

**GEORGE MASON UNIVERSITY
BOARD OF VISITORS**

**BOARD OF VISITORS MEETING
December 8, 2016
Merten Hall, Fairfax Campus**

AGENDA

8:30 a.m. – 9:00 a.m.
(Room 1205)

Continental Breakfast

9:00 a.m. – 9:25 a.m.
(Room 1201)

Executive Committee.....A-3

9:30 a.m. – 10:30 a.m.
(Room 1203)

Development Committee

9:30 a.m. – 10:30 a.m.
(Room 1204)

Research Committee

10:35 a.m. – 11:35 a.m.
(Room 1201)

Finance and Land Use Committee

11:40 a.m. – 12:25 p.m.
(Room 1202)

Lunch

12:30 p.m. – 1:30 p.m.
(Room 1203)

Audit Committee

12:30 p.m. – 1:30 p.m.
(Room 1204)

Academic Programs, Diversity and University Community Committee

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. Executive Committee Meeting Minutes for October 13, 2016.....A-5

B. Meeting Minutes for October 13, 2016.....A-7

1:35 p.m. – 2:05 p.m.

III. BoardEffects Board Portal Orientation

2:05 p.m. – 2:10 p.m.

IV. Rector's Report

2:10 p.m. – 2:25 p.m.

V. President's Report

2:25 p.m. – 2:40 p.m.	VI.	Board of Visitors Continuing Education (per HB1952) – Frank Neville
	VII.	Strategic Plan Metrics Update – Frank Neville
	VIII.	Committee Reports
2:40 p.m. – 2:50 p.m.	A.	Development Committee
2:50 p.m. – 3:00 p.m.	B.	Research Committee
3:00 p.m. – 3:10 p.m.	C.	Finance and Land Use Committee
		1. Commonwealth Enhanced Financial Flexibility Pilot Program.....E-11 (ACTION ITEM)
3:10 p.m. – 3:20 p.m.	D.	Academic Programs, Diversity and University Community Committee
		1. Faculty Actions (ACTION ITEMS)
		a. Election of New Hire.....B-28
		b. Conferral of Emeritus Status.....B-30
3:20 p.m. – 3:30 p.m.	E.	Audit Committee
3:30 p.m. – 4:00 p.m.	IX.	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.8)
		C. Consultation with Legal Counsel (Code of VA: §2.2-3711.A.7)
		D. Personnel Matter (Code of VA: §2.2-3711.A.1)
		E. Honorary Degrees and Special Awards (Code of VA: §2.2-3711.A.10)
4:00 p.m.	X.	Adjournment

No public comment will be taken at this meeting.

**GEORGE MASON UNIVERSITY
BOARD OF VISITORS**

**Meeting of the
Executive Committee
December 8, 2016
9:00 – 9:25 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.8)
 - C. Consultation with Legal Counsel (Code of VA: §2.2-3711.A.7)
 - D. Personnel Matter (Code of VA: §2.2-3711.A.1)
 - E. Honorary Degrees and Special Awards (Code of VA: §2.2-3711.A.10)
- V. Adjournment**

No public comment will be taken at this meeting.

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**BOARD OF VISITORS
GEORGE MASON UNIVERSITY**

**Meeting of the Executive Committee
October 13, 2016
MINUTES**

PRESENT: Rector Davis, Vice Rector Mendelsohn, and Secretary Corley; Visitors Hazel and Purvis; President Cabrera; and Secretary pro tem Cagle.

I. Rector Davis called the meeting to order at 8:05 a.m.

II. Bylaws Revision

Rector Davis reported that the Board of Visitors Bylaws had been revised, noting that Visitors Alcalde and Petersen had been instrumental in working with Legal Counsel on the recommended changes as found in the Board book on Page A-75. Rector Davis recognized Tom Moncure, University Counsel, to provide a brief summary of the revisions. Mr. Moncure reported that the Virginia Code requires the Executive Committee to occasionally promulgate changes to the Bylaws, noting that with the recodification of Title 23, there was an opportunity to substantially revise the Bylaws. He explained that purely statutory language was removed from the Bylaws and included as appendices, leaving the Bylaws that relate to the Board's governance. Mr. Moncure highlighted the following three changes of note: (1) the Rector has been stricken as an ex-officio member of special committees so as not to require the need for public notice of two-member committees; the Rector will remain an ex-officio member of the standing committees; (2) the requirement for the Academic Programs, Diversity and University Community Committee to review faculty grievances has been removed to be consistent with the Faculty Handbook; and (3) the President's authority over capital projects has been increased to 125% to be consistent with the Procurement Act. Rector Davis called for questions. Hearing none, he advised that this would be a recommendation from the Executive Committee for adoption by the full Board at the afternoon meeting.

III. Emergency Operations Plan Statement of Adoption

Rector Davis reported that the Code of Virginia requires the Emergency Operations Plan of the University be reviewed and adopted every four years by the Board of Visitors. He advised that the Plan is kept current in the interim and the cumulative revisions of the entire plan were in the Board book on Page A-97. Rector Davis recognized Julie Zobel, Assistant Vice President of Safety, Emergency and Enterprise Risk Management, for a brief summary of the changes. Ms. Zobel explained the purpose of the Emergency Operations Plan and provided the definition of an emergency. She noted that the Plan had not changed significantly in the past four years. Rector Davis called for questions. President

Cabrera commended Ms. Zobel and Dave Farris, Director of Safety and Emergency Management, and their entire team for successfully managing the security without incident for First Lady Michelle Obama's visit to the Fairfax campus and for the six Supreme Court Justices at the Antonin Scalia Law School event. Rector Davis advised that adoption of this Plan would be a recommendation from the Executive Committee to the full Board at the afternoon meeting.

IV. Closed Session

Rector Davis recognized Vice Rector Peterson for a motion to go into Closed Session. It was **MOVED** by Vice Rector Petersen and **SECONDED** by Visitor Purvis that the Board go into a Closed Session under the provisions of Section 2.2-3711.A.29 to discuss a Public Contract, Section 2.2-3711.A.8 to discuss Gifts pertaining to naming opportunities, Section 2.2-3711.A.7 for consultation with Legal Counsel pertaining to possible litigation, Section 2.2-3711.A.1 to discuss a Personnel Matter, and Section 2.2-3711.A.10 to discuss Honorary Degrees and Special Awards.

Rector Davis opened the floor to discussion. There was none.

MOTION CARRIED UNANIMOUSLY BY VOICE VOTE

It was **MOVED** by Vice Rector Mendelsohn and **SECONDED** by Visitor Gruner 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 Session, and that only such business matters that were identified in the motion to go into a Closed Session were heard, discussed or considered in the Closed Session.

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

V. Adjournment

With no other business matters to come before the Executive Committee, Rector Davis adjourned the meeting at 8:50 a.m.

Respectfully submitted,



Kathy Cagle
Secretary pro tem

BOARD OF VISITORS GEORGE MASON UNIVERSITY

Meeting of October 13, 2016 MINUTES

PRESENT: Rector Davis, Vice Rector Peterson, and Secretary Corley; Visitors Ahmed, Alcalde, Cumbie, Dwoskin, Gruner, Hazel, Jacquemin, Marquez, Purvis, Witeck, and Zuccari; Faculty Representative Renshaw; Student Representatives Pittman and Suero; President Cabrera; and Secretary pro tem Cagle.

ABSENT: Visitors Petersen and Schar.

- I.** Rector Davis called the meeting to order at 1:03 p.m. He recognized Visitors Zuccari and Marquez to their first meeting as BOV members. Rector Davis recognized the birthday of Visitor Gruner. She received a chorus of "Happy Birthday" and applause from the Board and members of the gallery.

II. Approval of the Minutes

Rector Davis called for any corrections to the minutes of the Planning Conference Meeting on July 28, 2016 and full Board Meeting on July 29, 2016. Hearing none, the minutes stood approved as written.

III. Rector's Report

Rector Davis congratulated Secretary Corley on being the recipient of the 2016 Scales of Justice Award from the Equal Justice Works organization. He noted she would receive the award on October 27 in Washington, DC. The Board and members of the gallery recognized Secretary Corley with applause.

Rector Davis reminded members of the annual Board of Visitors Recognition event at the Mathy House on October 20, 2016 and encouraged their attendance.

A. Bylaws Revision

Rector Davis advised that the Executive Committee had reviewed the revised Board of Visitors Bylaws on Page A-75 of the Board book. He noted that the revisions were accomplished through the efforts on Visitors Alcalde and Petersen in consultation with Mason's legal counsel. Rector Davis reported that the Executive Committee recommended approval of the revisions by the full Board. He asked for a motion to approve the Bylaw revisions. It was **MOVED** by Visitor Hazel and **SECONDED** by Visitor Alcalde to approve the revisions as written. Rector Davis opened the floor for discussion. There was none.

MOTION CARRIED UNANIMOUSLY BY VOICE VOTE

B. Board Portal

Rector Davis reported that last September the Board asked the administration to research the option of using electronic board portals to replace the paper Board books. He noted the requested research had been accomplished and cited the following: Mason is the only major state university in the Commonwealth using paper Board books; a hands-on review of portal options and capabilities was accomplished; there would be minimal additional cost while providing greater staff efficiency; there would be ease of access to the Board materials and 24/7 support for all users. Rector Davis advised that based on features, cost, and support and in the spirit of efficiency, the administration's preferred portal is BoardEffect, which is also used by the George Mason University Foundation. He noted that the earliest implementation could be accomplished by the March 2017 meeting, but could be deferred to the May session or the annual meeting in July. Rector Davis opened the floor for discussion. Several members commented that they use portals on other boards and supported the move to a board portal for the Board of Visitors. Rector Davis recommended implementation for the March 2017 meeting and, hearing no objections, directed the staff to prepare the Board for the March 2017 meeting with the electronic portal.

C. Development Committee Appointment

Rector Davis reported that at the July Board meeting, there was a vacancy for the Vice Chair of the Development Committee. He advised that Visitor Zuccari has agreed to serve in that role.

D. SCHEV Orientation

Rector Davis advised the Board that in accordance with the Virginia Code, new Board members are required to attend the SCHEV Orientation during their first two years of service and that if they are unable to attend, the matter is to be brought to the full Board. He reported that Visitor Tracy Schar was unable to attend the orientation during her first two years of service and may have a conflict again this year. He recommended that the Board find sufficient cause for Visitor Schar to miss the October 2016 SCHEV Orientation with the understanding that she will attend the orientation in Fall 2017. Rector Davis called for a motion. It was **MOVED** by Visitor Dwoskin and **SECONDED** by Visitor Witeck to find sufficient cause for Visitor Schar to miss the SCHEV Orientation in October 2016. Rector Davis opened the floor for discussion. There was none.

MOTION CARRIED UNANIMOUSLY BY VOICE VOTE

Rector Davis reported that he had a meeting with the Faculty Senate, noting his appreciation for their input and for being a valued asset to Mason. He noted that the questions raised during the discussion fell into two categories: (1) the percentage of non-tenured track faculty in the University and (2) the

compensation for non-tenured track faculty. Rector Davis advised that in response to the multiple questions and concerns about this topic, he has agreed to hear more and has indicated a willingness to talk with smaller groups within the faculty. He asked that Visitor Alcalde also participate in that process on behalf of the Academic Programs, Diversity and University Community Committee. Rector Davis asked for data concerning the number of adjuncts, where they are located, what is the non-tenured track, and pay differentials. Visitor Alcalde reported that this information was already being gathered.

IV. President's Report

President Cabrera thanked his colleagues and members of the Board who recently attended several important events at the University. He noted the large attendance during the visit of First Lady Michelle Obama and commended the people behind the scenes that managed and organized the event. President Cabrera highlighted the Antonin Scalia Law School dedication where six Supreme Court Justices and community leaders were in attendance, followed by the evening Gala at Union Station with approximately 500 guests. He thanked Dean Henry Butler, the faculty, and the staff for their work on this successful event. President Cabrera noted the unveiling of the Charles Colgan statue in front of Colgan Hall on the Science and Technology campus in September.

President Cabrera presented the Strategic Plan Metrics Update and explained the document included the metrics discussed at the Planning Conference and would be used to track the progress toward the goals of the Strategic Plan. He encouraged the Board to provide feedback on the document.

(Attachment 1 – Strategic Plan Metrics Update – October 2016)

President Cabrera reported that enrollment is up; more students want to come to Mason; the incoming class was the largest and most diverse class ever admitted to Mason; the number of transfer students from Northern Virginia Community College and other colleges continues to increase; one in four transfer students in the Commonwealth chose to transfer to Mason; Mason continues to deliver some of the best employment outcomes for graduates in the Commonwealth; loan default rates of Mason graduates are lower than the national and state averages; new research funds are not increasing as rapidly as projected, but research initiatives in the Commonwealth are increasing; Mason's relationship with Inova in the area of biomedical research continues to grow; and fundraising continues to be strong. He reported that these things are being accomplished in spite of a painful lack of resources. President Cabrera noted that while the University did well during the budget cycle in Richmond in terms of capital appropriations and operating dollars, the Commonwealth did not meet its revenue targets which automatically removed the authorization for pay raises and Mason will likely face

new cuts. He reported that tuition is lower than peers in the Commonwealth. He summarized that Mason is getting less money from the state per student, students are charged less than some Mason's peers, Mason does not have the endowments that some of its peers have, and yet Mason has managed to achieve the R1 category in research and continues to grow and do well for the students. President Cabrera emphasized the data of personnel turnover and employee satisfaction and noted the need to be proactive and creative to carve a more abundant future for Mason. He expressed the need to do more work in the areas of fundraising, reconsider tuition, and work to find money internally. Rector Davis commented that the single most important issue is money and that the efforts need to be doubled or tripled to address this problem. President Cabrera acknowledged and thanked the faculty and staff for their work and emphasized the awareness of the pain caused by the lack of funds.

President Cabrera recognized Dr. Michelle Marks in her new role as Vice President of Academic Innovation and New Ventures and explained that this position would explore innovative potential partnerships that can help identify new resources and expand Mason's mission.

(Attachment 2 - The President's Report with updates since May 5, 2016)

V. Emergency Operations Plan Statement of Adoption

Rector Davis advised that the Executive Committee had reviewed the Emergency Operations Plan on Page A-97 of the Board book and recommended approval by the full Board. He opened the floor for questions and hearing none, called for a motion. It was **MOVED** by Visitor Alcalde and **SECONDED** by Vice Rector Peterson to approve the Emergency Operations Plan.

MOTION CARRIED UNANIMOUSLY BY VOICE VOTE

(Attachment 3 – Emergency Operations Plan Statement of Adoption)

VI. Committee Reports

A. Academic Programs, Diversity and University Community Committee

Rector Davis called on Chairman Alcalde to provide a report from the Academic Programs, Diversity and University Community Committee. Chairman Alcalde reported the committee received a presentation from Julian Williams, Vice President of Compliance, Diversity and Ethics, and Rose Pascarell, Vice President of University Life, on Mason's progress to create an inclusive and diverse academic community that serves the students and reflects the diversity of the national capital region. Chairman Alcalde noted there was a \$1 million allocation to diversity and inclusion programming initiatives that will support online mentoring resources for faculty of color and diversity and awareness programs for students and faculty. She reported

Compliance, Diversity and Ethics had partnered with Human Resources to modify recruiting, hiring and retention processes to increase faculty diversity rates and applicants of color, as well as decrease unknown race or ethnicity records. Chairman Alcalde noted that earlier this year 20% of faculty members had not updated race or ethnicity data and the number has improved to 6%. She commended the work that was done to improve that data. Chairman Alcalde reported Michelle Marks provided an update on Mason's distance education initiatives and the agreement with Wylie that will launch the program in Fall 2017. Chairman Alcalde reported Mason and Old Dominion University had received a \$1 million planning grant from the Commonwealth to begin work on a web portal project that will support online degree completion opportunities for over 600,000 non-degreed residents with credits from Virginia institutions. She reported that David Burge, Vice President for Enrollment Management, provided an update on this year's enrollments which exceeded 35,000 students on all campuses with the largest freshman class in Mason's history and a continued increase in transfer students. She noted the number of incoming graduate program students is flat, but better than market trends. She reported student preparedness is higher than ever, with record average SAT scores and strong GPAs. Chairman Alcalde reported Dr. Steven Lee, President of Mason Korea, and Aaron Lyvers, Chief Financial Officer of Mason Korea, provided a review of the Mason Korea's growth over the past three years noting program and faculty changes to support growing student enrollment that is projected to reach 1,000 students by Spring 2022. Chairman Alcalde reported the committee received an update from Carol Urban, Director of the School of Nursing, on the National Council Licensing Exam (NCLEX) scores, noting the pass rates for the traditional pathway of the BSN program were below the State Board of Nursing requirement of 80% in 2015. Chairman Alcalde reported that with curricular and admission changes NCLEX scores have increased to 90.91% through June 2016, with an unofficial report from September indicating a 93.65% passing rate.

Chairman Alcalde reported the committee reviewed and approved several Action Items to come before the Board. Chairman Alcalde **MOVED** and Vice Chairman Jacquemin **SECONDED** the motion to approve the following Action Items in block:

1. New Programs: MS in Criminal Justice and BS in Business
2. Program Name Change: Ph.D. in Education to Ph.D. in Education and Human Development
3. Faculty Actions: Conferrals of Emerita Status

Rector Davis opened the floor for discussion. There was none.
MOTION CARRIED UNANIMOUSLY BY VOICE VOTE

B. Audit Committee

Rector Davis called on Chairman Corley to provide a report from the Audit Committee. Chairman Corley reported the committee approved revisions to the Audit Committee Charter that specifically reinforced the committee's function as oversight, required the committee to adopt its Charter, introduced a new responsibility related to the committee's oversight of university process for monitoring compliance with laws and regulations, and enhanced the internal auditing oversight by requiring annual reviews of the Internal Audit charter, assessment of Internal Audit's independence and reporting relationships and approval of Internal Audit's planning process. She noted a copy of the Audit Committee Charter was in the Board book on page C-5. Chairman Corley reported the committee approved the Internal Audit Department Charter which has the same mission, independence, responsibility and authority requirements as the existing December 2015 Charter. She reported that President Cabrera remains fully supportive of Internal Audit and the Charter and that he provides Internal Audit with the necessary independence, stature, access and resources to accomplish its responsibilities to the Audit Committee. Chairman Corley reported the committee received the Internal Audit Director's (Edward Dittmeier) annual confirmation of the organizational independence of Internal Audit and the committee concurred with his conclusion. She reported the committee reviewed and discussed the Audit status report and the Internal Audit planning materials as presented in the Board book.

C. Finance and Land Use Committee

Rector Davis called on Chairman Peterson to provide a report from the Finance and Land Use Committee. Chairman Peterson reported the committee reviewed and approved multiple Actions Items. He explained the Bond Reimbursement Resolutions for Robinson Hall and Utilities Infrastructure Distribution and commended the efforts by Ms. J.J. Davis, Senior Vice President of Administration and Finance, and her team in negotiating with the State for the funding. He noted that additional Action Items included amending the leases for the Prince William Sciences Lab and Student Housing. Chairman Peterson reported the Land Use Certification plan, the Capital Projects Authorization, and modifications to the Six-Year Operational and Capital Plan were reviewed and approved in committee. Chairman Peterson reported the committee reviewed and approved a resolution granting greater authority to the President and Senior Vice President regarding financial and administrative matters. It was **MOVED** by

Chairman Peterson and **SECONDED** by Visitor Cumbie to approve the following Action Items in block:

1. Resolution: Bond Reimbursement for Robinson Hall, New Academic and Research Facility and Harris Theater (Attachment 4)
2. Resolution: Bond Reimbursement for Utilities Distribution Infrastructure (Attachment 5)
3. Resolution: 2011 Capital Lease Amendment for the Prince William Life Sciences Lab (Attachment 6)
4. Resolution: 2011 Capital Lease Amendment for the Student Housing Building in Prince William (Attachment 7)
5. Land Use Certification Plan
6. Capital Projects Authorization
7. Modification of the Six-Year Operational and Capital Plan
8. Resolution: Financial and Administrative Authority (Attachment 8)

Rector Davis opened the floor for discussion. There was none.
MOTION CARRIED UNANIMOUSLY BY VOICE VOTE

D. Development Committee

Rector Davis called on Chairman Hazel to provide a report from the Development Committee. Chairman Hazel reported in FY2016 the Foundation provided \$55.2 million in direct support of the University and its activities, noting that was an \$11 million increase over the previous year. He reported that Jay O'Brien, Chair of the Foundation, joined the committee meeting and provided a report on behalf of the Board of Trustees and Foundation. Chairman Hazel emphasized the importance of the Board of Visitors and Board of Trustees communicating and working together toward the goals of the University. He noted Mr. O'Brien reported on the strength of the incoming class of Trustees, the Mason Matters events, the refinancing of the Metropolitan Building on the Arlington campus which will save about \$1.7 million a year in interest payments and allow the debt to be paid off by 2033, and an update on the Van Metre property in Loudoun. Rector Davis inquired if there had been any conversations with the Loudoun County Supervisor. Chairman Hazel responded that the primary contact has been with Van Metre as they work with the rezoning issues. He reported the committee received a Campaign update from David Long, Associate Vice President of University Advancement and Alumni Relations, who reported \$465 million has been received toward a goal of \$500 million. Chairman Hazel acknowledged and thanked Janet Bingham, Vice President of University Advancement and Alumni Relations, and her team for their efforts and hard work towards this goal. He noted the committee received a report from the financial advisors on percentage return issues with the management of the

endowment and advised that the Foundation is addressing the appropriate financial management issues.

E. Research Committee

Rector Davis called on Chairman Gruner to provide a report from the Research Committee. Chairman Gruner reported the committee received overviews from Deb Crawford, Vice President for Research, and Paul Liberty, Vice President, Government and Community Relations, on state funding opportunities, specifically GO Virginia and the Virginia Research Initiative Fund (VRIF). She reported that Mr. Liberty sits on the GO Virginia steering committee, noting the concern about the certainty of funds from that group given the state budget issue and the lobbying efforts that will be needed to secure those funds. Chairman Gruner noted that through VRIF, \$20 million is dedicated to the Inova project. She reported that Dr. Crawford presented a conceptual matrix that looked at four functional areas where Mason excels: brain functions, cancer, cardio metabolic and infectious diseases. She reported this information was cross-referenced with Inova's capabilities resulting in the overlaps and potential for cooperation between Mason and Inova. She noted the potential for Inova to use Mason's wet labs at the Science and Technology campus, giving Inova's researchers hands-on clinical research opportunities. Chairman Gruner acknowledged the work of the staff to push Mason's strengths in the research areas to capitalize on the collaboration and increase the research expenditures. She noted that while Mason is rich with facilities, it is short in research faculty resources. Chairman Gruner reported the committee received a report from Dr. Sikdar on bioengineering and the advancements that Mason is making in this area. Chairman Gruner reported the committee received a briefing on Intellectual Property from Hina Mehta, Associate Director of Technology Transfer, and Sean Mallon, Associate Vice President of Entrepreneurship and Innovation, providing information on Mason's patents and the resulting spinoffs. She noted the briefings and overviews were excellent and very informative.

Rector Davis recognized Visitor Hazel. Visitor Hazel advised the Board that Alumni Weekend would be starting that evening.

Rector Davis called on Ms. J.J. Davis to address the salary issue. Ms. Davis reported that when the Board met in May, the budget was built with the expectation that Mason would be able to offer a 3% pay pool to faculty and staff. She explained that over the summer the Commonwealth's revenue deteriorated and the Commonwealth said they would not be funding the portion of the raises originally planned. She advised that of the 3%, a little over 1.5% or approximately \$6 million was not provided by the Commonwealth and the state

issued a statement that state public agencies were not authorized to give merit based raises. Ms. Davis noted that Mason is in a high cost of living area and the number one issue at Mason is compensation. She explained that Mason is in a very competitive marketplace and over the last four years there have been no pay raises. She further reported that the number one reason for turnover is compensation and noted that in the classified staff category, where people tend to make less than \$50,000, the turnover rate is a little over 19%. Ms. Davis proposed using Mason funds and give a 2%, on average, retention increase across the Board by the end of 2016 and address the minimums of the adjunct professors.

Rector Davis asked if this would include contract employees. Ms. Davis responded all faculty would receive up to the 2% with some caveats due to some recent retention adjustments. Rector Davis noted that not only are the employees underpaid, but they are in a high cost area. He advised that originally Mason was going to pay out 1 ½ % and the state would pay out 1 ½ %, but now Mason will go to 2%. Rector Davis called for a motion to approve the suggested 2% increase. It was **MOVED** by Visitor Alcalde and **SECONDED** by Visitor Gruner to approve the increase as presented by Ms. Davis.

Rector Davis opened the floor for discussion. Several Visitors voiced their concurrence and noted that the high turnover rate was unsustainable. President Cabrera advised that the language in the budget bill removed the authorization for merit increases. He explained that the proposal was for retention increases, not merit increases. Ms. Davis presented the corresponding Resolution.

MOTION CARRIED UNANIMOUSLY BY VOICE VOTE

(Attachment 9 – Resolution: Salary Retention Increase)

VII. Closed Session

Rector Davis called for a motion to go into Closed Session. Vice Rector Peterson **MOVED** that Board go into Closed Session under the provisions of Section 2.2-3711.A.29 to discuss a Public Contract, Section 2.2-3711.A.8 to discuss Gifts pertaining to Naming Opportunities, Section 2.2-3711.A.7 for Consultation with Legal Counsel pertaining to possible litigation, Section 2.2-3711.A.1 to discuss a Personnel Matter, and Section 2.2-3711.A.10 to discuss Honorary Degrees and Special Awards to be awarded at Graduation or Commencement. The motion was **SECONDED** by Visitor Cumbie.

MOTION CARRIED UNANIMOUSLY BY VOICE VOTE

Rector Davis invited the Faculty and Student Representatives to stay in the Closed Session for the discussion concerning the Honorary Degrees and Special Awards.

It was **MOVED** by Vice Rector Peterson and **SECONDED** by Visitor Gruner 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.

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

As a result of the Closed Session, the following Action Items were brought to the Open Meeting:

Secretary Corley **MOVED** that pending the acceptance of the speaker invitation by one or more of the candidates reviewed in the Closed Session that the Board approve an Honorary Degree for each of those persons at a future Graduation or Commencement. The motion was **SECONDED** by Visitor Alcalde. Rector Davis opened the floor to discussion. There was none.

MOTION CARRIED UNANIMOUSLY BY VOICE VOTE

It was **MOVED** by Secretary Corley and **SECONDED** by Visitor Hazel to approve the renaming of Mason Hall to the James M. Buchanan Hall and the renaming of the Metropolitan Building to the Vernon L. Smith Hall. Rector Davis opened the floor to discussion. There was none.

MOTION CARRIED UNANIMOUSLY BY VOICE VOTE

VIII. Adjournment

Rector Davis asked if there was any other business to come before the Board. Hearing none, he adjourned the meeting at 3:35 p.m.

Respectfully submitted,



Kathy Cagle
Secretary pro tem

- Attachment 1: Metrics Update – October 2016 (18 pages)
- Attachment 2: President's Report (7 pages)
- Attachment 3: Emergency Operations Plan Statement of Adoption (1 page)

Board of Visitors
October 13, 2016
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- Attachment 4: Resolution - Bond Reimbursement for Robinson Hall, New Academic and Research Facility and Harris Theater
- Attachment 5: Resolution - Bond Reimbursement for Utilities Distribution Infrastructure
- Attachment 6: Resolution - 2011 Capital Lease Amendment for the Prince William Life Science Lab
- Attachment 7: Resolution - 2011 Capital Lease Amendment for the Student Housing Building in Prince William
- Attachment 8: Resolution - Financial and Administrative Authority
- Attachment 9: Resolution - Salary Retention Increase
- Attachment 10: Resolution – Renaming Mason Hall for James M. Buchanan
- Attachment 11: Resolution – Renaming the Metropolitan Building for Vernon L. Smith

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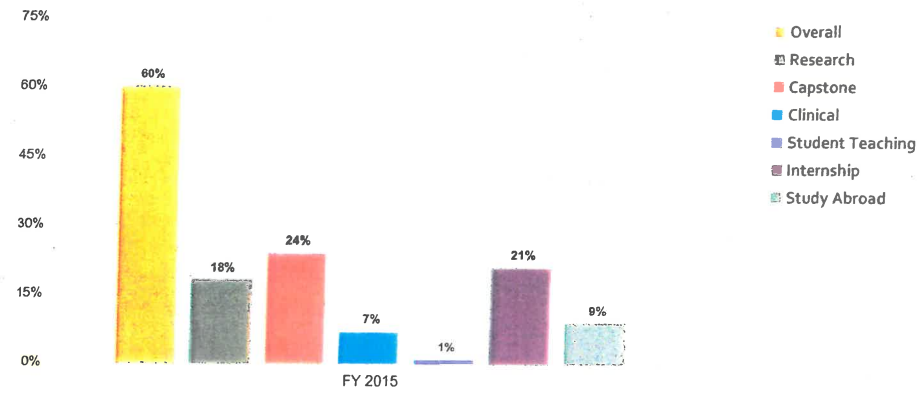


Updated Data for October 2016

- 3.1 – In-state Student Tuition
- 3.2 – 3-Year Student Loan Default Rates
- 3.3 – Alumni Satisfaction
- 4.1 – 100,000 Graduates
- 5.2 – Companies Incubated, etc.
- 7.3 – Faculty and Staff Compensation
- 9.2 – Graduating Students Satisfaction
- 10.1 – Research Expenditures

1.1 Mason Graduates Who Solve Complex Challenges through Research, Experiential Learning, or Creative Projects (%)

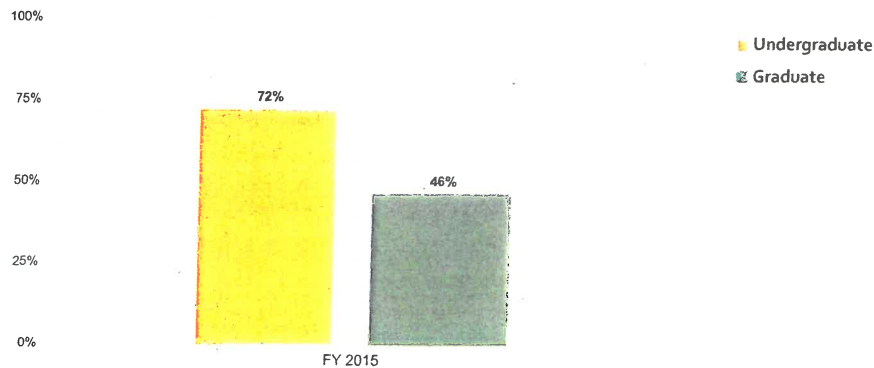
Target: Overall 75%



*Undergraduate only.

