

**GEORGE MASON UNIVERSITY
BOARD OF VISITORS**

**BOARD OF VISITORS MEETING
March 1, 2018
Merten Hall, Fairfax Campus**

AGENDA

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

BOARD OF VISITORS MEETING AGENDA

Merten Hall, Room 1201

- 1:20 p.m. **I. Call to Order**
- 1:20 p.m. **II. Approval of the Minutes (ACTION ITEMS)**
A. Executive Committee Minutes for December 13, 2017
B. Full Board Meeting Minutes for December 13, 2017
- 1:20 p.m. – 1:25 p.m. **III. Rector’s Report**
A. Resolution – Approval of President Cabrera’s salary increase as a result of the approved University Budget on May 11, 2017.

- 1:25 p.m. – 1:45 p.m. **IV. President’s Report**
- 1:45 p.m. – 1:55 p.m. **V. Board of Visitors Continuing Education (per HB1952) – Frank Neville**
- VI. Committee Reports**
- 1:55 p.m. – 2:05 p.m. **A. Audit Committee**
- 2:05 p.m. – 2:15 p.m. **B. Academic Programs, Diversity and University Community Committee**
1. Program Action Items
- a. New Program Approval
- i. BS, Business (revised)
- b. Program Closures
- i. DA, Community College Education
- ii. MS, Peace Operations
- iii. MEng, Geotechnical, Construction and Structural Engineering
- iv. BA, Latin American Studies
2. Faculty Actions
- a. Conferral of Emeritus/Emerita Status
- b. Election of New Tenure Hire
- 2:15 p.m. – 2:25 p.m. **C. Development Committee**
- 2:25 p.m. – 2:35 p.m. **D. Research Committee**
- 2:35 p.m. – 2:45 p.m. **E. Finance and Land Use Committee**
1. Room and Board Rates for 2018-2019 (**ACTION ITEM**)
2. Debt Policy Compliance Resolution (**ACTION ITEM**)
- 2:45 p.m. – 3:45 p.m. **VII. Closed Session**
- A.** Student Matter (Code of VA: §2.2-3711.A.2)
- B.** Protection of Privacy in Personal Matters (Code of VA: §2.2-3711.A.4)
- C.** Public Contract (Code of VA: §2.2-3711.A.29)
- D.** Gifts, Bequests, and Fundraising Activities (Code of VA: §2.2-3711.A.9)
- E.** Consultation with Legal Counsel pertaining to actual or probable litigation (Code of VA: §2.2-3711.A.7)
- F.** Consultation with Legal Counsel regarding specific legal matters requiring the provision of legal advice (Code of VA: §2.2-3711.A.8)
- G.** Personnel Matter (Code of VA: §2.2-3711.A.1)
- 3:45 p.m. **VIII. Adjournment**

No public comment will be taken at this meeting.

**GEORGE MASON UNIVERSITY
BOARD OF VISITORS**

**Meeting of the
Executive Committee
March 1, 2018
8:00 – 8:25 a.m.**

**Merten Hall, Fairfax Campus
Room 1201**

AGENDA

- I. Call to Order**
- II. President's Comments**
- III. Closed Session**
 - A.** Student Matter (Code of VA: §2.2-3711.A.2)
 - B.** Protection of Privacy in Personal Matters (Code of VA: §2.2-3711.A.4)
 - C.** Public Contract (Code of VA: §2.2-3711.A.29)
 - D.** Gifts, Bequests, and Fundraising Activities (Code of VA: §2.2-3711.A.9)
 - E.** Consultation with Legal Counsel pertaining to actual or probable litigation (Code of VA: §2.2-3711.A.7)
 - F.** Consultation with Legal Counsel regarding specific legal matters requiring the provision of legal advice (Code of VA: §2.2-3711.A.8)
 - G.** Personnel Matter (Code of VA: §2.2-3711.A.1)
- IV. Adjournment**

No public comment will be taken at this meeting.

**GEORGE MASON UNIVERSITY
BOARD OF VISITORS**

**Audit Committee
March 1, 2018
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 December 13, 2017 Meeting
(ACTION)
- III. New Business**
 - A. Auditor of Public Accounts Examination Update
 - B. Compliance Update
- IV. Reports**
 - A. Office of University Audit Summary Report
- V. Adjournment**

**AUDIT COMMITTEE
OF THE BOARD OF VISITORS**

**December 13, 2017
Merten Hall**

MINUTES

PRESENT: Chairman Petersen; Vice Chair Blackman; Visitors Peterson and Purvis.

Rector Davis; Visitor Zuccari; Student Representatives Kanos and Quillen; Senior Vice President Davis; Vice President Marks; Associate Vice President Dade; Associate Vice President and Controller Kemp; Associate University Counsel Drummey; Chief Ethics Officer Woodley; Auditor of Public Accounts Representatives Owens and Raznic; University Auditor Dittmeier; and Associate University Auditor Watkins.

ABSENT: Visitor Hazel.

I. Chairman Petersen called the meeting to order at 8:36 a.m.

II. Approval of Minutes

Chairman Petersen called for a motion to approve the minutes of the October 12, 2017 Audit Committee meeting. The motion was **MOVED** by Rector Davis and **SECONDED** by Vice Chair Blackman.

MOTION CARRIED UNANIMOUSLY BY VOICE VOTE.

III. New Business

A. Auditor of Public Accounts Discussion

Mr. Rasnic from the Auditor of Public Accounts provided an overview of their planned FY17 audit. The audit is designed to provide an opinion that the university's financial statements are fairly presented in all material respects. Deficiencies in internal control classified as significant deficiencies or material weaknesses will be reported to the Committee. The Committee discussed with Mr. Rasnic potential emerging risk areas the Auditor of Public Accounts was evaluating related to higher education institutions and asked Mr. Raznic to inform the Committee of any issues surfaced during the audit. Mr. Rasnic expects to report results at the Committee's meeting scheduled in May 2018.

B. Strategic Initiatives Update

Ms. Marks reviewed with the Committee the university's strategic initiatives related to increasing online accessibility of graduate programs; establishing curricular pathways for certain Northern Virginia Community College

AUDIT COMMITTEE

December 13, 2017

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students to achieve a faster, more affordable Mason degree; and helping adult learners complete unfinished undergraduate degree programs. She described the nature and status of these initiatives and related challenges as well as the new ventures team in place to coordinate evaluation, design, and implementation of initiatives. In the update, the Committee and Ms. Marks discussed several matters, including studies regarding online and traditional learning outcomes; faculty transformation challenges; the benefits of technology improvements on learning outcomes; implementation timelines to achieve outcomes; process and systems enhancements; the development of guided curricular pathways for students beginning at community colleges; the alignment of initiatives with workforce needs, including certificates and outreach; and the significance of effective change management to initiative success.

IV. Reports

A. Report of Approved Waivers of Contractual Conflicts of Interest

Ms. Woodley reviewed with the Committee the Report of Approved Waivers of Contractual Conflicts of Interest for the year ending December 1, 2017. The report shows (i) waivers related to dual employment of immediate family members and (ii) waivers related to employees with a personal interest in a contract for research and development or commercialization of intellectual property and a business in which the employee has a personal interest, and (iii) university payments made to Dr. Elizabeth Cabrera. The Committee discussed the report with Ms. Woodley.

B. Office of University Audit Summary Report

Mr. Dittmeier reviewed with the Committee the Office of University Audit Summary Report. He described the four audit reports and memos issued since the last meeting. The Committee discussed management's actions to (i) plan to scale processes in line with the research administrative and compliance needs associated with planned future growth in the volume and value of research awards and (ii) plan to improve the capability of Mason's existing technology environment to respond flexibly to changes in business models, products and services, processes, and operations while robustly addressing risks.

Management continues to make progress to remediate 15 outstanding audit issues. Mr. Dittmeier reviewed the status of in-progress and planned audit and investigative projects.

V. Adjournment

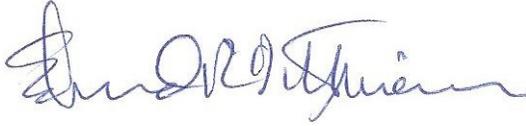
Chairman Petersen declared the meeting adjourned at 9:22 a.m.

AUDIT COMMITTEE

December 13, 2017

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Respectfully submitted,

A handwritten signature in blue ink, appearing to read "Edward R. Dittmeier". The signature is fluid and cursive, with a large initial "E" and "R".

Edward R. Dittmeier
Secretary pro tem

ITEM NUMBER: III.A.

Auditor of Public Accounts Examination Update

PURPOSE OF ITEM:

Brief the Audit Committee regarding the status of the Auditor of Public Accounts' financial statement audit for the year ended June 30, 2017.

NARRATIVE:

Lisa Kemp, Associate Vice President and Controller, will provide an update on the status of the audit of Mason's financial statements for the year ended June 30, 2017. The audit is being performed by the Commonwealth's Auditor of Public Accounts.

ACTION:

Receive briefing and discuss.

ITEM NUMBER: III.B.

Compliance Update

PURPOSE OF ITEM:

Brief the Audit Committee regarding the university's process for monitoring compliance with laws and regulations, including the university's programs related to ethics and conflicts of interest.

NARRATIVE:

Julian Williams, Vice President, Compliance, Diversity, and Ethics, will review with the Committee the university's process for monitoring compliance with laws and regulations, including the university's programs related to ethics and conflicts of interest. Among other things, he will describe those compliance areas focused on by the Compliance, Diversity, and Ethics group and those focused on by other organizations in the university. He will also describe upcoming compliance-related initiatives.

ACTION:

Receive briefing and discuss.

Compliance & Ethics Program Update

Julian R. Williams, Vice President
Compliance, Diversity and Ethics

jwilli89@gmu.edu

WHAT IS COMPLIANCE?

Compliance is a comprehensive program that helps institutions and their employees conduct operations and activities ethically; with the highest level of integrity, and in compliance with legal and regulatory requirements.

MASON COMPLIANCE PHILOSOPHY

Compliance needs to be everyone's responsibility

Proactive vs. Reactive approach

Challenges

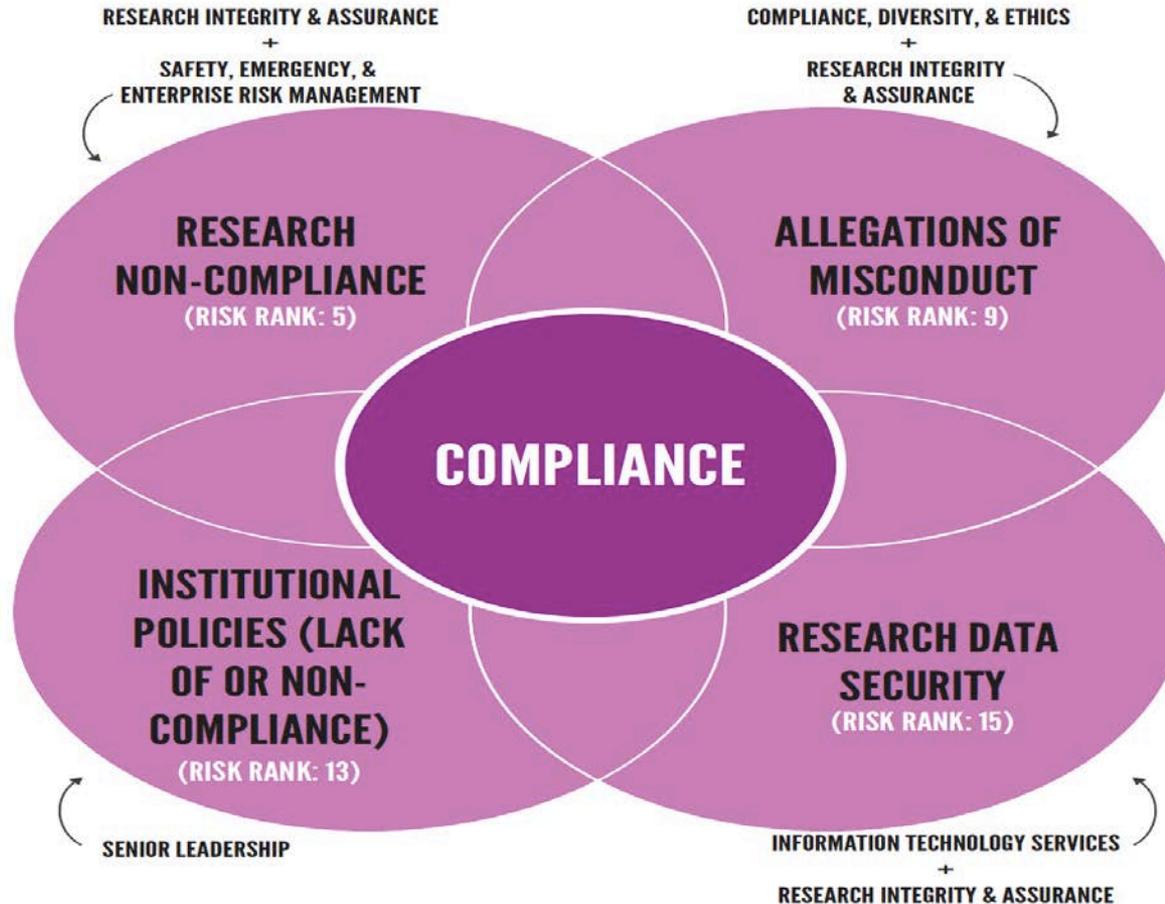
- Diffuse and decentralized organizational structure
- Complex and ever growing set of compliance and regulatory responsibilities
- Resource stretched—both financially and in terms of human capital

Advantages

- Cooperative and innovative spirit exists institutionally
- Strong support from senior leadership and Board for a robust compliance environment

COMPLIANCE RISK CLUSTER

ENTERPRISE RISK CLUSTER 3

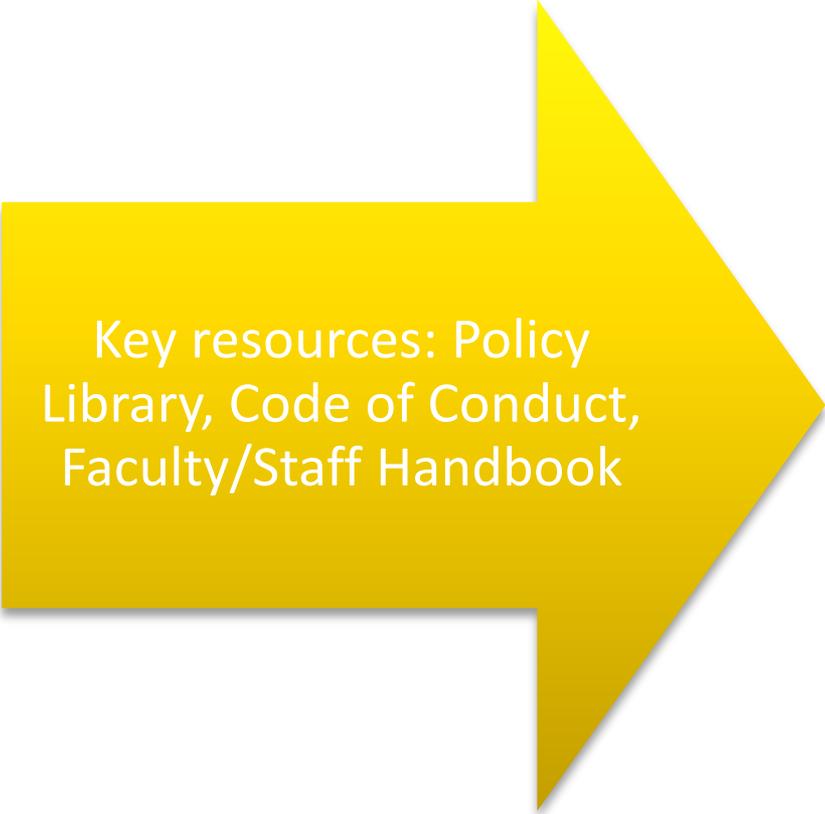


Elements of an Effective Compliance Program:

1. Standards and Procedures
2. Organizational Leadership and Culture
3. Training and Education
4. Monitoring, Auditing, Evaluation of Program Effectiveness, and Risk Assessment
5. Performance Incentives and Disciplinary Measures
6. Appropriate Remedial Measures
7. Reasonable Efforts to Exclude Bad Actors from Managerial Ranks

STANDARDS AND PROCEDURES

Standards, procedures and controls help to prevent and detect unethical conduct



Key resources: Policy Library, Code of Conduct, Faculty/Staff Handbook



Evaluation: Solid but distributed, full awareness by community is difficult, new policy areas growing

ORGANIZATIONAL LEADERSHIP AND CULTURE

Multiple levels of oversight by knowledgeable individuals ensure that standards and procedures are followed



Key Resources: Organizational chart, Board of Visitors, senior leadership, compliance matrix



Evaluation: Strong with good values and solid leadership culture. Leadership must continue to leverage communication and collaboration

TRAINING AND EDUCATION

Providing education on relevant laws, regulations, university policy and expected conduct in the workplace reduces the probability of unethical conduct

Key Resources: Human Resources, Instant HR newsletter, CDE (online training platform), Commonwealth of Virginia

Evaluation: In progress and somewhat uneven. Due to distributed and complex nature, solid training infrastructure still under development. University-wide enforcement challenges

MONITORING, AUDITING, AND EVALUATION

Continuous/routine review of business activity allows issues to be identified early on and remedied quickly



Key Resources: Compliance Matrix, University Audit, CDE, RDIA, ERM, Report, Conflict of Interests, Ethics Council



Evaluation: Solid and developing increased cohesiveness. Maturity of compliance program will bring these elements together more proactively and allow for better oversight

REPORTING

Open lines of communication increase early detection of issues and help identify areas or topics that require additional monitoring or education

Key Resources: Clery Act and Title IX policy, Fraud Waste Abuse hotline, Mason Ethics Hotline, Internal Workplace Investigations

Evaluation: Strong reporting culture, but must continue to shore up protections against retaliation. FWA and Ethics hotlines allow for anonymous reporting of issues. Multiple investigative processes require development and communication for sake of transparency

ENFORCEMENT AND DISCIPLINE

Ensuring that expectations are met through effective checks and balances and taking consistent and appropriate disciplinary measures to discourage unethical conduct

Key Resources: Code of
Conduct, Employee
Handbooks

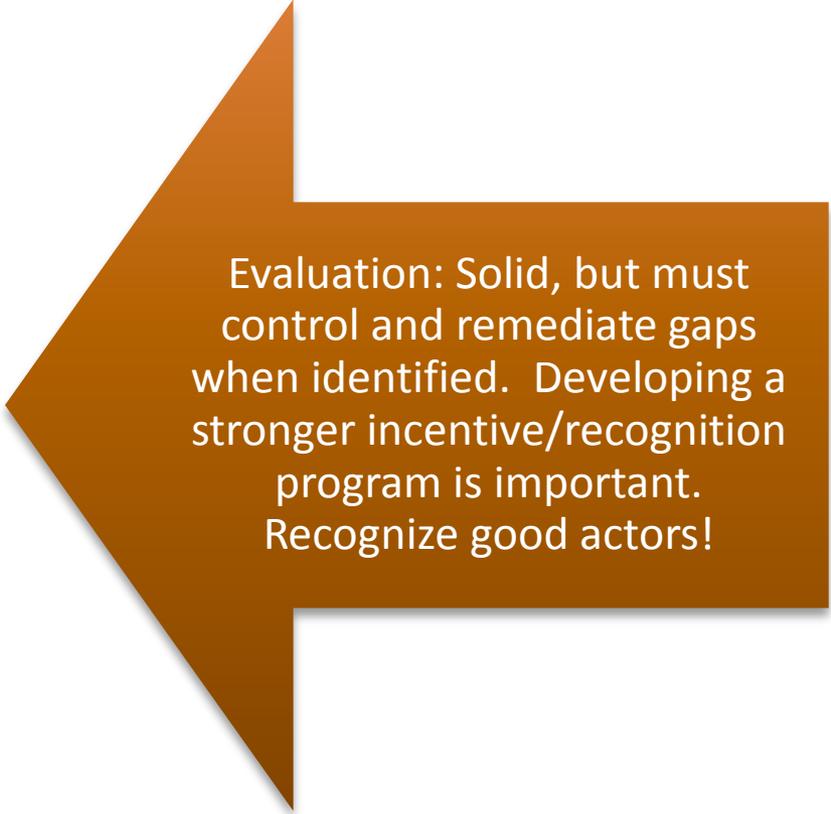
Evaluation: Uneven and in
need of more formalization of
process and disciplinary
standards. In progress.
Current approach lacks
consistency.

RESPONSE AND PREVENTION

Taking reasonable steps to respond appropriately to unethical conduct prevents similar issues from occurring in the future



Key Resources: University Audit, CDE, Internal workplace investigations, HR, Internal policy library



Evaluation: Solid, but must control and remediate gaps when identified. Developing a stronger incentive/recognition program is important. Recognize good actors!

ETHICS PROGRAM UPDATE



CONFLICTS OF INTEREST

- New disclosure system, required annually for all benefitted employees
- Disclosures of COI are reviewed by the Conflict of Interest Committee to determine if a waiver can be issued consistent with state and federal law
- Waivers recommended by the COI Committee are approved by the employee's Dean or Director, the VP for Research or the SVP for Administration and Finance, and the President
- Disclosure system already in place for researchers on federal projects, overseen by Research Development, Integrity, and Assurance
- Purchasing conducts periodic COI checks, for employees with the same address as vendors

LEGISLATIVE UPDATE- FOIA

- **Student Privacy:**
 - HB1 would exempt all student “directory information” from FOIA and prohibit its release without consent.
 - HB 147 has a similar objective, but is targeted to students’ cell phone numbers and personal email addresses.
- **Public Meetings:**
 - HB1247/SB336 would mandate public comment at all public meetings. HB1101 is similar but exempts public institutions of higher education from that requirement.
 - HB907 and 908 would remove some of the current restrictions on electronic meetings and make it easier for Board members to meet electronically.



Questions/Comments?



Office of University Audit

Report to the Audit Committee of the Board of Visitors

March 1, 2018

EXECUTIVE SUMMARY

- One audit report was issued since the last meeting.
 - Additional memos addressed proposed policies for management's developing environment to handle controlled unclassified information, Athletics' processes related to travel and food & beverage expenditures, and sponsored fund reconciliations testing results.
- Remediation of 14 audit issues is in progress as of February 15, 2018:
 - Ten issues have current target remediation dates through September 2018.
- Audit Plan status:
 - Substantially on track with 3+6 Audit Plan approved at the prior meeting.
- Status of fraud, waste, and abuse investigations:
 - Five completed since the prior meeting; there is one investigation in progress.
 - The completed investigations were isolated in nature.
- Audit staffing:
 - The audit team remains stable with no changes since the prior Committee meeting. Co-sourced resources remain available to provide supplemental skilled expertise when needed.

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Topic

- 1 SUMMARY OF AUDIT REPORTS
 - Spending of Funding Budgeted for Institutional Reserves and Strategic Initiatives.
- 2 SUMMARY STATUS OF AUDIT ISSUES
- 3 STATUS OF AUDIT PLAN
- 4 STATUS OF INVESTIGATIONS
- 5 STAFFING
- 6 APPENDIX:
 - Audit Issue Details

SUMMARY OF AUDIT REPORTS

- Spending of Funding Budgeted for Institutional Reserves and Strategic Initiatives.
- Audit Memos:
 - Proposed Policies for Controlled Unclassified Information Environment.
 - Strengthen Athletics Process to Ensure Compliance with Mason Travel and Food & Beverage Policies and Commonwealth Requirements.
 - Continuous Audit of Sponsored Fund Reconciliations.



INTERNAL AUDIT REPORT

Report Title:

Spending of Funding Budgeted for Institutional Reserves and Strategic Initiatives

Report Date:

January 30, 2018

Responsible Manager:

Jennifer Wagner Davis
Senior Vice President for Administration and Finance

EXECUTIVE SUMMARY:

Background:

George Mason University allocates operating budget resources to support strategic plan initiatives and unforeseen institutional needs. Within the university’s \$1.0 billion FY18 operating budget, \$1.5 million was allocated for strategic plan initiatives and \$4.0 million was allocated for institutional reserves. The strategic plan initiatives budget allocation was designated for initiatives that may include, but not be limited to, support for the student redesign initiative, investment in research, strategic ventures and the Campus for the Future (West Campus). The allocation for institutional reserves has not been allocated for specific needs, but is available for unplanned contingency requirements.

The Office of Budget & Planning provides overall oversight of Mason’s financial resources, and tracks the allocation and use of budget resources for strategic plan initiatives and institutional reserves. Through December 31, 2017, \$220,000 of the FY18 strategic plan initiative budget and \$15,000 of FY18 institutional reserves have been distributed for use as shown in the table below:

	Strategic Plan Initiatives	Institutional Reserves
Allocated through 9/30/17	\$130,400	\$6,000
Allocated 10/1/17 – 12/31/17	\$89,600	\$9,000
Total Allocated through 12/31/17	\$220,000	\$15,000

The Office of University Audit is regularly evaluating Mason’s use of budget resources designated for strategic plan initiatives and institutional reserves for proper authorization, use for intended purposes, proper recording, and documentary support; this assessment updates our previous evaluation and covers FY18 activity through December 31, 2017.

Audit Conclusion:

Mason’s distribution of FY18 resources budgeted for strategic plan initiatives and institutional reserves through December 31, 2017 have been properly authorized, recorded, and supported with adequate documentation. In future assessments, we plan to continue to evaluate the actual spending of these distributed budgeted resources to ensure their use for the intended purposes.

SUMMARY OF AUDIT MEMOS:

Audit Memos are communications which provide assurance related to a narrow, targeted topic or provide interim updates on longer-term assurance activities.

Proposed Policies for Controlled Unclassified Information Environment dated February 15, 2018.

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

Strengthen Athletics Process to Ensure Compliance with Mason Travel and Food & Beverage Policies and Commonwealth Requirements dated February 15, 2018.

- Joint project with Fiscal Services highlighted inconsistencies in supporting travel and food & beverage expenditures with sufficient, appropriate documentation.
- Processes being reviewed and re-defined to enable enhanced compliance with requirements, including Intercollegiate Athletics establishing a quality control process.

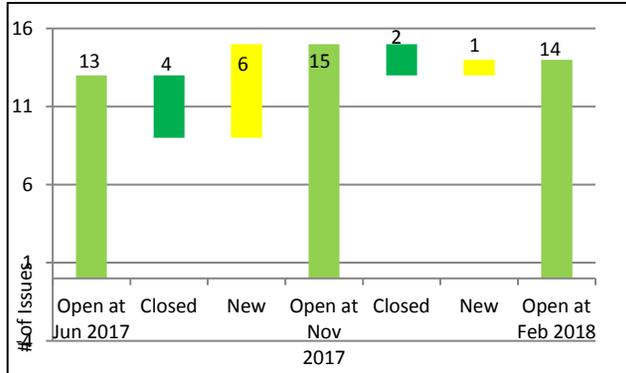
Continuous Audit of Sponsored Fund Reconciliations dated February 7, 2018.

- Summary results of continuous audit testing of reconciliation preparation, timeliness, approval, and documentary support. 15 reconciliations tested.
- Testing determined nearly full compliance with University Policy; the limited number of exceptions were minor and isolated in nature.

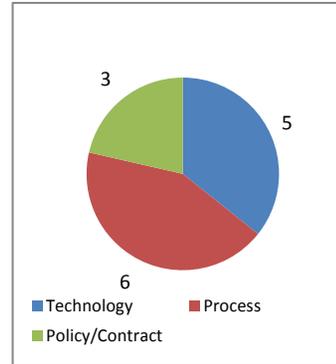
SUMMARY STATUS OF AUDIT ISSUES AS OF FEBRUARY 15, 2018

There were 14 open audit issues as of February 15, 2018. Remediation of two audit issues was completed by management since November 2017.

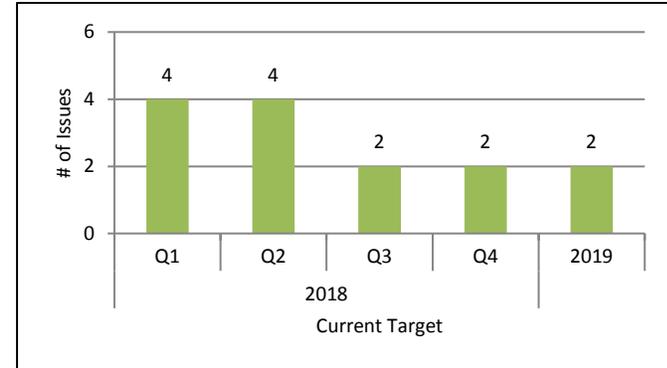
Audit Issue Inventory Movement



Audit Issues by Type



Audit Issues by Current Target



Audit Report	Report Date	Open at Jun 2017	New	Closed	Open at Nov 2017	New	Closed	Open at Feb 2018
Athletics Travel Expenditure Documentation	2/15/18	-	-	-	-	1	-	1
Use of Wiley edu Employees to Process Certain Registration Transactions	10/16/17	-	1	-	1	-	-	1
Administrative Management of Sponsored Programs	10/11/17	-	2	(1)	1	-	-	1
IT Governance and Project Prioritization	8/7/17	-	3	-	3	-	-	3
College of Health and Human Services	5/11/17	4	-	(1)	3	-	-	3
Student-Athlete Treatment and Rehabilitation Services Billing Process	4/10/17	1	-	(1)	-	-	-	-
Internal Control Certification and Supporting ARMICS-Related Activities	3/17/17	1	-	(1)	-	-	-	-
Freedom Aquatic and Fitness Center Membership Dues	2/10/17	-	-	-	-	-	-	-
Facilities Management - General Services	9/15/16	1	-	-	1	-	(1)	-
Federally Sponsored Program Reconciliations	5/24/16	1	-	-	1	-	(1)	-
Decentralized IT Management and Security: Office of the Provost	10/23/15	2	-	-	2	-	-	2
Information Security Management: Boundary Protection	9/9/13	1	-	-	1	-	-	1
Enterprise Project Management Framework and System	3/28/13	1	-	-	1	-	-	1
Decentralized Servers: College of Science	8/18/11	1	-	-	1	-	-	1
		13	6	(4)	15	1	(2)	14

STATUS OF AUDIT PLAN AS OF FEBRUARY 10, 2018

The 3+6 Audit Plan as of February 10, 2018 (bottom bars) is compared with the status as of the prior report to the Committee (top bars). (Note: The status of work is shown as follows: completed = orange bars, in progress = green bars, and planned = yellow bars)

Topic	Description	9 30	12 31	3 30	6 30
Aligned with University-Level Risk Areas					
Data and Security Risk Assessment: Colleges	<ul style="list-style-type: none"> Survey and assess information security risks at college-managed environments. 	 			
University Registrar	<ul style="list-style-type: none"> Assess University Registrar processes implementing academic policy, including processing completeness and accuracy. 	 			
Controlled Unclassified Information (CUI) Data and Security Environment	<ul style="list-style-type: none"> Monitor management's project to inventory and assess CUI data environment and ensure compliance with federal regulations by December 2017. 		 		
Research Conflict of Interest Processes	<ul style="list-style-type: none"> Monitor implementation of enhanced processes for disclosing, evaluating, and managing potential conflicts of interest involving research. 		  		
Vendor Risk Management	<ul style="list-style-type: none"> Assess Mason processes for managing and monitoring vendor performance, with a focus on performance of outsourced processes and functions. 				
Academic Innovation and New Ventures Initiatives	<ul style="list-style-type: none"> Monitor development and implementation of major academic innovation and ventures initiatives. 		 		
Faculty Workload Guideline Implementation	<ul style="list-style-type: none"> Monitor implementation of faculty workload guidelines across various colleges, including management's oversight processes. 		 	 	
Banner Study and Upgrade Project	<ul style="list-style-type: none"> Monitor management's multi-year project to study and enhance Banner and suite applications. Assess potential project and process risks; communication. 		 		
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. 				
Additional Areas					
Spending of Funding for Reserves and Strategic Initiatives	<ul style="list-style-type: none"> Monitor and validate spending of FY18 budgets for institutional reserves (\$4 million) and strategic initiatives (\$1.5 million). 	 	 	 	 
Sponsored Fund Reconciliations	<ul style="list-style-type: none"> Assess adherence to university policy and Uniform Guidance requirements related to accountability over assets and compliance with regulations and award terms and conditions. 	  	  	  	  
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 FEBRUARY 15, 2018

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

Nature of Allegation	Type	Status	Remarks
Potential fraudulent travel and other reimbursements	Fraud	Completed	
Excessive co-instruction spending	Waste	Completed	
Potential research conflict of interest	Abuse	Completed	
Outside faculty employment	Abuse	Completed	
Alleged fraudulent work effort on sponsored research program	Fraud	Completed	
Leave abuse	Abuse	In Progress	

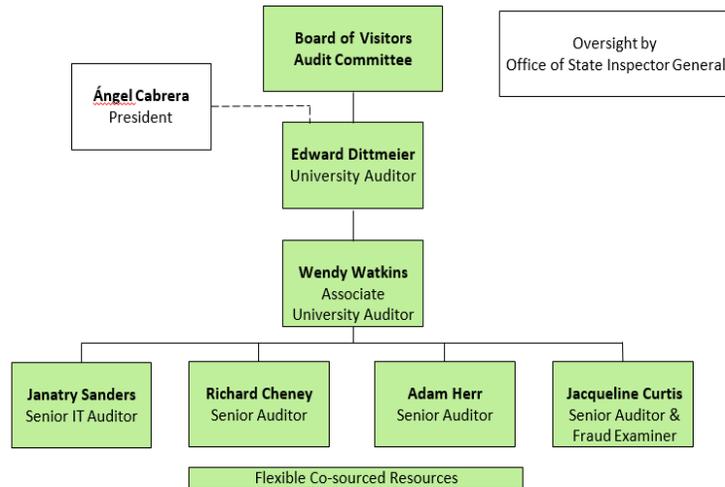
Summary of Types:

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

STAFFING

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

Core Audit Team	Plan	Actual	
		a/o July 2017	a/o Jan 2018
Audit Leadership	2	1	1.7
Auditors by Expertise:			
Operational Audit	2	2	2
IT Audit	1	1	1
Fraud Audit	1	1	1
Total Audit Professional Employees	6	5	5.7
Cosourced FTE* Supported by Permanent Budget	0.8		0.1
Total Audit Professionals Supported by Permanent Budget	6.8	5.0	5.8
Cosourced FTE* Supported by FY17 Temporary Budget	1.6		
Audit Professionals Supported by FY17 Budget	8.4	5.0	5.8

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 FEBRUARY 15, 2017

#	Audit Report	Audit Issue	Status of Management Action	Original Target	Current Target
1	<p>Report Name: College of Science: Decentralized Servers</p> <p>Report Date: 8/18/11</p> <p>Management: Peggy Agouris, Dean, College of Science</p>	<p>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.</p>	<p>A configuration assessment was implemented to address hardening of new systems. The IT Security Office (ITSO) has determined that no College of Science (COS) servers contain University Protected Data as defined by ITSO's Modulo GRC tool. A draft COS "Server Hardening Policy" is being evaluated by COS management prior to use.</p>	12/31/13	3/1/18
2	<p>Report Name: College of Health and Human Services</p> <p>Report Date: 5/11/17</p> <p>Management: Germaine Buck Louis, Dean, College of Health and Human Services</p>	<p>Strengthen CHHS Information Technology Controls: CHHS operates a distributed IT environment (i.e., where development, administration, and maintenance are the responsibility of the College, rather than the university's Information Technology Services (ITS) organization), with some servers co-located in the ITS-managed data center and other servers located in a closet in a CHHS building on the Fairfax campus. The servers located in the data center process research data which includes, among other things, health-related data of individuals. The servers located in the CHHS building closet are used to maintain a non-Mason email service and a website. Regardless of their location, CHHS personnel manage the servers, their related security posture, and their environment.</p> <p>Our review of CHHS's management of their distributed IT environment identified the following areas:</p> <ul style="list-style-type: none"> • Sendmail, an open-source, web-based email service housed on servers located in the CHHS building closet is used to send and receive email internal and external to the university. • CHHS management has in place informal, ad-hoc processes related to several aspects of an effective IT environment which would benefit from more formalization, including the development and implementation of policies and procedures. These areas include: transaction logging and monitoring; business continuity and disaster recovery planning; change 	<p>Management has implemented CHHS policies and procedures that adhere to the university's requirements, including training and monitoring. Confirmation of user understanding and adherence to these policies/procedures will be required before users receive access to the environment. Policies and procedures to address any future handling of data subject to HIPAA requirements have been implemented.</p> <p>Management has arranged for ITS IT Security Office to regularly perform vulnerability scans on the Sendmail server. Some improvements have been made to the CHHS server room physical security and environmental controls; further improvements will be made when the server is relocated to the new Academic VII building.</p>	7/1/17	3/1/18

#	Audit Report	Audit Issue	Status of Management Action	Original Target	Current Target
		<p>management; incident management; information security planning; patch and vulnerability management; and retention of system data and hardware.</p> <ul style="list-style-type: none"> • The servers located in the CHHS building closet and used to maintain email services and a website are housed in a location without appropriate environmental controls. • Management believes its use of non-personally identifiable health information as research data does not impose obligations under Health Insurance Portability and Accountability Act (HIPAA) privacy rules. We believe a formal assessment with appropriate documentation should be completed. 			
3	<p>Report Name: Information Security Management: Boundary Protection</p> <p>Report Date: 9/09/13</p> <p>Management: Marilyn Smith Vice President/Chief Information Officer, Information Technology Services</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>	<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 set documentation and maintenance, and (iv) provide for assessment of firewall rule adequacy and lifecycle management.</p> <p>NET completed associating IT assets with firewall rule sets and security zones in January 2017 and has been working 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. An agreement on firewall rule ownership for Banner production servers is expected by mid-March 2018.</p>	1/31/14	3/31/18
4	<p>Report Name: Office of the Provost: Decentralized IT Management and Security</p>	<p>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</p>	<p>Provost IT assets and operations were merged with ITS in July 2016. As part of this transition, the Provost IT servers and applications were migrated into the ITS operating environment. Since the migration</p>	7/31/16	3/31/18

#	Audit Report	Audit Issue	Status of Management Action	Original Target	Current Target
	<p>Report Date: 10/23/15</p> <p>Management: Thomas Shifflett, Director, Information Technology Services Enterprise Applications</p>	<p>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.</p>	<p>was completed, the applications and data are continuing to be integrated into ITS backup and recovery facilities and plans.</p>		
5	<p>Report Name: Office of the Provost: Decentralized IT Management and Security</p> <p>Report Date: 10/23/15</p> <p>Management: Thomas Shifflett, Director, Information Technology Services Enterprise Applications</p>	<p>Design and Document Development Methodologies and Procedures:</p> <p>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.</p>	<p>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 finalizing documentation and implementation steps for using the agile methodology and, for the Banner 8 team, the waterfall methodology. ITS is leveraging work from the Project Management Framework Refresh project to define standard development procedures.</p>	4/30/16	4/30/18
6	<p>Report Name: Athletics Travel Expenditure Documentation</p> <p>Report Date: 2/15/18</p> <p>Management: Brad Edwards, Assistant Vice President – Director of Intercollegiate Athletics</p>	<p>Strengthen Athletics Process to Comply with Travel & Food and Beverage (F&B) Policies:</p> <p>A review of 352 October 2017 travel and non-travel F&B expenditures determined that a significant number of transactions were potentially not compliant or did not provide enough information to properly assess the transaction due to the lack of information or justification. Specific concerns included: missing or incomplete Group Travel Forms or lists of attendees impacting the ability to determine the appropriate per diems required by the Commonwealth were applied; missing or incomplete non-travel F&B transaction documentation; missing, illegible, or non-itemized receipts; among other things.</p>	<p>Intercollegiate Athletics (ICA) will strengthen processes to enable enhanced compliance with Mason travel policies and related Commonwealth requirements, and verification of ICA adherence to standards. The strengthened processes will be supported by documentation checklists; transparent exception processes; a robust ICA quality control review process; and a process for tracking and collecting claims for reimbursements from non-Commonwealth sources. The enhanced process will also be supplemented with a program of education and training for travelers.</p>	4/30/18	4/30/18

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7	<p>Report Name: College of Health and Human Services</p> <p>Report Date: 5/11/17</p> <p>Management: Germaine Buck Louis, Dean, College of Health and Human Services</p>	<p>Implement Oversight and Monitoring of Strategic Objectives and Goals: While the College of Health and Human Services has defined its mission statement, vision, and strategic plan, as well as supporting goals and initiatives, the College does not perform periodic assessments to evaluate risks posed to these management priorities to ensure they are understood and sufficiently mitigated. Also, while individual departments have strategic plans, College management lacks a formal oversight process for these lower level strategic plans.</p>	<p>Each July, the CHHS Dean and Administrative Council will review 15 metrics supplied by the Office of Institutional Research and Assessment to assess progress on the several goals established by the college strategic plan. This review was documented as a CHHS Policy in February 2017.</p> <p>Each CHHS academic unit will develop or update its own strategic plan and develop a set of metrics by which to evaluate progress toward achieving their goals; a written summary of that assessment will be required for the unit's annual report to the Dean each April. The first review of metrics is expected in May 2018. With the installation of Dean Louis in October 2017, CHHS is re-evaluating its strategic objectives and goals, as well as mechanisms for monitoring progress.</p>	5/1/18	5/1/18
8	<p>Report Name: College of Health and Human Services</p> <p>Report Date: 5/11/17</p> <p>Management: Germaine Buck Louis, Dean, College of Health and Human Services</p>	<p>Ensure Research Center Charters Remain Current: Research centers are intended to advance the university's missions related to research and public service. The Provost charters centers for a specific period of time and may renew a center's charter subject to a favorable review of the center's performance and accomplishments. Charters for two of the three centers associated with CHHS are expired: Center for Discovery Science and Health Informatics (expired November 2013) and Center for Health Policy Research and Ethics (expired April 2015).</p> <p>The Provost's Office of Research is re-evaluating and re-defining its framework for overseeing institutes and centers, including continuation of centers. This new framework is expected to result in the designation of a small number of university-level research centers having larger volume or complexity that will be chartered and overseen by the Office of Research, including performance monitoring; other research centers not meeting the Office of Research university-level</p>	<p>The Office of Research has developed a governance framework based on input from Research Council members, deans, and other university leadership; policies and procedures to implement the framework are expected to be completed by mid-May 2018.</p> <p>Based on the new framework, CHHS will comprehensively review each center and determine if they should continue or cease operations; these decisions are expected within six months of the framework being implemented.</p>	6/30/18	6/30/18

#	Audit Report	Audit Issue	Status of Management Action	Original Target	Current Target
		requirements are expected to be overseen by the college-level administrators where the center is housed.			
9	<p>Report Name: Administrative Management of Sponsored Programs</p> <p>Report Date: 10/11/17</p> <p>Management: Deborah Crawford, Vice President of Research, Office of the Provost</p>	<p>Plan for Scalable Research Administration to Enable Future Growth in Research</p> <p>In our view, Mason’s current research administrative processes are not adequate nor scalable to support the nature and extent of research administrative and compliance obligations likely to result from substantial future growth in the volume and value of research awards. A 50% growth of the overall research portfolio, to ~\$150 million, might require an additional \$2.4 million of expenditures (determined on a straight-line basis) to support research administration and compliance activities. As management plans for such growth and sustaining its R1-Highest Research Activity classification, we believe there should be concurrent, comprehensive planning for the appropriate mix of people, process, and technology resources to effectively satisfy the current and future nature and extent of research administrative and compliance obligations while enabling faculty and researchers to remain focused on conducting research. In conducting such planning, management should consider multiple areas, including:</p> <ul style="list-style-type: none"> • Alignment, including ensuring that academic unit plans for growing research (and providing appropriate administrative support) are fully aligned with Mason’s strategic plans and goals. • Information technology, including systems, reporting capabilities, and interface automation which impact work process effectiveness and efficiency. • Organizational structures, including the appropriate mix of academic unit and centralized employees, job roles, workloads, time dedicated to research administration activities, and reporting relationships for academic unit research administrators. • Resourcing, including the appropriate level and mix of automation as well as academic unit and centralized employees. 	Management is working to develop a comprehensive, scalable plan for research administration to accrue efficiencies offered by contemporary enterprise systems that support research, to adequately support the in situ administrative needs of Mason researchers, and to provide research administrative support best delivered centrally. This plan will be developed in concert with the update of Mason’s Strategic Plan and by a working group of stakeholders that includes representatives from Mason’s Information Technology Services (ITS), Office of Sponsored Programs (OSP), Research Development, Integrity, and Assurance (RDIA), the Research Council, and the OSP Advisory Group.	7/1/18	7/1/18
10	<p>Report Name: Use of Wiley edu LLP</p>	<p>Develop Comprehensive Plan to Strengthen Technology Environment:</p>	Management is working to develop a comprehensive technology plan in	7/15/18	7/15/18

