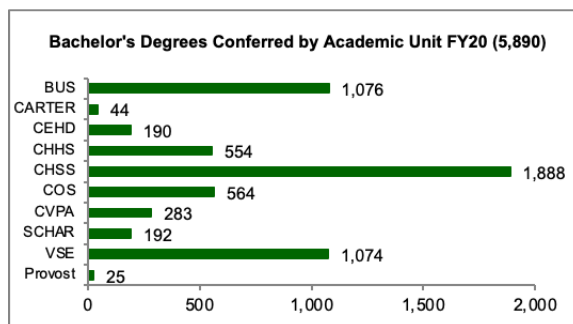
### Top Degree Areas

George Mason continues to serve the Commonwealth by preparing graduates in areas of critical need. Mason also awarded an increased number of degrees in the STEM (2,816) and Health Science (744) fields, credentials the Governor hopes to increase as state institutions award more degrees. Teacher preparation programs are among the most productive master's degree programs at Mason, with 980 M.Ed. degrees awarded in FY20.

- The top five undergraduate degree areas were Criminology, Law and Society; Information Technology; Psychology; Information Systems and Operations Management; and Computer Science. These programs accounted for 28% of bachelor's degrees.
- Curriculum & Instruction; Special Education; Data Analytics Engineering; Education Leadership; and Business Administration were the most productive master's programs, accounting for 41% of the master's degrees awarded.
- The doctoral programs with the most graduates were Education; Nursing (DNP & PHD); Psychology; Economics; and Conflict Analysis and Resolution - accounting for 48% of the doctoral degrees awarded.

### Awards by Academic Unit

The College of Humanities and Social Sciences (CHSS) awarded 1,888 bachelor's degrees, accounting for 32% of all undergraduate awards in 2019-20. At the graduate level, the College of Education and Human Development (CEHD) awarded the most degrees (1,102; 30%).



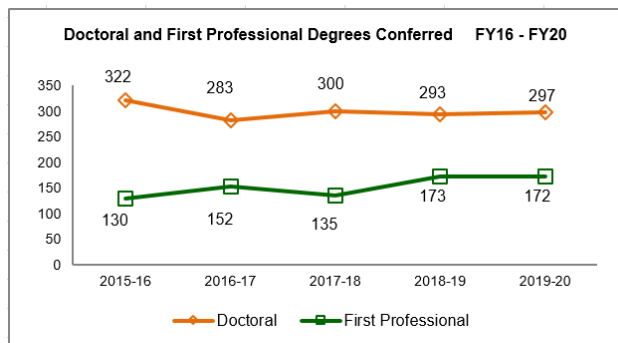
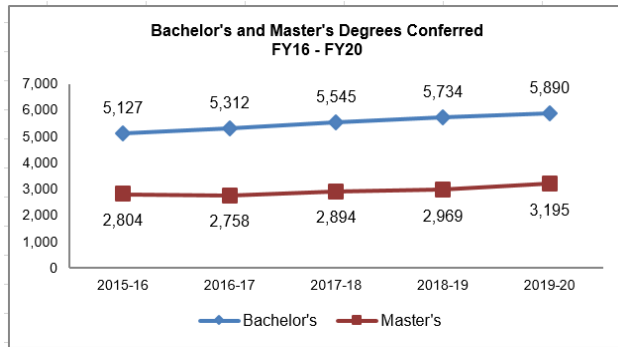
### Trends in Degree Awards

The total number of degree awards increased over the last year; the number of Bachelor's degrees increased 2.7%, Master's degrees increased by 7.6%, and the number of Doctorates increased by 1%. The number of Juris Doctorate degrees decreased by 1%.

Over the last five years, Mason has increased its degree production by 14%. Bachelor's, Master's, and the Juris Doctorate degrees have increased and Doctoral degrees have decreased during this time period:

- Bachelor's degrees have increased by 15%
- Master's degrees have increased by 14%
- Doctoral degrees have decreased by 8%
- Law degrees have increased by 32%





### Certificate Awards

In addition to the 9,554 degrees conferred during the 2019-20 academic year, Mason awarded 749 post-baccalaureate certificates. CEHD awarded 49% of the certificate awards. Thirty percent of certificate awards were in STEM fields, while 5% were in health professions.

### Peer Institution<sup>1</sup> Comparison

Compared to its 25 peer institutions in 2018-19, the most recent year for which data are available, Mason ranked as follows:

- 14<sup>th</sup> in overall degrees awarded
- 10<sup>th</sup> in master's degrees awarded
- 15<sup>th</sup> in bachelor's degrees awarded
- 21<sup>th</sup> in doctorate-research degrees awarded
- 20<sup>th</sup> in the number of doctorate-professional degrees awarded (such as J.D. & M.D.)
- 1<sup>st</sup> in certificates awarded

### Degree Programs

The Mason IDEA encompasses the principles of innovation and entrepreneurship, and these characteristics are evident as Mason strives to continually develop new programs in areas that are cutting edge and serve the region, the Commonwealth, and global needs. In 2019-20, Mason added two new Master's degrees: MS in Learning Design and Technology, which will also be offered online through Mason's Wiley partnership; and MS in Cyber Security Engineering, which fulfills a critical need in this area. A doctorate in Public Health was also initiated. These new programs and the graduates they produce will serve the needs of Virginia and the broader global community.

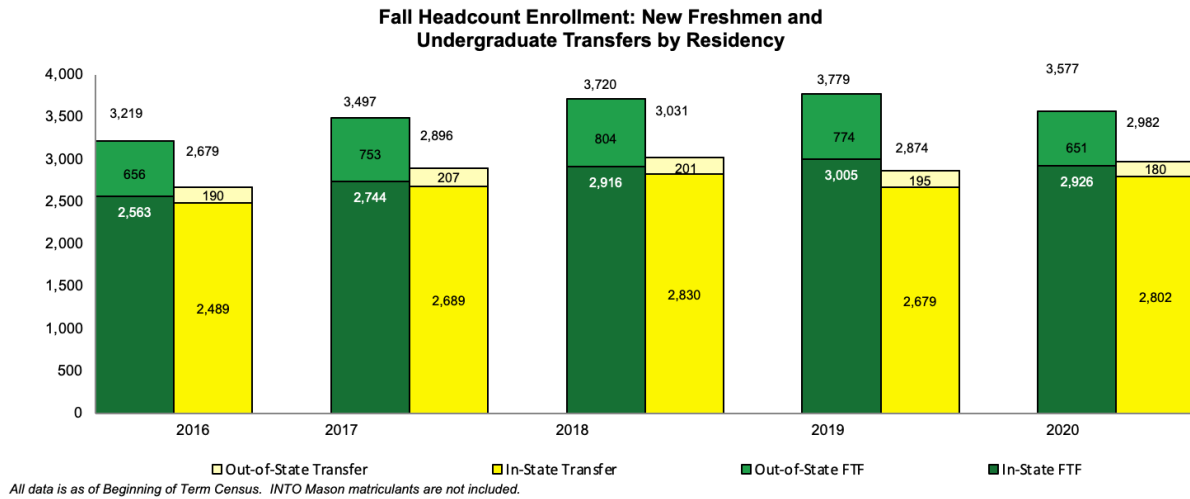
<sup>1</sup> The list of 25 peer institutions is approved and maintained as a benchmark for targeting comparative salary data by the State Council of Higher Education for Virginia (SCHEV). The current peer group was approved in July, 2011, and includes Arizona State University, Boston University, Florida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

## Fall 2020 Enrollment Update and Beginning of Term Student Profile

### Undergraduate Admissions

This fall Mason's Virginia campuses welcomed 3,577 first-time freshman and 2,982 transfer students for a total of 6,559 new degree-seeking undergraduate students. Prospective freshmen and transfers applying for undergraduate admissions this fall submitted 28,853 applications, of which 26,060 were complete, and 23,093 were accepted. The yield rate (percentage of accepted applicants who enroll) for first-time freshmen is 18.9 % while the yield rate for transfer students is 70.0%. Students who submitted applications for readmission or applied for a second Mason undergraduate degree decreased from 345 in Fall 2019 to 284 in Fall 20.

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



**Freshmen:** Sixty-one percent of this year's freshmen class is from Northern Virginia, and 21% is from other areas of Virginia. The freshman class includes students from 40 states as well as the District of Columbia, Guam, Puerto Rico, and 19 foreign countries.

**Transfer Students:** The majority of degree-seeking undergraduate transfer students, 83%, are from the Northern Virginia area. Northern Virginia Community College was the transfer institution for 74% of the new transfers and an additional 7% of transfers came from other Virginia community colleges.

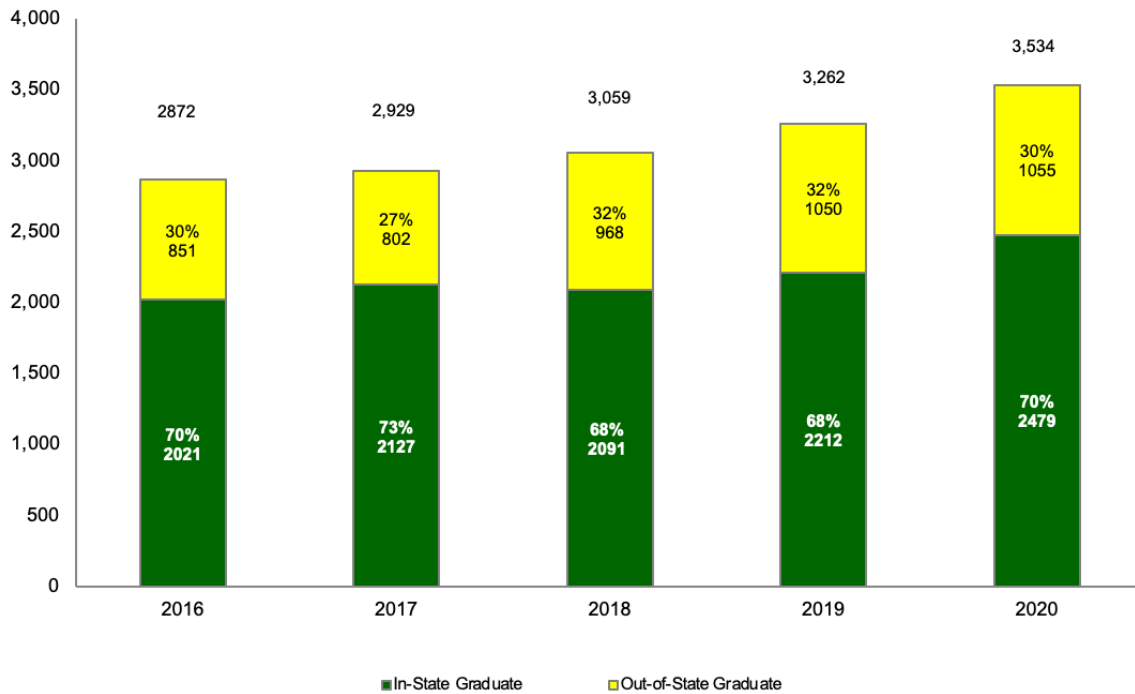
## Graduate Admissions

In Fall 2020, Mason received 11,126 graduate applications, of which 9,672 were completed and 7,355 were accepted. The graduate acceptance rate was 76% and the yield rate was 48%.

### Fall 2020 Graduate Applications

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

### Fall Enrollment of New Graduate Students by Residency



All years are as of Beginning of Term.

## Antonin Scalia Law School Admissions

Law school applications totaled 1,882 complete applications and 535 (28%) accepted. Of these, 204 students enrolled for a yield rate of 38%. New enrollment has increased over the past five years from 168 in Fall 2015 to 204 in Fall 2020. The degree breakdown of new law students includes 151 JD, 48 LLM, and 5 JM.

## US-Based Freshmen Profile

**Academic Preparation:** In Fall 2020, Mason welcomed freshman class with 3,577 students.

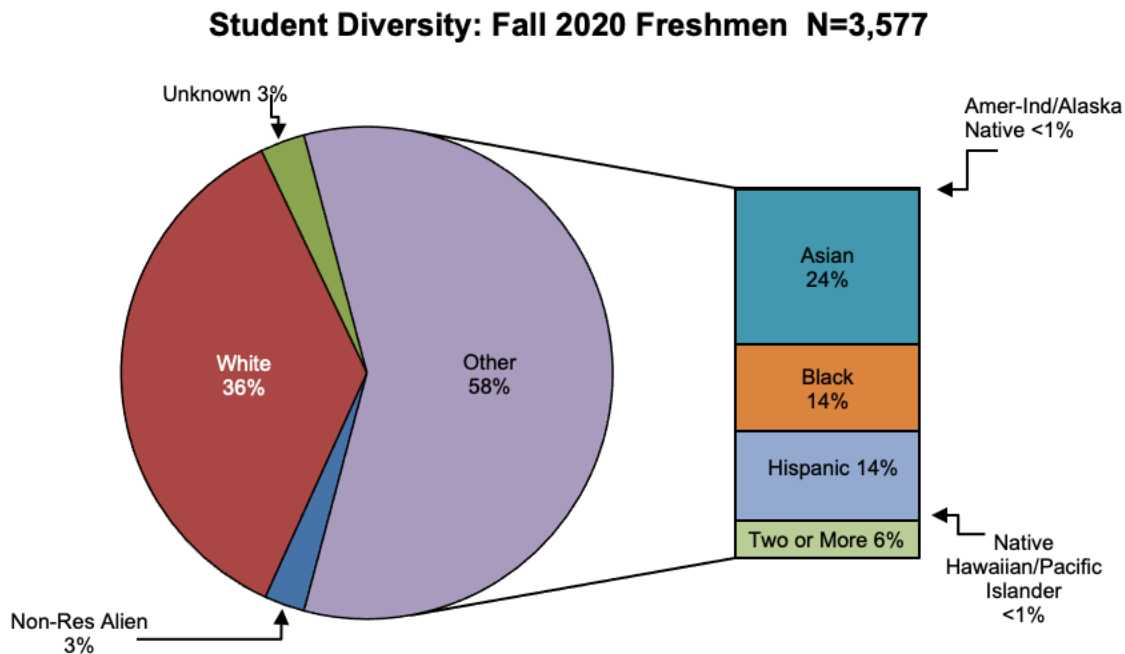
**SAT Test Scores:** Mason's 2020 freshman cohort had an average SAT Score (Combined Critical Reading and Mathematics) of 1200. The 75<sup>th</sup> percentile score is 1290 and the 25<sup>th</sup> percentile score is 1110.

**High School Grade Point Average (GPA):** The 3.66 average high school GPA of the Fall 2020 freshmen class is comparable to the most recent years.

**High School Class Rank:** 36% of Fall 2020 freshmen reported a class rank; therefore, while we provide this information, the generalizability of the data and its comparability should not be assumed. There were 16% of this year's class in the top 10% of their high school class and an additional 26% in the top 11% to 25% of their high school class.

### Diversity

Diversity is a hallmark of Mason, and this is evident in the racial/ethnic mix of our students. Of this fall's freshmen class, 58.2% identified themselves as being a racial/ethnic minority (Black/African American, American Indian/Alaska Native, Asian, Hispanic, Native Hawaiian/Pacific Islander, and two or more). Another 2.7% are Non-Resident Aliens. Twenty percent of our entering class identify themselves as first generation students.



## Beginning of Term Census: Fall 2020 Mason Student Profile

The profile of Mason’s US student body continues to reflect Mason’s service to the Northern Virginia region and to the Commonwealth as a whole. US enrollment as of the BOT census was 38,626 with a full-time equivalent (FTE) of 29,667. There is an increase of 753 HC and an increase of 388.8 FTE from the Fall 2020 BOT census. Contract enrollment will continue to increase slightly until the middle of term census enrollment that is captured in mid-October.

### Residence

Northern Virginia	25,520	66%
Other Virginia	5,852,	15%
Out-of-State	7,254	19%

### Level

Undergraduate	27,170	70%
Graduate	10,842	28%
First Professional*	614	2%

\*JD-487, LLM/JM-127

### Racial and Ethnic Diversity

Minority Students*	48%
International Students	7%
White	40%
Unknown	5%

\*includes Asian

### Percent of Degree-Seeking who are Full-Time

Undergraduate	81%
First Professional	76%
Graduate*	38%
Overall	69%

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

George Mason University-Korea enrolled 491 students in Fall 2020, an increase of 97 students over Fall 2019. This year’s new students included 74 first-time freshmen 15 new transfers, and 11 non-degree students. The majority of students are from South Korea, however there are students from 8 other countries as well as US citizens, and students with dual US and South Korean citizenship.



## Audit, Risk, and Compliance Committee - October 1, 2020

### Call to Order

Audit, Risk, and Compliance Committee Meeting Agenda

### Public Comment

### Approval of Audit Committee Minutes

Approval of Audit Committee Minutes for May 20, 2020 Meeting

### New Business

#### Campus Health Status Update

Campus Health Status Update

Campus Health Status Update Presentation Materials

#### Approval of Audit, Risk, and Compliance Committee Charter (ACTION)

Approval of Audit, Risk, and Compliance Committee Charter

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

Approval of Office of Audit, Risk, and Compliance Charter

### Reports

#### Office of University Audit Summary Report

Office of University Audit Summary Report

### Adjournment

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

**October 1, 2020  
AGENDA**

- I. Call to Order**
  - A. Introductory Remarks
  
- II. Public Comments**
  
- III. Approval of Audit Committee Minutes**
  - A. Approval of Audit Committee Minutes for May 20, 2020 Meeting (**ACTION**)
  
- IV. New Business**
  - A. Campus Health Status Update
  
  - B. Approval of Audit, Risk, and Compliance Committee Charter (**ACTION**)
  
  - C. Approval of Office of Audit, Risk, and Compliance Charter (**ACTION**)
  
- V. Reports**
  - A. Office of University Audit Summary Report
  
- VI. Adjournment**



**GEORGE MASON UNIVERSITY  
AUDIT COMMITTEE OF THE BOARD OF VISITORS  
ELECTRONIC COMMITTEE MEETING**

**May 20, 2020  
MINUTES**

**MEETING NOTE:** Due to safety concerns associated with the COVID-19 pandemic, and in accordance with provisions in the 2020 Commonwealth Budget Bill General Provisions: § 4-0.01.g.1, the May 20, 2020 meeting of the Audit Committee of the Board of Visitors of George Mason University was held through electronic means. Committee members and university leadership met via Zoom videoconference. The session was streamed live via webcast for public viewing at <https://gmutv.gmu.edu/live-broadcast/>. Public comments for this meeting were received via an online form posted on the Board of Visitors webpage (<https://bov.gmu.edu/>). The comments received are reflected in the minutes of the full board meeting of May 20, 2020. The full video recording of the meeting may be accessed at <https://vimeo.com/421572814>.

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

Vice President for Human Resources and Payroll Arnold; Faculty Senate Chair Davis; Faculty Liaison Douthett; President Holton; Senior Vice President Kissal; Student Representative Layton; Chief of Staff Trent; University Counsel Walther, and University Auditor Dittmeier.

**I.** Chair Rice called the meeting to order at 11:00 a.m.

**II. Approval of Minutes**

Chair Rice called for a motion to approve the minutes of the February 27, 2020 Audit Committee meeting. The motion was **MOVED** by Visitor Blackman and **SECONDED** by Visitor Moreno.

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

**III. Compliance Matters**

**A. Institutional Compliance Update**

The Committee reviewed its prior discussions regarding management's proposal to establish a new institutional compliance function and that the new function be integrated with the Office of University Audit and the university's enterprise risk management function. The Committee also discussed its desire to expand its responsibilities to include oversight of the university's

## AUDIT COMMITTEE

May 20, 2020

Page 2

institutional compliance and enterprise risk management. After this discussion, Chair Rice called for a motion to approve the following actions:

- Recommend that the Board of Visitors approve the proposed change to the Board's bylaws to expand the Committee's responsibilities.
- Contingent on the Board approving the recommended change to its bylaws:
  - Approve revisions to the Committee's charter, including renaming the Committee as the "Audit, Risk, and Compliance Committee".
  - Approve the charter for the new Office of Audit, Risk, and Compliance organization in line with management's proposal.
  - Approve the appointment of the University Auditor to lead the new integrated organization at the compensation the Committee's Chair and Vice Chair have discussed with management.

The motion was **MOVED** by Visitor Kazmi and **SECONDED** by Visitor Blackman.

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

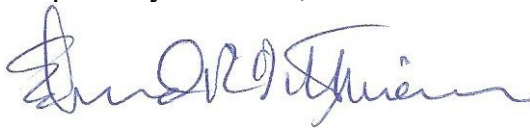
#### IV. Adjournment

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

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

Chair Rice declared the meeting adjourned at 11:15 a.m.

Respectfully submitted,



Edward R. Dittmeier  
Secretary pro tem

**ITEM NUMBER: IV.A.**

Campus Health Status Update

**PURPOSE OF ITEM:**

Brief the Committee regarding the health status of the university's campus population and management's actions related to monitoring and managing health-related risks.

**NARRATIVE:**

Julie Zobel, Assistant Vice President for Safety, Emergency, and Enterprise Risk Management, will provide the update.

**ACTION:**

Receive briefing and discuss.



# COVID-19 Response & Safe Return to Campus

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**Board of Visitors**

**Audit, Risk, & Compliance Committee**

*October 1, 2020*





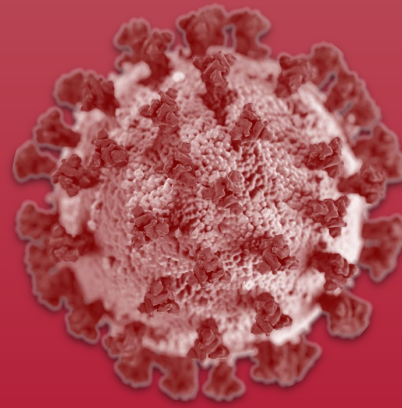
## Planning for a Safe Return to Campus

- Governance
- Repopulation of Campus
- Public Health & Safety Precautions



## Operationalizing Planning Efforts

- Requirements to Open
- Campus Preparations
- Communications



## Outbreak Mitigation and Management

- Box-it-In Strategy
- Testing Strategy
- Isolation & Quarantine
- Case Management
- Public Health Response Interventions
- Communications



## Next Steps

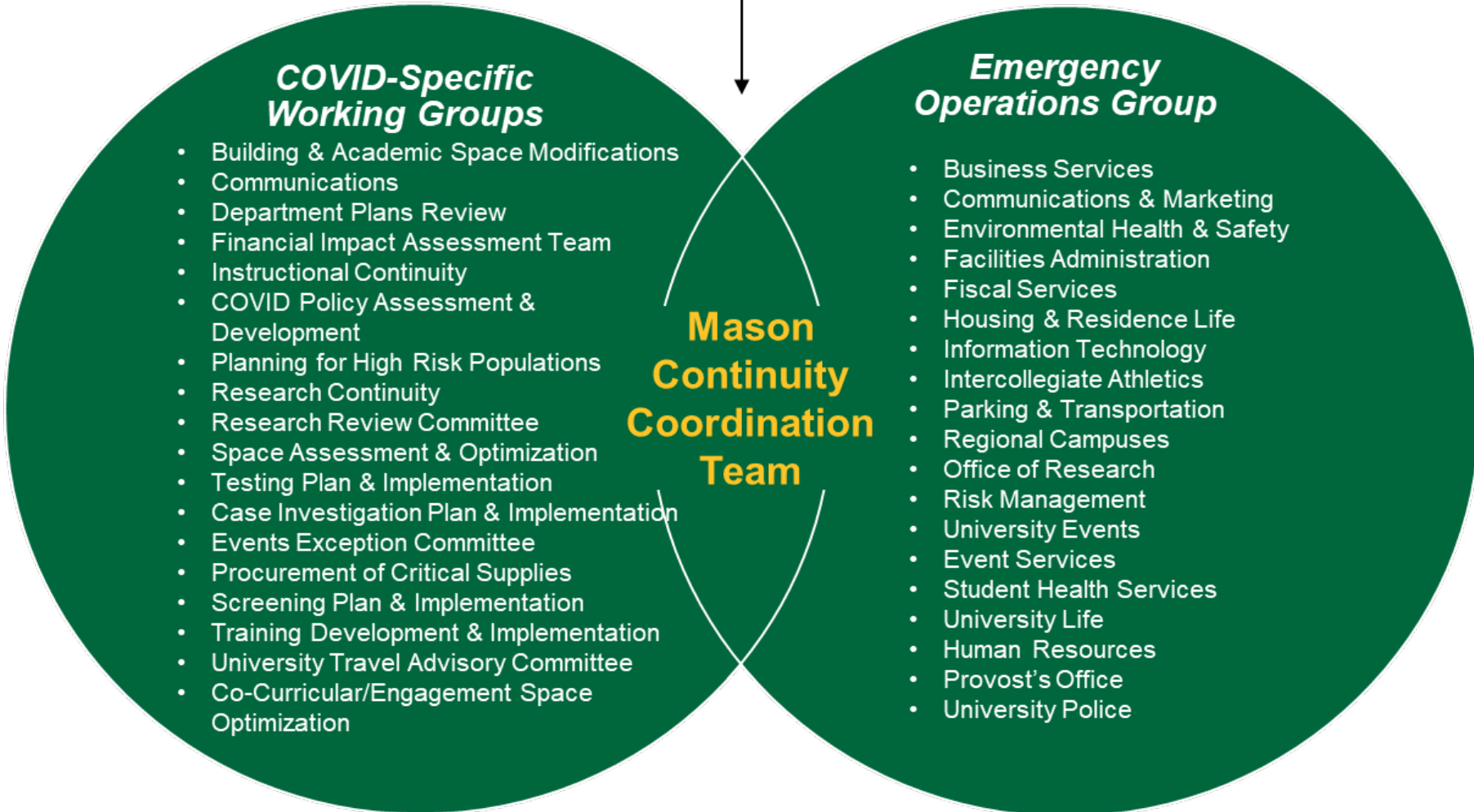


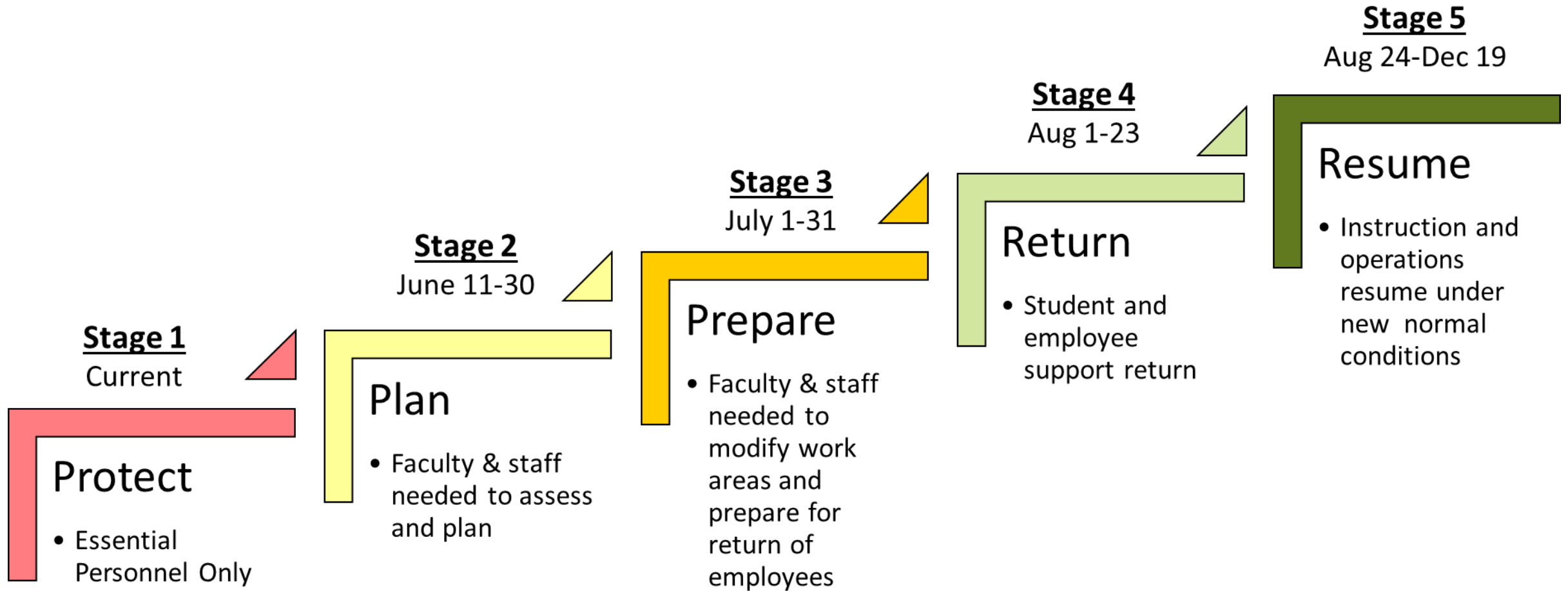
## Current Status

## Executive Council



## Emergency Management Executive Committee





# STOP THE SPREAD OF COVID-19



**Take the Mason  
COVID Health ✓™  
daily**



**Stay home and  
get tested if you  
feel sick**



**Wear a face  
covering**



**Practice physical  
distancing**



**Wash your hands**



- **Vulnerable Populations Process**
- **Classroom Analysis**
- **Safe Return to Campus Plan**
- **Training**
  - All Students, Faculty, Staff
  - Family & Visitors
  - Contractors
- **Academic Scheduling & Modality**
- **Self-Screening Tool**
- **Unit/Department Safety Plans**
  - Safety
  - Instructional Continuity
  - Research Continuity
- **Case Management & Tracking**
- **Critical Supplies**
- **Classroom Readiness**





## Classrooms

- De-densification
- Signage
- Hand Sanitizer
- Cleaning Supplies
- Enhanced Cleaning Routines
- Technology
  - Microphones
  - Web cams
- Procedures
  - Mason COVID Health Check email check
  - Entry/Exit (first in last out)



## Dining and Retail

- De-densification
  - Reservations
  - 4 Person max
  - Grab and Go
- Signage
- Hand Sanitizer
- Enhanced Cleaning Routines



## Residence Halls

- De-densification
- Signage
- Hand Sanitizer
- Cleaning Supplies
- Enhanced Cleaning Routines
- Closed Common Areas/Kitchens
- Plastic Barriers at 24/7 Service Desks



## Student Support Areas and Office Areas

- De-densification
- Signage
- Hand Sanitizer
- Cleaning Supplies
- Enhanced Cleaning Routines
- Plastic Barriers at Service Desks

## University-wide Messaging

- Emails from President Washington
- Provost's Newsletter
- Social Media

## Videos – Do Your Part Campaign

- Safe Return to Campus
- Mason COVID Health Check
- Six Feet for the Win
- Random COVID Testing



**HASAN CRAWFORD**  
Junior

#SafeReturn



**DARRELL GREEN**

Associate Athletic Director, Special Assistant to the Athletic Director  
NFL Hall of Famer

**BRAD EDWARDS**

Assistant Vice President, Director of Athletics  
Nine-year NFL Veteran

#SafeReturnMason

## Overview

Pre-Move-In Testing

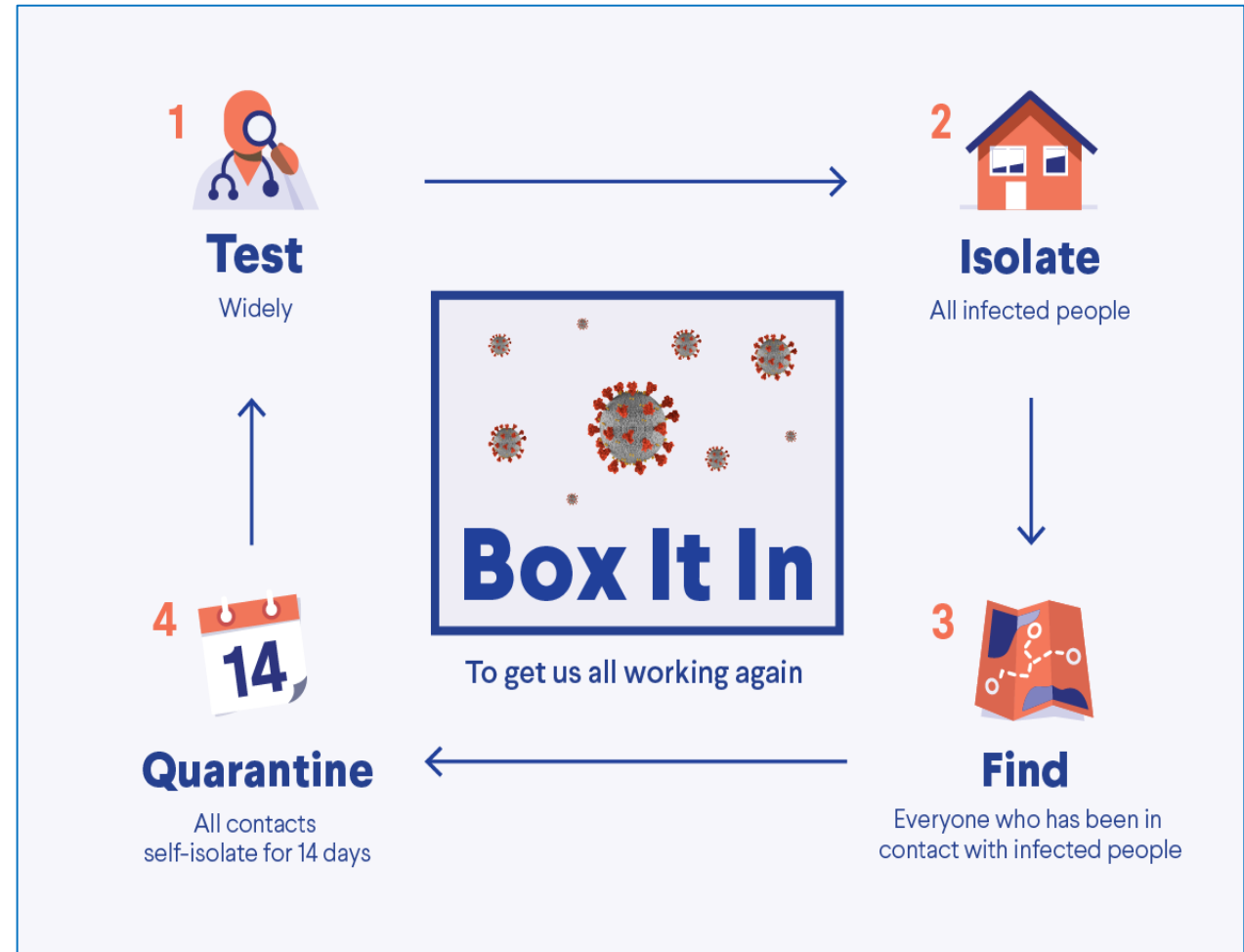
Mason COVID Health✓™

Symptomatic Testing

Close Contact Testing

Surveillance Testing

Case Management / Tracking

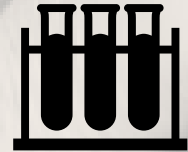


# Outbreak Mitigation & Management: *Testing Strategy*

*Draft as of 10/01/2020*

Test Population	Purpose	Test Type (Lab Analysis/Sample Type)	Sample Rate / (#) Weekly	Test Kit Source/Lab Analysis
<b>Symptomatic &amp; Close Contacts</b>	Diagnostic	PCR/Anterior Nares	NA / ~25	Primary: FCHD Secondary: Lab Corp
<b>Residential Students (Routinely)</b>	Surveillance	PCR/Anterior Nares	12.5% / (372)	Primary: TruGenomix Secondary: Lab Corp
<b>Residential Students (Higher Risk Times)</b>	Surveillance	Various	100% / (2970)	Current: Vault Health/Rutgers Lab
<b>Athletics- Students</b>	Surveillance/ NCAA Compliance	PCR/Anterior Nares	12.5% / (variable)	Primary: TruGenomix Secondary: Lab Corp
<b>Athletics- Employees (in bubble)</b>	Surveillance/ NCAA Compliance	PCR/Anterior Nares	12.5% / (variable)	Primary: TruGenomix Secondary: Lab Corp
<b>Returning Faculty, Staff, &amp; Commuter Students</b>	Surveillance	PCR/Anterior Nares	7% / (~750)	Primary: TruGenomix Secondary: Lab Corp
<b>Faculty &amp; Staff, High Contact Roles</b>	Surveillance	PCR/Anterior Nares	10% / (~60)	Primary: TruGenomix Secondary: Lab Corp

## Testing Highlights



**~8,600**

**Total Tests to Date (9/25/20)**



**~21,000**

**Total Anticipated Fall Semester Tests**

**Potential Supplemental Testing Methodologies Under Review:  
Saliva PCR, Antigen Testing, Wastewater Testing, Mobile Testing**

## Drive-through / Walk-up Testing Site



**~12 Healthcare Professionals Hired**



**Located in the parking garage at the Ángel Cabrera Global Center**



**Drive-through testing model allows for most efficient and safe use of staffing & PPE**



**Diagnostic and surveillance testing available at no cost to individual being tested**



**Faculty-developed risk stratification approach guided by public health and clinical principles**



**Testing by appointment only for safety of staff and patient**



**Patterned after successful CHSS Mason and Partners (MAP) Clinic drive-through testing clinics**



**Use existing SHS partnerships with Fairfax County Health Department lab and LabCorp for specimen analysis of symptomatic patients and close contacts**



**Surveillance testing analysis through TruGenomix / Mason's CAPMM lab**



**Nasal swab sampling will be sent for PCR analysis. Planning for saliva collection.**

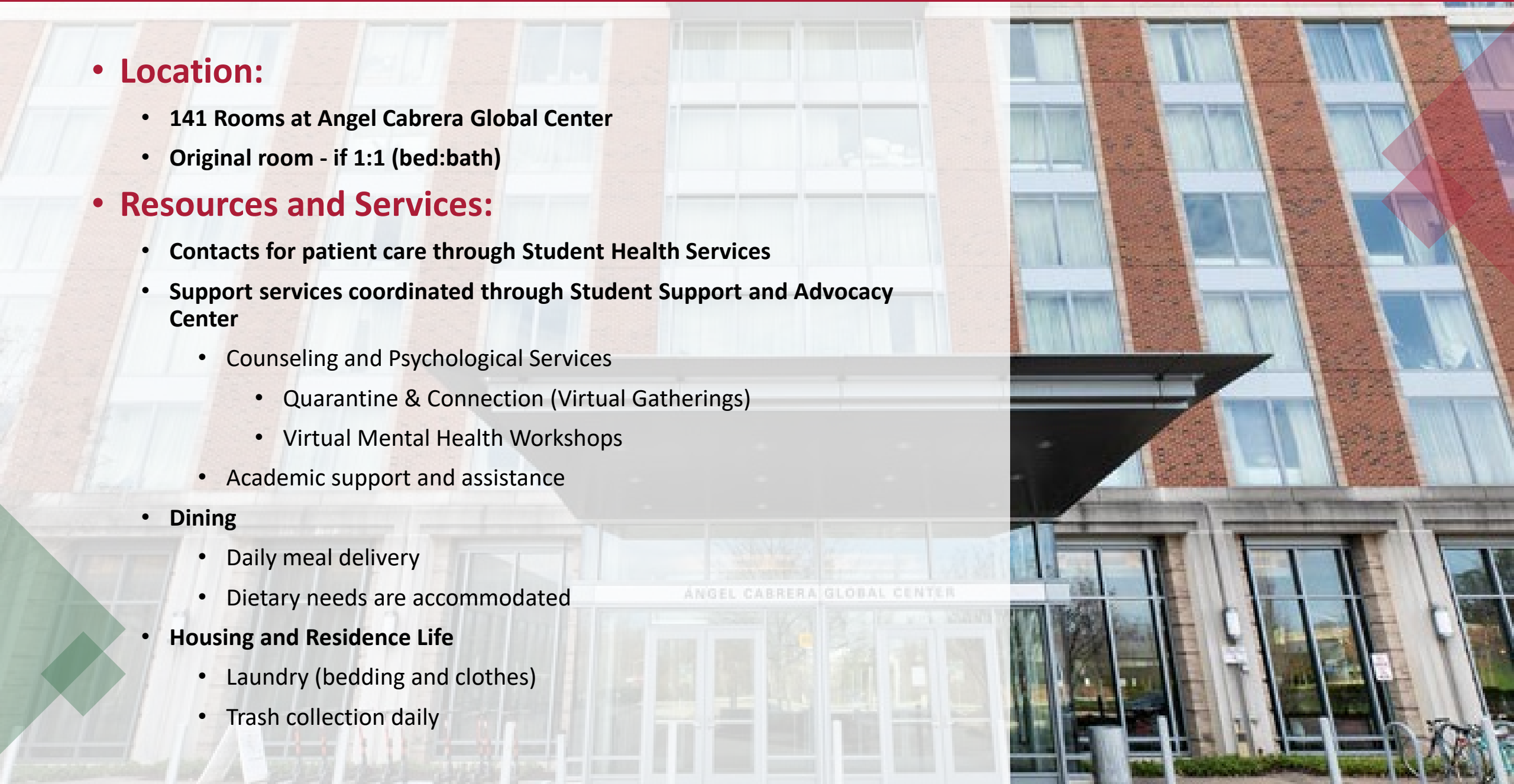


- **Location:**

- 141 Rooms at Angel Cabrera Global Center
- Original room - if 1:1 (bed:bath)

- **Resources and Services:**

- **Contacts for patient care through Student Health Services**
- **Support services coordinated through Student Support and Advocacy Center**
  - Counseling and Psychological Services
    - Quarantine & Connection (Virtual Gatherings)
    - Virtual Mental Health Workshops
  - Academic support and assistance
- **Dining**
  - Daily meal delivery
  - Dietary needs are accommodated
- **Housing and Residence Life**
  - Laundry (bedding and clothes)
  - Trash collection daily







## Team Approach

- Coordination / Collaboration with Local Health Departments
- Outbreak Mitigation & Management Team in consultation with Emergency Management Executive Committee



## Exposure Protocols

- Quarantine / Isolation
- Testing
- Notification




## Interventions

- Classrooms
- Teams / Registered Student Organizations
- Work Areas

## Considerations for Interventions

- Public Health Trends- Mason, Region, Nationally
- Safety of students remaining on campus or returning home
- Evidence of widespread or non-connected cases on university campuses
- Quarantine/Isolation Capacity
- Workforce illnesses impacting ability to maintain safe operations
- Regional conditions (i.e., public schools, public transportation)
- IHE Best Practices
- Operating schedule and routines

## Intervention Level Recommended Actions



<b>Normal Operations</b>	<ul style="list-style-type: none"><li>• Baseline: symptom reporting; social distancing; mandatory face coverings; limited in-person classes; suspension of high-risk social activities (on or off-campus parties); etc.</li><li>• Investigation of individual cases and clusters</li><li>• Continue to stress public health and safety precautions and address non-compliance issues</li><li>• Respond to inquiries made to covid19@gmu.edu</li><li>• Encourage surveillance testing</li><li>• Maintain campus operations as planned.</li></ul>
<b>Minor Increase</b>	<ul style="list-style-type: none"><li>• Enhanced communication and enforcement of prevention guidelines</li><li>• Cancellation of higher-contact sports and clubs - reevaluate preapproved activities on campus</li><li>• Other recommendations based on outbreak investigation</li></ul>
<b>Significant Increase</b>	<ul style="list-style-type: none"><li>• Enhanced communication and enforcement of prevention guidelines especially in popular areas for congregation</li><li>• Cancellation of all campus rec, consider suspending ICA group athletic activities, and suspend face to face RSO operations</li><li>• Recommend/encourage remote work wherever possible and consider temporarily suspending face to face instruction</li><li>• Examine scheduled public gatherings to determine if they should be suspended or cancelled</li><li>• Further limit occupancy of seated dining areas to 25% capacity</li><li>• Limit shuttle capacity to 25%</li><li>• Other recommendations based on outbreak investigation</li></ul>
<b>Severe Increase</b>	<ul style="list-style-type: none"><li>• Suspension of in-person classes – migrate all courses to virtual formats</li><li>• Offer only essential in-person services; move all other university services to virtual formats</li><li>• Suspend all on campus events and functions</li><li>• Provide grab and go meal service only</li><li>• Secure university buildings and close University Libraries and support spaces</li><li>• Suspend University Shuttle Service</li></ul>

## Continue:



**Caring for &  
Managing Patients**



**Mitigating &  
Managing Outbreaks**



**Providing  
Instruction**



**Conducting  
Research**



**Maintaining  
Operation**

---

## Capture Lessons Learned:



**Committees**



**Safe Return to  
Campus Plan**



**Building  
Modifications**



**Training**



**Self-Screening  
Tool**



**Testing**



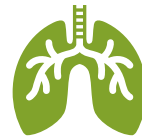
**Quarantine /  
Isolation**

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## Spring Planning:



**Academic Scheduling  
& Modality**



**Vulnerable  
Populations Process**



**Classroom Analysis**

**Outbreak Mitigation & Management Metrics**

**ITEM NUMBER: IV.B.** Approval of Audit, Risk, and Compliance Committee Charter

**PURPOSE OF ITEM:** This item facilitates the Committee's review of its charter.

**NARRATIVE:** The Audit, Risk, and Compliance Committee's charter was last approved in May 2020.

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

No revisions are recommended to the Committee.

**RECOMMENDATION:** Approval of the Audit, Risk, and Compliance Committee Charter.



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

## **I. PURPOSE**

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

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

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

## **II. COMPOSITION**

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

## **III. MEETINGS**

The schedule of Committee meetings is determined annually by the Board of Visitors; additional meetings may occur as determined by the Committee Chair. The Committee Chair should meet with the Chief Audit, Risk, and Compliance Officer as necessary and at least prior to each Committee meeting. Committee actions will be reported to the Board of Visitors with such recommendations as the Committee may deem appropriate. The Committee may meet in closed session in accordance with state law.

## **IV. RESPONSIBILITIES**

In fulfilling its oversight responsibilities, the Audit, Risk, and Compliance Committee shall:

### **A. General**

1. Adopt the Committee's Charter. The charter should be reviewed annually and updated as necessary.
2. Conduct or authorize its own investigations into issues related to its responsibilities and, as necessary, retain independent advisors to advise the Committee.
3. Approve the Office of Audit, Risk, and Compliance Charter. The charter should be reviewed annually and updated as necessary.

B. Financial Reporting Oversight

1. Review and discuss with management and the University's independent auditors, the Auditor of Public Accounts:
  - a. The University's annual financial statements, including footnotes, the University's significant accounting policies, and disclosures made in Management's Discussion and Analysis.
  - b. The Auditor of Public Accounts' audit of the financial statements, including their report on internal control over financial reporting and on compliance and other matters.
  - c. The effectiveness of the university's system of internal controls over financial reporting.
  - d. Any difficulties or disputes with management encountered during the audit.

C. Enterprise Risk Management and Internal Control Oversight

1. Review and discuss with management and the Chief Audit, Risk, and Compliance Officer:
  - a. The effectiveness of the University's process for identifying and assessing significant enterprise-level risks or exposures and the steps management has taken to monitor and control such risks to the University.
  - b. The effectiveness of the University's internal controls, including the status and adequacy of information systems and security.
  - c. The status and timing of management's actions to monitor and control significant enterprise-level risks and implement recommendations related to internal controls.



2. Review and discuss with management the results of significant reviews by regulatory agencies or other external entities, or summaries thereof, and management's responses.

D. Institutional Compliance Oversight

1. Review and discuss with management, the University Counsel, and the Chief Audit, Risk, and Compliance Officer:
  - a. The effectiveness of the institutional compliance processes for monitoring compliance with laws and regulations, including policies and processes related to ethics and conflicts of interest.
  - b. The status and timing of management's actions to monitor and control significant compliance risks.
2. Review and consult, as necessary, with the University Counsel and others regarding any legal or regulatory matters significant to the University.

E. Internal Auditing Oversight

1. Assess the internal audit function's independence and reporting relationships.
2. Review and approve the process for establishing risk-based internal audit plans. Review and discuss with the Chief Audit, Risk, and Compliance Officer the scope and plans for audits established under this process and factors, including the adequacy of financial and staffing resources, which may affect the effectiveness and timeliness of such audits.
3. Review significant reports to management prepared by the internal audit function, or summaries thereof, and management's responses.
4. Review and discuss with the Chief Audit, Risk, and Compliance Officer any difficulties encountered, such as restrictions on the scope of the work or access to information.
5. Review and approve the appointment, replacement, performance, and compensation of the Chief Audit, Risk, and Compliance Officer, who shall report directly to the Committee for functional purposes, but may report to the University President for administrative purposes.

## **V. BYLAWS**

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

Effective Date: October 1, 2020

**ITEM NUMBER: IV.C.** Approval of Office of Audit, Risk, and Compliance Charter

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

**NARRATIVE:** The Committee's Charter requires the Committee to review annually, and update as necessary, the charter for the university's Office of Audit, Risk, and Compliance.

- The charter was last approved in May 2020.
- The charter continues to align with the Institute of Internal Auditors Standards for the Professional Practice of Internal Auditing and with the directives of the Office of the State Inspector General.
- No changes are recommended to the Committee.

The proposed charter has been reviewed with President Washington; he is fully supportive of the charter and is committed to providing the Office of Audit, Risk, and Compliance with the necessary independence, stature, and access to university personnel and resources to accomplish its responsibilities to the Audit, Risk, and Compliance Committee.

Organizational Independence Confirmation: Annually, the Chief Audit, Risk, and Compliance Officer must confirm the organizational independence of the internal audit function. It is.

- Clear functional reporting to Audit, Risk, and Compliance Committee, with full and free access to the Committee.
- Demonstrated oversight by Audit, Risk, and Compliance Committee.
- Freedom from interference in determining internal audit risk assessments; audit selection and scheduling; audit scope, procedures, frequency, and timing, and audit reporting.
- Unrestricted access to all functions, reports, property, and personnel.
- Non-performance of management or operational responsibilities, including directing any non-Office of Audit, Risk, and Compliance personnel.

**RECOMMENDATION:** Approval of the Office of Audit, Risk, and Compliance charter.



**GEORGE MASON UNIVERSITY**

**OFFICE OF AUDIT, RISK, AND COMPLIANCE CHARTER**

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

---

Edward Rice, Chairman,  
Audit, Risk, and Compliance Committee

---

Date

University Management is fully supportive of the Office of Audit, Risk, and Compliance in the accomplishment of its mission to assist the Board of Visitors and the Board’s Audit, Risk, and Compliance Committee with fulfilling their oversight responsibilities through the provision of independent and objective risk-based assurance services; and planning and oversight of the university’s enterprise risk management process and the institutional compliance, ethics, and privacy programs. Through its administrative reporting relationship, the Office of Audit, Risk, and Compliance will have the necessary independence, stature, and access to university personnel and resources to accomplish its responsibilities to the Audit, Risk, and Compliance Committee.

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Gregory Washington, President

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Date



**Introduction:**

The Office of Audit, Risk, and Compliance (OARC) provides risk-based assurance services through independent and objective internal audits; advisory activities; and planning and oversight of the university’s enterprise risk management process and the institutional compliance, ethics, and privacy programs. It is designed to assist George Mason University’s Board of Visitors and the Board’s Audit, Risk, and Compliance Committee with fulfilling their oversight responsibilities.

**Mission:**

OARC’s mission is to enhance and protect organizational value by providing risk-based assurance, advice, and insight as follows:

Audit:	Provides independent, objective, risk-based assurance and advisory services designed to add value and improve the university’s operations. OARC utilizes a systematic, disciplined, and collaborative approach to evaluate and improve the effectiveness of university governance, risk management, control, and compliance processes.
Enterprise Risk Management:	Provide oversight of the university’s enterprise risk management process by: <ul style="list-style-type: none"><li>• Proposing, for the President’s approval, the university’s enterprise risk management process to identify enterprise-level risks to institutional viability and achievement of strategic objectives.</li><li>• Planning, facilitating, and overseeing the implementation of the approved enterprise risk management process, including facilitating risk assessments and advising risk owners in their identification and implementation of responses to monitor and manage such risks.</li><li>• Ensuring significant enterprise-level risks or exposures and the steps management has taken to monitor and control such risks are communicated to the President and the Audit, Risk, and Compliance Committee.</li></ul>
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"><li>• Planning, facilitating, and overseeing regular university-wide assessments of compliance risks, and ensuring management ownership for monitoring and managing compliance risks.</li><li>• 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.</li><li>• 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.</li></ul>
Ethics and Conflict of Interest Management:	Provide oversight of the university-wide processes that promote an ethical climate, including the university’s code of ethics and policies for conflicts of interest and conflicts of commitment, and facilitating conflict evaluation and management processes.
Privacy:	Provide oversight of the university’s collection, use, storage, sharing, transmission, deletion, and otherwise processing of personal data related to an identified or identifiable individual, and activities addressing related compliance obligations. <ul style="list-style-type: none"><li>• Planning, facilitating, and overseeing regular university-wide assessments of privacy and related compliance risks, and ensuring management ownership for monitoring and managing such risks.</li><li>• Advising risk owners in their identification and implementation of responses to monitor and manage such risks.</li><li>• Ensuring significant privacy and related compliance risks or exposures and the steps management has taken to monitor and control such risks are communicated to the President and the Audit, Risk, and Compliance Committee.</li></ul>

## **Independence:**

To provide for the independence of the OARC, the Chief Audit, Risk, and Compliance Officer reports functionally to the Audit, Risk, and Compliance Committee of the Board of Visitors and administratively to the President.

The Audit, Risk, and Compliance Committee (i) approves the OARC Charter, and the appointment, replacement, performance, and compensation of the Chief Audit, Risk, and Compliance Officer, and (ii) reviews the Chief Audit, Risk, and Compliance Officer's confirmation of the organizational independence of the internal audit function; the internal audit process for establishing risk-based audit plans; the internal audit financial and staffing budget; and reports of significant findings and recommendations; among other things.

University management is responsible for, among other things, (i) the preparation, presentation, and integrity of the University's financial statements; (ii) the maintenance and implementation of effective policies, procedures, and controls designed to ensure compliance with generally accepted accounting principles and applicable laws and regulations; and (iii) the identification, assessment, monitoring, and management of significant enterprise-level risks to the University. OARC supports management by providing oversight, facilitation, coordination, advice, assurance, and reporting for the President and the Audit, Risk, and Compliance Committee. Accordingly, the OARC is prohibited from having management responsibility for any university operational areas and related management decisions. Administrative matters do not include, among other things, matters of audit risk assessments; audit selection and scheduling; audit scope, procedures, frequency, and timing; and audit reporting.

## **Authority:**

The Chief Audit, Risk, and Compliance Officer and OARC staff are authorized to:

- Have unrestricted access to all functions, records, data, reports, property, and personnel.
- Have full and free access to the Audit, Risk, and Compliance Committee.
- Allocate resources, set frequencies, select subjects, determine scope of work, and apply the techniques required to accomplish audit, enterprise risk management process, and institutional compliance program objectives.
- Obtain the assistance of university personnel as well as other specialized services from within or outside the university.

The Chief Audit, Risk, and Compliance Officer and OARC staff are not authorized to:

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

## **Standards of Practice:**

The OARC conducts its internal audit work to conform to (i) the directives of the Commonwealth of Virginia's Office of the State Inspector General and (ii) the mandatory professional guidance of the Institute of Internal Auditors, including: the Definition of Internal Auditing; Code of Ethics; and the Core Principles and the International Standards for the Professional Practice of Internal Auditing. To assess such conformance, the Office of University Audit maintains a quality assurance and improvement program that includes (i) internal self-assessments and (ii) external assessments performed by independent third-party assessors. The quality assurance and improvement program covers all aspects of internal audit activities. Results of quality assurance and improvement program are communicated to management and the Audit, Risk, and Compliance Committee.

The OARC conducts work related to the university's institutional compliance program to achieve effective, risk-based implementation of legal and regulatory compliance program effectiveness requirements.



**Effective Date:**

This charter is effective October 1, 2020. The charter will be reviewed annually and revised when necessary.



**Office of University Audit**

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

**October 1, 2020**

## EXECUTIVE SUMMARY

- Temporary Audit Support to Management (by Memorandum):
  - University Audit continued to operate under the April 1, 2020 Memorandum implementing the conclusion of the members of the Audit Committee that the best interests of the University during the extenuating circumstances resulting from the COVID-19 pandemic would be served by temporarily deferring audit activities of less than the highest priority and temporarily redeploying certain audit employees to support management as necessary.
  - The University Auditor briefed the Chair and Vice Chair six times during June through September 2020. These briefings reviewed the status of audit work and the temporary redeployment of audit employees to support management in several areas, including:
    - Assessment of federal CARES Act-related monies received and disbursed as emergency financial assistance grants to students and institutional aid in relation to compliance requirements, and related required disclosure reporting.
    - Research and analysis of frameworks and processes for managing and securing IT endpoint devices.
    - Analysis of Commonwealth ARMICS submission processes and requirements.
    - Mapping certain Fiscal Services processes.
    - Validated Confucius Institute financial transactions from 2017 through the Institute's June 30, 2020 closure.
  - The University Auditor continued to monitor campus operations and brief the Chair and Vice Chair on the ongoing utility of audit employees supporting management, among other things.
- Two audit reports were issued since the last meeting.
  - Gift Acceptance Policy Implementation
  - Online Graduate Learning Arrangements (Wiley)
  - One additional memo addressed financial audit procedures completed as part of management's closure of the Confucius Institute.
- Remediation of 20 audit issues is in progress as of September 10, 2020:
  - Management completed remediation of three audit issues since May 2020.
  - Target dates for several issues were extended to the Spring semester due to the COVID-19 pandemic.
- Audit Plan status:
  - Audit activities of highest priority are continuing.
  - In line with the Memorandum, audit activities of less than the highest priority have been deferred; these deferrals are shown as red bars on the Status of Audit Plan.
- Status of fraud, waste, and abuse investigations:
  - Eight investigations were completed since the prior meeting; they were isolated in nature with negligible impact to the University.
  - Two investigations are in progress.

- Audit staffing:
  - An Assistant University Auditor separated from Mason in April 2020. The hiring activity review process mandated by the Commonwealth during the current coronavirus situation has authorized replacement of this position; recruiting will commence once campus operations are believed to have ‘normalized’.
  - The remainder of audit team remains stable with no further changes since the prior Committee meeting.
  - Co-sourced resources remain available and are being utilized to provide supplemental skilled expertise when needed.

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## **SUMMARY OF AUDIT REPORTS**

- Gift Acceptance Policy Implementation
- Online Graduate Learning Arrangements (Wiley)
- Audit Memos:
  - Confucius Institute Financial Reviews



# INTERNAL AUDIT REPORT

Report Title:	Gift Acceptance Policy Implementation	Report Date:	June 22, 2020
Responsible Manager:	Trishana Bowden Vice President, Office of University Advancement and Alumni Relations		

## EXECUTIVE SUMMARY:

### Background:

George Mason’s gift acceptance policy was established in 2008, with subsequent revisions and supplementation to guidance being provided when needed. The most recent revision to policy or procedural documents occurred in June 2019 following recommendations made by an internal review committee led by the Provost and consisting of Board Visitors, faculty representatives, student representatives, and administrators. This committee reviewed active gift terms and agreements to identify agreements with language that could be clarified and strengthened to protect the core of Mason’s academic and research positions, increase transparency and clarity, and preserve academic freedom and independence. Subsequent to the initial committee review and policy revisions, the Gift Acceptance Implementation Committee was formed to lead the effort on implementing the updated policy. This committee consisted of faculty members, the Provost, and Office of University Advancement and Alumni Relations employees, including the Vice President.

University Policy (UP) 1123, *Gift Acceptance Policy*, sets forth university expectations and requirements for the transmission, acceptance, disposition, and management of gifts made for the benefit of Mason. Gifts are defined as “a voluntary transfer of property made without consideration, which may or may not be restricted as to its use” and “includes both transfers of funds or property made by a donor directly to the University; as well as restricted and unrestricted funds transferred by the Foundation to the University.” Significant policy requirements include criteria for: unallowable gifts, gifts which can be accepted by university administrators, and those that must be reviewed and approved by the university’s Gift Acceptance Committee (GAC).

The distribution of all gifts for new programs received between June 7, 2019 and December 31, 2019 included in the audit are identified below:

Gift Amounts	Donors	Percentage
\$25,000 and over	34	3.0
Between \$5,000 and \$24,999	25	2.2
Between \$1,000 and \$4,999	89	7.7
Between \$250 and \$999	196	17.0
Less than \$250	806	70.1
Total	1,150	100.0

Our audit focused on a detail review of gifts for new programs over \$25,000, totaling \$10.6 million; analytical procedures were performed for all other new gifts.

**Audit Conclusion:**

The thirty-four gifts over \$25,000 received for new programs were handled in accordance with the revised gift acceptance policy; data analysis did not identify elevated risks for other gift amount groupings. However, in our view, some GAC review criteria are overly broad and would benefit from further guidance or specificity to promote consistent application. We also believe university oversight could be enhanced and operational processes could be better aligned with institutional responsibilities.





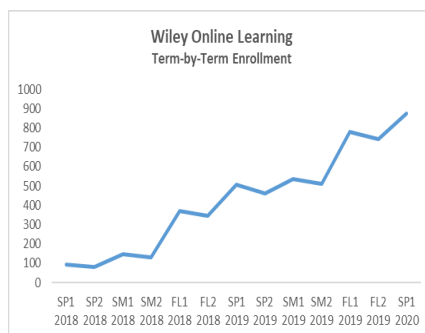
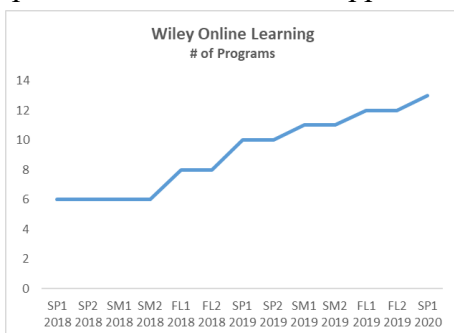
# INTERNAL AUDIT REPORT

<b>Report Title:</b> <b>Responsible Manager:</b>	Online Graduate Learning Arrangements (Wiley) Marc Austin Executive Director, Professional Education and Academic Ventures, Office of the Provost Renate Guilford Associate Provost, Academic Administration, Office of the Provost	<b>Report Date:</b>	August 26, 2020
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## EXECUTIVE SUMMARY:

### Background:

In 2016, the university entered into a 10-year Master Services Agreement with Wiley edu, LLC (Wiley) to provide services for development and delivery of online graduate programs. Wiley subcontracted development and delivery of online law programs to iLaw, (a company that creates and delivers online law programs and courses). These online graduate programs are aligned with the university’s strategic goal of accessible pathways, providing multiple pathways and delivery formats to serve the needs of different students. Overall, program enrollments are meeting or exceeding respective enrollment goals. Faculty and staff in the various schools and colleges administering the graduate online programs provided positive feedback about Wiley’s expertise and collaborative approach.



Wiley is responsible for marketing and related research, recruitment, enrollment coordination, student support, and instructional design for the online graduate programs. The university is responsible for instruction, program management, determination of admission standards and admissions decisions, maintaining academic records, academic advising, and for obtaining state authorizations. The Offices of Academic Innovation and New Ventures and Academic Administration have primary oversight over the Wiley agreement. Fiscal Services, the Office of the University Registrar, and the Admissions Office support these programs in various capacities.

The *U.S. News and World Report* ranked the Mason online Master of Special Education Program the #10 best in Online Masters in Special Education Programs. The Mason online MBA program went from being unranked to being ranked #123 in the Best Online MBA Programs (out of 335 programs).

The university and Wiley have a revenue sharing agreement, whereby Wiley receives 43 or 45 percent of net revenue (depending on the service commencement date of the program). The university receives 57 or 55 percent of net revenue (10 percent is allocated to central administration and the remaining amount is retained by the school or college administering the program). As of August 2019, Wiley has received \$3,174,000 for its respective revenue share.

**Audit Conclusion:**

In our view, governance and oversight of Wiley-supported online graduate programs through 2019 was effective. Our work covered activities through Fall 2019 and reporting delayed due to the COVID-19 pandemic. Processes for managing individual graduate programs and the performance of the vendor were appropriately designed and operating effectively. Wiley-supported online graduate programs were properly authorized by the Board of Visitors and reported to the State Council for Higher Education in Virginia (SCHEV). Decisions to launch online graduate programs were supported by pro-forma revenue and expense projections. Governance Committees regularly assessed marketing methods, monitored program enrollments and retention, developed strategies to increase student enrollment and retention for underperforming programs, and evaluated operational efficiency of admissions and registration processes. Program revenue and corresponding revenue share amounts were calculated in accordance with the Master Services Agreement. Permissions for Wiley employees to access student data, including the adequacy of the relevant Data Access Agreement, should be regularly and timely reviewed to ensure access to student data is appropriately protected.

## **SUMMARY OF AUDIT MEMOS:**

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

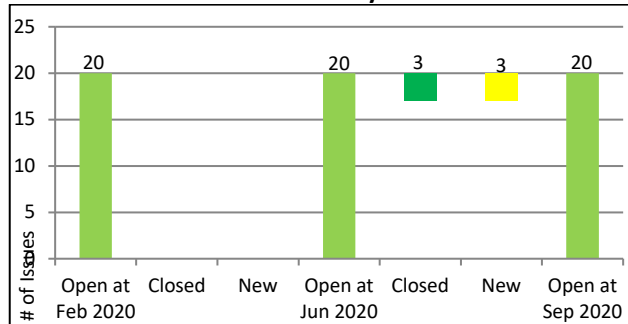
### Confucius Institute Financial Reviews dated September 10, 2020

- Validated reasonableness and accuracy of financial transactions from 2017 through the Institute's June 30, 2020 closure.

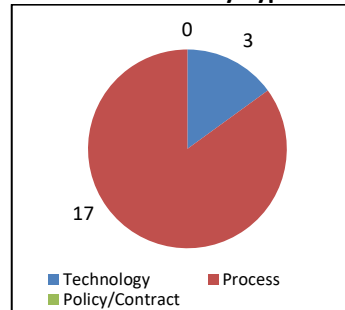
## SUMMARY STATUS OF AUDIT ISSUES AS OF SEPTEMBER 10, 2020

There were 20 open audit issues as of September 10, 2020. Management completed remediation of three audit issues since May 2020. Target dates for several issues were extended to the Spring semester due to the COVID-19 pandemic.

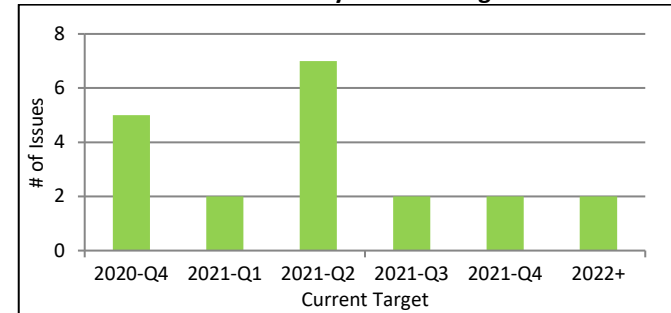
**Audit Issue Inventory Movement**



**Audit Issues by Type**



**Audit Issues by Current Target**



Audit Report	Report Date	Open at Feb 2020	New	Closed	Open at Jun 2020	New	Closed	Open at Sep 2020
Online Graduate Learning Arrangements (Wiley)	8/26/20	-	-	-	-	1	-	1
Gift Acceptance Policy Implementation	6/22/20	-	-	-	-	2	-	2
Intercollegiate Athletics	2/10/20	2	-	-	2	-	(1)	1
Drug and Alcohol Abuse Prevention Program	12/16/19	4	-	-	4	-	(1)	3
Employee Disclosures and Evaluation of Personal Interests	12/13/19	4	-	-	4	-	-	4
Faculty Study Leave Programs	4/18/19	3	-	-	3	-	-	3
Spending of Funding Budgeted for Institutional Reserves and Strategic Initiatives	4/15/19	1	-	-	1	-	-	1
Office of the University Registrar	3/7/18	2	-	-	2	-	-	2
Administrative Management of Sponsored Programs	10/11/17	1	-	-	1	-	-	1
IT Governance and Project Prioritization	8/7/17	1	-	-	1	-	-	1
Information Security Management: Boundary Protection	9/9/13	1	-	-	1	-	-	1
Enterprise Project Management Framework and System	3/28/13	1	-	-	1	-	(1)	0
		20	0	0	20	3	(3)	20



## STATUS OF INVESTIGATIONS AS OF SEPTEMBER 10, 2020

Eight investigations were completed since the prior Committee meeting; they were isolated in nature with negligible impact to the University. Two investigations are in progress.

Nature of Allegation	Type	Status	Remarks
Potential personal use of university credit card and other matters	Fraud	Completed	
Alleged misuse of university vehicle	Abuse	Completed	
Alleged potential conflict of interest	Abuse	Completed	
Alleged waste of state funds and potential conflict of interest	Waste	Completed	
Alleged waste of state funds and noncompliance with state procurement policy	Waste	Completed	
Alleged noncompliance with contract and Prompt Payment Act	Abuse	Completed	
Alleged misuse of social media	Abuse	Completed	
Alleged abuse of procurement	Abuse	Completed	
Alleged overpayment to wage employee	Waste	In Progress	
Alleged time misreporting	Abuse	In Progress	

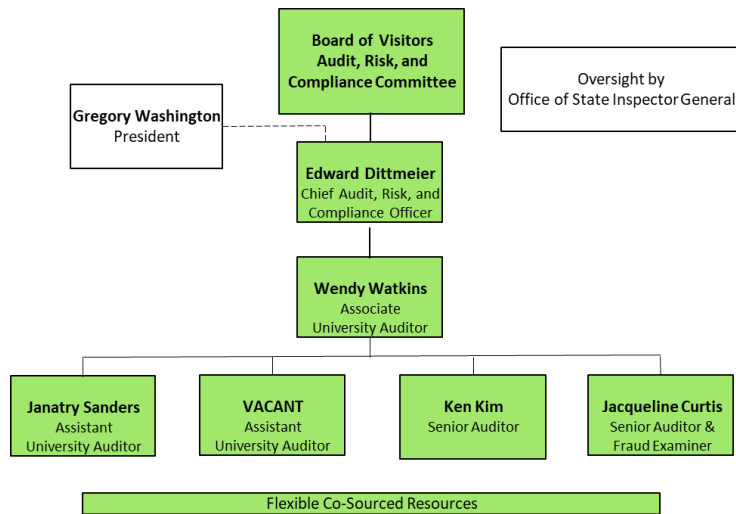
### **Summary of Types:**

- **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

An Assistant University Auditor separated from Mason in April 2020. The hiring activity review process mandated by the Commonwealth during the current coronavirus situation has authorized replacement of this position; recruiting will commence once campus operations are believed to have ‘normalized’. The remainder of audit team remains stable with no further changes since the prior Committee meeting. Co-sourced resources remain available and are being utilized to provide supplemental skilled expertise when needed.

## Organization



## Staffing

Core Audit Team	Plan	Actual	
		a/o July 2020	Avg to Sept 2020
Audit Leadership	2	2	2.0
Auditors by Expertise:			
Operational Audit	1.5	1	1.0
IT Audit	1	1	1.0
Fraud Audit	1	1	1.0
<b>Total Audit Professional Employees</b>	<b>5.5</b>	<b>5</b>	<b>5.0</b>
Cosourced FTE* Supported by Permanent Budget	0.3		0.0
<b>Total Audit Professionals Supported by Permanent Budget</b>	<b>5.8</b>	<b>5.0</b>	<b>5.0</b>

Note: Plan to fill vacant position in January 2021 once campus operations have ‘normalized’; shown at 0.5 in Operational Audit plan

Note: \* = Cosourced FTE are estimated based on actual hours provided by cosourced resources and a 1,500 hour/FTE rate.

