

**GEORGE MASON UNIVERSITY
BOARD OF VISITORS**

**BOARD OF VISITORS MEETING
October 12, 2017
Merten Hall, Fairfax Campus**

AGENDA

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

BOARD OF VISITORS MEETING AGENDA

Merten Hall, Room 1201

- 1:30 p.m. **I. Call to Order**
- 1:30 p.m. **II. Approval of the Minutes (ACTION ITEMS)**
A. Planning Conference Meeting Minutes for July 27, 2017
B. Annual Meeting Minutes for July 28, 2017
- 1:30 p.m. – 1:35 p.m. **III. Rector's Report**
A. President's Goals for 2017-2018 (**ACTION ITEM**)
- 1:35 p.m. – 1:55 p.m. **IV. President's Report**
A. Strategic Plan Update - Frank Neville

V. Committee Reports

1:55 p.m. – 2:05 p.m.

A. Audit Committee

2:05 p.m. – 2:15 p.m.

B. Finance and Land Use Committee

1. State Six-Year Operational Plan (**ACTION ITEM**)
2. Land Use Certification (**ACTION ITEM**)
3. Schematic Design Approval – Robinson Hall (**ACTION ITEM**)
4. Capital Budget Items
 - a. IABRI Third Floor Fit-Out/Clean Room (**ACTION ITEM**)
 - b. Bull Run Hall IIIB (**ACTION ITEM**)
 - c. Utilities Infrastructure (**ACTION ITEM**)
5. 9d Debt Resolution - Utility Infrastructure Project (**ACTION ITEM**)

2:15 p.m. – 2:25 p.m.

C. Development Committee

2:25 p.m. – 2:35 p.m.

D. Research Committee

2:35 p.m. – 2:45 p.m.

E. Academic Programs, Diversity and University Community Committee

1. Faculty Actions
 - a. Conferral of Emeritus/Emerita Status
 - b. Elections of New Hires

2:45 p.m. – 3:30 p.m.

VI. Closed Session

- A.** Honorary Degrees and Special Awards (Code of VA: §2.2-3711.A.11)
- B.** Public Contract (Code of VA: §2.2-3711.A.29)
- C.** Gifts, Bequests, and Fundraising Activities (Code of VA: §2.2-3711.A.9)
- D.** Consultation with Legal Counsel pertaining to actual or probable litigation (Code of VA: §2.2-3711.A.7)
- E.** Consultation with Legal Counsel regarding specific legal matters requiring the provision of legal advice (Code of VA: §2.2-3711.A.8)
- F.** Personnel Matter (Code of VA: §2.2-3711.A.1)

3:30 p.m.

VII. Adjournment

No public comment will be taken at this meeting.

**GEORGE MASON UNIVERSITY
BOARD OF VISITORS**

**Meeting of the
Executive Committee
October 12, 2017
8:00 – 8:30 a.m.**

**Merten Hall, Fairfax Campus
Room 1201**

AGENDA

I. Call to Order

II. President's Comments

III. Closed Session

- A. Honorary Degrees and Special Awards (Code of VA: §2.2-3711.A.11)
- B. Public Contract (Code of VA: §2.2-3711.A.29)
- C. Gifts, Bequests, and Fundraising Activities (Code of VA: §2.2-3711.A.9)
- D. Consultation with Legal Counsel pertaining to actual or probable litigation (Code of VA: §2.2-3711.A.7)
- E. Consultation with Legal Counsel regarding specific legal matters requiring the provision of legal advice (Code of VA: §2.2-3711.A.8)
- F. Personnel Matter (Code of VA: §2.2-3711.A.1)

IV. Adjournment

No public comment will be taken at this meeting.

**GEORGE MASON UNIVERSITY
BOARD OF VISITORS**

**Audit Committee
October 12, 2017
Merten Hall, Fairfax Campus**

A G E N D A

- I. Call to Order**
- II. Closed Session**
 - A. Critical Infrastructure Vulnerability Assessment Information
(Code of VA: 2.2-3705.2.4)
- III. Approval of Audit Committee Minutes**
 - A. Approval of Committee Minutes for May 11, 2017 Meeting (**ACTION**)
- IV. New Business**
 - A. Approval of Audit Committee Charter (**ACTION**)
 - B. Approval of Office of University Audit Department Charter (**ACTION**)
- V. Reports**
 - A. Office of University Audit Summary Report
 - B. Review of Office of University Audit Planning
- VI. Adjournment**

**AUDIT COMMITTEE
OF THE BOARD OF VISITORS**

**May 11, 2017
Merten Hall**

MINUTES

PRESENT: Vice Chair Gruner; Visitors Peterson and Schar.

Senior Vice President Davis; Associate Vice President and Controller Kemp; Executive Director and Chief Information Security Officer Landry; Director-IT Security McNay; Vice President and Chief Information Officer Smith; Senior Associate University Counsel Walther; Chief Ethics Officer Woodley; Director Dittmeier; and Secretary pro tem Thompson.

ABSENT: Chairman Corley; Visitor Hazel.

I. In Chairman Corley’s absence, Vice Chair Gruner called the meeting to order at 9:42 a.m.

II. Approval of Minutes

Vice Chair Gruner called for a motion to approve the minutes of the March 2, 2017 Audit Committee meeting. The motion was **MOVED** by Visitor Peterson and **SECONDED** by Visitor Schar.

MOTION CARRIED UNANIMOUSLY BY VOICE VOTE.

III. New Business

A. Review of Financial Statements for Year Ended June 30, 2016

This agenda topic was reviewed during a joint session with the Finance and Land Use Committee. Minutes of the Committee’s review are included in the minutes of the Finance and Land Use Committee’s May 11, 2017 meeting.

B. Auditor of Public Accounts Examination Report

This agenda topic was reviewed during a joint session with the Finance and Land Use Committee. Minutes of the Committee’s review are included in the minutes of the Finance and Land Use Committee’s May 11, 2017 meeting.

AUDIT COMMITTEE

March 2, 2017

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IV. Closed Session

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

MOTION CARRIED UNANIMOUSLY BY VOICE VOTE.

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

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

V. Reports

A. Internal Audit Summary Report

Mr. Dittmeier reviewed with the Committee the Report of Internal Audit and Management Services. He described the two audit reports issued since the last meeting and a third report that was expected to be published in the near future. Management continues to make progress to remediate ten outstanding audit issues; three have closed since the last meeting. He reviewed the status of in-progress and planned audit and investigative projects; the Committee supported management's planned actions to complete an environment assessment related to one department, enhance certain communications, and ensure comprehensive ethics training is completed and implemented.

Mr. Dittmeier also provided an update on the process to recruit a successor to the Assistant Director-Internal Audit who is planning to retire during the summer 2017.

VI. Adjournment

Vice Chair Gruner declared the meeting adjourned at 10:40 a.m.

Respectfully submitted,
Karen Thompson
Karen Thompson
Secretary pro tem

ITEM NUMBER: IV.A.	Approval of Audit Committee Charter
PURPOSE OF ITEM:	This item facilitates the Audit Committee’s review of its charter.
NARRATIVE:	<p>The Audit Committee’s charter was last approved in October 2016.</p> <ul style="list-style-type: none"> • The charter requires the Committee to “review annually and update the Committee’s formal charter”. <p>The proposed revisions:</p> <ul style="list-style-type: none"> • Aligns the charter with the Board’s October 2016 by-laws related to the composition of the Committee. • Make minor changes to reflect the renaming of the internal audit function as “Office of University Audit” and the Director-Internal Audit as “University Auditor”. <p>The proposed charter has been reviewed with University Counsel Walther and Dr. Cabrera. Mr. Walther confirmed the charter is aligned with the university’s by-laws.</p>
RECOMMENDATION:	Approval of revisions to the Audit Committee Charter.

GEORGE MASON UNIVERSITY BOARD OF VISITORS AUDIT COMMITTEE CHARTER

PURPOSE

The purpose of the Audit Committee is to assist the Board of Visitors in fulfilling its oversight responsibilities for the financial reporting process, the system of internal controls, internal and external auditing, and the University's process for monitoring compliance with laws and regulations.

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

COMPOSITION

The Audit Committee will consist of three or more Visitors determined annually by the Board of Visitors. The Rector shall appoint the Chairman and Vice Chairman subject to the confirmation by the Committee. Each committee member shall be ~~both independent and financially literate~~, as defined by ~~applicable regulation and~~ the Board of Visitors. At least one member ~~shall be financially literate as defined by the Board of Visitors. may have experience in financial reporting. The Committee Chairman may identify annually, a designated financial report expert to the Committee.~~

MEETINGS

The schedule of Committee meetings is determined annually by the Board of Visitors; additional meetings may occur as determined by the Committee Chairman. The Committee Chairman should meet with the **University Auditor** as necessary and at least prior to each Committee meeting. Committee actions will be reported to the Board of Visitors with such recommendations as the Committee may deem appropriate. The Committee may meet in closed session, consistent with state law.

RESPONSIBILITIES

In fulfilling its oversight responsibilities, the Audit Committee shall:

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

Financial Reporting Oversight

- Review and discuss with management and the University's independent auditors, the Auditor of Public Accounts:

- The University's annual financial statements, including footnotes, the University's significant accounting policies, and disclosures made in Management's Discussion and Analysis.
- The Auditor of Public Accounts' audit of the financial statements, including their report on internal control over financial reporting and on compliance and other matters.
- The effectiveness of the university's system of internal controls over financial reporting.
- Any difficulties or disputes with management encountered during the audit.

Internal Control and Compliance

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

Internal Auditing Oversight

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

Effective Date: **October 12, 2017**

ITEM NUMBER: IV.B.

Approval of Office of University Audit Charter

PURPOSE OF ITEM:

This item requests Audit Committee approval of the proposed Office of University Audit charter.

NARRATIVE:

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

- The charter was last approved in October 2016.
- The proposed charter contains the same mission, independence, responsibility, and authority requirements as the existing October 2016 charter.
- The standards of practice requirements are enhanced to include conformance with the directives of the Office of the State Inspector General and the maintenance of a Standards-required quality assurance and improvement program.
- Minor changes are proposed to reflect the renaming of the internal audit function as "Office of University Audit" and the Director-Internal Audit as "University Auditor".

The proposed charter has been reviewed with Dr. Cabrera; he remains fully supportive of the charter and is committed to providing the Office of University Audit with the necessary independence, stature, and access to university personnel and resources to accomplish its responsibilities to the Audit Committee.

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

- Clear functional reporting to Audit Committee, with full and free access to the Committee.
- Demonstrated oversight by Audit Committee.
- Freedom from interference in determining internal audit risk assessments; audit selection and scheduling; audit scope, procedures, frequency, and timing, and audit reporting.
- Unrestricted access to all functions, reports, property, and personnel.
- Non-performance of management or operational responsibilities, including directing any non-Office of University Audit personnel.

RECOMMENDATION:

Approval of the Office of University Audit charter.

GEORGE MASON UNIVERSITY
OFFICE OF UNIVERSITY AUDIT CHARTER

Adopted by the Audit Committee of the Board of Visitors

David Petersen, Chairman, Audit Committee

Date

Horace Blackman, Vice Chair, Audit Committee

Date

University Management is fully supportive of the Office of University Audit in the accomplishment of its mission to provide independent, objective, risk-based assurance and consulting services designed to add value and improve the university's operations. Through its administrative reporting relationship, the Office of University Audit will have the necessary independence, stature, and access to university personnel and resources to accomplish its responsibilities to the Audit Committee.

Angel Cabrera, President

Date

MISSION

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

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

INDEPENDENCE

To provide for the independence of the university's internal auditing function, the University Auditor reports functionally to the Audit Committee of the Board of Visitors and administratively to the President. The Audit Committee (i) approves the Office of University Audit Charter, the internal audit process for establishing risk-based audit plans, and the appointment or replacement of the University Auditor, and (ii) reviews the internal audit financial and staffing budget, and reports of significant findings and recommendations, among other things. Administrative matters do not include, among other things, matters of audit risk assessments, audit selection and scheduling, audit scope, procedures, frequency, and timing, and audit reporting. The Office of University Audit is prohibited from having management responsibility for any university operational areas.

RESPONSIBILITY

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

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

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

AUTHORITY

The Office of University Audit is authorized to:

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

The Office of University Audit is not authorized to:

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

STANDARDS OF AUDIT PRACTICE

The Office of University Audit conducts its work to conform to (i) the directives of the Commonwealth of Virginia's Office of the State Inspector General and (ii) the mandatory professional guidance of the Institute of Internal Auditors, including: the Definition of Internal Auditing; Code of Ethics; and the Core Principles and the International Standards for the Professional Practice of Internal Auditing. To assess such conformance, the Office of University Audit maintains a quality assurance and improvement program that includes internal and external assessments which cover all aspects of the internal audit program; assessment results are communicated to management and the Audit Committee.

EFFECTIVE DATE

This charter is effective October 12, 2017. The charter will be reviewed annually and revised when necessary.



Office of University Audit

Report to the Audit Committee of the Board of Visitors

October 12, 2017

EXECUTIVE SUMMARY

- Three audit reports were issued since the last meeting.
 - College of Health and Human Services.
 - Construction Payment and Change Order Processes: Academic VII Building.
 - IT Governance and Project Prioritization.
- Remediation of 12 audit issues is in progress as of September 15, 2017:
 - Eight issues have current target remediation dates through June 2018.
- Audit Plan status:
 - Substantially on track with 3+6 Audit Plan approved at the prior meeting.
- Status of fraud, waste, and abuse investigations:
 - One completed since the prior meeting; there are three investigations in progress.
 - The completed investigation was isolated in nature.
- Audit staffing:
 - Wendy Watkins joined Mason as Associate University Auditor on September 5, 2017. She has over 17 years of internal audit leadership experience at Unisys Corporation and International Business Machines Corporation and holds professional certifications as a Certified Internal Auditor and Certified Fraud Examiner.
 - 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.

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 - Construction Payment and Change Order Processes: Academic VII Building.
 - IT Governance and Project Prioritization.

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- 3 STATUS OF AUDIT PLAN

- 4 STATUS OF INVESTIGATIONS

- 5 STAFFING

- 6 APPENDIX:
 - Audit Issue Details

SUMMARY OF INTERNAL AUDIT REPORTS

- College of Health and Human Services.
- Construction Payment and Change Order Processes: Academic VII Building.
- IT Governance and Project Prioritization.



INTERNAL AUDIT REPORT

Report Title:	College of Health and Human Services
Responsible Manager:	Thomas Prohaska Dean, College of Health and Human Services

Report Date:	May 11, 2017
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EXECUTIVE SUMMARY:

Background:

The College of Health and Human Services (CHHS) consists of the School of Nursing and five departments: Global and Community Health; Health Administration and Policy; Nutrition and Food Studies; Rehabilitation Science; and Social Work. Students are prepared to provide management, care, and services related to promoting and restoring health, wellness, quality of life, and disease prevention through advancing best practices for physical, social, and environmental health and well-being. The College’s multidisciplinary approach offers degree and research opportunities in health administration, health policy, health information systems, health services research, nursing, public health, nutrition, global health, rehabilitation science, gerontology, and social work. During the 2015-2016 academic year, CHHS conferred bachelor’s degrees in 13 areas of study, master’s degrees in 19 areas, doctoral degrees in seven areas, and certificates in eight areas of study.

The College educates 2,600 undergraduate, graduate, and doctoral students. Teaching, research, and other responsibilities are provided by 97 full-time faculty and 39 administrative support staff; the College also made use of 119 adjunct faculty and 61 graduate assistants in fall 2016 to deliver on its mission. Four-year graduation rates for the two most recent academic cohorts of undergraduate students were 56.5% (2011; five-year rate = 71.0%) and 50.3% (2012). For the 2015-2016 academic year, CHHS awarded 823 degrees including 21 certificates, 522 bachelor’s, 248 master’s, and 32 doctoral degrees. Retention rates for the two most recent classes where at least one academic year has been completed (i.e., 2014 and 2015) are 80% and 91% respectively.

CHHS’s FY17 operating budget totals approximately \$20.2 million, with more than 93 percent allocated to employee compensation. Increases from FY15 and FY16 actual spending primarily relate to increased staffing levels.

The College is headed by Dean Thomas Prohaska. The Director of the School of Nursing and the chairs of each of the five departments report directly to the Dean. College-level administrative support is organized around academic affairs; research and program evaluation; development (i.e., fund raising); community engagement (e.g., academic outreach, marketing and communication, etc.); and budget and administration.

The audit evaluated the design and operating effectiveness of CHHS’ governance, risk management, and significant control processes. Principal areas of focus include: (i) College strategic planning and governance focused on oversight and monitoring activities; (ii) specialized accreditation status and implementation of actions to address accreditation review findings and recommendations; (iii) adherence to Mason graduate admissions criteria and

assessing the impact of new technology on processing applications; (iv) adherence to CHHS faculty workload guidance, including approvals of course releases (e.g., course releases for administrative assignments and course releases for work on grants) for the 28 CHHS full-time faculty in the five departments (excluding the School of Nursing and excluding the department chairs) who had grant or administrative workload releases in fall 2016; (v) academic policy processes to ensure that changes to CHHS courses and programs of study reflected in the university catalog are appropriately reviewed and approved; (vi) assessing faculty awareness related to certain regulatory compliance expectations; (vii) Mason and Partner (MAP) Clinics program review including processes for identifying and managing related risks; (viii) research centers governance structure and expenditures; (ix) financial reporting and administrative processes, including controls over use of procurement cards, fixed assets, and real estate leases, and organization reconciliations; and (x) information technology controls utilized in the decentralized CHHS computing environment.

Audit Conclusion:

As one of the university's ten colleges and schools, CHHS operates using a blend of (i) processes which are managed and monitored by centralized units on behalf of all of the colleges and schools; (ii) processes which are governed by relevant university-wide policies, but where university-wide monitoring for policy compliance could be strengthened; and (iii) processes where the specific expectations, requirements, processing, and monitoring rests principally with the CHHS or, in some cases, with the departments.

In our view, CHHS makes generally effective use of university-wide processes which are managed and monitored by centralized units on behalf of all of the colleges and schools. These processes, which include those related to academic course and program changes; certain financial administrative processes; real estate leases; among others are leveraged and supported by effective CHHS processes to ensure appropriate transaction-level approvals are in place. Appropriate approvals were in place for academic unit and College-level faculty teaching workload releases for administrative assignments or for work on grants. However, processes governed by relevant university-wide policies or by CHHS-level guidelines and where monitoring may need strengthening are not always executed with appropriate adherence or consistency. Among other things, CHHS's distributed IT environments which process research data (including non-personally identifiable health-related data of individuals), and maintain a non-Mason email service should be subjected to appropriate processes and policies, including transaction logging and monitoring, business continuity and disaster recovery, information security and incident management, and change management, among others. Management should evaluate the nature and extent of oversight of adherence to accreditation requirements that should be provided by College-level and university management; follow-up of one accrediting body's report could not be evaluated as the responsible department could not locate the report for its accredited degree program.



INTERNAL AUDIT REPORT

Report Title:	Construction Payments and Change Order Processing: Academic VII Building Project	Report Date:	June 20, 2017
Responsible Manager:	Thomas Calhoun Vice President, Facilities		

EXECUTIVE SUMMARY:

Background:

The Academic VII Building construction project is a “Construction Manager At Risk” (CM) procurement managed by Mason’s Facilities Project Management and Construction group. Under the CM contract for this project, Whiting Turner Contracting Company provides the construction and all related services for a guaranteed maximum price (GMP) of \$54,800,000, including \$1,495,000 (2.7% of GMP) for contingencies related to reasonably unforeseen eventualities that were not considered in establishing the GMP estimate. Whiting Turner is “at risk” for costs in excess of the GMP. Change orders address project work changes generally resulting from unforeseen site or building conditions, errors or omissions in the contract, or Mason-driven changes to specifications or the project scope after the execution of the contract.

The Commonwealth of Virginia’s Bureau of Capital Outlay Management (BCOM) Construction and Professional Services Manual (CPSM) governs Mason’s CM “At Risk” procurement process, including payments to the contractor. Prior to payment, the project’s Architect/Engineer firm (Perkins Eastman), Mason’s Project Inspector (a Facilities employee dedicated to inspecting the project), and Mason’s Project Manager review payment requests to ensure work is completed and in conformance with plan and design contract specifications; once all parties concur, the payment requests are approved and processed. Similarly, Change Orders are issued by the Architect/Engineer firm, accepted by the CM Contractor, recommended by the Mason Project Manager, and approved by the Vice President-Facilities.

Through December 31, 2016, Mason has paid \$33,205,000 under the contract (61% of the GMP), including usage of 29% of the planned contingency budget (\$435,000). Two change orders addressing owner-driven changes in requirements, totaling \$848,000, were approved.

Audit Conclusion:

Oversight of the payment and change order process was effective to ensure adherence to construction contract documents and compliance with Commonwealth of Virginia CPSM requirements. The CM Contractor, Architect/Engineer, Mason Project Inspector, and Mason Project Manager are qualified professionals who have worked together to ensure that the 17 payment requests through December 31, 2016, totaling \$33,205,000, were appropriately reviewed to confirm that work is completed and in conformance with plan and design contract specifications prior to approval and processing. These professionals are physically present on the job site frequently, often daily, and evidence their reviews through daily activity and weekly progress reports, bi-monthly progress and change order meetings, and pay package correspondence. The two approved change orders were supported by appropriate documentation and were properly approved.



INTERNAL AUDIT REPORT

Report Title:	Information Technology Governance and Project Prioritization	Report Date:	August 7, 2017
Responsible Manager:	Marilyn Smith Vice President/Chief Information Officer, Information Technology Services Charles Spann Executive Director, Information Technology Services Strategic Business Operations		

EXECUTIVE SUMMARY:

Background:

Information technology (IT) governance consists of the leadership, organizational structures, and processes that ensures that Mason’s technology supports the university’s strategies and objectives, and adheres to the Commonwealth of Virginia-provided operating authority related to information technology. The February 2017 Information Technology Services (ITS) Strategic Plan outlines the four-year approach for transforming Mason through maximal use of technology in support of the Mason Strategic Plan. Among other things, the ITS Strategic Plan includes goals focused on direct support of university strategic initiatives as well as goals to strengthen ITS capabilities.

The university has three policies and a committee structure that supports governance of its technology and the prioritization of IT projects. The policies address (i) approval of proposed additions of administrative systems or applications in advance of procurement or development to ensure regulatory compliance, compatibility with existing systems, and elimination of duplicative hardware and software; (ii) the codes of practices tailored to Mason for aligning IT architecture, infrastructure, and ongoing operations; and (iii) management and delivery of IT projects, excluding research projects, research initiatives, or instructional programs.

Prior to 2014, IT projects were prioritized and scheduled by senior ITS leadership. Individual projects were managed in alignment with a traditional waterfall method for developing systems. Among other things, this resulted in conflicting project requests to accommodate the heavy demand for resources. In 2014, ITS began to establish structures to shift development prioritization decisions to a more university-wide focus and create broader involvement in decision-making by the user community. These structures include:

- The IT Governance Group (ITGG), consisting of the Chief Information Officer and Mason leaders who represent colleges as well as academic and administrative business units, prioritizes projects that impact or involve ITS, i.e., projects that originate within ITS as well as distributed IT projects that impact or involve ITS.
- The ASRB, consisting of representatives of ITS Systems Integration, ITS IT Security Office (ITSO), ITS Enterprise Servers and Messaging, and the Assistive Technology Initiative, reviews and verifies compliance for new software procurement projects and implementations as well as upgrades.

Additional stakeholder communication and collaboration is provided through other committees and organizations, including the Portfolio Evaluation Committee (PEC) and the Project Coordination Subcommittee (PCS) which coordinate primarily regarding Banner and related enterprise systems projects; and the Technology Leadership Council (TLC) which allows for ITS and the decentralized IT offices to collaborate, share IT knowledge and expertise, communicate needs and challenges, and identify common areas of interest.

As ITS leadership continues to implement more efficient tactics, projects which would have previously been managed using the waterfall system development methodology are being managed using a more streamlined approach, which supports ITS' incorporation of an agile systems development methodology.

Audit Conclusion:

In the last three years, Mason has strengthened its overall IT governance capabilities through the build-out, evolution, and use of standing governance and advisory committees, and supporting processes. In our view, these committees and processes have created a broader involvement by the user community in certain IT prioritization decisions.

We believe that management should strengthen governance of all IT projects (both centrally managed and distributed) and associated spending, including the involvement of more senior executives, to better ensure technology priorities and spending is aligned with the most critical current and future needs for the university's strategic success.

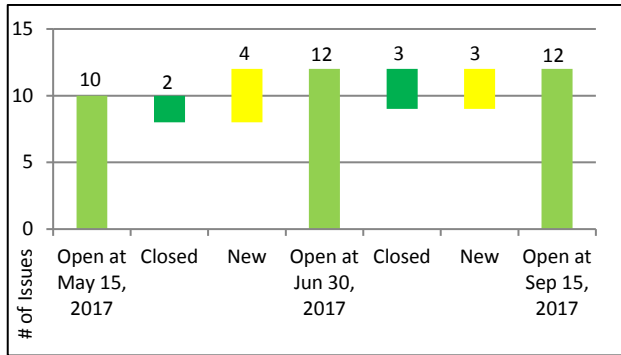
Management should also re-assess its policies that govern IT project prioritization and management activities; current policies have not been revised in several years, rely on outdated versions of ISO Standards, and do not align with the prioritization and project management processes currently in practice. As part of this re-assessment, management should evaluate the appropriate level of oversight and process for IT projects related to research projects, research initiatives, and instruction programs as well as distributed IT projects that do not impact or involve ITS.

ITS' work to update its methodology for managing IT projects (last updated in May 2010) is underway. The work introduces agile methodology components in addition to existing, more traditional, waterfall methodology components to streamline project management and system development activities. While the updated methodology is practiced when ITS PPMO staff act as, or provide guidance to, functional project managers, efforts to document, approve, and make the updated methodology available more broadly to the university should be completed.

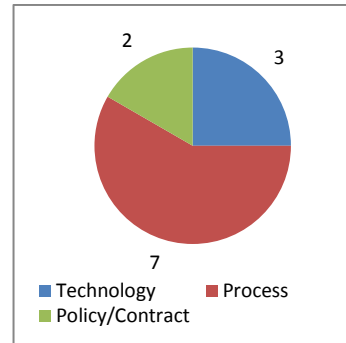
STATUS OF AUDIT ISSUES AS OF SEPTEMBER 15, 2017

There were 12 open audit issues as of September 15, 2017. Remediation of three audit issues was completed by management since May 2017.

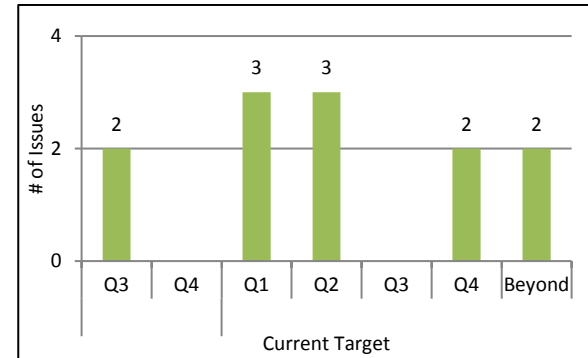
Audit Issue Inventory Movement



Audit Issues by Type






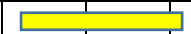





























Audit Issues by Current Target



Audit Report	Report Date	Open at Apr 2017	New	Closed	Open at Jun 2017	New	Closed	Open at Sep 2017
IT Governance and Project Prioritization	8/7/17	-	-	-	-	3	-	3
College of Health and Human Services	5/11/17	-	4	-	4	-	(1)	3
Student-Athlete Treatment and Rehabilitation Services Billing Process	4/10/17	1	-	-	1	-	(1)	-
Internal Control Certification and Supporting ARMICS-Related Activities	3/17/17	1	-	-	1	-	(1)	-
Freedom Aquatic and Fitness Center Membership Dues	2/10/17	1	-	(1)	0	-	-	-
Facilities Management - General Services	9/15/16	1	-	-	1	-	-	1
Federally Sponsored Program Reconciliations	5/24/16	1	-	-	1	-	-	1
Decentralized IT Management and Security: Office of the Provost	10/23/15	3	-	(1)	2	-	-	2
Information Security Management: Boundary Protection	9/9/13	1	-	-	1	-	-	1
Enterprise Project Management Framework and System	3/28/13	1	-	-	1	-	-	1
		10	4	(2)	12	3	(3)	12

STATUS OF AUDIT PLAN AS OF SEPTEMBER 15, 2017

The 3+6 Audit Plan as of September 15, 2017 (bottom bars) is compared with the status as of the prior report to the Committee (top bars). (Note: The status of work is shown as follows: completed = orange bars, in progress = green bars, and planned = yellow bars)

Topic	Description	6/30	9/30	12/31	3/31
Aligned with University-Level Risk Areas					
Administrative Management of Sponsored Research Programs	<ul style="list-style-type: none"> Assess the university's administrative management of sponsored program awards, including financial, contractual, and regulatory risk management. 				
IT Governance and Projects	<ul style="list-style-type: none"> Assess the university's management of IT projects including selection, prioritization, project management, and implementation. 				
Data and Security Risk Assessment: Colleges	<ul style="list-style-type: none"> Survey and assess information security risks at college-managed environments. 				
Controlled Unclassified Information (CUI) Data and Security Environment	<ul style="list-style-type: none"> Monitor management's project to inventory and assess CUI data environment and ensure compliance with federal regulations by December 2017. 				
Academic Innovation and New Ventures Initiatives	<ul style="list-style-type: none"> Monitor development and implementation of major academic innovation and ventures initiatives. 				
University Registrar	<ul style="list-style-type: none"> Assess University Registrar processes implementing academic policy, including processing completeness and accuracy. 				
Faculty Workload Guideline Implementation	<ul style="list-style-type: none"> Monitor implementation of faculty workload guidelines across various colleges, including management's oversight processes. 				
Conflict of Interest Processes	<ul style="list-style-type: none"> Monitor implementation of enhanced processes for disclosing, evaluating, and managing potential conflicts of interest. 				
Banner Study and Upgrade Project	<ul style="list-style-type: none"> Monitor management's multi-year project to study and enhance Banner and suite applications. Assess potential project and process risks; communication. 				
Construction Payments and Change Orders: Academic VII Building	<ul style="list-style-type: none"> Assess construction payments related to \$71 million in-progress construction project via multiple, phase-based audit projects. 				
Construction Payments and Change Orders: Robinson Hall Renovation	<ul style="list-style-type: none"> Assess construction payments related to \$112 million in-progress renovation project via multiple, phase-based audit projects. 				
Additional Areas					
Spending of Funding for Reserves and Strategic Initiatives	<ul style="list-style-type: none"> Monitor and validate spending of FY18 budgets for reserves (\$4 million) and strategic initiatives (\$1.5 million). 				
Sponsored Fund Reconciliations	<ul style="list-style-type: none"> Assess adherence to university policy and Uniform Guidance requirements related to accountability over assets and compliance with regulations and award terms and conditions. 				
Issue Validation Procedures	<ul style="list-style-type: none"> Validate management has remediated audit issues in a comprehensive and sustainable manner. 				
Hotline Investigations Referred by OSIG	<ul style="list-style-type: none"> Investigate allegations of fraud, waste, or abuse received from the Commonwealth's Office of the State Inspector General. 				

STATUS OF INVESTIGATIONS AS OF SEPTEMBER 15, 2017

One investigation was completed since the prior Committee meeting; it was isolated in nature with negligible impact to the University.

Nature of Allegation	Type	Status	Remarks
Visa misrepresentations	Fraud	Completed	
Potential fraudulent travel and other reimbursements	Fraud	In Progress	
Excessive co-instruction spending	Waste	In Progress	
Potential research conflict of interest	Abuse	In Progress	

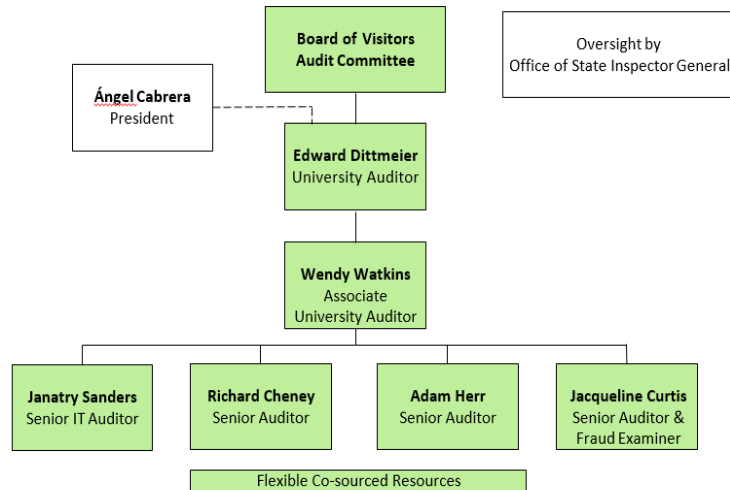
Summary of Types:

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

STAFFING RESOURCES

Associate University Auditor Wendy Watkins joined September 5, 2017. Remaining audit staffing has been stable with no changes since the prior Committee meeting. Co-sourced resources remain available to provide supplemental skilled expertise when needed.

Organization



Staffing

Core Audit Team	Plan	Actual	
		a/o July 2017	a/o Sep 2017
Audit Leadership	2	1	1.3
Auditors by Expertise:			
Operational Audit	2	2	2
IT Audit	1	1	1
Fraud Audit	1	1	1
Total Audit Professional Employees	6	5	5.3
Cosourced FTE* Supported by Permanent Budget	0.8		0.1
Total Audit Professionals Supported by Permanent Budget	6.8	5.0	5.4
Cosourced FTE* Supported by FY17 Temporary Budget	1.6		
Audit Professionals Supported by FY17 Budget	8.4	5.0	5.4

Note: * = Cosourced FTE are estimated based on actual hours provided by cosourced resources and a 1,500 hour/FTE rate.

APPENDIX: AUDIT ISSUE DETAILS AS OF SEPTEMBER 15, 2017

#	Audit Report	Audit Issue	Status of Management Action	Original Target	Current Target
1	<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 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>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> <p>Facilities Management has initiated use of a new vendor’s system to support fuel card purchases and reconciliations that enhances controls through improved transparency of reporting to end-users and their supervisors. The system is being used by Facilities Management personnel and is scheduled to be used by other units by early August 2017. Management oversight is being developed and will be deployed by September 2017.</p>	1/15/17	10/15/17
2	<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</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</p>	1/15/17	10/31/17

#	Audit Report	Audit Issue	Status of Management Action	Original Target	Current Target
		<p>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 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.</p>	<p>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 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 June 2017, the Office of University Audit initiated 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.</p>		

#	Audit Report	Audit Issue	Status of Management Action	Original Target	Current Target
3	<p>Report Name: Information Security Management: Boundary Protection</p> <p>Report Date: 9/09/13</p> <p>Management: Marilyn Smith Vice President/Chief Information Officer, Information Technology Services</p>	<p>Review of Firewall Configurations: Firewall configurations are currently not being reviewed and re-authorized on a cyclic basis. Without a formal process to periodically review and re-authorize firewall configurations, the university cannot ensure that rule bases are adequate and/or still required.</p>	<p>In 2015, the IT Security Office and Network Engineering and Technology (NET) determined it was appropriate to build a new security zone architecture and firewall framework for servers. The new architecture is expected to (i) reduce the number of rules specific to servers as well as the total number of rules, (ii) create a more stable and supportable firewall rule set, (iii) provide for rule set documentation and maintenance, and (iv) provide for assessment of firewall rule adequacy and lifecycle management.</p> <p>NET completed associating IT assets with firewall rule sets and security zones in January 2017 and has 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
4	<p>Report Name: College of Health and Human Services</p> <p>Report Date: 5/11/17</p> <p>Management: Thomas Prohaska, Dean, College of Health and Human Services</p>	<p>Strengthen CHHS Information Technology Controls: CHHS operates a distributed IT environment (i.e., where development, administration, and maintenance are the responsibility of the College, rather than the university's Information Technology Services (ITS) organization), with some servers co-located in the ITS-managed data center and other servers located in a closet in a CHHS building on the Fairfax campus. The servers located in the data center process research data which includes, among other things, health-related data of individuals. The servers located in the CHHS building closet are used to maintain a non-Mason email service and a website. Regardless of their location, CHHS personnel manage the servers, their related security posture, and their environment.</p>	<p>Management has implemented CHHS policies and procedures that adhere to the university's requirements, including training and monitoring. Confirmation of user understanding and adherence to these policies/procedures will be required before users receive access to the environment. Policies and procedures to address any future handling of data subject to HIPAA requirements have been implemented.</p> <p>Management has arranged for ITS IT Security Office to regularly perform vulnerability scans on the Sendmail server. Some improvements have been made to the CHHS server room physical security and environmental controls; further improvements will be made when the server is relocated to the new Academic VII building.</p>	7/1/17	1/31/18

#	Audit Report	Audit Issue	Status of Management Action	Original Target	Current Target
		<p>Our review of CHHS’s management of their distributed IT environment identified the following areas:</p> <ul style="list-style-type: none"> • Sendmail, an open-source, web-based email service housed on servers located in the CHHS building closet is used to send and receive email internal and external to the university. • CHHS management has in place informal, ad-hoc processes related to several aspects of an effective IT environment which would benefit from more formalization, including the development and implementation of policies and procedures. These areas include: transaction logging and monitoring; business continuity and disaster recovery planning; change management; incident management; information security planning; patch and vulnerability management; and retention of system data and hardware. • The servers located in the CHHS building closet and used to maintain email services and a website are housed in a location without appropriate environmental controls. • Management believes its use of non-personally identifiable health information as research data does not impose obligations under Health Insurance Portability and Accountability Act (HIPAA) privacy rules. We believe a formal assessment with appropriate documentation should be completed. 			
5	<p>Report Name: Office of the Provost: Decentralized IT Management and Security</p> <p>Report Date: 10/23/15</p> <p>Management: Thomas Shifflett, Director,</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, the Provost IT Team has not yet completed a fully operational plan and procedures for</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
	Information Technology Services Enterprise Applications	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.			
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>Design and Document Development Methodologies and Procedures:</p> <p>The Provost IT Team has only recently begun to develop a framework of activities, documentation, and project management for system or software acquisition or development on behalf of Provost area units requesting their services. Project development life cycle or project management techniques have been executed <i>ad hoc</i> using informally communicated expectations of standards. While there are numerous development methodologies and none are one size fits all, good development and project management standards is the strongest control to help avoid primary causes of project failures.</p>	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. Due to competing resource demands, this has slipped further from December 2017 to April 2018.	4/30/16	4/30/18
7	<p>Report Name: College of Health and Human Services</p> <p>Report Date: 5/11/17</p> <p>Management: Thomas Prohaska, Dean, College of Health and Human Services</p>	<p>Implement Oversight and Monitoring of Strategic Objectives and Goals:</p> <p>While the College of Health and Human Services has defined its mission statement, vision, and strategic plan, as well as supporting goals and initiatives, the College does not perform periodic assessments to evaluate risks posed to these management priorities to ensure they are understood and sufficiently mitigated. Also, while individual departments have strategic plans, College management lacks a formal oversight process for these lower level strategic plans.</p>	<p>Each July, the CHHS Dean and Administrative Council will review 15 metrics supplied by the Office of Institutional Research and Assessment to assess progress on the several goals established by the college strategic plan. This review was documented as a CHHS Policy in February 2017.</p> <p>Each CHHS academic unit will develop or update its own strategic plan and develop a set of metrics by which to evaluate progress toward achieving their goals; a written summary of that assessment will be required for the unit's annual report to the Dean each April.</p> <p>The first review of metrics is expected in May 2018.</p>	5/1/18	5/1/18
8	<p>Report Name: College of Health and Human Services</p>	<p>Ensure Research Centers Charters Remain Current:</p>	The Office of Research is developing a new framework based on input from Research Council members, deans, and other university leadership;	6/30/18	6/30/18

#	Audit Report	Audit Issue	Status of Management Action	Original Target	Current Target
	<p>Report Date: 5/11/17</p> <p>Management: Thomas Prohaska, Dean, College of Health and Human Services</p>	<p>Research centers are intended to advance the university's missions related to research and public service. The Provost charters centers for a specific period of time and may renew a center's charter subject to a favorable review of the center's performance and accomplishments. Charters for two of the three centers associated with CHHS are expired: Center for Discovery Science and Health Informatics (expired November 2013) and Center for Health Policy Research and Ethics (expired April 2015).</p> <p>The Provost's Office of Research is re-evaluating and re-defining its framework for overseeing institutes and centers, including continuation of centers. This new framework is expected to result in the designation of a small number of university-level research centers having larger volume or complexity that will be chartered and overseen by the Office of Research, including performance monitoring; other research centers not meeting the Office of Research university-level requirements are expected to be overseen by the college-level administrators where the center is housed.</p>	<p>the framework is expected to be implemented by December 2017.</p> <p>Based on the new framework, CHHS will comprehensively review each center and determine if they should continue or cease operations; these decisions are expected within six months of the framework being implemented.</p>		
9	<p>Report Name: Enterprise Project Management Framework and System</p> <p>Report Date: 3/28/13</p> <p>Management: Charles Spann, Executive Director, Information Technology Services</p>	<p>Metrics Based Project Management: A cost estimation and tracking mechanism is not in place to determine and track time and costs to complete IT projects. Such a mechanism can support improved comparative analysis, decision making about future projects, and project monitoring and control.</p>	<p>Information Technology Services management continues to re-assess the appropriate process for making decisions regarding sizing and undertaking IT projects, including the appropriate level of consideration for time and cost, and tracking and reporting actual performance. ITS management has piloted a process to identify a high level estimate of project costs. The pilot is being evaluated and next steps, including potentially an expansion to additional projects, will be determined.</p>	9/30/13	12/15/18
10	<p>Report Name: IT Governance and Project Prioritization</p>	<p>Update IT Project Management Policies and Procedures: Mason's university policies address the procurement, development, implementation, and</p>	<p>Management will review policies and make non-substantive revisions by October 31, 2017. More substantial changes will be processed through the university's standard policy update process; this is</p>	12/31/18	12/31/18

#	Audit Report	Audit Issue	Status of Management Action	Original Target	Current Target
	<p>Report Date: 8/7/17</p> <p>Management: Marilyn Smith, Vice President/Chief Information Officer, Information Technology Services</p>	<p>management of IT projects. These policies need to be reviewed for potential revision as none of the three policies has been reviewed since 2014. Such a review should consider:</p> <ul style="list-style-type: none"> • Distinguishing IT projects requiring technical solutions from projects that do not. • Identifying the SDLC methodologies to be used when developing technical solutions. • Aligning with the most current (2015) ISO 9000 Quality Management Principles standard rather than the 2000 version referenced in policy. • Developing approaches to manage and deliver projects relating to instructional programs, and research projects and initiatives. 	<p>expected to be completed throughout 2018. To ensure future policy reviews and updates are performed timely, ITS will designate specific positions and roles that will be responsible for ensuring that all IT-related policies are reviewed annually, and updated as necessary.</p>		
11	<p>Report Name: IT Governance and Project Prioritization</p> <p>Report Date: 8/7/17</p> <p>Management: Marilyn Smith, Vice President/Chief Information Officer, Information Technology Services</p>	<p>Improve Governance of University IT Projects:</p> <p>The university has several processes for evaluating and prioritizing IT projects for development.</p> <ul style="list-style-type: none"> • Prioritization of Strategic and Capital projects that support strategic objectives, improve service capabilities, enhance customer satisfaction, or support new building construction or renovations should consider the capacity of development resources to support the timing and scheduling of the work effort in addition to the already-considered project impact and effort levels. • Prioritization of Maintenance and Mandate projects which are required by federal, state, or local governments, or university management, or are needed to continue daily operations should be formally documented. Portfolio Owners prioritize these projects within their respective portfolios and do not always document their prioritization decisions. • Management should evaluate the process for prioritizing IT projects that do not impact or 	<p>As part of ITS continuing to enhance, and strengthen compliance with, the Project Management Framework and the IT governance process, standard methods for ITS to track project resource usage will be implemented; this is expected to be completed by December 2018.</p> <p>Formal procedures to document Maintenance and Mandate prioritization efforts will be implemented by December 31, 2017.</p> <p>While IT Governance processes have been developed with an initial focus on projects that directly involve ITS, the processes can be broadly applied to other administrative and academic groups while also acknowledging that project control needs may vary depending on category and scale, and educating the university community will all be critical factors in the success of this effort; this effort is expected to be completed by June 2019.</p>	6/30/19	6/30/19

#	Audit Report	Audit Issue	Status of Management Action	Original Target	Current Target
		<p>involve ITS (i.e., Distributed IT projects); these are prioritized by individual departments.</p> <p>These gaps may result in a scarcity of resources that do not fully consider personnel and scheduling requirements, or the alignment of project resources with university strategic goals. Decentralized IT project spending and activities may not be approved, governed, and appropriately implemented by university management.</p>			
12	<p>Report Name: IT Governance and Project Prioritization</p> <p>Report Date: 8/7/17</p> <p>Management: Marilyn Smith, Vice President/Chief Information Officer, Information Technology Services</p>	<p>Complete Streamline of IT Project Management Framework: The ITS Portfolio and Project Management Office (PPMO) is updating its methodology (last updated in May 2010) for managing IT projects to streamline project management and system development activities. Although not yet documented, the updated methodology is practiced when PPMO staff act as, or provide guidance to, functional project managers. Many aspects of well-recognized strong methodologies are included in the updated methodology; however, there remain further opportunities to strengthen controls to reduce areas of inconsistency in how projects are planned, managed, and executed which may result in scope creep, planning enhancement, and insufficient support from the project sponsor or manager, among other things.</p> <p>Also, distributed IT projects are not subject to PPMO oversight which may result in projects being developed that do not adhere to the university's IT project management methodology.</p>	<p>In September 2017, the PPMO will commence a project to formalize the re-refresh of the project management framework. Updated templates and procedures, and revised approval processes for each phase gates will be phased-in through Q1 2018. The new framework is targeted for implementation within ITS by June 2018, and communicated and extended to the broader Mason community over the next year.</p>	6/30/19	6/30/19

ITEM NUMBER: V.B.

Review of Office of University Audit Planning

PURPOSE OF ITEM:

This item facilitates the Audit Committee's review of the Office of University Audit's process for establishing risk-based audit plans.

NARRATIVE:

The Office of University Audit uses a 'top-down' and a 'bottom-up' approach to develop its independent risk assessment used for determining priorities for providing assurance services.

- The 'top-down' approach seeks to identify macro-level areas of current and/or potentially emerging interest to stakeholders.
- The 'bottom-up' approach is used to develop a risk-based prioritized frequency of audit coverage across the university through the evaluation of Audit Risk Factors applied to Auditable Units.
 - The potential impact and likelihood of risks related to the following areas were considered: strategic; financial and financial reporting; regulatory compliance; operations; and hazards.

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

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

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

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

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

ACTION:

Audit Committee review.



Office of University Audit

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

Report to Audit Committee
October 12, 2017

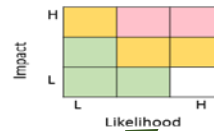
Audit priorities are determined in a dynamic, flexible, risk-based manner using a frequently re-freshed audit risk assessment. Planning is governed by an Audit Policy endorsed by the Committee in 2016; essential elements are:

Top-Down Analysis

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

Bottom-Up Analysis

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



Monitoring

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

Key Stakeholder Input

- Executives
- University risk leaders
- Audit Committee

Proposed 3+6 Audit Plan

Evaluate Resources

- Resource levels
- Skill needs

Seek Review

- Chairman review
- Committee review

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

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






































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

Risk assessment results highlight areas with potentially high impact.

RISK FACTOR	DESCRIPTION	DISTRIBUTION OF AUDITABLE UNITS																
STRATEGIC	The risk of this auditable unit to GMU's people, reputation, or financial position, and to the achievement of GMU's Mission, Values, and Strategic Plan objectives arising from ineffective business strategies and tactics; adverse business decisions; insufficient resources, funding, or management focus; ineffective implementation of decisions; or lack of responsiveness to changes in business environment.	<table border="1"> <tr> <td>H</td> <td>17</td> <td>5</td> <td></td> </tr> <tr> <td>Imp</td> <td>22</td> <td>11</td> <td></td> </tr> <tr> <td>L</td> <td>17</td> <td>2</td> <td></td> </tr> <tr> <td></td> <td>L</td> <td></td> <td>H</td> </tr> </table> <p>Lkl</p>	H	17	5		Imp	22	11		L	17	2			L		H
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Imp	22	11																
L	17	2																
	L		H															
FINANCIAL and FINANCIAL REPORTING	The risk of this auditable unit to GMU's people, reputation, or financial position arising from inadequate or ineffective management of financial-related processes and reporting or external events, including processes upstream from those normally associated with financial aspects of the university. Among other things, this includes risks associated with credit, investments, financings, currencies, financial models, markets, and related transaction processing, accounting, and reporting activities.	<table border="1"> <tr> <td>H</td> <td>3</td> <td>3</td> <td>1</td> </tr> <tr> <td>Imp</td> <td>7</td> <td>9</td> <td></td> </tr> <tr> <td>L</td> <td>48</td> <td>3</td> <td></td> </tr> <tr> <td></td> <td>L</td> <td></td> <td>H</td> </tr> </table> <p>Lkl</p>	H	3	3	1	Imp	7	9		L	48	3			L		H
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REGULATORY COMPLIANCE	The risk of this auditable unit to GMU's people, reputation, or financial position arising from violations of, or non-compliance with, current and changing laws, regulations, supervisory guidance, or regulatory expectations.	<table border="1"> <tr> <td>H</td> <td>6</td> <td>5</td> <td></td> </tr> <tr> <td>Imp</td> <td>10</td> <td>17</td> <td></td> </tr> <tr> <td>L</td> <td>35</td> <td>1</td> <td></td> </tr> <tr> <td></td> <td>L</td> <td></td> <td>H</td> </tr> </table> <p>Lkl</p>	H	6	5		Imp	10	17		L	35	1			L		H
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OPERATIONS	The risk of this auditable unit to GMU's people, reputation, or financial position arising from inadequate or failed internal processes, people, and systems or from external events. This includes the following types of risk: technology-related risk, which is the risk arising from the University's overall use of technology (whether centralized or decentralized) and includes, among other things, its governance, processes, infrastructure, applications, security, and reliability; and legal risk, which is the risk arising from defective transactions, litigation or claims made, or the failure to protect university assets.	<table border="1"> <tr> <td>H</td> <td>3</td> <td>4</td> <td>1</td> </tr> <tr> <td>Imp</td> <td>13</td> <td>29</td> <td>1</td> </tr> <tr> <td>L</td> <td>15</td> <td>8</td> <td></td> </tr> <tr> <td></td> <td>L</td> <td></td> <td>H</td> </tr> </table> <p>Lkl</p>	H	3	4	1	Imp	13	29	1	L	15	8			L		H
H	3	4	1															
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HAZARD	The risk of this auditable unit to GMU's people, reputation, or financial position arising from inadequate or failed internal processes, people, and systems or from external events. This includes the following types of risk: (i) health, safety, and environmental risks, which is the risk arising from processes or events that potentially cause damage, harm, or adverse effects to someone (e.g., health) or something (e.g., property).	<table border="1"> <tr> <td>H</td> <td></td> <td>1</td> <td></td> </tr> <tr> <td>Imp</td> <td>8</td> <td>9</td> <td></td> </tr> <tr> <td>L</td> <td>55</td> <td>1</td> <td></td> </tr> <tr> <td></td> <td>L</td> <td></td> <td>H</td> </tr> </table> <p>Lkl</p>	H		1		Imp	8	9		L	55	1			L		H
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Our proposed audit plan:

The 3+6 Audit Plan as of September 15, 2017 (bottom bars) is compared with the status as of the prior report to the Committee (top bars). (Note: The status of work is shown as follows: completed = orange bars, in progress = green bars, and planned = yellow bars)

Topic	Description	6 30	9 30	12 31	3 31
Aligned with University-Level Risk Areas					
Administrative Management of Sponsored Research Programs	• Assess the university’s administrative management of sponsored program awards, including financial, contractual, and regulatory risk management.	 			
IT Governance and Projects	• Assess the university’s management of IT projects including selection, prioritization, project management, and implementation.	 			
Data and Security Risk Assessment: Colleges	• Survey and assess information security risks at college-managed environments.		 		
Controlled Unclassified Information (CUI) Data and Security Environment	• Monitor management’s project to inventory and assess CUI data environment and ensure compliance with federal regulations by December 2017.		 		
Academic Innovation and New Ventures Initiatives	• Monitor development and implementation of major academic innovation and ventures initiatives.		 		
University Registrar	• Assess University Registrar processes implementing academic policy, including processing completeness and accuracy.				
Faculty Workload Guideline Implementation	• Monitor implementation of faculty workload guidelines across various colleges, including management’s oversight processes.			 	
Conflict of Interest Processes	• Monitor implementation of enhanced processes for disclosing, evaluating, and managing potential conflicts of interest.		  		
Banner Study and Upgrade Project	• Monitor management’s multi-year project to study and enhance Banner and suite applications. Assess potential project and process risks; communication.			 	
Construction Payments and Change Orders: Academic VII Building	• Assess construction payments related to \$71 million in-progress construction project via multiple, phase-based audit projects.			 	
Construction Payments and Change Orders: Robinson Hall Renovation	• Assess construction payments related to \$112 million in-progress renovation project via multiple, phase-based audit projects.				 
Additional Areas					
Spending of Funding for Reserves and Strategic Initiatives	• Monitor and validate spending of FY18 budgets for reserves (\$4 million) and strategic initiatives (\$1.5 million).		 	 	 
Sponsored Fund Reconciliations	• Assess adherence to university policy and Uniform Guidance requirements related to accountability over assets and compliance with regulations and award terms and conditions.	  			
Issue Validation Procedures	• Validate management has remediated audit issues in a comprehensive and sustainable manner.	  			
Hotline Investigations Referred by OSIG	• Investigate allegations of fraud, waste, or abuse received from the Commonwealth’s Office of the State Inspector General.	  			

The risk-assessed Audit Universe, sorted by Executive:

#	Executive	Group	Area	Str	Fin	Comp	Opns	Haz	Audit Work: FY 2012 to Present
1	Provost	Antonin Scalia Law School		Mod	Low	Mod	Mod	Low	
2	Provost	College of Education & Human Development		Mod	Low	Mod	Mod	Low	8/28/15 - VISTA Grant
3	Provost	College of Health & Human Services		Mod	Low	Mod	Mod	Low	5/11/17 – College of Health and Human Services
4	Provost	College of Humanities & Social Sciences		Mod	Low	Mod	Mod	Low	11/14/13 - Decentralized IT Management
5	Provost	College of Science		Mod	Low	Mod	Mod	High	9/10/13 - Biomedical Research Laboratory - Physical Security
6	Provost	College of Visual & Performing Arts		Mod	Low	Mod	Mod	Low	4/11/16 - Hylton Performing Arts Center
7	Provost	Krasnow Institute for Advanced Study		Low	Low	Mod	Mod	Low	
8	Provost	Schar School of Policy and Government		Mod	Low	Mod	Mod	Low	
9	Provost	School for Conflict Analysis & Resolution		Low	Low	Mod	Low	Low	
10	Provost	School of Business		Mod	Low	Mod	Mod	Low	
11	Provost	Volgenau School of Engineering		Mod	Low	Mod	Mod	Low	
12	Provost	Academic Administration	Research - Economic Development	Mod	Low	Low	Low	Low	
13	Provost	Academic Administration	Research - Integrity & Assurance	Mod	Low	Mod	Mod	Low	7/8/14 - Human and Animal Subjects Research Compliance
14	Provost	Academic Administration	Research - Sponsored Programs	Mod	High	Mod	Mod	Low	1/19/12 - Research and Development Grants and Contracts; 2/18/13 - Sponsored Research Reconciliation Policy; 2/18/13 - Sponsored Research Payroll Certifications; 5/24/16 - Federally Sponsored Reconciliations; IN PROGRESS – Administrative Management of Sponsored Programs
15	Provost	Academic Administration	University Libraries	Low	Low	Low	Low	Low	
16	Provost	Instructional Support		Low	Low	Low	Low	Low	
17	Provost	Enrollment Services	Admissions & Enrollment Planning	Mod	Low	Low	Mod	Low	11/6/15 - Decentralized IT Management
18	Provost	Enrollment Services	Registrar	Low	Low	Low	Low	Low	6/11/12 - Enrollment Management; 3/5/13 - Office of the University Registrar
19	Provost	Enrollment Services	Student Academic Affairs & Advising	Low	Low	Low	Low	Low	

#	Executive	Group	Area	Str	Fin	Comp	Opns	Haz	Audit Work: FY 2012 to Present
20	Provost	Enrollment Services	Student Financial Aid	Low	Mod	Mod	Low	Low	1/28/13 - Student Financial Aid; 5/8/15 - Decentralized IT Management
21	Provost	Academic Administration	Center for Global Education (Study Abroad Programs)	Low	Low	Low	Low	Mod	
22	Provost	INTO Mason		Low	Low	Low	Low	Low	
23	Provost	Mason Korea		Mod	Low	Low	Low	Low	
24	Provost	Mason Learning Solutions (Executive & Professional Education)		Low	Low	Low	Mod	Low	
25	Provost	Smithsonian Mason School of Conservation		Low	Low	Low	Low	Low	
26	Provost	Institutional Research and Reporting	Institutional Research and Reporting	Mod	Low	Low	Mod	Low	
27	Provost	Academic Administration	Provost Activities	Mod	Low	Mod	Mod	Low	10/23/15 - Decentralized IT Management
28	Provost	University Life	Health & Wellness	Low	Low	Low	Low	Mod	
29	Provost	University Life	Housing and Residential Life	Mod	Low	Low	Mod	Mod	6/11/12 - Housing and Residence Life
30	Provost	University Life	Recreation	Low	Low	Low	Low	Low	8/21/14 - Aquatic and Fitness Center
31	Provost	University Life	Student Organizations	Low	Low	Low	Low	Mod	
32	Administration	Budget and Planning	Budgeting and (Financial) Planning	High	Mod	High	Low	Low	
33	Administration	Fiscal Services	Accounts Payable	Low	Mod	Mod	Mod	Low	
34	Administration	Fiscal Services	Financial Administrative Systems	Low	Low	Low	Low	Low	
35	Administration	Fiscal Services	General Accounting	Low	High	Mod	Mod	Low	3/11/17 – Internal Control Certification and ARMICS Related Supporting Activities
36	Administration	Fiscal Services	Purchasing and Central Receiving	Low	Mod	Mod	Low	Low	2/20/12 - Purchasing Level II Compliance
37	Administration	Fiscal Services	Student Fiscal Services	Low	Mod	Low	Mod	Low	8/15/13 - Cashier's Office
38	Administration	Human Resources and Payroll	Human Resources	High	Low	Mod	Low	Low	
39	Administration	Human Resources and Payroll	Payroll & Benefits	High	Mod	Mod	Low	Low	10/23/15 - Employee Benefits
40	Administration	Information Technology Services	Enterprise Applications / Banner Account Management	Low	Mod	Low	High	Low	3/18/14 - Banner Application and Security-Student Accounts
41	Administration	Information Technology Services	Enterprise Applications / Banner Development, Change Management, and Operations (SDLC)	Low	Low	Low	Low	Low	9/5/12 - Banner Local (In-House) Software Development
42	Administration	Information Technology Services	Enterprise Applications / Database, Middleware, and ERP Support	Low	Mod	Low	High	Low	
43	Administration	Information Technology Services	Enterprise Infrastructure / Enterprise Servers and Messaging (+ logical servers)	Low	Mod	Low	High	Low	1/18/12 - LDAP / MESA; 9/10/15 MESA Technical Point of Contact and Share Administrator Account Management; 2/2/16 - Enterprise Servers and Messaging; Operating Systems Security
44	Administration	Information Technology Services	Enterprise Infrastructure / Technology Support Services	Low	Low	Low	Low	Low	

#	Executive	Group	Area	Str	Fin	Comp	Opns	Haz	Audit Work: FY 2012 to Present
45	Administration	Information Technology Services	IT Security	Mod	Low	Mod	High	Low	9/9/13 - Information Security Management - Boundary Protection; 2/8/17 - Information Security Program
46	Administration	Information Technology Services	Learning Support Services / Online Learning Resources	Low	Low	Low	Low	Low	
47	Administration	Information Technology Services	Network IT Infrastructure	Mod	Mod	Low	High	Low	
48	Administration	Information Technology Services	Physical IT Infrastructure (+ physical servers)	Low	High	Low	Low	Low	9/6/12 - Aquia Data Center
49	Administration	Information Technology Services	Strategic Business Operations / Business Continuity & Recovery	Mod	Low	Low	Mod	Low	
50	Administration	Information Technology Services	Strategic Business Operations / Finance and Human Resources	Low	Low	Low	Low	Low	
51	Administration	Information Technology Services	Strategic Business Operations / Process and Planning	Mod	Low	Low	Low	Low	3/28/13 - Enterprise Project Management Framework and System; 8/7/17 - IT Governance and Project Prioritization
52	Administration	Information Technology Services	Web Contents	Low	Low	Low	Low	Low	
53	Administration	Facilities	Campus Planning	Mod	Low	Low	Low	Low	
54	Administration	Facilities	Construction Planning and Project Management	High	High	High	Mod	Mod	9/27/12 - Construction Project Close-Out Process; 5/17/16 - Construction Procurement and Change Order Processing - Academic VII / Health & Human Services Building; 7/22/16 - Construction Procurement Process - Robinson Hall Demolition / Construction and Utility Distribution Infrastructure Project; 6/20/17 - Construction Payments - Academic VII / Health & Human Services Building
55	Administration	Facilities	Real Estate (Lease) Administration	Low	Mod	Low	Low	Low	
56	Administration	Facilities	Utilities and Facilities Maintenance	Low	Low	Low	Mod	Low	4/22/14 - Facilities Service Contracts
57	Administration	Operations	Campus Police	Low	Low	Low	Low	Mod	
58	Administration	Operations	Parking, Shuttles, and Transportation	Low	Low	Low	Mod	Low	11/11/14 - Arlington Campus Parking Services
59	Administration	Safety, Emergency, and Enterprise Risk Management	Enterprise Risk Management	High	Low	Low	Mod	Low	
60	Administration	Safety, Emergency, and Enterprise Risk Management	Environmental Health and Safety	Mod	Low	Mod	Low	Mod	12/17/15 - Laboratory Safety
61	Administration	Safety, Emergency, and Enterprise Risk Management	Risk Management (Insurance)	Low	Low	Low	Low	Low	
62	Administration	University Services	Eagle Bank Center	Low	Low	Low	Mod	Low	
63	Administration	University Services	Food-Related Services; including related facilities and maintenance (& Independent Food)	Low	Low	Low	Mod	Mod	

#	Executive	Group	Area	Str	Fin	Comp	Opns	Haz	Audit Work: FY 2012 to Present
64	Administration	University Services	Mason Card	Low	Low	Low	Low	Low	
65	Administration	University Services	Print and Mail Services	Low	Low	Low	Low	Low	
66	Administration	University Services	Retail-Related Services (& Independent Retail)	Low	Low	Low	Mod	Low	
67	Athletics	Intercollegiate Athletics	External Affairs, Fund Raising and Funds Management	Low	Mod	Low	Mod	Low	
68	Athletics	Intercollegiate Athletics	Student-Athlete Processes	Low	Low	High	Mod	Mod	11/5/13 - Intercollegiate Athletics Student-Athlete Financial Aid
69	Communications & Marketing	Communications and Marketing	Communications and Marketing	Mod	Low	Low	Mod	Low	
70	Compliance	Compliance, Diversity and Ethics		Mod	Low	High	Mod	Low	12/18/15 - Analysis of Mason's Sexual Harassment and Misconduct Policy and Procedures
71	Development	University Development	Alumni Relations & Development	Mod	Low	Low	Low	Low	
72	Govt & Comm Relations	Government and Community Relations		Mod	Low	Mod	Low	Low	
73	President	Legal Services	Legal Services	Low	Low	High	Mod	Low	
74	President	President's Office		Mod	Low	Low	Low	Low	8/14/12 - President's Office Expenses; 6/30/14 - Senior Executive Travel

**GEORGE MASON UNIVERSITY
BOARD OF VISITORS**

**Finance and Land Use Committee Meeting
October 12, 2017**

AGENDA

- I.** Call to Order
- II.** Approval of Minutes for May 11, 2017 (**ACTION**)
- III.** New Business
 - A. Financial and Operational Overview
 - B. State Six Year Operational Plan (**ACTION**)
- IV.** Capital Matters
 - A. Land Use Certification (**ACTION**)
 - B. Robinson Hall Overview and Schematic Design Approval (**ACTION**)
 - C. Other Capital Budget Items
 - i. IABR Third Floor Fit-Out/Clean Room (**ACTION**)
 - ii. Bull Run Hall IIIB (**ACTION**)
 - iii. Utilities Infrastructure (**ACTION**)
 - D. 9d Debt Resolution - Utility Infrastructure Project #247-18208 (**ACTION**)
- V.** Adjournment

APPENDIX A Capital Projects Review (Stoplight)

ITEM NUMBER III.A.:

**FINANCIAL AND OPERATIONAL
OVERVIEW**

PURPOSE OF ITEM:

To brief the Board of Visitors on updates to the FY 2018 operating budget as well as a look forward with a discussion on the FY 2019 budget development, strategies and initiatives.

APPROPRIATE COMMITTEE:

FINANCE AND LAND USE COMMITTEE

BRIEF NARRATIVE:

The Senior Vice President for Administration and Finance will provide an update on the FY 2018 operating budget. Primarily those updates will be revenue update.

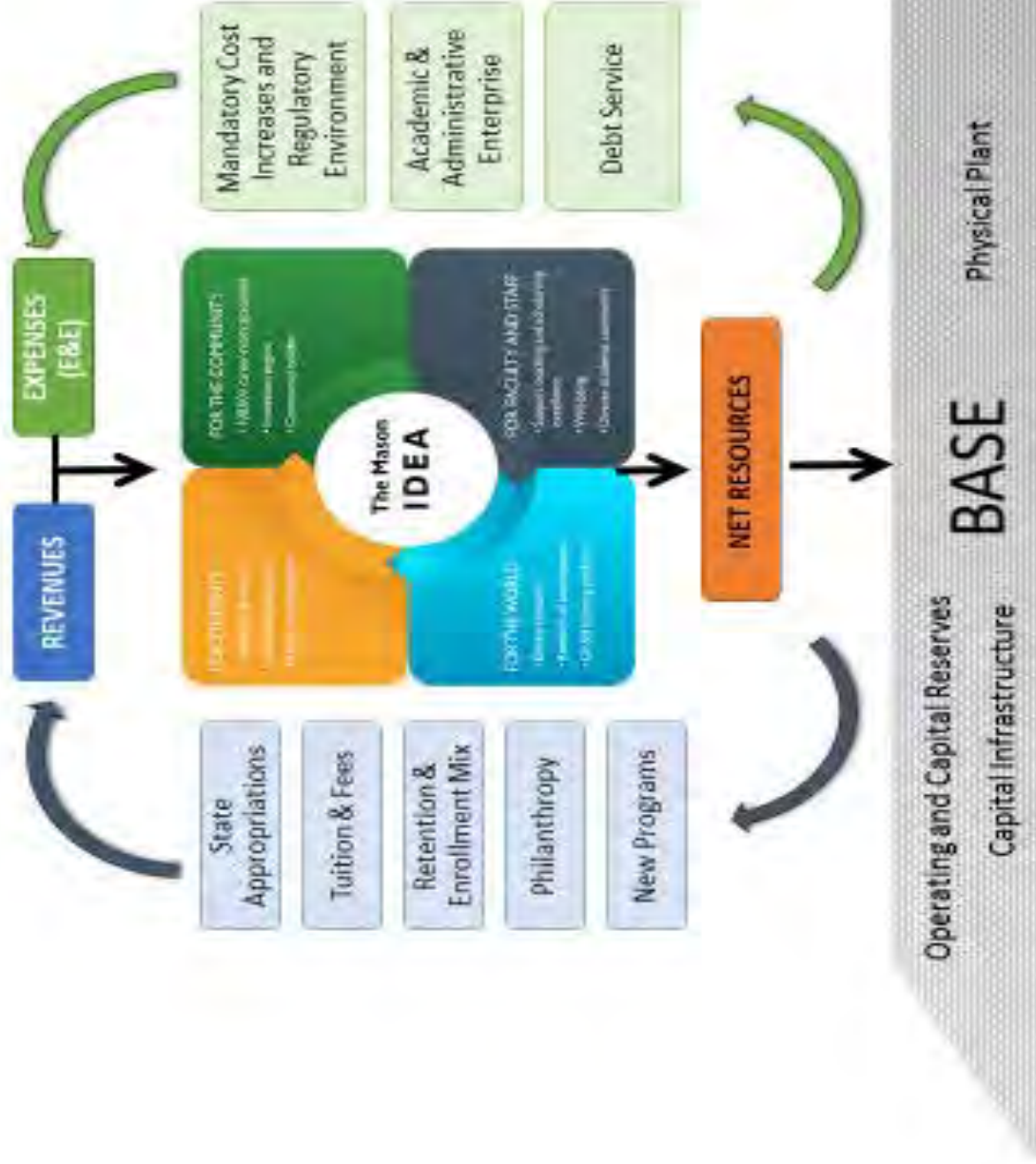
In addition, there will be an update on the enrollment projections that will cover Undergraduate and Graduate overall enrollment. Related financial strategies will be shared with the Board of Visitors at the meeting.

Further, there will be a discussion regarding upcoming financial matters that will come before the Board of Visitors for consideration and deliberation in the December 2017 – May 2018 timeframe. The matters include but are not limited to the state budget, tuition pricing as well as room and board rates.

STAFF RECOMMENDATION:

For Board information only.

Financial Framework



ITEM NUMBER III.B.:

**STATE SIX-YEAR OPERATIONAL PLAN*
(ACTION)**

PURPOSE OF ITEM:

The Higher Education Opportunity Act of 2011 requires biennial Board of Visitor approval of a Six-Year Plan, which is submitted to the State Council for Higher Education in Virginia (SCHEV).

APPROPRIATE COMMITTEE:

FINANCE AND LAND USE COMMITTEE

BRIEF NARRATIVE:

Mason's Six-Year Plan outlines key academic program initiatives, enrollment and financial projections, and capital planning for consideration by the state government as develops the biennial state budget. The enrollment projections were submitted in May 2017, and the Six-year plan document was submitted in July 2017. On August 20, 2017, the President, Senior Vice President, and Provost presented the plan to representatives of the Governor's Office, Secretary of Finance, Secretary of Education, Director of Planning and Budget, Executive Director of the State Council of Higher Education in Virginia, Staff Director of the House Committee on Appropriations, and Staff Director of the Senate Committee on Finance.

*** The Six-Year Plan is for planning purposes only; dependent upon General Fund support and pending BOV approval of Tuition and Fees.**

STAFF RECOMMENDATION:

Staff recommends approval of the proposed Six-Year Plan.

George Mason University - 2017 Six-Year Plan

The Six-Year Plan is required by SCHEV and influences the legislative process. It provides an opportunity for institutions to outline their top priorities requiring state funding. Virginia’s biennial Six-Year planning process includes the Six-year Enrollment Projections (with high level projections to 2030), the Six-year Academic and Financial Plan, and Six-Year Capital Outlay Plan. The plan is reviewed and approved by the BOV every two years. Mason’s Six-Year Plan considers current and anticipated external and internal factors that have the potential to impact Mason’s future. Many of the initiatives included in the plan align with the Virginia Plan’s four major goals: 1) Provide affordable access for all; 2) Optimize student success for work and life; 3) Drive change and improvement through innovation and investment; 4) Advance the economic and cultural prosperity of the Commonwealth and its regions.

The Six-Year Plan has the following planning areas:

Priorities for Commonwealth Funding

- Increase student financial aid resources – both undergraduate and graduate
- Resources to support salary increases – Faculty/Staff Compensation
- Support for Multidisciplinary Research Institutes
- Support for Enrollment Growth and Degree Awards for Virginia undergraduate and graduate students

In addition, the plan outlines student access and student success initiatives, future enrollment growth, research growth, and efficiencies. Within this context, Mason requested the following General Fund / Non-General Fund support in the 2018-2020 biennial budget:

General Fund and Non-General Fund Support for Six-Year Plan	
Six-Year Plan Items	
Provide Affordable Access (student financial aid)	\$ 2,500,000 in FY19, \$ 5,000,000 in FY20
Support Salary Compensation Increases	\$12,500,000 in FY19, \$25,400,000 in FY20
Enrollment Growth and Degree Awards for Virginia Undergraduate and Graduate	\$ 7,000,000 in FY19, \$16,000,000 in FY20
Multidisciplinary Institutes	\$ 4,000,000 in FY19, \$ 4,000,000 in FY20
Other Related Items	
Support New Faculty Hires	\$ 5,000,000 in FY19, \$ 700,000 in FY20
Support Emergency Retention Funding	\$ 3,500,000 in FY19, \$ 5,000,000 in FY20
Student Success Initiatives- Student Experience Redesign	\$ 400,000 in FY19, \$ 600,000 in FY20
Accessible Pathways	\$ 1,100,000 in FY19, \$ 1,200,000 in FY20
New and Enhanced Programs	\$ 1,000,000 in FY19, \$ 1,500,000 in FY20
Enhance Research Infrastructure and Grow Research- R1 Status and Economic Growth	\$ 3,500,000 in FY19, \$ 4,000,000 in FY20
Efficiency and Effectiveness (Reallocation)	\$ 500,000 in FY19, \$ 1,000,000 in FY20
Online Degrees	Working with ODU

The table below shows the tuition and fee increases included in the plan.

*Fiscal Year (FY)	FY2019	FY2020
July 2017 – Original submission	5.0%	5.0%

** These percentage increases are modeled in the Six-Year Plan only. They are subject to General Fund support and BOV approval of Tuition and Fee rates.*

ITEM NUMBER IV.A.:

LAND USE CERTIFICATION (ACTION)

PURPOSE OF ITEM:

This items requests BOV certification that the university has a need for the land it owns.

APPROPRIATE COMMITTEE:

FINANCE AND LAND USE

Virginia Code §2.2-1153 requires agencies and institutions to submit a Land Use Plan annually to the Department of General Services (DGS) showing present and planned uses of each property owned. This is primarily for the purpose of identifying whether the Commonwealth should declare any such property surplus. The code requires certification by the Board of Visitors.

In order to comply, the Department of General Services (DGS) requested institutions and agencies update the DGS database provided on the attached spreadsheet. The attached spreadsheet provides the land use information requested by DGS. Note this report does not include land owned by the George Mason University Foundation which may in the future be transferred to the university. For this reason, the report does not address the 37 acres in Loudoun County or the additional 80 acres at Point of View in Fairfax County.

The report accurately reflects current land use for the university-owned properties.

The significant change since last year's report is the addition of the Potomac Science Center Campus. Additionally there has been one easement added to the Main Campus at Fairfax.

STAFF RECOMMENDATION:

Staff recommends board approve the submission of the attached spreadsheet to DGS.

Siteld	Agency Code	Agency Land	Name	LandAddress1	Land City	Postal Code	Country Code	FipsCode	Acreage	Comments	Structures Planned	Structures Added	Structures Demolished	Structures Sold	Number of Existing Buildings	Each Building Fully Occupied	Land Acquired	Land Disposed	Number of Easements Added	Building Occupied By Other Agency	Agency Surplus Designation
S-000305	247	247-GMU	GMU MAIN CAMPUS FAIRFAX CO	4400 UNIVERSITY DR	FAIRFAX	22030	USA	FAIRFAX COUNTY - 059	564.66	0034 ROBINSON HALL IS PLANNED FOR DEMOLITION LATE SPRING 2018 - DEPENDENT ON FUNDING A NEW ROBINSON HALL BUILDING IS PLANNED TO BE CONSTRUCTED IN ITS PLACE PETERSON FAMILY HEALTH SCIENCES HALL IS SCHEDULED TO BE SUBSTANTIALLY COMPLETE NOVEMBER 2017 0047 0048 0049 - HOUSING I BUILDINGS 7 8 9 ARE OFF LINE	YES	YES	NO	NO	109	NO	NO	NO	1	YES	IN USE
S-000306	247	247-GMU	GMU METRO CAMPUS LAW SCHOOL ARLINGTON CO	10900 UNIVERSITY BLVD	MANASSAS	20110-2201	USA	ARLINGTON COUNTY - 013	5.08	SITE ADDRESS AND LAND CITY AND POSTAL CODE ARE INCORRECTLY LISTED: CORRECT INFORMATION: 3351 NORTH FAIRFAX DRIVE ARLINGTON 22201 0039 - ARLINGTON ORIGINAL BUILDING PLANNED TO BE DEMOLISHED AT FUTURE UNDETERMINED DATE - DEPENDS ON FUNDING CURRENTLY OFF LINE	NO	NO	NO	NO	3	NO	NO	NO	0	YES	IN USE
S-000307	247	247-GMU	GMU WOODLAND ACRES PROPERTY FAIRFAX CO	BRADDOCK AND SHIRLEY GATE RDS	FAIRFAX COUNTY	22030	USA	FAIRFAX COUNTY - 059	87.03		NO	NO	NO	NO	0	NO	NO	NO	0	NO	FUTURE USE
S-000308	247	247-GMU	GMU TALLWOOD FAIRFAX CITY	4210 ROBERTS RD	FAIRFAX	22032-1028	USA	FAIRFAX CITY - 600	7.06		NO	NO	NO	NO	4	YES	NO	NO	0	YES	IN USE
S-000309	247	247-GMU	GMU PRINCE WILLIAM CAMPUS PRINCE WILLIAM CO	10900 UNIVERSITY BLVD	MANASSAS	20110-2203	USA	PRINCE WILLIAM COUNTY - 153	136.29	0507 BULL RUN HALL - AN ADDITION IS PLANNED 0509 HYLTON PERFORMING ARTS - AN ADDITION IS PLANNED	YES	NO	NO	NO	12	YES	NO	NO	0	YES	IN USE
S-001250	247	247-GMU	GMU POINT OF VIEW SITE	7301 OLD SPRING DR	LORTON	22079	USA	FAIRFAX COUNTY - 059	44.59		NO	NO	NO	NO	5	YES	NO	NO	0	NO	IN USE
S-015577	247	247-GMU	GMU POTOMAC SCIENCE CENTER PRINCE WM CO	BELMONT BAY	WOODBIDGE	22191	USA	PRINCE WILLIAM COUNTY - 153	2.22	POTOMAC SCIENCE CENTER AND MASON FERRY GARAGE ARE SCHEDULED TO BE SUBSTANTIALLY COMPLETE SEPTEMBER 2017	NO	YES	NO	NO	0	NO	NO	NO	0	NO	FUTURE USE

ITEM NUMBER IV.B.:

SCHEMATIC DESIGN REVIEW – ROBINSON HALL (ACTION)

PURPOSE OF ITEM:

This item requests BOV approval of the Schematic Designs for the Robinson Hall capital project.