#	Audit Report	Audit Issue	Status of Management Action	Original Target	Current Target
	<p>Employees to Process Certain Registration Transactions</p> <p>Report Date: 10/6/17</p> <p>Management: Jennifer Wagner Davis, Senior Vice President for Administration and Finance</p>	<p>Management recognizes that Mason's existing technology environment presents certain risks to the accomplishment of strategic objectives and to robustly controlling transaction processing.</p> <p>Management should develop and review with executive management a comprehensive plan, with timelines and resource needs, to improve the capability of the existing technology environment to respond flexibly to changes in business models, products and services, processes, and operations while robustly addressing the risks presented.</p>	<p>conjunction with the university's re-refresh of its Strategic Plan.</p>		
11	<p>Report Name: Enterprise Project Management Framework and System</p> <p>Report Date: 3/28/13</p> <p>Management: Charles Spann, Executive Director, Information Technology Services</p>	<p>Metrics Based Project Management:</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>Information Technology Services management continues to re-assess the appropriate process for making decisions regarding sizing and undertaking IT projects, including the appropriate level of consideration for time and cost, and tracking and reporting actual performance. ITS management has piloted a process to identify a high level estimate of project costs. The pilot is being evaluated and next steps, including potentially an expansion to additional projects, will be determined.</p>	9/30/13	12/15/18
12	<p>Report Name: IT Governance and Project Prioritization</p> <p>Report Date: 8/7/17</p> <p>Management: Marilyn Smith, Vice President/Chief Information Officer, Information Technology Services</p>	<p>Update IT Project Management Policies and Procedures:</p> <p>Mason's university policies address the procurement, development, implementation, and management of IT projects. These policies need to be reviewed for potential revision as none of the three policies has been reviewed since 2014. Such a review should consider:</p> <ul style="list-style-type: none"> • Distinguishing IT projects requiring technical solutions from projects that do not. • Identifying the SDLC methodologies to be used when developing technical solutions. • Aligning with the most current (2015) ISO 9000 Quality Management Principles standard rather than the 2000 version referenced in policy. 	<p>The Director-ITS Process and Planning has been affixed the responsibility for ensuring that all IT-related policies are reviewed annually, and updated as necessary. Non-substantive revisions have been made and more substantial changes are planned to be processed through the university's standard policy update process during 2018. The Project Management Framework Refresh project was initiated in January 2018.</p>	12/31/18	12/31/18

#	Audit Report	Audit Issue	Status of Management Action	Original Target	Current Target
		<ul style="list-style-type: none"> Developing approaches to manage and deliver projects relating to instructional programs, and research projects and initiatives. 			
13	<p>Report Name: IT Governance and Project Prioritization</p> <p>Report Date: 8/7/17</p> <p>Management: Marilyn Smith, Vice President/Chief Information Officer, Information Technology Services</p>	<p>Improve Governance of University IT Projects: The university has several processes for evaluating and prioritizing IT projects for development.</p> <ul style="list-style-type: none"> Prioritization of Strategic and Capital projects that support strategic objectives, improve service capabilities, enhance customer satisfaction, or support new building construction or renovations should consider the capacity of development resources to support the timing and scheduling of the work effort in addition to the already-considered project impact and effort levels. Prioritization of Maintenance and Mandate projects which are required by federal, state, or local governments, or university management, or are needed to continue daily operations should be formally documented. Portfolio Owners prioritize these projects within their respective portfolios and do not always document their prioritization decisions. Management should evaluate the process for prioritizing IT projects that do not impact or involve ITS (i.e., Distributed IT projects); these are prioritized by individual departments. <p>These gaps may result in a scarcity of resources that do not fully consider personnel and scheduling requirements, or the alignment of project resources with university strategic goals. Decentralized IT project spending and activities may not be approved, governed, and appropriately implemented by university management.</p>	<p>As part of ITS continuing to enhance, and strengthen compliance with, the Project Management Framework and the IT governance process, standard methods for ITS to track project resource usage will be implemented; this is expected to be completed by December 2018.</p> <p>Formal procedures to document Maintenance and Mandate prioritization efforts are underway and expected to be implemented by mid-March 2018.</p> <p>While IT Governance processes have been developed with an initial focus on projects that directly involve ITS, the processes can be broadly applied to other administrative and academic groups while also acknowledging that project control needs may vary depending on category and scale, and educating the university community will all be critical factors in the success of this effort; this effort is expected to be completed by June 2019.</p>	6/30/19	6/30/19
14	<p>Report Name: IT Governance and Project Prioritization</p> <p>Report Date: 8/7/17</p>	<p>Complete Streamline of IT Project Management Framework: The ITS Portfolio and Project Management Office (PPMO) is updating its methodology (last updated in May 2010) for managing IT projects to streamline project management and system development activities. Although not yet documented, the updated methodology</p>	<p>The PPMO began a project to formalize the re-refresh of the project management framework in September 2017. Updated templates and procedures, and revised approval processes for each phase gates will be phased-in through Q1 2018. The Project Management Framework Refresh project was</p>	6/30/19	6/30/19

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	<p>Management: Marilyn Smith, Vice President/Chief Information Officer, Information Technology Services</p>	<p>is practiced when PPMO staff act as, or provide guidance to, functional project managers. Many aspects of well-recognized strong methodologies are included in the updated methodology; however, there remain further opportunities to strengthen controls to reduce areas of inconsistency in how projects are planned, managed, and executed which may result in scope creep, planning enhancement, and insufficient support from the project sponsor or manager, among other things.</p> <p>Also, distributed IT projects are not subject to PPMO oversight which may result in projects being developed that do not adhere to the university's IT project management methodology.</p>	<p>initiated in January 2018. The new framework is targeted for implementation within ITS by June 2018, and communicated and extended to the broader Mason community over the next year.</p>		



Office of University Audit

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

Report to Audit Committee
March 1, 2018

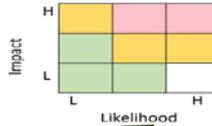
Audit priorities are determined in a dynamic, flexible, risk-based manner using a frequently re-freshed audit risk assessment. Planning is governed by an Audit Policy endorsed by the Committee in 2016; essential elements are:

Top-Down Analysis

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

Bottom-Up Analysis

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



Monitoring

- Environmental Scanning
- Relationships; Management Call Program
- Benchmarking
- Adjust risk assessments and audit plans based on changes in risk

Key Stakeholder Input

- Executives
- University risk leaders
- Audit Committee

Proposed 3+6 Audit Plan

Evaluate Resources

- Resource levels
- Skill needs

Seek Review

- Chairman review
- Committee review

- Engagement risk assessment determines depth (nature, extent and timing) at time of audit
- Use work of others (2LOD) where relevant and appropriate
- Hour budgets are estimates; adjust at time of audit based on engagement risk assessment
- Seek to design audit work across organizations where possible to increase value

Consistent with our October 2017 view, university-level risk areas include:

TOPIC	DESCRIPTION	POTENTIAL INDICATIVE WORK
STRATEGIC PLAN ACHIEVABILITY	The university's strategic plan describes how Mason expects to best serve students, the community, and society over the next decade (to 2024). Processes to assess progress will help management and stakeholders manage plan implementation and measure success.	<ul style="list-style-type: none"> • Monitor strategic plan re-fresh activity, including road map development. • Audit a College (e.g., Health and Human Services). • Evaluate public/private partnerships (e.g., GGBRI with INOVA and UVA). • Assess governance of centers and institutes.
RESEARCH INFRASTRUCTURE	The university plans to grow (double) research to sustain a Carnegie Highest Research Activity (R1) classification. Scalable infrastructure capabilities (people, facilities, funding, and processes) need to support planned growth.	<ul style="list-style-type: none"> • Evaluate research administrative, including sponsored program, processes. • Evaluate research integrity and assurance processes. • Evaluate processes to incubate research to economic impact. • Assess governance of centers and institutes.
INFRASTRUCTURE AGE AND LIMITS – TECHNOLOGY	The university's core technology infrastructure (including Banner) is aging and is likely to require improvement to appropriately support scalable growth and innovation while ensuring core processing is effective and efficient.	<ul style="list-style-type: none"> • Evaluate IT governance and project prioritization process. • Monitor multi-year Banner study and upgrade project.
INFORMATION PROTECTION (CYBER THREATS)	The university holds large volumes of protected (personally identifiable and classified) information in a globally connected, decentralized technology environment.	<ul style="list-style-type: none"> • Evaluate Information Security Program. • Monitor controlled unclassified information (CUI) environment project. • Survey data and IT security in distributed college environments.
ENROLLMENT CHANGES	Student enrollment processes drive the overall quality and diversity of the university community while sourcing > 50% of university revenues through tuition, fee, room, and board revenues. Success is dependent on achieving an appropriate student size, mix, diversity, and financial capability while managing to limit the impacts of potential (gradual or sharp) changes in enrollment due to competitiveness, relevance, demographics, economics, or other reasons.	<ul style="list-style-type: none"> • Monitor multi-year student experience re-design initiative. • Monitor ADVANCE initiative with NOVA.
ALTERNATIVE DISTRIBUTION CHANNELS	The university is expanding and creating alternative methods of delivering education to increase accessibility and meet the needs of non-traditional students who might have time or financial constraints (e.g., working, family) while pursuing a degree. Significant growth could have potentially large impacts, including on traditional distribution channels and the university's finances.	<ul style="list-style-type: none"> • Monitor development of online distribution arrangement. • Monitor development of One Virginia Network. • Monitor Learning Solutions (executive and professional education programs).
VENDOR MANAGEMENT	Vendors provide varied operational functions to the university, ranging from food and dining, housekeeping, and bookstore services to event and arena management and cloud technology services. Governance and management of vendor risks helps to protect the university in a consistent, risk-focused manner.	<ul style="list-style-type: none"> • Evaluate Vendor Management Program. • Audit key / large vendor arrangements.
INFRASTRUCTURE AGE AND LIMITS – FACILITIES, UTILITIES, ETC.	Important elements of the university's campuses are aging and are likely to require increased levels of maintenance, refurbishment, upgrade, or replacement to sustain facilities which appropriately support the university's innovative learning and research missions. Planning and executing projects involves heightened levels of complexity, large financial resources, and strong management of risks.	<ul style="list-style-type: none"> • Audit Construction Procurement Processes – Academic VII Building • Audit Construction Payment and Change Order Processes – Academic VII Building • Audit Construction Procurement Processes – Robinson Hall Renovation • Audit Construction Payment and Change Order Processes – Robinson Hall Renovation

Potential indicative Work: **Bold** = recently completed; **Red** = included in 3+6 audit plan

Risk assessment results highlight areas with potentially high impact.

RISK FACTOR	DESCRIPTION	DISTRIBUTION OF AUDITABLE UNITS																		
STRATEGIC	The risk of this auditable unit to GMU's people, reputation, or financial position, and to the achievement of GMU's Mission, Values, and Strategic Plan objectives arising from ineffective business strategies and tactics; adverse business decisions; insufficient resources, funding, or management focus; ineffective implementation of decisions; or lack of responsiveness to changes in business environment.	<table border="1"> <tr> <td rowspan="3">Impact</td> <td>H</td> <td>15</td> <td>7</td> <td>0</td> </tr> <tr> <td>M</td> <td>25</td> <td>11</td> <td>0</td> </tr> <tr> <td>L</td> <td>14</td> <td>2</td> <td>0</td> </tr> <tr> <td></td> <td></td> <td>L</td> <td>M</td> <td>H</td> </tr> </table> <p>Likelihood</p>	Impact	H	15	7	0	M	25	11	0	L	14	2	0			L	M	H
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FINANCIAL and FINANCIAL REPORTING	The risk of this auditable unit to GMU's people, reputation, or financial position arising from inadequate or ineffective management of financial-related processes and reporting or external events, including processes upstream from those normally associated with financial aspects of the university. Among other things, this includes risks associated with credit, investments, financings, currencies, financial models, markets, and related transaction processing, accounting, and reporting activities.	<table border="1"> <tr> <td rowspan="3">Impact</td> <td>H</td> <td>3</td> <td>3</td> <td>1</td> </tr> <tr> <td>M</td> <td>7</td> <td>10</td> <td>0</td> </tr> <tr> <td>L</td> <td>42</td> <td>8</td> <td>0</td> </tr> <tr> <td></td> <td></td> <td>L</td> <td>M</td> <td>H</td> </tr> </table> <p>Likelihood</p>	Impact	H	3	3	1	M	7	10	0	L	42	8	0			L	M	H
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REGULATORY COMPLIANCE	The risk of this auditable unit to GMU's people, reputation, or financial position arising from violations of, or non-compliance with, current and changing laws, regulations, supervisory guidance, or regulatory expectations.	<table border="1"> <tr> <td rowspan="3">Impact</td> <td>H</td> <td>9</td> <td>5</td> <td>0</td> </tr> <tr> <td>M</td> <td>9</td> <td>17</td> <td>0</td> </tr> <tr> <td>L</td> <td>33</td> <td>1</td> <td>0</td> </tr> <tr> <td></td> <td></td> <td>L</td> <td>M</td> <td>H</td> </tr> </table> <p>Likelihood</p>	Impact	H	9	5	0	M	9	17	0	L	33	1	0			L	M	H
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OPERATIONS	The risk of this auditable unit to GMU's people, reputation, or financial position arising from inadequate or failed internal processes, people, and systems or from external events. This includes the following types of risk: technology-related risk, which is the risk arising from the University's overall use of technology (whether centralized or decentralized) and includes, among other things, its governance, processes, infrastructure, applications, security, and reliability; and legal risk, which is the risk arising from defective transactions, litigation or claims made, or the failure to protect university assets.	<table border="1"> <tr> <td rowspan="3">Impact</td> <td>H</td> <td>5</td> <td>9</td> <td>1</td> </tr> <tr> <td>M</td> <td>10</td> <td>26</td> <td>1</td> </tr> <tr> <td>L</td> <td>12</td> <td>8</td> <td>2</td> </tr> <tr> <td></td> <td></td> <td>L</td> <td>M</td> <td>H</td> </tr> </table> <p>Likelihood</p>	Impact	H	5	9	1	M	10	26	1	L	12	8	2			L	M	H
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HAZARD	The risk of this auditable unit to GMU's people, reputation, or financial position arising from inadequate or failed internal processes, people, and systems or from external events. This includes the following types of risk: (i) health, safety, and environmental risks, which is the risk arising from processes or events that potentially cause damage, harm, or adverse effects to someone (e.g., health) or something (e.g., property).	<table border="1"> <tr> <td rowspan="3">Impact</td> <td>H</td> <td>1</td> <td>0</td> <td>0</td> </tr> <tr> <td>M</td> <td>7</td> <td>9</td> <td>1</td> </tr> <tr> <td>L</td> <td>55</td> <td>1</td> <td>0</td> </tr> <tr> <td></td> <td></td> <td>L</td> <td>M</td> <td>H</td> </tr> </table> <p>Likelihood</p>	Impact	H	1	0	0	M	7	9	1	L	55	1	0			L	M	H
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Our proposed audit plan:

Topic	Description	9	30	1231	330	630
Aligned with University-Level Risk Areas						
Data and Security Risk Assessment: Colleges	• Survey and assess information security risks at college-managed environments.					
University Registrar	• Assess University Registrar processes implementing academic policy, including processing completeness and accuracy.					
Controlled Unclassified Information (CUI) Data and Security Environment	• Monitor management's project to inventory and assess CUI data environment and ensure compliance with federal regulations by December 2017.					
Research Conflict of Interest Processes	• Monitor implementation of enhanced processes for disclosing, evaluating, and managing potential conflicts of interest involving research.					
Vendor Risk Management	• Assess Mason processes for managing and monitoring vendor performance, with a focus on performance of outsourced processes and functions.					
Academic Innovation and New Ventures Initiatives	• Monitor development and implementation of major academic innovation and ventures initiatives.					
Faculty Workload Guideline Implementation	• Monitor implementation of faculty workload guidelines across various colleges, including management's oversight processes.					
Banner Study and Upgrade Project	• Monitor management's multi-year project to study and enhance Banner and suite applications. Assess potential project and process risks; communication.					
Construction Payments and Change Orders: Academic VII Building	• Assess construction payments related to \$71 million in-progress construction project via multiple, phase-based audit projects.					
Additional Areas						
Spending of Funding for Reserves and Strategic Initiatives	• Monitor and validate spending of FY18 budgets for institutional reserves (\$4 million) and strategic initiatives (\$1.5 million).					
Sponsored Fund Reconciliations	• Assess adherence to university policy and Uniform Guidance requirements related to accountability over assets and compliance with regulations and award terms and conditions.					
Issue Validation Procedures	• Validate management has remediated audit issues in a comprehensive and sustainable manner.					
Hotline Investigations Referred by OSIG	• Investigate allegations of fraud, waste, or abuse received from the Commonwealth's Office of the State Inspector General.					

The risk-assessed Audit Universe, sorted by Executive:

#	Executive	Group	Area	Str	Fin	Comp	Opns	Haz	Audit Work: FY 2012 to Present
1	Provost	Antonin Scalia School of Law		Mod	Low	Mod	Mod	Low	Underway – Data & Security Risk Assessment Survey - Colleges
2	Provost	College of Education & Human Development		Mod	Low	Mod	Mod	Low	8/28/15 - VISTA Grant; 3/30/17 - Confucius Institute; Underway – Data & Security Risk Assessment Survey - Colleges
3	Provost	College of Health & Human Services		Mod	Low	Mod	High	Low	5/11/17 - College of Health & Human Services; Underway – Data & Security Risk Assessment Survey - Colleges
4	Provost	College of Humanities & Social Sciences		Mod	Low	Mod	High	Low	11/14/13 - Decentralized IT Management; Underway – Data & Security Risk Assessment Survey - Colleges
5	Provost	College of Science		Mod	Low	Mod	High	Mod	9/10/13 - Biomedical Research Laboratory - Physical Security; Underway – Data & Security Risk Assessment Survey - Colleges
6	Provost	College of Visual & Performing Arts		Mod	Low	Mod	Mod	Low	4/11/16 - Hylton Performing Arts Center; Underway – Data & Security Risk Assessment Survey - Colleges
7	Provost	Krasnow Institute for Advanced Study		Low	Low	Mod	Mod	Low	
8	Provost	Schar School of Policy & Government		Mod	Low	Mod	Mod	Low	Underway – Data & Security Risk Assessment Survey - Colleges
9	Provost	School for Conflict Analysis & Resolution		Low	Low	Mod	Low	Low	Underway – Data & Security Risk Assessment Survey - Colleges
10	Provost	School of Business		Mod	Low	Mod	Mod	Low	Underway – Data & Security Risk Assessment Survey - Colleges
11	Provost	Volgenau School of Engineering		Mod	Low	Mod	High	Low	Underway – Data & Security Risk Assessment Survey - Colleges
12	Provost	Academic Administration	Research - Economic Development	High	Low	Low	Low	Low	
13	Provost	Academic Administration	Research - Integrity & Assurance	Mod	Low	Mod	Mod	Low	7/8/14 - Human and Animal Subjects Research Compliance

Appendix: Risk Assessment Details

#	Executive	Group	Area	Str	Fin	Comp	Opns	Haz	Audit Work: FY 2012 to Present
14	Provost	Academic Administration	Research - Sponsored Programs Administration	Mod	High	Mod	Mod	Low	1/19/12 - Research and Development Grants and Contracts; 2/18/13 - Sponsored Research Reconciliation Policy; 2/18/13 - Sponsored Research Payroll Certifications; 5/24/16 - Federally-Sponsored Program Reconciliations; 10/11/17 - Administrative Management of Sponsored Program Awards; Continuous Auditing - Reconciliations.
15	Provost	Academic Administration	University Libraries	Low	Low	Low	Low	Low	Underway – Data & Security Risk Assessment Survey - Colleges
16	Provost	Academic Innovation and New Ventures		High	Low	Mod	Mod	Low	
17	Provost	Enrollment Services	Admissions & Enrollment Planning	Mod	Low	Low	Mod	Low	11/6/15 - Decentralized IT Management
18	Provost	Enrollment Services	Registrar	Low	Low	High	Mod	Low	6/11/12 - Enrollment Management; 3/5/13 - Office of the University Registrar; Underway - Office of University Registrar Audit
19	Provost	Enrollment Services	Student Academic Affairs & Advising	Low	Low	Low	Low	Low	
20	Provost	Enrollment Services	Student Financial Aid	Low	Mod	Mod	Low	Low	1/28/13 - Student Financial Aid; 5/8/15 - Decentralized IT Management
21	Provost	Academic Administration	Center for Global Education	Low	Low	Low	Low	Mod	
22	Provost	Institutional Research and Reporting		Mod	Low	Low	Mod	Low	
23	Provost	Instructional Support		Low	Low	Low	Low	Low	
24	Provost	INTO Mason		Low	Low	Low	Low	Low	
25	Provost	Mason Korea		Mod	Low	Low	Low	Mod	
26	Provost	Mason Learning Solutions (Executive & Professional Education)		Low	Low	Low	Mod	Low	
27	Provost	Smithsonian Mason School of Conservation		Low	Low	Low	Low	Low	
28	Provost	University Life	Health & Wellness	Low	Low	Low	Mod	Mod	8/21/14 - Aquatic and Fitness Center
29	Provost	University Life	Housing and Residential Life	Mod	Low	Low	Mod	Mod	6/11/12 - Housing and Residence Life; 7/20/16 - Housing Facilities Housekeeping and Operations Unit
30	Provost	University Life	Recreations	Low	Low	Low	Low	Low	2/10/17 - Review of Freedom Aquatic and Fitness Center Membership Dues
31	Provost	University Life	Student Organizations	Low	Low	Low	Low	Mod	
32	Provost	Academic Administration	Provost Activities	Mod	Low	Mod	Mod	Low	10/23/15 - Decentralized IT Management

Appendix: Risk Assessment Details

#	Executive	Group	Area	Str	Fin	Comp	Opns	Haz	Audit Work: FY 2012 to Present
33	Administration	Budget and Planning	Budgeting and (Financial) Planning	High	Mod	Mod	Low	Low	
34	Administration	Fiscal Services	Accounts Payable	Low	Mod	Mod	Mod	Low	
35	Administration	Fiscal Services	Financial Administrative Systems	Low	Low	Low	Low	Low	3/17/17 - Internal Control Certification and Supporting ARMICS Related Activities
36	Administration	Fiscal Services	General Accounting	Low	High	Mod	Mod	Low	
37	Administration	Fiscal Services	Purchasing and Central Receiving	Low	Mod	Mod	Low	Low	2/20/12 - Purchasing Level II Compliance
38	Administration	Fiscal Services	Student Fiscal Services	Low	Mod	Mod	Mod	Low	8/15/13 - Cashier's Office
39	Administration	Human Resources and Payroll	Human Resources	High	Low	Mod	Mod	Low	
40	Administration	Human Resources and Payroll	Payroll & Benefits	Mod	Mod	Mod	Mod	Low	10/23/15 - Employee Benefits
41	Administration	Information Technology Services	Enterprise Applications / Banner Account Management	Low	Mod	Low	High	Low	3/18/14 - Banner Application and Security-Student Accounts
42	Administration	Information Technology Services	Enterprise Applications / Banner Development, Change Management, and Operations (SDLC)	Low	Low	Low	Low	Low	9/5/12 - Banner Local (In-House) Software Development
43	Administration	Information Technology Services	Enterprise Applications / Database, Middleware, and ERP Support	Low	Mod	Low	High	Low	
44	Administration	Information Technology Services	Enterprise Infrastructure / Enterprise Servers and Messaging (+ logical servers)	Low	Mod	Low	High	Low	1/18/12 - LDAP / MESA; 9/10/15 MESA Technical Point of Contact and Share Administrator Account Management; 2/2/16 - Enterprise Servers and Messaging; Operating Systems Security
45	Administration	Information Technology Services	Enterprise Infrastructure / Technology Support Services	Low	Low	Low	Low	Low	
46	Administration	Information Technology Services	IT Security	Mod	Low	Mod	High	Low	9/9/13 - Information Security Management - Boundary Protection; 2/8/17 - Information Security Program
47	Administration	Information Technology Services	Learning Support Services / Online Learning Resources	Low	Low	Low	Low	Low	
48	Administration	Information Technology Services	Network IT Infrastructure	Mod	Mod	Low	High	Low	
49	Administration	Information Technology Services	Physical IT Infrastructure (+ physical servers)	Low	High	Low	Low	Low	9/6/12 - Aquia Data Center
50	Administration	Information Technology Services	Strategic Business Operations / Business Continuity & Recovery	Mod	Low	Low	Mod	Low	
51	Administration	Information Technology Services	Strategic Business Operations / Finance and Human Resources	Low	Low	Low	Low	Low	
52	Administration	Information Technology Services	Strategic Business Operations / Process and Planning	Mod	Low	Low	High	Low	3/28/13 - Enterprise Project Management Framework and System; 8/7/17 - IT Governance and Project Prioritization

Appendix: Risk Assessment Details

#	Executive	Group	Area	Str	Fin	Comp	Opns	Haz	Audit Work: FY 2012 to Present
53	Administration	Facilities	Campus Planning	High	Low	Low	Low	Low	
54	Administration	Facilities	Construction Planning and Project Management	High	High	High	Mod	Mod	9/27/12 - Construction Project Close-Out Process; 5/17/16 - Construction Procurement and Change Order Processing - Academic VII / Health & Human Services Building; 7/22/16 - Construction Procurement Process: Robinson Hall Demolition / Construction and Utility Distribution Infrastructure Project; 6/20/17 - Construction Payments and Change Orders Process: Academic VII Building
55	Administration	Facilities	Real Estate (Lease) Administration	Low	Mod	Low	Low	Low	
56	Administration	Facilities	Utilities and Facilities Maintenance	Low	Low	Low	Mod	Low	4/22/14 - Facilities Service Contracts
57	Administration	Operations	Campus Police	Low	Low	Low	Low	Mod	
58	Administration	Operations	Parking, Shuttles, and Transportation	Low	Low	Low	Mod	Low	11/11/14 - Arlington Campus Parking Services
59	Administration	Safety, Emergency, and Enterprise Risk Management	Enterprise Risk Management	High	Low	Low	Mod	Low	
60	Administration	Safety, Emergency, and Enterprise Risk Management	Environmental Health and Safety	Low	Low	Mod	Low	Mod	12/17/15 - Laboratory Safety
61	Administration	Safety, Emergency, and Enterprise Risk Management	Risk Management (Insurance)	Low	Low	Low	Low	Low	
62	Administration	University Services	Eagle Bank Center	Low	Low	Low	Mod	Low	
63	Administration	University Services	Food-Related Services; including related facilities and maintenance (& Independent Food)	Low	Low	Low	Mod	Mod	
64	Administration	University Services	Mason Card	Low	Low	Low	Low	Low	
65	Administration	University Services	Print and Mail Services	Low	Low	Low	Low	Low	
66	Administration	University Services	Retail-Related Services (& Independent Retail)	Low	Low	Low	Mod	Low	
67	Athletics	Intercollegiate Athletics	External Affairs, Fund Raising and Funds Management	Low	Mod	Low	Mod	Low	
68	Athletics	Intercollegiate Athletics	Student-Athlete Processes	Low	Mod	High	Mod	Mod	11/5/13 - Intercollegiate Athletics Student-Athlete Financial Aid
69	Comm & Market	Communications and Marketing	Communications and Marketing	Mod	Low	Low	Mod	Low	

Appendix: Risk Assessment Details

#	Executive	Group	Area	Str	Fin	Comp	Opns	Haz	Audit Work: FY 2012 to Present
70	Compliance	Compliance, Diversity and Ethics		Mod	Low	High	Mod	Low	12/18/15 - Analysis of Mason's Sexual Harassment and Misconduct Policy and Procedures
71	Development	University Development	Alumni Relations & Development	Mod	Low	Low	Low	Low	
72	Govt & Comm Relations	Government and Community Relations		Mod	Low	Mod	Low	Low	
73	President	Legal Services	Legal Services	Low	Low	High	Mod	Low	
74	President	President's Office		Mod	Low	Low	Low	Low	8/14/12 - President's Office Expenses; 6/30/14 - Senior Executive Travel



Academic Programs, Diversity and University Community Committee – March 1, 2018

George Mason University Board of Visitors

I. Call to Order

- A. 2018-MAR-01 Agenda(2).docx

II. Approval of Minutes

- A. Minutes from December 13, 2017

- 1. APDUC Minutes 2017-DEC-13.docx

III. New Business

- A. Provost's Update

S. David Wu,
Provost

- B. Strategic Enrollment Planning

David Burge,
Vice President
for Enrollment
Management

- C. International Student Enrollment Update

David Burge,
Vice President
for Enrollment
Management

- D. Program Actions

Action Item

- 1. New Program Approvals

- a. BS, Business (revised as program merger)

- i. BOV Merge Business UG Programs.docx

- b. Program Closures

- i. DA, Community College Education

- i. BOV Close DA Community College Education.docx

- ii. MS, Peace Operations

- i. BOV Close MS Peace Operations.docx

- iii. MEng, Geotechnical, Construction and
Structural Engineering

- i. BOV Close MEng.docx

- iv. BA, Latin American Studies

- i. BOV Close BA Latin American Studies.docx

- E. Faculty Actions

Action Item

- 1. Conferral of Emeritus/Emerita Status

- a. Conferral of Emeritus-Emerita Status.pdf

- 2. Election of New Tenure Hire

a. Elections of New Tenured Faculty.pdf

F. Faculty Announcements

1. Appointment of Faculty

a. Appointment of Faculty.pdf

2. Appointment of Administrative and Professional Faculty

a. Appointment of Administrative and Professional Faculty.pdf

3. Renewals and Reappointments

a. Renewals and Reappointments.pdf

4. Separations

a. Separations.pdf

5. Other Announcements

a. Other Announcements.pdf

6. Summary of Faculty Actions and Announcements

a. Summary of Faculty Actions and Announcements (2).pdf

IV. Annual Reports

A. Faculty Diversity, Fall 2017

Thulasi Kumar,
Associate
Provost for
Institutional
Research and
Assessment

1. Faculty Diversity Fall 2017 Final.docx

B. Faculty Retention, Fall 2017

Thulasi Kumar,
Associate
Provost for
Institutional
Research and
Assessment

1. Faculty_Retention_F17.docx

C. Undergraduate Student Retention and Graduation, Fall 2017

Thulasi Kumar,
Associate
Provost for
Institutional
Research and
Assessment

1. BOV Retention_Grad_2017_final_19Feb2018.docx

V. Adjournment

GEORGE MASON UNIVERSITY
BOARD OF VISITORS
Academic Programs, Diversity, and University Community Committee Meeting
Thursday, March 1, 2018
A G E N D A

- I. Call to Order**
- II. Approval of Academic Programs, Diversity and University Community Committee Minutes from December 13, 2017 (Action Item)**
- III. New Business**
 - A. Provost's Update (D. Wu)
 - B. Strategic Enrollment (D. Burge)
 - C. International Student Enrollment Update (D. Burge)
 - D. Program Actions (Action Item)
 - 1. New Program Approvals
 - a) BS - Business (revised)
 - 2. Program Closures
 - a) DA - Community College Education
 - b) MS - Peace Operations
 - c) MEng – Geotechnical, Construction and Structural Engineering
 - d) BA – Latin American Studies
 - E. Faculty Actions (Action Item)
 - 1. Conferral of Emeritus/Emerita Status
 - F. Faculty Announcements
 - 1. Appointment of Faculty
 - 2. Appointment of Administrative and Professional Faculty
 - 3. Renewals and Reappointments
 - 4. Separations
 - 5. Other Announcements
 - 6. Summary of Faculty Actions and Announcements
- IV. Annual Reports**
 - A. Faculty Diversity, Fall 2017 (T. Kumar)
 - B. Faculty Retention, Fall 2017 (T. Kumar)
 - C. Undergraduate Student Retention and Graduation, Fall 2017 (T. Kumar)
- V. Adjournment**

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

MINUTES

Thursday, December 13, 2017

11:30 AM -12:30 PM

Merten Hall, Fairfax Campus

PRESENT: Rector: Tom Davis; Vice Chair: Bob Witeck; Visitors: Mahfuz Ahmed, Horace Blackman, Steve Cumbie, Claire Dwoskin, Dave Petersen, Nancy Prowitt, Shawn Purvis and Lisa Zuccari; Faculty Senate Chair: Keith Renshaw; Student Representatives David Kanos and Andrew Quillen; Faculty Representatives: Jill Nelson and Peter Pober; Staff Representatives: Provost S. David Wu, Rose Pascarell and Julian Williams.

ABSENT: Chair: Karen Alcalde; Visitors: Anjan Chimaladinne and Tracy Schar.

I. The meeting was called to order by Vice Chair Bob Witeck at 11:39 AM.

II. Approval of Minutes (Action Item)

It was **MOVED** by Visitor Cumbie and **SECONDED** by Visitor Blackman that the minutes from the October 12, 2017 meeting be approved. **MOTION CARRIED UNANIMOUSLY.**

III. New Business

A. Provost's Update

S. David Wu – Provost and Executive Vice President

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

- Southern Association of Colleges and Schools' Commission on Colleges (SACSCOC) has accepted the university's mid-cycle accreditation report, and Mason is accredited through 2022 without restriction.
- The Strategic Plan Update, ongoing since the summer planning conference, with the efforts of 4 working groups and several campus feedback sessions, has been now reflects current goal narrative, performance metrics, accomplishments and sample future initiatives.
- The College of Humanities and Social Sciences dean search is underway with the help of Isaacson, Miller, an external search firm. First round interviews are set to take place in early spring, semi-finalist and finalist interviews in mid-late spring, and a final selection in late spring.
- Academic Innovation and New Ventures is focus remains focused on the university's expansion of online education as part of its mission to create accessible and affordable degree programs. Online strategy is to put at least 15 graduate programs in the next three years online. The ADVANCE initiative with Northern Virginia Community College is also making tremendous progress.
- College/schools are completing customized, comprehensive promotion and tenure guidelines to establish transparent, equitable P&T policy with consideration for qualitative performance issues, career stage and disciplinary culture focused on teaching and research

B. Mason's Strategy to Recruit/Retain a Diverse Workforce

Julian Williams – Vice President, Compliance, Diversity and Ethics

Mason is focused on building a culture and climate where all levels of the university are representative of the diversity seen in the student body. To ensure success, Mason is developing a system of accountability whereby creating a diverse/inclusive workplace is inherently built into evaluation and reappointment processes for upper-level leadership. Mason has been making steady progress – the diversity of the faculty community has increased by 4.7%; administrators by 4.2% and graduate students by 3.6% as of FY17.

C. Student Support and Mental Health

Rose Pascarell – Vice President, University Life

Rachel Wernicke – Executive Director, Counseling and Psychological Services

Mason is responding to growing student demand by prioritizing access to effective mental health care and learning to promote student safety, enhance emotional growth and support academic success. Direct clinical and learning services, community education and programming is expanding in response to the complexity and frequency of issues more students are facing each year. Service utilization has increased 55% since 2010, with top concerns of depression, anxiety and stress. Mason is partnering with the JED foundation to engage the entire university community in the review of processes, systems, program and policy development to support student mental health and wellbeing.

D. Strategic Enrollment Planning

David Burge – Vice President, Enrollment Management

As part of the strategic plan update, Mason is engaged in enrollment planning to support strategic goal #4 of 100,000 career-ready graduates, ensure access and student success; determine, achieve and maintain optimum enrollment; deliver effective programming and financial planning; increase operational efficiency and improve service levels. Mason has the option to maintain current enrollment numbers assuming no transfer growth or increase in non-resident freshmen/transfer student; or increase VA and out-of-state enrollments by FY 2024 to 42,943 students, assuming ADVANCE gains, new international students, 10% undergraduate growth and 5% graduate growth each year. STEM program interest in VA is on the rise; Mason responds (33% STEM in 2013 vs. 44% in 2017). Enrollment growth has significant revenue and resource implications when we address new market realities, the evolving nature of students' recruitment preferences, and international market volatility.

E. Mason Korea Update

David Burge – Vice President, Enrollment Management

Mason Korea is growing capacity, and institutional plans include new majors in Conflict Analysis and Resolution (BA/BS) and Systems Engineering (MS) as well as a master plan for academic programs through 2018-2020. Student enrollments are growing (total enrollment: 312; 23 Fairfax-based students at MK), as is diversity – to date, current enrolled students have lived outside Korea or studied at high schools in 29 countries.

F. Program Productivity Review [report]

Fifth-year reviews were conducted on the M.Eng. in Geotechnical, Construction and Structural Engineering program, which has been recommended for closure due to dropping enrollments; and the MS in Health Informatics, which continues to perform well, significantly exceeding projections for steady-state enrollment and degree production since its inception.

G. Program Actions (Action Item)

Vice Chairperson Witeck called for a **MOTION** to approve the action; Visitor Dwoskin **MOVED**; and Visitor Prowitt **SECONDED** the following program actions:

1. Closure of the BS in Athletic Training
2. Opening of the Master of Professional Studies in Applied Organizational/Industrial Psychology

The **MOTION CARRIED UNANIMOUSLY**.

H. Faculty Actions (Action Item)

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

1. Promotion and/or Tenure
2. Conferral of Emeritus/Emerita Status

The **MOTION CARRIED UNANIMOUSLY**.

I. Faculty Announcements

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

IV. Annual Report: Program Productivity Review

Fifth-year reviews were conducted on the M.Eng. in Geotechnical, Construction and Structural Engineering program, which has been recommended for closure due to dropping enrollments; and the MS in Health Informatics, which continues to perform well, significantly exceeding projections for steady-state enrollment and degree production since its inception.

V. Adjournment

Vice Chairperson Witeck called for a **MOTION** to adjourn the meeting; Visitor Petersen **MOVED**; and Visitor Cumbie **SECONDED**. The meeting adjourned at 12:32 PM.

Respectfully submitted,



Amber Hannush
Secretary Pro Tem

ITEM NUMBER:

Merger of undergraduate programs in the School of Business

PURPOSE OF THE ITEM:

A proposal to merge the undergraduate degree programs in the School of Business is being prepared for submission to the State Council of Higher Education for Virginia (SCHEV). Prior to SCHEV submission, Board action is required.

APPROPRIATE COMMITTEE:

Academic Programs, Diversity, and University Community Committee

BRIEF NARRATIVE:

In October 2016, the Board of Visitors approved a proposal for a new BS in Business that would offer interdisciplinary content in business. Based on feedback from the State Council of Higher Education for Virginia (SCHEV) and further internal discussions, the School of Business has revised its plans and seeks instead to reorganize its undergraduate offerings more comprehensively. Instead of separate undergraduate degrees in each of the business disciplines plus the proposed new interdisciplinary program, the School of Business seeks to merge all of these into a single degree program.

The merger represents a *reorganization of the degree inventory* rather than changes to program content. The merger would combine several freestanding programs under one umbrella.

<p><u>Existing Degree Programs</u> BS Accounting BS Finance BS Information Systems and Operations Management BS Management BS Marketing</p> <p><u>Proposed interdisciplinary BS Business (October 2016)</u></p> <ul style="list-style-type: none"> • Business Analytics concentration • Financial Planning concentration 	→	<p>BS Business <i>with disciplinary and interdisciplinary concentrations</i> (March 2018)</p>
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All of the School of Business’ undergraduate degree programs include 27-28 credits of required Business Foundations and 24 credits of Business Core coursework, so all students already have 51-52 credits of coursework in common. No significant changes to the curriculum would be required.

The faculty and the Dean have determined that unifying all of the freestanding programs into a single streamlined degree program will provide greater flexibility in curriculum management, will be simpler for students and parents to understand, and will be easier to coordinate and manage administratively.

REVENUE IMPLICATIONS:

There are no anticipated implications for program revenues.

STAFF RECOMMENDATION:

Staff recommends approval of the proposed merger.

ITEM NUMBER:

Doctor of Arts (DA), Community College Education

PURPOSE OF THE ITEM:

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

APPROPRIATE COMMITTEE:

Academic Programs, Diversity, and University Community Committee

BRIEF NARRATIVE:

The College of Humanities and Social Sciences has offered the DA in Community College Education since 1990. The program is distinct from the programs offered by the College of Education and Human Development, focusing on some of the specific challenges and contexts of teaching and learning in higher education.

Higher Education Program faculty believe that the DA in Community College Education should be replaced with a PhD in Higher Education. The Doctor of Arts degree is not as recognizable as the PhD, and with changes in the higher education landscape, the focus of the program has expanded beyond community college education to encompass higher education more broadly. Changes exceed what would be encompassed in the scope of a name change, and will require a new degree program. The Board approved a proposal for a PhD in Higher Education in February, 2016, although pursuit of implementation has been delayed while the faculty have focused on first securing approval of the companion MA in Higher Education and Student Development with SCHEV.

As of spring 2018, a total of nine students are currently enrolled in the DA in Community College Education. Six are in the dissertation phase and three are working on comprehensive exams and the dissertation proposal. None of the students need any additional coursework.

The College of Humanities and Social Sciences supports the closure of this program.

REVENUE IMPLICATIONS:

The closure is expected to be budget neutral when replaced with the proposed PhD in Higher Education.

STAFF RECOMMENDATION:

Staff recommend closure of this program.

ITEM NUMBER:

Master of Science (MS), Peace Operations

PURPOSE OF THE ITEM:

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

APPROPRIATE COMMITTEE:

Academic Programs, Diversity, and University Community Committee

BRIEF NARRATIVE:

The Schar School of Policy and Government is requesting permission to close the MS in Peace Operations and to cease admissions as of Fall 2018. The Schar School may incorporate some portions of the MS in Peace Operations into the MA in International Security, possibly as a concentration.

There are two reasons for closure. First, several full-time faculty with specializations essential to the program have either departed for other institutions, are planning to depart, or have retired. Without a critical mass of permanent faculty who have a significant interest in peace operations as a research specialty, it is not appropriate for the university to offer an entire graduate degree in the area.

Second, enrollments have diminished considerably. The program launched with healthy enrollments, but has diminished from an FTE of 42 in Fall 2012 to an FTE of 18 in Fall 2017. The Schar School has determined that it would be more cost effective to consolidate certain curricular areas and smaller programs, and given both the changes in the faculty and the diminished enrollments, this program is a logical choice for elimination.

REVENUE IMPLICATIONS:

The closure is expected to be budget neutral. As enrollments diminish, tuition revenue also diminishes, and coursework unique to the program becomes more costly to offer. Consolidating the curricular offerings will provide a cost savings.

STAFF RECOMMENDATION:

Staff recommend closure of the program.

ITEM NUMBER:

Master of Engineering (MEng), Geotechnical, Construction, and Structural Engineering

PURPOSE OF THE ITEM:

A proposal to close the MEng in Geotechnical, Construction, and Structural Engineering has been prepared for submission to the State Council of Higher Education for Virginia (SCHEV). Prior to SCHEV submission, Board action is required.

APPROPRIATE COMMITTEE:

Academic Programs, Diversity, and University Community Committee

BRIEF NARRATIVE:

The Volgenau School of Engineering is requesting permission to close the MEng in Geotechnical, Construction, and Structural Engineering and to cease admissions as of Fall 2018.

The MEng in Geotechnical, Construction, and Structural Engineering was developed to respond to the area's significant demand for a master's program to prepare the practitioner for advancement in the profession. Practitioner's programs, by definition, focus on application and coursework rather than research. Three topic areas (construction, structures and geotechnical engineering) met particular interest in the region and the program launched with moderate strength.

However, the discipline overall has slowly been trending away from the MEng toward more flexible Master of Science (MS) degree programs with multiple options: research and a thesis; a comparable project, or coursework only. Since the inception of this program, the Volgenau School of Engineering has largely done away with theses in master's programs altogether because capstone project alternatives have become both more common and more desirable to employers and students. Similarly, faculty have determined that GRE scores (once required for the MS program, but not for the MEng) are not effective predictors of academic performance in this program, and have since eliminated this requirement as well.

These actions make it more attractive for current practitioners to enroll in the MS program. Historically, the MS has been the more prestigious of the two degree types, although the distinction is less pronounced now than it once was. Accordingly, enrollments have shifted to the MS program, which offers concentrations in all of the areas offered in the MEng and which has seen a significant increase in enrollment since 2015. As a result, enrollments have dropped off in the MEng.

REVENUE IMPLICATIONS:

The closure is expected to be budget neutral, given enrollment shifts to other programs.

STAFF RECOMMENDATION:

Staff recommend closure of this program.

ITEM NUMBER:

Bachelor of Arts (BA), Latin American Studies

PURPOSE OF THE ITEM:

A proposal to close the BA in Latin American Studies has been prepared for submission to the State Council of Higher Education for Virginia (SCHEV). Prior to SCHEV submission, Board action is required.

APPROPRIATE COMMITTEE:

Academic Programs, Diversity, and University Community Committee

BRIEF NARRATIVE:

The College of Humanities and Social Sciences is requesting permission to close the BA in Latin American Studies and to cease admissions as of Fall 2018.

The university has offered the BA in Latin American Studies since 2005. The program was never anticipated to be a large one, but particularly since the 2009 recession, enrollments have dropped down to very low numbers. While there is still lively student interest in the subject matter, students are more frequently electing other majors and pursuing interests in Latin American Studies as a minor or through the courses on this subject matter that are offered through the other majors.

