GEORGE MASON UNIVERSITY BOARD OF VISITORS

BOARD OF VISITORS MEETING October 10, 2019 Merten Hall, Fairfax Campus

AGENDA

7:30 a.m 8:00 a.m. (Room 1205)	Continental Breakfast
8:00 a.m. – 8:25 a.m. (Room 1201)	Executive Committee
8:30 a.m. – 9:20 a.m. (Room 1203)	Development Committee
9:25 a.m. – 10:15 a.m. (Room 1201)	Academic Programs, Diversity and University Community Committee
10:20 a.m. – 11:10 a.m. (Room 1203)	Audit Committee
11:15 a.m. – 12:05 p.m. (Room 1204)	Research Committee
12:10 p.m. – 1:00 p.m. (Room 1201)	Finance and Land Use Committee
1:00 p.m. – 1:35 p.m. (Room 1202)	Lunch

BOARD OF VISITORS MEETING AGENDA

Merten Hall, Room 1201

1:35 p.m.	I.	Call to Order
1:35 p.m.	II.	 Approval of the Minutes (ACTION ITEMS) A. Planning Conference Minutes for July 25, 2019 B. Annual Meeting Minutes for July 26, 2019
1:35 p.m. – 1:45 p.m.	III.	Rector's Report
1:45 p.m. – 1:55 p.m.	IV.	President's Report

1:55 p.m. – 2:10 p.m. V. Provost's Report

2:10 p.m. – 2:20 p.m.

A. Southern Association of Colleges and Schools (SACS) Reaccreditation
Board Requirements – Janette Muir and Matt Smith

VI. Committee Reports

2:20 p.m. – 2:25 p.m. A. Development Committee

2:25 p.m. – 2:30 p.m. B. Academic Programs, Diversity and University Community Committee

1. New Program Approvals (ACTION ITEMS)

a. Establish the Department of Cyber Security Engineering within the Volgenau School of Engineering (VSE)

2. Faculty Actions (ACTION ITEMS)

a. Conferral of Emeritus/Emerita Status

b. Elections of New Tenured Hires

2:30 p.m. – 2:35 p.m. C. Audit Committee

2:35 p.m. – 2:40 p.m. D. Research Committee

2:40 p.m. – 2:45 p.m. E. Finance and Land Use Committee

1. State Six-Year Operational Plan (ACTION ITEM)

2. Online Graduate Program Tuition Proposal (ACTION ITEM)

3. Land Use Certification (ACTION ITEM)

2:45 p.m. – 3:30 p.m. VII. Closed Session

A. Public Contract (Code of VA: §2.2-3711.A.29)

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

C. Consultation with Legal Counsel pertaining to actual or probable litigation (Code of VA: §2.2-3711.A.7)

D. Consultation with Legal Counsel regarding specific legal matters requiring the provision of legal advice (Code of VA: §2.2-3711.A.8)

E. Personnel Matter (Code of VA: §2.2-3711.A.1)

F. Honorary Degrees and Special Awards (Code of VA: §2.2-3711.A.10)

3:30 p.m. VIII. Adjournment

Tour of the Mason Student Services Center to follow the Full Board meeting.

No public comment will be taken at this meeting.

GEORGE MASON UNIVERSITY BOARD OF VISITORS

Meeting of the Executive Committee October 10, 2019 8:00 – 8:25 a.m.

Merten Hall, Fairfax Campus Room 1201

AGENDA

- I. Call to Order
- **II.** President's Comments
- **III.** Closed Session
 - A. Public Contract (Code of VA: §2.2-3711.A.29)
 - **B.** Gifts, Bequests, and Fundraising Activities (Code of VA: §2.2-3711.A.9)
 - C. Consultation with Legal Counsel pertaining to actual or probable litigation (Code of VA: §2.2-3711.A.7)
 - **D.** Consultation with Legal Counsel regarding specific legal matters requiring the provision of legal advice (Code of VA: §2.2-3711.A.8)
 - E. Personnel Matter (Code of VA: §2.2-3711.A.1)
 - F. Honorary Degrees and Special Awards (Code of VA: §2.2-3711.A.10)

IV. Adjournment

No public comment will be taken at this meeting.

George Mason University Board of Visitors

Development Committee Meeting October 10, 2019 8:30 a.m. – 9:20 a.m. Merten Hall, Room 1203, Fairfax Campus

AGENDA

- I. Call to Order
- II. Approval of Development Committee Meeting Minutes from May 2, 2019 (ACTION ITEM)
- **III. New Business**
 - A. GMUF Chair Report Terri Cofer Beirne
 - B. University Advancement and Alumni Relations Update Trishana Bowden
- **IV. Closed Session**
 - A. Information relating to the negotiation and award of a specific contract (Code of VA: §2.2-3705.1)
 - B. Gifts, Bequests, and Fundraising Activities (Code of VA: §2.2-3711.A.9)
- V. Old Business
- VI. Adjournment

George Mason University Board of Visitors

Development Committee Meeting May 2, 2019 10:55 a.m. – 11:45 a.m. Merten Hall, Room 1202, Fairfax Campus

Meeting Minutes

Attendees: Chairman Jimmy Hazel, Vice Chair Lisa Zuccari, Rector Tom Davis

Absent: Visitor Wendy Marquez, Visitor Paul Reagan

Guests: Visitor Steve Cumbie, Visitor Dave Petersen, President Ángel Cabrera, Vice President Trishana Bowden, Faculty Representative Alan Abramson, Dean Germaine Louis, Board of Trustees Chairman Jay O'Brien, Chris Clark-Talley, Kathleen Diemer, Jim Laychak, Pam Lewis, Jenn Robinson, Susan Van Leunen

I. Call to Order

The meeting was called to order by Chairman Jimmy Hazel at 10:55 a.m.

II. Approval of Development Committee Meeting Minutes from February 27, 2019 (ACTION ITEM)

Chairman Hazel called for a motion to approve the meeting minutes from February 27, 2019. A MOTION was made, SECONDED, and the MOTION CARRIED UNANIMOUSLY BY VOICE VOTE.

III. New Business

A. GMUF Chair Report – Joseph J. O'Brien

Jay O'Brien, Chair of the Board of Trustees of the George Mason University Foundation, Inc., delivered an update regarding recent activities of the Board of Trustees. The Foundation continues its work to ensure it is in a strong stable and financially secure position in order to better assist the university. These projects include debt refinancing, establishment and funding of reserves, implementation of the new endowment spending model, and the Enterprise Risk Management Program.

B. Giving Day and Celebration of Distinction Report – Chris Clark-Talley

Chris Clark-Talley, Associate Vice President of the Office of Alumni Relations, provided an update on Mason's successful 2019 Giving Day and the Alumni Association's Celebration of Distinction. A total of 2,550 donors participated in

Giving Day raising approximately \$455,000. Faculty and staff giving increased by 37 percent. Terri Cofer Beirne, a current BOT member and former BOV member was honored as the Alumna of the Year at the recent Celebration of Distinction.

C. New University Advancement and Alumni Relations Website and Post Campaign Communications Strategy – Rob Riordan

Rob Riordan, Director of Advancement Communications, discussed post campaign communication strategies and introduced the new "Giving to Mason" website. He also presented a video showcasing Cordelia Cranshaw, the recipient of a donor funded scholarship and graduate of the social work program. Ms. Cranshaw shared her story and journey hoping to inspire others.

D. Dean's Fundraising Needs and Priorities – Dean Germaine Louis

Dean Germaine Louis of the College of Health and Human Services discussed her priorities for CHHS as well as the key initiative to bring "Public Health to Mason" through the establishment of a PhD in Public Health program. Building the Population Health Center will provide integrated health care, research of consequence, professional training and development, ensuring a professional health care workforce.

E. University Advancement and Alumni Relations Report – Trishana Bowden

Trishana Bowden, Vice President of Advancement and President of the George Mason University Foundation, Inc. provided an update on the Faster Farther Campaign and several highlights of FY 2019. The Faster Farther Campaign raised a total of \$690 million. The largest areas of campaign giving included faculty, research, and student programs and scholarships. Faculty and staff giving in FY 2019 is just under \$1.7 million from 759 donors compared to \$865,000 raised from 688 donors in FY 2018.

IV. Old Business

No old business was discussed.

V. Adjournment

There being no further business, the meeting was adjourned at 11:45 a.m.

Respectfully submitted,

Margaret J. DuFrayne Secretary <u>pro tem</u>

GEORGE MASON UNIVERSITY BOARD OF VISITORS

Academic Programs, Diversity, and University Community Committee Meeting Thursday, October 10, 2019 AGENDA

I. Call to Order

II. Approval of Academic Programs, Diversity and University Community Committee Minutes from May 2, 2019 (Action Item)

III. New Business

- A. Provost's Update (D. Wu)
- B. AY 2019-20 Enrollment Update (D. Burge)
- C. Assessing the Quality of Student Experience (G. Durham, R. Pascarell, D. Burge)
- D. Six-Year Plan Presentation: Institutional Strategies (D. Wu)
- E. Program Actions (Action Item)
 - 1. New Program Approval
 - 1. Establish the Department of Cyber Security Engineering within the Volgenau School of Engineering (VSE)
- F. Faculty Actions
 - 1. Conferral of Emeritus/Emerita Status
 - 2. Elections of New Tenured Faculty
- G. Faculty Announcements
 - 1. Appointment of Faculty
 - 2. Appointment of Administrative and Professional Faculty
 - Appointment/Reappointment of Deans/Directors and Department Chairs/School Directors
 - 4. Renewals and Reappointments
 - 5. Separations
 - 6. Other Announcements
 - 7. Summary of Faculty Actions and Announcements

IV. Annual Report

- A. 2018-2019 Degrees Awarded (G. Durham)
- B. Fall 2019 Admissions & Student Profile (G. Durham)

V. Adjournment



Thursday, October 10, 2019

9:25 AM - 10:15 AM

AGENDA

- I. Call to Order
- II. Approval of Minutes (Action Item)
- III. New Business
 - A. Provost's Update
 - B. AY 2019-20 Enrollment Update
 - C. Assessing the Quality of Student Experience
 - D. Six-Year Plan Presentation: Institutional Strategies
 - E. Program Actions (Action Item)
 - F. Faculty Actions (Action Item)
 - G. Faculty Announcements
- IV. Annual Reports
- V. Adjournment

Approval of Minutes

(Action Item)

May 2, 2019

Provost's Update

S. David Wu

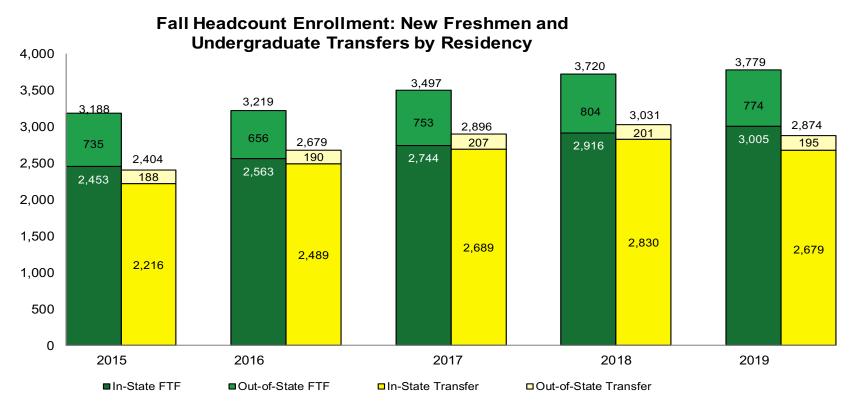
Provost and Executive Vice President

AY 2019-20 Enrollment Update

David Burge

Vice President – Enrollment Management

Fall 2019 Enrollment Update & Beginning of Term Student Profile



All data is as of Beginning of Term Census. INTO Mason matriculants are not included.

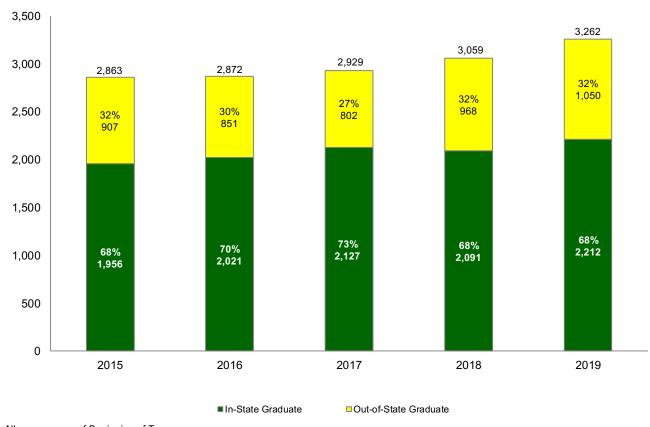
Fall 2019 Enrollment Update & Beginning of Term Student Profile

Fall 2019 Graduate Applications

Graduate Level	Submitted Applications	Completed Applications	Accepted	Accepted as a % of Completed Applications	Enrolled	Enrolled as % of Accepted
Certificate	833	773	601	77.7%	337	56.1%
Masters	6,758	6,014	4,708	78.3%	2,542	54.0%
Doctoral	1,953	1,707	819	48.0%	383	46.8%
Total	9,544	8,494	6,128	72.1%	3,262	53.2%

Fall 2019 Enrollment Update & Beginning of Term Student Profile

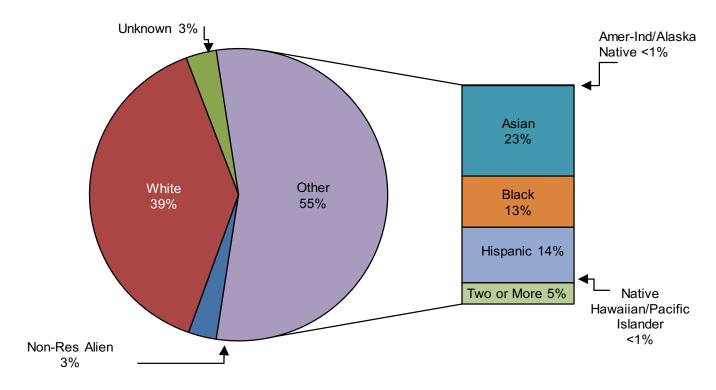
Fall Enrollment of New Graduate Students by Residency



All years are as of Beginning of Term.

Fall 2019 Enrollment Update and Beginning of Term Student Profile

Student Diversity: Fall 2019 Freshmen N=3,779



Assessing the Quality of Student Experience

Rose Pascarell Vice President – University Life

David Burge Vice President – Enrollment Management



The Mason Student Experience



Rankings & Assessments



Current Institutional Initiatives

External Rankings

Wall Street Journal/Times Higher Education College Rankings 2019



- 184/801 Nationally
- 42/209 Southern Region
- Improved 90 spots in 2 years (47 in last year)

62 Ranking Lists*

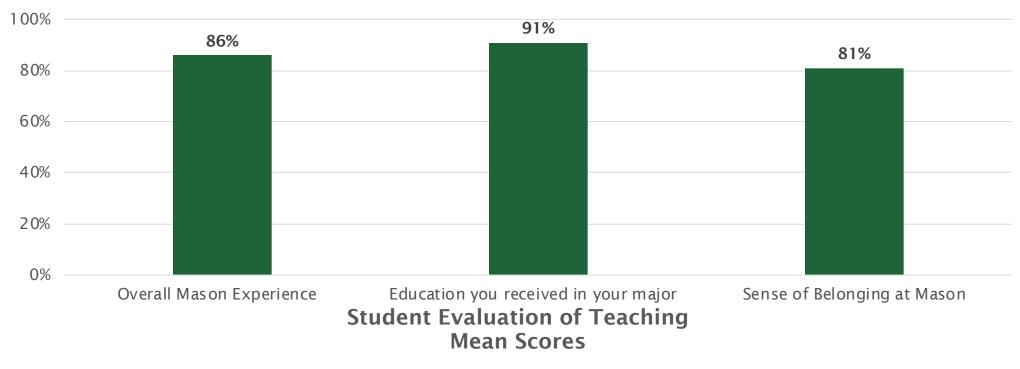


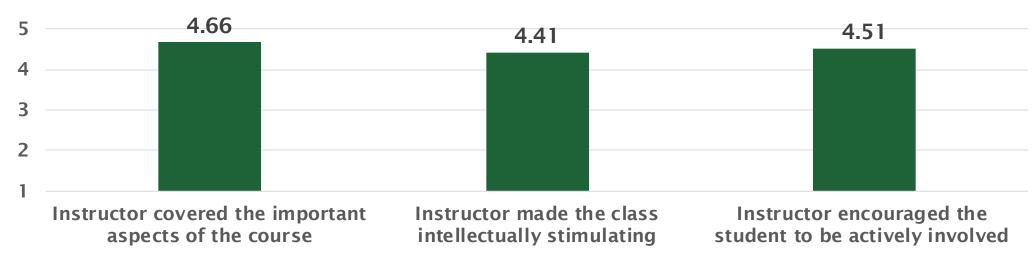
GMU scored low/students disagreed with the statement:

- I am happy at my school
- If you receive financial aid, how satisfied are you with your financial aid package
- Professors are interesting and bring their material to life

*Not to be confused with Princeton Review's College Rankings based on institutional data

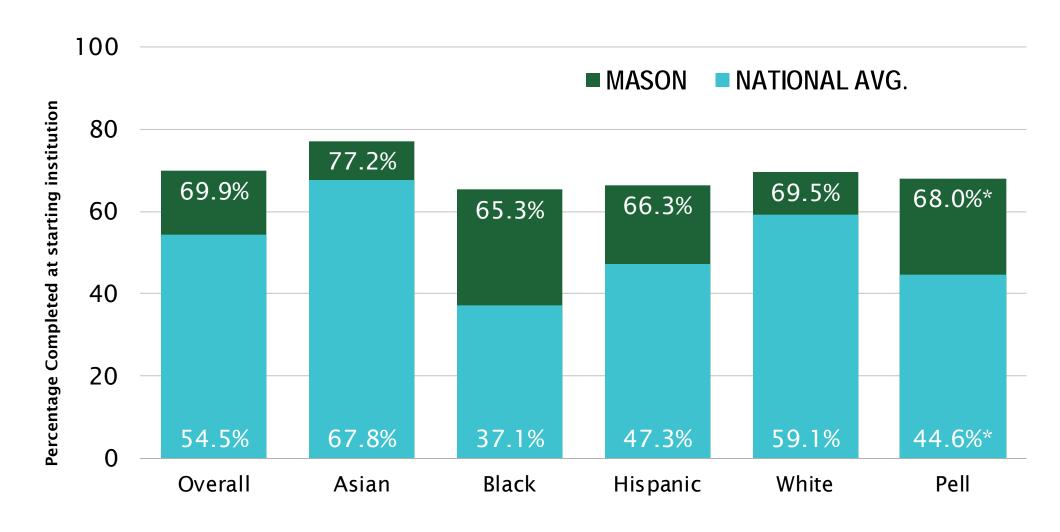
Graduating Senior Survey Students Reporting "Very Satisfied" or "Satisfied"





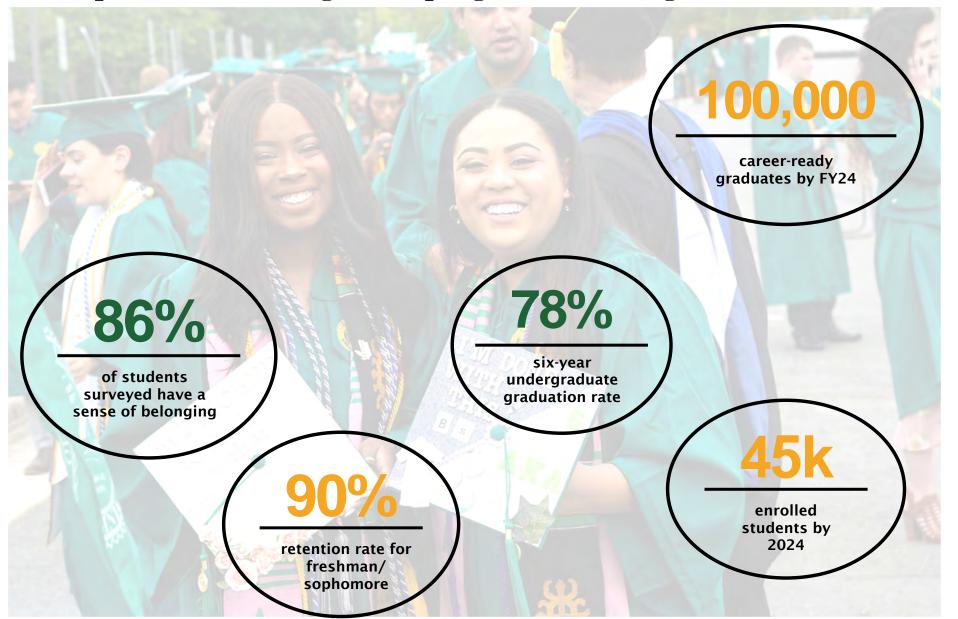
\mathbf{E} R G E S N

Mason Graduation Rates



Source: National Student Clearinghouse Signature Report 16, Fall 2012 Cohort and GMU Office of Institutional Effectiveness & Planning *Pell Rates: IPEDS, Title IV 4-year public schools

Student Experience Redesign: Helping Meet Strategic Goals



G

Improving the Student Experience



Mason Initiation



Mason Student Care Network



Mason Impact



Mason Student Services Center



Innovations in Financial Aid



Increase Student Engagement

E O R G E A S O

moving forward SPRING 2020

	Spring 2019	Fall 2019	Spring 2020	Fall/Spring 2020
Engagement	Pilot Mason 360 AppLaunch Orientation Registration in CRM	Launch Mason 360 App Launch One-Stop CRM Functionality	Pilot Student Portal 1.0	Launch Student Portal 2.0 Launch Advising/Coaching CRM Functionality
Affinity	SER Communications Campaign	Extended Orientation ProgramsExtended Welcome Program		Week Long Welcome Program
Learning & Support	Pilot Revised UNIV 100 Curriculum	 Rebranded & Expanded One- Stop Student Services Mason Impact Assign Dedicated Coach/ Advisor 	 Pilot Revised UNIV 101 Curriculum Assign Dedicated Coach/ Advisor 	

Mason Care Net: All Entering Students Assigned A Coach



Completed:

Build and implement a coaching program for ADVANCE that serves students across their time at NOVA and Mason

Implement a peer coaching model focused on first year freshmen and transfers

In progress:

Build and implement an integrated coaching and advising program (Mason Care Network) that supports students across and beyond the first year with a focus on persistence, completion, career readiness, holistic wellbeing, and student success

Develop and implement technology to support case management by coaching and advising teams to support student success;







Entrepreneurship



Civic Engagement



Global Experiences

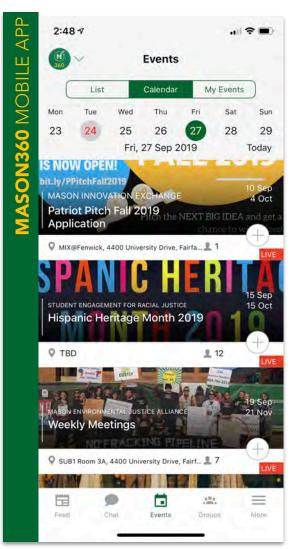


Mason₃₆₀ Meet Other Patriots, Discover Events, Get Involved!

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Mason360

Available in the App Store and Google Play Store.





Mobile Features

- ❖ Group Feed Discussions
- ❖ Chat
- Events
- Discover/Join Groups
- ❖ More (Resources)
- ❖ Profile Page
- ❖ Email Inbox
- ❖ Push Notifications/Alerts



Web App Features

Get Involved

Thu, 19 Sep 2019 At 7:30 PM

SUB1 Room 3A

Join a group! Mason has more than 400

student organizations. Something for everyone

❖ Discussion Feeds

Survey/Forms ❖ Event List/Calendar Gamification (Badges)

Groups

A . 5 964 Or

Download the Mason360 App

Upcoming Events (964)

Sun, 15 Sep 2019 At 12:00 AM

MASON360 WEB PLATFORM

The Mason360 App is available in the App

Store and Google Play. Download the App

Directory

Mon, 23 Sep 2019 At 1:00 PM

JC Atrium Wall East and West

❖ Service Hours

❖ Chat

Tracks/Checklists

❖ Website Builder

Questions?

at mason360@gmu.edu

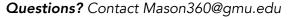
Need help? Email the Mason360 Support Desk

Tue, 24 Sep 2019 At 11:30 AM

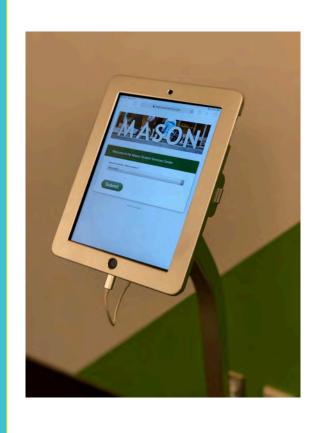
Johnson Center, Klosk G

.22. University Life

Visit mason360.gmu.edu on your web browser.



Mason Student Services Center







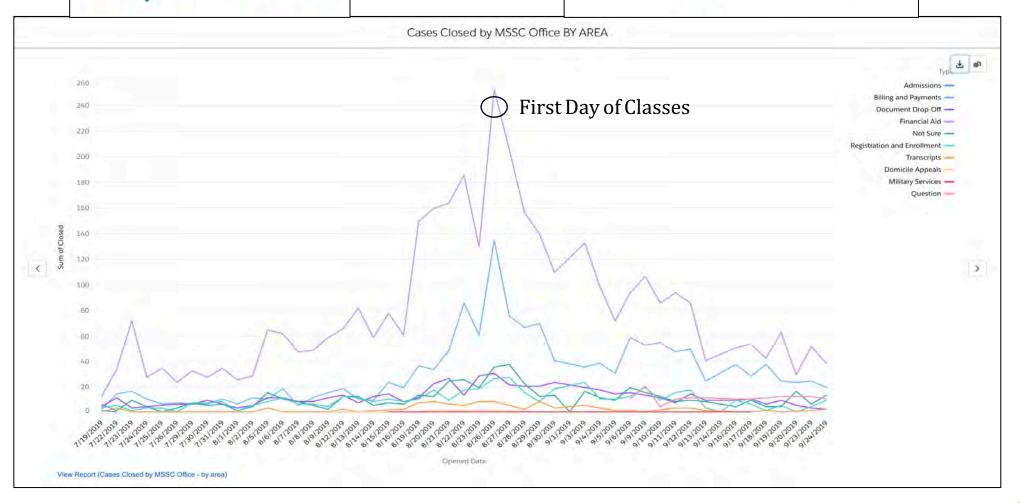
MSSC Cases

Financial Aid Cases Closed

5,765

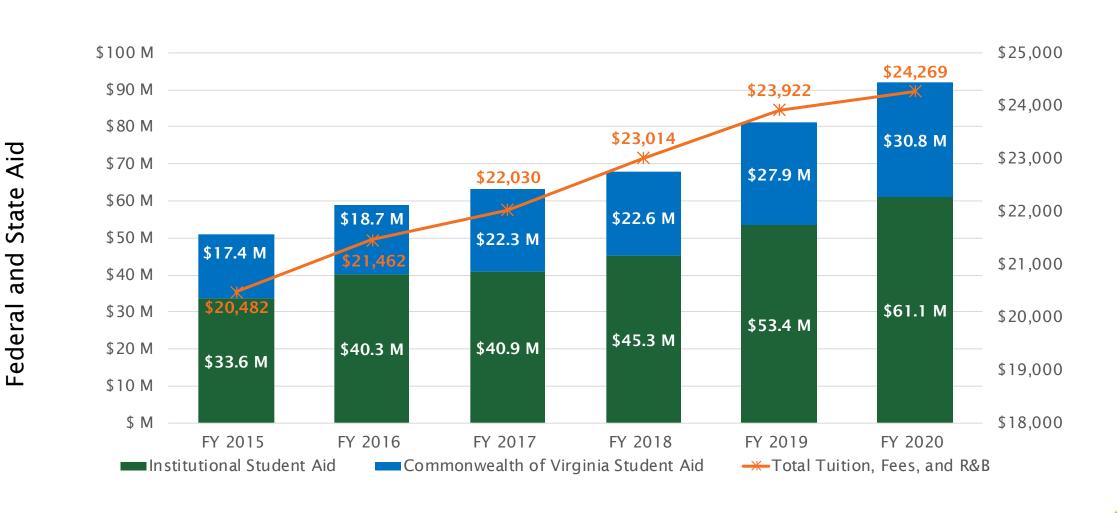
MSSC Total Cases Closed

10,420



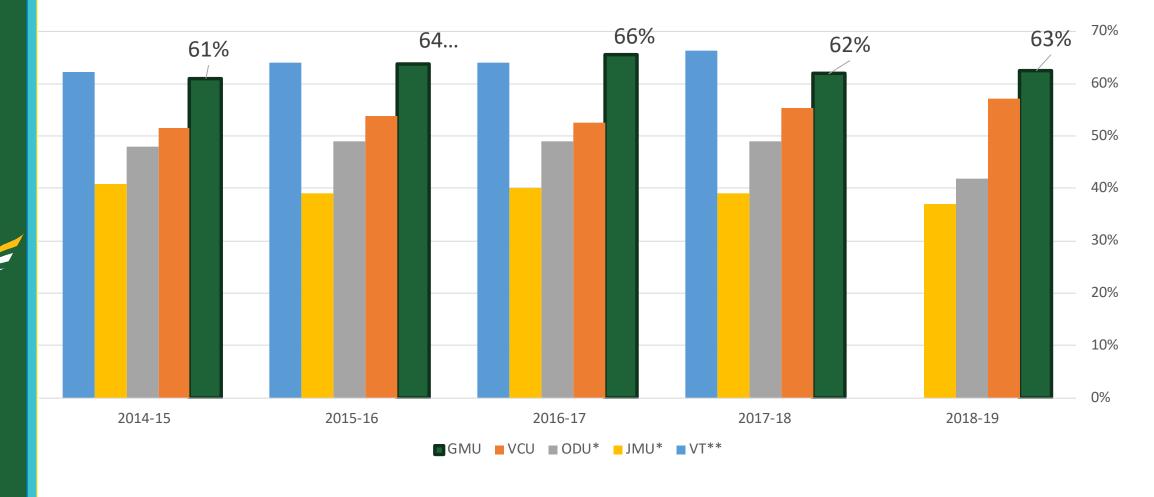
E R G E

Institutional and State Aid Compared to Cost to attend Mason



E R

Overall Percent of First Year Student Need Met According to Common Standard Data Reporting



*ODU and JMU use estimated figures
** VT has not released 2018-2019 data

Source: Annual Institutional Research Common Data Set

Future of Financial Aid Leveraging

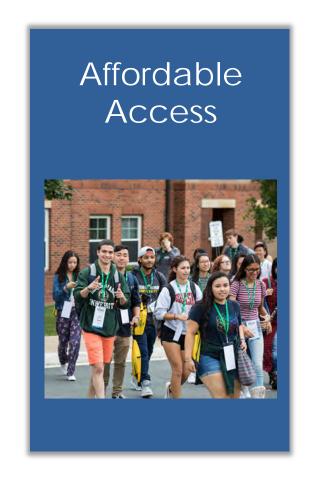
- Support of continued non-resident enrollment growth towards altering the mix of in-state vs. out-of-state students.
- Micro-grants that encourage continuation and graduation.
- Targeted regional awards, like DC CAP/TAG supplements.
- Hiring an additional 2 financial aid counselors in FY20.

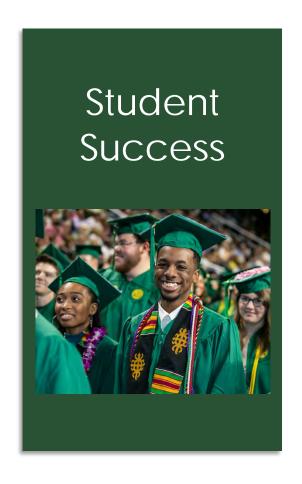
Six-Year Plan Presentation

S. David Wu Provost & Executive Vice President

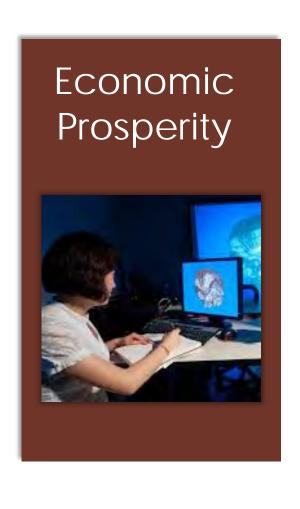


Twelve Institutional Strategies









GEORGE MASON UNIVERSITY 29

Affordable Access Strategies



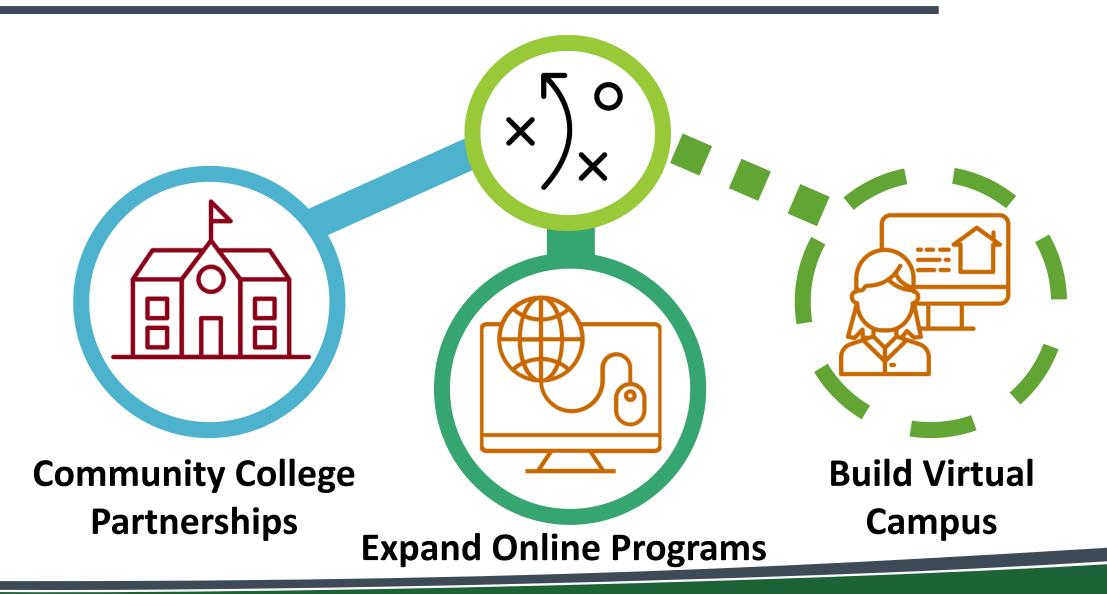
Provide affordable access for all students

Grow enrollment and degree production

Expand online program enrollment

Create accessible pathways for diverse populations

Our Strategy for Access to Excellence



What would a Virtual Campus Provide?

ONE VIRTUAL FRONT DOOR for

Mason's online offerings:

Graduate Programs Undergraduate Programs

Certificates and micro-credentials

Employer partnerships

Professional and continuing education

Life-long learning

FLEXIBILITY

built to serve a working adult

Credit TRANSFERABILITY

YEAR-ROUND learning

AFFORDABLE

undergraduate degrees

ACCESS to Mason faculty, campuses, sports, arts and community

STUDENT & CAREER

SERVICES

Transparent
INFORMATION
ON JOB
MARKET
and salary prospects

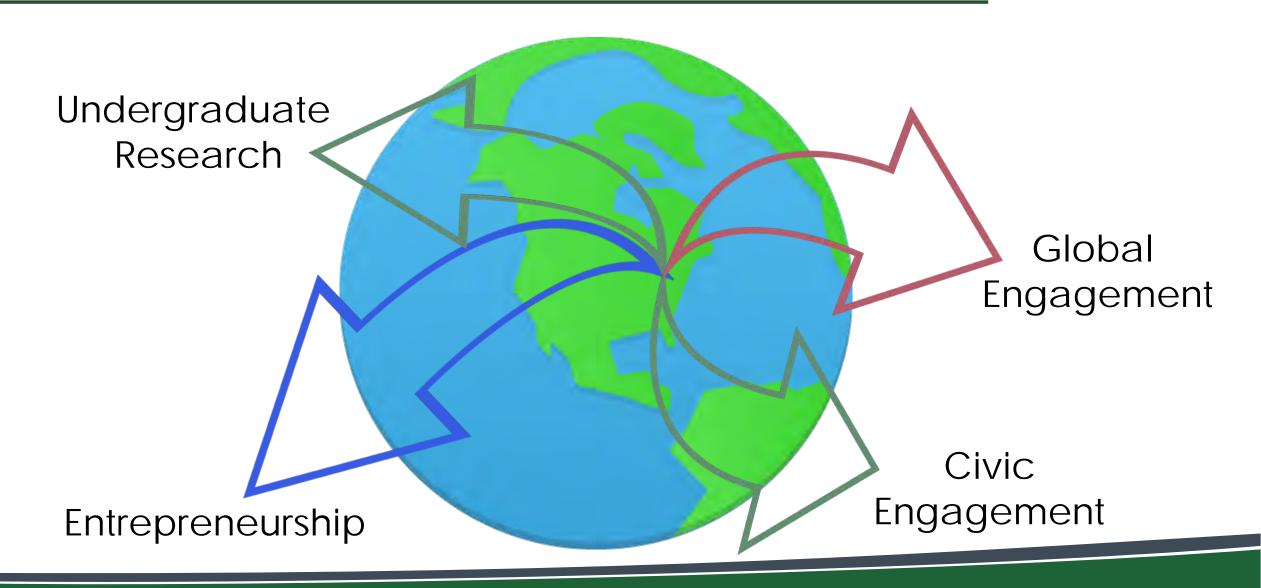
Student Success Strategies



Strengthen inquiry-based, experiential learning through Mason Impact

Increase academic success, enhance retention and strengthen graduation rates through Student Experience Redesign

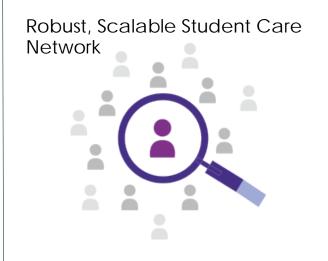
Mason Students have Global Impact



Enhancing the Mason Student Experience











Innovation & Investment Strategies



Fostering faculty excellence, scholarship and diversity

- Increase full-time faculty lines to meet enrollment needs and maximize research impact
- Increase faculty and staff compensation competitiveness
- Manage increasing competition for faculty talent with strategic retention resources
- Optimize organizational design and decision processes to support academic excellence

Economic Prosperity Strategies



Sustain R1 research growth through strategic investments in faculty, research support, and infrastructure

Strengthen research impact via multidisciplinary institutes

Institute for Biohealth Innovation (IBI) Institute for a Sustainable Earth (ISE) Institute for Digital InnovAtion (IDIA)

Grow Tech Talent Degrees to meet the demands of our students, business community and the Commonwealth

Economic & Cultural Prosperity

Recruit Faculty Innovators



Bioengineering Eminent Scholar Recruit





Promote Translation & Commercialization

Mason Institute for Biohealth Innovation (IBI)

Mason Institute for a Sustainable Earth (ISE)

Mason Institute for Digital Innovation (IDIA)

Develop Innovation Workforce

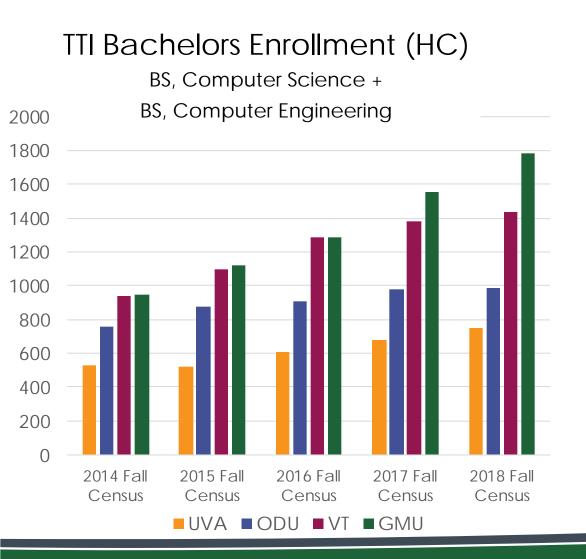


Grow Research Infrastructure



3T Magnetic Resonance Imaging (MRI) System

Mason Tech Talent Initiative (TTI)





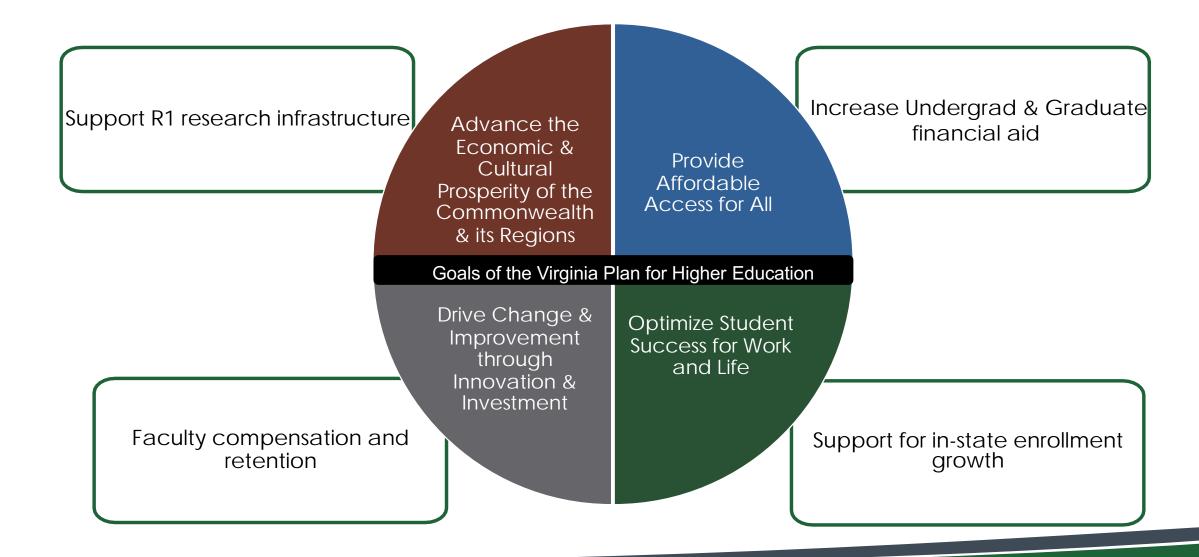
Establish 1st School of Computing in Virginia

Scale Online Learning

Create Innovation District at Virginia Square

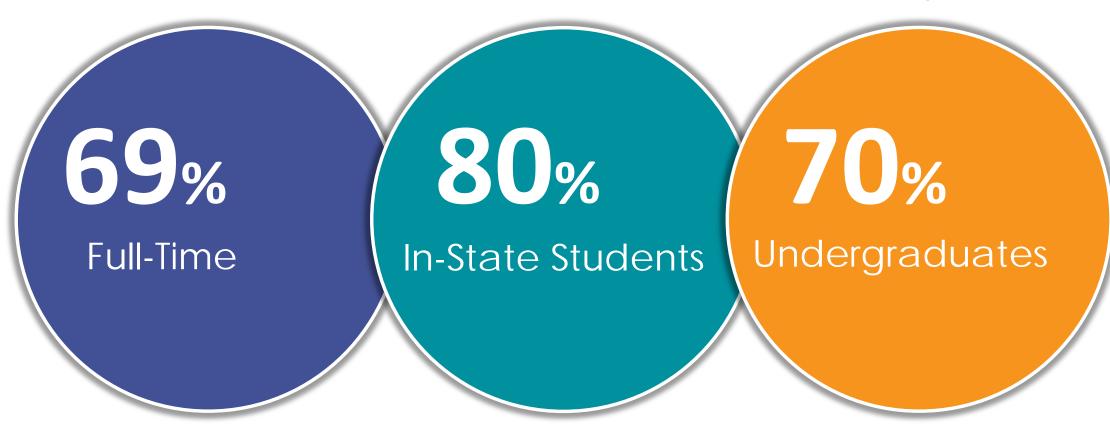
Appendix

Mason Strategies Align with Goals of Virginia Plan



Who's Going to School at Mason?

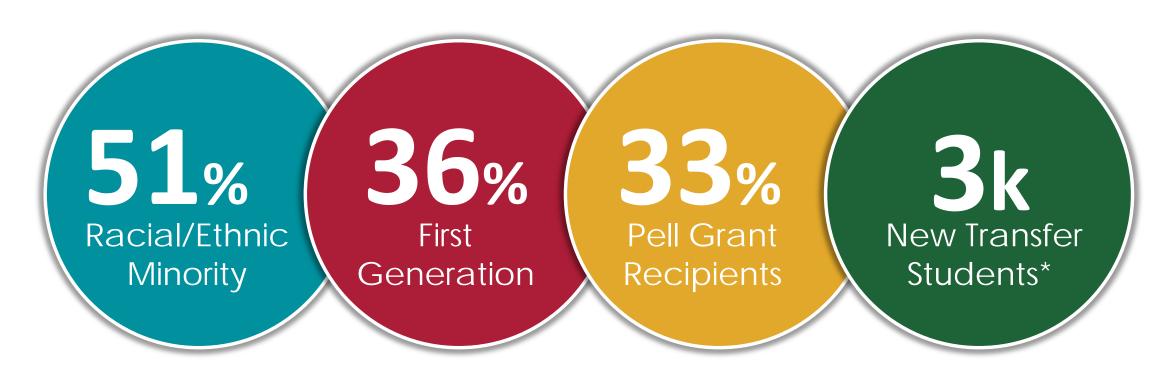
Fall 2018 Student Enrollment 37,677



Source: Office of Institutional Effectiveness and Planning *Additional 1,100 – 1,200 transfer students in Spring.

Mason Serves a Diverse Student Body

Fall 2018 Undergraduate Enrollment 26,553



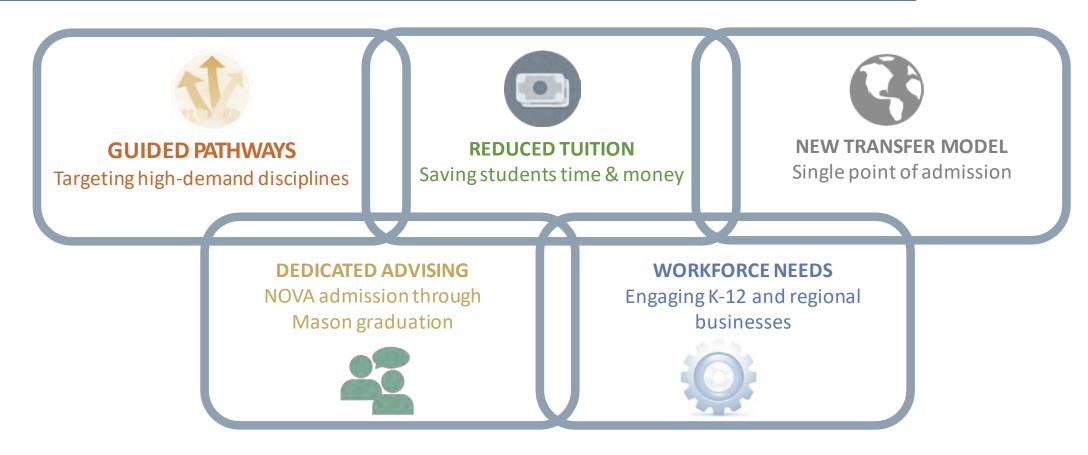
Source: Office of Institutional Effectiveness and Planning *Additional 1,100 – 1,200 transfer students in Spring.

Mason Continues to GROW...

...consistent with The Virginia Plan, and student & employer demand



ADVANCE A NOVA | Mason Partnership



Mason's ADVANCE partnership with Northern Virginia Community College (NOVA) will also play a role in developing the talent pipeline, collaborating with Northern Virginia employers to adapt and create high-demand programs to fulfill critical workforce needs, much like Mason's with Amazon.

FREEDOM and LEARNING

George Mason University

A public comprehensive research university established by the Commonwealth of Virginia in the National Capital Region, we are an innovative and inclusive academic community committed to creating a more just, free, and prosperous world.

Program Actions (Action Item)

New Program Approval
Establish the Department of Cyber Security Engineering within the Volgenau School of Engineering (VSE)

Faculty Actions (Action Item)

Conferral of Emeritus/Emerita Status Elections of New Tenured Faculty

Faculty Announcements

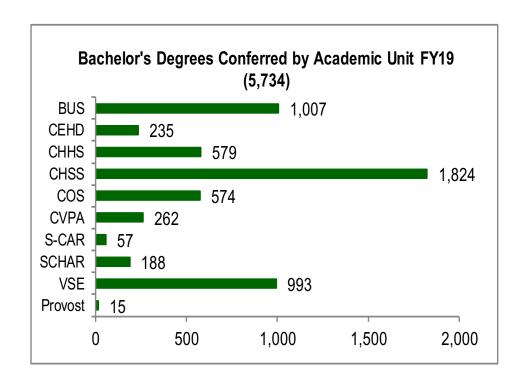
- I. Appointment of Faculty
- 2. Appointment of Administrative and Professional Faculty
- 3. Appointment/Reappointment of Deans/Directors & Department Chairs/School Directors
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- 5. Separations
- 6. Other Announcements
- 7. Summary of Faculty Actions and Announcements

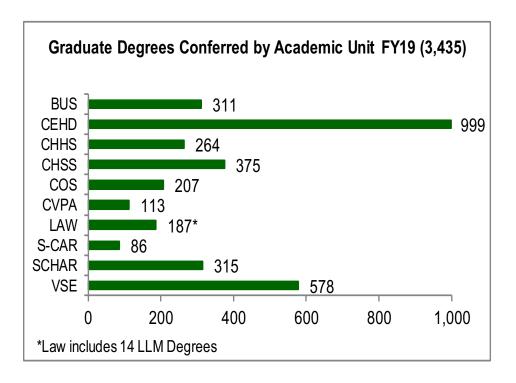
Annual Reports

2018-2019 Degrees Awarded Fall 2019 Admissions & Student Profile

ANNUAL REPORTS

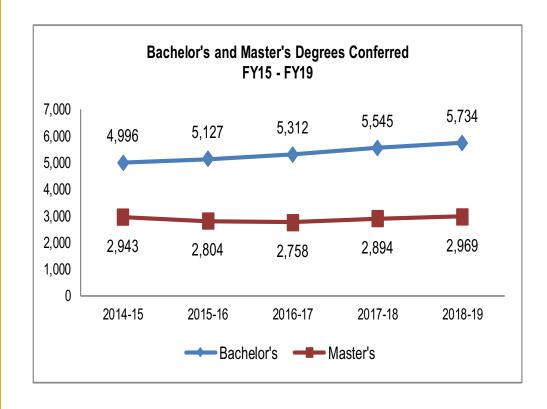
2018-2019 Degree Awards

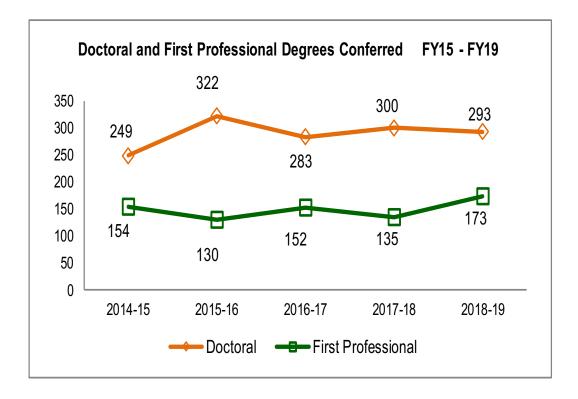




ANNUAL REPORTS

2018-2019 Degree Awards





Adjournment



GEORGE MASON UNIVERSITY BOARD OF VISITORS

Academic Programs, Diversity & University Community Committee

MINUTES

Thursday, May 2, 2019 9:55 AM – 10:50 AM Merten Hall, Fairfax Campus

PRESENT: Rector: Tom Davis; Chair: Karen Alcalde; Vice Chair: Bob Witeck; Visitors: Horace Blackman, Anjan Chimaladinne, Claire Dwoskin, Dave Petterson, Edward Rice and Lisa Zuccari; Faculty Senate Chair: Keith Renshaw; Student Representatives Becca Keatinge, Bekah Pettine; Faculty Representatives: Reeshad Dalal and Christy Pichichero; Staff Representatives: Provost S. David Wu, Rose Pascarell and Julian Williams.

ABSENT: Visitors: Nancy Prowitt, Paul Reagan, Denise Turner Roth

I. The meeting was called to order by Chair Karen Alcalde at 9:58 AM.

II. Approval of Minutes (Action Item)

It was **MOVED** by Visitor Peterson and **SECONDED** by Visitor Zuccari that the minutes from the February 27 meeting be approved. **MOTION CARRIED UNANIMOUSLY**.

III. New Business

A. Provost's Update

S. David Wu – Provost and Executive Vice President

The Provost provided updates on key issues and framed the conversation for the meeting.

- Mason's focus is to promote and elevate quality of the academic experience for students expanding access and increasing academic excellence makes us unique among our peers.
- Ongoing initiatives: ADVANCE, Online Education, Global Education programs, Mason Impact as
 well as new academic programs (MS Cyber, PhD Public Health, BSEd degrees) and initiatives like
 Student Experience Redesign and Sexual and Interpersonal Violence Prevention focus on creating
 purposeful learning experiences while aligning support services to afford all students the opportunity
 to enrich their education.
- Acknowledgements to: Karen Alcalde, Keith Renshaw, Peggy Agouris, Kevin Avruch and Henry Butler

B. Student Experience Redesign (SER) Update

David Burge - Vice President, Enrollment Management

• Mason is growing at a fast rate and it is critically important to align support services to afford all students the opportunity to thrive. Starting in the new academic year, Mason is creating a 1-stop shop to conduct all student services and academic advising.

C. Term Faculty Task Force

Kim Eby, Associate Provost, Faculty Affairs & Development

• In response to a board charge, the Provost formed a term faculty task force last year. Kim Eby and John Cantiello shared the task force's recommendations aim to improve the status and quality of term faculty experiences through creating new, inclusive frameworks, from strengthening meaningful pathways for career progression, to heightening recognition of their varied contributions to the University.

D. Sexual & Interpersonal Violence Prevention

Rose Pascarell, Vice President, University Life

Ms. Pascarell reported on Mason's effort in supporting sexual and interpersonal violence prevention.
The culture and climate of society at large has a great impact on our students and the experiences they
have while attending Mason and we are committed to increasing resources to strengthen critical services
for students.

E. Program Actions

- The committee was presented with three categories of action items, which were approved for submission to the full board.
- F. Approval of meeting minutes from the Feb 27 committee meeting.
 - The following new programs were unanimously supported:
 - i. MS in Cyber Security
 - ii. BSEd in Early Childhood Education for Diverse Learners
 - iii. BSEd in Elementary Education
 - iv. BSEd in Special Education
 - v. PhD in Public Health
 - Faculty Actions including promotion and/or tenure, Conferral of Emeritus/Emerita Status and Elections of new Tenured Faculty were also unanimously approved.

G. 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 Blackman **MOVED**; and Vice Chair Witeck **SECONDED**. The meeting adjourned at 10:56 AM.

Respectfully submitted,

Heather A. Arold Secretary Pro Tem

ITEM NUMBER:

Department of Cyber Security Engineering

PURPOSE OF ITEM:

The organizational change to establish a new Department of Cyber Security Engineering within the Volgenau School of Engineering has been prepared for submission to the State Council of Higher Education for Virginia for Spring 2020. Prior to SCHEV submission, Board action is required.

APPROPRIATE COMMITTEE:

Academic Programs, Diversity and University Community Committee

BRIEF NARRATIVE:

An established department will provide the administrative structure and oversight to manage the rapidly growing Bachelor of Science (BS) degree in Cyber Security Engineering and the proposed Master of Science (MS) degree in Cyber Security Engineering programs. This includes maintaining current and developing curricula offerings, creating a professional environment that will attract and retain the best faculty talent in research and pedagogy, and fostering a learning environment which produces graduates that possess those skills and abilities sought after in industry, in government, and in post graduate education in the Commonwealth and throughout the United States.

Enrollment in the BS Cyber Security Engineering program has grown from 24 in 2015 to 375 majors in 2019. Projections in enrollment for the BS program show growth in enrollment to 600 majors by 2024. Student enrollment projections for the proposed MS degree through 2024 show a growth of the program to 200 students. The significant projected combined enrollment to 800 supports the development of an administrative infrastructure to effectively manage student recruitment, advising, and retention activities, management of senior capstone experiences, maintenance of laboratories and student project facilities, recruitment of full time and adjunct faculty, professional development of faculty, support for a robust, externally sponsored research program and support of the existing industry advisory board, among other activities.

REVENUE IMPLICATIONS:

Support for the new unit will come through student revenues, which are projected to continue to grow, through faculty research and educational grants, and through philanthropic support. Existing E&G funds assigned to the Cyber Security Engineering Programs will be transferred into the new department's budget. The external community recognizes the importance of investment in cyber security engineering. Mason recently received \$400,000 from the Center for Innovative Technology and Lockheed Martin Corporation to recruit an eminent scholar in cyber. CIT and Lockheed support will enable Mason to recruit a research leader of national and international standing equipped to develop a compelling vision for Mason's expanding cyber portfolio. The formation of a Department of Cyber Security Engineering will provide a center for the eminent scholar to build Mason's cyber research portfolio.

STAFF RECOMMENDATION:

Staff recommends Board approval.

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Institution

George Mason University

Nature of Proposed Change

George Mason University requests approval to establish the Department of Cyber Security Engineering within the Volgenau School of Engineering (VSE).

Appendix A presents the existing organizational structure of the School. Appendix B presents the organizational structure of the School after the addition of the Department of Cyber Security Engineering.

Background

The Bachelor of Science (BS) degree program in Cyber Security Engineering was approved by SCHEV for initiation in Spring 2015. A program director was designated and the program initially operated with support from the Dean's office in the Volgenau School of Engineering (VSE), later augmented with part-time staff. By Spring 2017 the BS degree program in Cyber Security Engineering had grown to 188 declared students and the need for additional administrative support was evident. In 2018 the Systems Engineering and Operations Research (SEOR) Department in the Volgenau School of Engineering was designated to provide that support. By Spring 2019 the program had grown to 375 declared students with an additional 129 entering declared students in Fall 2019. Discussions about a new department to provide the necessary current and future support began in 2018 between the program director, department chairs, faculty, and the VSE Dean's office. It was determined that establishing a Department of Cyber Security Engineering would provide the administrative structure and oversight necessary to manage cyber security engineering programs and research at Mason.

Purpose of Proposed Change

The purpose of the proposed organizational change is to establish an academic unit solely responsible for the administration and oversight of cyber security engineering programming, research, and resources at George Mason University.

Mission

The mission of George Mason University states, "A public, comprehensive research university established by the Commonwealth of Virginia in the National Capital region, we are an innovative and inclusive academic community committed to creating a more just, free, and prosperous world."