## APPENDIX: AUDIT ISSUE DETAILS AS OF SEPTEMBER 10, 2020

#	Audit Report	Audit Issue	Status of Management Action	Original Target	Current Target
1	<p><b>Report Name:</b> Intercollegiate Athletics</p> <p><b>Report Date:</b> 11/14/18</p> <p><b>Management:</b> Brad Edwards, Assistant Vice President and Director of Intercollegiate Athletics</p>	<p><b>Evaluate Financial Aid Award Statement Distribution Process</b> Student-athlete financial aid awards are approved by Athletics personnel and the university's Financial Aid Office. Financial aid award statements, signed by both Athletics and Financial Aid Office personnel, are sent to student-athletes by Athletics personnel, rather than by the Financial Aid Office. While the NCAA does not prohibit Athletics from sending financial aid award statements, leading practice is to centralize the sending and retention of statements to enhance segregation of duties and record retention. Athletics and the Financial Aid Office were unable to locate the financial aid award statement for one of the 25 student-athletes sampled.</p>	<p>Head coaches are required to collect all 2020-21 athletic aid agreements signed by student-athletes and return them to the Athletics Compliance Office. Most, but not all, agreements have been received. Athletics Compliance is working with coaches to obtain the signed agreements. Aid for student-athletes without a signed agreement received by Athletics Compliance will be held until the agreement is received.</p>	6/30/19	10/15/20
2	<p><b>Report Name:</b> Spending of Funding Budgeted for Strategic Initiatives and Institutional Reserves</p> <p><b>Report Date:</b> 4/15/19</p> <p><b>Management:</b> Rene Stewart O'Neal, Associate Vice President for Strategic Planning &amp; Budgeting</p>	<p><b>Develop an Effective Process to Track Actual Spending of Distributed Budgeted Funds:</b> The Office of Budget &amp; Planning should establish a process to track actual spending of resources budgeted for strategic initiatives or institutional reserves to ensure funds are used as intended.</p>	<p>The university is conducting initiatives to establish a comprehensive financial planning framework and enhance the budget and planning governance structure to ensure continued alignment with Mason's strategic plan and the annual budget development process. A process has been established requiring recipients of budgeted funds, including those related to strategic initiatives, to provide the Office of Strategic Budget &amp; Planning a report on the use of those funds. A management plan will be provided by October 15, 2020 to determine when full implementation is expected.</p>	6/1/19	10/15/20
3	<p><b>Report Name:</b> Administrative Management of Sponsored Programs</p> <p><b>Report Date:</b> 10/11/17</p> <p><b>Management:</b> Aurali Dade, Interim</p>	<p><b>Plan for Scalable Research Administration to Enable Future Growth in Research:</b> In our view, Mason's current research administrative processes are not adequate nor scalable to support the nature and extent of research administrative and compliance obligations likely to result from substantial future growth in the volume and value of research awards. A 50% growth of the overall research portfolio, to ~\$150 million, might require an additional \$2.4 million of expenditures (determined on a straight-line</p>	<p>Management has an effort underway to acquire a technology suite to automate certain processing and control of research administration activities and to redesign related processes to ensure effectiveness and achieve efficiencies. This is likely to be a multi-year effort. The request for proposal process has been completed and vendor negotiations are nearly completed. The purchase decision is expected to be completed by</p>	7/1/18	11/30/20



#	Audit Report	Audit Issue	Status of Management Action	Original Target	Current Target
	Vice President for Research, Innovation, and Economic Impact	<p>basis) to support research administration and compliance activities. As management plans for such growth and sustaining its R1-Highest Research Activity classification, we believe there should be concurrent, comprehensive planning for the appropriate mix of people, process, and technology resources to effectively satisfy the current and future nature and extent of research administrative and compliance obligations while enabling faculty and researchers to remain focused on conducting research. In conducting such planning, management should consider multiple areas, including:</p> <ul style="list-style-type: none"> <li>• Alignment, including ensuring that academic unit plans for growing research (and providing appropriate administrative support) are fully aligned with Mason's strategic plans and goals.</li> <li>• Information technology, including systems, reporting capabilities, and interface automation which impact work process effectiveness and efficiency.</li> <li>• Organizational structures, including the appropriate mix of academic unit and centralized employees, job roles, workloads, time dedicated to research administration activities, and reporting relationships for academic unit research administrators.</li> <li>• Resourcing, including the appropriate level and mix of automation as well as academic unit and centralized employees.</li> </ul>	<p>September 30, 2020. Functional resources have been identified to begin implementation.</p> <p>Management has engaged a well-known consulting firm to assess and improve the business model and investment plan for certain large complex applied research awards, including the business structures and capabilities to administer growth of such awards and the related programmatic, financial, intellectual property, legal, and reputational risks. This multi-phase engagement began in May 2020 and the first task – current state assessment – was completed in August 2020. Subsequent tasks, including a gap analysis, recommendations, and improvement planning to support and grow the portfolio, are expected to be completed during the fall semester.</p>		
4	<p><b>Report Name:</b> Online Graduate Learning Arrangements (Wiley)</p> <p><b>Report Date:</b> 8/27/20</p> <p><b>Management:</b> Renate Guilford, Associate Provost, Academic Administration, Office of the Provost</p>	<p><b>Reevaluate Wiley Employee Banner Access</b> The January 2018 Data Access and Confidentiality Agreement between Wiley and the university allows Wiley employees to access or update certain screens in the Banner student module for admissions and registration purposes. University management granted Wiley employees access to various Banner screens based on anticipated needs. Now that the data access agreement has been in place for approximately two years, Wiley employee permissions should be reviewed and the data access agreement updated as needed.</p>	The Office of the Provost will partner with the Data Governance Committee to simplify the Data Access and Confidentiality Agreement and review applicability of user permissions granted to Wiley employees.	12/15/20	12/15/20
5	<p><b>Report Name:</b> Gift Acceptance Policy Implementation</p>	<p><b>Ensure University Employees Provide Appropriate Oversight of Gift Processing</b></p>	The Office of Advancement and Alumni Relations will develop and implement Gift Escalation Procedures, which will outline the	12/30/20	12/30/20

#	Audit Report	Audit Issue	Status of Management Action	Original Target	Current Target
	<p><b>Report Date:</b> 6/22/20</p> <p><b>Management:</b> Trishana Bowden, Vice President, Office of University Advancement and Alumni Relations</p>	<p>University Policy (UP) 1123, Gift Acceptance Policy, omits opportunities for university oversight or, where university oversight expectations are identified, university employees are not currently executing these functions. These include:</p> <ul style="list-style-type: none"> <li>•Policy does not identify a university officer or delegate(s) responsible for making the determination as to whether a gift meets criteria requiring Gift Acceptance Committee (GAC) approval.</li> <li>•Policy does not provide for post-fact reporting to the GAC of gifts that are accepted but do not meet the defined criteria for GAC approval.</li> <li>•Policy and practice do not require GAC meeting minutes, which are used as evidence of approval, to be formally approved at a subsequent GAC meeting. Expectations for preservation of meeting minutes are not documented.</li> </ul>	<p>process for determining escalation to the Gift Acceptance Committee. Procedures will also identify university personnel, by position, and their responsibilities concerning the escalation process, and will define relevant escalation criteria terms such as new program, significant public attention, conflict of interest, and international entities not already known to the university. These procedures will be shared with the Gift Acceptance Committee.</p> <p>A quarterly, post-fact gift report will be provided to the President and the Gift Acceptance Committee of the University reflecting all gifts of \$25,000 or more received during the previous quarter.</p> <p>At each Gift Acceptance Committee meeting, the committee will review and formally approve the minutes from the previous meeting. Such approval will be documented in August 2020 for the July committee meeting.</p>		
6	<p><b>Report Name:</b> Office of the University Registrar</p> <p><b>Report Date:</b> 3/7/18</p> <p><b>Management:</b> Janette Muir, Associate Provost, Academic Initiatives and Services, Office of the Provost</p>	<p><b>Evaluate and Implement Process and Oversight Efficiency and Effectiveness Enhancements:</b></p> <p>Registration transactions that require OUR action (e.g., enrollment adjustments, selective withdrawals, and program and domicile changes) are manual in nature with no secondary review prior to entry in Banner. OUR processes several thousand manual transactions each semester which require faculty and staff approval prior to processing. These transactions included, but were not limited to: course enrollment adjustments; selective withdrawals; domicile appeal changes; and numerous program changes. The established Banner workflow does not provide for a secondary review to ensure data accuracy and appropriate approval. Furthermore, the ability for post-entry quality assurance is limited since underlying Banner data is often limited.</p>	<p>The Chief Information Officer has paused additional development within Salesforce as a more comprehensive review is undertaken by ITS and overall activities are prioritized. As a result, the OUR has not transitioned any forms to Salesforce at this time. As this analysis is completed, OUR is also considering using Ellucian Workflow to develop improved forms oversight. The implementation target of January 2021 is dependent on decisions regarding the technology solutions.</p>	8/31/18	1/15/21

#	Audit Report	Audit Issue	Status of Management Action	Original Target	Current Target
7	<p><b>Report Name:</b> Office of the University Registrar</p> <p><b>Report Date:</b> 3/7/18</p> <p><b>Management:</b> Janette Muir, Associate Provost, Academic Initiatives and Services, Office of the Provost</p>	<p><b>Implement Banner Transactional and Activity Logging:</b> Mason's ability to monitor transactional data and log activity of staff and third party vendors at various levels within Banner is limited. OUR management identified areas where limited or no monitoring exists due to a lack of transactional and activity history, including: student attributes; registration permits and overrides; student holds; academic standing; visa status; segregation of duties or unauthorized transactions; grading activity; and the Banner tables that control the majority of student data where an erroneous or unapproved change can have a significant impact.</p>	<p>The OUR monitors select transactions captured in Banner (e.g., consortium grades, grade changes and substitution/waivers). Following significant exploration of various technical solutions including an "audit vault," the use of Splunk, additional MicroStrategy reports, etc., the OUR has determined that it is currently not possible, using current technology, to report on data elements that are not logged by the ERP system related to specified transactions.</p>	10/31/18	1/15/21
8	<p><b>Report Name:</b> Drug and Alcohol Abuse Prevention Program</p> <p><b>Report Date:</b> 12/16/19</p> <p><b>Management:</b> Rose Pascarell, Vice President, University Life</p>	<p><b>Establish a Governance Body and Program Objectives for Alcohol and Other Drug Prevention Activities:</b> Establish a governance body for all alcohol and other drug related activities to provide unified program alignment and oversight, and establish strategic and operational goals for the program and ways to monitor progress against identified goals (e.g., key performance indicators, management reporting, etc.). Once program governance, objectives, oversight, and methods of evaluating program effectiveness are adopted, these should be incorporated into biennial reporting efforts.</p>	<p>University Life has established an Alcohol and Other Drug Working Group to oversee alcohol and drug related activities on an ongoing basis. Among other things, the working group will regularly coordinate programmatic efforts and identify program objectives, determine appropriate ways to monitoring performance against established objectives, and establish regimens for oversight. Working Group meetings will begin during October 2020, and the group will meet twice per month. Objectives, policy/procedure review, and oversight details will be in place by December 2020. Performance and program reviews (including potential adjustments to policies or procedures, etc.) will be formally evaluated at the completion of the Spring 2021 semester. The biennial report will be updated to include the aforementioned program changes.</p>	6/30/20	4/30/21
9	<p><b>Report Name:</b> Drug and Alcohol Abuse Prevention Program</p> <p><b>Report Date:</b> 12/16/19</p> <p><b>Management:</b> Rose Pascarell, Vice</p>	<p><b>Evaluate Mandatory Awareness Training and Parental Notifications:</b> Consider policy revisions regarding mandatory awareness training and parental notifications related to alcohol violations and illegal drug use by underage students (under twenty-one).</p>	<p>University Life, along with other university peer groups, is assessing the impact of implementing mandatory awareness training and parental notifications on students to determine if these changes should be made and how best to implement them. Based on determinations made by broader university management, University</p>	6/30/20	4/30/21

#	Audit Report	Audit Issue	Status of Management Action	Original Target	Current Target
	President, University Life		Life will develop a plan to implement recommendations.		
10	<p><b>Report Name:</b> Drug and Alcohol Abuse Prevention Program</p> <p><b>Report Date:</b> 12/16/19</p> <p><b>Management:</b> Rose Pascarell, Vice President, University Life</p>	<p><b>Review Approach to Informing Employees and Students Regarding Alcohol and Other Drug Programs:</b> Distribute the annual notification directly to employees and students via email. Directly emailing the notification ensures that each employee and student receives the notification in writing.</p>	<p>University Life will review all options for informing students of DFSCA requirements which will be included as action items of the Alcohol and Other Drug Working Group. University Life will draft an updated student disclosure communication for use going forward. Given employee communications are the responsibility of Human Resources (HR), University Life will hold discussions with HR to determine if employee disclosure communications can be handled in the same manner. Any modified employee communications will require HR review, approval, and implementation.</p>	3/31/20	4/30/21
11	<p><b>Report Name:</b> Faculty Study Leave Programs</p> <p><b>Report Date:</b> 4/18/19</p> <p><b>Management:</b> Renate Guilford, Associate Provost, Academic Administration, Office of the Provost</p>	<p><b>Re-evaluate the Roles and Responsibilities of the Provost's Office and the Academic Units in the Leave Process:</b> The Provost's Office should work with the academic units to re-evaluate the efficiency and effectiveness of the current process, including the related roles and responsibilities. Management should consider distributing more fully the administrative and transaction processing responsibilities to the Academic Units, Human Resources, and Fiscal Services; while reserving oversight responsibilities, including procedures to implement Faculty Handbook requirements and monitoring academic unit adherence to such procedures, with the Provost's Office. As part of this re-evaluation, the Provost's Office should determine the best use of the centrally allocated study leave budgets, including potentially a permanent allocation to the academic units or another purpose considered more impactful to Mason's mission.</p>	<p>The Provost's Office, with support of the Vice President of Research, will evaluate the funding model for study leaves in conjunction with the budget model for Indirects and determine if central support of awards is appropriate going forward. The Associate Provost for Academic Administration, Vice President of Research and a Budget Office representative will discuss proposed options with the Academic Unit representatives. The initial plan to complete these actions was delayed to Spring 2021 due to the pandemic.</p>	3/31/20	5/31/21
12	<p><b>Report Name:</b> Faculty Study Leave Programs</p> <p><b>Report Date:</b> 4/18/19</p>	<p><b>Utilize the Banner System and Banner Workflows to Improve Process Efficiencies:</b> The faculty study leave process is highly manual in nature which may create inefficient use of time, increase the chances of errors, and provide less certainty that</p>	<p>The Provost's Office will work with Human Resources and Information Technology Services to develop a workflow process to enter and track both types of faculty study leaves and explore the potential to integrate with Banner to ease manual</p>	7/15/20	5/31/21

#	Audit Report	Audit Issue	Status of Management Action	Original Target	Current Target
	<b>Management:</b> Renate Guilford, Associate Provost, Academic Administration, Office of the Provost	transactions have been processed timely. This process could be strengthened through automation and use of Banner workflows.	entry. The system will produce a report Fiscal Services can generate for their annual fringe calculation to ensure they are pulling in all types of study leaves the University is awarding. The Provost Office will produce an annual communication to the academic units about time and importance of ensuring study leaves are properly recorded in Banner.		
13	<b>Report Name:</b> Faculty Study Leave Programs  <b>Report Date:</b> 4/18/19  <b>Management:</b> Renate Guilford, Associate Provost, Academic Administration, Office of the Provost	<b>Enhance Faculty Study Leave Processes and Procedures:</b> Procedures for tenured and tenure-track faculty study leave processes should be enhanced to clearly define the roles and responsibilities of the Provost's Office as well as expectations and interactions with the various functions (academic units, Vice President of Research, Human Resources, and Fiscal Services) involved with the administration of the faculty study leave process.	The Provost's Office will have each academic unit document their internal selection process for tenured faculty study leave ensuring it meets Faculty Handbook requirements. The Associate Provost for Academic Administration will work with the Budget Office, Fiscal Services, Human Resources, and the Academic Unit representatives to prepare and document faculty study leave processes.	7/15/20	5/31/21
14	<b>Report Name:</b> IT Governance and Project Prioritization  <b>Report Date:</b> 8/7/17  <b>Management:</b> Kevin Borek, Vice President/Chief Information Officer, Information Technology Services	<b>Improve Governance of University IT Projects:</b> The university has several processes for evaluating and prioritizing IT projects for development. <ul style="list-style-type: none"> <li>• Prioritization of Strategic and Capital projects that support strategic objectives, improve service capabilities, enhance customer satisfaction, or support new building construction or renovations should consider the capacity of development resources to support the timing and scheduling of the work effort in addition to the already-considered project impact and effort levels.</li> <li>• Prioritization of Maintenance and Mandate projects which are required by federal, state, or local governments, or university management, or are needed to continue daily operations should be formally documented. Portfolio Owners prioritize these projects within their respective portfolios and do not always document their prioritization decisions.</li> <li>• Management should evaluate the process for prioritizing IT projects that do not impact or involve ITS (i.e., Distributed IT projects); these are prioritized by individual departments.</li> </ul>	As part of ITS continuing to enhance, and strengthen compliance with, the Project Management Framework and the IT governance process, standard methods for ITS to track project resource usage will be implemented. Formal procedures to document Maintenance and Mandate prioritization efforts were implemented in March 2018.  The university's current IT governance structure is under review. While IT governance processes have been developed with an initial focus on projects that directly involve ITS, the processes can be broadly applied to other administrative and academic groups while also acknowledging that project control needs may vary depending on category and scale, and educating the university community will all be critical factors in the success of this effort. An implementation roadmap is planned for completion in October 2020.	6/30/19	6/30/21

#	Audit Report	Audit Issue	Status of Management Action	Original Target	Current Target
		These gaps may result in a scarcity of resources that do not fully consider personnel and scheduling requirements, or the alignment of project resources with university strategic goals. Decentralized IT project spending and activities may not be approved, governed, and appropriately implemented by university management.			
15	<p><b>Report Name:</b> Employee Disclosures and Evaluation of Personal Interests</p> <p><b>Report Date:</b> 12/13/19</p> <p><b>Management:</b> Dietra Trent, Interim Vice President of Compliance, Diversity and Ethics (CDE)</p>	<p><b>Clarify Scenarios and Expectations for Conflict of Interests (COI) and Commitment (COC) Disclosure Reporting not Required by Federal or Commonwealth Regulations:</b> Management (i.e., deans, center directors, and administrative unit leaders) should clarify disclosure expectations for common scenarios that may create potential COI or COC outside of those specifically required by federal or commonwealth regulations and should require formal, documented disclosure of all outside employment and consulting arrangements by employees. Management should supplement policy and procedural requirements with a formal COI/COC training or communication program.</p>	<p>Compliance, Diversity, and Ethics (CDE) will work with stakeholders to update University Policy 4001, Conflict of Interests, so as to incorporate acceptable policy language addressing these concerns. After meetings were held to revise Policy, it was determined that modifications to the Faculty Handbook would also be required, extending the target date.</p> <p>CDE will update ethics training to reflect policy changes and will work with Communications and Marketing to communicate them to employees.</p>	11/30/20	7/31/21
16	<p><b>Report Name:</b> Employee Disclosures and Evaluation of Personal Interests</p> <p><b>Report Date:</b> 12/13/19</p> <p><b>Management:</b> Dietra Trent, Interim Vice President of Compliance, Diversity and Ethics (CDE)</p>	<p><b>Evaluate Governance and Reporting Design Improvements for COI and COC:</b> Management (i.e., deans, center directors, and administrative unit leaders) should utilize a single system to obtain and disseminate for review and approval, all employee financial interests and outside commitments. We believe management, not employees, should determine whether a financial interest or outside commitment relates to an individual's institutional responsibilities, and if so, whether it presents a conflict. The single system solution should be robust enough to function as a system of record with capabilities to document management review and determinations for disclosures and allow supporting documentation (e.g., waivers and management plans) to be associated with employee records; data security and privacy concerns should be evaluated with any system solution.</p>	<p>CDE will facilitate an evaluation of potential strategies, including system solutions that will allow management a clear picture of each employee's financial interests and outside commitments. Acquisition of a system solution is moving forward, but the request for proposal process has taken longer than expected. Implementation is projected to begin in Spring 2021.</p> <p>Review and monitoring processes will be established in line with overall disclosure processes.</p>	11/30/20	7/31/21



#	Audit Report	Audit Issue	Status of Management Action	Original Target	Current Target
17	<p><b>Report Name:</b> Employee Disclosures and Evaluation of Personal Interests</p> <p><b>Report Date:</b> 12/13/19</p> <p><b>Management:</b> Dietra Trent, Interim Vice President of Compliance, Diversity and Ethics (CDE)</p>	<p><b>Implement a Monitoring Program for Employee Disclosures:</b> Monitoring and oversight programs provide assurance that policy expectations are being met and procedures are functioning as intended. Once policy, governance, and reporting adjustments have been considered and implemented, management should develop monitoring programs to evaluate the completeness and accuracy of employee submissions. Where possible, separately (e.g., employee evaluation data or VA Statements of Economic Interests) and/or publicly available (e.g., IRS data) documents should be compared to self-reported employee disclosures to further support the completeness and accuracy of data provided.</p>	<p>CDE, with assistance from individual units, will continue to monitor employee disclosure completion (i.e., that they are submitted) and review the substance of submissions when circumstances warrant. Once policy and other changes have been implemented, a more robust monitoring program to evaluate the completeness and accuracy of employee submissions, including both reviews of internal and publicly available information, will be developed and implemented.</p>	11/30/21	11/30/21
18	<p><b>Report Name:</b> Employee Disclosures and Evaluation of Personal Interests</p> <p><b>Report Date:</b> 12/13/19</p> <p><b>Management:</b> Dietra Trent, Interim Vice President of Compliance, Diversity and Ethics (CDE)</p>	<p><b>Evaluate Requiring New Hires to Disclose Interests and Commitments as Part of the Onboarding Process:</b> Management (i.e., deans, center directors, and administrative unit leaders) should evaluate requiring new hires to disclose financial interests and outside commitments as a part of the onboarding process. Management should consider providing training to new hires on the subject during the onboarding process.</p>	<p>CDE and Office of Research Integrity and Assurance (ORIA) will consult with Human Resources (HR) and evaluate requiring disclosure and training for new hires to the university as part of the onboarding process.</p>	11/30/21	11/30/21
19	<p><b>Report Name:</b> Information Security Management: Boundary Protection</p> <p><b>Report Date:</b> 9/09/13</p> <p><b>Management:</b> Kevin Borek, Vice President/Chief Information Officer, Information Technology Services</p>	<p><b>Review Firewall Configurations:</b> Firewall configurations are currently not being reviewed and re-authorized on a cyclic basis. Without a formal process to periodically review and re-authorize firewall configurations, the university cannot ensure that rule bases are adequate and/or still required.</p>	<p>After several attempts to appropriately structure and remediate firewall configuration management processes, a plan to implement and manage the firewall policies was established in December 2018; implementation of the first phase to move Banner behind the new firewalls was completed in September 2019. This first phase was used to plan migration of all remaining university servers; this is an ongoing effort that is projected to be completed by December 2021.</p>	1/31/14	1/15/22

#	Audit Report	Audit Issue	Status of Management Action	Original Target	Current Target
20	<p><b>Report Name:</b> Gift Acceptance Policy Implementation</p> <p><b>Report Date:</b> 6/22/20</p> <p><b>Management:</b> Trishana Bowden, Vice President, Office of University Advancement and Alumni Relations</p>	<p><b>Clarify Gift Acceptance Policy to Allow for Consistent Treatment and Transparency:</b> University Policy (UP) 1123, Gift Acceptance Policy, describes the types of gifts which may only be accepted by Mason after approval by the University's Gift Acceptance Committee (GAC). Certain of these criteria are unclear or overly broad, and would benefit from greater definition.</p>	<p>Due to the transition of both the President and the Provost of the university, evaluation of the Gift Acceptance Policy will occur after new leadership is in place and has sufficient time to consider the gift acceptance environment of the university. This timing will align with the internal review committee's expectation for such an evaluation within three years of policy revisions being implemented. At such time, the Provost, the Vice President of University Advancement and Alumni Relations, and members of the Gift Acceptance Committee will evaluate the need for clarifications and revisions of the Gift Acceptance Policy.</p>	6/30/22	6/30/22



**GEORGE MASON UNIVERSITY  
BOARD OF VISITORS**

**Research Committee Meeting  
October 1, 2020  
Virtual**

**AGENDA**

- I. Call to Order
- II. Public Comments
- III. Approval of Minutes (**ACTION ITEM**)
  - A. Meeting minutes for February 27, 2020
- IV. Update on Research Enterprise, Dr. Aurali Dade
- V. Institute for Digital InnovAtion Presentation, Dr. Kamaljeet Sanghera
- VI. COVID-19 Research Presentation, Dr. Aarthi Narayanan
- VII. Adjournment

**GEORGE MASON UNIVERSITY  
BOARD OF VISITORS  
Research Committee Meeting**

**MINUTES  
Thursday, February 27, 2020  
Merten Hall 1204**

**Present:** Vice President for Research Deborah Crawford; Rector Tom Davis; Provost David Wu; Chairman Horace Blackman; Visitors: Edward Rice and Nancy Prowitt; Faculty Senate Chair: Shannon Davis; Faculty Representative: Bijan Jabbari; Student Representatives: Natalie Gelbvaks and Camden Layton

**Absent:** Visitors: Bob Witeck, Wendy Marquez, Anjan Chimaladinne; Faculty Representative: Andrew Novak

**I. Meeting was called to order by Chairman Horace Blackman at 10:45 am.**

**II. Approval of Minutes (ACTION ITEM)**

Approval of the December 12, 2019 meeting minutes was motioned by Vistor Prowitt; seconded by Visitor Rice, unanimously approved.

**III. New Business**

**a. Vice President's Update**

***Deborah Crawford – Vice President for Research, Innovation & Economic Impact***

- i. After a nationwide search, we are excited to announce that Paula Sorrel will join Mason as the Associate Vice President for Innovation and Economic Impact in May. Paula will oversee the Mason Innovation Exchange, the Office of Tech Transfer, and the Mason Enterprise Center and working closely with academic and research colleagues as well as business and community partners, will lead innovation programming and place-making initiatives on all three of our NOVA campuses.
- ii. Mike Laskofski and team submitted Mason's results to NSF's Higher Education R&D Survey, reporting \$186 million in R&D expenditures for FY 2019, up from \$149 million in FY 18 (25% increase). As a reminder, we set \$225 million as our goal for FY 2024 and there's a good chance we'll made \$225 million in FY 2021.

**b. Presentation**

***Dr. Elise Miller-Hooks - Professor in Infrastructure Engineering***

Dr. Miller-Hooks' presentation focuses on a multi-disciplinary effort to evaluate the effects of arctic thawing and the possibilities the new routes will mean to support global trade. Of particular interest is evaluating the benefits and deficits for the local people this directly impacts, as well as resolving issues that may cause conflict in the near future.

c. **Full Board Motions**

Chairman Blackman motioned one action item: “I move that the Board approve the **approval of meeting minutes from the Dec 12 committee meeting**, as provided in the Board materials.”

IV. **Adjournment**

Chairman Blackman asked if there was any additional business to be discussed. There was no additional business and Chairman Blackman asked for a motion for adjournment. Motion for adjournment was made by Visitor Rice, seconded by Visitor Prowitt, and with no objections, the meeting was adjourned at 11:25 am.

Respectfully submitted,

Natalie Davis  
Research Committee Secretary Pro Tem



AURALI DADE  
INTERIM VICE PRESIDENT FOR RESEARCH, INNOVATION AND ECONOMIC

**October 1, 2020**  
**BOV Research Committee**



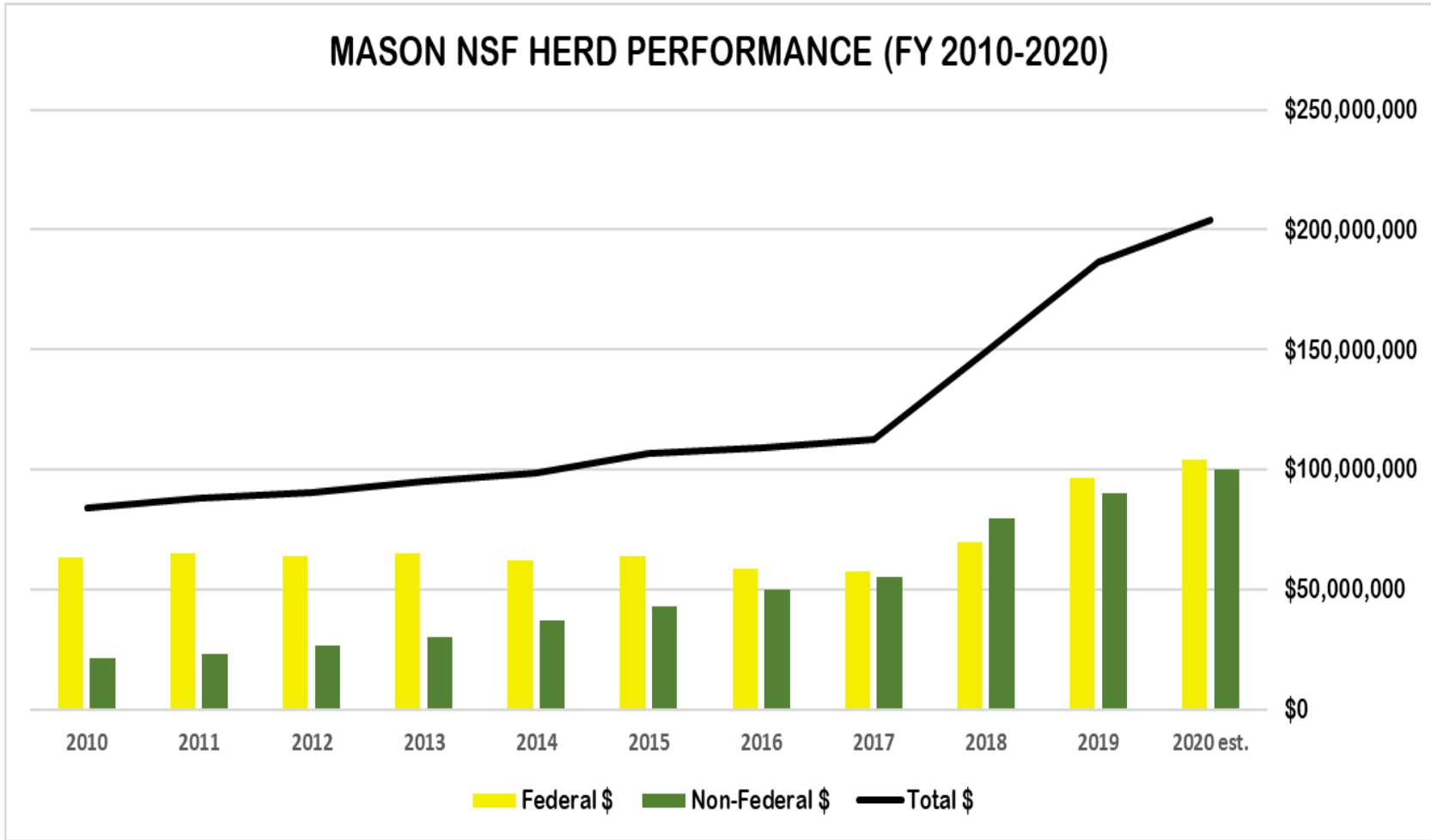


# MASON'S RESEARCH GOALS

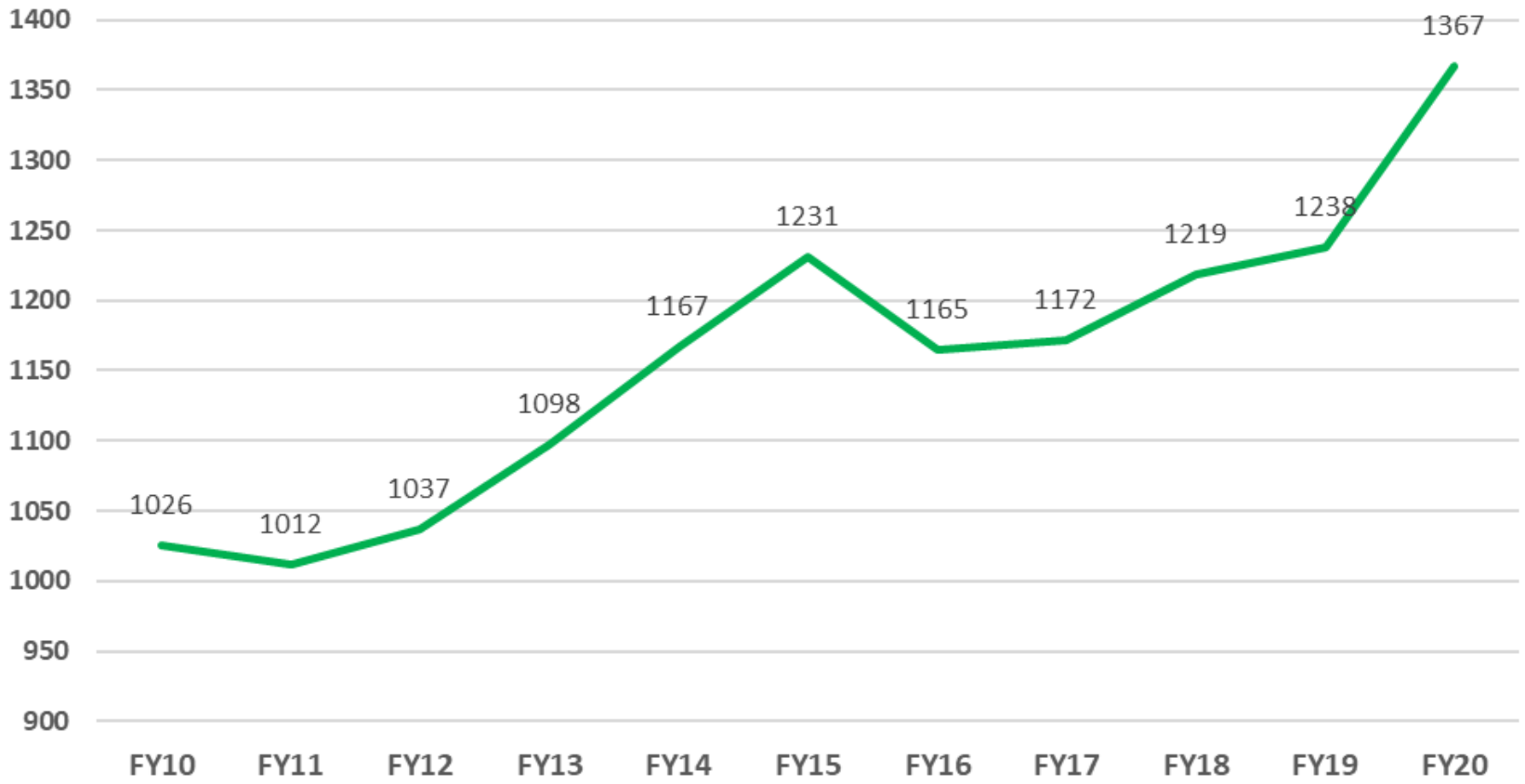
## Elevate Research Research of Consequence



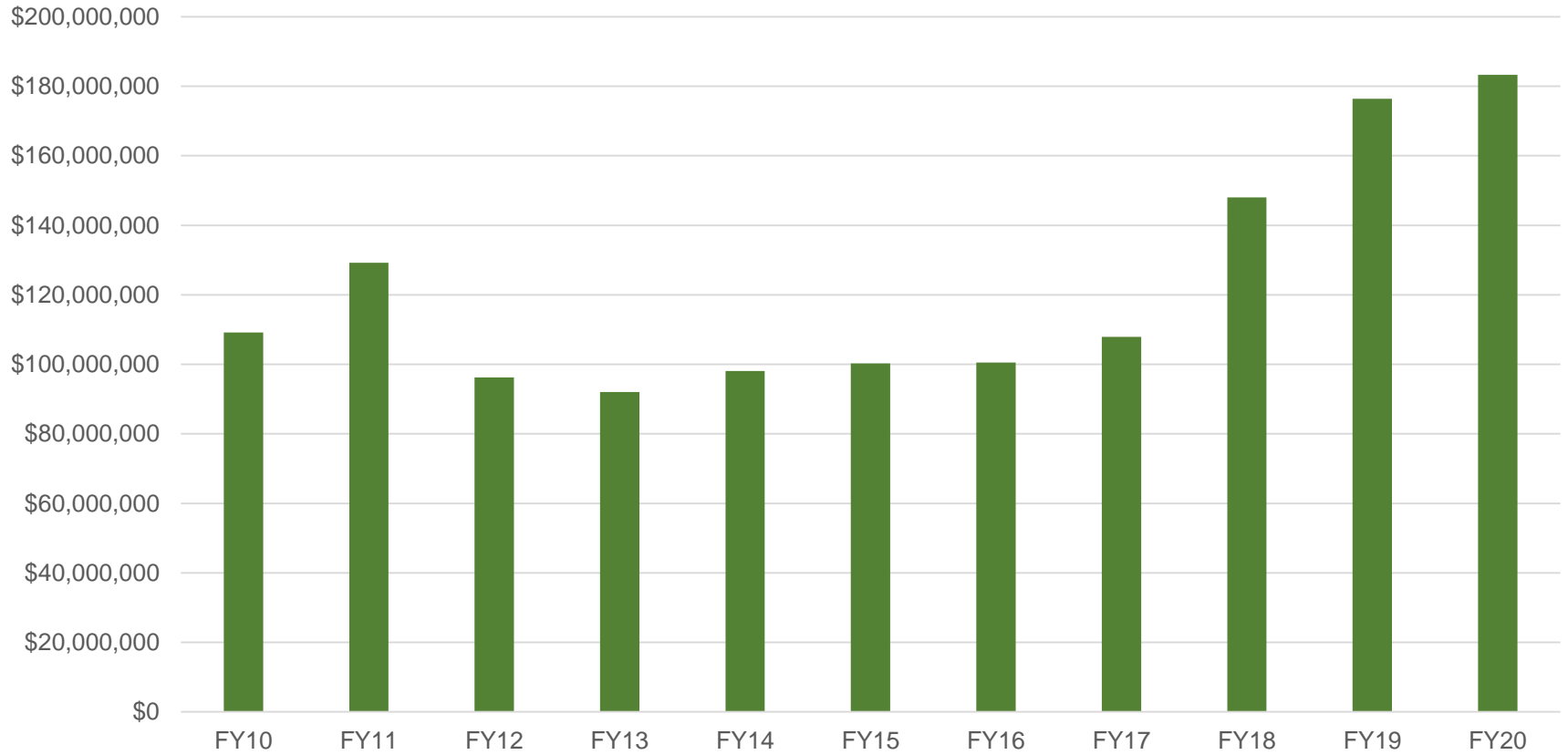
### MASON NSF HERD PERFORMANCE (FY 2010-2020)



### Proposal Counts by Fiscal Year



### Award Dollars, FY10-FY20





MASON'S MULTIDISCIPLINARY RESEARCH INSTITUTES



**GEORGE MASON UNIVERSITY** | Institute for Biohealth Innovation

Come **innovate** with us.

The banner features a green background with a network of white lines connecting various icons: a DNA helix, a person silhouette, a plus sign, a lightbulb, a book, and binary code (0101101).



**GEORGE MASON UNIVERSITY** | Institute for a Sustainable Earth

The banner features a light blue background with a photograph of a building with a white roof and a tower, set against a backdrop of trees with autumn foliage.



**GEORGE MASON UNIVERSITY** | Institute for Digital Innovation

The banner features a dark blue background with a glowing network of white lines and nodes, and a silhouette of a hand reaching out towards the network.





Institute for  
Digital InnovAtion



Kammy Sanghera, PhD  
Interim Executive Director, Institute for Digital InnovAtion(IDIA)

# What is the IDIA?

Engaging researchers, innovators, and scholars in cutting edge work to shape the future of our digital society while promoting equality, wellbeing, security and prosperity.

## Three Themes

### Technologies

*new algorithms, digital techniques and technologies*

### Systems

*Developing and deploying computing systems to advance fields as diverse as finance, education, national security, and social justice*

### Digital Society

*Engaging in critical reflection that examines the implications of digital innovation ensuring social, ethical, political, and economic impact*



# Stakeholders

**Faculty &  
Administrators**

**Students**

**External Partners**





# Faculty Flash Talk

- **Share and brainstorm**
- **Format**
  - What is the field of expertise? - 5 minutes
  - How it relates to other disciplines? - 5 minutes
  - Q&A - 20 minutes
  - Collaboration/funding opportunities - 30 minutes



# Seed Funding RFP for Faculty

- To foster transdisciplinary research
- To brainstorm and explore external connections





# External Partners

- Fireside chat
- Higher-level MOUs with external partners to start new or expand current research portfolio
- Form deep connections with local partners
  - Northern Virginia Technology Council
  - Northern Virginia Regional Commission
  - WashingtonExec





# Student Research

- Engage with Mason's Undergraduate Research Scholars program
- Inviting students to faculty flash talks to build interest



# Student Involvement

- Cloud Conference
- Hackathon



# IDIA Visibility

- Housed in the new IDIA headquarters in Arlington
  - Serve as a key innovation engine for the nascent Rosslyn-Ballston Innovation Corridor
  - Opportunity to link Mason faculty with industry and community partners in the Arlington and broader DC metro area





# Communication

- Website: <https://idia.gmu.edu/>
- Monthly Newsletter
  - Funding Opportunities
  - Awards, announcements and accomplishments
  - Student Opportunities
  - Research events
- Listserv
- Social Media
- Calendar



# Faculty Affiliations & Advisory Council

- **Faculty Affiliations**
  - One page fact sheet
- **Advisory Council**
  - To provide advice and support for the Institute
  - Internal members approved by the Deans -
    - Antonin Scalia Law School
    - College of Science
    - College of Visual and Performing Arts
    - College of Education and Human Development (CEHD)
    - College of Health and Human Services (CHHS)
    - College of Humanities and Social Sciences (CHSS)
    - Schar School of Policy and Government
    - School of Business
    - Volgenau School of Engineering
  - External members

Thank you!!



# Rising to the COVID-19 challenge

**Aarthi Narayanan, Ph.D.**

**Associate Professor, College of Science**

**[anaraya1@gmu.edu](mailto:anaraya1@gmu.edu); 703-993-9610**

**Narayanan Laboratory**

Dr. Nishank Bhalla  
Dr. Farhang Alem  
Mr. Kenneth Risner

**CAPMM**

Dr. Lance Liotta  
Dr. Emmanuel Petricoin

**VSE**

Dr. Michael Buschmann  
Dr. Remi Veneziano

**INOVA**

Dr. Steven Nathan

**Stanford University**

Dr. Shirit Einav

**MIT**

Dr. Timothy Lu

**Wake Forest University**

Dr. Anthony Atala

**University of Costa Rica**

Dr. Alberto Alape Giron

**William and Mary**

Dr. Myriam Cotten

**Vanderbilt University**

Dr. John Wikswo

**Indiana University**

Dr. Paul Macklin

**VCU**

Dr. Daniel Conway

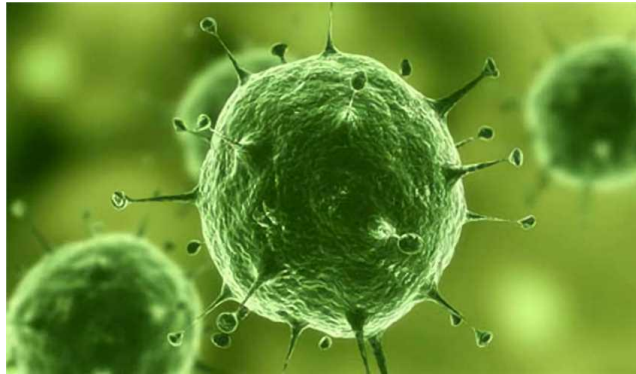
**University of  
Technology Sydney**

Dr. Michael Wallach



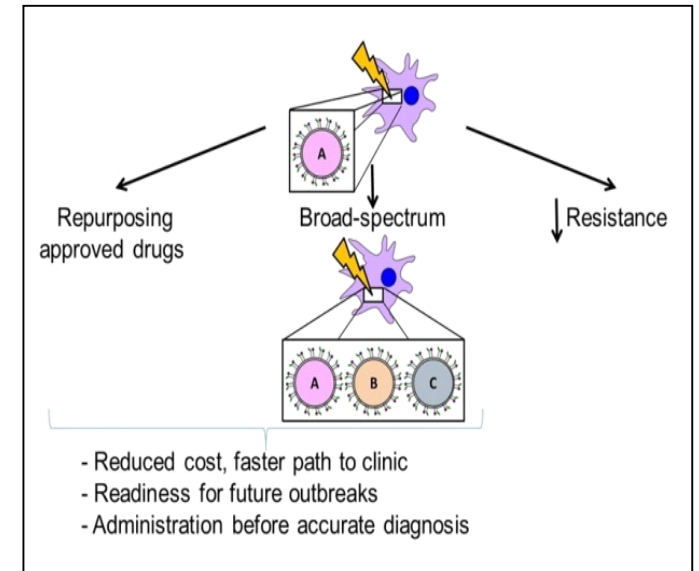
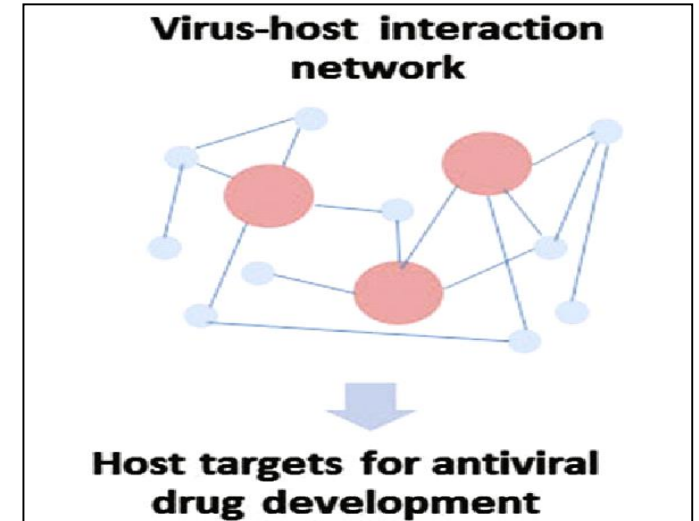
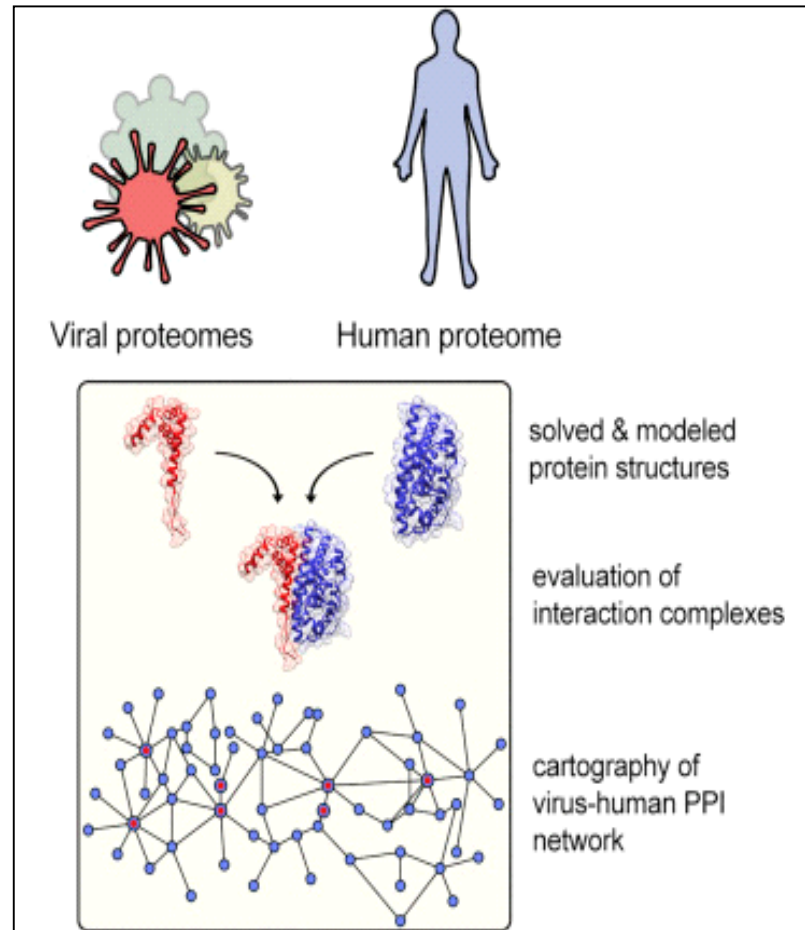


# Narayanan laboratory - Research portfolio



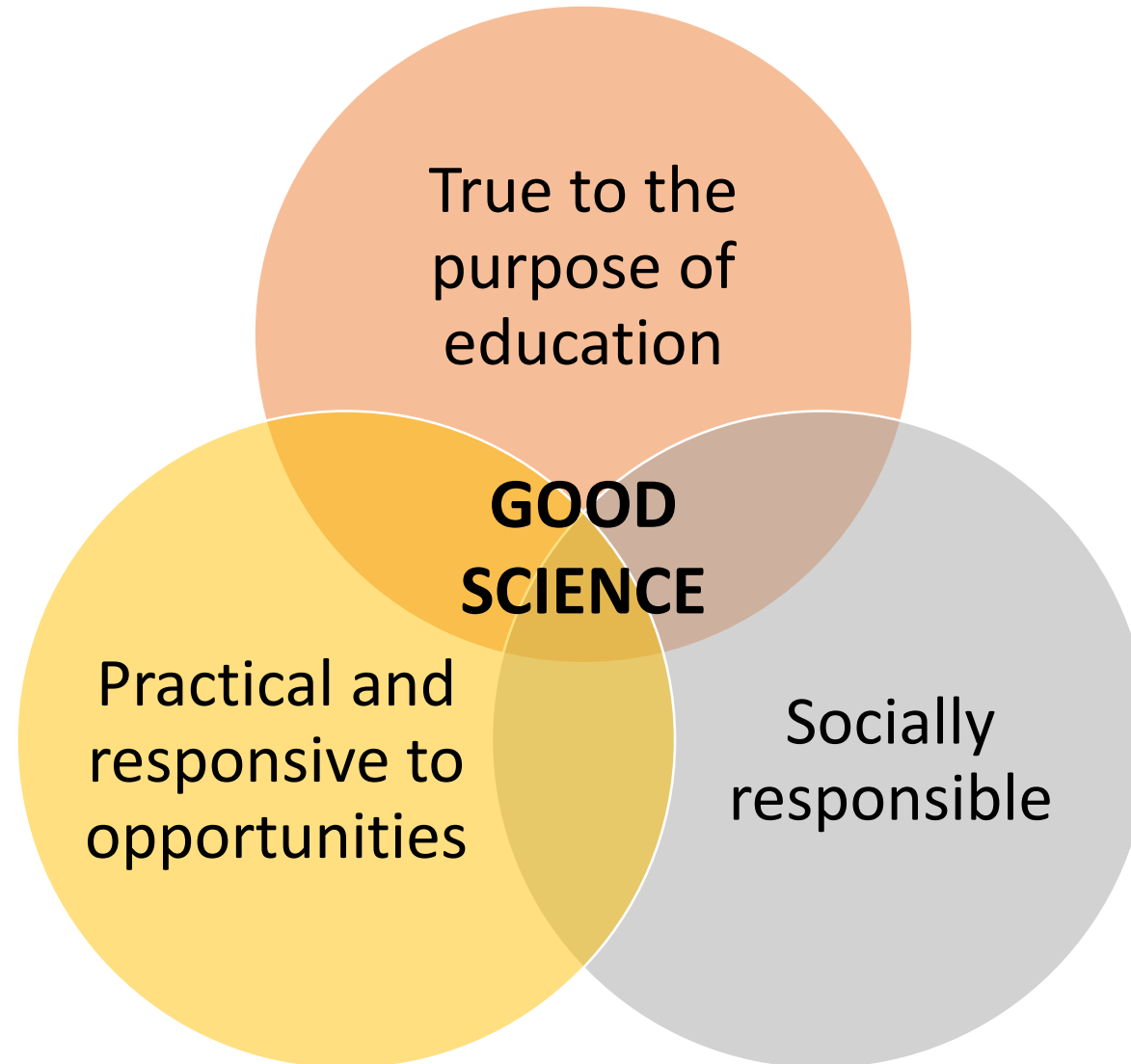
## Preclinical space

- Alphaviruses**  
Equine encephalitis virus
- Bunyavirus**  
Rift Valley fever virus
- Flavivirus**  
Dengue, Yellow fever,  
Japanese encephalitis  
virus, West Nile virus
- CORONAVIRUS**  
SARS CoV2





# To be or not to be? Reactionary versus Deliberate



# Ongoing COVID-19 research portfolio

## Drug discovery and mechanism of action



1. FDA-approved small molecules and repurposing (collaboration with INOVA)
2. Novel scaffolds (collaboration with Stanford and JSU)
3. Peptides – viral and host targeted peptides (collaboration with MIT, WM)
4. Peptidomimetics (commercial collaboration)
5. Tissue organization molecular models of pathogenicity and drug efficacy (collaboration with IU)
6. Organoid platforms for SARS-CoV-2 infection (heart, lung, brain, gut and blood vessel) (collaboration with Vanderbilt and Wake Forest)

## Antibody discovery



1. Heterotypic sera as source of neutralizing antibodies (collaboration with Costa Rica and University of Australia)
2. Human convalescent serum (collaboration with CAPMM and INOVA)

## Vaccine development



1. DNA-NP platform (collaboration with Dr. Veneziano – Bioengineering)
2. Ionizable lipids and antigen delivery (collaboration with Dr. Buschmann – Bioengineering)
3. RNA-based antigens (commercial collaboration)
4. Immunogenic peptide discovery for vaccine design (commercial collaboration)

# Ongoing COVID-19 research portfolio

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## Antibody discovery



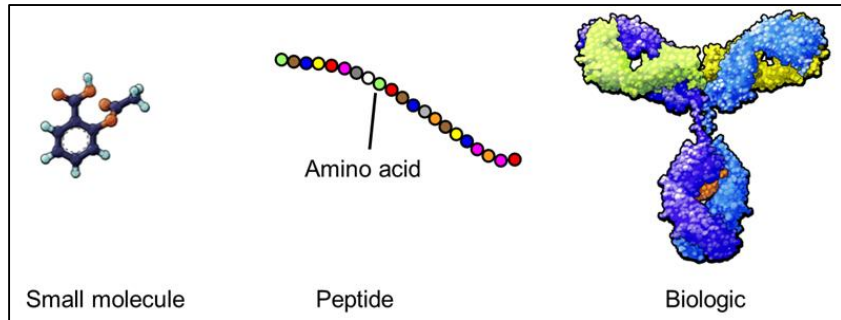
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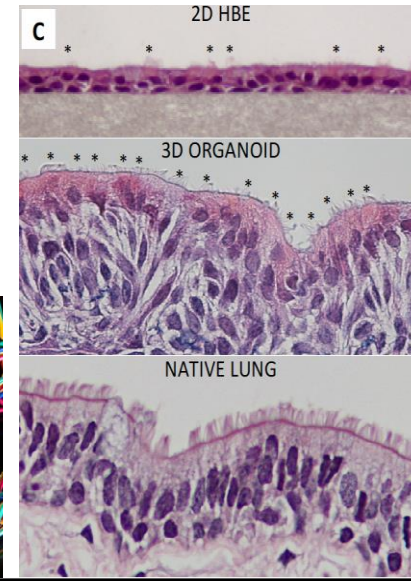
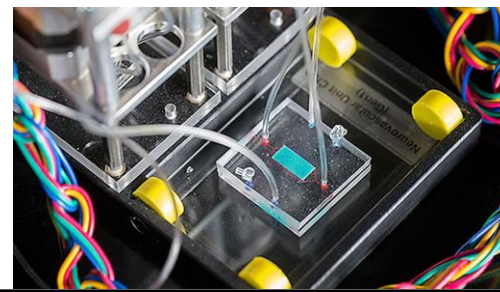
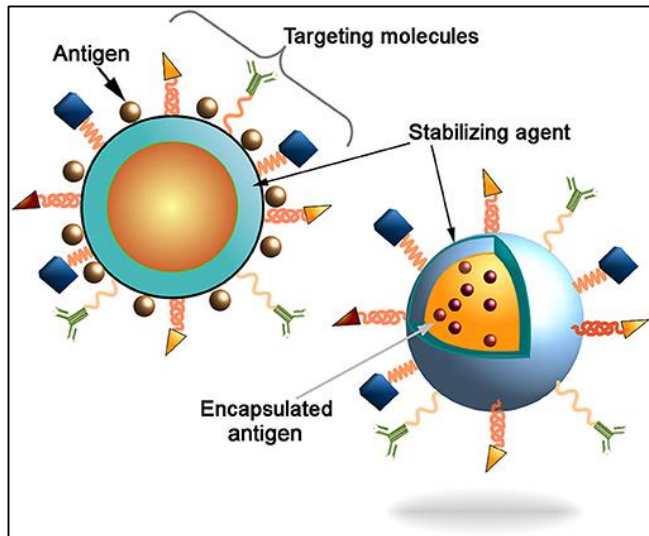
# Niche emphasis: A start to finish preclinical pipeline in the BRL



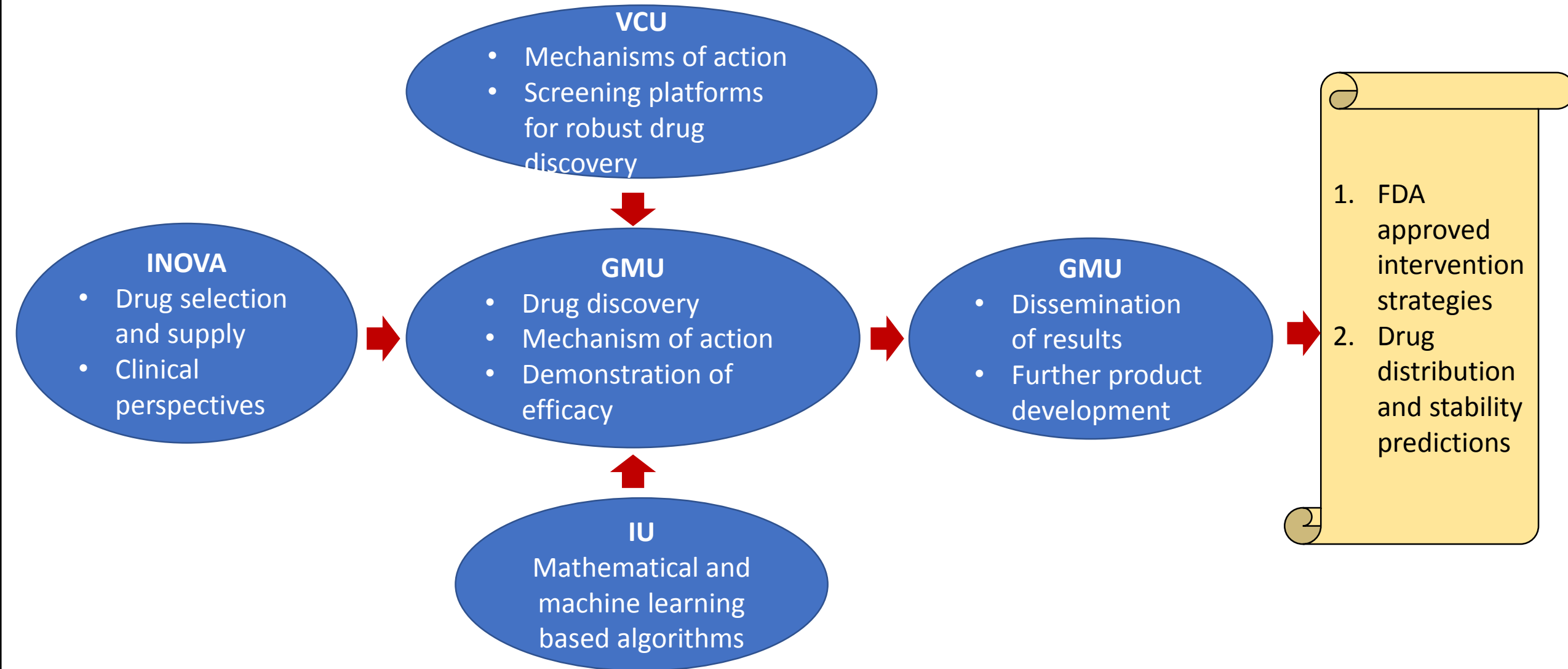
## Animal models



## Human organoids

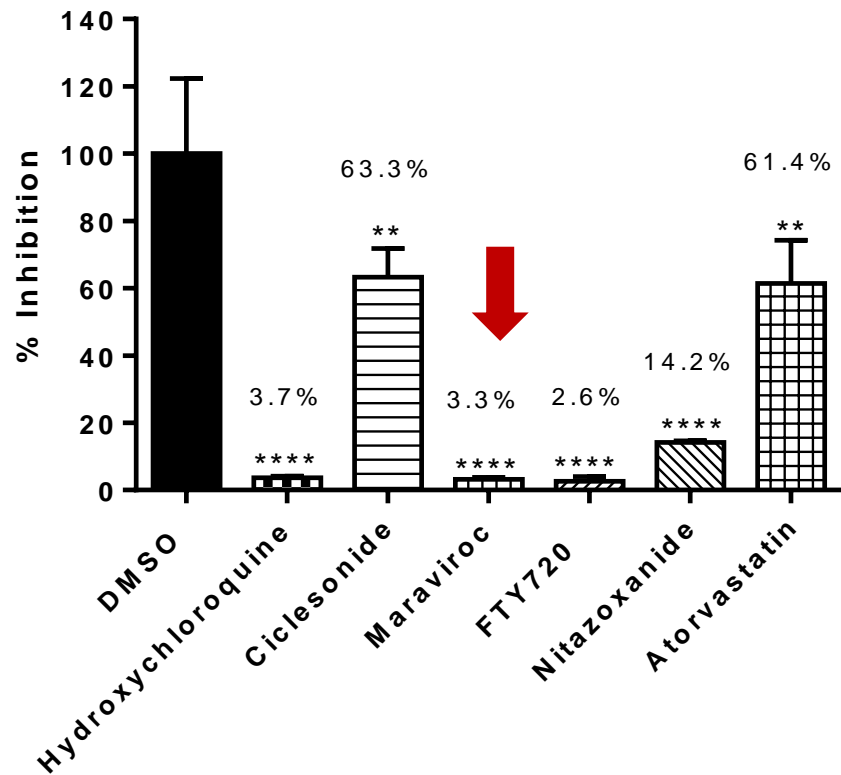


# Case 1: Drug discovery and repurposing (GMU, INOVA, VCU, IU)

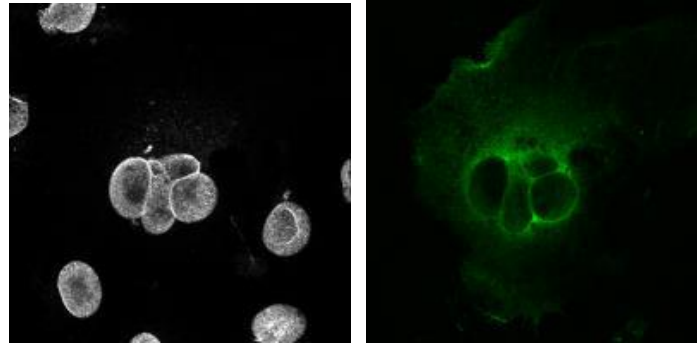




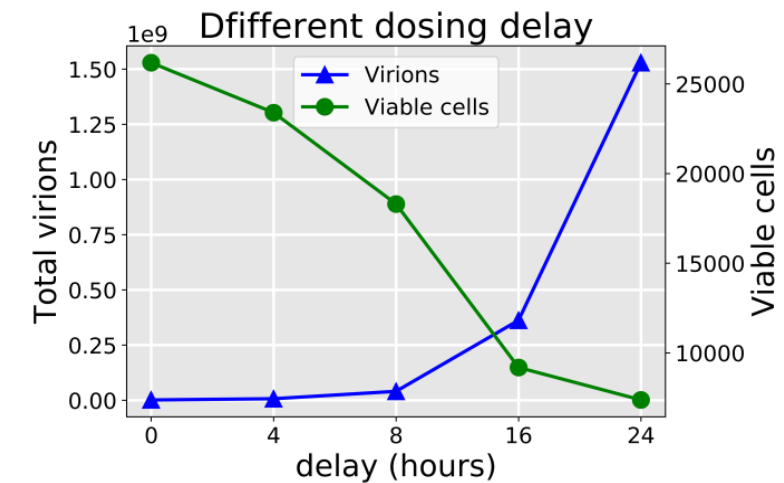
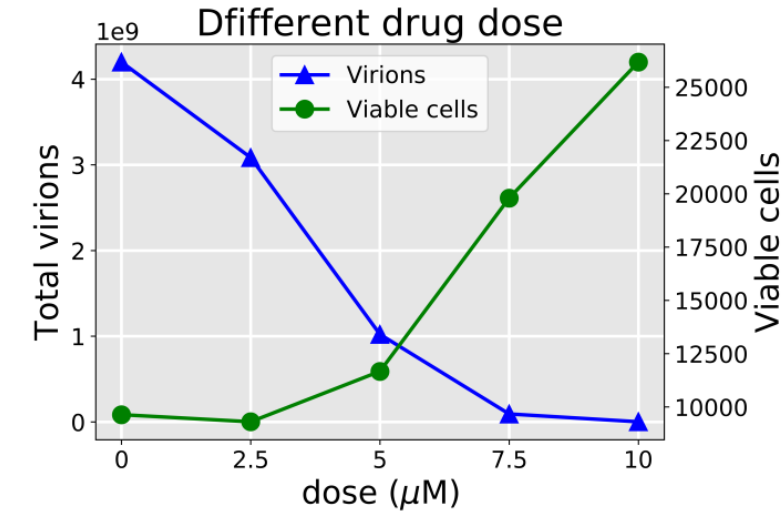
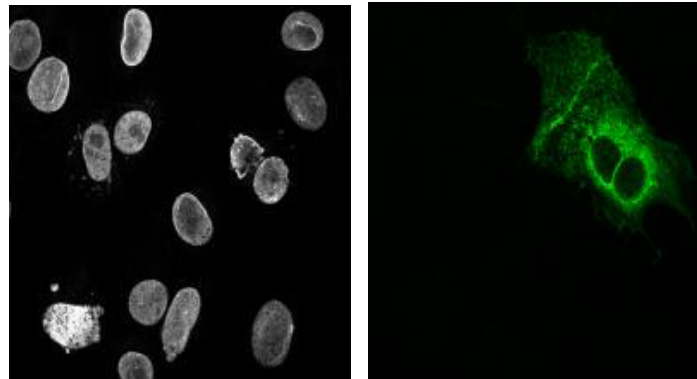
# Maraviroc – the anti HIV drug



No Maraviroc



+ Maraviroc



# PhysiCell model of SARS-CoV-2 infection and dissemination in lung tissue



Dr. Paul Macklin  
Luddy school of informatics,  
computing and engineering  
Indiana University

**Agent and tissue:**  
SARS CoV2 in lung epithelium

**Submodels:**

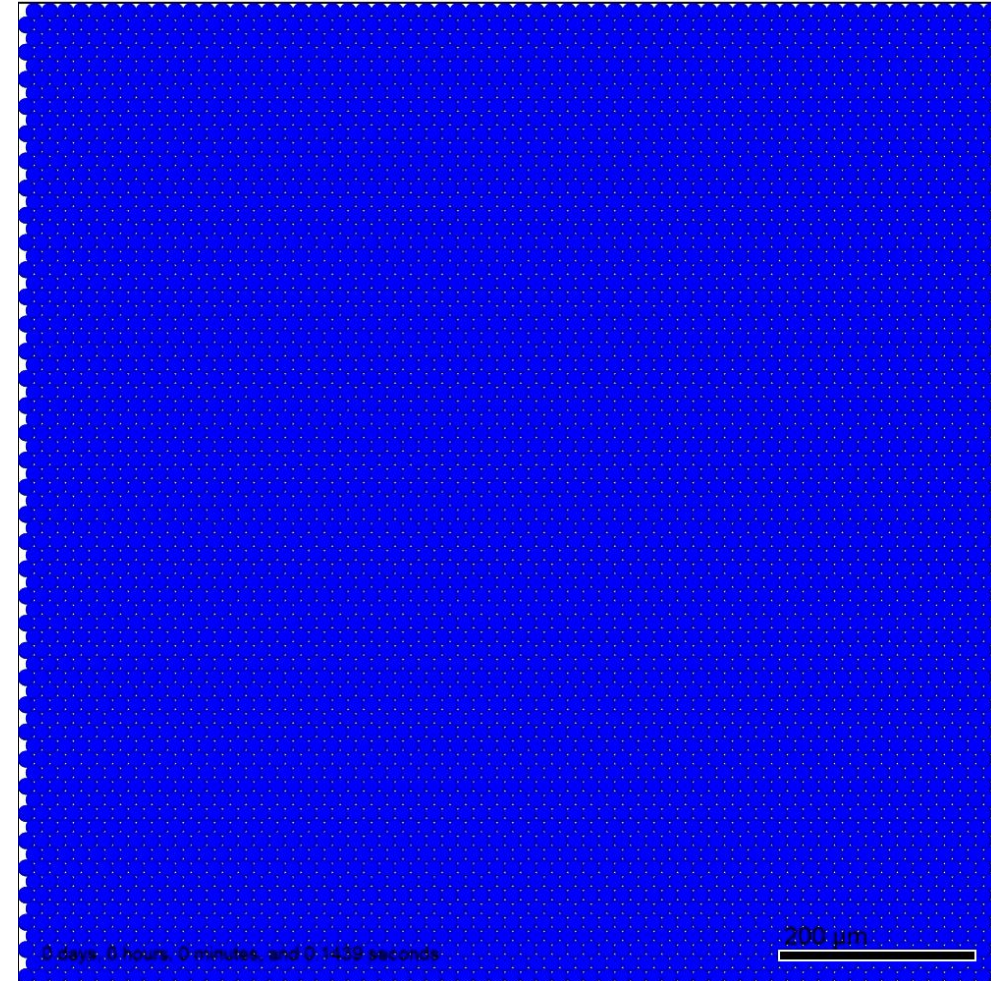
- Viral replication
  - system of 5 ODEs
  - constitutive relations with virus PDE

Cell death response  
Hill pharmacodynamics function

**Microenvironment:**

Virus spread  
reaction-diffusion PDE

Current time: 0 days, 0 hours, and 0.00 minutes,  $z = 0.00 \mu\text{m}$   
4464 agents

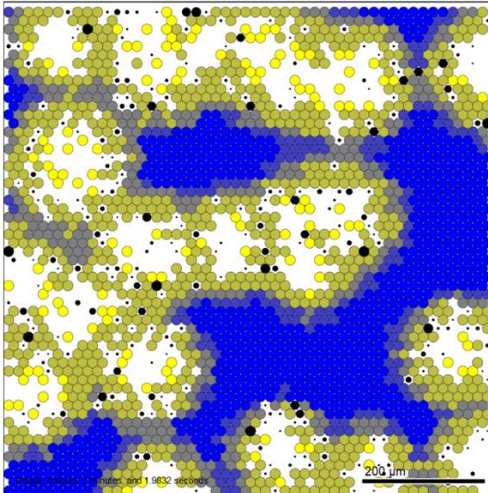




# PhysiCell simulation of integrated immune function – vaccines, antibodies, immune modulators

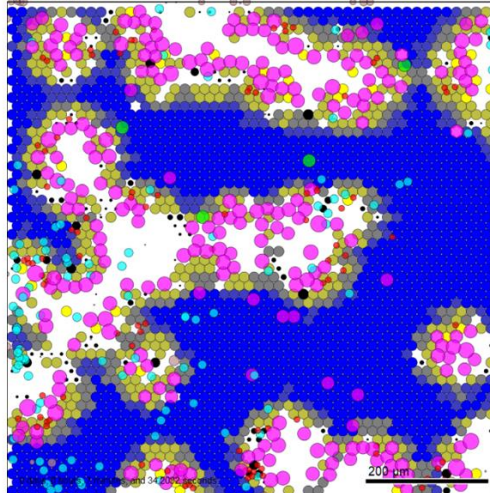
no immune

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2264 agents



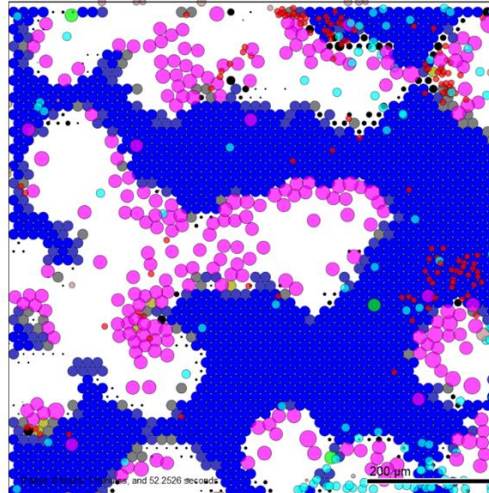
default immune

Current time: 6 days, 0 hours, and 0.00 minutes,  $z = 0.00 \mu\text{m}$   
2510 agents



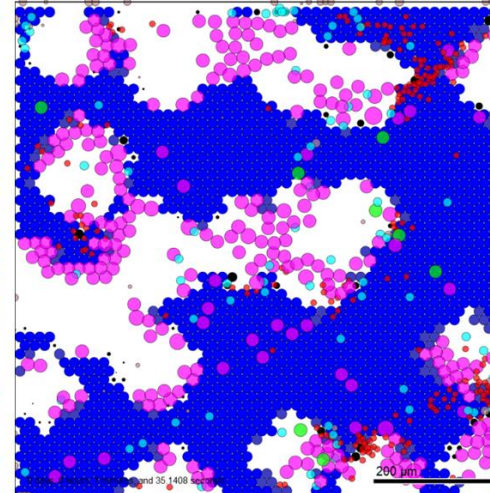
faster T cell kill

Current time: 6 days, 0 hours, and 0.00 minutes,  $z = 0.00 \mu\text{m}$   
2069 agents



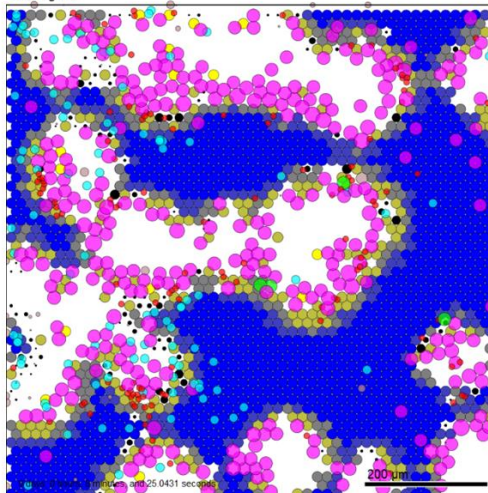
faster T cell recruitment

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2251 agents



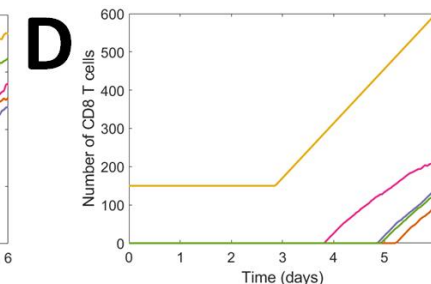
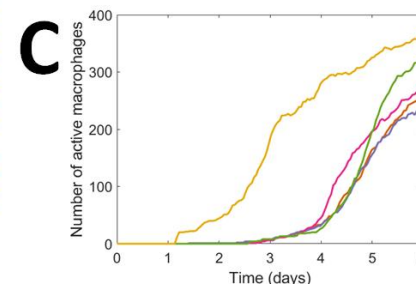
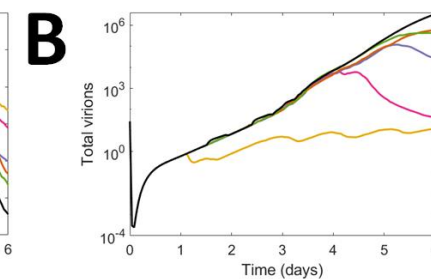
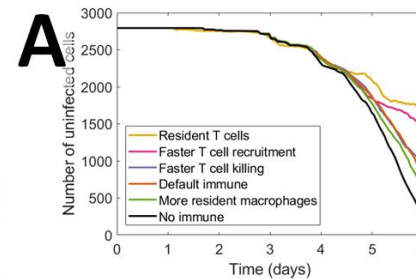
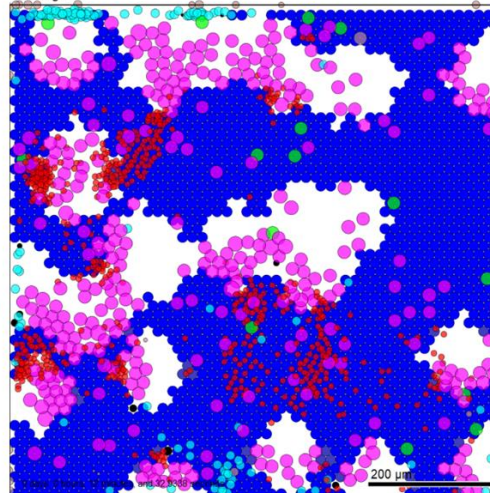
more resident macrophages

Current time: 6 days, 0 hours, and 0.00 minutes,  $z = 0.00 \mu\text{m}$   
2281 agents



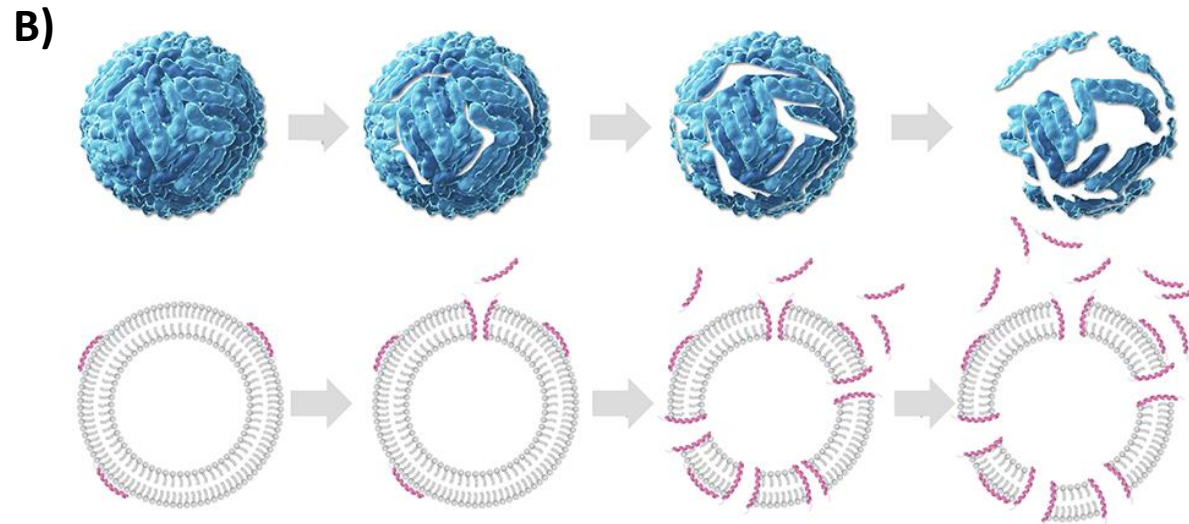
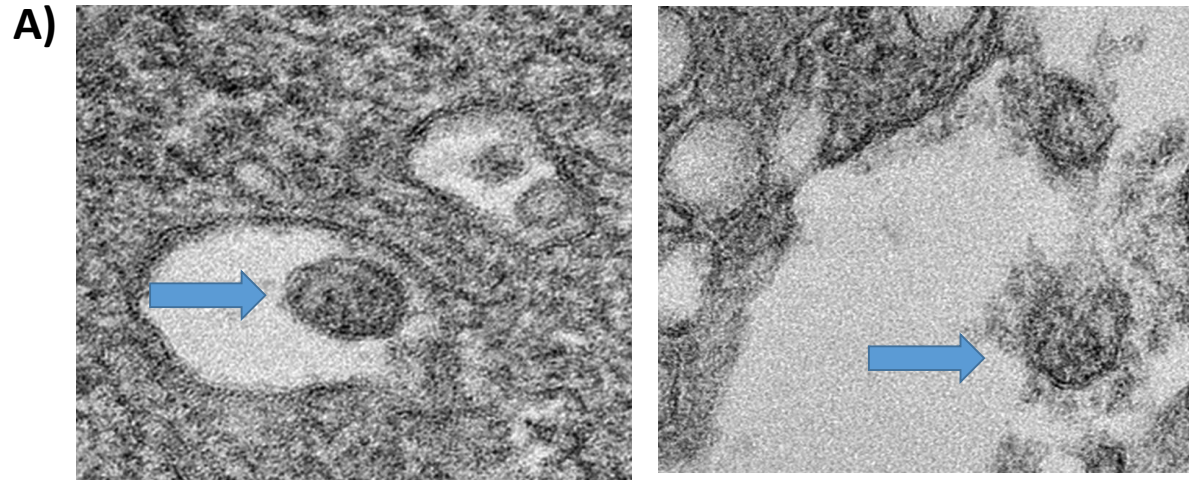
more resident T cells

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2888 agents





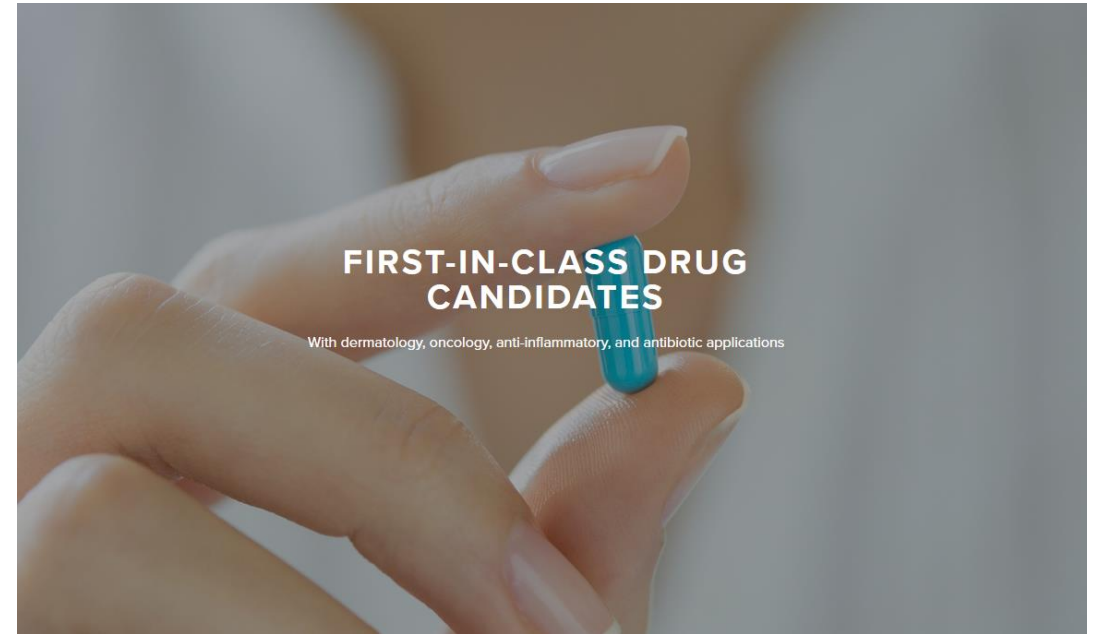
# Case 2: Antiviral peptides and synthetic peptidomimetics against human coronaviruses – GMU, MIT, WM, Ipharm (UCSF and UofA)



**Lipid Envelope Antiviral Disruption (LEAD)**

<https://pubs.acs.org/doi/pdf/10.1021/acs.langmuir.9b01052?rand=4quqmezg>

## C) Brilacidin – a human AMP peptidomimetic



301 Edgewater Place, Ste 100,  
Wakefield, MA

Ticker: IPIX

Phase II clinical trials for bacterial infections and inflammatory disorders

## Case 3: Antibodies and heterotypic sera as an economical, sustainable and effective solution (GMU, UCR, UTS (Australia))

<https://www.scientificamerican.com/article/costa-rica-readies-horse-antibodies-for-trials-as-an-inexpensive-covid-19-therapy/>



To test the efficacy of the equine antibodies, a few vials were shipped to **George Mason University's National Center for Biodefense and Infectious Diseases (NCBID)**. “We wanted to determine if the SARS-CoV-2 virus could be neutralized by the horse-produced antibodies,” says Charles Bailey, a professor of biology and executive director of the NCBID. “The test we performed on the samples is called a plaque reduction neutralization test, PRNTest. We exposed the antibodies produced in horses, at various dilutions, to the SARS-CoV-2 virus growing on cell culture. The virus was neutralized.” The results of the research are expected to be published in the near future.