The BA in Latin American Studies has shrunk from a headcount of six in 2013 to a headcount of one in 2017. Because the program is interdisciplinary and is composed of coursework from several areas (where enrollments are healthy), the situation has not represented a financial problem, but the small enrollment numbers will likely not meet State Council of Higher Education for Virginia program viability requirements.

REVENUE IMPLICATIONS:

The closure is expected to be budget neutral.

STAFF RECOMMENDATION:

Staff recommend closure of this program.

ACTION ITEM

Academic Programs, Diversity and University Community Committee

March 1, 2018

CONFERRAL OF EMERITUS/EMERITA STATUS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>
Cook	Gerald	3/1/2018
<u>TITLE:</u>	Earle C. Williams Professor Emeritus of Electrical and Computer Engineering	
<u>LOCAL ACADEMIC UNIT:</u>	Electrical and Computer Engineering (VSE)	
Previous approved at the December 2017 BOV meeting		
Cramton	Catherine	6/2/2018
<u>TITLE:</u>	Professor Emerita of Management	
<u>LOCAL ACADEMIC UNIT:</u>	School of Business	



Volgenau School of Engineering

Office of the Dean
Nguyen Engineering Building, Suite 5100
4400 University Drive, MS 4A3, Fairfax, Virginia 22030
Phone: 703-993-1500; Fax: 703-993-1734

To: S. David Wu, Provost and Executive Vice President
Ángel Cabrera, President 

From: Kenneth S. Ball, P.E.
Volgenau School of Engineering

Subject: Emeritus Designation for Dr. Gerald Cook:
Earle C. Williams Professor Emeritus of Electrical and Computer Engineering

Date: 13 February 2018

Dr. Gerald Cook, who retired as the Earl C. Williams Professor of Electrical and Computer Engineering on 24 May 2017, has made substantial contributions to excellence in teaching over a 32-year career at Mason. His past recognitions include being named a Life Fellow of the Institute of Electrical and Electronics Engineers and receiving their Centennial Medal. Dr. Cook held the title of Earle C. Williams Professor from 23 February 1985 until his retirement date.

The Electrical and Computer Engineering Department has voted nearly unanimously to confer emeritus status on Dr. Cook. The Chair of the Department has written a strong endorsement of this action; see his attached letter.

I concur with the recommendations of the department and chair, and I am pleased to send this memo to you with my own endorsement. I believe that conferring the designation of Earle C. Williams Professor Emeritus of Electrical and Computer Engineering for Dr. Cook is appropriate and well deserved.

I note that the Board of Visitors originally passed a resolution to grant Dr. Cook the title of Professor Emeritus of Electrical and Computer Engineering on 13 December 2017, but unfortunately due to a transcription error, the full title of Earle C. Williams Professor was omitted.

Approval Disapproval 
S. David Wu, Provost and Executive Vice President

Approval Disapproval 
Ángel Cabrera, President

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; nominated by the home unit with the Dean, Provost, and President's recommendations.



School of Business

Enterprise Hall, 4400 University Drive, MS 1B1, Fairfax, Virginia 22030
Phone: 703-993-1880; Fax: 703-993-1867

To: S. David Wu, Provost and Executive Vice President
Angel Cabrera, President

From: Maury Peiperl, Dean, School of Business

Subject: Emeritus/Emerita Designation for Catherine Cramton

Date: December 11, 2017

Along with the tenured faculty members of the Management Area and the Faculty of the School of Business, I write to recommend that Professor Catherine Cramton be elected to the honorary rank of Professor Emerita of Management effective June 2, 2018. Since joining Mason in the Fall of 1995, Professor Cramton has continuously made outstanding contributions to the development of students, faculty, and this university.

Professor Cramton's accomplishments in teaching, research, service, and administration have been significant and far-reaching. Professor Cramton has been a dedicated teacher, covering a variety of topics at both the undergraduate and graduate levels, not only maintaining high standards of performance from her students, but raising them for the area at large. Likewise, she has made valuable service contributions to the area, school, and profession including serving on a variety of committees at all levels. She has served in many important roles such as Chairing key School committees including P&T and Graduate policy, serving on both the University's Human Subjects Review Board and the University Honors College Advisory Board, initiating the Management Senior Honors seminar, and the Area Chair of Management. Her years of personal dedication have greatly impacted the school for good and should stand as an example for her colleagues throughout the University.

Accordingly, I strongly concur with the request from the Management Area and PT&R committee and recommend Dr. Cramton be granted the status of Professor Emerita of Management, effective June 2, 2018.

Approval [checked] Disapproval [] S. David Wu, Provost and Executive Vice President

Approval [checked] Disapproval [] Angel Cabrera, President

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; nominated by the home unit with the Dean, Provost, and President's recommendations.

ACTION ITEM

Academic Programs, Diversity and University Community Committee

March 1, 2018

ELECTIONS OF NEW HIRES

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>
Garoupa	Nuno	8/25/2018
<u>TITLE:</u>	Professor without Term	
<u>LOCAL ACADEMIC UNIT:</u>	Antonin Scalia Law School	
Mishra	Saurabh	8/25/2018
<u>TITLE:</u>	Associate Professor without Term	
<u>LOCAL ACADEMIC UNIT:</u>	School of Business	
Van Aken	Benoit	1/10/2018
<u>TITLE:</u>	Associate Professor without Term	
<u>LOCAL ACADEMIC UNIT:</u>	Chemistry and Biochemistry (COS)	



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.

Nuno Garpoua, Professor of Law

Faculty Member's Name and Title

Antonin Scalia Law School

Local Academic Unit

Reference checks have been conducted.

Sexual harassment prevention training has been scheduled for TBD asap after start date
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.

Prof. Garoupa's potential value to the Scalia Law School is evident in his teaching, scholarship, and service. He is a great teacher and his research clearly meets the standard of genuine excellence. He is an incredibly prolific scholar across a wide range of topics within the broad confines of law and economics. He is highly regarded and well respected both nationally and internationally in his field. Prof. Garoupa has been very active in the field of law and economics, both in the U.S. and internationally. In addition to magnifying the influence of Prof. Garoupa's own research, these activities will help solidify the law school's reputation as a center for law and economics scholarship. Prof. Garoupa's international activities will hopefully help introduce the law school to foreign audiences and attract foreign LLM students.



 Dean/Director

2-7-18

 Date



Office of the Provost
 4400 University Drive, MSN 3A2
 Fairfax, Virginia 22030
 Phone: 703.993.8770; Fax: 703.993.8871

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

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

Saurabh Mishra, Associate Professor without Term
 Faculty Member's Name and Title

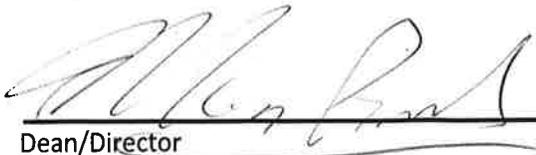
School of Business
 Local Academic Unit

- Reference checks have been conducted.
- Sexual harassment prevention training has been scheduled for Fall 2018.
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 appointment of Dr. Saurabh Mishra to Associate Professor without Term in the School of Business, George Mason University brings many benefits to the Marketing Area, School of Business, and George Mason University. Dr. Mishra has impressive credentials from highly regarded universities. He has an excellent portfolio of high-quality research. His work aligns with several initiatives underway at the School and University, and is interdisciplinary in nature. His work has been recognized with research grants. He currently has a robust set of projects in progress that will advance the research profile of the School and University. Dr. Mishra's teaching experience across levels and in executive-format programs will contribute to the advancement of lifelong learning initiatives at the School and University, and will be particularly beneficial in executive education, and at the graduate level where there is need for more high quality doctoral level faculty. Dr. Mishra will contribute greatly in the service domain as well, both in terms of leadership to the institution, and visibility in the academic profession. He has served in leadership positions at his present institution, and is acknowledged in the profession as a thought leader.

Dr. Mishra was selected over other candidates for several reasons. A primary consideration was the stated preference in the job posting was for an associate professor, and a preference to candidates with research interests related to issues in marketing strategy. The search committee unanimously recommended Dr. Mishra as the top choice among the finalists for the position, and the Area Chair and Dean concurred. In making this determination, his qualifications as a tenured associate professor at a prestigious university, his boundary spanning marketing strategy research, and all of the other benefits he brings to the School and University highlighted above were considered. He will be able to mentor and collaborate with colleagues across the School, and also participate in multidisciplinary research initiatives at the University. Dr. Mishra's teaching strengths and experience match the needs of the School and University, and his service leadership was acknowledged. With this profile, Dr. Mishra received unanimous support on his tenure application at George Mason from all levels within the School, and was approved by the Provost, and President.


 Dean/Director 2/7/18
Date



Office of the Provost
4400 University Drive, MSN 3A2
Fairfax, Virginia 22030
Phone: 703.993.8770; Fax: 703.993.8871

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

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

Faculty Member's Name and Title

Local Academic Unit

Reference checks have been conducted.

Sexual harassment prevention training has been scheduled for _____.
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.

Dean/Director

Date

ANNOUNCEMENT

Academic Programs, Diversity and University Community Committee

March 1, 2018

APPOINTMENT OF FACULTY

LAST NAME **FIRST NAME** **EFFECTIVE DATE** **TERM**

Brzowsky Kristofer 2/1/2018 Y

TITLE: Research Associate (Instructor)

DEPARTMENT: Criminology, Law, and Society (CHSS)

APPOINTMENT LENGTH: 1 year

Comen Corey 2/1/2018 Y

TITLE: Research Associate (Instructor)

DEPARTMENT: Criminology, Law, and Society (CHSS)

APPOINTMENT LENGTH: 1 year

Davis Joshua C. 6/25/2018 Y

TITLE: Term Assistant Professor

DEPARTMENT: Smithsonian-Mason School of Conservation (Provost)

APPOINTMENT LENGTH: 1 year

de Janasz Suzanne 1/10/2018 Y

TITLE: Term Visiting Professor

DEPARTMENT: School for Conflict Analysis and Resolution

APPOINTMENT LENGTH: 1 year

ANNOUNCEMENT

Academic Programs, Diversity and University Community Committee

March 1, 2018

APPOINTMENT OF FACULTY

LAST NAME **FIRST NAME** **EFFECTIVE DATE** **TERM**

Filannino Michele 1/31/2018 Y

TITLE: Postdoctoral Research Fellow

DEPARTMENT: Information Sciences and Technology (VSE)

APPOINTMENT LENGTH: 1 year

Graf Christine 2/1/2018 Y

TITLE: Research Associate (Instructor)

DEPARTMENT: Criminology, Law, and Society (CHSS)

APPOINTMENT LENGTH: 1 year

Gurdak Stephen J. 2/1/2018 Y

TITLE: Research Associate (Instructor)

DEPARTMENT: Criminology, Law, and Society (CHSS)

APPOINTMENT LENGTH: 1 year

Harris Leslie 2/1/2018 Y

TITLE: Research Associate (Instructor)

DEPARTMENT: Criminology, Law, and Society (CHSS)

APPOINTMENT LENGTH: 1 year

ANNOUNCEMENT

Academic Programs, Diversity and University Community Committee

March 1, 2018

APPOINTMENT OF FACULTY

LAST NAME **FIRST NAME** **EFFECTIVE DATE** **TERM**

Hermoso Vincent 1/10/2018 Y

TITLE: Term Assistant Professor

DEPARTMENT: College of Science

APPOINTMENT LENGTH: 1.5 years

Jing Hao 1/10/2018 N

TITLE: Assistant Professor

DEPARTMENT: Chemistry & Biochemistry (COS)

APPOINTMENT LENGTH: 3 years

Kyprianou Angela 2/1/2018 Y

TITLE: Research Associate (Instructor)

DEPARTMENT: Criminology, Law, and Society (CHSS)

APPOINTMENT LENGTH: 1 year

Lee Philseok 8/25/2018 Y

TITLE: Assistant Professor

DEPARTMENT: Psychology (CHSS)

APPOINTMENT LENGTH: 3 years

ANNOUNCEMENT

Academic Programs, Diversity and University Community Committee

March 1, 2018

APPOINTMENT OF FACULTY

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>TERM</u>
Norris	Robert	8/25/2018	N
TITLE:	Assistant Professor		
DEPARTMENT:	Criminology, Law, and Society (CHSS)		
APPOINTMENT LENGTH:	3 years		
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O'Brien	Alyssa	2/1/2018	Y
TITLE:	Research Associate (Instructor)		
DEPARTMENT:	Criminology, Law, and Society (CHSS)		
APPOINTMENT LENGTH:	1 year		
<hr/>			
Preston	Margaret	2/1/2018	Y
TITLE:	Research Associate (Instructor)		
DEPARTMENT:	Criminology, Law, and Society (CHSS)		
APPOINTMENT LENGTH:	1 year		
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Pudukotai Dinakarrao	Sai Manoj	11/27/2017	Y
TITLE:	Postdoctoral Research Fellow		
DEPARTMENT:	Electrical and Computer Engineering (VSE)		
APPOINTMENT LENGTH:	<1 year		
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ANNOUNCEMENT

Academic Programs, Diversity and University Community Committee

March 1, 2018

APPOINTMENT OF FACULTY

LAST NAME **FIRST NAME** **EFFECTIVE DATE** **TERM**

Thurston Mark 8/25/2018 Y

TITLE: Term Associate Professor

DEPARTMENT: School of Integrative Studies (CHSS)

APPOINTMENT LENGTH: 1 year

Watson Lauren 2/1/2018 Y

TITLE: Research Associate (Instructor)

DEPARTMENT: Criminology, Law, and Society (CHSS)

APPOINTMENT LENGTH: 1 year

Whiteman Lauren 2/1/2018 Y

TITLE: Research Associate (Instructor)

DEPARTMENT: Criminology, Law, and Society (CHSS)

APPOINTMENT LENGTH: 1 year

Wilson Candice 2/1/2018 Y

TITLE: Research Associate (Instructor)

DEPARTMENT: Criminology, Law, and Society (CHSS)

APPOINTMENT LENGTH: 1 year

ANNOUNCEMENT

Academic Programs, Diversity and University Community Committee

March 1, 2018

APPOINTMENT OF FACULTY

LAST NAME **FIRST NAME** **EFFECTIVE DATE** **TERM**

Wittman Sarah M. 8/25/2018 N

TITLE: Assistant Professor

DEPARTMENT: School of Business

APPOINTMENT LENGTH: 3 years

Xue Yuan 12/10/2017 Y

TITLE: Postdoctoral Research Fellow

DEPARTMENT: Geography and Geoinformation Science (COS)

APPOINTMENT LENGTH: 1 year

Yun John 1/10/2018 Y

TITLE: Term Associate Professor

DEPARTMENT: Antonin Scalia Law School

APPOINTMENT LENGTH: 5 years

ANNOUNCEMENT

Academic Programs, Diversity & University Community Committee

March 1, 2018

APPOINTMENT OF ADMINISTRATIVE AND PROFESSIONAL FACULTY

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>
Blackmon	Olivia	1/4/2018
TITLE:	Director of Corporate Outreach and Special Projects, VSGI	
LOCAL ACADEMIC UNIT:	Virginia Serious Game Institute (CVPA)	

Butler	Paige	9/25/2017
TITLE:	Deputy Director, Law & Economics Center	
LOCAL ACADEMIC UNIT:	Law & Economics Center (ASLS)	

Champaneri	Priyanka	12/10/2017
TITLE:	Associate Registrar, Catalog and Scheduling	
LOCAL ACADEMIC UNIT:	University Registrar (Provost)	

Clark	Wendell	1/8/2018
TITLE:	Director of Annual Giving	
LOCAL ACADEMIC UNIT:	Antonin Scalia Law School	

Dight	Kimberly S.	1/25/2018
TITLE:	Executive Director of Finance and HR	
LOCAL ACADEMIC UNIT:	College of Humanities and Social Sciences	

ANNOUNCEMENT

Academic Programs, Diversity & University Community Committee

March 1, 2018

APPOINTMENT OF ADMINISTRATIVE AND PROFESSIONAL FACULTY

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>
Greenberg TITLE:	Samantha Associate Director, Family Programs	1/8/2018
LOCAL ACADEMIC UNIT:	Orientation & Family Programs and Services (UL)	
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Gryshchenko TITLE:	Viktoriiia International Advisor	12/21/2017
LOCAL ACADEMIC UNIT:	International Programs and Services (UL)	
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Guessford TITLE:	Jesse Associate Director, Undergraduate Education	1/10/2018
LOCAL ACADEMIC UNIT:	Office of Undergraduate Education (Provost)	
Retained title: Associate Professor without Term		
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Hilton TITLE:	Kheia D. Counselor	1/8/2018
LOCAL ACADEMIC UNIT:	Counseling and Psychological Services (UL)	
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Hurley TITLE:	Jana M. Interim Chief Housing Officer	11/30/2017
LOCAL ACADEMIC UNIT:	Housing & Residence Life (UL)	
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ANNOUNCEMENT

Academic Programs, Diversity & University Community Committee

March 1, 2018

APPOINTMENT OF ADMINISTRATIVE AND PROFESSIONAL FACULTY

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>
Johnson	Timm W.	1/16/2018
TITLE:	Director, Mason Small Business Development Center (SBDC)	
LOCAL ACADEMIC UNIT:	Mason Enterprise Center (Provost)	
<hr/>		
Madigan	Kevin	12/11/2017
TITLE:	Assistant Director, CPIP	
LOCAL ACADEMIC UNIT:	Antonin Scalia Law School	
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McSherry	Erin	11/10/2017
TITLE:	Director of Advising and Retention	
LOCAL ACADEMIC UNIT:	College of Humanities and Social Sciences	
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Odagawa	Satoko	12/11/2017
TITLE:	Manager, Industry Advising and Employer Development	
LOCAL ACADEMIC UNIT:	University Career Services (UL)	
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Park	Eunyoung	1/10/2018
TITLE:	Research Associate	
LOCAL ACADEMIC UNIT:	Institutional Research & Effectiveness (Provost)	
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ANNOUNCEMENT

Academic Programs, Diversity & University Community Committee

March 1, 2018

APPOINTMENT OF ADMINISTRATIVE AND PROFESSIONAL FACULTY

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>
Prescott	Cachet	1/4/2018
TITLE:	Director, Small Business Development Center	
LOCAL ACADEMIC UNIT:	Mason Enterprise Center (Provost)	
<hr/>		
Quijada	Jannevince M.	1/4/2018
TITLE:	Assistant Director for First Generation Students	
LOCAL ACADEMIC UNIT:	Diversity, Inclusion and Multicultural Education (UL)	
<hr/>		
Reksulak	Michael	1/10/2018
TITLE:	Director, Online Programs	
LOCAL ACADEMIC UNIT:	Antonin Scalia Law School	
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Rowan	Carl	11/1/2017
TITLE:	Chief of Police	
LOCAL ACADEMIC UNIT:	Police and Public Safety	
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Schifferli	Mary	12/10/2017
TITLE:	Director, Academic Administration	
LOCAL ACADEMIC UNIT:	Antonin Scalia Law School	
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ANNOUNCEMENT

Academic Programs, Diversity & University Community Committee

March 1, 2018

APPOINTMENT OF ADMINISTRATIVE AND PROFESSIONAL FACULTY

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>
Silver	Blake R.	1/10/2018
TITLE:	Director, Data Analytics and Assessment	
LOCAL ACADEMIC UNIT:	Honors College	
<hr/>		
Stefanidis	Anthony	9/25/2017
TITLE:	Director, DHS Center of Excellence in Criminal Investigations and Network Analysis	
LOCAL ACADEMIC UNIT:	Office of Research (Provost)	
Retained title: Full Professor without Term		
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Terrillion	Suzanne K.	1/10/2018
TITLE:	Campaign Director	
LOCAL ACADEMIC UNIT:	School of Business	
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Thapa	Moksheda	1/4/2018
TITLE:	International Advisor	
LOCAL ACADEMIC UNIT:	International Programs and Services (UL)	
<hr/>		
Wilkerson, III	Philip	12/10/2017
TITLE:	Manager, Industry Advising and Employer Development	
LOCAL ACADEMIC UNIT:	University Career Services (UL)	
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ANNOUNCEMENT

Academic Programs, Diversity & University Community Committee

March 1, 2018

APPOINTMENT OF ADMINISTRATIVE AND PROFESSIONAL FACULTY

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>
Williams	Tiffany J.	11/10/2017
TITLE:	Assistant Dean, Admissions and Enrollment	
LOCAL ACADEMIC UNIT:	Antonin Scalia Law School	

ANNOUNCEMENT

Academic Programs, Diversity and University Community Committee

March 1, 2018

RENEWALS AND REAPPOINTMENTS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>TERM</u>
Austin	Leila	8/25/2018	Y
<u>TITLE:</u>	Term Assistant Professor		

LOCAL ACADEMIC UNIT: School of Business

APPOINTMENT LENGTH: 1 year

Balmaceda	Laura A.	10/25/2017	Y
<u>TITLE:</u>	Postdoctoral Research Fellow		

LOCAL ACADEMIC UNIT: Physics & Astronomy (COS)

APPOINTMENT LENGTH: 1 year

Batarseh	Feras A.	1/10/2018	Y
<u>TITLE:</u>	Research Assistant Professor		

LOCAL ACADEMIC UNIT: Geography and Geoinformation Science (COS)

APPOINTMENT LENGTH: 1 year

Brennan	Sheila	11/10/2017	Y
<u>TITLE:</u>	Research Associate Professor		

LOCAL ACADEMIC UNIT: History and Art History (CHSS)

APPOINTMENT LENGTH: 3 years

ANNOUNCEMENT

Academic Programs, Diversity and University Community Committee

March 1, 2018

RENEWALS AND REAPPOINTMENTS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>TERM</u>
Canterbury	Shelly	8/25/2017	Y

TITLE: Term Instructor

LOCAL ACADEMIC UNIT: School of Business

APPOINTMENT LENGTH: 3 years

Chekhtman	Alexandre	12/1/2017	Y
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TITLE: Research Assistant Professor

LOCAL ACADEMIC UNIT: Physics & Astronomy (COS)

APPOINTMENT LENGTH: < 1 year

Demory	Yvonne	8/25/2018	Y
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TITLE: Term Assistant Professor

LOCAL ACADEMIC UNIT: School of Business

APPOINTMENT LENGTH: 1 year

Ericson	Rebecca J.	8/25/2018	Y
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TITLE: Term Assistant Professor

LOCAL ACADEMIC UNIT: Physics & Astronomy (COS)

APPOINTMENT LENGTH: 3 years

ANNOUNCEMENT

Academic Programs, Diversity and University Community Committee

March 1, 2018

RENEWALS AND REAPPOINTMENTS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>TERM</u>
Zhao	Peisheng	11/10/2017	Y
<u>TITLE:</u>	Research Associate Professor		

LOCAL ACADEMIC UNIT: Center for Spatial Information Science and Systems (COS)

APPOINTMENT LENGTH: 1 year

Zylstra	Alexandria	8/25/2018	Y
<u>TITLE:</u>	Term Associate Professor		

LOCAL ACADEMIC UNIT: School of Business

APPOINTMENT LENGTH: 1 year

ANNOUNCEMENT

Academic Programs, Diversity and University Community Committee

March 1, 2018

SEPARATIONS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
Addleson	Mark	Retirement	5/24/2018
<u>TITLE:</u>	Associate Professor without Term		

LOCAL ACADEMIC UNIT: Schar School of Policy and Government

Bhatnagar	Supriya	Resignation	5/31/2017
<u>TITLE:</u>	Director, Publications		

LOCAL ACADEMIC UNIT: Association of Writers and Writing Programs (CHSS)

Ms. Bhatnagar accepted a position at the University of Maryland, College Park.

Bradshaw	Ryan	Resignation	11/3/2017
<u>TITLE:</u>	Assistant Director, Club Sports		

LOCAL ACADEMIC UNIT: Mason Recreation (UL)

Brewer	Katherine	Resignation	2/9/2018
<u>TITLE:</u>	Clinical Placement Coordinator		

LOCAL ACADEMIC UNIT: Nursing (CHHS)

Burke	Amy	Contract Expiration	6/24/2018
<u>TITLE:</u>	Term Instructor- Coordinator for Simulation and Undergraduate Clinical Placement		

LOCAL ACADEMIC UNIT: Nursing (CHHS)

ANNOUNCEMENT

Academic Programs, Diversity and University Community Committee

March 1, 2018

SEPARATIONS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
Chang	Yoonmee	Deceased	1/17/2018
<u>TITLE:</u>	Associate Professor without Term		

LOCAL ACADEMIC UNIT: English (CHSS)

Craig	Courtney M.	Resignation	7/14/2017
<u>TITLE:</u>	Lead Teacher, 3's Classroom		

LOCAL ACADEMIC UNIT: Child Development Center

Dawson	Bradley	Resignation	3/1/2018
<u>TITLE:</u>	Executive Director, Executive and Professional Education		

LOCAL ACADEMIC UNIT: Office of the Provost

De La Rosa	Carlos	Resignation	11/9/2017
<u>TITLE:</u>	Interim Executive Director, Enterprise Infrastructure		

LOCAL ACADEMIC UNIT: Information Technology Services

De La Rosa	April R.	Resignation	10/17/2017
<u>TITLE:</u>	Interim Talent Acquisition Manager		

LOCAL ACADEMIC UNIT: Human Resources and Payroll

ANNOUNCEMENT

Academic Programs, Diversity and University Community Committee

March 1, 2018

SEPARATIONS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
Frank	Andrew	Resignation	9/22/2017
<u>TITLE:</u>	International Advisor		

LOCAL ACADEMIC UNIT: International Programs and Services

Hazra	Abheera	Resignation	7/24/2017
<u>TITLE:</u>	Postdoctoral Research Fellow		

LOCAL ACADEMIC UNIT: Civil, Environmental and Infrastructure Engineering (VSE)

Hitpas	Nicole	Resignation	8/1/2017
<u>TITLE:</u>	Director, Marketing and Communications		

LOCAL ACADEMIC UNIT: School of Business

Hu	Lei	Contract Expiration	2/9/2017
<u>TITLE:</u>	Research Associate (Instructor)		

LOCAL ACADEMIC UNIT: Spatial Information Science and Research (COS)

Jannery	Beth	Resignation	1/24/2018
<u>TITLE:</u>	Term Instructor		

LOCAL ACADEMIC UNIT: Communication (CHSS)

Ms. Jannery has accepted a position with Raytheon.

ANNOUNCEMENT

Academic Programs, Diversity and University Community Committee

March 1, 2018

SEPARATIONS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
Kieu	Vinh	Contract Expiration	5/24/2018
<u>TITLE:</u>	Term Assistant Profesor		
<u>LOCAL ACADEMIC UNIT:</u>	Nursing (CHHS)		
<hr/>			
Kornacki	John J.	Contract Expiration	9/29/2017
<u>TITLE:</u>	Director, Education		
<u>LOCAL ACADEMIC UNIT:</u>	Law and Economics Center (ASLS)		
<hr/>			
Leslie	Cory J.	Resignation	8/29/2017
<u>TITLE:</u>	Assistant Coach, Men's and Women's Track and Field and Cross Country		
<u>LOCAL ACADEMIC UNIT:</u>	Intercollegiate Athletics		
<hr/>			
Linguang	Lei	Resignation	8/31/2017
<u>TITLE:</u>	Postdoctoral Research Fellow		
<u>LOCAL ACADEMIC UNIT:</u>	Information Sciences and Technology (VSE)		
<hr/>			
Litowich	Sarah	Resignation	12/4/2017
<u>TITLE:</u>	Director, Aquatics		
<u>LOCAL ACADEMIC UNIT:</u>	University Life		
<hr/>			

ANNOUNCEMENT

Academic Programs, Diversity and University Community Committee

March 1, 2018

SEPARATIONS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
McDonald	Michele	Resignation	12/8/2017
<u>TITLE:</u>	Research Communications Manager		
<u>LOCAL ACADEMIC UNIT:</u>	Research (Provost)		
<hr/>			
Milklandie	Margaret	Retirement	5/24/2018
<u>TITLE:</u>	Term Associate Professor		
<u>LOCAL ACADEMIC UNIT:</u>	Nursing (CHHS)		
<hr/>			
O'Driscoll	Catherine B.	Resignation	8/28/2017
<u>TITLE:</u>	Assistant Coach, Women's Rowing		
<u>LOCAL ACADEMIC UNIT:</u>	Intercollegiate Athletics		
<hr/>			
Peng	Yijie	Resignation	8/9/2017
<u>TITLE:</u>	Postdoctoral Research Fellow		
<u>LOCAL ACADEMIC UNIT:</u>	Systems Engineering and Operations Research (VSE)		
<hr/>			
Singer	Trevor	Resignation	9/4/2017
<u>TITLE:</u>	Assistant Coach, Men's Soccer		
<u>LOCAL ACADEMIC UNIT:</u>	Intercollegiate Athletics		
<hr/>			

ANNOUNCEMENT

Academic Programs, Diversity and University Community Committee

March 1, 2018

SEPARATIONS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
South <u>TITLE:</u>	Amanda J. Assistant Professor	Resignation	8/25/2017
<u>LOCAL ACADEMIC UNIT:</u>	Art (CVPA)		
<hr/>			
Srinivasan <u>TITLE:</u>	Vijayansarathy Research Professor	Contract Expiration	10/13/2015
<u>LOCAL ACADEMIC UNIT:</u>	Molecular Neuroscience (Krasnow)		
<hr/>			
Sturtevant <u>TITLE:</u>	Elizabeth Professor without Term	Retirement	1/9/2018
<u>LOCAL ACADEMIC UNIT:</u>	College of Education and Human Development		
<hr/>			
Sun <u>TITLE:</u>	Min Term Assistant Professor	Contract Expiration	1/24/2018
<u>LOCAL ACADEMIC UNIT:</u>	Center for Intelligent Spatial Computing/Geography and Geoinformation Science (COS)		
<hr/>			
Wong-Ervin <u>TITLE:</u>	Koren Associate Director, Global Antitrust Institute	Resignation	9/19/2017
<u>LOCAL ACADEMIC UNIT:</u>	Antonin Scalia Law School		
<hr/>			

ANNOUNCEMENT

Academic Programs, Diversity and University Community Committee

March 1, 2018

SEPARATIONS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
Wren	William Christopher	Resignation	5/24/2017
<u>TITLE:</u>	Term Assistant Professor		
<u>LOCAL ACADEMIC UNIT:</u>	Computer Game and Design Program (CVPA)		

ANNOUNCEMENT

Academic Programs, Diversity and University Community Committee

March 1, 2018

OTHER ANNOUNCEMENTS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>
Arnold	Marie alice	Title Change

TITLE: Associate Director

LOCAL ACADEMIC UNIT: Global Education Office (Provost)

Previous Title: General Manager

Berkeley	Sheri	Leave with Pay
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TITLE: Associate Professor without Term

LOCAL ACADEMIC UNIT: College of Education and Human Development

Professor Berkeley has been awarded a Faculty Study Leave for spring semester 2018.

Deans	Penny Candace	Title Change
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TITLE: Academic Director, Technology Management Program/Co-Academic Director, Management of Secure Information Systems

LOCAL ACADEMIC UNIT: Program
School of Business

Retained Title: Term Associate Professor

Douglas	Charlene Y.	Title Change
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TITLE: Assistant Dean, BSN Program

LOCAL ACADEMIC UNIT: Nursing (CHHS)

Retained Title: Associate Professor without Term

Duke	Jodi	Title Change
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TITLE: Term Associate Professor

LOCAL ACADEMIC UNIT: College of Education and Human Development

Previous Title: Term Assistant Professor

ANNOUNCEMENT

Academic Programs, Diversity and University Community Committee

March 1, 2018

OTHER ANNOUNCEMENTS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>
Dunick	Jason	Title Change
<u>TITLE:</u>	Term Associate Professor	
<u>LOCAL ACADEMIC UNIT:</u>	Economics (CHSS)	
Previous Title: Term Assistant Professor		
Edwards	Cody	Title Change
<u>TITLE:</u>	Executive Director, Smithsonian-Mason School of Conservation	
<u>LOCAL ACADEMIC UNIT:</u>	Office of the Provost	
Retained Title: Associate Provost, Graduate Education/Associate Professor without Term		
Forkner	Rebecca	Leave with Pay
<u>TITLE:</u>	Associate Professor without Term	
<u>LOCAL ACADEMIC UNIT:</u>	Biology (COS)	
Professor Forkner has been awarded a Faculty Study Leave for spring semester 2018.		
Frank	Daniel	Title Change
<u>TITLE:</u>	Assistant Director, Counseling and Outreach	
<u>LOCAL ACADEMIC UNIT:</u>	Student Financial Aid (Provost)	
Previous Title: Financial Aid Counselor		
Frenn	Chawky	Leave with Pay
<u>TITLE:</u>	Associate Professor without Term	
<u>LOCAL ACADEMIC UNIT:</u>	Art (CVPA)	
Professor Frenn has been awarded a Faculty Study Leave for fall semester 2017.		

ANNOUNCEMENT

Academic Programs, Diversity and University Community Committee

March 1, 2018

OTHER ANNOUNCEMENTS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>
Gaston	Whitney	Title Change
<u>TITLE:</u>	Interim Director and Assistant Dean, Student Academic Affairs	
<u>LOCAL ACADEMIC UNIT:</u>	College of Health and Human Services	
Retained Title: Director, Admissions		
Habib	Anna	Title Change
<u>TITLE:</u>	Faculty Support for GMUK Faculty	
<u>LOCAL ACADEMIC UNIT:</u>	English (CHSS)	
Retained Title: Term Associate Professor		
Jones	Margaret	Leave with Pay
<u>TITLE:</u>	Associate Professor without Term	
<u>LOCAL ACADEMIC UNIT:</u>	College of Education and Human Development	
Professor Jones has been awarded a Faculty Study Leave for spring semester 2018.		
Kirsch	Vicki	Title Change
<u>TITLE:</u>	Term Associate Professor	
<u>LOCAL ACADEMIC UNIT:</u>	Social Work (CHHS)	
Previous Title: Term Assistant Professor		
Kysar-Mattietti	Giuseppina	Title Change
<u>TITLE:</u>	Term Associate Professor	
<u>LOCAL ACADEMIC UNIT:</u>	Atmospheric, Oceanic and Earth Sciences (COS)	
Previous Title: Term Assistant Professor		

ANNOUNCEMENT

Academic Programs, Diversity and University Community Committee

March 1, 2018

OTHER ANNOUNCEMENTS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>
Lister	Lisa	Title Change
<u>TITLE:</u>	Term Professor	
<u>LOCAL ACADEMIC UNIT:</u>	English (CHSS)	
Previous Title: Term Associate Professor		
Lockwood	Jennifer S.	Leave with Pay
<u>TITLE:</u>	Associate Professor without Term	
<u>LOCAL ACADEMIC UNIT:</u>	English (CHSS)	
Professor Lockwood has been awarded a Faculty Study Leave for spring semester 2018.		
Matthews	Jessica	Title Change
<u>TITLE:</u>	Term Professor	
<u>LOCAL ACADEMIC UNIT:</u>	English (CHSS)	
Previous Title: Term Associate Professor		
Meamber	Laurie	Title Change
<u>TITLE:</u>	Area Chair, Marketing	
<u>LOCAL ACADEMIC UNIT:</u>	School of Business	
Retained Title: Associate Professor without Term		
Park	Kristy Lee	Title Change
<u>TITLE:</u>	Term Associate Professor	
<u>LOCAL ACADEMIC UNIT:</u>	College of Education and Human Development	
Previous Title: Term Assistant Professor		

ANNOUNCEMENT

Academic Programs, Diversity and University Community Committee

March 1, 2018

OTHER ANNOUNCEMENTS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>
Rustici	Thomas	Title Change
<u>TITLE:</u>	Term Associate Professor	
<u>LOCAL ACADEMIC UNIT:</u>	Economics (CHSS)	
Previous Title: Term Assistant Professor		
Samuelian	Kristin	Leave with Pay
<u>TITLE:</u>	Associate Professor without Term	
<u>LOCAL ACADEMIC UNIT:</u>	English (CHSS)	
Professor Samuelian has been awarded a Faculty Study Leave for spring semester 2018.		
Sutter	Rebecca	Title Change
<u>TITLE:</u>	Term Associate Professor	
<u>LOCAL ACADEMIC UNIT:</u>	Nursing (CHHS)	
Previous Title: Term Assistant Professor		
Sutter	Caroline	Title Change
<u>TITLE:</u>	Term Associate Professor	
<u>LOCAL ACADEMIC UNIT:</u>	Nursing (CHHS)	
Previous Title: Term Assistant Professor		
Tompkins	Catherine	Leave with Pay
<u>TITLE:</u>	Associate Professor without Term	
<u>LOCAL ACADEMIC UNIT:</u>	Social Work (CHHS)	
Professor Tompkins has been awarded a Faculty Study Leave for fall semester 2017.		

ANNOUNCEMENT

Academic Programs, Diversity and University Community Committee

March 1, 2018

OTHER ANNOUNCEMENTS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>
White	Jason B.	Title Change

TITLE: Term Associate Professor

LOCAL ACADEMIC UNIT: College of Education and Human Development

Previous Title: Term Assistant Professor

Yun	John	Conversion
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TITLE: Term Associate Professor

LOCAL ACADEMIC UNIT: Antonin Scalia Law School

Dr. John Yun was converted from a 12-month research to a 9-month instructional faculty.

Faculty and Academic Standards Committee

March 1, 2018

SUMMARY OF FACULTY ACTIONS AND ANNOUNCEMENTS

APPOINTMENT OF FACULTY

	Term		Tenure Track		Research	Visiting	Grant Funded
	9-month	12-month	9-month	12-month			
Instructor	0	14	0	0	0	0	14
Assistant Professor	1	6	3	0	0	0	4
Associate Professor	2	0	0	0	0	0	1
Professor	1	0	0	0	0	1	0
Administrative/Professional	0	26	0	0	0	0	0
Totals	4	46	3	0	0	1	19

RENEWALS/REAPPOINTMENTS

	Term		Tenure Track		Administrative/Professional		Total
	9-month	12-month	9-month	12-month	9-month	12-month	
Instructor	4	1	0	0	0	0	5
Assistant Professor	12	7	0	0	0	0	19
Associate Professor	9	3	0	0	0	0	12
Professor	2	4	0	0	0	0	6
Administrative/Professional	0	0	0	0	0	0	0
Totals	27	15	0	0	0	0	42

SEPARATIONS

	Resignation	Retirement	Contract Expiration	Deceased	Total
	21	3	6	1	

OTHER ANNOUNCEMENTS

	Leave with pay	Leave w/o pay	Title Change	Conversion	Tenure Clock Extension	Total
	7	0	19	1	0	27

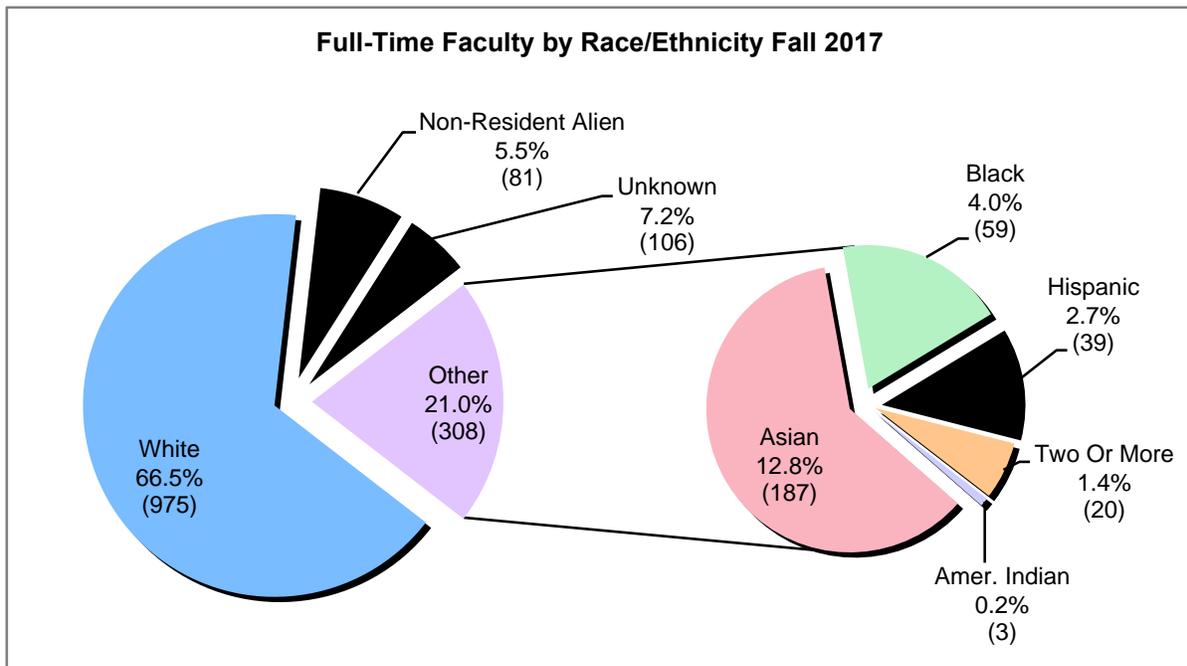
The Diversity of Mason's Full-time Faculty Fall 2017

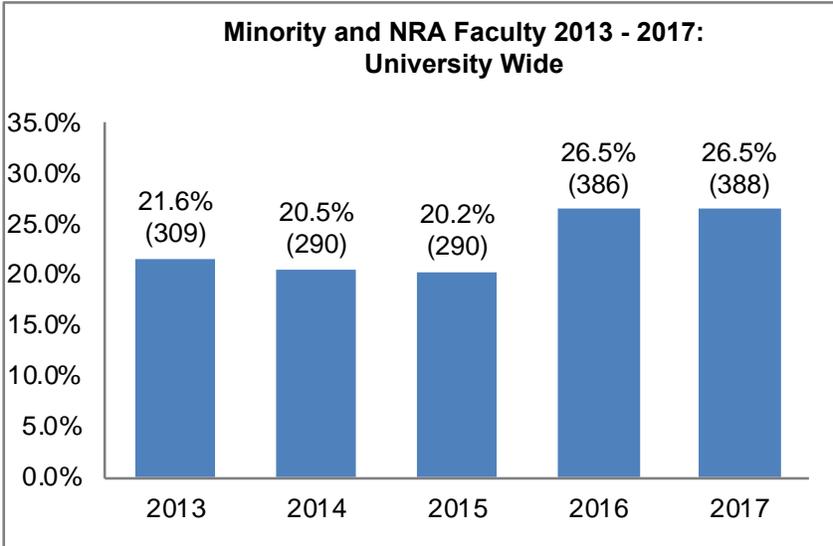
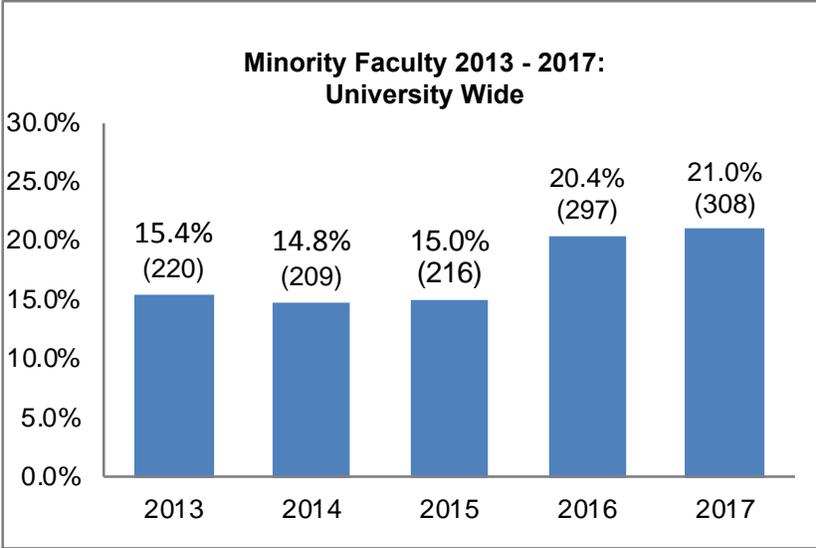
Mason continues its strong commitment to increase diversity and global education. Part of this commitment is fulfilled through a diverse faculty. In Fall 2017 26.5% of the full-time instructional and research faculty were either a member of a historically under-represented racial/ethnic group or a non-resident alien (foreign national). This compares to 51.8% of students who identify as either a racial/ethnic minority or non-resident alien.

One of the goals of Mason's strategic plan is to increase the diversity among faculty. The percentage of faculty identifying themselves as minority has increased between 2016 and 2017.