The establishment of the proposed Department of Cyber Security Engineering aligns with the mission of the university as a "public, *comprehensive* research university" by expanding the range of areas in which knowledge is disseminated for immediate, practical application. The academic programs which will be housed in the proposed department are *innovative* by preparing graduates to design and operate new cyber-resilient systems to help organizations mitigate security threats and provide the safety and stability of systems against existing, emerging, and perceived threats. The proposed department will support the translation of knowledge into practical application and new theoretical developments that can address evolving cyber threats.

Rationale for Proposed Change

Administrators and faculty at George Mason University are committed to positioning the institution toward focused work in the area of cyber security engineering. The proposed Department of Cyber Security Engineering is expected to meet the following goals: (1) provide visibility for cyber security engineering education, (2) establish a cohesive focus on resources and programming, and (3) demonstrate commitment to the discipline to support existing faculty and secure talented faculty.

Visibility

Cyber security engineers are expected to play an increasing role in addressing the most pressing current cyber security issues in the country. The proposed Cyber Security Engineering department will provide visibility and support to cyber security engineering programming at Mason.

Administration

The proposed Department will provide the requisite infrastructure for academic programs. The proposed department will house the degree programs that will educate cyber security engineers who are well-prepared to design secure systems in the nation. Departmental management will maintain curricula offerings and create an environment that will attract and retain the best faculty talent.

Faculty

A stand-alone department will demonstrate the Volgenau School of Engineering's commitment to the discipline of cyber security engineering. The proposed Department of Cyber Security Engineering will provide the infrastructure to support faculty in academic programs, cyber security research, and the increased recognition of Mason as a leader in cyber security engineering. With a department dedicated to cyber security engineering faculty and programs, the faculty will have an academic unit to support research and collaboration. Further, the School will enhance its ability to recruit and develop faculty who will create research programs in emerging areas and incorporate the latest in teaching pedagogy into their classroom learning. A stand-alone department will provide support to cyber security engineering faculty and the students pursuing cyber security engineering programming.

Academic Programs

The proposed department will administer the Bachelor of Science degree in Cyber Security Engineering.

Resources/Budget

The proposed new Department of Cyber Security Engineering will include the same reporting and financial support as other departments in the Volgenau School of Engineering (VSE). The department's budget will be made available through VSE. Faculty salaries are administered by the School. All administrative and faculty positions are funded centrally by VSE. This arrangement will continue for the proposed Department of Cyber Security Engineering.

Administration

The administrative structure of the proposed Department of Cyber Security Engineering will include a department chairperson, associate chairs for undergraduate and graduate programs, and two full-time support staff. The chairperson will serve as the principal administrator within the department and will be responsible for the daily function of the department, the budget, all personnel matters, and the departmental office. The chairperson's salary will be \$131, 250 with fringe benefits of \$44,500 in the initial year rising to \$175,000 and fringe benefits of \$59,325.

The proposed Department of Cyber Security Engineering will hire one full-time administrative assistant to support the chairperson and department programs. The administrative assistant will be responsible for purchasing, travel, office administration, providing support to students, faculty, and financial tracking. The salary for the support position will be \$45,000 and fringe benefits of \$20,520.

An Academic Advisor will be hired to advise both undergraduate and graduate students. The advisor will be responsible for individual advising to create plans of study for students and for attending the approximately 30 advising events throughout the academic year. The salary for the advisor will be \$48,000 and fringe benefits of \$21,888. This cost is represented in the All Other Personnel line item in the budget.

Two part-time support personnel may be added in the second year of operation. An Educational Program Assistant may be hired for approximately 20 hours per week. The education program assistant will be responsible for supporting faculty, scheduling events, and processing general office documentation. An ABET Coordinator may be hired for approximately 10 hours per week. The ABET coordinator will be responsible for managing the ABET accreditation process, to include planning, faculty interaction, materials collection and curation, and document preparation. Salaries for these positions are expected to total \$20,000 with \$1,500 in fringe benefits rising to \$30,000 in salary and \$2,200 in fringe benefits by the third year of operation. These costs are included in the All Other Personnel line item in the budget.

Faculty

The proposed department will be established with the administrative positions described above being filled by three faculty members currently in the Departments of Computer Science, Systems Engineering and Operations Research, and Electrical and Computer Engineering. In addition, the two existing full-time faculty currently supporting the undergraduate program will be assigned to the proposed new Cyber Security Engineering department.

Faculty in existing departments who are supporting the cyber programs will be invited to hold a dual appointment in their current Department as well as in the proposed Department of Cyber Security Engineering. The salary for each faculty member will remain the same as the existing salary. The faculty salaries for the first year are estimated to begin at \$470,500 with fringe benefits of 127,400 rising to \$723,500 and fringe benefits \$198,500 by the third year of operation.

Adjunct faculty will be hired as determined by program needs. The budget for adjunct faculty in the initial year is estimated to be \$137,000. Adjunct faculty costs are included in the Faculty line item in the budget.

Graduate Assistants

The Department will fund five (5) graduate assistant (GTA) positions as determined by class and lab session sizes. Each graduate assistantship will be funded at \$15,000 plus tuition benefits of \$10,000. The graduate assistants will be responsible for supporting faculty with grading, teaching courses, conducting research, and/or writing reports or documentation as needed. Graduate research assistants (GRAs) will be funded from existing and new research awards.

Space

The proposed department will be located on the Fairfax Campus. Initial office space is expected to consist of an office for the chairperson, a reception area and cubical space for the administrative assistant and the academic advisor. Current office space for the associate chairs and existing faculty will be maintained and will be predesignated as being part of the proposed Cyber Security Engineering Department. All offices will be equipped with furniture, a telephone, and a computer. The costs for of outfitting the new space will be \$25,000 and will be covered by the Volgenau School of Engineering within the School's budget. These costs are included in the Other Costs line item in the budget.

Other Costs

There will be an initial expenditure of \$20,000 rising to \$30,000 by the second year of operation to be utilized for signage (internal and external to the building), web site development, and marketing associated with the creation of a new department. All miscellaneous costs will be will be accommodated by the Volgenau School of Engineering within the department's budget. These costs are included in the Marketing line item in the budget.

Miscellaneous

There will be an initial expenditure of \$15,000 to be utilized for office and other supplies for the new department. All miscellaneous costs will be will be accommodated by the Volgenau School of Engineering within the department's budget. Miscellaneous costs are included in the Office Supplies line item in the budget.

Sustainability

Current enrollment revenue in the Bachelor of Science (BS) degree program in Cyber Security Engineering is adequate to cover ongoing operating costs. No new resources will be requested from the state to establish or sustain the proposed organizational change for a new Department of Cyber Security Engineering. George Mason University and the Volgenau School of Engineering have adequate and sufficient resources to establish and operate the proposed department.

Budget

The department budget presents proposed expenditures for the first three years of the Department of Cyber Security Engineering. The budget includes the costs of all the administrative positions, faculty (both full-time and part-time), adjuncts, graduate assistants, and other costs. All costs

reflect anticipated increases in years two and three. Space, and other miscellaneous costs are included in the Other Costs line item.

Appendix C presents the organizational structure of the proposed department.

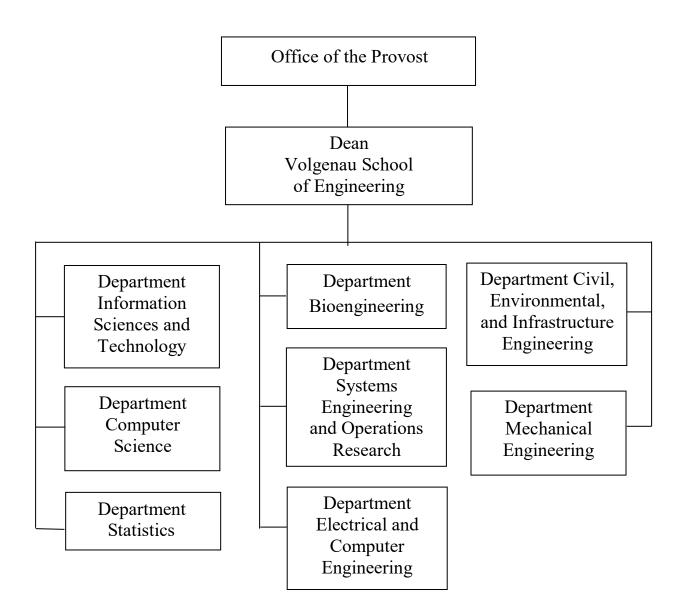
New Academic Unit - Establish and Operate

Proposed Name: Department of Cyber Security Engineering

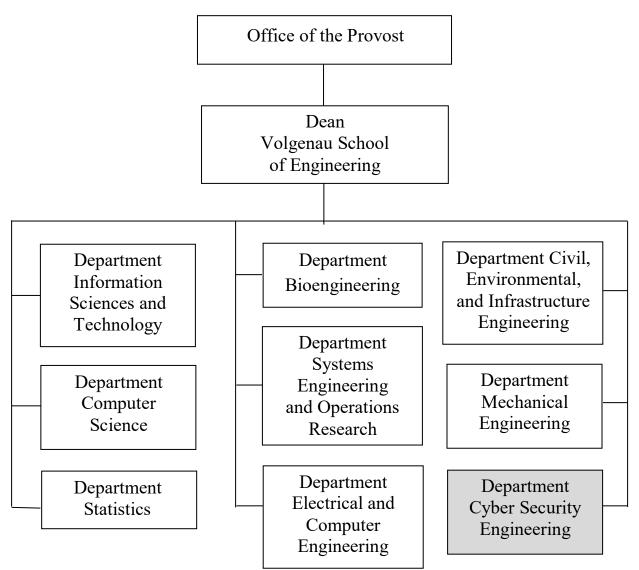
	Proposed Budget			
Expenditure Category	HDCT	2019 - 2020	2020 - 2021	2021 - 2022
Personnel Salary				
Department Chair				
	1	\$131,250	\$175,000	\$175,000
fringe Benefits		\$44,500	\$59,300	\$59,300
Associate Chair				
	2	\$185,686	\$185,686	\$185,686
Fringe Benefits		\$62,948	\$62,948	\$62,948
Administrative Assistant				*
	1	\$45,000	\$45,000	\$45,000
Fringe Benefits		\$20,520	\$20,520	\$20,520
All Other Personnel		440.000	A 60 000	* -0.000
	3	\$48,000	\$68,000	\$78,000
Fringe Benefits		\$21,888	\$23,388	\$24,088
			<u> </u>	
Faculty	20	\$470,500	\$604,500	\$723,500
Fringe Benefits		\$127,400	\$164,500	\$198,500
Personnel Subtotal	27	\$1,157,692	\$1,408,842	\$1,572,542
Student Support				
Student HelpersWorkers				
Graduate Teaching Assistant	5	\$125,000	\$130,000	\$145,000
Graduate Research Assistant				
Student Support Subtotal	5	\$125,000	\$130,000	\$145,000
Operating Expenses				
Office Supplies		\$15,000	\$10,000	\$10,000
Instructional Supplies				
Travel				
Marketing		\$20,000	\$30,000	\$30,000
Conference/Professional Development				
Other Costs		\$25,000		
Operating Expenses Subtotal		\$60,000	\$40,000	\$40,000
Total	32	\$1,342,692	\$1,578,842	\$1,757,542

Appendices

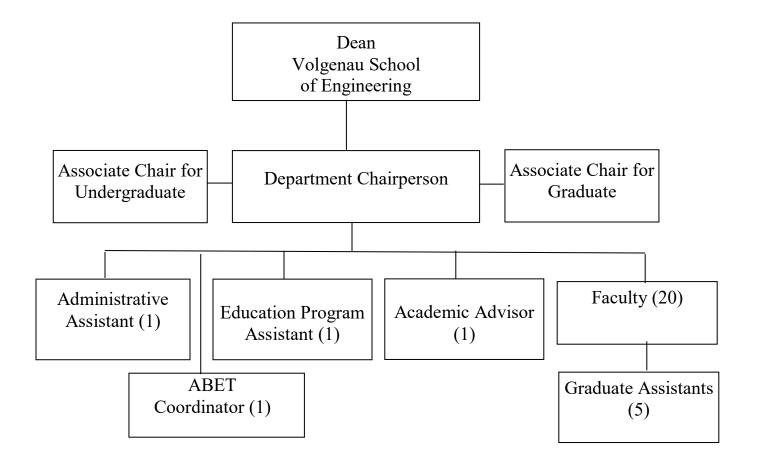
Appendix A – Current Organizational Structure



Appendix B – Proposed Organizational Structure



Appendix C – Organizational Structure of Proposed Department



Academic Programs, Diversity, and University Community Committee

October 10, 2019

CONFERRAL OF EMERITUS/EMERITA STATUS

LAST NAME FIRST NAME EFFECTIVE DATE Christensen Julie 10/10/2019 Title: Associate Professor Emerita Local Academic Unit: Modern and Classical Languages (CHSS) 10/10/2019 Gentle **James** Title: University Professor Emeritus Local Academic Unit: Computational and Data Sciences (COS) 10/10/2019 **Popov** Serguei Title: Professor Emeritus Local Academic Unit: National Center for Biodefense and Infectious Diseases (COS) Singman **David** 10/10/2019 **Title:** Professor Emeritus

Local Academic Unit: Mathematical Science (COS)



College of Humanities and Social Sciences

4400 University Drive, MS 3A3, Fairfax, Virginia 22030

Phone: 703-993-8720 Fax: 703-993-8714

To:

S. David Wu, Provost and Executive Vice President

Ángel Cabrera, President

From:

Ann Ardis, Dean

College of Humanities and Social Sciences

Subject:

Emerita Designation for Julie Christensen

Date:

July 15, 2019

On the recommendation of the Department of Modern and Classical Languages, I am pleased to recommend Dr. Julie Christensen for appointment as Associate Professor Emerita effective upon approval of the BOV.

Dr. Christensen came to Mason as Assistant Professor of Russian in 1988 and was granted tenure in 1993. Before arriving to Mason, she had previously taught at Tulane University in Louisiana (1979-1980) and Cornell College (1980-1981) in Iowa. In the summer of 1981, she was appointed Director of the Intensive Russian Workshop at UC Berkeley and from 1981-1983 was the Resident Director of the American Council of Teachers of Russian for Undergraduate and Graduate Programs at the Pushkin Institute in Moscow. In 1983-1984 and again in 1986-1987, she obtained a Research Residence at the Georgian Film Studio of Tbilisi, Georgia, and from 1984-1986 directed the Russian Émigré Project, Title IIC of the Department of Education, housed at UC Berkeley.

Dr. Christensen has received numerous grants, distinctions, and awards throughout her career, but what has been most outstanding is how generous she has been with her time serving the college, university, community, and the department. In 1998-1999 she served as Assistant to the Vice Provost for Globalization and Distance Learning; 1999-2000 as Faculty Fellow for Faculty Development at the Office of the Provost; 1999-2000 as Director of the Instructional Resource Center; 2000-2003 as Associate Provost for Educational Programs; 2006-2008 as Associate Department Chair; and 2008-2016 as Chair of the Department of Modern and Classical Languages

While Dr. Christensen's original specialization was the shaping of the Russian philosophical heroines in Nikolai Gogol, she soon expanded her research and writing to the relationship between literature and film in Russia and Georgia, as well as to innovation and interactivity in distant education, becoming a specialist in both fields.

Dr. Christensen has served the department, college and the university in an exemplary manner and is fully deserving of the title of Emerita Professor.

Approve

Disapprove

S. David Wu, Provost and

Date

Executive Vice President

pprove V Disappr

Ángel Caprera, President

1/19/19 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:

S. David Wu, Provost

Ángel Cabrera, President

From:

Ali Andalibi, Interim Dean, College of Science

Subject: Emeritus Designation for Dr. James Gentle

Date:

July 9, 2019

Dr. James Gentle joined the Mason faculty in 1992 as a University Professor and retired in June 2016 with an exemplary record of teaching, research and service to the Mason community. Dr. Gentle was a founding member of the Computational Sciences and Informatics PhD program at Mason which evolved to be a part of the School of Computational Sciences, then part of the Department of Computational and Data Sciences in the College of Science. Over his 24 years of service at Mason, he made significant and innovative contributions to his local academic units and his discipline as a whole. .

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

Approval <u>V</u>	Disapproval	S. David Wu, Provost	<u>9/17/19</u>
Approval	Disapproval	Ángel Cabrera, President	7/19/19 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:

S. David Wu, Provost

Ángel Cabrera, President

From:

Ali Andalibi, Interim Dean, College of Science

Subject: Emeritus Designation for Dr. Serguei Popov

Date:

July 9, 2019

Dr. Serguei Popov joined the Mason faculty in 2000 and retired in August 2017 with an exemplary record of research and service to the Mason community. Dr. Popov was an original member of the National Center for Biodefense and Infectious Diseases and made significant contributions to research in the areas of anthrax, proteomics, and bacterial toxins. Given the timing and quality of his contributions, he was featured prominently in the mainstream media and had a high impact on his discipline.

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

Approval	Disapproval	S. David Wu, Provost	7/17/18 Date
Approval <u></u>	Disapproval	Ángel Cabrera, President	7/19/19 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:

S. David Wu, Provost

Ángel Cabrera, President

From:

Ali Andalibi, Interim Dean, College of Science

Subject: Emeritus Designation for Dr. David Singman

Date:

July 9, 2019

Dr. David Singman joined the Mason faculty in 1987 and retired in May 2019 with an exemplary record of teaching, research and service to the Mason community. Throughout his 32 years of service, he was a thought leader in inquiry-based learning and mathematical potential theory. He continued to have a high impact on the department's research reputation and the development of our students through the end of his career with three papers accepted/appearing since 2018.

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

Approval <u>V</u>	Disapproval	5. David Wu, Provost	7/17/19 Date
Approval	Disapproval	Ángel Cablera, President	7/9/19 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.

Academic Programs, Diversity, and University Community Committee

October 10, 2019

ELECTIONS OF NEW TENURED FACULTY

LAST NAME FIRST NAME EFFECTIVE DATE

Blevins James P. 10/10/2019

Title: Professor without Term

Classification: Tenured (without term) - Instructional

Local Academic Unit: English (CHSS)

Gilman Lisa M. 10/10/2019

Title: Professor without Term

Classification: Tenured (without term) - Instructional

Local Academic Unit: English (CHSS)

Ozerdem Alpaslan 10/10/2019

Title: Professor without Term

Classification: Tenured (without term) - Admin/Professional

Local Academic Unit: School for Conflict Analysis and Resolution

Note(s): Additional Title: Dean, School for Conflict Analysis and Resolution



Office of the Provost

4400 University Drive, MSN 3A2 Fairfax, Virginia 22030

Phone: 703.993.8770; Fax: 703.993.8871

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

This form must be submitted, in hard copy, to the Provost Office by the Dean/Director immediately upon receipt of a signed offer letter.

James Peter Blevins	
Faculty Member's Name and Title	
English	
Local Academic Unit	
Reference checks have been conducted.	
Sexual harassment prevention training has been scheduled for	10/18/2019
	Date

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

Dr. James Blevins was recruited from Cambridge University. He was promoted to Reader in Morphology and Syntax in the Department of Theoretical and Applied Linguistics in 2014, achieving the level in the British academic system that corresponds to that of Full Professor in the United States. Blevins is a singularly outstanding scholar whose published works demonstrate a global impact in linguistics, morphology and computational linguistics. Dr. Blevins' will provide a strong addition to the PhD in Linguistics and based on his reputation, he will likely energize the program and benefit the university's status as an R-1 research institution.

Debra Lattanzi Shutika

September 20, 2019

Dean/Director Date



Office of the Provost

4400 University Drive, MSN 3A2 Fairfax, Virginia 22030

Phone: 703.993.8770; Fax: 703.993.8871

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

This form must be submitted, in hard copy, to the Provost Office by the Dean/Director immediately upon receipt of a signed offer letter.

Lisa M. Gilman	
Faculty Member's Name and Title	
English	
Local Academic Unit	
✓ Reference checks have been conducted.	
Sexual harassment prevention training has b	9/5/2019 een scheduled for
sexual marassment prevention training has a	Date
One-half page justification for appointment, to it for the department, school, etc., as well as the rothers. Dr. Gilman has achieved prominence as a mingor Gilman is also recognized as an important in co-author) of five books and numerous article unparalleled programmatic and curricular innicollaborate with regional organizations and the students had access to professional and expension of a handful of scholars nationally and demonstrated success as a public human	ajor scholar of folklore nationally, but ternational scholar. She is the author (or es. As a public humanist, she brings ovations that allow our students to be Library of Congress, which will ensure eriential learning opportunities. Ince as a public humanist is truly distinct—who has an outstanding research profile
Debra Lattanzi Shutika Dean/Director	9/20/2019 Date



Office of the Provost

4400 University Drive, MSN 3A2
Fairfax, Virginia 22030
Phages 703,003,8770, Face 703,00

Phone: 703.993.8770; Fax: 703.993.8871

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

This form must be submitted, in hard copy, to the Provost Office by the Dean/Director immediately upon receipt of a signed offer letter.

Alpaslan Özerdem - Dean

Faculty Member's Name and Title

School of Conflict Analysis and Resolution

Local	Academic	Unit	
LUCAI	Academic	Offic	

Reference checks have been conducted.	
Sexual harassment prevention training has been scheduled for	completed
	Date

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

Dr. Ozerdem's scholarship meets the School's criteria for Genuine Excellence, and he is highly competent in teaching and service. Dr. Ozerdem has distinguished himself as a scholar of peace and conflict studies, and he has published fifteen books, as author, co-author, or co-editor, and over two dozen peer reviewed chapters and articles, with both single and shared authorship. His work extends the boundaries and influence of the conflict field, and he has secured many prestigious research grants to fund his scholarship and other initiatives, including highly competitive awards from the Economic and Social Research Council and the Ferguson Trust. These awards stand as evidence of the quality of his research contributions. Dr. Ozerdem also is a frequent speaker at academic conferences, both international and domestic.

S. David Wu, Provost

August 15, 2019

Dean/Director Date

Academic Programs, Diversity, and University Community Committee

October 10, 2019

APPOINTMENT OF FACULTY

LAST NAMEFIRST NAMEEFFECTIVE DATEAPPT LENGTHAbrattRussell8/25/20191 year

Title: Term Professor

Classification: Term - Instructional

Local Academic Unit: School of Business

Akerlof Karen 8/25/2019 3 years

Title: Assistant Professor

Classification: Tenure Track - Instructional

Local Academic Unit: Environmental Science and Policy (COS)

Auld Eric 8/25/2019 1 year

Title: Term Instructor

Classification: Term - Instructional Local Academic Unit: English (CHSS)

Bagheri Zahra Shaghayegh 8/25/2019 3 years

Title: Assistant Professor

Classification: Tenure Track - Instructional

Local Academic Unit: Mechanical Engineering (VSE)

Baker Courtney 8/25/2019 3 years

Title: Assistant Professor

Classification: Tenure Track - Instructional

Local Academic Unit: College of Education and Human Development

Academic Programs, Diversity, and University Community Committee

October 10, 2019

APPOINTMENT OF FACULTY

LAST NAMEFIRST NAMEEFFECTIVE DATEAPPT LENGTHBalazsEmma7/1/20191 year

Title: Term Assistant Professor **Classification:** Term - Instructional

Local Academic Unit: Arts Management (CVPA)

Beauchamp Jonathan 8/25/2019 3 years

Title: Assistant Professor

Classification: Tenure Track - Instructional Local Academic Unit: Economics (CHSS)

Booth Jeanne 8/25/2019 2 years

Title: Term Assistant Professor **Classification:** Term - Instructional

Local Academic Unit: Social Work (CHHS)

Campbell Patrick 8/1/2019 1 year

Title: Research Assistant Professor **Classification:** Term - Research

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

Carmack Suzanne 8/25/2019 1 year

Title: Term Assistant Professor **Classification:** Term - Instructional

Local Academic Unit: Global and Community Health (CHHS)

Academic Programs, Diversity, and University Community Committee

October 10, 2019

APPOINTMENT OF FACULTY

LAST NAMEFIRST NAMEEFFECTIVE DATEAPPT LENGTHCarrAlan8/25/20193 years

Title: Term Assistant Professor **Classification:** Term - Instructional **Local Academic Unit:** Music (CVPA)

Note(s): Additional Title: Director of Brass

Catona Danielle 8/25/2019 2 years

Title: Term Assistant Professor **Classification:** Term - Instructional

Local Academic Unit: Global and Community Health (CHHS)

Chism Carlos 8/25/2019 1 year

Title: Term Assistant Professor Classification: Term - Instructional Local Academic Unit: English (CHSS)

Corwin David 6/25/2019 1 year

Title: Term Instructor

Classification: Term - Instructional

Local Academic Unit: Women and Gender Studies (CHSS)

Note(s): Additional Title: Program Coordinator Fellow

Costa Paulo C. 8/25/2019 3 years

Title: Associate Professor

Classification: Tenure Track - Instructional

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

Academic Programs, Diversity, and University Community Committee

October 10, 2019

APPOINTMENT OF FACULTY

LAST NAMEFIRST NAMEEFFECTIVE DATEAPPT LENGTHDaileyStephanie8/25/20193 years

Title: Assistant Professor

Classification: Tenure Track - Instructional

Local Academic Unit: College of Education and Human Development

Di Nino Nicola 8/25/2019 1 year

Title: Term Assistant Professor **Classification:** Term - Instructional

Local Academic Unit: Modern and Classical Languages (CHSS)

Dooley Johnathon 8/25/2019 1 year

Title: Term Assistant Professor **Classification:** Term - Instructional

Local Academic Unit: Chemistry and Biochemistry (COS)

Drissi Messouak Boubker 8/25/2019 1 year

Title: Term Assistant Professor **Classification:** Term - Instructional

Local Academic Unit: School of Business

Dubey Shri 8/25/2019 3 years

Title: Term Assistant Professor **Classification:** Term - Instructional

Local Academic Unit: Mechanical Engineering (VSE)

Academic Programs, Diversity, and University Community Committee

October 10, 2019

APPOINTMENT OF FACULTY

LAST NAMEFIRST NAMEEFFECTIVE DATEAPPT LENGTHEnfieldJacob8/25/20191 year

Title: Research Associate Professor **Classification:** Term - Research

Local Academic Unit: Computer Game Design (CVPA)

Epstein Elisabeth 8/25/2019 1 year

Title: Term Assistant Professor **Classification:** Term - Instructional **Local Academic Unit:** Biology (COS)

Fadahunsi Tokunbo 8/25/2019 3 years

Title: Term Assistant Professor **Classification:** Term - Instructional **Local Academic Unit:** Statistics (VSE)

Ferguson Elizabeth 8/25/2019 1 year

Title: Term Assistant Professor Classification: Term - Instructional Local Academic Unit: English (CHSS)

Fischer Travis 7/10/2019 1 year

Title: Research Assistant Professor **Classification:** Term - Research

Local Academic Unit: Physics and Astronomy (COS)

Academic Programs, Diversity, and University Community Committee

October 10, 2019

APPOINTMENT OF FACULTY

LAST NAMEFIRST NAMEEFFECTIVE DATEAPPT LENGTHFoltzKaren8/25/20191 year

Title: Term Assistant Professor Classification: Term - Instructional Local Academic Unit: English (CHSS)

Foreman Kenneth 8/25/2019 1 year

Title: Term Associate Professor **Classification:** Term - Instructional

Local Academic Unit: Chemistry and Biochemistry (COS)

Froelich Brett 8/25/2019 3 years

Title: Assistant Professor

Classification: Tenure Track - Instructional Local Academic Unit: Biology (COS)

Ghahari Kermani Fereshte 8/25/2019 3 years

Title: Assistant Professor

Classification: Tenure Track - Instructional

Local Academic Unit: Physics and Astronomy (COS)

Gkountouna Olga 8/25/2019 3 years

Title: Assistant Professor

Classification: Tenure Track - Instructional

Local Academic Unit: Computational and Data Sciences (COS)

Academic Programs, Diversity, and University Community Committee

October 10, 2019

APPOINTMENT OF FACULTY

LAST NAMEFIRST NAMEEFFECTIVE DATEAPPT LENGTHGoetschLeslie7/22/20191 year

Title: Term Assistant Professor Classification: Term - Instructional Local Academic Unit: English (CHSS)

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

Hartline John D 8/25/2019 2 years

Title: Term Assistant Professor **Classification:** Term - Instructional

Local Academic Unit: Antonin Scalia Law School

Note(s): Additional Title: Assistant Director, Communications and Publications, CPIP

Hashemi Mahdi 8/25/2019 3 years

Title: Assistant Professor

Classification: Tenure Track - Instructional

Local Academic Unit: Information Sciences and Technology (VSE)

Hines Denise 8/25/2019 3 years

Title: Associate Professor

Classification: Tenure Track - Instructional Local Academic Unit: Social Work (CHHS)

Hmidouch Nacir 8/25/2019 1 year

Title: Term Assistant Professor **Classification:** Term - Instructional

Local Academic Unit: Mathematical Science (COS)

Academic Programs, Diversity, and University Community Committee

October 10, 2019

APPOINTMENT OF FACULTY

LAST NAMEFIRST NAMEEFFECTIVE DATEAPPT LENGTHHolincheckNancy M.8/25/20193 years

Title: Assistant Professor

Classification: Tenure Track - Instructional

Local Academic Unit: College of Education and Human Development

Holland Michael 8/25/2019 1 year

Title: Term Instructor

Classification: Term - Instructional Local Academic Unit: Statistics (VSE)

Hu Bo 8/25/2019 3 years

Title: Assistant Professor

Classification: Tenure Track - Instructional Local Academic Unit: School of Business

Note(s):

Hunt Kathleen 8/25/2019 3 years

Title: Assistant Professor

Classification: Tenure Track - Instructional Local Academic Unit: Biology (COS)

Hurley Jessica 8/25/2019 3 years

Title: Assistant Professor

Classification: Tenure Track - Instructional Local Academic Unit: English (CHSS)

Academic Programs, Diversity, and University Community Committee

October 10, 2019

APPOINTMENT OF FACULTY

LAST NAMEFIRST NAMEEFFECTIVE DATEAPPT LENGTHJackAllison8/25/20193 years

Title: Assistant Professor

Classification: Tenure Track - Instructional Local Academic Unit: Psychology (CHSS)

Jung Young A. 8/25/2019 3 years

Title: Assistant Professor

Classification: Tenure Track - Instructional

Local Academic Unit: Modern and Classical Languages (CHSS)

Kathir Nathan 8/25/2019 3 years

Title: Term Associate Professor **Classification:** Term - Instructional

Local Academic Unit: Mechanical Engineering (VSE)

Note(s): Additional Title: Director of Senior Projects

Kavak Hamdi 8/25/2019 3 years

Title: Assistant Professor

Classification: Tenure Track - Instructional

Local Academic Unit: Computational and Data Sciences (COS)

Kay Victor A. 8/25/2019 < 1 year

Title: Visiting Associate Professor **Classification:** Term - Instructional

Academic Programs, Diversity, and University Community Committee

October 10, 2019

APPOINTMENT OF FACULTY

LAST NAMEFIRST NAMEEFFECTIVE DATEAPPT LENGTHKhasawnehKhaled8/25/20193 years

Title: Assistant Professor

Classification: Tenure Track - Instructional

Local Academic Unit: Electrical and Computer Engineering (VSE)

King Roxanne 8/25/2019 1 year

Title: Term Instructor

Classification: Term - Instructional

Local Academic Unit: College of Education and Human Development

Koku Paul Sergius 8/25/2019 1 year

Title: Visiting Professor

Classification: Term - Instructional

Local Academic Unit: School of Business

Lahm Sally 8/25/2019 2 years

Title: Research Associate Professor **Classification:** Term - Research

Local Academic Unit: Global and Community Health (CHHS)

Larson Maya 8/25/2019 3 years

Title: Term Assistant Professor **Classification:** Term - Instructional

Local Academic Unit: Computer Science (VSE)

Academic Programs, Diversity, and University Community Committee

October 10, 2019

APPOINTMENT OF FACULTY

FIRST NAME **APPT LENGTH LAST NAME EFFECTIVE DATE** 8/25/2019 3 years Lee Myeong Title: Assistant Professor Classification: Tenure Track - Instructional Local Academic Unit: Information Sciences and Technology (VSE) 8/25/2019 Lloyd Shanti 2 years Title: Term Assistant Professor Classification: Term - Instructional Local Academic Unit: Nursing (CHHS) Note(s): Additional Title: Program Coordinator of the FNP Program 6/1/2019 < 1 year Lowry Dawn Title: Term Instructor Classification: Term - Instructional Local Academic Unit: Communication (CHSS) Note(s): Additional Title: Director of Forensics 8/25/2019 Luo Chao 3 years **Title:** Assistant Professor Classification: Tenure Track - Instructional Local Academic Unit: Chemistry and Biochemistry (COS) 6/25/2019 Luo Chao < 1 year

Title: Research Assistant Professor **Classification:** Term - Research

Local Academic Unit: Chemistry and Biochemistry (COS)

Academic Programs, Diversity, and University Community Committee

October 10, 2019

APPOINTMENT OF FACULTY

LAST NAMEFIRST NAMEEFFECTIVE DATEAPPT LENGTHLutherDavid A.8/25/20193 years

Title: Assistant Professor

Classification: Tenure Track - Instructional Local Academic Unit: Biology (COS)

Mahabir Ron 8/25/2019 1 year

Title: Term Assistant Professor **Classification:** Term - Instructional

Local Academic Unit: Computational and Data Sciences (COS)

Marshall Maureen 8/25/2019 1 year

Title: Term Assistant Professor **Classification:** Term - Instructional

Local Academic Unit: College of Education and Human Development

Marshall Sophia 8/25/2019 1 year

Title: Term Instructor

Classification: Term - Instructional

Local Academic Unit: School of Business

Martin Philip A. 8/25/2019 3 years

Title: Assistant Professor

Classification: Tenure Track - Instructional

Local Academic Unit: Schar School of Policy and Government

Academic Programs, Diversity, and University Community Committee

October 10, 2019

APPOINTMENT OF FACULTY

LAST NAMEFIRST NAMEEFFECTIVE DATEAPPT LENGTHMelleyAlison8/25/20191 year

Title: Term Assistant Professor **Classification:** Term - Instructional

Local Academic Unit: Psychology (CHSS)

Miscavige Katherine 8/25/2019 1 year

Title: Term Assistant Professor **Classification:** Term - Instructional **Local Academic Unit:** English (CHSS)

Moon Jihye 8/25/2019 1 year

Title: Term Assistant Professor **Classification:** Term - Instructional

Local Academic Unit: Modern and Classical Languages (CHSS)

Narayanan Vivek 8/25/2020 3 years

Title: Assistant Professor

Classification: Tenure Track - Instructional Local Academic Unit: English (CHSS)

Ngac Brian 8/25/2019 1 year

Title: Term Instructor

Classification: Term - Instructional

Academic Programs, Diversity, and University Community Committee

October 10, 2019

APPOINTMENT OF FACULTY

LAST NAMEFIRST NAMEEFFECTIVE DATEAPPT LENGTHOkoromobaOtome8/25/20191 year

Title: Term Assistant Professor **Classification:** Term - Instructional

Local Academic Unit: Chemistry and Biochemistry (COS)

Pentikainen Antti 5/10/2019 3 years

Title: Research Associate (Instructor) **Classification:** Term - Research

Local Academic Unit: School for Conflict Analysis and Resolution

Note(s): Additional Title: Director, Mary Hoch Center for Reconciliation

Perry George 8/25/2019 1 year

Title: Term Instructor

Classification: Term - Instructional

Local Academic Unit: School of Business

Pierobon Mariaelena 8/25/2019 3 years

Title: Associate Professor

Classification: Tenure Track - Instructional Local Academic Unit: Systems Biology (COS)

Plotnick Jeremy 8/25/2019 1 year

Title: Term Assistant Professor **Classification:** Term - Instructional

Academic Programs, Diversity, and University Community Committee

October 10, 2019

APPOINTMENT OF FACULTY

LAST NAME FIRST NAME EFFECTIVE DATE APPT LENGTH **Prescott David W.** 4/10/2019 1 year

Title: Research Assistant Professor **Classification:** Term - Research

Local Academic Unit: Physics and Astronomy (COS)

Pudukotai Dinakarrao Sai Manoj 8/25/2019 3 years

Title: Assistant Professor

Classification: Tenure Track - Instructional

Local Academic Unit: Electrical and Computer Engineering (VSE)

Pyle Murray James 8/25/2019 1 year

Title: Term Assistant Professor **Classification:** Term - Instructional

Local Academic Unit: School of Business

Quezada Freesia 8/25/2019 1 year

Title: Term Instructor

Classification: Term - Instructional

Local Academic Unit: Biomedical Sciences Program (COS)

Rankin Kathleen 8/25/2019 1 year

Title: Term Instructor

Classification: Term - Instructional

Academic Programs, Diversity, and University Community Committee

October 10, 2019

APPOINTMENT OF FACULTY

LAST NAMEFIRST NAMEEFFECTIVE DATEAPPT LENGTHRosenfeldChristine8/25/20191 year

Title: Term Assistant Professor **Classification:** Term - Instructional

Local Academic Unit: Geography and Geoinformation Science (COS)

Ross Shani E. 8/25/2019 3 years

Title: Term Assistant Professor **Classification:** Term - Instructional

Local Academic Unit: Bioengineering (VSE)

Note(s): Additional Title: Associate Chair for the Department of Bioengineering

Saleson Mallory 8/25/2019 1 year

Title: Term Instructor

Classification: Term - Instructional

Local Academic Unit: Communication (CHSS)

Note(s): Additional Title: Journalism and PR Instructor

Schulz Jonathan 8/25/2019 3 years

Title: Assistant Professor

Classification: Tenure Track - Instructional Local Academic Unit: Economics (CHSS)

Soares Chafran Liana 5/13/2019 < 1 year

Title: Research Associate (Instructor) **Classification:** Term - Research

Local Academic Unit: Chemistry and Biochemistry (COS)

Academic Programs, Diversity, and University Community Committee

October 10, 2019

APPOINTMENT OF FACULTY

LAST NAMEFIRST NAMEEFFECTIVE DATEAPPT LENGTHSolomonLee8/25/20193 years

Title: Assistant Professor

Classification: Tenure Track - Instructional

Local Academic Unit: Chemistry and Biochemistry (COS)

Solomon Lee 6/25/2019 < 1 year

Title: Research Assistant Professor **Classification:** Term - Research

Local Academic Unit: Chemistry and Biochemistry (COS)

Streckfus- Green Heather 8/25/2019 3 years

Title: Assistant Professor

Classification: Tenure Track - Instructional

Local Academic Unit: Art (CVPA)

Stubing David 8/25/2019 1 year

Title: Term Assistant Professor **Classification:** Term - Instructional

Local Academic Unit: School of Business

Sun Lin 8/25/2019 3 years

Title: Assistant Professor

Classification: Tenure Track - Instructional Local Academic Unit: School of Business

Academic Programs, Diversity, and University Community Committee

October 10, 2019

APPOINTMENT OF FACULTY

LAST NAMEFIRST NAMEEFFECTIVE DATEAPPT LENGTHTomaszewskiEvelyn8/25/20192 Years

Title: Term Assistant Professor **Classification:** Term - Instructional

Local Academic Unit: Social Work (CHHS)

Note(s): Additional Title: MSW Program Director

Tsirigotis Eugenia 8/25/2019 1 year

Title: Term Instructor

Classification: Term - Instructional

Local Academic Unit: School of Business

Ullah Aman 8/25/2019 3 years

Title: Assistant Professor

Classification: Tenure Track - Instructional Local Academic Unit: Systems Biology (COS)

Valenzuela-Yu Ivette 8/25/2019 2 Years

Title: Term Assistant Professor Classification: Term - Instructional Local Academic Unit: Nursing (CHHS)

Villanueva Hollie 8/25/2019 1 year

Title: Term Instructor

Classification: Term - Instructional Local Academic Unit: English (CHSS)

Academic Programs, Diversity, and University Community Committee

October 10, 2019

APPOINTMENT OF FACULTY

LAST NAMEFIRST NAMEEFFECTIVE DATEAPPT LENGTHVlastaraNiki Maria8/25/20191 year

Title: Term Assistant Professor **Classification:** Term - Instructional

Local Academic Unit: School of Business

Walther Geraldine 8/25/2019 3 years

Title: Assistant Professor

Classification: Tenure Track - Instructional Local Academic Unit: English (CHSS)

West Matthew 8/25/2019 3 years

Title: Term Assistant Professor **Classification:** Term - Instructional

Local Academic Unit: Global Affairs Program (CHSS)

White Dominic E. 8/25/2019 1 year

Title: Term Assistant Professor **Classification:** Term - Instructional

Local Academic Unit: Computational and Data Sciences (COS)

Xue Hong 8/25/2019 3 years

Title: Associate Professor

Classification: Tenure Track - Instructional

Local Academic Unit: Health Administration and Policy (CHHS)

Academic Programs, Diversity, and University Community Committee

October 10, 2019

APPOINTMENT OF FACULTY

LAST NAMEFIRST NAMEEFFECTIVE DATEAPPT LENGTHYousefiMelanie6/25/20192 years

Title: Term Assistant Professor Classification: Term - Instructional Local Academic Unit: Nursing (CHHS)

Note(s): Additional Title: Program Coordinator for the PMHNP Program

Yu Bo 8/10/2019 1 year

Title: Research Assistant Professor **Classification:** Term - Research

Local Academic Unit: Center for Excellence in Command, Control, Communications, Computing,

Intelligence and Cyber (VSE)

Zhang Lijun 8/25/2019 3 years

Title: Assistant Professor

Classification: Tenure Track - Instructional Local Academic Unit: English (CHSS)

Academic Programs, Diversity, and University Community Committee

October 10, 2019

APPOINTMENT OF ADMINSTRATIVE AND PROFESSIONAL FACULTY

LAST NAMEFIRST NAMEEFFECTIVE DATEAhmadGhufran7/1/2019

Title: CBP-Director, Small business Development Center

Classification: At will - Admin/Professional Local Academic Unit: Office of the Provost

Anderson Crystal 6/25/2019

Title: Assistant Director

Classification: At will - Admin/Professional Local Academic Unit: Office of the Provost

Ball John L. 8/1/2019

Title: Title IX Investigator

Classification: At will - Admin/Professional

Local Academic Unit: Compliance, Diversity, and Ethics

Barnes Tiwana 6/3/2019

Title: Equal Opportunity & Diversity Specialist **Classification:** At will - Admin/Professional

Local Academic Unit: Compliance, Diversity, and Ethics

Benson Adrienne 4/22/2019

Title: Marketing and Communication PR Officer& Writer

Classification: At will - Admin/Professional **Local Academic Unit:** School of Business

Academic Programs, Diversity, and University Community Committee

October 10, 2019

APPOINTMENT OF ADMINSTRATIVE AND PROFESSIONAL FACULTY

LAST NAMEFIRST NAMEEFFECTIVE DATEBerardoAnthony8/10/2019

Title: Assistant Director for Off-Campus Student Service

Classification: At will - Admin/Professional

Local Academic Unit: Housing and Residence Life (UL)

Berger Nina Catharine 7/1/2019

Title: Community Director

Classification: At will - Admin/Professional

Local Academic Unit: Housing and Residence Life (UL)

Blinstrub Ashley 8/19/2019

Title: Student Success and Inclusion Librarian **Classification:** At will - Admin/Professional **Local Academic Unit:** University Libraries

Breglia Lisa 8/25/2019

Title: Senior Associate Dean for Undergraduate Academic Affairs

Classification: At will - Admin/Professional

Local Academic Unit: College of Humanities and Social Sciences

Note(s): Retained Title: Associate Professor Without Term

Brooks Tait 7/1/2019

Title: Community Director

Classification: At will - Admin/Professional

Local Academic Unit: Housing and Residence Life (UL)

Academic Programs, Diversity, and University Community Committee

October 10, 2019

APPOINTMENT OF ADMINSTRATIVE AND PROFESSIONAL FACULTY

LAST NAMEFIRST NAMEEFFECTIVE DATEBuckleyCynthia7/25/2019

Title: TTAC Outreach Specialist

Classification: At will - Admin/Professional

Local Academic Unit: College of Education and Human Development

Butler Cynthia 7/1/2019

Title: Director, Women's Business Center (WBC)
Classification: At will - Admin/Professional
Local Academic Unit: Office of the Provost

Cao Fangyu 9/2/2019

Title: Assistant Director of Research Operations **Classification:** At will - Admin/Professional

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

Carlos Dargan 5/20/2019

Title: Assistant Director for Student Support and Community Outreach

Classification: At will - Admin/Professional

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

Carr Christopher 8/25/2019

Title: Chief Diversity Officer

Classification: At will - Admin/Professional

Local Academic Unit: Volgenau School of Engineering

Academic Programs, Diversity, and University Community Committee

October 10, 2019

APPOINTMENT OF ADMINSTRATIVE AND PROFESSIONAL FACULTY

LAST NAMEFIRST NAMEEFFECTIVE DATECohenJanice6/10/2019

Title: Director of Finance and Research Operations

Classification: At will - Admin/Professional

Local Academic Unit: College of Humanities and Social Sciences

Conner Jacqueline 1/25/2019

Title: Development Manager and Corporate Relations Officer

Classification: At will - Admin/Professional

Local Academic Unit: College of Visual and Performing Arts

Correa Vanessa 9/10/2019

Title: Associate Director of Advising

Classification: At will - Admin/Professional Local Academic Unit: Honors College

Crockett Kathryn 5/31/2019

Title: Assistant Director of Enterprise Risk Management

Classification: At will - Admin/Professional

Local Academic Unit: Office of the Senior Vice President

Davidson Peter B. 8/12/2019

Title: Senior Associate Dean for Strategic Initiatives

Classification: At will - Admin/Professional

Local Academic Unit: Antonin Scalia Law School

Academic Programs, Diversity, and University Community Committee

October 10, 2019

APPOINTMENT OF ADMINSTRATIVE AND PROFESSIONAL FACULTY

LAST NAMEFIRST NAMEEFFECTIVE DATEDel DukeEvan3/10/2019

Title: Associate Director of Development and External Relations

Classification: At will - Admin/Professional **Local Academic Unit:** College of Science

Delaney Carrie Ann 8/15/2019

Title: Academic Program Manager

Classification: At will - Admin/Professional Local Academic Unit: Music (CVPA)

Desalu Jessica 8/26/2019

Title: Staff Psychologist

Classification: At will - Admin/Professional

Local Academic Unit: Counseling and Psychological Services (UL)

Dias Kayla 4/22/2019

Title: Assistant Director for College Readiness **Classification:** At will - Admin/Professional

Local Academic Unit: Early Identification Program (UL)

Ding Xiaohua 5/20/2019

Title: Digital Developer

Classification: At will - Admin/Professional **Local Academic Unit:** University Libraries

Academic Programs, Diversity, and University Community Committee

October 10, 2019

APPOINTMENT OF ADMINSTRATIVE AND PROFESSIONAL FACULTY

LAST NAMEFIRST NAMEEFFECTIVE DATEDiTeresiChristopher5/25/2019

Title: Associate Director, Research Integrity **Classification:** At will - Admin/Professional

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

Dowd Nicci 8/12/2019

Title: AIM-VA Technical and Training Specialist **Classification:** At will - Admin/Professional

Local Academic Unit: College of Education and Human Development

Dubert Emilie 4/25/2019

Title: Director of Off-Campus Student Services **Classification:** At will - Admin/Professional **Local Academic Unit:** University Life

Evans Aysia 6/17/2019

Title: Community Director

Classification: At will - Admin/Professional

Local Academic Unit: Housing and Residence Life (UL)

Ewell Margaret 9/3/2019

Title: Associate Director, Proposal and Award Management

Classification: At will - Admin/Professional

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

Academic Programs, Diversity, and University Community Committee

October 10, 2019

APPOINTMENT OF ADMINSTRATIVE AND PROFESSIONAL FACULTY

LAST NAMEFIRST NAMEEFFECTIVE DATEFisherDaniel B.8/19/2019

Title: Associate Director for Decision

Classification: At will - Admin/Professional **Local Academic Unit:** Office of the Provost

Flores Etlin 7/8/2019

Title: Community Director

Classification: At will - Admin/Professional

Local Academic Unit: Housing and Residence Life (UL)

Garner Ann Michelle 4/22/2019

Title: Industry Advisor

Classification: At will - Admin/Professional

Local Academic Unit: University Career Services (UL)

Gillette Brian 8/25/2019

Title: Director of Student Success

Classification: At will - Admin/Professional

Local Academic Unit: College of Health and Human Services

Gleason Emily 8/1/2019

Title: Title IX Investigator

Classification: At will - Admin/Professional

Local Academic Unit: Compliance, Diversity, and Ethics

Academic Programs, Diversity, and University Community Committee

October 10, 2019

APPOINTMENT OF ADMINSTRATIVE AND PROFESSIONAL FACULTY

LAST NAMEFIRST NAMEEFFECTIVE DATEGremillionChristopher7/1/2019

Title: Community Director

Classification: At will - Admin/Professional

Local Academic Unit: Housing and Residence Life (UL)

Griffith Megan 7/15/2019

Title: Assistant Coach, Softball

Classification: At will - Admin/Professional Local Academic Unit: Intercollegiate Athletics

Grim Cody 7/1/2019

Title: Community Director

Classification: At will - Admin/Professional

Local Academic Unit: Housing and Residence Life (UL)

Haimann Sarah-Ann 7/1/2019

Title: Community Director

Classification: At will - Admin/Professional

Local Academic Unit: Housing and Residence Life (UL)

Heilbrun David 8/12/2019

Title: Metadata Librarian

Classification: At will - Admin/Professional **Local Academic Unit:** University Libraries

Academic Programs, Diversity, and University Community Committee

October 10, 2019

APPOINTMENT OF ADMINSTRATIVE AND PROFESSIONAL FACULTY

LAST NAMEFIRST NAMEEFFECTIVE DATEHeimanMatthew R. A.8/10/2019

Title: NSI Director of Strategic Planning **Classification:** At will - Admin/Professional

Local Academic Unit: Antonin Scalia Law School

Herth Molli 9/16/2019

Title: Program Manager for Faculty Affairs and Development

Classification: At will - Admin/Professional Local Academic Unit: Office of the Provost

Hicks Matthew 8/1/2019

Title: Director of Information Technology and Cybersecurity

Classification: At will - Admin/Professional

Local Academic Unit: College of Health and Human Services

Hilton Kheia D. 8/5/2019

Title: Coordinator, Multicultural Outreach and Prevention

Classification: At will - Admin/Professional

Local Academic Unit: Counseling and Psychological Services (UL)

Jean Jacob 6/17/2019

Title: Community Director

Classification: At will - Admin/Professional

Local Academic Unit: Housing and Residence Life (UL)

Academic Programs, Diversity, and University Community Committee

October 10, 2019

APPOINTMENT OF ADMINSTRATIVE AND PROFESSIONAL FACULTY

LAST NAMEFIRST NAMEEFFECTIVE DATEJonesMary4/22/2019

Title: Associate Director, Events & Communication

Classification: At will - Admin/Professional

Local Academic Unit: Antonin Scalia Law School

Kahler Jennifer 8/12/2019

Title: Director

Classification: At will - Admin/Professional

Local Academic Unit: Counseling and Psychological Services (UL)

Kanji Omario 4/1/2019

Title: Director of International Programs, NSI
Classification: At will - Admin/Professional
Local Academic Unit: Antonin Scalia Law School

Kessler Karyn E. 6/25/2019

Title: Academic Director for INTO George Mason University

Classification: At will - Admin/Professional Local Academic Unit: INTO Mason (Provost)

Kirker Maoria J. 6/25/2019

Title: Lead, Teaching and Learning Team **Classification:** At will - Admin/Professional **Local Academic Unit:** University Libraries

Academic Programs, Diversity, and University Community Committee

October 10, 2019

APPOINTMENT OF ADMINSTRATIVE AND PROFESSIONAL FACULTY

LAST NAMEFIRST NAMEEFFECTIVE DATEKissalCarol3/1/2019

Title: Senior Vice President, Finance and Administration

Classification: At will - Admin/Professional

Local Academic Unit: Office of the Senior Vice President

Klee Holly 5/29/2019

Title: Data and Survey Coordinator

Classification: At will - Admin/Professional

Local Academic Unit: College of Education and Human Development

Kreitzer Charles R. 8/19/2019

Title: Executive Director for Online Operations **Classification:** At will - Admin/Professional **Local Academic Unit:** Office of the Provost

Leak Carl E. 4/15/2019

Title: Life Sciences Librarian

Classification: At will - Admin/Professional **Local Academic Unit:** University Libraries

Llano- Martinez Manuel 7/8/2019

Title: Community Director

Classification: At will - Admin/Professional

Local Academic Unit: Housing and Residence Life (UL)

Academic Programs, Diversity, and University Community Committee

October 10, 2019

APPOINTMENT OF ADMINSTRATIVE AND PROFESSIONAL FACULTY

LAST NAMEFIRST NAMEEFFECTIVE DATEMackAsa8/21/2019

Title: Assistant Director of Residential Communities

Classification: At will - Admin/Professional

Local Academic Unit: Housing and Residence Life (UL)

MacVaugh Kimberly 6/1/2019

Title: Policy and Government Librarian **Classification:** At will - Admin/Professional **Local Academic Unit:** University Libraries

Martinez Jadelyn K. 7/18/2019

Title: Psychology Intern

Classification: At will - Admin/Professional

Local Academic Unit: Counseling and Psychological Services (UL)

Matthews Ashley 7/25/2019

Title: Reference Librarian

Classification: At will - Admin/Professional Local Academic Unit: Antonin Scalia Law School

May Jonathan 7/10/2019

Title: Freshman Programs Manager

Classification: At will - Admin/Professional Local Academic Unit: Global Education Office

Academic Programs, Diversity, and University Community Committee

October 10, 2019

APPOINTMENT OF ADMINSTRATIVE AND PROFESSIONAL FACULTY

LAST NAMEFIRST NAMEEFFECTIVE DATEMcKennaCharles7/29/2019

Title: University Registrar

Classification: At will - Admin/Professional Local Academic Unit: Office of the Provost

Miller Kristal 2/25/2019

Title: Resident Director

Classification: At will - Admin/Professional

Local Academic Unit: Smithsonian-Mason School of Conservation

Minieri Alexandra 7/29/2019

Title: Associate Director for Training Services **Classification:** At will - Admin/Professional

Local Academic Unit: Counseling and Psychological Services (UL)

Nastase Angela 7/1/2019

Title: Title IX Coordinator

Classification: At will - Admin/Professional

Local Academic Unit: Compliance, Diversity, and Ethics

Park Lisa L. 8/10/2019

Title: Executive Director, Student Health Services **Classification:** At will - Admin/Professional

Local Academic Unit: Student Health Services (UL)

Academic Programs, Diversity, and University Community Committee

October 10, 2019

APPOINTMENT OF ADMINSTRATIVE AND PROFESSIONAL FACULTY

LAST NAMEFIRST NAMEEFFECTIVE DATEPetersonJasmine J.4/17/2019

Title: Financial Aid Counselor

Classification: At will - Admin/Professional

Local Academic Unit: Office of Student Financial Aid

Philpott Lin 8/5/2019

Title: Assistant Director for Student Support and Alcohol, Tobacco and Other Drug Education

Classification: At will - Admin/Professional Local Academic Unit: University Life

Pilley Susan 6/10/2019

Title: International Advisor

Classification: At will - Admin/Professional

Local Academic Unit: International Programs and Services (UL)

Plater Alexis 7/1/2019

Title: Community Director

Classification: At will - Admin/Professional

Local Academic Unit: Housing and Residence Life (UL)

Pryor Austin 4/1/2019

Title: Associate Director, Orientation and New Student Programs

Classification: At will - Admin/Professional Local Academic Unit: University Life

Academic Programs, Diversity, and University Community Committee

October 10, 2019

APPOINTMENT OF ADMINSTRATIVE AND PROFESSIONAL FACULTY

LAST NAMEFIRST NAMEEFFECTIVE DATEQurashiMargaret2/25/2019

Title: Coordinator, Health Professional Advising **Classification:** At will - Admin/Professional

Local Academic Unit: Student Academic Affairs, Advising and Retention

Rath Geoffrey 7/8/2019

Title: Community Director

Classification: At will - Admin/Professional

Local Academic Unit: Housing and Residence Life (UL)

Reich Danielle 6/1/2019

Title: Director of Employee Relations

Classification: At will - Admin/Professional

Local Academic Unit: Human Resources and Payroll

Richards Joseph M. 7/25/2019

Title: Head Coach, Women's Rowing

Classification: At will - Admin/Professional Local Academic Unit: Intercollegiate Athletics

Rivera Milagros 7/8/2019

Title: Director of Faculty Diversity, Inclusion and Well-Being

Classification: At will - Admin/Professional Local Academic Unit: Office of the Provost

Academic Programs, Diversity, and University Community Committee

October 10, 2019

APPOINTMENT OF ADMINSTRATIVE AND PROFESSIONAL FACULTY

LAST NAMEFIRST NAMEEFFECTIVE DATERogersJasmyne8/25/2019

Title: Student Success Coordinator

Classification: At will - Admin/Professional Local Academic Unit: Honors College

Romm Kaitlin 8/10/2019

Title: Athletic Training Outreach and Lab Coordinator

Classification: At will - Admin/Professional

Local Academic Unit: College of Education and Human Development

Sawyer Craig 3/11/2019

Title: Director of the Corley Institute for Diversity and Inclusion Education

Classification: At will - Admin/Professional Local Academic Unit: Antonin Scalia Law School

Saxena Ayush 8/25/2019

Title: Assistant Director of Management **Classification:** At will - Admin/Professional

Local Academic Unit: Office of Student Financial Aid

Schroader Ashley 4/10/2019

Title: Financial Aid Counselor

Classification: At will - Admin/Professional

Local Academic Unit: Office of Student Financial Aid

Academic Programs, Diversity, and University Community Committee

October 10, 2019

APPOINTMENT OF ADMINSTRATIVE AND PROFESSIONAL FACULTY

LAST NAMEFIRST NAMEEFFECTIVE DATESeavoyErin5/13/2019

Title: Assistant Director of JD & Online LLM Admissions

Classification: At will - Admin/Professional

Local Academic Unit: Antonin Scalia Law School

Sedrak Mary 7/18/2019

Title: Psychology Intern

Classification: At will - Admin/Professional

Local Academic Unit: Counseling and Psychological Services (UL)

Shepherd Pamela 8/19/2019

Title: Director of Communication

Classification: At will - Admin/Professional Local Academic Unit: Office of the Provost

Sirleaf Hammed 8/5/2019

Title: Assistant Director of Student Involvement for Fraternity & Sorority Life

Classification: At will - Admin/Professional Local Academic Unit: Student Involvement (UL)

Smith Jeffrey T. 7/25/2019

Title: Associate Director, Development, LEC **Classification:** At will - Admin/Professional

Local Academic Unit: Antonin Scalia Law School

Academic Programs, Diversity, and University Community Committee

October 10, 2019

APPOINTMENT OF ADMINSTRATIVE AND PROFESSIONAL FACULTY

LAST NAMEFIRST NAMEEFFECTIVE DATESmithRobin3/10/2019

Title: Director of Human Resources and Strategic Operations for Intercollegiate Athletics

Classification: At will - Admin/Professional Local Academic Unit: Intercollegiate Athletics