1.2 Graduates Engaged in Some Form of Digital Learning (%)

Target: Overall 100%



*Graduates who took at least one course either online or hybrid.

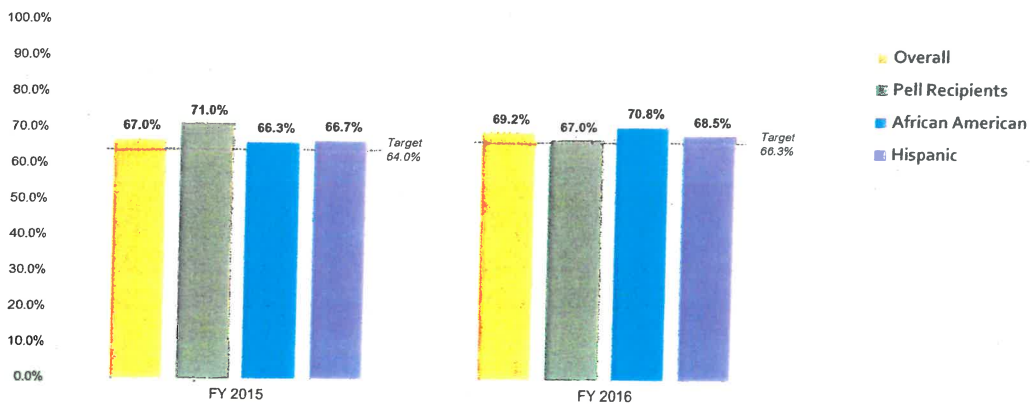
1.3 Mason's Total Classroom Inventory that Support Interactive, Multi-location, or Hands-On Learning

Target: 25%

- Data collection still in progress.

2.1 Graduation Outcomes for Students (%)

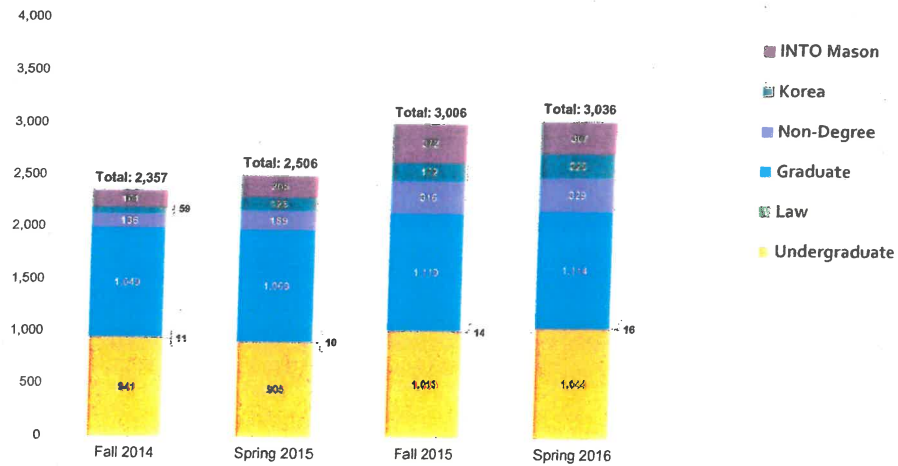
Target: Equal Outcome (Three percentage points – TBD)



*Six-year graduation rates of first-time full-time freshmen students.

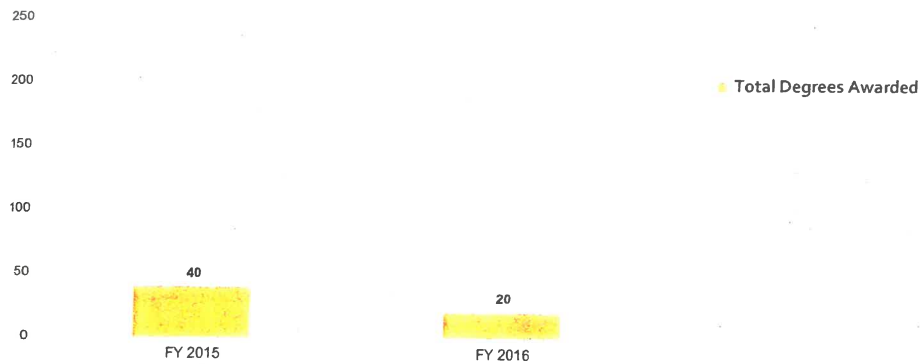
2.2 International Student Enrollment (N)

Target: 4,000



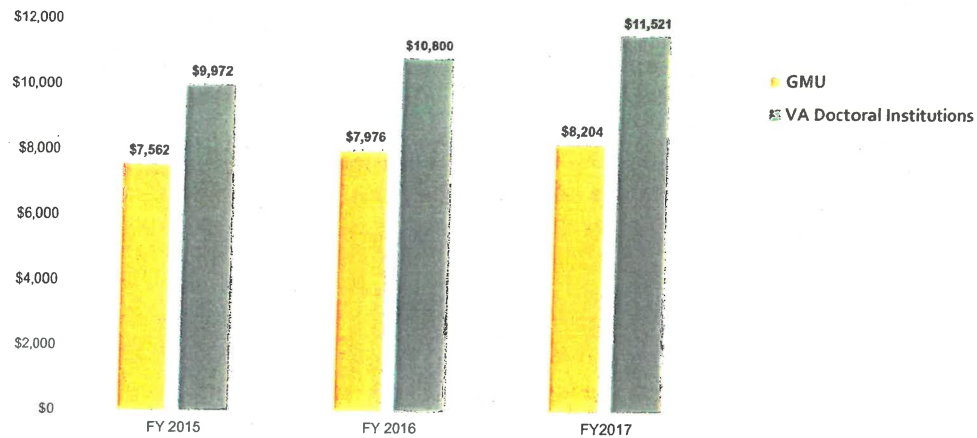
2.3 Total Students Graduated from Programs Delivered Mostly Online (N)

Target: Over 500% Increase



3.1 In-state Student Tuition (USD)

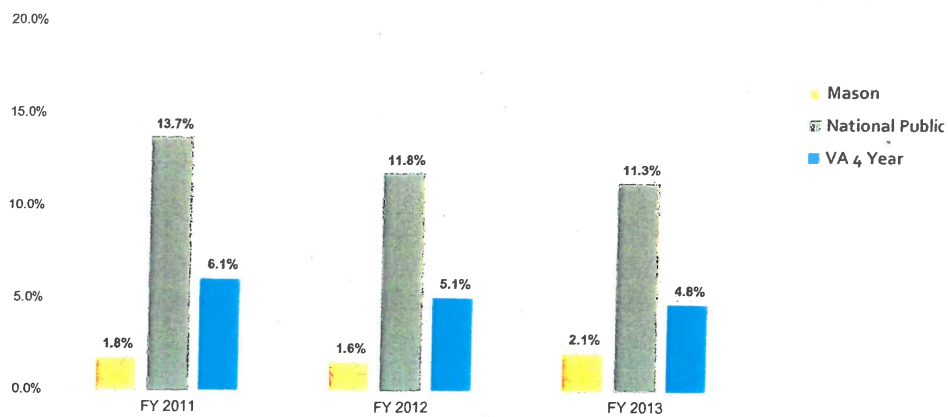
Target: At or below VA doctoral institutions



*Source: WWW.SCHEV.EDU.

3.2 Three-year Student Loan Default Rates of Graduates (%)

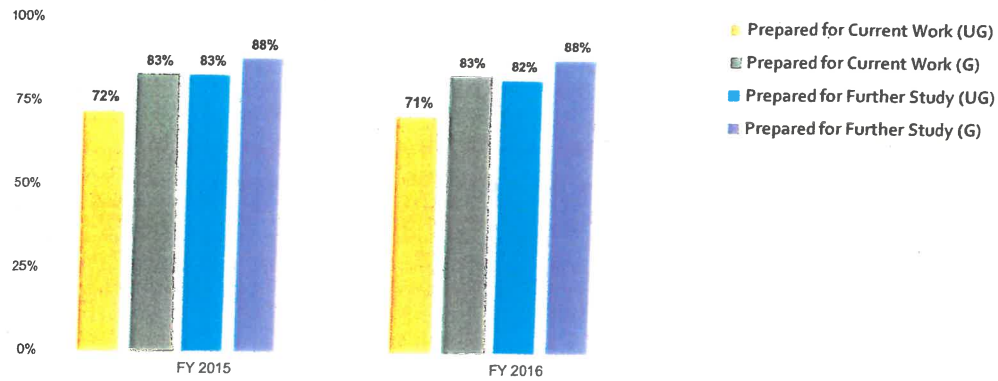
Target: Below the lowest quartile and VA public average



*FY 2013 CDR Year uses 2011-2012 enrollment. Latest report released September 2016.

3.3 Alumni Who Agree with the Statement “Mason Helped Me Grow Personally and Professionally” (%)

Target: 70%



*Source: One Year Out Alumni Survey.

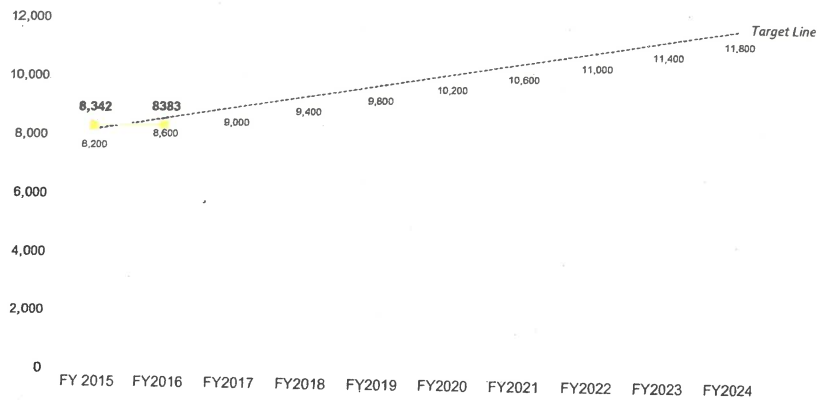
3.4 Graduates Desiring to Be Employed are Employed within Six Months of Graduation (%)

Target: 80%

- Data collection still in progress. Metric may need to be revised.

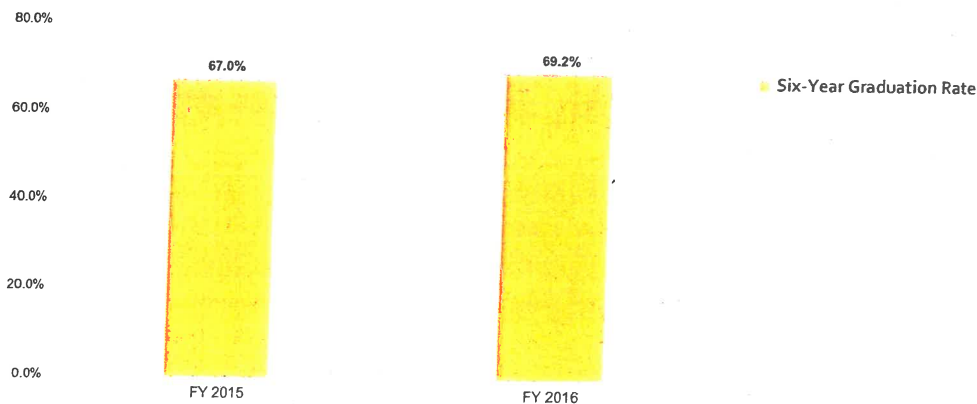
4.1 Produce 100,000 Graduates by FY2024 (N)

Target: 100,000 cumulative



4.2 Six-year Graduation Rates (%)

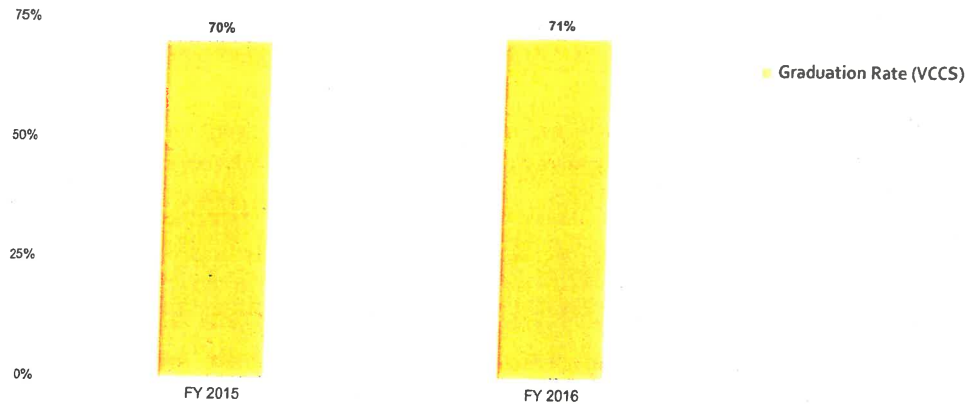
Target: 78%



*Six-year graduation rates of first-time full-time freshmen students.

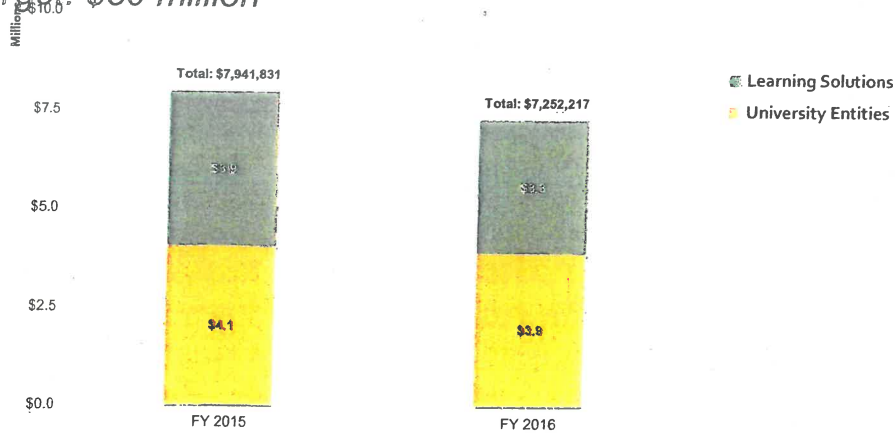
4.3 Four-year Graduation Rates of Community College Transfer Students (%)

Target: 75%



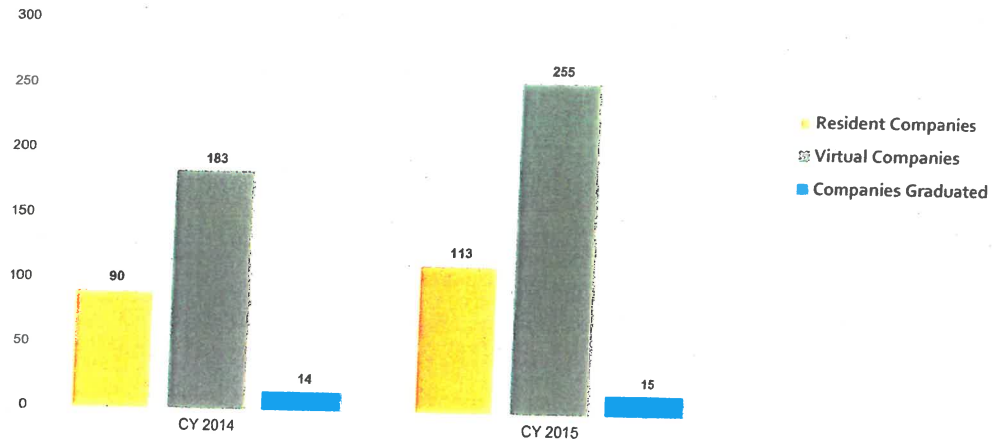
5.1 Executive and Professional Education Revenues (USD)

Target: \$50 million



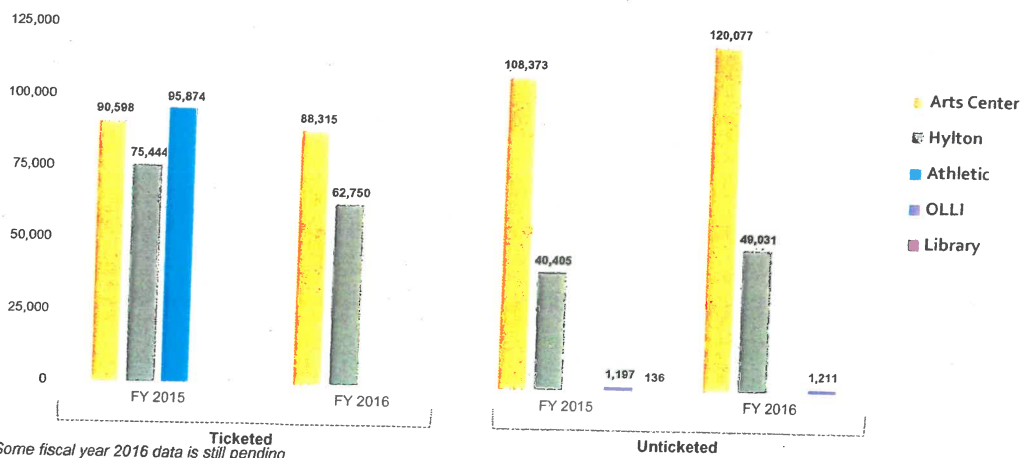
5.2 Total Companies Incubated, Supported, or Accelerated (N)

Target: TBD



6.1 Total Community Members Engaged in Mason's Cultural, Athletic, and Lifelong Learning Activities (N)

Target: Increase by 30%



6.2 Total Alumni Donors Participating in the Annual Fund (N)

Target: 12,000



**2016 numbers are preliminary*

6.3 Total Number of Students, Faculty and Staff Engaged with the Community

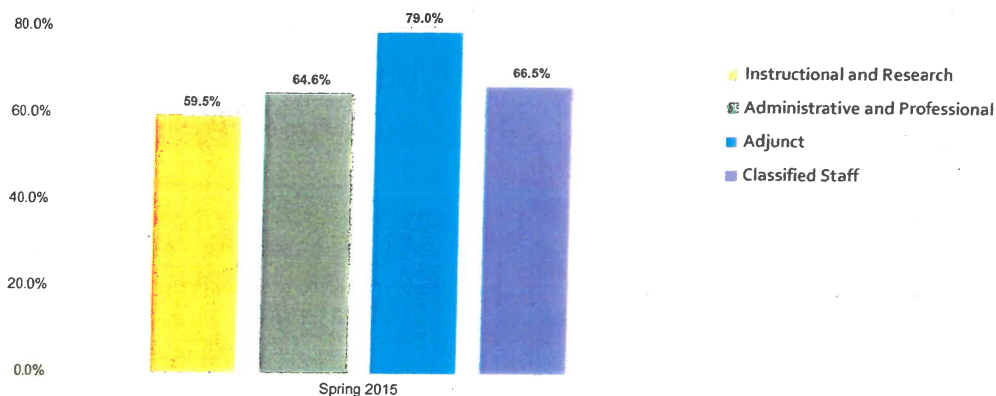
Target: Double

- The Community Engagement Council is developing an online software application and process to collect information about community projects to launch in Fall 2016 (tentative).

6.4 Achieve Classification as a Carnegie Community Engaged Campus

- Next opportunity for Mason to apply for this classification is April 15, 2019.

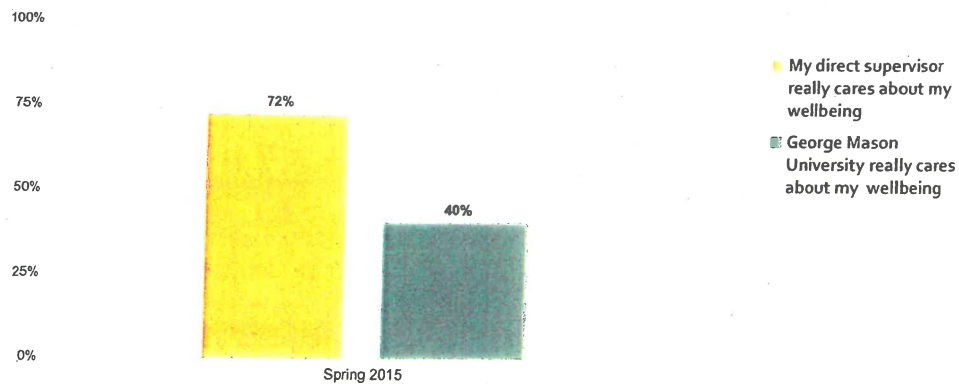
7.1 Faculty and Staff Who Agree with the Statement “Mason is a Great Place to Work” (%) (Triennial Quality Work-Life Survey), Target: 70%



- Net Promoter Score – “How likely is it that you would recommend George Mason University as a place to work to a friend or colleague? (Scale 1-10)”
- Percentages reported reflect those that rated 7 and above on a scale of 1 to 10.

7.2 George Mason University Really Cares About My Wellbeing

(Triennial Quality Work-Life Survey), Target: TBD

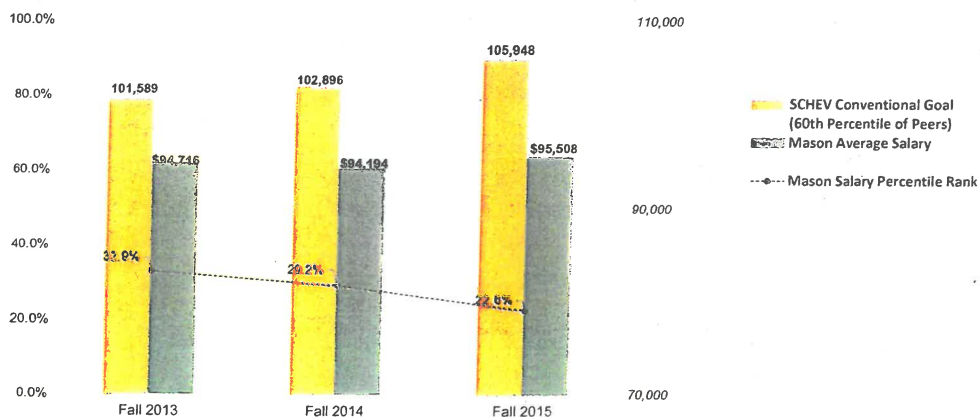


Percentages reported reflect those that selected **Agree** or **Strongly Agree** on a 5-point scale.

7.3 Faculty and Staff Compensation (USD)

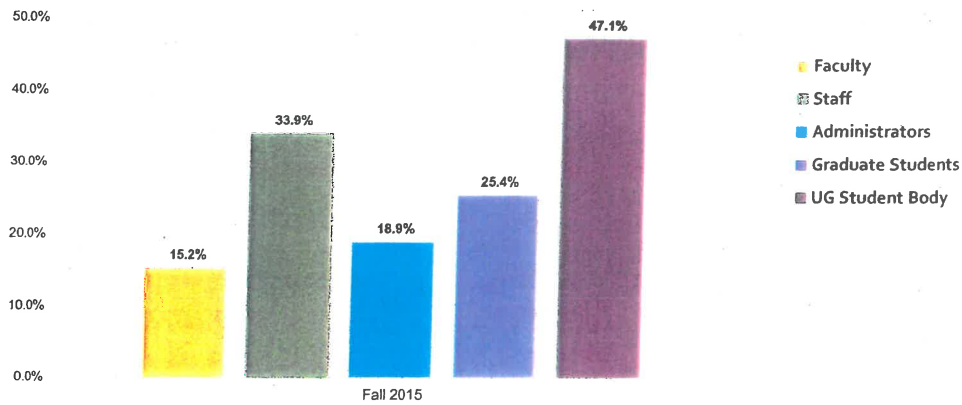
Target: At or above 60th Percentile of Peers

Mason Average Instructor Salary and Mason's Percentile Among Peer Institutions



8.1-4 Proportion of Faculty, Staff, Administrators, and Graduate Students from Historically Under-represented Groups (%)

Target: Same as UG student body



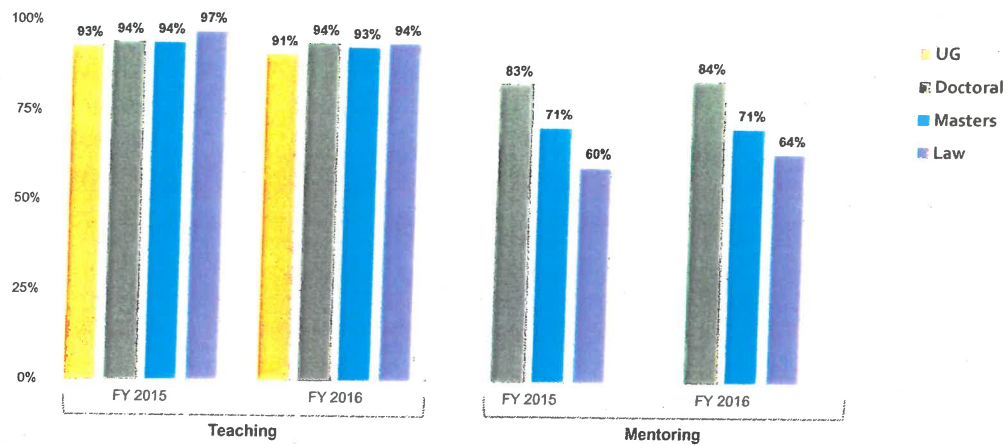
9.1 The Number of Faculty Receiving National Recognition for Research Excellence

Target: Double

- Pending purchase of a national database subscription.

9.2 Graduating Students Reporting Satisfaction with Teaching and Mentoring at Mason (%)

Target: 70%



9.3 Total Dollar Amount Committed to Endowed Professorships

Target: Double

- Data collection still in progress.

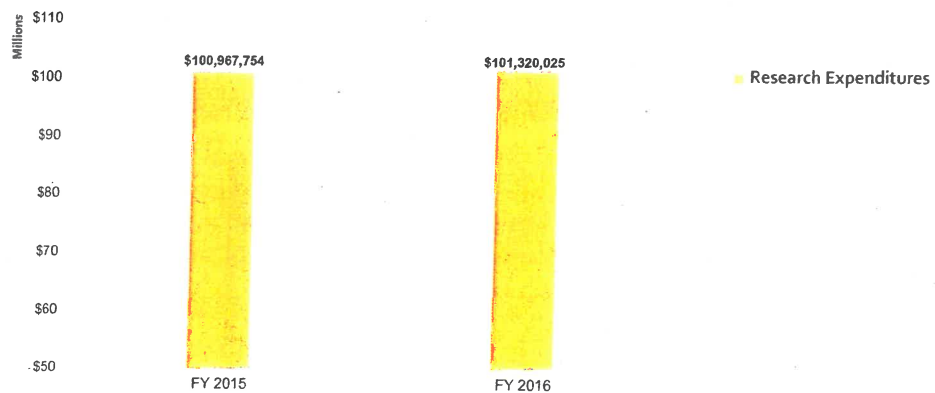
9.4 Graduate Student Compensation

Target: Peer group median (TBD)



10.1 Total Research Expenditures (USD)

Target: \$250 million



10.2 Total PhD Graduates (N)

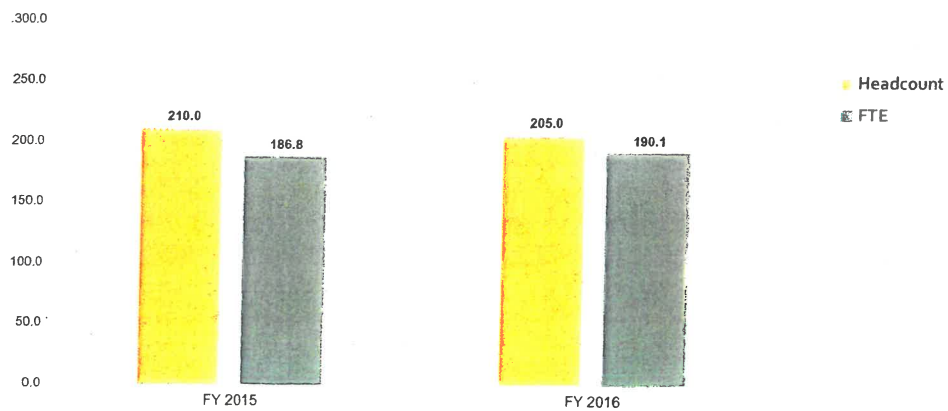
Target: TBD



*2016 numbers are unofficial.