APPROPRIATE COMMITTEE:

FINANCE AND LAND USE

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 capital project that has progressed through the Schematic Design phase. Project data sheet follows.

- Robinson Hall Demolition and New Construction

Prior to the October 12, 2017 BOV meeting, staff will have presented all projects as outlined above. At the October meeting, staff will summarize the three renovation projects.

STAFF RECOMMENDATION:

After reviewing the respective schematic design, staff recommends Board approval of the above listed project to proceed through design and into construction.



Title: Robinson Hall Demolition and New Construction

Brief Description: Phased demolition of Robinson A and B and construction of new building on site of Robinson A. The new building will house approximately 30 university classrooms and major departments of the College of Humanities and Social Sciences as well as construct a purpose-built, permanent, home for the Mason Innovation Exchange (MIX). The project also includes a minor addition and renovations to Harris Theater to allow it function as a stand-alone facility. The project will follow this basic flow:

- Demolition of Robinson A
- Construction of New Robinson
- Demolition of Robinson B/Renovation of Harris Theater

	July 2016 – Capital Budget Request	March 2017 - BCOM Target	July 2017 – BCOM Approved Schematic
Scope SF:	241,000 SF	241,000 SF(1)	240,887
Budget:	\$112M	\$108,337,000 (2)	\$113,040,000 (3)
Schedule:			
Design Complete:		Phased	Fall 2018
Construction Start:	April 2018	October 2018	Fall 2018
Occupancy:	Summer 2021	January 2021	Spring 2021
Demo & Harris Complete	May 2022	Fall 2021	Spring 2022 (4)

Note (1): This total is comprised of the following components:

New Robinson	217,726 SF
New Harris Theater	2,000 SF
Harris Theater renovations	21,161 SF

Note (2): This project is Commonwealth-funded in their “pool” process. Under the pool process, agencies are not given a final budget until completion of the Preliminary Design Phase. The Department of Planning and Budget uses this method as a way to manage cash flow for capital projects across the Commonwealth. The University based its \$112M budget (and the associated funding request) based on a \$82M estimate for construction. The Department of Planning and Budget had given us a \$73M construction target, but has acknowledged this will change as we move through design.

Justifications for Changes:

Budget:

Note (3): Bureau of Capital Outlay Management (BCOM) raised the new building construction target to \$85M during the schematic design cost review based on information provided during the schematic design phase of the project. Furniture Fixtures and Equipment Budget was reduced during this review as well so the net overall project increase was approximately \$5M. The Preliminary Design Phase will made one final adjustment in the BCOM approved cost target, which will then fix the project budget for the remaining project duration.

Schedule:

The front end of the project schedule has slipped resulting from delayed funding from the Commonwealth. The baseline schedule was established assuming receipt of funds in summer 2016. Mason received approximately \$3.8M for the design phase in December 2016. Overall construction period has decreased, however. Early plans envisioned constructing the new building in two phases, with the second phase dependent on the demolition of Robinson B. Working with the architect and construction manager, we have been able to outline a way to construct the entire new building on the footprint of Robinson A.

Note (4): The project final completion date which includes removal of Robinson B and site work and also the renovation of Harris Theater has slipped one semester for two reasons – 1. To coordinate with the completion of the utility infrastructure project, which includes pipe replacement on Aquia River Lane, which is the construction access road for this project. The project schedule requires this work to be completed last in the overall project schedule so as not to damage new work by use of road as construction entrance/exit; and 2. To coordinate the renovation of Harris Theater with the least disruption to the academic calendar.



Proposed New Robinson Hall. View from Southeast
(Fenwick Library on the right)

ITEM NUMBER IV.C.i.:

SUBSTANTIAL MODIFICATION OF PROJECT SCOPE – IABR THIRD FLOOR FIT-OUT/CLEAN ROOM (ACTION)

PURPOSE OF ITEM:

This item requests BOV approval of major modifications to a capital project.

APPROPRIATE COMMITTEE:

FINANCE AND LAND USE

Under delegated capital authority procedures adopted by the BOV, staff shall present all major modifications to capital projects to the Board for their approval. 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 capital project to which a major modification is proposed. Project data sheet follows.

- IABR Third Floor Fit Out/Clean Room

Prior to the October 12 BOV meeting, staff will have presented all projects as outlined above. At the October meeting, staff will summarize the three renovation projects.

STAFF RECOMMENDATION:

Staff recommends Board approval of the above listed project to proceed through design and into construction.



Title: IABR Third Floor Fit-Out (Life Sciences Building)

Brief Description: Mason is currently in the process of fitting out the unfinished portion of the 3rd floor of the Institute for Advanced Biomedical Innovation on the Science & Technology campus.

Proposed design will build out approximately 18,000 GSF of currently warm lit shell space to create BSL-2 wet labs, shared lab support spaces, offices, and collaboration areas to support life sciences research. Design shall include all casework, fume hoods and lab systems. Lab infrastructure will be tapped off of existing building infrastructure including HVAC, and building-wide RO water system, compressed air system, and vacuum system.

Renovations to complete this area will support the work of the Institute and its potential partners and will provide new functionalities such as light organic/synthetic chemistry. The addition also provides additional space to support the co-location of bio-based bioengineering with CAPMM and other life sciences research.

The proposed major modification to the project would add 3rd floor clean room solution which meets programmatic need for a Nanofabrication Clean room capable of supporting the fabrication of micron and sub-micron microelectronic, photonic, micromechanical and microfluidic devices and systems. The proposed 2,785 SF Clean Room Solution would include the following programmatic areas:

- 1,071 SF Class 1,000 (ISO 6 Equivalent) Non-sterile clean room with four (4) fume hoods
- 94 SF Class 100,000 (ISO 8 Equivalent) vestibule with gowning/lockers
- 1,279 SF characterization lab (not classified)

The proposed clean room location on the 3rd floor of the Institute for Advanced Biomedical Innovation and within the footprint of the 3rd floor fit-out project means there will be directly adjacent, currently unassigned wet lab bench space that may be used as shared open lab space to support clean room or compatible activities and research.

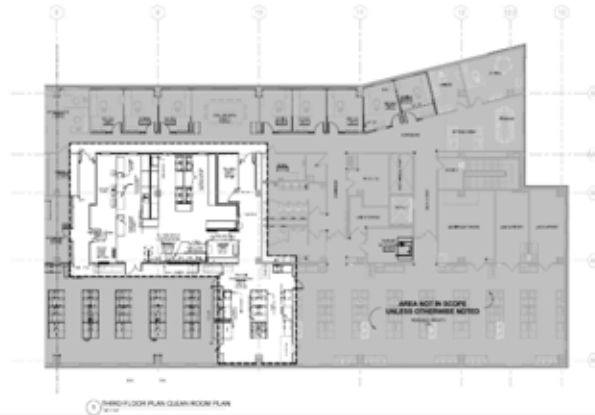
Scope SF: 18,000 GSF

Total Project Cost: Currently \$3.8M / Proposed Increase to \$6.115M?

Funding Sources: \$3,800,000 General Funds
\$620,000 Base Building Funds
\$1,695,000 Institutional Funds

Justification: The accepted bid for the Life Science Lab Building Third Floor Fit-Out was significantly less than the approved funding resulting in a surplus of approximately \$685,000. However during the period of the design of the project the need for the

clean room function was identified, but the anticipated cost of the clean room and the fit-out far was significantly greater than the funds available and the design that developed did not include a clean room function. Now that the construction cost has been defined and is substantially less than the funding available, Mason wishes to supplement the project funding with \$2.4 million to complete the clean room design and construction. The build out for the clean room function is within space that was already within the scope of work to be built out in the Third Floor Fit-Out project and the clean room function is critical to support the research that will be performed within the Third Floor Finish Out project area.



ITEM NUMBER IV.C.ii. & iii:

CAPITAL BUDGET SUBMISSION (ACTION)

PURPOSE OF ITEM:

This item provides for Board approval of revisions of submissions of the University's Six-Year Capital Plan which were previously designated for planning by the Governor and General Assembly.

APPROPRIATE COMMITTEE:

FINANCE AND LAND USE COMMITTEE

BRIEF NARRATIVE:

Two Capital Budget Requests were revised and re-submitted to the Virginia Department of Planning and Budget for reauthorization by the Governor and General Assembly. Project data sheets for each follow.

Utility Distribution Infrastructure Fairfax – Due to the addition of new scope and proposed changes to the funding split a revised Capital Budget Request has been submitted to the Virginia Department of Planning and Budget for reauthorization by the Governor and General Assembly. This project consists of approximately 16,255 linear feet of chilled water piping within the campus thermal infrastructure loop system as well as 500 linear feet of temporary chilled water piping. The project also builds approximately 100 LF of feet of new tunnel with 200 LF of new HTHW piping to enable increased redundancy in the hot water system. After replacing the utility system beneath plazas, roadways, sidewalks and softscapes the project will improve and extend the North Plaza and repair all hardscape and softscape systems in all other effected areas to retain the character of the campus.

The revised Capital Budget Requests has two parts: Part 1 Revision of the split between Agency Funds and Chapter 759/769 Pool Funds and Part 2 Additional Scope.

Life Sciences – Bull Run Addition – Due to changes in the program and project cost a revised Capital Budget Request has been submitted to the Virginia Department of Planning and Budget for reauthorization by the Governor and General Assembly. The project was previously submitted and approved for funding during the 2012-2014 Biennium but was not executed. In the interim Mason's academic priorities have changed. New and growing academic programs in science and engineering require specialized instructional and instructional support space and the space program has been updated to reflect those emerging needs. The budget request has also been increased to \$67,000,000 to reflect both the change in program spaces and cost escalation.

STAFF RECOMMENDATION:

Staff recommends approval of the revised Capital Budget Requests.



Title: Bull Run Hall IIIB

Brief Description:

Due to changes in the program and project cost a revised Capital Budget Request has been submitted to the Virginia Department of Planning and Budget for reauthorization by the Governor and General Assembly. This project includes the construction of an addition to Bull Run Hall on the Prince William Campus and renovations to support backfill opportunities. The project was previously submitted and approved for funding during the 2012/2014 Biennium but was not executed. The project as originally proposed was a 100,000 GSF addition to Bull Run Hall to include 70,000 GSF of academic and instructional space and 30,000 GSF of library space. Additionally there was up to 25,000 ASF of potential backfill space funded in that project to repurpose spaces being vacated by items moving into the new addition. Since the project was submitted, George Mason University's academic priorities have changed. With continuing developments in digital technologies for information storage, space requirements for the library have not increased as was anticipated. However new and growing academic programs in science and engineering require specialized instructional and instructional support space.

The proposed revised project still includes the construction of the 100,000 GSF addition to the existing Bull Run Hall on the George Mason University Science and Technology Campus, but the backfill program has been reduced to only 5,000 GSF of work within Bull Run Hall and other existing facilities on that campus. The proposed revised program for the addition includes over 80,000 GSF of specialized instructional labs and over 10,000 GSF of classrooms with the remaining space consisting of support space and work space to serve multidisciplinary education focused on science and technology. The proposed revised program for the backfill project is comprised nearly entirely of specialized instructional lab space. The Colleges and Schools who will have a significant presence in these spaces include the Volgenau School of Engineering, the College of Science, the College of Education & Human Development (Health & Human Performance) and the College of Visual and Performing Arts (Game Design).

The project will be designed and constructed to a LEED Silver standard incorporating environmentally sustainable construction standards which will provide a building that creates a healthier work environment, contributing to higher productivity and improved employee health and comfort.

Program/Cost	2012 Request	2012 Authorized	2017 Request
Addition	100,000 GSF	100,000 GSF	100,000 GSF
Library	30,000 GSF	30,000 GSF	0 GSF
Class	9,800 GSF	9,800 GSF	11,200 GSF
Class Lab	8,100 GSF	8,100 GSF	82,550 GSF
Support & Work	37,450 GSF	37,450 GSF	6,250 GSF
Growth	14,650 GSF	14,650 GSF	0 GSF
Renovation	25,000 ASF	25,000 ASF	5,000 GSF
Construction Cost	\$45,762,000	\$31,493,725	\$47,000,000
Total Project Budget	\$60,718,000	\$43,664,886	\$67,000,000

Scope SF: 100,000 GSF New Construction Addition/5000 GSF Backfill Renovation

Total Project Cost: \$67,000,000

Construction Costs: \$47,000,000

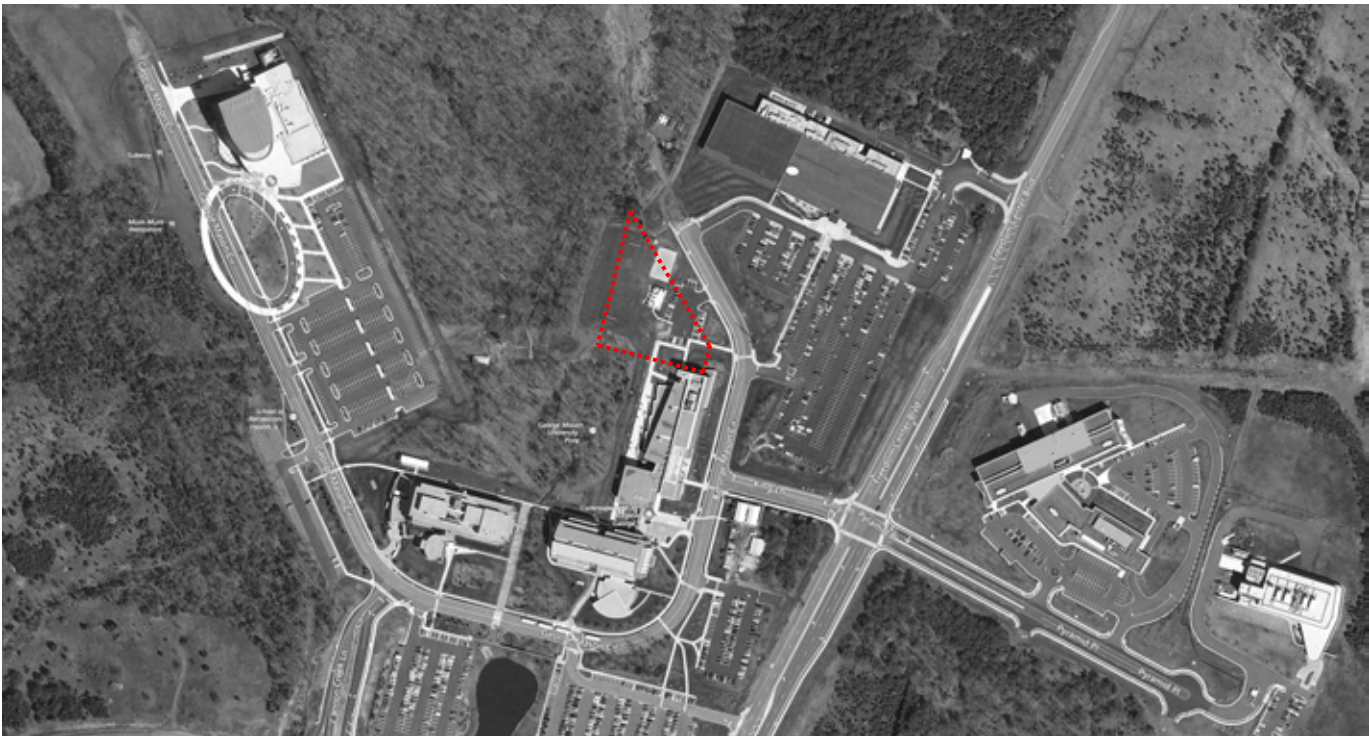
Soft Costs: \$20,000

Funding Source(s): General Funds

Schedule: Design Duration: 15 Months
Bid/Procure Duration: 2 Months
Construction Duration: 30 Months

Justification: The space to be accommodated in the proposed revised program for the addition consists largely of specialized instructional lab space to serve new and growing academic programs with a science, technology and engineering focus. **Since 2012 enrollment in Mason’s Volgenau School of Engineering has increased by 67% and enrollment in Mason’s College of Science has increased by 14.3%.** Currently George Mason University does not have space which can serve the highly specialized functions included in the proposed space program for the Bull Run Hall addition and required by growth in science, technology and engineering academic programs. Providing these state of the art specialized instructional labs are critical for educating students in these academic program areas. Existing buildings on George Mason University campuses are either already highly utilized and serving other specialized instructional or research lab functions or lack the critical infrastructure required to meet the equipment needs of the proposed specialized instructional labs.

The targeted growth in enrollment for disciplines such as science and engineering (supported by this project) is being coordinated with Mason’s R1 research portfolio and economic development efforts.



Bull Run Hall III B Project Area George Mason University Science and Technology Campus



Title: Improve Utility Distribution Infrastructure Fairfax

Brief Description:

Due to the addition of new scope and proposed changes to the funding split a revised Capital Budget Request has been submitted to the Virginia Department of Planning and Budget for reauthorization by the Governor and General Assembly. This project consists of approximately 16,255 linear feet of chilled water piping within the campus thermal infrastructure loop system as well as 500 linear feet of temporary chilled water piping. The project also builds approximately 100 LF of feet of new tunnel with 200 LF of new HTHW piping to enable increased redundancy in the hot water system. After replacing the utility system beneath plazas, roadways, sidewalks and softscapes the project will improve and extend the North Plaza and repair all hardscape and softscape systems in all other effected areas to retain the character of the campus. The revised Capital Budget Requests has two parts:

Part 1. Adjustment to the Fund split between Agency Funds and Chapter 759/769 Pools Funds

Mason requests adjustment to the Fund split between Agency Funds and Chapter 759/769 Pools Funds associated with the Utility Distribution Replacement Capital project – 24718208000 such that the fund split reflect the actual split of Agency versus E&G building space on the Fairfax Campus which will be served by the central utility system.

The Schematic Cost Review Report dated July 27, 2017 issued by BCOM identifies the fund split for this project as 63% Agency Funds and 37% Chapter 759/769 Pool Funds. However the actual split between Agency Funds and Chapter 759/769 Pool Funds should be 55% Agency Funds and 45% Chapter 759/769 Pool Funds to reflect the actual split of Agency versus E&G building space on the Fairfax Campus which will be served by the central utility system. Refer to Chart E&G and Auxiliary Space below which summarizes information provided in the 2017 Space data submitted to SCHEV.

Therefore Mason requests adjustment to the Fund split between Agency Funds and Chapter 759/769 Pools Funds associated with the Utility Distribution Replacement Capital project – 24718208000 such that the fund split reflect the actual split of Agency versus E&G building space on the Fairfax Campus which will be served by the central utility system. The resulting split should be 55% Agency Funds and 45% Chapter 759/769 Pool Funds.

E&G and Auxiliary Space

	Fairfax Campus Only	Temp Facilities - not on central utility	Decks + Bldgs Not on Central System	Total FFX Campus (subtracting buildings not supported by Central Utility System)	% of ASF	Distribution of Non-Guideline Space	Total with Distributed Non-Guideline Space	% of TTL Space
E&G Space Categories	1,353,282	(10,225)	(15,327)	1,327,730	45%	610,421	1,938,151	45%
Auxiliary Space Category	3,467,068	(4,462)	(1,849,725)	1,612,881	55%	741,519	2,354,400	55%
Subtotal - ASF	4,820,350	(14,687)	(1,865,052)	2,940,611				
Non-guideline Space Category	1,474,625	(7,600)	(115,085)	1,351,940		1,351,940		
Total	6,294,975	(22,287)	(1,980,137)	4,292,551			4,292,551	

Part 1 Adjustment to Fund Split

Funding	63/37 Split		55/45 Split	
	Budget	%	Budget	%
Project Budget	\$48,806,000	100	\$48,806,000	100
Agency Funded Amount	\$30,747,780	63	\$26,843,300	55
Chapter 759/769 Pool Funds	\$18,058,220	37	\$21,962,700	45

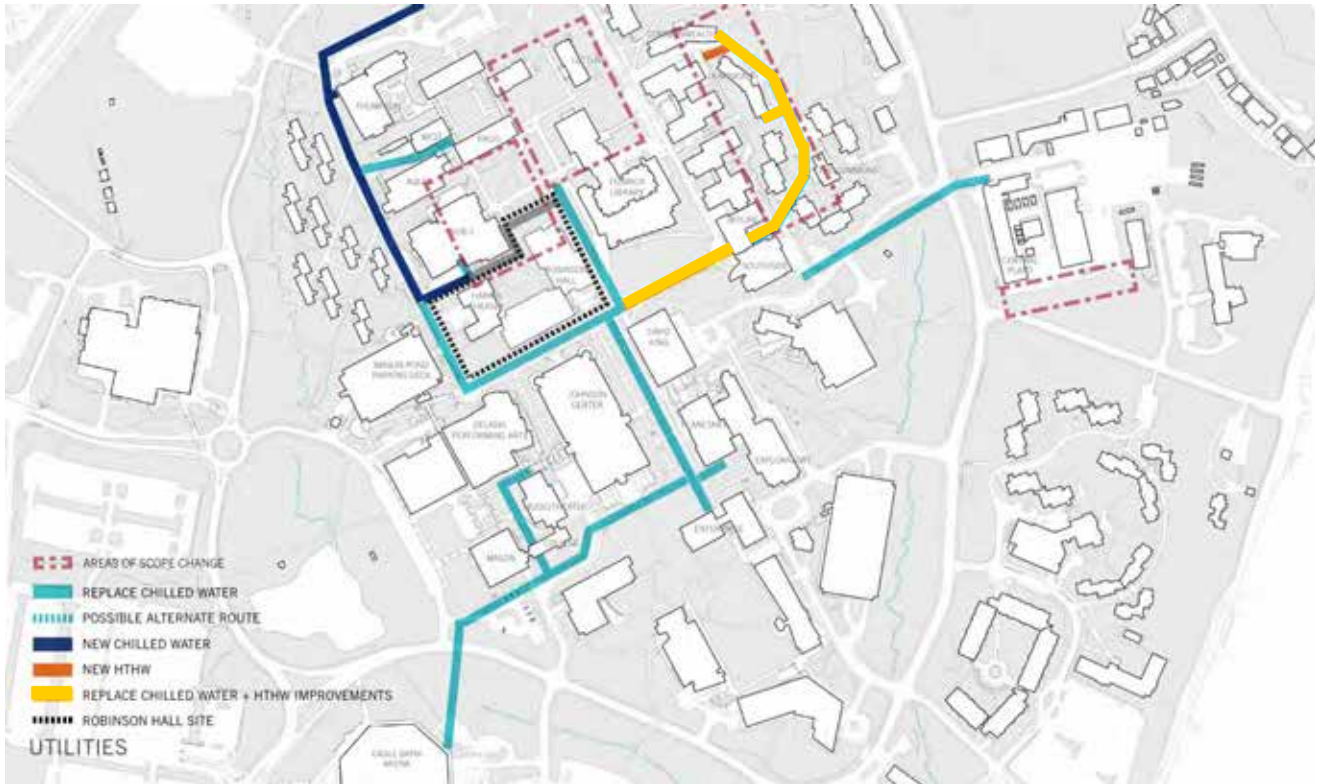
Part 2. Additional Scope

During Schematic Design Phase of this project it was discovered that there is additional work related to the replacement of existing HTHW piping adjacent to an area of CW Supply and Return piping that is already within the scope of work for this project. Scope of work for this HTHW includes the following:

- The existing concrete tunnel tops are installed at grade and are precast/removable. The tops will be carefully removed and protected for reinstallation.
- The existing high temperature hot water piping (supply and return), supports, insulation, and jacketing will be demolished and removed from the existing concrete tunnel. (Without further evaluation, it is assumed that the existing insulation has asbestos containing material and will be abated by an abatement contractor.)
- Minor structural repairs will be made to the existing concrete tunnel (epoxy and grout).
- New 4inch HTHW piping, supports, insulation, and jacketing should be installed from existing manhole N2 to C5 within the existing concrete tunnel. New HTHW piping will extend within existing tunnel to Hanover, Dominion, and Commonwealth from within manholes C2, C4, and C5 respectively.
- Surface restoration will include replacement of approximately 10 existing tops balance of existing tops will be reinstalled.

Part 2 Additional Scope

Funding	63/37 Split		55/45 Split	
	Budget	%	Budget	%
Project Budget	\$48,806,000	100	\$48,806,000	100
Additional Scope	\$2,349,378		\$2,349,378	
Revised Project Budget	\$51,155,378	100	\$51,155,378	100
Agency Funded Amount	\$32,227,888	63	\$28,135,458	55
Chapter 759/769 Pool Funds	\$18,927,490	37	\$23,019,920	45



ITEM NUMBER IV.D.:

RESOLUTION FOR THE UNIVERSITY'S 9D DEBT ISSUANCE TO FINANCE THE UTILITY DISTRIBUTION INFRASTRUCTURE CAPITAL PROJECT #247-18208 (ACTION)

PURPOSE OF ITEM:

This resolution allows the University to enter into Loan Agreement/s and issue Promissory Note/s in the aggregate principal amount of \$3,500,000 with the Virginia College Building Authority ("VCBA") and authorizes the Senior Vice President, to approve, execute and deliver all documents necessary to effectuate the financing.

COMMITTEE:

FINANCE AND LAND USE

BRIEF NARRATIVE:

The Commonwealth of Virginia requires a Resolution to be passed by the participating institution's governing body prior to VCBA's sale of the Educational Facilities Revenue Bonds (9d) scheduled for December 2017.

As part of the Capital Budget Request for project legislative authorization, the Board of Visitor's ("BOV") approved revenue bonds as a source of funds to support the design, construction and related expenses for this capital project. This \$3,500,000 will be funding the design phase of the project and used to the repay the draws under the Treasury Loan, established for the commencing of the design phase for this project.

In accordance with the debt policy, the sale of these revenue bonds and the subsequent annual debt service will be incorporated into the key financial indicators and presented with the financial benchmarks annually to the BOV.

This action authorizes aggregate principal amount of \$3,500,000 and the cost of issuance.

STAFF RECOMMENDATION:

The staff recommends BOV approval of this resolution.

**RESOLUTION OF THE BOARD OF VISITORS OF
GEORGE MASON UNIVERSITY
VIRGINIA COLLEGE BUILDING AUTHORITY FINANCING AUTHORIZATION**

WHEREAS, pursuant to and in furtherance of Chapter 3.2, Title 23.1 of the Code of Virginia of 1950, as amended (the “Act”), the Virginia College Building Authority (the “Authority”) developed a program (the “Program”) to purchase debt instruments issued by public institutions of higher education in the Commonwealth of Virginia (“Participating Institutions” and each a “Participating Institution”) to finance or refinance projects of capital improvement (“Capital Projects” and each a “Capital Project”) included in a bill passed by a majority of each house of the General Assembly of Virginia (the “General Assembly”);

WHEREAS, under the Program the Authority from time to time issues its Educational Facilities Revenue Bonds (Public Higher Education Financing Program) (“Pooled Bonds”) to finance the purchase or refunding of debt instruments issued by Participating Institutions to finance or refinance Capital Projects;

WHEREAS, if a Participating Institution desires to finance or refinance a Capital Project through the Program it must enter into a loan agreement with the Authority, under which: (i) the Participating Institution will issue its promissory note pursuant to Chapter 3, Title 23.1 of the Code of Virginia of 1950, as amended, to evidence a loan to it by the Authority; (ii) the Authority will agree to issue Pooled Bonds and use proceeds thereof to purchase the promissory note; (iii) the Participating Institution will agree to use proceeds of Pooled Bonds, loaned to it and received in exchange for its promissory note, to finance or refinance the Capital Project and to not take actions that may jeopardize any federal tax-exempt status of interest on Pooled Bonds allocable to financing or refinancing the Capital Project; and (iv) the Participating Institution will agree to make payments under the promissory note in sums sufficient to pay, together with certain administrative and arbitrage rebate payments, the principal of, premium, if any, and interest due on such Pooled Bonds;

WHEREAS, the Board of Visitors (the “Board”) of George Mason University (the “Institution”) from time to time desires to finance or refinance Capital Projects for the Institution as a Participating Institution under the Program, and now proposes that the Institution issue its promissory note or notes (collectively, the “Note”) to be sold to the Authority in accordance with a loan agreement or loan agreements between the Institution and the Authority (collectively, the “Loan Agreement”), under which proceeds of Pooled Bonds will be loaned to and received by the Institution in exchange for the Note, to finance or refinance costs of the following Capital Projects authorized for bond financing by the General Assembly: Utilities Distribution Infrastructure (Project Code 247-18208) (collectively, the “Project”); and

WHEREAS the Board desires to designate certain Institution officers (i) delegated the authority to approve the forms of and to execute and deliver the Loan Agreement, the Note and any amendments thereto, and any other documents necessary or desirable in connection with financing or refinancing costs of the Project through and participation in the Program; and (ii) responsible for monitoring post-issuance compliance with covenants of the Institution related to maintaining any federal tax-exempt status of interest on Pooled Bonds.

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD:

Section 1. The Project is hereby designated to be undertaken and financed or refinanced by the Authority and, accordingly, the Senior Vice President for Administration and Finance (the “Authorized Officer”) is hereby delegated and invested with full power and authority to approve the forms of the Loan Agreement, the Note and any amendments thereto (in connection with any refunding of Pooled Bonds financing or refinancing the Project or otherwise), and any pledge to the payment of the Note and any amendment thereto of total gross university sponsored overhead, unrestricted endowment income, tuition and fees, indirect cost recoveries, auxiliary enterprise revenues, general and non-general fund appropriations and other revenues not required by law or previous binding contract to be devoted to some other purpose, restricted by a gift instrument for another purpose or excluded from such pledge as provided in the Loan Agreement, subject to the provisions of Section 3 hereof.

Section 2. Subject to the provisions of Section 3 hereof, the Authorized Officers are each hereby delegated and invested with full power and authority to execute, deliver and issue, on behalf of the Institution, (a) the Loan Agreement, the Note and any amendments thereto (in connection with any refunding of Pooled Bonds financing or refinancing the Project or otherwise), with approval of such documents in accordance with Section 1 hereof evidenced conclusively by the execution and delivery of the respective document, and (b) any other documents, instruments or certificates as may be deemed necessary or desirable to finance or refinance costs of the Project through and participate in the Program, and to further carry out the purposes and intent of this resolution. The Authorized Officers are authorized and directed to take such steps and deliver such certificates in connection with delivery of the Note, and any amendment thereto, as may be required under any existing obligations, including bond resolutions relating to any outstanding general revenue pledge bonds, and to notify Virginia Department of Treasury representatives serving as Authority staff at least 60 days in advance of a pledge of any amounts pledged to the payment of the Note in accordance with Section 1 hereof to, or as security for, the payment of any other Institution obligations issued or entered into after the date hereof for so long as the Note and any amendments thereto remain outstanding.

Section 3. The authorizations given above as to the approval, execution, delivery and issuance of the Loan Agreement, the Note and any amendments thereto (in connection with any refunding of Pooled Bonds financing or refinancing the Project or otherwise) are subject to the following parameters: (a) the principal amount to be paid under the Note allocable to any component of the Project, together with the principal amount of any other indebtedness with respect to such component, shall not be greater than the amount authorized for such component by the General Assembly plus amounts needed to fund issuance costs, original issue discount, other financing (including without limitation refunding) expenses and any other increase permitted by law; (b) the aggregate principal amount of the Note shall in no event exceed \$3,500,000 as the same may be so increased; (c) the aggregate interest rate payable under the Note shall not exceed a “true” or “Canadian” interest cost more than 50 basis points higher than the interest rate for “AA” rated securities with comparable maturities, as reported by Thomson Municipal Market Data (MMD) or another comparable service or index, as of the date that the interest rates are determined, taking into account any original issue discount or premium; (d) the weighted average maturity of the principal payments due under the Note shall not exceed 20 years after the original issue date of the Note; (e) the last principal payment date under the Note shall not extend beyond the

reasonably expected weighted economic life of the Project; and (f) subject to the foregoing, the actual amount, interest rates, principal maturities, and date of the Note shall be approved by an Authorized Officer, as evidenced by the execution thereof.

Section 4. The Board acknowledges that if there is a failure to make, as and when due, any payment of the principal of, premium, if any, and interest on any promissory note issued by the Institution as a Participating Institution to the Authority under the Program, including without limitation the Note and any amendments thereto, the State Comptroller is authorized under the Program and Section 23.1-1211 of the Code of Virginia of 1950, as amended, to charge against appropriations available to the Institution all future payments of principal of, premium, if any, and interest on such promissory note when due and payable and to make such payments to the Authority or its designee, so as to ensure that no future default will occur on such promissory note.

Section 5. The Board agrees that if the Authority determines the Institution as a Participating Institution shall be subject to continuing disclosure obligations under Rule 15c2-12 of the federal Securities and Exchange Commission with respect to any Pooled Bonds, (a) an Authorized Officer shall, and is hereby authorized and directed to, enter into a continuing disclosure undertaking in form and substance reasonably satisfactory to the Authority, and (b) the Institution will comply with the provisions and disclosure obligations contained therein.

Section 6. The Board designates the Senior Vice President for Administration and Finance to be responsible for implementing procedures to monitor post-issuance compliance with covenants in any loan agreement between the Institution as a Participating Institution and the Authority, including the Loan Agreement and any amendments thereto, related to maintaining tax-exempt status for federal income tax purposes of interest on any Pooled Bonds, including without limitation monitoring the use of any portion of all Capital Projects for the Institution financed or refinanced with such Pooled Bonds and compliance with any applicable federal income tax remedial action requirements in connection with certain changes in such use. Such officer shall review such post-issuance compliance at least annually for so long as such Pooled Bonds remain outstanding.

Section 7. This resolution shall take effect immediately upon its adoption.

Adopted: October 12, 2017

Shawn N. Purvis
Secretary
Board of Visitors
George Mason University

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 April 2017 report include:

- Potomac Science Center – Substantial completion is imminent. The lab equipment and casework has been installed. The finishes in the offices, lab spaces, and events spaces are complete. The occupancy date has moved to September 18, 2017 to complete testing and commissioning activities throughout the building.
- Health Sciences – Academic VII – Construction is progressing. Building exterior is substantially complete and spaces on the interior are finished. The budget was increased to include the newly received Furniture, Fixtures & Equipment (FF&E) funding.
- Johnson Center Dining Phase II – The construction has been completed. The new food services venues opened on time to serve the incoming fall semester students.
- Hazel Hall Library Renovation – The construction procurement has been completed, a contract has been awarded, and construction has begun on site. Constructure, Inc. was awarded the contract and the spaces will be ready for students near the end of this fall semester.
- PPEA Discovery Hall Ph. II & Fitout – The construction procurement has been completed, a contract has been awarded, and construction has begun. Patner Construction was awarded the contract and the spaces will be ready for students near the end of this fall semester. The bids received were well under budget so the budget status returned to green.
- Eagle Bank Arena Upgrades – The schedule was updated to reflect the contractual requirements for the locker room renovations. The budget was updated to include the scoreboard replacement project. Finally, the project was moved to construction and the lighting replacement project has been completed.
- Hylton Performing Arts Center Addition – Revised working drawing were just submitted to Bureau of Capital Outlay Management (BCOM) depicting a revised mechanical approach. This approach is more efficient and should result in savings for the project. A preliminary Guaranteed Maximum Price (GMP) was received from the Contractor, Whiting Turner. It was substantially over budget. As a result, we are

evaluating procurement options. We cannot proceed with additional procurement steps until the revised mechanical system is approved by BCOM. The schedule was impacted by this budgetary issue and the Stoplight Chart was revised accordingly.

- Renovate Robinson Hall and Harris Theater – The schedule was reset based upon the date of the received funding. The project remains on schedule for the target set at contract award. As a result, the red stoplight for schedule has been revised to green. The total project budget was revised per the approved and increased BCOM schematic design target. Finally, the square footage (SF) was adjusted to reflect correct new construction and renovation square footages based on approved schematic design.
- Improve Utility Distribution Infrastructure – Fairfax – The total project budget was revised per the approved BCOM schematic design target. Overall schedule completion date was revised to reflect coordination with Robinson Hall completion and final road/utility work.
- Life Sciences – Bull Run Addition – The project was previously submitted and approved for funding during the 2012-2014 Biennium. In the interim Mason's academic priorities have changed. New and growing academic programs in science and engineering require specialized instructional and instructional support space and the space program has been updated to reflect those emerging needs. Therefore a revised Capital Budget Request has been submitted to the Virginia Department of Planning and Budget which includes a revised program. The budget request has also been increased to \$67,000,000 to reflect both the change in program spaces and cost escalation.
- Telecom Infrastructure – The Capital Budget Request for Phase I to Improve Telecommunications Infrastructure has been approved.

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	9/18/2017	93%
2	17999-000 Health Sciences - Academic VII	164,880		\$ 71,198,234	Ⓡ	●	●	6/2/2015	12/1/2017	87%
3	18172-000 Johnson Center Dining Phase II		12,200	\$ 4,400,000	●	●	●	3/10/2017	8/17/2017	99%
9	Into Phase II		16,830	\$ 4,297,140	●	●	●	12/15/2016	2/1/2018	20%
10	Bull Run Labs (Mech and BioChem)		7,204	\$ 3,000,000	●	●	●	3/15/2017	7/1/2018	48%
5	18252-000 Hazel Hall Library Renovation - 1st and 2nd Floors		21,000	\$ 3,000,000	●	●	●	6/5/2017	12/15/2017	47%
4	17848-000 PPEA Discovery Hall Ph II & Fitout	18,000		\$ 3,800,000	●	Ⓡ	●	9/11/2017	12/22/2018	0%
11	Eagle Bank Arena Upgrades		82,000	\$ 4,263,014	●	●	●	12/1/2016	9/3/2018	15%
Design										
6	18011-000 Hylton Center Addition*	17,082	360	\$ 9,043,000	●	Ⓡ	●	3/1/2018	4/1/2019	N/A
7	18208-000 Improve Utility Distribution Infrastructure Fairfax*			\$ 48,806,000	●	●	●	8/1/2018	3/1/2022	N/A
8	18207-000 Renovate Robinson Hall and Harris Theater (Phased)*	217,726	23,161	\$ 113,040,000	●	●	●	7/1/2018	1/15/2022	N/A
Planning										
12	18000-000 Life Sciences - Bull Run Add DPB*	100,000	23,000	\$ 43,664,886	○	○	○	TBD	TBD	N/A
13	18339-000 Telecom Infrastructure*			\$ 10,053,000	○	○	○	TBD	TBD	N/A
Grand Total This Report		633,471	185,755	351,148,638						

Data as of September 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

Meeting Book - Development Committee - October 12, 2017

George Mason University Board of Visitors

- I. Development Committee Agenda 10/12/17**
 - A. Development Committee Agenda 10/12/17
- II. Call to Order**
- III. Approval of Minutes**
 - A. Development Committee Meeting Minutes 5/11/17
- IV. New Business**
 - A. GMUF Chair Update - Jay O'Brien
 - B. Campus Naming Opportunities - Kathleen Diemer
 - C. Planned Giving - Susan Van Leunen
 - D. Campaign and Advancement Report - Dr. Janet Bingham
- V. Old Business**
- VI. Closed Session**
 - A. Gifts, Bequests, and Fundraising Activities (Code of VA: § 2.2-3711.A.9)
- VII. Adjournment**

**George Mason University
Board of Visitors**

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

A G E N D A

I. Call to Order

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

III. New Business

- A. GMUF Chair Report – Jay O’Brien
- B. Campus Naming Opportunities – Kathleen Diemer
- C. Planned Giving – Susan Van Leunen
- D. 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.9)

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

Attendees: Vice-Chair Lisa Zuccari, Visitor Tracy Schar

Absent: Chairman James W. Hazel, Visitor Kelly McNamara Corley, Visitor Wendy Marquez

Additional Attendees: Rector Tom Davis, Visitor Jon Peterson, President Ángel Cabrera, Vice President Janet Bingham, Faculty Representative Keith Renshaw, Faculty Representative Chip Petricoin, Student Representative Nathan Pittman, GMUF Board of Trustees Chair Jay O'Brien

I. Call to Order

The meeting was called to order by Vice-Chair Lisa Zuccari at 8:34 a.m.

Vice-Chair Zuccari asked visitors if they had any known conflicts of interest. No concerns were stated.

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

The committee did not reach quorum. The meeting minutes from March 2, 2017 will be reviewed at the next committee meeting.

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.

The recent CASE checklist indicates the foundation is on track and follows best practices.

B. Why We Do What We Do – Janet Bingham

1) Bethel Domfeh – Major: Government and International Affairs

2) Mariam Ghanem – Major: Economics and Global Affairs

Dr. Janet Bingham introduced Bethel Domfeh and Mariam Ghanem who spoke regarding how scholarships allowed them to attend Mason and reach their educational and career goals.

C. Campaign and Advancement Report – Janet Bingham

Dr. Janet Bingham provided an update on University Advancement and Alumni Relations activities.

We reached our campaign fundraising goal of \$500 million on 3/23/17. We have raised \$507 million in the campaign to date.

Faculty giving is at \$1 million for the year, a significant increase over the last two years, and faculty donors have increased by 100% over last year.

Alumni giving is at \$4 million this year, a great improvement over last year.

Rector Davis asked what outreach efforts advancement has undertaken to connect with our legacy donors. Planned Giving officer Brock Field provided an update on his activities to engage our legacy donor community.

IV. Old Business

There was no old business.

V. Closed Session

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

There was no closed session.

VI. Adjournment

The meeting was adjourned 9:15 a.m.

Respectfully submitted,



Naomi Arlund
Secretary, pro tem

Research Committee - October 12, 2017

Research Committee Agenda

5 minutes	Call to Order	Mahfuz Ahmed
	Introductions	
2 minutes	Approval of minutes for May 11, 2017 meeting	
	BOV research committee minutes 5-11-17 FINAL.docx	
	ASSIP_Galileo Science Cafe_BOV_5_11_17.pdf	
	Bolognese presentation BOV Research Committee May 11, 2017.pdf	
	New Business	
40 minutes	A. Mason Research: Strategic Goals, Alignment, and Priorities	Deborah Crawford, Vice President for Research
10 minutes	B. Department of Homeland Security Center of Excellence (10 mins)	Tony Stefanidis, center director
	Adjournment	Mahfuz Ahmed

**George Mason University
Board of Visitors
Research Committee
May 11, 2017
Minutes**

Present: Chair Anne Gruner; Vice Chair Mahfuz Ahmed; Provost David Wu, Vice President for Research Deborah Crawford; Visitors: Bob Witeck, John Jacquemin, Karen Alcade, Scott Peterson; Student Representative Christian Suero; Faculty Representative Bijan Jabbari

Guest Presenters: Kerry Bolognese, Amy J. Adams

Absent: President Ángel Cabrera; Visitors Steve Cumbie, Claire Dwoskin; Student Representative Nathan Pittman

- I. Meeting called to order by Chair Gruner at 8:30 a.m. May 11, 2017.
- II. Approval of Research Committee minutes for March 2, 2017.
- III. Kerry Bolognese, Mason's Director of Federal Relations, discussed the current budget climate and what it means for the university. See attachment.

Mason's Connections to the Trump Administration include:

Neomi Rao: nominated to be the Administrator of the Office of Administration 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. (Professor, Scalia Law School)

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—PhD, Economics and former Senior Research Fellow at the Mercatus Center.)

Some takeaways include:

Internationally, the United States is in the middle of the pack in terms of % of Gross Domestic Spending invested in R&D and is falling behind China, Japan, and Korea. 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.

In terms of the federal budget, there are modest increases in total R&D across the board--\$155.8 billion—in defense, applied research, development, and other areas. However, funding for both EPA and National Institute for Standards and Technology (NIST) both are projected to decrease.

Health overall represents half of Federal R&D spending. NIH (National Institutes of Health) captures the lion's share and enjoys strong Congressional support.

Increasing research funding in areas other than health is a challenge. It's one reason why Mason administration and faculty go to the Hill to talk with elected officials and

their staffs to help illustrate what cuts in R&D spending mean to current and future research of consequence.

The cuts: Sequestration is still in play. President Trump's "skinny budget" shows cuts in science funding from NASA's earth sciences program to NOAA (National Oceanic and Atmospheric Administration). Mason is impacted by cuts to NOAA, EPA, NASA, the Department of State, Dept. of Education because these areas represent growth opportunities for the university or directly impact student funding.

- IV. **Amy Adams** presented an update about the **Aspiring Scientists Summer Internship Program**, which is celebrating its 10-year anniversary this year. This inspiring program is helping to create the next generation of scientists. See attachment.

In the last 10 years, ASSIP has grown from supporting about a dozen high school students annually to supporting almost 100 students in 2016 and 2017. The program is truly multidisciplinary, with faculty from bioengineering, chemistry, psychology, environmental sciences, computer science, and more fields signing up to mentor these students in the 8-week summer program.

Students are taught how to think like a researcher, interpret results and communicate those results to a larger audience. They also learn about the different career paths they can take.

While in ASSIP, students are addressing meaningful problems. ASSIP students have helped develop a new diagnostic test for Lyme disease, developed tools to prevent hacking in self-driving cars, and created a new, easy-to-use diagnostic test for TB.

ASSIP alumni have produced: **37** Peer reviewed Journal Articles, **1** Book Chapter, **14** National/International Conference Abstracts, and **2** Patents. The program is funded by state, county, industry, healthcare and private donors.

ASSIP also inspired the creation of the popular Galileo's Science Café because many ASSIP students cited extracurricular activities as the inspiration behind their interest in research. The new, interactive discussion series is held monthly and will restart in the fall. Football players, wounded warriors and astronauts have brought their personal stories to help showcase the work of Mason researchers. Events to date have highlighted: Concussion in Youth Sports, Personalized Breast Cancer Treatment, Zika Virus, Brain Computer Interfaces, Cybersecurity, New Horizons Mission, GIS Analysis of Childhood Vaccinations, and New Lyme Disease Diagnostic Test

- V. Adjournment at 9:25 a.m.



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)

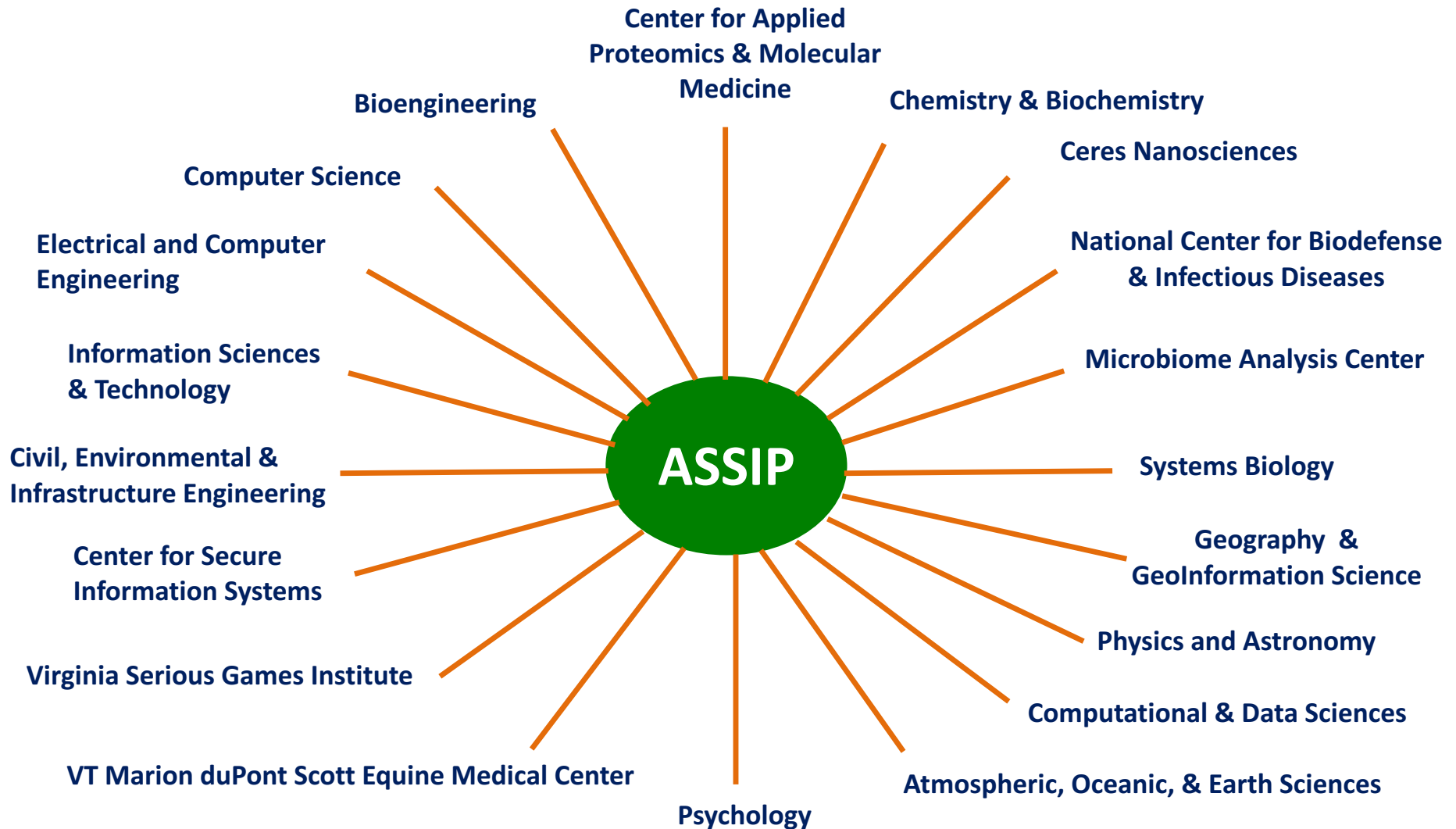
92 students, (1/10)



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 Cantwell/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, 10900 University Boulevard, Manassas, Virginia 20110 (USA)

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

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

^eCeres Nanosciences, LLLP, Manassas, VA 20110

^aDepartment 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

IPA Author Manuscript

NIP-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



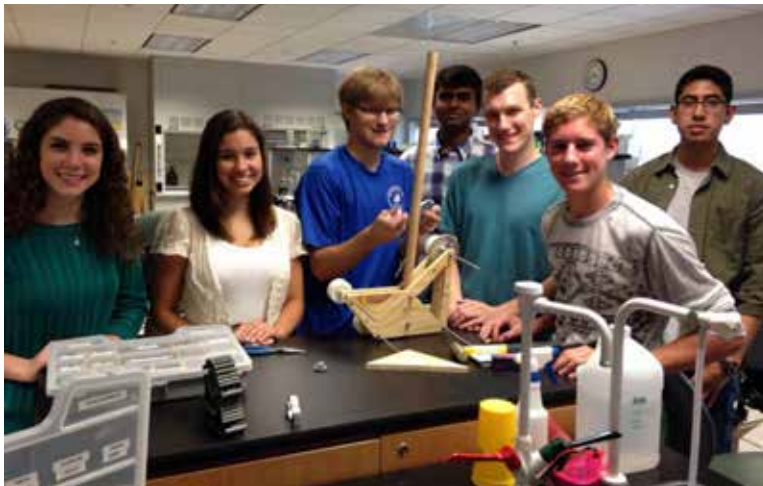
- **1st Place:** Virginia-North Carolina symposium of the Louis Stokes Alliance for Minority Participation
- **3rd Place:** Rice 360° 2017 Global Health Technologies Design Competition
- Research Excellence Award- Volgenau School of Engineering, GMU
- Dean's Undergraduate Research Award- College of Science, 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. OMB 0651-0032
U.S. Patent and Trademark Office; U.S. DEPARTMENT OF COMMERCE

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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.

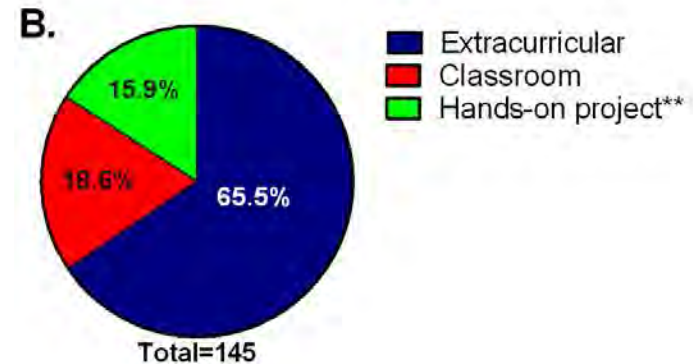
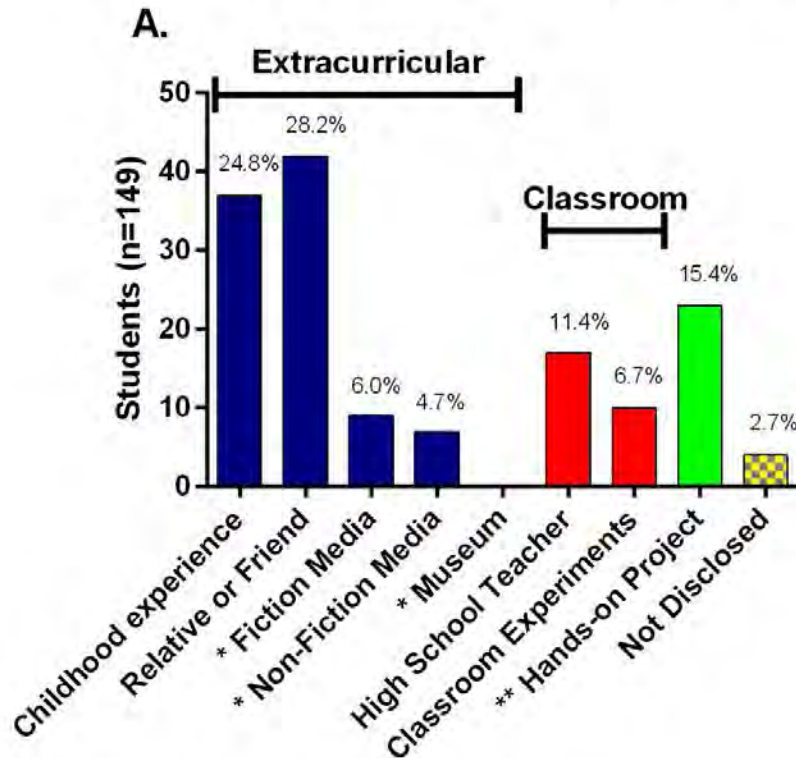
Pinkham, C., An, S., Lundberg, L., Bansal, N., Benedict, A., Narayanan, A., Kehn-Hall, K., 2016. *The role of signal transducer and activator of transcription 3 in Rift Valley fever virus infection*. Virology 496, 175–185.



Report from ASSIP Alumni

Extracurricular experiences initially attracted ASSIP students into STEM.

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

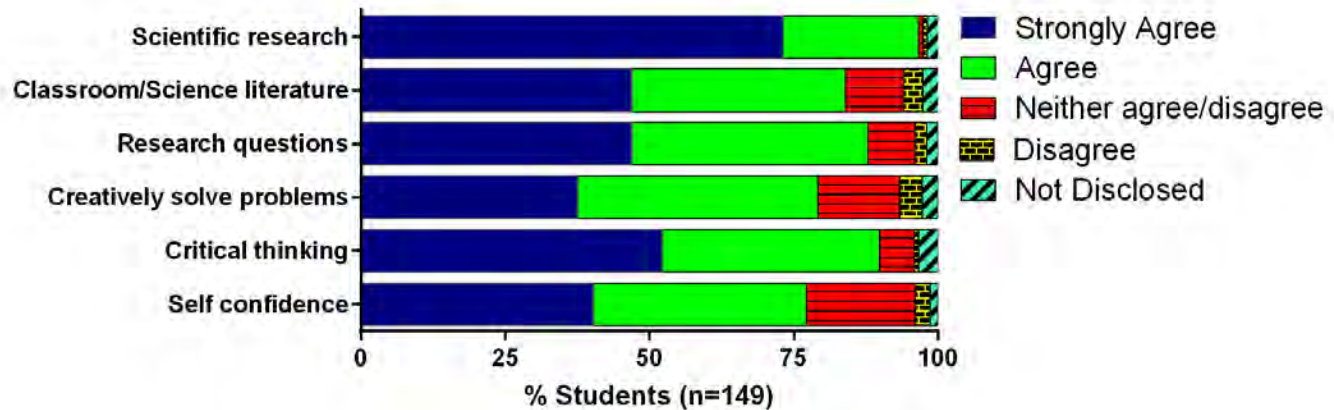


VanMeter-Adams, A., Frankenfeld, C.L., Bases, J., Espina, V., Liotta, L.A., 2014. *Students who demonstrate strong talent and interest in STEM are initially attracted to STEM through extracurricular experiences.* CBE Life Sci. Educ. 13, 687–697.

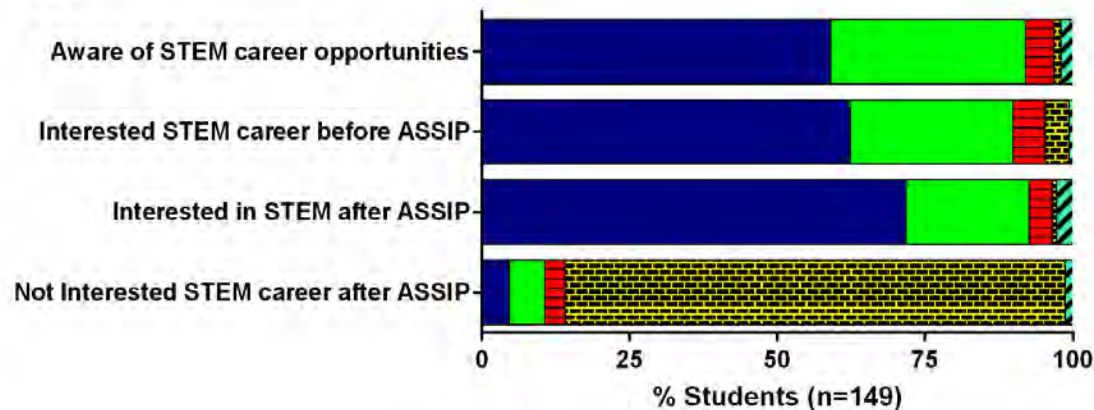
Report from ASSIP Alumni

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

A.



B.

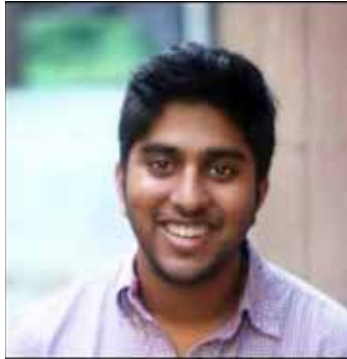


ASSIP Alumni (439)

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

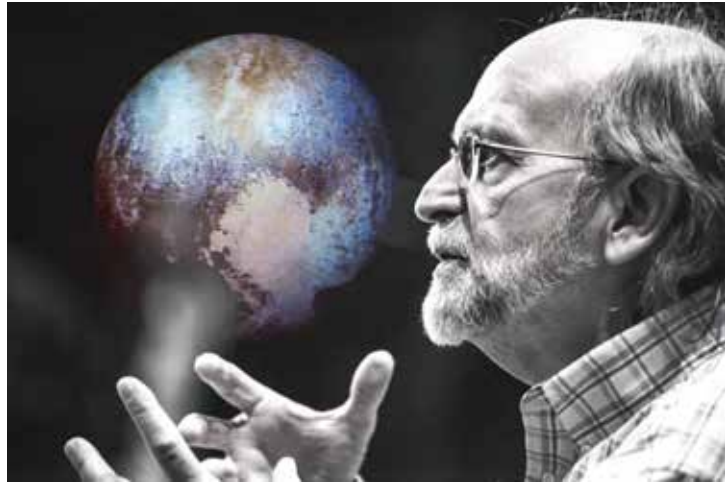
Science Night at Mason is for Everyone!



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

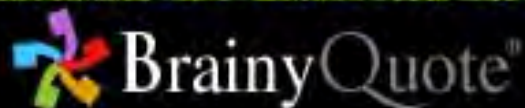


"Do I get any credit for the time
I served in Congress?"

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]

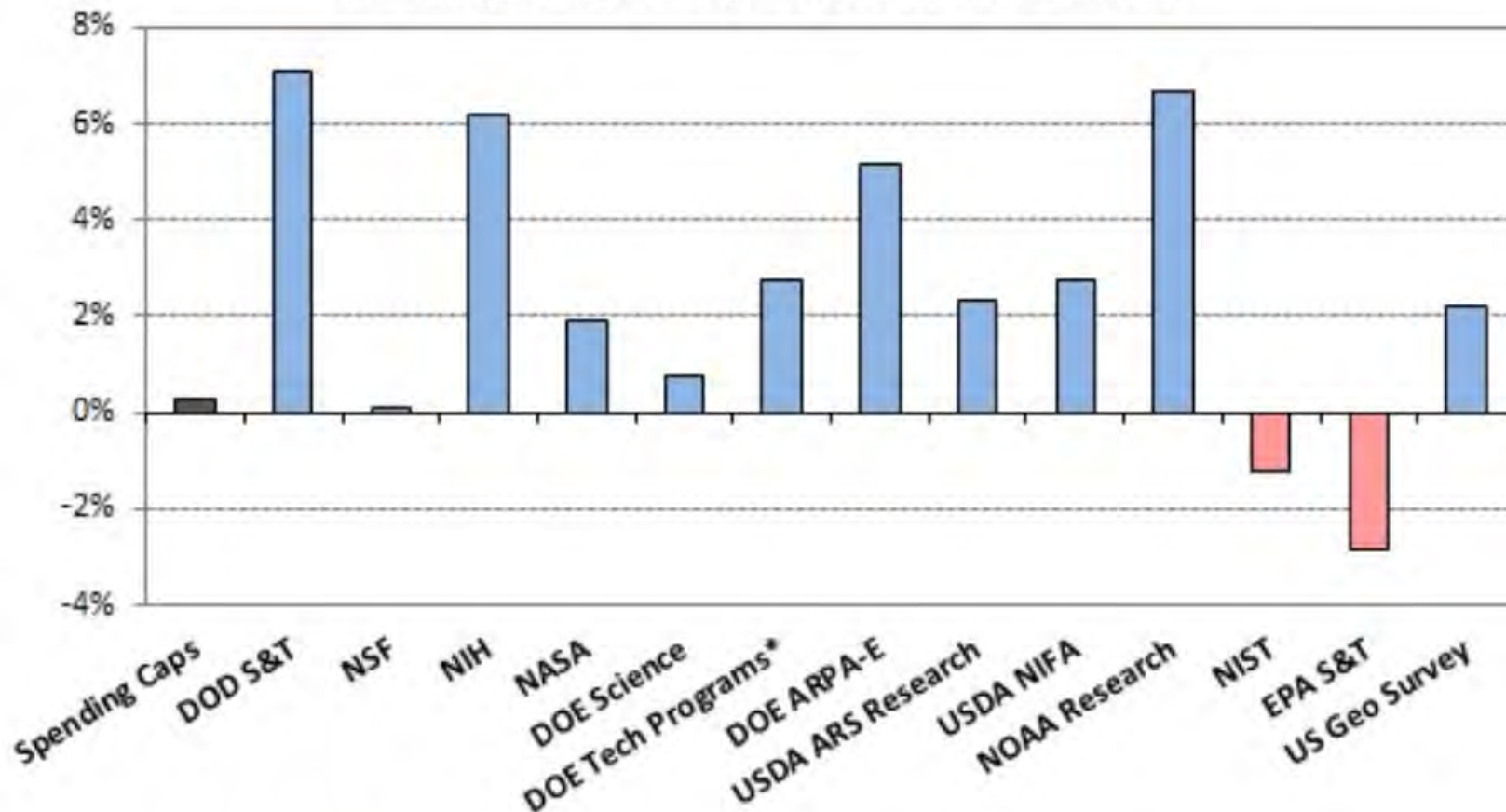
HIGHLIGHTS: FY 17 OMNIBUS

- 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



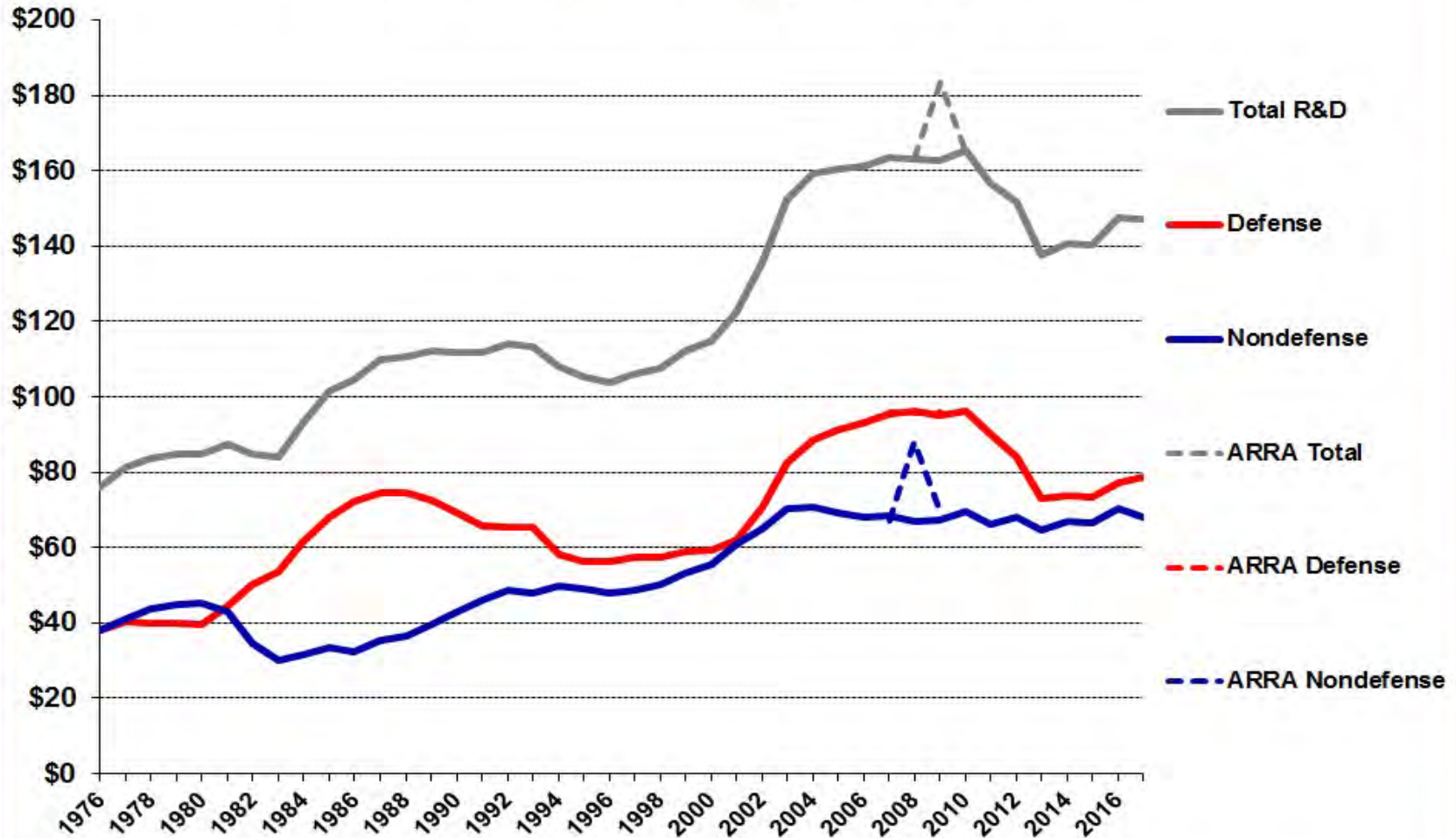
*Includes renewables and efficiency, nuclear, fossil, grid research.