Smith Matthew 7/1/2019

Title: Director of Accreditation

Classification: At will - Admin/Professional Local Academic Unit: Office of the Provost

Spitler Jasmine 7/29/2019

Title: Assessment Librarian

Classification: At will - Admin/Professional Local Academic Unit: University Libraries

Stafford Richard T. 6/25/2019

Title: Director of Communications

Classification: At will - Admin/Professional Local Academic Unit: Honors College

Stewart O'Neal Rene 8/1/2019

Title: Associate Vice President for Strategic Budgeting and Planning

Classification: At will - Admin/Professional

Local Academic Unit: Office of the Senior Vice President

Academic Programs, Diversity, and University Community Committee

October 10, 2019

APPOINTMENT OF ADMINSTRATIVE AND PROFESSIONAL FACULTY

LAST NAMEFIRST NAMEEFFECTIVE DATEStoltzfusEdwin J.8/28/2019

Title: Assistant Director Facilities and Risk Management

Classification: At will - Admin/Professional **Local Academic Unit:** Mason Recreation (UL)

Stoy Kevin 3/25/2019

Title: Associate Director of Development for Major Gifts

Classification: At will - Admin/Professional

Local Academic Unit: College of Humanities and Social Sciences

Taylor Leslie 8/19/2019

Title: Director, Veterans Business Outreach Center **Classification:** At will - Admin/Professional

Local Academic Unit: Office of the Provost

Taylor Telecia 8/12/2019

Title: Living Learning Community Coordinator Classification: At will - Admin/Professional Local Academic Unit: Honors College

Teague Adrienne L. 5/10/2019

Title: Director, Alumni Relations

Classification: At will - Admin/Professional

Local Academic Unit: Advancement and Alumni Relations

Academic Programs, Diversity, and University Community Committee

October 10, 2019

APPOINTMENT OF ADMINSTRATIVE AND PROFESSIONAL FACULTY

LAST NAMEFIRST NAMEEFFECTIVE DATEThompsonMorgan6/7/2019

Title: Access Consultant

Classification: At will - Admin/Professional Local Academic Unit: Disability Services (UL)

Thornton Samantha 7/1/2019

Title: Community Director

Classification: At will - Admin/Professional

Local Academic Unit: Housing and Residence Life (UL)

Trent Dietra 8/25/2019

Title: Chief of Staff

Classification: At will - Admin/Professional Local Academic Unit: Office of the President

Tryfona Nektaria 6/25/2019

Title: Executive Director, COS Digital Strategy and Innovation

Classification: At will - Admin/Professional Local Academic Unit: College of Science

Vita-Farnsworth Olivia 6/3/2019

Title: Certified AthleticTrainer

Classification: At will - Admin/Professional Local Academic Unit: Intercollegiate Athletics

Academic Programs, Diversity, and University Community Committee

October 10, 2019

APPOINTMENT OF ADMINSTRATIVE AND PROFESSIONAL FACULTY

LAST NAMEFIRST NAMEEFFECTIVE DATEWatkinsTrevor U.8/12/2019

Title: Teaching and Outreach Librarian **Classification:** At will - Admin/Professional **Local Academic Unit:** University Libraries

Watkins Robert L. 7/22/2019

Title: Director of Digital Content

Classification: At will - Admin/Professional Local Academic Unit: Intercollegiate Athletics

Welsh Laura 7/29/2019

Title: Compensation and Workforce Planning Manager

Classification: At will - Admin/Professional

Local Academic Unit: Human Resources and Payroll

Williams Christopher 6/25/2019

Title: Assistant Director

Classification: At will - Admin/Professional Local Academic Unit: Disability Services (UL)

Wright Kristen 8/19/2019

Title: Director of Civic Engagement

Classification: At will - Admin/Professional **Local Academic Unit:** Office of the Provost

Academic Programs, Diversity, and University Community Committee

October 10, 2019

APPOINTMENT OF ADMINSTRATIVE AND PROFESSIONAL FACULTY

LAST NAMEFIRST NAMEEFFECTIVE DATEXistoAndrea8/10/2019

Title: Staff Psychologist

Classification: At will - Admin/Professional

Local Academic Unit: Counseling and Psychological Services (UL)

Yi Robert 5/25/2019

Title: Academic Program Manager

Classification: At will - Admin/Professional

Local Academic Unit: Art (CVPA)

Academic Programs, Diversity, and University Community Committee

October 10, 2019

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

LAST NAME FIRST NAME **EFFECTIVE DATE APPT LENGTH** Andalibi Ali 5/25/2019 1 year Title: Interim Dean Local Academic Unit: College of Science 5/25/2019 Richard S. 5 years **Davis** Title: Dean Local Academic Unit: College of Visual and Performing Arts **Ginsberg** 6/25/2019 Mark 5 years Title: Dean Local Academic Unit: College of Education and Human Development Grant Geraldine 8/25/2019 4 years Title: Department Chair **Local Academic Unit:** Biology (COS) Ihara 6/25/2019 1 year **Emily** Title: Interim Department Chair Local Academic Unit: Social Work (CHHS)

Academic Programs, Diversity, and University Community Committee

October 10, 2019

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

LAST NAME FIRST NAME EFFECTIVE DATE APPT LENGTH 8/25/2019 4 years Kinser Jason M. Title: Department Chair Local Academic Unit: Computational and Data Sciences (COS) 6/25/2019 Oetjen Cheryl A. 1 year Title: Interim School Director **Local Academic Unit:** Nursing (CHHS) 8/25/2019 **Pfoser Dieter** 4 years Title: Department Chair Local Academic Unit: Geography and Geoinformation Science (COS) Vaisman 8/25/2018 4 years **Iosif** Title: Director Local Academic Unit: Systems Biology (COS)

Academic Programs, Diversity, and University Community Committee

October 10, 2019

RENEWALS AND REAPPOINTMENTS

LAST NAMEFIRST NAMEEFFECTIVE DATEAPPT LENGTHAndreMatthew8/25/20191 year

Title: Term Assistant Professor **Classification:** Instructional

Local Academic Unit: College of Education and Human Development

Andreani III Frank 8/25/2019 1 year

Title: Term Instructor

Classification: Instructional

Local Academic Unit: Mathematical Science (COS)

Asen Sheryl 8/25/2019 1 year

Title: Term Assistant Professor **Classification:** Instructional

Local Academic Unit: College of Education and Human Development

Ashraf-Hassan Saima 8/25/2019 3 years

Title: Term Instructor

Classification: Instructional

Local Academic Unit: Modern and Classical Languages (CHSS)

Avramovic Sanja 8/25/2019 1 year

Title: Term Assistant Professor **Classification:** Instructional

Local Academic Unit: Health Administration and Policy (CHHS)

Academic Programs, Diversity, and University Community Committee

October 10, 2019

RENEWALS AND REAPPOINTMENTS

LAST NAMEFIRST NAMEEFFECTIVE DATEAPPT LENGTHBellTina6/25/20191 year

Title: Term Assistant Professor **Classification:** Instructional

Local Academic Unit: Biology (COS)

Belle Gabriele B. 8/25/2019 2 years

Title: Term Assistant Professor **Classification:** Instructional

Local Academic Unit: Physics and Astronomy (COS)

Biggs Regina D. 8/25/2019 1 year

Title: Term Assistant Professor **Classification:** Instructional

Local Academic Unit: College of Education and Human Development

Birerdinc Aybike 10/10/2019 1 year

Title: Research Assistant Professor

Classification: Research

Local Academic Unit: Systems Biology (COS)

Birsa Laura M. 7/14/2019 1 year

Title: Research Associate (Instructor)

Classification: Research

Local Academic Unit: Environmental Science and Policy (COS)

Academic Programs, Diversity, and University Community Committee

October 10, 2019

RENEWALS AND REAPPOINTMENTS

LAST NAME FIRST NAME EFFECTIVE DATE APPT LENGTH

Bobal Christine M. 8/25/2019 1 year

Title: Term Instructor

Classification: Instructional

Local Academic Unit: INTO Mason (Provost)

Note(s): Additional Title: Course Coordinator, Academic English

Bonilla Carrie L. 8/25/2019 3 years

Title: Term Assistant Professor **Classification:** Instructional

Local Academic Unit: Modern and Classical Languages (CHSS)

Boyd Derek 8/25/2019 3 years

Title: Term Assistant Professor **Classification:** Instructional

Local Academic Unit: Philosophy (CHSS)

Brandhorst Kurt 8/25/2019 3 years

Title: Term Assistant Professor **Classification:** Instructional

Local Academic Unit: Philosophy (CHSS)

Brown Jacquelyn 6/25/2019 1 year

Title: Term Instructor **Classification:** Instructional

Local Academic Unit: School of Business

Note(s): Additional Title: Area Chair, Business Foundations

Academic Programs, Diversity, and University Community Committee

October 10, 2019

RENEWALS AND REAPPOINTMENTS

LAST NAMEFIRST NAMEEFFECTIVE DATEAPPT LENGTHBrownDaniel L.8/25/20191 year

Title: Research Associate (Instructor)

Classification: Research

Local Academic Unit: Collision Safety and Analysis (COS)

Bulancea Gabriela 8/25/2019 1 year

Title: Term Assistant Professor **Classification:** Instructional

Local Academic Unit: Mathematical Science (COS)

Burns Carla F. 8/25/2019 3 years

Title: Term Assistant Professor **Classification:** Instructional

Local Academic Unit: Modern and Classical Languages (CHSS)

Carney Jennifer M. 8/25/2019 1 year

Title: Term Assistant Professor **Classification:** Instructional

Local Academic Unit: College of Education and Human Development

Cash Benjamin A. 6/15/2019 < 1 year

Title: Research Associate Professor

Classification: Research

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

Academic Programs, Diversity, and University Community Committee

October 10, 2019

RENEWALS AND REAPPOINTMENTS

LAST NAMEFIRST NAMEEFFECTIVE DATEAPPT LENGTHCasserlyCharles J.8/25/20191 year

Title: Term Instructor

Classification: Instructional

Local Academic Unit: College of Education and Human Development

Note(s): Additional Title: Executive in Residence

Chapman Jeannette 6/25/2019 1 year

Title: Research Associate (Instructor)

Classification: Research

Local Academic Unit: Schar School of Policy and Government

Note(s): Additional Title: Deputy Director of the Stephen S. Fuller Institute

Chen Xi 6/25/2019 3 years

Title: Term Instructor

Classification: Instructional

Local Academic Unit: Modern and Classical Languages (CHSS)

Cheng Constant 8/25/2019 3 years

Title: Term Associate Professor **Classification:** Instructional

Local Academic Unit: School of Business

Chou Joyce Hui-Yun 6/10/2019 1 year

Title: Research Associate (Instructor)

Classification: Research

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

Academic Programs, Diversity, and University Community Committee

October 10, 2019

RENEWALS AND REAPPOINTMENTS

LAST NAMEFIRST NAMEEFFECTIVE DATEAPPT LENGTHChungYoo Sun8/25/20191 year

Title: Term Associate Professor **Classification:** Instructional

Local Academic Unit: College of Education and Human Development

Coleson Michael D. 8/25/2019 1 year

Title: Term Instructor

Classification: Instructional

Local Academic Unit: Mathematical Science (COS)

Crerar Lorelei D. 8/25/2019 3 years

Title: Term Associate Professor **Classification:** Instructional

Local Academic Unit: Biology (COS)

Crossin Karen 8/25/2019 3 years

Title: Term Instructor

Classification: Instructional

Local Academic Unit: Mathematical Science (COS)

Davis Joshua C. 6/25/2019 1 year

Title: Term Assistant Professor **Classification:** Instructional

Local Academic Unit: Smithsonian-Mason School of Conservation

Academic Programs, Diversity, and University Community Committee

October 10, 2019

RENEWALS AND REAPPOINTMENTS

LAST NAMEFIRST NAMEEFFECTIVE DATEAPPT LENGTHDavisMolly8/25/20193 years

Title: Term Associate Professor **Classification:** Instructional

Local Academic Unit: Social Work (CHHS)

Davis Matthew 8/25/2019 1 year

Title: Term Assistant Professor **Classification:** Instructional

Local Academic Unit: English (CHSS)

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

Davis Justin B. 10/10/2019 1 year

Title: Research Assistant Professor

Classification: Research

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

De La Pena Gary Lee Antonio 8/25/2019 1 year

Title: Term Assistant Professor **Classification:** Instructional

Local Academic Unit: Mathematical Science (COS)

DeLuycker Anneke 6/25/2019 3 years

Title: Term Associate Professor **Classification:** Instructional

Local Academic Unit: Smithsonian-Mason School of Conservation

Academic Programs, Diversity, and University Community Committee

October 10, 2019

RENEWALS AND REAPPOINTMENTS

LAST NAMEFIRST NAMEEFFECTIVE DATEAPPT LENGTHDemoryYvonne8/25/20193 years

Title: Term Associate Professor **Classification:** Instructional

Local Academic Unit: School of Business

Djordjevic Branislav R. 8/25/2019 1 year

Title: Term Associate Professor **Classification:** Instructional

Local Academic Unit: Physics and Astronomy (COS)

Doetsch-Kidder Sharon 1/10/2019 3 years

Title: Term Assistant Professor **Classification:** Instructional

Local Academic Unit: English (CHSS)

Note(s): Additional Title: INTO Mason Assistant Coordinator, Pathway Programs

Drake Patrick Jennifer 8/25/2019 1 year

Title: Term Assistant Professor **Classification:** Instructional

Local Academic Unit: College of Education and Human Development

Dreyfus Benjamin 6/25/2019 3 years

Title: Term Associate Professor **Classification:** Instructional

Local Academic Unit: Physics and Astronomy (COS)

Academic Programs, Diversity, and University Community Committee

October 10, 2019

RENEWALS AND REAPPOINTMENTS

LAST NAME FIRST NAME EFFECTIVE DATE APPT LENGTH **Driscoll David R.** 8/25/2019 1 year

Title: Term Instructor

Classification: Instructional

Local Academic Unit: INTO Mason (Provost)

Note(s): Additional Title: Course Coordinator, Undergraduate International Year One Program

Duxbury Thomas 6/25/2019 1 year

Title: Research Professor **Classification:** Research

Local Academic Unit: Physics and Astronomy (COS)

Eckley Douglas A. 8/25/2019 1 year

Title: Term Assistant Professor **Classification:** Instructional

Local Academic Unit: Mathematical Science (COS)

Erb Megan Sikowitz 8/25/2019 3 years

Title: Term Associate Professor **Classification:** Instructional

Local Academic Unit: Chemistry and Biochemistry (COS)

Espina Virginia 5/25/2019 5 years

Title: Research Associate Professor

Classification: Research

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

Academic Programs, Diversity, and University Community Committee

October 10, 2019

RENEWALS AND REAPPOINTMENTS

LAST NAMEFIRST NAMEEFFECTIVE DATEAPPT LENGTHEspinoMaggie E.8/25/20191 year

Title: Term Instructor

Classification: Instructional

Local Academic Unit: INTO Mason (Provost)

Note(s): Additional Title: Course Coordinator, Academic English

Fayissa Mosissa 8/25/2019 3 years

Title: Term Assistant Professor Classification: Instructional

Local Academic Unit: Chemistry and Biochemistry (COS)

Fitzpatrick Brian J. 8/25/2019 3 years

Title: Term Assistant Professor **Classification:** Instructional

Local Academic Unit: English (CHSS)

Fondufe Gwendolyn Y. 8/25/2019 1 year

Title: Term Assistant Professor **Classification:** Instructional

Local Academic Unit: Biology (COS)

Gafurov Boris 12/20/2019 1 year

Title: Research Assistant Professor

Classification: Research

Local Academic Unit: College of Education and Human Development

Academic Programs, Diversity, and University Community Committee

October 10, 2019

RENEWALS AND REAPPOINTMENTS

LAST NAMEFIRST NAMEEFFECTIVE DATEAPPT LENGTHGliozziMario8/25/20193 years

Title: Term Associate Professor **Classification:** Instructional

Local Academic Unit: Physics and Astronomy (COS)

Graham Robert L. 8/25/2019 3 years

Title: Term Instructor

Classification: Instructional

Local Academic Unit: INTO Mason (Provost)

Granfield Patricia G. 8/25/2019 1 year

Title: Term Instructor **Classification:** Instructional

Local Academic Unit: Mathematical Science (COS)

Guglielmi Helen 8/25/2019 3 years

Title: Term Instructor

Classification: Instructional

Local Academic Unit: Modern and Classical Languages (CHSS)

Guo Liying 8/1/2019 1 year

Title: Research Associate Professor

Classification: Research

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

Academic Programs, Diversity, and University Community Committee

October 10, 2019

RENEWALS AND REAPPOINTMENTS

LAST NAMEFIRST NAMEEFFECTIVE DATEAPPT LENGTHHabibAnna S.8/25/20193 years

Title: Term Associate Professor **Classification:** Instructional

Local Academic Unit: English (CHSS)

Harries Emma 8/25/2019 1 year

Title: Term Instructor

Classification: Instructional

Local Academic Unit: INTO Mason (Provost)

Note(s): Additional Title: Course Coordinator, Academic English

Hoyle Stephen 8/25/2019 1 year

Title: Term Instructor **Classification:** Instructional

Local Academic Unit: INTO Mason (Provost)

Huang Min 1/20/2019 1 year

Title: Research Assistant Professor

Classification: Research

Local Academic Unit: College of Science

Hurley Michael 8/25/2019 5 Years

Title: Term Associate Professor **Classification:** Instructional

Local Academic Unit: Psychology (CHSS)

Note(s): Additional Title: Director of Undergraduate Advising

Academic Programs, Diversity, and University Community Committee

October 10, 2019

RENEWALS AND REAPPOINTMENTS

LAST NAMEFIRST NAMEEFFECTIVE DATEAPPT LENGTHHusseinNaglaa F.8/25/20193 years

Title: Term Assistant Professor **Classification:** Instructional

Local Academic Unit: Modern and Classical Languages (CHSS)

Jauchen Joanna G. 8/25/2019 1 year

Title: Term Instructor

Classification: Instructional

Local Academic Unit: Mathematical Science (COS)

Johnson Tyrel James 7/18/2019 1 year

Title: Research Associate Professor

Classification: Research

Local Academic Unit: Physics and Astronomy (COS)

Jones Rebecca 6/25/2019 3 years

Title: Term Associate Professor **Classification:** Instructional

Local Academic Unit: Chemistry and Biochemistry (COS)

Jorgenson Linn 8/25/2019 1 year

Title: Term Associate Professor **Classification:** Instructional

Local Academic Unit: College of Education and Human Development

Academic Programs, Diversity, and University Community Committee

October 10, 2019

RENEWALS AND REAPPOINTMENTS

LAST NAMEFIRST NAMEEFFECTIVE DATEAPPT LENGTHKauzlarichRichard8/25/20191 year

Title: Distinguished Visiting Professor

Classification: Instructional

Local Academic Unit: Schar School of Policy and Government

Note(s): Additional Title: Director, Peace Operations/CO-Director of the Center for Energy

Science and Policy

Kavak Hamdi 4/10/2019 < 1 year

Title: Research Associate (Instructor)

Classification: Research

Local Academic Unit: Geography and Geoinformation Science (COS)

Kelley Owen A. 6/10/2019 1 year

Title: Research Assistant Professor

Classification: Research

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

Kelly Nancy 8/25/2019 3 years

Title: Term Assistant Professor **Classification:** Instructional

Local Academic Unit: Nursing (CHHS)

Khankan Sarah 8/25/2019 1 year

Title: Term Assistant Professor **Classification:** Instructional

Local Academic Unit: Mathematical Science (COS)

Academic Programs, Diversity, and University Community Committee

October 10, 2019

RENEWALS AND REAPPOINTMENTS

LAST NAME FIRST NAME **EFFECTIVE DATE APPT LENGTH** 8/25/2019 1 year Esther H. **Kim** Title: Term Instructor Classification: Instructional Local Academic Unit: INTO Mason (Provost) Note(s): Additional Title: Course Coordinator, Undergraduate International Year One Program 8/25/2019 **Kim Hyo Jung** 3 years Title: Assistant Professor Classification: Instructional Local Academic Unit: School of Business 8/25/2019 1 year Kirsch Jane C. Title: Term Instructor Classification: Instructional Local Academic Unit: INTO Mason (Provost) Note(s): Additional Title: Senior Course Coordinator, Academic English 8/25/2019 Kirsch Vicki 3 years Title: Term Associate Professor Classification: Instructional Local Academic Unit: Social Work (CHHS) **Knight** Kelly L. 6/25/2019 1 year Title: Term Assistant Professor

Title: Term Assistant Professor **Classification:** Instructional

Local Academic Unit: College of Science

Academic Programs, Diversity, and University Community Committee

October 10, 2019

RENEWALS AND REAPPOINTMENTS

LAST NAMEFIRST NAMEEFFECTIVE DATEAPPT LENGTHKocacheMalda8/25/20195 years

Title: Term Professor

Classification: Instructional

Local Academic Unit: Biology (COS)

Kohn Ellen M. 8/25/2019 1 year

Title: Term Instructor

Classification: Instructional

Local Academic Unit: INTO Mason (Provost)

Kolbe Patrick V. 6/10/2019 1 year

Title: Research Assistant Professor

Classification: Research

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

Koutney Colin 8/25/2019 3 years

Title: Assistant Professor **Classification:** Instructional

Local Academic Unit: School of Business

Kozumplik Thomas 8/25/2019 1 year

Title: Term Instructor

Classification: Instructional

Local Academic Unit: INTO Mason (Provost)

Academic Programs, Diversity, and University Community Committee

October 10, 2019

RENEWALS AND REAPPOINTMENTS

LAST NAME FIRST NAME EFFECTIVE DATE APPT LENGTH

Kraus Amanda L. 8/25/2019 3 years

Title: Term Assistant Professor **Classification:** Instructional

Local Academic Unit: Film & Video Studies (CVPA)

Krishnamurthy Venkataram 6/25/2019 1 year

Title: Research Professor **Classification:** Research

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

Krout Linda 8/25/2019 1 year

Title: Term Instructor

Classification: Instructional

Local Academic Unit: College of Education and Human Development

Kwiatkowski John 6/10/2019 1 year

Title: Research Professor **Classification:** Research

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

Laipson Ellen B. 8/25/2019 3 years

Title: Term Professor

Classification: Instructional

Local Academic Unit: Schar School of Policy and Government

Note(s): Additional Title: Director, International Security Program

Academic Programs, Diversity, and University Community Committee

October 10, 2019

RENEWALS AND REAPPOINTMENTS

LAST NAMEFIRST NAMEEFFECTIVE DATEAPPT LENGTHLebowitzJosiah T.8/25/20191 year

Title: Term Assistant Professor **Classification:** Instructional

Local Academic Unit: Computer Game Design (CVPA)

Leonard Charles 8/25/2019 1 year

Title: Term Instructor

Classification: Instructional

Local Academic Unit: Honors College

Lessard-Pilon Stephanie 6/25/2019 3 years

Title: Term Associate Professor **Classification:** Instructional

Local Academic Unit: Smithsonian-Mason School of Conservation

Lewis Amy L. 8/25/2019 3 years

Title: Term Assistant Professor **Classification:** Instructional

Local Academic Unit: INTO Mason (Provost)

Note(s): Additional Title: Course Coordinator, Graduate International Pathways Program

Lewis Gwendolyn 8/25/2019 3 years

Title: Term Assistant Professor **Classification:** Instructional

Local Academic Unit: Neuroscience Program (COS)

Academic Programs, Diversity, and University Community Committee

October 10, 2019

RENEWALS AND REAPPOINTMENTS

LAST NAMEFIRST NAMEEFFECTIVE DATEAPPT LENGTHLiSanmei8/10/20191 year

Title: Research Assistant Professor

Classification: Research

Local Academic Unit: Geography and Geoinformation Science (COS)

Liberatore Stephanie L. 8/25/2019 3 years

Title: Term Assistant Professor **Classification:** Instructional

Local Academic Unit: English (CHSS)

Lilley Timothy Patrick 8/25/2019 1 year

Title: Term Instructor

Classification: Instructional

Local Academic Unit: INTO Mason (Provost)

Note(s): Additional Title: Course Coordinator, Undergraduate International Year One Program

Lister Lisa 8/25/2019 5 Years

Title: Term Professor

Classification: Instructional

Local Academic Unit: English (CHSS)

Liu Zhong 6/10/2019 1 year

Title: Research Professor **Classification:** Research

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

Academic Programs, Diversity, and University Community Committee

October 10, 2019

RENEWALS AND REAPPOINTMENTS

LAST NAMEFIRST NAMEEFFECTIVE DATEAPPT LENGTHLoveJack8/25/20191 year

Title: Term Instructor

Classification: Instructional

Local Academic Unit: Mathematical Science (COS)

Lowry Dawn 8/25/2019 1 year

Title: Term Instructor

Classification: Instructional

Local Academic Unit: Communication (CHSS)

Note(s): Additional Title: Director of Forensics

Mack Marissa C. 8/25/2019 1 year

Title: Term Assistant Professor **Classification:** Instructional

Local Academic Unit: English (CHSS)

Note(s): Additional Title: INTO Mason Assistant Course Liaison for ENGH 121/122/100

Madden Charles R. 8/25/2019 3 years

Title: Term Professor

Classification: Instructional

Local Academic Unit: Biology (COS)

Manganello Julia V. 6/15/2019 <1 year

Title: Research Associate Professor

Classification: Research

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

Academic Programs, Diversity, and University Community Committee

October 10, 2019

RENEWALS AND REAPPOINTMENTS

LAST NAMEFIRST NAMEEFFECTIVE DATEAPPT LENGTHMarxLawrence6/15/2019< 1 year</th>

Title: Research Associate (Instructor)

Classification: Research

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

Masterson Alexandra 8/25/2019 3 years

Title: Term Assistant Professor **Classification:** Instructional

Local Academic Unit: Biology (COS)

Mathis Sara M. 6/25/2019 1 year

Title: Term Assistant Professor **Classification:** Instructional

Local Academic Unit: Communication (CHSS)

Note(s): Additional Title: Basic Course Coordinator

Matthews Jessica 8/25/2019 5 Years

Title: Term Professor

Classification: Instructional

Local Academic Unit: English (CHSS)

McCamish Troy D. 8/25/2019 1 year

Title: Term Instructor

Classification: Instructional

Local Academic Unit: INTO Mason (Provost)

Note(s): Additional Title: Course Coordinator, Undergraduate International Year One Program

Academic Programs, Diversity, and University Community Committee

October 10, 2019

RENEWALS AND REAPPOINTMENTS

LAST NAMEFIRST NAMEEFFECTIVE DATEAPPT LENGTHMcCaugheyPatricia6/10/20191 year

Title: Research Assistant Professor

Classification: Research

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

McNeil James 6/25/2019 3 years

Title: Term Associate Professor **Classification:** Instructional

Local Academic Unit: Smithsonian-Mason School of Conservation

Middle Beverly 8/25/2019 3 years

Title: Term Assistant Professor **Classification:** Instructional

Local Academic Unit: Nursing (CHHS)

Miller Laura 8/25/2019 3 years

Title: Term Instructor

Classification: Instructional

Local Academic Unit: INTO Mason (Provost)

Mitchell Jonathan 6/10/2019 1 year

Title: Research Associate (Instructor)

Classification: Research

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

Academic Programs, Diversity, and University Community Committee

October 10, 2019

RENEWALS AND REAPPOINTMENTS

LAST NAMEFIRST NAMEEFFECTIVE DATEAPPT LENGTHMuellerClaudius8/10/20192 years

Title: Research Assistant Professor

Classification: Research

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

Musfeldt Scott T. 8/25/2019 1 year

Title: Term Instructor

Classification: Instructional

Local Academic Unit: INTO Mason (Provost)

Note(s): Additional Title: Associate Coordinator, Academic English

Namubiru Esther 8/25/2019 1 year

Title: Term Instructor **Classification:** Instructional

Local Academic Unit: INTO Mason (Provost)

Nelson George 8/10/2019 1 year

Title: Research Associate (Instructor)

Classification: Research

Local Academic Unit: Physics and Astronomy (COS)

Nguyen Quyen 6/10/2019 1 year

Title: Research Associate (Instructor)

Classification: Research

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

Academic Programs, Diversity, and University Community Committee

October 10, 2019

RENEWALS AND REAPPOINTMENTS

LAST NAMEFIRST NAMEEFFECTIVE DATEAPPT LENGTHNovakAndrew8/25/20191 year

Title: Term Assistant Professor **Classification:** Instructional

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

O'Brien Kristen Merrill 8/25/2019 1 year

Title: Term Assistant Professor **Classification:** Instructional

Local Academic Unit: College of Education and Human Development

O'Brien Ellen E. 8/25/2019 1 year

Title: Term Instructor **Classification:** Instructional

Local Academic Unit: Mathematical Science (COS)

Oerter Robert N. 8/25/2019 3 years

Title: Term Associate Professor **Classification:** Instructional

Local Academic Unit: Physics and Astronomy (COS)

Olmo Valerie N. 8/25/2019 1 year

Title: Term Assistant Professor **Classification:** Instructional

Local Academic Unit: Biology (COS)

Academic Programs, Diversity, and University Community Committee

October 10, 2019

RENEWALS AND REAPPOINTMENTS

LAST NAMEFIRST NAMEEFFECTIVE DATEAPPT LENGTHPaezBonny B.8/25/20193 years

Title: Term Instructor

Classification: Instructional

Local Academic Unit: INTO Mason (Provost)

Pamas Roberto A. 8/25/2019 3 years

Title: Term Associate Professor **Classification:** Instructional

Local Academic Unit: College of Education and Human Development

Parker Cindy W. 8/25/2019 3 years

Title: Term Associate Professor **Classification:** Instructional

Local Academic Unit: School of Business

Perilla German 6/25/2019 1 year

Title: Term Instructor

Classification: Instructional

Local Academic Unit: School of Business

Note(s):

Additional Title: Center for Innovation and Entrepreneurship Fellow and Director, George Mason University Honey Bee Initiative. This is a joint assignment with the College of Science.

Protopsaltis Spiros 6/25/2019 1 year

Title: Term Associate Professor **Classification:** Instructional

Local Academic Unit: College of Education and Human Development

Note(s): Additional Title: Director, EdPolicyForward: The Center for Education Policy

Academic Programs, Diversity, and University Community Committee

October 10, 2019

RENEWALS AND REAPPOINTMENTS

LAST NAMEFIRST NAMEEFFECTIVE DATEAPPT LENGTHRehrDavid K.8/25/20191 year

Title: Research Professor **Classification:** Research

Local Academic Unit: Schar School of Policy and Government

Note(s): Additional Title: Director of the Center for Business Civic Engagement

Rejzer Michael 8/25/2019 1 year

Title: Term Instructor

Classification: Instructional

Local Academic Unit: Biomedical Sciences Program (COS)

Richardson Mary 8/25/2019 3 years

Title: Term Instructor

Classification: Instructional

Local Academic Unit: INTO Mason (Provost)

Rickless Sarah 6/25/2019 1 year

Title: Term Instructor

Classification: Instructional

Local Academic Unit: English (CHSS)

Rioux-Bailey Carmen 8/25/2019 1 year

Title: Term Instructor

Classification: Instructional

Local Academic Unit: College of Education and Human Development

Academic Programs, Diversity, and University Community Committee

October 10, 2019

RENEWALS AND REAPPOINTMENTS

LAST NAMEFIRST NAMEEFFECTIVE DATEAPPT LENGTHRomaniucRaluca8/25/20193 years

Title: Term Assistant Professor **Classification:** Instructional

Local Academic Unit: Modern and Classical Languages (CHSS)

Rottenberg Lori A. 8/25/2019 3 years

Title: Term Instructor

Classification: Instructional

Local Academic Unit: INTO Mason (Provost)

Routh Douglas R. 6/4/2019 <1 year

Title: Research Associate (Instructor)

Classification: Research

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

Rudnicki Mark 8/25/2019 3 years

Title: Term Associate Professor **Classification:** Instructional

Local Academic Unit: English (CHSS)

Rytikova Ioulia 8/25/2019 5 Years

Title: Term Associate Professor **Classification:** Instructional

Local Academic Unit: Information Sciences and Technology (VSE)

Academic Programs, Diversity, and University Community Committee

October 10, 2019

RENEWALS AND REAPPOINTMENTS

LAST NAME FIRST NAME EFFECTIVE DATE APPT LENGTH
Sanchez Deborah M. 8/25/2019 3 years

Title: Term Assistant Professor **Classification:** Instructional

Local Academic Unit: INTO Mason (Provost)

Sausville Catherine A. 8/25/2019 1 year

Title: Term Instructor

Classification: Instructional

Local Academic Unit: Mathematical Science (COS)

Savage James E. 8/25/2019 3 years

Title: Term Assistant Professor **Classification:** Instructional

Local Academic Unit: English (CHSS)

Scherer Anne E. 8/25/2019 3 years

Title: Term Assistant Professor **Classification:** Instructional

Local Academic Unit: Biology (COS)

Schulze Susan E. 8/25/2019 3 years

Title: Term Assistant Professor **Classification:** Instructional

Local Academic Unit: History and Art History (CHSS)

Academic Programs, Diversity, and University Community Committee

October 10, 2019

RENEWALS AND REAPPOINTMENTS

LAST NAME FIRST NAME EFFECTIVE DATE APPT LENGTH
Shen Suhung 6/10/2019 1 year

Title: Research Professor
Classification: Research

Shin Chul-Su 6/10/2019 < 1 year

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

Title: Research Assistant Professor

Classification: Research

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

Shukla Ravi 6/25/2019 <1 year

Title: Research Assistant Professor

Classification: Research

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

Simmons Noele K. 8/25/2019 3 years

Title: Term Instructor

Classification: Instructional

Local Academic Unit: INTO Mason (Provost)

Singer Harvey A. 8/25/2019 3 years

Title: Term Associate Professor **Classification:** Instructional

Local Academic Unit: School of Business

Academic Programs, Diversity, and University Community Committee

October 10, 2019

RENEWALS AND REAPPOINTMENTS

LAST NAME FIRST NAME EFFECTIVE DATE APPT LENGTH
Skipper Katherine A. 8/25/2019 1 year

Title: Term Instructor

Classification: Instructional

Local Academic Unit: INTO Mason (Provost)

Sklarew Daniel 8/25/2019 5 Years

Title: Term Professor

Classification: Instructional

Local Academic Unit: Environmental Science and Policy (COS)

Smith Rodger E. 6/25/2019 3 years

Title: Term Instructor

Classification: Instructional

Local Academic Unit: Communication (CHSS)

Smith Michael P. 8/25/2019 3 years

Title: Term Instructor

Classification: Instructional

Local Academic Unit: INTO Mason (Provost)

Smith Cynthia 8/25/2019 1 year

Title: Term Associate Professor **Classification:** Instructional

Local Academic Unit: Environmental Science and Policy (COS)

Academic Programs, Diversity, and University Community Committee

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RENEWALS AND REAPPOINTMENTS

LAST NAME FIRST NAME EFFECTIVE DATE APPT LENGTH

Steadman Sarah B. 8/25/2019 1 year

Title: Term Instructor

Classification: Instructional

Stocker Anton 6/10/2019 1 year

Title: Research Assistant Professor

Local Academic Unit: INTO Mason (Provost)

Classification: Research

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

Stout John 6/10/2019 1 year

Title: Research Associate Professor

Classification: Research

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

Stroiney Debra 8/25/2019 1 year

Title: Term Assistant Professor **Classification:** Instructional

Local Academic Unit: College of Education and Human Development

Stuewig Jeffrey 8/25/2019 5 years

Title: Term Associate Professor **Classification:** Instructional

Local Academic Unit: Psychology (CHSS)

Academic Programs, Diversity, and University Community Committee

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RENEWALS AND REAPPOINTMENTS

LAST NAMEFIRST NAMEEFFECTIVE DATEAPPT LENGTHSturrockAlan8/25/20191 year

Title: Term Assistant Professor **Classification:** Instructional

Local Academic Unit: College of Education and Human Development

Sun Ziheng 10/10/2019 1 year

Title: Research Assistant Professor

Classification: Research

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

Sutters Justin P. 8/25/2019 3 years

Title: Assistant Professor **Classification:** Instructional

Local Academic Unit: Art (CVPA)

Note(s): Additional Title: Director of Art Education, Masters in Arts in Teaching

Swenson Erik T. 8/25/2019 1 year

Title: Research Assistant Professor

Classification: Research

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

Tang Junmei 5/25/2019 1 year

Title: Research Associate Professor

Classification: Research

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

Academic Programs, Diversity, and University Community Committee

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RENEWALS AND REAPPOINTMENTS

LAST NAMEFIRST NAMEEFFECTIVE DATEAPPT LENGTHTaylor IIIEugene A.8/25/20193 years

Title: Term Associate Professor **Classification:** Instructional

Local Academic Unit: English (CHSS)

Thurston Mark 8/25/2019 3 years

Title: Term Associate Professor **Classification:** Instructional

Local Academic Unit: Integrative Studies (CHSS)

Tomasovic Susan 8/25/2019 3 years

Title: Term Instructor **Classification:** Instructional

Local Academic Unit: Communication (CHSS)

Tomson Allison H. 8/25/2019 2 Years

Title: Term Instructor

Classification: Instructional

Local Academic Unit: Biology (COS)

Tong Daniel Q. 5/25/2019 1 year

Title: Research Professor **Classification:** Research

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

Academic Programs, Diversity, and University Community Committee

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RENEWALS AND REAPPOINTMENTS

LAST NAMEFIRST NAMEEFFECTIVE DATEAPPT LENGTHToronjo RobertsHeather2/10/2019<1 year</th>

Title: Research Associate (Instructor)

Classification: Research

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

Velauthapillai Balendran 6/10/2019 1 year

Title: Research Associate (Instructor)

Classification: Research

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

Wagner Tammy Lynn 8/25/2019 3 years

Title: Term Assistant Professor **Classification:** Instructional

Local Academic Unit: Nutrition and Food Studies (CHHS)

Weinstein Aimee L. 8/25/2019 1 year

Title: Term Assistant Professor **Classification:** Instructional

Local Academic Unit: INTO Mason (Provost)

Note(s): Additional Title: Academic Advisor, Graduate International Pathways

Wiggins Brenda 6/25/2019 1 year

Title: Term Associate Professor **Classification:** Instructional

Local Academic Unit: College of Education and Human Development

Academic Programs, Diversity, and University Community Committee

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RENEWALS AND REAPPOINTMENTS

LAST NAMEFIRST NAMEEFFECTIVE DATEAPPT LENGTHWilkinsTerry6/10/2019<1 year</th>

Title: Research Associate (Instructor)

Classification: Research

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

Wills Theresa E. 8/25/2019 1 year

Title: Term Assistant Professor **Classification:** Instructional

Local Academic Unit: College of Education and Human Development

Wise Sandra 1/31/2019 <1 year

Title: Research Associate (Instructor)

Classification: Research

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

Wutzke Clinton 8/25/2019 1 year

Title: Term Assistant Professor **Classification:** Instructional

Local Academic Unit: Rehabilitation Sciences (CHHS)

Wyczalkowski Anna 8/25/2019 3 years

Title: Term Associate Professor **Classification:** Instructional

Local Academic Unit: Physics and Astronomy (COS)

Academic Programs, Diversity, and University Community Committee

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RENEWALS AND REAPPOINTMENTS

LAST NAMEFIRST NAMEEFFECTIVE DATEAPPT LENGTHYangWenli5/25/20191 year

Title: Research Professor **Classification:** Research

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

Yi Crystal 8/25/2019 1 year

Title: Term Instructor

Classification: Instructional

Local Academic Unit: Biomedical Sciences Program (COS)

Yu Eugene G. 5/10/2019 1 year

Title: Research Associate Professor

Classification: Research

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

Zach Andrea 8/25/2019 1 year

Title: Term Assistant Professor **Classification:** Instructional

Local Academic Unit: Modern and Classical Languages (CHSS)

Note(s): This is a joint assignment with INTO Mason.

Zhou Weidong 9/25/2019 1 year

Title: Research Associate Professor

Classification: Research

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

Academic Programs, Diversity, and University Community Committee

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SEPARATIONS

LAST NAMEFIRST NAMETYPEEFFECTIVE DATEAbramowiczAlexanderContract expiration07/17/2019

Title: Psychology Intern

Classification: At will - Admin/Professional

Local Academic Unit: Counseling and Psychological Services (UL)

Agbiboa Daniel Resignation 07/24/2019

Title: Assistant Professor

Classification: Tenure track - Instructional

Local Academic Unit: School for Conflict Analysis and Resolution

Note(s):

Daniel Agbiboa has accepted a position at Harvard University's Faculty of Arts and Science.

Agouris Peggy Resignation 06/30/2019

Title: Dean

Classification: Tenured (without term) - Instructional

Local Academic Unit: College of Science

Note(s): Dr. Agouris has accepted a Provost position with the College of William and Mary.

Allen Michelle M. Resignation 07/31/2019

Title: Assistant Director, Outreach and Marketing **Classification:** At will - Admin/Professional

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

Alnifie Ghada Contract expiration 05/24/2019

Title: Term Assistant Professor **Classification:** Term - Instructional

Local Academic Unit: Computer Science (VSE)

Academic Programs, Diversity, and University Community Committee

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SEPARATIONS

LAST NAME FIRST NAME TYPE EFFECTIVE DATE

Anders Mark H. Contract expiration 05/24/2019

Title: Term Associate Professor **Classification:** Term - Instructional

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

Aydin Ayhan Contract expiration 05/24/2019

Title: Assistant Professor

Classification: Tenure track - Instructional Local Academic Unit: School of Business

Baddouh M'bark Contract expiration 05/24/2019

Title: Term Assistant Professor **Classification:** Term - Instructional

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

Baker Max Resignation 04/29/2019

Title: Executive Director Patriot Club **Classification:** At will - Instructional

Local Academic Unit: Intercollegiate Athletics

Baker Kayla Resignation 08/08/2019

Title: Project Manager/Business Analyst for Academic Innovation and New Ventures

Classification: At will - Admin/Professional Local Academic Unit: Office of the Provost

Academic Programs, Diversity, and University Community Committee

October 10, 2019

SEPARATIONS

LAST NAMEFIRST NAMETYPEEFFECTIVE DATEBaldwinCarryl L.Resignation05/24/2019

Title: Associate Professor without Term

Classification: Tenured (without term) - Instructional

Local Academic Unit: Psychology (CHSS)

Barese Eric Contract expiration 08/07/2019

Title: Associate Director, Grants and Coporate Relations

Classification: At will - Admin/Professional Local Academic Unit: School of Business

Beckman Mason Resignation 08/01/2019

Title: Assistant Coach, Wrestling

Classification: At will - Admin/Professional Local Academic Unit: Intercollegiate Athletics

Bevilacqua Theresa Resignation 09/06/2019

Title: Success Coach

Classification: At will - Admin/Professional Local Academic Unit: University Life

Bingham Janet Retirement 01/24/2019

Title: Vice President, Advancement & Alumni Relations; President, George Mason University

Foundation

Classification: At will - Admin/Professional

Local Academic Unit: Office of the Senior Vice President

Academic Programs, Diversity, and University Community Committee

October 10, 2019

SEPARATIONS

LAST NAMEFIRST NAMETYPEEFFECTIVE DATEBlackmonOliviaResignation04/05/2019

Title: Director of Corporate Outreach and Special Projects, VSGI

Classification: At will - Admin/Professional

Local Academic Unit: College of Visual and Performing Arts

Bono John Resignation 08/24/2019

Title: Term Assistant Professor **Classification:** Term - Instructional

Local Academic Unit: Information Sciences and Technology (VSE)

Note(s): Dr. Bono has accepted a position with the University of Maryland, College Park.

Chakravarty Urvashi Resignation 05/24/2019

Title: Assistant Professor

Classification: Tenure track - Instructional Local Academic Unit: English (CHSS)

Christensen Julie Resignation 05/24/2019

Title: Associate Professor without Term

Classification: Tenured (without term) - Instructional

Local Academic Unit: Modern and Classical Languages (CHSS)

Clark Wendell Resignation 05/10/2019

Title: Director of Annual Giving

Classification: At will - Admin/Professional

Local Academic Unit: Antonin Scalia Law School

Academic Programs, Diversity, and University Community Committee

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SEPARATIONS

LAST NAMEFIRST NAMETYPEEFFECTIVE DATEClarkBarbaraResignation07/09/2019

Title: Director, Financial Analysis and Budget **Classification:** At will - Admin/Professional

Local Academic Unit: Office of Budgeting and Planning

Cuffee Valerie Resignation 05/24/2019

Title: Term Instructor

Classification: Term - Instructional

Local Academic Unit: Social Work (CHHS)

D'Amico Diana Resignation 05/24/2019

Title: Assistant Professor

Classification: Tenure track - Instructional

Local Academic Unit: College of Education and Human Development

Note(s): Dr. D'Amico has accepted a position with the University of North Dakota.

D'Antonio Laura J. Resignation 05/24/2019

Title: Term Assistant Professor **Classification:** Term - Instructional

Local Academic Unit: School of Business

Davis Jeffrey Resignation 07/02/2019

Title: Director of CEHD Clinical Practices and Coordinato

Classification: At will - Admin/Professional

Local Academic Unit: College of Education and Human Development

Academic Programs, Diversity, and University Community Committee

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SEPARATIONS

LAST NAME FIRST NAME TYPE EFFECTIVE DATE **DeShane** Vanessa Resignation 01/18/2019

Title: Financial Literacy Counselor

Classification: At will - Admin/Professional

Local Academic Unit: Office of Student Financial Aid

Dias Kayla Resignation 08/16/2019

Title: Assistant Director for College Readiness **Classification:** At will - Admin/Professional

Local Academic Unit: Early Identification Program (UL)

Donini Patricia Retirement 01/19/2019

Title: Assistant Vice President, HR

Classification: At will - Admin/Professional

Local Academic Unit: Human Resources and Payroll

Easter Amber B. Resignation 05/16/2019

Title: Director, Basketball Operations, Women's Basketball

Classification: At will - Admin/Professional Local Academic Unit: Intercollegiate Athletics

Eilola Robert A. Resignation 05/24/2019

Title: Term Instructor and Assistant Director of Forensics

Classification: Term - Instructional

Local Academic Unit: Communication (CHSS)

Academic Programs, Diversity, and University Community Committee

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SEPARATIONS

LAST NAMEFIRST NAMETYPEEFFECTIVE DATEElstonKenResignation08/09/2019

Title: Associate Professor of Theater without Term **Classification:** Tenured (without term) - Instructional

Local Academic Unit: Theater (CVPA)

Erakat Noura S. Resignation 05/24/2019

Title: Assistant Professor

Classification: Tenure track - Instructional

Local Academic Unit: Integrative Studies (CHSS)

Fairclough Ian Retirement 08/01/2019

Title: Cataloging and Metadata Librarian **Classification:** At will - Admin/Professional **Local Academic Unit:** University Libraries

Feldman Ellen Retirement 01/10/2020

Title: Associate Director

Classification: At will - Admin/Professional

Local Academic Unit: Antonin Scalia Law School

Firchow Pamina Resignation 05/24/2019

Title: Assistant Professor

Classification: Tenure track - Instructional

Local Academic Unit: School for Conflict Analysis and Resolution

Academic Programs, Diversity, and University Community Committee

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SEPARATIONS

LAST NAMEFIRST NAMETYPEEFFECTIVE DATEFortuneLydellResignation08/09/2019

Title: Director for HR Services

Classification: At will - Admin/Professional Local Academic Unit: University Life

Fox Keith M. Contract expiration 05/24/2019

Title: Term Assistant Professor **Classification:** Term - Instructional

Local Academic Unit: Mathematical Science (COS)

Gallo Robert Resignation 05/24/2019

Title: Term Instructor

Classification: Term - Instructional

Local Academic Unit: Mechanical Engineering (VSE)

Glasbrenner James Resignation 05/24/2019

Title: Assistant Professor

Classification: Tenure track - Instructional

Local Academic Unit: Computational and Data Sciences (COS)

Note(s): Dr. Glasbrenner has accepted a position as a Data Scientist with MITRE Corporation.

Good Silvana Contract expiration 07/17/2019

Title: Psychology Intern

Classification: At will - Admin/Professional

Local Academic Unit: Counseling and Psychological Services (UL)

Academic Programs, Diversity, and University Community Committee

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SEPARATIONS

LAST NAMEFIRST NAMETYPEEFFECTIVE DATEGriffithsLloydRetirement05/24/2019

Title: Professor without Term

Classification: Tenured (without term) - Instructional Local Academic Unit: Volgenau School of Engineering

Guo Zhichang Contract expiration 07/24/2019

Title: Research Associate Professor **Classification:** Term - Research

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

Hatton Kimi S. Retirement 05/24/2019

Title: Term Associate Professor **Classification:** Term - Instructional

Local Academic Unit: Chemistry and Biochemistry (COS)

Henderson Jourdain D. Resignation 08/09/2019

Title: Assistant Director of Community Standards **Classification:** At will - Admin/Professional

Local Academic Unit: Housing and Residence Life (UL)

Henry Sonya S. Resignation 05/10/2019

Title: Associate Director

Classification: At will - Admin/Professional

Local Academic Unit: International Programs and Services (UL)

Academic Programs, Diversity, and University Community Committee

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SEPARATIONS

LAST NAMEFIRST NAMETYPEEFFECTIVE DATEHintonCarmaRetirement01/09/2020

Title: Clarence J. Robinson Professor

Classification: Tenured (without term) - Instructional Local Academic Unit: Clarence J. Robinson Professors

Holmes Steven Resignation 05/24/2019

Title: Assistant Professor

Classification: Tenure track - Instructional Local Academic Unit: English (CHSS)

Homayoun Houman Resignation 05/24/2019

Title: Associate Professor without Term

Classification: Tenured (without term) - Instructional

Local Academic Unit: Electrical and Computer Engineering (VSE)

Honeychuck Robert Retirement 05/24/2019

Title: Associate Professor without Term

Classification: Tenured (without term) - Instructional

Local Academic Unit: Chemistry and Biochemistry (COS)

Huh Gloria Resignation 06/24/2019

Title: Psychologist

Classification: At will - Admin/Professional

Local Academic Unit: Counseling and Psychological Services (UL)

Academic Programs, Diversity, and University Community Committee

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SEPARATIONS

LAST NAMEFIRST NAMETYPEEFFECTIVE DATEHyltonConstanceRetirement05/24/2019

Title: Term Instructor

Classification: Term - Instructional

Local Academic Unit: School of Business

Jackson Andrina Resignation 06/10/2019

Title: Interim Associate Director, Special Diversity Initiatives

Classification: At will - Admin/Professional Local Academic Unit: University Life

Kaiser Karen R. Contract expiration 05/24/2019

Title: Term Visiting Associate Professor **Classification:** Term - Instructional

Local Academic Unit: College of Education and Human Development

Kalim Geraldine Resignation 11/01/2019

Title: Reference and Faculty Services Librarian **Classification:** At will - Admin/Professional

Local Academic Unit: Antonin Scalia Law School

Katopis Chris Resignation 06/20/2019

Title: Assistant Director

Classification: At will - Admin/Professional
Local Academic Unit: Antonin Scalia Law School

Academic Programs, Diversity, and University Community Committee

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SEPARATIONS

LAST NAME FIRST NAME TYPE EFFECTIVE DATE

Kelly Aaron J. Resignation 04/23/2019

Title: Assistant Coach, Men's Basketball
Classification: At will - Admin/Professional
Local Academic Unit: Intercollegiate Athletics

Kheshvadjian Michael Resignation 05/24/2019

Title: Term Instructor

Classification: Term - Instructional

Local Academic Unit: Biomedical Sciences Program (COS)

Kim Julie Park Deceased 05/20/2019

Title: Term Assistant Professor

Classification: At will - Admin/Professional Local Academic Unit: University Life

Landry David Contract expiration 07/22/2019

Title: Executive Director, Chief Information Security Officer

Classification: At will - Admin/Professional

Local Academic Unit: Information Technology Services

Lee Jongdoo Contract expiration 05/24/2019

Title: Term Assistant Professor **Classification:** Term - Instructional

Local Academic Unit: School of Business

Academic Programs, Diversity, and University Community Committee

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SEPARATIONS

LAST NAMEFIRST NAMETYPEEFFECTIVE DATELeeds-BrodyKateResignation06/28/2019

Title: Director, Operations

Classification: At will - Admin/Professional Local Academic Unit: Office of the Provost

Lo Margaret Resignation 05/21/2019

Title: University Sustainability Director **Classification:** At will - Admin/Professional

Local Academic Unit: Facilities

Logan Kasene Resignation 07/19/2019

Title: Resident Director

Classification: At will - Admin/Professional

Local Academic Unit: Housing and Residence Life (UL)

Lundi Katusia Resignation 03/13/2019

Title: EEO/Diversity Specialist

Classification: At will - Admin/Professional

Local Academic Unit: Compliance, Diversity, and Ethics

Lyver John Resignation 05/24/2019

Title: Term Associate Professor **Classification:** Term - Instructional

Local Academic Unit: Computational and Data Sciences (COS)

Academic Programs, Diversity, and University Community Committee

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SEPARATIONS

LAST NAMEFIRST NAMETYPEEFFECTIVE DATEMarrJoseph A.Contract expiration05/24/2019

Title: Term Associate Professor **Classification:** Term - Instructional

Local Academic Unit: Computational and Data Sciences (COS)

May Jonathan Resignation 07/09/2019

Title: Success Coach for the Mason Care Network Classification: At will - Admin/Professional Local Academic Unit: University Life

McCloskey Laura Contract expiration 05/24/2019

Title: Term Instructor

Classification: Term - Instructional

Local Academic Unit: History and Art History (CHSS)

McLagan Kirsten J. Resignation 08/30/2019

Title: Senior Academic Advisor, Academic English

Classification: At will - Admin/Professional Local Academic Unit: INTO Mason (Provost)

Melville Alexis M. Resignation 07/26/2019

Title: Associate Director, Training Services **Classification:** At will - Admin/Professional

Local Academic Unit: Counseling and Psychological Services (UL)

Academic Programs, Diversity, and University Community Committee

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SEPARATIONS

LAST NAMEFIRST NAMETYPEEFFECTIVE DATEMoyherRobin E.Resignation07/19/2019

Title: Mason LIFE Assistant Director **Classification:** At will - Admin/Professional

Local Academic Unit: College of Education and Human Development

Neville Frank Resignation 08/30/2019

Title: Chief of Staff

Classification: At will - Admin/Professional Local Academic Unit: Office of the President

Note(s): Mr. Neville has accepted a position as Chief-of-State at Georgia Tech.

Nicholas Nichole A. Resignation 08/15/2019

Title: Assistant Director

Classification: At will - Admin/Professional

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

Nicogossian Arnauld E. Retirement 07/24/2019

Title: Distinguished Research Professor

Classification: Term - Research

Local Academic Unit: Schar School of Policy and Government

Norton Priscilla Retirement 05/24/2019

Title: Professor without Term

Classification: Tenured (without term) - Instructional

Local Academic Unit: College of Education and Human Development

Academic Programs, Diversity, and University Community Committee

October 10, 2019

SEPARATIONS

LAST NAME FIRST NAME TYPE EFFECTIVE DATE **Pawlewicz** Robert Contract expiration 05/24/2019

Title: Assistant Professor

Classification: Tenure track - Instructional Local Academic Unit: School of Business

Phelps Laura Retirement 07/24/2019

Title: Director of Online Student Services and Communications

Classification: At will - Admin/Professional Local Academic Unit: Office of the Provost

Pickett Hermione L. Resignation 01/09/2019

Title: Academic Advisor

Classification: At will - Admin/Professional

Local Academic Unit: Student Academic Affairs, Advising and Retention

Powell James R. Contract expiration 05/24/2019

Title: Term Assistant Professor **Classification:** Term - Instructional

Local Academic Unit: School of Business

Preston Resignation 06/07/2019

Title: Research Associate (Instructor) **Classification:** Term - Research

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

Academic Programs, Diversity, and University Community Committee

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SEPARATIONS

LAST NAME FIRST NAME TYPE EFFECTIVE DATE

Prueitt Catherine E. Resignation 05/24/2019

Title: Assistant Professor

Classification: Tenure track - Instructional

Local Academic Unit: Religious Studies (CHSS)

Quinn Patrick J. Retirement 08/24/2019

Title: Director of Student Fiscal Services
Classification: At will - Admin/Professional
Local Academic Unit: Student Accounts

Randhawa Karmjot Resignation 09/24/2019

Title: Research Associate (Instructor) **Classification:** Term - Research

Local Academic Unit: Communication (CHSS)

Rawlings Theodore T. Resignation 05/17/2019

Title: Director, Men's Basketball Operations **Classification:** At will - Admin/Professional **Local Academic Unit:** Intercollegiate Athletics

Ready Psyche Z. Resignation 05/24/2019

Title: Term Instructor

Classification: Term - Instructional **Local Academic Unit:** English (CHSS)

Academic Programs, Diversity, and University Community Committee

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SEPARATIONS

LAST NAME FIRST NAME TYPE EFFECTIVE DATE

Reo Richard Retirement 08/24/2019

Title: Instructional Designer

Classification: At will - Admin/Professional

Local Academic Unit: Division of Instructional Technology

Richards Seth Resignation 05/21/2019

Title: Resident Director

Classification: At will - Admin/Professional

Local Academic Unit: Housing and Residence Life (UL)

Rodino Damian Resignation 07/25/2019

Title: Assistant Coach, Men's & Women's Swimming

Classification: At will - Admin/Professional Local Academic Unit: Intercollegiate Athletics

Rodrigo Welikala Withanage Shanaka Contract expiration 08/16/2019

Title: Research Assistant Professor **Classification:** Term - Research

Local Academic Unit: Bioengineering (VSE)

Roman Francisco Contract expiration 05/24/2019

Title: Associate Professor

Classification: Tenure track - Instructional Local Academic Unit: School of Business

Academic Programs, Diversity, and University Community Committee

October 10, 2019

SEPARATIONS

LAST NAMEFIRST NAMETYPEEFFECTIVE DATERouthDouglas R.Resignation08/02/2019

Title: Research Associate (Instructor) **Classification:** Term - Research

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

Saldana Roland R. Retirement 06/24/2019

Title: Chief Financial Officer

Classification: At will - Admin/Professional

Local Academic Unit: Office of the Senior Vice President

Secrest Nathan J. Resignation 08/30/2019

Title: Research Assistant Professor **Classification:** Term - Research

Local Academic Unit: Physics and Astronomy (COS)

Senator Donna Retirement 08/24/2019

Title: Associate Director Proposal and Award Management

Classification: At will - Admin/Professional

Local Academic Unit: Office of Sponsored Programs

Seubert Angela K. Resignation 08/02/2019

Title: Research Associate (Instructor) **Classification:** Term - Research

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

Note(s): Ms. Seubert has accepted a position as a Research Scientist at ICF.

