

**GEORGE MASON UNIVERSITY
BOARD OF VISITORS**

**BOARD OF VISITORS MEETING
May 11, 2017
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. – 9:30 a.m.
(Room 1203) **Development Committee**
- 8:30 a.m. – 9:30 a.m.
(Room 1204) **Research Committee**
- 9:40 a.m. – 10:40 a.m.
(Room 1202) **Audit Committee**
- 9:40 a.m. – 10:40 a.m.
(Room 1204) **Academic Programs, Diversity and University Community Committee**
- 10:50 a.m. – 11:50 a.m.
(Room 1201) **Finance and Land Use Committee**
- 12:00 p.m. – 12:50 p.m.
(Buffet in Room 1203; Seating in Rooms 1203 & 1204) *Lunch*

BOARD OF VISITORS MEETING AGENDA

Merten Hall, Room 1201

- 1:00 p.m. **I. Call to Order**
- 1:00 p.m. – 1:40 p.m. **II. Recognitions**
- A. Recognition of Nationally Ranked Forensics Students
 - B. Recognition of Truman and Goldwater Scholars
 - C. Recognition of Early Identification Program (EIP) Graduating Students
 - D. Appreciation Plaque Presentation to Outgoing Student Representatives
 - E. Jack Wood Awards Presentation
- 1:40 p.m. **III. Approval of the Minutes (ACTION ITEMS)**
- A. Executive Committee Meeting Minutes for March 2, 2017
 - B. Meeting Minutes for March 2, 2017

- 1:40 p.m. – 1:45 p.m. **IV. Rector’s Report**
A. Board of Visitors Meeting Schedule 2017-2018 (**ACTION ITEM**)
- 1:45 p.m. – 1:55 p.m. **V. President’s Report**
- VI. Committee Reports**
- 1:55 p.m. – 2:05 p.m. **A. Academic Programs, Diversity and University Community Committee**
1. Faculty Handbook Revisions (**ACTION ITEM**)
2. Resolution to Appoint Board of Trustee Member for Online Virginia Network Authority (**ACTION ITEM**)
3. Faculty Actions
a. Promotion and/or Tenure (**ACTION ITEM**)
b. Conferral of Emeritus/Emerita Status (**ACTION ITEM**)
c. Elections of New Tenured Hires (**ACTION ITEM**)
d. Special Rank Change (**ACTION ITEM**)
- 2:05 p.m. – 2:15 p.m. **B. Finance and Land Use Committee**
1. University Operating Budget, Tuition and Fees (**ACTION ITEM**)
2. Schematic Design Approval – Utility Infrastructure (**ACTION ITEM**)
3. Six-Year Capital Plan (**ACTION ITEM**)
4. Resolution for Acquisition of Cisco Network Equipment (**ACTION ITEM**)
5. Investment Policy Statement (**ACTION ITEM**)
- 2:15 p.m. – 2:25 p.m. **C. Audit Committee**
- 2:25 p.m. – 2:35 p.m. **D. Development Committee**
- 2:35 p.m. – 2:45 p.m. **E. Research Committee**
- 2:45 p.m. – 3:30 p.m. **VII. Closed Session**
A. Public Contract (Code of VA: §2.2-3711.A.29)
B. Gifts, Bequests, and Fundraising Activities (Code of VA: §2.2-3711.A.8)
C. Consultation with Legal Counsel (Code of VA: §2.2-3711.A.7)
D. Personnel Matter (Code of VA: §2.2-3711.A.1)
E. Honorary Degrees and Special Awards (Code of VA: §2.2-3711.A.10)
- 3:30 p.m. **VIII. Adjournment**

No public comment will be taken at this meeting.

**GEORGE MASON UNIVERSITY
BOARD OF VISITORS**

**Meeting of the
Executive Committee
May 11, 2017
8:00 – 8:25 a.m.**

**Merten Hall, Fairfax Campus
Room 1201**

AGENDA

- I. Call to Order**
- II. Closed Session**
 - A. Public Contract (Code of VA: §2.2-3711.A.29)
 - B. Gifts, Bequests, and Fundraising Activities (Code of VA: §2.2-3711.A.8)
 - C. Consultation with Legal Counsel (Code of VA: §2.2-3711.A.7)
 - D. Personnel Matter (Code of VA: §2.2-3711.A.1)
 - E. Honorary Degrees and Special Awards (Code of VA: §2.2-3711.A.10)
- III. Adjournment**

No public comment will be taken at this meeting.

Meeting Book - Development Committee - May 11, 2017

George Mason University Board of Visitors

I. Call to Order

- A. Development Committee Agenda 5/11/17

II. Approval of Minutes

- A. Development Committee Minutes 3/2/17

III. New Business

- A. GMUF Chair Update - Jay O'Brien
- B. Why We Do What We Do - Janet Bingham
 - 1. Bethel Domfeh – Major: Government and International Affairs
 - 2. Mariam Ghanen – Major: Economics and Global Affairs
- C. Campaign and Advancement Report - Janet Bingham

IV. Old Business

V. Closed Session

- A. Gifts, Bequests, and Fundraising Activities (Code of VA: §2.2-377.A.8)

VI. Adjournment

**George Mason University
Board of Visitors**

**Development Committee Meeting
May 11, 2017
8:30 a.m. – 9:30 a.m.
Merten Hall, Room 1203, Fairfax Campus**

A G E N D A

I. Call to Order

**II. Approval of Development Committee Meeting Minutes from March 2, 2017
(ACTION ITEM)**

III. New Business

- A. GMUF Chair Report – Jay O’Brien
- B. Why We Do What We Do – Janet Bingham
 - 1) Bethel Domfeh – Major: Government and International Affairs
 - 2) Mariam Ghanen – Major: Economics and Global Affairs
- C. Campaign and Advancement Report – Janet Bingham

IV. Old Business

V. Closed Session

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

VI. Adjournment

**George Mason University
Board of Visitors**

**Development Committee Meeting
March 2, 2017
8:45 a.m. – 9:45 a.m.
Merten Hall, Room 1202, Fairfax Campus**

Meeting Minutes

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

Absent: Visitor Wendy Marquez, Visitor Tracy Schar

Additional Attendees: Visitor Shawn Purvis, Visitor Jon Peterson, University Counsel Thomas Moncure, Vice President Janet Bingham, Faculty Representative Keith Renshaw, Faculty Representative Alan Abramson, GMUF Board of Trustees Chair Jay O'Brien

I. Call to Order

The meeting was called to order by Chairman Jimmy Hazel at 8:43 a.m.

Chairman Hazel spoke briefly regarding the progress of the George Mason University Wine Committee and its attempts to develop a private label wine for use at the university and as a fundraising project. Five Mason student teams recently competed on the wine label design.

II. Approval of Development Committee Meeting Minutes from December 8, 2016 (ACTION ITEM)

Chairman Hazel called for a motion to approve the meeting minutes from December 8, 2016. 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.

Chairman O'Brien and Dr. Bingham attended the Association of Governing Boards conference in January. In comparison with our peers, the GMUF is ahead of many foundations dealing with common issues and is following best practices. Chairman O'Brien and Dr. Bingham participated in a panel discussion covering endowment spending policy. The session was standing room only with many questions.

The George Mason University Foundation is in the process of adding new trustees. The foundation is planning to bring 4-5 new trustees on board with an emphasis on diversity (gender and ethnic).

Dr. Bingham and her staff have put together a document that covers the naming opportunities at the university. It will be distributed to the Board of Visitors when finalized.

B. Advancement Report – Janet Bingham

Dr. Bingham stated that Mason has nearly reached its campaign goal. Year-to-date total is \$497.5 million.

Per the Board of Visitors instructions last year, a planned giving officer position has been filled. A copy of the planned giving strategic plan was distributed to committee members.

C. Gift Acceptance Policy (ACTION ITEM) - Janet Bingham

Dr. Bingham presented the revised Gift Acceptance Policy for discussion and approval by the committee and presentation to the full board. Chairman Hazel stated that Susan Van Leunen had prepared an overview of the changes to the document. The only substantive change was the addition of a faculty representative to the committee.

Faculty Representative Alan Abramson asked for a clarification between the roles of the Gift Acceptance Committee and University Naming Committee. Dr. Bingham explained the different committee roles and responsibilities.

IV. Old Business

Faculty Representative Alan Abramson asked for news regarding the pending lawsuit against George Mason University and the George Mason University Foundation. Chairman Hazel advised they are not permitted to make comment on the matter.

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

V. Closed Session

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

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

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

VI. Adjournment

There being no further business, Chairman Hazel asked for a motion to close the meeting. A **MOTION** was made, **SECONDED**, and the **MOTION CARRIED UNANIMOUSLY BY VOICE VOTE**. The meeting was adjourned at 9:40 a.m.

Respectfully Submitted,

A handwritten signature in cursive script that reads "Naomi Sue Arlund". The signature is written in black ink on a light-colored background.

Naomi Arlund
Secretary, pro tem

BOV Research Committee - May 11, 2017

Research Committee Meeting

Call to Order

BOV Research
Committee Agenda
5.11.2017

Research Committee Agenda 5.11.2017.pdf

Approval of Minutes

BOV Research Committee Minutes 3-2-17.docx

Inova Center for Personalized Health presentation attachment

InovaStottlemeyer BOV Presentation 3-2-2017.pdf

Komodo Dragon presentation attachment

Monique van Hoek BoV Presentation 3-2-17.pptx

Higher Education Research and Development Survey
presentation attachment

BOV 3-2-17 NSF HERD SURVEY BOV Presentation 0302172.pdf

New Business

A. The Aspiring Scientists Summer Internship Program (ASSIP)

ASSIP is celebrating its 10-year anniversary this year. The competitive program has grown from about a dozen high school students to nearly 900 applicants nationwide vying for 80 internships to work side by side with Mason researchers.

ASSIP_Galileo Science Cafe_BOV_5_11_17.pptx

Amy J. Adams

B. Federal Funding Outlook for Research

The "skinny" budget proposed by the POTUS suggests trouble ahead for academic research and innovation.

K Bolognese presentation BOV Research Committee May 11,
2017.ppt

Kerry
Bolognese
and Deb
Crawford

Adjournment

**GEORGE MASON UNIVERSITY
BOARD OF VISITORS**

**Research Committee Meeting
May 11, 2017
Merten Hall, Fairfax Campus**

A G E N D A

I. Call to Order

II. Approval of Research Committee Minutes for March 2, 2016 (ACTION ITEM)

III. New Business

- A. The Aspiring Scientists Summer Internship Program (ASSIP) is celebrating its 10-year anniversary this year. The competitive program has grown from about a dozen high school students to nearly 900 applicants nationwide vying for 80 internships to work side by side with Mason researchers. The work of ASSIP students has appeared in scientific journals, been presented at national conferences, and has led to a new diagnostic test for Lyme disease. Presented by ASSIP co-founder Amy J. Adams.
- B. Federal Funding Outlook for Research. The “skinny” budget proposed by the POTUS suggests trouble ahead for academic research and innovation. What we know and what we don’t know in these changing times. Presented by Kerry Bolognese and Deb Crawford.

IV. Adjournment

**GEORGE MASON UNIVERSITY
BOARD OF VISITORS**

**Research Committee Meeting Minutes
March 2, 2017
Merten Hall, Fairfax Campus**

Present: Chair Anne Gruner; Provost David Wu, Vice President for Research Deborah Crawford; Visitors: Rector Tom Davis, Bob Witeck, John Jacquemin; Student Representative Christian Suero; Faculty Representative June Tangney; Faculty Senate Chair Keith Renshaw; Guest Presenters: Todd Stottlemeyer, Monique van Hoek, Michael Laskofski

Absent: Vice Chair Mahfuz Ahmed; President Àngel Cabrera; Visitors Karen Alcade, Steve Cumbie, Claire Dwoskin; Student Representative Nathan Pittman; Faculty Representative Bijan Jabbari,

- I. Meeting called to order by Chair Anne Gruner at 8:35 a.m.
- II. Approval of Research Committee minutes for December 8, 2016.
- III. Todd Stottlemeyer, CEO of Inova Center for Personalized Health, provided an update about ICPH, the collaboration between ICPH and Mason research, and how Commonwealth funding for the Global Genomics Bioinformatics Research Institute (GGBRI) helps research and Virginia's economic engine. (attached presentation)

Bioengineering professor **Laurence Bray** introduced a video of Mason bioengineering students working with Inova doctors.

Todd Stottlemeyer, CEO of Inova Center for Personalized Health, gave an update about the Inova Center for Personalized Health, the collaboration between ICPH and Mason research, and how these collaborations help research and Virginia's economic engine.

Inova is working to keep healthy people healthy. But if you do become ill, Inova wants to have the most effective and efficient treatments available. Inova is focused on three basic areas: precision medicine, predictive prevention, and individual wellness. Inova wants to make the campus, which is a \$1 billion investment for Inova, a global destination.

Mason is a key partner to Inova research and translational research as well as helping to further increase Virginia's national standing in the health economy. Technology is vital to the health mission, said Mr. Stottlemeyer. Inova wants researchers to collaborate and share physical spaces. Inova is part of the search committee for Mason's director of the Institute for Biomedical Innovation and the chair of the bioengineering department in the Volgenau School of Engineering.

Areas where Mason expertise is a good fit for collaboration: cyber, data analytics and data sciences, proteomics, bioinformatics, public policy (science tends to outpace public policy), cancer, neurological, cardiovascular, and bioengineering.

- IV.** Mason researchers have discovered new wound healing properties in Komodo Dragon blood and develop synthetic peptide that could be used to treat wounds resistant to traditional antibiotics. Presentation by Monique van Hoek, associate professor, School of Systems Biology, College of Science. (attached presentation)

Mason researchers have discovered new wound healing properties in Komodo Dragon blood and developed a synthetic peptide to treat wounds resistant to traditional antibiotics. Peptides are part of our body's general immunity response. Bacteria is becoming resistant to traditional antibiotics and very few new antibiotics are in the pipeline. Mason's new discovery not only kills bacteria but speeds up healing in infected and uninfected cuts. The research could be commercialized and is part of Mason's intellectual property portfolio.

Dr. van Hoek's team, which includes chemistry professor Barney Bishop, invented a new, efficient way to find these antimicrobial peptides and customized Mason's existing nanoparticle technology. They discovered hundreds of potential peptides from the Komodo dragon, as well as promising peptides in alligators and crocodiles.

The wound-healing peptides are part of a \$7.5 million contract from the federal Defense Threat Reduction Agency. Mason researchers also are working on fighting biodefense pathogens, including Anthrax spores.

- V.** An analysis of the Higher Education Research and Development Survey, which is the primary source of information on R&D expenditures at U.S. colleges and universities. Presented by Michael Laskofski, Associate Vice President of Research Operations, Office of Sponsored Programs. (attached presentation)

- NSF data is one criteria used by the Carnegie Classification to classify top-tier research universities, which awarded Mason R1 research status last year.
- Federal funding is down but Mason is increasing in ranking.
- Institution funding is growing at a higher rate as federal funding decreases.
- Mason is ranked 142 in the nation for total R&D expenditures for FY 2015. For non-medical schools, Mason is ranked 116 and holds the 100 spot for public institutions.
- Mason increased NSF funding by 38.5% for 2008 to 2015—the average increase for the top 100 institutions in the survey is 16.7%
- Notable rankings: Mason is number 20 in Social Sciences; 54 in Psychology; 75 in Environmental Sciences; 169 in Physical Sciences; 182 in Life Sciences; 155 in Engineering
- Mason's best opportunities for growth: Life Sciences, our collaborations with Inova; and in Engineering.

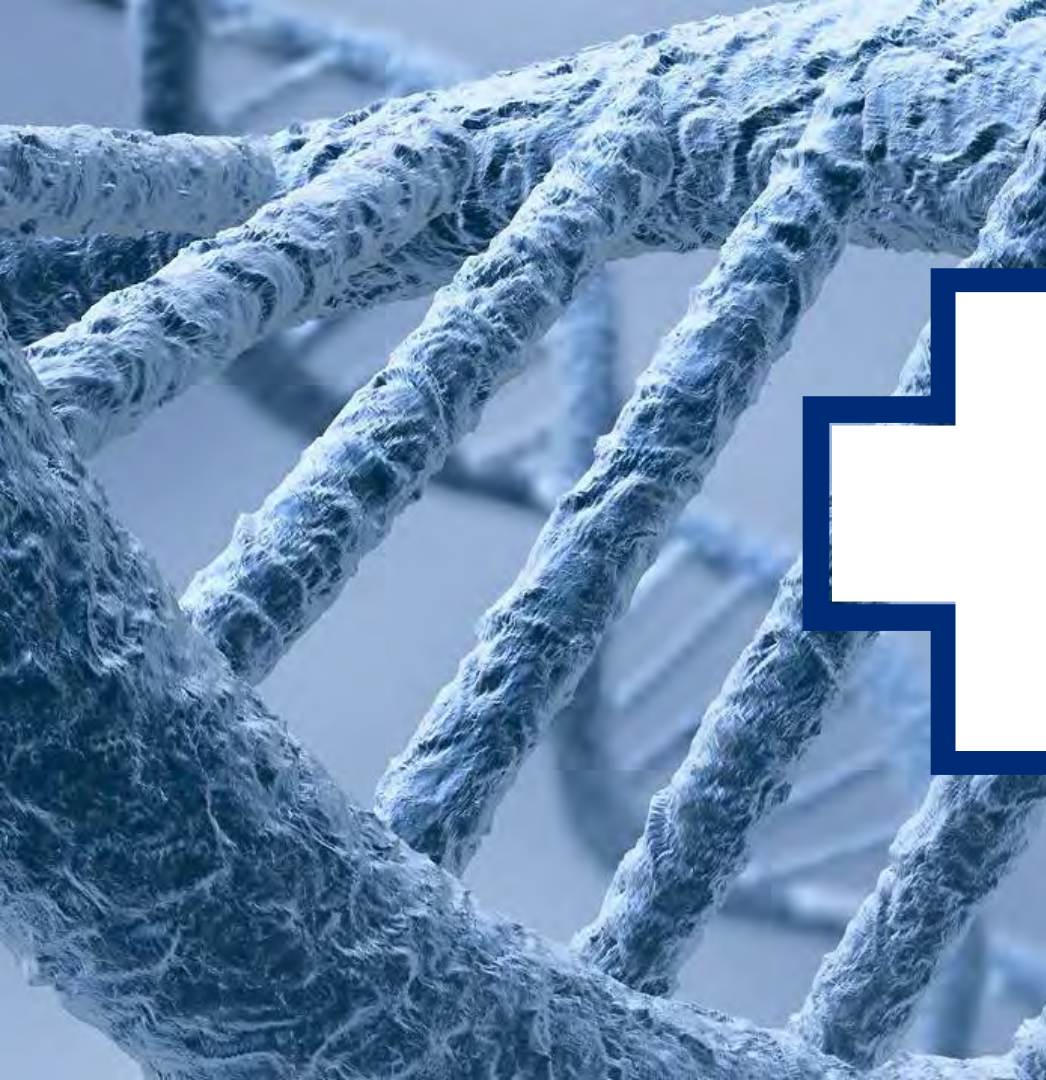
- VI. Adjournment at approximately 9:40 a.m.**



Meeting with GMU Board of Visitors

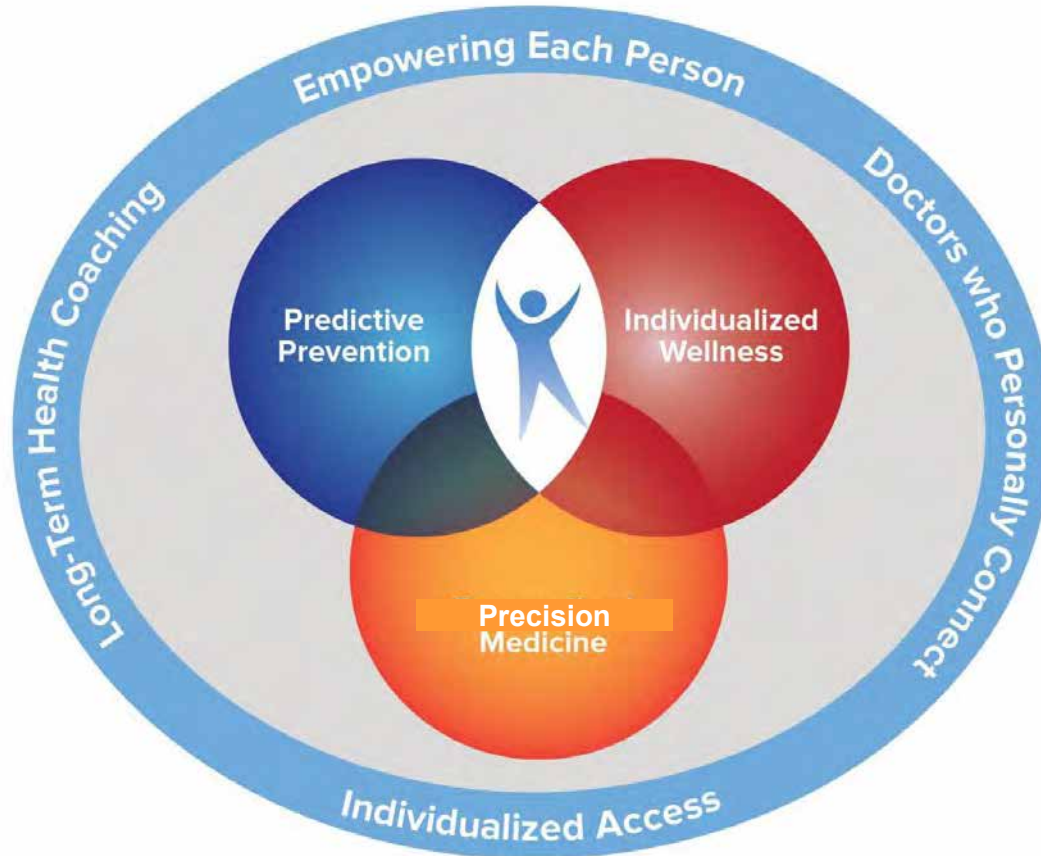
March 2, 2017

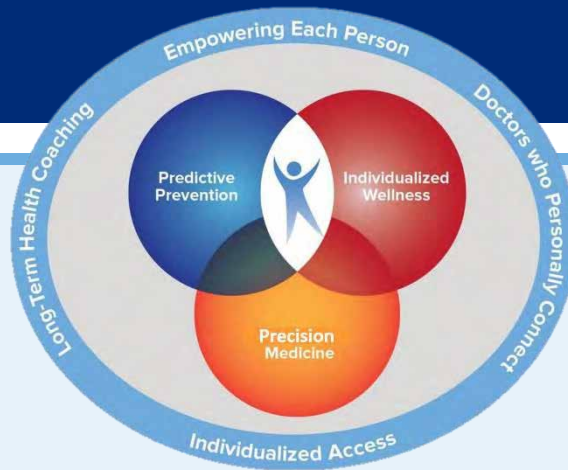




Personalized Health

 **INOVA**[®]
Join the future of health.





Predictive Prevention

Analytics that prevent diseases and conditions from disrupting lives



Clinical Experience

An exceptional experience for every person, every time they interact with Inova



Transformational Culture

A population health mentality and environment of collaboration, transparency, and decisiveness



Individualized Wellness

Trusted, lifelong support for individuals and their families / caregivers



Precision Medicine

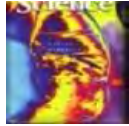
Treatment based on people's individual differences in environment, genetics, and lifestyle

Positioning Virginia at the Vanguard of Science, Technology, and Commercialization

Renowned scientific leadership advancing **research** in core **centers of excellence** to enable access to **tailored treatments** that maximize **individual wellness**, **drive outcome improvements** and develop **evidence-based care** delivery innovations

“Hot Areas” in “Omics”*

*As identified by Dr. Eric Green, Director of the National Human Genome Research Institute (NHGRI)



Cancer Genomics



Somatic Tumor Profile

Targeted genomic sequence analysis panel, 5-50 genes



Pharmacogenomics



Inova Genomics Laboratory

>7 PGx tests to date, CLIA certified

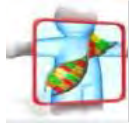


Ultra-Rare Genetic Disease Diagnostics



Congenital Disorders Study

NICU babies, whole-genome-sequence, 60-70% successful diagnosis



Genomic Medicine 'Test Drive' Programs



MediMap™

No cost for newborns, 7 genes, 21 medications



Prenatal & Newborn Genomic Analysis



First 1,000 Days of Life Study

Whole-genome-sequence, surveys



Clinical Genomics Information Systems



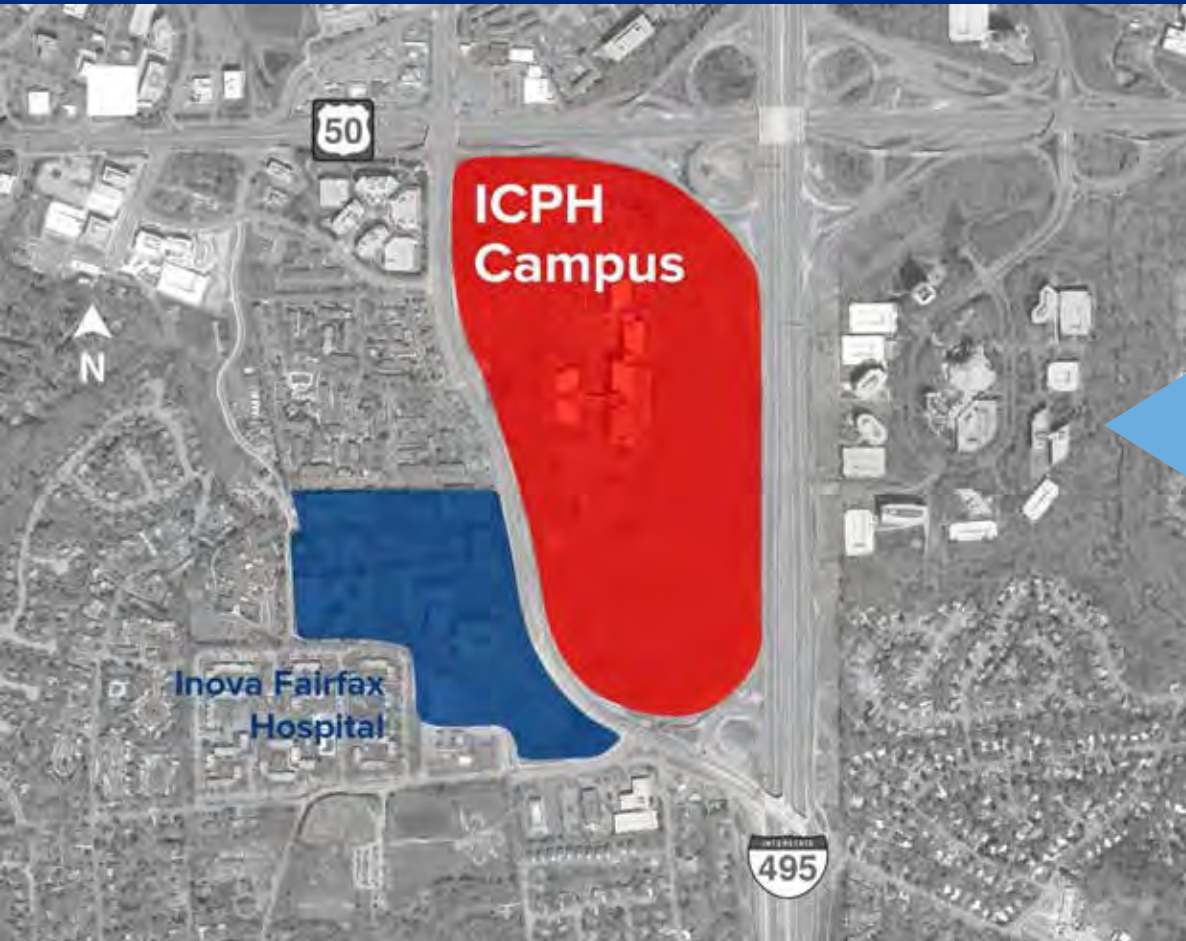
Unique WGS Database

Over 134 birth countries, genomic & phenotypic information, EHR connectivity



ICPH Campus Overview





**“Omics” & Bioinformatics
Research & Integration**

**Translational Cancer
Research**

Discovery & Innovation Hub

**University & Commercial
Partnerships**

Technology Integration

Campus Usage for Existing Footprint



1

Inova Clinic

2

Inova Schar Cancer Institute

3

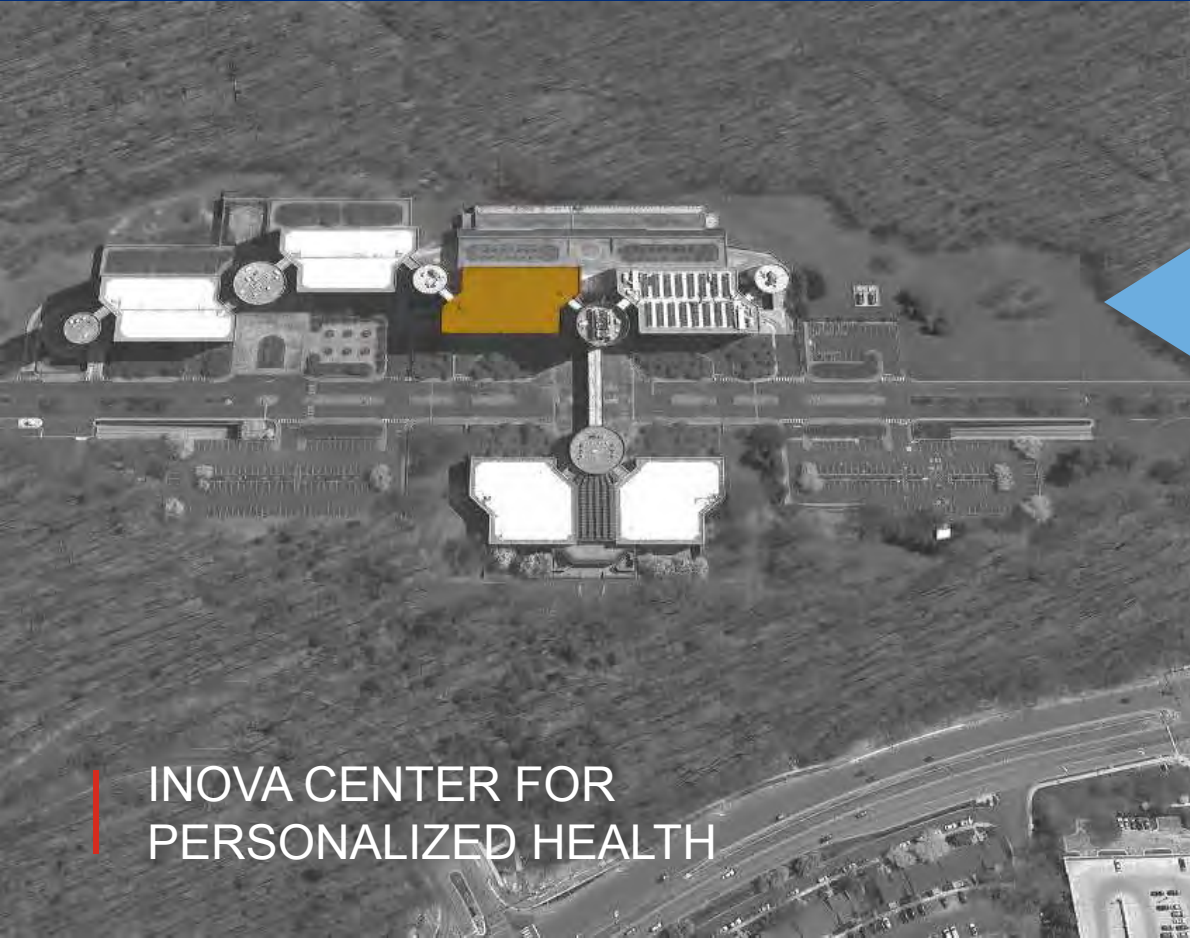
Global Genomics
& Bioinformatics
Research Institute

4

Technology Tower

5

Conference and Wellness
Center



**INOVA CENTER FOR
PERSONALIZED HEALTH**

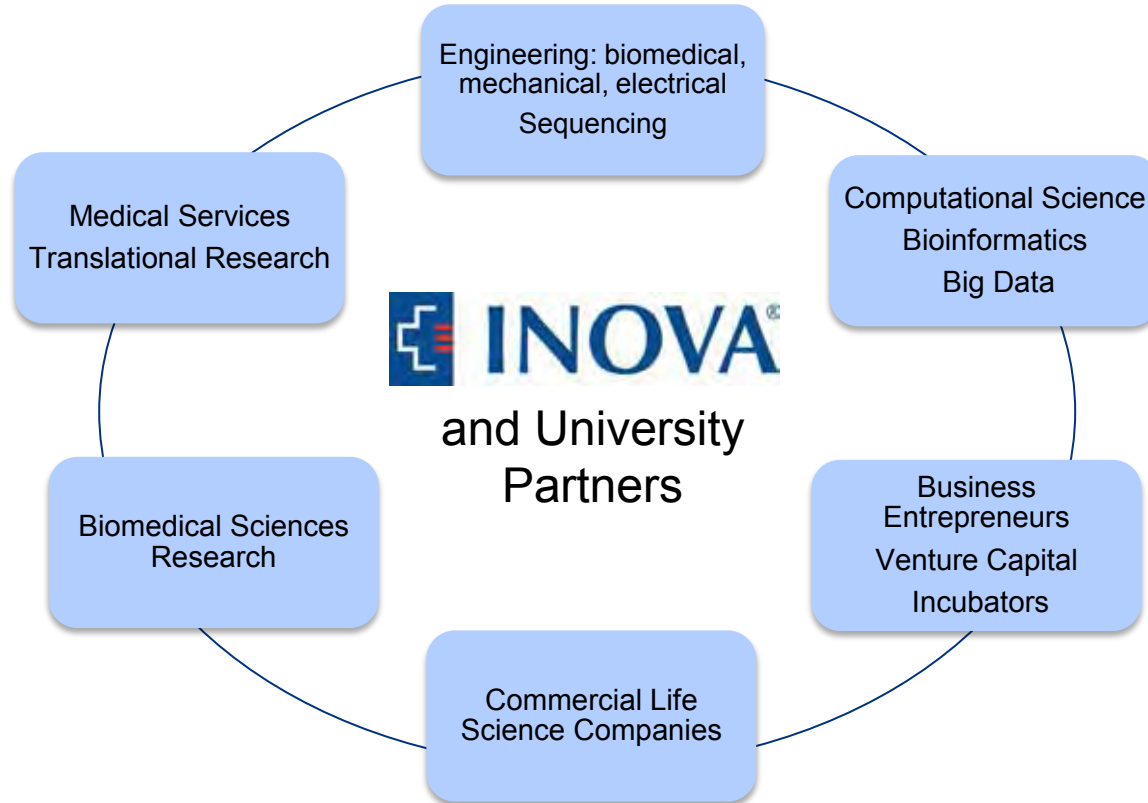
**Inova's leading internal
research programs**

**Leading academic
research programs under
one roof**

**Commercial bio-tech
and med-tech research
companies**

**Substantial third party
investment**

- Strengthen **translational and applied life science research** capabilities
- Raise Virginia's **innovation** quotient
- Drive new **discoveries** into new **commercialization**
- Enhance opportunities to **win grants** and other **commercial funding**
- **Attract leading clinician-scientists** from around the world to Virginia
- Leverage **big data and analytics** capabilities into the life sciences and health sectors
- Share **research infrastructure** (e.g., biorepository, vivarium, big data analytics, etc.)
- Enhance Virginia's position and **reputation nationally and internationally**



Greater Than \$1 Billion Investment by Inova



Campus



Construction



Research



Cancer Institute



Venture Funding

Economic Impact

\$777 Million

Construction

\$918 Million

*Operations,
Destination Medicine,
Commercialization*

Job Impact

5,762 Jobs

Construction

6,119 Jobs

*Operations,
Destination Medicine,
Commercialization*







Bioprospecting for Antimicrobial and Wound Healing Peptides

*Harnessing
antimicrobial
peptide diversity*

Monique van Hoek, Ph.D.

Barney Bishop, Ph.D.



Sponsor: Defense Threat Reduction Agency
Contract: HDTRA1-12-C-0039



College of Science

Hypothesis

Extreme species provide rich sources of novel cationic antimicrobial peptides (CAMPs) that we can leverage for the development of new antibacterial therapeutics.

- New potential drug leads.
- New templates for drug development.
- New targets for drug development.

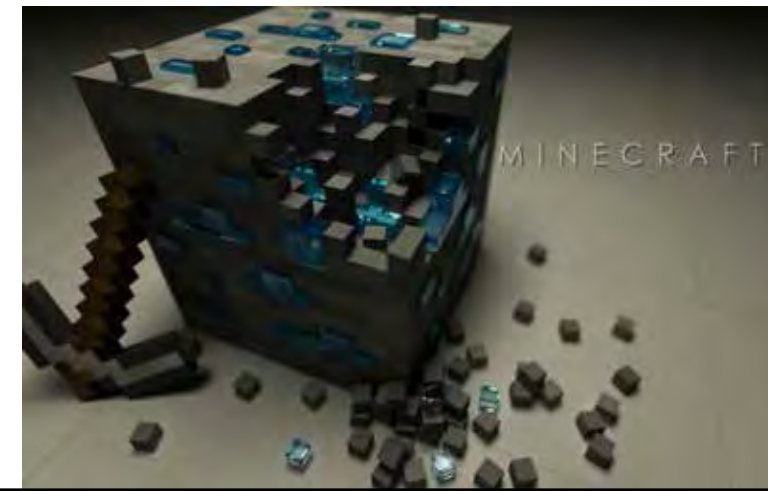
Cationic Antimicrobial Peptides (CAMPs)

- Ancient defense mechanism against infection.
- Contribute to first line of defense (innate immunity).
- Broad-spectrum antimicrobial effectiveness.
- No widespread bacterial resistance.
- Play complex roles in immunity.
- Large and diverse “prescreened” library of antimicrobials.

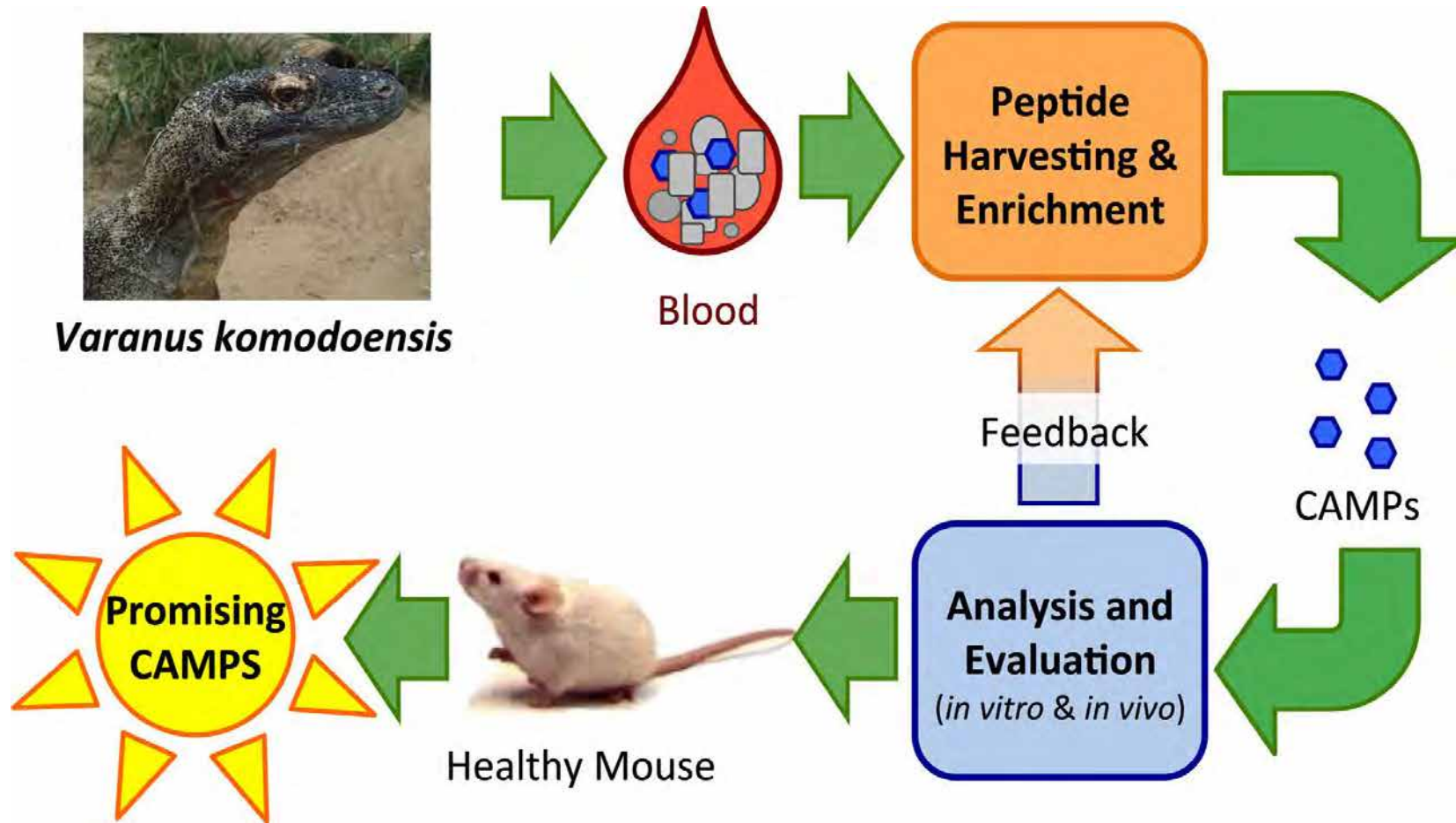
Antimicrobial Discovery

How to purify antimicrobial peptides (the new way).

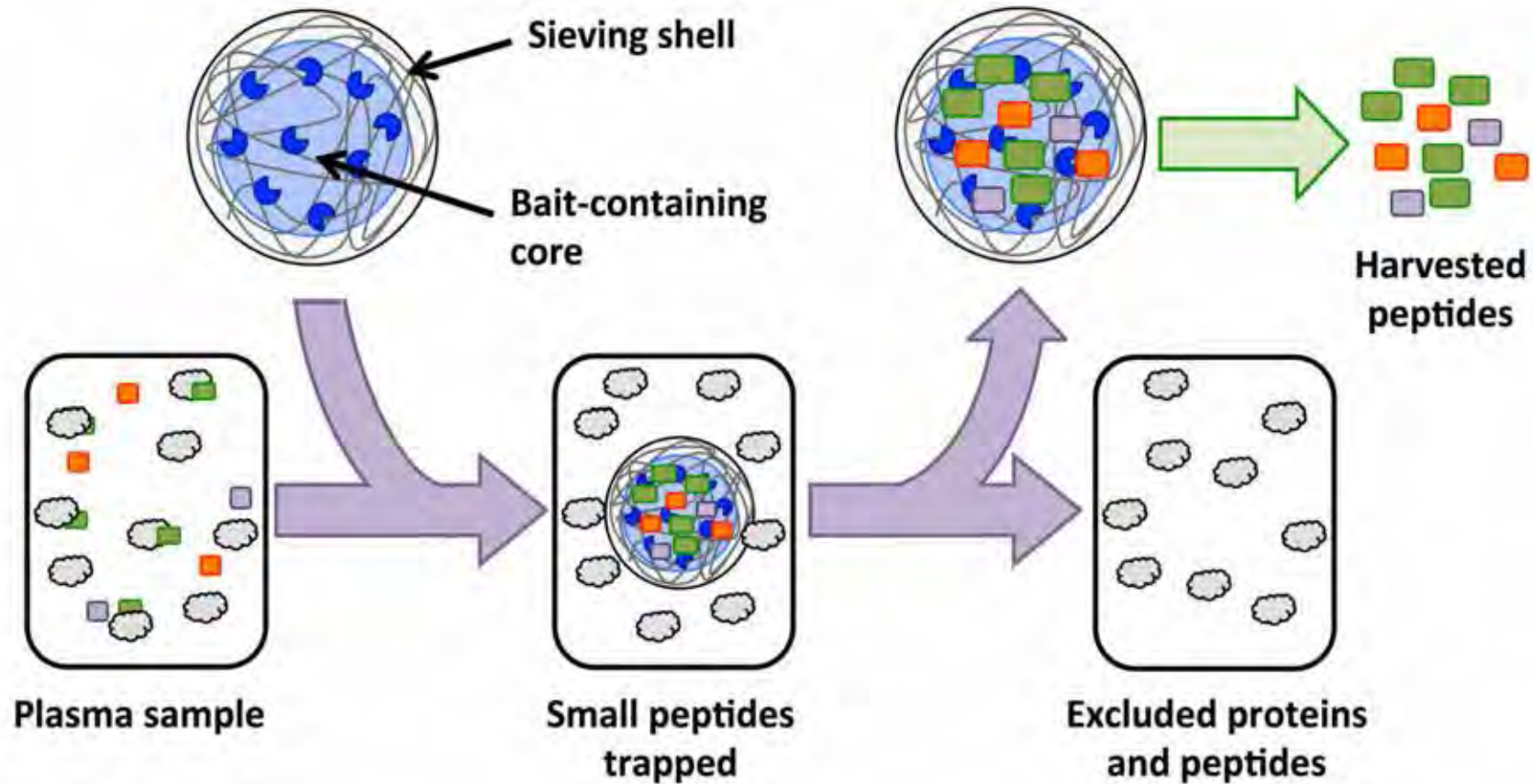
- We want a method that can quickly capture new antimicrobial peptides
- We want to be able to obtain antimicrobial peptides from many kinds of natural samples.
 - Blood, urine, saliva, organ homogenate, etc.
- We want to use advanced modern biochemical technologies
 - Nanomaterials & Nanoparticles
 - Advanced Mass Spectrometry to identify proteins.
- **“Bio-Prospecting”.**



BioProspector Process: Integrated Peptide Discovery & Assessment



Peptide Harvest and Enrichment



Hydrogel particles capture and enrich native low molecular weight peptides & proteins, excluding large proteins.

Some of Our Donors

Crocodylians (Order: *Crocodylia*)



American alligator

- Survive wounds with low incidence of infection.
- Sera exhibits potent antimicrobial properties.

Monitor Lizards (Family: *Varanidae*)



Komodo dragon

- Predators & scavengers including carrion.
- Saliva can contain multiple pathogenic microbes.

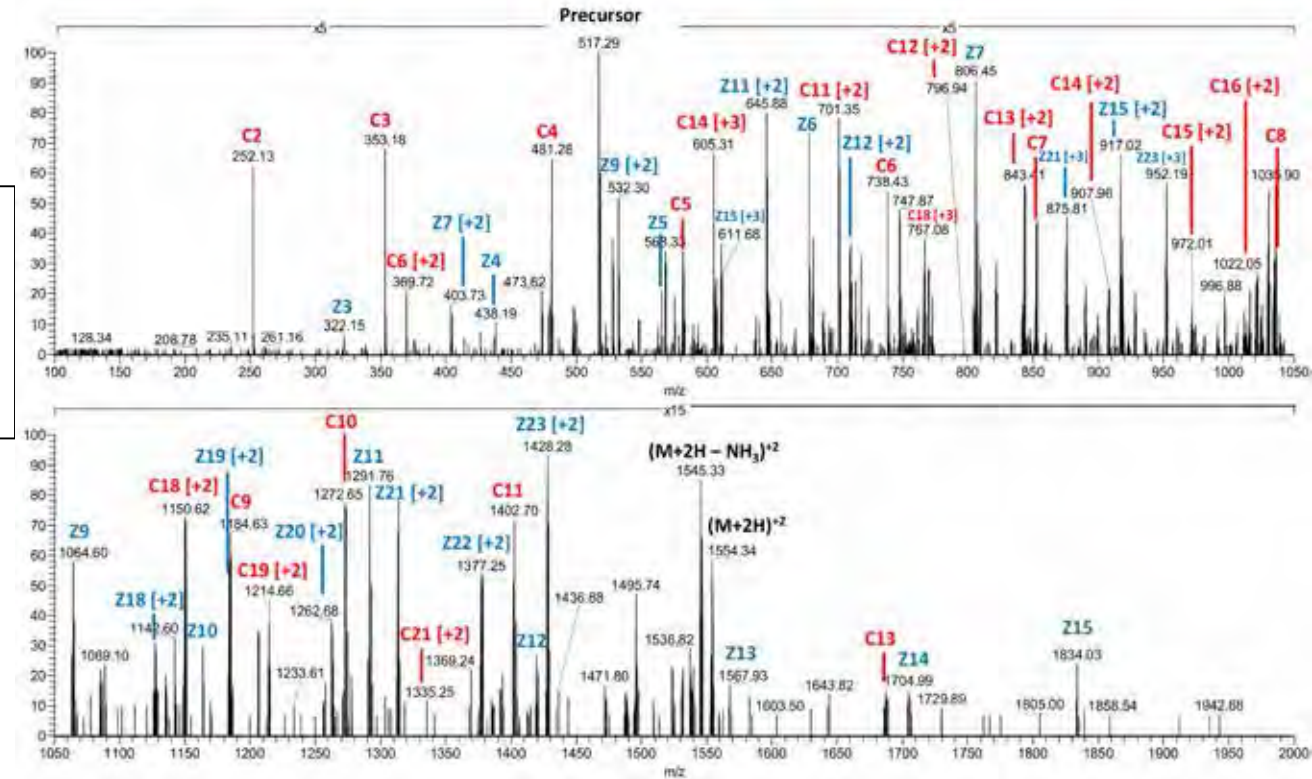


Working with Our Donor, Tujua,
and Dr. Kent Vleit at the St.
Augustine Alligator Farm.

Sequencing of Captured Peptides

C(+2) ions	241	291	369	426	519	593	636	703	769	843	907	971	1021	1085	1149	1213	1270	1334	1391	1442	1515				
C ions	165	252	353	481	582	738	852	1038	1185	1272	1401	1538	1685	1813	1942	2041	2169	2298	2426	2539	2667	2782	2883	3030	
	F	S	T	K	T	R	N	W	F	S	E	H	F	K	K	V	K	E	K	L	K	D	T	F	A
	2939	2852	2751	2623	2522	2366	2252	2066	1919	1832	1702	1565	1418	1290	1162	1063	935	806	678	565	437	327	221	74	
	1470	1426	1376	1312	1261	1183	1126	1033	960	916	851	783	709	645	581	532	468	403	339	283					
Z ions																									
Z(+2) ions																									

ETD MS/MS spectra
for an alligator
peptide



Large-scale *de novo* assisted sequencing of captured intact peptides via LC-MS/MS (Orbitrap/ETD & HCD)

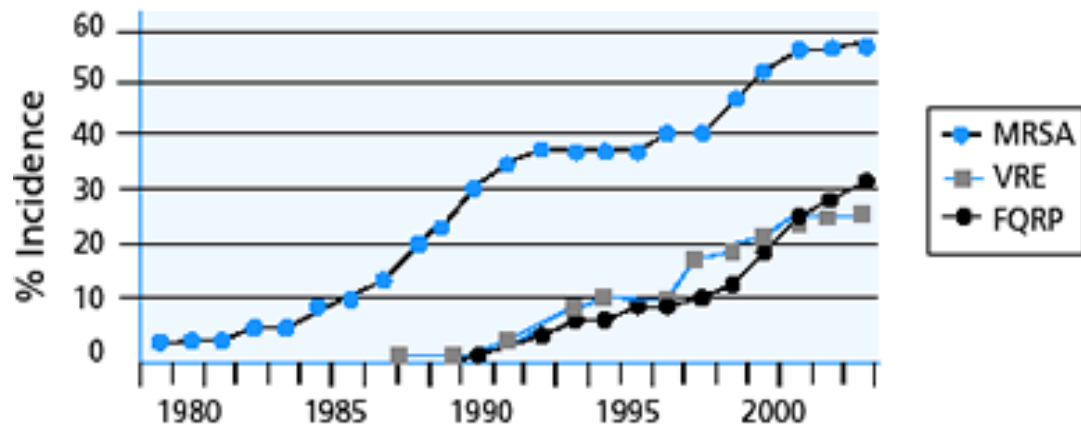
Peptide sequences analyzed using a combination of tools to select CAMP candidates for synthesis and testing.

Multi-Drug Resistant Bacteria

In Need of New Antibiotics

- Rampant Antibiotic Resistance emerging globally.
- Very few new antibiotics in the drug development pipeline.

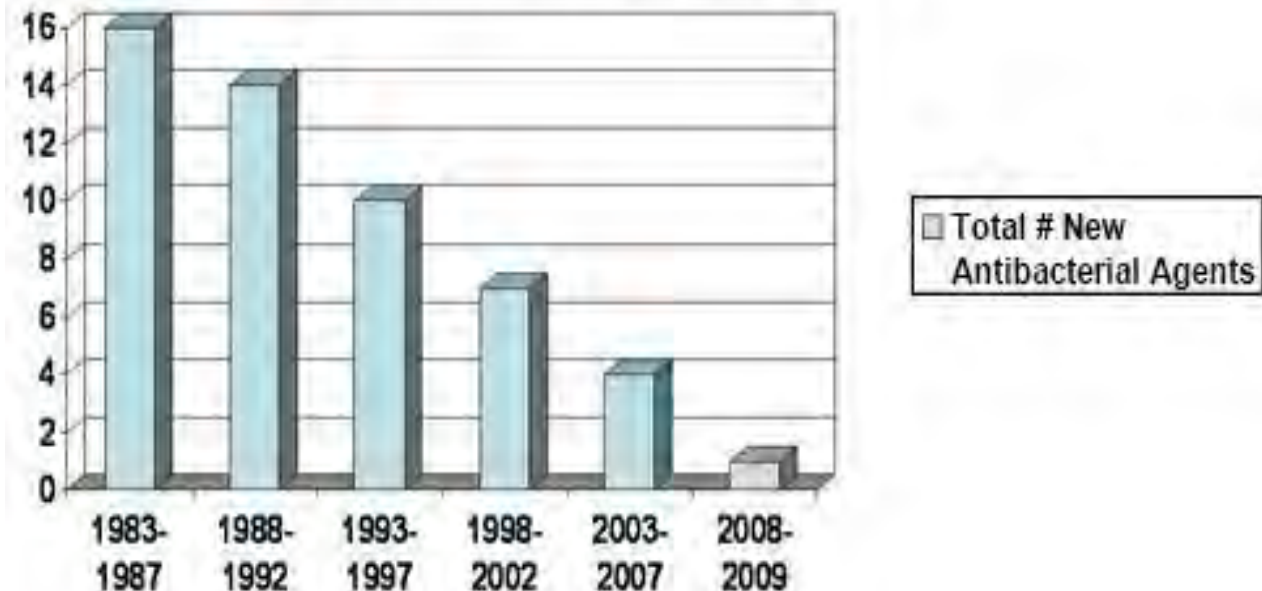
Resistant Strains Spread Rapidly



Source: Centers for Disease Control and Prevention

MRSA = Methicillin-resistant *Staphylococcus Aureus*
VRE = Vancomycin-resistant Enterococci
FQRP = Fluoroquinolone-resistant *Pseudomonas aeruginosa*

DECLINING ANTIBACTERIAL APPROVALS (PAST 25 YEARS)



Spellberg, *CID* 2004, Modified

Peptides against Drug-Resistant Bacteria

- Three alligator peptides have been found with strong activity against dangerous drug-resistant bacteria.

Apo6	AM-CATH	A1P
<i>Acinetobacter baumannii</i> (Iraqibacter)	<i>Acinetobacter baumannii</i> (Iraqibacter)	
<i>Pseudomonas aeruginosa</i>	<i>Pseudomonas aeruginosa</i>	
<i>Staphylococcus aureus</i> (MRSA)	<i>Klebsiella pneumoniae</i> (CRE)	<i>E. coli</i> 0157:H7

- In future, we will test these CAMPs in animal models to determine if they could have clinical potential

Wound Healing

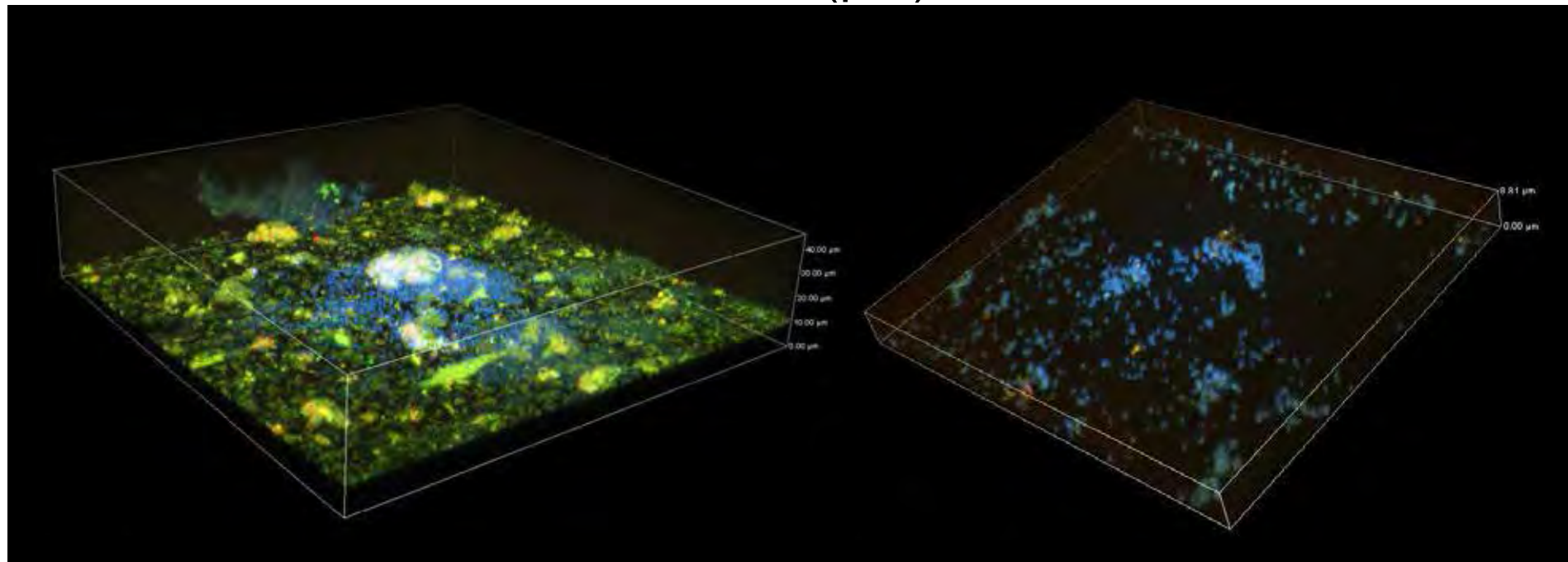
Biofilm

- What is Biofilm?
 - “Resistance Cloak” for Bacteria.
 - Protects pathogens from antibiotics & your immune system.
 - Can infect diabetic ulcers, burns, and war wounds → non-healing wounds.



Anti-Biofilm Peptides

0 2 1.5 0.5 0.2
 Normal Biofilm LL-37 (μM) Biofilm Treated with Peptide



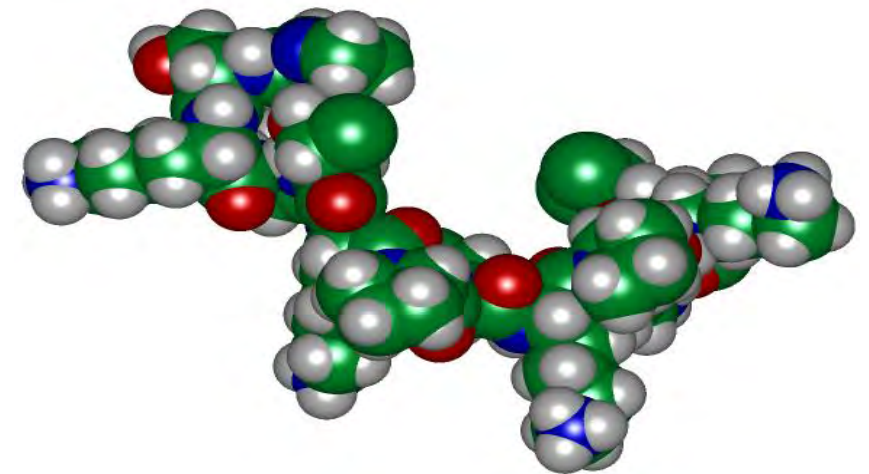
c 3D microscope images of normal, untreated biofilm and of biofilm treated with human peptide LL-37. **d**

$\mu\text{g}/\mu\text{m}^2$ 40 35 30
 Natural and synthetic cathelicidin peptides with anti-microbial and anti-biofilm activity against *Staphylococcus aureus*. Dean SN, Bishop BM, van Hoek ML. BMC Microbiol. 2011 May 23;11:114.
 Susceptibility of *Pseudomonas aeruginosa* Biofilm to Alpha-Helical Peptides: D-enantiomer of LL-37. Dean SN, Bishop BM, van Hoek ML. Front Microbiol. 2011;2:128.

60 50 40
 thickness (μm)

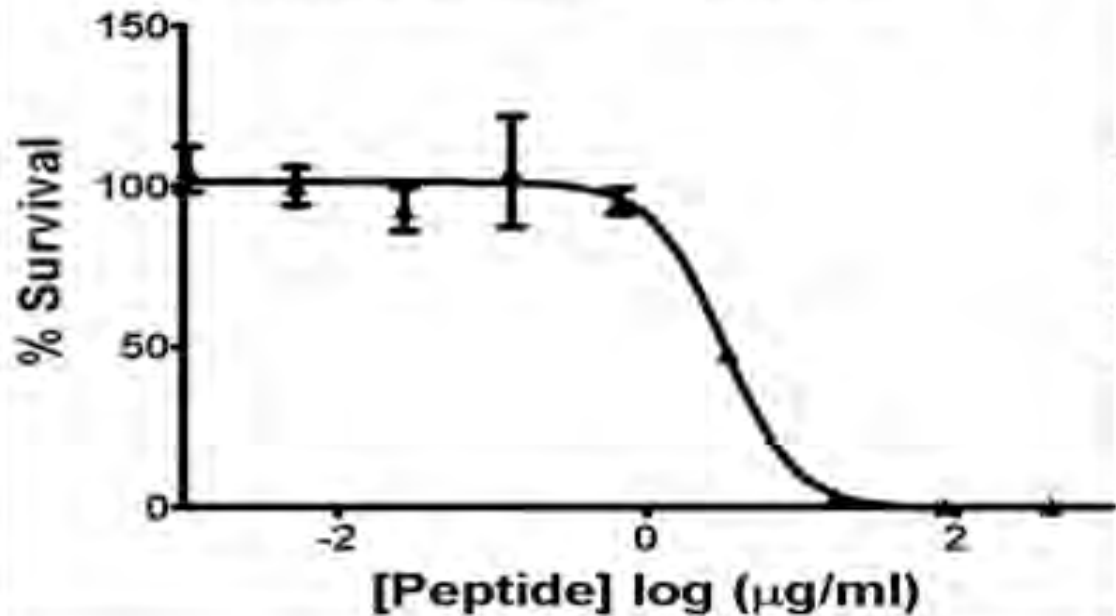
DRGN-1 wound healing peptide

- A synthetic peptide based on a CAMP found in Komodo dragon blood
- Has antimicrobial and **anti-biofilm activity** against *Pseudomonas aeruginosa* and *Staphylococcus aureus*



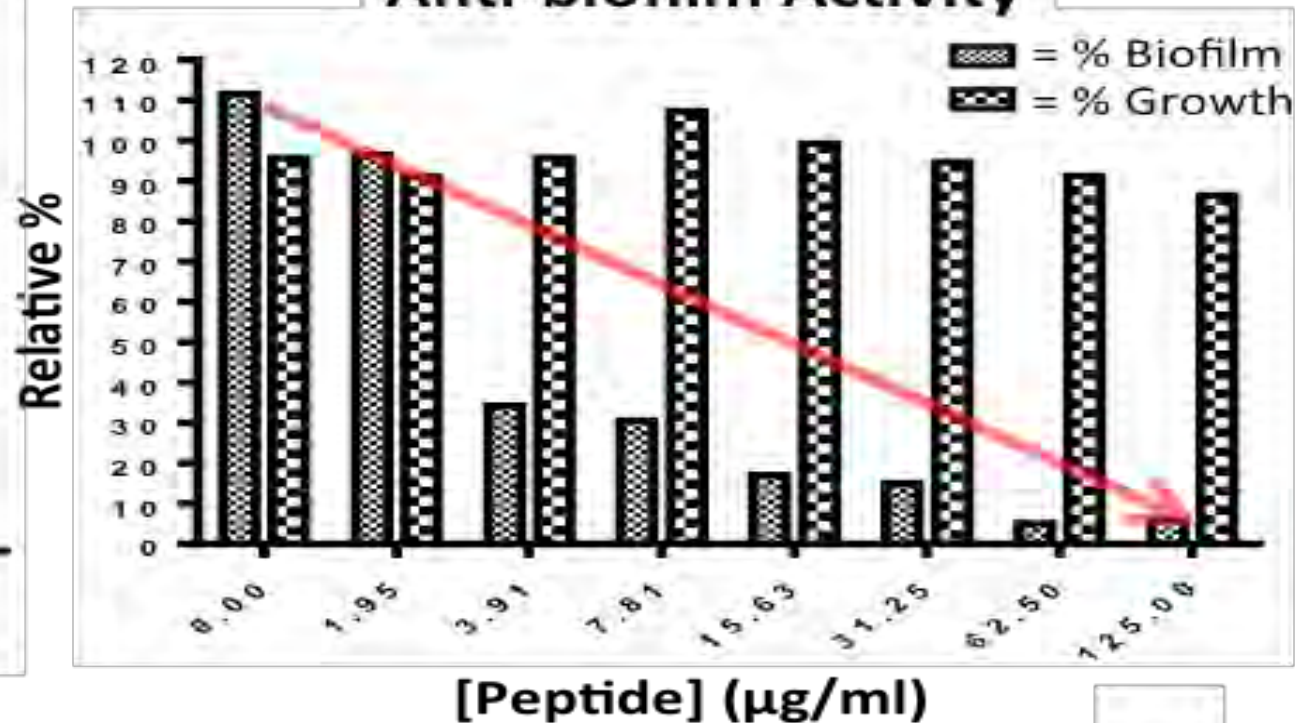
DRGN-1 Against *P. aeruginosa*

Antibacterial Activity



$EC_{50} = 3.1 \mu\text{g/ml}$

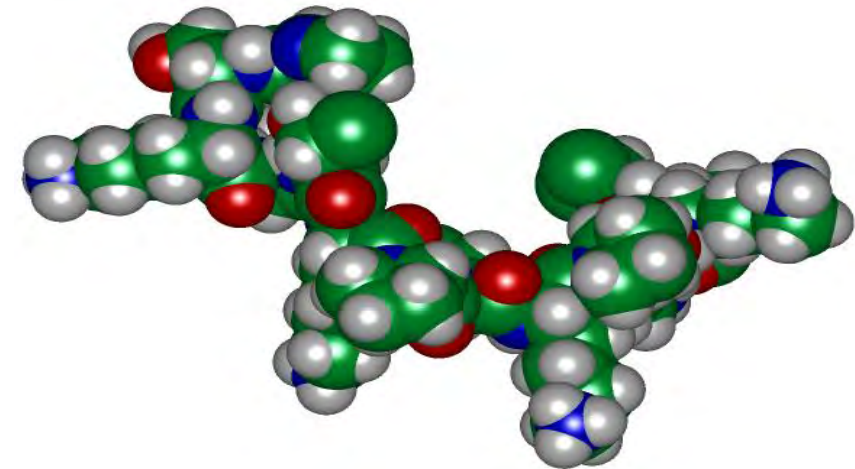
Anti-biofilm Activity



$MBIC_{50} = < 4 \mu\text{g/ml}$

DRGN-1 wound healing peptide (cont'd)

- In an animal model, DRGN-1 speeds up healing of both biofilm-infected and uninfected wounds
 - Effects are directed to both host and pathogen
- Strong potential for topical clinical use in treating non-healing wounds



Human Keratinocyte Model

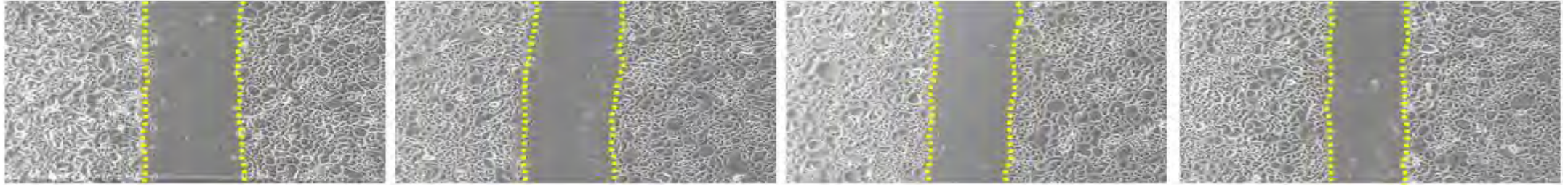
Untreated

LL-37

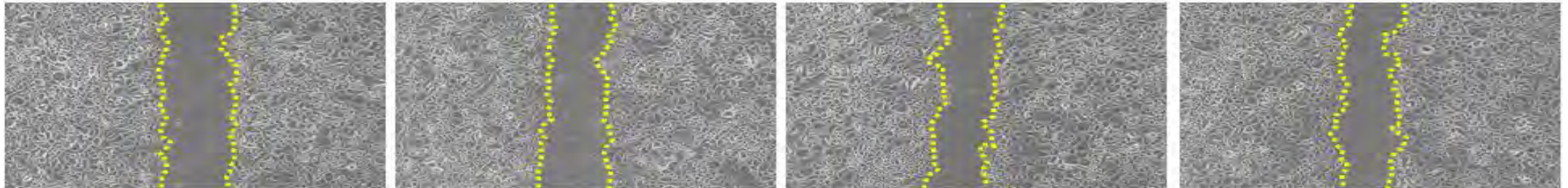
DRGN-1

WT-Peptide

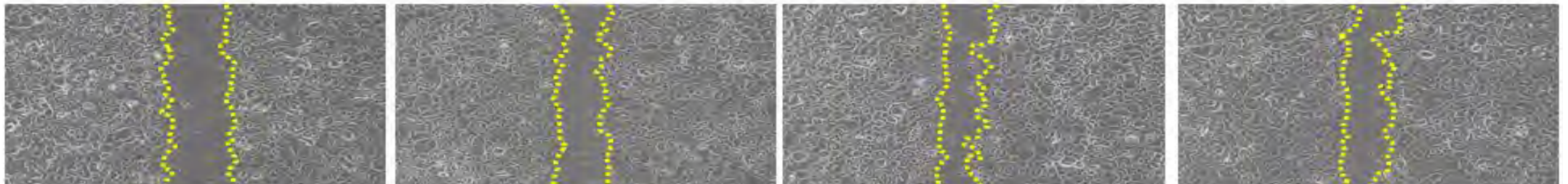
0 h



7 h



24 h



Biothreat Infections

Biodefense Pathogens

- The defense community is concerned about the use of certain bacteria in biological terrorist attacks
- These pathogens are of great concern because they are highly infectious when inhaled
 - Aerosolization is a relatively easy way to spread bacteria over a large area
- Bacteria of concern:
 - *Francisella tularensis* (causes tularemia)
 - *Bacillus anthracis* (causes anthrax)
 - *Burkholderia pseudomallei* (causes melioidosis)

Peptides for Biodefense

***Bacillus anthracis* (causes anthrax)**

- Many CAMPs tested have strong activity against anthrax spores
 - Peptides from Komodo dragon.
 - Snake cathelicidin NA-CATH, from the *Naja atra* cobra.
 - NA-CATH in particular **rescues animals in an infection model.**

***Francisella tularensis* (causes tularemia)**

- Most CAMPs are not effective against *Francisella tularensis*.
- A series of synthetic CAMPs based on an alligator peptide (called the GATR peptides) have strong activity against *F. tularensis*.
 - GATR-3 has shown the strongest activity in animal infection models.

***Burkholderia pseudomallei* (causes melioidosis)**

- *B. pseudomallei* is resistant to nearly all antibiotics and known CAMPs
- NA-CATH is one of the few CAMPs found with activity.
- Biggest technical challenge for CAMP discovery.

Accomplishments

BioProspecting: We have invented a robust process for the detection & identification of low abundance antimicrobial host-defense peptides in their intact natural forms.

Analysis of extreme species, such as Komodo Dragon and American Alligator, has yielded:

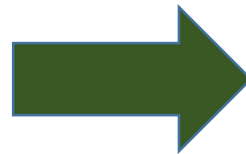
- >50 novel peptides that are potent against one or more bacteria.
- Multiple peptides that are effective against antibiotic-resistant bacterial strains.
- A peptide that demonstrates potent wound healing properties.
- Peptides that are effective against biothreat pathogens in animal models

Future Directions

- Commercialization of lead peptides
 - Further Development in formulation, stability studies, etc
 - Pre-clinical studies
 - Commercialization partners – veterinary market
- Discovery of new peptides in human
 - Model of interest: Sepsis
- Partnerships with infectious disease physicians
 - Collaborations
 - Clinical samples
 - Wound infections
 - Sepsis serum

Summary

- CAMPs are a source of new antibiotics for clinical use
- They can have broad activity, including against drug-resistant bacteria and dangerous infections
- **BioProspecting** gives a new tool to quickly discover and test novel CAMPs



Project Team & Collaborators

Joel Schnur, PI, COS

Barney Bishop, co-PI,
Chem. & NCBID

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Yaling Zhu

Research Associate: Megan
Devine

Students: Shaylyn Scott and
Jaclyn D'Onofrio.

Research Faculty: Paul Russo,
Weidong Zhou

Admin. Assistant:
Andrea George

**Biomedical Research
Laboratory [BSL3]**

Monique van Hoek, co-PI,
SSB & NCBID

Research Associate Faculty:

Myung Chung

Postdoctoral Fellows: Ryan
Blower and Scott Dean

Research Associate:
Stephanie Barksdale

Lab Technicians: Evelyn Hrifko
and Akanksha Kaushal

Biological Samples: Dr. Kent Vliet (University of Florida) and the St. Augustine Alligator Farm

Mass Spectrometry Collaborations:

Dr. Beatrix Ueberheide, Director, Proteomics Resource Center, New York University

Dr. Jennifer Van Eyk, Director of the Johns Hopkins University Bayview Proteomics Center.

Acknowledgements: Project Team & Collaborators



DTRA funding:
Contract: HDTRA1-12-C-0039
DTRA COR: Al Graziano

Project Team & Collaborators



Thank you!



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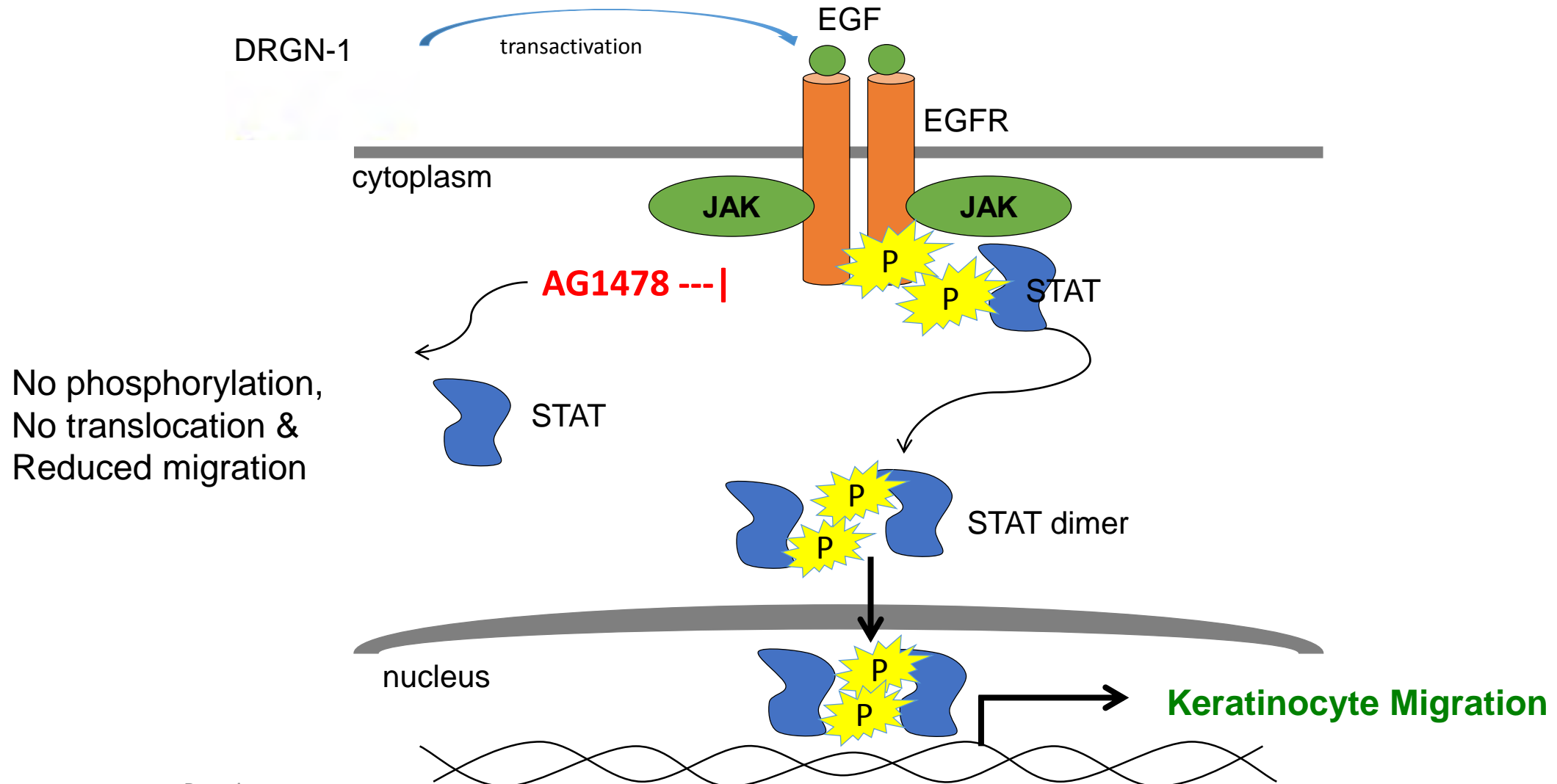
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For more information on our
Antimicrobial Discovery Research,
go to: <http://adr.gmu.edu>

Mechanism of DRGN-1 to Induce Keratinocyte Motility





NSF HIGHER EDUCATION RESEARCH AND DEVELOPMENT SURVEY
BOARD OF VISITORS RESEARCH COMMITTEE

Mike Laskofski, Associate Vice President of Research Operations
March 2, 2017



Topics for Discussion

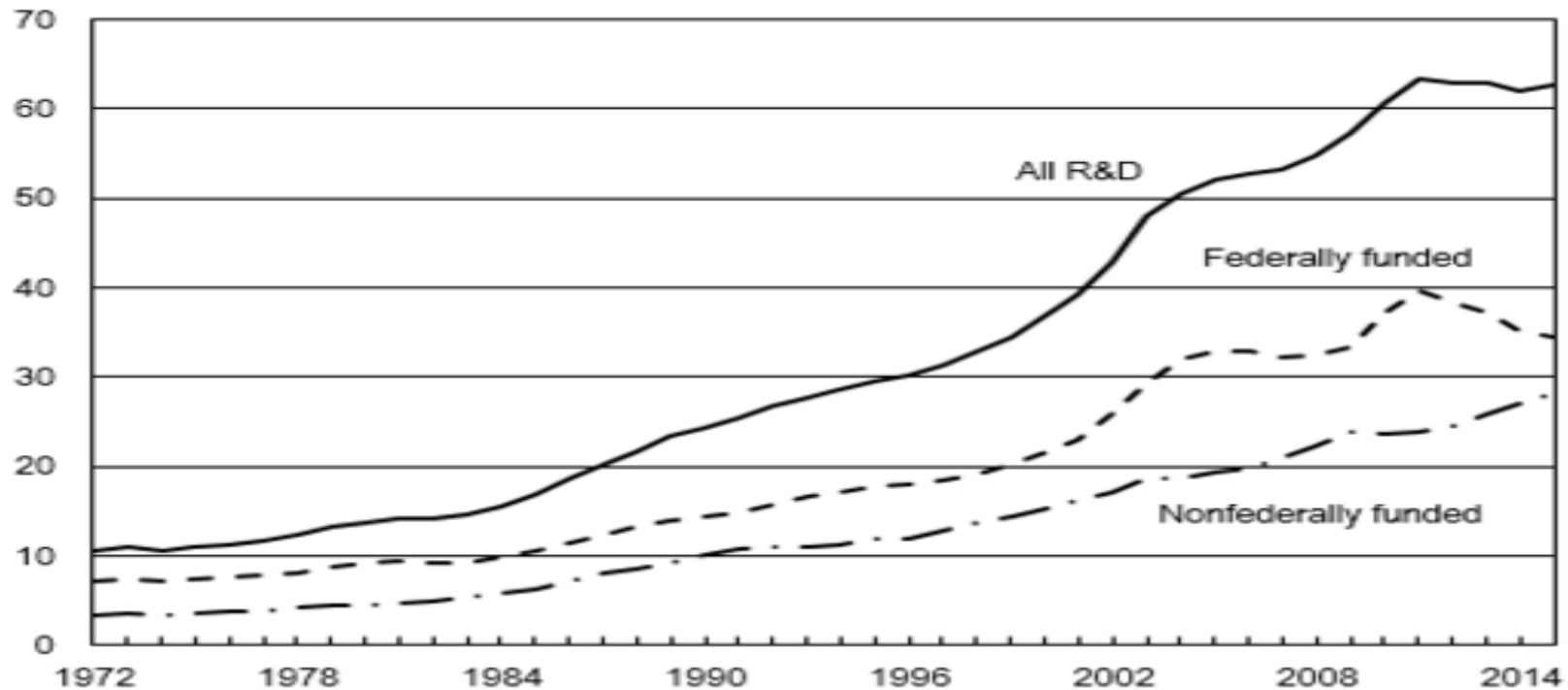
- NSF Higher Education R&D survey overview
- National trends with federal and nonfederal funding
- Mason's overall rankings in total R&D
- Mason's rankings in specific science fields
- Total R&D by state
- Key takeaways

NSF Higher Education R&D Survey

- Survey conducted annually since FY 1972
- Includes U.S. universities and colleges with at least \$150K in R&D spending (930 in FY15)
- NSF expenditure data used as one criteria for Carnegie Classification
- Survey data tables can be found at <https://ncesdata.nsf.gov/herd/2015/>
- FY16 survey data submitted recently for George Mason (Total R&D \$109M)

Higher Education R&D Expenditures by Source of Funds: FYs 1972–2015

Billions of constant 2009 dollars



SOURCE: National Science Foundation, National Center for Science and Engineering Statistics, Higher Education Research and Development Survey.

- Federal R&D declined 13% since FY11
- In FY11 federal funding 62.5% of total R&D compared to 55.2% in FY15
- Nonfederal funding increases in recent years mostly driven by institutional funds
- Institutional funds supporting R&D have increased 32.5% since FY11
- Mason FY11 federal funding 74% of total R&D compared to 60% in FY15

Total R&D: FY 2015

Rank	Institution	All R&D expenditures	Source of funds					
			Federal government	State and local government	Institution funds	Business	Nonprofit organizations	All other sources
	All institutions	68,667,801	37,876,879	3,812,408	16,711,730	4,000,614	4,236,993	2,029,177
1	Johns Hopkins U. ^a	2,305,679	1,992,837	6,038	97,914	66,221	136,259	6,410
2	U. Michigan, Ann Arbor	1,369,278	735,447	1,696	497,063	60,408	58,478	16,186
3	U. Washington, Seattle	1,180,563	906,768	19,617	69,690	42,081	97,136	45,271
4	U. California, San Francisco	1,126,620	535,457	36,907	237,843	69,101	143,974	103,338
5	U. California, San Diego	1,101,466	603,343	41,983	185,660	84,672	77,616	108,192
140	New Jersey Institute of Tech	110,512	55,094	3,355	44,038	1,687	4,741	1,597
141	Montana State U., Bozeman	108,414	69,136	3,540	28,817	1,662	2,490	2,769
142	George Mason U.	106,410	63,600	1,711	31,775	2,858	5,593	873
143	Rensselaer Polytechnic Inst	102,841	59,528	7,592	26,143	7,715	1,863	0
144	U. Texas, Dallas	98,551	31,068	10,753	33,424	6,357	16,949	0

(Dollars in thousands)

^a Johns Hopkins University includes Applied Physics Laboratory, with \$1,327,845 thousand in total R&D expenditures in FY 2015.

SOURCE: National Science Foundation, National Center for Science and Engineering Statistics, Higher Education Research and Development Survey, FY 2015.

R&D Expenditures by Federal Agency: FY 2015

Rank	Institution	All federal	DOD	DOE	HHS	NASA	NSF	USDA	Other ^a
	All institutions	37,876,879	5,094,978	1,712,658	20,024,751	1,418,699	5,113,701	1,113,764	3,398,328
1	Johns Hopkins U. ^b	1,992,837	794,397	8,003	584,834	213,697	33,967	1,111	356,828
2	U. Washington, Seattle	906,768	77,099	29,302	579,916	15,411	125,221	14,029	65,790
3	U. Michigan, Ann Arbor	735,447	74,028	38,612	466,611	43,172	78,520	2,437	32,067
4	Stanford U.	675,930	83,093	26,853	444,739	19,166	86,631	220	15,228
5	U. Pennsylvania	611,620	64,987	11,406	481,614	3,659	36,768	1,276	11,910
132	U. Alabama, Huntsville	67,451	40,251	551	289	19,520	3,517	815	2,508
133	U. Rhode Island	64,711	6,018	1,978	18,982	731	15,870	5,446	15,686
134	George Mason U.	63,600	17,273	600	10,003	5,870	9,177	284	20,393
135	U. California, Riverside	63,515	6,757	5,408	15,587	446	23,379	6,752	5,186
136	U. Mississippi	59,978	6,259	936	39,589	1,485	2,998	5,676	3,035

(Dollars in thousands)

^b Johns Hopkins University includes Applied Physics Laboratory, with \$1,283,098 thousand in federally financed R&D expenditures in FY 2015.

SOURCE: National Science Foundation, National Center for Science and Engineering Statistics, Higher Education Research and Development Survey, FY 2015.

Non-medical School R&D Expenditures: FY 2015

Rank	Institution	All non-medical school R&D expenditures	All medical school R&D expenditures	All R&D expenditures
	All institutions	45,127,441	23,540,360	68,667,801
1	Johns Hopkins U. ^a	1,679,859	625,820	2,305,679
2	Massachusetts Institute of Technology	930,719	0	930,719
3	U. Texas M. D. Anderson Cancer Center	833,406	0	833,406
4	Texas A&M U., College Station and Health Science Center	814,620	52,058	866,678
5	U. Michigan, Ann Arbor	805,834	563,444	1,369,278
114	Montana State U., Bozeman	108,414	0	108,414
115	U. Colorado Denver and Anschutz Medical Campus	107,520	302,561	410,081
116	George Mason U.	106,410	0	106,410
117	U. Texas Health Science Center, Houston	103,450	130,849	234,299
118	Rensselaer Polytechnic Institute	102,841	0	102,841

(Dollars in thousands)

^a Johns Hopkins University includes Applied Physics Laboratory, with \$1,327,845 thousand in total R&D expenditures in FY 2015.

SOURCE: National Science Foundation, National Center for Science and Engineering Statistics, Higher Education Research and Development Survey, FY 2015.

R&D Expenditures at Public Institutions: FY 2015

Rank	Institution	All R&D expenditures	Source of funds					
			Federal government	State and local government	Institution funds	Business	Nonprofit organizations	All other sources
	All institutions	45,481,635	23,392,083	3,446,703	12,231,701	2,514,856	2,389,412	1,506,880
1	U. Michigan, Ann Arbor	1,369,278	735,447	1,696	497,063	60,408	58,478	16,186
2	U. Washington, Seattle	1,180,563	906,768	19,617	69,690	42,081	97,136	45,271
3	U. California, San Francisco	1,126,620	535,457	36,907	237,843	69,101	143,974	103,338
4	U. California, San Diego	1,101,466	603,343	41,983	185,660	84,672	77,616	108,192
5	U. Wisconsin-Madison	1,069,077	533,286	68,250	371,776	23,708	47,200	24,857
98	New Jersey Institute of Tech	110,512	55,094	3,355	44,038	1,687	4,741	1,597
99	Montana State U., Bozeman	108,414	69,136	3,540	28,817	1,662	2,490	2,769
100	George Mason U.	106,410	63,600	1,711	31,775	2,858	5,593	873
101	U. Texas, Dallas	98,551	31,068	10,753	33,424	6,357	16,949	0
102	U. Idaho	97,493	50,559	26,571	15,077	1,745	1,404	2,137

(Dollars in thousands)

SOURCE: National Science Foundation, National Center for Science and Engineering Statistics, Higher Education Research and Development Survey, FY 2015.

NSF HIGHER EDUCATION SURVEY RANKINGS OF LOCAL INSTITUTIONS FY 2015

INSTITUTION	TOTAL RESEARCH	FEDERAL RESEARCH
Johns Hopkins	1 (Stayed Same)	1 (Stayed Same)
University of Maryland, College Park	43 (Stayed Same)	32 (Down 4)
Virginia Tech	44 (Down 5)	64 (Down 4)
University of Virginia	62 (Down 1)	60 (Down 1)
George Washington University	90 (Up 2)	83 (Stayed Same)
Virginia Commonwealth University	97 (Up 4)	81 (Up 3)
Georgetown University	108 (Up 5)	109 (Down 3)
George Mason University	142 (Up 6)	134 (Up 2)
Old Dominion University	169 (Stayed Same)	156 (Up 2)
College of William and Mary	173 (Up 8)	170 (Stayed Same)
James Madison University	427 (Down 30)	385 (Down 16)

Note: "Up", "Down", and "Stayed Same" refers to each institution's position in the rankings compared to the previous year.

NSF TOTAL RESEARCH EXPENDITURE GROWTH OF LOCAL INSTITUTIONS FY 2008 – FY 2015

INSTITUTION	GROWTH %
George Mason University	38.5%
Johns Hopkins	36.3%
University of Virginia*	35.1%
Virginia Tech	34.2%
George Washington University	32.7%
Virginia Commonwealth University	27.6%
University of Maryland, College Park	24.7%
Georgetown University	21.5%
College of William and Mary	-2.9%
Old Dominion University	-25.7%
James Madison University	-37.3%
TOP 100 INSTITUTIONS*	16.7%
ALL INSTITUTIONS*	12.1%

*FY10 – FY15

R&D Expenditures in the Social Sciences: FY 2015

Rank	Institution	2015				
		All social sciences	Economics	Political science	Sociology	Social sciences, nec
	All institutions	2,321,892	461,574	460,196	524,867	875,255
1	U. Michigan, Ann Arbor	149,805	32,144	23,457	28,126	66,078
2	Harvard U.	97,165	8,400	51,126	1,366	36,273
3	U. North Carolina, Chapel Hill	88,667	573	5,078	69,202	13,814
4	U. Maryland, College Park	76,855	1,633	7,700	6,146	61,376
5	Arizona State U.	62,729	5,293	17,238	20,809	19,389
18	U. Pennsylvania	25,956	1,242	4,512	5,378	14,824
19	Duke U.	25,672	5,641	11,543	6,031	2,457
20	George Mason U.	25,335	15,461	3,011	1,429	5,434
21	Brown U.	25,252	7,478	2,649	3,840	11,285
22	Mississippi State U.	25,207	1,483	655	1,549	21,520

(Dollars in thousands)

SOURCE: National Science Foundation, National Center for Science and Engineering Statistics, Higher Education Research and Development Survey.

R&D Expenditures in Psychology: FY 2015

Rank	Institution	2015
	All institutions	1,184,016
1	U. North Carolina, Chapel Hill	46,707
2	Florida State U.	38,670
3	New York U.	26,030
4	U. Minnesota, Twin Cities	25,539
5	Pennsylvania State U., University Park and Hershey Medical Center	24,406
52	U. South Carolina, Columbia	7,634
53	U. Iowa	7,519
54	George Mason U.	7,509
55	Georgia Institute of Technology	7,431
56	Ohio State U.	7,224

(Dollars in thousands)

SOURCE: National Science Foundation, National Center for Science and Engineering Statistics, Higher Education Research and Development Survey.

R&D Expenditures in the Environmental Sciences: FY 2015

Rank	Institution	2015				
		All environmental sciences	Atmospheric sciences	Earth sciences	Oceanography	Environmental sciences, nec
	All institutions	3,249,068	576,460	1,110,057	1,051,652	510,899
1	U. California, San Diego	169,678	22,947	35,276	111,455	0
2	Woods Hole Oceanographic Institution	130,315	0	0	130,315	0
3	U. Colorado Boulder	128,421	101,233	14,405	678	12,105
4	Colorado State U., Fort Collins	120,232	39,077	76,494	0	4,661
5	Texas A&M U., College Station & Health Scie Ctr	113,175	5,704	14,467	79,993	13,011
73	Montana State U., Bozeman	10,073	0	792	0	9,281
74	U. California, Berkeley	10,019	20	9,999	0	0
75	George Mason U.	9,836	4,466	5,301	69	0
76	U. Central Florida	9,540	9,534	0	6	0
77	SUNY, U. Albany	9,391	5,401	0	0	3,990

(Dollars in thousands)

SOURCE: National Science Foundation, National Center for Science and Engineering Statistics, Higher Education Research and Development Survey.

R&D Expenditures in the Mathematical Sciences: FY 2015

Rank	Institution	2015
	All institutions	641,712
1	Johns Hopkins U. ^a	47,552
2	Brown U.	23,986
3	North Carolina State U.	21,317
4	U. Michigan, Ann Arbor	17,803
5	U. Texas M. D. Anderson Cancer Center	17,797
74	U. South Florida, Tampa	1,997
75	Michigan Technological U.	1,956
76	George Mason U.	1,950
77	U. Delaware	1,820
78	U. Cincinnati	1,788

(Dollars in thousands)

^a Johns Hopkins University includes Applied Physics Laboratory (APL), with \$45,623 thousand imputed for total and \$44,272 thousand reported for federally financed R&D expenditures in mathematical sciences in FY 2015.

SOURCE: National Science Foundation, National Center for Science and Engineering Statistics, Higher Education Research and Development Survey.

R&D Expenditures in the Physical Sciences: FY 2015

Rank	Institution	2015				
		All physical sciences	Astronomy	Chemistry	Physics	Physical sciences, nec
	All institutions	4,711,297	672,838	1,758,127	2,052,860	227,472
1	U. California, Berkeley	169,149	114,051	31,324	20,320	3,454
2	U. Arizona	167,875	131,350	12,932	23,593	0
3	Johns Hopkins U. ^a	167,009	27,879	21,871	97,805	19,454
4	California Institute of Technology	164,339	39,943	40,577	83,819	0
5	Michigan State U.	132,049	0	9,126	122,923	0
167	North Carolina Central U.	3,932	0	726	3,206	0
168	U. South Dakota	3,894	0	2,652	1,242	0
169	George Mason U.	3,825	2,319	109	1,307	90
170	U. Metropolitana	3,642	3,642	0	0	0
171	San Francisco State U.	3,590	656	2,067	867	0

(Dollars in thousands)

^a Johns Hopkins University includes Applied Physics Laboratory (APL), with \$141,362 thousand imputed for total R&D expenditures in physical sciences in FY 2015.

SOURCE: National Science Foundation, National Center for Science and Engineering Statistics, Higher Education Research and Development Survey.

R&D Expenditures in the Life Sciences: FY 2015

Rank	Institution	2015				
		All life sciences	Agricultural sciences	Biological sciences	Medical sciences	Life sciences, nec
	All institutions	38,820,016	3,464,738	11,710,677	21,347,494	2,297,107
1	U. California, San Francisco	1,075,635	0	15,170	1,060,465	0
2	Johns Hopkins U. ^a	867,715	0	237,881	565,915	63,919
3	Duke U.	855,980	0	206,433	617,925	31,622
4	U. Michigan, Ann Arbor	779,922	18,542	195,419	472,983	92,978
5	U. Texas M. D. Anderson Cancer Center	773,837	0	309,488	464,349	0
180	Creighton U.	18,611	0	6,453	11,318	840
181	SUNY, C. of Environmental Science and Forestry	18,536	11,808	6,728	0	0
182	George Mason U.	18,428	83	5,024	11,097	2,224
183	Texas Tech U., Health Sciences Center, El Paso	18,186	0	4,342	13,844	0
184	Albany Medical C.	18,043	0	13,004	5,039	0

(Dollars in thousands)

^a Johns Hopkins University includes Applied Physics Laboratory (APL), with \$29,808 thousand imputed for total R&D expenditures in life sciences in

SOURCE: National Science Foundation, National Center for Science and Engineering Statistics, Higher Education Research and Development Survey.

R&D Expenditures in the Computer Sciences: FY 2015

Rank	Institution	2015
	All institutions	1,963,572
1	Johns Hopkins U. ^a	123,653
2	U. Illinois, Urbana-Champaign	109,661
3	Georgia Institute of Technology	106,675
4	Carnegie Mellon U.	103,328
5	U. Southern California	92,058
36	U. California, Irvine	13,204
37	New York U.	13,123
38	George Mason U.	12,781
39	Florida International U.	12,227
40	Princeton U.	11,508

(Dollars in thousands)

^a Johns Hopkins University includes Applied Physics Laboratory (APL), with \$120,025 thousand imputed for total and \$114,218 thousand reported for federally financed R&D expenditures in computer sciences in FY 2015.

SOURCE: National Science Foundation, National Center for Science and Engineering Statistics, Higher Education Research and Development Survey.

R&D Expenditures in Engineering: FY 2015

Rank	Institution	2015
	All institutions	11,070,258
1	Johns Hopkins U. ^a	991,937
2	Georgia Institute of Technology	533,329
3	Massachusetts Institute of Technology	416,402
4	Texas A&M U., College Station and Health Science Center	298,538
5	Pennsylvania State U., University Park and Hershey Medical Center	296,692
153	Cleveland State U.	10,513
154	New York U.	10,248
155	George Mason U.	10,181
156	U. Georgia	9,943
157	Clarkson U.	9,939

(Dollars in thousands)

^a Johns Hopkins University includes Applied Physics Laboratory (APL), with \$918,455 thousand imputed for total and \$891,838 thousand reported for federally financed R&D expenditures in engineering in FY 2015.

SOURCE: National Science Foundation, National Center for Science and Engineering Statistics, Higher Education Research and Development Survey.

R&D Expenditures by State: FYs 2010 – 2015

2015 Rank	State	2010	2011	2012	2013	2014	2015
	United States	61,253,743	65,274,305	65,729,006	67,013,137	67,199,635	68,667,801
1	California	7,832,767	8,225,420	8,401,638	8,357,891	8,404,097	8,657,121
2	New York	4,948,442	5,288,932	5,352,978	5,519,542	5,638,584	5,700,230
3	Texas	4,416,323	4,661,517	4,651,322	4,813,050	4,898,443	5,082,598
4	Maryland	3,139,254	3,416,687	3,359,741	3,433,145	3,573,167	3,741,687
5	Massachusetts	2,749,926	2,949,264	3,214,549	3,532,767	3,500,516	3,673,620
6	Pennsylvania	3,128,420	3,315,363	3,239,240	3,361,374	3,328,851	3,356,723
7	North Carolina	2,465,260	2,668,842	2,681,840	2,739,920	2,814,943	2,815,343
8	Illinois	2,224,414	2,352,326	2,362,224	2,501,413	2,327,098	2,391,472
9	Florida	1,994,860	2,125,648	2,179,352	2,171,626	2,272,556	2,389,409
10	Michigan	2,031,479	2,161,520	2,219,505	2,267,080	2,242,864	2,334,546
11	Ohio	2,051,857	2,221,827	2,128,968	2,168,267	2,158,565	2,152,826
12	Georgia	1,691,603	1,808,679	1,882,308	1,956,245	1,950,990	2,046,068
13	Washington	1,358,061	1,502,284	1,475,365	1,561,573	1,537,190	1,549,479
14	Virginia	1,199,244	1,390,412	1,379,440	1,419,504	1,381,078	1,411,176
31	District of Columbia	470,217	493,469	501,534	524,241	543,149	559,222

(Dollars in thousands)

SOURCE: National Science Foundation, National Center for Science and Engineering Statistics, Higher Education Research and Development Survey.

Key Takeaways

- Institutional funds are growing at a higher rate than other sources (national trend)
- Mason's overall ranking is rising even as federal funding decreases
- Our strength in the Social Sciences is represented in the top 20 ranking
- We have work to do in Engineering, but some positive signs for growth
- We have work to do in Life Sciences, but this is the emphasis of the IBI and our work with Inova

QUESTIONS ?



Aspiring Scientists Summer Internship Program

Celebrating 10 years! Inspiring and training the next generation of STEM leaders



Mission

Meeting national and university objectives to attract and nurture future science, engineering and healthcare leaders



The Aspiring Scientists Summer Internship Program (ASSIP) mission is to give high school and undergraduate students, who have an interest in STEM, access to hands-on research in STEM disciplines. A major aim is to complement students' classroom and textbook based knowledge with experiential learning at an early stage in their education.