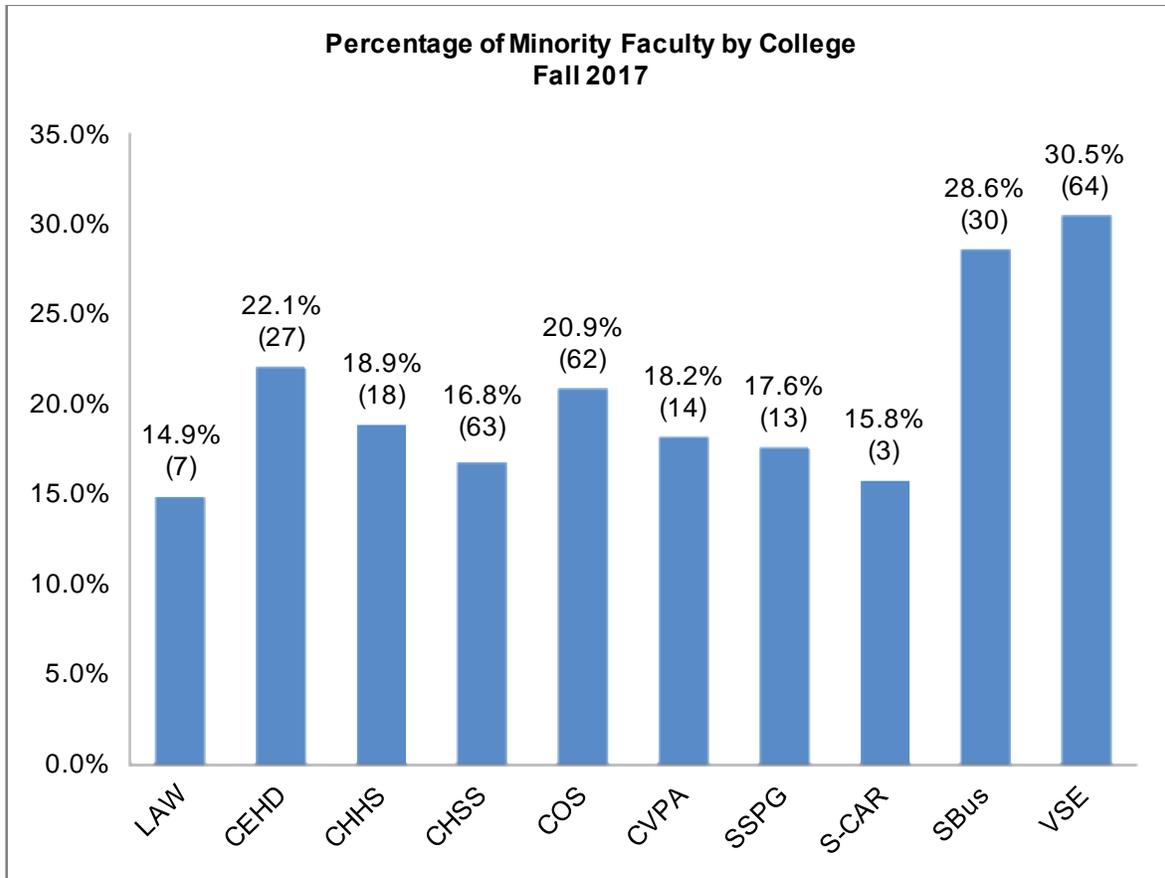
Race and Ethnicity

- Minority faculty members make up 21.0% (308) of the 1,470 full-time faculty members, an increase of 0.6% over Fall 2016
- The total proportion of full-time faculty who chose not to report their race was 7.2% (106), a slight decrease over Fall 2016, when 7.3% of faculty did not report their race. Among new faculty members in 2017, only 6.9% (10) chose not to report their race/ethnicity.
- 52.1% of new faculty identified themselves as White, 20.8% identified themselves as minorities, and 20.1% were classified as non-resident aliens.
- The percentage of minority full-time faculty within each college or school ranges from 14.9% to 30.5%. Percentages should be viewed cautiously given the great variability in the number of faculty within each unit.





NRA: Non-Resident Alien



Gender

- Women represented 47.9% of the new full-time faculty hires this year, which is a greater proportion than the 42.6% of the total full-time faculty who are female.
- For the five-year period from 2013 to 2017, the proportion of full-time female faculty members increased by 1.0 percentage points.
- Women represent 34.1% of the tenured positions, 44.9% of the tenure-track positions, and 51.7% of term faculty positions. For new hires, women represent 50.0% of the tenured positions, 53.8% of the tenure-track positions, and 45.4% of the term positions.

The Retention of Full-Time Instructional Faculty

Fall 2016 to Fall 2017

Fall 2016 Faculty Retention

In the Fall 2016 semester, Mason employed 1,277 full-time instructional faculty members. Of these, 94% (1,203) continued to be employed at Mason in Fall 2017. The attrition rate for instructional faculty of 6% is comparable to previous years (6% in 2012, 8% in 2013, 6% in 2014, and 7% in 2015). Once retirees and deceased faculty are removed from the analysis, the attrition rate drops to 4%. The most frequent reason for faculty departure was resignation (most of which were to take another position), followed by retirement, and completion of contract. Twenty-one full-time faculty retired in FY 2017, compared to 46 in FY 2016 and 30 in FY 2015.

Of the 1,203 faculty members continuing at Mason:

- 1,189 (99%) continued as full-time instructional faculty
- 7 (<1%) moved into full-time administrative or part-time faculty positions
- 7 (<1%) were on leave without pay

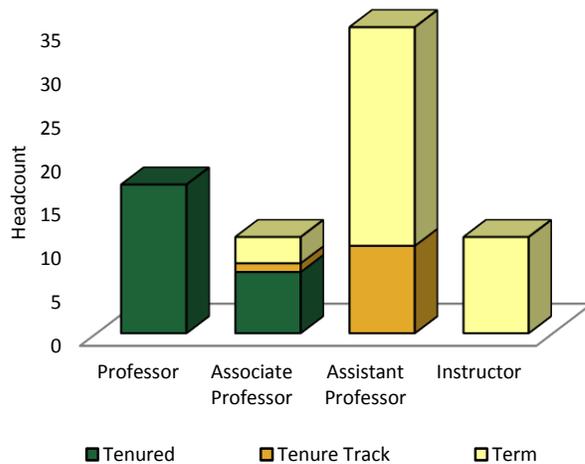
Reasons for leaving include:

- 41 resigned
- 20 retired; 1 was deceased
- 10 completed their contract
- 2 were terminated

Reasons for Faculty Departure FY 2017



Faculty Departure by Rank and Tenure



Twenty-four tenured faculty departed Mason in FY17: 15 retired, and 8 resigned due to a new job offer, and 1 was terminated. Eleven tenure-track faculty departed: 8 resigned due to a new job offer, 2 resigned to leave the area, and 1 resigned without a reason given. Thirty-nine term faculty departed: 12 resigned due to a new job offer, 10 completed contracts, 6 retired, 5 resigned to leave the area, 2 resigned due to a school/career change, 2 resigned without a reason given, 1 resigned due to home responsibilities, and 1 was terminated.

Fall 2017 Faculty

In the Fall 2017 semester, Mason employed 1,306 full-time instructional faculty members: 1,196* (92%) continuing faculty members and 110 (8%) new faculty members. Three percent of returning faculty received promotions, a slightly lower rate to the proportion of promotions in the recent past (4% in Fall 2016; 5% in Fall 2015; 6% in Fall 2014). Below is the faculty distribution across ranks.

Continuing Faculty

- 355 professors, 9 promotions
- 435 associate professors, 26 promotions
- 321 assistant professors, 5 promotions
- 85 instructors

New Faculty

- 8 professors
- 10 associate professors
- 81 assistant professors
- 11 instructors

*1,196 continuing faculty represent the 1,189 instructional faculty in both the Fall 2016 and Fall 2017 census files, plus seven faculty who were on LWOP in Fall 2016 (and not in census file) who have returned from LWOP and are present in Fall 2017 census file.

Undergraduate Student Retention and Graduation

Fall 2017

George Mason University

Office of Institutional Research & Effectiveness

To reach our ambitious degree completion goals outlined in the Strategic Plan, we must improve retention and graduation rates, promote timely degree completion, and meet enrollment targets. Informed by research and best practices in higher education, our efforts are focused on creating a student-centered institutional culture. Although student factors such as motivation and academic preparation affect student success, we are working to improve institutional characteristics that contribute to academic and social engagement critical to the student experience. Strategically, we are focused on addressing processes and policies that affect all students and, therefore, can buoy the success of all students.

Freshmen Cohorts

National data for retention and graduation rates normally focus on entering first-time, full-time, degree-seeking freshmen. First-time, full-time students make up 98.7% of Mason's Fall 2017 freshman class. Over the years, Mason has raised the profile of its entering freshmen cohorts and enacted various retention initiatives involving outreach to students, policy changes, and process improvements. Mason is currently examining several of its processes to enhance the student experience. Not only have we undertaken academic advising reform through the implementation of the Student Success Collaborative (SSC)-Campus, but also via work done through the iPass grant and future utilization of the Student Educational Planner, a tool that helps guide students in making good decisions about course combinations and sequences. Furthermore, initiatives such as the Student Experience Redesign and Mason Impact should result in increases students' retention and graduation rates.

First-Year Retention

The first-year retention rate is the percentage of first-time, full-time, bachelor's degree-seeking students enrolled in fall who returned for their second year. The Fall 2016 cohort retention rate is 87.8%, slightly higher than the 2015 cohort (up 0.3%). The rates vary when considering various demographic characteristics:

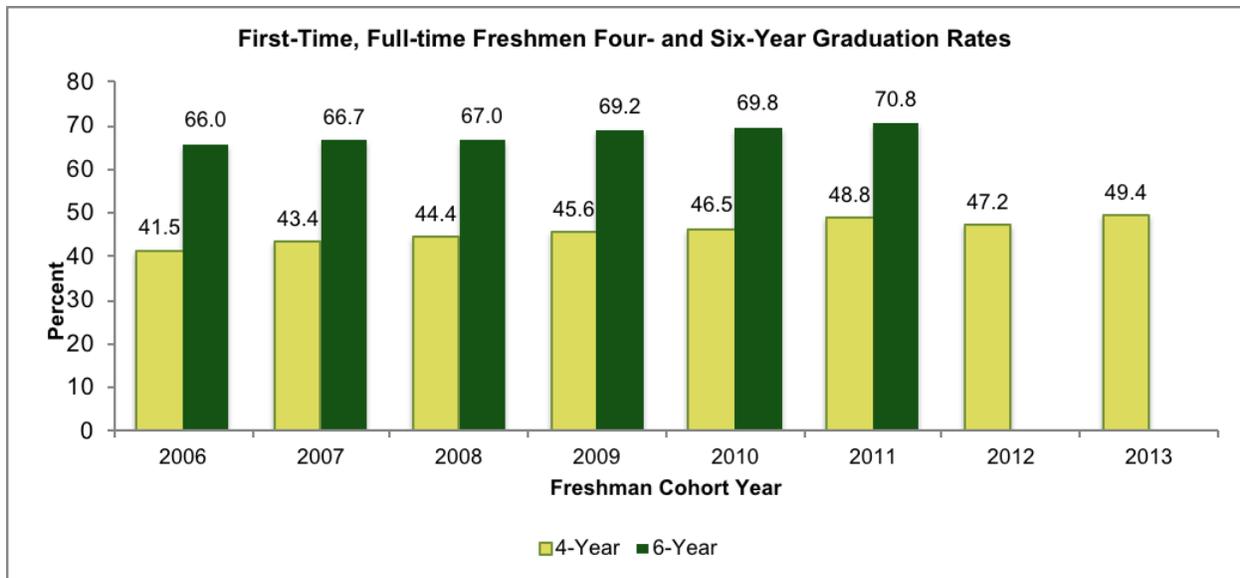
- Domicile: In-state 88.8%, Out-of-state 83.7%
- Gender: Female 88.9%, Male 86.6%
- Race/Ethnicity: Black 90.3%, Asian 91.4%, Hispanic 89.6%, White 85.7%, Two or More 87.2%, Hawaiian/Pacific Islander 75.0%, Other 83.3% (*Other includes Native Americans, Non-resident Aliens, and Unknown/Not Reported*)

The second-year retention rate (students returning for their third year at Mason) has decreased slightly to 81.1% (down 0.2%).

Four-Year and Six-Year Graduation Rates

The four-year graduation rate (100% of program length), a measure increasingly in the news, has risen from 30.9% for the 2000 cohort to 49.4% for the 2013 cohort, the most recent cohort for which four-year graduation rates are available. Mason's six-year graduation rate (150% of program length) has risen from 52.8% in 1998 to 70.8% for the 2011 cohort. Again, six-year graduation rates vary by demographic characteristics:

- Domicile: In-state 72.0%, Out-of-State 67.0%
- Gender: Female 76.1%, Male 64.8%
- Race/Ethnicity: Black 71.5%, Asian 74.6%, Hispanic 61.7%, White 71.2%, Two or More 67.7%, Hawaiian/Pacific Islander 90.9%, Other 69.6% (*Other includes Native Americans, Non-resident Aliens, and Unknown/Not Reported*)



Graduation Rates and Student Financial Need

The six-year graduation rate for the 2011 cohort of students receiving Pell Grants decreased two percentage point to 66.7%, while the rate for recipients of Subsidized Stafford Loans increased just over four percentage points to 70.0%. Students who received other aid had a six-year graduation rate of 74.8%, and students who did not receive any type of aid had a rate of 71.8%. Although the 2013 cohort of students receiving Pell Grants has a lower four-year graduation rate than the university average, 43.0% compared to 49.4%, the six-year rate of the 2011 cohort is comparable to the university average (66.7% compared to 70.8%).

Mason also has initiatives that focus on the success of first-generation college students. In the 2011 cohort, 65.9% of students who identified themselves as first-generation students graduated in six years compared to 72.2% of students who were not first-generation. Similar to Pell students, the 2013 Cohort four-year graduation rate for first-generation students of 46.7% is lower than the university average, but the gap between the two groups diminishes by the time of the six-year rate.

Part-time Freshmen

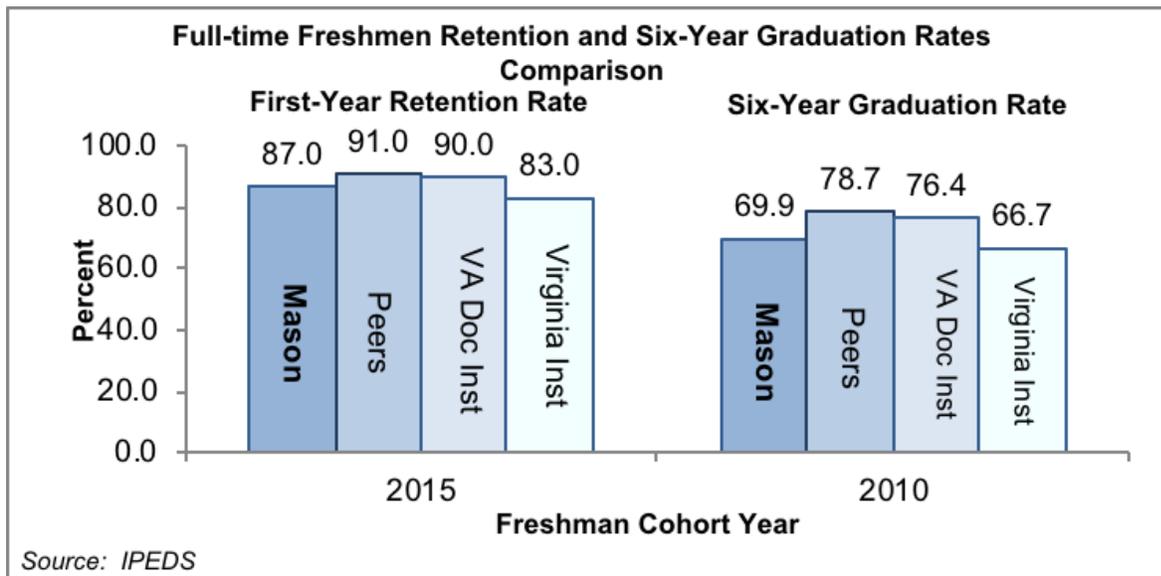
In Fall 2011, only 20 of Mason’s 2,665 First-time Freshmen began as part-time students. Of those, 30.0% graduated in six years.

Freshmen Cohort Comparison Data

The latest years for which institutional comparisons are available are Fall 2015 for cohort retention data and Fall 2010 for cohort graduation rate data. Mason’s first-year retention rate of 87% for the 2015 cohort is higher than the Commonwealth institutions’ average of 83%, though slightly lower than both its peer group¹ (91%) and the other Virginia research institutions’ average of 90%. Mason’s six-year graduation

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

rate of 69.9% is lower than both its peer group's average of 78.7% and the other Virginia research institutions' average of 76.4%, but higher than the Commonwealth institutions' average of 66.7%.



George Mason's student population differs from that of its peers in a number of ways. Of the 2015 first-time, full-time cohort, 47.9% 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), compared to an average of 37.4% at the other Commonwealth institutions, 36.8% at the Virginia research institutions, and 33.8% for the average of Mason's peer institutions. George Mason has a higher percentage of Pell Grant recipients (28%) in its 2015 cohort than the average across both the Virginia research institutions (21%) and its peer group (22%). The average for all Virginia institutions was 30%. Further, the academic measures for students at George Mason's peer institutions are considerably higher. For the 2015 cohort, Mason's SAT scores for the 25th percentile and 75th percentile were 1040 and 1250, respectively, while the comparable average scores for its peers were 1151 and 1365, respectively. With such a diverse student population, Mason has been particularly successful in retaining and graduating its under-represented student populations, a distinction that has been recognized in various national publications (e.g., *U.S. News*, *Education Trust*, *Change Magazine*).

Transfer Students

Mason has a significant transfer student population; therefore, monitoring the success of these students is very important. The Fall 2016 full-time transfer retention was 90.0% while the part-time retention was 78.4%. This results in an overall transfer retention rate of 87.6%. The four-year graduation rate for the transfer cohort that entered in Fall 2013 was 75.5% for the full-time students and 48.4% for the part-time students. This results in an overall transfer six-year graduation rate of 69.2%.

The majority of Mason transfer students come from the Virginia Community College System (VCCS). Of all the VCCS transfers that entered in Fall 2016, 88.4% returned the sequent Fall, while 90.9% of the full-time VCCS transfers were retained to their second year. The four-year graduation rates for all Fall 2013 VCCS transfers is 70.2%, while the full-time VCCS transfers have a four-year rate of 76.9%. The six-year graduation rate for Fall 2011 VCCS transfers is 78.9%, and the full-time VCCS transfers have a six-year graduation rate of 82.9%

As Mason strives to reach the goal of 100,000 degrees in ten years, moving students through the educational pipeline will require deliberate, ongoing efforts on the part of the university. For additional information on retention and graduation rates, visit the OIRE website at: https://irr2.gmu.edu/New/N_Persistence/index.cfm

Development Committee - March 1, 2018

George Mason University Board of Visitors

I. Development Committee Meeting Agenda

- A. BOV Development Committee Meeting Agenda 3-1-18

II. Call to Order

III. Approval of Minutes

- A. Board of Visitors Committee Meeting Minutes - DRAFT - October 12, 2017
- B. Board of Visitors Development Committee Meeting Minutes - DRAFT - December 13, 2017

IV. New Business

- A. GMUF Chair Report - Jay O'Brien
- B. Alumni Association Golden Anniversary Update - Chris Clark-Talley
- C. Honors College Presentation - Dean Zofia Burr
- D. Campaign and Advancement Report - Janet Bingham

V. Old Business

VI. Adjournment

**George Mason University
Board of Visitors**

**Development Committee Meeting
March 1, 2018**

Time to be advised

Merten Hall, Room to be advised, Fairfax Campus

A G E N D A

I. Call to Order

II. Approval of Development Committee Meeting Minutes from October 12, 2017 and December 13, 2017 (ACTION ITEM)

III. New Business

- A. GMUF Chair Report – Jay O’Brien
- B. Honors College Presentation – Dean Zofia Burr
- C. Alumni Association Golden Anniversary Update – Chris Clark-Talley
- D. Campaign and Advancement Report – Janet Bingham

IV. Old Business

V. Adjournment

**George Mason University
Board of Visitors**

**Development Committee Meeting
October 12, 2017
10:25 a.m. – 11:25 a.m.
Merten Hall, Room 1203, Fairfax Campus**

Meeting Minutes

Attendees: Chair Jimmy Hazel, Visitor Lisa Zuccari

Absent: Visitor Tracy Schar, Visitor Wendy Marquez

Additional Attendees: Rector Tom Davis, President Angel Cabrera, Vice President Janet Bingham, Faculty Senate Representative Keith Renshaw, Faculty Representative Alan Abramson, Faculty Representative June Tangney Student Representative David Kanos, Student Representative Andre Quillen, GMUF Board of Trustees Chair Jay O'Brien

I. Call to Order

The meeting was called to order by Chair Jimmy Hazel at 10:25 a.m.

**II. Approval of Development Committee Meeting Minutes from May 11, 2017
(ACTION ITEM)**

Chairman Hazel called for a motion to approve the meeting minutes from May 11, 2017. A **MOTION** was made, **SECONDED**, and the **MOTION CARRIED UNANIMOUSLY BY VOICE VOTE**.

III. New Business

A. GMUF Chair Report – Jay O'Brien

Jay O'Brien, Chairman of the George Mason University Foundation Board of Trustees, delivered an update regarding activities of the Board of Trustees. Worthy to note.

- With our new investments advisors we continue to strengthen and sustain your healthy growth.
- Our new spending methodology is fully implemented.
- We continue to attract high quality trustees with a focus on diversity.

- We are increasing our efforts to create and maintain reserves for the Foundation.
- The Foundation contributed \$65.9 million to Mason over the last fiscal year, an increase over the previous year of \$55.2 million.

B. Campus Naming Opportunities – Kathleen Diemer

Ms. Kathleen Diemer, Executive Director of Donor Relations and Communications in the Office of Advancement and Alumni Relations, gave a report on current campus naming opportunities and reviewed a list of available named gifts.

C. Planned Giving – Susan Van Leunen

Ms. Susan Van Leunen, Chief Financial Officer for the George Mason University Foundation, gave an update on various planned giving vehicles.

D. Campaign and Advancement Report – Janet Bingham

- Dr. Janet Bingham provided an update on University Advancement and Alumni Relations activities. The current campaign total to date is \$529.4 million. We are just short of \$53 million.
- Dr. Bingham introduced Ms. Mercedes Price, the new Director of Corporation and Foundation giving.

IV. Old Business

There was no old business.

V. Closed Session

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

There was no closed session.

VI. Adjournment

The meeting was adjourned 11:20 a.m.

Respectfully submitted,

Naomi Arlund
Secretary, pro tem

**George Mason University
Board of Visitors**

**Development Committee Meeting
December 13, 2017
10:35 a.m. – 11:25 a.m.
Merten Hall, Room 1203, Fairfax Campus**

Meeting Minutes

Attendees: Vice Chair Lisa Zuccari

Absent: Chairman James W. Hazel, Visitor Tracy Schar, Visitor Wendy Marquez

Additional attendees: Rector Tom Davis, Visitor Jon Peterson, Visitor David Petersen, President Ángel Cabrera, Vice President Janet Bingham, Faculty Senate Representative Keith Renshaw, Faculty Representative June Tangney, Faculty Representative Alan Abramson, Student Representative David Kanos, GMUF Board of Trustees Chair Jay O'Brien.

I. Call to Order

The meeting was called to order by Vice Chair Lisa Zuccari at 10:36 a.m.

**II. Approval of Development Committee Meeting Minutes from October 12, 2017
(ACTION ITEM)**

A quorum was not met. Approval of the minutes from October 12, 2017, will be deferred until the March 1, 2018, meeting.

III. New Business

A. GMUF Chair Report – Jay O'Brien

Mr. Jay O'Brien, Chairman of the George Mason University Foundation Board of Trustees, delivered an update regarding activities of the Board of Trustees.

- The foundation has reviewed the endowment 3rd quarter and is slightly above benchmark.
- The foundation is about to close on the long-term refinance of the Potomac Heights dormitory.
- Board engagement is strong. The foundation is reviewing new board member candidates with a focus on member diversity and expertise.
- The lawsuit brought by Transparent GMU has been largely dismissed, but will go to trial on the issue concerning FOIA on April 24, 2018.

B. Fundraising Priorities – College of Health and Human Services – Dean Germaine Buck Louis

Dean Louis discussed her educational and professional background and covered the fundraising goals and priorities for the College of Health and Human Services. The college is working on its visionary planning with an emphasis on health care across the life span, both locally and globally. The college wants to further develop its research centers for students and faculty.

C. Fundraising Priorities – School of Business – Dean Maury Peiperl

Dean Peiperl discussed the fundraising goals and priorities for the School of Business. The dean discussed the school's current imperatives of defining its brand and reputation; differentiating itself with thought leadership; interdisciplinary and boundary-spanning problem solving; lifelong learning and a stronger identity and infrastructure.

D. Campaign and Advancement Report – Janet Bingham

Dr. Janet Bingham provided an update on University Advancement and Alumni Relations activities. Mason has one year left in the “Faster, Farther” \$500 million campaign. Total raised to date is \$533 million and we will continue to push higher until the campaign closes December 2018. We encourage visitors to make their gifts to the campaign if they haven't done so already. There are many naming opportunities on all campuses.

Rector Tom Davis called on the university to increase its efforts on behalf of alumni outreach, engagement and giving. A significant investment and allotment of funds is needed in this area of operations.

IV. Old Business

No old business was discussed.

V. Adjournment

There being no further business, the meeting was adjourned at 11:35 a.m.

Research Committee BOV March 1, 2018

I. Agenda for March 1, 2018

- A. BOV Research Committee March 1, 2018 Final Agenda - Page 2

II. Call to Order

III. Approval of 12/13/2017 Minutes

- A. Draft of 12/13/2017 Minutes - Page 3
- B. Attachment #1 Presentation by Dr. Deborah Crawford - Page 8
- C. Attachment #2 Presentation by Dr. Ali Andalibi - Page 21

IV. New Business

- A. Status Report on the Research Enterprise
 - 1. Performance Indicators
 - 2. GGBRI Update
 - 3. Cyber X Initiative
- B. Secure Computing and Data Stewardship

V. Old Business

VI. Adjournment

**GEORGE MASON UNIVERSITY
BOARD OF VISITORS**

**Research Committee Meeting
March 1, 2018
Merten Hall 1204**

DRAFT AGENDA

- I. Call to Order
- II. Approval of Minutes (**ACTION ITEM**)
 - A. Meeting minutes for December 13, 2017
- III. Status Report on the Research Enterprise
 - Performance Indicators
 - GGBRI Update
 - Cyber X Initiative
- IV. Secure Computing and Data Stewardship
- V. Adjournment

**GEORGE MASON UNIVERSITY
BOARD OF VISITORS**

Research Committee Meeting

December 13, 2017

Merten Hall Room 1204

Fairfax Campus

DRAFT Meeting Minutes

Present: Chairman-Mahfuz Ahmed, Vice President Dr. Deborah Crawford Provost S. David Wu; Visitors Horace Blackman, Anjan Chimaladinne; Claire Dwoskin, Shawn Purvis, Bob Witeck; Faculty Senate Chair Keith Renshaw; Student Representative Andrew Quillen; Faculty Representatives Christy Esposito-Smythers, Bijan Jabbari; Guest Presenter Ali Andalibi

Absent: Rector Tom Davis, President Àngel Cabrera; Visitors Anjan Chimaladinne, Nancy Gibson Prowitt; Faculty Senate Chair Keith Renshaw; Faculty Representative; Student Representative David Kanos

I. Meeting called to order by Chairman Ahmed at 10:35am, approval of October 12, 2017 meeting minutes motioned by Chairman Witeck, seconded by Chairman Dwoskin approved by Chairman Ahmed.

II. Announcements

A. Dr. Deb Crawford reported on the draft distributed to the Board of the updated Strategic Plan, and briefly outlined goals 10 and 11 (Elevate Research and Research of Consequence) in the draft.

B. Dr. Aurali Dade reported on Mason's efforts to comply with new federal regulations around Controlled Unclassified Information. Under the leadership of Mason's ITS group and with the assistance of experts at Slait Consulting, the university is working diligently towards meeting the DoD's CUI compliance rule by January 1, 2018.

III. New Business: Presentations by Drs. Deborah Crawford and Ali Andalibi

A. Dr. Deborah Crawford presented on the SCHEV commissioned report, Research Asset Assessment Study for the Commonwealth of Virginia and TEComony. (Attachments #1)

1. Chairman Ahmed questioned how does industry have strong performance in these areas?
 2. Visitor Witeck discussed defense budget is to boom in areas of cybersecurity and curious of the report reflecting on cases on the West coast.
- B. Dr. Ali Andalibi presented on Mason's efforts to translate research outcomes into products and services that generate economic growth through programs such as the National Science Foundation's I-Corps award, Small Business Innovation Research (SBIR) and Small Business Technology Transfer (STTR).
(Attachment #2)
- IV. Closed Meeting under Code of Virginia Section 2.2-3711.A.9 for fundraising activities, grants, and contracts. (Attachment #3) Seconded by Visitor Claire Dwoskin.

Chairman Mahfuz Ahmed called for a motion to go into Closed Session. Visitor Dwoskin MOVED that the Research Committee go into Closed Session under the provisions of Section 2.2-3711.A.7 for Consultation with Legal Counsel, Section 2.2-3711.A.9 to discuss fundraising activities, grants, and contracts. The motion was SECONDED by Visitor Dwoskin.

MOTION CARRIED UNANIMOUSLY BY VOICE VOTE

Visitor XXX MOVED that the Research Committee 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 Visitor Dwoskin.

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

V. Adjournment

Chairman Ahmed motioned to adjourn meeting, seconded by Visitor XXX.
Chairman Ahmed adjourned the meeting at XXX am/pm.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "Jocelyn L. Hanly". The signature is written in a cursive, flowing style.

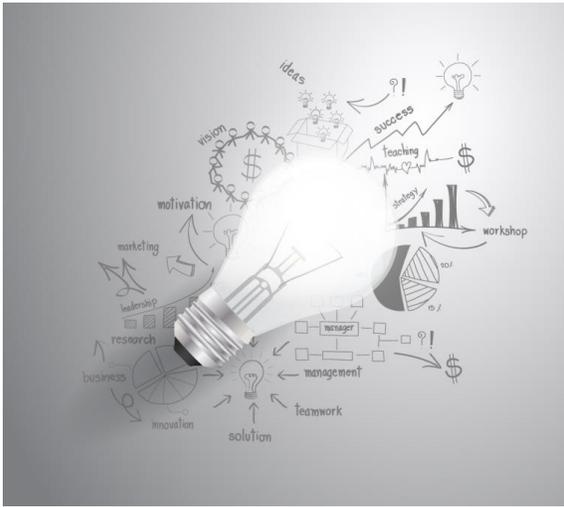
Jocelyn L. Hanly
Research Committee Secretary Pro Tem

Attachment #1: Presentation slides by Dr. Deborah Crawford

Attachment #2: Presentation slides by Dr. Ali Andalibi

Attachment #3: Presentation slides by Dr. Deborah Crawford (Closed Meeting)

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Examining Virginia's Innovation Economy

Deborah Crawford
BOV Research Committee
December 13, 2017

Innovation – a Definition

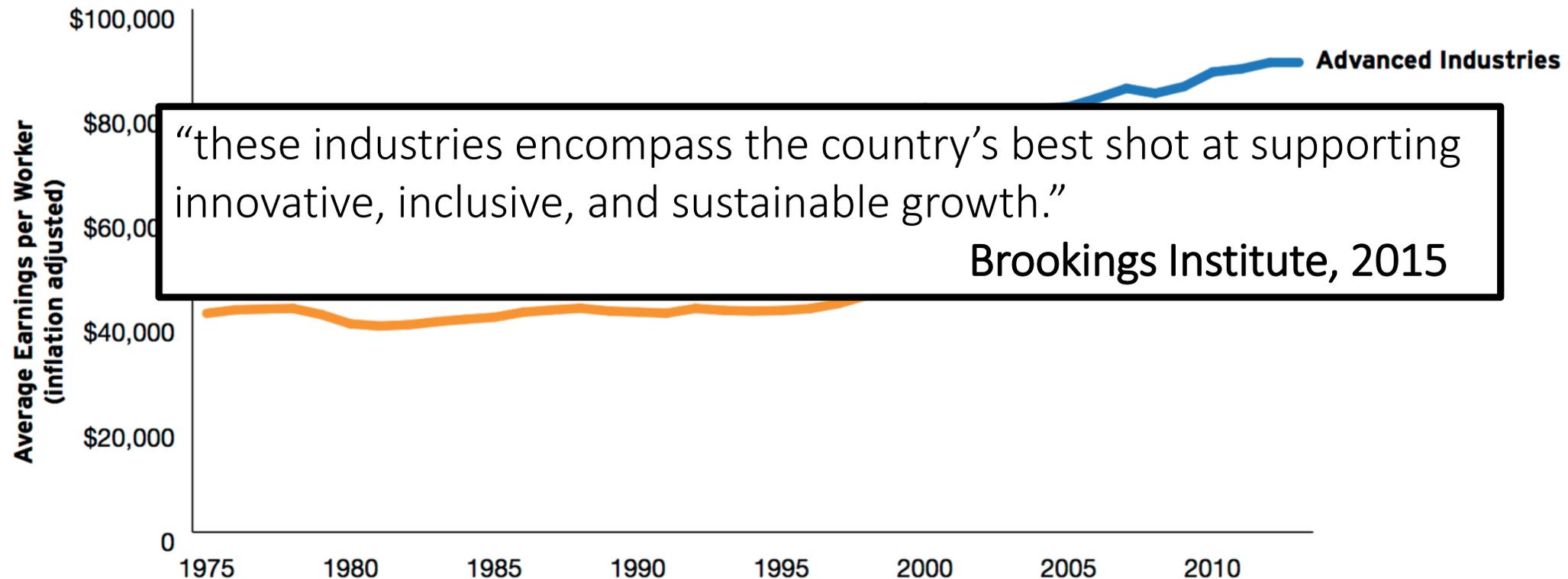


“the design, invention development and/or implementation of new or altered products, services, processes, systems, organizational structures, or business models for the purpose of creating new value for customers and - financial returns for the firm”

Advanced Industries Create Innovation Economies

Since 1975, average earnings in advanced industries have increased almost five times as fast as those in the overall economy

9 percent of total U.S. employment; 17 percent of GDP more than any other sector



“these industries encompass the country’s best shot at supporting innovative, inclusive, and sustainable growth.”

Brookings Institute, 2015

National Progress in Advanced Industries

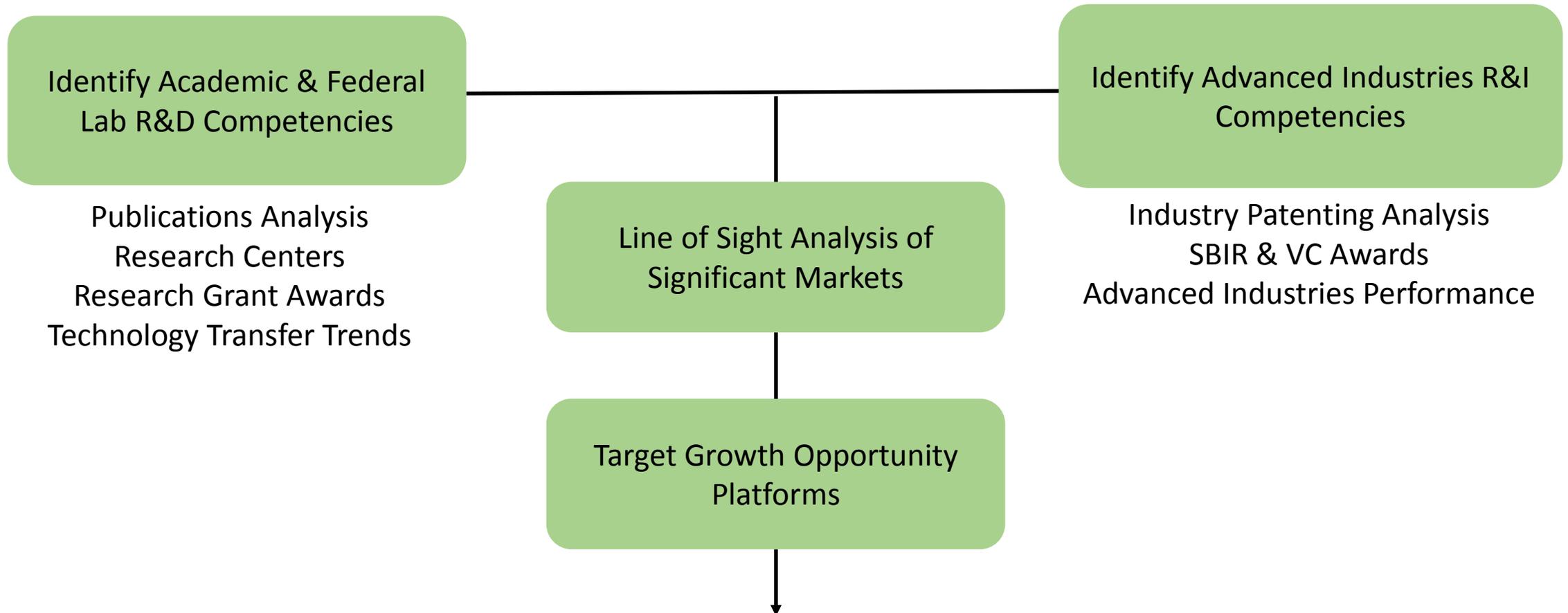
- Continued expansion between 2013 and 2015
- 14% of industries (7 in total) accounted for more than 60% of US growth
 - Digital services (4)
 - Auto manufacturing (3)
- Geographic distribution of advanced industries performance grew more uneven
 - 41 of largest 100 metros showed strong growth
 - 59 saw output or employment slow
- Trends reveal the value and evolving distribution of advanced economic activity
- Demonstrated need for federal and state-local strategies focused on boosting growth and broadening reach.

Commonwealth of Virginia Innovation Assessment

In August 2017, SCHEV/VRIC engaged **TEconomy Partners** to:

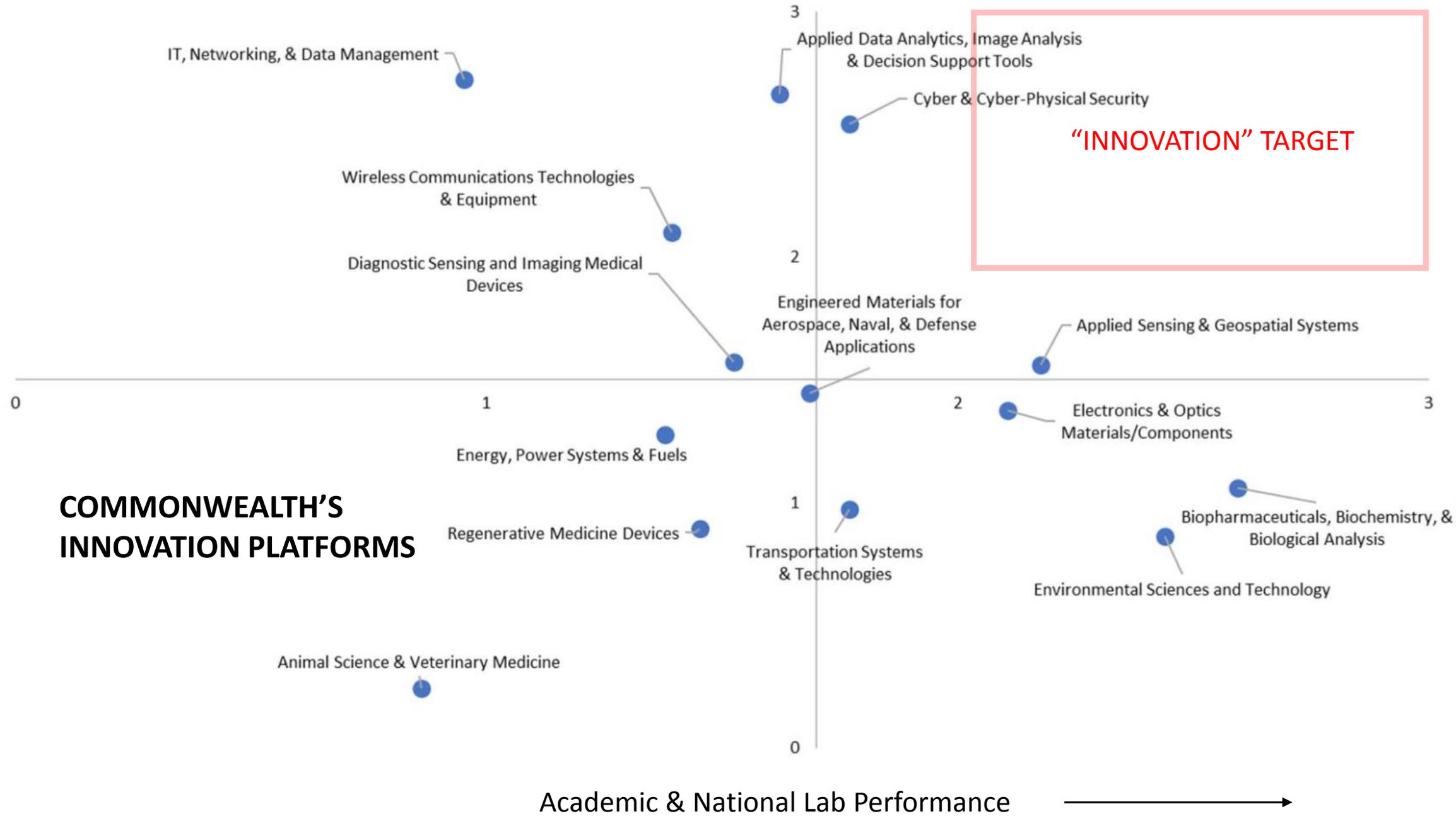
- Evaluate Virginia's performance re. commercialization of academic R&D
- Assess Virginia's future opportunities and capacities for commercializing academic R&D to bolster advanced industries performance
- Develop recommendations regarding where and how the Commonwealth should direct its resources to accomplish its innovation economy mandate