10.3 Total Post Docs and Research Faculty (N)

Target: TBD



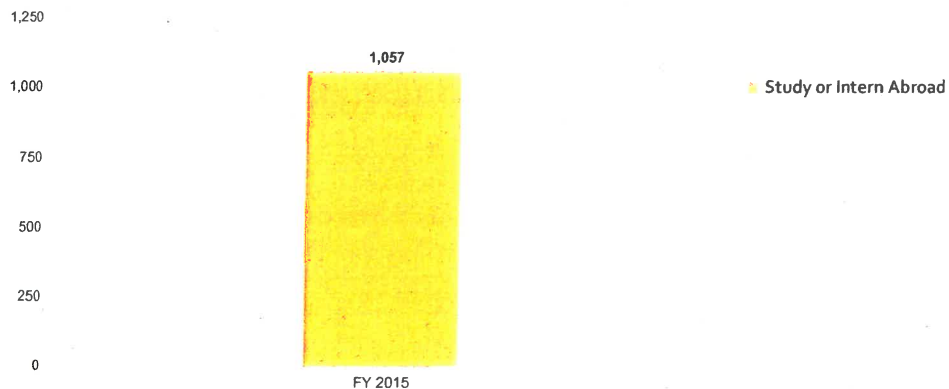
11.1 Annual Citations and Mentions in National and International Media

Target: Increase by 50%

- Pending purchase of a national database subscription.

12.1 Total Students Who Study or Intern Abroad (N)

Target: 3,000



* Fiscal Year 2016 is Pending.

12.2 Total Number of Faculty who are Engaged in International Teaching or Research Projects

Target: TBD

- Pending purchase of a national database subscription.

President's Report

October 13, 2016

Attachment 2 – page 1

[Updates since the last regular board meeting – May 5, 2016]

2016-2017 Goals

The following items highlight our progress in meeting our annual goals and, more importantly, delivering on the ideal of inclusive excellence that is the foundation of our strategic plan—a world-class university equally committed to academic excellence and access.

- **Enrollment**

Fall enrollment was up once again as we welcomed another record-breaking freshman class, with 3,222 first-time freshmen and 2,859 transfer students. First-time freshmen hail from 23 countries, 42 states, the District of Columbia and Puerto Rico, and 49 percent of those students are from historically underrepresented populations—the highest level in university history. The number of students in the Honors College has grown to 421 this year, also a record for Mason and an increase from 365 students last year.

Total enrollment was up 3.6%, with in-state enrollment up by 2.6% and out-of-state enrollment up by 7.4%. In an encouraging development, we reversed a several year decline in graduate enrollment.

- **Strategic Ventures**

We have signed a contract with Wiley for online graduate offerings and are now working on individual program schedules.

We continue to pursue additional opportunities that will expand our access to new student populations and generate additional revenues for the university. We will update you on our progress in a separate briefing.

We are working with NOVA to develop a collaborative plan for transfer best-practice. Given that we receive more new transfer students than incoming first-time freshmen, smoothing the path from NOVA to Mason is essential.

- **Fundraising**

As of the end of September we had raised \$5.5M, which is on track with last year's pace.

We have also built on the momentum of last year's alumni engagement efforts to boost the number of alumni donors. As of the end of September, we had 600 alumni donors compared to 485 at the same time the previous year.

We have raised a total of \$464M towards our campaign goal of \$500M, which we expect to achieve sometime in FY17. This puts us well ahead of the pace needed to meet the overall goal by the planned end of the campaign in 2018.

We had a successful dedication of the Scalia Law School with six United States Supreme Court Justices and several other dignitaries in attendance, followed by a top-rate gala. We are ready for the dedication next week of the Schar School of Policy and Government.

- **Research**

Research expenditures are down slightly compared with last year but sponsored awards are up, as are the number of postdoctoral fellows.

We continue to pursue Commonwealth research funding through the newly-created VRIF and Go-Virginia programs. Mason is leading the Virginia higher ed group of VPRs in developing two proposals – one for cyber and one for neuro. Those proposals were due October 12.

VP of Research Deb Crawford recently hosted the university Research Council for a strategic retreat as part of the process of crafting a new research strategic plan.

- **Tuition and Fee Structure**

The Budget and Finance team is working with Provost's Office staff and external experts to develop a FY18 tuition and fee structure that balances the need to invest in core academic services with access and retention objectives. Projected state budget cuts and a widening gap between Mason's tuition structure and that of our peers has accelerated this effort.

- **Executive Education**

Revenues are off to a strong start in FY17. As of the end of August we had generated \$2.5M, which represents 29% of our annual revenue target of \$8.6M

To build a future pipeline, we have formalized a Chief Learning Officer Advisory Council comprised of 10 federal government chief learning officers that will help us identify and develop executive education programs for the federal government.

- **Communication and Engagement**

I continue to spend a large amount of time on campus engagement. As I did last fall, I am personally visiting each of the academic units, where I hold open forums for faculty and staff. I recently hosted the Faculty Senate at the Mathy House and I have regular contact with students.

- **Compensation and Well-Being**

As we discussed in July, retaining our faculty and staff talent is a critical strategic objective. To this end, and in the wake of the news that the Commonwealth will be unable to fund its portion of the budgeted 3% raise, a new compensation proposal focused on retaining our faculty and staff talent will be presented later this afternoon.

Human Resources is working with the Provost's Office and Presidential Fellow Eden King to develop and implement a plan to increase faculty satisfaction and engagement.

- **Facilities**

State budget challenges may delay the schedule for Robinson Hall and utility infrastructure projects. The Finance and Land Use Committee has received staff proposals which would keep the projects on track by changing the timing of Mason's planned funding.

Potomac Science Center remains on track for spring 2017 completion.

Peterson Hall remains on track for occupancy by faculty in fall 2017 and by students during spring 2018.

- **Media Coverage**

Please check our weekly email update of major media hits. The recent dedication of the Scalia Law School generated a tremendous amount of positive publicity for the university.

Legislative Update – Federal:

Congressional Testimony – On September 29, I testified before the Subcommittee on Research and Technology at a hearing, "Academic Research Regulatory Relief: A Review of New Recommendations." The Subcommittee is chaired by Representative Barbara Comstock (VA-10). I highlighted Mason's growing research excellence in many different fields and how research and scholarship advances made by Mason faculty "are moved downstream from lab-to-patent-to commercialization-to-market, generating opportunities for start-ups, business creation, and economic development." He also discussed the challenge of resources in building the administrative infrastructure to comply with the increasing regulatory demands. Mason, while trying to hold the line on tuition increases, cannot afford to hire additional administrative staff to comply with increased regulations. Increased administrative burden then falls on the researchers themselves, which reduces the amount of time they can spend in their labs doing research that advances our national innovation agenda. Appreciation was expressed to Chairwoman Comstock for visiting the Science and Technology campus twice over the past year: once to tour the Institute for Biomedical Research; and the second to see demos at the Virginia Serious Games Institute. During the course of the hearing, Representative Comstock shared her experiences during these visits and spoke very highly of the Mason researchers and scientists.

Senate Event on Campus Sexual Assault – On September 21, I was the only college president to participate in Rosemary Tribble's Fear2Freedom event in the Senate Russell Building on reducing the incidence of campus sexual assault, and helping survivors deal with the trauma. Senators participating included Mark Warner of Virginia with six of his fellow colleagues, who all joined the participants in putting together the Fear2Freedom survivor's kits.

White House engagement – On August 26, I met with high level White House staff in the West Wing to discuss ways to engage the White House and President Obama. I will provide additional details privately.

Congressional Letters on White Collar Minimum Wage – Wrote to several Virginia Members of Congress asking them to support legislation that would modify the Department of Labor's

Attachment 2 - page 4
overtime rule changes. The new rule would increase the "white collar" minimum salary by 113% on December 1, and mandate automatic increases in each successive year for three years. Dr. Cabrera's letter supports a more gradual approach. Otherwise the immediate cost to Mason would be in the range of \$850,000 - \$2 million.

Representative Barbara Comstock Visits IBI – On May 6, a Mason team provided an in-depth tour of the Institute for Biomedical Innovation. The two-hour visit featured the latest advances in nanoparticle technology that has proven to be the most effective diagnostic test for Lyme disease. Representative Comstock also saw the groundbreaking research being done on cancer, particularly breast cancer. Discussed how federal research grants contributed to the breakthroughs and how federal dollars can leverage private sector funds.

Legislative Update – State:

Upon adjournment of the 2016 Session, in which Mason was very successful in securing funding for its highest priorities, the process of preparation for 2017 began immediately.

Establishment of Legislative Priorities for 2017:

The Government Relations Council (Provost Wu, Senior VP Davis, VP Liberty, VP Calhoun, VP Marks, VP Smith, VP Crawford, Asst. VP & Chief Budget Officer Moore, Exec. Director of State Government Relations Smith) have worked since May to determine and refine our legislative priorities in alignment with the Six-Year plan and in consideration of the state's budget realities.

Legislative Outreach:

Participated in significant engagement and traveling to meet legislators throughout the Commonwealth to both strengthen relationships with members on key committees and establish new ones. Meetings have included:

Speaker of the House Bill Howell

House of Delegates: Tag Greason, Steve Landes, Jimmie Massie, Kirk Cox, Chris Jones, John O'Bannon, Delores McQuinn, Ben Cline, Mark Cole, Dave LaRock, Michael Webert

Senate: Mark Obenshain, Siobhan Dunnavant, Janet Howell, Bill Carrico, Tommy Norment, Emmett Hanger, George Barker

Governor's Administration: Chief of Staff Paul Reagan, Secretary of the Commonwealth Kelly Thommason, Secretary of Education Dietra Trent, Secretary of Finance Ric Brown, Secretary of Commerce and Trade Todd Haymore, Deputy Chief of Staff Suzette Denslow

General Assembly & Agency Staff: Senate Finance Committee Staff Director Betsey Daley, Virginia Economic Development Partnership Dan Gunderson

Continued work with Old Dominion for Online Virginia Network (formerly VDCN):

Mason continues to work closely with colleagues at Old Dominion University in preparation for the launch of the Online Virginia Network in 2017. Regular updates to state leaders within the administration, legislature and agency staff have been part of the strategy to keep the project moving smoothly towards implementation.

Working with Governor's Administration and Agency Staff:

The university has been in discussions with the administration and agency staffs on a number of issues including our licensing of our Child Development Center, support for entrepreneurship programs for veterans and a potential collaboration in the Governor's coming trip to Korea.

SCHEV Discussion – Renaming of Law School:

I attended the SCHEV meetings in May at Washington & Lee University to represent our position on the Scalia Law School name.

Upcoming Events:

- October 18: Legislative visits in Richmond (Lt. Governor Ralph Northam, Delegate Jen McClellan, Senator Ryan McDougle, and others).
- October 25: Dinner for legislators at Mathy House.
- November 1: Dinner for legislators at Mathy House.
- November 9: Reception for legislators at Mathy House.
- December 16: Legislative visits in Richmond and release of Governor's Introduced budget.

External Activities:

- Attended a Life with Cancer event hosted by Milt and Carolyn Peterson.
- Along with Dean Ken Ball, participated in a visit to Noblis to learn about their initiatives and discuss potential collaboration with Mason.
- Spoke at "Taste of Arts by George" event hosted by Milt and Carolyn Peterson.
- Attended an Economic Club of Washington with Phebe Novakock, Chairman and CEO, General Dynamic Corporation.
- Attended the Loudoun County Chamber of Commerce luncheon and introduced keynote speaker Sheila Johnson, Co-Founder of BET and owner of Salamander Resorts.
- At the invitation of Congressman Connolly, participated in an Innovation Roundtable with Minority Leader Nancy Pelosi and Representatives Beyer, Connolly and Delany, along with numerous business leaders.
- Joining the administration of the Northern Virginia Community College, participated in a stakeholders discussion on the GO Virginia initiative.
- Participated in the annual Volunteer Leadership Summit providing a university update followed by an interactive session with attendees.
- At the invitation of Senator Tim Kaine, attended the U.S. Spain Council in Spain.
- Keynote on philanthropy at the annual conference at Universidad Politécnica de Valencia in Spain.
- Keynote at Fundación Conocimiento y Desarrollo in Madrid, Spain.
- Participated and spoke at the Future Trends Forum in Madrid, Spain.
- Participated in the annual Fairfax City Fourth of July Parade and corresponding festivities.

- Joined a group of twelve business leaders to engage in conversation on the economy and business which was hosted by the Board of Trade.
- Joined Sean Mallon at a dinner hosted by the Fraunhofer USA Board of Directors.
- Attended a private reception for the Inter-American Dialogue CAF Conference which brings together more than 1,000 world leaders to debate and discuss the most pressing developments facing the Americas.
- Spoke at a building dedication for Bob Templin at the Loudoun County campus of the Northern Virginia Community College.
- Presented a Mason update to the Democratic Business Council of Northern Virginia.
- Joined Senators Warner, Nelson, Rubio, McCaskill and several others at the Fear2Freedom event on Capitol Hill.
- At the invitation of the CEO, attended the BP Board of Directors dinner at the National Gallery of Art.
- Spoke at the Colgan Statue unveiling and building dedication on the SciTech campus.
- Presented a Mason update to the Northern Virginia Chamber of Commerce along with signing a collaborative framework between the two organizations.
- Attended a reception hosted by Bob Buchanan in recognition of Steve Fuller.
- Keynote at the Virginia Community College annual retreat and chancellor's conference.
- Attended Virginia Council of Presidents meetings (including GPAC/SCHEV sessions).
- Participated in various development activities/cultivation dinners and visits with donors and business CEOs.

Internal/Campus-Related Activities & Speaking Engagements:

- Spent time with Barbara Comstock during her visit to the SciTech campus. Congresswoman Comstock is a leader on the issue of Lyme disease and was interested in the research Mason is conducting.
- Participated in organized lunches with students, along with members of the Student Advisory Board.
- Attended a spring meeting of the Staff Senate.
- Participated in several A10 calls and meetings.
- Hosted a reception at the Mathy House for Mason Medal recipient Coach Jim Larrañaga.
- Presided over the 49th Commencement Ceremony.
- Attended the Patriot Club Annual Picnic followed by a Mason baseball game.
- Along with David Wu, spoke at the two-day session of the State Council of Higher Education at Washington and Lee University on the Scalia naming decision.
- Attended the 18th Annual Judicial and Legislative Reception at the Arlington campus.
- Participated in Mason Matters events hosted by Ali Saadat and the Hazel family.
- Presided over a two-day Executive Council Retreat.
- Hosted a welcome event for Deb Crawford, Vice President for Research, and Sean Mallon, Associate Vice President, Entrepreneurship and Innovation.
- Provided kick-off remarks for the annual Diversity Scholarship Golf Tournament.
- Attended the groundbreaking for the baseball facility dugout renovation.
- Participated in several Orientation and Family Program Receptions.
- Hosted the annual Planning Conference with the Board of Visitors, President's Council, and members of the Board of Trustees.

- Attended the Relax in Fairfax event, an opportunity to welcome new students and bring them together with the broader Fairfax City community.
- Participated in a Lunch and Learn event to encourage interest in Mason's study abroad program.
- Participated in ongoing 1:1 sessions with Board of Visitor members.
- Fall one-on-one meetings with the academic deans following by unit town hall discussions.
- Welcomed First Lady Michelle Obama to Mason.
- Attended the annual Hylton Performing Arts Center Copper Circle dinner.
- Provided remarks at the Welcome Back breakfast hosted by Athletics.
- Along with University Life and Athletics, participated in the on-campus Fear2Freedom event.
- Ongoing interviews with candidates for the positions of Chief of Police and the Vice President of Communications and Marketing.
- Hosted a social at the Mathy House for the full Faculty Senate.
- Attended and participated in the festivities for the dedication of the Antonin Scalia Law School.

Outside Board Service:

- Inovio (NASDAQ:INO) (telephonic/in-person meetings).
- Georgia Tech Advisory Board (no meetings this period).
- Bankinter Foundation of Innovation, Madrid, Spain (no meetings this period).
- Northern Virginia Technology Council.
- Consortium of Universities of the Washington Metropolitan Area.
- Tec de Monterrey, Mexico, Academic and Research Board (videoconference meeting).
- Institute of International Education/Council for International Exchange of Scholars Advisory Board (no meeting this period).
- Washington Airport Task Force.

Select Upcoming Events:

- Family & Alumni Weekend / Mason Madness – October 14-16
- Schar School of Policy and Government Dedication – October 17
- SCHEV BOV Orientation – October 18-19
- BOV Recognition Event – October 20
- National Leadership Council – November 4-5

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**George Mason University
Board of Visitors Emergency Operations Plan Statement of Adoption**

WHEREAS, the Board of Visitors of George Mason University is concerned with the health and well-being of its students, faculty and staff and desires that the best possible emergency service be available to them; and, the President is concerned with the health and well-being of its students, faculty and staff and desires that the best possible emergency service be available to them; and

WHEREAS, the §23-9.2:9 of the Code of Virginia requires that any public institution of higher education shall develop, adopt, and keep current a written crisis and emergency management plan; and every four years, each institution shall conduct a comprehensive review and revision of its crisis and emergency management plan to ensure the plan remains current, and the revised plan shall be adopted formally by the Board of Visitors or other governing body. Such review shall also be certified in writing to the Department of Emergency Management; and

WHEREAS, such a plan has been developed by George Mason University's Environmental Health and Safety Office in coordination with the Virginia Department of Emergency Management and regional emergency management agencies.

NOW THEREFORE BE IT RESOLVED that the Board of Visitors of George Mason University, on this 13th day of October, 2016, does hereby officially adopt George Mason University's *Emergency Operations Plan*, to include plans and procedures for both natural and human caused disasters.

Adopted October 13, 2016



Kelly McNamara Corley
Secretary
Board of Visitors
George Mason University

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**RESOLUTION OF THE BOARD OF VISITORS OF
GEORGE MASON UNIVERSITY
DECLARING THE INTENTION TO REIMBURSE
THE COST OF CERTAIN EXPENDITURES**

WHEREAS, George Mason University (the "Institution") has undertaken the planning, design, demolition and construction of its Robinson Hall, New Academic and Research Facility and Harris Theater (the "Project") #247-18207; and

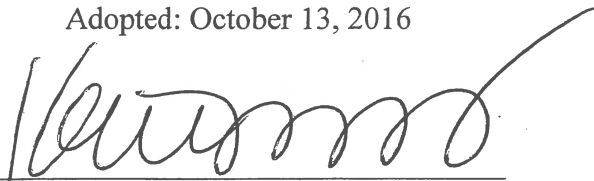
WHEREAS, The Institution has made or will make expenditures (the "Expenditures") in connection with the Project; and

WHEREAS, The Institution may determine that the funds advanced and to be advanced to pay Expenditures will be reimbursed to the Institution from the proceeds of one or more obligations to be issued by or on behalf of the Institution (the "Indebtedness").

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF VISITORS OF THE INSTITUTION:

1. The Board of Visitors of the Institution hereby adopts this declaration of official intent under Treasury Regulations Section 1.150-2 and declares that the Institution intends to reimburse itself, in accordance with such Section 1.150-2, with the proceeds of Indebtedness for Expenditures made on, after or within 60 days prior to the date of the adoption of this Resolution with respect to the Project, except that Expenditures made more than 60 days prior to the date hereof may be reimbursed as to certain *de minimis* or preliminary expenditures described in Treasury Regulations Section 1.150-2(f) and as to other expenditures permitted under applicable Treasury Regulations.
2. The maximum principal amount of Indebtedness expected to be issued for the Project is \$2,600,000.
3. This Resolution shall take effect immediately upon its adoption.

Adopted: October 13, 2016



Kelly McNamara Corley
Secretary
Board of Visitors
George Mason University

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**RESOLUTION OF THE BOARD OF VISITORS OF
GEORGE MASON UNIVERSITY
DECLARING THE INTENTION TO REIMBURSE
THE COST OF CERTAIN EXPENDITURES**

WHEREAS, George Mason University (the "Institution") has undertaken the planning, design and construction of its Utilities Distribution Infrastructure (the "Project") #247-18208; and

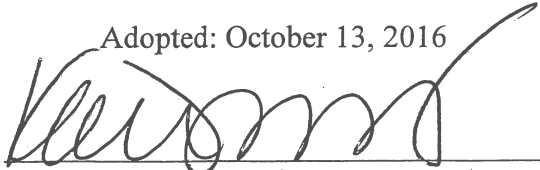
WHEREAS, The Institution has made or will make expenditures (the "Expenditures") in connection with the Project; and

WHEREAS, The Institution may determine that the funds advanced and to be advanced to pay Expenditures will be reimbursed to the Institution from the proceeds of one or more obligations to be issued by or on behalf of the Institution (the "Indebtedness").

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF VISITORS OF THE INSTITUTION:

1. The Board of Visitors of the Institution hereby adopts this declaration of official intent under Treasury Regulations Section 1.150-2 and declares that the Institution intends to reimburse itself, in accordance with such Section 1.150-2, with the proceeds of Indebtedness for Expenditures made on, after or within 60 days prior to the date of the adoption of this Resolution with respect to the Project, except that Expenditures made more than 60 days prior to the date hereof may be reimbursed as to certain *de minimis* or preliminary expenditures described in Treasury Regulations Section 1.150-2(f) and as to other expenditures permitted under applicable Treasury Regulations.
2. The maximum principal amount of Indebtedness expected to be issued for the Project is \$28,000,000.
3. This Resolution shall take effect immediately upon its adoption.

Adopted: October 13, 2016



Kelly McNamara Corley
Secretary
Board of Visitors
George Mason University

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**RESOLUTION OF THE BOARD OF VISITORS OF
GEORGE MASON UNIVERSITY
TO APPROVE AMENDMENT OF CAPITAL LEASE FOR
LIFE SCIENCE LAB BUILDING IN PRINCE WILLIAM**

WHEREAS, The Industrial Development Authority of the County of Prince William (the "Authority") issued its Tax-Exempt Revenue Bonds (George Mason University Foundation Prince William Life Sciences Lab LLC Project) Series 2011AA (the "Series 2011AA Bonds") in the original aggregate principal amount of \$31,065,000 for the benefit of George Mason University Foundation Prince William Life Sciences Lab LLC (the "LLC") in connection with the (i) acquisition, construction and equipping of life sciences lab facilities consisting of approximately 58,056 square feet, plus associated parking and other common/support spaces (the "Facilities") with respect to a building located immediately north of Discovery Hall on the Science and Technology campus (formerly the Prince William campus) of George Mason University (the "University"); and

WHEREAS, in connection with the issuance of the Series 2011AA Bonds, the University entered into a capital lease (the "Lease") between the LLC, as lessor, and the University, as lessee, with respect to certain premises, including the Facilities; and

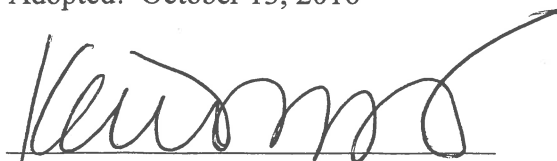
WHEREAS, the LLC has determined to refinance its debt incurred in connection with the issuance of the Series 2011AA Bonds (the "Refinancing"), which debt is secured, in part, by an assignment of the rent payments made by the University pursuant to the Lease; and

WHEREAS, in order to facilitate the Refinancing, the University wishes to enter into an amendment of the Lease (the "Amendment") to adjust the rent payments thereunder and update certain provisions thereof;

NOW, THEREFORE, BE IT RESOLVED:

1. The Board hereby authorizes the University to enter into the Amendment consistent with the terms presented to the Board.
2. The President and the Senior Vice President for Administration and Finance, either of whom may act, are hereby authorized and directed to execute and deliver the Amendment and all related certificates and instruments and to take all such further action as may be considered necessary or desirable in connection with the Refinancing.
3. The resolution shall take effect immediately.

Adopted: October 13, 2016



Kelly McNamara Corley
Secretary
Board of Visitors
George Mason University

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**RESOLUTION OF THE BOARD OF VISITORS OF
GEORGE MASON UNIVERSITY
TO APPROVE AMENDMENT OF CAPITAL LEASE FOR
STUDENT HOUSING BUILDING IN PRINCE WILLIAM**

WHEREAS, The Industrial Development Authority of the County of Prince William issued its Tax-Exempt Student Housing Revenue Bonds (George Mason University Foundation Prince William Housing LLC Project) Series 2011A (the "Series 2011A Bonds") in the original aggregate principal amount of \$14,640,000 for the benefit of George Mason University Foundation Prince William Housing LLC (the "LLC") in connection with the acquisition, construction and equipping of a student residence hall consisting of approximately 152 beds and common/support spaces, in approximately 80,858 total square feet of space, plus associated parking and approximately 10,000 square feet of university program space (collectively, the "Facilities"), all with respect to a building owned by the Company and located across George Mason Circle from the Hylton Performing Arts Center at the western edge of the Science and Technology Campus (formerly the Prince William Campus) of George Mason University (the "University"); and

WHEREAS, in connection with the issuance of the Series 2011A Bonds, the University entered into a capital lease (the "Lease") between the LLC, as lessor, and the University, as lessee, with respect to certain premises, including the Facilities; and

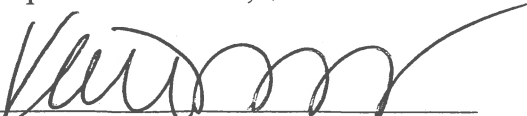
WHEREAS, the LLC has determined to refinance its debt incurred in connection with the issuance of the Series 2011A Bonds (the "Refinancing"), which debt is secured, in part, by an assignment of the rent payments made by the University pursuant to the Lease; and

WHEREAS, in order to facilitate the Refinancing, the University wishes to enter into an amendment of the Lease (the "Amendment") to adjust the rent payments thereunder and update certain provisions thereof;

NOW, THEREFORE, BE IT RESOLVED:

1. The Board hereby authorizes the University to enter into the Amendment.
2. The President and the Senior Vice President for Administration and Finance, either of whom may act, are hereby authorized and directed to execute and deliver the Amendment and all related certificates and instruments and to take all such further action as may be considered necessary or desirable in connection with the Refinancing.
3. The resolution shall take effect immediately.

Adopted: October 13, 2016



Kelly McNamara Corley
Secretary
Board of Visitors
George Mason University

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**RESOLUTION OF THE BOARD OF VISITORS OF
GEORGE MASON UNIVERSITY
FOR FINANCIAL AND ADMINISTRATIVE AUTHORITIES**

WHEREAS, the 2005 Session of the General Assembly enacted Chapters 933 and 945, Acts of Assembly, known as the Restructured Higher Education Financial and Administrative Operations Act ("the Act"), now codified at Chapter 4.10 of Title 23, Sections 23-38.88, *et seq.*, of the Code of Virginia (1950), as amended; and

WHEREAS, the 2008 Session of the General Assembly enacted Chapters 824 and 829, Acts of the Assembly to amend and reenact § 23-38.90 of the Code of Virginia relating to operational authority for public institutions of higher education in informational technology, procurement, and capital projects excluding leases of real property, and which allows the University to enter into a memoranda of understanding for additional operating authority in two, but no more than two, of these three areas; and

WHEREAS, the 2016 Session of the General Assembly enacted § 4-9.02 of the 2016-2018 biennial budget (Appropriation Act) which provides that the University is authorized, for a period of five years, to exercise additional financial and administrative authority as set out in each of the three functional areas of information technology, procurement and capital projects as set forth and subject to all the conditions in §§ 2.0, 3.0 and 4.0 of the second enactment of Chapters 824 and 829 of the 2008 Acts of Assembly; authority which this Board directed the University to implement by separate resolution; and

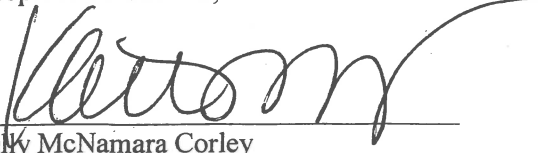
WHEREAS, the same enactment of the 2016 General Assembly authorized a five year pilot program for James Madison University and George Mason University to exercise additional financial and administrative authority over financial operations as follows: (1) Accountability and Delegation of Authority; (2) Financial Management and Reporting System; (3) Financial Management Policies; (4) Financial Resource Retention and Management; (5) Accounts Receivable Management and Collection; and (6) Disbursement Management,

BE IT RESOLVED:

That the Board attests to the ability of George Mason University (The University) to manage successfully its administrative and financial operations with regard to the additional financial authority as outlined in the Appropriation Act.

BE IT FURTHER RESOLVED, the Board shall at all times be fully and ultimately accountable for the proper fulfillment of the duties and responsibilities set forth in, and for the appropriate implementation of, the policy established by the Appropriation Act. Further, the Board hereby states that the President and Senior Vice President for Administration and Finance are granted full authority and responsibility for implementation and management of the additional financial and administrative authorities.