Celebrating 10 years of ASSIP

23 students, (1/4)



62 students, (1/10)



14 students

47 students, (1/6)

86 students, (1/10)



2007

2008

2009

2010

2011

2012

2013

2014

2015

2016



21 students, (1/3)

50 students, (1/7)

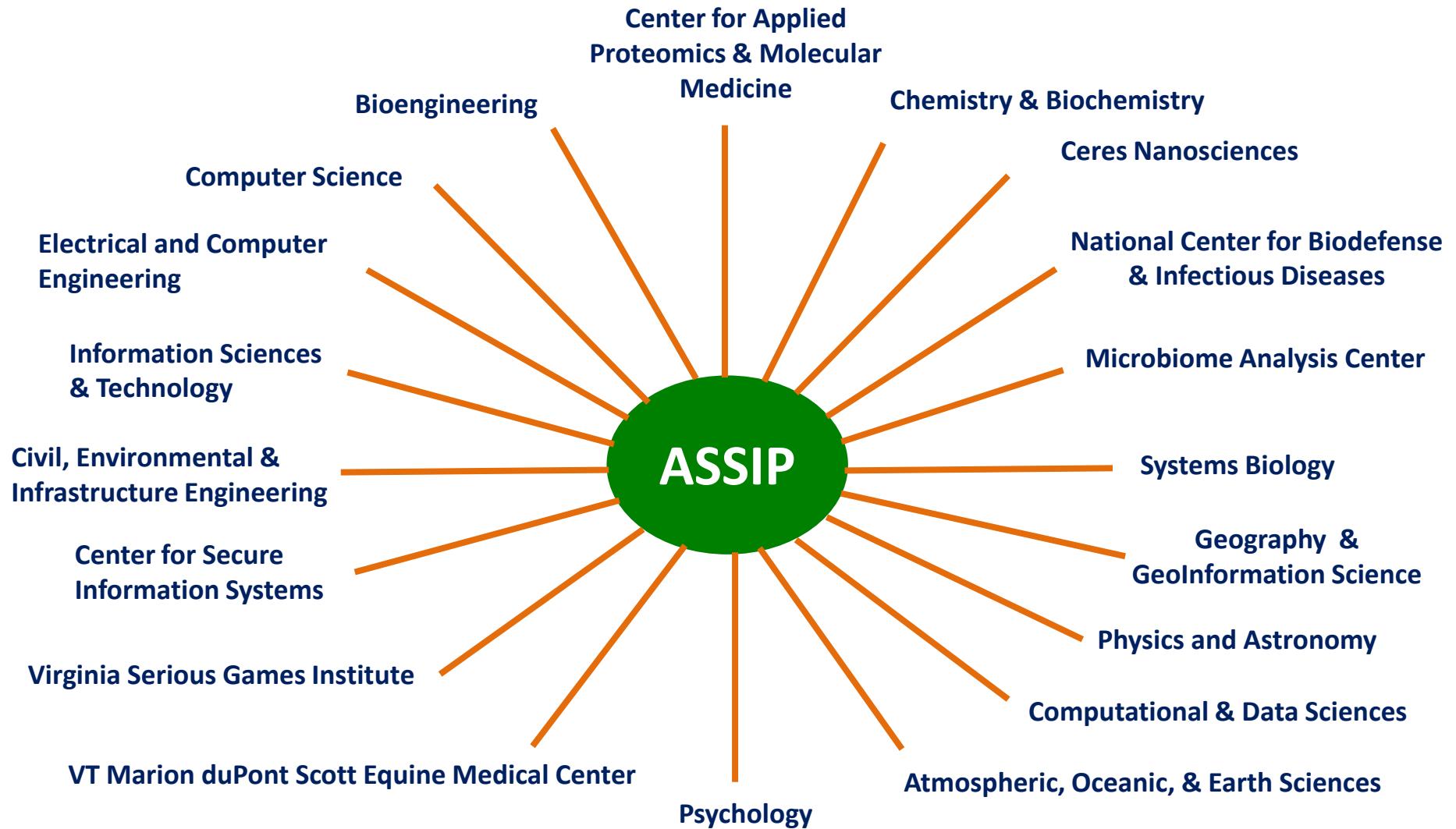
92 students, (1/10)



39 students, (1/4)

61 students, (1/12)

Multidisciplinary Research



Student Experience

Preparing students to excel in STEM fields and successfully enter into advanced degree programs and the U.S. STEM workforce

- Gain hands-on experience using cutting-edge sophisticated equipment and technologies
- Learn to search, review, and cite scientific literature
- Analyze and interpret results
- Develop and exercise scientific writing and communication skills
- Receive personal and professional guidance
- Participate in career development activities
- Explore STEM career choices through discussion forums and meetings with role models
- Develop and exercise creative skills, crucial to performing innovative research
- Network with other students, university scientists, and STEM professionals



Making Breakthroughs

Temple Douglas (2009-2010) posed the original idea to use Nanotrap[®] nanoparticles to test for Lyme disease

A new test for Lyme disease comes from an unlikely source: a summer intern



By Paula Wolfson | @PWolfsonWTOP
April 8, 2016 1:09 am



Temple Douglas works with former Mason researcher Davide Tamburro during the Aspiring Scientist Summer Internship Program. (Photo by Evan Cartmell/Creative Services/George Mason University)

The diagnostic test has been evaluated in 1,000 patients nationwide

The Use of Hydrogel Microparticles to Sequester and Concentrate Bacterial Antigens in a Urine Test for Lyme Disease

Temple Douglas^a, Davide Tamburro^a, Claudia Fredolini^{a,b,c}, Benjamin Espina^d, Benjamin S. Lepene^d, Leopold Ilag^e, Virginia Espina^a, Emanuel F. Petricoin III^a, Lance A. Liotta^a, and Alessandra Luchini^a

^aCenter for Applied Proteomics and Molecular Medicine, George Mason University, 10000 University Boulevard, Manassas, Virginia 20110 (USA)

^bDepartment of Urology, S. Giovanni Bosco Hospital, Torino 10154, Italy

^cDepartment of Medicine and Experimental Oncology, University of Turin, Turin 10126, Italy

^dCeres Nanosciences, LLLP, Manassas, VA 20110

^eDepartment of Analytical Chemistry, Stockholm University, 106 91 Stockholm, Sweden

Abstract

Hydrogel biomarker capturing microparticles were evaluated as a biomaterial to amplify the sensitivity of urine testing for infectious disease proteins. Lyme disease is a bacterial infection transmitted by ticks. Early diagnosis and prompt treatment of Lyme disease reduces complications including arthritis and cardiac involvement. While a urine test is highly desirable for Lyme disease screening, this has been difficult to accomplish because the antigen is present at extremely low concentrations, below the detection limit of clinical immunoassays. N-isopropylacrylamide (NIPAm) - acrylic acid (AAc) microparticles were covalently functionalized with amine

Pre-Author Manuscript

NIH-PA Author Manuscript

Making Breakthroughs

Suhas Sastry, Eric Wang, and William Xu (2015-2016) were the 1st high school students to present at an ICCPS Conference



ACM/IEEE ICCPS 2017, Pittsburg

Real time message authentication for CAN (controller area network) to significantly improve the in-vehicle network communication security for connected cars.



Making Breakthroughs

Marissa Howard (2016), Rohit Madhu (2014), Sameen Yusuf (2014), and Sara Sharif Bioengineering Senior Design Team developed a TB test



TB Assured



- **1st Place:** Virginia-North Carolina symposium of the Louis Stokes Alliance for Minority Participation
- **3rd Place:** Rice 360° 2017 Global Health Technologies Design Competition
- Research Excellence Award- Volgenau School of Engineering, GMU
- Dean's Undergraduate Research Award- College of Science, GMU

Igniting Creativity

The ASSIP Inventor's Club encourages students to brainstorm new ideas, assess market need, build a prototype, and draft a patent application



- 2 Provisional patents
- 1st Place Entrepreneurship Award at American University Competition, presented by Sophia Moses



PTO-AIA/01 (06-12)
Approved for use through 01/31/2014. CMB 0651-0032
U.S. Patent and Trademark Office, U.S. DEPARTMENT OF COMMERCE

Under the Paperwork Reduction Act of 1995, no persons are required to respond to a collection of information unless it displays a valid OMB control number.

DECLARATION (37 CFR 1.63) FOR UTILITY OR DESIGN APPLICATION USING AN APPLICATION DATA SHEET (37 CFR 1.76)

Title of Invention	Intelliwalker, an intelligent sensor-equipped walking assistance device
---------------------------	---

As the below named inventor, I hereby declare that:

This declaration is directed to The attached application, or United States application or PCT international application number _____ filed on _____

Student Publications

37 Peer reviewed Journal Articles, **1** Book Chapter, **14** National/International Conference Abstracts, and **2** Patents

66 ASSIP Alumni Co-Authors

Iyer EPR, Iyer SC, Sullivan L, **Wang D**, Meduri R, Graybeal LL, et al. *Functional Genomic Analyses of Two Morphologically Distinct Classes of Drosophila Sensory Neurons: Post-Mitotic Roles of Transcription Factors in Dendritic Patterning*. PLoS ONE. 2013 Aug 15;8(8):e72434.

Haymond A, Johny C, Dowdy T, **Schweibenz B**, Villarroel K, **Young R**, Mantooth CJ, **Patel T**, Bases J, Jose GS, Jackson ER, Dowd CS, and Couch RD. *Kinetic Characterization and Allosteric Inhibition of the Yersinia pestis 1-Deoxy-D-Xylulose 5-Phosphate Reductoisomerase (MEP Synthase)*. PLoS One. 2014 Aug 29;9(8):e106243.

Reddy, S., and Seshaiyer, P. (2015). *Stability analysis of a model of atherosclerotic plaque growth*. Comput. Math. Methods Med. 2015, 164035.

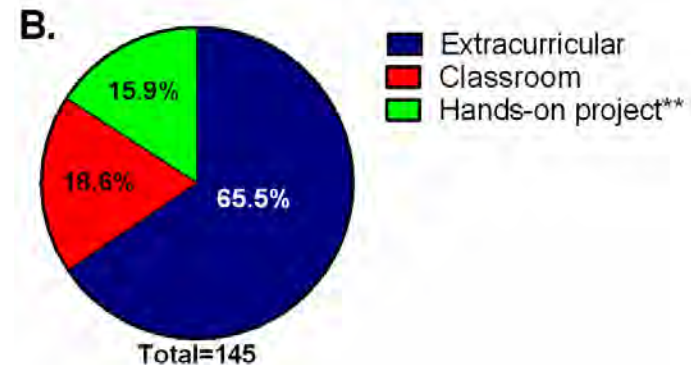
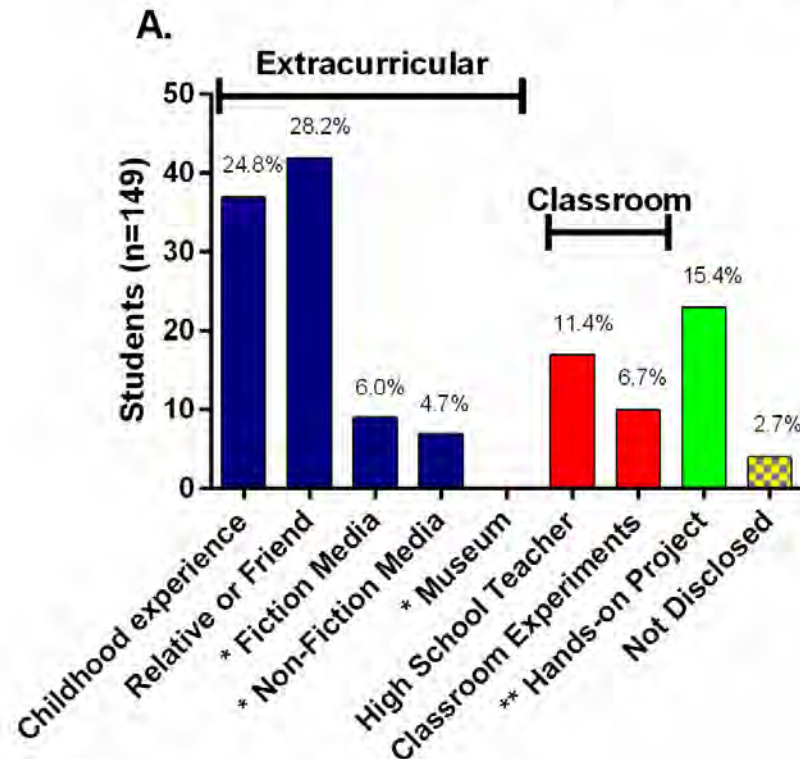
Pinkham, C., An, S., Lundberg, L., Bansal, N., Benedict, A., Narayanan, A., Kehn-Hall, K., 2016. *The role of signal transducer and activator of transcription 3 in Rift Valley fever virus infection*. Virology 496, 175–185.



Report from ASSIP Alumni

Extracurricular experiences initially attracted ASSIP students into STEM.

2007-2013 ASSIP Alumni: Strongest factor that ignited interest in STEM

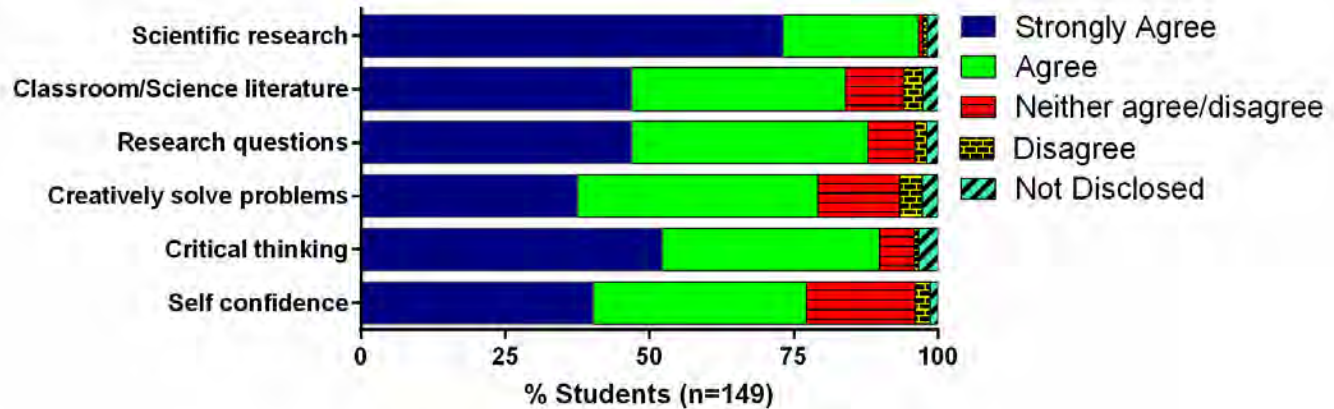


VanMeter-Adams, A., Frankenfeld, C.L., Bases, J., Espina, V., Liotta, L.A., 2014. *Students who demonstrate strong talent and interest in STEM are initially attracted to STEM through extracurricular experiences.* CBE Life Sci. Educ. 13, 687–697.

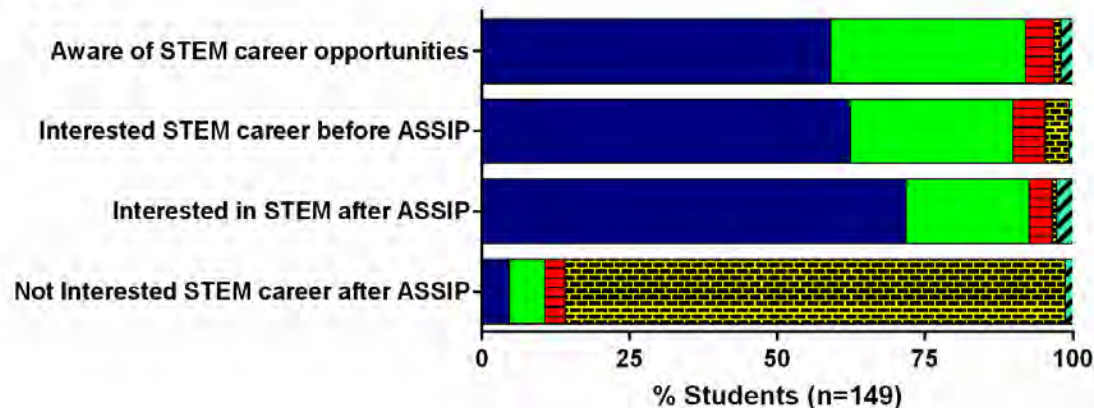
Report from ASSIP Alumni

ASSIP positively influenced the students' scientific and academic performance and interest in STEM careers.

A.



B.



ASSIP Alumni (439)

There are no secrets to success. It is the result of preparation, hard work, and learning from failure - Colin Powell



Ami Patel (2007, 2009)
DO, MBA 2017 Graduate
Debusk College of Osteopathic Medicine



Anirudh Mohan (2008)
Product Manager, Google



Solmaz Eskandarinezhad (2015)
Associate Biologist, ATCC



Rohan Banerjee (2012-2013)
Undergraduate, MIT
Systems Test Engineering Intern,
Northrop Grumman (2016)



Chelsea Pinkham (2011)
PhD Student, George Mason
University



Meng-Yang Chen (2007)
Principal Systems Engineer at Baxter
Co-Founder, LaTona Therapeutics

ASSIP Sponsors

Proudly funded by state, county, industry, healthcare and private donors





GALILEO'S SCIENCE CAFÉ

Science Night at Mason is for Everyone!



Hear about the latest findings surrounding hot topics in science and medicine that affect our everyday lives and the decisions that we make! Learn from the experts and speak with them personally.

Galileo's Science Café

Formula for Success:

Inspirational Role Models + Scientific Thought Leader



2016/2017 Series:

- Concussion in Youth Sports
- Personalized Breast Cancer Treatment
- Zika Virus
- Brain Computer Interfaces
- Cybersecurity
- New Horizons Mission
- GIS Analysis of Childhood Vaccinations
- New Lyme Disease Diagnostic Test

Galileo's Science Café

The science café attracts a diverse, multigenerational audience



- Students aspiring to become scientists or engineers can witness the benefits of scientific research
- Secondary school teachers can supplement their curriculum with relevant up-to-date content
- The general public can be further educated on topics they are hearing about in the news and on the internet
- Industry and healthcare professionals can receive updates on the latest cutting-edge research efforts.

Galileo's Science Café

Sponsors

2016/2017 Series



Thank you to the Clemente Family Foundation for sponsoring the 2017/2018 series!



BOARD OF VISITORS RESEARCH COMMITTEE

Kerry D. Bolognese
Director, Federal Government Relations
Office of Government and Community Relations

May 11, 2017



OVERVIEW

Status of FY 17

**Trump's FY 18 "Skinny" Budget
and Mason**

**Snapshot of Federal Research
and Development**

International Standing

MASON CONNECTIONS TO ADMINISTRATION

- **Neomi Rao:** Nominated to be Administrator of the Office of Information and Regulatory Affairs
(Professor, Scalia Law School)
- **Paul Winfree:** Director of Budget Policy and Deputy Director of the Domestic Policy Council for The White House
(Mason alum-B.S., Economics)
- **Rachel Brand:** Nominated to be Associate Attorney General of the United States Department of Justice
(Scalia Law School Professor)
- **Maureen Ohlhausen:** Acting Chair of the Federal Trade Commission
(Mason alum-JD, Scalia Law School)
- **Brian Blase:** Special Assistant to the President for Healthcare Policy
(Mason alum-Ph.D., Economics and former Senior Research Fellow at the Mercatus Center)

ON DISPLAY AT A U.S. HOUSE OFFICE



COMIC

*Bottom Liners – Comic Panel –
20170421cpbls-a.tif

BOTTOM LINERS APRIL 21, 2017

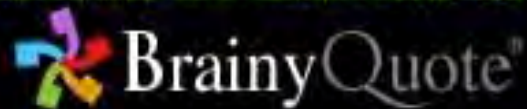


"Do I get any credit for the time
I served in Congress?"

QUOTE

There is no distinctly
American criminal class -
except Congress.

MARK TWAIN



BASELINE BUDGETING I

- The Congressional Budget Office defines the baseline as a benchmark for measuring the budgetary effects of proposed changes in federal revenue or spending, with the assumption that current budgetary policies or current services are continued without change.
- The baseline includes automatic adjustments for inflation and anticipated increases in program participation. Baseline, or current services, budgeting, therefore builds automatic, future spending increases into Congress's budgetary forecasts.
- For example, if an agency's budget is projected to grow by \$100 million, but only grows by \$75 million, according to baseline budgeting, that agency sustained a \$25 million cut.

[1974 Congressional Budget and Impoundment Control Act]

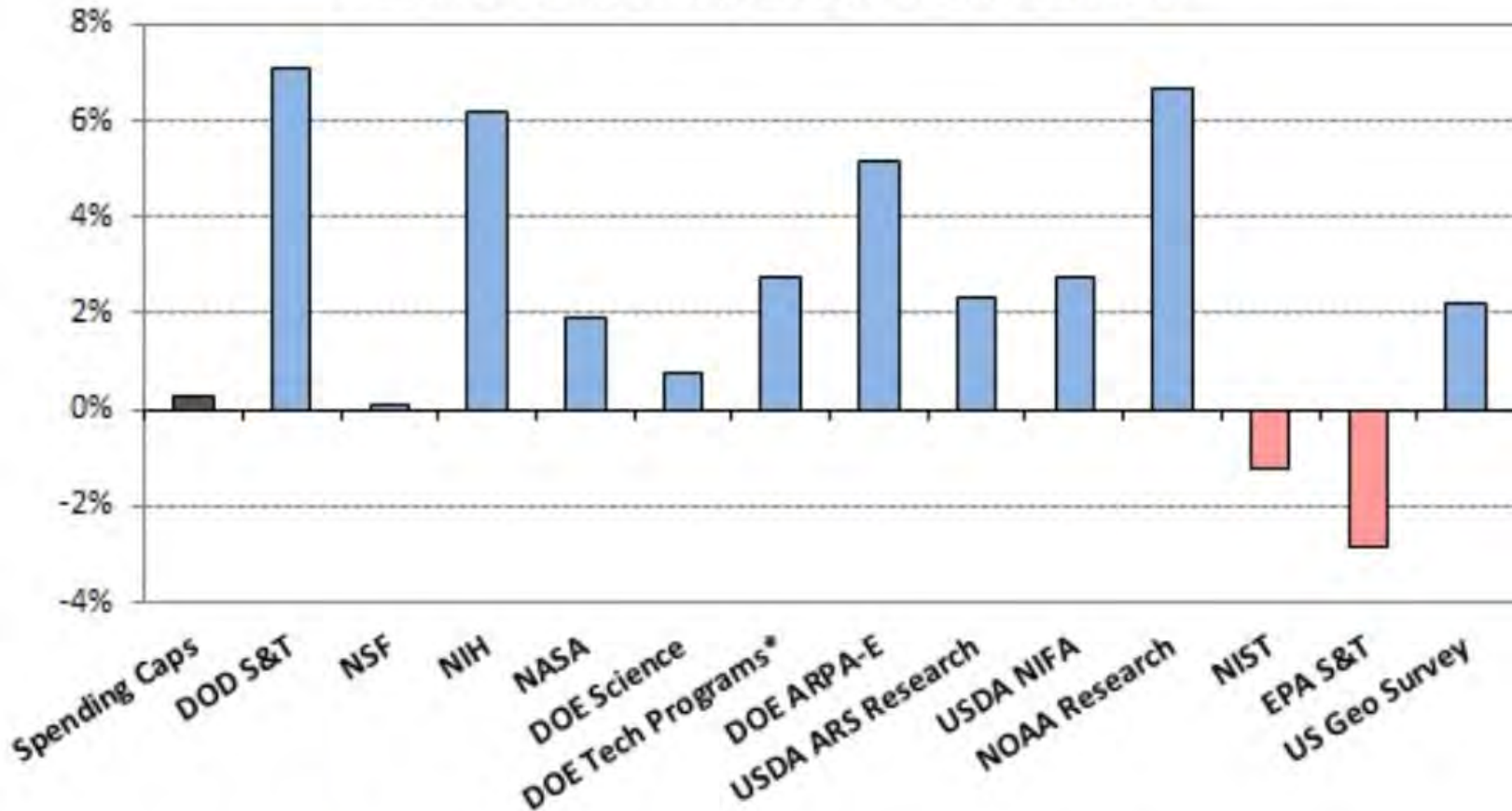
HIGHLIGHTS: FY 17 OMNIBUS

- Total R&D in the omnibus is \$155.8 billion, an increase of 5%, with a somewhat larger increase for defense R&D.
- This includes increases of 4.1 percent for basic research, 6.3 percent for applied research, 4.0 percent for development, and 2.9 percent for facilities and equipment.
- The current estimate puts federal R&D at 0.81 percent of GDP, representing a small uptick on that metric, and the highest it has been since the year prior to sequestration.

HIGHLIGHTS: FY 17 OMNIBUS

Figure 1: Science & Tech Agencies and Offices in the FY 2017 Omnibus

Estimated percentage change from FY 2016 levels, nominal dollars



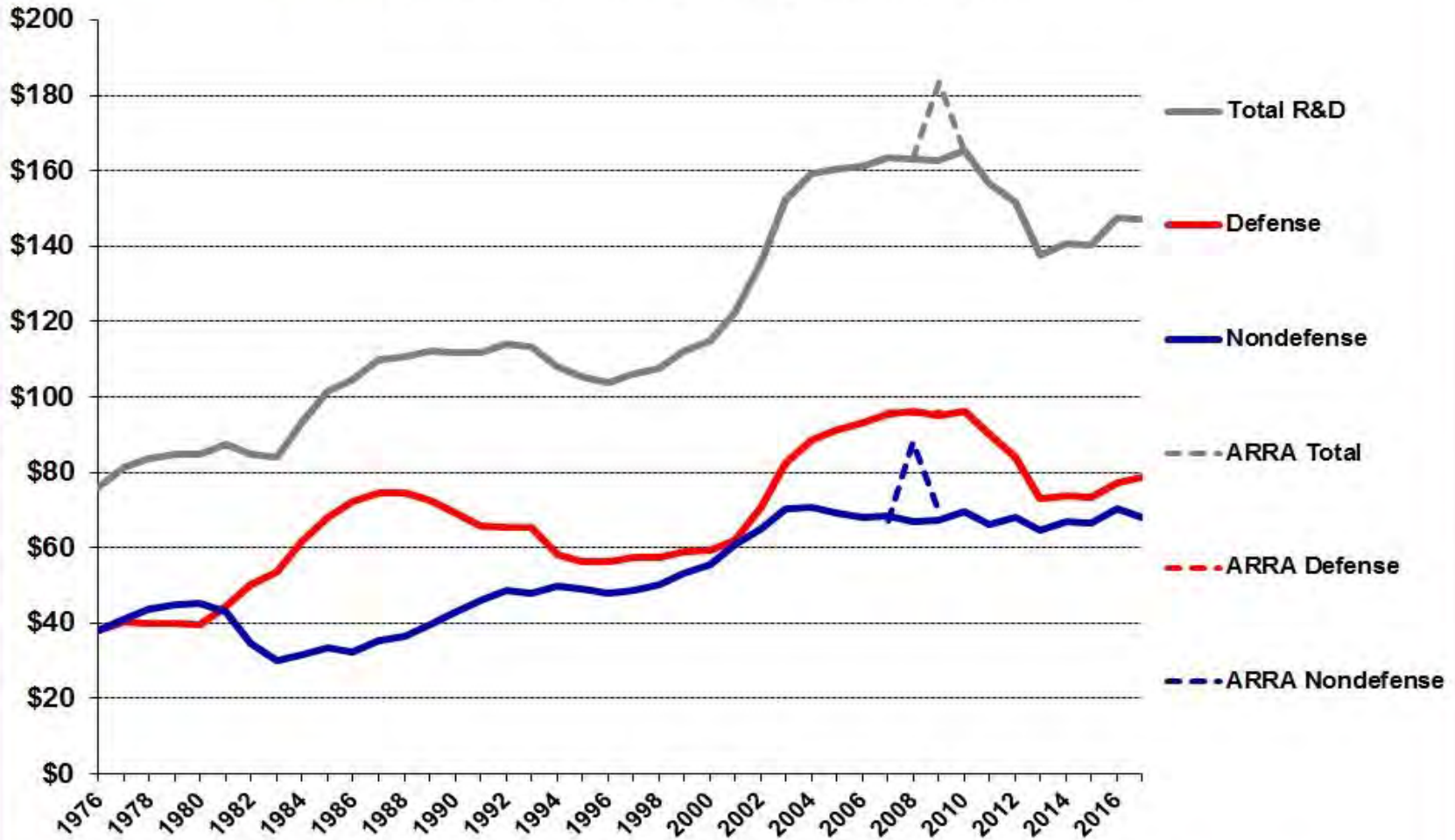
*Includes renewables and efficiency, nuclear, fossil, grid research.

Based on the FY 2017 omnibus package posted May 1. Note the inflation rate is 1.8 percent. | AAAS

SNAPSHOT OF FEDERAL R&D SPENDING

Trends in Federal R&D, FY 1976-2017

in billions of constant FY 2016 dollars, excluding mandatory proposals in FY 2017

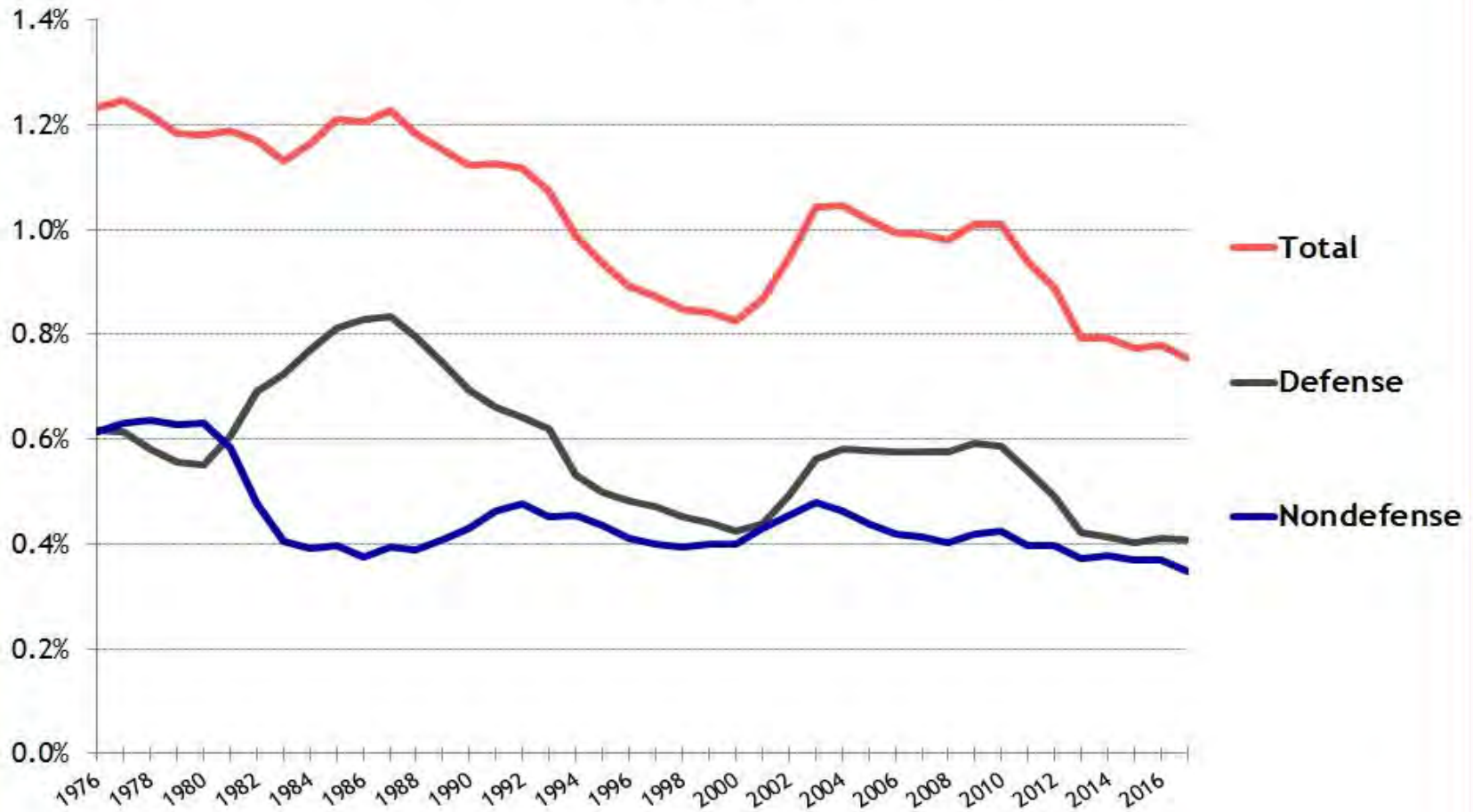


Source: AAAS analyses of historical budget and agency data and the FY 2017 request. R&D includes conduct and facilities. © AAAS | 2016

SNAPSHOT OF FEDERAL R&D SPENDING

Trends in Federal R&D

As a percent of GDP

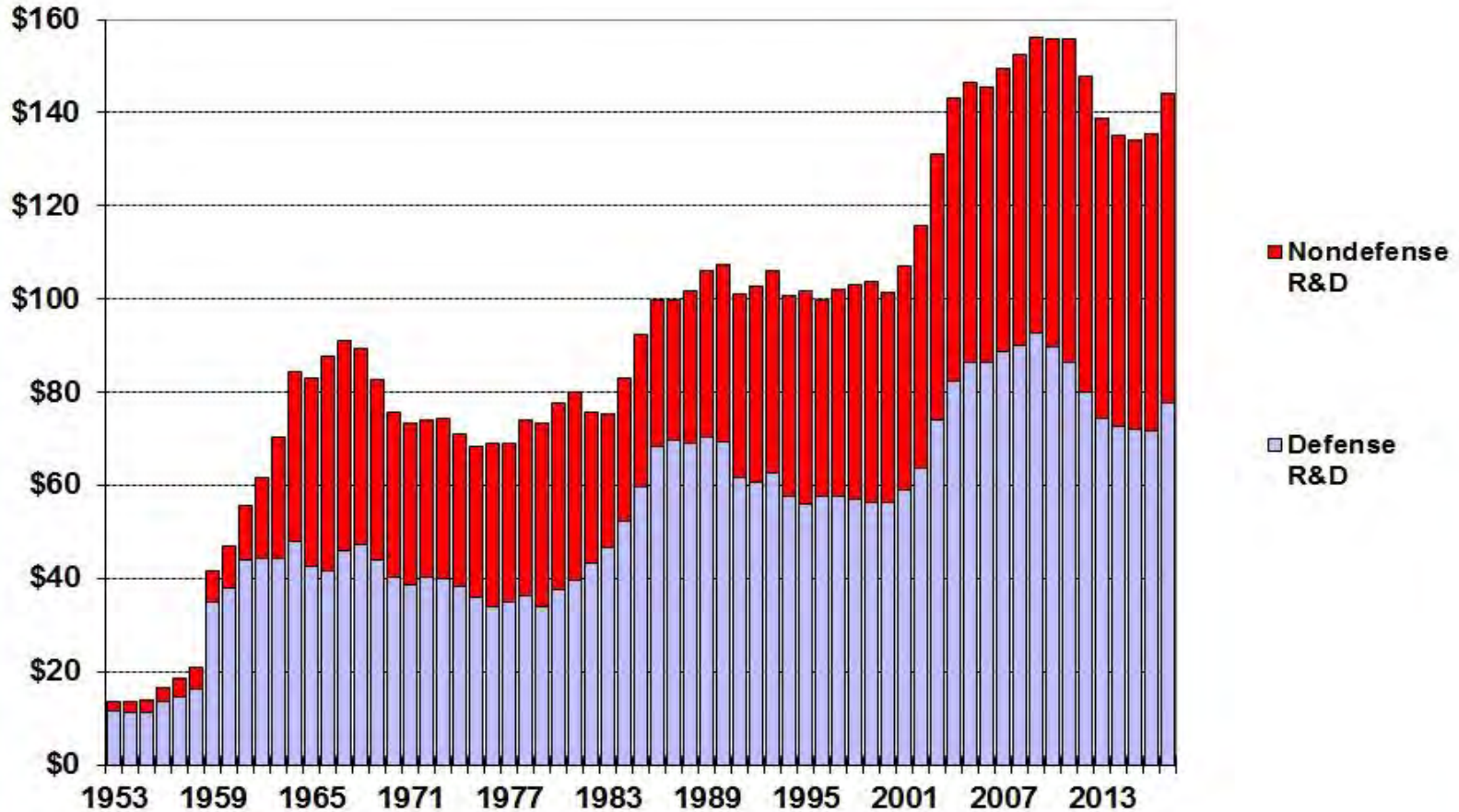


Source: AAAS analyses of historical budget and agency data and the FY 2017 request. GDP figures from OMB. R&D includes conduct and facilities. © AAAS

SNAPSHOT OF FEDERAL R&D SPENDING

Federal Spending on Defense and Nondefense R&D

Outlays for the conduct of R&D, billions of FY 2016 dollars

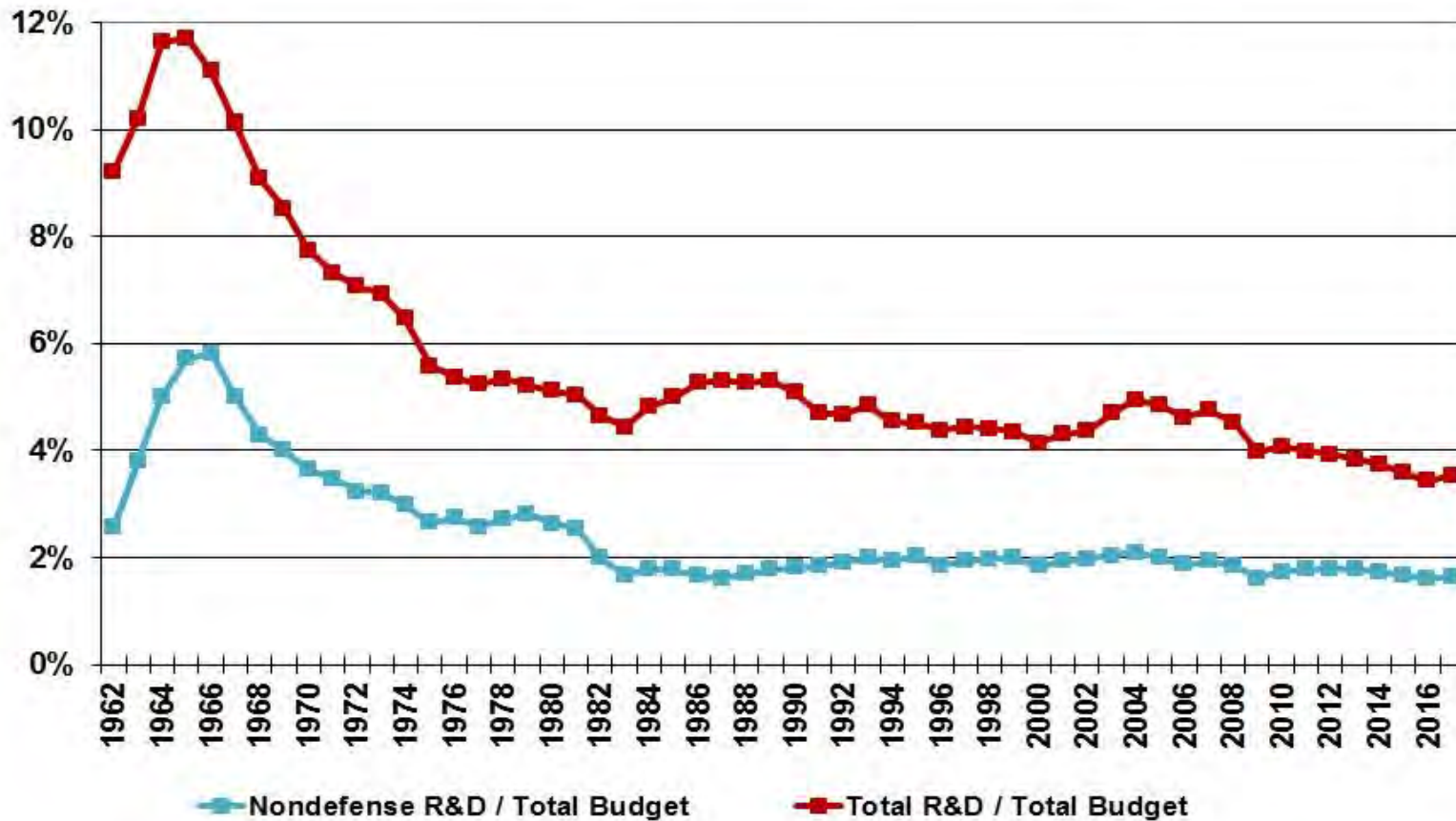


Source: AAAS, based on OMB Historical Tables in *Budget of the United States Government FY 2017*. © 2016 AAAS

SNAPSHOT OF FEDERAL R&D SPENDING

R&D as Percent of the Federal Budget:

FY 1962-2017, in outlays

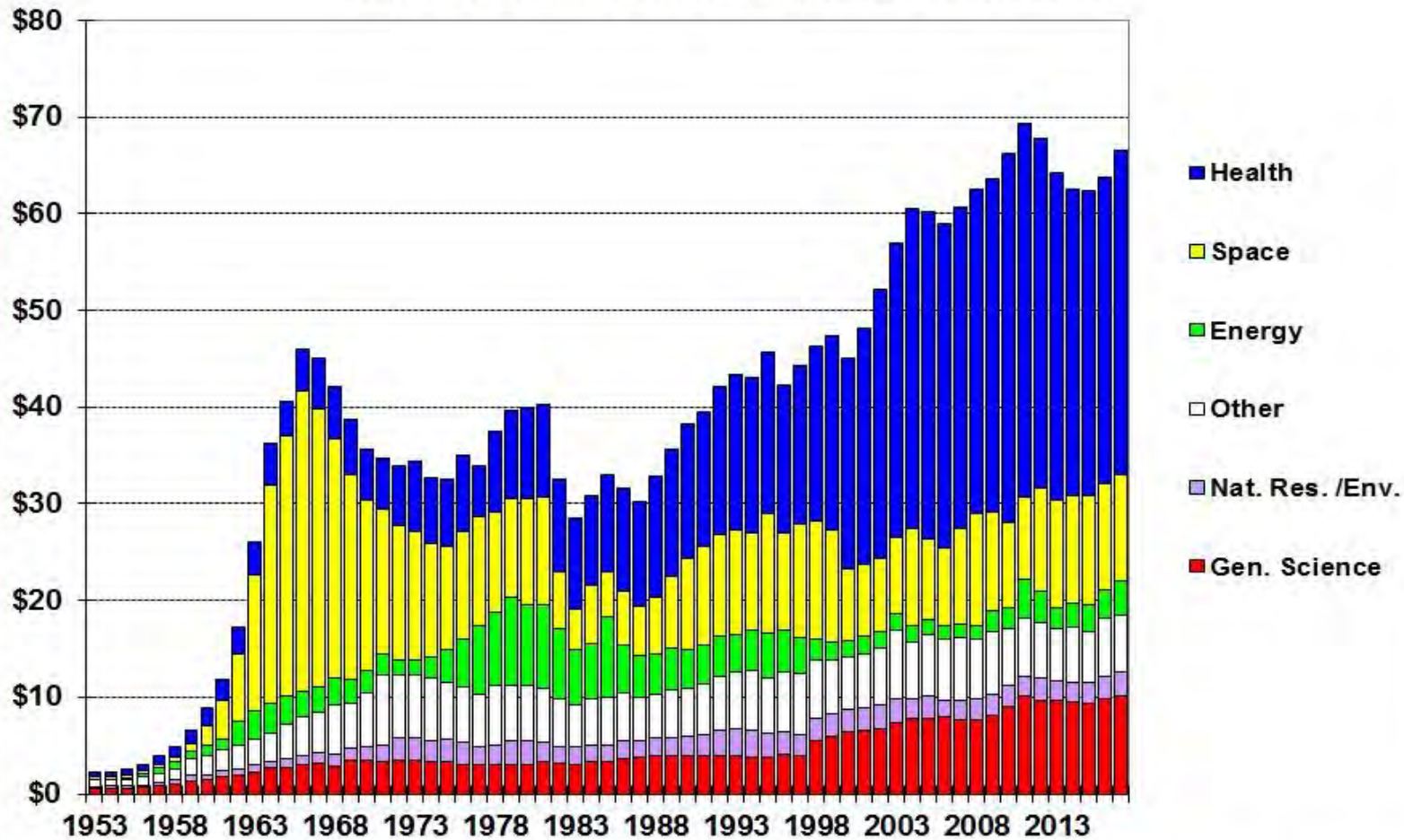


Source: *Budget of the U.S. Government FY 2017 Historical Tables*. FY 2017 is the request. © 2016 AAAS

SNAPSHOT OF FEDERAL R&D SPENDING

Trends in Nondefense R&D by Function

outlays for the conduct of R&D, billions of constant FY 2016 dollars

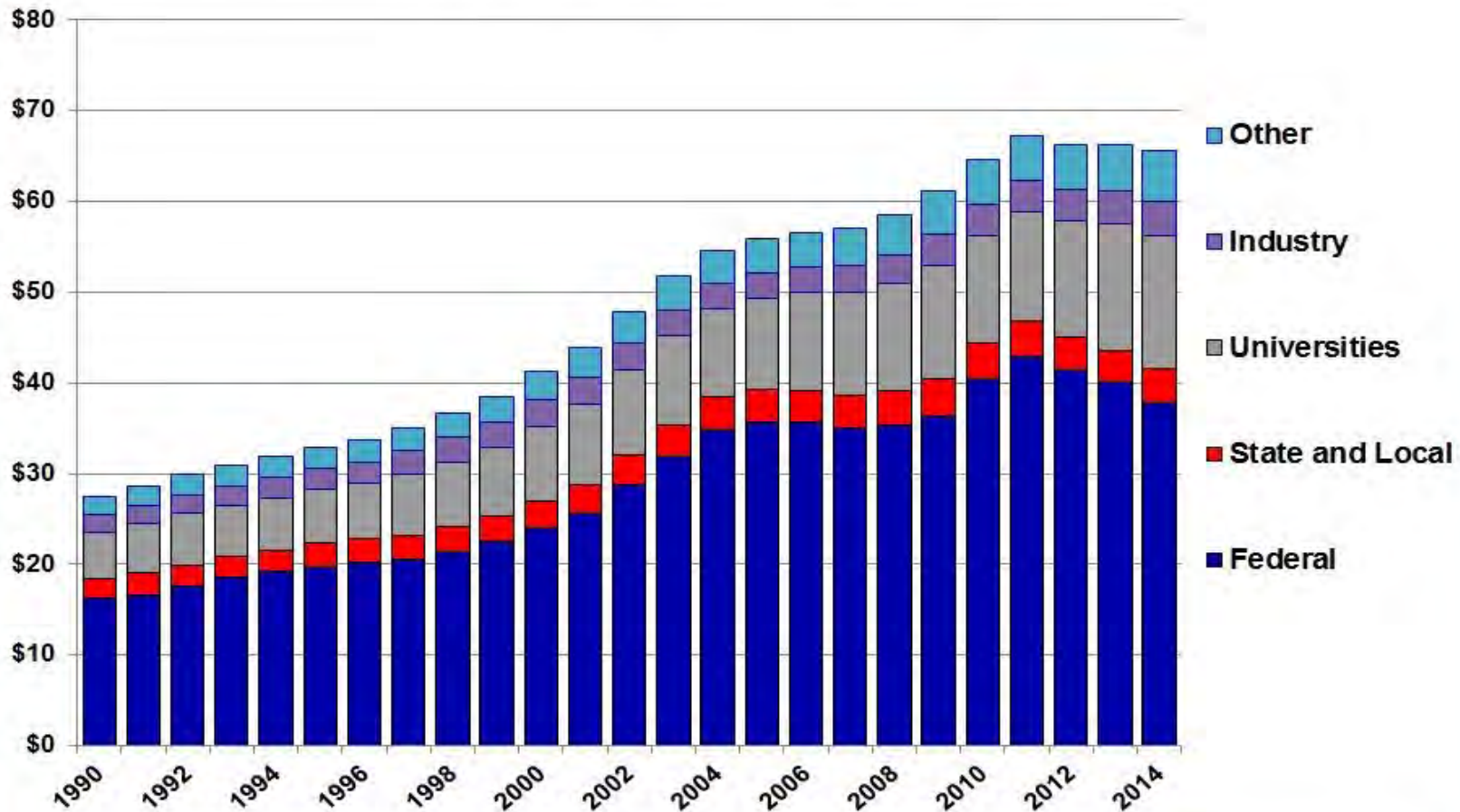


Source: AAAS, based on OMB Historical Tables in *Budget of the United States Government FY 2017*. Some Energy programs shifted to General Science beginning in FY 1998. © 2016 AAAS

SNAPSHOT OF FEDERAL R&D SPENDING

University R&D Funding by Source

expenditures in billions, FY 2016 dollars

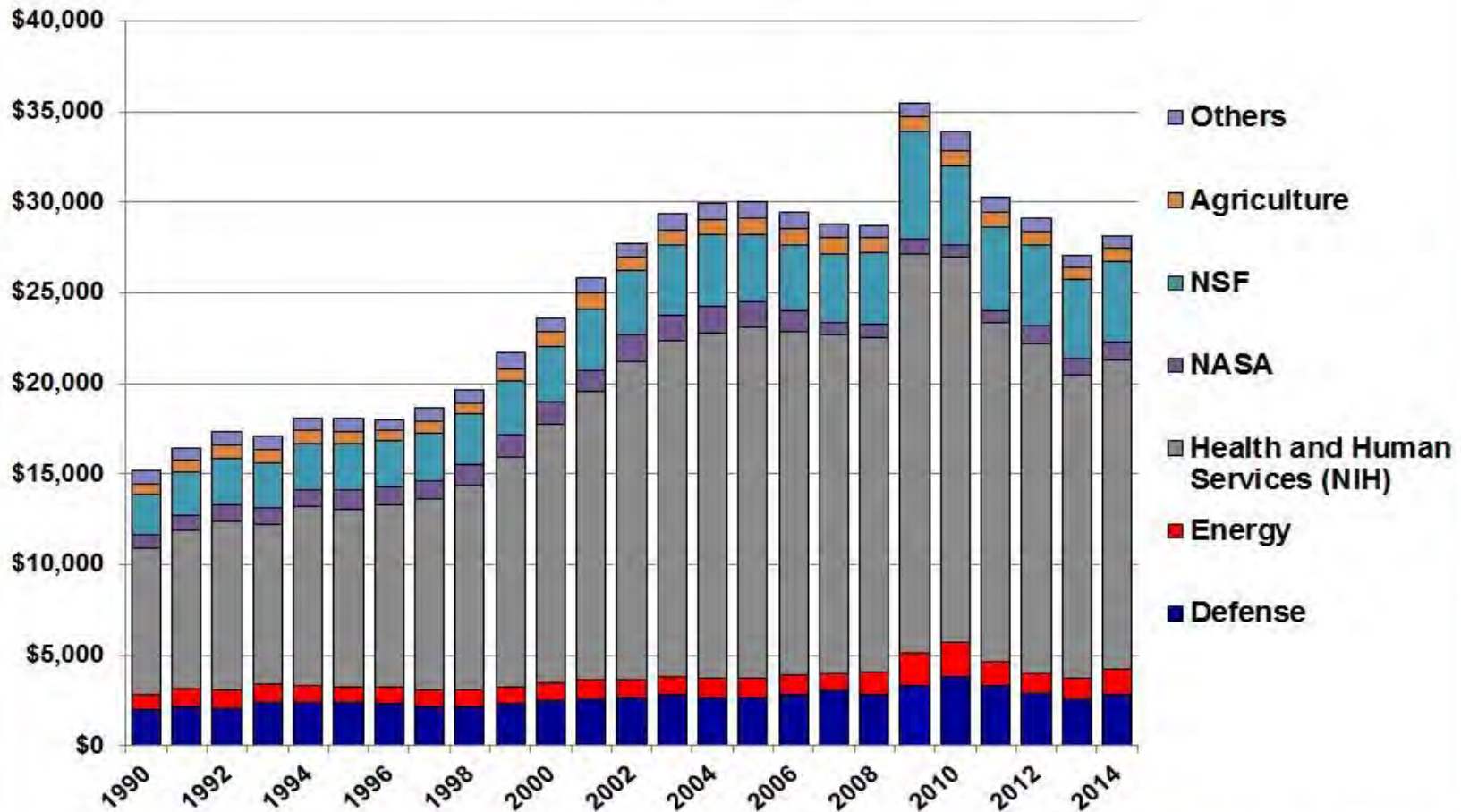


Source: NSF, National Center for Science and Engineering Statistics, *Higher Education R&D* series, based on national survey data. Includes Recovery Act funding. © 2016 AAAS

SNAPSHOT OF FEDERAL R&D SPENDING

Federal Support for University R&D by Agency

obligations in millions, FY 2016 dollars

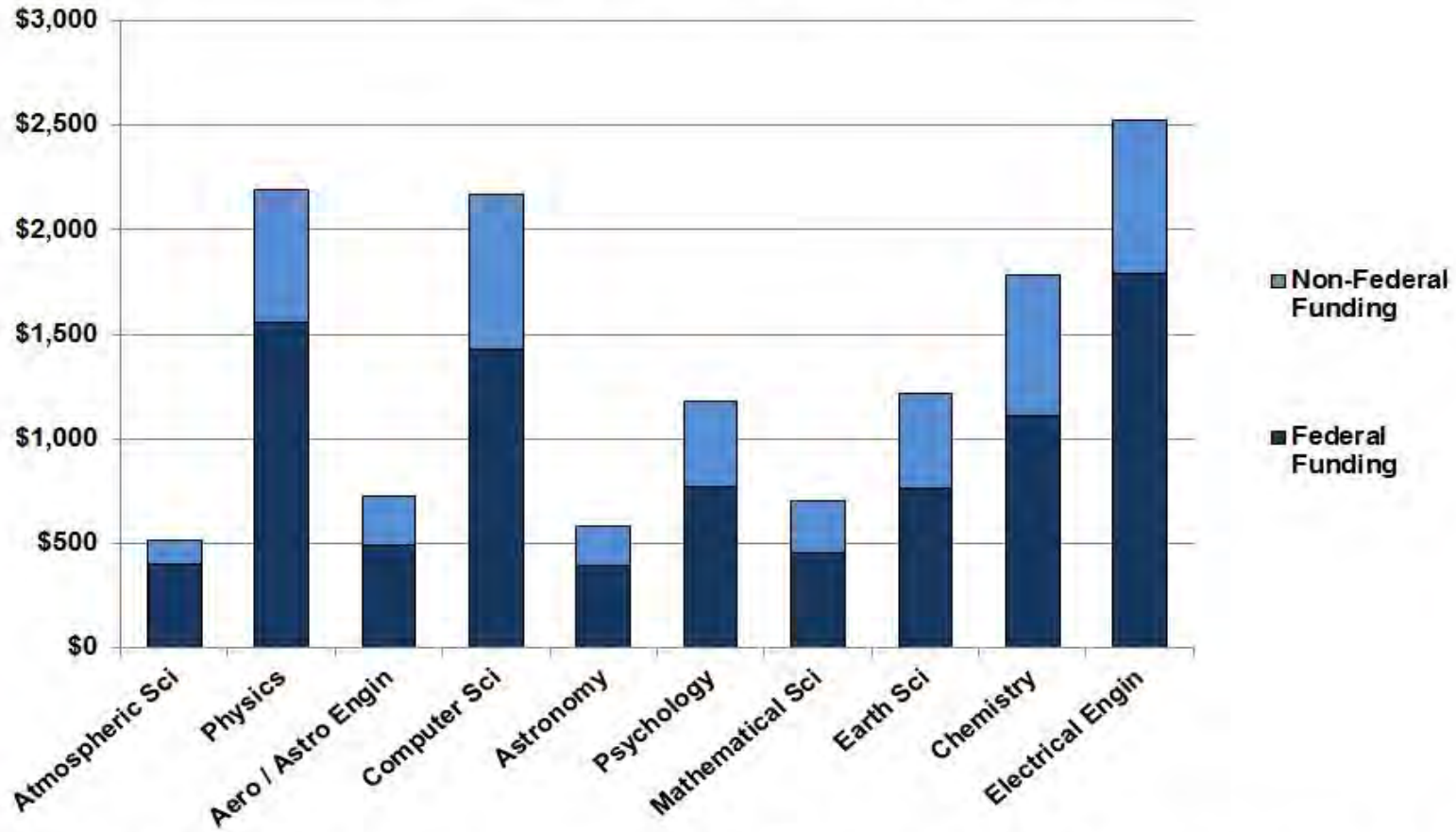


Source: National Center for Science and Engineering Statistics, *Federal Science and Engineering Support to Universities, Colleges, and Nonprofit Institutions* series, based on national survey data. Includes R&D and R&D plant. FY 2009 and FY 2010 includes Recovery Act funding. © 2016 AAAS

SNAPSHOT OF FEDERAL R&D SPENDING

Ten Fields With Highest Share of Federal Funding in FY 2014

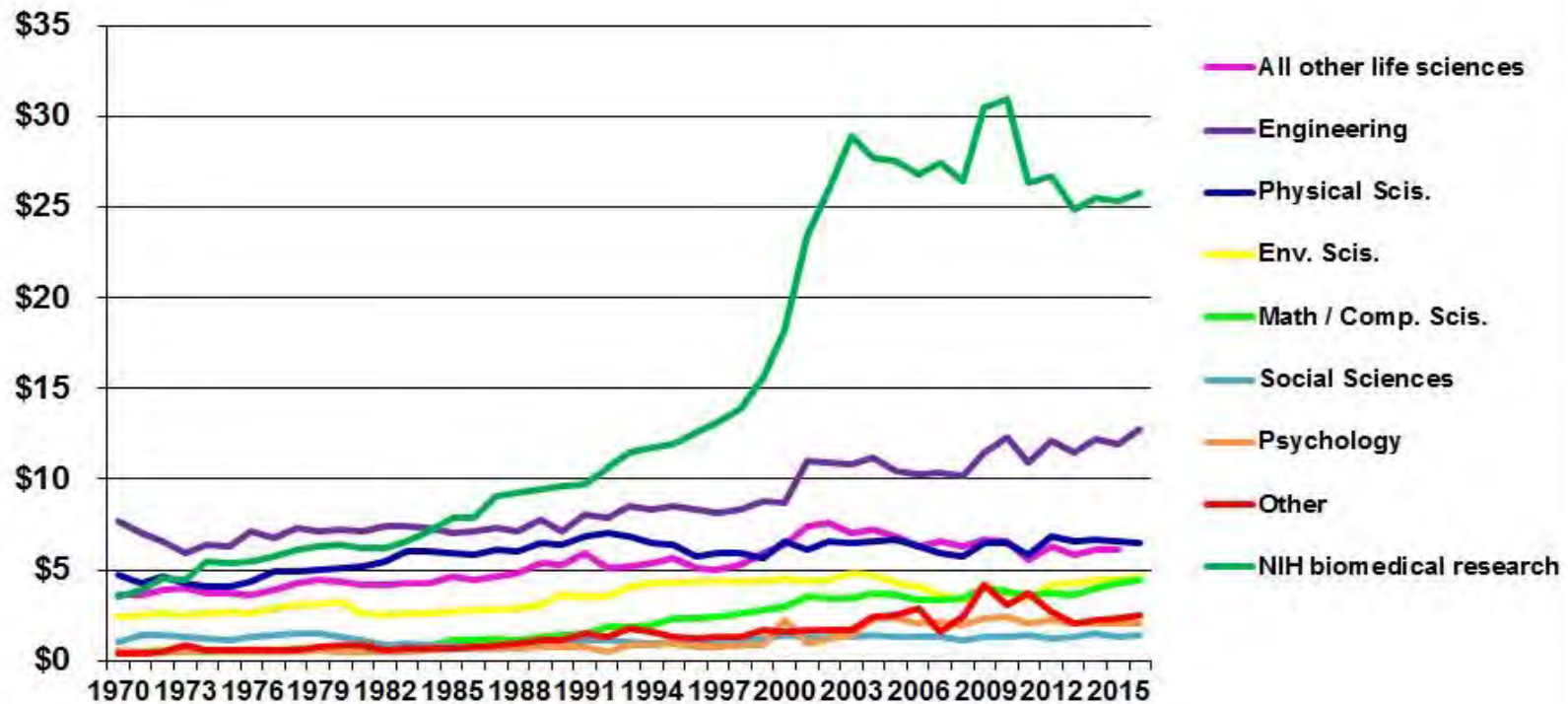
(university research funded, millions of dollars)



Source: NSF, National Center for Science and Engineering Statistics, *Higher Education Research and Development* series, based on national survey data. © 2016 AAAS

SNAPSHOT OF FEDERAL R&D SPENDING

Trends in Federal Research by Discipline, FY 1970-2016 obligations in billions of constant FY 2016 dollars

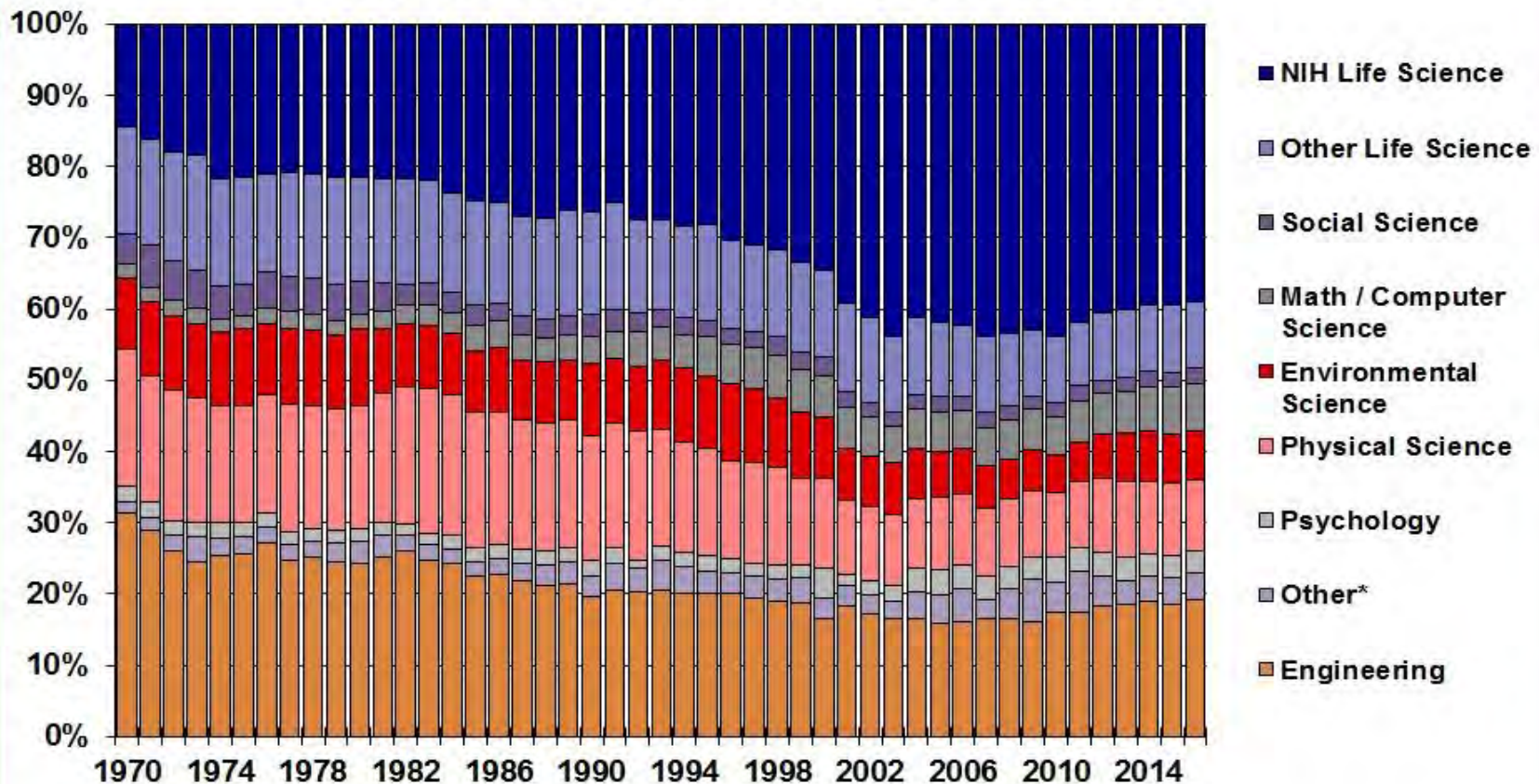


"Other" includes research not classified (includes basic research and applied research; excludes development and R&D facilities). Life sciences are split into NIH support for biomedical research and all other agencies' support for life sciences.

Source: National Science Foundation, *Federal Funds for Research and Development* series. FY 2015 and 2016 data are preliminary. Constant-dollar conversions based on OMB's GDP deflators. © 2016 AAAS

SNAPSHOT OF FEDERAL R&D SPENDING

Support by Discipline as a Share of Total Research Funding, FY 1970-2016



"Other" includes research not classified (includes basic research and applied research; excludes development and R&D facilities). Life sciences are split into NIH support and other agencies' support.

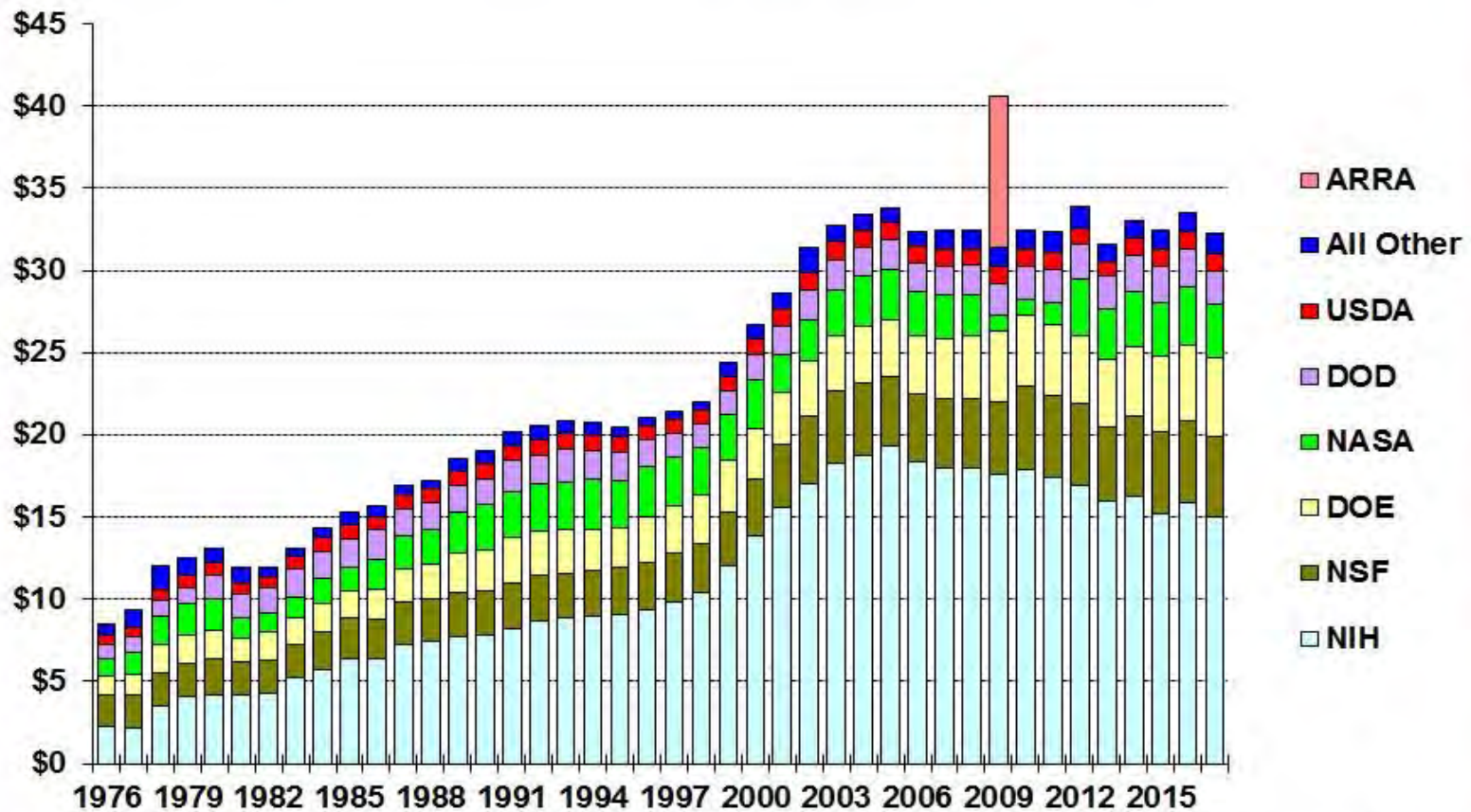
Source: Estimates based on National Science Foundation, *Federal Funds for R&D* series. Includes Recovery Act funding beginning in FY 2009.

© 2016 AAAS

SNAPSHOT OF FEDERAL R&D SPENDING

Trends in Basic Research by Agency, FY 1976-2017

in billions of constant FY 2016 dollars

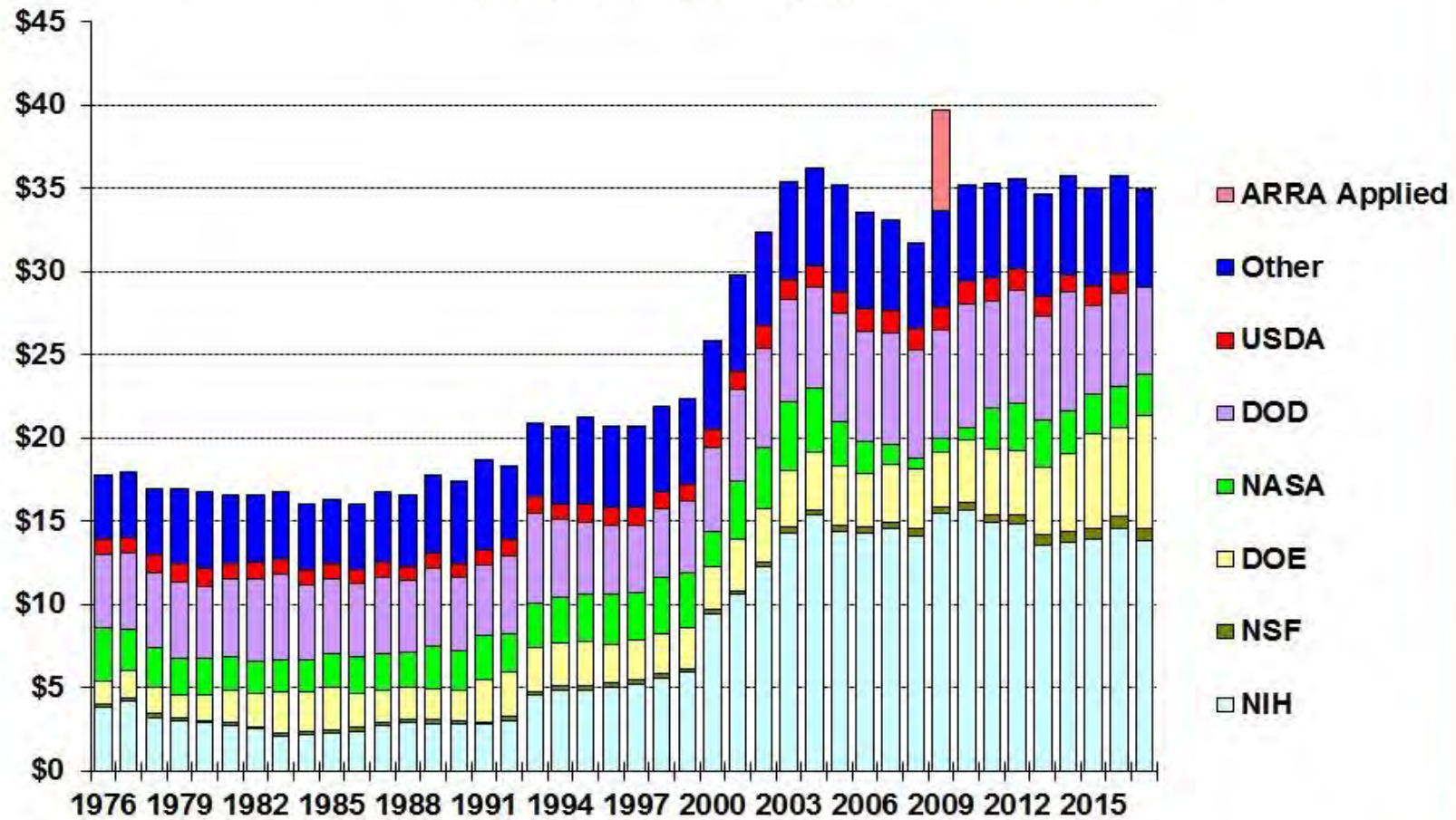


Source: AAAS Report: Research & Development series. FY 2016 figures are latest estimates, FY 2017 is the President's request.
© 2016 AAAS

SNAPSHOT OF FEDERAL R&D SPENDING

Trends in Applied Research by Agency, FY 1976-2017

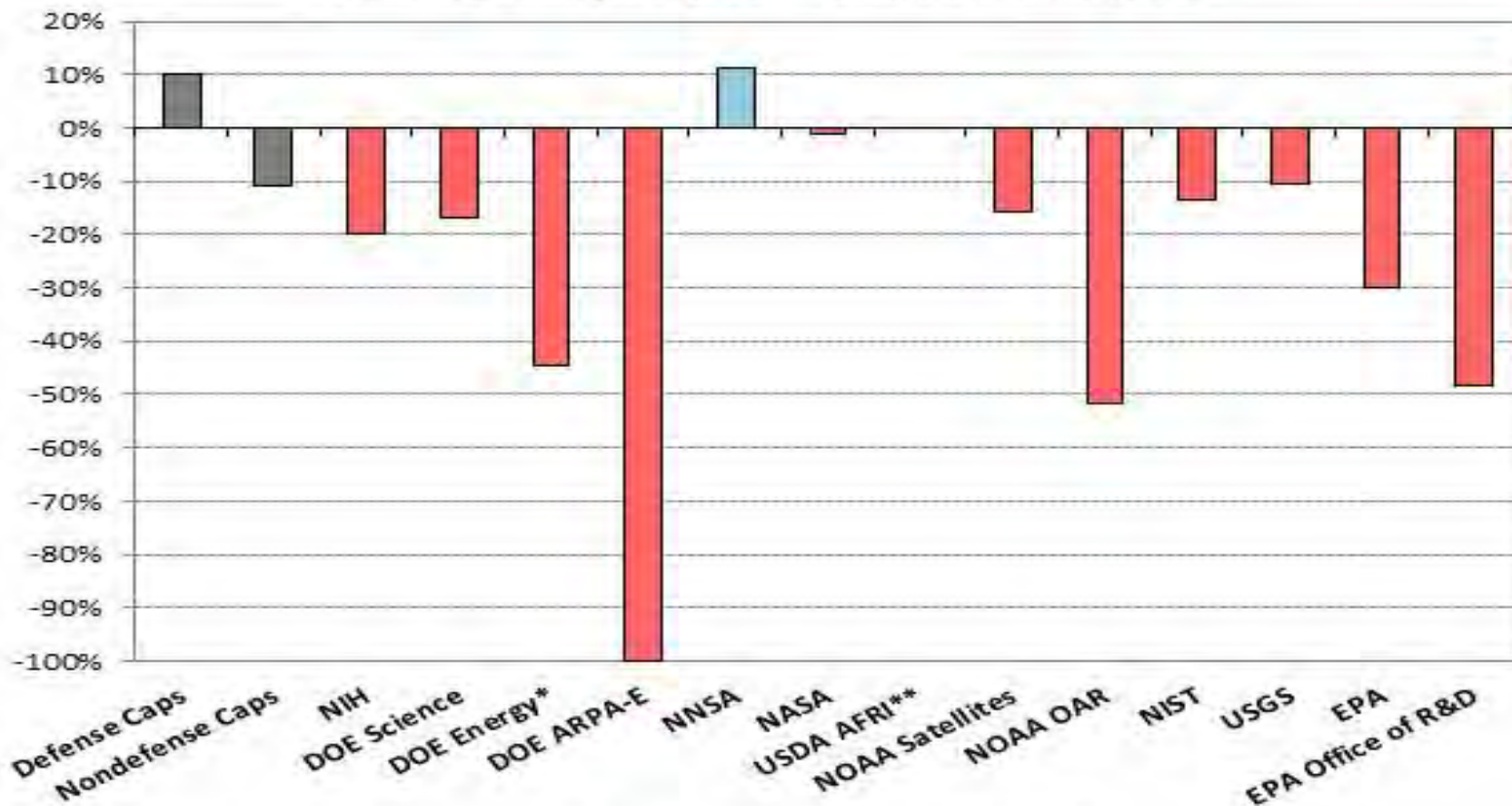
in billions of constant FY 2016 dollars



Source: AAASReport: Research & Development series. FY 2016 figures are latest estimates, FY 2017 is the President's request.
© 2016 AAAS

TRUMP'S FY 18 "SKINNY" BUDGET AND MASON

Figure 1: Science & Tech Agencies and Offices:
Preliminary Estimates of the FY 2018 Request vs. FY 2016
Estimated percentage change from FY 2016 levels, nominal dollars



*Includes renewables and efficiency, nuclear, fossil, grid research. **Flat-funded in FY18 request.

NOTE: FY2016 is used as a baseline given lack of final FY 2017 appropriations.

Based on initial AAAS assessment of the FY 2018 budget summary and past agency budget data. March 16, 2017 | AAAS

TRUMP'S FY 18 "SKINNY" BUDGET AND MASON

Figure 2: Limits on NONDEFENSE Spending Since 2010

Estimated percent change from FY 2010, inflation adjusted

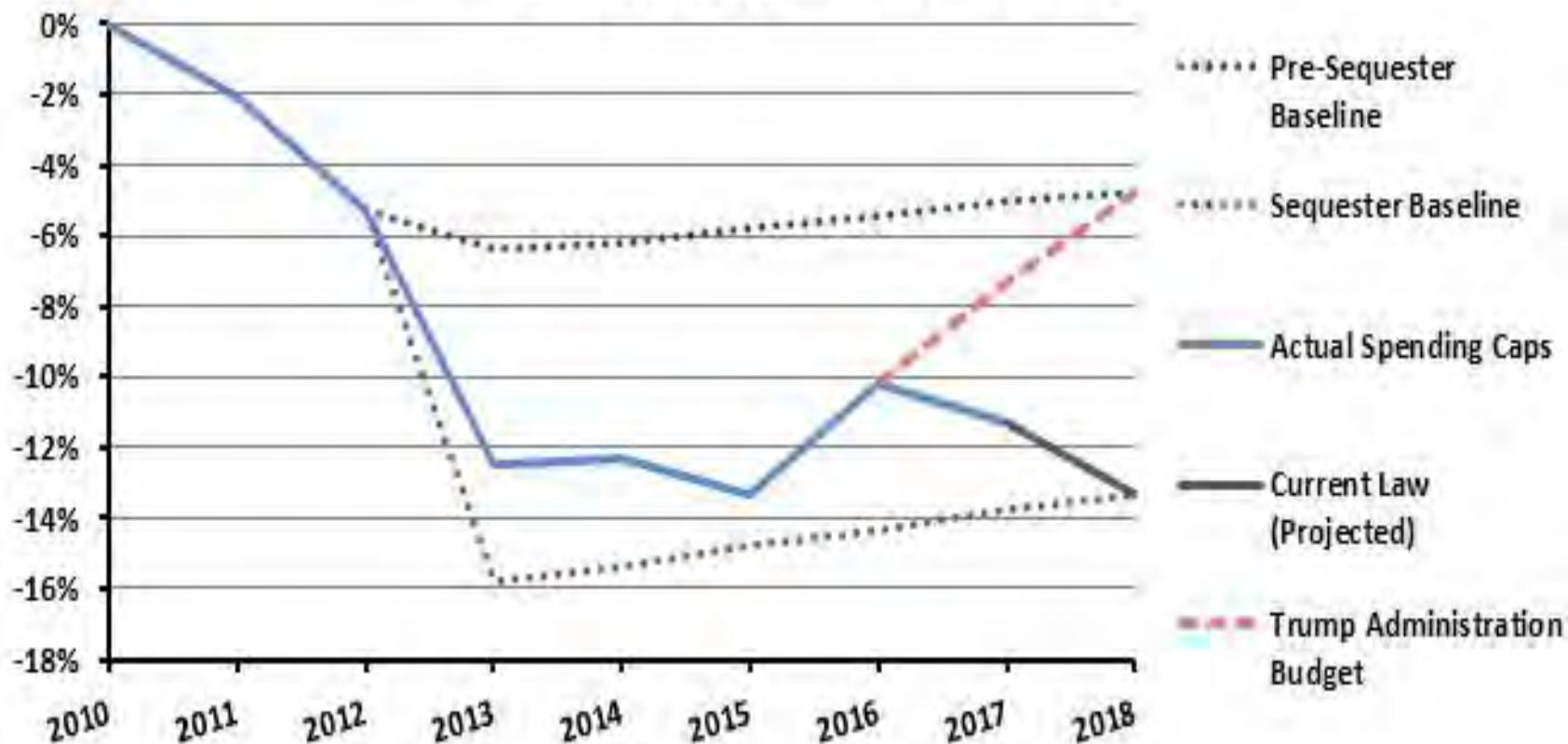


Based on past budget resolutions, the Budget Control Act and subsequent legislation, and the March budget summary. Adjusted for inflation using deflators from the FY17 budget request. © AAAS 2017

TRUMP'S FY 18 "SKINNY" BUDGET AND MASON

Figure 3: Limits on DEFENSE Spending Since 2010

Estimated percent change from FY 2010, inflation adjusted

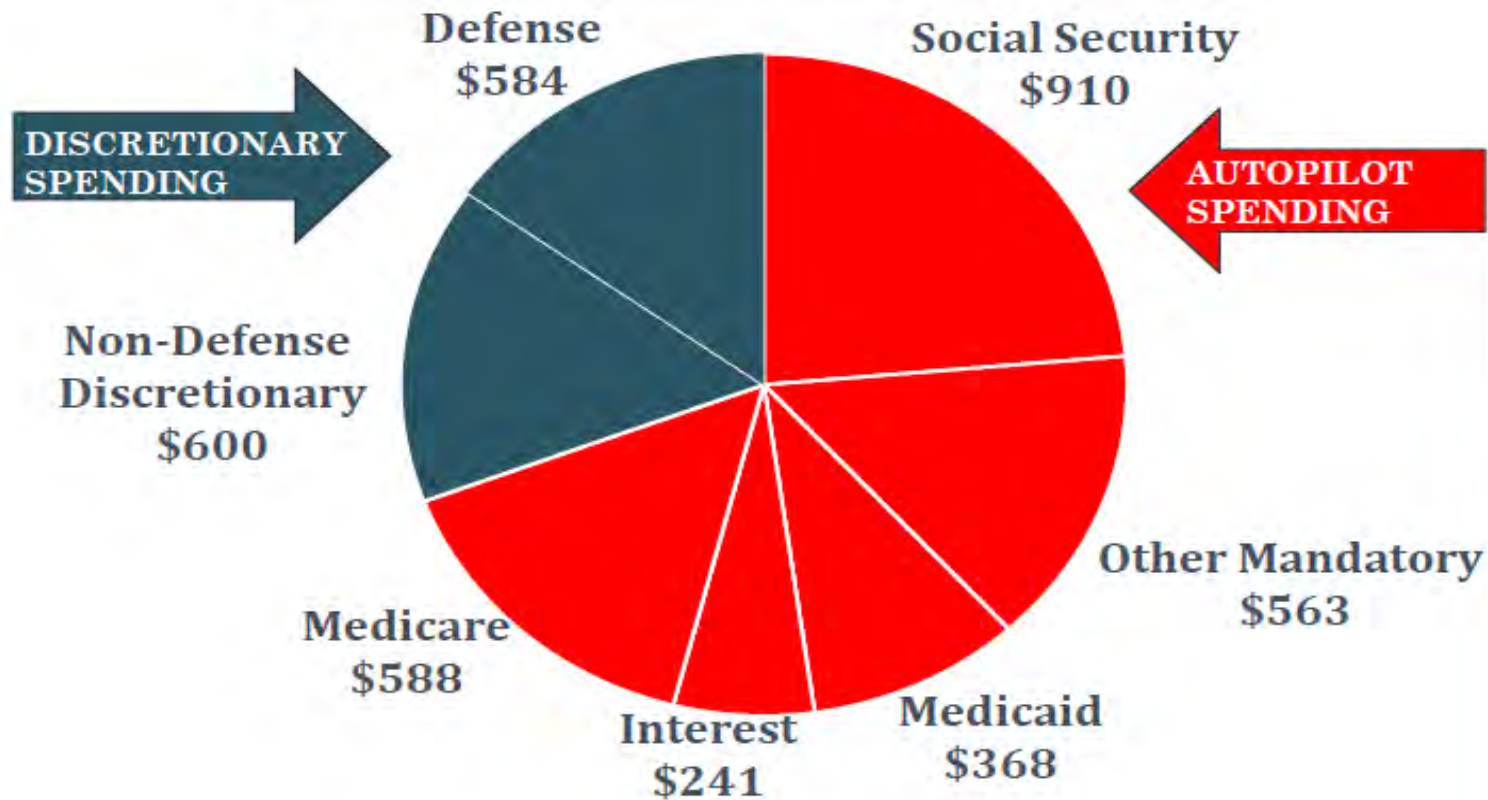


Based on past budget resolutions, the Budget Control Act and subsequent legislation, and the March budget summary. Adjusted for inflation using deflators from the FY17 budget request. © AAAS 2017

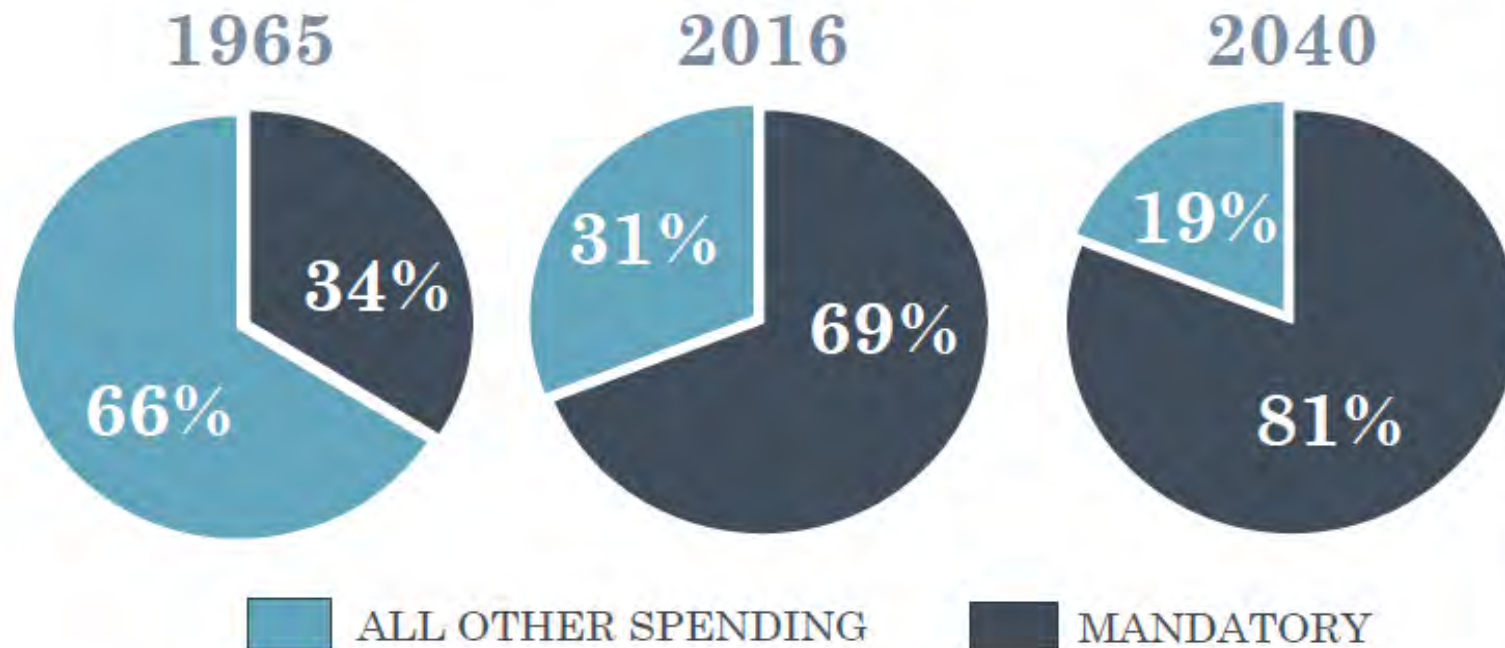
FY 2016 Total Spending

(\$, Billions)

FY 2016 TOTAL SPENDING = \$3.9 Trillion



Mandatory Spending Grows Over Time

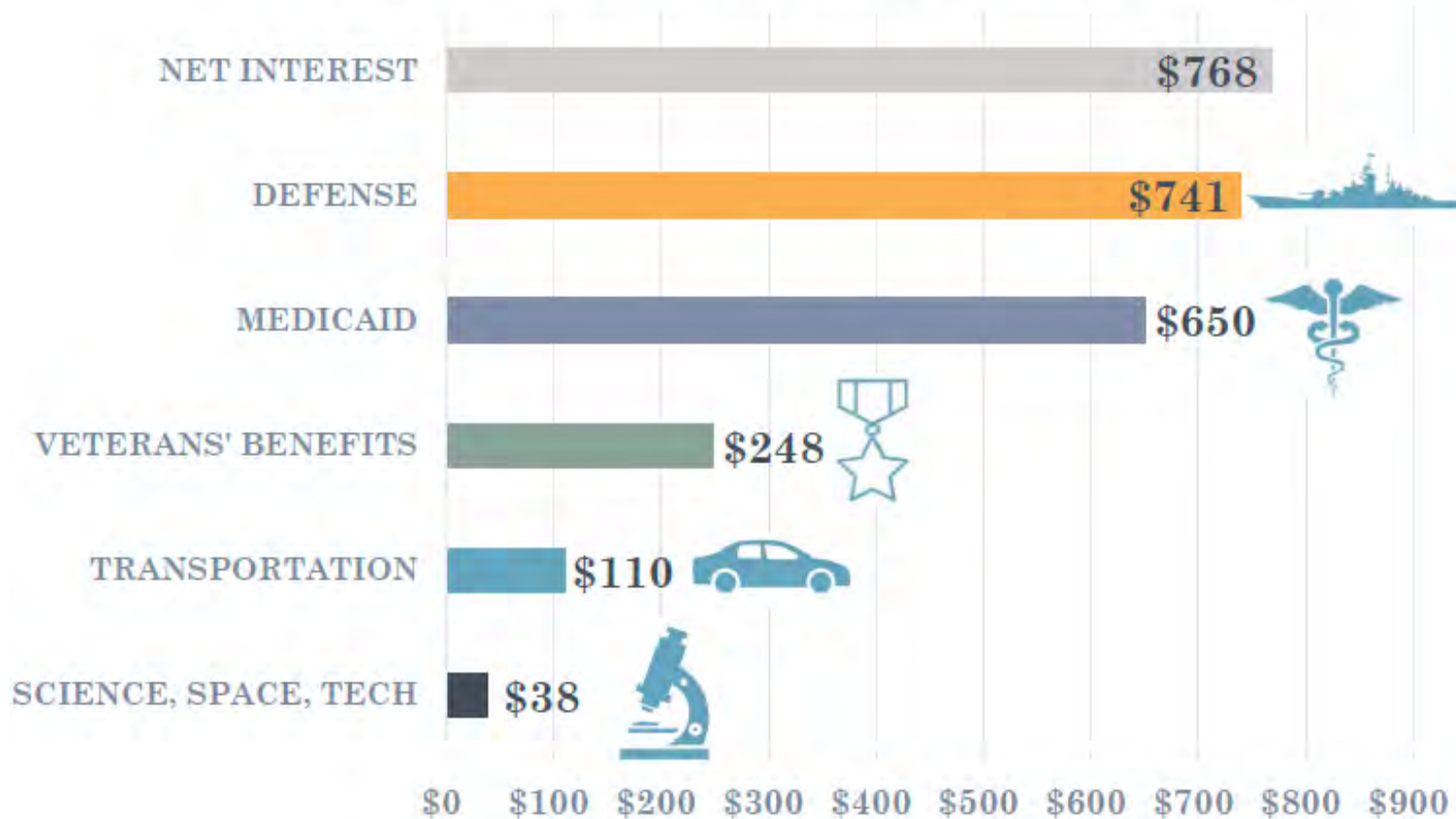


CBO Deficit Projections (In \$ Billions)



FEDERAL SPENDING AND DEFICITS

Interest vs. Other Spending *(In 2027 Under Current Law, In \$ Billions)*



SEQUESTRATION

The Budget Control Act (BCA) of 2011 imposed caps on discretionary programs that will reduce their funding by more than \$1 trillion over the ten years from 2012 through 2021, relative to the Congressional Budget Office (CBO) baseline from 2010. It also established a Joint Select Committee on Deficit Reduction to propose legislation reducing deficits by another \$1.2 trillion over that period, and established a backup “sequestration” procedure to increase the incentive on the Joint Committee to reach a compromise.

Sequestration has been used once, in 2013, but Congress passed two budget resolutions to raise the caps in FY 14 & 15, and then again for FY 16 & 17.

Sequestration is still in play for FY18-21.

National Institutes of Health

- Cut of \$5.8 billion to \$25.9 billion (20%)
- Consolidates the Agency for Healthcare Research and Quality within NIH
- Reductions of \$403 million in health professions and nursing training programs from the Health Resources Services Administration's (HRSA) Title VII and Title VIII programs
- Eliminates the Fogarty International Center

Potential Impact on Mason

- Over the past 5 years, Mason has received 246 awards totaling approximately \$30.3 million in research expenditures
- A substantial amount of the research was cancer-related: immune cell trafficking; CD4 T cells; targeted chemotherapy; messenger pathways; aberrant interleukin inflammation; Gsk3-b inhibitors, and organ simulation. Other areas of research include; substance abuse; alcohol and suicide prevention; cardiac mitochondria; sleep apnea; and Nano-particle capture.
- Virginia received \$349 million in NIH grants

National Ocean and Atmospheric Administration

- Cut \$250 million (50%) in Office of Oceanic and Atmospheric Research
- Eliminates the Sea Grant program
- VIMS cut by 25%

Potential Impact on Mason

- Over the past 10 years, Mason has received approximately 90 awards for \$12 million from NOAA
- The research includes seasonal to decadal forecasting, nutrient and hypoxia effects on living resources in the Gulf of Mexico; air quality forecasting; high resolution flood products, soil moisture data, satellite data reprocessing, land-surface modeling, diagnostic for tropical intra-seasonal timescales

Department of Energy Office of Science

- Reduces the Office of Science by approximately \$900 million
- Eliminates funding for ARPA-E
- Directs the Office of Energy Efficiency and Renewable Energy to focus on limited, early-stage applied energy R&D activities.

Potential Impact on Mason

- Over the past five years, Mason has received 44 grants from Energy totaling \$3.85 million in research expenditures.
- Mason has conducted research in conjunction with DOE labs including Los Alamos, and Argonne. Areas of research include effects of aerosols; proteome biomarkers; energy innovation pathways, quantum dot aggregates; simulation complex materials; optimizing algorithms; and mid-latitude circulation.

National Aeronautics & Space Administration

- Cuts of \$16 million in Aeronautics Research and Development Directorate.
- Cuts \$100 million in Earth Science.
- Eliminates the Office of Education, which includes the Space Grant program,

Potential Impact on Mason

- Over the past five years, Mason has received 211 awards totaling approximately \$18.2 million in research expenditures.
- Some vital areas of research include: air quality modeling; coronal mass ejections; wind-atmosphere feedback; autonomous systems behavior; hybrid gas sensors; methanol formation; atmosphere circulation; hyper resolution hydrology; solar energy; Pluto; guarding against Dust Bowl; and, Mariner 69 imaging

Department of State

- State and USAID programs are reduced by \$10.1 billion (28 percent)
- Though the budget does not directly address higher education programming, proposed cuts are expected as the blueprint seeks to consolidate all programs and “free up funding for critical priorities at home and put America first”
- It reduces funding for the State’s Educational and Cultural Exchange programs, but would focus on “sustaining the flagship Fulbright program

Potential Impact on Mason

- Over the past five years, Mason received 54 awards totaling \$14.1 million in research/program expenditures
- Key areas include: sports diplomacy; Karachi partnership; civil conflict in El Salvador; Syrian civil society; Rhino poaching; peaceful future in Afghanistan; Georgia policy research; diplomacy in action; Russia civil society; central Asia; Pakistan higher education

Environmental Protection Agency

- Cuts EPA, by \$2.6 billion (31 percent)
- Cuts EPA's Office of Research and Development (ORD) by almost half to \$250 million
- Directs ORD to “prioritize activities that support decision-making related to core environmental statutory requirements, as opposed to extramural activities, such as providing STAR grants”
- Eliminates more than 50 EPA programs, totaling \$347 million, but does not specify which ones

Potential Impact on Mason

- Mason received one grant of about \$2 million over the last five years

Department of Education

- Eliminates Supplemental Educational Opportunity Grants (SEOG)
- Substantial cuts in Federal Work-Study, TRIO, and GEAR UP
- Level funds discretionary portion of Pell
- Rescind \$3.9 billion from the Pell \$10.6 billion surplus
- Eliminates Title VI International Education programs

Potential Impacts on Mason

- Mason receives \$620,000 in SEOG, and \$1 million in FWS. Mason matches the FWS by 25%, and there are 516 Mason students earning over \$1.4 million in FWS.
- Mason has 7,353 Pell Students. Almost half who have 0 family contribution, and 47% of Mason Pell students receive Pell max.

National Endowment for the Arts

- Eliminates NEH

Potential Impact on Mason

- Since the year 2000, George Mason University faculty have received 50 awards totaling over \$7 million for its Digital Humanities project, scholarly research, and teacher training

U.S. VS. G-20 IN R&D INVESTMENTS

Gross domestic spending on R&D Total, % of GDP, 2010 – 2015




Location ▼	▼ 2010	▼ 2011	▼ 2012	▼ 2013	▼ 2014	▼ 2015
Argentina	0.561	0.566	0.635	0.620	0.589	..
Australia	2.192	2.123	..	2.105
Canada	1.838	1.799	1.794	1.685	1.605	..
China (People's Republic of)	1.710	1.775	1.906	1.990	2.021	2.067
France	2.175	2.191	2.229	2.239	2.239	2.230
Germany	2.714	2.796	2.868	2.821	2.888	2.875
Italy	1.223	1.210	1.271	1.308	1.376	1.333
Japan	3.252	3.381	3.342	3.482	3.588	3.492
Korea	3.466	3.744	4.026	4.149	4.289	4.232
Mexico	0.537	0.516	0.494	0.505	0.539	0.553
OECD - Total	2.299	2.333	2.338	2.367	2.395	2.403
Russia	1.060	1.023	1.046	1.056	1.087	1.132
South Africa	0.737	0.734	0.732	0.726
Turkey	0.843	0.860	0.922	0.945	1.007	..
United Kingdom	1.677	1.682	1.612	1.660	1.679	1.701
United States	2.740	2.770	2.706	2.742	2.756	2.788

Information on data for Israel: <http://oe.cd/israel-disclaimer>

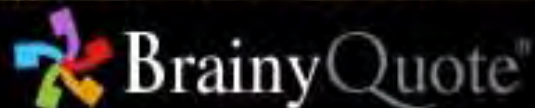
.. Not available; | Break in series; e Estimated value; f Forecast value; x Not applicable; p Provisional data; s Strike; - Nil;

QUOTE

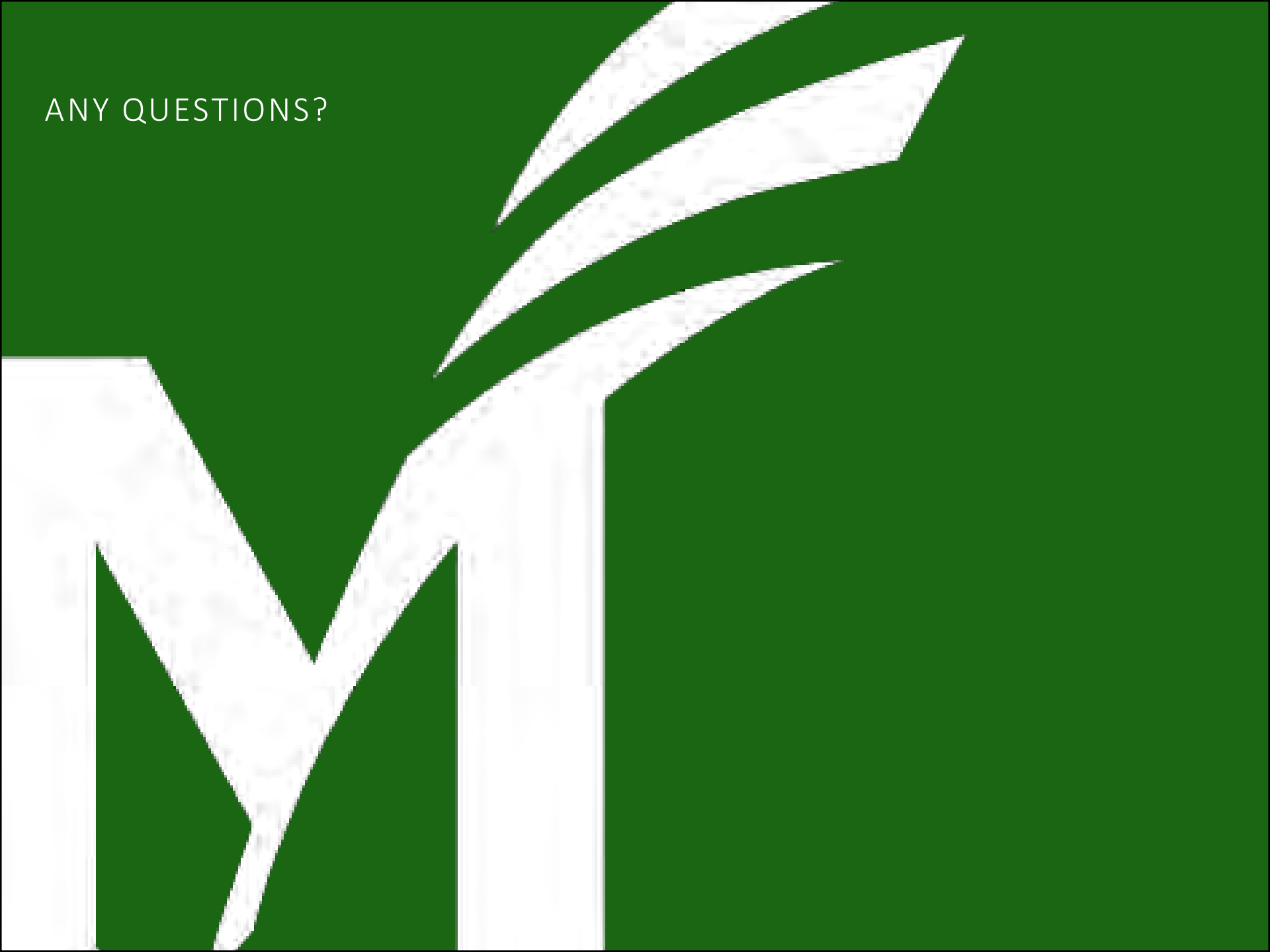


We have the best government
that money can buy.

Mark Twain



ANY QUESTIONS?