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

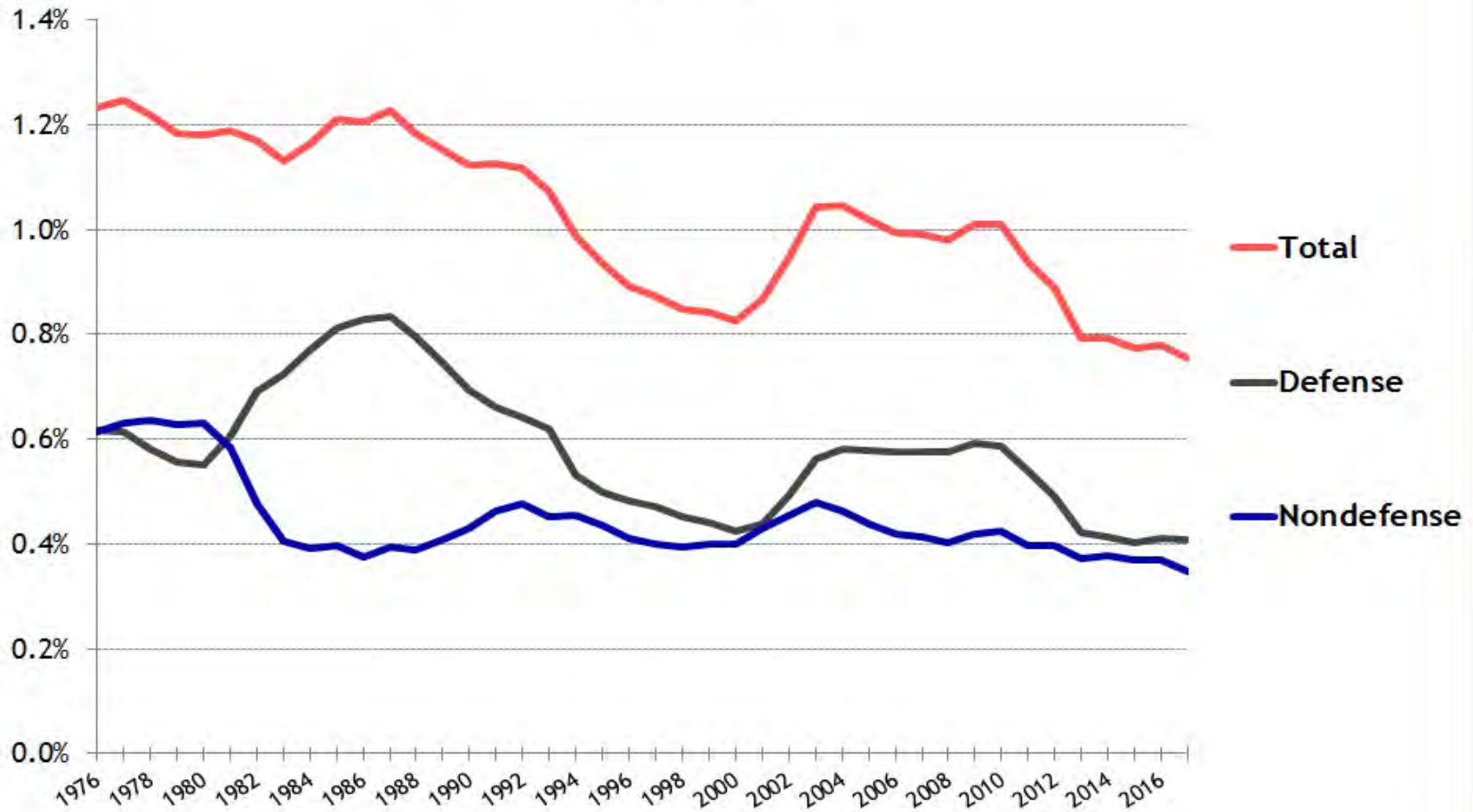


Source: AAAS analyses of historical budget and agency data and the FY 2017 request. R&D includes conduct and facilities. © AAAS | 2016

SNAPSHOT OF FEDERAL R&D SPENDING

Trends in Federal R&D

As a percent of GDP

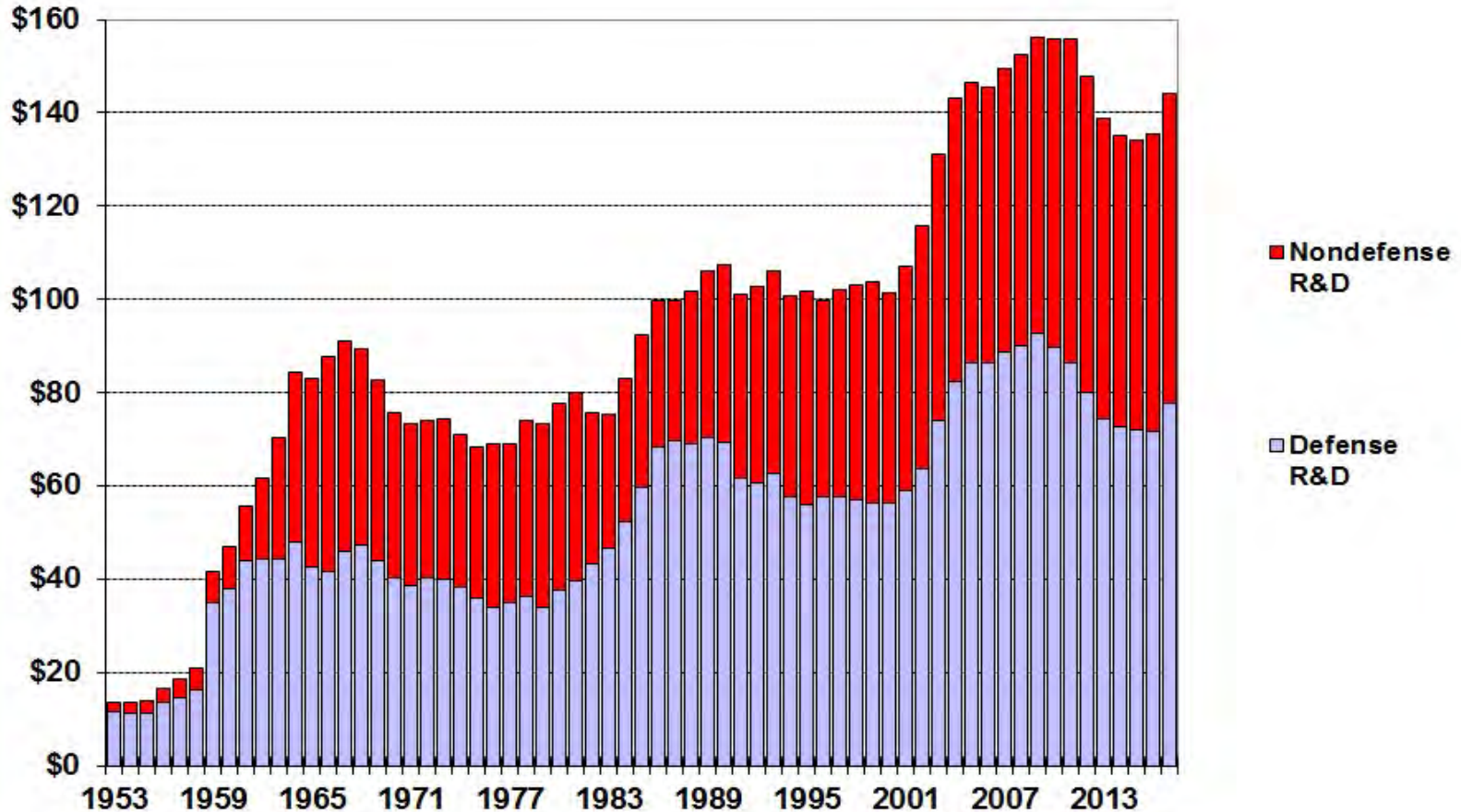


Source: AAAS analyses of historical budget and agency data and the FY 2017 request. GDP figures from OMB. R&D includes conduct and facilities. © AAAS

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

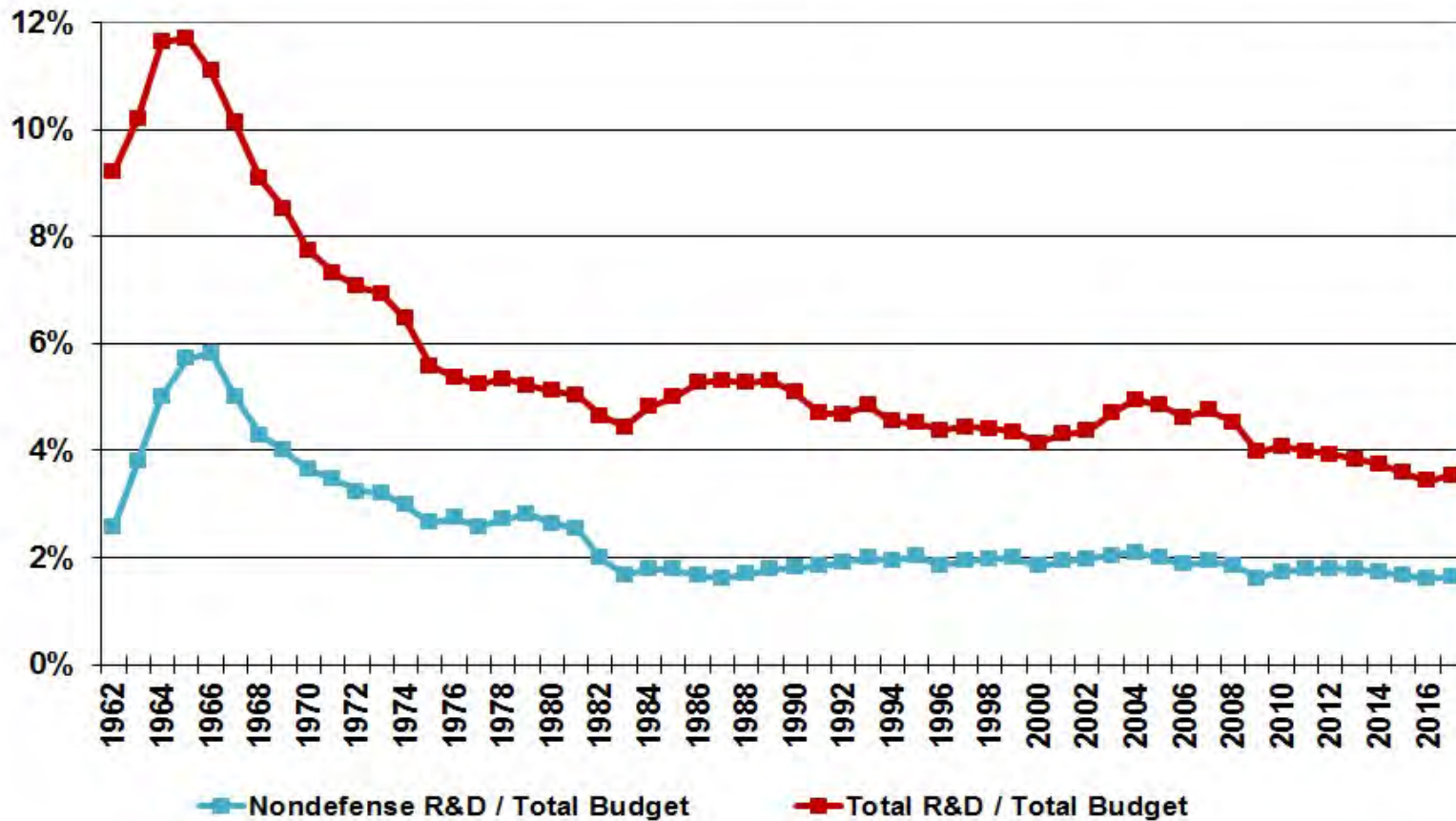


Source: AAAS, based on OMB Historical Tables in *Budget of the United States Government FY 2017*. © 2016 AAAS

SNAPSHOT OF FEDERAL R&D SPENDING

R&D as Percent of the Federal Budget:

FY 1962-2017, in outlays

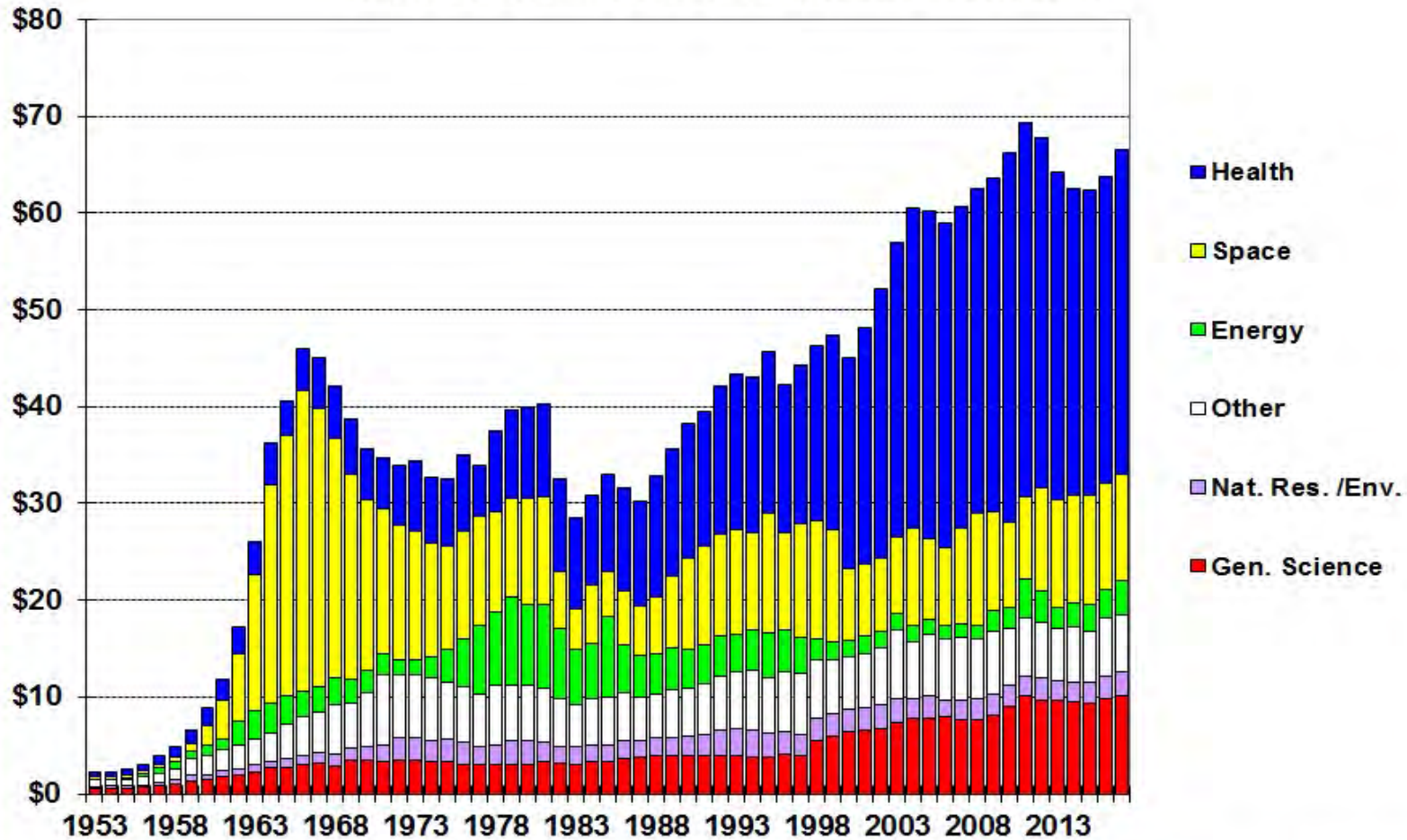


Source: *Budget of the U.S. Government FY 2017 Historical Tables*. FY 2017 is the request. © 2016 AAAS

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

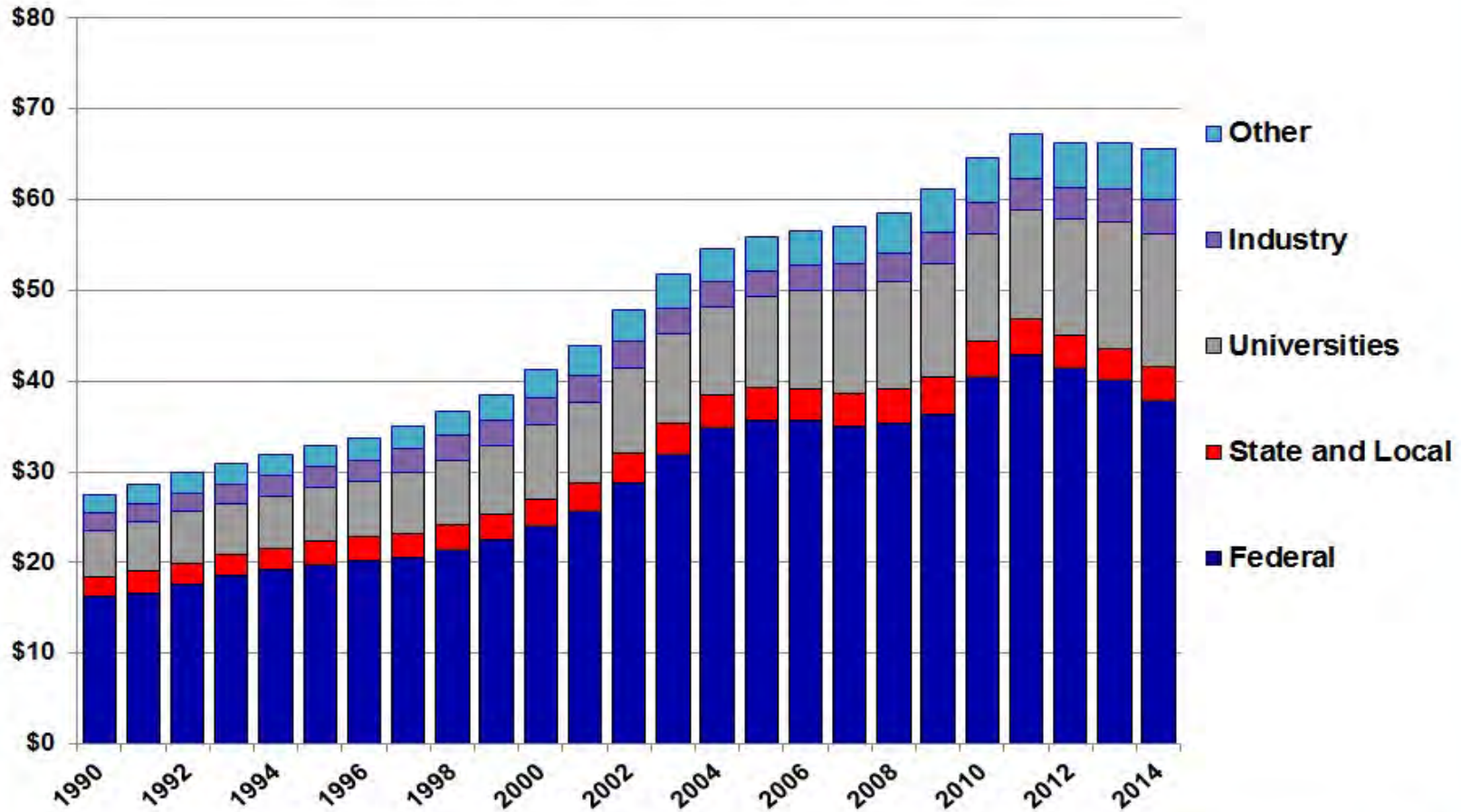


Source: AAAS, based on OMB Historical Tables in *Budget of the United States Government FY 2017*. Some Energy programs shifted to General Science beginning in FY 1998. © 2016 AAAS

SNAPSHOT OF FEDERAL R&D SPENDING

University R&D Funding by Source

expenditures in billions, FY 2016 dollars

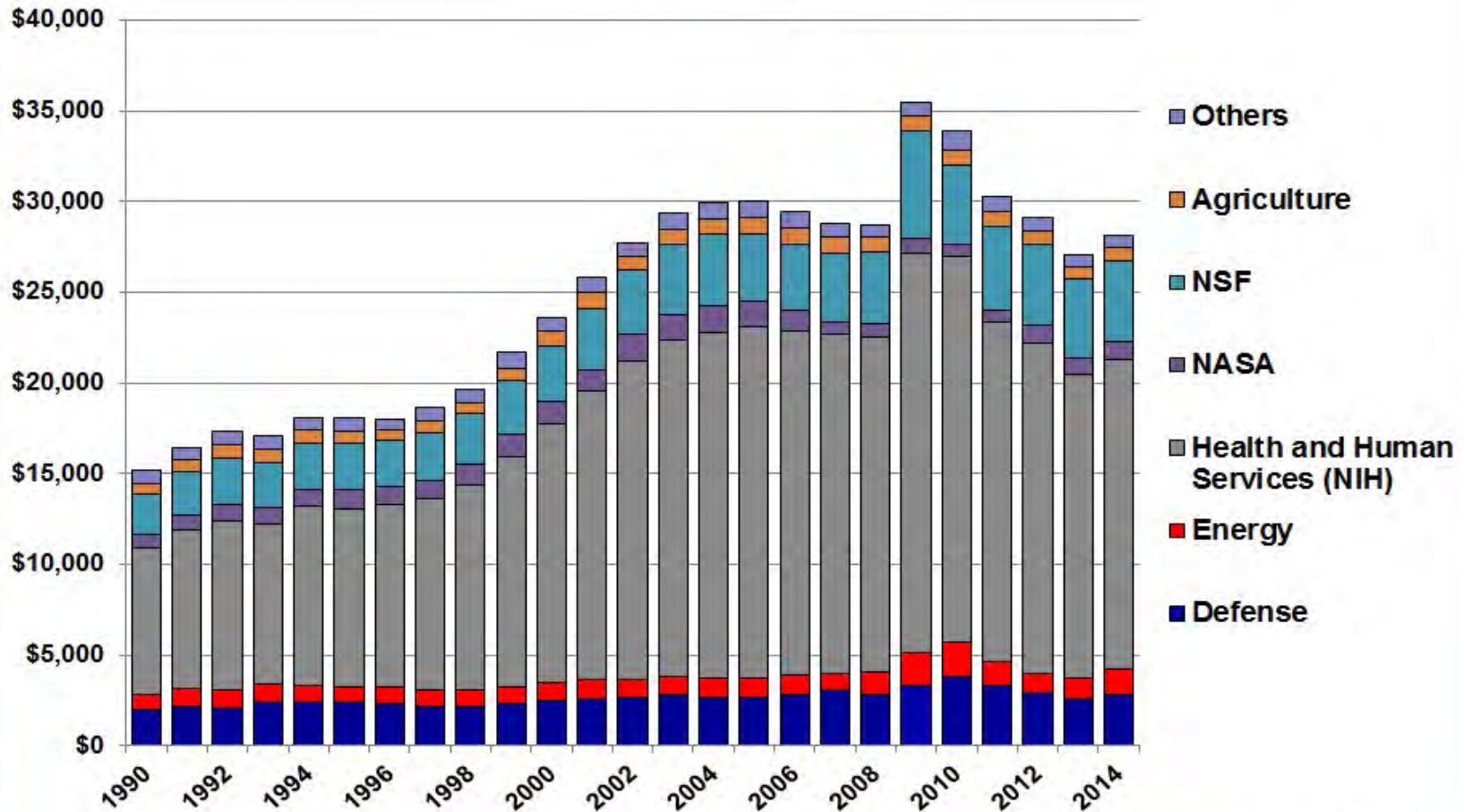


Source: NSF, National Center for Science and Engineering Statistics, *Higher Education R&D* series, based on national survey data. Includes Recovery Act funding. © 2016 AAAS

SNAPSHOT OF FEDERAL R&D SPENDING

Federal Support for University R&D by Agency

obligations in millions, FY 2016 dollars

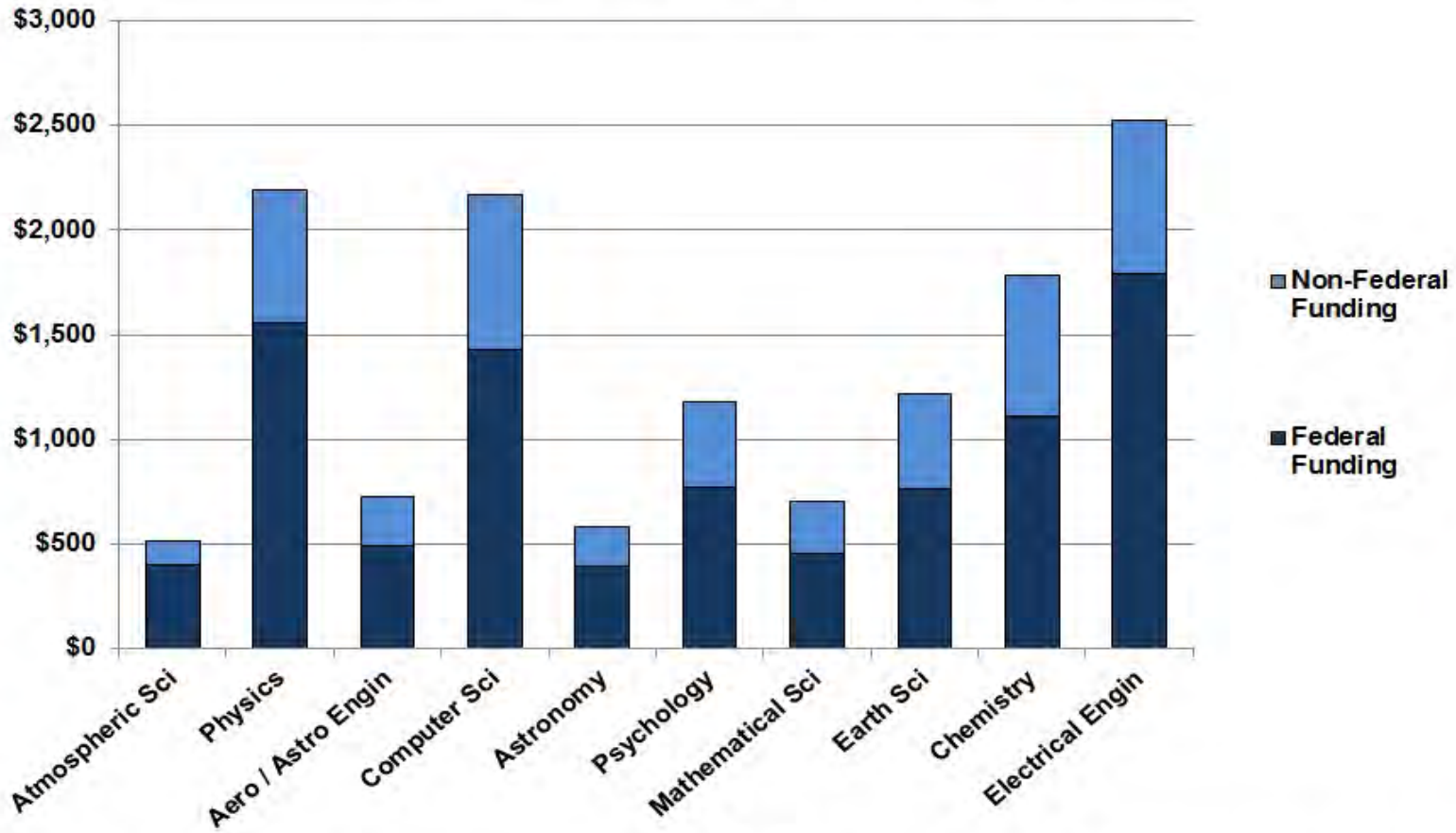


Source: National Center for Science and Engineering Statistics, *Federal Science and Engineering Support to Universities, Colleges, and Nonprofit Institutions* series, based on national survey data. Includes R&D and R&D plant. FY 2009 and FY 2010 includes Recovery Act funding. © 2016 AAAS

SNAPSHOT OF FEDERAL R&D SPENDING

Ten Fields With Highest Share of Federal Funding in FY 2014

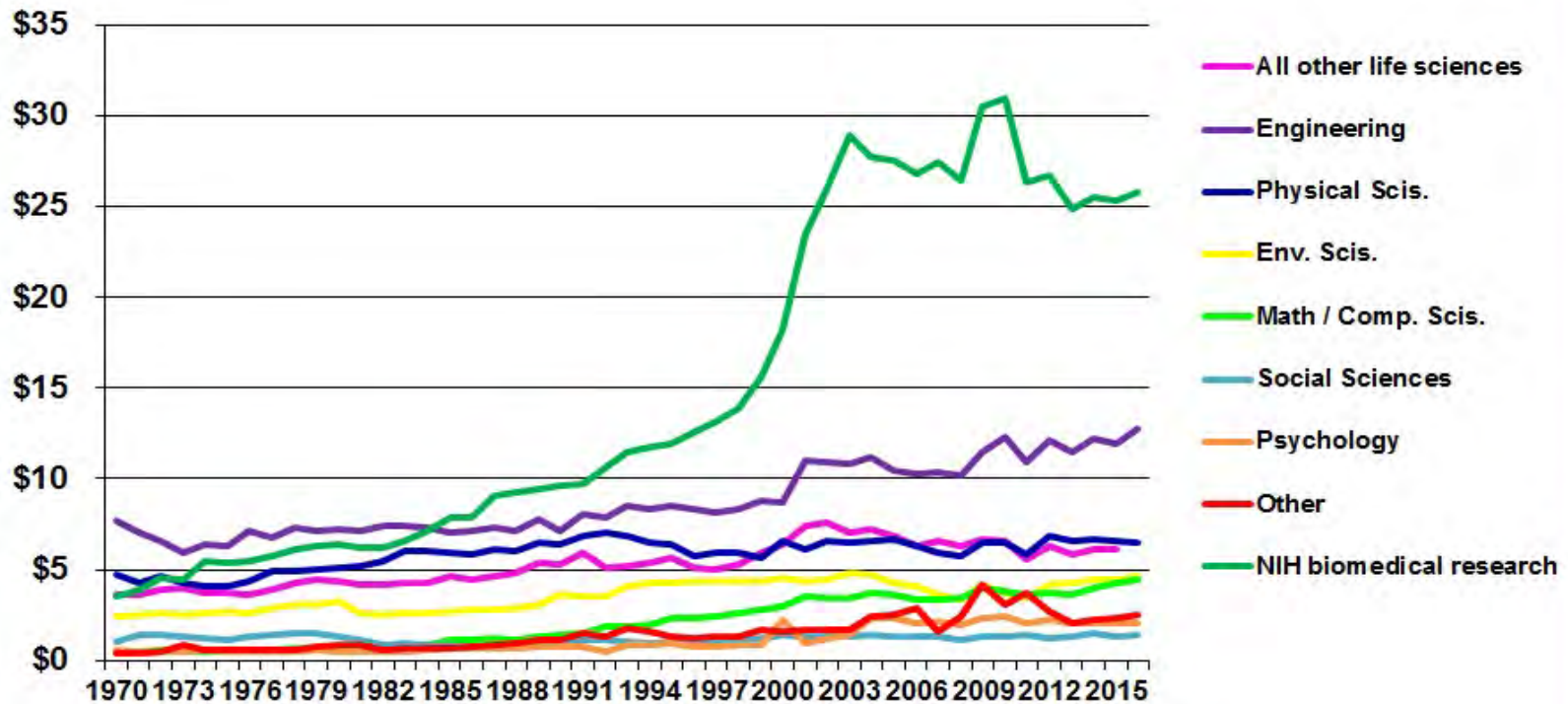
(university research funded, millions of dollars)



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

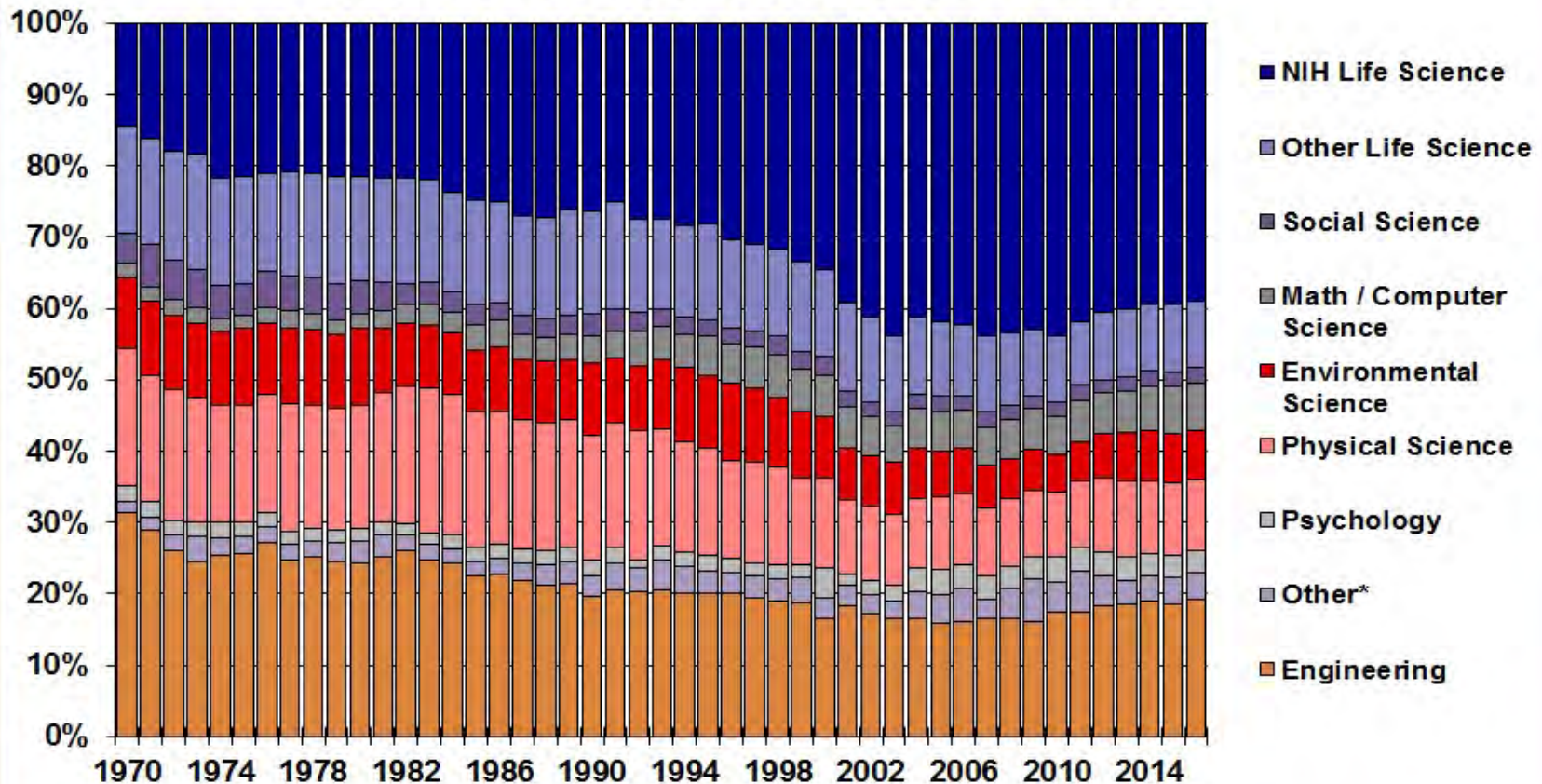


"Other" includes research not classified (includes basic research and applied research; excludes development and R&D facilities). Life sciences are split into NIH support for biomedical research and all other agencies' support for life sciences.

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.

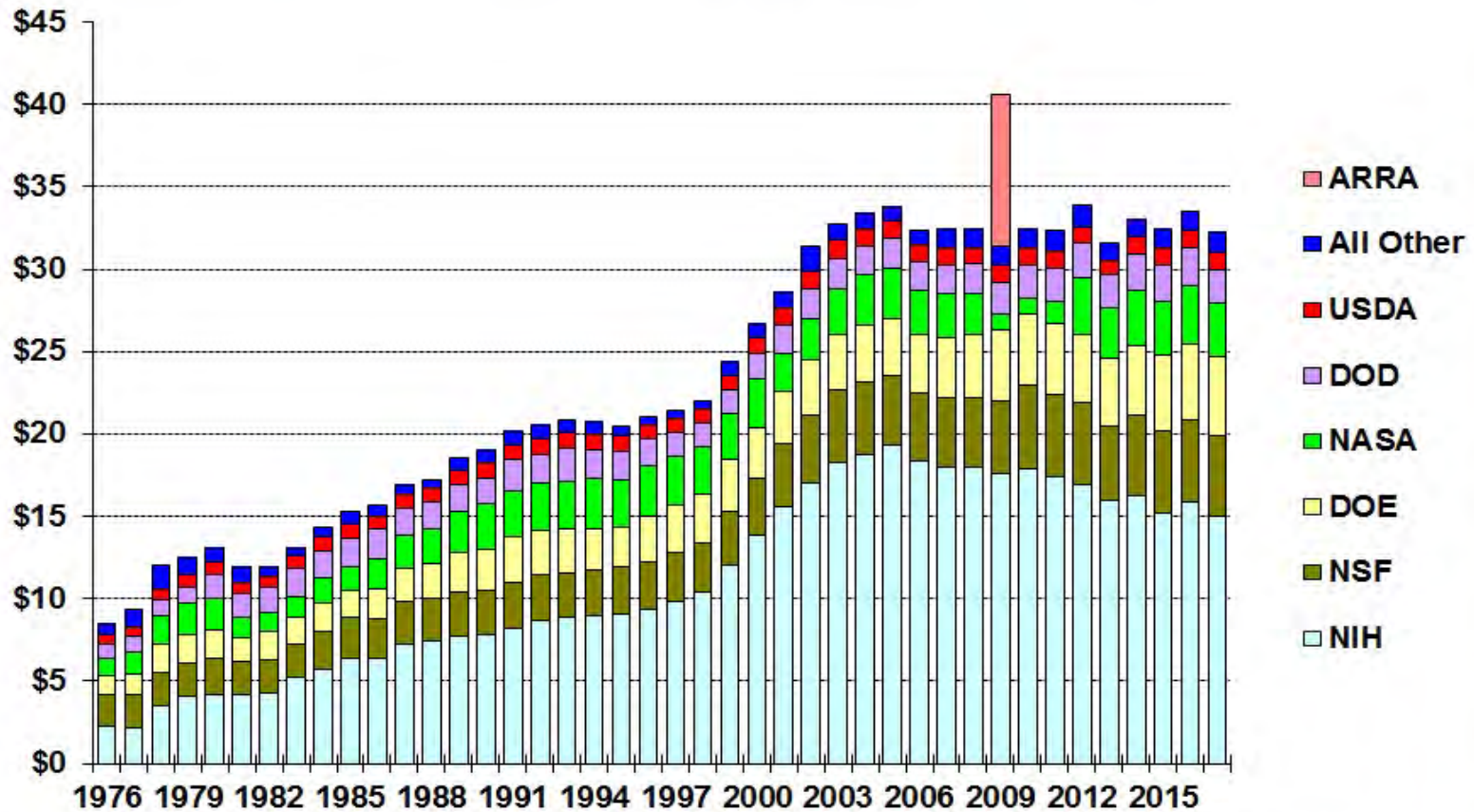
Source: Estimates based on National Science Foundation, *Federal Funds for R&D* series. Includes Recovery Act funding beginning in FY 2009.

© 2016 AAAS

SNAPSHOT OF FEDERAL R&D SPENDING

Trends in Basic Research by Agency, FY 1976-2017

in billions of constant FY 2016 dollars

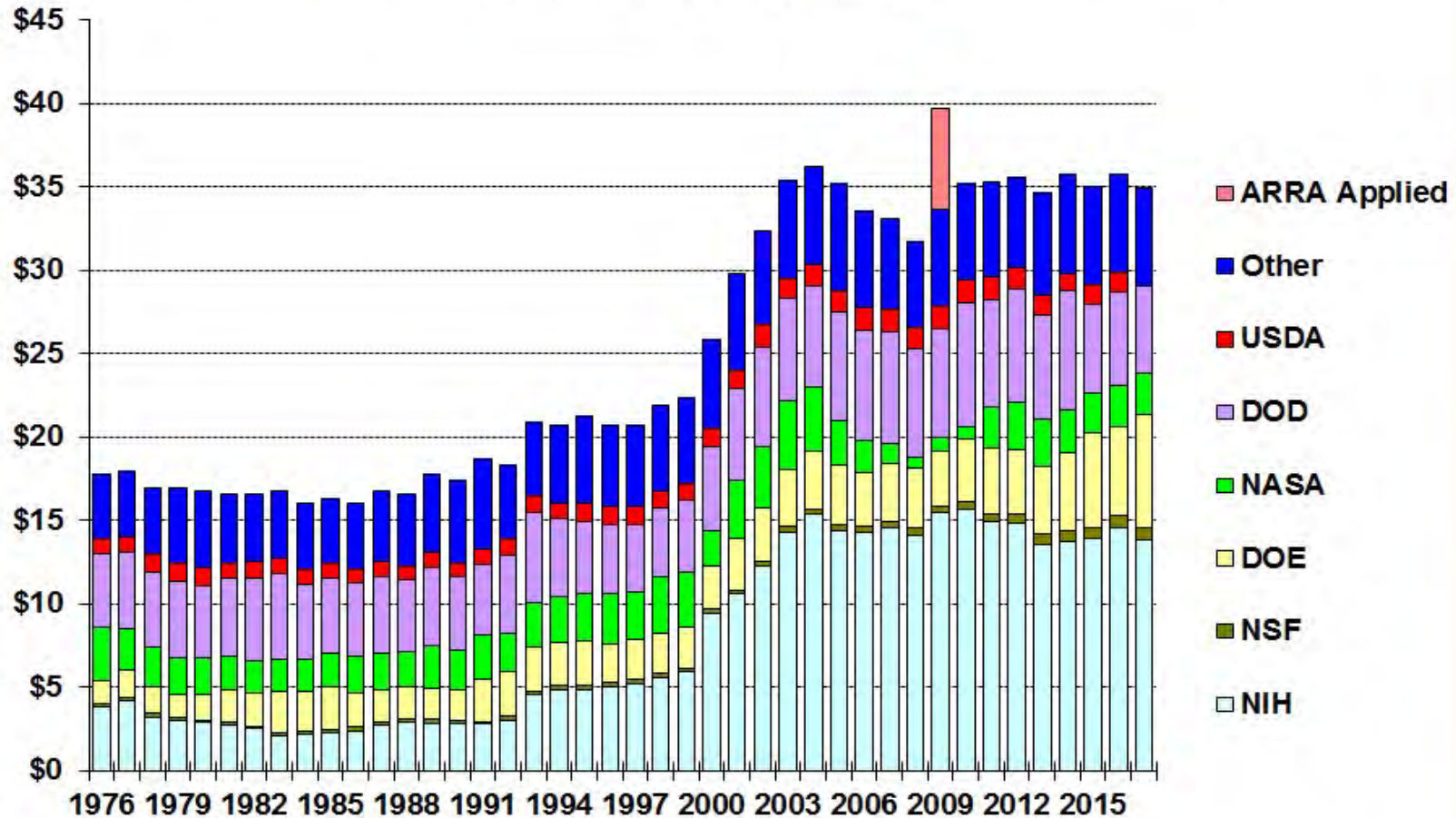


Source: AAAS Report: Research & Development series. FY 2016 figures are latest estimates, FY 2017 is the President's request.
© 2016 AAAS

SNAPSHOT OF FEDERAL R&D SPENDING

Trends in Applied Research by Agency, FY 1976-2017

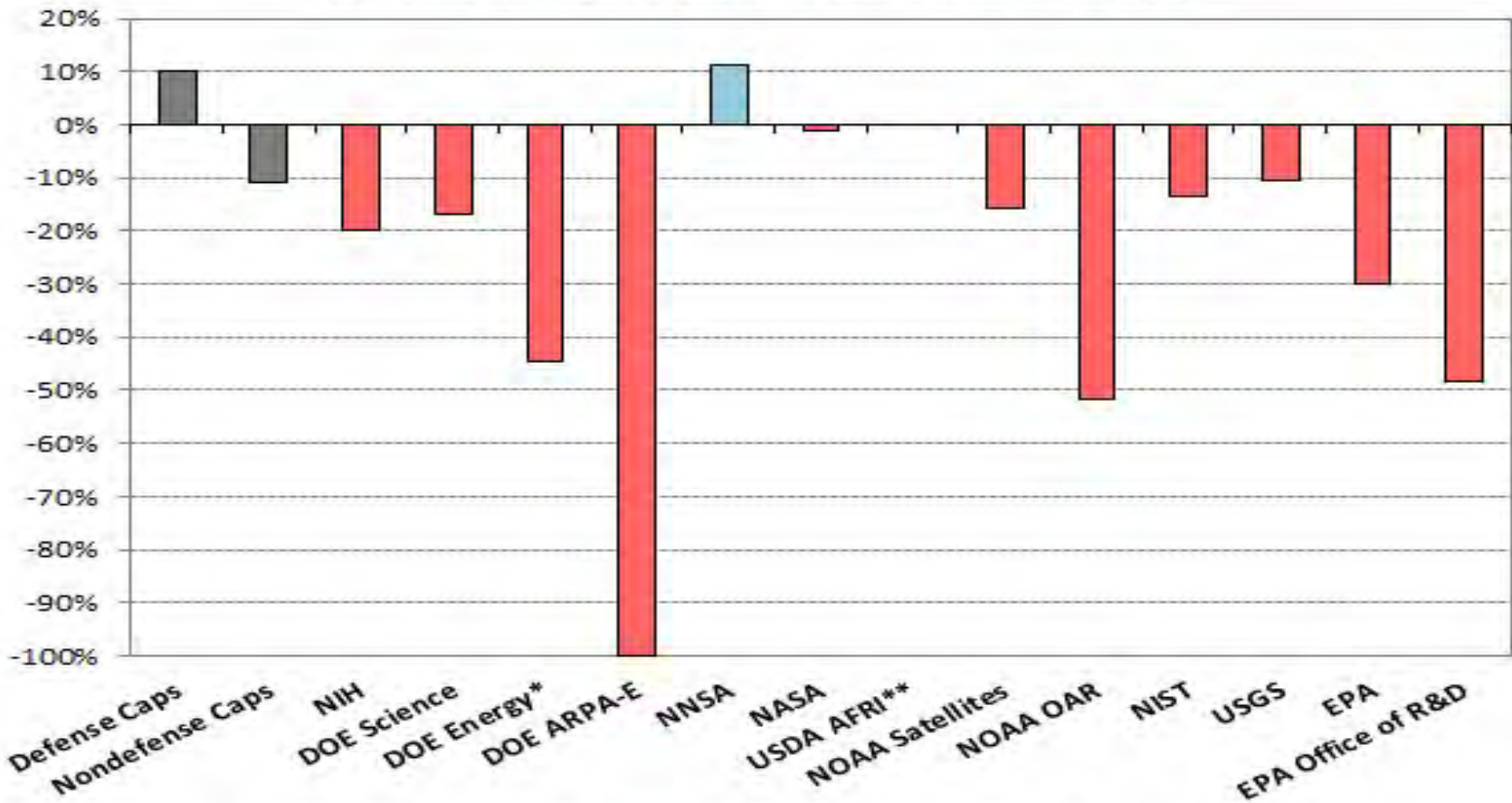
in billions of constant FY 2016 dollars



Source: AAAS Report: 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.

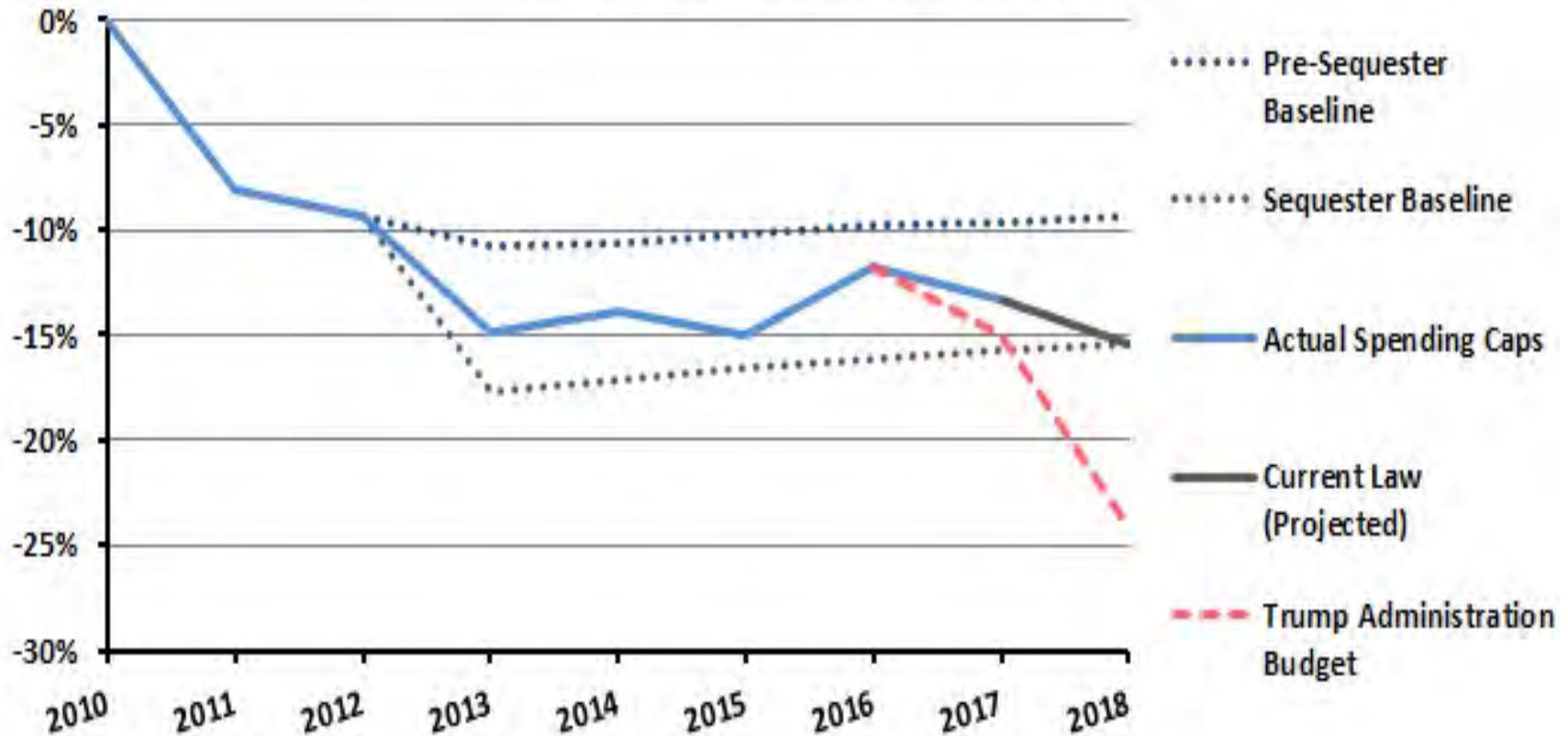
NOTE: FY 2016 is used as a baseline given lack of final FY 2017 appropriations.

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

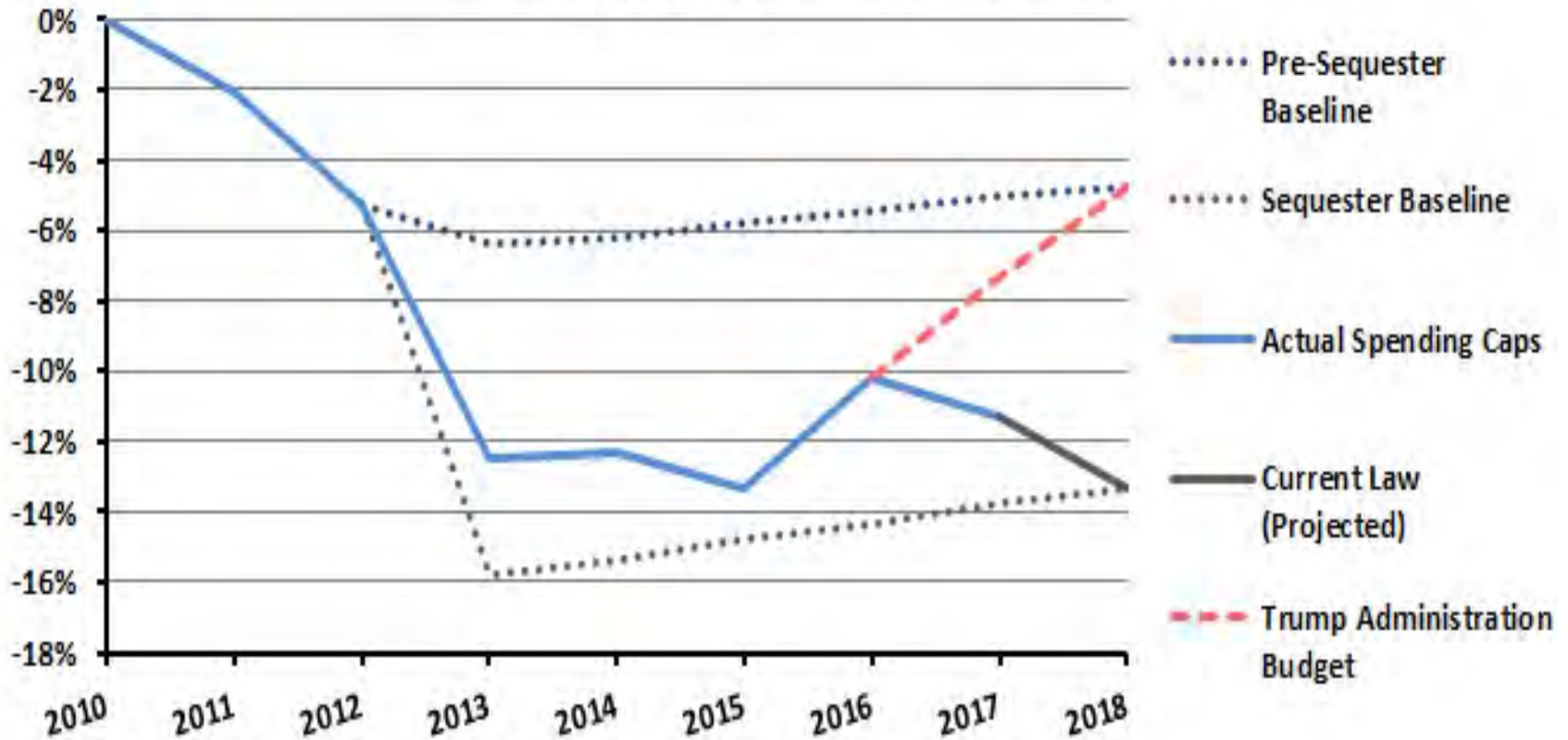


Based on past budget resolutions, the Budget Control Act and subsequent legislation, and the March budget summary. Adjusted for inflation using deflators from the FY17 budget request. © AAAS 2017

TRUMP'S FY 18 "SKINNY" BUDGET AND MASON

Figure 3: Limits on DEFENSE Spending Since 2010

Estimated percent change from FY 2010, inflation adjusted

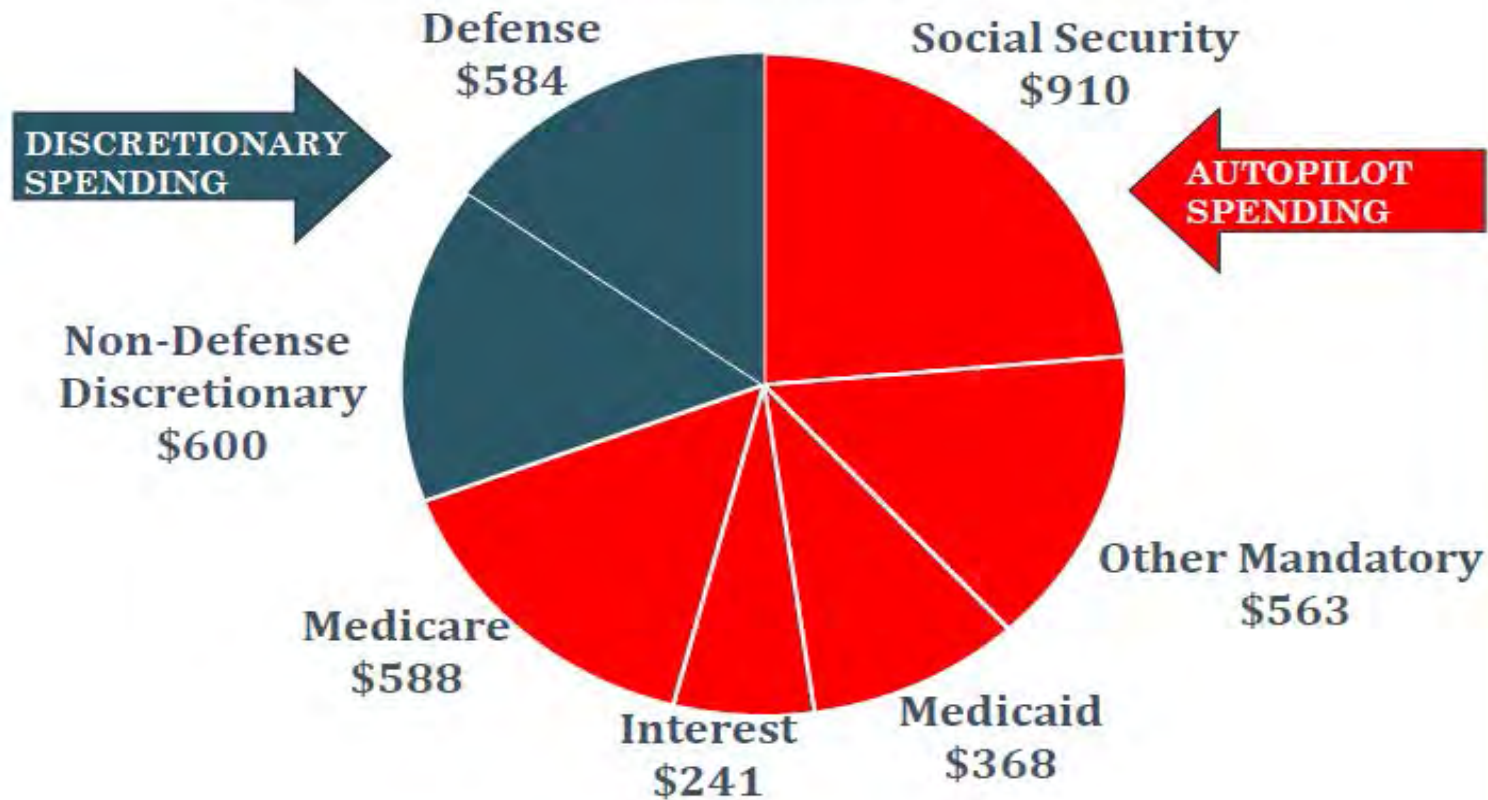


Based on past budget resolutions, the Budget Control Act and subsequent legislation, and the March budget summary. Adjusted for inflation using deflators from the FY17 budget request. © AAAS 2017

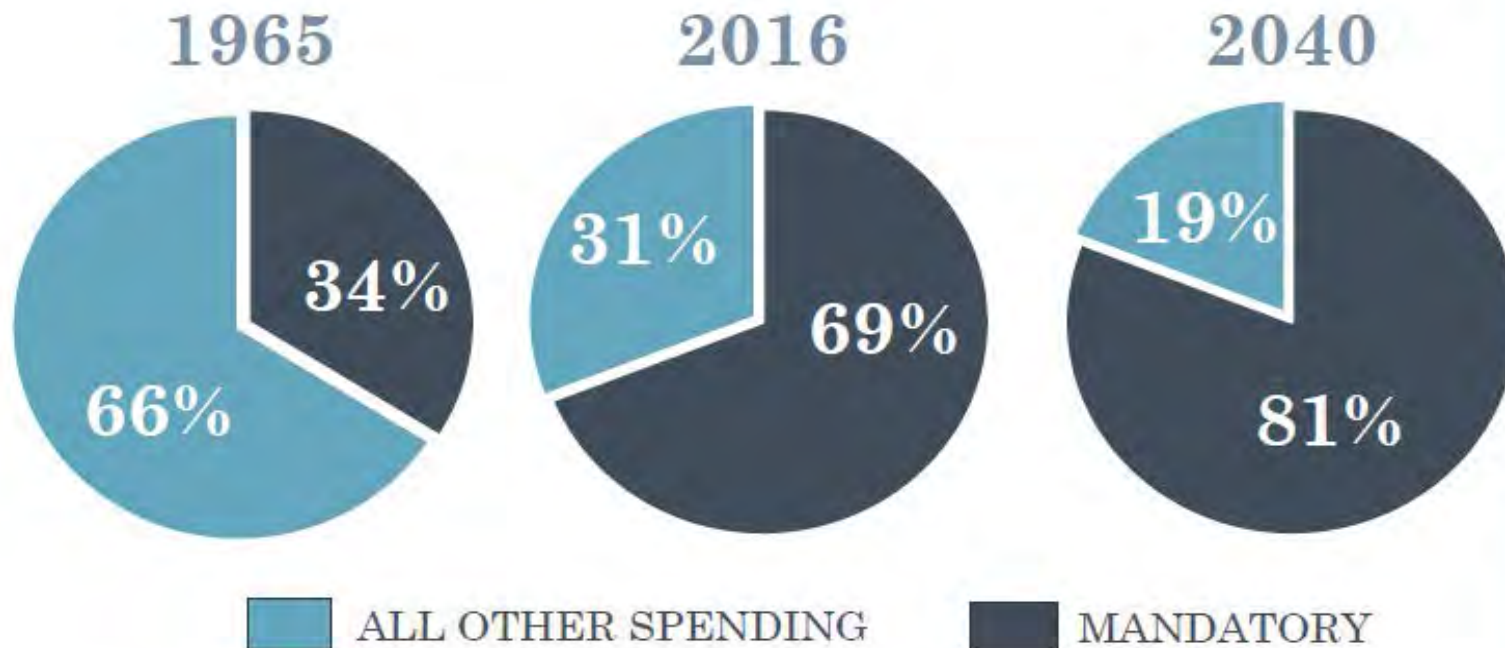
FY 2016 Total Spending

(\$, Billions)

FY 2016 TOTAL SPENDING = \$3.9 Trillion



Mandatory Spending Grows Over Time

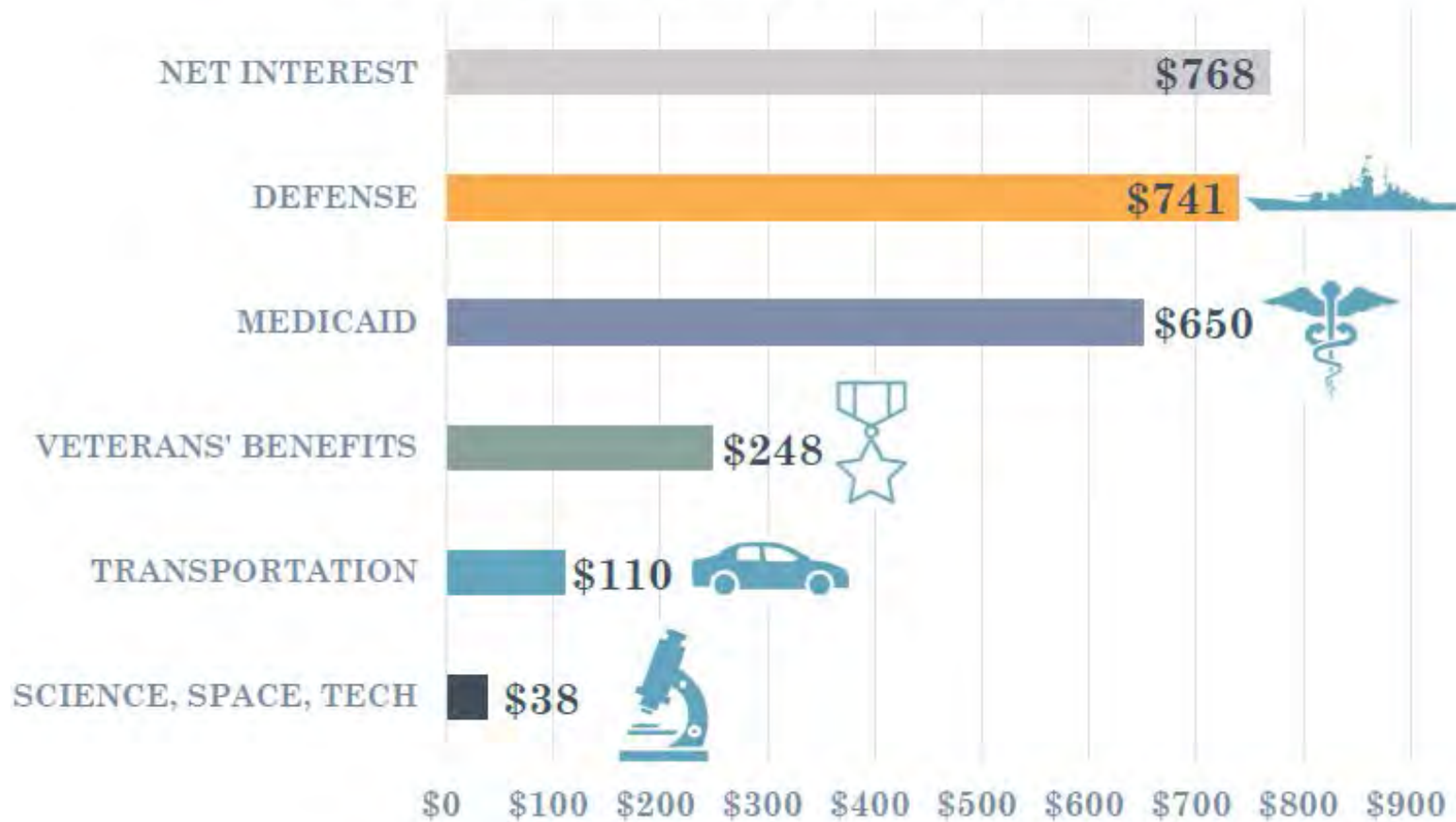


CBO Deficit Projections *(In \$ Billions)*



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>

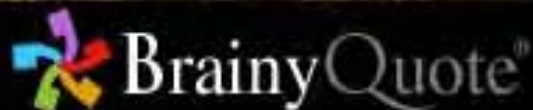
.. Not available; | Break in series; e Estimated value; f Forecast value; x Not applicable; p Provisional data; s Strike; - Nil;

QUOTE



We have the best government
that money can buy.

Mark Twain



ANY QUESTIONS?



Academic Programs, Diversity and University Community Committee – October 12, 2017

Call to Order

Approval of Academic Programs, Diversity and University Community Committee Minutes from May 11, 2017 Action Item

APDUC Minutes 2017-May-11.pdf

New Business

Provost's Update S. David Wu

Differentiate and Improve Student Experience D. Burge, B. Usher

Campus Climate Update: DACA and Title IX R. Pascarell

Online and Access Pathway Initiatives M. Marks

Enrollment Update D. Burge

Fall 2017 BOV Admissions & Student Profile.docx

Faculty Actions Action Item

Conferral of Emeritus/Emerita Status

Emeritus Status.pdf

Election

Elections of New Hires.pdf

Faculty Announcements

Appointment of Faculty

Appointment of Faculty.pdf

Appointment of Administrative and Professional Faculty

Appointment of Admin and Prof Faculty.pdf

Appointment/Reappointment of Deans, Department Chairs and School Directors

Appointment Deans Dept Chairs Directors.pdf

Renewals and Reappointments

Renewals and Reappointments.pdf

Separations

Separations.pdf

Other Announcements

Other Announcements.pdf

Summary of Faculty Actions and Announcements

Summary of Faculty Actions and Announcements.pdf

Annual Report

2016-17 Degrees Awarded

T. Kumar

Adjournment

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

MINUTES

Thursday, May 11, 2017
9:40-10:40 AM
Merten Hall, Fairfax Campus

PRESENT: Rector Tom Davis; Chair Karen Alcalde; Vice Chair John Jacquemin; Visitors Mahfuz Ahmed, Dave Petersen, Shawn Purvis and Bob Witeck; Faculty Senate Chair: Keith Renshaw; Student Representatives Nathan Pittman and Christian Suero; Faculty Representative: Peter Pober; Staff Representatives: Provost S. David Wu, Rose Pascarell and Julian Williams.

ABSENT: Visitors: Claire Dwoskin, Wendy Marquez and Lisa Zuccari; Faculty Representative: Jill Nelson.

I. The meeting was called to order by Chairperson Karen Alcalde at 9:42 AM.

II. Approval of Minutes (Action Item)

It was **MOVED** by Visitor Petersen and **SECONDED** by Visitor Witeck that the minutes from the March 2, 2017 meeting be approved. **MOTION CARRIED UNANIMOUSLY.**

III. New Business

A. Diversity and Inclusion Update

Rose Pascarell, Vice President for University Life

Julian Williams, Vice President for Compliance, Diversity and Ethics

With the objective of achieving Mason's goal to create a diverse and inclusive academic community, Mason students, faculty and administration have been focused on clear messaging, program development and institutional initiatives that support student success. Student activism is shaping the campus climate, and there is an increasing need to respond quickly, transparently, significantly and consistently to the community's concerns with a focus on student support.

Mason is ranked in the Top 40 most diverse campuses in the US, with 74% of undergraduates identifying with underrepresented groups and no disparity in graduation rates for Hispanic and African-American students at George Mason University. New initiatives are focused on ways to recruit, retain and advance diverse faculty across disciplines and ranks, build a diverse administration and staff, as well as promote an organizational culture and campus climate where diverse members of our community can thrive.

B. Comments from Out-going APDUC Student Representatives

Christian Suero – Graduate Student

Nathan Pittman – Undergraduate Student

Both APDUC Committee Student Representatives emphasized the importance of student involvement and partnership with both faculty and administration to strengthen and broaden the Mason community. Chairperson Alcalde thanked the representatives for their engagement and service this year, noting their involvement and insight has been tremendously valuable to hear.

C. Mason Korea Update

Steven Lee, President of George Mason University Korea

Dr. Lee presented the GMU Korea vision for 2020 focused on student enrollment and retention, diversity, experience and support, institutional partnerships, expanded academic programs, faculty development and financial self-sufficiency. By 2020, the plan is to increase enrollment to 1,000, attract students from 50 countries with 70% coming from abroad, build student organizations and internship opportunities, develop transfer and pathways agreements, and strengthen core faculty. Financially, the forecast for the next 5 years is increasingly positive and should result in a significant operating surplus.

D. Faculty Handbook Updates (Action Item)

Chairperson Alcalde called for a **MOTION** to approve the action; Visitor Witeck **MOVED**; and Visitor Petersen **SECONDED** changes focused on language cleanup and aligning information with current procedure, as well as clarifying the Promotion and Tenure Process. The **MOTION CARRIED UNANIMOUSLY**.

E. Resolution to Appoint Trustee for OVN (Action Item)

Chairperson Alcalde called for a **MOTION** to approve the action; Visitor Ahmed **MOVED**; and Visitor Jacquemin **SECONDED** the resolution to appoint a non-legislative citizen member, Jimmy Hazel, as a board of trustee member to the Online Virginia Network Authority. The **MOTION CARRIED UNANIMOUSLY**.

F. Faculty Actions (Action Item)

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

1. Promotion and Tenure
2. Conferral of Emeritus/Emerita Status
3. Elections of New Tenured Hires
4. Special Rank Change – University Professors

The **MOTION CARRIED UNANIMOUSLY**.

G. Faculty Announcements

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

IV. Adjournment

Chairperson Alcalde called for a **MOTION** to adjourn the meeting; Visitor Petersen **MOVED**; and Vice Chair Jacquemin **SECONDED**. The meeting adjourned at 10:42 AM.

Respectfully submitted,



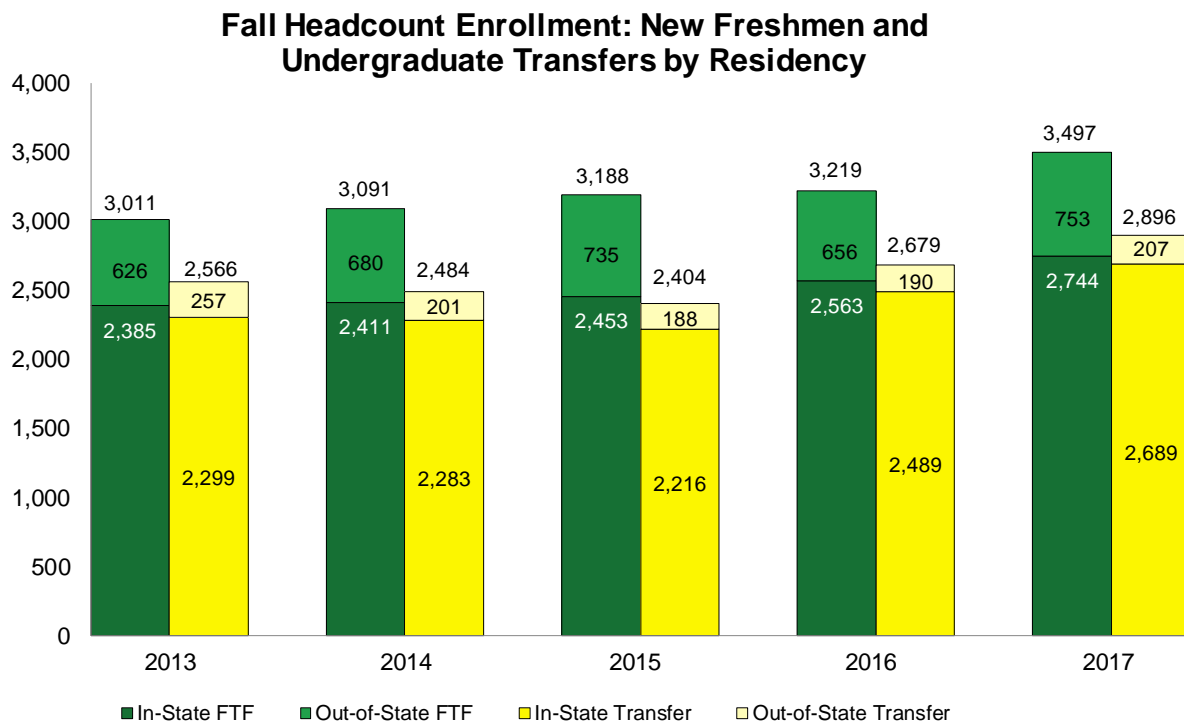
Amber Hannush
Secretary Pro Tem

Fall 2017 Enrollment Update and Beginning of Term Student Profile

Undergraduate Admissions

This fall Mason's Virginia campuses welcomed 3,497 first-time freshman and 2,896 transfer students for a total of 6,393 new degree-seeking undergraduate students. Prospective freshmen and transfers applying for undergraduate admissions this fall submitted 27,172 applications, of which 24,007 were complete, and 19,622 were accepted. This slight increase from last year's applications of 20,313 most likely from starting to accept the Common Application and other initiatives currently underway. The yield rate (percentage of accepted applicants who enroll) for first-time freshmen is 23% while the yield rate for transfer students is 69%. Students who submitted applications for readmission or applied for a second Mason undergraduate degree decreased from 410 in Fall 2016 to 361 in Fall 2017.

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



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

Freshmen: Fifty-one percent of this year's freshman class is from Northern Virginia, and 27% is from other areas of Virginia. The freshman class includes students from 43 states as well as the District of Columbia, Guam, Puerto Rico, US Virgin Islands, and 29 foreign countries.

Transfer Students: The majority of degree-seeking undergraduate transfer students, 80%, are from the Northern Virginia area. Northern Virginia Community College was the transfer institution for 72% of the new transfers and an additional 8% of transfers came from other Virginia community colleges.

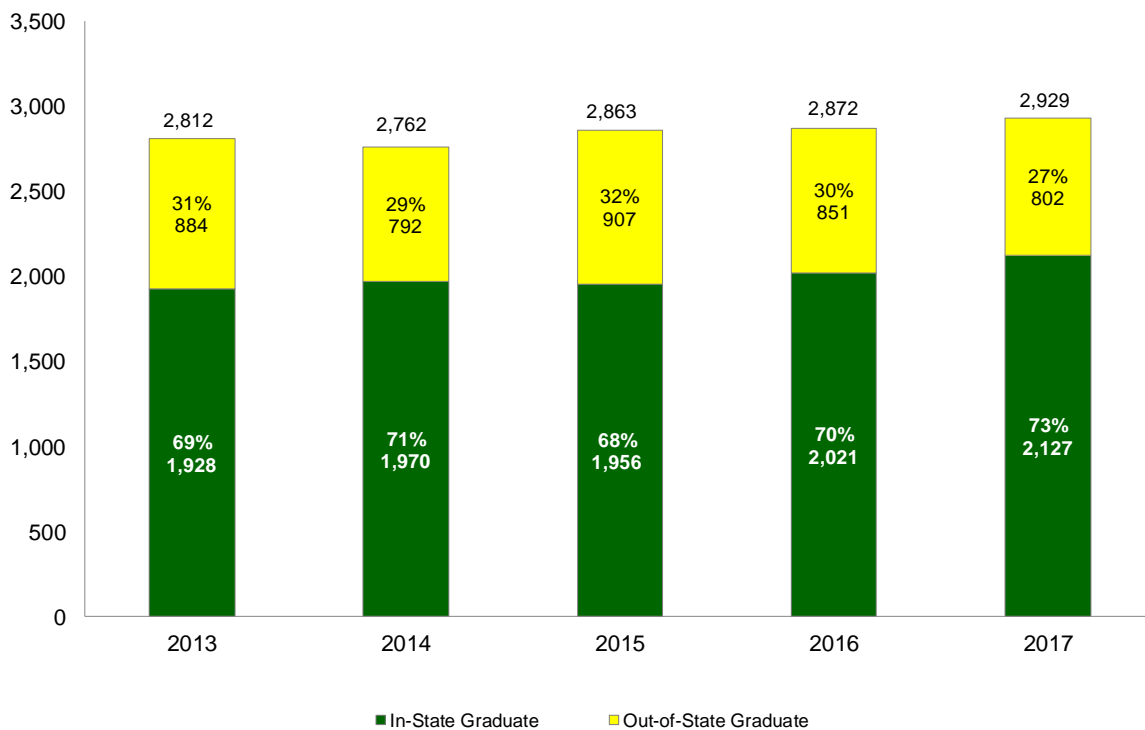
Graduate Admissions

In Fall 2017, Mason received 10,006 graduate applications, of which 8,470 were completed and 5,836 were accepted. The graduate acceptance rate was 69% and the yield rate was 50%.

Fall 2017 Graduate Applications

Graduate Level	Submitted Applications	Completed Applications	Accepted	Accepted as a % of Completed Applications	Enrolled	Enrolled as % of Accepted
Certificate	825	697	511	73.3%	278	54.4%
Masters	7,006	5,831	4,518	77.5%	2,295	50.8%
Doctoral	2,175	1,942	807	41.6%	356	44.1%
Total	10,006	8,470	5,836	69.0%	2,929	50.2%

Fall Enrollment of New Graduate Students by Residency



All years are as of Beginning of Term.

Antonin Scalia Law School Admissions

Law school applications totaled 2,609 complete applications and 623 (24%) accepted. Of these, 190 students enrolled for a yield rate of 31%. Following a national trend, Mason's Law applications declined from our high of 5,512 in 2010 to our low of 2,261 in Fall 2013, Mason has increased applications each year since then. New enrollment has increased over the past five years from 155 in Fall 2013 to 190 in Fall 2017. LLM programs decreased slightly this year, with 15 new students enrolling.

US-Based Freshmen Profile

Academic Preparation: In Fall 2017, Mason welcomed our largest freshman class with 3,497 students.

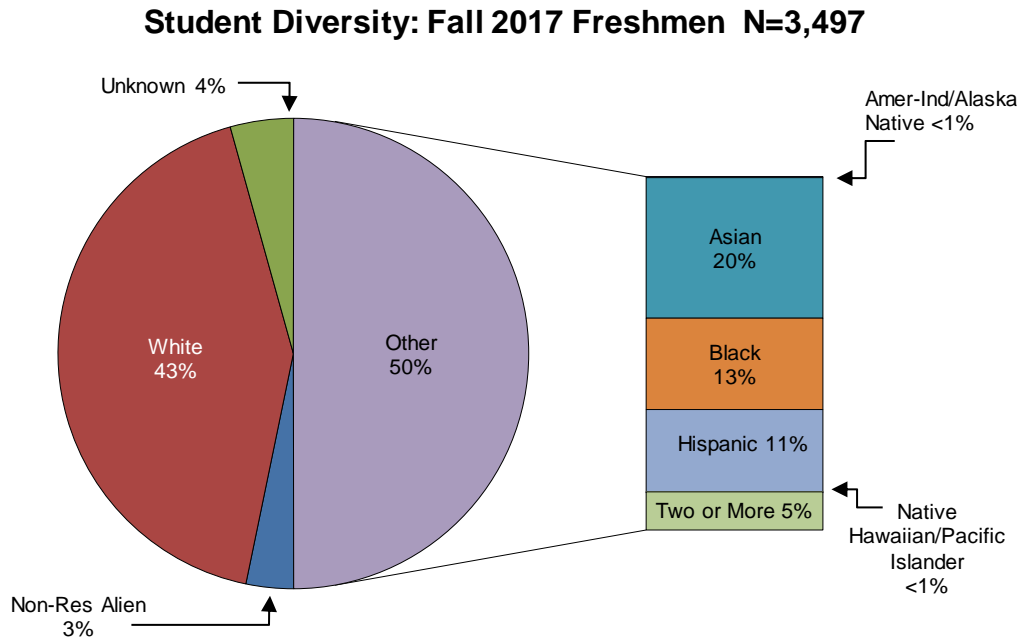
SAT Test Scores: Mason's 2017 freshman cohort had an average SAT Score (Combined Critical Reading and Mathematics) of 1197. The 75th percentile score is 1280 and the 25th percentile score is 1110. While these scores are higher than last year's by over 40 points (1159 combined, 75th percentile: 1240, 25th percentile: 1070), the increase is most likely due to this being the first year the office is required to report the new 2016 SAT scores, which when compared against the 2015 SAT scores, are markedly higher.

High School Grade Point Average (GPA): The 3.66 average high school GPA of the Fall 2017 freshmen class is comparable to the most recent years, and up from last year's 3.64.

High School Class Rank: Only 42% of Fall 2017 freshmen reported a class rank; therefore, while we provide this information, the generalizability of the data and its comparability should not be assumed. There were 17% of this year's class in the top 10% of their high school class and an additional 34% in the top 11% to 25% of their high school class.

Diversity

Diversity is a hallmark of Mason, and this is evident in the racial/ethnic mix of our students. Of this fall's freshmen class, 50% identified themselves as being a racial/ethnic minority (Black/African American, American Indian/Alaska Native, Asian, Hispanic, Native Hawaiian/Pacific Islander, and two or more). Another 3% are Non-Resident Aliens. Thirty-eight percent of our entering class identify themselves as first generation students.



Beginning of Term Census: Fall 2017 Mason Student Profile

The profile of Mason’s US student body continues to reflect Mason’s service to the Northern Virginia region and to the Commonwealth as a whole. US enrollment as of the BOT census was 35,909 with a full-time equivalent (FTE) of 27,811. This is an increase of 1,177 HC and an increase of 1,114 FTE from the Fall 2016 BOT census. Contract enrollment will continue to increase slightly until the middle of term census enrollment that is captured in mid-October.

Residence

Northern Virginia	23,318	65%
Other Virginia	5,650	16%
Out-of-State	6,941	19%

Level

Undergraduate	25,014	70%
Graduate	10,342	29%
First Professional	553	2%

Racial and Ethnic Diversity

Minority Students	44%
International Students	8%
White	45%
Unknown	3%

Percent of Degree-Seeking who are Full-Time

Undergraduate	82%
First Professional	72%
Graduate*	40%
Overall	70%

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

George Mason University-Korea enrolled 338 students in Fall 2017, an increase of 53 students over Fall 2016. This year’s new students included 41 first-time freshmen and 12 new transfers. The majority of students are from South Korea, however there are students from Zambia, Canada, El Salvador, Georgia, and Switzerland, as well as US citizens, and students with dual US and South Korean citizenship.

ACTION ITEM

**Academic Programs, Diversity and University Community Committee
October 12, 2017**

CONFERRAL OF EMERITUS/EMERITA STATUS

LAST NAME

FIRST NAME

EFFECTIVE DATE

Willett

James

10/12/2017

TITLE:

Professor Emeritus

LOCAL ACADEMIC UNIT:

Systems Biology (COS)



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

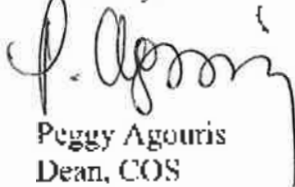
Subject: Emeritus Designation for Dr. James Willett

Date: August 31, 2017


Dr. James Willett joined the Mason faculty in 1989 and retired in 2017 as a Full Professor with an exemplary record of teaching, research and service to the Mason community. His strong leadership of various academic and administrative units throughout his time here has left a valuable and lasting impression on Mason.

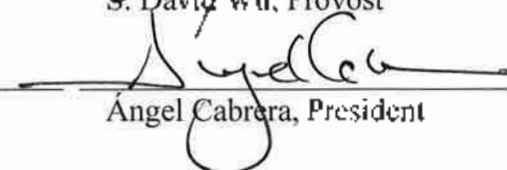
I am pleased to support the nomination of Dr. Willett for the rank of Emeritus Professor, as recommended by the Director of his former school. Given Dr. Willett's contributions and impact at Mason, it seems fitting that we confer this honor effective upon approval by the Board of Visitors.