Academic Programs, Diversity, and University Community Committee

October 10, 2019

SEPARATIONS

LAST NAMEFIRST NAMETYPEEFFECTIVE DATEShawLisaResignation06/14/2019

Title: Director of Student Services

Classification: At will - Admin/Professional

Local Academic Unit: School for Conflict Analysis and Resolution

Simmons Megan R. Resignation 06/03/2019

Title: Equal Opportunity/Title IX Invesstigator **Classification:** At will - Admin/Professional

Local Academic Unit: Compliance, Diversity, and Ethics

Singman David Retirement 05/24/2019

Title: Professor without Term

Classification: Tenured (without term) - Instructional Local Academic Unit: Mathematical Science (COS)

Smith Kareema M. Resignation 07/30/2019

Title: Director of Student Success

Classification: At will - Admin/Professional Local Academic Unit: Honors College

Note(s):

Ms. Smith has been accepted into a Counseling Psychology PhD program at Auburn University.

Snow Charles Retirement 05/24/2019

Title: Term Associate Professor **Classification:** Term - Instructional

Local Academic Unit: Information Sciences and Technology (VSE)

Academic Programs, Diversity, and University Community Committee

October 10, 2019

SEPARATIONS

LAST NAME FIRST NAME TYPE EFFECTIVE DATE

Sockett Hugh Retirement 05/24/2019

Title: Professor without Term

Classification: Tenured (without term) - Instructional

Local Academic Unit: Schar School of Policy and Government

Stahley Mark Retirement 07/24/2019

Title: Assistant Budget Director

Classification: At will - Admin/Professional

Local Academic Unit: Office of Budgeting and Planning

Steadman Sarah B. Resignation 05/24/2019

Title: Term Instructor

Classification: Term - Instructional

Local Academic Unit: INTO Mason (Provost)

Sturgis Jennifer Contract expiration 08/09/2019

Title: Assistant Director, Academic Planning and Research Operations

Classification: At will - Admin/Professional Local Academic Unit: Office of the Provost

Sugiyama Nawa Resignation 05/24/2019

Title: Assistant Professor

Classification: Tenure track - Instructional

Local Academic Unit: Sociology and Anthropology (CHSS)

Academic Programs, Diversity, and University Community Committee

October 10, 2019

SEPARATIONS

LAST NAMEFIRST NAMETYPEEFFECTIVE DATETakatsSeanResignation05/24/2019

Title: Associate Professor without Term

Classification: Tenured (without term) - Instructional **Local Academic Unit:** History and Art History (CHSS)

Tang Liansheng (Larry) Resignation 05/24/2019

Title: Assistant Professor

Classification: Tenured (without term) - Instructional

Local Academic Unit: Statistics (VSE)

Thomas Sharon Resignation 01/12/2019

Title: Director, Workforce Planning and Budget **Classification:** At will - Admin/Professional

Local Academic Unit: Human Resource and Payroll

Vraga Emily Resignation 05/24/2019

Title: Associate Professor without Term

Classification: Tenured (without term) - Instructional Local Academic Unit: Communication (CHSS)

Wang Zhi Retirement 09/30/2019

Title: Research Professor

Classification: Term - Research

Local Academic Unit: Schar School of Policy and Government

Academic Programs, Diversity, and University Community Committee

October 10, 2019

SEPARATIONS

LAST NAMEFIRST NAMETYPEEFFECTIVE DATEWarrenMonet S.Resignation05/10/2019

Title: Assistant Director of Residential Communities

Classification: At will - Admin/Professional

Local Academic Unit: Housing and Residence Life (UL)

Waters Keith Resignation 06/14/2019

Title: Research Assistant Professor **Classification:** Term - Research

Local Academic Unit: Schar School of Policy and Government

White Jason B. Resignation 05/24/2019

Title: Term Associate Professor **Classification:** Term - Instructional

Local Academic Unit: College of Education and Human Development

Wiley Harolynn O. Retirement 01/24/2019

Title: Director of TTAC

Classification: At will - Admin/Professional

Local Academic Unit: College of Education and Human Development

Williams Tiffany Resignation 06/07/2019

Title: Assistant Dean of Admissions and Enrollment at Law School

Classification: At will - Admin/Professional

Local Academic Unit: Antonin Scalia Law School

Academic Programs, Diversity, and University Community Committee

October 10, 2019

SEPARATIONS

LAST NAMEFIRST NAMETYPEEFFECTIVE DATEWillseCraigResignation05/24/2019

Title: Associate Professor

Classification: Tenured (without term) - Instructional Local Academic Unit: Cultural Studies Program (CHSS)

Xiong Nancy Contract expiration 01/09/2020

Title: Associate Director

Classification: At will - Admin/Professional

Local Academic Unit: Center for the Advancement of Well-Being (CHSS)

Yousefi Bahram Contract expiration 05/31/2019

Title: Research Assistant Professor **Classification:** Term - Research

Local Academic Unit: Center for Excellence in Command, Control, Communications,

Computing and Intelligence (VSE)

Academic Programs, Diversity, and University Community Committee

October 10, 2019

OTHER ANNOUNCEMENTS

LAST NAME FIRST NAME TYPE

Adams Amy J. Title Change

Title: Executive Director, Institute for Biohealth Innovation

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

Note(s): Previous Title: Associate Director

Aguirre A. Alonso Title Change

Title: IACUC Chair

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

Note(s): Additional Title: Department Chair-Environmental Science and Policy

Retained Title-Professor without Term

Allen Susan Leave with Pay

Title: Associate Professor without Term

Local Academic Unit: School for Conflict Analysis and Resolution

Note(s):

Professor Allen will be on Leave with Pay for academic year 2019-2020 to participate in the

Fulbright Program at Tbilisi State University in Georgia.

Ascoli Giorgio Leave with Pay

Title: University Professor

Local Academic Unit: Molecular Neuroscience (VSE)

Note(s): Professor Ascoli has been awarded a Faculty Study Leave for Fall Semester 2019.

AuffretJean-PierreTitle Change

Title: Associate Director, CARE

Local Academic Unit: School of Business

Note(s): Additional Title:Director of Research Partnerships & Grants Initiatives/Term Assistant Professor

Academic Programs, Diversity, and University Community Committee

October 10, 2019

OTHER ANNOUNCEMENTS

LAST NAME FIRST NAME TYPE

Baker Robert E. Title Change

Title: Director, Sport, Recreation, and Tourism

Local Academic Unit: College of Education and Human Development

Note(s): Retained Title-Professor without Term

Banville Dominique Title Change

Title: Director of the Division of Health and Human Performance **Local Academic Unit:** College of Education and Human Development

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

Barnes Steven Leave with Pay

Title: Associate Professor

Local Academic Unit: History and Art History (CHSS)

Note(s): Professor Barnes has been awarded a Faculty Study Leave for Spring Semester 2020.

Bazaz Jennifer Title Change

Title: Director, COS Enrollment and Curriculum Management

Local Academic Unit: College of Science

Note(s): Previous Title: Associate Director, Academic Affairs

Bevilacqua Theresa Title Change

Title: Success Coach for the Mason Care Network

Local Academic Unit: University Life

Note(s): Previous Title: Academic Advising Effectiveness Specialist

Academic Programs, Diversity, and University Community Committee

October 10, 2019

OTHER ANNOUNCEMENTS

LAST NAMEFIRST NAMETYPEBockmanJohanna K.Title Change

Title: Interim Director of the Global Affairs Program **Local Academic Unit:** Global Affairs Program (CHSS)

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

Bray Laurence Title Change

Title: Interim Associate Provost for Graduate Education

Local Academic Unit: Office of the Provost

Note(s): Previous Title:Senior Faculty Fellow - Research, Graduate Education, and Postdoctoral Training

Buehl Michelle M. Title Change

Title: Director of the Division of Educational Psychology, Research Methods, and Education

Policy

Local Academic Unit: College of Education and Human Development

Note(s): Retained Title-Professor without Term

Call-Cummings Meagan Title Change

Title: Faculty Learning Communities Facilitator

Local Academic Unit: College of Education and Human Development

Note(s): Retained Title-Assistant Professor

Cattaneo Lauren Title Change

Title: Faculty Fellow for Faculty Affairs and Development

Local Academic Unit: Psychology (CHSS)

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

Academic Programs, Diversity, and University Community Committee

October 10, 2019

OTHER ANNOUNCEMENTS

LAST NAMEFIRST NAMETYPEChenSongqingLeave with Pay

Title: Assistant Professor

Local Academic Unit: Computer Science (VSE)

Note(s): Professor Chen has been awarded a Faculty Study Leave for Spring Semester 2020.

Chitnis Parag Title Change

Title: Faculty Fellow for Graduate Education **Local Academic Unit:** Office of the Provost

Note(s): Retained Title-Assistant Professor

Chorvat Terrence R. Leave without Pay

Title: Professor without Term

Local Academic Unit: Antonin Scalia Law School

Note(s):

Professor Chorvat will be on leave without pay for academic year 2019-2020 to be a Visiting Professor with the Finance Department of the University of Iowa, Tippie College of Business.

Cleaver Rachel Title Change

Title: Senior Associate Director, K-12 Partnerships

Local Academic Unit: Office of Admissions

Note(s): Previous Title: Associate Director for K-12 Partnerships

Collins Samuel Leave with Pay

Title: Associate Professor

Local Academic Unit: History and Art History (CHSS)

Note(s): Professor Collins has been awarded a Faculty Study Leave for Fall Semester 2019.

Academic Programs, Diversity, and University Community Committee

October 10, 2019

OTHER ANNOUNCEMENTS

LAST NAME FIRST NAME TYPE

Crate Susan Leave with Pay

Title: Professor without Term

Local Academic Unit: Environmental Science and Policy (COS)

Note(s): Professor Crate has been awarded a Faculty Study Leave for Spring Semester 2020.

Crawford Deborah Title Change

Title: Vice President, Office of Research, Innovation and Economic Impact

Local Academic Unit: Office of the Provost

Note(s): Previous Title: Vice President for Research

Curby Timothy Leave with Pay

Title: Assistant Professor

Local Academic Unit: Psychology (CHSS)

Note(s): Professor Curby has been awarded a Faculty Study Leave for Spring Semester 2020.

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

Dakake Maria Title Change

Title: Distinguished Mentoring Fellow for Faculty Affairs and Development

Local Academic Unit: Office of the Provost

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

Academic Programs, Diversity, and University Community Committee

October 10, 2019

OTHER ANNOUNCEMENTS

LAST NAMEFIRST NAMETYPEDebeerstBirgitTitle Change

Title: Associate Director, Divisional Operations and Planning

Local Academic Unit: University Life

Note(s): Previous Title: Associate Director, Online Initiatives

Detley Angela Title Change

Title: Assistant Provost for Institutional Effectiveness and Planning

Local Academic Unit: Office of the Provost

Note(s): Previous Title: Assistant Provost for Institutional Research

Douglas Charlene Y. Title Change

Title: Division Director, Undergraduate Programs

Local Academic Unit: Nursing (CHHS)

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

Durham Gesele Title Change

Title: Associate Provost for Institutional Effectiveness and Planning

Local Academic Unit: Office of the Provost

Note(s): Previous Title: Associate Provost for Institutional Research and Effectiveness

Edwards Kimberley Title Change

Title: Database Integrity & Analysis Librarian **Local Academic Unit:** University Libraries

Note(s): Previous Title:Information Analyst for Technical Services

Academic Programs, Diversity, and University Community Committee

October 10, 2019

OTHER ANNOUNCEMENTS

LAST NAME FIRST NAME TYPE

Figure 1 agree with Port

Eisner Eric Leave with Pay

Title: Associate Professor

Local Academic Unit: English (CHSS)

Note(s): Professor Eisner has been awarded a Faculty Study Leave for Spring Semester 2020.

Elwood Joan Title Change

Title: Success Coach for the Mason Care Network

Local Academic Unit: University Life

Note(s): Previous Title: Transfer Advising Coordinator

Flores Thomas Leave with Pay

Title: Assistant Professor

Local Academic Unit: School for Conflict Analysis and Resolution

Note(s): Professor Flores was awarded a Faculty Study Leave for Spring Semester 2019.

Fontana Judith Title Change

Title: Coordinator, VDOE TTAC

Local Academic Unit: College of Education and Human Development

Note(s): Previous Title: Training and Tech Assistant

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

Academic Programs, Diversity, and University Community Committee

October 10, 2019

OTHER ANNOUNCEMENTS

LAST NAMEFIRST NAMETYPEGalvinMichaelTitle Change

Title: Associate Director for Regional Campuses

Local Academic Unit: University Life

Note(s): Previous Title: Operations Manager

Gillevet Patrick M. Title Change

Title: Interim Associate Dean for Research

Local Academic Unit: Environmental Science and Policy (COS)

Note(s): Retained Title-Professor without Term

Gilmore Michael Leave with Pay

Title: Associate Professor

Local Academic Unit: Integrative Studies (CHSS)

Note(s): Professor Gilmore has been awarded a Faculty Study Leave for Fall Semester 2019.

Gimm Gilbert Title Change

Title: Distinguished Mentoring Fellow for Faculty Affairs and Development

Local Academic Unit: Office of the Provost

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

Gingold Yotam Leave with Partial Pay

Title: Associate Professor without Term

Local Academic Unit: Computer Science (VSE)

Note(s): Professor Gingold has been awarded a Faculty Study Leave for Fall Semester 2019.

Academic Programs, Diversity, and University Community Committee

October 10, 2019

OTHER ANNOUNCEMENTS

LAST NAMEFIRST NAMETYPEGocalaMaxwellTitle Change

Title: Associate Director of Undergraduate Recruiting and Engagement

Local Academic Unit: School of Business

Note(s): Previous Title: Associate Director of Undergraduate Recruiting and Outreach

Goodings Deborah Title Change

Title: VSE Associate Dean for Graduate Programs

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

Note(s): Retained Title-Professor without Term

Graham Robert L. Title Change

Title: Course Coordinator, Transition Courses and PASS Team Coordinator

Local Academic Unit: INTO Mason (Provost)

Note(s): Retained Title-Term Instructor

Grimm Stephanie H. Title Change

Title: GRA/GPA Coordinator

Local Academic Unit: University Libraries

Note(s): Retained Title-Art and Art History Librarian

Hartley Rebecca Title Change

Title: Assistant Vice President for Research Integrity and Assurance

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

Note(s): Previous Title: Director of Export Compliance and Secure Research

Academic Programs, Diversity, and University Community Committee

October 10, 2019

OTHER ANNOUNCEMENTS

LAST NAMEFIRST NAMETYPEHarveyJamesLeave with Pay

Title: Associate Professor

Local Academic Unit: School of Business

Note(s): Professor Harvey has been awarded a Faculty Study Leave for Fall Semester 2019.

Helton William Title Change

Title: Professor without Term

Local Academic Unit: Psychology (CHSS)

Note(s): Additional Title: Program Director for Human Factors and Applied Cognition

Hersch Rebekah K. Title Change

Title: Assistant Vice President, Research Development

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

Note(s): Previous Title: Associate Director, Research Development

Hirsch Susan Leave with Pay

Title: Professor

Local Academic Unit: School for Conflict Analysis and Resolution

Note(s): Professor Hirsch was awarded a Faculty Study Leave for academic year 2018-2019.

Hjalmarson Margret A. Title Change

Title: Director of the PhD in Education Program

Local Academic Unit: College of Education and Human Development

Note(s): Retained Title-Professor without Term

Academic Programs, Diversity, and University Community Committee

October 10, 2019

OTHER ANNOUNCEMENTS

LAST NAMEFIRST NAMETYPEHoAngelaLeave with Pay

Title: Associate Professor

Local Academic Unit: History and Art History (CHSS)

Note(s): Professor Ho has been awarded a Faculty Study Leave for Fall Semester 2019.

Hsieh Jin-Lung Leave with Pay

Title: Associate Professor

Local Academic Unit: School of Management

Note(s): Professor Hsieh has been awarded a Faculty Study Leave for Fall Semester 2019.

Huang Chien-Chung Leave with Pay

Title: Associate Professor without Term

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

Note(s): Professor Huang has been awarded a Faculty Study Leave for Fall Semester 2019.

Hunter Seth B. Tenure Track Contract Extension

Title: Assistant Professor

Local Academic Unit: College of Education and Human Development

Incerti Federica Title Change

Title: Director of Technology for the School of Art and Cybersecurity for CVPA

Local Academic Unit: Art (CVPA)

Note(s): Previous Title: Associate Director, Educational Media and Technology

Academic Programs, Diversity, and University Community Committee

October 10, 2019

OTHER ANNOUNCEMENTS

<u>LAST NAME</u> <u>FIRST NAME</u> <u>TYPE</u>

James Tania Tenure Track Contract

Extension

Title: Associate Professor

Local Academic Unit: English (CHSS)

Johnson Devon V. Leave with Pay

Title: Associate Professor

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

Note(s): Professor Johnson has been awarded a Faculty Study Leave for Spring Semester 2019.

Josephson Brett W. Title Change

Title: Director of Executive Development **Local Academic Unit:** School of Business

Note(s): Retained Title-Assistant Professor

Joshi Maheshkumar Leave with Pay

Title: Associate Professor

Local Academic Unit: School of Business

Note(s): Professor Joshi has been awarded a Faculty Study Leave for Fall Semester 2019.

Julie Trkula Title Change

Title: Associate Director of Green Machine Operations

Local Academic Unit: College of Visual and Performing Arts

Note(s): Previous Title: Associate Director of Administration and Finance

Academic Programs, Diversity, and University Community Committee

October 10, 2019

OTHER ANNOUNCEMENTS

LAST NAMEFIRST NAMETYPEKellyAnthony E.Title Change

Title: Associate Dean for Research

Local Academic Unit: College of Education and Human Development

Note(s): Retained Title-Professor without Term

Kidd Julie Title Change

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

King Jason Title Change

Title: Success Coach for the Mason Care Network

Local Academic Unit: University Life

Note(s): Previous Title: Assistant Director

Kitsantas Panagiota Title Change

Title: Distinguished Mentoring Fellow for Faculty Affairs and Development

Local Academic Unit: Office of the Provost

Note(s): Retained Title-Professor without Term

La Croix

Leslie

Tenure Track Contract

Extension

Title: Assistant Professor

Local Academic Unit: College of Education and Human Development

Academic Programs, Diversity, and University Community Committee

October 10, 2019

OTHER ANNOUNCEMENTS

LAST NAMEFIRST NAMETYPELewisVirginia AnnTitle Change

Title: Director, Theme/Major Advising **Local Academic Unit:** Office of the Provost

Note(s): Previous Title: Assistant Dean

Lister Lisa Title Change

Title: Term Professor

Local Academic Unit: English (CHSS)

Note(s): Previous Title:Term Associate Professor

Mallinson R. Kevin Title Change

Title: Division Director, PhD Programs **Local Academic Unit:** Nursing (CHHS)

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

Malouf Michael Leave with Pay

Title: Associate Professor

Local Academic Unit: English (CHSS)

Note(s): Professor Malouf has been awarded a Faculty Study Leave for Fall Semester 2019.

Mark Brian Leave with Pay

Title: Professor without Term

Local Academic Unit: Electrical and Computer Engineering (VSE)

Note(s): Professor Mark has been awarded a Faculty Study Leave for Spring Semester 2020.

Academic Programs, Diversity, and University Community Committee

October 10, 2019

OTHER ANNOUNCEMENTS

<u>LAST NAME</u> <u>FIRST NAME</u> <u>TYPE</u>

Mascott Jennifer Tenure Track Contract

Extension

Title: Assistant Professor

Local Academic Unit: Antonin Scalia Law School

Mathis Sara M. Title Change

Title: Stearns Center Faculty Fellow for Language Diversity

Local Academic Unit: Office of the Provost

Note(s): Retained Title-Term Assistant Professor

Matthews Jessica Title Change

Title: Stearns Center Faculty Fellow

Local Academic Unit: Office of the Provost

Note(s): Retained Title-Term Professor

May Jonathan Title Change

Title: Success Coach for the Mason Care Network

Local Academic Unit: University Life

Note(s): Previous Title: Associate Director

Miller Laura Title Change

Title: Course Coordinator, Undergraduate International Year One

Local Academic Unit: INTO Mason (Provost)

Note(s): Retained Title-Term Instructor

Academic Programs, Diversity, and University Community Committee

October 10, 2019

OTHER ANNOUNCEMENTS

LAST NAMEFIRST NAMETYPEMillerAngela D.Title Change

Title: Distinguished Mentoring Fellow for Faculty Affairs and Development

Local Academic Unit: Office of the Provost

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

Namubiru Esther Title Change

Title: Stearns Center Faculty Fellow for Language Diversity

Local Academic Unit: Office of the Provost

Note(s): Retained Title-Term Instructor

Nix Shannon S. Title Change

Title: Assistant Provost for Institutional Effectiveness and Planning

Local Academic Unit: Office of the Provost

Note(s): Previous Title: Assistant Provost for Institutional Effectiveness

O'Connor Sean M. Title Change

Title: Director of the Center for the Protection of Intellectual Property

Local Academic Unit: Antonin Scalia Law School

Note(s): Retained Title-Professor without Term

O'Neill Olivia Title Change

Title: Senior Scientist and Director of Research

Local Academic Unit: Center for the Advancement of Well-Being (CHSS)

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

Academic Programs, Diversity, and University Community Committee

October 10, 2019

OTHER ANNOUNCEMENTS

LAST NAMEFIRST NAMETYPEPamasRoberto A.Title Change

Title: Director of TEACHERtrack @Mason

Local Academic Unit: College of Education and Human Development

Note(s): Retained Title-Term Associate Professor

Paris Bernd-Peter Leave with Pay

Title: Associate Professor without Term

Local Academic Unit: Electrical and Computer Engineering (VSE)

Note(s): Professor Paris has been awarded a Faculty Study Leave for Spring Semester 2020.

Pichichero Christy Leave with Pay

Title: Associate Professor without Term

Local Academic Unit: Modern and Classical Languages (CHSS)

Note(s): Professor Pichichero has been awarded a Faculty Study Leave for Fall Semester 2019.

Qurashi Margaret Title Change

Title: Coordinator, Health Professional Advising **Local Academic Unit:** Office of the Provost

Note(s): Previous Title: Health Professions Advising Coordinator

Rashkover Randi L. Leave with Pay

Title: Associate Professor without Term

Local Academic Unit: Religious Studies (CHSS)

Note(s): Professor Rashkover has been awarded a Faculty Study Leave for Fall Semester 2019.

Academic Programs, Diversity, and University Community Committee

October 10, 2019

OTHER ANNOUNCEMENTS

LAST NAMEFIRST NAMETYPEReedyKarenTitle Change

Title: Associate Dean for Undergraduate Education

Local Academic Unit: College of Visual and Performing Arts

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

Reid E. Shelley Title Change

Title: Director of Teaching Excellence, Stearns Center

Local Academic Unit: Office of the Provost

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

Richardson Mary Title Change

Title: Course Coordinator, EAP

Local Academic Unit: INTO Mason (Provost)

Note(s): Retained Title-Term Instructor

Robertson Stephen Leave with Pay

Title: Professor

Local Academic Unit: History and Art History (CHSS)

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

2020.

Rodgers Ellen Title Change

Title: Associate Dean, Student and Academic Affairs

Local Academic Unit: College of Education and Human Development

Note(s): Previous Title: Associate Dean

Academic Programs, Diversity, and University Community Committee

October 10, 2019

OTHER ANNOUNCEMENTS

LAST NAMEFIRST NAMETYPERossJodiTitle Change

Title: Assistant Director for Training and Student Engagement

Local Academic Unit: University Life

Note(s): Previous Title: Assistant Director - UNIV Courses and Programs

Seshaiyer Padmanabhan Leave with Pay

Title: Professor without Term

Local Academic Unit: College of Science

Note(s): Professor Seshaiyer has been awarded a Faculty Study Leave for Fall Semester 2019.

Shahrokhi Farnoosh Title Change

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

Sherwin Martin Leave with Partial Pay

Title: University Professor

Local Academic Unit: History and Art History (CHSS)

Note(s):

Professor Sherwin has been awarded a Faculty Study Leave for academic year 2019-2020

Smith Suzanne Leave with Pay

Title: Associate Professor

Local Academic Unit: History and Art History (CHSS)

Note(s): Professor Smith has been awarded a Faculty Study Leave for Spring Semester 2020.

Academic Programs, Diversity, and University Community Committee

October 10, 2019

OTHER ANNOUNCEMENTS

LAST NAMEFIRST NAMETYPESoleymaniPatrickConversion

Title: Associate Dean, Undergraduate Programs Local Academic Unit: School of Business

Note(s): Administrative Faculty promoted to the rank of Term Associate Professor.

Sperry Patricia Title Change

Title: Associate Director, Research Administration **Local Academic Unit:** Office of Sponsored Programs

Note(s): Previous Title: Associate Director, Outreach and System Administration

Stevens Andrew Title Change

Title: Web Applications and Services Librarian **Local Academic Unit:** University Libraries

Note(s): Previous Title: Web Services Librarian

Stevenson Megan T. Tenure Track Contract Extension

Title: Assistant Professor

Local Academic Unit: Antonin Scalia Law School

Sun Donglian Leave with Pay

Title: Associate Professor without Term

Local Academic Unit: Geography and Geoinformation Science (COS)

Note(s): Professor Sun has been awarded a Faculty Study Leave for Spring Semester 2020.

Academic Programs, Diversity, and University Community Committee

October 10, 2019

OTHER ANNOUNCEMENTS

LAST NAMEFIRST NAMETYPETaxmanFave S.Title Change

Title: Faculty Fellow for the NOVA Healing Hub **Local Academic Unit:** Office of the Provost

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

Teague Bradley C. Title Change

Title: Assistant Director of Residential Student Development Initiatives

Local Academic Unit: Housing and Residence Life (UL)

Note(s): Previous Title: Assistant Director of Student Staff Development

Thompson James C. Title Change

Title: Associate Professor without Term **Local Academic Unit:** Psychology (CHSS)

Note(s): Additional Title: MRI Scientific Director

Thompson Adrienne **D.** Title Change

Title: Director of the Mason Care Network **Local Academic Unit:** University Life

Note(s): Previous Title: Associate Director, Student Success

Tian Zhi Title Change

Title: Director, VSE SMART

Local Academic Unit: Electrical and Computer Engineering (VSE)

Note(s): Retained Title-Professor without Term

Academic Programs, Diversity, and University Community Committee

October 10, 2019

OTHER ANNOUNCEMENTS

FIRST NAME TYPE LAST NAME Title Change **Toepler** Stefan

Title: Director of the MPA Porgram

Local Academic Unit: Schar School of Policy and Government

Note(s): Retained Title-Professor without Term

View Jenice Title Change

Title: Faculty Learning Communities Facilitator Local Academic Unit: Office of the Provost

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

Visvanathan Gnanakumar Leave with Pay

Title: Associate Professor without Term Local Academic Unit: School of Business

Note(s): Professor Visvanathan has been awarded a Faculty Study Leave for Fall Semester 2019.

Leave with Pay Weigel Robert

Title: Assistant Professor

Local Academic Unit: Computational and Data Sciences (COS)

Note(s): Weigel was awarded a Faculty Study Leave for the academic year 2018-2019.

Title Change Weinstein Ali

Title: Distinguished Mentoring Fellow for Faculty Affairs and Development

Local Academic Unit: Office of the Provost

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

Academic Programs, Diversity, and University Community Committee

October 10, 2019

OTHER ANNOUNCEMENTS

LAST NAMEFIRST NAMETYPEWheelockStefanTitle Change

Title: Distinguished Mentoring Fellow for Faculty Affairs and Development

Local Academic Unit: Office of the Provost

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

Wright Joshua Title Change

Title: Executive Director of the Global Antitrust Institute **Local Academic Unit:** Antonin Scalia Law School

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

Ye Shun Title Change

Title: Assistant Area Chair

Local Academic Unit: School of Business

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

Yilmaz Husevin Leave with Pay

Title: Associate Professor without Term

Local Academic Unit: History and Art History (CHSS)

Note(s): Professor Yilmaz has been awarded a Faculty Study Leave for Spring Semester 2020.

Yun John Title Change

Title: Director of Economic Education for Global Antitrust Institute

Local Academic Unit: Antonin Scalia Law School

Note(s): Retained Title-Term Associate Professor

Academic Programs, Diversity, and University Community Committee

October 10, 2019

OTHER ANNOUNCEMENTS

<u>LAST NAME</u> <u>FIRST NAME</u> <u>TYPE</u>

Zhu Shanjiang Leave with Pay

Title: Associate Professor without Term

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

Note(s): Professor Zhu has been awarded a Faculty Study Leave for Spring Semester 2020.

Zupan Katheryn D. Title Change

Title: Admissions Online Programming and Operations Lead

Local Academic Unit: Office of Admissions

Note(s): Previous Title: Associate Director of Enrollment Management

	Fa	culty and Acader	nic Standards Co	mmittee		
	SUMMARY	OF FACULTY A	CTIONS AND AN	NOUNCEMEN'	TS	1
APPOINTMENT OF FACU	LTY					
	Term		Tenure Track			
	9-month	12-month	9-month	12-month	Research	Grant Funde
Instructor						
Assistant Professor						
Associate Professor						
Professor						
Administrative/Professional						
Γotals						
RENEWALS/REAPPOINT	MENTS					
	Term		Tenure Track			
	9-month	12-month	9-month	12-month		Total
nstructor						
Assistant Professor						
Associate Professor						
Professor						
Administrative/Professional						
Fotals						
i otti s						
SEPARATIONS						
			Contract			
	Resignation	Retirement	Expiration	Deceased	1	Total
OTHER ANNOUNCEMEN	TS					
	Leave with pay	Leave w/o pay	Title Change	Conversion	Tenure Track Contract Extension	Total
	pay	pay	Jamage	2 2 2 2 3 3 3 4	Latension	

^{*}Summary Excludes Postdoctoral Research Fellows and Research Staff

2018-2019 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 9,169 degrees during the 2018-19 academic year, a slight increase of 295 awards (3%) compared to last year. Of the degrees conferred, 30% 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. Based on SCHEV data, in FY19 Mason granted 18% of all degrees awarded at the bachelor's level and higher by four-year public institutions in Virginia.

Degree Awards

The overall distribution of degree awards in FY19 was:

- 5,734 Bachelor's degrees (15% of all 4-yr VA public universities)
- 2,969 Master's degrees (26% of all 4-yr VA public universities)
- 293 Doctoral degrees (16% of all 4-yr VA public universities)
- 173 First Professional (Law) degrees (12% of all 4-yr VA public universities)

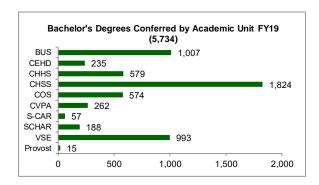
Top Degree Areas

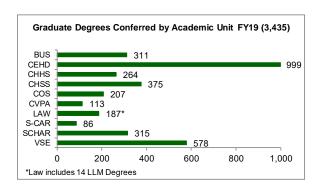
George Mason continues to serve the Commonwealth by preparing graduates in areas of critical need. Mason also awarded an increased number of degrees in the STEM (2,751) and Health Science (726) fields, credentials the Governor hopes to increase as state institutions award more degrees. Teacher preparation programs are among the most productive master's degree programs at Mason, with 868 M.Ed. degrees awarded in FY19.

- The top five undergraduate degree areas were Psychology; Criminology, Law, and Society; Information Technology; Biology; and Information Systems and Operations Management. 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 37% 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 43% of the doctoral degrees awarded.

Awards by Academic Unit

The College of Humanities and Social Sciences (CHSS) awarded 1,824 bachelor's degrees, accounting for 32% of all undergraduate awards in 2018-19. At the graduate level, the College of Education and Human Development (CEHD) awarded the most degrees (999; 29%).

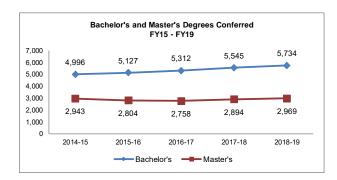


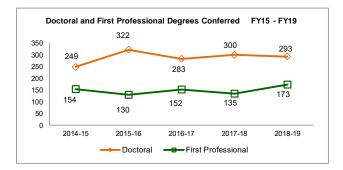


Trends in Degree Awards

The total number of degree awards increased slightly over the last year; the number of Bachelor's degrees increased 3.4%, Master's degrees increased by 2.6%, and The number of Juris Doctorate degrees increased by 28%. Over the last five years, Mason has increased its degree production by 12%. All degrees offered have increased during this time period:

- Bachelor's degrees have increased by 15%
- Master's degrees have increased by 1%
- Doctoral degrees have increased by 18%
- Law degrees have increased by 12%





Certificate Awards

In addition to the 9,169 degrees conferred during the 2018-19 academic year, Mason awarded 691 post-baccalaureate certificates. CEHD awarded 52% of the certificate awards. Twenty-nine percent of certificate awards were in STEM fields, while 3% were in health professions.

Virginia Institutions Comparison

In 2018-19, George Mason conferred more awards – degrees and certificates – at the bachelor's level and above, than any other four-year public institution in the Commonwealth. The university awarded 9,860 degrees and certificates, 18% of all awards. Mason's total was 618 awards higher than Virginia Tech, the next closest sister institution.

By level, Mason continues to confer more master's degrees than any other Virginia institution (2,969 compared to 2,085 for the University of Virginia, 1,400 for Virginia Commonwealth University, and 1,501 for Virginia Tech).

Peer Institution¹ Comparison

Compared to its 25 peer institutions in 2017-18, the most recent year for which data are available, Mason ranked as follows:

- 16th in overall degrees awarded
- 11th in master's degrees awarded
- 16th in bachelor's degrees awarded
- 19th in doctorate-research degrees awarded
- 20th in the number of doctorate-professional degrees awarded (such as J.D. & M.D.)
- 1st 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 2018-19, Mason added four new Bachelor's degrees: a BS in Business, following a nationwide trend of merging separate business specialties into one, and 3 BSED in Education - Early Childhood Education for Diverse Learners; Special Education; and Elementary Education. These BSED degrees fulfill an urgent need of the Commonwealth. Mason also added an online MPS in Applied Industrial and Organizational Psychology, meeting a market demand for Professional degrees. This new program and the graduates they produce will serve the needs of Virginia and the broader global community.

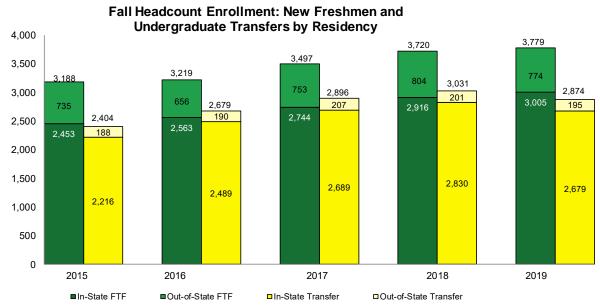
¹ The list of 25 peer institutions is approved and maintained as a benchmark for targeting comparative salary data by the State Council of Higher Education for Virginia (SCHEV). The current peer group was approved in July, 2011, and includes Arizona State University, Boston University, Florida State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

Fall 2019 Enrollment Update and Beginning of Term Student Profile

Undergraduate Admissions

This fall Mason's Virginia campuses welcomed 3,779 first-time freshman and 2,874 transfer students for a total of 6,653 new degree-seeking undergraduate students. Prospective freshmen and transfers applying for undergraduate admissions this fall submitted 27,011 applications, of which 24,296 were complete, and 20,979 were accepted. The yield rate (percentage of accepted applicants who enroll) for first-time freshmen is 22% while the yield rate for transfer students is 72%. Students who submitted applications for readmission or applied for a second Mason undergraduate degree decreased from 366 in Fall 2018 to 345 in Fall 2019.

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



All data is as of Beginning of Term Census. INTO Mason matriculants are not included.

Freshmen: Fifty-six percent of this year's freshmen class is from Northern Virginia, and 23% is from other areas of Virginia. The freshman class includes students from 44 states as well as the District of Columbia, Puerto Rico, and 35 foreign countries.

Transfer Students: The majority of degree-seeking undergraduate transfer students, 81%, are from the Northern Virginia area. Northern Virginia Community College was the transfer institution for 70% of the new transfers and an additional 7% of transfers came from other Virginia community colleges.

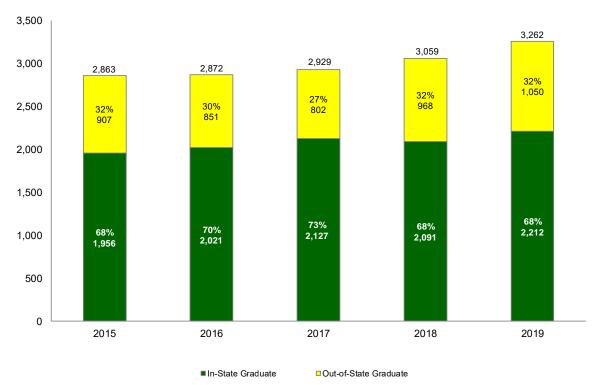
Graduate Admissions

In Fall 2019, Mason received 9,544 graduate applications, of which 8,494 were completed and 6,128 were accepted. The graduate acceptance rate was 72% and the yield rate was 53%.

Fall 2019 Graduate Applications

Accepted as a % of Graduate **Submitted** Completed Completed Enrolled as % **Applications Applications Applications Enrolled** of Accepted Level **Accepted** Certificate 833 773 601 77.7% 337 56.1% Masters 6,758 6,014 4,708 78.3% 2,542 54.0% Doctoral 1,953 1,707 819 48.0% 383 46.8% **Total** 9,544 8,494 6,128 72.1% 3,262 53.2%

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 3,005 complete applications and 649 (22%) accepted. Of these, 192 students enrolled for a yield rate of 30%. New enrollment has increased over the past five years from 165 in Fall 2014 to 192 in Fall 2019. The degree breakdown of new law students includes 139 JD, 41 LLM, and 12 JM. The median LSAT score for entering Law students in Fall 2019 is 164.

US-Based Freshmen Profile

Academic Preparation: In Fall 2019, Mason welcomed our largest freshman class with 3,779 students.

SAT Test Scores: Mason's 2019 freshman cohort had an average SAT Score (Combined Critical Reading and Mathematics) of 1215. The 75th percentile score is 1300 and the 25th percentile score is 1120.

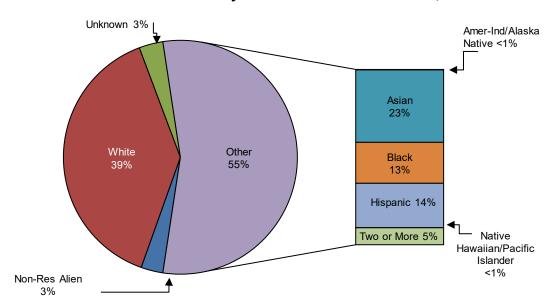
High School Grade Point Average (GPA): The 3.65 average high school GPA of the Fall 2019 freshmen class is comparable to the most recent years, though slightly down from last year's 3.70.

High School Class Rank: Only 14% of Fall 2019 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 19% of this year's class in the top 10% of their high school class and an additional 31% 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, 55% identified themselves as being a racial/ethnic minority (Black/African American, American Indian/Alaska Native, Asian, Hispanic, Native Hawaiian/Pacific Islander, and two or more). Another 3% are Non-Resident Aliens. Twenty percent of our entering class identify themselves as first generation students.

Student Diversity: Fall 2019 Freshmen N=3,779



Beginning of Term Census: Fall 2019 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 37,873 with a full-time equivalent (FTE) of 29,278. This is an increase of 580 HC and an increase of 352 FTE from the Fall 2018 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 Other Virginia Out-of-State	24,659 5,701 7,513	65% 15% 20%	Level Undergraduate Graduate First Professional* *JD-495, LLM/JM-104	26,696 10,578 599	70% 28% 2%
Racial and Ethnic I Minority Students International Student White Unknown	•	46% 9% 41% 4%	Percent of Degree-See Undergraduate First Professional Graduate* Overall *Full-time graduate includes credit hours.	G	81% 72% 39% 69%

George Mason University-Korea enrolled 394 students in Fall 2019, an increase of 26 students over Fall 2018. This year's new students included 48 first-time freshmen 18 new transfers, and 13 non-degree students. The majority of students are from South Korea, however there are students from 9 other countries as well as US citizens, and students with dual US and South Korean citizenship.

GEORGE MASON UNIVERSITY BOARD OF VISITORS

Audit Committee October 10, 2019 Merten Hall, Fairfax Campus

AGENDA

- I. Call to Order
- **II. Closed Session**
 - A. Critical Infrastructure Vulnerability Assessment Information (Code of VA: 2.2-3705.2.4)
- **III.** Old Business
 - A. Compliance Update
- IV. Approval of Audit Committee Minutes
 - A. Approval of Committee Minutes for May 2, 2019 Meeting (ACTION)
- V. New Business
 - A. Approval of Audit Committee Charter (ACTION)
 - B. Approval of Office of University Audit Charter (ACTION)
- VI. Reports
 - A. Office of University Audit Summary Report
 - B. Review of Office of University Audit Planning
- VII. Adjournment

ITEM NUMBER: III.A. Compliance Update

PURPOSE OF ITEM: Brief the Audit Committee regarding the university's process

for monitoring compliance with laws and regulations

NARRATIVE: Carol Kissal, Senior Vice President for Administration and

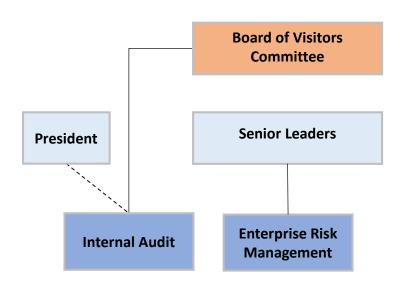
Finance, will provide an update following the Committee's prior discussion regarding the university's process for monitoring compliance with laws and regulations.

ACTION: Receive briefing and discuss.

Institutional Compliance, ERM, and Internal Audit

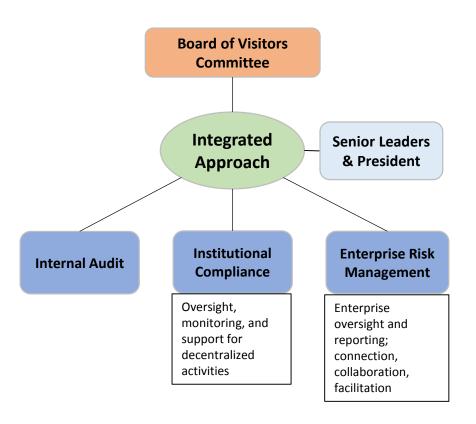
Current State

Future State



Institutional Compliance

Limited line of sight to decentralized compliance activities





AUDIT COMMITTEE OF THE BOARD OF VISITORS

May 2, 2019 Merten Hall

MINUTES

PRESENT: Chair Rice; Vice Chair Moreno; Visitors Blackman, Hazel, Petersen, and Purvis.

Rector Davis; Associate University Counsel Drummey; Senior Vice President Kissal; Interim Controller and Associate Controller McGinnis; Director of IT Security McNay; Vice President and Chief of Staff Neville; Vice President and Chief Information Officer Smith; Vice President for Compliance, Diversity and Ethics Williams; Chief Ethics Officer Woodley; Financial Reporting Director Wurmfeld; Assistant Vice President-Safety, Emergency, and Enterprise Risk Management Zobel; Gartner, Inc. Representatives Kaplan and Wujek; Faculty Liaison Douthett; University Auditor Dittmeier; Associate University Auditor Watkins; and Assistant University Auditor Sanders.

I. Chair Rice called the meeting to order at 8:57 a.m.

II. Approval of Minutes

Chair Rice called for a motion to approve the minutes of the February 27, 2019 and April 2, 2019 Audit Committee meetings. The motion was **MOVED** by Rector Davis and **SECONDED** by Visitor Hazel.

MOTION CARRIED UNANIMOUSLY BY VOICE VOTE.

III. Old Business

A. Compliance Update

Mr. Neville provided an update on management's discussions regarding the structure and resourcing of the university's compliance operations.

Management has decided to add resources to the university's compliance function; to strengthen compliance oversight from the Compliance, Diversity and Ethics office; and to engage a consultant to help management determine the specific implementation plans, including leveraging and connecting the existing compliance resources distributed across the university. In its discussion, the Committee discussed the importance of strengthened compliance oversight as the university grows in size and complexity; the nature of the resourcing required; and the timing of initiating actions, including the consulting engagement.

AUDIT COMMITTEE

May 2, 2019 Page 2

IV. New Business

A. Closed Session

Rector Davis **MOVED** and Visitor Hazel **SECONDED** that the Committee go into Closed Session under the provisions of Section 2.2-3705.2.4 to discuss critical infrastructure vulnerability assessment information. There was no discussion.

MOTION CARRIED UNANIMOUSLY BY VOICE VOTE.

Visitor Hazel MOVED and Rector Davis SECONDED that the committee go back into public session and it was further moved that by ROLL CALL VOTE affirm that only public business matters lawfully exempted from the open meeting requirements under the Freedom of Information Act were heard, discussed, or considered in the Closed Session, and that only such business matters that were identified in the motion to go into Closed Session were heard, discussed, or considered in the Closed Session.

Roll call was taken with all present members responding in the affirmative.

V. Reports

A. Office of University Audit Summary Report

Mr. Dittmeier reviewed with the Committee the Office of University Audit Summary Report. He described the two audit reports issued since the last meeting and reviewed the status of in-progress and planned audit and investigative projects.

VI. Adjournment

Chair Rice declared the meeting adjourned at 9:56 a.m.

Respectfully submitted,

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

ITEM NUMBER: V.A. Approval of Audit Committee Charter

PURPOSE OF ITEM: This item facilitates the Audit Committee's review of its

charter.

NARRATIVE: The Audit Committee's charter was last approved in October

2018.

• The charter requires the Committee to "review annually and update the Committee's formal charter".

No revisions are recommended to the Committee.

The proposed charter has been reviewed with University Counsel Walther and President Holton. Mr. Walther

confirmed the charter is aligned with the university's by-laws.

No further revisions are recommended to the Committee.

RECOMMENDATION: Approval of the Audit Committee Charter.

GEORGE MASON UNIVERSITY BOARD OF VISITORS AUDIT COMMITTEE CHARTER

PURPOSE

The purpose of the Audit 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, and the University's process for monitoring compliance with laws and regulations.

The function of the Audit Committee is oversight. University management is responsible for the preparation, presentation, and integrity of the University's financial statements and for maintaining effective policies, procedures, and controls designed to assure compliance with generally accepted accounting principles and applicable laws and regulations.

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.

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 University Auditor 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.

RESPONSIBILITIES

In fulfilling its oversight responsibilities, the Audit Committee shall:

- Adopt the Committee's Charter. The charter should be reviewed annually and updated as necessary.
- Conduct or authorize its own investigations into issues related to its responsibilities and, as necessary, retain independent advisors to advise the Committee.

Financial Reporting Oversight

- Review and discuss with management and the University's independent auditors, the Auditor of Public Accounts:
 - The University's annual financial statements, including footnotes, the University's significant accounting policies, and disclosures made in Management's Discussion and Analysis.

- 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.
- The effectiveness of the university's system of internal controls over financial reporting.
- Any difficulties or disputes with management encountered during the audit.

<u>Internal Control and Compliance</u>

- Review and discuss with management and the University Auditor:
 - The effectiveness of the University's process for assessing significant risks or exposures and the steps management has taken to monitor and control such risks to the University.
 - The effectiveness of the University's internal controls, including the status and adequacy of information systems and security.
 - The status and timing of management's actions to remediate significant findings and recommendations related to internal controls.
- Review and discuss with management and the University Counsel the effectiveness of the University's process for monitoring compliance with laws and regulations, including the University's programs related to ethics and conflicts of interest.
- Review and consult, as necessary, with the University Counsel and others regarding any legal or regulatory matters significant to the University.

Internal Auditing Oversight

- Approve the Office of University Audit Charter. The charter should be reviewed annually and updated as necessary.
- Assess the internal audit function's independence and reporting relationships.
- Review and approve the internal audit process for establishing risk-based audit plans. Review and discuss with the University Auditor 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.
- Review significant reports to management prepared by the internal audit function, or summaries thereof, and management's responses.
- Inquire of the University Auditor regarding any difficulties encountered, such as restrictions on the scope of the work or access to information.
- Review and approve the appointment, replacement, performance, and compensation of the University Auditor, who shall report directly to the Committee for functional purposes, but may report to the University President for administrative purposes.

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 10, 2019

ITEM NUMBER: V.B. Approval of Office of University Audit Charter

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

University Audit charter.

NARRATIVE: The Audit Committee's Charter requires the Committee to review annually, and update as necessary, the charter for the university's internal audit function.

The charter was last approved in October 2018.

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 Holton; she is fully supportive of the charter and is committed to providing the Office of University Audit with the necessary independence, stature, and access to university personnel and resources to accomplish its responsibilities to the Audit Committee.

Organizational Independence Confirmation: Annually, the University Auditor must confirm the organizational independence of the Office of University Audit. It is.

- Clear functional reporting to Audit Committee, with full and free access to the Committee.
- Demonstrated oversight by Audit 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 University Audit personnel.

RECOMMENDATION: Approval of the Office of University Audit charter.

GEORGE MASON UNIVERSITY OFFICE OF UNIVERSITY AUDIT CHARTER

Adopted by the Audit Committee of the Board of Visitors					
Edward Rice, Chairman, Audit Committee	Date				
University Management is fully supportive of the Office of U accomplishment of its mission to provide independent, object consulting services designed to add value and improve the unadministrative reporting relationship, the Office of University independence, stature, and access to university personnel and responsibilities to the Audit Committee.	ctive, risk-based assurance and niversity's operations. Through its cy Audit will have the necessary				
Anne Holton, President	Date				

MISSION

The Office of University Audit provides independent, objective, risk-based assurance and consulting services designed to add value and improve the university's operations. It utilizes a systematic, disciplined approach to evaluate and improve the effectiveness of university governance, risk management, and control processes related to:

- Achievement of the university's strategic objectives.
- Reliability and integrity of significant financial and operational information.
- Effectiveness, efficiency, and economy of operations and programs.
- Safeguarding of assets.
- Compliance with applicable laws, regulations, policies, procedures, and contracts.

INDEPENDENCE

To provide for the independence of the university's internal auditing function, the University Auditor reports functionally to the Audit Committee of the Board of Visitors and administratively to the President. The Audit Committee (i) approves the Office of University Audit Charter, the internal audit process for establishing risk-based audit plans, and the appointment or replacement of the University Auditor, and (ii) reviews the University Auditor's confirmation of the organizational independence of the internal audit function; the internal audit financial and staffing budget; and reports of significant findings and recommendations; among other things. 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. The Office of University Audit is prohibited from having management responsibility for any university operational areas.

RESPONSIBILITY

The Office of University Audit is responsible for the university's risk-based internal audit program which is designed to evaluate the adequacy and effectiveness of the university's governance, risk management, and control processes. Among other things, this includes:

- Executing a flexible, risk-based audit plan, using an appropriate risk-based methodology and considering any risks or control concerns identified by management.
- Communicating audit results to management and the Audit Committee, including an annual assessment of the adequacy and effectiveness of the university's governance, risk management, and control processes and summaries of significant issues and recommendations.
- Validating implementation of management's actions to remediate significant issues and recommendations and providing summary status reporting to management and the Audit Committee.
- Conducting, coordinating, and overseeing investigations of (i) potential fraudulent activities and (ii) matters referred by the Office of the State Inspector General related to State Fraud, Waste, and Abuse Hotline case investigations, and communicating results to management and the Audit Committee.
- Maintaining a professional audit staff with sufficient knowledge, skills, and experience to meet the requirements of this Charter.
- Coordinating with other control and monitoring functions (such as risk management, compliance, security, legal, ethics, and environmental) and considering the work of

external auditors and regulators, as appropriate, for the purpose of providing coordinated audit coverage to the university.

• Other audit duties imposed by statutes or regulations of the Commonwealth.

AUTHORITY

The Office of University Audit is authorized to:

- Have unrestricted access to all functions, reports, property, and personnel.
- Have full and free access to the Audit Committee.
- Allocate resources, set frequencies, select subjects, determine scope of work, and apply the techniques required to accomplish audit objectives.
- Obtain the assistance of university personnel as well as other specialized services from within or outside the university.

The Office of University Audit is not authorized to:

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

STANDARDS OF AUDIT PRACTICE

The Office of University Audit conducts its 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 internal and external assessments which cover all aspects of the internal audit program; assessment results are communicated to management and the Audit Committee.

EFFECTIVE DATE

This charter is effective October 10, 2019. The charter will be reviewed annually and revised when necessary.



Report to the Audit Committee of the Board of Visitors

October 10, 2019

EXECUTIVE SUMMARY

- One <u>audit report</u> was issued since the last meeting.
 - Seven additional memos addressed certain matters related to Antonin Scalia Law School processes; payments made related to the Core Campus construction project; process mapping certain employee recruitment processes; and certain IT security controls performed by two academic units.
- Remediation of 16 <u>audit issues</u> is in progress as of September 2019:
 - Most of these issues have current target remediation dates in the next nine months (through March 2020).

• Audit Plan status:

- Substantially on track with 3+6 Audit Plan reviewed at the prior meeting.
- Status of fraud, waste, and abuse <u>investigations</u>:
 - Eight investigations were completed since the prior meeting; they were isolated in nature with negligible impact to the University.
 - One investigation is in progress.

• Audit staffing:

- A Senior Auditor separated from Mason in May 2019. A candidate has accepted an offer to fill this position beginning October 7, 2019.
- The remainder of audit team remains stable with no changes since the prior Committee meeting.
- Co-sourced resources remain available to provide supplemental skilled expertise when needed.

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- 1 SUMMARY OF AUDIT REPORTS
 - Student Fiscal Services
- 2 SUMMARY STATUS OF AUDIT ISSUES
- 3 STATUS OF AUDIT PLAN
- 4 STATUS OF INVESTIGATIONS
- 5 STAFFING
- 6 APPENDIX:
 - Audit Issue Details

SUMMARY OF AUDIT REPORTS

- Student Fiscal Services
- Audit Memos:
 - Summary of Work Related to Certain Email Traffic Flows
 - Antonin Scalia Law School Matters
 - Construction Contract and Payment Processing: Core Campus Project
 - Assessment of Banner 9 Upgrade System Testing
 - Talent Acquisition Process Mapping
 - Validation of Certain IT Security Self-Assessment Results: College of Visual and Performing Arts
 - Validation of Certain IT Security Self-Assessment Results: University Libraries



Office of University Audit

INTERNAL AUDIT REPORT

Report Title:	Student Fiscal Services	Report Date:	July 19, 2019
Responsible Manager:	Patrick Quinn Director, Student Fiscal Services		

EXECUTIVE SUMMARY:

Background:

Student Fiscal Services (SFS) is responsible for the billing and collection of amounts owed by students for tuition, fees, and other services provided by Mason, including, among others, housing and dining. SFS serves as the initial point of contact for students on all matters relating to their student financial accounts, and handles inquiries internally or, where appropriate, makes referrals to the appropriate university office. Primary SFS responsibilities include:

- Generating timely and accurate student bills.
- Managing relationships and payments with third party payers (e.g., foreign governments paying student tuition and fees).
- Receiving money owed to Mason from students and others (e.g., vendors and internal units) and ensuring accurate recordkeeping.
- Collecting overdue amounts from students and others, including overseeing external collection agency contractual agreement provisions in regard to collecting overdue accounts.
- Handling inquiries related to student financial accounts.

Most SFS processes are interlinked with students or other areas of the university, including Academic Units, Admissions, Fiscal Services, Information Technology Services, University Registrar, and Student Financial Aid. Accordingly, effective communication and coordination is critical to SFS's ability to facilitate university requirements that culminate in accurate student accounts and, ultimately, collection of amounts owed by students. In support of SFS's processes, management primarily makes use of the Banner Student module as its core technology platform. Reliance is also placed on other tools to assist with processing and assessing data in Banner.

Director of Student Fiscal Services Patrick Quinn leads 21 SFS employees; he reports through the Fiscal Services organization to the Senior Vice President of Administration and Finance.

Audit Conclusion:

In our view, SFS processes and controls over individual student billings, bills issued to third parties on behalf of students, and collection of associated amounts are designed adequately and operating effectively to ensure that student billings and collections are processed accurately and timely. Throughout the audit, management demonstrated responsiveness to identified risks (e.g., immediately developing a script and implementing an Appworx job to identify daily changes to SFRRGFE table) and efforts to improve processes where practical (e.g., certain recent automations). In line with those efforts, management should complete additional enhancements primarily related to documenting processes and procedures to further strengthen controls.

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.

Summary of Work Related to Certain Email Traffic Flows dated June 17, 2019

 Determined whether email traffic of specified affiliate organizations flowed through Mason systems and servers, in response to inquiries raised by the Faculty Senate Executive Committee.

Antonin Scalia Law School Matters dated June 26, 2019

• Determined that scholarship awards were generally supported by authorized award letters and the accounting treatment for the funding of awards did not conflict with external requirements or regulation. Management evaluated certain awards related to adherence with donor intentions.

Construction Contract and Payment Processing: Core Campus Project dated July 2, 2019

• Reviewed \$20.5 million of payments made through March 2019 on this \$136 million project. Recommended that required standard bonds be executed and architect/engineer approval of payments be documented in automated GCPay workflow tool.

Assessment of Banner 9 Upgrade System Testing dated July 22, 2019

• Confidential – Restricted Data: Critical Infrastructure Vulnerability Assessment Information (Code of VA: 2.2-3705.2.4).

Talent Acquisition Process Mapping dated July 23, 2019

• Collaborated with Human Resources to document the current state of talent acquisition processes for select academic units and support functions; this information may be used by management to evaluate improvement opportunities.

<u>Validation of Certain IT Security Self-Assessment Results: College of Visual and Performing Arts dated August 7, 2019</u>

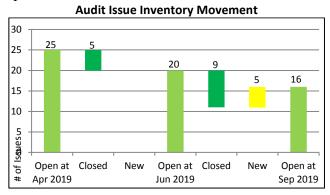
• Confidential – Restricted Data: Critical Infrastructure Vulnerability Assessment Information (Code of VA: 2.2-3705.2.4).

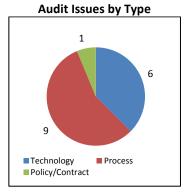
<u>Validation of Certain IT Security Self-Assessment Results: University Libraries dated August 7, 2019</u>

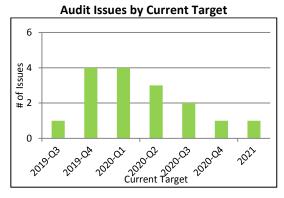
• Confidential – Restricted Data: Critical Infrastructure Vulnerability Assessment Information (Code of VA: 2.2-3705.2.4).

SUMMARY STATUS OF AUDIT ISSUES AS OF SEPTEMBER 15, 2019

There were 16 open audit issues as of September 15, 2019. Remediation of nine audit issues was completed by management since April 2019.