Audit Committee - May 11, 2017

Call to Order

Audit Committee Meeting Agenda

Approval of Audit Committee Minutes

Approval of Audit Committee Minutes

New Business

Review of Financial Statements for Year Ended June 30, 2016

Auditor of Public Accounts Examination Report

Closed Session

Reports

Internal Audit Summary Report

Internal Audit Summary Report

Adjournment

**GEORGE MASON UNIVERSITY
BOARD OF VISITORS**

**Audit Committee
May 11, 2017
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 March 2, 2017 Meeting (**ACTION**)
- III. New Business**
 - A. Review of Financial Statements for Year Ended June 30, 2016
(Joint Review with Finance and Land Use Committee)
 - B. Auditor of Public Accounts Examination Report
(Joint Review with Finance and Land Use Committee)
- IV. Closed Session**
 - A. Critical Infrastructure Vulnerability Assessment Information (Code of VA:
2.2-3705.2.4)
- V. Reports**
 - A. Internal Audit Summary Report
- VI. Adjournment**

**AUDIT COMMITTEE
OF THE BOARD OF VISITORS**

**March 2, 2017
Merten Hall**

MINUTES

PRESENT: Chair Corley; Vice Chair Gruner; Visitors Hazel and Peterson.

Vice President for Research Crawford; Assistant Vice President Dade; Senior Vice President Davis; Faculty Liaison Douthett; Associate University Counsel Drummey; University Counsel Moncure; Vice President Williams; Chief Ethics Officer Woodley; Provost Wu; Assistant Vice President Zobel; Director Dittmeier; Auditor of Public Accounts representatives Borgerding and Rasnic; and Secretary pro tem Thompson.

ABSENT: Visitor Schar.

I. Chair Corley called the meeting to order at 9:47 a.m.

II. Approval of Minutes

Chair Corley called for a motion to approve the minutes of the December 8, 2016 Audit Committee meeting. The motion was **MOVED** by Visitor Gruner and **SECONDED** by Visitor Hazel.

MOTION CARRIED UNANIMOUSLY BY VOICE VOTE.

III. Closed Session

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

MOTION CARRIED UNANIMOUSLY BY VOICE VOTE.

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

AUDIT COMMITTEE

March 2, 2017

Page 2

matters that were identified in the motion to go into Closed Session were heard, discussed, or considered in the Closed Session.

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

IV. Reports

A. Compliance Update

Vice President Williams reviewed with the Committee the structure of Mason's compliance programs. The Compliance, Diversity, and Ethics organization administers compliance programs related to several areas, including ethics, certain conflicts, and compliance with the requirements of the Freedom of Information Act, Americans with Disabilities Act, Title VII of the Civil Rights Act of 1964, and Title IX of the Education Amendments Act of 1972, among others. Other organizations with certain compliance-related responsibilities include Human Resources; Environmental Health and Safety; Police and Public Safety; Intercollegiate Athletics; and the Office of Research Integrity and Assurance.

Mr. Williams discussed the status of Mason's compliance programs and areas planned for further attention in the near-term future, including ethics, Title IX-related activities, and university-wide compliance coordination activities.

B. Auditor of Public Accounts

Zach Borgerding and David Rasnic from the Auditor of Public Accounts provided an overview of their FY16 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 asked Mr. Brogerding and Mr. Rasnic to inform the Committee of any issues surfaced during the audit. Mr. Brogerding expects to report results at the Committee's meeting scheduled in May 2017.

V. Reports

A. Internal Audit Summary Report

Mr. Dittmeier reviewed with the Committee the Report of Internal Audit and Management Services. He stated that the Assistant Director-Internal Audit had announced her intention to retire after a 20 year career at Mason. The process to recruit a successor is underway. The remainder of the team is stable and co-source resourcing remains available to supplement the team as needed. Internal Audit's audit risk assessment was re-freshed in January 2017; changes since the risk assessment reviewed with the Committee in October 2016 were negligible.

AUDIT COMMITTEE

March 2, 2017

Page 3

VI. Adjournment

Chair Corley declared the meeting adjourned at 10:52 a.m.

Respectfully submitted,
Karen Thompson
Karen Thompson
Secretary pro tem



**Internal Audit
and Management Services**

Report to the Audit Committee of the Board of Visitors

May 11, 2017

EXECUTIVE SUMMARY

- Two audit reports were issued since the last meeting.
 - Internal Control Certification and Supporting ARMICS Related Activities.
 - Confucius Institute – Agreed Upon Procedures.
- Remediation of ten audit issues is in progress as of April 15, 2017:
 - Seven issues have current target remediation dates through June 2017.
- 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:
 - A recruiting effort to identify a successor to Assistant Director Alka Rastogi (retiring in July 2017) is being conducted by a six-member search committee involving academic, administrative, and risk-oriented functions. Committee Faculty Liaison Ed Douthett is a member of the search committee.
 - The rest of 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.

TABLE OF CONTENTS

Topic

- 1 SUMMARY OF INTERNAL AUDIT REPORTS
 - Internal Control Certification and Supporting ARMICS Related Activities.
 - Confucius Institute – Agreed Upon Procedures.

- 2 SUMMARY STATUS OF AUDIT ISSUES

- 3 STATUS OF AUDIT PLAN

- 4 STATUS OF INVESTIGATIONS

- 5 STAFFING

- 6 APPENDIX:
 - Audit Issue Details

SUMMARY OF INTERNAL AUDIT REPORTS

- Internal Control Certification and Supporting ARMICS Related Activities.
- Confucius Institute – Agreed Upon Procedures.



INTERNAL AUDIT REPORT

Report Title:	Internal Control Certification and Supporting ARMICS Related Activities	Report Date:	March 17, 2017
Responsible Manager:	Lisa Kemp Associate Vice President and Controller, Fiscal Services		

EXECUTIVE SUMMARY:

Background:

The Commonwealth's Internal Control guidance and related standards assist State agencies and institutions in implementing internal control programs required by the Code of Virginia to ensure fiscal accountability and safeguarding of Commonwealth assets. The Department of Accounts' Agency Risk Management and Internal Control Standards (ARMICS) are the definitive source for internal control in the Commonwealth. Implementation of the ARMICS was initially mandated in 2006; the ARMICS have been periodically revised, most recently with the September 2015 issuance of minimum requirements.

The objective of the ARMICS is to provide reasonable assurance of the integrity of all fiscal processes related to (i) submission of transactions to the Commonwealth's general ledger; (ii) submission of deliverables required by financial statement directives; (iii) compliance with laws and regulations; and (iv) stewardship over and safeguarding the Commonwealth's assets.

The ARMICS requires agencies to document, evaluate, and test:

- Agency-level controls addressing the components described in COSO's Internal Control Framework: Control Environment, Risk Assessment, Control Activities, Information and Communication, and Monitoring.
- Process and transaction-level controls for all fiscal processes identified as significant.

At Mason, the President and the Senior Vice President for Administration and Finance are responsible for implementing the ARMICS and certifying annually to the State Comptroller the operating effectiveness of internal controls related to the recording of financial transactions, financial reporting, legal and regulatory compliance, and stewardship of assets.

Audit Conclusion:

Mason's ARMICS related activities were designed and executed in a manner to support management's FY16 internal control certification. In designing and executing these activities, management made a number of judgements regarding identification of agency-level controls; significance of certain fiscal processes; importance of certain process and transaction-level controls; nature, extent, and timing of controls testing; and evaluation of results, among other things. We believe these judgements were reasonable and appropriate. The ARMICS team also invests considerable time in advising fiscal process managers related to strengthening controls.

Management should continue to ensure that documentation for testing of agency-level and transaction and process-level controls is evaluated and refined so as to meet the Department of Accounts' minimum requirements.



INTERNAL AUDIT REPORT

Report Title:	Confucius Institute: Agreed-Upon Procedures	Report Date:	March 30, 2017
Responsible Manager:	Qing Gao Managing Director, Confucius Institute		

EXECUTIVE SUMMARY:

Background:

The Confucius Institute at George Mason University is a partnership between George Mason University, Confucius Institute Headquarters (Hanban) and Beijing Language and Culture University. The Institute offers educational programs about Chinese language and culture to schools, community organizations, individuals, and businesses.

In FY16 and FY17 through January 31, 2017, the Confucius Institute received \$386,000 of sponsor funding and expended \$344,000 for labor costs, payments for Chinese instructional materials and for establishing Confucius Classrooms in local schools, and other direct expenditures.

We performed procedures to assist the Confucius Institute at George Mason University in meeting sponsorship requirements related to an independent review of financial transactions that determines that Confucius Institute:

- Financial management is under the supervision of the hosting university system, and
- Fiscal procedures comply with university regulation and policies.

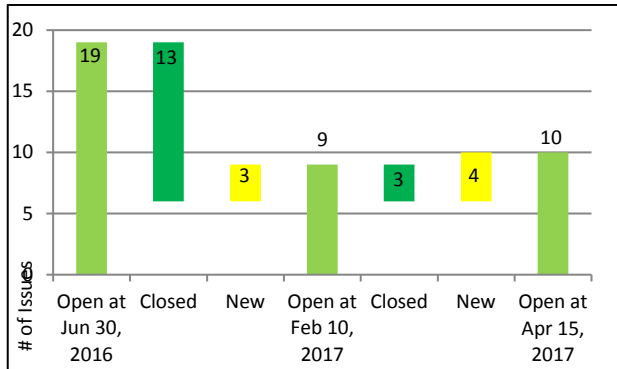
Audit Conclusion:

We concluded that Confucius Institute at George Mason University financial transactions are under the supervision of George Mason University's management and there was no material non-compliance with university fiscal policies and procedures.

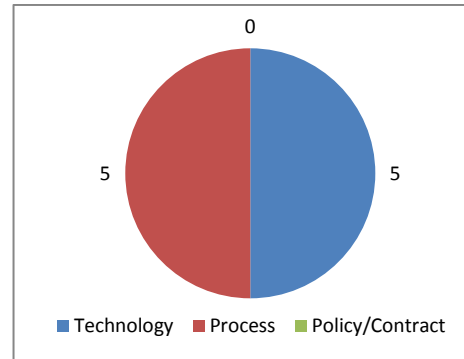
STATUS OF AUDIT ISSUES AS OF APRIL 15, 2017

There were 10 open audit issues as of April 15, 2017. Remediation of three audit issues was completed by management since February 2017.

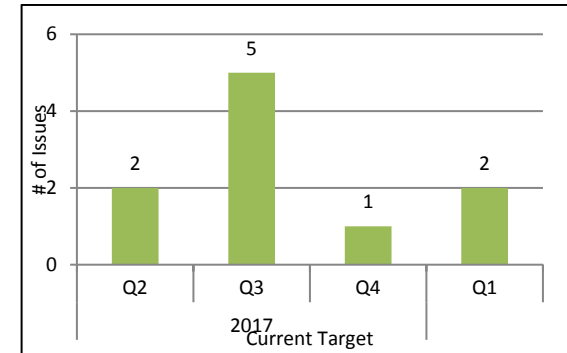
Audit Issue Inventory Movement



Audit Issues by Type



Audit Issues by Current Target



Audit Report	Report Date	June 2016	New	Closed	Feb 2017	New	Closed	Apr 2017
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	-	-	-	-	2	(1)	1
Facilities Management - General Services	9/15/16	-	1	-	1	-	-	1
Construction Procurement: Robinson Renovation & Utility Distribution	7/22/16	-	1	(1)	0	-	-	0
Housing Operations and Purchasing	7/20/16	-	1	(1)	0	-	-	0
Federally Sponsored Program Reconciliations	5/24/16	2	-	-	2	-	(1)	1
Construction Procurement: Academic VII/Health & Human Services	5/17/16	3	-	(3)	0	-	-	0
Analysis of Mason Sexual Harassment and Misconduct Policy and Procedures	12/18/15	1	-	(1)	0	-	-	0
Laboratory Safety	12/17/15	2	-	(2)	0	-	-	0
Decentralized IT Management and Security: Office of the Provost	10/23/15	4	-	(1)	3	-	-	3
MESA Technical Point of Contact and Share Administration Account Management	9/10/15	1	-	(1)	0	-	-	0
Decentralized Servers: College of Humanities and Social Sciences	11/14/13	1	-	(1)	0	-	-	0
Information Security Management: Boundary Protection	9/9/13	1	-	-	1	-	-	1
Enterprise Project Management Framework and System	3/28/13	2	-	(1)	1	-	-	1
Decentralized Servers: College of Science	8/18/11	1	-	-	1	-	(1)	0
SEC 501-01 IT Security Audits Prior to Level II Status (2008-2010)	8/30/10	1	-	(1)	0	-	-	0
		19	3	(13)	9	4	(3)	10

STATUS OF INVESTIGATIONS AS OF APRIL 15, 2017

Four 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
University Hiring Policy Compliance	Abuse	Completed	
Favoritism in Hiring / Promotion	Abuse	Completed	Complete Employee Relations-led environmental assessment.
Athlete Insurance Arrangements	Fraud	Completed	Enhance communications with student-athletes and policy holders.
Equipment Theft	Abuse	Completed	
Vendor Sole Source Procurement Conflict of Interest	Abuse	Completed	Resolve remedial disclosures and ensure comprehensive ethics training is completed and implemented. Evaluate oversight of certain sole source procurement situations.
Visa Misrepresentations	Fraud	In Progress	

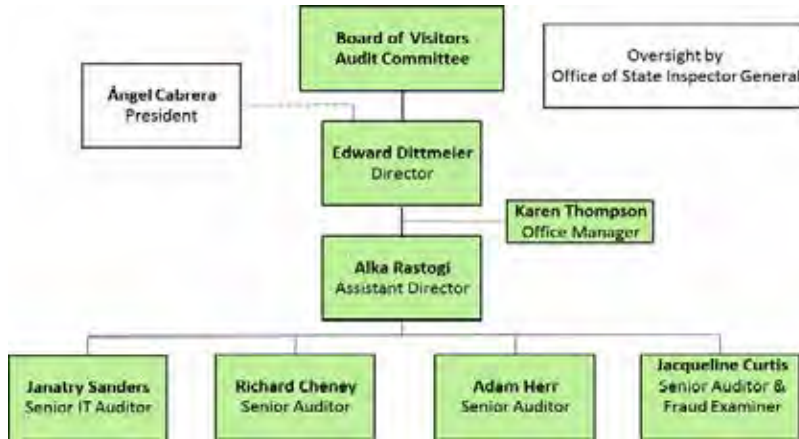
Summary of Types:

- **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 RESOURCES

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

Organization



Staffing

	Plan	Actual	
		a/o July 2016	a/o Apr 2017
Core Audit Team			
Audit Leadership	2	2	2
Auditors by Expertise:			
Operational Audit	2	2	2
IT Audit	1	1	1
Fraud Audit	1	1	1
Total Audit Professional Employees	6	6	6
Cosourced FTE* Supported by Permanent Budget	1.1		0.5
Total Audit Professionals Supported by Permanent Budget	7.1	6.0	6.5
Cosourced FTE* Supported by FY17 Temporary Budget	1.3		
Audit Professionals Supported by FY17 Budget	8.4	6.0	6.5

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 APRIL 15, 2017

#	Audit Report	Audit Issue	Status of Management Action	Original Target	Current Target
1	<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: 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; this is expected to be completed by April 2017.</p>	4/30/16	4/30/17
2	<p>Report Name: Freedom Aquatic and Fitness Center Membership Dues</p> <p>Report Date: 2/10/17</p> <p>Management: Ron Carmichael, Director of Administration and Operations, SciTech Campus</p>	<p>Perform Reconciliations of Membership Data: Freedom Center accounting staff were not reconciling membership data in its NG membership management system to payroll deduction reports. As a result, certain overdeductions were made; two employees had overpaid more than \$1,200 in membership fees because their payroll deductions continued subsequent to the expiration of their memberships.</p>	<p>Procedures to reconcile membership and payment data are being developed and implemented.</p>	6/1/17	6/1/17
3	<p>Report Name: Facilities Management – General Services</p> <p>Report Date: 9/15/16</p> <p>Management: Thomas Calhoun, Vice President, Facilities</p>	<p>Strengthen Fuel Card Program Controls: At management’s request, we evaluated controls related to the university’s fuel card usage program. The design of the program is susceptible to abuse and, as such, requires effective monitoring procedures to be in place. Starting July 2016, management is implementing new, enhanced procedures to administer and</p>	<p>Starting July 2016, Facilities Management implemented new procedures where supervisors of some of the Facilities units are required to certify the fuel purchases for their specific units by validating each fuel purchase transaction on the Mansfield report to a fuel purchase receipt on file. In addition, exception reports are now run selectively to perform follow-up on exceptional transactions.</p>	1/15/17	7/1/17

#	Audit Report	Audit Issue	Status of Management Action	Original Target	Current Target
		<p>manage the program. Management also needs to ensure that:</p> <ul style="list-style-type: none"> • Controls that align with DGS Office of Fleet Management Services guidance are implemented for administering and monitoring fuel purchase activity for all units using university vehicles, including spot checks. • Validation of purchases with receipts is obtained from all units prior to authorization of invoice payment. • Complete usage information, including odometer readings, is recorded on fuel logs to assist in monitoring the appropriateness of fuel charges. • Standard policy and procedures are developed and provided to all Facilities units and other university departments that use fuel cards. 	<p>Facilities Management has developed standardized policy and guidance procedures for all university departments that utilize fuel cards. These enhanced procedures will ensure that appropriate internal controls are implemented including: recording complete information on the fuel logs with the odometer readings and obtaining certification from all unit supervisors (based on validation of fuel card purchases to fuel receipts) prior to authorization of invoice payment. Communication and training for deployment of these procedures is underway.</p>		
4	<p>Report Name: Student-Athlete Treatment and Rehabilitation Services Billing Process</p> <p>Report Date: 4/10/17</p> <p>Management: Brad Edwards, Assistant Vice President and Director – Intercollegiate Athletics</p>	<p>Enhance Communication of Student-Athlete Insurance Billing Process: In 2016, Intercollegiate Athletics implemented a new process to bill student-athlete primary insurance carriers for certain treatment and rehabilitation services provided in Athletic Training Rooms. The billing process is administered by a third party vendor. Although billing activities were appropriate, management should evaluate its communications about the process with student-athletes and policy holders to ensure they are clear and complete, including considering requiring signed acknowledgements.</p>	<p>Intercollegiate Athletics will work with University Counsel and the vendor to evaluate, clarify, and strengthen the process for communicating information about health insurance expectations and processes to student-athletes and student-athlete primary insurance carrier policy holders.</p>	7/15/17	7/15/17
5	<p>Report Name: Enterprise Project Management Framework and System</p> <p>Report Date: 3/28/13</p> <p>Management: Charles Spann, Executive</p>	<p>Metrics Based Project Management: A cost estimation and tracking mechanism is not in place to determine and track time and costs to complete IT projects. Such a mechanism can support improved comparative analysis, decision making about future projects, and project monitoring and control.</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 implemented a process to identify a high level estimate of project cost (product/people) for every ITS project by requiring completion of the Project Criteria Worksheet. This is the first step in</p>	9/30/13	7/31/17

#	Audit Report	Audit Issue	Status of Management Action	Original Target	Current Target
	Director, Information Technology Services		generating awareness of Sponsors, Project Owners and Project Managers of the required cost components. ITS will leverage this information to improve the estimation accuracy. By July 2017, ITS expects to pilot tracking of labor hours on a limited subset of projects and, based on the pilot, plan expansion to a wider range of projects.		
6	<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>Formalize Periodic IT Security Risk Management Activities: The Provost IT Team has not yet developed a standard set of IT security risk assessment activities, consisting of evaluating assets to prioritize their significance according to a structured business impact analysis process; performing a documented risk and vulnerability analysis on the assets to identify issues needing remediation; and executing the remediation. Risk assessments should be performed every three years or earlier, whenever material changes are made to systems.</p>	After beginning to develop their own solutions to effective IT security risk assessment activities, the Provost IT Team determined that use of the university's IT Security Office-managed centralized governance, risk management, and compliance product would be a more effective solution and began working to gather appropriate system information. The Provost IT assets and operations were merged with ITS in July 2016. As part of this transition, management is using ITSO vulnerability scanning tools on these assets. The ITSO's GRC tool is being used to perform and document security risk management activities; secure baselines are expected to be documented in April 2017.	4/30/16	9/30/17
7	<p>Report Name: Internal Control Certification and Supporting ARMICS Related Activities</p> <p>Report Date: 3/17/17</p> <p>Management: Lisa Kemp, Associate Vice President and Controller, Fiscal Services</p>	<p>Enhance Documentation of Agency-Level Controls Testing: Although our comparison of Department of Accounts minimum requirements with the documentation supporting Mason's FY16 internal control certification identified that extensive documentation was in place, including, among other things, summaries of the agency-level testing and the Risk Control Matrix assessment tool used, the team's methodology for selecting agency-level controls to test which is based on their professional judgement and evaluation of responses to control assessments, surveys and SWOTS as well as their knowledge of changes and areas of concern within the university, should be documented. In addition, documentation of process and transaction-level</p>	The ARMICS team will include a summary work paper that documents the recurring methodology for selecting agency-level controls to test, and reflects the particular controls selected for testing in the current year. The ARMICS team will also document instances where a particular process and transaction-level control test also qualifies as an agency-level control test.	9/30/17	9/30/17

#	Audit Report	Audit Issue	Status of Management Action	Original Target	Current Target
		tests that also serve as agency-level control tests should be cross referenced.			
8	<p>Report Name: Federally Sponsored Program Reconciliations</p> <p>Report Date: 5/24/16</p> <p>Management: Lisa Kemp, Associate Vice President and Controller, Fiscal Services</p>	<p>Evaluate Process and Staffing Inconsistencies Related to Sponsored Fund Reconciliations: Principal Investigators (PIs) are required to certify that sponsored program fund expenditures are made for the intended purpose of the grant in accordance with sponsor requirements and university policies and procedures. PIs are also required to ensure that fund reconciliations are completed at least every two months and are supported by appropriate documentation. Generally, Colleges apply various staffing models to allocate varying levels and methods of administrative resources in support of PIs' accomplishment of these responsibilities. We observed that reconcilers possess varying levels of job responsibilities, workloads, backgrounds, skills, experience, and training. Reconcilers based in Colleges report, ultimately, to Deans and Directors. No reconciler has a reporting relationship to Fiscal Services or the Office of Sponsored Programs, although monthly reconciliation training activities and on-demand technical support are provided. We also observed inconsistencies in reconciliation timeliness and quality; these results are consistent with our 2013 internal audit and external reviews in 2014 and 2015. In addition, all fund reconciliation activities for 130 of 179 (73%) Volgenau School of Engineering grants, valued at \$32 million, are performed by 59 PIs (faculty members).</p> <p>Management should evaluate the design and operating effectiveness of the university's structure and processes to ensure fund reconciliations are completed timely, supported with appropriate documentation, and that reconciling items (including transactions which</p>	<p>University policy requires Deans to oversee processes for reconciliation of funds and organizations, including sponsored funds.</p> <p>During the fall 2016 semester, the Office of Sponsored Programs (OSP) led an effort to assess research administration resources available to faculty researchers. The effort identified 113 individuals (~50 FTE) outside of OSP supporting faculty in some aspect of research administration, including reconciliations. The assessment observed that research administration staffing levels were inconsistent across academic units; many research administrators spent a small percentage of their time on research administration duties; salaries are low with approximately 75% making less than \$55,000 annually; job descriptions were often outdated and did not include responsibilities such as reconciliations; and turnover has increased. These observations were reviewed with the Deans, who then agreed to review job descriptions and employee work profiles for individuals identified as supporting faculty with research administration, and ensuring these individuals receive training and support to ensure their success. To further support these individuals, OSP worked with a cross-campus advisory committee to develop a 12-session research administration certificate training program to enhance the competency of research administrators; the program was initiated in December 2016 with 65 attendees.</p> <p>Although management believes, at this time and given the decentralized nature of reconciliation processes, the existing accountability structure, where Deans are responsible for ensuring sponsored funds within their units are reconciled</p>	1/15/17	10/31/17

#	Audit Report	Audit Issue	Status of Management Action	Original Target	Current Target
		have not yet been recorded) are promptly researched and resolved. In making this evaluation, management should consider, among other things, organization and accountability structures; staffing models and resources; job roles, responsibilities, and workloads; skills, experience, and training; monitoring and reporting university-wide reconciliation quality and exposure related to reconciling items; and the potential for automation improvements. The appropriateness of performance of fund reconciliations by PIs should also be evaluated.	and exposures are surfaced, is generally appropriate for identifying and resolving any substantial financial risk to the university, management continues to consider additional, potential actions to further strengthen financial oversight and monitoring while balancing resourcing with other priority needs. In May 2017, Internal Audit expects to initiate a program of regular auditing procedures to provide further assurance regarding sponsored fund reconciliations; a summary of the results of these procedures will be provided by October 2017.		
9	<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 begun to implement a plan to work with owners of the IT assets, within and outside of ITS, to transfer ownership of the security requirements and, where necessary, adjust the firewall rule sets. The initial pilot with ESM Systems Engineering has commenced.</p>	1/31/14	1/31/18
10	<p>Report Name: Office of the Provost: Decentralized IT Management and Security</p> <p>Report Date: 10/23/15</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 image and store VMWare contents on separate media. However,</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 was completed, the applications and data are being integrated into ITS backup and recovery facilities and plans.</p>	7/31/16	3/31/18

#	Audit Report	Audit Issue	Status of Management Action	Original Target	Current Target
	Management: Thomas Shifflett, Director, Information Technology Services Enterprise Applications	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.			

Academic Programs, Diversity and University Community Committee – May 11, 2017

George Mason University Board of Visitors

I. Call to Order

II. Approval of Minutes

- A. Approval of Committee Minutes from March 2, 2017 Action Item
1. APDUC Minutes 2017-Mar-02.docx
 2. 2017-MAR-02 Minutes Addendum.pptx

III. New Business

- A. A university for the world: Update on Mason's goal to create a diverse and inclusive academic community J. Williams/R. Pascarell
- B. Comments from outgoing undergraduate and graduate BOV student reps N. Pittman/C. Suero
- C. Mason Korea Update F. Neville/S. Lee
- D. Faculty Handbook Updates Action Item K. Renshaw
1. Summary of Faculty Handbook Changes
 2. Detail of Faculty Handbook Changes
- E. Resolution to Appoint Board of Trustee Member for Online Virginia Network Authority Action Item Michelle Marks
1. Resolution and Narrative
- F. Faculty Actions Action Item
1. Promotion and/or Tenure
 - a. PROMOTION AND (OR) TENURE.pdf
 2. Conferral of Emeritus/Emerita Status
 - a. CONFERRAL OF EMERITI STATUS.pdf
 3. Elections of New Tenured Hires
 - a. ELECTIONS OF NEW TENURED HIRES.pdf
 4. Special Rank Change [University Professor]
 - a. SPECIAL RANK CHANGE.pdf
- G. Faculty Announcements
1. Appointment of Faculty
 - a. APPOINTMENT OF FACULTY.pdf
 2. Appointment of Administrative & Professional

Faculty

- a. APPOINTMENT OF ADMINISTRATIVE AND PROFESSIONAL FACULTY.pdf

3. Appointment/Reappointment of Deans, Department Chairs and School Directors

- a. APPOINTMENT OR REAPPOINTMENT OF DEANS, DEPARTMENT CHAIRS, AND SCHOOL DIRECTORS.pdf

4. Renewals and Reappointments

- a. RENEWALS AND REAPPOINTMENTS.pdf

5. Separations

- a. SEPARATIONS.pdf

6. Other Announcements

- a. OTHER ANNOUNCEMENTS.pdf

7. Summary for Meeting

- a. Summary Sheet May 2017.pdf

8. Summary for Academic Year

- a. Annual Summary Sheet May 2017.pdf

IV. Adjournment

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

MINUTES

Thursday, March 2, 2017

10:05-11:05 AM

Merten Hall, Fairfax Campus

PRESENT: Rector Tom Davis; Chair Karen Alcalde; Vice Chair John Jacquemin; Visitors Shawn Purvis, Bob Witeck and Lisa Zuccari; Faculty Senate Chair: Keith Renshaw; Student Representatives Nathan Pittman and Christian Suero; Faculty Representatives: Jill Nelson and Peter Pober; Staff Representatives: Provost S. David Wu and Rose Pascarell.

ABSENT: Visitors: Mahfuz Ahmed; Claire Dwoskin, Wendy Marquez and Dave Petersen; Staff Representative: Julian Williams.

I. The meeting was called to order by Chairperson Karen Alcalde at 10:07 AM.

II. Approval of Minutes (Action Item)

It was **MOVED** by Rector Davis and **SECONDED** by Visitor Purvis that the minutes from the December 8, 2016 meeting be approved. **MOTION CARRIED UNANIMOUSLY.**

III. Old Business

No items were raised for Committee discussion.

IV. New Business

A. Mason-NOVA Fastlanes Initiative Update

Michelle Marks, Vice President for Academic Innovation and New Ventures, updated the committee on a key initiative supporting the vision of the university's 10-year plan through a partnership with Northern Virginia Community College (NOVA). Currently NOVA captures 22.4% of area high school graduates; currently transfers to Mason from NOVA are greater than all VA public institutions' annual transfers. However, 80% of NOVA students begin with the goal to earn a 4-year degree; only 20% achieve a bachelor's degree after 6 years (which is greater than the national avg. 14%) due to various obstacles (i.e. non-transferrable courses, lack of flexibility, double hurdles in admission, domicile and financial aid, etc.).

NOVA and Mason will strengthen their collaboration to offer a singular student support system with guided pathways for high-demand disciplines, reduced tuition, dedicated advising, one system for enrollment and financial aid, access to services and streamlined transferability. Next steps include signing the MOU in April, then establishing co-institutional working groups and an advisory board, then moving toward accepting students to the program in Spring 2018, with first students enrolling for Fall 2018.

B. INTO Mason Update

Michelle Marks, Vice President for Academic Innovation and New Ventures, updated the committee on an INTO-Mason joint venture launched in 2014 as a way to grow total international enrollments at Mason and provide a "soft landing" for international students with high touch advising, heavy focus on academic feedback, and focus on assimilation to the rigor of

the US university environment. Students in the program pay “out-of-state” rates plus an additional 15% for the services and support provided by INTO Mason.

INTO Mason received approximately 2,450 applications for fall and spring semesters this year – largest numbers of students are from China and Saudi Arabia and the most popular programs are Business and Humanities & Social Sciences for undergraduates, then Arts Management, Accounting and Management for graduate students. Moving forward, INTO Mason is focusing on faster application notifications, greater facilitation of “direct entry” applications, new pathways for transfer students from foreign universities into Mason, and greater diversity in the INTO Mason student population.

C. Proposed Update to Strategic Metric for Goal 3: *Enable all graduates to pursue meaningful lives and successful careers* (Action Item)

Rose Pascarell, Vice President for University Life, proposed a change to the metric associated with this goal reports the percentage of students who are not only seeking employment, but seeking active military service, graduate school and volunteer work, ultimately giving a fuller picture for graduates.

Chairperson Alcalde called for a **MOTION** to approve the action; Rector Davis **MOVED** and Visitor Witeck **SECONDED**. The **MOTION CARRIED UNANIMOUSLY**.

D. Program Name Changes (Action Item)

Chairperson Alcalde called for a **MOTION** to approve the action; Visitor Zuccari **MOVED**; and Rector Davis **SECONDED** the following program name changes:

1. RENAME MS in Computer Forensics to the MS in Digital Forensics and Cyber Analysis; and
2. RENAME MS in Health and Medical Policy to the MS in Health Policy

The **MOTION CARRIED UNANIMOUSLY**.

E. Faculty Actions (Action Item)

Chairperson Alcalde called for a **MOTION** to approve the action; Visitor Witeck **MOVED**; and Visitor Purvis **SECONDED** the following faculty actions:

1. Conferral of Emerita/Emeritus Status for five faculty members.

The **MOTION CARRIED UNANIMOUSLY**.

F. Faculty Announcements

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

V. Adjournment

Chairperson Alcalde called for a **MOTION** to adjourn the meeting; Visitor Witeck **MOVED**; and Visitor Zuccari **SECONDED**. The meeting adjourned at 10:39 AM.

Respectfully submitted,



Amber J. Hannush
Secretary Pro Tem



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

Thursday, March 2, 2017

10:05-11:05 AM

AGENDA

- I. Call to Order
- II. Approval of Minutes (Action Item)
- III. New Business
 - A. Mason-NOVA Fastlanes Initiative
 - B. INTO Mason Update
 - C. Career Services Metrics (Action Item)
 - D. Name Changes
 - E. Faculty Actions (Action Item)
 - F. Faculty Announcements
 - G. Accreditation Report
 - H. Annual Reports
- IV. Adjournment

Approval of Minutes

(Action Item)

Full Committee: December 8, 2016

Mason-NOVA Fastlanes Initiative

Michelle Marks

Vice President, Academic Innovation & New Ventures

Board of Visitors

March 2, 2017

Mason and NOVA 2.0



&

NOVA
Northern Virginia
Community College

fastlanes...to a bachelor's degree

11.6 Million U.S. Jobs Created Since 2010

8.4M

Requiring a bachelor's
degree or higher

80k

Requiring a high school
diploma or less

[Georgetown University Center on Education & the Workforce, America's Divided Recovery: College Haves and Have-Nots, 2016]

More Area High School Students Are Choosing NOVA

2004

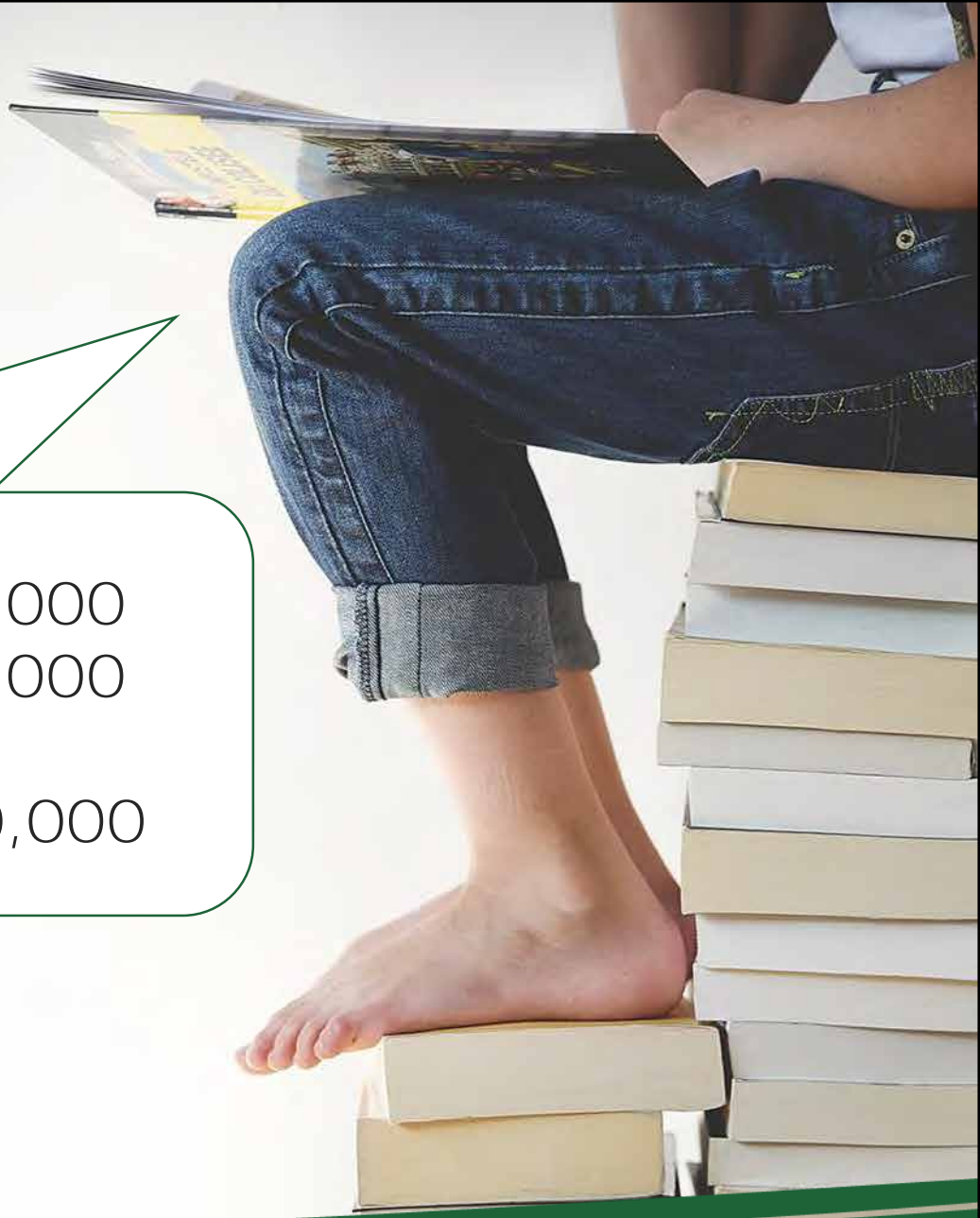
NOVA captures **12%**
of Area High School
Graduates

2013

NOVA captures **22.4%**
of Area High School
Graduates

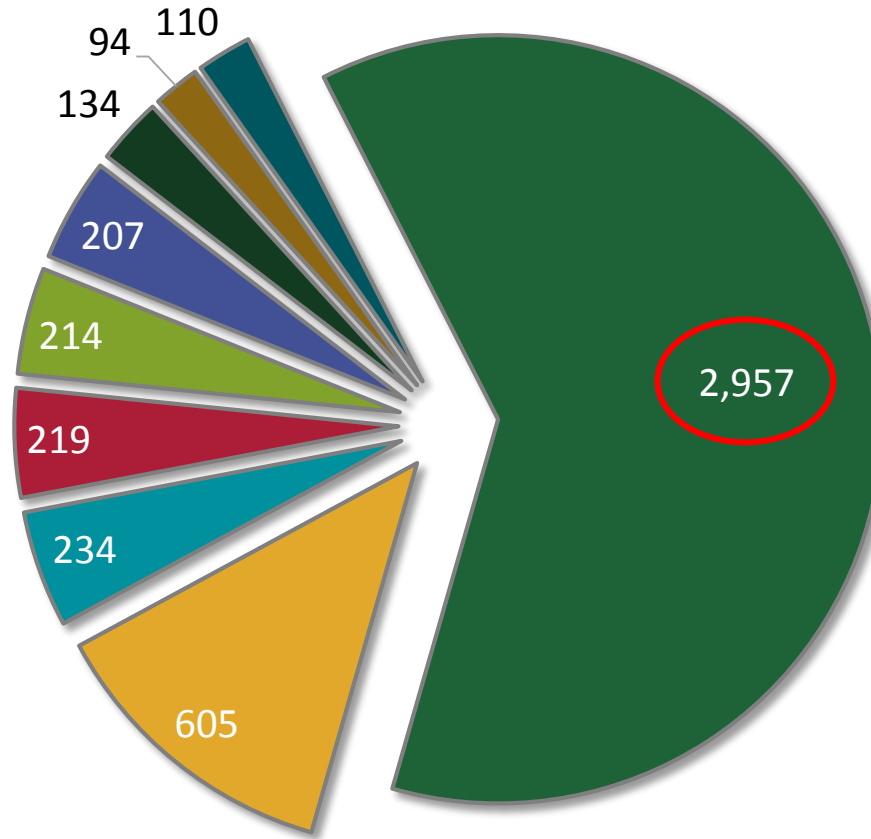
[http://www.nvcc.edu/oir/_files/92-15_Trends_and_Patterns_in_Access_and_Student_Success_at_NOVA_with_cover.pdfs]

Prospective Talent Pipeline for Metro Region



GEORGE MASON UNIVERSITY	35,000
NOVA	75,000
Total Students	110,000

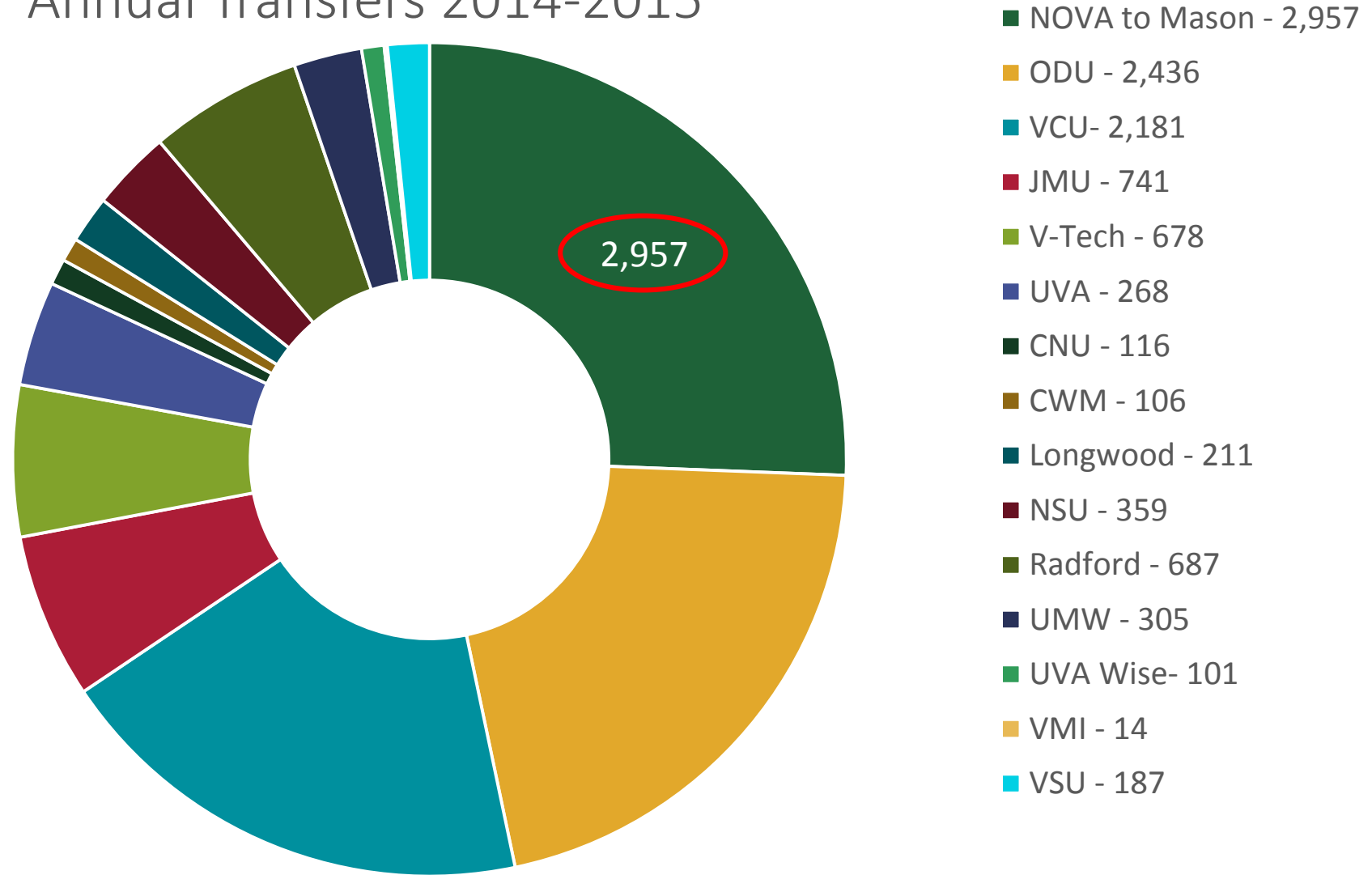
NOVA Transfers to Public Colleges/Universities in VA 2014-2015



■ Mason ■ VCU ■ V-Tech ■ ODU ■ JMU ■ UVA ■ Radford ■ UMW ■ Others

<http://research.schev.edu/feedback/transfer/TR03.asp>

NOVA to Mason Transfer is Greater than all VA Public Institutions' Annual Transfers 2014-2015



<http://research.schev.edu/TR01.asp>

So why do more?

National: **80%** Community College students begin with the goal to earn a four-year degree

14% Achieve a bachelor's degree after six years

NOVA: **80%** Students begin with goal to earn a four-year degree

20% Students achieve a bachelor's degree after six years

[The Aspen Institute, The Transfer Playbook, 2016]

Obstacles Transferring to a 4 year Institution

Average student loses 15 credits in transfer

Lack of flexibility

Limited support for special populations: vets, adult learners, first gen

Lack of advising

Non-transferable courses waste time & money

Double hurdles: admission, domicile, financial aid

fastlanes...to a bachelor's degree

2 Institutions Collaborating to Offer 1 Student Support System

- Guided pathways in high-demand disciplines
- Reduced tuition – 2 years at NOVA can save 25%
- Dedicated advising and student support from NOVA admission to Mason graduation
- One system for enrollment and financial aid support
- Co-located student services – physically and virtually
- Transcripts show credit earned towards bachelor's – from either institution
- Course transferability goes both ways
- Early access to Mason activities and services
- Stronger linkages with regional workforce

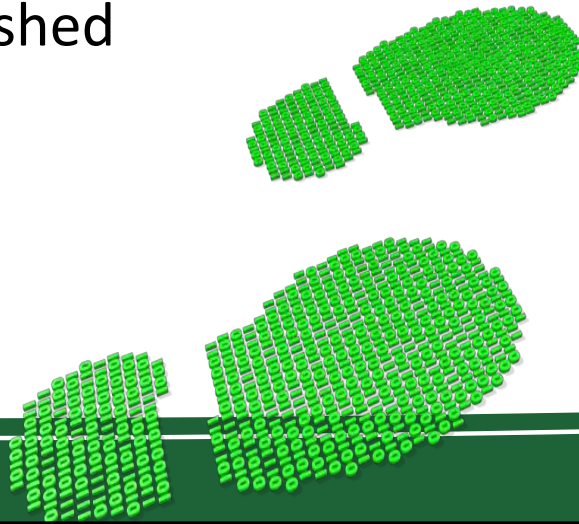
Next Steps

Spring 2017

Presidents host signing ceremony at Mason; introduce vision and charge (April)

Co-institutional working groups established

Corporate advisory board established



Fall 2017

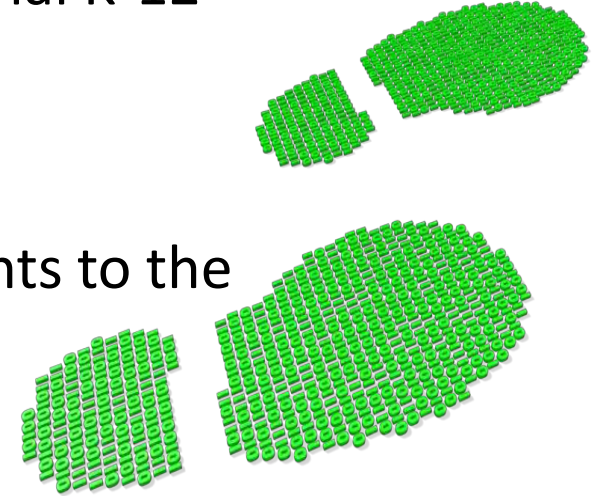
Establish links to regional K-12 education

Spring 2018

Begin accepting students to the *fastlanes* program

Fall 2018

Students enroll



INTO Mason Update

Michelle Marks

Vice President, Academic Innovation & New Ventures



INTO MASON – AN UPDATE

March 2, 2017

BOV APDUC Committee Presentation



Launched fall 2014

Current Programs:

- Academic English
- Undergraduate Pathways: 5
- Graduate Pathways: 49

INTO University Partners:

- Over 30 regional offices throughout the world
- Over 90 staff members working in 100 countries
- INTO Mason received approximately 2,450 applications for fall and spring semesters this year

POPULAR PROGRAMS BASED ON CONFIRMATION HISTORY (2014 TO PRESENT)

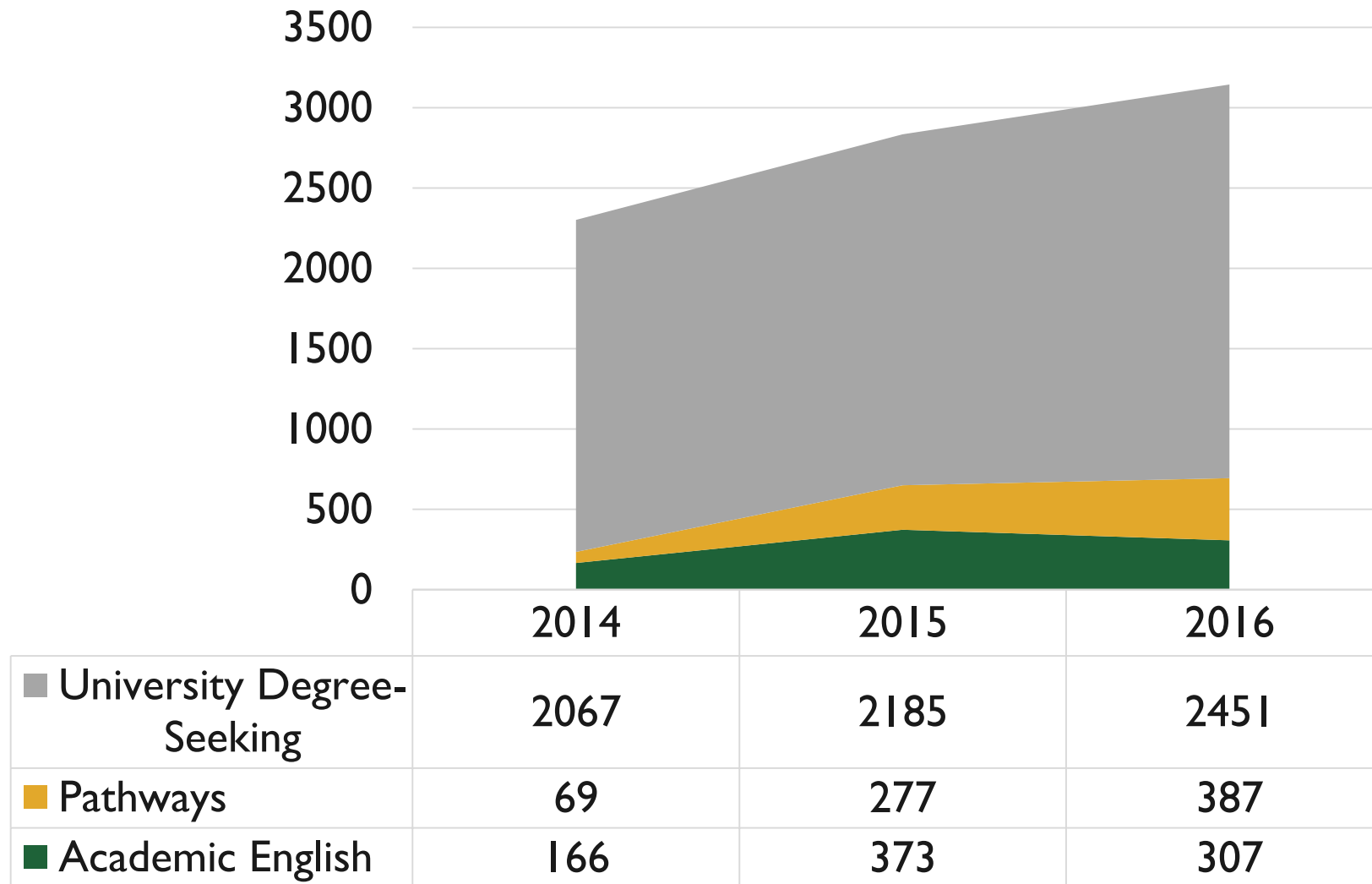
Undergraduate Programs

Undergraduate Pathway	Headcount
Business	286
Humanities and Social Sciences	108
Engineering and Computing	77
Human and Social Development	39
Science	18
GRAND TOTAL	528

Graduate Programs (Top Ten)

Graduate Pathway	Headcount
Arts Management	86
Accounting	78
Management	74
Data Analytics Engineering	50
Business Administration (MBA)	33
Computer Science	26
Telecommunications	23
Nutrition	20
Educational Psychology	17
Public Policy	17
Sports & Recreation Studies	16
Applied Information Technology	15

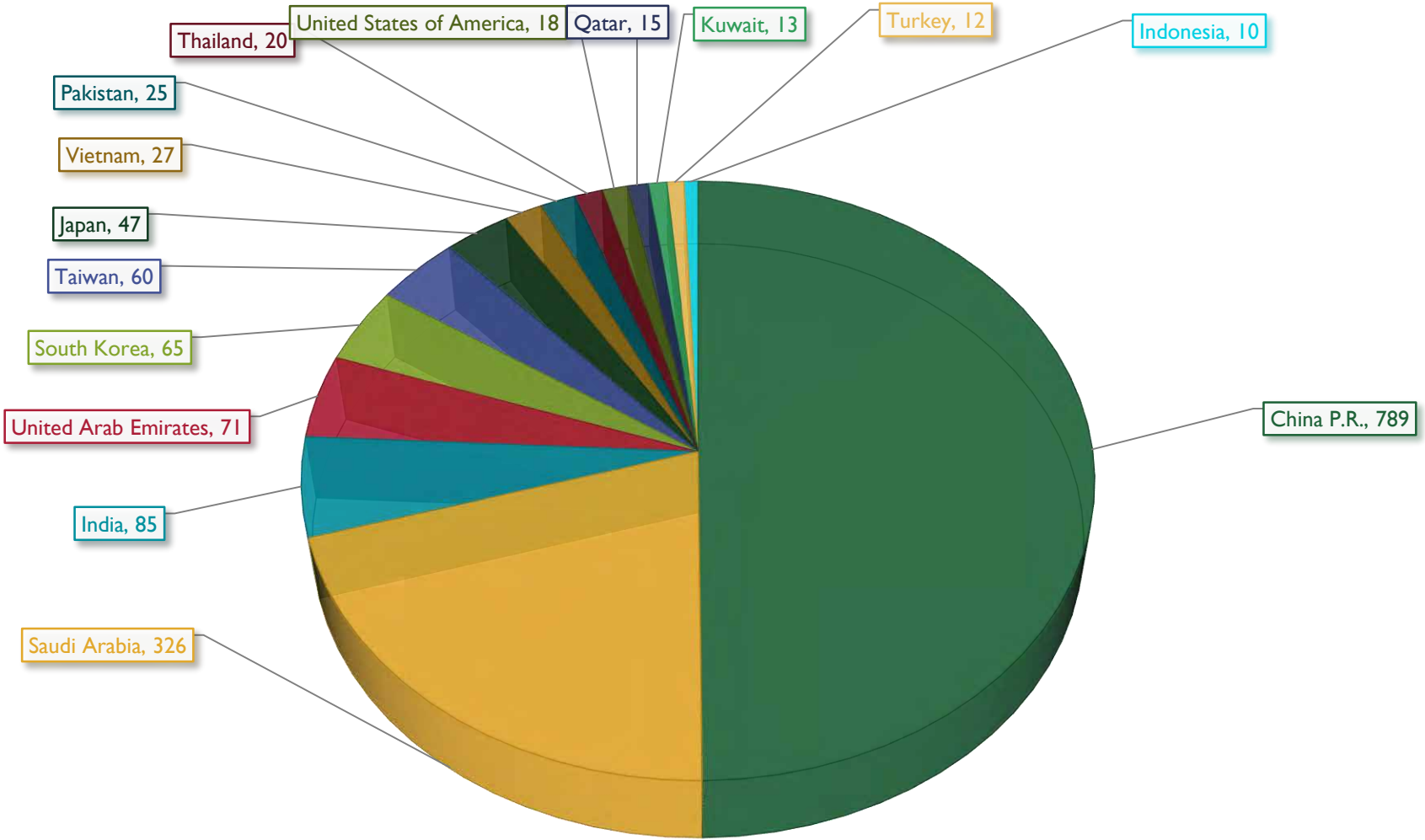
Total International Student Enrollments at George Mason University



Source: IRR Official Enrollment, Census Data for Fall

INTO MASON - TOP 15 COUNTRIES FOR CONFIRMATIONS

(Total Confirmations Since Inception of JV To 02/15/2017)



Source: INTO Mason Salesforce Database

INTO MASON provides a “soft landing”

- High touch advising
- Heavy focus on academic feedback
- Focus on assimilation to the rigor of the US university environment
- Social/co-curricular programming

The Mason Global Center is home to INTO Mason, offering housing space for 270 students

Students in the program pay “out-of-state” rates, plus an additional 15% for the services and support provided by INTO Mason

- **In-market preliminary applicant evaluations** to speed up the time students interested in INTO Mason hear about the status of their application
- Greater facilitation of '**direct entry**' applications from the extensive agent networks who work with the regional offices of INTO University Partners
- A new **pathway for transfer students**: students with earned credits at foreign universities who would like to study at Mason but need the additional support of the INTO Mason program
- **Greater diversity** in the INTO Mason student population as we use the growing scholarship pools to strategically move into desirable markets

Career Services Metric

(Action Item)

Rose Pascarell
Vice President, University Life

Strategic Plan Framework: Goals and Metrics

Goal 3 –RETURN ON INVESTMENT

Enable all Graduates to pursue meaningful lives and successful careers

Current metrics:

1. In-state student tuition will remain at or below the average of Virginia’s doctoral universities
2. Three-year student loan default rates of graduate will remain within the lowest quartile of national public four-year institutions and below the average of Virginia public four-year institutions
3. At least 70% of alumni will agree with the statement, “Mason helped me grow personally and professionally,” (or similar) five years from graduation
4. **At least 80% of graduates desiring to be employed are employed within six months of graduation**

Revised metric:

4. **At least 80% of Mason graduates will have a positive career outcome within six months after graduation**

Name Changes

(Action Item)

1. RENAME MS in Computer Forensics to the MS in Digital Forensics and Cyber Analysis;
2. RENAME MS in Health and Medical Policy to MS in Health Policy

Faculty Actions

(Action Item)

Conferral of Emeritus/Emerita Status

Faculty Announcements

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

Accreditation Report

Conferral of Emeritus/Emerita Status

Annual Reports

1. Retention of Full-time Instructional Faculty
2. Faculty Diversity
3. Undergraduate Student Retention and Graduation

Adjournment



Summary of Faculty Handbook Changes

Changes to sections of the Faculty Handbook which Faculty Senate approved at February & March 2017 meeting.

- 1.3.1 The General Faculty – *rewording of section and archaic language deleted – mechanisms remains intact.*
- 1.3.3 Colleges and Schools – *rewording and highlights the need for written, published bylaws*
- 2.3.1 Policies on Recruitment and Appointment of Faculty - *rewording*
- 2.3.2 Procedures for Recruitment and Appointment of Tenured, Tenure-Track and Term Faculty – *restructured by subdividing into subsections 2.3.2.1 & 2.3.2.2*
- 2.3.2.1 Competitive Appointments – *new subsection*
- 2.3.2.2 Non-competitive Appointments – *new subsection*
- 2.3.2.3 Awarding of Tenure at the Time of Appointment – *consolidation of 2 sections (2.3.2.3 & 2.7.3c)*
- 2.7.1 General Procedures - *rewording*
- 2.7.2 Procedures for Renewal - *rewording to clarify review groups*
- 2.7.3 Procedures for Promotion and Tenure – *new language on local bylaw governance, one vote process, candidate notification process, final contract for denied candidate & rewording*
- 2.7.3.2 Tenure Clock Extension for Serious Illness – *remove of archaic language*
- 2.8 Appeal of Negative Decisions in Renewal, Tenure and Promotion Cases – *clarification language*
- 2.8.1 Grounds for Appeal – *new language – violation of academic freedom added & clarification of when substantial new evidence applies*
- 2.8.2.1 Committee Charge – *new section*
- 2.8.2.2 Committee Composition – *appointments amended*
- 2.8.3 Appeal Procedure – *new language – where to file written appeal, new deadline date, language from ODCE policy included, & procedures of UPTRAC*
- 2.8.4 Final Consideration When Appeal Not Found to Have Merit – *rewording for clarification*
- 2.8.5 Remand Process - *rewording for clarification*
- 3.6.1 Study Leave for Tenure-Track Faculty – *clarification*

Universal changes throughout the Faculty Handbook

1. Now that the last remaining academic institute (Krasnow) is no longer, and its former departments are dispersed, all references to academic institutes and institute directors will be deleted from the Faculty Handbook. Some of the deletions are noted in this revision. The only exception is deletion of Section 1.3.4 Academic Institutes, as this would require extensive renumbering of Section 1.3. The deletion and renumbering will be done later when other revisions to Section 1.3 are undertaken.
2. Systematize “college/school” throughout. The intent of the slash is to denote schools that are on the same organizational level as colleges and are headed by a Dean (e.g. S-CAR).
3. Capitalize all instances of “Provost” and “Dean” throughout the Faculty Handbook, consistent with its usage as a title.

Sections are highlighted for each review: Color coding is as follows:

Rationale from Faculty Handbook Committee – Purple

Changes due to rewording (excluding universal changes above) – Blue

Language added to Handbook – Red

Rationale – Section 1.3.1:

This section reorganization puts the definition of General Faculty at the beginning. There has been no change to the membership of the General Faculty. The language and context clarify the voting membership of the General Faculty.

Archaic language is deleted, as is the requirement for twice-yearly meetings of the General Faculty. Note that the mechanisms for either the President or the General Faculty to call a meeting remain intact.

1.3.1 The General Faculty

The General Faculty consists of all faculty who have full-time instructional, research, or clinical appointments. The General Faculty participates in governance at the university level.

Meetings of the General Faculty are scheduled by the President of the University, who serves as presiding officer. If at least 10% of the voting membership petitions for a called meeting of the General Faculty, the President is obliged to schedule it within thirty days, or within ten days if the purpose of the call is to consider modification of the authority the General Faculty has granted the Faculty Senate; or reversal of specific decisions of the Senate; or amending the Senate charter. All members of the General Faculty have voting rights on matters that pertain to the General Faculty. All members of the University community may attend meetings of the General Faculty and participate in the debate of matters that come before it.

Without relinquishing the generality of its powers, The General Faculty delegates by Charter to the Faculty Senate the responsibility for shared academic governance at the university level. Only those faculty who have instructional appointments— tenured, tenure-track, term, or adjunct – may be elected to the Faculty Senate.

Rationale – Section 1.3.3:

These changes emphasize that academic units need to provide for the processes of shared faculty governance with direct reference to the Faculty Handbook. It is clarified that the bylaws or standing rules are written (published).

1.3.3 Colleges and Schools

The schools and colleges of the University are communities of teaching, learning, research and scholarship, and service established by the faculty and administration and approved by the Board of Visitors. They house faculties and programs representing shared educational interests, and may or may not be sub-divided into departments. Colleges may also be subdivided into schools.

As an organizational unit the college or school meets four functional criteria: (i) it has a tenured and tenure-track faculty directly and specifically appointed to it or to its departments by the Board of Visitors; (ii) its faculty establishes degree requirements; authorizes the conferral of degrees; proposes, reviews and approves courses and programs; actively participates in decisions concerning the creation, reorganization and dissolution of units within the college or school; and plays a key role in faculty personnel actions such as appointments, promotion, and granting tenure; (iii) it has an instructional budget that includes FTE funds for the payment of its faculty's salaries as well as funds for goods and services in support of its academic programs and other activities; and (iv) its chief administrative officer is a Dean who reports directly to the Provost.

The faculties of schools and colleges, together with their Deans, determine the processes and procedures of governance they will employ, **consistent with the provisions of the Faculty Handbook**. All schools and colleges, and if so sub-divided, each of their departments, must act in accordance with the best traditions of the academic profession and within the following guidelines, which prescribe that they

- a. operate in an **open and** democratic manner;
- b. **define their own voting membership**;
- c. adopt bylaws or standing rules that are **published and** made available to all members and that undergo periodic review **and that include procedures and define eligibility for faculty participation in the activities specified in this Handbook**;
- d. meet often enough to ensure good communication and the timely conduct of business;
- e. hold meetings that follow an agenda distributed in advance;
- f. record the proceedings of the meetings in minutes that are distributed to and approved by the faculty.

Rationale – Section 2.3.1:

"Peers" could be misinterpreted to mean that only term faculty are involved in hiring term faculty or some other narrow interpretation of the word. The procedures in Section 2.3.2 explicitly say "faculty" and defining "eligible" is consistent with new wording in Section 1.3.3.

2.3.1 Policies on Recruitment and Appointment of Faculty

The Board of Visitors has full authority over faculty personnel matters, including faculty appointments. To carry out this function effectively, the Board selects a President, who appoints other academic administrators. Academic administrators share responsibility with the faculty for ensuring that appropriate standards are fostered; that equity and due process are the rule; that judgments in the selection, retention, and promotion of faculty are in the best long-term interests of the University; and that equal opportunity and fair employment practices are followed.

Initial review and evaluation of qualifications are carried out by **eligible faculty** in the local academic unit to which the candidate is to be appointed. Faculty recommendations for appointment are forwarded to

the Dean of the academic unit in which the appointment is to be made. If concurring with the faculty recommendations, the Dean will forward them to the Provost.

Rationale – Section 2.3.2:

Section 2.3.2 is restructured by moving the procedures for competitive and non-competitive appointments into separate subsections. See new Sections 2.3.2.1 and 2.3.2.2. The title of Section 2.3.2 is revised since the procedures include Term faculty appointments.

2.3.2 Procedures for Recruitment and Appointment of Tenured, Tenure-Track and Term Faculty

Requests for new faculty appointments to allocated positions normally originate with the local unit administrator, acting upon the recommendation of the unit's faculty. In particular, the administrator seeks the assistance of the faculty in defining the requirements of the position to be filled and the qualifications to be sought in the appointee. Authorization from the appropriate Dean and the Provost is necessary before a search is initiated to fill a vacancy or a new position. In unusual cases a waiver of the search process may be requested by the local unit administrator or Dean.

Before extending an offer of appointment, the local unit administrator must secure the concurrence of the unit's eligible faculty **as specified in the following procedures**, the relevant Dean, the Provost, and the Office of Compliance, Diversity and Ethics.

All full-time faculty receive letters of appointment specifying terms of employment and stating that such employment is governed by the administrative policies and regulations of the University (currently in force and as amended in the future). Acceptance in writing of these letters constitutes a contract between the University and each individual faculty member. Letters of initial appointment for faculty also indicate the expiration date of terms of appointment. All written offers of appointment must include the elements specified in the appropriate offer letter template located on the Mason website.

2.3.2.1 Competitive Appointments

In accordance with its bylaws or standing rules (Section 1.3.3), the local academic unit establishes a faculty committee to advise and assist the local unit administrator in carrying out a search. After receiving appropriate training from the Office of Compliance, Diversity, and Ethics, this committee reviews applicant credentials and makes recommendations regarding potential finalists for the position. All **eligible** faculty of the local academic unit will be provided with an opportunity to review the candidates' application materials, to meet with the candidates, and to attend job seminars or formal presentations by the candidates. The search committee then formulates a recommendation that includes the **vote** of the **eligible** faculty. The local unit administrator transmits **the faculty** recommendation, together with her or his own, to the Dean or to the Provost, **as applicable**. The faculty shall be apprised in writing of the local academic unit administrator's recommendation at the time of its transmittal.

2.3.2.2 Non-competitive Appointments

Noncompetitive or direct appointments are appointments in which the search process is waived when appointing term, tenured, and tenure-track faculty. Competitive searches for tenured, tenure-track, and term faculty must be used except in very special circumstances. These circumstances are normally

limited to situations in which (a) the candidate has already established a national/international reputation, the program has a unique opportunity to appoint the targeted candidate, and the area of specialization complements those of faculty already in the program; (b) the candidate is a spouse or partner of a candidate being appointed through formal search procedures and the university is attempting to accommodate her or him; or (c) an administrator is appointed and is considered for acceptance in a specific local academic unit. While an administrator is normally appointed using a competitive process at the administrative level, this policy applies because s/he is not part of a competitive process at the LAU level. Instructional term faculty may also be appointed without a search when classes must be staffed immediately due to unexpected circumstances. Waiver of a search in this situation is only valid for one year.

Eligible faculty in the LAU review the credentials of any individual who is a candidate for a noncompetitive appointment using the same procedures as those used to review candidates for competitive appointments. The appointment process moves forward only when a majority of the LAU faculty who are eligible to vote accept the candidate.

In the unusual case of an existing term faculty member seeking a noncompetitive appointment to a tenure-track position, the appointment process moves forward only when no fewer than two-thirds (2/3) of the LAU faculty who are eligible to vote accept the candidate.

Rationale – Section 2.3.2.3:

This section was originally written for competitive appointments, but it is also relevant to non-competitive appointments. Similar language for non-competitive appointments currently appears in Section 2.7.3 c, which will be deleted. The sections are consolidated here as a new subsection.

2.3.2.3 Awarding of Tenure at the Time of Appointment

If a candidate is to be appointed without term, the appointment procedure is conducted as specified for competitive (Section 2.3.2.1) or non-competitive (Section 2.3.2.2) appointments. Following an affirmative decision to appoint, the eligible faculty consider whether to recommend tenure in a first-level review in conformance with Section 2.7.3 Procedures for Promotion and Tenure.

The recommendation is then sent to the second-level college/school promotion and tenure committee. Independent external letters from recognized experts in the candidate's field must be obtained in a manner consistent with other tenure reviews, and candidates are held to the same standards as other candidates in that LAU. Since such appointments may be made outside the normal annual promotion and tenure cycle, college/school promotion and tenure committees must establish and follow procedures for promptly reviewing candidates out of cycle.

2.7.1 General Procedures

Renewal, promotion, and tenure recommendations are based upon an evaluation of performance over the faculty member's total period of service at George Mason University. Scholarly achievements prior to joining the George Mason University faculty weigh less heavily in these evaluations, but are also considered. These evaluations differ from the annual review in their emphasis on lasting contributions, consistency of performance, and versatility.

“Renew” or “renewal” in this Handbook means offering a tenure-track faculty member a [contract for an additional term on the tenure track](#), which may include the same or different duties and responsibilities.

Rationale – Section 2.7.2

The definition of “renewal” is moved from Section 2.7.2 Procedures for Renewal. It is slightly reworded to remove multiple use of words “terms” and “additional”. The communication of “recommendations” and “justifications” is detailed in the subsections below and so is deleted here.

The text is revised to ensure that the same group of faculty (tenured members of the department/unit/division) who eventually will evaluate the candidate for P&T also evaluate the candidate for renewal.

Renewal consideration by either 1st or 2nd level P&T committees is consistent with different colleges' procedures.

2.7.2 Procedures for Renewal

Faculty [appointed to a](#) tenure-track position receive an initial three-year [term](#). (See Section 2.1.2)

Tenure-track faculty will be evaluated for renewal [during the third year of their initial appointment](#) using the following procedure:

1. Tenure-track faculty [are](#) evaluated [by either the first-level or second-level promotion and tenure committee \(see Section 2.7.3\) according to the procedures in Sections 2.4 and 2.5.](#)

The Dean will submit a recommendation for renewal or non-renewal to the Provost by March 15th. Based on this evaluation, the Provost will act on the recommendation for renewal or non-renewal by April 15th. Faculty members will be advised of their renewals or non-renewals by May 1st of the third year of their initial appointments. Faculty members receive their renewal contracts no later than May 24th of the evaluation year.

2. If the decision is for renewal, then the faculty member’s contract normally will be renewed for three years, and the next full evaluation will be for tenure consideration. Under exceptional circumstances, a faculty member may be renewed for only one year, in which case another evaluation will be conducted the following year. Renewal of a contract resulting from the evaluation in the fourth year of service will be for two years, and the next full evaluation will be for tenure consideration.

3. In the event of non-renewal, the faculty member will [be offered](#) a terminal, one-year term appointment following the decision for non-renewal contingent on the faculty member having submitted an appropriate and timely [dossier](#) for the purpose of seeking tenure-track contract renewal. If a faculty member chooses not to be evaluated, his or her contract will end on the last day of the term of her or his current contract.

4. If a faculty member is not renewed, the appeal procedure outlined in the Faculty Handbook Section 2.8 may be used.

Rationale – Section 2.7.3:

New language is included here to ensure there are local bylaws or rules that govern consideration for P&T.

A few words of text in the first paragraph were re-written for clarity. An additional statement was added to conform to at least one college's existing and acceptable practice.

A sentence is added to emphasize that a faculty member can vote only once in a tenure/promotion case.

2.7.3 Procedures for Promotion and Tenure

Candidacy for tenure or promotion is normally initiated by the local unit administrator, with the faculty member's concurrence. Self-nomination is also permitted. Dossiers are to be prepared in accordance with the format provided by the **Provost and the Dean**. Except for external references, the candidate is responsible for the content of the dossier. The local unit administrator is responsible for ensuring that items the University is required to provide for the candidate's dossier are completed in a timely manner.

If a faculty member is (or is to be) appointed to primary affiliation in more than one local academic unit, a recommendation for promotion and/or tenure may be initiated by any of the units. A separate evaluation leading to a recommendation and decision will be made **by each unit**. An action by one local academic unit does not obligate **another** local academic unit to act **similarly**. It is required, however, that in each evaluation process the **promotion and tenure** committee must solicit and consider evaluations from the other units. All evaluations become part of the candidate's dossier.

In all cases of promotion and/or tenure, there are two levels of faculty review. At both levels, evaluations are carried out by tenured faculty in accordance with Sections 2.4 and 2.5. In addition to considering the dossier prepared by the candidate, faculty committees on promotion and tenure examine all relevant evidence and testimony offered to them by members of the academic community and others with direct knowledge of the candidate's professional qualifications and achievements.

The first-level review is undertaken by faculty in the candidate's local academic unit, which must have bylaws or standing rules that govern renewal, promotion, and tenure procedures (Section 1.3.3).

In departmentalized schools or colleges (see Section 1.3.5), the first level of review is departmental.

In non-departmentalized schools or colleges, which are subdivided into programs **or other divisions**, the first level of review is carried out by faculty **appointed to program(s) or division(s)** to which the candidate belongs. **Tenured faculty from other substantively related areas may also serve on a candidate's first-level review committee if there is an insufficient number of qualified tenured faculty in the candidate's affiliated program(s)/division(s). Program or division faculties cannot exist solely to make personnel evaluations.**

In non-departmentalized schools or colleges, which are not further subdivided, the first level review is carried out by eligible faculty in the candidate's school or college.

In all cases, the second level of review is carried out by a peer- elected committee of the school or college **in accordance with its bylaws (Section 1.3.3)**. The second level review committee can include

members from outside the school or college who are elected in the same manner as other members of the second-level review committee. **In no case may a faculty member vote more than once on any candidate.**

The School of Law is exempt from the provisions specified in the above paragraphs, but it is not exempt from the requirement for two-level peer review.

Rationale – Section 2.7.3 continued:

The Chair does not vote with the faculty because the department chair issues a separate “vote”.

There have been cases where the candidate has not been informed of the decision of the 1st level review until the Provost's decision is made known. The candidate may wish to withdraw from 2nd-level consideration and so needs to be informed. In any case, a candidate should be informed of the results of colleagues' evaluation.

The procedure for considering promotion and tenure cases is as follows:

1a. Departmental review is initiated by the local **first-level** promotion and tenure committee, which may be a committee of the whole. The committee communicates the results of its review to the tenured members of the department who then vote. **Only full professors vote in cases involving promotion to the rank of professor.** **The department chair does not vote with the tenured faculty.**

The committee transmits the departmental recommendation, including the division of the vote, to the department chair. The department chair transmits to the second-level review committee: (1) the candidate's dossier and related materials; (2) the recommendation of the departmental committee with appropriate justifications; and (3) his/her own recommendation and justification. Notification of the recommendation of the local academic unit and copies of the accompanying justifications are sent to the candidate and to the faculty who participated in the deliberations **before the dossier is sent to the second-level committee.**

The candidate is evaluated in like manner by the second-level review committee, which forwards its recommendation along with all preceding reports and recommendations to the Dean. Notification of the recommendation of the second-level review committee is sent to the faculty who participated in the deliberations at the first level of review. Copies of the statement of justification are sent to the candidate and the department chair.

If the second-level review committee's recommendation differs from that of the first-level review committee, the second-level review committee's recommendation and accompanying justification are sent to the first-level review committee.

If the Provost's recommendation is different from that received from the second-level review committee, the reasons for that difference should be specified in writing and sent to the candidate and to the faculty bodies participating in the decision-making process.

4. If the Provost recommends tenure or promotion be granted, the candidate's dossier, with all previously generated recommendations, is forwarded to the President. If the Provost recommends tenure or promotion not be granted, the recommendation is not forwarded to the President.

5. The President makes a recommendation as to whether tenure or promotion should be granted. If the President recommends tenure or promotion be granted, such recommendation is forwarded to the Board of Visitors. If the President recommends tenure or promotion not be granted, the recommendation is not forwarded to the Board of Visitors.

6. Tenure, and promotion to the rank of associate professor or professor, can only be conferred by the Board of Visitors. If the Board of Visitors decides to grant promotion or tenure, the candidate will be notified in writing by the Secretary of the Board of Visitors.

7. If either the Provost or the President recommends that tenure or promotion not be granted, the candidate will be notified of the decision on or before May 1. Upon receiving notice of the Provost's or President's decision, the candidate may:

a. accept the decision; or

b. appeal the decision according to the procedure described in Section 2.8.

Rationale – Section 2.7.3 continued:

Previously, a tenure-track faculty member who was denied tenure was given a 7th year contract that was essentially unchanged from the previous year. Recently, the standard 1-year Term faculty contract that is given to non-renewed faculty in the Renewal section has also been given to faculty denied tenure.

Now, a Term faculty teaching load is nearly double that of a tenure-track faculty. In that a tenure-track faculty has been through a grueling 6-year process, and has then not been renewed, it seems right that they be allowed the final year to concentrate on completing on-going projects and finding a new job without a larger work burden.

In the event tenure is not granted in a faculty member's final year on the tenure-track, the faculty member will be offered a one-year terminal appointment for the next year with workload expectations essentially unchanged from the previous renewal contract.

8. Tenure and promotion are never granted by default.

Rationale – Section 2.7.3.2:

The term “probationary” is archaic and not used elsewhere in the Faculty Handbook. This and similar sections would now make consistent reference to “tenure clock extension” (2.7.3.1, 2.7.3.3, and 2.7.3.4)

2.7.3.2 Tenure Clock Extension for Serious Illness

Extension of the tenure clock for a tenure-track faculty member will be approved for circumstances that have a significant impact on the faculty member’s productivity, such as serious personal illness or a major illness of a member of the faculty member’s immediate family, under the following conditions and definitions. Serious personal illness or illness within the immediate family will be defined according to the Department of Labor’s criteria for family and medical leave, already used by the university. Certification of illness by a physician is required and will be handled by Human Resources. Once certification of the illness has been approved by Human Resources, the faculty member can extend the tenure clock by notifying, in writing, the chair of the department or the Dean of the college or school in

which the faculty member serves. The request must be made within three months of certification of sick or family leave by Human Resources.

Tenure clock extensions will be granted in one-year increments, with the maximum extension being a cumulative total of two years. An extension beyond one year will require discussion with the appropriate department chair and Dean. At the time of tenure consideration, a faculty member will be considered using the same criteria as those applied to other faculty in the college or school. Extensions due to serious illness are independent of study leaves.

2.8 Appeal of Negative Decisions in Renewal, Tenure and Promotion Cases

The decision of the President or of the Provost not to recommend renewal, tenure or promotion may be appealed to the **University Promotion, Tenure and Renewal Appeal Committee (UPTRAC)** as provided in this section. The intent of the appeal procedure is to provide a fair and competent review of the **decision**. The decision whether to appoint or reappoint a Term Faculty member may not be appealed.

Rationale – Section 2.8.1:

The grounds of Substantial New Evidence is now available to all appellants. The new ground for appeal #5 is taken from sections Academic Freedom and Civil Liberties 2.11.1 and Policies Concerning Grievances 2.11.2.1 that appear at the end of this document. The former section specifically states that personnel decisions are not to be affected by considerations of academic freedom. Grievance policy specifically excludes a grievance based on alleged violation of academic freedom related to reappointment, promotion or tenure and refers that alleged violation back to this Section 2.8, and so that statement should be cross-referenced in this section.

2.8.1 Grounds for Appeal

An appeal must be based on one or more of the following reasons:

1. Substantial New Evidence;
2. material procedural irregularity;
3. violation of federal or state law or university policy **related to nondiscrimination**;
4. inadequate or faulty consideration of evidence; or
5. **violation of academic freedom as defined in Sections 2.11.1 and 2.11.2.1.**

“Substantial New Evidence” means evidence that was not available **at the time of the first-level review** and that falls only within one or more of the following categories:

- a. Scholarly work accepted for publication, or creative work exhibited, performed, or published, or other evidence of scholarly distinction.
- b. Grants awarded.
- c. Reviews of the candidate's scholarly or creative work that have been published.
- d. Substantial evidence of significantly improved teaching.

e. Substantial evidence of significantly increased and influential professional service.

Rationale – Section 2.8.2:

Even if the first-level review committee made a positive decision, the case that was considered by the second-level committee and administration would have been possibly stronger if the new evidence had been available.

There needs to be a clear charge to the committee that stands apart from the remainder of the section. Suggested charge to be inserted here and sections to be renumbered.

2.8.2 University Promotion, Tenure and Renewal Appeal Committee

2.8.2.1 Committee Charge

Upon written appeal, the UPTRAC reviews the decision of the Provost or President not to recommend tenure, promotion, or renewal. The committee must publish and follow standard procedures for its conduct that are consistent with provisions in this section. The committee members (including the member chosen by the appellant) do not act as advocates for either the appellant or the university. The committee does not review the merits of the tenure, promotion, or renewal case itself.

Rationale – Section 2.8.2.2:

The election/appointment of members is amended.

2.8.2.2 Committee Composition

The UPTRAC shall be composed of three tenured faculty members and two alternate tenured faculty members, elected by the Faculty Senate to staggered terms; and two tenured administrators and one alternate tenured administrator, selected by the Provost to staggered terms. Committee terms are for two years. No two committee members may be from the same local academic unit or administrative unit. A member can serve a maximum of two consecutive 2-year terms, although subsequent non-consecutive service is permitted. Elected alternate members' terms formally begin during the first year that they participate in an appeal. For the purpose of service on the UPTRAC, a local academic unit administrator is considered an administrator.

The appellant will choose a tenured administrator to serve as the sixth member of the committee for the duration of the appellant's appeal. The administrator must be someone who does not have a conflict of interest, who did not participate at an earlier stage of the **appellant's promotion, tenure, or renewal** process, and who does not come from the same administrative unit as one of the Provost's appointees.

If any member of the UPTRAC has a conflict of interest, participated at an earlier stage of the **appellant's promotion, tenure, or renewal** process, or is otherwise unable to serve, such member shall not participate in the appeal, and an alternate will serve instead. In the event **there are not sufficient faculty alternates to serve**, the Faculty Senate shall elect additional alternate members **to serve** for the appeal. **If the need for faculty alternates arises after the last Faculty Senate meeting of the academic year, the Faculty Senate Executive Committee will select the alternate(s).** In the event **there are not sufficient administrators to serve**, the Provost shall select alternate members **to serve** for the appeal.

2.8.3 Appeal Procedure

To initiate an appeal, the appellant must file a written petition for appeal with the **Chair of the Faculty Senate and the Provost's office** no later than **May 14** of the year in which tenure, promotion, or renewal was not recommended. The reasons for the appeal must be clearly stated, and the appeal must be limited to the grounds permitted in Section 2.8.1. All documentation and evidence in support of the appeal must accompany the petition. The burden of proof in the appeal rests with the appellant.

If the appellant alleges violation of federal or state law or University policy **related to nondiscrimination**, the appeal process shall be held in abeyance until the Office of Compliance, Diversity and Ethics **has completed a formal investigation of the allegation and has issued a final written determination**.

Rationale for above paragraph – Section 2.8.3:

The language of the ODCE policy is used here. ODCE is charged with "...enforcing applicable federal and state laws and university policies related to nondiscrimination..." A "formal investigation" is specified because OCDE also has an informal discuss-and-resolve option. If the appellant is appealing on the grounds of violation, then the appellant must also report the alleged violation to OCDE. The UPTRAC cannot determine on its own whether or not federal or state law, or university policy has been violated. The "written determination" is issued to those parties (including the appellant) specified in the OCDE policy. This section applies only to DCE violations.

<https://diversity.gmu.edu/sites/diversity/files/Revised%20EEO%20Grievance%20Procedure%20November%202016.pdf>

In accordance with its published procedures, the UPTRAC will consider all grounds of the appeal **and the accompanying documentation and evidence**. The UPTRAC may require submission of additional **documentation and evidence**.

Rationale – Section 2.8.3 continued:

The case file description now includes elements originally in this section and those found only in section 2.8.5 so that there is only one "case file". It is clarified that the voting "result" is numerical.

At the conclusion of its deliberations, the UPTRAC will simultaneously forward to the Provost, **the appellant's local academic unit**, and the appellant **a complete case file consisting of: the appeal petition with accompanying documentation and evidence; any additional documentation and evidence requested by the committee; a written report that includes its decision of whether the case has sufficient merit and the basis for its decision; the numerical result of the vote of the UPTRAC members; and any recommendation to the Provost, if applicable.**

If the UPTRAC does not determine by majority vote that the appeal has sufficient merit, the case **proceeds to final** consideration as provided in Section 2.8.4. If the UPTRAC determines by majority vote that the appeal has sufficient merit, the case is remanded as provided in Section 2.8.5.

Rationale – Sections 2.8.4 & 2.8.5:

The wording in Sections 2.8.4 and 2.8.5 are now parallel. The President makes the final decisions regarding renewal; recommendations for renewal are not sent to the BOV for final action. The President makes the final decision regarding denial of promotion/tenure. The President forwards recommendations for granting promotion/tenure to the BOV. The BOV had earlier requested that it not be involved in RPT appeals.

2.8.4 Final Consideration When Appeal Not Found to Have Merit

If the UPTRAC does not determine by majority vote that the appeal has sufficient merit, the Provost considers the case. **The Provost forwards the case file to the President and makes a recommendation** as to whether renewal, tenure or promotion should be granted.

If the President **believes that** tenure or promotion **should** be granted, **the recommendation** is forwarded to the Board of Visitors for final action. **If the President decides that renewal should be granted, the decision is final.** If the President **decides renewal**, tenure or promotion **should not** be granted, the decision is final and **there is no further appeal.**

2.8.5 Remand Process

If the UPTRAC determines **by majority vote** that the **appeal** has sufficient merit, then the UPTRAC **remands the case** to the lowest level at which **the grounds for appeal was based or to the first-level review committee if the grounds for appeal is based on Substantial New Evidence (Section 2.8.1).** At that level and each subsequent level specified in Section 2.7.3 (or in the case of renewal, Section 2.7.2), the case shall be evaluated by the designated bodies as they are constituted at the time of the remand, and by the individuals holding the relevant administrative positions at the time of the remand. At each level, a recommendation should normally be completed within fourteen calendar days and forwarded to the next level. **The case file submitted by the UPTRAC must be explicitly addressed in the recommendation at each level. No case may be remanded more than once.**

If the President **believes that** promotion or tenure **should be granted**, the recommendation is submitted to the Board of Visitors for final action. **If the President decides that renewal should be granted, the decision is final.** If the President decides renewal, promotion or tenure **should not be granted**, the decision is final and there is no further appeal.

At each level of review in the remand process, if a recommendation **or decision** is negative, a clear, written justification is sent concurrently to the appellant, **to the local academic unit**, and to the next level of review.

Rationale – Section 3.6.1:

The original language, which did not include the Eligibility paragraph, was incorporated into the 2009 Faculty Handbook from the Provost's website. A few slight changes were made for the Handbook text (e.g. the notice of retroactivity for Asst. Profs. to 1999, by then obsolete). The Eligibility paragraph was written in 2009 to emphasize the original wording on the Provost's site: "first tenure-track position", the five-year limit, and availability only to tenure-track faculty. After approval of the F.H. in 2009, the Provost's website was not updated and the Provost's office apparently does not limit the leave to first-time tenure-track appointees.

3.6.1 Study Leave for Tenure-Track Faculty

All **tenure-track** assistant and associate professors will be granted a one-semester study leave at some point during the first five years of their tenure-track **appointment**. The leave is at full pay and benefits. This leave is designed to assist a tenure-track faculty member in advancing his or her research, scholarly, or creative activities. The timing of this leave will be subject to approval by both the respective local academic unit head and the appropriate Dean/Director. The Office of the Provost will provide one-course matrix replacement funding per granted leave request. This leave policy is not intended to conflict with an existing local academic unit practice; rather than reducing a local academic unit's flexibility, its intent is to enhance and supplement existing practices. During the semester either prior to or succeeding the faculty member's leave, the local academic unit may need to ask the recipient to teach one additional course in order to accommodate this leave. Full details and application procedures are available from the Provost Office's web site (<http://provost.gmu.edu/>).

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Universal changes throughout the Faculty Handbook

1. Now that the last remaining academic institute (Krasnow) is no longer, and its former departments are dispersed, all references to academic institutes and institute directors will be deleted from the Faculty Handbook. Some of the deletions are noted in this revision. The only exception is deletion of Section 1.3.4 Academic Institutes, as this would require extensive renumbering of Section 1.3. The deletion and renumbering will be done later when other revisions to Section 1.3 are undertaken.

2. Systematize “college/school” throughout. The intent of the slash is to denote schools that are on the same organizational level as colleges and are headed by a Dean (e.g. S-CAR).

3. Capitalize all instances of “Provost” and “Dean” throughout the Faculty Handbook, consistent with its usage as a title.

1.3.1 The General Faculty

The General Faculty consists of all faculty who have full-time instructional, research, or clinical appointments. The General Faculty participates in governance at the university level. ~~All members of the University community may attend meetings of the General Faculty and participate in the debate of matters that come before it. The voting membership of The General Faculty consists of all faculty who have full-time instructional tenured or tenure-track appointments or who have full-time term instructional, research, or clinical appointments. This terminology replaces such previous terms as “probationary”, “contract”, or “restricted” appointments. Without relinquishing the generality of its powers, The General Faculty delegates by Charter to the Faculty Senate the responsibility for governance at the university level. Only those faculty who have instructional appointments – tenured, tenure-track, term, or adjunct – may be elected to the Faculty Senate. The General Faculty is required to meet at least once each semester.~~ Meetings of the General Faculty are scheduled by the President of the University, who serves as presiding officer. ~~Additional meetings may be scheduled at the President's discretion.~~ If at least 10% of the voting membership petitions for a called meeting of the General Faculty, the President is obliged to schedule it within thirty days, or within ten days if the purpose of the call is to consider modify modification of the authority the General Faculty has granted the Faculty Senate, ~~;~~ or to reverse reversal of specific decisions of the Senate, ~~;~~ or to amend amending the Senate charter. All members of the General Faculty have voting rights on matters that pertain to the General Faculty.

1.3.1 The General Faculty

The General Faculty consists of all faculty who have full-time instructional, research, or clinical appointments. The General Faculty participates in governance at the university level.

Meetings of the General Faculty are scheduled by the President of the University, who serves as presiding officer. If at least 10% of the voting membership petitions for a called meeting of the General Faculty, the President is obliged to schedule it within thirty days, or within ten days if the purpose of the call is to consider modification of the authority the General Faculty has granted the Faculty Senate; or reversal of specific decisions of the Senate; or amending the Senate charter. All members of the General Faculty have voting rights on matters that pertain to the General Faculty. All members of the University community may attend meetings of the General Faculty and participate in the debate of matters that come before it.

Without relinquishing the generality of its powers, The General Faculty delegates by Charter to the Faculty Senate the responsibility for shared academic governance at the university level. Only those faculty who have instructional appointments – tenured, tenure-track, term, or adjunct – may be elected to the Faculty Senate.

Rationale: This section reorganization puts the definition of General Faculty at the beginning. There has been no change to the membership of the General Faculty. The language and context clarify the voting membership of the General Faculty.

Archaic language is deleted, as is the requirement for twice-yearly meetings of the General Faculty. Note that the mechanisms for either the President or the General Faculty to call a meeting remain intact.

-All members of the University community may attend meetings of the General Faculty and participate in the debate of matters that come before it.

Without relinquishing the generality of its powers, The General Faculty delegates by Charter to the Faculty Senate the responsibility for [shared academic](#) governance at the university level. Only those faculty who have instructional appointments – tenured, tenure-track, term, or adjunct – may be elected to the Faculty Senate.

[Note: there are very few suggested changes to this section, so only the tracked changes are shown.]

1.3.3 Colleges and Schools

The schools and colleges of the University are communities of teaching, learning, research and scholarship, and service established by the faculty and administration and approved by the Board of Visitors. They house faculties and programs representing shared educational interests, and may or may not be sub-divided into departments. Colleges may also be subdivided into schools.

As an organizational unit the college or school meets four functional criteria: (i) it has a tenured and tenure-track faculty directly and specifically appointed to it or to its departments by the Board of Visitors; (ii) its faculty establishes degree requirements; authorizes the conferral of degrees; proposes, reviews and approves courses and programs; actively participates in decisions concerning the creation, reorganization and dissolution of units within the college or school; and plays a key role in faculty personnel actions such as appointments, promotion, and granting tenure; (iii) it has an instructional budget that includes FTE funds for the payment of its faculty's salaries as well as funds for goods and services in support of its academic programs and other activities; and (iv) its chief administrative officer is a ~~dean~~ Dean who reports directly to the Provost.

The faculties of schools and colleges, ~~define their own voting membership. Together~~ together with their ~~deans~~ Deans, ~~they~~ determine the processes and procedures of governance they will employ, consistent with the provisions of the Faculty Handbook. ~~but a~~ All schools and colleges, and if so sub-divided, each of their departments, must act in accordance with the best traditions of the academic profession and within the following guidelines, which prescribe that they

- ~~a.~~ a. operate in an open and democratic manner ~~and in accordance with the best traditions of the academic profession;~~
- ~~a.b.~~ a.b. define their own voting membership;
- ~~b.c.~~ b.c. adopt bylaws or standing rules that are published and made available to all members and that undergo periodic review and that include procedures and define eligibility for faculty participation in the activities specified in this Handbook;
- ~~e.d.~~ e.d. meet often enough to ensure good communication and the timely conduct of business;
- ~~d.e.~~ d.e. hold meetings that follow an agenda distributed in advance;
- ~~e.f.~~ e.f. record the proceedings of the meetings in minutes that are distributed to and approved by the faculty.

Rationale: These changes emphasize that academic units need to provide for the processes of shared faculty governance with direct reference to the Faculty Handbook. It is clarified that the bylaws or standing rules are written (published).

2.3 Recruitment and Appointment of Faculty

2.3.1 Policies on Recruitment and Appointment of Faculty

The Board of Visitors has full authority over faculty personnel matters, including faculty appointments. To carry out this function effectively, the Board selects a President, who appoints other academic administrators. Academic administrators share responsibility with the faculty for ensuring that appropriate standards are fostered; that equity and due process are the rule; that judgments in the selection, retention, and promotion of faculty are in the best long-term interests of the University; and that equal opportunity and fair employment practices are followed.

Initial review and evaluation of qualifications are carried out by ~~peers~~ eligible faculty in the local academic unit to which the candidate is to be appointed. Faculty recommendations for appointment are forwarded to the ~~dean~~ Dean ~~or director~~ of the academic unit in which the appointment is to be made. If concurring with the faculty recommendations, the ~~dean~~ Dean ~~or director~~ will forward them to the Provost.

2.3.1.1 Favoritism in Personnel Decisions

No change

Rationale: "Peers" could be misinterpreted to mean that only term faculty are involved in hiring term faculty or some other narrow interpretation of the word. The procedures in Section 2.3.2 explicitly say "faculty" and defining "eligible" is consistent with new wording in Section 1.3.3.

2.3 Recruitment and Appointment of Faculty

2.3.1 Policies on Recruitment and Appointment of Faculty

The Board of Visitors has full authority over faculty personnel matters, including faculty appointments. To carry out this function effectively, the Board selects a President, who appoints other academic administrators. Academic administrators share responsibility with the faculty for ensuring that appropriate standards are fostered; that equity and due process are the rule; that judgments in the selection, retention, and promotion of faculty are in the best long-term interests of the University; and that equal opportunity and fair employment practices are followed.

Initial review and evaluation of qualifications are carried out by eligible faculty in the local academic unit to which the candidate is to be appointed. Faculty recommendations for appointment are forwarded to the Dean of the academic unit in which the appointment is to be made. If concurring with the faculty recommendations, the Dean will forward them to the Provost.

2.3.1.1 Favoritism in Personnel Decisions

No change

2014 Original with tracked-changes

2.3.2 Procedures for Recruitment and Appointment of Tenured, ~~and~~ Tenure-Track and Term Faculty

Requests for new faculty appointments to allocated positions normally originate with the local unit administrator, acting upon the recommendation of the unit's faculty. In particular, the administrator seeks the assistance of the faculty in defining the requirements of the position to be filled and the qualifications to be sought in the appointee. Authorization from the appropriate Dean ~~or director~~ and the Provost is necessary before a search is initiated to fill a vacancy or a new position. In unusual cases a waiver of the search process may be requested by the local unit administrator, ~~d~~ or Dean, ~~or director~~.

Before extending an offer of appointment, the local unit administrator must secure the concurrence of the unit's eligible faculty as specified in the following procedures, the relevant ~~d~~Dean or director, the Provost, and the Office of Compliance, Diversity and Ethics.

All full-time faculty receive ~~initial~~ letters of appointment specifying terms of employment and stating that such employment is governed by the administrative policies and regulations of the University (currently in force and as amended in the future). Acceptance in writing of these letters constitutes a contract between the University and each individual faculty member. Letters of initial appointment for ~~tenure-track~~ faculty also indicate the expiration date of terms of appointment. All written offers of appointment must include the elements specified in the appropriate offer letter template located on the Mason website.

Final, as revised

2.3.2 Procedures for Recruitment and Appointment of Tenured, Tenure-Track and Term Faculty

Requests for new faculty appointments to allocated positions normally originate with the local unit administrator, acting upon the recommendation of the unit's faculty. In particular, the administrator seeks the assistance of the faculty in defining the requirements of the position to be filled and the qualifications to be sought in the appointee. Authorization from the appropriate Dean and the Provost is necessary before a search is initiated to fill a vacancy or a new position. In unusual cases a waiver of the search process may be requested by the local unit administrator or Dean.

Before extending an offer of appointment, the local unit administrator must secure the concurrence of the unit's eligible faculty as specified in the following procedures, the relevant Dean, the Provost, and the Office of Compliance, Diversity and Ethics.

All full-time faculty receive letters of appointment specifying terms of employment and stating that such employment is governed by the administrative policies and regulations of the University (currently in force and as amended in the future). Acceptance in writing of these letters constitutes a contract between the University and each individual faculty member. Letters of initial appointment for faculty also indicate the expiration date of terms of appointment. All written offers of appointment must include the elements specified in the appropriate offer letter template located on the Mason website.

Rationale: Section 2.3.2 is restructured by moving the procedures for competitive and non-competitive appointments into separate subsections. See new Sections 2.3.2.1 and 2.3.2.2. The title of Section 2.3.2 is revised since the procedures include Term faculty appointments.

2014 Original with tracked-changes

2.3.2.1 Competitive Appointments

In accordance with its bylaws or standing rules (Section 1.3.3), ~~t~~The local academic unit establishes a faculty committee to advise and assist the local unit administrator in carrying out a search. After receiving appropriate training from the Office of ~~Equity and Diversity Services~~Compliance, Diversity, and Ethics, this committee reviews applicant credentials and makes recommendations regarding potential finalists for the position. All eligible full-time faculty of the local academic unit will be provided with an opportunity to review the candidates' application materials, to meet with the candidates, and to attend job seminars or formal presentations by the candidates. The search committee then formulates a recommendation that includes the ~~opinions~~vote of the eligible faculty. The local unit administrator transmits ~~all previous~~the faculty recommendations, together with her or his own, to the ~~collegiate dean~~Dean, ~~/director~~, or to the Provost, as applicable. The faculty shall be apprised in writing of the local academic unit administrator's recommendation at the time of its transmittal.

~~Before extending an offer of appointment, the local unit administrator must secure the concurrence of the unit's eligible faculty, relevant dean or director, the Provost, and the Office of Compliance, Diversity and Ethics.~~

[Note: The sentence above was moved to near the beginning of Sec. 2.3.2 and slightly reworded.]

~~Appointments without term require special review as appropriate to the local unit in conformance with Section 2.7.3 Procedures for Promotion and Tenure.~~

Rationale: What had been a paragraph within a section is now a new subsection that stands on its own. Emphasis on following bylaws/rules in Section 1.3.3 is included. The deleted statement, above, regarding appointment without term applies to both competitive and non-competitive appointments and is covered in its entirety in a new subsection, 2.3.2.3, below.

Final, as revised

2.3.2.1 Competitive Appointments

In accordance with its bylaws or standing rules (Section 1.3.3), the local academic unit establishes a faculty committee to advise and assist the local unit administrator in carrying out a search. After receiving appropriate training from the Office of Compliance, Diversity, and Ethics, this committee reviews applicant credentials and makes recommendations regarding potential finalists for the position. All eligible faculty of the local academic unit will be provided with an opportunity to review the candidates' application materials, to meet with the candidates, and to attend job seminars or formal presentations by the candidates. The search committee then formulates a recommendation that includes the vote of the eligible faculty. The local unit administrator transmits the faculty recommendation, together with her or his own, to the Dean or to the Provost, as applicable. The faculty shall be apprised in writing of the local academic unit administrator's recommendation at the time of its transmittal.

[Note: The paragraph below is now a new subsection.]

2.3.2.2 Non-competitive Appointments

Noncompetitive or direct appointments are appointments in which the search process is waived when appointing term, tenured, and tenure-track faculty. Competitive searches for tenured, tenure-track, and term faculty must be used except in very special circumstances. These circumstances are normally limited to situations in which (a) the candidate has already established a national/international reputation, the program has a unique opportunity to appoint the targeted candidate, and the area of specialization complements those of faculty already in the program; (b) the candidate is a spouse or partner of a candidate being appointed through formal search procedures and the university is attempting to accommodate her or him; or (c) an administrator is appointed and is considered for acceptance in a specific local academic unit. While an administrator is normally appointed using a competitive process at the administrative level, this policy applies because s/he is not part of a competitive process at the LAU level. Instructional term faculty may also be appointed without a search when classes must be staffed immediately due to unexpected circumstances. Waiver of a search in this situation is only valid for one year.

Eligible faculty in the LAU review the credentials of any individual who is a candidate for a noncompetitive appointment using the same procedures as those used to review candidates for competitive appointments. The appointment process moves forward only when a majority of the LAU faculty who are eligible to vote accept the candidate.

2.3.2.2 Non-competitive Appointments

Noncompetitive or direct appointments are appointments in which the search process is waived when appointing term, tenured, and tenure-track faculty. Competitive searches for tenured, tenure-track, and term faculty must be used except in very special circumstances. These circumstances are normally limited to situations in which (a) the candidate has already established a national/international reputation, the program has a unique opportunity to appoint the targeted candidate, and the area of specialization complements those of faculty already in the program; (b) the candidate is a spouse or partner of a candidate being appointed through formal search procedures and the university is attempting to accommodate her or him; or (c) an administrator is appointed and is considered for acceptance in a specific local academic unit. While an administrator is normally appointed using a competitive process at the administrative level, this policy applies because s/he is not part of a competitive process at the LAU level. Instructional term faculty may also be appointed without a search when classes must be staffed immediately due to unexpected circumstances. Waiver of a search in this situation is only valid for one year.