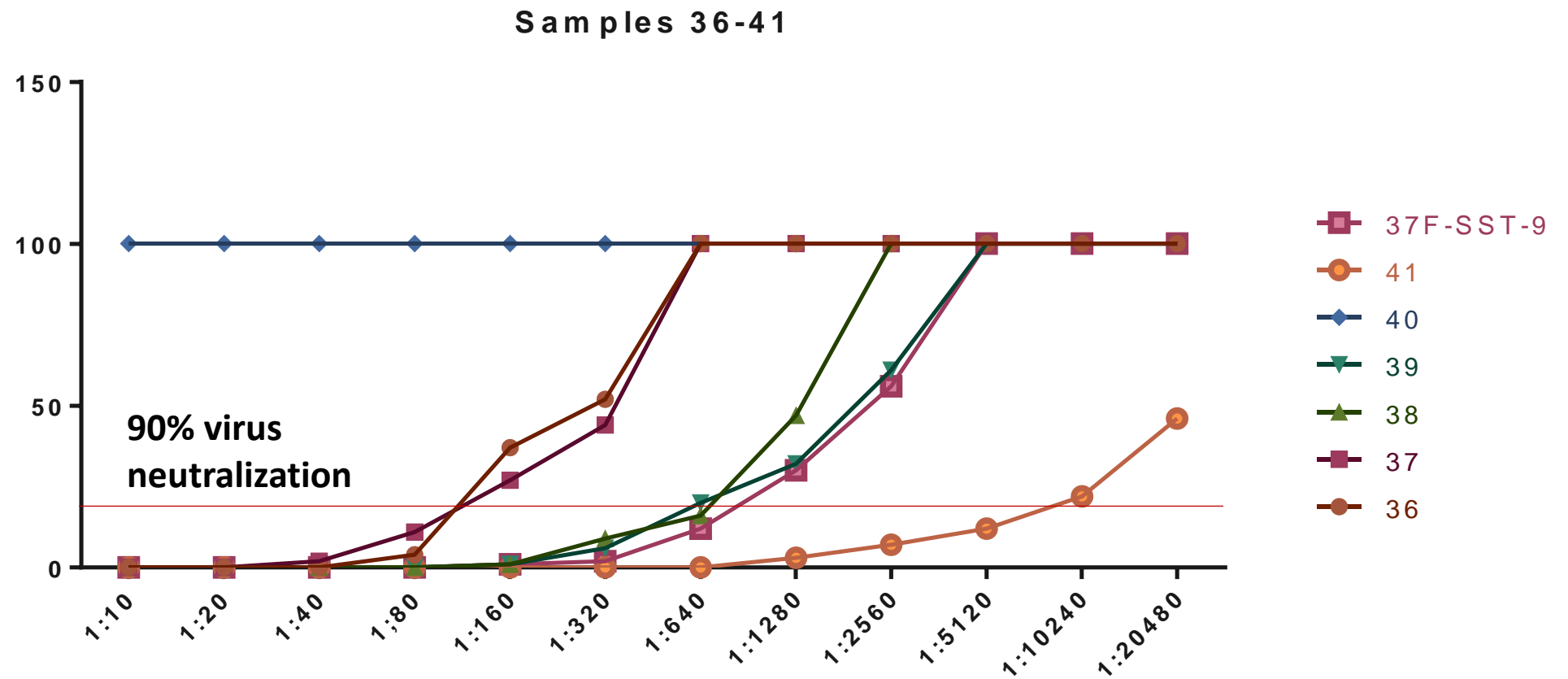
Researcher draws blood to measure levels of equine antibodies against COVID-19. Credit: Laura Rodríguez *Oficina de Divulgación, Universidad de Costa Rica*

# Case 4: Human convalescent serum and diagnostics (BRL and CAPMM)

Human serum as source of neutralizing antibodies knowledge

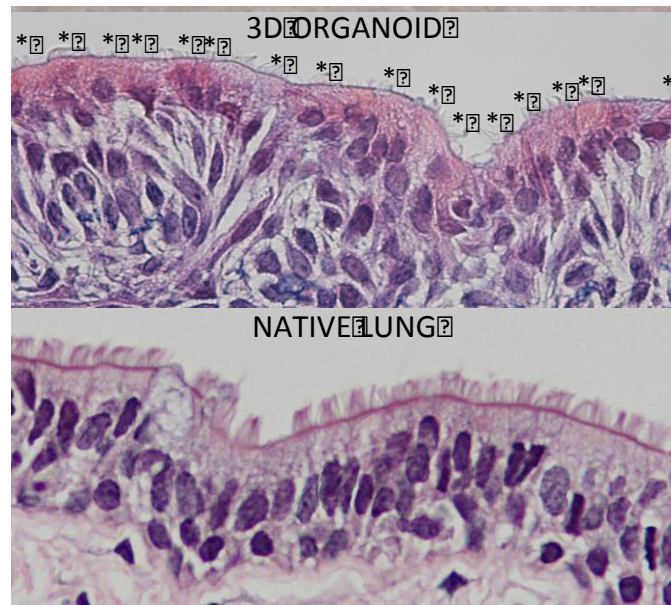
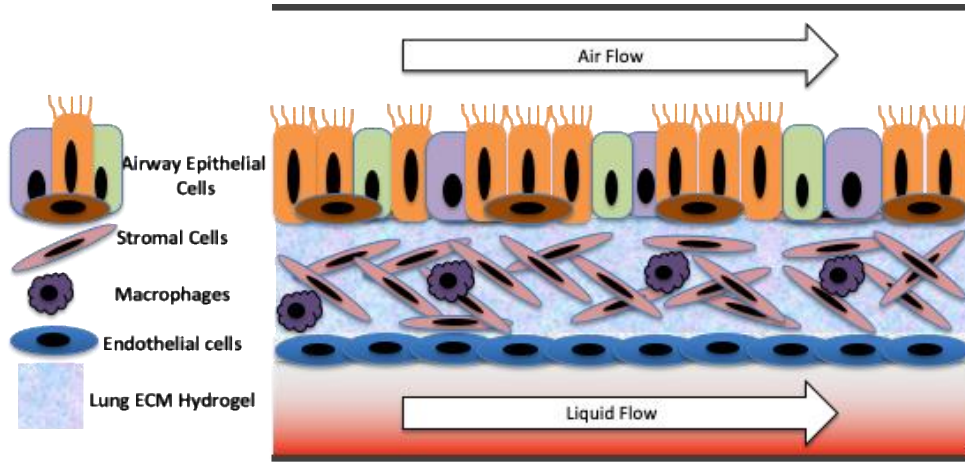


Efficiently neutralizing synthetic antibodies

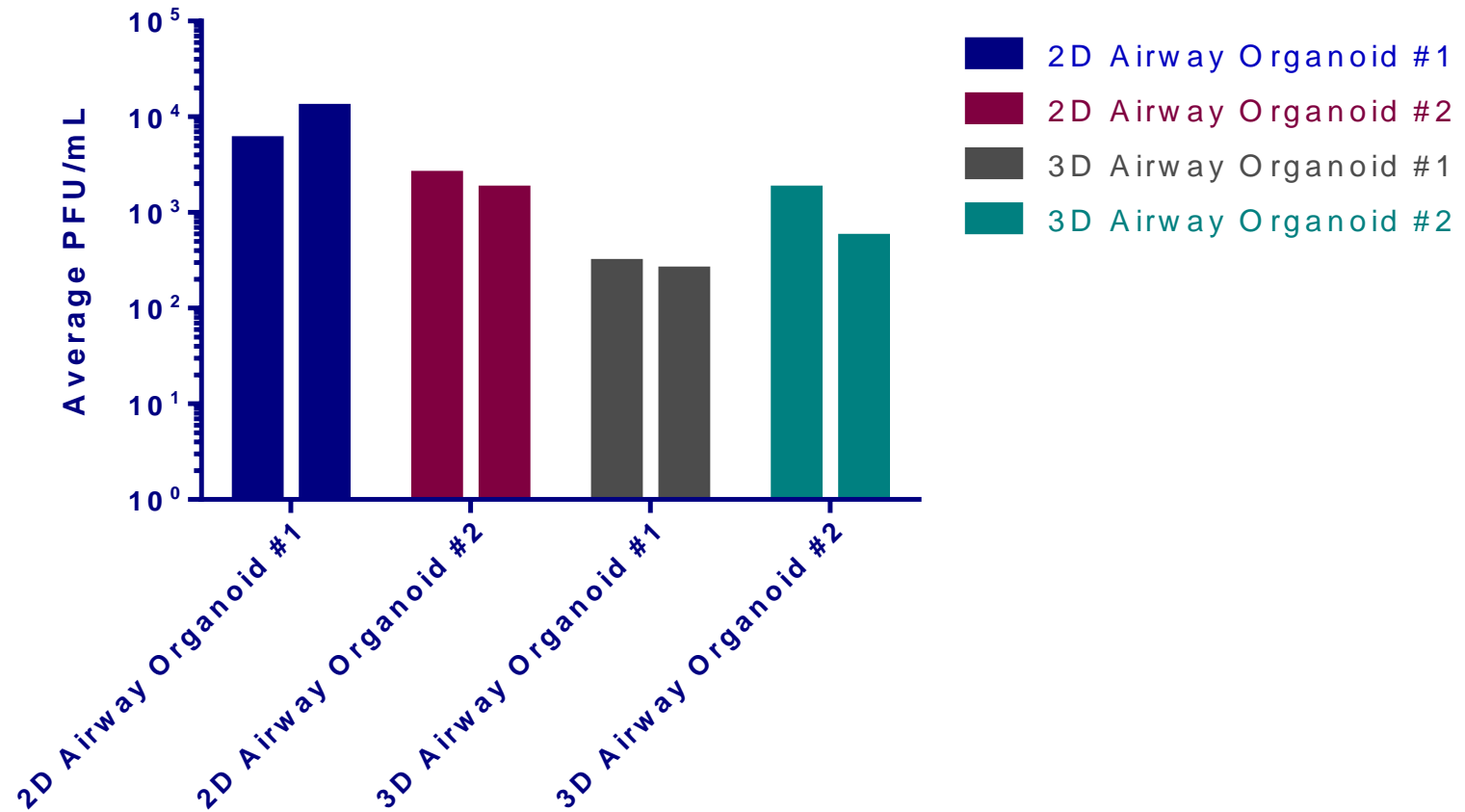




# A human platform for toxicity and efficacy preassessments: SARS-CoV-2 infection of a human lung organoid



Airway Organoids Infected with SARS-CoV-2



**Thank you**

*“Life always prepares you for the coming storm.  
You just need to pay attention.”  
- A neighbor*

**GEORGE MASON UNIVERSITY  
BOARD OF VISITORS**

**Finance and Land Use Committee Meeting  
October 1, 2020**

**AGENDA**

- I.** Call to Order
- II.** Public Comment
- III.** Approval of Minutes for February 27, 2020 (**ACTION**)
- IV.** Financial Matters
  - A. Approval of Amended FY 2021 Budget (**ACTION**)
  - B. Approval of Tier 3 Management Agreement (**ACTION**)
- V.** Operational Matters
  - A. Joint Legislative Audit and Review Commission Span of Control (**ACTION**)
- VI.** Capital Matters
  - A. Master Plan Update
  - B. Land Use Certification (**ACTION**)
- VII.** Closed Session
  - A. Public Contract (Code of VA: §2.2-3711.A.29)
  - B. Acquisition or Disposition of a Real Property (Code of VA: §2.2-3711.A.3)
- VIII.** Adjournment

APPENDIX Capital Projects Review (Stoplight)

GEORGE MASON UNIVERSITY  
FINANCE & LAND USE COMMITTEE  
BOARD OF VISITORS

MINUTES

February 27, 2020

11:30 a.m. – 12:10 p.m.

Merten Hall, Room 1201, Fairfax Campus

PRESENT: Rector Davis; Committee Chair Turner Roth; Vice Chairman Reagan; Visitors Blackman, Hazel, Iturregui, Moss, Rice; Interim President Holton, Senior Vice President Kissal; Vice President for Facilities Strike; Faculty Chair Davis; Faculty Representatives Thompson and Venigalla; Student Representative Layton; Secretary *pro tem* Lagos

**I. Call to Order**

Committee Chair Roth convened the meeting at 11:30 a.m.

**II. Approval of Minutes**

Committee Chair Roth requested a **MOTION** to approve the minutes of the December 12, 2019 Finance and Land Use Committee as presented. It was so **MOVED** by Visitor Rice. **MOTION CARRIED UNANIMOUSLY.**

**III. Financial Matters**

Committee Chair Roth welcomed the Committee and guests and turned the meeting over to Carol Kissal, Senior Vice President for Administration and Finance.

**A. FY 2020 Q2 Financial Report**

Senior Vice President Kissal provided an overview on the 2<sup>nd</sup> Quarter Financial Report. She presented the FY 2020 cash basis results for all funds through December 2020, with comparative columns for FY 2019 year-end actual results and the FY 2020 budget. Through Q2, FY 2020 revenue projections are on pace with the FY 2020 budget. The growth trajectory in Research continues. Net Tuition and Fees is at ~\$448M (predominantly for Fall 2019 tuition). Fall enrollment increased ~1.5 percent from the prior year totaling 38,255. She noted the FY 2020 Budget on this presentation has been adjusted to remove the estimated value of GMUF activity that will not flow through the university's financial statements. She explained this adjustment was made to provide more meaningful comparison to the YTD actual results. These GMUF grants will be paid directly to other affiliates or to third parties. The amounts that were adjusted from the prior budget presentation are \$32M from Grants & Contracts (revenue) and \$32M in Salaries and Wages, Fringe Benefits and Direct Expenditures (expenses). Salaries and Wages are trailing budget due to open positions. Fringe Benefits are running below budget due to open positions and the Healthcare Premium Holiday in October 2019. Direct Expenditures are within the FY 2020 Budget but are projected higher than FY 2019 due to increased capital activities. We anticipate a surplus of revenues over expenses primarily in auxiliary programs which will be added to AE reserves to support business continuity and future strategic initiatives.

## **B. FY 2021 Budget Update**

Rene Stewart O'Neal, Associate Vice President of Strategic Budget and Planning, provided an update on key revenue and expense budget assumptions for FY21 based on the Governor's budget recommendations and the House Appropriation and Senate Finance Committee legislative amendments that have recently been proposed. She provided an analysis of the potential financial impact of those amendments on our Biennium Budget.

The governor's budget recognized the fact that Mason's enrollment had expanded over the last few years and his budget recommendation proposed \$10M in the first year and \$12M in the second year (or \$22M over the biennium) in recognition of our enrollment growth and student success. The House and the Senate bills proposed no change to this General Fund appropriation.

Ms. O'Neal reported that Mason's in-state undergraduate tuition is 40% below Virginia's three other top tier institutions. Our biennium budget submission proposed undergraduate tuition increases of 5% and graduate tuition increases of 3.5%. The House Appropriation Committee proposed a tuition moderation for the second year in a row with a \$500k moderation for Mason in FY21 and a 2% cap on in-state undergraduate tuition in year two. The Senate does not support tuition moderation and has not proposed it. Our Six-year Plan noted that even if the state provided a down-payment in our funding disparity we still need to increase our undergraduate tuition by 5% in order to maintain the education and services we provide for our students. Given our current enrollment projections and the mix of our undergraduate and graduate in-state and out-of-state students, every 1% in undergraduate tuition increases will yield about \$3.6M in gross tuition revenues. This is made up of ~ \$2M from in-state undergraduate students and \$1.6M from out-of-state undergraduate students and given the increase in enrollment this would generate ~\$33M in FY21. A graduate tuition increase of 3.5% would generate ~ \$12M. And, we add in fee increases of \$3M this would generate ~\$48M in gross tuition and fee revenues.

Our biennium budget requested a \$5M increase in state financial assistance in FY21 and \$6.5M in FY22. The governor's budget affirmed SCHEV's recommendation of \$3.5M for Mason in increased financial aid in Yr. 1 and ~ \$7M in Yr. 2. The House proposed no change to the Governor's budget and the Senate included an additional \$3.5M in Yr. 1 leveling funding for financial aid at \$7M a year. Another major component of our revenue is Room and Board. The proposed 3.3% Room & Board rate maintains our position as a very good value among our peers. Ms. O'Neal reported that we are going to exceed our Sponsored Research Revenue Budget of \$177M this year to above \$180M and increasing our projections to \$200M next year is achievable. In recognition of our enhanced research profile, the House has proposed \$5M in additional research funding for FY21.

Turning to the major expense component, Ms. O'Neal highlighted the need to have compensation increased that will allow us to make up ground and improve our ability to attract and retain highly qualified faculty and staff. Mason's salary appropriation from



the state continues to lag behind the majority of Virginia public institutions. The House has proposed a 1% bonus effective July 2020 for FY 2021 for Faculty and Classified Staff with a \$75.00 per year compression adjustment for classified staff. And then for the 2<sup>nd</sup> year of the Biennium a 2% salary increase. The Senate has proposed a 3% bonus effective December 2020 for the FY 2021 and a 3% salary increase for year 2 for all faculty and staff. Ms. O'Neal concluded by noting that the state is very supportive of our capital infrastructure needs and that Mason has done well in terms of its Capital request (Tech Talent Initiative).

### **C. Tier 3 Project Update**

Senior Vice President Kissal reported that Mason is on pace for Tier 3. Letters were sent to the Secretary of Finance (12/20/19) and the Governor (1/8/20) to begin management agreement negotiations with Richmond. Negotiation points include weekly instead of daily cash deposits to the Commonwealth which will result in increased interest earnings and added efficiencies for Mason, monthly rather than quarterly interest earning reports and improved autonomy to develop fiscal policies and procedures.

### **D. FY 2021 Room and Board Rates (ACTION)**

Senior Vice President Kissal presented the committee with a summary of rates for FY21. The proposed room and board increase for FY 21 is 2.2% for housing and 5.0% for dining meal plans. For a freshman, the proposed combined room and board rate of \$12,090 is a \$385, or 3.3%, academic year increase over FY20 in a traditional double room with the Independence meal plan. Our guiding principles of affordability, accessibility, involvement, sense of community and well-being are always taken into consideration in determining whether to raise rates or keep them flat.

Committee Chair Roth requested a **MOTION** to recommend the Board of Visitors approve the proposed FY 2021 Room and Board rates as outlined in the Board Book. It was so **MOVED** by Visitor Hazel. **MOTION CARRIED UNANIMOUSLY.**

### **E. Debt Policy Compliance (ACTION)**

BOV approval of the resolution stating the University is in compliance with the Debt Policy is required on an annual basis. Senior Vice President Kissal provided an overview of the University's Debt Management Policy #2111. The Debt Policy applies to all debt financing activities of the University. The Policy incorporates a portfolio approach to managing the University's debt level, debt composition and risk profile. The portfolio risk is viewed in the context of the University's assets, liabilities and operations. One of SCHEV's measure of institutional performance is the University's compliance with a Board approved debt management policy. Senior Vice President Kissal reported that the financial ratios demonstrate compliance with the debt policy. Referencing Slide 18, she explained that the five debt policy ratios provide a comprehensive look at GMU's financial health and are strong benchmarks for evaluation of debt affordability, debt capacity and liquidity. Furthermore, they are used to evaluate debt in context of GMU's balance sheet, operating performance and operating flexibility. The five charts show the debt policy ratio trends over the last five years. These Mason ratios, or KFI's (Key

Financial indicators), are compared to the industry benchmarks (using Moody's medians for "A" Category) rating medians for public higher education institutions. The three charts on the top row show that GMU's ratios are in line with the medians and have strengthened over the last five years (ratios: Debt Service Coverage, Operating Reserve, Annual Days Cash on Hand). The two charts on the bottom row are trending positively towards the medians, and with no new debt issued in FY20, expectations are that the financial leverage and debt service ratio will continue to improve (Financial Leverage, Debt Service to Operations).

Committee Chair Roth requested a **MOTION** to recommend approval by the Board of Visitors of the resolution stating the University is in compliance with its Debt Management Policy. It was so **MOVED** by Visitor Reagan. **MOTION CARRIED UNANIMOUSLY.**

#### **IV. Capital Matters**

##### **A. Master Plan Update**

Senior Vice President Kissal updated the committee on the Master Plan. The Master Plan will identify a vision for our campus of the 21<sup>st</sup> century in support of our Strategic Plan. It will embody a vision for functional, well maintained and beautiful campuses that provide a high-quality environment for learning, discovery, engagement and growth. The Master Plan will be conducted over a 21-month period. It will serve as a framework to guide key strategic decisions related to improving space utilization across all three of our campuses so as to accommodate our increases in student enrollment and research growth. Dumont Janks, the selected vendor whose services are well known in the higher education field, will assist with the project. Engagement is key and will involve stakeholder interviews, town halls, crowd-sourcing and survey launch. The Master Plan will be executed in two phases:

Phase I – Campus Programming will focus on growth projections and space requirements (instructional space use analysis, research lab use analysis, space benchmark analysis, facility condition assessment analysis, demographic analysis and FTE projections).

Phase II – Campus Planning will establish principles to guide campus development (assessment of land use and facilities plan, open space plan, capital plan, infrastructure, environmental, transportation and parking and wayfinding).

##### **B. Approval of SciTech Fiber Easement (ACTION)**

Senior Vice President Kissal brought before the committee a request from Amazon Web Services (AWS) for an easement to install fiber optic cable along the border of the SciTech Campus to serve their new facility immediately to the East of the Campus. The area currently contains other utility installations. Facilities and Real Estate departments have reviewed the easement and have determined that is not intrusive. An appraisal of the easement was completed and the value was determined to be \$101,000. AWS will compensate the Commonwealth that amount plus the cost of appraisal services.

Committee Chair Roth requested a **MOTION** to recommend approval by the Board of Visitors of the Amazon Web Services easement request at the SciTech Campus. It was so **MOVED** by Visitor Hazel. **MOTION CARRIED UNANIMOUSLY.**

**C. Amend the Six Year Capital Plan:**

**i. Add Residence Hall (Eastern Shore) to the 6 Year Capital Plan (ACTION)**

Senior Vice President Kissal briefed the committee on two requests. The first request is to initiate a new Capital Project to renovate group living areas in Eastern Shore Residence Hall into suite-style student rooms and faculty apartments. Eastern Shore was originally designed to house University communities, with three multi-functional group living areas per floor surrounded by resident's rooms. Housing has determined the group living areas are not fully utilized per the original intent. A total of forty-eight new student beds will be provided and four faculty apartments. Scope is 8,000 SF and the total project Cost is \$4,004,000.

**ii. Increase the Budget for the Johnson HVAC Project (ACTION)**

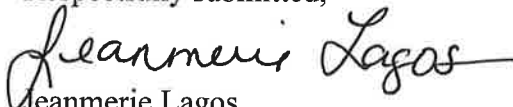
The second request is for a major modification to a current Capital Project to increase the budget for Johnson Center air handling unit upgrades. Mason is currently in the design phase for the replacement of the Air Handling Units at the Johnson Center and many are original to the building (1993) and are at the end of their useful life. This includes replacement of the smoke evacuation system. The current approved budget for the project is \$3,049,000 which includes \$2,225,000 for construction. The total project cost is \$5,343,837 including construction cost of \$4,350,000.

Committee Chair Roth requested a **MOTION** to recommend approval by the Board of Visitors to add Eastern Shore Residence Hall Renovations to the University's Capital Plan and to modify the Johnson Center Air Handling Unit Upgrades project budget in the University's Capital Plan. It was so **MOVED** by Visitor Moss. **MOTION CARRIED UNANIMOUSLY.**

**V. Adjournment**

There being no further business, Committee Chair Roth declared the meeting adjourned. Meeting adjourned at 12:09 p.m.

Respectfully submitted,



Jeanmerie Lagos  
Secretary *pro tem*

**ITEM IV.A.:**

**FY 2021 AMENDED UNIVERSITY OPERATING BUDGET  
(ACTION)**

**PURPOSE OF ITEM:**

To amend the FY21 budget approved by the Board in May 2020 to reflect revised revenues and expenses based on updated information about key budget drivers and our fall reopening plans over the summer.

**APPROPRIATE COMMITTEE:** FINANCE AND LAND USE

**BRIEF NARRATIVE:**

An amended budget for July 1, 2020 through June 30, 2021 (FY 2021) is being recommended at this time. This budget is being presented as an All-Funds budget for FY21, and includes all University funding sources: E & G; Auxiliary Enterprises; Sponsored Research/Contract & Grants; and Indirect funds. We request approval of this amended budget which has now been revised with updated revenues driven by FY21 enrollment plans, auxiliary enterprise revenue losses, and increased expenses associated with Mason's Safe Return to Campus plan. This amended budget is a revision to the FY21 budget approved by the Board in May 2020.

This amended budget represents a decrease of approximately \$9.8M (0.01%) from our preliminary FY20 actuals, from \$1.152 billion to \$1.142 billion. This slight decline in revenues is primarily due to lower auxiliary enterprise revenues and increased COVID-19 expenses and is consistent with the budget impact being experienced by most higher education institutions in this environment.

**STAFF RECOMMENDATION:**

Staff recommends Board of Visitors approval of the 2020-2021 amended budget.

**ITEM NUMBER IV.B.:**

**RESOLUTION FOR BOARD OF VISITORS TO APPROVE THE MANAGEMENT AGREEMENT NEGOTIATED BY SENIOR MANAGEMENT, THE GOVERNOR AND APPROPRIATE CABINET SECRETARIES UNDER THE RESTRUCTURED HIGHER EDUCATION FINANCIAL AND ADMINISTRATIVE OPERATIONS ACT (ACTION)**

**PURPOSE OF ITEM:**

Mason is requesting approval of the negotiated management agreement which provides additional delegated authority under the Commonwealth's Restructured Higher Education Financial and Administrative Operations Act of 2005 ("the Act").

**APPROPRIATE COMMITTEE:** FINANCE AND LAND USE

**BRIEF NARRATIVE:**

The Act affords Virginia institutions of higher education the opportunity to operate at varying levels of authority.

In 2005 Mason was granted delegated authority regarding surplus property, leasing and easements ("Tier 1" or "Level 1"). In 2009, Mason was granted delegated operational authority in the areas of Procurement and Information Technology ("Tier 2" or "Level 2"). In 2016, pursuant to a five-year pilot program, Mason was granted additional delegated authority for capital projects and certain financial operations ("Tier 2.5" or "Level 2.5"). This authority is currently scheduled to terminate on June 30, 2021.

In order to preserve its delegated authority under Tier 2 and 2.5 and to obtain increased delegated authority, Mason is requesting authority to negotiate a management agreement ("Tier 3" or "Level 3" authority).

Virginia Code Section 23.1-1004B requires a public institution show competency in finance and capital outlay. This can be shown in one of two ways. Section §23.1-1004B(1)(a) requires a bond rating of at least AA-. In October 2019, Mason obtained an inaugural rating from Moody's Investors Service of Aa3, fulfilling this Tier 3 prerequisite.

Mason does not anticipate changes to our inaugural rating of Aa3, for our understanding is ratings agencies will consider prior growth trajectories in determining the impact to university ratings prospectively (post-pandemic).

Furthermore, Mason is compliant with the second method, §23.1-1004B(1)(b), for Mason has demonstrated management competency in the two pilot areas finance and capital outlay under the Tier 2.5 pilot program (§4-9.02 of Chapter 780, 2016 Acts of Assembly).

On September 17, 2020, the university finalized negotiations with the Commonwealth. The management agreement including its appended polices in the operational areas of capital projects, leases, information technology, procurement, human resources and finance and account is hereby presented for review and approval by the Board of Visitors.

**STAFF RECOMMENDATION:** The staff recommends Board approval of this resolution.

**Be it enacted by the General Assembly of Virginia:**

**That the following shall hereafter be known as the 2021 Management Agreement Between the Commonwealth of Virginia and George Mason University:**

**MANAGEMENT AGREEMENT BY AND BETWEEN  
THE COMMONWEALTH OF VIRGINIA AND  
GEORGE MASON UNIVERSITY**

This MANAGEMENT AGREEMENT, executed this 15th day of November, 2020, by and between the Commonwealth of Virginia (hereafter, the Commonwealth) and George Mason University (hereafter, the University) provides as follows:

**RECITALS**

WHEREAS, the University has satisfied the conditions precedent set forth in §§ 23.1-1004 and 23.1-1005 of the Code of Virginia to become a public institution of higher education of the Commonwealth governed by Article 4 (§ 23.1-1004 et seq.) of the Restructured Higher Education Financial and Administrative Operations Act, Chapter 10 (§ 23.1-1000 et seq.) of Title 23.1 of the Code of Virginia ("Article 4" and the "Act", respectively), as evidenced by:

1. Board of Visitors Approval. The minutes of a meeting of the board of visitors of the University held on December 12, 2019, indicate that an absolute two-thirds or more of the members voted to approve the resolution required by subdivision B 2 of § 23.1-1004 of the Act;

2. Written Application to the Governor. The University has submitted to the Governor a written application, dated January 8, 2020, with copies to the Chairmen of the House Committee on Appropriations, the House Committee on Education, the Senate Committee on Finance, and the Senate Committee on Education and Health, expressing the sense of its board of visitors that the University is qualified to be, and should be, governed by Article 4 of the Act, and substantiating that the University has fulfilled the requirements of subdivision B 3 of § 23.1-1004 of the Act; and

3. Finding by the Governor. In accordance with § 23.1-1005 of the Act, the Governor has found that the University has fulfilled the requirements of § 23.1-1004 of the Act, and therefore has authorized Cabinet Secretaries to enter into this management agreement on behalf of the Commonwealth with the University; and

WHEREAS, the University is therefore authorized to enter into this management agreement as provided in subsection B of § 23.1-1004 and Article 4 of the Act.

**AGREEMENT**

NOW, THEREFORE, in accordance with the provisions of the Act, and in consideration of the foregoing premises, the Commonwealth and the University do now agree as follows:

**ARTICLE 1. DEFINITIONS.**

As used in this Agreement, the following terms have the following meanings, unless the context requires otherwise:

"Act" means the Restructured Higher Education Financial and Administrative Operations Act, Chapter 10 (§ 23.1-1000 et seq.) of Title 23.1 of the Code of Virginia.

"Agreement" or "management agreement" means this agreement between the Commonwealth of

Virginia and the University as required by Article 4 of the Act.

"Board of visitors" or "board" means the rector and board of visitors of the University.

"Covered employee" means any person who is employed by the University on either a salaried or wage basis.

"Covered institution" means, on and after the effective date of its initial management agreement with the Commonwealth, a public institution of higher education of the Commonwealth of Virginia that has entered into a management agreement with the Commonwealth to be governed by and in accordance with the provisions of Article 4 of the Act.

"Enabling statutes" means those chapters, other than Chapter 10 of Title 23.1 of the Code of Virginia, as amended, creating, continuing, or otherwise setting forth the powers, purposes, and missions of the individual public institutions of higher education of the Commonwealth.

"Parties" means the parties to this management agreement, the Commonwealth of Virginia and the University.

"Public institution of higher education" means associate-degree-granting and baccalaureate public institutions of higher education, as those terms are defined in § 23.1-100 of the Code of Virginia.

"University" means George Mason University.

## ARTICLE 2. SCOPE OF MANAGEMENT AGREEMENT.

### SECTION 2.1. Enhanced Authority Granted and Accompanying Accountability.

Article 4 of the Act provides that, upon the execution of, and as of the effective date for, this management agreement, the University shall become a covered institution entitled to be granted by the Commonwealth and to exercise the powers and authority provided in Article 4 of the Act that are expressly contained in this management agreement. In general, subject to its management agreement with the Commonwealth, status as a covered institution governed by Article 4 of the Act and this management agreement is intended to replace (i) the post-General Assembly authorization prior-approval system of reviews, approvals, policies, and procedures carried out and implemented by a variety of central state agencies with (ii) a post-audit system of reviews and accountability under which a covered institution is fully responsible and fully accountable for managing itself pursuant to Article 4 of the Act and its management agreement with the Commonwealth.

SECTION 2.1.1. Assessments and Accountability. The University and its implementation of the enhanced authority granted by Article 4 of the Act and this management agreement, and the board of visitors policies attached hereto as Exhibits A through F, shall be subject to the reviews, assessments, and audits (i) set forth in the Act that are to be conducted by the Auditor of Public Accounts, the Joint Legislative Audit and Review Commission, and the State Council of Higher Education for Virginia, (ii) as may be conducted periodically by the Secretaries of Finance, Administration, Education, or by some combination of these three Secretaries, or (iii) as otherwise may be required by law other than the Act.

SECTION 2.1.2. Express Grant of Powers and Authority. Subject to the specific conditions and limitations contained in § 23.1-1008 (Operational Authority Generally), §§ 23.1-1016, 23.1-1017, and 23.1-1019 (Capital Projects; Procurement; Property Generally), and §§ 23.1-1020 through 23.1-1026 (Human Resources) of Article 4 of the Act, the Commonwealth and the University agree that the Commonwealth has granted to the University by this management agreement all the powers and



authority contained in certain policies adopted by the board of visitors of the University attached hereto as Exhibits A through F and governing (i) the undertaking and implementation of capital projects, and other acquisition and disposition of property (Exhibit A), (ii) the leasing of property, including capital leases (Exhibit B), (iii) information technology (Exhibit C), (iv) the procurement of goods, services, including certain professional services, insurance, and construction (Exhibit D), (v) human resources (Exhibit E), and (vi) its system of financial management (Exhibit F), including, as provided in subsection B of § 23.1-1012 of the Act, the sole authority to establish tuition, fees, room, board, and other charges consistent with sum sufficient appropriation authority for nongeneral funds as provided by the Governor and the General Assembly in the Commonwealth's biennial appropriations authorization. Subject to the specific conditions and limitations contained in §§ 23.1-1008 through 23.1-1011 of the Act, in this management agreement, and in one or more of the board of visitors policies attached hereto as Exhibits A through F, the Commonwealth and the University agree that the Commonwealth has expressly granted to the University all the powers and authority permitted by the Act.

The board of visitors of the University shall at all times be fully and ultimately accountable for the proper fulfillment of the duties and responsibilities set forth in, and for the appropriate implementation of, this management agreement and the policies adopted by it and attached as Exhibits A through F. Consistent with this full and ultimate accountability, however, the board may, pursuant to its legally permissible procedures, specifically delegate the duties and responsibilities set forth in this management agreement to its officers, committees, and subcommittees, and, as set forth in the policies adopted by the board and attached hereto as Exhibits A through F, to a person or persons within the University.

SECTION 2.1.3. Reimbursement by the University of Certain Costs. By July 1 of each odd-numbered year, the University shall inform the Secretary of Finance of any intent during the next biennium to withdraw from any health or other group insurance or risk management program made available to the University through any agency, body corporate, political subdivision, authority, or other entity of the Commonwealth, and in which the University is then participating, to enable the Commonwealth's actuaries to complete an adverse selection analysis of any such decision and to determine the additional costs to the Commonwealth that would result from any such withdrawal. If upon notice of such additional costs to the Commonwealth, the University proceeds to withdraw from such health or other group insurance or risk management program, the University shall, pursuant to subdivision B 5 of § 23.1-1004 of the Act, reimburse the Commonwealth for all such additional costs attributable to such withdrawal as determined by the Commonwealth's actuaries

SECTION 2.1.4. Potential Impact on Virginia College Savings Plan. As required by subdivision B 6 of § 23.1-1004 of the Act, the University has given consideration to potential future impacts of tuition increases on the Virginia College Savings Plan, Chapter 7 (§ 23.1-700 et seq.) of Title 23.1 of the Code of Virginia and has discussed those potential impacts with the Executive Director and staff of that Plan and with parties in the Administration who participated in the development of this management agreement. The Executive Director of the Plan has provided to the University and the Commonwealth the Plan's assumptions underlying the contract pricing of the program.

SECTION 2.1.5. Justification for Deviations from the Virginia Public Procurement Act. Pursuant to § 23.1-1017 of the Act and subject to the provisions of this management agreement, the University may be exempt from the provisions of the Virginia Public Procurement Act (VPPA), Chapter 43 (§ 2.2-4300 et seq.) of Title 2.2 of the Code of Virginia. Any procurement policies or rules that deviate from the VPPA must be uniform across all institutions governed by Article 4 of the Act, and the board of visitors shall adopt and comply with procurement policies that are based upon competitive principles and seek competition to the maximum practical degree. The Policy Governing the Procurement of Goods, Services, Insurance, and Construction, and the Disposition of Surplus Materials and the Rules Governing Procurement of Goods, Services, Insurance, and Construction (the Procurement Rules) attached to such policy as Attachment 1 constitute the policies and uniform deviations from the VPPA required by subsections A and B of § 23.1-1017 of the Act.

Subsection E of § 23.1-1017 of the Act requires that the University identify the public, educational, and operational interests served by any procurement rule or rules that deviate from those in the VPPA. The adopted board of visitors' policy on procurement and the Procurement Rules provide the University with the autonomy to administer its procurement process while fully adhering to the principle that competition should be sought to the maximum extent feasible. This autonomy will better position the University to support the requirements of its growing teaching, research, and outreach missions. Greater autonomy in procurement will improve internal capacity to respond quickly to emergent material and service issues and, therefore, enable the University to be more efficient and effective in meeting the Commonwealth's goals for institutions of higher education. In some instances, costs will be reduced. Taken collectively, the University's procurement policies and rules that differ from those required by the VPPA will enhance procurement "best practices" as they currently are being observed within the higher education community nationally. Further, these changes will provide efficiencies to both the University and public sector suppliers.

SECTION 2.1.6. Quantification of Cost Savings. Subsection D of § 23.1-1012 of the Act requires that a covered institution include in its management agreement with the Commonwealth the quantification of cost savings realized as a result of the additional operational flexibility provided pursuant to Article 4 of the Act. Since this initial management agreement with the Commonwealth has not yet been implemented by the University, the parties agree that the University is not in a position to quantify any such cost savings at this time, although the University expects that there will be cost savings resulting from the additional authority granted to the University pursuant to Article 4 of the Act and that such cost savings will be part of the determinations made during the reviews, assessments, and audits to be conducted pursuant to Article 4 of the Act by the Auditor of Public Accounts, the Joint Legislative Audit and Review Commission, and the State Council of Higher Education for Virginia, and as otherwise described in Section 2.1.1 above.

SECTION 2.1.7. Participation in State Programs. The Commonwealth intends that the University shall continue to fully participate in, and receive funding support from, the many and varied programs established now or in the future by the Commonwealth to provide support for Virginia's public institutions of higher education and for Virginians attending such institutions, including but not limited to the state capital outlay and bond financing initiatives undertaken from time to time by the Commonwealth; the Higher Education Equipment Trust Fund established pursuant to Chapter 12 (§ 23.1-1200 et seq.) of Title 23.1 of the Code of Virginia; the Maintenance Reserve Fund as provided in the general appropriation act; the Eminent Scholars program as provided in the general appropriation act; the Commonwealth's various student financial assistance programs; and other statewide programs or initiatives that exist, or may be established, in support of the Commonwealth's higher education institutions, programs, or activities.

SECTION 2.1.8. Implied Authority. Pursuant to subsection C of § 23.1-1006 of the Act, the only implied authority granted to the University by this management agreement is that implied authority that is actually necessary to carry out the expressed grant of financial or operational authority contained in this agreement or in the policies adopted by the University's board of visitors and attached hereto as Exhibits A through F.

SECTION 2.1.9. Exercise of Authority. The University and the Commonwealth acknowledge and agree that the execution of this management agreement constitutes the conclusion of a process that, as of the effective date of this Agreement, confers upon the University the enhanced authority and operating flexibility described in this article above, all of which is in furtherance of the purposes of Article 4 of the Act. Therefore, without any further conditions or requirements, the University shall, on and after the effective date of this management agreement, be authorized to exercise the authority conferred upon it by this management agreement, the policies adopted by its board of visitors attached hereto as Exhibits A through F, and by §§ 23.1-1008 through 23.1-1011 of the Act, except to the extent that the powers and authority contained therein have been limited by this management agreement or

the board of visitors policies attached hereto as Exhibits A through F.

The University and the Commonwealth also acknowledge and agree that, pursuant to subsection L of § 23.1-1006 of the Act and consistent with the terms of this management agreement, the board of visitors of the University shall assume full responsibility for management of the University, subject to the requirements and conditions set forth in Article 4 of the Act, the general requirements for this management agreement as provided in § 23.1-1002 of the Act, and this management agreement. The board of visitors shall be fully accountable for (i) the management of the University as provided in the Act, (ii) meeting the requirements of §§ 23.1-206 and 23.1-306 of the Code of Virginia, and (iii) meeting such other provisions as are set forth in this management agreement.

## SECTION 2.2. State Goals.

SECTION 2.2.1. Furthering State Goals. As required for all public institutions of higher education of the Commonwealth by subsection A of § 23.1-1002 of the Act, prior to August 1, 2005, the board of visitors of the University adopted the resolution setting forth its commitment to the Governor and the General Assembly to meet the state goals specified in subsection A of § 23.1-1002 of the Act.

SECTION 2.2.2. Student Enrollment, Tuition, and Financial Aid. As required by § 23.1-306 of the Code of Virginia, the University, along with all other public institutions of higher education of the Commonwealth, has developed and submitted to the State Council of Higher Education for Virginia (SCHEV) by October 1, 2018, an institution-specific six-year plan addressing the University's academic, financial, and enrollment plans for the six-year period of fiscal years 2018-2020 through 2022-2024. Subsection A of § 23.1-306 of the Code of Virginia requires the University to update this six-year plan by July 1 of each odd-numbered year and amend or affirm biennially in each even-numbered year. Subdivision B 3 of § 23.1-1006 of the Act requires that a management agreement address, among other issues, such matters as the University's undergraduate Virginia student enrollment, its financial aid requirements and capabilities, and its tuition policy for undergraduate Virginia students. These matters are addressed in this section and in the University's six-year plan submitted to SCHEV, and the parties therefore agree that the University's six-year plan and the description in this section meet the requirement of subdivision B 3 of § 23.1-1006 of the Act.

Subsection C of § 23.1-1012 of the Act requires the board of visitors of the University to include in this management agreement the University's commitment to provide need-based grant aid for middle-income and lower-income Virginia students in a manner that encourages student enrollment and progression without respect to potential increases in tuition and fees. The University's commitment in this regard is clear. The University is committed to increasing the economic and social diversity of the student body at the University. The University is committed to assuring access to qualified and admitted Virginia students.

Mason's primary recruiting market is among the most diverse in the commonwealth. As a result, the university draws a large number of talented in-state students from a lower income stratum--students who are challenged to cover their educational costs. Many begin their postsecondary education at Northern Virginia Community College and choose to live at home while attending college. A large number of these students work at off-campus jobs for considerably more than the recommended 10 hours per week, some enroll only part time, and many are less likely to use loans to pay for their education.

In the Fall of 2019, 28.9% of Mason's undergraduate population were Pell-eligible students. Mason's Pell-Eligible students graduate at a similar pace to the overall student body – 66.9% six-year graduation rate for Pell students compared to 70.6% overall.

Mason's goal is to reduce unmet financial need for undergraduate students by providing more grant funding. To move forward in accomplishing its goals, over the period of the six-year plan, the

University is committed to seeking, from all sources—state-appropriated scholarship funds and federal, institutional, and private support—to continue its commitment to providing additional financial aid through grants and loans to those Virginians with need. In addition, as tuition and fees increase over the period of the six-year plan, the University will readjust the level of financial aid funding so that insufficiency of family resources will not be a barrier to attending, and graduating from, the University.

The Commonwealth and the University agree that this commitment meets the requirements of subsection C of § 23.1-1012 of the Act.

**SECTION 2.3. Other Law.** As provided in subsection C of § 23.1-1006 of the Act, the University shall be governed and administered in the manner provided not only in this management agreement, but also as provided in the general appropriation act then in effect and the University's enabling statutes.

**SECTION 2.4. The General Appropriation Act.** The Commonwealth and the University agree that, pursuant to the current terms of the Act and the terms of § 4-11.00 of the 2004-2006 Appropriation Act, if there is a conflict between the provisions of the general appropriation act and the provisions of Article 4 of the Act, or this management agreement, or the board of visitors policies attached to this management agreement as Exhibits A through F, the provisions of the general appropriation act shall control, and shall continue to control unless provided otherwise by law.

**SECTION 2.4.1. The University's Enabling Statutes.** As provided in subsection E of § 23.1-1006 of the Act, in the event of a conflict between any provision of Article 4 of this Act and the University's enabling statutes, the enabling statutes shall control.

**SECTION 2.4.2. Title 2.2 of the Code of Virginia.** As provided in subsection D of § 23.1-1006 of the Act, except as specifically made inapplicable under Article 4 of the Act and the express terms of this management agreement, the provisions of Title 2.2 relating generally to the operation, management, supervision, regulation, and control of public institutions of higher education shall be applicable to the University as provided by the express terms of this management agreement. As further provided in subsection E of § 23.1-1006 of the Act, in the event of conflict between any provision of Title 2.2 and any provision of Article 4 of the Act as expressed in this management agreement, the provisions of this management agreement shall control.

**SECTION 2.4.3. Educational Policies of the Commonwealth** as provided in subsection J of § 23.1-1006 of the Act, for purposes of §§ 23.1-101, 23.1-102, 23.1-103, 23.1-104, and 23.1-107, Chapter 2 (§ 23.1-200 et seq.), §§ 23.1-306, 23.1-402, 23.1-403, and 23.1-404, Chapter 5 (§ 23.1-500 et seq.), Chapter 6 (§ 23.1-600 et seq.), Chapter 7 (§ 23.1-700 et seq.), §§ 23.1-800, 23.1-801, 23.1-901, and 23.1-1001, Chapter 11 (§ 23.1-1100 et seq.), Chapter 12 (§ 23.1-1200 et seq.), subsections G, H, and I of §23.1-1300, § 23.1-1302, and subsection B of § 23.1-1303 of Title 23.1 the Code of Virginia, each covered institution shall remain a public institution of higher education following its conversion to a covered institution governed by Article 4 of the Act and shall retain the authority granted and any obligations required by such provisions.

In addition, the University shall retain the authority, and any obligations related to the exercise of such authority, that is granted to institutions of higher education pursuant to Chapter 2 (§ 23.1-200 et seq.), Chapter 11 (§ 23.1-1100 et seq.), Chapter 12 (§ 23.1-1200 et seq.), Chapter 6, Article 2 (§ 23.1-612 et seq.), Chapter 6, Article 3 (§ 23.1-617 et seq.), Chapter 6, Article 5 (§ 23.1-628 et seq.), Chapter 6, Article 6 (§ 23.1-636 et seq.), § 23.1-619, Chapter 6, Article 7 (§ 23.1-639 et seq.), and Chapter 7 (§ 23.1-700 et seq.) of Title 23.1 the Code of Virginia, unless and until provided otherwise by law other than the Act.

**SECTION 2.4.4. Public Access to Information.** The University shall continue to be subject to

§ 2.2-4342 of the Code of Virginia and to the provisions of the Virginia Freedom of Information Act, Chapter 37 (§ 2.2-3700 et seq.) of Title 2.2 of the Code of Virginia, but shall be entitled to conduct business pursuant to § 2.2-3709 of the Code of Virginia if expressly named therein and, in all cases, may conduct business as a "state public body" for purposes of subsection B of § 2.2-3708 of the Code of Virginia.

SECTION 2.4.5. Conflicts of Interests. As provided in subsection F of § 23.1-1006 of the Act, the provisions of the State and Local Government Conflict of Interests Act, Chapter 31 (§ 2.2-3100 et seq.) of Title 2.2 of the Code of Virginia, that are applicable to officers and employees of a state governmental agency shall continue to apply to the members of the board of visitors of the University and to its covered employees.

SECTION 2.4.6. Other Provisions of the Code of Virginia. Other than as specified in this article above, any other powers and authorities granted to the University pursuant to any other sections of the Code of Virginia, including other provisions of the Act, are not affected by this management agreement or the board policies attached hereto as Exhibits A through F.

### ARTICLE 3. AMENDMENTS TO, AND RIGHT AND POWER TO VOID OR REVOKE, MANAGEMENT AGREEMENT.

SECTION 3.1. Amendments. Any change to or deviation from this management agreement or the board of visitors policies attached hereto as Exhibits A through F shall be reported to the Secretaries of Finance, Administration, and Education and to the Chairmen of the Senate Committee on Finance and the House Committee on Appropriations and shall be posted on the University's website. The change or deviation shall become effective unless one of the above persons notifies the University in writing within 60 days that the change or deviation is substantial and material. Any substantial and material change or deviation shall require the execution by the parties of an amendment to this management agreement or a new management agreement and may lead to the Governor declaring this management agreement to be void pursuant to subdivision E of § 23.1-1007 of the Act.

#### SECTION 3.2. Right and Power to Void, Revoke, or Reinstate Management Agreement.

SECTION 3.2.1. Governor. Pursuant to subdivision E of § 23.1-1007, if the Governor makes a written determination that the University is not in substantial compliance with the terms of this management agreement or with the requirements of the Act in general, (i) the Governor shall provide a copy of that written determination to the rector of the board of visitors of the University and to the members of the General Assembly, and (ii) the University shall develop and implement a plan of corrective action, satisfactory to the Governor, for purposes of coming into substantial compliance with the terms of this management agreement and with the requirements of the Act, as soon as practicable, and shall provide a copy of such corrective action plan to the members of the General Assembly. If, after a reasonable period of time after the corrective action plan has been implemented by the University, the Governor determines that the institution is not yet in substantial compliance with this management agreement or the requirements of the Act, the Governor may void this management agreement. Upon the Governor voiding this management agreement, the University shall no longer be allowed to exercise any restructured financial or operational authority pursuant to the provisions of Article 4 of the Act unless and until the University has entered into a subsequent management agreement with the Secretary or Secretaries designated by the Governor or the voided management agreement is reinstated by the General Assembly.

SECTION 3.2.2. General Assembly. As provided in subsection E of § 23.1-1007 of the Act, the General Assembly may reinstate a management agreement declared void by the Governor. Pursuant to subsection F of § 23.1-1007 of the Act, the University's status as a covered institution governed by Article 4 of the Act may be revoked by an act of the General Assembly if the University fails to meet the requirements of Article 4 of the Act or the management agreement.

ARTICLE 4. GENERAL PROVISIONS.

SECTION 4.1. No Third-Party Beneficiary Status. Nothing in this Agreement, express or implied, shall be construed as conferring any third-party beneficiary status on any person or entity.

SECTION 4.2. Sovereign Immunity. Pursuant to subsections G and H of § 23.1-1006 of the Act, the University and the members of its board of visitors, officers, directors, employees, and agents shall be entitled to the same sovereign immunity to which they would be entitled if the University were not governed by the Act, provided that the Virginia Tort Claims Act, Article 18.1 (§ 8.01-195.1 et seq.) of Chapter 3 of Title 8.01 of the Code of Virginia, and its limitations on recoveries shall remain applicable with respect to the University.

SECTION 4.3. Term of Agreement. The management agreement negotiated by the University shall continue in effect unless the Governor, the General Assembly, or the University determine that the management agreement needs to be renegotiated or revised.

WHEREFORE, the foregoing management agreement has been executed as of this 15th day of November, 2020, and shall become effective on the effective date of the legislation enacted into law providing for the terms of such Agreement.

EXHIBIT A  
MANAGEMENT AGREEMENT BETWEEN  
THE COMMONWEALTH OF VIRGINIA AND  
GEORGE MASON UNIVERSITY PURSUANT TO  
THE RESTRUCTURED HIGHER EDUCATION FINANCIAL AND ADMINISTRATIVE  
OPERATIONS ACT

POLICY GOVERNING CAPITAL PROJECTS

THE RECTOR AND BOARD OF VISITORS OF GEORGE MASON UNIVERSITY POLICY  
GOVERNING CAPITAL PROJECTS

I. PREAMBLE

Pursuant to Article 4 (§ 23.1-1004 et seq.) of the Restructured Higher Education Financial and Administrative Operations Act (the Act), upon becoming a covered institution, a public institution of higher education in Virginia may be delegated the authority to establish its own system for undertaking the implementation of its capital projects. In general, status as a covered institution is designed to replace the post-authorization system of reviews, approvals, policies, and procedures carried out by a variety of central state agencies, and also the traditional pre-authorization approval process for projects funded entirely with nongeneral funds and without any proceeds from state tax-supported debt. Consistent with its current practice, the University's system for carrying out its capital outlay process as a covered institution is to be governed by policies adopted by the board of visitors. The following provisions of this policy, together with the Policy Governing the Procurement of Goods, Services, Insurance, and Construction, and the Disposition of Surplus Materials adopted by the board, and the Rules Governing Procurement of Goods, Services, Insurance, and Construction, which is attached as Attachment 1 to that Policy, constitute the adopted board of visitors policies regarding the University's capital projects, whether funded by a general fund appropriation of the General Assembly, state tax-supported debt, or funding from other sources.

This policy is intended to encompass and implement the expanded authority that may be granted to the University pursuant to Article 4 of the Act. Any other powers and authorities granted to the University pursuant to the general appropriation act, or any other sections of the Code of Virginia, including other provisions of the Act and the University's enabling statutes, are not affected by this policy.

I. DEFINITIONS.

As used in this policy, the following terms shall have the following meanings, unless the context requires otherwise:

"Act" means the Restructured Higher Education Financial and Administrative Operations Act, Chapter 10 (§ 23.1-1000 et seq.) of Title 23.1 of the Code of Virginia.

"Board of visitors" or "board" means the rector and board of visitors of the University.

"Capital lease" means a lease that is defined as such within generally accepted accounting principles pursuant to the pronouncement of the Financial Accounting Standards Board.

"Capital professional services" means professional engineering, architecture, land surveying, and landscape architecture services related to capital projects.

"Capital project(s)" means the acquisition of any interest in land, including improvements on the acquired land at the time of acquisition, new construction, improvements or renovations, and capital leases.

"Covered institution" means, on and after the effective date of its initial management agreement, a public institution of higher education of the Commonwealth of Virginia that has entered into a management agreement with the Commonwealth to be governed by the provisions of Article 4 of the Act.

"Enabling statutes" has the same meaning as provided in § 23.1-1000 of the Act.

"Major capital project(s)" means the acquisition of any interest in land, including improvements on the acquired land at the time of acquisition, new construction of 5,000 square feet or greater or costing \$3 million or more, improvements or renovations of \$3 million or more, and capital leases.

"State tax-supported debt" means bonds, notes, or other obligations issued under Article X, Section 9 (a), 9 (b), 9 (c), or 9 (d) of the Constitution of Virginia, if the debt service payments are made or ultimately are to be made from general government funds, as defined in the December 19, 2017, Report to the Governor and General Assembly of the Debt Capacity Advisory Committee or as that definition is amended from time to time.

"University" means George Mason University.

## **II. SCOPE OF POLICY.**

This policy applies to the planning and budget development for capital projects, capital project authorization, and the implementation of capital projects, whether funded by a general fund appropriation of the General Assembly, proceeds from state tax-supported debt, or funding from other sources.

This policy provides guidance for (i) the process for developing one or more capital project programs for the University, (ii) authorization of new capital projects, (iii) procurement of capital professional services and construction services, (iv) design reviews and code approvals for capital projects, (v) environmental impact requirements, (vi) building demolitions, (vii) building and land acquisitions, (viii) building and land dispositions, (ix) project management systems, and (x) reporting requirements.

## **III. BOARD OF VISITORS ACCOUNTABILITY AND DELEGATION OF AUTHORITY.**

The board of visitors of the University shall at all times be fully and ultimately accountable for the proper fulfillment of the duties and responsibilities set forth in, and for the appropriate implementation of, this policy. Consistent with this full and ultimate accountability, however, the board may, pursuant to its legally permissible procedures, specifically delegate either herein or by separate board resolution the duties and responsibilities set forth in this policy to a person or persons within the University, who, while continuing to be fully accountable for such duties and responsibilities, may further delegate the implementation of those duties and responsibilities pursuant to the University's usual delegation policies and procedures.

## **IV. CAPITAL PROGRAM.**

The President of the University, acting through the Senior Vice President for Administration and



Finance or designee, shall adopt a system for developing one or more capital project programs that defines or define the capital needs of the University for a given period of time consistent with the University's published Master Plan. This process may or may not mirror the Commonwealth's requirements for capital plans. The board of visitors shall approve the program for major capital projects. Major capital projects that are to be funded entirely or in part by a general fund appropriation of the General Assembly or proceeds from state tax-supported debt shall follow the Commonwealth's requirements for capital plans. The board may approve amendments to the program for major capital projects annually or more often if circumstances warrant.

It shall be University policy that each capital project program shall meet the University's mission and institutional objectives and be appropriately authorized by the University. Moreover, it shall be University policy that each capital project shall be of a size and scope to provide for the defined program needs, designed in accordance with all applicable building codes and handicapped accessibility standards as well as the University's design guidelines and standards, and costed to reflect current costs and escalated to the mid-point of anticipated construction.

#### V. AUTHORIZATION OF CAPITAL PROJECTS.

The board of visitors shall authorize the initiation of each major capital project by approving its size, scope, budget, and funding. The President of the University, acting through the Senior Vice President for Administration and Finance or designee, shall adopt procedures for approving the size, scope, budget, and funding of all other capital projects. Major capital projects that are to be funded entirely or in part by a general fund appropriation of the General Assembly or proceeds from state tax-supported debt shall require both board of visitors' approval and those pre-appropriation approvals of the State's governmental agencies then applicable, and shall follow the State's process for capital budget requests.

It shall be the policy of the University that the implementation of capital projects shall be carried out so that the capital project as completed is the capital project approved by the board for major capital projects and according to the procedures adopted by the President of the University, acting through the Senior Vice President for Administration or designee, for all other capital projects. The President of the University, acting through the Senior Vice President for Administration and Finance or designee, shall ensure strict adherence to this requirement.

Accordingly, the budget, size, and scope of a capital project shall not be materially changed beyond the plans and justifications that were the basis for the capital project's approval, either before or during construction, unless approved in advance as described in this section above. Minor changes shall be permissible if they are determined by the President of the University, acting through the Senior Vice President for Administration and Finance or designee, to be justified.

Major capital projects may be submitted for board of visitors' authorization at any time but must include a statement of urgency if not part of the approved major capital project program.

#### VI. PROCUREMENT OF CAPITAL PROFESSIONAL SERVICES AND CONSTRUCTION SERVICES.

It shall be the policy of the University that procurements shall result in the purchase of high quality services and construction at reasonable prices and shall be consistent with the Policy Governing the Procurement of Goods, Services, Insurance, and Construction, and the Disposition of Surplus Materials adopted by the board, and with the Rules Governing Procurement of Goods, Services, Insurance, and Construction, which is attached as Attachment 1 to such policy. Specifically, the University is committed to:

1. Seeking competition to the maximum practical degree, taking into account the size of the anticipated procurement, the term of the resulting contract, and the likely extent of competition;
2. Conducting all procurements in a fair and impartial manner and avoiding any impropriety or the

appearance of any impropriety prohibited by state law or University policy;

3. Making procurement rules clear in advance of any competition;

4. Providing access to the University's business to all qualified vendors, firms, and contractors, with no potential bidder or offeror excluded arbitrarily or capriciously, while allowing the flexibility to engage in cooperative procurements and to meet special needs of the University;

5. Including in contracts of more than \$10,000 the contractor's agreement not to discriminate against employees or applicants because of race, religion, color, sex, national origin, age, disability, or other basis prohibited by state law except where there is a bona fide occupational qualification reasonably necessary to the contractor's normal operations; and

6. Providing for a nondiscriminatory procurement process, and including appropriate and lawful provisions to effectuate fair and reasonable consideration of women-owned, minority-owned, and small businesses and to promote and encourage a diversity of suppliers.

The President of the University, acting through the Senior Vice President for Administration and Finance or designee, is authorized to develop implementing procedures for the procurement of capital professional services and construction services at the University. The procedures shall implement this policy and provide for:

*a* A system of competitive negotiation for capital professional services, including a procedure for expedited procurement of capital professional services under \$80,000, pursuant to subdivisions 1, 2, and 3 as of the defined term "competitive negotiation" in § 4 of the Rules Governing Procurement of Goods, Services, Insurance, and Construction;

*b* A prequalification procedure for contractors or products;

*c* A procedure for special construction contracting methods, including but not limited to design-build and construction management contracts; and

*d* A prompt payment procedure.

The University also may enter into cooperative arrangements with other private or public health or educational institutions, health care provider alliances, purchasing organizations, or state agencies where, in the judgment of the University, the purposes of this policy will be furthered.

## VII. DESIGN REVIEWS AND CODE APPROVALS.

The board of visitors shall review the design of all major capital projects and shall provide final major capital project authorization based on the size, scope, and cost estimate provided with the design. Unless stipulated by the board of visitors at the design review, no further design reviews shall be required. For all capital projects other than major capital projects, the President of the University, acting through the Senior Vice President for Administration and Finance or designee, shall adopt procedures for design review and project authorization based on the size, scope, and cost estimate provided with the design. It shall be University policy that all capital projects shall be designed and constructed in accordance with applicable Virginia Uniform Statewide Building Code (VUSBC) standards and the applicable accessibility code.

The President of the University, acting through the Senior Vice President for Administration and Finance or designee, shall designate a building official responsible for building code compliance at the University, by either (i) hiring an individual to be the University building official or (ii) continuing to use the services of the Department of General Services, Division of Engineering and Buildings, to perform the building official function. If option (i) is selected, the individual hired as the University

building official shall be a full-time employee of the University who has no other assigned duties or responsibilities at the institution and who is not employed by any firm or business providing facility services to the University, is a registered professional architect or engineer, and is certified by the Department of Housing and Community Development to perform this building official function. The University building official shall issue building permits for each capital project required by the VUSBC to have a building permit, shall determine the suitability for occupancy of, and shall issue certifications for building occupancy for, all capital projects requiring such certification. Prior to issuing any such certification, this individual shall ensure that the VUSBC and accessibility requirements are met for that capital project and that such capital project has been inspected by the State Fire Marshal or designee as required. When serving as the University building official, such individual shall organizationally report directly and exclusively to the board of visitors. If the University hires its own University building official, it shall fulfill the code review requirement by maintaining a review unit of licensed professional architects or engineers supported by resources and staff who are certified by the Department of Housing and Community Development in accordance with § 36-137 of the Code of Virginia for such purpose and who shall review plans, specifications, and documents for compliance with building codes and standards and perform required inspections of work in progress and the completed capital project. No individual licensed professional architect or engineer hired under the University personnel system as a member of the review unit or contracted with to perform these functions shall also perform other building code-related design, construction, facilities-related project management, or facilities management functions for the University on the same capital project.

#### VIII. ENVIRONMENTAL IMPACT REPORTS.

It shall be the policy of the University to assess the environmental, historic preservation, and conservation impacts of all capital projects and to minimize and otherwise mitigate all adverse impacts to the extent practicable. The University shall develop a procedure for the preparation and approval of environmental impact reports for capital projects, in accordance with state environmental, historic preservation, and conservation requirements generally applicable to capital projects otherwise meeting the definition of major capital projects but with a cost of \$500,000 or more as set forth in § 10.1-1188 of the Code of Virginia.

#### IX. BUILDING DEMOLITIONS.

It shall be the policy of the University to consider the environmental and historical aspects of any proposed demolitions. The University shall develop a procedure for the preparation and review of demolition requests, including any necessary reviews by the Department of Historic Resources and the Art and Architectural Review Board in accordance with state historic preservation requirements generally applicable to capital projects in the Commonwealth. Further, for any property that was acquired or constructed with funding from a general fund appropriation of the General Assembly or from proceeds from state tax-supported debt, general laws applicable to state-owned property shall apply.

#### X. BUILDING OR LAND ACQUISITIONS.

It is the policy of the University that capital projects involving building or land acquisition shall be subjected to thorough inquiry and due diligence prior to closing on the acquisition of such real property. The President of the University, acting through the Senior Vice President for Administration and Finance or designee, shall ensure that the project management system implemented pursuant to Section XIII of this policy provides for a review and analysis of all pertinent matters relating to the acquisition of buildings and land as any prudent purchaser would perform to the end that any building or land acquired by the University shall be suitable for its intended purpose, that the acquisition can be made without substantial risk of liability to the University, and that the cost of the real property to be acquired, together with any contemplated development thereof, shall be such

that compliance with the provisions of Section VI of this policy is achieved. In addition, the President of the University, acting through the Senior Vice President for Administration and Finance or designee, shall ensure that, where feasible and appropriate to do so, the following specific policies pertaining to the acquisition of buildings or land for capital projects are carried out.

A. Environmental and Land Use Considerations. It is the policy of the University to reasonably cooperate with each locality affected by the acquisition. Such cooperation shall include but not be limited to furnishing any information that the locality may reasonably request and reviewing any requests by the locality with regard to any such acquisition. The University shall consider the zoning and comprehensive plan designation by the locality of the building or land and surrounding parcels, as well as any designation by state or federal agencies of historically or archeologically significant areas on the land. Nothing herein shall be construed as requiring the University to comply with local zoning laws and ordinances.

B. Infrastructure and Site Condition. The President of the University, acting through the Senior Vice President for Administration and Finance or designee, shall ensure that, in the case of capital projects involving the acquisition of buildings or land, the project management systems implemented under Section XIII of this policy provide for a review of the following matters prior to acquisition of the building or land: that any land can be developed for its intended purpose without extraordinary cost; that an environmental engineer has been engaged by the University to provide an assessment of any environmental conditions on the land; that there is adequate vehicular ingress and egress to serve the contemplated use of the building or land; that utilities and other services to the land are adequate or can reasonably be provided or have been provided in the case of building acquisitions; and that the condition and grade of the soils have been examined to determine if any conditions exist that would require extraordinary site work.

C. Title and Survey. A survey shall be prepared for any real property acquired, and an examination of title to the real property shall be conducted by a licensed attorney or, in the alternative, a commitment for title insurance shall be procured from a title insurance company authorized to do business in the Commonwealth. Based upon the survey and title examination or report, the President of the University, acting through the Senior Vice President for Administration and Finance or designee, shall conclude, prior to acquisition of the real property, that title thereto will be conveyed to the University in fee simple, free and clear of all liens, encumbrances, covenants, restrictions, easements, or other matters that may have a significant adverse effect upon the University's ability to own, occupy, convey, or develop the real property.

D. Appraisal. An appraisal shall be conducted of the real property to be acquired to determine its fair market value and the consistency of the fair market value with the price agreed upon by the University.

#### XI. BUILDING OR LAND DISPOSITIONS.

The board of visitors shall approve the disposition of any building or land. Disposition of land or buildings, the acquisition or construction of which was funded entirely or in part by a general fund appropriation of the General Assembly or proceeds from state tax-supported debt, shall require both board of visitors approval and other approvals in accordance with general law applicable to state-owned property and with the University's enabling statutes.

#### XII. PROJECT MANAGEMENT SYSTEMS.

The President of the University, acting through the Senior Vice President for Administration and Finance or designee, shall implement one or more systems for the management of capital projects for the University. The systems may include the delegation of project management authority to appropriate University officials, including a grant of authority to such officials to engage in further delegation of authority as the President of the University deems appropriate.

The project management systems for capital projects shall be designed to ensure that such projects comply with the provisions of this policy and other board of visitors' policies applicable to closely

related subjects such as the selection of architects or policies applicable to University buildings and grounds.

The project management systems may include one or more reporting systems applicable to capital projects whereby University officials responsible for the management of such projects provide appropriate and timely reports to the President of the University on the status of such projects during construction.

### *XIII.* REPORTING REQUIREMENTS.

In addition to complying with any internal reporting systems contained in the University's project management systems, as described in Section XII above, the University shall comply with state reporting requirements for those major capital projects funded entirely or in part by a general fund appropriation of the General Assembly or state tax-supported debt. Additionally, if any capital project constructs improvements on land, or renovates property, that originally was acquired or constructed in whole or in part with a general fund appropriation for that purpose or proceeds from state tax-supported debt, and such improvements or renovations are undertaken entirely with funds not appropriated by the General Assembly, and if the cost of such improvements or renovations is reasonably expected to exceed \$3 million, the decision to undertake such improvements or renovations shall be communicated as required by subdivision D 3 of § 23.1-1016 of the Act. As a matter of routine, the President of the University, acting through the Senior Vice President for Administration and Finance or designee, shall report to the Department of General Services on the status of such capital projects at the initiation of the project, prior to the commencement of construction, and at the time of acceptance of any such capital project.

## EXHIBIT B

### MANAGEMENT AGREEMENT BETWEEN THE COMMONWEALTH OF VIRGINIA AND GEORGE MASON UNIVERSITY PURSUANT TO THE RESTRUCTURED HIGHER EDUCATION FINANCIAL AND ADMINISTRATIVE OPERATIONS ACT POLICY GOVERNING LEASES OF REAL PROPERTY THE RECTOR AND BOARD OF VISITORS OF GEORGE MASON UNIVERSITY POLICY GOVERNING LEASES OF REAL PROPERTY

The Restructured Higher Education Financial and Administrative Operations Act (the Act), Chapter 10 (§ 23.1-1000 et seq.) of Title 23.1 of the Code of Virginia, provides that, upon becoming a covered institution, the University may have the authority to establish its own system for the leasing of real property. The University's system for implementing this authority is governed by policies adopted by the board of visitors. The following provisions of this policy constitute the adopted board of visitors' policies regarding leases of real property entered into by the University.

This policy is intended to cover the authority that may be granted to the University pursuant to Article 4 of the Act. Any other powers and authorities granted to the University pursuant to the general appropriation act, or any other sections of the Code of Virginia, including other provisions of the Act and the University's enabling statutes, as defined in § 23.1-1000 of the Act, are not affected by this policy.

#### I. DEFINITIONS.

The following words and terms, when used in this policy, shall have the following meaning unless the context clearly indicates otherwise:

"Act" means the Restructured Higher Education Financial and Administrative Operations Act, Chapter 10 (§ 23.1-1000 et seq.) of Title 23.1 of the Code of Virginia.

"Board of visitors" or "board" means the rector and board of visitors of the University.

"Capital lease" means a lease that is defined as such within generally accepted accounting principles pursuant to the pronouncement of the Financial Accounting Standards Board.

"Covered institution" means a public institution of higher education of the Commonwealth of Virginia that has entered into a management agreement with the Commonwealth to be governed by Article 4 of the Act.

"Expense lease" means an operating lease of real property under the control of another entity to the University.

"Income lease" means an operating lease of real property under the control of the University to another entity.

"Lease" means any type of lease involving real property.

"Operating lease" means any lease involving real property, or improvements thereon, that is not a capital lease.

## *II. SCOPE OF POLICY.*

This policy provides guidance for the implementation of all University leases.

## *III. BOARD OF VISITORS ACCOUNTABILITY AND DELEGATION OF AUTHORITY.*

The board of visitors of the University shall at all times be fully and ultimately accountable for the proper fulfillment of the duties and responsibilities set forth in, and for the appropriate implementation of, this policy. Consistent with this full and ultimate accountability, however, the board may, pursuant to its legally permissible procedures, specifically delegate either herein or by separate board resolution the duties and responsibilities set forth in this policy to a person or persons within the University, who, while continuing to be fully accountable for such duties and responsibilities, may further delegate the implementation of those duties and responsibilities pursuant to the University's usual delegation policies and procedures.

## *IV. REQUIREMENTS FOR LEASES.*

*A. Factors to Be Considered When Entering into Leases.* All leases shall be for a purpose consistent with the mission of the University. The decision to enter into a lease shall be further based upon cost, demonstrated need, compliance with this policy, consideration of all costs of occupancy, and a determination that the use of the property to be leased is necessary and is efficiently planned. Leases shall also conform to the space planning procedures that may be adopted by the President of the University, acting through the Senior Vice President for Administration and Finance or designee, to ensure that the plan for the space to be leased is consistent with the purpose for which the space is intended.

*B. Competition to Be Sought to Maximum Practicable Degree.* Competition shall be sought to the maximum practicable degree for all leases. The President of the University, acting through the Senior Vice President for Administration and Finance or designee, is authorized to ensure that leases are procured through competition to the maximum degree practicable and to determine when, under guidelines that may be developed and adopted by the President of the University, acting through the Senior Vice President for Administration and Finance or designee, it is impractical to procure leases through competition.

*C. Approval of Form of Lease Required.* The form of leases entered into by the University shall be approved by the University's legal counsel.

*D. Execution of Leases.* All leases entered into by the University shall be executed only by those University officers or persons authorized by the President of the University or as may subsequently be authorized by the board of visitors, and subject to any such limits or conditions as may be prescribed in the delegation of authority. Subject to the University's Policy Governing Capital Projects (Exhibit A) adopted by the board as part of the management agreement between the Commonwealth and the University, no other University approval shall be required for leases or leasing, nor state approval required except in the case of leases of real property as may be governed by general state law in accordance with §§ 23.1-1016 and 23.1-1028 of the Act.

*E. Capital Leases.* The board of visitors shall authorize the initiation of capital leases pursuant to

the authorization process included in the Policy Governing Capital Projects (Exhibit A) adopted by the board as part of the management agreement between the Commonwealth and the University.

*F. Compliance with Applicable Law.* All leases of real property by the University shall be consistent with any requirements of law that are contained in the Act or are otherwise applicable.

*G. Certification of Occupancy.* All real property covered by an expense lease or leased by the University under a capital lease shall be certified for occupancy by the appropriate public body or building official.



## EXHIBIT C

### MANAGEMENT AGREEMENT BETWEEN THE COMMONWEALTH OF VIRGINIA AND GEORGE MASON UNIVERSITY PURSUANT TO THE RESTRUCTURED HIGHER EDUCATION FINANCIAL AND ADMINISTRATIVE OPERATIONS ACT

#### POLICY GOVERNING INFORMATION TECHNOLOGY

#### THE RECTOR AND BOARD OF VISITORS OF GEORGE MASON UNIVERSITY POLICY GOVERNING INFORMATION TECHNOLOGY

##### *I. PREAMBLE.*

The Restructured Higher Education Financial and Administrative Operations Act (the Act), Chapter 10 (§ 23.1-1000 et seq.) of Title 23.1 of the Code of Virginia, provides in § 23.1-1018, *inter alia*, that public institutions of higher education in the Commonwealth of Virginia that have entered into a management agreement with the Commonwealth "may be exempt from the provisions governing the Virginia Information Technologies Agency, Chapter 20.1 (§ 2.2-2005 et seq.) of Title 2.2, and the provisions governing the Information Technology Advisory Council, Article 35 (§ 2.2-2699.5 et seq.) of Chapter 26 of Title 2.2, if the governing board of such covered institution adopts and the covered institution complies with policies that govern the exempted provisions. This policy shall become effective upon the effective date of a management agreement between the Commonwealth and the University authorized in accord with the Act and which incorporates this policy. The board of visitors of the University is authorized to adopt this policy pursuant to § 23.1-1018 of the Act.

##### *II. DEFINITIONS.*

As used in this policy, the following terms have the following meanings, unless the context requires otherwise:

"Act" means the Restructured Higher Education Financial and Administrative Operations Act, Chapter 10 (§ 23.1-1000 et seq.) of Title 23.1 of the Code of Virginia.

"Board of visitors" or "board" means the rector and board of visitors of the University.

"Information technology" or "IT" has the same meaning as set forth in § 2.2-2006 of the Code of Virginia as it currently exists and from time to time may be amended.

"Major information technology project" or "major IT project" has the same meaning as set forth in § 2.2-2006 of the Code of Virginia as it currently exists and from time to time may be amended.

"Policy" means this Information Technology Policy adopted by the board of visitors.

"State Chief Information Officer" or "State CIO" means the Chief Information Officer of the Commonwealth of Virginia. These terms shall include, where appropriate and/or required by law, the Virginia Information Technologies Agency.

"University" means George Mason University.

##### *III. SCOPE OF POLICY.*

This policy is intended to cover and implement the authority that the University will exercise under

Article 4 of the Act. This policy is not intended to affect any other powers and authorities granted to the University pursuant to the general appropriation act and the Code of Virginia, including other provisions of the Act or the University's enabling statutes, as that term is defined in § 23.1-1000 of the Act.

This policy shall govern the University's information technology strategic planning, expenditure reporting, budgeting, project management, infrastructure, architecture, ongoing operations, security, and audits conducted within, by, or on behalf of the University. Upon the effective date of this management agreement between the Commonwealth and the University, therefore, the University shall be exempt from the provisions of the Code of Virginia governing the Virginia Information Technologies Agency, Chapter 20.1 (§ 2.2-2005 et seq.) of Title 2.2 of the Code of Virginia, and the provisions governing the Information Technology Advisory Council, Article 35 (§ 2.2-2699.5 et seq.) of Chapter 26 of Title 2.2 of the Code of Virginia, that otherwise would govern the University's information technology strategic planning, expenditure reporting, budgeting, project management, infrastructure, architecture, ongoing operations, security, and audits conducted within, by, or on behalf of the University, provided, however, that the University still shall be subject to those provisions governing the Virginia Information Technologies Agency, Chapter 20.1 (§ 2.2-2005 et seq.) of Title 2.2 of the Code of Virginia, and the provisions governing the Information Technology Advisory Council, Article 35 (§ 2.2-2699.5 et seq.) of Chapter 26 of Title 2.2 of the Code of Virginia, that are applicable to public institutions of higher education of the Commonwealth and that do not govern information technology strategic planning, expenditure reporting, budgeting, project management, infrastructure, architecture, ongoing operations, security, and audits within, by, or on behalf of the University.

The procurement of information technology and telecommunications goods and services, including automated data processing hardware and software, shall be governed by the Policy Governing the Procurement of Goods, Services, Insurance, and Construction, and the Disposition of Surplus Materials (Exhibit D) approved by the board, and the Rules Governing Procurement of Goods, Services, Insurance, and Construction that are incorporated in and attached to such policy.

#### IV. GENERAL PROVISIONS.

A. Board of Visitors Accountability and Delegation of Authority. The board of visitors of the University shall at all times be fully and ultimately accountable for the proper fulfillment of the duties and responsibilities set forth in, and for the appropriate implementation of, this policy. Consistent with this full and ultimate accountability, however, the board may, pursuant to its legally permissible procedures, specifically delegate either herein or by separate board resolution the duties and responsibilities set forth in this policy to a person or persons within the University, who, while continuing to be fully accountable for such duties and responsibilities, may further delegate the implementation of those duties and responsibilities pursuant to the University's usual delegation policies and procedures.

B. Strategic Planning. The President of the University, acting through the Senior Vice President for Administration and Finance or designee, shall be responsible for overall IT strategic planning at the University, which shall be linked to and in support of the University's overall strategic plan.

At least 45 days prior to the beginning of each fiscal year, the President of the University, acting through the Senior Vice President for Administration and Finance or designee, shall make available the University's IT strategic plan covering the next fiscal year to the State CIO for his review and comment with regard to the consistency of the University's plan with the intent of the currently published overall six-year IT strategic plan for the Commonwealth developed by the State CIO pursuant to subdivision A 3 of § 2.2-2007.1 of the Code of Virginia, and into which the University's plan is to be incorporated.

C. Expenditure Reporting and Budgeting. The President of the University, acting through the Senior Vice President for Administration and Finance or designee, shall approve and be responsible for overall IT budgeting and investments at the University. The University's IT budget and investments shall be linked to and in support of the University's IT strategic plan, and shall be consistent with general University policies, the board-approved annual operating budget, and other

board approvals for certain procurements.

By October 1 of each year, the President of the University, acting through the Senior Vice President for Administration and Finance or designee, shall make available to the State CIO a report on the previous fiscal year's IT expenditures.

The University shall be specifically exempt from:

1. Subdivision B 3 of § 2.2-2007.1 of the Code of Virginia, as it currently exists and from time to time may be amended, relating to review by the State CIO of IT budget requests;
2. The Virginia Technology Infrastructure Fund, Article 3 (§ 2.2-2022 et seq.) of Chapter 20.1 of Title 2.2 of the Code of Virginia, as it currently exists and from time to time may be amended; and
3. Any other substantially similar provision of the Code of Virginia governing IT expenditure reporting and budgeting, as it currently exists and from time to time may be amended.

*D. Project Management.* Pursuant to § 23.1-1018 of the Act, the board shall adopt the project management policies, standards, and guidelines developed by the Commonwealth or those based upon industry best practices for project management as defined by leading IT consulting firms, leading software development firms, or a nationally-recognized project management association, appropriately tailored to the specific circumstances of the University. Copies of the board's policies, standards, and guidelines shall be made available to the State CIO.

The President of the University, acting through the Senior Vice President for Administration and Finance or designee, shall oversee the management of all University IT projects. IT projects may include, but are not limited to, upgrades to network infrastructure, provision of technology to support research, database development, implementation of new applications, and development of IT services for students, faculty, and staff. Day-to-day management of projects shall be the responsibility of appointed project directors and shall be in accordance with the project management policies, standards, and guidelines adopted by the board, as amended and revised from time to time.

On a quarterly basis, the President of the University, acting through the Senior Vice President for Administration and Finance or designee, shall report to the State CIO on the budget, schedule, and overall status of the University's major IT projects. This requirement shall not apply to research projects, research initiatives, or instructional programs.

The President of the University, acting through the Senior Vice President for Administration and Finance or designee, shall be responsible for decisions to substantially alter a project's scope, budget, or schedule after initial approval.

The University shall be specifically exempt from:

1. §2.2-2007.1 of the Code of Virginia, as it currently exists and from time to time may be amended, relating to additional duties of the State CIO relating to information technology planning and budgeting;
2. Division of Project Management, Article 2 (§ 2.2-2016 et seq.) of Chapter 20.1 of Title 2.2 of the Code of Virginia, as it currently exists and from time to time may be amended; and
3. Any other substantially similar provision of the Code of Virginia governing IT project management, as it currently exists or from time to time may be amended.

The State CIO shall continue to have the authority regarding project suspension and termination as provided in subsection B of § 2.2-2016.1 of the Code of Virginia and shall continue to provide the University with reasonable notice of, and a reasonable opportunity to correct, any identified problems before a project is terminated.

*E.* Infrastructure, Architecture, Ongoing Operations, and Security. Pursuant to § 23.1-1018 of the Act, the board shall adopt the policies, standards, and guidelines related to IT infrastructure, architecture, ongoing operations, and security developed by the Commonwealth or those of nationally recognized associations, appropriately tailored to the specific circumstances of the University. Copies of the policies shall be made available to the State CIO.