Audit Report	Report Date	Open at Apr 2019	New	Closed	Open at Jun 2019	New	Closed	Open at Sep 2019
Student Fiscal Services	7/19/19	0	-	-	0	3	(2)	1
Core Campus Construction Project: Payments and Change Orders	7/2/19	0	-	-	0	2	(2)	0
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
Volgenau School of Engineering: Selected Processes	2/11/19	3	-	(3)	0	-	-	0
Monitor Employee Card Access Security	12/13/18	1	-	-	1	-	(1)	0
Intercollegiate Athletics	11/14/18	1	-	(1)	0	-	-	0
DHS CINA Cooperative Agreement	10/30/18	2	-	-	2	-	(2)	0
Supplemental Payroll Payments	9/5/18	2	-	-	2	-	-	2
Office of the University Registrar	3/7/18	4	-	-	4	-	-	4
Use of Wiley edu Employees to Process Certain Registration Transactions	10/16/17	1	-	-	1	-	-	1
Administrative Management of Sponsored Programs	10/11/17	1	-	-	1	-	-	1
IT Governance and Project Prioritization	8/7/17	3	-	-	3	-	(2)	1
Decentralized IT Management and Security: Office of the Provost	10/23/15	1	-	(1)	0	-	-	0
Information Security Management: Boundary Protection	9/9/13	1	-	-	1	-	-	1
Enterprise Project Management Framework and System	3/28/13	1	-	-	1	-	-	1
		25	0	(5)	20	5	(9)	16

STATUS OF AUDIT PLAN AS OF SEPTEMBER 15, 2019

The 3+6 Audit Plan as of September 15, 2019 (bottom bars) is compared with the status as of the prior report to the Committee (top bars). (Note: The status of work is shown as follows: completed = orange bars, in progress = green bars, and planned = yellow bars)

Topic	Description	T.			\Box	
	3	31	63	30	930	1231
Aligned with University-Level Risk Ar	reas					
Controlled Unclassified Information	Monitor management's project to establish IT environment for handling CUI data and ensure					_
(CUI) Data and Security Environment	compliance with federal regulations. Validate selected areas once established.					
Information Security Program	 Monitor projects to further strengthen security of Mason's entire technology environment; assess security over highly privileged accounts. 		를			
Data and Security Risk Assessment: Colleges – Validation Procedures	Validate selected management assertions regarding information security risks in college-managed technology environments.					
Recruiting Processes	• Assess effectiveness and efficiency of processes for acquiring, recruiting, and hiring faculty and staff.					
Academic Innovation and New Ventures Initiatives	Monitor development and implementation of major academic innovation and venture initiatives.					
Performance of Online Education Arrangements	Assess performance of online education programs supported by arrangement with Wiley.					
Disclosure and Evaluation of Personal Interests	 Assess processes for ensuring outside activities, including financial interests, are disclosed and evaluated. 		Ī		-	
Student Experience Redesign	 Monitor management's multi-year redesign and implementation of processes to improve the student lifecycle experience, including coaching and advisory delivery and deployment of constituent relationship management technology. 		〓			
Construction Payments and Change Orders	Monitor and assess payments related to in-progress Core Campus construction projects.	i		1		
Additional Areas						
Student Financial Services	Assess business and compliance processes for billing and collecting amounts due from students.			-		
Drug and Alcohol Abuse Prevention	Assess management's processes and programs to prevent drug and alcohol abuse.					
Gift Acceptance Processes	Assess processes to implement 2019 policy revisions.					
Issue Validation Procedures	Validate management has remediated audit issues in a comprehensive and sustainable manner.					
Hotline Investigations Referred by OSIG	• Investigate allegations of fraud, waste, or abuse received from the Commonwealth's Office of the State Inspector General.					

STATUS OF INVESTIGATIONS AS OF SEPTEMBER 15, 2019

Eight investigations were completed since the prior Committee meeting; they were isolated in nature with negligible impact to the University. One investigation is in progress.

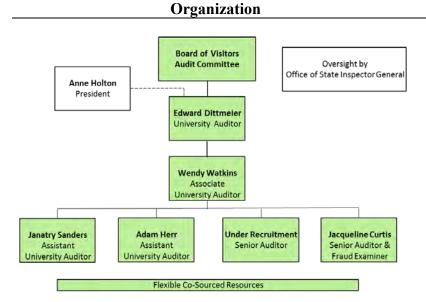
Nature of Allegation	Type	Status	Remarks
Weak control of student scholarship monies	Waste	Completed	
Potential time abuse	Abuse	Completed	
Potential noncompliance with hiring policies	Abuse	Completed	
Potential time reporting misrepresentations	Fraud	Completed	
Potential waste in certain supervisory spans of control	Waste	Completed	
Potential inappropriate handling of advisory meeting with a student	Abuse	Completed	
Potential misrepresentation of overtime reports	Fraud	Completed	
Potential procurement-related waste and other matters	Waste	Completed	
Potential personal use of university credit card and other matters	Fraud	In Progress	

Summary of Types:

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

STAFFING

A Senior Auditor separated from Mason in May 2019. Recruitment process underway; a candidate has accepted an offer to fill this position beginning October 7, 2019. The remainder of audit team (Associate University Auditor, non-IT audit professional, IT audit professional, and fraud examiner) remains stable with no changes since the prior Committee meeting. Co-sourced resources remain available to provide supplemental skilled expertise when needed.



		Actua	ıl	
		a/o July	a/o Sep	
Core Audit Team	Plan	2019	2019	
Audit Leadership	2	2	2	
Auditors by Expertise:				
Operational Audit	2	1	1	
IT Audit	1	1	1	
Fraud Audit	1	1	1	
Total Audit Professional Employees	6	5	5	
Cosourced FTE* Supported by Permanent Budget	0.8		0.1	
Total Audit Professionals Supported by Permanent				
Budget	6.8	5.0	5.2	
Cosourced FTE* Supported by FY19 Temporary				
Budget	0.5			
Audit Professionals Supported by FY19 Budget	7.3	5.0	5.2	

Staffing

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 15, 2019

#	Audit Report	Audit Issue	Status of Management Action	Original Target	Current Target
1	Report Name: Information Security Management: Boundary Protection Report Date: 9/09/13 Management: Marilyn Smith Vice President/Chief Information Officer, Information Technology Services	Review Firewall Configurations: Firewall configurations are currently not being reviewed and re-authorized on a cyclic basis. Without a formal process to periodically review and re-authorize firewall configurations, the university cannot ensure that rule bases are adequate and/or still required.	After several attempts to appropriately structure and remediate firewall configuration management processes, including reviews and authorizations, ITS management completed development of a new expanded policy and associated procedures to define baseline configuration standards, minimum password strength parameters, code upgrade schedules, and vulnerability scanning requirements. 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 committed to the Auditor of Public Accounts to be completed by June 2019 and is now expected to be completed, management expects to schedule the remaining phases.	1/31/14	9/30/19
2	Report Name: Spending of Funding Budgeted for Strategic Initiatives and Institutional Reserves Report Date: 4/15/19 Management: Carol Kissal, Senior Vice President for Administration and Finance	Develop an Effective Process to Track Actual Spending of Distributed Budgeted Funds: The Office of Budget & 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.	A process will be established to require recipients of funds budgeted for strategic initiatives or institutional reserves to provide the Office of Budget & Planning with an accounting of spending.	6/1/19	11/15/19
3	Report Name: Supplemental Payroll Payments Report Date: 9/5/18	Clarify Supplemental Pay Guidelines for Contract Courses: Supplemental Pay Procedures are not interpreted to cover contract course arrangements. Contract course arrangements are often informally documented (i.e., limited to certain Banner data and course budget	The Provost's Office is revising and strengthening the language in the Supplemental Pay Procedures related to compensation for the various types of offerings associated with contract courses. All offerings are being	1/31/19	11/30/19

#	Audit Report	Audit Issue	Status of Management Action	Original Target	Current Target
	Management: Renate Guilford, Associate Provost, Academic Administration, Office of the Provost	information). Formal contractual arrangements are not made with course instructors, even though contract course arrangements fall outside the typically faculty contract. Lack of clarity or misinterpretation of Mason policy may result in irregularities or unjustified faculty workloads (i.e., where faculty or staff are over-extending with contract course work, to the detriment of other primary or secondary job roles) and inequitable or inappropriate pay practices.	reviewed, along with contracts/agreements with vendors and instructors.		
4	Report Name: Student Fiscal Services Report Date: 7/19/19	Formalize Certain Account Loan Management Processes: Processes for the review of overdue accounts; the placement of bypass holds on accounts to exclude them	Management is drafting procedures that include criteria for adding a bypass hold and removing student account hold as well as the steps and reports to ensure Banner and collection agency	11/30/19	11/30/19
	Management: Deb Dickenson, Vice President of Finance & Controller, Fiscal Services	from referral to an external collection agency; and management's review of the accuracy and completeness of the final data file of accounts sent to external collection agencies are not documented. Criteria for placing bypass holds on certain overdue accounts are also not documented.	accounts are reconciled and payment posted accurately.		
5	Report Name: Office of the University Registrar	Implement Banner Transactional and Activity Logging: Mason's ability to monitor transactional data and log activity of staff and third party vendors at various levels	The OUR monitors select transactions captured in Banner (e.g., consortium grades, grade changes and substitution/waivers). Following significant exploration of various technical solutions	10/31/18	12/15/19
	Report Date: 3/7/18 Management: Michelle Marks, Vice President for Academic Innovation and New Ventures, Office of the Provost	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.	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. OUR management will continue to search for additional potential solutions and provide an update by December 2019.		
6	Report Name: Administrative Management of Sponsored Programs Report Date: 10/11/17	Plan for Scalable Research Administration to Enable Future Growth in Research: 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,	Management continues to work to develop a comprehensive, scalable plan for research administration to accrue efficiencies offered by contemporary enterprise systems that support research, to adequately support the administrative needs of Mason researchers, and to provide research administrative support best delivered centrally. This plan is being developed in concert	7/1/18	1/15/20

#	Audit Report	Audit Issue	Status of Management Action	Original Target	Current Target
	Management: Deborah Crawford, Vice President of Research, Office of the Provost	to ~\$150 million, might require an additional \$2.4 million of expenditures (determined on a straight-line 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: • 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. • Information technology, including systems, reporting capabilities, and interface automation which impact work process effectiveness and efficiency. • Organizational structures, including the appropriate mix of academic unit and centralized employees, job roles, workloads, time dedicated to research administration activities, and reporting relationships for academic unit research administrators. • Resourcing, including the appropriate level and mix of automation as well as academic unit and centralized employees.	with the update of Mason's Strategic Plan and by a working group of stakeholders that includes representatives from Mason's Information Technology Services (ITS), Office of Sponsored Programs (OSP), Research Development, Integrity, and Assurance (RDIA), the Research Council, and the OSP Advisory Group. Management expects to enter a Request for Information or Request for Proposal process regarding research administration technology by December 2019.	Target	larget
7	Report Name: Use of Wiley edu LLP Employees to Process Certain Registration Transactions	Develop Comprehensive Plan to Strengthen Technology Environment: Management recognizes that Mason's existing technology environment presents certain risks to the accomplishment of strategic objectives and to robustly controlling transaction processing.	Management continues to make progress on a number of projects to strengthen Mason's overall technology environment. These projects are in various stages of study, planning, execution, or implementation. Major projects include the Banner 9 upgrade; Banner Cloud planning; WiFi	7/15/18	1/15/20
	Report Date: 10/6/17 Management: Marilyn Smith, Vice President & Chief Information	Management should develop and review with executive management a comprehensive plan, with timelines and resource needs, to improve the capability of the existing technology environment to respond flexibly to changes in business models, products and services, processes,	assessment and planning; IT Security assessment and strengthening, including recruitment of a new CISO; implementation of a data integration platform; development of a robust, secure computing environment to support research; and new IT security policies and controls.		

#	Audit Report	Audit Issue	Status of Management Action	Original Target	Current Target
	Officer, Information Technology Services	and operations while robustly addressing the risks presented.	In June 2019, management employed an experienced, senior information technology executive as an internal consultant to work with ITS to assess Mason's IT system infrastructure and architecture, and to recommend opportunities for process standardization and improvement. Recommendations for near-term actions and longer-term strategies and investments are expected by October 2019, after which they will be evaluated by management.		
8	Report Name: Office of the University Registrar Report Date: 3/7/18 Management: Michelle Marks, Vice President for Academic Innovation and New Ventures, Office of the Provost	Align Mason Administration of Degree Programs with State Council of Higher Education for Virginia Administrative Requirements: Mason has degree and certificate programs that have not been established to conform to State Council of Higher Education for Virginia (SCHEV) requirements. SCHEV requirements limit one degree or certificate program at each level (certificate, bachelors, etc.) per classification of instructional programs (CIP) code. The purpose of the CIP code is to provide SCHEV with a classification scheme to track, assess, and report fields of study and program completion activities at the state and federal level. Prior to our audit, management in the Office of University Registrar and the Office of the Provost had identified this issue; they are working to identify impacted programs and developing solutions to align all programs appropriately.	The Office of Accreditation and Program Integrity (OAPI) has made substantial progress in resolving discrepancies in certificate program inventories. Resolution depends on actions by SCHEV subsequent to analyses provided by Mason. Such analyses have been provided to support 61 certificate programs; analyses for a further 26 certificate programs and 49 undergraduate or graduate degree programs are in progress. SCHEV approved a new policy for certificate and program approvals. SCHEV is evaluating and refining the certificate and program approval processes and procedures surrounding the new approval policy to be effective by January 2020. OAPI is overseeing future changes in program inventory. Going forward, the Office of the University Registrar will not activate or inactivate any certificate or degree program without the express written consent of the OAPI.	9/30/18	1/31/20
9	Report Name: Faculty Study Leave Programs	Re-evaluate the Roles and Responsibilities of the Provost's Office and the Academic Units in the Leave Process:	The Provost's Office, with support of the Vice President of Research, will evaluate the funding model for study leaves in conjunction with the	3/31/20	3/31/20
	Report Date: 4/18/19	The Provost's Office should work with the academic units to re-evaluate the efficiency and effectiveness of	new budget model for Indirects and determine if centrally supported awards is appropriate going		
	Management: Renate Guilford, Associate	the current process, including the related roles and responsibilities. Management should consider	forward. The Associate Provost for Academic Administration, Vice President of Research and a		

#	Audit Report	Audit Issue	Status of Management Action	Original Target	Current Target
	Provost, Academic Administration, Office of the Provost	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.	Budget Office representative will discuss proposed options with the Academic Unit representatives for FY2021 implementation.		Ü
10	Report Name: Enterprise Project Management Framework and System Report Date: 3/28/13 Management: Charles Spann, Executive Director, Information Technology Services	Metrics Based Project Management: A cost estimation and tracking mechanism is not in place to determine and track time and costs to complete IT projects. Such a mechanism can support improved comparative analysis, decision making about future projects, and project monitoring and control.	Through a project, Information Technology Services management continues to re-assess the appropriate process for making decisions regarding sizing and undertaking IT projects, including the appropriate level of consideration for time and cost, and tracking and reporting actual performance; expected completion June 30, 2020.	9/30/13	6/30/20
11	Report Name: Office of the University Registrar Report Date: 3/7/18 Management: Frank Strike, Vice President, Facilities	Evaluate Classroom Capacity and Constraints to Meet Future Growth Requirements: Mason course sections (and use of Mason classrooms) are not distributed across timeslots and days of the week to efficiently and effectively utilize campus resources. Fall 2017 course section data shows significant classroom underutilization on multiple days of the week and at certain times of day. Scheduling decisions are often made by individual colleges and departments in regards to their reserved classrooms and lacks transparency when university classrooms 'are requested. This approach may lead to future difficulties as campus resources are strained further with current and planned renovations, strategic initiatives are pursued.	In June 2018, management engaged a consultant to benchmark the University's space allocations, identify and outline space utilization, and make recommendations. The consultant's report has been completed and the proposed charging model is being socialized with the SVP Finance and the Budget Officer for review and approval, and distributed to the academic units for feedback. Rollout of the model is tentative for Spring 2020 for the 2021 budget year.	4/30/18	6/30/20

#	Audit Report	Audit Issue	Status of Management Action	Original Target	Current Target
12	Report Name: Supplemental Payroll Payments Report Date: 9/5/18 Management: Renate Guilford, Associate Provost, Academic Administration, Office of the Provost	Evaluate Methods to Improve Unit Timeliness of Faculty Contractual Agreements and Banner Approvals: Seventeen individual faculty members had contractual agreements where the unit and/or Office of the Provost's approval of the overload letter was delayed. 106 out of 186 (57%) of job assignments reviewed had Banner approvals (the last required approval) which occurred after the job assignment began (based on the job start date entered in Banner). Approvals should be in place prior to faculty or staff beginning their assignment. If approvals are significantly overdue, compensation may be delayed where work has been performed.	The Provost's Office reminds units several months prior to the start of the semester to submit requests for overloads along with guidance when failing to meet deadlines. The Provost's Office continues to work with specific units to identify reason for not meeting the deadlines and solutions to resolve the issues. The Provost's Office is developing an electronic workflow system that should provide access to create these assignments and approvals done in a timely manner. Work is planned to resume on the various workflow systems being developed by ITS for the supplemental pay processes to be automated; there is also discussion between the Provost's Office, ITS and HR of finding a new solution. Expected completion is June 30, 2020.	6/30/19	6/30/20
13	Report Name: Faculty Study Leave Programs Report Date: 4/18/19 Management: Renate Guilford, Associate Provost, Academic Administration, Office of the Provost	Utilize the Banner System and Banner Workflows to Improve Process Efficiencies: The faculty study leave process is highly manual in nature which may create inefficient use of time, increase the chances of errors, and provide less certainty that transactions have been processed timely. This process could be strengthened through automation and use of Banner workflows.	The Provost's Office will work with Human Resources and Information Technology Services to develop a workflow process to enter and track both types of faculty study leaves and explore the potential to integrate with Banner to ease manual entry. The system will produce a report Fiscal Services can generate for their annual fringe calculation to ensure they are pulling in all types of study leaves the University is awarding. The Provost Office will produce an annual communication to the academic units about time and importance of ensuring study leaves are properly recorded in Banner.	7/15/20	7/15/20
14	Report Name: Faculty Study Leave Programs Report Date: 4/18/19 Management: Renate Guilford, Associate Provost, Academic Administration, Office of the Provost	Enhance Faculty Study Leave Processes and Procedures: Procedures for tenured and tenure-track faculty study leave processes should be enhanced to clearly define the roles and responsibilities of the Provost's Office as well as expectations and interactions with the various functions (academic units, Vice President of Research, Human Resources, and Fiscal Services) involved with the administration of the faculty study leave process.	The Provost's Office will have each academic unit document their internal selection process for tenured faculty study leave ensuring it meets Faculty Handbook requirements. The Associate Provost for Academic Administration will work with the Budget Office, Fiscal Services, Human Resources, and the Academic Unit representatives to prepare and document faculty study leave processes.	7/15/20	7/15/20

#	Audit Report	Audit Issue	Status of Management Action	Original Target	Current Target
15	Report Name: Office of the University Registrar Report Date: 3/7/18 Management: Michelle Marks, Vice President for Academic Innovation and New Ventures, Office of the Provost	Evaluate and Implement Process and Oversight Efficiency and Effectiveness Enhancements: Registration transactions that require OUR action (e.g., enrollment adjustments, selective withdrawals, and program and domicile changes) are manual in nature with no secondary review prior to entry in Banner. OUR processes several thousand manual transactions each semester which require faculty and staff approval prior to processing. These transactions included, but were not limited to: course enrollment adjustments; selective withdrawals; domicile appeal changes; and numerous program changes. The established Banner workflow does not provide for a secondary review to ensure data accuracy and appropriate approval. Furthermore, the ability for post-entry quality assurance is limited since underlying Banner data is often limited.	Salesforce offers a variety of enhancements to current business processes. In early August 2019, OUR begin consulting with the Mason Salesforce team on possible applications of the technology for OUR processes and timeline for implementation. Once implemented, the OUR will have an intelligent online form solution that electronically routes and collects approvals. These data will also enable much more quality control on the completed requests. OUR expect to be in a test environment with a select group of student forms by spring 2020, and live with at least the top ten forms by volume by Fall 2020. Simultaneously, the university launched the Mason Student Services Center (MSSC), a onestop center that provides front-line service for students that includes some OUR functions. The OUR expects to be able to close its doors to walk-in student traffic by January, 2020, as a result of the MSSC providing those front-line services. This will enable OUR staff to dedicate more time to conduct audits and perform data quality management work.	8/31/18	12/31/20
16	Report Name: IT Governance and Project Prioritization Report Date: 8/7/17 Management: Marilyn Smith, Vice President/Chief Information Officer, Information Technology Services	 Improve Governance of University IT Projects: The university has several processes for evaluating and prioritizing IT projects for development. Prioritization of Strategic and Capital projects that support strategic objectives, improve service capabilities, enhance customer satisfaction, or support new building construction or renovations should consider the capacity of development resources to support the timing and scheduling of the work effort in addition to the already-considered project impact and effort levels. Prioritization of Maintenance and Mandate projects which are required by federal, state, or local governments, or university management, or are needed to continue daily operations should be formally documented. Portfolio Owners prioritize these projects 	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	6/30/19	6/30/21

#	Audit Report	Audit Issue	Status of Management Action	Original Target	Current Target
		 within their respective portfolios and do not always document their prioritization decisions. Management should evaluate the process for prioritizing IT projects that do not impact or involve ITS (i.e., Distributed IT projects); these are prioritized by individual departments. 	community will all be critical factors in the success of this effort.		
		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.			

ITEM NUMBER: VI.B. Review of Office of University Audit Planning

PURPOSE OF ITEM: This item facilitates the Audit Committee's review of the

Office of University Audit's process for establishing riskbased audit plans. This process is consistent with the process

used since 2016.

NARRATIVE: The Office of University Audit uses a 'top-down' and a 'bottom-up' approach to develop its independent risk

assessment used for determining priorities for providing assurance services.

• The 'top-down' approach seeks to identify macro-level areas of current and/or potentially emerging interest to stakeholders.

• The 'bottom-up' approach is used to develop a risk-based prioritized frequency of audit coverage across the university through the evaluation of Audit Risk Factors applied to Auditable Units.

• The potential impact and likelihood of risks related to the following areas were considered: strategic; financial and financial reporting; regulatory compliance; operations; and hazards.

Audit plans are developed which enable the Office of University Audit to be dynamic and flexible in addressing the changing nature of risks facing the university. The 3+6 Audit Plan describes:

- Three months of audit work which is firmly planned to be conducted.
- The subsequent six months which is indicative of audit work likely to be conducted.

Audit plans are reviewed with key members of university management, including the President, Provost, and Senior Vice President – Administration and Finance.

• Their input and feedback is considered and incorporated, where appropriate.

The status of audit plans, including any changes, are communicated at each Audit Committee meeting.

ACTION: Audit Committee review.



Office of University Audit: Risk Assessment and 3+6 Audit Plan

Report to Audit Committee October 10, 2019



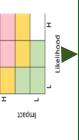
Audit priorities are determined in a dynamic, flexible, risk-based manner using a frequently re-freshed audit risk assessment. Planning is governed by an Audit Policy originally endorsed by the Committee in 2016; essential elements are:

Top-Down Analysis

- University-level risk brainstorming and monitoring
- Cross-cutting / programmatic risks
- Governance focused
- Environmental scanning basis
- Collaborative, yet independent and objective

Bottom-Up Analysis

- Audit Universe
- Assess risk to determine frequency
 - Impact/Likelihood
- Factors aligned w/ERM
- Regulatory compliance Strategic
- Financial and Financial Reporting
 - Operations
 Hazards



Key Stakeholder Input

Proposed 3+6 Audit Plan

Engagement risk assessment determines depth

Use work of others (2LOD) where relevant and

(nature, extent and timing) at time of audit

Hour budgets are estimates; adjust at time of

appropriate

Evaluate Resources

 Seek to design audit work across organizations audit based on engagement risk assessment where possible to increase value

- Resource levels
 - Skill needs
- Chairman review
- Committee review Seek Review

Monitoring

- **Environmental Scanning**
- Relationships; Management Call
 - Benchmarking Program
- Adjust risk assessments and audit plans based on changes in risk

Executives

- University risk leaders
- Audit Committee



Consistent with our June 2019 view, university-level risk areas include:

community, and society over the next decade (to 2024). Processes to assess progress will help management and stakeholders manage plan STRATEGIC PLAN ACHIEVABILITY: The university's strategic plan describes how Mason expects to best serve students, the implementation and measure success.

- Monitor development of strategies and analysis for assessing the wherewithal for achieving the strategic plan ('Smart Growth').
 - Monitor budget and financial planning process enhancement assessment. Monitor subsequent actions.
- Evaluate public/private partnerships (e.g., GGBRI with INOVA and

SENIOR LEVEL TALENT ACQUISITION: In late 2018 and in

President. Filling and acclimating these positions with strong individuals 2019, Mason experienced the departure of several senior-level leaders, leaders in fiscal and other administrative areas, and, later in 2019, the is critical to sustaining strategic momentum and enhancing Mason's including the SVP for Administration and Finance, several functional

Monitor senior-level recruitment searches. Continue

VENDOR MANAGEMENT: Vendors provide numerous

and cloud technology services. Governance and management of vendor housekeeping, and bookstore services to event and arena management operational functions to the university, ranging from food and dining, risks helps to protect the university in a consistent, risk-focused

- Evaluate Vendor Management Program.
 - Audit key / large vendor arrangements.

(R1) classification. Scalable infrastructure capabilities (people, facilities, research substantially to sustain a Carnegie Very High Research Activity RESEARCH INFRASTRUCTURE: The university plans to grow

- Evaluate research administrative, including sponsored program, funding, and processes) need to support planned growth.
 - processes. Monitor actions.
- Evaluate research integrity and assurance processes. Evaluate conflict of interest in research processes.
- Evaluate processes to incubate research to economic impact.
 - Assess governance of centers and institutes.

ALTERNATIVE DISTRIBUTION CHANNELS: The university is

expanding and creating alternative methods of delivering education to increase accessibility and meet the needs of non-traditional students who might have time or financial constraints while pursuing a degree. Significant growth could have potentially large impacts, including on traditional distribution channels and the university's finances.

- Monitor development of online distribution arrangement.
 - Monitor development of One Virginia Network.
- Monitor Learning Solutions (executive and professional education

the quality and diversity of the university community while sourcing > **ENROLLMENT CHANGES:** Student enrollment processes drive

diversity, and financial capability while managing to limit the impacts of Success is dependent on achieving an appropriate student size, mix, 50% of revenues through tuition, fee, room, and board revenues. competitiveness, relevance, demographics, economics, or other potential (gradual or sharp) changes in enrollment due to

- Monitor multi-year student experience re-design initiative.
 - Monitor ADVANCE initiative with NOVA.

TECHNOLOGY INFRASTRUCTURE AGE AND LIMITS: The

and is likely to require improvement to appropriately support scalable growth and innovation while ensuring core processing is effective and university's core technology infrastructure (including Banner) is aging efficient.

- Monitor development of Mason-wide technology strategy
 - Evaluate IT governance and project prioritization process.
 - Monitor multi-year Banner improvement projects. Monitor CRM tool implementation and use.
- Monitor controlled unclassified information (CUI) environment

INFORMATION PROTECTION (CYBER THREATS): The

university holds large volumes of protected (personally identifiable, classified, and controlled unclassified) information in a globally connected, decentralized technology environment.

- Evaluate Information Security Program.
- Monitor IT security program maturity assessment. Monitor improvement actions.
- Monitor controlled unclassified information (CUI) environment
- Survey data and IT security in distributed academic unit
 - Evaluate IT vulnerability and patch management. environments. Validate selected assertior

CAMPUS INFRASTRUCTURE AGE AND LIMITS: Important

require increased levels of maintenance, refurbishment, upgrade, or university's innovative learning and research missions. Planning and executing projects involves heightened levels of complexity, large replacement to sustain facilities which appropriately support the elements of the university's campuses are aging and are likely to financial resources, and strong management of risks.

- Audit Construction Procurement Processes Robinson Hall Renovation
- Audit Construction Payment & Change Order Processes Core Campus Projects
- Monitor Arlington campus enhancements.



Risk assessment results highlight areas with potentially high impact.

RISK FACTOR	DESCRIPTION	DISTRIBUTION OF AUDITABLE UNITS
STRATEGIC	The risk of this auditable unit to GMU's people, reputation, or financial position, and to the achievement of GMU's Mission, Values, and Strategic Plan objectives arising from ineffective business strategies and tactics; adverse business decisions; insufficient resources, funding, or management focus; ineffective implementation of decisions; or lack of responsiveness to changes in business environment.	H 15 7 0 M 25 11 0 E L 14 2 0 L M H Likelihood
FINANCIAL and FINANCIAL REPORTING	The risk of this auditable unit to GMU's people, reputation, or financial position arising from inadequate or ineffective management of financial-related processes and reporting or external events, including processes upstream from those normally associated with financial aspects of the university. Among other things, this includes risks associated with credit, investments, financings, currencies, financial models, markets, and related transaction processing, accounting, and reporting activities.	H 3 3 1 B M 7 10 0 E L 42 8 0 L M H Likelihood
REGULATORY COMPLIANCE	The risk of this auditable unit to GMU's people, reputation, or financial position arising from violations of, or non-compliance with, current and changing laws, regulations, supervisory guidance, or regulatory expectations.	Н 9 5 0 В L 33 1 0 L M H Likelihood
OPERATIONS	The risk of this auditable unit to GMU's people, reputation, or financial position arising from inadequate or failed internal processes, people, and systems or from external events. This includes the following types of risk: technology-related risk, which is the risk arising from the University's overall use of technology (whether centralized or decentralized) and includes, among other things, its governance, processes, infrastructure, applications, security, and reliability; and legal risk, which is the risk arising from defective transactions, litigation or claims made, or the failure to protect university assets.	H
HAZARD	The risk of this auditable unit to GMU's people, reputation, or financial position arising from inadequate or failed internal processes, people, and systems or from external events. This includes the following types of risk: (i) health, safety, and environmental risks, which is the risk arising from processes or events that potentially cause damage, harm, or adverse effects to someone (e.g., health) or something (e.g., property).	1 0 0 1 1 1 1 1 1 1 1

The risk-assessed Audit Universe, sorted by Executive:

Audit Work: FY 2012 to Present	6/26/19 – Law School Matters; 5/17/18 - Data and IT Security Risk Self-Assessment – Academic Units	2/12/19 – Validation of IT Security Self-Assessment Results; 11/19/18 – Selected Processes; 5/17/18 - Data and IT Security Risk Self-Assessment – Academic Units; 3/30/17 – Confucius Institute; 8/28/15 - VISTA Grant	5/17/18 - Data and IT Security Risk Self-Assessment – Academic Units; 5/11/17 – College of Health and Human Services	5/17/18 - Data and IT Security Risk Self-Assessment - Academic Units; 11/14/13 - Decentralized IT Management	10/30/18 – DHS CINA Cooperative Agreement; 5/17/18 - Data and IT Security Risk Self-Assessment – Academic Units; 9/10/13 - Biomedical Research Laboratory - Physical Security	5/17/18 - Data and IT Security Risk Self-Assessment - Academic Units; 4/11/16 - Hylton Performing Arts Center	5/17/18 - Data and IT Security Risk Self-Assessment - Academic Units		5/17/18 - Data and IT Security Risk Self-Assessment - Academic Units	2/11/19 – Selected Processes; 1/23/19 - Validation of IT Security Self-Assessment Results; 5/17/18 - Data and IT Security Risk Self-Assessment – Academic Units	
Haz	Low	Low	Low	Low	Mod	Low	Low	Low	Low	Low	Low
Comp Opns	Mod	Mod	High	High	High	Mod	Mod	Low	Mod	High	Low
Comp	Mod	Mod	Mod	Mod	Mod	Mod	Mod	Mod	Mod	Mod	Low
Fin	Low	Low	Low	Low	Low	Low	Low	Low	Low	Low	Low
Str	Mod	Mod	Mod	Mod	роМ	Mod	Mod	Low	Mod	Mod	High
Area											Research - Economic Development
Group	Antonin Scalia Law School	College of Education & Human Development	College of Health & Human Services	College of Humanities & Social Sciences	College of Science	College of Visual & Performing Arts	Schar School of Policy and Government	School for Conflict Analysis & Resolution	School of Business	Volgenau School of Engineering	Academic Administration
Executive	Provost	Provost	Provost	Provost	Provost	Provost	Provost	Provost	Provost	Provost	Provost
#	-	7	3	4	S	9	7	8	6	10	11



Audit Work: FY 2012 to Present	4/9/18 – Conflict of Interests in Research Process; 7/8/14 - Human and Animal Subjects Research Compliance		3/7/18 - Office of the University Registrar; 10/16/17 – Use of Third Party Employees to Process Registration Transactions; 3/5/13 - Office of the University Registrar; 6/11/12 - Enrollment Management;			6/11/12 - Housing and Residence Life	8/21/14 - Aquatic and Fitness Center		11/6/15 - Decentralized IT Management	Low 5/8/15 - Decentralized IT Management; 1/28/13 - Student Financial Aid			5/17/18 - Data and IT Security Risk Self-Assessment – Academic Units	_					
Haz	Low	Low	Low	Low	Mod	Mod	Low	Mod	Low		Low	Low	Low	Low	Mod	Low	Mod	Low	Low
Opns	Mod	Mod	Mod	Low	Mod	Mod	Low	Low	Mod	Low	Mod	Mod	Low	Low	Low	Low	Low	Mod	Low
Comp	Mod	Mod	High	Low	Low	Low	Low	Low	Low	Mod	Mod	Low	Low	Low	Low	Low	Low	Low	Low
Fin	Low	High	Low	Low	Low	Low	Low	Low	Low	Mod	Low	Low	Low	Low	Low	Low	Low	Low	Low
Str	Mod	Mod	Low	Low	Low	Mod	Low	Low	poM	Low	High	Low	Low	Low	Low	Low	Mod	Mod	Low
Area	Research - Integrity & Assurance	Research - Sponsored Programs	Registrar	Student Academic Affairs & Advising	Health & Wellness	Housing and Residential Life	Recreation	Student Organizations	Admissions & Enrollment Planning	Student Financial Aid			University Libraries		International Programming & Study Abroad	INTO Mason	Mason Korea		
Group	Academic Administration	Academic Administration	Academic Affairs	Academic Affairs	University Life	University Life	University Life	University Life	Enrollment Management	Enrollment Management	Academic Innovation and New Ventures	Mason Learning Solutions (Executive & Professional Education)	Academic Administration	Faculty Affairs and Development	Global Education	Global Education	Global Education	Institutional Research and Effectiveness	Smithsonian Mason School of Conservation
Executive	Provost	Provost	Provost	Provost	Provost	Provost	Provost	Provost	Provost	Provost	Provost	Provost	Provost	Provost	Provost	Provost	Provost	Provost	Provost
#	12	13	14	15	16	17	18	19	20	21	22	23	24	25	56	27	28	29	30



#	Executive	Group	Area	Str	Fin	Comp	Opns	Haz	Audit Work: FY 2012 to Present
31	Provost	Academic Administration	Provost Activities	Mod	Low	Mod	Mod	Low	Low 4/18/19 - Faculty Study Leave Programs; 10/23/15 -
									Decentralized IT Management
32	Administration	Budget and Planning	Budgeting and (Financial) Planning	High	Mod	Mod	Low	Low	
33	Administration	Fiscal Services	Accounts Payable	Low	Mod	Mod	Mod	Low	
34	Administration	Fiscal Services	Financial Administrative Systems	Low	Low	Low	Low	Low	
35	Administration	Fiscal Services	General Accounting	Low	High	Mod	Mod	MoT	3/11/17 - Internal Control Certification and ARMICS
									Related Supporting Activities
36	Administration	Fiscal Services	Purchasing and Central Receiving	Low	Mod	Mod	Low	Low	2/20/12 - Purchasing Level II Compliance
37	Administration	Fiscal Services	Student Fiscal Services	Low	Mod	Mod	Mod	Low	Low IN PROGRESS – Student Fiscal Services; 8/15/13 - Cashier's Office
38	Administration	Human Resources and Payroll	Human Resources	High	Low	Mod	Mod	Low	IN PROGRESS – Recruiting Processes
36	Administration	Human Resources and Payroll	Payroll & Benefits	Mod	Mod	Mod	Mod	Tow	10/23/15 - Employee Benefits
40	Administration	Information Technology Services	Enterprise Applications / Banner Account Management	Low	Mod	Low	High	Low	3/18/14 - Banner Application and Security-Student Accounts
41	Administration	Information Technology Services	Enterprise Applications / Banner	Low	Low	Low	Low	Low	9/5/12 - Banner Local (In-House) Software
			Development, Change Management, and Operations (SDLC)						Development
42	Administration	Information Technology Services	Enterprise Applications / Database, Middleware, and ERP Support	Low	Mod	Low	High	Low	
43	Administration	Information Technology Services	Enterprise Infrastructure / Enterprise	Low	Mod	Low	High	Low	Low 10/30/18 - Monitoring Server Configuration
			Servers and Messaging (+ logical						Benchmarks and Implementations; 2/2/16 - Enterprise
			servers)						Servers and Messaging: Operating Systems Security; 9/10/15 MESA Technical Point of Contact and Share
									Administrator Account Management; 1/18/12 - LDAP / MESA
44	Administration	Information Technology Services	Enterprise Infrastructure / Technology Support Services	Low	Low	Low	Low	Low	
45	Administration	Information Technology Services	IT Security	Mod	Low	Mod	High	Low	12/18/18 – IT Vulnerability and Patch Management; 7/30/18 – Draft IT Security Roadmap; 7/10/18 – Proposed CUI Business Process Plans; 6/27/18
									Alignment of Controls; 6/26/18 – Proposed CUI
									Umbrella Policy; 2/13/18 – Proposed Policies for CUI Environment; 2/8/17 - Information Security Program; 9/9/13 - Information Security Management - Boundary Protection
46	Administration	Information Technology Services	Learning Support Services / Online Learning Resources	Low	Low	Low	Low	Low	
47	Administration	Information Technology Services	Network IT Infrastructure	Mod	Mod	Low	High	Low	

MASON UNIVERSITY Office of University Audit

#	Executive	Group	Area	Str	Fin	Comp	Opns	Haz	Audit Work: FY 2012 to Present
48	Administration	Information Technology Services	Physical IT Infrastructure (+ physical	Low	High		Low	Low	9/6/12 - Aquia Data Center
			servers)						
49	Administration	Information Technology Services	Strategic Business Operations / Business Continuity & Recovery	Mod	Low	Low	Mod	Low	
50	Administration	Information Technology Services	Strategic Business Operations / Finance and Human Resources	Low	Low	Low	Low	Low	
51	Administration	Information Technology Services	Strategic Business Operations / Process and Planning	Mod Low	Low	Low	High	Low	8/7/17 - IT Governance and Project Prioritization; 3/28/13 - Enterprise Project Management Framework and System
52	Administration	Facilities	Campus Planning	High	Low	Low	Low	Low	
53	Administration	Facilities	Construction Planning and Project Management	High	High High	High	Mod	Mod	IN PROGRESS - Construction Payments – Core Campus Projects; 6/20/17 - Construction Payments - Academic VII / Health & Human Services Building; 7/22/16 - Construction Procurement Process - Robinson Hall Demolition / Construction and Utility Distribution Infrastructure Project; 5/17/16 - Construction Procurement and Change Order Processing - Academic VII / Health & Human Services Building; 9/27/12 - Construction Project Close-Out Process
54	Administration	Facilities	Real Estate (Lease) Administration	Low	Mod	Low	Low	Low	
55	Administration	Facilities	Utilities and Facilities Maintenance	Low	Low	Low	Mod	Low	4/22/14 - Facilities Service Contracts
99	Administration	Operations	Campus Police	Low	Low	Low	Low	Mod	
57	Administration	Operations	Parking, Shuttles, and Transportation	Low	Low	Low	Mod	Low	11/11/14 - Arlington Campus Parking Services
58	Administration	Safety, Emergency, and Enterprise Risk Management	Enterprise Risk Management	High	Low	Low	Mod	Low	
59	Administration	Safety, Emergency, and Enterprise Risk Management	Environmental Health and Safety	Low	Low	Mod	Low	Mod	12/17/15 - Laboratory Safety
09	Administration	Safety, Emergency, and Enterprise Risk Management	Risk Management (Insurance)	Low	Low	Low	Low	Low	
61	Administration	University Services	Eagle Bank Center	Low	Low	Low	Mod	Low	
62	Administration	University Services	Food-Related Services; including related facilities and maintenance (& Independent Food)	Low	Low	Low	Mod	Mod	
63	Administration	University Services	Mason Card	Low	Low	Low	Low	Low	
49	Administration	University Services	Print and Mail Services	Low	Low	Low	Low	Low	

Executive Group Area		Area		Str	Fin	Fin Comp Opns Haz	Opns	Haz	Audit Work: FY 2012 to Present
Administration University Services Retail-Related Services (& Independent Retail)		Retail-Related Servic Independent Retail)	%) sə	Low	Low	Low	роМ	Low	
Athletics Intercollegiate Athletics External Affairs, Fund Raising and Funds Management		External Affairs, Fund Funds Management		Low	Mod	Low	роМ	Low	11/14/18 – Intercollegiate Athletics
Athletics Intercollegiate Athletics Student-Athlete Processes		Student-Athlete Proce	ssses	Low	роМ	High	роМ	Mod	11/14/18 – Intercollegiate Athletics; 11/5/13 - Intercollegiate Athletics Student-Athlete Financial Aid
Communications Communications and Marketing Communications and Marketing & Marketing	Communications and Marketing	Communications and	Marketing	Mod	Low	Low	роМ	Low	
Compliance, Diversity and Ethics	Compliance, Diversity and Ethics			Mod	Low	High	роМ	Low	12/18/15 - Analysis of Mason's Sexual Harassment and Misconduct Policy and Procedures
Development University Development Alumni Relations & Development		Alumni Relations & De	evelopment	роМ	Low	Low	моТ	row	
Govt & Comm Government and Community Relations Relations	Government and Community Relations			Mod	Low	Mod	моТ	row	
President Legal Services Legal Services		Legal Services		Low	Low	High	роМ	Tow	
President President's Office	President's Office			Mod	Low	Low	гом	Low	Low 8/14/12 - President's Office Expenses; 6/30/14 - Senior Executive Travel



Board of Visitors Research Committee - October 10, 2019

I. Call to Order Agenda II. Approval of Minutes May 2, 2019 Draft Minutes III. Research Performance Tech Talent and the Mason IDIA ACTION ITEM Deborah Crawford

IV. Closed Session

A. Discussion or consideration by governing boards of public institutions of higher education of matters relating to gifts, bequests and fund-raising activities, and of grants and contracts for services or work to be performed by such institution (Code of Virginia: §2.2.3711.A.9)

GEORGE MASON UNIVERSITY BOARD OF VISITORS

Research Committee Meeting October 10, 2019 Merten Hall 1204

AGENDA

- I. Call to Order
- II. Approval of Minutes (ACTION ITEM)
 - A. Meeting minutes for May 2, 2019
- III. Research Performance, Dr. Deborah Crawford
- IV. Closed Session
 - A. Discussion or consideration by governing boards of public institutions of higher education of matters relating to gifts, bequests and fund-raising activities, and of grants and contracts for services or work to be performed by such institution (Code of Virginia: §2.2.3711.A.9)
- V. Adjournment

GEORGE MASON UNIVERSITY BOARD OF VISITORS

Research Committee Meeting May 2, 2019 Merten Hall 1204 DRAFT Minutes

<u>Present</u>: Provost S. David Wu; Chairman Horace Blackman; Visitors Anjan Chimaladinne, Edward Rice, Bob Witeck, Shawn Purvis; Faculty Representatives Bijan Jabbari, Christy Esposito-Symthers; Faculty Senate Chair Keith Renshaw; Student Representative Becca Keatinge; Guests: Michael Laskofski, William Hazel

<u>Absent</u>: President Angel Cabrera; Rector Tom Davis; Vice President for Research Deborah Crawford; Visitor Nancy Gibson Prowitt; Student Representative Bekah Pettine

- I. Meeting was called to order by Chairman Horace Blackmon at 10:55 am.
- II. Approval of Minutes (ACTION ITEM)

Approval of the February 27, 2019 meeting minutes was motioned by Visitor Witeck, seconded by Visitor Rice, unanimously approved.

III. Presentation, Mr. Michael Laskofski, Associate Vice President of Research Operations Research Update

Deb Crawford was unavailable this morning so Michael Laskofski, Associate Vice President of Research Operations, provided a brief review of the research performance data at Mason. The 2019 research activity continues to exceed 2018 in nearly every performance category. Compared to this time last year, while the number of proposals submitted is down slightly (1% less), the dollar amounts of those proposals is up 13%. This is due in part to the focus on multidisciplinary research. In terms of awards, the number of awards is up 11% and the award dollars are up 30%. Mason's research expenditures this year through March are up nearly 27% from the same time last year and the Indirect/F&A recovery is up 4.6%. The smaller increase in F&A is due primarily to the fact that, with some of the larger defense projects, significant portions are subcontracted to others. Mason is working on various strategies to keep more of that funding in-house, so he expects greater increases in F&A recovery moving forward. These numbers reflect the sponsored funding. Mason also reported to the NSF Higher Education R&D survey, a survey that is completed each year and is used as part of the criteria for the Carnegie classification. That reporting includes sponsored research funding but also funding from the GMU Foundation and GMU Research Foundation. For the FY 18 submission, Mason reported \$149 million in research funding which was up 30% from the FY 17 submission. These data indicate that Mason is on track to meet its strategic goal of \$225 million in research expenditures by 2024.

IV. Presentation, Dr. William A. Hazel, Jr., Senior Advisor for Innovation and Community Engagement

Institute for Biohealth Innovation Status Report: Strategic Options in Medical Research and Education

Prior to Dr. Hazel's presentation, Provost Wu presented the context for the presentation. Mason has recognized that Northern Virginia has no Medical School. As part of the President's annual

goal, he has included a medical education feasibility study. To address that goal, the Provost's office asked Dr. Hazel to begin that feasibility study. Dr. Hazel has engaged a contractor, (Germane Consulting; Beth Paul) to assist with that work.

Dr. Hazel started with a disclaimer that when he was Secretary of Health and Human Resources for Virginia and met Dr. Cabrera early in his tenure, he told Dr. Cabrera that Mason should not pursue a medical school because medical education is changing; where physicians practice is based on where they complete their residency not where they go to school and so, as a state, he would put resources toward residency slots, not medical education; and he was not sure you could have a medical school in Northern Virginia without a hospital. Dr. Hazel then confessed that he has come 180 degrees on his thinking on this issue.

The entire issue of health is going toward convergence – the healthcare and Medicare and Medicaid people are talking to public health people and the human services people (housing and transportation) are talking to public health and Medicare people. Knowledge management and data have become critical issues as has cyber security in health and health care management. And the research drive and energy – especially on Mason's SciTech campus – is very exciting.

Dr. Hazel described the task of examining the feasibility of establishing a George Mason School of Medicine. Particular areas of focus included: 1) understanding the need nationally and locally, 2) the perceived advantages to Mason and the community, 3) defining a unique value that Mason could add to medical education and research and medical workforce development, 4) addressing the feasibility of such an undertaking, and 5) considering the alternatives that might be available to meet the desired goals.

Physicians practice where they train and there is an opportunity to impact the number of residency slots which would increase the number of physicians who stay and practice in Virginia to address the significant physician shortage that is anticipated for 2030. There is no shortage of medical school applicants or funding (tuition support) for those applicants. Medical education is also changing – students are no longer just training only with other physicians in large lecture halls, but are training in smaller, interdisciplinary teams. Mason will need to figure out the best approach moving forward, but we are proposing small group, problem-based learning that may also bring in other disciplines.

What is critical is to establish the medical residency slots in Norther Virginia and there is the opportunity to do that. Mason can help catalyze the creation of residency slots in other hospital systems. Dr. Hazel noted that there are strong partnership opportunities and interest from a number of local health care providers, including Inova, Sentara, HCA, Virginia Hospital Center, and Novant among others, to meet the growing demand from qualified applicants for medical education and the need for additional physicians in Virginia. With this interest and potential partnerships, Mason has the opportunity to catalyze the creation of medical residencies in Northern Virginia.

Dr. Hazel noted that there are two different models for medical education -- Independent Medical School of Medicine versus a Branch Campus of an Existing School. Dr. Hazel noted that there are pros and cons of each model and the group will need to consider and explore each of those models. Dr. Hazel noted that Mason is *not* considering creating a hospital. Running a hospital (focused on delivering health care) and running a school of medicine (focused on medical education) are two *very* different business models. *Mason is only considering the medical education model*.

Dr. Hazel then described the preliminary 10-year financial analysis and the timetable and

committee recommendations for next steps. This financial analysis indicated that the cost for starting a medical school is less than originally thought. It is estimated that if Mason started now and projected out five years, the cost would be under \$65 million above tuition revenue for a class of 50 students that would start in 2022. The fundraising opportunity the committee believes would target people and organizations that specifically want to fund medical education and not draw away from general fundraising for other aspects of the university. Dr. Hazel presented the timeline and milestones should Mason decide to move forward as well as the preliminary financial analysis. Dr. Hazel noted that the challenge of having a "MD" medical school as opposed to a School of Osteopathic Medicine is that to be accredited as an MD school, no more than 50% of a medical school's operating revenue can come from tuition. Schools of Osteopathic Medicine do not have that requirement. He also noted that it is believed that the accreditation requirements will change after 2021 making it harder to become accredited, so if Mason were to move forward, the goal would be to become accredited in 2021 and have students in 2022. Therefore, decision to move forward or not will need to be made by the end of this year.

The committee tasked with exploring the possibility of medical education at Mason believes that creating a school of medicine is feasible, but more exploration is clearly needed to determine if Mason can move forward. In particular, the committee will be (among other things): 1) thinking about the financing – where the funding will come from, 2) looking for clinical partnerships, 3) refining the financial analysis, 4) defining what the "Mason Difference" is, 5) thinking through the knowledge management curriculum, and 6) determining the vision for the medical education team. Dr. Hazel asked the group to think about a George Mason University School of Medicine "Plus" – not just training people to "practice medicine" but training people who will lead the transformation of our health system.

There were questions regarding the funding, which Dr. Hazel noted will be part of the committee's activities for the summer. Dr. Hazel also described some of the other schools of medicine that have come online recently in different areas of the country.

There was additional discussion of the synergies and opportunities across all of Mason's colleges (most particularly, the College of Science, Volgenau School of Engineering, College of Health and Human Services, College of Humanities and Social Sciences, and College of Education and Human Development) should Mason choose to move forward, as well as concerns about the impact of the Medical School on other aspects of the university.

Dr. Renshaw noted the need for transparency with the process for the faculty and understanding of how this will impact the university as a whole. Dr. Hazel stated that they are trying to be as transparent as possible and the goal is to raise the needed funds so they are not cannibalizing other funding.

V. 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 Witeck, seconded by Visitor Rice, and with no objections, the meeting was adjourned at 11:47 am.

Respectfully submitted,

Belik Heesel

Rebekah K. Hersch

Research Committee Secretary Pro Tem

Tech Talent & The Mason IDIA

BoV Research Committee October 10, 2019 Meeting



Laurence Bray, PhD Liza Wilson Durant, PhD Deborah Crawford, PhD

Overview Deb Crawford

Welcome, Amazon. We're Primed.

Congratulations, you've made a smart move.

Northern Virginia's booming knowledge economy brims with world-class talent, and Mason has been one of the architects, with 37,000 students, three campuses, and a top-tier research ranking.

To make you feel at home, we'll more than double the number of computing students to 15,000. Mason is ready to deliver, right here on your doorstep.

Welcome neighbor. We think you'll like it here. amazon.gmu.edu

HQ2 & the Tech Talent Investment Program (TTIP)

Commonwealth will provide:

- \$550M in tax incentives
- \$195M transportation improvements
- \$375M to expand BS degree production at all VA institutions
- \$375M to expand MS degree production and invest in Mason's Arlington campus and VT's Innovation campus in Alexandria

Mason committed to:

- Increase number of bachelors and masters degree recipients in tech
- Expand Arlington campus to define Rosslyn-Ballston (R-B) Innovation Corridor (Mason IDIA)



Performance-Based TTIP Support

Eligible Programs	BS, Computer Engineering BS, Applied Computer Science BS, Computer Science	MS, Computer Engineering MS, Computer Science MS, Software Engineering
Degrees Conferred	300	111

in FY 2019

Degrees Conferred FY 2020-FY 2039

TTIP Funding

\$125,000,000 No match requirement new philanthropic match

Major TTIP Investments



Operating Funds



Capital Equipment



Capital Facilities

New Faculty

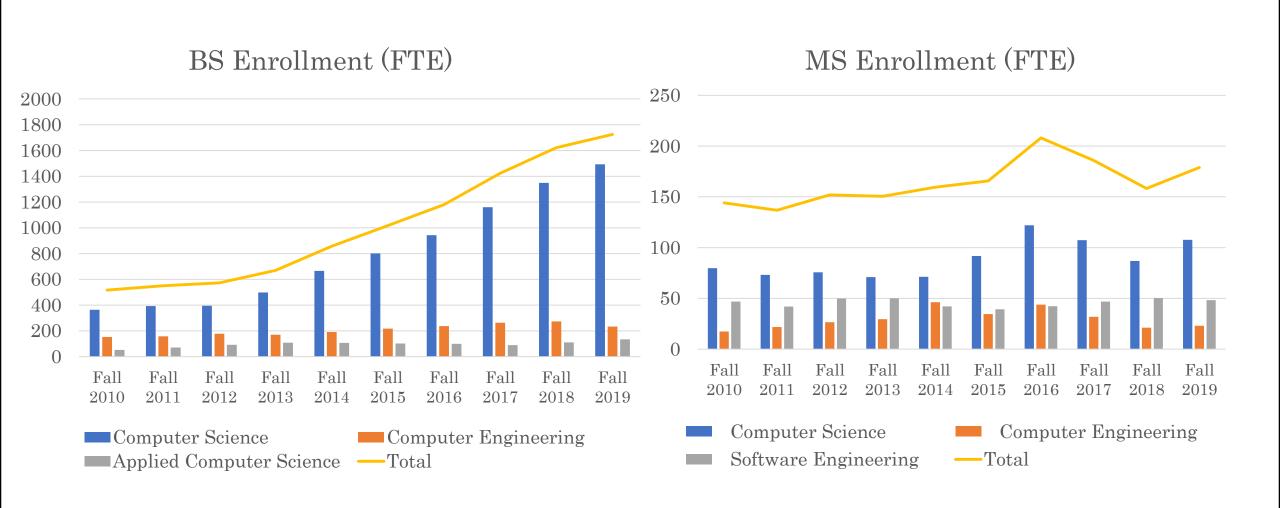
.....it's about the innovation ecosystem.....

This is a significant moment for the region and the result of our tremendous collaboration with partners in the public and private sectors. Our goal is to not only produce high-quality graduates who can take on big roles at existing companies like Amazon, but to also have graduates who can start the Amazons of the future. These initiatives will ensure that happens.

Angel Cabrera

TTIP-Eligible Education Programs Laurence Bray

Decadal Enrollment Trends: TTIP Eligible BS and MS Programs



MS Design for the Innovation Economy

















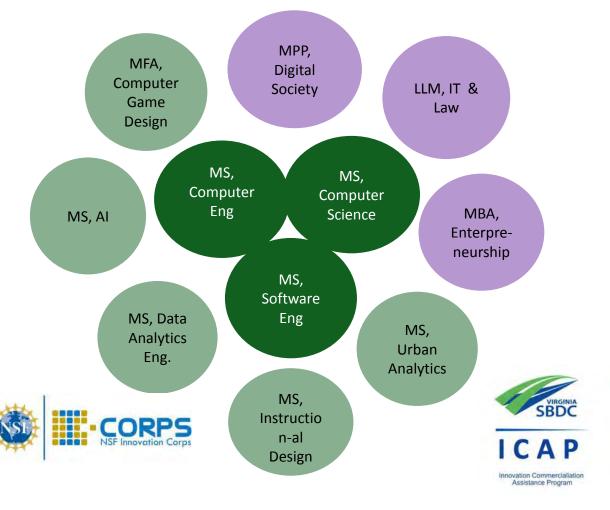








Computer Science*Software Engineering*
Computer Engineering*Information Science
& Technology*Geoinformation
Science*Business*Law



MS Growth Strategies

Communication and Marketing Strategies

- Targeted strategies, programs with
 - Strong workforce and enrollment demands
 - Seat capacity and growing market demands
 - Low enrollment and limited/niche growth markets
- Accelerated BS/MS pathways: Early communication

Convenience/Flexibility of Scheduling

- Delivery Methods
 - Online
 - Face-to-Face
 - Hybrid
- 8-week modules (10-12-month degree completion)
- Micro credit options

Alignment with Market/Employment Demand

- Market analysis
 - 2019-2039
- Industry inputs and needs
- Match course and curriculum contents to employment demand

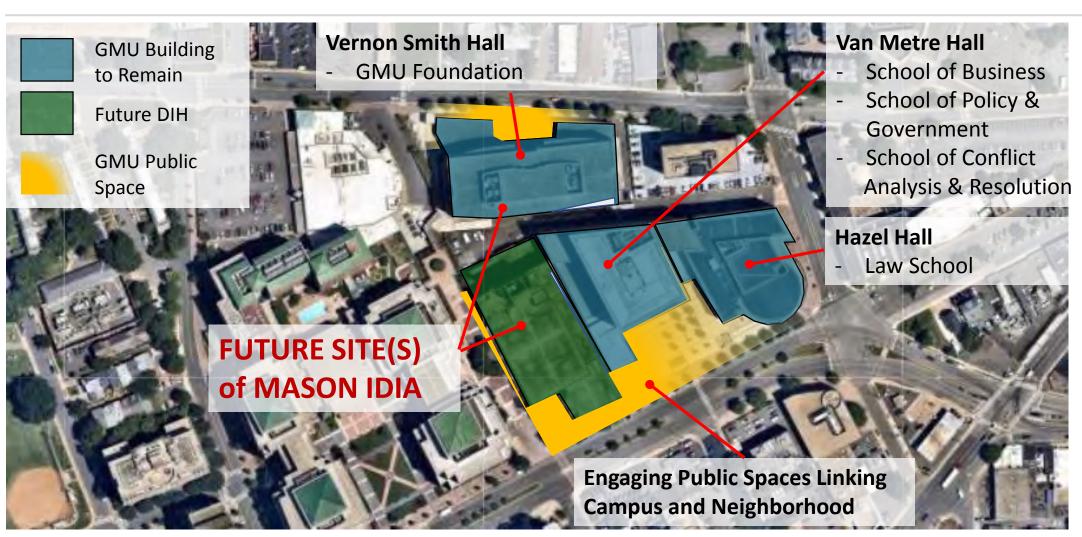
Institutional Effectiveness

- Effective admission processes
 - Streamlined entry
- Admission requirements
- Minimize internal competitions
 - → promote multidisciplinary programs
- Assessment & Continuous improvement

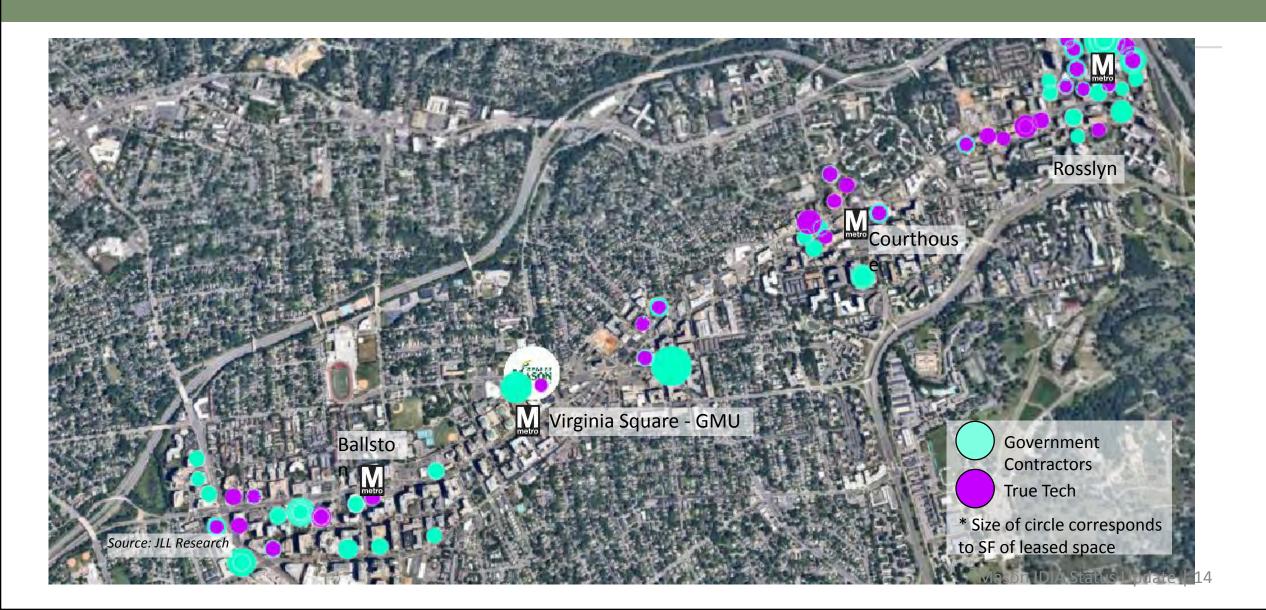
Institute for Digital InnovAtion (IDIA) Liza Wilson Durant

The Mason IDIA

a catalyst for digital innovation



Rosslyn-Ballston (R-B) Innovation Corridor

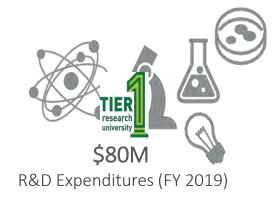


Innovation Placemaking on the R-B Corridor



corporate engagement

quality
streetscape
& pedestrian
experiences



university research & innovation platform

LIVE. WORK TALENT LEARN.PLAY.