Adopted: October 13, 2016



Kelly McNamara Corley

Secretary

Board of Visitors

George Mason University

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**RESOLUTION
OF THE
BOARD OF VISITORS OF GEORGE MASON UNIVERSITY**

WHEREAS, the University has excelled in meeting its student, financial and operational outcomes, and these results are directly correlated to talented faculty and staff, and

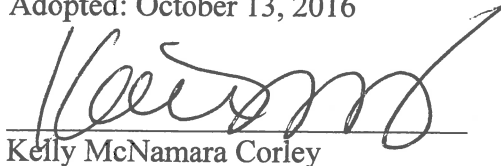
WHEREAS, the University's turnover numbers in faculty and staff are accelerating as compensation is not keeping pace either with regional competition for employees or the cost of living in Northern Virginia; and

WHEREAS, the Board previously approved the University's FY 17 Financial Plan that had anticipated a 3% salary increase;

WHEREAS, the Commonwealth did not meet its revenue projection, and therefore did not provide state general funds to support a Mason compensation increase; therefore

BE IT RESOLVED that the Board affirms the Administration's strategic retention initiative for permanent faculty and staff, in furtherance of that initiative hereby authorizes up to 2% retention increase in faculty and staff salaries in accord with the Mason Strategic Retention Proposal, FY 2017.

Adopted: October 13, 2016



Kelly McNamara Corley
Secretary
Board of Visitors
George Mason University

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WHEREAS, Dr. James M. Buchanan, late professor emeritus of economics at George Mason University and Nobel Prize winner, was founding director of the Center for the Study of Public Choice at George Mason University, which has become one of the world's leading centers for research in political economy; and

WHEREAS, Dr. Buchanan was preeminent in the field of economics, was the recipient of a large number of honors and awards for his scholarly contributions, and during his tenure at Mason was in 1986 awarded a Nobel Prize in Economic Sciences, thereby becoming Mason's first Nobel laureate; and

WHEREAS, Dr. Buchanan was a career mentor and inspirational colleague for dozens of faculty and students at George Mason University, with efforts that provided the foundation for the department we know today; and

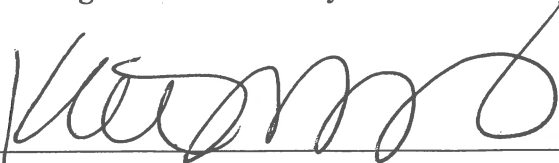
WHEREAS, Dr. Buchanan provided substantial financial support, through his estate, for the scholarly activities of the faculty and students in Mason's Department of Economics; and

WHEREAS, Dr. Buchanan donated his lifetime of scholarly writings, letters, papers and books, published and unpublished, to the George Mason University Library; and

WHEREAS, Mason Hall on George Mason University's Fairfax Campus has served as home to Dr. Buchanan's beloved Department of Economics; now

BE IT THEREFORE RESOLVED THAT Mason Hall, home of the Department of Economics at George Mason University, be renamed James M. Buchanan Hall in honor of Dr. Buchanan's lifetime of significant scholarly achievements and his role in bringing honor and distinction to George Mason University.

BE IT FURTHER RESOLVED THAT this resolution be entered into the minutes of the George Mason University Board of Visitors this day, October 13, 2016.



Kelly McNamara Corley
Secretary
Board of Visitors
George Mason University

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WHEREAS, Dr. Vernon L. Smith, who during his tenure at George Mason University was in 2002 awarded a Nobel Prize in Economic Sciences, and who is also professor emeritus of economics at George Mason University; and

WHEREAS, Dr. Smith was founding director of the Interdisciplinary Center for Economic Science at George Mason University, which has become one of the world's leading centers for research in experimental economics; and

WHEREAS, Dr. Smith, a professor of economics at Chapman University's Argyros School of Business and Economics, is preeminent in the field of economics and has been granted a large number of honors and awards for his scholarly contributions; and

WHEREAS, Dr. Smith has been a career mentor and inspirational colleague for dozens of faculty and students at George Mason University; and

WHEREAS, Dr. Smith has provided substantial financial support, through his non-profit International Foundation for Research in Experimental Economics (IFREE), as well as a large portion of his Nobel award, to further the scholarly activities of the faculty and students in Mason's Department of Economics; and

WHEREAS, this academic year is the 50th anniversary of the awarding of the Nobel Prize in Economics to Dr. Smith, at which time George Mason University wishes to honor him, highlighting the University's ongoing support for and commitment to the centrally important Department of Economics as well as the Interdisciplinary Center for Economic Science to George Mason University, along with many other related contributions to the academy of sciences; and

WHEREAS, the Metropolitan Building on George Mason University's Arlington Campus has served as home to Dr. Smith's esteemed Interdisciplinary Center for Economic Science; now

BE IT THEREFORE RESOLVED THAT the Metropolitan Building be renamed Vernon L. Smith Hall in honor of Dr. Vernon L. Smith's lifetime of scholarly achievements, including his Nobel Prize, and his role in bringing honor and distinction to George Mason University.

BE IT FURTHER RESOLVED that this resolution be entered into the minutes of the George Mason University Board of Visitors this day, October 13, 2016.



Kelly McNamara Corley
Secretary
Board of Visitors
George Mason University

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GEORGE MASON UNIVERSITY
BOARD OF VISITORS
Academic Programs, Diversity, and University Community Committee Meeting
Thursday, December 8, 2016

A G E N D A

I. Call to Order

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

- A. Special Committee on Distance Education: September 26, 2016.....B-2
- B. Full Committee: October 13, 2016.....B-5

III. Old Business

IV. New Business

- A. Student Experience Redesign (M. Marks, D. Burge, R. Pascarell, M. Smith)
- B. Trends In Student Mental Health (B. Meehan)
- C. Academic Program Fifth Year Review (D. Wu).....B-24
- D. Faculty Actions (Action Item)
 - 1. Election of New Hires.....B-28
 - 2. Conferral of Emeritus/Emerita Status.....B-30
- E. Faculty Announcements
 - 1. Appointment of Faculty.....B-33
 - 2. Appointment of Administrative and Professional Faculty.....B-37
 - 3. Appointment/Reappointment of Deans, Department Chairs and School Directors.....B-42
 - 4. Renewals and Reappointments.....B-43
 - 5. Separations.....B-45
 - 6. Other Announcements.....B-47
 - 7. Summary of Faculty Actions and Announcements.....B-53

V. Adjournment

**GEORGE MASON UNIVERSITY
BOARD OF VISITORS
Special Committee on Distance Education**

**September 26, 2016
2:30 p.m. – 3:30 p.m.
1201 Merten Hall, Fairfax Campus**

MINUTES

PRESENT: Rector Tom Davis, Vice Rector Jon Peterson, Special Committee Chair John Jacquemin and Vice Chair Dave Petersen; Faculty Senate Chair Keith Renshaw; Student Representative Nathan Pittman; President Ángel Cabrera; and Secretary pro tem Hannush.

ALSO IN ATTENDANCE: Provost S. David Wu, Senior Vice President Jennifer Wagner Davis, and Vice Provost Michelle Marks; and Senior Associate University Counsel Brian Walther.

I. The meeting was called to order by Special Committee Chair John Jacquemin at 2:47 p.m.

Visitor Jacquemin called for a motion to go into Closed Session. Vice Rector Peterson **MOVED** that Board go into Closed Session under the provision of Section 2.2-3711.A.29 to discuss a Public Contract. The motion was **SECONDED** by Visitor Petersen.

MOTION CARRIED UNANIMOUSLY BY VOICE VOTE

Visitor Jacquemin **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 Rector Davis

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

II. Approval of Wiley Contract (Action Item)

As a result of the Closed Session, the following Action Item was brought to the Open Meeting:

Visitor Jacquemin **MOVED** to adopt the *Resolution of Special Committee of the Board of Visitors of George Mason University Regarding Approval of Contract for Distance Education* reviewed in the Closed Session:

WHEREAS, the University has engaged in a public procurement for services to assist the University with developing and implementing distance education programs; and

WHEREAS, on or about May 5, 2016, the Board of Visitors appointed a special committee (the "Committee") of two members for the purpose of taking action on behalf of the Board to approve such a contract, while the Board is in Recess; and

WHEREAS, the University desires to enter into a certain contract with Wiley edu, LLC, for distance educations services (the "Contract"), and the value of such contract may, during the term of the contract, exceed \$5,000,000 on a one-time or annual basis; and

NOW, THEREFORE, BE IT RESOLVED:

1. The Committee, in the recess of the Board, hereby approves the Contract, and the President or Senior Vice President for Administration and Finance are hereby authorized to take all such further actions and to execute all such further documents as shall be necessary to procure such distance education services for the University.
2. This resolutions shall take effect immediately upon its adoption.

The motion was **SECONDED** by Rector Davis. Rector Davis opened the floor to discussion. There was none.

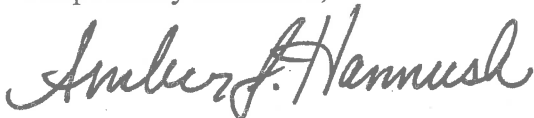
MOTION CARRIED UNANIMOUSLY BY VOICE VOTE

President Cabrera, on behalf of the Provost and Vice Provost, expressed appreciation to Special Committee members John Jacquemin and Dave Peterson for their time and attention to this important matter.

III. Adjournment

Special Committee Chair Jacquemin called for a **MOTION** to adjourn the meeting; Rector Davis **MOVED**; and Visitor Petersen **SECONDED**. The meeting adjourned at 3:41 p.m.

Respectfully submitted,



Amber J. Hannush
Secretary pro tem

Attachment: Resolution regarding Special Committee approval of contract for Distance Education.

**RESOLUTION OF SPECIAL COMMITTEE OF THE BOARD OF VISITORS OF
GEORGE MASON UNIVERSITY
REGARDING APROVAL OF CONTRACT FOR DISTANCE EDUCATION**

WHEREAS, the University has engaged in a public procurement for services to assist the University with developing and implementing distance education programs; and

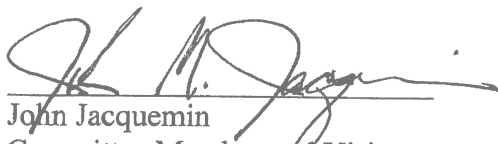
WHEREAS, on or about May 5, 2016, the Board of Visitors appointed a special committee (the "Committee") of two members for the purpose of taking action on behalf of the Board to approve such a contract, while the Board is in Recess; and

WHEREAS, the University desires to enter into a certain contract with Wiley edu, LLC, for distance education services (the "Contract"), and the value of such contract may, during the term of the contract, exceed \$5,000,000 on a one-time or annual basis; and

NOW, THEREFORE, BE IT RESOLVED:

1. The Committee, in the recess of the Board, hereby approves the Contract, and the President or the Senior Vice President for Administration and Finance are hereby authorized to take all such further actions and to execute all such further documents as shall be necessary to procure such distance education services for the University.
2. This resolution shall take effect immediately upon its adoption.

Adopted: September 26, 2016



John Jacquemin

Committee Member and Visitor

On behalf of the Board of Visitors of George Mason University



David Petersen

Committee Member and Visitor

On behalf of the Board of Visitors of George Mason University

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

MINUTES

Thursday, October 13, 2016
8:30 a.m. – 10:00 a.m.
Merten Hall, Fairfax Campus

PRESENT: Chair Karen Alcalde, Vice Chair John Jacquemin; Visitors: Mahfuz Ahmed, Shawn Purvis, Bob Witeck and Lisa Zuccari; Faculty Senate Chair: Keith Renshaw; Student Representatives: Nathan Pittman and Christian Suero; Staff Representatives: Provost S. David Wu, Rose Pascarell and Julian Williams.

ABSENT: Visitors: Claire Dwoskin, Wendy Marquez, Davie Petersen; Faculty Representatives: Jill Nelson and Peter Pober.

I. The meeting was called to order by Chairperson Karen Alcalde at 8:40 a.m.

II. Approval of Minutes (Action Item)

It was **MOVED** by Visitor Ahmed and **SECONDED** by Vice Chair Jacquemin that the minutes from the May 5, 2016 meeting be approved. **MOTION CARRIED UNANIMOUSLY.**

III. Old Business

No items were raised for Committee discussion.

IV. New Business

A. Diversity and Inclusion

Julian Williams, Vice President for Compliance, Diversity and Ethics, and Rose Pascarell, Vice President for University Life, updated the committee on Mason's progress to create an inclusive and diverse academic community that serves our students and reflects the diversity of the National Capital Region.

The university continues to invest in staffing and programmatic infrastructure to support diversity and inclusion initiatives. A \$1M allocation to diversity and inclusion programming initiatives will support online mentoring resources for faculty of color, diversity and awareness programs for students and faculty, cultural competence training and workshops, a director of strategic diversity, and support staff for counseling and psychological services, diversity and inclusion services, LGBTQ services, sexual assault and prevention services, and other student support.

Compliance, Diversity and Ethics has partnered with Human Resources to modify recruiting, hiring and retention processes to increase faculty diversity rates and applicants of color as well as decrease "unknown" race or ethnicity records. Earlier this year, 20% of faculty members had not updated race or ethnicity data, and that number has improved to 6%. Desired outcomes include increased student/faculty/staff satisfaction and retention, enhanced compliance and improved approach to hiring at Mason.

B. Distance Education Update

Michelle Marks, Vice President for Academic Innovation and New Ventures, updated the committee on Mason's distance education initiatives. As a result of considerable effort and consideration by Mason's academic and administrative teams, in close partnership with the Board of Visitors, particularly John Jacquemin and Dave Petersen, Mason signed a master services agreement with Wiley in September. New online programs under this partnership will launch in Fall 2017.

Mason and Old Dominion University have also received a \$1M planning grant from Commonwealth to begin work on a web portal project that will support online degree completion opportunities for the over 600,000 non-degreed residents with credits from Virginia institutions.

C. Mason Korea Update

Steven Lee, President for Mason's Korea campus, and Aaron Lyvers, Chief Financial Officer, reviewed the campus's growth over the past three years, which includes programmatic, advisory and facility changes to support growing student enrollments projected to reach 1,000 students by Spring 2022.

The financial picture for the Mason Korea campus looks strong, with a net surplus anticipated in FY16 to support student programs and process refinements. With a new business plan in place, student enrollments and new revenue streams, including study abroad, pathways programs and summer programming, will support loan repayments, facility payments and personnel costs starting in FY17.

D. School of Nursing NCLEX Update

Carol Urban, Director of the School of Nursing, updated the committee on School of Nursing's National Council Licensing Exam (NCLEX) scores. Pass rates for the traditional pathway of the BSN program were below the State Board of Nursing's required 80% in 2015. With curricular and admissions changes, NCLEX scores have increased to 90.91% through June this year, and the latest (September) unofficial report indicated a 93.65% passing rate.

E. Enrollment Update

David Burge, Vice President for Enrollment Management, updated the committee on this year's enrollments, which exceeded 35,000 students on all campuses. This year's freshman class was the largest yet; transfers continue to grow, and incoming graduate program students are functionally flat, but better than market trends. Student preparedness is higher than ever with record average SAT scores and strong GPAs. Mason continues to grow on its trajectory to meet the strategic objective of 100,000 career-ready graduates by 2024.

F. New Programs (Action Items)

Chairperson Alcalde called for a **MOTION** to approve the action; Visitor Ahmed **MOVED** and Visitor Purvis **SECONDED** that the following programs be approved:

1. MS, Criminal Justice
2. BS, Business

The **MOTION CARRIED UNANIMOUSLY**.

G. Name Change (Action Item)

Chairperson Alcalde called for a **MOTION** to approve the action; Visitor Ahmed **MOVED**; and Visitor Witeck **SECONDED** the following name change:

1. Ph.D., Education to Ph.D., Education and Human Development

The **MOTION CARRIED UNANIMOUSLY**.

H. Faculty Actions (Action Items)

Chairperson Alcalde called for a **MOTION** to approve the action; Vice Chair Jacquemin **MOVED**; and Visitor Ahmed **SECONDED** the following faculty action:

1. Conferral of Emeritus/Emerita status for eleven faculty members

The **MOTION CARRIED UNANIMOUSLY**.

I. Faculty Announcements

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

J. Adjournment

Chairperson Alcalde called for a **MOTION** to adjourn the meeting; Visitor Ahmed **MOVED**; and Visitor Purvis **SECONDED**. The meeting adjourned at 9:59 a.m.

Respectfully submitted,



Amber J. Hannush
Secretary Pro Tem

GMU Korea

State of the Campus –BOV Report

October 13, 2016

1. GMU Korea Overview: Chronology



2. GMU Korea Structure: Facility



	2014 Spring	2015 Spring	2016 Spring
Classrooms	3	7	8
Faculty offices	6	22	32
Admin/Staff office	5	18	22
Internet cafe	-	1	1
Welcome lounge	-	1	1
MIC	-	1	1
ETC	1	3	4
Total	16	55	71

New Building		# of rooms
Special Classroom	Classrooms	23
	Computer lab	1
	Event hall	1
	Internet cafe	1
	Audiovisual room	1
	Computer commence	1
	Subtotal	5
Faculty offices		101
Administration / staff offices		60
Storage / Etc.		24
Total		213

2. GMU Korea Structure: President's Advisory Board

Korea: Fall 2015 - Present



Ms. Ahn, Soo-Jeong
Yulchon LLC
Senior Foreign Counsel / Partner



Dr. Jung, Leo
George Mason University Korea
Visiting Associate Professor of Marketing



Mr. Lee, Tae-sik
Korea Embassy in the United States
Former Ambassador



Dr. Baek, Un Chan
Korean Association of Certified Public Tax Accountants
President



Dr. Jung, Yong-duck
Seoul National University/
Geumgang University
Emeritus Professor/
University Chair-Professor



Ms. Msuya, Joyce
World Bank Group Korea Office
Special Representative



Dr. Chung, KunMo
George Mason University Korea
Special Advisor to the President



Mr. Kim, Hyun-myung
Korea Importers Association
Vice Chairman



Dr. Park, Sooyong
Sogang University
Professor



Dr. Gweon, Seong C.
The Financial News
President and C.E.O



Dr. Kim, Kinam
Samsung Electronics -
Semiconductor Business
President



Dr. Seok, Yeong Cheol
Ministry of Trade, Industry, and Energy
Executive Director for
International Cooperation



Mr. Ha, Yung Ku
Korea Federation of Banks
Chairman



Mr. Lee, Jaehung
Ministry of Employment and Labor
Assistant Minister of Employment Policy



Ms. Wille, Shelly Luke
Chadwick International School
Head of School

2. GMU Korea Structure: President's Advisory Board



Korea: Fall 2016 - Present



Mr. Choi, Jin Ho
Plan A Entertainment
President and CEO



Dr. Kim, Sukoh (Indy)
Incheon Regional Customs
Director, FTA Coordination Division



Mr. Park, Kwon Woo
Ewha Womans University High School
Head of Strategy Department



Dr. Endicott, John E.
Woosong University and SolBridge
International School of Business
President and Vice Chancellor



Mr. Lee, Yongtak (Paul)
ETS Global Korea
Country Manager



Dr. Park, Seong-Ho
YTN
Senior Commentator



Mr. Hwang, Tae Soon (Samuel)
Theragen Etx Bio Institute
President and COO



Dr. Park, Kook Yang
Gachon University
Gil Heart Center
MD & PhD



Mr. Yang, Ki Dae
Kwang Myeong City
Mayor

2. GMU Korea Structure: President's Advisory Board



U.S.A.: Fall 2015 - Present



Mr. Ahn, Chang Hai
The Town News / City of La Mirada
Publisher and President / Commissioner



Gen. Kicklighter, Mick (Claude)
U.S. Military in the Pacific
Former Commander



Mr. Murcott, Tom
Gale International
Executive Vice President



Ms. Cho, Haeyoung
Pacific City Bank
President & C.E.O.



Ms. Lee, Christine C.
Christine Lee Law Group
C.E.O & Attorney



Rev. Ryoo, Eung Yul
Korean Central Presbyterian
Church
Senior Pastor



Dr. Choi, Steven S.
City of Irvine
Mayor



Mr. Lee, Peter Y.
Lee, Hong, Degerman, Kang & Waimey
Partner Attorney



Mr. Ju, Justin J.
HJS Accountancy Corporation
Partner CPA



Mr. McCormack, Richard
U.S. Department of State
Former Under-Secretary of State

2. GMU Korea Structure: President's Advisory Board



U.S.A.: Fall 2016 - Present



Mr. Kil, William O.
Foundation for Korean Language
And Culture in USA
Chairperson



Ms. Lim, So Jung
Korean American Association of
the Washington Metropolitan Area
President



Mr. Stangarone, Troy
Korea Economic Institute
Senior Director of Congressional
Affairs and Trade



Dr. Kim, Jay ChangJoon
U.S. Congress
Former U.S. Congressman



Mr. Pyon, Harold Y.
Korean Community Service Center
Chairman

3. Student Enrollment: Admission Data



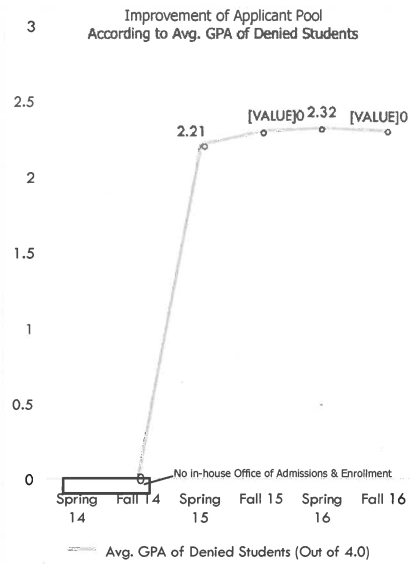
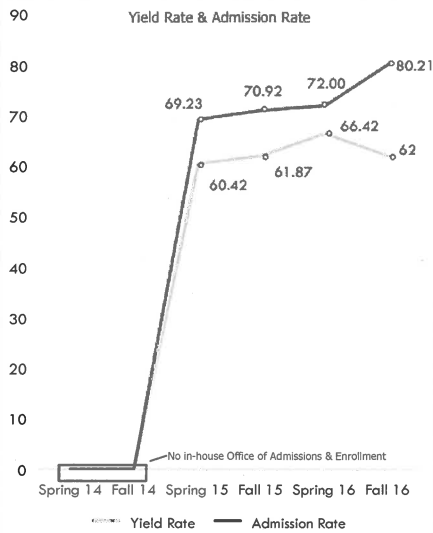
		Spring 14 (82.93%)			Fall 14 (68.63%)			Spring 15 (60.42%)			Fall 15 (61.87%)			Spring 16 (66.42%)			Fall 16 (62.07%)		
		Apps Total: 108			Apps Total: 96			Apps Total: 275			Apps Total: 263			Apps Total: 248			Apps Total: 228		
		A+E/denial/ Incomplete/defer(L, E): 41/33/28/14(0)			A+E/denial/ Incomplete/defer(L, A): 51/12/23/9(0), 1(A)			A+E/denial/ Incomplete/defer(L, A): 144/56/53/14(0), 8(A)			A+E/denial/ Incomplete/defer(L, A): 139/50/56/7(0), 7(A)			A+E/denial/ Incomplete/defer(L, A)/cancel: 138/50/54/4(A)/2			A+E/denial/ Incomplete/defer(L, A)/cancel: 146/36/42/1(A)/4		
Aug. 31st 2016 updated		Total(A+E)	Admit	Enroll	Total(A+E)	Admit	Enroll	Total(A+E)	Admit	Enroll	Total(A+E)	Admit	Enroll	Total(A+E)	Admit	Enroll	Total(A+E)	Admit	Enroll
Total		41	7	34	51	16	35	144	57	87	139	53	86	138	49	89	146	56	90
Major	ECON	9	1	8	11	6	5	19	8	11	27	7	20	12	3	9	7	2	5
	MNGT	32	6	26	40	10	30	70	28	42	70	28	42	66	23	43	67	27	38
	GLOA	0	0	0	0	0	0	55	21	34	42	18	24	59	23	36	62	23	39
	ACCT	0	0	0	0	0	0	0	0	0	0	0	0	1	0	1	7	2	5
FINC		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	3	0	3

- **Yield Rate** has increased continuously : **Spring 15 (60.42%)** ⇨ **Spring 16 (66.42%)**
Fall 15 (61.87%) ⇨ **Fall 16 (62.07%)**

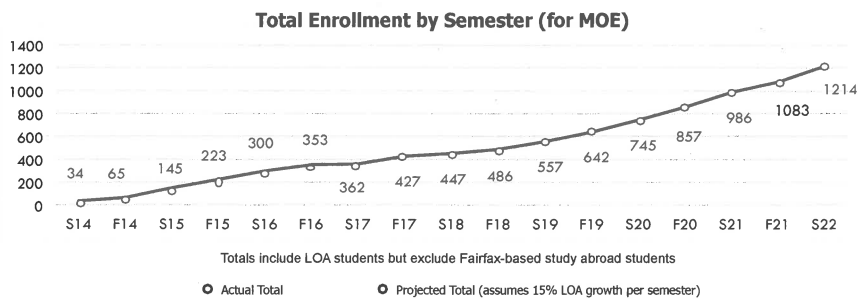
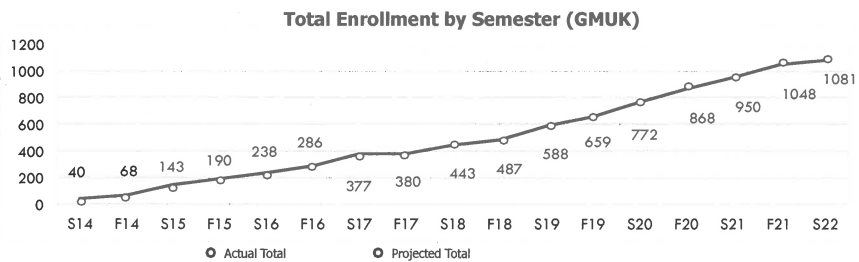
- **Applicant pool** has slightly improved in **quality**

- Average GPA of denied students are slightly higher : **Spring 15 (2.3)** ⇨ **Spring 16 (2.32)**
Fall 14 (2.3) ⇨ **Fall 16 (2.3)**
- Admission rate has steadily increased : **Spring 15 (69%)** ⇨ **Spring 16 (72%)**
Fall 15 (71%) ⇨ **Fall 16 (80%)**

3. Student Enrollment: Analysis



3. Student Enrollment: Growth Projection



4. Collaboration & Partnerships

Year	Institution/Organization	Organization Type	Benefits for GMU Korea	Status
2014 Fall	Incheon Global Campus	Government Organization	Collaboration	MOU Signed
	Shinil High School	Education Institute	Recruitment	
	Kookmin Bank	Bank	Scholarship	
2015 Spring	Incheon Metropolitan City	Government	Internship	
	Incheon Posco Academy	Education Institute	Recruitment	
	Tokyo Korean School	Education Institute		
2015 Fall	International Sports Relations Foundation	NGO	Internship	
	Incheon International High School*	Education Institute	Recruitment	
	Sungmoon High School	Education Institute		
	Ganghwa High School	Education Institute		
	Chadwick International School	Education Institute		
	Incheon Daegun High School	Education Institute		
	MIT International School	Education Institute		
2016 Spring	World Federation of UN Associations (WFUNA)	UN Organization	Internship	
	Pacific City Bank	Bank		
	Korean Association of Certified Public Tax Accountants	NGO		
	Korea Customs Service	Government Organization		
	Theragen Etx Bio Institute	Venture Capital	Recruitment & Summer Camp	
	City of Gwangmyung	Government		
	Cheongna Dalton School	Education Institute	Recruitment	
	Redwood Academy	Education Institute		
	Kyeongin Ilbo	Press	Recruitment & CEO program	
	Foundation for Korean Language and culture in USA	Education Institute	Recruitment & Summer Camp	
2016 Fall	Incheon National University	Education Institute	Student Exchange	In progress
	Korean Air	Private Company	Internship	
	Korea Economic Institute	NGO		
	A Cube Entertainment	Private Company		
	Irvine Valley College	Education Institute		
	Santa Monica College	Education Institute		
	Korea National Open University	Education Institute		

5. Institutional Plans: New Majors

MOE application submitted on May 31, 2016

Major	Degree	Requested Quota
Conflict Analysis & Resolution	B.A., B.S.	200
Curriculum and Instruction	M.Ed.	200
Systems Engineering	M.S.	100

Master Plan for Mason Korea Academic Programs

Department	Programs	2016	2017
College of Humanities & Social Sciences	Program 1 (Economics, B.S. & B.A.)	200	200
	Program 2 (Global Affairs, B.A.)	240	240
School of Business (major is selected in the 3rd year)	Program 3 (Management, B.S.)	660	660
	Program 4 (Accounting, B.S.)		
	Program 5 (Finance, B.S.)		
College of Engineering	Program 6 (Systems Engineering, M.S.)		100
School of Conflict Analysis & Resolution	Program 7 (Conflict Analysis & Resolution, B.S. & B.A.)		200
College of Education & Human Development	Program 8 (Curriculum & Instruction, M.Ed)		200
		1100	1600

6. Finance: FY15-16 and 5 Year Financial Forecast

5 Year Summary-By Year	FY15	FY16	FY17	FY18	FY19	FY20	FY21
Revenue	JAN-DEC 2015	JAN-DEC 2016	JAN-DEC 2017	JAN-DEC 2018	JAN-DEC 2019	JAN-DEC 2020	JAN-DEC 2021
FTE Enrollments							
Spring	143	238	377	443	588	772	950
Fall	190	286	380	487	659	868	1048
Gross Revenues from Enrollments	\$3,163,806	\$5,119,896	\$6,813,000	\$8,370,000	\$11,223,000	\$14,760,000	\$17,982,000
Government/IGC Subsidy	\$969,365	\$1,378,312	\$1,000,000	\$0	\$0	\$0	\$0
Total Revenues	\$4,118,914	\$6,498,208	\$7,813,000	\$8,370,000	\$11,223,000	\$14,760,000	\$17,982,000
Total Personnel Costs	\$2,637,984	\$3,237,938	\$5,407,075	\$6,487,890	\$8,446,840	\$10,763,017	\$13,082,099
Total Operating Costs	\$2,086,863	\$1,529,048	\$1,716,862	\$2,489,271	\$3,493,860	\$3,727,330	\$3,914,936
Total Personnel and Operating Costs	\$4,724,847	\$4,766,986	\$7,123,938	\$8,977,162	\$11,940,699	\$14,490,347	\$16,997,035
Net Operating Surplus (Deficit)	(\$933,803)	\$797,419	\$1,486,481	\$742,956	\$25,257	\$294,910	\$1,143,512
Loan Proceeds (Repayment)	\$196,800	\$0	(\$136,364)	\$0	\$0	(\$136,364)	(\$409,091)
Cash and Cash Equivalents, end of Year	\$645,109	\$797,419	\$1,350,118	\$742,956	\$25,257	\$158,546	\$734,421
*Cash and Cash Equivalents, end of Year-3 year Extension to Building and Housing Subsidy	\$645,109	\$797,419	\$1,350,118	\$1,183,290	\$1,441,715	\$1,697,735	\$1,824,185

6. Finance: New Revenue Streams – To be developed

Potential Revenue Streams:	FY18	FY21
Mason Study Abroad – GMUK as a destination for Fairfax Students	30-50	250-300
Pathway programs – Enhanced programming for ESL students that are academically qualified <ul style="list-style-type: none"> Premium Pricing on Pathway 	20-30	125-150
Summer Course Development and Programming – Fully utilizing the GMUK facility in the summer months with academic programming and community engagement. <ul style="list-style-type: none"> Academic Course Offerings ESL Programming CEHD Graduate Student programming 	Number of Courses 5	Number of Courses 15
Guided Pathways – recruitment into transfer students markets.	35-40	100-120

7. Priorities for 2016-2017



8. What We Bring to FFX

1. Recruit **students** to GMU Fairfax.
2. Improve **brand recognition** in the region.
3. Contribute to GMU Fairfax **diversity** and **revenue**.
(GMU Korea students spend one year in Fairfax, paying Fairfax tuition).
4. Provide teaching and research **opportunities for faculty**.
5. Provide opportunity for students to **study at GMU Korea**.
6. Increase access to **research grants** and **funded projects** in Korea.
7. Promote collaboration with **corporate, government, educational, and NGOs** in Korea.
8. Expand **academic and educational** programs in Korea.
9. Create opportunities for **special projects and activities** in Korea.
10. Create opportunities for **multi-national** joint programs.
11. Provide **internship, career, and professional development** opportunities in Korea.
12. Enhance **alumni relations** in the region.