Eligible faculty in the LAU review the credentials of any individual who is a candidate for a noncompetitive appointment using the same procedures as those used to review candidates for competitive appointments. The appointment process moves forward only when a majority of the LAU faculty who are eligible to vote accept the candidate.

2014 Original with tracked-changes

In the unusual case of an existing term faculty member seeking a noncompetitive appointment to a tenure-track position, the appointment process moves forward only when no fewer than two-thirds (2/3) of the LAU faculty who are eligible to vote accept the candidate.

Final, as revised

In the unusual case of an existing term faculty member seeking a noncompetitive appointment to a tenure-track position, the appointment process moves forward only when no fewer than two-thirds (2/3) of the LAU faculty who are eligible to vote accept the candidate.

Rationale: This section was originally written for competitive appointments, but it is also relevant to non-competitive appointments. Similar language for non-competitive appointments currently appears in Section 2.7.3 c, which will be deleted. The sections are consolidated here as a new subsection.

~~2.3.2.1~~ **2.3.2.3 Awarding of Tenure at the Time of Appointment in Competitive Searches**

~~Faculty in the local academic unit (LAU) will review the credentials of any individual who is a candidate for appointment. These include, at a minimum, the opportunity to examine a *curriculum vitae*, meet with the candidate, attend a job seminar or formal presentation by the candidate, and review letters of reference. The LAU faculty then vote to accept or reject the candidate and, in a separate vote, determine whether to appoint the candidate with tenure.~~

~~If a candidate is to be appointed without term, the appointment procedure is conducted as specified for competitive (Section 2.3.2.1) or non-competitive (Section 2.3.2.2) appointments. The appointment process moves forward only when a majority of the LAU faculty who are eligible to vote accept the candidate. Following an affirmative decision to appoint, the eligible faculty consider whether to recommend tenure in a first-level review in conformance with Section 2.7.3 Procedures for Promotion and Tenure.~~

~~If the candidate is nominated for tenure upon appointment, he or she must also be reviewed by the college-, school-, or institute-level promotion and tenure committee. As stated above, the LAU review requires a majority positive vote by eligible faculty for tenure consideration. If the LAU faculty vote is positive and the chair recommends tenure of the candidate, ~~†~~the dossier recommendation is then sent to the second-level college-,/school-, or academic institute promotion~~

2.3.2.3 Awarding of Tenure at the Time of Appointment

If a candidate is to be appointed without term, the appointment procedure is conducted as specified for competitive (Section 2.3.2.1) or non-competitive (Section 2.3.2.2) appointments. Following an affirmative decision to appoint, the eligible faculty consider whether to recommend tenure in a first-level review in conformance with Section 2.7.3 Procedures for Promotion and Tenure.

The recommendation is then sent to the second-level college/school promotion and tenure committee. Independent external letters from recognized experts in the candidate's field must be obtained in a manner consistent with other tenure reviews, and candidates are held to the same standards as other candidates in that LAU. Since such appointments may be made outside the normal annual promotion and tenure cycle, college/school promotion and tenure committees must establish and follow procedures for promptly reviewing candidates out of cycle.

2014 Original with tracked-changes

Final, as revised

and tenure committee. ~~As with all tenure reviews, i~~Independent external letters from recognized experts in the candidate's field must be obtained in a manner consistent with other tenure reviews, and candidates are held to the same standards as other candidates in that LAU. Since such appointments may be made outside the normal annual promotion and tenure cycle, college, ~~/school, and academic institute~~ promotion and tenure committees must establish and follow procedures for promptly reviewing candidates out of cycle.

2014 Original with tracked-changes

2.7 Procedures for Renewal, Promotion, and Tenure

2.7.1 General Procedures

Renewal, promotion, and tenure recommendations are based upon an evaluation of performance over the faculty member's total period of service at George Mason University. Scholarly achievements prior to joining the George Mason University faculty weigh less heavily in these evaluations, but are also considered. These evaluations differ from the annual review in their emphasis on lasting contributions, consistency of performance, and versatility.

The terms “Renew” or “renewal” in this Handbook means offering a tenure-track faculty member an additional contract for an additional term or terms on the tenure track, which may include the same or different duties and responsibilities. The decisions made at each level will be promptly communicated to the candidate, to the appropriate administrators, including department chairs, and to the faculty committees involved in the process.

2.7.2 Procedures for Renewal

Faculty appointed to a tenure-track positions receive an initial three-year appointment term. (See Section 2.1.2) ~~The terms “renew” or “renewal” in this Handbook mean offering a tenure-track faculty member an additional contract for an additional term or terms, which may include the same or different duties and responsibilities.~~

Rationale: The definition of “renewal” is moved from Section 2.7.2 Procedures for Renewal. It is slightly reworded to remove multiple use of words “terms” and “additional”. The communication of “recommendations” and “justifications” is detailed in the subsections below and so is deleted here.

Final, as revised

2.7 Procedures for Renewal, Promotion, and Tenure

2.7.1 General Procedures

Renewal, promotion, and tenure recommendations are based upon an evaluation of performance over the faculty member's total period of service at George Mason University. Scholarly achievements prior to joining the George Mason University faculty weigh less heavily in these evaluations, but are also considered. These evaluations differ from the annual review in their emphasis on lasting contributions, consistency of performance, and versatility.

“Renew” or “renewal” in this Handbook means offering a tenure-track faculty member a contract for an additional term on the tenure track, which may include the same or different duties and responsibilities.

2.7.2 Procedures for Renewal

Faculty appointed to a tenure-track position receive an initial three-year term. (See Section 2.1.2)

2014 Original with tracked-changes

Tenure-track faculty will be evaluated for renewal during the third year of their initial appointment using the following procedure:

~~a~~1. Tenure-track faculty ~~will be~~are evaluated by either the first-level or second-level promotion and tenure committee (see Section 2.7.3) according to the procedures in Sections 2.4 and 2.5. ~~during the third year of their initial appointment, and t~~

The Dean/~~Director~~ will submit a recommendation for renewal or non-renewal to the Provost by March 15th. Based on this evaluation, the Provost will act on the recommendation for renewal or non-renewal by April 15th. Faculty members will be advised of their renewals or non-renewals by May 1st of the third year of their initial appointments. Faculty members receive their renewal contracts no later than May 24th of the evaluation year.

~~b~~2. If the decision is for renewal, then the faculty member's contract normally will be renewed for three years, and the next full evaluation will be for tenure consideration. Under exceptional circumstances, a faculty member may be renewed for only one year, in which case another evaluation will be conducted the following year. Renewal of a contract resulting from the evaluation in the fourth year of service will be for two years, and the next full evaluation will be for tenure consideration.

Final, as revised

Tenure-track faculty will be evaluated for renewal during the third year of their initial appointment using the following procedure:

1. Tenure-track faculty are evaluated by either the first-level or second-level promotion and tenure committee (see Section 2.7.3) according to the procedures in Sections 2.4 and 2.5.

The Dean will submit a recommendation for renewal or non-renewal to the Provost by March 15th. Based on this evaluation, the Provost will act on the recommendation for renewal or non-renewal by April 15th. Faculty members will be advised of their renewals or non-renewals by May 1st of the third year of their initial appointments. Faculty members receive their renewal contracts no later than May 24th of the evaluation year.

2. If the decision is for renewal, then the faculty member's contract normally will be renewed for three years, and the next full evaluation will be for tenure consideration. Under exceptional circumstances, a faculty member may be renewed for only one year, in which case another evaluation will be conducted the following year. Renewal of a contract resulting from the evaluation in the fourth year of service will be for two years, and the next full evaluation will be for tenure consideration.

Rationale: The text is revised to ensure that the same group of faculty (tenured members of the department/unit/division) who eventually will evaluate the candidate for P&T also evaluate the candidate for renewal.

Renewal consideration by either 1st or 2nd level P&T committees is consistent with different colleges' procedures.

2014 Original with tracked-changes

~~e~~3. In the event of non-renewal ~~at any stage of this process~~, the faculty member will ~~receive~~ be offered a terminal, one-year term appointment following the decision for non-renewal contingent on the faculty member having submitted an appropriate and timely ~~portfolio dossier of materials~~ for the purpose of seeking tenure-track contract renewal. If a faculty member chooses not to be evaluated, his or her contract will end on the last day of the term of her or his current contract.

~~e~~4. If a faculty member is not renewed, the appeal procedure outlined in the Faculty Handbook Section 2.8 may be used.

Final, as revised

3. In the event of non-renewal, the faculty member will be offered a terminal, one-year term appointment following the decision for non-renewal contingent on the faculty member having submitted an appropriate and timely dossier for the purpose of seeking tenure-track contract renewal. If a faculty member chooses not to be evaluated, his or her contract will end on the last day of the term of her or his current contract.

4. If a faculty member is not renewed, the appeal procedure outlined in the Faculty Handbook Section 2.8 may be used.

Rationale: The following proposed changes are mainly a reorganization of the existing section.

2.7.3 Procedures for Promotion and Tenure

Candidacy for tenure or promotion is normally initiated by the local unit administrator, with the faculty member's concurrence. Self-nomination is also permitted. Dossiers are to be prepared in accordance with the format provided by the [Provost and the collegiate dean or institute director](#). Except for external references, the candidate is responsible for the content of the dossier. The local unit administrator is responsible for ensuring that items the University is required to provide for the candidate's dossier are completed in a timely manner.

[If a faculty member is \(or is to be\) appointed to primary affiliation in more than one local academic unit, ~~In cases of joint primary affiliation, a~~ recommendations for promotion and/or tenure may be initiated by ~~either/any of the units in which the faculty member is \(or is to be\) appointed to primary affiliation.~~ ~~A s~~ Separate evaluations leading to ~~a separate~~ recommendations and decisions will be made ~~with respect to the multiple~~ ~~by each unit~~ ~~primary affiliations held by the candidate.~~ ~~An favorable~~ action by one local academic unit does not obligate ~~the other~~ ~~another~~ local academic unit\(s\) to act ~~favorably~~ ~~similarly~~. It is required, however, that in each/all of ~~the~~ evaluation processes the \[promotion and tenure\]\(#\) committee\(s\) ~~involved~~ must solicit and consider evaluations from the other units ~~in which the candidate has been employed~~. All evaluations become part of the candidate's dossier ~~\(see Section 2.7.2\)~~.](#)

2.7.3 Procedures for Promotion and Tenure

Candidacy for tenure or promotion is normally initiated by the local unit administrator, with the faculty member's concurrence. Self-nomination is also permitted. Dossiers are to be prepared in accordance with the format provided by the Provost and the Dean. Except for external references, the candidate is responsible for the content of the dossier. The local unit administrator is responsible for ensuring that items the University is required to provide for the candidate's dossier are completed in a timely manner.

If a faculty member is (or is to be) appointed to primary affiliation in more than one local academic unit, a recommendation for promotion and/or tenure may be initiated by any of the units. A separate evaluation leading to a recommendation and decision will be made by each unit. An action by one local academic unit does not obligate another local academic unit to act similarly. It is required, however, that in each evaluation process the promotion and tenure committee must solicit and consider evaluations from the other units. All evaluations become part of the candidate's dossier.

2014 Original with tracked-changes

Final, as revised

~~The procedure for considering promotion and tenure cases is as follows:~~

~~a-~~In all cases of promotion and/or tenure, there are two levels of faculty review. At both levels, evaluations are carried out by tenured faculty in accordance with Sections 2.4 and 2.5. In addition to considering the dossier prepared by the candidate, faculty committees on promotion and tenure examine all relevant evidence and testimony offered to them by members of the academic community and others with direct knowledge of the candidate's professional qualifications and achievements.

The first-level review is undertaken by faculty in the candidate's local academic unit, which must have bylaws or standing rules that govern renewal, promotion, and tenure procedures (Section 1.3.3).

~~The review process is carried out as follows:~~

~~1-~~In departmentalized schools, or colleges (see Section 1.3.5), or institutes, the first level of review is departmental, ~~and the second is conducted by a peer-elected committee of the school, college, or institute. The second-level review committee can include members from outside the school, college, or institute who are elected in the same manner as other members of the second-level review committee.~~

In all cases of promotion and/or tenure, there are two levels of faculty review. At both levels, evaluations are carried out by tenured faculty in accordance with Sections 2.4 and 2.5. In addition to considering the dossier prepared by the candidate, faculty committees on promotion and tenure examine all relevant evidence and testimony offered to them by members of the academic community and others with direct knowledge of the candidate's professional qualifications and achievements.

The first-level review is undertaken by faculty in the candidate's local academic unit, which must have bylaws or standing rules that govern renewal, promotion, and tenure procedures (Section 1.3.3).

In departmentalized schools or colleges (see Section 1.3.5), the first level of review is departmental.

Rationale: New language is included here to ensure there are local bylaws or rules that govern consideration for P&T.

2014 Original with tracked-changes

~~2-~~ In non-departmentalized schools, ~~or~~ colleges, ~~or institutes~~ which are subdivided into programs ~~or other divisions~~, ~~provided that no program faculty in the unit is smaller than the smallest department of the University~~, the first level of review is carried out by ~~the program or division~~ faculty appointed to program(s) or division(s) to which the candidate belongs. Tenured faculty from other substantively related areas may also serve on a candidate's first-level review committee if there is an insufficient number of qualified tenured faculty in the candidate's affiliated program(s)/division(s). Program or division faculties cannot exist solely to make personnel evaluations. ~~and~~ ~~The second level of review is carried out by a peer-elected committee of the school, college, or institute. The second level review committee can include members from outside the school, college, or institute who are elected in the same manner as other members of the second-level review committee. In order to qualify to operate under the provisions stated in this paragraph, however, the aforesaid program faculties cannot exist solely to make personnel evaluations.~~

~~3-~~ In non-departmentalized schools, ~~or~~ colleges, ~~or institutes~~ which are not further subdivided, the first level review is carried out by eligible faculty in the candidate's school, ~~or~~ college, ~~or institute~~, ~~and~~

In all cases, the second level of review is carried out by a peer-elected committee of the school, ~~or~~ college, ~~or institute~~ in accordance with its bylaws (Section 1.3.3). The second level review committee can include members from outside the school, ~~or~~ college, ~~or institute~~ who are elected in the same manner as other members of the second-level review committee. In no case may a faculty member vote more than once on any candidate.

Final, as revised

In non-departmentalized schools or colleges, which are subdivided into programs or other divisions, the first level of review is carried out by faculty appointed to program(s) or division(s) to which the candidate belongs. Tenured faculty from other substantively related areas may also serve on a candidate's first-level review committee if there is an insufficient number of qualified tenured faculty in the candidate's affiliated program(s)/division(s). Program or division faculties cannot exist solely to make personnel evaluations.

In non-departmentalized schools or colleges, which are not further subdivided, the first level review is carried out by eligible faculty in the candidate's school or college.

In all cases, the second level of review is carried out by a peer-elected committee of the school or college in accordance with its bylaws (Section 1.3.3). The second level review committee can include members from outside the school or college who are elected in the same manner as other members of the second-level review committee. In no case may a faculty member vote more than once on any candidate.

Rationale: A few words of text in the first paragraph were re-written for clarity. An additional statement was added to conform to at least one college's existing and acceptable practice.

A sentence is added to emphasize that a faculty member can vote only once in a tenure/promotion case.

2014 Original with tracked-changes

4. The School of Law is exempt from the provisions specified in the above paragraphs, but it is not exempt from the requirement for two-level peer review.

The procedure for considering promotion and tenure cases is as follows:

b1a. Departmental review is initiated by the local first-level promotion and tenure committee—, which may be a committee of the whole. The committee communicates the results of its review to the tenured members of the department who then vote. ~~(full professors only in cases involving promotion to the rank of professor)~~ Only full professors vote in cases involving promotion to the rank of professor. The department chair does not vote with the tenured faculty. The committee transmits the departmental recommendation, including the division of the vote, to the department chair. The department chair transmits to the second-level review committee: (1) the candidate's dossier and related materials; (2) the recommendation of the departmental committee with appropriate justifications; and (3) his/her own recommendation and justification. Notification of the recommendation of the local academic unit and copies of the accompanying justifications are sent to the candidate and to the faculty who participated in the deliberations before the dossier is sent to the second-level committee.

Final, as revised

The School of Law is exempt from the provisions specified in the above paragraphs, but it is not exempt from the requirement for two-level peer review.

The procedure for considering promotion and tenure cases is as follows:

1a. Departmental review is initiated by the local first-level promotion and tenure committee, which may be a committee of the whole. The committee communicates the results of its review to the tenured members of the department who then vote. Only full professors vote in cases involving promotion to the rank of professor. The department chair does not vote with the tenured faculty. The committee transmits the departmental recommendation, including the division of the vote, to the department chair. The department chair transmits to the second-level review committee: (1) the candidate's dossier and related materials; (2) the recommendation of the departmental committee with appropriate justifications; and (3) his/her own recommendation and justification. Notification of the recommendation of the local academic unit and copies of the accompanying justifications are sent to the candidate and to the faculty who participated in the deliberations before the dossier is sent to the second-level committee.

Rationale: The Chair does not vote with the faculty because the department chair issues a separate “vote”.

There have been cases where the candidate has not been informed of the decision of the 1st level review until the Provost's decision is made known. The candidate may wish to withdraw from 2nd-level consideration and so needs to be informed. In any case, a candidate should be informed of the results of colleagues' evaluation.

2014 Original with tracked-changes

The candidate is evaluated in like manner by the second-level review committee, which forwards its recommendation along with all preceding reports and recommendations to the ~~dean~~ Dean ~~or director~~. Notification of the recommendation of the second-level review committee is sent to the faculty who participated in the deliberations at the first level of review. Copies of the statement of justification are sent to the candidate and the department chair.

If the second-level review committee's recommendation differs from that of the first-level review committee, the second-level review committee's recommendation and accompanying justification are sent to the first-level review committee.

~~e. If a candidate for noncompetitive appointment is to be tenured upon appointment, he or she must be reviewed by both the first and second level promotion and tenure committees. The first level review by eligible faculty requires a majority positive vote for tenure separate from the vote to accept the candidate into the program. If the first level votes are positive, and with the approval of the chair where applicable, the dossier is then sent to the second level review committee. As with all tenure reviews, independent external letters from recognized experts in the candidate's field must be obtained in a manner consistent with other tenure reviews, and candidates are held to the same standards as other candidates in that LAU. Since noncompetitive appointments may be made outside the normal annual tenure cycle, first and second level promotion and tenure committees must develop and follow procedures for reviewing candidates out of cycle.~~

[The paragraph above has been moved to Section 2.3.3.]

Final, as revised

The candidate is evaluated in like manner by the second-level review committee, which forwards its recommendation along with all preceding reports and recommendations to the Dean. Notification of the recommendation of the second-level review committee is sent to the faculty who participated in the deliberations at the first level of review. Copies of the statement of justification are sent to the candidate and the department chair.

If the second-level review committee's recommendation differs from that of the first-level review committee, the second-level review committee's recommendation and accompanying justification are sent to the first-level review committee.

No changes have been suggested for this page, except for renumbering subsections and removal of “institute” and “director”. Revisions continue on the next page.

d1b. The process is analogous in non-departmentalized units, except that the role assigned to department chairs is omitted.

e2. All materials are reviewed by the ~~dean~~Dean/director of the candidate's school, ~~or college, or institute~~. The recommendation of the ~~dean~~Dean/director is forwarded to the Provost. Notification of the recommendation is sent to the faculty bodies who participated in deliberations at the first and second levels of review and a copy of the accompanying justification is sent to the candidate and the local unit administrator (the latter copy to be retained in the candidate's permanent file).

If the ~~dean~~Dean/director's recommendation is different from that received from the second-level review committee, the reasons for that difference should be specified in the recommendation, which is sent to the candidate, to the faculty bodies participating in the decision-making process, and to the Provost.

f3. All relevant materials are reviewed by the Provost. The Provost may consult with other academic administrators who have direct knowledge of one or more aspects of the candidate's professional performance. The Provost makes a recommendation as to whether promotion or tenure should be granted. Notification of the Provost's recommendation is sent to the faculty bodies who participated in deliberations at the first and second levels of review, and a copy of the accompanying justification is sent to the ~~dean~~Dean, the candidate and the local unit administrator. The justification shall be retained in the candidate's personnel file.

If the Provost's recommendation is different from that received from the second-level review committee, the reasons for that difference should be specified in writing and sent to the candidate and to the faculty bodies participating in the decision-making process.

g4. If the Provost recommends tenure or promotion be granted, the candidate's dossier, with all previously generated recommendations, is forwarded to the President. If the Provost recommends tenure or promotion not be granted, the recommendation is not forwarded to the President.

h5. The President makes a recommendation as to whether tenure or promotion should be granted. If the President recommends tenure or promotion be granted, such recommendation is forwarded to the Board of Visitors. If the President recommends tenure or promotion not be granted, the recommendation is not forwarded to the Board of Visitors.

i6. Tenure, and promotion to the rank of associate professor or professor, can only be conferred by the Board of Visitors. If the Board of Visitors decides to grant promotion or tenure, the candidate will be notified in writing by the Secretary of the Board of Visitors.

[No substantive changes on this page except renumbering.]

2014 Original with tracked-changes

~~j~~7. If either the Provost or the President recommends that tenure or promotion not be granted, the candidate will be notified of the decision on or before May 1. Upon receiving notice of the Provost's or President's decision, the candidate may:

~~1~~a. accept the decision; or

~~2~~b. appeal the decision according to the procedure described in Section 2.8.

In the event tenure is not granted in a faculty member's final year on the tenure-track, the faculty member will be offered a one-year terminal appointment for the next year with workload expectations essentially unchanged from the previous renewal contract.

~~k~~8. Tenure and promotion are never granted by default.

Final, as revised

7. If either the Provost or the President recommends that tenure or promotion not be granted, the candidate will be notified of the decision on or before May 1. Upon receiving notice of the Provost's or President's decision, the candidate may:

a. accept the decision; or

b. appeal the decision according to the procedure described in Section 2.8.

In the event tenure is not granted in a faculty member's final year on the tenure-track, the faculty member will be offered a one-year terminal appointment for the next year with workload expectations essentially unchanged from the previous renewal contract.

8. Tenure and promotion are never granted by default.

Rationale: Previously, a tenure-track faculty member who was denied tenure was given a 7th year contract that was essentially unchanged from the previous year. Recently, the standard 1-year Term faculty contract that is given to non-renewed faculty in the Renewal section has also been given to faculty denied tenure.

Now, a Term faculty teaching load is nearly double that of a tenure-track faculty. In that a tenure-track faculty has been through a grueling 6-year process, and has then not been renewed, it seems right that they be allowed the final year to concentrate on completing on-going projects and finding a new job without a larger work burden.

2.7.3.2 Tenure Clock Extension for Serious Illness

Extension of the tenure clock for a tenure-track faculty member will be approved for circumstances that have a significant impact on the faculty member's productivity, such as serious personal illness or a major illness of a member of the faculty member's immediate family, under the following conditions and definitions. Serious personal illness or illness within the immediate family will be defined according to the Department of Labor's criteria for family and medical leave, already used by the university. Certification of illness by a physician is required and will be handled by Human Resources. Once certification of the illness has been approved by Human Resources, the faculty member can extend the tenure clock (~~extension of the probationary period~~) by notifying, in writing, the chair of the department or the ~~dean~~Dean/~~director~~ of the college, ~~or~~ school ~~or institute~~ in which the faculty member serves. The request must be made within three months of certification of sick or family leave by Human Resources. Tenure clock extensions will be granted in one-year increments, with the maximum extension being a cumulative total of two years. An extension beyond one year will require discussion with the appropriate department chair and Dean. At the time of tenure consideration, a faculty member will be considered using the same criteria as those applied to other faculty in the college, ~~or~~ school, ~~or institute~~. Extensions due to serious illness are independent of study leaves.

Rationale: The term "probationary" is archaic and not used elsewhere in the Faculty Handbook. This and similar sections would now make consistent reference to "tenure clock extension" (2.7.3.1, 2.7.3.3, and 2.7.3.4.

2.8 Appeal of Negative Decisions in Renewal, Tenure and Promotion Cases.

The decision of the President or of the Provost not to recommend renewal, tenure or promotion may be appealed [to the University Promotion, Tenure and Renewal Appeal Committee \(UPTRAC\)](#) as provided in this section. The intent of the appeal procedure is to provide a fair and competent review of the [case decision](#). The decision whether to appoint or reappoint a Term Faculty member may not be appealed.

2.8.1 Grounds for Appeal

An appeal must be based on one or more of the following reasons:

1. Substantial New Evidence ~~not available to those who made the original negative recommendation (only for candidates for tenure in their sixth year);~~
2. material procedural irregularity;
3. violation of federal or state law, or [violation of](#) university policy [related to nondiscrimination](#); ~~or~~
4. inadequate or faulty consideration of evidence; ~~or~~
5. [violation of academic freedom as defined in Sections 2.11.1 and 2.11.2.1.](#)

2.8 Appeal of Negative Decisions in Renewal, Tenure and Promotion Cases.

The decision of the President or of the Provost not to recommend renewal, tenure or promotion may be appealed to the University Promotion, Tenure and Renewal Appeal Committee (UPTRAC) as provided in this section. The intent of the appeal procedure is to provide a fair and competent review of the decision. The decision whether to appoint or reappoint a Term Faculty member may not be appealed.

2.8.1 Grounds for Appeal

An appeal must be based on one or more of the following reasons:

1. Substantial New Evidence;
2. material procedural irregularity;
3. violation of federal or state law or university policy related to nondiscrimination;
4. inadequate or faulty consideration of evidence; or
5. violation of academic freedom as defined in [Sections 2.11.1 and 2.11.2.1.](#)

*Rationale: The ground of Substantial New Evidence is now available to all appellants. The new ground for appeal #5 is taken from sections **Academic Freedom and Civil Liberties 2.11.1 and Policies Concerning Grievances 2.11.2.1** that appear at the end of this document. The former section specifically states that personnel decisions are not to be affected by considerations of academic freedom. Grievance policy specifically excludes a grievance based on alleged violation of academic freedom related to reappointment, promotion or tenure and refers that alleged violation back to this Section 2.8, and so that statement should be cross-referenced in this section.*

2014 Original with tracked-changes

“Substantial New Evidence” means evidence that was not available ~~to those who made the original negative recommendation~~ at the time of the first-level review; and that falls only within one or more of the following categories:

- a. Scholarly work accepted for publication, or creative work exhibited, performed, or published, or other evidence of scholarly distinction.
- b. Grants awarded.
- c. Reviews of the candidate's scholarly or creative work that have been published.
- d. Substantial evidence of significantly improved teaching.
- e. Substantial evidence of significantly increased and influential professional service.

2.8.2 University Promotion, Tenure and Renewal Appeal Committee

2.8.2.1 Committee Charge

Upon written appeal, the UPTRAC reviews the decision of the Provost or President not to recommend tenure, promotion, or renewal. The committee must publish and follow standard procedures for its conduct that are consistent with provisions in this section. The committee members (including the member chosen by the appellant) do not act as advocates for either the appellant or the university. The committee does not review the merits of the tenure, promotion, or renewal case itself.

Rationale: Even if the first-level review committee made a positive decision, the case that was considered by the second-level committee and administration would have been possibly stronger if the new evidence had been available.

There needs to be a clear charge to the committee that stands apart from the remainder of the section. Suggested charge to be inserted here and sections to be renumbered.

Final, as revised

“Substantial New Evidence” means evidence that was not available at the time of the first-level review and that falls only within one or more of the following categories:

- a. Scholarly work accepted for publication, or creative work exhibited, performed, or published, or other evidence of scholarly distinction.
- b. Grants awarded.
- c. Reviews of the candidate's scholarly or creative work that have been published.
- d. Substantial evidence of significantly improved teaching.
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2.8.2.2 Committee Composition

The ~~University Promotion, Tenure and Renewal Appeal Committee (UPTRAC)~~ shall be composed of three tenured faculty members and two alternate tenured faculty members, elected by the Faculty Senate to staggered terms; and two tenured administrators and one alternate tenured administrator, selected by the Provost to staggered terms. Committee terms are for two years. No two committee members may be from the same ~~Local~~ local Academic ~~academic~~ Unit ~~unit~~ or administrative unit. A member can serve a maximum of two consecutive 2-year terms, although subsequent non-consecutive service is permitted. Elected alternate members' terms formally begin during the first year that they participate in an appeal. For the purpose of service on the UPTRAC, a local academic unit administrator is considered an administrator.

The appellant will choose a tenured administrator to serve as the sixth member of the committee for the duration of the appellant's appeal. ~~the~~ The administrator must be someone who does not have a conflict of interest, who did not participate at an earlier stage of the appellant's promotion, tenure, or renewal process, and who does not come from the same administrative unit as one of the Provost's appointees.

If any member of the UPTRAC has a conflict of interest, participated at an earlier stage of the appellant's promotion, tenure, or renewal process, or is otherwise unable to serve, such member shall not participate in the appeal, and an alternate will serve instead. In the event there are not sufficient faculty alternates to serve ~~more than two faculty members of the UPTRAC cannot serve~~, the Faculty Senate shall elect additional alternate members ~~to replace such faculty members on the UPTRAC~~ to serve for the appeal. If the need for faculty alternates

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The UPTRAC shall be composed of three tenured faculty members and two alternate tenured faculty members, elected by the Faculty Senate to staggered terms; and two tenured administrators and one alternate tenured administrator, selected by the Provost to staggered terms. Committee terms are for two years. No two committee members may be from the same local academic unit or administrative unit. A member can serve a maximum of two consecutive 2-year terms, although subsequent non-consecutive service is permitted. Elected alternate members' terms formally begin during the first year that they participate in an appeal. For the purpose of service on the UPTRAC, a local academic unit administrator is considered an administrator.

The appellant will choose a tenured administrator to serve as the sixth member of the committee for the duration of the appellant's appeal. The administrator must be someone who does not have a conflict of interest, who did not participate at an earlier stage of the appellant's promotion, tenure, or renewal process, and who does not come from the same administrative unit as one of the Provost's appointees.

If any member of the UPTRAC has a conflict of interest, participated at an earlier stage of the appellant's promotion, tenure, or renewal process, or is otherwise unable to serve, such member shall not participate in the appeal, and an alternate will serve instead. In the event there are not sufficient faculty alternates to serve, the Faculty Senate shall elect additional alternate members to serve for the appeal. If the need for faculty alternates

Rationale: The election/appointment of members is amended.

2014 Original with tracked-changes

arises after the last Faculty Senate meeting of the academic year, the Faculty Senate Executive Committee will select the alternate(s). In the event there are not sufficient administrators to serve~~two administrator members of the UPTRAC cannot serve~~, the Provost shall select ~~two~~-alternate members to ~~replace such administrators on the UPTRAC~~serve for the appeal.

2.8.3 Appeal Procedure

To initiate an appeal, the appellant must file a written petition for appeal with the ~~UPTRAC~~Chair of the Faculty Senate and the Provost's office no later than ~~June 4~~May 14 of the year in which tenure, promotion, or renewal was not recommended. The reasons for the appeal must be clearly stated, and the appeal must be limited to the grounds permitted in Section 2.8.1. All documentation and evidence in support of the appeal must accompany the petition. The burden of proof in the appeal rests with the appellant.

If the appellant alleges ~~violation of federal or state law, or alleges discrimination in~~ violation of federal or state law or University policy related to nondiscrimination, the appeal process shall be held in abeyance until the Office of ~~Equity and Diversity Services~~Compliance, Diversity and Ethics has completed a formal investigation~~investigated of~~ the allegation and has ~~submitted a report to the UPTRAC~~issued a final written determination.

Rationale: The language of the ODCE policy is used here. ODCE is charged with "...enforcing applicable federal and state laws and university policies related to nondiscrimination..." A "formal investigation" is specified because OCDE also has an informal discuss-and-resolve option. If the appellant is appealing on the grounds of violation, then the appellant must also report the alleged violation to OCDE. The UPTRAC cannot determine on its own whether or not federal or state law, or university policy has been violated. The "written determination" is issued to those parties (including the appellant) specified in the OCDE policy. This section applies only to DCE violations.

<https://diversity.gmu.edu/sites/diversity/files/Revised%20EEO%20Grievance%20Procedure%20November%202016.pdf>

Final, as revised

arises after the last Faculty Senate meeting of the academic year, the Faculty Senate Executive Committee will select the alternate(s). In the event there are not sufficient administrators to serve, the Provost shall select alternate members to serve for the appeal.

2.8.3 Appeal Procedure

To initiate an appeal, the appellant must file a written petition for appeal with the Chair of the Faculty Senate and the Provost's office no later than May 14 of the year in which tenure, promotion, or renewal was not recommended. The reasons for the appeal must be clearly stated, and the appeal must be limited to the grounds permitted in Section 2.8.1. All documentation and evidence in support of the appeal must accompany the petition. The burden of proof in the appeal rests with the appellant.

If the appellant alleges violation of federal or state law or University policy related to nondiscrimination, the appeal process shall be held in abeyance until the Office of Compliance, Diversity and Ethics has completed a formal investigation of the allegation and has issued a final written determination.

2014 Original with tracked-changes

In accordance with its published procedures, ~~the~~ UPTRAC will consider all grounds of the appeal and the accompanying documentation and evidence. The UPTRAC may require submission of additional documentation and evidence ~~to determine if the appeal has sufficient merit.~~

At the conclusion of its deliberations, the UPTRAC will simultaneously forward to the Provost, the appellant's local academic unit, and the appellant a complete case file consisting of: the appeal petition with accompanying documentation and evidence; any additional documentation and evidence requested by the committee; the case file and a written report that includes its decision of whether the case has sufficient merit, ~~and~~ the basis for its decision, ~~;~~ the numerical result of the vote of the UPTRAC members, ~~;~~ and any recommendation to the Provost, if applicable.

If the UPTRAC does not determine by majority vote that the appeal has sufficient merit, the case ~~is referred for~~ proceeds to final consideration as provided in Section 2.8.4. If the UPTRAC determines by majority vote that the appeal has sufficient merit, the case is remanded as provided in Section 2.8.5.

2.8.4 Final Consideration When Appeal Not Found to Have Merit

If the UPTRAC does not determine by majority vote that the appeal has sufficient merit, the ~~UPTRAC returns the case to the Provost. The~~ Provost considers the case, The Provost forwards the case file ~~makes a recommendation to the President and~~ makes a recommendation as to whether renewal, tenure or promotion should be granted, ~~and forwards the case to the President.~~

Rationale: The case file description now includes elements originally in this section and those found only in section 2.8.5 so that there is only one "case file". It is clarified that the voting "result" is numerical.

Final, as revised

In accordance with its published procedures, the UPTRAC will consider all grounds of the appeal and the accompanying documentation and evidence. The UPTRAC may require submission of additional documentation and evidence.

At the conclusion of its deliberations, the UPTRAC will simultaneously forward to the Provost, the appellant's local academic unit, and the appellant a complete case file consisting of: the appeal petition with accompanying documentation and evidence; any additional documentation and evidence requested by the committee; a written report that includes its decision of whether the case has sufficient merit and the basis for its decision; the numerical result of the vote of the UPTRAC members; and any recommendation to the Provost, if applicable.

If the UPTRAC does not determine by majority vote that the appeal has sufficient merit, the case proceeds to final consideration as provided in Section 2.8.4. If the UPTRAC determines by majority vote that the appeal has sufficient merit, the case is remanded as provided in Section 2.8.5.

2.8.4 Final Consideration When Appeal Not Found to Have Merit

If the UPTRAC does not determine by majority vote that the appeal has sufficient merit, the Provost considers the case. The Provost forwards the case file to the President and makes a recommendation as to whether renewal, tenure or promotion should be granted.

2014 Original with tracked-changes

If the President ~~recommends~~ believes that renewal, tenure or promotion should be granted, ~~such recommendation~~ the recommendation is forwarded to the Board of Visitors for final action. If the President decides that renewal should be granted, the decision is final. If the President ~~does not recommend~~ decides -renewal, tenure or promotion should not be granted, ~~such~~ the decision is final and ~~may not be further appealed~~ there is no further appeal.

2.8.5 Remand Process

If the UPTRAC determines by majority vote that the ~~case~~ appeal has sufficient merit ~~and should be remanded~~, then the UPTRAC ~~submits~~ remands the case ~~) the petition with accompanying documentation, b) all evidence reviewed by the committee, and c) the basis for the UPTRAC's decision to remand,~~ to the lowest level at which the grounds for appeal was based or to the first-level review committee if the grounds for appeal is based on Substantial New Evidence (Section 2.8.1) ~~a negative recommendation was made, or at which the procedural error was made, or at which there was inadequate or faulty consideration of evidence.~~ At that level and each subsequent level specified in Section 2.7.3 (or in the case of renewal, Section 2.7.2), the case shall be evaluated by the designated bodies as they are constituted at the time of the remand, and by the individuals holding the relevant administrative positions at the time of the remand. At each level, a recommendation should normally be completed within fourteen calendar days and forwarded to the next level. ~~No case may be remanded more than once, and the remand must consider the decision of the UPTRAC.~~ The case file submitted by the UPTRAC must be explicitly addressed in the recommendation at each level. No case may be remanded more than once.

Final, as revised

If the President believes that tenure or promotion should be granted, the recommendation is forwarded to the Board of Visitors for final action. If the President decides that renewal should be granted, the decision is final. If the President decides renewal, tenure or promotion should not be granted, the decision is final and there is no further appeal.

2.8.5 Remand Process

If the UPTRAC determines by majority vote that the appeal has sufficient merit, then the UPTRAC remands the case to the lowest level at which the grounds for appeal was based or to the first-level review committee if the grounds for appeal is based on Substantial New Evidence (Section 2.8.1). At that level and each subsequent level specified in Section 2.7.3 (or in the case of renewal, Section 2.7.2), the case shall be evaluated by the designated bodies as they are constituted at the time of the remand, and by the individuals holding the relevant administrative positions at the time of the remand. At each level, a recommendation should normally be completed within fourteen calendar days and forwarded to the next level. The case file submitted by the UPTRAC must be explicitly addressed in the recommendation at each level. No case may be remanded more than once.

2014 Original with tracked-changes

~~Following a remand, if the President decides to recommend renewal, promotion or tenure, should be granted,~~ the recommendation is submitted to the Board of Visitors for final action. ~~If the President decides that renewal should be granted, the decision is final.~~ If the President decides ~~not to recommend~~ renewal, promotion or tenure should not be granted, the decision is final and there is no further appeal.

At each level of review in the remand process, ~~including the President's,~~ if a recommendation or decision is negative, a clear, written justification is sent concurrently to the appellant, to the local academic unit, and to the next level of review.

~~If the President does not recommend renewal, promotion or tenure, the Board of Visitors may elect to review the case with respect to questions of material procedural irregularity; however, there is no appeal of right to the Board of Visitors.~~

~~The decision of the Board of Visitors at any stage in the process is final and may not be appealed.~~

Final, as revised

If the President believes that promotion or tenure should be granted, the recommendation is submitted to the Board of Visitors for final action. If the President decides that renewal should be granted, the decision is final. If the President decides renewal, promotion or tenure should not be granted, the decision is final and there is no further appeal.

At each level of review in the remand process, if a recommendation or decision is negative, a clear, written justification is sent concurrently to the appellant, to the local academic unit, and to the next level of review.

Rationale: The wording in Sections 2.8.4 and 2.8.5 are now parallel. The President makes the final decisions regarding renewal; recommendations for renewal are not sent to the BOV for final action. The President makes the final decision regarding denial of promotion/tenure. The President forwards recommendations for granting promotion/tenure to the BOV. The BOV had earlier requested that it not be involved in RPT appeals.

2014 Original with tracked-changes

3.6.1 Study Leave for Tenure-Track Faculty

All [tenure-track](#) assistant and associate professors ~~appointed to their first tenure-track positions~~ will be granted a one-semester study leave at some point during the first five years of their [tenure-track cycle appointment](#). The leave is at full pay and benefits. This leave is designed to assist a tenure-track faculty member in advancing his or her research, scholarly, or creative activities. The timing of this leave will be subject to approval by both the respective local academic unit head and the appropriate Dean/Director. The Office of the Provost will provide one-course matrix replacement funding per granted leave request. This leave policy is not intended to conflict with an existing local academic unit practice; rather than reducing a local academic unit's flexibility, its intent is to enhance and supplement existing practices. During the semester either prior to or succeeding the faculty member's leave, the local academic unit may need to ask the recipient to teach one additional course in order to accommodate this leave. Full details and application procedures are available from the Provost Office's web site (<http://provost.gmu.edu/>).

Eligibility

- ~~Full-time Assistant or Associate Professors with no previous tenure-track history at any institution. Eligibility encompasses the first five years of their tenure-track cycle.~~
- ~~Individuals whose rank is prefixed with Affiliate, Adjunct, Clinical, Research, Visiting, or Term are not eligible.~~

Rationale: The original language, which did not include the Eligibility paragraph, was incorporated into the 2009 Faculty Handbook from the Provost's website. A few slight changes were made for the Handbook text (e.g. the notice of retroactivity for Asst. Profs. to 1999, by then obsolete). The Eligibility paragraph was written in 2009 to emphasize the original wording on the Provost's site: "first tenure-track position", the five-year limit, and availability only to tenure-track faculty. After approval of the F.H. in 2009, the Provost's website was not updated and the Provost's office apparently does not limit the leave to first-time tenure-track appointees.

Final, as revised

3.6.1 Study Leave for Tenure-Track Faculty

All tenure-track assistant and associate professors will be granted a one-semester study leave at some point during the first five years of their tenure-track appointment. The leave is at full pay and benefits. This leave is designed to assist a tenure-track faculty member in advancing his or her research, scholarly, or creative activities. The timing of this leave will be subject to approval by both the respective local academic unit head and the appropriate Dean/Director. The Office of the Provost will provide one-course matrix replacement funding per granted leave request. This leave policy is not intended to conflict with an existing local academic unit practice; rather than reducing a local academic unit's flexibility, its intent is to enhance and supplement existing practices. During the semester either prior to or succeeding the faculty member's leave, the local academic unit may need to ask the recipient to teach one additional course in order to accommodate this leave. Full details and application procedures are available from the Provost Office's web site (<http://provost.gmu.edu/>).

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[No changes to this section – for information only.]

2.11 Faculty Rights and Privileges

2.11.1 Academic Freedom and Civil Liberties

One of the vital activities of a university is the critical examination of ideologies and institutions. It is essential that faculty members have the right to express their views and the University is committed to upholding the principles of academic freedom to protect the expression of faculty members without fear of censorship or retaliation. The University defines academic freedom as:

1. the right to unrestricted exposition of subjects (including controversial questions) within one's field and professional obligations, both on and off the campus, in a professionally responsible manner; and
2. the right to unrestricted scholarly research and publication within one's field and professional obligations, in a professionally responsible manner within the limits imposed by the resources of the institution.

The University is fully aware that faculty members must enjoy, in addition to academic freedom, the same civil liberties as other citizens. In the exercise of their civil liberties or academic freedom, faculty have an obligation to make clear that they are not representing the institution, its Board, or the Commonwealth of Virginia. All employees have an obligation to avoid any action which appears or purports to commit the institution to a position on any issue without appropriate approval.

Faculty personnel actions, including initial appointment, reappointment, annual performance evaluations, and promotion

Final, as revised

and tenure will not be affected by considerations such as the exercise of academic freedom and civil liberties.

2.11.2 Grievances

2.11.2.1 Policies Concerning Grievances

This section does not apply to the resolution of (1) research and scholarship misconduct allegations, which are governed by University Policy 4007 –Misconduct in Research and Scholarship; (2) allegations of discrimination, which are investigated by the Office of Compliance, Diversity and Ethics; or (3) alleged violations of academic freedom related to reappointment, promotion or tenure, for which Section 2.8 applies....

[No changes to this section – for information only.]

ITEM:

**RESOLUTION TO APPOINT BOARD OF TRUSTEE
MEMBER FOR ONLINE VIRGINIA NETWORK
AUTHORITY**

PURPOSE OF ITEM:

To appoint a non-legislative citizen member to the Online Virginia Network Authority Board of Trustees.

APPROPRIATE COMMITTEE:

ACADEMIC PROGRAMS, DIVERSITY AND UNIVERSITY
COMMUNITY COMMITTEE

BRIEF NARRATIVE:

As part of the 2017 Legislative Session, the General Assembly passed Acts of Assembly Chapter 686, adding to Title 23.1, Chapter 31, a new Article 9 (Va. Code §23.1-3134 *et seq.*), relating to the establishment of the Online Virginia Network Authority (the Authority). The Authority is established as a political subdivision of the Commonwealth for the purpose of providing a means for individuals to earn degrees and postsecondary education credentials by improving the quality of and expanding access to online degree and credential programs that are beneficial to citizens, public institutions of higher education and employers in the Commonwealth.

The Authority is governed by a Board of Trustees (The Board) that has a total membership of 15 members; one non-legislative citizen member is appointed by the Board of Visitors of George Mason University. 2017 Acts of Assembly Chapter 686, Item 2, states that the initial appointment of such member shall be for a period of two (2) years.

STAFF RECOMMENDATION:

Staff recommends Board approval.

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

WHEREAS, pursuant to Code of Virginia §23.1-3135 (effective July 1, 2017) the Board of Visitors must appoint a non-legislative citizen member to the Board of Trustees of the Online Virginia Network Authority, for an initial term of two (2) years (as provided in 2017 Acts of Assembly Chapter 686, Item 2.);

The Board of Visitors hereby appoints James W. Hazel to be a member of the Board of Trustees of the Online Virginia Network Authority, for a term of two (2) years.

Adopted: May 11, 2017

Tom Davis, Rector
Board of Visitors
George Mason University

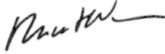


Office of the Provost

4400 University Drive, MS 3A2, Fairfax, Virginia 22030
Phone: 703-993-8770; Fax: 703-993-8871

MEMORANDUM

TO: Board of Visitors

FROM: S. David Wu 
Provost and Executive Vice President

SUBJECT: Procedural Process for Promotion and Tenure Cases for
Academic Year 2016-2017

DATE: May 11, 2017

In compliance with the Board of Visitors' request, Procedural Checklists have been completed by the academic units and certified by my office for each promotion and/or tenure case.

The Office of Compliance, Diversity and Ethics has verified that each candidate has fulfilled the in-person sexual harassment prevention and equal opportunity training as required by university policy.

SDW:kwf

ACTION ITEM

Academic Programs, Diversity and University Community Committee

May 11, 2017

PROMOTION AND/OR TENURE

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>PROMOTION/ TENURE</u>
Antil	Harbir	8/25/2017	Y/Y
<u>LOCAL ACADEMIC UNIT:</u>	Mathematical Sciences (COS)		
<u>NEW TITLE:</u>	Associate Professor without Term		
<u>PREVIOUS TITLE:</u>	Assistant Professor		
<hr/>			
Aydin	Hakan	8/25/2017	Y/N
<u>LOCAL ACADEMIC UNIT:</u>	Computer Science (VSE)		
<u>NEW TITLE:</u>	Professor without Term		
<u>PREVIOUS TITLE:</u>	Associate Professor without Term		
<hr/>			
Baranova	Ancha	8/25/2017	Y/N
<u>LOCAL ACADEMIC UNIT:</u>	School of Systems Biology (COS)		
<u>NEW TITLE:</u>	Professor without Term		
<u>PREVIOUS TITLE:</u>	Associate Professor without Term		
<hr/>			
Chaplin	Tara	8/25/2017	Y/Y
<u>LOCAL ACADEMIC UNIT:</u>	Psychology (CHSS)		
<u>NEW TITLE:</u>	Associate Professor without Term		
<u>PREVIOUS TITLE:</u>	Assistant Professor		
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ACTION ITEM

Academic Programs, Diversity and University Community Committee

May 11, 2017

PROMOTION AND/OR TENURE

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>PROMOTION/ TENURE</u>
Chen	Weixia (Cher)	8/25/2017	Y/Y
<u>LOCAL ACADEMIC UNIT:</u>	School of Integrative Studies		
<u>NEW TITLE:</u>	Associate Professor without Term		
<u>PREVIOUS TITLE:</u>	Assistant Professor		
<hr/>			
Cowan	Benjamin	8/25/2017	Y/Y
<u>LOCAL ACADEMIC UNIT:</u>	History and Art History (CHSS)		
<u>NEW TITLE:</u>	Associate Professor without Term		
<u>PREVIOUS TITLE:</u>	Assistant Professor		
<hr/>			
Craig	Richard	8/25/2017	Y/Y
<u>LOCAL ACADEMIC UNIT:</u>	Communication (CHSS)		
<u>NEW TITLE:</u>	Associate Professor without Term		
<u>PREVIOUS TITLE:</u>	Assistant Professor		
<hr/>			
Emelianenko	Maria	8/25/2017	Y/N
<u>LOCAL ACADEMIC UNIT:</u>	Mathematical Sciences (COS)		
<u>NEW TITLE:</u>	Professor without Term		
<u>PREVIOUS TITLE:</u>	Associate Professor without Term		
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ACTION ITEM

Academic Programs, Diversity and University Community Committee

May 11, 2017

PROMOTION AND/OR TENURE

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>PROMOTION/ TENURE</u>
Genetin-Pilawa	C. Joseph	8/25/2017	Y/Y
<u>LOCAL ACADEMIC UNIT:</u>	History and Art History (CHSS)		
<u>NEW TITLE:</u>	Associate Professor without Term		
<u>PREVIOUS TITLE:</u>	Assistant Professor		
<hr/>			
Gimm	Gilbert	8/25/2017	N/Y
<u>LOCAL ACADEMIC UNIT:</u>	Health Administration and Policy (CHHS)		
<u>NEW TITLE:</u>	Associate Professor without Term		
<u>PREVIOUS TITLE:</u>	Associate Professor		
<hr/>			
Hakami	Ramin	8/25/2017	Y/Y
<u>LOCAL ACADEMIC UNIT:</u>	School of Systems Biology (COS)		
<u>NEW TITLE:</u>	Associate Professor without Term		
<u>PREVIOUS TITLE:</u>	Assistant Professor		
<hr/>			
Ho	Angela	8/25/2017	Y/Y
<u>LOCAL ACADEMIC UNIT:</u>	History and Art History (CHSS)		
<u>NEW TITLE:</u>	Associate Professor without Term		
<u>PREVIOUS TITLE:</u>	Assistant Professor		
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ACTION ITEM

Academic Programs, Diversity and University Community Committee

May 11, 2017

PROMOTION AND/OR TENURE

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>PROMOTION/ TENURE</u>
Hoefler	Anthony	6/25/2017	Y/Y
<u>LOCAL ACADEMIC UNIT:</u>	English (CHSS)		
<u>NEW TITLE:</u>	Associate Professor without Term		
<u>PREVIOUS TITLE:</u>	Assistant Professor		
<hr/>			
Joiner	Wilsaan	8/25/2017	Y/Y
<u>LOCAL ACADEMIC UNIT:</u>	Bioengineering (VSE)		
<u>NEW TITLE:</u>	Associate Professor without Term		
<u>PREVIOUS TITLE:</u>	Assistant Professor		
<hr/>			
Kennedy	Christopher	8/25/2017	Y/Y
<u>LOCAL ACADEMIC UNIT:</u>	Environmental Science and Policy (COS)		
<u>NEW TITLE:</u>	Associate Professor without Term		
<u>PREVIOUS TITLE:</u>	Assistant Professor		
<hr/>			
Kosecka	Jana	8/25/2017	Y/N
<u>LOCAL ACADEMIC UNIT:</u>	Computer Science (VSE)		
<u>NEW TITLE:</u>	Professor without Term		
<u>PREVIOUS TITLE:</u>	Associate Professor without Term		
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ACTION ITEM

Academic Programs, Diversity and University Community Committee

May 11, 2017

PROMOTION AND/OR TENURE

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>PROMOTION/ TENURE</u>
Koyama	Mark	8/25/2017	Y/Y
<u>LOCAL ACADEMIC UNIT:</u>	Economics (CHSS)		
<u>NEW TITLE:</u>	Associate Professor without Term		
<u>PREVIOUS TITLE:</u>	Assistant Professor		
<hr/>			
Leeman	Jennifer	8/25/2017	Y/N
<u>LOCAL ACADEMIC UNIT:</u>	Modern and Classical Languages (CHSS)		
<u>NEW TITLE:</u>	Professor without Term		
<u>PREVIOUS TITLE:</u>	Associate Professor without Term		
<hr/>			
Li	Qiliang	8/25/2017	Y/N
<u>LOCAL ACADEMIC UNIT:</u>	Electrical and Computer Engineering (VSE)		
<u>NEW TITLE:</u>	Professor without Term		
<u>PREVIOUS TITLE:</u>	Associate Professor without Term		
<hr/>			
Lum	Cynthia	8/25/2017	Y/N
<u>LOCAL ACADEMIC UNIT:</u>	Criminology, Law and Society (CHSS)		
<u>NEW TITLE:</u>	Professor without Term		
<u>PREVIOUS TITLE:</u>	Associate Professor without Term		
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ACTION ITEM

Academic Programs, Diversity and University Community Committee

May 11, 2017

PROMOTION AND/OR TENURE

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>PROMOTION/ TENURE</u>
Manon	Christopher	8/25/2017	Y/Y
<u>LOCAL ACADEMIC UNIT:</u>	Mathematical Sciences (COS)		
<u>NEW TITLE:</u>	Associate Professor without Term		
<u>PREVIOUS TITLE:</u>	Assistant Professor		
<hr/>			
McGrath	Robert J	8/25/2017	Y/Y
<u>LOCAL ACADEMIC UNIT:</u>	Schar School of Policy and Government		
<u>NEW TITLE:</u>	Associate Professor without Term		
<u>PREVIOUS TITLE:</u>	Assistant Professor		
<hr/>			
Peters-Burton	Erin	8/25/2017	Y/N
<u>LOCAL ACADEMIC UNIT:</u>	College of Education and Human Development		
<u>NEW TITLE:</u>	Professor without Term		
<u>PREVIOUS TITLE:</u>	Associate Professor without Term		
<hr/>			
Pfoser	Dieter	8/25/2017	Y/N
<u>LOCAL ACADEMIC UNIT:</u>	Geography and Geoinformation Science (COS)		
<u>NEW TITLE:</u>	Professor without Term		
<u>PREVIOUS TITLE:</u>	Associate Professor without Term		
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ACTION ITEM

Academic Programs, Diversity and University Community Committee

May 11, 2017

PROMOTION AND/OR TENURE

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>PROMOTION/ TENURE</u>
Salvador Morales	Carolina	8/25/2017	Y/Y
<u>LOCAL ACADEMIC UNIT:</u>	Bioengineering (VSE)		
<u>NEW TITLE:</u>	Associate Professor without Term		
<u>PREVIOUS TITLE:</u>	Assistant Professor		
<hr/>			
Scherer	Matthew	8/25/2017	Y/Y
<u>LOCAL ACADEMIC UNIT:</u>	Schar School of Policy and Government		
<u>NEW TITLE:</u>	Associate Professor without Term		
<u>PREVIOUS TITLE:</u>	Assistant Professor		
<hr/>			
Slavin	Margaret	8/25/2017	Y/Y
<u>LOCAL ACADEMIC UNIT:</u>	Nutrition and Food Studies (CHHS)		
<u>NEW TITLE:</u>	Associate Professor without Term		
<u>PREVIOUS TITLE:</u>	Assistant Professor		
<hr/>			
Stavrou	Angelos	8/25/2017	Y/N
<u>LOCAL ACADEMIC UNIT:</u>	Computer Science (VSE)		
<u>NEW TITLE:</u>	Professor without Term		
<u>PREVIOUS TITLE:</u>	Associate Professor without Term		
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ACTION ITEM

Academic Programs, Diversity and University Community Committee

May 11, 2017

PROMOTION AND/OR TENURE

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>PROMOTION/ TENURE</u>
Tanyu	Burak	8/25/2017	Y/Y
<u>LOCAL ACADEMIC UNIT:</u>	Civil, Environmental, and Infrastructure Engineering (VSE)		
<u>NEW TITLE:</u>	Associate Professor without Term		
<u>PREVIOUS TITLE:</u>	Assistant Professor		
<hr/>			
Temple	Daniel	8/25/2017	Y/Y
<u>LOCAL ACADEMIC UNIT:</u>	Sociology and Anthropology (CHSS)		
<u>NEW TITLE:</u>	Associate Professor without Term		
<u>PREVIOUS TITLE:</u>	Assistant Professor		
<hr/>			
van Hoek	Monique	8/25/2017	Y/N
<u>LOCAL ACADEMIC UNIT:</u>	School of Systems Biology (COS)		
<u>NEW TITLE:</u>	Professor without Term		
<u>PREVIOUS TITLE:</u>	Associate Professor without Term		
<hr/>			
Vidyashankar	Anand	8/25/2017	Y/N
<u>LOCAL ACADEMIC UNIT:</u>	Statistics (VSE)		
<u>NEW TITLE:</u>	Professor without Term		
<u>PREVIOUS TITLE:</u>	Associate Professor without Term		
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ACTION ITEM

Academic Programs, Diversity and University Community Committee

May 11, 2017

PROMOTION AND/OR TENURE

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>PROMOTION/ TENURE</u>
Williams	Joseph M.	8/25/2017	Y/Y
<u>LOCAL ACADEMIC UNIT:</u>	College of Education and Human Development		
<u>NEW TITLE:</u>	Associate Professor without Term		
<u>PREVIOUS TITLE:</u>	Assistant Professor		
<hr/>			
Willse	Craig	8/25/2017	Y/Y
<u>LOCAL ACADEMIC UNIT:</u>	Cultural Studies Program (CHSS)		
<u>NEW TITLE:</u>	Associate Professor without Term		
<u>PREVIOUS TITLE:</u>	Assistant Professor		
<hr/>			
Xu	Jie	8/25/2017	Y/Y
<u>LOCAL ACADEMIC UNIT:</u>	Systems Engineering and Operations Research (VSE)		
<u>NEW TITLE:</u>	Associate Professor without Term		
<u>PREVIOUS TITLE:</u>	Assistant Professor		
<hr/>			
Yilmaz	Huseyin	8/25/2017	Y/Y
<u>LOCAL ACADEMIC UNIT:</u>	History and Art History (CHSS)		
<u>NEW TITLE:</u>	Associate Professor without Term		
<u>PREVIOUS TITLE:</u>	Assistant Professor		
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ACTION ITEM

Academic Programs, Diversity and University Community Committee

May 11, 2017

PROMOTION AND/OR TENURE

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>PROMOTION/ TENURE</u>
Zeng	Kai	8/25/2017	Y/Y
<u>LOCAL ACADEMIC UNIT:</u>	Electrical and Computer Engineering (VSE)		
<u>NEW TITLE:</u>	Associate Professor without Term		
<u>PREVIOUS TITLE:</u>	Assistant Professor		

ACTION ITEM

Academic Programs, Diversity and University Community Committee

May 11, 2017

CONFERRAL OF EMERITUS/EMERITA STATUS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>
D'Andrea	Paul	6/2/2017
<u>TITLE:</u>	Clarence J. Robinson Professor Emeritus of Theater and English	
<u>LOCAL ACADEMIC UNIT:</u>	Clarence J. Robinson Professors	
<hr/>		
Lieb	Bernard Joseph	5/11/2017
<u>TITLE:</u>	Professor Emeritus	
<u>LOCAL ACADEMIC UNIT:</u>	Physics and Astronomy (COS)	
<hr/>		
Lin	Jeng-Eng	5/11/2017
<u>TITLE:</u>	Associate Professor Emeritus	
<u>LOCAL ACADEMIC UNIT:</u>	Mathematical Sciences (COS)	
<hr/>		
Maxwell	Joseph A.	6/2/2017
<u>TITLE:</u>	Professor Emeritus	
<u>LOCAL ACADEMIC UNIT:</u>	College of Education and Human Development	
<hr/>		
Paden	John	6/2/2017
<u>TITLE:</u>	Clarence J. Robinson Professor Emeritus of International Studies	
<u>LOCAL ACADEMIC UNIT:</u>	Clarence J. Robinson Professors	
<hr/>		
Polyak	Roman	5/11/2017
<u>TITLE:</u>	Professor Emeritus	
<u>LOCAL ACADEMIC UNIT:</u>	Mathematical Sciences (COS)	
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ACTION ITEM

**Academic Programs, Diversity and University Community Committee
May 11, 2017**

CONFERRAL OF EMERITUS/EMERITA STATUS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>
Shapiro	Jay	5/11/2017
<u>TITLE:</u>	Professor Emeritus	
<u>LOCAL ACADEMIC UNIT:</u>	Mathematical Sciences (COS)	
<hr/>		
Stough	Roger	7/2/2017
<u>TITLE:</u>	Professor Emeritus	
<u>LOCAL ACADEMIC UNIT:</u>	Schar School of Policy and Government	
<hr/>		

To: S. David Wu, Provost and Executive Vice President
Angel Cabrera, President
From: James Trefil, Robinson Professor (on behalf of Robinson Professor Program)
Re: Paul D'Andrea, Robinson Professor of Theater and English Literature, Emeritus
Date: April 4, 2017

It is the unanimous recommendation of the Robinson Professors that Paul D'Andrea be granted emeritus status upon his retirement on June 1, 2017.

He has won the GMU Teaching Excellence Award and the statewide SCHEV Outstanding Faculty Award. His Theater of the First Amendment has won 12 Helen Hayes Awards, including Best Production. His plays have won the Great American Play Prize and the Harvardwood New Play Prize, and have been produced on main stages in America, London and Rome, and on NPR and on PBS television. Most recently, *Two-Bit Taj Mahal* was nominated for the Pulitzer Prize.

He founded, co-founded, or was a charter member of Center for the Arts, College of Visual and Performing Arts, Film and Audio Visual Studies, Department (now School) of Theater, Theater of the First Amendment, and the Robinson Professors Program. He has the longest tenure (31 years) of any Robinson Professor.

At Harvard he earned an honors AB in physics, Phi Beta Kappa, and a Masters and PhD in English literature. He did graduate work in philosophy at Oxford on a Fulbright Fellowship and has taught at Harvard, the University of Chicago and the University of Minnesota, where he won the Morse-Amoco Distinguished Teaching Award.

Approval Disapproval


S. David Wu, Provost and Executive Vice President

Approval 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.



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

To: S. David Wu, Provost
 Ángel Cabrera, President

From: Peggy Agouris, Dean
 College of Science

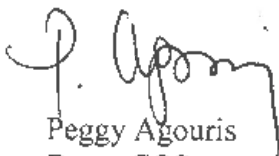
Subject: Emeritus Designation for Dr. Bernard Joseph Lieb

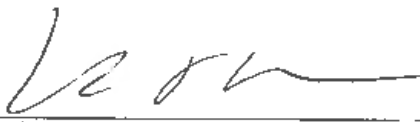
Date: February 20, 2017

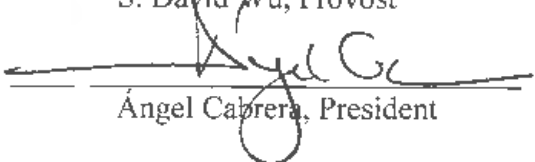
Dr. B. Joseph Lieb joined the Mason faculty in 1971 and retired in 2016 with a distinguished and exemplary record of teaching, research and service to the Mason community. His service as department Chair, Associate Chair, and in the creation of academic programs and research initiatives are truly meritorious.

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

Sincerely,


 Peggy Agouris
 Dean, COS

Approval Disapproval  2/27/17
 S. David Wu, Provost Date

Approval Disapproval  3/1/17
 Ángel Cabrera, President Date

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



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

To: S. David Wu, Provost
 Angel Cabrera, President

From: Peggy Agouris, Dean
 College of Science

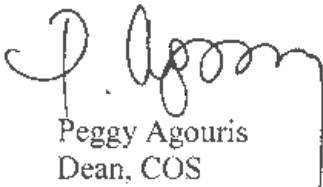
Subject: Emeritus Designation for Dr. Jeng-Eng Lin

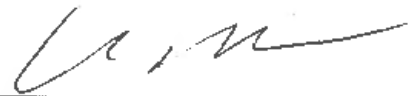
Date: February 20, 2017

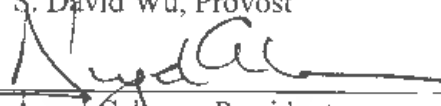
Dr. Jeng-Eng Lin joined the Mason faculty in 1983 and retired in 2016 with an exemplary record of teaching, research and service to the Mason community. His consistent productivity continued through his final year of service and his service to the wider community is truly meritorious.

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

Sincerely,


 Peggy Agouris
 Dean, COS

Approval Disapproval  2/27/17
 S. David Wu, Provost Date

Approval Disapproval  3/1/17
 Angel Cabrera, President Date

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



Office of the Dean

College of Education and Human Development
4400 University Drive, MS 2F1, Fairfax, Virginia 22030
Phone: 703-993-2004; Fax: 703-993-2001

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

From: Mark R. Ginsberg, Dean
College of Education and Human Development

Subject: Emeritus Designation for Joseph A. Maxwell

Date: March 6, 2017

I am writing on behalf of the faculty and administration of the College of Education and Human Development (CEHD) to request that Dr. Joseph A. Maxwell be awarded the title of Professor Emeritus of Education, effective June 2, 2017. This request has the unanimous and enthusiastic support of the CEHD P&T Committee, the group formally elected to represent the full College faculty on such questions.

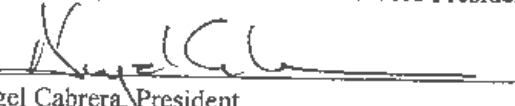
Dr. Maxwell's contributions to the university span a 20-year time period from 1997 to 2017. He will officially retire from George Mason University on June 1, 2017 after a distinguished career as an effective teacher, nationally prominent scholar, and extraordinary mentor to countless doctoral students and faculty colleagues. Among his most notable accomplishments are his signature books, book chapters, and journal articles in the fields of qualitative research design and mixed methods research. His national and international reputation for expertise and wisdom in these domains is unmatched. His contributions to professional organizations, editorial boards, and advisory groups focused on these domains have also been extensive and consequential. And yet the impact that has been most visible within the Mason context is the intellectual growth that he has cultivated in the many hundreds of students enrolled in CEHD's PhD in Education Program during the past two decades, where a highly disproportionate number of students describe him as their most influential mentor and as someone who has transformed their understanding and ability to carry out meaningful research and scholarship.

I am pleased to support, with the unanimous recommendation of the CEHD P&T Committee and that of his Division Director, Dr. Maxwell's appointment to the honorary title of Professor Emeritus of Education.

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.

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

From: James Trefil, Robinson Professor (on behalf of Robinson Professor Program)

Re: John Paden, Robinson Professor of International Studies, Emeritus

Date: April 4, 2017



It is the unanimous recommendation of the Robinson Professors that John Paden be granted Emeritus status upon his retirement on June 1, 2017 after a history of service to Mason of more than 30 years.

1. Teaching: At Mason his teaching has been consistently ranked as outstanding. He has developed and taught broad-gauged courses, including freshman seminars ("The nature of the non-western world," and "The idea of the nation state,"), sophomore Honors seminars ("Cross-cultural perspectives: understanding the giants of Asia and Africa,"), and upper-division courses ("Political culture and leadership," "Cultural dimensions of globalization," and "The globalization debates.") He has helped develop undergraduate minors in Asia Pacific Studies, Islamic Studies, and African Studies. He has served on the undergraduate General Education Committee with a focus on the requirement in "global understanding." At the graduate level, he has taught "Culture, Organization and Technology" (PUBP 501) for more than twenty years. He has served on doctoral committees in Economics, Public Policy, and Conflict Analysis and Resolution.
2. Scholarship and Research: As a recognized expert on African studies, he is the author of fourteen books on Africa, including *Religion and Political Culture in Kano*—(winner of the Herskovits prize for best book on Africa)—and most recently *Muhammadu Buhari: The Challenges of Leadership in Nigeria*, (October, 2016). In addition, he is the author of numerous articles and book chapters.
3. Service to GMU: Prof. Paden has been a regular participant in activities of the Schar School and was co-founder of the graduate program in International Commerce and Policy. He is co-founder and Director of Mason's Center for Asia-Pacific Studies. He has served as director of the Public Policy graduate summer program in China. More recently, Prof. Paden has donated his Nigeria/Africa library—(approximately 4,000 books)—to George Mason's Library in Arlington and has raised the funds to enable a reading room focused on Africa which will attract scholars from around the world.

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.



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

To: S. David Wu, Provost
 Ángel Cabrera, President

From: Peggy Agouris, Dean
 College of Science

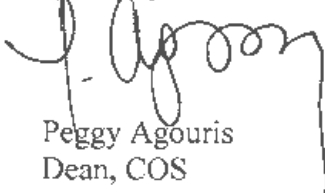
Subject: Emeritus Designation for Dr. Roman Polyak

Date: February 20, 2017


Dr. Roman Polyak joined the Mason faculty in 1993 and retired in 2013 with an exemplary record of teaching, research and service to the Mason community. His dual appointment in both the College of Science and Volgenau School of Engineering expanded his influence and had a highly beneficial impact on the experience of our students.

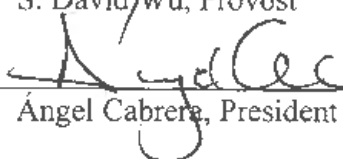
I am pleased to support the nomination of Dr. Polyak for the rank of Emeritus Professor, as recommended by the Chair of the Department of Mathematical Sciences. Given Dr. Polyak's contributions and impact at Mason, it seems fitting that we confer this honor effective upon approval by the Board of Visitors.

Sincerely,



Peggy Agouris
 Dean, COS

Approval Disapproval _____  2/27/17
 S. David Wu, Provost Date

Approval Disapproval _____  2/1/17
 Ángel Cabrera, President Date

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



College of Science
 4400 University Drive, MSN: 5C3
 Fairfax, Virginia 22030
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To: S. David Wu, Provost
 Ángel Cabrera, President

From: Peggy Agouris, Dean
 College of Science

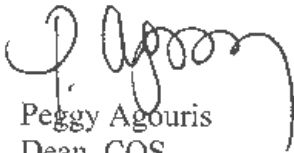
Subject: Emeritus Designation for Dr. Jay Shapiro

Date: February 20, 2017

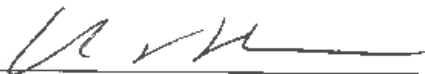
Dr. Jay Shapiro joined the Mason faculty in 1981 and retired in 2016 with an exemplary record of teaching, research and service to the Mason community. His collaborative publication record and efforts to maintain the abstract algebra discipline are but two examples of his meritorious service.

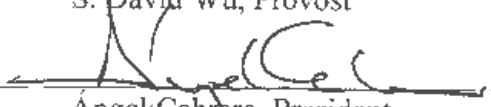
I am pleased to support the nomination of Dr. Shapiro for the rank of Emeritus Professor, as recommended by the Chair of his former department. Given Dr. Shapiro's contributions and impact at Mason, it seems fitting that we confer this honor effective upon approval by the Board of Visitors.

Sincerely,



Peggy Agouris
 Dean, COS

Approval Disapproval  2/27/17
 S. David Wu, Provost Date

Approval Disapproval  3/1/2017
 Ángel Cabrera, President Date

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



Schar School of Policy and Government

3351 Fairfax Drive, MS 381, Arlington, Virginia 22201
Phone: 703-993-2280; Fax: 703-993-8215

To: S. David Wu, Provost
Ángel Cabrera, President

From: Mark J. Rozell, Dean *MJR*
Schar School of Policy and Government

Subject: Emeritus Designation for Dr. Roger R. Stough

Date: March 1, 2017

This memo nominates Professor Roger R. Stough as a Professor Emeritus of Public Policy. He came to George Mason University in 1990 and will have served the School and the University for the past 27 years.

He gave up his post as Dean of Indiana University's School of Public and Environmental Policy to accept a position as Northern Virginia Professor in the newly created Institute of Public Policy (later the School of Public Policy and now the Schar School of Policy and Government). He served as Director of Research for the new School and was a major figure in bringing grants and contracts to support the students and faculty. This included his inauguration of the statewide multi-institutional (George Mason University/Virginia Tech/University of Virginia) United States Department of Transportation designated program of Excellence in Intelligent Transportation Systems that then became the Center of Excellence in Transportation and Regional Development generating over \$20 million dollars in funding over 5 years. In 2001, he saved the Mason Enterprise Center by closing a half million dollar hole in its budget. He repaired the finances and worked closely with the City and the County of Fairfax to reorganize the Mason Enterprise Center. Eventually the center would reach out across Virginia with statewide programs for Small Business Administration (SBA), Virginia business development, and the federal Small Business Development Corporations (SBDC's) which grew from three local units to a statewide system. Academically he widened his research from regional economic development to include entrepreneurship and innovation as reflected in his 20 plus books and multitude of articles (more than 100) in this specific area. He also served the University as Vice President for Research and Economic Development before returning to the School as the Associate Dean for Research, a position from which he recently stepped down. He has a history of research, scholarship, public service to the region and the University that is among the highest the University has seen. As a consequence his recognition as an emeritus faculty as he retires is well deserved.

It gives me great pleasure to nominate him for consideration as Professor Emeritus of Public Policy, effective July 2, 2017.

Approval Disapproval _____ *[Signature]* 3/20/17
S. David Wu, Provost Date

Approval Disapproval _____ *[Signature]* 3/24/17
Ángel Cabrera, President Date

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

ACTION ITEM

Academic Programs, Diversity and University Community Committee

May 11, 2017

ELECTIONS OF NEW HIRES

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>
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Buschmann	Michael D.	8/1/2017
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<u>TITLE:</u>	Professor without Term	
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<u>LOCAL ACADEMIC UNIT:</u>	Bioengineering (VSE)	
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Additional Title: Chair, Bioengineering.

Hoemann	Caroline D.	8/25/2017
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<u>TITLE:</u>	Professor without Term	
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<u>LOCAL ACADEMIC UNIT:</u>	Bioengineering (VSE)	
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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.

Michael Buschmann, Professor and Dept. Chair

Faculty Member's Name and Title

Bioengineering Dept., Volgenau School of Engineering

Local Academic Unit

Reference checks have been conducted.

Sexual harassment prevention training has been scheduled for TBD
Date

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

Dr. Buschmann was selected as the Dept. Chair after a highly competitive international search. He is currently a tenured Professor in the Dept. of Chemical Engineering and the Institute of Biomedical Engineering at the Ecole Polytechnique of Montreal, Canada. He has held this position since 2001. The tenure process in Canada is rigorous and equivalent to the tenure process in the U.S. Dr. Buschmann has the strong support of the Department of Bioengineering, with unanimous agreement by the department's faculty and acting chair that he has very strong credentials as a researcher and educator. Dr. Buschmann has an exceptional record of achievement and exhibits excellence in all of his work. He will be a strong contributor to the success of the Institute for Biomedical Innovation and the Inova Partnership.

Kenneth S. Ball

Digitally signed by Kenneth S. Ball:
DN: cn=Kenneth S. Ball, o=George Mason University, ou=Volgenau
School of Engineering, email=ksball@gmu.edu, c=US
Date: 2017.04.21 11:28:14 -0400

21 April 2017

Dean/Director

Date



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

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

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

Caroline Hoemann, Professor of Bioengineering

Faculty Member's Name and Title

Dept. of Bioengineering, Volgenau School of Engineering

Local Academic Unit

Reference checks have been conducted.

Sexual harassment prevention training has been scheduled for TBD
Date

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

Dr. Hoemann is a tenured Professor since 2013 in the Dept. of Chemical Engineering and the Institute of Biomedical Engineering at the Ecole Polytechnique of Montreal, Canada. The tenure process in Canada is rigorous and equivalent to the tenure process in the U.S. She was selected after a highly competitive search. Dr. Hoemann is an internationally recognized expert in biomechanics and biomaterials, specifically cartilage tissue engineering. She will bring great visibility to Mason in this area, which is a high priority for us. Dr. Hoemann will also help advance translational research at Mason, and in particular the Institute for Biomedical Innovation (IBI). She has unique expertise in translational clinical devices. She has strong support from the department faculty, who believe that her experience and credentials will be a significant asset.

Kenneth S. Ball

Digitally signed by Kenneth S. Ball
DN: cn=Kenneth S. Ball, ou=George Mason University, ou=Volgenau
School of Engineering, email=ball@gmu.edu, c=US
Date: 2017.04.21 11:56:56 -0400

4/21/17

Dean/Director

Date

ACTION ITEM

**Academic Programs, Diversity and University Community Committee
May 11, 2017**

SPECIAL RANK CHANGE

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>
Bernstein	David E.	5/11/2017
<u>LOCAL ACADEMIC UNIT:</u>	Antonin Scalia Law School	
<u>NEW TITLE:</u>	University Professor without Term	
<u>PREVIOUS TITLE:</u>	Professor without Term	
Retained Title: Foundation Professor of Law		

ANNOUNCEMENT

Academic Programs, Diversity and University Community Committee

May 11, 2017

APPOINTMENT OF FACULTY

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>TERM</u>
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Burek	Jacqueline M.	8/25/2017	N
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TITLE: Assistant Professor

DEPARTMENT: English (CHSS)

APPOINTMENT LENGTH: 3 years

Coogle	Christan G.	8/25/2017	N
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TITLE: Assistant Professor

DEPARTMENT: College of Education and Human Development

APPOINTMENT LENGTH: 3 years

Crawley	Alvin	8/25/2017	Y
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TITLE: Term Associate Professor

DEPARTMENT: College of Education and Human Development

APPOINTMENT LENGTH: 3 years

Debus-Sherrill	Sara A.	3/25/2017	Y
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TITLE: Research Associate (Instructor)

DEPARTMENT: Criminology, Law and Society (CHSS)

APPOINTMENT LENGTH: 1 year

This position is at a .50 fte.

ANNOUNCEMENT

Academic Programs, Diversity and University Community Committee

May 11, 2017

APPOINTMENT OF FACULTY

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>TERM</u>
El-Hibri	Hatim B.	8/25/2017	N
TITLE:	Assistant Professor		
DEPARTMENT:	English (CHSS)		
APPOINTMENT LENGTH:	3 years		

Haspel, Jr.	Donald P.	8/25/2017	Y
TITLE:	Term Assistant Professor		
DEPARTMENT:	English (CHSS)		
APPOINTMENT LENGTH:	1 year		

Khan	Amir K.	2/7/2017	Y
TITLE:	Research Assistant Professor		
DEPARTMENT:	Bioengineering (VSE)		
APPOINTMENT LENGTH:	1 year		

Laipson	Ellen B.	8/25/2017	Y
TITLE:	Term Professor		
DEPARTMENT:	Schar School of Policy and Government		
APPOINTMENT LENGTH:	2 years		

Additional Title: International Security Program Manager and Director of the Center for Security Policy Studies

ANNOUNCEMENT

Academic Programs, Diversity and University Community Committee

May 11, 2017

APPOINTMENT OF FACULTY

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>TERM</u>
Manzo	Gino J.	1/10/2017	Y
TITLE:	Term Instructor		
DEPARTMENT:	Volgenau School of Engineering		
APPOINTMENT LENGTH:	> 3 years		

Nayak	Chinmaya	4/25/2017	Y
TITLE:	Postdoctoral Research Fellow		
DEPARTMENT:	Physics and Astronomy (COS)		
APPOINTMENT LENGTH:	1 year		

Neyland	Jordan B.	8/25/2017	N
TITLE:	Assistant Professor		
DEPARTMENT:	Antonin Scalia Law School		
APPOINTMENT LENGTH:	3 years		

Nykyforovych	Maria	5/25/2017	N
TITLE:	Assistant Professor		
DEPARTMENT:	School of Business		
APPOINTMENT LENGTH:	3 years		

ANNOUNCEMENT

Academic Programs, Diversity and University Community Committee

May 11, 2017

APPOINTMENT OF FACULTY

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>TERM</u>
Prueitt	Catherine E.	8/25/2017	N
TITLE:	Assistant Professor		
DEPARTMENT:	Religious Studies (CHSS)		
APPOINTMENT LENGTH:	3 years		

Ramezani	Niloofer	8/25/2017	Y
TITLE:	Term Assistant Professor		
DEPARTMENT:	Statistics (VSE)		
APPOINTMENT LENGTH:	1 year		

Randhawa	Karmjot	4/3/2017	Y
TITLE:	Research Associate (Instructor)		
DEPARTMENT:	Communication (CHSS)		
APPOINTMENT LENGTH:	1 year		

Ren	Ling	1/25/2017	Y
TITLE:	Research Assistant Professor		
DEPARTMENT:	Environmental Science and Policy (COS)		
APPOINTMENT LENGTH:	1 year		

ANNOUNCEMENT

Academic Programs, Diversity and University Community Committee

May 11, 2017

APPOINTMENT OF FACULTY

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>TERM</u>
Schreiner	Sylvia L.	8/25/2017	N
TITLE:	Assistant Professor		
DEPARTMENT:	English (CHSS)		
APPOINTMENT LENGTH:	3 years		

Schulman	Vanessa M.	8/25/2017	N
TITLE:	Assistant Professor		
DEPARTMENT:	History and Art History (CHSS)		
APPOINTMENT LENGTH:	3 years		

Stevenson	Megan T.	8/25/2017	N
TITLE:	Assistant Professor		
DEPARTMENT:	Antonin Scalia Law School		
APPOINTMENT LENGTH:	3 years		

Stone	Victoria J.	8/25/2017	Y
TITLE:	Term Assistant Professor		
DEPARTMENT:	College of Education and Human Development		
APPOINTMENT LENGTH:	1 year		

ANNOUNCEMENT

Academic Programs, Diversity and University Community Committee

May 11, 2017

APPOINTMENT OF FACULTY

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>TERM</u>
Trenary	Laurie L.	4/10/2017	Y
TITLE:	Research Assistant Professor		
DEPARTMENT:	Center for Ocean-Land-Atmosphere Studies (COS)		
APPOINTMENT LENGTH:	1 year		

Van Plantinga	Alexander	3/15/2017	Y
TITLE:	Postdoctoral Research Fellow		
DEPARTMENT:	Environmental Science and Policy (COS)		
APPOINTMENT LENGTH:	1 year		

Waithaka	Eric N.	8/25/2017	N
TITLE:	Assistant Professor		
DEPARTMENT:	Social Work (CHHS)		
APPOINTMENT LENGTH:	3 years		

Weinstein	Aimee L.	1/10/2017	Y
TITLE:	Term Assistant Professor		
DEPARTMENT:	INTO Mason (Provost)		
APPOINTMENT LENGTH:	> 1 year		

Additional Title: Academic Advisor, Graduate International Pathways

ANNOUNCEMENT

Academic Programs, Diversity & University Community Committee

May 11, 2017

APPOINTMENT OF ADMINISTRATIVE AND PROFESSIONAL FACULTY

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>
Cornejo	Katherine Y.	4/5/2017
TITLE:	Coordinator, IV-E Child Welfare Stipend Program	
LOCAL ACADEMIC UNIT:	Social Work (CHHS)	
<hr/>		
Correa	Vanessa	4/5/2017
TITLE:	Associate Director	
LOCAL ACADEMIC UNIT:	Diversity, Inclusion and Multicultural Education (UL)	
<hr/>		
Cotton	Eboni S.	3/15/2017
TITLE:	Project Manager, Academic Innovation and New Ventures	
LOCAL ACADEMIC UNIT:	Academic Innovation and New Ventures (Provost)	
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Deluna	Joseph Paul I.	3/21/2017
TITLE:	Coordinator, Orientation and Family Programs and Services	
LOCAL ACADEMIC UNIT:	Orientation and Family Programs and Services (UL)	
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Diener	Courtney L.	3/1/2017
TITLE:	Assistant Director	
LOCAL ACADEMIC UNIT:	Student Support and Advocacy (UL)	
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ANNOUNCEMENT

Academic Programs, Diversity & University Community Committee

May 11, 2017

APPOINTMENT OF ADMINISTRATIVE AND PROFESSIONAL FACULTY

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>
Disu	Gbemisola A.	2/25/2017
TITLE:	Executive Director, Strategic Initiatives	
LOCAL ACADEMIC UNIT:	Communications and Marketing	
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Hersch	Rebekah K.	4/3/2017
TITLE:	Associate Director, Research Development	
LOCAL ACADEMIC UNIT:	Research Development, Integrity and Assurance (Provost)	
<hr/>		
Hicks	Dawn N.	3/6/2017
TITLE:	Director, Community Relations	
LOCAL ACADEMIC UNIT:	Intercollegiate Athletics	
<hr/>		
Kelemen	Candice B.	2/25/2017
TITLE:	Program Coordinator, LGBTQ Resources	
LOCAL ACADEMIC UNIT:	Lesbian, Gay, Bisexual, Transgender, Queer and Questioning Resources (UL)	
<hr/>		
Leaks	Carl E.	4/3/2017
TITLE:	Life Sciences Librarian/Librarian II	
LOCAL ACADEMIC UNIT:	University Libraries	
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ANNOUNCEMENT

Academic Programs, Diversity & University Community Committee

May 11, 2017

APPOINTMENT OF ADMINISTRATIVE AND PROFESSIONAL FACULTY

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>
Namiotka	David	1/25/2017
TITLE:	Director, Finance Administrative Systems Team	
LOCAL ACADEMIC UNIT:	Fiscal Services	
<hr/>		
Rakowski	Jennifer A.	3/10/2017
TITLE:	Financial Aid Counselor	
LOCAL ACADEMIC UNIT:	Student Financial Aid (Provost)	
<hr/>		
Reinsel	Thomas	3/5/2017
TITLE:	Assistant Director, Environmental Quality and Energy Efficiency	
LOCAL ACADEMIC UNIT:	Facilities Management	
<hr/>		
Sawyer	Jennifer L.	2/13/2017
TITLE:	Undergraduate Recruiting and Admissions Coordinator	
LOCAL ACADEMIC UNIT:	Student Affairs (CHHS)	
<hr/>		
Stokes	Amanda C.	3/27/2017
TITLE:	Graduate Recruitment and Admissions Coordinator	
LOCAL ACADEMIC UNIT:	Student Affairs (CHHS)	
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ANNOUNCEMENT

Academic Programs, Diversity & University Community Committee

May 11, 2017

APPOINTMENT OF ADMINISTRATIVE AND PROFESSIONAL FACULTY

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>
Strange	Heather	2/10/2017
TITLE:	Director, Fiscal Policy and Communication	
LOCAL ACADEMIC UNIT:	Fiscal Services	
<hr/>		
Vollmer	Richard S.	3/5/2017
TITLE:	Assistant Director, Facilities Operations	
LOCAL ACADEMIC UNIT:	Facilities Management	
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ANNOUNCEMENT

Academic Programs, Diversity and University Community Committee

May 11, 2017

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

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>
Buschmann	Michael D.	8/1/2017
<u>LOCAL ACADEMIC UNIT:</u>	Bioengineering (VSE)	
<u>APPOINTMENT LENGTH:</u>	four years	
This is a chair position for four years.		
<hr/>		
Houser	Daniel	8/25/2017
<u>LOCAL ACADEMIC UNIT:</u>	Economics (CHSS)	
<u>APPOINTMENT LENGTH:</u>	four years	
This is a chair position for four years.		
<hr/>		
Kinser	Jason M.	1/10/2017
<u>LOCAL ACADEMIC UNIT:</u>	Computational and Data Sciences (COS)	
<u>APPOINTMENT LENGTH:</u>	one semester	
This is an acting chair position for greater than one year.		
<hr/>		
Lattanzi Shutika	Debra	8/25/2017
<u>LOCAL ACADEMIC UNIT:</u>	English (CHSS)	
<u>APPOINTMENT LENGTH:</u>	four years	
This is a chair position for four years.		
<hr/>		
Nicotera	Anne Maydan	8/25/2017
<u>LOCAL ACADEMIC UNIT:</u>	Communications (CHSS)	
<u>APPOINTMENT LENGTH:</u>	four years	
This is a chair position for four years.		
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ANNOUNCEMENT

Academic Programs, Diversity and University Community Committee

May 11, 2017

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

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>
Thompson	Kenneth	8/25/2017
<u>LOCAL ACADEMIC UNIT:</u>	Individualized Study Program (CHSS)	
<u>APPOINTMENT LENGTH:</u>	one year	

This is a director position for one year.

ANNOUNCEMENT

Academic Programs, Diversity and University Community Committee

May 11, 2017

RENEWALS AND REAPPOINTMENTS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>TERM</u>
Ashraf-Hassan	Saima	8/25/2017	Y
<u>TITLE:</u>	Term Instructor		

LOCAL ACADEMIC UNIT: Modern and Classical Languages (CHSS)

APPOINTMENT LENGTH: 1 year

Austin	Leila G.	8/25/2017	Y
<u>TITLE:</u>	Term Assistant Professor		

LOCAL ACADEMIC UNIT: School of Business

APPOINTMENT LENGTH: 1 year

Baddouh	M'bark	5/1/2017	Y
<u>TITLE:</u>	Postdoctoral Research Fellow		

LOCAL ACADEMIC UNIT: Atmospheric, Oceanic and Earth Sciences (COS)

APPOINTMENT LENGTH: < 1 year

Balash Rodriguez	Zonia	8/25/2017	Y
<u>TITLE:</u>	Term Assistant Professor		

LOCAL ACADEMIC UNIT: Modern and Classical Languages (CHSS)

APPOINTMENT LENGTH: 1 year

ANNOUNCEMENT

Academic Programs, Diversity and University Community Committee

May 11, 2017

RENEWALS AND REAPPOINTMENTS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>TERM</u>
Barksdale	Stephanie Marie	3/1/2017	Y
<u>TITLE:</u>	Research Associate (Instructor)		

LOCAL ACADEMIC UNIT: Systems Biology (COS)

APPOINTMENT LENGTH: 1 year
Additional Title: Microbiology Technician

Bauman	Lisa	8/25/2017	Y
<u>TITLE:</u>	Term Associate Professor		

LOCAL ACADEMIC UNIT: History and Art History (CHSS)

APPOINTMENT LENGTH: 1 year

Belle	Gabriele B.	8/25/2017	Y
<u>TITLE:</u>	Term Assistant Professor		

LOCAL ACADEMIC UNIT: Physics and Astronomy (COS)

APPOINTMENT LENGTH: 1 year

Berg	Scott W.	8/25/2017	Y
<u>TITLE:</u>	Term Associate Professor		

LOCAL ACADEMIC UNIT: English (CHSS)

APPOINTMENT LENGTH: 1 year

ANNOUNCEMENT

Academic Programs, Diversity and University Community Committee

May 11, 2017

RENEWALS AND REAPPOINTMENTS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>TERM</u>
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Bonilla	Carrie L.	8/25/2017	Y
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<u>TITLE:</u>	Term Assistant Professor		
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<u>LOCAL ACADEMIC UNIT:</u>	Modern and Classical Languages (CHSS)		
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<u>APPOINTMENT LENGTH:</u>	1 year		
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Boudinot	Patricia Y.	8/25/2017	Y
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<u>TITLE:</u>	Term Assistant Professor		
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<u>LOCAL ACADEMIC UNIT:</u>	Geography and Geoinformation Science (COS)		
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<u>APPOINTMENT LENGTH:</u>	1 year		
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Boyd	Derek	8/25/2017	Y
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<u>TITLE:</u>	Term Assistant Professor		
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<u>LOCAL ACADEMIC UNIT:</u>	Philosophy (CHSS)		
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<u>APPOINTMENT LENGTH:</u>	1 year		
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Brandhorst	Kurt	8/25/2017	Y
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<u>TITLE:</u>	Term Assistant Professor		
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<u>LOCAL ACADEMIC UNIT:</u>	Philosophy (CHSS)		
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<u>APPOINTMENT LENGTH:</u>	1 year		
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ANNOUNCEMENT

Academic Programs, Diversity and University Community Committee

May 11, 2017

RENEWALS AND REAPPOINTMENTS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>TERM</u>
Broderick	M. Jacob	8/25/2017	Y

TITLE: Term Instructor

LOCAL ACADEMIC UNIT: English (CHSS)

APPOINTMENT LENGTH: 1 year

Broshears	Robert S.	8/25/2017	Y
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TITLE: Term Instructor

LOCAL ACADEMIC UNIT: School of Business

APPOINTMENT LENGTH: 1 year

Bulancea	Gabriela	8/25/2017	Y
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TITLE: Term Instructor

LOCAL ACADEMIC UNIT: Mathematical Sciences (COS)

APPOINTMENT LENGTH: 1 year

Burmeister	Steven	8/25/2017	Y
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TITLE: Term Assistant Professor

LOCAL ACADEMIC UNIT: Forensic Science Program (COS)

APPOINTMENT LENGTH: 1 year

ANNOUNCEMENT

Academic Programs, Diversity and University Community Committee

May 11, 2017

RENEWALS AND REAPPOINTMENTS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>TERM</u>
Burnham	Philip	8/25/2017	Y
<u>TITLE:</u>	Term Associate Professor		

LOCAL ACADEMIC UNIT: English (CHSS)

APPOINTMENT LENGTH: 1 year

Burns	Carla	8/25/2017	Y
<u>TITLE:</u>	Term Instructor		

LOCAL ACADEMIC UNIT: Modern and Classical Languages (CHSS)

APPOINTMENT LENGTH: 1 year

Butler	Kathleen	6/25/2017	Y
<u>TITLE:</u>	Sciences and Psychology Librarian/Librarian II		

LOCAL ACADEMIC UNIT: University Libraries

APPOINTMENT LENGTH: 3 years

Camus	Adele	8/25/2017	Y
<u>TITLE:</u>	Term Instructor		

LOCAL ACADEMIC UNIT: INTO Mason (Provost)

APPOINTMENT LENGTH: 1 year

ANNOUNCEMENT

Academic Programs, Diversity and University Community Committee

May 11, 2017

RENEWALS AND REAPPOINTMENTS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>TERM</u>
Chakravarty	Urvashi	8/25/2017	N
<u>TITLE:</u>	Assistant Professor		
<u>LOCAL ACADEMIC UNIT:</u>	English (CHSS)		
<u>APPOINTMENT LENGTH:</u>	3 years		
<hr/>			
Chen	Xi	8/25/2017	Y
<u>TITLE:</u>	Term Instructor		
<u>LOCAL ACADEMIC UNIT:</u>	Modern and Classical Languages (CHSS)		
<u>APPOINTMENT LENGTH:</u>	1 year		
<hr/>			
Chitnis	Parag	8/25/2017	N
<u>TITLE:</u>	Assistant Professor		
<u>LOCAL ACADEMIC UNIT:</u>	Bioengineering (VSE)		
<u>APPOINTMENT LENGTH:</u>	3 years		
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Coleson	Michael D.	8/25/2017	Y
<u>TITLE:</u>	Term Instructor		
<u>LOCAL ACADEMIC UNIT:</u>	INTO Mason (Provost)/Mathematical Sciences (COS)		
<u>APPOINTMENT LENGTH:</u>	1 year		
Additional Title: Course Coordinator, Mathematics			
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RENEWALS AND REAPPOINTMENTS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>TERM</u>
Crerar	Lorelei D.	8/25/2017	Y
<u>TITLE:</u>	Term Assistant Professor		
<u>LOCAL ACADEMIC UNIT:</u>	Biology (COS)		
<u>APPOINTMENT LENGTH:</u>	1 year		
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Crossin	Karen	8/25/2017	Y
<u>TITLE:</u>	Term Instructor		
<u>LOCAL ACADEMIC UNIT:</u>	Mathematical Sciences (COS)		
<u>APPOINTMENT LENGTH:</u>	1 year		
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Dalton	Kelly M.	8/25/2017	Y
<u>TITLE:</u>	Term Instructor		
<u>LOCAL ACADEMIC UNIT:</u>	Integrative Studies (CHSS)		
<u>APPOINTMENT LENGTH:</u>	1 year		
Additional Title: Assistant Director, Social Action & Integrative Learning			
<hr/>			
D'Antonio	Laura J.	8/25/2017	Y
<u>TITLE:</u>	Term Instructor		
<u>LOCAL ACADEMIC UNIT:</u>	School of Business		
<u>APPOINTMENT LENGTH:</u>	1 year		
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LAST NAME **FIRST NAME** **EFFECTIVE DATE** **TERM**

Davis Claudette P. 6/25/2017 Y
TITLE: Term Assistant Professor

LOCAL ACADEMIC UNIT: Biology (COS)

APPOINTMENT LENGTH: 1 year

De Armendi Nicole 8/25/2017 Y
TITLE: Term Assistant Professor

LOCAL ACADEMIC UNIT: History and Art History (CHSS)

APPOINTMENT LENGTH: 1 year

de la Fuente Cynthia L. 4/10/2017 Y
TITLE: Research Assistant Professor

LOCAL ACADEMIC UNIT: National Center for Biodefense and Infectious Diseases (COS)

APPOINTMENT LENGTH: 1 year

De La Pena Gary Lee Antonio C. 8/25/2017 Y
TITLE: Term Assistant Professor

LOCAL ACADEMIC UNIT: Mathematical Sciences (COS)

APPOINTMENT LENGTH: 1 year

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

Doty Brian 2/10/2017 Y

TITLE: Research Associate (Instructor)

LOCAL ACADEMIC UNIT: Center for Ocean-Land-Atmosphere Studies (COS)

APPOINTMENT LENGTH: 1 year

Dreyfus Benjamin 8/15/2017 Y

TITLE: Term Associate Professor

LOCAL ACADEMIC UNIT: Physics and Astronomy (COS)

APPOINTMENT LENGTH: < 1 year

Additional Title: STEM Accelerator

Driscoll Anne 6/25/2017 Y

TITLE: Education Librarian/Librarian III

LOCAL ACADEMIC UNIT: University Libraries

APPOINTMENT LENGTH: 4 years

Dudnik Natalia 8/25/2017 Y

TITLE: Term Assistant Professor

LOCAL ACADEMIC UNIT: Modern and Classical Languages (CHSS)

APPOINTMENT LENGTH: 1 year

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<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>TERM</u>
Dunaway	Sean	8/25/2017	Y

TITLE: Term Instructor

LOCAL ACADEMIC UNIT: INTO Mason (Provost)

APPOINTMENT LENGTH: 1 year

Eckley	Douglas A.	8/25/2017	Y
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TITLE: Term Assistant Professor

LOCAL ACADEMIC UNIT: Mathematical Sciences (COS)

APPOINTMENT LENGTH: 1 year

Elzey	Christopher C.	8/25/2017	Y
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TITLE: Term Assistant Professor

LOCAL ACADEMIC UNIT: History and Art History (CHSS)

APPOINTMENT LENGTH: 1 year

Erakat	Noura	8/25/2017	N
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TITLE: Assistant Professor

LOCAL ACADEMIC UNIT: Integrative Studies (CHSS)

APPOINTMENT LENGTH: 3 years

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<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>TERM</u>
Erb	Megan Sikowitz	8/25/2017	Y
<u>TITLE:</u>	Term Assistant Professor		
<u>LOCAL ACADEMIC UNIT:</u>	Chemistry and Biochemistry (COS)		
<u>APPOINTMENT LENGTH:</u>	1 year		
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Ericson	Rebecca J.	8/25/2017	Y
<u>TITLE:</u>	Term Assistant Professor		
<u>LOCAL ACADEMIC UNIT:</u>	Physics and Astronomy (COS)		
<u>APPOINTMENT LENGTH:</u>	1 year		
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Evans	Sally R.	6/25/2017	Y
<u>TITLE:</u>	University Dissertations and Theses Coordinator/Librarian II		
<u>LOCAL ACADEMIC UNIT:</u>	University Libraries		
<u>APPOINTMENT LENGTH:</u>	3 years		
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Fayissa	Mosissa	8/25/2017	Y
<u>TITLE:</u>	Term Assistant Professor		
<u>LOCAL ACADEMIC UNIT:</u>	Chemistry and Biochemistry (COS)		
<u>APPOINTMENT LENGTH:</u>	1 year		
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<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>TERM</u>
Finn	T. Andrew	8/25/2017	Y
<u>TITLE:</u>	Term Associate Professor		
<u>LOCAL ACADEMIC UNIT:</u>	Communication (CHSS)		
<u>APPOINTMENT LENGTH:</u>	1 year		

Fitzpatrick	Brian J.	8/25/2017	Y
<u>TITLE:</u>	Term Assistant Professor		
<u>LOCAL ACADEMIC UNIT:</u>	English (CHSS)		
<u>APPOINTMENT LENGTH:</u>	1 year		

Fondufe	Gwendolyne	8/25/2017	Y
<u>TITLE:</u>	Term Assistant Professor		
<u>LOCAL ACADEMIC UNIT:</u>	Biology (COS)		
<u>APPOINTMENT LENGTH:</u>	1 year		

Frank	Toya J.	8/25/2017	N
<u>TITLE:</u>	Assistant Professor		
<u>LOCAL ACADEMIC UNIT:</u>	College of Education and Human Development		
<u>APPOINTMENT LENGTH:</u>	3 years		

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Fuertes	Al	8/25/2017	Y
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<u>TITLE:</u>	Term Associate Professor
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<u>LOCAL ACADEMIC UNIT:</u>	Integrative Studies (CHSS)
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<u>APPOINTMENT LENGTH:</u>	3 years
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Fujiwara	Manako	8/25/2017	Y
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<u>TITLE:</u>	Term Assistant Professor
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<u>LOCAL ACADEMIC UNIT:</u>	Modern and Classical Languages (CHSS)
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<u>APPOINTMENT LENGTH:</u>	1 year
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Gest	Justin	8/25/2017	N
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<u>TITLE:</u>	Assistant Professor
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<u>LOCAL ACADEMIC UNIT:</u>	Schar School of Policy and Government
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<u>APPOINTMENT LENGTH:</u>	3 years
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Gill	Charlotte	8/25/2017	N
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<u>TITLE:</u>	Assistant Professor
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<u>LOCAL ACADEMIC UNIT:</u>	Criminology, Law and Society (CHSS)
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<u>APPOINTMENT LENGTH:</u>	3 years
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LAST NAME FIRST NAME EFFECTIVE DATE TERM

Hatton Kimi S. 8/25/2017 Y

TITLE: Term Associate Professor

LOCAL ACADEMIC UNIT: Chemistry and Biochemistry (COS)

APPOINTMENT LENGTH: 1 year

Hemmann Kathryn 8/25/2017 N

TITLE: Assistant Professor

LOCAL ACADEMIC UNIT: Modern and Classical Languages (CHSS)

APPOINTMENT LENGTH: 3 years

Hendricks Gretchen T. 8/25/2017 Y

TITLE: Term Instructor

LOCAL ACADEMIC UNIT: School of Business

APPOINTMENT LENGTH: 1 year

Henson JoAnn 6/25/2017 Y

TITLE: Business and Economics Librarian/Librarian II

LOCAL ACADEMIC UNIT: University Libraries

APPOINTMENT LENGTH: 3 years

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Hillen III	John F.	8/25/2017	Y

TITLE: Term Professor

LOCAL ACADEMIC UNIT: School of Business

APPOINTMENT LENGTH: 1 year

Hodgson	Jeremy J.	8/25/2017	Y
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TITLE: Term Instructor

LOCAL ACADEMIC UNIT: Communication (CHSS)

APPOINTMENT LENGTH: 1 year

Hooper-Madden	Jane	8/25/2017	N
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TITLE: Assistant Professor

LOCAL ACADEMIC UNIT: History and Art History (CHSS)

APPOINTMENT LENGTH: 3 years

Howell	William R.	8/25/2017	Y
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TITLE: Term Assistant Professor

LOCAL ACADEMIC UNIT: English (CHSS)

APPOINTMENT LENGTH: 1 year

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Hoy	Virginia	8/25/2017	Y

TITLE: Term Instructor

LOCAL ACADEMIC UNIT: English (CHSS)

APPOINTMENT LENGTH: 1 year

Hudson	Seth Andrew	8/25/2017	N
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TITLE: Assistant Professor

LOCAL ACADEMIC UNIT: Computer Game Design Program (CVPA)

APPOINTMENT LENGTH: 3 years

Hussein	Naglaa F.	8/25/2017	Y
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TITLE: Term Assistant Professor

LOCAL ACADEMIC UNIT: Modern and Classical Languages (CHSS)

APPOINTMENT LENGTH: 1 year

Inoue	Megumi	8/25/2017	N
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TITLE: Assistant Professor

LOCAL ACADEMIC UNIT: Social Work (CHHS)

APPOINTMENT LENGTH: 3 years

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<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>TERM</u>
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Jackson	Zakiyyah	8/25/2017	N
<u>TITLE:</u>	Assistant Professor		

LOCAL ACADEMIC UNIT: English (CHSS)

APPOINTMENT LENGTH: 3 years

Jannery	Beth A.	8/25/2017	Y
<u>TITLE:</u>	Term Instructor		

LOCAL ACADEMIC UNIT: Communication (CHSS)

APPOINTMENT LENGTH: 3 year

Jauchen	Joanna G.	8/25/2017	Y
<u>TITLE:</u>	Term Instructor		

LOCAL ACADEMIC UNIT: Mathematical Sciences (COS)

APPOINTMENT LENGTH: 1 year

Jones	Rebecca M.	6/25/2017	Y
<u>TITLE:</u>	Term Associate Professor		

LOCAL ACADEMIC UNIT: Chemistry and Biochemistry (COS)

APPOINTMENT LENGTH: 1 year

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<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>TERM</u>
Jung	Young A.	8/25/2017	Y
<u>TITLE:</u>	Term Assistant Professor		
<u>LOCAL ACADEMIC UNIT:</u>	Modern and Classical Languages (CHSS)		
<u>APPOINTMENT LENGTH:</u>	1 year		
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Kelly	Madeline M.	6/25/2016	Y
<u>TITLE:</u>	Head, Collection Development/Librarian I		
<u>LOCAL ACADEMIC UNIT:</u>	University Libraries		
<u>APPOINTMENT LENGTH:</u>	2 years		
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Keohane	Jennifer A.	8/25/2017	Y
<u>TITLE:</u>	Term Assistant Professor		
<u>LOCAL ACADEMIC UNIT:</u>	Communication (CHSS)		
<u>APPOINTMENT LENGTH:</u>	1 year		
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Kim	Julie Park	8/25/2017	Y
<u>TITLE:</u>	Term Assistant Professor		
<u>LOCAL ACADEMIC UNIT:</u>	INTO Mason (Provost)		
<u>APPOINTMENT LENGTH:</u>	1 year		
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LAST NAME **FIRST NAME** **EFFECTIVE DATE** **TERM**

King Sara M. 8/25/2017 Y

TITLE: Term Associate Professor

LOCAL ACADEMIC UNIT: English (CHSS)

APPOINTMENT LENGTH: 5 years

Kirker Maoria 6/25/2016 Y

TITLE: Instructional Services and Assessment Librarian/Librarian II

LOCAL ACADEMIC UNIT: University Libraries

APPOINTMENT LENGTH: 3 years

Knight Kelly L. 6/25/2017 Y

TITLE: Term Assistant Professor

LOCAL ACADEMIC UNIT: Forensic Science Program (COS)

APPOINTMENT LENGTH: 1 year

Koch Lisa M. 8/25/2017 Y

TITLE: Term Professor

LOCAL ACADEMIC UNIT: English (CHSS)

APPOINTMENT LENGTH: 5 years

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

Kohn Ellen 8/25/2017 Y

TITLE: Term Instructor

LOCAL ACADEMIC UNIT: INTO Mason (Provost)

APPOINTMENT LENGTH: 1 year

Laemmerzahl Arndt F. 8/25/2017 Y

TITLE: Term Associate Professor

LOCAL ACADEMIC UNIT: Biology (COS)

APPOINTMENT LENGTH: 1 year

Lamprianidis Georgios 2/25/2017 Y

TITLE: Research Associate (Instructor)

LOCAL ACADEMIC UNIT: Geography and Geoinformation Science (COS)

APPOINTMENT LENGTH: 1 year

Largen Kim D. 8/25/2017 Y

TITLE: Term Associate Professor

LOCAL ACADEMIC UNIT: Environmental Science and Policy (COS)

APPOINTMENT LENGTH: 1 year

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Leonard	Charles	8/25/2017	Y
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<u>TITLE:</u>	Term Instructor
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<u>LOCAL ACADEMIC UNIT:</u>	Honors College
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<u>APPOINTMENT LENGTH:</u>	1 year
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Lewis	Rachel Ann	8/25/2017	Y
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<u>TITLE:</u>	Term Associate Professor
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<u>LOCAL ACADEMIC UNIT:</u>	Women and Gender Studies (CHSS)
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<u>APPOINTMENT LENGTH:</u>	3 years
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Liberatore	Stephanie	8/25/2017	Y
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<u>TITLE:</u>	Term Assistant Professor
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<u>LOCAL ACADEMIC UNIT:</u>	English (CHSS)
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<u>APPOINTMENT LENGTH:</u>	1 year
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Lockhart	Christopher B.	4/4/2017	Y
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<u>TITLE:</u>	Postdoctoral Research Fellow
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<u>LOCAL ACADEMIC UNIT:</u>	Systems Biology (COS)
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<u>APPOINTMENT LENGTH:</u>	1 year
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Lofaro	Daniel	8/25/2017	N
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<u>TITLE:</u>	Assistant Professor
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<u>LOCAL ACADEMIC UNIT:</u>	Electrical and Computer Engineering (VSE)
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<u>APPOINTMENT LENGTH:</u>	1 year
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Mackenzie	Tricia	6/25/2017	Y
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<u>TITLE:</u>	Head, Resource Description and Metadata Services/Librarian II
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<u>LOCAL ACADEMIC UNIT:</u>	University Libraries
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<u>APPOINTMENT LENGTH:</u>	3 years
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Maggioni	Viviana	8/25/2017	N
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<u>TITLE:</u>	Assistant Professor
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<u>LOCAL ACADEMIC UNIT:</u>	Civil, Environmental and Infrastructure Engineering (VSE)
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<u>APPOINTMENT LENGTH:</u>	3 years
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Mann	Wendy	6/25/2017	Y
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<u>TITLE:</u>	Head, Data Services Group/Librarian III
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<u>LOCAL ACADEMIC UNIT:</u>	University Libraries
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<u>APPOINTMENT LENGTH:</u>	4 years
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LAST NAME **FIRST NAME** **EFFECTIVE DATE** **TERM**

Mariska John 3/10/2017 Y

TITLE: Research Professor

LOCAL ACADEMIC UNIT: College of Science

APPOINTMENT LENGTH: 1 year

Masterson Alexandra 8/25/2017 Y

TITLE: Term Assistant Professor

LOCAL ACADEMIC UNIT: Biology (COS)

APPOINTMENT LENGTH: 1 year

Maximova Tatiana 4/15/2017 Y

TITLE: Postdoctoral Research Fellow

LOCAL ACADEMIC UNIT: Computer Science (VSE)

APPOINTMENT LENGTH: < 1 year

McCarron Graziella P. 8/25/2017 Y

TITLE: Term Assistant Professor

LOCAL ACADEMIC UNIT: Integrative Studies (CHSS)

APPOINTMENT LENGTH: 1 year

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

McDowell Jacqueline 8/25/2017 N
TITLE: Assistant Professor

LOCAL ACADEMIC UNIT: College of Education and Human Development

APPOINTMENT LENGTH: 3 years

McManus Helen 6/25/2016 Y
TITLE: Public Policy, Government and International Affairs
 Librarian/Librarian II

LOCAL ACADEMIC UNIT: University Libraries

APPOINTMENT LENGTH: 3 years

Meier Robert 4/10/2017 Y
TITLE: Research Professor

LOCAL ACADEMIC UNIT: Physics and Astronomy (COS)

APPOINTMENT LENGTH: 1 year
This is a part-time position.