TEconomy Partners Approach

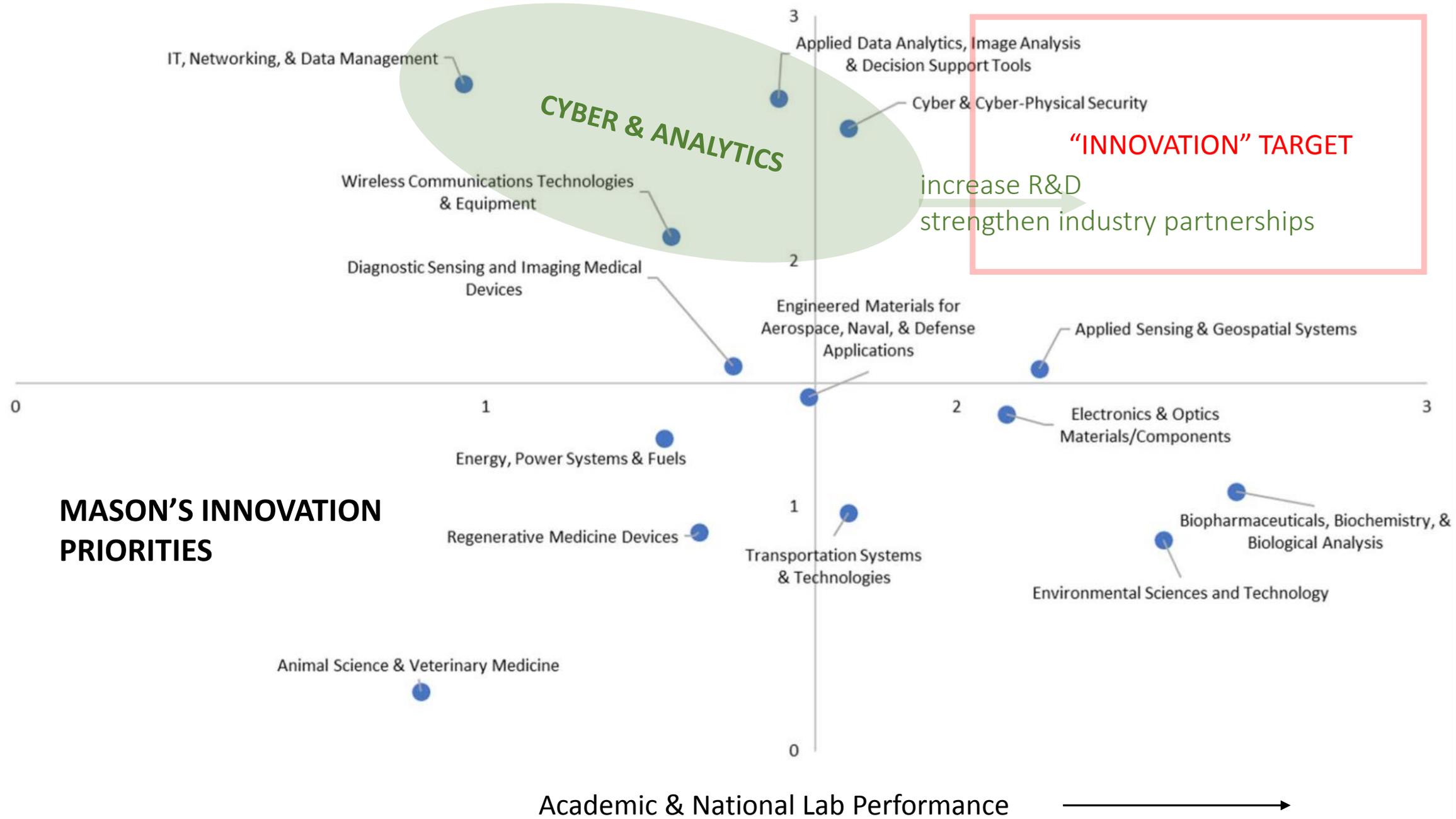


The Commonwealth's Differentiating Innovation Potential

Advanced Industry Performance ↑

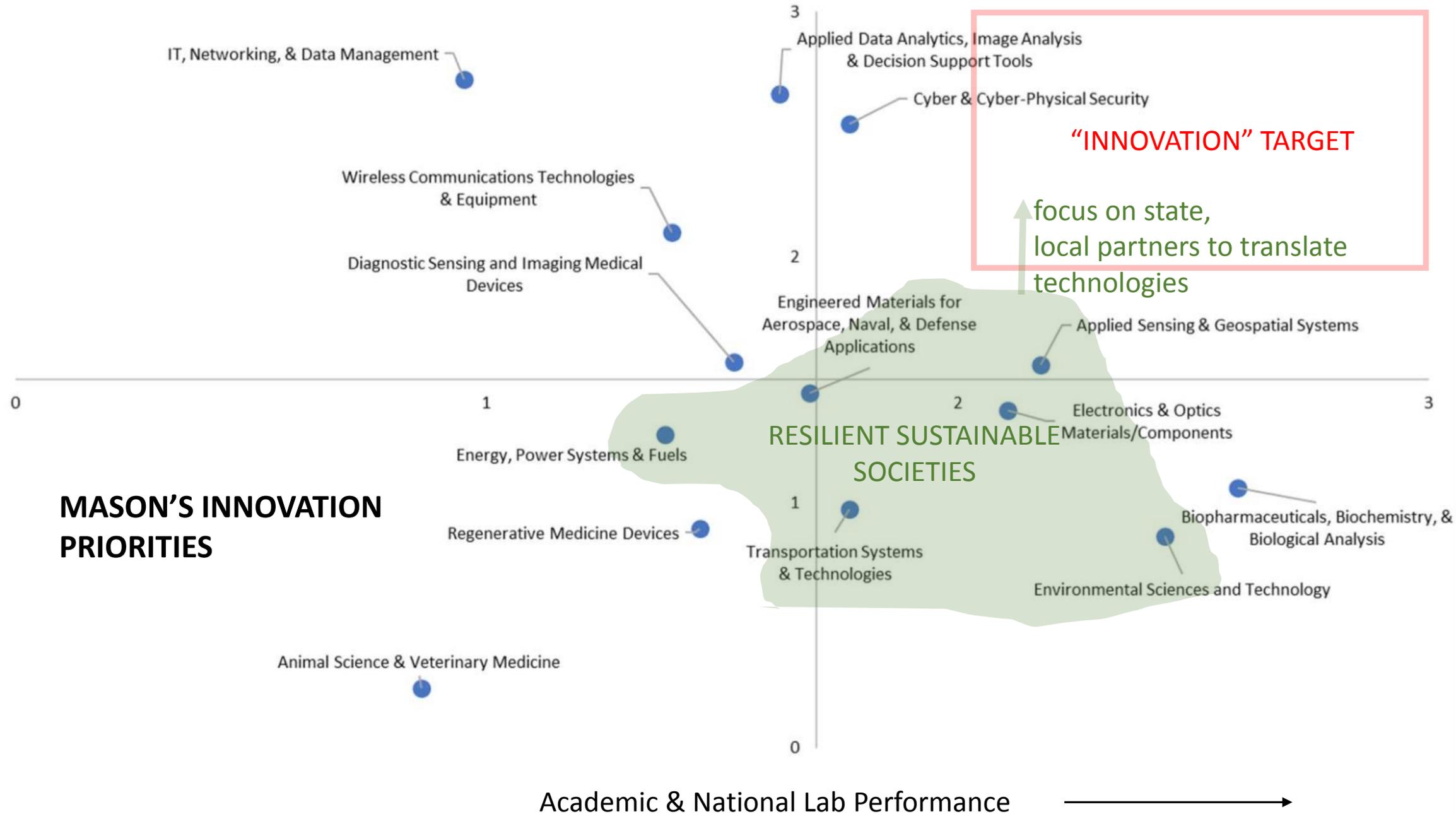


Advanced Industry Performance ↑

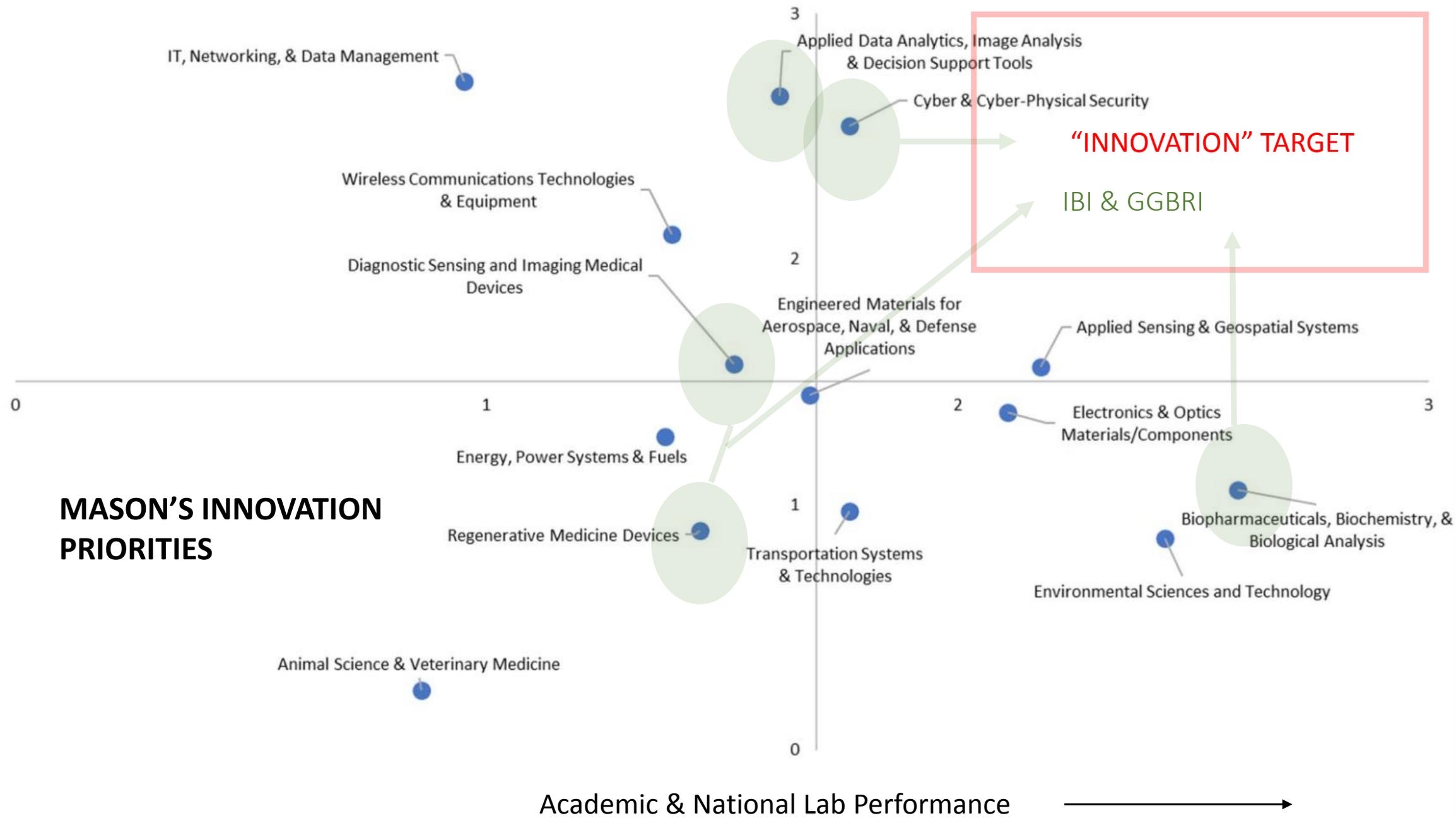


Advanced Industry Performance ↑

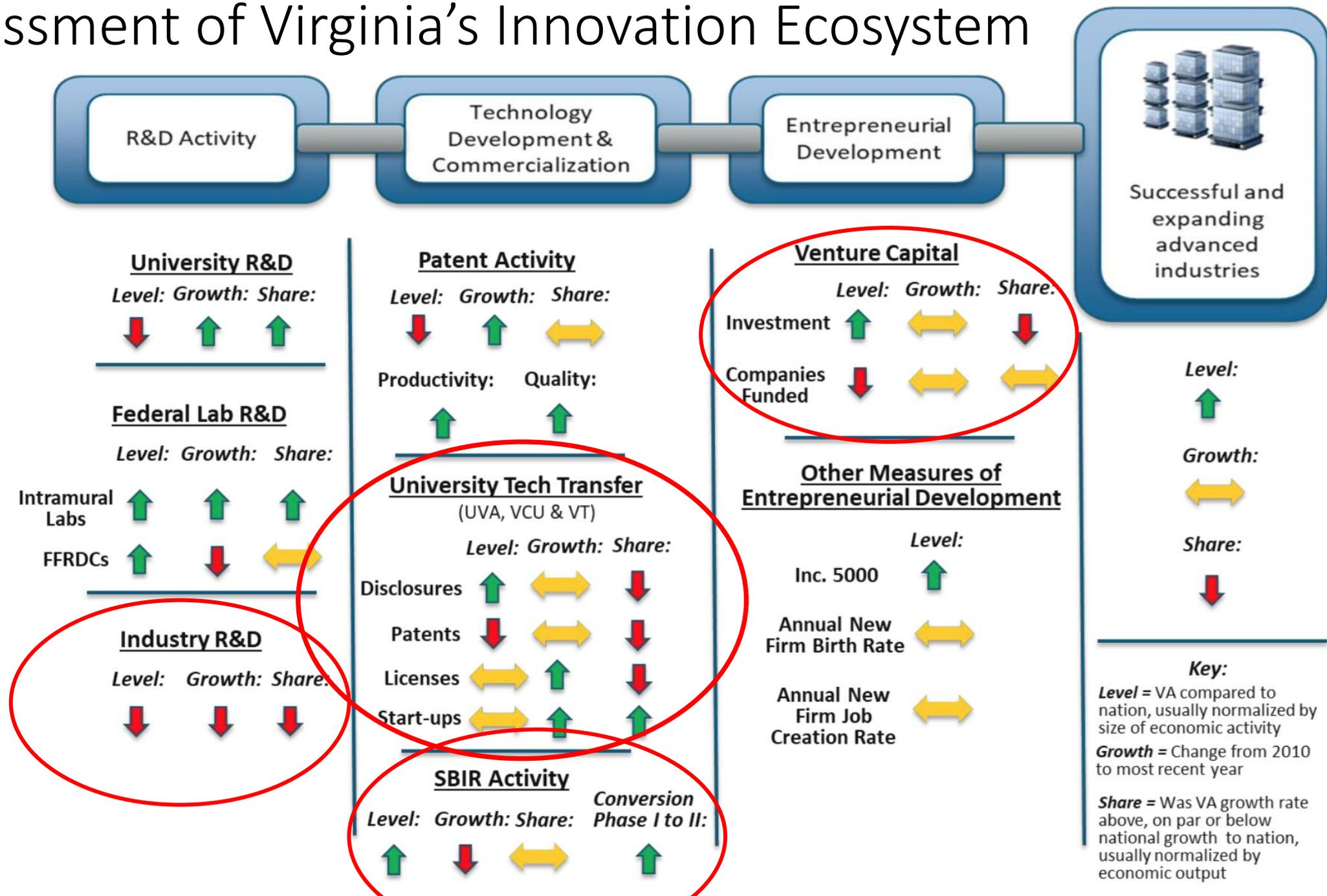
MASON'S INNOVATION PRIORITIES



Advanced Industry Performance ↑



Assessment of Virginia's Innovation Ecosystem



Virginia has a sizeable base of innovation-led assets

- \$ 10.5 billion in total research funding in 2015
- 3,354 patents awarded to Virginia innovators in 2016
- \$ 2.1 billion in VC expenditures for emerging companies in 2016
- 447,713 jobs in advanced industries in 2016

Virginia not performing well in innovation-led development through recent period of economic growth

- Total R&D funding lower in 2015 than 2010 – Virginia declined by 6.3% while US grew by more than 17%
- VC growth not keeping pace and lower share of seed and early stage capital investments
- Advanced industry growth well off national pace, including for nearly all of Virginia's major advanced industries

Business as usual will not work – Virginia needs a new way forward in innovation-led development

- Better position Virginia industry for commercial product-led innovation in target growth opportunity areas
- Strengthen university translational research and development capacity
- Address the disconnect between university research and Virginia-based company innovation
- Shore up Virginia's entrepreneurial development system to generate more shots on goal and high-growth companies

Coming Up Next

- Mason's Innovation-led Development Initiatives; ICorps, SBIR, STTR, MEC
- New Business Opportunities (closed session)

Innovation and Entrepreneurship - Translating Research outcomes into Products and Services that Generate Economic Growth

Ali Andalibi, PhD

Associate Dean for Research, College of Science

December 13, 2017

BOV

Innovation – a Key Element of Prosperity

- Innovation has driven long-term economic growth in America.
- American universities are the main catalyst for knowledge-based economic growth and a source of competitive advantage:
 - They create a skilled workforce
 - Through R&D and tech-transfer help create new technologies and new industries.



Universities are the Engines of Innovation

- Regional economies benefit tremendously from the knowledge created in universities.
- Universities are suppliers of discoveries and ideas whose path to commercialization in the form of spinoffs, or through licensing to established firms, help develop a local innovation ecosystem.
- The local R&D environment and culture are essential to the development of local innovation ecosystems AND universities are often the biggest R&D centers within a given region.
- Universities drive the creation of:
 - Technology-based clusters.
 - The entities that support the clusters.
 - Partnerships with the entities of the local technology cluster

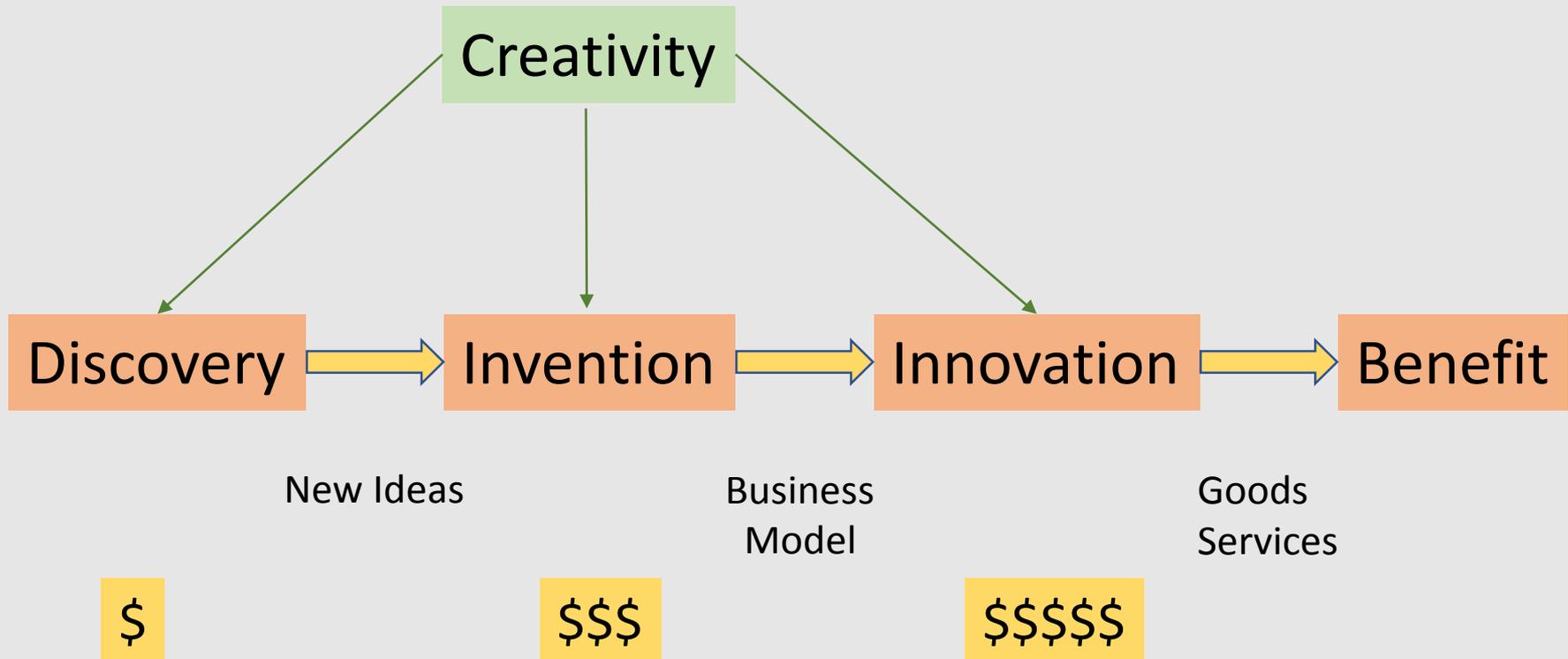


Innovation – the Stanford Example

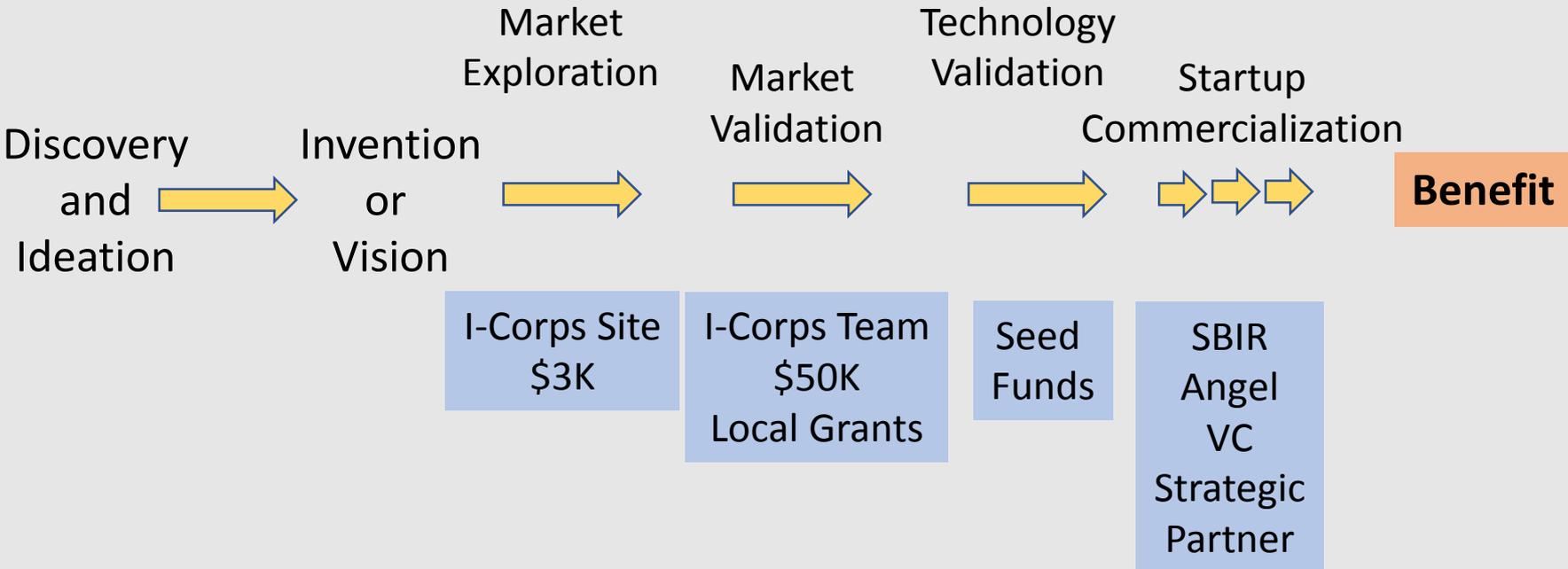
- Nearly 40,000 companies can trace their roots to Stanford since the 1930s.
- Together, these companies have created 5.4 million jobs and globally generated revenues in excess of \$2.7 trillion!



The Steps of Success



Technology Commercialization



Mason – An Engine of Innovation for our Region and for Virginia

- Mason’s innovation and entrepreneurship infrastructure serves many inside the university and in our broader community:
 - Mason Faculty, Graduate Students and Postdoctoral Scholars
 - Using targeted Lean-based programs, the I-Corps Site prepares them for participating in national I-Corps programs and positioning them to win SBIR awards and funding from CIT and private investors/funds.
 - Mason Undergraduate and Professional Student Innovators
 - I-Corps Site provides teaching in Lean Startup methodologies to help nurture new ideas and new entrepreneurs in business, law, education and other disciplines
 - Unaffiliated Northern Virginia Entrepreneurs
 - Mason’s Small Business Development Center (SBDC) network, community-focused specialty entrepreneurship support programs, and our partners, support unaffiliated entrepreneurs in diverse activities, including Lean.
 - Underserved Community Entrepreneurs
 - Veteran, women and minority business creators.

I-Corps Sites

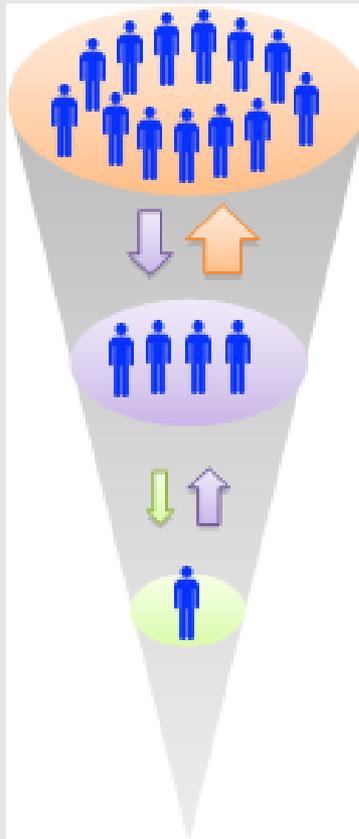
- I-Corps Sites are single-institution efforts to support innovation locally.
 - They nurture and support multiple, local teams to transition their technology concepts into the marketplace.
 - The Sites provide infrastructure, advice, resources, networking opportunities, training and modest funding to enable groups to transition their work into the marketplace or into becoming I-Corps Team applicants.
- The NSF I-Corps Sites program enables academic institutions to catalyze teams whose technology concepts are likely candidates for commercialization.
 - The make-up of teams at the Sites is modeled after the composition of I-Corps Teams, and training at the Sites shares the principles of the I-Corps Curriculum
- With the support and mentorship of the Sites, the teams will learn first-hand about entrepreneurship and explore the transition of their ideas, devices, processes or other intellectual activities into the marketplace.
- **Mason was recently the recipient of the NSF I-Corp Site grant (\$500K over 5 years) and is now an I-Corps Site.**



The Mason I-Corps Impact Within and Beyond Mason

- We will use the Lean Startup methodology to support I-Corp teams with the following objectives:
 1. Maximize entrepreneurial education and cross-disciplinary activities across the broadest audience.
 2. Aid teams in identifying and addressing key business issues.
 3. Provide mechanisms to deploy and allocate resources to the best commercialization opportunities.
- The tracks for potential teams will be:
 1. Commercialization - focused on faculty and graduate-level student researchers moving towards I-Corps, SBIRs and venture funding,
 2. Student Entrepreneurial Education and Business Launch Pad - for student startups, social entrepreneurship and underserved community participants
 3. Northern Virginia Community Entrepreneurship – to aid startups and entrepreneurs within our region.

Mason's I-Corps Site Lean Dynamic Funnel



Stage 0 (Exploration): We anticipate hundreds of participants and tens of teams formed. Participants will avail themselves of entrepreneurship education opportunities available at Mason. The goal of this stage is to bring the business proposition into focus.

Stage 1 (Conceptualization): teams formed in Stage 0 can compete for I-Corps awards of up to \$3000 (\$2700 average) to carry out initial customer interviews and perform preliminary analysis of the IP, competitive and regulatory landscapes.

Stage 2 (Execution): The most commercially viable projects will be chosen from Stage 1 and provided with additional resources , including the application of additional resources to continue their progress at Mason or potentially as part of an NSF/DC I-Corps Node Cohort.

Office of Technology Transfer (OTT)

- OTT is the first stop for Mason's faculty researchers when they make significant research and discovery breakthroughs in their labs.
- OTT works with faculty researchers to patent and license their intellectual property, and helps to assess the commercial market opportunity for non-patentable inventions.
- OTT has been involved in the launch of over 70 companies at Mason

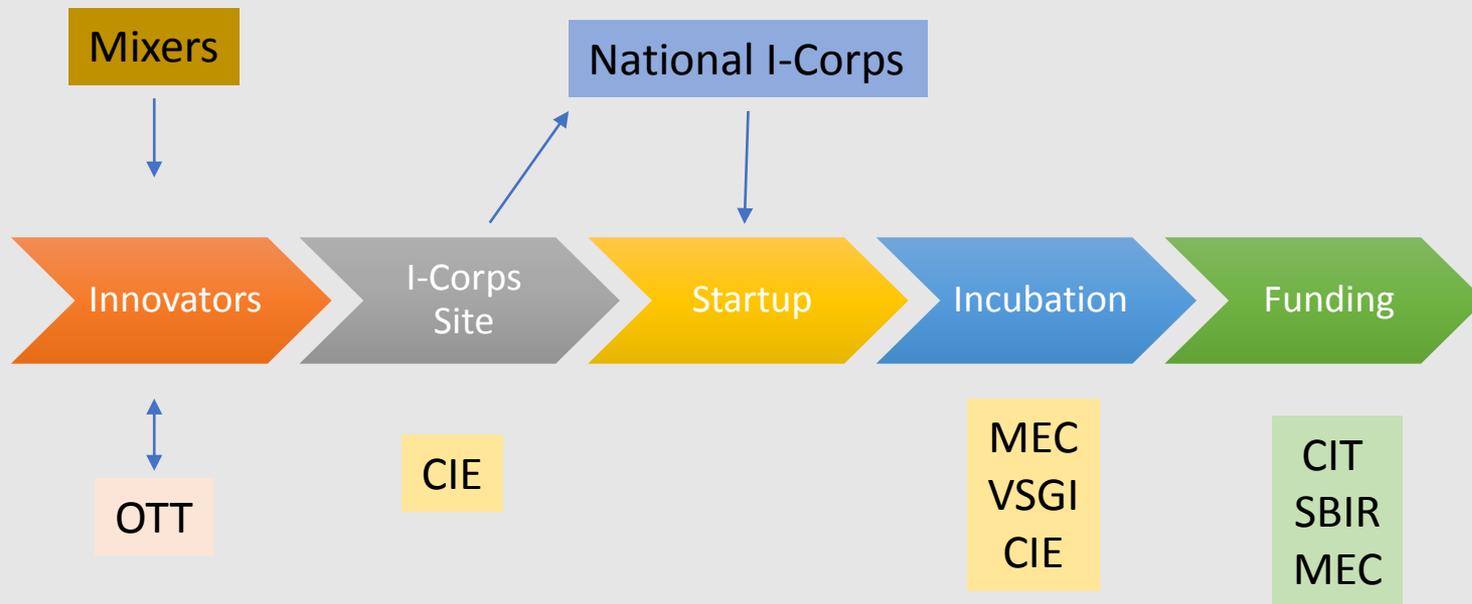
The Center for Innovation and Entrepreneurship (CIE)

- Each year, nearly 2000 participants are engaged with CIE offerings.
- The elements in CIE's mission are:
 - Engage students, alumni, faculty, staff and community members who are building and growing new ventures.
 - Drive the growth of the regional entrepreneurial ecosystem.
 - Develop experiential learning opportunities to complement what is learned in the classroom
- CIE programs include:
 - Startup Mason - open to all students, alumni, faculty/staff and community members to discuss all things related to startups
 - Mason Innovation Lab – provides physical space, a community, help with startup expenses, and a Lean Startup based process to support and accelerate teams of Mason innovators and entrepreneurs
 - MIX@InnovationHall/Fenwick – a space dedicated to the Maker Movement
 - Deans' Business Plan Competition – an annual event, involving multiple colleges, held each spring, that is open to students and alumni from across Mason

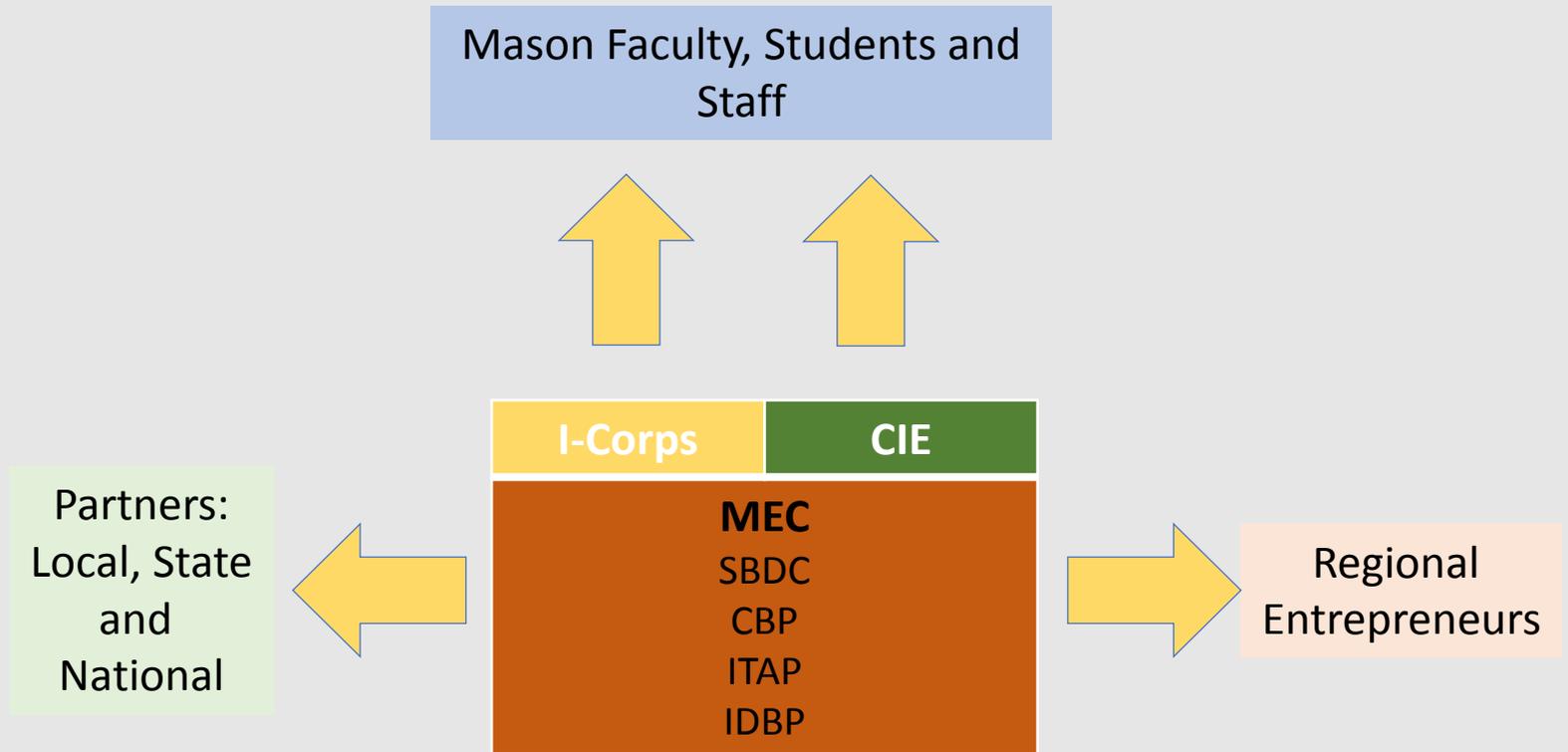
Mason Enterprise Center (MEC)

- MEC programs include:
 - Small business incubators in Fairfax, Leesburg and Fauquier - offer office space, counseling and support services.
 - Virginia Small Business Development Center (SBDC) Network - the largest provider of customized counseling and education for small businesses in Virginia.
 - Community Business Partnership (CBP) is a Mason-affiliated non-profit 501(c)(3) organization that provides training and support to those seeking to build successful small businesses. It is targeted towards women, minorities, veterans and low-to-moderate income individuals.
 - Procurement Technical Assistance Program (PTAP) is a collaborative effort of the Defense Logistics Agency and George Mason University to provide assistance to increase contracting and sub-contracting activity among small businesses, prime contractors, and federal, state and local governments.

An Interconnected Network



The Mason Impact



GMU's Approach to Innovation

- Recognize that there are many opportunities:
 - Patenting for licensing and startup creation (does not work for every technology category)
 - Development of industry-specific workforce curricula,
 - Industry-sponsored research, and in certain cases technology consulting are all opportunities to attract new sources of revenue.
 - Providing technical assistance outside of patenting.
- Perform research with a commercial goal:
 - Technology push rarely works – the pull of the market is a far better gauge of potential success
 - Working with the needs of industry in mind enhances the chances of commercial success.
- Actively seek industry partnerships:
 - Not being just focused on invention disclosures and patents (which are inputs, not outputs, to commercialization).
- Be responsive to industry:
 - Understanding that the speed of business is different and that to be effective partners we need to be agile in all our interactions with industry.
- Be a regional powerhouse:
 - Understanding that the university does not exist in a vacuum, but part of an innovation ecosystem.



Mason Startup Success Stories

<p>Ceres Nanosciences</p>	<p>Ceres Nanosciences Inc. is a privately held life sciences company engaged in the research, development, and commercialization of innovative sample preparation products and diagnostic tests, based on its proprietary Nanotrap[®] technology, which captures, enriches and preserves analytes/biomarkers. Ceres has a broad product pipeline of advanced sample collection technologies and diagnostics. Ceres' lead product is a direct antigen test for the diagnosis of Lyme disease, which is now available commercially as a Laboratory Developed Test.</p> <p>In January 2017, Ceres closed on the first \$3m of a \$9m Series A round of financing led by Boston-based GreyBird Ventures. (ceresnano.com)</p>
<p>Invincea</p>	<p>Sophos, a world leader in network and endpoint security acquired Invincea's core technologies of anti-malware protection for \$100m plus up to \$20m, dependent on first-year revenues.</p>

Thank you!

Questions?



Finance and Land Use Committee - March 1, 2018

Call to Order

Finance and Land Use Committee Agenda - March 1, 2018

Approval of Minutes for December 13, 2017 (ACTION)

Finance & Land Use Minutes December 13, 2017

Strategic Matters

FY 2018 Financial Update and Preliminary FY 2019 Budget

FY 2018 Financial Update and Preliminary FY 2019 Budget

Room and Board Rates, FY 2019 (ACTION)

Room and Board Rates, FY 2019 (ACTION)

Debt Policy Compliance (ACTION)

Debt Management Policy: Annual Review and Updates to 2014
Policy (ACTION)

Debt Management Policy - 2018 Update

Resolution: Debt Management Policy Compliance

Human Resources and Payroll Update

Human Resources and Payroll Update

Adjournment

Appendix - Capital Projects Review

Appendix - Capital Projects Review

**GEORGE MASON UNIVERSITY
BOARD OF VISITORS**

**Finance and Land Use Committee Meeting
March 1, 2018**

AGENDA

- I. Call to Order
- II. Approval of Minutes for December 13, 2017 (**ACTION**)
- III. Strategic Matters
 - A. FY 2018 Financial Update and Preliminary FY 2019 Budget
 - B. Room and Board Rates, FY 2019 (**ACTION**)
 - C. Debt Policy Compliance (**ACTION**)
- IV. Human Resources and Payroll Update
- V. Adjournment

Appendix: Capital Projects Review

GEORGE MASON UNIVERSITY
FINANCE & LAND USE COMMITTEE
BOARD OF VISITORS

MINUTES

December 13, 2017

9:30 – 10:30 a.m.

Merten Hall, Room 1201, Fairfax Campus

PRESENT: Chairman Peterson; Vice Chairman Petersen; Visitors Blackman, Cumbie, Witeck; Senior Vice President Davis; Interim Vice President Strike; Faculty Senate Chair Renshaw; Faculty Representatives Gallay, Houser; Student Representatives Kanos, Quillen; Secretary *pro tem* Wilson.

I. Call to Order

Chairman Peterson convened the meeting at 9:31 a.m.

II. Approval of Minutes

Chairman Peterson announced a quorum, then requested a **MOTION** to approve the minutes of the October 12, 2017 Finance and Land Use Committee as presented. It was so **MOVED** by Visitor Davis. **MOTION CARRIED UNANIMOUSLY.**

III. Financial Overview

Chairman Peterson asked Senior Vice President Davis to update the committee on the development of the FY 2019 budget, the Mason Incentive Model, and Mason's FY 2019 tuition strategy.

Ms. Davis reviewed Mason's recent financial accomplishments. We have improved or stabilized all financial metrics that were put in place three years ago, reutilized capital assets, deauthorized \$230M in debt, and the Commonwealth approved Mason for increased financial authority. This past year we launched the basic budget model and are focused on multi-disciplinary and indirect models that incorporate more incentives and revenue growth. In addition, we are in the process of redesigning the budget process. Mason's tuition and billing strategy and pricing structure hinges on the Governor's budget, which will be announced later this month. Because of the complexity of the financial situation, we will hold an informational/orientation session in April.

Provost Wu briefed the committee on enrollment strategy as we enter into the fourth year of the Strategic Plan. Mason has been growing at a rapid rate, adding about 1,000 students per year. We are exploring a long-term view of intentional enrollment growth, which includes market factors, demographics, in-state and out-of-state enrollment mix, and access beyond the Virginia market. Other factors in our modeling approach include the impact on building space and utilization, faculty, classrooms and labs, residence halls, dining, recreation, and parking.

Ms. Davis added that we are looking at various models and scenarios on how to sequence this initiative while sustaining our R1 status, retaining and hiring faculty and staff to support growth, accommodating both on-ground and online students, preserving our S&P and Moody's ratings, and maximizing and maintaining existing buildings.

IV. New Business

A. GMUF Potomac Heights Capital Lease (ACTION)

Over the past few months, the George Mason University Foundation has taken a careful look at their portfolio and debt to secure better rates, fix variable rates and reduce risk. Potomac Heights is a dormitory built by the Foundation that was successfully refinanced. We are seeking approval from the Board to move Potomac Heights to a capital lease with a fixed rate of under 3%, converting to Mason at the end of 10 years.

Chairman Peterson requested a **MOTION** to recommend the Board of Visitors approve the capital lease resolution found in the Board Book. It was so **MOVED** by Visitor Witeck. **MOTION CARRIED UNANIMOUSLY.**

B. Enhanced Capital Authority Revised Proposed Capital Construction Selection Process (ACTION)

Interim Vice President Strike briefed the committee on new language in the Code of Virginia outlining procedures for the use of construction management at risk, and design build procurement. Under our Enhanced Capital Authority, the Board of Visitors is authorized to approve the University's process for selecting appropriate procurement types for capital projects.

Chairman Peterson requested a **MOTION** to recommend the Board of Visitors approve the new capital authority selection process found in the Board Book. It was so **MOVED** by Visitor Witeck. **MOTION CARRIED UNANIMOUSLY.**

V. Operational Issues

A. Investment Policy Committee Update

Senior Vice President Davis updated the committee on the Investment Policy Committee's annual review of the university's Optional Retirement and Cash Match Plans. Approximately \$470M is invested through both employer and employee contributions. The highlights of this year's report are that no funds were closed this year due to performance, the Investment Policy Statement was updated and approved, lower fees were successfully negotiated with Fidelity, the cyber security policy was reviewed, and Investment Policy Committee members have all taken fiduciary policy training.

B. Accounts Receivable Write-Off

In accordance with state guidelines and Generally Accepted Accounting Principles, Mason writes off accounts that have been delinquent for twelve months. The write-off this year is \$1.38M; however, collection activity is ongoing and average recovery of delinquent accounts is about 40%.

C. Controlled Unclassified Information

The Department of Defense has issued new compliance guidelines to increase security requirements on Controlled Unclassified Information. Mason receives a significant amount of funding from DoD and compliance is needed by researchers who work with Controlled Unclassified Information. Other agencies are likely to adopt these increased security controls. As a result of these new guidelines, we engaged SLAIT Consulting to give us a comprehensive review, and SLAIT is in the process of making recommendations. More detail can be provided at the Audit Committee meeting,

VI. Capital Matters

A. Potomac Science Center

Interim Vice President Strike briefed the committee on the newly completed Potomac Science Center located on Belmont Bay in Prince William County. The facility houses the Potomac Environmental Research and Education Center (PEREC) and includes research labs, teaching labs, lecture spaces, event and office space, and a library/resource center.

B. West Campus Planning

Assistant Vice President Fournier was asked to update the committee on Mason's West Campus Plan. Last May, a charrette was held to discuss our vision of an innovation district for West Campus. Areas of focus in the district included opportunities for public/private development, research collaboration and addressing the growing needs of the campus. A privately funded affordable housing development managed through Fairfax County Housing and Development Authority adjacent to West Campus is being considered, which would address the university's growing student population. The anticipated completion date would be in 2020.

Preliminary work on development feasibility, capacity analysis, and environmental testing has begun. Further analysis on strategy, financial needs, potential partners, phasing, and market analysis is ongoing, with a long-term vision for the university of 20-50 years.

A second privately funded student housing development is also being considered. This would be located in heart of Fairfax City off Democracy Lane and managed by Capstone Collegiate Communities. If approved, construction completion is expected by July 2021.

V. Police and Public Safety Update

Chief Rowan gave the committee an update on the University Police and Public Safety Department initiatives and enhancements. The department's vehicles have dashboard cameras, and by early 2018, officers will wear body cameras. All officers are now trained to administer Narcan, a medication used to reverse the effects of opioid overdose. The department is studying its 9-1-1 communication center and working closely with Fairfax County on improvements to the system. The department has also established a

new protocol in sexual assault calls by including a peer advocate at the start of an investigation. This summer, Mason's criminal investigators will work closely with Fairfax County's homicide squad to learn new techniques and see how other departments operate, particularly in crime scene investigation. Mason police have entered into a contract with Fairfax City and Falls Church police for training hours in a new state-of-the-art firing range that includes computer generated training. Opening of the new firing range is slated for late 2018. The Police and Public Safety department has a new patrol dog to assist in finding missing people, narcotics and bombs, as well as tracking and apprehension. A second dog will be added in the spring of 2018.

VI. Adjournment

There being no further business, Chairman Peterson declared the meeting adjourned.

Meeting adjourned at 10:29 a.m.



Jennifer Wilson
Secretary *pro tem*

ITEM NUMBER III. A.:

**FY 2018 FINANCIAL UPDATE AND
PRELIMINARY FY 2019 BUDGET**

PURPOSE OF ITEM:

To brief the Board of Visitors on updates as we look forward with a discussion on the FY 2019 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 as the University develops its FY 2019 Financial Plan. The matters include, but are not limited to, the Commonwealth budget, tuition policy and other strategic and operational matters.

STAFF RECOMMENDATION: For Board information only.

ITEM NUMBER: ROOM AND BOARD RATES, FY19 (ACTION)

PURPOSE OF ITEM: To approve academic year 2018 - 2019 (FY19) room and board rates.

APPROPRIATE COMMITTEE: FINANCE AND LAND USE COMMITTEE

BRIEF NARRATIVE: Approval of rates for FY19 is requested to allow update of marketing materials for distribution to new and returning students.

The proposed average room and board increases for FY19 for all rooms and meal plans are 3.5% for housing and 2.5% for dining meal plans.

For a freshman, the proposed combined room and board rate of \$11,460 is a \$370 academic year increase over FY18 in a traditional double room with the Independence meal plan. Freshmen choosing to live in a suite double will have a slightly higher cost than those living in traditional rooms.

Room & Board Rates	FY18	FY19	\$ Change	% Change
Freshmen Traditional Double Room including Independence Meal Plan with Minimum \$100 Points	\$ 11,090	\$ 11,460	\$ 370	3.3%

STAFF RECOMMENDATION: Staff recommends Board of Visitors approval.