Sincerely,



Peggy Agouris
 Dean, COS

Approval Disapproval _____  9/11/17
 S. David Wu, Provost Date

Approval Disapproval _____  8/14/17
 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
October 12, 2017**

ELECTIONS OF NEW HIRES

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>
Salem	Ossama	11/1/2017
<u>TITLE:</u>	Professor without Term	
<u>LOCAL ACADEMIC UNIT:</u>	Civil, Environmental and Infrastructure Engineering (VSE)	

Additional Title: Chair, Civil, Environmental and Infrastructure Engineering



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

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

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

Faculty Member's Name and Title

Local Academic Unit

___ Reference checks have been conducted.

___ Sexual harassment prevention training has been scheduled for _____.
Date

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

Dean/Director

Date

ANNOUNCEMENT

Academic Programs, Diversity and University Community Committee

October 12, 2017

APPOINTMENT OF FACULTY

LAST NAME FIRST NAME EFFECTIVE DATE TERM

Agbibo Daniel 8/25/2017 Y

TITLE: Postdoctoral Research Fellow

DEPARTMENT: School for Conflict Analysis and Resolution

APPOINTMENT LENGTH: 1 year

Anand Priyanka 8/25/2017 N

TITLE: Associate Professor

DEPARTMENT: Health Administration and Policy (CHHS)

APPOINTMENT LENGTH: 3 years

Andreani III Frank 8/25/2017 Y

TITLE: Term Instructor

DEPARTMENT: Mathematical Sciences (COS)

APPOINTMENT LENGTH: 1 year

Aylsworth Julie H. 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

October 12, 2017

APPOINTMENT OF FACULTY

LAST NAME FIRST NAME EFFECTIVE DATE TERM

Baddouh M'bark 8/25/2017 Y

TITLE: Term Assistant Professor

DEPARTMENT: College of Science

APPOINTMENT LENGTH: 1 year

Barblan Matthew T. 8/25/2017 Y

TITLE: Term Assistant Professor

DEPARTMENT: Antonin Scalia Law School

APPOINTMENT LENGTH: 3 years

Beheshti Ali 1/10/2018 N

TITLE: Assistant Professor

DEPARTMENT: Mechanical Engineering (VSE)

APPOINTMENT LENGTH: 3 years

Berry Tyrus 8/25/2017 N

TITLE: Assistant Professor

DEPARTMENT: Mathematical Sciences (COS)

APPOINTMENT LENGTH: 3 years

ANNOUNCEMENT

Academic Programs, Diversity and University Community Committee

October 12, 2017

APPOINTMENT OF FACULTY

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

Burns M. Susan 8/25/2017 Y

TITLE: Interim Academic Coordinator, Human Development and Family Sciences

DEPARTMENT: College of Education and Human Development

APPOINTMENT LENGTH: 1 year

Cheema Jehanzeb 8/25/2017 Y

TITLE: Term Assistant Professor

DEPARTMENT: School of Business

APPOINTMENT LENGTH: 1 year

Chen Jianfei 8/25/2017 Y

TITLE: Term Assistant Professor

DEPARTMENT: Modern and Classical Languages (CHSS)

APPOINTMENT LENGTH: 1 year

Chen Xiang 8/25/2017 N

TITLE: Assistant Professor

DEPARTMENT: Electrical and Computer Engineering (VSE)

APPOINTMENT LENGTH: 2 years

ANNOUNCEMENT

Academic Programs, Diversity and University Community Committee

October 12, 2017

APPOINTMENT OF FACULTY

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

Cheng Yue 8/25/2017 N

TITLE: Assistant Professor

DEPARTMENT: Computer Science (VSE)

APPOINTMENT LENGTH: 3 years

Ciorba Charles R. 8/25/2017 N

TITLE: Associate Professor

DEPARTMENT: Music (CVPA)

APPOINTMENT LENGTH: 3 years

Collingwoode-Williams Tara 8/25/2017 Y

TITLE: Research Associate (Instructor)

DEPARTMENT: Computer Game Design Program (CVPA)

APPOINTMENT LENGTH: < 1 year

Conaway Jenelle K. 8/25/2017 N

TITLE: Assistant Professor

DEPARTMENT: School of Business

APPOINTMENT LENGTH: 3 years

ANNOUNCEMENT

Academic Programs, Diversity and University Community Committee

October 12, 2017

APPOINTMENT OF FACULTY

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>TERM</u>
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Cooper	James C.	8/25/2017	N
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TITLE: Associate Professor

DEPARTMENT: Antonin Scalia Law School

APPOINTMENT LENGTH: 3 years

Additional Title: Director, Program on Economics and Privacy

Coward	Thomas	8/25/2017	Y
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TITLE: Term Assistant Professor

DEPARTMENT: Modern and Classical Languages (CHSS)

APPOINTMENT LENGTH: 1 year

de Pina	Luis	11/5/2017	Y
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TITLE: Postdoctoral Research Fellow

DEPARTMENT: Computer Science (VSE)

APPOINTMENT LENGTH: 1 year

Delany	Peter J.	1/10/2018	N
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TITLE: Associate Professor

DEPARTMENT: Social Work (CHHS)

APPOINTMENT LENGTH: > 3 years

ANNOUNCEMENT

Academic Programs, Diversity and University Community Committee

October 12, 2017

APPOINTMENT OF FACULTY

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

Dhokai Niyati 7/10/2017 Y

TITLE: Research Assistant Professor

DEPARTMENT: College of Visual and Performing Arts

APPOINTMENT LENGTH: < 1 year

Dieterich Robert O. 8/25/2017 Y

TITLE: Term Assistant Professor

DEPARTMENT: Computer Game Design Program (CVPA)

APPOINTMENT LENGTH: 1 year

Djabali Emma J. 8/25/2017 Y

TITLE: Term Instructor

DEPARTMENT: Biomedical Sciences Program (COS)

APPOINTMENT LENGTH: 1 year

Dong Pei 8/25/2017 N

TITLE: Assistant Professor

DEPARTMENT: Mechanical Engineering (VSE)

APPOINTMENT LENGTH: 3 years

ANNOUNCEMENT

Academic Programs, Diversity and University Community Committee

October 12, 2017

APPOINTMENT OF FACULTY

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>TERM</u>
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Eilola	Robert A.	8/25/2017	Y
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TITLE: Term Instructor

DEPARTMENT: Communication (CHSS)

APPOINTMENT LENGTH: 1 year

Additional Title: Assistant Director, Forensics

Esmacili	Behzad	8/25/2017	N
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TITLE: Assistant Professor

DEPARTMENT: Civil, Environmental and Infrastructure Engineering (VSE)

APPOINTMENT LENGTH: 3 years

Farrokhrooz	Mehdi	5/25/2017	Y
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TITLE: Postdoctoral Research Fellow

DEPARTMENT: Electrical and Computer Engineering (VSE)

APPOINTMENT LENGTH: 1 year

Fisher-Maltese	Carley	8/25/2017	Y
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TITLE: Term Assistant Professor

DEPARTMENT: College of Education and Human Development

APPOINTMENT LENGTH: 1 year

ANNOUNCEMENT

Academic Programs, Diversity and University Community Committee

October 12, 2017

APPOINTMENT OF FACULTY

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

Folan Kerry 8/25/2017 Y

TITLE: Term Assistant Professor

DEPARTMENT: English (CHSS)

APPOINTMENT LENGTH: 1 year

Fox Keith M. 8/25/2017 Y

TITLE: Term Assistant Professor

DEPARTMENT: Mathematical Sciences (COS)

APPOINTMENT LENGTH: 1 year

Fullman Aimee R. 8/10/2017 Y

TITLE: Term Assistant Professor

DEPARTMENT: Arts Management Program (CVPA)

APPOINTMENT LENGTH: 4 years

Additional Title: Director, Arts Management Program

Goldenthal Ariel 8/25/2017 Y

TITLE: Term Assistant Professor

DEPARTMENT: English (CHSS)

APPOINTMENT LENGTH: 1 year

ANNOUNCEMENT

Academic Programs, Diversity and University Community Committee

October 12, 2017

APPOINTMENT OF FACULTY

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

Goodknight Adrienne 8/25/2017 Y

TITLE: Term Instructor

DEPARTMENT: Nursing (CHHS)

APPOINTMENT LENGTH: 1 year

Green Colleen M. 8/25/2017 Y

TITLE: Term Assistant Professor

DEPARTMENT: School of Business

APPOINTMENT LENGTH: 1 year

Harrington Rachael 6/30/2017 Y

TITLE: Postdoctoral Research Fellow

DEPARTMENT: Bioengineering (VSE)

APPOINTMENT LENGTH: 1 year

Hashmi Irina 8/25/2017 Y

TITLE: Term Assistant Professor

DEPARTMENT: Information Science and Technology (VSE)

APPOINTMENT LENGTH: 3 years

ANNOUNCEMENT

Academic Programs, Diversity and University Community Committee

October 12, 2017

APPOINTMENT OF FACULTY

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

Haymond Amanda 8/25/2017 Y

TITLE: Postdoctoral Research Fellow

DEPARTMENT: Applied Proteomics and Molecular Medicine (COS)

APPOINTMENT LENGTH: 1 year

Holton Anne 6/25/2017 Y

TITLE: Visiting Professor

DEPARTMENT: College of Education and Human Development/Schar School of Policy and Government

APPOINTMENT LENGTH: 1 year

Additional Title: Senior Fellow, Education Policy and Evaluation

Huang Liling 8/25/2017 Y

TITLE: Term Associate Professor

DEPARTMENT: Electrical and Computer Engineering (VSE)

APPOINTMENT LENGTH: 2 years

Huang June 8/25/2017 Y

TITLE: Term Assistant Professor

DEPARTMENT: Music (CVPA)

APPOINTMENT LENGTH: 1 year

ANNOUNCEMENT

Academic Programs, Diversity and University Community Committee

October 12, 2017

APPOINTMENT OF FACULTY

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

Hunt Lucas 9/25/2017 Y

TITLE: Research Associate (Instructor)

DEPARTMENT: Physics and Astronomy (COS)

APPOINTMENT LENGTH: 1 year

Jeffery Roger C. 8/25/2017 Y

TITLE: Term Assistant Professor

DEPARTMENT: Dance (CVPA)

APPOINTMENT LENGTH: 1 year

Ji Ran 8/25/2017 N

TITLE: Assistant Professor

DEPARTMENT: Systems Engineering and Operations Research (VSE)

APPOINTMENT LENGTH: 3 years

Kang Pilgyu 8/25/2017 N

TITLE: Assistant Professor

DEPARTMENT: Mechanical Engineering (VSE)

APPOINTMENT LENGTH: 3 years

ANNOUNCEMENT

Academic Programs, Diversity and University Community Committee

October 12, 2017

APPOINTMENT OF FACULTY

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>TERM</u>
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Kauzlarich	Richard	8/25/2017	Y
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TITLE: Distinguished Visiting Professor

DEPARTMENT: Schar School of Policy and Government

APPOINTMENT LENGTH: 1 year

Additional Title: Co-Director, Energy Science and Policy

Keromytis	Angelos	7/30/2017	Y
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TITLE: Research Professor

DEPARTMENT: Computer Science (VSE)

APPOINTMENT LENGTH: 1 year

Kheshvadjian	Michael	8/25/2017	Y
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TITLE: Term Instructor

DEPARTMENT: Biomedical Sciences Program (COS)

APPOINTMENT LENGTH: 1 year

Kwon	Harim	1/10/2018	Y
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TITLE: Term Assistant Professor

DEPARTMENT: English (CHSS)

APPOINTMENT LENGTH: < 1 year

Converting to Tenure Track Position effective 8/25/18.

ANNOUNCEMENT

Academic Programs, Diversity and University Community Committee

October 12, 2017

APPOINTMENT OF FACULTY

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>TERM</u>
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Kwon	Harim	8/25/2018	N
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TITLE: Assistant Professor

DEPARTMENT: English (CHSS)

APPOINTMENT LENGTH: 3 years

Converted from Term appointment.

Lauer	Anne E.	8/25/2017	Y
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TITLE: Term Instructor

DEPARTMENT: School of Business

APPOINTMENT LENGTH: 1 year

Lavengood	Megan	8/25/2017	N
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TITLE: Assistant Professor

DEPARTMENT: Music (CVPA)

APPOINTMENT LENGTH: 3 years

Li	Xin	8/25/2017	Y
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TITLE: Term Assistant Professor

DEPARTMENT: School of Business

APPOINTMENT LENGTH: 1 year

ANNOUNCEMENT

Academic Programs, Diversity and University Community Committee

October 12, 2017

APPOINTMENT OF FACULTY

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>TERM</u>
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Lim	Haw Chuan	8/25/2017	N
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TITLE: Assistant Professor

DEPARTMENT: Biology (COS)

APPOINTMENT LENGTH: 3 years

Lukyanenko	Anton	8/25/2017	N
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TITLE: Assistant Professor

DEPARTMENT: Mathematical Sciences (COS)

APPOINTMENT LENGTH: 3 years

Marasco	Emanuela	8/25/2017	N
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TITLE: Assistant Professor

DEPARTMENT: Information Science and Technology (VSE)

APPOINTMENT LENGTH: 3 years

Mascott	Jennifer	8/25/2017	Y
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TITLE: Term Assistant Professor

DEPARTMENT: Antonin Scalia Law School

APPOINTMENT LENGTH: 3 years

ANNOUNCEMENT

Academic Programs, Diversity and University Community Committee

October 12, 2017

APPOINTMENT OF FACULTY

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>TERM</u>
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Mason-Deese	Liz	8/25/2017	Y
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TITLE: Term Assistant Professor

DEPARTMENT: Geography and Geoinformation Science (COS)

APPOINTMENT LENGTH: 1 year

McGuire	Heather	8/25/2017	Y
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TITLE: Term Assistant Professor

DEPARTMENT: History and Art History (CHSS)

APPOINTMENT LENGTH: 1 year

Mei	Yiwen	4/3/2017	Y
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TITLE: Postdoctoral Research Fellow

DEPARTMENT: Civil, Environmental and Infrastructure Engineering (VSE)

APPOINTMENT LENGTH: 1 year

Messier	Jennifer	8/25/2017	Y
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TITLE: Term Assistant Professor

DEPARTMENT: English (CHSS)

APPOINTMENT LENGTH: 1 year

ANNOUNCEMENT

Academic Programs, Diversity and University Community Committee

October 12, 2017

APPOINTMENT OF FACULTY

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

Mojgani Sherrice 8/25/2017 N

TITLE: Assistant Professor

DEPARTMENT: Theater (CVPA)

APPOINTMENT LENGTH: 3 years

Morrow Kathleen M. 8/25/2017 Y

TITLE: Term Assistant Professor

DEPARTMENT: Environmental Science and Policy (COS)

APPOINTMENT LENGTH: 1 year

Moteabbed Shora 8/25/2017 Y

TITLE: Term Assistant Professor

DEPARTMENT: School of Business

APPOINTMENT LENGTH: 1 year

Mukherjee Biswarup 8/1/2017 Y

TITLE: Postdoctoral Research Fellow

DEPARTMENT: Bioengineering (VSE)

APPOINTMENT LENGTH: 1 year

ANNOUNCEMENT

Academic Programs, Diversity and University Community Committee

October 12, 2017

APPOINTMENT OF FACULTY

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

Nelson George 8/10/2017 Y

TITLE: Research Associate (Instructor)

DEPARTMENT: Physics and Astronomy (COS)

APPOINTMENT LENGTH: 1 year

O'Brien Kristen Merrill 8/25/2017 Y

TITLE: Term Assistant Professor

DEPARTMENT: College of Education and Human Development

APPOINTMENT LENGTH: 1 year

Paraskevopoulos Pavlos 9/5/2017 Y

TITLE: Postdoctoral Research Fellow

DEPARTMENT: Computational and Data Sciences (COS)

APPOINTMENT LENGTH: 1 year

Park Cheol Young 6/5/2017 Y

TITLE: Research Associate

DEPARTMENT: Excellence in Command, Control, Communications, Computing and Intelligence (VSE)

APPOINTMENT LENGTH: 1 year

ANNOUNCEMENT

Academic Programs, Diversity and University Community Committee

October 12, 2017

APPOINTMENT OF FACULTY

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>TERM</u>
Payne-Borden	Jacqueline	8/25/2017	Y
TITLE:	Term Assistant Professor		
DEPARTMENT:	Nursing (CHHS)		
APPOINTMENT LENGTH:	2 years		

Peng	Yijie	12/10/2016	Y
TITLE:	Research Assistant Professor		
DEPARTMENT:	Systems Engineering and Operations Research (VSE)		
APPOINTMENT LENGTH:	1 year		

Plavchan	Peter	8/25/2017	N
TITLE:	Assistant Professor		
DEPARTMENT:	Physics and Astronomy (COS)		
APPOINTMENT LENGTH:	3 years		

Powell	James R.	8/25/2017	Y
TITLE:	Term Assistant Professor		
DEPARTMENT:	School of Business		
APPOINTMENT LENGTH:	1 year		

ANNOUNCEMENT

Academic Programs, Diversity and University Community Committee

October 12, 2017

APPOINTMENT OF FACULTY

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

Protopsaltis Spiros 6/25/2017 Y
TITLE: Visiting Research Associate Professor
DEPARTMENT: College of Education and Human Development
APPOINTMENT LENGTH: 1 year

Pugh John 8/25/2017 Y
TITLE: Term Instructor, English Lanugage
DEPARTMENT: INTO Mason
APPOINTMENT LENGTH: 1 Year

Rahimi Hirbod 8/25/2017 Y
TITLE: Term Instructor
DEPARTMENT: Biomedical Sciences Program (COS)
APPOINTMENT LENGTH: 1 year

Reynolds Colleen 8/25/2017 Y
TITLE: Term Assistant Professor
DEPARTMENT: School of Business
APPOINTMENT LENGTH: 1 year

ANNOUNCEMENT

Academic Programs, Diversity and University Community Committee

October 12, 2017

APPOINTMENT OF FACULTY

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

Ross Shani E. 2/14/2017 Y

TITLE: Term Assistant Professor

DEPARTMENT: Bioengineering (VSE)

APPOINTMENT LENGTH: > 1 year

Secrest Nathan J. 9/25/2017 Y

TITLE: Research Assistant Professor

DEPARTMENT: Physics and Astronomy (COS)

APPOINTMENT LENGTH: 1 year

Serigos Jacqueline 8/25/2017 N

TITLE: Assistant Professor

DEPARTMENT: Modern and Classical Languages (CHSS)

APPOINTMENT LENGTH: 3 years

Shark Alan 8/25/2017 Y

TITLE: Term Associate Professor

DEPARTMENT: Schar School of Policy and Government

APPOINTMENT LENGTH: 2 years

ANNOUNCEMENT

Academic Programs, Diversity and University Community Committee

October 12, 2017

APPOINTMENT OF FACULTY

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

Sorvillo Sheri 8/25/2017 Y

TITLE: Term Assistant Professor

DEPARTMENT: English (CHSS)

APPOINTMENT LENGTH: 1 year

Tarr Lucas 10/15/2017 Y

TITLE: Research Assistant Professor

DEPARTMENT: Physics and Astronomy (COS)

APPOINTMENT LENGTH: 1 year

Taylor Kevin 8/25/2017 Y

TITLE: Term Instructor

DEPARTMENT: College of Education and Human Development

APPOINTMENT LENGTH: 1 year

Tian Kuo 8/25/2017 N

TITLE: Assistant Professor

DEPARTMENT: Civil, Environmental and Infrastructure Engineering (VSE)

APPOINTMENT LENGTH: 3 years

ANNOUNCEMENT

Academic Programs, Diversity and University Community Committee

October 12, 2017

APPOINTMENT OF FACULTY

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

Tucker Megan H. 8/25/2017 Y

TITLE: Term Assistant Professor

DEPARTMENT: Communication (CHSS)

APPOINTMENT LENGTH: 1 year

van der Ham Joris 8/25/2017 Y

TITLE: Term Assistant Professor

DEPARTMENT: Environmental Science and Policy (COS)

APPOINTMENT LENGTH: 1 year

Varier Divya 8/25/2017 N

TITLE: Assistant Professor

DEPARTMENT: College of Education and Human Development

APPOINTMENT LENGTH: 3 years

Viccora Elaine R. 8/25/2017 Y

TITLE: Term Instructor

DEPARTMENT: School of Business

APPOINTMENT LENGTH: 1 year

ANNOUNCEMENT

Academic Programs, Diversity and University Community Committee

October 12, 2017

APPOINTMENT OF FACULTY

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

Walsh Joseph V. 8/25/2017 Y

TITLE: Term Assistant Professor

DEPARTMENT: Music/Theater (CVPA)

APPOINTMENT LENGTH: 1 year

Wilde Judith 5/25/2017 Y

TITLE: Term Professor

DEPARTMENT: Schar School of Policy and Government

APPOINTMENT LENGTH: 1 year

Wills Theresa E. 8/25/2017 Y

TITLE: Term Assistant Professor

DEPARTMENT: College of Education and Human Development

APPOINTMENT LENGTH: 1 year

Yuckenberg Ashley 8/25/2017 Y

TITLE: Term Instructor

DEPARTMENT: School of Business

APPOINTMENT LENGTH: 1 year

ANNOUNCEMENT

Academic Programs, Diversity & University Community Committee

October 12, 2017

APPOINTMENT OF ADMINISTRATIVE AND PROFESSIONAL FACULTY

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>
Adams TITLE:	Amy J. Associate Director	7/10/2017
LOCAL ACADEMIC UNIT:	Institute for Biomedical Innovation (Provost)	
<hr/>		
Adams II TITLE:	Robert Wayne Senior Academic Advisor	4/10/2017
LOCAL ACADEMIC UNIT:	Academic Advising, Retention and Transitions (Provost)	
<hr/>		
Allbeck TITLE:	Jan M. Associate Dean, Honors College	6/25/2017
LOCAL ACADEMIC UNIT:	Honors College	
Retained Title: Associate Professor without Term		
<hr/>		
Allen TITLE:	Michelle M. Assistant Director, Outreach and Marketing	9/18/2017
LOCAL ACADEMIC UNIT:	Diversity, Inclusion and Multicultural Education (UL)	
<hr/>		
Alvarado TITLE:	Rhina Associate Director	8/25/2017
LOCAL ACADEMIC UNIT:	Early Identification Program (UL)	
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ANNOUNCEMENT

Academic Programs, Diversity & University Community Committee

October 12, 2017

APPOINTMENT OF ADMINISTRATIVE AND PROFESSIONAL FACULTY

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>
Atkins TITLE:	Jennifer S. Director, Second Year Legal Research Writing and Analysis Program	6/26/2017
LOCAL ACADEMIC UNIT:	Antonin Scalia Law School	
<hr/>		
Ayrea TITLE:	William V. Director, Annual Giving	4/10/2017
LOCAL ACADEMIC UNIT:	Advancement and Alumni Relations	
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Barrett TITLE:	Katlin N. Assistant Director, Outreach and Marketing	6/25/2017
LOCAL ACADEMIC UNIT:	Diversity, Inclusion and Multicultural Education (UL)	
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Brett TITLE:	Crystal Associate Director of Graduate Operations	8/21/2017
LOCAL ACADEMIC UNIT:	Admissions (Provost)	
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Brower TITLE:	Kelly Resident Director	8/9/2017
LOCAL ACADEMIC UNIT:	Housing & Residence Life (UL)	
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Academic Programs, Diversity & University Community Committee

October 12, 2017

APPOINTMENT OF ADMINISTRATIVE AND PROFESSIONAL FACULTY

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>
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Bunting	Andrew	6/25/2017
TITLE:	Director, Admissions Operations	

LOCAL ACADEMIC UNIT: Admissions (Provost)

Bychkovska	Tetyana	7/10/2017
TITLE:	Writing Center ESL Specialist	

LOCAL ACADEMIC UNIT: English (CHSS)

Cicchetti	Kaitlin O.	8/10/2017
TITLE:	Director, Advancement and Special Project Coordinator	

LOCAL ACADEMIC UNIT: University Life

Coats	Lisa S.	4/25/2017
TITLE:	Access Consultant	

LOCAL ACADEMIC UNIT: Disability Services (UL)

Compton	Amanda	6/19/2017
TITLE:	Director, Bar Support	

LOCAL ACADEMIC UNIT: Antonin Scalia Law School

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APPOINTMENT OF ADMINISTRATIVE AND PROFESSIONAL FACULTY

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>
Crone TITLE:	Jamaal A. Counselor	8/28/2017
LOCAL ACADEMIC UNIT:	Counseling and Psychological Services (UL)	
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Darnell TITLE:	Heather M. Multimedia Literacy Librarian/Librarian I	6/25/2017
LOCAL ACADEMIC UNIT:	University Libraries	
<hr/>		
De La Rosa TITLE:	Jennifer Assistant Director, Marketing	7/17/2017
LOCAL ACADEMIC UNIT:	Mason Recreation (UL)	
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Dissauer TITLE:	Elizabeth Associate Director of Donor Relations and Stewardship	11/10/2017
LOCAL ACADEMIC UNIT:	Advancement and Alumni Relations	
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Easter TITLE:	Amber B. Director, Basketball Operations, Women's Basketball	6/22/2017
LOCAL ACADEMIC UNIT:	Intercollegiate Athletics	
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Academic Programs, Diversity & University Community Committee

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APPOINTMENT OF ADMINISTRATIVE AND PROFESSIONAL FACULTY

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

Endres Benjamin 8/14/2017
TITLE: Assistant Director of Student Involvement for Programming

LOCAL ACADEMIC UNIT: Student Involvement (UL)

Forrest Mark A. 6/15/2017
TITLE: Director, Alumni Relations

LOCAL ACADEMIC UNIT: Antonin Scalia Law School

Foster Kimberly 8/7/2017
TITLE: Strength and Conditioning Coach

LOCAL ACADEMIC UNIT: Intercollegiate Athletics

Gibson Darrel 8/1/2017
TITLE: Major Gifts Officer

LOCAL ACADEMIC UNIT: Antonin Scalia Law School

Harrison Martin Leigh 8/25/2017
TITLE: Associate Director, Corporate and Foundation Relations

LOCAL ACADEMIC UNIT: Advancement and Alumni Relations

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APPOINTMENT OF ADMINISTRATIVE AND PROFESSIONAL FACULTY

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

Heller Kristin A. 4/25/2017
TITLE: Associate Campaign Director

LOCAL ACADEMIC UNIT: Antonin Scalia Law School

Huh Gloria 9/11/2017
TITLE: Psychologist

LOCAL ACADEMIC UNIT: Counseling and Psychological Services (UL)

Ilkson Aylene 6/7/2017
TITLE: Head Coach, Women's Volleyball

LOCAL ACADEMIC UNIT: Intercollegiate Athletics

Incerti Federica 7/25/2017
TITLE: Associate Director, Educational Media and Technology

LOCAL ACADEMIC UNIT: Art (CVPA)

Ishtiaq Akifa 6/5/2017
TITLE: Financial Aid Counselor

LOCAL ACADEMIC UNIT: Student Financial Aid (Provost)

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APPOINTMENT OF ADMINISTRATIVE AND PROFESSIONAL FACULTY

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>
Janes	Devon	10/15/2017
TITLE:	Living Learning Community Program Coordinator	
LOCAL ACADEMIC UNIT:	Housing & Residence Life (UL)	
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Khan	Assad	6/25/2017
TITLE:	Associate Director, Undergraduate Student Affairs	
LOCAL ACADEMIC UNIT:	College of Science	
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Lancaster	Gillian T.	4/10/2017
TITLE:	Associate Director, Chief Investigator	
LOCAL ACADEMIC UNIT:	Compliance, Diversity and Ethics	
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Laskofski	Clare	5/25/2017
TITLE:	Director, Accounting and Treasury Operations	
LOCAL ACADEMIC UNIT:	Fiscal Services	
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Leeds-Brody	Kate	6/25/2017
TITLE:	Director, Operations	
LOCAL ACADEMIC UNIT:	Learning Solutions (Provost)	
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October 12, 2017

APPOINTMENT OF ADMINISTRATIVE AND PROFESSIONAL FACULTY

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>
Lodata	Ryan N.	4/25/2017
TITLE:	Outreach Manager	
LOCAL ACADEMIC UNIT:	Law and Economics Center (ASLS)	

Marshall	Sophia L.	4/25/2017
TITLE:	Job Development Specialist, Government Contracting	
LOCAL ACADEMIC UNIT:	School of Business	

Masoudian	Neda	9/1/2017
TITLE:	Equal Opportunity Specialist	
LOCAL ACADEMIC UNIT:	Compliance, Diversity and Ethics	

Neitzke	Eric M.	5/1/2017
TITLE:	Instructional Designer and Technologist	
LOCAL ACADEMIC UNIT:	School of Business	

O'Brien	Olga M.	3/5/2017
TITLE:	General Manager, Freedom Aquatic and Fitness Center	
LOCAL ACADEMIC UNIT:	Executive Office, Science and Technology Campus	

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APPOINTMENT OF ADMINISTRATIVE AND PROFESSIONAL FACULTY

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>
Onyemachi TITLE:	Pleasure N. Lead Teacher - 3's Classrom	8/25/2017
LOCAL ACADEMIC UNIT:	Child Development Center	
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Opoku-Anarfi TITLE:	Tracey Athletic Trainer Resident	8/1/2017
LOCAL ACADEMIC UNIT:	Intercollegiate Athletics	
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O'Rourke TITLE:	Lisa Director, Marketing	7/14/2017
LOCAL ACADEMIC UNIT:	Learning Solutions (Provost)	
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Pegues TITLE:	Robert E. Director, Admissions Technology	6/10/2017
LOCAL ACADEMIC UNIT:	Admissions (Provost)	
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Pickett TITLE:	Hermione L. Academic Advisor	5/25/2017
LOCAL ACADEMIC UNIT:	Academic Advising, Retention and Transitions (Provost)	
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APPOINTMENT OF ADMINISTRATIVE AND PROFESSIONAL FACULTY

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

Potter Penny 4/25/2017

TITLE: Interim Director, Executive Education Programs

LOCAL ACADEMIC UNIT: Advancement of Well-Being (CHSS)

Price Mercedes 9/25/2017

TITLE: Director of Corporate and Foundation Relations

LOCAL ACADEMIC UNIT: Advancement and Alumni Relations

Price Alison H. 6/25/2017

TITLE: Senior Associate Dean

LOCAL ACADEMIC UNIT: Antonin Scalia Law School

Quolas Kiana 7/25/2017

TITLE: Assistant Coach, Softball

LOCAL ACADEMIC UNIT: Intercollegiate Athletics

Ridgon Suzzane 7/24/2017

TITLE: Fall for the Book Festival Manager

LOCAL ACADEMIC UNIT: English (CHSS)

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October 12, 2017

APPOINTMENT OF ADMINISTRATIVE AND PROFESSIONAL FACULTY

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>
Rogers TITLE:	Jeremy L. Assistant Director	5/8/2017
LOCAL ACADEMIC UNIT:	Disability Services (UL)	
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Ross TITLE:	Jodi Assistant Director, UNIV Courses and Programs	8/10/2017
LOCAL ACADEMIC UNIT:	Academic Advising, Retention and Transitions (Provost)	
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Rowan TITLE:	Carl Interim Chief of Police	11/1/2016
LOCAL ACADEMIC UNIT:	Police and Public Safety	
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Rzengota TITLE:	Christopher L. SBIRT Clinician	5/1/2017
LOCAL ACADEMIC UNIT:	Student Health Services (UL)	
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Sacco TITLE:	Matthew Joseph Director, International Enrollment Partnership	8/14/2017
LOCAL ACADEMIC UNIT:	Enrollment Management (Provost)	
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Academic Programs, Diversity & University Community Committee

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APPOINTMENT OF ADMINISTRATIVE AND PROFESSIONAL FACULTY

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>
Saltarelli	Danielle N.	8/7/2017
TITLE:	Athletic Trainer Resident	
LOCAL ACADEMIC UNIT:	Intercollegiate Athletics	
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Scott	Ciera V.	6/10/2017
TITLE:	Coordinator, Multicultural Services and Community Education	
LOCAL ACADEMIC UNIT:	Counseling and Psychological Services (UL)	
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Seshaiyer	Padmanabhan	8/25/2017
TITLE:	Associate Dean, Academic Affairs	
LOCAL ACADEMIC UNIT:	College of Science	
	Retained Title: Professor without Term	
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Simmons	Megan R.	5/1/2017
TITLE:	Equal Opportunity/Title IX Investigator	
LOCAL ACADEMIC UNIT:	Compliance, Diversity and Ethics	
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Sincere	Shakiyla	7/1/2017
TITLE:	University Life/Residence Life Coordinator for Smithsonian-Mason School of Conservation	
LOCAL ACADEMIC UNIT:	Housing & Residence Life (UL)	
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APPOINTMENT OF ADMINISTRATIVE AND PROFESSIONAL FACULTY

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>
Smith	Robert J.	8/10/2017
TITLE:	Director, Innovation Commercialization Assistance Program	
LOCAL ACADEMIC UNIT:	Mason Enterprise Center	
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Suero	Christian R.	8/16/2017
TITLE:	Resident Director	
LOCAL ACADEMIC UNIT:	Housing & Residence Life (UL)	
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Sylwester	Bonnie	8/10/2017
TITLE:	Assistant Director, Academic Initiatives and Assessment	
LOCAL ACADEMIC UNIT:	INTO Mason (Provost)	
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Thompson	Adrienne D.	7/31/2017
TITLE:	Associate Director, Student Success	
LOCAL ACADEMIC UNIT:	University Life	
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Trumbo	Michelle M.	6/25/2017
TITLE:	Head, Reference and Instructional Services	
LOCAL ACADEMIC UNIT:	Law Library (ASLS)	
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APPOINTMENT OF ADMINISTRATIVE AND PROFESSIONAL FACULTY

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>
Van Wagenen TITLE:	Angelica Psychologist	8/8/2017
LOCAL ACADEMIC UNIT:	Counseling and Psychological Services (UL)	
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Viles TITLE:	Robert Certified Athletic Trainer	7/25/2017
LOCAL ACADEMIC UNIT:	Intercollegiate Athletics	
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Walker TITLE:	Justin Assistant Coach, Softball	8/28/2017
LOCAL ACADEMIC UNIT:	Intercollegiate Athletics	
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Watkins TITLE:	Wendy Assistant Director	9/5/2017
LOCAL ACADEMIC UNIT:	Internal Audit	
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Wernicke TITLE:	Rachel A. Executive Director	6/5/2017
LOCAL ACADEMIC UNIT:	Counseling and Psychological Services (UL)	
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Academic Programs, Diversity and University Community Committee

October 12, 2017

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

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>
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Ball	Kenneth S.	8/10/2017
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<u>LOCAL ACADEMIC UNIT:</u>	Volgenau School of Engineering	
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<u>APPOINTMENT LENGTH:</u>	5 years	
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This is a dean reappointment for five years.

Berroa	Rei	8/25/2017
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<u>LOCAL ACADEMIC UNIT:</u>	Modern and Classical Languages (CHSS)	
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<u>APPOINTMENT LENGTH:</u>	4 years	
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This is a chair appointment for four years.

Gewa	Constance	8/25/2017
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<u>LOCAL ACADEMIC UNIT:</u>	Nutrition and Food Studies (CHHS)	
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<u>APPOINTMENT LENGTH:</u>	1 year	
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This is an interim chair position for one year.

Jones	Rachel	8/25/2017
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<u>LOCAL ACADEMIC UNIT:</u>	Philosophy (CHSS)	
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<u>APPOINTMENT LENGTH:</u>	4 years	
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This is a chair appointment for four years.

Kinter	James	8/25/2017
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<u>LOCAL ACADEMIC UNIT:</u>	Atmospheric, Oceanic and Earth Sciences (COS)	
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<u>APPOINTMENT LENGTH:</u>	4 years	
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This is a chair appointment for four years.

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Academic Programs, Diversity and University Community Committee

October 12, 2017

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

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>
Renshaw	Keith	8/25/2017
<u>LOCAL ACADEMIC UNIT:</u>	Psychology (CHSS)	
<u>APPOINTMENT LENGTH:</u>	4 years	
This is a chair appointment for four years.		
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Sachedina	Abdulaziz	8/25/2017
<u>LOCAL ACADEMIC UNIT:</u>	Religious Studies (CHSS)	
<u>APPOINTMENT LENGTH:</u>	4 years	
This is a chair appointment for four years.		
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Shields	Susan M.	6/25/2017
<u>LOCAL ACADEMIC UNIT:</u>	Dance (CVPA)	
<u>APPOINTMENT LENGTH:</u>	4 years	
This is a director reappointment for four years.		
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Shortle	John Friedrich	8/25/2017
<u>LOCAL ACADEMIC UNIT:</u>	Systems Engineering and Operations Research (VSE)	
<u>APPOINTMENT LENGTH:</u>	4 years	
This is a chair appointment for five years.		
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Walnut	David F.	8/25/2017
<u>LOCAL ACADEMIC UNIT:</u>	Mathematical Sciences (COS)	
<u>APPOINTMENT LENGTH:</u>	4 years	
This is a chair appointment for four years.		
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Academic Programs, Diversity and University Community Committee

October 12, 2017

RENEWALS AND REAPPOINTMENTS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>TERM</u>
Adams	Jennifer M.	6/15/2017	Y
<u>TITLE:</u>	Research Associate (Instructor)		

LOCAL ACADEMIC UNIT: Ocean-Land-Atmosphere Studies (COS)

APPOINTMENT LENGTH: 1 year

Altshuler	Eric L.	6/15/2017	Y
<u>TITLE:</u>	Research Associate (Instructor)		

LOCAL ACADEMIC UNIT: Ocean-Land-Atmosphere Studies (COS)

APPOINTMENT LENGTH: 1 year

Asen	Sheryl	8/25/2017	Y
<u>TITLE:</u>	Term Assistant Professor		

LOCAL ACADEMIC UNIT: College of Education and Human Development

APPOINTMENT LENGTH: 1 year

Atkinson	Robert Price	1/10/2017	Y
<u>TITLE:</u>	Research Associate (Instructor)		

LOCAL ACADEMIC UNIT: Communication (CHSS)

APPOINTMENT LENGTH: 1 year

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October 12, 2017**

RENEWALS AND REAPPOINTMENTS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>TERM</u>
Avila	Kimberly R.	8/25/2017	Y
<u>TITLE:</u>	Term Assistant Professor		

LOCAL ACADEMIC UNIT: College of Education and Human Development

APPOINTMENT LENGTH: 1 year

Baker	Sarah	8/25/2017	Y
<u>TITLE:</u>	Term Instructor		

LOCAL ACADEMIC UNIT: English (CHSS)

APPOINTMENT LENGTH: 1 year

Baker	Courtney K.	8/25/2017	Y
<u>TITLE:</u>	Term Assistant Professor		

LOCAL ACADEMIC UNIT: College of Education and Human Development

APPOINTMENT LENGTH: 1 year

Balakerskaia	Anna	8/25/2017	Y
<u>TITLE:</u>	Term Professor		

LOCAL ACADEMIC UNIT: Music (CVPA)

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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Balzano Lohse	Anne-Marie	8/25/2017	Y
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TITLE: Term Associate Professor

LOCAL ACADEMIC UNIT: College of Education and Human Development

APPOINTMENT LENGTH: 1 year

Barthold	Christine	8/25/2017	Y
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TITLE: Term Assistant Professor

LOCAL ACADEMIC UNIT: College of Education and Human Development

APPOINTMENT LENGTH: 1 year

Beadles	Nicole M.	8/25/2017	Y
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TITLE: Term Assistant Professor

LOCAL ACADEMIC UNIT: Psychology (CHSS)

APPOINTMENT LENGTH: 1 year

Additional Title: Director, School Psychology Program

Bean	Amanda K.	8/25/2017	Y
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TITLE: Term Assistant Professor

LOCAL ACADEMIC UNIT: College of Education and Human Development

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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Berlin	F. Brett	8/25/2017	Y
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<u>TITLE:</u>	Term Instructor		
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<u>LOCAL ACADEMIC UNIT:</u>	Volgenau School of Engineering		
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<u>APPOINTMENT LENGTH:</u>	1 year		
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Biggs	Regina D.	8/25/2017	Y
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<u>TITLE:</u>	Term Assistant Professor		
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<u>LOCAL ACADEMIC UNIT:</u>	College of Education and Human Development		
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<u>APPOINTMENT LENGTH:</u>	1 year		
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Birsa	Laura	7/14/2017	Y
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<u>TITLE:</u>	Research Associate (Instructor)		
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<u>LOCAL ACADEMIC UNIT:</u>	Potomac Environmental Research and Education (COS)		
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<u>APPOINTMENT LENGTH:</u>	1 year		
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Bobal	Christine M.	8/25/2017	Y
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<u>TITLE:</u>	Term Instructor		
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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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Additional Title: Course Coordinator, Academic English

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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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Bozmoski	Alexander	6/10/2017	Y
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<u>TITLE:</u>	Senior Research Associate
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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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Bray	Laurence	8/25/2017	Y
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<u>TITLE:</u>	Term Assistant Professor
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<u>LOCAL ACADEMIC UNIT:</u>	Bioengineering (VSE)
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<u>APPOINTMENT LENGTH:</u>	3 years
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Additional Title: Associate Chair, Bioengineering

Breno	Alex J.	9/12/2017	Y
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<u>TITLE:</u>	Research Associate (Instructor)
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<u>LOCAL ACADEMIC UNIT:</u>	Criminology, Law, and Society (CHSS)
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<u>APPOINTMENT LENGTH:</u>	1 year
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Brown	Daniel L.	8/25/2017	Y
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<u>TITLE:</u>	Research Associate (Instructor)
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<u>LOCAL ACADEMIC UNIT:</u>	Center for Collision Safety and Analysis (COS)
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<u>APPOINTMENT LENGTH:</u>	1 year
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RENEWALS AND REAPPOINTMENTS

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

Cash Benjamin A. 6/15/2017 Y

TITLE: Research Associate Professor

LOCAL ACADEMIC UNIT: Ocean-Land-Atmosphere Studies (COS)

APPOINTMENT LENGTH: 1 year

Casserly Charles J. 8/25/2017 Y

TITLE: Term Instructor

LOCAL ACADEMIC UNIT: College of Education and Human Development

APPOINTMENT LENGTH: 1 year

Additional Title: Executive in Residence

Chapman Jeannette 6/25/2017 Y

TITLE: Research Associate (Instructor)

LOCAL ACADEMIC UNIT: Schar School of Policy and Government

APPOINTMENT LENGTH: 1 year

Additional Title: Deputy Director, Stephen S. Fuller Institute

Chekhtman Alexandre 7/25/2017 Y

TITLE: Research Assistant Professor

LOCAL ACADEMIC UNIT: Physics and Astronomy (COS)

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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Chen	Liang	7/13/2017	Y
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<u>TITLE:</u>	Postdoctoral Research Fellow
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<u>LOCAL ACADEMIC UNIT:</u>	Ocean-Land-Atmosphere Studies (COS)
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<u>APPOINTMENT LENGTH:</u>	1 year
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Cheng	Tsan-Jui	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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Chou	Joyce Hui-Yun	6/10/2017	Y
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<u>TITLE:</u>	Research Associate (Instructor)
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<u>LOCAL ACADEMIC UNIT:</u>	Earth Observing and Space Research (COS)
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<u>APPOINTMENT LENGTH:</u>	1 year
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Chowdhury	Sharmistha	7/25/2017	Y
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<u>TITLE:</u>	Research Associate (Instructor)
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<u>LOCAL ACADEMIC UNIT:</u>	Criminology, Law, and Society (CHSS)
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<u>APPOINTMENT LENGTH:</u>	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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Chung	Yoo Sun	8/25/2017	Y
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<u>TITLE:</u>	Term Associate Professor
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<u>LOCAL ACADEMIC UNIT:</u>	College of Education and Human Development
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<u>APPOINTMENT LENGTH:</u>	1 year
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Cissna	Sarah D.	8/25/2017	Y
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<u>TITLE:</u>	Term Assistant Professor
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<u>LOCAL ACADEMIC UNIT:</u>	Arts Management Program (CVPA)
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<u>APPOINTMENT LENGTH:</u>	1 year
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Constantine	Lynne S.	8/25/2017	Y
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<u>TITLE:</u>	Term Associate Professor
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<u>LOCAL ACADEMIC UNIT:</u>	Art (CVPA)
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<u>APPOINTMENT LENGTH:</u>	1 year
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Copley	Steven R.	8/25/2017	Y
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<u>TITLE:</u>	Term Instructor
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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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Additional Title: Senior Course Coordinator, Academic English

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Academic Programs, Diversity and University Community Committee

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RENEWALS AND REAPPOINTMENTS

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

Gao Qing 8/25/2017 Y

TITLE: Term Assistant Professor

LOCAL ACADEMIC UNIT: Arts Management Program (CVPA)

APPOINTMENT LENGTH: 1 year

Gifford Daniel W. 8/25/2017 Y

TITLE: Term Assistant Professor

LOCAL ACADEMIC UNIT: INTO Mason (Provost)

APPOINTMENT LENGTH: 1 year

Additional Title: Course Coordinator, Undergraduate International Year one (Pathways)

Goldenthal Ariel 8/25/2017 Y

TITLE: Term Assistant Professor

LOCAL ACADEMIC UNIT: English (CHSS)

APPOINTMENT LENGTH: 1 year

Graham Robert L. 8/25/2017 Y

TITLE: Term Instructor

LOCAL ACADEMIC UNIT: INTO Mason (Provost)

APPOINTMENT LENGTH: 1 year

Additional Title: Course Coordinator, Transition Courses and PASS Team, Undergraduate International Year One (Pathways)

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RENEWALS AND REAPPOINTMENTS

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

Greve Michael 8/25/2017 Y

TITLE: Term Professor

LOCAL ACADEMIC UNIT: Antonin Scalia Law School

APPOINTMENT LENGTH: 5 years

Griesinger Peggy 6/25/2017 Y

TITLE: Metadata Librarian

LOCAL ACADEMIC UNIT: University Libraries

APPOINTMENT LENGTH: 3 years

Guo Zhichang 6/15/2017 Y

TITLE: Research Associate Professor

LOCAL ACADEMIC UNIT: Ocean-Land-Atmosphere Studies (COS)

APPOINTMENT LENGTH: 1 year

Habib Anna 8/25/2017 Y

TITLE: Term Associate Professor

LOCAL ACADEMIC UNIT: English (CHSS)

APPOINTMENT LENGTH: 1 year

Additional Title: INTO Mason Course Coordinator for EAP 507 and 508. Previous Title: Term Assistant Professor

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RENEWALS AND REAPPOINTMENTS

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

Holmes David I. 8/25/2017 Y

TITLE: Term Assistant Professor

LOCAL ACADEMIC UNIT: Statistics (VSE)

APPOINTMENT LENGTH: 3 years

Hunter Brett D. 8/25/2017 Y

TITLE: Term Assistant Professor

LOCAL ACADEMIC UNIT: Statistics (VSE)

APPOINTMENT LENGTH: 3 years

Inglis Robert 6/1/2017 Y

TITLE: Research Professor

LOCAL ACADEMIC UNIT: Communication (CHSS)

APPOINTMENT LENGTH: 1 year

Izmirli Ilhan 8/25/2017 Y

TITLE: Term Assistant Professor

LOCAL ACADEMIC UNIT: Statistics (VSE)

APPOINTMENT LENGTH: 3 years

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<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>TERM</u>
Jones	Christie R.	6/25/2017	Y

TITLE: Research Associate (Instructor)

LOCAL ACADEMIC UNIT: School of Business

APPOINTMENT LENGTH: < 1 year

Additional Title: Education Program Manager

Jones	Tina	8/25/2017	Y
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TITLE: Term Instructor

LOCAL ACADEMIC UNIT: College of Education and Human Development

APPOINTMENT LENGTH: 1 year

Keles	Ahmet	8/10/2017	Y
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TITLE: Postdoctoral Research Fellow

LOCAL ACADEMIC UNIT: Physics and Astronomy (COS)

APPOINTMENT LENGTH: 1 year

Kelley	Owen A.	6/10/2017	Y
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TITLE: Research Assistant Professor

LOCAL ACADEMIC UNIT: Earth Observing and Space Research (COS)

APPOINTMENT LENGTH: 1 year

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

Kelly Madeline M. 6/25/2017 Y

TITLE: Head, Collection Development

LOCAL ACADEMIC UNIT: University Libraries

APPOINTMENT LENGTH: 3 years

Kennedy William G. 5/25/2017 Y

TITLE: Research Assistant Professor

LOCAL ACADEMIC UNIT: Social Complexity (Krasnow)

APPOINTMENT LENGTH: < 1 year

Kilkenny John 6/25/2017 Y

TITLE: Term Assistant Professor

LOCAL ACADEMIC UNIT: Music (CVPA)

APPOINTMENT LENGTH: 1 year

Killiany Joseph W. 8/25/2017 Y

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>
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Kim	Esther	8/25/2017	Y
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<u>TITLE:</u>	Term Instructor
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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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Additional Title: Coordinator, Special Programs

Kirkpatrick	Jesse L.	8/3/2017	Y
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<u>TITLE:</u>	Assistant Director of the Institute for Philosophy and Public Policy
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<u>LOCAL ACADEMIC UNIT:</u>	Philosophy (CHSS)
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<u>APPOINTMENT LENGTH:</u>	3 years
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Additional Title: Research Assistant Professor

Kirsch	Jan	8/25/2017	Y
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<u>TITLE:</u>	Term Instructor
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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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Additional Title: Senior Course Coordinator, Academic English

Kolbe	Patrick V.	6/10/2017	Y
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<u>TITLE:</u>	Research Assistant Professor
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<u>LOCAL ACADEMIC UNIT:</u>	Earth Observing and Space Research (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>
Kozumplik	Thomas	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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Kraus	Amanda L.	8/25/2017	Y
<u>TITLE:</u>	Term Assistant Professor		
<u>LOCAL ACADEMIC UNIT:</u>	Film and Video Studies Program (CVPA)		
<u>APPOINTMENT LENGTH:</u>	1 year		
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Krishnamurthy	Venkataram	6/15/2017	Y
<u>TITLE:</u>	Term Professor		
<u>LOCAL ACADEMIC UNIT:</u>	Ocean-Land-Atmosphere Studies (COS)		
<u>APPOINTMENT LENGTH:</u>	< 1 year		
<hr/>			
Krout	Linda	8/25/2017	Y
<u>TITLE:</u>	Term Instructor		
<u>LOCAL ACADEMIC UNIT:</u>	College of Education and Human Development		
<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>
Kwiatkowski	John M.	6/10/2017	Y
<u>TITLE:</u>	Research Professor		
<u>LOCAL ACADEMIC UNIT:</u>	Earth Observing and Space Research (COS)		
<u>APPOINTMENT LENGTH:</u>	1 year		
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Kwon	Ryun Young	10/4/2017	Y
<u>TITLE:</u>	Research Assistant Professor		
<u>LOCAL ACADEMIC UNIT:</u>	Physics and Astronomy (COS)		
<u>APPOINTMENT LENGTH:</u>	1 year		
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La Croix	Leslie	8/25/2017	Y
<u>TITLE:</u>	Term Assistant Professor		
<u>LOCAL ACADEMIC UNIT:</u>	College of Education and Human Development		
<u>APPOINTMENT LENGTH:</u>	1 year		
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Lebowitz	Josiah T.	8/25/2017	Y
<u>TITLE:</u>	Term Assistant Professor		
<u>LOCAL ACADEMIC UNIT:</u>	Computer Game Design Program (CVPA)		
<u>APPOINTMENT LENGTH:</u>	1 year		
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LAST NAME **FIRST NAME** **EFFECTIVE DATE** **TERM**

Lessard-Pilon Stephanie 6/25/2017 Y

TITLE: Term Assistant Professor

LOCAL ACADEMIC UNIT: Smithsonian-Mason School of Conservation (Provost)

APPOINTMENT LENGTH: 3 years

Lewis Amy L. 8/25/2017 Y

TITLE: Term Assistant Professor

LOCAL ACADEMIC UNIT: INTO Mason (Provost)

APPOINTMENT LENGTH: 1 year

Additional Title: Course Coordinator, Graduate International Year One (Pathways)

Lewis Gwendolyn 8/25/2017 Y

TITLE: Term Assistant Professor

LOCAL ACADEMIC UNIT: Neuroscience Program (COS)

APPOINTMENT LENGTH: 1 year

Lilley Timothy Patrick 8/25/2017 Y

TITLE: Term Instructor

LOCAL ACADEMIC UNIT: INTO Mason (Provost)

APPOINTMENT LENGTH: 1 year

Course Coordinator, Undergraduate International Year One (Pathways)

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Lin	MingKuan	8/25/2017	Y
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<u>TITLE:</u>	Research Associate (Instructor)
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<u>LOCAL ACADEMIC UNIT:</u>	Krasnow Institute for Advanced Study
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<u>APPOINTMENT LENGTH:</u>	1 year
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Lin	Shih-Chao	9/1/2017	Y
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<u>TITLE:</u>	Research Associate (Instructor)
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<u>LOCAL ACADEMIC UNIT:</u>	Biodefense and Infectious Diseases (COS)
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<u>APPOINTMENT LENGTH:</u>	1 year
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Liu	Zhong	6/10/2017	Y
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<u>TITLE:</u>	Research Professor
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<u>LOCAL ACADEMIC UNIT:</u>	Spatial Information Science and Systems (COS)
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<u>APPOINTMENT LENGTH:</u>	1 year
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Loerch	Andrew G.	8/25/2017	Y
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<u>TITLE:</u>	Term Associate Professor
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<u>LOCAL ACADEMIC UNIT:</u>	Systems Engineering and Operations Research (VSE)
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<u>APPOINTMENT LENGTH:</u>	3 years
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Additional Titles: Associate Chair/AFCEA Liaison

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<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>TERM</u>
Lund	David	10/24/2017	Y

TITLE: Research Associate (Instructor)

LOCAL ACADEMIC UNIT: Antonin Scalia Law School

APPOINTMENT LENGTH: 1 year

Mack	Marissa C.	8/25/2017	Y
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TITLE: Term Assistant Professor

LOCAL ACADEMIC UNIT: English (CHSS)

APPOINTMENT LENGTH: 1 year

Additional Title: Humanities Course Instructor, INTO Mason

Madigan	Kevin	5/10/2017	Y
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TITLE: Research Associate (Instructor)

LOCAL ACADEMIC UNIT: Antonin Scalia Law School

APPOINTMENT LENGTH: 1 year

Malur	Michal J.	6/25/2017	Y
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TITLE: Research Instructor

LOCAL ACADEMIC UNIT: Schar School of Policy and Government

APPOINTMENT LENGTH: 1 year

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<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>TERM</u>
McCaughey	Patricia	6/10/2017	Y
<u>TITLE:</u>	Term Assistant Professor		
<u>LOCAL ACADEMIC UNIT:</u>	Earth Observing and Space Research (COS)		
<u>APPOINTMENT LENGTH:</u>	1 year		
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McGuire	Heather	8/25/2017	Y
<u>TITLE:</u>	Term Assistant Professor		
<u>LOCAL ACADEMIC UNIT:</u>	History and Art History (CHSS)		
<u>APPOINTMENT LENGTH:</u>	1 year		
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McNeil	James	6/25/2017	Y
<u>TITLE:</u>	Term Assistant Professor		
<u>LOCAL ACADEMIC UNIT:</u>	Smithsonian-Mason School of Conservation (Provost)		
<u>APPOINTMENT LENGTH:</u>	3 years		
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Messier	Jennifer	8/25/2017	Y
<u>TITLE:</u>	Term Assistant Professor		
<u>LOCAL ACADEMIC UNIT:</u>	English (CHSS)		
<u>APPOINTMENT LENGTH:</u>	1 year		
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Myers	Teresa	6/25/2017	Y
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<u>TITLE:</u>	Research Assistant Professor
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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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Nguyen	Quyên B.	6/10/2017	Y
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<u>TITLE:</u>	Research Associate (Instructor)
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<u>LOCAL ACADEMIC UNIT:</u>	Earth Observing and Space Research (COS)
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<u>APPOINTMENT LENGTH:</u>	1 year
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Nguyen	Matthew	8/25/2017	Y
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<u>TITLE:</u>	Term Instructor
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<u>LOCAL ACADEMIC UNIT:</u>	GeorgeSquared Biomedical Sciences Program (COS)
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<u>APPOINTMENT LENGTH:</u>	1 year
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Nicogossian	Arnauld E.	6/25/2017	Y
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<u>TITLE:</u>	Distinguished Research Professor
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<u>LOCAL ACADEMIC UNIT:</u>	Schar School of Policy and Government
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<u>APPOINTMENT LENGTH:</u>	1 year
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Additional Title: Director, Study of International Medical Policies and Practices

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<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>TERM</u>
Nolan	Matthew	8/25/2017	Y
<u>TITLE:</u>	Term Assistant Professor		

LOCAL ACADEMIC UNIT: Computer Game Design Program (CVPA)

APPOINTMENT LENGTH: 1 year

Norden	Luanne	8/25/2017	Y
<u>TITLE:</u>	Term Instructor		

LOCAL ACADEMIC UNIT: College of Education and Human Development

APPOINTMENT LENGTH: 1 year

Oberle III	George D.	6/25/2017	Y
<u>TITLE:</u>	History Librarian		

LOCAL ACADEMIC UNIT: University Libraries

APPOINTMENT LENGTH: 4 years

Oberlies	Mary	6/25/2018	Y
<u>TITLE:</u>	Conflict and Peace Studies Librarian		

LOCAL ACADEMIC UNIT: University Libraries

APPOINTMENT LENGTH: 3 years

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<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>TERM</u>
Park	Chung-Kyu	9/25/2017	Y
<u>TITLE:</u>	Research Assistant Professor		
<u>LOCAL ACADEMIC UNIT:</u>	Collision Safety and Analysis (COS)		
<u>APPOINTMENT LENGTH:</u>	1 year		
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Patnaik	Anurag	8/7/2017	Y
<u>TITLE:</u>	Research Associate (Instructor)		
<u>LOCAL ACADEMIC UNIT:</u>	Biodefense and Infectious Diseases (COS)		
<u>APPOINTMENT LENGTH:</u>	1 year		
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Piccione	Paul Eric	8/25/2017	Y
<u>TITLE:</u>	Term Assistant Professor		
<u>LOCAL ACADEMIC UNIT:</u>	Computer Game Design Program (CVPA)		
<u>APPOINTMENT LENGTH:</u>	1 year		
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Polchow	Michelle	6/25/2017	Y
<u>TITLE:</u>	Electronic Resources Librarian		
<u>LOCAL ACADEMIC UNIT:</u>	University Libraries		
<u>APPOINTMENT LENGTH:</u>	3 years		
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LAST NAME **FIRST NAME** **EFFECTIVE DATE** **TERM**

Ramos Kathleen A. 8/25/2017 Y

TITLE: Term Assistant Professor

LOCAL ACADEMIC UNIT: College of Education and Human Development

APPOINTMENT LENGTH: 1 year

Ray Sharon 8/25/2017 Y

TITLE: Term Assistant Professor

LOCAL ACADEMIC UNIT: College of Education and Human Development

APPOINTMENT LENGTH: 1 year

Reichert Rudolf 9/15/2017 Y

TITLE: Research Assistant Professor

LOCAL ACADEMIC UNIT: Collision Safety and Analysis (COS)

APPOINTMENT LENGTH: 1 year

Rendler Elaine 8/25/2017 Y

TITLE: Term Professor

LOCAL ACADEMIC UNIT: Music (CVPA)

APPOINTMENT LENGTH: 1 year

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Richardson	Mary	8/25/2017	Y
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<u>TITLE:</u>	Term Instructor
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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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Additional Title: Course Coordinator, Graduate International Year One (Pathways)

Rioux-Bailey	Carmen	8/25/2017	Y
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<u>TITLE:</u>	Term Instructor
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<u>LOCAL ACADEMIC UNIT:</u>	College of Education and Human Development
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<u>APPOINTMENT LENGTH:</u>	1 year
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Robison	Charles	8/25/2017	Y
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<u>TITLE:</u>	Term Assistant Professor
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<u>LOCAL ACADEMIC UNIT:</u>	College of Education and Human Development
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<u>APPOINTMENT LENGTH:</u>	1 year
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Romaniuc	Raluca	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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<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>TERM</u>
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Roser-Renouf	Connie	5/25/2017	Y
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<u>TITLE:</u>	Research Associate Professor
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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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Roszkowski	Beth	6/25/2018	Y
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<u>TITLE:</u>	Lead, Social Sciences Team and Arlington Campus Library
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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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Russell	Katherine E.	8/25/2017	Y
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<u>TITLE:</u>	Term Instructor
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<u>LOCAL ACADEMIC UNIT:</u>	Computer Science (VSE)
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<u>APPOINTMENT LENGTH:</u>	1 year
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Savage	James E.	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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Additional Title: INTO Mason Assistant Course Liaison for ENGH 121/122/100

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

Schneider William 8/25/2017 Y

TITLE: Term Professor

LOCAL ACADEMIC UNIT: Schar School of Policy and Government

APPOINTMENT LENGTH: 2 years

Shabaev Andrew 9/25/2017 Y

TITLE: Research Assistant Professor

LOCAL ACADEMIC UNIT: Computational and Data Sciences (COS)

APPOINTMENT LENGTH: 1 year

Shafroth Frank H. 6/25/2017 Y

TITLE: Term Instructor

LOCAL ACADEMIC UNIT: Schar School of Policy and Government

APPOINTMENT LENGTH: 1 year

Shen Suhung 6/10/2017 Y

TITLE: Research Professor

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

APPOINTMENT LENGTH: 1 year

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Smith	Cynthia	8/25/2017	Y
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<u>TITLE:</u>	Term Associate Professor		
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<u>LOCAL ACADEMIC UNIT:</u>	Environmental Science and Policy (COS)		
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<u>APPOINTMENT LENGTH:</u>	1 year		
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Snow	Charles	8/25/2017	Y
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<u>TITLE:</u>	Term Associate Professor		
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<u>LOCAL ACADEMIC UNIT:</u>	Information Sciences and Technology (VSE)		
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<u>APPOINTMENT LENGTH:</u>	3 years		
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Sorvillo	Sheri	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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Stabile	Bonnie	8/25/2017	Y
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<u>TITLE:</u>	Research 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>	1 year		
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<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>TERM</u>
Stafford	Richard T.	8/25/2017	Y
<u>TITLE:</u>	Term Instructor		

LOCAL ACADEMIC UNIT: Honors College

APPOINTMENT LENGTH: 1 year
Additional Title: Digital Initiatives Coordinator

Stocker	Anton K.	6/10/2017	Y
<u>TITLE:</u>	Research Assistant Professor		

LOCAL ACADEMIC UNIT: Earth Observing and Space Research (COS)

APPOINTMENT LENGTH: 1 year

Stone	Deborah Wolcott	8/25/2017	Y
<u>TITLE:</u>	Term Assistant Professor		

LOCAL ACADEMIC UNIT: College of Education and Human Development

APPOINTMENT LENGTH: 1 year

Stout	John	6/10/2017	Y
<u>TITLE:</u>	Research Associate Professor		

LOCAL ACADEMIC UNIT: Earth Observing and Space Research (COS)

APPOINTMENT LENGTH: 1 year

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

Sturrock Alan 8/25/2017 Y

TITLE: Term Assistant Professor

LOCAL ACADEMIC UNIT: College of Education and Human Development

APPOINTMENT LENGTH: 1 year

Tahan Fadi 9/15/2017 Y

TITLE: Research Assistant Professor

LOCAL ACADEMIC UNIT: Collision Safety and Analysis (COS)

APPOINTMENT LENGTH: 1 year

Tang Junmei 5/25/2017 Y

TITLE: Research Associate Professor

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

APPOINTMENT LENGTH: 1 year

Taylor III Eugene A. 8/25/2017 Y

TITLE: Term Associate Professor

LOCAL ACADEMIC UNIT: English (CHSS)

APPOINTMENT LENGTH: 1 year

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

Tong Daniel 5/25/2017 Y

TITLE: Research Professor

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

APPOINTMENT LENGTH: 1 year

Vaxenburg Roman 8/25/2017 Y

TITLE: Postdoctoral Research Fellow

LOCAL ACADEMIC UNIT: Computational and Data Sciences (COS)

APPOINTMENT LENGTH: < 1 year

Velauthapillai Balendran 6/10/2017 Y

TITLE: Research Associate (Instructor)

LOCAL ACADEMIC UNIT: Earth Observing and Space Research (COS)

APPOINTMENT LENGTH: 1 year

Verhoeven Anne 8/25/2017 Y

TITLE: Term Associate Professor

LOCAL ACADEMIC UNIT: Biology (COS)

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>
Wheeler	Diek W.	4/25/2017	Y
<u>TITLE:</u>	Research Assistant Professor		
<u>LOCAL ACADEMIC UNIT:</u>	Krasnow Institute for Advanced Study		
<u>APPOINTMENT LENGTH:</u>	1 year		
<hr/>			
White	Mark C.	6/25/2017	Y
<u>TITLE:</u>	Deputy Director, Center for Regional Analysis		
<u>LOCAL ACADEMIC UNIT:</u>	Schar School of Policy and Government		
<u>APPOINTMENT LENGTH:</u>	1 year		
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Wilkins	Terry	6/10/2017	Y
<u>TITLE:</u>	Research Associate (Instructor)		
<u>LOCAL ACADEMIC UNIT:</u>	Criminology, Law, and Society (CHSS)		
<u>APPOINTMENT LENGTH:</u>	1 year		
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Wise	Sandra	7/1/2017	Y
<u>TITLE:</u>	Interviewer (Term Instructor)		
<u>LOCAL ACADEMIC UNIT:</u>	Criminology, Law, and Society (CHSS)		
<u>APPOINTMENT LENGTH:</u>	1 year		
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RENEWALS AND REAPPOINTMENTS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>TERM</u>
Wren	William Christopher	8/25/2017	Y
<u>TITLE:</u>	Term Assistant Professor		

LOCAL ACADEMIC UNIT: Computer Game Design Program (CVPA)

APPOINTMENT LENGTH: 1 year

Yang	Wenli	5/25/2017	Y
<u>TITLE:</u>	Research Professor		

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

APPOINTMENT LENGTH: 1 year

Yu	Eugene Genong	5/10/2017	Y
<u>TITLE:</u>	Research Associate Professor		

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

APPOINTMENT LENGTH: 1 year

Zhong	Yutao	8/25/2017	Y
<u>TITLE:</u>	Term Assistant Professor		

LOCAL ACADEMIC UNIT: Computer Science (VSE)

APPOINTMENT LENGTH: 3 years

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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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Zhou	Weidong	9/25/2017	Y
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<u>TITLE:</u>	Research Associate Professor
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<u>LOCAL ACADEMIC UNIT:</u>	Center for Applied Proteomics and Molecular Medicine (COS)
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<u>APPOINTMENT LENGTH:</u>	1 year
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Zhu	Yaling	4/25/2017	Y
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<u>TITLE:</u>	Research Assistant Professor
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<u>LOCAL ACADEMIC UNIT:</u>	Chemistry and Biochemistry (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>
Alghmand	Marjan	Contract Expiration	5/24/2017
<u>TITLE:</u>	Term Assistant Professor		

LOCAL ACADEMIC UNIT: Chemistry and Biochemistry (COS)

Alligood	Kathleen T.	Retirement	7/24/2017
<u>TITLE:</u>	Professor without Term		

LOCAL ACADEMIC UNIT: Honors College (Provost)

Almond	Sonya	Resignation	9/8/2017
<u>TITLE:</u>	Term Instructor		

LOCAL ACADEMIC UNIT: Nursing (CHHS)

Arevalo	Brenda W.	Resignation	7/25/2017
<u>TITLE:</u>	Director of Facilities and Faculty Support, School of Law		

LOCAL ACADEMIC UNIT: Antonin Scalia Law School

Atwater	Christopher	Resignation	5/24/2017
<u>TITLE:</u>	Term Assistant Professor		

LOCAL ACADEMIC UNIT: College of Education and Human Development

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<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
Balash Rodriguez	Zonia	Contract Expiration	5/24/2017
<u>TITLE:</u>	Term Assistant Professor		

LOCAL ACADEMIC UNIT: Modern and Classical Languages (CHSS)

Balbuena	Kenneth	Contract Expiration	8/24/2017
<u>TITLE:</u>	Communications and Marketing Officer		

LOCAL ACADEMIC UNIT: College of Education and Human Development

Bauer	Scott	Resignation	8/24/2017
<u>TITLE:</u>	Professor without Term		

LOCAL ACADEMIC UNIT: College of Education and Human Development

Bickford	Andrew	Resignation	5/24/2017
<u>TITLE:</u>	Associate Professor		

LOCAL ACADEMIC UNIT: Sociology and Anthropology (CHSS)

Professor Bickford accepted an offer a Georgetown University.

Bombardi	Rodrigo	Resignation	8/24/2017
<u>TITLE:</u>	Postdoctoral		

LOCAL ACADEMIC UNIT: Center for Ocean-Land-Atmosphere Studies (COS)

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<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
Borah	Nabanita	Contract Expiration	9/14/2017
<u>TITLE:</u>	Research Associate		

LOCAL ACADEMIC UNIT: Center for Ocean-Land-Atmosphere Studies (COS)

Bousel	Paul F.	Resignation	1/24/2017
<u>TITLE:</u>	Associate Director of Academic Advising		

LOCAL ACADEMIC UNIT: Center for Academic Advising, Retention and Transition (Provost)

Brand	Rachel	Resignation	5/24/2017
<u>TITLE:</u>	Term Associate Professor		

LOCAL ACADEMIC UNIT: Antonin Scalia Law School

Brick	Adam	Resignation	7/27/2017
<u>TITLE:</u>	Deputy Director ICA External Affaris		

LOCAL ACADEMIC UNIT: Intercolleigate Athletics

Butler	Douthard R.	Resignation	1/24/2017
<u>TITLE:</u>	Associate Athletic Director, Comm Rel		

LOCAL ACADEMIC UNIT: Intercollegiate Athletics

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<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
Byrd	Jason B.	Resignation	6/1/2017
<u>TITLE:</u>	Head, Information Services Team		

LOCAL ACADEMIC UNIT: University Libraries

Calhoun	Thomas	Retirement	7/22/2017
<u>TITLE:</u>	Vice President for Facilities		

LOCAL ACADEMIC UNIT: Facilities Administration

Carver	Richard H.	Retirement	1/9/2017
<u>TITLE:</u>	Associate Professor		

LOCAL ACADEMIC UNIT: Computer Science (VSE)

Casey	Autum M	Resignation	5/24/2017
<u>TITLE:</u>	Assistant Professor		

LOCAL ACADEMIC UNIT: Theater (CVPA)

Chandler	Sara	Resignation	5/26/2017
<u>TITLE:</u>	Assistant Director, Employer Relations		

LOCAL ACADEMIC UNIT: University Career Services (UL)

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<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
Cheng	Tsan-Jui (Richard)	Resignation	5/24/2017
<u>TITLE:</u>	Term Assistant Professor		
<u>LOCAL ACADEMIC UNIT:</u>	INTO Mason (Provost)		
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Chollar	Richard R.	Resignation	2/24/2017
<u>TITLE:</u>	Associate Director/Instructor		
<u>LOCAL ACADEMIC UNIT:</u>	LGBTQ Resources (UL)		
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Cook	Gerald	Retirement	5/24/2017
<u>TITLE:</u>	Eminent Scholar		
<u>LOCAL ACADEMIC UNIT:</u>	Electrical & Computer Engineer (VSE)		
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Copley	Steven	Retirement	5/24/2017
<u>TITLE:</u>	Term Instructor, English Language		
<u>LOCAL ACADEMIC UNIT:</u>	INTO Mason (Provost)		
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Cortina	Jose	Resignation	5/24/2017
<u>TITLE:</u>	Professor without Term		
<u>LOCAL ACADEMIC UNIT:</u>	Psychology (CHSS)		
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<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
Craig	Elizabeth	Resignation	9/9/2017
<u>TITLE:</u>	Research Associate (Instructor)		

LOCAL ACADEMIC UNIT: Criminology, Law, and Society (CHSS)

Crear	Joya	Resignation	7/5/2017
<u>TITLE:</u>	Director, Diversity Programs and Services		

LOCAL ACADEMIC UNIT: Diversity Programs and Services (UL)

Curtin	Kevin M.	Resignation	5/24/2017
<u>TITLE:</u>	Associate Professor without term		

LOCAL ACADEMIC UNIT: College of Science

Davidson	Cortlin W.	Resignation	6/9/2017
<u>TITLE:</u>	Employee Relations Specialist		

LOCAL ACADEMIC UNIT: Human Resources and Payroll

de la Haba	Caitlyn R.	Resignation	7/31/2017
<u>TITLE:</u>	Assistant Coach, Softball		

LOCAL ACADEMIC UNIT: Intercollegiate Athletics

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<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
De Nys	Martin J.	Retirement	5/24/2017
<u>TITLE:</u>	Professor without Term		

LOCAL ACADEMIC UNIT: Philosophy (CHSS)

Deans	Elizabeth	Resignation	6/9/2017
<u>TITLE:</u>	Assistant Director		

LOCAL ACADEMIC UNIT: History and Art History (CHSS)

DeArmeni	Nicole	Resignation	5/24/2017
<u>TITLE:</u>	Term Assistant Professor		

LOCAL ACADEMIC UNIT: History and Art History (CHSS)

Accepted position of Assistant Professor and Coordinator of Art History at Converse College.

Delamater	Paul L.	Resignation	5/24/2017
<u>TITLE:</u>	Assistant Professor		

LOCAL ACADEMIC UNIT: Geography and Geoinformation Science (COS)

Denham	Susanne	Retirement	6/1/2017
<u>TITLE:</u>	University Professor without Term		

LOCAL ACADEMIC UNIT: Psychology (CHSS)

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<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
Des Jardins	Lisa	Contract Expiration	8/8/2017
<u>TITLE:</u>	Academic Program Advisor		

LOCAL ACADEMIC UNIT: Integrative Studies (CHSS)

Devine	Megan C.	Resignation	8/31/2017
<u>TITLE:</u>	Research Associate/Technician		

LOCAL ACADEMIC UNIT: Chemistry and Biochemistry (COS)

Accepted a new position at a GMU affiliate company.

Dhaliwal	Karanpreet K.	Contract Expiration	5/24/2017
<u>TITLE:</u>	Term Instructor		

LOCAL ACADEMIC UNIT: Biomedical Sciences Program (COS)

Dillingham	Steven	Resignation	6/23/2017
<u>TITLE:</u>	Associate University Registrar		

LOCAL ACADEMIC UNIT: Registrar (Provost)

D'Souza	Raymond	Retirement	5/24/2017
<u>TITLE:</u>	Director, Administration and Finance		

LOCAL ACADEMIC UNIT: Antonin Scalia Law School

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<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
Duffey	Amy K.	Resignation	12/15/2016
<u>TITLE:</u>	Assistant Director ODS		
<u>LOCAL ACADEMIC UNIT:</u>	Disability Services (UL)		
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Fenza	David	Resignation	5/31/2017
<u>TITLE:</u>	Executive Director		
<u>LOCAL ACADEMIC UNIT:</u>	Assoc Writing Program (CHSS)		
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Fernandez	Higinio	Resignation	5/24/2017
<u>TITLE:</u>	Term Assistant Professor		
<u>LOCAL ACADEMIC UNIT:</u>	Mathematical Sciences (COS)		
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Ferry	Matthew	Resignation	5/24/2017
<u>TITLE:</u>	Assistant Professor		
<u>LOCAL ACADEMIC UNIT:</u>	College of Education and Human Development		
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Francis	Zelphi	Resignation	7/26/2017
<u>TITLE:</u>	Research Associate (Instructor)		
<u>LOCAL ACADEMIC UNIT:</u>	Criminology, Law, and Society (CHSS)		
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<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
George	Deepu	Resignation	6/21/2017
<u>TITLE:</u>	Postdoctoral Research Fellow		

LOCAL ACADEMIC UNIT: Bioengineering (VSE)

Giang	Phan	Contract Expiration	5/24/2017
<u>TITLE:</u>	Term Associate Professor		

LOCAL ACADEMIC UNIT: Health Administration and Policy (CHHS)

Gilbert	Rebekah A.	Resignation	5/24/2017
<u>TITLE:</u>	Term Instructor		

LOCAL ACADEMIC UNIT: Mathematical Sciences (COS)

Giroux	Valentin	Resignation	6/30/2017
<u>TITLE:</u>	Postdoctoral Research Fellow		

LOCAL ACADEMIC UNIT: Bioengineering (VSE)

Greenwood	Pamela M.	Resignation	11/24/2016
<u>TITLE:</u>	Research Associate Professor		

LOCAL ACADEMIC UNIT: Psychology (CHSS)

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<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
Guerrant	Kenneth A.	Resignation	7/16/2017
<u>TITLE:</u>	Sr Counselor GR Intern Trainer		

LOCAL ACADEMIC UNIT: Career Consultant

Holland	Claudia C.	Resignation	5/31/2017
<u>TITLE:</u>	Scholarly Communications and Copyright Officer		

LOCAL ACADEMIC UNIT: University Libraries

Hsu	Brian	Resignation	5/24/2017
<u>TITLE:</u>	Term Assistant Professor		

LOCAL ACADEMIC UNIT: English (CHSS)

Huheey	Cynthia A.	Resignation	2/24/2017
<u>TITLE:</u>	Director of Sales and Marketing		

LOCAL ACADEMIC UNIT: Learning Solutions (Provost)

Huschle	Claire	Resignation	6/24/2017
<u>TITLE:</u>	Assistant Professor		

LOCAL ACADEMIC UNIT: Arts Management Program (CVPA)

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<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
Hussein	Naglaa .	Resignation	7/14/2017
<u>TITLE:</u>	Assistant Professor		

LOCAL ACADEMIC UNIT: Modern and Classical Languages (CHSS)

Hutsky	Andrew J.	Contract Expiration	5/24/2017
<u>TITLE:</u>	Assistant Professor		

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

Jackson	Zakiyyah	Resignation	5/24/2017
<u>TITLE:</u>	Assistant Professor		

LOCAL ACADEMIC UNIT: English (CHSS)

Jedrzejewska-Szmek	Joanna	Contract Expiration	8/31/2017
<u>TITLE:</u>	Postdoctoral Research Fellow		

LOCAL ACADEMIC UNIT: Krasnow Institute for Advanced Study

Jedrzejewski-Szmek	Zbyszek	Contract Expiration	8/31/2017
<u>TITLE:</u>	Postdoctoral Research Fellow		

LOCAL ACADEMIC UNIT: Krasnow Institute for Advanced Study

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<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
Jeong	Ho-Won	Contract Expiration	5/24/2017
<u>TITLE:</u>	Professor without Term		

LOCAL ACADEMIC UNIT: School for Conflict Analysis & Resolution

Johnson	Anthony V.	Resignation	5/13/2017
<u>TITLE:</u>	Personal Trainer		

LOCAL ACADEMIC UNIT: Aquatic & Fitness Center

Kalinowski	Elizabeth	Resignation	7/26/2017
<u>TITLE:</u>	Director of Advising		

LOCAL ACADEMIC UNIT: College of Humanities and Social Sciences

Keohane	Jennifer	Resignation	5/24/2017
<u>TITLE:</u>	Term Assistant Professor		

LOCAL ACADEMIC UNIT: Communication (CHSS)

Knapp	Melanie	Resignation	6/14/2017
<u>TITLE:</u>	Head of Reference and Instructional Services		

LOCAL ACADEMIC UNIT: Law Library (ASLS)

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<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
Komninelli	Foteini C.	Resignation	6/30/2017
<u>TITLE:</u>	Research Associate (Instructor)		

LOCAL ACADEMIC UNIT: Computational and Data Sciences (COS)

Kotloski	Nicholas J.	Resignation	9/6/2017
<u>TITLE:</u>	Postdoctoral Research Fellow/Microbiologist		

LOCAL ACADEMIC UNIT: College of Science

Leaving GMU for independent ventures.