Miller David J. 6/25/2017 Y
TITLE: Term Instructor

LOCAL ACADEMIC UNIT: Communication (CHSS)

APPOINTMENT LENGTH: 1 year

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Miller	William B.	6/25/2017	Y
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<u>TITLE:</u>	Term Professor
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<u>LOCAL ACADEMIC UNIT:</u>	English (CHSS)
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<u>APPOINTMENT LENGTH:</u>	1 year
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Montoro	Mary Elizabeth	1/26/2017	Y
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<u>TITLE:</u>	Research Associate (Instructor)
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<u>LOCAL ACADEMIC UNIT:</u>	Communication (CHSS)
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<u>APPOINTMENT LENGTH:</u>	1 year
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Additional Title: Health Education Researcher

Moore	Patrick J.	8/25/2017	Y
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<u>TITLE:</u>	Term Assistant Professor
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<u>LOCAL ACADEMIC UNIT:</u>	INTO Mason (Provost)
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<u>APPOINTMENT LENGTH:</u>	1 year
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Mullen	Lincoln	8/25/2017	N
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<u>TITLE:</u>	Assistant Professor
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<u>LOCAL ACADEMIC UNIT:</u>	History and Art History (CHSS)
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<u>APPOINTMENT LENGTH:</u>	3 years
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LAST NAME **FIRST NAME** **EFFECTIVE DATE** **TERM**

Mungai Wambui 8/25/2017 Y

TITLE: Term Assistant Professor

LOCAL ACADEMIC UNIT: School of Business

APPOINTMENT LENGTH: 1 year

Murdoch Erin Q. 8/25/2017 Y

TITLE: Term Assistant Professor

LOCAL ACADEMIC UNIT: Psychology (CHSS)

APPOINTMENT LENGTH: 1 year

Murphy Amy 12/10/2016 Y

TITLE: Research Associate (Instructor)

LOCAL ACADEMIC UNIT: Criminology, Law and Society (CHSS)

APPOINTMENT LENGTH: 1 year

Murray-John Patrick D. 2/10/2017 Y

TITLE: Research Assistant Professor

LOCAL ACADEMIC UNIT: Roy Rosenzweig Center for History and New Media (CHSS)

APPOINTMENT LENGTH: 1 year

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

Nam Sang 8/25/2017 N
TITLE: Assistant Professor

LOCAL ACADEMIC UNIT: Computer Game Design Program (CVPA)

APPOINTMENT LENGTH: 3 years

Namubiru Esther 8/25/2017 Y
TITLE: Term Instructor

LOCAL ACADEMIC UNIT: INTO Mason (Provost)

APPOINTMENT LENGTH: 1 year

Nanian Richard A. 8/25/2017 Y
TITLE: Term Associate Professor

LOCAL ACADEMIC UNIT: English (CHSS)

APPOINTMENT LENGTH: 3 years

Nath Anindya 5/1/2017 Y
TITLE: Postdoctoral Research Fellow

LOCAL ACADEMIC UNIT: Computational Materials and Science Center (COS)

APPOINTMENT LENGTH: < 1 year

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

Newmark Lisa 8/25/2017 Y

TITLE: Term Professor

LOCAL ACADEMIC UNIT: Criminology, Law and Society (CHSS)

APPOINTMENT LENGTH: 3 years

Oberle III George D. 6/25/2016 Y

TITLE: History Librarian/Librarian II

LOCAL ACADEMIC UNIT: University Libraries

APPOINTMENT LENGTH: 3 years

O'Brien Ellen E. 8/25/2017 Y

TITLE: Term Instructor

LOCAL ACADEMIC UNIT: Mathematical Sciences (COS)

APPOINTMENT LENGTH: 1 year

Oerter Robert N. 8/25/2017 Y

TITLE: Term Associate Professor

LOCAL ACADEMIC UNIT: Physics and Astronomy (COS)

APPOINTMENT LENGTH: 1 year

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Olmo	Valerie N.	8/25/2017	Y
<u>TITLE:</u>	Term Assistant Professor		
<u>LOCAL ACADEMIC UNIT:</u>	Biology (COS)		
<u>APPOINTMENT LENGTH:</u>	1 year		
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Pacz	Bonny B.	8/25/2017	Y
<u>TITLE:</u>	Term Instructor		
<u>LOCAL ACADEMIC UNIT:</u>	INTO Mason (Provost)		
<u>APPOINTMENT LENGTH:</u>	1 year		
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Pant	Ramesh	8/25/2017	Y
<u>TITLE:</u>	Term Assistant Professor		
<u>LOCAL ACADEMIC UNIT:</u>	Chemistry and Biochemistry (COS)		
<u>APPOINTMENT LENGTH:</u>	1 year		
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Park	Sun-Young	8/25/2017	N
<u>TITLE:</u>	Assistant Professor		
<u>LOCAL ACADEMIC UNIT:</u>	History and Art History (CHSS)		
<u>APPOINTMENT LENGTH:</u>	3 years		
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<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>TERM</u>
Pegion	Kathleen V.	8/25/2017	N
<u>TITLE:</u>	Assistant Professor		

LOCAL ACADEMIC UNIT: Atmospheric, Oceanic and Earth Sciences (COS)

APPOINTMENT LENGTH: 3 years

Photos	Lisa	8/25/2017	Y
<u>TITLE:</u>	Term Assistant Professor		

LOCAL ACADEMIC UNIT: English (CHSS)

APPOINTMENT LENGTH: 1 year

Prudden	Katherine	8/25/2017	Y
<u>TITLE:</u>	Term Instructor		

LOCAL ACADEMIC UNIT: Social Work (CHHS)

APPOINTMENT LENGTH: 1 year

Purcell	Darden	8/25/2017	N
<u>TITLE:</u>	Assistant Professor		

LOCAL ACADEMIC UNIT: Music (CVPA)

APPOINTMENT LENGTH: 3 years

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

Ramsdell Justin 8/25/2017 Y

TITLE: Term Assistant Professor

LOCAL ACADEMIC UNIT: Psychology (CHSS)

APPOINTMENT LENGTH: 1 year

Rancourt Emily D. 8/25/2017 Y

TITLE: Term Assistant Professor

LOCAL ACADEMIC UNIT: Forensic Science Program (COS)

APPOINTMENT LENGTH: 1 year

Additional Title: Associate Director

Ready Psyche Z. 8/25/2017 Y

TITLE: Term Instructor

LOCAL ACADEMIC UNIT: English (CHSS)

APPOINTMENT LENGTH: 1 year

Repinecz Jonathon 8/25/2017 N

TITLE: Assistant Professor

LOCAL ACADEMIC UNIT: Modern and Classical Languages (CHSS)

APPOINTMENT LENGTH: 3 years

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RENEWALS AND REAPPOINTMENTS

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

Robinson Laurel 8/25/2017 Y

TITLE: Robinson Professor

LOCAL ACADEMIC UNIT: Clarence J. Robinson Professors

APPOINTMENT LENGTH: 3 years

Romano Arthur 8/25/2017 N

TITLE: Assistant Professor

LOCAL ACADEMIC UNIT: School of Conflict Analysis and Resolution

APPOINTMENT LENGTH: 3 years

Rottenberg Lori A. 8/25/2017 Y

TITLE: Term Instructor

LOCAL ACADEMIC UNIT: INTO Mason (Provost)

APPOINTMENT LENGTH: 1 year

Rudnicki Mark 8/25/2017 Y

TITLE: Term Associate Professor

LOCAL ACADEMIC UNIT: English (CHSS)

APPOINTMENT LENGTH: 1 year

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RENEWALS AND REAPPOINTMENTS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>TERM</u>
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Rule	Kimberly A.	8/25/2017	Y
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<u>TITLE:</u>	Term Assistant Professor
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<u>LOCAL ACADEMIC UNIT:</u>	Forensic Science Program (COS)
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<u>APPOINTMENT LENGTH:</u>	1 year
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Sausville	Catherine A.	8/25/2017	Y
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<u>TITLE:</u>	Term Instructor
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<u>LOCAL ACADEMIC UNIT:</u>	Mathematical Sciences (COS)
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<u>APPOINTMENT LENGTH:</u>	1 year
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Scherer	Anne E.	8/25/2017	Y
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<u>TITLE:</u>	Term Assistant Professor
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<u>LOCAL ACADEMIC UNIT:</u>	Biology (COS)
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<u>APPOINTMENT LENGTH:</u>	1 year
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Schluchter	Steven A.	8/25/2017	Y
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<u>TITLE:</u>	Term Assistant Professor
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<u>LOCAL ACADEMIC UNIT:</u>	Mathematical Sciences (COS)
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<u>APPOINTMENT LENGTH:</u>	1 year
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<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>TERM</u>
Schmeidler	Lance E.	6/25/2017	Y

TITLE: Term Instructor

LOCAL ACADEMIC UNIT: Communication (CHSS)

APPOINTMENT LENGTH: 1 year

Additional Title: Basic Course Coordinator

Schnur	Joel M.	1/10/2017	Y
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TITLE: Research Professor

LOCAL ACADEMIC UNIT: College of Science

APPOINTMENT LENGTH: 1 year

Schulze	Susan E.	8/25/2017	Y
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TITLE: Term Assistant Professor

LOCAL ACADEMIC UNIT: History and Art History (CHSS)

APPOINTMENT LENGTH: 1 year

Scolaro	Margaret	8/25/2017	Y
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TITLE: Term Instructor

LOCAL ACADEMIC UNIT: English (CHSS)

APPOINTMENT LENGTH: 1 year

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<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>TERM</u>
Scott	Laura E.	6/25/2017	Y

TITLE: Term Professor

LOCAL ACADEMIC UNIT: English (CHSS)

APPOINTMENT LENGTH: 5 years

Seidel	Julie P.	8/25/2017	Y
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TITLE: Term Instructor

LOCAL ACADEMIC UNIT: School of Business

APPOINTMENT LENGTH: 1 year

Simmons	Noele K.	8/25/2017	Y
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TITLE: Term Instructor

LOCAL ACADEMIC UNIT: INTO Mason (Provost)

APPOINTMENT LENGTH: 1 year

Singer	Harvey A.	8/25/2017	Y
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TITLE: Term Assistant Professor

LOCAL ACADEMIC UNIT: School of Business

APPOINTMENT LENGTH: 1 year

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<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>TERM</u>
Smith	Rodger E.	6/25/2017	Y

TITLE: Term Instructor

LOCAL ACADEMIC UNIT: Communication (CHSS)

APPOINTMENT LENGTH: 1 year

Son	Byunghwan	8/25/2017	N
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TITLE: Assistant Professor

LOCAL ACADEMIC UNIT: Global Affairs Program (CHSS)

APPOINTMENT LENGTH: 3 years

Sontag	Jennifer B.	8/25/2017	Y
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TITLE: Term Assistant Professor

LOCAL ACADEMIC UNIT: Psychology (CHSS)

APPOINTMENT LENGTH: 1 year

Sparks	Garry G.	8/25/2017	N
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TITLE: Assistant Professor

LOCAL ACADEMIC UNIT: Religious Studies (CHSS)

APPOINTMENT LENGTH: 3 years

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

Spooner Daniel 2/1/2017 Y

TITLE: Research Assistant Professor

LOCAL ACADEMIC UNIT: Environmental Science and Policy (COS)

APPOINTMENT LENGTH: 1 year

Staszak Dennis D. 8/25/2017 Y

TITLE: Term Instructor

LOCAL ACADEMIC UNIT: Criminology, Law and Society (CHSS)

APPOINTMENT LENGTH: 1 year

Steadman Sarah 8/25/2017 Y

TITLE: Term Instructor

LOCAL ACADEMIC UNIT: INTO Mason (Provost)

APPOINTMENT LENGTH: 1 year

Steele James 8/25/2017 Y

TITLE: Term Instructor

LOCAL ACADEMIC UNIT: Communication (CHSS)/INTO Mason (Provost)

APPOINTMENT LENGTH: 1 year

Additional Title: INTO Mason Course Liaison for COMM 100

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RENEWALS AND REAPPOINTMENTS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>TERM</u>
Steger	Benjamin	8/25/2017	N
<u>TITLE:</u>	Assistant Professor		

LOCAL ACADEMIC UNIT: Film and Video Studies (CVPA)

APPOINTMENT LENGTH: 3 years

Storelli	Elizangela	8/25/2017	Y
<u>TITLE:</u>	Term Assistant Professor		

LOCAL ACADEMIC UNIT: Sociology and Anthropology (CHSS)

APPOINTMENT LENGTH: 1 year

Streckfus-Green	Heather	8/25/2017	Y
<u>TITLE:</u>	Term Assistant Professor		

LOCAL ACADEMIC UNIT: English (CHSS)

APPOINTMENT LENGTH: 1 year

This is a part-time position.

Studemeyer	Catherine	6/25/2017	Y
<u>TITLE:</u>	Term Assistant Professor		

LOCAL ACADEMIC UNIT: Global Affairs Program (CHSS)

APPOINTMENT LENGTH: 1 year

Additional Title: Assistant Director

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<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>TERM</u>
Suh	Hyon-Sook (Joy)	6/25/2016	Y
<u>TITLE:</u>	Geospatial Resources Librarian/Librarian IV		

LOCAL ACADEMIC UNIT: University Libraries

APPOINTMENT LENGTH: 5 years

Sullivan	Amy	6/25/2016	Y
<u>TITLE:</u>	Preservation Librarian/Librarian II		

LOCAL ACADEMIC UNIT: University Libraries

APPOINTMENT LENGTH: 3 years

Sundaram	Sumati	5/1/2017	Y
<u>TITLE:</u>	Research Assistant Professor		

LOCAL ACADEMIC UNIT: College of Science

APPOINTMENT LENGTH: 1 year

Swan	Amy K.	8/25/2017	N
<u>TITLE:</u>	Assistant Professor		

LOCAL ACADEMIC UNIT: Higher Education Program (CHSS)

APPOINTMENT LENGTH: 3 years

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<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>TERM</u>
Sweeney	Kyle	8/25/2017	Y

TITLE: Term Instructor

LOCAL ACADEMIC UNIT: School of Business

APPOINTMENT LENGTH: 1 year

Taciuch	Dean F.	8/25/2017	Y
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TITLE: Term Professor

LOCAL ACADEMIC UNIT: English (CHSS)

APPOINTMENT LENGTH: 5 years

Talbot	Lee M.	8/25/2017	Y
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TITLE: Term Professor

LOCAL ACADEMIC UNIT: Environmental Science and Policy (COS)

APPOINTMENT LENGTH: 1 year

Terman	Jessica	8/25/2017	N
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TITLE: Assistant Professor

LOCAL ACADEMIC UNIT: Schar School of Policy and Government

APPOINTMENT LENGTH: 3 years

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Thompson	Kenneth	6/25/2017	Y
<u>TITLE:</u>	Term Professor		

LOCAL ACADEMIC UNIT: English (CHSS)

APPOINTMENT LENGTH: 5 years

Additional Title: Director, Bachelor of Individualized Study Program

Tomasovic	Susan	8/25/2017	Y
<u>TITLE:</u>	Term Instructor		

LOCAL ACADEMIC UNIT: Communication (CHSS)

APPOINTMENT LENGTH: 1 year

Tondi	Brenda A.	8/25/2017	Y
<u>TITLE:</u>	Term Associate Professor		

LOCAL ACADEMIC UNIT: Biology (COS)

APPOINTMENT LENGTH: 1 year

Toronjo	Heather	2/10/2017	Y
<u>TITLE:</u>	Research Associate (Instructor)		

LOCAL ACADEMIC UNIT: Criminology, Law and Society (CHSS)

APPOINTMENT LENGTH: 1 year

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<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>TERM</u>
Tsai	Laura	8/25/2017	N
<u>TITLE:</u>	Assistant Professor		
<u>LOCAL ACADEMIC UNIT:</u>	Social Work (CHHS)		
<u>APPOINTMENT LENGTH:</u>	3 years		
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Vadakkepatt	Gautham G.	8/25/2017	N
<u>TITLE:</u>	Assistant Professor		
<u>LOCAL ACADEMIC UNIT:</u>	School of Business		
<u>APPOINTMENT LENGTH:</u>	3 years		
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Vora	Patrick	8/25/2017	N
<u>TITLE:</u>	Assistant Professor		
<u>LOCAL ACADEMIC UNIT:</u>	Physics and Astronomy (COS)		
<u>APPOINTMENT LENGTH:</u>	3 years		
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Voreas	Sylvia	6/25/2017	Y
<u>TITLE:</u>	Term Assistant Professor		
<u>LOCAL ACADEMIC UNIT:</u>	Criminology, Law and Society (CHSS)		
<u>APPOINTMENT LENGTH:</u>	1 year		
Additional Title: Internship Director			
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<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>TERM</u>
Vovak	Heather	5/10/2017	Y
<u>TITLE:</u>	Research Associate (Instructor)		

LOCAL ACADEMIC UNIT: Criminology, Law and Society (CHSS)

APPOINTMENT LENGTH: < 1 year

Weiss	Margaret	8/25/2017	N
<u>TITLE:</u>	Assistant Professor		

LOCAL ACADEMIC UNIT: College of Education and Human Development

APPOINTMENT LENGTH: 3 years

White	Clair M.	2/25/2017	Y
<u>TITLE:</u>	Research Assistant Professor		

LOCAL ACADEMIC UNIT: Criminology, Law and Society (CHSS)

APPOINTMENT LENGTH: 1 year

Wolfe	James W.	8/25/2017	Y
<u>TITLE:</u>	Term Assistant Professor		

LOCAL ACADEMIC UNIT: School of Business

APPOINTMENT LENGTH: 1 year

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<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>TERM</u>
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Woolsey	John M.	8/25/2017	Y
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<u>TITLE:</u>	Term Assistant Professor
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<u>LOCAL ACADEMIC UNIT:</u>	Honors College
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<u>APPOINTMENT LENGTH:</u>	1 year
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Additional Title: Research Curriculum Coordinator

Wyczalkowski	Anna	8/25/2017	Y
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<u>TITLE:</u>	Term Associate Professor
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<u>LOCAL ACADEMIC UNIT:</u>	Physics and Astronomy (COS)
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<u>APPOINTMENT LENGTH:</u>	1 year
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Xia	Jizhe	3/10/2017	Y
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<u>TITLE:</u>	Research Assistant Professor
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<u>LOCAL ACADEMIC UNIT:</u>	Geography and Geoinformation Science (COS)
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<u>APPOINTMENT LENGTH:</u>	< 1 year
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SEPARATIONS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
Andresen	Erica Barber	Resignation	10/9/2016
<u>TITLE:</u>	Assistant Director, Aquatic Fitness Center		

LOCAL ACADEMIC UNIT: Intercollegiate Athletics

Bland	Lori C.	Contract Expiration	5/24/2017
<u>TITLE:</u>	Term Associate Professor		

LOCAL ACADEMIC UNIT: College of Education and Human Development

Boylen	Simon N.	Resignation	5/24/2017
<u>TITLE:</u>	Term Instructor		

LOCAL ACADEMIC UNIT: School of Business

Bursten	Andrew M.	Retirement	6/24/2017
<u>TITLE:</u>	Director, Finance and Administration/ Chief Financial Officer		

LOCAL ACADEMIC UNIT: College of Visual and Performing Arts.

Caetano	Jose	Resignation	2/17/2017
<u>TITLE:</u>	University Ombudsman		

LOCAL ACADEMIC UNIT: Compliance, Diversity and Ethics

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<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
Cherkaoui	Mohammed	Contract Expiration	1/9/2017
<u>TITLE:</u>	Term Instructor		

LOCAL ACADEMIC UNIT: School of Conflict Analysis and Resolution

Cooper	James N.	Retirement	5/24/2017
<u>TITLE:</u>	Research Professor		

LOCAL ACADEMIC UNIT: College of Science

D'Andrea	Paul	Retirement	5/24/2017
<u>TITLE:</u>	Robinson Professor		

LOCAL ACADEMIC UNIT: Clarence J. Robinson Professor

Devine	Megan C.	Contract Expiration	2/28/2017
<u>TITLE:</u>	Research Associate (Instructor)/Technician		

LOCAL ACADEMIC UNIT: College of Science

Dickerson	Michael A.	Retirement	1/9/2017
<u>TITLE:</u>	Term Instructor		

LOCAL ACADEMIC UNIT: Communication (CHSS)

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<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
Gendron-Trainer	Nicole R.	Resignation	4/5/2017
<u>TITLE:</u>	Simulation Center Coordinator		
<u>LOCAL ACADEMIC UNIT:</u>	Nursing (CHHS)		
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Greene	Lastarsha	Resignation	3/3/2017
<u>TITLE:</u>	Financial Aid Counselor		
<u>LOCAL ACADEMIC UNIT:</u>	Student Financial Aid (Provost)		
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Hamburger	Jacob A.	Contract Expiration	3/13/2017
<u>TITLE:</u>	Research Coordinator (Instructor)		
<u>LOCAL ACADEMIC UNIT:</u>	Antonin Scalia Law School		
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Hampe	Greg	Resignation	5/24/2017
<u>TITLE:</u>	Term Assistant Professor		
<u>LOCAL ACADEMIC UNIT:</u>	School of Business		
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Herman	Nicholas W.	Resignation	3/1/2017
<u>TITLE:</u>	Director, Annual Giving		
<u>LOCAL ACADEMIC UNIT:</u>	Advancement and Alumni Relations		
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<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
Hernandez	Douglas A.	Resignation	6/9/2017
<u>TITLE:</u>	Associate Director, Early Identification Program		

LOCAL ACADEMIC UNIT: Early Identification Program (UL)

Jenemann	Laura	Resignation	1/12/2017
<u>TITLE:</u>	Media, Film Studies and Dance Librarian		

LOCAL ACADEMIC UNIT: University Libraries

Ms. Jenemann accepted a position at Boston University.

Jenkins	Jacob R.	Resignation	3/3/2017
<u>TITLE:</u>	Director, Executive Education Programs		

LOCAL ACADEMIC UNIT: Center for the Advancement of Well-Being (CHSS)

King	Eden	Resignation	5/24/2017
<u>TITLE:</u>	Associate Professor without Term		

LOCAL ACADEMIC UNIT: Psychology (CHSS)

Dr. King has accepted a position with Rice University.

MacDonald	Lindsey	Contract Expiration	5/24/2017
<u>TITLE:</u>	Term Instructor		

LOCAL ACADEMIC UNIT: Integrative Studies (CHSS)

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<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
Mazo	Eugene D.	Contract Expiration	5/24/2017
<u>TITLE:</u>	Visiting Assistant Professor		
<u>LOCAL ACADEMIC UNIT:</u>	Antonin Scalia Law School		
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Morrill	Tuuli	Resignation	2/10/2017
<u>TITLE:</u>	Assistant Professor		
<u>LOCAL ACADEMIC UNIT:</u>	English (CHSS)		
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Moseley	Dana L.	Contract Expiration	3/15/2017
<u>TITLE:</u>	Postdoctoral Research Fellow		
<u>LOCAL ACADEMIC UNIT:</u>	Biology (COS)		
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Paden	John	Retirement	5/24/2017
<u>TITLE:</u>	Robinson Professor		
<u>LOCAL ACADEMIC UNIT:</u>	Clarence J. Robinson Professor		
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Piette	Jeanne	Resignation	3/1/2017
<u>TITLE:</u>	Senior Associate Director		
<u>LOCAL ACADEMIC UNIT:</u>	Counseling and Psychological Services (UL)		
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<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
Polk	Treniese	Resignation	4/5/2017
<u>TITLE:</u>	Project Manager		

LOCAL ACADEMIC UNIT: Health Policy Research and Ethics (CHHS)

Schepis	Maureen M.	Contract Expiration	8/8/2017
<u>TITLE:</u>	Research Assistant Professor		

LOCAL ACADEMIC UNIT: College of Education and Human Development

Schwartzstein	Linda	Retirement	5/24/2017
<u>TITLE:</u>	Professor without Term		

LOCAL ACADEMIC UNIT: Higher Education Program (CHSS)

Smith	David Eric	Contract Expiration	1/9/2017
<u>TITLE:</u>	Research Professor		

LOCAL ACADEMIC UNIT: Krasnow Institute for Advanced Study

Stough	Roger	Retirement	6/24/2017
<u>TITLE:</u>	Professor without Term		

LOCAL ACADEMIC UNIT: Schar School of Policy and Government

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<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
Strigaro	Keith	Resignation	3/8/2017
<u>TITLE:</u>	Director, Communications and Marketing		
<u>LOCAL ACADEMIC UNIT:</u>	Schar School of Policy and Government		
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Wang	Lijue	Contract Expiration	2/3/2017
<u>TITLE:</u>	Postdoctoral Research Fellow		
<u>LOCAL ACADEMIC UNIT:</u>	Physics and Astronomy (COS)		
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Watkins	Sean A.	Retirement	6/24/2017
<u>TITLE:</u>	Technical Director		
<u>LOCAL ACADEMIC UNIT:</u>	Art (CVPA)		
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Wynn	Renell	Resignation	8/12/2016
<u>TITLE:</u>	Vice President		
<u>LOCAL ACADEMIC UNIT:</u>	Communications and Marketing		
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<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>
Bauman	Lisa	Title Change
<u>TITLE:</u>	Term Associate Professor	
<u>LOCAL ACADEMIC UNIT:</u>	History and Art History (CHSS)	
Previous Title: Term Assistant Professor		
Bockman	Johanna	Leave without Pay
<u>TITLE:</u>	Associate Professor without Term	
<u>LOCAL ACADEMIC UNIT:</u>	Sociology and Anthropology (CHSS)	
Professor Bockman has been invited as a Visitor at Princeton University for academic year 2017-2018.		
D'Amico	Diana	Tenure Clock Extension
<u>TITLE:</u>	Assistant Professor	
<u>LOCAL ACADEMIC UNIT:</u>	College of Education and Human Development	
Eby	Kimberly	Title Change
<u>TITLE:</u>	Associate Provost, Faculty Development and Enrichment	
<u>LOCAL ACADEMIC UNIT:</u>	Office of the Provost	
Previous Title: Associate Provost for Faculty Development		
Elwood	Joan	Title Change
<u>TITLE:</u>	Transfer Advising Coordinator	
<u>LOCAL ACADEMIC UNIT:</u>	Academic Advising, Retention, and Transitions (Provost)	
Previous Title: Academic Advisor		

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Emelianenko	Maria	Title Change
<u>TITLE:</u>	Dean's Fellow	
<u>LOCAL ACADEMIC UNIT:</u>	College of Science	
Retained Title: Associate Professor without Term		
Fyock	Marcie	Title Change
<u>TITLE:</u>	Term Assistant Professor	
<u>LOCAL ACADEMIC UNIT:</u>	College of Education and Human Development	
Previous Title: Term Instructor		
Goodwin	Stephen H.	Leave with Pay
<u>TITLE:</u>	Professor without Term	
<u>LOCAL ACADEMIC UNIT:</u>	English (CHSS)	
Professor Goodwin has been awarded a Faculty Study Leave for Fall Semester 2016.		
Kansal	Smriti	Title Change
<u>TITLE:</u>	Academic Advisor and Coordinator	
<u>LOCAL ACADEMIC UNIT:</u>	Electrical and Computer Engineering (VSE)	
Previous Title: Academic Advisor		
King	Jason	Title Change
<u>TITLE:</u>	Assistant Director	
<u>LOCAL ACADEMIC UNIT:</u>	Academic Advising, Retention, and Transitions (Provost)	
Previous Title: Academic Advisor		

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Laemmerzahl	Arndt F.	Title Change
<u>TITLE:</u>	Term Associate Professor	
<u>LOCAL ACADEMIC UNIT:</u>	Biology (COS)	
Previous Title: Term Assistant Professor		
Levine	James S.	Title Change
<u>TITLE:</u>	Director, Russian and Eurasian Studies Program	
<u>LOCAL ACADEMIC UNIT:</u>	Modern and Classical Languages (CHSS)	
Retained Title: Associate Professor without Term		
Lewis	Rachel Ann	Title Change
<u>TITLE:</u>	Term Associate Professor	
<u>LOCAL ACADEMIC UNIT:</u>	Women and Gender Studies (CHSS)	
Previous Title: Term Assistant Professor		
May	Jonathan	Title Change
<u>TITLE:</u>	Associate Director	
<u>LOCAL ACADEMIC UNIT:</u>	Academic Advising, Retention, and Transitions (Provost)	
Previous Title: Assistant Director		
Michals	Teresa	Leave with Pay
<u>TITLE:</u>	Associate Professor without Term	
<u>LOCAL ACADEMIC UNIT:</u>	English (CHSS)	
Professor Michals was awarded a Faculty Study Leave for Fall Semester 2016.		

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Newmark	Lisa	Title Change
<u>TITLE:</u>	Term Professor	
<u>LOCAL ACADEMIC UNIT:</u>	Criminology, Law and Society (CHSS)	
Previous Title: Term Associate Professor		
Odagawa	Satoko	Title Change
<u>TITLE:</u>	International Advisor	
<u>LOCAL ACADEMIC UNIT:</u>	International Programs and Services (UL)	
Previous Title: International Student/Scholar Advisor		
Pankey	Eric	Leave with Pay
<u>TITLE:</u>	Professor without Term	
<u>LOCAL ACADEMIC UNIT:</u>	English (CHSS)	
Professor Pankey was awarded a Faculty Study Leave for Fall Semester 2016.		
White	Clair M.	Conversion
<u>TITLE:</u>	Research Assistant Professor	
<u>LOCAL ACADEMIC UNIT:</u>	Criminology, Law and Society (CHSS)	
Previous Title: Postdoctoral Research Fellow		

Faculty and Academic Standards Committee

May 11, 2017

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	1	2	0	0	2	0	2
Assistant Professor	4	5	10	0	5	0	5
Associate Professor	1	0	0	0	0	0	0
Professor	1	0	0	0	0	0	0
Administrative/Professional	0	17	0	0	0	0	0
Totals	7	24	10	0	7	0	7

RENEWALS/REAPPOINTMENTS

	Term		Tenure Track		Administrative/Professional		Total
	9-month	12-month	9-month	12-month	9-month	12-month	
Instructor	36	10	0	0	0	0	46
Assistant Professor	47	14	32	0	0	0	93
Associate Professor	18	3	0	0	0	0	21
Professor	7	7	0	0	0	0	14
Administrative/Professional	0	0	0	0	0	13	13
Totals	108	34	32	0	0	13	187

SEPARATIONS

	Resignation	Retirement	Contract Expiration	Deceased	Total	
		16	8	10	0	34

OTHER ANNOUNCEMENTS

	Leave with pay	Leave w/o pay	Title Change	Conversion	Tenure Clock Stoppage	Total
		3	1	13	1	1

Faculty and Academic Standards Committee

May 11, 2017

ANNUAL SUMMARY OF FACULTY ACTIONS AND ANNOUNCEMENTS

JULY 2016- MAY 2017

PROMOTION AND TENURE							
Promotion Only	12				Promoted to Professor		12
Tenure Only	1				Promoted to Associate Professor		25
Promotion and Tenure	24						
EMERITUS/EMERITA				ELECTIONS			
Administrative/Professional	0						
Professor	19				Professor		5
Associate Professor	7				Associate Professor		1
Assistant Professor	0						
Total	26				Total		6
APPOINTMENT OF FACULTY							
	Term		Tenure Track				Grant Funded
	9-month	12-month	9-month	12-month	Research	Visiting	
Instructor	20	22	0	0	19	0	19
Assistant Professor	45	37	48	1	34	1	37
Associate Professor	8	2	2	0	0	0	0
Professor	3	1	1	0	1	0	11
Administrative/Professional	0	160	0	0	0	0	0
Totals	76	222	51	1	54	1	67
RENEWALS/REAPPOINTMENTS							
	Term		Tenure Track		Administrative/Professional		
	9-month	12-month	9-month	12-month	9-month	12-month	Total
Instructor	74	53	0	0	0	0	127
Assistant Professor	113	80	33	0	0	0	226
Associate Professor	39	14	0	0	0	0	53
Professor	13	17	0	0	0	0	30
Administrative/Professional	0	0	0	0	0	13	13
Totals	239	164	33	0	0	13	449
SEPARATIONS							
	Resignation	Retirement	Contract Expiration	Deceased			Total
	136	42	38	2			218
OTHER ANNOUNCEMENTS							
	Leave with pay	Leave w/o pay	Title Change	Conversion	Tenure Clock Stoppage		Total
	36	7	129	3	12		187

Finance and Land Use Committee - May 11, 2017

I. Call to Order

- I. Finance And Land Use Agenda.docx
- II. 2017_5_11_BOVFullMeeting_vFINAL.pptx

II. Approval of Minutes for March 2, 2017 (ACTION)

- I. Minutes March 2, 2017

III. University Operating Budget, Tuition and Fees (ACTION)

- I. FY 2018 University Operating Budget, Tuition and Fees

IV. Capital Matters

I. Schematic Design Approval - Utility Infrastructure (ACTION)

- I. Schematic Design Approval - Utility Infrastructure Info Sheet (ACTION)
- II. Schematic Design Approval - Backup Documents

II. Six-Year Capital Plan (ACTION)

- I. Six-Year Capital Plan (ACTION)

V. Strategic Matters

I. Acquisition of Cisco Network Equipment (ACTION)

- I. Acquisition of Cisco Network Equipment (ACTION)
- II. Resolution: Acquisition of Cisco Network Equipment

II. Investment Policy Statement (ACTION)

- I. Investment Policy Statement (ACTION)
- II. Investment Policy Statement

VI. Operational Issues

I. University Controller Review and APA Audit of Financial Statements for Year Ended June 30, 2016

- I. University Controller Review & APA Audit of Financial Statements for Year Ended June 30, 2016

II. Faculty Benefits & Compensation Enhancements

- I. Faculty Benefits & Compensation Enhancements
- II. Disability
- III. Faculty Minimums

III. Police and Public Safety Update

- I. Police and Public Safety Update
- II. Police and Public Safety - 2016-2017 Academic Year Report

VII. Appendix: Capital Projects Review

I. Appendix - Capital Projects Review

II. Appendix - Project Stoplight

VIII. Additional Material - Finance & Land Use Presentation May 11, 2017

I. Finance & Land Use Presentation May 11, 2017

**GEORGE MASON UNIVERSITY
BOARD OF VISITORS**

**Finance and Land Use Committee Meeting
May 11, 2017**

AGENDA

- I. Call to Order
- II. Approval of Minutes for March 2, 2017 **(ACTION)**
- III. FY 2018 University Operating Budget, Tuition and Fees **(ACTION)**
- IV. Capital Matters
 - A. Schematic Design Approval – Utility Infrastructure **(ACTION)**
 - B. Six-Year Capital Plan **(ACTION)**
- V. Strategic Matters
 - A. Acquisition of Cisco Network Equipment **(ACTION)**
 - B. Investment Policy Statement **(ACTION)**
- VI. Operational Issues
 - A. University Controller Review and APA Audit of Financial Statements for Year Ended June 30, 2016
 - B. Faculty Benefits & Compensation Enhancements
 - C. Police & Public Safety Update
- VI. Adjournment

Appendix: Capital Projects Review

George Mason University Board of Visitors

Finance and Land Use Committee | May 11, 2017 | Office of the Senior Vice President





AGENDA

- I. Call to Order
- II. Approval of Minutes
- III. University Operating Budget, Tuition and Fees
- IV. Capital Matters
 - A. Schematic Design Approval – Utility Infrastructure
 - B. Six-Year Capital Plan
- V. Strategic Matters
 - A. Acquisition of Cisco Network Equipment
 - B. Investment Policy Statement
- VI. Operational Issues
 - A. Controller Review & APA Audit of Financial Statements
 - B. Faculty Benefits & Compensation Enhancements
 - C. Police and Public Safety Update
- VII. Adjournment

FREEDOM and LEARNING



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

TOP 40 Most diverse campuses in the US

Mason Nation



R1

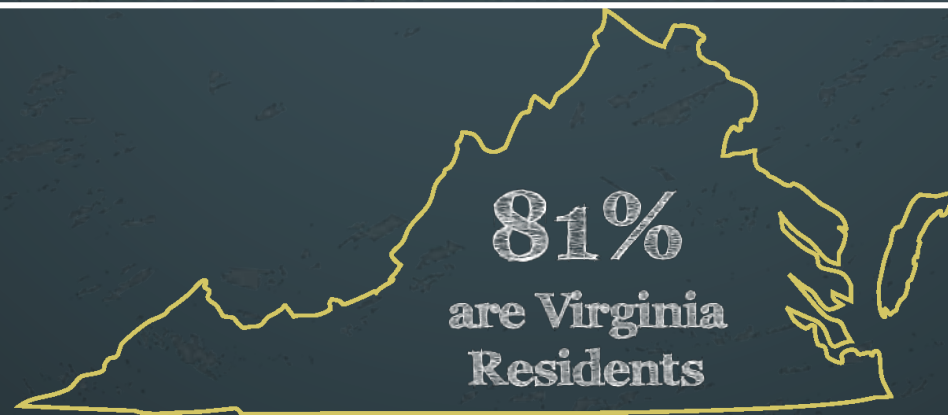
Highest Carnegie Research Classification



Success

35%

first generation



35,000

students



Two New Top 50 Rankings!



No. 50 in a new ranking by Business First of the top 499 public universities.

No. 47 in Times Higher Education Young University Rankings of 200 colleges and universities around the world.

George Mason University's Impact

George Mason University opened as a small satellite campus of the University of Virginia. Independent since 1972, Mason is now the largest — and one of the most influential — public research universities in Virginia.

STUDENTS CHOOSE MASON



35,000
Enrollment

RESEARCH OF CONSEQUENCE



TIER 1

Highest Carnegie research classification

THREE DISTINCT CAMPUSES



6,400
Residential students

AFFORDABLE EXCELLENCE



2.1%

National student loan default rate is 11.3%

DIVERSE STUDENTS



130

Countries



50

States

A TOP-TIER LOCAL COLLEGE OPTION



81%

In-state students

AN AREA NETWORK



100,000

Mason alumni in region

ACCESSIBLE PATHWAYS



35%

First-generation college students

CONTRIBUTIONS TO K-12 EDUCATION



33%

Teachers in
Northern VA schools
with Mason degrees

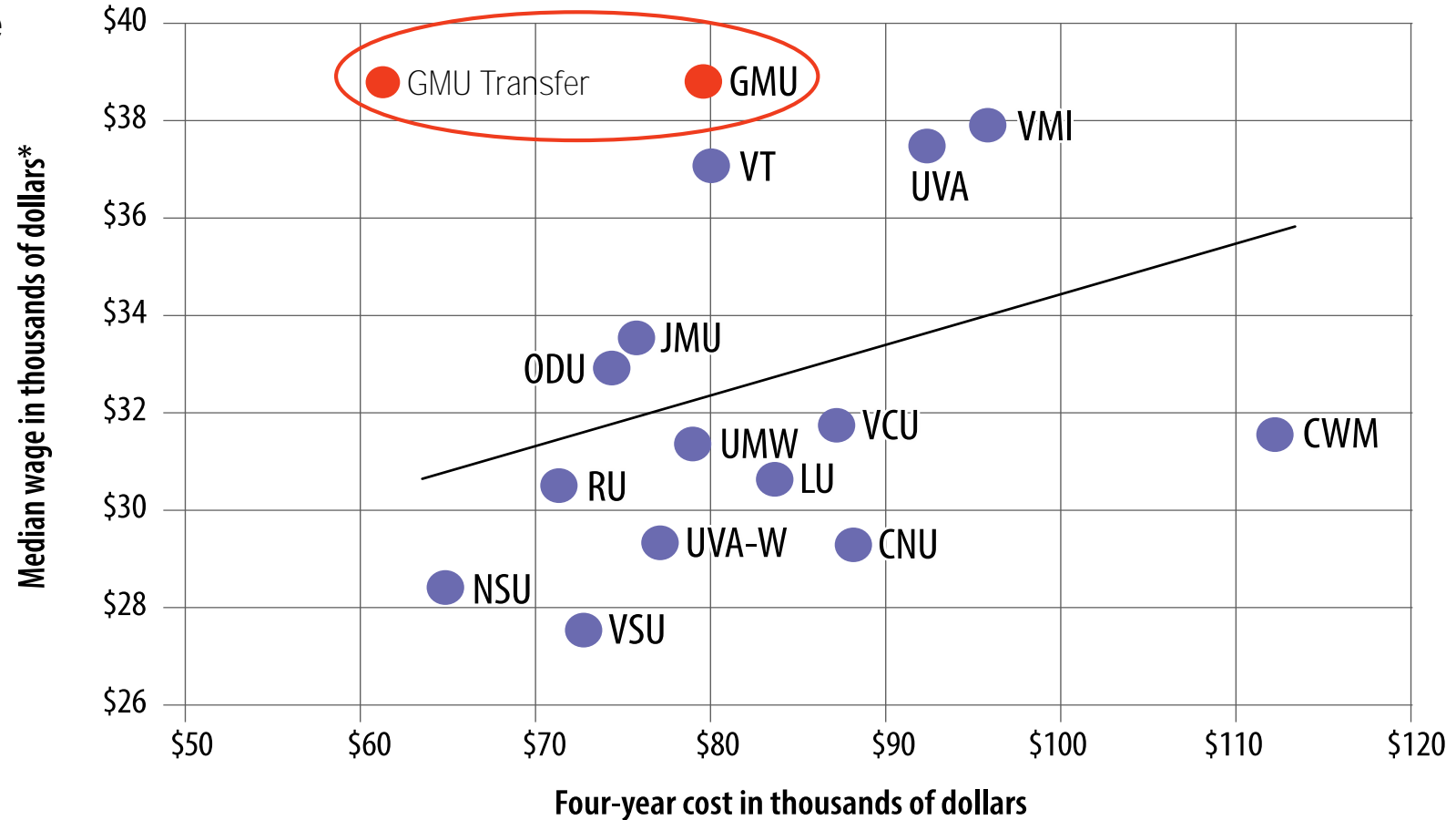


50%

Administrators in
Northern VA schools
with Mason degrees

George Mason University – Return on Investment

New ADVANCE initiative
Great ROI!



*Wage data is five-year average

Source: State Council of Higher Education for Virginia (SCHEV)

1949

University of Virginia
GEORGE MASON
COLLEGE

1967



1985



1972

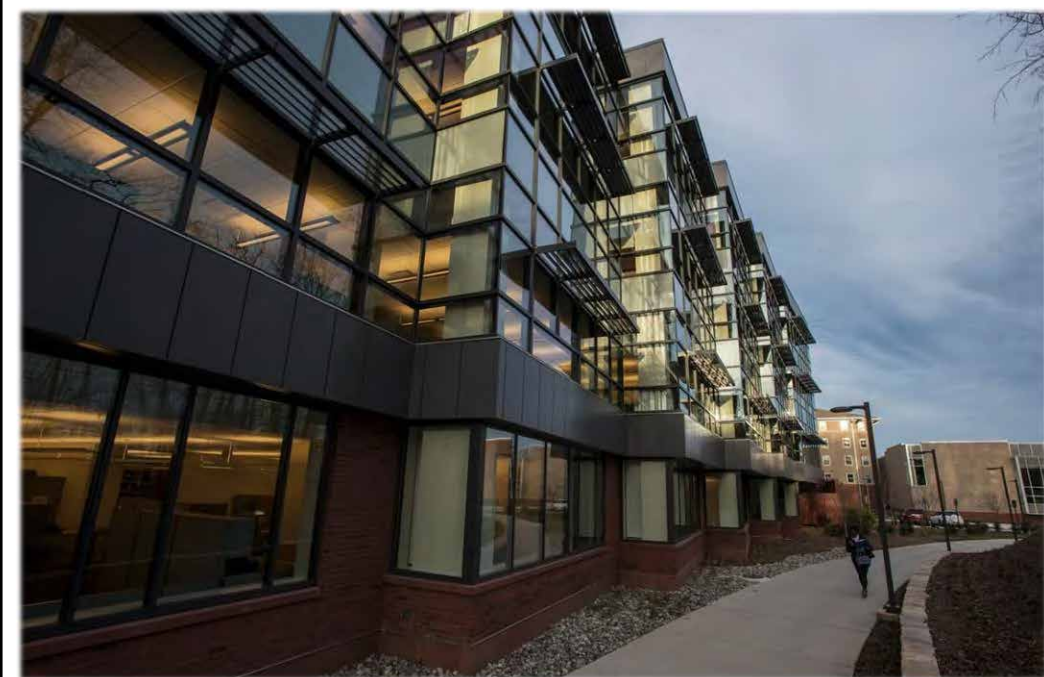


1995





47 Years of Growth!

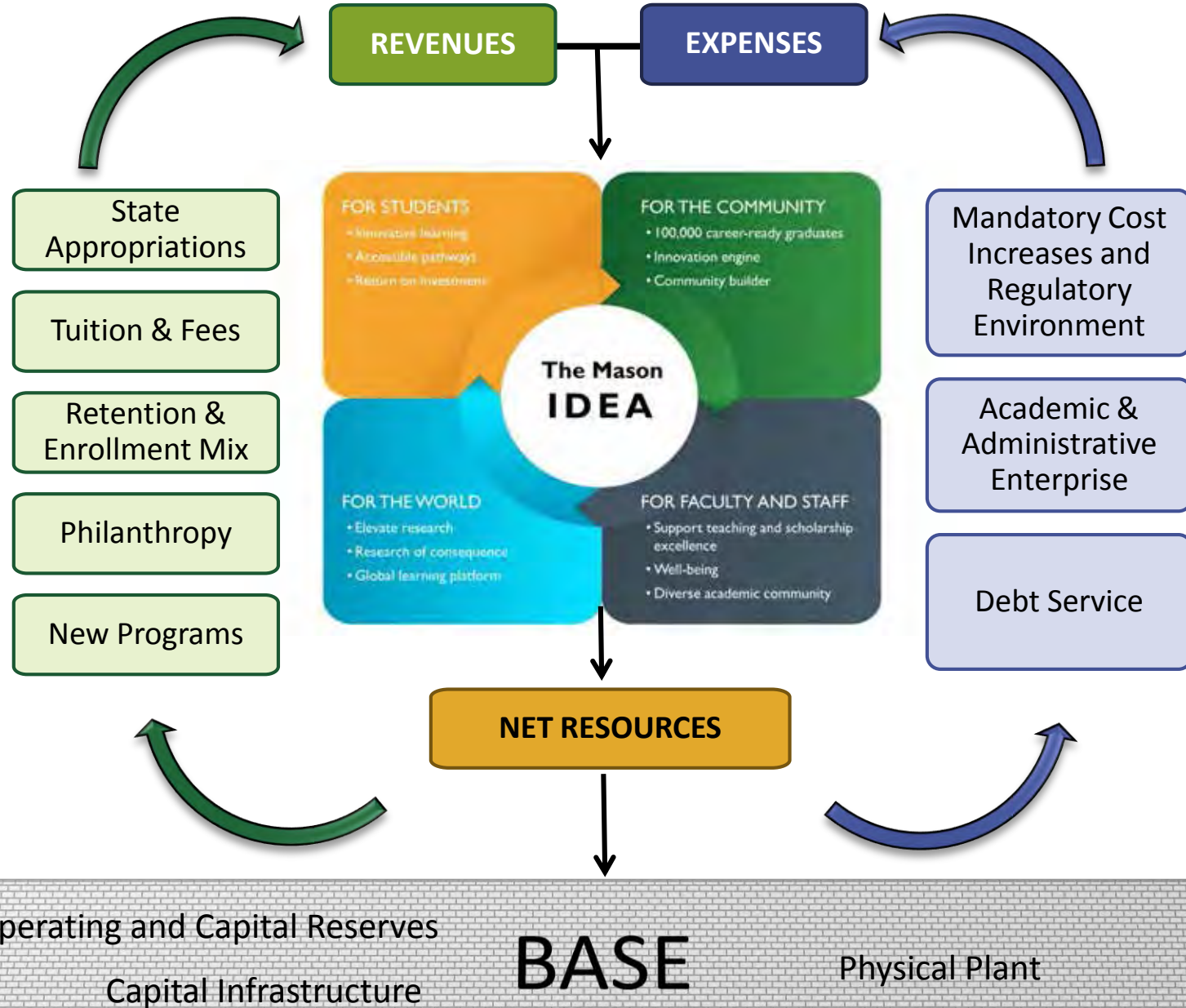




FY 2018

University Operating Budget, Tuition & Fees

FINANCIAL FRAMEWORK

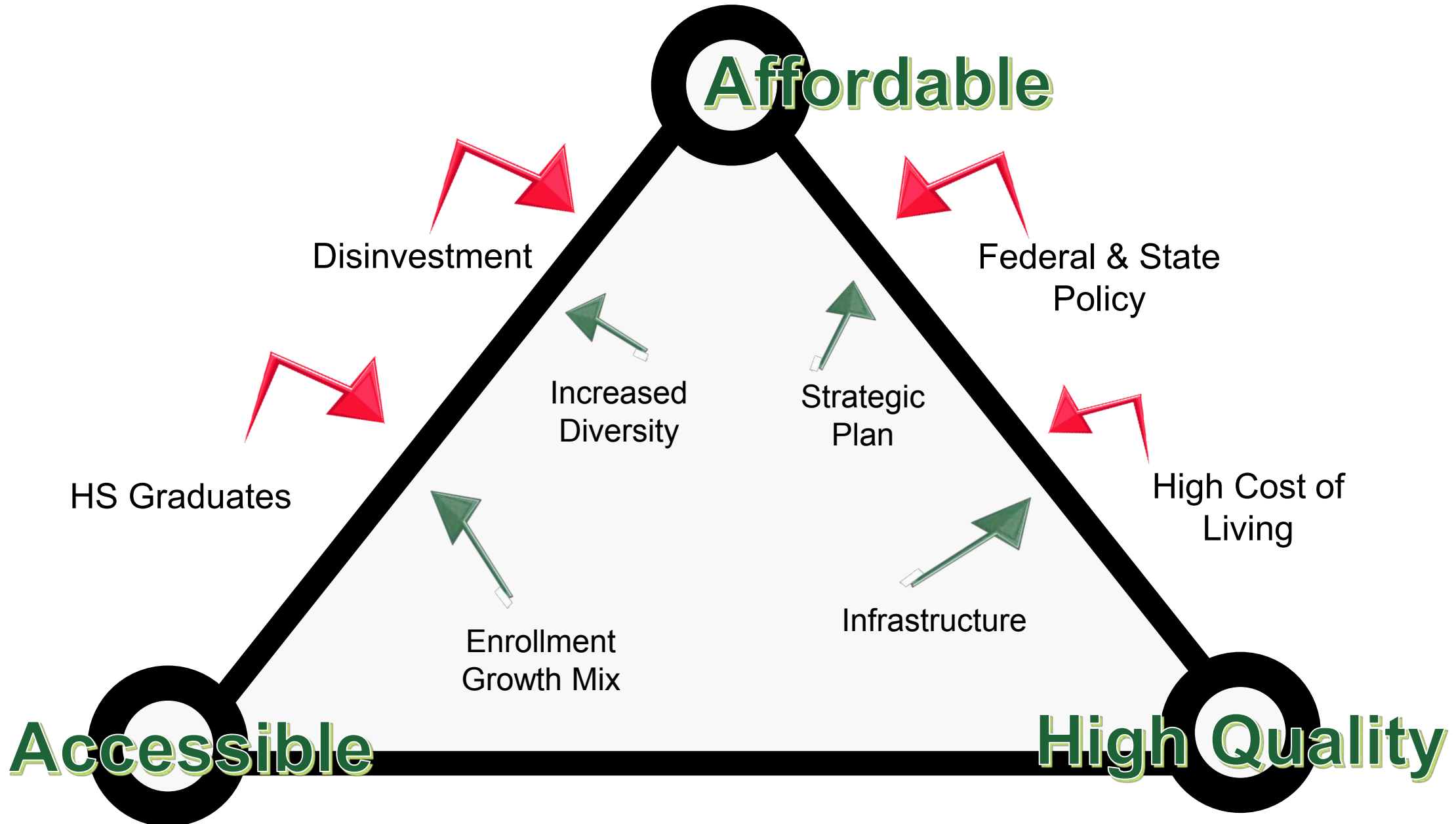


STABLE FINANCIAL RATINGS IN 2017

January 2017
 Received Two
 Ratings
 GMUF's Prince
 William Lab LLC
 Refunding Bonds

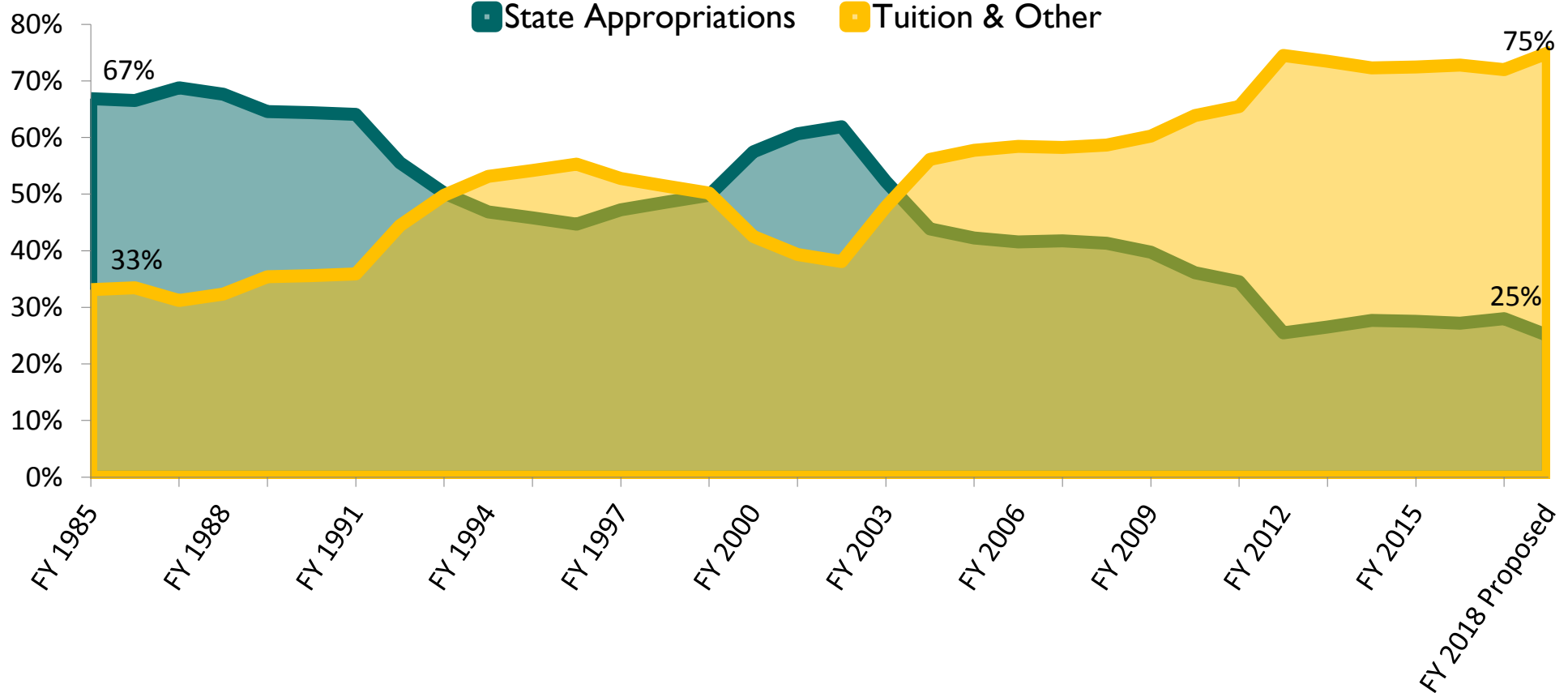
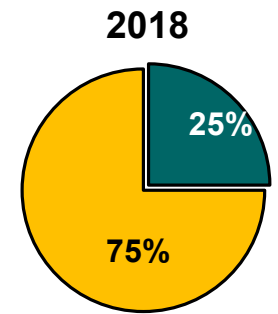
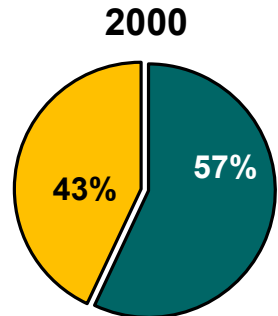
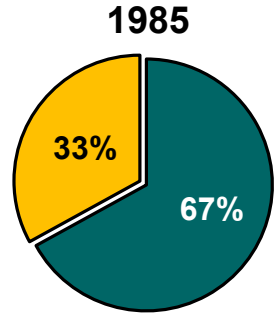
<u>STANDARD</u> <u>& POOR'S</u>	MOODY'S
AA-	Aa3
A+	A1 <i>upgraded!</i>
<i>stable</i> A	A2
A-	A3
BBB+	Baa1

Internal and External Pressures on the Mission

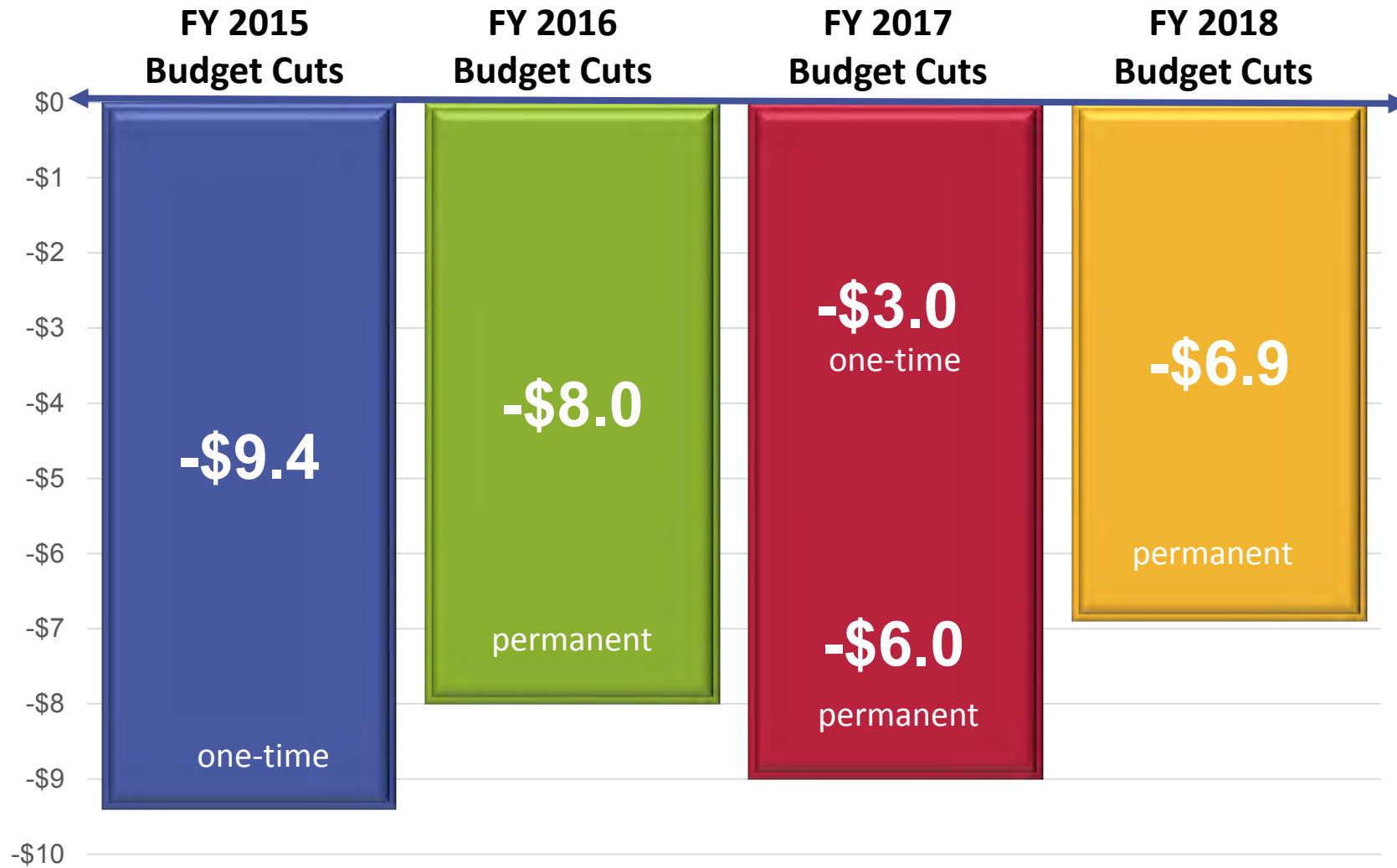


LONG TERM FINANCIAL SHIFT FROM TAXPAYER TO STUDENT

George Mason University
General Fund vs. Tuition and Other as a Percent of the E&G Budget

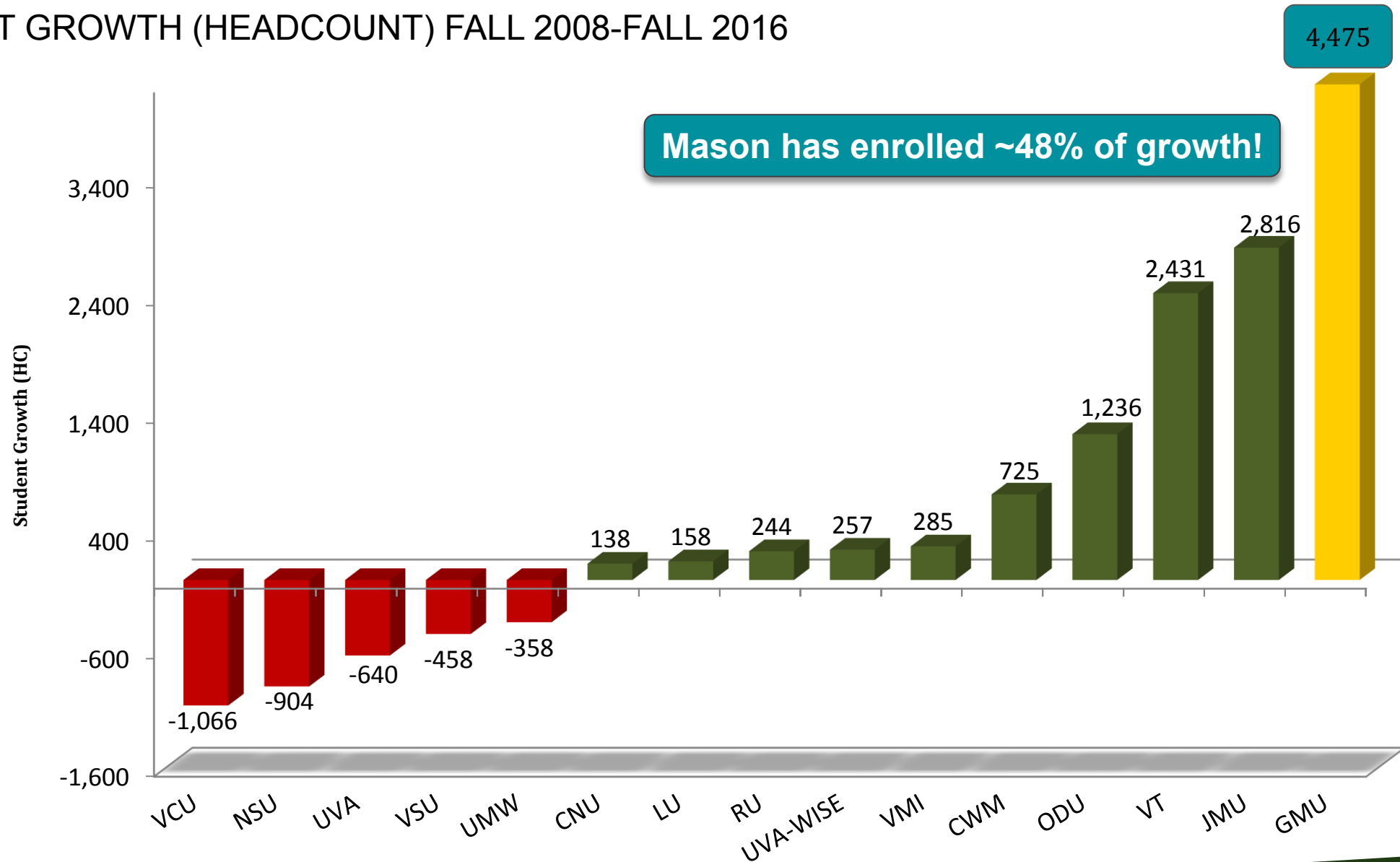


Story of the Last Four Years: Cuts



dollars in millions

VIRGINIA PUBLIC INSTITUTIONS OF HIGHER EDUCATION STUDENT GROWTH (HEADCOUNT) FALL 2008-FALL 2016



FY 2017 STATE FUNDING DISPARITY

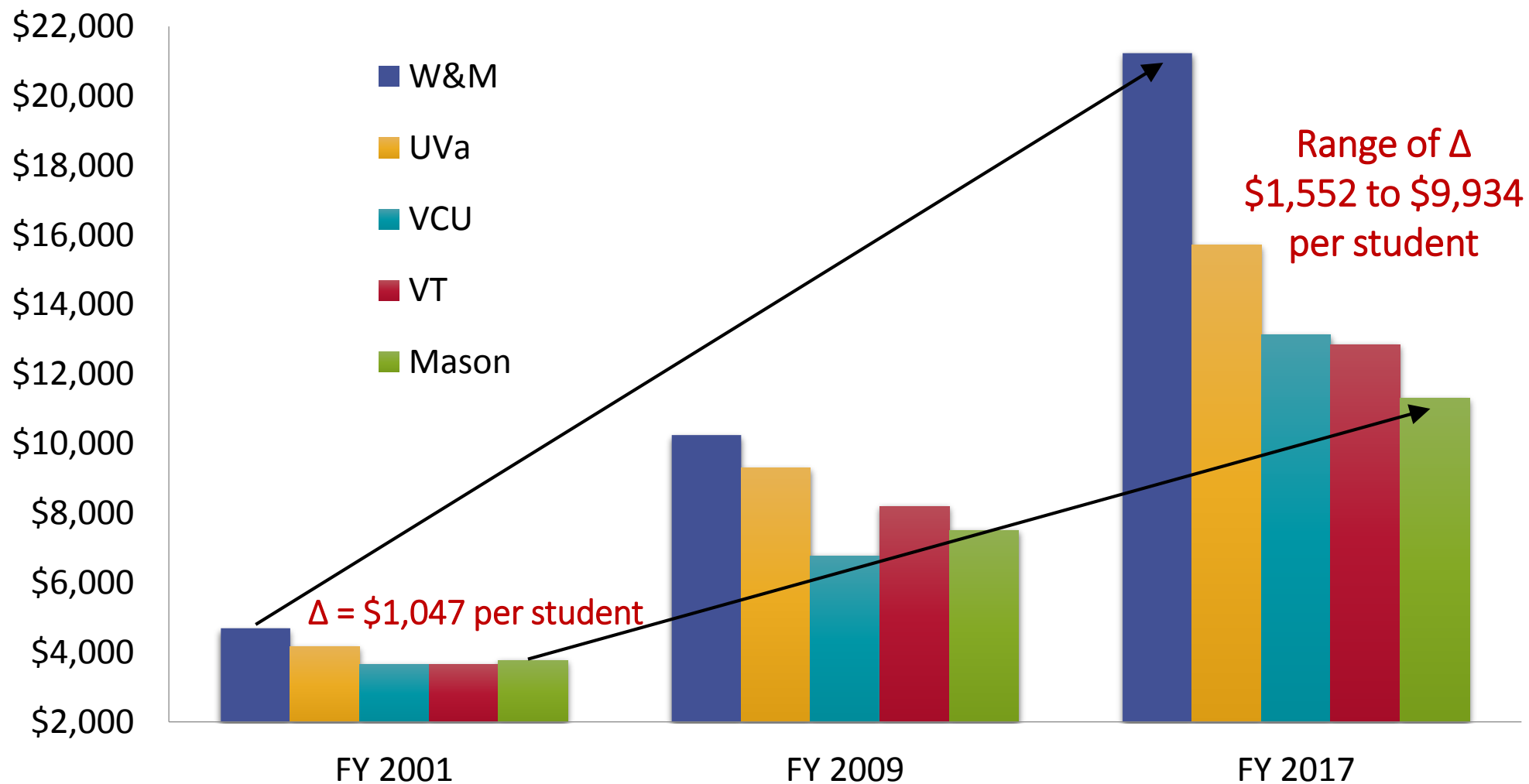


General Fund	\$8,294	\$9,088	\$7,397	\$7,209	\$6,391	\$7,676	\$5,854
In-State Tuition	15,810	13,515	10,941	10,989	6,348	\$11,521	\$8,204
Total	24,104	22,603	18,338	18,198	12,739	19,197	\$14,058

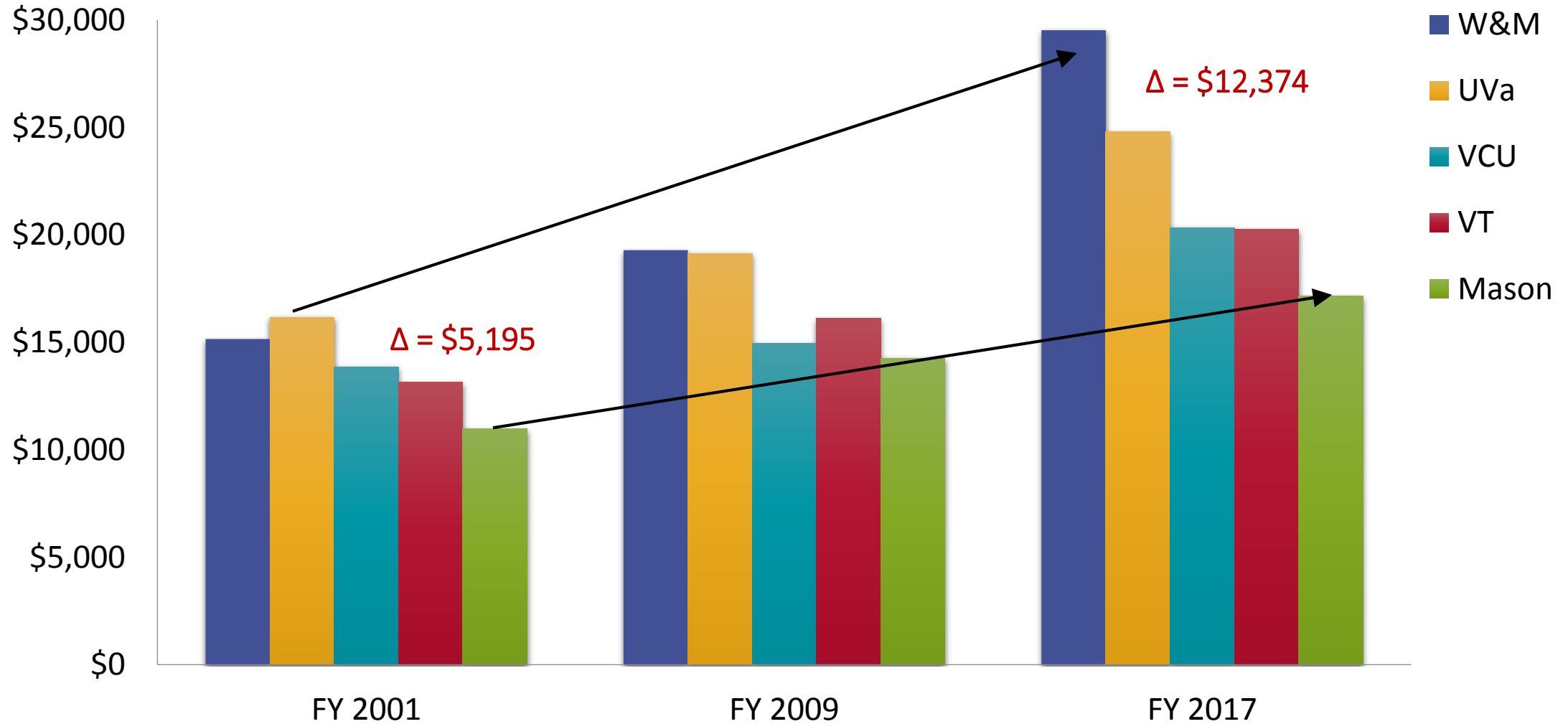
Mason percent of average is **73%** of total

General fund estimate is based on SCHEV FTE projection in the 2B report, numbers for all institutions will change with actual revised numbers for FY 2017









FY 2001 - 2017 IN-STATE TUITION AND FEES COMPARISON



FY 2001 - 2017 IN-STATE TUITION, FEES + STATE SUPPORT



Efficient: Faculty/Staff to Student Comparison

Institution	Faculty or Staff	Students	Ratio
William and Mary			1 to 3.6
Doctoral Average			1 to 5.9
Virginia Commonwealth University			1 to 6.7
George Mason University			1 to 7.9

Mason would need to add over **1,000** people to be comparable with state average.

Examine the Base: Efficiency & Effectiveness Measures

FY 2013 - 2017

Debt Deauthorization and NO NEW DEBT: 4 Year Total

\$230M

<i>Partial List</i>	Fairfax Concert Hall	\$41.1M
	Housing IX	\$41.1M
	Economics Building	\$30.7M
	Parking Deck IV	\$27.2M
	SW Campus Dining	\$14.6M

Asset Reutilization

Mason Inn Conversion

Historical Loss

\$12M

Mason Hall Phase I & II

Cost Avoidance

\$13M

Science & Technology Campus

Broadlands Properties

TBD

Base Budget Reductions & Reallocation

4 Year Total

\$33.3M

Tier 2.5 – Increased Financial Flexibility

*Commonwealth budget revisions after appropriations



Key Challenge

How does MASON remain

ACCESSIBLE

AFFORDABLE

HIGH QUALITY

with a great ROI?

Balanced Budget

Moderate Tuition Increase



PRICING STUDY MAJOR FINDINGS

FY 2018

Mason can increase:

- resident tuition a moderate amount
- nonresident tuition, with discounting
- funds for most needy - Stay Mason

FY 2019 AND BEYOND

Examine the credit hour window

Enhance summer offerings

Support financially needy students

Invest in Information Technology Infrastructure

Focus on recruitment and retention, new and existing

FY 2018 BUDGET STRATEGY



STUDENTS

Stay Mason
Financial Aid
Student Experience



FACULTY/STAFF

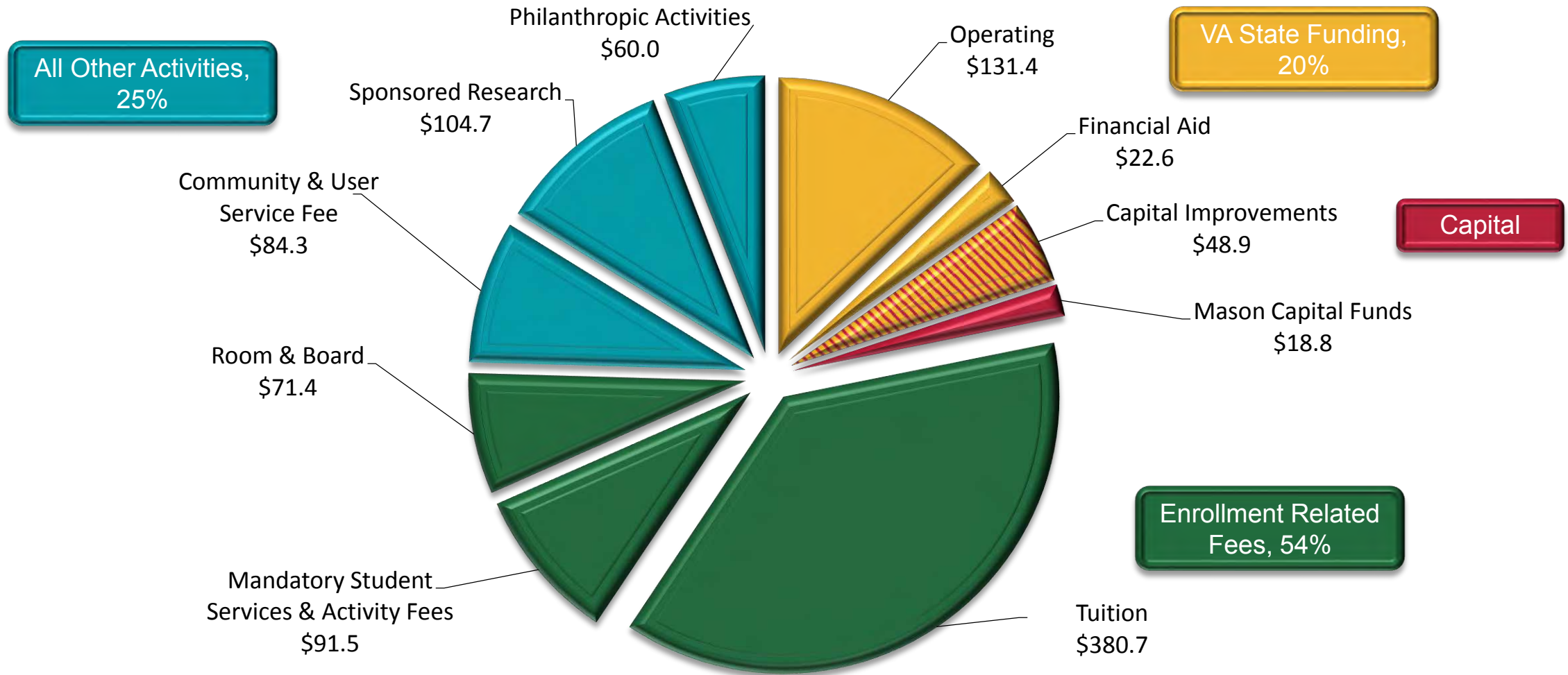
Compensation
Disability Insurance
Healthcare
Well-being Initiatives



STRATEGIC PLAN

Student Experience
IT Infrastructure
Research
Innovation
TBD

PROPOSED FY 2018 REVENUE BUDGET \$1.0B

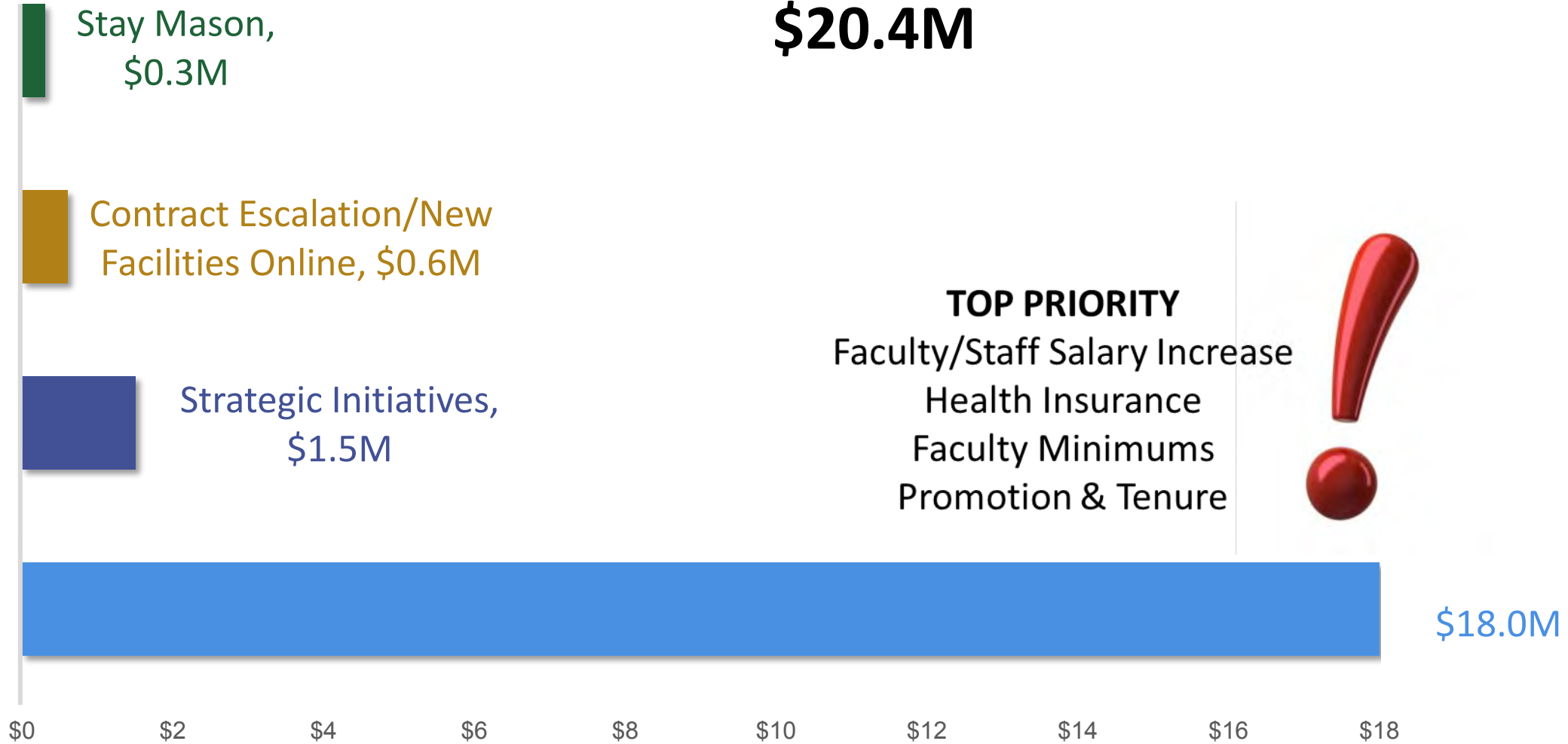


pie chart \$ in millions

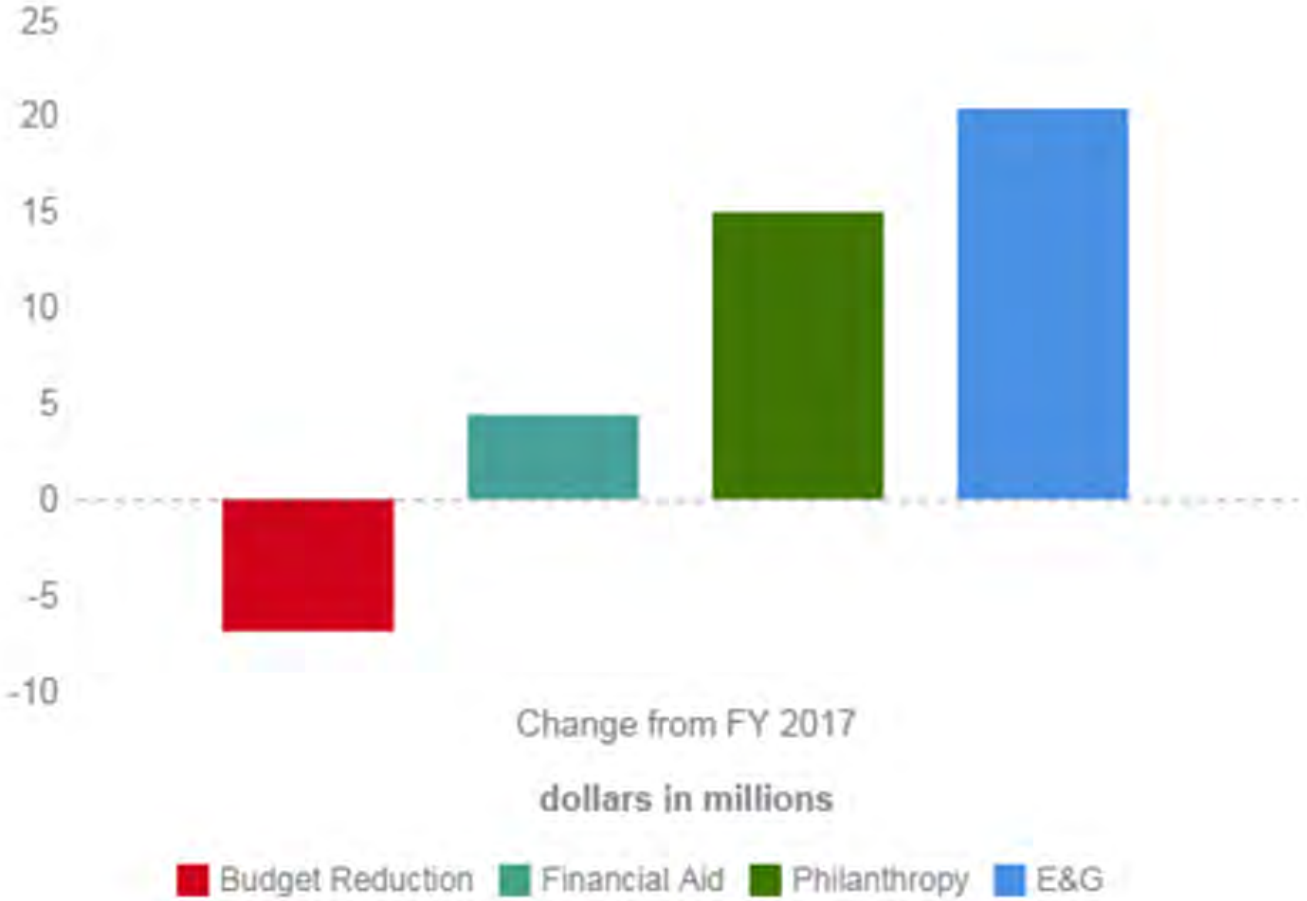
FY 2018 EDUCATIONAL & GENERAL (E&G)

Increase over FY 2017

\$20.4M



FY 2018 BUDGET HIGHLIGHTS



Educational & General
\$20.4M

Philanthropy \$15.0M

Financial Aid \$4.4M

Commonwealth \$0.3M

Institutional Aid \$4.1M

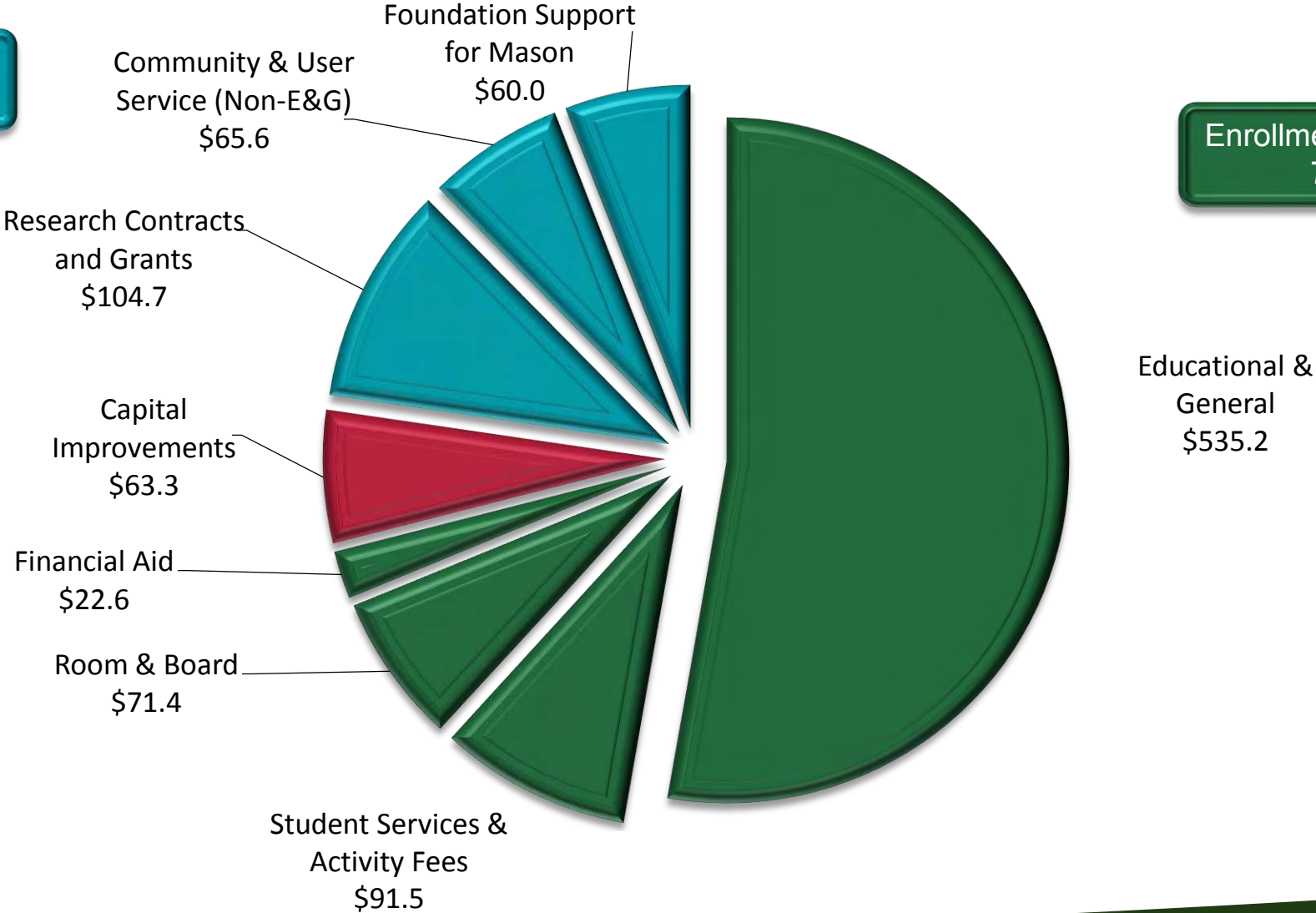
Base Budget Cuts \$6.9M
FY 2016-2018 Commonwealth Biennium
Budget Reductions

PROPOSED FY 2018 EXPENSE BUDGET \$1.0B

All Other Activities,
23%

Enrollment Related,
71%

Capital, 6%



pie chart \$ in millions

Board Recommendation

The Finance & Land Use Committee recommends approval by the Board of Visitors of the FY 2018 proposed Tuition and Fees increase as detailed on pages 49–54 in the (PROPOSED) 2017 - 2018 Executive Budget Summary; and approval of the proposed budget as provided in the (*PROPOSED*) 2017 - 2018 Executive Budget Summary.

MOTION: _____

SECOND: _____



Capital Matters



Campus Utilities Infrastructure Replacement
PC# 247-18208-000

SCHEMATIC DESIGN
**BOARD OF VISITORS
MEETING**

5.11.2017

PERKINS+WILL

BOARD RECOMMENDATION

The Finance & Land Use Committee recommends approval by the Board of Visitors of the Schematic Design for the Utility Infrastructure Capital Project.

MOTION: _____

SECOND: _____

2018-2024 Capital Plan

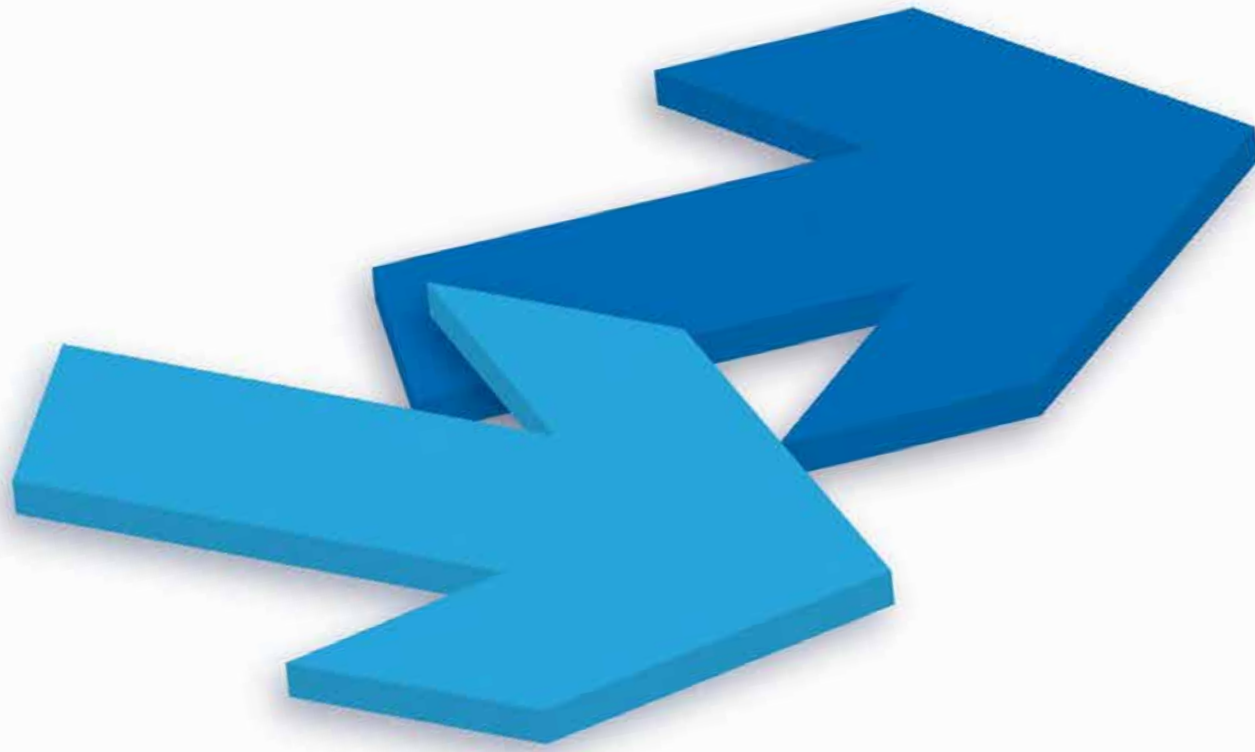
Project	Funding	Dollars
Improve Telecomm/Network Infrastructure – Fairfax	GF	\$10M-\$12M
Renovate Planetary (S&T I) Hall (100,000 GSF)	GF	\$60M - \$70M
Renovate Enterprise Hall (100,000 GSF)	GF	\$45M - \$50M
Construct Addition to Enterprise Hall (50,000)	NGF (Donor)	\$30M - \$35M
Renovate and Addition David King Hall (86,000 GSF Reno; 60,000 GSF New)	GF/NGF	\$80M - \$90M
Construct Academic VIII – Engineering (200,000 GSF)	GF/NGF	\$165M - \$170M
Renovate Fenwick Learning Commons Phase 2 (90,000 GSF Reno; 35,000 GSF New)	GF	\$50M-\$55M
Construct Facilities Complex – Fairfax	GF	\$70M-\$75M
Improve Telecom/Network Infrastructure – Phase II	GF/NGF	\$20M - \$25M
Improve Telecom/Network Infrastructure – Phase III	GF/NGF	\$17M - \$22M

BOARD RECOMMENDATION

The Finance & Land Use Committee recommends approval by the Board of Visitors of the Six-Year Capital Plan.