**Board of Visitors Meeting
October 13, 2016**

School of Nursing NCLEX Update

Background

At the end of the calendar year 2015, NCLEX pass rates for the traditional pathway of the BSN program were below the state Board of Nursing's required 80% for the year (at 63.54%, although it is noted that this was the first year that the traditional and accelerated second-degree pathways were reported separately; previously they had been combined). Because this was the third year with a total pass rate of less than 80%, the Board of Nursing placed the traditional pathway on "conditional approval." Admissions and enrollment to this pathway remained unaffected. The Board of Nursing required that the SON notify all prospective and current students, faculty, and the dean of the College of the conditional approval. The SON was also required to submit documentation of all changes made to improve future NCLEX pass rates for the traditional pathway (report submitted in July, changes summarized below). The Board of Nursing will review the end-of year pass rate for calendar year 2016 and decide on any further recommendations in early 2017 with notification to the School of Nursing in the annual meeting on programs in May 2017.

Only the traditional pathway of the BSN program was affected. The accelerated second-degree pathway had a 91.89% pass rate for calendar year 2015 and remains on full approval.

The Board of Nursing approves pre-licensure programs only. The RN-to-BSN program, MSN, DNP, and PhD programs are not under the Board of Nursing's jurisdiction.

Accreditation of the SON is granted by the Commission on Collegiate Nursing Education (CCNE) and is also not affected. We remain accredited through 2024. CCNE accredits BSN, MSN, and DNP programs and evaluates four main standard areas: Program Quality in: Mission and Governance, Institutional Commitment and Resources, Curriculum and Teaching-Learning Practices, and Program Effectiveness: Assessment and Achievement of Program Outcomes. (reference: <http://www.aacn.nche.edu/ccne-accreditation/Standards-Amended-2013.pdf>). The PhD program participates in the Mason's Academic Program Review (APR) process.

NCLEX-to-Date

Traditional pathway, official 2nd quarter report (through June 30):

Traditional pathway: 90.91%
May 2016 grads: 16 passed out of 17
Dec. 2015 grads: 1 passed out of 2
Aug. 2015 grads: 2 passed out of 2
Dec. 2014 grads: 1 passed out of 1

Next official report for 3rd quarter (closed September 30) will be available mid-October.

Traditional pathway, unofficial report, May graduates only (through Sept. 15):

59 passed out of 63 (93.65%)
32 yet to take
All 4 students who failed were contacted; did little to no prep. after Hurst review course
Email notice sent to all students on necessity of preparation, offer of assistance

Changes made since 2014 admission class (2016 graduates):

- Continuation of the HESI-content assessments and E2 exit exams
- Evaluation of HESI content-specific data (e.g., practice test scores and correlation with content-specific assessment exams) and correlation with E2 scores
- Increase in the passing grade in all courses from 73% (C) to 77% (C+)
- Return all lab courses to grading (from previous pass/fail)
- Establishment of a Student Success Coordinator who will meet with all students who: fell below the desired 80 average score on the HESI-A2 entrance exam, who are identified by course faculty as struggling in coursework (e.g., exam scores below 77%, absences) or who self-identify for additional assistance. This Coordinator is fully-relieved of teaching in order to devote full time to student services and to provide faculty support.
- Establishment of course “teams” of full-time and adjunct faculty (e.g., med/surg didactic and clinical faculty) to meet regularly
- Evaluation by faculty of all course exams for learning taxonomy level, presence and percentage of “select-all” questions, and peer review of validity
- Re-evaluation of NCLEX blueprint mapping and plan for remapping of curriculum to NCLEX 2016 blueprint
- SON-provided Hurst NCLEX review course

Brief snapshot of our students:

- 182 traditional pathway, 67 accelerated second-degree, 67 RN-to-BSN
- 12% male (overall), 15% male in traditional pathway, 12% in accelerated second-degree
- 12% African American (pre-licensure pathways only), 19% Asian American, 11% Hispanic American, 1% Pacific Islander, 4% two or more, 4% not reported, 2% non-resident alien
- Anecdotally, over 60% of our students work at least part-time

31 Full-time faculty, 43 adjunct faculty

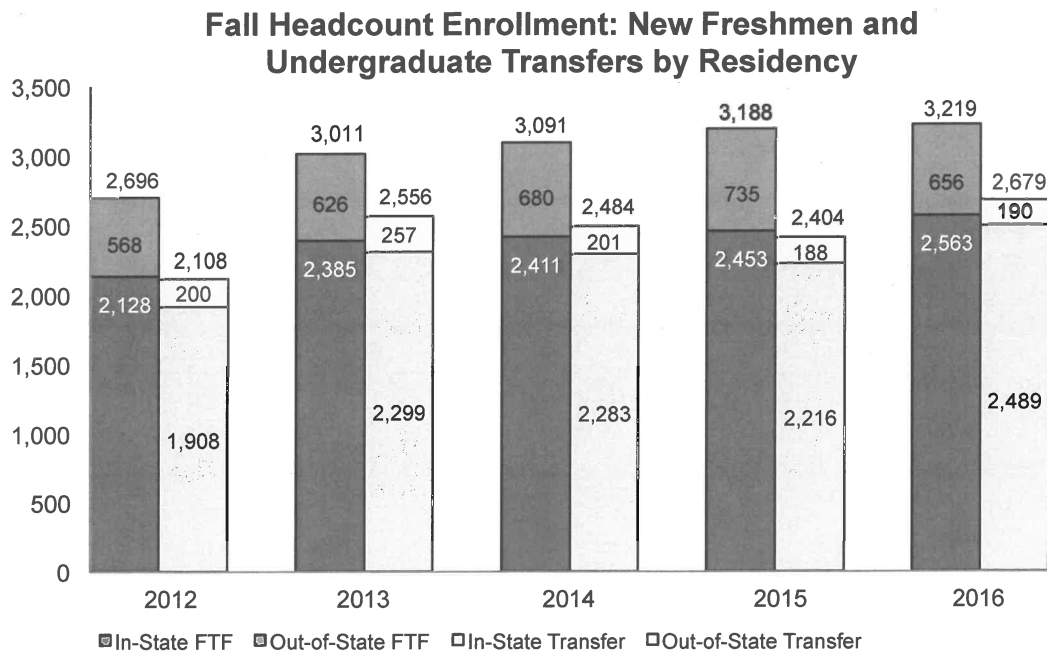
91% of full-time faculty hold doctoral degree; 93% of adjunct faculty hold MSN degree

Fall 2016 Enrollment Update and Beginning of Term Student Profile

Undergraduate Admissions

This fall Mason's Virginia campuses welcomed 3,219 first-time freshman and 2,679 transfer students for a total of 5,898 new degree-seeking undergraduate students. Prospective freshmen and transfers applying for undergraduate admissions this fall submitted 23,072 applications, of which 20,313 were complete, and 16,388 were accepted. This decrease from last year's applications of 28,384 is due in part to our discontinuing the use of the contractor, Royall and Company. We anticipate applications increasing again since we have begun accepting the Common Application and have other initiatives currently underway. The yield rate (percentage of accepted applicants who enroll) for first-time freshmen is 26% while the yield rate for transfer students is 71%. Students who submitted applications for readmission or applied for a second Mason undergraduate degree increased from 361 in Fall 2015 to 410 in Fall 2016.

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 Pathway matriculants are not included.

Freshmen: Fifty-two percent of this year's freshmen class is from Northern Virginia, and 28% is from other areas of Virginia. The freshman class includes students from 43 states as well as the District of Columbia, Puerto Rico, and 24 foreign countries.

Transfer Students: The majority of degree-seeking undergraduate transfer students, 83%, are from the Northern Virginia area. Northern Virginia Community College was the transfer institution for 72% of the new transfers and an additional 6% of transfers came from other Virginia community colleges.

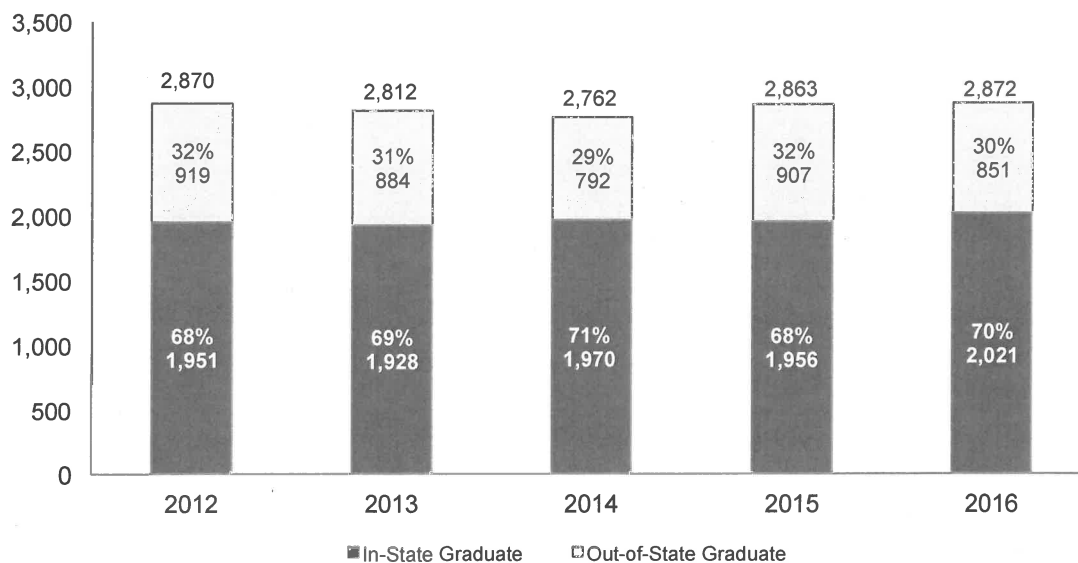
Graduate Admissions

In Fall 2015, Mason received 9,561 graduate applications, of which 7,825 were completed and 5,532 were accepted. The graduate acceptance rate was 71% and the yield rate was 52%.

Fall 2016 Graduate Applications

Graduate Level	Submitted Applications	Completed Applications	Accepted	Accepted as a % of Completed Applications	Enrolled	Enrolled as % of Accepted
Certificate	719	610	468	76.7%	241	51.5%
Masters	6,735	5,545	4,358	78.6%	2,275	52.2%
Doctoral	2,107	1,670	706	42.3%	356	50.4%
Total	9,561	7,825	5,532	70.7%	2,872	51.9%

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 2,510, of which 2,449 were complete and 612 (25%) accepted. Of these, 198 students enrolled for a yield rate of 32%. Following a national trend, Mason's Law applications declined from our high of 5,512 in 2010 to our low of 2,261 in Fall 2013, Mason has increased applications each year since then. New enrollment has increased over the past five years from 153 in Fall 2012 to 198 in Fall 2016. LLM programs have grown this year, with 19 new students enrolling.

US-Based Freshmen Profile

Academic Preparation: In Fall 2016, Mason welcomed our largest freshman class with 3,219 students.

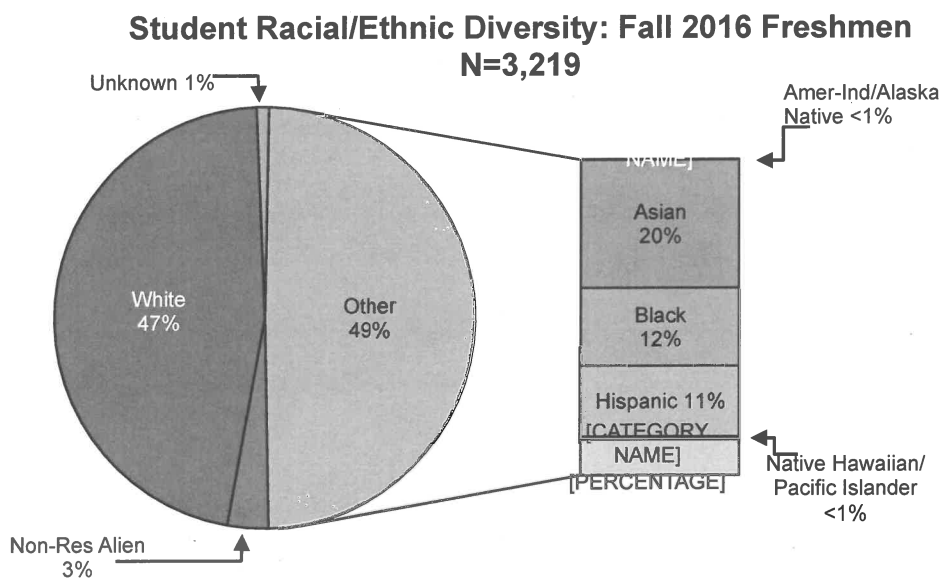
SAT Test Scores: Mason's 2016 freshman cohort had our highest ever average SAT Score (Combined Critical Reading and Mathematics) at 1159, an increase of 11 points over last year, and up 4 points from the previous high score in Fall 2012. The 75th percentile score is 1240 and the 25th percentile score is 1070.

High School Grade Point Average (GPA): The 3.64 average high school GPA of the Fall 2016 freshmen class is comparable to the most recent years, though down from last year's 3.66.

High School Class Rank: Only 33% of Fall 2016 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 20% of this year's class in the top 10% of their high school class and an additional 32% 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, 49% 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. Thirty-five percent of our entering class identify themselves as first generation students.



Beginning of Term Census: Fall 2016 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 34,732 with a full-time equivalent (FTE) of 26,697. This is an increase of 1,105 HC and an increase of 987 FTE from the Fall 2015 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	22,515	65%
Other Virginia	5,467	16%
Out-of-State	6,750	19%

Racial and Ethnic Diversity

Minority Students	42%
International Students	8%
White	46%
Unknown	4%

Undergraduate	23,835	69%
Graduate	10,361	30%
First Professional	536	2%

Percent of Degree-Seeking who are Full-Time

Undergraduate	82%
First Professional	70%
Graduate*	40%
Overall	70%

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

Level

George Mason University-Korea enrolled 285 students in Fall 2016, an increase of 94 students over Fall 2015. This year's new students included 73 first-time freshmen and 17 new transfers. The majority of students are from South Korea, however there are students from Zambia, Canada, El Salvador, Georgia, and Switzerland, as well as US citizens, and students with dual US and South Korean citizenship.

GEORGE MASON UNIVERSITY

BOARD OF VISITORS

Academic Programs, Diversity, and University Community Committee Meeting

Thursday, December 8, 2016

IV. New Business

A. Student Experience Resign

Materials will be provided at the meeting on 12/8

GEORGE MASON UNIVERSITY

BOARD OF VISITORS

Academic Programs, Diversity, and University Community Committee Meeting

Thursday, December 8, 2016

IV. New Business

B. Trends in Student Mental Health

Materials will be provided at the meeting on 12/8

GEORGE MASON UNIVERSITY

BOARD OF VISITORS

Academic Programs, Diversity, and University Community Committee Meeting

Thursday, December 8, 2016

IV. New Business

C. Academic Program Fifth-Year Review

ACADEMIC PROGRAM FIFTH-YEAR REVIEW

Enrollment/Degree Production Data for Ph.D. in Rehabilitation Science						
	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17
Actual Enrollment (Fall)	2	5	12	16	20	22
Actual FTE (annual)	1.5	4.1	9.0	10.9	11.8	
Projected Enrollments	6	11	17	22	22	
Projected FTE	4	7	11	14	15	
Actual Degrees Conferred				1	1	
Projected Degrees Conferred						4

Program Status: Strong

College of Health and Human Services: The PhD in Rehabilitation Science has progressed from two students in its initial year to 22 actively enrolled students in the fall of 2016. Of these 22, two are expected to graduate this academic year, another six are in dissertation phase, and two are scheduled for their oral examinations this December. Enrollment for the program is expected to increase due to the initiation of the new B.S. in Rehabilitation Science, the first degree of its kind in the Commonwealth, which will serve as a pipeline for some of the best students to transition directly into the existing PhD program.

Enrollment/Degree Production Data for B.S. in Forensic Science						
	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17
Actual Enrollment (Fall)	14	57	101	131	182	213
Actual FTE (annual)	19.6	56.3	98.5	126.3	171.1	
Projected Enrollments	40	59	87	112	131	
Projected FTE	36	53	78	101	118	
Actual Degrees Conferred			6	7	16	
Projected Degrees Conferred						28

Program Status: Strong

College of Science: The BS in Forensic Science has grown rapidly since its beginning in 2011-2012, with current enrollment standing at nearly 40% more than projected (182 v. 131). In addition to increased student interest, the strong program growth is primarily a function of the strength of the faculty which includes a former director of the FBI Laboratory, a former member of the FBI Behavioral Analysis Unit, the current head of Forensic Anthropology at the FBI, and several forensic investigators from state and local police departments.

Enrollment/Degree Production Data for M.A. in History of Decorative Arts						
	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17
Actual Enrollment (Fall)	53	62	59	45	44	38
Actual FTE (annual)	36.2	41.9	34.5	26.6	27.9	
Projected Enrollments	16	29	32	35	35	
Projected FTE	11	20	22	24	24	
Actual Degrees Conferred	1	15	19	13	14	
Projected Degrees Conferred						13

Program Status: Closing

College of Humanities and Social Sciences: The MA in History of Decorative Arts began in 2011 as a Smithsonian-Mason collaboration after the Corcoran Gallery of Art dissolved its relationship with the Smithsonian and closed its academic programs. The degree program transitioned from the Corcoran to Mason with strong student enrollment which was maintained through 2013-14. After the loss of two pivotal faculty members, recruiting for the premium-priced program became increasingly difficult and the program was eventually unable to sustain enrollment at previous levels. In fall 2016, Smithsonian leadership opted to withdraw program support due to insufficient student enrollment. As a result, the College of Humanities and Social Sciences has suspended recruiting and is currently developing a teach-out plan for existing students.

GEORGE MASON UNIVERSITY

BOARD OF VISITORS

Academic Programs, Diversity, and University Community Committee Meeting

Thursday, December 8, 2016

IV. New Business

D. Faculty Actions (Action Item)

ACTION ITEM

**Academic Programs, Diversity and University Community Committee
December 8, 2016**

ELECTIONS OF NEW HIRES

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>
Mason	Linda	8/25/2017
<u>TITLE:</u>	Professor of Education	
<u>LOCAL ACADEMIC UNIT:</u>	College of Education and Human Development	

Additional Title: Endowed Director of the Helen A. Kellar Institute for Human disAbilities



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.

Linda Mason, Professor of Education/Endowed Director of KIHd

Faculty Member's Name and Title

College of Education and Human Development

Local Academic Unit

☒ Reference checks have been conducted.

☐ Sexual harassment prevention training has been scheduled for TBD
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.

The Endowed Director of the Kellar Institute for Human disAbilities (KIHD) is a pivotal position in CEHD and for the entire university. The KIHD is responsible for \$6-8 million dollars annually in external grants and contracts. Those extramural funds support a wide range of research projects and initiatives of extraordinarily high value to the Commonwealth of Virginia and the nation. KIHD projects and initiatives are also intimately connected to the academic programs of the College's Division of Special Education and disAbility Research. Linda Mason is by far the best qualified senior scholar and academic leader that we interviewed in a series of three consecutive national searches in the field of special education. She will be a valued and impactful asset for CEHD and Mason for many years to come.

[Signature]
Dean/Director

11/1/16
Date

ACTION ITEM

**Academic Programs, Diversity and University Community Committee
December 8, 2016**

CONFERRAL OF EMERITUS/EMERITA STATUS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>
Wiest	Philip	12/8/2016
<u>TITLE:</u>	Associate Professor Emeritus	
<u>LOCAL ACADEMIC UNIT:</u>	Economics (CHSS)	



**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: Deborah A. Boehm-Davis, ^{debo}Dean
College of Humanities and Social Sciences

Subject: Emeritus Designation for Philip Wiest

Date: September 19, 2016


On the recommendation of the Department of Economics, I am pleased to recommend Dr. Philip Wiest for appointment as Associate Professor Emeritus effective upon approval by the BOV.

Dr. Wiest retired in June 2016 after 44 years at Mason. For the past thirty years, Dr. Wiest served as the Department of Economics Associate Chair, and well as Department Chair during the summer months. He is the only person to have been in department leadership at the time that both of the department's Nobel Prizes were awarded.

Dr. Wiest's contributions to the department are innumerable. His teaching and research focus was in money and banking. He taught courses in this area and has multiple influential publications on the topic. His papers "Assessing the impact of varying economic conditions on Federal Reserve behavior," and "A portfolio theoretic approach to industrial diversification and regional employment" have been cited over 50 times each, and were published in leading journals.


Dr. Wiest's enthusiasm is unbounded and his knowledge is encyclopedic. His career at George Mason University has been impactful and full of reward.

Approve ☒ Disapprove ☐


S. David Wu, Provost and
Executive Vice President

9/21/16
Date

Approve ☒ Disapprove ☐


Ángel Cabrera, President

9.23.16
Date

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

GEORGE MASON UNIVERSITY

BOARD OF VISITORS

Academic Programs, Diversity, and University Community Committee Meeting

Thursday, December 8, 2016

IV. New Business

E. Faculty Announcements

ANNOUNCEMENT

Academic Programs, Diversity and University Community Committee

December 8, 2016

APPOINTMENT OF FACULTY

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>TERM</u>
Balmaceda	Laura A.	10/25/2016	Y
TITLE:	Postdoctoral Research Fellow		
DEPARTMENT:	Physics and Astronomy (COS)		
APPOINTMENT LENGTH:	1 year		
<hr/>			
Brand	Rachel	1/10/2017	Y
TITLE:	Term Associate Professor		
DEPARTMENT:	Antonin Scalia Law School		
APPOINTMENT LENGTH:	3 years		
<hr/>			
Craig	Elizabeth L.	10/17/2016	Y
TITLE:	Research Associate (Instructor)		
DEPARTMENT:	Criminology, Law and Society (CHSS)		
APPOINTMENT LENGTH:	1 year		
<hr/>			
Douglas	Kevin R.	1/10/2017	Y
TITLE:	Term Visiting Assistant Professor		
DEPARTMENT:	Antonin Scalia Law School		
APPOINTMENT LENGTH:	2 years		
<hr/>			

ANNOUNCEMENT

Academic Programs, Diversity and University Community Committee

December 8, 2016

APPOINTMENT OF FACULTY

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>TERM</u>
Foxwell	Harry J.	1/10/2017	Y
TITLE:	Term Associate Professor		
DEPARTMENT:	Information Sciences and Technology (VSE)		
APPOINTMENT LENGTH:	3 years		
<hr/>			
Giroux	Valentin	10/25/2016	Y
TITLE:	Postdoctoral Research Fellow		
DEPARTMENT:	Bioengineering (VSE)		
APPOINTMENT LENGTH:	1 year		
<hr/>			
Givati	Yehonatan	8/25/2017	Y
TITLE:	Term Associate Professor		
DEPARTMENT:	Antonin Scalia Law School		
APPOINTMENT LENGTH:	< 1 year		
<hr/>			
Kiourtis	Nikolaos	10/28/2016	Y
TITLE:	Research Assistant Professor		
DEPARTMENT:	Computer Science (VSE)		
APPOINTMENT LENGTH:	1 year		
<hr/>			

ANNOUNCEMENT

Academic Programs, Diversity and University Community Committee

December 8, 2016

APPOINTMENT OF FACULTY

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>TERM</u>
Liu	Changwei	9/26/2016	Y
TITLE:	Postdoctoral Research Fellow		
DEPARTMENT:	Computer Science (VSE)		
APPOINTMENT LENGTH:	1 year		
<hr/>			
Pi	Daniel	1/10/2017	Y
TITLE:	Term Visiting Assistant Professor		
DEPARTMENT:	Antonin Scalia Law School		
APPOINTMENT LENGTH:	2 years		
<hr/>			
Sun	Ziheng	10/17/2016	Y
TITLE:	Research Assistant Professor		
DEPARTMENT:	Spatial Information Science and Systems (COS)		
APPOINTMENT LENGTH:	1 year		
<hr/>			
Tsiounis	Dimitrios	10/26/2016	Y
TITLE:	Research Associate (Instructor)		
DEPARTMENT:	Computer Science (VSE)		
APPOINTMENT LENGTH:	1 year		

ANNOUNCEMENT

Academic Programs, Diversity and University Community Committee

December 8, 2016

APPOINTMENT OF FACULTY

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>TERM</u>
Ullah	Aman	10/10/2016	Y
TITLE:	Research Assistant Professor		
DEPARTMENT:	Krasnow Institute for Advanced Study		
APPOINTMENT LENGTH:	1 year		

Vitter	Zoe E.	9/19/2016	Y
TITLE:	Research Associate (Instructor)		
DEPARTMENT:	Criminology, Law and Society (CHSS)		
APPOINTMENT LENGTH:	1 year		

ANNOUNCEMENT

Academic Programs, Diversity & University Community Committee

December 8, 2016

APPOINTMENT OF ADMINISTRATIVE AND PROFESSIONAL FACULTY

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>
Bethea TITLE:	Canaan A. Assistant Coach, Wrestling	9/7/2016
LOCAL ACADEMIC UNIT:	Intercollegiate Athletics	
Carter TITLE:	Cameron E. Director, Student Outreach	10/10/2016
LOCAL ACADEMIC UNIT:	College of Humanities and Social Sciences	
Diemer TITLE:	Rebecca Director, Graduate Academic Services	9/10/2016
LOCAL ACADEMIC UNIT:	School of Business	
Dowd TITLE:	Cynthia R. Academic Coordinator/Advisor	9/28/2016
LOCAL ACADEMIC UNIT:	Intercollegiate Athletics	
Drerenberger TITLE:	Thomas Director, Facilities Management	9/4/2016
LOCAL ACADEMIC UNIT:	Facilities Management	

ANNOUNCEMENT

Academic Programs, Diversity & University Community Committee

December 8, 2016

APPOINTMENT OF ADMINISTRATIVE AND PROFESSIONAL FACULTY

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>
Ferssizidis	Panagiota Z.	10/1/2016
TITLE:	Training Coordinator, SBIRT Training Grant	
LOCAL ACADEMIC UNIT:	Nursing (CHHS)	
<hr/>		
Freas	Christopher N.	10/30/2016
TITLE:	Director, IT Services	
LOCAL ACADEMIC UNIT:	Facilities Management	
<hr/>		
Garvey	Elisha S.	11/7/2016
TITLE:	Career Counselor	
LOCAL ACADEMIC UNIT:	Antonin Scalia Law School	
<hr/>		
Gocala	Maxwell	10/3/2016
TITLE:	Undergraduate Recruitment and Outreach Coordinator	
LOCAL ACADEMIC UNIT:	School of Business	
<hr/>		
Goodwin-Slater	Kimberly A.	11/10/2016
TITLE:	Director, Finance	
LOCAL ACADEMIC UNIT:	Volgenau School of Engineering	
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ANNOUNCEMENT

Academic Programs, Diversity & University Community Committee

December 8, 2016

APPOINTMENT OF ADMINISTRATIVE AND PROFESSIONAL FACULTY

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>
Hoffman	Kimberly	10/25/2016
TITLE:	Lead, Science and Technology Team and Mercer Library/Librarian II	
LOCAL ACADEMIC UNIT:	University Libraries	
<hr/>		
Iszard	Alexis B.	10/2/2016
TITLE:	Associate Director, Contracts Management	
LOCAL ACADEMIC UNIT:	Projects Management and Construction	
<hr/>		
Kelly	Karen A.	10/17/2016
TITLE:	Director, Compliance	
LOCAL ACADEMIC UNIT:	Intercollegiate Athletics	
<hr/>		
Lundi	Katusia	9/26/2016
TITLE:	EEO/Diversity Specialist	
LOCAL ACADEMIC UNIT:	Compliance, Diversity, and Ethics	
<hr/>		
McDaniel	Douglas K.	11/14/2016
TITLE:	Assistant Director, Emergency Management	
LOCAL ACADEMIC UNIT:	Safety, Emergency, And Enterprise Risk Management	
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ANNOUNCEMENT

Academic Programs, Diversity & University Community Committee

December 8, 2016

APPOINTMENT OF ADMINISTRATIVE AND PROFESSIONAL FACULTY

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>
Miller	Hope L.	11/8/2016
TITLE:	Associate Director, Student Involvement for Programming	
LOCAL ACADEMIC UNIT:	Student Involvement (UL)	
<hr/>		
Packer	Sasha	10/10/2016
TITLE:	Director, Operations	
LOCAL ACADEMIC UNIT:	Law and Economics Center (ASLS)	
<hr/>		
Pokorski	Dale M.	10/10/2016
TITLE:	Director, Information Technology and Security	
LOCAL ACADEMIC UNIT:	College of Science	
<hr/>		
Rogers	Nena M.	6/25/2016
TITLE:	Senior Associate Athletic Director, Academic Services	
LOCAL ACADEMIC UNIT:	Intercollegiate Athletics	
<hr/>		
Walker	Kathryn	9/10/2016
TITLE:	Assistant Director	
LOCAL ACADEMIC UNIT:	Student Support and Advocacy Center (UL)	
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ANNOUNCEMENT

Academic Programs, Diversity & University Community Committee

December 8, 2016

APPOINTMENT OF ADMINISTRATIVE AND PROFESSIONAL FACULTY

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>
Weader	Mark S.	9/7/2016
TITLE:	Head Assistant Wrestling Coach	
LOCAL ACADEMIC UNIT:	Intercollegiate Athletics	

ANNOUNCEMENT

Academic Programs, Diversity and University Community Committee

December 8, 2016

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

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>
Curtin	Kevin M.	8/25/2016
<u>LOCAL ACADEMIC UNIT:</u>	College of Science	
<u>APPOINTMENT LENGTH:</u>	one year	

This is an acting chair position for 1 year.