Kozar	Jonathan	Resignation	5/24/2017
<u>TITLE:</u>	Term Assistant Professor		

LOCAL ACADEMIC UNIT: Geography and Geoinformation Science (COS)

Leon	Sharon Aarthi	Resignation	5/24/2017
<u>TITLE:</u>	Associate Professor		

LOCAL ACADEMIC UNIT: History and Art History (CHSS)

Prof. Leon accepted a position offered at Michigan State University.

Lewis	Christopher	Resignation	6/7/2017
<u>TITLE:</u>	Assistant Coach, Women's Basketball		

LOCAL ACADEMIC UNIT: Intercollegiate Athletics

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<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
Liang	Yanshou	Contract Expiration	8/9/2017
<u>TITLE:</u>	Research Associate (Instructor)		

LOCAL ACADEMIC UNIT: Geography and Geoinformation Science (COS)

Lowry	Justin P.	Resignation	5/24/2017
<u>TITLE:</u>	Postdoctoral Research Fellow		

LOCAL ACADEMIC UNIT: Sociology and Anthropology (CHSS)

Manon	Christopher A.	Resignation	5/24/2017
<u>TITLE:</u>	Assistant Professor		

LOCAL ACADEMIC UNIT: Mathematical Sciences (COS)

Martinez	Marcos	Contract Expiration	5/24/2017
<u>TITLE:</u>	Term Assistant Professor		

LOCAL ACADEMIC UNIT: English (CHSS)

Maxwell	Joseph	Retirement	5/31/2017
<u>TITLE:</u>	Professor without Term		

LOCAL ACADEMIC UNIT: College of Education and Human Development

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<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
Mchowen	Sean	Resignation	7/28/2017
<u>TITLE:</u>	Manager, Industry Advising and Employer Development		

LOCAL ACADEMIC UNIT: University Career Services (UL)

Mr. Mchowen has accepted offer at Carnegie Mellon University as the Assistant Director of Employer Relations.

Medley	Simone	Resignation	4/17/2017
<u>TITLE:</u>	Assistant Director for Student Involvement		

LOCAL ACADEMIC UNIT: Student Involvement (UL)

Meehan	Barbara T.	Resignation	7/3/2017
<u>TITLE:</u>	Executive Director		

LOCAL ACADEMIC UNIT: Counseling and Psychological Services (UL)

Miller	John J.	Resignation	5/24/2017
<u>TITLE:</u>	Associate Professor		

LOCAL ACADEMIC UNIT: Statistics (VSE)

Mitchell	Felipe Erick	Resignation	4/9/2017
<u>TITLE:</u>	Associate Director and Chief Investigator		

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>
Moore	John	Contract Expiration	5/24/2017
<u>TITLE:</u>	Term Instructor		

LOCAL ACADEMIC UNIT: College of Education and Human Development

Morris	Tina M.	Resignation	7/9/2017
<u>TITLE:</u>	Child Development Programs Consultant		

LOCAL ACADEMIC UNIT: Child Development Center

Nanduri	Anvardh	Resignation	3/3/2017
<u>TITLE:</u>	Research Instructor		

LOCAL ACADEMIC UNIT: Systems, Engineering and Operations Research (VSE)

Nath	Anindya	Contract Expiration	8/31/2017
<u>TITLE:</u>	Postdoctoral Research Fellow		

LOCAL ACADEMIC UNIT: Computer Materials Science Center (COS)

Ndura	Elavie	Resignation	7/9/2017
<u>TITLE:</u>	Professor of Education		

LOCAL ACADEMIC UNIT: College of Education and Human Development

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Nichols	Melissa	Contract Expiration	5/24/2017
<u>TITLE:</u>	Term Assistant Professor		

LOCAL ACADEMIC UNIT: English (CHSS)

Noguchi	Ryoichi	Resignation	7/7/2017
<u>TITLE:</u>	Psychologist		

LOCAL ACADEMIC UNIT: Counseling and Psychological Services (UL)

Olaghere	Ajima	Resignation	8/24/2017
<u>TITLE:</u>	Postdoctoral Research Fellow		

LOCAL ACADEMIC UNIT: Criminology, Law, and Society (CHSS)

Dr. Wilson accepted a tenure track Assistant Professor position at Temple University.

Palomarez	Rigo E.	Contract Expiration	5/24/2017
<u>TITLE:</u>	Term Instructor		

LOCAL ACADEMIC UNIT: GeorgeSquered Biomedical Sciences Program (COS)

Pawlewicz (Stacey)	Jane M.	Resignation	5/24/2017
<u>TITLE:</u>	Term Instructor, English Language		

LOCAL ACADEMIC UNIT: INTO Mason (Provost)

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<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
Pawloski	Lisa	Resignation	5/24/2017
<u>TITLE:</u>	Professor without term		

LOCAL ACADEMIC UNIT: Nutrition and Food Studies (CHHS)

Petacchi	Paolo	Contract Expiration	5/24/2017
<u>TITLE:</u>	Term Assistant Professor		

LOCAL ACADEMIC UNIT: School of Business

Philip	Donald R.	Resignation	1/20/2017
<u>TITLE:</u>	Associate Director, Contracts Management		

LOCAL ACADEMIC UNIT: Facilities Administration

Polavaram	Sridevi	Resignation	1/5/2017
<u>TITLE:</u>	Lab IT Technician		

LOCAL ACADEMIC UNIT: Krasnow Institute for Advanced Study

Popov	Serguei	Retirement	8/24/2017
<u>TITLE:</u>	Professor without Term		

LOCAL ACADEMIC UNIT: National Center for Biodefense and Infectious Diseases

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<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
Posner	Paul	Deceased	7/5/2017
<u>TITLE:</u>	Professor without Term		

LOCAL ACADEMIC UNIT: Schar School of Policy, Government and International Affairs

Powell	Barbara	Resignation	8/15/2017
<u>TITLE:</u>	Program Coordinator for the GMU Center for Economics		

LOCAL ACADEMIC UNIT: Economics (CHSS)

No reason given.

Raffel	Dorothy	Contract Expiration	5/24/2017
<u>TITLE:</u>	Term Instructor		

LOCAL ACADEMIC UNIT: English (CHSS)

Rastogi	Alka	Resignation	7/9/2017
<u>TITLE:</u>	Audit Manager		

LOCAL ACADEMIC UNIT: Assistant Director of Internal Audit

Raut	Surender	Resignation	5/31/2017
<u>TITLE:</u>	Mason LIFE, Program Academic Coordinator		

LOCAL ACADEMIC UNIT: College of Education and Human Development

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<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
Russell	Joseph	Resignation	6/7/2017
<u>TITLE:</u>	Head Coach, Wrestling		

LOCAL ACADEMIC UNIT: Intercollegiate Athletics

Rutledge	Amelia	Retirement	5/24/2017
<u>TITLE:</u>	Associate Professor without Term		

LOCAL ACADEMIC UNIT: English (CHSS)

Saleme Ruiz	Katerine	Contract Expiration	6/30/2017
<u>TITLE:</u>	Postdoctoral Research Fellow		

LOCAL ACADEMIC UNIT: Mathematical Sciences (COS)

Sanderson	Kari	Resignation	6/23/2017
<u>TITLE:</u>	Director, Second Year Legal Research, Writing and Analysis Program		

LOCAL ACADEMIC UNIT: Antonin Scalia Law School

Sansaver	Martha	Resignation	7/28/2017
<u>TITLE:</u>	Senior Project Manager, Minor Projects		

LOCAL ACADEMIC UNIT: Facilities Management and Construction

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<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
Sapin	Emmanuel	Resignation	1/5/2017
<u>TITLE:</u>	Postdoctoral Research Fellow		

LOCAL ACADEMIC UNIT: Computer Science (VSE)

Schafer	Maureen	Resignation	8/28/2017
<u>TITLE:</u>	Term Assistant Professor		

LOCAL ACADEMIC UNIT: Nursing (CHHS)

Professor Schafer has accepted a position with the Department of Defense.

Schulz	Robert H.	Resignation	12/25/2016
<u>TITLE:</u>	Research Instructor		

LOCAL ACADEMIC UNIT: C4I Center (VSE)

Selman	Christopher	Contract Expiration	9/9/2017
<u>TITLE:</u>	Postdoctoral		

LOCAL ACADEMIC UNIT: Center for Ocean-Land-Atmosphere Studies (COS)

Seth	Arati	Resignation	3/14/2017
<u>TITLE:</u>	Associate VP Development Services		

LOCAL ACADEMIC UNIT: University Development

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SEPARATIONS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
Shiner	Whitney T.	Retirement	5/24/2017
<u>TITLE:</u>	Associate Professor without Term		
<u>LOCAL ACADEMIC UNIT:</u>	Religious Studies (CHSS)		
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Simpson	Jaclyn E.	Resignation	4/21/2017
<u>TITLE:</u>	Head Coach, Women's Volleyball		
<u>LOCAL ACADEMIC UNIT:</u>	Intercollegiate Athletics		
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Snowden	Michael C.	Resignation	6/16/2017
<u>TITLE:</u>	Strength and Conditioning Coach		
<u>LOCAL ACADEMIC UNIT:</u>	Intercollegiate Athletics		
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Spatz	Steven	Resignation	6/2/2017
<u>TITLE:</u>	Counselor		
<u>LOCAL ACADEMIC UNIT:</u>	Counseling and Psychological Services (UL)		
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Stanley	Thomas T.	Contract Expiration	5/24/2017
<u>TITLE:</u>	Research Assistant Professor		
<u>LOCAL ACADEMIC UNIT:</u>	Virginia Serious Games Institute (VSGI/CVPA)		
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SEPARATIONS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
Stockton	Judith S.	Retirement	5/24/2017
<u>TITLE:</u>	Technical Assistance Specialist		

LOCAL ACADEMIC UNIT: Helen A. Keller Institute for Human disAbilities (CEHD)

Strauch	Maureen	Retirement	1/24/2017
<u>TITLE:</u>	Director, Fiscal Policy and Communications		

LOCAL ACADEMIC UNIT: Fiscal Services Office (Provost)

Sundaram	Sumanti	Resignation	5/30/2017
<u>TITLE:</u>	Research Assistant Professor		

LOCAL ACADEMIC UNIT: College of Science

Swett	Susan	Retirement	6/24/2017
<u>TITLE:</u>	Assistant Dean, Student Affairs		

LOCAL ACADEMIC UNIT: College of Health and Human Services

Teresi	Christian	Resignation	5/31/2017
<u>TITLE:</u>	Director of Conferences		

LOCAL ACADEMIC UNIT: Association of Writers and Writing Programs

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<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
Tsai	Laura Cordisco	Resignation	5/24/2017
<u>TITLE:</u>	Assistant Professor		

LOCAL ACADEMIC UNIT: Social Work (CHHS)

Unroe	Taylor	Resignation	4/14/2017
<u>TITLE:</u>	Assistant Coach, Women's Volleyball		

LOCAL ACADEMIC UNIT: Intercollegiate Athletics

Viswanathan	Bhamathi	Contract Expiration	7/10/2017
<u>TITLE:</u>	Research Associate (Instructor)		

LOCAL ACADEMIC UNIT: Protection of Intellectual Property (ASLS)

Vizvary	Gina R.	Resignation	5/9/2017
<u>TITLE:</u>	Associate Director Donor Relations and Stewardship		

LOCAL ACADEMIC UNIT: Advancement & Alumni Relations

Weissenborn	Justine	Resignation	4/24/2017
<u>TITLE:</u>	Associate Director, Development		

LOCAL ACADEMIC UNIT: College of Health and Human Services

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<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
Williams	Joseph	Resignation	5/24/2017
<u>TITLE:</u>	Assistant Professor		

LOCAL ACADEMIC UNIT: College of Education and Human Development

Wynn	Ted	Resignation	5/9/2016
<u>TITLE:</u>	Director of Development, College of Science		

LOCAL ACADEMIC UNIT: Advancement and Alumni Relations/COS

Xia	Jizhe	Resignation	6/5/2017
<u>TITLE:</u>	Research Assistant Professor		

LOCAL ACADEMIC UNIT: Geography and Geoinformation Science (COS)

Xu	Jianjun	Resignation	2/9/2017
<u>TITLE:</u>	Research Professor		

LOCAL ACADEMIC UNIT: College of Science

Yang	Steve	Resignation	6/16/2017
<u>TITLE:</u>	Director of Women's Basketball Operations		

LOCAL ACADEMIC UNIT: Intercollegiate Athletics

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<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
Yuckenberg	Ashley	Contract Expiration	5/24/2017
<u>TITLE:</u>	Term Instructor		
<u>LOCAL ACADEMIC UNIT:</u>	School of Business		
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Zhu	Yaling	Resignation	6/9/2017
<u>TITLE:</u>	Research Assistant Professor		
<u>LOCAL ACADEMIC UNIT:</u>	Chemistry and Biochemistry (COS)		

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<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
Alghmand	Marjan	Contract Expiration	5/24/2017
<u>TITLE:</u>	Term Assistant Professor		

LOCAL ACADEMIC UNIT: Chemistry and Biochemistry (COS)

Alligood	Kathleen T.	Retirement	7/24/2017
<u>TITLE:</u>	Professor without Term		

LOCAL ACADEMIC UNIT: Honors College (Provost)

Almond	Sonya	Resignation	9/8/2017
<u>TITLE:</u>	Term Instructor		

LOCAL ACADEMIC UNIT: Nursing (CHHS)

Arevalo	Brenda W.	Resignation	7/25/2017
<u>TITLE:</u>	Director of Facilities and Faculty Support, School of Law		

LOCAL ACADEMIC UNIT: Antonin Scalia Law School

Atwater	Christopher	Resignation	5/24/2017
<u>TITLE:</u>	Term Assistant Professor		

LOCAL ACADEMIC UNIT: College of Education and Human Development

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<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
Balash Rodriguez	Zonia	Contract Expiration	5/24/2017
<u>TITLE:</u>	Term Assistant Professor		

LOCAL ACADEMIC UNIT: Modern and Classical Languages (CHSS)

Balbuena	Kenneth	Contract Expiration	8/24/2017
<u>TITLE:</u>	Communications and Marketing Officer		

LOCAL ACADEMIC UNIT: College of Education and Human Development

Bauer	Scott	Resignation	8/24/2017
<u>TITLE:</u>	Professor without Term		

LOCAL ACADEMIC UNIT: College of Education and Human Development

Bickford	Andrew	Resignation	5/24/2017
<u>TITLE:</u>	Associate Professor		

LOCAL ACADEMIC UNIT: Sociology and Anthropology (CHSS)

Professor Bickford accepted an offer a Georgetown University.

Bombardi	Rodrigo	Resignation	8/24/2017
<u>TITLE:</u>	Postdoctoral		

LOCAL ACADEMIC UNIT: Center for Ocean-Land-Atmosphere Studies (COS)

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<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
Borah	Nabanita	Contract Expiration	9/14/2017
<u>TITLE:</u>	Research Associate		

LOCAL ACADEMIC UNIT: Center for Ocean-Land-Atmosphere Studies (COS)

Bousel	Paul F.	Resignation	1/24/2017
<u>TITLE:</u>	Associate Director of Academic Advising		

LOCAL ACADEMIC UNIT: Center for Academic Advising, Retention and Transition (Provost)

Brand	Rachel	Resignation	5/24/2017
<u>TITLE:</u>	Term Associate Professor		

LOCAL ACADEMIC UNIT: Antonin Scalia Law School

Brick	Adam	Resignation	7/27/2017
<u>TITLE:</u>	Deputy Director ICA External Affaris		

LOCAL ACADEMIC UNIT: Intercolleigate Athletics

Butler	Douthard R.	Resignation	1/24/2017
<u>TITLE:</u>	Associate Athletic Director, Comm Rel		

LOCAL ACADEMIC UNIT: Intercollegiate Athletics

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<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
Byrd	Jason B.	Resignation	6/1/2017
<u>TITLE:</u>	Head, Information Services Team		

LOCAL ACADEMIC UNIT: University Libraries

Calhoun	Thomas	Retirement	7/22/2017
<u>TITLE:</u>	Vice President for Facilities		

LOCAL ACADEMIC UNIT: Facilities Administration

Carver	Richard H.	Retirement	1/9/2017
<u>TITLE:</u>	Associate Professor		

LOCAL ACADEMIC UNIT: Computer Science (VSE)

Casey	Autum M	Resignation	5/24/2017
<u>TITLE:</u>	Assistant Professor		

LOCAL ACADEMIC UNIT: Theater (CVPA)

Chandler	Sara	Resignation	5/26/2017
<u>TITLE:</u>	Assistant Director, Employer Relations		

LOCAL ACADEMIC UNIT: University Career Services (UL)

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<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
Cheng	Tsan-Jui (Richard)	Resignation	5/24/2017
<u>TITLE:</u>	Term Assistant Professor		
<u>LOCAL ACADEMIC UNIT:</u>	INTO Mason (Provost)		
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Chollar	Richard R.	Resignation	2/24/2017
<u>TITLE:</u>	Associate Director/Instructor		
<u>LOCAL ACADEMIC UNIT:</u>	LGBTQ Resources (UL)		
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Cook	Gerald	Retirement	5/24/2017
<u>TITLE:</u>	Eminent Scholar		
<u>LOCAL ACADEMIC UNIT:</u>	Electrical & Computer Engineer (VSE)		
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Copley	Steven	Retirement	5/24/2017
<u>TITLE:</u>	Term Instructor, English Language		
<u>LOCAL ACADEMIC UNIT:</u>	INTO Mason (Provost)		
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Cortina	Jose	Resignation	5/24/2017
<u>TITLE:</u>	Professor without Term		
<u>LOCAL ACADEMIC UNIT:</u>	Psychology (CHSS)		
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<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
Craig	Elizabeth	Resignation	9/9/2017
<u>TITLE:</u>	Research Associate (Instructor)		

LOCAL ACADEMIC UNIT: Criminology, Law, and Society (CHSS)

Crear	Joya	Resignation	7/5/2017
<u>TITLE:</u>	Director, Diversity Programs and Services		

LOCAL ACADEMIC UNIT: Diversity Programs and Services (UL)

Curtin	Kevin M.	Resignation	5/24/2017
<u>TITLE:</u>	Associate Professor without term		

LOCAL ACADEMIC UNIT: College of Science

Davidson	Cortlin W.	Resignation	6/9/2017
<u>TITLE:</u>	Employee Relations Specialist		

LOCAL ACADEMIC UNIT: Human Resources and Payroll

de la Haba	Caitlyn R.	Resignation	7/31/2017
<u>TITLE:</u>	Assistant Coach, Softball		

LOCAL ACADEMIC UNIT: Intercollegiate Athletics

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<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
De Nys	Martin J.	Retirement	5/24/2017
<u>TITLE:</u>	Professor without Term		

LOCAL ACADEMIC UNIT: Philosophy (CHSS)

Deans	Elizabeth	Resignation	6/9/2017
<u>TITLE:</u>	Assistant Director		

LOCAL ACADEMIC UNIT: History and Art History (CHSS)

DeArmeni	Nicole	Resignation	5/24/2017
<u>TITLE:</u>	Term Assistant Professor		

LOCAL ACADEMIC UNIT: History and Art History (CHSS)

Accepted position of Assistant Professor and Coordinator of Art History at Converse College.

Delamater	Paul L.	Resignation	5/24/2017
<u>TITLE:</u>	Assistant Professor		

LOCAL ACADEMIC UNIT: Geography and Geoinformation Science (COS)

Denham	Susanne	Retirement	6/1/2017
<u>TITLE:</u>	University Professor without Term		

LOCAL ACADEMIC UNIT: Psychology (CHSS)

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<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
Des Jardins	Lisa	Contract Expiration	8/8/2017
<u>TITLE:</u>	Academic Program Advisor		

LOCAL ACADEMIC UNIT: Integrative Studies (CHSS)

Devine	Megan C.	Resignation	8/31/2017
<u>TITLE:</u>	Research Associate/Technician		

LOCAL ACADEMIC UNIT: Chemistry and Biochemistry (COS)

Accepted a new position at a GMU affiliate company.

Dhaliwal	Karanpreet K.	Contract Expiration	5/24/2017
<u>TITLE:</u>	Term Instructor		

LOCAL ACADEMIC UNIT: Biomedical Sciences Program (COS)

Dillingham	Steven	Resignation	6/23/2017
<u>TITLE:</u>	Associate University Registrar		

LOCAL ACADEMIC UNIT: Registrar (Provost)

D'Souza	Raymond	Retirement	5/24/2017
<u>TITLE:</u>	Director, Administration and Finance		

LOCAL ACADEMIC UNIT: Antonin Scalia Law School

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<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
Duffey	Amy K.	Resignation	12/15/2016
<u>TITLE:</u>	Assistant Director ODS		
<u>LOCAL ACADEMIC UNIT:</u>	Disability Services (UL)		
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Fenza	David	Resignation	5/31/2017
<u>TITLE:</u>	Executive Director		
<u>LOCAL ACADEMIC UNIT:</u>	Assoc Writing Program (CHSS)		
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Fernandez	Higinio	Resignation	5/24/2017
<u>TITLE:</u>	Term Assistant Professor		
<u>LOCAL ACADEMIC UNIT:</u>	Mathematical Sciences (COS)		
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Ferry	Matthew	Resignation	5/24/2017
<u>TITLE:</u>	Assistant Professor		
<u>LOCAL ACADEMIC UNIT:</u>	College of Education and Human Development		
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Francis	Zelphi	Resignation	7/26/2017
<u>TITLE:</u>	Research Associate (Instructor)		
<u>LOCAL ACADEMIC UNIT:</u>	Criminology, Law, and Society (CHSS)		
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<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
George	Deepu	Resignation	6/21/2017
<u>TITLE:</u>	Postdoctoral Research Fellow		

LOCAL ACADEMIC UNIT: Bioengineering (VSE)

Giang	Phan	Contract Expiration	5/24/2017
<u>TITLE:</u>	Term Associate Professor		

LOCAL ACADEMIC UNIT: Health Administration and Policy (CHHS)

Gilbert	Rebekah A.	Resignation	5/24/2017
<u>TITLE:</u>	Term Instructor		

LOCAL ACADEMIC UNIT: Mathematical Sciences (COS)

Giroux	Valentin	Resignation	6/30/2017
<u>TITLE:</u>	Postdoctoral Research Fellow		

LOCAL ACADEMIC UNIT: Bioengineering (VSE)

Greenwood	Pamela M.	Resignation	11/24/2016
<u>TITLE:</u>	Research Associate Professor		

LOCAL ACADEMIC UNIT: Psychology (CHSS)

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<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
Guerrant	Kenneth A.	Resignation	7/16/2017
<u>TITLE:</u>	Sr Counselor GR Intern Trainer		

LOCAL ACADEMIC UNIT: Career Consultant

Holland	Claudia C.	Resignation	5/31/2017
<u>TITLE:</u>	Scholarly Communications and Copyright Officer		

LOCAL ACADEMIC UNIT: University Libraries

Hsu	Brian	Resignation	5/24/2017
<u>TITLE:</u>	Term Assistant Professor		

LOCAL ACADEMIC UNIT: English (CHSS)

Huheey	Cynthia A.	Resignation	2/24/2017
<u>TITLE:</u>	Director of Sales and Marketing		

LOCAL ACADEMIC UNIT: Learning Solutions (Provost)

Huschle	Claire	Resignation	6/24/2017
<u>TITLE:</u>	Assistant Professor		

LOCAL ACADEMIC UNIT: Arts Management Program (CVPA)

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<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
Hussein	Naglaa .	Resignation	7/14/2017
<u>TITLE:</u>	Assistant Professor		

LOCAL ACADEMIC UNIT: Modern and Classical Languages (CHSS)

Hutsky	Andrew J.	Contract Expiration	5/24/2017
<u>TITLE:</u>	Assistant Professor		

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

Jackson	Zakiyyah	Resignation	5/24/2017
<u>TITLE:</u>	Assistant Professor		

LOCAL ACADEMIC UNIT: English (CHSS)

Jedrzejewska-Szmek	Joanna	Contract Expiration	8/31/2017
<u>TITLE:</u>	Postdoctoral Research Fellow		

LOCAL ACADEMIC UNIT: Krasnow Institute for Advanced Study

Jedrzejewski-Szmek	Zbyszek	Contract Expiration	8/31/2017
<u>TITLE:</u>	Postdoctoral Research Fellow		

LOCAL ACADEMIC UNIT: Krasnow Institute for Advanced Study

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<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
Jeong	Ho-Won	Contract Expiration	5/24/2017
<u>TITLE:</u>	Professor without Term		

LOCAL ACADEMIC UNIT: School for Conflict Analysis & Resolution

Johnson	Anthony V.	Resignation	5/13/2017
<u>TITLE:</u>	Personal Trainer		

LOCAL ACADEMIC UNIT: Aquatic & Fitness Center

Kalinowski	Elizabeth	Resignation	7/26/2017
<u>TITLE:</u>	Director of Advising		

LOCAL ACADEMIC UNIT: College of Humanities and Social Sciences

Keohane	Jennifer	Resignation	5/24/2017
<u>TITLE:</u>	Term Assistant Professor		

LOCAL ACADEMIC UNIT: Communication (CHSS)

Knapp	Melanie	Resignation	6/14/2017
<u>TITLE:</u>	Head of Reference and Instructional Services		

LOCAL ACADEMIC UNIT: Law Library (ASLS)

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<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
Komninelli	Foteini C.	Resignation	6/30/2017
<u>TITLE:</u>	Research Associate (Instructor)		

LOCAL ACADEMIC UNIT: Computational and Data Sciences (COS)

Kotloski	Nicholas J.	Resignation	9/6/2017
<u>TITLE:</u>	Postdoctoral Research Fellow/Microbiologist		

LOCAL ACADEMIC UNIT: College of Science

Leaving GMU for independent ventures.

Kozar	Jonathan	Resignation	5/24/2017
<u>TITLE:</u>	Term Assistant Professor		

LOCAL ACADEMIC UNIT: Geography and Geoinformation Science (COS)

Leon	Sharon Aarthi	Resignation	5/24/2017
<u>TITLE:</u>	Associate Professor		

LOCAL ACADEMIC UNIT: History and Art History (CHSS)

Prof. Leon accepted a position offered at Michigan State University.

Lewis	Christopher	Resignation	6/7/2017
<u>TITLE:</u>	Assistant Coach, Women's Basketball		

LOCAL ACADEMIC UNIT: Intercollegiate Athletics

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<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
Liang	Yanshou	Contract Expiration	8/9/2017
<u>TITLE:</u>	Research Associate (Instructor)		

LOCAL ACADEMIC UNIT: Geography and Geoinformation Science (COS)

Lowry	Justin P.	Resignation	5/24/2017
<u>TITLE:</u>	Postdoctoral Research Fellow		

LOCAL ACADEMIC UNIT: Sociology and Anthropology (CHSS)

Manon	Christopher A.	Resignation	5/24/2017
<u>TITLE:</u>	Assistant Professor		

LOCAL ACADEMIC UNIT: Mathematical Sciences (COS)

Martinez	Marcos	Contract Expiration	5/24/2017
<u>TITLE:</u>	Term Assistant Professor		

LOCAL ACADEMIC UNIT: English (CHSS)

Maxwell	Joseph	Retirement	5/31/2017
<u>TITLE:</u>	Professor without Term		

LOCAL ACADEMIC UNIT: College of Education and Human Development

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<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
Mchowen	Sean	Resignation	7/28/2017
<u>TITLE:</u>	Manager, Industry Advising and Employer Development		

LOCAL ACADEMIC UNIT: University Career Services (UL)

Mr. Mchowen has accepted offer at Carnegie Mellon University as the Assistant Director of Employer Relations.

Medley	Simone	Resignation	4/17/2017
<u>TITLE:</u>	Assistant Director for Student Involvement		

LOCAL ACADEMIC UNIT: Student Involvement (UL)

Meehan	Barbara T.	Resignation	7/3/2017
<u>TITLE:</u>	Executive Director		

LOCAL ACADEMIC UNIT: Counseling and Psychological Services (UL)

Miller	John J.	Resignation	5/24/2017
<u>TITLE:</u>	Associate Professor		

LOCAL ACADEMIC UNIT: Statistics (VSE)

Mitchell	Felipe Erick	Resignation	4/9/2017
<u>TITLE:</u>	Associate Director and Chief Investigator		

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>
Moore	John	Contract Expiration	5/24/2017
<u>TITLE:</u>	Term Instructor		

LOCAL ACADEMIC UNIT: College of Education and Human Development

Morris	Tina M.	Resignation	7/9/2017
<u>TITLE:</u>	Child Development Programs Consultant		

LOCAL ACADEMIC UNIT: Child Development Center

Nanduri	Anvardh	Resignation	3/3/2017
<u>TITLE:</u>	Research Instructor		

LOCAL ACADEMIC UNIT: Systems, Engineering and Operations Research (VSE)

Nath	Anindya	Contract Expiration	8/31/2017
<u>TITLE:</u>	Postdoctoral Research Fellow		

LOCAL ACADEMIC UNIT: Computer Materials Science Center (COS)

Ndura	Elavie	Resignation	7/9/2017
<u>TITLE:</u>	Professor of Education		

LOCAL ACADEMIC UNIT: College of Education and Human Development

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<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
Nichols	Melissa	Contract Expiration	5/24/2017
<u>TITLE:</u>	Term Assistant Professor		

LOCAL ACADEMIC UNIT: English (CHSS)

Noguchi	Ryoichi	Resignation	7/7/2017
<u>TITLE:</u>	Psychologist		

LOCAL ACADEMIC UNIT: Counseling and Psychological Services (UL)

Olaghere	Ajima	Resignation	8/24/2017
<u>TITLE:</u>	Postdoctoral Research Fellow		

LOCAL ACADEMIC UNIT: Criminology, Law, and Society (CHSS)

Dr. Wilson accepted a tenure track Assistant Professor position at Temple University.

Palomarez	Rigo E.	Contract Expiration	5/24/2017
<u>TITLE:</u>	Term Instructor		

LOCAL ACADEMIC UNIT: GeorgeSquared Biomedical Sciences Program (COS)

Pawlewicz (Stacey)	Jane M.	Resignation	5/24/2017
<u>TITLE:</u>	Term Instructor, English Language		

LOCAL ACADEMIC UNIT: INTO Mason (Provost)

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<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
Pawloski	Lisa	Resignation	5/24/2017
<u>TITLE:</u>	Professor without term		

LOCAL ACADEMIC UNIT: Nutrition and Food Studies (CHHS)

Petacchi	Paolo	Contract Expiration	5/24/2017
<u>TITLE:</u>	Term Assistant Professor		

LOCAL ACADEMIC UNIT: School of Business

Philip	Donald R.	Resignation	1/20/2017
<u>TITLE:</u>	Associate Director, Contracts Management		

LOCAL ACADEMIC UNIT: Facilities Administration

Polavaram	Sridevi	Resignation	1/5/2017
<u>TITLE:</u>	Lab IT Technician		

LOCAL ACADEMIC UNIT: Krasnow Institute for Advanced Study

Popov	Serguei	Retirement	8/24/2017
<u>TITLE:</u>	Professor without Term		

LOCAL ACADEMIC UNIT: National Center for Biodefense and Infectious Diseases

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SEPARATIONS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
Posner	Paul	Deceased	7/5/2017
<u>TITLE:</u>	Professor without Term		

LOCAL ACADEMIC UNIT: Schar School of Policy, Government and International Affairs

Powell	Barbara	Resignation	8/15/2017
<u>TITLE:</u>	Program Coordinator for the GMU Center for Economics		

LOCAL ACADEMIC UNIT: Economics (CHSS)

No reason given.

Raffel	Dorothy	Contract Expiration	5/24/2017
<u>TITLE:</u>	Term Instructor		

LOCAL ACADEMIC UNIT: English (CHSS)

Rastogi	Alka	Resignation	7/9/2017
<u>TITLE:</u>	Audit Manager		

LOCAL ACADEMIC UNIT: Assistant Director of Internal Audit

Raut	Surender	Resignation	5/31/2017
<u>TITLE:</u>	Mason LIFE, Program Academic Coordinator		

LOCAL ACADEMIC UNIT: College of Education and Human Development

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SEPARATIONS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
Russell	Joseph	Resignation	6/7/2017
<u>TITLE:</u>	Head Coach, Wrestling		

LOCAL ACADEMIC UNIT: Intercollegiate Athletics

Rutledge	Amelia	Retirement	5/24/2017
<u>TITLE:</u>	Associate Professor without Term		

LOCAL ACADEMIC UNIT: English (CHSS)

Saleme Ruiz	Katerine	Contract Expiration	6/30/2017
<u>TITLE:</u>	Postdoctoral Research Fellow		

LOCAL ACADEMIC UNIT: Mathematical Sciences (COS)

Sanderson	Kari	Resignation	6/23/2017
<u>TITLE:</u>	Director, Second Year Legal Research, Writing and Analysis Program		

LOCAL ACADEMIC UNIT: Antonin Scalia Law School

Sansaver	Martha	Resignation	7/28/2017
<u>TITLE:</u>	Senior Project Manager, Minor Projects		

LOCAL ACADEMIC UNIT: Facilities Management and Construction

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SEPARATIONS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
Sapin	Emmanuel	Resignation	1/5/2017
<u>TITLE:</u>	Postdoctoral Research Fellow		

LOCAL ACADEMIC UNIT: Computer Science (VSE)

Schafer	Maureen	Resignation	8/28/2017
<u>TITLE:</u>	Term Assistant Professor		

LOCAL ACADEMIC UNIT: Nursing (CHHS)

Professor Schafer has accepted a position with the Department of Defense.

Schulz	Robert H.	Resignation	12/25/2016
<u>TITLE:</u>	Research Instructor		

LOCAL ACADEMIC UNIT: C4I Center (VSE)

Selman	Christopher	Contract Expiration	9/9/2017
<u>TITLE:</u>	Postdoctoral		

LOCAL ACADEMIC UNIT: Center for Ocean-Land-Atmosphere Studies (COS)

Seth	Arati	Resignation	3/14/2017
<u>TITLE:</u>	Associate VP Development Services		

LOCAL ACADEMIC UNIT: University Development

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SEPARATIONS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
Shiner	Whitney T.	Retirement	5/24/2017
<u>TITLE:</u>	Associate Professor without Term		
<u>LOCAL ACADEMIC UNIT:</u>	Religious Studies (CHSS)		
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Simpson	Jaclyn E.	Resignation	4/21/2017
<u>TITLE:</u>	Head Coach, Women's Volleyball		
<u>LOCAL ACADEMIC UNIT:</u>	Intercollegiate Athletics		
<hr/>			
Snowden	Michael C.	Resignation	6/16/2017
<u>TITLE:</u>	Strength and Conditioning Coach		
<u>LOCAL ACADEMIC UNIT:</u>	Intercollegiate Athletics		
<hr/>			
Spatz	Steven	Resignation	6/2/2017
<u>TITLE:</u>	Counselor		
<u>LOCAL ACADEMIC UNIT:</u>	Counseling and Psychological Services (UL)		
<hr/>			
Stanley	Thomas T.	Contract Expiration	5/24/2017
<u>TITLE:</u>	Research Assistant Professor		
<u>LOCAL ACADEMIC UNIT:</u>	Virginia Serious Games Institute (VSGI/CVPA)		
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SEPARATIONS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
Stockton	Judith S.	Retirement	5/24/2017
<u>TITLE:</u>	Technical Assistance Specialist		

LOCAL ACADEMIC UNIT: Helen A. Keller Institute for Human disAbilities (CEHD)

Strauch	Maureen	Retirement	1/24/2017
<u>TITLE:</u>	Director, Fiscal Policy and Communications		

LOCAL ACADEMIC UNIT: Fiscal Services Office (Provost)

Sundaram	Sumanti	Resignation	5/30/2017
<u>TITLE:</u>	Research Assistant Professor		

LOCAL ACADEMIC UNIT: College of Science

Swett	Susan	Retirement	6/24/2017
<u>TITLE:</u>	Assistant Dean, Student Affairs		

LOCAL ACADEMIC UNIT: College of Health and Human Services

Teresi	Christian	Resignation	5/31/2017
<u>TITLE:</u>	Director of Conferences		

LOCAL ACADEMIC UNIT: Association of Writers and Writing Programs

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<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
Tsai	Laura Cordisco	Resignation	5/24/2017
<u>TITLE:</u>	Assistant Professor		
<u>LOCAL ACADEMIC UNIT:</u>	Social Work (CHHS)		
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Unroe	Taylor	Resignation	4/14/2017
<u>TITLE:</u>	Assistant Coach, Women's Volleyball		
<u>LOCAL ACADEMIC UNIT:</u>	Intercollegiate Athletics		
<hr/>			
Viswanathan	Bhamathi	Contract Expiration	7/10/2017
<u>TITLE:</u>	Research Associate (Instructor)		
<u>LOCAL ACADEMIC UNIT:</u>	Protection of Intellectual Property (ASLS)		
<hr/>			
Vizvary	Gina R.	Resignation	5/9/2017
<u>TITLE:</u>	Associate Director Donor Relations and Stewardship		
<u>LOCAL ACADEMIC UNIT:</u>	Advancement & Alumni Relations		
<hr/>			
Weissenborn	Justine	Resignation	4/24/2017
<u>TITLE:</u>	Associate Director, Development		
<u>LOCAL ACADEMIC UNIT:</u>	College of Health and Human Services		
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SEPARATIONS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
Williams	Joseph	Resignation	5/24/2017
<u>TITLE:</u>	Assistant Professor		

LOCAL ACADEMIC UNIT: College of Education and Human Development

Wynn	Ted	Resignation	5/9/2016
<u>TITLE:</u>	Director of Development, College of Science		

LOCAL ACADEMIC UNIT: Advancement and Alumni Relations/COS

Xia	Jizhe	Resignation	6/5/2017
<u>TITLE:</u>	Research Assistant Professor		

LOCAL ACADEMIC UNIT: Geography and Geoinformation Science (COS)

Xu	Jianjun	Resignation	2/9/2017
<u>TITLE:</u>	Research Professor		

LOCAL ACADEMIC UNIT: College of Science

Yang	Steve	Resignation	6/16/2017
<u>TITLE:</u>	Director of Women's Basketball Operations		

LOCAL ACADEMIC UNIT: Intercollegiate Athletics

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SEPARATIONS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
Yuckenberg	Ashley	Contract Expiration	5/24/2017
<u>TITLE:</u>	Term Instructor		
<u>LOCAL ACADEMIC UNIT:</u>	School of Business		
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Zhu	Yaling	Resignation	6/9/2017
<u>TITLE:</u>	Research Assistant Professor		
<u>LOCAL ACADEMIC UNIT:</u>	Chemistry and Biochemistry (COS)		

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<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>
Akerlof	Karen	Leave without Pay

TITLE: Research Assistant Professor

LOCAL ACADEMIC UNIT: Communication (CHSS)

Professor Akerlof will be on Educational Leave without Pay for AY 2017-2018.

Auffret	Jean-Pierre	Title Change
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TITLE: Associate Director, CARE

LOCAL ACADEMIC UNIT: School of Business

Retained Title: Director, Research Partnerships and Grant Initiatives/Assistant Professor

Aydin	Hakan	Leave with Pay
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TITLE: Professor without Term

LOCAL ACADEMIC UNIT: Computer Science (VSE)

Professor Aydin has been awarded a Faculty Study Leave for fall semester 2017.

Baker	Pamela	Title Change
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TITLE: Director, Special Education and DisAbility Research

LOCAL ACADEMIC UNIT: College of Education and Human Development

Retained Title: Associate Professor without Term

Baker	Robert E.	Title Change
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TITLE: Director, Sport, Recreation, and Tourism

LOCAL ACADEMIC UNIT: College of Education and Human Development

Retained Title: Professor without Term

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<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>
Banville	Dominique	Title Change
<u>TITLE:</u>	Director, Health and Human Performance	
<u>LOCAL ACADEMIC UNIT:</u>	College of Education and Human Development	
Retained Title: Associate Professor without Term		
Bennett	James T.	Leave with Pay
<u>TITLE:</u>	Associate Professor without Term	
<u>LOCAL ACADEMIC UNIT:</u>	Economics (CHSS)	
Professor Bennett was awarded a Faculty Study Leave for spring semester 2017.		
Bray	Laurence	Title Change
<u>TITLE:</u>	Associate Chair, Bioengineering	
<u>LOCAL ACADEMIC UNIT:</u>	Bioengineering (VSE)	
Retained title: Term Assistant Professor		
Breglia	Lisa	Title Change
<u>TITLE:</u>	Director, Global Affairs Program/Global Interdisciplinary Program	
<u>LOCAL ACADEMIC UNIT:</u>	College of Humanities and Social Sciences	
Retained Title: Associate Professor without Term		
Brodsky	Alexander	Leave with Pay
<u>TITLE:</u>	Professor without Term	
<u>LOCAL ACADEMIC UNIT:</u>	Computer Science (VSE)	
Professor Brodsky has been awarded a Faculty Study Leave for fall semester 2017.		

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<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>
Broshears	Robert S.	Title Change
<u>TITLE:</u>	Academic Director, Masters in Accounting	
<u>LOCAL ACADEMIC UNIT:</u>	School of Business	
Retained Title: Term Instructor		
Brouse	Peggy	Title Change
<u>TITLE:</u>	Director, Undergraduate Cyber Security Engineering Program	
<u>LOCAL ACADEMIC UNIT:</u>	Systems Engineering and Operations Research (VSE)	
Retained Title: Term Associate Professor		
Brown	Jacquelyn D.	Title Change
<u>TITLE:</u>	Area Chair, Business Foundations	
<u>LOCAL ACADEMIC UNIT:</u>	School of Business	
Retained Title: Term Instructor		
Burns	Carla	Title Change
<u>TITLE:</u>	Term Assistant Professor	
<u>LOCAL ACADEMIC UNIT:</u>	Modern and Classical Languages (CHSS)	
Previous Title: Term Instructor		
Cai	Xiaomei	Leave with Pay
<u>TITLE:</u>	Associate Professor without Term	
<u>LOCAL ACADEMIC UNIT:</u>	Communication (CHSS)	
Professor Cai was awarded a Faculty Study Leave for spring semester 2017.		

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<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>
Call-Cummings	Meagan	Tenure Clock Extension

TITLE: Assistant Professor

LOCAL ACADEMIC UNIT: College of Education and Human Development

Chang	Kuo-Chu	Leave with Pay
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TITLE: Professor without Term

LOCAL ACADEMIC UNIT: Systems Engineering and Operations Research (VSE)

Professor Chang has been awarded a Faculty Study Leave for fall semester 2017.

Chen	Long	Leave with Pay
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TITLE: Associate Professor without Term

LOCAL ACADEMIC UNIT: School of Business

Professor Chen has been awarded a Faculty Study Leave for fall semester 2017.

Chitnis	Parag	Title Change
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TITLE: Faculty Fellow, Graduate Education

LOCAL ACADEMIC UNIT: Office of the Provost

Retained Title: Assistant Professor

Chiu	Long	Leave with Pay
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TITLE: Associate Professor without Term

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

Professor Chiu has been was awarded a Faculty Study Leave at half pay for AY 2017-2018.

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<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>
Clark	Keith S.	Leave without Pay

TITLE: Professor without Term

LOCAL ACADEMIC UNIT: English (CHSS)

Professor Clark will be on Educational Leave without Pay for fall semester 2017.

Dabbagh	Nada	Leave with Pay
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TITLE: Professor without Term

LOCAL ACADEMIC UNIT: College of Education and Human Development

Professor Dabbagh has been awarded a Faculty Study Leave for fall semester 2017.

Dabbagh	Nada	Title Change
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TITLE: Director, Learning Technologies

LOCAL ACADEMIC UNIT: College of Education and Human Development

Retained Title: Professor without Term

Dalton	Kelly M.	Title Change
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TITLE: Term Assistant Professor

LOCAL ACADEMIC UNIT: Integrative Studies (CHSS)

Previous Title: Term Instructor

Daniels	Margaret	Leave with Pay
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TITLE: Professor without Term

LOCAL ACADEMIC UNIT: College of Education and Human Development

Professor Daniels has been awarded a Faculty Study Leave for fall semester 2017.

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<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>
deMutsert	Kim	Tenure Clock Extension
<u>TITLE:</u>	Assistant Professor	
<u>LOCAL ACADEMIC UNIT:</u>	Environmental Science and Policy (COS)	

DiTeresi	Christopher	Tenure Clock Extension
<u>TITLE:</u>	Assistant Professor	
<u>LOCAL ACADEMIC UNIT:</u>	Philosophy (CHSS)	

Dutta	Amitava	Title Change
<u>TITLE:</u>	Area Chair, Information Systems and Operations Management	
<u>LOCAL ACADEMIC UNIT:</u>	School of Business	

Retained Title: Professor without Term

Edwards	Cody W.	Title Change
<u>TITLE:</u>	Interim Executive Director	
<u>LOCAL ACADEMIC UNIT:</u>	Smithsonian-Mason School of Conservation (Provost)	

Retained Title: Associate Provost, Graduate Education and Associate Professor without Term

Foster	Stephanie (Hazel)	Title Change
<u>TITLE:</u>	Associate Director, Undergraduate Education	
<u>LOCAL ACADEMIC UNIT:</u>	Office of the Provost	

Previous Title: Associate Director, Institutional Assessment

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<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>
Gallay	David	Title Change
<u>TITLE:</u>	Assistant Director, Minor Program	
<u>LOCAL ACADEMIC UNIT:</u>	School of Business	
Retained Title: Term Assistant Professor		
Gaston	Whitney K.	Title Change
<u>TITLE:</u>	Interim Director, Student Academic Affairs	
<u>LOCAL ACADEMIC UNIT:</u>	College of Health and Human Services	
Retained Title: Director, Admissions and Advising		
Grady	Victoria	Title Change
<u>TITLE:</u>	Academic Director, Masters in Business Administration/Masters in Management	
<u>LOCAL ACADEMIC UNIT:</u>	School of Business	
Retained Title: Term Assistant Professor		
Grimsley	Carolyn L.	Title Change
<u>TITLE:</u>	Associate Director, Real Estate Entrepreneurship	
<u>LOCAL ACADEMIC UNIT:</u>	School of Business	
Retained Title: Director, Master's in Real Estate Development		
Hanweck	Gerald A.	Leave with Pay
<u>TITLE:</u>	Professor without Term	
<u>LOCAL ACADEMIC UNIT:</u>	School of Business	
Professor Hanweck has been awarded a Faculty Study Leave for fall semester 2017.		

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<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>
Hattery	Angela	Title Change
<u>TITLE:</u>	Director	
<u>LOCAL ACADEMIC UNIT:</u>	Women and Gender Studies Program (CHSS)	
Retained Title: Professor without Term		
Heather	McDonald	Title Change
<u>TITLE:</u>	Writer-in-Residence	
<u>LOCAL ACADEMIC UNIT:</u>	College of Visual and Performing Arts	
Retained Title: Professor without Term		
Hillen III	John F.	Title Change
<u>TITLE:</u>	Executive in Residence	
<u>LOCAL ACADEMIC UNIT:</u>	School of Business	
Retained Title: Term Professor		
Hjalmarson	Margret	Title Change
<u>TITLE:</u>	Director, PHD in Education Program	
<u>LOCAL ACADEMIC UNIT:</u>	College of Education and Human Development	
Retained Title: Associate Professor without Term		
Hopson	Rodney K.	Title Change
<u>TITLE:</u>	Associate Dean, Research	
<u>LOCAL ACADEMIC UNIT:</u>	College of Education and Human Development	

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<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>
Kidd	Julie	Title Change
<u>TITLE:</u>	Director, Child, Family and Community Engagement	
<u>LOCAL ACADEMIC UNIT:</u>	College of Education and Human Development	
Retained Title: Professor without Term		
Kim	Dae Young	Leave with Pay
<u>TITLE:</u>	Associate Professor without Term	
<u>LOCAL ACADEMIC UNIT:</u>	Sociology and Anthropology (CHSS)	
Professor Kim was awarded a Faculty Study Leave for fall semester 2016.		
Klimoski	Richard	Title Change
<u>TITLE:</u>	Area Chair, Management	
<u>LOCAL ACADEMIC UNIT:</u>	School of Business	
Retained Title: Professor without Term		
Koblentz	Gregory	Title Change
<u>TITLE:</u>	Director, Biodefense Program	
<u>LOCAL ACADEMIC UNIT:</u>	Schar School of Policy and Government	
Retained Title: Associate Professor without Term		
Koizumi	Naoru	Title Change
<u>TITLE:</u>	Director, Research	
<u>LOCAL ACADEMIC UNIT:</u>	Schar School of Policy and Government	
Retained Title: Associate Professor without Term		

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<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>
Kosecka	Jana	Leave with Pay

TITLE: Professor without Term

LOCAL ACADEMIC UNIT: Computer Science (VSE)

Professor Kosecka has been awarded a Faculty Study Leave with half-pay for AY 2017-2018.

Koyama	Mark L.	Leave without Pay
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TITLE: Associate Professor without Term

LOCAL ACADEMIC UNIT: Economics (CHSS)

Professor Koyoma will be on Educational Leave without Pay for AY 2017-2018.

Langfred	Claus W.	Title Change
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TITLE: Academic Director, Executive Masters in Business Administration

LOCAL ACADEMIC UNIT: School of Business

Retained: Associate Professor without Term

Lee	Hun	Leave with Pay
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TITLE: Associate Professor without Term

LOCAL ACADEMIC UNIT: School of Business

Professor Lee has been awarded a Faculty Study Leave for fall semester 2017.

Light	Andrew	Title Change
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TITLE: Director, Institute for Philosophy and Public Policy

LOCAL ACADEMIC UNIT: Philosophy (CHSS)

Retained Title: Professor without Term

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<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>
Martin	Scott	Leave with Pay

TITLE: Associate Professor without Term

LOCAL ACADEMIC UNIT: Computer Game and Design (CVPA)

Professor Martin was granted one semester of leave after completion as Director of Computer Game and Design Program for eight years.

Mehta	Hina	Title Change
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TITLE: Director, Technology Transfer

LOCAL ACADEMIC UNIT: Technology Transfer (Provost)

Previous Title: Associate Director, Technology Transfer

Menashi	Steven	Leave without Pay
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TITLE: Assistant Professor

LOCAL ACADEMIC UNIT: Antonin Scalia Law School

Professor Menashi will be on Leave without Pay for AY 2017-2018 and AY 2018-2019 to serve as Deputy General Counsel at the Department of Education.

Ouellette	Nicole Jerome	Title Change
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TITLE: Associate Director, Development and Alumni Affairs

LOCAL ACADEMIC UNIT: School of Business

Previous Title: Assistant Director, Development and Alumni Affairs

Parker	Cindy W.	Title Change
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TITLE: Assistant Area Chair, Management

LOCAL ACADEMIC UNIT: School of Business

Retained Title: Term Assistant Professor

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<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>
Roman-Mendoza	Esperanza	Leave with Pay

TITLE: Associate Professor without Term

LOCAL ACADEMIC UNIT: Modern and Classical Languages (CHSS)

Professor Roman-Mendoza has been awarded a Faculty Study Leave with half-pay for AY 2017-2018.

Rosenberg	Jessica	Title Change
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TITLE: Acting Director, COS Stem Accelerator/Governor's Program

LOCAL ACADEMIC UNIT: Physics and Astronomy (COS)

Retained Title: Associate Professor without Term

Samaras	Anastasia	Title Change
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TITLE: Director, Elementary, Literacy, Multicultural, and Secondary Education

LOCAL ACADEMIC UNIT: College of Education and Human Development

Retained Title: Professor without Term

Shaklee	Beverly	Title Change
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TITLE: Director, Advanced Professional Teacher Development

LOCAL ACADEMIC UNIT: College of Education and Human Development

Retained Title: Professor without Term

Slavov	Sita Nataraj	Title Change
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TITLE: Director, Ph.D. in Public Policy Program

LOCAL ACADEMIC UNIT: Schar School of Policy and Government

Retained Title: Professor without Term

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<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>
Soleymani	Patrick P.	Title Change
<u>TITLE:</u>	Assistant Dean, Undergraduate Programs	
<u>LOCAL ACADEMIC UNIT:</u>	School of Business	
Additional Title: Director, Business and Entrepreneurship Minor Program Retained Title: Term Assistant Professor		
Sutter	Rebecca	Title Change
<u>TITLE:</u>	Co-Director of MAP (Mason and Partners) Clinic	
<u>LOCAL ACADEMIC UNIT:</u>	Nursing (CHHS)	
Retained Title: Term Assistant Professor		
Sutter	Caroline	Title Change
<u>TITLE:</u>	Co-Director of MAP (Mason and Partners) Clinic	
<u>LOCAL ACADEMIC UNIT:</u>	Nursing (CHHS)	
Retained Title: Term Assistant Professor		
Tabarrok	Alexander	Leave with Pay
<u>TITLE:</u>	Professor without Term	
<u>LOCAL ACADEMIC UNIT:</u>	Economics (CHSS)	
Professor Tabarrok was awarded a Faculty Study Leave for spring semester 2017.		
Thatchenkery	Tojo	Title Change
<u>TITLE:</u>	Director, Organization Development and Knowledge Management Program	
<u>LOCAL ACADEMIC UNIT:</u>	Schar School of Policy and Government	
Retained Title: Professor without Term		

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Treyger	Elina	Leave without Pay

TITLE: Assistant Professor

LOCAL ACADEMIC UNIT: Antonin Scalia Law School

Professor Treyger will be on Leave without Pay for AY 2017-2018 to pursue research at the Rand Corporation.

Tryfona	Nektaria	Title Change
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TITLE: Acting Director, College of Science Data Lab

LOCAL ACADEMIC UNIT: College of Science

Retained Title: Director, Educational Initiatives

van Hoek	Monique	Leave with Pay
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TITLE: Associate Professor without Term

LOCAL ACADEMIC UNIT: Systems Biology (COS)

Professor van Hoeck has been awarded Faculty Study Leave for spring semester 2018.

Victor	Jennifer n.	Title Change
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TITLE: Director, Undergraduate Programs

LOCAL ACADEMIC UNIT: Schar School of Policy and Government

Retained Title: Associate Professor without Term

Wage	Kathleen	Leave with Pay
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TITLE: Associate Professor without Term

LOCAL ACADEMIC UNIT: Electrical and Computer Engineering (VSE)

Professor Wage has been awarded a Faculty Study Leave with half-pay for AY 2017-2018.

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<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>
Wan	Ming	Title Change
<u>TITLE:</u>	Director, Ph.D. in Political Science Program	
<u>LOCAL ACADEMIC UNIT:</u>	Schar School of Policy and Government	
Retained Title: Professor without Term		
Washington	Anne L.	Tenure Clock Extension
<u>TITLE:</u>	Assistant Professor	
<u>LOCAL ACADEMIC UNIT:</u>	Schar School of Policy and Government	
Weeks	Andrea	Leave without Pay
<u>TITLE:</u>	Associate Professor without Term	
<u>LOCAL ACADEMIC UNIT:</u>	Biology (COS)	
Professor Weeks in on Leave without Pay to serve as Visiting Scientist with the National Science Foundation for AY 2017 - 2018.		
Weinstein	Ali	Title Change
<u>TITLE:</u>	Director, Chronic Illness and Disabilities	
<u>LOCAL ACADEMIC UNIT:</u>	Global and Community Health (CHHS)	
Retained Title: Associate Professor without Term		
Wiener	Martin	Tenure Clock Extension
<u>TITLE:</u>	Assistant Professor	
<u>LOCAL ACADEMIC UNIT:</u>	Psychology (CHSS)	

ANNOUNCEMENT

Academic Programs, Diversity and University Community Committee

October 12, 2017

OTHER ANNOUNCEMENTS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>
Wijesekera	Duminda	Leave with Pay

TITLE: Professor without Term

LOCAL ACADEMIC UNIT: Computer Science (VSE)

Professor Wijesekera has been awarded a Faculty Study Leave with half-pay for AY 2017-2018.

Winkler	Martin	Leave with Pay
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TITLE: Professor without Term

LOCAL ACADEMIC UNIT: Modern and Classical Languages (CHSS)

Professor Winkler was awarded a Faculty Study Leave for fall semester 2016.

Witte	James	Leave with Pay
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TITLE: Professor without Term

LOCAL ACADEMIC UNIT: Sociology and Anthropology (CHSS)

Professor Witte was awarded a Faculty Study Leave for spring semester 2017.

Yilmaz	Huseyin	Title Change
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TITLE: Director, Global Islamic Studies

LOCAL ACADEMIC UNIT: History and Art History (CHSS)

Retained Title: Associate Professor without Term

Yousefi	Bahram	Title Change
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TITLE: Research Assistant Professor

LOCAL ACADEMIC UNIT: Excellence in Command, Control, Communications, Computing and Intelligence (VSE)

Previous Title: Research Associate (Instructor)

Academic Programs, Diversity and University Community Committee

October 12, 2017

SUMMARY OF FACULTY ACTIONS AND ANNOUNCEMENTS

APPOINTMENT OF FACULTY

	Term		Tenure Track/Tenured		Research	Visiting	Grant Funded
	9-month	12-month	9-month	12-month			
Instructor	12	4	0	0	4	0	3
Assistant Professor	33	13	19	0	7	0	7
Associate Professor	2	1	4	0	1	1	1
Professor	2	2	0	0	1	2	1
Administrative/Professional	0	73	0	0	0	0	0
Totals*	49	93	23	0	13	3	12

*does not include tenured hired into new positions.

RENEWALS/REAPPOINTMENTS

	Term		Tenure Track		Administrative/Professional		Total
	9-month	12-month	9-month	12-month	9-month	12-month	
Instructor	17	35	0	0	0	0	52
Assistant Professor	42	37	0	0	0	0	79
Associate Professor	13	11	0	0	0	0	24
Professor	6	9	0	0	0	0	15
Administrative/Professional	0	0	0	0	0	12	12
Totals	78	92	0	0	0	12	182

SEPARATIONS

	Resignation	Retirement	Contract Expiration	Deceased	Total
	93	15	25	1	134

OTHER ANNOUNCEMENTS

	Leave with pay or partial pay	Leave w/o pay	Title Change	Conversion	Tenure Clock Extension	Total
	22	7	56	0	5	90

2016-2017 Degree Awards George Mason University

George Mason University continues to be a leader in producing qualified graduates at both the undergraduate and graduate levels. The university conferred a total of 8,505 degrees during the 2016-17 academic year, a slight increase of 122 awards (2%) compared to last year. Of the degrees conferred, 26% were in Science, Technology, Engineering, and Math (STEM) fields, with another 8% in health professions. George Mason continues to serve the needs of the Commonwealth, as 78% of the degrees were conferred to Virginia residents. Based on SCHEV data, in FY17 Mason granted 16% of all degrees awarded at the bachelor's level and higher by four-year public institutions in Virginia.

Degree Awards

The overall distribution of degree awards in FY17 was:

- 5,312 Bachelor's degrees
- 2,758 Master's degrees
- 283 Doctoral degrees
- 152 Law degrees

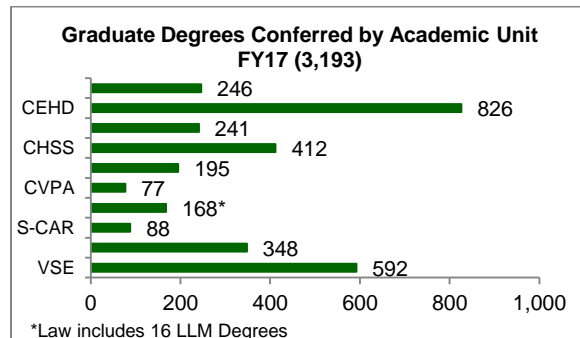
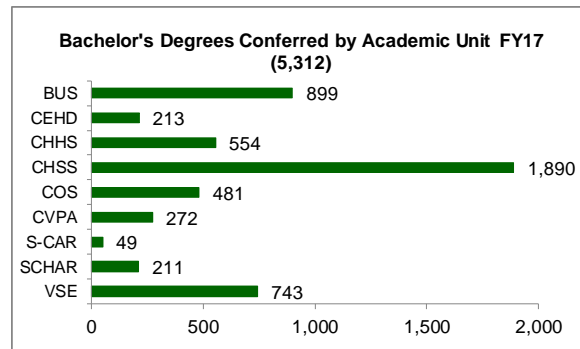
Top Degree Areas

George Mason continues to serve the Commonwealth by preparing graduates in areas of critical need. Mason also awarded an increased number of degrees in the STEM (2,173) and Health Science (699) fields, credentials the Governor hopes to increase as state institutions award more degrees. STEM degrees grew by 2% over last year, while Health Science degrees increased by 4%. Teacher preparation programs are among the most productive master's degree programs at Mason, with 751 M.Ed. degrees awarded in FY17.

- The top five undergraduate degree areas were Psychology; Criminology, Law, and Society; Applied Information Technology; Biology and Accounting. These programs accounted for 28% of bachelor's degrees.
- Curriculum & Instruction, Special Education, Education Leadership; Public Administration, and Public Policy were the most productive master's programs, accounting for 33% of the master's degrees awarded.
- The doctoral programs with the most graduates were Education, Economics, Nursing (DNP & PHD), Psychology, and Environmental Science & Public Policy - accounted for 42% of the doctoral degrees awarded.

Awards by Academic Unit

The College of Humanities and Social Sciences (CHSS) awarded 1,890 bachelor's degrees, accounting for 36% of all undergraduate awards in 2016-17. At the graduate level, the College of Education and Human Development (CEHD) awarded the most degrees (826; 26%).

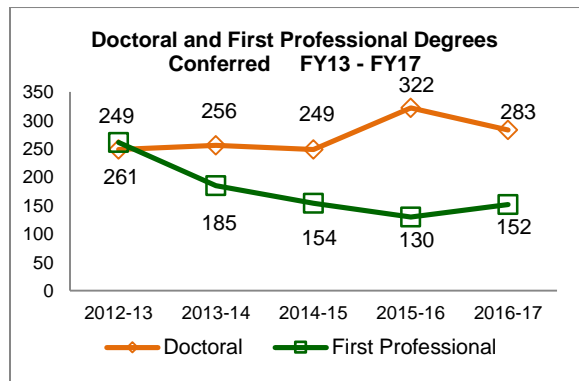
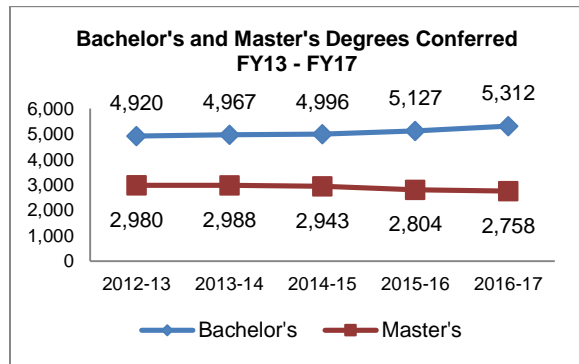


Trends in Degree Awards

The total number of degree awards increased slightly; the number of Bachelor's degrees increased 3.6%. The number of Juris Doctorate degrees increased by 17%.

Over the last five years, Mason has increased its degree production by 1%. Master's, and the Juris Doctorate degrees have decreased and Bachelor's, and Doctoral degrees have increased during this time period:

- Bachelor's degrees have increased by 8%
- Master's degrees have decreased by 7%
- Doctoral degrees have increased by 14%
- Law degrees have decreased by 42%



Certificate Awards

In addition to the 8,505 degrees conferred during the 2016-17 academic year, Mason awarded 618 post-baccalaureate certificates. CEHD awarded 41% of the certificate awards. Thirty-six percent of certificate awards were in STEM fields, while 3% were in health professions.

Virginia Institutions Comparison

In 2016-17, George Mason conferred more awards – degrees and certificates – at the bachelor's level and above, than any other four-year public institution in the Commonwealth. The university awarded 9,123 degrees and certificates, 17% of all awards. Mason's total was 696 awards higher than Virginia Tech, the next closest sister institution.

By level, Mason continues to confer more master's degrees than any other Virginia institution (2,758 compared to 1,776 for the University of Virginia, 1453 for Virginia Commonwealth University, and 1,514 for Virginia Tech).

Peer Institution Comparison

Compared to its 25 peer institutions in 2015-16, the most recent year for which data are available, Mason ranked as follows:

- 16th in overall degrees awarded
- 12th in master's degrees awarded
- 17th in bachelor's degrees awarded
- 19th in doctorate-research degrees awarded
- 22nd in the number of doctorate-professional degrees awarded (such as J.D. & M.D.)
- 1st in certificates awarded

Degree Programs

The Mason IDEA encompasses the principles of innovation and entrepreneurship, and these characteristics are evident as Mason strives to continually develop new programs in areas that are cutting edge and serve the region, the Commonwealth, and global needs. In 2016-17, Mason added 2 new degree programs: one Bachelor's degree in statistics, and one Master's degree in Criminal Justice. These new programs and the graduates they produce will serve the needs of Virginia and the broader global community.

**BOARD OF VISITORS
GEORGE MASON UNIVERSITY**

**Planning Conference Meeting
July 27, 2017
MINUTES**

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

ABSENT: Visitors Ahmed, Cumbie, Dwoskin, and Schar

GUESTS:

Executive Committee of the Board of Trustees
President's Council
Outgoing President, Alumni Association
Incoming President, Alumni Association
Faculty Committee Representatives

I. Rector Davis called the meeting to order at 8:21 a.m. and called on President Cabrera.

II. President Cabrera provided welcoming remarks. He showed the "Dear World" photos of Mason students and explained the organization had come to campus last year to give students the opportunity to reflect on their life story and reduce that to a short sentence that could be written on their bodies. He noted how this highlights Mason's diverse student population, not just the visible diversity of ethnic backgrounds and languages, but the personal stories within that diversity. President Cabrera encouraged the group to focus on these students and the service Mason provides to help them achieve their goals and dreams. He recognized the Board of Visitors and explained their role at the University. President Cabrera introduced two new members, Visitors Blackman and Chimaladinne, and noted they were both Mason alumni. He recognized the Executive Committee of the Board of Trustees and explained their role at the University. President Cabrera recognized the current and incoming Alumni Association presidents, the undergraduate and graduate student representatives to the Board of Visitors, and the President's Council. President Cabrera highlighted the meeting space and explained its conversion from the old library to the Mason Innovation Exchange (MIX), noting it would be the centerpiece of all entrepreneurship and innovation programs for the students. He introduced Mr. Sean Mallon, Associate Vice President of Entrepreneurship and Innovation, and explained Mr. Mallon's role in the entrepreneurship endeavors. President Cabrera noted that later in the day students would be demonstrating innovative techniques, including 3-D printing and virtual reality, as a sample of the ideas that are being explored in the MIX. He provided background of his five years at Mason, the mission and values of Mason, the development of the 2014-2024 Strategic Plan, and the opportunity for reassessment and refreshing of the Strategic Plan. He noted that between the Planning Conference and December there would be critical analysis of the Strategic Plan with the process starting with the Planning Conference conversations and

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dialogue. President Cabrera explained the structure of the day, noting the morning session would focus on four academic and programmatic elements of the Strategic Plan: student success, research and scholarship, faculty and staff, and community impact. He noted the afternoon session would focus on the financial structure of Mason: major revenue categories, fundraising, state relations, and new ventures. President Cabrera reviewed the Mission Statement and the twelve goals of the Strategic Plan. He noted cited the accomplishments of attaining the Carnegie R1 classification; the increase in the number of graduates; achieving the fundraising campaign goal one and a half years ahead of schedule; strong ROI for the students; improvement in financial indicators; creation of a new budget model; growth in undergraduate and graduate applications; major capital improvements; partnerships with INTO, Wiley, and NOVA. President Cabrera noted there were also areas where Mason was behind and those would be discussed in the small group breakout sessions. He compared Mason to other R1 research universities in the U.S., noting that most are happy with their size, they tend to be smaller institutions, focused on the quality of their scholarship, and that is how they measure their success. He explained there other universities that are not in the Tier 1 category that focus on access, serving many students, and cannot pay as much attention to issues of scholarship and research. President Cabrera noted that there is a small group of universities, like Mason, that are trying to do both, competing with the top schools in the world in terms of scholarship and research while providing access and serving more students every year. He explained that doing both is difficult when public funding of universities has been reduced, noting Mason receives significantly less money from the state than its peers, while charging students less than its peers. He noted that financial tensions and resource constraints would become apparent during the group sessions, that Mason has an amazing mission and is delivering on that mission, but there is a questionable amount of resources to support this effort. President Cabrera noted the outcome of the process will impact the Strategic Plan and that his annual goals for the coming year are aligned with achieving the Strategic Plan. (Attachment President's Overview)

III. President Cabrera called on Provost David Wu to frame the morning topics of the Strategic Plan. Dr. Wu provided a perspective as an introduction to the morning sessions. He showed a world map of the top 300 universities, as ranked by the *Times*, based on education, research, and impact to the economy. He noted the highest concentration of these universities are also in some of the most vibrant economic regions in the world, highlighting the fact that universities play a multi-faceted role. Provost Wu explained the Strategic Plan provides a balanced view of what a university is supposed to be about: students, the world, and the community. He noted this is accomplished by the faculty and the staff. Provost Wu explained these topics would be discussed at four stations around the room (student success, research and scholarship, faculty and staff, and community impact) and asked that the group to think about the interconnections between these four areas. He provided examples and noted the faculty is not just disseminating knowledge, but is creating new knowledge through research, and that is the research university model. Provost Wu commented on the role of a public university in the community and highlighted one of Mason's missions of creating a more free, just, and prosperous world. He highlighted the struggle to balance Mason's missions and fulfill the

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responsibility as a public research university. Provost Wu noted that Mason's people are the core and are the ones who carry out these missions. He explained the four stations would have facilitators who would be presenting the topics with time for questions and discussion.

(Attachment I: Provost Overview)

Ms. Gbemi Disu, Executive Director of Strategic Initiatives, provided instructions for the groups and rotations at each station.

IV. Mr. Frank Neville, Chief of Staff and Vice President of Communications and Marketing, introduced the report out portion of the morning session and recognized Visitor Blackman to present the observations from his group. Visitor Blackman noted his group had an insightful and impactful understanding of where Mason is going, the key messages, strategic thrust underlying the growth and accomplishments to date. He reported that his group noted the thematic connection between the four topics and highlighted the following:

- **Student Success** – the student experience is central; the numbers of students coming to Mason at the same level as other universities in the state (number of Pell Grant students, diversity, SAT scores, etc.), but coming out with significantly higher success rates.
- **Research and Scholarship** – 30% of all undergraduate students are involved in research; research is benefitting 100% of the students.
- **Faculty and Staff** – challenges with compensation and start-up costs; reduced state support; challenge of the diversity level within the faculty.
- **Community Impact** – empowering the students to be part of the workforce; epicenter of community outreach; combining athletics, the arts, and entrepreneurship to provide the mechanism for the next generation of students and entrepreneur companies and centers.

Mr. Neville recognized Visitor Witeck to present observations from his group. Visitor Witeck thanked Ms. Jennifer Wilson for her support as a scribe for their group. He noted his group also noted the thematic connections. He commented that hearing about entrepreneurship and community impact was powerful and confirmed Mason is a university without walls. Visitor Witeck reported that the stations provided metrics on the progress in each area, but also outlined the challenges in each area. He specifically noted the need for community leaders to build bridges to create economic opportunities by making Richmond aware of Mason's gaps, doing more with the Federal funding sources so Mason's research grants are highly competitive, and thinking of research as university-wide. Visitor Witeck commented on the progress over the last year, especially in the progress of student outcomes, and the importance of getting the word out about Mason. He recognized Visitor Hazel to present a YouTube video featuring Lady Antebellum in concert with Mason's Green Machine at Jiffy Lube Live. Visitor Hazel commented this was a great example of community involvement.

Mr. Neville encouraged the group to subscribe to the Mason YouTube channel and use it as a source of material when having conversations in the community about Mason.

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Mr. Neville recognized Visitor Chimaladinne to present observations from his group. Visitor Chimaladinne noted the student successes in access and graduation. He commented that the entrepreneurship resources at Mason are excellent and the amount of exposure to the community through sports is very positive. Visitor Chimaladinne noted areas for opportunities of improvement including: hiring process time; the drop in the number of applicants through the interview stages; and funding in the research area.

Mr. Neville recognized Visitor Zuccari to present observations from her group. Visitor Zuccari noted the theme of community and Mason's impact, noting the high school graduations at EagleBank Arena and the events at the Hylton Performing Arts Center. She noted that Mason's presence and involvement in the community makes Mason special, commenting that the MIX will be a place where everyone can come together. Visitor Zuccari noted that students from various disciplines can come together, network to find solutions, and share ideas. She noted that the INOVA partnership provides another opportunity for the community to know more about Mason. She noted that the hiring process needs improvement, making the time and communication better.

(Attachment 2: Student Success)

(Attachment 3: Research & Scholarship)

(Attachment 4: Faculty & Staff)

(Attachment 5: Community Impact)

Mr. Neville thanked the presenters for their reports. He described the Mason IDEA and explained that, as part of the Strategic Planning process, this acronym was developed to describe what Mason stands for: Innovative, Diverse, Entrepreneurial, and Accessible. He noted that that complexity underlies Mason's challenges and that each area is a source of strength, but also a source of tension and challenge.

Mr. Neville opened the floor to questions and comments from the group. He recognized the following people and their respective comments:

Visitor Peterson commented that his group noticed, particularly in the arts, entrepreneurial and athletics, the need to take advantage of these opportunities to cross-sell. His group suggested the example of having an Athletic Booster event at the MIX and use the opportunity to inform the group about the student entrepreneurial activities and what Mason is doing in the area of research, arts, etc.

Vice Rector Peterson asked about the entrepreneurial curriculum for students and suggested that area receive more focus given the many levels of learning that is encountered while trying to become an entrepreneur. Mr. Neville responded that was part of the Mason Impact Project and referred the comment to Provost Wu. Provost Wu explained the four main pillars of the Mason Impact Project are Entrepreneurship, Civic Engagement, Global Engagement, and Undergraduate Research. He noted that the goal was to give every Mason undergraduate student access to one

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or more of these opportunities as an integral part of their education. Mr. Neville commented that entrepreneurship is a value that captures some of the historical strengths of Mason, noting the Law School and engineering program as examples. He further commented that Mason pulled itself up through effort and against many odds, and given the state funding equation, it is important to be nimble, creative and flexible in order to achieve the ambitions discussed in the sessions.

David Kanos, Student Representative to the Board of Visitors, commented that students need to hear about the great things Mason is doing in order to have a greater appreciation for the University and increase school spirit. He noted he would be working with the Administration to keep the students informed about the work of the faculty and students.

Provost Wu commented on two initiatives, the Mason Impact Project, noted earlier, and the Student Experience Redesign. He noted the Student Experience Redesign is designed to address Mr. Kanos' concerns and commented that the most frequent complaint he had heard from the students is, "I wish I had heard about this earlier." He explained that currently there is not a pervasive system of making students aware of these opportunities and then easily add them to their curriculum.

V. Mr. Neville introduced and explained the Prioritization Activity. He explained that the Strategic Plan has 12 goals, noting the scope of the work in meeting all the goals is considerable and that everything cannot be done at the same time. Mr. Neville noted that as part of the Strategic Plan Refresh, it was important to identify the priorities in the goals and initiatives in the near term. He referred to the 12 charts, labeled with the goals, and asked the participants to reflect on the presentations they had heard. He asked them to use the 3 color-coded notes they had each been given to identify the 3 goals they felt should have the highest priority in the coming year, including any comments they might have.

Mr. Neville thanked the group for their participation and comments. He opened the floor to comments regarding their priority choices. He recognized the following people and their respective comments:

Visitor Hazel commented that he had chosen 'Elevate Research' because Mason cannot afford not to place the emphasis there in order to stay in the R1 Research Classification.

Visitor Marquez agreed with Visitor Hazel and noted that Mason needs to keep the R1 level, but that research will bring additional revenue to the University.

Rector Davis commented that he selected 'Research of Consequence'. He explained that while it is important to do research and to have a good ranking, it is important to have something to show for it. He noted Mason is doing some very interesting things in the areas of cancer, health sciences, and brain studies and he would like to see Mason make a lasting contribution to future

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generations. He commented that all 12 goals are important, but the end result is to come up with something that makes a difference in the world.

David Kanos commented that he had chosen 'Return on Investment' because Mason wants its students to go out in the world, do good things, and give back to Mason as an alumni.

Brian Jones, Outgoing Alumni Board President, commented that he focused on 'Return on Investment', concurring with Mr. Kanos, but also noting the incremental impact alumni can make in this region. He explained that 70% of Mason graduates stay in the Fairfax region, but the Alumni Board and staff need the help of the administration to work collaboratively to understand where their engagement impact can go the furthest.

Alan Abramson, Faculty Representative to the Development Committee, commented that he is worried Mason is trying to do too much and appreciated the Prioritization exercise which helped to focus on not trying to do everything at a full pace. He noted that at the Faculty and Staff station he was struck by the well-being, the sense of burn-out that some people feel, and he is concerned about research and access being pushed ahead, but in two different directions, requiring everyone to be full pace in both areas. He commented that if Mason is going full pace in this ambitious direction, he felt Mason needs to be careful about the strategies in place to do that so that the Board members, faculty, staff, and students do not become burnt out.

Trustee Nicole Geller highlighted Goal #6, 'Community Builder', noting it serves as a funding pipeline. She explained that funding coming to Mason and connections coming to Mason, short-term, mid-term or long-term, would help drive some of the other goals.