The President of the University, acting through the Senior Vice President for Administration and Finance or designee, shall be responsible for implementing such policies, standards, and guidelines adopted by the board, as amended and revised from time to time.

For purposes of implementing this policy, the President of the University, acting through the Senior Vice President for Administration and Finance or designee, shall appoint an existing University employee to serve as a liaison between the University and the State CIO.

*F.* Audits. Pursuant to § 23.1-1018 of the Act, the board shall adopt the policies, standards, and guidelines developed by the Commonwealth or those based upon industry best practices for project auditing as defined by leading IT experts, including consulting firms, or a nationally-recognized project auditing association, appropriately tailored to the specific circumstances of the University, which provide for independent validation and verification of the University's major IT projects. Copies of the policies, standards, and guidelines, as amended and revised from time to time, shall be made available to the State CIO.

Audits of IT strategic planning, expenditure reporting, budgeting, project management, infrastructure, architecture, ongoing operations, and security shall also be the responsibility of the University's internal audit department and the Auditor of Public Accounts.

## EXHIBIT D

### MANAGEMENT AGREEMENT BETWEEN THE COMMONWEALTH OF VIRGINIA AND GEORGE MASON UNIVERSITY PURSUANT TO THE RESTRUCTURED HIGHER EDUCATION FINANCIAL AND ADMINISTRATIVE OPERATIONS ACT

#### POLICY GOVERNING THE PROCUREMENT OF GOODS, SERVICES, INSURANCE, AND CONSTRUCTION AND THE DISPOSITION OF SURPLUS MATERIALS

#### THE RECTOR AND BOARD OF VISITORS OF GEORGE MASON UNIVERSITY POLICY GOVERNING THE PROCUREMENT OF GOODS, SERVICES, INSURANCE, AND CONSTRUCTION AND THE DISPOSITION OF SURPLUS MATERIALS

##### I. PREAMBLE.

A. Article 4 (§ 23.1-1004 et seq.) of the Restructured Higher Education Financial and Administrative Operations Act (the Act), Chapter 10 (§ 23.1-1000 et seq.) of Title 23.1 of the Code of Virginia, provides that the University, upon becoming a covered institution, shall be authorized to establish its own system for the procurement of goods, services, insurance, and construction and for the independent disposition of surplus materials by public or private transaction.

The Act provides that a covered institution shall comply with policies adopted by its board of visitors for the procurement of goods, services, insurance, and construction and the disposition of surplus materials. The provisions of this policy, together with the Rules Governing Procurement of Goods, Services, Insurance, and Construction attached to this policy as Attachment 1, constitute the adopted board of visitors policies required by the Act regarding procurement of goods, services, insurance, and construction and the disposition of surplus materials by the University.

This policy is intended to cover the authority that may be granted to the University pursuant to Article 4 of the Act. Any other powers and authorities granted to the University pursuant to any other sections of the Code of Virginia, including other provisions of the Act, the general appropriation act, and the University's enabling statutes are not affected by this policy.

##### II. DEFINITIONS.

As used in this policy, the following terms shall have the following meanings, unless the context requires otherwise:

"Act" means the Restructured Higher Education Financial and Administrative Operations Act, Chapter 10 (§ 23.1-1000 et seq.) of Title 23.1 of the Code of Virginia.

"Agreement" or "management agreement" means an agreement between the Commonwealth of Virginia and the University that enables the University to be governed by Article 4 of the Act.

"Board of visitors" or "board" means the rector and board of visitors of the University.

"Covered institution" means, on and after the effective date of its initial management agreement, a public institution of higher education of the Commonwealth of Virginia that has entered into a management agreement with the Commonwealth to be governed by the provisions of Article 4 of the Act.

"Effective date" means the effective date of the management agreement. "Enabling statutes" has

the same meaning as provided in § 23.1-1000 of the Act.

"Goods" means all material, equipment, supplies, and printing, including information technology and telecommunications goods such as automated data processing hardware and software.

"Rules" means the Rules Governing Procurement of Goods, Services, Insurance, and Construction attached to this policy as Attachment 1.

"Services" means any work performed by an independent contractor wherein the service rendered does not consist primarily of acquisition of equipment or materials or the rental of equipment, materials, and supplies.

"Services" includes both professional services, which include the practice of accounting, actuarial services, law, dentistry, medicine, optometry, and pharmacy, and nonprofessional services, which include any service not specifically identified as professional services.

"Surplus materials" means personal property including, but not limited to, materials, supplies, equipment, and recyclable items, that are determined to be surplus by the University.

"University" means George Mason University.

### III. BOARD OF VISITORS ACCOUNTABILITY AND DELEGATION OF AUTHORITY.

The board of visitors of the University shall at all times be fully and ultimately accountable for the proper fulfillment of the duties and responsibilities set forth in, and for the appropriate implementation of, this policy. Consistent with this full and ultimate accountability, however, the board may, pursuant to its legally permissible procedures, specifically delegate either herein or by separate board resolution the duties and responsibilities set forth in this policy to a person or persons within the University, who, while continuing to be fully accountable for such duties and responsibilities, may further delegate the implementation of those duties and responsibilities pursuant to the University's usual delegation policies and procedures.

### IV. GENERAL PROVISIONS.

#### A. Adoption of This Policy and Continued Applicability of Other Board of Visitors Procurement Policies.

The University has had decentralization and pilot program autonomy in many procurement functions and activities since the 1994 Appropriation Act. The Act extends and reinforces the autonomy previously granted to the University in Item 330 E of the 1994 Appropriation Act. This policy therefore is adopted by the board of visitors to enable the University to develop a procurement system, as well as a surplus materials disposition system. Any University electronic procurement system shall integrate or interface with the Commonwealth's electronic procurement system.

This policy shall be effective on the effective date. The policies and procedures adopted by the President of the University to implement this policy shall continue to be subject to any other policies adopted by the board of visitors affecting procurements at the University, including policies regarding the nature and amounts of procurements that may be undertaken without the approval of the board of visitors or the President of the University.

#### B. Scope and Purpose of University Procurement Policies.

This policy shall apply to procurements of goods, services, insurance, and construction. It shall be the policy of the University that procurements conducted by the University result in the purchase of high quality goods and services at reasonable prices, and that the University be free, to the maximum extent permitted by law and this policy, from constraining policies that hinder the ability of the University to do business in a competitive environment. This policy, together with the rules, shall apply to all procurements undertaken by the University, regardless of the source of funds.

C. Collaboration, Communication, and Cooperation with the Commonwealth. The University is committed to developing, maintaining, and sustaining collaboration, communication, and cooperation with the Commonwealth regarding the matters addressed in this policy, particularly with the Secretary for Administration, the Department of General Services, and the Virginia Information Technologies Agency. Identifying business objectives and goals common to both the University and the Commonwealth and the mechanisms by which such objectives and goals may be jointly pursued and achieved are among the desired outcomes of such collaboration, communication, and cooperation.

D. Commitment to Statewide Contracts, Electronic Procurement, and SWAM Participation and Use. The University is committed to maximizing its internal operational efficiencies, economies of scale among institutions of higher education, and the leveraged buying power of the Commonwealth as a whole.

Consistent with this commitment, the University:

1. May purchase from and participate in all statewide contracts for goods and services, including information technology goods and services, except that the University shall purchase from and participate in contracts for communications services and telecommunications facilities entered into by the Virginia Information Technologies Agency pursuant to § 2.2-2011 of the Code of Virginia unless an exception is provided in the general appropriation act or by other law, and provided that orders not placed through statewide contracts shall be processed directly or by integration or interface through the Commonwealth's electronic procurement system;

2. Shall use directly or by integration or interface the Commonwealth's electronic procurement system; and

3. Shall adopt a small, woman-owned, and minority-owned (SWAM) business program that is consistent with the Commonwealth's SWAM program.

E. Implementation. To effect its implementation under the Act, and if the University remains in continued substantial compliance with the terms and conditions of this management agreement with the Commonwealth pursuant to the requirements of the Act, the University's procurement of goods, services, insurance, and construction and the disposition of surplus materials shall be exempt from the Virginia Public Procurement Act, Chapter 43 (§ 2.2-4300 et seq.) of Title 2.2 of the Code of Virginia, except § 2.2-4342 and §§ 2.2-4367 through 2.2-4377 of such chapter; the oversight of the Virginia Information Technologies Agency, Chapter 20.1 (§ 2.2-2005 et seq.) of Title 2.2 of the Code of Virginia; the state agency requirements regarding disposition of surplus materials and distribution of proceeds from the sale or recycling of surplus materials in §§ 2.2-1124 and 2.2-1125 of the Code of Virginia; the requirement to purchase from the Department for the Blind and Vision Impaired pursuant to § 2.2-1117 of the Code of Virginia; and any other state statutes, rules, regulations, or requirements relating to the procurement of goods, services, insurance, and construction, including but not limited to Article 3 (§ 2.2-1109 et seq.) of Chapter 11 of Title 2.2 of the Code of Virginia, regarding the duties, responsibilities, and authority of the Division of Purchases and Supply of the Virginia Department of General Services, and Article 4 (§ 2.2-1129 et seq.) of Chapter 11 of Title 2.2 of the Code of Virginia, regarding the review and the oversight by the Division of Engineering and Buildings of the Virginia Department of General Services of contracts for the construction of University capital projects and construction-related professional services as set forth in § 2.2-1132 of such article.

## V. UNIVERSITY PROCUREMENT POLICIES.

A. General Competitive Principles. In connection with University procurements and the processes leading to award of contracts for goods, services, insurance, and construction, the University is committed to:

1. Seeking competition to the maximum practical degree, taking into account the size of the anticipated procurement, the term of the resulting contract, and the likely extent of

competition;

2. Conducting all procurements in an open, fair, and impartial manner and avoiding any impropriety or the appearance of any impropriety;

3. Making procurement rules clear in advance of any competition;

4. Providing access to the University's business to all qualified vendors, firms, and contractors, with no potential bidder or offeror excluded arbitrarily or capriciously, while allowing the flexibility to engage in cooperative procurements and to meet special needs of the University;

5. Ensuring that specifications for purchases are fairly drawn so as not to favor unduly a particular vendor; and

6. Providing for the free exchange of information between the University, vendors, firms, or contractors concerning the goods or services sought and offered while preserving the confidentiality of proprietary information.

*B. Access to Records.* Procurement records shall be available to citizens or to interested persons, firms, or corporations in accordance with the provisions of the Virginia Freedom of Information Act, Chapter 37 (§ 2.2-3700 et seq.) of Title 2.2 of the Code of Virginia, except those records exempt from disclosure pursuant to subdivisions 7 and 12 of § 2.2-3705.1, subdivision 4 of § 2.2-3705.4, or other applicable exemptions of the Virginia Freedom of Information Act, and § 2.2-4342 of the Virginia Public Procurement Act, Chapter 43 (§ 2.2-4300 et seq.) of Title 2.2 of the Code of Virginia.

*C. Cooperative Procurements and Alliances.* In circumstances where the University determines and documents that statewide contracts for goods and services, including information technology and telecommunications goods and services, do not provide goods and services to the University that meet its business goals and objectives, the University is authorized to participate in cooperative procurements with other public or private organizations or entities, including other educational institutions, public-private partnerships, public bodies, charitable organizations, health care provider alliances, and purchasing organizations, so long as the resulting contracts are procured competitively pursuant to subsections A through J of § 5 of the rules and the purposes of this policy are furthered. In the event the University engages in a cooperative contract with a private organization or public-private partnership and the contract was not competitively procured pursuant to subsections A through J of § 5 of the rules, use of the contract by other state agencies, institutions, and public bodies shall be prohibited. Notwithstanding all of the provisions of this subsection above, use of cooperative contracts shall conform to the business requirements of the Commonwealth's electronic procurement system, including the requirement for payment of applicable fees. By October 1 of each year, the President of the University, acting through the Senior Vice President for Administration and Finance or designee, shall make available to the Secretary for Administration, the Joint Legislative Audit and Review Commission, and the Auditor of Public Accounts a list of all cooperative contracts and alliances entered into or used during the prior fiscal year.

*D. Training; Ethics in Contracting.* The President of the University, acting through the Senior Vice President for Administration and Finance or designee, shall take all necessary and reasonable steps to assure (i) that all University officials responsible for and engaged in procurements authorized by the Act and this policy are knowledgeable regarding the requirements of the Act, this policy, and the Ethics in Public Contracting provisions of the Virginia Public Procurement Act, Article 6 (§ 2.2-4367 et seq.) of Chapter 43 of Title 2.2 of the Code of Virginia, (ii) that only officials authorized by this policy and any procedures adopted by the President of the University to implement this policy are responsible for and engaged in such procurements, and (iii) that compliance with the Act and this policy are achieved.

The University shall maintain an ongoing program to provide professional development opportunities to its buying staff and to provide methods training to internal staff who are engaged in



placing decentralized small purchase transactions.

*E. Ethics and University Procurements.* In implementing the authority conferred by this policy, the personnel administering any procurement shall adhere to the following provisions of the Code of Virginia: the Ethics in Public Contracting provisions of the Virginia Public Procurement Act, Article 6 (§ 2.2-4367 et seq.) of Chapter 43 of Title 2.2 of the Code of Virginia, the State and Local Government Conflict of Interests Act, Chapter 31 (§ 2.2-3100 et seq.) of Title 2.2 of the Code of Virginia, and the Virginia Governmental Frauds Act, Article 1.1 (§ 18.2-498.1 et seq.) of Chapter 12 of Title 18.2 of the Code of Virginia.

#### **VI. UNIVERSITY SURPLUS MATERIALS POLICY AND PROCEDURES.**

The policy and procedures for disposal for surplus materials shall provide for the sale, environmentally appropriate disposal, or recycling of surplus materials by the University and the retention of the resulting proceeds by the University.

#### **VII. ADOPTION AND EFFECTIVE DATES OF RULES AND IMPLEMENTING POLICIES AND PROCEDURES.**

*A.* The President of the University, acting through the Senior Vice President for Administration and Finance or designee, shall adopt one or more comprehensive sets of specific procurement policies and procedures for the University, which, in addition to the rules, implement applicable provisions of law and this policy. The University procurements shall be carried out in accordance with this policy, the rules, and any implementing policies and procedures adopted by the University. The implementing policies and procedures adopted by the University (i) shall include the delegation of procurement authority by the board to appropriate University officials who shall oversee University procurements of goods, services, insurance, and construction, including a grant of authority to such officials to engage in further delegation of authority as the President of the University deems appropriate, and (ii) shall remain consistent with the competitive principles set forth in Section V of this policy.

*B.* Any implementing policies and procedures adopted pursuant to subsection A and the rules shall become effective on the effective date and, as of such date, shall be applicable to all procurements undertaken by the University on behalf of the University for goods, services, insurance, and construction. This policy, the rules, and any implementing policies and procedures adopted by the University shall not affect existing contracts already in effect.

*C.* The rules and the University implementing policies and procedures for all University procurements of goods, services, insurance, and construction and the disposition of surplus property shall be substantially consistent with the Commonwealth of Virginia Purchasing Manual for Institutions of Higher Education and their Vendors in their form as of the effective date and as amended or changed in the future, and with the University procedures specific to the acquisition of goods and services. The rules and the University implementing policies and procedures shall implement a system of competitive negotiation, and competitive sealed bidding when appropriate, for goods, services, including professional services, as defined in the rules, insurance, and construction.

#### **VIII. REQUIREMENTS FOR RULES AND IMPLEMENTING POLICIES AND PROCEDURES.**

*A. Protests, Appeals, and Debarment.* The rules and the University implementing policies and procedures for procurements other than capital outlay shall include a process or processes for an administrative appeal by vendors, firms, or contractors. Protests and appeals may challenge determinations of vendor, firm, or contractor non-responsibility or ineligibility, or the award of contracts, provided that such protests and appeals are filed within the timeframes specified by the rules. Remedies available shall be limited to reversal of the action challenged or, where a contract already being performed is declared void, compensation for the cost of performance up to the time of such declaration. The rules and the University implementing policies and procedures also may establish the basis and process for debarment of any vendor, firm, or contractor.

*B. Prompt Payment of Contractors and Subcontractors.* The rules and the University implementing policies and procedures shall include provisions related to prompt payment of outstanding invoices, which shall include payment of interest on properly-presented invoices outstanding more than seven days beyond the payment date, at a rate no higher than the lowest prime rate charged by any commercial bank as published in the Wall Street Journal. The payment date shall be the later of 30 days from the date of the receipt of goods or invoice, or the date established by the contract. All contracts also shall require prompt payment of subcontractors by the general contractor, upon receipt of payment by the University.

*C. Types of Procurements.* The rules and the University implementing policies and procedures shall implement a system of competitive negotiation for professional services, as defined in the rules, and shall implement purchasing procedures developed to maximize competition given the size and duration of the contract and the needs of the University. Such policies and procedures may include special provisions for procurements, such as emergency procurements, sole source procurements, brand name procurements, small purchases, procurements in which only one qualified vendor responds, and others.

*D. Approval and Public Notice of Procurements.* The rules and the University implementing policies and procedures shall provide for approval of solicitation documents by an authorized individual and for reasonable public notice of procurements, given the size and nature of the need and the applicability of any exemption in the Virginia Freedom of Information Act, Chapter 37 (§ 2.2-3700 et seq.) of Title 2.2 of the Code of Virginia.

*E. Administration of Contracts.* The rules and the University implementing policies and procedures shall contain provisions related to the administration of contracts, including contract claims, modifications, extensions, and assignments.

*F. Nondiscrimination.* The rules and the University implementing policies and procedures shall provide for a nondiscriminatory procurement process that prohibits discrimination because of the race, religion, color, sex, or national origin of the bidder or offeror in the solicitation and award of contracts and shall include appropriate provisions to effectuate fair and reasonable consideration of women-owned, minority-owned, and small businesses and to promote and encourage a diversity of suppliers.

## ATTACHMENT 1

### Rules Governing Procurement of Goods, Services, Insurance, and Construction by a Public Institution of Higher Education of the Commonwealth of Virginia Governed by Article 4 of the Restructured Higher Education Financial and Administrative Operations Act, Chapter 10 (§ 23.1-1000 et seq.) of Title 23.1 of the Code of Virginia.

In accordance with the provisions of the Restructured Higher Education Financial and Administrative Operations Act (the Act), Chapter 10 (§ 23.1-1000 et seq.) of Title 23.1 of the Code of Virginia, and in particular § 23.1-1017 of the Act, the governing body of a public institution of higher education of the Commonwealth of Virginia that has entered into a management agreement with the Commonwealth pursuant to Article 4 of the Act has adopted the following rules to govern the procurement of goods, services, insurance, and construction by the Institution:

§ 1. Purpose. - The purpose of these rules is to enunciate the public policies pertaining to procurement of goods, services, insurance, and construction by the Institution from nongovernmental sources, to include governmental procurement that may or may not result in monetary consideration for either party. These rules shall apply whether the consideration is monetary or nonmonetary and regardless of whether the Institution, the contractor, or some third party is providing the consideration.

§ 2. Scope of procurement authority. - Subject to these rules, and the Institution's continued substantial compliance with the terms and conditions of its management agreement with the Commonwealth pursuant to the requirements—particularly Article 4—of the Act, the Institution shall have and shall be authorized to have and exercise all of the authority relating to procurement of goods, services, insurance, and construction, including but not limited to capital outlay-related procurement and information technology-related procurement, that Institutions are authorized to exercise pursuant to Article 4 of the Act.

§ 3. Competition is the priority. - To the end that the Institution shall obtain high quality goods and services at reasonable cost, that all procurement procedures be conducted in an open, fair, and impartial manner with avoidance of any impropriety or appearance of impropriety, that all qualified vendors have access to the Institution's business, and that no offeror be arbitrarily or capriciously excluded, it is the intent of the governing body of the Institution that competition be sought to the maximum feasible degree, that procurement procedures involve openness and administrative efficiency, that individual public bodies enjoy broad flexibility in fashioning details of such competition, that the rules governing contract awards be made clear in advance of the competition, that specifications reflect the procurement needs of the purchasing body rather than being drawn to favor a particular vendor, and that the purchaser and vendor freely exchange information concerning what is sought to be procured and what is offered. The Institution may consider best value concepts when procuring goods and nonprofessional services but not construction or professional services. Professional services will be procured using a qualification-based selection process. The criteria, factors, and basis for consideration of best value and the process for the consideration of best value shall be as stated in the procurement solicitation.

§ 4. Definitions. - As used in these rules:

"Act" means the Restructured Higher Education Financial and Administrative Operations Act, Chapter 10 (§ 23.1-1000 et seq.) of Title 23.1 of the Code of Virginia.

"Affiliate" means an individual or business that controls, is controlled by, or is under common control with another individual or business. A person controls an entity if the person owns, directly or indirectly, more than 10 percent of the voting securities of the entity. For the purposes of this definition, "voting security" means a security that (i) confers upon the holder the right to vote for the election of members of the board of directors or similar governing body of the business or (ii) is convertible into, or entitles the holder to receive, upon its exercise, a security that confers such a right to vote. A general partnership interest shall be deemed to be a voting security.

"Best value" means the overall combination of quality, price, and various elements of required

services that in total are optimal relative to the Institution's needs, as predetermined in the solicitation.

"Business" means any type of corporation, partnership, limited liability company, association, or sole proprietorship operated for profit.

"Competitive negotiation" means a method of contractor selection that includes the following elements:

1. Issuance of a written request for proposal indicating in general terms that which is sought to be procured, specifying the factors that will be used in evaluating the proposal and containing or incorporating by reference the other applicable contractual terms and conditions, including any unique capabilities or qualifications that will be required of the contractor.

2. Public notice of the request for proposal at least 10 days prior to the date set for receipt of proposals by publication in a newspaper or newspapers of general circulation in the area in which the contract is to be performed so as to provide reasonable notice to the maximum number of offerors that can be reasonably anticipated to submit proposals in response to the particular request. Public notice also shall be published on the Department of General Services' central electronic procurement website and may be published on other appropriate websites. In addition, proposals may be solicited directly from potential contractors.

3. a. Procurement of professional services. The procurement of professional services for capital projects shall be conducted using a qualification-based selection process. The Institution shall engage in individual discussions with two or more offerors deemed fully qualified, responsible, and suitable on the basis of initial responses and with emphasis on professional competence, to provide the required services. Repetitive informal interviews shall be permissible. The offerors shall be encouraged to elaborate on their qualifications and performance data or staff expertise pertinent to the proposed project, as well as alternative concepts. The request for proposal shall not, however, request that offerors furnish estimates of man-hours or cost for services. At the discussion stage, the Institution may discuss nonbinding estimates of total project costs, including, but not limited to, life-cycle costing, and where appropriate, nonbinding estimates of price for services. Proprietary information from competing offerors shall not be disclosed to the public or to competitors. At the conclusion of discussion, outlined in this subdivision, on the basis of evaluation factors published in the request for proposal and all information developed in the selection process to this point, the Institution shall select in the order of preference two or more offerors whose professional qualifications and proposed services are deemed most meritorious. Negotiations shall then be conducted, beginning with the offeror ranked first. If a contract satisfactory and advantageous to the Institution can be negotiated at a price considered fair and reasonable, the award shall be made to that offeror. Otherwise, negotiations with the offeror ranked first shall be formally terminated and negotiations conducted with the offeror ranked second, and so on until such a contract can be negotiated at a fair and reasonable price. Should the Institution determine in writing and in its sole discretion that only one offeror is fully qualified, or that one offeror is clearly more highly qualified and suitable than the others under consideration, a contract may be negotiated and awarded to that offeror.

A contract for architectural or professional engineering services relating to construction projects may be negotiated by the Institution for multiple projects, provided (i) the projects require similar experience and expertise and (ii) the nature of the projects is clearly identified in the request for proposal. Under such contract, (a) the fair and reasonable prices, as negotiated, shall be used in determining the cost of each project performed, (b) the sum of all projects performed in one contract term shall be as set in the request for proposal, and (c) the project fee of any single project shall not exceed the term limit as set in the request for proposal. Any unused amounts from any contract term may be carried forward. Competitive negotiations for such contracts may result in awards to more than one offeror provided the request for proposal stated the potential for a multivendor award.

Multiphase professional services contracts satisfactory and advantageous to the Institution for

environmental, location, design, and inspection work regarding construction of infrastructure projects may be negotiated and awarded based on qualifications at a fair and reasonable price for the first phase only, when completion of the earlier phases is necessary to provide information critical to the negotiation of a fair and reasonable price for succeeding phases. Prior to the procurement of any such contract, the Institution shall state the anticipated intended total scope of the project and determine in writing that the nature of the work is such that the best interests of such Institution require awarding the contract.

*b.* Procurement of other than professional services. Selection shall be made of two or more offerors deemed to be fully qualified and best suited among those submitting proposals, on the basis of the factors involved in the request for proposal, including price if so stated in the request for proposal. Negotiations shall then be conducted with each of the offerors so selected. Price shall be considered, but need not be the sole determining factor. After negotiations have been conducted with each offeror so selected, the Institution shall select the offeror that, in its opinion, has made the best proposal, and shall award the contract to that offeror. When the terms and conditions of multiple awards are so provided in the request for proposal, awards may be made to more than one offeror. Should the Institution determine in writing and in its sole discretion that only one offeror has made the best proposal, a contract may be negotiated and awarded to that offeror.

"Competitive sealed bidding" is a method of contractor selection, other than for professional services, that includes the following elements:

*1.* Issuance of a written invitation to bid containing or incorporating by reference the specifications and contractual terms and conditions applicable to the procurement. Unless the Institution has provided for prequalification of bidders, the invitation to bid shall include a statement of any requisite qualifications of potential contractors. When it is impractical to prepare initially a purchase description to support an award based on prices, an invitation to bid may be issued requesting the submission of unpriced offers to be followed by an invitation to bid limited to those bidders whose offers have been qualified under the criteria set forth in the first solicitation.

*2.* Public notice of the invitation to bid at least 10 days prior to the date set for receipt of bids by publication on the Department of General Services' central electronic procurement website. Public notice also may be published in a newspaper of general circulation or on other appropriate websites, or both. In addition, bids may be solicited directly from potential contractors. Any additional solicitations shall include businesses selected from a list made available by the Department of Minority Business Enterprise.

*3.* Public opening and announcement of all bids received.

*4.* Evaluation of bids based upon the requirements set forth in the invitation, that may include special qualifications of potential contractors, life-cycle costing, value analysis, and any other criteria such as inspection, testing, quality, workmanship, delivery, and suitability for a particular purpose, that are helpful in determining acceptability.

*5.* Award to the lowest responsive and responsible bidder. When the terms and conditions of multiple awards are so provided in the invitation to bid, awards may be made to more than one bidder.

"Construction" means building, altering, repairing, improving, or demolishing any structure, building, or highway, and any draining, dredging, excavation, grading, or similar work upon real property.

"Construction management contract" means a contract in which a party is retained by the owner to

coordinate and administer contracts for construction services for the benefit of the owner, and may also include, if provided in the contract, the furnishing of construction services to the owner.

"Covered institution" or "Institution" means, on and after the effective date of the initial management agreement with the Commonwealth of Virginia, a public institution of higher education of the Commonwealth that has entered into a management agreement with the Commonwealth to be governed by the provisions of Article 4 of the Act.

"Design-build contract" means a contract between the Institution and another party in which the party contracting with the Institution agrees to both design and build the structure, roadway, or other item specified in the contract.

"Goods" means all material, equipment, supplies, and printing, including information technology and telecommunications goods such as automated data processing hardware and software.

"Informality" means a minor defect or variation of a bid or proposal from the exact requirements of the invitation to bid, or the request for proposal, that does not affect the price, quality, quantity, or delivery schedule for the goods, services, or construction being procured.

"Multiphase professional services contract" means a contract for the providing of professional services where the total scope of work of the second or subsequent phase of the contract cannot be specified without the results of the first or prior phase of the contract.

"Nonprofessional services" means any services not specifically identified as professional services in the definition of professional services and includes small construction projects valued not over \$1 million, provided that subdivision 3 as of the definition of "competitive negotiation" in this section shall still apply to professional services for such small construction projects.

"Potential bidder or offeror" for the purposes of §§ 50 and 54 of these rules, means a person who, at the time the Institution negotiates and awards or proposes to award a contract, is engaged in the sale or lease of goods, or the sale of services, insurance, or construction, of the type to be procured under the contract, and who at such time is eligible and qualified in all respects to perform that contract, and who would have been eligible and qualified to submit a bid or proposal had the contract been procured through competitive sealed bidding or competitive negotiation.

"Professional services" means work performed by an independent contractor within the scope of the practice of accounting, actuarial services, architecture, land surveying, landscape architecture, law, dentistry, medicine, optometry, pharmacy, or professional engineering.

"Public body" means any legislative, executive, or judicial body, agency, office, department, authority, post, commission, committee, institution, board, or political subdivision created by law to exercise some sovereign power or to perform some governmental duty, and empowered by law to undertake the activities described in these rules.

"Public contract" means an agreement between the Institution and a nongovernmental source that is enforceable in a court of law.

"Responsible bidder" or "offeror" means a person who has the capability, in all respects, to perform fully the contract requirements and the moral and business integrity and reliability that will assure good faith performance, and who has been prequalified, if required.

"Responsive bidder" means a person who has submitted a bid that conforms in all material respects to the invitation to bid.

"Rules" means these Rules Governing Procurement of Goods, Services, Insurance, and Construction adopted by the governing body of the covered institution.

"Reverse auctioning" means a procurement method wherein bidders are invited to bid on specified goods or nonprofessional services through real-time electronic bidding, with the award being made to the lowest responsive and responsible bidder. During the bidding process, bidders' prices are revealed and bidders shall have the opportunity to modify their bid prices for the duration of the time period established for bid opening.

"Services" means any work performed by an independent contractor wherein the service rendered does not consist primarily of acquisition of equipment or materials, or the rental of equipment, materials, and supplies.

"Sheltered workshop" means a work-oriented rehabilitative facility with a controlled working environment and individual goals that utilizes work experience and related services for assisting the handicapped person to progress toward normal living and a productive vocational status.

§ 5. Methods of procurement. –

A. All public contracts with nongovernmental contractors for the purchase or lease of goods, or for the purchase of services, insurance, or construction, shall be awarded after competitive sealed bidding, or competitive negotiation as provided in this section, unless otherwise authorized by law.

B. Professional services shall be procured by competitive negotiation. Qualification-based selection shall be used for design services.

C. Goods, services, or insurance may be procured by competitive negotiation.

D. Construction may be procured only by competitive sealed bidding, except that competitive negotiation may be used in the following instances upon a determination made in advance by the Institution and set forth in writing that competitive sealed bidding is either not practicable or not fiscally advantageous to the public, which writing shall document the basis for this determination:

1. By the Institution on a fixed price design-build basis or construction management basis under § 7;

2. By the Institution for the construction, alteration, repair, renovation, or demolition of buildings; or

3. By the Institution for the construction of highways and any draining, dredging, excavation, grading, or similar work upon real property.

E. Upon a determination in writing that there is only one source practicably available for that which is to be procured, a contract may be negotiated and awarded to that source without competitive sealed bidding or competitive negotiation. The writing shall document the basis for this determination. The Institution shall issue a written notice stating that only one source was determined to be practicably available, and identifying that which is being procured, the contractor selected, and the date on which the contract was or will be awarded. This notice shall be posted in a designated public area, which may be the Department of General Services' website for the Commonwealth's central electronic procurement system, or published in a newspaper of general circulation on the day the Institution awards or announces its decision to award the contract, whichever occurs first. Public notice shall also be published on the Department of General Services' website for the Commonwealth's central electronic procurement system and may be published on other appropriate websites.

*F.* In case of emergency, a contract may be awarded without competitive sealed bidding or competitive negotiation; however, such procurement shall be made with such competition as is practicable under the circumstances. A written determination of the basis for the emergency and for the selection of the particular contractor shall be included in the contract file. The Institution shall issue a written notice stating that the contract is being awarded on an emergency basis, and identifying that which is being procured, the contractor selected, and the date on which the contract was or will be awarded. This notice shall be posted in a designated public area, which may be the Department of General Services' website for the Commonwealth's central electronic procurement system, or published in a newspaper of general circulation on the day the Institution awards or announces its decision to award the contract, whichever occurs first, or as soon thereafter as is practicable. Public notice may also be published on the Department of General Services' website for the Commonwealth's central electronic procurement system and other appropriate websites.

*G.* The Institution may establish purchase procedures, if adopted in writing, not requiring competitive sealed bids or competitive negotiation for single or term contracts for goods and services other than professional services if the aggregate or the sum of all phases is not expected to exceed \$50,000; however, such small purchase procedures shall provide for competition wherever practicable.

*H.* The Institution may establish purchase procedures, if adopted in writing, not requiring competitive negotiation for single or term contracts for professional services if the aggregate or the sum of all phases is not expected to exceed \$50,000; however, such small purchase procedures shall provide for competition wherever practicable.

*I.* Upon a determination made in advance by the Institution and set forth in writing that the purchase of goods, products, or commodities from a public auction sale is in the best interests of the public, such items may be purchased at the auction, including online public auctions. The writing shall document the basis for this determination.

*J.* The purchase of goods or nonprofessional services, but not construction or professional services, may be made by reverse auctioning.

#### § 6. Cooperative procurement. –

*A.* In circumstances where the Institution determines and documents that statewide contracts for goods and services, including information technology and telecommunications goods and services, do not provide goods and services to the Institution that meet its business goals and objectives, the Institution is authorized to participate in, sponsor, conduct, or administer a cooperative procurement arrangement on behalf of or in conjunction with public bodies, public or private health or educational institutions, other public or private organizations or entities, including public-private partnerships, charitable organizations, health care provider alliances, or purchasing organizations or entities, or with public agencies or institutions or group purchasing organizations of the several states, territories of the United States, or the District of Columbia, for the purpose of combining requirements to effect cost savings or reduce administrative expense in any acquisition of goods and services, other than professional services. The Institution may purchase from any authority, department, agency, institution, city, county, town, or other political subdivision of the Commonwealth's contract even if it did not participate in the request for proposal or invitation to bid, if the request for proposal or invitation to bid specified that the procurement was being conducted on behalf of other public bodies. In such instances, deviation from the procurement procedures set forth in these rules and the administrative policies and procedures established to implement these rules shall be permitted. Notwithstanding all of the provisions of this section above, use of cooperative contracts shall conform to the business requirements of the Commonwealth's electronic procurement system, including the requirement for payment of applicable fees. Nothing herein shall prohibit the payment by direct or indirect means of any administrative fee that will allow for participation in any such arrangement.



*B.* In circumstances where statewide contracts for goods and services, including information technology and telecommunications goods and services, do not provide goods and services to meet the Institution's business goals and objectives, and as authorized by the United States Congress and consistent with applicable federal regulations, and provided the terms of the contract permit such purchases:

*1.* The Institution may purchase goods and nonprofessional services from a U.S. General Services Administration contract or a contract awarded by any other agency of the United States government; and

*2.* The Institution may purchase telecommunications and information technology goods and nonprofessional services from a United States General Services Administration contract or a contract awarded by any other agency of the United States government.

§ 7. Design-build or construction management contracts authorized. –

*A.* Notwithstanding any other provisions of law, the Institution may enter into contracts on a fixed price design-build basis or construction management basis in accordance with the provisions of this section.

*B.* Procurement of construction by the design-build or construction management method shall be a two-step competitive negotiation process. In the first step, offerors shall be requested to submit their qualifications. Based upon the information submitted and any other relevant information that the Commonwealth may obtain, no more than five offerors deemed most suitable for the project shall be selected by the Commonwealth and requested to submit proposals.

§ 8. Modification of the contract. –

*A.* A contract awarded by the Institution may include provisions for modification of the contract during performance, but no fixed-price contract may be increased by more than 25 percent of the amount of the contract or \$50,000, whichever is greater, without the advance written approval of the President of the Institution or designee. In no event may the amount of any contract, without adequate consideration, be increased for any purpose, including, but not limited to, relief of an offeror from the consequences of an error in its bid or offer.

*B.* The Institution may extend the term of an existing contract for services to allow completion of any work undertaken but not completed during the original term of the contract.

*C.* Nothing in this section shall prevent the Institution from placing greater restrictions on contract modifications.

§ 9. Discrimination prohibited; participation of small, women-owned, and minority-owned business. –

*A.* In the solicitation or awarding of contracts, the Institution shall not discriminate against a bidder or offeror because of race, religion, color, sex, national origin, age, disability, or any other basis prohibited by state law relating to discrimination in employment. Whenever solicitations are made, the Institution shall include businesses selected from a list made available by the Department of Minority Business Enterprise.

*B.* The Institution shall establish programs consistent with this section to facilitate the participation of small businesses and businesses owned by women and minorities in procurement transactions. The

programs established shall be in writing and shall include cooperation with the Department of Minority Business Enterprise, the U.S. Small Business Administration, and other public or private agencies. The Institution shall submit annual progress reports on minority business procurement to the Department of Minority Business Enterprise.

C. Whenever there exists (i) a rational basis for small business enhancement or (ii) a persuasive analysis that documents a statistically significant disparity between the availability and utilization of women-owned and minority-owned businesses, the Governor is by law authorized and encouraged to require the Institution to implement appropriate enhancement or remedial measures consistent with prevailing law.

D. In the solicitation or awarding of contracts, the Institution shall not discriminate against a bidder or offeror because the bidder or offeror employs ex-offenders unless it has made a written determination that employing ex-offenders on the specific contract is not in its best interest.

§ 10. Employment discrimination by contractor prohibited; required contract provisions. - The Institution shall include in every contract of more than \$10,000 the following provisions:

1. During the performance of this contract, the contractor agrees as follows:

a. The contractor will not discriminate against any employee or applicant for employment because of race, religion, color, sex, national origin, age, disability, or other basis prohibited by state law relating to discrimination in employment, except where there is a bona fide occupational qualification reasonably necessary to the normal operation of the contractor. The contractor agrees to post in conspicuous places, available to employees and applicants for employment, notices setting forth the provisions of this nondiscrimination clause.

b. The contractor, in all solicitations or advertisements for employees placed by or on behalf of the contractor, will state that such contractor is an equal opportunity employer.

c. Notices, advertisements, and solicitations placed in accordance with federal law, rule, or regulation shall be deemed sufficient for the purpose of meeting the requirements of this section.

2. The contractor will include the provisions of subdivisions 1 a, b, and c in every subcontract or purchase order of over \$10,000, so that the provisions will be binding upon each subcontractor or vendor.

§ 11. Drug-free workplace to be maintained by contractor; required contract provisions. The Institution shall include in every contract over \$10,000 the following provisions:

During the performance of this contract, the contractor agrees to (i) provide a drug-free workplace for the contractor's employees; (ii) post in conspicuous places, available to employees and applicants for employment, a statement notifying employees that the unlawful manufacture, sale, distribution, dispensation, possession, or use of a controlled substance or marijuana is prohibited in the contractor's workplace and specifying the actions that will be taken against employees for violations of such prohibition; (iii) state in all solicitations or advertisements for employees placed by or on behalf of the contractor that the contractor maintains a drug-free workplace; and (iv) include the provisions of the foregoing clauses in every subcontract or purchase order of over \$10,000, so that the provisions will be binding upon each subcontractor or vendor.

For the purposes of this section, "drug-free workplace" means a site for the performance of work done in connection with a specific contract awarded to a contractor in accordance with these rules, the employees of whom are prohibited from engaging in the unlawful manufacture, sale, distribution, dispensation, possession, or use of any controlled substance or marijuana during the performance of

the contract.

§ 12. Use of brand names. - Unless otherwise provided in the invitation to bid, the name of a certain brand, make, or manufacturer shall not restrict bidders to the specific brand, make, or manufacturer named and shall be deemed to convey the general style, type, character, and quality of the article desired. Any article that the Institution in its sole discretion determines to be the equal of that specified, considering quality, workmanship, economy of operation, and suitability for the purpose intended, shall be accepted.

§ 13. Comments concerning specifications. - The Institution shall establish procedures whereby comments concerning specifications or other provisions in invitations to bid or requests for proposal can be received and considered prior to the time set for receipt of bids or proposals or award of the contract.

§ 14. Prequalification generally; prequalification for construction. –

A. Prospective contractors may be prequalified for particular types of supplies, services, insurance, or construction and consideration of bids or proposals limited to prequalified contractors. Any prequalification procedure shall be established in writing and sufficiently in advance of its implementation to allow potential contractors a fair opportunity to complete the process.

B. Any prequalification of prospective contractors for construction by the Institution shall be pursuant to a prequalification process for construction projects adopted by the Institution. The process shall be consistent with the provisions of this section.

The application form used in such process shall set forth the criteria upon which the qualifications of prospective contractors will be evaluated. The application form shall request of prospective contractors only such information as is appropriate for an objective evaluation of all prospective contractors pursuant to such criteria. The form shall allow the prospective contractor seeking prequalification to request, by checking the appropriate box, that all information voluntarily submitted by the contractor pursuant to this subsection shall be considered a trade secret or proprietary information subject to the provisions of subsection D of § 34 of these rules.

In all instances in which the Institution requires prequalification of potential contractors for construction projects, advance notice shall be given of the deadline for the submission of prequalification applications. The deadline for submission shall be sufficiently in advance of the date set for the submission of bids for such construction so as to allow the procedures set forth in this subsection to be accomplished.

At least 30 days prior to the date established for submission of bids or proposals under the procurement of the contract for which the prequalification applies, the Institution shall advise in writing each contractor who submitted an application whether that contractor has been prequalified. In the event that a contractor is denied prequalification, the written notification to the contractor shall state the reasons for the denial of prequalification and the factual basis of such reasons.

A decision by the Institution denying prequalification under the provisions of this subsection shall be final and conclusive unless the contractor appeals the decision as provided in § 54 of these rules.

C. The Institution may deny prequalification to any contractor only if the Institution finds one of the following:

1. The contractor does not have sufficient financial ability to perform the contract that would result from such procurement. If a bond is required to ensure performance of a contract, evidence that the contractor can acquire a surety bond from a corporation included on the United States Treasury list of acceptable surety corporations in the amount and type required by the Institution shall be sufficient to establish the financial ability of the contractor to perform the contract resulting from such procurement;

2. The contractor does not have appropriate experience to perform the construction project in question;

3. The contractor or any officer, director, or owner thereof has had judgments entered against him within the past 10 years for the breach of contracts for governmental or nongovernmental construction, including, but not limited to, design-build or construction management;

4. The contractor has been in substantial noncompliance with the terms and conditions of prior construction contracts with the Institution without good cause. If the Institution has not contracted with a contractor in any prior construction contracts, the Institution may deny prequalification if the contractor has been in substantial noncompliance with the terms and conditions of comparable construction contracts with another public body without good cause. The Institution may not utilize this provision to deny prequalification unless the facts underlying such substantial noncompliance were documented in writing in the prior construction project file and such information relating thereto given to the contractor at that time, with the opportunity to respond;

5. The contractor or any officer, director, owner, project manager, procurement manager, or chief financial official thereof has been convicted within the past 10 years of a crime related to governmental or nongovernmental construction or contracting, including, but not limited to, a violation of (i) Article 6 (§ 2.2-4367 et seq.) of Chapter 43 of Title 2.2 of the Code of Virginia, (ii) the Virginia Governmental Frauds Act, Article 1.1 (§ 18.2-498.1 et seq.) of Chapter 12 of Title 18.2 of the Code of Virginia, (iii) Chapter 4.2 (§ 59.1-68.6 et seq.) of Title 59.1 of the Code of Virginia, or (iv) any substantially similar law of the United States or another state;

6. The contractor or any officer, director, or owner thereof is currently debarred pursuant to an established debarment procedure from bidding or contracting by any public body, agency of another state, or agency of the federal government; and

7. The contractor failed to provide to the Institution in a timely manner any information requested by the Institution relevant to subdivisions 1 through 6 of this subsection.

§ 15. Negotiation with lowest responsible bidder. - Unless canceled or rejected, a responsive bid from the lowest responsible bidder shall be accepted as submitted, except that if the bid from the lowest responsible bidder exceeds available funds, the Institution may negotiate with the apparent low bidder to obtain a contract price within available funds. However, the negotiation may be undertaken only under conditions and procedures described in writing and approved by the Institution prior to issuance of the invitation to bid and summarized therein.

§ 16. Cancellation, rejection of bids; waiver of informalities. –

A. An invitation to bid, a request for proposal, any other solicitation, or any and all bids or proposals, may be canceled or rejected. The reasons for cancellation or rejection shall be made part of the contract file. The Institution shall not cancel or reject an invitation to bid, a request for proposal, or any other solicitation, bid, or proposal pursuant to this section solely to avoid awarding a contract to a particular responsive and responsible bidder or offeror.

B. The Institution may waive informalities in bids.

§ 17. Exclusion of insurance bids prohibited. - Notwithstanding any other provision of law, no insurer licensed to transact the business of insurance in the Commonwealth or approved to issue surplus lines insurance in the Commonwealth shall be excluded from presenting an insurance bid proposal to the Institution in response to a request for proposal or an invitation to bid. Nothing in this section shall preclude the Institution from debarring a prospective insurer pursuant to § 18 of these rules.

§ 18. Debarment. - Prospective contractors may be debarred from contracting for particular types of supplies, services, insurance, or construction, for specified periods of time. Any debarment procedure shall be established in writing by the Institution. Any debarment procedure may provide for debarment on the basis of a contractor's unsatisfactory performance for the Institution.

§ 19. Purchase programs for recycled goods; Institution responsibilities. –

A. The Institution may implement a purchase program for recycled goods and may coordinate its efforts so as to achieve the goals and objectives set forth in §§ 10.1-1425.6, 10.1-1425.7, and 10.1-1425.8 of the Code of Virginia and §§ 20 and 22 of these rules.

B. The Department of Environmental Quality, with advice from the Virginia Recycling Markets Development Council, shall advise the Institution concerning the designation of recycled goods.

§ 20. Preference for Virginia products with recycled content and for Virginia firms. –

A. In the case of a tie bid, preference shall be given to goods produced in Virginia or goods, services, or construction provided by Virginia persons, firms, or corporations; otherwise the tie shall be decided by lot.

B. Whenever any bidder is a resident of any other state and such state under its laws allows a resident contractor of that state a preference, a like preference may be allowed by the Institution to the lowest responsive and responsible bidder who is a resident of Virginia.

C. Notwithstanding the provisions of subsections, A and B, in the case of a tie bid in instances where goods are being offered, and existing price preferences have already been taken into account, preference shall be given to the bidder whose goods contain the greatest amount of recycled content.

§ 21. Preference for Virginia coal used in the Institution. – In determining the award of any contract for coal to be purchased for use in the Institution with state funds, the Institution shall procure using competitive sealed bidding and shall award to the lowest responsive and responsible bidder offering coal mined in Virginia so long as its bid price is not more than four percent greater than the bid price of the low responsive and responsible bidder offering coal mined elsewhere.

§ 22. Preference for recycled paper and paper products used by the Institution. –

A. In determining the award of any contract for paper and paper products to be purchased for use by the Institution, it shall competitively procure recycled paper and paper products of a quality suitable for the purpose intended, so long as the price is not more than 10 percent greater than the price of the low responsive and responsible bidder or offeror offering a product that does not qualify under subsection B.

B. For purposes of this section, recycled paper and paper products means any paper or paper products meeting the U.S. Environmental Protection Agency-recommended content standards as defined in 40 C.F.R. Part 247.

§ 23. Withdrawal of bid due to error. –

A. A bidder for a public construction contract, other than a contract for construction or maintenance of public highways, may withdraw his bid from consideration if the price bid was substantially lower than the other bids due solely to a mistake in the bid, provided the bid was submitted in good faith, and the mistake was a clerical mistake as opposed to a judgment mistake, and was actually due to an unintentional arithmetic error or an unintentional omission of a quantity of work, labor, or material made directly in the compilation of a bid, which unintentional arithmetic error or unintentional omission can be clearly shown by objective evidence drawn from inspection of original work papers,

documents, and materials used in the preparation of the bid sought to be withdrawn.

If a bid contains both clerical and judgment mistakes, a bidder may withdraw his bid from consideration if the price bid would have been substantially lower than the other bids due solely to the clerical mistake, which was an unintentional arithmetic error or an unintentional omission of a quantity of work, labor, or material made directly in the compilation of a bid that shall be clearly shown by objective evidence drawn from inspection of original work papers, documents, and materials used in the preparation of the bid sought to be withdrawn.

One of the following procedures for withdrawal of a bid shall be selected by the Institution and stated in the advertisement for bids: (i) the bidder shall give notice in writing of his claim of right to withdraw his bid within two business days after the conclusion of the bid opening procedure and shall submit original work papers with such notice or (ii) the bidder shall submit to the Institution or designated official his original work papers, documents, and materials used in the preparation of the bid within one day after the date fixed for submission of bids. The work papers shall be delivered by the bidder in person or by registered mail at or prior to the time fixed for the opening of bids. In either instance, the work papers, documents, and materials may be considered as trade secrets or proprietary information subject to the conditions of subsection F of § 34 of these rules. The bids shall be opened one day following the time fixed by the Institution for the submission of bids. Thereafter, the bidder shall have two hours after the opening of bids within which to claim in writing any mistake as defined herein and withdraw his bid. The contract shall not be awarded by the Institution until the two-hour period has elapsed. The mistake shall be proved only from the original work papers, documents, and materials delivered as required herein.

*B.* The Institution may establish procedures for the withdrawal of bids for other than construction contracts.

*C.* No bid shall be withdrawn under this section when the result would be the awarding of the contract on another bid of the same bidder or of another bidder in which the ownership of the withdrawing bidder is more than five percent.

*D.* If a bid is withdrawn in accordance with this section, the lowest remaining bid shall be deemed to be the low bid.

*E.* No bidder who is permitted to withdraw a bid shall, for compensation, supply any material or labor to or perform any subcontract or other work agreement for the person or firm to whom the contract is awarded or otherwise benefit, directly or indirectly, from the performance of the project for which the withdrawn bid was submitted.

*F.* If the Institution denies the withdrawal of a bid under the provisions of this section, it shall notify the bidder in writing stating the reasons for its decision and award the contract to such bidder at the bid price, provided such bidder is a responsible and responsive bidder.

#### § 24. Contract Pricing Arrangements. –

*A.* Public contracts may be awarded on a fixed price or cost reimbursement basis, or on any other basis that is not prohibited by these rules.

*B.* Except in case of emergency affecting the public health, safety, or welfare, no public contract shall be awarded on the basis of cost plus a percentage of cost.

*C.* A policy or contract of insurance or prepaid coverage having a premium computed on the basis of claims paid or incurred, plus the insurance carrier's administrative costs and retention stated in whole or part as a percentage of such claims, shall not be prohibited by this section.

#### § 25. Workers' compensation requirements for construction contractors and subcontractors. –

A. No contractor shall perform any work on a construction project of the Institution unless he (i) has obtained, and continues to maintain for the duration of the work, workers' compensation coverage required pursuant to the provisions of Chapter 8 (§ 65.2-800 et seq.) of Title 65.2 of the Code of Virginia and (ii) provides prior to the award of contract, on a form furnished by the Institution, evidence of such coverage.

B. The Department of General Services shall provide the workers' compensation coverage form to the Institution. Failure of the Institution to provide the form prior to the award of contract shall waive the requirements of clause (ii) of subsection A.

C. No subcontractor shall perform any work on a construction project of the Institution unless he has obtained, and continues to maintain for the duration of such work, workers' compensation coverage required pursuant to the provisions of Chapter 8 (§ 65.2-800 et seq.) of Title 65.2 of the Code of Virginia.

§ 26. Retainage on construction contracts. –

A. In any contract issued by the Institution for construction that provides for progress payments in installments based upon an estimated percentage of completion, the contractor shall be paid at least 95 percent of the earned sum when payment is due, with no more than five percent being retained to ensure faithful performance of the contract. All amounts withheld may be included in the final payment.

B. Any subcontract for a public project that provides for similar progress payments shall be subject to the provisions of this section.

§ 27. Public construction contract provisions barring damages for unreasonable delays declared void. –

A. Any provision contained in any public construction contract of the Institution that purports to waive, release, or extinguish the rights of a contractor to recover costs or damages for unreasonable delay in performing such contract, either on his behalf or on behalf of his subcontractor if and to the extent the delay is caused by acts or omissions of the Institution, its agents, or employees and due to causes within their control, shall be void and unenforceable as against public policy.

B. Subsection A shall not be construed to render void any provision of a public construction contract awarded by the Institution that:

1. Allows the recovery of that portion of delay costs caused by the acts or omissions of the contractor or its subcontractors, agents, or employees;
2. Requires notice of any delay by the party claiming the delay;
3. Provides for liquidated damages for delay; or
4. Provides for arbitration or any other procedure designed to settle contract disputes.

C. A contractor making a claim against the Institution for costs or damages due to the alleged delaying of the contractor in the performance of its work under any public construction contract of the Institution shall be liable to the Institution and shall pay it for a percentage of all costs incurred by the Institution in investigating, analyzing, negotiating, litigating, and arbitrating the claim, which percentage shall be equal to the percentage of the contractor's total delay claim that is determined through litigation or arbitration to be false or to have no basis in law or in fact.

*D.* If the Institution denies a contractor's claim for costs or damages due to the alleged delaying of the contractor in the performance of work under any public construction contract for the Institution, it shall be liable to and shall pay such contractor a percentage of all costs incurred by the contractor to investigate, analyze, negotiate, litigate and arbitrate the claim. The percentage paid by the Institution shall be equal to the percentage of the contractor's total delay claim for which the Institution's denial is determined through litigation or arbitration to have been made in bad faith.

§ 28. Bid bonds. –

*A.* Except in cases of emergency, all bids or proposals for construction contracts in excess of \$1 million shall be accompanied by a bid bond from a surety company selected by the bidder that is authorized to do business in Virginia, as a guarantee that if the contract is awarded to the bidder, he will enter into the contract for the work mentioned in the bid. The amount of the bid bond shall not exceed five percent of the amount bid.

*B.* No forfeiture under a bid bond shall exceed the lesser of (i) the difference between the bid for which the bond was written and the next low bid or (ii) the face amount of the bid bond.

*C.* Nothing in this section shall preclude the Institution from requiring bid bonds to accompany bids or proposals for construction contracts anticipated to be less than \$1 million.

§ 29. Performance and payment bonds. –

*A.* Upon the award by the Institution of any (i) public construction contract exceeding \$1 million awarded to any prime contractor or (ii) public construction contract exceeding \$1 million awarded to any prime contractor requiring the performance of labor or the furnishing of materials for buildings, structures, or other improvements to real property owned by the Institution, the contractor shall furnish to the Institution the following bonds:

*1.* Except for transportation-related projects, a performance bond in the sum of the contract amount conditioned upon the faithful performance of the contract in strict conformity with the plans, specifications, and conditions of the contract. For transportation-related projects, such bond shall be in a form and amount satisfactory to the Institution.

*2.* A payment bond in the sum of the contract amount. The bond shall be for the protection of claimants who have and fulfill contracts to supply labor or materials to the prime contractor to whom the contract was awarded, or to any subcontractors, in furtherance of the work provided for in the contract, and shall be conditioned upon the prompt payment for all materials furnished or labor supplied or performed in the furtherance of the work.

For the purposes of this subsection, "labor or materials" include public utility services and reasonable rentals of equipment, but only for periods when the equipment rented is actually used at the site.

*B.* Each of the bonds shall be executed by one or more surety companies selected by the contractor that are authorized to do business in Virginia.

*C.* The bonds shall be payable to the Commonwealth of Virginia, naming also the Institution.

*D.* Each of the bonds shall be filed with the Institution or a designated office or official thereof.

*E.* Nothing in this section shall preclude the Institution from requiring payment or performance bonds for construction contracts below \$1 million.

*F.* Nothing in this section shall preclude the contractor from requiring each subcontractor to



furnish a payment bond with surety thereon in the sum of the full amount of the contract with such subcontractor conditioned upon the payment to all persons who have and fulfill contracts that are directly with the subcontractor for performing labor and furnishing materials in the prosecution of the work provided for in the subcontract.

§ 30. Alternative forms of security. –

A. In lieu of a bid, payment, or performance bond, a bidder may furnish a certified check or cash escrow in the face amount required for the bond.

B. If approved by the Institution's general counsel or his equivalent, a bidder may furnish to the Institution a personal bond, property bond, or bank or savings institution's letter of credit on certain designated funds in the face amount required for the bid, payment, or performance bond. Approval shall be granted only upon a determination that the alternative form of security proffered affords protection to the Institution equivalent to a corporate surety's bond.

§ 31. Bonds on other than construction contracts. – The Institution may require bid, payment, or performance bonds for contracts for goods or services if provided in the invitation to bid or request for proposal.

§ 32. Action on performance bond. – No action against the surety on a performance bond shall be brought by the Institution unless brought within one year after (i) completion of the contract, including the expiration of all warranties and guarantees or (ii) discovery of the defect or breach of warranty that gave rise to the action.

§ 33. Actions on payment bonds; waiver of right to sue. –

A. Subject to the provisions of subsection B, any claimant who has performed labor or furnished material in accordance with the contract documents in furtherance of the work provided in any contract for which a payment bond has been given, and who has not been paid in full before the expiration of 90 days after the day on which the claimant performed the last of the labor or furnished the last of the materials for which he claims payment, may bring an action on the payment bond to recover any amount due him for the labor or material. The obligee named in the bond need not be named a party to the action.

B. Any claimant who has a direct contractual relationship with any subcontractor but who has no contractual relationship, express or implied, with the contractor, may bring an action on the contractor's payment bond only if he has given written notice to the contractor within 180 days from the day on which the claimant performed the last of the labor or furnished the last of the materials for which he claims payment, stating with substantial accuracy the amount claimed and the name of the person for whom the work was performed or to whom the material was furnished. Notice to the contractor shall be served by registered or certified mail, postage prepaid, in an envelope addressed to such contractor at any place where his office is regularly maintained for the transaction of business. Claims for sums withheld as retainages with respect to labor performed or materials furnished shall not be subject to the time limitations stated in this subsection.

C. Any action on a payment bond shall be brought within one year after the day on which the person bringing such action last performed labor or last furnished or supplied materials.

D. Any waiver of the right to sue on the payment bond required by this section shall be void unless it is in writing, signed by the person whose right is waived, and executed after such person has performed labor or furnished material in accordance with the contract documents.

§ 34. Public inspection of certain records. –

A. Except as provided in this section, all proceedings, records, contracts, and other public records

relating to procurement transactions shall be open to the inspection of any citizen, or any interested person, firm, or corporation, in accordance with the Virginia Freedom of Information Act, Chapter 37 (§ 2.2-3700 et seq.) of Title 2.2 of the Code of Virginia.

*B.* Cost estimates relating to a proposed procurement transaction prepared by or for the Institution shall not be open to public inspection.

*C.* Any competitive sealed bidding bidder, upon request, shall be afforded the opportunity to inspect bid records within a reasonable time after the opening of all bids but prior to award, except in the event that the Institution decides not to accept any of the bids and to reopen the contract. Otherwise, bid records shall be open to public inspection only after award of the contract.

*D.* Any competitive negotiation offeror, upon request, shall be afforded the opportunity to inspect proposal records within a reasonable time after the evaluation and negotiations of proposals are completed but prior to award, except in the event that the Institution decides not to accept any of the proposals and to reopen the contract. Otherwise, proposal records shall be open to public inspection only after award of the contract.

*E.* Any inspection of procurement transaction records under this section shall be subject to reasonable restrictions to ensure the security and integrity of the records.

*F.* Trade secrets or proprietary information submitted by a bidder, offeror, or contractor in connection with a procurement transaction or prequalification application submitted pursuant to subsection B of § 14 of these rules shall not be subject to the Virginia Freedom of Information Act, Chapter 37 (§ 2.2-3700 et seq.) of Title 2.2 of the Code of Virginia; however, the bidder, offeror, or contractor shall (i) invoke the protections of this section prior to or upon submission of the data or other materials, (ii) identify the data or other materials to be protected, and (iii) state the reasons why protection is necessary.

§ 35. Exemption for certain transactions. –

*A.* The provisions of these rules shall not apply to:

*1.* The selection of services related to the management and investment of the Institution's endowment funds, endowment income, or gifts. However, selection of these services shall be governed by the Uniform Prudent Management of Institutional Funds Act, Chapter 11 (§ 64.2-1100 et seq.) of Title 64.2 of the Code of Virginia.

*2.* The purchase of items for resale at retail bookstores and similar retail outlets operated by the Institution. However, such purchase procedures shall provide for competition where practicable.

*3.* Procurement of any construction or planning and design services for construction by the Institution when (i) the planning, design, or construction is \$50,000 or less or (ii) the Institution is obligated to conform to procurement procedures that are established by federal statutes or regulations, whether or not those federal procedures are in conformance with the provisions of these rules.

*4.* The purchase of goods and services by the Institution when such purchases are made under a remedial plan established by the Governor pursuant to subsection C of § 9 of these rules.

*B.* Where a procurement transaction involves the expenditure of federal assistance or contract funds, the receipt of which is conditioned upon compliance with mandatory requirements in federal

laws or regulations not in conformance with the provisions of these rules, the Institution may comply with such federal requirements, notwithstanding the provisions of these rules, only upon the written determination of the President of the Institution or designee that acceptance of the grant or contract funds under the applicable conditions is in the public interest. Such determination shall state the specific provision of these rules in conflict with the conditions of the grant or contract.

§ 36. Permitted contracts with certain religious organizations; purpose; limitations. –

A The federal Personal Responsibility and Work Opportunity Reconciliation Act of 1996, P.L. 104-193, authorizes public bodies to enter into contracts with faith-based organizations for the purposes described in this section on the same basis as any other nongovernmental source without impairing the religious character of such organization, and without diminishing the religious freedom of the beneficiaries of assistance provided under this section.

B For the purposes of this section, "faith-based organization" means a religious organization that is or applies to be a contractor to provide goods or services for programs funded by the block grant provided pursuant to the federal Personal Responsibility and Work Opportunity Reconciliation Act of 1996, P.L. 104-193.

C The Institution, in procuring goods or services, or in making disbursements pursuant to this section, shall not (i) discriminate against a faith-based organization on the basis of the organization's religious character or (ii) impose conditions that (a) restrict the religious character of the faith-based organization, except as provided in subsection F, or (b) impair, diminish, or discourage the exercise of religious freedom by the recipients of such goods, services, or disbursements.

D The Institution shall ensure that all invitations to bid, requests for proposals, contracts, and purchase orders prominently display a nondiscrimination statement indicating that it does not discriminate against faith-based organizations.

E A faith-based organization contracting with the Institution (i) shall not discriminate against any recipient of goods, services, or disbursements made pursuant to a contract authorized by this section on the basis of the recipient's religion, religious belief, refusal to participate in a religious practice, or on the basis of race, age, color, gender, or national origin and (ii) shall be subject to the same rules as other organizations that contract with public bodies to account for the use of the funds provided; however, if the faith-based organization segregates public funds into separate accounts, only the accounts and programs funded with public funds shall be subject to audit by the Institution. Nothing in clause (ii) shall be construed to supersede or otherwise override any other applicable state law.

F Consistent with the federal Personal Responsibility and Work Opportunity Reconciliation Act of 1996, P.L. 104-193, funds provided for expenditure pursuant to contracts with public bodies shall not be spent for sectarian worship, instruction, or proselytizing; however, this prohibition shall not apply to expenditures pursuant to contracts, if any, for the services of chaplains.

G Nothing in this section shall be construed as barring or prohibiting a faith-based organization from any opportunity to make a bid or proposal or contract on the grounds that the faith-based organization has exercised the right, as expressed in 42 U.S.C. § 2000e-1 et seq., to employ persons of a particular religion.

H If an individual, who applies for or receives goods, services, or disbursements provided pursuant to a contract between the Institution and a faith-based organization, objects to the religious character of the faith-based organization from which the individual receives or would receive the goods, services, or disbursements, the Institution shall offer the individual, within a reasonable period of time after the date of his objection, access to equivalent goods, services, or disbursements from an alternative provider.

The Institution shall provide to each individual who applies for or receives goods, services, or disbursements provided pursuant to a contract between the Institution and a faith-based organization a notice in boldface type that states: "Neither the Institution's selection of a charitable or faith-based provider of services nor the expenditure of funds under this contract is an endorsement of the provider's charitable or religious character, practices, or expression. No provider of services may discriminate against you on the basis of religion, a religious belief, or your refusal to actively participate in a religious practice. If you object to a particular provider because of its religious character, you may request assignment to a different provider. If you believe that your rights have been violated, please discuss the complaint with your provider or notify the appropriate person as indicated in this form."

§ 37. Exemptions from competition for certain transactions. – The Institution may enter into contracts without competition, as that term is described in subsections A through J of § 5 of these rules, for:

1. The purchase of goods or services that are produced or performed by or related to:
  - a. Persons, or in schools or workshops, under the supervision of the Virginia Department for the Blind and Vision Impaired;
  - b. Nonprofit sheltered workshops or other nonprofit organizations that offer transitional or supported employment services serving the handicapped;
  - c. Private educational institutions; or
  - d. Other public educational institutions.
2. Speakers and performing artists;
3. Memberships and association dues;
4. Sponsored research grant sub-awards and contract sub-awards, not to include the purchase of goods or services by the Institution;
5. Group travel in foreign countries;
6. Conference facilities and services;
7. Participation in intercollegiate athletic tournaments and events including team travel and lodging, registration, and tournament fees;
8. Royalties; or
9. The purchase of legal services, provided that the Office of the Attorney General has been consulted, or expert witnesses or other services associated with litigation or regulatory proceedings.

§ 38. Exemptions from competitive sealed bidding and competitive negotiation for certain transactions; limitations. – The Institution may enter into contracts for insurance or electric utility service without competitive sealed bidding or competitive negotiation if purchased through an association of which the Institution is a member if the association was formed and is maintained for the purpose of promoting the interest and welfare of and developing close relationships with similar public bodies, provided such association has procured the insurance or electric utility services by use of competitive principles and provided that the Institution has made a determination in advance after reasonable notice to the public and set forth in writing that competitive sealed bidding and competitive negotiation are not fiscally advantageous to the public. The writing shall document the basis for this determination.

§ 39. Definitions. – As used in §§ 39 through 46 of these rules, unless the context requires a different

meaning:

"Contractor" means the entity that has a direct contract with the Institution.

"Debtor" means any individual, business, or group having a delinquent debt or account with any state agency that obligation has not been satisfied or set aside by court order or discharged in bankruptcy.

"Payment date" means either (i) the date on which payment is due under the terms of a contract for provision of goods or services or (ii) if such date has not been established by contract, (a) 30 days after receipt of a proper invoice by the Institution or its agent or (b) 30 days after receipt of the goods or services by the Institution.

"Subcontractor" means any entity that has a contract to supply labor or materials to the contractor to whom the contract was awarded or to any subcontractor in the performance of the work provided for in such contract.

§ 40. Exemptions. – The provisions of §§ 39 through 46 of these rules shall not apply to the late payment provisions contained in any public utility tariffs prescribed by the State Corporation Commission.

§ 41. Retainage to remain valid. – Notwithstanding the provisions of §§ 39 through 46 of these rules, the provisions of § 26 of these rules relating to retainage shall remain valid.

§ 42. Prompt payment of bills by the Institution. – The Institution shall promptly pay for the completely delivered goods or services by the required payment date.

Payment shall be deemed to have been made when offset proceedings have been instituted, as authorized under the Virginia Debt Collection Act, Chapter 48 (§ 2.2-4800 et seq.) of Title 2.2 of the Code of Virginia.

A. Separate payment dates may be specified for contracts under which goods or services are provided in a series of partial deliveries or executions to the extent that such contract provides for separate payment for such partial delivery or execution.

§ 43. Defect or impropriety in the invoice or goods and/or services received. – In instances where there is a defect or impropriety in an invoice or in the goods or services received, the Institution shall notify the supplier of the defect or impropriety, if the defect or impropriety would prevent payment by the payment date. The notice shall be sent within 15 days after receipt of the invoice or the goods or services.

§ 44. Date of postmark deemed to be date payment is made. – In those cases where payment is made by mail, the date of postmark shall be deemed to be the date payment is made for purposes of these rules.

§ 45. Payment clauses to be included in contracts. – Any contract awarded by the Institution shall include:

1. A payment clause that obligates the contractor to take one of the two following actions within seven days after receipt of amounts paid to the contractor by the Institution for work performed by the subcontractor under that contract:

a. Pay the subcontractor for the proportionate share of the total payment received from the Institution attributable to the work performed by the subcontractor under that contract;  
or

b. Notify the Institution and subcontractor, in writing, of his intention to withhold all or a part of the subcontractor's payment with the reason for nonpayment.

2. A payment clause that requires (i) individual contractors to provide their social security numbers and (ii) proprietorships, partnerships, and corporations to provide their federal employer identification numbers.

3. An interest clause that obligates the contractor to pay interest to the subcontractor on all amounts owed by the contractor that remain unpaid after seven days following receipt by the contractor of payment from the Institution for work performed by the subcontractor under that contract, except for amounts withheld as allowed in subdivision 1.

4. An interest rate clause stating, "Unless otherwise provided under the terms of this contract, interest shall accrue at the rate of 1% per month."

Any such contract awarded shall further require the contractor to include in each of its subcontracts a provision requiring each subcontractor to include or otherwise be subject to the same payment and interest requirements with respect to each lower-tier subcontractor.

A contractor's obligation to pay an interest charge to a subcontractor pursuant to the payment clause in this section shall not be construed to be an obligation of the Institution. A contract modification shall not be made for the purpose of providing reimbursement for the interest charge. A cost reimbursement claim shall not include any amount for reimbursement for the interest charge.

#### § 46. Interest penalty; exceptions. –

A. Interest shall accrue, at the rate determined pursuant to subsection B, on all amounts owed by the Institution to a vendor that remain unpaid after seven days following the payment date. However, nothing in this section shall affect any contract providing for a different rate of interest, or for the payment of interest in a different manner.

B. The rate of interest charged the Institution pursuant to subsection A shall be the base rate on corporate loans (prime rate) at large United States money center commercial banks as reported daily in the publication entitled *The Wall Street Journal*. Whenever a split prime rate is published, the lower of the two rates shall be used. However, in no event shall the rate of interest charged exceed the rate of interest established pursuant to § 58.1-1812 of the Code of Virginia.

C. Notwithstanding subsection A, no interest penalty shall be charged when payment is delayed because of disagreement between the Institution and a vendor regarding the quantity, quality, or time of delivery of goods or services or the accuracy of any invoice received for the goods or services. The exception from the interest penalty provided by this subsection shall apply only to that portion of a delayed payment that is actually the subject of the disagreement and shall apply only for the duration of the disagreement.

D. This section shall not apply to § 26 of these rules pertaining to retainage on construction contracts, during the period of time prior to the date the final payment is due. Nothing contained herein shall prevent a contractor from receiving interest on such funds under an approved escrow agreement.

E. Notwithstanding subsection A, no interest penalty shall be paid to any debtor on any payment, or portion thereof, withheld pursuant to the Comptroller's Debt Setoff Program, as authorized by the Virginia Debt Collection Act, Chapter 48 (§ 2.2-4800 et seq.) of Title 2.2 of the Code of Virginia, commencing with the date the payment is withheld. If, as a result of an error, a payment or portion thereof is withheld, and it is determined that at the time of setoff no debt was owed to the Commonwealth, then interest shall accrue at the rate determined pursuant to subsection B on amounts withheld that remain unpaid after seven days following the payment date.

§ 47. Ineligibility. –

A Any bidder, offeror, or contractor refused permission to participate, or disqualified from participation, in public contracts to be issued by the Institution shall be notified in writing. Prior to the issuance of a written determination of disqualification or ineligibility, the Institution shall (i) notify the bidder in writing of the results of the evaluation, (ii) disclose the factual support for the determination, and (iii) allow the bidder an opportunity to inspect any documents that relate to the determination, if so requested by the bidder within five business days after receipt of the notice.

Within 10 business days after receipt of the notice, the bidder may submit rebuttal information challenging the evaluation. The Institution shall issue its written determination of disqualification or ineligibility based on all information in the possession of the Institution, including any rebuttal information, within five business days of the date the Institution received such rebuttal information.

If the evaluation reveals that the bidder, offeror, or contractor should be allowed permission to participate in the public contract, the Institution shall cancel the proposed disqualification action. If the evaluation reveals that the bidder should be refused permission to participate, or disqualified from participation, in the public contract, the Institution shall so notify the bidder, offeror, or contractor. The notice shall state the basis for the determination, which shall be final unless the bidder appeals the decision within 10 days after receipt of the notice by invoking administrative procedures meeting the standards of §55 of these rules, if available, or in the alternative by instituting legal action as provided in §54 of these rules.

B If, upon appeal, it is determined that the action taken was arbitrary or capricious, or not in accordance with the Constitution of Virginia or applicable state law or regulations, the sole relief shall be restoration of eligibility.

§ 48. Appeal of denial of withdrawal of bid. –

A A decision denying withdrawal of bid under the provisions of § 23 of these rules shall be final and conclusive unless the bidder appeals the decision within 10 days after receipt of the decision by invoking administrative procedures meeting the standards of § 55 of these rules, if available, or in the alternative by instituting legal action as provided in § 54 of these rules.

B If no bid bond was posted, a bidder refused withdrawal of a bid under the provisions of § 23 of these rules, prior to appealing, shall deliver to the Institution a certified check or cash bond in the amount of the difference between the bid sought to be withdrawn and the next low bid. Such security shall be released only upon a final determination that the bidder was entitled to withdraw the bid.

C If, upon appeal, it is determined that the decision refusing withdrawal of the bid was not (i) an honest exercise of discretion, but rather was arbitrary or capricious, or (ii) in accordance with the Constitution of Virginia, applicable state law or regulations, or the terms or conditions of the invitation to bid, the sole relief shall be withdrawal of the bid.

§ 49. Determination of nonresponsibility. -

A Following public opening and announcement of bids received on an invitation to bid, the Institution shall evaluate the bids in accordance with element 4 of the definition of "Competitive sealed bidding" in § 4 of these rules. At the same time, the Institution shall determine whether the apparent low bidder is responsible. If the Institution so determines, then it may proceed with an award in accordance with element 5 of the definition of "competitive sealed bidding" in § 4 of these rules. If the Institution determines that the apparent low bidder is not responsible, it shall proceed as follows:

1. Prior to the issuance of a written determination of nonresponsibility, the Institution shall (i) notify the apparent low bidder in writing of the results of the evaluation, (ii) disclose the factual

support for the determination, and (iii) allow the apparent low bidder an opportunity to inspect any documents that relate to the determination, if so requested by the bidder within five business days after receipt of the notice.

2 Within 10 business days after receipt of the notice, the bidder may submit rebuttal information challenging the evaluation. The Institution shall issue its written determination of responsibility based on all information in the possession of the Institution, including any rebuttal information, within five business days of the date the Institution received the rebuttal information. At the same time, the Institution shall notify, with return receipt requested, the bidder in writing of its determination.

3 Such notice shall state the basis for the determination, which shall be final unless the bidder appeals the decision within 10 days after receipt of the notice by invoking administrative procedures meeting the standards of § 55 of these rules, if available, or in the alternative by instituting legal action as provided in § 54 of these rules.

The provisions of this subsection shall not apply to procurements involving the prequalification of bidders and the rights of any potential bidders under such prequalification to appeal a decision that such bidders are not responsible.

*B.* If, upon appeal pursuant to § 54 or 55 of these rules, it is determined that the decision of the Institution was not (i) an honest exercise of discretion, but rather was arbitrary or capricious, or (ii) in accordance with the Constitution of Virginia, applicable state law or regulations, or the terms or conditions of the invitation to bid, and the award of the contract in question has not been made, the sole relief shall be a finding that the bidder is a responsible bidder for the contract in question or directed award as provided in subsection A of § 54 of these rules, or both.

If it is determined that the decision of the Institution was not an honest exercise of discretion, but rather was arbitrary or capricious or not in accordance with the Constitution of Virginia, applicable state law or regulations, or the terms or conditions of the invitation to bid, and an award of the contract has been made, the relief shall be as set forth in subsection B of § 54 of these rules.

*C.* A bidder contesting a determination that he is not a responsible bidder for a particular contract shall proceed under this section, and may not protest the award or proposed award under the provisions of § 50 of these rules.

*D.* Nothing contained in this section shall be construed to require the Institution, when procuring by competitive negotiation, to furnish a statement of the reasons why a particular proposal was not deemed to be the most advantageous.

#### § 50. Protest of award or decision to award. –

*A.* Any bidder or offeror who desires to protest the award or decision to award a contract shall submit the protest in writing to the Institution, or an official designated by the Institution, no later than 10 days after the award or the announcement of the decision to award, whichever occurs first.

Public notice of the award or the announcement of the decision to award shall be given by the Institution in the manner prescribed in the terms or conditions of the invitation to bid or request for proposal. Any potential bidder or offeror on a contract negotiated on a sole source or emergency basis who desires to protest the award or decision to award such contract shall submit the protest in the same manner no later than 10 days after posting or publication of the notice of such contract as provided in § 5 of these rules. However, if the protest of any actual or potential bidder or offeror depends in whole or in part upon information contained in public records pertaining to the procurement transaction that are subject to inspection under § 34 of these rules, then the time within which the protest shall be submitted shall expire 10 days after those records are available for inspection by such bidder or offeror under § 34 of these rules, or at such later time as provided in this section. No protest



shall lie for a claim that the selected bidder or offeror is not a responsible bidder or offeror. The written protest shall include the basis for the protest and the relief sought. The Institution or designated official shall issue a decision in writing within 10 days stating the reasons for the action taken. This decision shall be final unless the bidder or offeror appeals within 10 days of receipt of the written decision by invoking administrative procedures meeting the standards of § 55 of these rules, if available, or in the alternative by instituting legal action as provided in § 54 of these rules. Nothing in this subsection shall be construed to permit a bidder to challenge the validity of the terms or conditions of the invitation to bid or request for proposal. The use of Alternative Dispute Resolution (ADR) shall constitute an administrative appeal procedure meeting the standards of § 55 of these rules.

*B.* If prior to an award it is determined that the decision to award is arbitrary or capricious, then the sole relief shall be a finding to that effect. The Institution shall cancel the proposed award or revise it to comply with the law. If, after an award, it is determined that an award of a contract was arbitrary or capricious, then the sole relief shall be as hereinafter provided.

Where the award has been made but performance has not begun, the performance of the contract may be enjoined. Where the award has been made and performance has begun, the Institution may declare the contract void upon a finding that this action is in the best interest of the public. Where a contract is declared void, the performing contractor shall be compensated for the cost of performance up to the time of such declaration. In no event shall the performing contractor be entitled to lost profits.

*C.* Where the Institution, an official designated by it, or an appeals board determines, after a hearing held following reasonable notice to all bidders, that there is probable cause to believe that a decision to award was based on fraud or corruption or on an act in violation of these rules, the Institution, designated official, or appeals board may enjoin the award of the contract to a particular bidder.

§ 51. Effect of appeal upon contract. – Pending final determination of a protest or appeal, the validity of a contract awarded and accepted in good faith in accordance with these rules shall not be affected by the fact that a protest or appeal has been filed.

§ 52. Stay of award during protest. – An award need not be delayed for the period allowed a bidder or offeror to protest, but in the event of a timely protest as provided in § 50 of these rules, or the filing of a timely legal action as provided in § 54 of these rules, no further action to award the contract shall be taken unless there is a written determination that proceeding without delay is necessary to protect the public interest or unless the bid or offer would expire.

§ 53. Contractual disputes. –

*A.* Contractual claims, whether for money or other relief, shall be submitted in writing no later than 60 days after final payment. However, written notice of the contractor's intention to file a claim shall be given at the time of the occurrence or beginning of the work upon which the claim is based. Nothing herein shall preclude a contract from requiring submission of an invoice for final payment within a certain time after completion and acceptance of the work or acceptance of the goods. Pendency of claims shall not delay payment of amounts agreed due in the final payment.