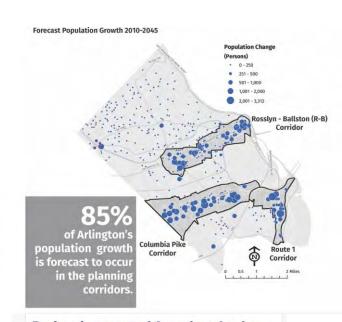


placemaking & programming

social & economic inclusion

attract &

congregation & <





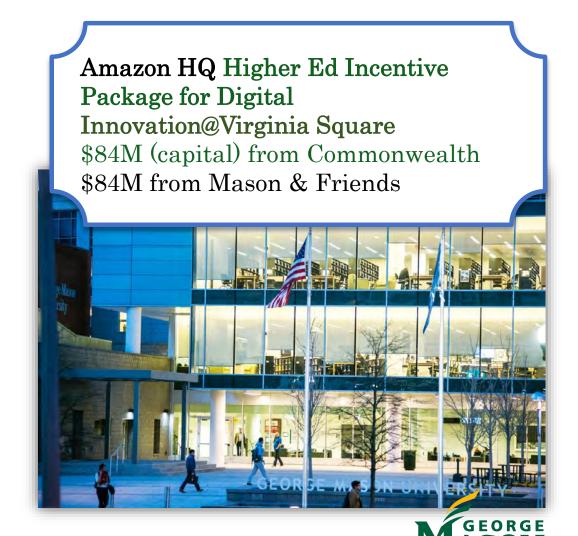
The Mason IDIA

400,000+ SQF Mixed Use Facilities Mason

- Graduate education programs
- Scalia Law School & Innovation Clinic
- School of Business
- Schar School of Policy & Government
- Multidisciplinary R&D Centers
- Expanded DataLab

Potential Partners

- Corporate Innovation Labs
- MACH 37, Smart City Works
- Northern Virginia Community College
- Arlington Public Schools
- Arlington Partnership for Affordable Housing
- Arlington Arts Center
- Marymount University
- GWU
- Arlington Economic Development
- Ballston Connect



Centers of Research Excellence

Center for Command,
Control, Communication,
Computing, Intelligence &
Cyber
\$37 million*

Center for Secure
Information Systems
\$ 3.5 million*

Center for Collision Safety & Analysis \$2.6 million*

Center for Criminal
Investigations & Network
Analysis
\$2.4 million*

Center for History & New Media \$478,000

National Security Institute \$633,000*

Center for Advancement of Human-Machine Partnerships \$486,000* Center for Spatial
Information Systems &
Science
\$2.3 million*

Center for Social Equity through Science Education \$268,000*

100+ Mason Faculty Innovators and Scholars ~\$80 million annual R&D



Avesta Sasan Cloud Computing, Internet of Things, Cyber-Physical Systems



Cing-Dao Kan High Performance Computing Platforms for Crash Simulations



Kathryn Laskey Computing for Inference and Decision-Making, **Predictive Analytics**



Stephen Robertson Digital History, Cultural & Social History



Jamil Jaffer Cybersecurity, National Security & Law



Tyler Shaw Human-Computer Interaction, Trust in Automation



Nektaria Tryfona Predictive Analytics, DataLab



Elise Miller-Hooks Transportation Informatics, Smart Civil Infrastructure



Sushil Jajodia Cybersecurity, Information Security, Privacy



Bill Roeting Secure Cyber-Physical **Systems**

Partnership for Cyber Innovation

NOVA-Node Partners

Colleges & Universities

Germanna CC, GWU, James Madison, Lord Fairfax CC, Marymount, Mason (lead), NOVA (co-lead), Shenandoah, University of Mary Washington **Economic Development Teams** Arlington (co-lead), Fairfax, Loudoun, Prince William P-12 Schools

Alexandria City, Arlington, Culpeper Fairfax, Fauquier, Frederick, Loudoun, Prince William, Spotsylvania, Stafford, Warren, Winchester, Catholic Schools of Arlington

Corporate & Community Partners AWS, Booz Allen, CACI, CGI Federal, DISYS, Community Foundation, MACH 37, MITRE, NVRC, SAIC, Telos, 1776 and many more and still recruiting...... 4,700 AAS students

7,000 BS students

1,500 MS students

340 PhD students





Commercialization & Economic Growth



Talent Development



Victor Hoskins (co-chair)

Liza Wilson Durant Steve Partridge (chair)

(co-chair)

\$35M academic R&D



Implementing the Mason IDIA

1) Assemble the internal team that 'owns' the DIH

- 2) Bring in outside consultants for support
- 3) Identify key faculty and industry partners 4) Create pilot hub in existing space 5) Identify the master developer

- Vice President for Research, Innovation & **Academic Innovation**
- Senior Vice President for Finance & Administration
- Vice President for University Advancement & Alumni Relations
- **Arlington Innovation Initiative Leader**
- Deans
- **Director of Strategic Real Estate Initiatives**





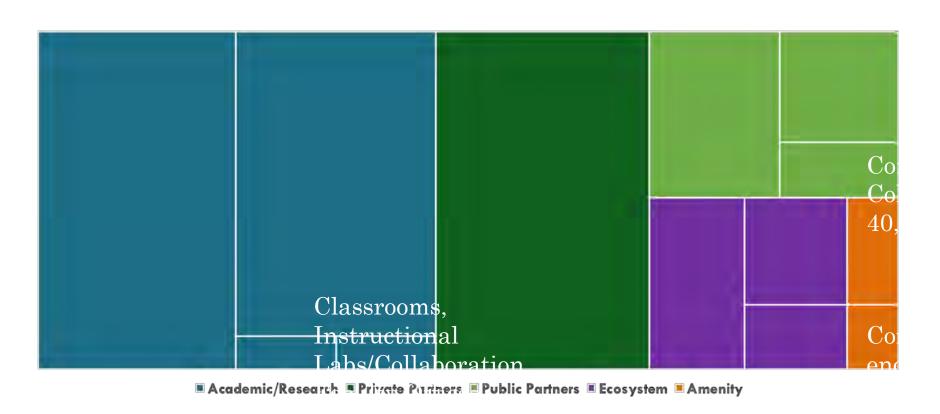


- Review research awards and meet with faculty
- Identify firms in the NoVa tech industry
- Hold sharing sessions to describe Mason IDIA and engage potential stakeholders

- Activate existing space on Arlington Campus with:
- Seminars
- Conferences
- **Entrepreneur Support**
- Coworking space

- Issue RFP
- **Evaluate Responses**
- Negotiate terms
- Oversee construction and lease-up

The Mason IDIA State of the Art Cyber & Built Infrastructure



Preliminary Program Design: v1

Working Together to Advance the Digital Innovation Economy





GEORGE MASON UNIVERSITY BOARD OF VISITORS

Finance and Land Use Committee Meeting October 10, 2019

AGENDA

- I. Call to Order 12:10 p.m.
- II. Approval of Minutes for May 2, 2019 (ACTION) 12:10 p.m.
- III. New Business
 - A. Financial Overview 12:10-12:30 p.m.
 - B. State Six-Year Operating Plan (ACTION) 12:30-12:40 p.m.
 - C. State Six-Year Capital Plan Update 12:40-12:50 p.m.
 - D. Online Graduate Program Tuition Proposal (ACTION) 12:50-12:55 p.m.
- IV. Capital Matters
 - A. Land Use Certification (ACTION) 12:55-1:00 p.m.
- V. Adjournment 1:00 p.m.

APPENDIX Capital Projects Review (Stoplight)

GEORGE MASON UNIVERSITY FINANCE & LAND USE COMMITTEE BOARD OF VISITORS

MINUTES
May 2, 2019
11:50 a.m. – 12:45 p.m.
Merten Hall, Room 1201, Fairfax Campus

PRESENT: Rector Davis; Chairman Petersen; Vice Chairman Blackman; Visitors Alcalde, Cumbie, Hazel, Moreno, Rice; President Cabrera, Senior Vice President Kissal; Vice President for Facilities Strike; Faculty Senate Chair Renshaw; Student Representative Keatinge; Secretary *pro tem* Lagos.

I. Call to Order

Chairman Petersen convened the meeting at 11:53 a.m.

II. Approval of Minutes

Chairman Petersen requested a **MOTION** to approve the minutes of the February 27, 2019 Finance and Land Use Committee Meeting and of the April 3, 2019 Finance and Land Use Committee Information Session as presented. It was so **MOVED** by Vice Chairman Blackman. **MOTION CARRIED UNANIMOUSLY.**

III. FY 2020 University Operating Budget, Tuition and Fees (ACTION)

Chairman Petersen thanked Senior Vice President Kissal and team for their hard work and effort in the preparation of the FY 2020 Operating Budget before turning the meeting over to her.

SVP Kissal presented the FY 2020 Operating Budget and financial plan and provided an overview of the Capital Plan. She opened her presentation with highlights from Mason students, and current stragic initiatives.

SVP Kissal discussed the budget development process, which is built in alignment with university vision and goals to allocate resources to those areas that will achieve the most impact for our students. The guiding principles – accessibility, affordability and high quality for all of our students – further influence the budget development. As we continue to grow every year so will our resource needs and our allocations.

The Governor has signed the FY 2020 budget, and Mason will receive an increase in state funding of \$51.8M over last year's BOV approved budget. This includes

\$14.3M of operating funds and \$6.5M of tuition moderation dollars the state provided to support their recommendation of a \$0 % in-state undergraduate tuition increase. Mason accepted, and expanded the proposal to include out-of-state undergraduate students. The budget includes wage increases for faculty at 3% base, funded 50% by the Commonwealth and Mason is contributing an additional 1% merit increase funded entirely by the university. Classified staff wages have a base increase of 2.75% and a merit increase of 2.25%. We received a one-time benefit this year as the Commonwealth will not increase health care costs and we will receive a two-pay period "health care holiday" in October. Student Financial Aid includes \$2.9M additional funds for in-state, undergraduate, need-based aid, and Capital Outlay increased \$29.3M which supports the Core Campus Project funding.

The proposed revenue budget is ~\$1.25B and reflects an 18% growth rate from FY 2019. Primary drivers of the increases are capital outlay, which fluctuates annually, sponsored research and financial aid contributions. The sponsored research increase reflects increased contract awards, and a low budget estimation for FY 2019, which was corrected in this year's budget.

SVP Kissal discussed the major Capital Outlay project expenses and provided an estimate of capital expenditures at ~\$90M (\$63M from General Fund support and \$27M from Mason funds). Referencing Slide 12, she reported that the Core Campus Initiative makes up the majority of the project expense. Our proposed tuition and fee increases for FY 2020 is 0% for in-state and out-of-state undergraduate students and 3.5% for in-state and out-of-state graduate students. The total price for an undergraduate student living on-campus (including tuition, fees, room and board) is proposed at \$24,269 for in-state and \$47,729 for out-of-state, an increase over the previous year of 1.5% and 0.7% respectively. Our proposed student fees increase slightly to \$102 for the semester year per student.

Chairman Petersen requested a **MOTION** to recommend the Board of Visitors approve the FY 2020 proposed Tuition and Fees rates as detailed in the 2019-2020 Proposed Budget Executive Budget Summary; and approval of the proposed budget as provided in the 2019 – 2010 Proposed Budget Executive Summary. It was so **MOVED** by Visitor Moreno. **MOTION CARRIED UNANIMOUSLY**.

IV. Capital Budget Matters

A. Six-Year Capital Plan (ACTION)

George Mason annually submits a Six-Year Capital Plan to the Virginia Department of Planning and Budget. This is a list of all projects that are under consideration for the next 6 years, and does not include a financing plan. These projects include those that are funded from the Commonwealth General Fund, or through private donations or debt (Non-General Funds). Ms. Kissal highlighted the projects that require General Fund Support: Construction of the Academic VIII Building which will be located in Manassas and will address a lot of our research growth needs; Renovation

of Planetary Hall, David King Hall and Fenwick Learning Commons Phase II; and, Phase III of Telecom/Network Infrastructure improvements.

Referencing Slide 17, she highlighted the proposed special initiative projects (Amazon/Technology Talent/IPPA). Special legislation in response to Amazon sets up a Tech Talent Fund and IPPA program to increase the number of computer science and closely related graduates from Virginia higher education institutions. Mason has a Commonwealth contribution of \$125M for the Institute of Digital Innovation (IDIA), a 400,000 GSF building which will be located in Arlington. We will put together a capital funding plan to match the \$125M. In addition, Vernon Smith Hall will be renovated. Other capital projects include a proposed modernization of technology for Arlington and modernization of technology enterprise-wide; the distinction being in Arlington, in order to support some of the special initiatives that we would like to get in place prior to having a 400,000 square foot building constructed, is to upgrade the optical network capacity and transport and create a new link to connect Arlington to tap into Smart City, Community Health and other research project areas.

The next set of proposed projects for BOV approval only under HECO (Higher Education Capital Outlay) do not require any general funds or state money or debt. Once we have funding plans in place we will bring to the Board for approval. These include the New Business School Building and an Activities Building. The last two sections of the Proposed Six-Year Capital Plan: 2020 - 2026 include previously Board Approved Projects under HECO (Renovations to Center for the Arts Concert Hall) and a separate plan for furniture, fixtures and equipment (FF&E DPB Submission for approved projects) of which the Commonwealth requires us to include.

Chairman Peterson requested a **MOTION** to recommend the Board of Visitors approve the Six-Year Capital Plan as detailed in the Board Book. It was so **MOVED** by Visitor Cumbie. **MOTION CARRIED UNANIMOUSLY**.

V. Operational Issue – Joint Legislative Audit and Review Commission (JLARC) Span of Control

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 purpose of the study was to analyze the cost efficiency of the state's higher education institutions and to identify areas 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. In 2018 Mason developed its Span of Control Policy 2233 and since then is successfully working towards broader spans of control.

SVP Kissal clarified that the policy relates only to administrative and professional faculty and classified staff. She noted that of the 2,686 employees included in the span of control, 672 have supervisory responsibilities. Referencing Slide 22, she reported that if we look at the average span of control we are above our target. Our target was set at four (4 direct reports to every 1 supervisor). If we look at the median span of control we are slightly below the target. And when we look at the number of direct reports per supervisor we have increased the number of supervisors which created a bigger base. SVP Kissal and HR leadership will analyze the pockets under the target. She will appropriately recommend where we have exceptions and report back to the Board with more information at a later date.

Chairman Petersen thanked Vice Chairman Blackman for leading the April Information Session.

Meeting adjourned at 12:23 p.m.

Jeannew Zagos Jeannerie Lagos

Secretary pro tem

ITEM NUMBER III.A.:

FINANCIAL OVERVIEW

PURPOSE OF ITEM:

To provide the Board of Visitors with an overview of the new financial framework, the FY 2019 financial results and the macroeconomic landscape.

APPROPRIATE COMMITTEE:

FINANCE AND LAND USE

BRIEF NARRATIVE:

The Senior Vice President for Administration and Finance will provide a financial overview that will include a preview of the University's enhanced approach to financial planning and analysis, forecasting and budget reporting. This approach will implement a best-practice financial framework during FY 2020-2021 and will provide alignment with the President's FY 2020 Goals by building a financial structure that allows for financial analysis and strategic decision making in furtherance of the academic goals of the institution.

There will be a high-level analytical review of the variances between the FY 2019 actuals and the FY 2019 operating budget (approved by the Board in May 2018). Also, there will be a crosswalk from the FY 2019 actuals to the FY 2019 unaudited accrual basis financial results.

Further, a brief overview of the macroeconomic factors the University is monitoring in the event of an economic recession which includes an assessment of potential financial impacts and risk mitigation plans.

STAFF RECOMMENDATION:

For Board information only.

ITEM NUMBER III.B.:

STATE SIX-YEAR OPERATIONAL PLAN* (ACTION)

PURPOSE OF ITEM:

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

APPROPRIATE COMMITTEE:

FINANCE AND LAND USE

BRIEF NARRATIVE:

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

On August 20, 2019, the President, Senior Vice President, and Provost presented the plan to representatives of the Governor's Office; Secretary of Finance, Secretary of Education, Director of Planning and Budget, Executive Director of the State Council of Higher Education in Virginia, Staff Director of the House Committee on Appropriations, and Staff Director of the Senate Committee on Finance. Subsequently, the six-year operating plan is being presented at the October 2019 Board of Visitors meeting for approval.

FY21 is the first year of the biennium request. After the August 2019 presentation, The University received institution-specific questions from the Commonwealth in regards to its Six-Year Plan. The University is updating the BOV on its key strategies and responses to Commonwealth's questions at this meeting. During the second year of the biennium for FY22, the Commonwealth requests confirmation and/or minor modifications from agencies.

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

STAFF RECOMMENDATION:

Staff recommends Board approval.

ITEM NUMBER III.C.: SIX-YEAR CAPITAL PLAN: 2020-2026

SUBMISSION

PURPOSE OF ITEM: Update on Six-Year Capital Plan: 2020-2026

Submission

APPROPRIATE COMMITTEE: FINANCE AND LAND USE

BRIEF NARRATIVE: Mason's Six-Year Capital Plan: 2020-2026 was

modified relative to the Proposed Six-Year Capital Plan: 2020-2026 prior to the submission to the

Commonwealth. The modifications and

justifications are:

Capital Budget Requests were submitted as one combined request through the Department of

Planning and Budget.

IDIA Institute for Digital Innovation Building & Garage - The proposed funding sources for the Institute for Digital Innovation Building & Garage were changed to include options for 9D debt and capital lease authority to allow for increased flexibility with regard to opportunities for funding the project. The request also incorporated the scope for the Modernization of Technology Infrastructure – Arlington project.

Aquatic Fitness Center Renovations – The Aquatic Fitness Center Renovations project was omitted from the submission to the Commonwealth. The proposed request was originally intended receive authorization for debt to fund the proposed approximately \$6M project. However, it was determined that at this time it was in the best interest of the University to identify alternative funding strategies to support the project which did not require the assumption of debt. Mason is currently evaluating alternative funding strategies to support this project.

<u>Parking Garage IV</u> – The Parking Garage IV project was omitted from the submission to the

Commonwealth. The proposed request was originally intended receive authorization for debt to fund the proposed approximately \$36M project. However, it was determined that at this time it was in the best interest of the University to omit the project to avoid the assumption of debt.

<u>Vernon Smith Hall Finish-Out</u> Project – The Vernon Smith Hall Finish-Out project was omitted from the submission to the Commonwealth.

<u>Technology Infrastructure Improvements – Enterprise</u> – Funding sources were changed from 100% GF to \$29,270,000 GF and \$19,945,000 NGF. Project incorporates scope included in proposed projects Improve Telecom/Network Infrastructure Phases II & III.

Improve Telecom/Network Infrastructure Phases II & III – The Improve Telecom/Network Infrastructure Phases II & III projects were omitted from the submission to the Commonwealth. Refer to Technology Infrastructure Improvements – Enterprise project.

Modernization of Technology Infrastructure – Arlington – The Modernization of Technology Infrastructure – Arlington project was incorporated in the IDIA Institute for Digital Innovation Building & Garage project submission.

STAFF RECOMMENDATION: For Information Only

ITEM NUMBER III.D.:

ONLINE GRADUATE PROGRAM TUITION PROPOSAL (ACTION)

PURPOSE OF ITEM:

Approval of graduate program tuition per credit hour for programs that will be offered 100% online and/or through the university's online partnership with Wiley.

APPROPRIATE COMMITTEE:

FINANCE AND LAND USE

BRIEF NARRATIVE:

College students want more options and flexibility when it comes to online learning. The partnership with Wiley allows Mason to expand its graduate programs by offering them online. The partnership has also taught us to use market comparisons when establishing tuition rates for programs is this highly competitive on-line environment. These programs will be offering courses online in the Spring of 2020. The programs are:

- 1. MS in Health Informatics & Data Analytics: This program was successfully offered online starting Spring 2018. After reviewing market analysis and information, the university is seeking to set the tuition rate on this program for both In-State and Out-of-State students at \$800 per credit hour.
- 2. MM in Music Education: The School of Music has just launched a fully online Master of Music in Music Education program. After reviewing market analysis and information, the university is seeking to set the tuition rate on this program for both In-State and Out-of-State students at \$820 per credit hour.

STAFF RECOMMENDATION:

Staff recommends Board approval.

Online Graduate Program Tuition Proposal:

TUITION PRICING FOR SELECT GRADUATE PROGRAMS – ONLINE PER CREDIT HOUR RATE										
In-State Out-of-State										
College of Health & Human Services										
Certificate in Health Informatics & Data Analytics	\$800	\$800								
College of Visual and Performing Arts										
Masters of Music in Music Education	\$820	\$820								

ITEM NUMBER: IV.A.: LAND USE CERTIFICATION (ACTION)

PURPOSE OF ITEM: This items requests BOV certification that the

university has a need for the land it owns.

APPROPRIATE COMMITTEE: FINANCE AND LAND USE

BRIEF NARRATIVE: 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. For this reason, the report does not address the 37 acres in Loudoun County.

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

The significant change since last year's report is the partial demolition of the Robinson Building. In addition, one easement was added to the Main Campus at Fairfax and one easement was added to the Point of View site. Both easements are related to water service.

STAFF RECOMMENDATION: Approve submission of the attached spreadsheet to DGS.

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ld	SiteId	Agency Code	Agency Land Name	Land Address1	Land City	Postal Code	Country Code	Fips Code	Acreage	Land Acquired	Land Disposed	Surplus	Existing Buildings	Building Demolished	Structure Planned	Structure Added	Structure Solo	Building Fully Occupied	Occupied By	Identify Buildings	Comments	Easements
												Designation							Other Agency			
276	S-000305	247	247-GMU GMU MAIN CAMPUS FAIRFAX CO	4400 UNIVERSITY DR	FAIRFAX	22030	USA	FAIRFAX COUNTY - 059	564.66	NO	NO	IN USE	102	YES	YES	NO	NO	YES	YES	NO SPACE OCCUPIED BY OTHER STATE AGENCIES, ONLY PRIVATE ENTITIES VIA CONTRACTS, LEASES, OR SPACE USE AGREEMENTS	0034 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
277	S-000306	247	247-GMU GMU METRO CAMPUS LAW SCHOOL ARLINGTON CO	DL 10900 UNIVERSITY BLVD	MANASSAS	20110-2201	USA	ARLINGTON COUNTY - 013	5.08	NO	NO	IN USE	3	NO	YES	NO	NO	NO	YES	0039 - 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	SITE ADDRESS AND LAND CITY AND POSTAL CODE ARE INCORRECTLY LISTED: CORRECT INFORMATION: 3351 NORTH FAIRFAX DRIVE ARLINGTON 22201	0
278	S-000307	247	247-GMU GMU WOODLAND ACRES PROPERT FAIRFAX CO	Y BRADDOCK AND SHIRLEY GATE RDS	FAIRFAX COUNTY	22030	USA	FAIRFAX COUNTY - 059	87.03	NO	NO	FUTURE USE	0	NO	NO	NO	NO	NA	NA			0
279	S-000308	247	247-GMU GMU TALLWOOD FAIRFAX CITY	4210 ROBERTS RD	FAIRFAX	22032-1028	USA	FAIRFAX CITY - 600	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
280	S-000309	247	247-GMU GMU PRINCE WILLIAM CAMPUS PRINCE WILLIAM CO	10900 UNIVERSITY BLVD	MANASSAS	20110-2203	USA	PRINCE WILLIAM COUNTY - 153	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	0507 BULL RUN HALL - AN ADDITION IS PLANNED 0509 HYLTON PERFORMING ARTS - AN ADDITION IS UNDER CONSTRUCTION	0
983	S-001250	247	247-GMU GMU POINT OF VIEW SITE	7301 OLD SPRING DR	LORTON	22079	USA	FAIRFAX COUNTY - 059	44.59	NO	NO	IN USE	5	NO	NO	NO	NO	YES	NO			1
5562	S-015577	247	247-GMU GMU POTOMAC SCIENCE CENTER PRINCE WM CO	650 MASON FERRY AVE.	WOODBRIDGE	22191	USA	PRINCE WILLIAM COUNTY - 153	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 May 2019 report include:

- Construct/Renovate Robinson Hall, New Academic and Research Facility and Harris Theater Phase 1B work which includes Robinson B and Harris Theater enabling projects, asbestos abatement and demolition of Robinson A, site utility relocations and mass excavation and sheeting and shoring for the new academic building site, is complete and in close-out phase. Phase 2 work is underway with steel frame anticipated to be complete by end of November 2019. The new building is on schedule to open for the spring of 2021 semester. Phase 3, which includes demolition of Robinson B, site work and renovation of Harris Theater, is fully permitted as of September 4, 2019 and will start as soon as Phase is complete in spring of 2021.
- <u>Improve Utility Distribution Infrastructure Fairfax</u> Construction work is complete on phases 1A (near Thompson Hall), 1B (south of Johnson Center) and phase 1C (Patriot Circle to Eagle Bank Arena) and is currently in closeout. Phase 2A (south of College Hall and Buchannan Hall) and Phase 2B (south of West Building) work is approximately 98% complete. Work in Phases 2A and 2B is limited to completing final landscaping which were unable to complete during summer months. Once the landscape is complete in October we will finalize the punch list and move to closeout for phase 2. Phase 3 (Wilkins Plaza Extension from clock tower to Southside) pipe installation is complete. Work is currently being done to make improvements to the High Temp Hot Water (HTHW) tunnel so that a new roadbed and sidewalks can be installed. Work to finish this phase will continue through the Fall 2019 semester with work scheduled for completion in Spring 2020. The work of phase 3 has had minor delays due to unforeseen conditions and additional work required on the HTHW tunnels. Phase 4 (from Southside east to the Central Heating and Cooling Plant) work is well underway with pipe installation approximately 30% complete. This work is the most complicated in terms of pipe size and layout. The work is scheduled for completion in Spring of 2020. This work will require a series of chilled water outages at the very end of cooling season to enable major pipe replacement over winter break. Phase 5 (East Plaza of Johnson Center) will start over winter break of 2019/2020 with installation of fencing and etc. Finally, Phase 6 work was also started over this past summer – this work included construction of a new HTHW tunnel in the area of Rappahannock Housing neighborhood. This work will resume next summer to replace all HTHW and Chilled Water piping in this housing neighborhood.
- <u>PPEA Discovery Hall Ph. II & Fit-out/Clean Room</u> The Certificate of Occupancy for the Fit-out project was received May 2018. The Clean Room Project has begun construction.

Due to time expended to resolve budget negotiations the construction start was delayed and the projected occupancy date has also been delayed by six weeks.

- <u>Hylton Performing Arts Center Addition</u> Construction is in progress and building should be substantially complete by October 2019. A soft start of this Addition has always been planned with no event impact until late December.
- <u>Infrastructure</u> Division of Engineering and Buildings (DEB) funding review of <u>Telecom</u> Schematic design is in progress. Once funding report is received, preliminary documents should be ready to submit to DEB for comment and final funding report.
- <u>Life Sciences Bull Run Hall IIIB</u> Programming is near complete. Schematic Design is expected to commence by October. DEB has approved Mason's request to deliver the project using the Construction Manager at Risk Delivery Method. It is anticipated that the solicitation for Qualifications for Construction Managers will be issued prior to October. The funding amount approved by the Commonwealth is \$58,946,302 which is significantly below the \$67M estimate of probable cost developed by Mason based upon DEB historical project costs.
- Relocate Storm Water Infrastructure and Demolish Original Bldg. Mason is currently
 negotiating the fee proposal with the consultant. Anticipate commencing design in
 November. DEB has approved Mason's request to deliver the project using the Construction
 Manager at Risk Delivery Method. It is anticipated that the solicitation for Qualifications for
 Construction Managers will be issued in early October.
- <u>Johnson Center HVAC Repairs</u> Preliminary design in due this month. Anticipate construction in the next fiscal year.
- <u>Hylton Performing Arts Center HVAC Repairs</u> Preliminaries are due this month with Construction anticipated to be completed in phases starting next summer.
- <u>Health Sciences Academic VII</u> Project is complete and will be removed from the Project Review. A project completion review will occur at a forthcoming BOV Meeting.
- <u>Into Phase II</u> Project is complete and will be removed from the Project Review. A project completion review will occur at a forthcoming BOV Meeting.
- <u>Bull Run Labs (Mech and BioChem)</u> Project is complete and will be removed from the Project Review. A project completion review will occur at a forthcoming BOV Meeting.
- <u>Eagle Bank Arena</u> Project is complete and will be removed from the Project Review. A project completion review will occur at a forthcoming BOV Meeting.

STAFF RECOMMENDATION:

For Board information only

Facilities Projects Listing

Project #	Project Name	Scope(sf) New	Scope(sf) Reno	Total Budget	Budget Status	Schedule	Scope	Construction Start date	Occupancy date	Construction % Complete
	Construction									
 Multiple	Eagle Bank Arena Upgrades		82,000	\$ 4,845,000				12/1/2016	8/22/2019	99.0%
18011-000	Hylton Center Addition*	17,082	360	\$ 13,481,383				8/1/2018	10/15/2019	95.0%
18207-000	Renovate Robinson Hall and Harris Theater (Phased)*	217,726	23,161	\$ 119,631,000				7/1/2018	12/31/2021	24.5%
18208-000	Improve Utility Distribution Infrastructure Fairfax (Phased)*			\$ 51,539,000				8/1/2018	12/31/2021	41.0%
17848-000	PPEA Discovery Hall Ph II & Fitout/Clean Room	18,000		\$ 6,561,287				6/17/2019	3/31/2020	55.0%
	Design				_	_	_			
18339-000	Telecom Infrastructure*			\$ 10,053,000	Q	Q	Q	TBD	TBD	N/A
18000-000	Life Sciences - Bull Run Add DPB*	100,000	5,000	\$ 58,946,302	Ö		Ö	4/1/2021	8/1/2023	N/A
A8247-027	Johnson Center HVAC Repairs			\$ 3,049,500	O	U	O	TBD	TBD	N/A
A8247-024	Hylton Center HVAC Repairs		112,352	\$ 4,025,000	0	О	0	TBD	TBD	N/A
	Planning									
 247-18423-000	Relocate Storm Water Infrastructure and Demolish Original Bldg.			\$ 7,500,000				8/1/2020	8/1/2021	N/A
	Grand Total This Report	352,808	222,873	279,631,472						

Data as of September 2019

STOPLIGHT KEY

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

Page 1 of 1

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

BOARD OF VISITORS

FINANCE AND LAND USE COMMITTEE OCTOBER 10, 2019 OFFICE OF THE SENIOR VICE PRESIDENT

GEORGE MASON UNIVERSITY

AGENDA

Finance and Land Use Committee Meeting October 10, 2019

- I. Call to Order
- II. Approval of Minutes for May 2, 2019 (ACTION)
- III. New Business
 - A. Financial Overview
 - B. State Six-Year Operating Plan (ACTION)
 - C. State Six-Year Capital Plan Update
 - D. Online Graduate Program Tuition Proposal (ACTION)
- IV. Capital Matters
 - A. Land Use Certification (ACTION)
- V. Adjournment

APPENDIX - Capital Projects Review (Stoplight)

MASON FAST FACTS

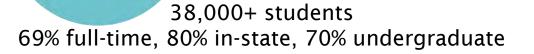


6-Year Graduation Rate reached 70%, leading to membership in elite American Talent Initiative



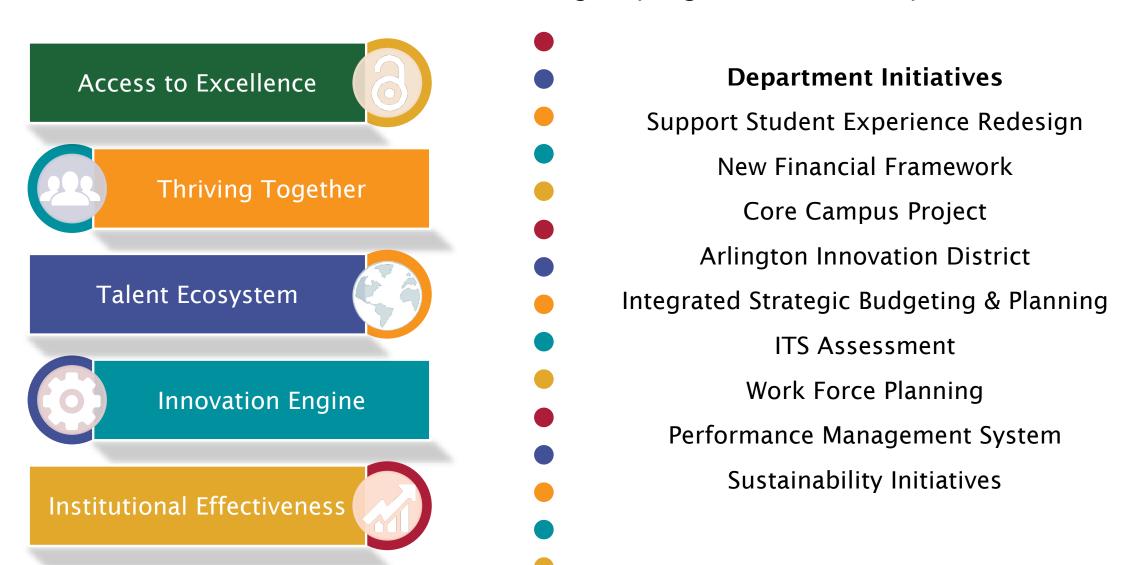
Little or no disparity in academic performance across all groups





Student loan default rate 2.3%, below average of VA doctoral institutions

Office of the Senior Vice President: Strategically aligned with University Goals



CORE CAMPUS CONSTRUCTION PROGRESS IN 2019!

INTEGRATED STRATEGIC BUDGETING AND PLANNING

A renewed dedication to **Transparency**, **Accountability & Responsiveness** will transform how we engage with our university partners in support of the University's strategic academic, research and outreach mission.

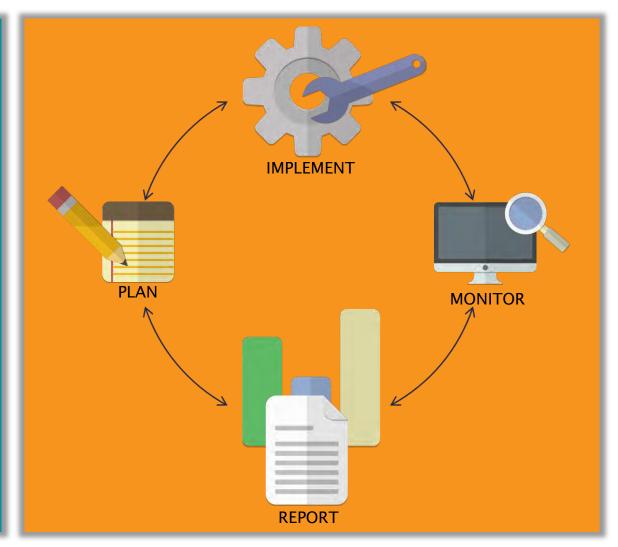
~Core Values~

Operational Excellence
Integrated Planning & Budgeting
Financial Sustainability

~Strategic Objectives~

To support the University's vision and mission that simultaneously sustain established priorities with a dynamic and nimble response to strategic opportunities;

To ensure that all systems, policies and practices align to optimize resources in support of university priorities.



Office of Strategic Planning & Budgeting Charge: Establish committee to develop budget & planning principles to advise senior leadership on budget decisions for strategic investments.

Committee Structure:

*Launch working groups for key planning processes

*Establish Budget Ways & Means Committee

Committee Organizational Alignment:

Enhance planning coordination and collaboration with enrollment, technology, workforce, academic, and capital planning 3

Process:

- 1. Implementation of recommended budget process changes to enable integrated strategic planning practice
- 2. Manage to University all-funds budget

Near Term: October - December, 2019

Intermediate Term: Jan - June, 2020

Long Term: July 2020 - June 2021

Process:

- 1. Document assumptions of incentive model; identify areas for improvement; integrate school academic planning into regular budget cycle
- 2. Identify existing standard financial reports for users to monitor budget performance

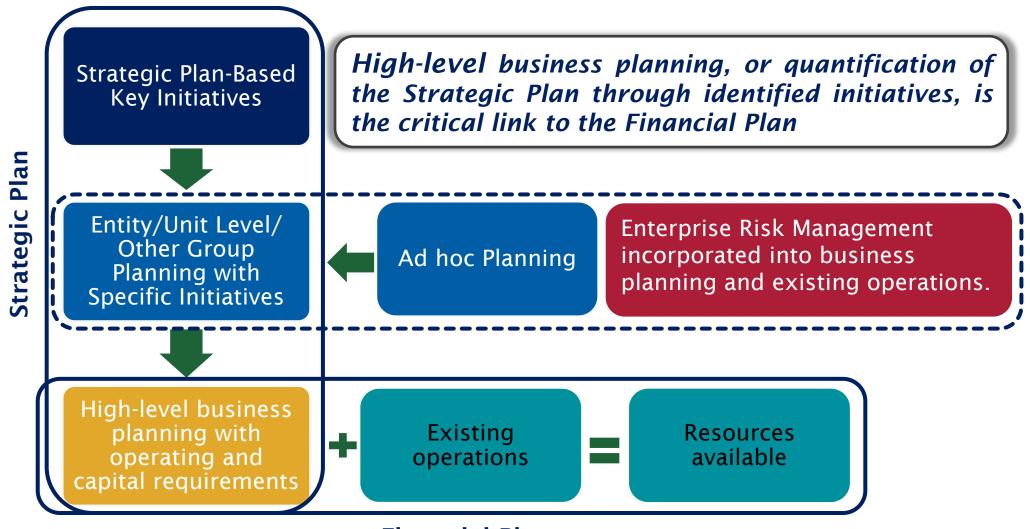
2

Process:

- 1. Working groups recommend changes to budget processes, practices and systems for implementation in FY21 budget cycle
- 2. Develop standardized reporting transparency
- 3. Conduct review of budget model methodology
- 4. Develop a pro forma/initial iteration all-funds budget for the FY21 budget cycle

In Progress: Unified chart of accounts, budget development & planning tool compatible with financial system, budget to actual financial reports to enable all funds budgeting, planning and forecasting

Financial Framework Provides The Bridge From Strategic Plan To Operating Budget



FINANCIAL OVERVIEW

New Financial Framework

The financial review is a preview of the University's enhanced approach to financial planning, analysis, forecasting, and budget reporting. A best-practice financial framework will be developed in alignment with the President's goals and implemented during FY 2020 - 2021.

Major Components:

- Development of standardized reports for monitoring budget vs. actual activity
- Crosswalk of revenues/sources and expenses/uses between GAAP results and budget
- Production of quarterly financial statements/forecasts, including analytical review of results
- Benchmark to peer institutions for standard measures
- Alignment with President's Institutional Effectiveness Goals
- Identification of performance measures to assess financial health, and quantify resource needs and acceptable risk levels for strategic decision making

Proforma Budget to Actuals

Statement of Revenue and Expenses (in millions)	FY 2018 Actual	FY 2019 Budget	 ' 2019 tuals	Variance Fav / (Unfav)	
REVENUES					
Gross Tuition	\$ 462	\$ 463	\$ 486	23	Ţ
Scholarship Allowance	 (56)	(54)	(65)	(11)	ľ
Net tuition	406	409	421	12	
Sponsored Research ¹	123	149	155	6 1	
Auxiliary Enterprises and Other	303	260	279	19	1
State Appropriations	159	159	164	5]	Ţ
Federal Financial Aid - Pell ²	35	-	37	37 1	1
Capital Gifts & Appropriations	3	51	54	3 1	1
Total Revenue	1,029	1,028	1,110	82 1	Ì
EXPENSES					
Salaries & Wages	411	443	430	13 -	L
Fringe Benefits	120	146	123	23 -	L
Goods & Services	246	398	360	38	L
Scholarships & Fellowships ²	61	23	65	(42)	t
Interest Expense	19	18	18	-	_
Total Expenses	857	1,028	996	32 .	L
Change in Net Assets	\$ 172	\$ 	\$ 114	\$ 114	

¹FY 2019 Sponsored Research includes \$34M of the \$65M GMUF budgeted funds for Mason and affiliates; GMUF expended a total of \$79M in support of GMU.



Total RevenueBudget 2019: \$1,028M Actuals 2019: \$1,110M



Total ExpensesBudget 2019: \$1,028M

Actuals 2019: \$ 996M

FY 2019 Revenue Drivers

Tuition revenues higher by \$23M (5%) due to increasing enrollment in Engineering, Law, Business and Performing Arts.

Auxiliary enterprises and other revenue higher by \$19M (7%) primarily due to unbudgeted other revenues (\$15M).

FY 2019 Expense Drivers

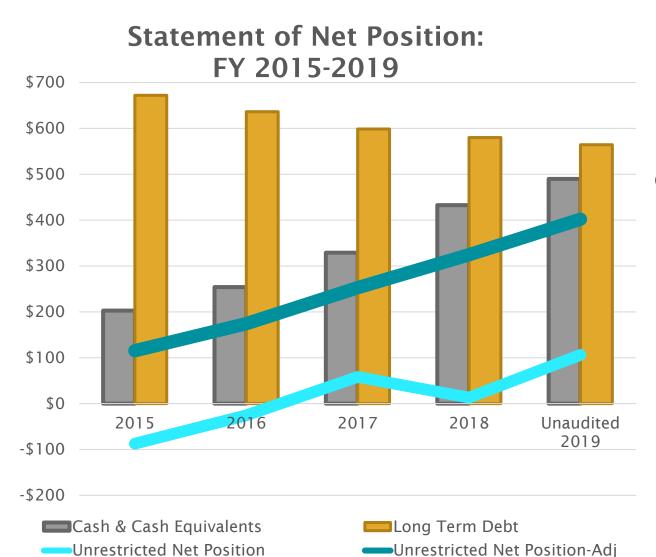
Salaries & wages lower by \$13M (3%) primarily due to timing of sponsored project awards budgets, composition of sponsored projects expenses, and vacant positions. The favorable variance is partially offset by salaries supporting the increased enrollment.

Fringe Benefits lower by \$23M (19%) mainly due to certain budgeted faculty and staff training and other benefits actual expenses reflected in Goods & Services.

Goods & Services lower by \$38M (10%) primarily due to timing of Capital Projects spending and composition of sponsored projects expenses.

The variances demonstrate the need for a financial framework, integrated budget and internal alignment of Chart of Accounts and department structures to support operational review and resource planning.

²Pell aid of \$37M is the main driver of the Scholarships and Fellowships expense variance to budget.



Unrestricted Net Position-Adj (1)

June 2019: \$402M June 2018: \$325M



Cash & Cash Equivalent

June 2019: \$490M June 2018: \$433M

/

Long Term Debt

June 2019: \$564M

June 2018: \$580M

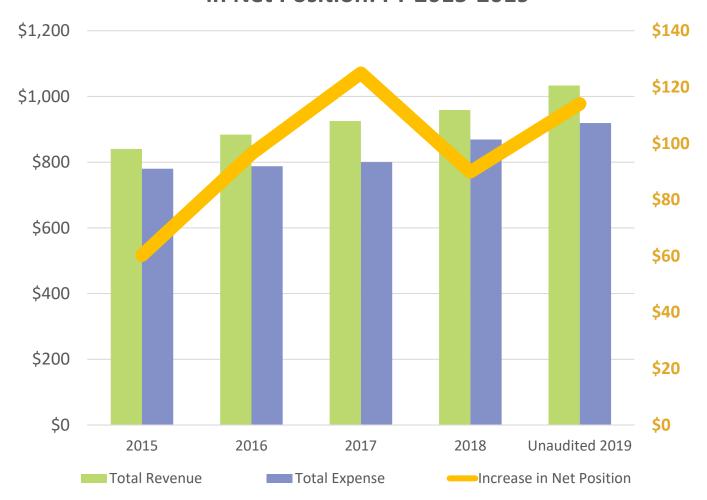
Primary Driver

Unrestricted Net Position – increase primarily due to higher cash and cash equivalents driven by favorable operating results, which increased university reserves.

(1) Adjusted for impact of OPEB (2018) and Pension (2015)

\$ millions

Statement of Revenue, Expenses and Changes in Net Position: FY 2015-2019



Change in Net Position

June 2019: \$114M June 2018: \$ 90M

Total Revenues

June 2019: \$1,033M June 2018: \$959M

Total Expenses

June 2019: \$919M June 2018: \$869M

Audited - Accrual Basis

Primary Driver

Change in Net Position primarily due to increase in non-operating activity in capital grants, gifts and appropriations plus a reduction in capital asset write offs.

\$ millions

Economic Indicators (fiscal year July to June)

Indicator (annual percent change)	FY17 Actual	FY18 Actual	FY19 Actual	FY20 Forecast	FY21 Forecast	FY22 Forecast
NATIONAL						
Real GDP [1]	1.9	2.6	3.0	2.0	1.7	1.5
Inflation (CPI-U)	1.6	2.9	1.6			
Consumer Spending	2.6	2.5	2.7	2.6	2.3	2.0
Employment	1.7	1.5	1.7	1.3	0.7	0.3
Unemployment Rate	4.3	4.0	3.7			
Personal Income	3.4	4.5	4.2	4.9	4.5	4.3
Wages and Salaries	3.7	4.7	3.8	4.8	4.6	4.4
VIRGINIA						
Employment (vs. National >/<)	1.0	1.1	0.9	1.1	0.6	0.3
Personal Income (vs. National >/<)	2.8	4.0	3.6	4.8	4.6	4.5
Wages and Salaries (vs. National >/<)	3.3	3.7	3.6	4.2	4.0	3.9

^[1] As of September 26, 2019, the 3-mos Treasury yield was 1.83% while the 10-yr Treasury yield was 1.70%.

Sources: Virginia Secretary of Finance "Review of General Fund Revenues and the Virginia Economy for Fiscal Year 2019" (dated August 20, 2019) and "Finance Report" (dated December 18, 2018); Bureau Economic Analysis - https://www.bea.gov; Bureau Labor Statistics https://www.bea.gov; Bureau Labor Statistics https://www.bls.gov/cpi/tables/supplemental-files/historical-cpi-u-201908.pdf; and https://data.bls.gov/timeseries/LNS14000000; and US Treasury https://data.bls.gov/timeseries/LNS14000000; and US Treasury https://www.treasury.gov/resource-center/data-chart-center/interest-rates.



How, if at all, should the prospect of an economic downturn impact Mason's budgeting and financial planning?

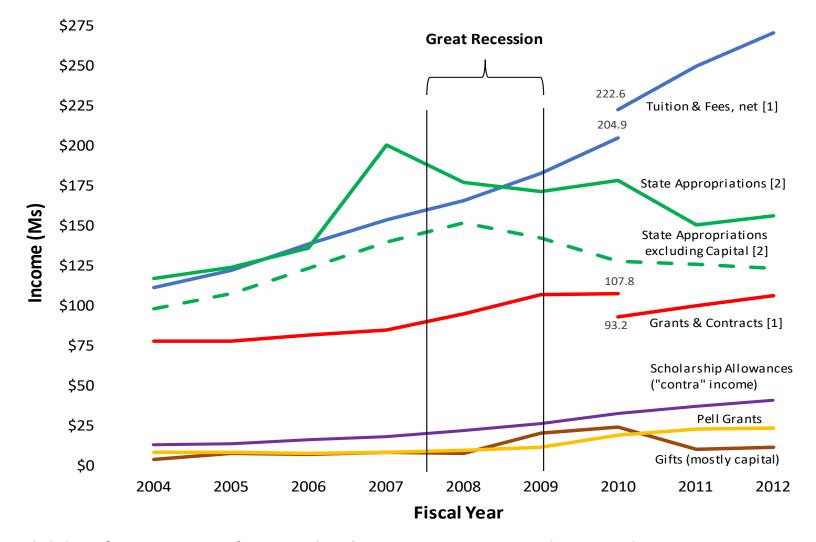
Contingency Plan Development

Analyze enrollment elasticity to quantify the dollar impact of changing need profiles, especially among out-of-state students

Focus enrollment planning for a possible increase in demand for Master's level programs

Intensify efforts to leverage technology and develop practices and policies that position Mason to respond effectively to changing circumstances

Impact of Great Recession on Mason Revenue

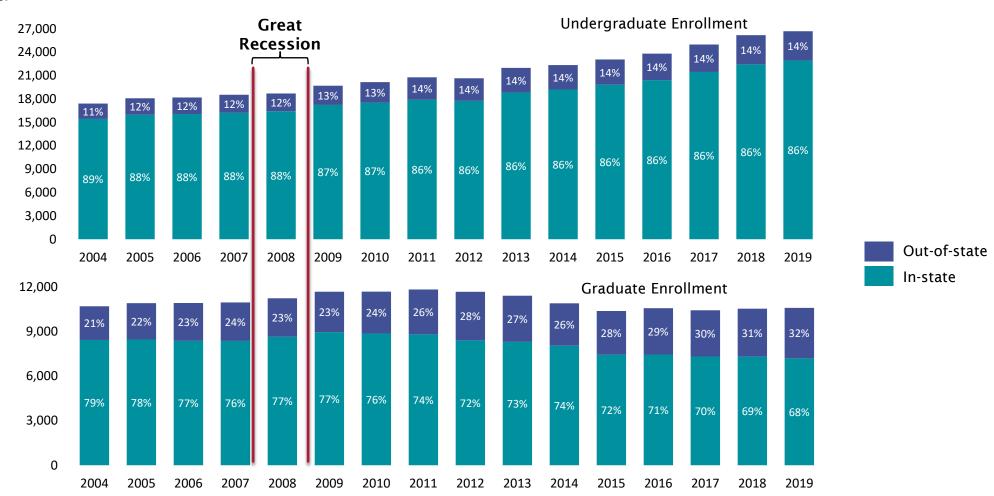


^[1] The FY11 audit included significant restatement of FY10 actual results to recategorize revenue and expense - there was no restatement to FY10's overall change in net assets.

^[2] Includes \$6.2m, \$20.6m, and \$0.9m of ARRA subsidy in FY10-FY12, respectively.

Impact of Great Recession on Mason Enrollment

The Great Recession does not appear to have materially impacted undergraduate Out-of-State attendance though it may have boosted graduate Out-of-State attendance.



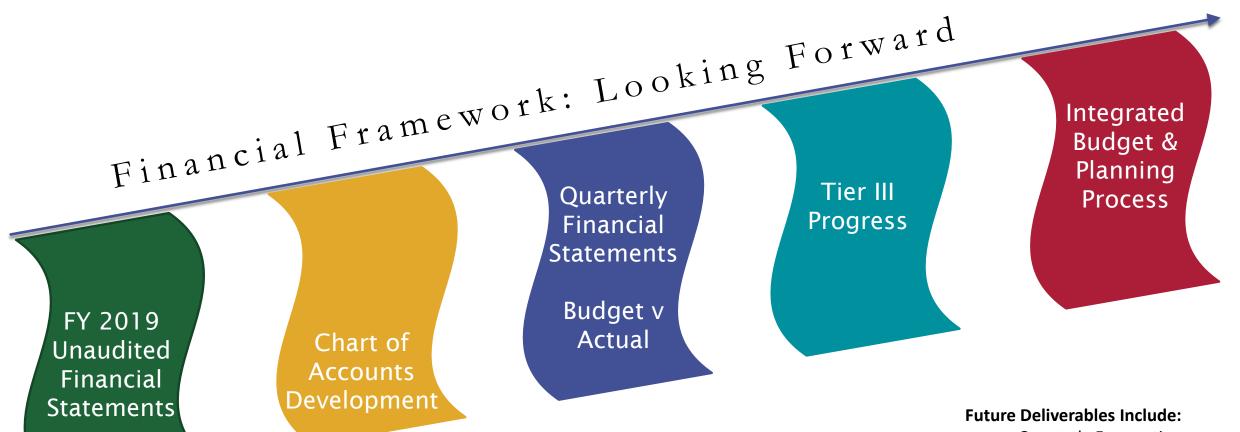
Economic Outlook Surveys



"Lackluster global growth, low inflation, and New Neutral interest rates over the next three to five years. A shallow recession followed by a sluggish recovery remains likely. "

"Uncertainty around the effects of tariffs and continuing workforce challenges seem to be tempering small business CEOs' confidence in the future."

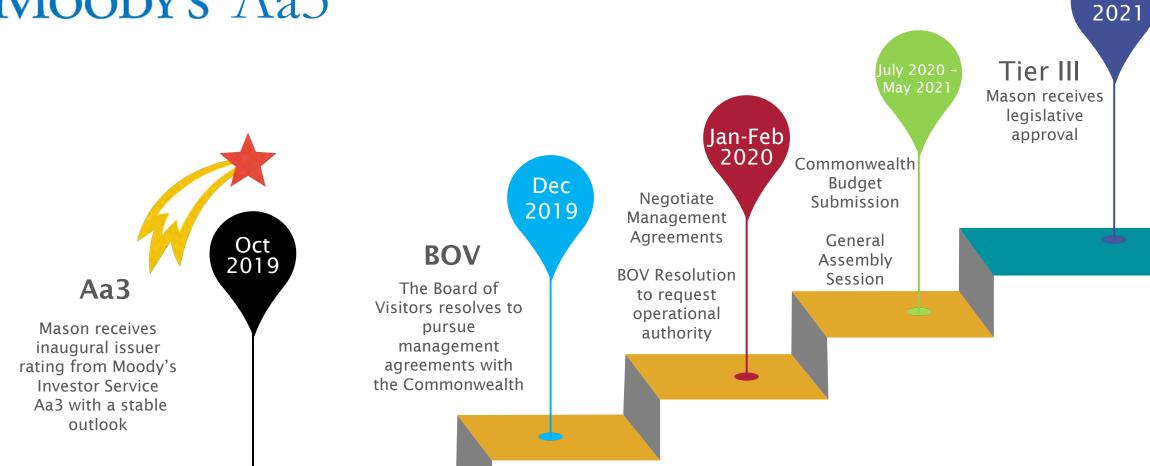
"Risks to the outlook are significant, however, as China, evolving populist movements, aging societies, technological change, financial market vulnerability, and climate instability all have potential to disrupt economies and markets."



Quarterly Forecasting
Workforce Planning-Vacancy Rates Review
Carry Forward/Reserves Review
Unit Level Operating Budget Analysis
Capital Planning
Indicative Issuer Rating
GMUF Refunding Analysis

Breaking News!

Moody's Aa3



July

SIX-YEAR OPERATING PLAN

Mason's Future is Bright, Thanks to Critical Investments



Thank you for the investment!

E&G Support \$104M → \$150M

State FinAid \$16M → \$31M



Six-year graduation rates ↑ 64% to 70%, earning Mason membership in the American Talent Initiative, a national league of schools with high graduation rates.



Annual Philanthropic Contributions \$42M → \$125M



Undergraduate student enrollment ↑ 26% and transfers ↑ 29%.

Minority undergraduate students ↑ 32% since 2015.

50%+ of the undergrad population now comes from underrepresented groups.



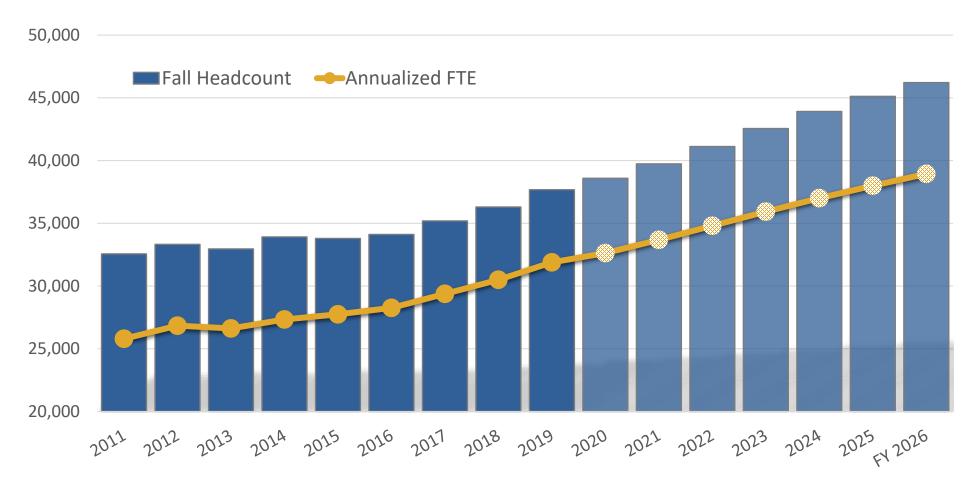
Sponsored Research \$97M → \$176M
The Carnegie Classification of Institutions of Higher Education named Mason a Tier-One research (R1) university.



Mason launched **33 new degree programs** or degree-designations: 13 Bachelors, 18 Masters, and 3 Doctorates.