Andrew Quillen, Student Representative to the Board of Visitors, commented that he chose 'Return on Investment', 'Research' and 'Global Learning Platform'. He noted the Global Learning was his most interesting choice, based on encountering Mason graduates in his travels around the world and hearing about ways they are impacting the world. He commented that setting people up for what they want to do through investing in them, setting up their opportunities and goals, supporting them while they are at Mason are ways to help them impact the world.

Trustee Phaup commented on the 'Global Learning Platform' with his comments geared toward those who would put these priorities into action. He said he did not put a sticker on that goal because he did not understand the narrative of the goal. He wanted the group to know that he values global education, global presence, and global research and assumed that would be part of anything Mason does.

Trustee Stone commented on her choices of 'Research of Consequence', 'Innovation Engine', and 'Return on Investment' with a key take-away of the massive opportunity that Mason has in the area of research and where the focus should be. She noted that Stanford and Silicon Valley became Silicon Valley because that area changed and elevated technology to new levels. She

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commented that she sees the Mason strengths as being perfectly positioned to be the Silicon Valley of the 21st Century workforce. She explained that the diversity of the students and the high rate of transfers into Mason puts the University in the position of being a global leader in retraining the workforce of tomorrow, addressing the problem of older workers who are not finished working yet.

Keith Renshaw, Faculty Representative to the Board of Visitors, provided follow-up comments on Dr. Abramson's observations. Dr. Renshaw noted his concern about trying to take on all these goals and the resulting stretch of all involved. He commented that when the Strategic Plan first came out, he thought it was impossible and had mutually exclusive goals, but noted that somehow there has been progress in all the areas. He commented that there is a lot of stretch at the faculty level, noting the more flexibility the faculty has, the more ability there is to pursue some of the goals. He observed the completing issues of needing to do research of consequence, needing to have faculty in the classroom, needing faculty to have interactions with students, noting there is no way to accomplish all of those things. He suggested that some thought be given to allowing greater flexibility for people to capitalize on strengths, to do more of one thing than another, and possibly enabling a number of the goals to be accomplished.

Bijan Jabbari, Faculty Representative to the Research Committee, commented that 20 years ago the economic vitality of the Northern Virginia region was fairly balanced and graduates were receiving multiple offers. He observed that graduates are now leaving the area and going to California for jobs. Dr. Jabbari noted that Mason is an important contributor to the economic vitality of the region and that by focusing on research, perhaps the trend can be reversed.

Christy Esposito-Smythers, Faculty Representative to the Research Committee, added her comments to Dr. Renshaw's observations. She explained that she had worked at Brown University School of Medicine for eight years before coming to Mason. She noted that while she is very excited about the R1 classification, she now has two jobs – a medical school job and a Psychology Department job – and it is difficult to keep up with all the demands. Dr. Esposito-Smythers concurred with Dr. Renshaw regarding the need for faculty flexibility, for some to focus on research and some to focus on teaching, noting that the faculty cannot do it all and may result in faculty leaving to go to research institutions.

Mr. Neville thanked the group and provided closing thoughts. He noted the goals are not mutually exclusive, but are complementary, citing research and teaching as an example. He commented that if Mason can invest in some key areas by bringing in more faculty, and thereby increasing the number of students in those areas, there would be more flexibility. Mr. Neville provided a brief history of Mason, noting it had been founded with the hope and aspiration that it would be a very good regional state university one day and that was accomplished. He noted that when the Strategic Plan was approved in 2014, it was hoped that in 10 years Mason would be a Research 1 university and that was attained 18 months ago. He commented that Mason, by virtue of having to fight for survival and to be creative, innovative, and entrepreneurial about its

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growth, has created some tremendous confidences that run throughout the University, through the faculty, staff, and alumni. He noted those are the things that need to be leveraged to meet these types of challenges.

Mr. Neville recognized Ms. Jennifer (J.J.) Davis, Senior Vice President for Administration and Finance, for an introduction to the afternoon session and activities.

Mr. Neville advised there was one more item to be addressed and the group surprised President Cabrera with a birthday cake and song in celebration of his 50th birthday.

Mr. Neville invited the group to lunch and announced the Conference would reconvene at 1:00 p.m.

VI. Ms. J.J. Davis provided background on the financial framework of Mason, noting that when President Cabrera and she came to Mason there were many concerns around the financial strength of the institution; there were efforts to transform the institution from a commuter to residential, comprehensive, doctoral, R1 institution; there were signals from the rating agencies that the debt had been maxed out and that Mason could face a downgrade or negative outlook watch if things did not improve. She reported that in the past six months Mason has received a stable and then upgraded rating from Moody's. Ms. Davis noted that there had been a lot of sacrifice and creative thinking to get to this accomplished and that would continue over the next five years in order to continue the great outcomes that Mason has had. Ms. Davis referred to the Strategic Plan, noting the tensions between remaining accessible and affordable coupled with the challenge of quality and great outcomes for the students. She reviewed the financial framework power point, noting tuition and fees is the largest single revenue category. She reported that revenue from philanthropy is the fastest growing, percentagewise, part of revenue and noted funding also comes from new ventures and state appropriations. Ms. Davis explained the expense side of the finances, noting the academic and administrative cost is the primary expense. She commented this is particularly important given the challenges around adequate compensation for the faculty and staff. She commented on cost increases and explained Mason does not control some of the major cost-drivers like pension and health care. She reviewed debt service and noted that Mason has to balance its budget, have more revenues than expenses, have net resources to build operating and capital reserves, maintain the physical plant, and build capital infrastructure for the long term. Ms. Davis referred to a chart showing financial tensions including infrastructure needs due to increased enrollment, but not building another new building after Peterson Hall for five years; the competitive landscape to recruit students due to the overall high school population being flat; reduced state funding; Federal and state policies in flux; and the high cost of living in this area. She noted that Mason's people is its greatest strength, noting the outcomes that have been achieved are due to the talented people who work at Mason and she emphasized the need to be cognizant of what they need and want so they will stay at Mason. She referred to the morning session regarding the stressors of recruiting and retaining top talent, noting that Mason is losing its competitive advantage despite the pay raises in the past five years,

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citing the turnover of the classified staff with 57% of them being below the salary average. Ms. Davis referred to a slide that showed that in 1985, 67% of the funds came from the state to support the education and general budget of Mason, noting today it is 25%. She explained it is a national trend, but it is putting enormous pressure on the system and the students. She noted the budget cuts over the last four years while still achieving results creates ongoing tensions and will require rethinking the Commonwealth's strategy for funds and rethinking tuition policy. She noted that not only is there a disinvestment from the state, there is a disparity in the per student funding, noting that Mason is receiving about 75%, on average, of what other state universities are receiving to serve their in-state students. She recapped the budget strategy for the past year citing the focus on students, noting financial aid, Stay Mason, and the student experience; faculty and staff compensation and initiatives; and the work on the Strategic Plan. She highlighted the \$1 billion operating budget, citing the diverse revenue categories and noting that \$131 million comes from the Commonwealth. Ms. Davis reviewed the past year's tuition increase, the 3% pay raise for faculty and staff, the health insurance increase, and the ambitious agenda for the coming year. She explained that for every dollar that comes into the Mason, 71% goes back into the enrollment-related educational services: the faculty in the classroom and the staff that supports the students. She reported on the facilities master plan, noting the Potomac Science Center, the Peterson Family Health Center, dining renovations in the Johnson Center, renovation of Robinson Hall, and utility infrastructure project spanning the next five years. She noted the upcoming capital projects including upgrading the WiFi and IT infrastructure, West Campus master plan, and the Bull Run addition at the SciTech campus. Ms. Davis reported that capital budget requests have been submitted to the Commonwealth, but she does not expect a lot of new money because of the investment that will be made in Robinson Hall. She reported that the Commonwealth had recently received a negative outlook watch by S&P over concerns about how it is managing the financials due to a large issuance of debt. She explained that the Commonwealth dipped into the rainy day fund the past two years and that will likely happen again. She addressed the Board of Visitors with the following items for the coming year: tuition pricing strategy, student billing system, budget model redesign, and the long-term goal of moving from Tier 2.5 to Tier 3 in order to have fewer constraints from the Commonwealth. Ms. Davis responded to questions from the group concerning the Tier categories, bond ratings, and WiFi. She noted the utility infrastructure was built in the 1970's for a maximum capacity of 15,000 people and today the system supports 36,000 students and 6,500 faculty and staff. She explained that all IT infrastructure options would be explored.

(Attachment 6: Financial Framework)

President Cabrera announced that Linda Harber, Vice President of Human Resources, departed early due the impending birth of her grandchild. He also recognized and welcomed Visitor Prowitt, the third new appointee to the Board of Visitors. Janet Bingham, Vice President of University Advancement and Alumni Relations, recognized and thanked Visitor Prowitt for being the newest donor to the University.

Board of Visitors

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Ms. Davis provided instructions for the groups and rotations at each of the afternoon stations: Major Revenue Challenges, Fundraising, State Relations, and New Ventures.

VII. Ms. Davis recognized Visitor Alcalde to present observations from her group. Visitor Alcalde reported the international students are being affected by the current government policies and many of them are going to Canada, noting this is an area that needs attention. She also reported that while the state has reduced its support, Mason still receives 25% of its budget from the Commonwealth. She noted that Mason does not receive money for research, an area that needs funding. Visitor Alcalde noted the excellent work that has been done in the area of philanthropy, noting about 3% of alumni give back to Mason. She said her group observed that Mason's alumni have not reached the point in their lives where they can give back to Mason, and that everyone has the responsibility to tell the Mason story. She commented that it while it is proven that college-educated students earn higher incomes, but many students are concerned about the affordability. Visitor Alcalde encouraged all Board members to have a presence in Richmond with Mason local representatives to try to increase the funding support from the state. She noted her group was concerned that Mason is still on a branding mission, that Mason is not as well-known as Virginia Tech, UVA, and William and Mary and does not have the long history of those schools. She commented that everyone has the responsibility to send the message that Mason is a great school.

Ms. Davis recognized Visitor Hazel to present observations from his group. Visitor Hazel highlighted the campaign numbers and achievements, noting that on March 23, 2017 the campaign goal of \$500 million was reached, 18 months ahead of schedule, and closed the year with \$522 million. He thanked everyone for their work and support. He noted the increased support the Foundation is providing to the University and the increase in alumni giving. He reported that in May 2018 Mason would be celebrating the 50th anniversary of the founding of the Alumni Association. Visitor Hazel reported on the efforts being done in Richmond, especially during this gubernatorial election year, and the support of Virginia Business Higher Education Council, a statewide support group for higher education. He commented on the New Ventures, highlighting the INTO program and the integration of those students in campus life. He highlighted the successful NOVA-Mason partnership and the Wiley-Mason partnership, noting it is a significant venture with long-term potential. Visitor Hazel noted the Virginia Online Network and the legislative passage of the program that would identify hundreds of thousands of people in Virginia who never finished college. He explained that Mason and ODU will be leading this program, designed to get those people back to college, get a degree, get better jobs, and help the economy. Visitor Hazel noted the station on Major Revenue Categories recapped Ms. Davis' earlier presentation and reiterated that Mason is always looking for ways to diversify and increase revenue.

Ms. Davis recognized Visitor Marquez to present observations from her group. Visitor Marquez concurred with Visitor Hazel's observations and added that it is in Mason's DNA to be resourceful, creative, entrepreneurial, and proactive. She thanked the members of the staff for

Board of Visitors

July 27, 2017

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their commitment, with special thanks to the group's scribe, Ms. Beth Eriks. Visitor Marquez highlighted the donations made by the faculty and staff to support Mason, noting this group donated \$700,000 last year and increased that to \$1.2 million this year. She asked for recognition by applause for the faculty and staff. Visitor Marquez encouraged the Board's involvement with the Governor and legislators to provide a stronger financial model, key to the sustainability of Mason.

Ms. Davis recognized Visitor Prowitt to present observations from her group. Visitor Prowitt concurred with the observations from Visitors Alcalde, Hazel, and Marquez, and thanked them for their reports. She noted the enthusiasm around not only increasing income, but how to accommodate more students and diverse student demands. She commented on the positive energy of the group and the information gained at each of the stations. Visitor Prowitt highlighted Visitor Alcalde's comments about branding and Mason's value, emphasizing the need to get that message delivered. She noted the Donor Day and the increased support from the Alumni. Visitor Prowitt commented on the state funding and the disparity between universities.

Ms. Davis thanked the presenters for their reports and the group for their participation.

(Attachment 7: Major Revenue Categories)

(Attachment 8: Fundraising)

(Attachment 9: State Relations)

(Attachment 10: New Ventures)

VIII. President Cabrera announced that Mason would soon have its own wine due a Foundation initiative. President Cabrera explained the label had been designed by students. He called on Visitor Hazel to provide more details of this initiative. Visitor Hazel explained the undergraduate students in the graphic design department were invited to participate in a contest to design the label, noting there were seven teams of four students each; the students were given the parameters of the label content including a reference to Mason. He commented that former Visitor John Jacquemin provided \$1000 for the winning team.

President Cabrera commented on the motto of the Scalia Law School: Learn, Challenge, Lead. He noted these words could be extended to the entire University, highlighting the challenges, the mission, the value of a Mason education, and the complexities of paying for this model. President Cabrera reflected on the discussions and tone of conversations in the breakout sessions, noting the effort to understand the layers of complexity that referred to the 'Learn' part of the motto. He noted the 'Challenge' would be finding solutions to the puzzle that are not status quo and cited INTO and the conversion of the Mason Inn as examples. He provided background on the campaign and noted the consultants recommended a goal of \$350 million, but it was decided the goal would be \$500 million. He commented on the upcoming legislative agenda and asking the Commonwealth for a reset to bring Mason's funding in line with a Research 1 university that has delivered half of the growth in enrollment in the Commonwealth. He noted Ms. Davis is leading an effort to rethink the current tuition model and commented on other areas where

Board of Visitors

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Page 12

creative and transformative ideas were being explored and the status quo is being challenged. He commented that because Mason does not follow a standard model in higher education, Mason should 'Lead' and build a different type of university. He cited Mason's high rankings in many categories in the country and in the world, noting the amazing accomplishments Mason has made in a relative short period of time. President Cabrera highlighted his focus on his 2017-2018 goals and provided comments on the six areas of his goals:

1. Differentiate and improve student experience
2. Strengthen research and innovation enterprise
3. Make meaningful improvement in faculty and staff diversity and well-being
4. Build campus for the future
5. Pursue transformative partnerships for access
6. Strengthen financial position

He reported these goals had been shared with the Board of Visitors and would be discussed at the Annual Meeting the following day.

President Cabrera invited the group to visit the various showcase exhibits around the room to see the innovation that was taking place in the MIX. He explained the students at the exhibits were from multiple disciplines throughout Mason.

President Cabrera thanked the organizers of the Planning Conference, the Board of Visitors, Board of Trustees, the Alumni Association and the leadership team of Mason for their work and support. He noted that during the first day of the Planning Conference, the leadership team participated in the 'Dear World' project and he showed a video of pictures from that exercise.

President Cabrera recognized Mr. Mallon to introduce the staff and students of the MIX. Mr. Mallon explained that the group had prepared the showcase demonstrations for the Planning Conference and for the showcases that would be happening when the student return to campus on August 27. Mr. Mallon recognized Kathy McCabe, MIX Technical Manager, who introduced the following students and their areas of expertise:

- Alvin Sin – 3D scanning and resin printing
- Madison Telles – vinyl cutting and heat press
- Spencer Graves – 3D printing and 3D design
- Mustafa Hassan -- Bluetooth technologies
- Liam Devinney – virtual reality and 3D modeling
- Amanda Jarvis - 3D printing on textiles
- Ethan Ellert – grantsmanship for the MIX.

Mr. Mallon announced that on Friday, August 4 there would be a 'Summer Celebration' at the MIX where several of the entrepreneurship teams would be sharing their summer experiences.

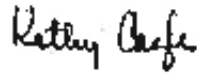
Board of Visitors

July 27, 2017

Page 13

IX. Rector Davis adjourned the meeting at 4:17 p.m.

Respectfully submitted,



Kathy Cagle

Secretary pro tem

- Opening Remarks: President's Overview (5 pages)
- Attachment 1: Provost Overview (6 pages)
- Attachment 2: Student Success (6 pages)
- Attachment 3: Research & Scholarship (6 pages)
- Attachment 4: Faculty & Staff (6 pages)
- Attachment 5: Community Impact (6 pages)
- Attachment 6: Financial Framework (17 pages)
- Attachment 7: Major Revenue Categories (5 pages)
- Attachment 8: Fundraising (6 pages)
- Attachment 9: State Relations (7 pages)
- Attachment 10: New Ventures (6 pages)

Attachment: President's Overview



OUR MISSION

- > Public comprehensive research university
- > Serving the National Capital Region
- > Innovative and inclusive academic community
- > Committed to creating a more just, free and prosperous world



ACCOMPLISHMENTS



- > Tier 1 research university
- > Record numbers of graduates
- > Record fundraising
- > Strong ROI for students
- > Increased compensation for third straight year

- > Improved financials
- > New budget model provides incentives
- > Applications up for undergraduate and graduate programs
- > Peterson Hall opening in Fall

- > Advance partnership with NOVA creates pathways
- > With partners, launching new online programs
- > 10% increase in number of alumni donors



WORLD-CLASS RESEARCH UNIVERSITY
COMMITTED TO ACCESS





WHAT'S NEXT

JULY > Strategic Plan Refresh kickoff at July 27 planning conference

AUG-SEPT > Stakeholder meetings within the Mason community to review progress, identify key initiatives, and map out next steps

OCTOBER > Progress update at BOV meeting on October 12

NOVEMBER > Incorporate feedback from October meeting and complete stakeholder discussions

DECEMBER > Present revised Strategic Plan for approval at BOV meeting on December 13

FRAMING STRATEGIC PLAN AREAS

S. David Wu
Provost and Executive Vice President
Thursday, July 27, 2017

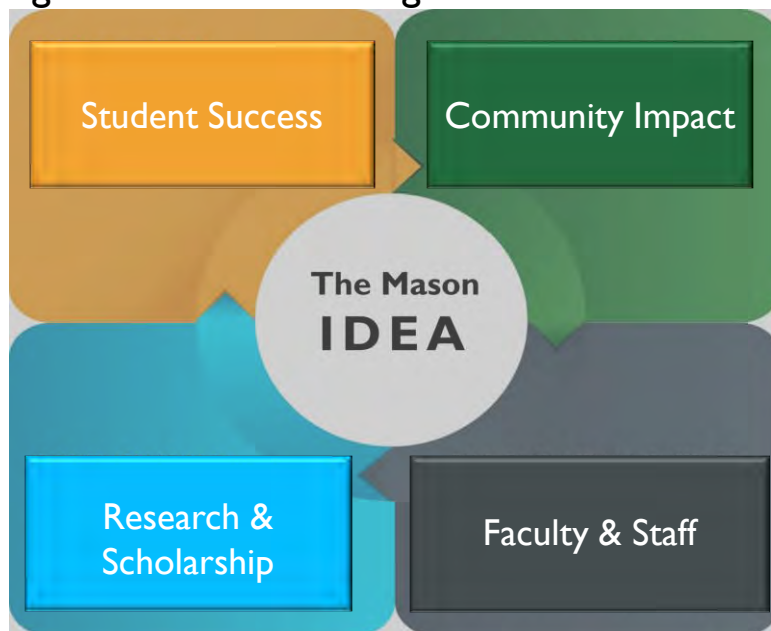
Research Universities: Top Ranked Universities in the World 2017



Strategic Plan: Mason's path to the best *for* the world



Today's Morning Session: Four Strategic Plan Areas



Focus on the Interconnections... e.g., Education and Research

Meaningful Lives + Successful Careers
Accessible Pathways + Career Ready

Multidisciplinary Scholarship

Societal and Economic Consequence

Student Success

Research & Scholarship



A “Summer” Metaphor: Getting your beverage from a ...

**Beer
Distributor**

Volume,
Efficiency,
Off-the-shelf



Brew-master

Specialization
Engagement
High quality

We not only disseminate but create new knowledge: *Faculty as Intellectual Coaches and Mentors*



Interconnection between Education and Community Impact

Transformational Learning
Meaningful Lives +
Successful Careers

Student Success

Community Impact

Economic Growth + Innovation
Cultural Vitality
Learning Partnerships



Universities are not only Private Goods but also Public Ones...

Career Advancement

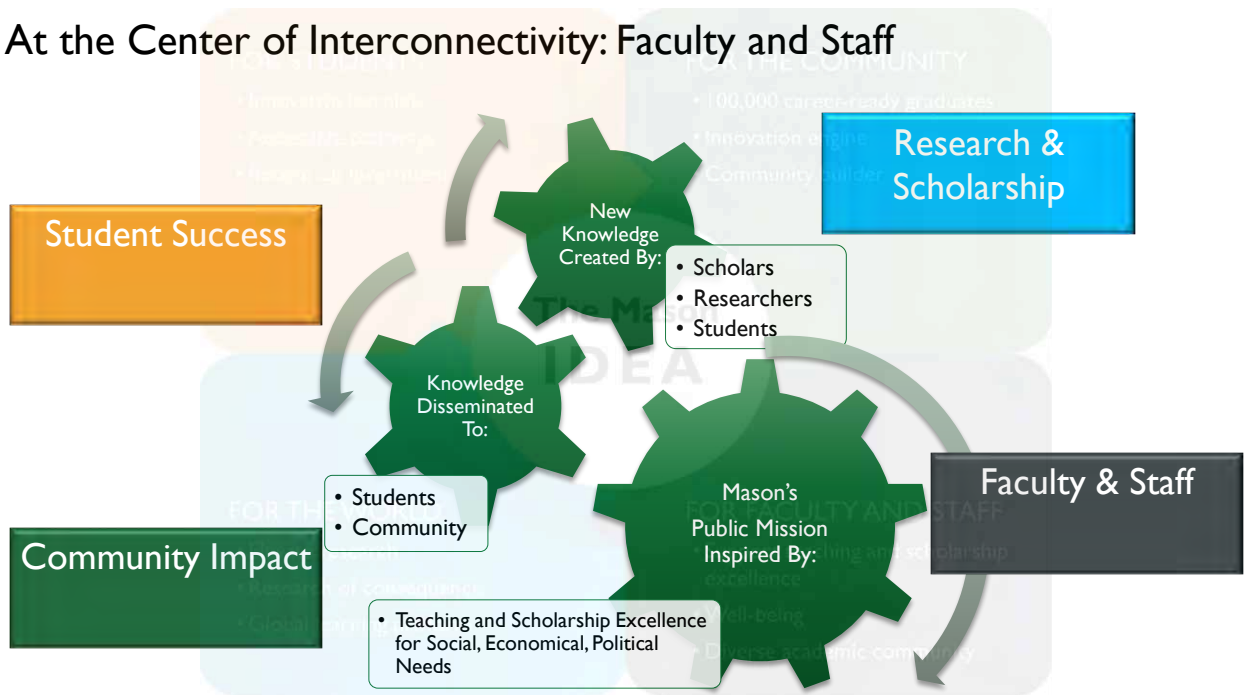
Personal Growth and Fulfillment



Creating a more just, free and prosperous world

Innovation and Economic Engine

At the Center of Interconnectivity: Faculty and Staff



The Morning Session

Station #1
Student Success

Facilitators: Rose Pascarell, Bethany Usher & Zofia Burr

Goals: (1) Innovative Learning; (2) Accessible Pathways; (3) Return on Investment; (4) 100,000 Career-Ready Graduates; (12) Global Learning Platform

FOR THE COMMUNITY

- 100,000 career-ready graduates
- Innovation engine
- Community

Station #2
Research & Scholarship

Facilitators: Deb Crawford, Ken Ball & Peggy Agouris

Goals: (10) Elevate Research; (11) Research of Consequence

Station #4
Community Impact

Facilitators: Sean Mallon, Rick Davis & Brad Edwards

Goals: (5) Innovation Engine; (6) Community Builder

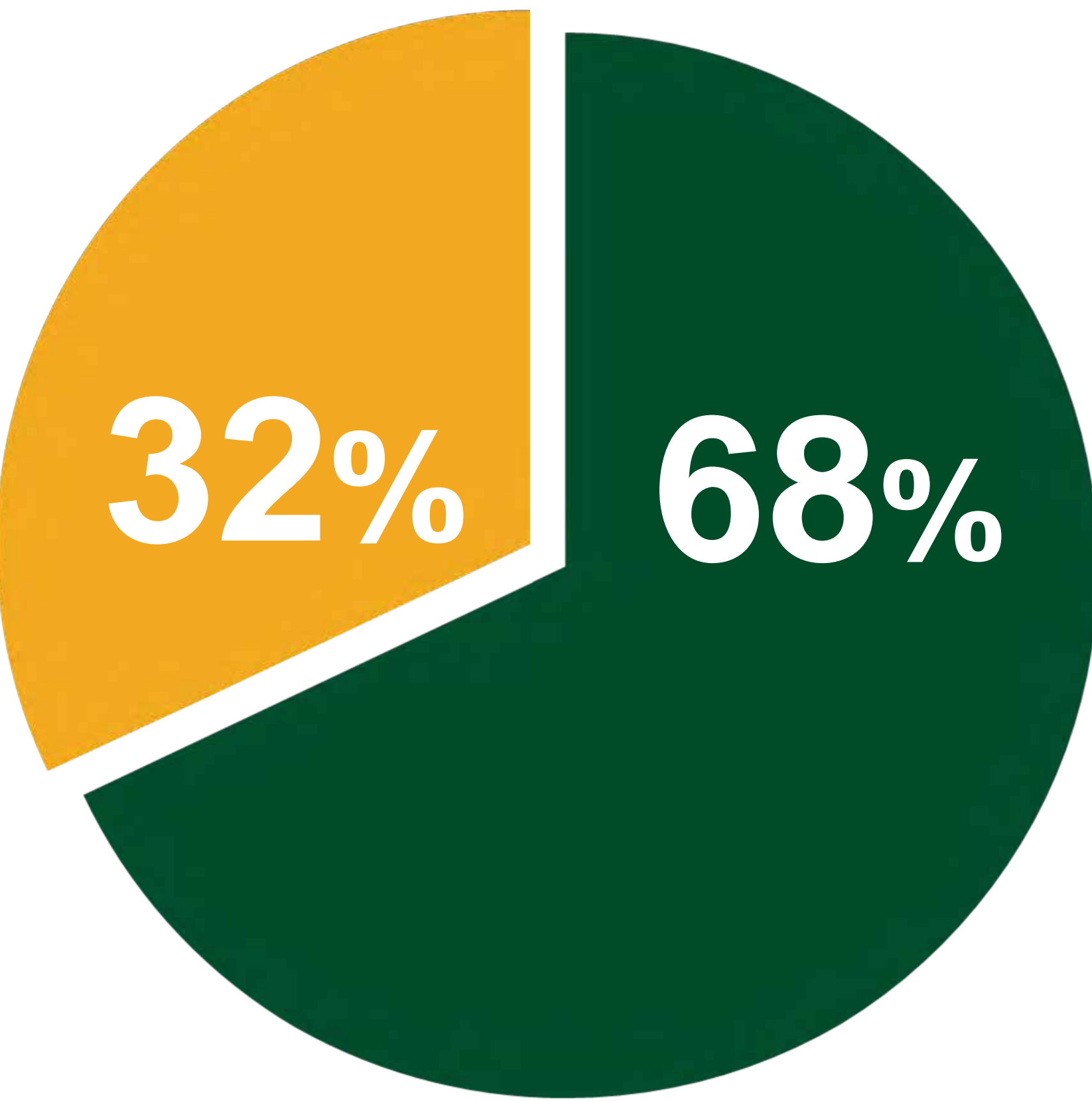
Station #3
Faculty & Staff

Facilitators: Julian Williams, Linda Harber, Mark Ginsberg, Debbie Boehm-Davis & Kim Eby

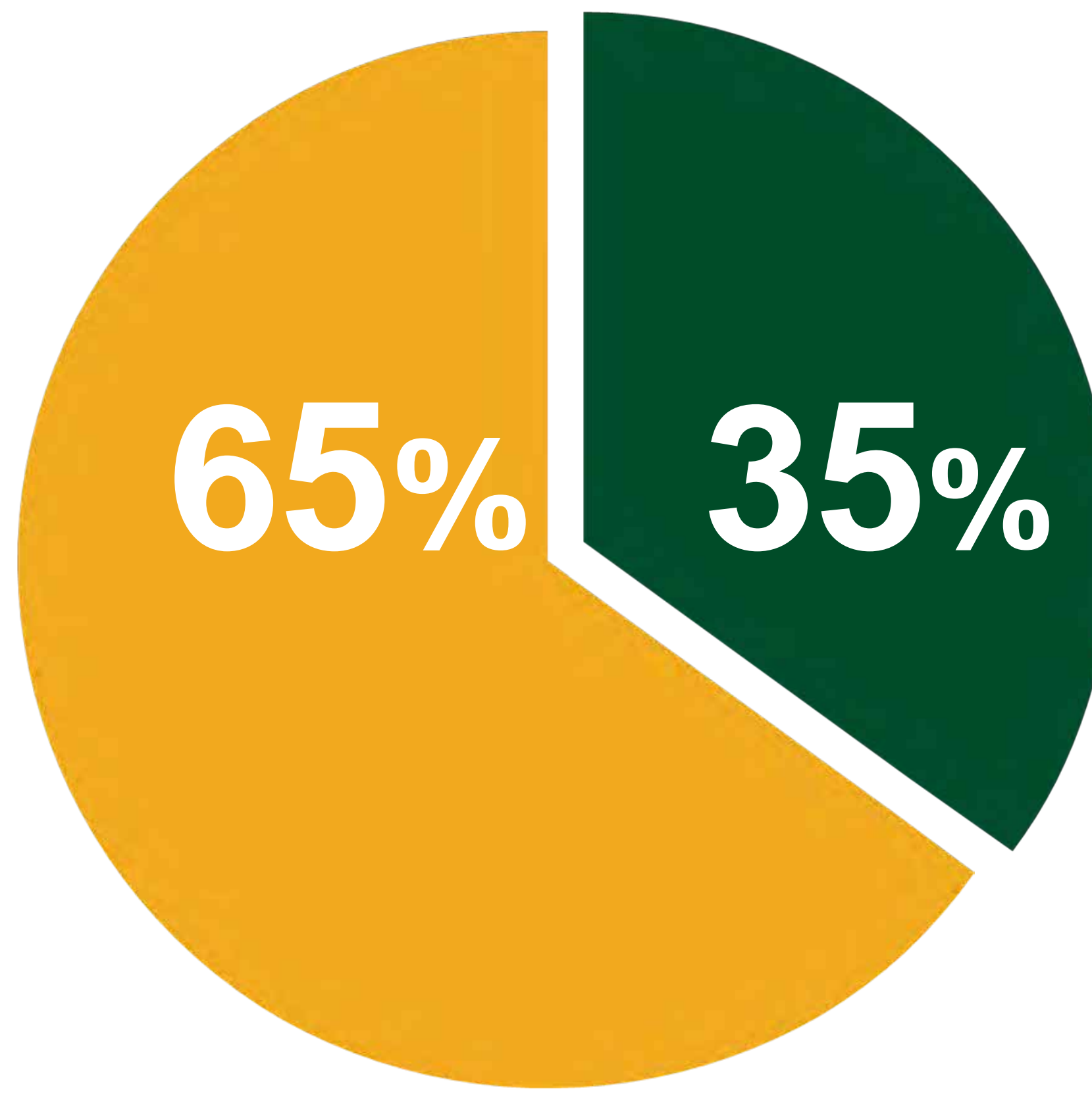
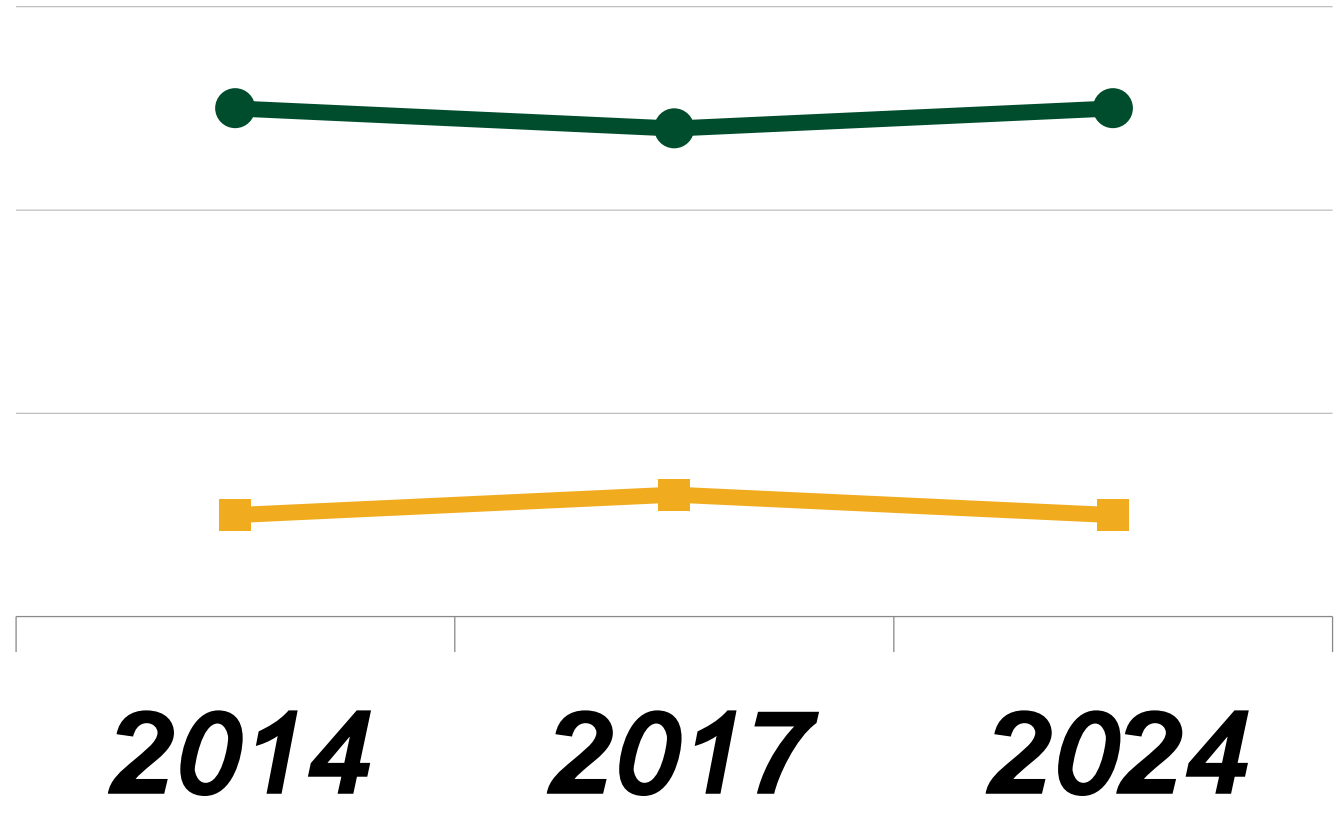
Goals: (7) Well-being; (8) Diverse Academic Community; (9) Support Teaching and Scholarship Excellence

QUESTIONS ?

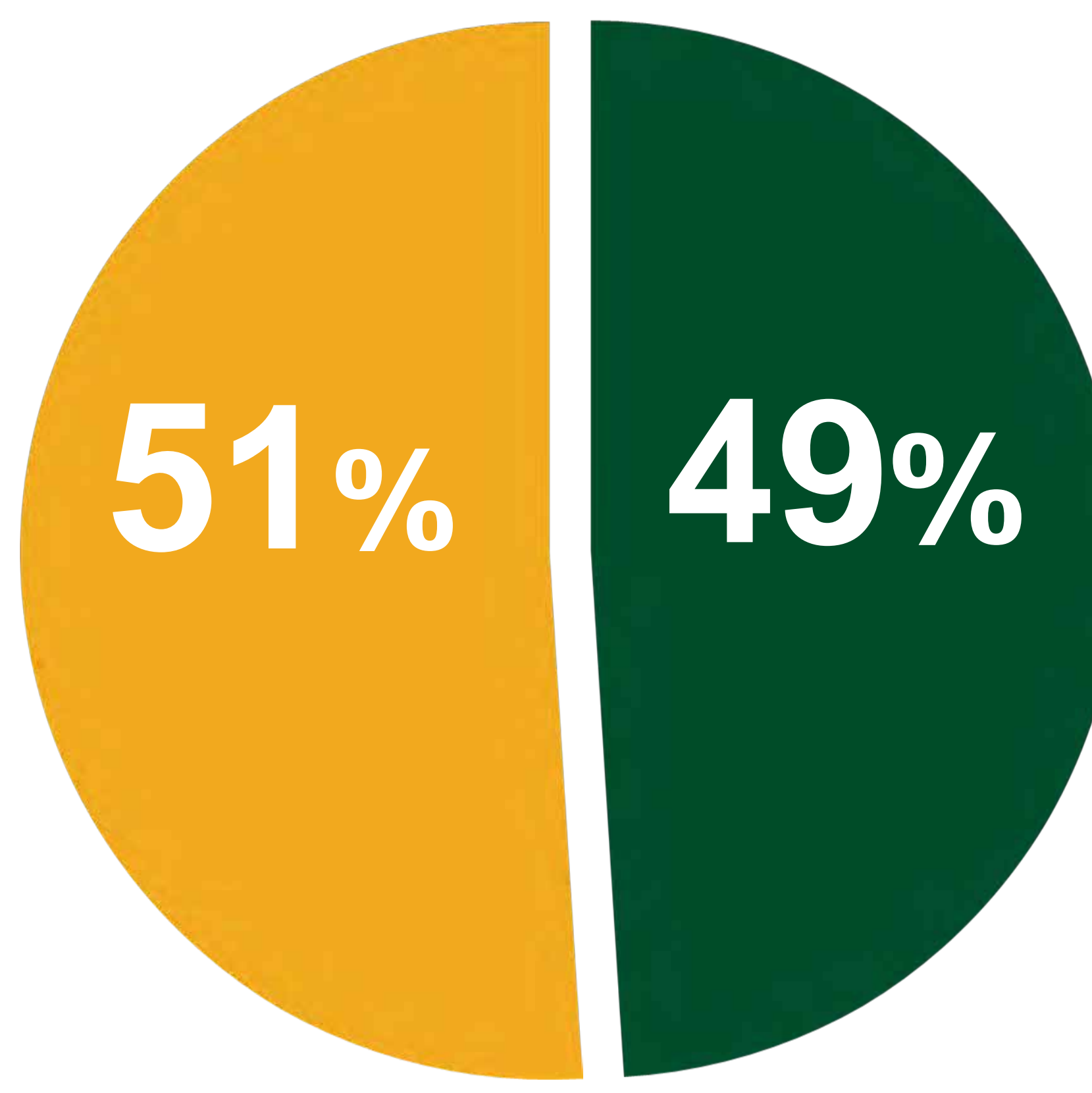
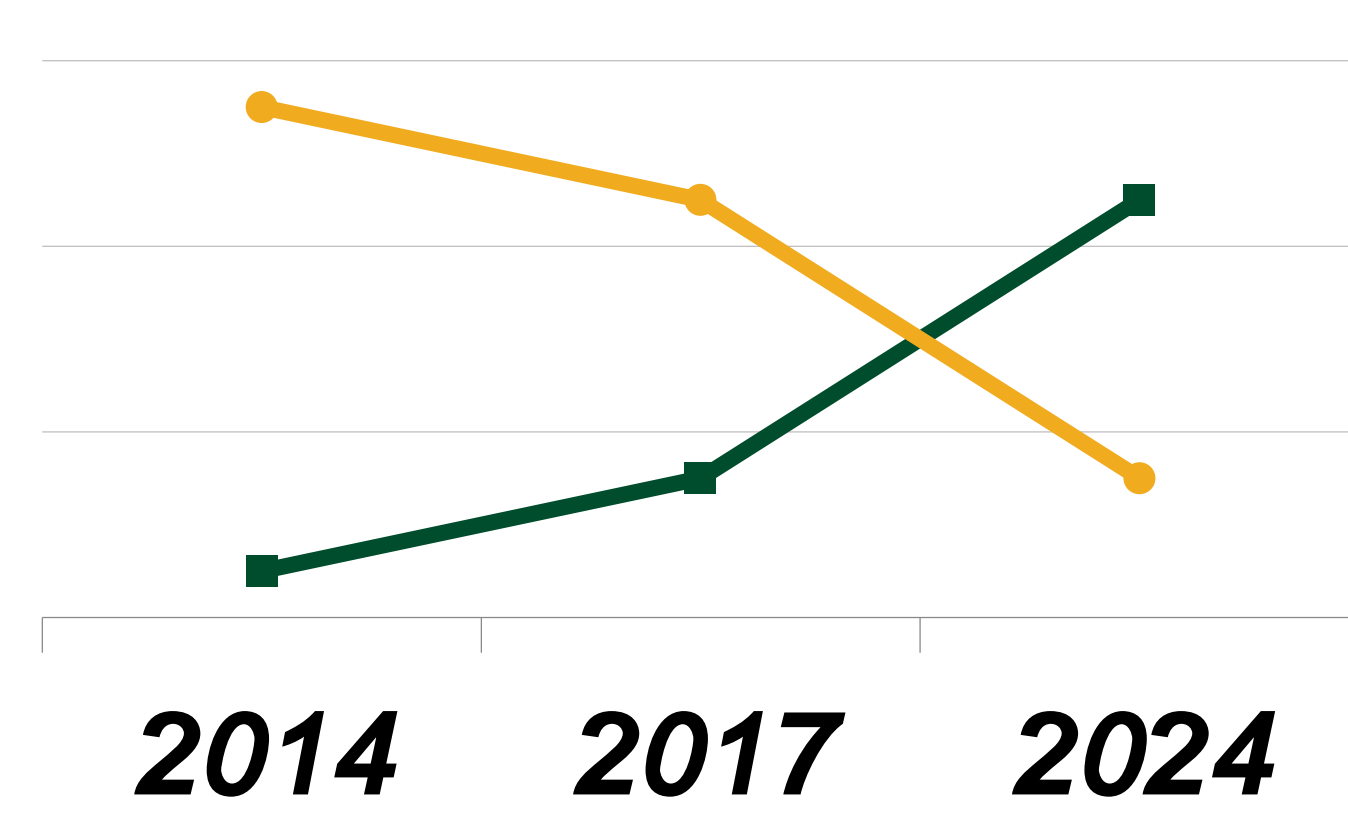
MASON STUDENT PROFILE



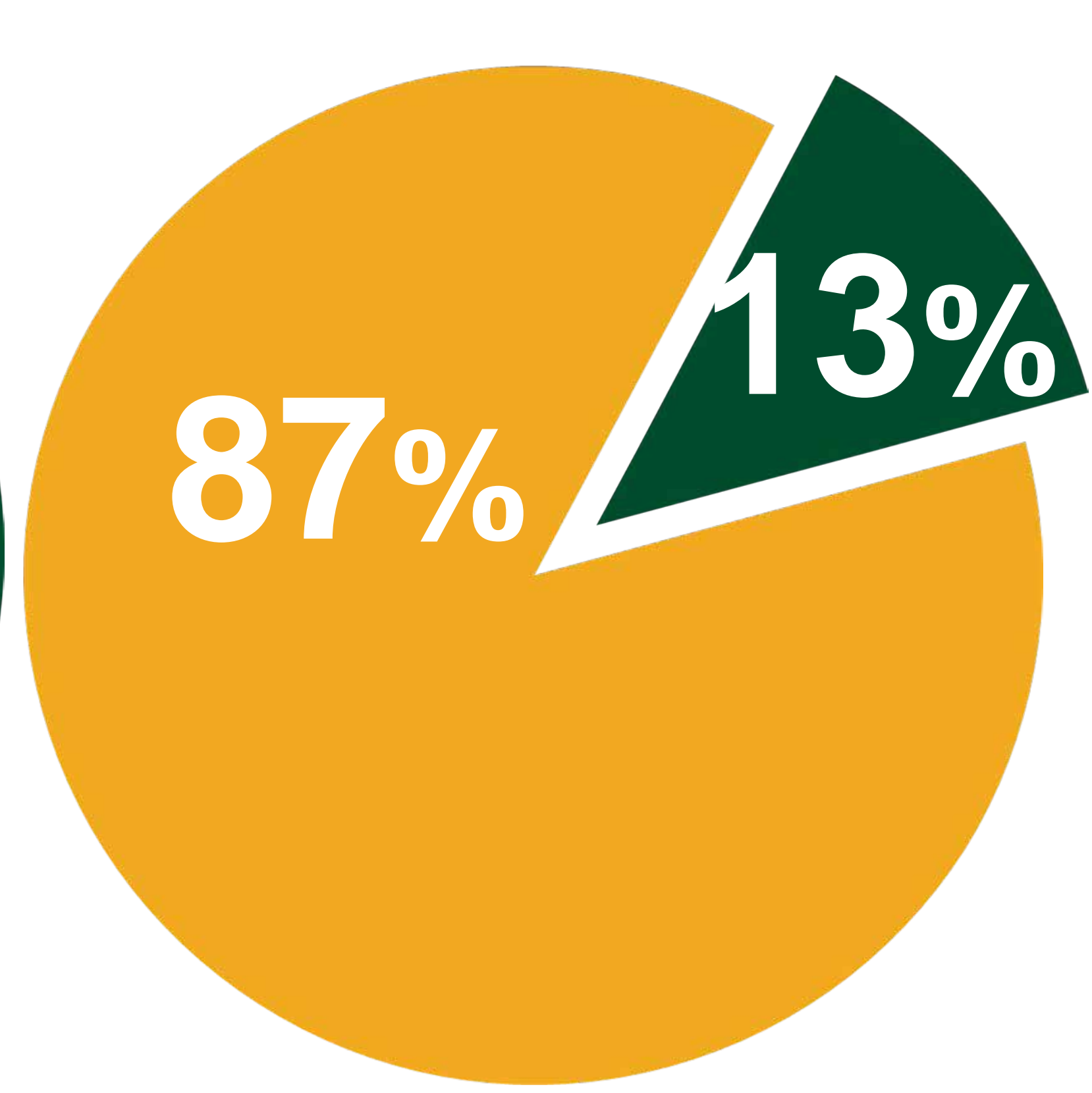
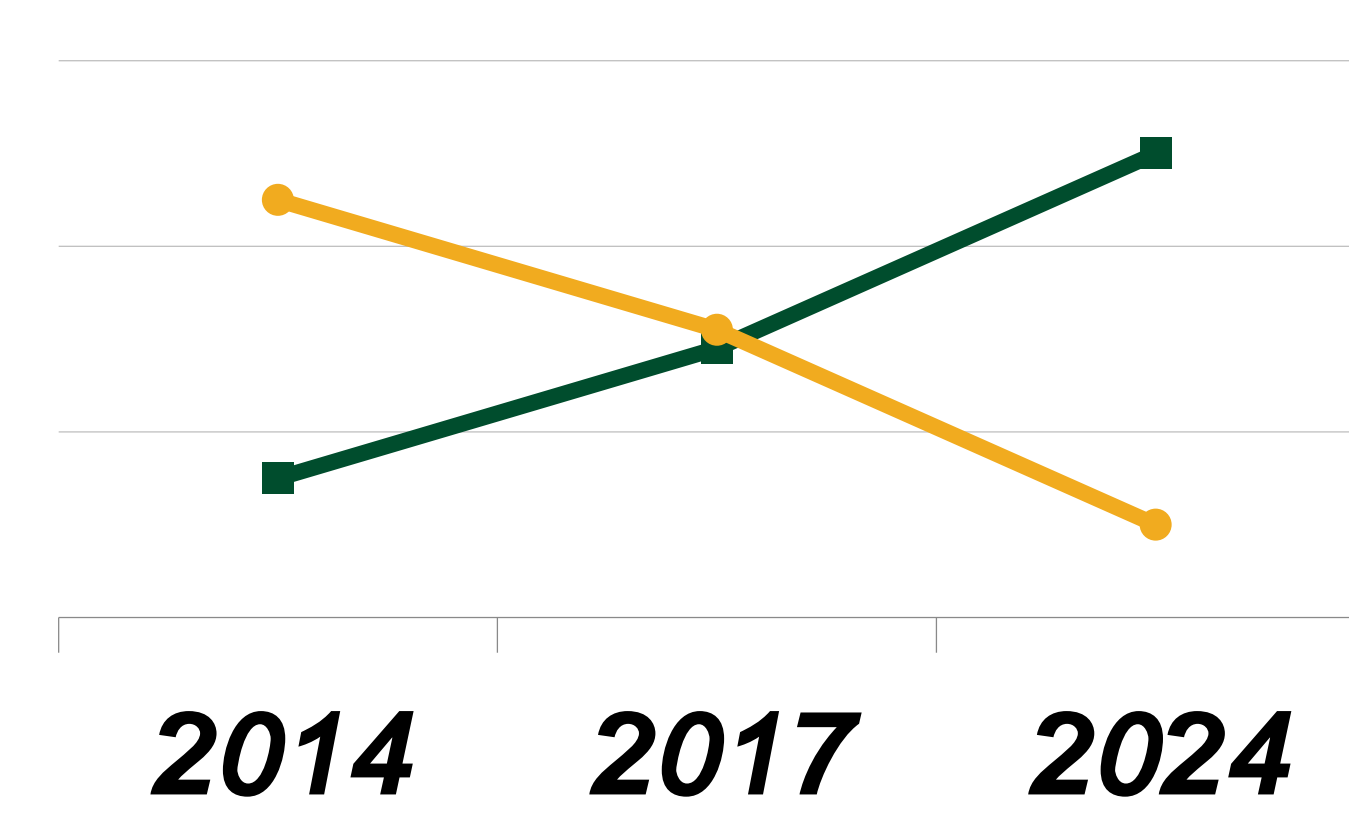
■ UNDERGRADUATE
■ GRADUATE



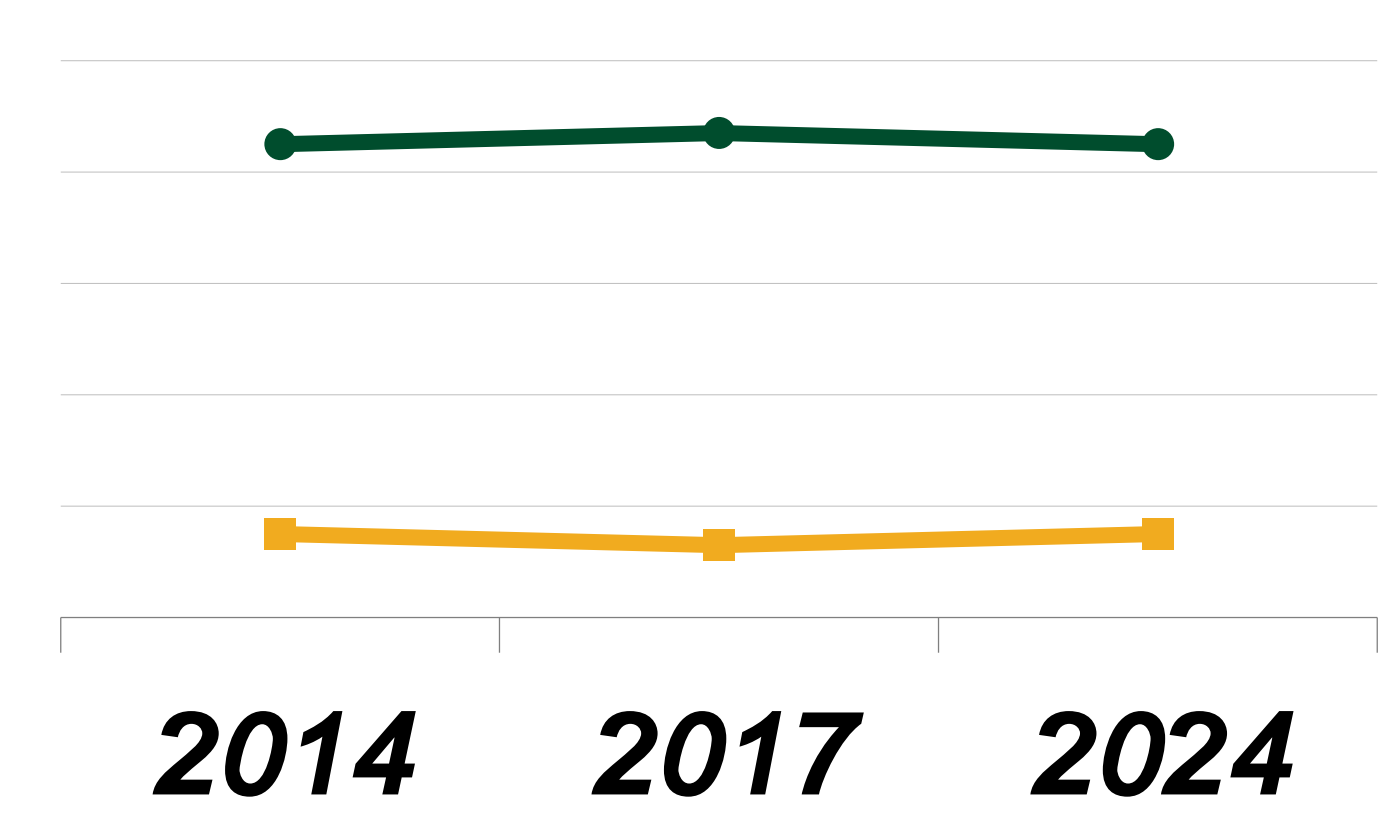
■ FIRST GENERATION
■ OTHER



■ HISTORICALLY UNDER-REPRESENTED & INT'L
■ OTHER



■ ENTRY OVER AGE 25
■ 24 AND UNDER

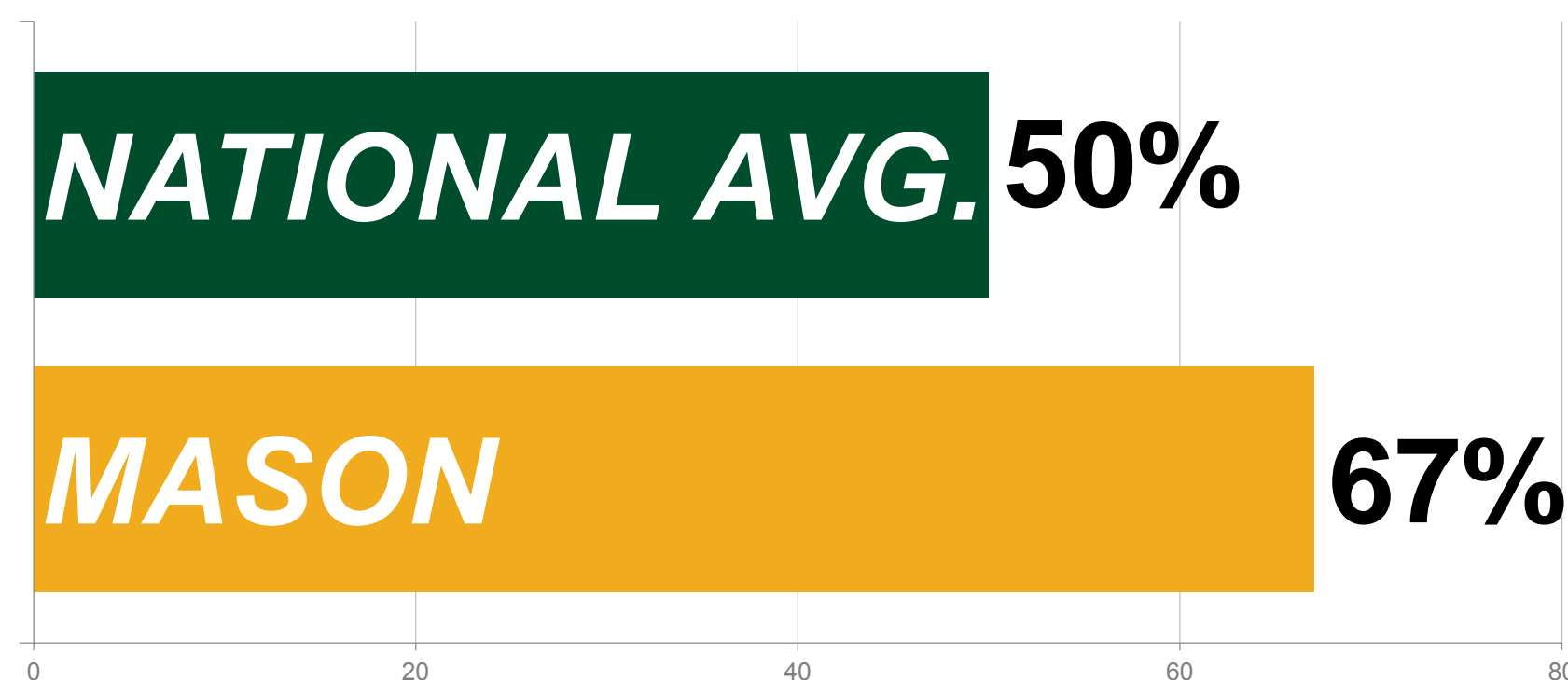


STUDENT SUCCESS

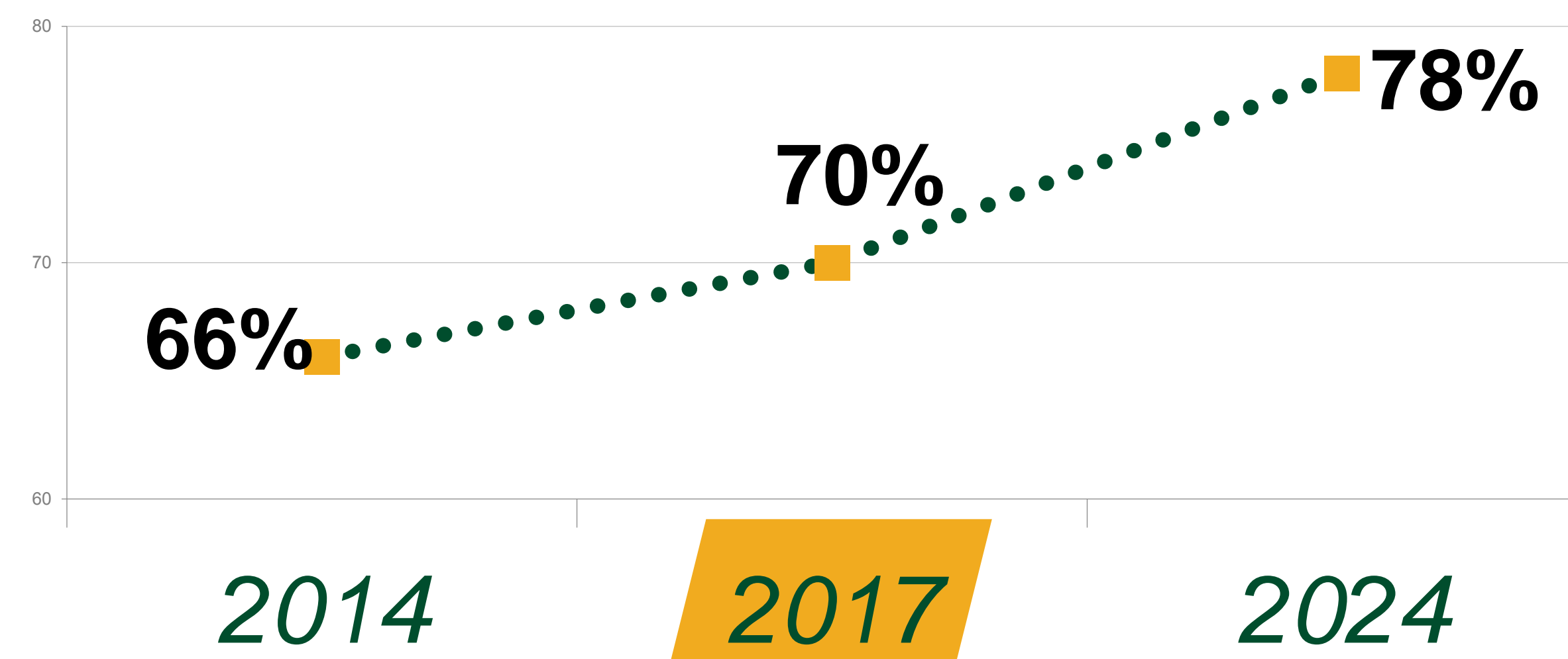
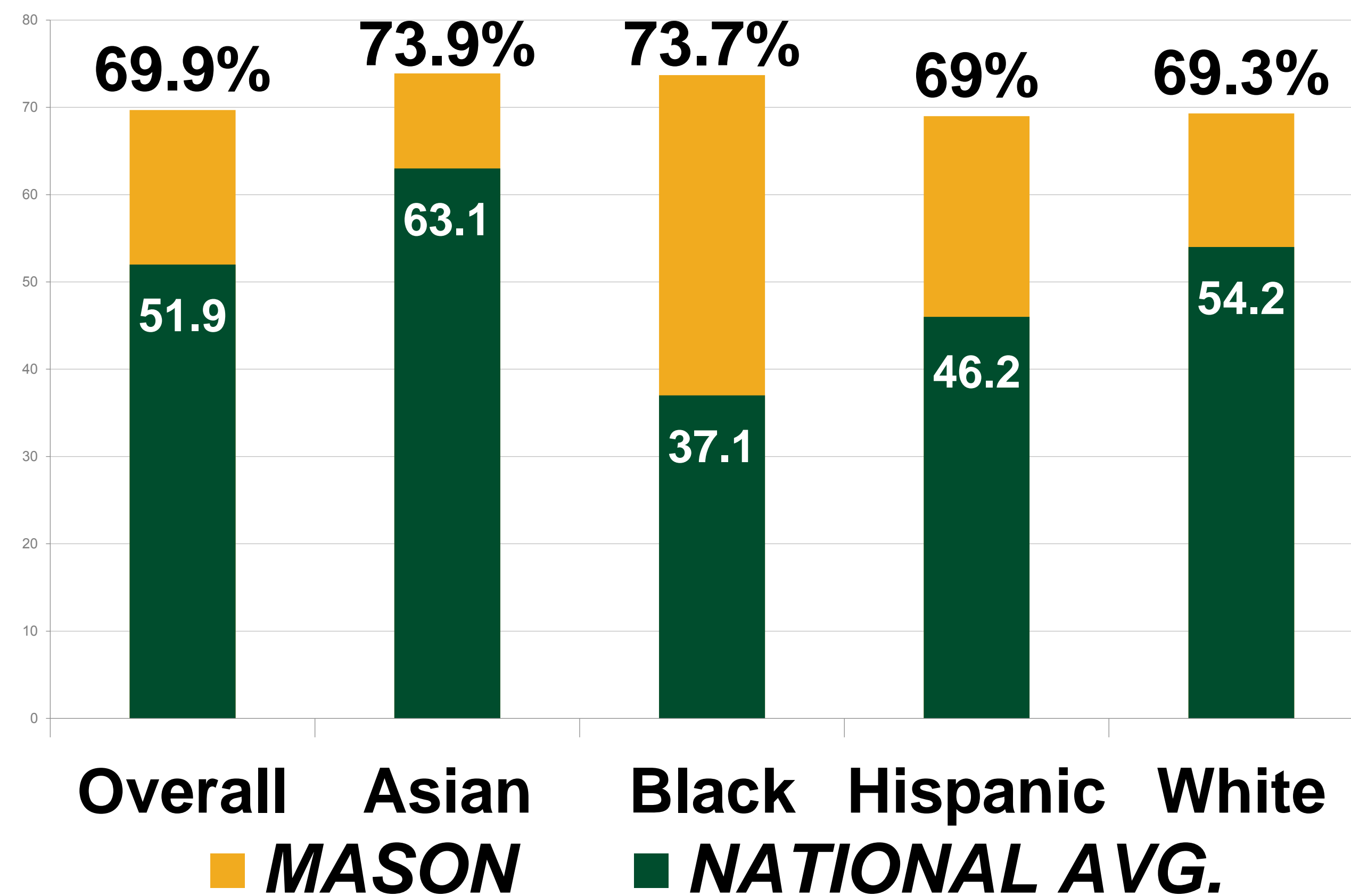


NO DISPARITY

PELL GRANT GRADUATION RATES



GRADUATION RATES

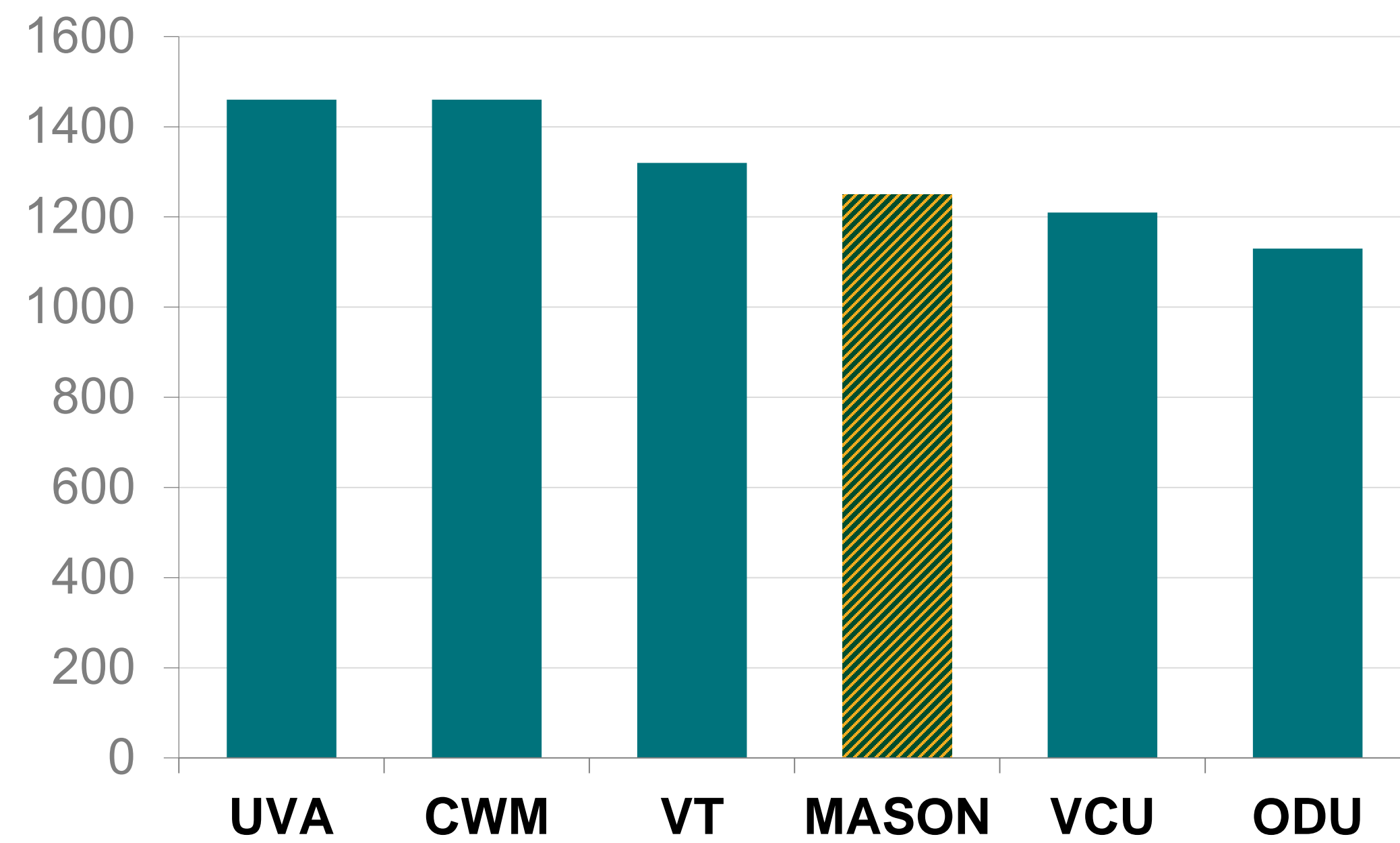


THE MASON VALUE

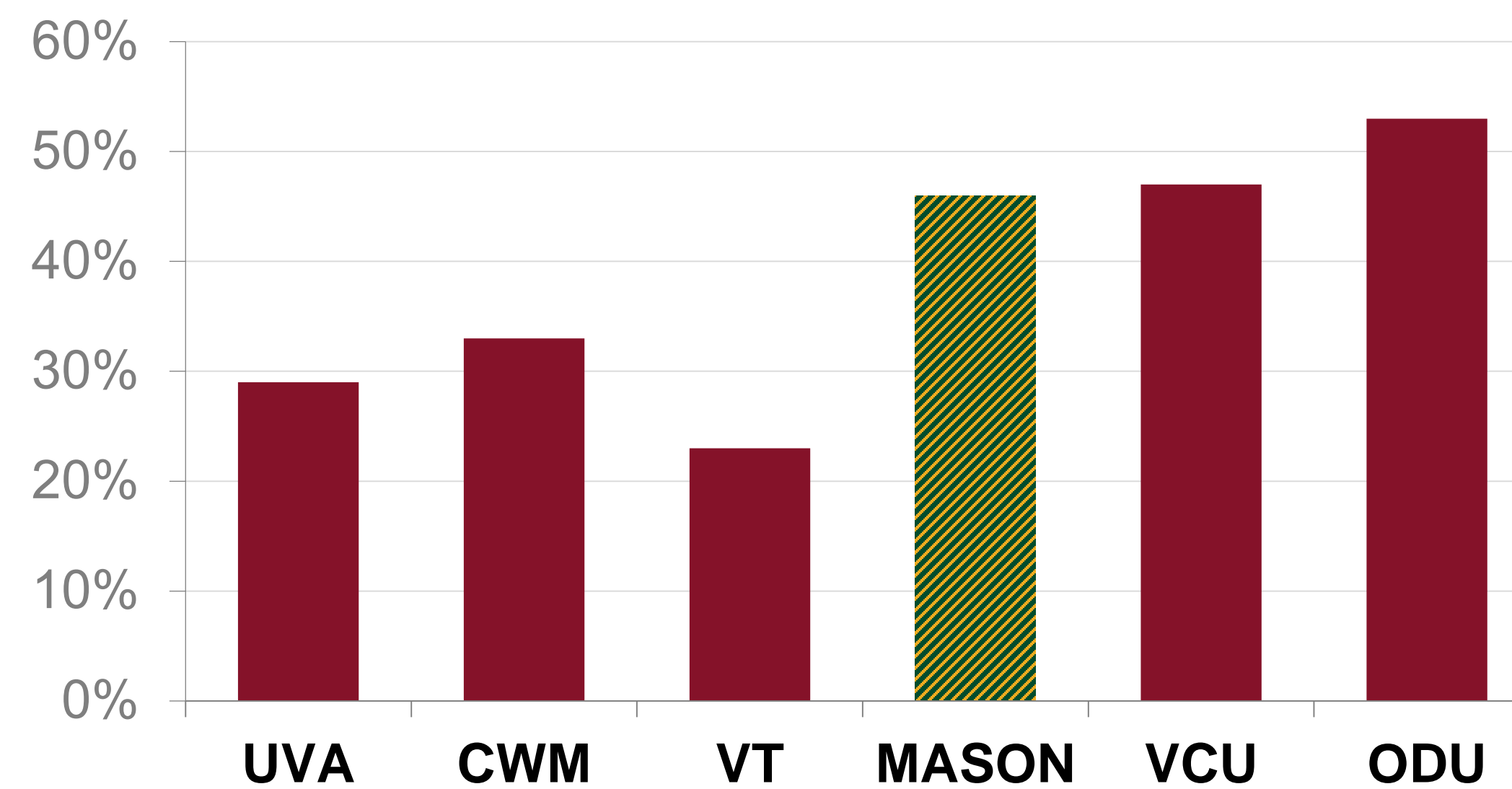
- ✓ Graduates lead all Virginia public universities with **highest starting salaries**
- ✓ Named a “**Best Value**” by *Forbes* in 2017
- ✓ *Best Colleges*: **Lowest student loan default rate** for U.S. public universities
- ✓ 44% of Mason students **incur no debt** prior to graduation

MASON COMPARED to VA PUBLICS

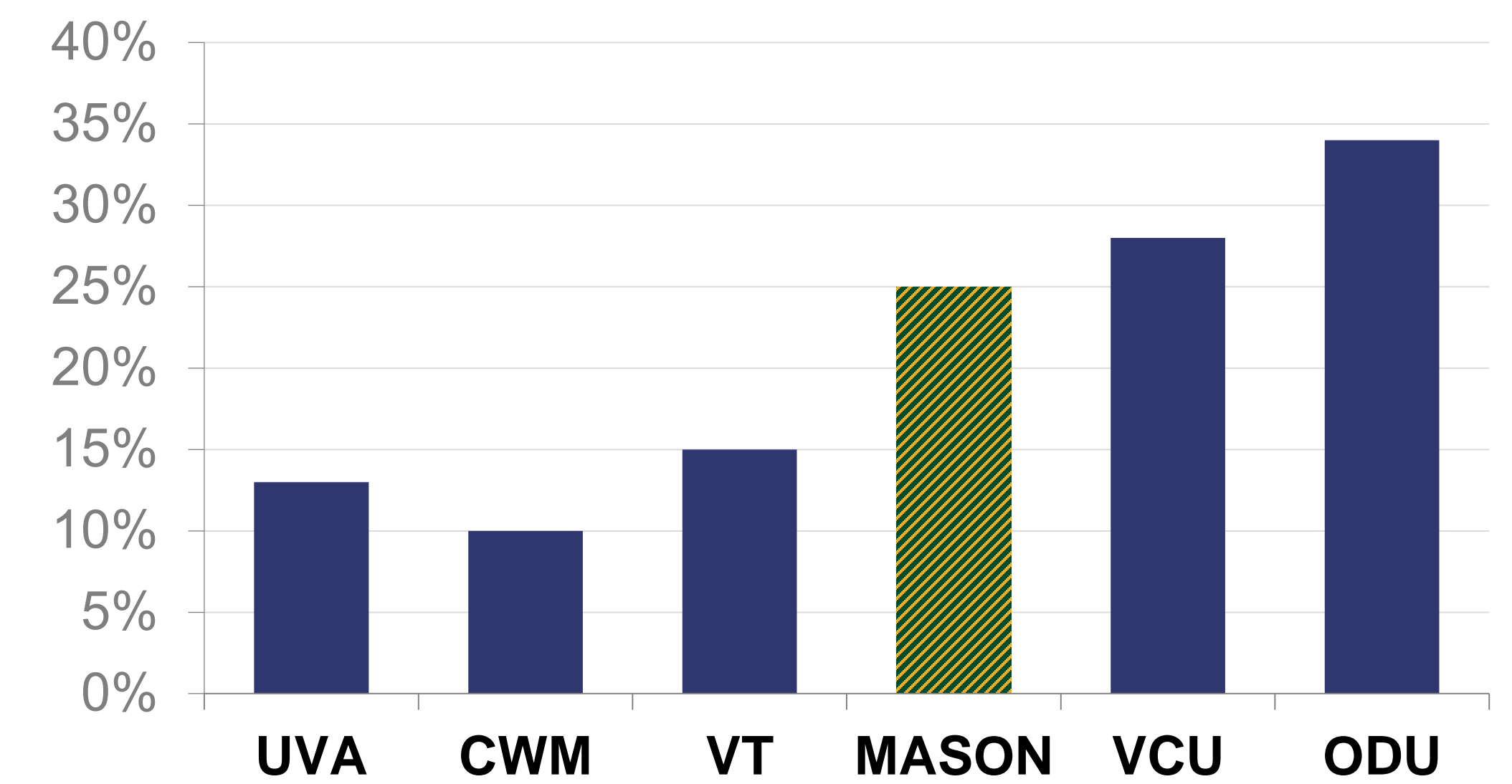
SAT



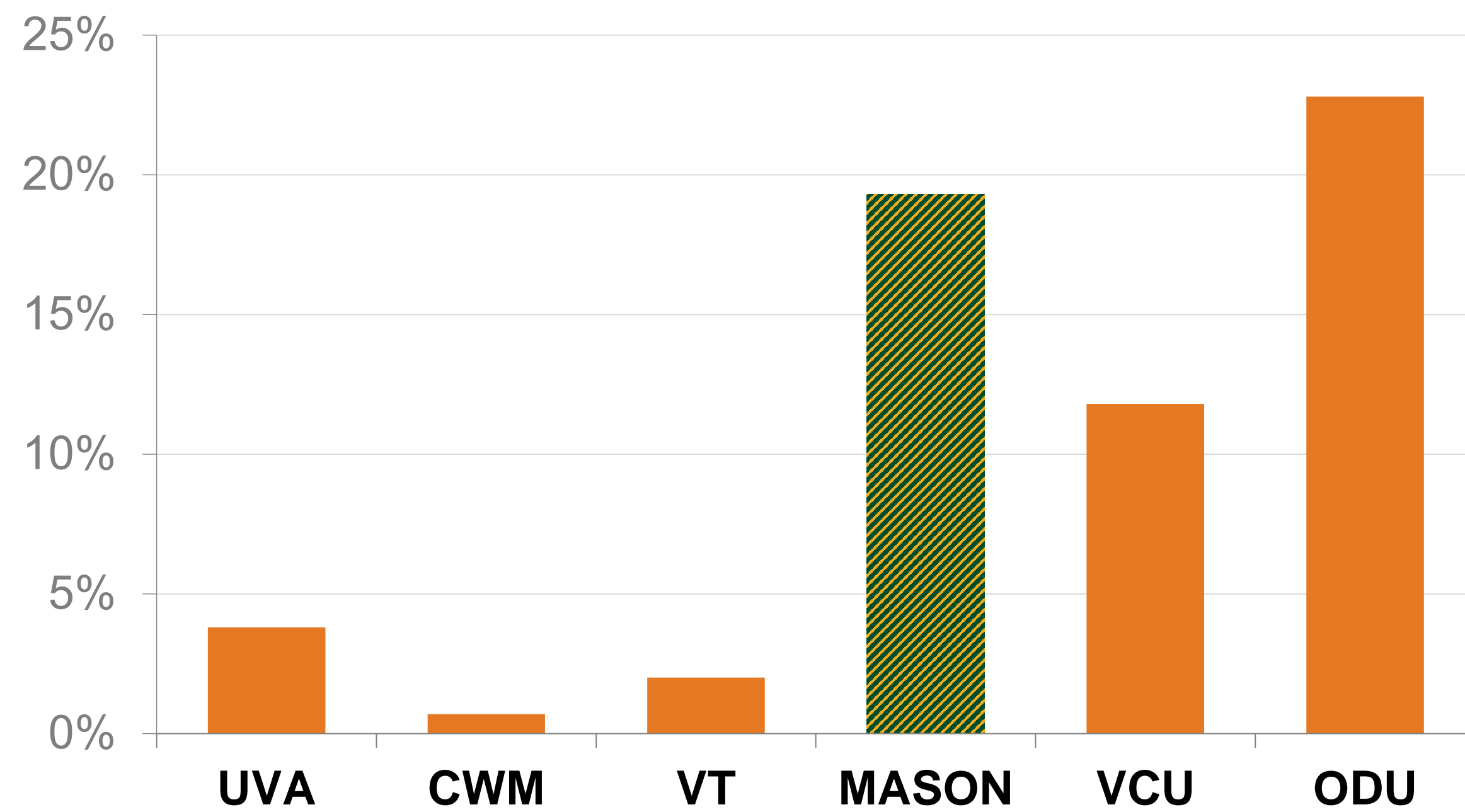
% Historically Underrepresented Race/Ethnicity



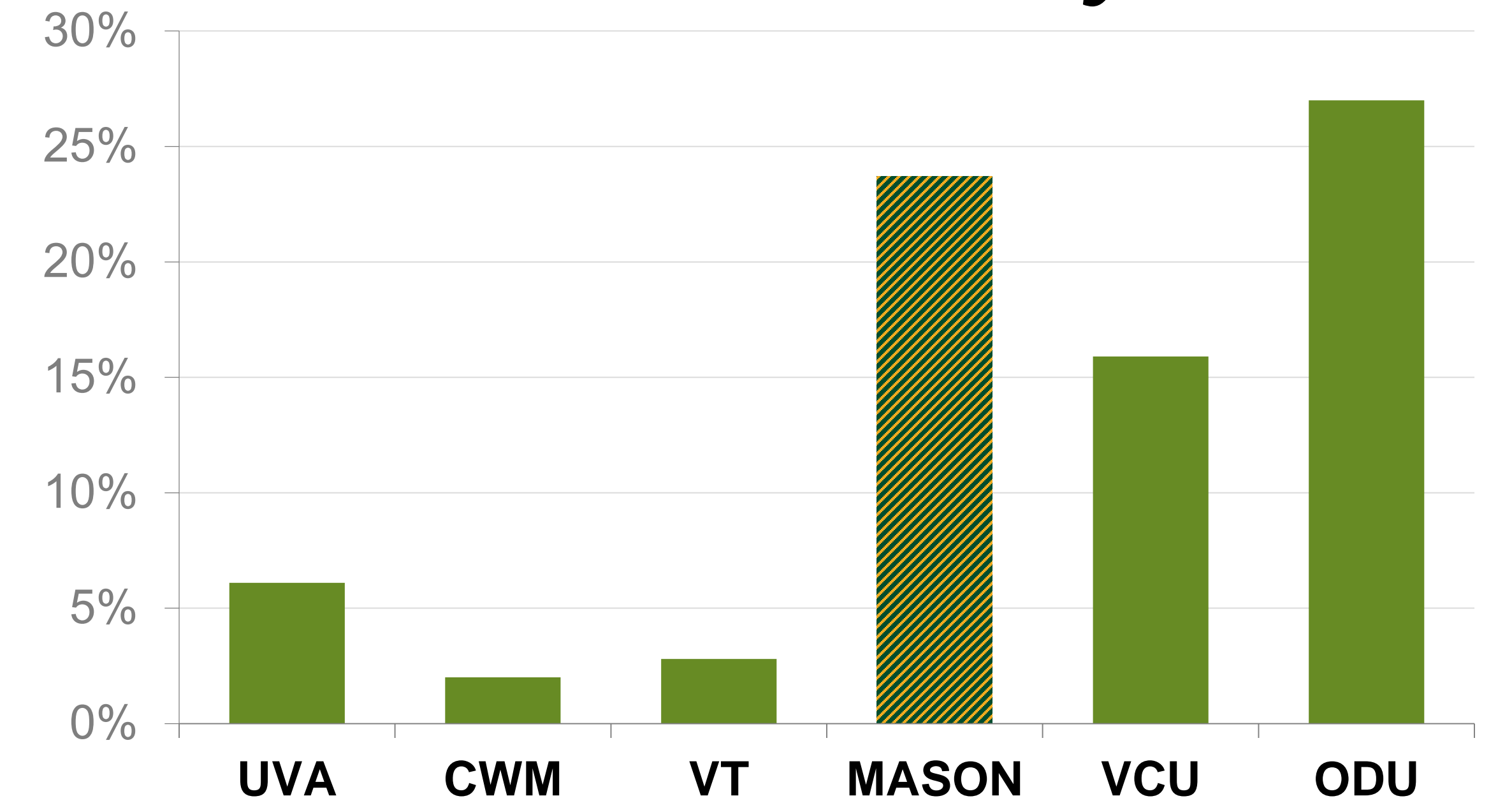
% PELL Grant Recipients



% Part Time Undergraduate



% of Students 25 & Older at Entry



STUDENT SUCCESS INITIATIVES

MASON IMPACT

STUDENT EXPERIENCE REDESIGN

CAMPUS INTERNATIONALIZATION

WELL-BEING UNIVERSITY



MASON IMPACT

**Civic
Engagement**

Engaged
Citizen

**Undergraduate
Research**

Well-
Rounded
Scholar

**Study
Abroad**

Prepared
to Act

Entrepreneurship



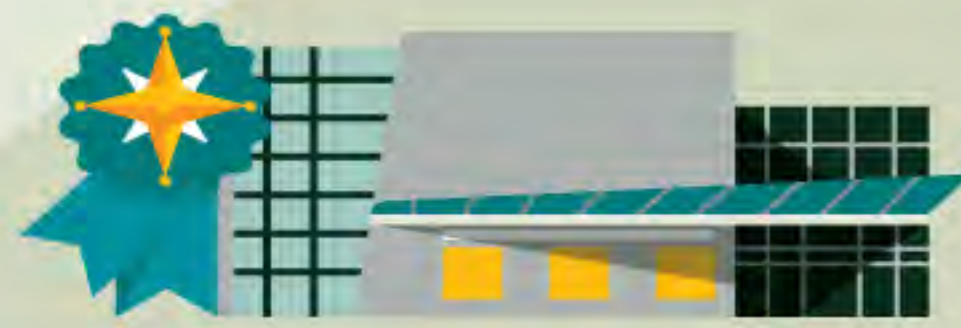
BUILDING THE IDEAL STUDENT EXPERIENCE

The paths of this roadmap represent the future of an evolving institution grounded in the fundamental values of what students want and need.