*B.* The Institution shall include in its contracts a procedure for consideration of contractual claims. Such procedure, which may be contained in the contract or may be specifically incorporated into the contract by reference and made available to the contractor, shall establish a time limit for a final decision in writing by the Institution. If the Institution has established administrative procedures meeting the standards of § 55 of these rules, such procedures shall be contained in the contract or specifically incorporated in the contract by reference and made available to the contractor. The Institution may require the submission of contractual claims pursuant to any contract to Alternative Dispute Resolution (ADR) as an administrative procedure.

C. A contractor may not invoke administrative procedures meeting the standards of § 55 of these rules, if available, or institute legal action as provided in § 54 of these rules, prior to receipt of the Institution's decision on the claim, unless the Institution fails to render such decision within the time specified in the contract.

D. The decision of the Institution shall be final and conclusive unless the contractor appeals within six months of the date of the final decision on the claim by the Institution by invoking administrative procedures meeting the standards of § 55 of these rules, if available, or in the alternative by instituting legal action as provided in § 54 of these rules.

#### § 54. Legal actions. –

A. A bidder or offeror, actual or prospective, who is refused permission or disqualified from participation in bidding or competitive negotiation, or who is determined not to be a responsible bidder or offeror for a particular contract, may bring an action in the appropriate circuit court challenging that decision, which shall be reversed only if the petitioner establishes that the decision was not (i) an honest exercise of discretion, but rather was arbitrary or capricious; (ii) in accordance with the Constitution of Virginia, applicable state law or regulation, or the terms or conditions of the invitation to bid; or (iii) in the case of denial of prequalification, based upon the criteria for denial of prequalification set forth in subsection B of § 14 of these rules. In the event the apparent low bidder, having been previously determined by the Institution to be not responsible in accordance with § 4 of these rules, is found by the court to be a responsible bidder, the court may direct the Institution to award the contract to such bidder in accordance with the requirements of this section and the invitation to bid.

B. A bidder denied withdrawal of a bid under § 23 of these rules may bring an action in the appropriate circuit court challenging that decision, which shall be reversed only if the bidder establishes that the decision of the Institution was not (i) an honest exercise of discretion, but rather was arbitrary or capricious, or (ii) in accordance with the Constitution of Virginia, applicable state law or regulations, or the terms or conditions of the invitation to bid.

C. A bidder, offeror, or contractor, or a potential bidder, or offeror on a contract negotiated on a sole source or emergency basis in the manner provided in § 5 of these rules, whose protest of an award or decision to award under § 50 of these rules is denied, may bring an action in the appropriate circuit court challenging a proposed award or the award of a contract, which shall be reversed only if the petitioner establishes that the proposed award or the award is not (i) an honest exercise of discretion, but rather is arbitrary or capricious, or (ii) in accordance with the Constitution of Virginia, applicable state law or regulations, or the terms and conditions of the invitation to bid or request for proposal.

D. If injunctive relief is granted, the court, upon request of the Institution, shall require the posting of reasonable security to protect the Institution.

E. A contractor may bring an action involving a contract dispute with the Institution in the appropriate circuit court. Notwithstanding any other provision of law, the Comptroller shall not be named as a defendant in any action brought pursuant to these rules or § 33.1-387 of the Code of Virginia, except for disputes involving contracts of the Office of the Comptroller or the Department of Accounts.

F. A bidder, offeror, or contractor need not utilize administrative procedures meeting the standards of § 55 of these rules, if available, but if those procedures are invoked by the bidder, offeror, or contractor, the procedures shall be exhausted prior to instituting legal action concerning the same procurement transaction unless the Institution agrees otherwise.

G. Nothing herein shall be construed to prevent the Institution from instituting legal action against a contractor.

§ 55. Administrative appeals procedure. –

A. The Institution may establish an administrative procedure for hearing (i) protests of a decision to award or an award, (ii) appeals from refusals to allow withdrawal of bids, (iii) appeals from disqualifications and determinations of nonresponsibility, (iv) appeals from decisions on disputes arising during the performance of a contract, or (v) any of these. Such administrative procedure may include the use of Alternative Dispute Resolution (ADR) or shall provide for a hearing before a disinterested person or panel, the opportunity to present pertinent information and the issuance of a written decision containing findings of fact. The disinterested person or panel shall not be an employee of the governmental entity against whom the claim has been filed. The findings of fact shall be final and conclusive and shall not be set aside unless the same are (a) fraudulent, arbitrary, or capricious; (b) so grossly erroneous as to imply bad faith; or (c) in the case of denial of prequalification, the findings were not based upon the criteria for denial of prequalification set forth in subsection B of § 14 of these rules. No determination on an issue of law shall be final if appropriate legal action is instituted in a timely manner. The Institution may seek advice and input from the Alternative Dispute Resolution Council in establishing an ADR procedure.

B. Any party to the administrative procedure, including the Institution, shall be entitled to institute judicial review if such action is brought within 30 days of receipt of the written decision.

§ 56. Alternative dispute resolution. – The Institution may enter into agreements to submit disputes arising from contracts entered into pursuant to these rules to arbitration and utilize mediation and other alternative dispute resolution procedures. However, such procedures shall be nonbinding and subject to § 2.2-514 of the Code of Virginia, as applicable.

§ 57. Ethics in public contracting. – The Institution and its governing body, officers, and employees shall be governed by the Ethics in Public Contracting provisions of the Virginia Public Procurement Act, Article 6 (§ 2.2-4367 et seq.) of Chapter 43 of Title 2.2 of the Code of Virginia.

## EXHIBIT E

### MANAGEMENT AGREEMENT BETWEEN THE COMMONWEALTH OF VIRGINIA AND GEORGE MASON UNIVERSITY PURSUANT TO THE RESTRUCTURED HIGHER EDUCATION FINANCIAL AND ADMINISTRATIVE OPERATIONS ACT

### POLICY GOVERNING HUMAN RESOURCES FOR PARTICIPATING COVERED EMPLOYEES AND OTHER UNIVERSITY EMPLOYEES

### THE RECTOR AND BOARD OF VISITORS OF GEORGE MASON UNIVERSITY IN VIRGINIA POLICY GOVERNING HUMAN RESOURCES FOR PARTICIPATING COVERED EMPLOYEES AND OTHER UNIVERSITY EMPLOYEES

#### I. PREAMBLE.

The Restructured Higher Education Financial and Administrative Operations Act (the Act), Chapter 10 (§ 23.1-1000 et seq.) of Title 23.1 of the Code of Virginia, establishes a process for the restructuring of institutions of higher education of the Commonwealth of Virginia and provides that upon becoming a covered institution, the University shall have responsibility and accountability for human resources management for all University employees, defined in the Act as "covered employees," who pursuant to subsection A of § 23.1-1020 of the Act shall continue to be "state employee[s]". Specifically, the Act provides that, as of the effective date of its initial management agreement with the Commonwealth, all classified employees shall continue to be covered by the Virginia Personnel Act, Chapter 29 (§ 2.2-2900 et seq.) of Title 2.2 of the Code of Virginia, and shall be subject to the policies and procedures prescribed by the Virginia Department of Human Resource Management, provided that they may subsequently elect to become participating covered employees. All participating covered employees shall: (i) be exempt from the Virginia Personnel Act, Chapter 29 (§ 2.2-2900 et seq.) of Title 2.2 of the Code of Virginia; (ii) remain subject to the State Grievance Procedure, Chapter 30 (§ 2.2-3000 et seq.) of Title 2.2 of the Code of Virginia, provided they were subject to the state grievance procedure prior to that effective date; (iii) participate in a compensation plan that is subject to the review and approval of the board of visitors; and (iv) be hired pursuant to procedures that are based on merit and fitness and may, subject to certain specified conditions, continue to participate in either state-sponsored or University-sponsored benefit plans as described by the management agreement.

The provisions of this policy are adopted by the board of visitors to implement the governing law and constitute the human resources policies to be included in any human resources system adopted by the University for its employees.

This policy is intended to cover the authority that may be granted to the University pursuant to Article 4 of the Act. Any other powers and authorities granted to the University pursuant to the general appropriation act, or any other sections of the Code of Virginia, including other provisions of the Act and the University's enabling statutes, are not affected by this policy.

#### II. DEFINITIONS.

As used in this policy, the following terms shall have the following meanings, unless the context requires otherwise:

"Act" means the Restructured Higher Education Financial and Administrative Operations Act, Chapter 10 (§ 23.1-1000 et seq.) of Title 23.1 of the Code of Virginia.

"Board of visitors" or "board" means the rector and board of visitors of the University.

"Classified employees" means employees who are covered by the Virginia Personnel Act, Chapter 29 (§ 2.2-2900 et seq.) of Title 2.2 of the Code of Virginia, and the policies and procedures established by the Virginia Department of Human Resource Management and who are not participating covered employees.

"Covered employee" or "University employee" means any person who is employed by the University on either a salaried or nonsalaried (wage) basis.

"Covered institution" means, on and after the effective date of its initial management agreement with the Commonwealth of Virginia, a public institution of higher education of the Commonwealth that has entered into a management agreement with the Commonwealth to be governed by the provisions of Article 4 of the Act.

"Effective date" means the effective date of the initial management agreement between the University and the Commonwealth.

"Employee" means covered employee unless the context clearly indicates otherwise.

"Enabling statutes" has the same meaning as provided in § 23.1-1000 of the Act.

"Governing law" means the Act and the University's enabling statutes.

"Management agreement" means an agreement between the Commonwealth of Virginia and the University that enables the University to be governed by Article 4 of the Act.

"Participating covered employee" means (i) all salaried nonfaculty University employees who were employed as of the day prior to the effective date and who elect pursuant to § 23.1-1022 of the Act to participate in and be governed by such human resources program or programs, plans, policies, and procedures established by the University, (ii) all salaried nonfaculty University employees who are employed by the University on or after the effective date, (iii) all nonsalaried nonfaculty University employees without regard to when they were hired, and (iv) all faculty University employees without regard to when they were hired.

"Systems" means collectively the University human resources system that is in effect from time to time.

"University" means George Mason University.

"University human resources system" means the human resources system for University employees as provided for in this policy.

### *III. SCOPE AND PURPOSE OF UNIVERSITY HUMAN RESOURCES POLICIES.*

The University has had human resources system autonomy through decentralization for its employees for some time. For example, general faculty at the University are expressly exempt from the Virginia Personnel Act, Chapter 29 (§ 2.2-2900 et seq.) of Title 2.2 of the Code of Virginia. The University has had decentralization in most human resources functions and activities since the late 1980s and early 1990s, including, but not limited to, the running of payrolls and the administration of hiring, classification, and promotion practices of administrative/professional, research and instructional faculty.

The Act extends and reinforces the human resources autonomy previously granted to the University. This policy therefore is adopted by the board of visitors to enable the University to develop, adopt, and have in place by or after the effective date of its initial management agreement

with the Commonwealth a human resources system or systems for all University employees. On the effective date, and until changed by the University or unless otherwise specified in this policy, the systems for University employees shall be the same systems applicable to those employees in effect immediately prior to the effective date.

#### IV. BOARD OF VISITORS ACCOUNTABILITY AND DELEGATION OF AUTHORITY.

The board of visitors of the University shall at all times be fully and ultimately accountable for the proper fulfillment of the duties and responsibilities set forth in, and for the appropriate implementation of, this policy. Consistent with this full and ultimate accountability, however, the board may, pursuant to its legally permissible procedures, specifically delegate either herein or by separate board resolution the duties and responsibilities set forth in this policy to a person or persons within the University, who, while continuing to be fully accountable for such duties and responsibilities, may further delegate the implementation of those duties and responsibilities pursuant to the University's usual delegation policies and procedures.

#### V. UNIVERSITY HUMAN RESOURCES SYSTEMS.

##### A. Adoption and Implementation of University Human Resources Systems.

The President of the University, acting through the Senior Vice President for Administration and Finance or designee, is hereby authorized to adopt and implement human resources systems for employees of the University that are consistent with the governing law, other applicable provisions of law, these University human resources policies for University employees, and any other human resources policies adopted by the Department of Human Resource Management or the board of visitors for University personnel, unless University employees are exempted from those other human resources policies by law or policy. The University human resources systems shall include a delegation of personnel authority to appropriate University officials responsible for overseeing and implementing the University human resources systems, including a grant of authority to such officials to engage in further delegation of authority as the President of the University, acting through the Senior Vice President for Administration and Finance or designee, deems appropriate.

The University commits to regularly engage employees in appropriate discussions and to receive employee input as the new University human resources systems are developed. The University will regularly communicate the details of new proposals to all employees who are eligible to participate in the University human resources system through written communication, open meetings, and website postings as appropriate, so that employees will have full information that will help them evaluate the merits of the new human resources system compared to the then-current state human resources system. Effective on the effective date of its initial management agreement with the Commonwealth, and until amended as described in this subsection, the University's human resources systems shall consist of the following:

1. The current "George Mason University Faculty Handbook," as it is posted on the Provost's website, <https://provost.gmu.edu/administration/policy> and periodically amended;
2. The current human resources system for classified employees in the University as posted on the Virginia Department of Human Resource Management website at <http://www.dhrm.virginia.gov/hrpolicies>; and
3. The human resources system for participating covered employees, that shall include nonsalaried (wage) employees, as posted on the University's human resources website, <https://www.hr.gmu.edu/>.

All the systems described in this subsection above, except the system described in subdivision 2, may be amended by the President of the University, acting through the Senior Vice President for Administration and Finance or designee, consistent with these human resources policies. The system described in subdivision 2 may be amended only by the State.

*B. Training in and Compliance with Applicable Provisions of Law and Board of Visitors Human Resources Policies.*

The President of the University, acting through the Senior Vice President for Administration and Finance or designee, shall take all necessary and reasonable steps to assure (i) that the University officials who develop, implement, and administer the University human resources systems authorized by governing law and these human resources policies are knowledgeable regarding the requirements of the governing law, other applicable provisions of law, these University human resources policies, and other applicable board of visitors human resources policies affecting University employees and (ii) that compliance with such laws and human resources policies is achieved.

**VI. HUMAN RESOURCES POLICIES.**

The University human resources systems adopted by the University pursuant to governing law and this policy, as set forth in Section V above, shall embody the following human resources policies and principles:

*A. Election by University Salaried Nonfaculty Employees.*

Upon the adoption by the University of a University human resources system, each salaried nonfaculty University employee who was in the employment of the University as of the day prior to the effective date of its initial management agreement with the Commonwealth shall be permitted to elect to participate in and be governed by either (i) the state human resources program set forth in Chapters 28 (§ 2.2-2800 et seq.) and 29 (§ 2.2-2900 et seq.) of Title 2.2 of the Code of Virginia, and administered by the Department of Human Resource Management, or (ii) the University human resources system, as appropriate. A salaried nonfaculty University employee who elects to continue to be governed by the state human resources program described in this subsection above shall continue to be governed by all state human resources and benefit plans, programs, policies, and procedures that apply to and govern state employees. A salaried nonfaculty University employee who elects to participate in and be governed by the University human resources system, by that election, shall be deemed to have elected to be eligible to participate in and to be governed by the University human resources system, authorized alternative insurance, and severance plans, programs, policies, and procedures that are or may be adopted by the University as part of that University human resources system.

The University shall provide each of its salaried nonfaculty University employees who were in the employment of the University as of the day prior to the effective date of the University's initial management agreement with the Commonwealth at least 90 days after the date on which the University's human resources system becomes effective for that University employee's classification of employees to make the election required by the prior paragraph. If such a salaried nonfaculty University employee does not make an election by the end of that specified election period, that University employee shall be deemed not to have elected to participate in the University human resources system. If such a salaried nonfaculty University employee elects to participate in the University human resources system, that election shall be irrevocable. At least every two years, the University shall offer to salaried nonfaculty University employees who have elected to continue to participate in the state human resources program set forth in Chapters 28 (§ 2.2-2800 et seq.) and 29 (§ 2.2-2900 et seq.) of Title 2.2 of the Code of Virginia, an opportunity to elect to participate in the University human resources system, provided that, each time prior to offering such opportunity to such salaried nonfaculty University employees, and at least once every two years after the effective date of the University human resources system, the University shall make available to each of its salaried nonfaculty University employees a comparison of its human resources system for that classification of salaried nonfaculty University employee with the state human resources program for comparable state employees, including but not limited to a comparability assessment of compensation and benefits.

A copy of the human resources program comparison shall be provided to the Department of Human

## Resource Management.

### B. Classification and Compensation.

1. General. The systems shall include classification and compensation plans that are fair and reasonable and are based on the availability of University financial resources. The plans adopted by the University for participating covered employees shall be independent of, and need not be based on, the classification and compensation plans of the Commonwealth, do not require the approval of any state agency or officer, and shall be subject to the review and approval by the board of visitors as set forth in subdivision 3. The University shall provide information on its classification and compensation plans to all University employees. The plans applicable to participating covered employees may or may not include changes in classification or compensation announced by the Commonwealth, depending on such factors as the availability of necessary financial resources to fund any such changes and subject to the review and approval by the board of visitors of any major changes in the University's compensation plans.

2 Classification Plan. The systems shall include one or more classification plans for University employees that classify positions according to job responsibilities and qualifications. On the effective date and until changed by the University, the classification plans shall be the same plans that are in effect for each group of employees immediately prior to the effective date.

3 Compensation Plan. The systems shall include one or more compensation plans for each University employee classification or group. On the effective date and until changed by the Department of Human Resource Management, the compensation plan for classified employees in the University shall be the compensation plan in effect immediately prior to the effective date, known as the Commonwealth's Classified Compensation Plan. On the effective date and until changed by the University, the compensation plan or plans for all participating covered employees shall be the compensation plan or plans in effect immediately prior to the effective date. The University may adopt one or more compensation plans for participating covered employees that are non-graded plan(s) based on internal and external market data and other relevant factors to be determined annually. Any major change in compensation plans for participating covered employees shall be reviewed and approved by the board of visitors before that change becomes effective. Any change recommended in the compensation plans may take into account the prevailing rates in the labor market for the jobs in question or for similar positions, the relative value of jobs, the competency and skills of the individual employee, internal equity, and the availability of necessary financial resources to fund the proposed change. The compensation payable to University employees shall be authorized and approved only by designated University officers delegated such authority by the University, and shall be consistent with the approved compensation plan for the relevant position or classification. Further approval by any other state agency, governmental body, or officer is not required for setting, adjusting, or approving the compensation payable to individual participating covered employees.

4 Wages. The systems shall include policies and procedures for the authorization, computation, and payment of wages, where appropriate, for such premium pays as overtime, shift differential, on call, and call back, and for the payment of hourly employees.

5 Payment of Compensation. The systems shall include policies and procedures for paying compensation to employees, including the establishment of one or more payday schedules.

6 Work Schedule and Workweek. The systems shall include policies and procedures for the establishment of, and modifications to, work schedules and workweeks for all University



employees, including alternative work schedules and sites and telecommuting policies and procedures.

7. Other Classification and Compensation Policies and Procedures. The systems may include any other reasonable classification and compensation policies and procedures the President of the University, acting through the Senior Vice President for Administration and Finance or designee, deems appropriate.

### C. Benefits.

The systems shall provide fringe benefits to all benefits-eligible employees, including retirement benefits, health care insurance, life, disability, and accidental death and dismemberment insurance. The benefits provided shall include a basic plan of benefits for each benefits-eligible employee, and may include an optional benefits plan for benefits-eligible employees, including additional insurance coverage, long-term care, tax deferred annuities, flexible reimbursement accounts, employee assistance programs, employee intramural and recreational passes, and other wellness programs. As provided in subsections B and C § 23.1-1025 of the Act, the University may require participating covered employees to pay all or a portion of the cost of group life, disability, and accidental death and dismemberment insurance, which may be collected through a payroll deduction program. Participating covered employees shall not be required to present evidence of insurability for basic group life insurance coverage. The board of visitors may elect to provide benefits through Virginia Retirement System group insurance programs under the terms of and to the extent allowed by § 23.1-1025 of the Act or any other provision of law.

Notwithstanding the provisions of this subsection above, pursuant to subsection A of § 23.1-1020 of the Act, and unless and until that section is amended, the state retirement system, state health insurance program, and state workers' compensation coverage program as they may be amended from time to time, shall continue to apply to and govern all eligible University employees. If, however, the University has been or is permitted by law other than the Act to establish an alternative retirement plan or plans, such retirement plan or plans shall apply to and govern the University employees included in such plan or plans.

The systems may provide different benefits plans for reasonably different groups or classifications of employees, and may provide benefits to part-time employees. On the effective date and until changed by the appropriate governing authority, the benefits plans provided by the University to classified employees and participating covered employees shall be the benefits plans provided to that group or classification as of the date immediately prior to that effective date. On or after the effective date, alternative University group life, accidental death and dismemberment, and short-term and long-term disability plans may be provided to eligible participating covered employees, or at the election of the board of visitors and subject to the execution of participation agreements as provided in subsections B and C of § 23.1-1025 of the Act, they may be provided by the appropriate state programs, but no contributions to the state programs by the University shall be required for participating covered employees who do not participate in the programs. Subject to the provisions of the Act, any new plans, programs, and material changes permitted under current law in University employee benefit plans, other than classified employee benefit plans, shall be approved by the board of visitors, including the authority to increase the cash match contribution rate up to the limit permitted by the Code of Virginia based on available resources and the authority to implement cafeteria-style benefits for University employees other than classified employees.

Insurance and all proceeds therefrom provided pursuant to § 23.1-1025 of the Act shall be exempt from legal process and may be subject to voluntary assignment as provided in subsection A of § 23.1-1025 of the Act.

D. Employee Relations.

1. General. The systems shall contain provisions that protect the rights and privileges of University employees consistent with sound management principles and fair employment practice law.

2. Employee Safety and Health. The systems shall contain provisions that promote workplace safety compliance with applicable law and regulations.

3. Employee Work Environment. The systems shall promote a work environment that is conducive to the performance of job duties and free from intimidation or coercion in violation of state or federal law, including sexual harassment or other discrimination.

4. Employee Recognition. The systems may provide for the use of leave awards and bonuses specific to policies and procedures for awarding, honoring, or otherwise recognizing University employees, including but not limited to those who have performed particularly meritorious service for the University, have been employed by the University for specified periods of time, or have retired from the University after lengthy service.

5. Counseling Services. The systems shall provide counseling services through the State's Employee Assistance Program or a University Employee Assistance Program to any eligible University employee experiencing job-related difficulties and seeking counseling for those difficulties, and shall establish the circumstances under which the time necessary to participate in such counseling may be granted.

6. Unemployment Compensation. The systems shall ensure that University employees receive the full unemployment compensation benefits to which they are legally entitled and that the University's liability is limited to legitimate claims for such benefits.

7. Workers' Compensation. The systems shall ensure that University employees have workers' compensation benefits to which they are legally entitled pursuant to the State Employees Workers' Compensation Program administered by the Department of Human Resource Management.

8. Performance Planning and Evaluation. The systems shall include one or more performance planning and evaluation processes for University employees that (i) establish and communicate the University's performance expectations, (ii) help develop productive working relationships, (iii) allow employees to present their views concerning their performance, (iv) identify areas for training or professional development, (v) establish the process by which evaluations shall be conducted, (vi) clarify how superlative or inadequate performance shall be addressed, and (vii) ensure that all University employees are provided relevant information on the evaluation process. The systems may include separate performance and evaluation processes for reasonably distinguishable groups of University employees. On the effective date, the existing merit-based performance management system for faculty shall continue, until amended by the University. On or after that effective date, University nonfaculty salaried participating covered employees may be subject to a variable merit-based performance management system.

9. Standards of Conduct and Performance. In order to protect the well-being and rights of all employees and to ensure safe, efficient University operations and compliance with the law, the systems shall establish rules of personal conduct and standards of acceptable work performance for University salaried nonfaculty employees and policies for corrective discipline. In general, the policies for corrective discipline shall serve to (i) establish a uniform and objective process for correcting or disciplining unacceptable conduct or work performance, (ii) distinguish between less serious and more serious actions of misconduct and provide corrective action accordingly, and (iii) limit corrective action to employee conduct occurring only when employees are at work or are otherwise representing

the University in an official or work-related capacity, unless otherwise specifically provided by the policies of the systems or other applicable law. The systems may provide for a probationary period for new and re-employed University salaried nonfaculty employees, during which period the policies for corrective discipline shall not be applicable and the employee may not use the grievance procedure set forth in subdivision 10. The systems may include separate rules of personal conduct and standards of acceptable work performance and policies for corrective discipline for reasonably distinguishable groups of University employees.

*10. Grievance Procedure.* As provided in the governing law, employees shall be encouraged to resolve employment-related problems and complaints informally, and shall be permitted to discuss their concerns freely and without fear of retaliation with immediate supervisors and management. In the event that such problems cannot be resolved informally, all salaried nonfaculty University employees, regardless of their date of hire, shall have access, as provided in subsection A of § 23.1-1020 and in

§ 23.1-1023 of the Act, to the State Grievance Procedure, Chapter 30 (§ 2.2-3000 et seq.) of Title 2.2 of the Code of Virginia, to the extent it was applicable to their classification of employees prior to the effective date. On the effective date and until changed by the University, the faculty grievance procedures in effect immediately prior to the effective date shall continue.

*11. Discrimination Complaints.* If a classified employee believes discrimination has occurred, the classified employee may file a complaint with the Department of Human Resource Management Office of Equal Employment and Dispute Resolution. All covered employees and applicants for employment after the effective date of the University's initial management agreement with the Commonwealth shall file a complaint with the appropriate University office or with the appropriate federal agencies.

*12. Layoff Policy.* The systems shall include one or more layoff policies for salaried University employees who lose their jobs for reasons other than their job performance or conduct, such as a reduction in force or reorganization at the University. These University layoff policies shall govern such issues as (i) whether there is a need to effect a layoff, (ii) actions to be taken prior to a layoff, (iii) notice to employees affected by a layoff, (iv) placement options within the University or its respective major divisions and within other parts of the University, (v) the preferential employment rights, if any, of various University employees, (vi) the effect of layoff on leave and service, and (vii) the policy for recalling employees. In accordance with the terms of the Act, University employees who (a) were employed prior to the effective date of the University's initial management agreement with the Commonwealth, (b) would otherwise be eligible for severance benefits under the Workforce Transition Act of 1995, Chapter 32 (§ 2.2-3200 et seq.) of Title 2.2 of the Code of Virginia, (c) were covered by the Virginia Personnel Act, Chapter 29 (§ 2.2-2900 et seq.) of Title 2.2 of the Code of Virginia, prior to that effective date, and (d) are separated because of a reduction in force shall have the same preferential hiring rights with state agencies and other executive branch institutions as classified employees have under §2.2-3201 of the Code of Virginia. Conversely, the University shall recognize the hiring preference conferred by § 2.2-3201 of the Code of Virginia on state employees who were hired by a state agency or executive branch institution before the effective date of the University's initial management agreement with the Commonwealth and who were separated after that date by that state agency or executive branch institution because of a reduction in workforce. If the University has adopted a classification system pursuant to §23.1-1021 of the Act that differs from the classification system administered by the Department of Human Resource Management, the University shall classify the separated employee according to its classification system and shall place the separated employee appropriately. The University may include separate policies for reasonably distinguishable groups of University employees. On or after the effective date of the University's initial management agreement with the Commonwealth, all employees from other state agencies and executive branch institutions who are placed by the University under the provisions of the State Layoff Policy shall be participating covered employees.

13. **Severance Benefits.** In accordance with the terms of the Act, the University shall adopt severance policies for salaried participating covered employees who are involuntarily separated for reasons unrelated to performance or conduct. The terms and conditions of such policies shall be determined by the board of visitors. Classified employees who otherwise would be eligible and were employed prior to the effective date of the University's initial management agreement with the Commonwealth shall be covered by the Workforce Transition Act of 1995, Chapter 32 (§ 2.2-3200 et seq.) of Title 2.2 of the Code of Virginia. The University and the Board of the Virginia Retirement System may negotiate a formula according to which cash severance benefits may be converted to years of age or creditable service for participating covered employees who participate in the Virginia Retirement System. An employee's becoming, on the effective date, a covered employee shall not constitute a severance or reduction in force to which severance policies or policies pursuant to the Workforce Transition Act of 1995, Chapter 32 (§ 2.2-3200 et seq.) of Title 2.2 of the Code of Virginia, would apply.

14. **Use of Alcohol and Other Drugs.** The systems shall include policies and procedures that (i) establish and maintain a work environment at the University that is free from the adverse effect of alcohol and other drugs, (ii) are consistent with the federal Drug-Free Workplace Act of 1988, 41 U.S.C. § 81, and with the George Mason University Alcohol and Other Drugs Policy, (iii) describe the range of authorized disciplinary action, including termination where appropriate, for violations of such policies and procedures and the process to be followed in taking such disciplinary action, (iv) provide University employees access to assistance and treatment for problems involving alcohol and other drugs, (v) provide for the circumstances under which employees are required to report certain violations of the policies and procedures to their supervisor, and the University is required to report those violations to a federal contracting or granting agency, (vi) describe the circumstances under which personnel records of actions taken under the University's alcohol and other drugs policy shall not be kept confidential, and (vii) provide notice to University employees of the scope and content of the University alcohol and other drugs policy. As part of this alcohol and other drugs policy, and in compliance with the federal Omnibus Transportation Employee Testing Act of 1991, P.L. 102-143, the systems may provide for pre-employment, reasonable suspicion, random, post-accident, return-to-duty, and follow-up alcohol and other drug testing for University positions that are particularly safety sensitive, such as those requiring a commercial driver's license.

15. **Background Checks.** The systems shall include a process for conducting background checks that may include but is not limited to reference checks, educational/professional credentialing checks, and conviction and driver's records checks on applicants for full-time or part-time positions at the University, and for addressing situations where employees do not disclose a conviction on their application or otherwise falsify their application with regard to information concerning their educational/professional credentials and/or prior convictions.

16. **Other Employee Relations Policies and Procedures.** The systems shall include any other reasonable employee relations policies or procedures that the President of the University, acting through the Senior Vice President for Administration and Finance or designee, deems appropriate, that may include, but are not limited to, policies or procedures relating to orientation programs for new or re-employed University employees, an employee suggestion program, the responsibility of University employees for property placed in their charge, work breaks, inclement weather and emergencies, and employment outside the University.

#### *E. Leave and Release Time.*

The systems shall include policies and procedures regarding leave for eligible employees. The systems shall provide reasonable paid leave for purposes such as holidays, vacation, or other personal uses. The systems may provide for release time for such matters as the donation of blood, participation in an employee assistance program, and other appropriate employment-related matters. On or after the

effective date of its initial management agreement with the Commonwealth, and until a new program is adopted by the appropriate authority, the University shall continue to provide leave and release time to participating covered employees in accordance with the leave and release time policies and procedures applicable to each classification of employees prior to that effective date. On or after that effective date, the University may provide an alternative leave and release time system for salaried nonfaculty participating covered employees.

*F. Equal Employment Opportunity, Nondiscrimination, Employment, and Separation.*

*1. Equal Employment Opportunity and Nondiscrimination.* The systems shall contain policies and procedures to ensure that all aspects of human resources management, including the employment of University employees, meet all requirements of federal and state law and of the relevant policies of the board of visitors with regard to equal employment opportunity and nondiscrimination.

*2. Employment.* The systems shall include policies and procedures for the recruitment, selection, and hiring of University employees that are based on merit and fitness, including where appropriate a requirement for job posting, interviews, pre-employment testing, pre-employment drug testing, reference checks, and conviction record checks. On and after the effective date, the University shall post all salaried nonfaculty position vacancies through the University's job posting system, the Commonwealth's job posting system, and other external media as appropriate. The systems shall establish designated veterans' re-employment rights in accordance with applicable law.

In order to encourage employees to attain the highest level positions for which they are qualified, and to compensate employees for accepting positions of increased value and responsibility, the systems shall include policies and procedures governing the promotion of employees, including the effect of promotion on an employee's compensation.

On or after the effective date of the University's initial management agreement with the Commonwealth, all employees hired from other state agencies shall be participating covered employees. University classified employees who change jobs within the University through a competitive employment process—i.e., promotion or transfer—shall have the choice of remaining a classified employee or becoming a participating covered employee. If a classified employee elects to become a participating covered employee, that decision shall be irrevocable.

*3. Notice of Separation.* The systems shall include policies and procedures requiring reasonable notice, where appropriate, of a decision either by the employee or by the University to separate the employee from the University in accordance with policies governing performance, conduct, or layoff.

*G. Information Systems.*

The University shall provide an electronic file transfer of information on all salaried University employees and shall continue to provide the employee position reports to meet the human resources reporting requirements specified by law or by request of the Governor or the General Assembly, unless the University is specifically exempted from those requirements. The University shall conduct assessments to demonstrate its accountability for human resources practices that comply with laws and regulations. The Department of Human Resource Management and the University have entered into a Memorandum of Understanding, attached hereto as Attachment 2, that may be amended from time to time by agreement of the parties, regarding the specific data and reporting requirements. The University shall be accountable for ensuring the timeliness and integrity of the data transmitted to the Department of Human Resource Management.

**VII. CONTINUED APPLICABILITY OF OTHER PROVISIONS OF THE CODE OF VIRGINIA AND OTHER BOARD OF VISITORS POLICIES AFFECTING UNIVERSITY PERSONNEL.**

On and after the effective date, University employees shall be subject to the terms and conditions

of the Act and the management agreement between the Commonwealth and the University. Classified employees shall continue to be subject to the human resources policies and exceptions to those policies adopted or approved by the Department of Human Resource Management.

In addition, all University employees also shall remain subject to any other human resources policies adopted by the board of visitors applicable to University personnel unless University employees or a subset thereof are specifically exempted from those other human resources policies either by those other policies or by this policy.

ATTACHMENT 2  
Memorandum of Understanding Between George Mason University and the  
Department of Human Resource Management Regarding the Reporting of Human Resources  
Management Data

This Memorandum of Understanding (MOU), which may be amended from time to time by the agreement of all parties, is an attachment to the Policy Governing Human Resources for participating covered employees and other University employees pursuant to the Restructured Higher Education Financial and Administrative Operations Act, Chapter 10 (§ 23.1-1000 et seq.) of Title 23.1 of the Code of Virginia, and is hereby entered into between the University and the Department of Human Resource Management (DHRM).

This document outlines the provisions for information management pertaining to human resources data, consistent with the objectives to enable DHRM to meet the Commonwealth's reporting requirements, to ensure compliance with relevant federal and state laws and regulations, and to do so through efficient and cost-effective methods.

1. In lieu of data entry into the state's Human Capital Management (HCM) system, data will be transmitted to the HCM system as follows.

a. The University will provide a flat file of designated personnel data. For classified employees, the data provided will match DHRM's data values for the designated fields. For salaried participating covered employees, the data provided will include the University's data values for the designated fields. The University will provide a data dictionary to DHRM. The file of designated data will be specifically described by an addendum to this Memorandum upon the agreement of the University and DHRM.

b. The University will provide a second flat file of salaried personnel actions for classified employees and salaried participating covered employees, such as promotions, separations, and salary adjustments. The file of relevant personnel actions and designated data to be provided for each action will be specifically described by an addendum to this Memorandum upon the agreement of the University and DHRM.

2. DHRM will accept the federal Affirmative Action Plan (AAP), including the adverse impact analyses of employment and compensation actions that are part of the AAP, as demonstration of the University's compliance with relevant federal and state employment laws and regulations.

3. Other reports to be provided by the University include the following:

a. Monthly employment position report.

b. Annual report on salaried, wage, and contract employees.

The undersigned hereby agree to the provisions contained in the MOU.

**APPROVALS:**

George Mason University:

By: .....Date.....

Senior Vice President for Administration and Finance,

Department of Human Resource Management:

By: .....Date.....

EXHIBIT F  
MANAGEMENT AGREEMENT  
BETWEEN  
THE COMMONWEALTH OF VIRGINIA AND  
GEORGE MASON UNIVERSITY  
PURSUANT TO THE RESTRUCTURED  
HIGHER EDUCATION FINANCIAL AND  
ADMINISTRATIVE OPERATIONS ACT  
POLICY GOVERNING  
FINANCIAL OPERATIONS AND MANAGEMENT  
THE RECTOR AND BOARD OF VISITORS OF GEORGE MASON UNIVERSITY

I. PREAMBLE

The Restructured Higher Education Financial and Administrative Operations Act (the Act), Chapter 10 (§ 23.1-1000 et seq.) of Title 23.1 of the Code of Virginia, establishes by law a process for granting additional authority to institutions of higher education for financial operations and management, subject to the adoption of policies by their governing boards and the approval of management agreements to be negotiated with the Commonwealth.

The following provisions of this policy constitute the adopted board of visitors' policies regarding the University's financial operations and management.

This policy is intended to cover the authority that may be granted to the University pursuant to Article 4 of the Act. Any other powers and authorities granted to the University pursuant to the general appropriation act, or any other sections of the Code of Virginia, including other provisions of the Act and the University's enabling statutes, are not affected by this policy.

I. DEFINITIONS.

As used in this policy, the following terms shall have the following meanings, unless the context requires otherwise:

"Act" means the Restructured Higher Education Financial and Administrative Operations Act, Chapter 10 (§ 23.1-1000 et seq.) of Title 23.1 of the Code of Virginia.

"Board of visitors" or "board" means the rector and board of visitors of the University.

"Covered institution" means, on or after the effective date of its initial management agreement with the Commonwealth of Virginia, a public institution of higher education of the Commonwealth that has entered into a management agreement with the Commonwealth to be governed by the provisions of Article 4 of the Act.

"Effective date" means the effective date of the initial management agreement between the University and the Commonwealth.

"Enabling statutes" has the same meaning as provided in § 23.1-1000 of the Act.

"Management agreement" means an agreement between the Commonwealth of Virginia and the University that enables the University to be governed by Article 4 of the Act.

"State tax-supported debt" means bonds, notes, or other obligations issued under Article X, Section 9 (a), 9 (b), 9 (c), or 9 (d) of the Constitution of Virginia, if the debt service payments are made or ultimately are to be made from general government funds, as defined in the December 19, 2017, Report to the Governor and General Assembly of the Debt Capacity Advisory Committee or as that definition is amended from time to time.

"University" means George Mason University.

II. SCOPE OF POLICY.

This policy applies to the University's responsibility for management, investment, and stewardship of all its financial resources, including but not limited to, general, nongeneral, and private funds. This responsibility includes maintaining an independent uniform system of accounting, financial reporting,



and internal controls adequate to protect and account for the University's financial resources as well as allowing for recording of required information into Cardinal.

### III. BOARD OF VISITORS ACCOUNTABILITY AND DELEGATION OF AUTHORITY.

The board of visitors shall at all times be fully and ultimately accountable for the proper fulfillment of the duties and responsibilities set forth in, and for the appropriate implementation of this policy. Consistent with this full and ultimate accountability, however, the board may, pursuant to its legally permissible procedures, specifically delegate either herein or by separate board resolution the duties and responsibilities set forth in this policy to a person or persons within the University who, while continuing to be fully accountable for such duties and responsibilities, may further delegate the implementation of those duties and responsibilities pursuant to the University's usual delegation policies and procedures.

### IV. FINANCIAL MANAGEMENT AND REPORTING SYSTEM.

The President of the University, acting through the Senior Vice President for Administration and Finance or designee, shall continue to be authorized by the board to maintain existing policies and implement new policies governing the management of University financial resources. These policies shall continue to (i) ensure compliance with generally accepted accounting principles; (ii) ensure consistency with the current accounting principles employed by the Commonwealth, including the use of fund accounting principles, with regard to the establishment of the underlying accounting records of the University and the allocation and utilization of resources within the accounting system, including the relevant guidance provided by the State Council of Higher Education for Virginia chart of accounts with regard to the allocation and proper use of funds from specific types of fund sources; (iii) provide adequate risk management and internal controls to protect and safeguard all financial resources, including moneys transferred to the University pursuant to a general fund appropriation; and (iv) ensure compliance with the requirements of the general appropriation act.

The financial management system shall continue to include a financial reporting system to satisfy both the requirements for inclusion in the Commonwealth's Comprehensive Annual Financial Report, as specified in the related State Comptroller's Directives and the University's separately audited financial statements. To ensure observance of limitations and restrictions placed on the use of the resources available to the University, the accounting and bookkeeping systems of the University shall continue to be maintained in accordance with the principles prescribed for governmental organizations by the Governmental Accounting Standards Board.

In addition, the financial management system shall continue to provide financial reporting for the President of the University, acting through the Senior Vice President for Administration and Finance or designee, and the board of visitors to enable them to provide adequate oversight of the financial operations of the University. The University shall provide to state agencies including, but not limited to, the Department of Accounts, the Department of Planning and Budget, the Joint Legislative Audit and Review Commission, the Auditor of Public Accounts, and the State Council of Higher Education for Virginia and to the Chairmen of the Senate Committee on Finance and the House Committee on Appropriations special reports as may be requested from time to time.

### V. FINANCIAL MANAGEMENT POLICIES.

The University has operated for many years at Level II as part of the Act and at Level 2.5 under §4-9.02 of Chapter 780, 2016 Acts of Assembly. Accordingly, the University currently operates a system of independent financial management policies guided by the general principles contained in the Commonwealth's Accounting Policies and Procedures such as establishing strong risk management and internal accounting controls to ensure University financial resources are properly safeguarded and that appropriate stewardship of public funds is obtained through management's oversight of the effective and efficient use of such funds in the performance of University programs.

The President of the University, acting through the Senior Vice President for Administration and Finance or designee, shall have the authority to create and implement any and all new financial

management policies necessary to maintain the University's current financial management system for the continued effective protection and management of all University financial resources.

Upon the effective date of its initial management agreement with the Commonwealth, the University shall continue to follow its current independent financial management policies, as well as any new policies that have been developed and submitted to the State Comptroller for review and comment as a result of the management agreement. Any significant new policies developed after the effective date shall be submitted to the State Comptroller for review and comment before being implemented by the University.

#### VI. FINANCIAL RESOURCE RETENTION AND MANAGEMENT.

Pursuant to subsection C of § 23.1-206 of the Code of Virginia, the State Council of Higher Education for Virginia (SCHEV) annually shall assess and certify to the Governor and the General Assembly the degree to which each public institution of higher education of the Commonwealth has met the financial and administrative management and education-related performance benchmarks called for by that subsection and approved as part of the general appropriation act then in effect for the state goals and objectives set forth in subdivisions A 1 through 12 of § 23.1-1002 of the Act. Each public institution of higher education of the Commonwealth that (i) has been certified during the fiscal year by SCHEV as having met such institutional performance benchmarks and (ii) meets the conditions prescribed in subsection A of § 23.1-1002 of the Act, shall receive certain financial incentives, including interest on the tuition and fees and other nongeneral fund education and general revenues deposited into the State Treasury by the public institution of higher education. In order to be certified, the University must meet all measures adopted prior to the effective date of this management agreement pursuant to subdivision A 3 of § 23.1-1003 of the Act.

The Commonwealth shall retain all funds related to general fund appropriations but shall pay these funds to the University as specified in Section IX of this policy. The University is authorized to deposit tuition, educational and general fees, research and sponsored program funds, auxiliary enterprise funds, and all other nongeneral fund revenues weekly in the State Treasury pursuant to the state process in place at the time of such deposit. The University shall be given any interest earned on auxiliary balances on a monthly basis.

The University also shall have sum sufficient appropriation authority for all nongeneral funds as approved by the Governor and the General Assembly in the Commonwealth's biennial appropriations process and shall report to the Department of Planning and Budget (i) its estimate of the nongeneral fund revenues for the sum sufficient appropriation to be included in the biennial Budget Bill for each of the two years in the next biennium by November 1 of each odd-numbered year and (ii) the estimate to be included in the Budget Bill for the first and second year of the then-current biennium by November 1 of each even-numbered year.

The board of visitors shall retain the authority to establish tuition, fee, room, board, and other charges, with appropriate commitment provided to need-based grant aid for middle-income and lower-income undergraduate Virginians. Except as provided otherwise in the general appropriation act then in effect, it is the intent of the Commonwealth and the University that the University shall be exempt from the revenue restrictions in the general provisions of the general appropriation act related to nongeneral funds. In addition, unless prohibited by the general appropriation act then in effect, it is the intent of the Commonwealth and the University that the University shall be entitled to retain nongeneral fund savings generated from changes in Commonwealth rates and charges, including but not limited to health, life, and disability insurance rates, retirement contribution rates, telecommunications charges, and utility rates rather than reverting such savings back to the Commonwealth.

For the receipt of general and nongeneral funds, the University shall conform to the Virginia Security for Public Deposits Act, Chapter 44 (§ 2.2-4400 et seq.) of Title 2.2 of the Code of Virginia, as it currently exists and from time to time may be amended.

#### VII. ACCOUNTS RECEIVABLE MANAGEMENT AND COLLECTION.

The President of the University, acting through the Senior Vice President for Administration and Finance or designee, shall continue to be authorized to create and implement any and all accounts receivable management and collection policies as part of a system for the management of University financial resources. The policies shall be guided by the requirements of the Virginia Debt Collection Act, Chapter 48 (§ 2.2-4800 et seq.) of Title 2.2 of the Code of Virginia, such that the University shall take all appropriate and cost-effective actions to aggressively collect accounts receivable in a timely manner.

These actions shall include, but not be limited to, establishing the criteria for granting credit to University customers; establishing the nature and timing of collection procedures within the above general principles; and the independent authority to select and contract with collection agencies and, after consultation with the Office of the Attorney General, private attorneys as needed to perform any and all collection activities for all University accounts receivable such as reporting delinquent accounts to credit bureaus, obtaining judgments, garnishments, and liens against such debtors, and other actions. In accordance with sound collection activities, the University shall continue to utilize the Commonwealth's debt set off collection programs and procedures, shall develop procedures acceptable to the Tax Commissioner and the State Comptroller to implement such programs, and shall provide a quarterly summary report of receivables to the Department of Accounts in accordance with the reporting procedures established pursuant to the Virginia Debt Collection Act, Chapter 48 (§ 2.2-4800 et seq.) of Title 2.2 of the Code of Virginia.

#### VIII. DISBURSEMENT MANAGEMENT.

The President of the University, acting through the Senior Vice President for Administration and Finance or designee, shall continue to be authorized to create and implement any and all disbursement policies as part of a system for the management of University financial resources. The disbursement management policies shall continue to define the appropriate and reasonable uses of all funds, from whatever source derived, in the execution of the University's operations. These policies also shall continue to address the timing of appropriate and reasonable disbursements consistent with the Prompt Payment Act, and the appropriateness of certain goods or services relative to the University's mission, including travel-related disbursements. Further, the University's disbursement policy shall continue to provide for the mechanisms by which payments are made including the use of charge cards, warrants, and electronic payments.

The President of the University, acting through the Senior Vice President for Administration and Finance or designee, is authorized to independently select, engage, and contract for such consultants, accountants, and financial experts, and other such providers of expert advice and consultation, and, after consultation with the Office of the Attorney General, private attorneys, as may be necessary or desirable in his or her discretion. The University will continue to locally manage and administer the Commonwealth's credit card and cost recovery programs related to disbursements, subject to any restrictions contained in the Commonwealth's contracts governing those programs, as it has pursuant to its Level 2.5 under §4-9.02 of Chapter 780, 2016 Acts of Assembly.

The disbursement policies shall ensure that adequate risk management and internal control procedures shall be maintained over previously decentralized processes for public records, payroll, and non-payroll disbursements. The University shall continue to provide summary quarterly prompt payment reports to the Department of Accounts in accordance with the reporting procedures established pursuant to the Prompt Payment Act.

The University's disbursement policies shall continue to be guided by the principles of the Commonwealth's policies as included in the Commonwealth's Accounting Policy and Procedures Manual. Upon the effective date, the University shall continue to follow its current disbursement policies, as well as any new disbursement policies that have been developed and submitted to the State Comptroller for review and comment as a result of the management agreement. Any significant new disbursement policies developed after the effective date shall be submitted to the State Comptroller for review and comment before being implemented by the University.

#### IX. DEBT MANAGEMENT.

The President of the University, acting through the Senior Vice President for Administration and Finance or designee, shall continue to be authorized to create and implement any and all debt management policies as part of a system for the management of University financial resources.

Pursuant to subsection C of § 23.1-1015 of the Act, the University shall have the authority to issue bonds, notes, or other obligations that do not constitute state tax-supported debt, as determined by the Treasury Board, and that are consistent with debt capacity and management policies and guidelines established by its board of visitors, without obtaining the consent of any legislative body, elected official, commission, board, bureau, or agency of the Commonwealth or of any political subdivision, and without any proceedings or conditions other than those specifically required by Article 4 of the Act, provided, however, that the University shall notify the State Treasurer of its intention to issue bonds pursuant to this policy at the time it adopts the bond issuance planning schedule for those bonds. Any new or revised debt capacity and management policy shall be submitted to the State Treasurer for review and comment prior to its adoption by the University.

The University recognizes that there are numerous types of financing structures and funding sources available, each with specific benefits, risks, and costs. All potential funding sources shall be reviewed by the President of the University, acting through the Senior Vice President for Administration and Finance or designee, within the context of the overall portfolio to ensure that any financial product or structure is consistent with the University's objectives. Regardless of the financing structure(s) utilized, the President of the University, acting through the Senior Vice President for Administration and Finance or designee, shall obtain sufficient documentation to gain a full understanding of the transaction, including (i) the identification of potential risks and benefits and (ii) an analysis of the impact on University creditworthiness and debt capacity. All such debt or financial products issued pursuant to the provisions of §§ 23.1-1014 and 23.1-1015 of the Act shall be authorized by resolution of the board of visitors, providing that they do not constitute state tax-supported debt.

The University currently has established guidelines relating to the total permissible amount of outstanding debt by monitoring University wide ratios that measure debt compared to University balance sheet resources and annual debt service burden. These measures are monitored and reviewed regularly in light of the University's current strategic initiatives and expected debt requirements. The Board of Visitors shall periodically review and approve the University's debt capacity and debt management guidelines. The University shall submit any change in the current guidelines to the Treasury of Virginia for review and comment prior to their adoption.

#### X. INVESTMENT POLICY.

It is the policy of the University to invest public funds in a manner that will provide the highest investment return with the maximum security while meeting the daily cash flow demands of the entity and conforming to all statutes governing the investment of public funds. Investments shall be made with the care, skill, prudence, and diligence under the circumstances then prevailing that a prudent person in a like capacity and familiar with such matters would use in the conduct of an enterprise of a like character and with like aims. This policy conforms with the Investment of Public Funds Act, Chapter 45 (§ 2.2-4500 et seq.) of Title 2.2 of the Code of Virginia.

Endowment investments, if any, shall be invested and managed in accordance with the Uniform Prudent Management of Institutional Funds Act, Chapter 11 (§ 64.2-1100 et seq.) of Title 64.2 of the Code of Virginia.

The University is charged with the responsibility of reporting to the board of visitors on an annual basis.

#### XI. INSURANCE AND RISK MANAGEMENT.

By July 1 of each odd-numbered year, the University shall inform the Secretary of Finance of any intent during the next biennium to withdraw from any insurance or risk management program made available to the University through the Commonwealth's Division of Risk Management and in which the University is then participating, to enable the Commonwealth to complete an adverse selection analysis of any such decision and to determine the additional costs to the Commonwealth that would result from any such withdrawal. If, upon notice of such additional costs to the Commonwealth, the University

proceeds to withdraw from the insurance or risk management program, the University shall reimburse the Commonwealth for all such additional costs attributable to such withdrawal, as determined by the Commonwealth's actuaries. Such payment shall be made in a manner agreeable to both the University and the Commonwealth.

**2. That notwithstanding the provisions of subsections A and B of § 23.1-1007 of the Code of Virginia, the management agreement negotiated by George Mason University (the University) shall continue in effect unless the Governor, the General Assembly, or the University determine that the management agreement needs to be renegotiated or revised.**

**WHEREAS**, the 2005 General Assembly passed, and the Governor approved, HB 2866 and SB 1327 (Acts of Assembly Chapters 933 and 945) known as the Restructured Higher Education Financial and Administrative Operations Act (the “Act”); and

**WHEREAS**, the Act includes Article 4 (Virginia Code §23.1-1004 et seq.) entitled “Restructured Financial and Administrative Authority; Covered Institutions; Management Agreements” which sets out the requirements for a public institution of higher education of the Commonwealth to gain the greatest degree of authority over financial and administrative operations, subject to certain accountability, audit and reporting measures specified by the General Assembly of Virginia; and

**WHEREAS**, the Board of Visitors has by resolution committed the University to the state goals set forth in former Virginia Code § 23-38.88.B (now recodified as § 23.1-1002(A)), and by resolution determined that the University is qualified to be, and should be, governed by the authorizations and requirements set forth in Article 4 of the Act and as may otherwise be prescribed by applicable law; and, furthermore, attested to the ability of the University to successfully manage its administrative and financial operations in accordance with the requirements of Article 4; and

**WHEREAS**, the Management Agreement has been approved by the University's President and Senior Vice President for Administration and Finance, and approvals by the Cabinet Secretary or Secretaries designated by the Governor of Virginia are anticipated;

**NOW, THEREFORE, BE IT RESOLVED BY THE RECTOR AND VISITORS OF GEORGE MASON UNIVERSITY**, that the Board of Visitors hereby adopts the approved Management Agreement including its appended policies in the operational areas of capital projects, leases, information technology, procurement, human resources, and finance and accounting; and

**BE IT FURTHER RESOLVED**, that the President and Senior Vice President for Administration and Finance are authorized to execute the foregoing on behalf of the University and its Board of Visitors. In the event of subsequent changes or amendments as may be desired by the Governor or the General Assembly, the President and Senior Vice President, with the concurrence of the Rector, are empowered to approve any subsequent changes or amendments which they determine to be in the best interests of the University and that are desired or required by the Governor or the General Assembly between the date of this Resolution and the effective date of the aforesaid Management Agreement and Policies.

Adopted: October 1, 2020

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James W. Hazel  
Rector  
Board of Visitors  
George Mason University

**ITEM NUMBER V.A.:**

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

**PURPOSE OF ITEM:**

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

**APPROPRIATE COMMITTEE:**

FINANCE AND LAND USE

**BRIEF NARRATIVE:**

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

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

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

**STAFF RECOMMENDATION:**

For Board approval.

**ITEM NUMBER VI.B.:**

**LAND USE CERTIFICATION (ACTION)**

**PURPOSE OF ITEM:**

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

**APPROPRIATE COMMITTEE:**

**FINANCE AND LAND USE**

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

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

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

The significant change since last year's report is the addition of one easement on the Main Campus in Fairfax related to water service.

**STAFF RECOMMENDATION:**

Approve submission of the attached spreadsheet to DGS.



<u>Name</u>	<u>Land Address</u>	<u>Acreage</u>	<u>Land Acquired</u>	<u>Land Disposed</u>	<u>Agency Surplus Designation</u>	<u>Existing Buildings</u>	<u>Building Demolished</u>	<u>Structure Planned</u>	<u>Structure Added</u>	<u>Structure Sold</u>	<u>Building Fully Occupied</u>	<u>Building Occupied By Other Agency</u>	<u>Identify Building</u>	<u>Comments</u>	<u>Easements</u>
<b>GMU MAIN CAMPUS FAIRFAX COUNTY</b>	4400 UNIVERSITY DR FAIRFAX, VA 22030	564.66	NO	NO	IN USE	102	NO	YES	NO	NO	YES	YES	NO SPACE OCCUPIED BY OTHER STATE AGENCIES, ONLY PRIVATE ENTITIES VIA CONTRACTS, LEASES, OR SPACE USE AGREEMENTS	ROBINSON HALL IS PARTIALLY DEMOLISHED AND THE REMAINDER IS PLANNED FOR DEMOLITION - A NEW ROBINSON HALL BUILDING IS UNDER CONSTRUCTION AND IS SCHEDULED TO BE COMPLETE BY 2021	1
<b>GMU METRO CAMPUS LAW SCHOOL ARLINGTON COUNTY</b>	3351 N FAIRFAX DR ARLINGTON, VA 22201	5.08	NO	NO	IN USE	3	NO	YES	NO	NO	NO	YES	ARLINGTON ORIGINAL BUILDING PLANNED TO BE DEMOLISHED AT FUTURE UNDETERMINED DATE - CURRENTLY OFF LINE NO SPACE OCCUPIED BY OTHER STATE AGENCIES, ONLY PRIVATE ENTITIES VIA CONTRACTS, LEASES, OR SPACE USE AGREEMENTS	THE UNIVERSITY HAS AUTHORIZATION TO BUILD THE IDIA HQ BUILDING ON THE SITE OF THE SOON TO BE DEMOLISHED ORIGINAL BUILDING. THIS PROJECT IS CURRENTLY IN THE PROCUREMENT PHASE FOR A DEVELOPMENT PARTNER.	0
<b>GMU WOODLAND ACRES PROPERTY FAIRFAX COUNTY</b>	BRADDOCK AND SHIRLEY GATE RDS FAIRFAX, VA 22030	87.03	NO	NO	FUTURE USE	0	NO	NO	NO	NO	N/A	N/A	THERE ARE NO BUILDINGS ON THE SITE.		0
<b>GMU TALLWOOD FAIRFAX CITY</b>	4210 ROBERTS FAIRFAX, VA 22032 RD	7.06	NO	NO	IN USE	4	NO	NO	NO	NO	YES	YES	NO SPACE OCCUPIED BY OTHER STATE AGENCIES, ONLY PRIVATE ENTITIES VIA CONTRACTS, LEASES, OR SPACE USE AGREEMENTS		0
<b>GMU PRINCE WILLIAM CAMPUS PRINCE WILLIAM COUNTY</b>	10900 UNIVERSITY BLVD MANASSAS, VA 20110	136.29	NO	NO	IN USE	12	NO	YES	NO	NO	YES	YES	NO SPACE OCCUPIED BY OTHER STATE AGENCIES, ONLY PRIVATE ENTITIES VIA CONTRACTS, LEASES, OR SPACE USE AGREEMENTS	THE PLANNED ADDITION TO BULL RUN HALL HAS BEEN MODIFIED TO NOW BE A STANDALONE BUILDING. IT IS CURRENTLY UNDER DESIGN.	0
<b>GMU POINT OF VIEW SITE FAIRFAX COUNTY</b>	7301 OLD SPRING DR LORTON, VA 22079	44.59	NO	NO	IN USE	5	NO	YES	NO	NO	YES	NO		THERE IS AUTHORIZATION TO BUILD COTTAGES ON THE SITE; HOWEVER THE DESIGN FOR THE BUILDINGS HAS YET TO COMMENCE.	0
<b>GMU POTOMAC SCIENCE CENTER PRINCE WILLIAM COUNTY</b>	650 MASON FERRY AVE WOODBRIDGE, VA 22191.	2.22	NO	NO	IN USE	2	NO	NO	NO	NO	YES	NO			0

## Appendix: Capital Projects Review

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

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

Changes/updates since the February 2020 report include:

- Horizon Hall - Construct/Renovate Robinson Hall, New Academic and Research Facility and Harris Theater - Phase 2 work is underway, with building envelope completion delayed by 4-6 weeks as a result of supply chain and labor interruptions due to COVID-19. The building currently has permanent electric and is fully climate controlled with major mechanical units in service. There is significant interior finish work underway at this time. Sitework on the east, north and south sides of the building is nearing completion as well. The new building target to open remains spring of 2021 semester. We are working with university administration on back-up plans should delays remain due to COVID-19. Phase 3, which includes demolition of Robinson B, site work and renovation of Harris Theater, is fully permitted and will start as soon as Phase 2 is complete in spring of 2021. Furniture, Fixture and Equipment procurement is complete with the final furniture delivery to start in late November. AV and IT Network Equipment has been procured and is scheduled for installation starting in early November.
- Improve Utility Distribution Infrastructure Fairfax - Phase 3 (Wilkins Plaza Extension from clock tower to Southside) is complete and re-opened with only punch list items remaining. Phase 4 (from Southside east to the Central Heating and Cooling Plant) is complete and re-opened with only punch list items remaining. Phase 5 (East Plaza of Johnson Center) is complete and re-opened with only punch list work left to complete. Phase 6 (Commonwealth, Dominion and Commons Housing Areas) is complete with only punch list work to complete. Phase 7 (Wilkins Plaza) the George Mason Statue was moved over summer of 2020 and work has commenced to trench and install new underground chilled water piping. The piping will be installed and operational by the end of this calendar year. Work will then start to restore the plaza, add the new fountain and memorial to the enslaved people of George Mason. Work is also progressing on the storm water facility, which is required at the south end of Aquia Creek Lane. Phase 8 work, which is the final phase of the project and located from the Aquia Creek Lane Circle north to SUB 1, will begin in the Spring with full project completion project for late Fall 2021.
- PPEA Discovery Hall Ph. II & Fit-out/Clean Room – The Certificate of Occupancy for the Fit-out project was received May 2018. Construction on the Clean Room is nearing substantial completion. Preliminary clean down, part of the process for commissioning of a clean room, is in process. Utility design for Electron Beam Evaporator (EBE) installation has been approved by the authority having jurisdiction, Division of Engineering and Buildings (DEB) and

Contractor is pricing installation. Additional tools for the Clean Room and operational procedures under evaluation by the College of Science and Volgenau School of Engineering. Estimated occupancy is Fall 2020.

- Hylton Performing Arts Center HVAC Repairs –Construction is underway and scheduled to be completed by the end of the year. The facility is closed due to COVID-19, so there are no impacts from construction.
- Telecom Infrastructure Phase 1 – The code and funding review of Schematic design by DEB is complete. Current estimates exceed target budget. Preliminary documents are complete. Submission to DEB is delayed for scope review by ITS and subsequent budget review. The overall schedule has been delayed due to scope and budget review.
- Life Sciences Bull Run Hall IIIB – Programming and Schematic Design are complete. Preliminary documents including cost have been submitted to DEB for review. Project received preliminary approval from the Commonwealth’s Art and Architecture Review Board (AARB). Project budget target was increased to \$68M and the project is proceeding within scope and budget. Construction Manager at Risk selected for the Project is Skanska. Construction is scheduled to start June 2021 and project should be substantially complete, including the backfill by August 2023
- Arlington Original Building Demolition and Culvert Relocation – A/E, Gordon Associates, and CM at Risk, Manhattan Construction, have been selected and are under contract. Relocation of the Storm Water Infrastructure has been moved to the IDIA HQ project. Demolition of the Original Building has submitted to DEB for review and approved by AARB for demolition. Decommissioning of the existing building and demolition will begin this fall and are scheduled to be completed Spring 2021.
- Johnson Center HVAC Repairs –Working drawings have been submitted to DEB for review. Funding constraints due to COVID postponed the construction award, which is now tentatively scheduled for July 2021.
- IDIA HQ – During the first half of 2020, Mason, in conjunction with several consultants, has developed a detailed program of requirements for the proposed facility along with a detailed RFP that has been issued to 3 short-listed potential development partners. The proposals are due in October of 2020 with proposal evaluation to follow. Project goal is to have comprehensive agreement in place with selected developer by Spring of 2021.
- Central Heating and Cooling Plant Capacity Expansion – RFP has been sent out for A/E services and RMF Engineering was selected. Award is on hold awaiting the completion of the budgeting process at the state level.
- Telecom Infrastructure Phase 2 – Meeting with ITS to complete scope requirements and will send out RFP for A/E services this Fall.
- Virtual Online Campus – Project approved for planning only and contingent upon Mason

providing seed funding. Project planning will begin in October 2020 and will be coordinated with Master Planning efforts.

- Academic VIII – Project approved for planning only and contingent upon Mason providing seed funding. Project awaiting internal authorization and Master Plan completion to proceed.
- Point of View Cottages – Commonwealth has approved \$4M of funding for this project to match a target of \$4M of fundraising. Project awaiting internal authorization and Master Plan completion to proceed.
- Construct Student Housing Fairfax PPEA – Commonwealth has approved project for PPEA solicitation. Project awaiting internal authorization and Master Plan completion to proceed.
- Construct Fairfax Mixed Use Development PPEA – Commonwealth has approved project for PPEA solicitation. Project awaiting internal authorization and Master Plan completion to proceed.
- Construct Basketball Training, Wrestling, and Athlete Academic Support (RAC Addition) – Commonwealth has approved project for \$15.5M of fundraising. Project awaiting internal authorization and Master Plan completion to proceed.
- Renovations Concert Hall – Higher Education Capital Outlay (HECO) authority approved to proceed on a \$25M renovation to the Concert Hall on the Fairfax Campus. The funding is based upon donations. Project is awaiting funding to proceed.
- Business School Building – HECO authority approved to proceed on a \$165M and 200K GSF building for the School of Business on the Fairfax Campus. The funding is based upon donations. Project is awaiting funding and Master Plan completion to proceed.
- Activities Building – HECO authority approved to proceed on a \$3.75M and 15K GSF building for activities on the Fairfax Campus. Project is awaiting funding and Master Plan completion to proceed.

**STAFF RECOMMENDATION:**

For Board Information Only

### Facilities Projects Listing

Project #	Project Name	Scope(sf) New	Scope(sf) Reno	Total Budget	Budget Status	Schedule	Scope	Construction Start Date	Occupancy Date	Construction % Complete
<b>Construction</b>										
1	18207-000 Horizon Hall - Core Campus (Renovate Robinson Hall and Harris Theater)	217,726	23,161	\$ 119,631,000	●	●	●	7/1/2018	12/31/2021	78.0%
2	18208-000 Improve Utility Distribution Infrastructure Fairfax - Core Campus*	0	0	\$ 51,539,000	●	●	●	8/1/2018	12/31/2021	83.0%
3	17848-000 PPEA Discovery Hall Ph II & Fitout/Clean Room	0	18,000	\$ 6,561,287	●	●	●	6/17/2019	10/25/2020	90.0%
4	A8247-024 Hylton Center HVAC Repairs	0	112,352	\$ 3,820,598	●	●	●	5/18/2020	12/31/2020	50.0%
<b>Design</b>										
5	18339-000 Telecom Infrastructure Phase 1*	0	0	\$ 9,788,000	●	●	●	8/1/2021	11/1/2022	N/A
6	18000-000 Life Sciences & Engineering Building - Bull Run Add*	100,000	5,000	\$ 68,634,000	●	●	●	6/4/2021	8/1/2023	N/A
7	18423-000 Arlington Original Building Demolition and Culvert Relocation	0	0	\$ 7,500,000	●	●	●	10/23/2020	5/31/2021	N/A
8	A8247-027 Johnson Center HVAC Repairs	0	348,447	\$ 3,049,500	●	●	●	9/1/2021	12/1/2022	N/A
<b>Design Procurement</b>										
9	18482-000 Institute for Digital InnovAtion (IDIA HQ)	505,520	0	\$ 242,500,000	●	●	●	9/15/2022	12/16/2025	N/A
10	18509-000 Central Heating & Cooling Plant Boiler & Chiller Addition*	0	0	\$ 5,000,000	●	●	●	2/1/2021	4/1/2022	N/A
<b>Planning</b>										
11	18471-000 Virtual Online Campus*	0	45,000	\$ 11,000,000				TBD	TBD	N/A
12	18487-000 Telecom Infrastructure Phase 2	0	0	\$ 23,250,000				TBD	TBD	N/A
<b>Pending Master Plan Alignment</b>										
13	18498-000 Academic VIII*	200,000	0	\$ 185,675,000				TBD	TBD	N/A
14	18497-000 SCAR Point of View Cottages	TBD	0	\$ 8,000,000				TBD	TBD	N/A
15	17955-000 Construct Student Housing Fairfax PPEA	TBD	0	TBD				TBD	TBD	N/A
16	18117-000 Construct Fairfax Mixed Use Development PPEA	TBD	0	TBD				TBD	TBD	N/A
17	18253-000 Construct Basketball Training, Wrestling, and Athlete Academic Support (RAC Addition)	TBD	TBD	\$ 15,500,000				TBD	TBD	N/A
18	TBD Renovations Concert Hall	0	120,750	\$ 25,000,000				TBD	TBD	N/A
19	TBD Business School Building	200,000	0	\$ 165,000,000				TBD	TBD	N/A
20	TBD Activities Building	15,000	0	\$ 3,750,000				TBD	TBD	N/A
<b>Grand Total This Report</b>		<b>1,238,246</b>	<b>672,710</b>	<b>955,198,385</b>						

Data as of September 2020

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

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



# Board of Visitors

## Finance and Land Use Committee

Office of the Senior Vice President | October 1, 2020

# Agenda

- I. Call to Order
- II. Public Comment
- III. Approval of Minutes for February 27, 2020
- IV. Financial Matters
  - A. Approval of Amended FY2021 Budget (ACTION)
  - B. Approval of Tier 3 Management Agreement (ACTION)
- V. Operational Matters
  - A. Joint Legislative Audit and Review Commission Span of Control (ACTION)
- VI. Capital Matters
  - A. Master Plan Update
  - B. Land Use Certification (ACTION)
- VII. Closed Session
  - A. Public Contract (Code of VA: §2.2-3711.A.29)
  - B. Acquisition or Disposition of a Real Property (Code of VA: §2.2-3711.A.3)
- VIII. Adjournment
- Appendix – Capital Projects Review (Stoplight)



# **Approval of Amended FY2021 Budget** Financial Matters

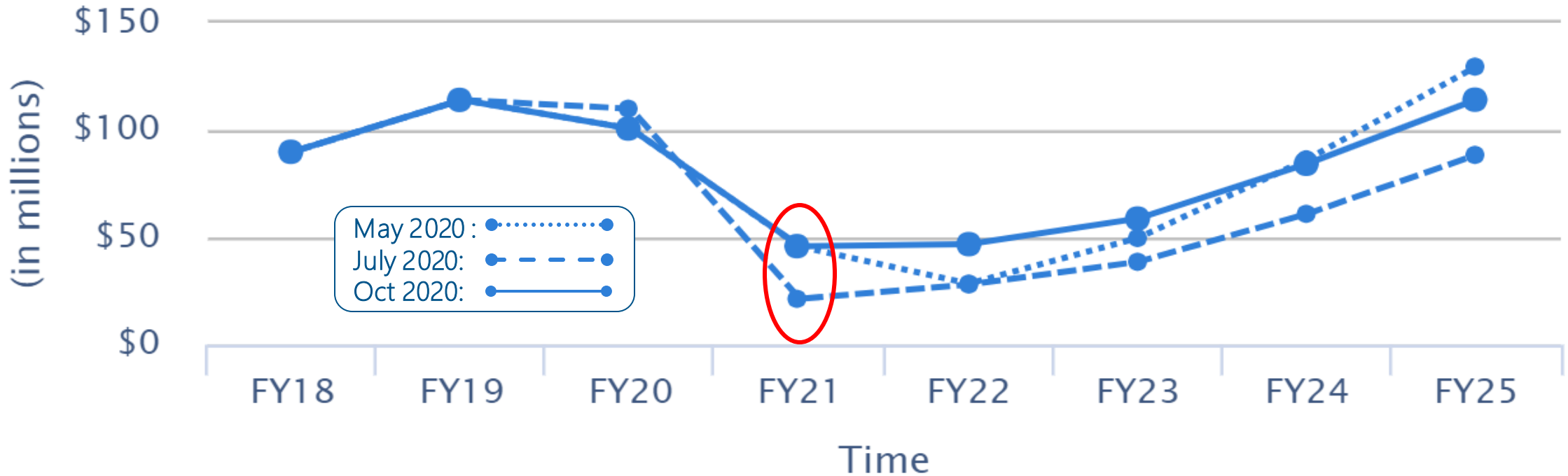


# FY21 Financial Outlook

- FY21 margin decrease due primarily to lower auxiliary enterprise revenues and increased COVID-19 expenses
  - Expected across Higher Education
  - Projected Fall 2020 results using latest assumptions, including slight enrollment growth over Fall 2019
  - Modeling scenarios and monitoring financial impact projections closely
- Recovery expected to start in FY22, with moderated enrollment growth assumptions
  - Assumes auxiliary operations to return to pre-COVID capacity
- Year-over-year change in net assets expected to remain positive on accrual basis
  - FY20 unaudited results = \$100M growth in net assets

# • Year Over Year Change in Net Assets •

Revised budget projects better FY21 performance than either May or July scenarios



May 2020	July 2020	Oct 2020
<ul style="list-style-type: none"> <li>Initial FY21 COVID impact estimate</li> <li>FY22-25 growth assumptions from 6-year plan</li> </ul>	<ul style="list-style-type: none"> <li>FY21 hybrid in person &amp; online</li> <li>FY22-25 moderated growth during recovery</li> </ul>	<ul style="list-style-type: none"> <li>Revised FY21 Budget/Enrollment</li> <li>FY22-25 moderated growth during recovery</li> </ul>

# Testing Strategy

- Total Tests: 8,600 (as of 9/25/20)
- Residential Testing (week of 9/14): 2,700 tests; 0.5% positive rate (5/1000)
- Total Anticipated Fall Semester Tests: 21,000
- Testing Locations: 5 (may expand to more)
- Additional Testing Methodologies Under Review:
  - Saliva PCR, Antigen Testing, Wastewater Testing, Mobile Testing

Test Population	Purpose	Test Type (Lab Analysis/Sample Type)	Sample Rate / (#) Weekly	Test Kit Source/ Lab Analysis
Symptomatic & Close Contacts (Students, Uninsured Employees/Contractors)	Diagnostic	PCR/Anterior Narase	NA / ~25	Primary: FCHD Secondary: Lab Corp
Residential Students (Routinely)	Surveillance	PCR/Anterior Nares	12.5% / (372)	Primary: TruGenomix Secondary: Lab Corp
Residential Students (Higher Risk Times)	Surveillance	Various	100% / (2970)	Current: Vault Health/Rutgers Lab
Athletics- Students	Surveillance/ NCAA Compliance	PCR/Anterior Nares	12.5% / (variable)	Primary: TruGenomix Secondary: Lab Corp
Athletics- Employees (in bubble)	Surveillance/ NCAA Compliance	PCR/Anterior Nares	12.5% / (variable)	Primary: TruGenomix Secondary: Lab Corp
Returning Faculty, Staff, & Commuter Students	Surveillance	PCR/Anterior Nares	7% / (750)	Primary: TruGenomix Secondary: Lab Corp
Faculty, High Contact Roles	Surveillance	PCR/Anterior Nares	10% / (~60)	Primary: TruGenomix Secondary: Lab Corp

*Data as of 10/1/2020*

# FY 2021 Financial Update

## \$14.4M Budget Gap Reduction:

- October 2020 - \$109.9M
- July 2020 - \$124.3M

## Improved Enrollment:

- Fall 2020 Enrollments trending upwards since May & July
- Tuition revenues increased \$32M since July projection

## Budget Reductions Implemented:

- 5.5% school & administrative unit reductions
- 20% AE unit reductions
  - AE revenue loss increased by \$12.5M since July
  - Occupancy reduction from 6,100 (normal) to 3,028
  - Meal plan reduction from 6,700 (normal) to 2,660
  - Additional Parking and Transportation losses of \$3.2M
- \$38.0 M of AE and E&G Reserve Usage

## Continued Strategic Investment:

- \$18M invested in strategic priorities to optimize recovery



# FY21 Amended Budget Gap

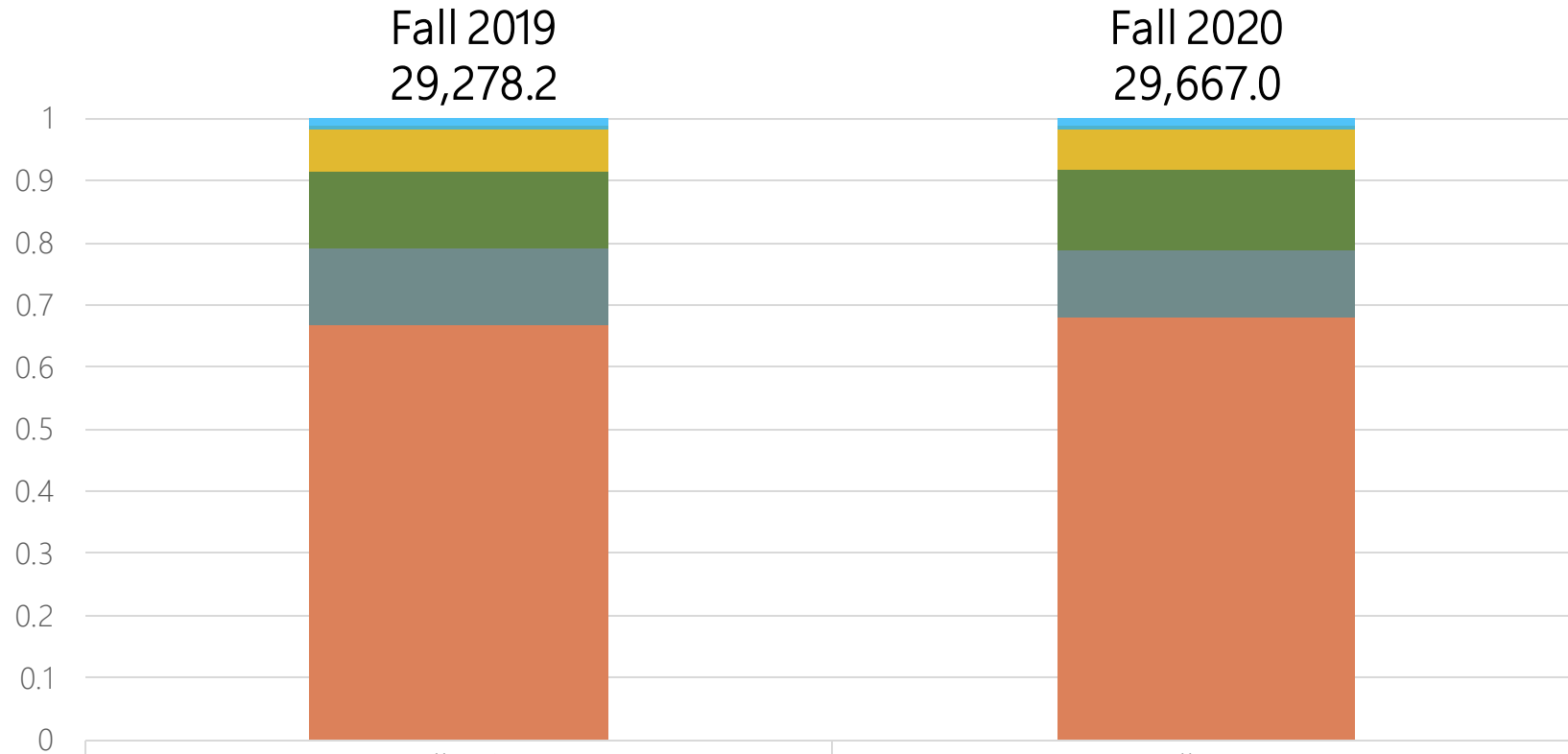
\$ (000's)	FY 20 Actual	Approved Budget (May)	Projected Amended Budget (July)	Amended Budget (October)
Total Revenue	\$1,152,403	\$1,182,593	\$1,135,141	\$1,142,616
Total Expenses	\$1,121,223	\$1,235,085	\$1,259,485	\$1,252,559
Margin	\$31,180	(\$52,492)	(\$124,344)	(\$109,944)

# Summary of FTE Enrollment: By Residency

ACTUAL Annualized FTE By Level and Domicile			
Level/Domicile	FY 2017-18	FY 2018-19	FY 2019-20*
<b>Undergraduate</b>			
In-State	19,638	20,445	20,858
Out-of-State	4,089	4,312	4,381
<b>Total</b>	<b>23,727</b>	<b>24,757</b>	<b>25,238</b>
<b>Graduate</b>			
In-State	4,247	4,249	4,225
Out-of-State	2,041	2,141	2,237
<b>Total</b>	<b>6,289</b>	<b>6,390</b>	<b>6,462</b>
<b>First-Professional</b>			
In-State	237	212	168
Out-of-State	248	291	288
<b>Total</b>	<b>484</b>	<b>503</b>	<b>456</b>
<b>Total</b>			
In-State	24,122	24,905	25,250
Out-of-State	6,378	6,744	6,906
<b>Total FTE</b>	<b>30,500</b>	<b>31,649</b>	<b>32,156</b>

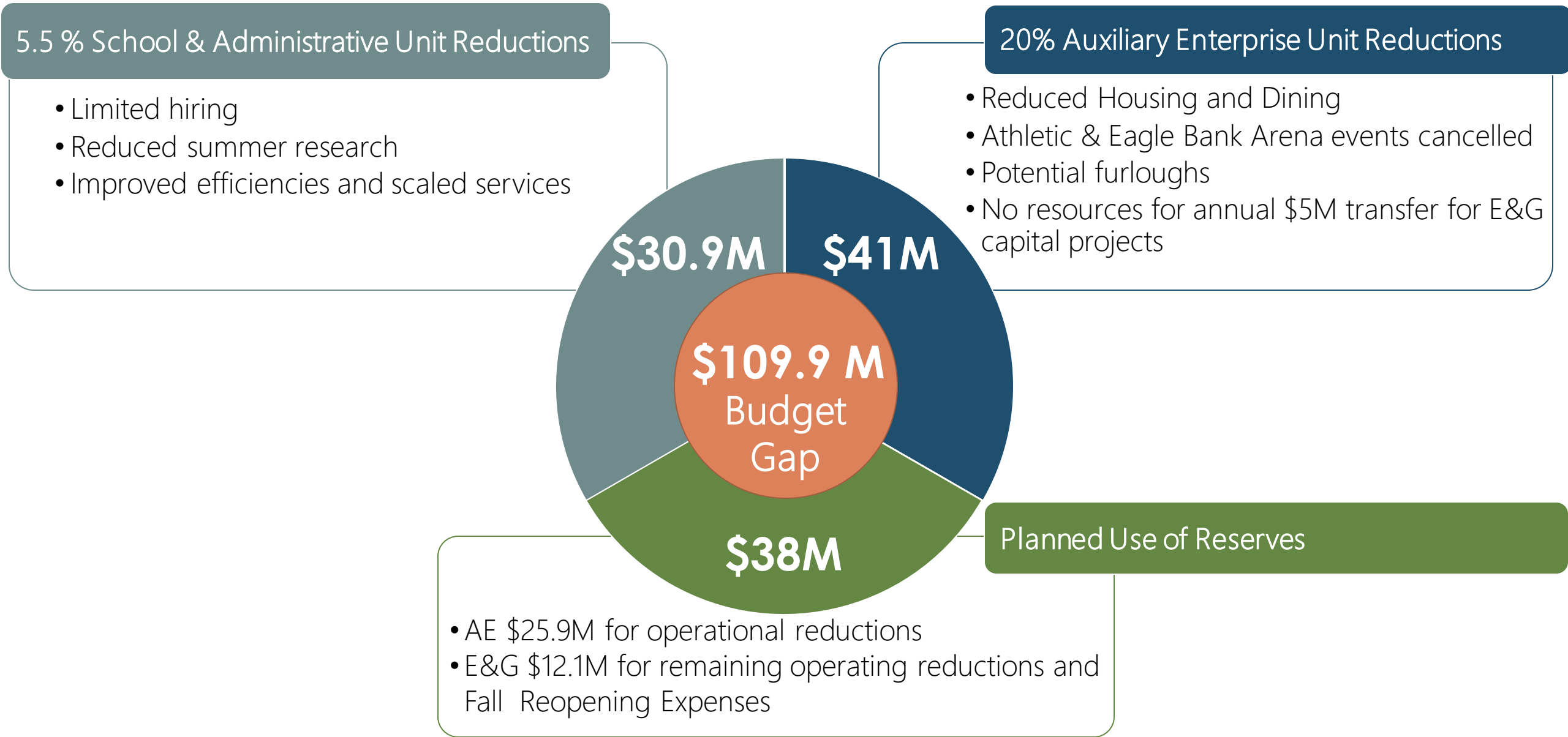
\*NOTE: FY20 is preliminary data.