ANNOUNCEMENT

Academic Programs, Diversity and University Community Committee

December 8, 2016

RENEWALS AND REAPPOINTMENTS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>TERM</u>
Birerdinc	Aybike	10/10/2016	Y
<u>TITLE:</u>	Research Assistant Professor		
<u>LOCAL ACADEMIC UNIT:</u>	Systems Biology (COS)		
<u>APPOINTMENT LENGTH:</u>	1 year		
Holzer	Matthew	8/25/2016	Y
<u>TITLE:</u>	Assistant Professor		
<u>LOCAL ACADEMIC UNIT:</u>	Mathematical Sciences (COS)		
<u>APPOINTMENT LENGTH:</u>	3 years		
Khan	Amir Ali	11/4/2016	Y
<u>TITLE:</u>	Postdoctoral Research Fellow		
<u>LOCAL ACADEMIC UNIT:</u>	Bioengineering (VSE)		
<u>APPOINTMENT LENGTH:</u>	1 year		
Kirkpatrick	Jesse L.	8/3/2016	Y
<u>TITLE:</u>	Assistant Director, Institute for Philosophy and Public Policy		
<u>LOCAL ACADEMIC UNIT:</u>	Philosophy (CHSS)		
<u>APPOINTMENT LENGTH:</u>	1 year		

ANNOUNCEMENT

Academic Programs, Diversity and University Community Committee

December 8, 2016

RENEWALS AND REAPPOINTMENTS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>TERM</u>
Pawlewicz (Stacey)	Jane	8/25/2016	Y
<u>TITLE:</u>	Term Instructor		
<u>LOCAL ACADEMIC UNIT:</u>	INTO Mason (Provost)		
<u>APPOINTMENT LENGTH:</u>	1 year		
<hr/>			
Stanica	Miruna	8/25/2016	Y
<u>TITLE:</u>	Term Assistant Professor		
<u>LOCAL ACADEMIC UNIT:</u>	English (CHSS)		
<u>APPOINTMENT LENGTH:</u>	< 1 year		
<hr/>			
Zhao	Peisheng	11/10/2016	Y
<u>TITLE:</u>	Research Associate Professor		
<u>LOCAL ACADEMIC UNIT:</u>	Spatial Information Science and Systems (COS)		
<u>APPOINTMENT LENGTH:</u>	1 year		
<hr/>			

ANNOUNCEMENT

Academic Programs, Diversity and University Community Committee

December 8, 2016

SEPARATIONS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
Clapton <u>TITLE:</u>	Christopher M. Assistant, Athletic Trainer	Resignation	9/23/2016
<u>LOCAL ACADEMIC UNIT:</u>	Intercollegiate Athletics		
Eickhoff <u>TITLE:</u>	Nicole Director, Women's Business Center	Contract Expiration	9/24/2016
<u>LOCAL ACADEMIC UNIT:</u>	Mason Enterprise Center (Provost)		
Gilmore <u>TITLE:</u>	Herbertia W. Equal Opportunity Specialist	Resignation	9/9/2016
<u>LOCAL ACADEMIC UNIT:</u>	Compliance, Diversity and Ethics		
Komendantov <u>TITLE:</u>	Alexander Research Assistant Professor	Contract Expiration	11/1/2016
<u>LOCAL ACADEMIC UNIT:</u>	Krasnow Institute for Advanced Study		
Roe <u>TITLE:</u>	David A. Director, Real Estate and Administration	Retirement	9/9/2016
<u>LOCAL ACADEMIC UNIT:</u>	GMU Foundation		

ANNOUNCEMENT

Academic Programs, Diversity and University Community Committee

December 8, 2016

SEPARATIONS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
Sun	Ziheng	Contract Expiration	10/9/2016
<u>TITLE:</u>	Research Assistant Professor		
<u>LOCAL ACADEMIC UNIT:</u>	Spatial Information Science and Systems (COS)		
<hr/>			
Valentino-Rogers	Brandice	Resignation	10/9/2016
<u>TITLE:</u>	Director, Educational Programs		
<u>LOCAL ACADEMIC UNIT:</u>	Consciousness and Transformation (CHSS)		
<hr/>			

ANNOUNCEMENT

Academic Programs, Diversity and University Community Committee

December 8, 2016

OTHER ANNOUNCEMENTS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>
Aldatmaz	Serdar	Tenure Clock Extension

TITLE: Assistant Professor

LOCAL ACADEMIC UNIT: School of Business

Amis	Ebony	Title Change
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TITLE: International Advisor

LOCAL ACADEMIC UNIT: International Programs and Services (UL)

Previous Title: International Student and Scholar Advisor.

Arias	Enrique Desmond	Title Change
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TITLE: Director, Peace Operations Program

LOCAL ACADEMIC UNIT: Schar School of Policy and Government

Retained Title: Associate Professor without Term.

Billingham	Lisa	Title Change
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TITLE: Director, Graduate Studies

LOCAL ACADEMIC UNIT: Music (CVPA)

Retained Title: Associate Professor without Term.

Das	Sidhartha	Leave with Pay
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TITLE: Professor without Term

LOCAL ACADEMIC UNIT: School of Business

Professor Das has been awarded Faculty Study Leave for Spring Semester 2017.

ANNOUNCEMENT

Academic Programs, Diversity and University Community Committee

December 8, 2016

OTHER ANNOUNCEMENTS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>
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Dinan	Desmond	Title Change
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<u>TITLE:</u>	Director, Global Studies
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<u>LOCAL ACADEMIC UNIT:</u>	Global Strategy (Provost)
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Retained Title: Professor without Term.

Dortch	Marlon	Title Change
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<u>TITLE:</u>	Associate Director, Student Services and Advisor
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<u>LOCAL ACADEMIC UNIT:</u>	Integrative Studies (CHSS)
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Previous Title: Associate Director, Student Services.

Dunaway	Sean	Title Change
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<u>TITLE:</u>	Academic Developer, Math Support
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<u>LOCAL ACADEMIC UNIT:</u>	INTO Mason (Provost)
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Retained Title: Term Instructor

Dunleavy	Erin	Title Change
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<u>TITLE:</u>	International Advisor
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<u>LOCAL ACADEMIC UNIT:</u>	International Programs and Services (UL)
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Previous Title: International Student Advisor.

Frank	Andrew B.	Title Change
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<u>TITLE:</u>	International Advisor
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<u>LOCAL ACADEMIC UNIT:</u>	International Programs and Services (UL)
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Previous Title: Advisor for Exchange Visitors and Faculty.

ANNOUNCEMENT

Academic Programs, Diversity and University Community Committee

December 8, 2016

OTHER ANNOUNCEMENTS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>
Grimsby	Greg	Conversion

<u>TITLE:</u>	Assistant Professor
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<u>LOCAL ACADEMIC UNIT:</u>	Computer Game Design Program (CVPA)
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Professor Grimsby is converting from a Term to a Tenure Track position.

Grimsley	Carolyn	Title Change
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<u>TITLE:</u>	Associate Director, Center for Real Estate Entrepreneurship
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<u>LOCAL ACADEMIC UNIT:</u>	School of Business
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Retained Title: Director, Master's in Real Estate Development

Houck	Mark	Leave with Pay
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<u>TITLE:</u>	Professor without Term
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<u>LOCAL ACADEMIC UNIT:</u>	Civil, Environmental, and Infrastructure Engineering
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Professor Houck has been awarded Faculty Study Leave for Spring Semester 2017.

Koblentz	Gregory	Title Change
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<u>TITLE:</u>	Director, Bioterrorism Program
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<u>LOCAL ACADEMIC UNIT:</u>	Schar School of Policy and Government
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Retained Title: Associate Professor without Term

Lawrence	Heidi	Tenure Clock Extension
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<u>TITLE:</u>	Assistant Professor
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<u>LOCAL ACADEMIC UNIT:</u>	English (CHSS)
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ANNOUNCEMENT

Academic Programs, Diversity and University Community Committee

December 8, 2016

OTHER ANNOUNCEMENTS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>
Lee	Seokwoo	Tenure Clock Extension
<u>TITLE:</u>	Assistant Professor	
<u>LOCAL ACADEMIC UNIT:</u>	School of Business	

Lisic	Ling L.	Leave with Pay
<u>TITLE:</u>	Associate Professor without Term	
<u>LOCAL ACADEMIC UNIT:</u>	School of Business	

Professor Lisic has been awarded Faculty Study Leave for Spring Semester 2017.

Marks	Michelle	Title Change
<u>TITLE:</u>	Vice President, Academic Innovation and New Ventures	
<u>LOCAL ACADEMIC UNIT:</u>	Office of the Provost	

Previous Title: Vice Provost, Academic Affairs.

Mehta	Kumar	Title Change
<u>TITLE:</u>	Academic Director, Technology Management Program and Co-Academic Director, Management of Secure Information Systems Program	
<u>LOCAL ACADEMIC UNIT:</u>	School of Business	

Retained Title: Associate Professor without Term.

Muir	Janette K.	Title Change
<u>TITLE:</u>	Associate Provost, Academic Initiatives and Services	
<u>LOCAL ACADEMIC UNIT:</u>	Office of the Provost	

Previous Title: Associate Provost, Undergraduate Education.

ANNOUNCEMENT

Academic Programs, Diversity and University Community Committee

December 8, 2016

OTHER ANNOUNCEMENTS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>
Olney	Megan	Title Change

TITLE: SEVIS Coordinator

LOCAL ACADEMIC UNIT: International Programs and Services (UL)

Previous Title: International Student Advisor for Prospective Students.

Parker	Robin	Title Change
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TITLE: Director, Strategic Engagement and Communications

LOCAL ACADEMIC UNIT: Office of the Provost

Previous Title: Director of Compliance.

Simon	Robert P.	Leave with Pay
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TITLE: Professor without Term

LOCAL ACADEMIC UNIT: Computer Science (VSE)

Professor Simon has been awarded Faculty Study Leave for Fall Semester 2016.

Sklarew	Daniel	Title Change
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TITLE: Coordinator, Sustainability Initiatives

LOCAL ACADEMIC UNIT: Undergraduate Education (Provost)

Retained Title: Term Associate Professor.

Stavrou	Angelos	Title Change
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TITLE: Co-Academic Director, Management of Secure Information Systems Program

LOCAL ACADEMIC UNIT: School of Business

Retained Title: Associate Professor without Term.

ANNOUNCEMENT

Academic Programs, Diversity and University Community Committee

December 8, 2016

OTHER ANNOUNCEMENTS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>
Washington	Anne L.	Leave without Pay

<u>TITLE:</u>	Assistant Professor
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<u>LOCAL ACADEMIC UNIT:</u>	Schar School of Policy and Government
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Dr. Washington was awarded policy fellowship with Microsoft Research for academic year 2016-2017.

Washington	Anne L.	Tenure Clock Extension
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<u>TITLE:</u>	Assistant Professor
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<u>LOCAL ACADEMIC UNIT:</u>	Schar School of Policy and Government
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Academic Programs, Diversity and University Community Committee							
December 8, 2016							
SUMMARY OF FACULTY ACTIONS AND ANNOUNCEMENTS							
APPOINTMENT OF FACULTY							
	Term		Tenure Track/Tenured		Research	Visiting	Grant Funded
	9-month	12-month	9-month	12-month			
Instructor	0	3	0	0	3	0	3
Assistant Professor	2	6	0	0	6	0	6
Associate Professor	3	0	0	0	0	0	0
Professor	0	0	0	0	0	0	0
Administrative/Professional	0	21	0	0	0	0	0
Totals*	5	30	0	0	9	0	9
*does not include tenured hired into new positions.							
RENEWALS/REAPPOINTMENTS							
	Term		Tenure Track		Administrative/Professional		Total
	9-month	12-month	9-month	12-month	9-month	12-month	
Instructor	0	1	0	0	0	0	1
Assistant Professor	0	5	0	0	0	0	5
Associate Professor	0	1	0	0	0	0	1
Professor	0	0	0	0	0	0	0
Administrative/Professional	0	0	0	0	0	0	0
Totals	0	7	0	0	0	0	7
SEPARATIONS							
	Resignation	Retirement	Contract Expiration	Deceased	Total		
	3	1	3	0		7	
OTHER ANNOUNCEMENTS							
	Leave with pay or partial pay	Leave w/o pay	Title Change	Conversion	Tenure Clock Extension	Total	
	4	1	17	1	4	27	

**GEORGE MASON UNIVERSITY
BOARD OF VISITORS**

**Audit Committee
December 8, 2016
Merten Hall, Fairfax Campus**

A G E N D A

- I. Call to Order**
- II. Approval of Audit Committee Minutes**
 - A. Approval of Committee Minutes for October 13, 2016 Meeting (**ACTION**) **C-3**
- III. New Business**
 - A. Research Update
- IV. Reports**
 - A. Internal Audit Summary Report **C-5**
 - B. Report of Approved Waivers of Contractual Conflicts of Interest **C-21**
- V. Adjournment**

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**AUDIT COMMITTEE
OF THE BOARD OF VISITORS**

**October 13, 2016
Merten Hall**

MINUTES

PRESENT: Chair Corley; Vice Chair Gruner; Visitors Hazel and Peterson.
Rector Davis; Provost Wu; Senior Vice President Davis; Assistant Vice
President Dade; Director French; Vice President Harber; University Counsel
Moncure; Chief of Staff Neville; Chief Ethics Officer Woodley; Assistant Vice
President Zobel; Director Dittmeier; and Secretary pro tem Thompson

ABSENT: Visitor Schar

I. Chair Corley called the meeting to order at 8:50 a.m.

II. Closed Session

Visitor Peterson **MOVED** and Visitor Gruner **SECONDED** that the Committee go into Closed Session under the provisions of Section 2.2-3711.A.1 to discuss personnel matters and 2.2-3705.2.4 to discuss critical infrastructure vulnerability assessment information. There was no discussion.
MOTION CARRIED UNANIMOUSLY BY VOICE VOTE.

Visitor Gruner **MOVED** and Visitor Hazel **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.

III. Approval of Minutes

Chair Corley called for a motion to approve the minutes of the May 5, 2016 Audit Committee meeting. The motion was **MOVED** by Visitor Peterson and **SECONDED** by Visitor Gruner.
MOTION CARRIED UNANIMOUSLY BY VOICE VOTE.

AUDIT COMMITTEE

October 13, 2016

Page 2

IV. New Business

A. Approval of Audit Committee Charter

The Committee discussed proposed revisions to the Audit Committee Charter, including revisions which reinforce the Committee's function as oversight and introduce a responsibility related to the Committee's oversight of the University's process for monitoring compliance with laws and regulations. The Committee noted that University Counsel had confirmed the proposed revisions are aligned with the University's by-laws. Visitor Hazel **MOVED** and Visitor Gruner **SECONDED** that the Audit Committee Charter be approved.

MOTION CARRIED UNANIMOUSLY BY VOICE VOTE.

B. Approval of Internal Audit Department Charter

Mr. Dittmeier reviewed with the Committee the Internal Audit Department Charter. He also confirmed the organizational independence of Internal Audit. After discussion by the Committee, Visitor Gruner **MOVED** and Visitor Hazel **SECONDED** that the Internal Audit Charter be approved.

MOTION CARRIED UNANIMOUSLY BY VOICE VOTE.

V. Reports

Mr. Dittmeier reviewed with the Committee the Report of Internal Audit and Management Services. Three audit reports were issued since the last meeting: two related to construction procurement and one related to federally sponsored program reconciliation processes. Management continues to make progress to remediate 13 outstanding audit issues, although some remediation has been delayed due to recent transitions in responsibilities. He reviewed the status of in-progress and planned audit and investigative projects as well as the level of FY17 financial and staffing resources.

Mr. Dittmeier reviewed with the Committee Internal Audit's process for determining audit priorities in a flexible, risk-based manner using a frequently refreshed audit risk assessment. Chair Corley stated this approach is a significant improvement in the way the risk assessment drives how Internal Audit spends its time.

VI. Adjournment

Chair Corley declared the meeting adjourned at 10:00 a.m.

Respectfully submitted,

Karen Thompson

Karen Thompson

Secretary pro tem



**Internal Audit
and Management Services**

Report to the Audit Committee of the Board of Visitors

December 8, 2016

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EXECUTIVE SUMMARY

- No audit reports have been issued since the last meeting.
- Remediation of 11 audit issues is in progress as of November 15, 2016:
 - Most issues relate to information technology. Management has re-assessed target dates for these issues in light of overall business priorities.
 - Five issues have current target remediation dates through early 2017.
- Audit Plan status:
 - Substantially on track with 3+6 Audit Plan approved at the prior meeting.
- Status of fraud, waste, and abuse investigations:
 - Two were completed since the prior meeting; there are no investigations in progress.
 - All are isolated in nature.
- Audit staffing 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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TABLE OF CONTENTS

Topic

- 1 SUMMARY OF INTERNAL AUDIT REPORTS
 - No reports have been issued since the prior Committee meeting.
- 2 SUMMARY STATUS OF AUDIT ISSUES
- 3 STATUS OF AUDIT PLAN
- 4 STATUS OF INVESTIGATIONS
- 5 STAFFING
- 6 APPENDIX:
 - Audit Issue Details

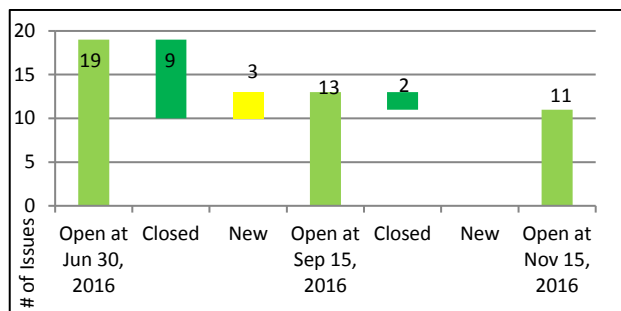
SUMMARY OF INTERNAL AUDIT REPORTS

No reports have been issued since the prior Committee meeting.

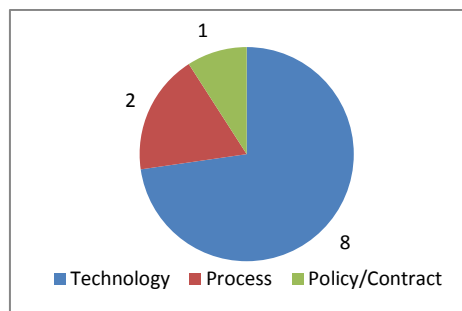
STATUS OF AUDIT ISSUES AS OF NOVEMBER 15, 2016

There were 11 open audit issues as of November 15, 2016. Remediation of two audit issues was completed by management since September 2016.

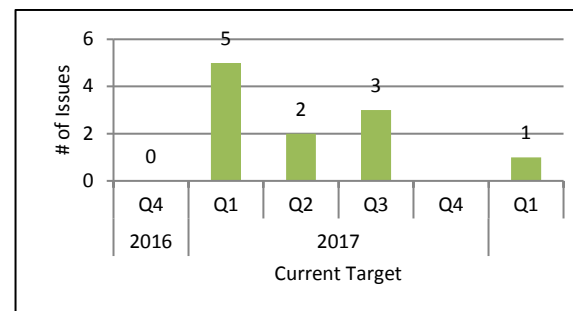
Audit Issue Inventory Movement



Audit Issues by Type



Audit Issues by Current Target














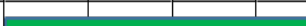







Audit Report

	Report Date	Jun 2016	New	Closed	Sep 2016	New	Closed	Nov 2016
Facilities Management - General Services	9/15/16	-	1		1	-	-	1
Construction Procurement: Robinson Renovation & Utility Distribution	7/22/16	-	1		1	-	(1)	0
Housing Operations and Purchasing	7/20/16	-	1	(1)	0	-	-	0
Federally Sponsored Program Reconciliations	5/24/16	2			2	-	-	2
Construction Procurement: Academic VII/Health & Human Services	5/17/16	3		(3)	0	-	-	0
Analysis of Mason Sexual Harassment and Misconduct Policy and Procedures	12/18/15	1	-	(1)	0	-	-	0
Laboratory Safety	12/17/15	2	-	(2)	0	-	-	0
Decentralized IT Management and Security: Office of the Provost	10/23/15	4	-	-	4	-	(1)	3
MESA Technical Point of Contact and Share Administration Account Management	9/10/15	1	-	(1)	0	-	-	0
Decentralized Servers: College of Humanities and Social Sciences	11/14/13	1	-	-	1	-	-	1
Information Security Management: Boundary Protection	9/9/13	1	-	-	1	-	-	1
Enterprise Project Management Framework and System	3/28/13	2	-	(1)	1	-	-	1
Decentralized Servers: College of Science	8/18/11	1	-	-	1	-	-	1
SEC 501-01 IT Security Audits Prior to Level II Status (2008-2010)	8/30/10	1	-	-	1	-	-	1
		19	3	(9)	13	0	(2)	11

STATUS OF AUDIT PLAN AS OF NOVEMBER 15, 2016

The 3+6 Audit Plan as of November 15, 2016 (bottom bars) is compared with the status as of the prior Committee meeting (top bars).
(Note: The status of work is shown as follows: in progress = green bars, and planned = yellow bars)

Topic	Description	6 30	9 30	12 31	3 30
Aligned with University-Level Risk Areas					
College of Health and Human Services	<ul style="list-style-type: none"> Evaluate a college's governance, risk management, and control processes to ensure alignment with Mason's strategic objectives and best serve students, the community, and society. Address governance of centers, institutes, and public/private partnerships. 				
Information Security Program	<ul style="list-style-type: none"> Assess the university's ability to protect large volumes of personally identifiable and classified information in a globally connected, decentralized technology environment. 				
Construction Payments and Change Orders: Robinson Hall Renovation	<ul style="list-style-type: none"> Assess construction payments related to \$112 million in-progress renovation project via multiple, phase-based audit projects. 				
Construction Payments and Change Orders: Academic VII Building	<ul style="list-style-type: none"> Assess construction payments related to \$71 million in-progress construction project via multiple, phase-based audit projects. 				
Research Sponsored Programs Administration	<ul style="list-style-type: none"> Assess the university's management of sponsored program arrangements, including financial, contractual, and regulatory risk management. 				
Research Data Security	<ul style="list-style-type: none"> Assess the university's ability to protect research data, including compliance with sponsor requirements. 				
Additional Areas					
ARMICS as Second Line of Defense	<ul style="list-style-type: none"> Mason's Agency Risk Management and Internal Control Standards (ARMICS) function is a part of Fiscal Services. ARMICS implements and assesses annually university internal control systems primarily related to fiscal processes. 				
Issue Validation Procedures	<ul style="list-style-type: none"> Validate management has remediated audit issues in a comprehensive and sustainable manner. 				
Hotline Investigations Referred by OSIG	<ul style="list-style-type: none"> Investigate allegations of fraud, waste, or abuse received from the Commonwealth's Office of the State Inspector General. 				

STATUS OF INVESTIGATIONS AS OF NOVEMBER 10, 2016

Two investigations were completed since the prior Committee meeting; both were isolated in nature with negligible impact to the University.

Nature of Allegation	Type	Status	Remarks
Timesheet Falsification	Fraud	Completed	
Timesheet Falsification	Fraud	Completed	

Summary of Types:

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

STAFFING RESOURCES

Audit staffing remains stable with no changes since the prior Committee meeting. Co-sourced resources remain available to provide supplemental skilled expertise when needed.