GOALS

The University considers several factors in determining room and board rates. The goals for determining room and board rates are:

- ❖ **Affordability** – Create an affordable living environment for on-campus students. Consideration is given to peer comparisons in the DC region and the Commonwealth of Virginia. Local housing options and prices are reviewed. Brailsford & Dunlavey completed a housing demand study in 2017 that reviewed Mason rates for affordability.
- ❖ **Accessibility** – Access to on-campus living and dining for students who desire that option with priority given to freshman, sophomore and transfer students. Freshmen are guaranteed on-campus housing and are required to live on campus, except for local students living with family or who meet certain exemptions.
- ❖ **Involvement** – Improve student retention and graduation through involvement in activities and support groups in on-campus housing. Students are involved in room and board pricing, and meal plan structure through the Student Government Association and Resident Student Association.
- ❖ **Sense of Community** – Create an environment where students feel part of the Mason community. Mason has three neighborhoods, Aquia, Rappahannock, and Shenandoah, which are created around living, dining and recreation options. Access to dining facilities 24 hours a day allows students to gather with friends on their schedules.
- ❖ **Well-Being** – Provide students healthy dining options through Independence meal plans, access to a dietician, and specialized diets at multiple venues.

SUMMARY OF RATES

The average FY19 increase for the Fairfax Campus is 3.5% for housing and 2.5% for dining. A traditional freshman double increases 4.0%. For a freshman residing in a traditional double room with the Independence meal plan, the cost for room and board in FY19 will be \$11,460, a \$370 increase from FY18 for the academic year. Freshmen choosing a suite double room will pay \$470 more for the academic year than a traditional double in FY19.

Freshmen Traditional Double & Board	FY18	FY19	\$ Change	% Change
Traditional Double Room Rate	\$ 6,700	\$ 6,970	\$ 270	4.0%
Independence Meal Plan Board Rate	\$ 4,390	\$ 4,490	\$ 100	2.3%
Total Room & Board	\$ 11,090	\$ 11,460	\$ 370	3.3%

Housing

The proposed average Fairfax room rate increase is 3.5%. Price changes for all room types range from 2.5% for a basic double suite to 5.1% for a small number of traditional singles. The suggested average rate increase for the Science and Technology Campus apartments is 2.5%. For the SMSC campus, increases are 4.0% for a double and 3.3% for a single, the same as premium apartments on the Fairfax Campus.

ACADEMIC YEAR ROOM RATES (Fall and Spring Semesters)	FY18	FY19	\$ Change	% Change
Traditional Halls				
Singles	\$ 8,100	\$ 8,510	\$ 410	5.1%
Double	\$ 6,700	\$ 6,970	\$ 270	4.0%
Triple	\$ 5,370	\$ 5,580	\$ 210	3.9%
Quad	\$ 6,390	\$ 6,680	\$ 290	4.5%
Expanded Triples	-	\$ 5,580	-	-
Suites				
Single	\$ 8,660	\$ 9,010	\$ 350	4.0%
Double - Basic (1)	\$ 7,260	\$ 7,440	\$ 180	2.5%
Double - Premium	\$ 7,410	\$ 7,620	\$ 210	2.8%
Triple with Kitchenette	\$ 8,310	\$ 8,640	\$ 330	4.0%
Expanded Triples - Basic (1)	-	\$ 6,450	-	-
Expanded Triples - Premium	-	\$ 6,605	-	-
Apartments				
Super Singles (2)(4)	\$ 9,500	-	-	-
Single - Grad (4)	\$ 11,220	-	-	-
Double - Basic (2)	\$ 8,070	\$ 8,390	\$ 320	4.0%
Single - Premium (3)	\$ 10,350	\$ 10,690	\$ 340	3.3%
Double - Premium (3)	\$ 9,230	\$ 9,600	\$ 370	4.0%
Expanded Triples	-	\$ 8,320	-	-
Mason Global Center				
Double	\$ 7,560	\$ 7,790	\$ 230	3.0%
Expanded Triples	-	\$ 6,750	-	-
Average of Fairfax Revenue Beds				3.5%
Beacon Hall - SciTech Grad Housing				
Studio	\$ 11,180	\$ 11,460	\$ 280	2.5%
One Bedroom	\$ 14,340	\$ 14,700	\$ 360	2.5%
Two Bedroom (Per Bed)	\$ 8,500	\$ 8,710	\$ 210	2.5%
Average of Beacon Hall Beds				2.5%

- 1) Basic Suites are Commonwealth and Dominion Halls
- 2) Basic Apartments are Student Apartments and Townhouses; Student Apartments are not available in FY19
- 3) Premium Apartments are Potomac Heights, Liberty Square, Nothem Neck and Rogers; SMSC beds are priced the same
- 4) Townhouse Single Graduate and Super Singles for undergraduates were offered in FY18, will not be offered in FY19

There will be a total of 6,119 beds on the Fairfax campus in FY19, including 185 RA beds and 282 Mason Global Center beds. The 311 Student Apartments beds will no longer be available in FY19 as they have passed their useful economic life. The loss of these beds will be partially offset by adding 213 beds through conversion of some doubles to triples, and singles to doubles. Beacon Hall on the Science and Technology Campus has 150 graduate beds, and SMSC has 110 beds. The total inventory of beds is 6,379.

Upperclass students may apply to live on campus between December 15th and February 2nd, at which time students sign the housing contract and submit a \$300 deposit. Room selection occurs from February 28th through April 6th with students having until April 20th to cancel their contract without a penalty.

The deadline for admitted freshmen to apply for housing and submit their deposit is May 1st. All freshmen are required to live on campus unless they meet established criteria and are granted an exemption. Students who receive an exemption will receive a refund of their housing deposit. The university works to assign students who apply after the May 1st deadline based on the available space. The majority of freshmen assignments are made in the last week of July, after they have attended orientation.

Board Meal Plans

Independence meal plans are recommended to increase 2.3% in FY19 after including a minimum \$100 in Bonus Points. Freedom retail plan prices will remain flat. Patriot plans will increase to be in line with the number of meals per semester. Liberty plans were new in FY18 and equal the Independence rate including the minimum Bonus Points.

University policy requires all students living in on-campus housing without full kitchens in the room to have a residential meal plan. All freshmen, including those living in halls with kitchens, are required to have an Independence meal plan. Sophomores residing in suites without a kitchen are required to have an Independence meal plan, except for those in expanded triples. Juniors and seniors living in suites without a kitchen may purchase Independence or Liberty meal plans. Any student living in an expanded suite triple will be allowed to purchase the Liberty plan with a \$100 less in Bonus Points per semester. Students living in Mason Global Center triples will be allowed to purchase an Independence plan with no Bonus Points. Residence halls with full kitchens include Liberty Square, Northern Neck, Potomac Heights, Rogers, and Townhouses. Resident Assistant meal plan prices are negotiated between dining and housing staffs to supplement the RA's compensation, and are based on room location and residence hall dining requirements.

Exemptions to the meal plan policy are considered only for medical modified diet considerations, and for students engaged in a university sponsored off-campus practicum or internship three days a week. A student must apply through the Mason Card Office to the Exemption Committee to be considered exempt from this policy. Disability Services will review those who apply for a medical modified diet. Medically exempt students will be allowed to choose a plan with nine or 14 weekly meals, similar to the Liberty plans, but with \$100, \$200, \$300, \$400, or \$500 in Bonus Points. The minimum exemption annual cost with \$100 Bonus Points will be \$2,440 for the 9 meal plan and \$3,670 for the 14 meal plan.

In FY19, students will choose from five levels of Bonus Points in increments of \$100 for Independence, Patriot, and medical meal plans. The required minimum of \$100 per semester is included in the following academic year prices.

ACADEMIC YEAR BOARD RATES (Fall and Spring Semesters Combined)	FY18	FY19	\$ CHANGE	% CHANGE
Independence Dining Plans (Includes Minimum \$100/Semester Bonus Points)				
Independence	\$ 4,390	\$ 4,490	\$ 100	2.3%
Independence - Enhanced	\$ 4,470	\$ 4,600	\$ 130	2.9%
Independence - Ultimate	\$ 5,060	\$ 5,210	\$ 150	3.0%
Liberty Meal Plans (Includes Bonus Points)				
Liberty 9	\$ 4,390	\$ 4,490	\$ 100	2.3%
Liberty 14	\$ 4,390	\$ 4,490	\$ 100	2.3%
Expanded Triples allowed Liberty Plan with \$100/semester fewer Bonus Points				
Patriot Meal Plans (Includes Minimum \$100/Semester Bonus Points)				
Green & Gold 25	\$ 560	\$ 580	\$ 20	3.6%
Patriot 55	\$ 920	\$ 950	\$ 30	3.3%
Super Patriot 85	\$ 1,280	\$ 1,330	\$ 50	3.9%
Freedom Declining Balance Cash Plans (No Bonus Points)				
Freedom 300	\$ 600	\$ 600	\$ -	0.0%
Freedom 400	\$ 800	\$ 800	\$ -	0.0%
Freedom 500	\$ 1,000	\$ 1,000	\$ -	0.0%
Freedom 750	\$ 1,500	\$ 1,500	\$ -	0.0%
Freedom Bell (1,100)	\$ 2,200	\$ 2,200	\$ -	0.0%
Freedom Rings (1,900)	\$ 3,800	\$ 3,800	\$ -	0.0%
Freedom First (2,200)	\$ 4,400	\$ 4,400	\$ -	0.0%
Freedom Commuter (1,000)	\$ 2,000	\$ 2,000	\$ -	0.0%
Freedom Summer (400)	\$ 800	\$ 800	\$ -	0.0%
Smithsonian Mason School of Conservation Plan (No Points)				
SMSC	\$ 4,550	\$ 4,660	\$ 110	2.4%

FY19 HIGHLIGHTS

Housing

- The total number of beds will decline by 98 in FY19 due to the net changes of removing the Student Apartments, adding expanded triples, and converting Townhouse singles to doubles.
 - The Student Apartments have reached the end of their useful economic life and will be removed from available inventory at the end of FY18, resulting in a loss of 311 beds. The buildings will be razed during FY19.
 - Due to the loss of Student Apartments and growth in enrollment, Fairfax is adding 122 upperclass beds in FY19 by converting suite and apartment double rooms to triples. Townhouse singles will be converted to doubles, adding 41 beds. Additionally, Mason Global

Center will add six beds by converting doubles to triples. The expanded beds will be priced at a discount to the original double bed configuration ranging from 13% for suites to 23% apartments.

- Freshmen beds will increase by 44 through converting some traditional doubles to expanded triples. These beds will be priced the same as standard freshmen triples.
- Summer rates are based on number of days in the term derived from the academic year rates.
- First-year freshmen undergraduates are required to live on campus, but can request an exemption if they either live locally with parents/family, are veterans, are 20 years old or more, are married, have dependent family, or for financial/health reasons.
- The SMSC Executive Committee determined that the SMSC rates will be set at the highest Fairfax campus rates approved by the BOV. There are 60 beds on the student housing side of the building which may be occupied as either a single or double room.

SMSC	FY18	FY19	\$ Change	% Change
Single	\$10,350	\$10,690	\$340	3.3%
Double	\$9,230	\$9,600	\$370	4.0%

- Beacon Hall graduate housing on Science and Technology Campus has 147 revenue beds, which are all 11-month leases, and three RA beds. The proposed lease amounts will increase by an average 2.5%.

BEACON HALL APARTMENTS (11 Month Lease Rates)	FY18	FY19	\$ Change	% Change
Studio	\$11,180	\$11,460	\$280	2.5%
One Bedroom	\$14,340	\$14,700	\$360	2.5%
Two Bedroom (per bed)	\$8,500	\$8,710	\$210	2.5%

- Living Learning Communities (LLCs) house approximately 660 students in eight freshmen and five upperclass LLCs. Due to student demand, the number of LLCs offered is expanding in FY19 with the addition of two first year LLCs, and the inclusion of upperclass students into one existing first year LLC.

Dining

- Students living on-campus with a kitchen in the living space, and students living off-campus, may purchase any of the following plans: 1) Independence plans, 2) Liberty plans with set weekly meals and Bonus Points, 3) Patriot plans with declining balance meals per semester, and 4) dollar-for-dollar Freedom Plans.
- The Independence plans provide students unlimited access during operating hours to the dining halls so they may eat at their convenience, as often as they desire. Students have three Independence meal plan options: the base Independence plan, Enhanced (a plan covering earlier move-in dates, Thanksgiving and Spring Breaks), and Ultimate (a plan covering all academic breaks). Each option has five choices of Bonus Points in increments of \$100 with a minimum of \$100 per semester required.
- Liberty plans are priced to equal the Independence plan including \$100 Bonus Points, but have more flexibility. Liberty 9 will include nine weekly meals and Liberty 14 will include 14 weekly meals. The semester Bonus Points are increasing from \$1,100 to \$1,125 for Liberty 9, and from \$500 to \$510 for Liberty 14. Students will have the option of purchasing additional Bonus Points in \$100 increments throughout the semester.
- The optional Patriot meal plans will have five choices of Bonus Points in increments of \$100 with a minimum of \$100 per semester required.
- The Fairfax Campus has three full-service dining halls for meal plans: Southside, Ike's and The Globe. Simply To Go in Sub I allows students on meal plans to quickly grab a sandwich or salad between classes to take with them. There is one dining facility at the SciTech Campus and one at SMSC.
- One Fairfax dining hall remains open 24 hours every day, except during university breaks, providing students round-the-clock dining options. The Globe is open for residents who stay on campus during Thanksgiving, Winter and Spring breaks.
- SMSC summer programs will have meal plans based on the pro-rata semester price per meal for the specific length of those summer programs.

- The Johnson Center food court re-opened in August 2017 after being renovated with new brands including Blaze Pizza, Garbanzo, Steak 'n Shake, and Star Ginger. IndAroma, and Red Hot & Blue moved to the ground floor of the Johnson Center during renovations and remain operating there. A new outdoor patio was added to the west side of the Johnson Center.



- In August 2017, Akeno Sushi replaced Taco Bell in Sub I.



- Chipotle Mexican Grill opened in the Johnson Center in January 2018. Mason is the 2nd university to bring Chipotle on campus. Freshii will open in Peterson Family Health Science Hall during 2018.



EXHIBITS

Historic Regional and Commonwealth of Virginia Rates Comparison

I. Regional Universities

Housing – Mason’s traditional double room rate for FY17 and FY18 was below average compared to regional universities excluding Mason.

Regional Universities - Traditional Double Rate			
Comparison Institute	City	FY17	FY18
George Washington University	Washington, DC	\$ 8,500	\$ 10,740
Georgetown University	Washington, DC	\$ 10,090	\$ 10,376
American University	Washington, DC	\$ 9,800	\$ 9,898
University of Maryland	College Park, MD	\$ 6,944	\$ 7,316
University of Maryland Baltimore College	Baltimore, MD	\$ 6,796	\$ 7,316
George Mason University	Fairfax, VA	\$ 6,400	\$ 6,700
Average (5 Schools Excluding Mason)		\$ 8,426	\$ 9,129
<i>Mason Percentage of Average</i>		76%	73%

Dining – Mason’s Independence meal plan compared to Traditional 15 Meal Plans offered at other regional universities was below average excluding Mason in FY17 and FY18. University of Maryland has anytime dining plans.

Regional Universities - Freshmen 15 Meal Plan or Equivalent			
Comparison Institute	City	FY17	FY18
American University	Washington, DC	\$ 5,898	\$ 6,000
Georgetown University	Washington, DC	\$ 4,842	\$ 5,670
University of Maryland	College Park, MD	\$ 4,814	\$ 4,952
University of Maryland, Baltimore	Baltimore, MD	\$ 4,834	\$ 4,942
George Mason University (Independence)	Fairfax, VA	\$ 4,330	\$ 4,390
George Washington University	Washington, DC	\$ 3,900	\$ 4,100
Average (5 Schools Excluding Mason)		\$ 4,858	\$ 5,133
<i>Mason Percentage of Average</i>		89%	86%

All plans are sold on a semester basis and reported for two semesters on this chart

II. Commonwealth of Virginia Universities

Housing – Mason’s traditional double room rate for FY17 and FY18 is above average compared with Commonwealth universities excluding Mason.

Commonwealth Universities - Traditional Double Rate			
Comparison Institute	City	FY17	FY18
Longwood University	Farmville	\$ 6,650	\$ 6,987
College of William & Mary	Williamsburg	\$ 6,680	\$ 6,912
Christopher Newport University	Newport News	\$ 6,764	\$ 6,904
George Mason University	Fairfax	\$ 6,400	\$ 6,700
University of Mary Washington	Fredericksburg	\$ 6,030	\$ 6,600
Norfolk State University	Norfolk	\$ 6,222	\$ 6,534
Virginia State University	Petersburg	\$ 6,170	\$ 6,356
Virginia Commonwealth University	Richmond	\$ 5,899	\$ 6,356
Old Dominion University	Norfolk	\$ 6,094	\$ 6,278
University of Virginia	Charlottesville	\$ 5,865	\$ 6,030
Virginia Tech	Blacksburg	\$ 5,076	\$ 5,700
University of Virginia - Wise	Wise	\$ 5,820	\$ 5,570
James Madison University	Harrisonburg	\$ 4,786	\$ 5,190
Radford University	Radford	\$ 4,540	\$ 4,540
Average (13 Schools Excluding Mason)		\$ 5,892	\$ 6,151
<i>Mason Percentage of Average</i>		<i>109%</i>	<i>109%</i>

Dining – Mason’s Independence meal plan compared to Traditional 15 Meal Plans offered at other Commonwealth universities is slightly above average excluding Mason in FY17 and FY18. Universities with anytime dining plans include Mary Washington and University of Virginia.

Commonwealth Universities - Freshmen 15 Meal Plan or Equivalent			
Comparison Institute	City	FY17	FY18
University of Mary Washington	Fredericksburg	\$ 4,990	\$ 4,990
Old Dominion University	Norfolk	\$ 4,330	\$ 4,990
University of Virginia	Charlottesville	\$ 4,850	\$ 4,950
James Madison University	Harrisonburg	\$ 4,548	\$ 4,708
College of William & Mary	Williamsburg	\$ 4,438	\$ 4,616
Virginia State University	Petersburg	\$ 4,392	\$ 4,466
George Mason University (Independence)	Fairfax	\$ 4,330	\$ 4,390
Christopher Newport University	Newport News	\$ 4,150	\$ 4,320
University of Virginia - Wise	Wise	\$ 4,112	\$ 4,112
Virginia Commonwealth University	Richmond	\$ 4,020	\$ 4,100
Radford University	Radford	\$ 3,877	\$ 3,994
Virginia Tech	Blacksburg	\$ 3,838	\$ 3,988
Longwood University	Farmville	\$ 3,294	\$ 3,431
Norfolk State University	Norfolk	\$ 3,332	\$ 3,332
Average (13 Schools Excluding Mason)		\$ 4,167	\$ 4,307

Mason Percentage of Average

104%

102%

All plans are sold on a semester basis and reported for two semesters on this chart

ITEM NUMBER III.C.:

DEBT MANAGEMENT POLICY: ANNUAL REVIEW AND UPDATES TO 2014 POLICY (ACTION)

PURPOSE OF ITEM:

Board of Visitors annual review of the University's compliance with the Debt Management Policy #2111 that was approved by the Board on February 5, 2014, and to approve the updated Policy.

APPROPRIATE COMMITTEE: FINANCE AND LAND USE

BRIEF NARRATIVE:

The Debt Management Policy applies to all debt financing activities of the University. The use of debt is an important funding mechanism for the University's capital plan. The Debt Management Policy links the use of debt to the University's mission and strategic goals during this continued period of growth. The Policy incorporates a portfolio approach to managing the University's debt level, debt composition and risk profile. The portfolio risk is viewed in the context of the University's assets, liabilities and operations.

Debt Management Policy compliance highlights:

- Maintain an "A" category rating by a nationally recognized rating agency
- Review of Key Financial Indicators (debt capacity, debt affordability and overall financial strength) per Moody's Ratio Definitions.
- The Board authorizes issuance of debt and adopts reimbursement resolutions when required.
- The Board annually reviews the University's compliance with the Policy.

The updates to the 2014 policy for approval:

- Two replacement ratios (reflecting change in rating agency methodology)
 1. Financial Leverage Ratio: Spendable Cash & Investments to Total Debt

replaced Expendable Financial Resources to Direct Debt.

2. Operating Reserve Ratio: Spendable Cash & Investment to Total Operating Expenses replaced Expendable Financial Resources to Total Operating Expenses.

- Creating Key Financial Indicator appendix that will be linked document.

STAFF RECOMMENDATION: The staff recommends BOV approval of this resolution that the University is in compliance with the Debt Management Policy and the University's updated Debt Management Policy.



Debt Management Policy

Responsible Office:

Senior Vice President for Administration and Finance

Policy Procedure:

Appendix A : Key Financial Indicators

Related Law, Policy & Guidelines:

Virginia College Building Authority Post Issuance Compliance Policy for Tax-Exempt Qualified Obligations

Treasury Board of the Commonwealth of Virginia Post Issuance Compliance Policy for Tax-Exempt Qualified Obligations

University Policy 2115: Private Business Use

University Policy 2109: Asset Capitalization

Interest Rate Swap Guidelines

I. Scope

This policy applies to all debt financing activities of the University.

II. Policy Statement**Purpose**

George Mason University's mission as a public, comprehensive, research university in the National Capital Region in the Commonwealth of Virginia is to create an innovative and inclusive academic community committed to creating a more just, free, and prosperous world. One of the largest four-year public universities in the Commonwealth, the University continues to grow and expand its programs and mission within the region and the state.

The use of debt is an important funding mechanism for the University's capital plan. This policy links the use of debt to the University's mission and strategic goals during this continued period of growth.

The objectives of the debt policy are to:

- 1) Provide guidelines for debt capacity and affordability assessment in order to maintain the long-term financial health of the University;
- 2) Establish a framework for allocating the use of debt to projects that most strongly support the mission and strategic goals of the University;
- 3) Outline debt management and risk considerations; and
- 4) Provide debt reporting guidelines.

Oversight and Approval

The Board of Visitors shall authorize the issuance of debt and execution of financing agreements. Additionally, federal tax law requires that the Board of Visitors pass a Reimbursement Resolution when required.

The Office of the Senior Vice President for Administration and Finance ("Senior Vice President") is responsible for implementing this policy and for all debt financing activities of the University.

Compliance, Reporting and Monitoring

The Board of Visitors shall no less than annually, and upon requests for debt authorization, review University compliance with this policy. The Senior Vice President will report to the Board of Visitors on the University's debt capacity, debt affordability, and overall financial strength to demonstrate compliance with this policy. The Senior Vice President may establish a debt advisory team to serve in an advisory capacity on debt-related matters.

Goals

The University seeks to manage its debt and overall financial profile as follows:

- 1) Identify and prioritize projects for debt financing that are critical to the mission and advance the strategic objectives of the University;
- 2) Strategically allocate the University's debt capacity to these projects;
- 3) Align the financial position of the University consistent with a minimum rating in the "A" category in order to:
 - a. Maintain access to the capital markets on a standalone basis; and
 - b. Obtain favorable costs of capital, flexibility, and favorable terms;
- 4) Optimize the University's debt composition within its desired risk management profile; and

- 5) Manage the debt repayment schedule of the portfolio in order to preserve debt capacity and flexibility over the longer term, while meeting the liquidity and strategic objectives of the University.

Project Prioritization

It is essential that the University has cost effective access to capital. The University recognizes that debt as a source of capital is limited. The University will make decisions relative to the use of debt as it considers each capital project in the context of the University's mission.

The University will evaluate the funding sources (including but not limited to state funding, cash reserves, philanthropy, self-funding, and debt funding) for proposed capital projects in the context of the project's role in supporting the University's mission and strategic priorities. The University will establish its strategic priorities for capital projects and debt capacity in conjunction with preparation of the six-year capital plan, which is reviewed annually and updated bi-annually. Business plans for debt-funded projects must address the plan to support debt service.

Debt Capacity and Affordability

In evaluating its debt capacity, debt affordability, and overall financial strength, the University will consider its current debt levels, future debt financings, and overall financial health of the University. Debt capacity considers the University's financial resources and the University's ability to leverage its financial resources to finance certain capital projects. Debt affordability considers the University's ability to pay the debt service on an annual basis through its operating budget and identified revenue streams.

The University will benchmark Key Financial Indicators to external sources such as higher education medians for the "A" rating category published by nationally recognized rating agency services (such as Moody's or S&P), universities in its national peer group, or other public universities in the Commonwealth. The University evaluates its performance against these measures with a long-term view and will monitor the trend of the ratios over time. The University recognizes that financing a strategically important project may cause one or more of the financial ratios to perform poorly against the trend, median or peer comparison in the short-term, but the University takes a long term view and evaluates the project accordingly. Based on changing market conditions, the University may modify Key Financial Indicators to better monitor the financial health of the University.

Debt Management

The University views its debt holistically and will manage its debt level, debt composition, and risk profile from a portfolio standpoint.

In considering available financing structures and funding sources, the University will evaluate the benefits, risks, and costs of each financing structure and funding source, including the optimal way to access capital. The financing structure is reviewed within the context of the goals of this policy, and

the University performs a financial and risk analysis to determine the impact of the proposed financing on select financial ratios.

The University may actively manage its debt portfolio to take advantage of current market conditions, either to generate savings, take advantage of financing structures that would optimize its debt structure in the context of its goals or for strategic purposes.

Risk Management

The University recognizes there is a correlation between risk and cost, and there are risks it may assume in order to optimize its debt portfolio. The University also recognizes its debt portfolio risks should be viewed holistically and in the context of its assets, liabilities and operations.

The University evaluates the risks of its debt portfolio to inform decisions regarding the debt structure of the existing portfolio and that of potential new debt.

Risks in the debt portfolio can be broadly categorized as interest rate risk, liquidity risk, and counterparty risk. Interest rate risk impacts the budget and its ability to absorb volatility in interest expense. Liquidity risk impacts the balance sheet and its ability to absorb unexpected calls on liquidity. Counterparty risk represents the impact a counterparty may have on the University's access to the capital markets and its impact on the interest rate and liquidity risk of the University. In addition, the University considers the risks associated with concentration of banking services, credit, and counterparty providers, in order to diversify its dependency risk on individual financial institutions.

The University recognizes the value and flexibility that short-term debt or variable rate financing may contribute to its debt portfolio. The University also recognizes that cost alone should not drive debt portfolio management decisions, as the lowest cost alternative may expose the University to an unacceptable level of risk. While interest rate risks associated with variable rate debt can be mitigated through asset/liability management, liquidity risk and access to the market risk remain in certain financing structures. The University will maintain Committed Debt of no less than seventy percent (70%) of its total debt portfolio.

The University may consider the use of derivative products in order to achieve the goals outlined in this policy. Derivatives may be undertaken by the University only upon quantification and evaluation of their risks and in accordance with the University's Interest Rate Swap Guidelines.

Post Issuance Compliance

The University adheres to the post issuance compliance procedures established through the Treasury Board and the Virginia College Building Authority to ensure it complies with federal tax law requirements for the use of tax-exempt debt. The University established a Private Business Use Policy for the ongoing use of facilities in order to ensure it meets federal tax law requirements for the use of tax-exempt debt financed facilities.

Definitions

- 1) Committed Debt is defined as any debt that is either committed to maturity without a put option by the credit provider or bondholder, or has a put option that is exercisable in no less than two (2) years.
- 2) Debt Composition describes the different types of financing structures that comprise the University's outstanding debt obligations. The financing structures include but are not limited to fixed rate, variable rate, short-term, long-term, direct debt, indirect debt, public debt, private debt, and capital leases.
- 3) Key Financial Indicators are defined as higher education medians published by nationally recognized rating agencies or financial institution.

4) Risks

A. Interest Rate Risks may include the following:

Market Rate Risk – Traditionally thought of as interest rate risk, but limited to market risk only (risk that interest rates will rise)

Credit Risk – Risk that any actual or perceived change in creditworthiness will result in a higher cost of capital

Tax Risk – Risk that any actual or potential change in Federal and/or State law will adversely impact the pricing or availability of tax-exempt debt

Basis Risk – Risk that interest rate hedges will be inefficient or mismatched

Bank Liquidity or Credit Facility Repricing Risk – Risk that the cost of liquidity facilities to support uncommitted debt or working lines of credit will increase

Swap Counterparty Risk – Risk that expected payments from swap counterparties are not received

B. Liquidity Risk may include the following:

Roll/Remarketing Risk – Risk that put bonds, commercial paper or variable rate demand bonds cannot be remarketed or rolled over

Bank Liquidity Facility or Credit Facility Renewal Risk – Risk that liquidity facilities to support uncommitted debt or working capital lines of credit may not be available at all or on acceptable terms

Failure of a Liquidity Facility Provider - Risk that a liquidity facility provider ceases to operate

Swap Collateralization Risk – Risk that collateral may need to be posted under a swap agreement

Swap Termination Risk – Risk of voluntary or involuntary termination of a swap contract

C. Counterparty Risk, may include the following:

Commonwealth of Virginia Risk - Risk that the Commonwealth of Virginia is downgraded, resulting in an increased cost of capital or policies change regarding financing programs

Financial Institutions Risk- Risk that a change in regulations or credit quality of a banking partner could result in an increased interest cost, liquidity risk, or change in terms of service arrangement

- 5) Reimbursement Resolution is a Board approved resolution declaring its intent to issue tax-exempt debt in order to reimburse the University for expenditures incurred more than sixty (60) days prior. The resolution does not obligate or authorize the University to issue tax-exempt debt for the identified projects. In accordance with federal tax law, the University may issue debt to reimburse itself up to three years after the adoption of a Reimbursement Resolution.

III. Dates:

A. Effective Date:

This policy will become effective upon the date of approval by the Board of Visitors.

B. Time Table for Review:

This policy shall be reviewed for compliance by the Board annually.

Date Approved: February 5, 2014

Revision Approved: March 1, 2018

Appendix A : Key Financial Indicators

Key Financial Indicators include the following higher education medians (as provided in the Moody's Public College and University Financial Ratio Definitions Report):

- a. Financial Leverage: This ratio measures the University's ability to repay bondholders from wealth that can be accessed over time or for a specific purpose and is a determinant of medium to long term financial health based on the strength of its balance sheet. Spendable Cash & Investments include cash and investments plus funds held in trust by others plus pledges receivable reported in permanently restricted net assets, less funds permanently restricted by third parties.

Spendable Cash and Investments

Total Debt¹

- b. Debt Service to Operations: This ratio measures the percentage of operating expenses that support debt service and is a determinant of the University's operating flexibility to finance existing obligations and new initiatives. Total operating expense calculation includes interest expenses less student aid.

Annual Debt Service

Total Operating Expense Times 100²

- c. Debt Service Coverage: This ratio measures the University's ability to cover debt service requirements with operating revenues and is a determinant of the strength of the operating income to meet its annual obligations.

Operating Surplus (Deficit) Plus Interest and Depreciation

Annual Debt Service²

- d. Annual Days Cash on Hand: This ratio measures the number of days the University is able to operate (cover its cash operating expenses) from unrestricted cash and investments that can be liquidated annually and is a determinant of the liquidity and flexibility the University maintains to finance existing obligations, potential liquidity funding, and new initiatives.

Annual Liquidity Times 365

Total Expenses Less Depreciation and Unusually Large Non-Cash Expenses²

- a. Operating Reserve: this ratio measures the extent to which a University can rely on wealth that can be accessed over time or for a specific purpose to operate without earning any additional revenue and is a determinant of financial health of the University to meet its current obligations. Spendable Cash & Investments include cash and investments plus

funds held in trust by others plus pledges receivable reported in permanently restricted net assets, less funds permanently restricted by third parties. Total operating expense calculation includes interest expense less student aid.

Spendable Cash and Investments

Total Operating Expenses³

¹ Numerator and denominator include all component units

² Numerator and denominator include only GMU

³ Numerator includes all component units, denominator includes only GMU

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

WHEREAS, pursuant to the University's Debt Management Policy, the George Mason University Board of Visitors performed its annual review.

NOW, THEREFORE, BE IT RESOLVED that the University is in compliance with its Debt Management Policy and the University hereby adopts the attached 2018 Debt Management Policy to supersede the 2014 Policy in its entirety, effective immediately.

Adopted: March 1, 2018

Shawn Purvis
Secretary
Board of Visitors

ITEM NUMBER IV.:

**HUMAN RESOURCES AND PAYROLL
UPDATE**

PURPOSE OF ITEM:

Update the Board of Visitors on current Human Resources & Payroll activities, functions, regulatory compliance, and future initiatives.

APPROPRIATE COMMITTEE:

FINANCE AND LAND USE COMMITTEE

BRIEF NARRATIVE:

Human Resources & Payroll is dedicated to providing exemplary customer service and promoting a fair, equitable, ethical, and caring working and learning environment for the university community. Our programs and practices are designed to attract, retain, and engage a workforce whose diversity and skills contribute to and sustain the university's excellence.

The HR & Payroll department navigates complex areas of federal and state compliance to avoid costly fines and other penalties, potential harm to the university's reputation, and most importantly negative impacts to our faculty and staff.

Human Resources & Payroll endeavors to aid the university in its goal to "become a model well-being university that supports and enhances the well-being of its members."

STAFF RECOMMENDATION:

For Board information only.

Appendix: Capital Projects Review

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

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

Changes/updates since the December 2017 report include:

Potomac Science Center – This project has now been removed as the project is substantially complete.

Health Sciences – Academic VII – Construction was completed for an early January 2018 move. Classes and occupants have been fully utilizing the building this semester. We are currently in the closeout phase of the main project. The construction of the MRI suite will continue until July 2018.

Hazel Hall Library Renovation – This project has now been removed as the project is substantially complete.

PPEA Discovery Hall Ph. II & Fitout – Construction is substantially complete with the exception of the owner supplied laboratory equipment. The delivery of the equipment has been tracking past the originally anticipated date which impacts the schedule. Occupancy is estimated for June 2018.

Into Phase II – The construction was bid and awarded. The project is progressing towards a summer 2018 completion date.

Eagle Bank Arena – The lighting replacement project has been completed and closed. The scoreboard replacement project has been completed and closed. The roofing replacement project was bid and award and will start in early spring. The locker room replacement continues in the design phase.

Hylton Performing Arts Center Addition – The second ranked CM firm, Davis Construction responded with a GMP for the project. Their number was still substantially over budget. We are working towards an approach towards the project that would be more efficient and should result in savings for the project. As well as working to find ways to augment the originally budget.

Telecom Infrastructure – The University continues with the procurement of the Architect/Engineer for this project.

Facilities Projects Listing

Project #	Project Name	Scope(sf) New	Scope(sf) Reno	Total Budget	Budget Status	Schedule	Scope	Construction Start date	Occupancy date	Construction % Complete
Construction										
2	17999-000 Health Sciences - Academic VII (Peterson Hall)	164,880		\$ 71,198,234	●	●	●	6/2/2015	1/8/2018	98%
4	17848-000 PPEA Discovery Hall Ph II & Fitout	18,000		\$ 3,800,000	●	●	●	9/11/2017	6/11/2018	88%
9	Into Phase II		16,830	\$ 4,297,140	●	●	●	12/15/2016	7/15/2018	20%
10	Bull Run Labs (Mech and BioChem)		7,204	\$ 3,000,000	●	●	●	3/15/2017	7/1/2018	48%
11	Eagle Bank Arena Upgrades		82,000	\$ 4,263,014	●	●	●	12/1/2016	11/1/2018	28%
Design										
6	18011-000 Hylton Center Addition*	17,082	360	\$ 9,043,000	●	●	●	3/1/2018	4/1/2019	N/A
7	18208-000 Improve Utility Distribution Infrastructure Fairfax*			\$ 48,806,000	●	●	●	8/1/2018	3/1/2022	N/A
8	18207-000 Renovate Robinson Hall and Harris Theater (Phased)*	217,726	23,161	\$ 113,040,000	●	●	●	7/1/2018	1/15/2022	N/A
Planning										
12	18000-000 Life Sciences - Bull Run Add DPB*	100,000	23,000	\$ 43,664,886	○	○	○	TBD	TBD	N/A
13	18339-000 Telecom Infrastructure*			\$ 10,053,000	○	○	○	TBD	TBD	N/A
Grand Total This Report		517,688	152,555	311,165,274						

Data as of January 2018

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

Page 1 of 1

STOPLIGHT KEY	
●	Red: Likely to exceed approved budget/schedule/scope
●	Yellow: At risk to exceed approved budget/schedule/scope
●	Green: Within approved budget/schedule/scope

**BOARD OF VISITORS
GEORGE MASON UNIVERSITY**

**Meeting of the Executive Committee
December 13, 2017
MINUTES**

PRESENT: Rector Davis, Vice Rector Peterson and Secretary Purvis; Visitor Petersen; President Cabrera; and Secretary pro tem Cagle.

ABSENT: Visitor Hazel.

I. Rector Davis called the meeting to order at 8:06 a.m.

II. President's Comments

President Cabrera reported that the central item throughout the day would be the update of the Strategic Plan. He noted that a lot of work had been done on the Strategic Plan Refresh by many people throughout the University and that pieces of the Plan would be discussed during various committee meetings. President Cabrera explained that during the Finance and Land Use Committee meeting there would be broad projections of enrollment and what that means in terms of resources. He noted that during the Academic Programs, Diversity, and University Community Committee there would be more information about the enrollment projections data. President Cabrera concluded that he would present the overall Plan to the full Board in the afternoon with the hope that by the end of the meeting, the Board would vote to accept the revisions and amendments to the Strategic Plan. He asked that copies be provided to the Visitors for review throughout the morning.

III. Closed Session

Rector Davis recognized Vice Rector Peterson for a motion to go into Closed Session. It was **MOVED** by Vice Rector Peterson and **SECONDED** by Secretary Purvis that the Executive Committee go into a Closed Session under the provisions of Section 2.2-3711.A.2 to discuss a Student Matter, Section 2.2-3711.A.4 for the Protection of Privacy in Personal Matter pertaining to a student, Section 2.2-3711.A.29 to discuss a Public Contract, Section 2.2-3711.A.9 to discuss Gifts, Bequests and Fundraising Activities, Section 2.2-3711.A.7 for consultation with Legal Counsel pertaining to actual or probable litigation, Section 2.2-3711.A.8 for consultation with Legal Counsel regarding specific legal matters requiring the provision of legal advice, and Section 2.2-3711.A.1 to discuss a Personnel Matter.

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

**Board of Visitors
Executive Committee
December 13, 2017
Page 2**

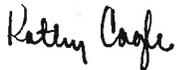
It was **MOVED** by Vice Rector Peterson and **SECONDED** by Secretary Purvis that the Executive Committee go back into public session and further moved that by ROLL CALL VOTE affirm that only public business matters lawfully exempted from the open meeting requirements under the Freedom of Information 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.

IV. Adjournment

With no other business matters to come before the Executive Committee, Rector Davis adjourned the meeting at 8:34 a.m.

Respectfully submitted,



Kathy Cagle
Secretary pro tem

**BOARD OF VISITORS
GEORGE MASON UNIVERSITY**

**Meeting of
December 13, 2017
MINUTES**

PRESENT: Rector Davis, Vice Rector Peterson, and Secretary Purvis; Visitors Blackman, Cumbie, Dwoskin, Petersen, Prowitt, Witeck, and Zuccari; Faculty Representative Renshaw; Student Representatives Kanos and Quillen; President Cabrera; and Secretary pro tem Cagle.

ABSENT: Visitors Ahmed, Alcalde, Chimaladinne, Hazel, Marquez, and Schar.

I. Rector Davis called the meeting to order at 1:24 p.m.

II. Approval of the Minutes

Rector Davis called for any corrections to the minutes of the Executive Committee and full Board meeting of October 12, 2017. Hearing none, the minutes stood approved as written.

III. Rector's Report

Rector Davis noted the Senate race in Alabama the previous day and the numerous public polls leading up to the vote. He reported the poll by the Schar School of Policy and Government was the only public poll that accurately predicted the outcome. He thanked the staff and polling group at the Schar School for their efforts.

Rector Davis asked the Board for future consideration of having a public comment opportunity at one Board meeting per year. He explained it could be 30 – 60 minutes in length, with sign-ups for 5 minutes, open to faculty, students, staff, and citizens. He noted that most university boards do not have public comment opportunities and it might be an interesting idea for Mason to try for a year. Rector Davis said he would not ask the Board for a decision at this point, but wanted to bring it to their attention for thought and discussion about moving in that direction.

Rector Davis advised the Board members of the required filing of the Annual Financial Disclosure Statement. He noted the filing period of January 1 – February 1, 2018 and that detailed information would be forthcoming.

Rector Davis noted that in the past, an occasional Board meeting has been held at one of the other Mason campuses. He asked the Board to think about possibly holding the July meeting in Arlington, noting the difficulty in getting the committee staffs to Arlington. Rector Davis noted it would be discussed again as the schedule for next year is reviewed.

IV. President's Report

President Cabrera reported he would be presenting the updated Strategic Plan and hoped it would be accepted by the Board. He provided the updates since the BOV meeting on October 12. President Cabrera announced the news of the development of nanotechnology by Drs. Lance Liotta and Alessandra Luchini for identifying TB in a timely and accurate manner, supported by grants from NIH and the Bill and Melinda Gates Foundation. He noted the importance of research in the education of Mason's undergraduate students. President Cabrera recognized and introduced Marissa Howard to the Board. He explained Ms. Howard, who recently graduated with a degree in Bioengineering and is currently pursuing a Masters in Biology, was in the lab working with Drs. Liotta and Luchini on this project. Ms. Howard thanked the Board for recognizing the paper and noted this topic revolutionized her life plan. She explained she is interested in making diagnostic tools and that there would be more news in the future about this project. The Board recognized Ms. Howard with applause.

President Cabrera referred to the President's Report (Attachment 1). He noted the accuracy of the Schar School's polls and the resulting positive impact on national brand recognition of the Schar School. President Cabrera highlighted the ADVANCE partnership with NOVA and efforts to align curriculum to enable students to transfer all of their credits from the community college to Mason. He reported the research enterprise is growing and doing well, noting an increase in awards and proposals. President Cabrera provided a legislative update including watching the tax reform bill before Congress. He noted that in his current capacity as Chair of the Virginia Council of Presidents (COP), he sent a letter to all members of the Virginia delegation outlining the harmful impacts of this bill on higher education. He reported that Jennifer (J.J.) Davis, Senior Vice President of Administration and Finance, also sent a letter to Senator Mark Warner, a member of the Finance Committee. President Cabrera reported the continuing work on behalf of the DREAMers and the associated legislation needed to preserve the DACA status of several hundred Mason students. He reported that his activity in Richmond is ongoing, noting the Governor would be releasing the budget next week. He thanked the Board for helping to carry Mason's message to the administration and noted work with the General Assembly has already begun. Rector Davis asked if there was more money in the budget than anticipated and Visitor Petersen responded affirmatively. Vice Rector Peterson noted that due to the recent elections there were many changes in the General Assembly and new alliances would need to be built. President Cabrera noted that the work with three new legislators had already begun. President Cabrera reported that he agreed to co-chair Governor-elect Northam's transition committee on Commerce and Trade with Delegate Eileen Filler-Corn.

President Cabrera referenced the revised Strategic Plan (Attachment 2) that had been reviewed and discussed in committee meetings throughout the morning. He

provided the background of the Plan, noting the Strategic Plan was approved by the Board of Visitors in 2013. He explained the Plan provided decision-making framework and the basis for his annual goals, and is structured around the constituencies that Mason is meant to influence for the better. President Cabrera outlined the four key components of the Plan: (1) the students, (2) the community, (3) the world, and (4) the faculty and staff, noting the three key goals associated with each component. He explained that it was agreed to take the opportunity to check on the progress and re-evaluate some of the metrics and goals with the end result of having a more useful version of the Strategic Plan. President Cabrera reported the re-evaluation process had engaged a great number of community members, several Deans, faculty members, students, members of the Administration. He noted the spirit of the Strategic Plan has not changed and the direction has been reaffirmed. He explained the vision of the University in the Plan is one that is defined by both an emphasis on research and scholarship, a desire and commitment to being a top academic institution that is participating actively in important world issues while being an engine of innovation and economic dynamism for the region, being fully dedicated to the public mission of changing as many lives as possible through education and turning diversity into a key factor in making an enriching learning environment. President Cabrera noted that Mason would keep growing, but that it would not be easy to deliver the growth while maintaining the outcome goals. He cited the increase of 7,000 students in the last 10 years, the increased 6-year graduation rates, the best-in-class student loan default rates, and that the quality of incoming students is the highest it has ever been. President Cabrera reported Mason has proven that the University can grow in size, while the student body grows more diverse and shows no disparity in outcomes for groups of different backgrounds. He explained the Virginia strategic plan for higher education declares a collective objective of becoming the best educated state and delivering 100,000 additional graduates over the decade to achieve that goal. He referred to Jennifer (J.J) Davis' report that noted Mason is delivering the biggest share of that goal for the Commonwealth by producing over half of the entire enrollment growth. He summarized by noting the Strategic Plan says Mason wants to grow and change more lives for the better while delivering best-in-class ROI. President Cabrera noted that the re-evaluation process of the Strategic Plan has provided the opportunity to be more intentional about growth and explained that Ms. Davis and Provost Wu are working together to determine what kind of growth would allow Mason to deliver on the goals and how to plan for resources needed. He noted the desire to find creative ways to impact more people, to deliver on the public mission, and to achieve it with unparalleled quality, while retaining the R1 status. President Cabrera emphasized the efforts and resources that will be needed to remain in this category. He concluded by emphasizing that the goals and commitments of the Strategic Plan, while exciting, are ambitious and difficult, noting the confidence of continuing to do what Mason has been doing for many years.