# Enrollment: Full Time Equivalency (FTE) Fall 2020



	Fall 2019	Fall 2020
Law Out-of-State	313.1	314.0
Law In-State	180.7	188.6
GR Out-of-State	2,031.1	1,956.5
GR In-State	3,578.2	3,801.1
U/G Out-of-State	3,591.2	3,233.7
U/G In-State	19,583.8	20,173.0

# FY21 Amended Budget Gap Mitigation Strategies





# FY21 Amended Budget for Approval (mitigation strategies included)

\$ (000's)	FY 20 Actual	FY 21 Approved Budget (May)	FY21 Projected Amended Budget (July)	Adjustments	FY21 Amended Budget (October)
Net Tuition and Fees	\$441,851	\$425,428	\$432,376	\$31,803	\$464,179
State Appropriations	155,976	159,200	159,200	0	159,200
Grants & Contracts	222,821	219,413	219,413	0	219,413
Auxiliary Enterprises	235,293	256,322	201,922	(7,928)	193,994
Other Operating Revenue	50,698	57,230	57,230	(16,400)	40,830
Capital Grants	45,764	65,000	65,000	0	65,000
<b>Total Revenue</b>	<b>\$1,152,403</b>	<b>\$1,182,593</b>	<b>\$1,135,141</b>	<b>\$7,475</b>	<b>\$1,142,616</b>
Salaries and Wages	\$462,058	\$469,877	\$475,454	(\$14,574)	\$461,821
Fringe Benefits	128,544	131,566	132,975	(4,084)	129,154
Direct Expenditures	530,621	581,151	580,012	9,674	589,686
<i>Contractual Services</i>	171,348	179,695	193,300	3,736	197,036
<i>Travel</i>	20,157	21,221	21,304	588	21,892
<i>Supplies</i>	21,105	19,775	27,537	662	28,199
<i>Equipment</i>	21,098	21,249	22,632	531	23,163
<i>Capital Outlay</i>	130,396	154,924	137,879	765	138,644
<i>Scholarships and Fellowships</i>	118,520	131,117	125,256	1,607	126,863
<i>Occupancy</i>	47,937	53,170	52,014	1,784	53,798
<i>All Other Elements</i>	59	(0)	90	0	90
<b>Total Expenses</b>	<b>\$1,121,223</b>	<b>\$1,182,593</b>	<b>\$1,188,441</b>	<b>(\$8,984)</b>	<b>\$1,180,661</b>
Institutional Reserve Transfer	\$0	\$0	(\$53,300)	\$16,459	(\$38,045)
Margin	\$31,180	\$0	\$0	\$0	\$0

# Risk & Mitigation

Financial Scenario

- *Year over year credit hour enrollment due to the covid19 crisis achieves essentially flat growth rate vs. our 6-year plan rate of 3%. Fall 2020 Student Full Time Equivalency (FTE) was 1.6% higher than Fall 2019. Challenge to manage one-time expenses related to the pandemic and revenue loss while still maintaining investment for strategic goals.*

Short-to-Medium Term Risks

## Description

- Potential State revenue reductions
- Continued enrollment fluidity
- Use of Unit Level Budget Carryforwards
- Projected Fall virus surge

## Primary Mitigation Plan

- Potential restoration of \$5-10M of enrollment general fund appropriation increase in FY21 and up to \$12M of enrollment general fund appropriation in FY22
- Fall enrollments above initial May projections and are stabilizing; Successful Safe Return to Campus implementation; enhanced academic and student support; and continued online investment facilitates strong Spring 2021 enrollments
- 5.5 % academic & non-academic unit budget reduction and 20% AE budget reductions implemented; improved enrollments generated additional tuition revenues to offset planned use of institutional reserves
- Robust testing, surveillance, and quarantining protocols with supplementary testing being put in place
- Post-Thanksgiving plan to move 100% online instruction for remainder of fall semester.

Long-term Risks

- Longer term Economic Recession
- Impact of deferred projects on maintenance, repair and project cost escalation
- Potential risk to issuer rating

- Develop multi-year adaptive fiscal management plan with scenario planning capabilities and identify structural mechanisms to allow for budget flexibility, explore new business models & operational strategies; realign resources; identify how strategic priorities may have changed post-pandemic; focus on integrated financial framework.
- Campus master plan will allow reassessment and reprioritization of projects to better leverage resources
- Regular monitoring of financial indicators and ratios as part of multi-year financial planning; broader utilization of Finance dashboard as institutional performance metric
- Quarterly forecasts and scenario planning focused on operational effectiveness

# Continued Strategic Investments

Initiative	Proposed Investment
<b>Student Success Initiatives:</b> <ul style="list-style-type: none"> <li>Student career coaching &amp; advising; enhanced programming for at-risk students</li> </ul>	\$2M
<b>Academic &amp; Research Excellence:</b> <ul style="list-style-type: none"> <li>Enhanced support for academic programs and research support &amp; administration</li> </ul>	\$2M
<b>Talent Ecosystem:</b> <ul style="list-style-type: none"> <li>Support Competitive Faculty and Staff Compensation</li> </ul>	\$5M
<b>Institutional Strategic Initiatives:</b> <ul style="list-style-type: none"> <li>Campus Master Plan &amp; Online Expansion</li> <li>Anti-Racism &amp; Inclusive Excellence Initiative</li> </ul>	\$5M
<b>Institutional Effectiveness &amp; Infrastructure (Unit-Level Requests-Non-Academic &amp; Academic Support)</b> <ul style="list-style-type: none"> <li>Support organizational efficiencies &amp; core business needs</li> </ul>	\$4M
<b>Total</b>	<b>\$18M</b>

Initiative	Approved Investment
<b>Innovation &amp; Economic Prosperity</b> <ul style="list-style-type: none"> <li>Tech Talent Initiative</li> </ul>	\$235M over 20 years
<b>Access &amp; Affordability:</b> <ul style="list-style-type: none"> <li>Student Financial Aid &amp; Scholarships</li> <li>ADVANCE &amp; Online Education</li> </ul>	\$5M

# Potential Relief Funding

## State Legislation § 3-4.01 Auxiliary Enterprise Investment Yields:

- Proposed legislation would allow E&G carryforward funds
- More flexibility to cover COVID-related expense increases and revenue losses

## State Appropriation Increase:

- Restoration of \$5-10M of enrollment general fund appropriation increase in FY21 and up to \$12M of enrollment general fund appropriation in FY22 (Pending legislation)

## State Debt Restructuring:

- Evaluating costs & benefits of optional Commonwealth debt deferment:
  - Potential deferment of \$40M in FY22 & FY23 for 9(d) Virginia College Building Authority Pooled Bonds
  - Potential deferment of \$20M in FY21 & FY 22 for 9(c) General Obligation Bonds (Pending Legislation)

## COVID-19 Expense Reimbursements:

- Potential FY21 reimbursement opportunities for financial aid to students and incremental costs of operations:
  - HEERF (Federal): \$5M (balance of \$20.8M total award) - restricted to student aid
  - GEERS (State): \$3.5M - restricted to financial aid
  - CRF (State): \$4.1M (submitted, pending approval; potential to request additional funds)
  - HEALS (Federal): \$44.5M (Pending legislation) **or** HEROES (Federal): \$64.7M (Pending legislation)



# Capital Program Highlights



# • Core Campus Projects •



## Horizon Hall:

- Robinson Hall replacement (217,726 GSF)
- Harris Theatre renovation (23,161 GSF)
- Home to College of Humanities & Social Sciences
- Total Cost: \$119,631,000
- 78% complete
- Spring 2021 Occupancy

## Enslaved People of George Mason Memorial:

- Bronze Panels, Landscaping Elements and Dialog Markers
- Total Cost: \$570,000
- Construction begins April 2021

STANDING ON MARKER LOOKING WEST TOWARDS MASON



## Utility Infrastructure:

- Replacement and upgrades to Campus Central Heating and Cooling Infrastructure
- Total Cost: \$51,539,000
- 83% complete



# • Institute for Digital InnovAtion (IDIA HQ) •



- Home to Institute for Digital InnovAtion and new School of Computing
- New 505,500 GSF building on Arlington Campus
  - 225,500 GSF university innovation programming
  - 120,000 GSF innovation programming by developer and partners, largely office
  - 15,000 GSF retail amenities
  - 145,000 GSF parking
- Public-Private Education Development
  - Currently in Detailed RFP phase to select partner
  - Proposals due October 20, 2020
- Anticipated Total Cost: \$242,500,000
  - Mason Component: \$156,000,000
- Projected Timeline:
  - Construction Start Date: Fall 2022
  - Occupancy Date: Summer 2025

## Board Resolution

The Finance & Land Use Committee recommends approval by the Board of Visitors of the FY21 Amended Budget.

MOTION: \_\_\_\_\_

SECOND: \_\_\_\_\_





# Approval of Tier 3 Management Agreement

## Financial Matters

# Tier 3 Summary

## Benefits of Tier 3 Authority and Management Agreement



### Capital Projects

- Time savings
- Streamlining projects and effort efficiencies



### Information Technology

- Increased decision autonomy and flexibility
- Decreased engagement with VITA



### Procurement

- Continued autonomy with procurement functions, including options for alternative procurements system



### Human Resources

- Enhanced offerings via more autonomy with human resources functions and option for university employee classification



### Financial Operations

- Increased flexibility in financial policies
- Efficiency and investment retaining cash (weekly vs. daily State deposits)



### Debt Management

- Faster and more efficient access to capital via ability to enter debt and financing vehicles as needed (with BOV approval)

Increased Autonomy through Tier 3 Authority

## • GMU Level III (Tier 3) •

- ✓ Tier 3 negotiations with the Secretary of Finance Office and Department of Planning and Budget completed September 17, 2020.
  - Other required agency reviews completed in August
- ✓ Requesting BOV approval of the GMU Level III (Tier 3) proposed management agreement
- ✓ The agreement is generally consistent with JMU, with one substantive addition:
  - Inclusion of Mason's Optional Retirement Plan (ORP), consistent with other Tier 3 schools who have an ORP
- ✓ GMU Tier 3 formal application submission due no later than November 15<sup>th</sup> for consideration
- ✓ Legislative Assembly approval anticipated in February 2021
- ✓ Tier 3 authority will be effective July 1, 2021



## Board Resolution

The Finance & Land Use Committee recommends approval by the Board of Visitors of the GMU Level III (Tier 3) management agreement resolution found in the Board Book that includes the following:

It is the sense of the Board that Mason is qualified to be and should be governed by a management agreement and that the University is qualified to be, and should be, governed by the authorizations and requirements set forth in the Restructured Higher Education Financial and Administrative Operations Act. The Management Agreement has been approved by the University's President and Senior Vice President for Administration and Finance, and approvals by the Cabinet Secretary or Secretaries designated by the Governor of Virginia are anticipated. The management agreement is hereby presented for review and approval by the Board of Visitors.

MOTION: \_\_\_\_\_

SECOND: \_\_\_\_\_



**Joint Legislative Audit & Review  
Commission Span of Control  
Operational Matters**

# Mason Span of Control Annual Update

University Span of Control  
Policy Number 2233 approved May 24, 2018  
Reviewed annually by Board of Visitors

Response to JLARC recommendations in their comprehensive report *Support Costs and Staffing at Virginia's Higher Education Institutions*, October 2014

Overall Target:  
Median Span  
of Control  
4 or more direct reports  
by FY 2024

Supervisors must  
have 2 or more direct  
reports

Exceptions:

- Statutory Requirements
- Safety of Employees or Students
- Working supervisor with only 1 employee\*
- Business necessity authorized by Dean or VP

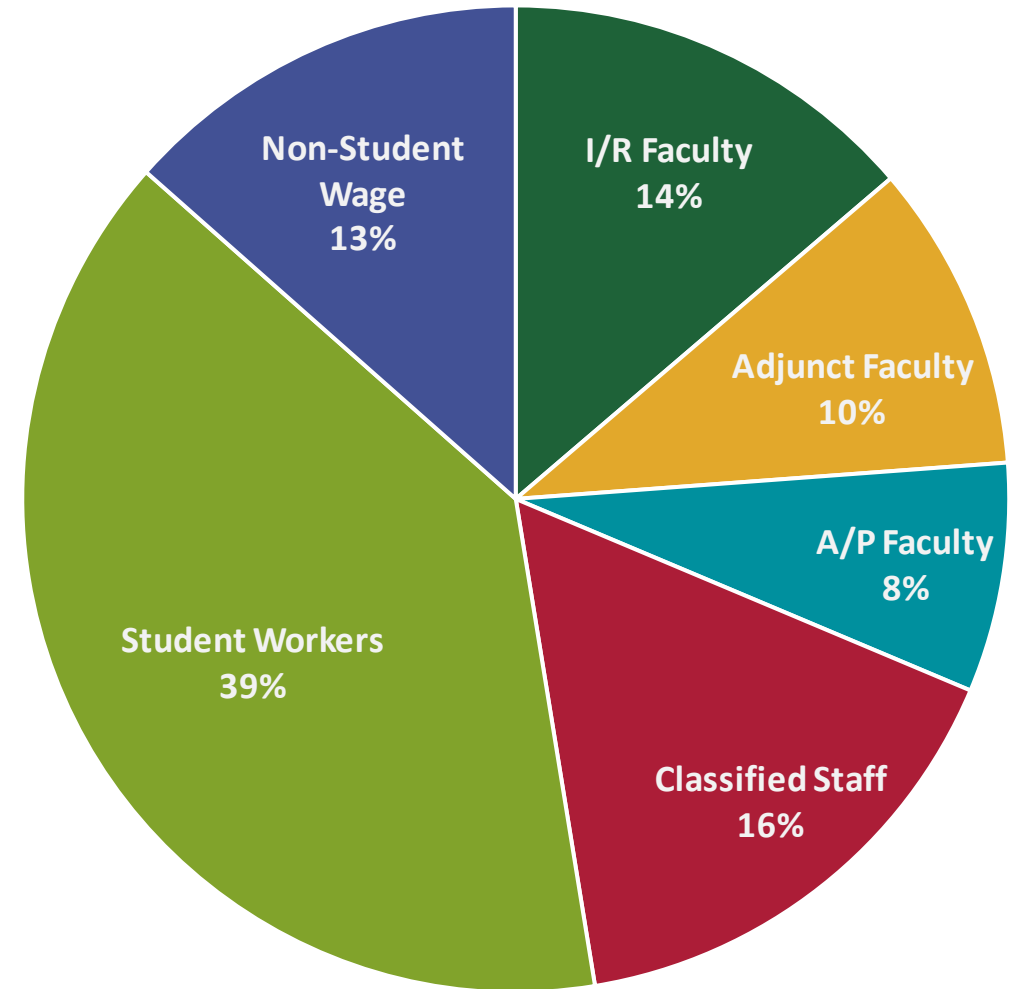
\*Supervisory positions are mandated when specific technical knowledge is required to effectively manage employees, when safety requires more direct management of employees, and if a supervisory position is required to comply with state or federal law.

# Workforce Distribution

## April 2020

Mason has 11,874 employees, categorized as follows:

Category	#
I/R Faculty	1,632
Adjunct Faculty	1,197
A/P Faculty	893
Classified Staff	1,910
Student Workers	4,642
Non-Student Wage	1,600
All Employees	11,874



# Proportion of Workforce in JLARC Study

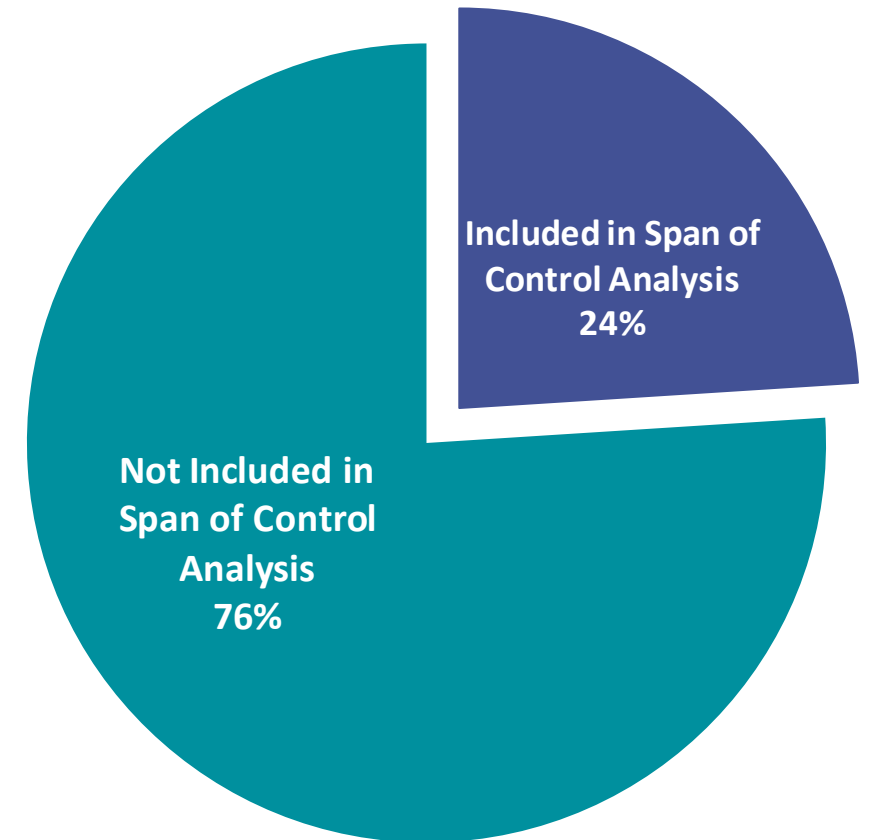
## April 2020

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

Employee Type Included as Supervisors	#	%
A/P Faculty	893	7.5%
Classified Staff	1,910	16.1%
<b>All Employees</b>	<b>2,803</b>	<b>24%</b>

Employee Type Not Included as Supervisor	#	%
I/R Faculty*	1,632	13.7%
Adjunct Faculty †	1,197	10.1%
Non-Student Wage †	1,600	13.5%
Student Workers †	4,642	39.1%
<b>All Employees</b>	<b>9,071</b>	<b>76%</b>

Mason's Workforce



\* I/R Faculty, as benefited employees, are included as direct reports in the remainder of the analysis.

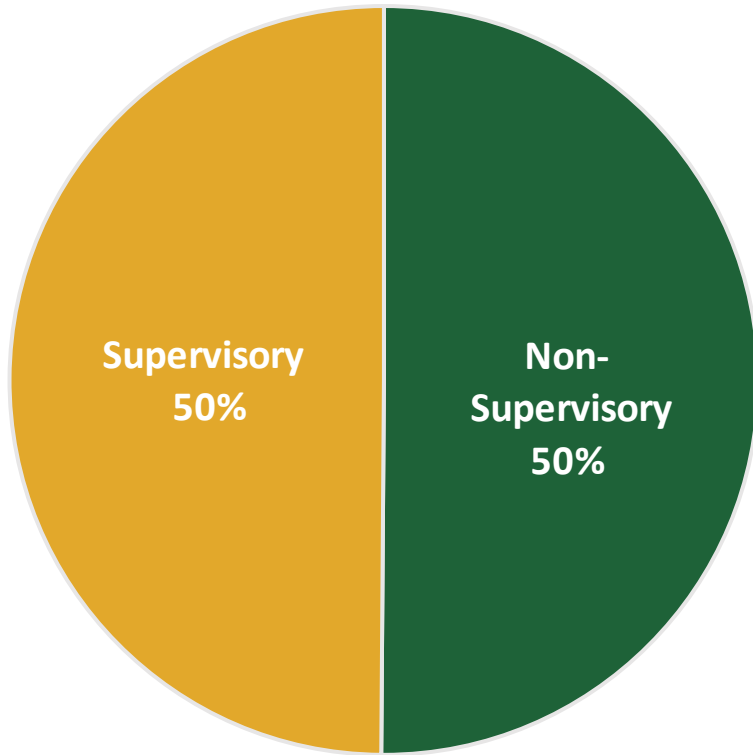
† Adjunct, Non-Student Wage, and Student Workers are not included in the analysis as direct reports. The exclusion of these employee types impacts the span of control statistics – lowering it for those that supervise large numbers of students and wage employees.



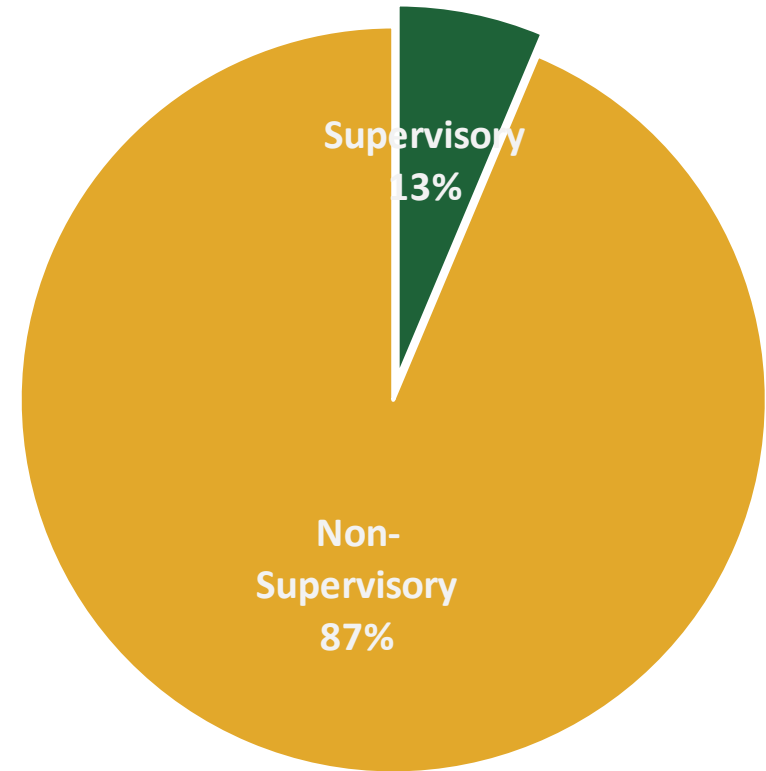
# Supervisory Status

April 2020

A/P Faculty



Classified

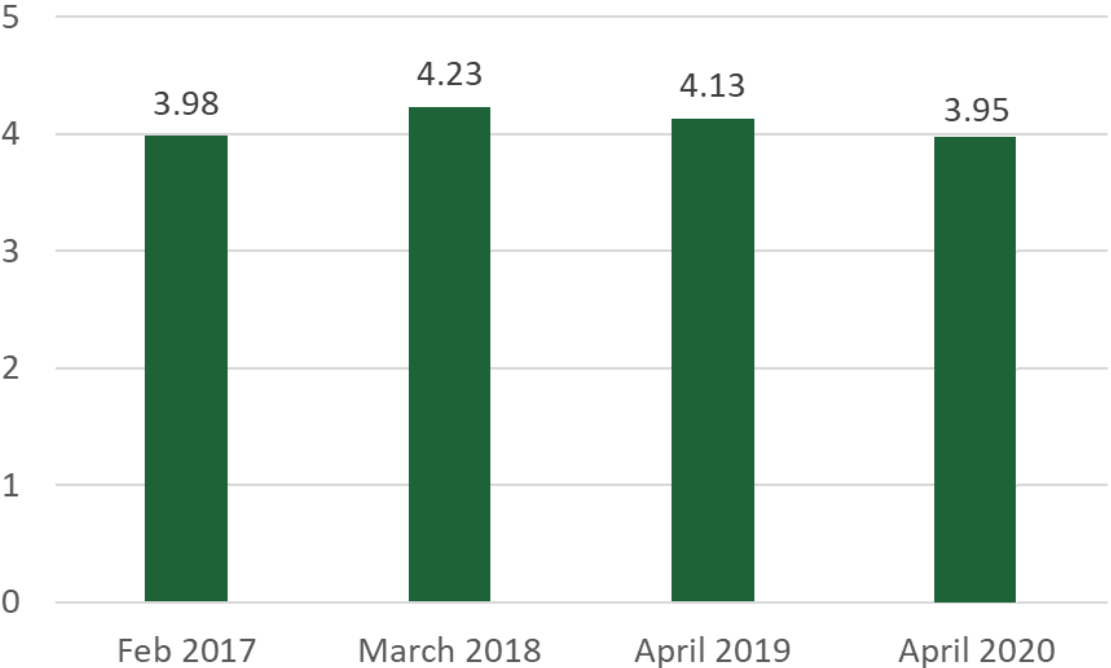


\*Of the 2,803 employees included in span of control, 695 have supervisory responsibilities.

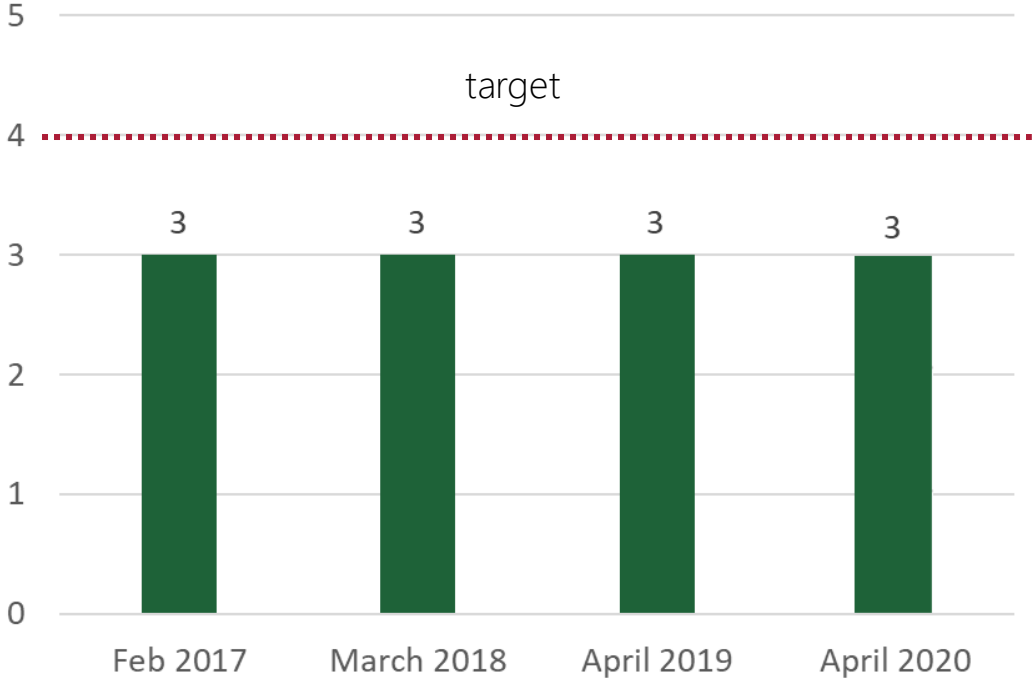
# Span of Control

## A/P Faculty & Classified Supervisors

Average Span of Control



Median Span of Control



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## Board Resolution

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The Finance & Land Use Committee recommends approval by the Board of Visitors of the annual report on Span of Control as detailed in the Board Book.

MOTION: \_\_\_\_\_

SECOND: \_\_\_\_\_



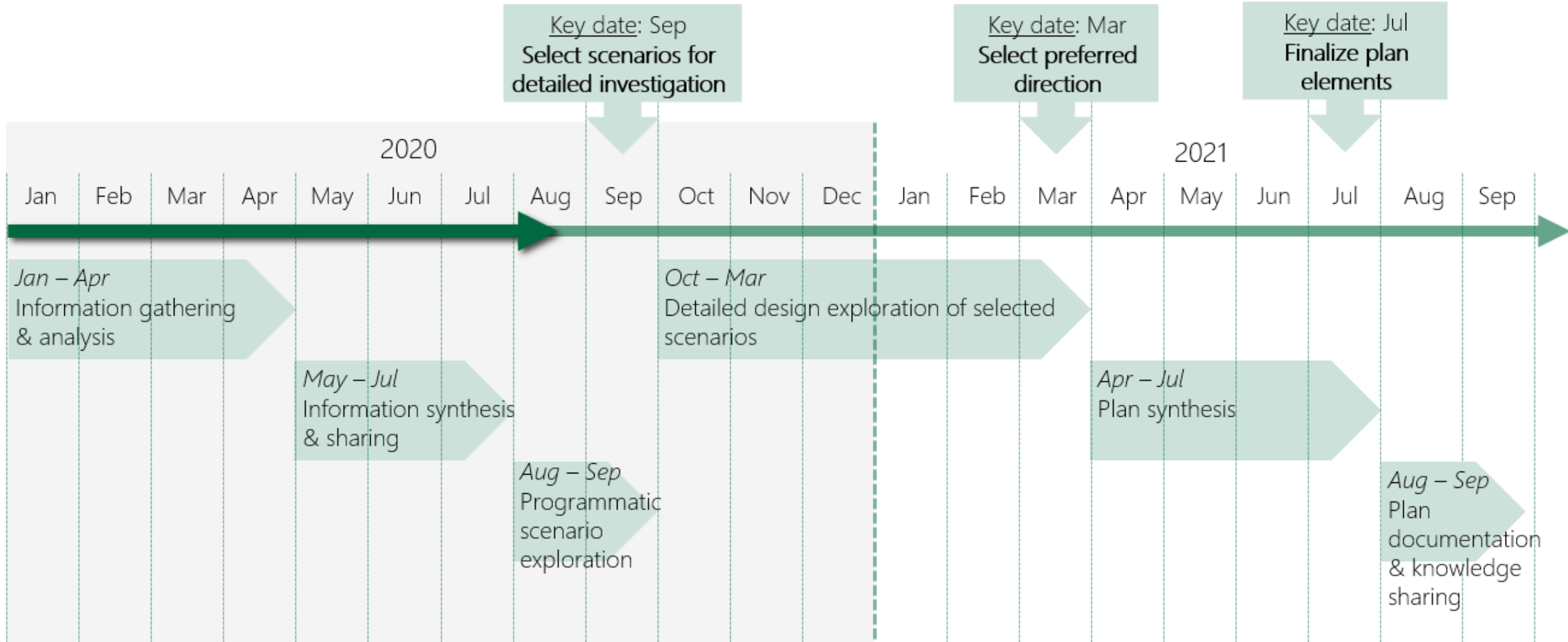
# Master Plan Update

## Capital Matters

# Mason Today



# Master Planning Overall Decision Timeline



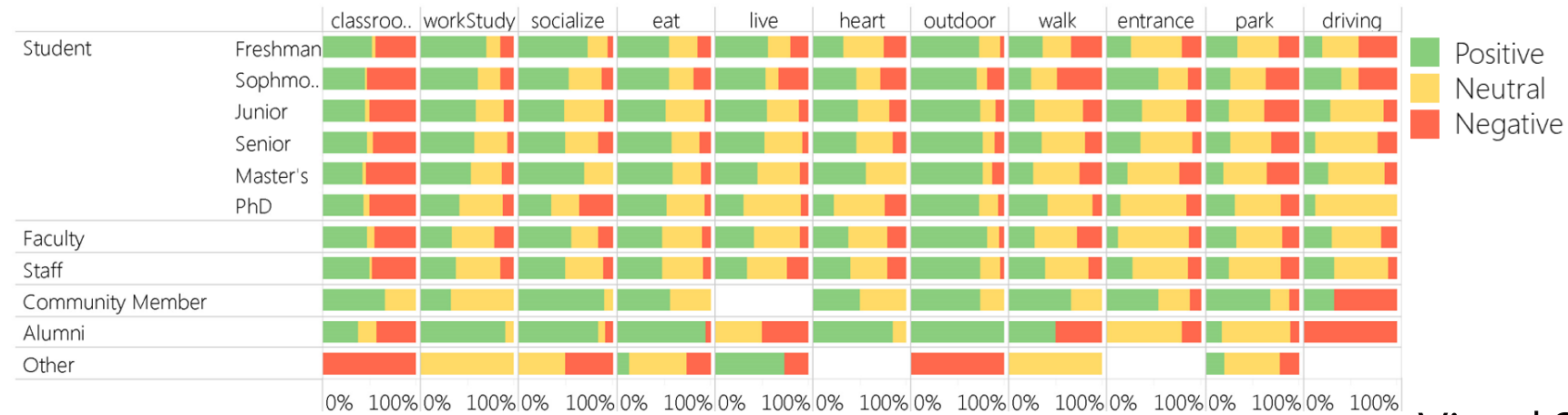
# Stakeholder Engagement

- Interviews, Presentations and Discussions by Dumont Janks to a broad internal and external stakeholder population
  - Mason Leadership Team
  - Steering Committee – 27 Faculty, Staff & Alumni
  - Town Hall Community Engagement
    - Faculty, students, staff & alumni
    - SciTech Board of Advisors
    - Arlington County & Fairfax City/County leaders & their constituencies
  - Over 50 focus groups and interviews
  - Newsletters, press releases & email updates
  - Subject Matter Experts (as needed)
- Web Portal for project info feedback



# CoMap Interactive Survey - 4,754 Responses

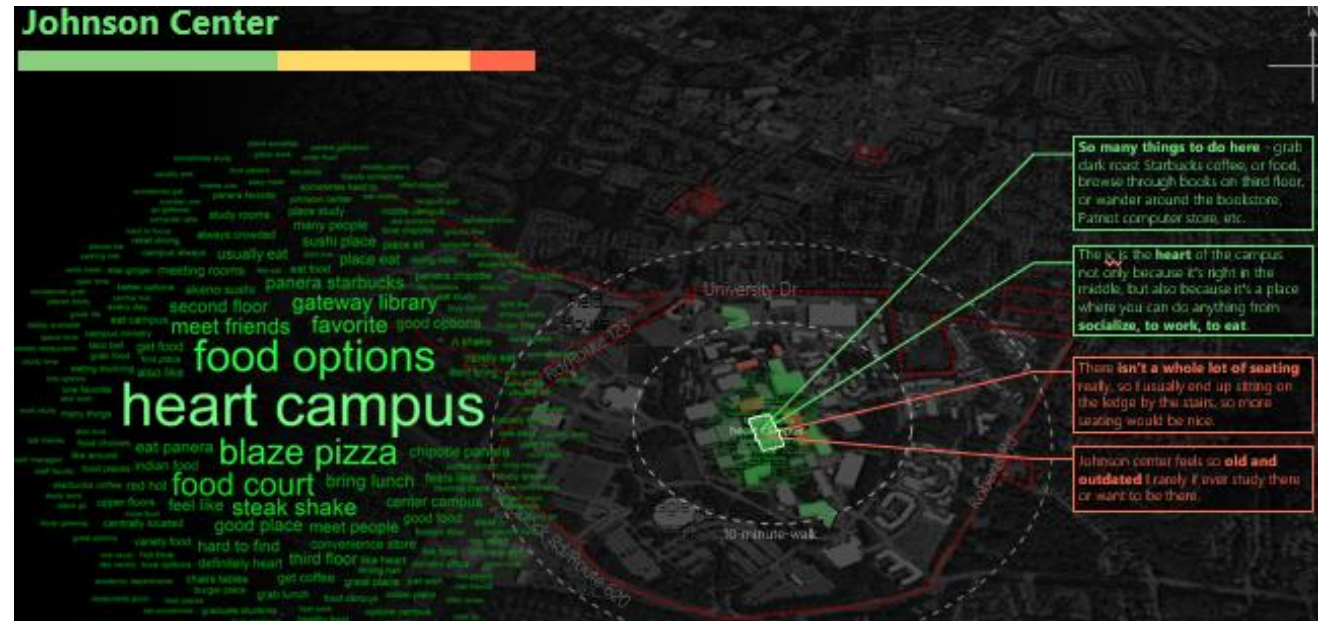
## Example Data



## "Word Cloud"

Visual Summary of > 9,000 Comments

## Sentiment Analysis by Category Existing Facilities

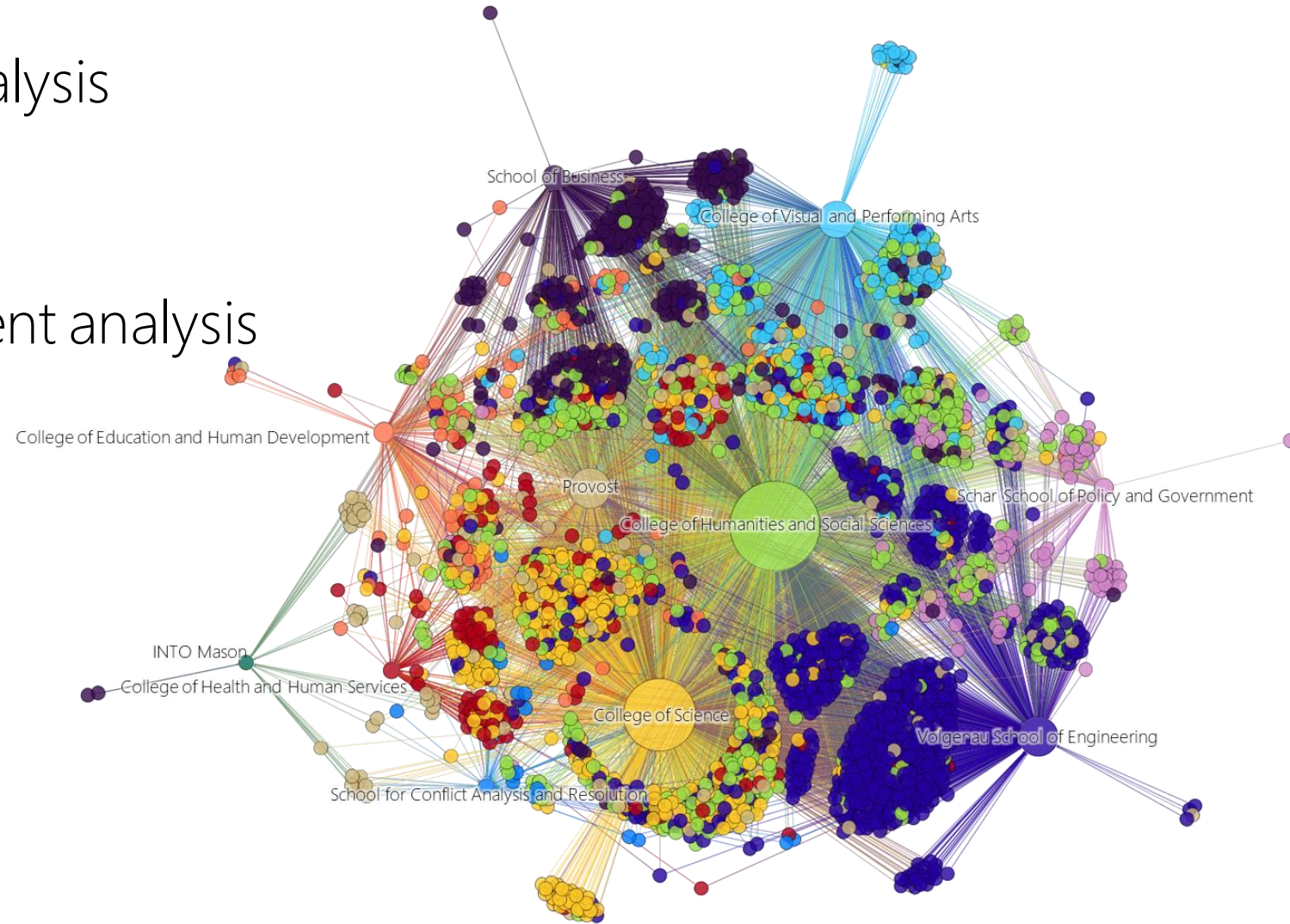




# Master Planning Phase 1A - Analysis

- Instructional space use analysis
- Research lab use analysis
- Space benchmark analysis
- Facility condition assessment analysis
- Demographic analysis
- Capacity analysis
- Program connections





- Antonin Scalia Law School
- College of Visual and Performing Arts
- College of Science
- School for Conflict Analysis and Resolution
- College of Education and Human Development
- Executive and Professional Education
- External Institution
- College of Health and Human Services
- College of Humanities and Social Sciences
- INTO Mason
- Schar School of Policy and Government
- School of Business
- Honors & Provost
- Volgenau School of Engineering



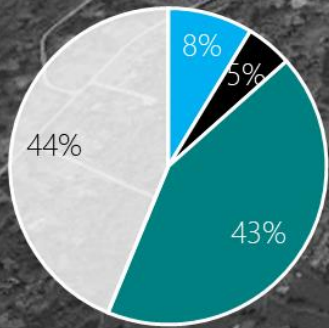
Example Program Connection Diagram  
First Year Mason Students



# Fairfax Capacity Analysis

-  Major road
-  Major hydro corridor (50' buffer)
-  Major forest
-  Buildable area

Reference:  
 Engineering Building – 180,000 GSF  
 Johnson Center – 348,000 GSF



## Fairfax west

Site area 8,887,000  
 Buildable 3,890,000 (44%)  
 Ex GSF 136,000 (FAR=0.03)

FAR	Full capacity	New capacity
1.2	4,668,000	4,532,000
1	3,890,000	3,754,000
0.8	3,112,000	2,976,000
0.6	2,334,000	2,198,000
0.4	1,556,000	1,420,000

≈ 8 Engineering Sized Buildings



## Fairfax Main

Site area 15,758,000  
 Buildable 10,811,000 (69%)  
 Ex GSF 7,028,000 (FAR=0.65)

FAR	Full capacity	New capacity
1.2	12,973,200	5,945,200
1	10,811,000	3,783,000
0.8	8,648,800	1,620,800

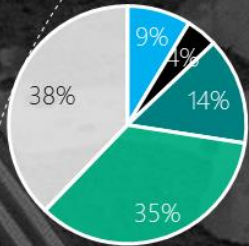
≈ 9 Engineering Sized Buildings

**Significant capacity to add square footage at Fairfax**



# SciTech Capacity Analysis

- Major road
- Major hydro corridor (50' buffer)
- National Wetland Inventory (50' buffer)
- Major forest
- Buildable area



**SciTech**

Site area	5,856,000	
Buildable	2,212,000	(38%)
Ex GSF	821,000	(0.37)

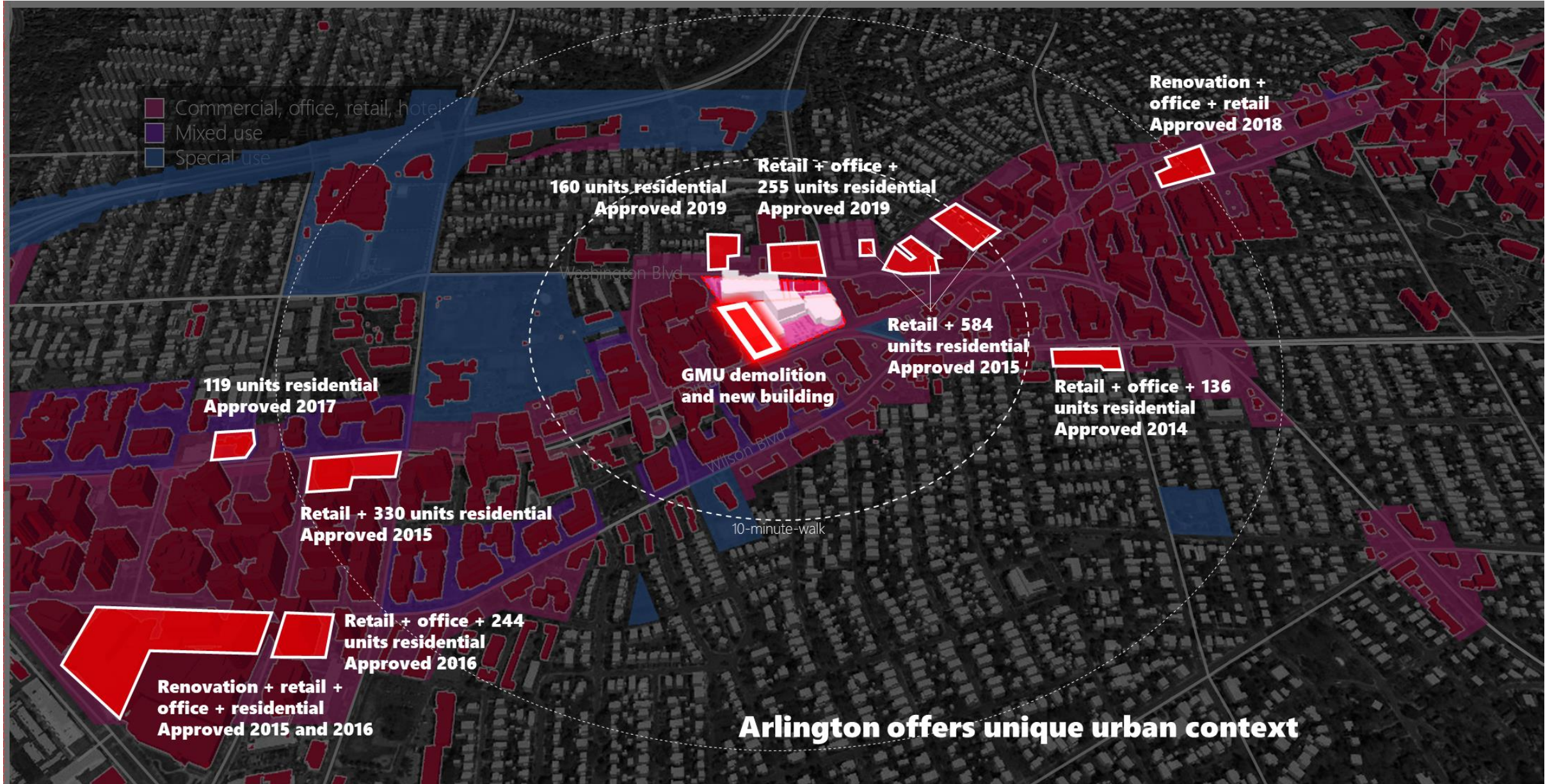
FAR	Full capacity	New capacity
1.2	2,654,400	1,833,400
1	2,212,000	1,391,000
0.8	1,769,600	948,600
0.6	1,327,200	506,200

**≈ 10 Engineering Sized Buildings**

**Significant capacity to add square footage at SciTech campus**

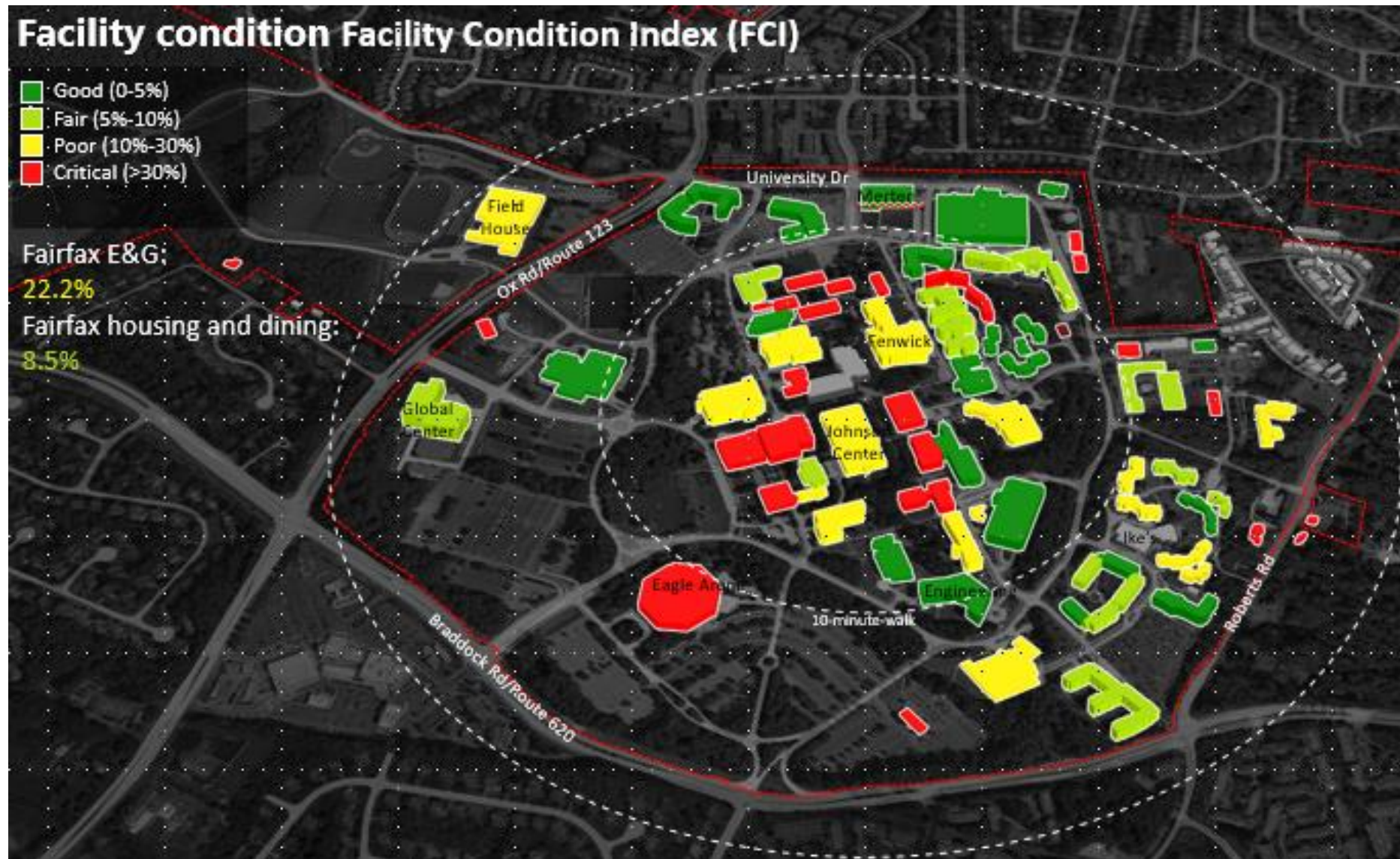


# Arlington Campus Recent Projects





# Facility Condition Assessment Analysis

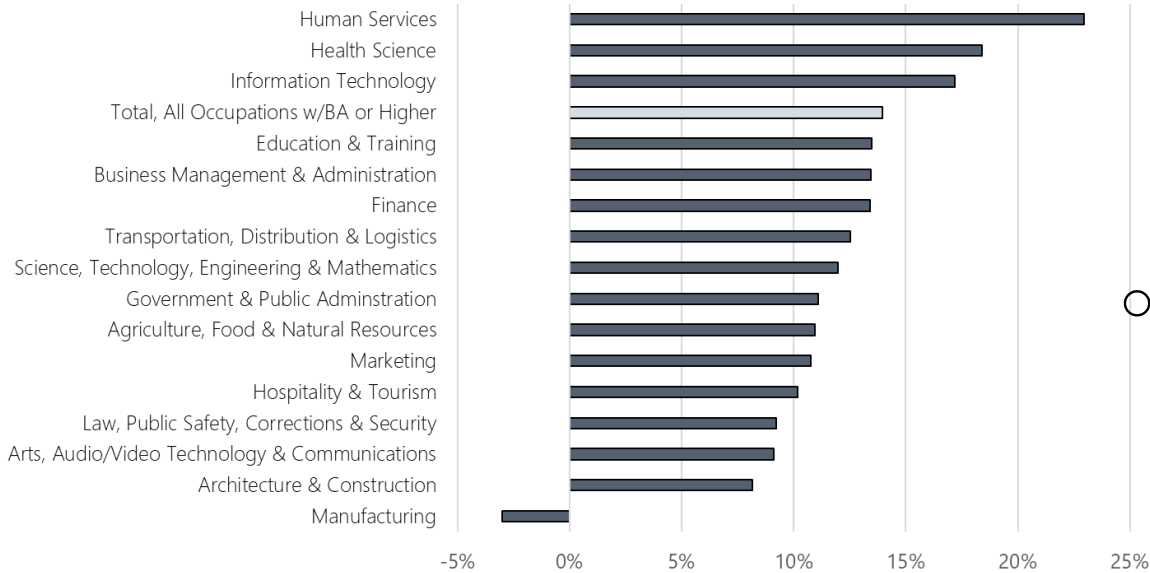
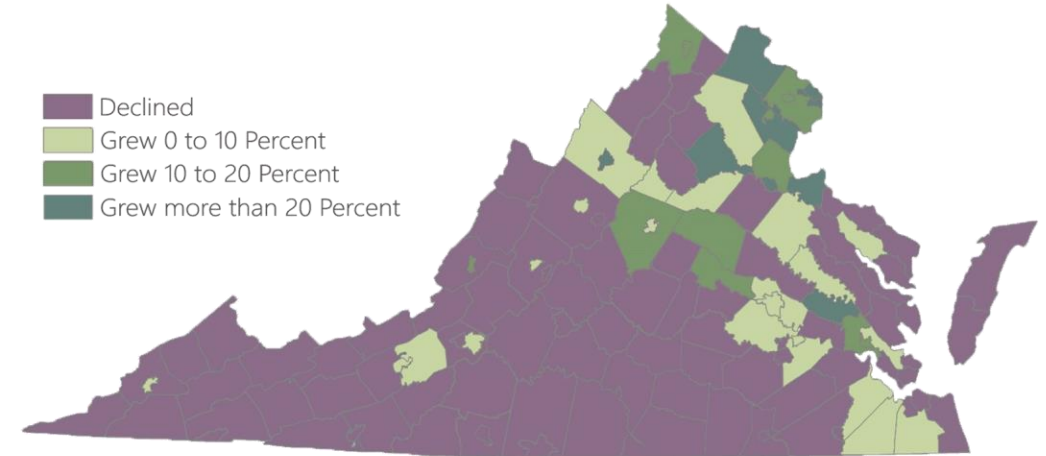




# Master Planning Phase 1A – Analysis (Demographics)

## Key Takeaways for Mason

- Cannot rely on existing populations for growth.
- Must emphasize out-of-state, international online and larger capture of in-state students.



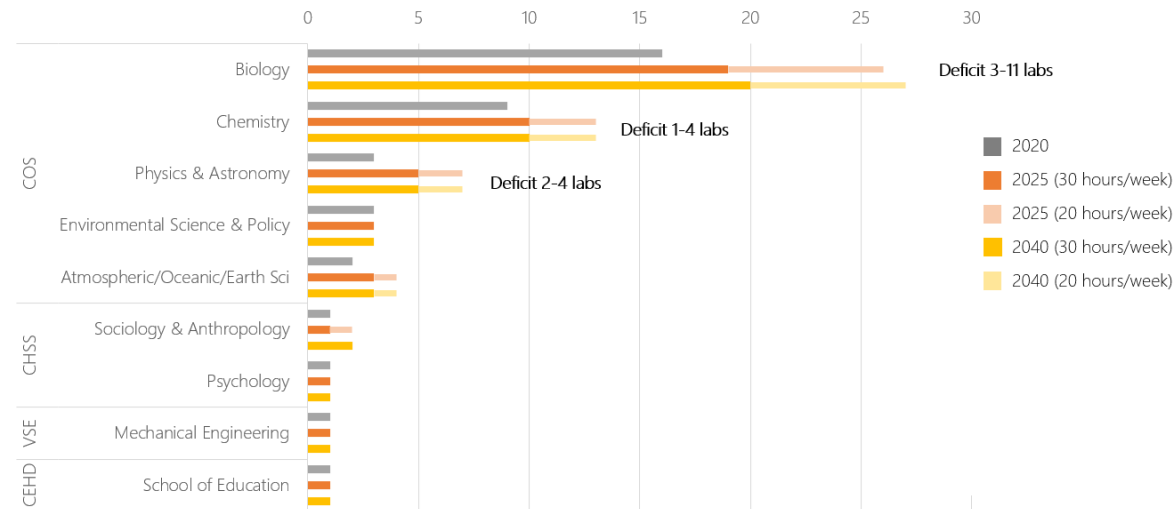
- Virginia Labor Market Demand Analysis 2016-2026
  - 35% of jobs in 2026 will require at least bachelor's degree, compared to 33% in 2016.
  - Human Services, Health Sciences, and Information Technology expected to experience fastest growth and add most jobs.
- Demographic Analysis & High School Graduation Projection
  - More than half of freshmen students from NOVA.
  - 96% of community college transfer students to Mason from 3 community colleges serving NOVA in 2018.
  - 72% of Mason graduating class in 2018 from NOVA.

# Master Planning Phase 1B - Projections

1. Headcount projections
2. Campus programming
3. Predicted space projections
4. Space needs projections

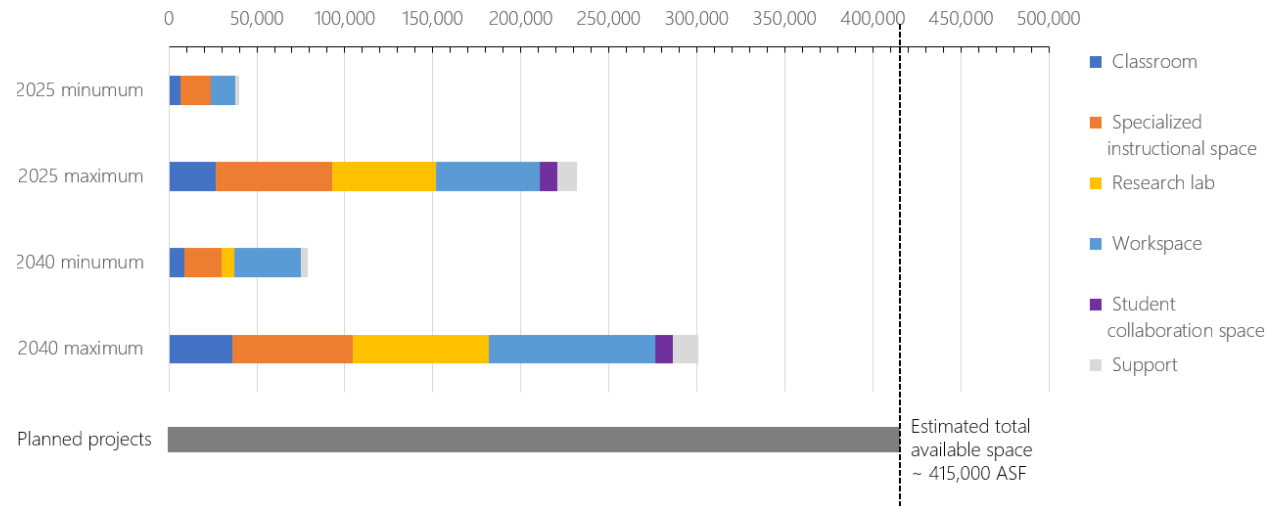
Student Enrollment Headcount	2019 (FY 2020)	2025 (FY 2026)	2029 (FY 2030)	2040 (FY 2041)
<u>Actual</u> Enrollment	38,255			
<u>Internal</u> SCHEV "6-year" Projection		45,457	49,776	
<u>Consultant</u> "Baseline" Scenario		40,116		42,711
<u>Consultant</u> "Tech Talent" Scenario		43,674		44,538

**Specialized Instructional Spaces** Number of wet labs required  
Data source: Fall 2019 course schedule applied to Weldon Cooper projections



## Summary Aggregate ASF space need

Excludes campus-specific considerations, residential, recreation, dining, athletics, other special use spaces (for now!)





# Master Planning Phase 2

October 2020 to September 2021

## Phase 2A — ASSESSMENT

1. Infrastructure
2. Environmental
3. Slope analysis
4. Transportation and parking
5. Wayfinding
6. Campus development history
7. Campus heritage assessment
8. SWOT analysis

## Phase 2B — PLANNING

1. Goals and vision
2. Development of principles
3. Capital development process
4. Land use and facilities plan
5. Open space plan
6. Capital plan
7. Housing plan (optional)
8. Recreation plan (optional)
9. Environmental plan
10. Utilities plan
11. Transportation, parking, wayfinding
12. Phasing



# Land Use Certification

## Capital Matters

# FY 2020 Land Use Certification

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

- ❖ Principal information desired by Department of General Services is identifying what land the Commonwealth may be able to surplus.
- ❖ The significant change since last year's report is the addition of one easement on the Main Campus in Fairfax related to water service.

## Board Resolution

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

MOTION: \_\_\_\_\_

SECOND: \_\_\_\_\_



# Appendix

# Capital Projects Stoplight Chart

Project #	Project Name	Scope(sf) New	Scope(sf) Reno	Total Budget	Budget Status	Schedule	Scope	Construction Start Date	Occupancy Date	Construction % Complete
<b>Construction</b>										
1	18207-000 Horizon Hall - Core Campus (Renovate Robinson Hall and Harris Theater)	217,726	23,161	\$ 119,631,000				7/1/18	12/31/21	78.0%
2	18208-000 Improve Utility Distribution Infrastructure Fairfax - Core Campus*	0	0	\$ 51,539,000				8/1/18	12/31/21	83.0%
3	17848-000 PPEA Discovery Hall Ph II & Fitout/Clean Room	0	18,000	\$ 6,561,287				6/17/19	10/25/20	90.0%
4	A8247-024 Hylton Center HVAC Repairs	0	112,352	\$ 3,820,598				5/18/20	12/31/20	50.0%
<b>Design</b>										
5	18339-000 Telecom Infrastructure Phase 1*	0	0	\$ 9,788,000				8/1/21	11/1/22	N/A
6	18000-000 Life Sciences & Engineering Building - Bull Run Add*	100,000	5,000	\$ 68,634,000				6/4/21	8/1/23	N/A
7	18423-000 Arlington Original Building Demolition and Culvert Relocation	0	0	\$ 7,500,000				10/23/20	5/31/21	N/A
8	A8247-027 Johnson Center HVAC Repairs	0	348,447	\$ 3,049,500				9/1/21	12/1/22	N/A
<b>Design Procurement</b>										
9	18482-000 Institute for Digital InnovAtion (IDIA HQ)	505,520	0	\$ 242,500,000				9/15/22	12/16/25	N/A
10	18509-000 Central Heating & Cooling Plant Boiler & Chiller Addition*	0	0	\$ 5,000,000				2/1/21	4/1/22	N/A
<b>Planning</b>										
11	18471-000 Virtual Online Campus*	0	45,000	\$ 11,000,000				TBD	TBD	N/A
12	18487-000 Telecom Infrastructure Phase 2	0	0	\$ 23,250,000				TBD	TBD	N/A
<b>Pending Master Plan Alignment</b>										
13	18498-000 Academic VIII*	200,000	0	\$ 185,675,000				TBD	TBD	N/A
14	18497-000 SCAR Point of View Cottages	TBD	0	\$ 8,000,000				TBD	TBD	N/A
15	17955-000 Construct Student Housing Fairfax PPEA	TBD	0	TBD				TBD	TBD	N/A
16	18117-000 Construct Fairfax Mixed Use Development PPEA	TBD	0	TBD				TBD	TBD	N/A
17	18253-000 Construct Basketball Training, Wrestling, and Athlete Academic Support (RAC Addition)	TBD	TBD	\$ 15,500,000				TBD	TBD	N/A
18	TBD Renovations Concert Hall	0	120,750	\$ 25,000,000				TBD	TBD	N/A
19	TBD Business School Building	200,000	0	\$ 165,000,000				TBD	TBD	N/A
20	TBD Activities Building	15,000	0	\$ 3,750,000				TBD	TBD	N/A
<b>Grand Total This Report</b>		<b>1,238,246</b>	<b>672,710</b>	<b>955,198,385</b>						

Data as of September 2020

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

Page 1 of 1

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

# BOARD OF VISITORS GEORGE MASON UNIVERSITY

## President's Planning Conference

July 30, 2020

### MINUTES

**MEETING NOTE:** Due to safety concerns associated with the COVID-19 pandemic, and in accordance with provisions in the 2020 Commonwealth Budget Bill General Provisions: § 4-0.01.g.1, the July 30, 2020 meeting of the Board of Visitors of George Mason University was held through electronic means. Board members and university leadership met via Zoom videoconference. The session was streamed live via webcast for public viewing at <https://gmutv.gmu.edu/live-broadcast/>. An online form was posted on the Board of Visitors webpage (<https://bov.gmu.edu/>) to accept written public comments and registrations for verbal public comments. No submissions were received through the form. The full video recording of the meeting may be accessed at <https://vimeo.com/440693860>.

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

**ALSO PRESENT:** Shannon Davis, Faculty Representative; Shelby Adams and Lilianna Deveneau, Student Representatives; Gregory Washington, President; Carol Kissal, Senior Vice President for Administration and Finance; Mark Ginsberg, Provost; Dietra Trent, Interim Vice President for Compliance, Diversity, and Ethics; Brian Walther, University Counsel; Sumeet Shrivastava, President of the Alumni Association; Scott Nichols, Secretary pro tem; members of the President's Council; members of the Executive Committee of the Board of Trustees; and Faculty Representatives to the committees of the Board.

#### **I. Call to Order**

Rector Davis called the meeting to order at 12:45 p.m.

#### **II. Public Comment**

Rector Davis called on Dr. Washington for opening remarks at his first President's Planning Conference as there were no public comments.

#### **III. Welcome Remarks and Session Framing (ATTACHMENT 1)**

President Washington provided welcome remarks and session framing. He noted that George Mason University is currently experiencing three major crises simultaneously: a pandemic, racial inequity and a fiscal crisis. In addition, there are four trends that will dominate not just Mason's future but everyone's. These trends are automation, public health, employers having a greater role as a social and safety net for society and our way of life. President Washington proceeded to highlight his presidential goals.

President Washington explained his plan to take a three-pronged approach: reposition, restore and reinvent to move the university not just past the pandemic but position it for its future. The first approach is repositioning the campus by meeting three goals. Goal

1A is a continued development and successful execution of the COVID-19 Safe Return to Campus plan. This plan will change and adjust relative to how the virus adjusts. Goal 1B is develop and successfully implement a fiscal management plan that supports the campus through this difficult period. Goal 1C is development and initial implementation of an Anti-Racism Initiative emanating from the President's Task Force on Anti-Racism and Inclusive Excellence.

The second approach is restoring the campus by bringing it back to where it was pre-pandemic and to position the university for the next few years of growth by meeting seven goals. Goal 2A is to conduct and conclude a search for Provost in 2 years. This means changing the current Interim Provost to Provost via a 2-year appointment to create continuity of leadership to help manage Mason through the three simultaneous crises. Goal 2B is to establish and complete a national search for the Vice President for Research, Innovation and Economic Development. This is a critical position to continue to advance as a research institution. Goal 2C is to restructure the position of Vice President of Compliance, Diversity and Ethics and then establish and complete a national search for a leader. Goal 2D is to restructure and redistribute the position and associated responsibilities of the Vice President for Academic Innovation and New Ventures. Goal 2E is to establish a faculty retention initiative aimed at retaining key faculty. The faculty are highly successful, underpaid and some feel underappreciated for the contributions they have made to the university's success. Dr. Washington emphasized the importance of supporting and advancing faculty. Goal 2F is to examine and decide on the possibility of forming a stand-alone graduate school. Research institutions are synonymous with graduate school and to be a great research institution, a strong graduate school is critical. Goal 2G is to launch at least two additional online graduate programs to continue what has been established over the past few years.

The third and final approach is to reinvent the campus by meeting nine goals. This institution it is not going to look the same post-pandemic nor years from now and it would be a mistake to not respond accordingly. Reinvention will be a team and campus effort which includes the Board of Visitors. Goal 3A is to Establish an Innovation-Mason Commission of the campus' most forward-thinking faculty, staff and administrators. The goal of this committee will be to outline up to 10 paradigm shifts that will make the campus a recognized world leader. No item is off the table (curricula, delivery, structure). Goal 3B is to examine public/private partnership mechanisms for monetization of key Mason assets (Shirley Gate property, Mathy House property, SciTech Campus, Parking, Power Generation, etc.). Realized funds will be used to drive and support the academic mission of the university. Goal 3C is complete the Master Plan effort and streamline space assignment and planning efforts to make most efficient use of existing and planned capital facilities. Goal 3D is to establish programs and initiatives necessary to grow research expenditures by 15% and continue to expand research intensive graduate programs by 10%. Goal 3E is to examine and, if necessary, expand our advancement effort to grow giving. Goal 3F is to establish Mason's reputation as one of the best positioned universities nationally to enable people to attain the American dream by maintaining enrollment and continue expansion of ADVANCE pathways, increase campus outreach program and initiatives by 25% and expand Wiley partnership



to support career-long education of working professions and adult learners. Mason is already on its way to attaining a nationally recognized university status and can be in the top 5-10% in the country. Goal 3G is to position Mason as a national leader in establishing and growing public/private partnerships. To do this, Mason must meet or exceed enrollment and graduation targets established for the Commonwealth's Tech Talent Investment Program and establish an innovation ecosystem for campus and local entrepreneurs with Mason as a hub and convener. Goal 3H is to establish a financial planning framework for the institution which aligns toward achieving GMU's strategic goals and objectives, aligns operation and capital investment in academic, research and philanthropy and allows the positioning of Mason to continue achieving its mission of access and excellence.

At the conclusion of Dr. Washington's session questions and discussions ensued.

#### **IV. Fall Planning / Safe Return to Campus**

Mark Ginsberg, Interim Provost and Executive Vice President and Carol Kissal Senior Vice President, Administration and Finance provided updates on fall planning and a safe return to campus.

##### **A. Academic Update (ATTACHMENT 2)**

The Safe Return to Campus video was viewed which demonstrated what the fall 2020 semester will look like. Students will see this video when on campus this fall. Upon the conclusion of the video Mark Ginsberg thanked Anne Holton, Former Interim President; Dietra Trent, Interim Vice President, Compliance, Diversity and Ethics; Gregory Washington, President; and Kenneth Walsh, Chief of Staff for their assistance in planning for the fall semester.

Dr. Ginsberg indicated that Mason is ready to welcome students back to campus in a safe and mindful way. The institution is committed to the priorities of supporting the well-being of everyone in our community and continue to provide the university experience students expect and deserve. To create the safe return to campus plan, guidelines from local, state and national experts were followed. In addition, an Emergency Management Executive Committee was created which oversees 18 workgroups and the Emergency Operations Group. The Emergency Management Executive Committee was chaired by a public health and emergency management professional who has been with the university for many years. The emergency management and emergency operations groups were charged with looking at the granular elements of the university and thinking about how to plan a safe return to campus for the fall 2020 semester. Furthermore, university leadership worked closely with faculty, staff and students in an advisory capacity as this is a community-based initiative.

Dr. Ginsberg continued by stating that face coverings are mandatory for everyone. Students, faculty and staff members will be provided with a mask which must be worn in in public places on campus. Those who cannot wear masks will be provided with other accommodations. Frequent handwashing and physical distancing are required. There are visual cues to assist, including markers to

indicate where people should stand while waiting for services, signs for physical distancing, as well as other new behaviors expected. Proper hygiene is more important than ever. Hand sanitizing stations are strategically placed on campus and disinfecting efforts have been intensified.

COVID-19 testing will be provided for faculty, staff and students to help ensure campus health. Anyone coming to campus will need to conduct a daily self-health check. Anyone who is symptomatic, is advised to stay home. The move-in process for students will be in stages. The student population density has been reduced by 25% and most on-campus students will live in single rooms. *Welcome to Mason* events will be hosted in primarily virtual formats.

Mason classes will be offered in three formats during the fall academic term: online, hybrid and face-to-face. The majority of classes will be online. A hybrid course is a combination of online delivery and in class activity. Classrooms will be configured to allow six feet of distance between students and 10 feet for faculty. Many classrooms are being equipped to address different modalities and auditory challenges and again everyone will be required to wear a face mask.

Dining precautions will also be taken. Several dining locations will have grab and go options. Reservations are required for those wishing to dine in. Tables will be spaced six feet apart with no more than four people at each table. Tables and chairs will be cleaned after each use.

Learning online does not mean learning alone. All student service offices will have virtual and in-person hours available. The writing, communication and math centers will offer increased virtual hours and in person appointments. The counseling center and Student Health Services will offer telehealth and in person appointments.

Dr. Ginsberg advised that everyone in the Mason community should take the return to campus training prior to returning. Again, those that feel sick should stay home and remain flexible. Everyone has a shared responsibility for the health and safety of the university community.

There are also backup strategies in place for faculty and students should they become ill with COVID-19, including backup faculty members for every class. If students are involved in a section and cannot participate due to COVID-19, they can access their learning through alternative means.

Arrangements have also been made if the format of classes must shift due to a resurgence of the virus in the region. Mason is prepared to go fully online at a moment's notice. Dr. Ginsberg professed his confidence that students will find course instruction to be high quality and engaging regardless of what teaching format (online, hybrid or in-person) is used.

Dr. Ginsberg provided data regarding plans for instruction continuity. Over 9,500 class sections are expected for the fall. Of those sections, 44% of the sections will be held either hybrid or face-to-face. He offered the following details on class sections and enrollment by format type:

<b>Class Sections by Format (9536 Sections)</b>		
	<b>100% Online</b>	<b>Hybrid &amp; Face-to-Face</b>
TOTAL	5309 Sections (56%)	4227 Section (44%)
Undergraduate	3877 Sections (67%)	1893 Sections (33%)
Graduate	1432 Sections (38%)	2334 Sections (62%)
<b>Student Enrollment Format (33,013 Current Student Enrollments)</b>		
	<b>100% Online</b>	<b>Hybrid &amp; Face-to-Face</b>
TOTAL	19,908 (60%)	13,105 (40%)
Undergraduate	14,648 (59%)	10,234 (41%)
Graduate	5,260 (65%)	2,931 (35%)

About 40% of the overall student population is either face-to face or hybrid. Only about 18% of registrants will be on-campus because of the densification of classrooms.

Dr. Ginsberg advised that research is continuing. About 300 researchers will return to campus on August 1, 2020. Numerous COVID-19 research projects have continued unabated throughout the last three months.

Mark Ginsberg gave an update about residential life. Careful thinking went into residential life, the life of the campus and the residence halls which will house 4,000 students. Move in will begin on August 15 with 70% capacity. Every student coming into the residence halls will be required to have a COVID-19 pretest before returning to campus. A random testing surveillance protocol will also be implemented.

Mark Ginsberg introduced the video, “Do Your Part” which will be shown throughout campus. The video was shown and discussion ensued.

A five-minute break was taken before moving to the next topic.

**B. Operation Update (ATTACHMENT 3)**

Carol Kissal introduced Dr. Julie Zobel, Assistant Vice President of Safety, Emergency & Enterprise Risk Management who discussed testing protocols. Ms. Kissal also thanked Dr. Zobel, Dr. Lisa Park and many others that could not be listed for their efforts on the safe return to campus plan. Dr. Zobel introduced the COVID-19 mitigation and management overview to support the health and safety of the Mason Community. She stated this is a comprehensive strategy referred to as “Box It In” which utilizes the following efforts: (1) Test widely, (2) isolate infected people, (3) find everyone who has been in contact with infected people, and (4) quarantine all contacts for 14 days.

This approach includes several types of testing, starting with home testing of residential students. A health screening tool has been implemented which will provide immediate feedback that indicates an individual's fitness to come to campus each day. It provides users with instructions to help them know when to contact a health care provider or to seek emergency assistance. Diagnostic testing is conducted for the purposes of identifying and containing disease, while surveillance testing is done to proactively monitor a community. Both types of testing will be implemented this fall to help make informed decisions. A sample collection site will be setup outside the Cabrera Global Center.

Dr. Zobel explained that for diagnostic testing, a collection will take place at the Global Center and analysis will take place at the College of Science. On campus population who are at risk for spreading or becoming infected with COVID-19 will be asked to voluntarily participate in surveillance testing. To ensure representation of the Mason population in the surveillance strategy, the sampling framework will include students (residential and off campus commuters), faculty, and staff. Oversampling of potential at-risk or essential population can be accommodated in the random selection process. Given their greater probability of infection and potential to spread the virus to others, this strategy would include oversampling athletes, residential students, front-line staff, security/police and food workers. Surveillance testing communication will be provided through email, a testing FAQ's page on Mason's COVID-19 website and a cover letter will be sent to individuals selected for surveillance testing.