STUDENT CARE

All students should encounter proactive, coordinated and nurturing interactions and services in every part of the institution, beginning with their very first interactions and extending through their entire Mason journey.



ENABLE & REINFORCE RELATIONSHIP-DRIVEN PRACTICE



SMART CAMPUS

All students should experience a harmony of people, processes, and technologies in a transparent, responsive environment.



STUDENT ACCESS

All students should feel part of an inclusive community of learners, educators and innovators who share in unified, holistic practices and experiences regardless of time, location or mode of learning.



REDESIGN INITIATION EXPERIENCE



DRIVE CONSISTENT ADVISING, MENTORSHIP, & COACHING

STUDENT VOICE

Students should be active contributors to the evolving vision and expression of the collective Mason experience.



REDUCE BARRIERS



PROVIDE 24/7 SERVICE

BUILD A FOUNDATION

These five ideals not only drive prioritization for new programs, technology, & services but are also the foundation on which the roadmap is built.



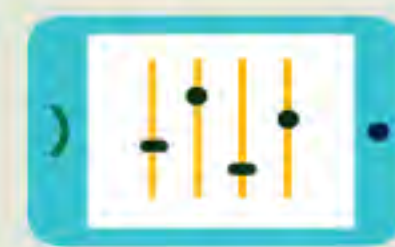
ACCESS

A network of programs, staff, & facilities that removes friction & improves transparency.



INCLUSION

A shared language & approach for celebrating different perspectives & infusing them into the process of learning.



FLEXIBILITY

A system that seamlessly updates and adapts to unique student needs.



TEAMWORK

A partnership between Mason faculty & staff, working in tandem for common goals & collaborating to overcome obstacles.



TRUST

A feedback mechanism for interactions & decisions that delivers on expectations & earns credibility.

GEORGE MASON UNIVERSITY



1 of 115 in U.S.

1 of 4 in VA

RESEARCH & SCHOLARSHIP @MASON

UNDERGRADUATE EDUCATION

~24,000 students



SERVICE TO VA & U.S.



MASON RESEARCH & SCHOLARSHIP

GRADUATE EDUCATION

~12,000 students



ECONOMIC DEVELOPMENT

IN VA & U.S.



RESEARCH & SCHOLARSHIP PRIORITIES

HEALTH & WELLBEING

a Precision medicine system



b Precision medicine goals



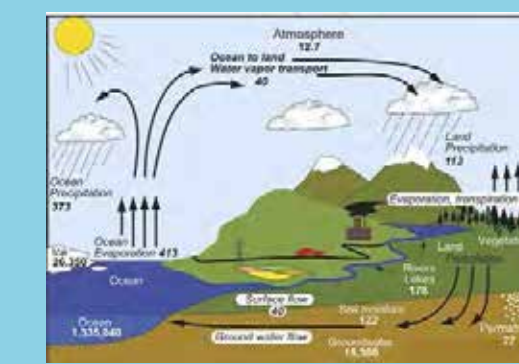
Nature Reviews | Cardiology

RESILIENCE

HUMAN SYSTEMS



CLIMATE DYNAMICS



ECO SYSTEMS



BUILT SYSTEMS




CYBER – DATA ANALYTICS



EXAMPLES OF AY 2016–17 ACHIEVEMENTS

HEALTH & WELLBEING

ICPH Campus



MASON-UVA-INOVA

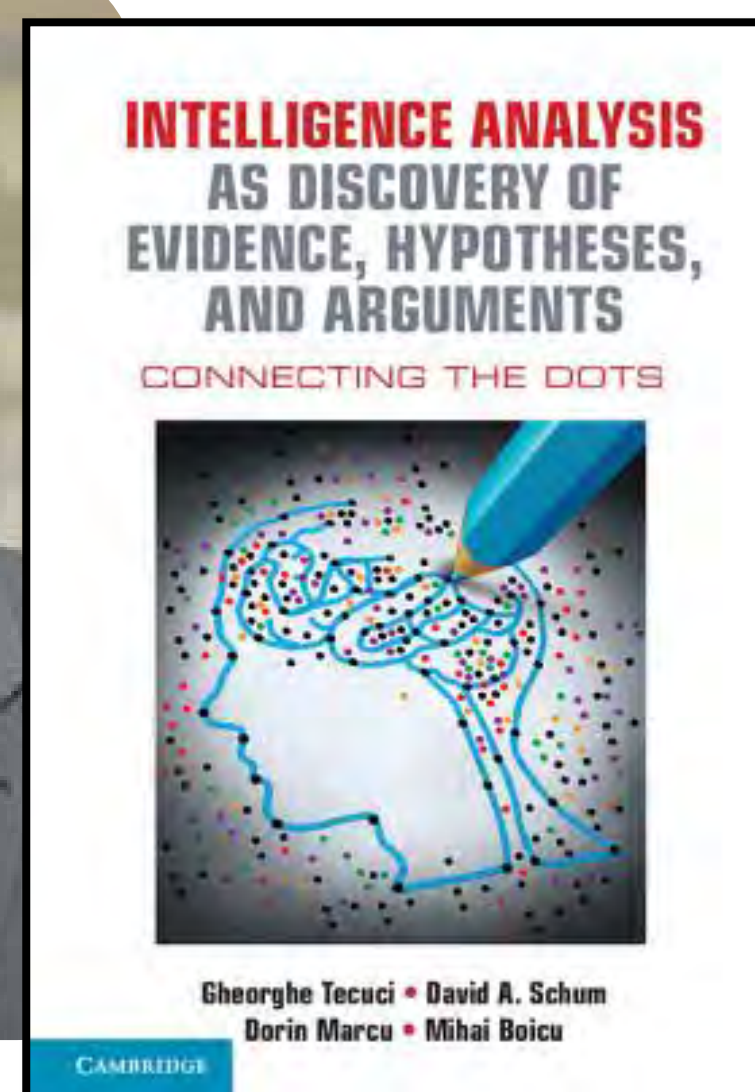
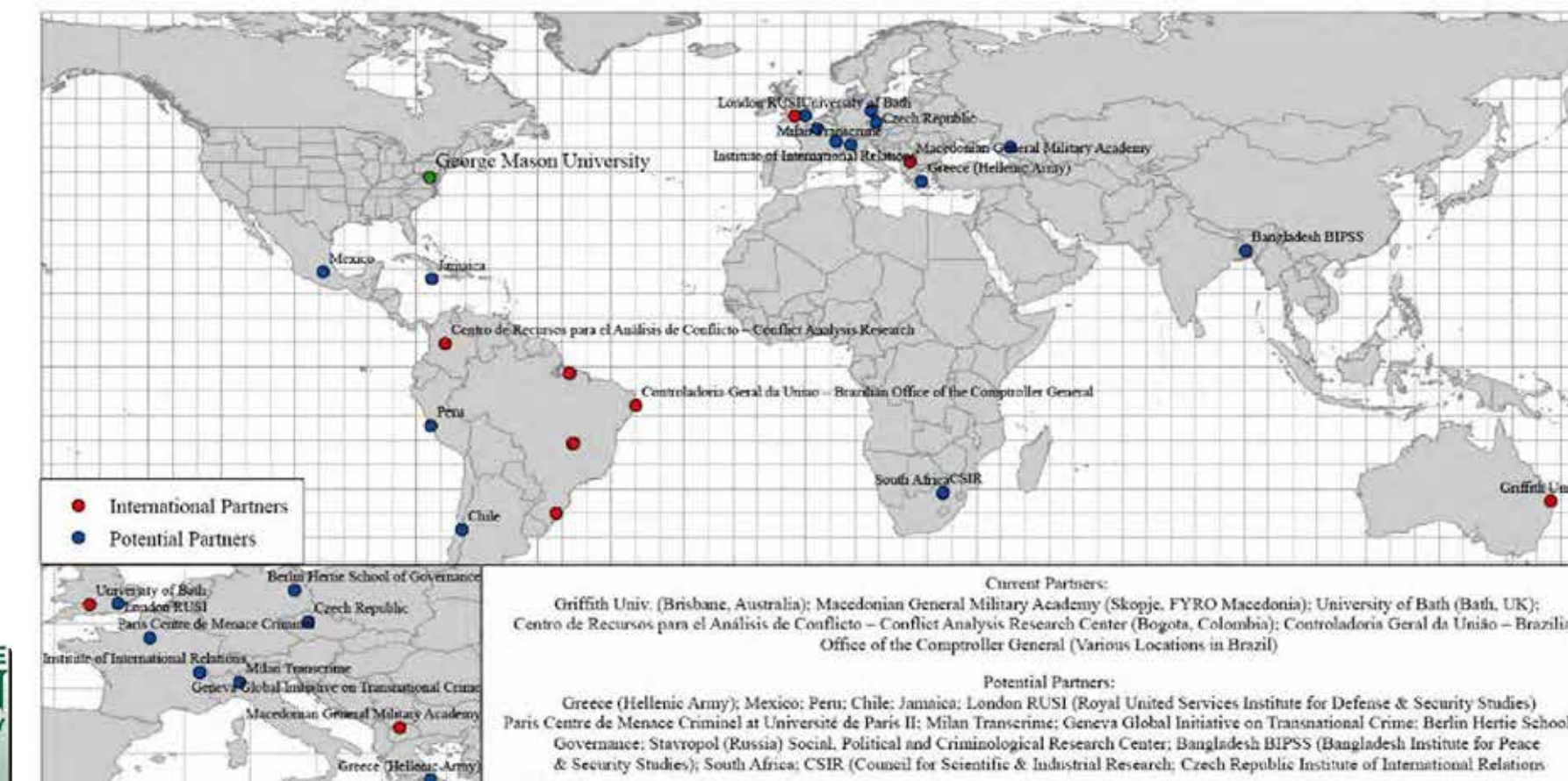
- A Clinic
- B Cancer Institute
- C Research - GGBRI
- D Technology
- E Conference Center

INOVA

6

RESILIENCE

The CRANE Network: Spanning the Globe



CYBER – DATA ANALYTICS



Multi Agent Simulator of Networks (MASON)

RESEARCH & SCHOLARSHIP CORE

TENURE-TRACK FACULTY



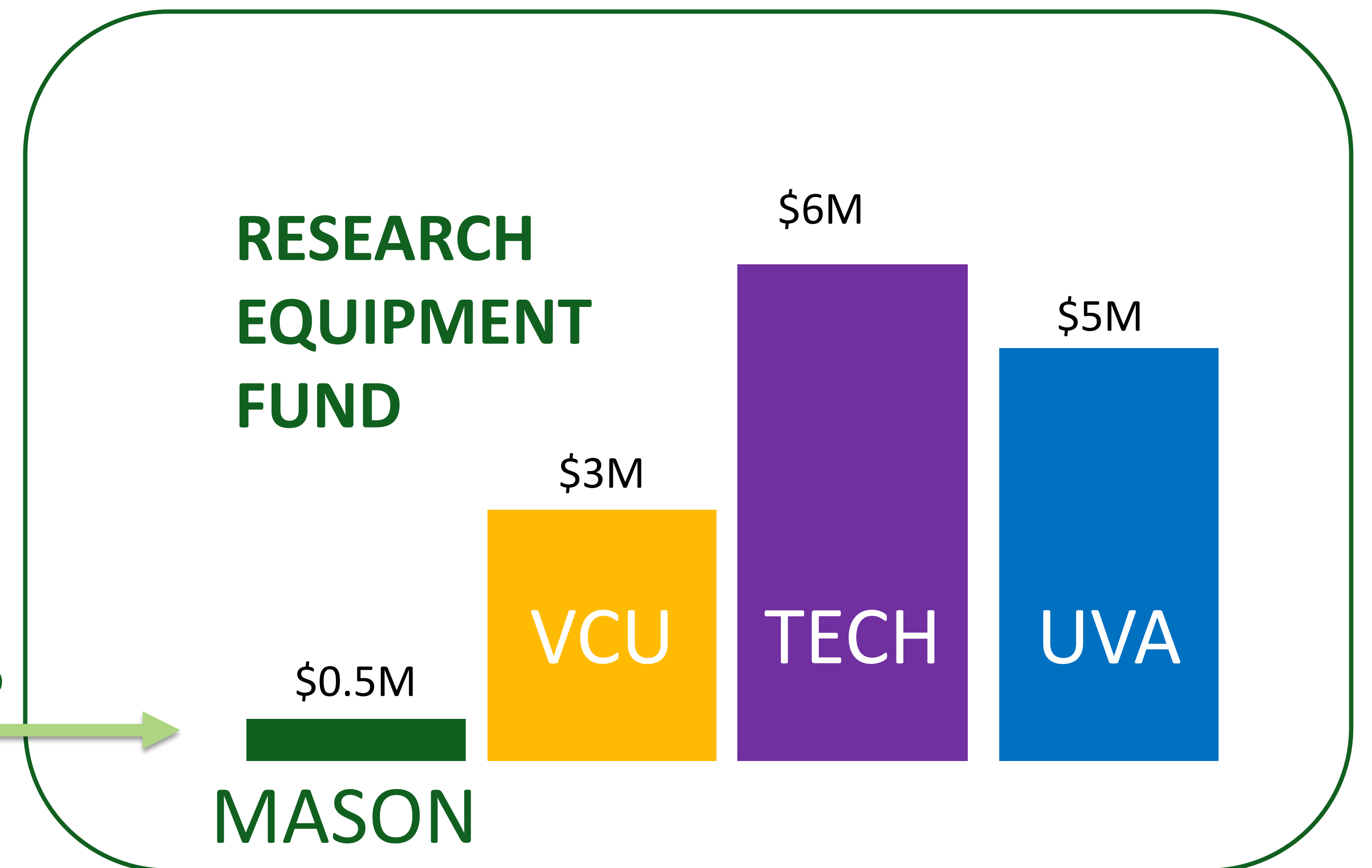
RESEARCH FACILITIES & INSTRUMENTS



CHALLENGES TO R1 GROWTH

Competitive faculty salaries & start-up packages

Limited funding for research instruments



Limited number of senior research-active faculty

FACULTY & STAFF GOALS

- > DEVELOP A DIVERSE ACADEMIC COMMUNITY
- > SUPPORT EXCELLENCE IN TEACHING & SCHOLARSHIP
- > FOSTER WELL-BEING

Recruiting



Hiring



Retaining

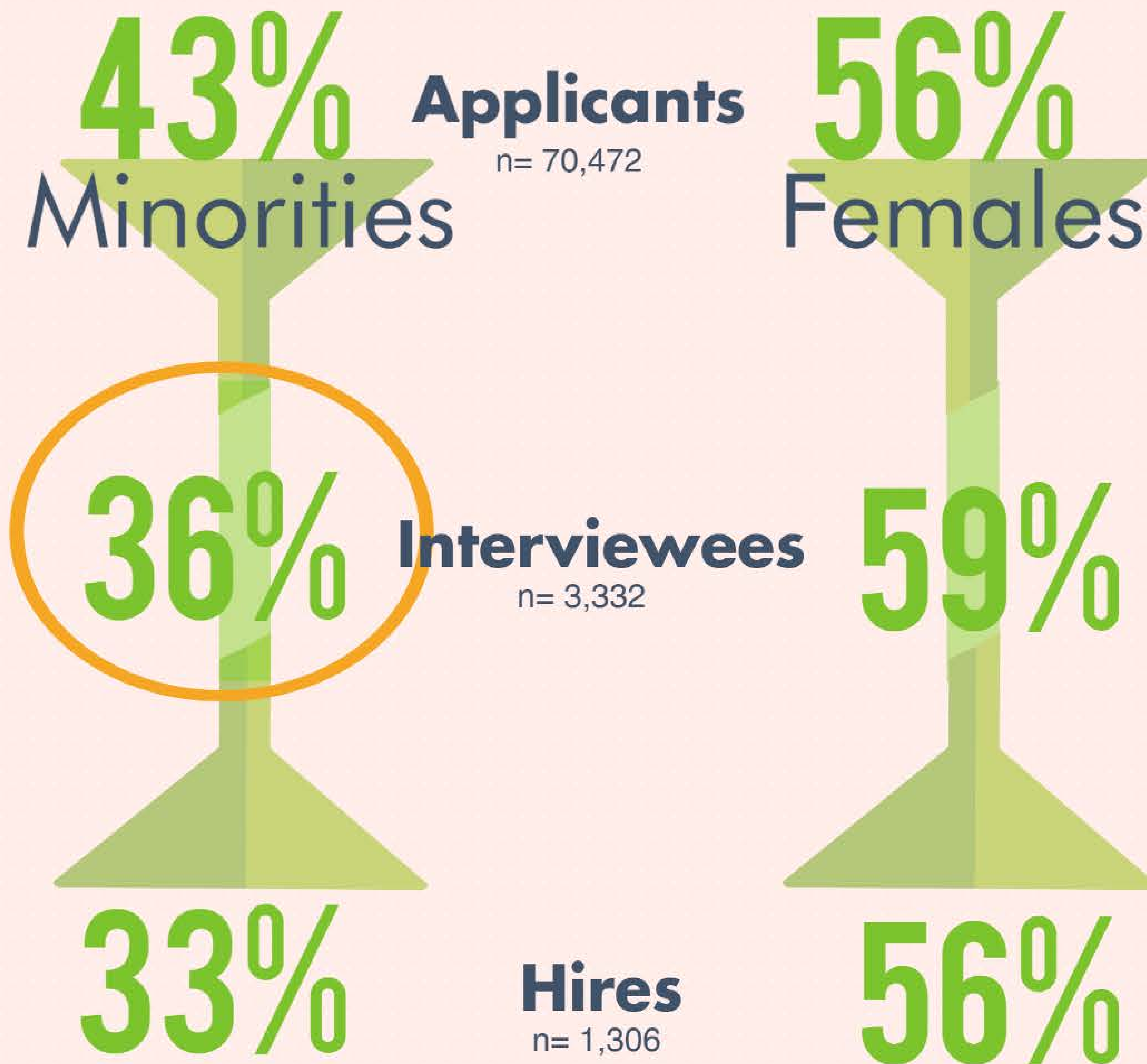


A CLOSER LOOK AT THE EMPLOYEE LIFECYCLE

RECRUITING: DIVERSITY HOW CAN WE MOVE THE NEEDLE?



BASELINE MEASURES



GOALS

Understand causes of the gap between applicants and interviewees.

Increase minority applicants interviewed.



RECRUITING: MINORITY BASELINE MEASURES

Minorities



Applicants

A/P n= 17,471
Class n= 39,439
I/R n= 13,573

Interviewees

A/P n= 719
Class n= 2,087
I/R n= 526

Hires

A/P n= 276
Class n= 762
I/R n= 268

HIRING: DECLINE OFFER SURVEY

9%

OF POSITIONS ARE DECLINED

64%

COMPENSATION

ranked as the number one reason for declining.

12%

OTHER

Hiring process taking too long

Inconsistent communication with the hiring committee

Between Jan 2015 and March 2017 2018 offers of employment were made, 141 were declined. The survey of these applicants in spring 2017 had a 24% response rate.

Report from Mason HR Metrics & Analytics

RETAINING & WELL-BEING

TURNOVER FY17

Overall	12.2%
A/P Faculty	13.6%
I/R Faculty	7.2%
Classified	16.1%

EXIT INTERVIEWS

Top Reasons for leaving:

Compensation

Lack of advancement opportunities

Working conditions

Exit Interviews July 2016 - June 2017 - 72 responses

2015 QWL: WORKLOAD

Workload stress is reported at rates nearing **70%** for A/P and I/R faculty

87%
INCREASE
rating workload as an "extreme stressor"

RETAINING: FACULTY FOCUS GROUP & SURVEY FINDINGS

DESIRE FOR A MORE SUPPORTIVE COMMUNITY

FOSTER A CULTURE OF MENTORSHIP & FACULTY SUPPORT

Faculty Mentoring

RPT Guidelines

Enhanced Support for Faculty Teaching & Learning

PROVIDE SPACE AND TIME FOR REGULAR GATHERINGS

Faculty Peer Socialization

Lecture Series

ENSURE FUNDING IS ALIGNED WITH PRIORITIES

Funding for Instructional Technology

Funding to Support Faculty Research

Community Impact

Goal 5 Innovation Engine: Contribute to the economic vitality of the region by driving innovation and creating learning partnerships with private and public organizations.

Goal 6 Community Builder: Contribute to the cultural vitality of our community through regional partnerships and commitments to the arts, athletics, and community engagement.

The **arts, athletics,** and **entrepreneurship** allow Mason to engage the community in a mutually beneficial partnership that enriches the cultural and economic fabric of the region while bolstering the university's brand, enhancing philanthropy, growing enrollment, expanding collaborative projects, and building social and political capital.

Innovation and **entrepreneurship** are two key pillars of the Mason IDEA.

Mason is ideally positioned to become an engine of innovation for the national capital region.



Entrepreneurship@Mason

Metrics

- University spin-outs (targeting 5 per year)
- Invention disclosures and IP licensing
- # of Mason graduates joining regional startups
- # of companies advised through MEC

Significant new projects

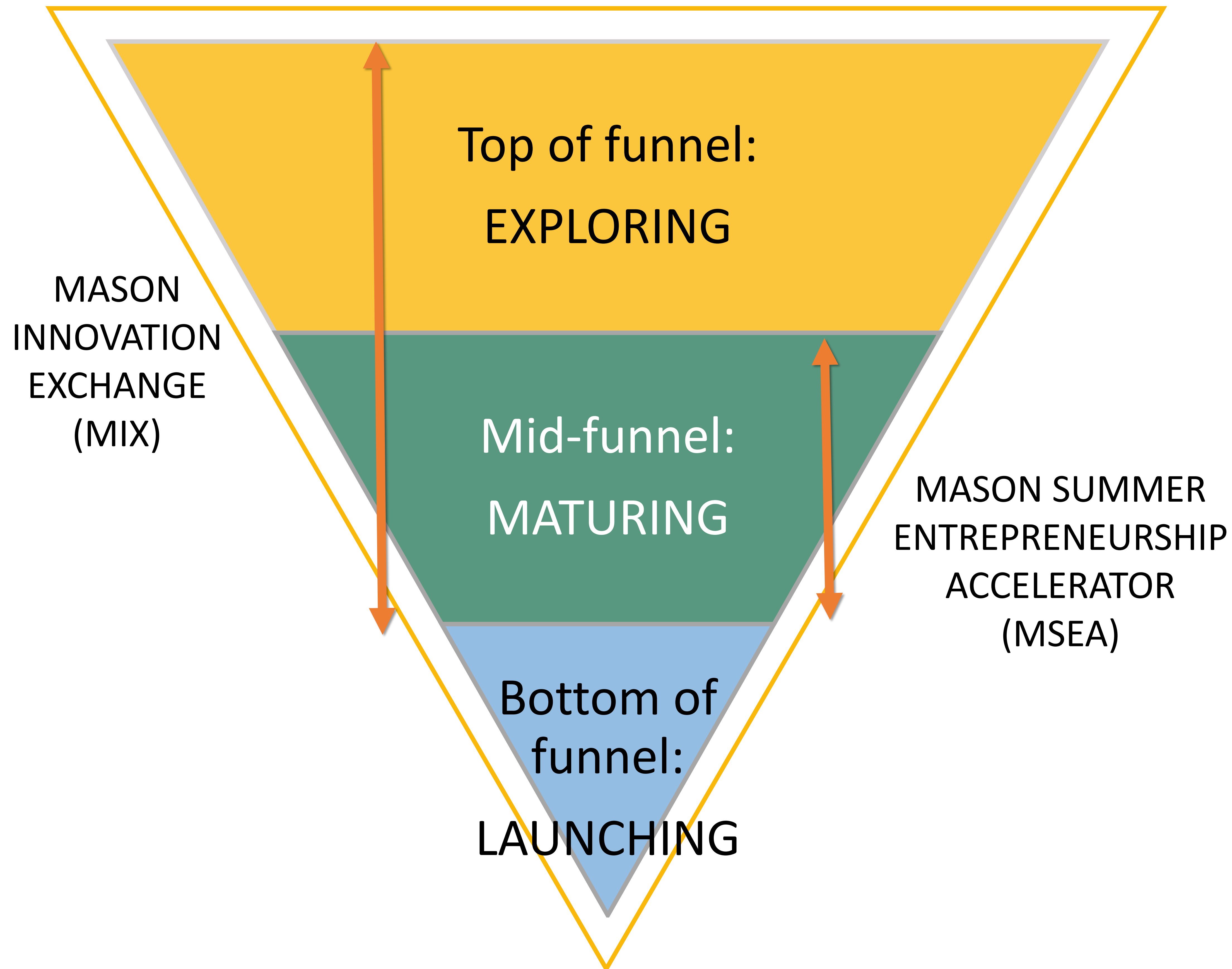
- MIX@Fenwick
- Mason Summer Entrepreneurship Accelerator (MSEA)

New initiatives

- Fundraising is critical over the next 12-18 months
- Collaboration with Career Services



Entrepreneurship@Mason



Resources

- OTT
- Startup Mason events
- Mason Changemakers
- Student-led clubs

- I-Corps
- Center for Innovation & Entrepreneurship (CIE)
- Mason Innovation Lab
- VSGL (Serious Games)

- Mason Enterprise Center
- Mason SBDC
- PTAP
- Women's Business Center
- Veterans' Business Center
- Etc.

“The arts create community. They allow us to reflect, to dream, to touch the highest levels of human capability. **Mason will lead** in this vital work with investments in people, places, and programs to secure CVPA’s position as a major center **for studying, making, and experiencing the arts.**”

2015-2016 Traffic Counts:

208,000: Center for the Arts

112,000: Hylton Center

20,000: Fairfax/Arlington Galleries

33,000: K-12 students served in CFA and Hylton school-time programs

5,000 / 3,500: Potomac Arts Academy

381,500: Total non-credit community served and growing.



New Initiatives

- Veterans and the Arts
- Hylton Education Wing
- Potomac Academy expansion



Collegiate Sport: Benefiting Students and the Community

Philosophy

Intercollegiate athletics must allow student-athletes to grow as people, scholars, and competitors while also providing a means for the university to engage the community and enrich the cultural life of the Northern Virginia region.



National, Regional, Local Connections

Goal: To maximize our National, Regional, and NOVA connections with alumni, prospective students and families, corporations, and state and federal governmental entities

Metrics: EagleBank Arena 500,000+ visitors a year; Athletics institutional value of Final Four run: \$677,000,000; A10 Championship 1.6mil viewers; NCAA 1st Round 4.7mil viewers

New Projects: Practice Facility, Locker room upgrades, lighting, video, multi-media / marketing rights

SPORTS & ATHLETICS



CHANNEL PARTNERS



COMMUNITY ENGAGEMENT



A Lifelong Connection





Financial Framework
Board of Visitors Planning Conference
Office of the Senior Vice President | July 27, 2017



New Rankings!



*Times Higher Education
Young University Rankings
of 200 colleges and
universities worldwide.*



*Most Innovative
Schools by U.S. News
Best Colleges 2017.*



*New ranking by Business
First of the top 499 public
universities.*

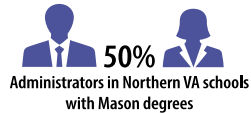
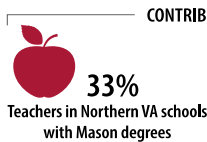
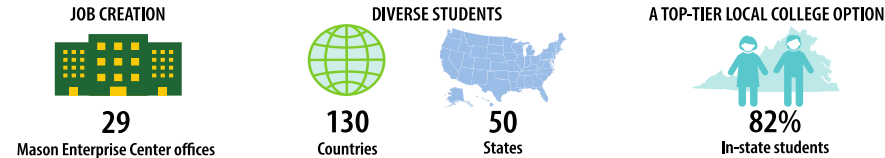


*Best College Value
by Forbes.*



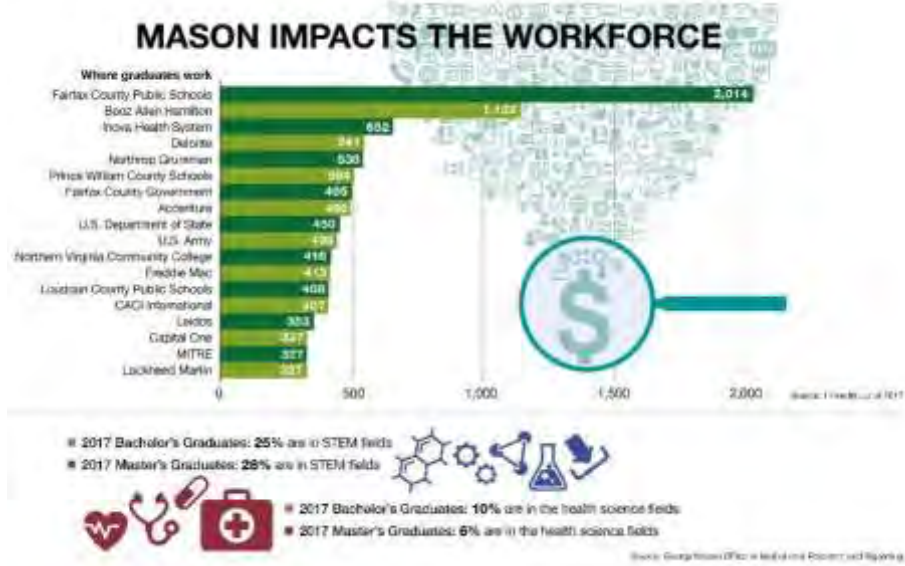
*Top 50 most beautiful
Starbucks around the world!*

George Mason University's impact on the region

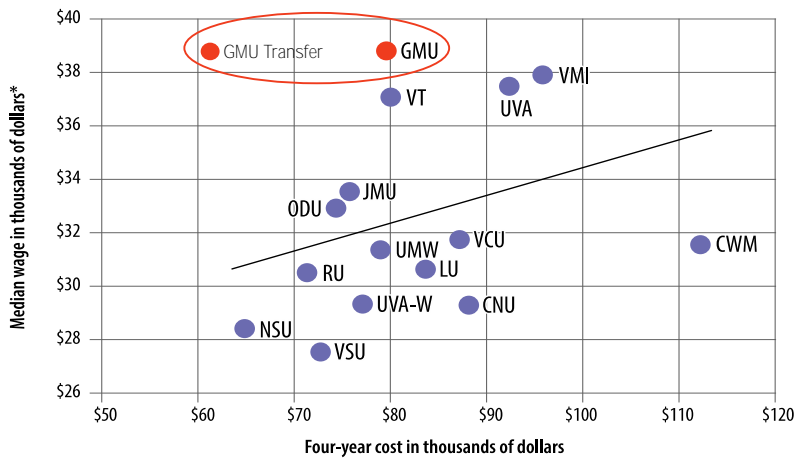


*Mason study of economic impact on Virginia in 2012





George Mason University – Return on Investment



*Wage data is five-year average
Source: State Council of Higher Education for Virginia (SCHEV)

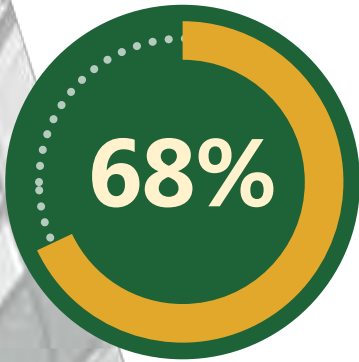


Doing Great Things @Mason

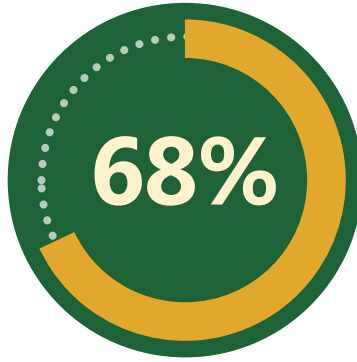


Who's Going to School at MASON?

UNDERGRADUATES



FULL-TIME



IN-STATE



Fall 2016 Enrolled Student Population by Headcount: ~**35,000**

A DIVERSE Student Body

FIRST
GENERATION



UNDERREPRESENTED
RACIAL / ETHNIC

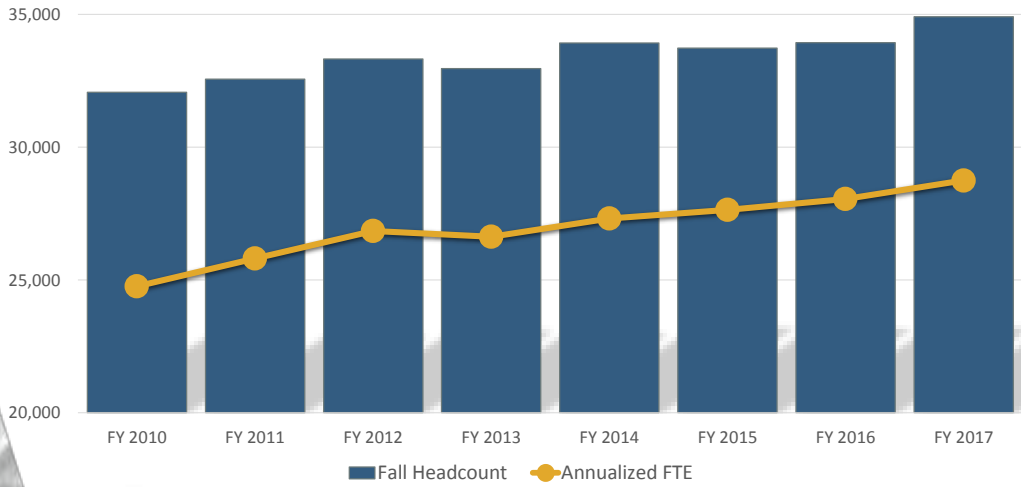


OVER AGE 25
AT ENTRY



Fall 2016 Undergraduate Student Population by Headcount: ~**24,000**

We continue to GROW



Source: Office of Institutional Research & Reporting, enrollment excludes Mason Korea

Financial Framework



Stable Financial Ratings in 2017

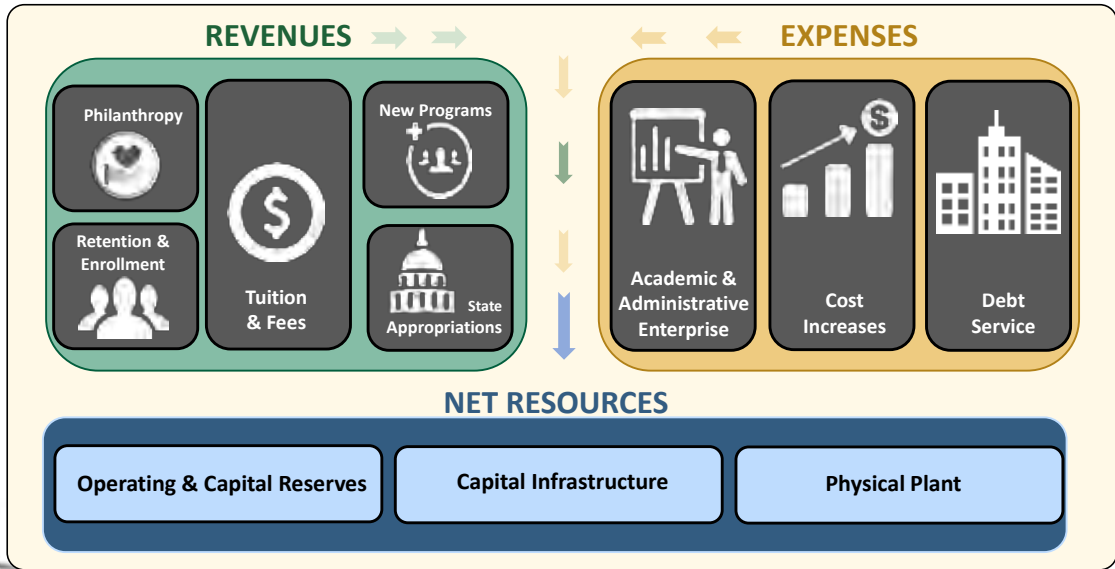
January 2017
 Received Two Ratings
 GMUF's Prince William
 Lab LLC Refunding Bonds

STANDARD & POOR'S	MOODY'S
AA-	Aa3
A+	A1 <i>upgraded!</i>
A <i>stable</i>	A2
A-	A3
BBB+	Baa1

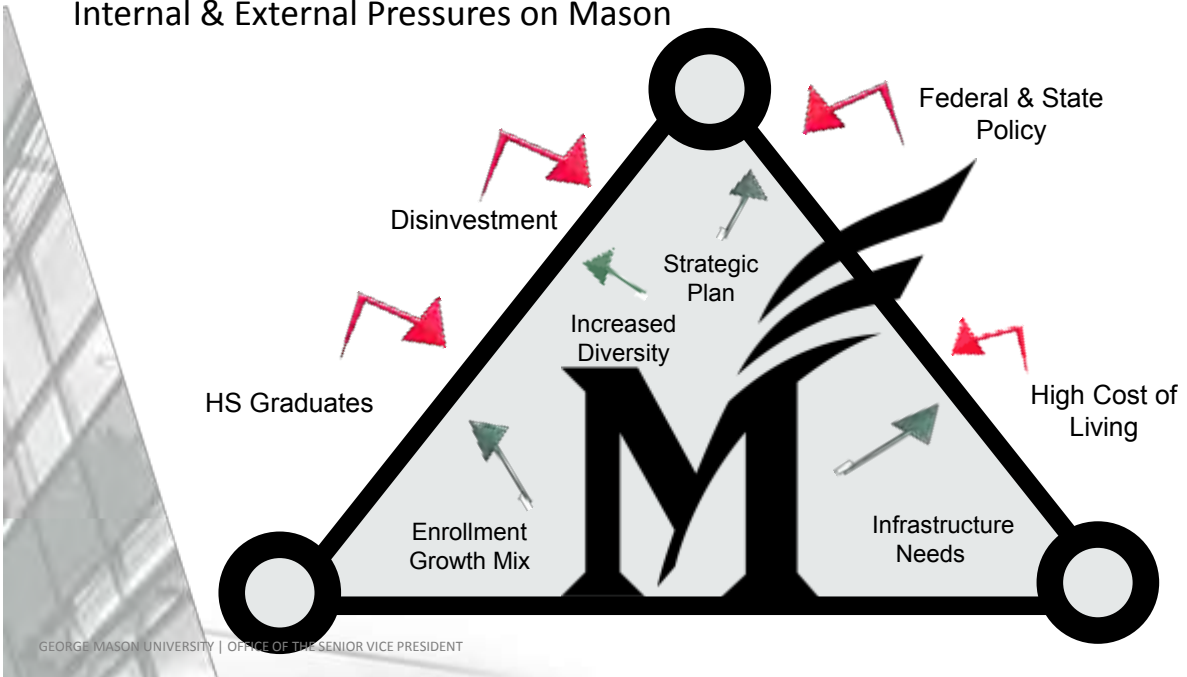
Mason Strategic Plan



The Financial Framework



Internal & External Pressures on Mason



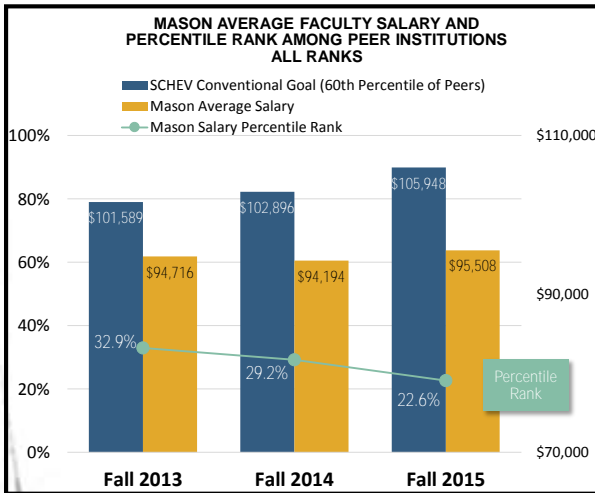
MASON: Our People are our STRENGTH



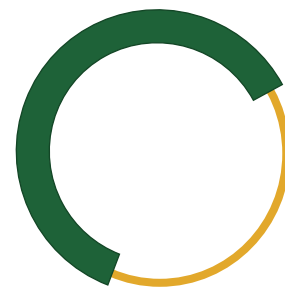
YOU DON'T BUILD A BUSINESS, YOU BUILD PEOPLE. AND THEN PEOPLE BUILD THE BUSINESS.
ZIG ZIGLAR

Your smile is your logo.
Your personality is your business card.
How you leave others feeling after an experience with you, becomes your trademark.
~ Jay Danzie ~

High Cost of Living, Low Relative Wages



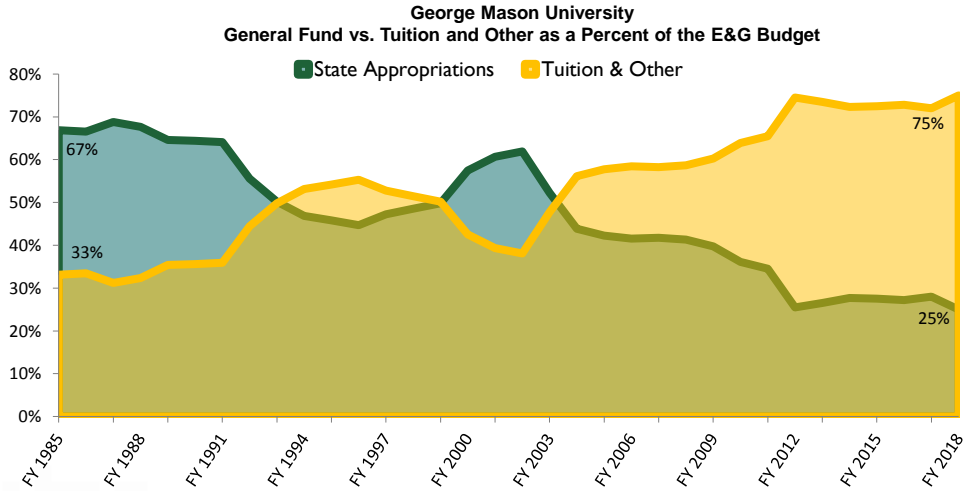
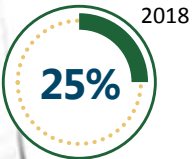
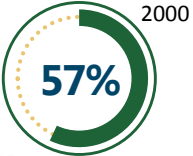
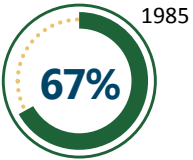
57% below Salary Average for classified staff



Based on DHRM Position Titles, a majority of Mason employees are below the northern Virginia classified salary average

Long Term Financial Shift from Taxpayer to Student

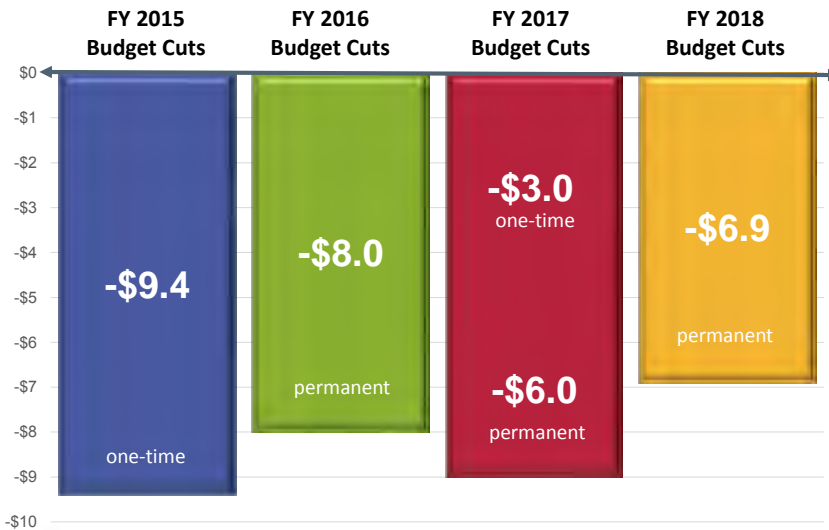
% State Funded



GEORGE MASON UNIVERSITY | OFFICE OF THE SENIOR VICE PRESIDENT

19

Story of the Last Four Years: Cuts

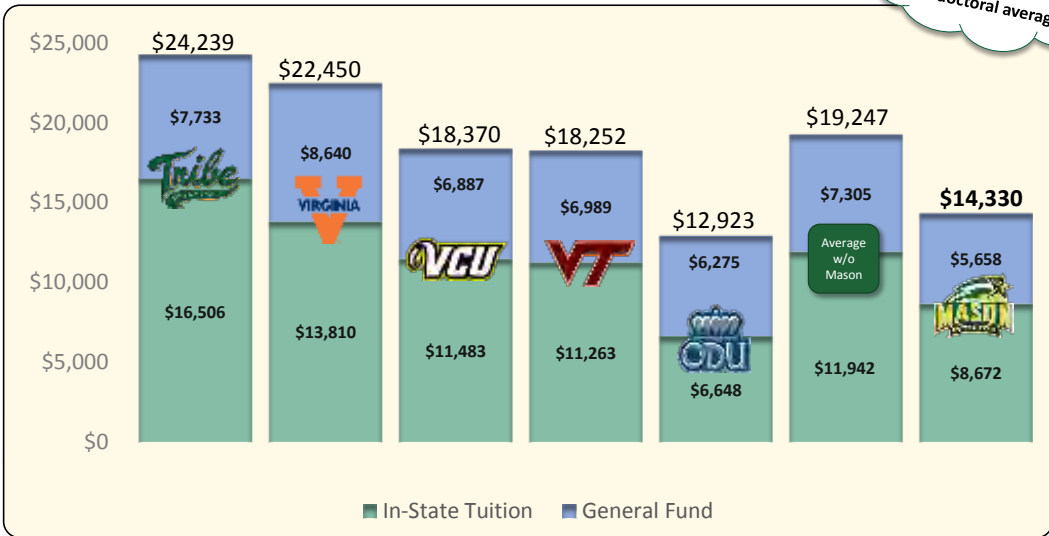


GEORGE MASON UNIVERSITY | OFFICE OF THE SENIOR VICE PRESIDENT

20

Mason FY 2018 Financial Disparity

Mason receives just **74%** of doctoral average



GEORGE MASON UNIVERSITY | OFFICE OF THE SENIOR VICE PRESIDENT

Examine the Base: Efficiency & Effectiveness Measures

FY 2014 - 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			
Base Budget Reductions & Reallocation		4 Year Total	\$33.3M	
Tier 2.5 – Increased Financial Flexibility				

GEORGE MASON UNIVERSITY | OFFICE OF THE SENIOR VICE PRESIDENT

FY 2018 BUDGET STRATEGY



STUDENTS

Stay Mason
Financial Aid
Student Experience



FACULTY/STAFF

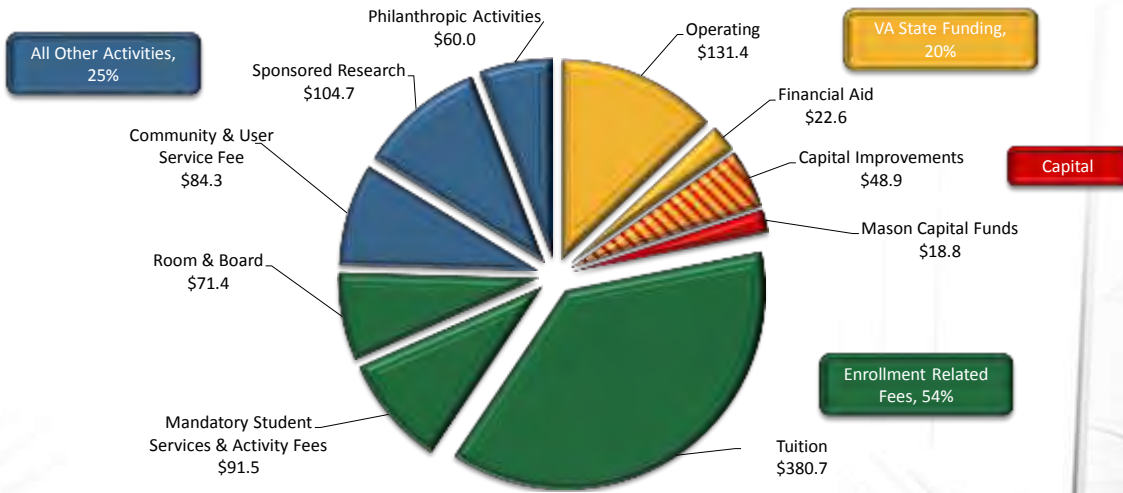
Compensation
Disability Insurance
Healthcare
Well-being Initiatives



STRATEGIC PLAN

Student Experience
IT Infrastructure
Research
Innovation
TBD

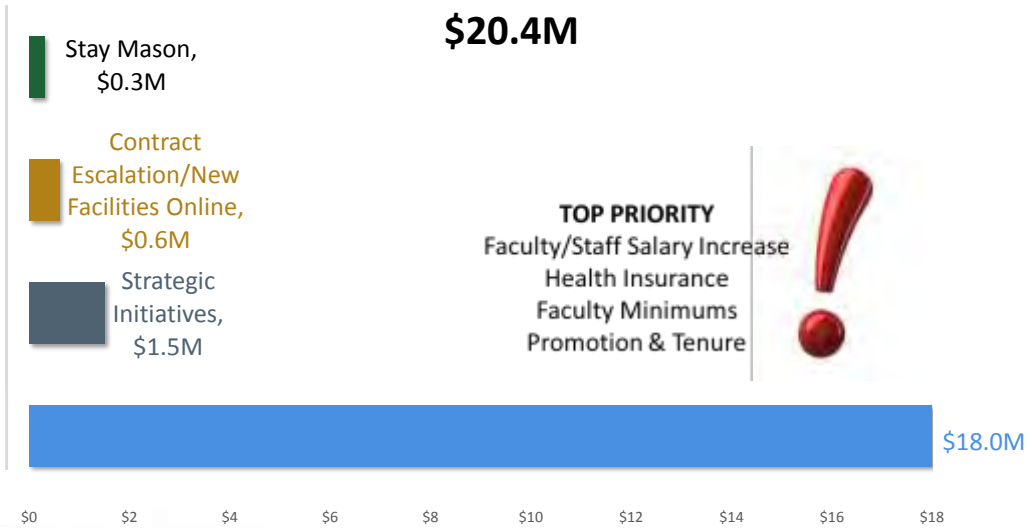
FY 2018 REVENUE BUDGET \$1.0B



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

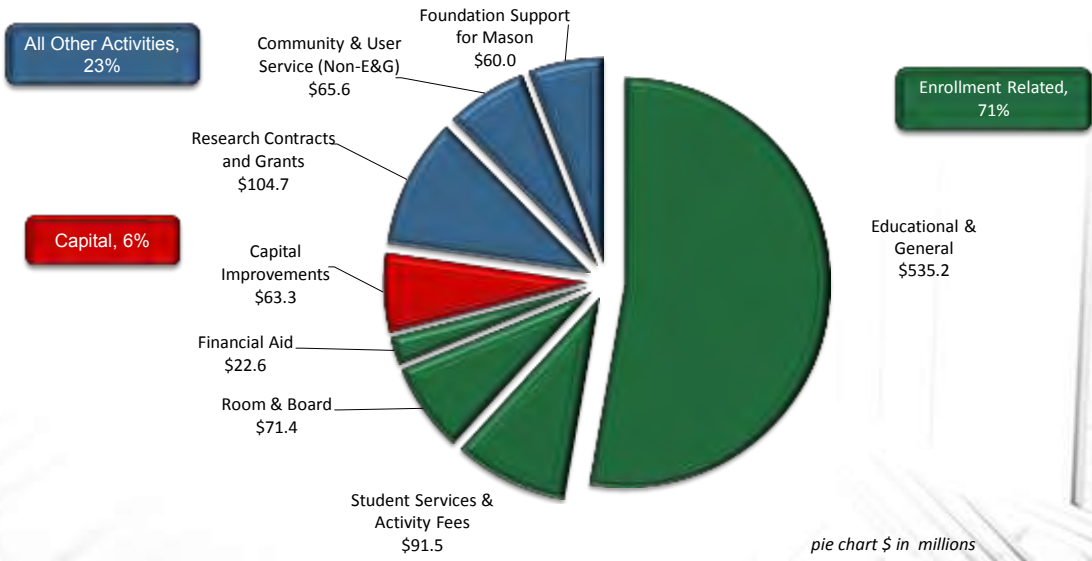
Financial Aid \$4.4M

Commonwealth \$0.3M
Institutional Aid \$4.1M

Base Budget Cuts \$6.9M

FY 2016-2018 Commonwealth Biennium
Budget Reductions

FY 2018 EXPENSE BUDGET \$1.0B



GEORGE MASON UNIVERSITY | OFFICE OF THE SENIOR VICE PRESIDENT

FACILITIES MASTER PLANNING

- ★ **Capital Projects in Construction**
 - Peterson Family Health Sciences Hall
 - Potomac Science Center
 - Johnson Center Dining Renovations
 - Athletics Improvements
- ★ **Capital Projects in Design & Planning**
 - Robinson Hall & Harris Theater
 - Utility Infrastructure
- ★ **Assessing Resource Capacity**
 - Level of Commonwealth Support
 - Debt Capacity
- ★ **Upcoming Capital Projects**
 - IT Infrastructure
 - West Campus Masterplan
 - Bull Run Addition



GEORGE MASON UNIVERSITY | OFFICE OF THE SENIOR VICE PRESIDENT

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



Looking Ahead

BOARD OF VISITORS Influence and Impact

FINANCIAL INITIATIVES

- Tuition Pricing Strategy
- Student Billing System
- Budget Model Redesign, Next Phase
- Tier 2.5 → Tier 3

CAPITAL INITIATIVES

- Secure construction funding for
Robinson Academic Building and Utility Infrastructure
- Plan and secure construction funding for IT Infrastructure
- Secure construction funding for
Life Sciences – Bull Run Addition
- Complete design process for Fairfax: West Campus

Coming Soon!



Potomac Science
September, 2017



Johnson Center Dining
Fall, 2017



Peterson Hall
Spring, 2018

BOARD OF VISITORS FY 2018 Meeting Schedule

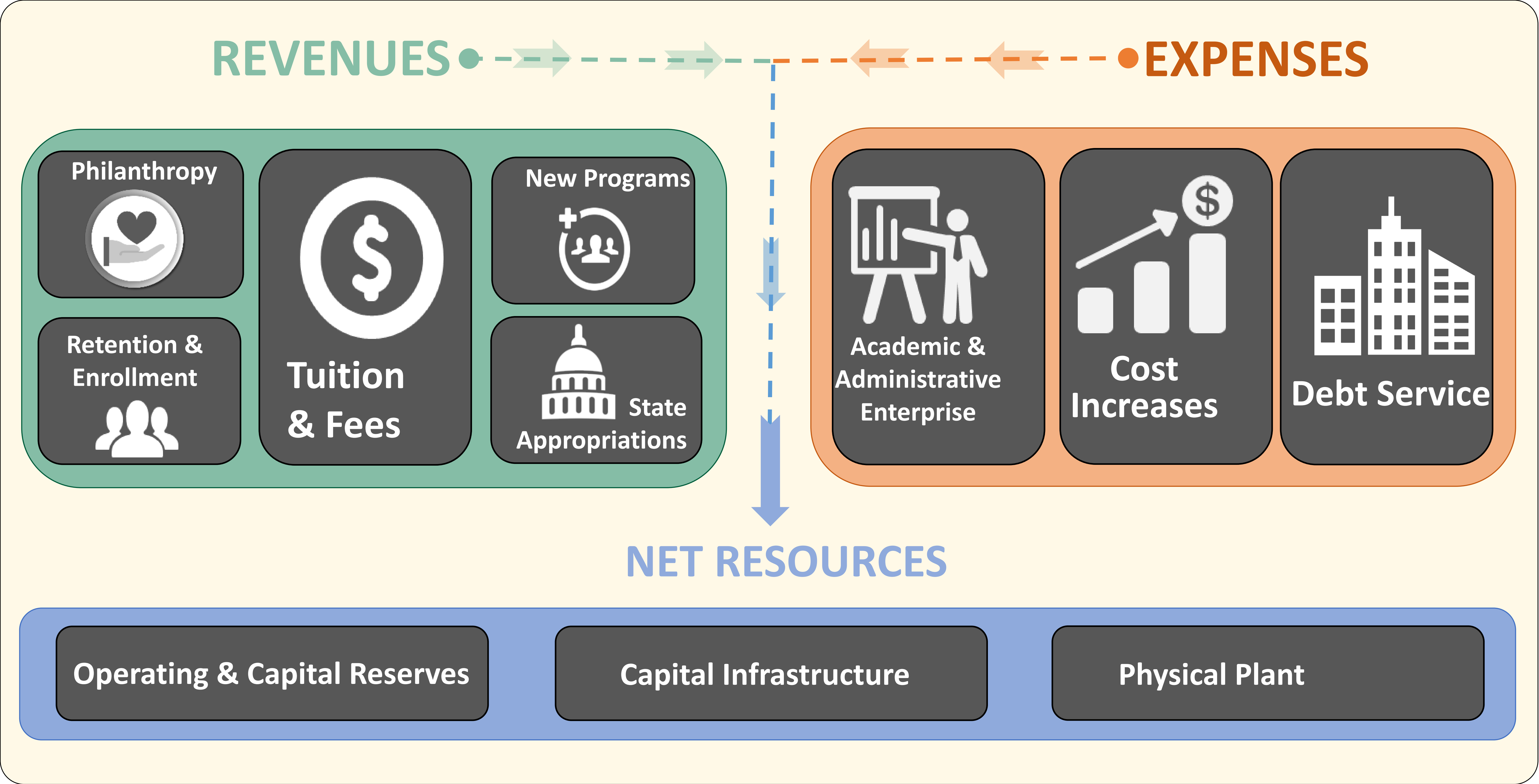
THURSDAY October 12, 2017	WEDNESDAY December 13, 2017	THURSDAY March 1, 2018	THURSDAY May 3, 2018
Six Year Operational & Capital Plan Land Use Certification FY 2018 Financial Overview	Investment Policy Update Unaudited Financial Statements Financial Overview & Governor's Budget Update	Room & Board Rates Commonwealth Budget Update Human Resources & Payroll Annual Report FY 2019 Financial Overview	Operating Budget, Tuition & Fees Six Year Capital Plan Span of Control Audited Financial Statements FY 2018 & FY 2019 Financial Overview



GEORGE MASON UNIVERSITY | OFFICE OF THE SENIOR VICE PRESIDENT

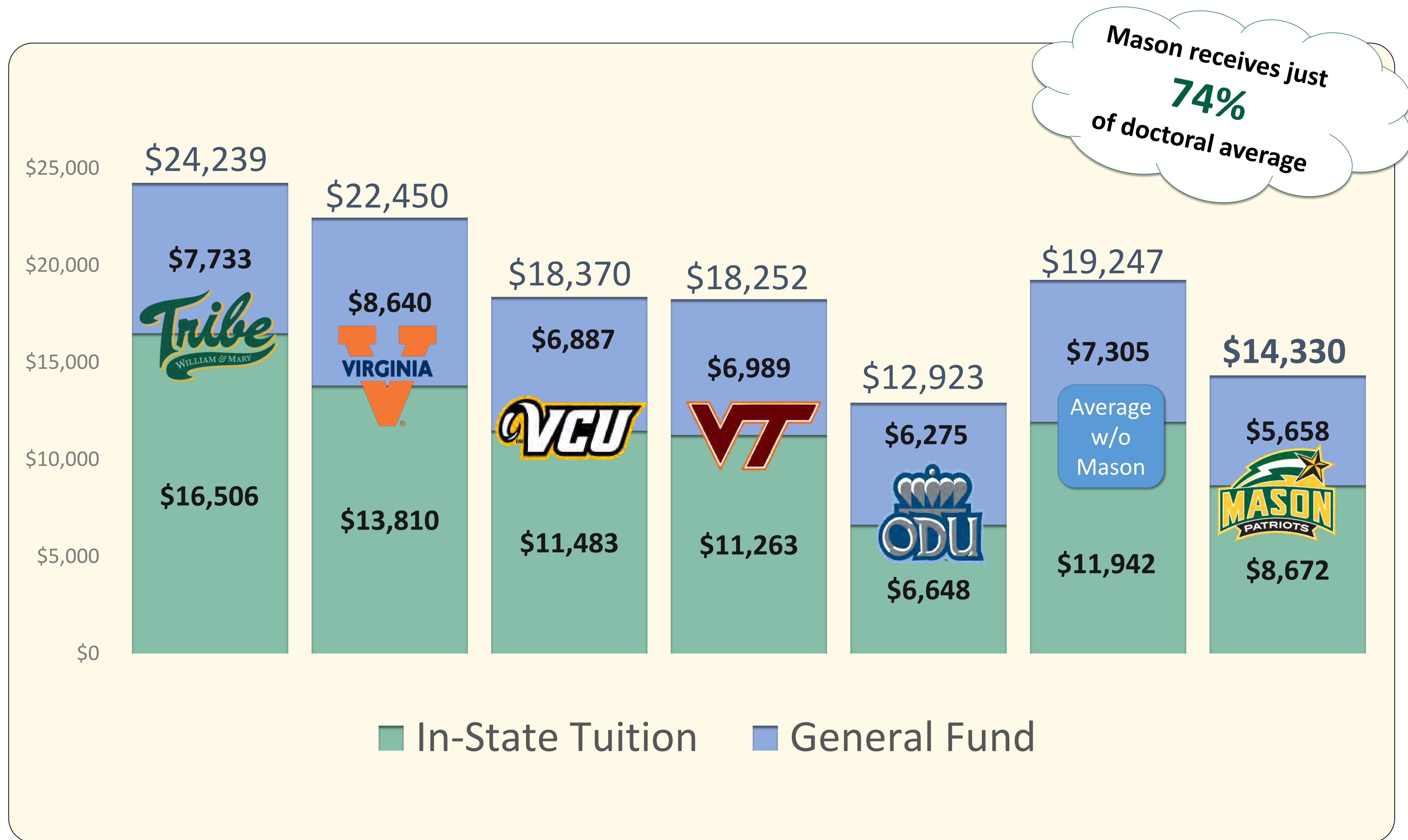
Financial Framework

GEORGE
MASON



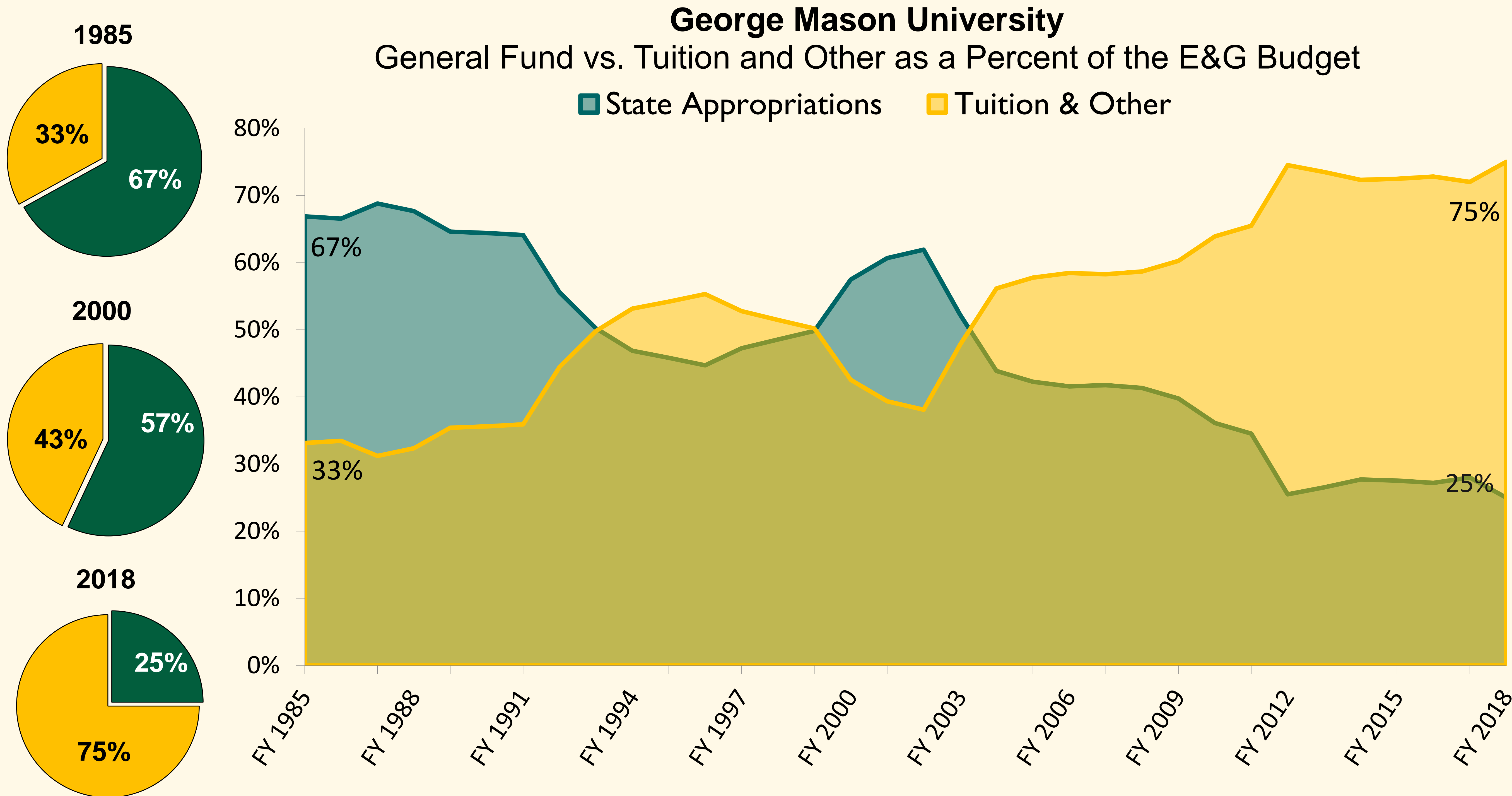
Mason FY 2018 Financial Disparity

GEORGE MASON



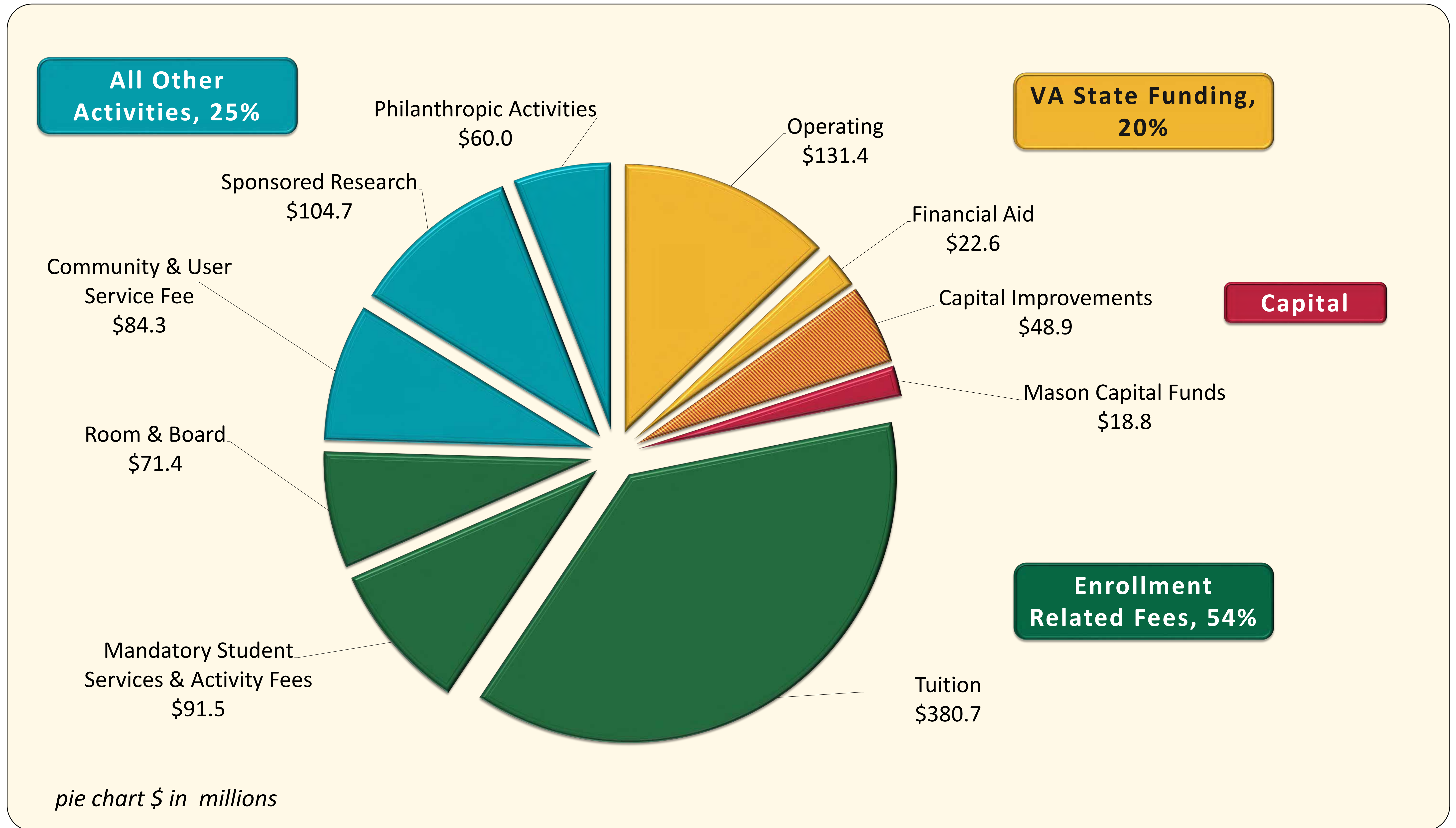
Long Term Financial Shift From Taxpayer To Student

GEORGE MASON



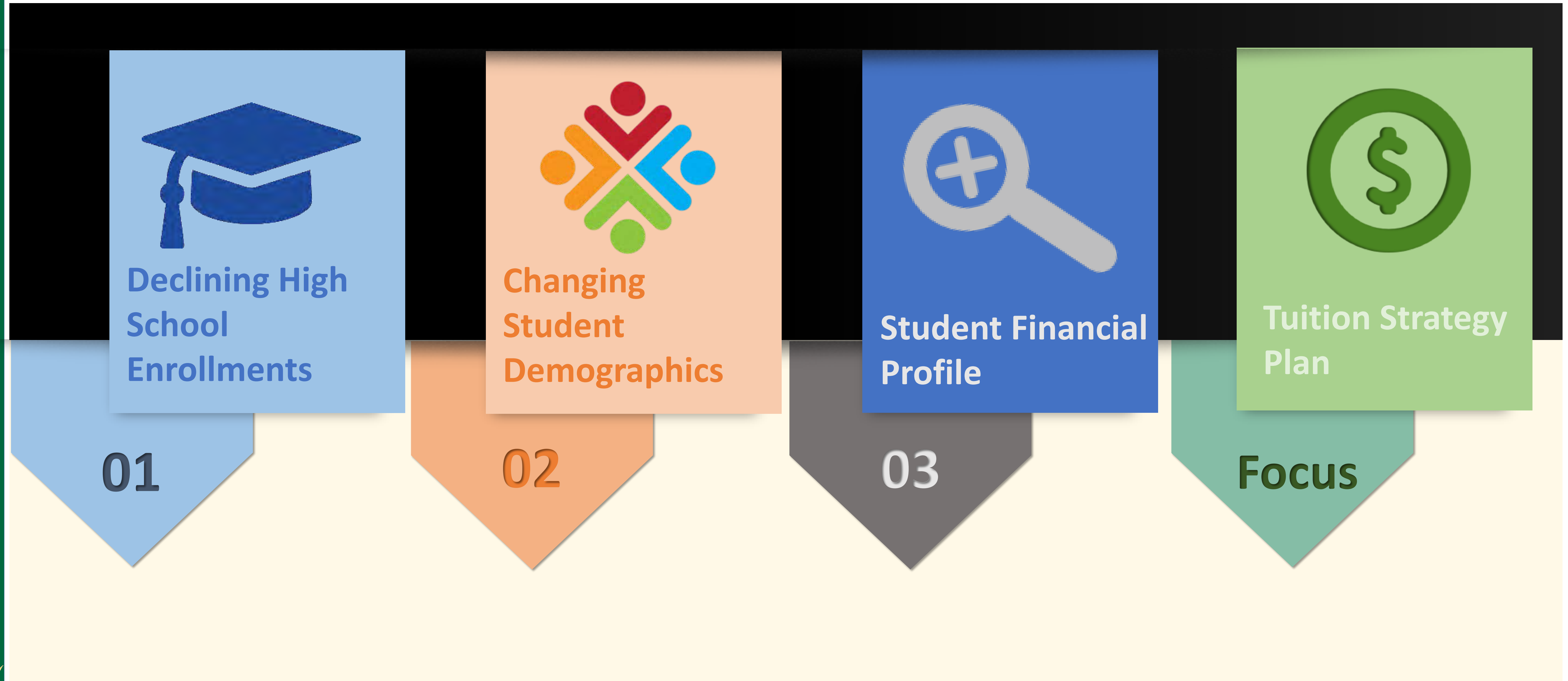


Mason FY 2018 Revenue Budget \$1.0B



FY 2018 Enrollment Landscape

Tuition Pricing Strategy



CAMPAIGN PRIORITIES



Students



Faculty



Research



Community and Capital Projects



Programs and Big Ideas



Annual Giving



CAMPAIGN PROGRESS

GOAL

\$500 million (through December 2018)

CURRENT

\$500 million goal reached March 23, 2017!