Mason Continues to Grow

...consistent with The Virginia Plan, and student & employer demand

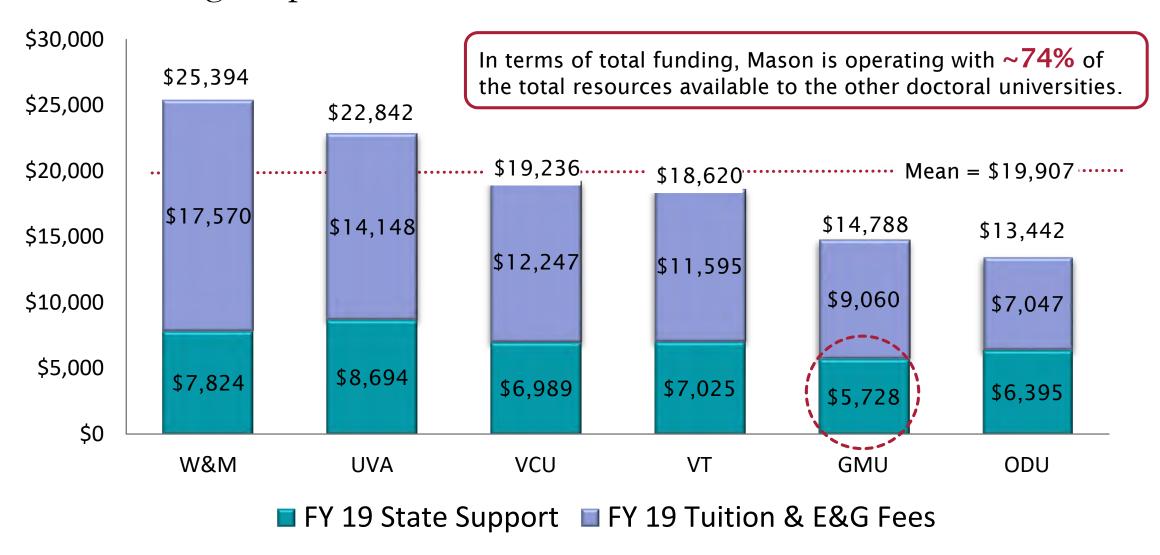


The Virginia Plan for Higher Education



Mason Six-Year Operating Plan

Mason Funding Disparities Remain



Source: SCHEV 2008-09, 2013-14, 2018-19 Tuition and Fee Report – Tuition and Mandatory E&G Fees, GMU Executive Budget Summary

Mason Six-Year Academic Plan

Mason Priority	Mason Strategies	Mason FY 2021	General Fund FY 2021	Mason FY 2022	General Fund FY 2022
1	Provide Affordable Access for All Students	\$5.0M	\$5.0M	\$6.5M	\$6.5M
2	Support Salary Compensation Increases	\$8.5M	\$8.5M	\$8.9M	\$8.9M
3	Enrollment Growth & Degree Awards	\$10.0M	\$10.0M	\$12.0M	\$12.0M
4	Elevate Research		\$5.0M		\$5.0M
5	Support New Faculty Hires	\$5.0M	\$5.0M	\$6.25M	\$6.25M
6	Support Emergency Retention Funding	\$1.0M	\$1.0M	\$1.5M	\$1.5M
7	Student Success Initiatives	\$0.5M	\$0.5M	\$0.6M	\$0.6M
8	Accessible Pathways	\$0.6M	\$0.6M	\$0.6M	\$0.6M
9	New & Enhanced Programs	\$1.0M	\$1.0M	\$1.2M	\$1.2M
10	Research of Consequence		\$1.5M		\$1.5M
11	Online Degrees		\$0.5M		\$0.75M
	Total	\$31.6M	\$38.6M	\$37.55M	\$44.8M

26

BOARD RECOMMENDATION

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

MOTION:	

SECOND: _____

SIX-YEAR CAPITAL PLAN UPDATE

Submitted Six-Year Capital Plan: 2020 – 2026

SUBMISSION TO DPB FOR LEGISLATIVE CONSI	DERATION		
IDIA Institute for Digital Innovation Building & Garage (GMU: 200,000 GSF) (PPEA: 303,050 - 428,00 GSF)	GF NGF Total PPEA	\$84,000,000 \$84,000,000 \$168,000,000 TBD	Incorporates Modernization of Technology Infrastructure at Arlington - \$7.5M
Construct Academic VIII-STEM (200,000 GSF)	GF	\$185,675,000	
Technology Infrastructure Improvements - Enterprise	GF NGF Total	\$25,270,000 \$19,945,000 \$45,215,000	Combines Improve Telecom/Network Infrastructure Phases II & III
Virtual Online Campus	GF	\$11,000,000	Increased amount to include equipment
Renovate Planetary (S&T I) Hall (100,000 GSF)	GF	\$75,000,000	
Renovate and Addition David King Hall (86,000 GSF, Reno: 60,000 GSF New)	GF	\$94,000,000	
Renovate Fenwick Learning Commons Phase 2 (90,000 GSF Reno; 35,000 GSF New)	GF	\$57,215,000	
Central Plant Capacity Expansion	GF	\$5,000,000	
Renovate Enterprise Hall (Reno: 100,000 GSF)	GF	\$53,200,000	
PPEA Authority West Campus	NA	NA	
Vernon Smith Hall Finish-Out Project (Reno: 13,000 SF)	GF		Omitted, will renovate this space using alternate fund source beginning this Fall
Aquatic Fitness Center Renovations	NGF		Omitted to avoid increase in debt
Parking Garage IV (360,000 GSF)	NGF		Omitted to avoid increase in debt

ON-LINE GRADUATE TUITION PROPOSAL

GRADUATE ONLINE LEARNING



Master of Science in Health Informatics & Data Analytics

The university is seeking to set the tuition rate on this program for both In-State and Out-of-State students at \$800 per credit hour.



Master of Music in Music Education

The university is seeking to set the tuition rate on this program for both In-State and Out-of-State students at \$820 per credit hour.

EXISTING GRADUATE ONLINE PROGRAMS

Program Description	Program Start	FY 2020 Tuition
Wiley Supported Programs		
Applied Behavior Analysis (Graduate Certificate)	Spring 2018	\$790
Autism Spectrum Disorders (Graduate Certificate)	Spring 2018	\$790
Master of Special Education with ABA QI Autism Spectrum Certification	Spring 2018	\$790
Master of Science in Health Informatics (MSHI)	Spring 2018	\$800
Master of Science in Health Administration (MHA)	Spring 2018	\$895
LL.M. in Global Antitrust Law & Economics	Spring 2018	\$1,000
Master of Business Administration	Fall 2018	\$998
LL.M. in US Law	Fall 2018	\$1,000
Master of Science in Data Analytics Engineering	Spring 2019	\$930
Health Informatics & Data Analytics (Graduate Certificate)	Spring 2019	\$900
Master of Social Work	Fall 2019	\$775
Master of Professional Studies - Applied Industrial/ Organizational Psychology	Summer 2019	\$775
Business Analytics (Graduate Certificate)	Fall 2019	\$998
Master of Science in Applied Information Technology	Fall 2019	\$950
Master of Science in Nursing: Family Nurse Practitioner	Spring 2020	\$850
Unit Supported Programs		
Master of Music in Music Education - Concentration	Fall 2019	\$820



BOARD RECOMMENDATION

The Finance & Land Use Committee recommends approval by the Board of Visitors of the University's graduate online tuition proposal as outlined in the Board Book.

MOTION:	

SECOND: _____

LAND USE CERTIFICATION

Land Use Certification 2019

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

- * Principal information desired by Department of General Services is identifying what land the Commonwealth may be able to surplus.
- ★ The significant changes since last year's report are the partial demolition of the Robinson Building, In addition, one easement was added to the Main Campus at Fairfax and one easement was added to the Point of View site. Both easements are related to water service.

Land Use Certification Spreadsheet Page 1

Name	Land Address	Acreage	Land Acquired	Land Disposed	Agency Surplus Designation	Existing Buildings	Building Demolished	Structure Planned	Structure Added	Structure Sold
GMU MAIN CAMPUS FAIRFAX COUNTY	4400 UNIVERSITY DR, FAIRFAX 22030	564.66	NO	NO	IN USE	102	YES	YES	NO	NO
GMU METRO CAMPUS LAW SCHOOL ARLINGTON CO	10900 UNIVERSITY BLVD, MANASSAS 20110	5.08	NO	NO	IN USE	3	NO	YES	NO	NO
GMU WOODLAND ACRES PROPERTY FAIRFAX CO	BRADDOCK AND SHIRLEY GATE RDS, FAIRFAX COUNTY 22030	87.03	NO	NO	FUTURE USE	0	NO	NO	NO	NO
GMU TALLWOOD FAIRFAX CITY	4210 ROBERTS RD, FAIRFAX 22032	7.06	NO	NO	IN USE	4	NO	NO	NO	NO
GMU PRINCE WILLIAM CO	10900 UNIVERSITY BLVD, MANASSAS 20110	136.29	NO	NO	IN USE	12	NO	YES	NO	NO
GMU POINT OF VIEW SITE	7301 OLD SPRING DR, LORTON 22079	44.59	NO	NO	IN USE	5	NO	NO	NO	NO
GMU POTOMAC SCIENCE CENTER PRINCE WM CO	650 MASON FERRY AVE, WOODBRIDGE 22191	2.22	NO	NO	IN USE	2	NO	NO	NO	NO

Land Use Certification Spreadsheet Page 2

Name	Building Fully Occupied	Building Occupied By Other Agency	Identify Buildings	Comments	Easements
GMU MAIN CAMPUS FAIRFAX COUNTY	YES	YES	NO SPACE OCCUPIED BY OTHER STATE AGENCIES, ONLY PRIVATE ENTITIES VIA CONTRACTS, LEASES, OR SPACE USE AGREEMENTS	0034 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
GMU METRO CAMPUS LAW SCHOOL ARLINGTON CO	NO	YES	0039 - 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	SITE ADDRESS AND LAND CITY AND POSTAL CODE ARE INCORRECTLY LISTED: CORRECT INFORMATION: 3351 NORTH FAIRFAX DRIVE ARLINGTON 22201	0
GMU WOODLAND ACRES PROPERTY FAIRFAX CO	NA	NA			0
GMU TALLWOOD FAIRFAX CITY	YES	YES	NO SPACE OCCUPIED BY OTHER STATE AGENCIES, ONLY PRIVATE ENTITIES VIA CONTRACTS, LEASES, OR SPACE USE AGREEMENTS		0
GMU PRINCE WILLIAM CAMPUS PRINCE WILLIAM CO	YES	YES	NO SPACE OCCUPIED BY OTHER STATE AGENCIES, ONLY PRIVATE ENTITIES VIA CONTRACTS, LEASES, OR SPACE USE AGREEMENTS		0
GMU POINT OF VIEW SITE	YES	NO			1
GMU POTOMAC SCIENCE CENTER PRINCE WM CO	YES	NO			0

BOARD RECOMMENDATION

The Finance & Land Use Committee recommends approval by the Board of Visitors of the University's Land Use Certification spreadsheet as shown in the Board Book.

MOTION:	

SECOND: _____

APPENDICES

Facilities Projects Listing

Project #	Project Name	Scope(sf) New	Scope(sf) Reno	Т	tal Budget	Budget Status	Schedule	Scope	Construction Start date	Occupancy date	Construction % Complete
	Construction										
Multiple	Eagle Bank Arena Upgrades		82,000	\$	4,845,000	0			12/1/2016	8/22/2019	99.0%
18011-000	Hylton Center Addition*	17,082	360	\$	13,481,383	0		0	8/1/2018	10/15/2019	95.0%
18207-000	Renovate Robinson Hall and Harris Theater (Phased)*	217,726	23,161	\$	119,631,000	0		0	7/1/2018	12/31/2021	24.5%
18208-000	Improve Utility Distribution Infrastructure Fairfax (Phased)*			\$	51,539,000	0		0	8/1/2018	12/31/2021	41.0%
17848-000	PPEA Discovery Hall Ph II & Fitout/Clean Room	18,000		\$	6,561,287	0		0	6/17/2019	3/31/2020	55.0%
	Design			·							
18339-000	Telecom Infrastructure*			\$	10,053,000	<u>Q</u>	Q	<u>Q</u>	TBD	TBD	N/A
18000-000	Life Sciences - Bull Run Add DPB*	100,000	5,000	\$	58,946,302				4/1/2021	8/1/2023	N/A
A8247-027	Johnson Center HVAC Repairs			\$	3,049,500	0	O	0	TBD	TBD	N/A
A8247-024	Hylton Center HVAC Repairs		112,352	\$	4,025,000	0	O	0	TBD	TBD	N/A
	Planning										
247-18423-00	0 Relocate Storm Water Infrastructure and Demolish Original Bldg.			\$	7,500,000				8/1/2020	8/1/2021	N/A
	Grand Total This Report	352,808	222,873		279,631,472						

Data as of September 2019

Page 1 of 1

0	Red: Likely to exceed approved budget/schedule/scope	
Ö	Yellow: At risk to exceed approved budget/schedule/scope	
•	Green: Within approved budget/schedule/scope	

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

BOARD OF VISITORS GEORGE MASON UNIVERSITY

Planning Conference Meeting July 25, 2019 MINUTES

PRESENT: Rector Davis, Vice Rector Hazel; Visitors Bhuller, Chimaladinne, Iturregui, Kazmi, Marquez, Moreno, Moss, Prowitt, Reagan, Rice, Witeck, and Zuccari; Faculty Representative Davis; Student Representative Gelbvaks; President Cabrera; and Secretary <u>protem</u> Cagle

ABSENT: Visitors Blackman and Roth; Student Representative Layton

GUESTS:

Executive Committee of the Board of Trustees President's Council President, Alumni Association President-elect, Alumni Association Faculty Committee Representatives

I. Call to Order

Rector Davis called the meeting to order at 8:37 a.m. He called on Dr. Cabrera for opening remarks.

II. Welcome Remarks

President Cabrera provided welcoming remarks. He reminded the attendees of the Board of Visitors Annual meeting taking place the next day, July 26, 2019. President Cabrera spoke about the previous sessions of Mason's Annual Planning Conference and the attendees that included the Vice Presidents, President's Council and Deans.

He recognized the groups and individuals in attendance: The newly appointed members of the Board of Visitors (BOV): Mr. Mehmood Kazmi, Mr. Juan Carlos Iturregui, Ms. Simmi Bhuller and Ms. Carolyn Moss; Alpaslan Ozerdem, new dean of the School for Conflict Analysis and Resolution; Ali Andalibi, interim dean of the College of Science; Shannon Davis, Faculty Senate Chair; the Executive Committee of the Board of Trustees; Mr. Peter Freeman, Chair of the George Mason Research Foundation; Lester Arnold, new Vice President of Human Resources and Payroll; Rene Stewart O'Neal, Associate Vice President for Strategic Budget and Planning; Mr. Sumeet Shrivastava, incoming Chair of the Alumni Association; and Ms. Jen Shelton, President of the Alumni Association. They were met with applause.

President Cabrera provided an overview of the day, noting the morning framing presentation by Provost Wu would be followed by breakout groups at four presentation stations. President Cabrera explained that a few of the participants were preselected to provide feedback on a particular station to the larger group. The noted the morning presentations would focus on Mason's programs, students, and research. The afternoon

framing presentation by Carol Kissal, Senior Vice President for Administration and Finance, would be followed by station presentations focused on the financial side of the University.

President Cabrera spoke to the uniqueness of George Mason University. Mason was reclassified as R1 Research university and is among 130 universities driving research and scientific progress in the nation. He reaffirmed Mason's mission of Access to Excellence, to provide opportunities to more students. President Cabrera noted that the University seeks ways to better serve populations excluded from higher education. He continued to reaffirm the University's belief that an educated world is a better world and the commitment to education. President Cabrera commented on the stress of Mason's growth on its system due to this commitment. He noted that Mason's mission of Access to Excellence is to create a University where anyone with talent can attend and benefit from learning from top level faculty. He explained that Mason is the largest, fastest-growing, most diverse university in Virginia and Mason's student graduation and student loan repayment rates are almost on par with elite universities. President Cabrera spoke to the University's mission of Innovation and Inclusion and the many obstacles the University overcame to create a Law School and a Bachelor's program for mechanical engineering. He encouraged big ideas to transform the University and maximize the impact of the University. He discussed the University's mission of Inclusion as not just a diverse place, but an environment where people of various backgrounds can thrive, have options and opportunities that are not limited. President Cabrera explained that Mason is a better university because of the various perspectives we have, and our students learn from diversity, being surrounded by people who are different from themselves. He briefed the group on the three topics of discussion during the previous two days: instituting a medical school, online education, and Arlington Innovation Neighborhood.

President Cabrera introduced Interim President-elect Anne Holton and asked for her insights on the Planning Conference. She recognized and thanked the Board of Visitors and the leadership team for their warm welcome. She reiterated the University's mission of Innovation and Inclusion, and noted that it was also evident in discussions regarding medical education and providing 21st Century medicine that is inclusive and diverse. She spoke to online education as an opportunity to deliver on the University's goals of inclusion. President-elect Holton commented on the collaborative and collegial nature of the leadership team.

President Cabrera introduced Provost Wu and commented on his commitment to Access to Excellence.

III. Opening Remarks

Provost David Wu framed the morning topics and spoke to the Mason Momentum. He noted some of the University's highlights over the past seven years: enrollment has increased by 20% which constitutes over 60% of the growth in Virginia. He explained that the University has become a majority minority university, with no disparity among its many groups. He further explained that the ADVANCE program has formalized the

transfer pipeline from NOVA and the University has doubled its global education goals through study abroad programs. Provost Wu noted that during the past seven years the Mason Korea campus was established and stabilized and Mason became a Carnegie R1 research university. He explained that university research activity has increased by 80%. Provost Wu noted that the day's discussions would be framed around Mason's six-year plan. He explained that the six-year plan includes twelve strategies that outlines Mason's alignment with the Commonwealth and includes projections for enrollment and nongeneral fund requests. He explained that the six-year plan will be presented to the State Council for Higher Education of Virginia (SCHEV) and to the BOV for final approval. He noted that the morning presentation stations represented four primary missions of the University, with questions for discussion, as follows:

- Expand Access: How can Mason expand access?
 - o Financial Aid to attract diverse students
 - o Enrollment degree production
 - o Expanding online degrees
 - o Accessible pathways
 - ADVANCE
- Student Success: How can Mason ensure student success?
 - o Mason Impact Initiative
 - Learning outside of the classroom
 - Research
 - Civic engagement
 - Global Studies
 - Entrepreneurship
 - Student Care Network
- Research Impact: How can Mason maximize its research impact?
 - o Carnegie R1 Level Research growth
 - Investment
 - Create multi-disciplinary institute
- Faculty Support: How can Mason's faculty remain competitive?
 - Resources for compensation and retention

IV. Breakout Sessions

Mr. Frank Neville, Chief of Staff, provided instructions for the breakout groups and rotations at each station as follows:

Station #1: Expand Access – Facilitated by Michele Marks

Station #2: Student Success – Facilitated by Rose Pascarell

Station #3: Research Impact – Facilitated by Deb Crawford

Station #4: Faculty Support – Facilitated by Kim Eby

V. Report Out and General Discussion

Provost Wu called for the morning reporters and explained that the reporter for each group would provide a concise account of the presentation and discussion from their assigned station. He asked them to cover the questions posed to each group, which were:

- 1. What are your main takeaways? What did you learn that left an impression on you?
- 2. What are the main questions we should be asking on this topic in the coming year?
- 3. What does success on this topic look like? How do we define success? How do we measure it?

Station #1: Expand Access

Visitor Kazmi noted that the easiest way to expand Mason's access is to focus on online education. He explained that the return on investment would be high due to the low infrastructure costs relative to the impact it can have. He noted the group discussion was around the 'why' and 'how'. He continued to explain, that Mason should do this because of the shortage in supply of talent in technology and education. He noted the nature of the diversity in those populations and that adult students have different needs. Visitor Kazmi reported that one path to doing this would be to further the partnership with Wiley, which includes their \$25 million initial investment.

He shared his group's main questions:

- What is the investment from Mason?
- What is the effect on the Mason brand?
 - o Positive or negative?
 - o How to control marketing?
 - o Potential dilution risk?
- Issues with educational integrity and security?
- Issues of integration in interaction of online and offline courses?
- Ouestions about the partner
 - Does our relationship with Amazon HQ2 change the dynamics of partnerships?
 - o Does this make Mason more competitive or less competitive?
- Supply and demand management
 - o Will this take students out of the classroom who are needed in the classroom?

Visitor Kazmi explained what success in this topic would be raising significant or all of Mason's share of the seed capital for the project and signing a partnership with Wiley for better.

Station #2: Student Success

Visitors Bhuller and Witeck reported that the group's main takeaways focused on Mason's undergraduate population, noting: 20% of Mason's undergraduate population is over 25 years old; Mason's graduation rate is hovering over 70% and is above the national graduation rate; there is no disparity between different groups; and 40% of Mason's students graduate without debt. They noted that the Mason Care Network could

positively impact the graduation rate and on-campus student population is increasing. Visitor Witeck commented on Mason's mission of equity and inclusion being incorporated into all of the presentations and their effect on student success. He shared the questions posed by this group:

- The goal is a 78% graduation rate by 2024. How is that accomplished each year? Where is the focus each year? What are the mechanisms put in place for freshman etc.?
- How are student using the Student Success Center? What are the benefits of using it? How can Mason market it? How does Mason get the word out effectively?
- How will Mason address student services for an older undergraduate population? What services will be needed? What is the investment Mason needs to make?
- With the Student Care Network scheduled to launch next year, how can Mason get advisor and coaching systems and networks to talk to each other? What is the technology platform we have and what is the progress being made in that area?
- With a dramatic access to mental health care, how are we keeping an eye on students off campus?

Visitor Witeck noted the need of providing the right balance between online and human connection and posed the questions: Does Mason know how to deliver the right balance? Can Mason provide that to all students? He further noted the importance of keeping it empathic and human even online. He commented on housing issues and the need for Mason in its unique position to be the model of common sense, student voice, civility and engagement in being appropriate, responsible and maturing.

Provost Wu noted that the Student Care Network is referenced as the Student Experience Redesign and regular updates are provided to the BOV in the Academic Programs, Diversity, and University Community Committee (APDUC).

Station #3: Research Impact

Visitor Prowitt reported that in 2017 research expenditure support was \$100 million and today Mason is at \$140 million; by 2024, Mason will be at \$225 million. She continued to note the main takeaway questions from her group were:

- How can we help support and sustain Mason's research growth?
- How does Mason maintain its Carnegie R1 research status, and continue to grow?

She explained that success in this area is providing infrastructure and tenure track faculty to continue research and noted the unique capacity Mason has in multidisciplinary research and diversity in student population. She shared the following questions from her group:

- How does George Mason University compete the pool of Carnegie R1 Research institutions?
- How can Mason increase private sector corporate research funding?

Provost Wu commented for those interested, that during the BOV Research Committee meetings, Deborah Crawford, Vice President for Research, highlights one or two areas of specific faculty research.

Station #4: Faculty Support

Visitors Chimaladinne and Moreno reported that their main takeaways were that the faculty growth will not be able to keep up with the student growth and that Mason has challenges in recruiting and retaining faculty. Visitor Chimaladinne shared several takeaway questions from the group:

- How is Mason doing in comparison to other Virginia universities?
- What is the root cause in recruitment? Is it funds or the availability of talent in the area?

He noted that several members of the group shared that the compensation package was a large factor in recruitment efforts. Visitor Chimaladinne noted the room for improvement in terms of diversity in the faculty.

Visitor Moreno thanked the presenters for their work and shared her experience as a Visitor this year compared to last year. She spoke to Mason's mission of Access to Excellence and the importance of faculty to realize this goal. She further spoke to Mason's unique position in sought after areas of data analytics, technology, artificial intelligence, engineering etc. Visitor Moreno noted the importance of faculty retention in meeting the university's student enrollment growth by 2024. In terms of online education, she posed the following questions:

- Will the existing faculty teach online courses? Will the online initiative have its own faculty resources?
- What is Mason giving back to the faculty?
- Are there additional mechanism for faculty to interact with leadership and have a voice in decision making?

Visitor Moreno spoke to the importance of sustainability and noted the following questions: What is the profile of the Mason faculty? How is Mason addressing issues of retention succession, retirement, growth etc.?

She explained that success would be having well-compensated, motivated faculty members, excited to teach students, and a University able to provide needed services to older students and incorporating online opportunities with those services.

Provost Wu thanked the presenters and opened the floor for discussion. Visitor Moss commented that the message conveyed is that Mason needs more state, federal and private funding. She asked if the University has had an economic impact study conducted and how it contributes to the region, the state and beyond. She further asked what data the University has to help make the case for financial funding.

Provost Wu called on Paul Liberty, Vice President of Government and Community Relations, to respond to Visitor Moss' questions. Mr. Liberty noted that a couple of years

ago Steve Fuller, Schar Endowed Chair, conducted a study on the economic impact the University has on the state and that it is due for an update. He noted that there would be more information in his afternoon presentation.

VI. Lunch Recess

Rector Davis called for a lunch recess at 12:04 a.m. and advised the meeting would reconvene at 1:00p.m.

VII. Opening Remarks and Financial Framework

The meeting reconvened at 1:05 p.m. and Carol Kissal, Senior Vice President of Administration and Finance, provided framing remarks for the afternoon session.

Ms. Kissal introduced new members of her senior staff: Lester Arnold, Vice of Human Resources and Payroll; Bill Dracos, Associate Vice President for Auxiliary Services; and Rene Stewart O'Neal, Associate Vice President for Strategic Budget and Planning.

Ms. Kissal provided the background on Mason's financial framework, the need for a financial framework, the contents of developing that framework and how to make that framework work at Mason. She explained the need for a financial framework that allows for changes as needed throughout the year and a framework that aligns with performance outcomes in the University's strategic plan. She spoke to Mason's growth pertaining to Research, tuition as Mason's most stable revenue source and the declining state contribution to the University. Ms. Kissal noted Mason's six-year plan serves as a contract with the state, the need for updates and Mason's steep growth rate. She explained that a study was done and adjustments need to be made to the University's planning and budget operations.

She shared her goal to provide a transparent, integrated system for budgeting. She further explained the need for a Capital Funding Plan, setting priorities and finding other mechanisms to fund University projects. Ms. Kissal noted her goal of Mason obtaining a Tier 3 credit status in the next year, which will provide more financial autonomy from the state. She explained the steps to instituting a financial framework and discussed the financial health of the institution, how it affects certain areas of the University and Mason's credit rating, debt trends and future budget plans. She spoke to an integrative process beginning with strategic planning and aligning the operating budget with the capital plan. Ms. Kissal opened the floor for discussion, Visitor Kazmi posed a question regarding credit worthiness of public institutions. Visitor Iturregui posed a question regarding budgetary reserves, P3's and creative financing frameworks. Discussion ensued. Carole Scott, member of the Board of Trustees Executive Committee, posed a question regarding budgetary planning in terms of tuition online versus on-campus and providing key financial talking points. Discussion ensued.

VIII. Breakout Sessions

Mr. Neville provided instructions for the afternoon breakout groups and rotations for each station as follows:

Station #1: Tech Talent & Smart Growth - Facilitated by David Wu

Station #2: Arlington Innovation Neighborhood – Facilitated by Deb Crawford, Steve Goldin & Frank Strike

Station #3: Fundraising – Facilitated by Trishana Bowden

Station #4: Government Relations - Facilitated by Paul Liberty

IX. Report Out

Ms. Kissal called for the afternoon reporters for presentations from their assigned stations and reviewed the three questions posed to each group:

- 1. What are your main takeaways? What did you learn that left an impression on you?
- 2. What are the main questions we should be asking on this topic in the coming year?
- 3. What does success on this topic look like? How do we define success? How do we measure it?

Station #1: Tech Talent & Smart Growth

Visitor Iturregui provided the main takeaways for his group noting Mason's goal of adding 25,000 students to programs in computer sciences, computer engineering and related fields in the coming years. He posed the following question regarding smart growth: Where will the funds come from to pay for 500 - 600 new faculty by 2026? He noted Tech Talent projections and specific targeting of online programs for this group, noting about 30% will be served online. He spoke to challenges of underutilization of the Arlington campus and the additional marketing analysis needed. He noted that success in this area would be meeting the metrics outlined by Provost Wu.

Rector Davis noted that lack of local talent and the need to look nationally and globally. He spoke to the opportunities available and the challenges, the need for state funding, and providing more certificate programs versus degrees.

Station #2: Arlington Innovation Neighborhood

Rector Davis reported that at this point the Innovation District is an idea, more planning needs to be accomplished, there are challenges with zoning, and 20 parcels around the area are not University-owned. He noted that the key to realizing this goal is to control the parcels and future tenants, thus controlling the University's growth. He also noted the upfront cost, the value of the land and its importance to the project and Mason branding. Rector Davis explained the challenges with state funding, the cost of tearing down and rebuilding, and the importance of planning and coordination of the project.

Station #3: Fundraising

Visitor Zuccari thanked those who put the Planning Conference event together. She reported her group's main takeaways and noted that the best donations are of time, talent

and treasures. She shared the fundraising focus which has two goals: (1) internally assisting colleges and schools to optimize alumni and donor engagement, and (2) the external goal of connecting donor interest with University needs. She noted that Mason has 200,000 alumni and there are software needs in order to facilitate better communication. She explained that the process includes analyzing not only donor degrees, but their interests, as well as reintegrating them into Mason's campuses. Visitor Zuccari shared that donations in FY19 totaled \$123.1 million, there were 12,000 donors and 5,700 of those were alumni. She commented that donors give to cause they care about and like, and encouraged outreach as ambassadors sharing Mason's story. She briefly shared stories of the work and accomplishments of Mason students.

Visitor Marquez expressed her well-wishes to President Cabrera and welcomed Interim President-elect Holton. She shared the fundraising goal of \$60 million and posed the question: How will Mason reach this goal? She explained that it will take the work of many and that the Board members have a responsibility to assist the University reach its goals. Visitor Marquez invited the Board members to consider hosting a fundraising dinner this year or next year on behalf of Mason. She suggested featuring and highlighting more stories of the work accomplished by Mason students through videos on the website and opening the University to the business community. She spoke of continuing engagement with the 73,000 donors of the Faster, Farther Campaign.

Station #4: Government Relations

Visitor Moss shared the takeaways on behalf of her group. She noted that Mason currently does not have Northern Virginia delegates in leadership positions; however, with the upcoming election, there is the potential for six Northern Virginia legislators in leadership positions. She noted that the second unique positioning for the University is the appointment of Interim President-elect Holton. Visitor Moss noted that Mason needs to be prepared for status quo or great opportunities. The University needs to provide good data and research in order to make progress with the General Assembly. She noted the importance of preparation with regard to Mason's list of new programs and the need to engage a wider group of advocates for the University. She noted the importance of support from various facets of Mason and the opportunity to share the University's story.

Visitor Rice shared the need to present the university's case to members of the legislature when possible. He noted the importance of garnering support for Mason as Board members, through parents of Mason students, or with Mason neighbors. He posed the group's questions:

- How can we influence or elect more supportive legislators?
 He noted supporting candidates with higher education included in their platform.
- How can Mason propose initiatives that will provide non-formula funding? He noted the need to attract new sources.

Visitor Rice shared the group's last point that Mason needs more, longer-lasting funding and the ability to plan growth and funding in future.

Visitor Moss briefly commented on Mason's preparation for possible issues with state funding with regard to support from Amazon HQ2.

Ms. Kissal thanked the reporters and noted common theme of communication, influence, fundraising and sharing the Mason story.

X. Reflections & Closing Comments

President Cabrera shared that the takeaway from the day is the excellence and extraordinary talent at the University. He noted the Mason's undergraduate class has grown more than those of many other Virginia universities combined while outcomes improved. He shared that this led to Mason's invitation to join the elite schools in the American Talent Initiative and noted the University's accomplishments, including becoming a Carnegie R1 Research institution while facing financial challenges. President Cabrera shared his optimism and satisfaction in Mason to include the people, the culture and the dream. He thanked and named those who arranged and provided support for the Planning Conference.

XI. Adjournment

Rector Davis adjourned the meeting at 4:10 p.m.

Respectfully submitted,

Kathy Cagle

Secretary pro tem

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BOARD OF VISITORS GEORGE MASON UNIVERSITY

Meeting of July 26, 2019 MINUTES

PRESENT: Rector Davis and Vice Rector Hazel; Visitors Bhuller, Blackman, Chimaladinne, Iturregui, Kazmi, Marquez, Moreno, Prowitt, Reagan, Rice, Witeck, and Zuccari; Faculty Representative Davis and Student Representative Gelbvaks; President Cabrera; and Secretary <u>protem</u> Cagle.

ABSENT: Visitor Roth; and Student Representative Layton.

I. Rector Davis called the meeting to order at 9:01 a.m.

II. Approval of the Minutes

Rector Davis called for any corrections to the minutes of the Executive Committee Meeting and full Board Meeting on May 2, 2019, as well as the minutes to the Special Board Meeting on June 20, 2019. Hearing none, he called for a motion to approve the minutes.

Visitor Witeck **MOVED** to approve the minutes as presented. The motion was **SECONDED** by Visitor Rice.

MOTION CARRIED UNANIMOUSLY BY VOICE VOTE

Rector Davis welcomed Interim President-elect Anne Holton to her first BOV meeting, she was greeted with applause. He also recognized newly appointed members of the Board, Simmi Bhuller, Juan Carlos Iturregui, Mehmood Kazmi and Carolyn Moss; they were welcomed with applause. Rector Davis welcomed the Faculty Senate Chair Shannon Davis and the Student Representatives Natalie Gelbvaks and Camden Layton. He noted Mr. Layton's absence.

III. Election of Officers and Committee Appointments

Rector Davis recognized Visitor Witeck to present the slate of officers for consideration for the election of Secretary and the two At-Large Members of the Executive Committee. He noted that the Secretary will be elected to serve the remaining year of Shawn Purvis' two-year term, and the At-Large Members are elected to serve one-year terms. Visitor Witeck **MOVED** to adopt the slate as presented:

- Rector Tom Davis
- Vice Rector Jimmy Hazel
- Secretary Horace Blackman
- At-Large Member Ignacia Moreno
- At-Large Member Denise Turner Roth

The motion was **SECONDED** by Vice Rector Hazel.

MOTION CARRIED UNANIMOUSLY BY VOICE VOTE

Rector Davis congratulated Secretary Blackman and invited him to be seated in the Secretary's place at the Board table.

Rector Davis presented the proposed committee roster for 2019-2020 and asked the members to review it. He noted the effort to be accommodating in the appointments, but he was open to their feedback if there were any issues. Rector Davis presented the Chair and Vice Chairs for each Committee as follows:

- Academic Programs, Diversity and University Community Committee
 - o Visitor Witeck, Chair
 - o Visitor Bhuller, Vice Chair
- Audit Committee
 - o Visitor Rice, Chair
 - o Visitor Moreno, Vice Chair
- Development Committee
 - o Vice Rector Hazel, Chair
 - Visitor Zuccari, Vice chair
- Finance and Land Use Committee
 - o Visitor Roth, Chair
 - Visitor Reagan, Vice Chair
- Research Committee
 - o Secretary Blackman, Chair
 - o Visitor Prowitt, Vice Chair
- Athletic Liaisons
 - o Secretary Blackman
 - Visitor Prowitt
- Legislative Liaisons
 - Rector Davis
 - Visitor Reagan

(Attachment 1 – Board of Visitors Committee Roster 2019-2020)

Rector Davis noted the role of Athletic Liaisons to the Board, and the creation of Legislative Liaisons this year. He spoke to the need for Legislative Liaisons, as well as Board membership to assist Interim President-elect Anne Holton on behalf

of Mason's efforts in Richmond. Rector Davis noted that in one year his term as Rector will expire, at which point another Rector will be elected. At that time, there will be one year remaining of his four-year term on the Board of Visitors.

Secretary pro-tem Cagle asked Rector Davis to confirm that the Athletic and Legislative Liaison appointments were one-year terms. Rector Davis replied in the affirmative.

IV. Rector's Report

Rector Davis deferred the Rector's Report until after the first Closed Session. He noted that following the Closed Session discussion he would report regarding the Presidential Search.

V. President's Report

President Cabrera explained that during the annual meeting, he reports on the University's performance for the prior year. He noted that for his last Board meeting he would take a different direction with broader commentary and he would read the report. President Cabrera proceeded to read the report as follows:

President's Report to the Board of Visitors Ángel Cabrera, July 26, 2019

Seven years ago you entrusted me with the leadership of this remarkable institution. It has been the honor of a lifetime to serve George Mason University and to work side by side with an amazing faculty and staff in moving the university forward. As I prepare to leave my post next week, I am proud to report that the university is stronger academically and financially, serves more students of more diverse backgrounds, delivers better outcomes, produces more research, and contributes more value to our local, regional, and global communities than it did when you hired me.

These outcomes weren't in any way inevitable. They are the result of the hard work of the best team with whom I have ever had the pleasure to work. And thus my last report to the Board of Visitors cannot be but a word of heartfelt appreciation to them, the faculty, staff and administration who have led George Mason University through seven years of extraordinary growth and impact, and to the Visitors, Trustees, alumni, and friends who have supported us in crucial ways on every step of the journey.

Thanks to their work, Mason has emerged as a national example of access to excellence, a toptier research university firmly committed to its public mission of expanding access to high-quality education. Today Mason is a Carnegie R1 university. It is also the largest, fastest-growing and most diverse public university in Virginia, and it delivers exceptional graduation and career outcomes more typical of selective, elite universities than of large, diverse, metropolitan universities. Financially, the university is stronger in virtually every measure and it enters a new stage of growth with a sound foundation that will better enable it to serve more students, deliver more value to the community, and have an ever-broader impact on the world.

None of these accomplishments has been easy. While we have been able to secure significant improvements in state appropriations, our public support has not kept pace with our growth and still leaves a major funding gap compared to the other research universities in the state. Philanthropic contributions to Mason have more than doubled as has the endowment, which has helped tremendously in boosting financial aid and faculty support. But philanthropy has only partially compensated for the weakness in state funding. And the university's commitment to affordability means that Mason has kept tuition significantly below our peer institutions, further constraining our available resources.

This context should serve to highlight the caliber, talent and ingenuity of our faculty, staff, and administrators who have been able to deliver extraordinary value to our students and the Commonwealth of Virginia with a fraction of the resources other universities have at their disposal.

I could therefore not be any more optimistic about Mason's future. You have appointed a fine interim president in Anne Holton and will no doubt attract a rich pool of candidates among whom to choose our next permanent president. Under their leadership, the university is poised to achieve even more in the next decade. Enrollment is expected to grow to 50,000 driven in part by a new portfolio of online programs serving adult learners. Our "tech talent" programs will continue to lead the way in Virginia and we hope to create the state's first accredited school of public health. Research grants and expenditures are increasing at an unprecedented pace. Work is being conducted to explore the possibility of a new medical school. Plans are being laid to create an innovation campus in Arlington. And, major construction projects are under way in Fairfax and SciTech.

Our faculty and staff have written a remarkable chapter in the history of American higher education and are ready to do much more.

I can't think of a better way to recognize their work than by sharing with you some of the highlights:

- The university has accounted for 64 percent of net public university enrollment growth in Virginia between 2010 and 2018.
- Undergraduate enrollment alone grew by 4,557 students (a 26% increase) which is more than the entire undergraduate student body of Christopher Newport, William and Mary, Longwood, Norfolk State, Mary Washington, VMI or Virginia State.
- Six-year graduation rates grew from 64% to 70%, earning Mason membership in the American Talent Initiative, a national league of schools with high graduation rates that also includes UVA, VT and WM.
- The percentage of minority undergraduate students grew by 32% just since 2015, increasing from 10,188 to 13,461. More than 50% of the undergraduate population now comes from underrepresented minority groups. U.S. News & World Report ranks Mason's student body as the most diverse in Virginia. Community college transfers grew

- from 2,752 to 3,547 (+29%) far ahead of any other school in the state. The ADVANCE transfer program, launched in fall 2018 and cited by the Chronicle of Higher Education as a national model for transfer, is expecting about 500 students in 100 aligned curricular pathways this fall.
- International enrollment more than doubled from 1,764 to 3,543, as did study abroad participation. A new campus in Korea was established with support from the Korean government and has already enrolled more than 800 students.
- Online courses grew from 175 in spring 2012 to 470 in spring 2019 (+169%) and a partnership with leading education company Wiley is helping us expand our portfolio of graduate online programs.
- The university invested almost \$600 million in capital projects, including new dorms and dining facilities, an expanded library, and new or renovated buildings for science, conflict analysis and resolution, health sciences, environmental science, conservation and biohealth innovation. A major renovation of the core of the Fairfax Campus and a replacement for the university's primary academic building are under way.
- We secured increases in state appropriations: education and general funding grew from \$104 million to \$150 million (+45%) and state financial aid, from \$16 million to \$31 million (+99%).
- Sponsored research expenditures grew from \$97 million to \$149 million (+54%). The Carnegie Classification of Institutions of Higher Education named Mason a "Tier 1" research university in 2015 and reaffirmed that distinction in 2018. Mason is the youngest R1 university in the nation and one of four in Virginia (VT, UVA and VCU are the others). New multidisciplinary centers were launched in Biohealth Innovation and Sustainability and a U.S. Department of Homeland Security Center of Excellence was established following a national competition.
- In FY 2012, Mason's tuition was 85% of the average of the other state doctoral universities. In FY 2019, Mason's tuition was 72% of the average of the other state doctoral universities. Three-year student loan default rates dropped from 2.6 percent in 2008 to 2.3 percent in 2015 (the national public university average is 7.1 percent).
- The university's budget increased from \$876 million in FY 12 to \$1.25 billion in FY 20 (+43%). The university's credit rating was upgraded and, in 2017, U.S. News & World Report cited Mason as one of the top 25 colleges nationally in operating efficiency.
- Annual philanthropic contributions grew from \$42 million to \$121 million (+188%), allowing the foundation to increase its support of university operations from \$30 million per year to \$71 million (+137%). The endowment grew from \$62 million to \$150 million (+142%).
- Mason joined the Atlantic 10 Conference in 2013-14, extending the Mason brand to such markets as Boston, New York City, Philadelphia, Pittsburgh and St. Louis and gaining a major increase in national television exposure. The number of student athletes receiving the provost-scholar distinction grew from 16 to 32.

President Cabrera noted the list of 33 new degrees programs on the last page of his report. (Attachment 2 – President's Report 2012 - 2019)

President Cabrera thanked the Board and everyone at Mason with whom he had had worked and said he was proud to have been Mason's President for the past 7 years. The Board responded with applause.

Rector Davis thanked President Cabrera for his leadership and contribution to the University.

VI. Closed Session

Rector Davis called for a motion to go into Closed Session. Vice Rector Hazel **MOVED** that Board go into Closed Session under the provisions Section 2.2-3711. A.1 to discuss a Personnel Matter and Section 2.2-3711. A.8 for Consultation with Legal Counsel regarding specific legal matters requiring the provision of legal advice. The motion was **SECONDED** by Visitor Witeck.

MOTION CARRIED UNANIMOUSLY BY VOICE VOTE

Vice Rector Hazel **MOVED** that the Board go back into public session and further moved that by ROLL CALL VOTE affirm that only public business matters lawfully exempted from the open meeting requirements under the Freedom of Information Act were heard, discussed or considered in the Closed Meeting, and that only such business matters that were identified in the motion to go into a Closed Meeting were heard, discussed or considered in the Closed Meeting. The motion was **SECONDED** by Secretary Blackman.

Roll call was taken with all present members responding in the affirmative.

As a result of the Closed Session, Rector Davis called for a motion to approve President Cabrera's performance bonus. Vice Rector Hazel read the motion as follows:

In accordance with Section D.3 of Dr. Ángel Cabrera's first amendment to his Employment Agreement dated July 1, 2017, the Board of Visitors is authorizing a maximum performance bonus after meeting and/or exceeding his performance expectations as measured per his employment agreement.

It was **MOVED** by Vice Rector Hazel and **SECONDED** by Secretary Blackman to approve the motion as stated. Rector Davis opened the floor to discussion. There was none.

MOTION CARRIED UNANIMOUSLY BY VOICE VOTE

President Cabrera thanked the Board and was met with applause.

Rector Davis informed the Board of the creation of the Presidential Search Committee. He referenced the Presidential Search Committee handout and named the co-chairs, Vice Rector Hazel and Dr. Shannon Davis, Faculty Senate Chair.

(Attachment 3 – Presidential Search Committee)

Rector Davis called for a motion to approve the Presidential Search Committee. It was **MOVED** by Visitor Witeck and **SECONDED** by Visitor Prowitt. Rector Davis opened the floor to discussion. There was none.

MOTION CARRIED UNANIMOUSLY BY VOICE VOTE

Rector Davis thanked Dr. Davis for her willingness to serve on the committee. Vice Rector Davis called on Faculty Senate Chair Davis to recognize the faculty members in attendance who would be serving on the Presidential Search Committee. Dr. Davis recognized Dr. Girum Urgessa. Rector Davis thanked Dr. Urgessa and he was met with applause from the Board. Rector Davis noted that Dr. Urgessa also attended the Listening Sessions hosted by Rector Davis and Dr. Davis on each of Mason's campuses to garner feedback from the community regarding the Presidential Search.

VII. Board Orientation

Rector Davis called on Brian Walther, University Counsel, to present the next items on the agenda.

Mr. Walter referred to the Conflict of Interest Act (COIA) quick guide and the Freedom of Information Act (FOIA) quick guide, noting the statues have criminal and civil penalties. He encouraged the members to read the documents.

Mr. Walther 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 COIA and FOIA. He asked the members to review, sign their documents and submit them to Secretary pro tem Cagle.

(Attachment 4 –COIA and FOIA Quick Guides, Code of Ethics)

Mr. Walther referred to the Student Referrals and Admissions memorandum from Dr. Cabrera. He noted that Board members may write letters of recommendation, but are asked to refrain from requesting specific information regarding admission decisions, or requesting an admission decision regarding a particular applicant. Mr. Walther encouraged the members to read the memo and be aware of the information.

(Attachment 5 – Memo: Admissions Assistance Requests)

VIII. New Business

A. Academic Programs, Diversity, and University Community Updates Rector Davis called on Provost David Wu to present the Faculty Actions. Provost

Wu reported one emeritus faculty action and four election faculty actions, as presented in the Board portal, to come before the Board for approval.

It was **MOVED** by Visitor Witeck to approve the faculty actions in block and **SECONDED** by Vice Rector Hazel to approve the actions as presented. **MOTION CARRIED UNANIMOUSLY BY VOICE VOTE**

B. Classified Information Access

Rector Davis recognized Melissa Perez from the Office of Research Development, Integrity and Assurance, to present the Classified Information Access Resolution. Ms. Perez explained that the University holds a facility security clearance that enables the University to perform work on classified contracts and initiate security clearances for individuals who support those contracts. She further explained that to maintain this facility security clearance, the executive body must either agree to personal security clearances or must be excluded from this requirement. She noted that the Resolution excludes the Board from the requirement to obtain and maintain security clearances and excludes the Board of Visitors from accessing any classified information received by George Mason University. Rector Davis opened the floor for discussion. Visitor Rice posed the question of oversight regarding the contracts and the need for a few Visitors to obtain clearances. Ms. Perez responded to several questions from the Board members. Discussion ensued regarding the cost of a clearance and the requirement of a "need to know" in order to access information. There was discussion regarding those on the Board who maintained an active clearance. Visitor Anjan Chimaladinne confirmed that he maintained an active clearance and it was decided that he would be the Board designee. Rector Davis expressed the need for Interim President Anne Holton to have an active security clearance and charged Ms. Perez with beginning the clearance process. Dr. Cabrera noted that maintaining an active clearance is a requirement of the position.

Rector Davis called for a motion to approve the Classified Information Access resolution. It was **MOVED** by Secretary Blackman and **SECONDED** by Visitor Moreno to approve the resolution.

MOTION CARRIED UNANIMOUSLY BY VOICE VOTE

(Attachment 6– Classified Information Access Resolution)

C. Documents and Records Request Policy

Rector Davis read the Documents and Records Request Policy. It was **MOVED** by Vice Rector Hazel and **SECONDED** by Visitor Blackman to approve the renewal of this policy.

MOTION CARRIED UNANIMOUSLY BY VOICE VOTE

(Attachment 7 – Documents and Records Request Policy)

D. Arlington Room Rates, FY20

Carol Kissal, Senior Vice President for Administration and Finance, presented the proposed Arlington Room Rates. She noted that generally the Board would review and approve housing rates during the May meeting, however there was a delay in putting the lease in place. Ms. Kissal provided background noting that 40 to 100 Mason graduate students have expressed a need for affordable university housing in Arlington. She explained the term of the Master lease is for one year, beginning August 1, 2019 for a 38 bed spaces; the University is leasing the spaces from Marymount University; and currently most of the spaces are already leased.

Rector Davis called for a motion to approve the Arlington Room Rates, FY20. It was **MOVED** by Vice Rector Hazel to approve as discussed and **SECONDED** by Secretary Blackman.

MOTION CARRIED UNANIMOUSLY BY VOICE VOTE

E. Deficit Authorization Annual Notice

Ms. Kissal presented the Deficit Authorization Annual Notice from the Department of Planning and Budget. She explained that George Mason University cannot be in a deficit position, and that the University only spends what it is authorized. She further explained that the notice is required by the Commonwealth and is for information purposes only.

(Attachment 8 – Deficit Authorization Annual Notice)

F. Presentation of FY20 Goals

Provost Wu presented the University's FY20 goals. He referred to the goals handout and explained that normally the University's goals would be presented as the President's goals. However, due to President Cabrera's transition, the goals presented were the result of the collaboration of Executive Council members during the Executive Council Retreat. He noted that the senior leadership team had worked with Interim President-elect Holton to garner her input on the FY20 goals. He noted the goals were also presented to the President's Council before they were finalized.

Rector Davis remarked that in the Princeton Review, the University was ranked nationally 20th from the bottom in terms of student satisfaction. He noted that although the University is launching a new initiative to address the issue, he reiterated the importance of student satisfaction to new applicants. Rector Davis mentioned his conversation with staff in addressing this issue, surveying students and meeting with student leaders. He shared a story of a Mason student and her positive experience at the University. Rector Davis asked Provost Wu for an update on how the University is addressing this issue at the next Board Meeting.

Provost Wu discussed some aspects of the Princeton Review Survey and timing, with regard to the appointment of Supreme Court Justice Kavanaugh to the law school faculty. He explained that the appointment triggered campus wide controversy linked to issues of sexual assault and student safety. Provost Wu further explained that the leadership team held a townhall meeting with students as a result of the Kavanaugh appointment and that a large number of the students signed a petition asking the University to rescind the appointment. Provost Wu noted that this may have had a major factor in the results of this survey. He spoke of the new initiative addressing this student issue, the Student Care Network, which will be launched fall 2019. He explained that this new initiative will address student concerns in terms of academics, safety and well-being for the duration of their time at Mason. He asked the Board for any questions and referred to the FY20 Goals handout. Provost Wu noted that the FY20 Goals serve as a guide for keeping the momentum of the University through the Presidential Transition. He assured the Board the senior leadership team will continue as they have, and will support Interim President-elect Holton to provide a smooth transition.

Rector Davis called on Interim President-elect Holton for her comments on the FY20 goals. Interim President-elect Holton explained that the Executive Council and University Leadership did gather her input throughout the process and she was comfortable with the FY20 goals. She noted that they are consistent with Mason's ambitious and appropriate goals of innovation and inclusion, and that she endorsed them completely.

Visitor Moreno commended Provost Wu, the staff and the leadership of President Cabrera. She noted her delight at Interim President-elect Holton's appointment. Visitor Moreno noted that the July 25 Planning Conference meeting was inspiring and she looks forward to the realization of the University's goals.

Rector Davis also thanked Provost Wu on behalf of the Board.

(Attachment 9 – FY 2019-2020 Goals)

IX. Closed Session

Rector Davis called for a motion to go into Closed Session. Vice Rector Hazel **MOVED** that Board go into Closed Session under the provisions of Section 2.2-3711.A.7 for Consultation with Legal Counsel pertaining to actual or probable litigation, Section 2.2-3711.A.8 for Consultation with Legal Counsel regarding specific legal matters requiring the provision of legal advice, Section 2.2-3711.A.29 to discuss a Public Contract, Section 2.2-3711.A.1 to discuss Personnel Matters and Section 2.2-3711.A.9 to discuss Gifts, Bequests, and Fundraising Activities. The motion was **SECONDED** by Secretary Blackman.

MOTION CARRIED UNANIMOUSLY BY VOICE VOTE

Vice Rector Hazel MOVED that the Board go back into public session and further moved that by ROLL CALL VOTE affirm that only public business matters lawfully exempted from the open meeting requirements under the Freedom of Information Act were heard, discussed or considered in the Closed Meeting, and that only such business matters that were identified in the motion to go into a Closed Meeting were heard, discussed or considered in the Closed Meeting. The motion was **SECONDED** by Secretary Blackman.

Roll call was taken with all present members responding in the affirmative.

As a result of the Closed Session, the following Action Item was brought to the Open Meeting:

Rector Davis called for a motion to approve the resolution discussed in Closed Session. Vice Rector Hazel **MOVED** that the resolution be approved as discussed. The motion was **SECONDED** by Secretary Blackman.

MOTION CARRIED UNANIMOUSLY BY VOICE VOTE

(Attachment 10 – Resolution of Appreciation for Ángel Cabrera)

Interim President-elect Holton thanked those who helped to onboard her during the past month to include the Executive Council members, the administrative staff in the President's Office, President Cabrera and Frank Neville. She noted her excitement to working with the Board and provided them with her business card. Board of Visitors July 26, 2019 Page 12

X. Adjournment

Rector Davis called for a motion to adjourn. It was **MOVED** by Vice Rector Hazel and SECONDED by Secretary Blackman to adjourn. Rector Davis adjourned the meeting at 12:00 p.m.

Respectfully submitted,

Kathy Cagle

Secretary pro tem

Kathy Casfe

Attachment 1: Board of Visitors Committee Roster 2019-2020

Attachment 2: President's Report 2012 - 2019 Attachment 3: Presidential Search Committee

Attachment 4: COIA and FOIA Quick Guides, Code of Ethics

Attachment 5: Memo: Admissions Assistance Requests

Attachment 6: Classified Information Access Resolution

Attachment 7: Documents and Records Request Policy

Attachment 8: Deficit Authorization Annual Notice

Attachment 9: FY 2019-2020 Goals

Attachment 10: Resolution of Appreciation for Ángel Cabrera

BOV Committees

EXECUTIVE COMMITTEE

Tom Davis – Rector

Jimmy Hazel – Vice Rector Horace Blackman – Secretary (requires election; 1-year term)

Ignacia Moreno – Member-At-Large (requires election; 1-year term)

Denise Turner Roth – Member-At-Large (requires election; 1-year term)

ACADEMIC PROGRAMS, DIVERSITY & UNIVERSITY COMMUNITY

Bob Witeck, Chair Simmi Bhuller, Vice Chair Horace Blackman Anjan Chimaladinne Juan Carlos Iturregui Wendy Marquez Carolyn Moss Nancy Prowitt Paul Reagan

AUDIT

Lisa Zuccari

Edward Rice, Chair Ignacia Moreno, Vice Chair Horace Blackman Mehmood Kazmi

DEVELOPMENT

Jimmy Hazel, Chair Lisa Zuccari, Vice Chair Mehmood Kazmi Paul Reagan

FINANCE AND LAND USE

Denise Turner Roth, Chair Paul Reagan, Vice Chair Horace Blackman Jimmy Hazel Juan Carlos Iturregui Carolyn Moss Edward Rice

RESEARCH

Horace Blackman, Chair Nancy Prowitt, Vice Chair Anjan Chimaladinne Wendy Marquez Edward Rice Bob Witeck

Athletic Liaisons

Nancy Prowitt Horace Blackman

Legislative Liaisons

Tom Davis Paul Reagan

President's Report to the Board of Visitors Ángel Cabrera, July 26, 2019

Seven years ago you entrusted me with the leadership of this remarkable institution. It has been the honor of a lifetime to serve George Mason University and to work side by side with an amazing faculty and staff in moving the university forward. As I prepare to leave my post next week, I am proud to report that the university is stronger academically and financially, serves more students of more diverse backgrounds, delivers better outcomes, produces more research, and contributes more value to our local, regional, and global communities than it did when you hired me.

These outcomes weren't in any way inevitable. They are the result of the hard work of the best team with whom I have ever had the pleasure to work. And thus my last report to the Board of Visitors cannot be but a word of heartfelt appreciation to them, the faculty, staff and administration who have led George Mason University through seven years of extraordinary growth and impact, and to the Visitors, Trustees, alumni, and friends who have supported us in crucial ways on every step of the journey.

Thanks to their work, Mason has emerged as a national example of access to excellence, a top-tier research university firmly committed to its public mission of expanding access to high-quality education. Today Mason is a Carnegie R1 university. It is also the largest, fastest-growing and most diverse public university in Virginia, and it delivers exceptional graduation and career outcomes more typical of selective, elite universities than of large, diverse, metropolitan universities. Financially, the university is stronger in virtually every measure and it enters a new stage of growth with a sound foundation that will better enable it to serve more students, deliver more value to the community, and have an ever broader impact on the world.

None of these accomplishments has been easy. While we have been able to secure significant improvements in state appropriations, our public support has not kept pace with our growth and still leaves a major funding gap compared to the other research universities in the state. Philanthropic contributions to Mason have more than doubled as has the endowment, which has helped tremendously in boosting financial aid and faculty support. But philanthropy has only partially compensated for the weakness in state funding. And the university's commitment to affordability means that Mason has kept tuition significantly below our peer institutions, further constraining our available resources.

This context should serve to highlight the caliber, talent and ingenuity of our faculty, staff, and administrators who have been able to deliver extraordinary value to our students and the Commonwealth of Virginia with a fraction of the resources other universities have at their disposal.

I could therefore not be any more optimistic about Mason's future. You have appointed a fine interim president in Anne Holton and will no doubt attract a rich pool of candidates among whom to choose our next permanent president. Under their leadership, the university is poised to achieve even more in the next decade. Enrollment is expected to grow to 50,000 driven in part by a new portfolio of online programs serving adult learners. Our "tech talent" programs will continue to lead the way in Virginia and we hope to create the state's first accredited school of public health. Research grants and expenditures are increasing at an unprecedented pace. Work is being conducted to explore the possibility of a new medical school. Plans are being laid to create an innovation campus in Arlington. And, major construction projects are under way in Fairfax and SciTech.

Our faculty and staff have written a remarkable chapter in the history of American higher education and are ready to do much more.

I can't think of a better way to recognize their work than by sharing with you some of the highlights:

- The university has accounted for 64 percent of net public university enrollment growth in Virginia between 2010 and 2018.
- Undergraduate enrollment alone grew by 4,557 students (a 26% increase) –
 which is more than the entire undergraduate student body of Christopher
 Newport, William and Mary, Longwood, Norfolk State, Mary Washington, VMI
 or Virginia State.
- Six-year graduation rates grew from 64% to 70%, earning Mason membership in the American Talent Initiative, a national league of schools with high graduation rates that also includes UVA, VT and WM.
- The percentage of minority undergraduate students grew by 32% just since 2015, increasing from 10,188 to 13,461. More than 50% of the undergraduate population now comes from underrepresented minority groups. U.S. News & World Report ranks Mason's student body as the most diverse in Virginia.
- Community college transfers grew from 2,752 to 3,547 (+29%) far ahead of any other school in the state. The ADVANCE transfer program, launched in fall 2018 and cited by the Chronicle of Higher Education as a national model for transfer, is expecting about 500 students in 100 aligned curricular pathways this fall.