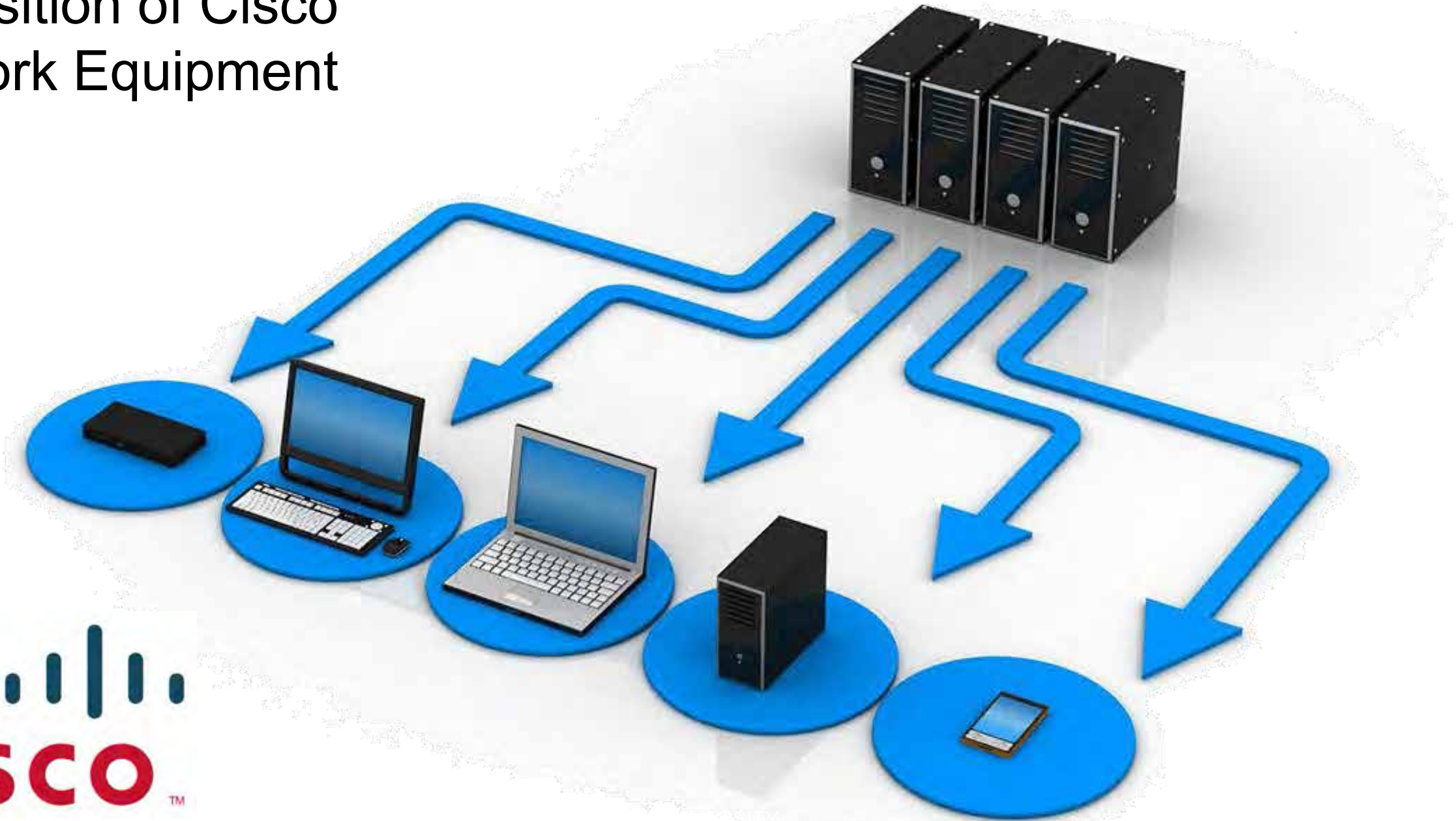
MOTION: _____

SECOND: _____



Strategic Matters

Acquisition of Cisco Network Equipment



BOARD RESOLUTION

The Finance & Land Use Committee recommends the Board of Visitors approve signature delegation for the President or Senior Vice President to enter into a contract with Electronic Systems, Inc. to upgrade the Cisco Network Equipment, as detailed in the resolution in IV.A. of the Board Book.

MOTION: _____

SECOND: _____

Investment Policy Statement

- Designed to help select and monitor plan investments.
- Policy requires periodic review, with any changes approved by the Board of Visitors.
- 2017 Proposed Changes to Investment Policy Statement:
 - Revised language to match committee fund review process.
 - Added Supplemental Defined Contribution Benefit Plan.
 - Moved investment strategy and process methodology to appendices.

BOARD RESOLUTION

The Finance & Land Use Committee recommends the Board of Visitors approve the University's Investment Policy Statement.

MOTION: _____

SECOND: _____



Operational Issues

UNIVERSITY CONTROLLER REVIEW AND APA AUDIT OF FINANCIAL STATEMENTS

JUNE 30, 2016

- University audit completed FY16:

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

- Highlights for the year:

The University's total net position increased \$96.3 million

Total operating revenues increased by \$26.4 million

Total operating expenses increased by \$7.8 million

Unrestricted net position increased by \$61.7 million

- Auditor of Public Accounts (APA) presentation

Faculty Benefits: DISABILITY INSURANCE

Employees at Risk



■ Uninsured Faculty - 65%

■ Unum Enrollees 35%

Move to Standard \$211,068 3-Year Rate

- ✓ Employees receive 50% income replacement, capped at \$6,000 monthly
- ✓ Allows for easier transition for employees below retirement age
- ✓ Waiting period is waived for current Unum enrollees
- ✓ Rates significantly drop for employer paid coverage

Faculty Benefits: RAISE SALARY MINIMUMS

Instructional Faculty Minimum Salary: 9-Month Faculty

Faculty Type	Current Minimum	Proposed Minimum
Term Instructors	\$ 36,100	\$ 40,000
Term Assistant Professors	41,200	45,000
Term Associate Professors	51,500	54,075
Term Full Professors	61,800	64,890
<hr/>		
Tenure-Track Assistant Professors	52,500	55,125
Tenure-Track Associate Professors	61,800	64,890
Tenure-Track Full Professors	\$ 72,100	\$ 75,705

Faculty Benefits: RAISE SALARY MINIMUMS

Instructional Faculty Minimum Salary: 12-Month Faculty		
Faculty Type	Current Minimum	Proposed Minimum
Term Instructors	\$ 42,611	\$ 48,889
Term Assistant Professors	48,698	55,000
Term Associate Professors	60,873	66,092
Term Full Professors	73,048	79,310
 		
Tenure-Track Assistant Professors	62,090	67,375
Tenure-Track Associate Professors	73,048	79,310
Tenure-Track Full Professors	\$ 85,222	\$ 92,528

POLICE & PUBLIC SAFETY



SWAT GRADUATES



Two of Mason's finest graduated from SWAT School!
Congratulations to Sgt. Hensley and Officer Crice, who completed Arlington County's week-long Basic SWAT School.

PROACTIVE POLICING



Mason Police officers have teamed up with various task forces such as the Joint Terrorist Task Force (JTTF), Fairfax County Drug Task Force, and FBI Fugitive Task Force to proactively address issues potentially impacting the Mason community.

SAFETY SEAT TECHNICIANS

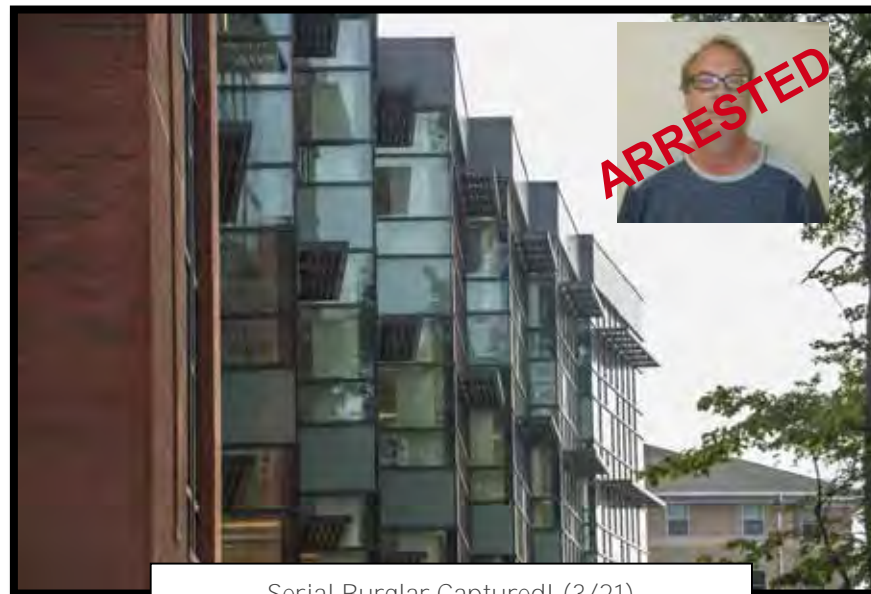


Sgt. Hensley and Detective Bennett are certified as Child Safety Seat Technicians sponsored by the National Highway Traffic Safety Administration (NHTSA), Safe Kids Worldwide, and Virginia DMV.

ON THE JOB!



Career Services Fair (2/23)



Serial Burglar Captured! (3/21)



2017 Presidential Inauguration Security (1/20)



Q&A with International Students (3/3)



DEA Lifesaving Award (1/18)



Animal Rescue (2/25)

May 20

Commencement

July 27

Annual Planning Conference

July 28

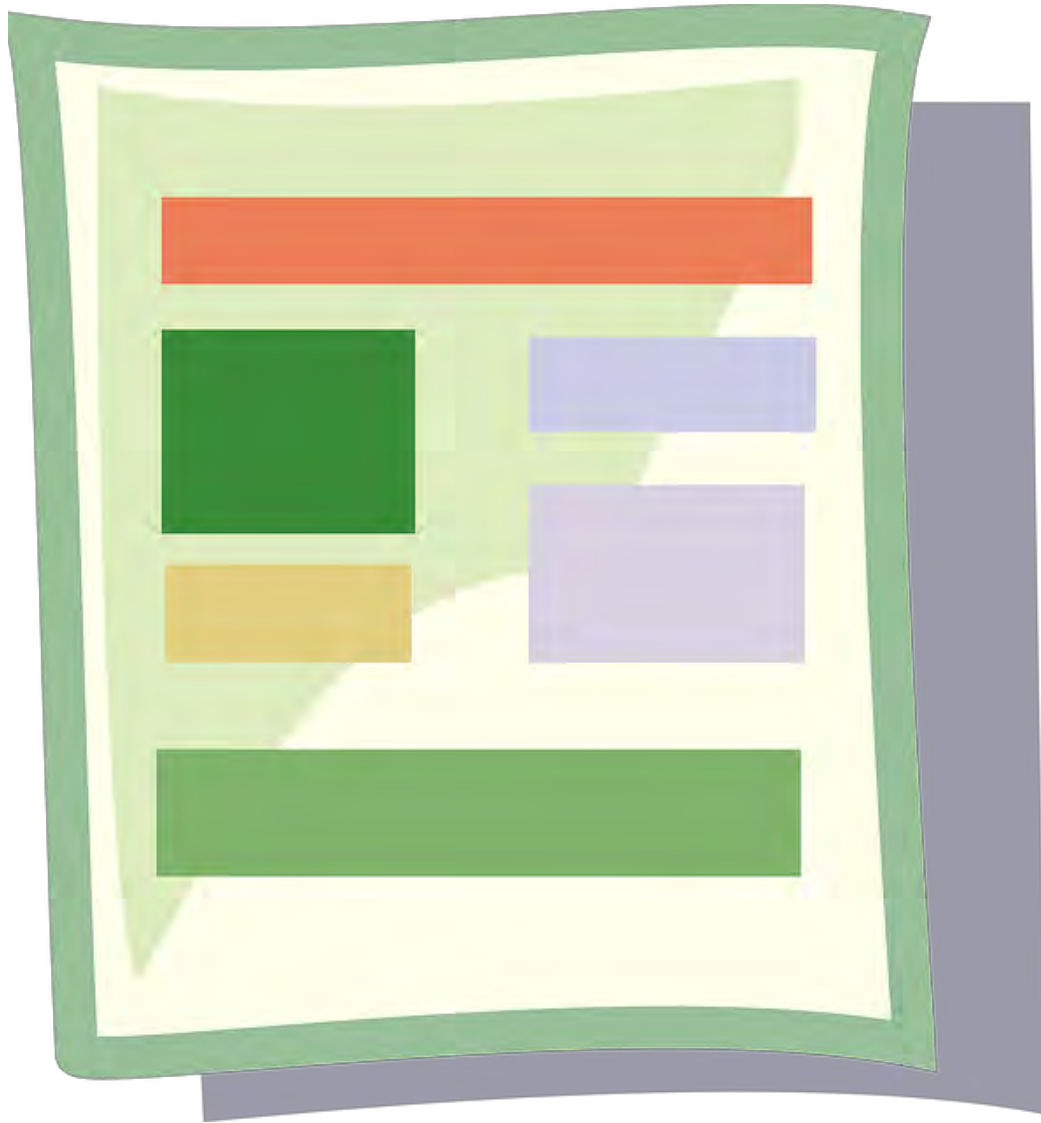
BOV Annual Meeting

2017

A photograph showing the silhouettes of several graduates wearing black caps and gowns, standing in a line during a ceremony. The background is softly blurred, showing green foliage and other graduates. The lighting is dramatic, with the graduates appearing as dark shapes against a lighter, out-of-focus background.

“You must be the change you wish to see in the world.”

—*Gandhi*



Appendices

CAPITAL PROJECTS REVIEW

- Potomac Science Center – Exterior work is nearing completion. The lab equipment and casework has been installed. The finishes in the offices, lab spaces, and events spaces are complete. We have moved the occupancy date one month to June 1, 2017 to complete testing and commissioning activities throughout the building. As a result, schedule status shifted to “Red.”
- Johnson Center Dining Phase II – The construction procurement has been completed, a contract has been awarded, and construction has begun on site. Dynamic Contracting was awarded the contract and are progressing toward the scheduled completion date.
- Bull Run Labs (Mech and BioChem) – A construction has been awarded, and construction began on site for the Mechanical Engineering Labs. PBS Contracting was awarded the contract and the spaces will be ready for students this Fall. On schedule, the design work on the Bio Chemistry labs is about to begin.
- Hylton Performing Arts Center Addition – We received the first set of comments from BCOM on the first working drawing submittal. We will resubmit for permit prior to May 1. Our schedule anticipates BCOM permit and GMP negotiations concluding sometime prior to July 1. As the Hylton staff had planned for a “soft” opening during the summer months, a July 1, 2018 substantial completion will not adversely affect any events.

CAPITAL PROJECTS – STOPLIGHT CHART

Project #	Project Name	Scope(sf) New	Scope(sf) Reno	Total Budget	Budget Status	Schedule	Scope	Construction Start date	Occupancy date	Construction % Complete
Construction										
17634-000	Potomac Science Center	115,783		\$ 32,583,364	●	Ⓡ	●	10/1/2014	6/1/2017	90%
17999-000	Health Sciences - Academic VII	166,000		\$ 67,686,799	Ⓡ	●	●	6/2/2015	12/1/2017	73%
18172-000	Johnson Center Dining Phase II		12,200	\$ 4,400,000	●	●	●	3/10/2017	8/17/2017	5%
	Into Phase II		16,830	\$ 4,297,140	●	●	●	12/15/2016	2/1/2018	20%
	Bull Run Labs (Mech and BioChem)		7,204	\$ 3,000,000	●	●	●	3/15/2017	7/1/2018	12.5%
Design										
17848-000	PPEA Discovery Hall Ph II & Fitout	18,000		\$ 3,800,000	●	Ⓡ	●	9/11/2017	12/22/2018	N/A
18252-000	Hazel Hall Library Renovation - 1st and 2nd Floors		21,000	\$ 3,000,000	●	●	●	6/5/2017	12/15/2017	N/A
18011-000	Hylton Center Addition*	17,082	360	\$ 9,043,000	●	●	●	6/1/2017	6/1/2018	N/A
18208-000	Improve Utility Distribution Infrastructure Fairfax*			\$ 49,160,000	●	●	●	10/1/2018	6/1/2021	N/A
18207-000	Renovate Robinson Hall and Harris Theater (Phased)*	241,161		\$ 111,790,000	●	Ⓡ	●	7/1/2018	7/1/2022	N/A
Planning										
18000-000	Life Sciences - Bull Run Add DPB*	100,000	23,000	\$ 43,114,900	○	○	○	TBD	TBD	N/A
	Telecom Infrastructure*			\$ 10,104,295	○	○	○	TBD	TBD	N/A
Grand Total This Report		658,026	80,594	341,979,498						

Data as of April 2017

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

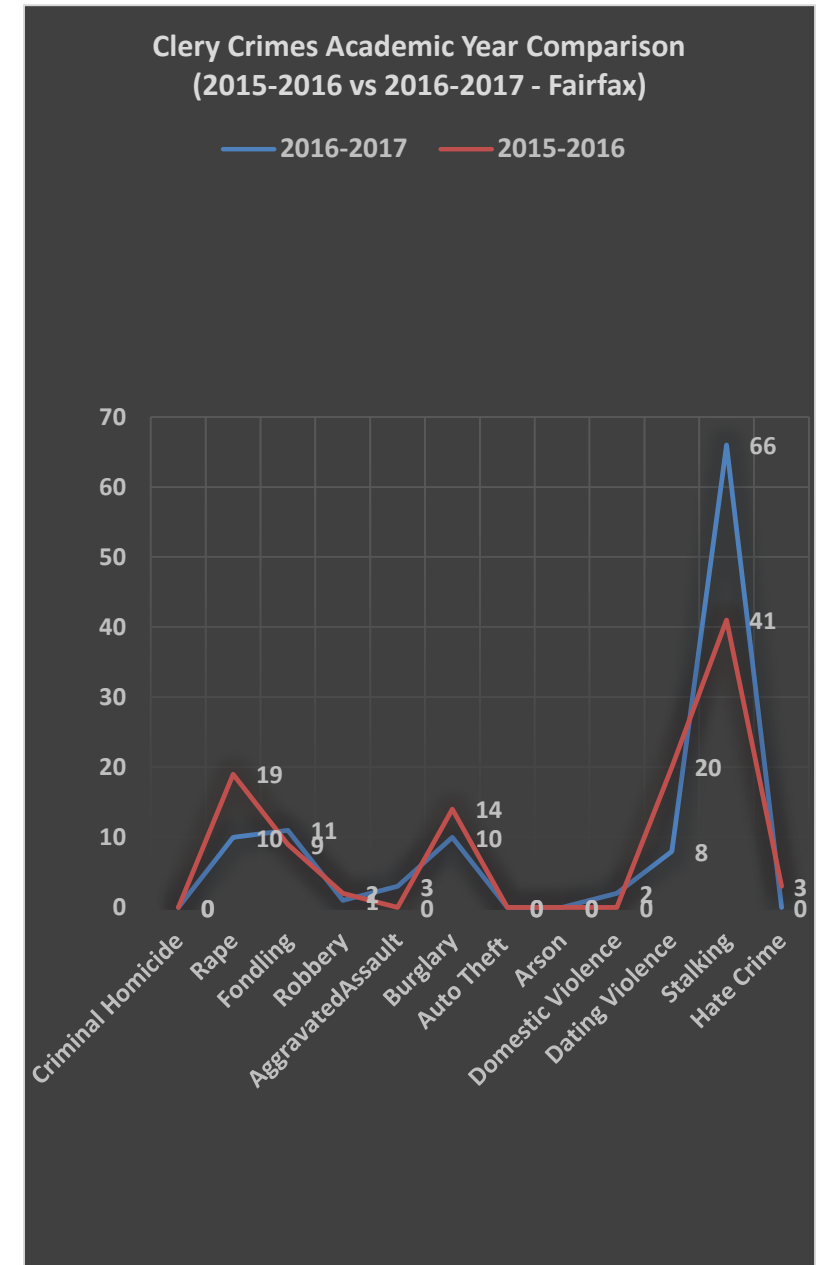
Page 1 of 1

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

CRIME STATISTICS FY 2016 – FY 2017

	Academic Year Comparison (2015-2016 vs 2016-2017 - Fairfax)		
*Clery Crime Category	8/29/2016 - 4/24/2017	8/29/2015 - 4/24/2016	% change
Criminal Homicide	0	0	
Rape	10	19	-47.37%
Fondling	11	9	22.22%
Robbery	1	2	-50.00%
Aggravated Assault	3	0	
Burglary	10	14	-28.57%
Auto Theft	0	0	
Arson	0	0	
Domestic Violence	2	0	
Dating Violence	8	20	-60.00%
Stalking	66	41	60.98%
Hate Crime	0	3	100.00%
Sub-Total	111	108	2.78%

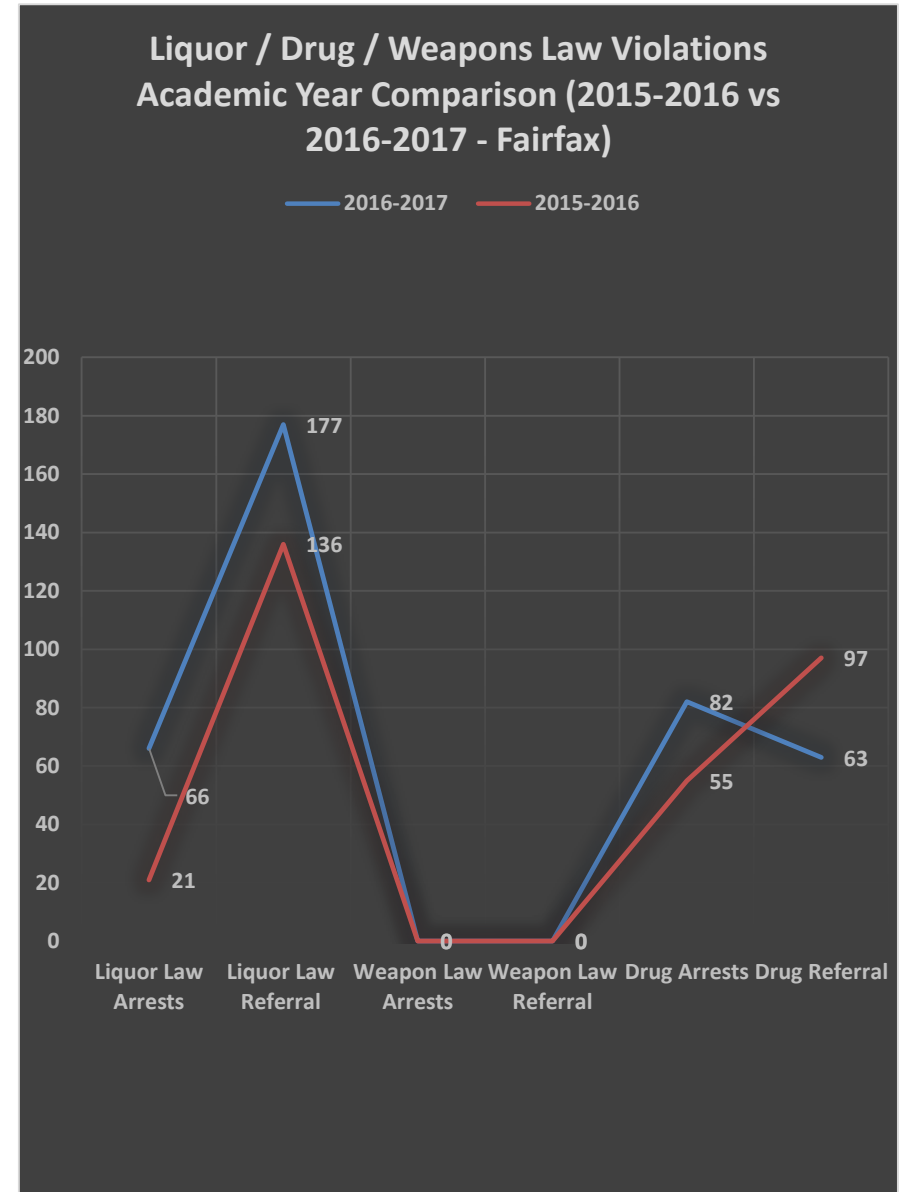
*These totals include statistics for incidents that were reported to Mason Police by mandatory reporters known as "Campus Security Authorities (CSAs)" for federally required statistics collection purposes only.



CRIME STATISTICS FY 2016 – FY 2017

	Academic Year Comparison (2015-2016 vs 2016-2017 - Fairfax)		
*Liquor / Drug / Weapons Law Violations	8/29/2016 - 4/24/2017	8/29/2015 - 4/24/2016	% change
Liquor Law Arrests	66	21	214.29%
Liquor Law Referral	177	136	30.15%
Weapon Law Arrests	0	0	
Weapon Law Referral	0	0	
Drug Arrests	82	55	49.09%
Drug Referral	63	97	-35.05%
Sub- Total	388	309	25.57%

*This number only includes referrals initiated by Mason Police and referred to Office of Student Conduct



GEORGE MASON UNIVERSITY
FINANCE & LAND USE COMMITTEE
BOARD OF VISITORS

MINUTES

March 2, 2017

11:10 a.m. – 12:40 p.m.

Merten Hall, Room 1201, Fairfax Campus

PRESENT: Chairman Peterson; Visitors Alcalde, Cumbie, Hazel, Jacquemin, Purvis, Witeck; Senior Vice President Davis; Vice President Calhoun; Student Representatives Pitman, Suero; Faculty Senate Chair Renshaw; Faculty Representative Houser; Secretary *pro tem* Wilson.

I. Call to Order

Chairman Peterson convened the meeting at 11:10 a.m.

II. Approval of Minutes

Chairman Peterson announced a quorum, then requested a **MOTION** to approve the minutes of the December 8, 2016 Finance and Land Use Committee as presented. It was so **MOVED** by Visitor Hazel. **MOTION CARRIED UNANIMOUSLY.**

III. Operational Issues

A. Schematic Design Review

Chairman Peterson introduced Vice President of Facilities Tom Calhoun for review and approval of three schematic designs that fall under the Commonwealth's Enhanced Capital Authority Pilot Program:

The Global Center

This project involves converting the large and small ballrooms in the Global Center into classrooms. This will add 13 classrooms in support of the INTO program, as well as capacity assistance across the university when Robinson Hall goes offline. Funding is provided by INTO. We are on schedule and on budget on the project.

Bull Run

The Bull Run project will convert recently vacated wet lab research space into teaching labs for mechanical engineering and biochemistry. Unit funds cover the cost of the renovation. This project is on schedule and on budget.

Hazel Hall

The Hazel Hall renovation includes relocating Career & Alumni Services and Admissions to the first floor, and providing student study space and a seminar room on the second floor. This project is funded by donors. This project is on schedule and on budget.

Chairman Peterson requested a **MOTION** to recommend the Board of Visitors approve the schematic designs for the three capital projects outlined in the Board Book. It was so **MOVED** by Visitor Cumbie. **MOTION CARRIED UNANIMOUSLY.**

Mr. Calhoun also reviewed the status of the Robinson Hall project for the Board's information. It is still in the design phase. Construction will depend upon demolition, but we're targeting construction to start late in 2018, with completion in 2021. This project is funded from the Commonwealth and we will receive a budget from the state when the preliminary design phase is complete. The new building will be the largest academic building on campus and will house CHSS, staff offices, 30 classrooms, the Mason Innovation Exchange hub, and community and support spaces. Part of this renovation project includes transforming the Harris Theater to a stand-alone building. Some of the challenges that we foresee are in estimating costs for Robinson, delays in funding, justifying cost effectiveness of the design, and coordinating the Robinson and utility projects.

B. Acquisition of High Performance MRI

Chairman Peterson asked Senior Vice President Davis to brief the committee on the purchase of a Siemens MAGNETOM Prisma 3T MRI scanner. Ms. Davis explained that the George Mason University Bylaws require approval from the Board to enter into contracts where goods, equipment or supplies exceed \$2M. George Mason University received a competitive award from the National Science Foundation in the amount of \$1,647,968 to support the acquisition of a high performance 3 Tesla whole body MRI scanner, with a condition that Mason provide the remaining balance. This piece of equipment will be located in the new Peterson Building and will further research across five colleges and schools, and foster research collaboration with the Inova Health System.

Chairman Peterson requested a **MOTION** to recommend the Board of Visitors approve signature delegation for the president or senior vice president to enter into a contract to purchase a Siemens MAGNETOM Prisma 3T MRI scanner, with a not-to-exceed value of \$2.5M, as detailed in the resolution in III.B. of the Board Book. It was so **MOVED** by Visitor Hazel. **MOTION CARRIED UNANIMOUSLY.**

C. Accounts Receivable Write-Off

Chairman Peterson introduced Associate Vice President and Controller Lisa Kemp to review the accounts receivable write-off, which covers the summer and fall of 2014 and spring of 2015. 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 \$1.47M, which is three tenths of 1 percent of FY 2016 billings. Although this has been written off the books, collection activities continue. The cumulative write-off since 1981 is \$15M and Mason has recovered about \$5M of that amount.

D. JLARC Initiatives Update

Senior Vice President briefed the board on the status of the cost efficiencies JLARC recommended in FY 2014 and FY 2015. We continue to make progress on the legislative recommendations and are focused now on procurement and purchasing efficiencies. If the board has particular areas of interest we will make time in a later board meeting to cover.

IV. Strategic Matters

A. FY 2018 Financial and Legislative Update

Chairman Peterson asked Senior Vice President Davis to give a financial and legislative update. Higher Ed institutions are experiencing increased financial pressure due to state appropriations diminishing each year, yet requirements have increased for additional student services, technologies and credentials. The Commonwealth's FY 2018 budget is not final yet, but we anticipate \$7M in base budget reductions. There will be additional financial aid money, funds for faculty and staff increases, and resources to begin the Robinson and utility infrastructure projects.

Kennedy & Co. was hired to develop our tuition pricing strategy. Student and parent surveys and market research were conducted to aid in rethinking tuition and fees and developing long-term structural solutions. In addition, we are working with the students to build a student tuition website.

B. Room & Board Rates, FY 2018

In considering FY 2018 Room and Board rates, there are several key areas we focus on: affordability, accessibility, student involvement, a sense of community and well-being options. The Commonwealth views housing and meals as stand-alone entities and Mason does not receive state support for them. We are proposing an overall 1.5% increase in meal plans, and a 2.5% increase in housing rates. These rates are based on market demand and cost structure.

Chairman Peterson requested a **MOTION** to recommend the Board of Visitors approve the proposed FY 2018 Room and Board rates. It was so **MOVED** by Visitor Cumbie. **MOTION CARRIED UNANIMOUSLY.**

C. Debt Policy Compliance

Senior Vice President Davis updated the committee on Mason's debt policy, which the board is asked annually to review and approve. Over the last four years, we have taken a comprehensive approach to managing our overall financial health, focusing on debt management and risk considerations; alignment with our mission and strategic goals; and reporting. Since 2014 we have deauthorized \$230M in debt, issued no new debt, and prioritized projects that are mission critical. The result is that we were able to reaffirm our "A" rating with S&P, and Moody's upgraded us to "A1". Included in the board portal are the policy metrics and new Moody's ratios.

Chairman Peterson requested a **MOTION** to recommend the Board of Visitors approve the resolution confirming the University is in compliance with the Debt Policy. It was so **MOVED** by Visitor Hazel. **MOTION CARRIED UNANIMOUSLY.**

IV. Adjournment

Chairman Peterson requested an informational session be held on the budget and tuition and fees outlook in April. There being no further business, Chairman Peterson declared the meeting adjourned.

Meeting adjourned at 12:22 p.m.

Jennifer Wilson
Secretary *pro tem*

ITEM III: FY 2018 UNIVERSITY OPERATING BUDGET, TUITION AND FEES (ACTION)

PURPOSE OF ITEM: The University's budget proposal reflects revenue and expense plans for the 2017-2018 academic year, including tuition and fee rates.

APPROPRIATE COMMITTEE: FINANCE AND LAND USE COMMITTEE

BRIEF NARRATIVE: The University Budget for July 1, 2017 through June 30, 2018 (FY 2018) is being recommended at this time. The FY 2018 E&G and Auxiliary Enterprises budget proposals include revenue and expense budget recommendations for colleges and programs as well as tuition and fee rates.

Mason's FY 2018 proposed budget is consistent with the biennial budget of the Commonwealth of Virginia and six-year financial and budget plans of the University. Under this proposal the total university budget increases by 1.3%, to \$1,014.2 million (\$1.0 billion).

The total price for an undergraduate student living on-campus (including tuition, fees, room, and board) is proposed at \$23,014 for in-state and \$45,459 for out-of-state, an increase over the previous year of 4.5 and 5.0 percent respectively.

STAFF RECOMMENDATION: Staff recommends Board of Visitors approval of the 2017-2018 budget including tuition and fee rates.

ITEM NUMBER: IV.A.

**SCHEMATIC DESIGN REVIEW – UTILITY
INFRASTRUCTURE (ACTION)**

PURPOSE OF ITEM:

This items requests BOV approval of the Schematic Designs of the Utility Infrastructure project, #247-18208.

APPROPRIATE COMMITTEE:

FINANCE AND LAND USE COMMITTEE

Under delegated capital authority procedures adopted by the BOV, staff shall present all capital projects to the Board at conclusion of the Schematic Design phase. At this stage, the Board will assure themselves that each project remains on track to deliver the project previously authorized.

Under the procedures adopted by the board, staff is to present a detailed review of each project to two members of the Finance and Land Use Committee. Staff will then make a shortened, summary presentation at the next scheduled full board meeting.

The Utility Infrastructure project, # 247- 18208, a \$49M maintenance project, has progressed to the schematic design phase. This project is being designed and constructed in conjunction with the Robinson Hall project, a project reviewed by the BOV in March 2017.

This project primarily replaces aging chilled water distribution piping throughout the heart of the Fairfax campus. All of the work is below ground and in general is a one-for-one replacement of failing pipes. There are a few locations where we will add additional piping to enhance our redundancy. Additionally there are several areas where we will add high temperature hot water piping to improve the reliability of the campus heating system. Finally, the project allows us to improve some surface areas where significant work will be done. The North Plaza is the primary area that will be altered under the project.

Because the piping runs throughout the campus, the impact of the project on campus operations will be significant. The attached drawing indicates locations of the work. Staff is taking steps during the design phase to minimize disruptions as much as possible.

Prior to the May 11 BOV meeting, staff will have presented this project to the two-member subcommittee. At the May meeting, staff will summarize the project, focusing on the campus alterations being considered.

This utility project has not completed Schematic Design yet. We have submitted the Schematic Design to BCOM for review and comment, but will not receive those comments until late May.

STAFF RECOMMENDATION:

After reviewing of this schematic designs, authorize the project to proceed through design and into construction.



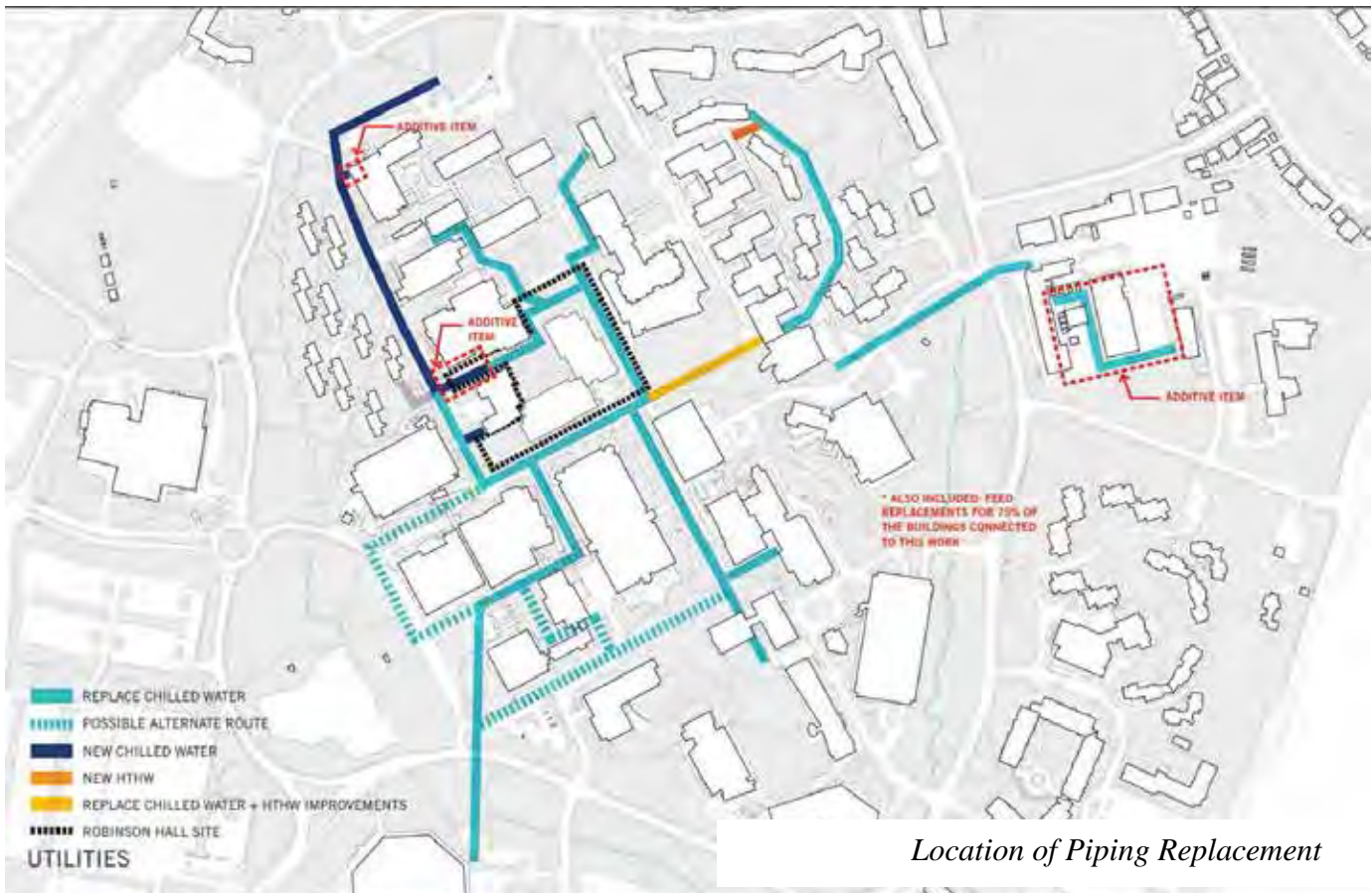
Title: Utilities Infrastructure Schematic Design Review

Brief Description: Primary scope of this project is to replace aging transite (asbestos product) chilled water lines through the center of the campus. As shown in the attached drawings, there are a few areas where the project adds additional chilled water piping or additional high temperature hot water piping to improve redundancy of utility systems on campus.

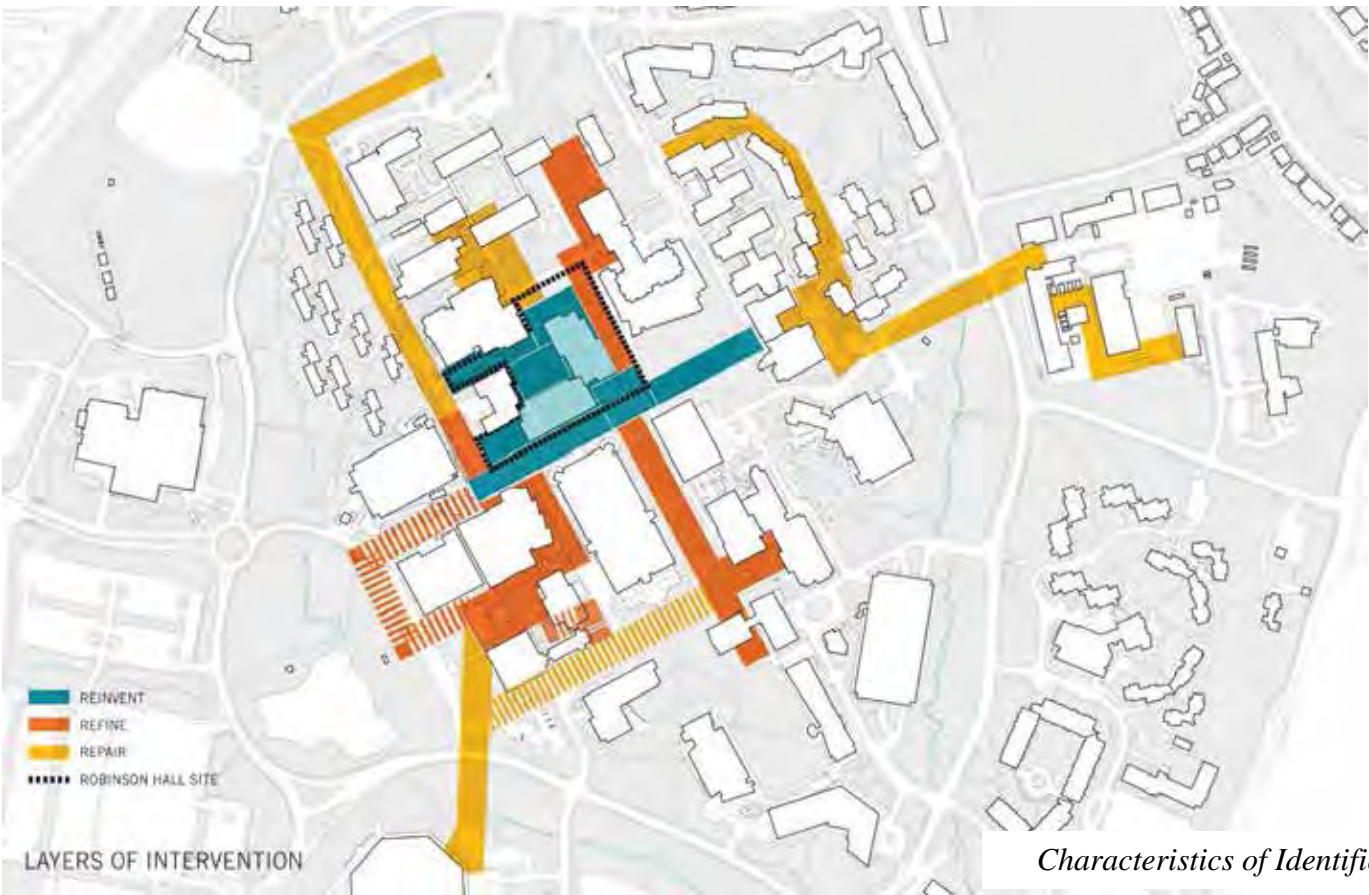
May 2017

Scope SF:	N/A	
Budget:	\$49.3M	
Schedule:		
Design Complete: (1)	June 2019	Phased
Construction Start:	August 2018	
Construction Complete:	September 2021	Phased
Misc Construction Complete:	December 2021	Phased

Note (1): Design will completed in phases to match with phased construction packages. Note final design is completed after construction start.



Location of Piping Replacement



Characteristics of Identified Work

ITEM NUMBER IV.B.:

SIX-YEAR CAPITAL PLAN (ACTION)

PURPOSE OF ITEM:

This item provides annual submission of University's Six Year Capital Plan for Board approval.

APPROPRIATE COMMITTEE:

FINANCE AND LAND USE COMMITTEE

BRIEF NARRATIVE:

George Mason annually submits a six-year capital plan each spring. The Department of Planning and Budget has not established a firm submission date yet; however, submission will likely be due before the next Board meeting. DPB has also not provided guidance as to expected funding levels or areas of focus this year.

Unofficial dialog from DPB suggests we are unlikely to see significant capital funding in the upcoming year. Mason was one of the few schools to receive funding last year and with the authorization of the Robinson Hall and Utility Infrastructure projects, we realized over \$150M in capital funding.

The draft capital list on the following page represents the total proposed six-year plan and represents our relative priority for future funding requests. Note, last year, the University received authority for planning the Telecommunications/.Network Infrastructure project. To date, the Department of Planning and Budgets has not allocated funds for this planning effort. Regardless, the University should seek construction funding for this project. This is a critical deficiency for the University that must be rectified.

Staff continues to refine the project list and cost estimates at this time. Assuming approval of the recommend projects, staff will submit projects consistent with the cost ranges presented here. At the first BOV meeting after final submission, staff will present the projects as actually submitted to the Commonwealth.

STAFF RECOMMENDATION:

Approval of the capital projects listed on the following page.

George Mason University 2018-2024 Capital Plan

Improve Telecomm/Network Infrastructure – Fairfax	GF	\$10M-\$12M
Renovate Planetary (S&T I) Hall (100,000 GSF)	GF	\$60M - \$70M
Renovate Enterprise Hall (100,000 GSF)	GF	\$45M - \$50M
Construct Addition to Enterprise Hall (50,000)	NGF (Donor)	\$30M - \$35M
Renovate and Addition David King Hall (86,000 GSF Reno; 60,000 GSF New)	GF/NGF	\$80M - \$90M
Construct Academic VIII – Engineering (200,000 GSF)	GF/NGF	\$165M - \$170M
Renovate Fenwick Learning Commons Phase 2 (90,000 GSF Reno; 35,000 GSF New)	GF	\$50M-\$55M
Construct Facilities Complex – Fairfax	GF	\$70M-\$75M
Improve Telecom/Network Infrastructure – Phase II	GF/NGF	\$20M - \$25M
Improve Telecom/Network Infrastructure – Phase III	GF/NGF	\$17M - \$22M

ITEM NUMBER V.A.:

**ACQUISITION OF CISCO NETWORK
EQUIPMENT (ACTION)**

PURPOSE OF ITEM:

The George Mason University Bylaws requires approval from the Board of Visitors to enter into contracts or other agreements in which the University acquires goods, equipment or supplies, other than construction, exceeding a one-time cost of \$2M.

APPROPRIATE COMMITTEE:

FINANCE AND LAND USE COMMITTEE

BRIEF NARRATIVE:

The Information Technology Services (ITS) Department is in the process of upgrading their Cisco Network equipment. Competitive quotes were obtained under various cooperative contract vehicles and the low bidder for this upgrade project was Electronic Systems, Inc. (ESI) in the amount of \$2,506,587.60. Their quote was \$377,198.63, less than the next highest bidder. ESI was able to provide a VIP discount worth \$90,000.00, free Extended Service for the Cisco SMARTnet and was able to bundle the other Cisco products to maximize discounts for George Mason University.

STAFF RECOMMENDATION:

Staff recommends Board approval.

RESOLUTION
OF THE
BOARD OF VISITORS OF GEORGE MASON UNIVERSITY

WHEREAS, the University desires to enter into a contract with Electronic Systems, Inc. (the “Contract”), to acquire certain Cisco network equipment (“Equipment”) in the amount of approximately \$2,507,000.00; and

WHEREAS, the total cost of such Contract will exceed \$2,000,000;

The Board of Visitors hereby delegates to the President or the Senior Vice President for Administration and Finance the authority to enter into such Contract in an amount not to exceed \$2,507,000.00.

Adopted: May 11, 2017

Thomas M. Davis, III
Rector
Board of Visitors
George Mason University

ITEM NUMBER V.B.:

**INVESTMENT POLICY STATEMENT
(ACTION)**

PURPOSE OF ITEM:

The University's Investment Policy Statement (IPS) requires a periodic review of the IPS to determine if modifications are necessary.

APPROPRIATE COMMITTEE:

FINANCE AND LAND USE COMMITTEE

BRIEF NARRATIVE:

The University, as Plan Sponsor, is required to monitor and review investment options and performance available under the Plans. The IPS defines policies and procedures for reporting investment performance and making recommendations on plan management. Board of Visitors approval is required to revise this policy statement.

Human Resources partnered with CAPTRUST, the advisors for the Plans, and University Counsel for the initial review of the IPS. The IPS was then reviewed by the entire Investment Policy Committee (IPC) at its November 2016 meeting and approved with the understanding that the IPS would go through a final review with outside counsel. This final review was conducted by Morgan, Lewis & Bockius in April of 2017.

STAFF RECOMMENDATION:

Staff recommends Board approval.

INVESTMENT POLICY STATEMENT

for the

**DEFINED CONTRIBUTION PLAN FOR FACULTY
OF GEORGE MASON UNIVERSITY,**

**GEORGE MASON UNIVERSITY
CASH MATCH PLAN**

and

**SUPPLEMENTAL DEFINED CONTRIBUTION
BENEFIT PLAN FOR EMPLOYEES OF GEORGE
MASON UNIVERSITY**

Revised
November 2009
November 2011
April 2017

PURPOSE OF THE INVESTMENT POLICY STATEMENT

The Board of Visitors of George Mason University (“BOV”) has established by resolution an Investment Policy Committee (“IPC”) to evaluate and make recommendations to the BOV with respect to the investment options under the following retirement plans:

1. **Defined Contribution Retirement Plan for Faculty of George Mason University;**
2. **George Mason University Cash Match Plan; and**
3. **Supplemental Defined Contribution Benefit Plan for Employees of George Mason University**

(collectively, the “Plans”). The Plans are qualified defined contribution plans under section 401(a) of the Internal Revenue Code of 1986, as amended (“Code”). This Investment Policy Statement (“IPS”), as amended from time to time, is designed to assist Plan fiduciaries in selecting and monitoring the investment options available under the Plans.

The Plans are governmental plans within the meaning of Code section 414(d) and section 3(32) of the Employee Retirement Income Security Act of 1974, as amended (“ERISA”) and, as such, are not subject to ERISA. Notwithstanding, the standards of ERISA section 404(c) serve as a guideline under this IPS.

The purpose of the IPS is as follows:

- to outline the overall structure of each Plan’s investment program, the duties and responsibility of the IPC, and the general policies and procedures under which the IPC operates;
- to establish guidelines and procedures to be followed by the IPC in performing its duties in connection with the selection of investment options under the Plans; and
- to outline criteria and procedures that the IPC will use in reporting the performance of the investment options offered under each Plan and to evaluate whether the respective investment policies of the investment options are consistent with the goals of the Plans.

The IPC intends that the investment options will:

- provide an opportunity for the Plan participants to exercise independent control over assets in their individual Plan accounts on a timely basis;
- provide Plan participants the opportunity to choose from a range of diversified and distinct investment alternatives sufficient to create portfolios with varied aggregate risk and return characteristics;
- be consistent with the Plan’s exclusive purpose of providing retirement benefits to participants and their beneficiaries and defraying the reasonable costs of administering the Plan; and

In general, it is understood that this IPS is intended to incorporate sufficient flexibility so as to accommodate current and future economic and market conditions and changes in applicable accounting, regulatory, and statutory requirements. The BOV and IPC will review this IPS periodically to determine if modifications are necessary or desirable.

The IPC's primary objective is to select investment options that meet the needs of a diverse participant group and to select these options on the basis of risk and return characteristics. To accomplish this investment objective, annuity products and publicly traded mutual funds will comprise the principle investment options made available under the Plans.

The IPS merely provides guidelines for the IPC's actions relative to the Plans. The IPC may deviate from the IPS if determined appropriate in its sole discretion.

INVESTMENT OPTION SELECTION GUIDELINES

These investment option selection guidelines will form the basis for all actions of the IPC, including selection of investment options and termination of investment options. The investment option selection guidelines will be evaluated by the IPC from time to time. The IPC may deviate from these guidelines as it deems necessary to ensure that Plan participants have adequate and distinct investment options available to them. Any exception to the below guidelines that forms the basis of any selection is expected to be documented.

In addition to the guidelines established for each asset class, the following are expected to be met for all investment options selected for inclusion under each Plan:

- A clearly articulated investment strategy consistent with the IPS asset class guidelines.
- Information pertaining to each investment option that includes such items as the history of the investment advisor and/or investment manager, key personnel, and current fee schedule or current expense ratios.
- A cost structure that is reasonable and competitive.
- Performance and risk consistent with the asset class and competitive with peer group options.

An investment option may be included that does not meet all of the guidelines listed. In addition, it is not required that every investment option detailed in the IPS be offered as an investment in a Plan or available as an investment option with respect to each vendor.

Plan Investment Asset Classes

Each Plan's investment menu is structured in accordance with contemporary investment theory, which holds that the asset allocation decision among a broad range of investment alternatives is the most critical determinant of a portfolio's long-term success or failure. The IPC's goal is to offer a core set of diversified investment options that represent a broad range of different asset classes with different risk and return characteristics.

Each Plan's investment menu may include, but are not limited to, options from the following broad asset classes: Capital Preservation, Fixed Income, Asset Allocation, including Balanced, Target Risk, Life Cycle and/or Target Date, Domestic Equity, International Equity and Specialty. These asset classes are described in more detail in Appendices A and C of this IPS.

Investment Selection

The IPC has structured each Plan to offer participants and their beneficiaries a core set of reasonably priced investment options with different risk and return characteristics. Selection of these investment options is done in the context of the Plan's administrative structure which can impact the number, type and cost of investment options available to the Plan. The IPC may also consider the method and payment of Plan expenses, which can be altered by investment-related decisions.

Once the IPC has selected the range of asset classes to be represented within each Plan, the following screening criteria will be among those applied to the available investment options:

Fees – All investment options generally should charge no more than “reasonable” fees to Plan participants. The expense ratio for a given investment should generally fall below the average expense ratio for the peer group. Exceptions may be made for investment options that the IPC feels may produce performance that would justify higher than average fees.

Style Consistency – Since each investment option is chosen to fulfill a specific part of each Plan's overall investment menu, investment options should have demonstrated a consistency in investment style and performance. Some variation can be allowed when an investment option's given style moves in and out of favor, or when an investment option's successful investments outgrow their initial investment classification.

Volatility and Diversification – Unless chosen to deliver investment performance that is characteristic of a specific industry or sector of the investment spectrum, investment options generally will be broadly diversified portfolios and will avoid unreasonable overweighting in a given investment, industry or sector. Volatility, as measured by Standard Deviation of returns, should be within reasonable ranges for the given peer group. Other risk measures, including Sharpe ratio, information ratio and beta, may be used as well.

Performance – With few exceptions, all actively-managed investment options should rank in the top 50% of their given peer group for the 3 or 5 year annualized period at the time of their selection. While past performance is not indicative of future returns, peer-relative performance offers the IPC perspective on how the investment option has performed over a reasonably demonstrative period of time relative to other choices. In addition to performance, the IPC should consider other variables including (but not limited to) fees, investment style purity, and risk management practices, in order to develop a holistic view about a strategy and its appropriateness within a Plan. Passively-managed options do not need to meet the same ranking criteria; rather, measures such as tracking error to the stated benchmark are more important measures of performance for these options.

Management & Organization – Manager tenure and industry experience are values to be emphasized, as is the strength and expertise of an investment option's sponsoring organization. Sponsoring organizations are generally expected to adhere to accepted standards of ethical practice and to comply with all appropriate securities regulations. When necessary, preference will be given to investment management organizations with a proven commitment to the interests of long-term shareholders.

Additional Factors – In addition to the above outlined factors, the IPC will also consider other factors, which may be less tangible, including fund specific situations and anomalies in the capital markets or in each Plan's unique situation.

Each investment option selected for inclusion in a Plan is expected to maintain a high level of

acceptability as described in the Investment Evaluation section of the IPS.

Investment Evaluation

With the assistance of an Investment Consultant, the IPC will monitor the investment options made available within each Plan to ensure that the options remain compliant with the criteria used to initially select them for inclusion in a Plan under this IPS or such other or additional criteria as appropriate. As part of that process, the IPC may consider the ranking of investment options relative to their peers using a comprehensive Scoring System proprietary to the Investment Consultant. (See Appendices B, C, & D.)

The following criteria provide a general outline for the evaluation process:

- On a quarterly basis, the Plan's Investment Consultant will provide the IPC with a comprehensive written report of each investment option's relevant performance and relative rankings against appropriate indexes, and within appropriate peer groups. The Investment Consultant will review the report with the IPC at least annually, but generally on a quarterly basis.
- The Investment Consultant will also communicate with the IPC on an ad hoc basis, as appropriate, concerning any material changes affecting any of the selected investment options. Material changes may include management changes, changes to the investment option's pricing structure or significant changes in the investment option's fundamental policies and procedures that the Investment Consultant feels warrant IPC review.
- The IPC normally will meet with the Investment Consultant at least annually to evaluate each investment option as well as the overall status of this IPS.
- If the Investment Consultant's proprietary Scoring System indicates that a given investment option may no longer meet the appropriate and reasonable standards required to remain included in a Plan's menu, the IPC will review the investment option and may remove and/or replace the investment option as appropriate.

Removal or Replacement of Selected Investment Options

Since the intention of the Plans is to provide opportunities for long-term asset accumulation for participants and beneficiaries, it is not expected that either the investment universe or specific investment options will be changed or deleted frequently.

It is possible that changes may become desirable or necessary, however, based upon factors such as:

- The addition of a new asset class or investment alternative that was not a part of a Plan's initial menu. Such an addition will be subject to a similar selection regimen to that outlined earlier in the IPS;
- The elimination of a given asset class from a Plan's menu;
- The desire to replace one of a Plan's investment options with another investment option that the IPC feels will more successfully deliver the desired asset class characteristics. Reasons may include, for example, the availability of options that were not initially open for IPC consideration, or a change in the performance or fee structure of a competing option. It may also be true that a

given investment option is no longer available through a Plan's chosen administrative structure. Investment options can be removed or changed after a thorough comparative review using the regimen outlined earlier in the IPS; and

- The need to replace or eliminate one of a Plan's investment options after noncompliance with this IPS has been established or appears likely.

VOTING OF PROXIES

In accord with the right of Plan participants to direct the investment of their Plan accounts, where applicable, the right to vote proxies and tender shares of any investment option held in their account will be passed through to the Plan participants. If a Plan participant fails to exercise such right, neither the BOV nor the Trustee(s) shall vote such proxies or tender such shares, as the case may be.

AMENDMENT AND TERMINATION

The IPS may be amended or terminated at any time and for any reason by the IPC, subject to BOV approval, or by independent action of the BOV.

USE OF CONSULTANTS AND OTHER SERVICE PROVIDERS

The IPC may retain an Investment Consultant whose functions will include:

- Rendering advice and/or guidance on investment policy regarding the management of Plan assets.
- Providing formal periodic reviews, no less frequently than annually, to the IPC and formal annual reviews to the BOV on the performance of existing investment options based on the established criteria. This includes recommendations for changes where appropriate.
- Recommendations regarding communications and investment options based on Plan participant demographics, Plan participation rates, deferral rates, and the allocation of Plan participant account balances.

The IPC may retain the services of other professionals in order to aid the IPC and BOV in discharging their obligations under this IPS. Such consultants and service providers may include:

- Trustees
- Investment Fund Managers
- Record keepers/Administrators
- Tax Advisors
- Auditors

- Lawyers
- Accountants

CONCLUSION

It is understood that the guidelines set forth in this IPS are meant to serve as a general framework for prudent management of the assets of the Plans. Changing market conditions, economic trends or business needs may necessitate modification of this IPS.

Notwithstanding the foregoing, if any term or condition of this IPS conflicts with any term or condition in the Plan document, the terms and conditions of the Plan document will control. This IPS shall not be considered a Plan document.

Approved by the Rector and Board of Visitors of George Mason University and adopted on this _____ day of _____, 2017.

Appendix A – Asset Class Overview

Broad Asset Class	Description
Fixed Income	These investments generally invest the bulk of their assets in the fixed income, or “bond” markets. Investments in this category vary both in terms of the duration of their primary holdings (short term, intermediate term or long term) and in the quality of the issuers of their holdings (government to corporate issuers of varying quality).
Asset Allocation	These investments, like balanced funds, attempt to provide participants with broadly diversified collections of stocks, bonds and money market securities. Each manager specifies either a strategy (e.g., “aggressive”, “moderate” or “conservative”) or a target date (e.g., 2030, 2040, 2050, etc.) that drives the proportionate, or strategic, allocation it follows. Each manager will have its own restrictions, disclosed in its prospectus, which will govern the ranges it may allocate to any given investment or asset class.
Domestic Equity	<p>These investments generally invest the bulk of their assets in ownership (“equity”) securities, or stocks of companies whose headquarters and/or primary business is in the United States. Investments in this category vary both in their objectives (e.g. current income versus long term capital appreciation) and in the types of equity securities they specialize in. Some investments in this category focus on small capitalization or medium capitalization companies versus large capitalization companies. Some funds tend to look for companies whose earnings, or perceived value, are growing at faster rates than other companies (e.g., “growth”) while others focus their investments on companies who for various reasons may be selling for less than the manager believes is its real worth (e.g., “value”).</p> <p>Historically, investments focused on smaller and medium capitalization securities have thrived at different times and in different proportions to investments focused on large capitalization securities. Growth investments have also tended to excel at different times and in different proportion to value investments.</p>
International Equity	<p>These investments generally invest the bulk of their assets in ownership (“equity”) securities, or stocks of companies whose headquarters and/or primary business is outside of the United States. Investments in this category also include regionally focused managers that specialize in a particular part of the world, global managers that can invest in both U.S. and international markets, and emerging market managers that concentrate their investments in markets that are less mature than the world’s developed markets and so may provide opportunities for rapid growth. It is also generally true that higher growth opportunities are tempered significantly by higher risk for loss of capital, at least over shorter terms.</p> <p>Historically international markets have moved in very different cycles than their domestic counterparts.</p>
Specialty	These investments generally invest the bulk of their assets in ownership (“equity”) securities, or stocks of companies in a particular market segment. Historically investments focused on specialty securities have offered a significantly high risk for loss of capital, at least over shorter terms.

Broad Asset Class	Asset Class or Strategy	Benchmark Index	Peer Morningstar Category*
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Fixed Income	Fixed Income	BarCap Aggregate Bond Index	Intermediate Term Bond
Asset Allocation	Allocation	S&P 500 / BarCap Agg Blend	Appropriate Morningstar Allocation Peer Group
Asset Allocation	Target Date Funds	Vintage Year Appropriate Morningstar Index	Vintage Year Appropriate Morningstar Institutional Category
Domestic Equity	Large Cap U.S. Equity	Russell 1000 Value S&P 500 Russell 1000 Russell 1000 Growth	Large University Value Large University Blend Large University Growth
Domestic Equity	Mid Cap U.S. Equity	Russell Mid Cap Value Russell Mid Cap Russell Mid Cap Growth	Medium University Value Medium University Blend Medium University Growth
Domestic Equity	Small Cap U.S. Equity	Russell 2000 Value Russell 2000 Russell 2000 Growth	Small University Value Small University Blend Small University Growth
International Equity	International Equity	MSCI EAFE MSCI ACWI ex US MSCI Emerging Markets	Foreign Large Value Foreign Large Blend Foreign Large Growth Emerging Markets
Specialty	Specialty	Applicable Index	Applicable Peer Group

*At the discretion of the Investment Consultant, Morningstar categories used for scoring purposes may be supplemented by non-mutual fund investments (e.g., collective trusts), and/or contain options that are not currently categorized by Morningstar as such (e.g., scoring an option that Morningstar categorizes as “mid cap blend” as a “mid cap value” option in order to match the utilization of the fund by the Plan).

Appendix B – Investment Evaluation/Scoring System

The actively-managed investment options will be evaluated relative to their peers using a comprehensive scoring system proprietary to the Investment Consultant. The scoring system is designed to serve as a *guide and an aid* to the IPC when evaluating investment options, providing a baseline for measurement and discussion. **The scoring system is not intended to trigger an automatic or mandated outcome or decision for a given score.** It is intended only to serve as a tool to support sound decisions regarding investment option selection and monitoring that are in the sole interest of participants and beneficiaries. **The IPC may deviate from this scoring system if determined appropriate in its sole discretion.**

In order to remain in good standing under the scoring system, each Plan investment option should accumulate point totals within the acceptable ranges described below. The scoring system measures eight (8) quantitative areas and two (2) qualitative ones, as outlined in the tables below. Quantitative scores for investment options that are mutual funds are calculated at the strategy level using the lowest-cost share class available.

Quantitative Scoring Areas	Weight	Min Score	Max Score	Description
Risk Adjusted Perf (3 Yr) Risk Adjusted Perf (5 Yr)	10% 10%	4 Pt 1 Pt	10 Pt 10 Pt	Risk-Adjusted Performance measures the level of return that an investment option would generate given a level of risk equivalent to the benchmark index.
Perf vs. Peer Group (3 Yr) Perf vs. Peer Group (5 Yr)	10% 10%	4 Pt 1 Pt	10 Pt 10 Pt	Performance vs. Relevant Peer Group measures the percentile rank of an investment option's returns relative to other available options in that category.
Style Attribution (3 Year) Style Attribution (5 Year)	7% 8%	3 Pt 1 Pt	7 Pt 8 Pt	Style Attribution indicates the level of style purity of an investment option relative to the benchmark index.
Confidence (3 Year) Confidence (5 Year)	7% 8%	3 Pt 1 Pt	7 Pt 8 Pt	Confidence indicates the consistent relative value add of the manager as compared to other available options in that category.

Qualitative Scoring Areas	Weight	Min Score	Max Score	Description
Management Team	25%	1 Pt	25 Pt	Management Team measures the consistency and quality of an investment option's management group.
Investment Family Items	5%	1 Pt	5 Pt	Investment Family Items measures the stewardship of the investment option's parent University.

Total	100%	20 Pts	100 Pts	Overall Investment Score
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Point System:

Points are awarded in each of the categories of the scoring system according to the following methodologies. In the categories of Risk Adjusted Performance, Performance vs. Relevant Peer Group,

and Confidence, points are awarded according to where an investment option ranks on a percentile basis relative to the rest of the peer universe. The table below illustrates this methodology:

% Rank	Top 25%	26-50%	51-75%	76-100%
3 Year Risk-Adjusted	10	9	7	4
5 Year Risk-Adjusted	10	8	5	1
3 Year Peer-Relative	10	9	7	4
5 Year Peer-Relative	10	8	5	1
3 Year Confidence	7	6	5	3
5 Year Confidence	8	6	4	1

In the category of Style Attribution, points are awarded based on an investment option’s level of style consistency relative to the applicable benchmark. Points are assigned using absolute breakpoints and are not peer-relative. These breakpoints are determined by the Investment Consultant and are subject to change based on market conditions.

Points in the qualitative areas of Management Team and Investment Family Items are awarded on the basis of merit, and focus primarily on management team stability, consistency of investment philosophy, firm stewardship, and corporate governance.

If at any time the IPC concludes that an investment option is not meeting the desired objectives or guidelines, the investment option will be considered for termination. In order to remain in good standing an option should total greater than 80 points under the Scoring System. Options that total between 70 and 79 points will be marked for closer ongoing review by the IPC. Options that score below 70 points will be considered for termination.

Scoring System	Min Score	Max Score
Good Standing	80 Pts	100 Pts
Marked for Review	70 Pts	79 Pts
Considered for Termination	20 Pts	69 Pts

For asset classes where the Investment Consultant believes a peer-relative score is not meaningful, either due to the size or makeup of the asset class, the Investment Consultant may score funds using an alternative quantitative and qualitative framework. The rating methodology evaluates both quantitative and qualitative factors, and culminates each quarter in one of the following ratings:

Score	Definition
Green	Good Standing
Yellow	Marked for Review
Red	Considered for Termination

An example where this alternative methodology would apply is Multisector Bond investment options.

The passively-managed investment options will be evaluated relative to an applicable benchmark, using a comprehensive scoring system proprietary to the Investment Consultant. The rating methodology evaluates both quantitative and qualitative factors for passively-managed investment options, and culminates each quarter in one of the following ratings:

Score	Definition
Green	Good Standing
Yellow	Marked for Review
Red	Considered for Termination

Depending on the type of passively-managed option being evaluated, multiple criteria, both quantitative and qualitative, may be used in establishing a rating. Such criteria may include, but are not limited to:

Quantitative

- Tracking error
- Fees
- Peer relative performance

Qualitative

- Fair value pricing methodology
- Securities lending practices
- Replication and management strategy
- Management firm experience and stability

When a passively-managed option is scored below green, the Investment Consultant will clearly articulate to the IPC, at an appropriate time, the reasons for the scoring.

Appendix C – Capital Preservation

Asset Class Overview

Broad Asset Class	Description
Capital Preservation	<p>These options may represent a) Money Market options, b) Stable Value options, or c) Insurance Company Guaranteed options.</p> <p><u>Money Market</u> Money Market options (Treasury / Government / Prime) are investment options whose primary objective is safety of principal. Money Markets invest in high quality, short-term securities (full principal and interest within 397 days) in an attempt to mitigate interest rate and credit risk. Money Market options are often structured to maintain a \$1.00/share Net Asset Value (NAV).</p> <p><u>Stable Value</u> A Stable Value fund is a type of separately managed account or commingled trust investing in high quality, short to intermediate-term fixed income securities presenting minimal interest rate and credit risk. Unique accounting features allow for loss amortization over a period of time, allowing management to invest in longer-term fixed income assets while mitigating risk. Stable Value funds are generally structured to maintain a \$1.00/share NAV.</p> <p><u>Insurance Company Guaranteed Options</u> An Insurance Company Guaranteed Option’s primary objective is to provide stable returns while featuring a full principal and interest guarantee. This category represents a type of insurance separate trust, insurance separate account or insurance general account product investing in high quality, intermediate-term securities while offering investors a “guaranteed” rate of return based on the insurance provider’s claims paying ability. Returns are based on a crediting rate formula which resets periodically with limited transparency.</p>

Broad Asset Class	Asset Class or Strategy	Benchmark Index	Peer Morningstar Category
Capital Preservation	Money Market	90 Day U.S. Treasury Bill	N/A
Capital Preservation	Stable Value	Hueler Analytics Stable Value Index	N/A
Capital Preservation	Guaranteed Funds	90 Day U.S. Treasury Bill	N/A

Investment Evaluation/Scoring System

The Capital Preservation options will be evaluated using a comprehensive scoring methodology proprietary to the Investment Consultant. The scoring methodology evaluates both quantitative and qualitative factors for the Capital Preservation options, and culminates each quarter in one of the following ratings:

Score	Definition
Green	Good Standing
Yellow	Marked for Review
Red	Considered for Termination

Depending on the type of Capital Preservation option being evaluated, multiple criteria, both quantitative and qualitative, may be used in establishing a rating. Such criteria may include, but are not limited to:

Quantitative

- Crediting Rate/Yield
- Market to Book Ratio
- Average Credit Quality of Portfolio
- Wrap provider/insurer diversification
- Average duration of securities in the portfolio
- Sector allocations

Qualitative

- Management team composition and tenure
- Management firm experience and stability

When a Capital Preservation option is scored below green, the Investment Consultant will clearly articulate to the IPC, at an appropriate time, the reasons for the scoring.

Appendix D – Target Date Scoring

The scoring for target date investments, most commonly in mutual fund or collective investment trust form, differs from the Investment Consultant’s scoring of core asset classes. While the principles behind target date evaluation mirror those of the scoring system for traditional options, target date investments are much more complex due to the shifting nature of portfolios through time, and therefore require a more complex scoring framework. Each target date manager will receive an overall numerical score as well as a corresponding recommendation for that score. The Investment Consultant’s qualitative assessment will determine an investment to be ‘In Good Standing,’ ‘Marked for Review’ or ‘Considered for Termination.’ The Investment Consultant believes that both qualitative and quantitative variables are essential to evaluate target date investments, consistent with its traditional asset class scoring system.

The below section discusses the major target date assessment categories and describes the methodology for each.

Performance (20 Points Total)

Performance is broken into two categories: risk-adjusted and peer-relative. Both categories are evaluated on a three and five-year basis. Morningstar divides target date investments by vintage year into three institutional categories: Conservative, Moderate and Aggressive.

These categories define peer groups by vintage year, taking into account variations across glidepaths and comparing each vintage year with a relevant peer group. Morningstar re-evaluates the Conservative, Moderate and Aggressive categories on a periodic basis to account for investment changes, and categories will be adjusted to be consistent with Morningstar’s methodology. The Investment Consultant has determined that Morningstar’s methodology is appropriate, and will continue to monitor its methodology to ensure that it remains appropriate.

Each target date investment option’s vintage year is compared against its designated Morningstar Institutional peer group. Each vintage year’s peer-relative score is then aggregated to arrive at a total score, and each target date family’s relative score is ranked based on percentiles. This process is followed for three year peer-relative performance, five year peer-relative performance, three year risk-adjusted performance, and five year risk-adjusted performance, providing four separate performance measures. Points are allocated based on the following system:

3 and 5-Year Risk-Adjusted and 3 and 5-Year Peer-Relative Scores

% Rank	Top 10%	11-20	21-30	31-40	41-50	51-60	61-70	71-80	81-90	91-100
Points	5	5	4	4	3	3	2	2	1	1

Once points are allocated between the four groups, scores are aggregated to arrive at a total performance score, and then adjusted to achieve an equitable result based upon sample size, based upon the recognition that not all of the target date investment options that exist in the Morningstar categories are covered. These adjustments are detailed below:

Overall Performance Adjustments

Raw Score (out of 20)	19-20	18	17	16	15	14	13 and below
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Adjusted Score	20	19	18	17	16	15	13
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This process yields a total performance score by target date family, using the lowest cost share class available to represent each vintage year.

Glidepath Risk: Weightings of Equities and “Other” Asset Classes (10 points)

Target date investment options have varied assumptions across considerations such as savings rates, retirement date, longevity and other factors surrounding retirement. While each family's assumptions may be justified, evaluating central tendencies through “the wisdom of the crowd” is a worthwhile way to measure two key risks inherent in target date investment options: shortfall risk (not having enough money to retire), and market risk (having too much exposure to risky asset classes subject to greater loss potential). In essence, evaluating dispersion from the mean is a way to evaluate how much market or shortfall risk a target date investment option takes relative to all other options. This dispersion is measured based on the following methodology:

Glidepath Risk: Percentage of Equity and “Other” Asset Class scores

% Rank	Top 20%	21-39%	40-60%	61-79%	80-100%
Points	6	8	10	8	6

An adjustment for the smaller sample size (as noted above) is made by normalizing the scores based on the maximum score obtained in the coverage universe, to yield a true peer comparison. This is important given how small the differentials can be across peers.

Glidepath Risk: Regression to Global Equity Index (10 Points)

Target date investment options have demonstrated periods of equity-like risk, despite broad diversification claims. Understanding beta, or the slope of the line of best fit in an ordinary least squares regression, helps analyze co-movement between variables. In this case, an assessment is made to determine how a target date investment option’s returns move relative to a broad index of global equities, represented by 75% S&P 500 and 25% MSCI All-Country World Index ex-USA indices. Both three- and five-year betas are determined and averaged, and points are allocated based upon the following system:

Glidepath: Regression to Global Equity Index Scores

3 and 5 Year Beta	Beta > .89	.70 < Beta < .<.89	Beta < .70
Points	6	8	10

As seen above, this system rewards target date investment options with lower betas based on the view that investors can replicate equity beta elsewhere in their retirement plan or broad portfolio. Target date options should add value without relying on market beta.

An adjustment for the smaller sample size (as noted above) is made by normalizing the scores based on the maximum score obtained in the coverage universe to yield a true peer comparison. This is important given how small differentials can be across peers.

Portfolio Construction (15 Points)

Establishing solid portfolio management discipline and practices are important in improving the odds of target date investment success. This is a qualitative assessment, and points are allocated based on variables such as:

- Asset class granularity
- Tactical flexibility
- Asset allocation methodology
- Rebalancing methodology
- Investor assumptions used

These variables are determined based on conversations with managers, reviewing prospectuses/marketing materials and other supporting documentation regarding target date investment methodology.

An adjustment for the smaller sample size (as noted above) is made by normalizing the scores based on the maximum score obtained in the coverage universe to yield a true peer comparison. This is important given how small differentials can be across peers.

Underlying Investment Vehicles (15 Points)

Implementation is also critical to target date success. This category is evaluated through qualitative means, such as:

- Quality of underlying managers
- Manager due diligence and security selection process
- Use and appropriateness of active and passive management if applicable
- Transparency
- Security overlap potential

An adjustment for the smaller sample size (as noted above) is made by normalizing the scores based on the maximum score obtained in the coverage universe to yield a true peer comparison. This is important given how small differentials can be across peers.

Target Date Investment Management (25 Points) and Firm (5 Points)

This measure is consistent with the traditional scoring system for other investment options.

Points in the qualitative areas of Target Date Investment Management and Firm are awarded on the basis of merit, and focus primarily on management team stability, consistency of investment philosophy, firm stewardship, and corporate governance.

Appendix E – Qualified Default Investment Alternative

Qualified Default Investment Alternatives (“QDIA”) are specific investment vehicles that are used when a Plan participant or beneficiary fails to make affirmative investment elections. After reviewing the demographics of the Plans, the IPC has decided to use a suite of target date funds to function as the Plans’ QDIA.

ITEM NUMBER V.A.:

**UNIVERSITY CONTROLLER REVIEW AND
APA AUDIT OF FINANCIAL STATEMENTS FOR
YEAR ENDED JUNE 30, 2016**

PURPOSE OF ITEM:

The University's Controller and the APA auditors will brief the Committee on the FY 2016 financials and the APA audit of those financials.

APPROPRIATE COMMITTEE:

FINANCE AND LAND USE COMMITTEE

BRIEF NARRATIVE:

The Auditor of Public Accounts (APA) is the state agency responsible for auditing all agencies of the Commonwealth. The APA is nearing completion of its audit of the University's financial statements for the year ended June 30, 2016. Auditors will provide a briefing on their findings. The draft published FY2016 report can be found at:

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

which is where the final report will also be published shortly after the meeting.

STAFF RECOMMENDATION:

For Board information only.

ITEM NUMBER VI.B.:

**FACULTY BENEFITS & COMPENSATION
ENHANCEMENTS**

PURPOSE OF ITEM:

To brief the Board on the Long-Term Disability Insurance coverage for benefitted faculty members and the faculty minimum salaries.

APPROPRIATE COMMITTEE:

FINANCE AND LAND USE COMMITTEE

BRIEF NARRATIVE:

As George Mason University works to remain an employer of choice, we look to find incentives to both recruit and retain our talented faculty and staff. Both compensation and the benefits we provide are important aspects of this goal.

Long-Term Disability Insurance: A majority of faculty (65%) do not participate in the optional disability insurance program. Meanwhile, classified employees are automatically enrolled in the Commonwealth's VSDP program; and, most Virginia doctoral universities and competitors in the Washington Metro Area offer employer-funded disability insurance for their faculty. HR & Payroll has negotiated a \$211,068 3-year rate with The Standard which will:

- Provide 50% income replacement, capped at \$6,000 per month
- Waive the waiting period for faculty members enrolled in the current self-paid coverage
- Significantly drop rates with the employer paid coverage.

Faculty Salary Minimums: Minimum salaries for faculty have not been updated since FY08, which was in the midst of the recession of 2008. Raising minimum salaries will signal to all faculty members the University's commitment to creating an environment where they can thrive and correct differences between 9- and 12-month faculty per SCHEV recommendations.

STAFF RECOMMENDATION:

For Board information only.

DISABILITY INSURANCE

Employees At Risk



■ Uninsured Faculty (65.03%) ■ Unum Enrollees (34.97%)

A majority of our employees do not participate in the optional disability insurance program (1,339 of 2,059 eligible faculty).

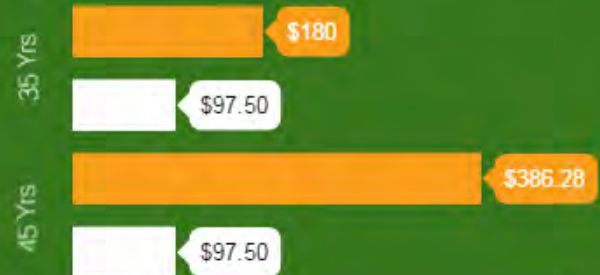
Move to The Standard \$211,068 3-Year Rate

Employees would receive 50% income replacement, capped at \$6,000 monthly

Allows for easier transition for employees below retirement age

Waiting period is waived for current Unum enrollees

Rates significantly drop for employer paid coverage - Rates for those earning \$75k:



George Washington ✓

American* ✓

UVA ✓

VA Tech ✓

VCU ✓

Mary Washington ✓

William & Mary* ✓

Creating Parity

Classified employees are enrolled in the Commonwealth's VSDP program.

Most Virginia doctorals and competitors in the Washington Metro area offer employer-funded disability insurance.

*Cost sharing program, university covers majority

Proposed Minimum Salary by Rank & Tenure
for 9mo & 12mo Instructional Faculty
Effective July 10, 2017*

Current Instructional Faculty Minimums Provost Office - FY08		
Faculty Type	9-month Faculty Minimum Salary	12-month Faculty Minimum Salary
Term Instructors	\$ 36,100	\$ 42,611
Term Assistant Professors	\$ 41,200	\$ 48,698
Term Associate Professors	\$ 51,500	\$ 60,873
Term Full-Professor	\$ 61,800	\$ 73,048
Tenure-Track Assistant Professors	\$ 52,500	\$ 62,090
Tenure-Track/Tenured Associate Professors	\$ 61,800	\$ 73,048
Tenured Full-Professor	\$ 72,100	\$ 85,222

Proposed Faculty Minimums for FY18 Provost Office - FY18*		
Faculty Type	9-month Faculty Minimum Salary	12-month Faculty Minimum Salary
Term Instructors	\$ 40,000	\$ 48,889
Term Assistant Professors	\$ 45,000	\$ 55,000
Term Associate Professors	\$ 54,075	\$ 66,092
Term Full-Professor	\$ 64,890	\$ 79,310
Tenure-Track Assistant Professors	\$ 55,125	\$ 67,375
Tenure-Track/Tenured Associate Professors	\$ 64,890	\$ 79,310
Tenured Full-Professor	\$ 75,705	\$ 92,528

ITEM NUMBER VI.C.:

POLICE AND PUBLIC SAFETY UPDATE

PURPOSE OF THE ITEM:

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

APPROPRIATE COMMITTEE:

FINANCE AND LAND USE

BRIEF NARRATIVE:

The George Mason University Police and Public Safety Department continues to enhance its cooperative initiatives with surrounding police departments in order to increase our criminal intelligence to help us expand our protective perimeter and combat external persons and groups that may want to cause harm on campus.

STAFF RECOMMENDATION:

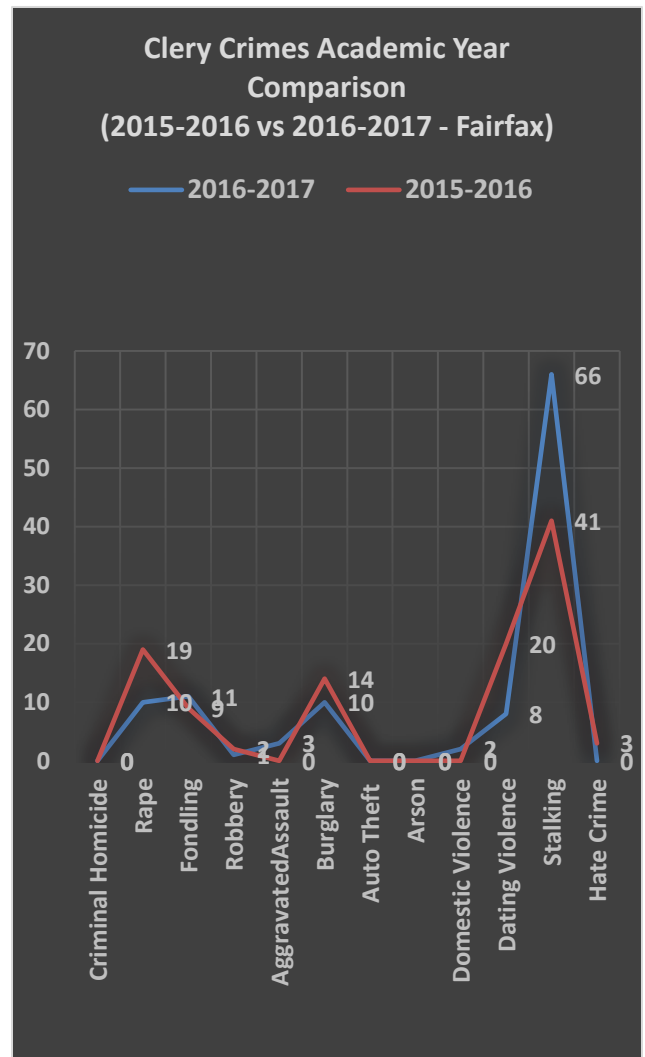
For Board information only.

MASON POLICE BOV REPORT

Report prepared on April 24, 2017

CRIME STATISTICS – COMPARISON OF ACADEMIC YEARS

*Clery Crime Category	Academic Year Comparison (2015-2016 vs 2016-2017 - Fairfax)		% change
	8/29/2016 - 4/24/2017	8/29/2015 - 4/24/2016	
Criminal Homicide	0	0	
Rape	10	19	-47.37%
Fondling	11	9	22.22%
Robbery	1	2	-50.00%
Aggravated Assault	3	0	
Burglary	10	14	-28.57%
Auto Theft	0	0	
Arson	0	0	
Domestic Violence	2	0	
Dating Violence	8	20	-60.00%
Stalking	66	41	60.98%
Hate Crime	0	3	100.00%
Sub-Total	111	108	2.78%

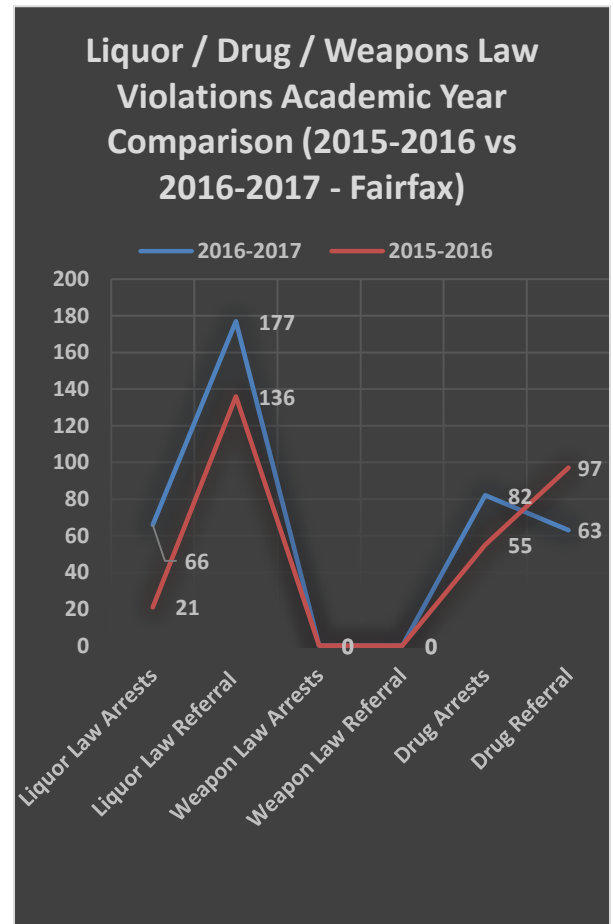


*These totals include statistics for incidents that were reported to Mason Police by mandatory reporters known as "Campus Security Authorities (CSAs)" for federally required statistics collection purposes only.

LIQUOR / DRUGS / WEAPONS VIOLATIONS STATISTICS – COMPARISON OF ACADEMIC YEARS

*Liquor / Drug / Weapons Law Violations	Academic Year Comparison (2015-2016 vs 2016-2017 - Fairfax)		% change
	8/29/2016 - 4/24/2017	8/29/2015 - 4/24/2016	
Liquor Law Arrests	66	21	214.29%
Liquor Law Referral	177	136	30.15%
Weapon Law Arrests	0	0	
Weapon Law Referral	0	0	
Drug Arrests	82	55	49.09%
Drug Referral	63	97	-35.05%
Sub- Total	388	309	25.57%

*This number only includes referrals initiated by Mason Police and referred to Office of Student Conduct



MASON POLICE FOCUSING EFFORTS ON PROACTIVE POLICING

Mason Police officers have teamed up with various task forces such as the Joint Terrorist Task Force (JTTF), Fairfax County Drug Task Force, and FBI Fugitive Task Force to proactively address issues potentially impacting the Mason community. We are pushing our safety perimeter outward to get in front of crime and prevent harm. The dramatic increase in opioid-related drug overdoses in Fairfax County (one fatal overdose at Mason) has created the need for a different approach to proactively addressing this problematic trend.

SERIAL BURGLAR CAUGHT RED-HANDED

On March 21, 2017, Sgt. Adam Stampfel recognized and caught serial burglar suspect in the act of burglarizing offices on the Fairfax Campus. The suspect had in his possession multiple administrative office keys from various universities in multiple states. Suspected of committing many burglaries at GMU in the past year. Suspect due to appear in court on July 25, 2017.



ANNOUNCEMENTS

TWO OF MASON POLICE'S FINEST GRADUATE FROM ARLINGTON COUNTY SWAT SCHOOL

Congratulations to Sgt. Hensley and Officer Crice completed Arlington County's week-long Basic SWAT School.



MASON POLICE NOW HAS TWO CERTIFIED CHILD SAFETY SEAT TECHNICIANS

As of March 7, 2017 Sgt. Hensley and Detective Bennett are certified as Child Safety Seat Technicians sponsored by the National Highway Traffic Safety Administration (NHTSA), Safe Kids Worldwide, and Virginia DMV.



COMMUNITY INVOLVEMENT



DEA Lifesaving Award (1/18)



2017 Presidential Inauguration Security (1/20)



Career Services Fair (2/23)



Animal Rescue (2/25)



Q&A with International Students (3/3)

MASON POLICE

Appendix: Capital Projects Review

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

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

Changes/updates since the February 2017 report include:

- Potomac Science Center – Exterior work is nearing completion. The lab equipment and casework has been installed. The finishes in the offices, lab spaces, and events spaces are complete. We have moved the occupancy date one month to June 1, 2017 to complete testing and commissioning activities throughout the building. As a result, schedule status shifted to “Red.”
- Johnson Center Dining Phase II – The construction procurement has been completed, a contract has been awarded, and construction has begun on site. Dynamic Contracting was awarded the contract and are progressing toward the scheduled completion date.
- Bull Run Labs (Mech and BioChem) – A construction has been awarded, and construction began on site for the Mechanical Engineering Labs. PBS Contracting was awarded the contract and the spaces will be ready for students this Fall. On schedule, the design work on the Bio Chemistry labs is about to begin.
- Hylton Performing Arts Center Addition – We received the first set of comments from BCOM on the first working drawing submittal. We will resubmit for permit prior to May 1. Our schedule anticipates BCOM permit and GMP negotiations concluding sometime prior to July 1. As the Hylton staff had planned for a “soft” opening during the summer months, a July 1, 2018 substantial completion will not adversely affect any events.

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										
1	17634-000 Potomac Science Center	115,783		\$ 32,583,364	●	●	●	10/1/2014	6/1/2017	90%
2	17999-000 Health Sciences - Academic VII	166,000		\$ 67,686,799	●	●	●	6/2/2015	12/1/2017	73%
3	18172-000 Johnson Center Dining Phase II		12,200	\$ 4,400,000	●	●	●	3/10/2017	8/17/2017	5%
4	Into Phase II		16,830	\$ 4,297,140	●	●	●	12/15/2016	2/1/2018	20%
5	Bull Run Labs (Mech and BioChem)		7,204	\$ 3,000,000	●	●	●	3/15/2017	7/1/2018	12.5%
Design										
6	17848-000 PPEA Discovery Hall Ph II & Fitout	18,000		\$ 3,800,000	●	●	●	9/11/2017	12/22/2018	N/A
7	18252-000 Hazel Hall Library Renovation - 1st and 2nd Floors		21,000	\$ 3,000,000	●	●	●	6/5/2017	12/15/2017	N/A
8	18011-000 Hylton Center Addition*	17,082	360	\$ 9,043,000	●	●	●	6/1/2017	6/1/2018	N/A
9	18208-000 Improve Utility Distribution Infrastructure Fairfax*			\$ 49,160,000	●	●	●	10/1/2018	6/1/2021	N/A
10	18207-000 Renovate Robinson Hall and Harris Theater (Phased)*	241,161		\$ 111,790,000	●	●	●	7/1/2018	7/1/2022	N/A
Planning										
11	18000-000 Life Sciences - Bull Run Add DPB*	100,000	23,000	\$ 43,114,900	○	○	○	TBD	TBD	N/A
12	Telecom Infrastructure*			\$ 10,104,295	○	○	○	TBD	TBD	N/A
Grand Total This Report		658,026	80,594	341,979,498						

Data as of April 2017

* 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

George Mason University Board of Visitors

Finance and Land Use Committee | May 11, 2017 | Office of the Senior Vice President





AGENDA

- I. Call to Order
- II. Approval of Minutes
- III. University Operating Budget, Tuition and Fees
- IV. Capital Matters
 - A. Schematic Design Approval – Utility Infrastructure
 - B. Six-Year Capital Plan
- V. Strategic Matters
 - A. Acquisition of Cisco Network Equipment
 - B. Investment Policy Statement
- VI. Operational Issues
 - A. Controller Review & APA Audit of Financial Statements
 - B. Faculty Benefits & Compensation Enhancements
 - C. Police and Public Safety Update
- VII. Adjournment

FREEDOM and LEARNING



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

TOP 40 Most diverse campuses in the US

Mason Nation



R1

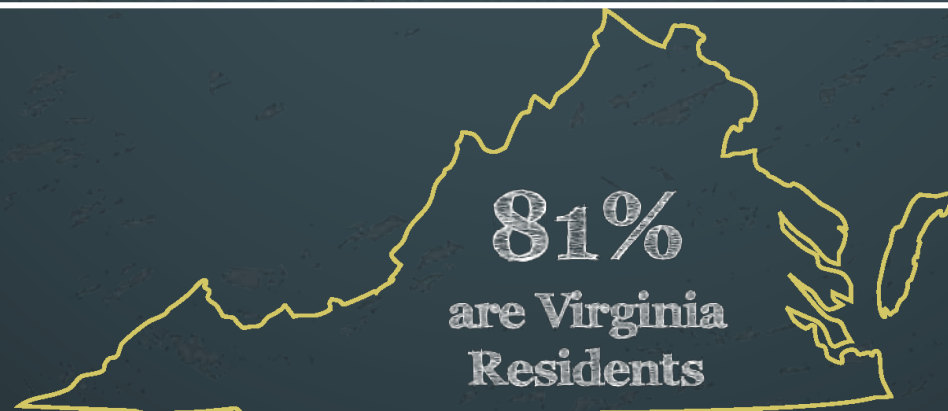
Highest Carnegie Research Classification



Success

35%

first generation



35,000

students



Two New Top 50 Rankings!



No. 50 in a new ranking by Business First of the top 499 public universities.

No. 47 in Times Higher Education Young University Rankings of 200 colleges and universities around the world.

George Mason University's Impact

George Mason University opened as a small satellite campus of the University of Virginia. Independent since 1972, Mason is now the largest — and one of the most influential — public research universities in Virginia.

STUDENTS CHOOSE MASON



35,000
Enrollment

RESEARCH OF CONSEQUENCE



TIER 1

Highest Carnegie research classification

THREE DISTINCT CAMPUSES



6,400

Residential students

AFFORDABLE EXCELLENCE



2.1%

National student loan default rate is 11.3%

DIVERSE STUDENTS



130

Countries



50

States

A TOP-TIER LOCAL COLLEGE OPTION



81%

In-state students

AN AREA NETWORK



100,000

Mason alumni in region

ACCESSIBLE PATHWAYS



35%

First-generation college students

CONTRIBUTIONS TO K-12 EDUCATION



33%

Teachers in
Northern VA schools
with Mason degrees



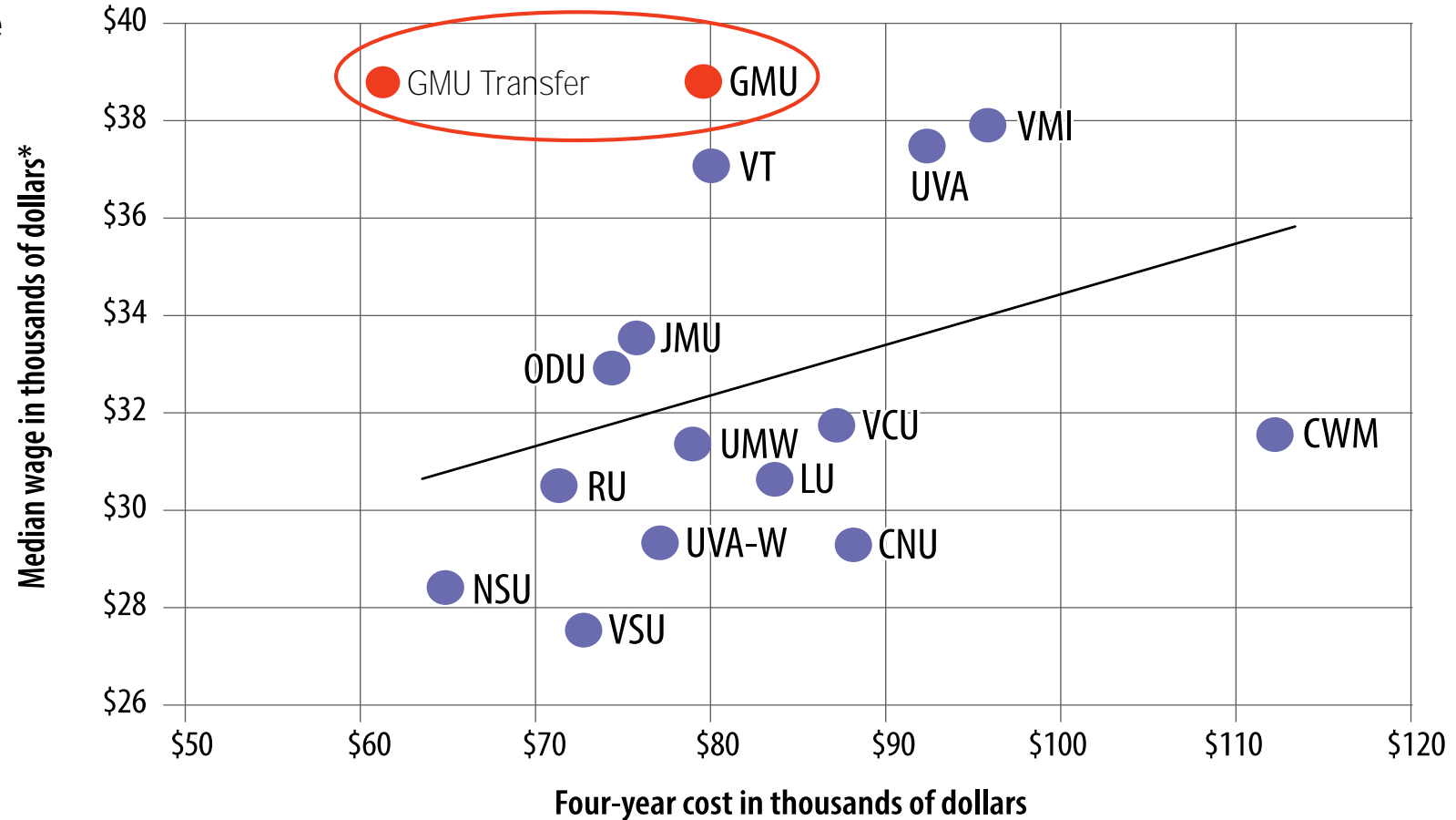
50%

Administrators in
Northern VA schools
with Mason degrees



George Mason University – Return on Investment

New ADVANCE initiative
Great ROI!