**FASTER
FARTHER**

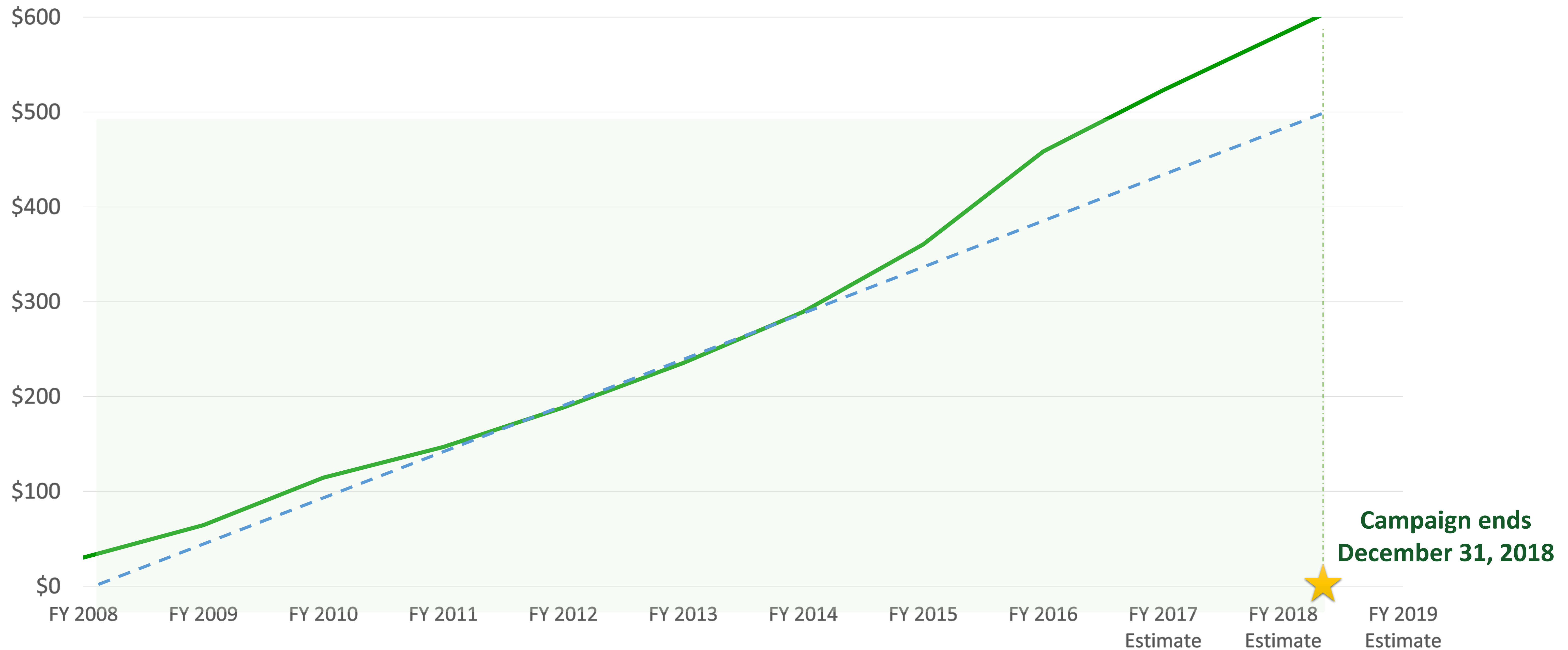
THE CAMPAIGN
FOR GEORGE MASON
UNIVERSITY



> > > > > > fasterfarther.gmu.edu

Campaign Trend

Cumulative Gifts and Pledges



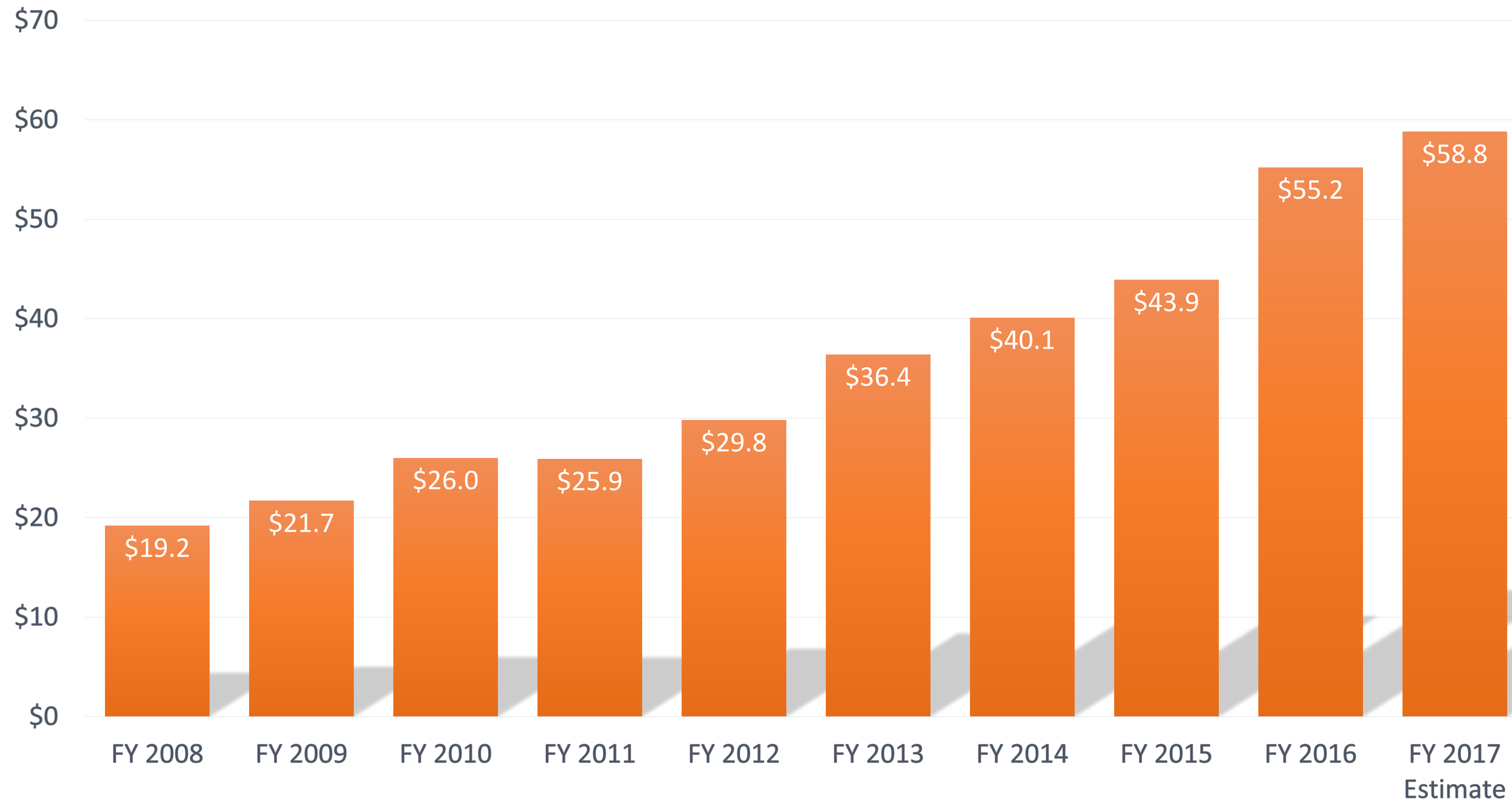
**FASTER
FARTHER**

THE CAMPAIGN
FOR GEORGE MASON
UNIVERSITY



> > > > > > fasterfarther.gmu.edu

Philanthropic Support to Mason By Fiscal Year in Millions of Dollars



**FASTER
FARTHER**

THE CAMPAIGN
FOR GEORGE MASON
UNIVERSITY



> > > > > > fasterfarther.gmu.edu

Endowment Balance – June 30 By Fiscal Year in Millions of Dollars



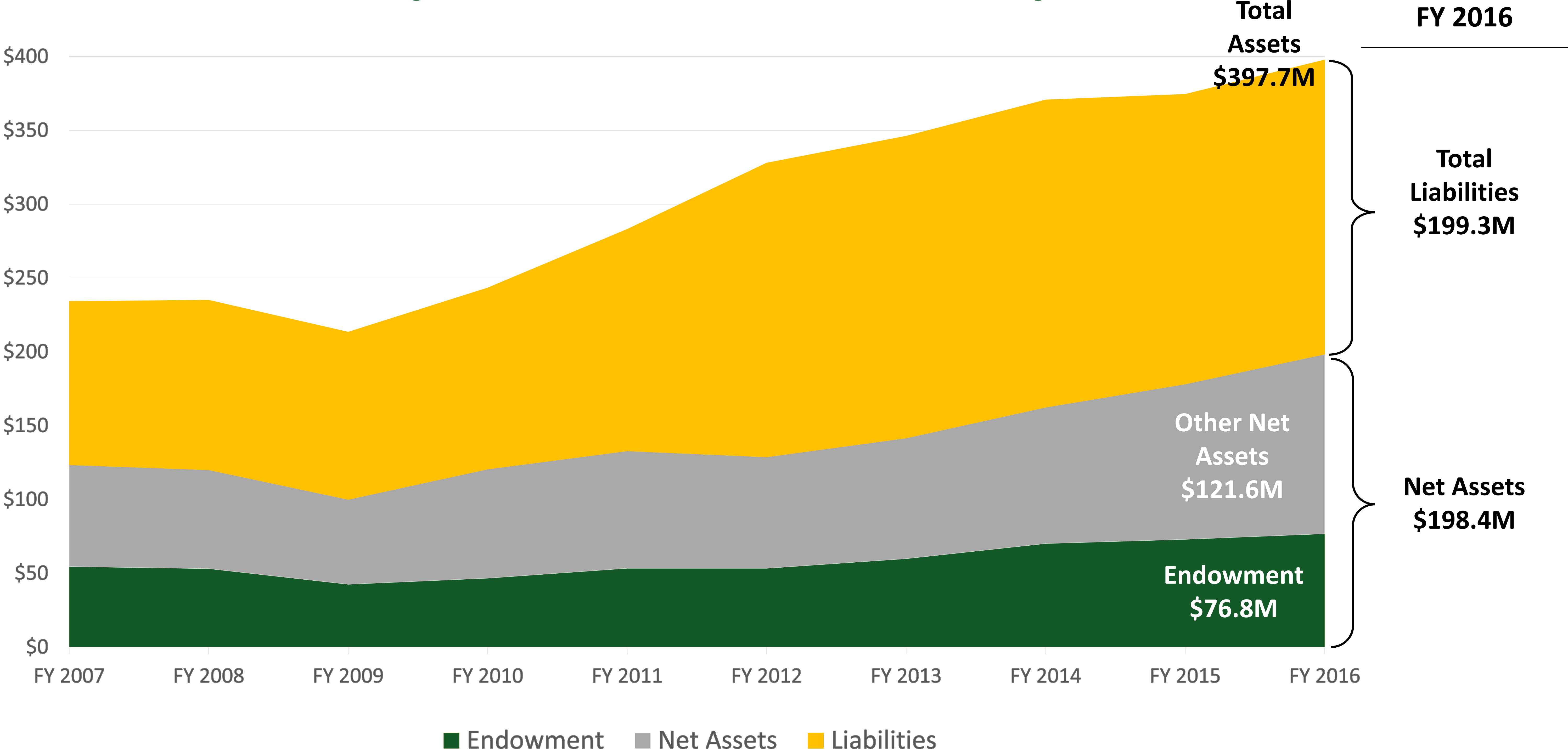
**FASTER
FARTHER**

THE CAMPAIGN
FOR GEORGE MASON
UNIVERSITY



> > > > > > fasterfarther.gmu.edu

Total Assets, Liabilities, Net Assets (Millions, Rounded)



**FASTER
FARTHER**

THE CAMPAIGN
FOR GEORGE MASON
UNIVERSITY



> > > > > > fasterfarther.gmu.edu

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



2017 Survey Results

Polling Structure

Sample Size 800: Land lines (400) and online (400)

Likely voters 2017 election

Some split-sample policy questions

Polled January 11-16, 2017



Major Takeaways

Economic value proposition of a college degree remains nearly as strong as before despite adverse press.

General support for higher ed funding is soft (4th out of 7 priorities).

Policy ideas that improve economic growth and job access poll well.

Major concerns about affordability (tuition/debt).

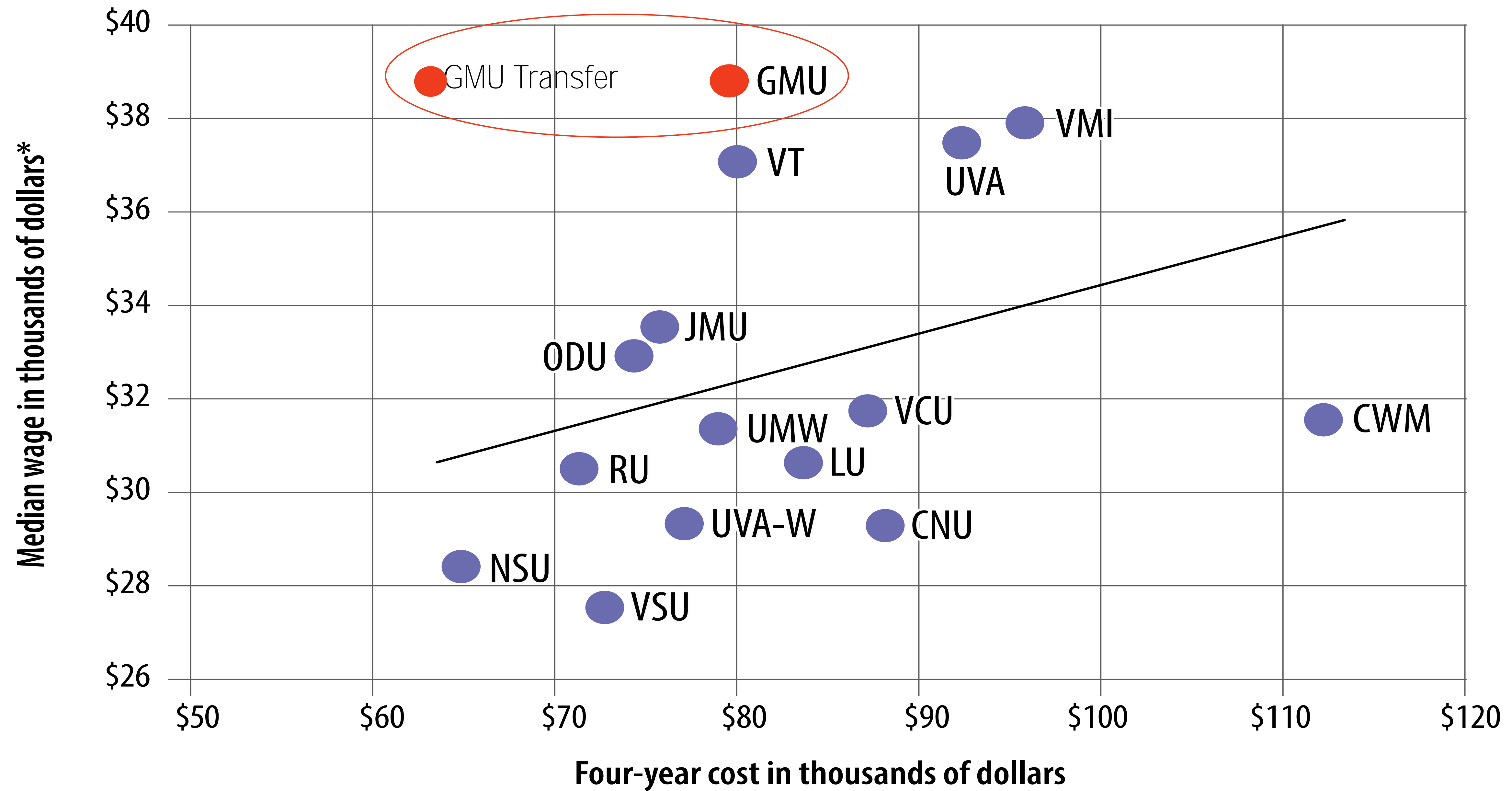
Transparency, accountability for results are strong themes.

Out-of-state student enrollment is not a major concern.

Support for more managerial flexibility if combined with accountability for results.



George Mason University – Return on Investment

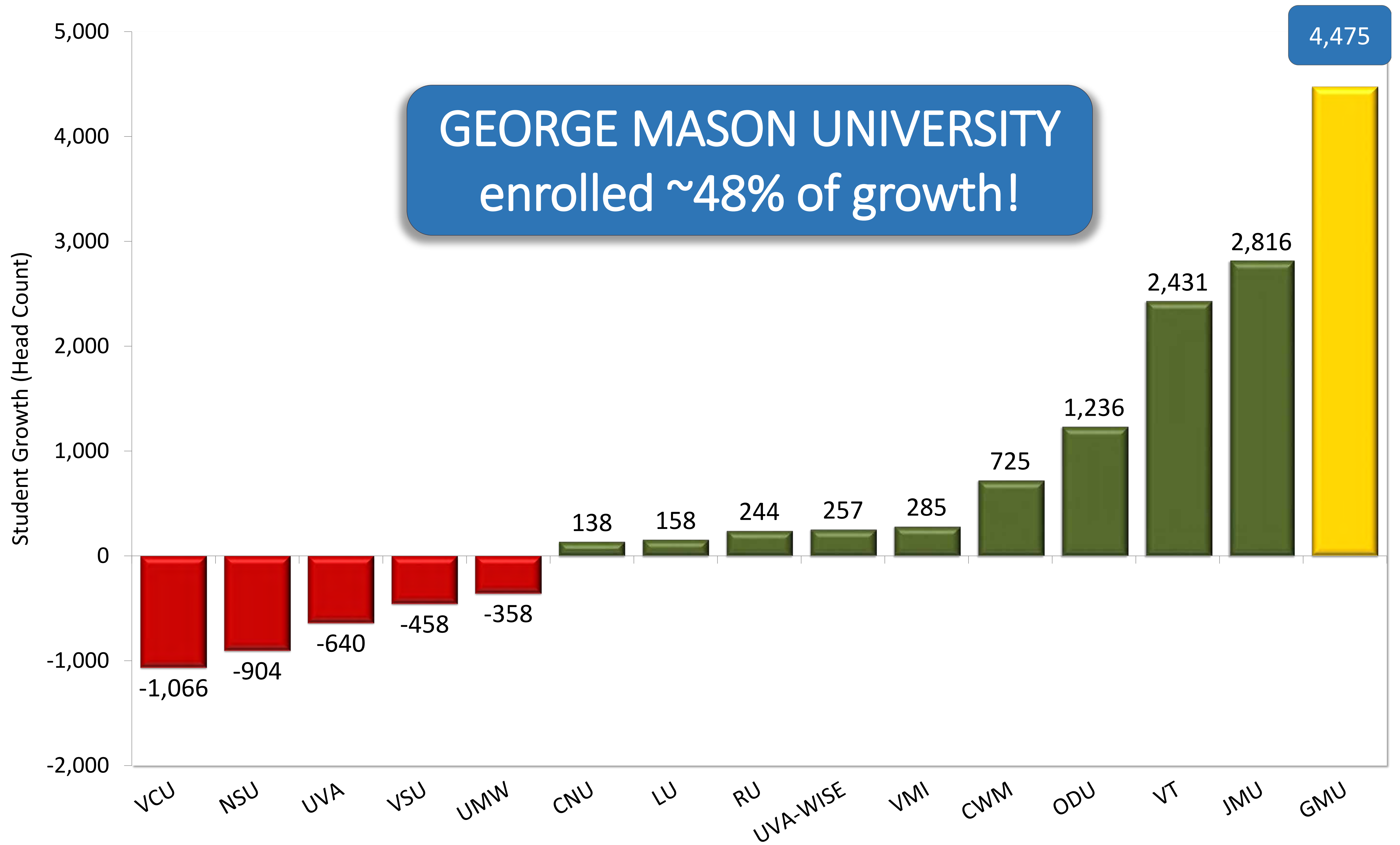


*Wage data is five-year average

Source: State Council of Higher Education for Virginia (SCHEV)

Student Growth Fall 2008 - 2016

GEORGE MASON



Virginia Public Institutions of Higher Education

FY 2018 State Funding Disparity



General Fund	\$7,733	\$8,640	\$6,989	\$6,887	\$6,275	\$7,305	\$5,658
In-State Tuition	16,506	13,810	11,263	11,483	6,648	11,942	8,672
Total	\$24,239	\$22,450	\$18,252	\$18,370	\$12,923	\$19,247	\$14,330

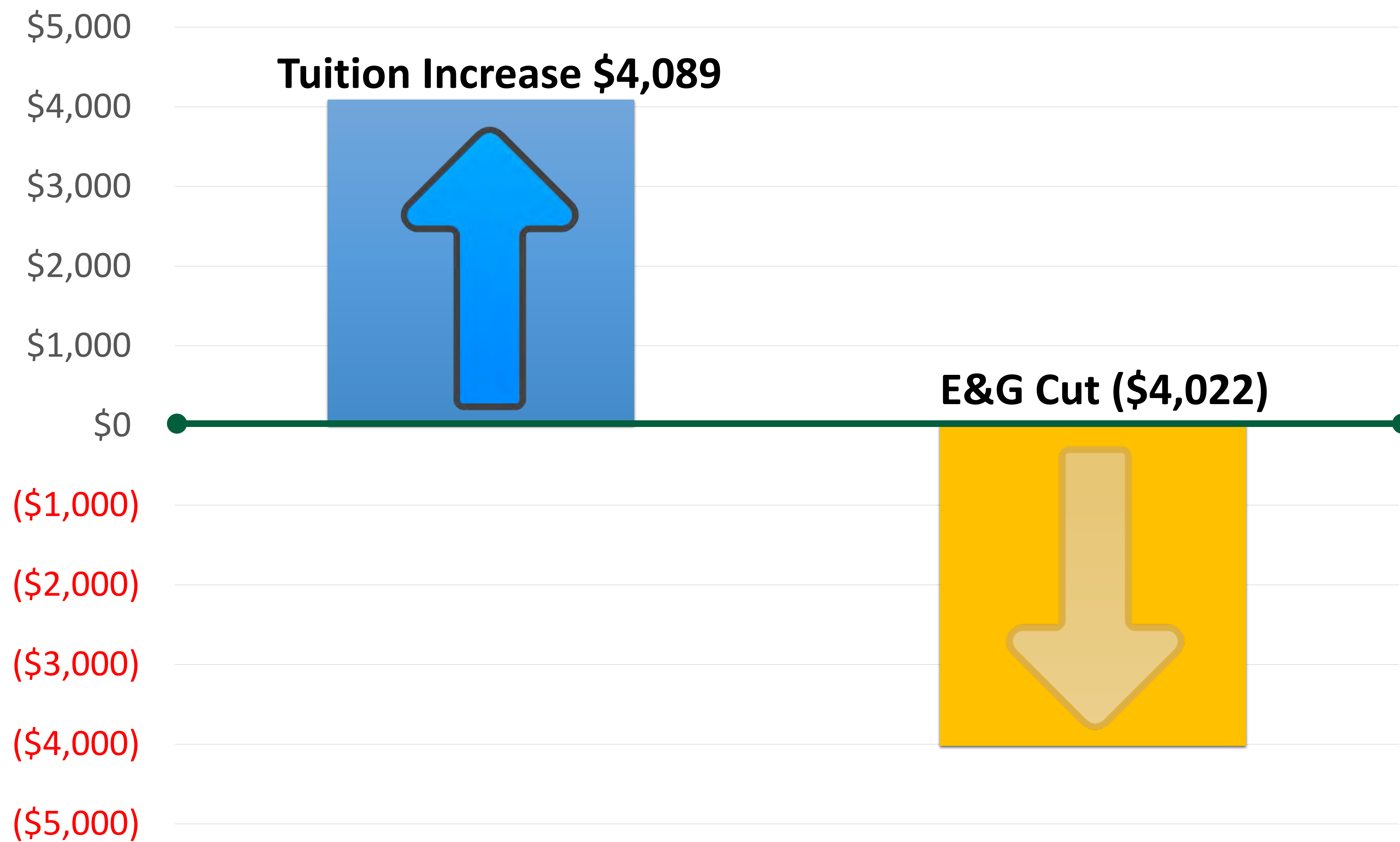
Mason percent of average is **74%** of total

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 2018





System-wide tuition increase vs reduction in per-student E&G funding

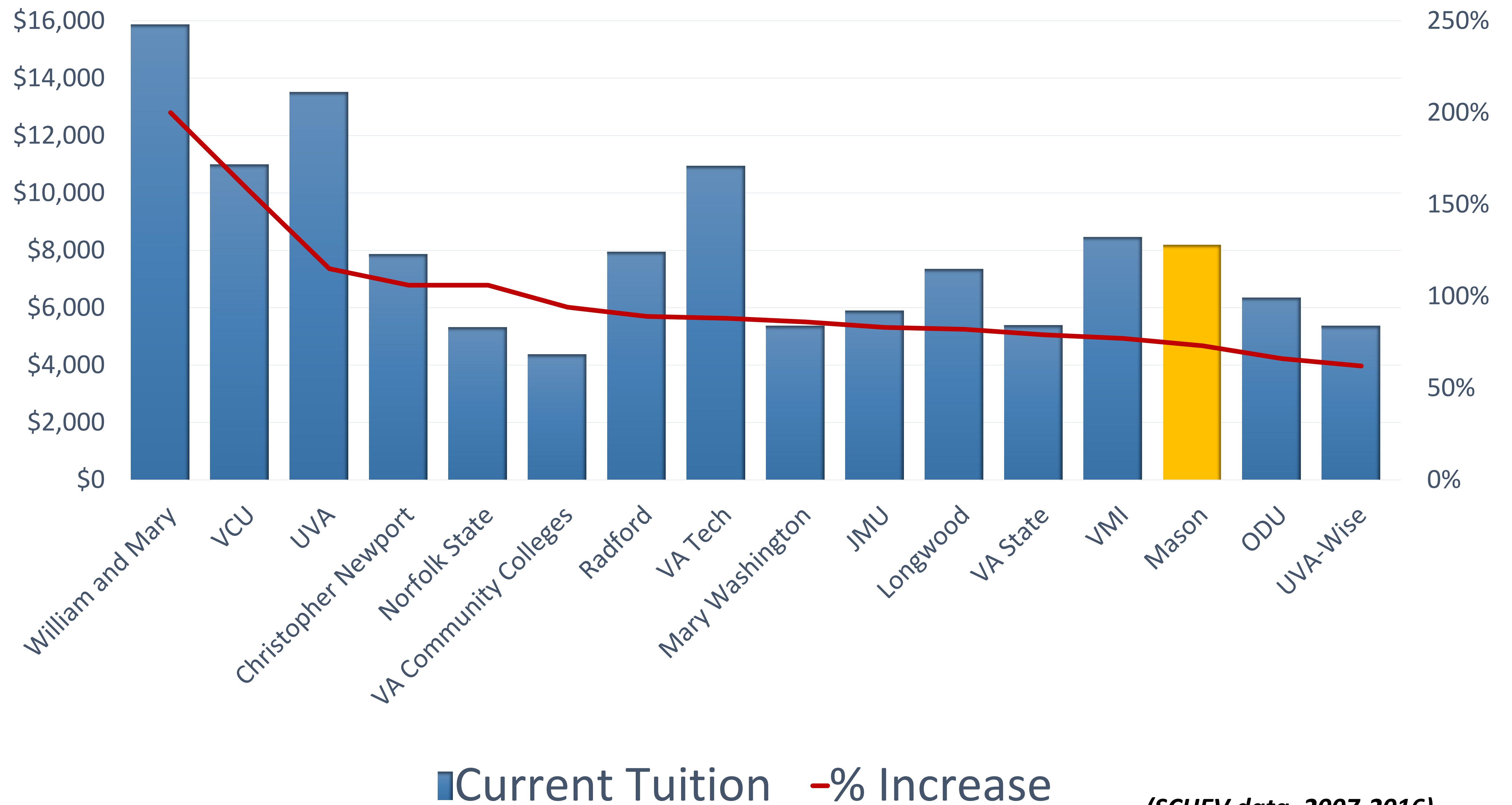


(constant dollars, 2001-2015)



Historical Tuition Rates

Current Tuition and Tuition Increases Over the Last Decade

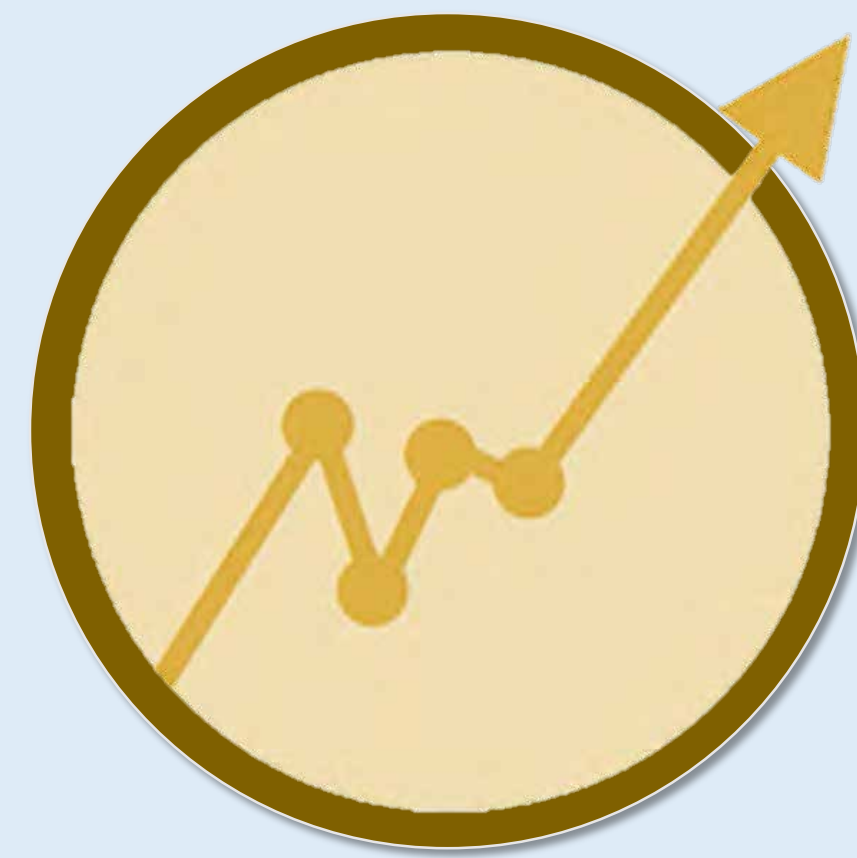


(SCHEV data, 2007-2016)

Academic Innovation & New Ventures



Pursue
transformative
partnerships for
ACCESS



Create new
REVENUE streams



Launch innovative
programs to fill
WORKFORCE NEEDS

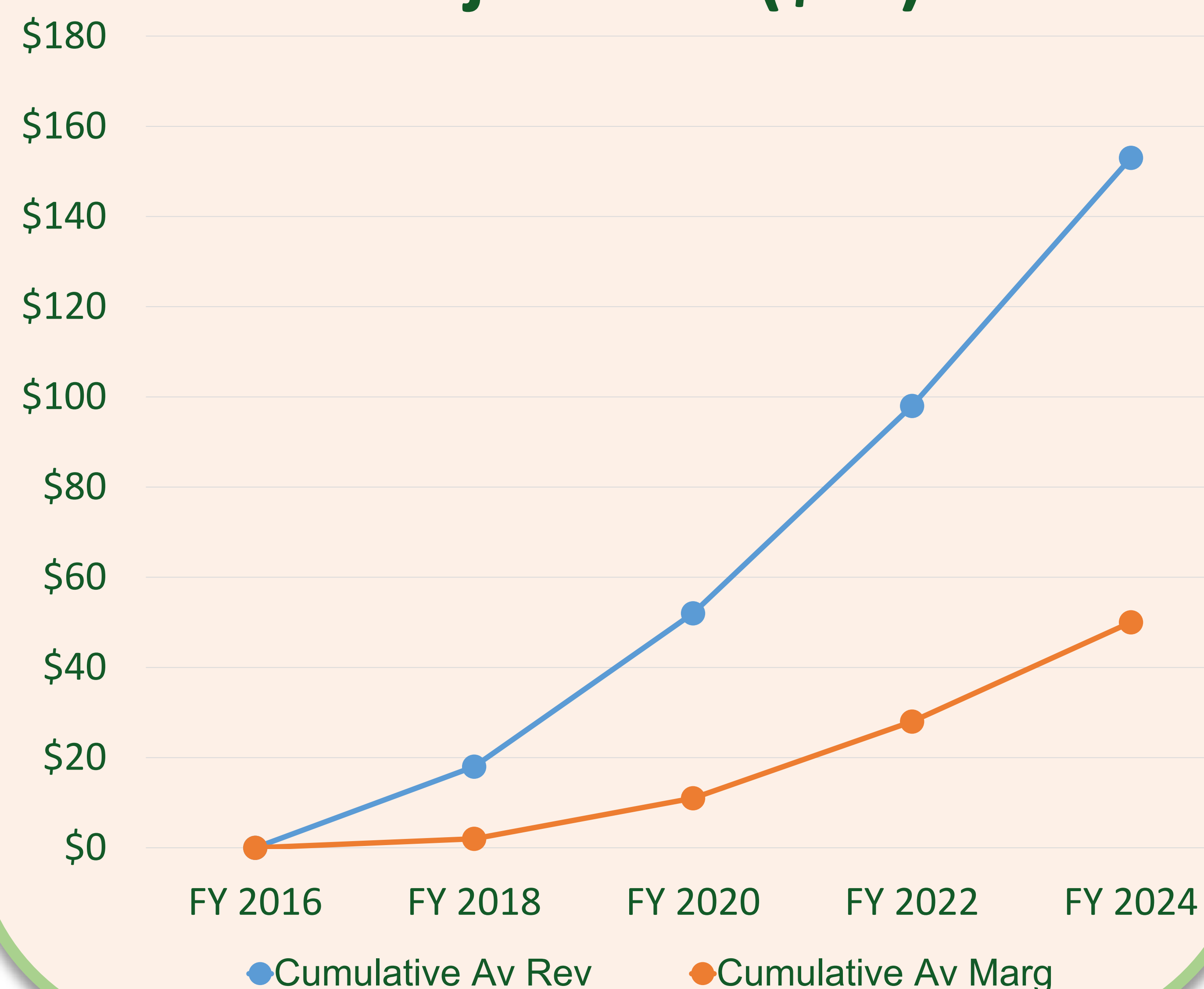


Position Mason as
a university for
the **FUTURE**



Wiley-Mason Partnership

Revenue/Margin Projections (\$M)



Where We're Headed...



Launch 15 high-demand online graduate programs & certificates at scale



\$155 million in new **revenue** projected over next 15 years

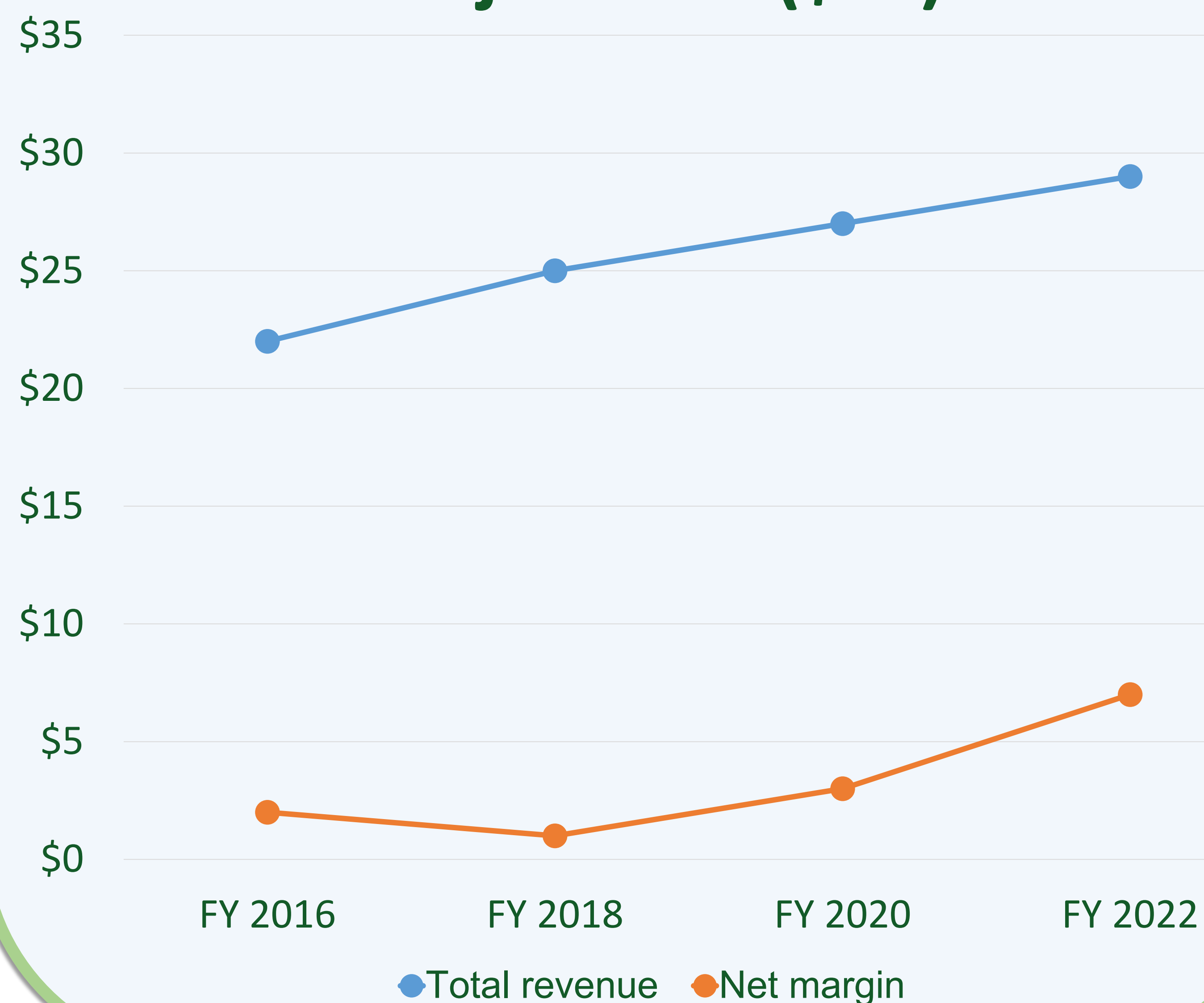


Create capability to support high-quality, large-scale **distance** programs at Mason



INTO-Mason Joint Venture

Revenue/Margin Projections (\$M)



In Fall 2016 **710** international students representing ~40 countries



76% of undergraduate and **97%** of graduate pathway students matriculate to Mason



By 2020 **~900** students will be enrolled in INTO Mason



ADVANCE

A NOVA | Mason Partnership



GUIDED PATHWAYS

Targeting high-demand disciplines



REDUCED TUITION

Saving students time & money



NEW TRANSFER MODEL

Single point of admission

DEDICATED ADVISING
NOVA admission through
Mason graduation



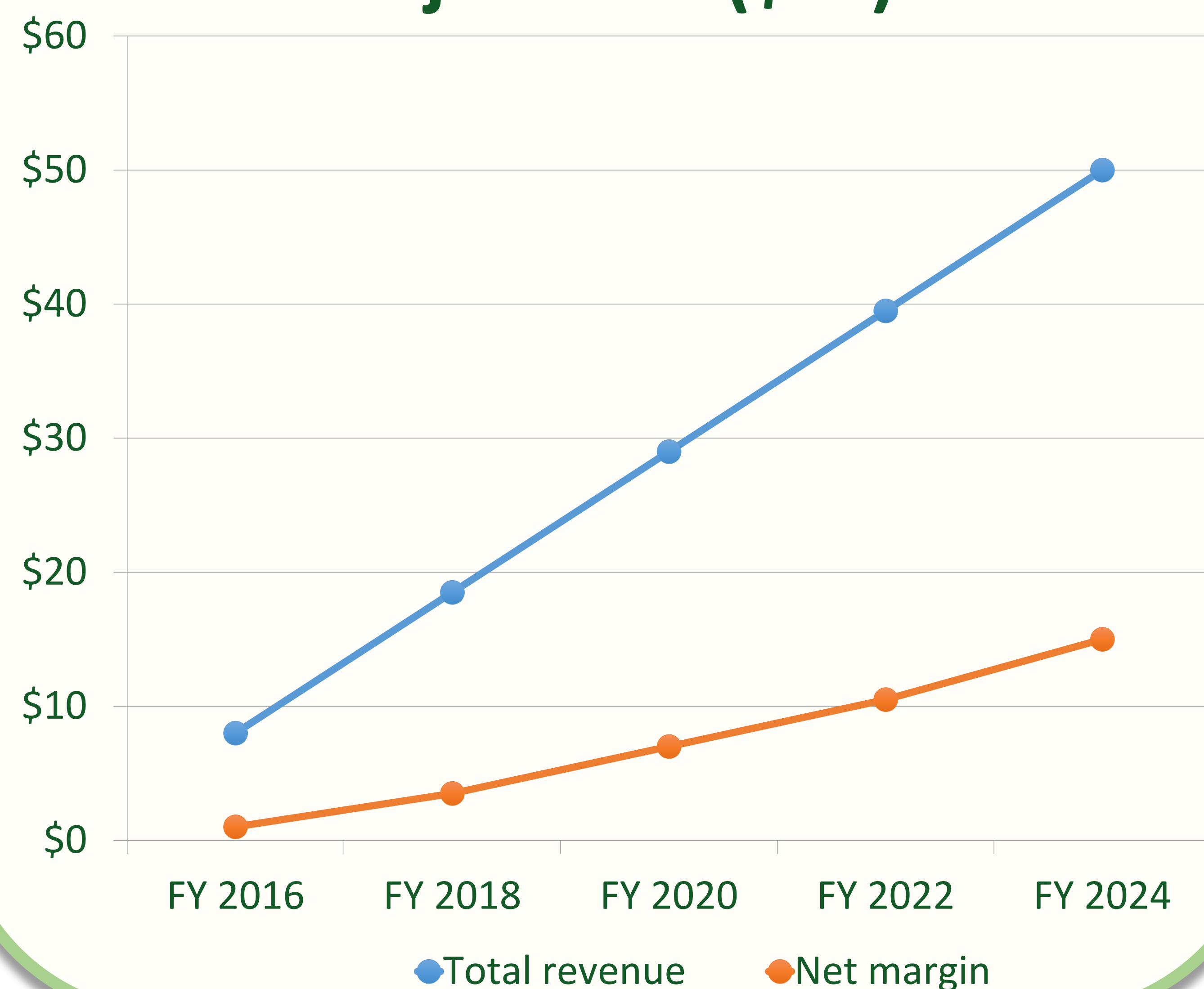
WORKFORCE NEEDS
Engaging K-12 and regional
businesses





Mason Executive & Professional Education

Revenue/Margin Projections (\$M)



Where We're Headed...



Aggressive **movement** into the online space



New **C-level** executive education programs:

- Chief data officer
- Chief learning officer
- Chief talent officer
- Chief risk officer



\$50M in annual revenues by 2024



Growing Partnerships into the Future



**Corporate
educational
relationships**



**EdTech & academic
services companies**



**Higher education
institutions**

**BOARD OF VISITORS
GEORGE MASON UNIVERSITY**

**Meeting of
July 28, 2017
MINUTES**

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

ABSENT: Visitors Ahmed, Dwoskin, Schar and Zuccari.

I. Rector Davis called the meeting to order at 9:02 a.m.

II. Approval of the Minutes

Rector Davis called for any corrections to the minutes of the Executive Committee Meeting and full Board Meeting on May 11, 2017. Hearing none, the minutes stood approved as written.

Rector Davis welcomed David Kanos and Andrew Quillen, the new student representatives to the Board of Visitors. He recognized Keith Renshaw, Chair of the Faculty Senate, and noted the Board's appreciation for his past input. Rector Davis encouraged the student representatives' participation on behalf of the student body.

III. Election of Officers

Rector Davis recognized Visitor Witeck for a nomination for the open position of Secretary. Visitor Witeck **MOVED** to nominate Visitor Shawn Purvis for the position of Secretary of the Board of Visitors. The motion was **SECONDED** by Visitor Hazel. Rector Davis opened the floor to additional nominations. There were none.

MOTION CARRIED UNANIMOUSLY BY VOICE VOTE

The Board recognized Secretary Purvis with applause.

Rector Davis called for a motion to approve Visitor Jimmy Hazel and Visitor David Petersen as At-Large members of the Executive Committee. The motion was **MOVED** by Vice Rector Peterson and **SECONDED** by Visitor Witeck. Rector Davis opened the floor to additional nominations. There were none.

MOTION CARRIED UNANIMOUSLY BY VOICE VOTE

Rector Davis thanked and congratulated the new members of the Executive Committee.

IV. Committee Appointments

Rector Davis presented the proposed committee roster for 2017-2018 and asked for any additions or changes. He noted that the Audit Committee still needed volunteers for the chair and vice chair positions. Visitor David Petersen volunteered to be chair of the Audit Committee.

(Attachment 1 – Board of Visitors Committee Roster for 2017-2018)

V. Rector's Report

Rector Davis read a Commendation of Appreciation for Tom Moncure, University Counsel, presented upon Mr. Moncure's retirement. Visitor Hazel **MOVED** and Visitor Cumbie **SECONDED** to motion to approve the Commendation. Rector Davis opened the floor to discussion. There was none.

MOTION CARRIED UNANIMOUSLY BY VOICE VOTE

Rector Davis thanked Mr. Moncure for his service and counsel and congratulated him on his retirement. The Board recognized Mr. Moncure with applause. Rector Davis presented Mr. Moncure with a framed Commendation and a group picture was taken with the Board and President Cabrera.

(Attachment 2 – Commendation of Appreciation for Thomas M. Moncure)

Rector Davis reported that he had attended the production of "The Originalist" at Arena Stage, a play about Justice Scalia. He noted the lead role of Justice Scalia is played by Edward Gero who is a professor at Mason; his clerk, "Cat", played by Jade Wheeler, is a Mason graduate. Rector Davis expressed his pride that Mason was involved with this production and highly recommended it.

Rector Davis reported that he had received several inquiries from students regarding a bus service between the Fairfax and Arlington campuses. He noted it was difficult for students to get back and forth between the two campuses. He recognized Student Representative David Kanos who confirmed that it is difficult to get from the Fairfax campus to the Arlington campus by taking the shuttle to the Metro and the trip can take two hours. President Cabrera reported the issue had been studied and would be studied again. He noted that past studies have shown that traffic on Route 66 is so bad, that it is better to bus people to the Metro even though it is not ideal timewise. He concluded by noting it would be studied and timed again to determine if there is a better option. Rector Davis noted that Metro is also not as reliable as it used to be.

VI. President's Report

President Cabrera expressed his appreciation to Mr. Moncure, noting he had been a trusted advisor and counsel. He noted that Mr. Moncure was a top scholar on George Mason, the man. President Cabrera thanked Mr. Moncure for his service.

Board of Visitors

July 28, 2017

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President Cabrera introduced Brian Walther, Mr. Moncure's successor, as confirmed by Attorney General Herring. President Cabrera explained that while Mason's legal counsel reports to the Attorney General, the Counsel is a part of the Mason team, providing day-to-day help and guidance to the University. He noted that Mr. Walther has an undergraduate degree in economics from Harvard and J.D. from George Washington University. President Cabrera expressed his confidence in Mr. Walther's professional capabilities. Rector Davis welcomed Mr. Walther.

President Cabrera thanked the Board for their participation in the Planning Conference, noting the discussions were great and the resulting output was already being processed by his colleagues to be reflected in the refresh of the Strategic Plan. He reported that updates would be provided followed by a request for approval, hopefully by the December timeframe.

President Cabrera called the Board's attention to the new wall plaques in the Hazel Conference Room. He noted the plaques reflect some of the history and leadership of Mason, explaining the room is used frequently by internal and external groups. He commented that the new plaques send a great message about the people who helped build the University. President Cabrera highlighted the portrait for George Mason, a list of Rectors of the Board of Visitors, Chairs of the Foundation, leaders of the Alumni Association, and Mason Medal recipients.

President Cabrera noted that since he was now at the beginning of his second term as President, having completed his first 5-year contract on June 30, 2017, he wanted to provide a longer view assessment of Mason's progress. He reported he was very proud that Mason is a stronger institution, both academically and financially, than it was five years ago. He noted that Mason faces challenges and that not as much progress has been made in every area as he would have liked, but he was proud of the progress that had been made. President Cabrera reported that given the mission of access, enrollment has continued to grow, while some of Mason's peers have been moving in the opposite direction. He cited that growth is not only in numbers, but in diversity, while continuing to be a rare case in higher education by having no gaps in outcomes between ethnic or income groups. He noted continued growth in the areas of number of graduates and the career success of graduates. He reported that Mason's reputation continues to grow, being systematically recognized as one of the top 100 universities in the country and attaining the R1 classification for research universities. President Cabrera noted the faculty continues to publish in the best journals in the world and their opinions are sought globally. He reported that donors have responded to this progress, noting that is a great indicator that what Mason is doing is resonating with the community. He noted, as was reported during the Planning

Conference, the campaign is about 18 months ahead of schedule due to record years, with thanks to people on the Board. Regarding state support, President Cabrera reported that, while there are concerns about how Mason is treated on the operating side, Richmond has made major investments on the capital side. He noted this was in response to a higher level of confidence in the work Mason is doing. He reported one of his top concerns when he arrived and that has not improved is the continual decline of state support, noting this has ripple effects throughout the University. He explained that this decreased support makes it harder to offer all the services the students need to be successful, harder to retain key faculty, and harder to attract and complete for top faculty talent. President Cabrera noted the goal of growing sponsored research, but cited the pool of federal funds for research, is not growing. He reported Mason has been slower in some areas than he would have liked, but he remained optimistic. He noted he had hoped for faster progress in online programs, but with the Wiley partnership new programs are being designed and should be offered soon. He reported that he had hoped for more progress in the area of compensation, noting Mason is behind in the region and compared to our peers. President Cabrera noted he was proud that during the last 5 years, Mason has found resources for a 10% compensation increase, on average, with 5% of that within the last 12 months, but that was not enough. He reported Mason was doing better on the global front, but he had hoped for faster growth in that area. President Cabrera noted the importance of exposing the majority of Mason's graduates to experiences outside of the United States, that in the 21st century it is essential that people be exposed to realities outside of our country. He noted the progress in bringing international students to Mason, especially through the INTO partnership, which is contributing to making Mason more international and exposing students who do not have the opportunity to travel abroad to increased diversity on campus. President Cabrera noted the continued work in the area of faculty and staff diversity and highlighted improvements in some areas, but needing to make it a reality throughout the University.

President Cabrera reported that when looking at the areas where expectations have been surpassed and the areas where progress has been slower than anticipated, his assessment was positive. He commented that it had been an exciting 5 years to see the progress during a time of reduced investment and limited resources in higher education. He noted his pride in the role the University is playing in the community, contributing to making Northern Virginia a vibrant place to live, economically and culturally, and the improvements in the University to become more self-reliant.

President Cabrera concluded his report by highlighting his proposed 2017-2018 goals as presented:

1. Differentiate and improve student experience
2. Strengthen research and innovation enterprise
3. Make meaningful improvement in faculty and staff diversity and well-being
4. Build campus for the future
5. Pursue transformative partnerships for access
6. Strengthen financial position

He noted there had been one edit since the document was originally distributed. Item 3.a. was changed as a result of discussions at the Planning Conference and the presentation by Julian Williams, Vice President of Compliance, Diversity and Ethics. President Cabrera explained the change makes the goal higher and more targeted by increasing the percentage of applicants from underrepresented groups at the interview stage.

(Attachment 3 - President's 2017-2018 Goals)

Rector Davis suggested that the Board have one Closed Session later in the meeting instead of two, if that was agreeable to the Board. There was concurrence with the schedule change. He asked for any discussion or comments regarding President Cabrera's report; there were none.

Rector Davis advised the Board that his intention was to serve the last year of his two-year term as rector and complete his reappointment as a member. He noted it was an honorary position and he was honored to serve as Rector, but there were a lot of people on the Board who had given a lot to the University who should have the opportunity to serve as Rector.

Rector Davis advised that there have been Board members who served as Athletic Liaisons. He asked Visitors Prowitt and Blackman to serve in this capacity for the coming year.

VII. Board Orientation

Rector Davis called on Mr. Moncure to present the next items on the agenda. Mr. Moncure thanked the Board for the recognition he received and noted it had been a pleasure to serve them. He noted the commendation should go to the Board for the amount of time, effort and energy they spend on behalf of the University.

For the Board's information, Mr. Moncure reviewed the Legal Authority of the Board memo and the guidelines for student referrals and admissions as presented on the Board portal. Mr. Moncure advised that, due to a statutory mandate, Board

members are required to review and sign the Code of Ethics annually. He asked the members to sign their documents and submit them to the Secretary pro tem. Mr. Moncure reviewed recent legislation (HIR 431) regarding upholding free speech. He noted the Board subscribes to the Virginia Declaration of Rights, reporting the administration has made a studious effort at eliminating any internal policies or guidelines that constituted speech codes, noting the University encourages free and open discourse. Mr. Moncure reviewed the Freedom of Information Act (FOIA) document for Board members as presented in the portal and noted it provided detailed information for frequently asked questions.

President Cabrera asked Mr. Moncure for a refresher on the procedures for requests for admissions assistance. Mr. Moncure explained that Board members may write letters of recommendation to the Dean of Admissions, request a visit or campus tour for family and friends, and refer the student to the Office of Admissions. He noted the Board members should not request specific information on admissions decisions or request that an admission decision be made, and should not make any promises with regard to admissions. Mr. Moncure reminded the Board this is also covered in their Code of Ethics.

VIII. Academic Programs, Diversity, and University Community Updates

Rector Davis called on Provost David Wu for an update on Academic Programs, Diversity and University Community and to present the Faculty Actions presented in the Board portal. Provost Wu announced the completion of two important academic dean searches: Dr. Maury Peiperl as Dean of the School of Business and Dr. Germaine Buck Lewis as Dean of the College of Health and Human Services. He provided the following background information on Dr. Buck Lewis: currently a division director at the National Institute of Health (NIH) where she has been for 17 years; experienced in managing a large organization; accomplished scholar and researcher; specialist in public health; and was a tenured full professor SUNY Buffalo School of Medicine prior to joining NIH. Provost Wu noted that Dr. Peiperl and Dr. Buck Lewis are not only accomplished in their own areas, but they have a strong record of cross-disciplinary collaboration, which is valued at Mason. Provost Wu reported there were two emeritus faculty actions and four election faculty actions, as presented in the Board portal, to come before the Board for approval. Rector Davis called for a motion to approve the faculty actions in block. It was **MOVED** by Vice Rector Peterson and **SECONDED** by Visitor Alcalde to approve the actions as presented. Rector Davis opened the floor to discussion. There was none.

MOTION CARRIED UNANIMOUSLY BY VOICE VOTE

IX. Classified Information Access

Rector Davis recognized Melissa Perez from the Office of Research Development, Integrity and Assurance, to present the Classified Information Access Resolution. Ms. Perez explained that the University holds a facilities security clearance that enables the University to perform work on classified contracts and initiate security clearances for individuals who are supporting those contracts. She further explained that the Resolution excludes the Board from accessing any classified information received by the University and also excludes the Board of Visitors from the requirement to obtain security clearance. Rector Davis asked if there would be any utility of having one member of the Board with a security clearance as her point of contact. Discussion ensued about the levels of clearance held by current members and what level was required. Ms. Perez responded that Top Secret clearance was required and Visitor Blackman confirmed he had that level of clearance. Rector Davis designated Visitor Blackman as the point of contact for Ms. Perez in the event she needed to discuss a classified matter with a Board member. Rector Davis called for a motion to approve the resolution. It was **MOVED** by Visitor Witeck and **SECONDED** by Secretary Purvis. Rector Davis opened the floor to discussion. There was none.

MOTION CARRIED UNANIMOUSLY BY VOICE VOTE

(Attachment 4 – Classified Information Access Resolution)

X. Deficit Authorization Annual Notice

Rector Davis called on Ms. J.J. Davis, Senior Vice President, to present the next items on the agenda. Ms. Davis presented the Deficit Authorization Annual Notice, explaining that the Board is required to receive this notification that states the University cannot deficit spend in any given year. She noted that while no action was required by the Board, the University submits this to the Commonwealth confirming this restriction. Rector Davis asked Ms. Davis to assure the Board that there were no issues in this area. Ms. Davis confirmed that her team and various Board members had worked tirelessly to build reserves and will live within the financial means. She added that regular updates would be provided to the Finance and Land Use Committee regarding revenue collections throughout the year and forecasting would be provided moving forward.

XI. Update on Key Initiatives, FY 2018 Budget and Six Year Operating Plan Update

Ms. Davis reported that there is good news and mixed news from Richmond. She noted the good news was that revenue collections have been higher than anticipated, meaning there would be no mid-year adjustments, but rather for purposes of building the FY19 budget, the state is going into that process with more revenue than anticipated. She reported the rating agencies recently issued

the Commonwealth of Virginia a more pessimistic outlook, noting that the rating agencies are concerned that the Commonwealth is using one-time funds to balance the base budget, having dipped into the rainy day fund the past two years. Ms. Davis explained this means a mixed financial picture going forward and the need to build stronger advocacy around additional resources for Mason. She reported the first look at that impact will be on August 15 when President Cabrera, Provost Wu, she and others will visit Richmond and present the six-year plan. She reviewed the macro level handout as an overview of the comprehensive six-year plan for the operating and capital budgets that would be presented in Richmond. Ms. Davis noted that after the meeting Richmond, an update would be provided at the next Board meeting. Ms. Davis responded to questions from the Board concerning the amount of funds Mason is requesting and how that compares to our peers. She reported that over the past two years Mason's requests have been larger than peers as a result of advice that if the request is not made, it will not be fulfilled. She continued by stating that Mason needs to make a compelling case and ask for those higher amounts. Rector Davis noted the Earle Williams' award, and similar awards given at graduation, and asked how those types of bonuses affect faculty. Ms. Davis responded that every time Mason can recognize faculty for their achievements, it is very positive, noting that compensation right now is critically important. Faculty Representative Renshaw commented that the recognitions are great, noting that a task force is looking at faculty engagement and additional ways to recognize faculty. He continued that flexibility is also key for some faculty; despite the low salaries, when faculty have things to pursue, the more valuable reward is time. President Cabrera showed a slide of the faculty who received the first Faculty Excellence Awards at the May 2017 Commencement. He explained that four endowments for these awards were created and sponsored as follows:

1. Excellence in Diversity and Inclusion – by Karen and Hector Alcalde
2. Excellence in Research and Scholarship – by The Buddy Beck Family
3. Excellence in Teaching – by John Toups
4. Excellence in Social Impact – by Friends of Earle Williams

Ms. Davis responded to additional questions about building the case for more investment and support from the Commonwealth.

(Attachment 5 – Mason Six-Year Operating Plan Update)

XII. Closed Session

Rector Davis called for a motion to go into Closed Session. Vice Rector Peterson **MOVED** that Board go into Closed Session under the provisions of Section 2.2-3711.A.10 to discuss Honorary Degrees and Special Awards, Section 2.2-3711.A.7 for Consultation with Legal Counsel, Section 2.2-3711.A.29 to discuss a Public Contract, and Section 2.2-3711.A.1 to discuss Personnel Matters. The

motion was **SECONDED** by Visitor Hazel. He opened the floor to discussion. There was none.

MOTION CARRIED UNANIMOUSLY BY VOICE VOTE

Rector Davis asked the Faculty Representative and Student Representative to remain in the room for the discussion concerning the Honorary Degrees and Special Awards.

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

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

XIII. Documents and Records Request Policy

Rector Davis recognized Vice Rector Peterson to present the Documents and Records Request Policy. Vice Rector Peterson reported the policy needs to be renewed each year. It was **MOVED** by Vice Rector Peterson and **SECONDED** by Visitor Hazel to approve the renewal of this policy. Rector Davis opened the floor to discussion. There was none.

MOTION CARRIED UNANIMOUSLY BY VOICE VOTE
(Attachment 6 – Documents and Records Request Policy)

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

Rector Davis called for a motion to approve the Honorary Degree list discussed in the Closed Session. The motion was **MOVED** by Visitor Petersen and **SECONDED** by Visitor Wittek. Rector Davis opened the floor to discussion. There was none.

MOTION CARRIED UNANIMOUSLY BY VOICE VOTE

Rector Davis called for a motion to approve the President's bonus as discussed in Closed Session. The motion was **MOVED** by Visitor Petersen and **SECONDED** by Secretary Purvis. Rector Davis clarified the amount as the maximum allowed under President Cabrera's contract. Rector Davis opened the floor to discussion. There was none.

MOTION CARRIED UNANIMOUSLY BY VOICE VOTE

Rector Davis asked for any other business to come before the meeting. He recognized Visitor Hazel. Visitor Hazel reported that he had been very involved with the Association of Governing Boards (AGB) and had recently been contacted by Rick Legon, President of AGB, who asked Visitor Hazel if he would be willing to put his name on a list of people affiliated with schools across the country for a new AGB initiative. Visitor Hazel noted he had spoken with President Cabrera about this request and explained the initiative would be called The Guardians Initiative: Reclaiming the Public Trust. He reported that research has shown that the reputation of higher education, the value added of higher education, and the societal benefit of higher education is on a downward trend across the country. Visitor Hazel advised the Board that he agreed to the request and shared the list of people in the group with more people scheduled to join. He noted the national chairman is Kevin Reilly, Chancellor of the Wisconsin System, and the initiative would be announced after Labor Day.

Visitor Hazel referred to the Mason wine label that President Cabrera had shown at the Planning Conference and gave everyone green Mason sunglasses as seen on the chardonnay label.

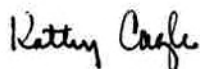
Rector Davis recognized Visitor Marquez. Visitor Marquez invited the Board to an event in Washington, D.C. on October 11 in support of DACA students. She explained the goal of the event is to raise scholarship funds for the DACA students and asked for the Board's assistance and support. Visitor Marquez encouraged the Visitors to contact her or Visitor Alcalde for more information. Rector Davis asked that the Secretary pro tem send the event information to the Visitors to include how contributions can be made.

President Cabrera recognized Linda Harber, Vice President of Human Resources, and extended congratulations on the birth of her granddaughter the previous day. Rector Davis asked for unanimous consent that Ms. Harber be given the remainder of the day off. There were no objections.

XIV. Adjournment

Rector Davis adjourned the meeting at 11:35 a.m.

Respectfully submitted,



Kathy Cagle
Secretary pro tem

Board of Visitors
July 28, 2017
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- Attachment 1: Board of Visitors Committee Roster for 2017-2018
- Attachment 2: Commendation of Appreciation for Thomas M. Moncure
- Attachment 3: President's Goals 2017-2018 (2 pages)
- Attachment 4: Resolution on Classified Information Access
- Attachment 5: Mason Six Year Operating Plan Update (3 pages)
- Attachment 6: Document and Records Request Policy

BOV Committee Membership 2017-18

EXECUTIVE COMMITTEE

Tom Davis - Rector
Jon Peterson - Vice Rector
Shawn Purvis - Secretary
Jimmy Hazel - Member-At-Large
Dave Petersen - Member-At-Large

ACADEMIC PROGRAMS, DIVERSITY & UNIVERSITY COMMUNITY

Karen Alcalde, Chair
Bob Witeck, Vice Chair
Mahfuz Ahmed
Horace Blackman
Anjan Chimaladinne
Steve Cumbie
Claire Dwoskin
Dave Petersen
Nancy Prowitt
Shawn Purvis
Tracy Schar
Lisa Zuccari

AUDIT

David Petersen, Chair
Horace Blackman, Vice Chair
Jimmy Hazel
Jon Peterson
Shawn Purvis

FINANCE AND LAND USE

Jon Peterson, Chair
Dave Petersen, Vice Chair
Karen Alcalde
Horace Blackman
Steve Cumbie
Jimmy Hazel
Bob Witeck

RESEARCH

Mahfuz Ahmed, Chair
Horace Blackman, Vice Chair
Anjan Chimaladinne
Claire Dwoskin
Nancy Prowitt
Shawn Purvis
Bob Witeck

DEVELOPMENT

Jimmy Hazel, Chair
Lisa Zuccari - Vice Chair
Wendy Marquez
Tracy Schar

Athletic Liaisons: Horace Blackman and Nancy Prowitt

**Board of Visitors of
George Mason University
Commendation of Appreciation for
Thomas M. Moncure**

Whereas, Thomas M. Moncure has a distinguished career of service to the Commonwealth of Virginia, serving variously as senior counsel to Virginia Attorneys General Jerry W. Kilgore and Judith W. Jagdmann, as elected Circuit Court Clerk of Stafford County, and as an elected Member of the Virginia House of Delegates, representing Stafford County, Fredericksburg, and Fauquier County; and

Whereas, Mr. Moncure earned a Bachelor of Arts degree in English from Virginia Military Institute, and a Master of Arts degree in history from George Mason University, and is a distinguished member of the Virginia State Bar; and

Whereas, Mr. Moncure has served our country with a career as Military Police Officer in the Army National Guard and Army Reserves, having retired following 26 years of commissioned service; and

Whereas, in 2006 Mr. Moncure was appointed by Virginia Attorney General Judith W. Jagdmann to the position of University Counsel and has served the University continuously since that time; and

Whereas, Mr. Moncure has served the Commonwealth on the Freedom of Information Act Advisory Council, and during his tenure at George Mason University has served on the Virginia Code Commission, and as appointed counsel to Gunston Hall; and

Whereas, Mr. Moncure has worked closely with the Board of Visitors to advise on all legal matters impacting the University, and has provided insightful, experienced, and practical counsel; and

Whereas, Mr. Moncure has engaged with senior leadership of the University to help lead the University forward, delivered repeated success in litigation, and provided wise and timely counsel to staff across the University; and

Whereas, Mr. Moncure's counsel, advice, and service to the Board of Visitors has helped guide and develop the University with extraordinary vision, forethought, and wisdom;

Now, therefore, the Rector and Visitors of George Mason University unanimously congratulate and commend Mr. Thomas M. Moncure for his dedication, service, and contributions to George Mason University.



The Honorable Thomas M. Davis, Rector
George Mason University

President's 2017-18 Goals
As Presented and Discussed July 28, 2017

Priorities

1. Differentiate and improve student experience
2. Strengthen research and innovation enterprise
3. Make meaningful improvement in faculty and staff diversity and well-being
4. Build campus for the future
5. Pursue transformative partnerships for access
6. Strengthen financial position

Goals Detail

1. Differentiate and improve student experience

- a. Create Mason Impact curricular and co-curricular options in the areas of undergraduate research, entrepreneurship, global learning, and civic engagement
- b. Launch signature short and semester-long options in Korea or other strategic destinations, and increase study abroad participation by 15%
- c. Complete design of Constituent Relationship Management system to support Student Experience Redesign initiative
- d. Increase retention and completion rates: first year retention to 88% and six year graduation rate to 70% for first time freshmen; first year retention to 82% and four year graduation rate to 70% for transfer students

2. Strengthen research and innovation enterprise

- a. Increase sponsored research expenditures by 5%; number of proposals submitted; and value of awards by 10%
- b. Review university policies for allocating facilities and administrative costs recovered on sponsored projects, as well as the creation, allocation and use of research and instructional labs
- c. Establish university-wide entrepreneurship program, secure external support for at least 50% of expenditures, and double the number of faculty-student invention disclosures

3. Make meaningful improvements in faculty and staff diversity and well-being

- a. Increase the percentage of applicants from underrepresented groups at interview stage by 5% for A/P and I/R faculty and 3% for classified staff
- b. Show meaningful improvement in key faculty satisfaction and engagement metrics
- c. Deploy university-wide ethics program including new training and resources

4. Build campus for the future

- a. Complete masterplan for West Campus at Fairfax, and continue facility initiatives at SciTech and Arlington campuses, considering education, research and translational opportunities

5. Pursue transformative partnerships for access

- a. Bring at least 5 new online programs to market and establish new partnership for online degree completion

- b. Execute ADVANCE partnership with NOVA including at least 5 new connected pathways
- c. Complete campus internationalization plan

6. Strengthen financial position

- a. Maintain or improve all metrics in the financial scorecard
- b. Meet enrollment targets, including 15% growth in international students and 10% in professional education
- c. Raise at least \$60M in new gifts, including \$5M for the endowment and 10% increase in alumni donors
- d. Refresh strategic plan including academic/research, financial, and capital resource projections
- e. Design a new tuition pricing structure and complementary billing system

RESOLUTION ON CLASSIFIED INFORMATION ACCESS

WHEREAS, current Department of Defense Regulations contain a provision making it mandatory that the Senior Management Official and Facility Security Officer meet the requirements for eligibility for access to classified information established for a contractor facility clearance; and

WHEREAS, said Department of Defense Regulations permit the exclusion from the requirements for access to classified information of certain members of the Board of Directors and other officers, provided that this action is recorded in the corporate minutes.

NOW THEREFORE BE IT DECLARED that the Senior Management Official and Facility Security Officer at the present time do possess the required eligibility for access to classified information; and

BE IT RESOLVED that in the future, when any individual enters upon any duties as Senior Management Official or Facility Security Officer, such individual shall, if they do not already possess such, immediately make application for the required eligibility for access to classified information; and

BE IT RESOLVED AND DIRECTED that the following members of the Board of Directors and other officers shall not require, shall not have, and can be effectively and formally excluded from access to all CLASSIFIED information disclosed to the University and shall not affect adversely University policies or practices in the performance of classified contracts for the Department of Defense or the Government contracting activities (User Agencies) of the National Industrial Security Program.

Board Officers:

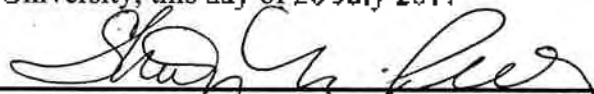
Thomas M. Davis - Rector
Shawn Purvis - Secretary

Jun M. Peterson - Vice Rector

Board Members:

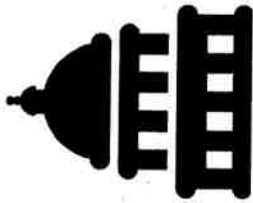
Mahfuz Ahmed	Karen Alcalde	Horace L. Blackman
Anjan Chimaladinne	Stephen Cumbie	Claire Dwoskin
James W. Hazel	Wendy Marquez	David Petersen
Nancy G. Prowitt	Tracy Schar	Robert Witeck
Lisa Zuccari		

IN WITNESS WHEREOF I have hereunto set my hand and affixed the seal of George Mason University, this day of 28 July 2017



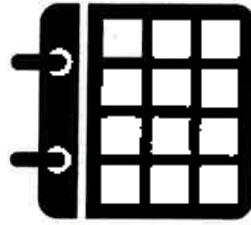
Shawn Purvis - Secretary

Mason Six Year Operating Plan



Legislation

- The Higher Education Opportunity Act of 2011



Submitted every Biennium

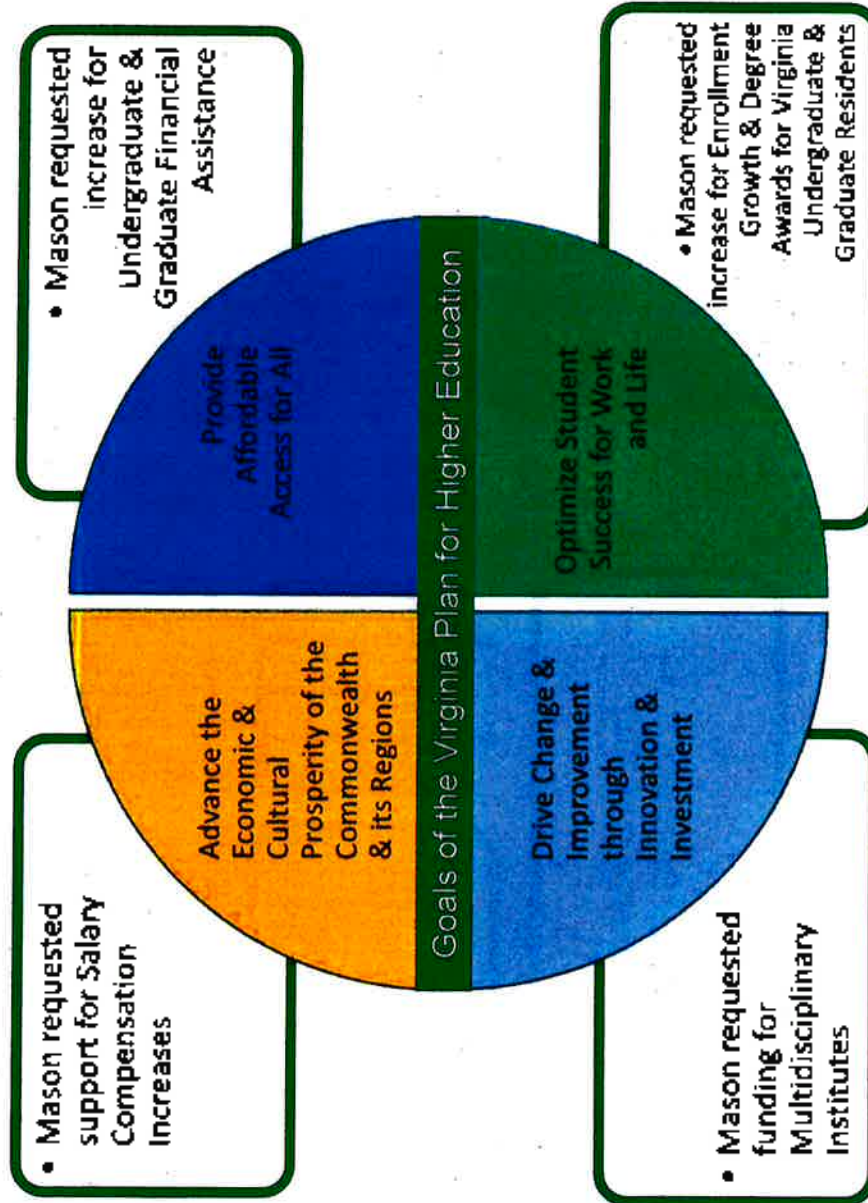
- Current submission for biennium 2018-2020



Modifications may be submitted during second year of the biennium



Aligns with Goals of Virginia Plan





Mason Highlights



of degree-seeking Undergrads
Live on Campus



of Students Receive
Pell Grants



of Undergraduates are
Virginia Residents



Lowest student default rate
among public institutions by
BestColleges.com



Education Trust notes Mason has
little to no difference in graduation
rates between African American,
Hispanic and white students

G E O R G E



M A S O N

GEORGE MASON UNIVERSITY

BOARD OF VISITORS

DOCUMENT AND RECORDS REQUEST POLICY

In order to facilitate the orderly transaction of business, and to make the most efficient use of administrative staff, it is the policy of this Board that all requests by individual members for University documents and records, subject to review by Counsel for disclosability, shall be directed to the Secretary of the Board of Visitors or to the Secretary pro tem in the absence of the Secretary of the Board of Visitors.

This policy shall remain in effect for one year.

Adopted by the Board of Visitors on July 28, 2017.

A handwritten signature in cursive script, appearing to read "Shan G. Luu".

Secretary
Board of Visitors

President's 2017-18 Goals
As Presented and Discussed July 28, 2017

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