- International enrollment more than doubled from 1,764 to 3,543, as did study abroad participation. A new campus in Korea was established with support from the Korean government and has already enrolled more than 800 students.
- Online courses grew from 175 in spring 2012 to 470 in spring 2019 (+169%) and a partnership with leading education company Wiley is helping us expand our portfolio of graduate online programs.
- The university invested almost \$600 million in capital projects, including new dorms and dining facilities, an expanded library, and new or renovated buildings for science, conflict analysis and resolution, health sciences, environmental science, conservation and biohealth innovation. A major renovation of the core of the Fairfax Campus and a replacement for the university's primary academic building are under way.
- We secured increases in state appropriations: education and general funding grew from \$104 million to \$150 million (+45%) and state financial aid, from \$16 million to \$31 million (+99%).
- Sponsored research expenditures grew from \$97 million to \$149 million (+54%).
 The Carnegie Classification of Institutions of Higher Education named Mason a
 "Tier 1" research university in 2015 and reaffirmed that distinction in 2018.
 Mason is the youngest R1 university in the nation and one of four in Virginia
 (VT, UVA and VCU are the others). New multidisciplinary centers were
 launched in Biohealth Innovation and Sustainability and a U.S. Department of
 Homeland Security Center of Excellence was established following a national
 competition.
- In FY 2012, Mason's tuition was 85% of the average of the other state doctoral universities. In FY 2019, Mason's tuition was 72% of the average of the other state doctoral universities. Three-year student loan default rates dropped from 2.6 percent in 2008 to 2.3 percent in 2015 (the national public university average is 7.1 percent).
- The university's budget increased from \$876 million in FY 12 to \$1.25 billion in FY 20 (+43%). The university's credit rating was upgraded and, in 2017, U.S. News & World Report cited Mason as one of the top 25 colleges nationally in operating efficiency.
- Annual philanthropic contributions grew from \$42 million to \$121 million (+188%), allowing the foundation to increase its support of university operations from \$30 million per year to \$71 million (+137%). The endowment grew from \$62 million to \$150 million (+142%).
- Mason joined the Atlantic 10 Conference in 2013-14, extending the Mason brand to such markets as Boston, New York City, Philadelphia, Pittsburgh and St. Louis and gaining a major increase in national television exposure. The number of student athletes receiving the provost-scholar distinction grew from 16 to 32.

- Mason launched 33 new degree programs or degree-designations: 13 Bachelors, 18 Masters, and 3 Doctorates:
 - o MS in Health Informatics
 - o MA in Middle East & Islamic Studies
 - o BA in Criminology, Law, and Society (the BA degree designation was added to the BS)
 - o BFA in Creative Writing
 - MS in Nutrition
 - MS in Biostatistics
 - PHD in Writing and Rhetoric
 - BA in Human Development and Family Science
 - o MS in Computer Game Design
 - o MS in Management
 - o MS in Data Analytics Engineering
 - BS in Kinesiology
 - o PHD in Bioengineering
 - o BS in Atmospheric Science
 - o BS in Cyber Security Engineering
 - o BS in Mechanical Engineering
 - MFA in Visual and Performing Arts
 - MA in International Security
 - PHD in Health Services Research
 - BS in Rehabilitation Science
 - MS in Athletic Training
 - LLM in Global Antitrust Law & Economics
 - o LLM in United States Law
 - o PSM in Bioinformatics Management
 - o MS in Criminal Justice
 - o BS in Statistics
 - o MA in Higher Education and Student Development
 - o MS in Bioengineering
 - MPS in Applied Industrial and Organizational Psychology
 - o BS in Business
 - o BSED in Early Childhood Education for Diverse Learners
 - o BSED in Special Education
 - o BSED in Elementary Education

Presidential Search Committee

BOV (10)

Tom Davis Jimmy Hazel* Horace Blackman Simmi Bhuller Mehmood Kazmi Ignacia Moreno

Carolyn Moss

Edward Rice

Bob Witeck

Lisa Zuccari

Non-BOV (9)

Dr. Denise Albanese (Elected Faculty; English/Cultural Studies)

Terri Cofer Beirne (GMUF Board Chair)

Dr. Shannon Davis (Faculty Senate Chair)*

Camden Layton (Student Body President)

Dr. Germaine Lewis (Dean, College of Health and Human Services)

Jon Peterson (CEO, Peterson Companies)

Lauren Reuscher (Staff Senate Chair)

Carole Scott (GMUF Board Secretary)

Dr. Girum Urgessa (Appointed Faculty; Engineering)

^{*}Committee co-chairs

COIA QUICK GUIDE

The State and Local Government Conflict of Interests Act ("Act"), Virginia Code §2.2-3100, et seq., is applicable to you as a Board member ("Officer"). The Act governs 1) Contracts 2) Transactions and 3) General Prohibitions. You are also required to file an annual Statement of Economic Interests.

Contracts and Transactions

Prohibited conduct for Contracts and Transactions generally requires that <u>you</u> have a <u>personal</u> <u>interest</u> in the contract or transaction (transaction is normally a vote you cast on the Board or in a committee). <u>YOU</u> means you personally, your spouse, and dependents. <u>PERSONAL INTEREST</u> means salary or other compensation (or any legal consideration) exceeding \$5,000 per year, or ownership in a business exceeding 3% of its total equity.

You cannot have any contract with the University in which you have a personal interest unless a statutory exception applies. You cannot participate in any transaction with the University in which you have a personal interest without statutory public disclosures. There are exceptions, but exceptions must be exercised **prior** to entering into an otherwise prohibited contract or transaction.

General Prohibitions

These prohibitions <u>do not</u> require a personal interest. You are prohibited from accepting or soliciting money or anything of value, regardless of the amount, for:

- 1) Performing your official duties (remuneration for actual expenses excepted).
- 2) Obtaining employment, appointment or promotion for any person with the University.
- 3) Obtaining a contract for any person or business.
- 4) Using confidential information.
- 5) Accepting any money, loan, gift favor, service or business or professional opportunity reasonably tending to influence you in the performance of your duties.
- 6) Accepting gifts from any person whose interests may be substantially affected by the Board, or from accepting gifts on such a frequent basis as to create an appearance of private gain.

Statement of Economic Interests

You will be required to annually file (electronically) a Statement of Economic Interests with the Virginia Conflict of Interest and Ethics Advisory Council. This is a public document. While the form is not a model of clarity, the general guidance is that when in doubt, disclose.

You are additionally required to take an orientation course on the act within two months of appointment and biannually thereafter. The course in online at http://ethics.dls.virginia.gov by scrolling down to "State Employee and Officer Training Module."

WARNING

The Act has both civil and **criminal sanctions**. As Senior Assistant Attorneys General, your University lawyers must report suspected violations. Concerns regarding your conduct and the Act should first be directed to the Chief of Staff.

FOIA QUICK GUIDE

The Virginia Freedom of Information Act, Code of Virginia §2.2-3700, *et seq.*, governs 1) public access to records and 2) the conduct of meetings.

Records

All records prepared or possessed by you in the transaction of University business, including both paper and electronic forms, are subject to public disclosure. Your emails to fellow Board members and others in the transaction of University business, even if on a personal email account or by a privately owned device, are subject to disclosure. (§42.1-77). You may want to consider a dedicated email account for University business.

All records are presumed to be public. You may exclude all or part of some records from disclosure, if they fall into a statutory exclusion, but the burden is on the University to identify the specific sections of the Code of Virginia that permit withholding.

The wisest approach is to assume that all your writings and records related to University business will appear in the media. You should ascertain that any matter you do not want published or broadcast falls under an exclusion before being committed to writing or otherwise recorded.

Meetings

Any meeting of three or more Board members, in Board committee or even as part of another University committee, requires at least three working days public notice be posted setting forth the specific date, time and location. There are provisions for emergencies and limited attendance by electronic communications, but specific statutory requirements must also be observed and they are generally no less burdensome than regular meetings.

All meetings, to include committee meetings, are open to the public. You may go into closed meeting for specific statutory purposes. Before going into closed meeting, you will be required to identify the subject matter and purpose, and the specific section of the Code of Virginia, that permit the closed meeting. At the conclusion of closed meeting you will be required to certify, by roll call vote, that you discussed only those matters properly the subject of the closed meeting.

The statute recognizes that three or more Board members may gather without notice at purely social or public functions, but you may not <u>discuss</u> or <u>transact</u> any University business at such functions.

Simultaneous email transmissions by three or more Board members are not yet considered meetings in a ruling of the Supreme Court (*Hill v. Fairfax County School Board*, 284 Va. 306, 2012) but the Court suggested a different result under other circumstances. It is accordingly strongly recommended that you limit contemporaneous email to only one other Board member at a time, and that emails to and from more than one member be routed through the Secretary Pro Tem or the Chief of Staff.

Sanctions

You can be held individually liable for willing and knowing violations with a civil penalty of up to \$2,000 for a first violation and up to \$5,000 for a second or subsequent violation.

George Mason University Board of Visitors Code of Ethics

It is important that members of the Board of Visitors of George Mason University and all George Mason University employees conduct themselves with the highest degree of honor and integrity and understand that public service is a public trust. Ethical conduct in our relationships with each other, members of the public, our students, other state agencies, and private entities is of critical importance during service to the public through serving George Mason University.

- 1. The Board will uphold the University's Mission, Vision, and Values and will always act in the best interests of the University.
- 2. The Board shall adhere to all applicable state and federal laws and regulations and Board Policies and Bylaws.
 - (a) The Board shall comply with the Commonwealth of Virginia's State and Local Government Conflict of Interests Act, Virginia Code §2.2-3100 et.seq., avoiding conflicts of interest as defined by law, and shall report promptly to the Rector any potential conflicts. This includes the timely filing of the annual financial disclosure statement and any other required documents.
 - i. Visitors shall not have a personal interest in a contract or transaction with the University which would appear to influence the performance of their official duties. A personal interest includes an interest of an immediate family member. Visitors shall not request special consideration or personal prerogative for admissions, employment, or contracts for business.
 - ii. Visitors shall not seek or accept gifts or business or professional opportunities which would appear to influence the performance of their official duties.
 - (b) The Board shall adhere to the requirements of the Virginia Freedom of Information Act.
 - (c) Visitors have a duty to report their own potential or actual violations of the Code of Ethics or those of other Visitors to the Rector immediately upon realization or discovery. If the Rector is personally faced with such a conflict, he or she shall report it to the Vice Rector, who will act in his or her place.
 - (d) Visitors shall participate in all training required by law.
- 3. Visitors shall certify that they have read and understand this Code of Ethics by signing the Code annually. Potential or actual violations of the Board Code of Ethics shall be reviewed in the following manner:
 - (a) The Rector will consult with the Visitor in question and attempt to resolve the potential or actual noncompliance. If that consultation fails to resolve the matter, then
 - (b) The Rector shall convene the Executive Committee to meet with the Visitor in question and attempt to resolve the potential or actual noncompliance. If that consultation fails to resolve the matter, then
 - (c) The Rector shall convene the full Board to determine corrective action, as appropriate. The Executive Committee shall report to the Governor in writing any instances of breach of ethical conduct, and the corrective action the Board has elected to take. Upon sufficient cause, the Board may determine by majority vote of the membership to recommend to the Governor that a member be removed as provided for in § 2.2-108 of the Code of Virginia.

Approved May 7, 2014

I certify that I have read and understand this Code of Ethics.

To: Board of Visitors

From: Ángel Cabrera, President

Date: July 26, 2019

Subject: Requests for Admissions Assistance

We understand that with your position as a George Mason University Board of Visitor member you will probably be approached by colleagues, friends, etc., seeking assistance. One of the most common requests is for admissions assistance. The following are some guidelines and background to help you manage these requests.

First, the Privacy of Student Records document produced by University Counsel provides legal guidance related to sharing of information on student admissions.

Second, we welcome Board of Visitor members to offer the following assistance to potential applicants:

- Write letters of recommendation to the Dean of Admissions on the behalf of a specific applicant.
- Request a visit/campus tour for family/friends that are interested in Mason.
- Refer a prospective student/applicant to the Office of Admissions for personal follow up with a counselor.

Third, we ask that you refrain from the following:

- Requesting/obtaining specific information on applicants such as admissions decisions.
- Requesting that an admission decision be made on any specific applicant.
- Making any promises to an applicant regarding admissions or special treatment.

Your service to and representation of George Mason University is appreciated, and we look forward to another successful and productive year of collaboration to move the university forward.

Thank you.

RESOLUTION ON CLASSIFIED INFORMATION ACCESS

WHEREAS, current Department of Defense Regulations contain a provision making it mandatory that the Senior Management Official and Facility Security Officer meet the requirements for eligibility for access to classified information established for a contractor facility clearance; and

WHEREAS, said Department of Defense Regulations permit the exclusion from the requirements for access to classified information of certain members of the Board of Directors and other officers, provided that this action is recorded in the corporate minutes.

NOW THERFORE BE IT DECLARED that the Senior Management Official and Facility Security Officer at the present time do possess the required eligibility for access to classified information; and

BE IT RESOLVED that in the future, when any individual enters upon any duties as Senior Management Official or Facility Security Officer, such individual shall, if they do not already possess such, immediately make application for the required eligibility for access to classified information; and

BE IT RESOLVED AND DIRECTED that the following members of the Board of Directors and other officers shall not require, shall not have, and can be effectively and formally excluded from access to all CLASSIFIED information disclosed to the University and shall not affect adversely University policies or practices in the performance of classified contracts for the Department of Defense or the Government contracting activities (User Agencies) of the National Industrial Security Program.

Board Officers:

Thomas M. Davis - Rector

James W. Hazel - Vice Rector

Horace L. Blackman - Secretary

Board Members:

Simmi Bhuller Anjan Chimaladinne Juan Carlos Iturregui Mehmood S. Kazmi Wendy Marquez Ignacia S. Moreno Carolyn J. Moss Nancy G. Prowitt Paul J. Reagan Edward H. Rice Denise Turner Roth Robert Witeck Lisa Zuccari

IN WITNESS WHEREOF I have hereunto set my hand and affixed the seal of George

Mason University, this day of 26 July 2019

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 26, 2019.

Secretary

Board of Visitors

HORACE L. BLACKMAN

ITEM NUMBER VIII.E.: Annual Notice - Deficit Authorization

Section 4-3.01 Requirements

PURPOSE OF ITEM: This item provides a copy of Section 4-3.01 to

members of the Board of Visitors.

BRIEF NARRATIVE: 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.

Consistent with this provision, the agency head is

directed to acknowledge the receipt of this

notification.

The heads of agencies with governing boards must also provide each board member with a copy of this

notice - §4-3.01.

STAFF RECOMMENDATION: For Board information only.

§ 4-3.00 DEFICIT AUTHORIZATION AND TREASURY LOANS

§ 4-3.01 DEFICITS

a. GENERAL:

- 1. Except as provided in this section no state agency shall incur a deficit. No state agency receiving general fund appropriations under the provisions of this act shall obligate or expend moneys in excess of its general fund appropriations, nor shall it obligate or expend moneys in excess of nongeneral fund revenues that are collected and appropriated.
- 2. The Governor is authorized to approve deficit funding for a state agency under the following conditions:
- a) an unanticipated federal or judicial mandate has been imposed,
- b) insufficient moneys are available in the first year of the biennium for start-up of General Assembly-approved action, or
- c) delay pending action by the General Assembly at its next legislative Session will result in the curtailment of services required by statute or those required by federal mandate or will produce a threat to life, safety, health or property.
- d) Such approval by the Governor shall be in writing under the conditions described in § 4-3.02 a Authorized Deficit Loans of this act and shall be promptly communicated to the Chairmen of the House Appropriations and Senate Finance Committees within five calendar days of deficit approval.
- 3. Deficits shall not be authorized for capital projects.
- 4. The Department of Transportation may obligate funds in excess of the current biennium appropriation for projects of a capital nature not covered by § 4-4.00 Capital Projects, of this act provided such projects 1) are delineated in the Virginia Transportation Six-Year Improvement Program, as approved by the Commonwealth Transportation Board; and 2) have sufficient cash allocated to each such project to cover projected costs in each year of the Program; and provided that 3) sufficient revenues are projected to meet all cash obligations for such projects as well as all other commitments and appropriations approved by the General Assembly in the biennial budget.
- b. UNAUTHORIZED DEFICITS: If any agency contravenes any of the prohibitions stated above, thereby incurring an unauthorized deficit, the Governor is hereby directed to withhold approval of such excess obligation or expenditure. Further, there shall be no reimbursement of said excess, nor shall there be any liability or obligation upon the state to make any appropriation hereafter to meet such unauthorized deficit. Further, those members of the governing board of any such agency who shall have voted therefore, or its head if there be no governing board, making any such excess obligation or expenditure shall be personally liable for the full amount of such unauthorized deficit and, at the discretion of the Governor, shall be deemed guilty of neglect of official duty and be subject to removal therefore. Further, the State Comptroller is hereby directed to make public any such unauthorized deficit, and the Director, Department of Planning and Budget, is hereby directed to set out such unauthorized deficits in the next biennium budget. In addition, the Governor is directed to bring this provision of this act to the attention of the members of the governing board of each state agency, or its head if there be no governing board, within two weeks of the date that this act becomes effective. The governing board or the agency head shall execute and return to the Governor a signed acknowledgment of such notification.
- c. TOTAL AUTHORIZED DEFICITS: The amount which the Governor may authorize, under the provisions of this section during the current biennium, to be expended from loans repayable out of the general fund of the state treasury, for all state agencies, or other agencies combined, in excess of general fund appropriations for the current biennium, shall not exceed one and one-half percent (1 1/2%) of the revenues collected and paid into the general fund of the state treasury as defined under § 4-2.02 b of this act during the last year of the previous biennium and the first year of the current biennium.
- d. The Governor shall report any such authorized and unauthorized deficits to the Chairmen of the House Appropriations and Senate Finance Committees within five calendar days of deficit approval. By August 15 of each year, the Governor shall provide a comprehensive report to the Chairmen of the House Appropriations and Senate Finance Committees detailing all such deficits.

FY 2019-2020 Goals

Overarching Goal: Support a smooth presidential transition by keeping momentum on key university initiatives while maintaining campus morale and cohesion

- 1. Access to excellence: improve student success and expand access
 - a. Complete roll out and branding of Student Experience Redesign
 - b. Improve retention and graduation rates
 - c. Increase career outcomes of Mason graduates to 83% of employed or in graduate school
 - d. Improve campus climate and student safety
 - e. Launch 100 ADVANCE pathways and enroll at least 500 students
 - f. Establish strategic partnership for online platform to support career-long education of working professionals and adult learners
 - g. Meet enrollment targets in six-year plan
- 2. Thriving together: strengthen thriving, inclusive academic community
 - a. Expand forums for community-wide dialogue around critical, difficult issues
 - b. Increase the proportion of instructional and research faculty to better reflect the diversity of our student body
 - c. Expand COACHE initiative for faculty support and engagement
- 3. **Talent ecosystem:** enhance national and state-wide leadership in talent creation
 - a. Launch multidisciplinary curricular innovations combining areas of high impact and critical needs with well-rounded education
 - b. Meet enrollment and graduation targets established for the Commonwealth's Tech Talent Investment Program (TTIP)
 - Form partnership to launch at least three online bachelor's programs to support degree completion for working adults
 - ii. Launch at least one program in partnership with Amazon
 - iii. Launch at least two additional online graduate programs
 - iv. Execute Bachelors-to-Masters pathway partnerships with at least one VA institution in tech fields
- 4. Innovation engine: Maximize research, innovation, and economic impact
 - a. Complete medical education study and present partnership options
 - b. Grow research expenditures by 10% over FY 2019 levels
 - c. Expand research-intensive graduate programs
 - d. Secure external support for the Institute for a Sustainable Earth and the Institute for Digital Innovation
 - e. Enhance support for high-growth start-ups, leveraging Mason innovation and entreprenesurship assets
 - f. Design and launch marketing campaign branding Mason as a national leader in digital innovation
 - g. Secure investment partners for Arlington innovation district
 - h. Lead master planning and develop a capital financing plan for Arlington innovation district

- 5. Institutional Effectiveness: strengthen Mason's foundation
 - a. Achieve an annual fundraising goal of \$60M in support of key strategic initiatives; stay on track in philanthropical match for Tech Talent Investment Program.
 - b. Strengthening our financial position for the future
 - i. Develop a Financial Framework which includes an investment strategy and plan for the university that aligns with strategic priorities
 - ii. Enhance a multi-year planning process for allocating resources to support university goals
 - iii. Work with Commonwealth leaders to maximize state support consistent with the six-year plan
 - c. Strengthening and retaining our talents
 - i. Establishing a performance management system which build competencies, skills and knowledge base for employees
 - ii.Implement faculty and staff talent development programs to serve a diverse student population, promote inclusion, and support individual well-being
 - d. Lauch sustainability initiatives by creating a model of sustaintable operational practices throughout the institution

Board of Visitors George Alason University Resolution of Appreciation for President Ángel Cabrera

Whereas, through the vision and leadership of Dr. Ángel Cabrera, George Mason University has grown in both size and stature during his seven-year tenure, emerging as the largest and most diverse public university in the Commonwealth of Virginia; and

Whereas, President Cabrera has measured Mason's impact by the number of students it serves, not by how many it turns away, providing access to excellence for bright and hardworking scholars of all backgrounds; and

Whereas, President Cabrera and his team implemented and carried out a bold 10-year strategic plan and guided Mason to its first Tier 1 research university distinction from the Carnegie Classification of Institutions of Higher Education, an honor reaffirmed last year; and

Whereas, under President Cabrera, Mason was invited to join the American Talent Initiative, a national coalition of universities delivering high graduation rates and committed to expanding access; and

Whereas, under President Cabrera, the academic qualifications of incoming classes, outcomes for graduates, and sponsored research expenditures reached all-time highs at Mason; and

Whereas, under President Cabrera, the university surpassed its ambitious Faster Farther goal to establish new Mason benchmarks in fundraising and the endowment; and

Whereas, President Cabrera worked to provide academic opportunities through online education and by establishing the ADVANCE partnership with Northern Virginia Community College, hailed as a national model transfer pathway; and

Whereas, under President Cabrera, the university increased innovative, experiential, and global learning opportunities, through undergraduate research, study abroad, the INTO partnership, and the launching of Mason Korea; and

Dhereas, many capital projects were completed during President Cabrera's tenure, including Peterson Family Health Sciences Hall, Potomac Science Center, Point of View International Retreat and Conference Center, the Fenwick Library and Bull Run Hall expansions, as well as the rebranding of the Science and Technology Campus and the in-progress Core Campus Project that will redefine the heart of the Fairfax Campus; and

Whereas, Mason launched many new institutes during President Cabrera's tenure, including the Institute for Biohealth Innovation and the Institute for a Sustainable Earth, with plans under way in Arlington for the Institute for Digital InnovAtion and a School of Computing; and

Thereas, President Cabrera aspired to develop Mason as a "well-being university" to improve the lives of students, faculty, and staff, efforts that played a key role in *Forbes* citing Mason as one of the nation's best mid-sized employers and among the nation's best employers for diversity; and

Dhereas, under President Cabrera, the university worked with region employers to develop new academic programs in high-demand fields, including the first cybersecurity engineering program in the country; and

Whereas, President Cabrera worked with regional partners to attract Amazon to Northern Virginia, providing career opportunities for Mason faculty, students, alumni, and the National Capital Region; and

Whereas, President Cabrera implemented a new budget model to give academic units more autonomy over their resources, repurposed university assets, and achieved an A+ bond rating for Mason despite significantly lower tuition and state appropriations than peer institutions; and

Dhereas, President Cabrera has been a tireless advocate for the university, meeting year-round with lawmakers around the state to raise awareness of George Mason University's crucial role in the education and prosperity of the Commonwealth of Virginia; and

Whereas, under President Cabrera, the university established strategic partnerships with Inova Health System, the Department of Homeland Security, Gallup, and The Washington Post to the great benefit of our region; and

Whereas, President Cabrera used the university's core values as the basis for making difficult decisions and created the Freedom and Learning Forum to spur dialogue on timely and sensitive issues; and

Dhereas, President Cabrera pressed for academic opportunities for Dreamers and other marginalized populations, commissioned the Enslaved Children of George Mason project, and named prominent sites on campus after pioneering figures from underrepresented groups, such as Roger Wilkins Plaza and Katherine G. Johnson Hall; now

Be it therefore resolved that the Rector and Visitors of George Mason University unanimously congratulate and commend President Ángel Cabrera for his service, vision, and contributions to George Mason University and hereby designate the Mason Global Center to be known from this day forward as the Ángel Cabrera Global Center.

Be it further resolved that this resolution be entered into the minutes of the George Mason University Board of Visitors this day, July 26, 2019.

Tom Davis, Rector Board of Visitors George Mason University

President's Report October 10, 2019

[Goals and activity updates since the May 2, 2019 BOV meeting.]

Student and Alumni Highlights:

- Environmental science and policy students Jessica Roberts and Sarah Farinelli won Fulbright fellowships to Brazil and Nigeria, respectively.
- Senior information technology major Dolica Gopisetty was the only college student among eight keynote speakers at an Amazon Web Services conference in Seattle in July.
- Mason PhD student Ryan Pfeifle and his thesis advisor, professor Shobita Satyapal, coauthored a study, published in Astrophysical Journal, that reveals the location of three gigantic black holes set on a collision course.
- "Good Morning America" highlighted junior criminology, law and society major Karen Escobar and her 4-year-old daughter for their involvement with Generation Hope, a nonprofit that helps teen parents become college graduates.
- Eleven PhD, master's and undergraduate students, led by faculty from Mason's Center for the Study of Narrative and Conflict Resolution, visited Eritrea for two weeks to explore the African country's post-conflict development.
- Alumna Emily Fortunato, an assistant athletic trainer at Mason from 2013-15, served on the athletic training staff for the U.S. women's national soccer team during the squad's run to the 2019 World Cup title.
- A multidisciplinary class of 10 students spent 16 days in Peru this summer learning about local maternal and child health.
- Susan Howard, a PhD student in environmental science and policy, is designing and testing a variety of educational tools to help national park visitors understand the importance of following park rules.
- Junior film and video studies major Autumn Boxley spent the summer as a development intern for the Hollywood production company behind such films as "Suicide Squad," "Wonder Woman" and "American Hustle."
- Anthropology and sociology major Levi Mitzen received the Odum Award for best undergraduate paper when he presented his work on political graffiti at a Southern Sociological Society conference in Atlanta.
- Four recent bioengineering graduates have devised a mechanism that improves minimally invasive brain and spinal surgery. They believe it could become a useful tool in the medical field.
- Junior environmental and sustainability studies majors Aishah Nyeta Brown and Darryl Acker-Carter have been selected as Global Sustainability Scholars, a National Science Foundation and Future Earth program in its first year.
- Alex Morgan, who earned his mechanical engineering degree in two-and-a-half years to be named Senior of the Year, co-created a robot designed to assist Mason Facilities with finding and assessing blockages in the drainage systems on campus.

- The Mason men's and women's outdoor track and field teams each won team titles at the Atlantic 10 Track and Field Championships, claiming simultaneous crowns for the second time in four years.
- Mason Law School alumna Rabia Chaudry helped spark NPR's "Serial" podcast and appears on an HBO documentary about a murder case involving a family friend.
- Senior Gabe Earle, a civil and infrastructure engineer and drummer in the Green Machine, combined those interests to research the feasibility of using acoustic data signals to inspect and analyze the movements of manufacturing infrastructure.
- Five Mason engineering students developed a device that is connected to an app and acts almost like a personal trainer.
- May graduate Eleri Burnett, an Honors College student, combines her interests of finance and environmental science to calculate the monetary value of endangered species, what she calls "bird finance."
- Biosciences PhD student Stephen Kassinger won the university's Three Minute Thesis competition – and \$1,000 – by succinctly explaining his work about using toxin and antitoxin systems to kill multidrug-resistant bacteria.
- Junior catcher Logan Driscoll became the highest draft pick in Mason baseball history after being selected by the San Diego Padres in the second round of the 2019 MLB Draft.
- Mason Open Winter Guard, an indoor color guard team, won the Winter Guard International (WGI) World Championship in Dayton, Ohio.
- Mason alumna and volunteer women's cross-country coach Bethany Sachtleben won the silver medal in the Pan Am Games women's marathon, in Lima, Peru, in her first major international competition.
- Alumna Erin Schaible was named chief of police for the city of Fairfax Police Department, the first woman to hold the position.

Faculty Highlights:

- Conservation biologist Thomas Lovejoy, scientific director for Mason's Institute for a Sustainable Earth, received a Virginia Outstanding Scientist Award for his expertise on biodiversity in the Amazon region.
- Researchers Monique van Hoek and Barney Bishop and their collaborators have released their findings on sequencing the Komodo dragon genome, revealing multiple clusters of antimicrobial peptide genes that could prove instrumental in the fight against multi-drug resistant bacteria.
- Led by Mason professors Christopher Koper and Cynthia Lum, the Center for Evidence-Based Crime Policy hosted its 11th annual congressional briefing at the U.S. Capitol with a theme of "Countering Mass Shootings in the United States."
- Crime research from Distinguished Professor David Weisburd is featured in "Talking to Strangers," the new book by New York Times bestselling author Malcolm Gladwell.
- Spencer Crew, Robinson Professor of American, African American and Public History, is serving as interim director of the National Museum of African American History and Culture.

- Natalie Burls and Patrick Vora of the College of Science and Thomas LaToza and Jonathan Bell of the Volgenau School of Engineering were recognized with National Science Foundation Faculty Early Career Development (CAREER) awards.
- Environmental anthropologist Susan Crate was among the more than 100 researchers from 30 countries who contributed to "The Ocean and Cryosphere in a Changing Climate" report.
- Bioengineering professor Caroline Hoemann is developing a biomaterial that might one day be used to treat damaged cartilage, transforming how chronic knee pain is treated.
- With a National Endowment for the Humanities grant, history professor Mills Kelly and his team are creating a digital historical guide of the evolution of the Appalachian Trail over the past century.
- Kim de Mutsert, associate director of Mason's Potomac Environmental Research and Education Center (PEREC), received a fellowship with the National Academies of Sciences, Engineering and Medicine.
- Nine Mason professors and a postdoctoral researcher attended the Military Health System Research Symposium (MHSRS) in Kissimmee, Florida to share their research geared toward bolstering the health of American warfighters.
- Bioengineering professor Qi Wei and three other principal investigators from different universities are creating a data-driven computer model of the eye for diagnosing and treating strabismus--misaligned crossed eyes--with almost \$1.8 million in funding from the National Institutes of Health.
- Constance Gewa, an associate professor in the Department of Nutrition and Food Studies, traveled to Kenya this summer to conduct research on childhood obesity and also took back results from a previous study on food security among women and children.
- A multidisciplinary team of researchers led by bioengineering professor Siddhartha Sikdar is part of a groundbreaking approach by the National Science Foundation that could change the face of STEM graduate education.
- Kamaljeet Sanghera, executive director for STEM Outreach in the Volgenau School of Engineering, was named to the new Virginia Science, Technology, Engineering and Math Education Commission established by Gov. Ralph Northam.
- Ellen Rodgers, associate dean in Mason's College of Education and Human Development, is the principal investigator for the design and construction of pop-up traffic gardens at two Washington, D.C. elementary schools, mini streetscapes that educate preschool students about bicycle safety.
- Katherine Scafide, an assistant professor in the School of Nursing, is conducting research that will help forensic nurses identify hard-to-see bruising by using an alternative light source.
- Robinson Professor Laurie Robinson is among a broad coalition of criminal justice and public policy leaders who have formed the Council on Criminal Justice, a national organization seeking to advance consensus on solutions that increase safety and justice.
- Eight Mason researchers have received collaborative research grants from 4-VA to work with their teams of student researchers and their colleagues at partner schools on a wide-ranging set of projects.

- S-CAR Professor Arthur Romano is giving students a chance to help broker peace in different communities throughout the world with a website he helped create.
- Mason anthropologist Rashmi Sadana has undertaken a 10-year study of Delhi, India's
 decision to add a modern Metro system and examined the impact of that decision,
 receiving research awards from the American Council of Learned Societies, the School
 for Advanced Research, and the National Endowment of the Humanities.
- Mark D. Uhen, associate chair of the Department of Atmospheric, Oceanic and Earth Sciences, discussed whale evolution on PBS feature "When Whales Walked: Journeys in Deep Time."
- Management professors Kevin Rockmann and Mandy O'Neill started a website called "High Quality Connections" that explores the problems of creating and maintaining prosperous co-worker connections within organizations.
- Former Robinson Professor John Paden, who retired in 2017 after 30 years at Mason, was presented with a commendation from Virginia's House of Delegates for his service to the state and university.

Ranking Highlights:

- U.S. News & World Report again recognized Mason as Virginia's most diverse and most innovative university (among national institutions), and as one of the most diverse and innovative in the nation. Mason was also ranked as an A+ School for B Students and 33rd nationally in educational innovation. Mason ranked 153rd overall and 72nd among all public universities.
- Mason also dropped in some U.S. News categories. National ranking: 136 to 153. Best value: 105 to 135. Ethnic diversity: 25 to 37 (still tops in Virginia). Educational innovation: 28 to 33 (still tops in Virginia). Best for veterans: 105 to 109.
- Mason was 11th on The Princeton Review's rankings of "Least Happy Students."
- Mason leaped nearly 50 spots to place among the nation's top 200 universities in the 2020 College Rankings by the Wall Street Journal and Times Higher Education, placing 184th out of 801 universities nationally and No. 42 out of 209 institutions in the South Region. In two years, Mason has risen 90 places.
- In their annual examination of the nation's colleges and universities, Washington Monthly named Mason as the top school in the Washington, D.C. area for adult learners, and sixth nationally in that category. Mason ranked 18th in the Southeast in the "Best Bang for the Buck" category. Mason also ranked 51st among national universities, up eight spots from last year.
- Mason was recognized as a Cyber FastTrack National "Top Tier College" that is the best in the nation in Cybersecurity Talent Discovery, topping 5,200 U.S. colleges for the honor.
- Mason was recognized as a top-50 institution in the 2019 Times Higher Education Young University Rankings. Mason ranked No. 47 among 351 colleges and universities from around the world that are 50 years old or younger. Mason moved up four positions from 2018, and only two U.S. universities placed ahead of Mason in the survey.

- Mason climbed into the 251-300 group among the 1,396 institutions evaluated in the 2020 World University Rankings by Times Higher Education, up from the 301-350 group the prior year.
- Four Mason programs are ranked in the top 50 worldwide in the 2019 Global Rankings of Academic Subjects by the ShanghaiRanking Consultancy. Programs in the Antonin Scalia Law School are ranked 19th, and the public administration program in the Schar School of Policy and Government is 22nd (an 18-place jump from 2018). In the College of Humanities and Social Sciences, communication is 36th, up from the 51-75 group in 2018, and economics is 38th.
- Mason's online BFA in Computer Game Design is ranked No. 1 in the nation by Bachelor's Degree Center.

Media:

Mason faculty, staff, and students continue to feature prominently in national and international media. Please read the weekly digest for the latest.

2019 Fall Enrollment Beginning of Term (BOT):

Total enrollment is up by 1.8% Year-To-Date (38,270 from 37,594, +676)

- a. Virginia enrollment is up by 1.7% (30,383 from 29,887, +496).
- b. Out-of-State enrollment is up by 2.3% (7,887 from 7,707, +180).

Total undergraduate enrollment is up by 1.9% (27,094 from 26,583, +511).

- a. Virginia enrollment is up by 2.4% (22,962 from 22,428, +534).
- b. Out-of-State enrollment is down by 0.6% (4,132 from 4,155, -23).

Total graduate enrollment is up by 1.6% (10,577 from 10,411, +166).

- a. Virginia enrollment is down by 0.1% (7,187 from 7,192, -5).
- b. Out-of-State enrollment is up by 5.3% (3,390 from 3,219, +171).
- c. Masters enrollment is up by 2.5% (7,212 from 7,037, +175).
 - i. Virginia Masters enrollment is up by 0.4% (5,323 from 5,300, +23).
 - ii. Out-of-State masters enrollment is up by 8.8% (1,889 from 1,737, +152).
- d. Doctorate enrollment is up by 3% (2,169 from 2,106, +63).
 - i. Virginia Doctorate enrollment is up by 1.4% (1,109 from 1,094, +15).
 - ii. Out-of-State Doctorate enrollment is up by 4.7% (1,060 from 1,012, +48).
- e. Non-degree enrollment is down by 16.9% (606 from 729, -123).
 - iii. Virginia non-degree enrollment is down by 20.2% (323 from 405, -82).
 - iv. Out-of-state non-degree enrollment is down by 12.7% (283 from 324, -41).
- 4. Law enrollment is down by 0.2% (599 from 600, -1).
 - a. Virginia enrollment is down by 12.4% (234 from 267, -33).
 - b. Out-of-State enrollment is up by 9.6% (365 from 333, +32).
- 5. There are an additional 98 NEW students in fully online programs. (-14 Undergraduate, +112 in Graduate)
- 6. The percentage of freshmen eligible for Pell Grants increased to 28.4% from 26.8%.

ADVANCE:

In its second year, the ADVANCE Program offers 102 pathways in various degrees—five times as many as when it launched last year.

• Total ACTIVE ADVANCE: 677

o Not-co-enrolled at Mason, only at NOVA: 637

o Active at Mason: 40

• Co-enrolled at Mason and NOVA: 19

Degree-seeking at Mason: 21

• For Fall 2019, 368 new ADVANCE students signed up

GEORGE MASON UNIVERSITY

Office of Institutional Effectiveness and Planning

BOV Statistic Comparisons

Fall 2018 and Fall 2019

		Fall 2018 BOT		Fall 2019 BOT			Difference			
		On-Campus	Online**	Total	On-Campus	Online	Total	On-Campus	Online	Total
Freshmen	In-State	2916	0	2916	3005	0	3005	89	0	89
	Out-of-State	804	0	804	773	1	774	-31	1	-30
Transfer	In-State	2756	74	2830	2621	58	2679	-135	-16	-151
	Out-of-State	200	1	201	193	2	195	-7	1	-6
Graduate	In-State	1839	252	2091	1923	289	2212	84	37	121
	Out-of-State	798	170	968	805	245	1050	7	75	82
Law (JD, LLM, JM)	In-State	67	4	71	64	1	65	-3	-3	-6
	Out-of-State	110	20	130	102	22	127	-8	2	-3
Freshmen Mean SAT Total				1218			1215			-3
Freshmen Mean HSGPA				3.7			3.65			-0.05
Freshmen Diversity	%Minority*			51.8%			54.8%			3.0%
	%Pell			26.8%			28.4%			1.6%
	%Non-Resident Alien			3.0%			3.0%			0.0%
	%Hispanic			12.5%			13.8%			1.3%
	%African American			12.9%			12.9%			0.0%
	%American Indian/Native Alaskan			0.1%			0.1%			0.0%
	%Asian			20.4%			22.6%			2.2%
	%White			39.7%			38.8%			-0.9%
	%Pacific Islander/Native Hawaiian			0.1%			0.1%			0.0%
	%Two or More			5.8%			5.3%			-0.5%
	%Unknown			5.5%			3.3%			-2.2%

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

BOT = Beginning of Term

^{**} Online are students in ONLINE programs

Adult Learners:

Last spring, we held a series of campus conservations discussing possible partnerships that would expand our ability to serve adult learners through online education. Having received feedback from the university community, we are now exploring how to scale our online programs through an existing partnership. As we begin this next phase of the process, we will continue the university conversation through a series of engagements that invite faculty and staff to participate in the visioning process.

Development:

Fiscal Year 2019 was a record year for fundraising with \$124.7M raised as of June 30, 2019. Of the \$124.7M, \$57.4M went to the endowment, ensuring a strong financial future for the university.

As of September 30, 2019, we have raised \$11.1M (compared to \$10.9M at the same time last year).

After full review and stakeholder feedback the revised Gift Acceptance Policy (University Policy 1123) was accepted on June 6, 2019. The revised policy provides further clarification of gifts and an escalation procedure to ensure transparency.

We are working with Marts and Lundy on a post campaign analysis for the Faster Farther campaign that concluded in December 2018. Marts and Lundy says the report will be completed in mid-October.

Foundation for the Future:

A planning study was completed by the ORR Group in relation to medical education at George Mason University. A review of their analysis will be presented later this morning.

Arlington Innovation District:

We are accelerating plans for the Arlington Innovation District as part of the Tech Talent Initiative. We have a commitment from the state, and we have named a project team to guide our efforts.

Liza Wilson Durant, associate dean for Strategic Initiatives and Community Engagement in the Volgenau School of Engineering, will lead the team. The project will be overseen by three champions from the university's Executive Council – Carol Kissal, senior vice president, Administration and Finance; Trishana Bowden, vice president, Advancement and Alumni Relations; and Deb Crawford, vice president for Research, Innovation, and Economic Impact.

In collaboration with multiple stakeholders across the university, we have partnered with the Compass Group to conduct a study to guide the development of the Innovation District. A presentation of their findings is scheduled for our December 12th Board of Visitors meeting.

Research:

Last year, Mason faculty conducted a record (for Mason) ~\$176 million in sponsored research activity. Through the end of Q1 of fiscal year 2020 (July 1-Sept. 30, 2019) expenditures are up by 32% over the same period last year.

This quarter, faculty have submitted slightly more proposals than they did at the same time last year, though the size of the dollars requested is down about 4%.

The value of awards received in Q1 is down 15% over the same period last year. This may be a result of the flow of end of FY spending in the federal government. We will continue to monitor this metric closely as it could have implications for expenditures plateauing in AYs 21 and 22.

The fact that in Q1 growth in F&A costs recovered is at 7% while expenditures growth is greater than 30% indicates that we are still subcontracting out significant portions of several major awards. We continue to work on retaining more of this work inhouse by hiring research engineers and staff to do this work.

	FY19 thru	FY20 thru	
	Sept	Sept	Difference
Proposal			
No.	300	320	6.67%
Proposal \$	\$124,102,793	\$119,555,310	-3.66%
Award No.	292	291	-0.34%
Award \$	\$66,372,339	\$55,806,488	-15.92%
Expenditure			
\$	\$38,370,603	\$50,845,910	32.51%
F&A \$	\$6,376,576	\$6,826,144	7.05%

Legislative Update – Federal:

On September 13, I provided introductory remarks for Senator Mark Warner who conducted a town hall on the Fairfax campus. Senator Warner spoke to over 200 faculty, students and staff and discussed several legislative proposals that he is sponsoring to help students and families manage and reduce student debt loads. Student Government President Camden Layton served as moderator. The Senator answered questions submitted in advance and also answered questions directly from the audience.

<u>Legislative Update – State:</u>

During the spring and summer, a busy schedule on legislative, budget and new initiatives was maintained. Some specific highlights follow, including items from the last few months of Dr. Cabrera's tenure:

Ángel Cabrera:

- Hosted the Organization of Economic Cooperation and Development (OECD) at Mason. This event was sponsored by SCHEV.
- Carol Kissal came to Richmond to meet key officials with central agencies —
 Department of Planning and Budget, Virginia Department of Human Resources,
 Department of General Services and Virginia Retirement System
- Dr. Deb Crawford and our Richmond team attended the June VRIC meeting
- Dedicated the Johnson Hall on the SciTech campus which included a gubernatorial proclamation recognizing Dr. Johnson's achievement in STEM
- Hosted 11 elected officials at a Sunset Legislative Reception at the Potomac Science Center and the School for Conflict Analysis and Resolution

Anne Holton:

- Accompanied by Dr. Deb Crawford, met with April Kees (Senate Finance Committee), Sarah Herzog (Senate Finance Committee), Robert Vaughn (House Appropriations Committee), Tony Maggio (House Appropriations Committee), Secretary of Finance Aubrey Layne and Secretary Atif Qarni.
- Met with Delegate Jeion Ward, Delegate Cliff Hayes, Delegate Chris Stolle, Senator Louise Lucas, Senator Mamie Locke, Delegate Cheryl Turpin, Delegate Glenn Davis and Senator John Cosgrove in Hampton Roads.
- Dr. Deb Crawford and our Richmond team attended the August VRIC meeting.
- Dr. David Wu, Carol Kissal, Dr. Michelle Marks and I presented Mason's Six-Year Plan to the OpSix Committee (Secretary of Finance Aubrey Layne, Secretary of Education Atif Qarni, Director of SCHEV Peter Blake, Director of the Department of Planning and Budget Dan Timberlake, Senate Finance Committee Staff and House Appropriations Committee Staff).
- Met with the Pamela Northam, First Lady of Virginia.
- Met with Speaker Kirk Cox and SCHEV Director Peter Blake in Virginia.
- Participated in a Growth4VA Meeting.
- Met with Delegate Paul Krizek, Delegate Mark Sickles, Senator George Barker, Senator Chap Petersen, Senator Jeremy McPike and Delegate Charniele Herring in Northern Virginia.
- Met with Minority Leader Eileen Filler-Corn and members of Mason Hillel.
- Met with Delegate Luke Torian.
- Met with Delegate Roxann Robinson, Delegate Barry Knight, Delegate Lashrecse Aird, Senator Tommy Norment, Senator Emmett Hanger and Delegate Betsy Carr.
- Met with Governor Ralph Northam to discuss Mason's legislative priorities.
- Dr. David Wu, Carol Kissal, Dr. Michelle Marks, Mark Smith and I met with Secretary Aubrey Layne, Secretary Atif Qarni, Deputy Secretary June Jennings, Deputy Secretary Fran Bradford, Michael Maul (Department of Planning and Budget) and Anne Smith (Department of Planning and Budget).

• Attended the Amazon Web Services celebration at Northern Virginia Community College with Governor Ralph Northam on September 20.

Looking Forward:

- October 22 and 23: Board of Visitors Orientation Session
- November 5: Election of all 140 members of the General Assembly
- November 18: Special Session on firearms
- December 17: Governor to release proposed two-year budget
- January 8: First day of the 2020 General Assembly

External Activities & Speaking Engagements:

- Participated in a meeting with Inova and University of Virginia leadership regarding Inova's Center for Personalized Health.
- Featured speaker at Equal Rights Amendment event hosted by VAratifyERA in celebration of Women's Equality Day.
- With Virginia Tech President Tim Sands and others, addressed NOVA/Mason ADVANCE partnership, highlighting collaboration between Virginia higher education institutions at Amazon Cloud Computing Degree announcement at NOVA Community College's Woodbridge campus, with Governor Northam and Virginia leaders in education.
- Addressed Mason's efforts to promote the UN Sustainable Development Goals at the
 University Global Compact (UGC) launch event. The UGC is a global platform of
 universities and other higher education organizations committed to working together
 and in partnership with the United Nations and other relevant organizations, in support
 of the UN's Sustainable Development Goals. Other featured speakers included former
 UN Secretary-General Ban Ki Moon and Rockefeller Foundation President Rajiv J. Shah.
- Spoke at Volunteer Leadership Breakfast, recognizing Mason's volunteer leaders for their service to the university.
- Introduced a panel of Schar School faculty during a discussion at Mason Matters event hosted by Bob Buchanan. This event allowed for the opportunity to discuss Mason programs and initiatives with an audience including Maryland community leaders.
- Attended the Virginia Outstanding Scientist Awards Ceremony. Dr. Tom Lovejoy,
 University Professor of Environmental Science and Policy at Mason, was one of two
 honorees, and is the first Mason professor to receive this honor since the award's
 inception in 1985.
- At the Arlington Movers & Shakers event, interacted with Mason graduate students and local business, nonprofit, government, arts and civic leaders that have significant impact in Arlington. During this event, offered welcoming remarks.
- As a guest and featured speaker, attended a reception hosted by Jean & Steve Case at their home, in support of The Business for a Better World Center as well as the UN Sustainability Development Goals. The Center will lead an international movement to transform how we educate future leaders for a changing business world that sees purpose and profit as complementary goals.

- Joined the Virginia Council of Presidents meetings (including GPAC and SCHEV sessions).
- Participated in various development and cultivation activities with donors, business leaders, and 123 Club sessions.

Internal/Campus-Related Activities & Speaking Engagements:

- Was a participant in the annual Planning Conference with the Board of Visitors, members of the Board of Trustees, and the President's Council.
- Provided introductory remarks for the Virginia Cyber Cybersecurity Education conference on Fairfax campus.
- Launched Mason's participation with the American Council on Education Internationalization Laboratory.
- Welcomed new faculty members during Mason's New Faculty Orientation.
- Engaged with new students and their families during Freshman Move-In, welcoming them to campus and assisting with move-in process.
- Participated in Mason's Well-Being Festival, an event involving multiple departments promoting well-being programs and initiatives at Mason.
- Opened the New Student Convocation with welcoming remarks and attended the subsequent campus barbecue.
- Hosted Employee of the Month ceremonies. The September recipient was Philip Wilkerson, and the October recipient Kristen Greiner.
- Engaged with the Mason Staff Senate at their September 4 meeting and participated in discussion with members.
- Toured Mason's Arlington campus and its facilities with Chief of Staff Dietra Trent, interacting with faculty, staff, and student constituents, followed by meetings with local stakeholders.
- Met with members of Mason's Global Politics Fellows Fall 2019 cohort.
- Provided remarks at the September 11th Day of Service Thank You Lunch.
- Welcomed attendees to Mason's Fall Budget Town Hall session hosted by David Wu and Carol Kissal.
- During visit to SciTech campus, provided remarks at Mason SciTech Advisory Board meeting, toured campus, and interacted with faculty, staff, and student constituents with Chief of Staff Dietra Trent.
- Hosted over 200 new faculty members at the Mathy House for the annual welcome reception.
- Hosted a reception for Mason's international students as an opportunity to engage in dialogue about Mason's international programs.
- Attended the Fall Career Fair in the Johnson Center, and engaged with employers and students participating in the event.
- Held a dinner at the Mathy House for Mason students in the Early Identification Program.
- Provided remarks at University Life Advisory Board meeting.

- Gave a presentation to the Mason men's basketball team as part of the team's Personal Development Series.
- At the Osher Lifelong Learning Institute, offered a presentation about public education and equipping students with the skills needed for success beyond high school.

Outside Board Service:

- Virginia Board of Education
- Northern Virginia Technology Council
- Consortium of Universities of the Washington Metropolitan Area

Select Upcoming Events:

- Fall for the Book October 10-13
- Mason Madness (Basketball Season Kickoff) October 18
- BOV / BOT Recognition Reception October 24
- Thanksgiving Holiday (University Closed) November 27-29
- President's Circle Reception December 8
- Next BOV Meeting December 12



Janette Muir

Associate Provost for Academic Initiatives & Services

Matthew Smith

Director of Accreditation



Purpose and Process

- The Southern Association of Colleges and Schools Commission on Colleges is the regional accrediting body for universities in 11 states
- Accredited institutions undergo a full review for reaffirmation every 10 years with a partial review in year 5
- Reaffirmation includes:
 - 1) a Compliance Certification Report (CCR)
 - 2) a Focused Report
 - 3) a Quality Enhancement Plan (QEP)



SELF-STUDY BEGINS (Fall 2019)

- Form Committees
- Identify Gaps

SELF-STUDY

- Close Gaps, Mitigate Risks
- Gather Data & Documentation
- QEP Topic Selection

2019

2020

2021

2022

- Complete Self-Study and prepare Compliance Cert. Rept.
- Draft QEP and Begin Initial Phase of Implementation
- Off-site Review (Fall 2021)
- Prepare for On-Site Visit

On-Site Review

- Focused Report
- Final QEP
- On-Site Visit (Spring 2022)
- Response to On-Site Committee
- Review and Final Reaffirmation (Dec 2022)



Reaffirmation and the Board of Visitors

Role

- Ask questions, be engaged and informed
- Assist with ensuring compliance with those standards specific to the Board
- A few BOV members will be invited to meet with the reaffirmation team from SACSCOC in Spring 2022

Actions/Needs at this time

- Bylaws revisions to ensure compliance

Communication Plan

- We will update you at various points as to status



"Section 4: Governing Board"

Standard	Description
4.1 (Core Requirement)	Governing Board Characteristics
4.2.a	Mission Review
4.2.b	Board/Administrative Distinction
4.2.c	CEO Evaluation/Selection
4.2.d	Conflict of Interest
4.2.e	Board Dismissal
4.2.f	External Influence
4.2.g	Board Self-Evaluation
4.3	Multi-level governance



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Action Timeline:

- October/November: Office of the Provost to work with University
 Counsel to prepare draft text for amending the Bylaws
- <u>December 12, 2019</u>: Present draft text of the amended Bylaws to the Board for review
- February 27, 2020: Amended Bylaws are voted upon by the Board
- July 30, 2020: Board completes first annual self assessment
- July 2021: Board completes second annual self-assessment

Medical Education Study Report

October 2019



Why?

Mason Mission

- Education
 - Need for physicians and other health professionals
 - Demand for medical school positions
- Research and Innovation
 - 54% of federal funding for research is in Biohealth
 - Diversifies the Mason portfolio
- Community benefit
 - Addresses access to health and healthcare in region
 - Need for technologically supported, evidence-based, scientifically sound medical practice
 - Catalyst for Graduate Medical Education development
 - Direct economic impact
 - Benefit of innovations



Why Mason? Access to Excellence

• Diversity:

• Mason is committed to diversity in its students, faculty, and ideas; diversity is increasingly important to both the LCME (MD accrediting body) and the health care system as a whole.

Location:

- Northern Virginia is one of the only major regions in the US without a medical school.
- Physicians practice where they train: medical school and residency program development in Northern Virginia is needed to create a physician pipeline for the future.
- Existing STEM+H strength:
 - A Mason medical school would build upon and enhance existing resources and expertise in public health, nursing, biomedical sciences, engineering, and technology.



Current Steering Committee

- Horace Blackman Board of Visitors
- Nancy Prowitt Board of Visitors
- Carol Kissal SVP, Finance and Administration
- Trishana Bowden President, GMU Foundation
- Robyn Mehlenbeck PhD
 Professor of Psychology CHSS
- Rosemary Higgins MD
 Associate Dean, Research CHHS
- Ali Andalibi PhD
 Interim Dean, College of Science
- Michael Buschmann PhD
 Chair Department of Bioengineering

Consulting Team:

- Beth Paul
- Lynn Crespo, PhD
- Cynda Johnson MD founding Dean, VT-Carilion Medical School
- The Orr Group Philanthropy
- Terry Clower Center for Regional Analysis



A Proposed Mason School of Medicine Mission Statement

The mission of the Mason School of Medicine is to educate exemplary physician scholars who provide culturally sensitive and personalized patient care and strive to reduce health disparities in our communities by leveraging technology and embracing the use of evidence-based, precision medicine.



A Proposed Vision for a Mason School of Medicine

A Mason School of Medicine will creatively lead advancements in medicine and community health by engaging in trans-disciplinary care and team-based science, leveraging data and technology, and driving health-related innovation and discovery.



The Value Added by Mason School of Medicine

The Mason School of Medicine will serve as a catalyst and driver in the following areas:





What can the MSOM become?

- The Mason School of Medicine will be a fully-accredited school of medicine, situated at the Science and Technology (Sci-Tech) campus.
- The MSOM will be deeply integrated with other Mason schools.
- The MSOM will enroll 50 students per year (total enrollment of 200 students with all 4 years).
- The MSOM will be focused on several key principles:
 - Team-based learning and practice a hub for health professional training
 - The application and management of technology and information
 - Orientation around discovery and scholarship
 - A focus on "MD Plus": multidisciplinary learning, both in pedagogy and via joint degrees
 - Ensuring clear benefits to the health and well-being for the residents of Virginia and beyond
- MSOM will be closely connected to its forthcoming clinical partners.

The MD Plus Concept

- Providing a unique value by creating competencies in secondary domains
- Think of the MD as the "Major" and this adds a "Minor" by concentrating electives and by integrating curriculum
- Creates an opportunity for synergy with existing Mason departments and colleges through multi-disciplinary team education and training



MD Competency Domains

- Heart of the MD degree program educating physicians for patient care
- Core competency domains are defined by the AAMC and recognized by the LCME. Each domain is broken into multiple specific competencies
- AAMC Domains listed in Physician Competencies Reference Set
 - Patient Care
 - Knowledge for Practice
 - Practice-Based Learning and Improvement
 - Interpersonal and Communication Skills
 - Professionalism
 - Systems-Based Practice
 - Interprofessional Collaboration
 - Personal and Professional Development



Potential Competency Domains of the "MD Plus"

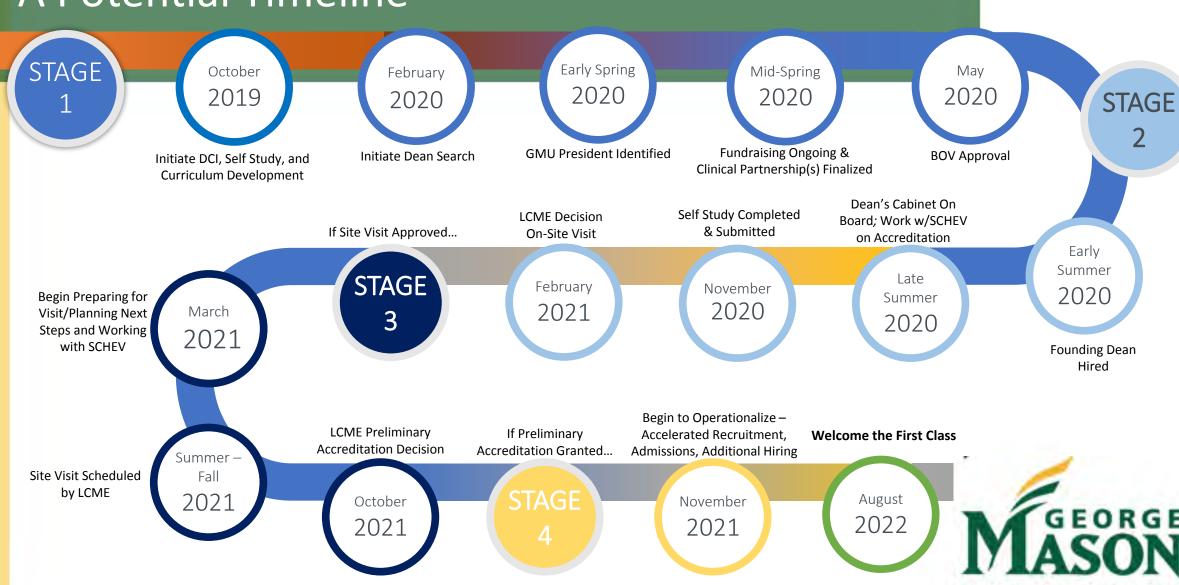
- The "Plus" to the George Mason University MD Program may include the following options:
 - Interprofessional Teams
 - Behavioral Health
 - Balancing Personal and Population Health
 - Research, Innovation, and Discovery
 - Engineering and Innovation of Delivery Systems, Devices, and Technology
 - Data Science and Information Mastery

The Challenges

- Identifying clinical partnerships
- Graduate Medical Education slot creation
- Funding (assume no state support)
- SCHEV approval
- Liaison Committee on Medical Education Accreditation
- Mason Leadership Changes



A Potential Timeline



Stage I

Stage 2

Stage 4