Organization	Staffing		
<div><div><div>Ángel Cabrera President</div><div>Board of Visitors Audit Committee</div><div>Edward Dittmeier Director</div><div>Karen Thompson Office Manager</div><div>Alka Rastogi Assistant Director</div><div>Janatry Sanders Senior IT Auditor</div><div>Richard Cheney Senior Auditor</div><div>Adam Herr Senior Auditor</div><div>Jacqueline Curtis Senior Auditor & Fraud Examiner</div></div><div>Oversight by Office of State Inspector General</div></div>	<div>Core Audit Team</div> <div>Audit Leadership</div> <div>Auditors by Expertise:</div> <div>Operational Audit</div> <div>IT Audit</div> <div>Fraud Audit</div> <div>Total Audit Professional Employees</div> <div>Cosourced FTE* Supported by Permanent Budget</div> <div>Total Audit Professionals Supported by Permanent Budget</div> <div>Cosourced FTE* Supported by FY17 Temporary Budget</div> <div>Audit Professionals Supported by FY17 Budget</div>	<div>Plan</div> <div>2</div> <div>2</div> <div>1</div> <div>1</div> <div>6</div> <div>1.1</div> <div>7.1</div> <div>1.3</div> <div>8.4</div>	<div>Actual</div> <div>a/o July 2016</div> <div>a/o Oct 2016</div> <div>2</div> <div>2</div> <div>1</div> <div>1</div> <div>6</div> <div>0.2</div> <div>6.0</div> <div></div> <div>6.0</div> <div>6.2</div>

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 NOVEMBER 10, 2016

#	Audit Report	Audit Issue	Status of Management Action	Original Target	Current Target
1	<p>Report Name: Federally Sponsored Program Reconciliations</p> <p>Report Date: 5/24/16</p> <p>Management: Lisa Kemp, Associate Vice President and Controller, Fiscal Services</p>	<p>Evaluate Process and Staffing Inconsistencies Related to Sponsored Fund Reconciliations: Principal Investigators (PIs) are required to certify that sponsored program fund expenditures are made for the intended purpose of the grant in accordance with sponsor requirements and university policies and procedures. PIs are also required to ensure that fund reconciliations are completed at least every two months and are supported by appropriate documentation. Generally, Colleges apply various staffing models to allocate varying levels and methods of administrative resources in support of PIs' accomplishment of these responsibilities. We observed that reconcilers possess varying levels of job responsibilities, workloads, backgrounds, skills, experience, and training. Reconcilers based in Colleges report, ultimately, to Deans and Directors. No reconciler has a reporting relationship to Fiscal Services or the Office of Sponsored Programs, although monthly reconciliation training activities and on-demand technical support are provided. We also observed inconsistencies in reconciliation timeliness and quality; these results are consistent with our 2013 internal audit and external reviews in 2014 and 2015. In addition, all fund reconciliation activities for 130 of 179 (73%) Volgenau School of Engineering grants, valued at \$32 million, are performed by 59 PIs (faculty members).</p> <p>Management should evaluate the design and operating effectiveness of the university's structure and processes to ensure fund reconciliations are completed timely, supported</p>	<p>The Office of Sponsored Programs and Controller continue to evaluate the design and operating effectiveness of the Mason's research administration infrastructure. The evaluation is being coordinated with the Vice President for Research, Senior Vice President for Administration and Finance, Deans and Directors, the University Research Council, and other senior leaders to assess and document the administrative support available to perform fund reconciliations and other research administration functions so as to provide senior administrators with a better understanding of the resources available, level of experience of staff, training needs and staffing deficiencies.</p> <p>The Office of Sponsored Programs, Controller, Deans, and Directors continue to review roles and responsibilities to determine the appropriate level of responsibility and accountability related to fund reconciliation and other research administration functions and determine the most appropriate staffing models, the correct balance of central versus decentralized support, and an adequate level of monitoring and reporting on university-wide reconciliation quality and exposure related to reconciling items.</p> <p>The Office of Sponsored Programs is determining the feasibility of implementing a formal training certificate program to supplement existing training and professional development offerings for research administrators across the university.</p>	1/15/17	1/15/17

#	Audit Report	Audit Issue	Status of Management Action	Original Target	Current Target
		with appropriate documentation, and that reconciling items (including transactions which have not yet been recorded) are promptly researched and resolved. In making this evaluation, management should consider, among other things, organization and accountability structures; staffing models and resources; job roles, responsibilities, and workloads; skills, experience, and training; monitoring and reporting university-wide reconciliation quality and exposure related to reconciling items; and the potential for automation improvements. The appropriateness of performance of fund reconciliations by PIs should also be evaluated.			
2	Report Name: Federally Sponsored Program Reconciliations Report Date: 5/24/16 Management: Lisa Kemp, Associate Vice President and Controller, Fiscal Services	Evaluate Adequacy of University Policy #2114, Reconciling Departmental and Sponsored Fund Accounting Records and Related Procedures: The Policy was originally approved in December 2010 and was revised most recently in March 2016. Although the Policy substantially addresses essential elements for effective reconciliations, we believe further enhancements are required related to: the sufficiency of requiring fund reconciliations at least every two months; the timeliness of reconciliation preparation, approval, and certification by PI; the process for approval of deviations from Policy standards; and the timeliness for clearing reconciling items.	Fiscal Services continues to work with the Office of Sponsored Programs and solicit input from the Mason community to review and evaluate the Policy, including defining precisely the appropriate time frame for reconciliation preparation and certification as well as a deadline for clearing and/or escalating reconciling items. The Policy will be revised based on this evaluation.	1/15/17	1/15/17
3	Report Name: Facilities Management – General Services Report Date: 9/15/16 Management: Thomas Calhoun, Vice President, Facilities	Strengthen Fuel Card Program Controls: At management's request, we evaluated controls related to the university's fuel card usage program. The design of the program is susceptible to abuse and, as such, requires effective monitoring procedures to be in place. Starting July 2016, management is implementing new, enhanced procedures to administer and	Starting July 2016, Facilities Management implemented new procedures where supervisors of some of the Facilities units are required to certify the fuel purchases for their specific units by validating each fuel purchase transaction on the Mansfield report to a fuel purchase receipt on file. In addition, exception reports are now run selectively to perform follow-up on exceptional transactions.	1/15/17	1/15/17

#	Audit Report	Audit Issue	Status of Management Action	Original Target	Current Target
		<p>manage the program. Management also needs to ensure that:</p> <ul style="list-style-type: none"> Controls that align with DGS Office of Fleet Management Services guidance are implemented for administering and monitoring fuel purchase activity for all units using university vehicles, including spot checks. Validation of purchases with receipts is obtained from all units prior to authorization of invoice payment. Complete usage information, including odometer readings, is recorded on fuel logs to assist in monitoring the appropriateness of fuel charges. Standard policy and procedures are developed and provided to all Facilities units and other university departments that use fuel cards. 	Facilities Management continues to develop standardized policy and guidance procedures for training purposes for all university departments that utilize fuel cards. These enhanced procedures will ensure that appropriate internal controls are implemented including: recording complete information on the fuel logs with the odometer readings and obtaining certification from all unit supervisors (based on validation of fuel card purchases to fuel receipts) prior to authorization of invoice payment.		
4	<p>Report Name: SEC501-01 IT Security Audits Prior to Level II Status (2008-2010)</p> <p>Report Date: 8/30/12</p> <p>Management: Charles Spann, Executive Director, Information Technology Services</p>	<p>Current Documentation for Back-Up and Restore, Data Replication: Although Information Technology Services has some formal documented policies and procedures regarding backups performed in the Data Center, documentation is inconsistent, unclear, and incomplete related to critical systems and sub-systems identified in the IT Disaster Recovery documents. There should be adequate, centralized back-up information on each system and sub-system in the Disaster Recovery documents, including back-up schedules, media, location, and responsible person(s) for each system and sub-system.</p>	Information Technology Services will use the agreed-upon system prioritizations developed by Environmental Health and Safety (EHS) to align the ITS Disaster Recovery / Continuity of Operations Plan with those priorities. EHS completed their work in March 2016 and, based on those priorities, ITS expects to complete documentation of plans for priority business functions, critical software dependencies, and their backup mechanisms by January 2017.	3/31/11	1/31/17
5	<p>Report Name: Information Security Management: Boundary Protection</p> <p>Report Date: 9/09/13</p>	<p>Review of 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.</p>	In 2015, the IT Security Office and Network Engineering and Technology (NET) determined it was appropriate to build a new security zone architecture and firewall framework for servers. The new architecture is expected to (i) reduce the number of rules specific to servers as well as the total number of rules, (ii) create a more stable and supportable firewall rule set, (iii) provide for rule	1/31/14	1/31/17

#	Audit Report	Audit Issue	Status of Management Action	Original Target	Current Target
	Management: Marilyn Smith Vice President/Chief Information Officer, Information Technology Services		set documentation and maintenance, and (iv) provide for assessment of firewall rule adequacy and lifecycle management. NET is in the process of associating IT assets with firewall rule sets and security zones. This activity is expected to be completed by January 2017. Once completed, NET will develop and implement a plan to work with owners of the IT assets, within and outside of ITS, to transfer ownership of the security requirements and, where necessary, adjust the firewall rule sets.		
6	Report Name: Office of the Provost: Decentralized IT Management and Security Report Date: 10/23/15 Management: Thomas Shifflett, Director, Information Technology Services Enterprise Applications	Design and Document Development Methodologies and Procedures: The Provost IT Team has only recently begun to develop a framework of activities, documentation, and project management for system or software acquisition or development on behalf of Provost area units requesting their services. Project development life cycle or project management techniques have been executed <i>ad hoc</i> using informally communicated expectations of standards. While there are numerous development methodologies and none are one size fits all, good development and project management standards is the strongest control to help avoid primary causes of project failures.	The Provost IT Team's original intent was to leverage Information Technology Services' design documentation and methodology. The Provost IT assets and operations were merged with ITS in July 2016. As part of this transition, management is working to develop and document appropriate system design documentation reflective of the design methodologies currently in use; this is expected to be completed by April 2017.	4/30/16	4/30/17
7	Report Name: Decentralized Servers: College of Science Report Date: 08/18/11 Management: Peggy Agouris, Dean, College of Science	IT System Hardening: College of Science does not require system administrators to harden systems according to accepted standards such as the National Institute of Standards and Technology. The College should establish and enforce policy to require system administrators to configure systems, based on risk, to appropriate security baselines.	A configuration assessment was implemented to address hardening of new systems. This process will be automated using the university's IT Security Office-managed centralized governance, risk management, and compliance tool, which is expected to be deployed by February 2017. Management expects to complete assessments and harden baselines within three months of the tool being deployed.	12/31/13	5/31/17
8	Report Name: Enterprise Project	Metrics Based Project Management:	Information Technology Services management continues to re-assess the appropriate process for	9/30/13	7/31/17

#	Audit Report	Audit Issue	Status of Management Action	Original Target	Current Target
	<p>Management Framework and System</p> <p>Report Date: 3/28/13</p> <p>Management: Charles Spann, Executive Director, Information Technology Services</p>	<p>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.</p>	<p>making decisions regarding sizing and undertaking IT projects, including the appropriate level of consideration for time and cost, and tracking and reporting actual performance. ITS management has implemented a process to identify a high level estimate of project cost (product/people) for every ITS project by requiring completion of the Project Criteria Worksheet. This is the first step in generating awareness of Sponsors, Project Owners and Project Managers of the required cost components. ITS will leverage this information to improve the estimation accuracy. By July 2017, ITS expects to pilot tracking of labor hours on a limited subset of projects and, based on the pilot, plan expansion to a wider range of projects.</p>		
9	<p>Report Name: Decentralized Servers: College of Humanities and Social Sciences</p> <p>Report Date: 11/14/13</p> <p>Management: Deborah Boehm-Davis, Dean, College of Humanities and Social Sciences</p>	<p>Considerations Over Use of Cloud Services: Individuals in some departments have independently contracted for varying levels of internet “cloud” services for their programs’ web sites. These services ranged from:</p> <ul style="list-style-type: none"> Fully hosted websites (such as GoDaddy or Wordpress which include domain name registration, content management application, infrastructure or “middleware”, and physical server on which all of this resides). Arrangements for middleware and server (such as Engine Yard) Physical server only (such as Amazon EC2). <p>Use of certain services can involve subcontracting of services to additional vendors with little or no transparency of terms. While such services may provide users with low cost, high immediacy advantages, they may also present vulnerabilities to known and frequently exploited security flaws, contract obligations contrary to Virginia procurement law, and responsibilities and related costs for full</p>	<p>Central CHSS IT staff continues to encourage individual CHSS units to utilize Information Technology Services rather than host systems separately and to follow university standards and procedures. The commercially-hosted CHSSWeb’s highest risk, the lack of security surrounding user logins, has been mitigated by the use of Mason’s Central Authentication Service. CHSSWeb will be migrated to Mason’s new centralized content management system within the next two years, according to the project’s university-wide schedule. The university’s project team is holding monthly project status meetings.</p>	10/31/14	8/31/17

#	Audit Report	Audit Issue	Status of Management Action	Original Target	Current Target
		compliance with university's security and architectural standards.			
10	Report Name: Office of the Provost: Decentralized IT Management and Security Report Date: 10/23/15 Management: Thomas Shifflett, Director, Information Technology Services Enterprise Applications	Formalize Periodic IT Security Risk Management Activities: The Provost IT Team has not yet developed a standard set of IT security risk assessment activities, consisting of evaluating assets to prioritize their significance according to a structured business impact analysis process; performing a documented risk and vulnerability analysis on the assets to identify issues needing remediation; and executing the remediation. Risk assessments should be performed every three years or earlier, whenever material changes are made to systems.	After beginning to develop their own solutions to effective IT security risk assessment activities, the Provost IT Team determined that use of the university's IT Security Office-managed centralized governance, risk management, and compliance product would be a more effective solution and began working to gather appropriate system information. The Provost IT assets and operations were merged with ITS in July 2016. As part of this transition, management is using ITSO vulnerability scanning tools on these assets. The ITSO's GRC tool, which is expected to be deployed by February 2017, will be leveraged to perform and document security risk management activities.	4/30/16	9/30/17
11	Report Name: Office of the Provost: Decentralized IT Management and Security Report Date: 10/23/15 Management: Thomas Shifflett, Director, Information Technology Services Enterprise Applications	Develop and Document Continuity of Operations Plan (COOP) and Disaster Recovery (DR) Plan: Because the Provost IT Team's environment is hosted on ITS VMWare equipment, they are afforded access to backups prepared by ITS' Server Support Group which image and store VMWare contents on separate media. However, the Provost IT Team has not yet completed a fully operational plan and procedures for accessing the backups and restoring service. Additionally, COOP/DR requirements have not been formalized and restorations have not been tested with the combined cooperation among their office, ITS, and the Provost IT users.	Provost IT assets and operations were merged with ITS in July 2016. As part of this transition, the Provost IT servers and applications will be migrated into the ITS operating environment. As this migration is completed, the applications and data will be integrated into ITS backup and recovery facilities and plans.	7/31/16	3/31/18

MEMORANDUM

TO: George Mason University Board of Visitors

THRU: Ángel Cabrera, President, George Mason University

FROM: George Mason University Office of the President
Elizabeth Woodley, University Ethics Officer and Policy Manager

RE: Contractual Conflict of Interest Waivers

Pursuant to the Board of Visitors Resolution of August 1, 2014, the following is a report of the Contractual Conflict of Interest Waivers granted between 12/1/2015 and 12/1/2016:

I. Waivers granted by the University Ethics Officer and Policy Manager pursuant to Virginia Code § 2.2-3106.C.2, stating that the dual employment of immediate family members is in the best interest of the University (including waivers granted in previous years):

- A. Paul Ammann and Rebecca Hartley
- B. Aurali Dade and Damon Dade
- C. Houman Homayoun and Setareh Rafatirad
- D. Cing-Dao (Steve) Kan and Chi Yang
- E. Vera Lichtenberg and Scott Martin
- F. Henry Butler and Paige Butler
- G. Abigi Id-Deen and Kia Davis
- H. Rick Davis and Julie Thompson
- I. Peggy Agouris and Anthony Stefanidis
- J. Jeffrey A. Davis and Jennifer Wagner Davis
- K. Kirsten J. McLagan and Frank Neville

II. Waivers approved by the President of George Mason University and the Vice President for Research pursuant to Virginia Code § 2.2-3106:

- A. Alec D. Barker, Group W Inc— Approval period: 11/30/2015--11/30/2017
- B. Ali A. Weinstein, Inova Health System— Approval period: 12/14/2015--11/30/2017
- C. James Kinter, Institute of Global Environment and Society (IGES)— Approval period: 11/12/2015--6/30/2016
- D. Jagadish Shukla, IGES— Approval period: 11/11/2015--6/30/2016
- E. Liping Di, General Science and Technology Solutions, Inc. (GSTS)— Approval period: 5/1/2016--4/30/2019
- F. Sherry Crissman, Aer Potentia, LLC— Approval period: 6/10/2016--7/10/2016
- G. Emanuel F. Petricoin, Perthera Inc.— Approval period: 8/1/2016--9/1/2017
- H. Xinyuan Wang, CyberRock, Inc.— Approval period: 9/1/2016--3/1/2017

Pursuant to the Board of Visitors Resolution of February 4, 2015, the following is a report of information regarding Dr. Elizabeth F. “Beth” Cabrera during the fiscal year beginning July 1, 2015:

I. Total payment to Dr. Beth Cabrera by the University: \$22,969.00

II. All graduate, professional and continuing education courses of instruction for which Dr. Beth Cabrera was compensated and the amount of compensation for each course of instruction:

Positive Leadership (Fall 2015)	\$9,817.00
TSA Course (Fall 2015)	\$6,750.00
Positive Leadership (Spring 2016)	\$6,402.00

Details are available at the Board’s request.

**George Mason University
Board of Visitors**

**Development Committee Meeting
December 8, 2016
9:30 a.m. – 10:30 a.m.
Merten Hall, Room 1203, Fairfax Campus**

A G E N D A

I. Call to Order

**II. Approval of Development Committee Meeting Minutes from October 13, 2016
(ACTION ITEM)**

III. New Business

- A. GMUF Chair Update – Jay O'Brien
- B. Basketball Fundraising – Coach Dave Paulsen
- C. Campaign Report – David Long
- D. Alumni Golden Anniversary – Chris Clark-Talley
- E. Advancement Report – Janet Bingham

IV. Old Business

V. Closed Session

- A. Gifts, Bequests, and Fundraising Activities (Code of VA: §2.2-3711.A.8)

VI. Adjournment

**George Mason University
Board of Visitors**

**Development Committee Meeting
October 13, 2016
11:10 a.m. – 12:10 p.m.
Merten Hall, Room 1203, Fairfax Campus**

Meeting Minutes

Attendees: Chairman James (Jimmy) W. Hazel, Visitor Lisa Zuccari, Visitor Kelly McNamara-Corley, Visitor Wendy Marquez

Absent: Visitor Tracy Schar

Additional Attendees: Rector Tom Davis, President Ángel Cabrera, Visitor Jon Peterson, Vice President Janet Bingham, Faculty Representative Alan Abramson, Faculty Representative Keith Renshaw, Student Representative Nathan Pittleman, GMUF Board of Trustees Chair Jay O'Brien, GMUF Trustee J.P. Phaup, UBS Senior Institutional Consultant Arun Sardana

VII. Call to Order

The meeting was called to order by Chairman Jimmy Hazel at 11:10 a.m.

**VIII. Approval of Development Committee Meeting Minutes from May 5, 2016
(ACTION ITEM)**

Chairman Hazel called for a motion to approve the meeting minutes from May 5, 2016. A **MOTION** was made, **SECONDED**, and the **MOTION CARRIED UNANIMOUSLY BY VOICE VOTE**.

IX. New Business

F. GMUF Chair Update – Jay O'Brien

George Mason University Foundation Chairman Jay O'Brien provided an update on the activities of the GMUF. Among the items, Chairman O'Brien shared that in fiscal year 2016, the Foundation distributed \$55.2 million for the benefit of the university compared to \$43.9 million in fiscal year 2015.

G. Campaign Update – David Long

Mr. David Long reported that the campaign has raised \$465 million to date. In addition, he reported that the Office of University Advancement and Alumni Relations has formed a collection of cross-department working groups to address

issues related to operations and resource needs. Groups include the following areas of focus:

- Alumni Engagement
- Alumni Giving
- Communications
- Operating Structure/Fundraising

H. Alumni Weekend – Chris Clark-Talley

Ms. Clark-Talley reviewed the schedule of events for the upcoming Sixth Annual Alumni Weekend, October 14-17, 2016.

X. Old Business

Chairman Hazel briefly described his impressions of the recent Antonin Scalia Law School dedication event. The event was a huge success that garnered national news coverage.

Dr. Janet Bingham thanked her staff and complimented them for doing a successful job with limited resources. The past three years have seen banner growth in Mason's fundraising efforts. The department is using its resources wisely.

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

XI. Closed Session

B. Gifts, Bequests, and Fundraising Activities (Code of VA: §2.2-3711.A.8)

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

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

XII. Adjournment

There being no further business, Chairman Hazel asked for a motion to close the meeting. A **MOTION** was made, **SECONDED**, and the **MOTION CARRIED UNANIMOUSLY BY VOICE VOTE**. The meeting was adjourned at 12:11 p.m.

Board of Visitors
Development Committee
October 13, 2016

Respectfully Submitted,

A handwritten signature in cursive script that reads "Naomi Sue Arlund".

Naomi Arlund
Secretary, pro tem

**GEORGE MASON UNIVERSITY
BOARD OF VISITORS**

**Finance and Land Use Committee Meeting
December 8, 2016**

AGENDA

- I.** Call to Order
- II.** Approval of Minutes for October 13, 2016 (**ACTION**).....E-3
- III.** Financial Overview.....E-9
- IV.** Strategic Matters
 - A. Commonwealth Enhanced Capital Authority Pilot Program (**ACTION**).....E-11
 - B. Reserve Policy Update.....E-15
- V.** Operational Issues
 - A. Investment Policy Committee Update.....E-17
 - B. Police and Public Safety Update.....E-19
- VI.** Adjournment

APPENDIX A	Capital Projects Review
APPENDIX B	Unaudited FY 2016 Financial Statements

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ITEM NUMBER III.:

FINANCIAL OVERVIEW

PURPOSE OF ITEM:

To brief the Board of Visitors on updates as we look forward with a discussion on the FY 2018 budget development, strategies and initiatives. In addition, to discuss the annual review of the University's financial metrics.

APPROPRIATE COMMITTEE: FINANCE AND LAND USE

BRIEF NARRATIVE:

The Senior Vice President for Administration and Finance will start the conversation regarding upcoming financial matters that will come before the Board of Visitors for consideration and deliberation in the December 2016 – May 2017 timeframe. The matters include, but are not limited to, the Commonwealth budget, tuition policy and other operational matters.

In addition, there will be an annual review of the Board of Visitor's approved financial metrics. Specifically, the metrics cover four ratios along with additional metrics related to Philanthropic Support and State Funding Disparity.

The four ratios mentioned above are:

- A. Expendable Financial Resources to Debt
- B. Expendable Financial Resources to Operations
- C. Debt Service Burden
- D. Operating Cash Flow Margin

STAFF RECOMMENDATION: For board information only.

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ITEM NUMBER: IV.A.:

**COMMONWEALTH ENHANCED CAPITAL
AUTHORITY PILOT PROGRAM (ACTION)**

PURPOSE OF ITEM:

This item requests Board approval of delegation of certain capital project authority from the Commonwealth of Virginia to the University.

APPROPRIATE COMMITTEE:

FINANCE AND LAND USE

Chapter 780, 2016 Acts of Assembly, §4-9.02 provides authority for George Mason University to exercise additional authority in the management of capital projects under a five-year pilot program. The language provided in Chapter 780 directs the University to comply with Chapters 824 and 829 of the 2008 Acts of the Assembly.

This delegated authority will provide the University with streamlined local oversight and approval of capital projects not funded by the Commonwealth. Specifically, this delegated authority will allow for local:

- Funds allocation
- Contract type selection (Invitation for bids, Construction Manager at Risk, Design-Build, etc.)
- Award of cooperative contracts

Flexibility and shorter approval timeframes throughout execution will speed project delivery for these non-general fund projects. Any project funded in whole or in part by the Commonwealth must continue to follow existing Department of Planning and Budget processes.

While this delegated authority grants the University the opportunity to establish its own local Building Official Office (thereby eliminating the use of the Bureau of Capital Outlay Management on these projects), the investment required to establish such an office for a five year period makes this impractical. Should the five-year pilot evolve into permanent authority, the University may explore this opportunity.

The University will follow all applicable policies and laws in the Virginia Public Procurement Act (VPPA)

and the Construction and Professional Services Manual (CPSM) in establishing its local Non-general fund capital policies.

At the October 2016 BOV meeting, staff presented a summary of the local authorization steps necessary to implement this local authority. The Board delegated detailed review of these procedures to two committee members. At the upcoming December meeting, staff and these two committee members will summarize this review and seek approval of the delegated authority.

One element of delegated authority is the requirement for the Board of Visitors to specifically approve the University's process for choosing the construction contract to be used for each capital project. The attachment outlines this proposed contract selection process.

STAFF RECOMMENDATION:

- Approve delegation of certain capital authority as discussed with identified committee members and as presented in the December meeting.
- Approve the attached procurement selection procedures.

Construction Procurement Approval Process for Capital Project Delivery

Date: December 2016

Version: 1.0

Purpose:

Pursuant to Subchapter 3 of the Restructuring Act and in accordance with Chapter 780 Item §4-4.01, the following process outlines the steps George Mason University staff takes in selecting appropriate procurement types for capital projects.

Responsible Staff:

Director, Campus Planning – the Facilities Division responsible for the development and management of the university's Capital Plan and its Capital Outlay Projects. Recommends procurement delivery method for each capital project.

Assistant Director of Facility Contracts Management – administers the capital outlay procurement process, reviews delivery method options, and manages contract development, approval, execution and document retention.

Vice President, Facilities – approves project delivery methods and recommends contracts for execution.

Procedure:

The university shall have and shall exercise all authority relating to the procurement of goods, services, insurance, and construction. Procurement procedures for professional and construction services are identified in documentation adopted by George Mason University as approved by the Board of Visitors.

The construction delivery method for a capital outlay project shall be approved in writing by the George Mason University Vice President for Facilities.

For all capital projects, a written recommendation for the project delivery method will be provided to the Vice President, Facilities from the Director of Campus Planning through the Assistant Director for Facility Contracts Management. Consistent with Commonwealth of Virginia law, firm, fixed-price sealed bidding is the preferred construction contract type. If competitive sealed bidding is not selected, the written recommendation will justify why sealed bidding is not practicable and/or is not fiscally advantageous to the university. The following critical components will be considered in recommending the appropriate construction delivery method for each project:

- Technical complexity and building use
- Required experience with specialty systems or equipment
- Schedule, schedule challenges, and critical completion dates
- Coordination of phased or fast track construction

- Potential for early packages to expedite overall project completion
- Early procurement of long lead time materials or equipment
- Continuity of university operations and utility systems
- Minimizing disruption to academic and research programs
- Campus security and limited access to restricted areas
- Cost, cost control, and cost efficiencies
- Prequalification for specialty systems, materials or equipment expertise
- Design phase constructability analysis for cost savings and quality control
- Continuous value engineering to achieve budget
- Project staffing requirements
- Risk reduction
- Overall benefits to the university

General Guidelines

The following general guidelines shall apply in the selection of construction procurement methods other than formal bidding:

- Use of construction management or design-build is typically limited to projects with a construction value of \$10,000,000 or more. The VP, Facilities may grant waivers to this threshold on a case by case basis after assessing the critical components listed above.
- A construction management contract will be initiated no later than the completion of the project schematic design phase unless prohibited by authorization of funding restrictions.
- The Request for Qualifications for a design-build or construction management procurement will include language to substantiate the selection of the construction delivery method.
- The Request for Qualifications will include criteria for contractor selection.
- The Request for Qualifications evaluation process will result in a short list of two to five offerors to receive the Request for Proposals.
- The Request for Qualifications will be posted for no less than 30 days on eVA, the Commonwealth statewide electronic procurement system. It will include a justification to support why sealed bidding is not practicable and/or fiscally advantageous. The approved procurement method will be identified in the eVA posting as the "category" for the solicitation.

Reporting

The university will report on selected project delivery methods annually or as required by law or upon request by the Department of General Services.

Approval and Revisions:

ITEM NUMBER IV.B.:**RESERVE POLICY UPDATE****PURPOSE OF ITEM:**

To share with the Board of Visitors the outline and development of a management policy that will cover the University's practice as it relates to operating and facility reserves.

APPROPRIATE COMMITTEE: FINANCE AND LAND USE**BRIEF NARRATIVE:**

The Senior Vice President for Administration and Finance will start the conversation regarding operating and facility reserves. As Mason continues to grow, there is increasing pressure to maintain adequate reserves for both operating and facilities. Articles referencing Higher Education from credit rating agencies continues to focus on the financial capabilities of institutions of higher education. The why and what of having reserves are intertwined and is fundamental to an organization's financial health.

Reserves are an important mechanism for the University to ensure its financial health, stability and future growth of its operations and programs as well as to manage its risks. Reserves shall be designated to key priorities and opportunities of strategic importance which links the amount and use of reserves to the University's mission and strategic goals. The presence of reserves increases an organization's ability to take mission-related risks and to respond to temporary changes in its environment or circumstances such as an unanticipated event of significant unbudgeted losses in operating revenues.

Without reserves, an organization can find itself in cash flow stress and become distracted from good long-term decision-making and planning or forced to make expensive short-term crisis-based decisions. The University seeks to build and grow its reserves to strengthen its overall financial profile.

STAFF RECOMMENDATION: For board information only.

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ITEM NUMBER: V.A.:

**INVESTMENT POLICY COMMITTEE
ANNUAL UPDATE (DECEMBER 2016)**

PURPOSE OF ITEM:

The Investment Policy Statement for the University's Optional Retirement and Cash Match Plans requires that the Investment Policy Committee (IPC) report annually to the BOV the additions, deletions or changes in investment options made available to faculty and staff under the Plans.

APPROPRIATE COMMITTEE:

FINANCE AND LAND USE

BRIEF NARRATIVE:

The University provides certain investment options under the Plans. The IPC, with the assistance of an investment consultant, periodically reviews the performance of the funds in the plans to ensure they continue to meet Investment Policy Statement Guidelines.

Over the last year, the IPC, along with the University's investment consultant:

- Worked with vendors to reduce fees for both plans through the lowering of several share classes.
- Closed and mapped all mutual fund assets on the TIAA platform that were invested in non-approved/frozen funds representing three funds and \$9.6 million in assets.
- Will be freezing contributions to the CREF Money Market Fund while adding another money market fund on the TIAA platform.
- Added several passively managed Vanguard fund options.
- Discussed changes to the Investment Policy Statement that will be presented to the BOV at an upcoming 2017 meeting.

STAFF RECOMMENDATION:

For board information only.

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ITEM NUMBER V.B.:

POLICE AND PUBLIC SAFETY UPDATE

PURPOSE OF THE ITEM:

To highlight the challenges and achievements and goals of the George Mason University Police and Public Safety Department.

APPROPRIATE COMMITTEE:

FINANCE AND LAND USE

BRIEF NARRATIVE:

The George Mason University Police and Public Safety Department has initiated and brought to fruition several important initiatives during FY 2017 that will continue into FY 2018. These include, but are not limited to:

Community Policing Initiative: The department is being reorganized to include a Community Policing Team to focus on rapid response to requests for service or training from the Mason community.

Recruiting Initiative: The Mason police have also initiated an improved recruiting program to better compete for new police recruits and lateral transfers from other departments.

STAFF RECOMMENDATION:

For board information only.