*Wage data is five-year average

Source: State Council of Higher Education for Virginia (SCHEV)

1949



1967



1985

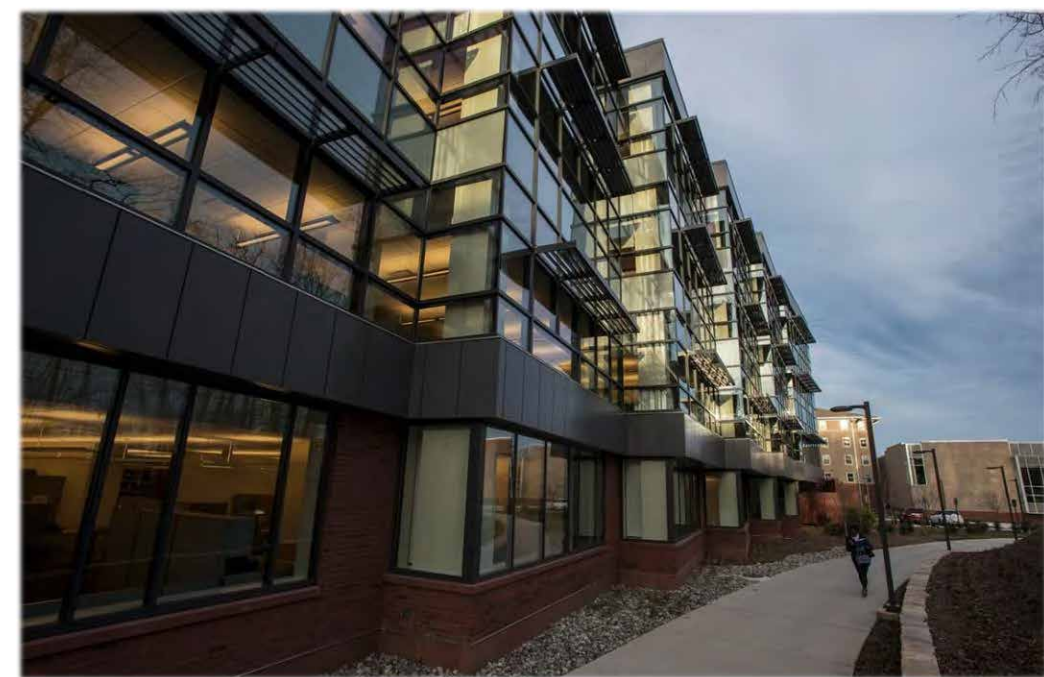


1972



1995



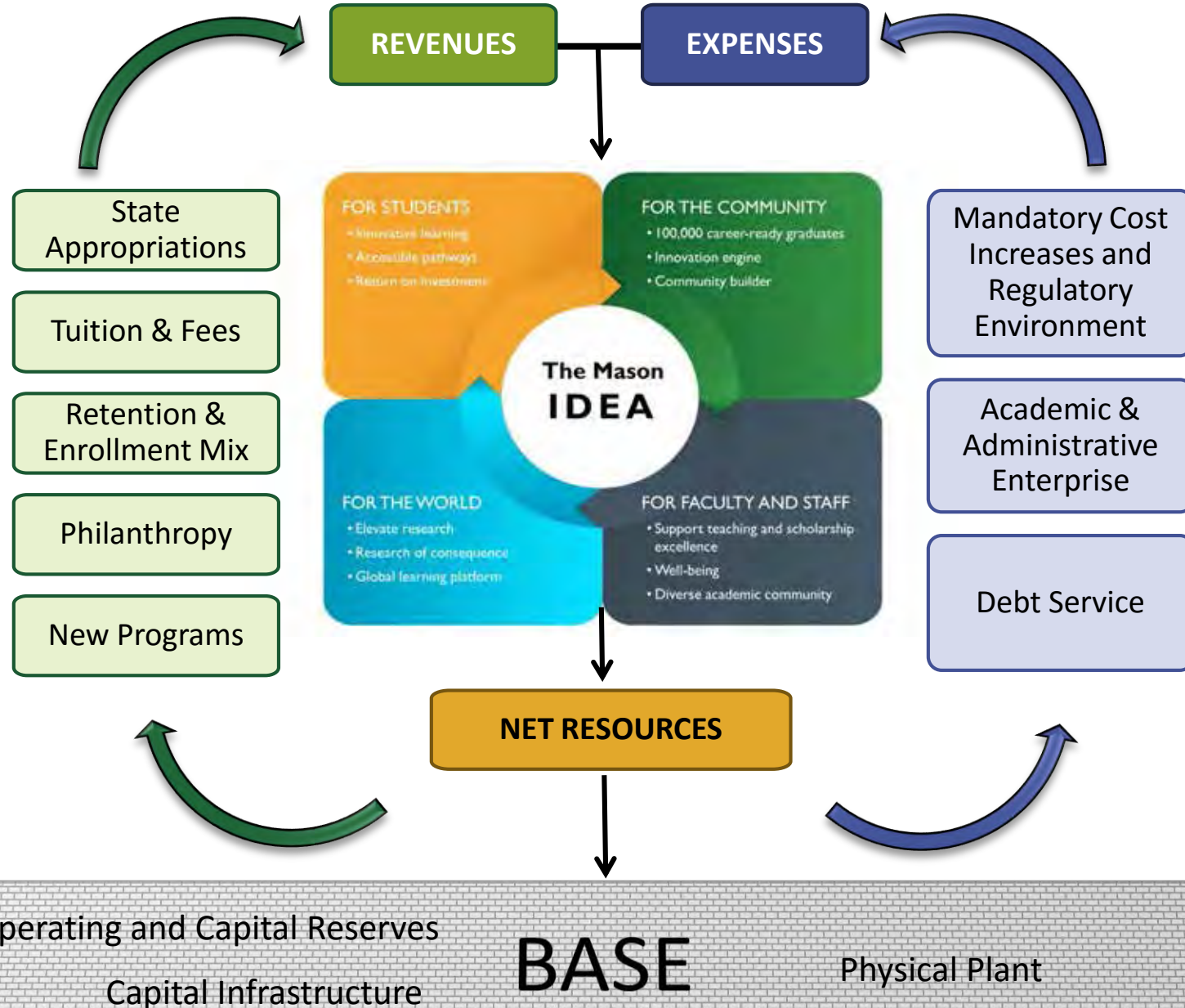




FY 2018

University Operating Budget, Tuition & Fees

FINANCIAL FRAMEWORK

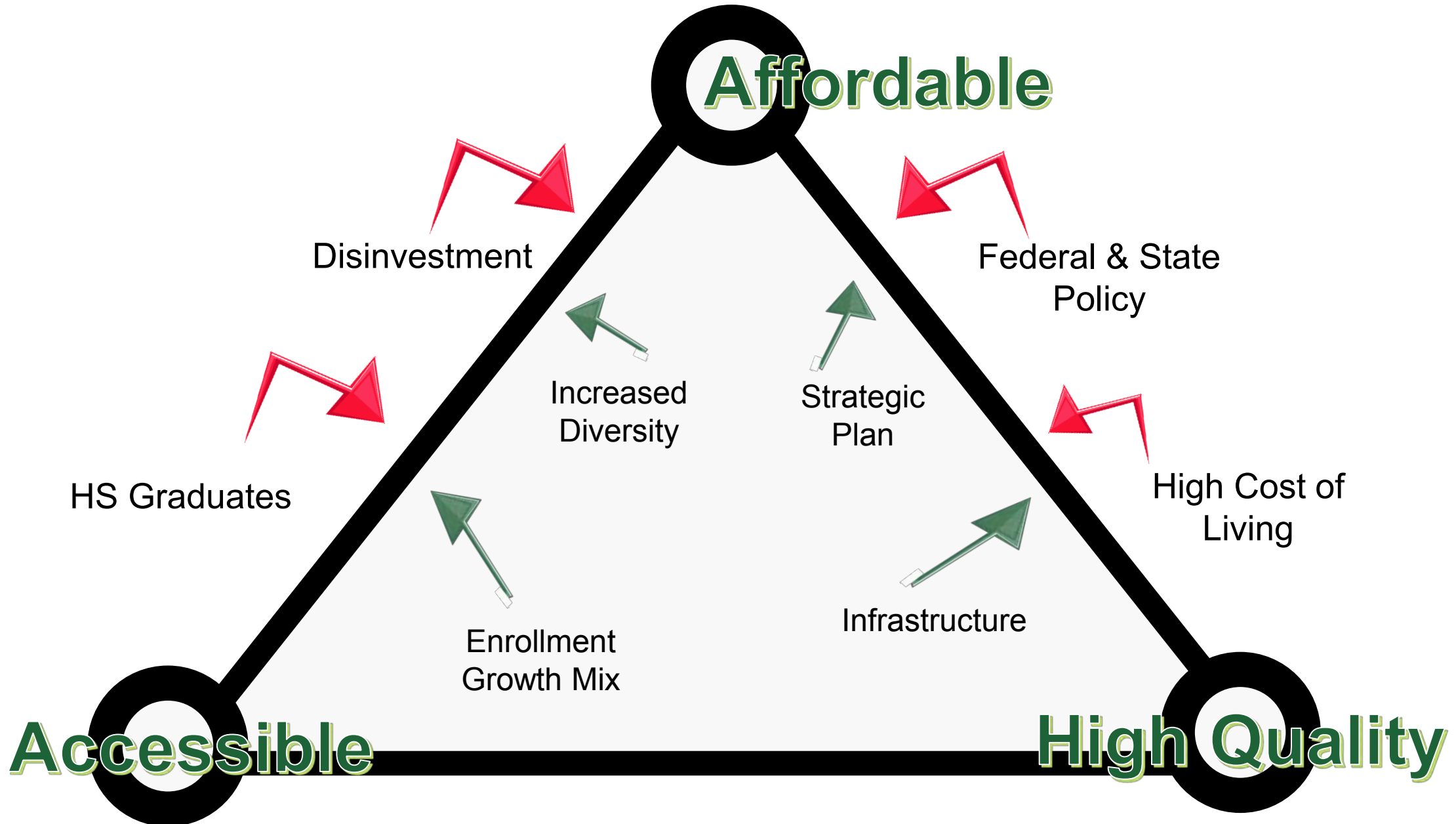


STABLE FINANCIAL RATINGS IN 2017

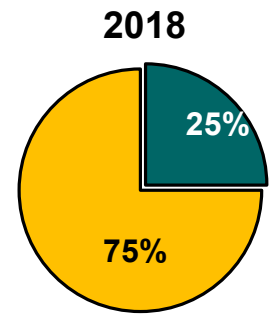
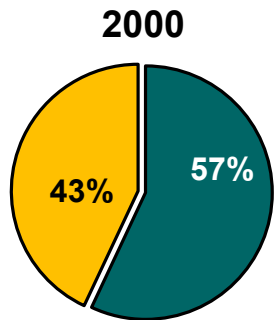
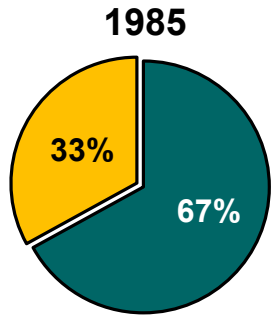
January 2017
 Received Two
 Ratings
 GMUF's Prince
 William Lab LLC
 Refunding Bonds

<u>STANDARD</u> <u>& POOR'S</u>	MOODY'S
AA-	Aa3
A+	A1 <i>upgraded!</i>
<i>stable</i> A	A2
A-	A3
BBB+	Baa1

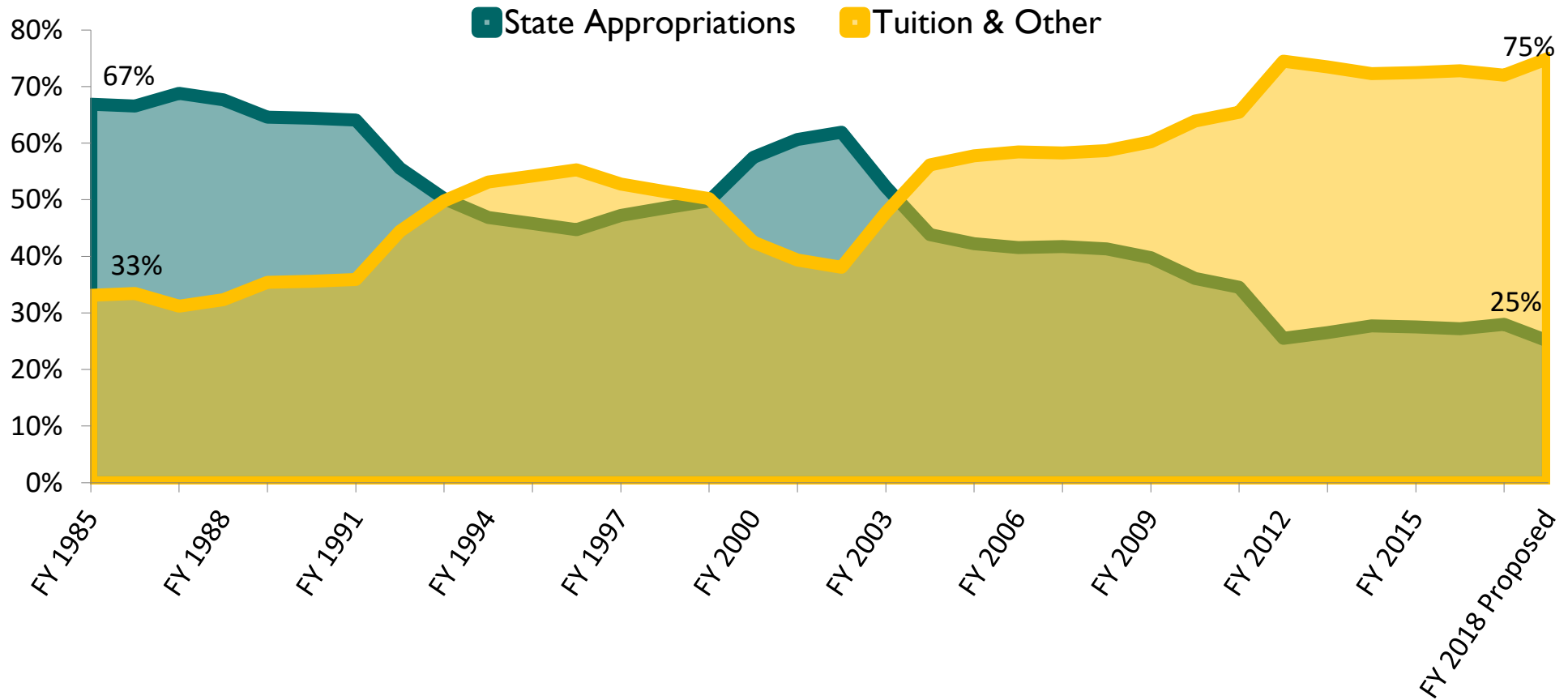
Internal and External Pressures on the Mission



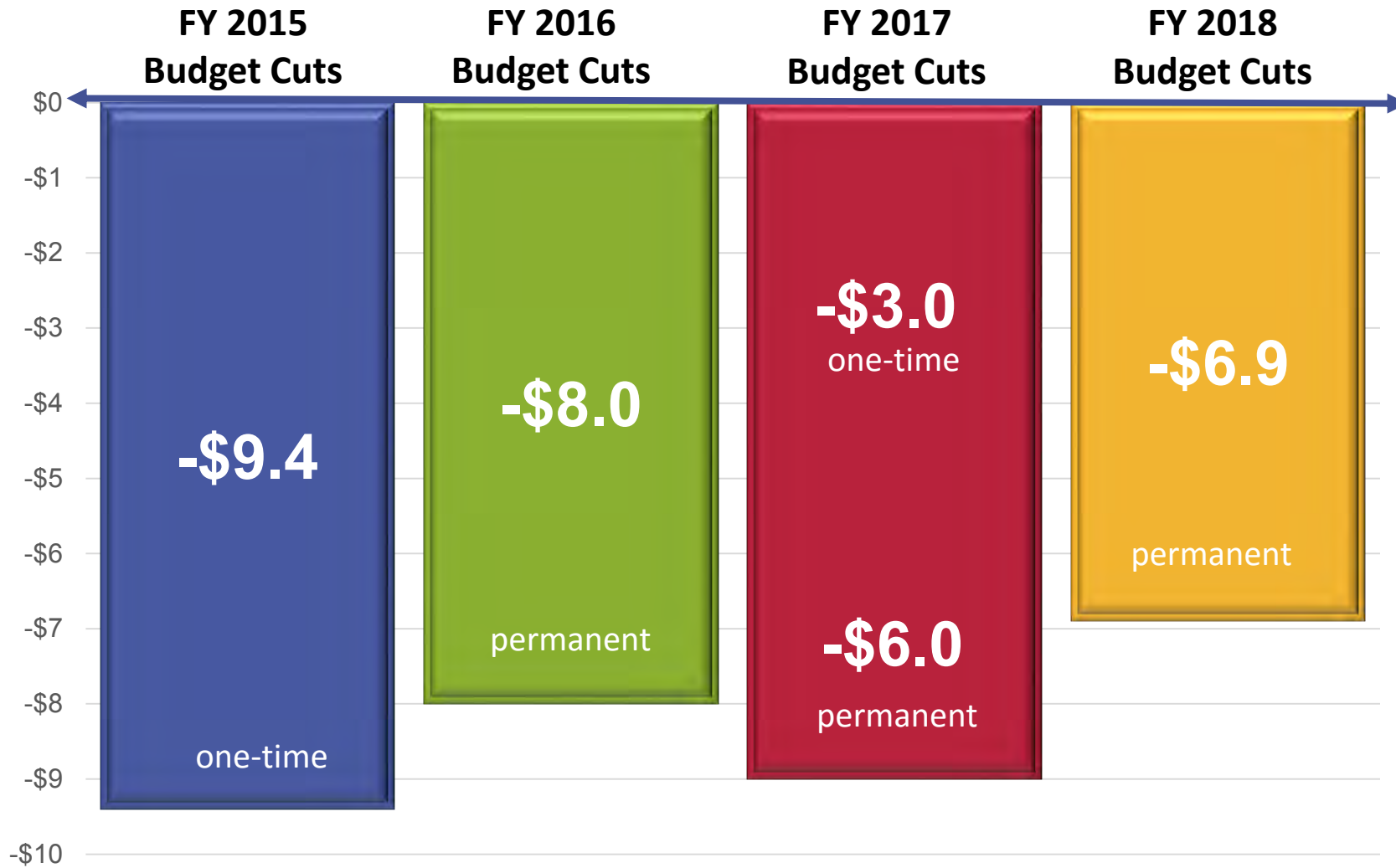
LONG TERM FINANCIAL SHIFT FROM TAXPAYER TO STUDENT



George Mason University
General Fund vs. Tuition and Other as a Percent of the E&G Budget

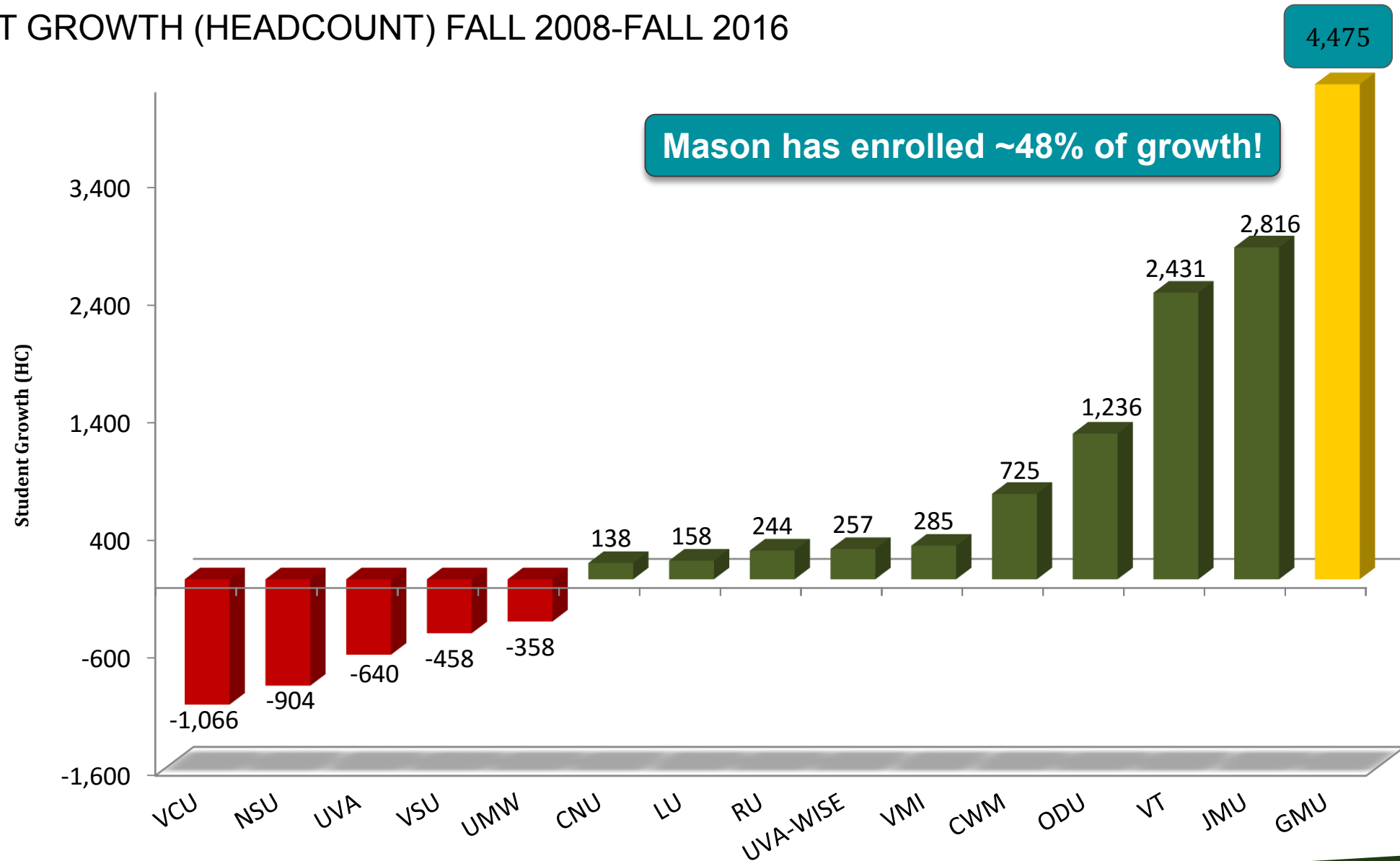


Story of the Last Four Years: Cuts



dollars in millions

VIRGINIA PUBLIC INSTITUTIONS OF HIGHER EDUCATION STUDENT GROWTH (HEADCOUNT) FALL 2008-FALL 2016



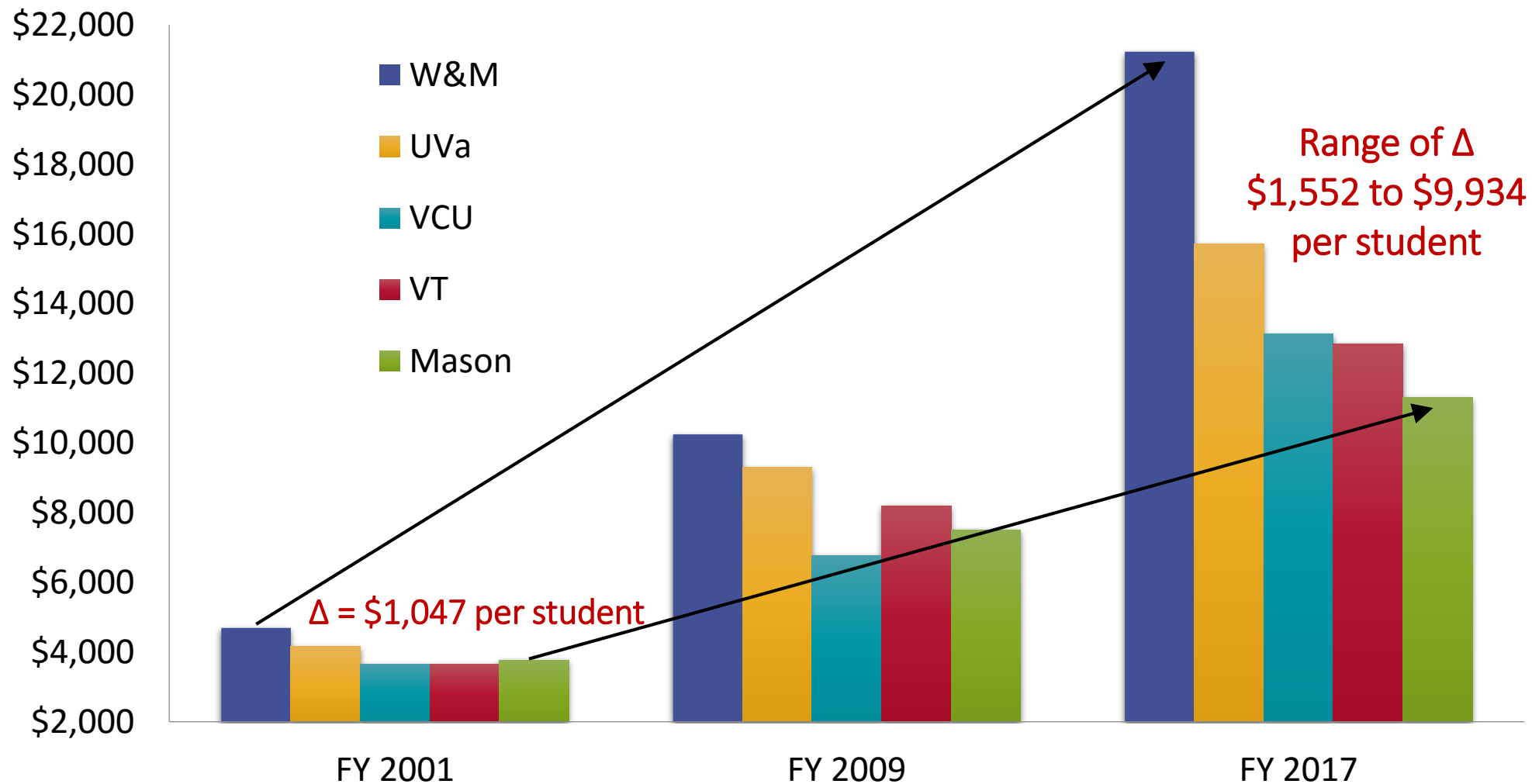
FY 2017 STATE FUNDING DISPARITY



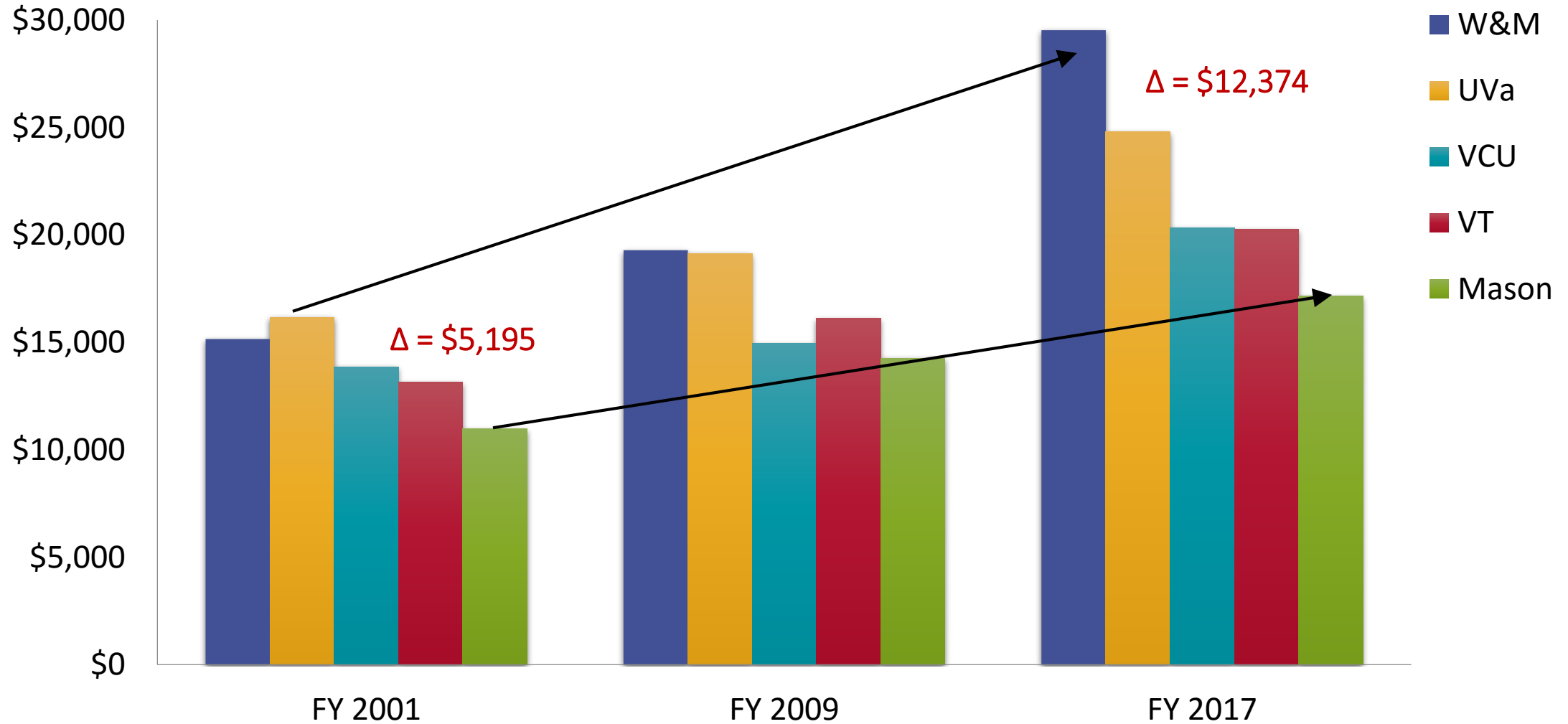
General Fund	\$8,294	\$9,088	\$7,397	\$7,209	\$6,391	\$7,676	\$5,854
In-State Tuition	15,810	13,515	10,941	10,989	6,348	\$11,521	\$8,204
Total	24,104	22,603	18,338	18,198	12,739	19,197	\$14,058
Mason percent of average is 73% of total							

General fund estimate is based on SCHEV FTE projection in the 2B report, numbers for all institutions will change with actual revised numbers for FY 2017









FY 2001 - 2017 IN-STATE TUITION AND FEES COMPARISON



FY 2001 - 2017 IN-STATE TUITION, FEES + STATE SUPPORT



Efficient: Faculty/Staff to Student Comparison

Institution	Faculty or Staff	Students	Ratio
William and Mary			1 to 3.6
Doctoral Average			1 to 5.9
Virginia Commonwealth University			1 to 6.7
George Mason University			1 to 7.9

Mason would need to add over **1,000** people to be comparable with state average.

Examine the Base: Efficiency & Effectiveness Measures

FY 2013 - 2017

Debt Deauthorization and NO NEW DEBT: 4 Year Total

\$230M

<i>Partial List</i>	Fairfax Concert Hall	\$41.1M
	Housing IX	\$41.1M
	Economics Building	\$30.7M
	Parking Deck IV	\$27.2M
	SW Campus Dining	\$14.6M

Asset Reutilization

Mason Inn Conversion

Historical Loss

\$12M

Mason Hall Phase I & II

Cost Avoidance

\$13M

Science & Technology Campus

Broadlands Properties

TBD

Base Budget Reductions & Reallocation

4 Year Total

\$33.3M

Tier 2.5 – Increased Financial Flexibility

*Commonwealth budget revisions after appropriations



Key Challenge

How does MASON remain

ACCESSIBLE

AFFORDABLE

HIGH QUALITY

with a great ROI?

Balanced Budget

Moderate Tuition Increase



PRICING STUDY MAJOR FINDINGS

FY 2018

Mason can increase:

- resident tuition a moderate amount
- nonresident tuition, with discounting
- funds for most needy - Stay Mason

FY 2019 AND BEYOND

Examine the credit hour window

Enhance summer offerings

Support financially needy students

Invest in Information Technology Infrastructure

Focus on recruitment and retention, new and existing

FY 2018 BUDGET STRATEGY



STUDENTS

Stay Mason
Financial Aid
Student Experience



FACULTY/STAFF

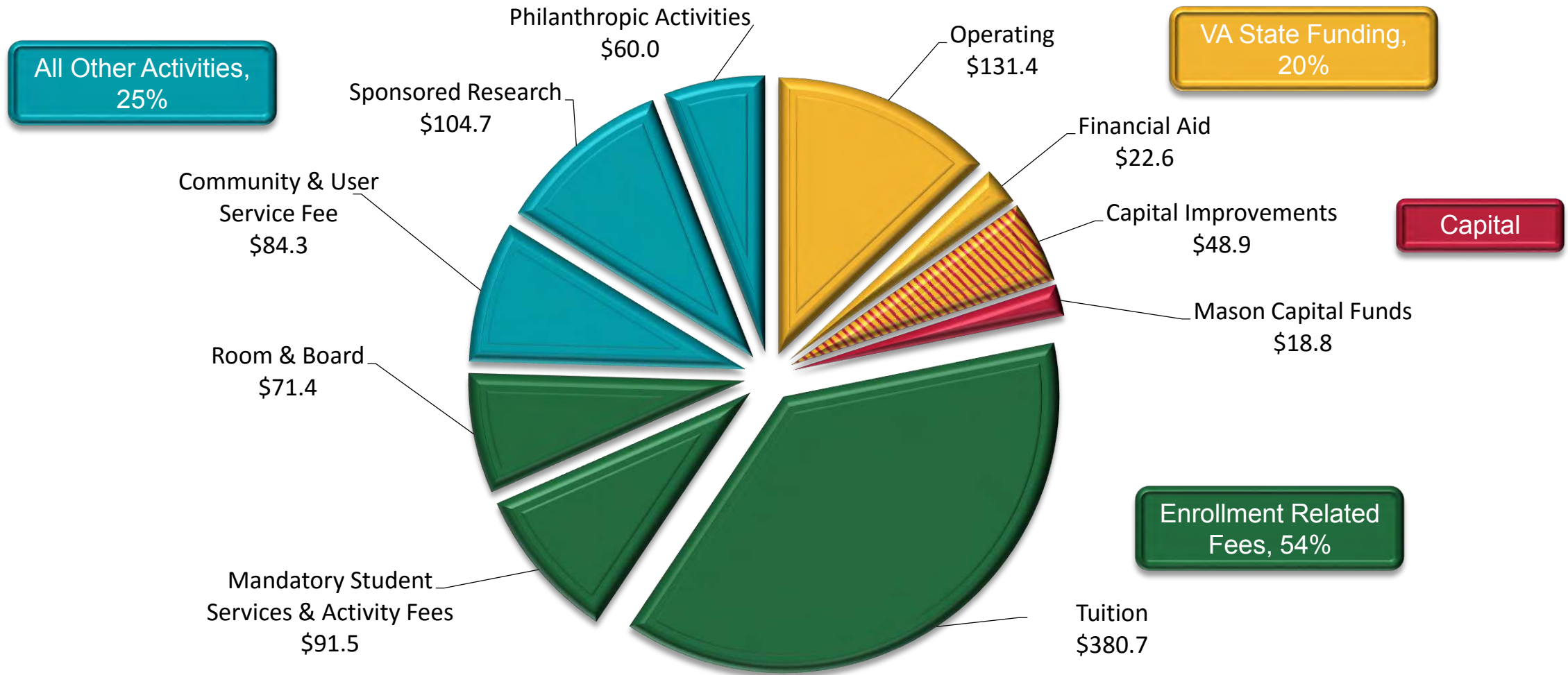
Compensation
Disability Insurance
Healthcare
Well-being Initiatives



STRATEGIC PLAN

Student Experience
IT Infrastructure
Research
Innovation
TBD

PROPOSED FY 2018 REVENUE BUDGET \$1.0B

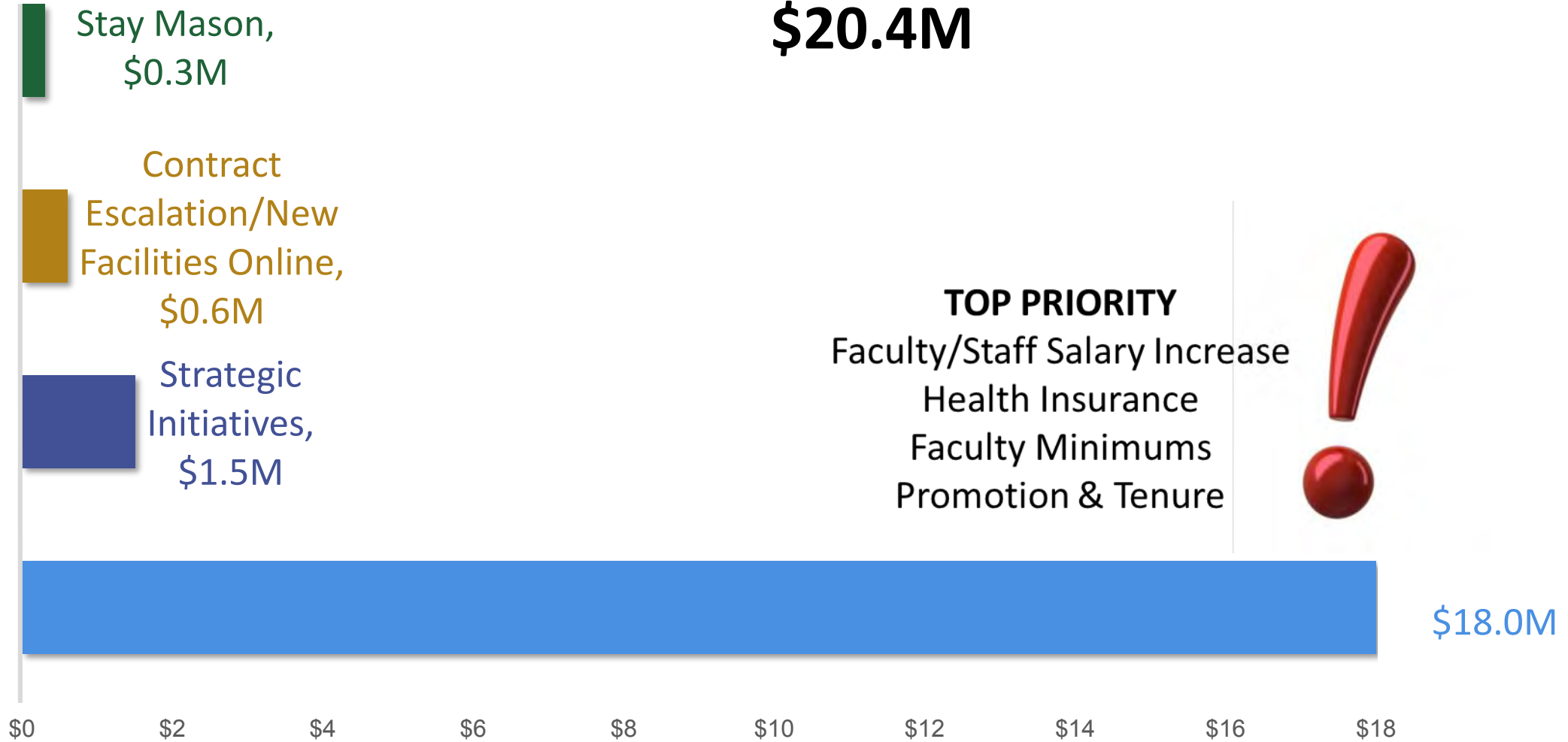


pie chart \$ in millions

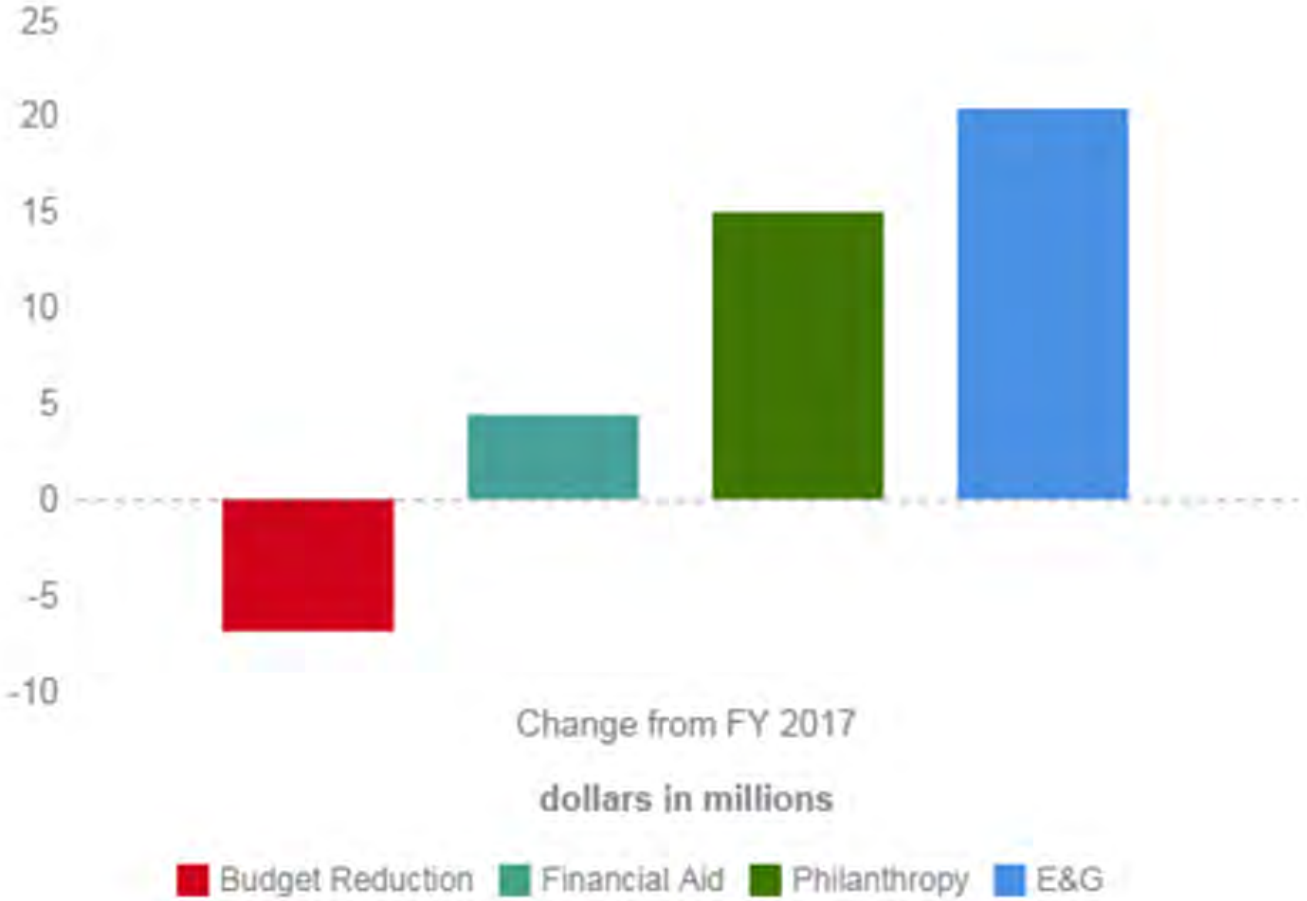
FY 2018 EDUCATIONAL & GENERAL (E&G)

Increase over FY 2017

\$20.4M



FY 2018 BUDGET HIGHLIGHTS



Educational & General
\$20.4M

Philanthropy \$15.0M

Financial Aid \$4.4M

Commonwealth \$0.3M

Institutional Aid \$4.1M

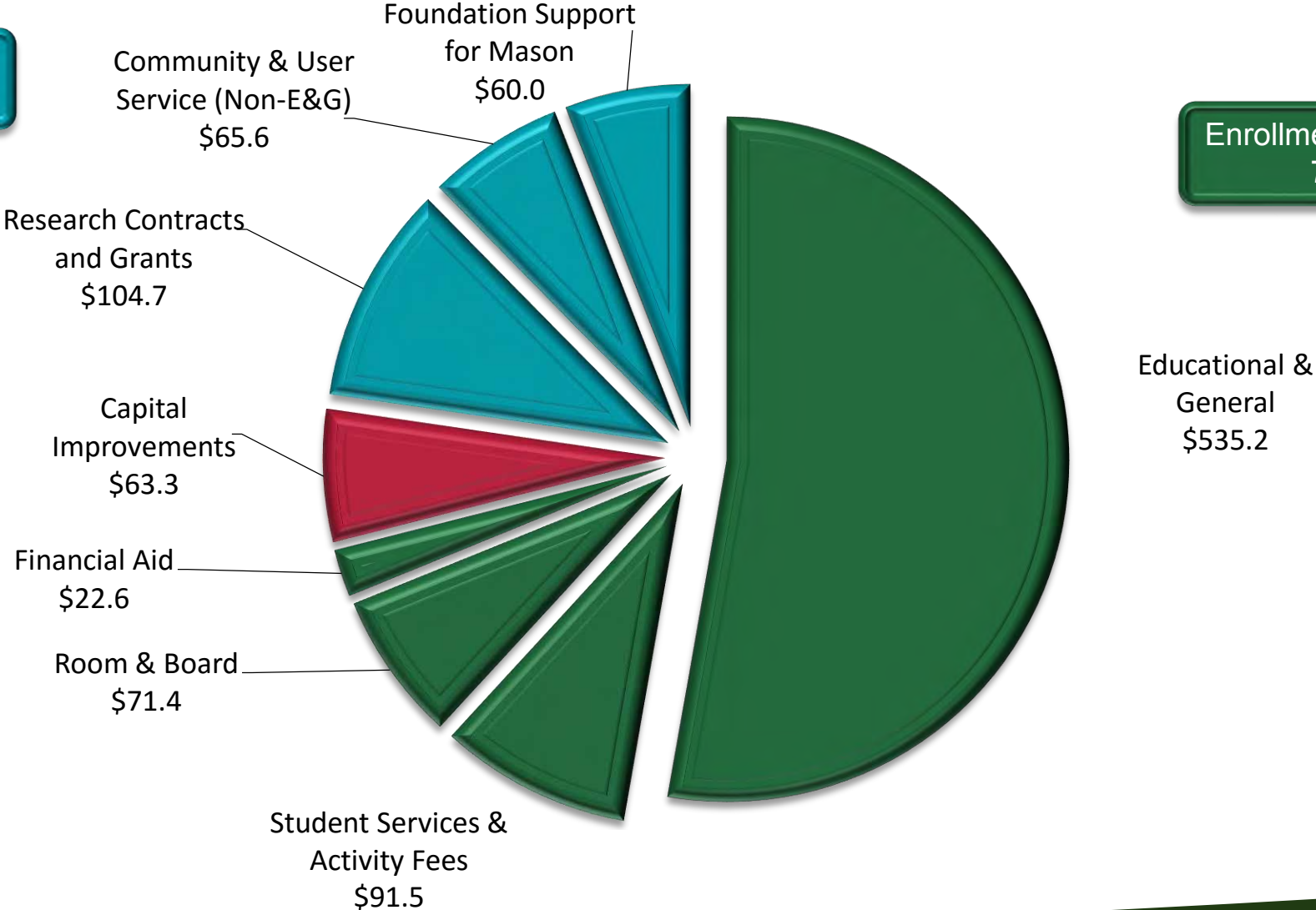
Base Budget Cuts \$6.9M
FY 2016-2018 Commonwealth Biennium
Budget Reductions

PROPOSED FY 2018 EXPENSE BUDGET \$1.0B

All Other Activities,
23%

Enrollment Related,
71%

Capital, 6%



pie chart \$ in millions

Board Recommendation

The Finance & Land Use Committee recommends approval by the Board of Visitors of the FY 2018 proposed Tuition and Fees increase as detailed on pages 49–54 in the (PROPOSED) 2017 - 2018 Executive Budget Summary; and approval of the proposed budget as provided in the (*PROPOSED*) 2017 - 2018 Executive Budget Summary.

MOTION: _____

SECOND: _____



Capital Matters



Campus Utilities Infrastructure Replacement
PC# 247-18208-000

SCHEMATIC DESIGN
**BOARD OF VISITORS
MEETING**

5.11.2017

PERKINS+WILL

BOARD RECOMMENDATION

The Finance & Land Use Committee recommends approval by the Board of Visitors of the Schematic Design for the Utility Infrastructure Capital Project.

MOTION: _____

SECOND: _____

2018-2024 Capital Plan

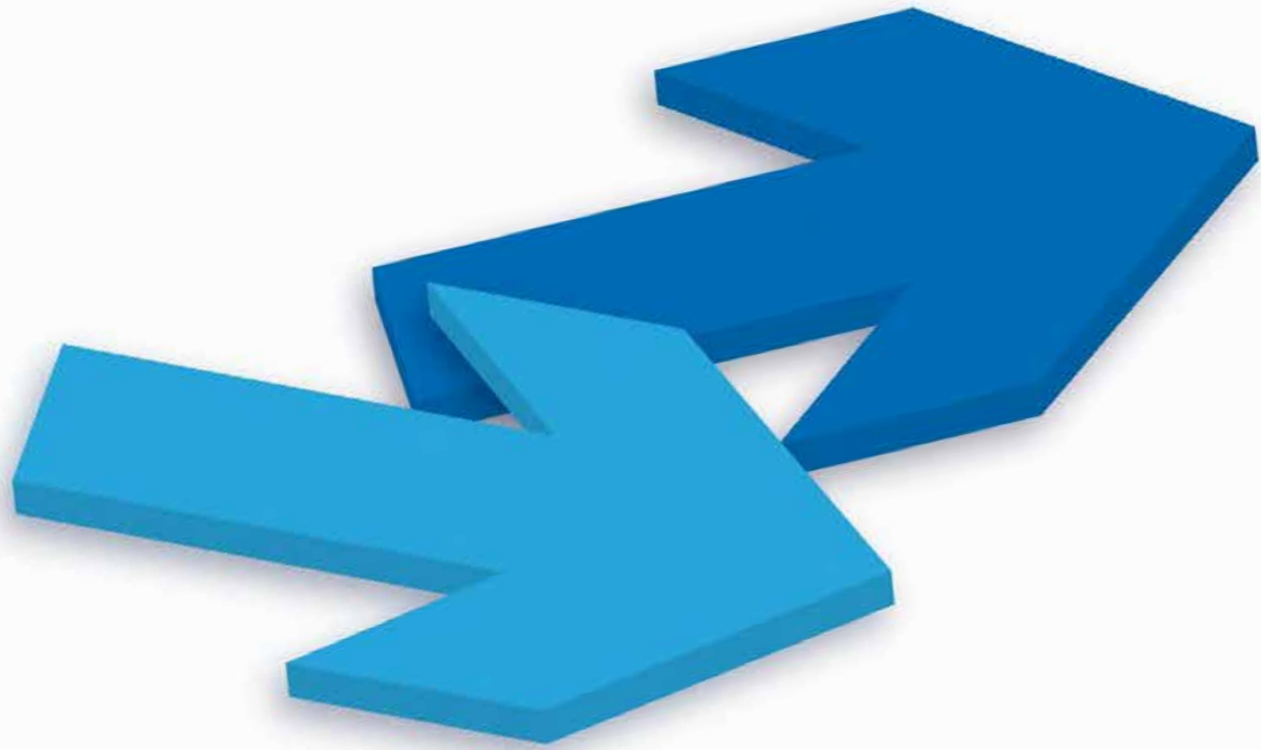
Project	Funding	Dollars
Improve Telecomm/Network Infrastructure – Fairfax	GF	\$10M-\$12M
Renovate Planetary (S&T I) Hall (100,000 GSF)	GF	\$60M - \$70M
Renovate Enterprise Hall (100,000 GSF)	GF	\$45M - \$50M
Construct Addition to Enterprise Hall (50,000)	NGF (Donor)	\$30M - \$35M
Renovate and Addition David King Hall (86,000 GSF Reno; 60,000 GSF New)	GF/NGF	\$80M - \$90M
Construct Academic VIII – Engineering (200,000 GSF)	GF/NGF	\$165M - \$170M
Renovate Fenwick Learning Commons Phase 2 (90,000 GSF Reno; 35,000 GSF New)	GF	\$50M-\$55M
Construct Facilities Complex – Fairfax	GF	\$70M-\$75M
Improve Telecom/Network Infrastructure – Phase II	GF/NGF	\$20M - \$25M
Improve Telecom/Network Infrastructure – Phase III	GF/NGF	\$17M - \$22M

BOARD RECOMMENDATION

The Finance & Land Use Committee recommends approval by the Board of Visitors of the Six-Year Capital Plan.

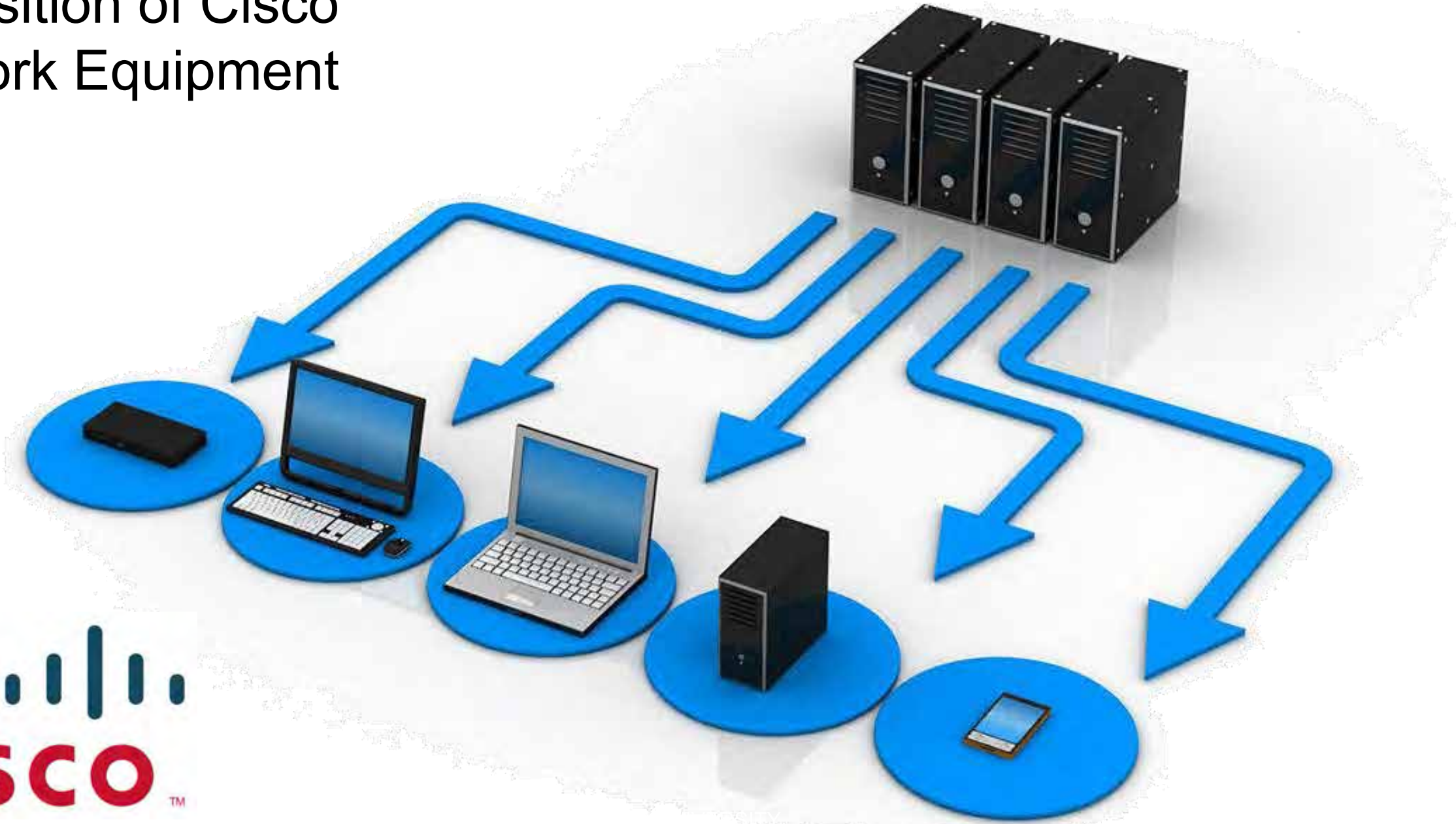
MOTION: _____

SECOND: _____



Strategic Matters

Acquisition of Cisco Network Equipment



BOARD RESOLUTION

The Finance & Land Use Committee recommends the Board of Visitors approve signature delegation for the President or Senior Vice President to enter into a contract with Electronic Systems, Inc. to upgrade the Cisco Network Equipment, as detailed in the resolution in IV.A. of the Board Book.

MOTION: _____

SECOND: _____

Investment Policy Statement

- Designed to help select and monitor plan investments.
- Policy requires periodic review, with any changes approved by the Board of Visitors.
- 2017 Proposed Changes to Investment Policy Statement:
 - Revised language to match committee fund review process.
 - Added Supplemental Defined Contribution Benefit Plan.
 - Moved investment strategy and process methodology to appendices.

BOARD RESOLUTION

The Finance & Land Use Committee recommends the Board of Visitors approve the University's Investment Policy Statement.

MOTION: _____

SECOND: _____



Operational Issues

UNIVERSITY CONTROLLER REVIEW AND APA AUDIT OF FINANCIAL STATEMENTS

JUNE 30, 2016

- University audit completed FY16:

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

- Highlights for the year:

The University's total net position increased \$96.3 million

Total operating revenues increased by \$26.4 million

Total operating expenses increased by \$7.8 million

Unrestricted net position increased by \$61.7 million

- Auditor of Public Accounts (APA) presentation

Faculty Benefits: DISABILITY INSURANCE

Employees at Risk



■ Uninsured Faculty - 65% ■ Unum Enrollees 35%

Move to Standard
\$211,068 3-Year Rate

- ✓ Employees receive 50% income replacement, capped at \$6,000 monthly
- ✓ Allows for easier transition for employees below retirement age
- ✓ Waiting period is waived for current Unum enrollees
- ✓ Rates significantly drop for employer paid coverage

Faculty Benefits: RAISE SALARY MINIMUMS

Instructional Faculty Minimum Salary: 9-Month Faculty		
Faculty Type	Current Minimum	Proposed Minimum
Term Instructors	\$ 36,100	\$ 40,000
Term Assistant Professors	41,200	45,000
Term Associate Professors	51,500	54,075
Term Full Professors	61,800	64,890
 		
Tenure-Track Assistant Professors	52,500	55,125
Tenure-Track Associate Professors	61,800	64,890
Tenure-Track Full Professors	\$ 72,100	\$ 75,705

Faculty Benefits: RAISE SALARY MINIMUMS

Instructional Faculty Minimum Salary: 12-Month Faculty		
Faculty Type	Current Minimum	Proposed Minimum
Term Instructors	\$ 42,611	\$ 48,889
Term Assistant Professors	48,698	55,000
Term Associate Professors	60,873	66,092
Term Full Professors	73,048	79,310
 		
Tenure-Track Assistant Professors	62,090	67,375
Tenure-Track Associate Professors	73,048	79,310
Tenure-Track Full Professors	\$ 85,222	\$ 92,528

POLICE & PUBLIC SAFETY



SWAT GRADUATES



Two of Mason's finest graduated from SWAT School!
Congratulations to Sgt. Hensley and Officer Crice, who completed Arlington County's week-long Basic SWAT School.

PROACTIVE POLICING



Mason Police officers have teamed up with various task forces such as the Joint Terrorist Task Force (JTTF), Fairfax County Drug Task Force, and FBI Fugitive Task Force to proactively address issues potentially impacting the Mason community.

SAFETY SEAT TECHNICIANS

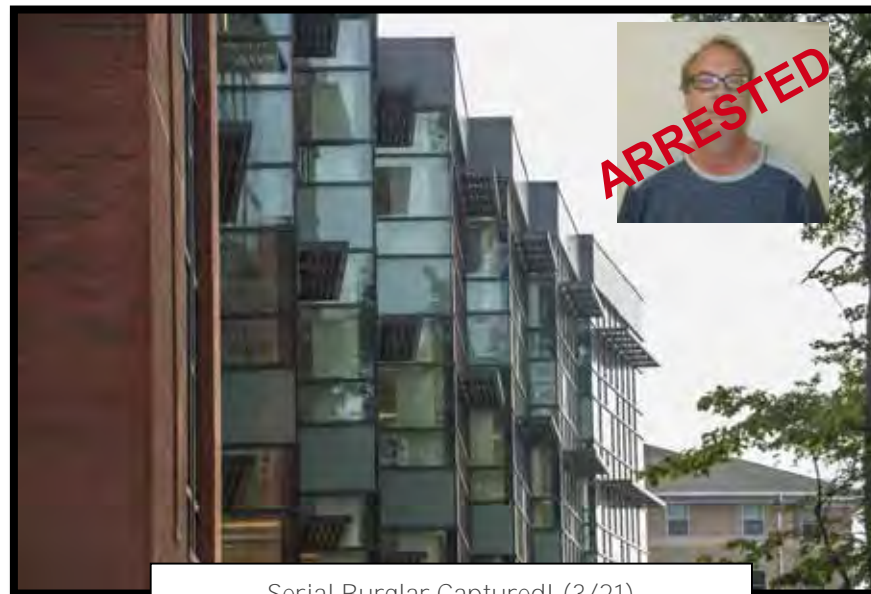


Sgt. Hensley and Detective Bennett are certified as Child Safety Seat Technicians sponsored by the National Highway Traffic Safety Administration (NHTSA), Safe Kids Worldwide, and Virginia DMV.

ON THE JOB!



Career Services Fair (2/23)



Serial Burglar Captured! (3/21)



2017 Presidential Inauguration Security (1/20)



Q&A with International Students (3/3)



DEA Lifesaving Award (1/18)



Animal Rescue (2/25)

May 20

Commencement

July 27

Annual Planning Conference

July 28

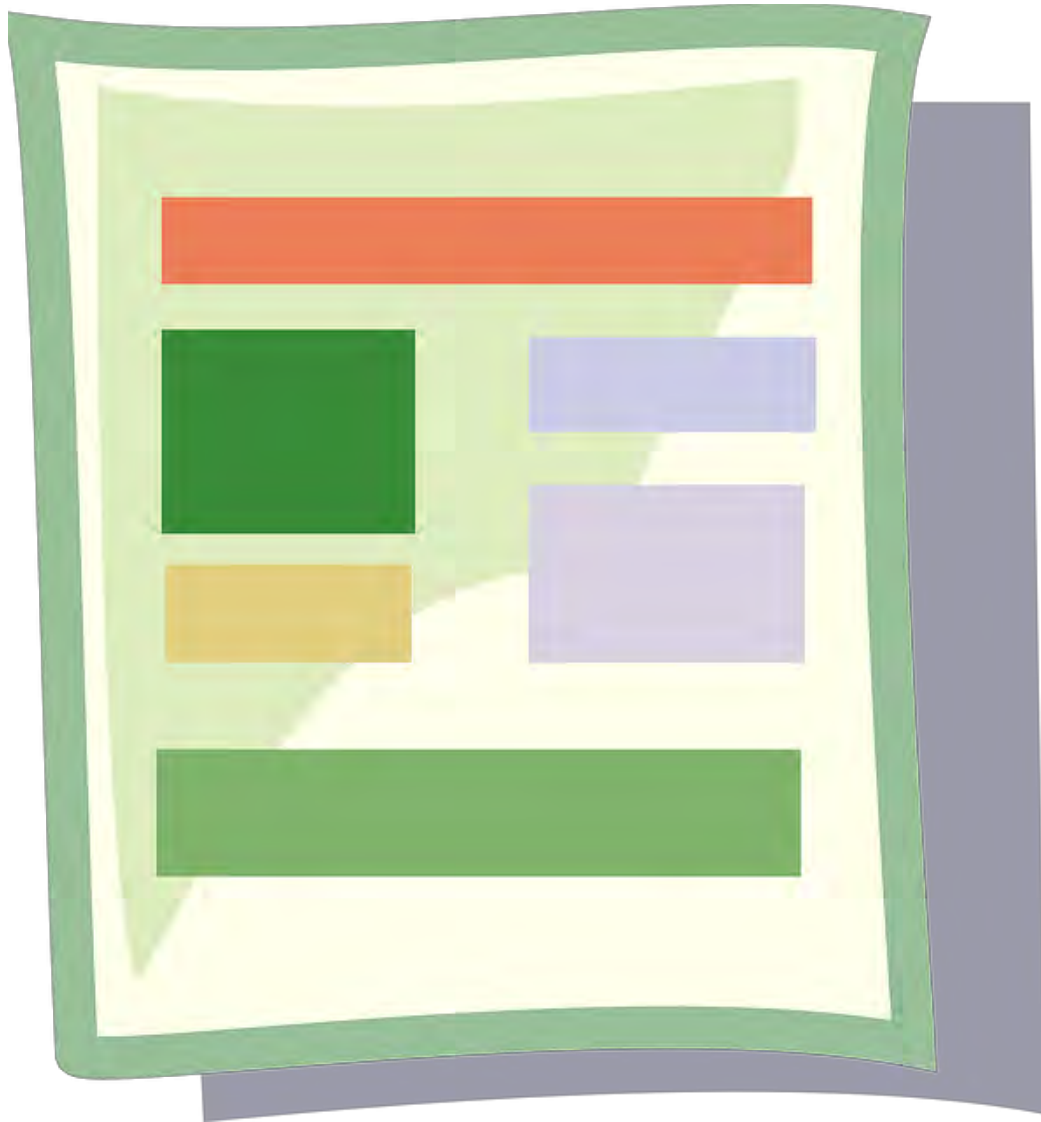
BOV Annual Meeting

2017

A photograph showing the silhouettes of several graduates wearing black caps and gowns. They are positioned in the foreground and middle ground, looking towards the right. The background is a soft-focus outdoor setting with green foliage and a warm, golden light, suggesting a graduation ceremony taking place in a park or similar outdoor venue.

“You must be the change you wish to see in the world.”

—*Gandhi*



Appendices

CAPITAL PROJECTS REVIEW

- Potomac Science Center – Exterior work is nearing completion. The lab equipment and casework has been installed. The finishes in the offices, lab spaces, and events spaces are complete. We have moved the occupancy date one month to June 1, 2017 to complete testing and commissioning activities throughout the building. As a result, schedule status shifted to “Red.”
- Johnson Center Dining Phase II – The construction procurement has been completed, a contract has been awarded, and construction has begun on site. Dynamic Contracting was awarded the contract and are progressing toward the scheduled completion date.
- Bull Run Labs (Mech and BioChem) – A construction has been awarded, and construction began on site for the Mechanical Engineering Labs. PBS Contracting was awarded the contract and the spaces will be ready for students this Fall. On schedule, the design work on the Bio Chemistry labs is about to begin.
- Hylton Performing Arts Center Addition – We received the first set of comments from BCOM on the first working drawing submittal. We will resubmit for permit prior to May 1. Our schedule anticipates BCOM permit and GMP negotiations concluding sometime prior to July 1. As the Hylton staff had planned for a “soft” opening during the summer months, a July 1, 2018 substantial completion will not adversely affect any events.

CAPITAL PROJECTS – STOPLIGHT CHART

Project #	Project Name	Scope(sf) New	Scope(sf) Reno	Total Budget	Budget Status	Schedule	Scope	Construction Start date	Occupancy date	Construction % Complete
Construction										
17634-000	Potomac Science Center	115,783		\$ 32,583,364	●	Ⓡ	●	10/1/2014	6/1/2017	90%
17999-000	Health Sciences - Academic VII	166,000		\$ 67,686,799	Ⓡ	●	●	6/2/2015	12/1/2017	73%
18172-000	Johnson Center Dining Phase II		12,200	\$ 4,400,000	●	●	●	3/10/2017	8/17/2017	5%
	Into Phase II		16,830	\$ 4,297,140	●	●	●	12/15/2016	2/1/2018	20%
	Bull Run Labs (Mech and BioChem)		7,204	\$ 3,000,000	●	●	●	3/15/2017	7/1/2018	12.5%
Design										
17848-000	PPEA Discovery Hall Ph II & Fitout	18,000		\$ 3,800,000	●	Ⓡ	●	9/11/2017	12/22/2018	N/A
18252-000	Hazel Hall Library Renovation - 1st and 2nd Floors		21,000	\$ 3,000,000	●	●	●	6/5/2017	12/15/2017	N/A
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18208-000	Improve Utility Distribution Infrastructure Fairfax*			\$ 49,160,000	●	●	●	10/1/2018	6/1/2021	N/A
18207-000	Renovate Robinson Hall and Harris Theater (Phased)*	241,161		\$ 111,790,000	●	Ⓡ	●	7/1/2018	7/1/2022	N/A
Planning										
18000-000	Life Sciences - Bull Run Add DPB*	100,000	23,000	\$ 43,114,900	○	○	○	TBD	TBD	N/A
	Telecom Infrastructure*			\$ 10,104,295	○	○	○	TBD	TBD	N/A
Grand Total This Report		658,026	80,594	341,979,498						

Data as of April 2017

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

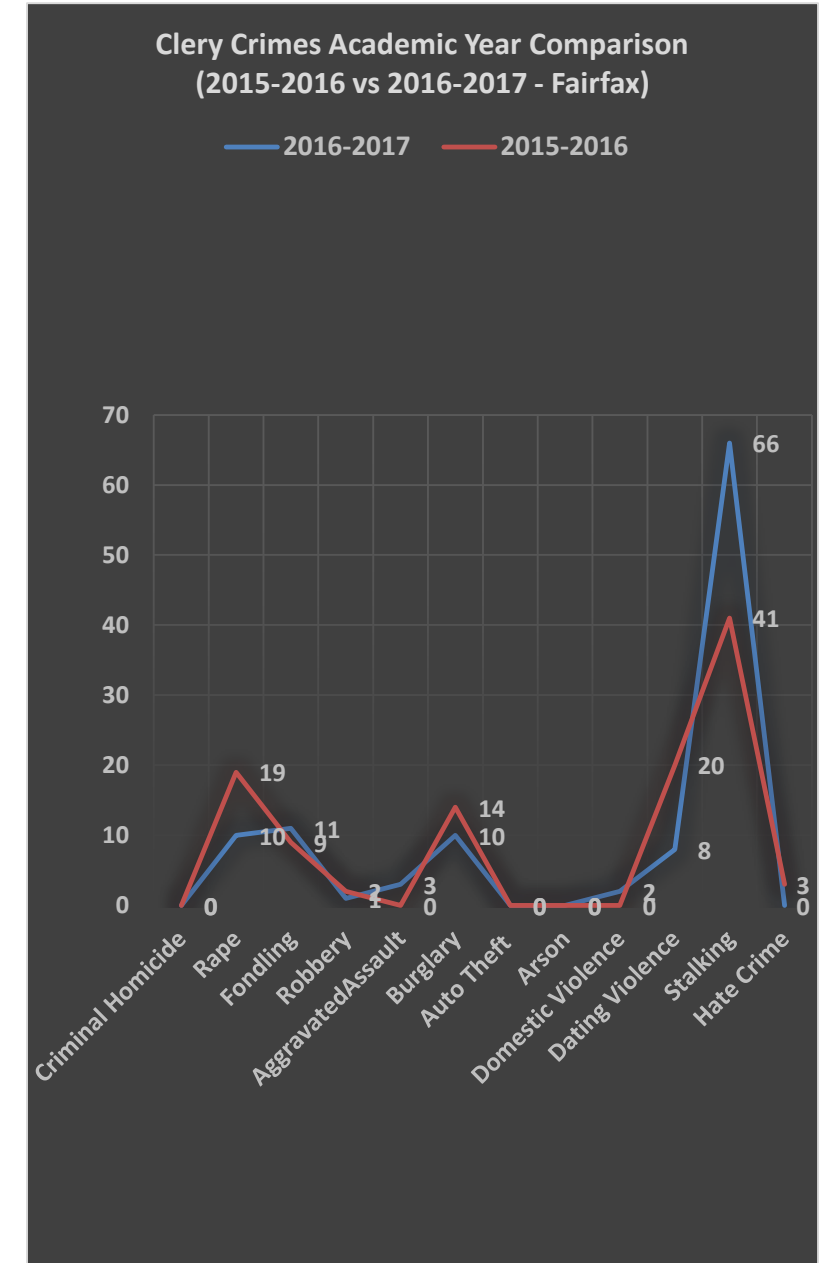
Page 1 of 1

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

CRIME STATISTICS FY 2016 – FY 2017

Academic Year Comparison (2015-2016 vs 2016-2017 - Fairfax)			
*Clery Crime Category	8/29/2016 - 4/24/2017	8/29/2015 - 4/24/2016	% change
Criminal Homicide	0	0	
Rape	10	19	-47.37%
Fondling	11	9	22.22%
Robbery	1	2	-50.00%
Aggravated Assault	3	0	
Burglary	10	14	-28.57%
Auto Theft	0	0	
Arson	0	0	
Domestic Violence	2	0	
Dating Violence	8	20	-60.00%
Stalking	66	41	60.98%
Hate Crime	0	3	100.00%
Sub-Total	111	108	2.78%

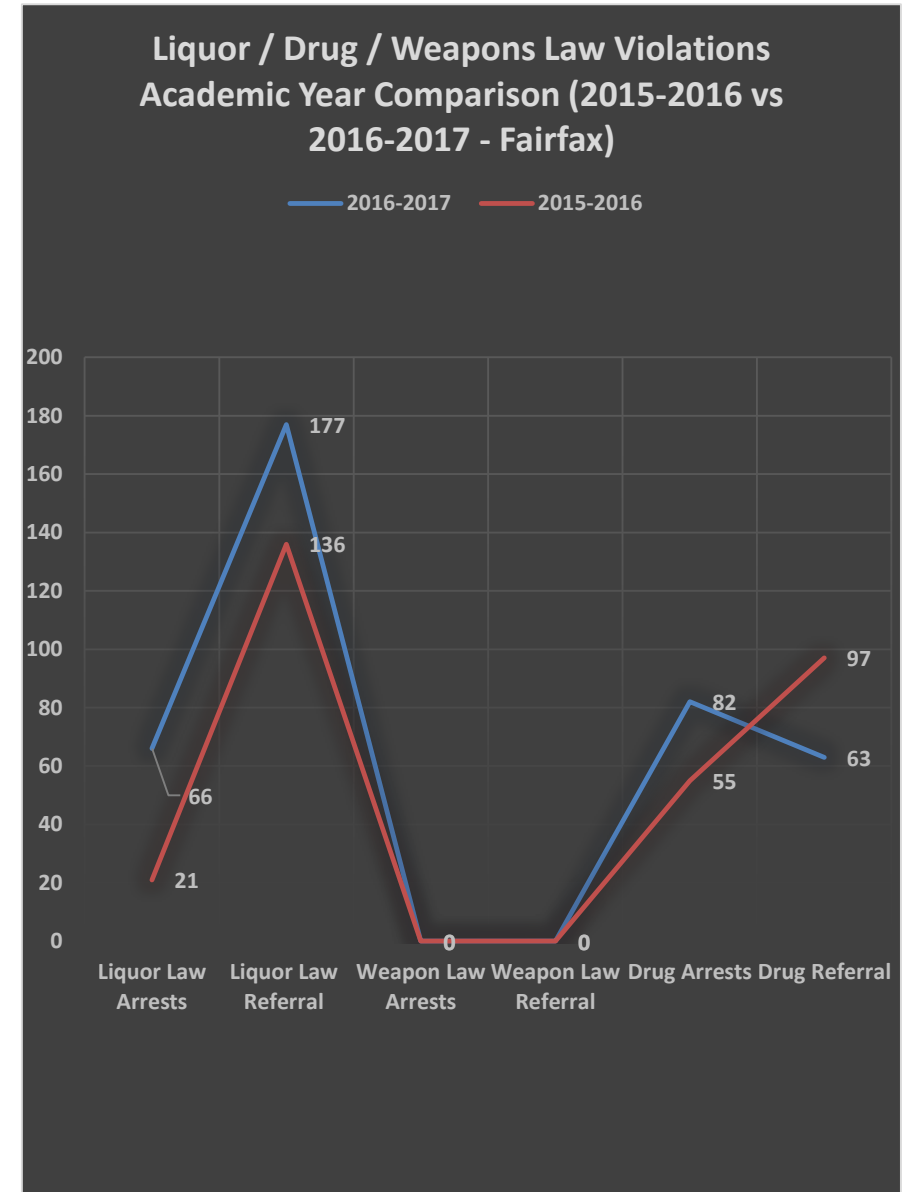
*These totals include statistics for incidents that were reported to Mason Police by mandatory reporters known as "Campus Security Authorities (CSAs)" for federally required statistics collection purposes only.



CRIME STATISTICS FY 2016 – FY 2017

	Academic Year Comparison (2015-2016 vs 2016-2017 - Fairfax)		
*Liquor / Drug / Weapons Law Violations	8/29/2016 - 4/24/2017	8/29/2015 - 4/24/2016	% change
Liquor Law Arrests	66	21	214.29%
Liquor Law Referral	177	136	30.15%
Weapon Law Arrests	0	0	
Weapon Law Referral	0	0	
Drug Arrests	82	55	49.09%
Drug Referral	63	97	-35.05%
Sub- Total	388	309	25.57%

*This number only includes referrals initiated by Mason Police and referred to Office of Student Conduct





Established in 1987, Early Identification Program (EIP) serves as the college preparatory program of George Mason University. With over 1,600 students who have graduated from the program, EIP provides access to educational resources for middle and high school students who will be the first in their families to attend a college or university. Currently, more than 590 middle and high school students are enrolled and actively pursuing higher education due to funding from corporate alliances, individual donors, and in partnership with seven local public school systems in Northern Virginia. They include Fairfax County, Prince William County, Alexandria City, Arlington County, Falls Church City, Manassas City, and Manassas Park City; who collaborate to nominate, select, support, retain, and graduate students each year.

The criteria for nomination includes being the first in the family to graduate from a college or university and having the academic potential to enroll in a pre-college curriculum in high school. Additional considerations are also given to students who have a strong academic record but are facing special family circumstances, are eligible for free or reduced lunches, are from a single parent family, and have a limited or non-English speaking family.

After their nomination and selection in 7th grade, EIP participants begin a five year program of college preparation. By providing year-round academic enrichment, personal and social development, civic engagement, and leadership training opportunities, EIP ensures that students are equipped with the knowledge, skills, and intellect to become lifelong learners, leaders, and responsible global citizens.

One hundred percent (100%) of EIP's 2016 class graduated from high school, 95% of the students were accepted into college. Thirty-eight (38) of those students are currently enrolled at George Mason University, and 27 were awarded scholarships. EIP Mason students continue their post-secondary education to accomplish their goal of being the first in their family to obtain a college degree.

This program has received numerous awards and recognitions over the years, including the Virginia Career Preparedness Award for the ACT College and Career Readiness Campaign for outstanding achievement in College and Career Readiness for 2016-2017, the Arlington County Public Schools Volunteer & Partnership Program (2013), the Alexandria City Public Schools Partner in Education recognition (2010), and being present at the White House for the signing of the *High Hopes for College legislation* in 1998.

2017 Early Identification Program (EIP) Graduates

Aaron Agyemang-Mensah	BS Applied Information Technology
Enrique Carrero	BA Sociology
Jessica Diaz	Master's: Elementary Education
Nazir Hafiz	BS Accounting
Amber L. Honesty	BS Management
Dayana Hudson	BS Computer Science
Crystal Johnson	Masters: Criminology, Law and Society
Brandon Juarez-Lopez	BA Global Affairs
Jade Kirkland	BS Forensic Science
Monika Koirala	BS Neuroscience
Karan Kumar	BA Integrative Studies
Henry Lopez Gudiel	BS Applied Computer Science
Abril Luizaga	BS Community Health
Jose Martinez-Rivas	BS Accounting
Chukwuemeka Mbawuike	BA Communication
Willette Miller	BS Community Health
Graciela Pereddo	BS Double Major in Community Health and Nursing
Giselle Quezada	BA Criminology, Law, and Society
Shakayla Reid-Burke	BS Social Work
Dayana Rojas-Rodriguez	BS Biology
Lisa Salas	BS Global Community Health
Lisa Vo	BS Biology
Pauline Yeboah	BS Tourism and Events Management
Yajaira Zulema Caballero	BS Finance

**BOARD OF VISITORS
GEORGE MASON UNIVERSITY**

**Meeting of the Executive Committee
March 2, 2017
MINUTES**

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

ABSENT: Visitor Purvis

ALSO ATTENDED: Visitors Gruner and Witeck.

- I. Rector Davis called the meeting to order at 8:03 a.m.

Rector Davis advised the Executive Committee members that President Cabrera had been offered an appointment on the Board of National Geographic. He explained it is the prerogative of the Rector to approve the appointment, but wanted to share the news with the Executive Committee and to entertain any comments or discussion. Rector Davis remarked it was a great opportunity for the University with the increased engagement between Mason and National Geographic and noted President Cabrera would be rolling off another board in the near term. Rector Davis asked President Cabrera for comments. President Cabrera reported that he would be leaving another board allowing time for this commitment. He remarked this would be a good balance of number and quality of commitments. Board members provided comments of support for President Cabrera's appointment to the Board of National Geographic.

II. Closed Session

Rector Davis recognized Vice Rector Peterson for a motion to go into Closed Session and reported the Committee would not be discussing Honorary Degrees and Special Awards as announced on the agenda. It was **MOVED** by Vice Rector Peterson and **SECONDED** by Secretary Corley that the Board go into a Closed Session under the provisions of Section 2.2-3711.A.29 to discuss a Public Contract, Section 2.2-3711.A.8 to discuss Gifts pertaining to naming opportunities, Section 2.2-3711.A.7 for consultation with Legal Counsel pertaining to possible litigation, 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

It was **MOVED** by Vice Rector Peterson and **SECONDED** by Secretary Corley that the Board go back into public session and further moved that by **ROLL CALL VOTE** affirm that only public business matters lawfully exempted from the open meeting requirements under the Freedom of Information Act were heard,

discussed or considered in the Closed Session, and that only such business matters that were identified in the motion to go into a Closed Session were heard, discussed or considered in the Closed Session.

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

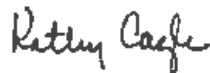
Rector Davis informed the Executive Committee that Visitor Gruner has asked to step down as Chair of the Research Committee due to pending reappointments in July. He advised the members that he would ask Visitor Mahfuz Ahmed to step into that position from his current role as Vice Chair of the Research Committee, as suggested by Chairman Gruner.

Rector Davis recognized and welcomed Todd Stottlemeyer, Rector of the Board of Visitors of William and Mary. Mr. Stottlemeyer was the guest speaker at the Research Committee meeting.

III. Adjournment

With no other business matters to come before the Executive Committee, Rector Davis adjourned the meeting at 8:33 a.m.

Respectfully submitted,



Kathy Cagle
Secretary pro tem

**BOARD OF VISITORS
GEORGE MASON UNIVERSITY**

**Meeting of
March 2, 2017
MINUTES**

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

ABSENT: Visitors Ahmed, Dwoskin, Petersen, and Schar.

I. Rector Davis called the meeting to order at 1:33 p.m.

II. Approval of the Minutes

Rector Davis called for any corrections to the minutes of the Executive Committee and full Board Meetings on December 8, 2016. Hearing none, the minutes stood approved as written.

III. Rector's Report

Rector Davis reported that since the last Board meeting he and Vice Rector Peterson had met with the Student Senate and Faculty Senate. Rector Davis noted the following from the meeting with the students: refundable room rates, noting this had been addressed earlier in the day, and the possibility of establishing a football team at Mason. Rector Davis reported it was a good dialogue and he appreciated the students making themselves available to speak with Vice Rector Peterson and him. He noted the meeting with the Faculty Senate was also positive and he called on Faculty Representative Renshaw to provide information about the new Term Faculty Task Force. Dr. Renshaw reported there have been concerns raised about conditions for term faculty, including salary, workload, and service requirements across the units. He noted a new task force would be convening and will be co-chaired by Kim Eby, Associate Provost for Faculty Development, and a term faculty member from the College of Health and Human Services. He reported the committee will be comprised of five other term faculty members, an associate dean, a department chair, several other people and himself. Dr. Renshaw explained the task force would begin gathering information and generating recommendations in order to make some improvements across the University.

Rector Davis informed the Board that he had asked Visitor Alcalde to sit on the task force as Board liaison and Chair of Academic Programs, Diversity, and University Community Committee. He recognized Vice Rector Peterson for comments on the meetings. Vice Rector Peterson commented on the passion and good discussions during the faculty meeting, noting how positive it is to have a

forum for the faculty to voice their concerns. Rector Davis extended his appreciation to the faculty and students for their input, their efforts to work together as a team and strengthen the communication for the betterment of the University. Rector Davis thanked President Cabrera and his team for the liaison efforts.

IV. **President's Report**

President Cabrera began his report by highlighting the importance of the international students at the University, noting the difficult preceding month due the Executive Order and his meeting with the students where he was joined by Vice Rector Peterson and Visitor Witeck. President Cabrera stated that Mason's international students are an integral part of what Mason does, noting that in some of Mason's most strategic programs the vast majority of graduate students are from outside of the United States. President Cabrera reported that university presidents throughout the United States were speaking on this issue because there is a lot at stake, not only in the immediate impact of out-of-state tuition, but through the contributions of these students to the innovation and scientific fabric of the United States. He noted that 40% of the science Nobel Prize winners in the United States since 2000 were born outside of the United States and 40% of the start-ups that reached over \$1 billion had at least one founder who was born outside of the United States. President Cabrera explained that when those people are asked why they came to the United States, the number one reason they give is they want to attend a great American university. He noted that when the United States sends mixed signals to the rest of the world and people feel they may not be welcomed, whether real or perceived, they have options to go to other countries. He reported that since 9/11 the United States had lost significant market shares in the global market for international students, while Canada, Australia and the U.K. picked up that market share. President Cabrera noted there is a real competition for talent resulting in an immediate and longer term impact. He highlighted the following international graduates:

1. Anousheh Ansari, Mason alumna who also received an Honorary Doctorate from Mason, is a successful entrepreneur and a key player in creating private space travel (Ansari X Prize). At the recent Academy Awards, Ms. Ansari accepted the Best Foreign Language Film on behalf of the film's Iranian director who decided not to come to the Awards in order to make a statement about the travel ban;
2. A recent report in *Gulf Business* listed the top 100 most powerful Arabs in the world and 3 of those people (all women) graduated from Mason: Zainab Salbi, Hala Gorani, and Muna Abu Sulayman.

President Cabrera summarized that Mason is very proud of its international students and noted they mean a lot to the University and to the country.

President Cabrera shared the following accolades Mason had received recently:

1. Mason was listed as one of the best performing schools for African-Americans in the United States (included in the President's Report – Attachment 1);
2. A study by Social Mobility Index ranked Mason first among Virginia's public universities in metrics of social mobility.

President Cabrera referenced reports in the morning Research Committee meeting that included the work being done by faculty, the partnership with Inova, how Mason is becoming competitive to draw research grants, and the R1 classification. He noted that Mason was behind last year in terms of expenditures, but ahead in terms of awards.

President Cabrera continued by referencing the "Financial Strengths" section of his President's Report. He highlighted the mismatch between the financial structure of the university and the university Mason has become, noting Mason's financial structure is similar to a regional college instead of a national and international R1 university. President Cabrera stated that Mason charges about \$2000 less per student than its peers in the Commonwealth and receives about \$2000 less per student from Richmond than its peers. He reported that when independent analysts look at Mason's expenditures relative to peers in the Commonwealth, the gap between Mason and its peers is the largest of any university in the Commonwealth. President Cabrera commented that more discussions may need to take place in Richmond about the kind of university Mason has become and there will need to be conversations about tuition. He reported that Mason enrollment continues to grow, new strategic ventures continue to be explored, there has been progress in the partnership with Wiley to create on-line graduate degrees, and progress in the collaboration with ODU and SCHEV to design a state-wide, on-line degree completion platform. President Cabrera noted the progress in the collaboration with NOVA. He explained that Mason and NOVA have one of the strongest transfer partnerships in the United States, noting that over 3,000 transfer students come to Mason each year from NOVA, making Mason the largest destination of transfer students in the Commonwealth. He reported the collaborative efforts include planning a program that applies best practices to the transition from NOVA to Mason, noting a public announcement of the expanded partnership was being planned and would involve a coalition of business leaders.

President Cabrera reported that fundraising is going well and making good progress toward the original campaign goal. He recognized Visitor Hazel for the current fundraising total. Visitor Hazel reported the campaign was at \$497.5 million toward a goal of \$500 million.

President Cabrera highlighted the partial list of faculty achievements in the President's Report. He reported on the legislative session and noted the outcomes that were reported in the Finance and Land Use Committee. He commended the legislative team, the Board members, members of the administrative team, faculty, and the students who worked with the General Assembly and noted the success of Mason Lobbies Day in Richmond. President Cabrera reported the budget had come out of conference and it contained good news about financial aid and compensation. He reported confirmation of a 3% raise for classified staff and 2% raise for faculty with a possibility of another percentage point if funds can be identified. President Cabrera referred the Board to his report for additional information.

(Attachment 1 - The President's Report with updates since December 8, 2016)

V. Board of Visitors Continuing Education (per HB1952)

Frank Neville, Chief of Staff and Vice President of Marketing and Communications, reviewed several articles with the Board as part of the Continuing Education requirement of HB1952. The articles were published in the Board book. He highlighted and expanded on the following articles:

1. *Richmond Times Dispatch*: Virginia universities tally up cost of unfunded federal mandates.
2. *Opendoors*: International Students 2016 "Fast Facts"
3. *NAFSA*: United States benefits from International Students
4. *NAFSA*: Virginia benefits from International Students
5. *University World News*: International student numbers surge to record high

Mr. Neville noted the importance and impact of international students on Mason's mission. Rector Davis opened the floor for comments from the Board members.

VI. Committee Reports

A. Audit Committee

Rector Davis called on Chairman Corley to provide a report from the Audit Committee. Chairman Corley reported the committee received an update on the University's programs for compliance with laws and regulations. She noted the committee also met with the Auditor of Public Accounts and discussed the examination of FY16 financial statements, the results of which are expected at the May meeting. Chairman Corley noted the committee reviewed the Audit status report which was included in the Board book.

B. Academic Programs, Diversity and University Community Committee

Rector Davis called on Chairman Alcalde to provide a report from the Academic Programs, Diversity and University Community Committee. Chairman Alcalde reported the committee heard presentations from Michelle

Marks, Vice President for Academic Innovation and New Ventures, concerning the new partnership between NOVA and Mason and noting that 22.4% of area high school graduates go to NOVA. Chairman Alcalde reported that transfers to Mason from NOVA are greater than all other Virginia public institutions annual transfers, however while 80% of NOVA students begin with a goal to earn a four-year degree, only 20% achieve a bachelor's degree after six years. She noted this was better than the national average of 14%. Chairman Alcalde reported that Mason and NOVA would be strengthening their collaboration to offer a single student support system with guided pathways for high-demand disciplines, reduced tuition, dedicated advising, one system for enrollment and financial aid, access to services, and streamlined transferability. She reported the next steps would include a signed agreement between Mason and NOVA in April, then establish co-institutional working groups and an advisory board, moving toward accepting students to the program in Spring 2018. She noted that Dr. Marks also provided an update in the INTO program explaining the program is a joint venture, launched in 2014 as a way to grow international enrollment at Mason and provide a soft landing for international students with a focus on advising, academic background, and assimilation to the rigor of U.S. university environment. She explained that students in this program pay out-of-state tuition rates plus an additional 15% for the services and support provided by INTO Mason. Chairman Alcalde reported that Mason received approximately 2,450 applications for Fall and Spring semesters this year and the largest number of students are from China and Saudi Arabia, noting the most popular programs are business, humanities, and social sciences for undergraduates and arts management, accounting, and management for graduates students. She noted that going forward INTO Mason will be focusing on faster application notifications, greater facilitation of direct entry applications, new pathways for transfer students from foreign universities into Mason, and greater diversity in the INTO Mason student population.

Chairman Alcalde reported the committee reviewed and approved four categories of Action Items and she presented them to the Board in block. It was **MOVED** by Chairman Alcalde and **SECONDED** by Visitor Hazel to approve:

1. Career Services Metrics;
2. Rename MS in Computer Forensics to MS in Digital Forensics and Cyber Analysis in the Volgenau School of Engineering;
3. Rename MS in Health and Medical Policy to MS in Health Policy in the College of Health and Human Services; and
4. Faculty Action Items – Conferral of five Emeritus/Emerita statuses as presented in the Board book.

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

C. 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 reviewed and approved several Action Items for presentation to the full Board, as follows:

It was **MOVED** by Chairman Peterson and **SECONDED** by Visitor Cumbie to approve the Schematic Reviews for capital projects for the Global Center, Bull Run Hall, and Hazel Hall. He noted that all three projects were funded locally, were on schedule, and within budget. Rector Davis opened the floor for discussion. There was none.

MOTION CARRIED UNANIMOUSLY BY VOICE VOTE

It was **MOVED** by Chairman Peterson and **SECONDED** by Visitor Cumbie to approve the Resolution for Authorization of MAGNETOM Prisma 3T MRI Purchase as presented in the Board book. Rector Davis opened the floor for discussion. There was none.

MOTION CARRIED UNANIMOUSLY BY VOICE VOTE

(Attachment 2:

Resolution for Authorization of MAGNETOM Prisma 3T MRI Purchase)

It was **MOVED** by Chairman Peterson and **SECONDED** by Visitor Alcalde to approve the Room and Board Rates for 2017-2018 as presented in the Board book. Chairman Peterson reported the rates reflected an increase of \$360.00, or approximately 2.5% for housing and 1.5% for dining, as presented in the Board book. Rector Davis opened the floor for discussion. There was none.

MOTION CARRIED UNANIMOUSLY BY VOICE VOTE

It was **MOVED** by Chairman Peterson and **SECONDED** by Visitor Cumbie to approve the Resolution for the Debt Management Policy Compliance. Rector Davis opened the floor for discussion. There was none.

MOTION CARRIED UNANIMOUSLY BY VOICE VOTE

(Attachment 3: Resolution – Debt Management Policy Compliance)

Chairman Peterson announced the Finance and Land Use Committee would meet in April to discuss the budget for FY2018 and the date would be announced soon. Rector Davis encouraged all Board members to attend.

D. Development Committee

Rector Davis called on Chairman Hazel to provide a report from the Development Committee. Chairman Hazel reported the committee received an update on the Foundation's progress with the Mason Wine Committee to label, brand, and import a private label wine for George Mason events and the George Mason community. He noted that other schools in Virginia have wine programs. Chairman Hazel noted the involvement of Visitor Jacquemin and Dr. Beth Cabrera. He reported the Wine Committee went to the students in the graphic design school in a senior level course for a name and label design. He noted that Professor Don Starr created five teams within the class to compete for the name and label design; the teams presented their entries to the Wine Committee several weeks ago. Chairman Hazel commended the students on their thought and professionalism in the design and presentation and noted the committee was moving toward a final selection. Chairman Hazel reported the Development Committee received a report from Jay O'Brien, Chair of the Foundation that included recruiting a new class of Trustees, noting the focus in the search for the incoming class is diversity, both racial and gender. Chairman Hazel noted that the committee received a presentation on the issue of underwater accounts and endowments structures at universities across the United States and the continuing recovery from the recession. He explained that due to the way endowment funds are invested it has been a difficult process, noting that many universities are at negative results. He reported that while Mason is at a negative of .6, it is better than the national average of 1.7. He noted that Jay O'Brien and Janet Bingham, Vice President of University Advancement and Alumni Relations, attended the Association of Governing Boards (AGB) Conference in January and lead a panel discussion on the development of a new investment spending policy that stabilizes endowment payouts and results in positive returns on individual accounts. Chairman Hazel reported that Dr. Bingham, Susan Van Leunen, Chief Financial Officer of the Foundation, and members of the Foundation staff developed a new investment policy which has been approved by the Board of Trustees Executive Committee, noting it would go before the full Board of Trustees at their next meeting. He explained that currently 67% of Mason's endowment accounts are underwater; with the approval and implementation of the new investment policy the expectation is that within 5 years, less than 5% will be that category. Chairman Hazel reported that the Committee received an update on the Campaign, noting it is currently at \$497.5 million toward a goal of \$500 million. He noted that Brock Field, Director of Gift Planning, has assumed the responsibilities of legacy gift advancement.

Chairman Hazel reported the committee reviewed and approved the revised Gift Acceptance Policy for presentation to the full Board. He recognized Dr. Renshaw for his assistance in the process and noted the revision included the addition of the appointment of a faculty member to the Gift Acceptance Policy committee.

It was **MOVED** by Chairman Hazel and **SECONDED** by Visitor Alcalde to approve the Gift Acceptance Policy as presented. Rector Davis opened the floor for discussion. Dr. Renshaw thanked Dr. Bingham and her team for being open to the idea of including a faculty member to the committee.

MOTION CARRIED UNANIMOUSLY BY VOICE VOTE

(Attachment 4: Gift Acceptance Policy)

Chairman Hazel reported the committee had a brief discussion about the difference between the Gift Acceptance Policy and the Naming Policy and, while they work on parallel tracks, he noted those are two separate entities.

Rector Davis expressed his appreciation for the faculty's involvement in these matters.

E. Research Committee

Rector Davis called on Chairman Gruner to provide a report from the Research Committee. Chairman Gruner reported the Research Committee received three reports as follows:

1. Todd Stottlemyer, CEO of Inova Personalized Health, provided an update on the partnership between that center and Mason research, noting the intent of the Personalized Medicine center is to become a global destination location for personalized medicine, particularly cancer treatment, wellness and predictive prevention. Chairman Gruner noted that Mason is well-suited to line up with this effort in areas including: cyber data analytics, proteomics, bioinformatics, public policy, and bioengineering. She reported the joint recruitment and support efforts for a Director of Mason's Institute for Biomedical Innovation and a Chair for the Bioengineering Department in the Volgenau School of Engineering.
2. Monique van Hoek, Associate Professor in National Center Biodefense and Infectious Diseases, provided an update on the Komodo dragon project that is doing research on antibiotic resistant bacteria. Chairman Gruner noted that the peptides of Komodo dragons, crocodiles, and alligators are being analyzed to identify the peptides that may work against the strain of antibiotic resistant bacteria, potentially leading to a new class of drugs to address this problem. She noted the study has received a \$7.5 million contract from Defense Threat Reduction Agency

(DTRA) to research the wound-closing properties of these peptides and for biodefense.

3. Mike Laskofski, Associate Vice President of Research Operations, provided a summary of the most recent higher education research and development survey, the primary source of the R&D information used to determine Carnegie Classification. She noted from the report that Federal funding is down, but Mason's funding has been increasing; institutional funding is growing at a higher rate than the Federal funding; Mason is ranked 142 in the nation in terms of total R&D expenditures for FY2015; for non-medical schools, Mason is ranked 116; Mason holds the 100 spot for public institutions; Mason has increased its National Science Foundation (NSF) funding by 38.5% from 2008 to 2015, whereas the average increase for the top 100 institutions was 16%. She highlighted Mason's notable rankings and noted that traditionally a majority of research expenditures are in life sciences and engineering, areas where Mason has room to grow and advance from the #142 position.

Chairman Gruner announced Mason would be hosting the Biomedical Symposium on April 21, 2017 and encouraged the Board members to attend.

Rector Davis recognized President Cabrera. President Cabrera shared the men's basketball upcoming schedule that included a game against VCU in Richmond on Saturday, March 4 and their first game in the A10 Tournament on Thursday, March 9 in Pittsburgh. He encouraged the Board members to attend. He also noted that one of the Oscar nominated films for the best documentary was "13th" and the cinematographer was Hans Charles, Assistant Professor of Film and Video Studies at Mason.

VII. Closed Session

Rector Davis called for a motion to go into Closed Session and reported the Board would not be discussing Honorary Degrees and Special Awards as announced on the agenda. Vice Rector Peterson **MOVED** that Board go into Closed Session under the provisions of Section 2.2-3711.A.29 to discuss a Public Contract, Section 2.2-3711.A.8 to discuss Gifts pertaining to Naming Opportunities, Section 2.2-3711.A.7 for Consultation with Legal Counsel pertaining to possible litigation, and Section 2.2-3711.A.1 to discuss a Personnel Matter. The motion was **SECONDED** by Secretary Corley.

MOTION CARRIED UNANIMOUSLY BY VOICE VOTE

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

Board of Visitors
March 2, 2017
Page 10

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.

VIII. Adjournment

Rector Davis asked if there was any other business to come before the Board. Hearing none, he adjourned the meeting at 3:04 p.m.

Respectfully submitted,



Kathy Cagle
Secretary pro tem

Attachment 1: President's Report (15 pages)

Attachment 2: Resolution for Authorization of MAGNETOM Prisma 3T MTI Purchase (1 page)

Attachment 3: Resolution – Debt Management Policy Compliance (1 page)

Attachment 4: Gift Acceptance Policy (9 pages)

President's Report

March 2, 2017

Updates since the last regular board meeting – December 8, 2016

2016-2017 Goals

- **Financial Strength**

We are enrolling more students, changing more lives, producing more research, and contributing more to the community around us. Yet our financial resources continue to constrain us significantly. We receive significantly less funding per student from the state than our peers do. We charge students significantly less than our peers in tuition. And we haven't inherited the kind of endowment that can make up for the difference. The result is a spending capacity that is significantly inferior than our peers.

We have joined the ranks of the top-tier universities in the Nation and our students, faculty and staff, our alumni, and our community all expect us to deliver on that status: outstanding teaching, modern facilities, and world-class research. To date, we have mustered the ingenuity and persistence necessary to meet these expectations. Yet our resources are more fitting of the regional public university we once were than of the leading research university anchoring a sophisticated economic region that we have become. As the gap in our funding structure grows deeper, we find it harder and harder to devise solutions that mask this financial disparity and deliver on the promise that comes with being a research one university.

Having watched this university evolve over the past four and one-half years, I am astounded at what it (and its dedicated faculty and staff) can accomplish. But I am now convinced that something needs to be done to reset our financial structure. This is and will be the focus of my efforts for the foreseeable future...in Richmond, in Fairfax, and everywhere else that Mason touches. Now is the time to invest in Mason and I look forward to engaging you in this critical conversation, which must range from tuition expectations to our position within Virginia's system of higher education.

- **Enrollment**

Following a record enrollment in Fall 2016 which surpassed 35,000 students for the first time, Spring 2017 enrollment continued this positive trend. Total university enrollment is up approximately 2.7%. Undergraduate enrollment is up roughly 2.9% and graduate enrollment is up by 2.1%. The latter is especially encouraging because we were able to turn around a multi-year decline in graduate enrollments via an ambitious set of changes to our graduate admissions structure and processes. Finally, Law School enrollment is up by 8.7% including a dramatic increase in out-of-state enrollments (18.7%).

Our switch to the Common App and the broader recruitment and admissions reforms are showing even more promise for the Fall. Freshman applications are trending about 20% ahead of last year while graduate applications have been over 10% higher than 2016.

- **Strategic Ventures**

Our collaboration with NOVA, already one of the strongest of its kind in the Nation, has accelerated and we expect to announce an expanded cutting-edge transfer partnership sometime this Spring. We briefed a leading newspaper in February and are arranging a public announcement with the Governor over the next several weeks. A focus of our work in the short-term will be identifying the first set of undergraduate “guided pathway” programs.

We remain on track for a 2018 launch of six new online programs (four masters and two certificate) in collaboration with Wiley. We have made progress in our collaboration with ODU and SCHEV to design a state-wide, on-line degree completion platform. We launched an online portal in February and began some targeted advertising campaigns.

- **Fundraising**

We have raised a total of \$497M towards our campaign goal of \$500M, which we expect to reach sometime this Spring, well ahead of the planned end of the campaign in 2018. We have raised \$40.4M so far this year, up from \$35.4M a year ago, but do not project to be able to reach last year’s extraordinary numbers, that included two major naming gifts. Contributions to the endowment are \$2.3M and

we are currently working on a \$2.2M testamentary pledge that would put us ahead of the \$3M goal. The position of planned gift officer was filled, which has helped this year's performance.

In partnership with the University, the Foundation is finalizing a new spending model that will help heal our portfolio of underwater endowments and create a much more sustainable process going forward. This is an issue affecting all universities in foundations and we believe that our new model will put us ahead of the curve.

- **Research**

Research expenditures at the end of our second quarter are \$53.4M vs. \$56.8M last year, but sponsored awards are up: \$54.6M vs. \$52.3M. We are working to materialize and grow our partnership with INOVA and seek additional research funds from the Commonwealth. VP of Research Deb Crawford has engaged stakeholders on and off campus as she works on crafting a new research strategic plan. We have reached the final in a competitive, significant award in transnational security. While there is no guarantee that we will win the award, we are encouraged that our multidisciplinary approach is showing great promise.

- **Tuition and Fee Structure**

We have completed much of our survey work and have begun preliminary financial modeling. Projected reductions in state appropriations for the next few years will likely accelerate our timeline for reassessing tuition levels.

- **Executive Education**

As of January 31, revenues of \$5.3M account for 62% of the annual target revenue of \$8.6M. We are planning for the launch of the "Chief Learning Officer – Federal Government" program on or about April 1.

- **Communication and Engagement**

Campus engagement remains a high priority for us. The provost, the SVP and I have scheduled multiple meetings with faculty, students and staff. We continue to engage faculty and student leadership on important issues and my senior team and I have frequent contact with representatives from both groups.