Dr. Zobel addressed at-home testing. Mason contracted with Kallaco to provide free testing, processing, monitoring, and reporting for Fairfax and SMSC residential student populations prior to their arrival on campus. Kallaco is a comprehensive testing and wellness solution provider that offers at-home testing with a digital tracking platform. Tests will be run through Opteo Laboratory, a CLIA-certified lab using all FDA / EUA approved methods. While Kallaco will provide a robust series of services, this operation still requires active engagement and process involvement from Mason staff.

Dr. Zobel then spoke to move-in requirements for students. In order for students to move in they must have a negative at-home COVID test result or a clearance letter from a provider and a green status email from the Kallaco Screening tool. If a student arrives on campus without completing an at-home COVID test move-in will be suspended, they will be advised to go to a provider of their choice to receive COVID screening and testing at their cost. Once completed, they must quarantine off campus. They can return to campus after they receive a negative COVID test result or clearance letter from a provider and a green email from screening survey.

**V. Anti-Racism & Inclusive Excellence Discussion (ATTACHMENT 4)**

Dr. Dietra Trent, Interim Vice President for Compliance, Diversity and Ethics thanked

Rector Davis, who previously stressed the importance of having a conversation about race relations with the board. Dr. Trent stated that inclusive excellence and diversity go hand in hand. When looking at some of the most important critical metrics, Mason excels in many ways. Mason is the largest public and most diverse university in Virginia. Multicultural education is a part of every student's experience. Graduation rates are comparable across all ethnicities. Historically, underrepresented populations make up 53% of Mason's undergraduate student body and is trending positively. She noted that while the student population is diverse, the same cannot be said for faculty and staff populations.

Dr. Trent stated that the vision is for Mason to become a national exemplar of anti-racism and inclusive excellence. The mission is to develop and implement effective systems, practices, and traditions to eradicate racial bias at Mason; to build intentional systems and standards of anti-racism that will keep racial injustices from regenerating; and that Mason will become a local, regional, and national beacon for the advancement of anti-racism, reconciliation, and healing.

The work of this initiative will be done through the Anti-Racism & Inclusive Excellence Taskforce. The taskforce will identify organizational structures, policies, processes, and practices across the University that impede a culture of anti-racism and inclusive excellence and will review and propose changes. It will be inclusive of Mason's full diversity. The taskforce will identify immediate short and long-term remedies to racist systems, practices, and traditions. The taskforce is being asked to look at operations to ensure that no one is disadvantaged. The scope of work for the taskforce includes curriculum and pedagogy, campus and community engagement, university policies and practices, research, and training and development; an all-inclusive initiative. The taskforce is expected to initially convene in mid-August and have a report by mid-October.

## **VI. Budget Update and Financial Outlook (ATTACHMENT 5)**

Carol Kissal, Senior Vice President for Administration and Finance, provided the budget update and financial outlook, including the COVID-19 pandemic's implications on Mason's current financial status. Ms. Kissal indicated that Mason faces unprecedented budget pressures during the pandemic and is forced to reevaluate operational and financial strategies to continue to support its mission of access and excellence.

Ms. Kissal noted that the first priority was to devise a plan that protected the students, faculty and staff, while maintaining the academic research mission for the fall and spring semesters. This includes ensuring the student learning experience is rich and deep on and off campus.

She indicated that based on the safe return to campus forecast for the fall and spring semesters, Mason could have a net potential impact of \$124.3 million. The good news is in the enrollment forecasting to be relatively flat or maybe even slightly ahead from the prior year when you compare year over year, and that reflects the decision students are

making about returning to campus, about coming to Mason, which reflects the value proposition Mason has to the students. The downside of the enrollment can be seen in the enrollment-driven revenue/expense impact of \$45 million, which represents the gap as compared to the current plan. Year over year, Mason is relatively flat for enrollment, but where Mason is expected to grow. Currently, Mason will not meet the expected growth assumptions, which had been over 3.5% for this particular year and the decline can be seen specifically in the out-of-state enrollment, primarily due to students not wanting to travel and also out-of-state, international students as well. Mason has great participation and that is what is helping to keep the enrollment numbers relatively flat year-to-year. There is still a lot of volatility and we will not know until the next weeks where Mason is going to land. Things will change as the environment is fluid, but this is where Mason is at today. With respect to the auxiliary revenue decline of \$54.4 million, this is made up mostly of housing and dining and other revenue-driving events on campus. Once the decision was made to return to campus with an on-campus student presence, a major decision was made about how to de-densify residence halls and the maximum number of beds Mason would have which is about 25% less than normal capacity. Once a determination was made about the number of seats and course offerings, this determines the impact on dining and other events, potentially less foot traffic on campus would result in a decline in some revenue. The \$24.4 million incremental expenses for the pandemic, working groups have been working diligently, refining the cost estimates, the safe return to campus, and they include testing and tracing, modifying classrooms, PPE equipment and gear, instructional continuity, enhanced online continuity, enhanced student support planning for high-risk populations, academic space modifications and the list goes on. The good news is there are plans to mitigate the budget gap. If the budget gap stays in the projected range there will be mitigation without any unnecessary personal actions, furloughs, reduced salary compensation. The budget mitigation recommendation will be presented to the Board of Visitors tomorrow.

Carol Kissal presented the FY2021 budget projections. Mason's total revenue for the fiscal year 2019 was \$1,079,470 with total expenses equaling \$1,027,434. This was a surplus of \$52,037 for 2019. The surplus was not spent and was carried over to the next year. The 2020 budget assumed a growth rate of 3.5% and another increase in auxiliary revenue, which is mostly housing and dining. Mason's total revenue for 2020 was \$1,152,403 with total expenses equaling \$1,121,223. This was a surplus of \$31,180 for 2020 which will carry over to the fall 2020 semester. The reason the 2020 surplus is not \$52 million is because Mason incurred many housing refunds due to the campus spring closure. The 2020 numbers will change slightly.

Carol Kissal strategies to reduce the \$124.3 million budget gap for 2021—shared sacrifice is one of the guiding principles and all university units will be reducing their budget by 5% or 6% to help mitigate the budget gap. The department budget reductions will mitigate about 56% of the budget gap. The other part that will help mitigate the gap is using budget reserves and carryforwards.

Discussion regarding risk and mitigation was presented by Ms. Kissal. Year over year lower enrollment due to the COVID-19 crises achieves flat growth rate versus Mason's

6-year plan rate of 3%. It is a challenge to manage one-time expenses and revenue losses related to the pandemic while still maintaining investment for strategic goals. If enrollment stays relatively flat, Mason's growth and pace will need to be adjusted for the future. When looking at the short and medium-term risks, the state contribution to Mason's revenues, as well as the relief for COVID-19 losses and expenses, that increase is very critical. In August it will be better understood how legislature will either cut or reinstate prior allocations or provide relief through federal and state measures. Carryforwards, budgets, and authority reserves are all short-term remedies that will have a long-term impact. Combining these with cost reduction is imperative to continue the financial health and appropriate credit ratios Mason needs to maintain.

Ms. Kissal noted that if the virus outbreak continues and the state imposes additional restrictions, a plan needs to be developed to pivot to 100% online education. There would be additional \$104 million operational impact to the current \$124.3 million gap if going fully online. The assumption is that there would be a decline in housing revenue due to 4,500 student residents returning home. This is the worst-case scenario. The financial plans to mitigate that loss are probably even more dramatic, such as potential personnel actions, and potential state contributions for the loss and unallocated funds that could be reimbursed or assigned to Mason. If Congress passes the HEALS Act, Mason could see relief in the realm of \$30 to \$40 million. These are all areas the finance department is monitoring. She noted that the administration would present an amended budget to the board in October, after additional information became available from the Virginia legislature.

Ms. Kissal concluded by noting the importance of Mason keeping the long view as decisions are made about strategic initiatives, including the master plan.

## **VII. Affirming Mason's Strategic Mission – Brief Update (ATTACHMENT 6)**

Mark Ginsberg, Interim Provost and Executive Vice President provided information on affirming Mason's academic mission. Dr. Ginsberg stated that the university wants to expand and grow by fostering four core elements. These core elements are: expanding access to excellence, facilitating student success, promoting research of impact and consequence, and supporting faculty and staff.

He cited major institutional initiatives that are ongoing: Tech Talent Initiative and Arlington Innovation Neighborhood, online partnerships, and medical education study. The Arlington Innovations Neighborhood continues to thrive. Mason is fortunate in that money appropriated by the state has remained intact so that this project may continue. Online partnerships continue to flourish. Many students are flourishing in these programs and Mason continues to look into expanding its partnerships and developing additional programs at the graduate level. Mason also continues to consider the viability, feasibility and opportunity associated with online undergraduate education.

### **A. Expanding Access to Excellence**

Dr. Ginsberg highlighted four initiatives that are ongoing. First is the student experience redesign which positions Mason's work with students in a more engaged and successful way. Second is the ADVANCE pathways and

enrollment growth strategies. Third is online programs for undergraduate and graduate students, as well as career-long education for working professionals. Fourth is to improve career outcomes for Mason graduates.

B. Facilitating Student Success

He then provided information on facilitating student success and the Mason experience. Mason is a big university with a small college feel.

C. Promoting Research of Impact and Consequence

Dr. Ginsberg noted that as Mason becomes a mature R1 institution, some of the programs helping to further growth in this are the Institute for Digital InnovAtion (IDIA), the School of Computing, the Tech Talent Innovation Program (TTIP), enhanced support of high-growth start-ups, leveraging existing innovation and entrepreneurship assets, and gaining support from the Commonwealth for additional funding. Mason research continues to grow and one of the goals is to grow that by 15% in this next year. He highlighted that 42 COVID-19 projects have been ongoing across six academic units since the start of the pandemic. Mason has had almost 100 stories in the national local press.

D. Supporting Faculty and Staff

Dr. Ginsberg stated that it is imperative to support the faculty and staff, to propel inclusion and equity forward in exciting ways, to provide opportunities for professional development to faculty, and, as funds permit, continue to invest in compensation and benefits so salaries become more market-competitive.

**VIII. Closing Remarks**

President Washington thanked everyone and the board for participating in his first planning conference. He gave special thanks to former Interim President Holton for keeping the university moving on an upward trajectory. President Washington highlighted the work of Dietra Trent. He thanked Rector Davis and Vice Rector Hazel for their feedback and encouragement throughout this process. President Washington thanked the entire leadership team to include Provost Ginsberg and Carol Kissal.

**IX. Adjournment**

Rector Davis adjourned the meeting at 4:10 p.m.

Prepared by:



Scott Nichols  
Project Coordinator  
Office of the President  
George Mason University



**Attachments:**

Attachment 1: Welcome Remarks and Session Framing (15 Pages)

Attachment 2: Academic Update (16 Pages)

Attachment 3: Operations Update (9 Pages)

Attachment 4: Anti-Racism & Inclusive Excellence Discussion (14 Pages)

Attachment 5: Budget Update and Financial Outlook (12 Pages)

Attachment 6: Affirming Mason's Strategic Mission (9 Pages)

# 2020-2021 Presidential Goals



Gregory Washington, PhD  
President





# Overarching Goal

*Reposition, Restore and Reinvent* the Campus to continue its upward trajectory in light of the three major crises the campus is facing while maintaining campus morale and cohesion.

- COVID 19 Pandemic
- Racial Inequity
- Fiscal Crisis

# 1: *Reposition* the Campus

## GOAL 1A

Continued development and successful execution of the COVID-19 Safe Return to Campus plan. *All Units*

## GOAL1B

Develop and successfully implement a fiscal management plan that supports the campus through this difficult period. *Senior Vice President Admin and Finance • All Units*

## GOAL 1C

Development and initial implementation of an Anti-Racism Initiative emanating from the President's Task Force on Anti-Racism and Inclusive Excellence. *VP Compliance, Diversity, & Ethics*



## 2: *Restore the Campus*

### GOAL 2A

Conduct search for Provost in 2 years. This means changing the current Interim Provost to Provost via a 2-year appointment. *President*

### GOAL 2B

Establish and complete a national search for the Vice President for Research, Innovation and Economic Development. *Provost*

## 2: *Restore the Campus*

### GOAL 2C

Restructure the position of Vice President of Compliance, Diversity and Ethics, and then establish and complete a national search for a leader. *Provost*

### GOAL 2D

Restructure and redistribute the position and associated responsibilities of the Vice President for Academic Innovation and New Ventures. *Provost*



## 2: *Restore the Campus*

### GOAL 2E

Establish a faculty retention initiative aimed at retaining key faculty.

*Provost*

### GOAL 2F

Examine and decide on the possibility of forming a stand-alone Graduate School. *Provost*

### GOAL 2G

Launch at least two additional online graduate programs. *Provost*

# 3: *Reinvent the Campus*

## GOAL 3A

Establish an Innovation-Mason Commission of the campus' most forward-thinking faculty, staff and administrators. The goal of this committee will be to outline up to 10 paradigm shifts that will make our campus a recognized world leader. No item is off the table (curricula, delivery, structure). *President/Chief of Staff • All Units*

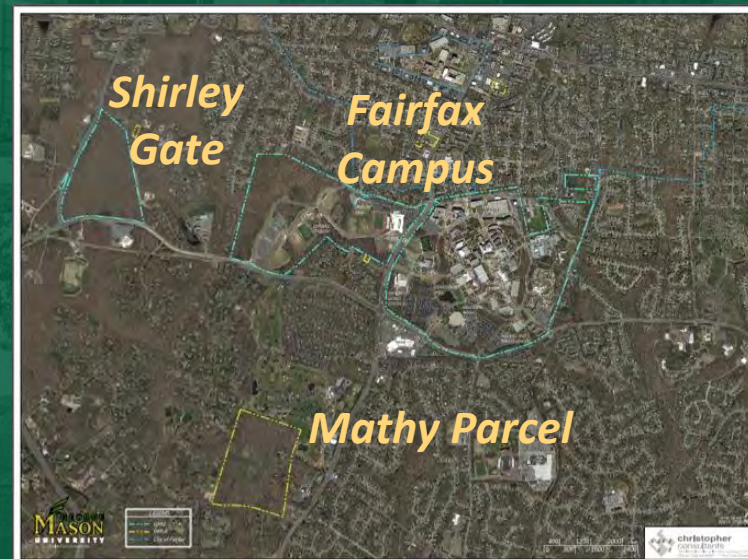


# 3: *Reinvent the Campus*

## GOAL 3B

Examine public/private partnership mechanisms for monetization of key Mason assets (Shirley Gate property, Mathy House property, SciTech Campus, Parking, Power Generation, etc.). Realized funds will be used to drive and support the academic mission of the university.

*Senior Vice President Admin and Finance*





# 3: *Reinvent the Campus*

## GOAL 3C

Complete the Master Plan effort and streamline space assignment and planning efforts to make most efficient use of existing and planned capital facilities. *Senior Vice President Admin and Finance*

## GOAL 3D

Establish programs and initiatives necessary to grow research expenditures by 15% and continue to expand research intensive graduate programs by 10%. *Provost*

# 3: *Reinvent the Campus*

## GOAL 3E

Examine and, if necessary, expand our Advancement effort to grow giving. *VP University Advancement & Alumni Relations*



# 3: *Reinvent the Campus*

## GOAL 3F

Establish Mason's reputation as one of the best-positioned universities nationally to enable people to attain the American Dream:

- Maintain enrollment and continue expansion of ADVANCE pathways.
- Increase campus outreach programs and initiatives by 25%.
- Expand Wiley partnership to support career-long education of working professionals and adult learners. *Provost*

# 3: *Reinvent the Campus*

## GOAL 3G

Position Mason as a national leader in establishing and growing public/private partnerships.

- Meet or exceed enrollment and graduation targets established for the Commonwealth's Tech Talent Investment Program.
- Establish an innovation ecosystem for campus and local entrepreneurs with Mason as a hub and convener.

*(Continued)*



# 3: *Reinvent the Campus*

## GOAL 3G

Position Mason as a national leader in establishing and growing public/private partnerships.

- Form partnerships to launch at least three online bachelor's programs to support degree completion for working adults.
- Expand the Arlington Innovation Campus partnership by establishing a corporate-based coalition to support our Arlington Innovation Campus.  
*VP Research • VP Innovation & Economic Development*



# 3: *Reinvent the Campus*

## GOAL 3H

Establish a financial planning framework for the institution which aligns towards achieving GMU's strategic goals and objectives, aligns operating and capital investment in academic, research and philanthropy and allows the positioning of Mason to continue achieving its mission of access and excellence

*Senior Vice President Admin and Finance*

# Questions and Discussion.



George Mason University



Board of Visitors

Safe Return to Campus

Academics, Research and University Life

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

# A Text Without a Context is Only a Pretext

Rev. Otis Moss, III

# Returning to Excellence SAFELY

A plan that addresses the impact and challenges of the COVID-19 pandemic & provides for adaptation and adjustments to a “new normal” for fall 2020

***Support & Care for ALL***



# Planning for Safe Return to Campus

*Mason's guiding principle is to support the health, safety and well-being of the community*



With Mason's *Access to Excellence* vision at the forefront of what we do, teams with wide representation from across the university have been considering opportunities, innovations, and contingencies in safely providing for continuity of instruction, research and campus life.

**Figure 1. Governance Structure for Fall 2020 Planning.**



Mason Nation  
is a  
**COMMUNITY**



University Leadership WITH  
Faculty, Staff & Students

IT TAKES A VILLAGE



# Continuity AND Change



# Doing things right AND doing the right thing – Stephen F. Covey



*Mason's guiding principle is to support the health, safety and well-being of the community*



# Plans for Instructional Continuity

*Mason's guiding principle is to support the health, safety and well-being of the community*

## On Campus

- In Person
- In-Person and Online (Hybrid)
- In-Person and Live-Streamed

+

## In Place

- Online, On Your Own Time
- Online, Live-Streamed
- Online, Live-Streamed and On Your Own Time (Hybrid)



# Plans for Instructional Continuity

*Mason's guiding principle is to support the health, safety and well-being of the Mason community*

Courses in multiple formats ALL focused on delivering a rich academic experience for students.

- Curriculum development, course delivery and technology competency strategies
- Remote learning alternatives for in-person classes
- Course back-up strategies
- Pivot option to fully-online instruction
- Classroom re-configuration and capacity limits for physical distancing



# Plans for Instructional Continuity: Modality by the Numbers

*Mason's guiding principle is to support the health, safety and well-being of the Mason community*

## 100% Online

## Hybrid & Face-to-Face

### Class Sections by Format -- (N = 9536 Sections)

<b>TOTAL</b>	5309 Sections (56%)	4227 Sections (44%)
<b>Undergraduate</b>	3877 Sections (67%)	1893 Sections (33%)
<b>Graduate</b>	1432 Sections (38%)	2334 Sections (62%)

### Student Enrollment Format -- (N = 33,013 Current Student Enrollments)

<b>TOTAL</b>	19,908 (60%) Student Enrollments	13,105 (40%) Student Enrollments
<b>Undergraduate</b>	14,648 (59%) Student Enrollments	10,234 (41%) Student Enrollments
<b>Graduate</b>	5,260 (65%) Student Enrollments	2,931 (35%) Student Enrollments

44%

Mason's class sections are scheduled on campus

# Plans for Research Continuity

*Mason's guiding principle is to support the health, safety and well-being of the community*

Continuing research, scholarship and creative work in university facilities, including on-campus, leased facilities, and field and clinical settings with a phased approach:

- Controlled ramping-up/down of activities in response to changes in public health conditions during pandemic.
- Increases research activities outside the home while protecting health and safety of faculty, staff and trainees
- 300+ researchers now approved for in-person research.  
Human subjects research project approval begins 8/1
- Requires compliance with the *Safe Return to Campus Plan*.





# Plans for Residence Life and Student Support

*Mason's guiding principle is to support the health, safety and well-being of the Mason community*

~4,000 students return to campus for the fall

- Pre-return COVID tests for all residential students
- Regular random student testing with on-campus quarantine option
- Health and safety training for ALL

**A NEW NORMAL** for campus behavior and behavioral norms

- Virtual living/learning communities
- Incoming students assigned a success coach and enhanced academic advising services
- Student-facing offices open in face-to-face and in virtual formats



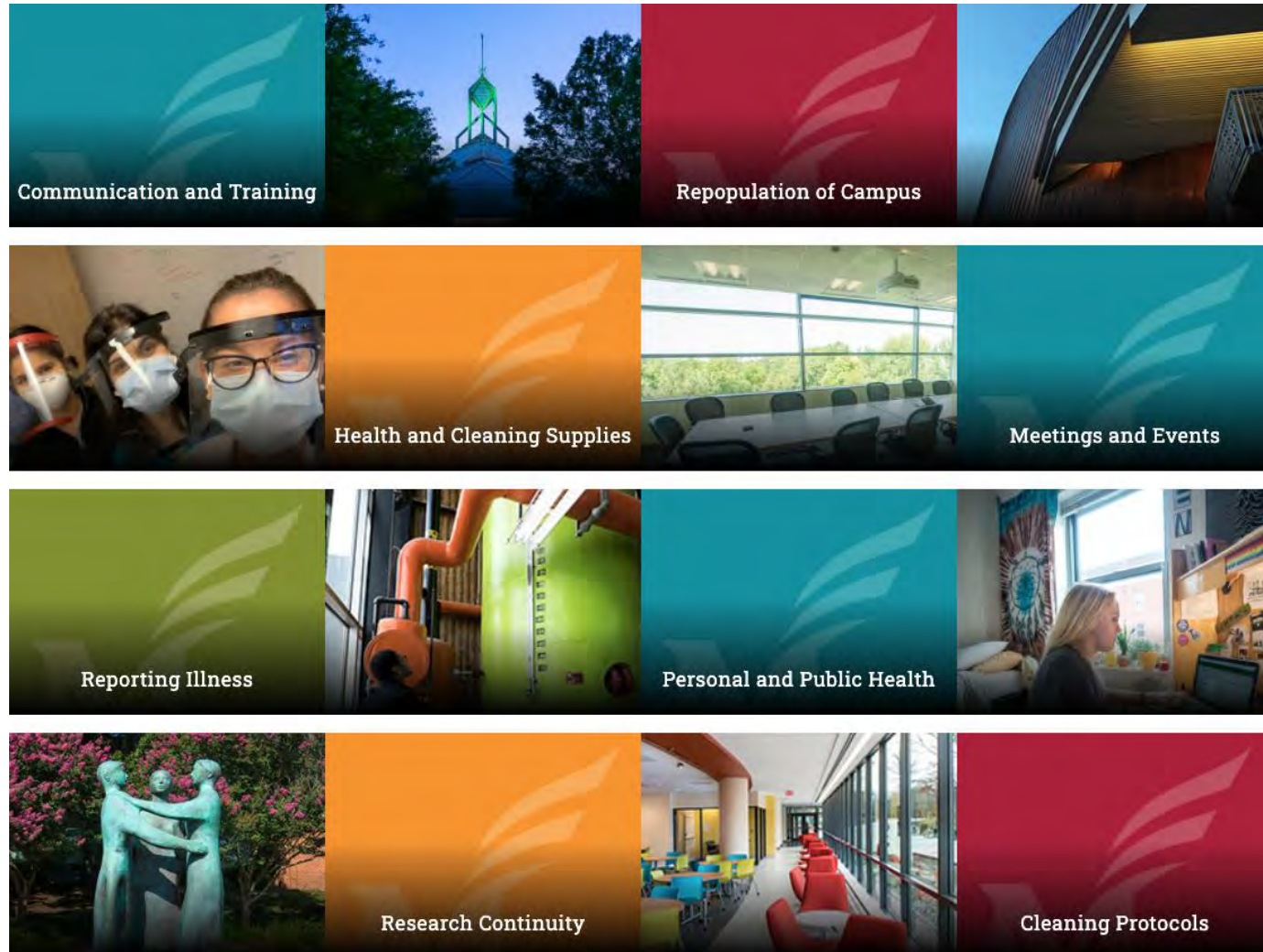
# Faculty Training and Support for Virtual Instruction

- Strategies for course continuity
- Online tools, preparation lists, guides and resources
- Online teaching training opportunities, courses and webinars
- One-on-one support from instructional designers for ongoing classes, and to build new classes



# Health and Safety Protocols

*Mason's guiding principle is to support the health, safety and well-being of the Mason community*



1. Wear face coverings
2. Observe physical distancing rules
3. Follow hygiene guidelines
4. Complete Safe Return to Campus training
5. Daily Health Assessment Survey
6. Testing, self-isolation and quarantine (if and when necessary)





George Mason University



Board of Visitors

Safe Return to Campus

COVID-19 Mitigation & Testing

Carol Kissal, Senior Vice President, Administration & Finance

Julie Zobel, Assistant Vice President, Safety, Emergency & Enterprise Risk Management

# Safe Return to Campus

## COVID-19 Mitigation and Management: Overview

Mason will be implementing the following processes to support the health and safety of the Mason Community.

### Overview

Pre Move-In Testing

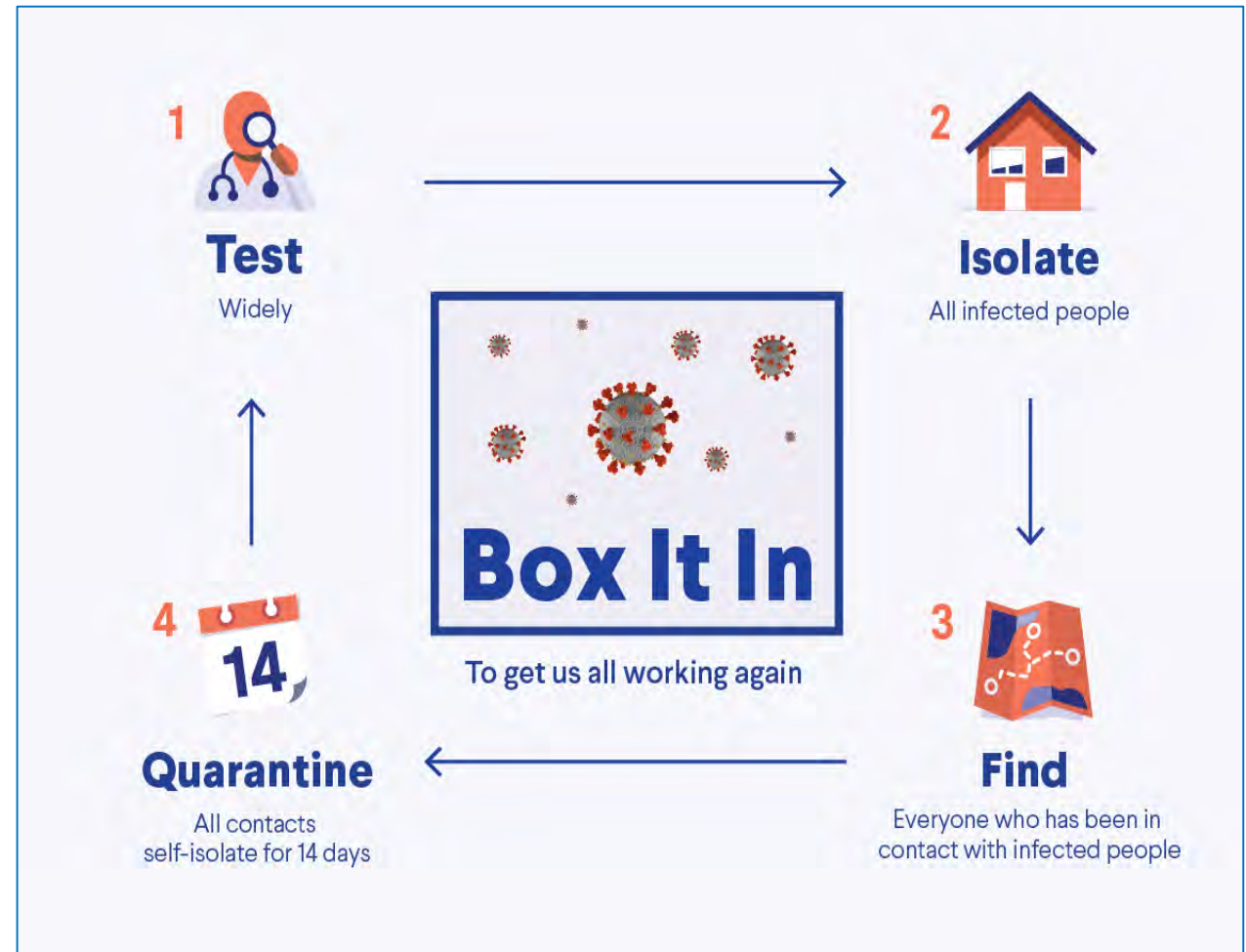
Mason COVID Health✓™

Symptomatic Testing

Close Contact Testing

Surveillance Testing

Case Management / Tracking

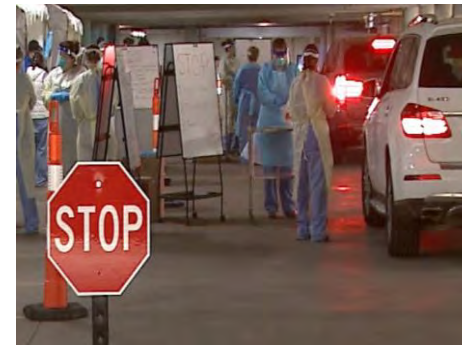


# Safe Return to Campus

## COVID-19 Testing: On-Campus Testing Site

### Drive-through/Walk-up Testing Site:

- Located in the parking garage adjacent to the Àngel Cabrera Global Center
- Drive through testing model allows for most efficient and safe use of staffing and PPE
- Risk stratification approach, guided by public health and clinical principles, prioritizes testing on-campus for symptomatic individuals & their close contacts, as well as high-contact populations
- Testing by appointment only for safety of staff and patients
- Joint effort by SHS and CHHS teams (6 sampling teams funded) to test students and faculty/staff
- Operating hours: Monday – Friday (times TBD)
- Diagnostic and surveillance testing available at no cost to the individual being tested



- ✓ Patterned after successful Mason and Partners (MAP) Clinic drive through testing clinics
- ✓ Use existing SHS partnerships with Fairfax County Health Department lab and others for specimen analysis of symptomatic patients and close contacts
- ✓ Surveillance testing analysis through TruGenomix / Mason's CAPMM lab
- ✓ Nasal swab sampling will be sent for PCR analysis

# Safe Return to Campus

## COVID-19 Testing: Surveillance Testing

### Surveillance Testing:

- Populations on campus, who are at risk for spreading or becoming infected with COVID-19 through work, instruction, or learning activities, will be asked to voluntarily participate in surveillance testing.
- To ensure representation of the Mason population in the surveillance strategy, the sampling framework will include: 1) students (residential and off campus commuters); 2) faculty; 3) staff
- Oversampling of potential at risk or essential populations can be accommodated in the random selection process.
  - This strategy would include oversampling athletes, residential students, front-line staff, security/police, and food workers, given their greater probability of infection and potential to spread the virus to others.



### Mason Communication

- Communication about surveillance testing guided by subject matter experts to encourage confidence and compliance
- An email will be sent to community members that provides a high level overview of on-campus testing.
- Testing FAQ's will be posted on Mason's COVID-19 website.
- A cover letter will be sent to individuals selected for surveillance testing.

# Safe Return to Campus

## At-Home Testing and Move-In Requirements

### Solution Overview: Kallaco



- Mason is contracting with Kallaco to provide free testing, processing, monitoring, and reporting for at-home (pre-arrival) COVID testing for our Fairfax and SMSC residential student population.
  - Kallaco is a comprehensive testing and wellness solution provider that offers at-home testing with a digital tracking platform. Tests will be run through Opteo Laboratory, a CLIA-certified lab using all FDA / EUA approved methods. While Kallaco will provide a robust series of services, this operation still requires active engagement and process involvement from Mason staff.
- Students with positive results will have to follow-up with a provider of their choice.
- This effort requires move-in procedure adjustments, which are underway.

### Move-In Requirements:

- In order for students to move in, they will need to have the following:
  1. A negative at-home COVID test result or a clearance letter from a provider
  2. A green status email from the Kallaco Screening Tool.
- For students that arrive on campus without having completed at-home COVID testing:
  - Move-in will be suspended. They will be advised to go to a provider of their choice to receive COVID screening and testing at their cost. Once completed, they must quarantine off campus.
  - They can return to campus after they receive their test results and present the following to move in:
    1. Green email from screening survey
    2. A negative COVID test result or clearance letter from a provider





### Overview:

- Team Approach
  - Outbreak Mitigation & Management Team in consultation with Emergency Management Executive Committee
  - Coordination/Collaboration w/ Local Health Departments
  - Recommendations to Senior Leadership Team in consultation with Executive Council
- Exposure Protocols
  - Quarantine/Isolation
  - Testing
  - Notification
  - Classrooms
  - Teams/Registered Student Organizations
  - Work Areas
- Case Management
  - Mason's role: preliminary investigation to assist Local Health Department
  - Local Health Department's role: contact tracing and close contact notification
- Considerations for Scaling Back or Scaling Up
  - Public Health Trends- Mason, Region, Nationally
  - Safety of students remaining on campus or returning home
  - Evidence of widespread or non-connected cases on university campuses
  - Quarantine/Isolation Capacity
  - Workforce illnesses impacting ability to maintain safe operations
  - Regional conditions (i.e., public schools, public transportation)
  - IHE Best Practices
  - Mason's academic and operating schedule



*Appendix*

# Safe Return to Campus

## COVID-19 Testing: On-Campus Diagnostic Testing

Draft as of 7/23/2020

Risk Stratification			
	Low (Daily symptom tracker, surveillance)	Medium (Daily symptom tracker, surveillance)	High (PCR testing, quarantine/isolation, referral to care as indicated, health dept. notification if probable/suspected case, contact investigation team notified)
<b>Students</b>	<ul style="list-style-type: none"> <li>No Symptoms</li> <li>Age 20 to 64 years with no comorbid conditions</li> <li>Age &lt;20</li> </ul>	<ul style="list-style-type: none"> <li>No Symptoms</li> <li>Age ≥65 years</li> <li>Lives in residential dorms</li> <li>Immunocompromising condition</li> <li>Chronic lung disease or moderate to severe asthma</li> <li>Cardiovascular disease</li> <li>Severe obesity (body mass index ≥40 kg/m<sup>2</sup>)</li> <li>Diabetes mellitus</li> <li>Chronic kidney disease</li> <li>Cerebrovascular disease</li> </ul>	<ul style="list-style-type: none"> <li>Symptomatic</li> <li>Close contact with suspected/confirmed Covid-19 case</li> <li>Students living in residential dorms</li> <li>Exposed to healthcare environment</li> <li>Uninsured &amp; underinsured</li> <li>Workers in congregate settings (e.g., dining, housekeeping, etc.)</li> </ul>
<b>Faculty/ Staff</b>	<ul style="list-style-type: none"> <li>No Symptoms</li> <li>Age 20 to 64 years with no comorbid conditions</li> <li>Age &lt;20</li> </ul>	<ul style="list-style-type: none"> <li>No Symptoms</li> <li>Age ≥65 years</li> <li>Immunocompromising condition</li> <li>Chronic lung disease or moderate to severe asthma</li> <li>Cardiovascular disease</li> <li>Severe obesity (body mass index ≥40 kg/m<sup>2</sup>)</li> <li>Diabetes mellitus</li> <li>Chronic kidney disease</li> <li>Cerebrovascular disease</li> </ul>	<ul style="list-style-type: none"> <li>Symptomatic</li> <li>Close contact with suspected/confirmed Covid-19 case</li> <li>Exposed to healthcare environment</li> <li>Uninsured &amp; underinsured</li> <li>Workers in congregate settings (e.g., dining, housekeeping, etc.)</li> </ul>
<b>Contractors</b>	<ul style="list-style-type: none"> <li>No Symptoms</li> <li>Age 20 to 64 years with no comorbid conditions</li> <li>Age &lt;20</li> </ul>	<ul style="list-style-type: none"> <li>No Symptoms</li> <li>Age ≥65 years</li> <li>Immunocompromising condition</li> <li>Chronic lung disease or moderate to severe asthma</li> <li>Cardiovascular disease</li> <li>Severe obesity (body mass index ≥40 kg/m<sup>2</sup>)</li> <li>Diabetes mellitus</li> <li>Chronic kidney disease</li> <li>Cerebrovascular disease</li> </ul>	<ul style="list-style-type: none"> <li>Symptomatic</li> <li>Close contact with suspected/confirmed Covid-19 case</li> <li>Uninsured &amp; underinsured</li> <li>Workers in congregate settings</li> </ul>



# Safe Return to Campus

## COVID-19 Testing: Surveillance Testing Method

Surveillance Testing Method	Natural History of COVID-19 Infection		
	Symptomatic Infections	Asymptomatic Infections	Past Infection
Daily symptom reporting – online (self-reported)	x		x
PCR viral surveillance testing (laboratory determined)	x	x	
Antibody testing (laboratory determined)			x



# Presidential Initiative on Anti-Racism and Inclusive Excellence

July 30, 2020

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

*George Mason University enters this national conversation with an admirable track record as a pace-setter of action for racial justice and truth-telling about our own past.”*

*Dr. Gregory Washington*

# Inclusive Excellence at its Best

Largest public and most diverse university in Virginia

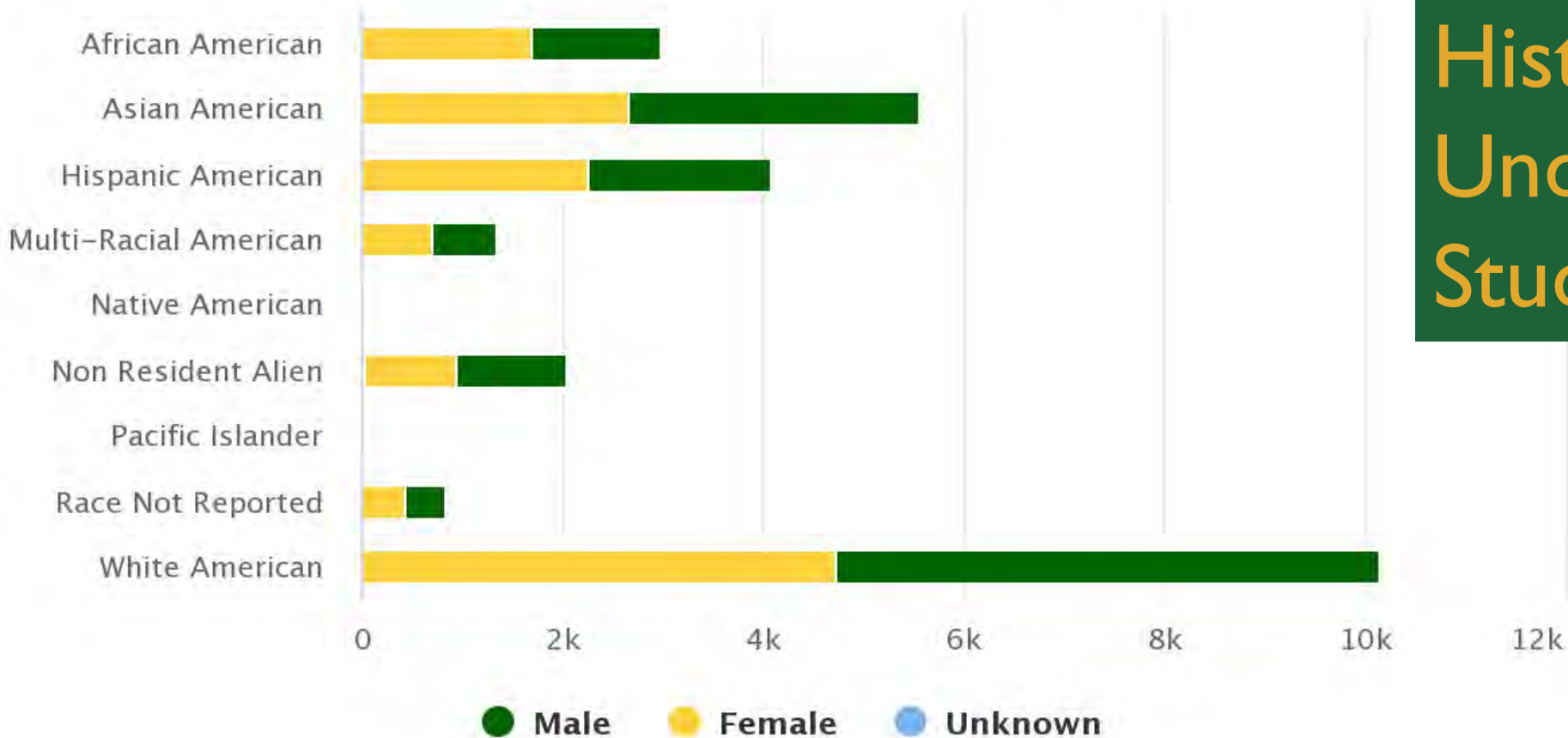
Multicultural education

Graduation rates are comparable across all races and ethnicities

81% of undergraduates & 86% graduate report a positive career outcome

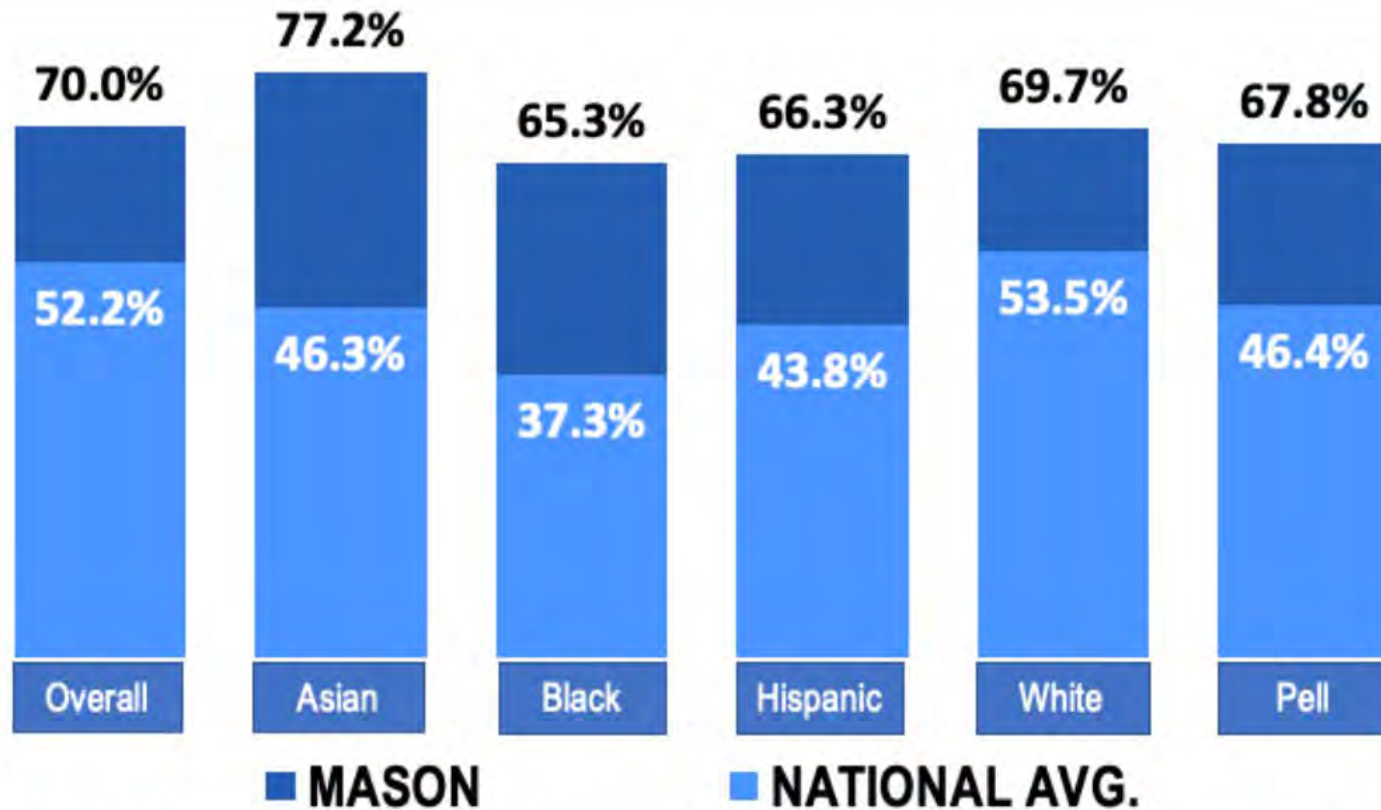
# Majority Historically Underrepresented Undergraduate Students

## Undergraduate Students



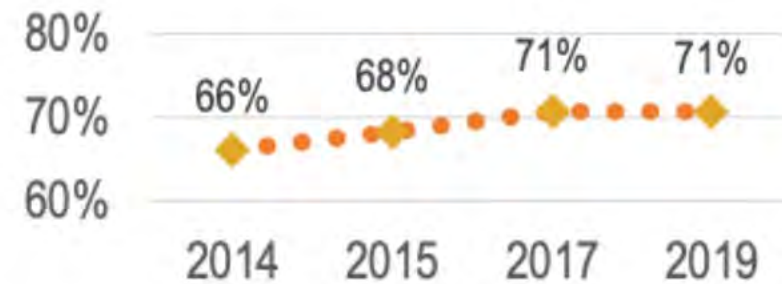
53%  
Historically  
Underrepresented  
Students

# Mason Graduation Rates



## Positive trends

### Mason 6-Year Graduation Rates



Source: OIEP and IPEDS (summer 2020), National average is based on IPEDS definition of 150% of normal time for US based 4-year postsecondary institutions, 2012 cohort.



# CENTERS OF EXCELLENCE

Truth, Racial Healing & Transformation Campus Center  
Carter School for Peace and Conflict Resolution  
The Enslaved People of Mason Research and Memorial Project  
Mason Life  
Center for EdPolicy  
Center for Social Equity Through Sciences  
The Keller Institute for Human disAbilities  
Gender and Policy Center  
Center for Global Islamic Studies  
Institute for Immigration Research  
Korean Studies Center  
Women in Business Initiative  
Center for World Religions  
Office of Faculty Affairs and Development  
Office of Diversity, Inclusion and Multicultural Education

*“But we have work to do if we are to ensure that every student, faculty, and staff member is welcomed and respected as a full equal in this community of learning.”*

Dr. Gregory Washington



## FACULTY & STAFF BY RACE

	<b>Native or Alaskan</b>	<b>Asian</b>	<b>AA</b>	<b>LatinX</b>	<b>Hawaii Pacific Is.</b>	<b>2 or more</b>	<b>Non resident</b>	<b>White</b>	<b>Unk</b>	<b>T</b>
Full-Time	0.2%	12.4%	4.6%	3.7%	0%	1.6%	4.8%	69.2%	3.4%	1399
Part-Time	0.2%	8.5%	8.1%	4.3%	0.1%	1.7%	1.7%	71.1%	4.3%	1312
Grad Asst	0%	6.1%	5%	4.7%	.01%	2.9%	36.8%	43.7%	0.7%	1514
Admin/Pr Faculty	0.1%	5.3%	10.8%	5.4%	0.1%	2.5%	0.6%	72.2%	2.9%	885
Research Staff	0%	13.8%	2.1%	2.1%	0	1.1%	23.9%	53.7%	3.2%	188
Classified Staff	0.4%	11.1%	12.5%	11.5%	0.1%	2.4%	1.5%	57.8%	2.6%	1879

# VISION

**George Mason University  
will become a national  
exemplar of anti-racism and  
inclusive excellence**

# MISSION

- ❑ Develop and implement effective systems, practices, and traditions to eradicate racial bias at Mason.
- ❑ Build intentional systems and standards of anti-racism that will keep racial injustices from regenerating.
- ❑ George Mason University will become a local, regional, and national beacon for the advancement of anti-racism, reconciliation, and healing.

# Anti-Racism & Inclusive Excellence Taskforce

Identify organizational structures, policies, processes, and practices across the university that impede a culture of anti-racism and inclusive excellence.

Review all aspects of the university and propose changes that contribute to an institutional transformation.

Inclusive of Mason's full diversity: students, faculty, staff, and alumni.

Will consist of subject matter experts from across the university, and may include eminent community and national leaders in the areas of anti-racism and inclusive excellence.

Identify immediate, short-term, and long-term remedies to Mason's bias and racist systems, practices and traditions.

Recommendations will be timed to integrate budgeting and strategic planning cycles in order to ensure they systematically undergird operations and culture.

# SCOPE OF WORK

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



THINK  
ABOUT  
THINGS  
DIFFERENTLY

# IMMEDIATE ACTIONS

- Policing
- Inclusive Excellence Plans
- Faculty salary equity
- Implicit bias training (Inclusive Excellence Certificate Program)
- Equity Advisors in every academic department
- Recognizing and rewarding adversity barriers
- Increase support
- Finalize development and implementation of required diversity, inclusion, and well-being coursework.
- Require an anti-racism statement on all syllabi.
- Convene the University Naming Committee to evaluate names of university buildings and memorials to ensure they align with the university's stated mission to serve as an "academic community committed to creating a more just, free, and prosperous world."
- Grow our K-12 and community college partnerships by 50 percent, and become a true partner in the development of our region.
- Establish a lecture series on anti-racism and inclusive excellence to establish a collective consciousness among the campus community.

# ONE COMMUNITY

*“Leadership in an anti-racism environment demands that we recognize how our history has shaped our view of the world and how our own actions can reshape it.”*

*Dr. Gregory Washington*





# Budget Update & Financial Outlook

## President's Planning Conference

Office of the Senior Vice President | July 30, 2020





# FY2021 Budget Update

# Budget Guiding Principles

- Protect health and well-being of faculty, staff and students.
- Support and sustain academic, student success, and research mission.
- Consider long-term Mason priorities, commitment to excellence and rich student learning experience.
- Shared sacrifice – every constituency participates.
- Fund highest priority strategic investments that mitigate financial impact, improve our recovery trajectory, and deliver long term benefits.

# FY21 Net Financial Impact- Fall Opening

(As of July 27, 2020)

Enrollment-Driven Revenue/Expense Impact:	\$45.5M
Auxiliary Enterprise Revenue Decline:	\$54.4M
Incremental COVID-19 Fall Opening Expenses:	\$24.4M
<b>TOTAL BUDGET MITIGATION NEEDED</b>	<b>\$124.3M</b>

# FY21 Fall Budget Projections

\$ (000's)	FY 19 Actual	FY 20 Budget	FY 20 Actual	FY 21 May Budget Projections	FY21 Adjustments Post May BOV	FY21 July Fall Opening Projections
Net Tuition and Fees	433,595	448,700	441,851	425,428	6,948	432,376
State Appropriations	136,249	154,800	155,976	159,200	0	159,200
Grants & Contracts	193,085	212,500	222,821	219,413	0	219,413
Auxiliary Enterprises	238,989	257,600	235,293	256,322	(54,400)	201,922
Other Operating Revenue	55,031	51,400	50,698	57,230	0	57,230
Capital Grants	22,522	63,000	45,764	65,000	0	65,000
<b>Total Revenue</b>	<b>\$1,079,470</b>	<b>\$1,188,000</b>	<b>\$1,152,403</b>	<b>\$1,182,593</b>	<b>(\$47,452)</b>	<b>\$1,135,141</b>
Salaries and Wages	\$428,384	\$481,273	\$462,058	\$469,877	0	469,877
Fringe Benefits	122,173	158,283	128,544	131,566	0	131,566
Direct Expenditures	476,877	548,444	530,621	633,643	24,400	658,043
<b>Total Expenses</b>	<b>\$1,027,434</b>	<b>\$1,188,000</b>	<b>\$1,121,223</b>	<b>\$1,235,085</b>	<b>\$24,400</b>	<b>\$1,259,485</b>
<b>Surplus/(Deficit)</b>	<b>\$52,037</b>	<b>\$0</b>	<b>\$31,180</b>	<b>(\$52,492)</b>	<b>(\$71,852)</b>	<b>(\$124,344)</b>

# Budget Gap Mitigation Strategies

\$(000's)

<b>E&amp;G</b>	
5% Budget Reductions (units)	30,900
E&G budget reserve and carryforward	14,600
<b>Total E&amp;G</b>	<b>45,500</b>
<b>AE</b>	
Budget Reductions	38,500
AE Central and Unit Reserves	15,900
<b>Total AE</b>	<b>54,400</b>
<b>Fall Reopening Costs</b>	
Central Reserves	13,100
Fund Balance Carryforward	9,700
Budget Allocation for Online	1,600
<b>Total Fall Reopening Costs</b>	<b>24,400</b>
<b>Grand Total</b>	<b>\$ 124,300</b>

# Risk & Mitigation

## Financial Scenario

- *Year over year lower enrollment due to the covid19 crisis achieves flat growth rate vs. our 6-year plan rate of 3%. Challenge to manage one-time expenses related to the pandemic and revenue loss while still maintaining investment for strategic goals.*

## Short-to-Medium Term Risks

### Description

- Potential State revenue reductions
- Continued enrollment fluidity
- Use of Unit Level Budget Carryforwards
- More stringent State restrictions if virus surges

### Primary Mitigation Plan

- State revenue reforecast in August will provide greater financial insight for revised FY21 budget
- Successful Safe Return to Campus implementation; enhanced academic and student support; and continued online investment
- Proactive plan for institution 5-6% reduction
- Implementation of contingency plan to pivot to 100% online instruction in fall

## Long-term Risks

- Longer term Economic Recession
- Impact of deferred projects on maintenance, repair and project cost escalation
- Potential risk to issuer rating and Tier 3 authority

- Multi-year budget scenario planning strategy and integrated budget and planning process allows us to model, plan, and adjust for a slower or more rapid economic recovery
- Campus master plan will allow reassessment and reprioritization of projects to better leverage resources
- Regular monitoring of financial indicators and ratios as part of multi-year financial planning
- Quarterly forecasts and scenario planning focused on operational effectiveness

# Planning Pro-forma for 100% Online

If we had to pivot to 100% online for the full academic year, below are the additional operational impacts to the current \$124.3M Gap:  
(Fall Semester only would be 50%)

## Net Operating and Financial Impact

- Projected revenue loss = (\$104.48M)
- Projected expense increase = \$1.55M
- Budget Gap = (\$106.03M)

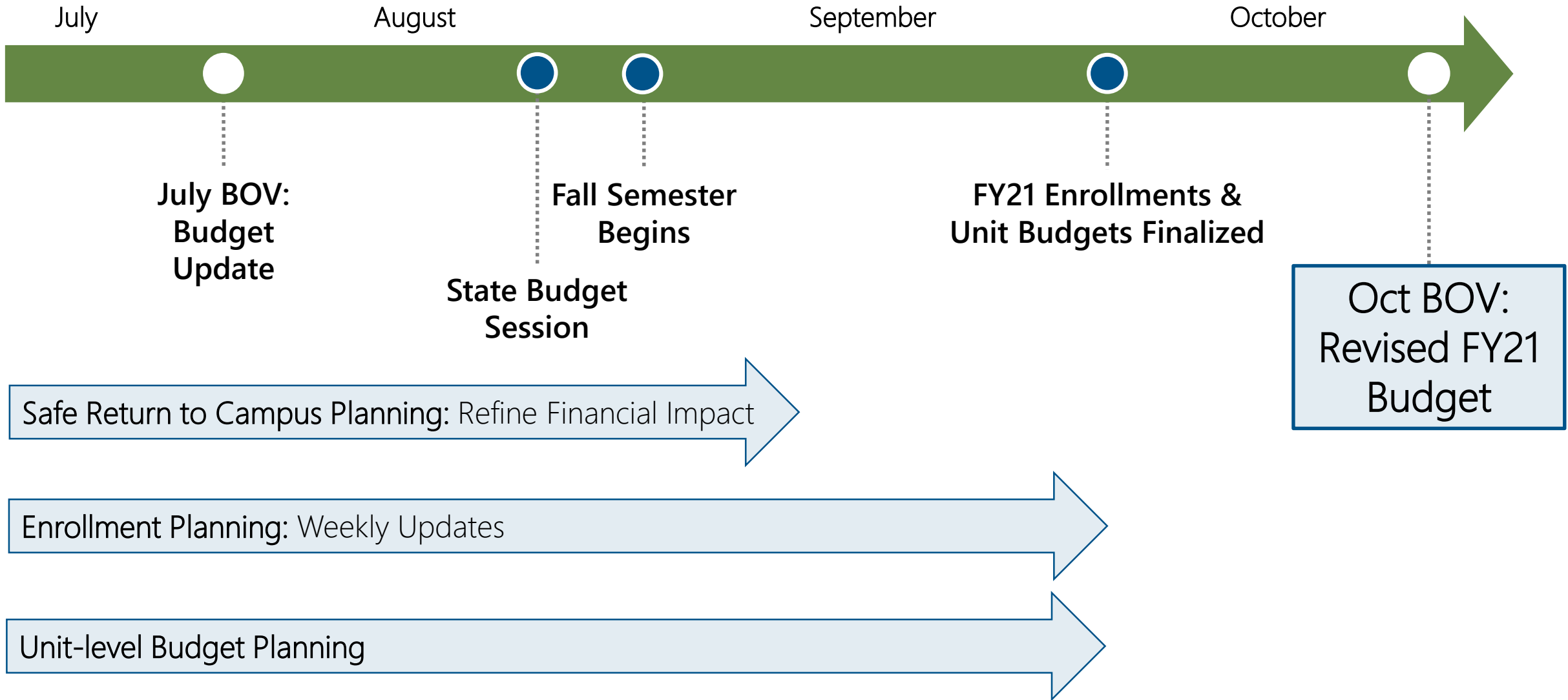
### Mitigation Plans:

- Personnel actions and further cost reduction measures
- Potential State contribution to loss - full receipt of unallocated funding
- Half receipt of unallocated funding
- Federal economic relief (HEALS Act, other)

## Operational Impact

- Virtual student services
- Virtual events
- Limited athletics
- Retail and auxiliary service suspending operations
- Furloughs, layoffs or other reductions
- Change in campus operations

# FY2021 Revised Budget Process







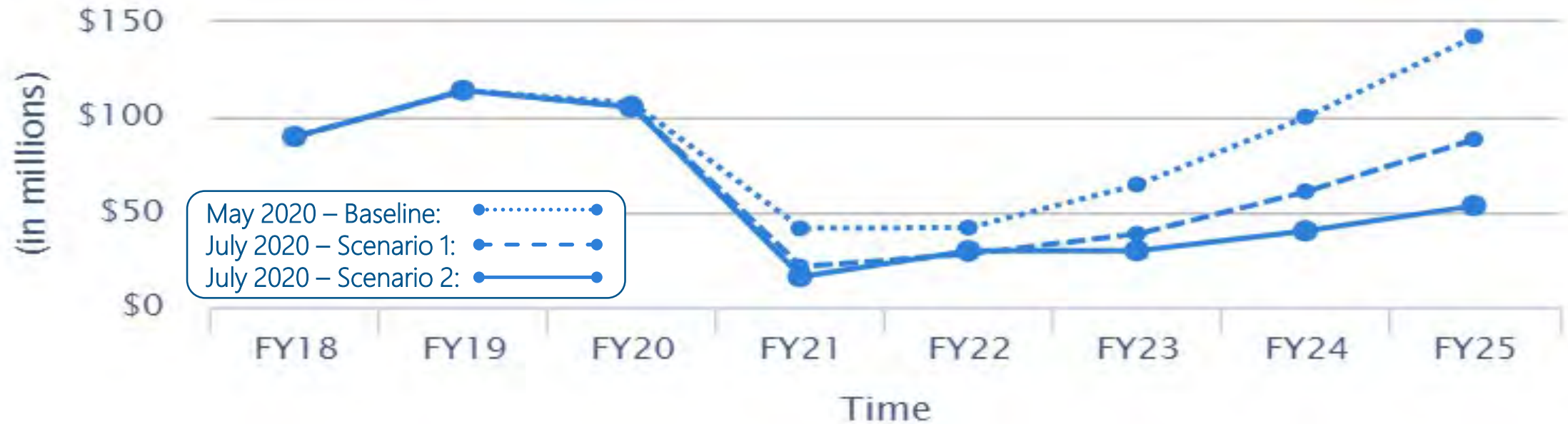
# Financial Outlook

# Financial Outlook

- FY21 decrease in margin primarily due to lower tuition and auxiliary enterprise revenues and increased COVID-19 expenses
  - Likely to be experienced industry-wide in Higher Education
  - Projected Fall 2020 results using latest assumptions:
    - Enrollment flat or slightly increased from Fall 2019
    - Approximately 40% of courses in person with a class size of approximately 20 seats, resulting in effective rate of 15.5% of student instruction delivered in person
  - Modeling scenarios and monitoring financial impact projections closely
  - Operating revenue decline FY20 to FY21 may temporarily impact issuer rating
- Recovery expected to start in FY22, with moderated enrollment growth assumptions
  - Assumes auxiliary operations to return to pre-COVID capacity

# Change in Net Assets

Overall projection retains positive, although thinner, margins (accrual basis)



May 2020 - Baseline	July 2020 - Scenario 1	July - 2020 Scenario 2
<ul style="list-style-type: none"> <li>Initial FY21 COVID impact</li> <li>FY22-25 growth assumptions from 6-year plan</li> </ul>	<ul style="list-style-type: none"> <li>FY21 hybrid in person &amp; online</li> <li>FY22-25 moderated growth during recovery</li> </ul>	<ul style="list-style-type: none"> <li>Fall 2020 100% online; \$8.47M funding from Commonwealth</li> <li>FY22-25 flattened growth assumptions</li> </ul>

George Mason University  
Board of Visitors  
Planning Meeting

*Affirming Mason's Academic Mission*



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

# Vision for Transformative Leadership & Resilience

A vision that stabilizes AND creates opportunities  
*addressing the dynamics of a pandemic within a period of social reformation.*



Expanding Access  
to Excellence



Facilitating  
Student Success



Promoting Research of  
Impact and Consequence



Supporting  
Faculty and Staff

*A University for the World...*

# Major Institutional Initiatives



Tech Talent Initiative and  
Arlington Innovation  
Neighborhood



Online Partnerships



Medical Education Study

RI RESEARCH UNIVERSITY AS AN INNOVATION ENGINE

*A University for the World...*

# Expanding Access to Excellence



- Student Experience Redesign
- ADVANCE pathways and enrollment growth strategies
- Online programs for undergraduate and graduate students, as well as career-long education for working professionals
- Improve career outcomes for Mason graduates



# Facilitating Student Success

- ❧ Multidisciplinary curricular innovations in areas of high societal impact and critical need
- ❧ Meet Commonwealth's Tech Talent Initiative program targets
- ❧ Fully-online bachelor's and graduate programs to support degree completion for working adults
- ❧ Execute Bachelors-to-Masters pathway partnerships



# Promoting Research of Impact and Consequence



- ✧ Institute for Digital Innovation (IDIA)
- ✧ School of Computing and Tech Talent Innovation Plan (TTIP) initiatives
- ✧ Enhance support for high-growth start-ups, leveraging existing innovation and entrepreneurship assets and gaining support from the Commonwealth for additional funding

# Innovation Engine: COVID-19 Research

**42** active research projects

across

**6** College of Science  
Volgenau School of Engineering  
College of Health and Human Services  
College of Humanities and Social Sciences  
College of Education and Human Development  
College of Visual and Performing Arts



**99** news stories published

between

March 8

June 29



# Supporting Faculty and Staff



- ❧ Promote diversity, equity and inclusion as part of Mason's culture
- ❧ Expand trainings and forums for community-wide dialogue and professional development around critical, difficult issues
- ❧ Expand COACHE initiative for faculty support and engagement
- ❧ Market-competitive salaries and practices to strengthen and retain talent



# BOARD OF VISITORS GEORGE MASON UNIVERSITY

## Meeting of July 31, 2020 MINUTES

**MEETING NOTE:** Due to safety concerns associated with the COVID-19 pandemic, and in accordance with provisions in the 2020 Commonwealth Budget Bill General Provisions: § 4-0.01.g.1, the July 31, 2020 meeting of the Board of Visitors of George Mason University was held through electronic means. Board members and university leadership met via Zoom videoconference. The session was streamed live via webcast for public viewing at <https://gmutv.gmu.edu/live-broadcast/>. An online form was posted on the Board of Visitors webpage (<https://bov.gmu.edu/>) to accept written public comments and registrations for verbal public comments. No submissions were received through the form. The full video recording of the meeting may be accessed at <https://vimeo.com/440693702>.

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

**ALSO PRESENT:** Shannon Davis, Faculty Representative; Shelby Adams and Lilianna Deveneau, Student Representatives; Gregory Washington, President; Carol Kissal, Senior Vice President for Administration and Finance; Mark Ginsberg, Provost; Melissa Perez, Associate Director of Export Compliance and Secure Research; René Stewart O’Neal, Associate Vice President for Strategic Planning & Budgeting; Lester Arnold, Vice President for Human Resources and Payroll; Brian Walther, University Counsel; Anne Holton, former Interim President; Scott Nichols, Secretary pro tem.

### **I. Call to Order**

Rector Davis called the meeting to order at 8:46 a.m.

### **II. Public Comment**

There were no public comments.

### **III. Approval of the Minutes**

A. Electronic Full Board Meeting Minutes for May 20, 2020

Rector Davis called for any corrections to the minutes of the full Board Meeting on May 20, 2020. Hearing none, he called for a motion to approve the minutes.

Visitor Rice **MOVED** to approve the minutes presented. The motion was **SECONDED** by Visitor Moreno. **MOTION CARRIED BY MAJORITY ROLL CALL VOTE.**

Yes – 14

Abstain – 1 – Visitor Peterson

Absent – 1 – Visitor Chimaladinne

Rector Davis welcomed Dr. Washington to his first annual meeting and welcomed back Visitor Peterson who was appointed to the board this year. Rector Davis welcomed the student representatives, Shelby Davis and Lilianna Deveneau. He also welcomed Shannon Davis as the returning chair of the Faculty Senate and faculty representative to the board.

#### **IV. Election of Officers and Committee Appointments**

- A. Election of Rector (**ACTION ITEM**)
- B. Election of Vice Rector (**ACTION ITEM**)
- C. Election of Secretary (**ACTION ITEM**)
- D. Election of Members-at-Large to the Executive Committee (2) (**ACTION ITEM**)

Rector Davis explained that he and Visitor Witeck served on the nomination committee for the board officers. He noted the Rector, Vice Rector, and Secretary are elected to serve two-year terms and the At-Large Members are elected to serve one-year terms. He called upon Visitor Witeck to present the recommended slate of officers for consideration for the election of Rector, Vice Rector, Secretary, and the two At-Large Members of the Executive Committee. Visitor Witeck **MOVED** to elect the following slate of officers:

- Rector – Jimmy Hazel
- Vice Rector – Horace Blackman
- Secretary – Simmi Bhuller
- At-Large Member to the Executive Committee – Ignacia Moreno
- At-Large Member to the Executive Committee – Denise Turner Roth

The motion was **SECONDED** by Visitor Rice. Rector Davis opened the floor for amendments to the officer slate. There were none. **MOTION CARRIED UNANIMOUSLY BY ROLL CALL VOTE.**

Visitor Davis congratulated the new officers, thanked the committee for their work, and turned floor over to Rector Hazel.

Rector Hazel thanked Visitor Davis for his service as Rector.

- E. Appointment of Board Liaisons
- F. Committee Appointments
- G. Committee Chair and Vice Chair Appointments (**ACTION ITEM**)

Rector Hazel announced that Visitors Blackman and Prowitt had graciously agreed to serve as Athletic Liaisons again for the coming year.

Rector Hazel appointed himself to serve as the board's Legislative Liaison for the year, but encouraged the members to consider volunteering to join him as a second liaison.

Rector Hazel appointed Ignacia Moreno as the board liaison to the President's Task Force on Anti-Racism and Inclusive Excellence.

Rector Hazel noted that there will be additional opportunities for board liaison appointments to work with all the upcoming activities at Mason. He asked that if any board member has an interest in representing the board to please contact him and advise what additional service they may be willing to undertake.

To further enhance board engagement with Mason's faculty, Rector Hazel created a new liaison position, the Faculty Senate Liaison. Visitor Davis graciously agreed to serve in this role.

Rector Hazel presented the proposed committee roster for 2020-2021, including the following chairs and vice chairs (**ATTACHMENT 1**):

- Academic Programs, Diversity, and University Community
  - Chair - Bob Witeck
  - Vice Chair - Simmi Bhuller
- Audit, Risk, and Compliance
  - Chair - Edward Rice
  - Vice Chair - Ignacia Moreno
- Development
  - Chair – Jon Peterson
  - Vice Chair – Simmi Bhuller
- Finance and Land Use
  - Chair - Denise Turner Roth
  - Vice Chair - Paul Reagan
- Research
  - Chair - Horace Blackman
  - Vice Chair - Nancy Prowitt

Visitor Rice **MOVED** to adopt the slate of committee chairs and vice chairs as presented. The motion was **SECONDED** by Visitor Davis. Rector Hazel opened the floor to discussion. There were none. **MOTION CARRIED UNANIMOUSLY BY ROLL CALL VOTE.**

## **V. Rector's Report**

### **A. Board of Visitors Meeting Schedule for 2020-2021 (Action Item) (ATTACHMENT 2)**

Rector Hazel reviewed the proposed 2020-2021 Board of Visitors meeting dates. He noted that President Washington's schedule is clear for the proposed dates. It was **MOVED** by Visitor Peterson and **SECONDED** by Visitor Prowitt to approve the meeting schedule as outlined in the meeting materials. **MOTION CARRIED UNANIMOUSLY BY ROLL CALL VOTE.**

### **B. Board Self Evaluation**

Rector Hazel reviewed the board self-evaluation requirement, which is a new item for this year. The evaluation is required by the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC). The full board is required to complete a biennial self-evaluation, and the Executive Committee is charged with developing the self-assessment survey. Rector Hazel appointed Visitors Moss and Reagan to work with Matt Smith, Director of Accreditation at Mason to develop the self-assessment survey. Visitors Moss and Reagan will then present the self-evaluation survey to the Executive Committee for approval at the October full board meeting. Rector Hazel thanked Visitors Moss and Reagan for their continued work and willingness to help.

## **VI. President's Report**

President Washington began by praising the staff and faculty at Mason as extraordinary. He further noted the leadership team's ability to tackle problems, their willingness and engagement to work with one another, and that their competency is among the very best he has seen. President Washington expressed his confidence that the leadership team is the right team to help the university and then provided special thanks to Sharon Cullen, Director of Presidential Administration and Elizabeth Connors, Executive Coordinator and Presidential Scheduler.

President Washington spoke to challenges with the coronavirus. He noted that once the coronavirus issues subside there is going to be significant unemployment in the country, and industries that will not come back. There are going to be millions of people needing to be educated, retrained, and upskilled and that a plan will be needed on how to engage and bring these people back into society. Dr. Washington believes that academic intuitions are at the center of this challenge and that Mason is best prepared to take on this task for three reasons. First, Mason has always had a focus on upskilling, reskilling and retraining. Second, Mason has invested time in developing clear paths from K-12 schools and community colleges. Third, Mason is an institution that that is focused on the challenges of its time.

Dr. Washington advised he would provide the board with a written document of his goals.

Rector Hazel noted that former Interim President Holton provided a written report which will be discussed in closed session during her evaluation.

## **VII. Board Orientation**

Rector Hazel called on Brian Walther, University Counsel, to present the next items on the agenda.

### **A. Legal Overview**

1. Student Referrals/Admissions
2. FOIA and COIA for BOV Members
3. Code of Ethics – Annual Review and Certification

Mr. Walther noted that he would cover items in greater detail in closed session as they



qualified as legal advice. He referred to the Code of Ethics document that provides that the Board members will act in the best interest of the University and comply with FOIA and COIA. He asked the members to review and sign their documents and submit them to Secretary pro tem Nichols. Mr. Walther referred to the Student Referrals and Admissions memorandum from Dr. Washington, noting that board members may write letters of recommendation, but to refrain from requesting any specific information regarding admission decisions or requesting an admission decision be made regarding any particular student.

**B. Bylaw Revisions (ACTION ITEM) (ATTACHMENT 3)**

Mr. Walther informed the board that the proposed bylaws revision stemmed from a Virginia Freedom of Information Advisory Council decision which indicated that participation in a publicly noticed committee meeting should be limited to the committee members. Participation by additional board members would effectively convert it to a full board meeting, requiring a quorum of eight members. This amendment changes the bylaws language to state all board members may attend the meetings of the Executive Committee but only members of the Executive Committee may vote.

It was **MOVED** by Visitor Moreno and **SECONDED** by Visitor Moss to approve the resolution amending the bylaws. Rector Hazel opened the floor to discussion. There was none. **MOTION CARRIED UNANIMOUSLY BY ROLL CALL VOTE.**

**VIII. New Business**

**A. Academic Programs, Diversity, and University Community**

**1. Faculty Actions (ACTION ITEMS)**

- a. Conferral of Emeritus/Emerita Status
- b. Elections of New Hires

Dr. Ginsberg presented the faculty actions for approval, including the proposed election of new hires and conferrals of emeritus status. It was **MOVED** by Visitor Witeck and **SECONDED** by Visitor Rice to approve en bloc all faculty actions as outlined in the meeting materials, including the conferral of emeritus/emerita status and the election of new hires. Rector Hazel opened the floor to discussion. Visitor Moreno asked Dr. Ginsberg about what efforts had been made during the hiring process to ensure diversity in the hiring pools. Dr. Ginsberg noted the following measures: restructuring the hiring process under former President Cabrera to ensure diverse applicant pools; diverse search committees; and assertiveness by deans that applicant pools are diverse prior to selections.

**MOTION CARRIED UNANIMOUSLY BY ROLL CALL VOTE.**

**B. Classified Information Access (ACTION ITEM) (ATTACHMENT 4)**

Melissa Perez explained that George Mason University holds a facilities security clearance. This enables the university to perform work on classified contracts and to

initiate security clearances for individuals who support those contracts. To maintain this facility clearance, the Board of Visitors must either be granted personnel security clearances or they must be excluded from this requirement. This resolution excludes the Board of Visitors from the requirement to obtain and maintain security clearances and excludes them from accessing any classified information from the university. This requirement is accomplished on an annual basis.

It was **MOVED** by Visitor Moreno and **SECONDED** by Vice Rector Blackman to approve the resolution. Rector Hazel opened the floor to questions. There were none. **MOTION CARRIED UNANIMOUSLY BY ROLL CALL VOTE.**

**C. Documents and Records Request Policy (ACTION ITEM) (ATTACHMENT 5)**

It was **MOVED** by Visitor Witeck and **SECONDED** by Visitor Davis to approve the policy. Rector Hazel opened the floor to discussion. There was none. **MOTION CARRIED UNANIMOUSLY BY ROLL CALL VOTE.**

**D. Finance and Land Use (ATTACHMENT 6)**

**1. Financial Matters**

**a. FY2020 Year End Forecast Update**

Carol Kissal, Senior Vice President for Administration and Finance, presented the year end forecast update. The fiscal year 2020 preliminary results for total revenue and total expenses were \$1,152,403 and \$1,121,223, respectively. The financial results for this fiscal period were impacted due to suspension of campus operations in March 2020. Tuition and fees were in line with expectation and slightly better due to summer enrollment. Grant and contracts improved from the budget. Auxiliary revenues were significantly impacted by the suspension of campus operations.

**b. FY2021 Fall Planning Financial Update**

René Stewart O'Neal, Associate Vice President for Strategic Planning and Budgeting provided the FY2021 Fall Planning Update. She reported that a projected decline in enrollment, necessary moderation of tuition increases, and reduced Commonwealth funding resulted in significant revenue loss compared to the FY2021 pre-COVID budget. Coupled with the commitment to invest in strategic priorities, Mason's May projection of the FY2021 budget at \$1.182 billion with a budget gap of \$52 million before any mitigating action. The revised FY2021 plan now incorporates all the new information on revenue losses and increased expenses, leading to a budget gap of \$124.3 million. Mitigation plans include \$71 million in targeted budget reductions and re-allocations; \$53 million in strategic uses of central institutional reserves and unit-level budgeted carryforwards

and fund balances; and revenue optimizations by incentivizing enrollment and availing the university of federal and state relief funding. The mitigation plans have allowed the university to avoid major personnel actions like layoffs and salary reductions. Ms. O’Neal then outlined additional projected revenue losses and mitigation strategies if Mason needed to shift to 100% online learning. She emphasized the importance of not decimating Mason’s core, so that the university’s offerings will remain intact when students return to campus. She then outlined examples of specific auxiliary budget reductions planned for FY2021.

c. Deficit Authorization Annual Notice

Ms. O’Neal presented the Deficit Authorization Annual Notice per requirements under the Commonwealth Appropriations Act. She explained that George Mason University budget must be balanced and that the university cannot engage in deficit spending in excess of appropriations or in excess of nongeneral fund revenues.

Visitor Moreno asked Ms. O’Neal about the specifics surrounding the \$24 million in additional expenses for fall opening. Ms. O’Neal responded that the additional expenses were calculated by numerous working groups, and that the expenses were annualized costs primarily related to enhancements for additional online instruction, coronavirus testing and screening, procuring critical safety supplies, and supplemental costs for quarantining. Visitor Moreno then asked for details on the potential \$104 million revenue loss if Mason moved to 100% online instruction. Ms. O’Neal explained that in the event Mason moves to 100% virtual instruction, this reflected projected revenue losses in housing, dining, parking, retail centers, and athletic and arts events.

Visitor Davis asked why the revenue loss for dining is so high if the university is not purchasing food. Ms. O’Neal responded that the \$104 million figure did not include mitigating factors like auxiliary budget cuts and personnel actions.

Visitor Roth asked about the current status of budgetary reserves. Ms. O’Neal explained that the FY2020 year-end budget anticipates a \$30 million surplus, contributing to the reserves. Therefore, if Mason uses \$53 million of reserves, we will be effectively using a net of \$23 million of reserve balance. The current overall reserve balance is approximately \$439 million and is monitored very carefully. She

noted that the current use of reserves is prudent, but is not a sustainable, ongoing process, and that the university will make appropriate adjustments to maintain a balanced budget.

Visitor Peterson asked about the decisions around athletic programs. Ms. O’Neal noted that athletic programs are being postponed through the fall.

Vice Rector Blackman inquired about maintaining athletic facilities, staff, and scholarships through this time and making sure Mason was ready to resume operations when the pandemic is over. Ms. O’Neal reiterated the need to avoid decimating campus operations and that the budget reductions for athletics preserve those fixed costs so that Mason is prepared to service athletes when the time comes.

## 2. Operational Matters

### a. Retirement Incentive Program (**ACTION ITEM**)

Rector Hazel recognized Ms. Kissal. Before proceeding to the Retirement Incentive Program item, Ms. Kissal explained that the previously discussed “reserves” are held by the Commonwealth and that the \$53 million of the reserves to be used is the most that can be used without impeding Mason’s credit rating. She then spoke to the Faculty Retirement Incentive Program. This plan provides a one-time early retirement window for eligible faculty who consider early retirement due to the pandemic. This is a voluntary, one-year program. The incentive provides 2% of base salary multiplied by years of service, with a maximum total incentive of \$75,000. She then outlined the eligibility requirements and projected rates of faculty that may take advantage of the program.

Visitor Rice expressed his concern about losing too many tenured faculty and potentially replacing them with adjunct faculty as a cost-saving measure. He cited student preference for being taught by tenured faculty. Ms. Kissal emphasized that this is a purely voluntary program, and that the deans would take care to maintain an appropriate balance of tenured and adjunct faculty. Dr. Washington also noted that Mason’s advancement as an R1 research university would play a role in increasing the number of higher-level faculty positions.