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APPENDIX A: 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 October 2016 report include:

- Health Sciences/Academic VII – Scheduled opening Fall of 2017; however, the contractor is currently projecting to be 90 days behind schedule. We believe a portion of this delay will be absorbed within the remaining duration of construction. The contractor identified changes that are currently being evaluated. We believe that there are funding sources within the current budget to cover the vast majority of these changes.
- Johnson Center Dining Phase 2 – Preliminary design documents are complete and working drawings will be submitted to BCOM shortly. Scope and budget on the Stoplight chart were changed to reflect the addition of design and construction of the patio on the west side of the building. Project is scheduled to be complete in time for the 2017 fall semester.
- Robinson Hall/Utility Distribution Infrastructure – The University secured an anticipation loan from the Commonwealth to fund the University’s share of the Utility project in advance of sale of bonds in 2017. Resulting from this, design and construction management contracts were awarded this period. As of this writing, funds have not been received for the Robinson Hall portion of the project. This lack of authorized funding has put the project schedule at risk. Impacts to construction costs have yet to be determined.

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APPENDIX B: Unaudited FY 2016 Financial Statements

To provide the Board information regarding the University's annual financial statements.

The University's unaudited financial statements have been submitted to the Commonwealth's Department of Accounts and are posted at:

<http://fiscal.gmu.edu/wp-content/uploads/2016/10/GMU-FY-16-Financial-Statements-Unaudited.pdf>

The audit is typically conducted during January through March each year.

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**GEORGE MASON UNIVERSITY
BOARD OF VISITORS**

**Research Committee Meeting
December 8, 2016
Merten Hall, Fairfax Campus**

A G E N D A

- I. Call to Order**
- II. Approval of Research Committee Minutes for October 13, 2016 (ACTION ITEM)**
- III. New Business**
 - A. Research Compliance, Integrity and Assurance, Aurali Dade**
 - B. Center for Evidence-Based Crime Policy**
 - **Center Overview, Cynthia Lum**
 - **Research Spotlight, Charlotte Gill**
 - C. Status of the George Mason Research Foundation, Deborah Crawford**
- IV. Adjournment**

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**GEORGE MASON UNIVERSITY
BOARD OF VISITORS**

**Research Committee Meeting
October 13, 2016
Merten Hall, Fairfax Campus**

REVISED AGENDA

- I. Call to Order**
- II. Approval of Minutes (ACTION ITEM)**
 - A. Meeting minutes for May 5, 2016**
- III. GO VIRGINIA and Virginia Research Investment Fund Legislation, Paul Liberty, VP of Government and Community Relations and Deborah Crawford, Vice President of Research.**
- IV. Institute for Biomedical Innovation**
 - A. Overview and Strategic Partnerships by Dr. Deborah Crawford**
 - B. Research Spotlight by Dr. Siddhartha Sikdar, Assistant Professor, Bioengineering & Electrical and Computer Engineering**
 - C. IP and Innovation Partners by Hina Mehta, Director of Office of Technology Transfer**
- IV. Mason IP Portfolio and GMRF presentation by Sean Mallon, Associate VP for Entrepreneurship & Innovation.**
- V. Adjournment**

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**GEORGE MASON UNIVERSITY
BOARD OF VISITORS**

Research Committee Meeting

October 13, 2016

Merten Hall Room 1204

Fairfax Campus

Meeting Minutes

Present: Chair Anne Gruner, Vice Chair Mahfuz Ahmed; Vice President Dr. Deborah Crawford; Visitors: Karen Alcalde, Stephen Cumbie, John Jacquemin, Bob Witeck; Faculty Representatives: Bijan Jabbari, June Tangney; Faculty Senate Representative: Keith Renshaw; Student Representative: Christian Suero; Guest Presenters: Paul Liberty, Sean Mallon, Hina Mehta, and Siddartha Sikdar.

Absent: Rector Tom Davis, President Ángel Cabrera; Visitors Claire Dwoskin; Student Representative Nathan Pittman

- I. Meeting called to order by Chair Gruner at 11:10 a.m.
- II. Approval of Research Committee minutes for May 5, 2016 motioned by Vice Chair Ahmed, seconded by John Jacquemin, approved by Chair Gruner.
- II. Chair Gruner introduced Mr. Paul Liberty presenting on GO VIRGINIA and the Virginia Research Investment Fund (VRIF) Legislation.
 - Go Virginia and Virginia Research Investment Fund Legislation are designed to work across political boundaries to spur private-sector growth and job creation. There is \$36 million available in funding from Go Virginia; the higher education community has a dedicated seat at the table. There is concern that the Commonwealth's budget imbalance could impact Go Virginia's funding.
 - Mason is leading a group of Vice Presidents for Research (VPR) from the other six Virginia research universities to identify research and innovation priorities to be considered by the newly created Virginia Research Investment Committee for investment from the Virginia Research Investment Fund. The VPR group identified Cybersecurity (Cyber+X) and Neuroscience (and neuroscience technologies) as areas of interest. Virginia holds a promising position in private sector cybersecurity intensity, second only to California, but is reliant on Federal interests. The Commonwealth, Mason, and the other research universities have a critical role to play in building private sector growth, particularly through university-assisted start-ups, in the cyber area.

III. Dr. Deborah Crawford, Vice President for Research, Siddhartha Sikdar, Associate Professor in Bioengineering & Electrical and Computer Engineering, and Hina Mehta, Director of Office of Technology Transfer presented on the Institute for Biomedical Innovation covering strategic partnerships, research spotlight, and IP and Innovation Partners (**Attachment #1**).

- Dr. Crawford gave an overview of the Institute for Biomedical Innovation (IBI), a new initiative focused on building Mason's research and innovation capacity in the bio and health sciences, engineering and public policy. A search has started for the IBI director. Mason's need to grow biomedical and health science and engineering funding is complementary to the Commonwealth's economic development focus on strengthening the VA Biosciences Economy. There's an opportunity to leverage growing state investments and strategic partners, including Mason's strategic partnership with the Inova Health System. Aligning educational programs from undergraduate to graduate degrees, masters and PhDs, with research will help grow Mason's faculty, an essential component in boosting Mason's research funding.
- Dr. Sikdar outlined exciting progress and opportunities in Mason's bioengineering department – one of Mason's most research-productive departments. Specifically, Dr. Sikdar presented new results on a non-invasive, wearable technologies that use ultrasound to help amputees control prosthetics.
- Mason has 23 patents pending and 36 issued patents in the biomedical and health sciences arena. Ceres Nanoscience, known for the Lyme disease diagnostic test, has licensed 15 Mason patents. Other patents of potential interest include antimicrobial peptides and breast cancer biomarkers. Mason's patent portfolio aligns well with the University's plans for IBI.

IV. Mr. Sean Mallon, Associate Vice President for Entrepreneurship and Innovation, presented on Mason's IP Portfolio and GMRF (**Attachment #2**).

- About 50 percent of Mason's active patents are in the computer science and engineering space. Mason startup Invincea, a security software firm, is a success story that recently raised \$30 million in VC funding.
- The George Mason Research Foundation will help raise awareness about and promote Mason research.

Board of Visitors Research Committee Meeting

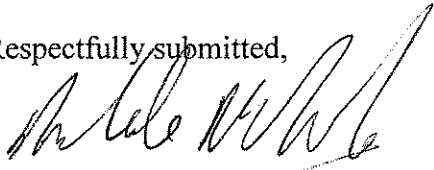
October 13, 2016

Page 3

IV. Adjournment

Chair Gruner motioned to adjourn meeting, seconded by Vice Chair Ahmed.
Chair Gruner adjourned the meeting at 12:25pm.

Respectfully submitted,

A handwritten signature in black ink, appearing to read 'Michele McDonald', written over a horizontal line.

Research Committee Secretary Pro Tem
Michele McDonald

Attachment #1: Presentation slides by Dr. Deborah Crawford, Siddartha Sikdar, and Hina Mehta

Attachment #2: Presentation slides by Mr. Sean Mallon

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GEORGE MASON UNIVERSITY

Institute for Biomedical Innovation (IBI) A Strategic Initiative

Deborah Crawford, Siddhartha Sikdar and Hina Mehta

Presentation to Research Committee, Board of Visitors
October 13, 2016

Setting Context

- Biomedical & Health Science & Engineering more than 50% of federal support for academic R&D (primarily HHS and DoD funded)
- Biomedical & Health Technologies as economic development priorities
 - Virginia's Biosciences Economy Initiative (2014)
 - The Roadmap for the Washington Region's Future Economy (2015)
- Opportunity to leverage growing Commonwealth investments in VBHC, CIT, VRIF, GO Virginia & GGBRI (Inova) initiatives

NIH Spending in VA (2006-2015)

Top funded Catalog of Federal Domestic (CFDA) Programs

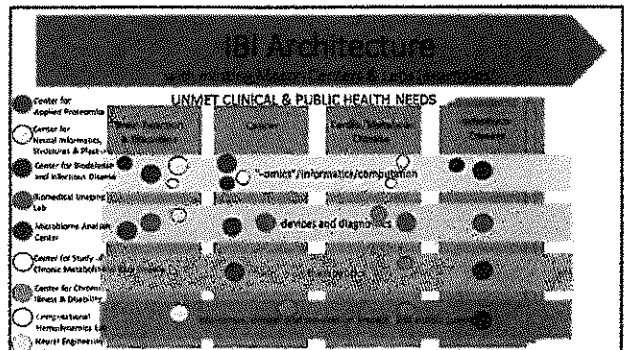
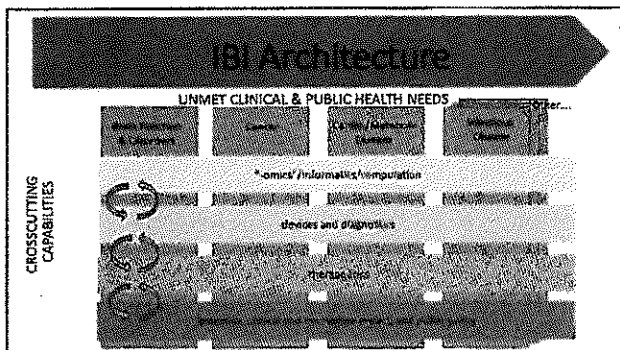
1. Allergy, Immunology, and Transplantation Research (11.6 %)
2. Biomedical Research and Research Training (9.6 %)
3. Cardiovascular Diseases Research (7.6 %)
4. Cancer Treatment Research (6.9 %)
5. Diabetes, Digestive and Kidney Diseases Extramural (5.5 %)

Source: USA Spending

Total NIH Funding \$2,354,361,372

2015 – 2016 Activities

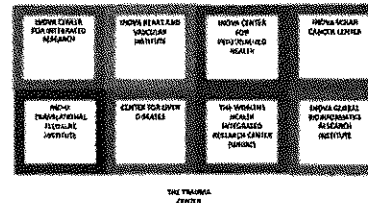
- Announce establishment of Institute for Biomedical Innovation (IBI)
- Capitalize on existing state-of-the-art biomedical R&D facilities
 - Krasnow Institute (20,000 sq ft)
 - Biomedical Research Lab (52,000 sq ft)
 - Institute for Advanced Biomedical Research (75,000 sq ft)
 - Peterson Health Sciences Building (coming soon, 160,000 sq ft)
- Leverage existing Mason Centers and Institutes
- Multidisciplinary Seed Grant Competition in Bio/Health Sciences
- Form Strategic Partnerships with Inova Health System, VA Academic Partners & Others
- Commit to formation of translational Biotech/Health Sciences Innovation Ecosystem



2016 Works in Progress

- Outcome of Health Multidisciplinary Seed Grant Competition under review
- Relationship to undergraduate and graduate education programs under review - essential in new budget model
- Impact of capital debt on academic program growth under review - currently stymieing growth
- Master/Academic Plan for SciTech Campus revealing strategic opportunities
- Search Committee established for IBI Director, August 2016
- Strategic partnerships Translational Genomics Institute (TGEN), Inova Health System, and Academic Partners being operationalized - exposing new collaborative/translational research opportunities

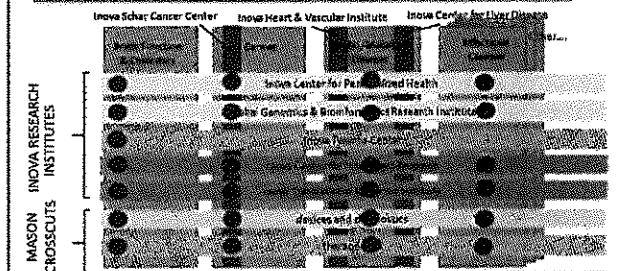
Strategic Partnership with INOVA



Strategic Partnership with TGEN

- TGEN focus is translation of genetic information into new diagnostic tests and innovative therapies for cancer and other life-threatening and debilitating diseases.
- TGEN-Mason 2013-2016 relationship focused on cancer proteomics through the Partnership for Personalized Medicine and CAPMM
- TGEN and GMU currently exploring partnership expansion:
 - Microbiome research
 - Rare Disease
 - Heart Failure
 - Clinical outlets provided by Inova partnership

INOVA-IBI Alignment

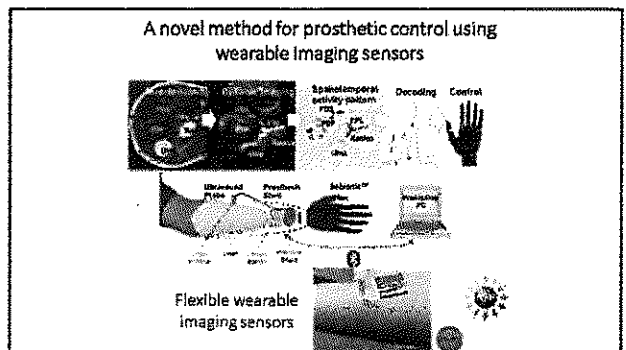
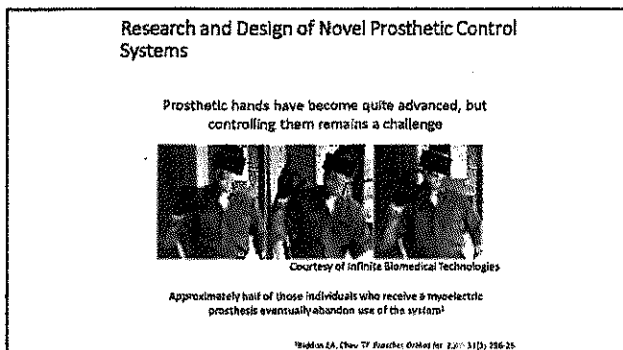
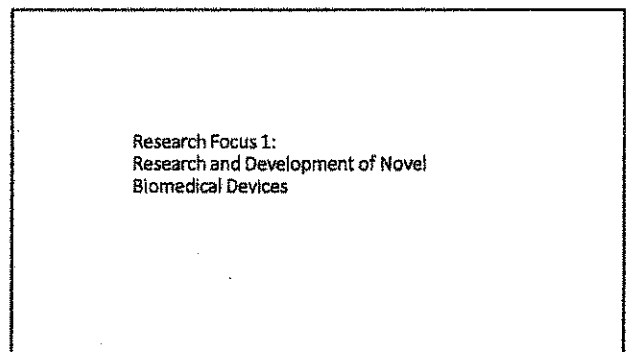
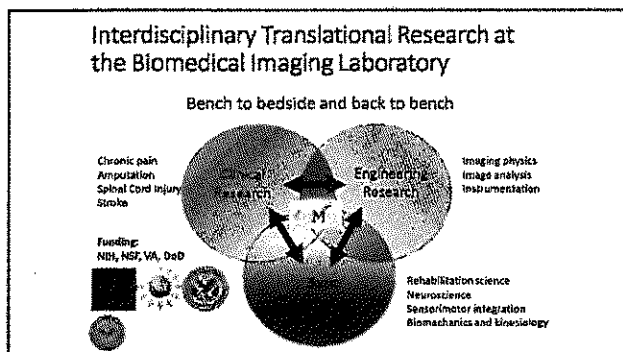
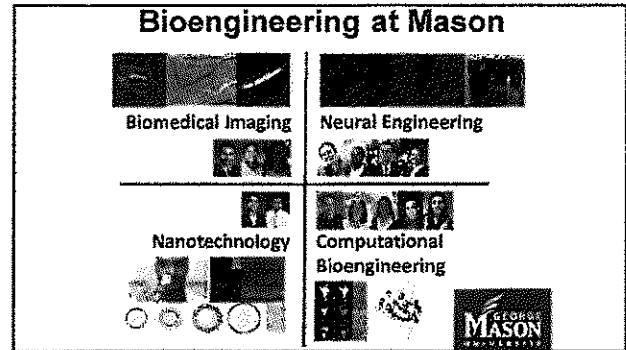
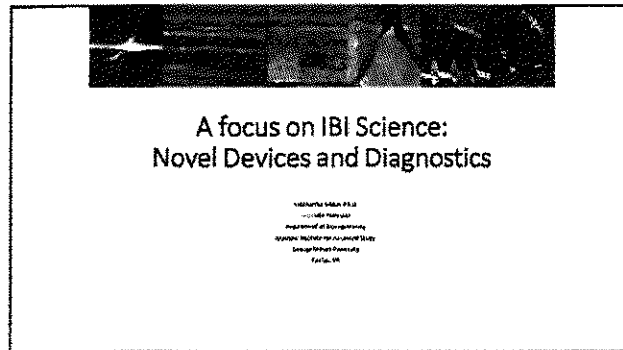


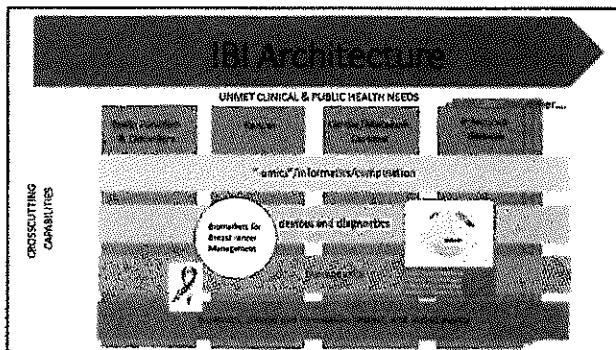
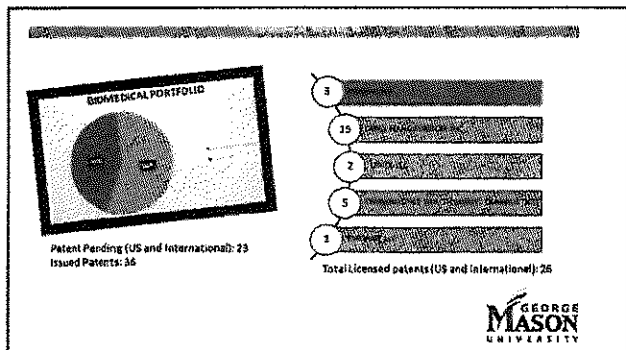
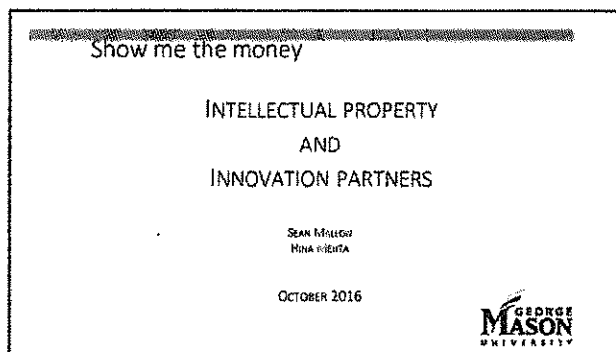
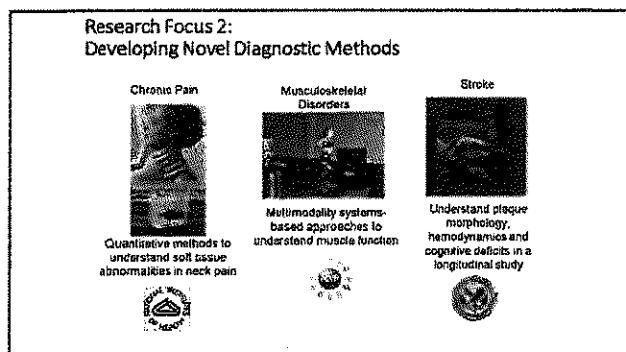
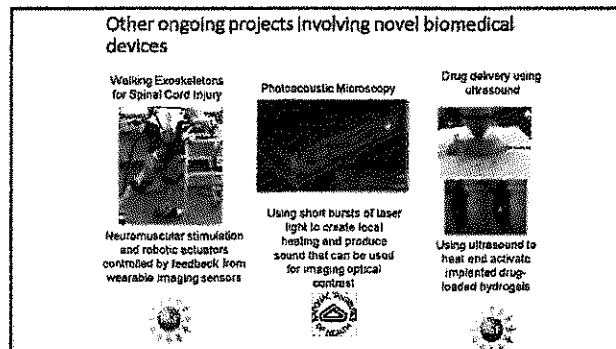
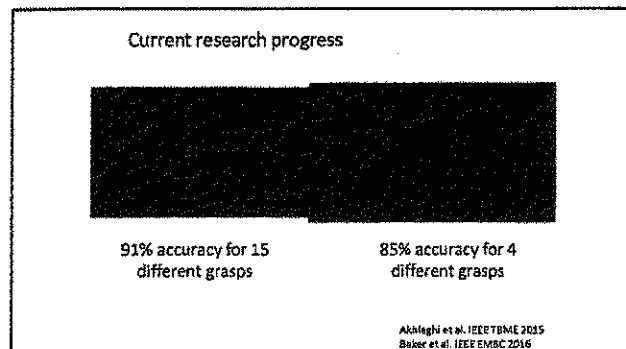
Ongoing IBI-Inova Planning

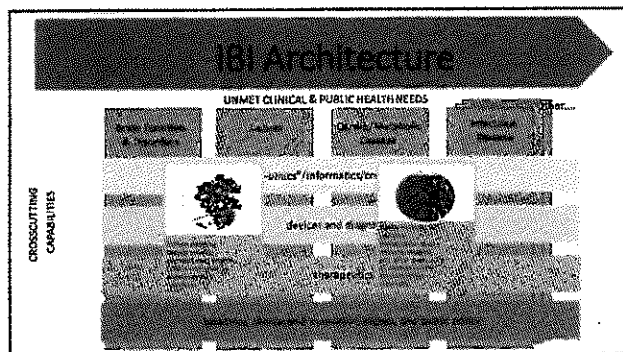
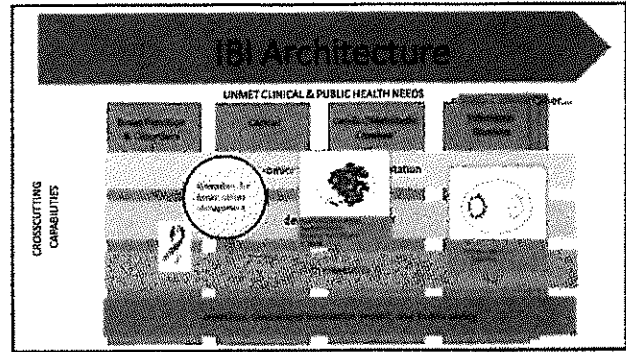
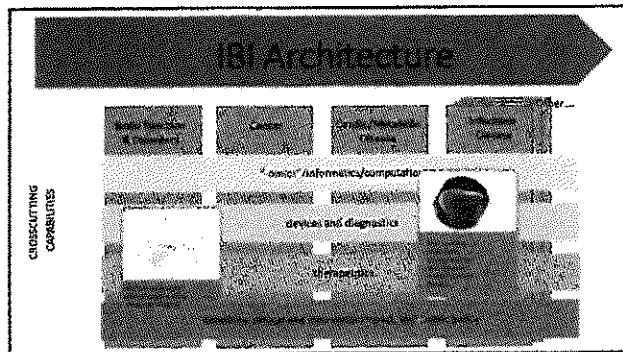
- Planning Scientific Connector Facility – multi-institutional initiative leveraging Commonwealth GGBRI funding
- Formation of Inova-Mason Joint Clinical Proteomics Center – tapping GGBRI funding
- Resident Research Rotation Program under development
- IBI Director Search engagement
- Research Imaging Facility – tapping GGBRI funding
 - New fMRI funded by NSF to be placed in Inova campus (under exploration)

Coming Up Next

- Siddhartha to shine spotlight on research underway in the Biomedical Imaging Lab
- Hina to describe current Mason's Innovation environment, including support for biotech start-ups



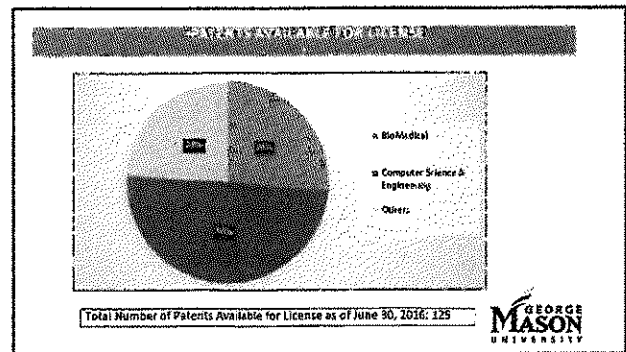
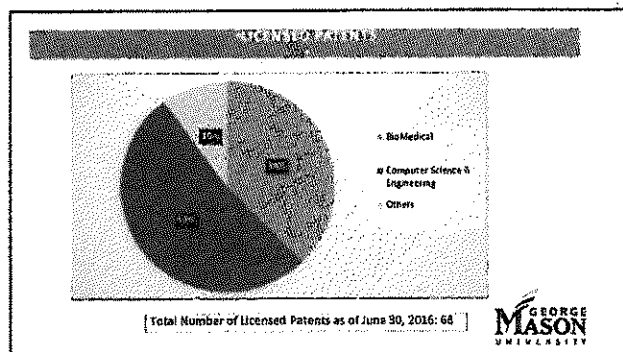




GEORGE MASON UNIVERSITY PATENT & INVENTION SUMMARY

- Invention Disclosures received during FY 2016: 26
- Cumulative Active Issued US & International Patents as of June 30, 2016: 149
- Total Pending Patent Applications (US & International) as of June 30, 2016: 36
- Total Provisional Patent Applications as of June 30, 2016: 9
- Total Number of Licensed Patents: 68
- Total Number of Patents Available for License: 125
- Total Number of Licensed Copyrights: 7

GEORGE MASON UNIVERSITY



MASON START-UPS LEVERAGING MASON IP

BIOTECH **BIOSPHERICS**: accelerated response, preparing a biosensor treatment of certain people based on the individual's microbiome composition.

CERES HANDSCIENCES: manufacturing a biosensor for the "Smart Skin" that detects and communicates molecules that can be used to diagnose disease or detect illegal substances, which can be marketed through drug delivery. (6/18/2019-2021)

THERANOSTICS HEALTH (Acquired by Beigene Diagnostics): accelerated response provider of genomic services for personal genomic diagnosis and translational research. Discovered AL through a collaboration, but brought a new issue (patent) from George Mason Research Foundation to protect. (2/18/2019-2021)

VIROHST LLC: a research startup company in order to find viral proteins and tumors. (2/18/2019-2021)

CYBER **OVISION TECHNOLOGIES**: a cybersecurity company focused in the moment on sales to the U.S. government. (2/18/2019-2021)

CYBERLOCK INC.: a cybersecurity company focused in the moment on sales to the U.S. government. (2/18/2019-2021)

INTECHCO: a high-tech company focused in the moment on sales to the U.S. government. (2/18/2019-2021)

SCOT LAB: a cybersecurity company that has received funding, including a grant of research contract, from the Navy. (2/18/2019-2021)

OTHER **FIRSTGUARD TECHNOLOGIES**: developing a new kind of super detector system and a hardware and software platform for protection against cyberattacks. (2/18/2019-2021)

GEORGE MASON UNIVERSITY

NON-MASON COMPANIES LEVERAGING MASON IP

A Deeper View: ADV's Tracking System is a flexible, shareable tool that was designed to observe, track and measure fine-grained learning progress in Education or other dynamic environment.

(GEO IQ/FORTILUS ONE) - Acquired by ESR+ Integrated Spatial Logical Network Analysis.

ChaoLogix Inc. Offers a semiconductor based data security technology; licensed copyrighted IP core material from Mason.

GEORGE MASON UNIVERSITY

EMERGING ACTIVITIES AT OTT

Campus-wide OTT Information sessions: OTT staff scheduling meetings with faculty and department heads to review Mason IP policy, faculty obligations, and OTT resources.

IP Marketing: Ongoing effort to license patent portfolio to private companies.

Staffing: Searches underway for (1) IP paralegal, and (2) licensing associate (focus on IT & engineering).

Commercial Advisory Board: Continuing to add subject matter experts (SMEs) to our technology review panels.

Collaboration: Creating low-friction pathways to MEC and other entrepreneurship facilitation resources at Mason.

GEORGE MASON UNIVERSITY

GEORGE MASON RESEARCH FOUNDATION (GMRF)

Engaging our Corporate & Other Partners to:

- Raise awareness about and promote research as a central element in the Mason mission**
Reviewing Mason's strategic research initiatives and soliciting advice and feedback on implementation.
- Catalyze the translation of Mason discoveries and scholarship into products and services with social, cultural, and economic impact**
Reviewing and implementing programs and activities designed to support innovation and entrepreneurship within the University community and with our partners in the region.
- Broker trusted, productive relationships with Mason's public, private and nonprofit partners to enrich the economic and cultural vibrancy of the region**
Ensuring GMRF serves as a trusted cooperation partner to public, private and non-profit partners in the region and beyond.

GEORGE MASON UNIVERSITY