- **Compensation and Well-Being**

The top priority of our engagement efforts in Richmond has been advocacy in support of increased compensation for faculty and staff. At this point, we believe we will be able to reward our faculty and staff with increased compensation for the third straight year. At the same time, we have made progress in identifying potential non-monetary benefits that could increase faculty and staff satisfaction and engagement.

- **Facilities**

We have begun design work on Robinson Hall. A preliminary design is scheduled for completion in Spring 2018.

Potomac Science Center remains on track for May 2017 completion.

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

- **Media Coverage**

Please check our weekly email update of major media hits.

Selected Faculty Achievements

Robert Baker, Pam Baker and Craig Esherick - US State Department Grant (nearly \$4M) in Area of Sport Diplomacy.

Associate Professor Rachel L. Brand of the George Mason University Antonin Scalia Law School was nominated on January 31, 2017 by President Donald Trump to be Associate Attorney General of the United States, the third-ranking official in the Department of Justice.

Natalie Burls (College of Science) has been named a 2017 Sloan Foundation Fellow in Ocean Sciences (<https://sloan.org/fellowships>), one of 126 awarded to early-career researchers this year (2-year, \$60,000).

The antitrust faculty of Mason's Antonin Scalia Law School is the most cited in the nation based on new data from foundational work compiled by Professor Gregory Sisk at the University of St. Thomas School of Law (Minnesota) and reported in July 2016 by University of Chicago's Brian Leiter's Law School Reports.

Andrew Guccione, chair of the Department of Rehabilitation Science, was appointed to the National Research Advisory Council, which advises the Under Secretary for Health and the Secretary of Veterans Affairs on research and development sponsored and/or conducted by the Veterans Health Administration.

Helon Habila - Winner, Windham-Campbell Prize for Fiction, 2015, won the Commonwealth Writers' Prize Best First Book, for his first novel.

Bijan Jabbari received a US Patent for Label Switched Packet Transfer Device (Patent No. US 8971327 B2, US 9515915 B2).

Sushil Jajodia, Rajesh Ganesa and Hemant Purohit were awarded a \$1.2M grant by the US Office of Naval Research for Believable Fake Scientific Document Generation by Exploring Data Semantics.

Sally Keith - A 2016 Guggenheim Fellow; has also been awarded fellowships to the BreadLoaf Writer's Conference, a Pushcart Prize, and the Denver Quarterly's Lynda Hull Award.

David Kravitz was designated a Fellow of Division 8 of the American Psychological Association (APA). APA states that "Fellow status is an honor bestowed upon APA members who have shown evidence of unusual and outstanding contributions or performance in the field of psychology."

Tom Lovejoy, Department of Environmental Science and Policy, was awarded the National Council for Science and the Environment Lifetime Achievement Award January 2017, and was also recognized and thanked for his service by President Obama as a Department of State Science Envoy.

Eric McGlinchey was awarded a \$1.5M grant by the Minerva Research Initiative for Russian, Chinese, Militant, and Ideologically Extremist Messaging Effects on United States Favorability Perceptions in Central Asia.

Danny Menasce, University Professor of Computer Science, was a recipient of a 2017 Outstanding Faculty Award from SCHEV. A story about the award can be found here: <https://volgenau.gmu.edu/news/314331>

Len Nichols, director of the Center for Health Policy Research and Ethics and professor of health policy, was appointed to the Physician-Focused Payment Model Technical Advisory Committee. The committee will provide comments and recommendations to the Secretary of Health and Human Services on physician payment models.

Mikell Paige, Department of Chemistry and Biochemistry, was awarded \$2,393,448 by the U.S. Department of Health and Human Services for Discovery of New Anti-Inflammatory Agents to Treat COPD.

Bill Roeting and **Mark Pullen** were awarded a \$1.5M grant by the US Air Force for Close Air Support Experimentation Campaign: Travel.

Jessica Rosenberg, Department of Physics and Astronomy, is serving as an AAAS Science and Technology Policy Fellow at the National Science Foundation in the Office of the Director.

Richard Rubenstein was awarded an Honorary Doctor of Literature by the University of Malta in 2016. (He was also named Faculty Member of the Year by the Mason Alumni Association!)

Maureen Schepis - US Department of Education Special Education Grant (\$2.M+).

Michael Summers, Department of Physics and Astronomy, as a part of the New Horizons Team, was awarded the Carl Sagan "Cosmos Award" for Science Communication 2016 NASA Group Achievement Award by the Planetary Society.

Rebecca Sutter, Nursing, received the American Association of Nurse Practitioners' 2017 State Award for Excellence for Virginia.

James Thompson and **Siddhartha Sikdar** (VSE) were awarded a \$1.6M grant by the National Science Foundation for MRI: Acquisition of a 3-T MRI for Integrative Brain-Body Imaging.

VSE's Learning Agents Center was awarded a \$7.4M grant from IARPA for the project "Co-Arg: Cogent Argumentation System with Crowd Elicitation." The faculty members involved were **George Tecuci**, **Mihai Boicu**, **Dorin Marcu**.

<https://volgenau.gmu.edu/news/320681>

Adj. Professor Koren W. Wong-Ervin, Director of the Global Antitrust Institute at George Mason University Antonin Scalia Law School, has been recognized by *Global Competition Review* (GCR) as one of the top 100 Women in Antitrust Law worldwide for 2016. GCR is the world's leading antitrust and competition law journal and news service.

Legislative Update – State:

- **December 16:** Attended a breakfast reception hosted at Mason's Richmond Office that included Delegates Lascrese Aird, Lamont Bagby and Betsy Carr, as well as several Capital Square alumni, JJ Davis and David Moore. Following breakfast, met with Delegate Scott Garrett, attended the Governor's Budget Announcement and met with Lt. Governor Ralph Northam. SVP Davis and AVP Moore attended the Governor's Budget Announcement and a luncheon with other Finance leaders from other higher education institutions. Mark Smith attended the Virginia FREE luncheon while Sabena Moretz attended a briefing of higher education legislative liaisons.
- **January 12:** Met with Senators Dick Saslaw and Tommy Norment and Delegates Charniele Herring, Jackson Miller and Tag Greason.
- **January 16:** In collaboration with Dr. Scott Ralls of Northern Virginia Community College, presented to the Northern Virginia Delegation on the topic of the partnership between our two institutions. More than 20 legislators attended the briefing.
- **January 24:** Hosted an alumni reception attended by 9 Delegates, 2 Senators and an additional 40 guests that included alumni, friends of the institution and legislative and agency staff. Provost David Wu, Vice President for Research Deb Crawford and Associate Provost Janette Muir also attended to interact with our guests.
- **January 25:** Successful Mason Lobbies event with a group of about 50 enthusiastic participants who were greeted by Senator Jeremy McPike and Lt. Governor Ralph Northam. In small groups, they visited 21 Senate and 30 House members' offices. After the students had departed, attended additional meetings that included Delegates Rich Anderson and Scott Lingamfelter, Senator Steve Newman and money committee higher education analysts April Kees (Senate) and Tony Maggio (House).
- **February 2:** Met with Delegate Steve Landes, House Appropriations Chair Chris Jones and Senate Education Chair Steve Newman. Also met with Lt. Colonel Tracy Russillo, a Mason alumna and the #2 ranking individual within the Virginia State Police, as well as the highest ranking female officer in Virginia State Police history.
- **February 9:** Met with Senators Dick Saslaw, Janet Howell and Frank Ruff, as well as Delegate Tag Greason.
- **February 16:** Met with Senators George Barker and Janet Howell, Delegates Tag Greason and Tim Hugo. Attended Open House events that were hosted on the same day by representatives from S-CAR and the Small Business Development

Center Network where I met Senator Jeremy McPike, and Delegate Sam Rasoul, Brenda Pogge, Riley Ingram, Ken Plum, Mark Sickles and Mark Keam. Had the opportunity to testify before the Senate Finance Committee on behalf of HB2262, the Online Virginia Network governance bill. Attended the SCHEV Outstanding Faculty Award Luncheon in which Danny Menasce (University Professor, Computer Science) was honored as the 2017 SCHEV Outstanding Faculty Award recipient.

Several other Mason administrators were also engaged on important legislative matters:

- **January 10 & February 17:** Vice President for Government & Community Relations Paul Liberty represented the University at Go Virginia meetings.
- **February 1:** Representatives from the Mason Enterprise Centers and Office of Military Services anchored a team who made a presentation to the Legislative Veterans Caucus after which an Open House was held to highlight the University's many initiatives that support our veteran students as well as veterans in the larger community. Included were representatives from cyber security, nursing, the Veterans in the Arts initiative, the Office of Military Services.
- **February 8:** Dr. Elise Miller-Hooks, Hazel Chair of Infrastructure Engineering met with Secretary of Health and Human Resources Bill Hazel and Secretary of Transportation Aubrey Layne.
- **January 30:** Dr. Michelle Marks visited Richmond to testify before the House Appropriations Committee on behalf of HB2262. This was in addition to testimony at several sub-committee level meetings with the Patron.
- **February 13:** Dean Henry Butler had a day of meetings with the individuals from the Administration and legislators.
- **February 23:** Vice President for Research Deb Crawford attended the Virginia Research Investment Fund meeting.

Beyond Mason Lobbies, students participated in activities as well:

- **February 1:** Two representatives of student media, Fareeha Rehman and Lottye Lockhart, were included in a luncheon at the Executive Mansion with Governor McAuliffe.
- **February 10:** Students from The Roosevelt Institute chapter had meetings with several legislators and Lt. Governor Ralph Northam.

Looking ahead:

February 25 Anticipated adjournment of the General Assembly
April 5 Reconvened Session

Legislative Update – Federal:

Senator Kaine Immigration Forum – Together with Visitors Witeck and Peterson, I welcomed Senator Tim Kaine to campus on Friday, February 10. Senator Kaine conducted a forum on the President’s Executive Order banning travel to the U.S. from seven Middle Eastern countries, which directly affected 87 students and exchange visitors. Approximately 100 students and faculty attended. Senator Kaine spoke, heard several student testimonies and took questions and comments from the audience.

Mason’s Actions Regarding the Immigration Executive Order – Two statements have been generated to the campus community (subsequently posted on several higher education websites) on the Executive Order banning travel to the U.S. from seven Middle East countries. I also appeared on PBS News Hour, signed a letter by the American Council on Education to Secretary of the Department of Homeland Security John Kelly, and communicated via Mason Federal Government Relations with Senator Warner’s staff on the numbers of students impacted by the Executive Order.

Preserving the National Endowment for the Humanities – The College of Humanities and Social Sciences is opposing efforts by the administration to terminate the National Endowment of the Humanities (NEH) as reported in the media. The Endowment is one of the largest and most influential funders of humanities programs in the United States. Since 2000, George Mason University faculty have received 50 awards totaling over \$7 million which have been used to carry out diverse projects using a wide range of approaches, including: Mason’s Digital Humanities; sponsoring seminars and institutes for college, university and school teachers; scholarly research; and a special program focusing on the recovery struggles of war veterans. The Dean of the College, Debbie Boehm-Davis has written to Senators Tim Kaine and Mark Warner, and to Representatives Rob Wittman, Don Beyer, Barbara Comstock, and Gerry Connolly.

External Activities:

- Along with JJ Davis, Janet Bingham and Visitor Peterson, met with S&P representatives in New York to share Mason’s story and provide a summary of Mason’s State and Foundation Finances.
- Attended a working dinner at the home of the Spanish Ambassador, Ramón Gil-Casares, which was also attended by new Foreign Minister Alfonso Dastis.
- Met with A10 Commissioner Bernadette McGlade.
- Attended the Visitation and Memorial Reception, which was held on the SciTech campus, for Senator Chuck Colgan.
- Joined 12 business leaders at the Board of Trade Executive Breakfast.

- Participated in a lunch hosted by former BOV member, Siddique Sheikh, to honor Pakistan’s Ambassador to the United States, Mr. Jalil Abbas Jilani.
- Traveled to Monterrey, Mexico and participated in meetings with Monterrey Tech representatives on a variety of topics that included online, graduate programs, executive education, academic programs and becoming a wellbeing university.
- Appeared on the PBS News Hour; primary topic of the interview was the impact on our students due to the recent Executive Order, along with linking immigration, innovation and economic growth in the United States.
- Provided welcome remarks at the 24th Cardinal Bank/Mason Economic Conference. Governor McAuliffe was in attendance and Mason’s own Stephen Fuller and Terry Clower presented.
- Along with nine other APLU presidents, met with new Secretary of Education, Betsy DeVos.
- Participated in several Federal Reserve Bank Board sessions to include telephone conferences and in-person meetings as well as new Director orientation programs in Richmond and in Washington DC with Chairman Yellen and other governors.
- Co-chaired with Virginia Tech president Sands various meetings of the Virginia Business Higher Education Council “Growth for All” taskforce.
- Participated in various development activities/cultivation dinners and visits with donors and business CEOs.
- Attended sessions of the 123 Club.

Internal/Campus-Related Activities & Speaking Engagements:

- 2016 President’s Circle event and Mason’s Annual Holiday Concert.
- George Mason University Foundation Board of Trustees meetings.
- University holiday gatherings at Fairfax and SciTech.
- Annual holiday gathering at the Mathy House.
- Patriot Club Athletics Scholarship Reception.
- Winter Management Board Meeting of 4VA.
- Two winter graduation ceremonies with Tony Nicely and Sheila Johnson participating as speakers.
- Honors College Winter Reception.
- Diversity Inclusion Leadership Council meeting.
- With approximately 100 Mason students and VPs Williams and Pascarell, toured the National Museum of African American History and Culture.

- Inaugural Entrepreneurship at Mason session sponsored and hosted by Nicole Geller in support of our new entrepreneurship programs and the new Mason Innovation eXchange (MIX) space in the old Fenwick library.
- President's Student Advisory Group (including JJ Davis) focusing on tuition, budget-related challenges, the new budget model and revenue-generating retail. We also shared a lively conversation on the topic of the recent Executive Order/immigration ban.
- Opening of the Mason Club, an on-campus dining facility that brings faculty and staff together (a complimentary membership has been provided to Board members).
- Private reception with Visitor Witeck and students affected by travel ban prior to Senator Tim Kaine's forum.
- First Pitch Dinner, an annual Athletics event that supports Mason's baseball program featuring Hall of Famer, George Brett.
- Homecoming activities.
- Student Experience Redesign Symposium aiming at strengthening students experience to increase student satisfaction and success.
- Along with President Scott Ralls (Northern Virginia Community College), was interviewed by Danielle Douglas-Gabriel of the Washington Post on the Mason/NOVA Partnership.
- Strategic discussions with representatives of INTO and tour of the Global Center.
- Leadership Legacy cohort session addressing the topic of leadership, ethics and priorities.
- Annual Black Excellence Gala celebrating diversity and the achievements of some of the most dynamic members of the Mason community.
- Honors College "Celebration of Excellence" event for admitted students considering enrollment in the college for the upcoming fall semester.
- Half-day retreat with the senior team to review goals, current progress and discuss achievements and challenges.
- "Conversations with Tyler Cowan" series featuring Malcolm Gladwell and dinner with speakers and leading media experts.
- President's Council sessions.
- Various A10 Presidents Council meetings.
- Numerous men's and women's basketball games.

Outside Board Service:

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

Select Upcoming Events:

- A10 Men's Basketball Tournament, Pittsburgh, PA – March 9-12
- Annual Scholarship Dinner – March 30
- CVPA Dance Gala – March 31
- Hylton Performing Arts Center Anniversary Gala – April 1
- Celebration of Distinction – April 26
- Next Regular BOV Meeting – May 11
- Commencement – May 20

Institution Name	State	Institutional Control	Median SAT Score (2014)	Percent Fell Among First-Time, Full-Time Freshm. (2014)	Percentage of Birth Freshmen (By Weighted Average: 2012, 2013, 2014)	Grad Rate for Black Students (By Weighted Average: 2012, 2013, 2014)	Completion Gap Between Black/White Students (By Weighted Average: 2012, 2013, 2014)	CRO Peer Differential for Grad Rate Among Black Students (percentage points)
Georgia State University	GA	Public	1050	57.0%	29.5%	55.5%	-6.1	+13.1
Winthrop University	SC	Public	1030	44.3%	25.4%	56.2%	-3.5	+16.0
CUNY John Jay College of Criminal Justice	NY	Public	950	63.4%	18.2%	45.4%	-3.1	+12.2
University of North Carolina at Greensboro	NC	Public	1029	47.8%	22.6%	57.7%	-3.0	+18.6
Francis Marion University	SC	Public	838	65.5%	43.4%	43.2%	-2.7	+14.7
University of South Florida—Main Campus	FL	Public	1168	39.7%	10.8%	63.7%	-2.1	+15.3
University of South Carolina—Aiken	SC	Public	873	45.3%	27.8%	42.6%	-1.8	+11.3
SUNY at Albany	NY	Public	1102	36.9%	9.2%	57.2%	-1.8	+21.0
University of California—Riverside	CA	Public	1078	55.3%	8.0%	69.5%	-1.7	+21.1
Kaiser University—Ft Lauderdale	FL	Private Nonprofit	N/A	77.1%	27.6%	49.4%	-1.4	+18.9
George Mason University	VA	Public	1155	25.2%	7.5%	65.7%	0.3	+11.9
SUNY Buffalo State	NY	Public	975	59.5%	16.5%	48.0%	0.9	+10.4

Fairfax, Va. – George Mason University has been named one of the nation's best universities for graduating black students at the same rate as white students, according to a report released today by The Education Trust.

George Mason was listed among the 18 top-performing institutions in the nation in this area with a graduation rate for black students that is just 0.3 percent behind that of whites. The study looked at 676 traditional public and private nonprofit institutions.

"We take pride in the fact that there is no disparity among our students regardless of ethnicity or socioeconomic status," George Mason President Ángel Cabrera said. "We are a world-class research university that defines success by how many people with potential we can help be successful no matter where they come from."

The study -- "A Look At Black Student Success: Identifying Top- and Bottom-Performing Institutions -- examined graduation data from 2012-14 and used weighted three-year averages to account for year-to-year cohort size differences on the data.

Mason graduated 65.7 percent of its black students in the period examined, the third-highest rate among the top-performing institutions. Compared with institutions with similar enrollment, test scores and Pell Grant recipients, Mason serves twice the number of black full-time freshmen, who achieve graduation rates that are more than 20 points higher.

Mason officials cited several reasons for the positive outcomes. Key among them is the Early Identification Program, a partnership of 35 years with seven surrounding school districts that provides access to educational resources for middle and high school students who will be first in their families to attend a college or university.

Mason's Student Transition Empowerment Program from the Office of Diversity, Inclusion and Multicultural Education is an initiative that enhances the recruitment, engagement and retention of first-generation students.

The availability of institutional programs and co-curricular activities that support diversity and diverse experiences were also important in understanding why Mason has no gap between white students and those from underrepresented minorities, reported the "Equity and Graduation Project," a study from Mason's University Life office.

David Burge, Mason's vice president for enrollment management, also noted that students from underrepresented minorities make up more than 50 percent of the university's population, which can help create a more inclusive atmosphere.

"You can authentically say we are a diverse place," Burge said. "(Students) look around and they see a healthy community."

"We're proud of where we are but don't want to rest there," said Julian R. Williams, Mason's vice president for compliance, diversity and ethics. "We understand students, regardless of background, are going to experience the campus differently, and we want to continue to provide a really high level of quality service and quality academic advising to students as well."

The Education Trust previously recognized Mason for a six-year graduation rate of its Pell Grant recipients that is four percentage points higher than the graduation rate of its students who do not qualify for the grants.

For more information, contact Damian Cristodero at 703-993-9118 or dcristod@gmu.edu.

About George Mason

George Mason University is Virginia's largest public research university. Located near Washington, D.C., Mason enrolls 35,000 students from 130 countries and all 50 states. Mason has grown rapidly over the past half-century and is recognized for its innovation and entrepreneurship, remarkable diversity and commitment to accessibility.

RESOLUTION
OF THE
BOARD OF VISITORS OF GEORGE MASON UNIVERSITY

WHEREAS, the University desires to enter into a contract with Siemens Medical Solutions USA, Inc. (the "Contract"), to acquire a MAGNETOM Prisma 3T whole body Magnetic Resonance Imaging scanner ("MRI"); and

WHEREAS, the National Science Foundation has awarded the University a grant of approximately \$1,640,000 to pay for part of the cost of such MRI, and, as a condition of the award, the University must pay the balance of the cost in an amount of approximately \$800,000; and

WHEREAS, the total cost of such Contract will exceed \$2,000,000;

The Board of Visitors hereby delegates to the President or the Senior Vice President for Administration and Finance the authority to enter into such Contract in an amount not to exceed \$2,500,000.

Adopted: March 2, 2017



Kelly McNamara Corley
Secretary
Board of Visitors
George Mason University

**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.

Adopted: March 2, 2017



Kelly McNamara Corley
Secretary
Board of Visitors
George Mason University

Gift Acceptance Policy – Draft Revision – FY 2017

Responsible Offices:

University Advancement and Alumni Relations (advancement) and the George Mason University Foundation, Inc. (foundation)

Procedures:

- George Mason University Foundation, Inc. Gift and Other Revenue Financial Procedures
- George Mason University Foundation, Inc. Gift-In-Kind Procedures
- George Mason University Foundation, Inc. Real Estate Review Procedures
- George Mason University Foundation, Inc. Board of Trustees Real Estate Committee Charter
- George Mason University Foundation, Inc. Board of Trustees Investment Committee Charter

Related Law and Policy:

- Virginia Code § 23.1-1301. Governing boards; powers. <http://law.lis.virginia.gov/vacode/23.1-1301/>
- Donor Bill of Rights <http://www.afpnet.org/ethics/enforcementDetail.cfm?ItemNumber=3359>
- Association of Fundraising Professionals' Code of Ethical Standards <https://www.afpnet.org/files/ContentDocuments/CodeofEthics.pdf>
- CASE Reporting Standards and Management Guidelines for Educational Fundraising http://www.case.org/Samples_Research_and_Tools/CASE_Reporting_Standards_and_Management_Guidelines.html
- The Code of Ethics for George Mason University Foundation, Inc. http://fasterfarther.gmu.edu/wp-content/uploads/2015/09/gmuf_codeofethics07.pdf
- IRS Publication 526 – Charitable Contributions <https://www.irs.gov/pub/irs-pdf/p526.pdf>
- Generally Accepted Accounting Principles (GAAP) as codified by the Financial Accounting Standards Board (FASB) <https://asc.fasb.org>

I. Scope

This policy applies to all philanthropic gift activities of the university and the foundation.

II. Policy Statement

Private philanthropy is a critical component of the university's success and ability to achieve its mission. This policy serves to advise university and foundation personnel who assist in the gift planning, solicitation and recording processes in order to ensure that gifts are accepted in accordance with university objectives.

III. Responsibilities

- A. Principles of Fundraising – All university personnel will act in a professional manner and treat donors with respect. The university subscribes to the principles presented in the Donor Bill of Rights, which was created by the Association of Fundraising Professionals, the Association for Healthcare Philanthropy, the Council for Advancement and Support of Education (CASE) and the Giving Institute. Advancement staff will abide by the Association of Fundraising Professionals' Code of Ethical Standards. Representatives of the university will use their best judgement to help donors make informed gift decisions.
- B. Role of the Foundation – The foundation was established in 1966 to assist the university in generating private support and to manage, invest, and administer private gifts, including endowment and real property. Foundation staff abide by the George Mason University Foundation Code of Ethics in their support of the university.

C. Gift Acceptance Committee

1. Committee Members – The Gift Acceptance Committee is comprised of:
 - the president of the foundation and vice president for advancement and alumni relations of the university;
 - the university provost;
 - the senior vice president for administration and finance of the university;
 - the controller of the university;
 - the chief financial officer of the foundation;
 - the associate vice president of university advancement and alumni relations of the university;
 - the associate vice president of advancement and executive campaign director of the university;
 - one of the deans currently serving as a representative on the foundation’s Board of Trustees;
 - and the faculty member currently serving as a representative on the foundation’s Board of Trustees.

Each committee member will serve a term consistent with his or her tenure in the office or position specified above. The vice president for advancement and alumni relations, who also serves as the president of the foundation, will serve as chair of the Gift Acceptance Committee. The university’s executive director of donor relations and advancement communications will serve as the staff liaison to the committee. The required membership of the Gift Acceptance Committee may change based on current staffing levels with approval from the university’s vice president for advancement and alumni relations. A quorum is defined as a majority of the committee in attendance in person or by telephone.

2. Role of the Committee – The Gift Acceptance Committee is responsible for the implementation of the gift acceptance policy as authorized by the university’s Board of Visitors and its president. The Gift Acceptance Committee will convene periodically to review for acceptance certain non-standard gifts, gifts of real and personal property and gift plans. The majority of gifts received by the foundation are for existing programs, are documented with a customary gift agreement and do not require review and approval of the Gift Acceptance Committee.

IV. Forms of Giving

- A. Cash and cash equivalents – All charitable gifts contributed in the form of cash, checks, money orders, electronic fund transfers, and credit or debit card transactions are recorded and acknowledged in accordance with foundation procedures and IRS regulations.
- B. Publicly traded securities – Gifts of publicly traded securities are based on the fair market value of the securities on the date of receipt. Publicly traded securities are valued, recorded, receipted and acknowledged in accordance with foundation procedures and IRS regulations. Securities are liquidated as soon as practicable by the foundation’s broker unless otherwise directed by the president of the foundation.
- C. Non-liquid business interests – Closely held or restricted securities, sole proprietorships, general or limited partnership interests, S corporation stock, and real estate investment trusts

may be accepted as contributions only after review and approval by the Gift Acceptance Committee. Such gifts are valued, recorded, receipted, and acknowledged in accordance with foundation procedures and IRS regulations.

- D. Real estate – Gifts of real estate are considered for acceptance on a case-by-case basis. Real estate may be contributed outright, through a bargain sale arrangement, or conveyed through a planned or charitable giving arrangement. The Gift Acceptance Committee will approve or decline a prospective gift of real estate based upon the recommendation of the foundation's Real Estate Committee. Real estate gifts are valued, recorded, receipted and acknowledged in accordance with foundation procedures and IRS regulations.
- E. Tangible personal property – Gifts of tangible personal property (gifts-in-kind) with a value in excess of \$100,000 require the approval of the Gift Acceptance Committee. Gifts-in-kind with a value less than \$100,000 may be accepted with the approval of the appropriate dean or officer of the university. Gifts of tangible personal property are generally gifted to the university to provide resources that will enhance programs. The foundation reserves the right to sell, exchange or otherwise dispose of donated personal property; however, it is advised that gifts of tangible personal property not be accepted if it is the intention that they are to be sold within three years of receipt of the property. Gifts of tangible personal property received by the foundation are valued, recorded, receipted, and acknowledged in accordance with foundation procedures and IRS regulations.

V. Ways of Giving

- A. Outright Gift – A voluntary and irrevocable transfer of cash, publicly traded securities, non-liquid business interests, real estate or tangible personal property without the expectation of, or receipt of, direct economic benefit.
- B. Matching Gift – Many companies have matching gift programs that will match employee donations to 501(c)(3) organizations (foundation) or educational institutions (university).
- C. Pledge – A promise to make a gift over a period of time or at a future date. The pledge agreement outlines the amount of the gift, any donor designations, and the anticipated payment date or dates. A pledge may be unconditional, conditional or an intention to give. A conditional pledge is a promise to give only if future and uncertain conditions are met. Donor imposed designations are not the same as conditions. An intention to give is considered a revocable agreement. Unconditional pledges are recorded for accounting purposes in accordance with generally accepted accounting standards as codified by FASB. All pledge types are recorded for recognition purposes in the fundraising database in accordance with advancement and foundation procedures.

Pledges may be accepted for established university programs or purposes. The pledge payment schedule typically does not exceed 5 years. Payment schedules exceeding 5 years should be reviewed by the Gift Acceptance Committee. Pledges for new or not yet existing programs, or otherwise non-standard agreements exceeding \$100,000 must be approved by the Gift Acceptance Committee.

- D. Philanthropic Grant – Grant support from externally sponsored agreements which are charitable in nature are reported as contributions by advancement and the foundation. Pledge and payment information for such agreements will be provided to advancement and the foundation by the university Office of Sponsored Programs.

- E. Deferred (Planned) Gift – A gift which the foundation will receive at a future date (usually upon the death of the donor or beneficiary) or over a period of time. Deferred gifts include: bequests and retirement plan designations, life insurance policies, charitable gift annuities, charitable remainder trusts, charitable lead trusts and remainder interests in real property.
1. Bequests and Retirement Plan Designations – The foundation accepts charitable bequests and retirement plan designations and will abide by donor designations indicated in the related documents, assuming such designations are applicable to current programs within the university and do not violate university policy, federal, state or local laws. If the intended use falls outside of the law and university policy, the university will adhere to the laws and regulations of the Commonwealth of Virginia regarding such matters.
 2. Life Insurance Policies – The foundation accepts gifts of life insurance policies in cases where the foundation is named as both the owner and beneficiary, the policy is fully paid, and donor designations are for an established university program. Exceptions to this policy must be approved by the Gift Acceptance Committee. Donations of life insurance policies and contributions made to pay life insurance policy premiums will be valued, recorded, receipted and acknowledged in accordance with foundation procedures and IRS regulations.
 3. Charitable Gift Annuities – The foundation and university advancement may promote and establish gift annuity contracts with donors in accordance with applicable federal law, IRS regulations and the laws and regulations of the Commonwealth of Virginia. The minimum contribution to fund an immediate gift annuity contract or a deferred payment gift annuity contract will be established by the Gift Acceptance Committee and may be adjusted at its discretion. All gift annuity contracts must be approved by the president and the controller of the foundation. The distribution rates will conform to the published rates of the American Council of Gift Annuities (ACGA). Any deviation from the ACGA rates must be approved by the Gift Acceptance Committee. Donations to establish charitable gift annuities will be valued, recorded, receipted and acknowledged in accordance with foundation procedures and IRS regulations. See Appendix A for current levels of required funding.
 4. Charitable Remainder Trusts – The foundation may accept and administer contributions to charitable remainder trusts (CRT) in accordance with applicable federal law, IRS regulations, and the laws and regulations of the Commonwealth of Virginia. The foundation may serve as a trustee for charitable remainder annuity trusts (CRAT) or charitable remainder unitrusts (CRUT) only if it is named as a vested remainder beneficiary of at least 51 percent of the remainder value of the trust. Exceptions to this policy must be approved by the Gift Acceptance Committee. The minimum contribution to fund a charitable remainder trust will be established by the Gift Acceptance Committee and may be adjusted at its discretion. See Appendix A for current levels of required funding.

The Gift Acceptance Committee is authorized to establish CRT payout rates. All CRT payout rates established by the foundation must conform to applicable federal law, IRS regulations, and the laws and regulations of the Commonwealth of Virginia. Contributions of real estate to a CRT must be approved by both the Board of Trustees Real Estate Committee and the Gift Acceptance Committee. Any costs associated with the sale of real estate within a CRT will be charged to the trust's principal.

5. Charitable Lead Trust – University advancement may promote the use of charitable lead trusts (CLT) to donor prospects as a means of reducing income or estate taxes and providing support to the university at the same time. Income produced by a CLT for the benefit of the university may be restricted and designated in accordance with policies established for any other contribution. The foundation does not serve as trustee of CLTs. Any exception to this policy must be approved by the Gift Acceptance Committee. See Appendix A for current levels of required funding.
6. Remainder Interest in Personal Residence or Farm – University advancement may solicit gifts of remainder interests in personal residences or farms if the donor or other life tenant agrees in writing to be responsible for all maintenance, insurance, taxes and other costs associated with the property during the life tenancy. Gifts with a retained life estate must conform to other university and foundation policies regarding gifts of real estate. Gifts of remainder interests in personal residences or farms will be valued, recorded, receipted and acknowledged in accordance with foundation procedures and IRS regulations.

VI. Reporting

- A. Fundraising: Annual and Campaign Reporting – Total fundraising in support of the university for gift credit is the total of all new outright gifts, matching gifts, pledge commitments, philanthropic grants and deferred gifts documented in writing during the reporting period. Verbal pledges or commitments will not be recorded in giving totals. The amount of actual charitable receipts is reported separately and is the sum of all cash and cash equivalents, marketable securities, real estate and tangible personal property received in the reporting period, including payments on pledges.
- B. CASE Voluntary Support of Education (VSE) Survey – The CASE Reporting Standards and Management Guidelines for Educational Fundraising govern the management and reporting of gifts for the annual CASE VSE Survey.
- C. CASE Survey of Educational Fundraising Campaigns – The CASE Reporting Standards and Management Guidelines for Educational Fundraising govern the management and reporting of gifts for the CASE Survey of Educational Fundraising Campaigns.
- D. Foundation Financial Statements – All philanthropic activity is accounted for in accordance with GAAP as codified by the FASB.
- E. Foundation Gift Receipts – Gift receipts are provided to donors for their tax preparation purposes and are prepared in accordance with IRS regulations. Additional letters of thanks may be generated in alternative formats.

VII. Capital Gifts – Capital gifts support construction, renovation or refurbishment of campus facilities. Such gifts help the university to provide excellent and up-to-date environments for teaching, learning, research, and community life.

VIII. Endowment Funds and Minimums

- A. Endowment Funds – The foundation defines and manages its true and quasi-endowments in accordance with the Uniform Prudent Management of Institutional Funds Act (UPMIFA) as adopted by the Commonwealth of Virginia, and GAAP as codified by FASB. Endowments may be designated by the donor for a restricted purpose in any school, college, department or

program within the university and may be named in honor of donors or their designees. Endowments are governed by a written gift agreement executed by the original or lead donor, the foundation, and the university. Endowment funds are invested and managed by professional investment advisors with the oversight of the Investment Committee of the foundation's Board of Trustees.

- B. **Endowment Minimums** – Endowments require a minimum level of funding to be established. The Gift Acceptance Committee is authorized to update these amounts as necessary. See Appendix A for current levels of required funding.

- IX. Naming Opportunities** – Naming opportunities require a minimum level of funding to be established. The Gift Acceptance Committee is authorized to update these amounts as necessary. See Appendix B for current levels of required funding.

- X. Compliance** – Adherence to this policy is the responsibility of all university staff involved in soliciting, documenting and accepting gifts. At each step in the drafting of a gift agreement, the pertinent staff (i.e. fundraisers, reviewers, signatories) will review the terms of each gift and strive to ensure that gifts are compliant with this policy, with IRS regulations, and with FASB requirements.

- XI. Forms** – N/A

XII. Dates

- A. **Effective Date:**

May 8, 2008; Revised and Approved December 1, 2010; Revised and Approved March 2, 2017

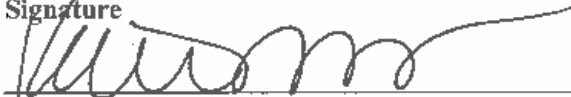
- B. **Date of Most Recent Review by Gift Acceptance Committee:**

January 18, 2017

XIII. Timetable for Review and Revision

This policy, related procedures and Appendix A and B shall be reviewed at least biennially by the Gift Acceptance Committee. Revisions to this Policy may be approved by the Development Committee of the Board of Visitors.

XIV. Signature



Kelly McNamara Corley, Secretary, George Mason University Board of Visitors

3-2-17

Date:

Appendix A – George Mason University Required Endowment and Deferred (Planned) Gift Minimums

I. Endowments ⁽¹⁾

The foundation defines and manages its true and quasi-endowments in accordance with the Uniform Prudent Management of Institutional Funds Act (UPMIFA) as adopted by the Commonwealth of Virginia, and GAAP as codified by FASB. Endowments may be designated by the donor for a restricted purpose in any school, college, department or program within the university and may be named in honor of donors or their designees. Endowments are governed by a written gift agreement executed by the original or lead donor, the foundation, and the university. Endowment funds are invested and managed by professional investment advisors with the oversight of the foundation Investment Committee.

Endowments require a minimum level of funding to be established (table below). The Gift Acceptance Committee establishes the minimum required levels and updates the amounts periodically. Gifts may be made over a period of up to five years or through other means as described in University Policy 1123 – Gift Acceptance Policy. The Gift Acceptance Committee will review for acceptance non-standard endowment proposals on a case by case basis.

Endowment Type ⁽²⁾	Endowment Minimum
General Restricted Endowment – Established for a donor’s designated purpose that is approved by the university, may be scholarship or program related	\$25,000
Endowed Lectureship – Established to provide program support for a lecture series, may include travel and honoraria, publication and reception costs	\$50,000
Endowed Fund for Undergraduate Scholarships (est. 50% tuition costs)	
In State Students	\$175,000
Out of State Students	\$325,000
Endowed Fund for Graduate Fellowships (est. 50% tuition costs)	\$175,000 - \$350,000
Endowed Fund for an Athletic Team – Established for general support of a specific athletic program	\$100,000
Endowed Fund for Head Coach Position – Established for general support of a coaching position in a particular sport	\$250,000 - \$1,000,000
Endowed Fund for Faculty Research – Established to fund research costs and related support for specified faculty or programs	\$250,000
Endowed Faculty Fellowship – Established to support academic endeavors for specified faculty and his or her programs	\$150,000

Endowed Professorships / Chairs – Established to support academic endeavors for specified professors and their programs or supplemental support for specified professors named to a chair position

	\$500,000
Endowed Term Professorship	\$1,500,000
Endowed Professorship	\$2,000,000
Endowed Chair	

Endowed University Executive Funds – Established to provide a discretionary fund for a university leader to utilize to enhance his/her strategic objectives

Endowed President's Fund for Excellence	\$10,000,000
Endowed Provost's Fund for Excellence	\$5,000,000
Endowed Dean's Fund for Excellence	\$1,000,000

II. Deferred (Planned) Gifts

Charitable Gift Annuity	\$25,000
Charitable Remainder Trust	\$100,000
Charitable Lead Trust	\$1,000,000

(1) Endowment assets are invested in a widely-diversified portfolio managed by independent financial advisors. The endowment spending policy seeks to ensure that the present value of existing funds grows at a rate that exceeds inflation while generating a predictable stream of spendable income. The current spending or payout rate is four percent of the three-year rolling average of the market value for endowments with a fair market value (FMV) equal to or exceeding the corpus value. Any earnings in excess are reinvested in the endowment. A two-percent spending rate will apply for those accounts with a FMV below the original gift value, but not less than 80 percent of the corpus. If the FMV has diminished below 80 percent of the corpus, no distribution will be made.

(2) The minimum for creating a new non-endowed gift fund is \$5,000. Such funds may be used to support scholarships, prizes, awards and programs.

Appendix B – George Mason University Philanthropic Naming Opportunities

I. General Policy

A philanthropic naming opportunity is an invitation to a donor (or donors) to name a school/college, facility (such as a building or classroom), center, institute or other program (such as an Honors Program) in honor or memory of the donor or someone the donor wishes to recognize, in recognition of a gift made by the donor in an amount established by the university for the benefit of the corresponding program or facility. Honorific naming opportunities with no philanthropic component are governed by the university's Naming Committee. Contributions qualifying for naming opportunities may be utilized for facility construction or renovation, maintenance, program enhancement, and/or operations, scholarships or research. Contributions may or may not be endowed. The utilization of the gift must be set forth in a written agreement between the donor, the foundation and the university.

Naming opportunities, including the appropriate funding level, the funding plan and the manner in which the gift will be utilized, must meet with the approval of the president of the university after consultation with the Gift Acceptance Committee and, when required, the Board of Visitors. Naming opportunities for the establishment of a new center, institute or university program must meet with the approval of the president, after consultation with the provost, and the dean or vice president under which the program will be supervised.

Deans and/or directors may prepare naming opportunity plans in consultation with the Gift Acceptance Committee and the provost or vice president before such plans are presented to the president. The naming of multiple spaces within a single facility must be pre-approved in a written plan. The plan will identify the spaces to be named, the appropriate gift amount to name the space, and will outline how the funds will be utilized once collected.

II. Funding Requirements

The funding plan for a naming opportunity must be in writing and must meet with the approval of the president of the university after consultation with the Gift Acceptance Committee, and, when required, the Board of Visitors. Naming opportunities may be delayed until agreed upon funding requirements are met.

Outright gifts and written pledges for up to five years may be used to fully or partially fund a naming opportunity at face value. The president, after consultation with the Gift Acceptance Committee, must approve any pledge agreement that provides for any pledged amounts to be received beyond five years.

Testamentary deferred gifts (gifts by will, trust, retirement plan or life insurance policy) may be used in combination with an outright pledge to fully or partially fund a naming opportunity as long as the testamentary portion of the total commitment is no more than 50 percent of the total gift, is secured by a written pledge agreement and the present value of the gift will meet the agreed upon gift level. Irrevocable deferred gifts (gift annuities and charitable remainder trusts) may be used to fully or partially fund a naming opportunity as long as the present value of the gift meets the agreed upon gift level.

III. Philanthropic Naming Opportunities Listing

The Office of Donor Relations and Advancement Communications, University Advancement, maintains the listing of approved philanthropic naming opportunities. Unit specific naming opportunity gift plans are periodically updated with the consultation and approval of the Gift Acceptance Committee. The Gift Acceptance Committee will review for acceptance certain non-standard naming opportunity gift proposals.

BOARD OF VISITORS
George Mason University
Meeting Schedule for 2017-2018
DRAFT Proposed - May 11, 2017

Thursday, October 12, 2017	Full Board Meeting
Wednesday, December 13, 2017	Full Board Meeting
Thursday, March 1, 2018	Full Board Meeting
Thursday, May 3, 2018	Full Board Meeting
Thursday, July 26, 2018	Annual Planning Conference
Friday, July 27, 2018	Annual Meeting

Special Full Board or Committee meetings to be scheduled if needed.

President's Report

May 11, 2017

Updates since the last regular board meeting – March 2, 2017

Progress Report and 2016-17 Goals Update

- **Enrollment**

Enrollment for 2016-2017 set a new record when we surpassed 35,000 students for the first time. Our positive momentum has continued this Spring as Fall 2017 applications are up for both undergraduate and graduate programs. Better processes have allowed us to make admissions decisions more quickly and our switch to the Common App has been successful in increasing applications from both in-state and out-of-state students. International recruitment is up, both via INTO and direct admit, but professional and executive education is not projected to reach the 20% increase goal.

- **Transformative Learning**

Two key projects this year include Mason Impact and the Student Experience Redesign. The former has identified four areas of high impact, action learning (research and discovery, global engagement, entrepreneurship, and social impact and innovation) where we're planning to offer distinct learning experience to, eventually, all students. We have appointed a new Associated Provost for Undergraduate Education with a proven record in this area and are planning new pilot programs in the fall of 2017. Study abroad is up by 9% and is not projected to reach the 15% growth goal. A new space to support student entrepreneurship, MIX (Mason Innovation Exchange) will open in June in the old Fenwick Library. The first Mason Summer Entrepreneurship Accelerator will run this summer in the new space.

The Student Experience Redesign is a university-wide project to assess and re-engineer the most critical aspects of the student experience to increase student engagement, retention, graduation and career success.

- **Research**

Research expenditures at the end of our third quarter are down 3% to \$77.49M, but sponsored awards are up by 8.22% to \$75.99M. We are a finalist in a \$40M competitive process by the Department of Homeland Security. We submitted five proposals to CIT and anticipate that three of them will be approved. One of them will be Eminent Researcher funding to support our new Bioengineering Chair in partnership with INOVA. We've submitted proposals in partnership with INOVA and UVA under the VRIC program. A new research plan was developed.

- **Strategic Ventures**

In April we announced a new collaboration with NOVA to improve our transfer partnership. The partnership was celebrated by the Governor, Sec. of Education and Director of SCHEV, as well as key business leaders in the region. It was also the object of an article in the Washington Post. Already the largest transfer program in the Commonwealth, the Mason-NOVA ADVANCE program will help thousands of additional students complete a four-year degree on time.

We have made progress in identifying potential commercial partners for a major partnership in online education. The recent announcement of the Purdue-Kaplan partnership is likely to generate market interest.

We remain on track for a 2018 launch of six new online programs (four masters and two certificate) in collaboration with Wiley, ahead of our annual goal of three new programs. We officially launched the Online Virginia Network in partnership with ODU and SCHEV, as a state-wide, on-line degree completion platform. A new state board has been created and is being populated.

- **Financial Strength**

Our key financial indicators continue to improve despite ongoing state appropriation cuts and inflation in health care and other areas. Our proposed 2017-18 budget responds to the decline in state support and a chronic disparity with respect to other doctoral universities with expense efficiencies and a tuition increase of 5.5% that still leaves our annual charge to in-state students well below the other doctoral institutions in Virginia. The budget includes a 3% increase in compensation but only \$1.5M for strategic initiatives, which unfortunately limits our investments in student services, faculty support and research. We completed a study to explore

potential changes to per-credit tuition charge to be implemented next year after a consultative period and systems upgrades.

The new budget model was rolled out this year. It provides incentives to the colleges to increase revenues and maximize efficiencies. Early data suggest the new budget model is having its intended outcomes. The next stage in this process is to redefine budget systems for F&A (research indirect grants) and multi-disciplinary units. The work has begun but is proceeding behind schedule.

We were successful in getting new legislation providing us with additional autonomy in a few procurement and capital investment areas (what we call “Tier 2.5.”). We have made some administrative changes already to leverage the new level of autonomy.

- **Fundraising**

We have raised a total of \$507M towards our campaign goal of \$500M well ahead of the planned end of the campaign in December 2018. We have raised \$48M so far this year and do not project to reach last year’s extraordinary numbers that included two major naming gifts. Contributions to the endowment are just under \$5M, which is well ahead of the \$3M annual goal. This increase is in part the result of appointing a planned giving officer (another goal for the year). We are on track to meeting our goal of a 10% increase in the number of alumni donors, after achieving a similar increase last year.

- **Well-Being, Diversity and Inclusion, Engagement**

We are pleased that our efforts will lead to another 3% salary increase this year, thus responding to the loss of competitiveness we face in our region. This increase elevates the accumulated increases since 2012 to 10%. We are encouraged that we will be able to reward our faculty and staff with increased compensation for the third straight year. We have made progress analyzing and understanding climate and morale issues and have rolled out several initiatives to address the areas of most concern and opportunity, from flexible work to new long-term disability insurance, to the creation of a new Mason Club and a series of well-being initiatives.

We have reduced the number of employees self-identifying as “unknown” thus developing a more accurate picture of ethnic diversity. We have made

improvements in search committee training but have run into administrative difficulties measuring the diversity of applicant pools.

We conducted an intensive set of campus engagement activities this Spring. In addition to meetings with faculty and student leadership, we also engaged with small groups of faculty and students during the semester. I also held town hall meetings with each of the non-academic units over the past few weeks and small breakfast sessions with faculty.

- **Facilities**

We have begun design work on Robinson Hall. A preliminary design is scheduled for completion in Spring 2018. Potomac Science Center is on track for May 2017 completion. Peterson Hall is on track for occupancy by faculty in Fall 2017 and by students during Spring 2018.

We have conducted the design charrette for the future of the Arlington Campus in March and have scheduled one for West Campus on May 22-23.

Select Faculty Achievements:

Presidential Medals for Faculty Excellence

A new tradition will begin next week as four new awards are given during Commencement to faculty for their extraordinary achievements in four areas:

- The **John Toups Medal** for Excellence in Teaching
- The **Beck Family Medal** for Excellence in Research and Scholarship
- The **Earle C. Williams Medal** for Excellence in Social Impact
- The **Karen and Hector Alcalde Medal** for Excellence in Diversity and Inclusion

Prof. **Jill Nelson**, Electrical and Computer Engineering, will receive the Toups Medal; Prof. **Lance Liotta**, Systems Biology, the Beck Medal; Profs. **Cynthia Lum**, Criminology, and **Michael Nickens**, Music, the Williams Medal; and Profs. **Kevin Clark**, Education, and **Wendi Manuel-Scott**, African and African-American Studies, the Alcalde Medal.

Volgenau School of Engineering

Laurence Bray, Bioengineering: 2017 OSCAR Mentoring Excellence Award in recognition of her outstanding mentorship of undergraduate students on their research

and creative activities and her active role in fostering a culture of student scholarship at Mason.

Yotam Gingold, and Christopher Kaufman, Computer Science: Teaching Excellence award for 2017.

David Lattanzi, Civil, Environmental and Infrastructure Engineering: 2017 Summer Fellow, Office of Naval Research.

Jill Nelson, Electrical & Computer Engineering: inaugural Toups Presidential Medal for Faculty Excellence in Teaching.

Hassan Gomaa, Computer Science: AMiner Most Influential Scholar Annual List, #38 ranking among world's top-cited research scholars in science and engineering.

Art Pyster, Associate Dean for Research and Professor, Systems Engineering and Operations Research: INCOSE (International Council on Systems Engineering) Service Award.

William Rosenberger, Chairman, Department of Statistics: invited to give Armitage Lecture, November 9, at the Cancer Research UK Institute, Cambridge.

Patents

Modeling Long-term Host-pathogen Interactions

Inventors: Stephen Prior (GMU), Ken De Jong (GMU), & Jayshree Sarma (GMU)
January 12, 2016

Hardware-Assisted Integrity Monitor

Inventors: Anup Ghosh (Invincea), Angelos Stavrou (GMU), Kun Sun (GMU), and Jiang Wang (Arista Networks)
February 23, 2016

K-Zero Day Safety

Inventors: Sushil Jajodia (GMU), Lingyu Wang (Concordia University), Steven Noel (MITRE), and Anoop Singhal (NIST)
April 26, 2016

Malware Detector

Inventors: Angelos Stavrou (GMU), Anup Ghosh (Invincea), Sushil Jajodia (GMU), and Rhandi Martin (Alarm.Com)
December 27, 2016

College of Humanities and Social Sciences

Larrie Ferreiro, History and Art History: finalist for the 2017 Pulitzer Prize in History for his book, *Brothers at Arms: American Independence and the Men of France and Spain Who Saved It* (Knopf). The book was also the winner of the *Journal of the American Revolution* 2016 Book of the Year Award.

Charlotte Gill, Criminology, Law and Society: Andrew Carnegie Fellowship to support her research in the role of police-community partnerships in crime prevention in Appalachian Kentucky. One of only 35 Fellows nation-wide.

Michele Greet, History and Art History: elected president of the Association for Latin American Art.

Jesse Kirkpatrick, Philosophy: National Endowment for the Humanities \$100,000 grant, "Coming Home: Dialogues on the Moral, Psychological, and Spiritual Impacts of War", continuation of an original 2016 award.

Sam Lebovic, History and Art History: 2017 Ellis W. Hawley Prize from the Organization of American Historians for his book, *Free Speech and Unfree News: The Paradox of Press Freedom in America* (Harvard University Press).

Sharon Leon, director of public projects, Roy Rosenzweig Center for History and New Media and associate professor, History and Art History: Mellon/NEH Digital Publication Fellowship, in the amount of \$37,800, for her project, A Study of the Enslaved Persons Owned (and Sold) by the Maryland Province Jesuits.

Cynthia Lum, Criminology, Law and Society and director, Center for Evidence-Based Crime Policy: George Mason University's inaugural Williams Presidential Medals for Faculty Excellence in Social Impact.

Wendi Manuel-Scott, director, African and African-American Studies: George Mason University's inaugural Karen and Hector Alcalde Presidential Medals for Faculty Excellence in Diversity & Inclusion.

Sun-Young Park, History and Art History: National Endowment for the Humanities grant in the amount of \$6,000 for her project, A History of French Disability Architecture and Design, 1750-1975.

Mona Sarfaty, Center for Climate Change Communication: director of new Medical Society Consortium on Climate and Health, which includes a dozen medical associations, representing more than 434,000 practitioners (more than half of the

medical professionals in the United States). The consortium, whose mission is to extend the message about the negative health impacts that come from climate change, was developed by, and is based within, Mason's Center for Climate Change (Director, Dr. Edward Maibach). This news was widely shared on outlets including USA Today, CBS News, NBC News, and the Huffington Post.

David Weisburd, Distinguished Professor, Criminology, Law and Society, and executive director, Center for Evidence-Based Crime Policy: August Vollmer Award from the American Society of Criminology.

James Witte, Sociology and Anthropology, and director, Center for Social Science Research: Board of Directors of the American Pakistan Foundation.

Schar School of Policy and Government

John Earle: 3-year \$454,000 grant from the National Science Foundation for "Small Business Programs, Innovations, and Growth: Estimating Policy Effects Using Comprehensive Firm-Level Panel Data."

Bassam Haddad, Director, Middle East Studies Program: two-year \$600,000 grant from Carnegie Corporation for "Enhancing the Public Profile of Arab Academics and for enhancing and promoting scholarship on and in the Arab region."

Antonin Scalia Law School

Nelson Lund: named by Supreme Court of Virginia Chief Justice Donald W. Lemons to the Appellate Evaluation Committee of the Judicial Performance Evaluation (JPE) Program. Established by the Supreme Court of Virginia, the JPE Program provides a self-improvement resource for judges and provides information for use by the General Assembly in the judicial re-election process.

Neomi Rao: appointed by President Trump to lead the White House Office of Information and Regulatory Affairs (OIRA), a division of the Office of Management and Budget. OIRA is the United States government's central authority for the review of Executive Branch regulations, approval of government information collections, establishment of government statistical practices, and coordination of federal privacy policy.

College of Science

Monique van Hoek and **Barney Bishop**, Systems Biology: \$7.57, 2012 DTRA grant, peptide research of Komodo Dragon Blood, drawing extensive media attention.

Monique Van Hoek: STEM Research Exemplar by the Research Exemplar Project. This project seeks to honor and learn from individuals doing high-quality, high-impact, federally funded research who also maintain an impressive reputation for professionalism and integrity in their work.

Peggy Agouris (PI) and John Kwiatkowski (co-PI) lead one of our biggest, ongoing multi-million dollar grants and one of our longest sponsored partnerships with NASA providing global precipitation maps to assist researchers in improving the forecasting of extreme events, to study global climate, and to improve current capabilities for using such satellite data to benefit society. This work has generated \$1.7M expense to date FY17 for PPS Data Systems from the National Aeronautics and Space Administration (NASA) and Trident Vantage Systems.

Lance Liotta, Co-Director, Center for Applied Proteomics and Molecular Medicine: inaugural Beck Presidential Medal for Faculty Excellence in Research & Scholarship. He has also generated \$0.5M to-date FY17 for his work on aberrant interleukin family cytokine activation of inflammation from the U.S. Department of Health and Human Services.

The **Aspiring Scientists Summer Internship Program** is celebrating its 10-year anniversary. This community program developed and hosted by College of Science faculty was established in 2007 to give high school and undergraduate students, who have an interest in STEM, access to real-world, hands-on research. Enrollment has grown from 13 students in 2007 to 76 in 2016.

James Kinter, Atmospheric, Oceanic and Earth Sciences Department and Director, Center for Ocean-Land-Atmosphere Studies: \$2.4M expense to date FY17 for the Prediction of Climate Project from NASA, National Oceanic and Atmospheric Administration and National Science Foundation.

Joel Schnur, Biomolecular Science: \$1.1M expense to-date FY17 for DTRA/Transitional Peptide from the US Department of Defense and a NRL/Advanced Bio Molecular Science generating \$0.8M expense to-date FY17 from the U.S. Department of the Navy.

Cing-Dao Kan, Director, Center for Collision Safety and Analysis: \$1.1M expense to-date FY17 from the U.S. Department of Transportation.

Peter Becker, Physics and Astronomy: \$0.8 expense to-date FY17 for Earth Observing and Space Research from the U.S. Department of the Navy.

Liping Di, Director, Spatial Information Science and Systems Center: \$0.7M expense to-date FY17 for NASA/JGIL Phase V, from Goddard Earth Sciences Data and Information Services Center at the National Aeronautics and Space Administration (NASA).

Yuntao Wu, Molecular and Microbiology: \$0.7M expense to-date FY17 for his work decoding the molecular process of the AIDS virus from the U.S. Department of Health and Human Services.

Legislative Update – State:

- Governor Terry McAuliffe, Secretary of Education Dietra Trent and SCHEV Executive Director Peter Blake took part in the signing of the ADVANCE agreement with Northern Virginia Community College.
- Department of Veterans Affairs Commissioner John Newby and Policy Director Carrie Ann Alford visited campus for an informative round-table discussion that included Mason’s Office of Military Services and several academic units to discuss potential collaborations. A one-day conference on Veteran Entrepreneurship was hosted on the Fairfax campus on April 27 with Secretary John Harvey in attendance.
- Campus visits by both Democratic nominees for Governor: Lt. Governor Ralph Northam and Tom Perriello. In addition, the Science & Technology campus hosted a Town Hall meeting for Senator Jeremy McPike.

Legislative Update – Federal:

- Visited with Members of Congress along with Vice President for Research, Deb Crawford to brief them on Mason’s vision for research and the establishment of interdisciplinary research institutes and the potential effects on Mason research of the proposed research funding reductions in President Trump’s FY18 Budget Request to Congress. We explained the goal of the Institutes to generate the research, technologies, products and services that address society’s leading challenges and produce value in the public policy domain with immediate relevance to policymakers. Visits included: Senators Kaine and Warner, and Representatives Wittman, Taylor, McEachin, Garrett, Goodlatte, Beyer, Griffith, and Comstock.
- As a result of our outreach, we received letters of support from Senator Kaine and Representatives Beyer, Comstock, Connolly, and Taylor in support of Mason’s proposal for a Center of Excellence in Criminal Activity Investigations and Network Analysis (CRANE). The 10-year, \$40 million proposal, submitted to the Department

of Homeland Security in response to a request for applications, would equip the homeland security community with the tools and expertise necessary to predict, detect, identify, monitor, track, disrupt, thwart, and ultimately dismantle transnational criminal organizations and other illicit actors.

- Participated on a panel on Capitol Hill, at the request of APLU, to discuss the importance of study abroad and brief Congressional staff in support of legislation to create a study abroad scholarship program. Senators Dick Durbin (D-IL) and Roger Wicker (R-MS) reintroduced the latest version of the bipartisan Senator Paul Simon Study Abroad Program Act. The bill would authorize a competitive grants program within the Department of Education to encourage higher education institutions to expand opportunities for study abroad.

External Activities:

- Lunch with new Fairfax City Mayor David Meyer.
- Participated in activities recognizing the service of outgoing Spanish Ambassador Ramón Gil-Casares.
- Dinner hosted by President John DeGioia (Georgetown University) in honor of retiring George Washington University president Steven Knapp.
- At the invitation of Ted Leonsis, Monumental Sports, attended a Washington Wizards basketball game.
- Honorary co-chair of Spotlight on the Arts, an event which highlights the collaborative efforts in the arts between City of Fairfax and Mason.
- Keynote speaker during the Leadership without Boundaries event at Tecnológico de Monterrey and various meetings with the Institute's leadership.
- Along with other members of the Mason community, attended the Urban League dinner which honored intercollegiate athletics colleague Darrell Green.
- Spoke at Weiner, Spivey & Miller Annual Law Day party that raises funding and awareness for legal aid.
- Attended and provided remarks at the annual A Taste of Arts by George hosted by Milt and Carolyn Peterson.
- Attended GPAC and COP sessions in Richmond.
- Participated in the GPAC Planning Group for the 2017 BOV Orientation Session in Richmond.
- Participated in various development activities/cultivation dinners and visits with donors and business CEOs.

- Attended sessions of the 123 Club, including the 30th Anniversary Celebration.

Internal/Campus-Related Activities & Speaking Engagements:

- Hosted Costa Rica's President Luis Guillermo Solís Rivera and Ambassador Roman Macaya Hayes to Mason's Arlington campus, signed MOU, and gave President Solís the Freedom and Learning Award.
- Interviewed Steve Case during the Arlington Campus Planning Charrette.
- Welcomed former Vice President Joe Biden to Mason who spoke during the "It's On Us" sexual assault and prevention event.
- Welcomed administrators from Homeland Security as part of the site visit in a competitive process for a \$40 million center of excellence competition.
- Attended the A10 Men's Basketball Tournament in Pittsburgh, Pennsylvania.
- Co-hosted with NOVA President Scott Ralls a dinner with local business leaders seeking their support for the ADVANCE partnership.
- Along with President Scott Ralls, welcomed Governor McAuliffe to Mason and other dignitaries for the signing of the Mason/NOVA Partnership agreement, ADVANCE.
- One-on-one sessions with deans.
- Hosted six faculty breakfasts.
- Employee of the Month recognitions.
- Spoke with National Defense University students interested in the implications of US higher education on US national security.
- Spent time with the children of the Mason Child Development Center.
- Wrapped up this term's President's Leadership Seminar.
- Hosted a luncheon at the Mathy House to recognize this year's SCHEV faculty excellence nominees.
- Attended the Civil Engineering Institute Engineering Excellence and Leadership Award luncheon honoring Stephen Ayers, the architect of the Capitol.
- Provided remarks at the Annual Scholarship Dinner, which provided an opportunity to express appreciation for supporting scholarships at Mason.
- Participated in the closing session of Leadership Legacy.
- Attended and provided remarks at the annual CVPA Dance Gala.
- Attended and provided remarks at the 7th Anniversary Gala of the Hylton Performing Arts Center.
- Participated in two University Day events recognizing employees who have served Mason from 5 to 50 years.

- Met with the President's Student Advisory Group.
- Spoke to the Faculty Senate.
- Met with a group of Patriot Leaders to discuss their impact on Mason.
- Joined members of the CVPA Alumni, supporters and university leadership at the annual Off The Wall event.
- Participated in discussions during two Well-Being sessions. The topics ranged from the strategic goal of becoming a model well-being university to the quality of work life and the organizational processes that influence what employees value and benefit from.
- Attended a reception hosted by the Center for Real Estate Entrepreneurship (CREE) which honored Milt Peterson for his significant achievements and prominence in the Northern Virginia real estate community.
- Held eight non-academic unit town-hall visits, to update staff on current Mason initiatives and engage in a dialogue about our future.
- Attended a luncheon with guest speaker Theresa Sullivan, President of UVA, hosted by the Sociology & Anthropology department.
- Met with members of the Parent and Family Council providing a university update and addressing their questions.
- Attended and provided remarks at the 2017 Celebration of Distinction event. This annual gathering is an opportunity to recognize Mason's distinguished alumni, faculty and students who have excelled in their professional and academic fields.
- Joined the Arlington campus community in celebrating the Scalia School Law Day and statue dedication.
- Attended the spring session of the Staff Senate.
- Met with candidates for the positions of Dean in the School of Business and College of Health and Human Services.
- Provided remarks at the Mason LIFE Graduation and End-of-Year Recognition Ceremony.
- Attended a farewell luncheon honoring retiring Robinson Professors John Paden and Paul D'Andrea.
- Provided remarks at the Athletics Senior Salute.
- President's Council sessions.
- Various A10 Presidents Council meetings.

Outside Board Service:

- Inovio (NASDAQ:INO) (in-person and telephonic meetings).
- Georgia Tech Advisory Board.
- Bankinter Foundation of Innovation, Madrid, Spain (no activity this reporting period).
- National Geographic (telephonic meetings).
- Northern Virginia Technology Council.
- Consortium of Universities of the Washington Metropolitan Area.
- Tec de Monterrey, Mexico, Academic and Research Board (meeting via Skype and leadership development keynote).
- Institute of International Education/Council for International Exchange of Scholars Advisory Board (no activity this reporting period).
- Washington Airport Task Force.
- Richmond Federal Reserve Bank Board (in-person and telephonic meetings).

Select Upcoming Events:

- Unit Degree Celebrations during the week of May 15.
- Commencement, Saturday, May 20 at 10:00 a.m.
- West Campus Charrette, May 22-24
- EIP Graduation, May 23
- Planning Conference, July 27
- Annual Board Meeting, July 28



GEORGE MASON UNIVERSITY

Board of Visitors Meeting
May 11, 2017



A UNIVERSITY FOR THE WORLD

- Engaged Citizens
- Well-Rounded Scholars
- Prepared to Act





Isabella Nicola, born without a hand, wanted to play the violin. Thanks to five Mason bioengineering students, now she can.

[VIDEO](#)

STUDENT ACHIEVEMENT

Truman Scholarship winner Joe Russell

- Junior government and international politics major, from Arizona, is a member of the Mason Honors College and is a University Scholar
- 2017 Truman Scholarships awarded to only 8 percent of 768 applicants nationwide
- Prize helps pay for graduate school for students who plan careers in public service



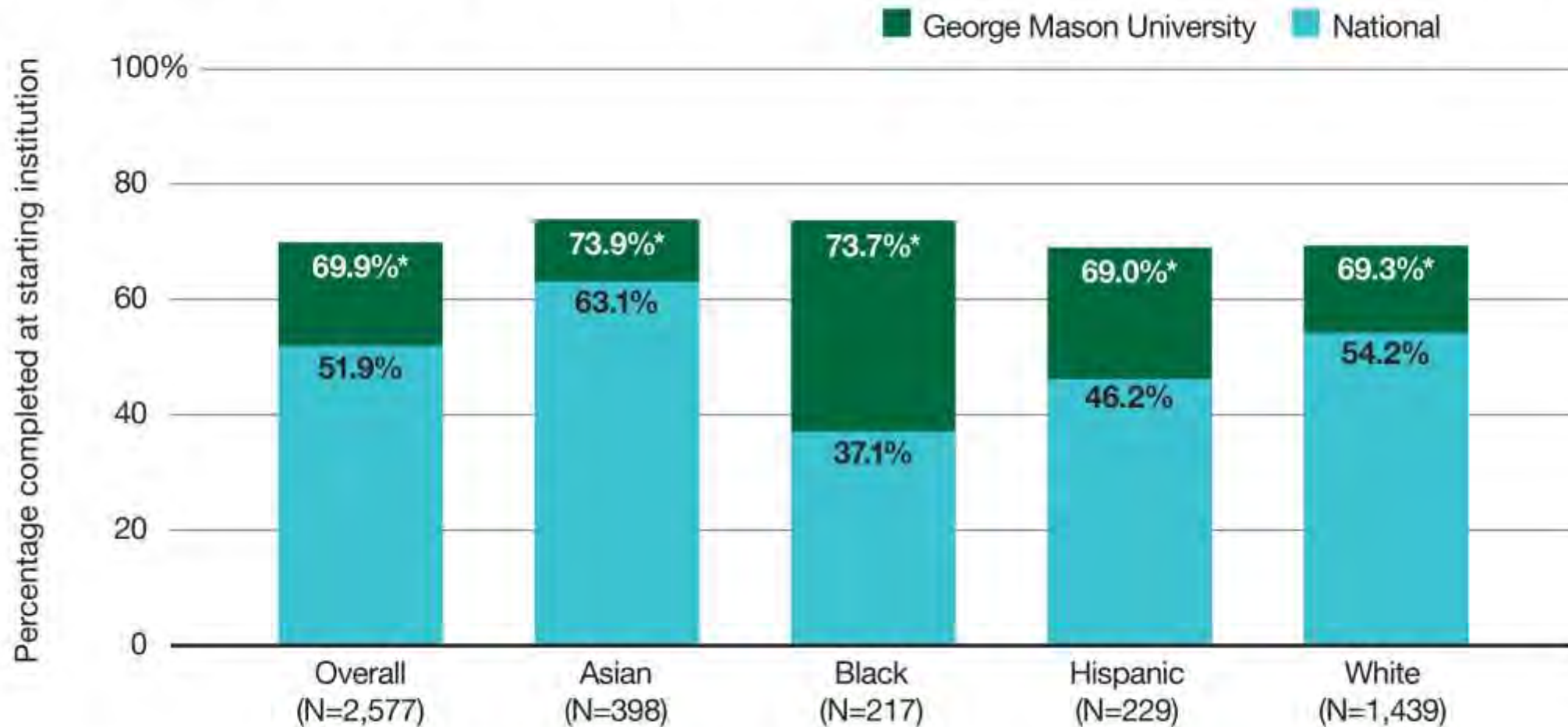
STUDENT ACHIEVEMENT

Goldwater Scholarship winners Iris Stone and Zachary Baker

- Award targets undergraduates in the natural sciences, mathematics, and engineering and exemplifies Mason's commitment to undergraduate research
- Stone, a senior physics major, will conduct neurophysics research at UCLA this summer
- Baker, a sophomore bioengineering major, will intern at Johns Hopkins University's Institute of Cell Engineering



AT MASON, GRADUATION SUCCESS DOESN'T VARY BY ETHNICITY



*Mason statistics do not include the university's 24 part-time freshmen from the Fall 2010 cohort.

Source: National Student Clearinghouse Research Center, George Mason University Office of Institutional Research and Assessment

WORKING ON WELL-BEING

- Mason is a leader in raising awareness to end sexual violence on college campuses.
- In April, former Vice President Joe Biden joined Mason students, faculty, staff and administrators at an *It's on Us* event to bring national attention to the issue.



ALUMNI MAKING A DIFFERENCE

- Nathaniel Provencio, a Mason alumnus, was named *The Washington Post* Principal of the Year: “I want to be the teacher I never had.”
- He leads Minnieville Elementary School in Woodbridge, VA.
- At Minnieville, 75% of students come from impoverished households; yet, it is among the best-performing schools in Prince William County.



Nathaniel Provencio, 2017 Washington Post Principal of the Year, speaks with students as they wait in line for breakfast at Minnieville Elementary School on Thursday, April 6, 2017 in Woodbridge, Virginia. (Pete Marovich/For The Washington Post)

The Washington Post

George Mason, NOVA [partnership](#) could revolutionize the transfer experience

- Created ADVANCE partnership with NOVA
- Program aimed at filling the region's critical workforce shortages
- Creates a clear path for degree completion
- Helps students save time and money



The New York Times

In a Dragon's Blood, Scientists Discover a Potential Antibiotic

- Mason researchers Monique van Hoek and Barney Bishop have developed a synthetic antibiotic from the germ-killing properties found in Komodo dragon blood.
- The federal government's Defense Threat Reduction Agency funded the research with a \$7.57 million contract.



RESEARCH OF CONSEQUENCE

- Mason is one of four research universities competing for a Center of Excellence in Criminal Activity Investigations and Network Analysis contract.
- The 10-year, \$40 million federal contract would be with the Department of Homeland Security.
- This project would develop the tools and expertise to combat transnational criminal organizations.
- This is a sign of our growing impact as an R1 institution.



RESEARCH OF CONSEQUENCE

Pulitzer Prize finalist Larrie Ferreiro

- Finished in the top three in History for his book, “Brothers at Arms: American Independence and the Men of France and Spain Who Saved It”
- Adjunct professor teaches in both the Volgenau School of Engineering and the College of Humanities and Social Sciences
- Systems engineer was inspired to reexamine this period in U.S. history after noticing that his children’s textbooks did not cover the role of France and Spain in the formation of the country



RESEARCH OF CONSEQUENCE

Carnegie Fellowship winner Charlotte Gill

- Prestigious award provides up to \$200,000 funding toward research in the social sciences and humanities
- The assistant professor in the Department of Criminology, Law and Society studies community policing in urban (Seattle) and rural (Appalachian Kentucky) areas
- Gill is Mason's second Carnegie winner in three years, joining Louise Shelley, founder and director of the Terrorism, Transnational Crime and Corruption Center



MASON'S NATIONAL REPUTATION CONTINUES TO GROW

#42

*U.S. News
& World Report*
Most Diverse
Public Universities



#47

Times Higher Ed
Best 50 Under 50



#50

Business First
Best Public Colleges
in the Nation



#1

Best Colleges
Lowest Student Loan
Default Rates for
Public Universities



#14

*U.S. News
& World Report*
Most Innovative
Schools



CLIMBING THE RANKINGS – GRADUATE PROGRAMS

- Mason's part-time MBA program 53rd nationally
- Scalia Law School tied for 41st nationally
- Volgenau School of Engineering ranked 27th in the Industrial, Manufacturing and Systems Engineering programs



OUR PEOPLE ARE THOUGHT LEADERS

- **63%** rise in national media stories in Q1 2017 compared with Q1 2016
- **87%** rise in national media stories quoting Mason faculty for same period



The Atlantic



The Washington Post



theguardian

The New York Times



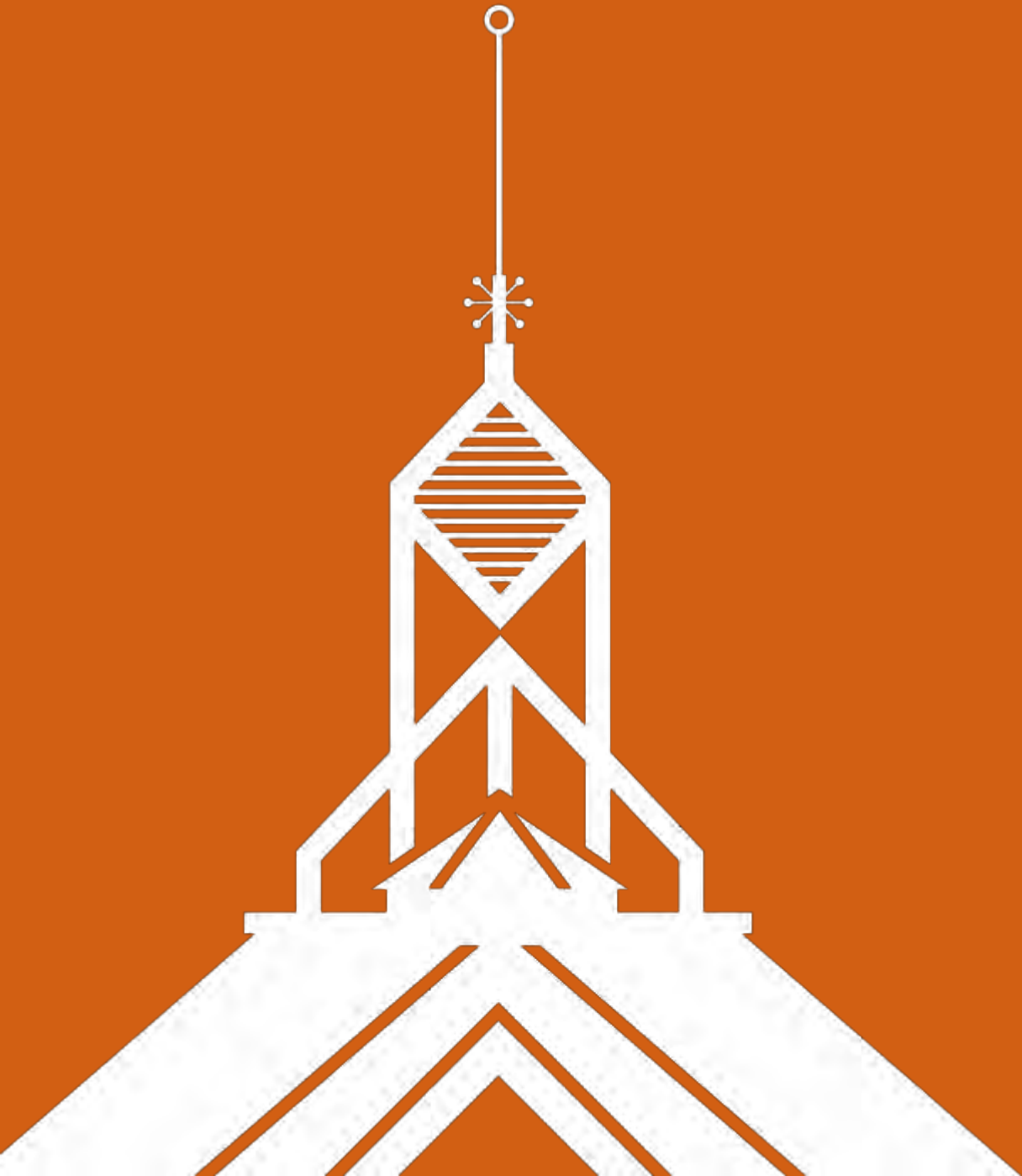
THE WALL STREET JOURNAL.

ATHLETICS: MAKING OUR WAY IN THE A-10



- 145 student-athletes qualified for the Commissioner's Honor Roll for Fall 2016.
- One of the Top 15 most improved men's basketball teams in the nation.
- A-10 championship men's indoor track and field.
- A-10 championship women's outdoor track and field.
- Most outstanding diver at A-10 championships.
- Two wrestlers reached NCAA tournament.

MEETING OUR GOALS



MEETING OUR GOALS – ENROLLMENT



- Surpassed 35,000 students for first time
- Fall 2017 applications up for both undergraduate and graduate programs
- Common App has increased applications from both in-state and out-of-state students

MEETING OUR GOALS – STRATEGIC VENTURES

- **New Budget Model** – offers academic units greater autonomy and incentivizes them to find new sources of revenue
- **Wiley Partnership** – on track for a 2018 launch of six new online programs – four masters and two certificates
- **The Online Virginia Network** – partnership with Old Dominion University provides more opportunities for working adults to return to college and complete degrees
- **ADVANCE Partnership** – helps more transfer students earn four-year degrees in high-demand fields

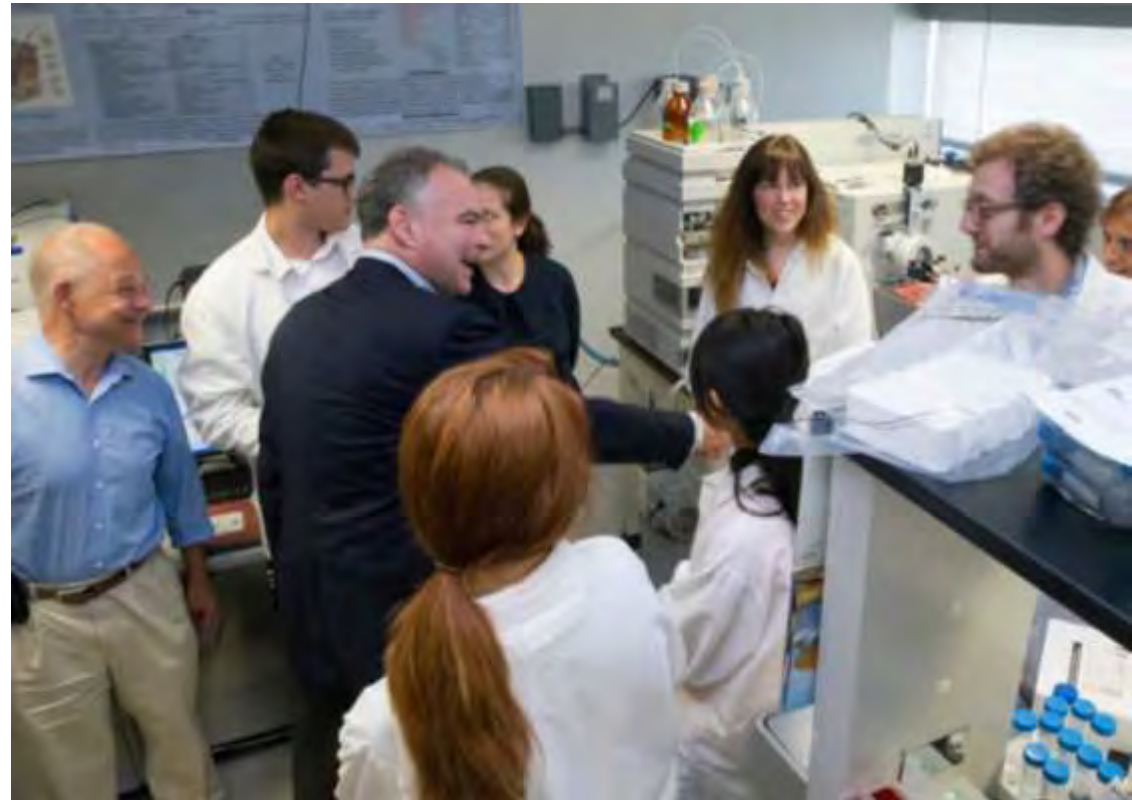
MEETING OUR GOALS – FUNDRAISING



- Faster Farther has raised \$507 million to reach goal 18 months ahead of schedule
- On track to meet goal of 10 percent increase in number of alumni donors
- Inaugural “Giving Day” attracted 1,044 donors

MEETING OUR GOALS – RESEARCH

- Research expenditures relatively flat
- Sponsored awards up 8 percent to approximately \$76 million
- Several major initiatives in the pipeline that could have major impact on research activities
- New research strategic plan



MEETING OUR GOALS – COMPENSATION AND WELL-BEING

- Mason expected to reward faculty and staff this summer with a 3 percent raise
- Third straight year of increased compensation
- Approximately 10% in salary increases over the last 5 years
- Making progress in identifying non-monetary benefits that increase faculty-staff well-being

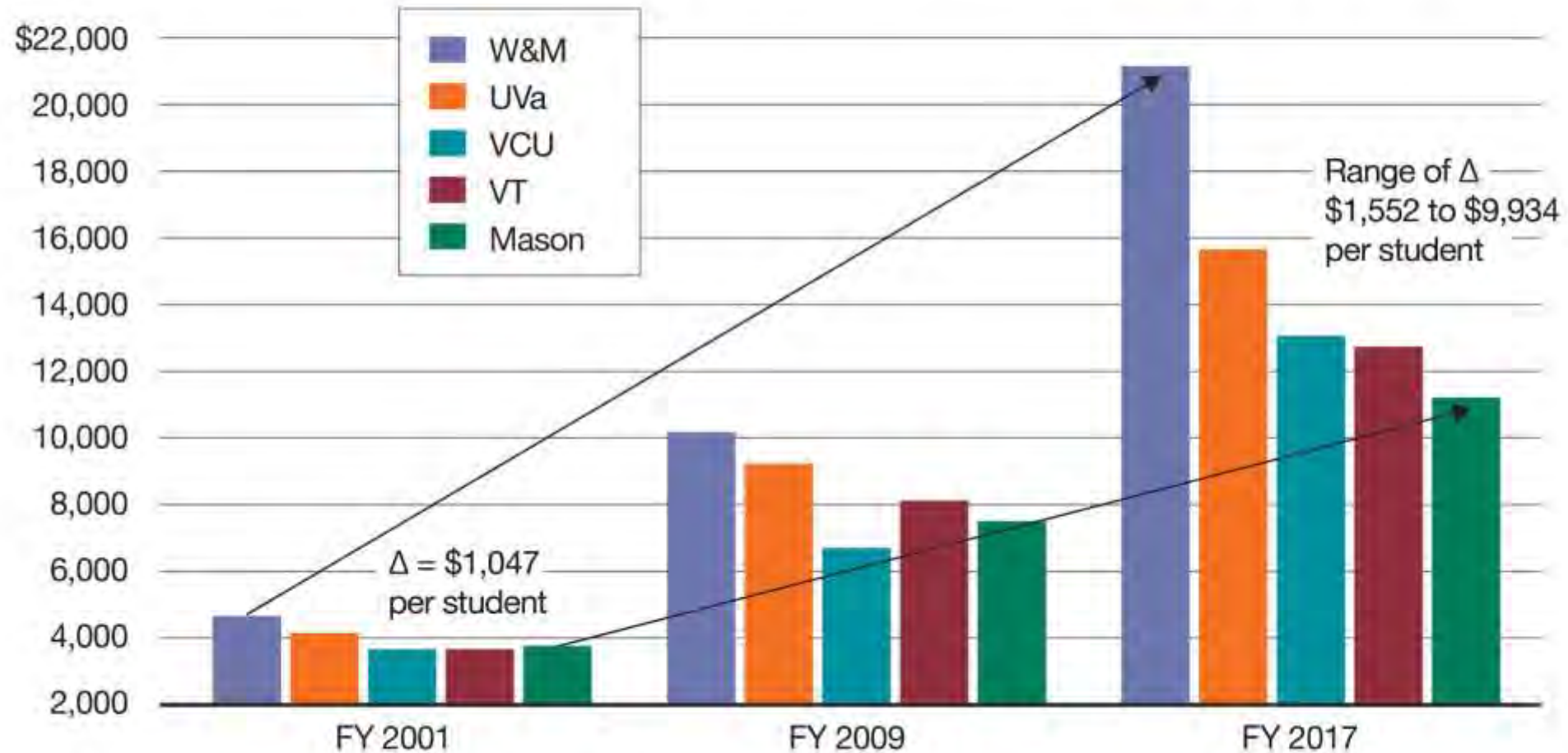


MEETING OUR GOALS – FACILITIES

- Robinson Hall – Preliminary design scheduled for completion in Spring 2018
- Potomac Science Center – On track for completion in May 2017
- Peterson Family Health Sciences Hall – On track for faculty and staff to move in Fall 2017

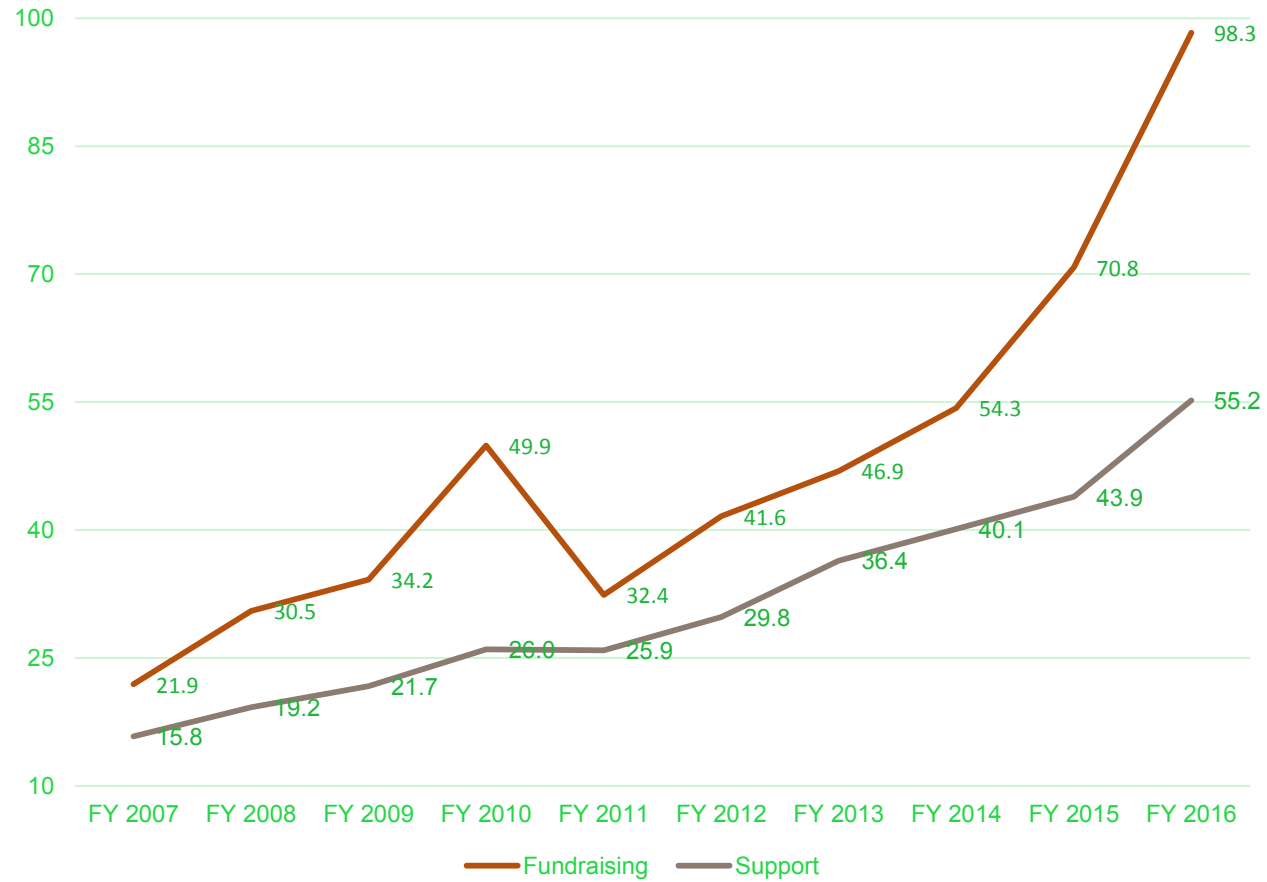


FY 2001 - 2017 IN-STATE TUITION AND FEES COMPARISON



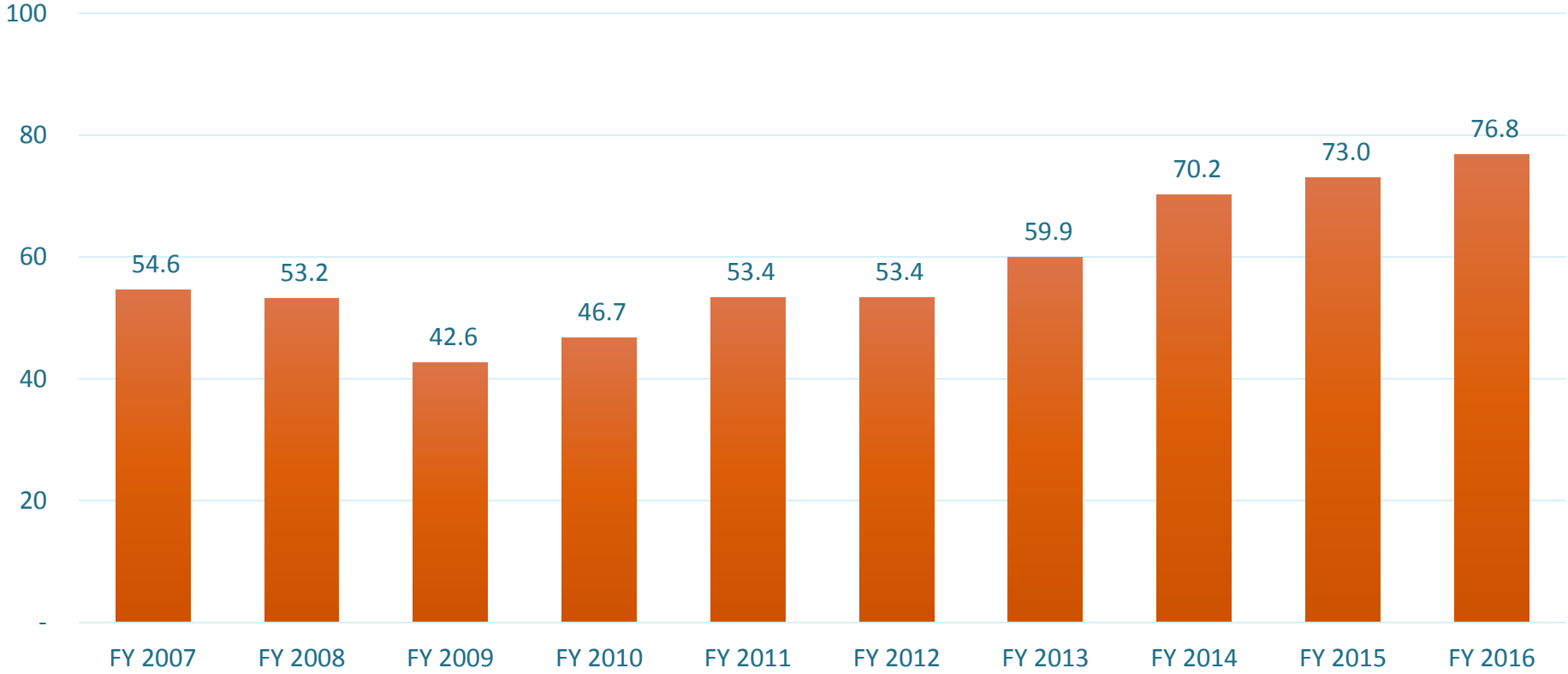
Source: SCHEV 2000-01, 2008-09, 2015-16 Tuition and Fee Report – Tuition and Total Mandatory Fees

FUNDRAISING (TOTAL GIFTS AND PLEDGES) AND PHILANTHROPIC SUPPORT TO GMU (MILLIONS/ROUNDED)

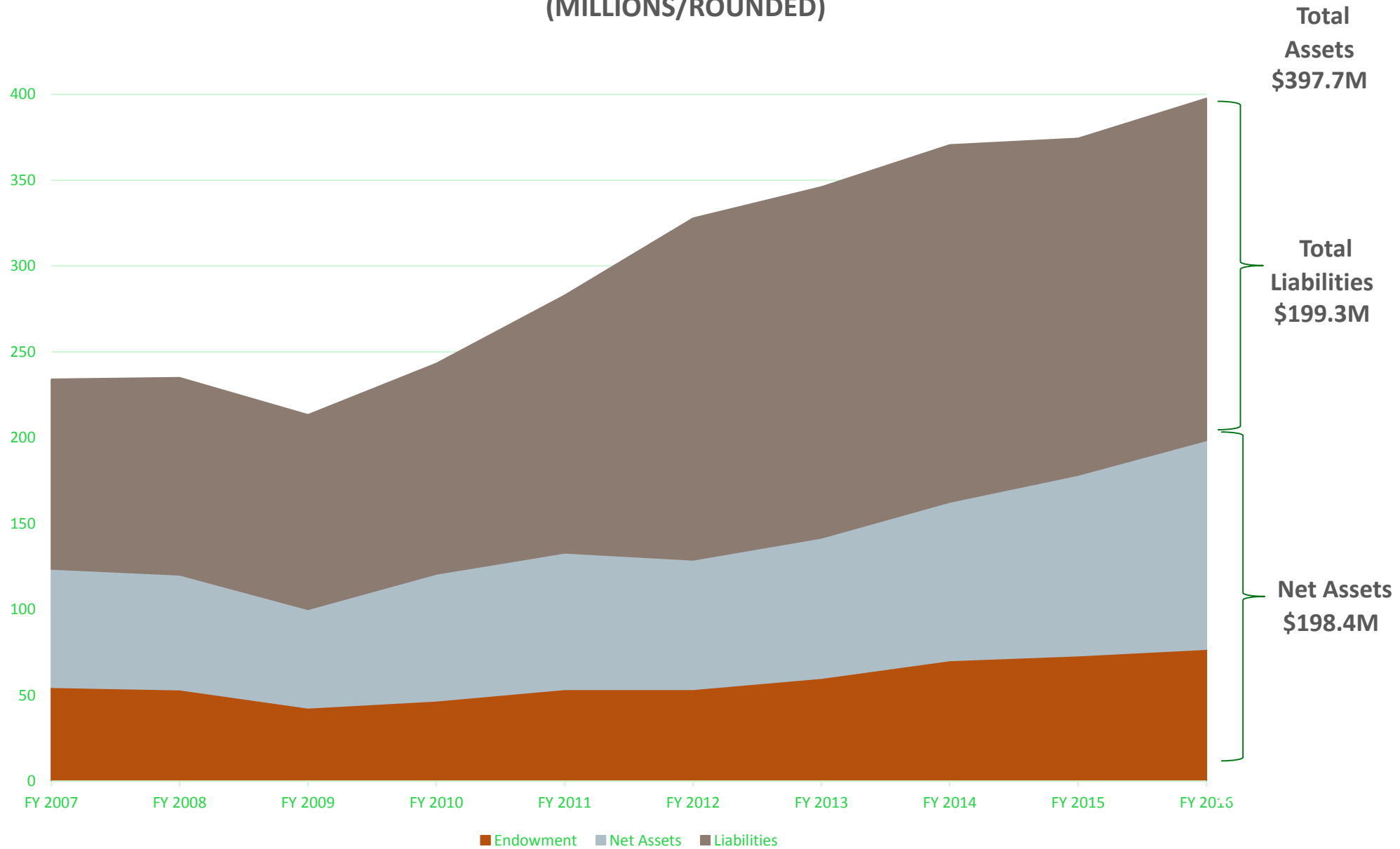


ENDOWMENT GROWTH, 2007-2016

(MILLIONS/ROUNDED)

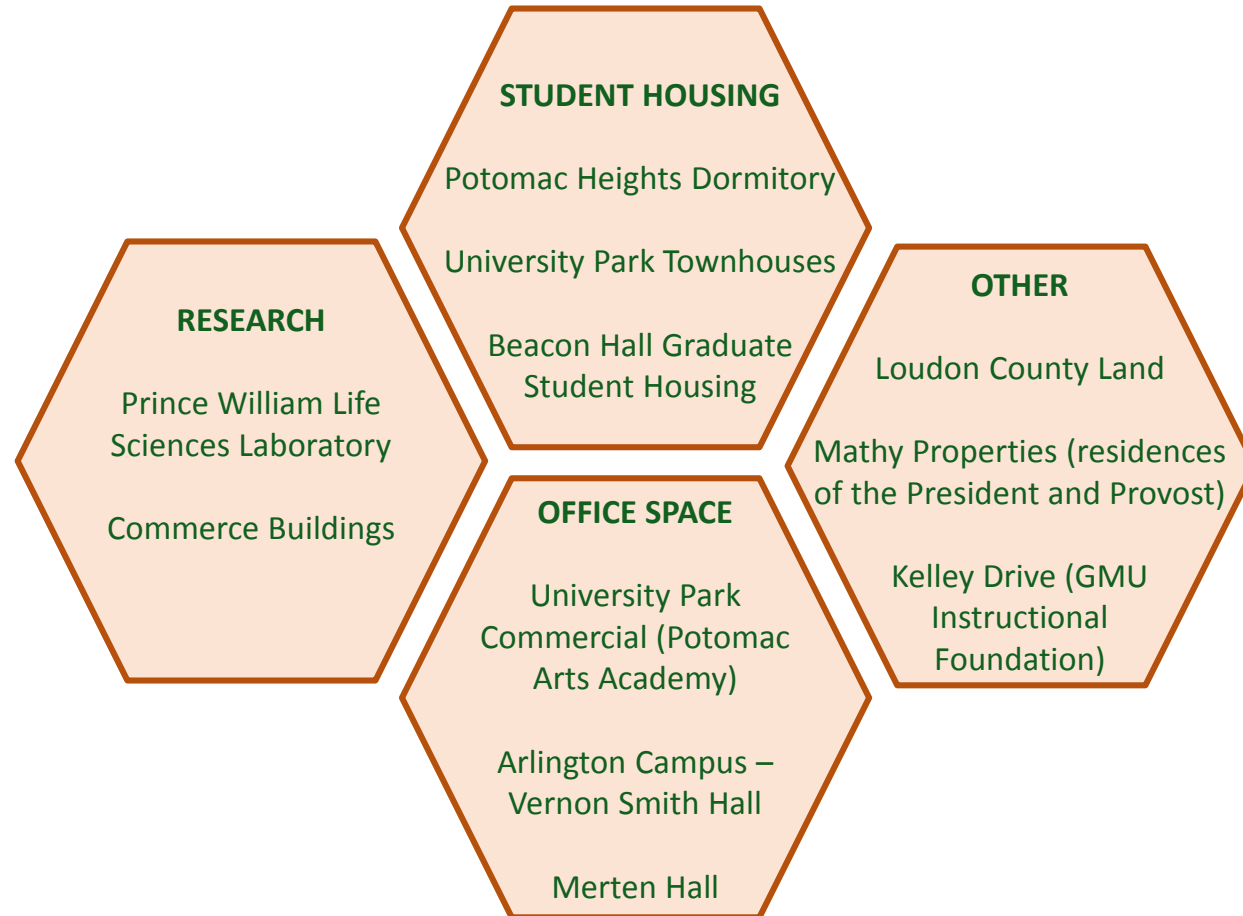


FOUNDATION ASSETS, LIABILITIES, NET ASSETS (MILLIONS/ROUNDED)

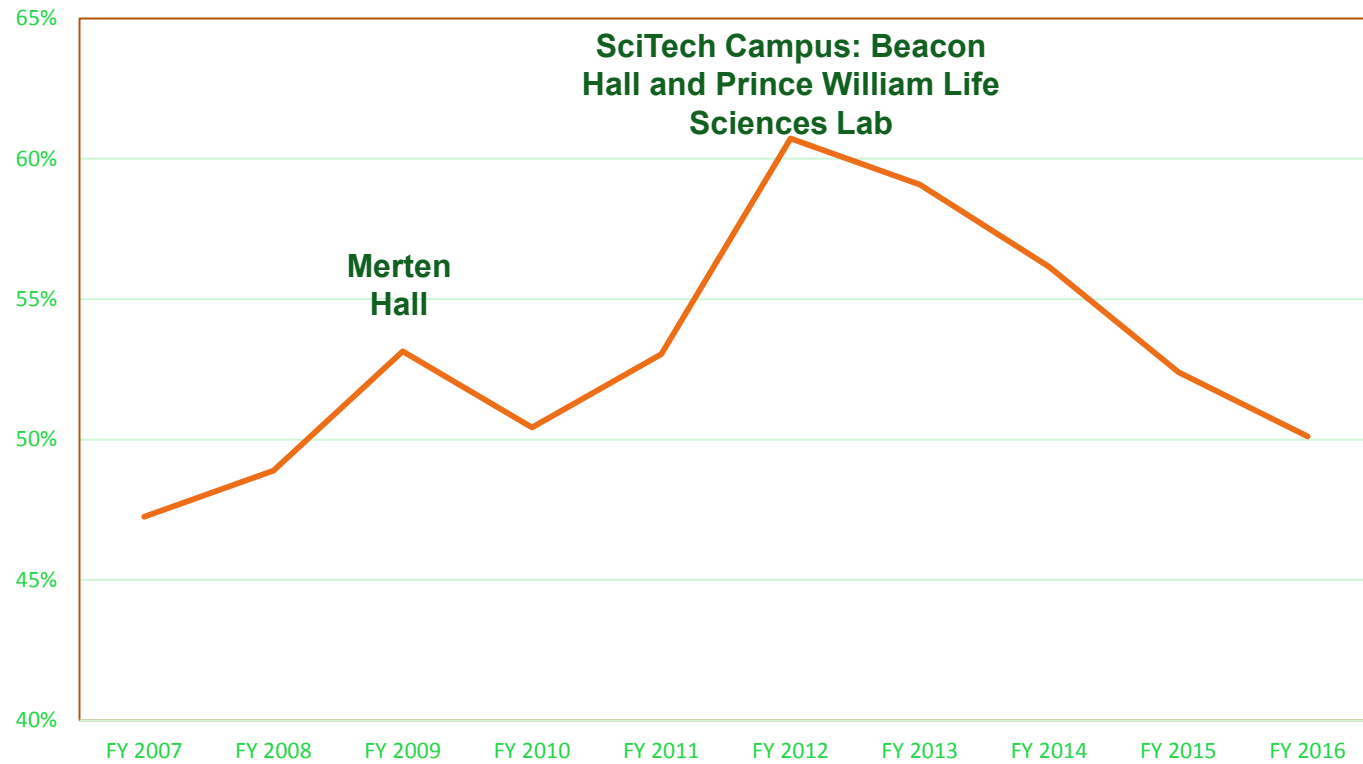


REAL ESTATE ACTIVITIES SUPPORTING GMU

The Foundation acquires, builds, and manages real estate at the request and for the benefit of GMU. Real estate assets totaled \$167M at June 30, 2016.



RATIO OF LIABILITIES TO TOTAL ASSETS



WE ARE JUST GETTING STARTED

- Hosting a Lieutenant Governor Debate in May 2017
- Hosting a Gubernatorial Debate with “*Meet the Press*” host Chuck Todd moderating
- Martin Baron, executive editor of *The Washington Post*, will speak at commencement
- West Campus Charrette in May 2017