Shannon Davis asked about the eligibility of faculty enrolled in the VRS retirement program and how years of service were calculated. Lester Arnold provided clarification.

b. Tier 3 Update and Revised Investment Policy Approval  
**(ACTION ITEM)**

Referring to the slides, Ms. Kissal provided an update on the current status of Mason's path to Tier 3 Authority with the Commonwealth. She highlighted several benefits of the added financial autonomy that Tier 3 status would offer Mason. She also spoke to the objectives of the proposed revised Investment Policy (University Policy 2116).

3. Capital Matters

a. Schematic Design for Life Sciences and Engineering Building Approval **(ACTION ITEM)**

Referring to the slides, Ms. Kissal briefed the board on the proposed schematic design for the Life Sciences and Engineering Building. This project was previously approved by the board, with a total budget of \$68 million funded by the state. Approval for the schematic design is needed from the board, with the estimated cost being between \$500,000 and \$600,000.

b. Schematic Design Vernon Smith Hall Renovations Approval **(ACTION ITEM)**

Ms. Kissal then requested approval for the schematic design for the Vernon Smith Hall Renovation. This renovation is funded primarily by the Tech Talent Investment Program (TTIP). The total cost of this project is about \$3.5 million, comprised of \$3 million in TTIP Bachelor of Science capital funding and approximately \$500,000 from Commonwealth Cyber Initiative funding.

c. 6-Year Capital Plan Approval **(ACTION ITEM)**

Ms. Kissal presented the 6-Year Capital Plan for approval.

Visitor Rice **MOVED** to approve en bloc all action items in "D. Finance and Land Use" to include:

VIII.D.2.a: Retirement Incentive Program

VIII.D.2.b: Revised Investment Policy

VIII.D.3.a: Schematic Design for Life Sciences and Engineering Building

VIII.D.3.b: Schematic Design for Vernon Smith Hall Renovation

VIII.D.3.c: 6-Year Capital Plan

The motion was **SECONDED** by Visitor Prowitt. Rector Hazel opened the floor to discussion. There was none. **MOTION CARRIED UNANIMOUSLY BY ROLL CALL VOTE.**

E. Presentation of FY2021 Goals – Dr. Washington  
Having already presented his goals at the July 30 Planning Conference, Dr. Washington referred the board to the written copy for further details. **(ATTACHMENT 7)**

## **IX. Closed Session**

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

BH Fund, Inc. v. George Mason University,  
Moore v. George Mason University,  
Kashdan v. George Mason University,  
Radfar v. George Mason University, and  
Probable Litigation;

and 2.2-3711.A.8 for Consultation with Legal Counsel regarding specific legal matters requiring the provision of legal advice concerning the aforementioned items. The motion was **SECONDED** by Visitor Rice. Rector Hazel opened the floor to discussion. There was none.

**MOTION CARRIED UNANIMOUSLY BY ROLL CALL VOTE.**

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

**ALL MEMBERS RESPONDED IN THE AFFIRMATIVE BY ROLL CALL.**

Visitor Davis **MOVED** that in accordance with Section E.2 of Anne Holton's Employment Agreement dated July 26, 2019, the Board of Visitors authorizes the maximum performance bonus per her employment agreement after meeting and/or exceeding her performance expectations as measured per Section F of her employment agreement. It was **SECONDED** by Visitor Rice. **MOTION CARRIED UNANIMOUSLY BY ROLL CALL VOTE.**

**Board of Visitors**

**July 31, 2020**

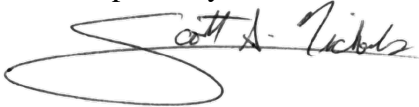
**Page 11**

Rector Hazel thanked former Interim President Holton for her service to the university and President Holton thanked the Board. Rector Hazel then provided a brief development updated, reporting that for FY2020 against a goal of \$60 million, the GMU Foundation raised more than \$80 million.

**X. Adjournment**

Rector Hazel called for any additional business to come before the board. Hearing none, he adjourned the meeting at 12:05 p.m.

Prepared by:



Scott Nichols  
Project Coordinator  
Office of the President  
George Mason University

- Attachment 1: Board of Visitors Committee Roster for 2020-2021 (1 page)
- Attachment 2: Board of Visitors Meeting Schedule for 2020-2021 (1 page)
- Attachment 3: Resolution: Board of Visitors Bylaw Revision, Article V, Section 2(f) (1 page)
- Attachment 4: Resolution: Classified Information Access (1 page)
- Attachment 5: Document and Records Request Policy (1 page)
- Attachment 6: Finance and Land Use Presentation (40 pages)
- Attachment 7: President's Goals 2020-2021 (4 pages)

**BOARD OF VISITORS**  
**2020 - 2021 Committee Appointments**

*Officers and committee chairs and vice chairs approved on July 31, 2020*

<b><u>EXECUTIVE COMMITTEE</u></b>	<b><u>DEVELOPMENT</u></b>
James W. Hazel, Rector Horace Blackman, Vice Rector Simmi Bhuller, Secretary Ignacia Moreno, Member-At-Large Denise Turner Roth, Member-At-Large	Jon Peterson, Chair Simmi Bhuller, Vice Chair Mehmood Kazmi Paul Reagan
<b><u>ACADEMIC PROGRAMS, DIVERSITY &amp; UNIVERSITY COMMUNITY</u></b>	<b><u>FINANCE AND LAND USE (Term Year)</u></b>
Bob Witeck, Chair Simmi Bhuller, Vice Chair Horace Blackman Anjan Chimaladinne Juan Carlos Iturregui Wendy Marquez Carolyn Moss Nancy Prowitt Paul Reagan	Denise Turner Roth, Chair (1/2) Paul Reagan, Vice Chair (1/2) Horace Blackman (1/2) Juan Carlos Iturregui (1/2) Carolyn Moss (1/2) Edward Rice (1/2)
<b><u>AUDIT, RISK, &amp; COMPLIANCE</u></b>	<b><u>RESEARCH</u></b>
Edward Rice, Chair Ignacia Moreno, Vice Chair Horace Blackman Mehmood Kazmi	Horace Blackman, Chair Nancy Prowitt, Vice Chair Anjan Chimaladinne Wendy Marquez Edward Rice Bob Witeck

*As of July 31, 2020*



**BOARD OF VISITORS**  
**George Mason University**

*Approved July 31, 2020*

**Meeting Schedule for 2020-2021**

<b>Thursday, October 1, 2020</b>	<b>Full Board Meeting</b>
<b>Thursday, December 3, 2020</b>	<b>Full Board Meeting</b>
<b>Thursday, February 25, 2021</b>	<b>Full Board Meeting</b>
<b>Thursday, April 1, 2021</b>	<b>Board Public Comment Session</b>
<b>Thursday, May 6, 2021</b>	<b>Full Board Meeting</b>
<b>Thursday, July 29, 2021</b>	<b>Annual Planning Conference</b>
<b>Friday, July 30, 2021</b>	<b>Annual Meeting</b>

**Special Full Board or Committee meetings to be scheduled if needed.**

**Resolution: Revisions to the Bylaws of the Board of Visitors of George Mason University  
Relating to the Executive Committee**

WHEREAS, the Board of Visitors wishes to amend its Bylaws regarding the operation of the Executive Committee;

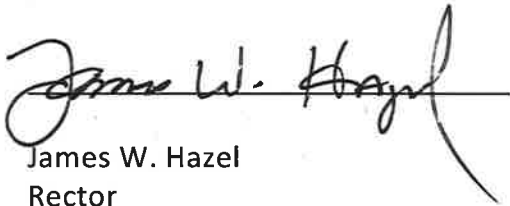
NOW, THEREFORE, be it resolved:

1. Article V, Section 2.(f) is hereby deleted and replaced with the following:

“(f) All Board members may attend Executive Committee meetings; however, participation and voting shall be limited to members of the Executive Committee.”

2. This resolution shall take effect immediately.

Adopted: July 31, 2020

A handwritten signature in black ink, appearing to read "James W. Hazel", written over a horizontal line.

James W. Hazel  
Rector  
Board of Visitors  
George Mason University

## RESOLUTION ON CLASSIFIED INFORMATION ACCESS

**WHEREAS**, current Department of Defense Regulations contain a provision making it mandatory that the Senior Management Official and Facility Security Officer meet the requirements for eligibility for access to classified information established for a contractor facility clearance; and

**WHEREAS**, said Department of Defense Regulations permit the exclusion from the requirements for access to classified information of certain members of the Board of Directors and other officers, provided that this action is recorded in the corporate minutes.

**NOW THEREFORE BE IT DECLARED** that the Senior Management Official and Facility Security Officer at the present time do possess the required eligibility for access to classified information; and

**BE IT RESOLVED** that in the future, when any individual enters upon any duties as Senior Management Official or Facility Security Officer, such individual shall, if they do not already possess such, immediately make application for the required eligibility for access to classified information; and

**BE IT RESOLVED AND DIRECTED** that the following members of the Board of Directors and other officers shall not require, shall not have, and can be effectively and formally excluded from access to all CLASSIFIED information disclosed to the University and shall not affect adversely University policies or practices in the performance of classified contracts for the Department of Defense or the Government contracting activities (User Agencies) of the National Industrial Security Program.

**Board Officers:**

James W. Hazel - Rector  
Simmi Bhuller - Secretary

Horace L. Blackman - Vice Rector

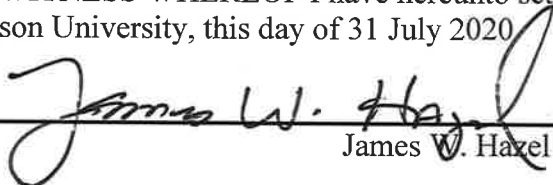
**Board Members:**

Anjan Chimaladinne  
Mehmood S. Kazmi  
Carolyn J. Moss  
Paul J. Reagan  
Robert Witeck

Thomas M. Davis  
Wendy Marquez  
Jon Peterson  
Edward H. Rice

Juan Carlos Iturregui  
Ignacia S. Moreno  
Nancy G. Prowitt  
Denise Turner Roth

IN WITNESS WHEREOF I have hereunto set my hand and affixed the seal of George Mason University, this day of 31 July 2020



James W. Hazel - Rector

**GEORGE MASON UNIVERSITY**

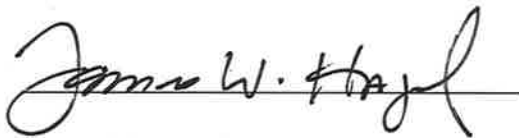
**BOARD OF VISITORS**

**DOCUMENT AND RECORDS REQUEST POLICY**

In order to facilitate the orderly transaction of business, and to make the most efficient use of administrative staff, it is the policy of this Board that all requests by individual members for University documents and records, subject to review by Counsel for disclosability, shall be directed to the Secretary of the Board of Visitors or to the Secretary pro tem in the absence of the Secretary of the Board of Visitors.

This policy shall remain in effect for one year.

Adopted by the Board of Visitors on July 31, 2020.

A handwritten signature in black ink, reading "James W. Hazel", written over a horizontal line.

James W. Hazel  
Rector  
Board of Visitors



# Board of Visitors

## Finance and Land Use

Office of the Senior Vice President | July 31, 2020

# Agenda

1. Financial Matters
  - a. FY2020 Year End Forecast Update
  - b. FY2021 Fall Planning Financial Update
  - c. Deficit Authorization Annual Notice
2. Operational Matters
  - a. Retirement Incentive Program (ACTION ITEM)
  - b. Tier 3 Update and Revised Investment Policy Approval (ACTION ITEM)
3. Capital Matters
  - a. Schematic Design for Life Sciences and Engineering Building Approval (ACTION ITEM)
  - b. Schematic Design Vernon Smith Hall Renovations Approval (ACTION ITEM)
  - c. 6-Year Capital Plan Approval (ACTION ITEM)



# Financial Matters

# FY 2020 Financial Results

Cash basis, in 000's	FY 2019 Actual	FY 2020 Budget*	FY 2020 Q3 Forecast	FY 2020 Prelim Results
Net Tuition and Fees	\$433,595	\$448,700	\$438,234	\$441,851
State Appropriations	136,249	154,800	156,175	155,976
Grants & Contracts	193,085	212,500	228,056	222,821
Auxiliary Enterprises	238,989	257,600	234,525	235,293
Other Operating Revenue	55,031	51,400	41,710	50,698
Capital Grants	22,522	63,000	44,026	45,764
<b>Total Revenue</b>	<b>\$1,079,470</b>	<b>\$1,188,000</b>	<b>\$1,142,726</b>	<b>\$1,152,403</b>
Salaries and Wages	\$428,384	\$481,273	\$459,054	\$462,058
Fringe Benefits	122,173	158,283	130,126	128,544
Direct Expenditures	476,877	548,444	515,391	530,621
<b>Total Expenses</b>	<b>\$1,027,434</b>	<b>\$1,188,000</b>	<b>\$1,104,571</b>	<b>\$1,121,223</b>

\* FY 2020 Budget adjusted from earlier presentations to remove \$32M estimated value of GMUF activity that will not flow through GMU financial statements and \$27M of Capital Grants that represents spending of GMU funds (not revenue) to provide more meaningful comparison to YTD actual results.

## FY 2020 Key Highlights

- FY 2020 financial results impacted due to suspension of campus operations in March 2020
  - **Tuition & Fees** are in line with expectation and slightly better than 3Q forecast due to summer enrollment
  - **Grants & Contracts** includes \$16M of CARES Act HEERF funds (Institutional and Student Aid) and \$2M of CRF funds
  - **Auxiliaries** significantly impacted by \$12M of student refunds plus lost revenues
  - **Total Expenses** below budget due to vacant positions and foregone activities
- Margin declined to 2.7% from 4.8% in FY2019 due to COVID-19 impacts



# FY21 Fall Budget Projections

\$ (000's)	FY 19 Actual	FY 20 Budget	FY 20 Actual	FY 21 May Budget Projections	FY21 Adjustments Post May BOV	FY21 July Fall Opening Projections
Net Tuition and Fees	433,595	448,700	441,851	425,428	6,948	432,376
State Appropriations	136,249	154,800	155,976	159,200	0	159,200
Grants & Contracts	193,085	212,500	222,821	219,413	0	219,413
Auxiliary Enterprises	238,989	257,600	235,293	256,322	(54,400)	201,922
Other Operating Revenue	55,031	51,400	50,698	57,230	0	57,230
Capital Grants	22,522	63,000	45,764	65,000	0	65,000
<b>Total Revenue</b>	<b>\$1,079,470</b>	<b>\$1,188,000</b>	<b>\$1,152,403</b>	<b>\$1,182,593</b>	<b>(\$47,452)</b>	<b>\$1,135,141</b>
Salaries and Wages	\$428,384	\$481,273	\$462,058	\$469,877	0	469,877
Fringe Benefits	122,173	158,283	128,544	131,566	0	131,566
Direct Expenditures	476,877	548,444	530,621	633,643	24,400	658,043
<b>Total Expenses</b>	<b>\$1,027,434</b>	<b>\$1,188,000</b>	<b>\$1,121,223</b>	<b>\$1,235,085</b>	<b>\$24,400</b>	<b>\$1,259,485</b>
<b>Surplus/(Deficit)</b>	<b>\$52,037</b>	<b>\$0</b>	<b>\$31,180</b>	<b>(\$52,492)</b>	<b>(\$71,852)</b>	<b>(\$124,344)</b>

# Budget Update

\$1.182B FY21 Budget (May 2020)

\$124.3 M Budget Gap (FY21 Fall)

## May Budget Gap

Enrollment-Driven Budget Impact	
Revenue Loss	
Net Tuition & Fee Loss	\$23.3M
<u>Other E&amp;G Revenues</u>	<u>\$ 9.0M</u>
	\$32.3M
Expense Increase	
Strategic Investment Funding	\$20.2M
TOTAL	\$52.5M

## FY21 Fall Budget Gap

Enrollment-Driven Budget Impact	\$52.5M
<u>Tuition &amp; Fee Improvement</u>	<u>(\$ 7.0M)</u>
	\$45.5M
Revenue Loss	
Aux. Ent. Revenue Loss	\$54.4M
Expense Increase	
Fall Opening Expense Increase	\$24.4M
TOTAL	\$124.3M

## Mitigation Plans: Enrollment-Related Gap

\$45.5M Revenue Gap

\$30.9M

1. 6% combined personnel and operating expense reductions for each school/administrative unit\*

\* *Excludes reductions in Scholarships, TTIP expenses, and financially self-sustaining units*

\$14.6M

2. Use of Reserves:
  - \$8.0M E&G Central Reserves
  - \$6.6M FY20 Central E&G Carryforward

## Mitigation Plans: AE / Other Revenue

\$54.4M AE / Other Gap

\$38.5M

1. AE reductions from capital project deferment, unfilled vacancies, major direct expense reductions

\$15.9M

2. Reserves:
  - \$6.5M AE Unit CF
  - \$9.4M Central AE

AE Central Reserves Cover:

- \$2.1M - CVPA
- \$3.1M - Athletics
- \$1.9M - Freedom Center
- \$2.3M - Dining and Bus Srvs

# Mitigation Plans: Fall Opening Expenses

\$24.4M New Expenses Gap

\$24.4 M

- \$13.1M - Central institutional reserves
- \$9.7M - Reduction of all unit level budget carryforwards
- \$1.6M - FY21 strategic budget reallocations

## Fall Opening Expenses:

- Testing, Tracing, & Screening
- Procurement of Critical Supplies (PPE)
- Instructional Continuity
- Enhanced Student Support
- Academic Space Modifications and Expansions
- Planning for High Risk Employee Populations
- Supplementary Operating/Implementation Costs

## Mitigation Plans: Impact

- Shared sacrifice: Central, Schools, Administrative Units all share reductions in budget and carryforward/fund balance budget authority.
- Permits reallocation of central institutional reserve funds for strategic investment in critical infrastructure, IT, academic and research core needs.
- Regular monitoring of financial indicators and ratios allows us to continue Tier 3 planning trajectory.
- Reconsideration of campus infrastructure and services models.

# Risk & Mitigation

Financial Scenario

- *Year over year lower enrollment due to the covid19 crisis achieves flat growth rate vs. our 6-year plan rate of 3%. Challenge to manage one-time expenses related to the pandemic and revenue loss while still maintaining investment for strategic goals.*

Short-to-Medium Term Risks

## Description

- Potential State revenue reductions
- Continued enrollment fluidity
- Use of Unit Level Budget Carryforwards
- More stringent State restrictions if virus surges

## Primary Mitigation Plan

- State revenue reforecast in August will provide greater financial insight for revised FY21 budget
- Successful Safe Return to Campus implementation; enhanced academic and student support; and continued online investment
- Proactive plan for institution 5-6% reduction
- Implementation of contingency plan to pivot to 100% online instruction in fall

Long-term Risks

- Longer term Economic Recession
- Impact of deferred projects on maintenance, repair and project cost escalation
- Potential risk to issuer rating and Tier 3 authority

- Multi-year budget scenario planning strategy and integrated budget and planning process allows us to model, plan, and adjust for a slower or more rapid economic recovery
- Campus master plan will allow reassessment and reprioritization of projects to better leverage resources
- Regular monitoring of financial indicators and ratios as part of multi-year financial planning
- Quarterly forecasts and scenario planning focused on operational effectiveness

# Planning Pro-forma for 100% Online

If we had to pivot to 100% online for the full academic year, below are the additional operational impacts to the current \$124.3M Gap:  
(Fall Semester only would be 50%)

## Net Operating and Financial Impact

- Projected revenue loss = (\$104.48M)
- Projected expense increase = \$1.55M
- Budget Gap = (\$106.03M)

### Mitigation Plans:

- Personnel actions and further cost reduction measures
- Potential State contribution to loss - full receipt of unallocated funding
- Half receipt of unallocated funding
- Federal economic relief (HEALS Act, other)

## Operational Impact

- Virtual student services
- Virtual events
- Limited athletics
- Retail and auxiliary service suspending operations
- Furloughs, layoffs or other reductions
- Change in campus operations





# Appendix

# FY21 AE Budget Reduction - Deferred Renovation Details

Area	Budget Reduction Strategy	Deferred Renovation Details	Amt
<b>Housing</b>	1) personnel reduced by \$2.6M (freeze vacant hires, freeze salary increases, and freeze summer student hires; 2) <b>renovations reduced or deferred by \$2.1M</b> ; 3) cut non essential expenses by \$2.8M	HR - desk chair replacement	\$ 45,000
		LS - chilled H2O attic insulation	\$ 120,000
		LS - replace stairwell lights	\$ 50,000
		Pres Park [MA & WA] - ntwk cabling upgrade (NET100)	\$ 183,185
		Large Vehicle replacement	\$ 26,000
		Golf Cart replacement	\$ 19,458
		Site work, concrete, sidewalks, drainage	\$ 100,000
		EI - AV equipment - media room	\$ 25,000
		EA Lounge Conversion Project (dep for A/E)	\$ 500,000
		BH - Fall protection project	\$ 46,022
		SMSC - Contingency - Mtce & Repair	\$ 100,000
		CO+DO - electrical switchgear replacement	\$ 86,662
		CO- mattress renewal	\$ 33,600
		CGC - Door Access/Elect Lock proj (est)	\$ 239,980
		SEOS Readers (proximity access) - var halls	\$ 135,000
		Signage replacement	\$ 10,000
		Site work, concrete, sidewalks, drainage	\$ 10,000
		Pres Park - Attic Door Replacements (all bldgs)	\$ 123,888
		Pres Park - lounge TV & Hubs renewals (var bldgs)	\$ 20,000
		RG/WH - painting - rooms & corridors (bldg renewal)	\$ 200,000
PH - conf room equipment upgrade	\$ 30,000		
<b>Subtotal Housing</b>			<b>\$ 2,103,795</b>
<b>Dining</b>	1) reduce pass through to Sodexo by \$9.2M; 2) <b>reduce/defer renovations by \$500K</b>	Merten Hall EBB Refresh project	\$ 300,000
		Miscellaneous	\$ 240,000
<b>Subtotal Dining</b>			<b>\$ 540,000</b>

# FY21 AE Budget Reduction - Deferred Renovation Details

Area	Budget Reduction Strategy	Deferred Renovation Details	Amt
<b>Business Services</b>	1) reduce personnel by \$678K (most affects wages); 2) <b>defer renovations by \$3.3M</b> ; 3) reduce DE by \$72K	Physical Security/ Magnometers	\$ 501,800
		EagleBank Arena - Elevator Refurbishment	\$ 385,000
		EagleBank Arena - EHS Safety Inspection/Handrails	\$ 225,000
		EagleBank Arena - Interior Lighting/ground floor Replacement	\$ 50,000
		EagleBank Arena - Sound Systems Repair	\$ 50,000
		EagleBank Arena - Landscaping Enhancements	\$ 40,000
		EagleBank Arena - Interior Door Replacement	\$ 25,000
		EagleBank Arena - Walk-in Cooler/Kitchen	\$ 15,000
		EagleBank Arena - Miscellaneous/Balancing Plug	\$ 306,000
		Student Centers - Sub I Bathroom Remodel	\$ 600,000
		Student Centers - Sub I Access Control Exterior Doors/Mason	\$ 175,000
		Student Centers - Sub I Exterior Door Replacement	\$ 52,600
		Student Centers Contingency/Misc Repairs	\$ 50,000
		Student Centers - JC Painting	\$ 25,000
		Student Centers - JC Exterior Light Upgrades	\$ 25,000
		Student Centers - AV/Event Equipment	\$ 25,000
		Student Centers - The Hub Structural Study	\$ 10,000
		Student Centers - JC Computer Replacement	\$ 8,500
Student Centers - Miscellaneous/Balancing Plug	\$ 769,000		
<b>Subtotal Business Services</b>			<b>\$ 3,337,900</b>

# FY21 AE Budget Reduction - Deferred Renovation Details

Area	Budget Reduction Strategy	Deferred Renovation Details	Amt
<b>Parking &amp; Transportation</b>	1) <b>reduce/defer renovations by \$1.5M</b> ; 2) reduce direct expenditures	Micellaneous lot repairs	\$ 1,500,000
<b>Subtotal Parking Transportation</b>			<b>\$ 1,500,000</b>
<b>Freedom Center</b>	1) reduce personnel expense by \$900K (mostly be wages); 2) <b>reduce/defer renovations by \$545K</b> ; 3) cut discretionary expenses by \$378K	Domestic Hot Water Heaters	\$ 150,000
		Roofing Repairs	\$ 170,000
		Fire Proof Paint of Structural Steel in Pool Area	\$ 50,000
		Stereo System in Natatorium	\$ 50,000
		Gymnasium Curtain Replacement	\$ 20,000
		Natatorium Scoreboard Replacement	\$ 85,000
		Pool Slide Inspection and Repairs	\$ 20,000
<b>Subtotal Freedom Center</b>			<b>\$ 545,000</b>
<b>Total Deferred Renovation FY21</b>			<b>\$ 8,026,695</b>

## • Deficit Authorization Annual Notice •

- Annual acknowledgement and notification of Mason's deficit authorization requirements under Commonwealth Appropriations Act
- Provides a copy of Section 4-3.01 to members of the Board of Visitors
- Section 4-3.01 prohibits agencies from obligating or expending general fund amounts in excess of appropriations or obligating or expending at a rate that would result in expenditures in excess of nongeneral fund revenue collections and appropriations, without prior approval by the Governor





# Operational Matters

## Faculty Incentive Retirement Plan

- Proposed one-time early retirement window for eligible faculty members
- Voluntary program would provide incentive package
- Requested by faculty and deans in pandemic environment
- Opportunity to accommodate those needs while achieving budget savings

# Incentive Retirement Plan Proposal

## Features

- Voluntary program for tenured faculty
- One year, phased-in period resulting in retirement
- Incentive: 2% base salary \* years of service up to \$75,000
- Regular benefits remain intact
- Three retirement dates to choose from:
  - February 1, 2021
  - June 1, 2021
  - February 1, 2022

## Eligibility

- Must be a participant in Mason's Optional Retirement Plan (ORP)
- Age 65 with 10 or more years of full-time service *or*
- Age 60 but under 65 with age and service equal to at least 80
  - *Medical incentive of \$490 per month for those under 65*



# Budget Impact:

## Projected Take Rates - All Schools

Total Cost	10%	20%	30%	40%
Age 60 – 64*	\$370,155	\$740,311	\$1,110,467	\$1,480,623
Age 65+	\$792,513	\$1,585,027	\$2,377,541	\$3,170,055
Total	\$1,162,668	\$2,325,338	\$3,488,008	\$4,650,678

Incentive formula: 2% of base pay \* years of service, up to \$75,000 cap

\*Under age 65 not eligible for Medicare plans. To make under age 65 applicants whole, school health plan funding to Medicare should be included in the incentive program.

# Voluntary Early Retirement

## Virginia Code §23.1-1302

The governing board of a public higher education institution may establish a compensation plan to incentivize voluntary early retirement

Eligibility	<ul style="list-style-type: none"><li>• Tenured teaching and research faculty</li></ul>
Qualifications	<ul style="list-style-type: none"><li>• Age 60+ with at least 10 years of full-time service at the institution</li><li>• VRS members are ineligible</li></ul>
Compensation Plan	<ul style="list-style-type: none"><li>• Must include incentives, funding sources and qualifications</li><li>• Cash payments may not exceed 150% of base salary</li><li>• Payments must be allocated over at least two years</li><li>• Can include insurance payments until participant reaches age 65</li></ul>
Approval	<ul style="list-style-type: none"><li>• Plan must be approved by BOV and OAG</li></ul>

# Board Resolution

The Finance & Land Use Committee recommends the Board of Visitors approve the proposed faculty retirement incentive program resolution found in the Board Book.

MOTION: \_\_\_\_\_

SECOND: \_\_\_\_\_

# Tier 3 Update & Timeline

## Letters

Mason sent letters to the Secretary of Finance (12/20/19) and Governor (1/8/20) to begin management agreement negotiations

## BOV

The Board of Visitors resolved to begin management agreement negotiations with the Commonwealth

## Aa3

Mason received inaugural issuer rating of Aa3 with a stable outlook from Moody's

Oct 2019 – Jan 2020

BOV Resolution To amend the Investment Policy

July 2020

BOV Resolution To approve the Negotiated Management agreement

Oct 2020

Commonwealth Budget Submission

General Assembly Session

Oct 2020 – May 2021

Mason Receives Tier 3 Authorization

July 2021

Management Agreement must be finalized and submitted by November 15

Jan – September: Negotiation and Review Process  
Office of the Secretary of Finance - working with DPB and other agencies

# Treasury & Debt Management



# Investment Policy

Investment management is a key component of the University's ability to successfully achieve financial autonomy demonstrating strong financial management and stewardship of resources. The amended Investment Policy (University Policy 2116) achieves the following objectives to:

- ✓ Document investment strategies and permitted investments
- ✓ Identify funds that maintain deposit and investment balances
- ✓ Establish periodic reporting requirements to monitor investment results and compliance
- ✓ Comply with fiduciary, prudence, and legal requirements



## Board Resolution

The Finance & Land Use Committee recommends the Board of Visitors resolve the University adopt the 2020 Investment Policy found in the Board Book.

MOTION: \_\_\_\_\_

SECOND: \_\_\_\_\_



# Capital Matters



# Life Sciences & Engineering Building

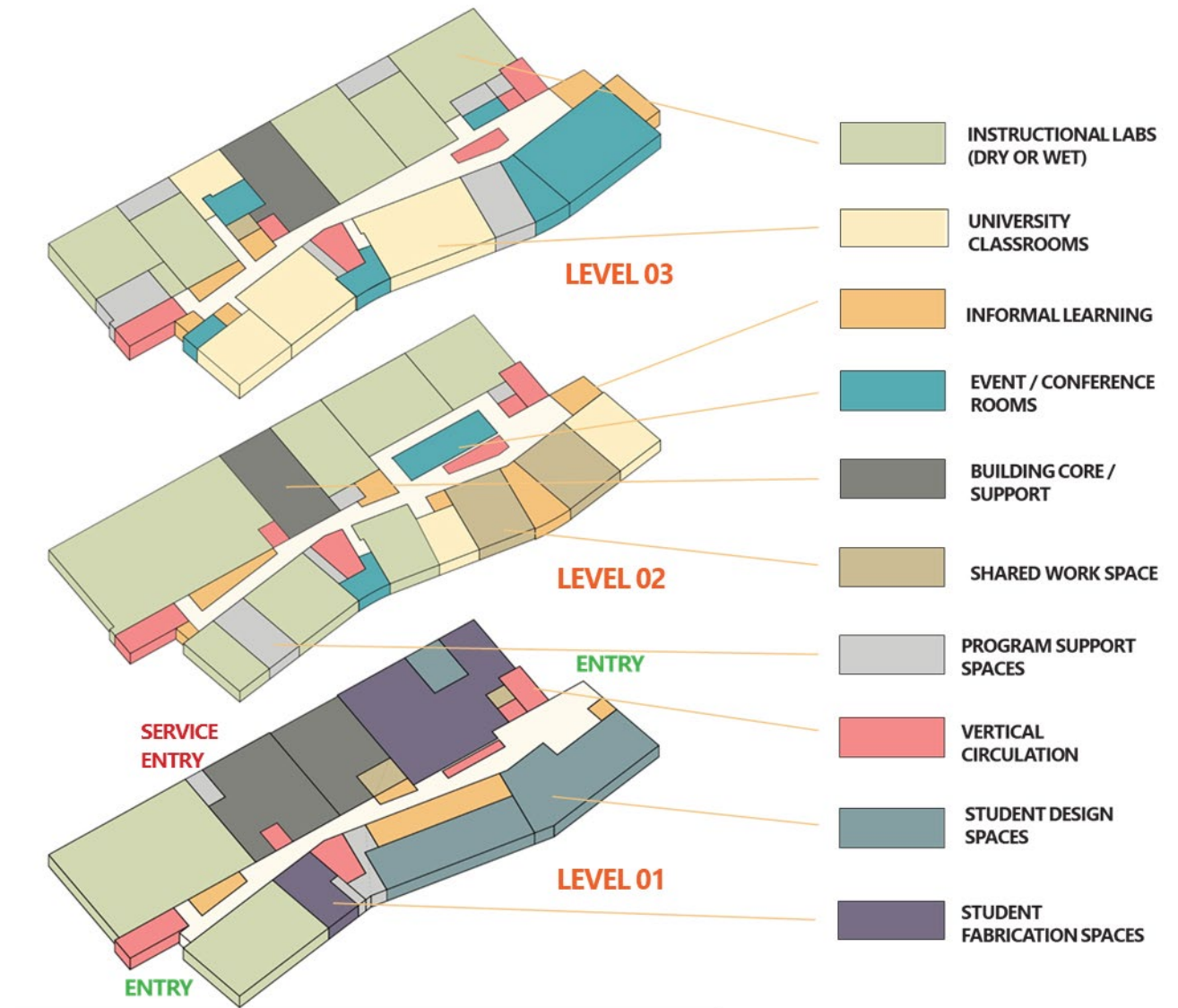
## Schematic Design Site Plan



- ❑ Total Budget = \$68,634,000
- ❑ Construction Budget = \$53,778,000
- ❑ Construction Start = June 2021
- ❑ Substantial Completion = Summer 2023
- ❑ Beneficial Occupancy = Fall 2023
- ❑ Backfill Renovation Start = Fall 2023
- ❑ Backfill Completion = Winter 2023

# Blocking and Stacking Diagram

- ❑ 100,000 GSF new building + 5,000 ASF of backfill at Katherine G. Johnson Hall
- ❑ 3 equal stories
- ❑ New facility model to GMU - all instructional labs and classrooms are for multi-disciplinary instruction
- ❑ Primary colleges/schools sharing the building:
  - College of Science (COS)
  - College of Education and Human Development (CEHD)
  - Volgenau School of Engineering (VSE)
  - College of Visual and Performing Arts (CPVA)
- ❑ Construction scheduled to start spring 2021
- ❑ Occupancy scheduled for fall 2023





# Exterior Views



Schematic Design  
View from Southwest (George Mason Circle Entrance)



Schematic Design  
View from Northwest (George Mason Circle)



# Exterior Views



Schematic Design  
View from Northeast (Wetlands Pedestrian Entrance)



Schematic Design  
View from Southeast (Wetlands Pedestrian Path)



# Proposed Building Materials



GRAY METAL CHANNEL



GRAY RIBBED METAL PANEL



GLASS WITH REFLECTIVE COATING



DARK BRICK



PERFORATED METAL SCREEN



BLENDED RED BRICK



WOOD LIKE CLADDING



## Board Recommendation

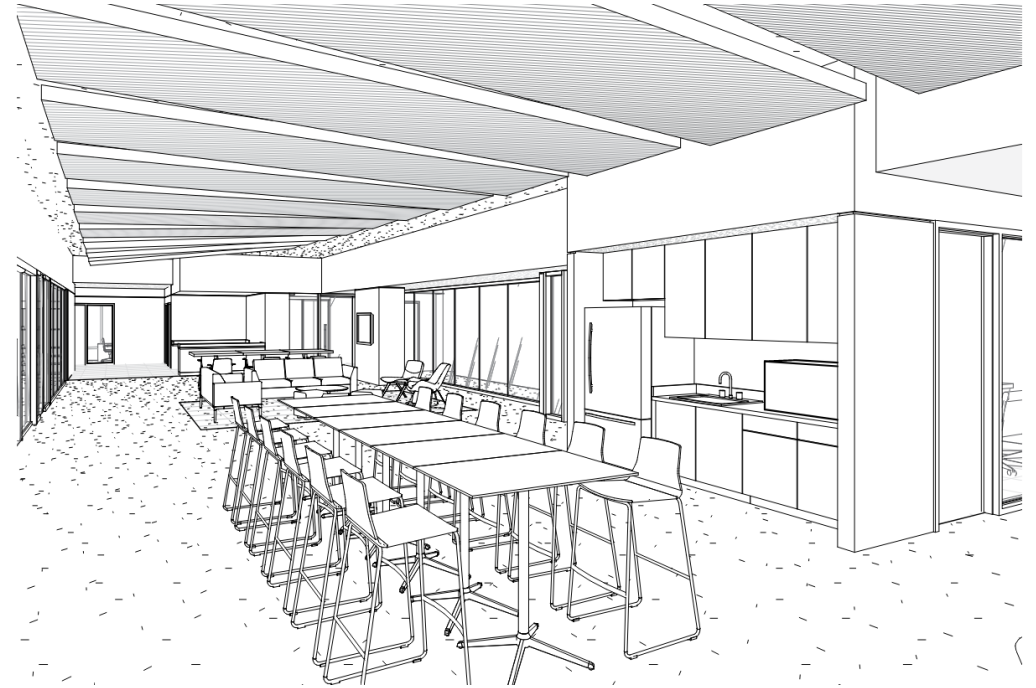
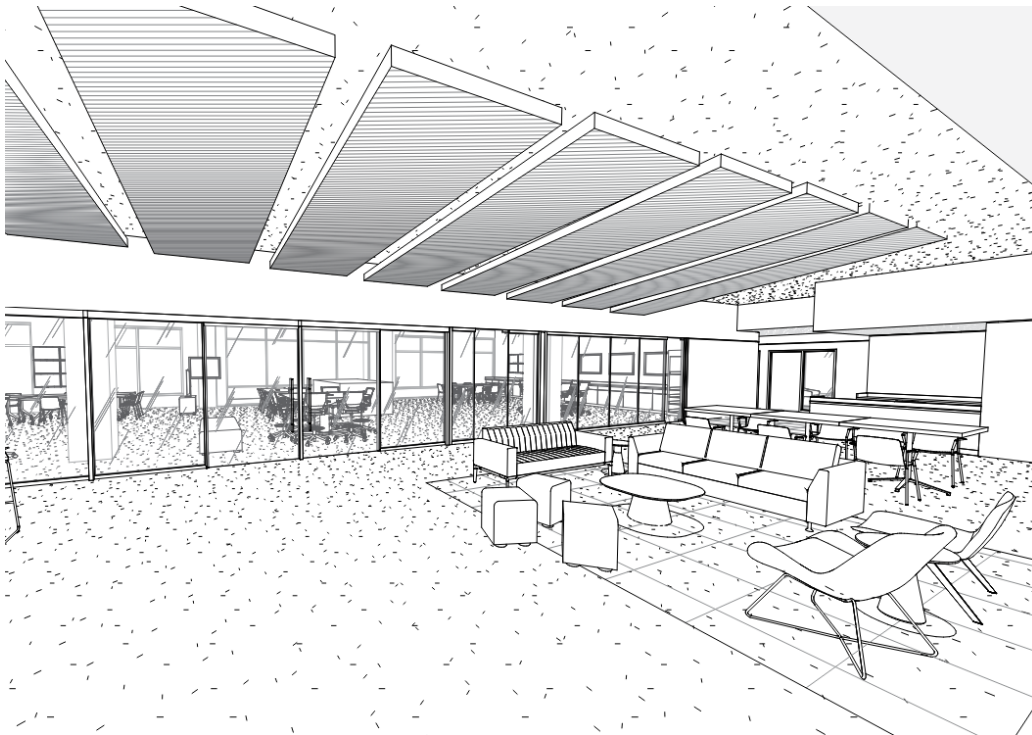
The Finance & Land Use Committee recommends approval by the Board of Visitors of the Schematic Design of the Life Science and Engineering Building and authorize the project to proceed through design into construction.

MOTION: \_\_\_\_\_

SECOND: \_\_\_\_\_

# Vernon Smith Hall Renovation

- ❑ Funded by Tech Talent Investment Program
- ❑ Provide space for academic instruction to increase number of computing and information technology graduates
- ❑ New School of Computing will support workforce development for tech industry



- ❑ 13,000 ASF of Renovation of Lease Space
- ❑ Total Budget = \$2,860,540
- ❑ Construction Budget = \$1,850,000
- ❑ Construction Start = August 2020
- ❑ Substantial Completion & Beneficial Occupancy = Fall 2020



# Schematic Floorplan

- School of Law Pro Bono Entrepreneurship Clinic**
- Drop-in Offices**
  - Office of Technology Transfer
  - School of Business graduate students assisting with Entrepreneurship clinic
  - Small Business Development Center staff offering drop-in
- CYMANR (Cyber & Manufacturing) Research Lab**
  - Lab will be occupied by graduate students working on DOE research award
  - Other university partners (VA Tech, Marymount, NVCC, JMU, UMW) and corporate partners (Verizon, Dominion, etc.) will come in/out of lab to share data/work on research
- CCIC (Commonwealth Cyber Initiative) Research Lab**
  - Lab will be occupied by graduate students working on 5G testbed for autonomous vehicles, energy grid security, and manufacturing security
- Classroom – Data Analytics/Engr and Cyber Security classes**
  - Classes scheduled during evening time blocks, but open to other sections as needed
- Shared Drop-in Office**
- Office – Assoc VP Innovation & Economic Development**
- Workstation – Reception station (new hire-TBD)**
- Shared Common Areas - Meeting rooms, collaboration areas, lounge**
- NEXT UP – tenant suite**





## Board Recommendation

The Finance & Land Use Committee recommends approval by the Board of Visitors of the Schematic Design of the Vernon Smith Hall Renovation and authorize the project to proceed through design into construction.

MOTION: \_\_\_\_\_

SECOND: \_\_\_\_\_

# Six-Year Capital Plan: 2021-2027

## PROPOSED PROJECTS FOR SUBMISSION TO DPB FOR LEGISLATIVE CONSIDERATION

Priority	Project	Prior Approvals	Current Phase	Funding Score	Request Amount
1	Improve Telecom/ Network Infrastructure – Phase III	<p><u>Phase I</u> - First requested in FY 2008 - FY 2018 \$11.4M TPC requested with \$673K planning approved NGF<sup>(1)</sup></p> <p><u>Phase II</u> - First requested in FY 2018 - FY 2021 \$45.215M TPC requested with \$23.25M TPC approved GF/NGF</p>	<p>Ph. I &amp; II - Planning</p> <p>Ph. III - Pre-Planning</p>	<p>GF <u>NGF (0815)</u> Total</p>	<p>\$14.25M \$9.75M \$24M<sup>(2)</sup></p>
2	Virtual Online Campus		Pre-planning	GF	\$11.5M
3	Aquatic and Fitness Center Reno	FY 2021 \$500K planning approved NGF <sup>(1)</sup>	Planning	NGF (0815)	\$10M
4	Construct Academic VIII-STEM (200,000 GSF)	<p>FY 2020 \$200K pre-planning approved but not initiated NGF (internally)</p> <p>FY 2021 \$7.5M planning approved NGF<sup>(1)</sup></p>	Planning	GF	\$180-190M
5	Business School Building (200,000 GSF)	<p>FY 2018 \$70M -\$80M TPC approved by BOV for NGF (0302)</p> <p>FY 2018 \$171K pre-planning approved NGF</p> <p>FY 2020 \$165M TPC approved by BOV for NGF (0302)</p>	Pre-planning	<p>GF <u>NGF (0302)</u> Total</p>	<p>\$125M \$40M \$165M</p>
6	Renovate Planetary (S&T I) Hall (100,000 GSF)		Pre-planning	GF	\$78.375M

(1) NGF to be converted to GF when approved to be moved to construction pool.

(2) TPC for Phase III only.

# Six-Year Capital Plan: 2021-2027

## Continued

### PROPOSED PROJECTS FOR SUBMISSION TO DPB FOR LEGISLATIVE CONSIDERATION

Priority	Project	Prior Approvals	Current Phase	Funding Score	Request Amount
7	Renovate and Addition David King Hall (86,000 GSF, Reno: 60,000 GSF New)		Pre-planning	GF	\$98.25M
8	Renovate Fenwick Learning Commons Phase 2 (90,000 GSF Reno; 35,000 GSF New)		Pre-planning	GF	\$60M
9	Renovate Enterprise Hall (Reno: 100,000 GSF)		Pre-planning	GF	\$55.5M

(1) NGF to be converted to GF when approved to be moved to construction pool.

(2) TPC for Phase III only.

## Board Recommendation

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

MOTION: \_\_\_\_\_

SECOND: \_\_\_\_\_

## Overarching Goal

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Reposition, Restore and Reinvent the Campus to continue its upward trajectory in light of the three major crises the campus is facing while maintaining campus morale and cohesion.

### 1. Reposition the Campus

Mason is experiencing three major crises simultaneously: a lingering pandemic, racial inequity, and a fiscal crisis. While most universities across the country are dealing with these same three challenges, George Mason University has also lost six key leaders in mission-critical areas, who were vital to Mason's past successes. Our most pressing challenges are to stabilize and reposition the campus to manage its crises, even as we look to innovate for the future. The following goals are necessary toward achieving those outcomes:

#### **GOAL 1A**

Continued development and successful execution of the COVID-19 Safe Return to Campus plan.

*All Units*

#### **GOAL 1B**

Develop and successfully implement a fiscal management plan that supports the campus through this difficult period.

*Senior Vice President Admin and Finance • All Units*

#### **GOAL 1C**

Development and initial implementation of an Anti-Racism Initiative emanating from the President's Task Force on Anti-Racism and Inclusive Excellence.

*VP Compliance, Diversity, and Ethics*

## 2. Restore the Campus

Mason is not only dealing with the three crises it faces, but also a leadership challenge, following the departures of a number of our colleagues in leadership with important portfolios to manage significant portions of these crises. Restoration involves placing new leadership in these roles (some via national search), redistributing tasks to other individuals on campus, and realigning or restructuring the role among other faculty and staff at Mason. Toward that end, the following goals are necessary:

### **GOAL 2A**

Conduct search for Provost in 2 years. This means changing the current Interim Provost to Provost via a 2-year appointment.

*President*

### **GOAL 2D**

Restructure and redistribute the position and associated responsibilities of the Vice President for Academic Innovation and New Ventures.

*Provost*

### **GOAL 2G**

Launch at least two additional online graduate programs.

*Provost*

### **GOAL 2B**

Establish and complete a national search for the Vice President for Research, Innovation and Economic Development.

*Provost*

### **GOAL 2E**

Establish a faculty retention initiative aimed at retaining key faculty.

*Provost*

### **GOAL 2C**

Restructure the position of Vice President of Compliance, Diversity and Ethics, and then establish and complete a national search for a leader.

*Provost*

### **GOAL 2F**

Examine and decide on the possibility of forming a stand-alone Graduate School.

*Provost*

## 3. Reinvent the Campus

The lingering pandemic will not only create unprecedented stressors for our campus, but also unprecedented opportunities. We are afforded a unique opportunity to reexamine who we are, what we stand for, and what kind of institution we will be in the future. The possibilities for reimagining and recreating ourselves are significant. Mason is an institution known for its drive, innovation and creativity. My goal here is to focus this innovation toward reexamination and reinvention. Toward that end, the following goals are necessary:

### **GOAL 3A**

Establish an Innovation-Mason Commission of the campus' most forward-thinking faculty, staff and administrators. The goal of this committee will be to outline up to 10 paradigm shifts that will make our campus a recognized world leader. No item is off the table (curricula, delivery, structure).

*President/Chief of Staff •  
All Units*

### **GOAL 3D**

Establish programs and initiatives necessary to grow research expenditures by 15% and continue to expand research intensive graduate programs by 10%.

*Provost*

### **GOAL 3E**

Examine and, if necessary, expand our Advancement effort to grow giving.

*VP University Advancement &  
Alumni Relations*

### **GOAL 3B**

Examine public/private partnership mechanisms for monetization of key Mason assets (Shirley Gate property, Mathy House property, SciTech Campus, Parking, Power Generation, etc.). Realized funds will be used to drive and support the academic mission of the university.

*Senior Vice President Admin and  
Finance*

### **GOAL 3F**

Establish Mason's reputation as one of the best-positioned universities nationally to enable people to attain the American Dream.

- Maintain enrollment and continue expansion of ADVANCE pathways.
- Increase campus outreach programs and initiatives by 25%.
- Expand Wiley partnership to support career-long education of working professionals and adult learners.

*Provost*

### **GOAL 3C**

Complete the Master Plan effort and streamline space assignment and planning efforts to make most efficient use of existing and planned capital facilities.

*Senior Vice President Admin and  
Finance*

## 3. Reinvent the Campus

The lingering pandemic will not only create unprecedented stressors for our campus, but also unprecedented opportunities. We are afforded a unique opportunity to reexamine who we are, what we stand for, and what kind of institution we will be in the future. The possibilities for reimagining and recreating ourselves are significant. Mason is an institution known for its drive, innovation and creativity. My goal here is to focus this innovation toward reexamination and reinvention. Toward that end, the following goals are necessary:

### **GOAL 3G**

Position Mason as a national leader in establishing and growing public/private partnerships.

- Meet or exceed enrollment and graduation targets established for the Commonwealth's Tech Talent Investment Program.
- Establish an innovation ecosystem for campus and local entrepreneurs with Mason as a hub and convener.
- Form partnerships to launch at least three online bachelor's programs to support degree completion for working adults.
- Expand the Arlington Innovation Campus partnership and establish a corporate-based coalition to support our Arlington Innovation Campus.

*VP Research • VP Innovation & Economic Development*

### **GOAL 3H**

Establish a financial planning framework for the institution which aligns towards achieving GMU's strategic goals and objectives, aligns operating and capital investment in academic, research and philanthropy and allows the positioning of Mason to continue achieving its mission of access and excellence

*Senior Vice President Admin and Finance*



# President's Report Prepared for the October 1, 2020 Board of Visitors Meeting

## Selected Highlights

### Student and Alumni Highlights

- Five Mason graduates received 2020 Fulbright Awards. Undergraduates Lucia Bautista (global affairs/Honors College), Gabrielle Jackson (community health/Honors College), Samira Radwan (global affairs) and Darian Randle (global affairs/Honors College) will teach English in Brazil, Colombia, Malaysia, and Taiwan, respectively. Stephanie Grimes, a 2013 master's degree art history alumna, is the first student from Mason to receive the United Kingdom Fulbright. She will pursue her PhD in digital humanities at King's College in London.
- A film by senior Mohammed Saffouri won a Capital Emmy for documentary. "The First" follows 24-year-old Libyan American Abrar Omeish in her winning bid for a seat on the Fairfax County School Board.
- Student-athletes Bailey Williams (volleyball) and Shannon Glesing (swimming and diving) are two of the Atlantic 10 Conference's 15 nominees for NCAA Woman of the Year.
- Three College of Education and Human Development students – Natalie Heavren, Alessia Del Romano and James Finnegan – put their respective skills to use as part of a remote internship with USA Boccia, a precision ball sport for wheelchair athletes.
- Yongqi Zhang, a PhD student in computer science, is using virtual reality technology to help improve the efficiency of workers at fast-food restaurants. Zhang received a prestigious National Science Foundation Graduate Research Fellowship Program award.
- Nursing PhD candidate Nesibe Sumeyye Kutahyalioğlu received \$2,500 from the National Association of Neonatal Nurses to study neonatal intensive care unit nurses' practices of family-centered care and implementation barriers.
- The Washington Post named Jesse Kraft its Principal of the Year. The principal of Lutie Lewis Coates Elementary School in Herndon, Virginia, received his master's degree in educational administration from Mason in 2004.

### Faculty Highlights (COVID)

- A team led by Amira Roess, a professor of global health and epidemiology, developed COVID Health Check™, a symptom- and exposure-tracking tool that is the first of its kind.
- Farrokh Alemi, a professor in the College of Health and Human Services, has devised a screening tool that can distinguish COVID-19 from the flu.
- Schar School biodefense professor Andrew Kilianski is among the experts working with Operation Warp Speed to accelerate the development, manufacturing, and distribution of vaccines, therapeutics, and diagnostics for use against COVID-19.

- Since the start of the coronavirus pandemic, Mason researchers have received seven National Science Foundation Rapid Response Research (RAPID) grants designed to get researchers into the field and lab more quickly than the traditional grant process.
- Mason researchers Naoru Koizumi, Schar School director of research and associate professor, and Ali Andalibi, associate dean of research in the College of Science, spent two months examining the spread of the coronavirus following a series of live concerts in Japan. Their study, published in the International Society of Travel Medicine, found that coronavirus is transmitted in densely populated venues—such as music concerts—and travels great distances, infecting new populations as it spreads from its location of origin.
- Researchers from Mason's National Center for Biodefense and Infectious Diseases, Aarthi Narayanan and Charlie Bailey, worked with Costa Rican colleagues to validate a new coronavirus equine antibody formulation that would prevent the virus from spreading in infected patients.

### **Other Faculty Highlights**

- A study by information systems and operations management sciences associate professor Brad Greenwood and colleagues found that Black newborn babies during their initial hospital stays are three times more likely to die than white newborn babies.
- Alessandra Luchini, an associate professor with the Center of Applied Proteomics and Molecular Medicine, and Lance Liotta, the co-director of CAPMM, head an international team that has devised a urine test that can detect tuberculosis in many patients, but is especially effective in children.
- Tehama Lopez Bunyasi, an assistant professor at the Carter School for Peace and Conflict Resolution, has co-authored a book to help empower people to take part in political dialogue and activism. “Stay Woke: A People’s Guide to Making All Black Lives Matter” has been touted in social media by various celebrities and commentators.
- Peter Plavchan, an assistant professor within the Department of Astronomy and Physics, and four of his students are part of a research team that discovered AU Mic b, a new planet the size of Neptune that could provide clues about the possibility of life beyond Earth.
- New research by Jenna Krall, assistant professor of global and community health, shows that less daily exposure to traffic pollution leads to better health outcomes. Hers was one of the first studies to use vehicle monitors paired with air pollution monitors to assess exposure.
- A Mason team led by Kelly Schrum, an associate professor in the Higher Education Program within the College of Humanities and Social Sciences, received a \$150,000 grant from the American Council of Learned Societies to expand the World History Commons project, a free digital resource in Mason’s Roy Rosenzweig Center for History and New Media.
- As a part of a National Science Foundation grant, Mason professors Jennifer Suh (College of Education and Human Development) and Padmanabhan “Padhu” Seshaiyer (College of

Science) will work with teachers in Fairfax County Public Schools to help introduce math modeling in the elementary grades.

- Assistant professor of global and community health Matthew Rossheim found that the flavored cigarette ban reduced smoking among youth by 43% and in young adults by 27%.
- Bret Johnson, assistant professor of accounting, has been awarded a one-year academic fellowship with the Securities & Exchange Commission (SEC).
- Jeff Moran, an assistant professor of mechanical engineering, received an EAGER (Early-concept Grants for Exploratory Research) Award from the National Science Foundation to investigate an innovative technology that could help remove waste heat from devices as small as cell phones and as large as solar panels.
- Erin Peters-Burton, the Donna R. and David E. Sterling Endowed Professor in Science Education in the College of Education and Human Development, will spend a week in England in November 2021 as part of the Astor Visiting Lectureship Award from the University of Oxford.
- Schar School Professor of Public Policy Hilton Root has received the honor of Fulbright Distinguished Chair in the Social Sciences (China) for the study of the political economy of American and Chinese relations. He will be hosted by the University of International Business and Economics in Beijing, where he will direct post-graduate research on the political economy between the United States and China.
- Sherrice Mojgani, an assistant professor of theater, created an “emergency virtual conference on undergraduate theater education” for theater faculty across the country to discuss ways to teach during the pandemic.
- University Professor Ed Maibach, director of Mason's Center for Climate Change Communication, was a co-recipient of the 10th Annual Stephen H. Schneider Award for Outstanding Climate Science Communication.
- Mason School of Art professor Justin Sutters has been named the Southern Association of Colleges and Schools Commission on Colleges Faculty Fellow, serving on the Reaffirmation Leadership Team.
- Alex Tabarrok and Tyler Cowen were both ranked in Richtopia's recent evaluation of the world's 100 Most Influential Economists.
- Gov. Ralph Northam appointed Paula Sorrell, associate vice president for innovation and economic development, as a founding member of the new Virginia Innovation Partnership Authority.
- The Washington Business Journal named Jeannette Chapman, director of the Stephen S. Fuller Institute, to its “Top 40 Under 40” list for providing employers and media outlets with crucial information regarding Greater Washington’s economy.

### **Rankings/Accolade Highlights**

- *U.S. News & World Report* in its Best Colleges list cited Mason as the top-ranked public university in Virginia for ethnic diversity and tied for 15th nationally in that category.

Mason is also ranked 35th nationally for innovation, tied with Virginia Tech. Other Mason highlights from the latest *U.S. News* rankings:

- Up 10 spots, to 143<sup>rd</sup>, among national universities
  - Up seven spots, to 65<sup>th</sup>, among public universities
  - Up six spots, to 129<sup>th</sup>, in best value
  - Up nine spots, to 100<sup>th</sup>, in best university for veterans
  - Tied for 19<sup>th</sup> in cybersecurity
  - 71<sup>st</sup> in undergraduate computer science (a new category for 2021)
  - 81<sup>st</sup> in undergraduate business
  - 102<sup>nd</sup> in undergraduate engineering (doctoral), up six spots
  - Listed as 144<sup>th</sup> in social mobility
  - Listed as an “A+ School for B Students”
- Mason was named one of the top 50 young universities internationally – and the highest-ranked in the United States – in the 2020 Times Higher Education (THE) Young University Rankings. Mason placed No. 39 out of 414 universities around the world that are 50 years old or younger, up eight spots from last year. Other highlights from the THE international rankings:
    - Up 21 spots, to 44<sup>th</sup>, among law programs
    - Up to the 251-300 group in overall ranking, from the 301-350 group
    - Education: 151-175
    - Clinical, Pre-clinical and Health: 176-200
    - Social Sciences: 201-250
    - Business and Economics: 251-300
    - Psychology: 251-300
    - Arts and Humanities: 301-400
    - Computer Science: 301-400
    - Engineering and Technology: 401-500
    - Life Sciences: 401-500
    - Physical Sciences: 401-500
  - In a different Times Higher Education ranking, the World University Rankings, Mason is 70<sup>th</sup> nationally, with 25 academic programs in the top 100 in the country.
  - A ranking of research-based public policy schools by Zurich-based scholar Elliott Ash and Miguel Urquiola, chairman of the economics department at Columbia University, listed the Schar School as the No. 2 public policy school in the Washington, D.C., region and among the Top 20 public policy schools in the country.
  - *Money* cited Mason as the top-rated university in Virginia for computer science.
  - Mason is 27<sup>th</sup> among the metro region's largest employers in the annual Washington Business Journal rankings.
  - GMU-TV won six nonbroadcast/educational institution Telly Awards from the Telly Award Judging Council, a group of leading video and television experts from companies in

entertainment, publishing, advertising, and emerging technology. The winning videos showcase Mason research and programs.

### **Enrollment**

1. **University Total enrollment** is up by 2.5% Year-To-Date (39,129 from 38,182,+947).
  - a. Virginia enrollment is up by 3.6% (31,409 from 30,303, +1,106).
  - b. Out-of-State enrollment is down by 2% (7,720 from 7,879, -159).
2. Total **Undergraduate enrollment** is up by 2.2% (27,661 from 27,053, +608).
  - a. Virginia enrollment is up by 3.5% (23,709 from 22,918, +791).
  - b. Out-of-State enrollment is down by 4.4% (3,952 from 4,135, -183).
3. Total **Graduate enrollment** is up by 3.1% (10,854 from 10,530, +324).
  - a. Virginia enrollment is up by 4.4% (7,464 from 7,152, +312).
  - b. Out-of-State enrollment is up by 0.4% (3,390 from 3,378, +12).
  - c. **Masters enrollment** is up by 4.2% (7,501 from 7,200, +301).
    - i. Virginia Masters enrollment is up by 4.3% (5,535 from 5,309, +226).
    - ii. Out-of-State Masters Enrollment is up by 4% (1,966 from 1,891, +75).
  - d. **Doctorate enrollment** is up by 3.6% (2,210 from 2,134, +76).
    - i. Virginia Doctorate enrollment is up by 3.4% (1,124 from 1,087, +37).
    - ii. Out-of-State Doctorate enrollment is up by 3.7% (1,086 from 1,047, +39).
  - e. **Non-Degree enrollment** is down by 14.8% (514 from 603, -89).
    - i. Virginia Non-Degree enrollment is down by 3.1% (312 from 322, -10).
    - ii. Out-of-State Non-Degree enrollment is down by 28.1% (202 from 281, -79).
4. **Law enrollment** is up by 2.7% (614 from 598, +16).
  - a. Virginia enrollment is up by 1.3% (236 from 233, +3).
  - b. Out-of-State enrollment is up by 3.6% (378 from 365, +13).

### **Reposition the Campus:**

- We continue to grow and support pathway programs. ADVANCE has grown from 129 students (Fall 2018) to over 1,800 students in the program (Fall 2020).
  - Despite enrollment concerns due to COVID-19, ADVANCE admitted its largest incoming class to date with 667 students starting the program this fall. The first virtual orientation was held with over 200 families in attendance.
  - 33% are first-generation, 50% are low income, and 60% are traditionally underrepresented by race or ethnicity.
  - The Fall 2018 cohort of 129 students has a retention rate of 83% and the Spring 2019 cohort of 190 students has a retention rate of 89%, compared to First-Time at NOVA Associate Degree-Seeking Students at 65%.
  - 90% student satisfaction, expressing more comfort transitioning to Mason, and would recommend to friends and family.

- ADVANCE has generated new program pathways in Information Technology and Computer Science.
- Mason Online is creating a vision statement, with a commitment to a OneMason experience that makes a Mason degree available to students with few barriers between modalities (fully online, true hybrid, fully on campus, semester-in-residence) with equitable access to programs and services.
- We are in active discussions with Wiley to expand the Wiley Online program
- Despite COVID 19 Challenges, a bachelor's-to-master's pathway partnership with the University of Mary Washington began this fall. It allows UMW seniors to take up to nine hours of pre-master's engineering courses that apply toward a bachelor's degree at UMW and those hours have the potential to be used toward a master's degree in engineering at Mason.

### **Restore the Campus:**

- Established first Mason Anti-Racism Task Force to establish George Mason University as a community, commonwealth, regional and national resource for the advancement of anti-racism, reconciliation, and healing.
- Truth, Racial, Healing, and Transformation Campus Center is launching in collaboration with the Carter School with foci on: Lecture Series; undergraduate and graduate student social justice research; and engaging community partnerships through dialogue and service initiatives.
- Launched or in process of launching three working groups – Mental Health Equity; Undocumented Students; and First-Generation Students – in order to increase capacity for access and equity for underrepresented groups.
- Restructured and renaming ODIME to Center for Cultural Equity and Empowerment with specific areas dedicated to LGBTQ+ Resources; Student Access and Equity; and Student Engagement for Racial Justice.
- Strategic Diversity Initiatives to Coalition Building and Diversity Education. Working new initiatives include:
  - Student Diversity Leadership Series
  - The Work: A Social Justice Podcast (in collaboration with Cultural Equity and Empowerment)
  - Campus dialogue programs in collaboration with academic departments
  - Specified training and development programs for departments (Counseling and Psychological Services), Mason Care Network, Career Center)
  - Intercultural Development Inventory (IDI) assessment made available to departments and units

### **Reinvent the Campus:**

- Launched the Institute for Digital InnovAtion with over 250 faculty affiliates from all colleges on campus. The initiative team is exploring ways to market Tech Talent

Investment Program (TTIP)-eligible programs within the branding and marketing for the new School of Computing and the Arlington Campus.

- To expand research-intensive graduate programs, a working group, in partnership with the Office of Graduate Education, is developing strategies to maximize student success, leverage internal and external resources, and increase the number of fully-funded graduate assistants to better support research-intensive programs.
- At the end of the fiscal year, sponsored expenditures for FY20 totaled \$154.5M (+8% over FY19). The number of proposals submitted in FY20 was 1,375 (+10% over FY19) and sponsored award obligations were \$184M (up 4% over FY19).
- Mason is exploring the idea of Innovation Districts with other local universities, businesses, economic development authorities and nonprofit organizations. A convening will be held in October to further explore this concept.
- Established final framework and recommendations for the College of Engineering and Computing featuring the School of Computing and the Volgenau School of Engineering. Dean Ken Ball will provide a presentation to the Academic Programs, Diversity and University Community Committee at the October 1, 2020 Board of Visitors meeting outlining this progress.
- In support of Mason's effort to launch high-impact multidisciplinary curricular innovations that meet critical student needs, new master's programs are being explored and existing programs refined in alignment with the TTIP initiative through the Arlington Graduate Education working group. Several new and updated majors, programs and certificates have been launched.

### Development

- George Mason University recorded its second-highest fundraising total ever in fiscal year 2020, as donors contributed nearly \$118.1 million in gifts and pledges.
- That figure nearly matched the FY19 record of \$125.4 million, which included an extraordinary one-time \$55 million bequest to the Antonin Scalia Law School.
- Support was widespread, with a total of 11,779 donors, the highest number in the past five years, contributing to hundreds of different programs and causes. Nearly half of those donors (5,083) are alumni, a slight increase over last year.
- Fiscal year-to-date philanthropic numbers, as of September 10, 2020, include \$9.2M in gifts and pledges, which is nearly \$300,000 ahead of FY20 year-to-date numbers within the same period.

### Legislative Update – Federal:

- **Virtual Visits with Members of the Virginia Congressional Delegation:** Over the course of the past few weeks, participated in virtual visits with Members of the Virginia Congressional Delegation, including Representative Bobby Scott (D-3), Chairman of the House Education and Labor Committee; Representative Donald Beyer (D-8), who represents the Arlington campus; Representative Jennifer Wexton (D-10) who represents the Science

and Technology campus; Representative Rob Wittman (R-1), who represents a large part of Prince William County; and Representative Gerald Connolly (D-11), who represents Mason's Fairfax campus. Virtual visits were also conducted with Senators Mark Warner and Tim Kaine. In each session, discussion was focused on the vision for the university, how Mason is handling reopening during the pandemic and the safety precautions being taken, and the financial challenges Mason faces. Legislators were urged to pass a stimulus package that includes robust funding for higher education institutions and research agencies to support university research infrastructure.

- **Support of Mason's International Students:** Delivered a strong statement to the Mason community in support of the university's international students, opposing the guidance issued by the U.S. Immigration and Custom Enforcement (ICE) agency prohibiting international students taking only online courses from receiving F-1 visas. Mason's Director of Federal Government Relations communicated the statement to its Congressional delegation, all of whom joined in opposition. Due to the outcry, ICE subsequently rescinded the guidance.
- **Biological Research Lab (BRL) Team Meets with Senator Kaine's Staff:** Fernando Miralles-Wilhelm/Dean of the College of Science, Charles Bailey/Director of the Biological Research Lab, Ali Andalibi/Associate Dean of Research in the College of Science, and Kerry Bolognese/Director of Federal Government Relations met with Senator Kaine's staffer who handles health/COVID-19 issues. Mason wrote to Senator Kaine earlier explaining how the BRL is contributing to the fight against COVID-19 and how the lab has the capability to contribute even more with additional funding made available in a stimulus package. They explained the lab's work is especially important in regard to the development and testing of the next generation of precision diagnostics as well as effective vaccines and therapeutics. In the past, the BRL has done work on encephalitis viruses, Rift Valley Fever virus, influenza viruses, HIV, Zika virus, and others. The Senator was invited to visit the lab to get a firsthand look at the groundbreaking research being conducted there.

#### **Legislative Update – State:**

George Mason University is recognized as a regular fixture in Richmond. Paul Liberty, Mark Smith and Sarah Huang Spota continue to identify opportunities for Mason to be at the table.

A considerable amount of time was spent meeting with legislators in the summer—in their home districts, Richmond or online. Paul, Mark and Sarah put together a packed schedule for me to promote the university and emphasize the funding needs for Mason.

- The meetings were grouped during three multi-day trips –
  - Trip 1 was to Richmond. I met with the Governor, 2 Cabinet Secretaries, 3 Deputy Secretaries and the Director of the Virginia Economic Development Partnership. In terms of legislators, I met with 4 House members and 1 Senator. We hosted a small round-table discussion with a few alumni in the Richmond



area to discuss their priorities for Mason. I also met with the Editorial Board for the Richmond Times Dispatch.

- Trip 2 was to Richmond to Petersburg to Norfolk to Suffolk to Chesapeake to Virginia Beach. In addition to meeting with President Makola Abdullah (VSU) and President Javaune Adams-Gaston (NSU), I met with a number of legislators—4 House members and 3 Senate members.
- Trip 3 was focused on Northern Virginia. I met with 11 House members, including Speaker Filler-Corn and Chairman Luke Torian, and 6 Senate members.
- Of the 19 House members on this itinerary, 12 are on House Appropriations. Of the 10 Senate members on this itinerary, 7 are on Senate Finance and Appropriations.
- Throughout these trips, I met with 12 members of the Virginia Legislative Black Caucus including the Chairman Lamont Bagby.
- During my time in Richmond, I was also able to meet with key staff of the House Appropriations Committee and Senate Finance and Appropriations Committee to discuss budget and policy matters that are important to Mason.

#### **General Assembly Special Session:**

The General Assembly is currently in Special Session to address the state budget, voting reform, criminal justice reform, and police reform. The House of Delegates are meeting virtually while the Senate is meeting in-person at the Science Museum of Virginia. Special Session started on August 18<sup>th</sup> and is expected to continue until late September.

#### **Budget and Capital Outlay**

Due to the fiscal impact of COVID-19, the Commonwealth is projected to face an estimated \$1.3 billion revenue shortfall per year over the next two fiscal years. The Governor and General Assembly chose to “unallot” all new funding in the 2020-2022 biennium budget. Special Session will determine which funding opportunities should continue to be unallotted and which ones will receive funding from the General Assembly.

#### **COVID-19 Relief**

Legislation has been introduced that would require businesses to grant paid sick leave for Virginia workers, address immunity from civil claims, prohibit garnishments of stimulus relief checks, combat price gouging for personal protective equipment, and protect Virginians from eviction during a public health emergency.

#### **Voting Reform**

Legislation has been introduced that would appropriate funding to the Department of Elections to provide prepaid postage for the return of absentee ballots for the November 2020 election. It would make other procedural changes for absentee voting including the establishment and operation of drop-off locations for completed ballots.

### **Criminal Justice Reform and Police Reform**

Legislation has been introduced that would create a statewide Marcus Alert system, reform Virginia's laws related to expungement of police and court records, eliminate qualified immunity for law enforcement officers, prohibit no-knock warrants, ban the use of chokeholds and other lethal restraints, strength laws related to Citizen Review Panels, demilitarize police department by prohibiting the acquisition and use of certain weapons by law enforcement, expand the definition of hate crimes, standardize and enhance training for all police academies, require decertification of law enforcement officers who fail to properly perform their duties, and diversify the Department of Criminal Justice Services' Committee on Training.

### **CARES Act:**

There has been considerable interaction with the Governor, state officials and universities regarding the CARES Act funding coming to the Commonwealth. We will continue to work with them regarding the distribution of those funds.

### **Council of Presidents:**

The Council of Presidents has met weekly to discuss the higher education response to the COVID-19 pandemic. These discussion items include re-opening plans, room/board reimbursements, in-person and online learning, testing, and COVID-19 responses.

### **Looking Forward:**

- November: Legislative Dinners at the Mathy House
- November 17: House Appropriations Retreat (Location TBD)
- November 19: Senate Finance Retreat (Norfolk)
- December 16: Governor releases budget proposal
- January 13: General Assembly convenes

### **President's Other External Activities & Speaking Engagements**

- Interviewed with *CNBC* to discuss the Starship Technologies food delivery robots on campus, including their integration into campus life and how they align with Mason's mission.
- Participated in an interview with Melissa Korn of the *Wall Street Journal*.
- Wrote [Op-Ed on NBCnews.com](#) on Mason naming.
- As a member of the McKinsey & Company Taskforce on Higher Education and Opportunity, participated in kick-off and coordination sessions with the group.
- Served on a panel hosted by the Hunt Institute concerning COVID-19 and education in Northern Virginia. Other panelists included Pamela Northam, First Lady of the Commonwealth of Virginia; Francisco Durán, District Superintendent for Arlington County Public Schools and member of the Virginia Board of Education; and Anne Holton, member of the Virginia Board of Education.

- Took part in an interview with Lucy Birmingham of *ASEE Prism* Magazine regarding leadership during challenging times.
- Served as a panelist for a virtual event with the *Chronicle of Higher Education* regarding higher education during the COVID-19 pandemic. Other panelists included Ben Allen, Executive Director of the Equity Center at UVA; Colette Pierce Burnette, President of Huston-Tillotson University; and Wim Wiewel, President of Lewis & Clark College.
- Engaged in virtual sessions with the men's and women's basketball teams to discuss topics of civic, academic, and professional interest.
- Participated in an interview with Devin Dwyer of *ABC News*, discussing racism and COVID-19 in higher education.
- Joined the podcast *Pod Save the People* to discuss re-opening schools during the pandemic and new anti-racism policies.
- Provided remarks and served as a panelist for the *Women Building Bio* conference, hosted by Virginia Bio. Additional panelists included Elliott Francis, Director of Diversity and Inclusion for BIO; Fernando R. Miralles-Wilhelm, Dean of Mason's College of Science; and Janice Underwood, Chief Diversity, Equity, and Inclusion Officer for the Commonwealth of Virginia.
- Spoke with Lauren Lumpkin of the *Washington Post* regarding Mason's response and re-opening amid the COVID-19 pandemic.
- Participant in the *17 Rooms Flagship Summit* hosted by The Brookings Institution and The Rockefeller Foundation.
- Hosted a roundtable discussion with corporate leaders concerning the Institute for Digital Innovation (IDIA).
- With other university presidents, served on a panel for the National Action Council of Minorities in Engineering, Inc. (NACME)
- Joined the Virginia Council of Presidents meetings (including General Professional Advisory Committee and SCHEV sessions).

#### **Select President's Internal/Campus-related Activities & Speaking Engagements**

- Established first Mason Anti-Racism Task Force, led in the development of the charge of the committee, and spoke at the inaugural task force meeting.
- Participated in virtual sessions with the faculty, staff, students and alumni sharing an early vision for Mason and also listening to their suggestions, concerns and feedback on various matters.
- Joined Student Body President Shelby Adams for a session engaging students on their thoughts about the student experience at Mason.
- Participated in a question and answer session with members of Mason's faculty, hosted by Faculty Senate Chair Shannon Davis.
- Provided remarks and discussed relevant topics with Mason staff at a session hosted by Staff Senate Chair Lauren Reuscher.
- Engaged with Mason alumni at a session, hosted by Alumni Association President Sumeet Shrivastava, where alumni had the opportunity to ask questions and share their experiences with Mason.

- With members of Mason's African American community, conducted a conversation regarding the current state of racial affairs and tensions in the United States.
- Engaged with new students and their families during Move-In, welcoming them to campus and assisting with move-in process.
- Recognized Mason's July, August, and September Employees of the Month: Silva Pecini Morris, Jenny Young, and Caitlin Shear, respectively.
- Provided remarks at the School of Business All Advisory Board Summit
- Gave remarks at the Mason Nation 9/11 Day of Service opening ceremonies.
- Led Town Hall meeting with Mason Korea students and faculty
- Took part in the renaming celebration for the Reva and Sid Dewberry Family School of Music.
- Participated in an interview with Laura Scudder and Peter Njoroge with the *Fourth Estate*, Mason's student-run news publication.
- Discussed topics of importance to Mason's students with the President's Student Advisory Group.
- Facilitated a conversation and Q&A with Abby Wambach, the most recent featured author for the Mason Reads program.
- Hosted Governor Ralph Northam at George Mason to discuss launch of University Funding Initiative.
- Engaged with staff from the office of University Life for their all staff meeting.

#### **President's internal board service**

- Northern Virginia Technology Council
- Consortium of Universities of the Washington Metropolitan Area

#### **President's external board service**

- Octane
- Sandia National Laboratories - Engineering Science Research Foundation (ESRF)
- OSU Institute for Materials Research

#### **Select upcoming events**

- Board of Visitors Recognition Event: October 26, 2020
- Next Board of Visitors Meeting: December 3, 2020





**Gregory Washington, PhD**  
**President**



# Bottom Line Up Front (BLUF)










**Great start** despite the challenges of COVID, Racial Inequities, and Budget

- Best management of safe return to campus of any large institution in Virginia
- Successful fiscal management of the financial challenges associated with COVID-19 (minimal faculty and staff reductions)
- Restored significant portion of “unallotted funds” through engagement with our elected officials (conducted more than 48 virtual and in person meetings).
- Successful launch of Antiracism Taskforce.
- Growth in enrollment of 2.5% (>39k students)
- Significant increases in rankings: Highest ranked US Institution under 50 years old, Top 10 public in diversity, Top 20 in Innovation

# 2020-21 Presidential Goals (cont'd)

Goal	Status	Notes
<i>Reposition the Campus</i>		
Develop/execute COVID-19 Safe Return to Campus		Metrics are positive at present, but we remain vigilant
Develop/implement fiscal mgmt plan		More details elsewhere
Develop/launch President's ARIE Task Force		Task force is underway
<i>Restore the campus</i>		
Extend Provost appointment to 2 years		Complete
National Search for VP Research		Committee selected, Candidate ID has started
Restructure VP CDE/conduct search		Interim in place
Restructure CP Academic Innovation		Underway
Establish faculty retention initiative		Salary review underway
Consider stand-alone Graduate School		Underway
Launch two add'l online grad programs		Not started

# 2020-21 Presidential Goals

Goal	Status	Notes
<i>Reinvent the Campus</i>		
Establish Innovation Mason Commission		Draft committee charge complete. Targeting a Spring launch
Examine PPP mechanisms for assets		Study underway
Complete the Master Plan effort		In progress
Establish programs for research growth		In progress
Examine/expand Advancement effort		In progress
Restructure VP CDE/conduct search		Interim in place
Establish reputation as one of best for attaining the American Dream (ADVANCE, outreach, career/adult ed)		Expansion of ADVANCE and other gateway initiatives
Position as national leader in public/private partnerships (TTIP targets, Innovation ecosystem, online bachelors, Arlington partnership)		Underway
Establish Financial Planning framework		Underway



# Short-term Challenges

- Continued management of the Safer Return to Campus plan
  - Possible increase in students in the Spring.
- Possible return of more staff to campus over the next few months
- Cultural changes associated with the “new normal”
  - Antiracism Initiatives
  - Continued Management of Constrained Budget
  - Changes in leadership structure



# Questions and Discussion.

## BOARD SELF-EVALUATION: UPDATE AND TIMELINE

### ***May 2020 Meeting***

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

### ***July 2020 Annual Meeting***

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

### ***August 2020***

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

### ***October 2020 Meeting***

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

### ***November 2020***

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

### ***December 2020 Meeting***

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

### ***January 2021***

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

### ***Late January/Early February 2021***

- Survey Data results to analyzed.

### ***February 2021 Meeting***

- Full board to discuss survey results in open session



# **George Mason University Board of Visitors Self-Evaluation Survey**

2020-2021

\* 1. Individual Board Member Role

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

Additional Comments

\* 2. Board of Visitors Meetings

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

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Not Applicable or Do Not Have Experience
Every BOV member is given the opportunity to participate, and their voice is heard.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Board meetings are appropriately conducted in accordance with the requirements of the Freedom of Information Act (relating to discussion in closed session).

<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
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Board meetings include adequate opportunity to visit the campus and to view ongoing projects.

<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
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A climate of mutual trust exists between the Board and the University President.

<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
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The annual goal setting for the University President is effective, timely, and demonstrates appropriate collaboration.

<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
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Additional Comments

\* 3. Board Standing Committees

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

- I serve on the following standing committees: (select all that apply)
- Academic Programs, Diversity & University Community Committee (APDUC)
  - Finance and Land Use Committee
  - Audit, Risk, and Compliance Committee
  - Development Committee
  - Research Committee

[For each committee selected, the following questions will appear:]  
 I believe the following aspects of this committee and its work function well:

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



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

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

Other (please specify)

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

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

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

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

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

**10. Any additional comments or suggestions?**

DRAFT