Rector Davis asked if this was an update of the Strategic Plan and President Cabrera confirmed it was. President Cabrera thanked his colleagues for their work on the Plan. Rector Davis called for a motion to accept the updated version of the Strategic Plan. It was **MOVED** by Visitor Petersen and **SECONDED** by Visitor Cumbie to accept the updated version of the Strategic Plan. Rector Davis opened the floor for discussion.

Rector Davis thanked President Cabrera's team and the Board members who had input in revision process, noting that it is important to stay ahead of the inevitable change. He congratulated President Cabrera and his team and recognized various Board members for their comments. Visitor Petersen noted that the Plan outlined not only the initiatives, but what will be needed to achieve them. Visitor Witeck commented that higher education today is under scrutiny, criticism and pressure and noted the revised Plan responds to those criticisms creatively, constructively and pragmatically. Vice Rector Peterson commented that the Plan acknowledges the challenges and changes that are happening and that Mason should not be afraid to continue to be a leader in the industry and challenge the limits.

Rector Davis announced the Strategic Plan was accepted and acknowledged the support of the Board. He congratulated President Cabrera. The Board responded with applause.

(Attachment 1 – President's Report)
(Attachment 2 – Strategic Plan Update 2017)

V. Committee Reports

A. Audit Committee

Rector Davis called on Chairman David Petersen to provide a report from the Audit Committee. Chairman Petersen reported the committee received a report from David Raznic, Auditor of Public Accounts, who discussed the Annual Audit of the University's financial statements, with an anticipated completion in April and report to the committee in May. Chairman Petersen reported the committee received an update from Michelle Marks, Vice President for Academic Innovation and New Ventures, on the status of several of the University's strategic initiatives, including the program with Wiley Education and the ADVANCE partnership with NOVA. Chairman Petersen noted the committee reviewed the report of the approved contractual conflict of interest waivers, provided by the University Ethics Officer. Chairman Petersen reported the committee reviewed the audit status report, noting that since the last committee meeting there were two audit reports issued and one memo addressing transaction processing by the Wiley employees. He noted the memo addressed the controls that need to be in place in Mason's systems to ensure control and flexibility as the strategic initiatives are implemented.

B. Finance and Land Use Committee

Rector Davis called on Chairman Jon Peterson to provide a report from the Finance and Land Use Committee. Chairman Peterson reported the committee discussed Mason's projected enrollment by 2024 to be 43,000, noting the challenges on the infrastructure, among other areas. He noted that even with the addition of the Health and Human Services building and Potomac Science Center in Prince William County, there will be challenges and sacrifices in order to get to the projected enrollment number. Chairman Peterson reported the committee received updates from Marc Fournier, Assistant Vice President of Business Services, on long-term master plans and existing land opportunities and from Carl Rowan, Chief of Police, on public safety, including the acquisition of wearable video cams and a new K9. Chairman Peterson reported the committee reviewed and approved the following Action Item for presentation to the Board:

- Tax-exempt refinancing for the Potomac Heights student housing project and a Resolution to enter into a capital lease with George Mason University Foundation Potomac Heights LLC, and to authorize the President or Senior Vice President to approve and execute documents necessary for the bond refinancing.

Rector Davis called for a motion to approve the Action Item as stated. It was **MOVED** by Chairman Peterson and **SECONDED** by Visitor Cumbie to approve the Action Item as presented. Rector Davis opened the floor for discussion. There was none.

MOTION CARRIED UNANIMOUSLY BY VOICE VOTE

(Attachment 3: Resolution: Capital Lease and Amendment of Ground Lease for Potomac Heights Project)

Chairman Peterson reported the committee reviewed and approved the following Action Item for presentation to the Board:

- Revised procedures for construction procurement for capital projects under the Enhanced Capital Authority program.

Rector Davis called for a motion to approve the Action Item as stated. It was **MOVED** by Chairman Peterson and **SECONDED** by Visitor Cumbie to approve the Action Item as presented. Rector Davis opened the floor for discussion. There was none.

MOTION CARRIED UNANIMOUSLY BY VOICE VOTE

C. Development Committee

Rector Davis called on Vice Chairman Zuccari to provide a report from the Development Committee. Vice Chairman Zuccari reported the committee received an update on the Foundation's progress from Jay O'Brien, Chairman of the George Mason University Board of Trustees, who reported on the pending closing on the long-term refinancing of the Potomac Heights dormitory; the delays in the rezoning and sale of the Broadland Loudoun County property by the Van Metre Company with the expectation that the delay will continue until late 2018; and that the Board of Trustees engagement is strong, with a focus on new Board member candidates' diversity and expertise. Vice Chairman Zuccari reported the committee received an update on Transparency v. George Mason University, noting it has been largely dismissed, but is scheduled go to trial on the issue concerning FOIA on April 24, 2018. She reported the committee received fundraising priority updates from the two new Deans: Germaine Louis, Dean of the College of Health and Human Services, and Maury Peiperl, Dean of the School of Business. Vice Chairman Zuccari reported the committee received an update from Janet Bingham, Vice President of University Advancement and Alumni Relations, on the Faster Farther Campaign, noting there is one more year left in the \$500 million campaign and \$533 million has been raised to date. Vice Chairman Zuccari noted there would be a continued push to raise more money until the campaign closes. She encouraged Visitors to make their gifts to the campaign, if they have not already done so, and consider the many naming opportunities that are available.

Rector Davis commented that Mason has a lot of alumni, with new alumni coming in every year, and that an investment in hiring additional people to address this area may be warranted. He noted that while there has been marked improvement in the last few years, there is a long way to go. He cited one of the criteria in the U.S. News and World Report rankings is alumni giving. Rector Davis reported he has asked President Cabrera to look into a modest investment of people to support that effort. Vice Rector Peterson noted that statistics show a good return on the investment of those dollars.

D. Research Committee

Rector Davis called on Vice Chairman Blackman to provide a report from the Research Committee. Vice Chairman Blackman reported the committee received a presentation from Deborah Crawford, Vice President of Research, who discussed the Strategic Plan goals of Elevate Research (#10) and Research of Consequence (#11). Vice Chairman Blackman reported that Aurali Dade, Associate Vice President of Research Development, Integrity, and Assurance, provided a report on Mason's efforts to comply with new Federal regulations regarding Controlled Unclassified Information by January 1, 2018. Vice Chairman Blackman reported that Dr. Crawford presented the

findings of TEconomy Partners, a consultant retained by SCHEV to assess Virginia's innovation economy, noting the following elements of the study: \$10.5 billion in research funding in 2015; 3,354 patents awarded to Virginia innovators in 2016; \$2.1 billion in venture capital; and almost a half million jobs in advanced industries in 2016. He noted, however, that total R&D funding was lower in 2015 than in 2010 and Virginia's R&D has declined by 6.3% while the U.S. grew by more than 17% during that same time. Vice Chairman Blackman reported Virginia growth has not kept pace with other states, it has lower share of seed money and early stage capital investments, and advanced industry growth is off the national pace, including nearly half of Virginia's major advanced industries. He noted that TEconomy is recommending to SCHEV and the Virginia Research Investment Committee that Virginia better position industry for commercial product-led innovation in target growth opportunity areas; strengthen university translational research and development capacity; address the disconnect between university research and Virginia-based company innovation; and shore up Virginia's entrepreneurial development system. Vice Chairman noted the committee was also briefed on how Mason programs will help address these challenges, by focusing on research initiatives that target growth opportunity areas in cyber and data analytics, bio-health innovation, and resilience and sustainability. He reported that Ali Andalibi, Associate Dean of Research, briefed the committee on Mason's investments in entrepreneurship and innovation, especially around the start-up community.

E. Academic Programs, Diversity and University Community Committee

Rector Davis called on Vice Chairman Witeck to provide a report from the Academic Programs, Diversity and University Community Committee. Vice Chairman Witeck reported the committee received an overview from Provost Wu, updates on four key initiatives, reviewed a report and approved Action Items for presentation to the Board. Vice Chairman Witeck reported Provost Wu's overview included the announcement that Mason had been accepted for reaccreditation by the Southern Association of Colleges and Schools' Commission on Colleges (SACSCOC) and accredited without restriction through 2022; discussion of the Strategic Plan Update; an update on the dean search for the College of Humanities and Social Sciences; an update on Academic Innovation and New Ventures which remains focused on expansion of online education and strategy to put at least 15 graduate programs online in the next three years; and the ongoing customization of the promotion and tenure guidelines to establish more transparency and equity for faculty.

Vice Chairman Witeck reported the committee received a progress report by Julian Williams, Vice President of Compliance, Diversity and Ethics, on how to recruit and retain a diverse workforce, noting the Board's commitment to create a culture and climate of diversity at all levels of the University. Vice

Chairman Witeck noted the University has increased the benchmarks on diversity by 4.7% in the faculty community, by 4.2% among administrators, and 3.6% among graduate students.

Vice Chairman Witeck reported the committee received a report from Rose Pascarell, Vice President of University Life, and Rachel Wernicke, Executive Director of Counseling and Psychological Services, on student health and mental health, highlighting the resources that must be provided for effective mental health support and counseling. Vice Chairman Witeck noted the stresses throughout the academic community are resulting in incidences of depression, anxiety, and stress which impact academic success. He noted this area needs focus as a growth issue and the implications for new or additional resources.

Vice Chairman Witeck reported the committee received an update from David Burge, Vice President of Enrollment Management, on trends in enrollment strategies, how to maintain optimum enrollment, how to achieve the target enrollment growth, and how to do that through Virginia, out-of-state, and international students. Vice Chairman Witeck noted the report included the increase in STEM program interest and Mason's positive response to that demand. He reported that Mr. Burge also provided an update on Mason Korea that included the growing capacity and institutional plans to add a new major in Conflict Analysis and Resolution and a master plan for academic programs, noting total enrollment is rising as is the diversity of the students.

Vice Chairman Witeck reported the committee reviewed and approved the following two Program Actions for presentation to the Board:

- Close: BS, Athletic Training
- Open: Master of Professional Studies in Applied Organizational/Industrial Psychology

It was **MOVED** by Vice Chairman Witeck and **SECONDED** by Secretary Purvis to approve the Program Actions as presented. Rector Davis opened the floor for discussion. There was none.

MOTION CARRIED UNANIMOUSLY BY VOICE VOTE

Vice Chairman Witeck reported the committee reviewed and approved the Faculty Action Items for presentation to the Board. It was **MOVED** by Vice Chairman Witeck and **SECONDED** by Visitor Cumbie to approve the Faculty Actions of one Promotion and Tenure and four Emeritus/Emerita Status as presented in the Board materials. Rector Davis opened the floor for discussion. There was none.

MOTION CARRIED UNANIMOUSLY BY VOICE VOTE

VI. Closed Session

It was **MOVED** by Vice Rector Peterson and **SECONDED** by Visitor Zuccari that the Board go into a Closed Session under the provisions of Section 2.2-3711.A.2 to discuss a Student Matter, Section 2.2-3711.A.4 for the Protection of Privacy in Personal Matter pertaining to a student, Section 2.2-3711.A.29 to discuss a Public Contract, Section 2.2-3711.A.9 to discuss Gifts, Bequests and Fundraising Activities, Section 2.2-3711.A.7 for consultation with Legal Counsel pertaining to actual or probable litigation, Section 2.2-3711.A.8 for consultation with Legal Counsel regarding specific legal matters requiring the provision of legal advice, and Section 2.2-3711.A.1 to discuss a Personnel Matter.

MOTION CARRIED UNANIMOUSLY BY VOICE VOTE

It was **MOVED** by Rector Davis and **SECONDED** by Secretary Purvis 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.

Rector Davis noted there was a **MOTION** and **SECOND** to accept the Strategic Plan discussed earlier in the meeting, but there was no vote taken at that time. He called for a vote to accept the Strategic Plan Update.

MOTION CARRIED UNANIMOUSLY BY VOICE VOTE

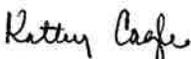
VII. Adjournment

Rector Davis called for a motion to adjourn. It was **MOVED** by Visitor Cumbie and **SECONDED** by Visitor Petersen to adjourn the meeting.

MOTION CARRIED UNANIMOUSLY BY VOICE VOTE

Rector Davis adjourned the meeting at 3:07 p.m.

Respectfully submitted,


Kathy Cagle
Secretary pro tem

Attachment 1: President's Report (7 pages)

Attachment 2: 2017 Strategic Plan Update 2017 (28 pages)

Attachment 3: Resolution: Capital Lease and Amendment of Ground Lease for Potomac Heights Project (1 page)

President's Report

December 13, 2017

[Goals and activity updates since the October 12, 2017 BOV meeting.]

- **Student and Faculty Success**

Mason faculty and students continued to make us proud. Among the highlights:

- Senior government and international politics major Joe Russell is Mason's first Rhodes Scholar finalist in 10 years.
- Researchers Alessandra Luchini and Lance Liotta report in Science Translational Magazine that they have developed a nanotechnology that for the first time can measure a specific sugar molecule that identifies tuberculosis.
- A group of Mason students drew the attention of the global medical community by devising an easy, less invasive manner to detect tuberculosis. They're working with the university's entrepreneurial team to commercialize their breakthrough.
- Distinguished visiting professor Michael Hayden, the former director of the National Security Agency and CIA, opened the Schar School-based Michael V. Hayden Center for Intelligence, Policy and International Security.
- Biology professor Ramin Hakami received a \$600,000 grant to research ways to combat anthrax infection.
- Mason law students Anna Schaffner and Paul Coyle worked pro bono for a D.C. law firm to gain asylum for an undocumented 19-year-old immigrant who fled Honduras to escape criminal activity.
- Lauren Paige, a clinical psychology PhD candidate, helped convince the Veterans Administration that a Navy veteran's PTSD was attributable in great part to his military service, qualifying him for benefits after he had been denied twice previously.
- Physics professor Shobita Satyapal was among a group of astronomers who identified a large cluster of supermassive black holes in the center of various galaxies.
- College of Health and Human Services professor Lora Peppard received the 2017 Award for Excellence in Leadership from the American Psychiatric Nurses Association.

- **Rankings and Media**

Times Higher Education ranked the Antonin Scalia Law School 28th nationally and 81st worldwide. Mason's social sciences programs are ranked in the top half of institutions around the world and Mason ranked in the top 40 percent worldwide of all institutions evaluated for clinical, pre-clinical and health programs.

U.S. News & World Report ranked Mason as one of the 25 national universities that operates the most efficiently. (William and Mary and Virginia Tech also made the list.)

The Schar School – Washington Post polling partnership produced numerous headlines during the November election campaign and continued to gain national attention through their reporting on the U.S. Senate race in Alabama (which they predicted accurately).

Also, please check our weekly email update of major media hits. Mason faculty, students, staff, and alumni make news every day in major media throughout the region and around the country.

- **Transformative Partnerships**

We continue to explore possible partnerships and other 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.

Mason and NOVA faculty are building the first pathway programs under the new ADVANCE partnership. We expect to begin enrolling students early next year for fall 2018 admission. Currently we are working on at least 15 offerings for a fall 2018 launch.

Our first online graduate programs (three master's programs and two certificates) with Wiley will begin in January 2018.

The Online Virginia Network (OVN) will also commence in spring 2018 with just under one dozen undergraduate offerings.

- **Research and Innovation**

Our research enterprise is beginning to grow after several years of flat performance. Research expenditures through the end of November are up 7.8% over last year. Facilities and administrative costs recovered are up 8.1%, while new awards are up 29.7%. The last metric bodes well for increased expenditures in the coming months. In sum, our research pipeline is starting to expand rapidly.

We have appointed a director for the new Center of Excellence on Criminal Investigations and Network Analysis, which was established through a grant from the Department of Homeland Security. We have also received initial funding for the 10-year multimillion dollar award.

- **Fundraising**

As of the end of November, we had raised \$10.7M, which is below last year's pace.

Endowment giving is up over last year, helped in part by the addition of a planned giving officer. As of the end of November, we had received \$1.1M in gifts to the endowment.

Alumni giving also continues to grow. As of the end of November, the total number of alumni donors was 2,404 compared with 1,904 at the same time last year.

- **Internal Communication and Engagement**

This fall I visited each of the academic units, where I met with faculty and staff. In November, I hosted a very well-attended town hall to introduce our draft strategic plan update. Faculty, deans and administrators presented the work of the various committees. I also have regular contact with students in various forms, including the President's student advisory council.

- **Campus for the Future**

Peterson Hall is poised for on-time occupancy in January 2018. The new facility will provide world-class teaching and research space and will bring online critically needed new capacity that will help us accommodate the rapid growth we continue to experience.

Next on the horizon is the planned replacement for Robinson Hall, as well as major upgrades to the Fairfax campus utility infrastructure. Design work has been completed and we remain on track for a fall 2018 construction start.

With advice from several BOV members and with the assistance of internal and external consultants, we completed a capacity, market, and financial feasibility analysis for future West Campus development.

- **Strategic Plan**

We conducted an intensive strategic plan update process during the fall semester. The four working groups who presented at the July BOV meeting were expanded to include additional faculty, staff, student, and alumni representatives. The working groups produced a draft document which was presented at a November 13 town hall and was then the subject of comment and feedback by the community over the subsequent three weeks. A final version will be presented for your review and approval today.

Legislative Update – Federal:

Tax Reform – In my capacity as Chair of the Virginia Council of Presidents (COP), I sent a letter to the members of the Virginia Congressional delegation urging that provisions in the House tax bill damaging to higher education be removed. The letter, co-signed by almost every college president in the Commonwealth, explains that the tax bill would repeal provisions for the Lifetime Learning Credit, the student loan interest deduction, the tax exemption for tuition waivers, and the tax exclusion of employer provided tuition assistance. Taken together, these changes would substantially reduce tax benefits and increase costs for college students by \$65 billion over the next decade. The letter points out that the Senate version does not include these harmful provisions. Also, our Senior Vice President for Administration and Finance, JJ Davis, sent a letter to Senator Mark Warner urging that these House provisions not be adopted. Senator Warner serves on the Finance Committee, which is responsible for writing the tax legislation.

DREAMers – I participated at an event at Georgetown University on October 16 aimed at galvanizing support for legislation in Congress to provide permanent residence status and a

pathway to citizenship for undocumented students in the Deferred Action for Childhood Arrivals (DACA) program. I spoke about the contribution that Dreamer students make to the Mason and Northern Virginia communities. I was joined by Scott Ralls, President of the Northern Virginia Community College and Dr. DeRionne Pollard, President, Montgomery College. The session was led by Dr. John J. DeGioia, President, Georgetown University. Collectively, we published an article in *The Hill* explaining the need for Congress to move as quickly as possible on behalf of DACA students. I signed onto a letter to Congress organized by the American Council on Education (ACE) urging swift action on DACA legislation. Finally, I joined two dozen university presidents in founding the Presidents Alliance on Higher Education and Immigration Reform.

Legislative Update – State:

- Was appointed to Governor-Elect Northam’s transition workgroup on Commerce & Trade and will participate as a co-chair with Delegate Eileen Filler-Corn. It is also important to note that Mark Smith was appointed to the Higher Education workgroup.
- Participated in a meeting with Dr. Stephen Moret, President and CEO of the Virginia Economic Development Partnership.
- Accomplished significant legislative outreach with members of the Administration and Virginia Senate.
- In addition to participating in the planning sessions for the SCHEV Board of Visitors Orientation sessions, joined newly appointed members during select portions of the two-day event.
- As Chair of the Council of Presidents, hosted Governor-elect Ralph Northam and his transition leadership team at a luncheon of presidents and legislative liaisons.
- Met with key staffers of the House Appropriations and Senate Finance Committees.
- Spoke at the Joint Meeting of the Senate Education & Health and House Education Committees’ Virginia Education Summit on a panel moderated by Delegate Lashrecse Aird, and including SCHEV Chair Heywood Fralin and Jimmy Clarke, Senior Director of State Policy for HCM Strategists.
- Met with House of Delegates Speaker-designate Kirk Cox.

Looking ahead:

- Continue to best position Mason with the new administration throughout the transition.
- Accomplish legislative outreach with up-and-coming House members.
- OVN Board meeting in Richmond, December 18.
- Participate and provide input to Commerce & Trade and Higher Education transition workgroups.

External Activities & Speaking Engagements :

- Joining Bob Vay, Mason’s Digital Collections Archivist, and Mayor of Fairfax City, David Meyer, participated in a historical conversation to commemorate the City of Fairfax 275th Anniversary Celebration.
- Attended the Annual Arts Council Awards Luncheon.

- Provided a Mason update to the Reston Chamber of Commerce outlining the current initiatives and encouraging business community involvement.
- Participated in a Mason Matters event hosted by Dolly Oberoi, Board of Trustee member. Deans Ken Ball and Maury Peiperl, and Associate Vice President Sean Mallon also attended.
- Along with several Mason faculty members and students, visited and toured Gunston Hall engaging with resident experts who provided context, research and relevant dialogue about George Mason's role in slavery.
- Attended the A10 Presidents Council Fall Business Meeting.
- Participated in several phases of the recent Association of Public Land Grant Universities (APLU) meetings in DC. This participation included moderating the panel "Declaration on University Role in Creating Global Engagement," attendance at the Presidents session, Executive Committee and Board of Directors meetings, Institutional Strategies and presenting the international institutional award.
- At the invitation of former President Bob Templin, joined him in a discussion of "Strategic Partnerships and the Community College Solution Provider" at the Aspen Presidential Fellow Program.
- Attended and continued to Chair the Virginia Council of Presidents meetings (including GPAC/SCHEV sessions).
- Participated in various development activities/cultivation dinners and visits with donors and business CEOs.
- At the invitation of National Geographic, attending the screening of JANE, a documentary about a woman whose chimpanzee research challenged the male-dominated scientific consensus of her time and revolutionized our understanding of the natural world.
- I was invited by the board chairman to speak to Universitat de Lleida's board and senior leadership on how Spanish universities can improve relations with the business world and contribute to Spain's competitiveness.
- Was Honorary Chair and provided remarks at the Dream Project Annual Holiday dinner touching on the challenges Dreamers face, their strength and tenacity in overcoming barriers and the importance of the work being accomplished by the Dream Project.
- Participated on a higher education panel with Heywood Fralin at the Virginia Education Summit focusing on how Growth4VA impacts Mason, how we work to be accessible to all Virginians, and how we respond to needs of employers and the new economy.
- Attended 123 Club sessions.
- Appointed to Governor-elect Northam's Policy Council on Commerce and Trade. This group will be comprised of stakeholders from across the Commonwealth to provide thoughtful insights and perspectives during the gubernatorial transition.

Internal/Campus-Related Activities & Speaking Engagements:

- Participated in the Dedication of the Roger Wilkins Plaza. This event provided an opportunity to honor the legacy of Prof. Wilkins, his many contributions to Mason, his field, the Virginia community and nation.
- Attended the Grand Opening of the Mason Basketball Practice Facility, followed by the annual Mason Madness event which kicked off the season.
- Attended the Alumni Weekend Green and Gold Bash.

- Provided remarks at the 2017 Fall Admissions Premiere event, highlighting the exceptional reasons to select Mason as a choice for higher education.
- Provided welcome remarks at the Center for Health Policy, Research and Ethics Integrated Care Conference recognizing the public and private organizations that work together on integrated care initiatives in the Commonwealth, serving some of our most at-risk citizens and their families.
- Attended the Ceremonial Signing of the 3+3 Agreement with Radford University at the School of Law.
- Participated in the 2.5 day National Leadership Conference event providing a state of the university update, engaged guests and garnered their input on the best ways to advance Mason and its impact on the region and the world. Guest speakers included Dean Mark Rozell, Dr. Louise Shelley, Bob Witeck, Frank Neville and Brad Edwards.
- Along with Dr. Scott Ralls, provided remarks at the first meeting of the Dell/EDL Transfer Pathways Design Challenge which was hosted at Mason and attended by representatives from eight institutions selected to participate.
- Met with the ABET site team during their visit to review the Mechanical Engineering program.
- Participated in the Outstanding Achievement Awards ceremony which recognized 25 individual award recipients. This year culminated with 1,025 awards being presented since the ceremony began nearly 20 years ago.
- Hosted at the Mathy House the annual BOV Recognition Event, which provided an opportunity to acknowledge and thank the departing Board members for their years of dedicated service.
- Met with the Faculty Senate Executive Committee to discuss various topics of interest between the administration and faculty.
- Welcomed Fairfax County School Superintendent, Scott Brabrand, to Mason for an introductory meeting.
- Along with Rector Tom Davis, co-hosted an Advancement dinner at the Mathy House.
- Provided remarks at the Remembrance and Celebration of George Johnson.
- Spoke to an Honors Class on Nationalism to discuss Catalonia and the evolving situation. Throughout the semester, this class has been studying radical nationalist movements.
- In collaboration with University Life, Doing What Matters Committee and the LEAD Office, hosted the Freedom and Learning Forum on the topic of "What Does It Mean to be a Mason Patriot". This event focused on the timely issues of freedom of speech and expression; reconciling our historical past and shared memories; and the impacts of social stratification and discrimination on our University community.
- Joined by leaders of eight strategic plan working groups, participated in a University Town Hall session unveiling a draft of an updated version of the university's strategic plan, including metrics, accomplishments and possible next steps to help guide Mason's development over the next several years.
- At the invitation of Mason Dining, carved turkey for their Thanksgiving luncheon and interacted with students, faculty and staff.
- Attended a GMUIF Board Meeting.
- Hosted the annual Mathy House Holiday Gathering for members of the Mason administration and community members.

- Attended and provided remarks at the Annual President's Circle Reception and Holiday Concert.
- Participated in ongoing 1:1 sessions with Board of Visitor members.
- Concluded a series of one-on-one meetings with the academic deans followed by unit town hall discussions.
- Attended Board of Trustee sessions.
- Attended various men's and women's basketball games.

Outside Board Service:

- Inovio (NASDAQ:INO) (telephonic/in-person meetings).
- Georgia Tech Advisory Board (no meeting attendance this period).
- Bankinter Foundation of Innovation, Madrid, Spain.
- 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.
- National Geographic (telephonic/in-person meetings).
- Richmond Federal Reserve Board (telephonic/in-person meetings).
- Economic Club of Washington Board (in-person meeting).
- CIT (no meeting attendance this period).

Select Upcoming Events:

- University-wide Holiday Party – December 19, 2017
- Winter Graduation Ceremonies – December 21, 2017
- Mason Winter Break (University Closed) – December 22-January 3, 2018
- Martin Luther King, Jr. Day (University Closed) – January 15, 2018
- Mason Alumni Reception (Richmond) – January 30, 2018
- Mason Lobbies (Richmond) – January 31, 2018
- Universidad Politécnica de Madrid, Honorary Doctorate ceremony (Madrid, Spain) – February 9, 2018
- Next BOV Meeting – March 1, 2018



2014–2024 STRATEGIC PLAN UPDATE 2017



EXECUTIVE SUMMARY

In 2013, George Mason University produced a far-reaching strategic plan that outlined how it would serve students, the community, faculty and staff, and the broader global society over the succeeding 10 years. Four years later, that commitment to service and the vision embedded in the plan – to be a world-class research university committed to access and inclusion – remain the guiding principles that govern the university's strategic decisions.

Established five decades ago with the goal of eventually becoming a “good regional university,” Mason has vastly exceeded this founding aspiration and is now Virginia's largest and most diverse public research university, one of the best universities in the U.S. and one of the top 300 universities in the world. The foundation of this success is a remarkable track record of teaching and scholarship excellence that has enabled Mason to educate hundreds of thousands of students who in turn have been a driving force in the social and economic development of Northern Virginia and the National Capital Region.

Today those twin pillars of teaching and scholarship and our underlying commitment of service to the community and the commonwealth remain our predominant strengths and form the basis of everything we do. Under the strategic plan, we will continue to bolster our academic core in order to better fulfill our teaching, scholarship, and service missions.

By focusing our curricular design on high-impact learning experiences, by broadening access through new programs and delivery formats, and constantly improving the entire teaching and learning ecosystem to provide a transformative learning experience to all students, we will meet our objective of preparing graduates for lives of meaning and impact.

By investing in and strengthening our research, scholarship, and creative activities, by pursuing initiatives that produce academic, societal, and economic impact, and by expanding our global ties, we will meet our objective to create and disseminate new knowledge for the betterment of society at home and around the world.

The 100,000 graduates we intend to produce will be a source of human talent, creative energy, and social vibrancy for our region and the commonwealth. We will place particular emphasis on our role as a source of innovation and entrepreneurship, a critical engine of regional economic development. Finally, we will seek to expand, deepen, and improve our programs, events, and services that enrich the cultural, intellectual, and social life of our community.

The foundation of all these initiatives is talented and dedicated faculty and staff members who have been the primary architects of Mason's success over the past five decades. In order to ensure that they can continue to succeed, we must invest in faculty support and development. We must also continue to develop as a model well-being university where talented people of all backgrounds can thrive and deliver on our mission. And, finally, a special focus on diversity and inclusion will ensure that our community is rich in ideas, talent, and perspectives.

STRATEGIC GOAL #1: INNOVATIVE LEARNING

Deliver a transformative Mason Learning Experience that is experiential, global, and technology-rich.

Our promise to our students is a transformational learning experience that helps them grow as engaged citizens and well-rounded scholars who are prepared to act. Over the past several decades, we have delivered on this promise by adopting a student-centric approach that has produced graduates who are among the most successful and well prepared in the commonwealth and who have become community leaders committed to making a difference. We have achieved this while serving a large number of socioeconomically disadvantaged students and first-generation college attendees.

Our success in serving students has been founded on an open, inquiry-based culture and innovative programs that have provided students high-impact learning experiences along with strong theoretical knowledge. Our national leadership in undergraduate research, creative activity, and scholarship is one such initiative. Our extensive internship program is another.

Three years into the implementation of our Strategic Plan, we are poised to elevate the Mason Learning Experience to a new level of excellence. Central to this effort is *Mason Impact*, an initiative to offer high-impact learning experiences to all students, deepen their engagement and development, and prepare them to make a real impact in the world. *Mason Impact* shapes our students' development through global education, civic engagement, research, and entrepreneurship, and is grounded in a strong education designed to develop problem-solving, critical thinking, and communication skills.

To better align the university's curriculum with our desired Mason Graduate learning outcomes and provide the right foundation to make our students competitive for job placements or to seek graduate degrees, we are redesigning the Mason Core General Education program. We are also investing in building enhanced and technology-rich classrooms in new academic buildings such as Peterson Hall and the Robinson Hall replacement.

Critical to student success are all the support and advisory systems that allow each individual to find what they need. The Student Experience Redesign initiative aims at re-engineering the student experience from beginning to end.

Key to achieving these goals is our shared commitment to continuous innovation across colleges and departments, to finding better ways to deliver transformative learning, and to creating new offerings that respond to changing needs in the region, the nation, and the world.

To ensure that students are benefiting from a transformative education, we will be studying the impact of these courses and opportunities on student learning. Mason's faculty include national leaders in the development of assessment and program tools, and we will be leveraging their expertise to build a comprehensive assessment plan for Mason Core courses, academic programs, and *Mason Impact* experiences. The collected data will be used to refine our programs and improve learning for our students.

To ensure that faculty receive the support necessary to deliver the world-class instruction that has been Mason's hallmark, we will leverage the resources of the new Stearns Center for Teaching and Learning to provide integrated and state-of-the-art instructional design as well as active collaboration across disciplinary boundaries. We will assist faculty members in aligning their curricula with these broader goals and help them best integrate curricular and experiential learning activities.

Metrics:

Metric #1: 100% of Mason undergraduate students will graduate with transformative *Mason Impact* experiences, incorporating at least one of the following: undergraduate research or creative project, civic engagement project, entrepreneurial experience, global education experience, clinical experience, student teaching, internship, and/or capstone course.

Current Status: FY17: 85% of undergraduate students graduated with an identified transformative experience. (FY14: 78%; FY15: 80%; FY16: 85%)

Metric #2: 90% of graduating seniors will meet or exceed benchmarks on learning outcomes in critical thinking, problem-solving, and communication.

Current Status: From FY12 - FY16 (cumulative), 73% of students participating in undergraduate research achieved proficiency or higher on OSCAR student learning outcomes.

Metric #3: 30% of all classrooms will be Active Learning Classrooms, and every undergraduate student (excluding fully online students) will take at least one course taught in an Active Learning Classroom.

Current Status: FY17: 4.8% of Mason's total classroom inventory has technology that earns the Active Learning designation supporting interactive, multi-location, or hands-on learning. (FY16: 4.8%)

Metric #4: Maintain or achieve more than 90% student satisfaction with their Mason educational experience upon graduation.

Current status: Students reporting satisfaction with education: FY16: 91% of undergraduates, 94% of doctoral, 93% of master's, and 94% of law. (FY14: 92% undergraduates, 96% doctoral, 94% master's, 98% law; FY15: 93% undergraduates, 94% doctoral, 94% master's, 97% law.) Graduate students reporting satisfaction with mentoring: FY16: 84% of doctoral, 71% of master's and 64% of law. (FY14: doctoral 85%, masters 69%, law 58%; FY15: doctoral 83%, master's 71%, law 60%.)

***Reporting is currently voluntary; we plan to expand and possibly institute mandatory reporting*

Representative Accomplishments to Date:

- Mason received the Council on Undergraduate Research's national AURA award in 2015, which recognized Mason as having the best undergraduate research program in an R1 university.
- Implemented Curriculum Scholarship Development Grants (2012), Curriculum Impact Grants (2017), Global Course Grants (2017), Open Educational Resources Grants (2016), Online Course Development Grants and Academies (2010), and Course (Re-Design) Academy Workshops (2017).
- Created two actively used maker and collaboration spaces: Mason Innovation Exchanges (MIX), and planned for an additional MIX in the Robinson redesign.

Sample Future Initiatives:

- Facilitate collaboration among Stearns Center, Undergraduate Education, and other offices to offer and expand faculty development support for experiential, global, and technology-rich curriculum that utilizes updated campus facilities.
- Create a designation that will track all Mason Impact, entrepreneurial and civic engagement projects courses, and identify students who have participated in related co-curricular experiences.
- Design and implement online learning plan.
- Develop and provide faculty development support for Active Learning Classrooms and other innovative learning spaces such as the Peterson and Robinson educational buildings. Redesign the Mason Core General Education Program that incorporates the various pathways students earn degrees at Mason (native, transfer, online) and includes a technology component and capstone experience for all students.

STRATEGIC GOAL #2: ACCESSIBLE PATHWAYS

Provide multiple pathways and delivery formats to serve the needs of different students.

At the core of our mission to be an innovative and inclusive academic community is the belief that public education is a critical engine for innovation, economic development, and social mobility. A central element of our public mission is to provide access to students of different socioeconomic backgrounds and varied life circumstances. Since our founding, this has driven our expansion as we have grown to become the largest, most diverse public university in Virginia.

In recent years, this mission of access has become even more salient. Over the last decade, Mason has been responsible for almost half of the enrollment growth across all Virginia public universities. As we have grown, we have also become more diverse. More than half of our incoming students are from underrepresented minority groups, and many of them are first-generation college students; roughly one-third are from socioeconomically disadvantaged backgrounds.

At the same time, our students continue to thrive. They graduate at the same high rates regardless of race or economic background. They land the highest-paying jobs of the commonwealth's graduates. And they are able to pay back their student loans more successfully than most, resulting in one of the lowest student loan default rates in the nation.

Since 2014, we have launched numerous programs designed to increase access: The Online Virginia Network (OVN) has built a pathway for adults to complete their unfinished degrees; our partnership with Wiley has created opportunities for graduate online learners; and the INTO partnership has improved access for international students.

The success of these initiatives illustrates that there is much more we can and must do to fulfill our mission of access. In April 2017, Mason and Northern Virginia Community College entered into a partnership (ADVANCE) to develop the next generation of transfer programs, which will provide a guided pathway for NOVA students for timely and cost-efficient completion of their degrees at Mason. By aligning curricula and removing obstacles, we expect to assist thousands of students in meeting their goals of obtaining four-year degrees.

Mason will work to expand our portfolio of online graduate and undergraduate programs through our existing partnerships with Wiley and the OVN, and by creating additional new programs and partnerships to serve online learners. Finally, we will grow the Bachelor of Independent Studies (our successful and growing program for adult returning students) and expand the Mason Early Identification Program to include First Star Scholars, a group focusing on foster students.

Mason students succeed at impressive rates. We believe that we can help our students succeed at even higher levels by improving our overall support. The Student Experience Redesign and Mason Impact programs will be the main vehicles we use to enhance student success. We believe that these initiatives will allow us to remove obstacles, improve processes, and break down barriers that will lead to increased retention, improved learning outcomes, and higher graduation rates. While these initiatives are targeted at undergraduates, we believe that the associated improvements in advising, technology, and process will have benefits for graduate and nondegree students as well. Finally, we will invest in an internationalization plan (see Goal #12) that will improve our ability to serve the increased number of international students who have enrolled at Mason through the INTO program.

Metrics:

Metric #1: Maintain equal graduation outcomes for undergraduate students regardless of race and socioeconomic background.

Current Status: FY18, graduation outcomes for overall, Pell recipients, and African American and Hispanic students were within 10% of each other, ranging from 62-72%. (FY14: 67%; FY15: 67%; FY16: 69%; FY17: 70%; FY18: 71%)

Metric #2: Increase freshman/sophomore retention to 90%.

Current Status: FY18, the freshman/sophomore retention rate was 87.8%. (FY14: 87.3%; FY15: 87.6%; FY16: 87.2%; FY17: 87.5%)

Metric #3: Enroll a total of at least 2,500 ADVANCE students in partnership with NOVA.

Current Status: In process

Metric #4: 7,500 students will have taken most of their courses in an online format.

Current Status: As of FY18, 5,147 students have taken most of their courses in an online format. (FY14: 930; FY15: 1,116; FY16: 1,240; FY17: 1,463; FY18: 1,633)

Metric #5: Increase the number of undergraduate and graduate course sections identified as online or hybrid courses to 1,000 per year.

Current Status: FY17, 729 online or hybrid course sections were offered. (FY14: 490, FY15: 559, FY16: 621)

Representative Accomplishments to Date:

- Launched ADVANCE, a NOVA-Mason partnership, in April 2017.
- Formed the Online Virginia Network in partnership with Old Dominion University.
- Enrolled 140 students in the Early Identification Program during 2016-17.
- Increased the number of programs that are 100% online to 43: 3 bachelor's level (1 with 3 tracks); 15 master's (1 with 2 tracks), and 25 certificates.
- Completed a six-month self-study on the Mason student experience with recommended plans for action to close student-facing gaps in service designed to improve retention and graduation rates.
- Mason has awarded 3,197 Bachelors of Individualized Studies degrees since 1975.

Sample Future Initiatives:

- Implement ADVANCE program.
- Design and implement Online Virginia Network growth plan.
- Implement Early Identification Program partnership with First Star Scholars, preparing foster youths for college.
- Implement Student Experience Redesign recommendations.
- Implement a LifeCycle Constituent Relationship Management program to support the student experience.
- Optimize the advising process to support the student experience.

STRATEGIC GOAL #3: RETURN ON INVESTMENT

Enable all graduates to pursue meaningful lives and successful careers.

Over the past decade, universities across the nation have faced rapid decreases in federal and state funding, forcing many to raise tuition to fill the gap. At the same time, universities have seen an unprecedented rise in student debt amid growing concerns about college affordability. Institutions of higher education are under increased pressure to educate more students, deliver better outcomes, and reduce costs. They are also facing greater demand to demonstrate the benefit they provide to students, families, and society.

Despite these challenges, Mason has managed to contain costs while improving quality. Reductions in state funding have shifted the financial burden to students and their families, yet Mason tuition and fees remain lower than other research universities in Virginia. Mason students graduate with the best employment outcomes in the commonwealth, and one of the lowest loan default rates in the nation.

Given the continued national debate over college access and evidence showing significantly higher lifetime earnings for degree earners, Mason is deeply committed to affordability and value for our students. This means keeping tuition levels at or below the average for other Virginia doctoral institutions, bolstering financial assistance and advising, and maintaining a strong financial and career return on investment for our graduates.

However, the benefit of an education is not just financial. Recognizing the critical importance of well-being, we will develop programs and initiatives that promote student well-being inside and outside the classroom (see Goal #7) to prepare our students for both meaningful careers and meaningful lives.

By supporting faculty teaching and excellence (see Goal #9) we will work to ensure that Mason's learning environment and educational outcomes continue to be a source of strength and value for students. Through the Student Experience Redesign and Mason Impact initiatives, we will make college education more accessible (see Goal #2) and more enriching (see Goal #1) by building new and innovative programs, developing new curricula, and smoothing the path to degree completion.

Underpinning the above efforts will be a collection of specific initiatives that will help students achieve their postgraduation goals and position them for rewarding and productive lives. Leveraging our strong partnership with Gallup, we will use the Gallup StrengthsFinder as well as our internal subject matter expertise on well-being to help students identify possible areas of interest and employment. Through Mason Impact and related initiatives (see Goal #1) we will increase experiential learning, co-curricular activities, internships, and other related opportunities. Finally, we will leverage and enhance our relationships with businesses, NGOs, government entities, and other regional institutions to expand the options available to our graduates.

Metrics:

Metric #1: In-state tuition will remain at or below the average of Virginia's doctoral universities.

Current Status: FY18, Mason's in-state tuition was \$8,672 compared to the average of Virginia's doctoral universities at \$11,942. (FY15: Mason = \$7,562, Avg. = \$9,972; FY16: Mason = \$7,976, Avg. = \$10,800; FY17: Mason = \$8,204, Avg. = \$11,521)

Metric #2: Three-year student loan default rates of graduates will remain within the lowest quartile of national public four-year institutions and below the average of Virginia public four-year institutions.

Current Status: Recently released FY14 three-year default rates show: Mason: 2.0%; Commonwealth of Virginia: 5.5%; National: 11.5%; Public four-year institutions: 7.5%

Metric #3: At least 80% of graduates will report a positive career outcome within six months of graduation.

Current Status: As of 2016, 76% of graduates reported a positive career outcome within six months of graduation. Response Rate: 48%. (FY14: 74% Response Rate: 38%, FY15: 79% Response Rate: 56%)

Representative Accomplishments to Date:

- Hosted more than 550 employers on campus and provided one-of-a kind opportunities for students to highlight their skills and network with top employers.
- Increased access to experiential learning for students with financial hardship through inaugural Unpaid Internship Scholarship Fund (\$37,400 awarded).
- Increased institutional aid budget by \$3.7 million to offset tuition increases for our students with the greatest demonstrated need.
- Created Stay Mason emergency aid program to help prevent students from stopping or dropping out due to financial constraints, and awarded \$1 million to date.
- Created Career Services Industry Model for student career advising and employer development.
- Developed partnership with Gallup to administer StrengthsFinder to any student interested in strengths assessment. To date, more than 15,000 students, faculty, and staff have taken the Gallup StrengthsFinder.

Sample Future Initiatives:

- Design and implement new tuition framework.
- Design and implement on-campus student employment career readiness program.
- Increase student financial assistance.
- Improve data collection efforts for Career Plans Survey.
- Increase employer connections and job/internship opportunities across all industries and locations.
- Create effective talent pipelines for federal employers.
- Expand and scale up Mason's resilience badge process with the focus on building purpose and resilience in preparation for graduation and the workplace.
- Design and implement career readiness model for NOVA-Mason ADVANCE.

STRATEGIC GOAL #4: 100,000 CAREER-READY GRADUATES

George Mason University will help meet the demands of the commonwealth, the region, and the world for dynamic, creative, collaborative thinkers, doers, and problem-solvers.

A truly “career-ready graduate” is one who has mastered the art of learning how to learn, and has a broad base of knowledge and skills, along with the habits of mind that set the stage for a lifetime of growth and change. Employers tell us that our students must be prepared to meet the demands of a dynamic workforce, where today’s career paths are seldom linear nor static. Earning a postsecondary degree is a prerequisite for the growing jobs of the new economy. Over the next decade, employment in jobs requiring education beyond a high school diploma will grow more rapidly—at the same time, our civil society needs graduates who are capable of critical thinking, who are engaged citizens, and who are ready to provide leadership in settings public and private, local, national, and international.

Over the past 50 years, Mason has grown to become the largest public research university in Virginia. In fact, over the past several years, Mason has been responsible for the majority of enrollment growth in the commonwealth. The combination of our graduates’ impressive learning and employment outcomes, our growing portfolio of programs, and our location in the dynamic Northern Virginia region have resulted in Mason becoming a destination university for students from around the country and around the world. While we have grown we have also seen consistent increases in external rankings and virtually all indicators of academic quality.

As a result, we stand as a major source of talent and energy for the region. Mason graduates make up the majority of the region’s public school principals and vice principals. They are prevalent in the ranks of the technology and aerospace companies that help drive the local economy. They are leaders in government contracting and consulting. They are a large contingent within the ranks of the federal government. In sum, Mason graduates have made a substantial contribution in the emergence of Northern Virginia as one of the most vibrant, culturally rich regions in the country.

Our trajectory continues, and we are committed to serving our community by educating 100,000 career-ready graduates, including undergraduates, master’s and doctoral students, and certificate holders by 2024. We will increase our efforts to recruit highly talented students in Virginia, the United States, and the rest of the world. We will monitor emerging trends in particular fields, while emphasizing flexibility and breadth as attributes of a well-educated graduate. We will pursue innovative pathways for access to the university and degree programs that serve a broad and changing population, including degree-completion programs. At the same time, we will focus on retention strategies to improve graduation rates and reduce the time it takes to earn a degree.

Metrics:

Metric #1: Award 100,000 degrees and certificates by FY24.

Current Status: As of FY17, Mason has awarded 35,716 degrees and certificates. (FY14: 8,877; FY15: 8,815; FY16: 8,901; FY17: 9,123)

Metric #2: Increase six-year undergraduate graduation rate to 75%.

Current Status: As of FY18, six-year graduation rate is 71%. (FY14: 67%; FY15: 67%; FY16: 69%; FY17: 70%)

Metric #3: Increase the four-year graduation rate of community college transfer students to 75%.

Current Status: As of FY17, the four-year graduation rate for community college transfer students is 72%. (FY14: 68%; FY15: 70%; FY16: 71%)

Metric #4: 90% of alumni survey respondents agree that Mason helped them grow personally and professionally, or similarly, one year after graduation.

Current Status: In FY17, 71% of undergraduate alumni report they are prepared for current work and 83% are prepared for further study; 84% of graduate alumni report they are prepared for current work and 89% report they are prepared for further study. Response rate for 2015-16: Undergraduate = 16%; Graduate = 23%. (FY14: Undergraduate Alumni 78% and 82%, Graduate Alumni 87% and 87% (response rate: UG 15%, GR 28%), FY15: Undergraduate Alumni 72% and 83%, Graduate Alumni 83% and 88% (response rate: UG 17% GR 27%), FY16: Undergraduate Alumni 71% and 82%, Graduate Alumni: 83% and 88% (response rate: UG 21%, GR: 31%)

Representative Accomplishments to Date:

- Increased new student undergraduate enrollments every year for the past five years while increasing in all major measures of academic quality.
- Launched INTO partnership.
- Launched Wiley partnership.
- Launched Online Virginia Network.
- Developed and expanded early alert intervention program to flag at-risk students.
- Early Identification Program recognized by ACT's College and Career Readiness campaign as a Career Preparedness Exemplar.
- ADVANCE Initiative launched in FY17 is expected to improve four-year graduation rates.

Sample Future Initiatives:

- Implement outcomes from Student Experience Redesign initiative.
- Increase investments in high-potential and diverse students.
- Implement ADVANCE program.
- Expand online pathway programs through current partnerships and develop new partnerships and programs.
- Expand international student and nonresident recruitment efforts.
- Develop a plan to create meaningful certificate programs in high-demand fields.
- Partner with local employers to create new nondegree and degree programs.

STRATEGIC GOAL #5: INNOVATION ENGINE

Contribute to the economic and civic vitality of the region by driving entrepreneurship and innovation and by creating learning partnerships with private and public organizations.

The most dynamic and innovative hubs in the world are anchored by world-class universities. They serve as magnets and factories of talent, as engines of innovation, and as incubators of new products and ideas. Our data show a strong correlation between the number and quality of research universities and national competitiveness. With Mason's elevation in 2016 to the top tier of research universities, it is more important than ever for Mason to encourage and facilitate the translation of promising inventions and research outcomes into innovative products and commercial startups. Mason is ideally positioned to become an engine of innovation as well as the region's go-to destination for executive, professional, and continuing education.

Our focus on entrepreneurship is not new. For the past 20 years, the Mason Enterprise Center has provided small business owners with counseling, training, networking, mentoring, and collaborative office space. Mason also coordinates Virginia's network of Small Business Development Centers. Mason has invested in curriculum development, on-campus facilities, and co-curricular programs designed to foster the creation of entrepreneurial and social/cultural impact ventures, and it is committed to building an entrepreneurship program that will earn Mason a spot among the top 50 entrepreneurship universities by 2024. We continue to incubate new enterprises in fields such as cybersecurity, proteomic medicine, and computer game design. Supporting high-growth startups, particularly in sectors of strategic importance in the National Capital Region, has become an increasingly important function of the university.

Mason is also committed to helping existing organizations meet their talent development needs. Our broad disciplinary mix and our relationships with industry and government make us an optimal partner to design and deliver customized programs that can help grow the professional, technical, managerial, and leadership talent organizations needed to succeed. These programs can also provide additional resources to the university and open employment opportunities for our graduates.

Our work in driving innovation and entrepreneurship in our region must be grounded in our strong entrepreneurial culture among faculty and students. To foster this culture, we will invest in and develop infrastructure that supports faculty and student entrepreneurs at every stage of their startup trajectory.

We also will strengthen our ability to serve local business. We will increase our assistance for new enterprises, especially those in regionally significant sectors and those that connect to our research expertise. We will grow our executive education operation to better serve the management and training needs of regional business. Finally, we will expand our programming and support for social enterprise as part of our public mission.

Metrics:

Metric #1: More than 100 new companies will be started by Mason faculty and students.

Current status: As of FY17, 15 new companies have been started by Mason faculty and students. (FY14: 3; FY15: 6; FY16: 4; FY17: 2)

Metric #2: More than 200 student teams will have participated in an entrepreneurship training (e.g. Mason Innovation Lab, Mason Summer Entrepreneurship Accelerator program, I-Corps program, Virginia Serious Game Institute Excellerator, etc.)

Current Status: As of FY17, 36 Mason teams have participated in an entrepreneurial training program. (FY14: 4; FY15: 8; FY16: 10; FY17: 14)

Metric #3: 1,000 Virginia companies will be incubated, supported, or accelerated annually by a Mason-run entrepreneurship program.

Current Status: In FY17, 943 Virginia companies were incubated, supported, or accelerated by a Mason-run entrepreneurship program. (FY14: 991; FY15: 954; FY16: 964)

Metric #4: Annual executive and professional education revenues will increase to \$50 million.

Current Status: As of FY17, executive and professional education revenues yielded \$7.0 million. (FY14: \$6.9 million; FY15: \$7.9 million; FY16: \$7.2 million)

Representative Accomplishments to Date:

- Established Office for Entrepreneurship and Innovation in 2016, and hired an assistant vice president to lead a university-wide initiative focused on elevating Mason to a top-50 entrepreneurial university by 2024.
- Mason received a National Science Foundation (NSF) five-year, \$500,000 I-Corps Site grant to support modest proof-of-concept funding for up to 30 faculty-led and student-led startup teams each year.
- The number of dedicated on-campus facilities/entities that support student/faculty entrepreneurship and social impact ventures across all academic units increased to five. MIX@Fenwick is the newest facility and opened on the Fairfax Campus in June 2017.
- Launched the Mason Summer Entrepreneurship Accelerator, an eight-week intensive business launch program.
- Mason incubated 19 game startups between 2014 and 2017 at the Virginia Serious Game Institute.
- Between 2014 and 2017, 17 entrepreneurial teams participated in the Mason Innovation Lab.
- The Mason Enterprise Center advised 1,163 regional entrepreneurs between 2014 and 2017.
- The entrepreneurship minor was re-launched in 2015 as a university-wide minor managed by the School of Business, and 29 students were enrolled in the program during FY17.

Sample Future Initiatives:

- Continue ongoing capital campaign to provide sustainable funding for programing and facilities that support Mason's faculty and student entrepreneurs.
- Develop a plan to strengthen our support for business incubation, particularly in sectors of strategic importance in the National Capital Region.
- Design and implement programming and policies to support Mason entrepreneurship efforts in general, and the five-year NSF I-Corps Site award in particular.
- Design and implement executive education five-year plan.
- Design and implement Social Impact five-year plan.
- Host the NoVA Maker Faire for the first time in March 2018.

STRATEGIC GOAL #6: COMMUNITY BUILDER

Contribute to the cultural vitality of our community through regional partnerships and commitments to the arts, athletics, and community engagement.

At Mason, we are committed to our mission of public service to the community.

In addition to educational, research, and economic development contributions, we aspire to be a source of cultural vitality whereby our presence enriches the life of the community around us. As a source of knowledge, innovation, and entertainment, we have much to offer—and by engaging our community we have much to gain.

Mason has become a source of diverse and meaningful community engagement. Our arts programs, festivals, and cultural events annually attract hundreds of thousands of attendees. In fact, Fall for Book by itself brings in more than 20,000 visitors during the course of the annual four-day event. Our athletic events similarly bring large numbers of spectators to our Fairfax Campus while also gaining significant regional and national television audiences. Our youth camps and community classes bring people of all ages to our facilities across the region. Our recreation and health facilities are popular with both community members interested in personal fitness as well as teams that rent our facilities for practice or competition. We are also a regular destination for top-flight entertainers who perform at our EagleBank Arena and two performing arts centers. Political figures hold rallies and give speeches in our facilities. Finally, we are a frequent host for community groups that enjoy our university setting as a location for their conferences, meetings, and events.

We also seek to reach out to the community and make contributions beyond the bounds of our campus borders. Our research centers share their knowledge and insights with the community through many events and symposia, including the high-profile Greater Washington Economic Conference. Washington Post–Schar School polls have quickly become an important source of political and campaign information for the greater Washington, D.C., area and the nation as a whole. Community trainings and outreach offer health, education, and legal services that are essential to our region's well-being. Through capstone projects, service learning, and organizations, our students are powerful agents of change who collaborate with groups and individuals in the surrounding area. More broadly, we will deepen our commitment to sustainability and positive environmental impact through a variety of current and future initiatives.

To advance our contribution to the community, we will strive to enhance these points of engagement while discovering additional ways to bring us closer together. We will continue to build our arts and cultural programming and will look for ways to upgrade our facilities in the process. We will grow our athletics programs, especially our flagship men's and women's basketball operations, through increased investments in teams and facilities. We will continue to expand our youth camps and community classes to serve local interests while also building learning pathways for those interested in pursuing a Mason degree. We will continue to offer our recreation and health facilities for use by the local community. We will seek new ways to engage with our community beyond the bounds of campus by: sharing our knowledge through events and publications; expanding our services in health, education, and other areas of expertise; and increasing opportunities for our students to engage in service learning and other forms of community collaboration.

We will continue to be a welcoming place for political figures, community organizations, and other visitors who wish to engage our faculty, staff, and students or who simply enjoy our setting as host for their activities. We will expand faculty and student civic engagement through several ongoing initiatives. Finally, we will engage our community to better understand how we can contribute to the cultural vitality of our region.

Metrics:

Metric #1: Increase by 30% the number of community members engaged in Mason's full range of on-campus and off-campus community activities.

Current Status: FY17: Ticketed - 263,386; Unticketed - 184,486. (FY15: Ticketed - 262,276; Unticketed - 150,111; FY16: Ticketed - 243,432; Unticketed - 170,447)

Metric #2: Increase the number of students enrolled in curricular and noncurricular community engagement programs.

Metric #3: Increase faculty and staff engagement in community activities through the development of courses with service learning or field studies pedagogy, new community organization reciprocal partnerships, and community classes.

Representative Accomplishments to Date:

- Fall for the Book has grown to 20,000 attendees.
- Athletics Community Relations mandate of student-athlete service to community partners averages 900 hours of community service each year.
- Eagle Bank Arena hosted over 500,000 attendees in 2016.
- Annual zero waste Green Game achieved with Athletics/Sodexo/Office of Sustainability.
- Campus Kitchens with Sodexo formed, sending leftover food to shelters and food banks.
- Mechanical Engineering capstone classes with students solve problems for clients.
- Center for Climate Change Communication coordinated coursework with local TV meteorologists.
- The Virginia Initiative for Science Teaching and Achievement STEM education grant promoted hands-on, problem-based learning that empowers teachers and engages students.
- Community Engagement Council created and developed online software to collect information about community projects.
- Veterans and the Arts Initiative at the Hylton Performing Arts Center is now in its third year and growing.
- Mason Community Arts Academy (formerly Potomac Arts Academy) offers performing and visual arts classes for all ages to several thousand area residents annually. Mason Game and Technology Academy does the same for video games and simulation.
- Arts Alive! at the Hylton Center is a day-long festival of Prince William County artists and ensembles, attended by more than 2,000 patrons.
- The university's status as an Ashoka U Changemaker Campus was renewed.

Sample Future Initiatives:

- Launch and communicate the existence of an online portal to track community engagement on campus.
- Design and implement civic engagement components of Mason Impact.
- The Family Series, a program of low-cost performances for the whole family successfully piloted at the Hylton Center, will expand to the Center for the Arts in the 2018-19 season.
- Implement and measure initiatives in the 2017-20 strategic plan of the Athletics Department that prioritize community and campus outreach.
- Implement men's and women's basketball strategic plans through increased investments in programs and facilities.
- Launch Individual Program Initiatives (e.g. faculty members in the Division of Health and Human Performance/School of Recreation, Health, and Tourism receive grant money to fund students in the master's degree in exercise, fitness, and health promotion to work in the community as athletic trainers).
- Explore community partner managers with university employees acting as "account managers" for our large community partners.
- Develop a baseline for doubling number of students and faculty engaged with the community.
- Evaluate our youth camps and community classes to evaluate local interest while also building learning pathways for those interested in pursuing a Mason degree program.
- Conduct community outreach to identify other areas of possible engagement.

- Create a community engagement center to support civic engagement programming to promote critical thinking and global awareness among Mason students, faculty, and staff.

STRATEGIC GOAL #7: WELL-BEING

Become a model well-being university that supports and enhances well-being for all of its members.

Well-being is achieved through a life of vitality, purpose, resilience, and engagement. Becoming a well-being university is about using an integrated approach so that well-being evolves as a unifying force for all of our Mason community. We are building on our strengths to live well and with purpose, enabling all of our community members to thrive together while simultaneously contributing in meaningful ways to the university's overall mission. Mason has outlined six dimensions of well-being (adapted from Gallup's model of well-being):

1. Purpose/Career – finding meaning in what you do at Mason each day and motivations to achieve your goals; setting goals and working toward successful completion
2. Social – having supportive relationships and high-quality social connections
3. Financial – managing your economic life to reduce stress and increase security
4. Community – feeling safe on campus and having pride in your communities
5. Physical – having good physical health and enough energy to get things done daily
6. Psychological – having vitality/good psychological health and the resiliency to deal with adversity

Mason strives to create an environment conducive to well-being by providing opportunities for faculty, staff, and students to experience alignment among their core values, strengths, meaning, and purpose in life. Mason will become more competitive in attracting talent and more successful in retaining our faculty and staff by fostering a welcoming, supportive, caring, collaborative culture where individuals can be engaged in their learning and growth. Mason will provide opportunities for students inside and outside the classroom that support their learning while providing them with tools that enhance their well-being and resilience. This approach recognizes that each person's experience of well-being is highly individualized.

Overall, Mason will increase and diversify the well-being activities available to students, faculty, and staff and will increase the percentage of students, faculty, and staff participating in well-being activities. We will also seek to engage faculty and staff in the broader mission of Mason to increase their sense of meaning in their work. We will survey participants in well-being activities to ensure that these activities are producing the desired results. More broadly, we will regularly measure and reassess ways to increase faculty, staff, and student levels of engagement, purpose, vitality, and resilience.

For students, Mason will increase the enrollment in academic courses and programs related to well-being. Recognizing the particular importance of financial well-being within our student community, we will also regularly increase the amount of student scholarships/financial aid available, and we will increase the compensation for graduate assistants to more competitive levels.

For faculty and staff, we will include well-being in all unit-level annual goals and evaluations. We will also annually increase salaries for faculty and staff with positive performance evaluations, within the bounds of our status as a state institution. Finally, we will focus on positive culture change in support of well-being by ensuring that all Mason leaders and supervisors: 1) consider their own well-being while positively contributing to others' well-being; 2) model well-being; 3) encourage and provide the time for their colleagues, faculty, and staff to engage in university initiatives that promote well-being; and 4) engage in active goal-setting with faculty and staff.

Metrics:

Metric #1: Students, faculty, and staff will show continued gains in engagement levels, meaning and purpose, and their perceptions that Mason is positively contributing to their well-being, as measured by regular university surveys.

Metric #2: Continue to make progress in elevating faculty and staff compensation to the median of our peer group or above.

Metric #3: Continue to expand portfolio of well-being development programs for all faculty and staff and improve access to those programs for all faculty and staff.

Metric 4: Continue to increase student access to well-being programs by developing a portfolio of well-being noncurricular activities open to all students, as well as curricular tracks leading to an undergraduate minor or graduate certificate.

Representative Accomplishments to Date:

- The Center for the Advancement of Well-Being has been established and works with a 36-member committee composed of faculty, students, and staff known as the Well-Being University Learning Community.
- Well-being academic course work is available as a “pathway” through the Mason Core and is integrated into two minors available to students through the School of Integrated Studies and the College of Visual and Performing Arts.
- The Gallup StrengthsFinder assessment was made available and, thus far, more than 15,000 members of the Mason community have taken the assessment. A well-being conference open to both the campus and external community has been held annually; Mason Strengths Academy was developed and implemented.
- The Mason Resilience Project provides 11 evidence-based resilience modules for faculty, staff, and students.
- Resilience Badging Challenge, the Well-Being Pathway in Patriot Experience, and the Well-Being Team (peer educators) were created by University Life and implemented for students.
- The Mindful Living LLC residential program was established by Center for the Advancement of Well-Being.
- Human Resources and Payroll and Center for the Advancement of Well-Being developed a Well-Being Certificate Program for faculty and staff.
- Multiple affinity groups were created within Mason: Adult Caregivers Support Group, Educators and Employees of Color, Mason Administrative Professionals, Working Dads Group, and Working Mothers Support Group.
- HR has developed and continues to provide workshops, seminars, and training series around the six dimensions of well-being in collaboration with groups around Mason.
- The university has increased faculty and staff compensation by roughly 10% over the past five years.

Sample Future Initiatives:

- Continue to implement other compensation and noncompensation benefits valued by Faculty and Staff members (e.g. long-term disability; extended holiday break; and other initiatives)
- Develop a plan to increase and diversify the well-being activities available to students, faculty, and staff, and increase the percentage of students, faculty, and staff participating in well-being activities.
- Develop a plan to increase the enrollment of students in academic courses and programs related to well-being.
- Create assessments to evaluate the effectiveness of all well-being activities.
- Develop policies and procedures to ensure that well-being is included in all unit-level annual goals and evaluations.
- Develop survey tools and plans to regularly measure and reassess ways to increase faculty, staff, and student levels of engagement, purpose, vitality, and resilience.
- Continue to provide free Gallup StrengthsFinder assessment to new incoming students and new faculty and staff.
- Kick off Civility Initiative to promote and support civility throughout the Mason community.
- Explore ways in which to provide opportunities for faculty and staff to engage with students outside of the classroom through the Student Experience Redesign.

STRATEGIC GOAL #8: DIVERSE ACADEMIC COMMUNITY

Create an inclusive and diverse academic community that reflects the diversity of the National Capital Region.

At George Mason University, diversity is our strength. We believe that diversity enriches the educational and scholarly environment by bringing varied interests, perspectives, and experiences to the learning, teaching, research, and creative activities that make up our core mission. We include and embrace a multitude of people and ideas in everything we do, and we respect and celebrate our differences. We are committed to the creation of a fully inclusive campus where persons of all backgrounds can thrive.

Through close collaboration between central administration and academic units, we will recruit, retain, develop, and mentor talented and diverse faculty and professional staff. We will increase the scope of our hiring searches to broaden competition, and we will develop innovative personnel management strategies to recruit a workforce that is more reflective of our student population. It is essential that we leverage Mason's access to the cultural, political, academic, and employment resources of one of the most global cities in the United States—Washington, D.C.

Increasing the diversity of our faculty and staff will require sustained institutional effort. For this purpose, we must heighten our shared commitment to faculty and staff diversity. We have made significant progress through campus communications and events as well as via the advocacy of groups like the Mason Educators and Employees of Color. To further solidify this effort, we will establish a new cohort of Diversity Recruitment Advocates who will work to strengthen Mason's faculty recruitment efforts by serving as diversity champions in units across the university. The hiring of a director of Faculty Diversity Initiatives will provide a central point of contact and institutional champion for faculty diversity.

Improvement will require new procedures and practices. Revised search committee training is one step. The development of a workshop on implicit bias as it relates to recruitment will enhance this effort. In addition, the creation of unit-level diversity and inclusion committees designed to examine unit-specific ways to better recruit/retain diverse faculty will likely uncover new ideas on how to promote diversity. Finally, improvements to the search process through holistic application review and other measures should yield more diverse hiring results.

Metrics:

Metric #1: Increase the proportion of instructional and research faculty, staff, administrators, and graduate students who come from historically underrepresented groups to better reflect the diversity of our undergraduate student body.

Current Status: FY17 – Undergraduate 48.7%, 19.6% of faculty, 34.3% of staff, 21.6% of administrators, and 27.3% of graduate students are from historically underrepresented groups. (FY16: Undergraduate 47.1%, Faculty 15.2%, Staff 33.9%, Administrators 18.9%, Graduate Students 25.4%; FY15: Undergraduate 45.6%, Faculty 15.5%, Staff 31.5%, Administrators 17.6%, Graduate Students 24.7%;)

Representative Accomplishments to Date:

- Revamped and enhanced search committee education to support greater diversity hiring.
- A \$1 million investment has been made by the institution to bolster diversity and inclusion resources and provide training for those who require it.
- Mason has invested in an institutional membership with the National Center for Faculty Development and Diversity to provide professional development, training, and mentoring to graduate students, postdoctoral fellows, and faculty.
- Mason Educators and Employees of Color is an employee affinity group open to all and designed to create community and be an advocacy/support resource for Mason employees of color.
- Director of Faculty Diversity Initiatives: A search is underway for a full-time position responsible for creating and coordinating initiatives and programs across Mason campuses in support of faculty professional development for diversity and inclusion. This position will be a part of Mason's Stearns Center for Teaching and Learning.
- The Office of Compliance, Diversity, and Ethics and HR have drastically reduced the number of employees with race/ethnicity information listed as "unknown." This has provided Mason with more accurate internal statistics.
- North Plaza was renamed "Wilkins Plaza" in commemoration of acclaimed journalist, civil rights legend, and Mason faculty member, the late Roger Wilkins.
- Search process waiver was implemented to facilitate targeted opportunity faculty hires.

Sample Future Initiatives:

- In conjunction with academic leadership, create/support unit-level diversity and inclusion committees designed to examine unit-specific ways to better recruit/retain diverse faculty.
- CDE and HR will implement an action plan designed to increase number of applicants who make it to the interview stage by creating workshops on conducting "holistic application review."
- Monitoring of applicant/interview pools will be increased for equity.
- HR and CDE will partner in development of workshop focused on implicit/unconscious bias as relates to the recruitment process.
- Diversity Recruitment Advocates—pilot cohort: Strengthen Mason's faculty recruitment efforts by building a cohort of knowledgeable champions from units across the university.

STRATEGIC GOAL #9: SUPPORT TEACHING AND FACULTY EXCELLENCE

Mason will provide an environment and resources to support faculty and encourage academic innovation and excellence.

The foundation of Mason's success is a world-class faculty. Achieving our ambitious strategic agenda will depend squarely on our ability to attract, retain, equip, and support talented faculty. Mason's new budget model, launched in 2016, is helping us to create a financial framework that will fortify our intellectual and academic core. Along with the growth in enrollment across all ranks and types of appointments, we are aggressively recruiting faculty members whose diverse areas of expertise will build on the remarkable talents in our faculty core. We are committed to providing an environment and requisite resources that ensure our faculty are fully equipped and appropriately rewarded for their impact on the quality of the student experience and the advancement of their fields.

To support this goal, Mason will strengthen its infrastructure in support of faculty success in teaching and learning; mentoring; scholarly and creative work; research development (e.g. grants, external funding, and seeding multidisciplinary partnerships); entrepreneurial activities (e.g. start-ups, patents, and related work); and faculty career planning. We will achieve this through a variety of targeted investments and programs that directly support faculty in these specific areas. Of particular importance will be growing the resources and programs of the Stearns Center for Teaching and Learning and Faculty Affairs and Development, which both serve as an integrated source of support for faculty. We believe that by supporting faculty work, faculty levels of engagement and perceived organizational support will subsequently increase.

The other critical element to achieving our goal of supporting teaching and scholarship excellence is recognizing and rewarding faculty excellence for the breadth and depth of its contributions that both enhance Mason's reputation and help us meet our strategic goals. In addition, providing clearer guidelines for performance expectations, creating career pathways across different faculty appointments, and creating strategic recruitment and hiring initiatives will also be essential.

Metrics:

Metric #1: Instructional/research faculty will report increasing levels of job satisfaction.

Current status: pending design of measurement tool.

Metric #2: Instructional/research faculty will report increasing satisfaction in perceived organizational support.

Current status: pending design of measurement tool.

Metric #3: 100% of all faculty members will participate in at least one professional development activity annually that supports their teaching and learning, research and scholarship, writing, mentoring, or other career-related goals.

Current status: pending design of measurement tool.

Metric #4: Annual increase in faculty's satisfaction with renewal, promotion, and tenure policies, expectations, and reasonableness.

Current status: pending design of measurement tool.

Representative Accomplishments to Date:

- Four new Presidential Medal of Excellence Awards were established in May 2017.
- An Adjunct Faculty Task Force was established in spring 2015 and is working on implementing its recommendations that have been informed by a university-wide survey of adjunct faculty.
- A Term Faculty Task Force was established in spring 2017.
- New online adjunct faculty one-stop shop, the Adjunct Faculty Commons, launched in January 2017.
- The Stearns Center for Teaching and Learning was created in August 2017 to support instructors in their teaching and learning practices and digital innovations, whether they are teaching face-to-face, online, or hybrid courses.

Sample Future Initiatives:

- Expand faculty support through increased resources and programming in the Stearns Center for Teaching and Learning.
- Use Faculty Initiatives/Engagement Working Group to create appropriate surveys and identify additional opportunities to increase faculty support and promote faculty engagement.
- Use Term Faculty Task Force to identify additional means of increasing term faculty support and engagement.
- Use Adjunct Faculty Task Force to identify additional means of increasing adjunct faculty support and engagement.
- Expand support for research and scholarship through institutional research initiatives (see Goals #10 and #11).
- Develop and clearly articulate pathways to promotion for all faculty across types of appointment.
- Review the renewal, tenure, and promotion processes to enhance their clarity and consistency.
- Develop Research Excellence Awards to recognize faculty members across Mason whose excellence in research provides leadership to their professions and enhances Mason's stature and reputation.

STRATEGIC GOAL #10: ELEVATE RESEARCH

Strengthen Mason's research and scholarship portfolio to solidify the institution's position as a public research university of the highest caliber.

Our vision of a world-class research university is one that produces discoveries and knowledge that address pressing world problems and reveal promising futures. Equally important, a great research university must excel at integrating the new knowledge it creates into contemporary education programs, and into producing future generations of thought leaders, innovators, and entrepreneurs, a creative and informed workforce, and citizens who use their knowledge to advance a free, just, and prosperous society. Strengthening our capacity to conduct world-class research and scholarship also positions the university as an engine for innovation and growth in our region, the commonwealth, the nation, and the world.

Mason entered the top echelon of U.S. research universities—the Carnegie “Very High Research” (Tier 1) classification—in 2016. For the 2018-24 period, the university will continue to make strategic investments across disciplines to ensure our long-term performance as a Tier 1 research university. We will recruit and retain eminent tenure-track faculty to amplify Mason's current intellectual strengths while also looking to expand our growing contributions in the STEM disciplines and in the human, social, and behavioral sciences, as well as in the arts and humanities.

We also will continue to value and support our faculty, with a view to increasing high-quality scholarly outputs and outcomes published or presented, including books, journal articles, conference proceedings, exhibits, documentaries, media expositions, and performances. We also will make investments to help faculty members increase their sponsored programs, with targeted efforts to stimulate multidisciplinary collaboration via centers and institutes. Growth in sponsored funding will help build a stronger foundation for Mason's full-time graduate programs, master's to PhD, and will enhance our research faculty and postdoctoral trainee communities. Increased performance in *all* of these areas is necessary to ensure Mason's long-term status as a Research 1 university.

For our programs to grow and prosper, we must also provide our faculty and students with access to world-class infrastructure, including state-of-the-art data and information access, research facilities and labs, equipment and tools, and an empowering research administration enterprise that minimizes administrative burdens while ensuring the responsible conduct of research, scholarship, and creative work. Consequently, during the 2018-24 period, Mason will strengthen its investments in infrastructure, engaging in a comprehensive campus planning exercise to align and elevate our multidisciplinary research and scholarship, education programs and initiatives, and community engaged scholarship while also entering into strategic partnerships with other institutions, organizations, and enterprises to leverage world-class resources provisioned by these entities.

Metrics:

Metric #1: Achieve and maintain level of doctorate production, and resources for research, scholarship, and creative activities, comparable to the group of universities classified as Carnegie "Very High Research."

Current Status: Completed. Mason received R1 classification in February 2016.

Metric #2: Increase annual sponsored expenditures for research, scholarship, and creative work to \$225 million, doubling federal funding to ~ \$130 million annually, increasing industry funding for research to ~\$20 million annually, increasing funding from foundation and institutional sources to ~\$65 million annually, and increasing state funding to ~\$10 million.

Current Status: Mason's annual expenditures increased from \$98.7 million to \$108.9 million in 2016, as reported in NSF's Higher Education Research and Development surveys. Federally sponsored expenditures decreased from \$61.9 million in 2014 to \$58.9 million in 2016; industry-sponsored expenditures increased from \$2.4 million in 2014 to \$2.7 million in 2016; foundation- and institutional-supported expenditures increased from \$31.9 million in 2014 to \$43.2 million in 2016; and state funding decreased from \$1.95 million in 2014 to \$1.7 million in 2015.

Metric #3: Recruit and retain 300 tenure-track and tenured faculty, with emphasis on amplifying Mason's existing disciplinary strengths while also promoting multidisciplinary activities in research, scholarship, and creative activities.

Current Status: In 2014, the university had a tenure-track and tenured faculty body numbering 909. In 2017, the tenure-track and tenured faculty body had declined by 15 to 894.

Metric #4: Increase the number of doctoral graduates to more than 400 annually, and the number of students enrolled in doctoral programs to at least 3,600, with an increasing percentage of doctoral students enrolled full time.

Current Status: In 2014, 233 students graduated with PhDs and 2,135 students were enrolled in PhD programs, 49% of whom were enrolled full time. In 2017, 259 students graduated with PhDs and 2,064 students were enrolled in PhD programs, 50% of whom were enrolled full time.

Metric #5: Increase facilities utilization performance by doubling sponsored expenditures dollars per square foot, and increase investments in shared and multidisciplinary instruments and tools that support research, scholarship, and creative work from state and other sources to \$10 million annually.

Current Status: In 2014-16, the state invested ~\$500,000 annually of ETF funds in Mason research instruments and tools. In comparison, in the same years, the commonwealth made ETF investments of ~\$6.9 million and \$7.6 million annually in UVA and VT research instruments and tools, respectively.

Representative Accomplishments to Date:

- The institution achieved R1 classification ahead of schedule.
- Established a Business Engagement Council to develop partnerships for innovation in key sectors.
- In December 2015, Mason entered into a strategic partnership with the Inova Health System, and in May 2017, Mason became a founding member of the 501c3 Global Genomics and Bioinformatics Research Institute.

Sample Future Initiatives:

- Recruit and retain research development leaders to connect faculty with a greater number of funding opportunities and assist with the development of competitive proposals at single investigator, team, and center-scale levels.
- Implement a strategic business engagement program to strengthen Mason collaborations with the private sector.
- Develop contemporary enterprise systems and tools to support administration, evaluation, assessment, communications, and strategic planning around research, scholarship, and creative work.
- Develop and implement plan to invest Mason resources—both at institutional and academic unit levels—in the development of new research capabilities and in state-of-the-art laboratories equipped with cutting-edge research instruments and tools, as well as through community-engaged scholarship.
- Develop and implement a strategic multidisciplinary faculty recruitment and succession planning process to expand and enhance Mason's research and scholarship and our contemporary education programs.

- **Initiate the redesign of Mason's support for graduate education to support a larger, full-time PhD community.**
- **Implement a master planning initiative to co-locate research and education programs, optimize utilization of Mason's physical and IT infrastructure, and enhance the quality and quantity of Mason's research and education programs.**
- **Increase investments in multidisciplinary research instruments and tools to enhance program outcomes.**
- **Create a working group to identify the automated systems and tools that will enable the support of a research enterprise that is double its current size. The working group will also identify costs and timeline to implement.**

STRATEGIC GOAL #11: RESEARCH OF CONSEQUENCE

Enhance Mason research in domains of great academic, societal, and economic consequence.

In addition to elevating the quality and quantity of our research, scholarship, and creative activities—as described in Goal #10—we are committed to strengthening the *impact* of these outcomes in the global academic communities of which we are members, and with a broad range of partners and other stakeholders with whom we work or serve.

We will enhance the impact of our research and scholarship in multiple ways, supporting growth in highly cited contributions; increasing the number of national and international honors and awards received by Mason faculty; increasing the number of organizations or individuals engaged in Mason research, scholarship, and creative work programs, including as collaborators, participants, patients, and customers; and attracting and contributing to the continued success of advanced industries in the region and the commonwealth, including vibrant start-up communities.

To complement our existing strengths in disciplinary areas, we also have identified three multidisciplinary research initiatives whose portfolios of outcomes promise significant academic, societal, and economic consequences. These initiatives include:

- **Advancing Health and Wellness:** research, scholarship, and creative work designed to enhance the health and wellness of individuals here in the United States and around the world.
- **Harnessing Cyber and Data Analytics:** research, scholarship, and creative work undertaken to harness the power of advanced cyber and data analytics technologies and systems to democratize opportunity and advance economic and cultural prosperity.
- **Supporting Resilient and Sustainable Societies:** research, scholarship, and creative work that promises to contribute to the development of communities and societies here and around the world that are just, safe, economically secure, and environmentally sound.

Envisioned as inclusive initiatives that leverage the full complement of our university community's expertise—including the arts, humanities, and social and behavioral sciences as well as the natural and engineered sciences—these initiatives promise significant long-term impact. We will form multidisciplinary institutes and centers to better support faculty and students working in these areas, to facilitate the engagement and support of external partners and individuals with similar interests, and to strengthen the impact of the outcomes that we generate. Other promising multidisciplinary initiatives will also emerge over time, seeded by the faculty's engagement in programs like the centers for advanced study, as well as other multidisciplinary development programs.

We are also committed to increasing our engagement with stakeholders in the communities we serve—local to global—to effect the mutually beneficial exchange of knowledge and resources in the context of partnership and reciprocity. These activities include, for example, the Mason community's continuing engagement with P-12 schools and systems to enhance P-12 learning outcomes in the commonwealth and beyond, and clinical services our faculty and students provide to underserved or vulnerable communities.

Metrics:

Metric #1: Increase books, publications, citations, and other research, scholarly, and creative work products per full-time faculty by 50%.

Current Status: pending acquisition of measurement tool.

Metric #2: Increase the number of national and international faculty awards earned by Mason to at least 10 per year.

Current Status: In 2014, Mason faculty received five faculty awards as reported in the Lombardi Report.

Metric #3: Increase annual research expenditures in the three multidisciplinary priority areas, including health and wellness, from ~\$20 million in 2017 to ~\$80 million in 2024, in resilient and sustainable societies from ~\$50 million in 2017 to ~\$80 million in 2024, and in cyber and data analytics from ~\$20 million in 2017 to ~\$50 million in 2024.

Current Status: Institute for Biohealth Innovation established; institutes in other two areas in planning stages.

Metric #4: Identify 10-year horizon, multidisciplinary teams to enhance Mason's competitive advantage in research, scholarship, and creative activities in the 2024-34 period and establish at least 5 related transdisciplinary centers.

Current Status: Process to identify centers for advanced study is underway.

Metric #5: Increase the number of faculty, graduate students, and postdoctoral fellows who have participated in "lean" and other entrepreneurship programs to 500, and support the establishment of at least 50 high-tech start-ups built upon intellectual property and knowledge developed by Mason faculty or students.

Current Status: Approximately 40 Mason faculty, graduate students, and postdoctoral fellows have participated in lean start-up programs since 2014; Mason has developed 4 high-tech startups built on IP developed by Mason faculty or students.

Metric #6: Support at least 20 translational research partnerships with health and wellness organizations to ensure that research outcomes are translated successfully to improve the health and wellness of individuals in the region and beyond.

Current Status: Mason is a founding partner in the Global Genomics and Bioinformatics Research Institute (GGBRI), a research, innovation, and economic development initiative established by Inova, UVA, and Mason.

Metric #7: Double the number of faculty members who are engaged in collaborative community-based research, or clinical or professional training programs that have economic or social impact on community partners.

Current Status: Pending development of baseline measurement mechanism.

Representative Accomplishments to Date:

- Established George Mason Research Fund.
- Mason was selected by the Department of Homeland Security to lead their Center of Excellence on Criminal Investigations and Network Analysis. The 10-year multimillion dollar award is among the largest Mason has received.
- Mason launched the Institute for Biohealth Innovation to support the development and maintenance of strategic partnerships with health and well-being organizations in the commonwealth and beyond.

Sample Future Initiatives:

- Develop specific plans to grow the three strategic multidisciplinary areas that promise significant academic, societal, and economic consequences: advancing health and wellness; harnessing cyber and analytics; and enhancing resilience in human, engineered, and environmental systems.
- Invest in 10-year horizon projects to create Mason's competitive advantages in research and scholarship.
- In AY17, planning began to identify and brand a second multidisciplinary institute that will focus on research and scholarship in resilience among social, engineered, and natural systems. The institute will launch in AY18. Planning for a third institute will begin in AY18, focused on cyber and data analytics.

- Support the creation of three multidisciplinary institutes in the priority areas identified above to enhance Mason's translational research portfolio, promote and support collaboration both within Mason and with external partners including corporations, and create alignment of existing and new research and educational programs and initiatives.
- Procure scholarly activity database to develop a shared understanding of the national and international impact of Mason's research and scholarship contributions, and to inform and incentivize improvements.
- Form a university-level coordinating group to promote and support the nomination of Mason's accomplished faculty for national and international awards and thereby establish a culture for nominations.
- Implement the Entrepreneurship@Mason initiative to support the Mason Innovation Lab, the Mason Summer Entrepreneurship Accelerator, and the I-Corps programs to help faculty, students, and their partners to launch successful startups based on Mason IP.

STRATEGIC GOAL #12: GLOBAL ENGAGEMENT

Expand opportunities for global learning by creating partnerships and programs to support student and faculty mobility and collaboration.

Globalization has brought us closer together and has made us more interdependent. The most effective people in today's world possess global mindsets that allow them to connect and engage productively with individuals and organizations across boundaries.

Mason is committed to building a community that fosters global learning, creates global understanding, and seeks global impact. To do so, we will develop strategies and initiatives that deepen the global mindset of our students and expand the reach of our faculty. We will provide additional learning opportunities that increase knowledge and strengthen global connections.

Core to these efforts will be a campus internationalization plan that enables faculty and staff to succeed in a diverse campus environment. Training and development programs will help faculty manage our increasingly international classroom settings. Specialized student services for international students will help them navigate the unique cross-cultural challenges they face in pursuing an education outside their native countries.

For domestic students, the internationalization plan (along with the Mason Impact initiative) will provide more global learning opportunities. An expanded global education platform, including semester abroad, internships, curriculum-embedded global experiences, and global alliance/cohort programs, will give many of them the chance to immerse in a different culture.

For international students, we will continue to strengthen our INTO partnership, expand our international student recruitment, grow our Korea campus, and nourish our China 1-2-1 partnerships. Collectively, these activities will result in significantly more international students enrolled in Mason degree programs.

Finally, we will leverage the above relationships to promote faculty mobility through formal exchange programs and other initiatives. As part of our overall research efforts, we will encourage and support international collaboration among faculty.

Metrics:

Metric#1: Increase the number of domestic students who study or intern abroad from 1,000 in 2014 to 3,000.

Current Status: As of FY16, 1,029 students studied or interned abroad. (FY14: 1,073; FY15: 1,057)

Metric #2: Increase total number of faculty engaged in international teaching or research projects.

Current Status: Tracking of faculty engagement pending purchase of national database subscription.

Metric #3: Increase the number of enrolled international students to 4,750.

Current Status: Fall 2017 – 3,525 enrolled international students. (FY13: 2,175; FY14: 2,357; FY15: 3,006; FY16: 3,414)

Metric #4: Establish a faculty educational development program to support cultural diversity in the classroom.

Metric#5: Increase the number of students enrolled annually in foreign language courses.

Current Status: FY17 – 3,938 students enrolled in foreign language courses. (FY14: 3,942, FY15: 3,925, FY16: 3,833)

Representative Accomplishments to Date:

- Mason Korea was opened in 2014 and since then more than 60 students and a dozen faculty from the Fairfax Campus have studied and worked in Korea.
- A global committee has been established to review existing levels of engagement and create and implement an action plan.
- Through the China 1-2-1 program, Mason has more than 35 partner institutions in China; more than 425 Chinese students have participated in the undergraduate dual degree program.
- Mason Core has adopted a new policy that a semester-long study abroad experience meets the Global Understanding Core requirement.
- Many students and faculty have been recipients of prestigious fellowships such as Fulbright over the past few years.
- The INTO Mason partnership was signed in December 2013 and implemented in August 2014. Total enrollment for spring 2017 was 617 students.
- Mason currently has 3,414 international students through a variety of recruitment channels.
- In 2016, the Global Education Office launched the Jacquemin Family Foundation Education Abroad Scholarship and Diversifying Study Abroad Scholarship to support student participation of diverse and/or low-income backgrounds in study abroad. To date, 84 scholarships have been awarded totaling \$77,000 in support.

Sample Future Initiatives:

- Design and implement international student recruitment plan.
- Design and implement comprehensive study abroad plan.
- Create a campus internationalization plan to support faculty development and student services for an increasingly international campus.
- Consider means to grow the formal and informal relationships that Mason's academic programs and faculty have with leading peer institutions worldwide.
- Meet Mason Korea growth targets as stipulated in MK 5-year business plan.

**RESOLUTION OF THE
BOARD OF VISITORS OF
GEORGE MASON UNIVERSITY
TO APPROVE CAPITAL LEASE AND AMENDMENT OF GROUND LEASE FOR
THE POTOMAC HEIGHTS PROJECT**

WHEREAS, on or about September 23, 2003, the University entered into a ground lease ("Ground Lease") with the George Mason University Foundation, Inc. to facilitate the construction of the housing project known as Potomac Heights ("Potomac Heights Project")

WHEREAS, the Foundation is now the sole member of GMUF Potomac Heights, LLC ("LLC") and will be assigning the Ground Lease to the LLC;

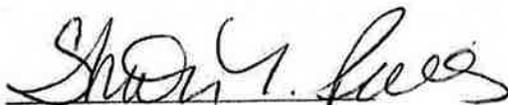
WHEREAS, the Foundation has determine to refinance its debt incurred in connection with the Potomac Heights Project (the "Refinancing");

WHEREAS, in order to facilitate the Refinancing and to ensure the University becomes the owner of the improvements that were part of the Potomac Heights Project, the University wishes to enter into a Capital Lease and a restated and amended Ground Lease;

NOW, THEREFORE, BE IT RESOLVED:

1. The Board hereby authorizes the University to enter into a Capital Lease with GMUF Potomac Heights, LLC consistent with the terms presented to the Board;
2. The Board hereby further authorizes the University to enter an amended and restated Ground Lease with GMUF Potomac Heights, LLC consistent with the terms presented to the Board;
3. 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 Capital Lease, the amended and restated Ground Lease 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.
4. The resolution shall take effect immediately.

Adopted: December 13, 2017



Shawn N. Purvis
Secretary
Board of Visitors

**RESOLUTION OF THE BOARD OF VISITORS OF GEORGE MASON UNIVERSITY
AUTHORIZING INCREASE IN BASE SALARY FOR PRESIDENT CABRERA**

WHEREAS, on May 11, 2017, the Board of Visitors approved the 2017-2018 budget, which included a 3% salary increase for faculty and staff; and

WHEREAS, effective July 10, 2017, President Ángel Cabrera became eligible for a three percent (3%) increase to his base salary, of which two percent (2%) of the increase would be paid from state funds, and one percent (1%) of the increase would be paid from non-state funds; and

WHEREAS, effective July 10, 2017, President Cabrera's annualized base salary was increased by three percent (3%) to \$563,927; and

WHEREAS, in accordance with Section D.1 of President Cabrera's First Amendment to Employment Agreement dated March 24, 2016, any salary adjustment requires approval by the Board of Visitors;

NOW, THEREFORE, BE IT RESOLVED:

The Board of Visitors approves and ratifies the July 10, 2017, increase of three percent (3%) of President Cabrera's annualized base salary.

Adopted: March 1, 2018

Shawn Purvis
Secretary
Board of Visitors